



# BUSINESS PAPER

Ordinary Meeting of Council

Council Chambers  
27 August 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 27 August 2025** commencing at **6:30pm** to consider the following business:

AGENDA	
1	Opening the Meeting
2	Apologies
3	Leave of Absence Applications
4	Prayer
5	Acknowledgement of Country
6	Acknowledgement of Broken Hill's Mining History
7	Public Forum Session
8	Minutes for Confirmation
9	Disclosure of Interest
10	Mayoral Minute(s)
11	Notice of Motion
12	Notices of Rescission
13	Reports from Delegates
14	Reports from Committees <ul style="list-style-type: none"> <li>a) Recommendations of <b>Infrastructure and Environment Committee</b> meeting held Monday, 18 August 2025</li> <li>b) Recommendations of <b>Corporate and Community Development Committee</b> meeting held Tuesday, 19 August 2025</li> <li>c) Recommendations of <b>Finance and Governance Committee</b> meeting held Wednesday, 20 August 2025</li> </ul>
15	Further Reports
16	Questions Taken on Notice from Previous Council Meeting
17	Questions for Next Meeting Arising from Items on this Agenda
18	Public Forum Session
19	Confidential Matters
20	Conclusion of the Meeting

#### STATEMENT OF ETHICAL OBLIGATIONS

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

#### LIVE STREAMING OF COUNCIL MEETINGS

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

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

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

JAY NANKIVELL  
GENERAL MANAGER



# MINUTES FOR CONFIRMATION

Minutes of the Ordinary Meeting of the Council meeting held Wednesday, July 30, 2025.

Minutes of the Extraordinary Meeting of the Council meeting held Wednesday, August 13, 2025.

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MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL  
HELD JULY 30, 2025

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Meeting commenced at 6:30pm.

**PRESENT:**

Councillor T. Kennedy (Mayor) Councillor J. Hickey (Deputy Mayor),  
Councillors B. Algate, M. Boland, A. Byrne, A. Chandler, E. Gillett,  
R. Page and D. Turley.

Director Corporate and Community, Director Finance and Commercial,  
Director Infrastructure and Environment, Manager Communications and  
Marketing, Executive Officer and Executive Assistant.

Media (2), Members of the Public (4)

**APOLOGIES:**

Nil.

**LEAVE OF ABSENCE**

**APPLICATIONS:**

1. Councillor Jewitt submitted a Leave of Absence application for this  
meeting and provided the reason "Bereavement Leave".

**RESOLUTION**

Minute No. 47917 - Procedural Motion

Councillor E Gillett moved

Councillor A Chandler seconded

)  
)

**Resolved**

That the application be accepted and Councillor  
Jewitt be provided a leave of absence for this  
meeting

CARRIED UNANIMOUSLY

**PRAYER**

Councillor Boland delivered the prayer.

**ACKNOWLEDGEMENT OF COUNTRY**

Councillor Byrne delivered the Acknowledgment of Country.

**ACKNOWLEDGEMENT OF BROKEN HILL'S MINING HISTORY**

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

**PUBLIC FORUM**

Women's Memorial in Town Square

*Mr Bob Coulls congratulated Council on the reinstatement of the Women's Memorial in Town Square.*

The Mayor advised Council and contractors had been working against the weather when reinstalling the memorial which weighs 5 tonne.

Gateway Signage

*Mr Bob Coulls requested information regarding the grant Council received for the Gateway signage, and what progress had been made to install the new signs.*

*The Mayor advised that Council had received grant funding through their involvement in the Far South West Joint Organisation which was combined with three other Councils (Balranald, Wenworth and Central Darling Shire). The grant funding of \$200,000 was to be used to increase tourism in the four regions. Council will use its share of the funding to install additional signage at the Adelaide,*



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*Tibooburra, Sydney and Airport entrances to the City. The tender process has been completed and the project should be completed by the end of November.*

Pine trees located on the footpath of 572 Argent Street

*Kath Yates and Cheryl Lee Roberts spoke in relation to the damage that pine trees are causing to their property which they have been complaining to Council about since 1987. The Pine trees are lifting up the cement footpath, to the point that they are now unable to close their front gate, and the roots are now causing damage inside their property. Council advised them that the trees were on the list to be removed in December and they were advised in July that the trees are no longer on the list to be removed.*

The Director Infrastructure and Environment advised that Council's Assets Inspector and Council's Arborist had inspected the trees last week and that Council is currently looking into a plan of action to be undertaken.

The Director Infrastructure and Environment advised he will be in contact once a plan of action for the trees has been agreed upon.

The Mayor asked Ms Yates and Ms Roberts to stay for the remainder of the meeting in order that they can give their contact details to the Director Infrastructure and Environment.

## MINUTES FOR CONFIRMATION

### RESOLUTION

Minute No. 47918

Councillor R Algate moved

Councillor A Chandler seconded

### Resolved

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

CARRIED UNANIMOUSLY

## DISCLOSURE OF INTEREST

Nil.

## MAYORAL MINUTES

The Mayor advised that Mayoral Minute No. 5/25 - dated July 24, 2025 - General Manager's performance review and contract renewal would be dealt with in the confidential session at the end of this meeting.

## NOTICES OF MOTION

Nil.

## NOTICES OF RESCISSION

Nil.

## REPORTS FROM DELEGATES

### Verbal Report – Broken Hill Engineering Reference Group

*The Deputy Mayor gave a verbal report regarding the five Broken Hill Engineering Reference Group meetings he has been attending.*

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*Following a monthly meeting of the Broken Hill Engineering Reference Group which was set up following the proposed removal of Lathes and Milling machines from TAFE*

*The group meets monthly to discuss progress to entice new apprentices and ensure that these apprentices are trained in their courses at the Local TAFE not having to travel to other areas*

*The latest developments are:*

*Two senior tradespeople are undertaking a course through TAFE to enable them to hold a CERT 4 which enables them to teach. They will be qualified by end of year.*

*Approx 12 new apprentices have their name down to commence training in the 2026 Tafe year*

*One night per week will also be available for night course*

*One of the new teachers will be mechanical which will alleviate the need to travel to Mildura for apprentices.*

*Construction course for next year has had good interest and proposing to build a tiny home over the next 18 months with the Apprentice Boilermakers building the chassis and the Apprentice Carpenters constructing the tiny home onto the chassis. Once complete the tiny home will be auctioned.*

*The Broken Hill Engineering Alliance together with TAFE have had a promotional advertisement filmed to help promote and encourage new apprentices to come back to Industry.*

*The cost so far has been borne by the Alliance however they will need help funding advertisement over the next 12 months of approx. \$50,000. A grant of \$2,500 has been provided by Transgrid to help towards filming with donations to be sought from other businesses.*

*It is a very worthwhile group and extremely important to Broken Hill*

**Murray Basin Authority Chair Region 4**

*The Deputy Mayor Thanked Roy Butler, Member for Barwon for lodging a submission to ICAC regarding the handling of water by the Commonwealth Environmental water holder who manages Toorale Station water.*

*Since Toorale Station was purchased in 2009 it was supposed to have all infrastructure removed so water could flow through to the Darling River however there has been something like \$14m spent on concrete walls and diversions to create an artificial floodplain and thus still no water flowing through to the river.*

*It is yet to be confirmed if ICAC will act on the submission*

**RESOLUTION**

Minute No. 47919 - Procedural Motion

Deputy Mayor J Hickey moved  
Councillor R Algate seconded

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)

**Resolved**

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

CARRIED UNANIMOUSLY

**Passing of Mr Danny O'Connor**

*The Mayor acknowledged the passing of Mr Danny O'Connor, previous President of the Barrier Industrial Council and previous Chairman of the Barrier Daily Truth. Danny was very well-liked by the community and will be sadly missed.*

*Councillor Algate also spoke in relation to the passing of Mr Danny O'Connor advising that Danny always had a good working relationship with Council and he was a very likable character.*



## COMMITTEE REPORTS

### INFRASTRUCTURE AND ENVIRONMENT COMMITTEE

**ITEM 1 - BROKEN HILL CITY COUNCIL REPORT NO. 136/25 - DATED JULY 08, 2025 -  
REQUEST FOR ADDITIONAL STREET LIGHTING IN BLENDE STREET** D25/30491

**RESOLUTION**

Minute No. 47920

Councillor E Gillett moved )  
Councillor M Boland seconded )

**Resolved**

1. That Broken Hill City Council Report No. 136/25 dated July 8, 2025, be received.
2. That the request for additional street lighting in Blende Street between Oxide Street and Iodide Street not be installed at this location due to it already meeting lighting requirements as per the 2024 Street Lighting Audit.

CARRIED UNANIMOUSLY

**ITEM 2 - BROKEN HILL CITY COUNCIL REPORT NO. 137/25 - DATED JULY 11, 2025 -  
MINUTES OF THE LOCAL TRAFFIC COMMITTEE - MEETING NO.459, HELD ON TUESDAY, 1  
JULY 2025** D25/31165

**RESOLUTION**

Minute No. 47921

Councillor R Algate moved )  
Deputy Mayor J Hickey seconded )

**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
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*

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*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

## CORPORATE & COMMUNITY DEVELOPMENT COMMITTEE

**ITEM 3 - BROKEN HILL CITY COUNCIL REPORT NO. 128/25 - DATED JULY 04, 2025 -  
TEMPORARY SUSPENSION OF PORTION OF CENTRAL BUSINESS DISTRICT ALCOHOL-  
FREE ZONE - BEYOND DUST FESTIVAL - 6 SEPTEMBER 2025** D25/24963

**RESOLUTION**

Minute No. 47922

Councillor R Page moved )

Deputy Mayor J Hickey seconded )

**Resolved**

1. That Broken Hill City Council Report No. 128/25 dated July 4, 2025, be received.
2. That Council provide in principle support for the temporary suspension of a portion of the Central Business District (CBD) Alcohol-Free Zone (AFZ), under section 644 of the *Local Government Act 1993*, for the Beyond the Dust Street Festival to be held 6 September 2025.



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3. That Council note the specific details for the temporary suspension includes a section of Argent Street (Oxide to Chloride St) and Chloride Street (Argent to Blende St) incorporating the Town Square (see map attached).
4. That the temporary suspension be in place from 4pm until 10pm on Saturday, 6 September 2025, subject to the conditions contained in the liquor licence.
5. That the temporary suspension be advised to the public by way of advertisement in the local newspaper and Public Notice on Council's website. That the public notification also confirms that all other existing alcohol-free zones in Broken Hill remain in force.
6. That the General Manager be authorised to implement the temporary suspension and public notice processes on final advice of the Barrier Police District.
7. That the Barrier Police District be advised of Council's decision.

CARRIED UNANIMOUSLY

**ITEM 4 - BROKEN HILL CITY COUNCIL REPORT NO. 129/25 - DATED JULY 08, 2025 -  
NOMINATIONS FOR THE APPOINTMENT OF COMMUNITY REPRESENTATIVES TO SECTION  
355 COMMITTEES** D25/27897

**RESOLUTION**

Minute No. 47923

Councillor R Algate moved )  
Councillor D Turley seconded )

**Resolved**

1. That Broken Hill City Council Report No. 129/25 dated July 8, 2025, be received.
2. That Council review and consider the nomination of Neville Hill for appointment as a community representative on the Memorial Oval Community Committee.
3. That Council review and consider the nomination of Christine Adams for appointment as a community representative on the Broken Hill Heritage Advisory Committee.
4. That Council review and consider the nomination of Ann Morris for appointment as a community representative on the Ageing Well Advisory Committee.
5. That the community representatives be advised of their appointment.

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6. That Council notes a new round of advertising commenced on 27 June, consisting of three (3) fortnightly placements, concluding 25 July.

CARRIED UNANIMOUSLY

**ITEM 5 - BROKEN HILL CITY COUNCIL REPORT NO. 130/25 - DATED JUNE 24, 2025 -  
MINUTES OF THE BROKEN HILL LEAD REFERENCE GROUP MEETING HELD 28 MAY 2025**  
D25/27830

**RESOLUTION**

Minute No. 47924

Councillor R Algate moved )  
Councillor M Boland seconded )

**Resolved**

1. That Broken Hill City Council Report No. 130/25 dated June 24, 2025, be received.
2. That the Minutes of the Broken Hill Lead Reference Group meeting held 28 May 2025 be received.
3. That correspondence be sent to the Western Local Health District explaining that reports are required to be submitted to Council in order that Council can advocate on lead issues on behalf of the community.

CARRIED UNANIMOUSLY

**ITEM 6 - BROKEN HILL CITY COUNCIL REPORT NO. 131/25 - DATED JULY 09, 2025 -  
MINUTES OF THE NORM FOX SPORTING COMPLEX COMMUNITY COMMITTEE MEETING  
HELD 26 JUNE 2025**  
D25/28994

**RESOLUTION**

Minute No. 47925

Councillor R Algate moved )  
Councillor D Turley seconded )

**Resolved**

1. That Broken Hill City Council Report No. 131/25 dated July 9, 2025, be received.
2. That the Minutes of the Norm Fox Sporting Complex Community Committee meeting held 26 June 2025 be received.
3. That Council endorse the request for a caretaker/groundskeeper to be engaged from within the committee membership and that an honorarium of \$1,000 for the 2025/2026 financial year, payable monthly in arrears, be paid to said caretaker subject to the committee's financial capacity to do so.
4. That Council endorse the request for an honorarium of 50% of net profits of the canteen takings be paid to canteen operation management from within the committee membership; and Council sends



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correspondence to the canteen volunteers thanking them for their hard work to raise money towards the upkeep of the facility.

5. That Committee members or agents receiving payments note that:
  - a. The positions are not permanent and can be ceased by the Committee or Council at any time;
  - b. Payments are performance based and will be reviewed by the Committee as required with the assistance of Council;
  - c. Payments requested outside Point 3 and 4 will require approval of Council.
6. That Council endorsement is valid for the 2025/2026 financial year only and that payments beyond that date will require approval of Council.

CARRIED UNANIMOUSLY

## RESCISSION MOTIONS

Nil.

## FURTHER REPORTS

**ITEM 7 - BROKEN HILL CITY COUNCIL REPORT NO. 132/25 - DATED JUNE 24, 2025 - COUNCIL MEETING ARRANGEMENTS AND CHRISTMAS SHUT DOWN PERIOD** D25/27849

### RESOLUTION

Minute No. 47926

Councillor E Gillett moved )  
Councillor A Byrne seconded )

### Resolved

1. That Broken Hill City Council Report No. 132/25 dated June 24, 2025, be received.
2. That Council's Ordinary Monthly Meeting for December be held 17 December 2025.
3. That the December Standing Committee Meetings be held as follows
  - a. Infrastructure and Environment Committee Meeting to be held Monday December 8, 2025, at 5:30pm
  - b. Corporate and Community Development Committee Meeting to be held Tuesday December 9, 2025, at 5:30pm

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- c. Finance and Governance  
Committee Meeting to be held  
Wednesday December 10, 2025,  
at 5:30pm
4. That Standing Committee Meetings not be held in January 2026.
5. That the Council shutdown period for the Administrative Centre and the Warnock Street Works Depot be from 5pm Tuesday December 23, 2025, and reopening Monday, January 12, 2026.
6. That Council advertise the shutdown period for the Administrative Centre and the Warnock Street Works Depot and that this advertisement also includes the operating hours for all other Council facilities during this period.

CARRIED UNANIMOUSLY

**ITEM 8 - BROKEN HILL CITY COUNCIL REPORT NO. 138/25 - DATED MAY 22, 2025 -  
CORRESPONDENCE REPORT - SEEKING FUNDING OPPORTUNITIES TO REDUCE LEAD DUST  
EXPOSURE IN BROKEN HILL** D25/22747

**RESOLUTION**

Minute No. 47927

Councillor M Boland moved )  
Councillor R Algate seconded )

**Resolved**

1. That Broken Hill City Council Report No. 138/25 dated May 22, 2025, be received.
2. That reply correspondence dated 20 June 2025 from the Minister for Environment, the Hon Penny Sharpe, MLC, be received and noted.

CARRIED UNANIMOUSLY

**ITEM 9 - BROKEN HILL CITY COUNCIL REPORT NO. 139/25 - DATED MAY 22, 2025 -  
CORRESPONDENCE REPORT - URGENT NEED TO SUSTAIN FUNDING FOR SOCIAL FUTURES** D25/22751

**RESOLUTION**

Minute No. 47928

Councillor M Boland moved )  
Deputy Mayor J Hickey seconded )

**Resolved**

1. That Broken Hill City Council Report No. 139/25 dated May 22, 2025, be received.
2. That reply correspondence dated 21 June 2025, from the Minister for Youth, the Hon Rose Jackson, addressed to the Member for Barwon, Mr Roy Butler MP, regarding funding opportunities for the Social Futures – Clubhouse Program be received and noted.
3. That reply correspondence dated 18 July 2025 from the Shadow Minister for Regional

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NSW, the Hon Dugald Saunders MP, be received and noted.

CARRIED UNANIMOUSLY

**ITEM 10 - BROKEN HILL CITY COUNCIL REPORT NO. 140/25 - DATED JULY 09, 2025 -  
CORRESPONDENCE REPORT - ELIGIBILITY FOR 88 DAYS AUSTRALIA PROGRAM FOR RURAL  
AND REMOTE AREAS** D25/27626

**RESOLUTION**

Minute No. 47929

Deputy Mayor J Hickey moved )  
Councillor R Algate seconded )

**Resolved**

1. That Broken Hill City Council Report No. 140/25 dated July 9, 2025, be received.
2. That reply correspondence dated 25 June 2025 from The Hon Jamie Chaffey MP, Federal Member for Parkes, be received and noted.
3. That the correspondence be sent to the new Minister for Home Affairs, Minister for Immigration and Multicultural Affairs, the relevant Shadow Ministers and the Federal Member for Parkes regarding this matter, due to the change in Ministry as a result of the recent Federal Election.

CARRIED UNANIMOUSLY

**ITEM 11 - BROKEN HILL CITY COUNCIL REPORT NO. 141/25 - DATED JUNE 24, 2025 -  
CORRESPONDENCE REPORT - FUNDING FOR THE BROKEN HILL REGIONAL AIRPORT AND  
SUPPORT FOR REGIONAL EXPRESS AIRLINES** D25/28126

**RESOLUTION**

Minute No. 47930

Councillor R Page moved )  
Councillor A Chandler seconded )

**Resolved**

1. That Broken Hill City Council Report No. 141/25 dated June 24, 2025, be received.
2. That reply correspondence dated 24 June 2025 from Mr Patrick Gorman Assistant Minister to the Prime Minister be received and noted.

CARRIED UNANIMOUSLY

**ITEM 12 - BROKEN HILL CITY COUNCIL REPORT NO. 142/25 - DATED JULY 09, 2025 -  
CORRESPONDENCE REPORT - UPDATE ON THE WILLYAMA HIGH SCHOOL REBUILD** D25/30770

**RESOLUTION**

Minute No. 47931

Councillor R Algate moved )  
Deputy Mayor J Hickey seconded )

**Resolved**

1. That Broken Hill City Council Report No. 142/25 dated July 9, 2025, be received.
2. That correspondence dated 5 July 2025 from The Hon Courtney Houssos MLC on behalf of the Hon Prue Car MP, Deputy Premier and Minister for Education and Early Learning, providing an update on the Willyama High



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School rebuild and other education investments the Minns Labor Government is making in Broken Hill, be received and noted.

CARRIED UNANIMOUSLY

**ITEM 13 - BROKEN HILL CITY COUNCIL REPORT NO. 143/25 - DATED JUNE 03, 2025 - 2022-2026 DELIVERY PROGRAM INCLUDING 2024/2025 OPERATIONAL PLAN OUTCOMES - FINAL KEY PERFORMANCE INDICATOR PROGRESS REPORT FOR PERIOD ENDING 30 JUNE 2025**

D25/24689

**RESOLUTION**

Minute No. 47932

Councillor M Boland moved  
Councillor R Algate seconded

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**Resolved**

1. That Broken Hill City Council Report No. 143/25 dated June 3, 2025, be received.
2. That Council receive the 2022-2026 Delivery Program including Operational Plan 2024/2025 outcomes – Final Key Performance Indicator Progress Report for period ending 30 June 2025.
3. That the 2022-2026 Delivery Program including Operational Plan 2024/2025 outcomes – Final Key Performance Indicator Progress Report for period ending 30 June 2025 be placed on Council's website.

CARRIED UNANIMOUSLY

**ITEM 14 - BROKEN HILL CITY COUNCIL REPORT NO. 144/25 - DATED JULY 11, 2025 - 2022-2026 DISABILITY INCLUSION ACTION PLAN - KEY PERFORMANCE INDICATORS PROGRESS REPORT FOR PERIOD ENDING 30 JUNE 2025**

D25/31108

**RESOLUTION**

Minute No. 47933

Councillor R Algate moved  
Deputy Mayor J Hickey seconded

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**Resolved**

1. That Broken Hill City Council Report No. 144/25 dated July 11, 2025, be received.
2. That Council note the 2022-2026 Disability Inclusion Action Plan – Key Performance Indicators Progress Report for the reporting period ending 30 June 2025.
3. That the 2022-2026 Disability Inclusion Action Plan – Key Performance Indicators Progress Report for the reporting period ending 30 June 2025 be placed on Council's website.
4. That Council call a meeting of the Disability Inclusion Action Plan Monitoring Group to assess the outcomes of the progress report.
5. That Council staff be congratulated on the implementation of the Disability Inclusion Action Plan and the success of the 2025 Disability Expo which was hosted by Council.

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CARRIED UNANIMOUSLY

**ITEM 15 - BROKEN HILL CITY COUNCIL REPORT NO. 133/25 - DATED JUNE 05, 2025 - DRAFT SOCIAL MEDIA POLICY AND DRAFT MEDIA RELATIONS POLICY FOR PUBLIC EXHIBITION**

D25/25012

**RESOLUTION**

Minute No. 47934

Deputy Mayor J Hickey moved )  
Councillor M Boland seconded )

**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

**ITEM 16 - BROKEN HILL CITY COUNCIL REPORT NO. 134/25 - DATED JULY 11, 2025 - INVESTMENT REPORT FOR JUNE 2025**

D25/31122

**RESOLUTION**

Minute No. 47935

Councillor M Boland moved )  
Councillor R Algate seconded )

**Resolved**

1. That Broken Hill City Council Report No. 134/25 dated July 11, 2025, be received.

CARRIED UNANIMOUSLY

**ITEM 17 - BROKEN HILL CITY COUNCIL REPORT NO. 135/25 - DATED JUNE 17, 2025 - MINUTES OF THE BROKEN HILL EDUCATION WORKING GROUP MEETING HELD 11 JUNE 2025 AND 9 JULY 2025**

D25/26772

**RESOLUTION**

Minute No. 47936

Deputy Mayor J Hickey moved )  
Councillor R Algate seconded )

**Resolved**

1. That Broken Hill City Council Report No. 135/25 dated June 17, 2025, be received.
2. That minutes of the Broken Hill Education Working Group meetings held 11 June 2025 and 9 July 2025 be received and noted.
3. That correspondence be sent to members of the Education Working Group congratulating them on their input and the outcomes achieved by the group with regards to the design of the new Willyama High School.

CARRIED UNANIMOUSLY

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**ITEM 18 - BROKEN HILL CITY COUNCIL REPORT NO. 145/25 - DATED JULY 23, 2025 - ACTION LIST REPORT** D25/32770

**RESOLUTION**

Minute No. 47937

Councillor E Gillett moved  
Councillor A Byrne seconded

**Resolved**

1. That Broken Hill City Council Report No. 145/25 dated July 23, 2025, be received.

CARRIED UNANIMOUSLY

**QUESTIONS TAKEN ON NOTICE FROM PREVIOUS COUNCIL MEETING**

**ITEM 19 - QUESTIONS ON NOTICE NO. 7/25 - DATED JULY 01, 2025 - COUNCILLOR QUESTIONS ON NOTICE TAKEN AT THE JUNE 2025 COUNCIL MEETINGS** D25/29467

**RESOLUTION**

Minute No. 47938

Councillor A Byrne moved  
Councillor R Algate seconded

**Resolved**

1. That Questions On Notice No. 7/25 dated July 1, 2025, be received.

CARRIED UNANIMOUSLY

**QUESTIONS FOR NEXT MEETING ARISING FROM ITEMS ON THIS AGENDA**

Nil.

**PUBLIC FORUM SESSION**

Wolfram Street Road Reconstruction

Rosalyn O'Connor asked for the completion date of Wolfram Street and if it would be finished before the netball season commenced next Tuesday.

The Director Infrastructure and Environment advised that works will be finished by the end of August, but explained that the next stage near the entrance of the Netball Courts will only affect the shoulders of the road and would have no impact on traffic flow.

Library

Rosalyn O'Connor commented that the Library development looks to be progressing well and asked if there is an expected completion date for the project.

The Mayor advised that the expected completion date is November, and that there have been some delays recently due to the weather conditions and contractors not being able to lift the concrete blocks onto the roof.

The aim is for the Library to be at lock-up stage at the start of September and then the internal finishings and fit-out can commence. The Mayor also confirmed that Council had received a grant for new Library furniture.

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MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL  
HELD JULY 30, 2025

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Beyond the Dust Festival

Rosalyn O'Connor advised that the Beyond the Dust Festival was being held the same day as the local football grand final and hope that this would add to it's success and bring more people into the CBD area.

**RESOLUTION**

Minute No. 47939 - Procedural Motion

Councillor E Gillett moved )

Councillor M Boland seconded )

**Resolved**

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.

CARRIED UNANIMOUSLY

*Staff, Media and members of the public left the Council Chambers at 7:32pm and the livestreaming of the meeting ceased.*

**CONFIDENTIAL MATTERS**

**ITEM 20 - MAYORAL MINUTE NO. 5/25 - DATED JULY 24, 2025 - GENERAL MANAGER'S PERFORMANCE REVIEW AND CONTRACT RENEWAL - CONFIDENTIAL**

D25/30694

**(General Manager's Note:** This report considers the General Manager's Performance Review for 2024/2025 and renewal of contract and is deemed confidential under Section 10A(2) (a) of the Local Government Act, 1993 which contains matters that will involve the discussion of personnel matters concerning a particular individual).

**RESOLUTION**

Minute No. 47940

Councillor A Byrne moved )

Councillor R Algate seconded )

**Resolved**

1. That Mayoral Minute No. 5/25 dated July 24, 2025, be received and noted.
2. That Council note the view of the GM Performance Review Panel that General Manager, Jay Nankivell has performed at a better than satisfactory level in the fourth year of his contract of employment as General Manager of Broken Hill City Council and congratulates him on that performance and his leadership of the staff, and encourages him to continue the progress made in the organisation and in his personal development to ensure the Council's continued financial sustainability.
3. That Council adopts the General Manager's Performance Agreement 2025/2026 noting that the eight (8) priorities for 2025/26 listed in the Mayoral Minute have been included in the General Manager's Performance Agreement for 2025/26.

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MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL  
HELD JULY 30, 2025

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4. That the General Manager develops an Action Plan for submission to the Mayor and Deputy Mayor within two (2) months to outline the actions to be taken to address the eight (8) priorities so progress can be reviewed in February 2026.
5. That the General Manager's Total Remuneration Package be increased by 4% to recognise his high performance in accordance with Clause 8.3 of his contract of employment, and to align with the same increase granted to all staff under the Broken Hill Consent Award.
6. That Council approves to offer a renewal of contract of employment to Mr Jay Nankivell for the position of General Manager with the following terms and conditions:
  - Term of contract being five (5) years, commencing from the expiration of the current contract.
  - The Total remuneration package and all other conditions of employment remain unchanged from the current contract.
7. That the Mayor and Deputy Mayor be authorised to sign the General Managers Contract Renewal, under the Seal of Council, as per the OLG's "*Standard Contract of Employment for General Managers of Local Councils in NSW*", with all provisions of the current contract remaining the same.
8. That Mr Stephen Blackadder of Stephen Blackadder Consulting continues to be engaged to facilitate the General Manager's Annual Performance Reviews for the duration of the five (5) year contract from 31 March 2026 to 31 March 2031.

CARRIED UNANIMOUSLY

*The Director Infrastructure and Environment and the Executive Officer returned to the Council Chambers at 7:38pm to record the Council resolution made in closed session.*

*Other staff, media and members of the public returned to the Council Chambers at 7:40pm and the livestream of the meeting resumed.*

At the Mayor's invitation, the Director Infrastructure and Environment reported on the resolution made by Council whilst in closed session.

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MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL  
HELD JULY 30, 2025

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Cuts to NSW TAFE non-teaching jobs

*At the conclusion of the meeting, the Deputy Mayor advised that a media release had just been published on social media advising of widespread cuts to TAFE jobs in NSW but that Broken Hill TAFE will not be affected.*

There being no further business to consider, the Mayor closed the meeting at 7:42 p.m.

THE FOREGOING MINUTES WERE READ )  
AND CONFIRMED AT THE ORDINARY )  
MEETING OF THE BROKEN HILL CITY )  
COUNCIL HELD ON 27 AUGUST 2025. )

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CHAIRPERSON

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MINUTES OF THE EXTRAORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD  
AUGUST 13, 2025

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Meeting commenced at 6:30pm

**PRESENT:**

Councillor T Kennedy (Mayor) Councillor J Hickey (Deputy Mayor),  
Councillors B Algate, A Byrne, E Gillett, R Page and D Turley.

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

Media (nil), Members of the Public (nil).

**APOLOGIES:**

Councillor H Jewitt.

**RESOLUTION**

Minute No. 47941 - Procedural Motion

Councillor E Gillett moved )

Deputy Mayor J Hickey seconded )

**Resolved**

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

CARRIED UNANIMOUSLY

**LEAVE OF ABSENCE**

**APPLICATIONS:**

1. Councillor A Chandler submitted a Leave of Absence Application and provided the reason "on holidays".
2. Councillor M Boland submitted a Leave of Absence Application and provided the reason "prior work commitments".

**RESOLUTION**

Minute No. 47942 - Procedural Motion

Councillor A Byrne moved )

Councillor R Algate seconded )

**Resolved**

That the applications received from Councillors  
Chandler and Boland be accepted and a Leave  
of Absence granted for this meeting.

CARRIED UNANIMOUSLY

**PRAYER**

Councillor Gillett delivered the prayer.

**ACKNOWLEDGEMENT OF COUNTRY**

Councillor Byrne delivered the Acknowledgment of Country.

**PUBLIC FORUM**

Nil.

**DISCLOSURE OF INTEREST**

Nil.



## REPORTS

### **ITEM 1 - BROKEN HILL CITY COUNCIL REPORT NO. 146/25 - DATED AUGUST 08, 2025 - DRAFT BROKEN HILL FLOOD STUDY REPORT AND FLOOD MAPPING FOR PUBLIC EXHIBITION**

D25/35991

#### Recommendation

1. That Broken Hill City Council Report No. 146/25 dated August 8, 2025, be received.
2. That Council endorses the Draft Flood Study Report and Flood Mapping for the purpose of public exhibition.
3. That the Draft Flood Study Report and Flood Mapping be placed on public exhibition for submissions to be received for a period of 28 days.
4. That Council receives a further report after the public exhibition period has ended, outlining all submissions received and any recommended amendments, to support the adoption of the final Flood Study report and its recommendations.

### **ITEM 2 - BROKEN HILL CITY COUNCIL REPORT NO. 148/25 - DATED AUGUST 13, 2025 - ADDITIONAL MAPS - DRAFT BROKEN HILL FLOOD STUDY REPORT AND FLOOD MAPPING FOR PUBLIC EXHIBITION**

D25/36891

#### Recommendation

1. That Broken Hill City Council Report No. 148/25 dated August 13, 2025, be received.
2. That Council endorses the additional maps contained within the Broken Hill Flood Study Volume 2 Mapping (draft) to be incorporated into the Draft Broken Hill Flood Study Report and Flood Mapping prior to being placed on Public Exhibition.

#### **RESOLUTION**

Minute No. 47943

Deputy Mayor J Hickey moved  
Councillor R Algate seconded

#### **Resolved**

) That the recommendations of items 1 and 2 be  
) adopted.

CARRIED UNANIMOUSLY

## PUBLIC FORUM

Nil.

#### **RESOLUTION**

Minute No. 47944 - Procedural Motion

Councillor A Byrne moved  
Councillor R Algate seconded

#### **Resolved**

) That the meeting moves into closed session  
) pursuant to Section 10(A) of the Local  
Government Act 1993 whilst Council considers  
the confidential matter.

CARRIED UNANIMOUSLY

*There were nil members of the public or media present.  
The livestream of the meeting ceased at 6:35pm.*

**CONFIDENTIAL MATTERS**

**ITEM 3 - BROKEN HILL CITY COUNCIL REPORT NO. 147/25 - DATED AUGUST 08, 2025 -  
PROPOSED SALE OF 232 MORGAN STREET - CONFIDENTIAL** D25/35937

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

**RESOLUTION**

Minute No. 47945

Deputy Mayor J Hickey moved )  
Councillor D Turley seconded )

**Resolved**

1. That Broken Hill City Council Report No. 147/25 dated August 8, 2025, be received.
2. That Lot 2 799 in DP757298 be sold to Maari Ma Health Aboriginal Corporation for \$150,000 (market value).
3. That the Mayor and General Manager be authorised to sign and apply the Common Seal of Council on necessary documents to execute the sale.

CARRIED UNANIMOUSLY

**RESOLUTION**

Minute No. 47946 - Procedural Motion

Councillor R Algate moved )  
Councillor D Turley seconded )

**Resolved**

That the meeting resumes in open session.

CARRIED UNANIMOUSLY

*The livestream of the meeting resumed at 6:38pm.*

At the invitation of the Mayor, the General Manager reported on the resolution of the confidential matter.

There being no further business the Mayor closed the meeting at 6:39pm.

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

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CHAIRPERSON

# RECOMMENDATIONS OF INFRASTRUCTURE AND ENVIRONMENT COMMITTEE MEETING HELD MONDAY, 18 AUGUST 2025

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

## Recommendation

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.

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) ..... 51

#### **Recommendation**

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.

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) ..... 59

#### **Recommendation**

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.

## INFRASTRUCTURE AND ENVIRONMENT COMMITTEE

August 7, 2025

**ITEM 1**BROKEN HILL CITY COUNCIL REPORT NO. 149/25

SUBJECT: MINUTES OF THE LOCAL TRAFFIC COMMITTEE - MEETING  
NO.460, HELD ON TUESDAY, 5 AUGUST 2025 D25/35618

**Recommendation**

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 endorsed.
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.*

**Executive Summary:**

Under Guidelines published in March 2009 by the Roads and Traffic Authority (now known as Transport for NSW), entitled 'A guide to the delegation to councils for the regulation of traffic states':

'The Local Traffic Committee (LTC) has no decision-making powers and is primarily a technical review committee. It only advises the Council on matters for which the Council has delegated authority, being certain prescribed traffic control devices and traffic control facilities.

The Council must refer all traffic related matters to the LTC prior to exercising its delegated functions. Matters related to State Roads or functions that have not been delegated to the

elected Council must be referred directly to Transport for NSW or relevant organisation. Such matters must not be referred to the LTC.

Council is not bound by the advice given by its LTC. However, if Council does wish to act contrary to the unanimous advice of the LTC or when the advice is not unanimous, it must notify Transport for NSW and the NSW Police and wait 14 days before proceeding.'

**Report:**

This report is to provide Council with the minutes and action list of the Local Traffic Committee meeting, held on Tuesday, 5 August 2025 which details recommendations to Council for consideration or endorsement.

**Strategic Direction:**

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

**Relevant Legislation:**

- Road Transport (Safety and Traffic Management) Regulation 1999, and
- Road Rules 2008
- A guide to the delegation to councils for the regulation of traffic (guidelines)

**Financial Implications:**

Financial implications for any of the recommendations to Council will be detailed in the LTC minutes, if relevant.

**Attachments**

1. Minutes of the Local Traffic Committee - Meeting No. 460, held on  
[5.08.2025\\_redacted](#)

CODIE HOWARD  
DIRECTOR INFRASTRUCTURE AND ENVIRONMENT

JAY NANKIVELL  
GENERAL MANAGER

# LOCAL TRAFFIC COMMITTEE

## MINUTES OF MEETING No.460

Meeting held on Tuesday, 5 August 2025

Meeting commenced at 2pm

Location: Ground Floor Meeting Room, Council Administrative Centre

### 460.1 Acknowledgment of Country

Council's Manager Infrastructure Operations, Troy Johnson chaired the meeting and welcomed all representatives present and recited the 'Acknowledgement of Country.'

*'We acknowledge the traditional owners of the land upon which we meet today, the land of the Wilyakali people, and pay our respects to their elders; past, present and emerging.'*

### 460.2 Present

Troy Johnson	Manager Infrastructure Operations (Council Representative) – Chairperson
Nathan Mathews	NSW Police (Representative)
Bob Algate	Councillor Observer
David Vant	Road Safety and Traffic Management, Transport for NSW (TfNSW) (Representative)
Catherine Fuller	Community and Safety, Transport for NSW (Representative)
Suranga Palihawadana	Engineer (Council Observer)
Angela Hank	Administrative Officer (Council – Secretariat Observer)

### 460.3 Apologies

Codie Howard	Director Infrastructure and Environment (Council Representative) – Chairperson
Brodie Horrigan	NSW Police (Representative)
Chris Wallace	Inspector, NSW Police (Representative)
Jenene House	Associate Community and Safety Partner – Far West Precinct, Transport for NSW (TfNSW) (Representative)
Tanya Ralph	Administrative Officer (Council – Secretariat)



**460.4 Absent**

Peter Beven – Local Member Delegated Representative

**460.5 Disclosure of Interest – Nil**

**460.6 Adoption of Previous Minutes**

Minutes from previous meetings held on **Tuesday, 1 July 2025** and **Wednesday, 14 May 2025** to be confirmed and approved at the next scheduled meeting on **Tuesday, 5 August 2025**, due to nil members present who had attended the meetings held on **Tuesday, 1 July 2025** and **Wednesday, 14 May 2025** to approve the minutes.

Meeting minutes from meeting held on **Tuesday, 1 July 2025**:

Carried over to September meeting due to nil members present who had attended that meeting

Meeting minutes from meeting held on **Wednesday, 14 May 2025**:

All in favour

Moved: Troy Johnson

Seconded: Suranga Palihawanda

**460.7 Council Resolutions**

The following Committee recommendations were adopted by Council at its meeting held on **Monday, 30 July 2025**.

**ITEM 2 - Broken Hill City Council Report No. 137/25 - DATED July 11, 2025 - MINUTES OF THE LOCAL TRAFFIC COMMITTEE - MEETING NO.459, HELD ON TUESDAY, 1 JULY 2025 D25/31165**

**RESOLUTION**

**Minute No. 47921**

Councillor R Algate moved )

Deputy Mayor J Hickey seconded )

**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 ended

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

#### 460.8 Correspondence In

Item No.	EDRMS No.	Details
460.8.1	D25/33886	Request to remove a disability parking space on Argent Street, adjacent to Broken Hill Bookshop - Mayor and General Manger
460.8.2	D25/33913	Request review of parking for commercial vehicle on Blende Street or near the Visitor Information Centre – Sixt Rentals

460.9 Correspondence Out

Item No.	EDRMS No.	Details
457.8.1	D25/32715	<b>Council Resolution</b> – Traffic and Parking Concerns [REDACTED]
433.7.4	D25/30519	Notification of Changes to Parking Arrangements on Blende Street, between the Kintore Reserve and Visitor Information Centre
458.8.1	D25/34171	<b>Council Resolution</b> - Dust and Safety Concerns on Feldspar Lane
454.8.1/ 454.10.4	D25/34209	<b>Council Resolution</b> - Visibility Concerns at Chloride and Morgan Streets

460.10 General Business

Item No.	EDRMS No.	Details
460.9.1		Willyama High School Demolition
		<p>David Vant from Transport for NSW advised that a definitive response has not yet been received from the Department of Education regarding the official closure status of Willyama High School in Murton Street.</p> <p>Due to the lack of confirmation, Transport for NSW is unable to deactivate the flashing school zone lights on Murton Street. However, all other school zone signs on adjacent side streets have been covered.</p> <p>Transport for NSW is seeking information from Department of Education.</p> <p>Nathan Mathews from NSW Police confirmed that speeding fines can still be issued in the area. Enforcement is at the discretion of the attending officer.</p> <p>Council and Transport for NSW will continue to seek formal direction from the Department of Education regarding the deactivation of flashing lights on Murton Street.</p>

460.11 Action Item List

Date	Item Details
August 2025	Request to Remove a disability parking space on Argent Street, adjacent to Broken Hill Bookshop - Mayor and General Manger
Item No.	460.8.1
EDRMS No.	D25/33886
CRM No.	N/A
Responsible Officer	Director Infrastructure and Environment
Current Status	Ongoing
Date	Committee Recommendation/s
August 2025	<ul style="list-style-type: none"> <li>That further information is to be sought as to why one of the two disability parking spaces should be removed.</li> <li>That Council conduct a site visit to determine how many spaces are currently available.</li> </ul>
Action Date	Running Actions
August 2025	<p>The Mayor and General Manager of Council met with the Argent Street Traders on 17 July 2025, and it has been requested by the Argent Street Traders for the removal of one of the disabled car parking spaces adjacent to the Broken Hill Book Shop.</p> <p>It is unclear from the images on SIX Maps and Google Maps as to whether there are two disabled parking spaces. The images only show one disabled parking space, parallel to the access ramp.</p> <p>Further information is to be sought as to why the request has been presented to remove one of the spaces.</p> <p>David Vant from Transport for NSW informed the Committee that there must have been a valid reason for the original installation of the disabled parking space. Parking requirements are generally worked on 2% in parking requirements in the CBD environment.</p> <p><b>Recommendation:</b></p> <ul style="list-style-type: none"> <li>That further information is to be sought as to why one of the two disability parking spaces should be removed.</li> <li>That Council to conduct a site visit to determine how many spaces are currently available.</li> </ul> <p>Moved: David Vant Second: Troy Johnson All in favour</p>

Date	Item Details
August 2025	Request review of parking for commercial vehicle on Blende Street near the Visitor Information Centre – Sixt Rentals
Item No.	460.8.2
EDRMS No.	D25/33913
CRM No.	N/A
Responsible Officer	Director Infrastructure and Environment
Current Status	Closed
Date	Committee Recommendation/s
Action Date	Running Actions
August 2025	Codie Howard suggested that future communications with Sixt Rental will be around parking within either Kintore or the Visitor Information Centre and it doesn't need to involve the Local Traffic Committee.
Date	Item Details
July 2025	Beyond the Dust Street Festival – Saturday, 6 September 2025
Item No.	459.9.1
EDRMS No.	D25/29477
CRM No.	N/A
Responsible Officer	Director Infrastructure and Environment
Current Status	Ongoing
Date	Committee Recommendation/s - Nil
Action Date	Running Actions
August 2025	<p>Troy Johnson advised the Committee that there are slight changes to the Traffic Management Plan with extended closures as follows:</p> <ul style="list-style-type: none"> <li>Extended from Delamore Street to Sulphide Street</li> </ul>

	<ul style="list-style-type: none"> <li>Extended From Oxide Street to Crystal Lane</li> <li>Gawler Place to be completely closed.</li> </ul> <p>The proposed timing for traffic restrictions is to be brought forward to 10am (previously 12pm). This change will allow vehicles to exit the area, but prevent entry, improving traffic flow and safety</p> <p>A new Traffic Control Plan to be issued to Transport for NSW and Police.</p>
July 2025	<p>Council's Community Development team has successfully secured a \$350,000 grant through the Transport for NSW Open Streets Program 2025–28. The full funding amount will support the delivery of a street festival over the next three years.</p> <p>The funding allows for either multiple smaller events per year or one major annual event. The team has opted for a single annual event, with the first planned for Saturday, 6 September 2025.</p> <p>The Committee were provided with the Draft Transport Management Plan (TMP) for review, including the Traffic Control Plan (TCP). The event is scheduled to operate from 12pm through to 9pm.</p> <p>The following road closures are proposed for the <i>Beyond the Dust Street Festival</i>:</p> <ul style="list-style-type: none"> <li>Chloride Street – Blende Street to Crystal Lane</li> <li>Argent Street – Oxide Street to Sulphide Street</li> <li>Gawler Place – Chloride Street to Oxide Street</li> </ul> <p>Following the meeting, an updated TCP was circulated to include an extended closure of Argent Street from Oxide Street to Delamore Street.</p> <p>Jenene House advised that additional time is required for a thorough review of the TMP and TCP. Jenene House will meet with David Vant to assess the documents, after which their feedback and/or approval will be forwarded to the Committee Secretary ahead of the August 2025 meeting.</p> <p>That the Committee defer this item to the August 2025 meeting pending the outcome of the review by Transport for NSW.</p>



Date	Item Details
July 2025	Burke Ward Public School – Traffic Light Safety Concerns on Rakow Street
Item No.	459.8.1
EDRMS No.	D25/27961
CRM No.	N/A
Responsible Officer	Director Infrastructure and Environment
Current Status	Ongoing
Date	Committee Recommendation/s



Action Date	Running Actions
August 2025	<p>David Vant and Catherine Fuller from Transport for NSW attended a meeting with Kate Hogg (School Principal) and Emily McBeth from Burke Ward School, during which several issues were raised regarding the pedestrian crossing near the school on Rakow Street and the visibility of the school.</p> <p>The school is not visible from either direction on Rakow Street. Notification signage needs to be more prominent to alert drivers to the school zone.</p> <p>The existing flashing lights and signs are positioned at the exit of the roundabout at corner of Galena/Williams and Rakow Streets, which should be relocated closer to the school to improve effectiveness.</p> <p>The school has requested additional signage, specifically flashing lights, on both approaches to the crossing to improve visibility and safety.</p> <p>Further concerns were raised in relation to visibility, signage and traffic management during events.</p> <p>The upcoming Mundi Mundi Bash event is expected to significantly increase traffic in the area. This should be factored into planning and safety measures around the school zone. Transport for NSW recommends that Council increase communication efforts to inform both the local community and visitors to Broken Hill about traffic changes and safety expectations during the event.</p> <p>Transport for NSW also recommends temporary installation of Variable Message Signs to help manage traffic flow, improve driver awareness and reinforce school zone safety during peak periods and special events.</p> <p>David Vant will prepare a 'mud map' summarising discussions and proposed signage changes based on conversations with the school.</p> <p>The stop sign at the corner of Newton Lane and Harvey Street is currently lying on the ground and needs to be reinstated. Troy Johnson advised this will be reinstated prior to the event.</p> <p>Principal Kate Hogg also noted that the current signage for the Kiss and Drop zone is too small, and many parents are unaware of the purpose of the small blue sign. Improved and clearer signage is recommended.</p> <p>The school plans to enhance student awareness regarding safe crossing practices and bicycle safety, contributing to a more proactive approach to pedestrian safety.</p> <p>The Committee recommended the following suggestions:</p> <ul style="list-style-type: none"> <li>• Establish a 10-metre no stopping zone from the pedestrian crossing line, followed by the designated Kiss and Drop zone. The current no stopping zone is less than 10 metres. The Kiss and Drop zone only needs to accommodate approximately three vehicles under the timed no parking rule</li> <li>• Implement a 20-metre no stopping zone on approach to the school, with additional signage extending to the traffic light on Rakow Street to improve visibility and traffic flow.</li> </ul>

	<p>Transport for NSW has reiterated its request to Council to remove the large gum tree located between the kerb ramp and the traffic light. The tree obstructs visibility, with the traffic light and call button on one side and the kerb ramp on the other side of the tree. Pedestrians are hidden from view when traffic approaches from the north, creating a significant safety concern. The area is currently not compliant.</p> <p>Transport for NSW had cameras and 24/7 video monitoring equipment installed for a period of 1 to 4 weeks. This highlighted the safety issues in the area.</p> <p>Troy Johnson noted that Council's previous feedback suggested relocating the ramp instead of removing the tree.</p> <p>David Vant advised that if the tree remains, the ramp will need to be redesigned and rebuilt, as the current setup does not meet standards. The estimated cost of redesigning the ramp is between \$50,000 and \$60,000, which Transport for NSW considers unjustifiable given that tree removal and minor kerb remodelling would be a more cost-effective solution.</p>
July 2025	<p>The Relief Principal of Burke Ward Public School has raised ongoing concerns regarding motorist behaviour at the pedestrian traffic lights located on Rakow Street, adjacent to the school. Drivers are failing to stop at the red light, posing a significant safety risk to students and other pedestrians using the crossing.</p> <p>To address previously raised traffic light concerns, Council trimmed the trees in the area to help improve visibility of the traffic lights. However, the school has advised that this action has not resolved the issue.</p> <p>The Relief Principal requests the Committee to consider installing additional signage ahead of the traffic lights to alert approaching drivers to the upcoming pedestrian crossing with traffic signals, prompting them to reduce speed and prepare to stop.</p> <p>Jenene House advised that when David Vant next visits the school, he will meet with the Principal to further discuss this matter.</p> <p>Additional issues were raised regarding the standard and condition of the crossing. The presence of a large gum tree near the school-side ramp may contribute to visibility issues and pedestrian safety risks. While Council is currently reluctant to remove the large gum tree, Jenene House advised that the matter should be revisited, and the tree removal considered.</p> <p>Troy Johnson indicated that Council has looked into other options, including relocating the access ramp as a possible solution.</p> <p>NSW Police have increased patrols in the area during peak school times, and an update from Transport for NSW will be provided at the next meeting to help determine any additional actions required.</p> <p>The Committee decided to carry this matter over to the next meeting for further discussion, with the goal of determining a final resolution. As this issue continues to resurface, Jenene House stressed the importance of reaching a long-term solution to ensure the ongoing safety of students and pedestrians.</p>

Date	Item Details
June 2025	Dust and Safety Concerns – Unsealed Lane
Item No.	458.8.1
EDRMS No.	D25/23952
CRM No.	N/A
Responsible Officer	Director Infrastructure and Environment
Current Status	Complete
Date	Committee Recommendation/s
July 2025	<ul style="list-style-type: none"> <li>That Council continue dust suppression treatments on Feldspar Lane using chemical application.</li> <li>That the complainant be informed of the Local Traffic Committee's decision.</li> </ul>
Action Date	Running Actions
August 2025	Dust suppression treatment to be used on Feldspar Lane and will be completed as per Council recommendations. The complainant has been informed of the decision.
June 2025	<p>The Committee received correspondence from Council's General Manager requesting a review of traffic conditions on Feldspar Lane, including options to address speeding motorbikes and the potential installation of 30km/h speed zone signage and a 'Stop' sign.</p> <p>A complaint received raised concerns about unregistered motorbikes speeding along Feldspar Lane, generating dust, as well as concerns regarding access to the lane via a vacant block at the end of Comstock Street. This entry point was described as hazardous due to poor visibility and motorbikes failing to give way to oncoming traffic. The complaint recommended implementing a 30km/h speed limit and installing a 'Stop' sign at the intersection, which is considered a blind spot for drivers entering from Knox or Comstock Street.</p> <p>The Committee did not support the installation of 30km/h speed signs, as it was not considered necessary for this area. David Vant noted the need to check crash history and advised the matter had previously been addressed by the Committee, followed by Council's audit of unsealed roads for sealing.</p> <p>Troy Johnson confirmed Feldspar Lane is on the list for sealing, however due to the late delivery of Council's new bitumen truck, the reseal program has been delayed. Sealing is planned but will not occur this year.</p> <p>David Vant informed the Committee, the conditions do not meet the requirements for a 'Stop' sign, which typically requires a history of crashes.</p> <p>A service request (CRM 60460/2025) has been submitted for Council Operations to grade Feldspar Lane to reduce dust caused by vehicles and motorbikes. Troy</p>

	<p>Johnson also advised that Council's dust suppressant program, conducted several times annually, will be used as an interim measure.</p> <p>The Committee noted that unregistered dirt bike riders are unlikely to comply with signage and that sealing the road may increase their speed. The area remains under the default 50km/h speed limit.</p> <p>Troy Johnson recommended that the matter be deferred for further discussion at the July 2025 Committee meeting when more representatives are present.</p>
<b>Date</b>	<b>Item Details</b>
<b>June 2025</b>	Rideshare Parking Concerns and Request for Additional Zones
<b>Item No.</b>	<b>458.8.2</b>
<b>EDRMS No.</b>	D25/17623
<b>CRM No.</b>	N/A
<b>Responsible Officer</b>	Director Infrastructure and Environment
<b>Current Status</b>	Ongoing
<b>Date</b>	<b>Committee Recommendation/s</b>
July 2025	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.
<b>Action Date</b>	
August 2025	The audit is still in progress. It is anticipated the audit will be completed in time for the next Local Traffic Meeting.
July 2025	<p>The Committee at the previous meeting reviewed a concern raised by a rideshare service driver, regarding the lack of designated parking bays for rideshare vehicles. The driver requested the Committee to consider installing additional dedicated bays to improve accessibility.</p> <p>The Committee noted that taxi zones cannot legally be shared with rideshare services, and rideshare drivers are not permitted to park in existing taxi zones.</p> <p>Following discussion, the Committee determined that Council could complete an audit of existing taxi parking across the City, to identify potential areas for shared parking or additional rideshare parking.</p> <p><b>Recommendation:</b></p> <p><i>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.</i></p> <p>Moved : Jenene House</p>

	<p><i>Second: Brodie Horrigan</i></p> <p><i>All in favour</i></p>
June 2025	<p>The Committee has been asked to review concerns that were raised by a rideshare service driver, addressing the lack of designated parking areas for rideshare services and has requested the Committee consider installing more dedicated bays. It was noted that taxi zones cannot be shared with rideshare services, and rideshare drivers are not permitted to park in existing taxi zones.</p> <p>Currently, there are designated rideshare spaces available at the airport and in front of the ANZ teller machine on Oxide Street, at the Argent Street intersection.</p> <p>David Vant suggested that rideshare services could potentially use internal parking areas on club properties during specific times, rather than occupying spaces directly in front of buildings. The increasing presence of rideshare vehicles contrasts with the limited availability of taxis, which has worsened since their transition to 13CABS. It was noted how difficult it is to get a taxi, and that taxi bays are often empty due to a shortage of available drivers.</p> <p>It was also mentioned that four (4) to five (5) independent rideshare operators are currently active in the area.</p> <p>Troy Johnson suggested an audit of all existing taxi zones be conducted across the City. The matter will be carried over for further discussion and determination at the July 2025 meeting, when more Committee members are present to make a decision.</p>
<b>Date</b>	<b>Item Details</b>
<b>May 2025</b>	Request for Disability Parking Space and Access Ramp – PCYC
<b>Item No.</b>	<b>457.10.2</b>
<b>EDRMS No.</b>	N/A
<b>CRM No.</b>	N/A
<b>Responsible Officer</b>	Director Infrastructure and Environment
<b>Current Status</b>	Ongoing
<b>Date</b>	<b>Committee Recommendation/s</b>
May 2025	<ul style="list-style-type: none"> <li>• Council consult the PCYC to explore options for onsite disability parking.</li> <li>• Council place traffic counters across Gypsum Street, adjacent to the PCYC to determine the volume of traffic in area, to assist the Committee to decide.</li> </ul>

Action Date	Running Actions
August 2025	<p>Suranga Palihawadana advised that he provided Codie Howard with a drawing and recommendation in relation to the area for review and further action. If a disability parking space is to be installed, it needs to be at least 20 metres away from a pedestrian crossing or refuge island to comply with safety and accessibility standards.</p> <p>Council installed traffic counters in the area and is awaiting the data in relation to traffic movement.</p> <p>The disability parking must not be placed within or immediately adjacent to any active bus zone to ensure safety and compliance.</p> <p>The Committee determined that PCYC should install the disability parking on their own land adjacent to the PCYC.</p>
July 2025	<p>Troy Johnson raised the request from the Manager of the PCYC, seeking the installation of a disability parking bay and an access ramp at the front of the centre on Gypsum Street, which would be located near an existing bus zone.</p> <p>Troy Johnson advised the Committee that traffic counters were installed across Gypsum Street as recommended at the May 2025 meeting, however the data was not available for this meeting. Troy Johnson will prepare this data and provide it to the August 2025 Committee meeting for review.</p> <p>Jenene House noted that Australian Standard AS 2890.5:2020 – Parking facilities – Part 5: On-street parking, provides clear guidance on the design and placement of bus zones and accessible parking.</p> <p>The Standard specifies that:</p> <p><i>"Bus zones shall not be used for any other purpose, including accessible parking. Accessible parking bays shall be located in areas that ensure safe entry and exit from the vehicle without impeding public transport operations." (AS 2890.5:2020, Clause 4.2 and 4.5).</i></p> <p>This reinforces that disability parking must not be placed within or immediately adjacent to an active bus zone, to ensure safety and compliance.</p> <p>The following Australian Standard relating to disability parking, was also noted:</p> <p><i>AS 2890.6:2009 – Parking facilities – Part 6: Off-street parking for people with disabilities, for the appropriate design and layout of accessible spaces and ramps, should a compliant location be identified.</i></p> <p>It was recommended that Council consider the option of parallel parking, and that angled parking not be supported due to safety and compliance issues in this location.</p> <p>The Committee will review and consider the traffic volume data at the August 2025 meeting, to determine the feasibility of installing disability parking and access modifications, whilst ensuring compliance with the relevant Australian Standards as outlined above.</p>
June 2025	<p>Troy Johnson also mentioned the separate request relating to the bus zone. The Manager at the PCYC is requesting installation of disability parking and an access ramp at the front of the centre on Gypsum Street.</p> <p>At the May 2025 Committee meeting, it was recommended that traffic counters</p>

	<p>be installed on Gypsum Street to assess traffic volume and determine whether disability parking is warranted.</p> <p>Troy Johnson will arrange for the counters to be installed and will present the collected data to the Committee for consideration at the July 2025 meeting.</p>
May 2024	<p>As outlined in the Council Resolution section of these minutes. The Committee received a motion from Councillor Darriea Turley to investigate installation of a disability parking space and access ramp on Gypsum Street, adjacent to the PCYC.</p> <p>An inspection of the area completed by Suranga, prior to this meeting identified the parking at the front of the PCYC on Gypsum Street is congested. There is a refuge island across Gypsum Street and for this reason further investigation will be required to determine the Australian Standards for sight distances for parking to that of the refuge island. The Australian Standards do not recommend parallel disability parking where the traffic flow exceeds 200 vehicle movements per hour.</p> <p>Codie Howard suggested consulting with the PCYC to explore options for onsite disability parking. Council could place traffic counters across Gypsum Street to determine the volume of traffic in the area, so that a decision can be made by the Committee.</p> <p><b>Recommendations:</b></p> <ul style="list-style-type: none"> <li>• Council consult the PCYC to explore options for onsite disability parking.</li> <li>• Council place traffic counters across Gypsum Street, adjacent to the PCYC to determine the volume of traffic in area, to assist the Committee to decide.</li> </ul> <p>Moved: Codie Howard Second: Troy Johnson All in favour</p> <p>Request to be discussed further at the June 2025 meeting.</p>
<b>Date</b>	<b>Item Details</b>
<b>May 2025</b>	Request for Line Marking - Community Health Centre, 2-4 Sulphide Street
<b>Item No.</b>	<b>457.10.3</b>
<b>EDRMS No.</b>	N/A
<b>CRM No.</b>	N/A
<b>Responsible Officer</b>	Director Infrastructure and Environment
<b>Current Status</b>	Ongoing

Date	Committee Recommendation/s
August 2025	<ul style="list-style-type: none"> <li>That line marking be installed on both sides of Crystal Street.</li> <li>That a diagram of the proposed line markings be provided to Transport for NSW.</li> </ul>
July 2025	<ul style="list-style-type: none"> <li>That the requester be advised that there is currently a '15-minute' timed parking bay in place on Sulphide Street.</li> <li>That clarification be sought regarding the nature and location of the request, to determine if additional parking is necessary.</li> </ul>
Action Date	Running Actions
August 2025	<p>Sulphide Street already has 15-minute timed parking bay.</p> <p><b>Recommendations:</b></p> <ul style="list-style-type: none"> <li>That line marking be installed on both sides of Crystal Street.</li> <li>That a diagram of the proposed line markings be provided to Transport for NSW.</li> </ul> <p>Moved : Troy Johnson</p> <p>Second: David Vant</p> <p>All in favour</p>
July 2025	<p>The Committee determined that further information is required prior to making a decision regarding the request for additional short-term parking near the Community Health Centre.</p> <p>It was noted that a '15-minute' timed parking bay currently exists on Sulphide Street, in front of the Community Health Centre.</p> <p>The Committee determined that further clarification is needed, as it is unclear whether the requester is aware of the existing bay, or if they are requesting additional short-term parking in a separate location near the Community Health Centre.</p> <p><b>Recommendations:</b></p> <ul style="list-style-type: none"> <li>That the requester be advise that there is currently a '15-minute' timed parking bay in place on Sulphide Street.</li> <li>That clarification be sought regarding the nature and location of the request, to determine if additional parking is necessary.</li> </ul> <p>Moved: Troy Johnson</p> <p>Second: Jenene House</p> <p>All in favour</p>
June 2025	<p>The Committee determined more information is required and that the requester be engaged to clarify their request, as the Committee has identified there is already a '15-Minute' parking bay on the Sulphide Street in front of the centre.</p> <p>David Vant advised the Committee that under Council's delegation, it will be able to determine whether to install an additional '15-Minute' parking bay on</p>




	<p>the Crystal Street side of the centre.</p> <p>It was noted that if Transport for NSW becomes involved, the process could become more complex. Therefore, the matter is to be managed at the Council level.</p> <p>Troy Johnson suggested that matter be deferred for further discussion at the Committee's July 2025 meeting.</p>
May 2025	<p>The Committee received a request from the Community Health Centre, 2-4 Sulphide Street to assist with parking practices in the area.</p> <p>The Committee determined they would like a '15-minute' parking space installed on the Sulphide Street side, as was recently completed on Oxide, between Mica Street and Wolfram Lane.</p> <p>Suranga Palihawadana inspected the site identified with congestion of parking in the area and agreed that marking the parking spaces will prevent congestion and correct distances for parking between vehicles. The Committee will need to refer this to Transport for NSW, as Crystal Street is a state road and any works requested on state roads need to be approved by Transport for NSW.</p> <p>Matter to be discussed further at the June 2025 meeting, when the Transport for NSW Representative will be present.</p>
<b>Date</b>	<b>Item Details</b>
<b>April 2025</b>	Request for 'Bus Zone' on Gypsum Street, adjacent to the PCYC at 58 Gypsum Street
<b>Item No.</b>	<b>456.8.2</b>
<b>EDRMS No.</b>	D25/11598
<b>CRM No.</b>	N/A
<b>Responsible Officer</b>	Director Infrastructure and Environment
<b>Current Status</b>	Ongoing
<b>Date</b>	<b>Committee Recommendation/s</b>
August 2025	<ul style="list-style-type: none"> <li>That Council does not proceed with the request.</li> <li>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.</li> </ul>
July 2025	<ul style="list-style-type: none"> <li>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.</li> <li>That program times for the PCYC be forwarded to Transport for NSW and NSW Police for review.</li> </ul>

	<ul style="list-style-type: none"> <li>That Council develop a concept plan for positioning of the proposed Bus Zone and Disability parking on Gypsum Street.</li> <li>That the PCYC Children's Activity Officer be contacted to determine their accessibility needs of participants, to support informed Committee decision-making.</li> </ul>
June 2025	That Council contact the bus company (CDC) to see if they have any objections for installation of a 'Bus Zone' at the front of the PCYC on Gypsum Street.
April 2025	That Council contact the requester to seek further details and reason for their request and to provide their response to the Local Traffic Committee for discussion at their May 2025 meeting.
Action Date	Running Actions
August 2025	<p>Troy Johnson has spoken with the PCYC representative and Adrian from CDC Broken Hill. The PCYC are going to increase the use of the CDC bus service moving forward.</p> <p>Adrian from CDC suggested installing a dedicated bus stop in front of the PCYC, intended solely for PCYC use and not as part of the regular bus route.</p> <p>David Vant advised that the required 20-metre clearance on the approach to the proposed bus stop would place it too close to the existing bus stop, creating potential compliance and safety issues</p> <p><b>Recommendation:</b></p> <ul style="list-style-type: none"> <li>That Council does not proceed with the request.</li> <li>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.</li> </ul> <p>Moved: David Vant Second: Troy Johnson All in favour</p>
July 2025	<p>Troy Johnson met with the PCYC Children's Activity Officer to discuss the feasibility of installing a 'Bus Zone' and 'Disability Parking' on Gypsum Street. Troy Johnson advised that if both were installed, it would affect other parking in the immediate area of the PCYC.</p> <p>The PCYC Children's Activity Officer confirmed that the PCYC would make use of the internal parking area and will encourage its use, particularly during dry conditions when dust is minimal. However, there are concerns about the uneven ground in the parking area, which can be problematic when boarding buses. As a result, the PCYC has opted to use CDC buses rather than their smaller bus, which has greater accessibility limitations.</p> <p>Troy Johnson informed the PCYC Children's Activity Officer, that there is an existing 'Bus Stop' located approximately 50 metres further down Gypsum Street, near the Wills Street intersection, which may serve as an alternative location.</p> <p>The PCYC Children's Activity Officer provided the schedule of program times, which will be forwarded to Transport for NSW and NSW Police for review and consideration, included below.</p>

	<p><b>Current Bus Management</b></p> <p>After School Care program:</p> <ul style="list-style-type: none"> <li>• The PCYC 25-seater bus currently parks on the street where it can fit – usually up towards the corner of Gypsum and Sampson Streets or back towards the AJ Keast Park.</li> <li>• Children disembark to the footpath where feasible and safe, then enter the building.</li> <li>• The bus is used for drop-offs at approximately 3:10pm and 3:45pm.</li> <li>• The PCYC are transitioning to CDC services at the start of Term 3, which will involve a larger bus, making parking more challenging.</li> <li>• Parking is limited during these times due to activities being run at the club: <ul style="list-style-type: none"> <li>◦ H2J Dance (Wednesday and Thursday 3:30pm - 9:15pm)</li> <li>◦ Mini Ninja Warrior (Mondays, Wednesdays and Fridays 4pm – 5pm)</li> <li>◦ Boxing (Monday-Friday 4pm – 8pm)</li> </ul> </li> </ul> <p><b>Program Days and Times</b></p> <p>Programs operate as follows:</p> <ul style="list-style-type: none"> <li>• After School Care: Monday-Friday, 3pm-6pm (bus utilised 3pm-4pm).</li> <li>• Before School Care (in planning stages): Monday-Friday, would utilise the bus for departures from roughly 8:15am – 9am.</li> <li>• Vacation Care: Monday-Friday during school holidays, 8am-6pm (bus used sporadically depending on bookings and excursions).</li> <li>• Community Programs: We also occasionally host excursions and community groups that arrive and depart using large town buses – this is currently not an issue as these occur during off-peak traffic or parking times.</li> </ul> <p><b>Consideration of PCYC Parking Space</b></p> <p>Consideration for using internal carpark:</p> <ul style="list-style-type: none"> <li>• This is feasible for the PCYC 25-seater bus — however, only for our 3:45pm drop-off. The PCYC 3:10pm drop-off often happens on the opposite side of the road due to direction of travel for this pickup (this is not an issue for our bus zone request) — a major reason we're changing to CDC.</li> <li>• However, it's not suitable for CDC town buses due to their larger turning circles – the ground is also uneven for these larger vehicles.</li> </ul> <p>Additionally, these buses would have difficulty navigating the tight corners and limited space available in our parking area, potentially creating safety hazards for children and staff.</p> <ul style="list-style-type: none"> <li>• To meet Department of Education guidelines and OOSH regulations (specifically Regulation 102C regarding risk assessments for transportation), the bus would need to park in the closest spot to our building for child health and safety reasons. This ensures minimal walking distance for children, reduces exposure to traffic hazards, and enables efficient supervision during transition between the vehicle and</li> </ul>
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	<p>facility. ACECQA guidelines also emphasise that services must minimise risks during transportation transitions.</p> <p>The Committee discussed the requirements for the programs and determined the following recommendations.</p> <p><b>Recommendations:</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• That program times for the PCYC be forwarded to Transport for NSW and NSW Police for review.</li> <li>• That Council develop a concept plan for positioning of the proposed Bus Zone and Disability parking on Gypsum Street.</li> <li>• That the PCYC Children's Activity Officer be contacted to determine their accessibility needs of participants, to support informed Committee decision-making.</li> </ul> <p>Moved: Jenene House</p> <p>Second: Troy Johnson</p> <p>All in favour</p>
June 2025	<p>Prior to the meeting, Troy Johnson met with PCYC's Children's Activity Officer, to clarify the request for a bus zone at the front of the centre. The Children's Activity Officer expressed that using Gypsum Street would be safer for children, as manoeuvring the bus within the on-site dirt car park is difficult.</p> <p>The Committee noted that the size of the bus needs to be confirmed to make an informed decision. It was identified that there is an existing designated area approximately 50 metres from the centre on Gypsum Street that could accommodate larger buses. Based on this, the Committee determined that a bus stop should not be installed directly in front of the centre.</p> <p>The Children's Activity Officer indicated that the proposed bus stop would be used solely by the centre's bus during program hours.</p> <p>David Vant recommended that PCYC management and the bus operator, CDC, be consulted to identify any concerns. The Committee will review their feedback at the July 2025 meeting.</p> <p><b>Recommendation:</b></p> <p><i>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.</i></p> <p>Moved: David Vant</p> <p>Second: Troy Johnson</p> <p>All in favour</p>
May 2025	This matter carried over for further discussion at the June 2025 meeting.
April 2025	Correspondence received from the Children's Activity Officer for the Broken Hill Police Citizen Youth Club (PCYC), requesting the Committee consider the establishment of a dedicated a bus zone on Gypsum Street, adjacent to the PCYC at 58 Gypsum Street, to enable safe delivery and collection of children

	<p>registered for the Fit for Life program and Out of School Hours program.</p> <p>The proposed bus zone would need to accommodate standard-sized buses and should be operational during the program hours.</p>  <p>The requester outlined the following concerns and suggested benefits with the lack of designated parking for their bus service, as follows:</p> <ul style="list-style-type: none"><li>• Safety concerns for children entering and existing vehicles in an uncontrolled environment.</li><li>• Traffic congestion during peak program times.</li><li>• Children having to walk long distances after getting off the bus due to the lack of parking during the peak times.</li><li>• Difficulty for parents and caregivers to safely park to collect their children.</li></ul> <p>The benefits of a dedicated bus zone include:</p> <ul style="list-style-type: none"><li>• Enhance safety for all program participants.</li><li>• Improved traffic flow around the facility.</li><li>• More organised and efficient drop off and collection process.</li><li>• Reduce stress for parents, staff, and children.</li></ul> <p>The Committee determined there is sufficient parking on site for the PCYC bus.</p> <p><b>Recommendation:</b></p> <p><i>That Council contact the requester to seek further details and reason for their request and to provide their response to the Local Traffic Committee for discussion at their May 2025 meeting.</i></p> <p><i>Moved: David Vant</i></p> <p><i>Second: Troy Johnson</i></p> <p><i>All in favour</i></p>
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Date	Item Details
March 2025	Request for designated staff parking and to change the 'Taxi Zone,' adjacent to the YMCA Regional Aquatic Centre at 336 McCulloch Street, to a 'Loading Zone' for deliveries.
Item No.	455.10.1
EDRMS No.	N/A
CRM No.	N/A
Responsible Officer	Director Infrastructure and Environment
Current Status	Ongoing
Date	Committee Recommendation/s
March 2025	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> </ul>
Action Date	Running Actions
August 2025	The Committee was advised that Codie Howard is awaiting feedback from the taxi company.
July 2025	<p>The YMCA has requested that one of the parking spaces directly across from the Aquatic Centre entrance be designated for YMCA use.</p> <p>The area was measured, and the bay is 6 metres long, which provides sufficient space for delivery trucks to manoeuvre without obstruction.</p> <p>Troy Johnson will confirm with Codie Howard if contact was made with the Taxi company for a response to the proposed change.</p> <p>An update will be provided to the Committee at the August 2025 meeting, to finalise the matter.</p> <p><b>Next Steps:</b></p> <ul style="list-style-type: none"> <li>Await feedback from the Taxi company.</li> <li>Committee to finalise the decision via email once the update is received.</li> </ul>
June 2025	<p>Troy Johnson informed the Committee that he was unsure if Codie Howard had contacted the taxi company for a response to the proposed changes.</p> <p>This matter be deferred to the July 2025 meeting for further discussion.</p>

May 2025	<p>Codie Howard advised the Committee he will contact the Taxi company to see if they use the Taxi zone adjacent to the Regional Aquatic Centre and inform them the Committee has received a request for the space to be changed to a 'Loading Zone' to assist with deliveries.</p> <p>The YMCA's request for designated parking at the Centre for staff was denied by the Committee.</p> <p>Based on the decision from the Taxi company, the Committee will determine if the space will be changed to a 'Loading Zone' and the requester be advised of the Committee decision.</p> <p>This matter will be discussed further at the June 2025 meeting.</p>
April 2025	<p>That this matter be deferred for discussion at the Committee's May 2025 meeting following the inspection being completed by Council.</p>
March 2025	<p>The Committee received an email from YMCA Broken Hill management, requesting designated staff parking and to change the 'Taxi Zone,' adjacent to the YMCA Regional Aquatic Centre, 336 McCulloch Street, to a 'Loading Zone'.</p> <p>YMCA management believe the 'Taxi Zone' is not being utilised and would be better used as a 'Loading Zone' for the facility.</p> <p>It was noted the existing parking in the requested area, adjacent to the Regional Aquatic Centre entrance, consists of a 'No Stopping,' '5-Minute' parking bay, 'Taxi Zone' and a disability parking bay.</p> <p>Chris Wallace suggested the 'Taxi Zone' could be changed to an additional '5-Minute' parking bay, to allow short-term parking for patrons being dropped off and picked up at the Regional Aquatic Centre. Chris Wallace informed the Committee that he has a conflict of interest with this matter, as his wife works at the Centre.</p> <p>For this reason, Chris Wallace withdrew himself from voting on recommendations resolved by the Committee. This was accepted by the Committee.</p> <p>The Committee agreed that consultation with the Taxi company is required, to determine if they require the 'Taxi Zone' at the Regional Aquatic Centre and check if they have any concerns with the request.</p> <p>The Committee identified that the existing 'Taxi Zone' is a standard parking bay, and the size may not accommodate delivery trucks. Council will need to measure the parking bay to determine the size and contact YMCA Management to identify the size of their delivery trucks.</p> <p>Troy Johnson advised the Committee that if the bay is changed to a 'Loading Zone,' Council's Ranger would need to be consulted regarding increasing patrols of the area and issuing of infringement notices.</p> <p>The Committee determined there is sufficient parking at the Centre for the YMCA's staff and agreed to further discuss this matter at their April 2025 meeting, following inspection of the area by Council.</p> <p><b>Recommendations:</b></p> <ul style="list-style-type: none"> <li>• 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.</li> </ul>

	<ul style="list-style-type: none"><li>• <i>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.</i></li></ul> <p><i>Moved: Troy Johnson</i></p> <p><i>Second: David Vant</i></p> <p><i>All in favour</i></p>
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**459.12 Next Meeting Date:** Tuesday, 5 August 2025

**459.13 Meeting Close:** 3.07 pm



## INFRASTRUCTURE AND ENVIRONMENT COMMITTEE

August 11, 2025

**ITEM 2**BROKEN HILL CITY COUNCIL REPORT NO. 150/25

SUBJECT: MINUTES OF THE GATEWAY SIGNAGE ADVISORY GROUP  
PROJECT STEERING GROUP MEETING HELD 26 MARCH 2025  
D25/36268

**Recommendation**

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.

**Executive Summary:**

In early 2019, Council held a public competition for the design of a new Gateway. Entrants were asked to design one sign or a complete set of five signs to be placed at the main road entrances to Broken Hill. The competition attracted 73 entries from Broken Hill and across Australia and a Melbourne-based graphic designer and artist won Council's gateway signage competition.

Following ongoing community feedback and disappointment that the signs were not designed by a Broken Hill Local, Mayoral Minute No. 2/22, Item 8, was raised which stated *"that the General Manager be invited to advertise for expressions of interest for a community group to facilitate the removal and replacement of the gateway signage, that councilors are presented with a report at the February 2022 meeting detailing the cost of replacing one of the gateway signs with a sign chosen by Deanna Spicer from her designs."*

To ensure strong project governance relating to the Gateway Signage, at the Ordinary Council meeting held on 23 February 2022, Council endorsed a Governance Framework for the project through the creation of and appointment of members to a Project Steering Group (PSG), complete with a Terms of Reference for the PSG. Further, at the Ordinary Council meeting held on 27 April 2022, Council endorsed the community representative nominations received for inclusion on the Gateway Signage Advisory Group PSG.

This report provides an update on the Gateway Sign Project along with the provision of both the minutes from the most recent Gateway Signage Advisory Group PSG meeting held on 26 March 2025 and a project status email update issued to the Gateway Signage Advisory Group PSG on 5 August 2025.

**Report:**

Funding has become available to Council through The Tourism Infrastructure Project, an initiative of the NSW Government in collaboration with the Far West Joint Organisation (FWJO). A total of \$5 million in funding, split evenly between the four (4) Councils, has been allocated to support the development of new tourism infrastructure and the enhancement of existing facilities.

Balranald Shire Council are managing the grant funding and North Project Management has been engaged by the Far South West Joint Organisation (FSWJO) to project and contract manage this project.

Broken Hill City Council have been included to obtain funding and as such will utilise these funds to install the remaining four gateway signs designed by Deanna Spicer.

Q25/12 - Request for Quotation (RFQ) - Gateway Sign Project 2025 was opened on Tuesday, 18 March 2025, noting quotations would be accepted up until 5pm (ACDT) on Tuesday, 1 April 2025.

The RFQ was issued to local fabrication businesses only, as per preference indicated by the Gateway Signage Advisory Group PSG during the 2023 Gateway Project, to retain this as a locally produced project. An evaluation panel made up of representatives from Broken Hill City Council, North Project Management, and Balranald Shire Council. In addition of each submission being reviewed against Scope of Work, Considerations when addressing the quotation, and Indicative Project Timeline as detailed in RFQ document, the following criteria and score weighting was utilised:

Value for Money	40%
Local content	10%
Methodology	20%
Experience	20%
Financial & Economic Capability	10%

The evaluation panel recommendation to the FSWJO to accept the quotation from and engage Fabtec Advanced Steel Fabrication to undertake tasks required for this project at a total cost of \$212,190.94 ex GST (inclusive of optional additional works – lighting).

Fabtec Advanced Steel Fabrication have a thorough understanding of the Gateway Sign Project, including original sign fabrication and installation method, existing site conditions and previous concrete works, new sign design and engineering requirements, new scope of works, removal and installation process – having completed the first sign fabrication and installation in 2019 and the subsequent removal and replacement at Wentworth Road in 2023.

Per confirmation from Gateway Signage Advisory Group PSG meeting held on 26 March 2025, the following signs will be installed at the following locations:

- Design 1 of 5 – Theme: RFDS & the Outback – to be installed at Airport Arrivals Terminal
- Design 2 of 5 – Theme: Film, Arts and Culture – to be installed at Sydney Road
- Design 4 of 5 – Theme: Graziers & Pastoralists – to be installed at Tibooburra Road
- Design 5 of 5 – Unionism, Strikes and the 1909 lock out – to be installed at Adelaide Road.

The location for the Airport Sign has been approved for installation on the lawn area at the Arrivals Terminal. This will provide greater exposure to this sign, and other signs, and increased opportunity for visitors arriving at the Airport Terminal from a plane to see the sign immediately upon arrival and have a photo taken. Once people have left the Airport Terminal, it is usually too late to stop at the existing location to take a photo, which is a missed opportunity for Broken Hill.

The project package has now been handed over to North Project Management, who will deliver the works and provide regular updates to Council throughout project delivery.

**Community Engagement:**

Membership of the PSG consists of:

- Minimum of two (2) Councilor Representatives – Mayor Kennedy and Deputy Mayor Hickey
- Six (6) External Stakeholders (Community Representatives)
- One (1) Project Director – General Manager
- One (1) Community Engagement representative – Manager Communications.
- One (1) Project Management – Director Infrastructure & Environment
- One (1) Council Contact Officer – Project Officer
- One (1) Heritage Committee Member– Heritage Advisor

The meeting held on 26 March 2025 is the fourth meeting.

The RFQ evaluation panel consisted of:

- Rebecca McLaughlin, Acting Leader Project Management, Broken Hill City Council
- Adrian Edgcome-Lucas, Project Manager, North Project Management
- Connie Mallet, Community Projects, Tourism/Economic Development & Grants Coordinator, Balranald Shire Council

**Strategic Direction:**

Key Direction:	1	Our Community
Objective:	1.4	Our history, culture and diversity are embraced and celebrated
Strategy:	1.4.3	Promote the City as Australia's First Heritage Listed City

**Relevant Legislation:**

*Local Government Act 1993*

*Local Government (Regional Joint Organisations) Proclamation 2018*

**Financial Implications:**

Nil financial implications to Council in relation to:

- The administration of the PSG.
- Removal of the existing signs, and new sign designs, engineering, fabrication, and installation. The total cost incurred of \$212,190.94 ex GST (inclusive of optional additional works – lighting) will be covered under The Tourism Infrastructure Project.

**Attachments**

1. [↓](#) Gateway Signage Advisory Group PSG - Minutes - 26.03.2025
2. [↓](#) Gateway Signage Advisory Group PSG - Project Update Email - 05.08.2025

CODIE HOWARD

DIRECTOR INFRASTRUCTURE AND ENVIRONMENT

JAY NANKIVELL

GENERAL MANAGER

## MINUTES OF THE GATEWAY SIGNAGE ADVISORY GROUP – PROJECT STEERING GROUP

### MEETING DETAILS

Facilitator	Jay Nankivell, General Manager
Minutes	Rebecca McLaughlin, Acting leader Project Management
Meeting Venue	Ground Floor Meeting Room, Council Administrative Building
Meeting Date	Wednesday, 26 March 2025
Meeting Start Time	3:00pm
Meeting End Time	3:54pm

### ATTENDANCE REGISTER

Role	Section	Name
Chair	Mayor	Mayor Tom Kennedy
Elected Member	Deputy Mayor	Deputy Mayor Hickey
Elected Member	Councillor	Councillor Bob Algate
Broken Hill City Council	BHCC General Manager	Jay Nankivell
Broken Hill City Council	Director Infrastructure & Environment	Codie Howard
Broken Hill City Council	Manager Communications and Marketing	Darrin Manuel
Broken Hill City Council	Acting Leader Project Management	Rebecca McLaughlin
Project Steering Group	Community Representative	Paul Thomas
Project Steering Group	Community Representative	Peter Nash (via MS Teams)
Project Steering Group	Community Representative	Ray Johnston
Project Steering Group	Community Representative	Ghislaine Barbe

#### 1. Welcome and Apologies

Rebecca confirmed apologies:

- o Bernard Williams, Project Steering Group Community Representative
- o Liz Vines, Heritage Advisor

#### 2. Background and Funding:

Jay Nankivell, General Manager provided background to the PSG of funding that has become available to Council through The Tourism Infrastructure Project, an initiative of the NSW Government in collaboration with the Far West Joint Organisation (FWJO). A total of \$5 million in funding, split evenly between four shires, has been allocated to support the development of new tourism infrastructure and the enhancement of existing facilities.

Balranald Shire Council are managing the grant funding and North Project Management has been engaged by the Far South West Joint Organisation (FSWJO) to project and contract manage this project.

Broken Hill City Council have been included and will install the remaining four gateway signs designed by Deanna Spicer.

**3. Project Progress and Procurement:**

Rebecca McLaughlin, Acting leader Project Management confirmed a Request for Quotation is currently being advertised for the design fine tuning, engineering, planning and development compliance, fabrication, and installation of the new signs, along with the safe removal of the existing signs for storage. This has been issued to local businesses only. The Request for Quotation closes on 1 April, and evaluation will occur soon after to provide a recommendation of contractor engagement to the FSWJO for endorsement.

The grant funding stipulates that the signs must be installed, and project completed by 30 June 2025. Due to the tight timeframe, the signs will be installed in the exact existing locations to avoid any lengthy delays through liaising and approvals from Transport NSW.

Rebecca has spoken with Deanna Spicer, and she is very excited by this progress and has committed to work quickly with the contractor once engaged to produce final designs in the correct file format ready for fabrication.

**4. Purpose of Meeting – Confirm Sign Location:**

Rebecca advised the purpose of this meeting is to provide a project update to the PSG, and also to confirm which signs will be installed at which locations.

Each of the designs were displayed on the screen:

- Design 1 of 5 – Theme: RFDS & the Outback
- Design 2 of 5 – Theme: Film, Arts and Culture
- Design 4 of 5 – Theme: Graziers & Pastoralists
- Design 5 of 5 – Unionism, Strikes and the 1909 lock out.

The following locations are available for installation:

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

Group discussion held by the PSG confirmed the following signs are to be installed at the following locations:

- Design 1 of 5 – Theme: RFDS & the Outback – installed at Airport
- Design 2 of 5 – Theme: Film, Arts and Culture – Sydney Road
- Design 4 of 5 – Theme: Graziers & Pastoralists – Tibooburra Road
- Design 5 of 5 – Unionism, Strikes and the 1909 lock out – Adelaide Road

The PSG preference of installation order is:

- Design 1
- Design 5
- Design 2
- Design 4

Rebecca advised that as each sign and location will require their own Development Application and Construction Certificate, the order of installation will be dependent upon processing and finalisation times for each application.

**5. General Discussion:**

Peter Nash asked if changing the location of the sign at the Airport could be considered. There is opportunity for visitors arriving at the Airport Terminal from a plane to see the sign immediately upon arrival and have a photo taken. Once people have left the Airport Terminal, it's too late to stop at the existing location to take a photo, which is a missed opportunity for Broken Hill.

The PSG agreed preference will be to install the Airport sign on the grassed area of the arrivals area, facing the tarmac. Rebecca will investigate if this can be achieved, and if not, the PSG is happy to retain the existing location.

Darrin Manual, Manager Communications and Marketing, confirmed as part of the wider project, promotion and recognition will be included at all signs throughout the region. It may be possible to include a QR code that links back to Council's website with information about the project and funding, each of the sign design intentions, recognition of Deanna Spicer, and contractors involved.

It was confirmed that all signs will be safely removed as part of the scope of works for storage at Councils Warnock Street Depot.

Communication to the public is to be clear that the sign replacements are grant funded and at no further cost to ratepayers.

Rebecca will provide updates to the PSG as procurement, contractor engagement, and project progress occurs.

There being no further business, the meeting was closed at 3:54pm.

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**Rebecca McLaughlin**

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**From:** Rebecca McLaughlin  
**Sent:** Tuesday, 5 August 2025 10:22 AM  
**To:** Tom Kennedy; Jim.Hickey; Bob Algate; Jay Nankivell; Codie Howard; Darrin Manuel; Jade Signs; 'Peter Nash'; 'Ray Johnston'; Bernie Williams ( [REDACTED] ); 'Ghislaine'  
**Cc:** Executive Support; Tracey Stephens  
**Subject:** Project Update: Gateway Sign Replacement  
**Attachments:** Gateway Signage Advisory Group PSG - Minutes - 26.03.2025.pdf

Good morning everyone,

I'm pleased to confirm that the Joint Organisation Board has recently endorsed the recommendation to engage **Fabtec** to undertake the removal of the remaining four signs and complete the fabrication and installation of the new signage.

As you're aware, Fabtec has an in-depth understanding of the Gateway Sign Project, having completed the initial sign fabrication and installation in 2019, followed by the removal and replacement at Wentworth Road in 2023. Their experience encompasses detailed knowledge of the original fabrication and installation methods, existing site conditions and concrete works, the new sign designs and engineering requirements, the updated scope of works, and the full removal and installation process.

As requested and agreed at the Gateway Signage Advisory Group PSG meeting on 26 March 2025, the location for the Airport Sign has been approved for installation on the lawn area at the Arrivals Terminal (see below).



I'm also pleased to advise that the funding body is satisfied with the significant progress made to date and has approved an installation date beyond the original 30 June finalisation timeline.

The project package has now been handed over to **North Project Management**, who will deliver the works and provide regular updates to me as their primary point of contact.

Please do not hesitate to reach out to me should you have any questions.

Thanks!

Rebecca

**Rebecca McLaughlin**

Leader Project Management

240 Blende Street

PO Box 448

Broken Hill NSW 2880

**Phone** 08 8080 3392

**Mobile** 0400909905

[Rebecca.McLaughlin@brokenhill.nsw.gov.au](mailto:Rebecca.McLaughlin@brokenhill.nsw.gov.au)

[www.brokenhill.nsw.gov.au](http://www.brokenhill.nsw.gov.au)



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

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## INFRASTRUCTURE AND ENVIRONMENT COMMITTEE

August 11, 2025

**ITEM 3**BROKEN HILL CITY COUNCIL REPORT NO. 151/25

SUBJECT: MINUTES OF THE PROJECT CONSULTATIVE GROUP PROJECT STEERING GROUP MEETINGS HELD 18 JUNE AND 5 AUGUST 2025 D25/36353

**Recommendation**

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.

**Executive Summary:**

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

The Delivery Program is designed as the single point of reference for all principal activities undertaken by Council during its term of office. All plans, functions, projects, activities, and funding allocations must be directly linked to this Program. Supporting the Delivery Program is the annual Operational Plan, which identifies the projects and actions that will be undertaken during the year to achieve the commitments made in the Delivery Program. Councils Projects Delivery Team refer to this as the Annual Capital Works Program; with updates of this program being reported to the Project Consultative Group, Project Steering Group, for insight and knowledge sharing.

**Report:**

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

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

Meetings have been held on the following dates:

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

- 8 November 2023
- 16 May 2024
- 22 August 2024
- 15 January 2025
- 12 May 2025
- 18 June 2025 (Floodplain Management Study update only, no general update on projects)
- 5 August 2025

This report is to provide the Council with a copy of the minutes and presentation from the PSG meetings held on 18 June 2025 and 5 August 2025.

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

### **Community Engagement:**

Membership of the PSG consists of:

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

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

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

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

### **Strategic Direction:**

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

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

### **Relevant Legislation:**

*Local Government Act 1993*

### **Financial Implications:**

Nil financial implications of the administration of the PSG.  
All projects discussed have been financially approved by Council.

**Attachments**

1. PCG PSG - Minutes - 18 June 2025  
[↓](#)
2. PCG PSG Flood Risk Management (FRM) in NSW - NSW Government -  
[↓](#) 18.06.2025
3. PCG PSG Broken Hill Flood Study - Torrent Consulting - 18.06.2025 - Redacted  
[↓](#)
4. PCG PSG - Minutes - 5 August 2025  
[↓](#)
5. PCG PSG Presentation - 5 August 2025 - Redacted  
[↓](#)

CODIE HOWARD  
DIRECTOR INFRASTRUCTURE AND ENVIRONMENT

JAY NANKIVELL  
GENERAL MANAGER

## MINUTES OF THE PROJECT CONSULTATIVE GROUP PSG – 18.06.2025 MEETING DETAILS

<b>Facilitator</b>	Mayor Tom Kennedy
<b>Minutes</b>	Suranga Palihawadana - BHCC Projects Engineer / Rebecca McLaughlin – Acting Leader Project Management
<b>Meeting Venue</b>	Ground Floor Meeting Room, Council Administrative Building
<b>Meeting Date</b>	Wednesday, 18 June 2025
<b>Meeting Start Time</b>	4:00pm
<b>Meeting End Time</b>	5:30pm

## ATTENDANCE REGISTER

Role	Section	Name
Chair / Councillor Representative	Mayor	Mayor Tom Kennedy
Councillor Representative	Deputy Mayor	Deputy Mayor Jim Hickey
Councillor Representative	Councillor	Councillor Ashley Byrne
Project Sponsor	BHCC General Manager	Jay Nankivell
Project Delivery Team	BHCC Director Infrastructure and Environment	Codie Howard
Project Delivery Team	BHCC Projects Engineer	Faisal Salah
Project Delivery Team	BHCC Projects Engineer	Suranga Palihawadana
Project Delivery Team	BHCC Projects Officer	Ashwin Roy
Council Officer	BHCC Leader Innovation and Business Improvement	Anne Johansson
Project Steering Group	Community Representative	Matthew Handberg
Special Guest	BHCC Enterprise Risk Support Officer	Emma Clarke
Special Guest	Senior Floodplain Officer, Department of Climate Change, Energy, the Environment and Water	Kade Small
Special Guest	Principal Water Resources Engineer, Torrent Consulting	Darren Lyons

## AGENDA

Item	Objective	Discussion Led By
1	Welcome	Chair
2	Apologies	Chair
3	Volunteer Induction	Chair / Emma Clarke
5	Update: Floodplain Management Study	Chair / Special Guests
6	Questions	Chair

## **1. Welcome**

Mayor Tom Kennedy welcomed everyone to the meeting.

## **2. Apologies**

Mayor Tom Kennedy noted apologies:

- Rebecca McLaughlin, BHCC Acting Leader Project Management
- Asad Nizamani, BHCC Projects Engineer
- Darrin Manuel, BHCC Manager Communications & Marketing
- Liz Vines, BHCC Heritage Advisor
- Nathan Fell, Community Representative
- Paul Thomas, Community Representative

## **3. Volunteer Induction**

BHCC Enterprise Risk Support Officer, Emma Clarke, attended the meeting to conduct Community Representative inductions for the Project Consultative Group PSG:

- Matthew Handberg

The following members were not present, and an induction will be held at a future meeting.

- Nathan Fell
- Paul Thomas

Emma Clarke left the meeting following the member induction.

## **4. Floodplain Management Study**

- Kade Small, Senior Floodplain Officer from Department of Climate Change, Energy, the Environment and Water spoke regarding:
  - The management of Flood Risk in NSW (Policies and Legislation); and
  - Talked through the presentation slides.
- Darren Lyons, Principal Water Resources Engineer from Torrent Consulting spoke regarding:
  - Project Status and work done to date; and
  - Talked through the presentation slides.

## **5. Next Steps**

- A copy of the redacted (if appropriate) Power Point presentations and minutes will be issued to all members of the PSG.
- A copy of the redacted (if appropriate) Power Point presentations and minutes will be reported to the Works Standing Committee.
- A copy of the redacted (if appropriate) Power Point presentations and minutes will be reported to the Ordinary Council meeting.

## **6. Meeting Close**

- There being no further business the Chair closed the meeting at 5:30pm.

## **NEXT MEETING**

<b>Date</b>	8 August 2025
<b>Venue</b>	Ground Floor Meeting Room, Council Administrative Building, 240 Blende Street
<b>Start Time</b>	4:00pm
<b>End Time</b>	5:00pm

# Flood Risk Management (FRM) in NSW

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# Presentation Overview

- 2023 Flood Risk Management Manual & Flood Prone Land Policy
- Floodplain Management Program
- Flood Risk Management (FRM)
- FRM Committee



environment.nsw.gov.au



## Flood risk management manual

The policy and manual for the management of flood liable land

Department of Planning and Environment



# FRM Manual & Flood Prone Land Policy



- The management of flood prone land in urban areas within NSW is generally the responsibility of local Councils
- The Flood Risk Management (FRM) Manual (DPE 2023) has been gazetted as the 'Manual' relating to the management of flood liable land - as stated under s733 of the *Local Government Act 1993*
- s733 of the *Local Government Act 1993* provides indemnity if Councils act in good faith and in accordance with the FRM Manual
- The FRM Manual and its Toolkit support Councils to understand and manage flood risk to their communities
- Adhering to the FRM Manual provides Council with an opportunity to access funding via the NSW Floodplain Management Program



## NSW Floodplain Management Program

Supports Councils to meet their obligations under the Policy & meet indemnity requirements in s733 of the Local Government Act

### Technical & Policy Support

Provided in the form of:

- DCCEEW FRM specialists' assisting Councils
- FRM Manual
- FRM guides, handbooks and tools
- Assistance with management of flood infrastructure



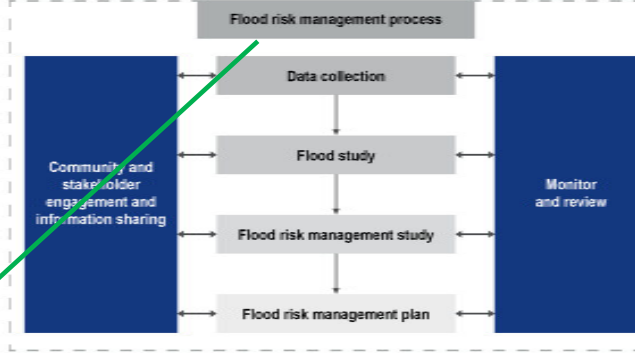
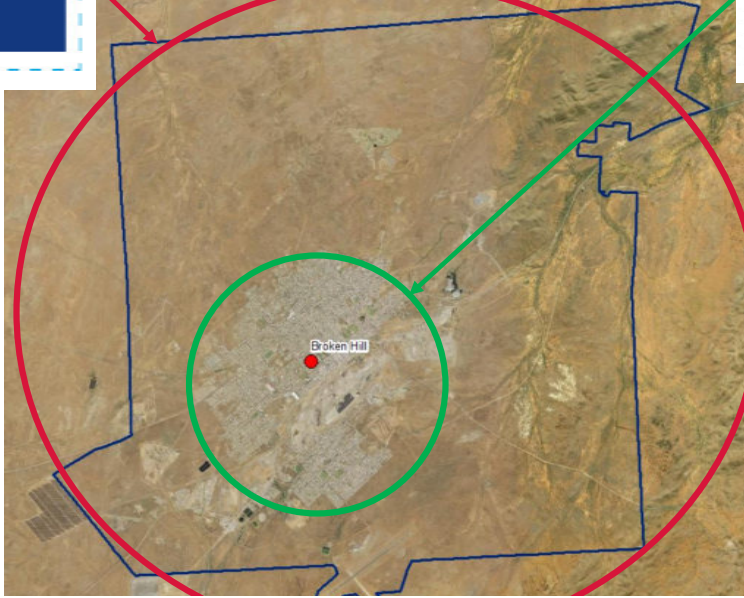
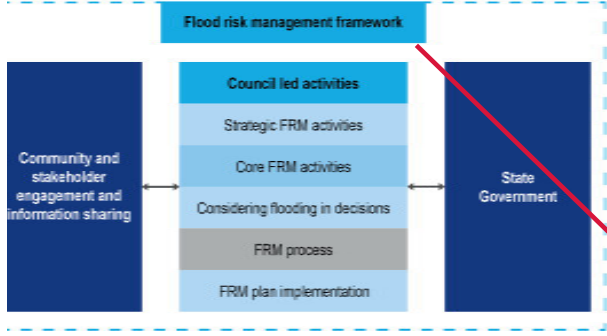
### Financial Assistance

Provided to assist with:

- Investigating and understanding local flood risk
- Investigating FRM options
- Developing and implementing FRM plans



# Flood Risk Management



# The Role of the FRM Committee



- The FRM Committee is involved in the FRM Process
- The FRM Committee assists Council in developing a FRM plan by contributing ideas, professional expertise, experience, and local knowledge
- The FRM Committee forms a link between the FRM Process and the wider community
- The FRM Committee should:
  - Operate as a team with the community's interests being foremost
  - Actively direct the course of FRM studies to ensure they represent the views of the FRM Committee and the wider community
  - Proactively seek solutions to the existing, future and continuing flood risk issues, not solely focus on addressing the past

*NOTE: Committee members may be required to vote to determine the majority opinion on different issues. Because the FRM Process should be a local based process, State Government representatives do not have voting rights.*

# FRM Process & Committee Input

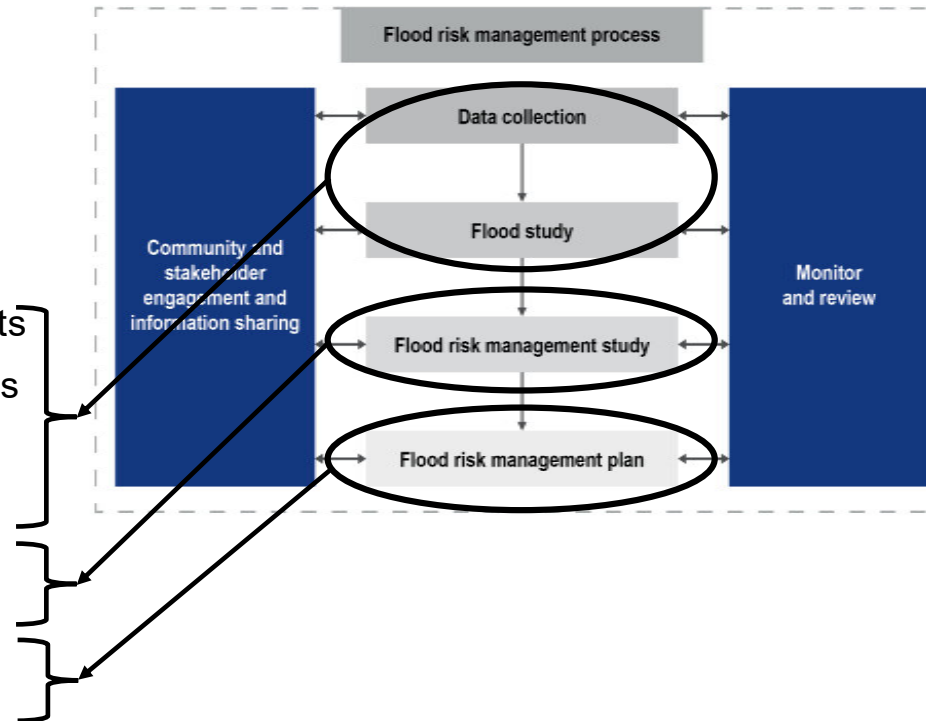


The FRM Committee should actively direct the course of FRM studies to ensure they represent the views of the FRM Committee and the wider community.

This can only be achieved if the FRM Committee provides input throughout the FRM Process.

Input may include:

- Providing data and descriptions flood history/ impacts
- Describing existing flood risk management measures
- Assisting with calibration of modelling
- Providing feedback on design flood outputs
- Suggesting and commenting on risk management options to be investigated
- Recommending and agreeing on risk management options to be implemented



# Where to find more information?



- NSW Department of Climate Change, Energy, the Environment and Water  
Website: <https://www.environment.nsw.gov.au/topics/water/floodplains>
- Includes information on:
  - The NSW Floodplain Management Program
  - Floodplain Management Grants
  - Flood Risk Management Manual (2023) and Toolkit
  - The NSW Flood Data Portal

# Thank You

For more information, please contact:

Kade Small  
Senior Floodplain Officer  
Department of Climate Change, Energy, the Environment and Water  
Albury  
M 0457 258 348 | E [kade.small@environment.nsw.gov.au](mailto:kade.small@environment.nsw.gov.au)

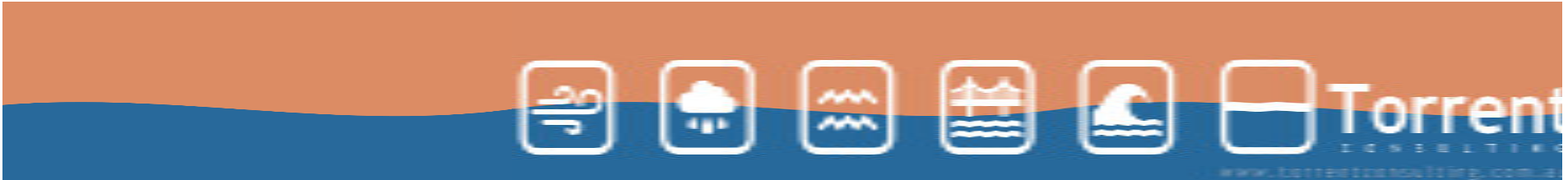




Corner of Iodide and Chapple Street - January 1911

## BROKEN HILL FLOOD STUDY

Project Consultative Group Briefing, 18 June 2025





# Summary

- Study Progress and Current Status
- Community Consultation
- Flood Modelling and Mapping
- Flood Planning Considerations
- Next Steps





## Study Progress and Current Status

- Milestone 1 - Data Collection, Review and Consultation
  - Topography, land-use, drainage, rainfall, flood history
  - Initial community information session and questionnaire
- Milestone 2 - Model Development and Calibration
  - Detailed hydrologic and hydraulic modelling
  - Calibration to observed historical event data
- **Milestone 3 - Design Flood Estimation and Mapping**
- Milestone 4 - Draft Study for Exhibition and Finalisation
  - 28-day Public Exhibition of Draft Study

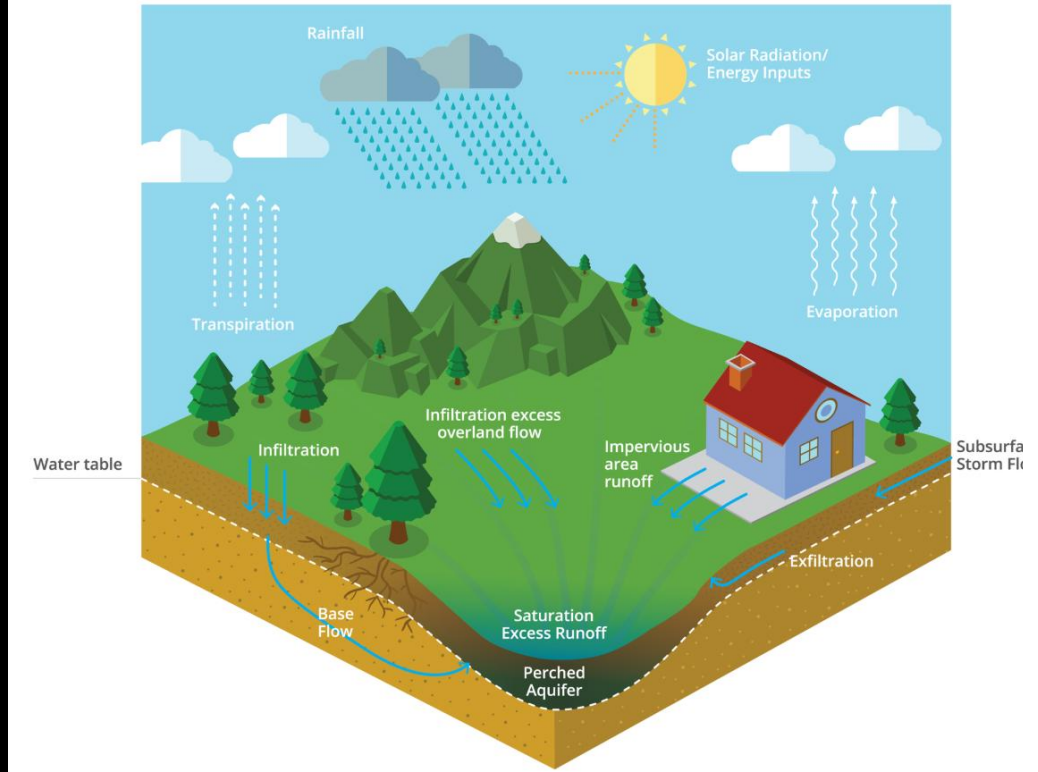


## Consultation

- Key elements of the consultation include:
  - **Media release to inform wider community of the study**
  - **Online questionnaire to garner local flood information**
  - **Direct follow up with key stakeholders**
  - **PCG Briefings**
  - Public exhibition of draft study and invitation for comment
  - Response to submissions

# Model Development and Calibration

- Topography
  - aerial survey with some ground survey
- Land Use
  - building footprints
  - parks and open space
  - roads and hardstand
  - fences and walls
- Drainage
  - culverts
  - open channels
- Rainfall
  - historical events for calibration
  - design events (e.g. 1% AEP, 100yr)



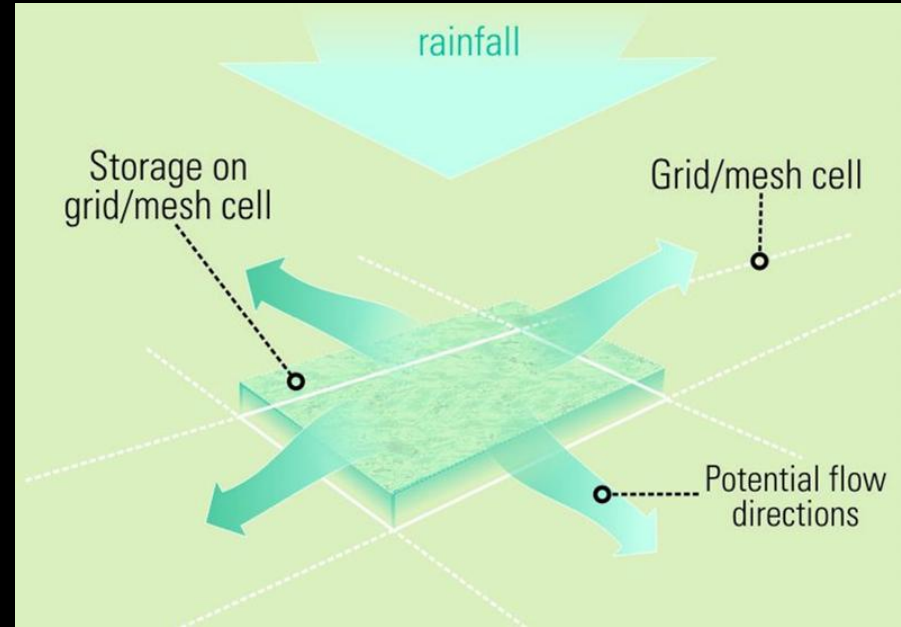
# Model Development and Calibration

- Topography
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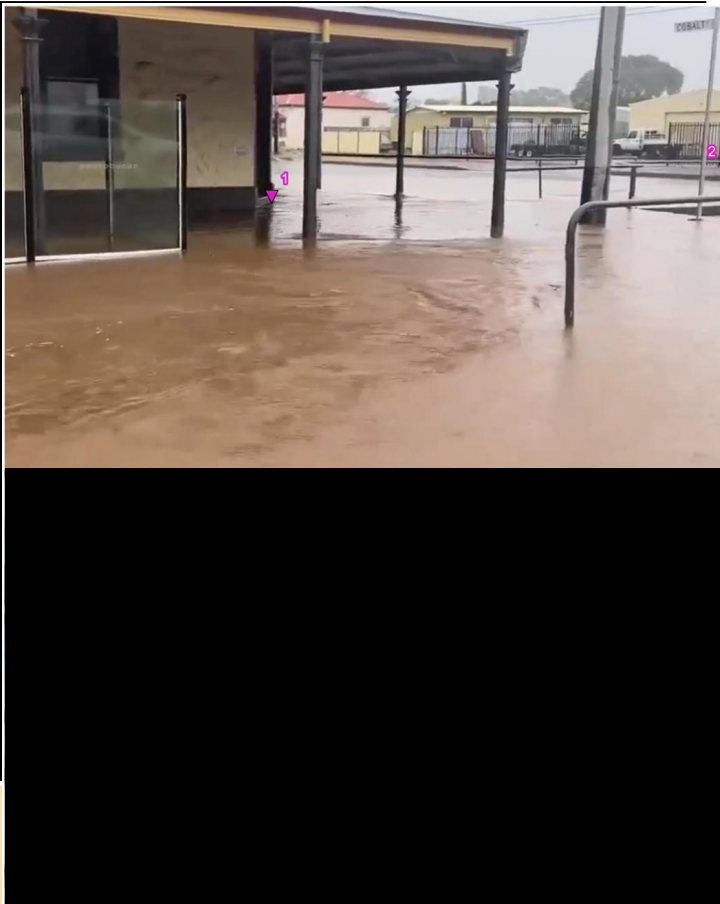
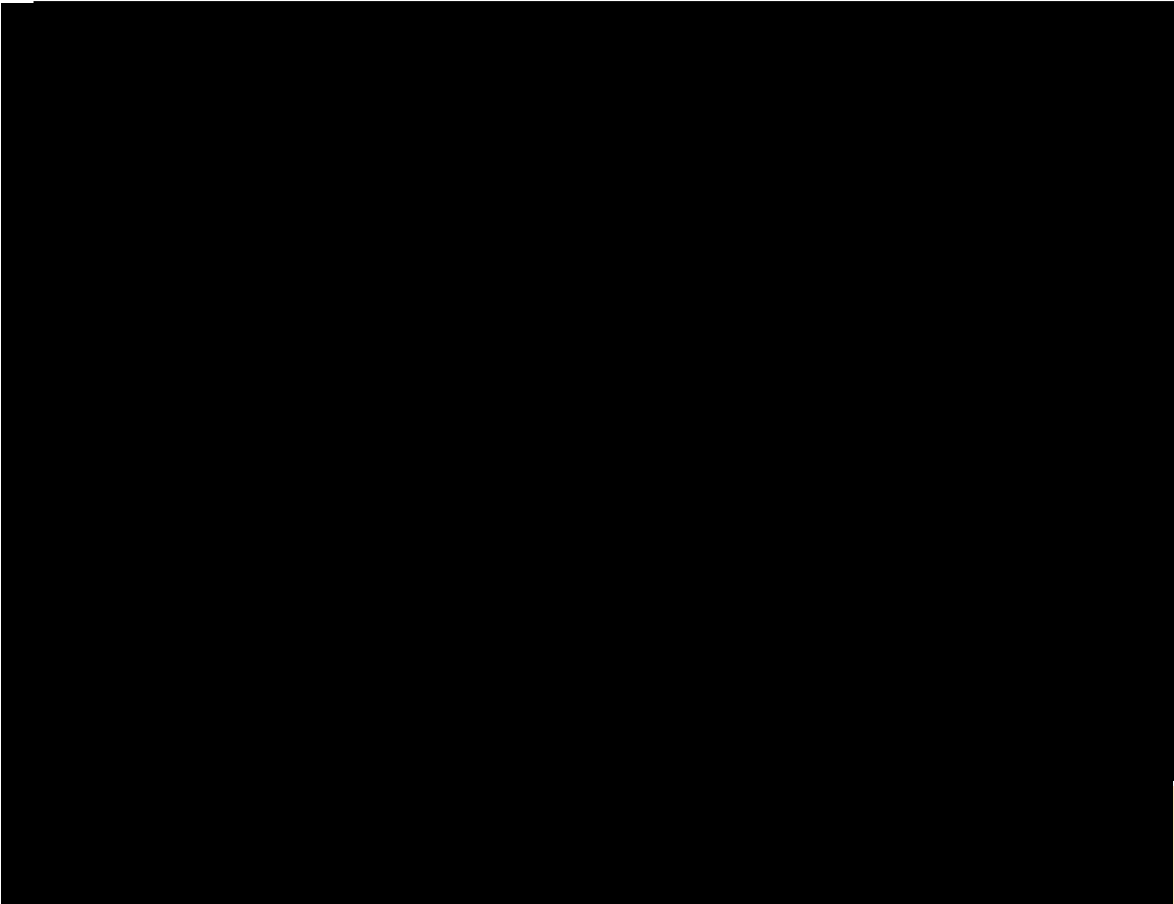


# Model Development and Calibration

- Topography
  - aerial survey with some ground survey
- Land Use
  - building footprints
  - parks and open space
  - roads and hardstand
  - fences and walls
- Drainage
  - culverts
  - open channels
- Rainfall
  - historical events for calibration
  - design events (e.g. 1% AEP, 100yr)

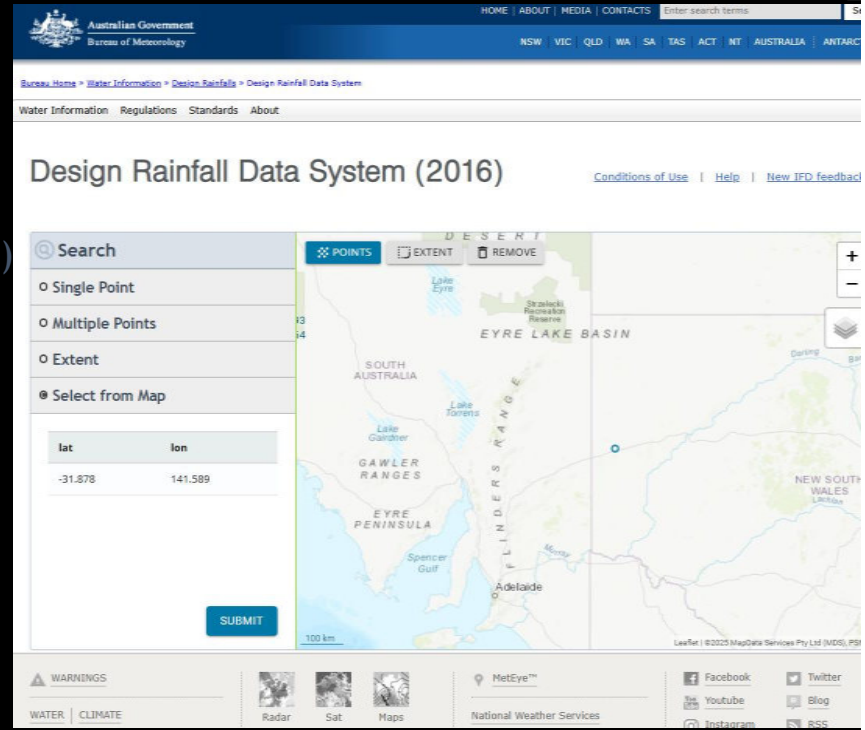


# Model Calibration



## Design Modelling and Mapping - Milestone 3

- Design Flood Estimation
  - BoM Intensity-Frequency-Duration Rainfall
  - E.g. 1% AEP (1 in 100yr) 30-minute depth
  - 20% AEP (1 in 5yr) to Probable Maximum Flood (PMF)
- Hydraulic and hazard categorisation
- Preliminary FPL/FPA
- Sensitivity Analysis
- Flood Damages Assessment





## Design Modelling and Mapping - Milestone 3

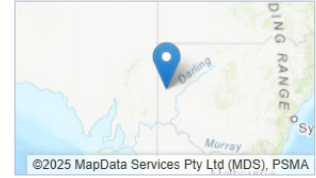
- Design Flood Estimation and Mapping
  - BoM Intensity-Frequency-Duration Rainfall
  - E.g. 1% AEP (1in100yr) 30-minute depth
  - 20% AEP (1 in 5yr) to Probable Maximum Flood (PMF)
  - Peak flood level, depth, velocity mapping
- Hydraulic and hazard categorisation
- Preliminary FPL/FPA
- Sensitivity Analysis
- Flood Damages Assessment

### Location

**Label:** Not provided

**Latitude:** -31.8782 [Nearest grid cell: 31.8875 (S)]

**Longitude:** 141.589 [Nearest grid cell: 141.5875 (E)]



### IFD Design Rainfall Depth (mm)

Issued: 18 June 2025

Rainfall depth for Durations, Exceedance per Year (EY), and Annual Exceedance Probabilities (AEP).

[FAQ for New ARR probability terminology](#)

Duration	Annual Exceedance Probability (AEP)						
	63.2%	50%#	20%*	10%	5%	2%	1%
1 min	1.13	1.37	2.17	2.79	3.46	4.44	5.28
2 min	1.89	2.26	3.52	4.51	5.57	7.15	8.50
3 min	2.62	3.12	4.90	6.27	7.75	9.95	11.8
4 min	3.26	3.91	6.16	7.89	9.76	12.5	14.9
5 min	3.84	4.61	7.29	9.35	11.6	14.9	17.7
10 min	5.95	7.18	11.5	14.8	18.3	23.5	27.9
15 min	7.33	8.87	14.2	18.2	22.6	29.1	34.6
20 min	8.35	10.1	16.1	20.7	25.7	33.0	39.3
25 min	9.16	11.0	17.6	22.6	28.0	36.0	42.8
30 min	9.82	11.8	18.8	24.2	29.9	38.5	45.7
45 min	11.4	13.6	21.5	27.5	34.1	43.7	52.0
1 hour	12.5	14.9	23.4	29.9	37.0	47.5	56.4



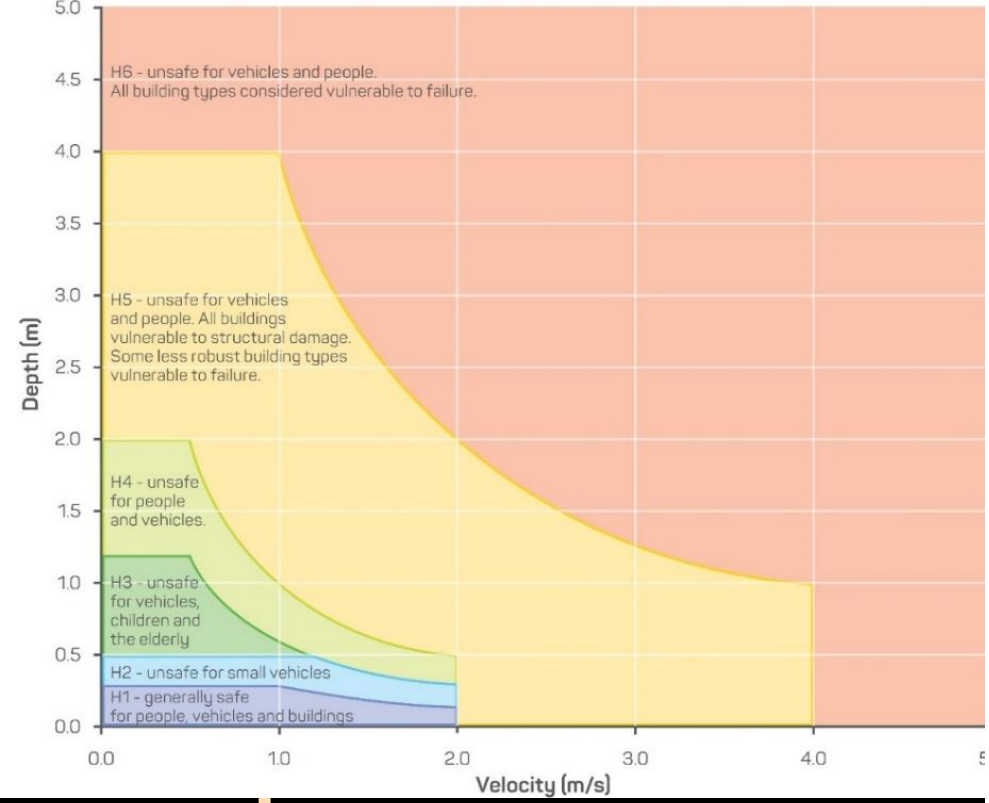
## Design Modelling and Mapping - Milestone 3

1% AEP (1 in 100)

Probable Maximum Flood (PMF)

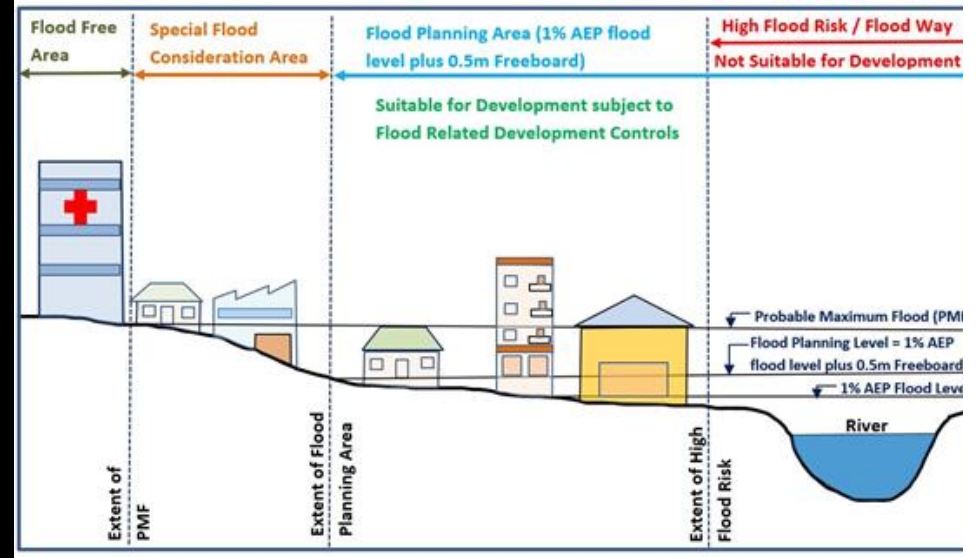
## Design Modelling and Mapping - Milestone 3

- Design Flood Estimation and Mapping
- Hydraulic and hazard categorisation
  - Floodway, Flood Storage and Flood Fringe
  - Flood Hazard
- Preliminary FPL/FPA
- Sensitivity Analysis
- Flood Damages Assessment



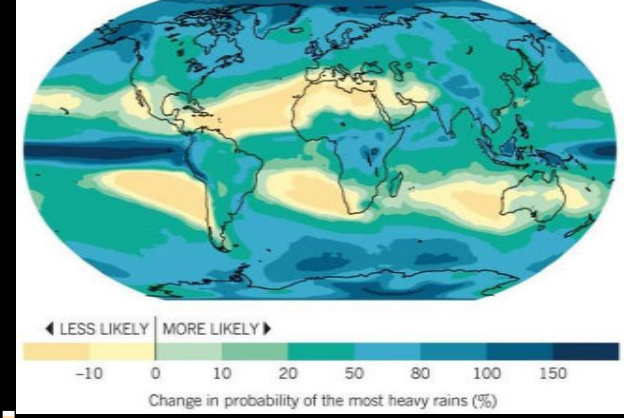
## Design Modelling and Mapping - Milestone 3

- Design Flood Estimation and Mapping
- Hydraulic and hazard categorisation
- Preliminary FPL/FPA
  - Flood Planning Level - typically 1%AEP + 0.5m freeboard (minimum floor levels for new development)
  - Flood Planning Area - area subject to flood related development controls
- Sensitivity Analysis
- Flood Damages Assessment



## Design Modelling and Mapping - Milestone 3

- Design Flood Estimation
- Hydraulic and hazard categorisation
- Preliminary FPL/FPA
- Sensitivity Analysis
  - model parameters
  - blockage
  - climate change
- Flood Damages Assessment

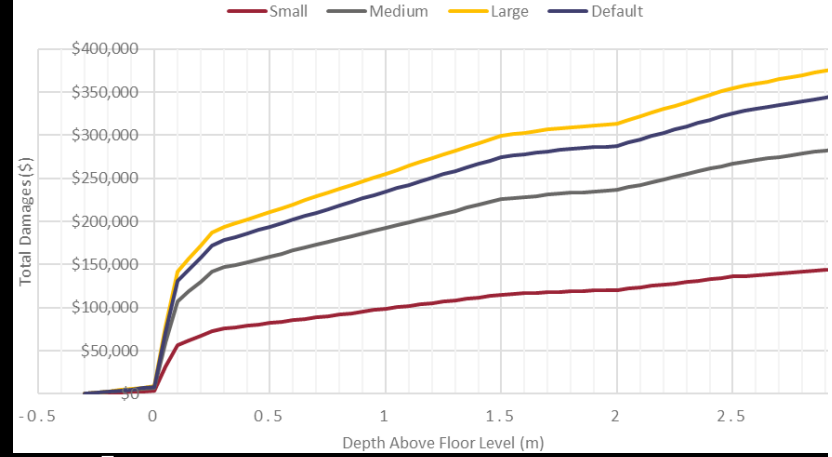


## Design Modelling and Mapping - Milestone 3

- Design Flood Estimation
- Hydraulic and hazard categorisation
- Preliminary FPL/FPA
- Sensitivity Analysis
- Flood Damages Assessment
  - Floor level database of affected properties (residential, commercial, public, infrastructure)
  - Damage cost vs depth of inundation
  - Hotspot identification and economic assessment of options



Residential: Single Storey



## Issues for Resolution

- Mapping scale and resolution for public document
  - Limit to number of maps able to be included in document
  - Scale of mapping sufficient for community to review
  - Detailed flood information (at lot scale) held by Council in GIS format

## Issues for Resolution

- Defining Flood Planning Area and Flood Control Lots - linked to DCP Controls
  - Rainfall of grid (direct rainfall) approach provides for a large are of shallow depth “inundation” which shouldn’t be classed as flooding
  - Typical to apply filtering processes to remove “low risk” inundation and only map areas where flood risk should be managed
  - Objective is to not unduly burden or constrain properties with respect to development controls and perceptions around insurance

## Issues for Resolution

- Filtering Processes
  - Flood Depth (e.g. <0.1m)
  - Flood Hazard (e.g. low Hazard at PMF)
  - Velocity-Depth (low flow/high flow)
  - Area statistics (e.g. % of lot inundated, % of lot>0.1m depth)



## Issues for Resolution

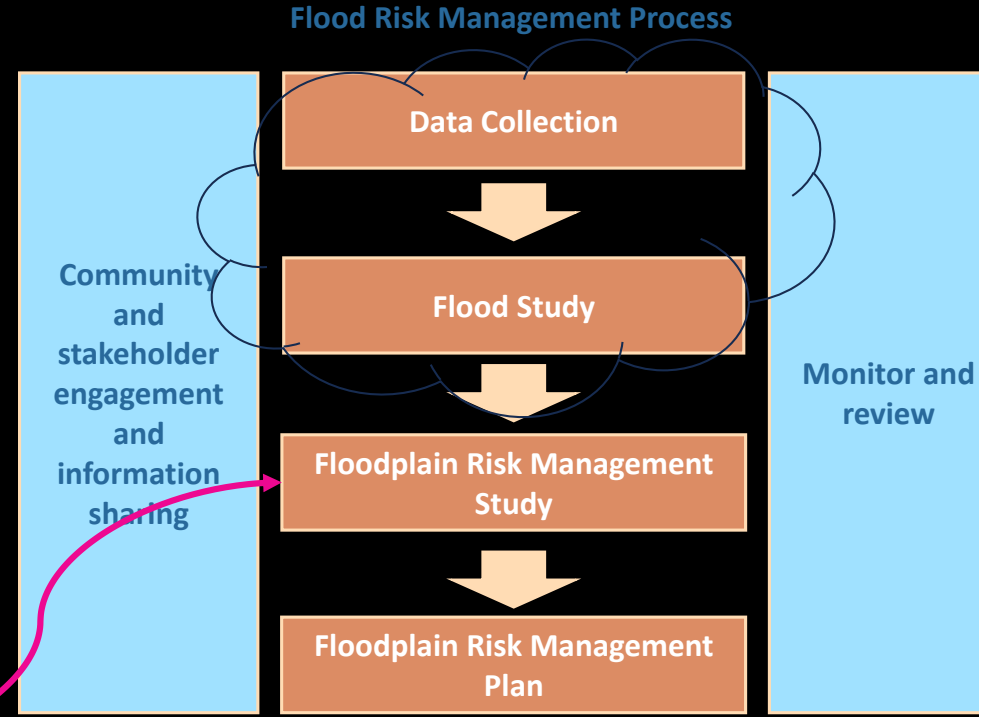
- Filtering Processes
  - Flood Depth (e.g. <0.1m)
  - Flood Hazard (e.g. low Hazard at PMF)
  - Velocity-Depth (low flow/high flow)
  - Area statistics (e.g. % of lot inundated, % of lot >0.1m depth)

## Issues for Resolution

- Defining Flood Planning Area and Flood Control Lots
  - Resolution required prior to final mapping for Public Exhibition
  - Mapping should reflect future intention of flood planning controls (note these to be investigated in Floodplain Risk Management Study phase)
  - Pre-emptive update of DCP
  - Agreement in principle of approach:
    - Definition of low (insignificant) flood risk
    - What design flood conditions constitutes a Flood Control Lot

## Next Steps

- Milestone 3 Reporting and Mapping
  - Review by Technical Working Group (Council and DCCEEW)
  - Address comments
- Milestone 4 - for completion by 30 September 2025
  - Draft Flood Study report
  - Public exhibition including community information session
  - Response to submissions and Report update
  - Council adoption
  - Handover of study material
  - Impetus to move to FRMS stage



## MINUTES OF THE PROJECT CONSULTATIVE GROUP PSG – 05.08.2025 MEETING DETAILS

<b>Facilitator</b>	Mayor Tom Kennedy
<b>Minutes</b>	Rebecca McLaughlin – Acting Leader Project Management
<b>Meeting Venue</b>	Ground Floor Meeting Room, Council Administrative Building
<b>Meeting Date</b>	Tuesday, 5 August 2025
<b>Meeting Start Time</b>	4:00pm
<b>Meeting End Time</b>	4:38pm

## ATTENDANCE REGISTER

Role	Section	Name
Chair / Councillor Representative	Mayor	Mayor Tom Kennedy
Executive Leadership Team / Project Delivery Team	BHCC Director Infrastructure and Environment	Codie Howard
Executive Leadership Team	BHCC Leader Innovation and Business Improvement	Anne Johansson
Project Delivery Team	Acting Leader Project Management	Rebecca McLaughlin
Project Delivery Team	BHCC Projects Engineer	Faisal Salah
Project Delivery Team	BHCC Engineer Contractor	Suranga Palihawadana

## AGENDA

Item	Objective	Discussion Led By
1	Welcome	Rebecca McLaughlin
2	Apologies	Rebecca McLaughlin
3	Action Items	Rebecca McLaughlin
4	Thank You	Rebecca McLaughlin
5	2025/26 Capital Works Program	Rebecca McLaughlin
6	2025/26 Fleet Renewal Program	Rebecca McLaughlin
7	Council Projects: General Updates	Rebecca McLaughlin, Codie Howard
8	General Discussion / Questions	Rebecca McLaughlin
9	Next Steps	Rebecca McLaughlin
10	Next Meeting	Rebecca McLaughlin

### 1. Welcome

Mayor Kennedy welcomed everyone to the meeting.

### 2. Apologies

Mayor Kennedy confirmed apologies:

- Deputy Mayor Jim Hickey, Councillor Representative
- Councillor Ashley Byrne, Councillor Representative
- Jay Nankivell, BHCC General Manager
- Darrin Manuel, BHCC Manager Communications & Marketing
- Asad Nizamani, BHCC Projects Engineer
- Ashwin Roy, BHCC Projects Officer
- Liz Vines, BHCC Heritage Advisor

- Matthew Handberg, Community Representative
- Nathan Fell, Community Representative
- Paul Thomas, Community Representative

### 3. Action Items from Previous Meetings

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

It is expected that a site tour will be arranged in October or November as works progress further.

*PowerPoint presentation displayed.*

*Presenters:*

- *Rebecca McLaughlin, Acting Leader Project Management*
- *Codie Howard, Director Infrastructure and Environment*
- *Suranga Palihawadana, Contract Engineer*

### 4. Thank You

Rebecca McLaughlin advised at the Council meeting held on 30 June 2025, Council unanimously resolved to commend the Project Consultative Committee for their work. A copy of the resolution was presented.

### 5. 2025/26 Capital Works Program

Rebecca advised that the 2025/26 Capital Works Program and accompanying budget was adopted at the Council meeting held on 30 June 2025. The total budget approved is \$18,489,479 (made up of Council funds of \$12,799,556 and grant funding of \$5,689,923).

Project Managers have now been assigned to all projects and project planning has commenced.

Grant Funding applications have been submitted for two projects:

- An application was submitted for grant funding through the AFL Facilities Fund 2025 for the **Alma Oval Scoreboard**. An announcement date regarding the outcome of this application is expected in September / October 2025.
- An application has been submitted for grant funding through the Office of Responsible Gambling Infrastructure Grants - Round 1 2025-26 for the **Sturt Park Playground Soft Fall Replacement**. An announcement date regarding the outcome of this application is unknown.

### 6. 2025/26 Fleet Renewal Program

Similarly, Council budget of \$1,050,000 was approved at the Council meeting on 30 June 2025 for the 2025/26 Fleet Renewal Program. Staff consultation sessions have been held. and Request for Tender and Quotation documents are currently being drafted to be advertised.

### 7. Council Projects: General Updates

- **Alma Oval and Norm Fox Oval Changeroom Upgrades (Rebecca McLaughlin)**
  - As previously reported, a formal variation is being drafted to submit to the Department of Primary Industries and Regional Development to remove Norm Fox Oval from the project scope and transfer funds to Alma Oval. This would provide Alma Oval a total budget of \$904,333.
  - Council's Acting Leader Project Management has been working with Ausco to confirm costs for inclusion in the variation request, while concurrently advertising the Request for Tender to avoid any additional delays.
  - Round 4 Tender Advertising is currently being undertaken and will close on 14 August, with a non-mandatory site inspection 6 August.

- **General Discussions / Questions**
  - Mayor Kennedy advised to speak with the General Manager anytime an Extraordinary Council meeting might be required to avoid delays with Council decisions and project commencing.
  - Mayor Kennedy asked if the Section 355 Alma Oval Committee had formed as yet, Codie Howard advised no quorum has been achieved. Rebecca mentioned that as part of the formal variation, letters of support will be requested from same group as grant funding application for Alma Oval Scoreboard as detailed in an earlier slide.
- **Airport Car Park Expansion (Rebecca McLaughlin)**
  - Tonkin Engineering were engaged in 2024 to develop concept designs for an expansion of the existing terminal car park and hire vehicle car park.
  - The "Issue for Construction" Design documents, Tender Schedules and Specifications have been received, and the Request for Tender is expected to be advertised from within the next week, ready to be presented to the September Council meeting.
    - **General Discussions / Questions**
      - Nil.
- **Airport Rental Carpark Footpath and Solar Lights (Rebecca McLaughlin)**
  - Council engaged Conex Group to construct a new concrete pathway linking the Airport Carpark to the Rental Carpark. These works were completed in June.
  - The pedestrian crossing linemarking is expected to be completed today, having been delayed due to wet weather.
  - Following an increase in costs from the initially approved budget, priority was given to completing the concrete works to ensure adequate funding remained for lighting installation. A contract for the supply and installation of solar lighting alongside the pathway is expected to be awarded in early August.
    - **General Discussions / Questions**
      - Nil.
- **Living Desert Masterplan (Rebecca McLaughlin)**
  - Environmental Partnership NSW were engaged by Council to develop a 20-year Master Plan for the Living Desert State Park and have been working on this since their initial consultation sessions held in July 2024.
  - The Draft Master Plan was endorsed by Council for public display at the June Council meeting. No public comments were received.
  - The Draft Master Plan will be presented to Council again at the August Council meeting for adoption.
    - **General Discussions / Questions**
      - Nil.
- **Memorial Oval Lighting Upgrade (Rebecca McLaughlin)**
  - As previously reported, Tonkin Engineering engaged to assess the submitted designs and quotations to ensure compatibility with existing infrastructure and compliance with Australian Standards.
  - The evaluation panel shortlisted two designs received for assessment, determining that the remaining submissions were either unsuitable or non-conforming. Both shortlisted designs were confirmed to meet all requirements.
  - A surveyor has now been engaged to obtain precise measurements from the base of each pole to the playing surface, as well as the mounting height of each light fitting. This information will be provided to the two shortlisted companies to ensure their designs are accurate and meet site specific conditions.
  - Once final designs are confirmed, the evaluation panel will select a preferred submission. This process is expected to be completed by early September.
    - **General Discussions / Questions**
      - Nil.

- **Gateway Sign Replacement (Rebecca McLaughlin)**  
*FYI only – Reported to the E.P. O'Neill Memorial Park Redevelopment PSG*
  - The procurement process has now been finalised for this project, with local company Fabtec successful with their quotation.
  - Fabtec have a thorough understanding of the Gateway Sign Project, including original sign fabrication and installation method, existing site conditions and previous concrete works, new sign design and engineering requirements, new scope of works, removal and installation process, having completed the first sign fabrication and installation in 2019 and the subsequent removal and replacement at Wentworth Road in 2023.
  - This project has now been handed over to North Project Management to manage. Regular updates will be provided to Council.
    - **General Discussions / Questions**
      - Nil.
- **Library and Archives Project (Codie Howard)**
  - Precast trade works completed.
  - Structural steel 95% completed with structural engineer's inspection done on 9 and 10 July 2025.
  - Roofing and civil works for final internal slabs is the main trade for August 2025. Mechanical and Aluminium windows also being installed.
  - Library carpark CC documents sent to certifier and sheds in the carpark site are being demolished for works to commence on the new carpark.
  - Completion is by the end of 2025.
    - **General Discussions / Questions**
      - Anne Johansson advised the architects will be onsite next Wednesday and it is anticipated that a site visit will be scheduled for the Elected Council Members.
- **CBD Redevelopment Projects**
  - Major CBD redevelopment projects were carried out from September 2021 to March 2025, contributing over \$4 - 4.5 million to the GDP of Broken Hill.
  - Works on the next stage of projects in the CBD have commenced in 2025, aligning with Council's CBD Master Plan 2021. These projects include:
    - Town Square - New CCTV System
    - Town Square - Walkway Paving
    - Argent Street Paving - Chloride St to Oxide St
    - Argent Street Banner Poles - Speakers
  - The projects will be completed in the 2025/26 delivery period.
    - **General Discussions / Questions**
      - In addition, Codie advised that the misting system and light timers have also been installed. The misting system has a button that users can press to control on and off.
      - Mayor Kennedy mentioned some pavers are lifting. Codie said that they are the old pavers that are planned to be replaced. There are 1 or 2 that have also been identified from the new project that will be repaired under defects.
- **Warnock Street Yard Redevelopment - Garage Workshop Site (Codie Howard)**
  - Concrete slab completed.
  - Hold down (HD) bolts being installed.
  - First delivery of structural steel received.
  - External drainage works commenced.
  - Works with Essential Energy to upgrade the site wide power started.
  - The main trade for August 2025 is the installation of the structural steel frame for the new workshop.
    - **General Discussions / Questions**
      - Codie mentioned that unlike the library construction which has been frame first and then slab, the Warnock Street Garage Workshop is slab

first and then frame. Now that the slab has been load, tis site will move quite quickly now and get to lock up stage quite fast.

- **Airport Master Plan & Funding - Upgrade of the fire system (Codie Howard)**
  - This project has upgraded the fire system with the old non-compliant underground asbestos pipes being replaced with new high strength PVC pipelines and upgrades to hydrant coverage as per Australian standard.
  - Works were completed in June 2025.
    - **General Discussions / Questions**
      - Codie mentioned this project did run over time, but this was expected due to the known rock in the site, but the extent of the rock. Asad has factored in a large contingency of approx. \$120,000-\$150,000 in case of hitting rock, so the project did not go over budget due to this contingency planning.
- **Airport Master Plan & Funding - The Airport Pavement Upgrades (Codie Howard)**
  - The project involves the full reconstruction of the RPT Apron Eastern Expansion, RFDS Apron, Taxiway Bravo, Taxiway Charlie, and Taxiway Charlie 1, as well as an asphalt overlay on the existing RPT Apron.
  - Council has approved for early engagement negotiations with the preferred contractor for value engineering and finalisation of construction parameters alongside the principal consultant and secondary airport consultants.
  - The preferred contractor is B.M.D Constructions Pty Ltd, a specialist civil works contractor with extensive experience working with state and local government contracts.
  - Construction start is estimated in September 2025 and will take approximately 6-8 months with completion in mid-2026.
    - **General Discussions / Questions**
      - Codie confirmed this will be reported to Council at an Extraordinary Meeting next week.
      - Mayor Kennedy asked if staff were confident with the overlay approach. Staff confirmed yes as the original design also suggested an overlay and staff undertook a pavement peer review. Codie confirmed it will be a reconstruction of the new extension, with an overlay over the top of this and the existing section, to avoid any discrepancy in pavement height.
      - Airport Manager has also confirmed satisfaction with approach as this will eliminate the requirement to shut down operations as one section can be worked on at a time leaving the other section operational.
- **Wolfram Street Road Reconstruction (Suranga Palihawadana)**
  - Stage 1: Wolfram Street (In-between Oxide St & Iodide St) - 3,585 m2
  - Stage 2: Wolfram Street (In-between Iodide St & Iodide Lane) - 900 m2
  - Works Include sub-grade preparation, construction of two granular pavement layers, kerb and gutter works (on one side only), installation of a final pavement surface using a 14/7 mm double-double seal, and Linemarking works.
  - Stage 1: In-between Oxide St & Iodide St:
    - Overall, 75% completed (on-schedule)
    - Kerb & Gutter Works to complete within next 2 weeks.
  - Stage 2: In-between Iodide St & Iodide Lane
    - Overall, 50% completed (Ahead the schedule)
    - Kerb & Gutter Works to complete within next 2 weeks.
  - Final Spray Seal expected to be completed on 28 August.
    - **General Discussions / Questions**
      - Codie took the opportunity to commend Suranga on hold points included in project, especially for kerb works. This shows that Council require works to be completed correctly and if not completed to our expectations when inspected, we will not accept this.



- Mayor Kennedy mentioned that the community go over Council projects with a fine toothcomb, and congratulated staff on inspections and expectations.

#### **Wolfram Street Road Reconstruction (Suranga Palihawadana)**

- The Broken Hill Flood Study is being undertaken by the Broken Hill City Council to assess and define current flood behaviour. This study forms the foundation for future flood risk management initiatives.
- Torrent Consultants are supporting Council in undertaking the flood study in accordance with the guidelines provided by the Department of Climate Change, Energy, the Environment and Water (DCCEEW).
  - Stage 1: Data Collection, Review and Community Consultation – Completed.
  - Stage 2: Model Development & Calibration/Validation – Completed.
  - Stage 3: Design flood modelling and damages assessment – Completing this week.
  - Stage 4: Draft Flood Study report & Public Exhibition – Planning to kick-off this month.
  - Stage 5: Final Flood Study report & Council adoption
- The comprehensive study is anticipated to be completed by early September 2025
  - **General Discussions / Questions**
    - Codie advised the report will be presented to an Extraordinary Council meeting in August. Torrent Consulting will be presenting to Elected Members prior to being reported to the Council meeting. Mayor Kennedy and Codie are both expecting there will be comments throughout the public display period.

#### **8. General Discussion / Questions**

- Nil.

#### **9. Next Steps**

- A copy of the redacted (if appropriate) Power Point presentations and minutes will be issued to all members of the PSG.
- A copy of the redacted (if appropriate) Power Point presentations and minutes will be reported to the Works Standing Committee.
- A copy of the redacted (if appropriate) Power Point presentations and minutes will be reported to the Ordinary Council meeting.
- A copy of the redacted (if appropriate) Power Point presentations and minutes will be reported to the Audit, Risk and Improvement Committee.

#### **10. Meeting Close**

- There being no further business the Chair closed the meeting at 4:38pm.

#### **NEXT MEETING**

<b>Date</b>	Tuesday, 11 November 2025*
<b>Venue</b>	Ground Floor Meeting Room, Council Administrative Building, 240 Blende Street
<b>Start Time</b>	4:00pm
<b>End Time</b>	5:00pm

*\*Please note if an ad hoc meeting is required this will be scheduled and notified to members.*



# Project Consultative Group

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**Project Steering Group  
Meeting 2025 - No. 3  
Tuesday, 5 August 2025**



## Meeting Agenda

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1. Welcome
2. Apologies
3. Action Items
4. Thank You
5. 2025/26 Capital Works Program
6. 2025/26 Fleet Renewal Program
7. Council Projects: General Update
8. Questions
9. Next Meeting





## Thank You

- Rebecca McLaughlin, Acting Leader Project Management

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

- This action is still pending.
- It is expected that a site tour will be arranged in October or November as works progress further.



# Thank You

- Rebecca McLaughlin, Acting Leader Project Management

MINUTES OF THE ORDINARY MEETING OF THE BROKEN HILL CITY COUNCIL HELD JUNE 30, 2025	
ITEM 3 - BROKEN HILL CITY COUNCIL REPORT NO. 105/25 - DATED MAY 21, 2025 - MINUTES OF THE PROJECT CONSULTATIVE GROUP PROJECT STEERING GROUP MEETINGS HELD 22 AUGUST 2024, 15 JANUARY 2025 AND 12 MAY 2025 D25/22542	
RESOLUTION Minute No. 47882 Councillor R Algate moved ) Councillor A Byrne seconded )	Resolved 1. That Broken Hill City Council Report No. 105/25 dated May 21, 2025, be received.  2. That the minutes of the Project Consultative Group Project Steering Group from 22 August 2024, 15 January 2025 and 12 May 2025 be noted.  3. That the PowerPoint Presentation of the Project Consultative Group Project Steering Group from 22 August 2024, 15 January 2025 and 12 May 2025 be noted.  4. That the Project Consultative Group Steering Group be commended on their work.
CARRIED UNANIMOUSLY	



## 2025/26 Capital Works Program

### - Rebecca McLaughlin, Acting Leader Project Management

- Airport Emergency Lighting
- Airport Terminal Concept Design
- Alma Institute Refurbishment Project
- Alma Oval Fencing Replacement
- Alma Oval Scoreboard Upgrade
- BIU Band Hall Air Conditioning Upgrade
- Argent Street Speakers
- Art Gallery Paper Store Racking System
- Art Gallery Workshop Toilet
- Bill Renfrew Sportsground Lighting Upgrade
- BIU Band Hall Air Conditioning Upgrade
- Cemetery Cremation Garden Extension
- Charles Rasp Library - Reinstallation of Library Resources
- Development of new DIAP
- E.P. O'Neill Memorial Park Stage Two - Car Park
- E.T. Lamb Memorial Oval Lighting Upgrade
- Footpath Defects
- Footpath Renewal - Oxide St -Beryl to Blende St
- Footpaths - Active Transport Plan - 2025 & 26
- IT Asset Fleet Refresh
- Kanandah Road Heavy Patch - stage 2
- Library Archives Concept Design
- Netball Changeroom
- North Family Play Centre - Shade Sails
- Patton Park Playground Drinking Fountain
- Public Art Restoration Stage 2
- Regeneration Fencing Replacement
- Regional Aquatic Centre - CCTV System Repairs and Upgrade
- Road Audit
- Road Crack Sealing Project
- Road Reconstruction - Blende from Gossan to Garnet
- Road Reconstruction - McCulloch Street from Lane St to Wolfram St
- Road Reseal
- Solar Integration Project
- Sturt Park Paving Replacement
- Sturt Park Playground Softfall Replacement
- Surveillance NAS Uplift
- Survey and Design for Future Infrastructure
- Town Square Walkway Pavers
- Video Conference Equipment - P&C Room
- Visitor Information Centre Garden Upgrade
- Waste Facility – Road Sealing 2.0
- Waste Facility Transfer Station Security Upgrade
- Waste Facility Recycling Bay Improvement Initiative



Council - \$12,799,556  
Funding - \$5,689,923  
Total Budget = \$18,489,479

#### Progress:

- Project Managers assigned to all projects.
- Project planning has commenced.
- Grant Funding applications have been submitted – see next page.



# 2025/26 Capital Works Program

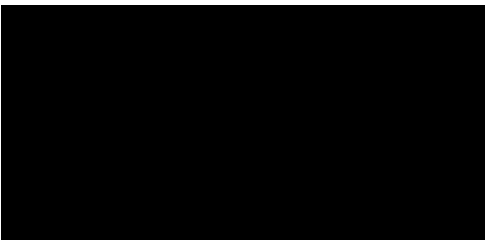
## - Rebecca McLaughlin, Acting Leader Project Management

### ALMA OVAL SCOREBOARD

This project has been approved in the 2025/26 capital works program, only if funding becomes available.

An application has been submitted through the **AFL Facilities Fund 2025**.

The project is well supported with letters of support received from the following parties to support the application:



An announcement date regarding the outcome of this application is expected in September / October.

### STURT PARK PLAYGROUND SOFT FALL REPLACEMENT

An application has been submitted through the **Office of Responsible Gambling Infrastructure Grants - Round 1 2025-26**.

The project is well supported with letters of support received from the following parties to support the application:



An announcement date regarding the outcome of this application is unknown.



## 2025/26 Fleet Renewal Program

- Rebecca McLaughlin, Acting Leader Project Management

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- Asset Inspector Utility
- Backhoe Excavator
- Cleaners Van
- Mini Footpath Sweeper
- Steam Cleaner on Trailer
- Tow Behind Spray Rig
- Waste Collection Rear Loader Truck



\$1,050,000

**Progress:**

- All staff consultation sessions have been held.
- Currently drafting Request for Tender and Request for Quotation documents.





## Alma Oval and Norm Fox Oval Changeroom Upgrades - Rebecca McLaughlin, Acting Leader Project Management

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The Request for Tender has been advertised on 3 occasions:

1. Round 1 Advertising – Vendor Panel: 4 December 2023 – 2 February 2024
2. Round 2 Advertising – Vendor Panel: 21 June 2024 – 14 July 2024
3. Round 3 Advertising – Direct Email Issue: 1 October 2024 - 29 November 2024
4. **Round 4 Advertising – Vendor Panel and Direct Email Issue: 24 July 2025 – 14 August 2025** (non-mandatory site inspection Wednesday, 6 August)

As previously reported, a formal variation is being drafted to submit to the Department of Primary Industries and Regional Development to remove Norm Fox Oval from the scope and transfer funds to Alma Oval. This would provide Alma Oval a total budget of \$904,333.

For consideration, we must show that two separate projects will be delivered at Alma Oval:

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

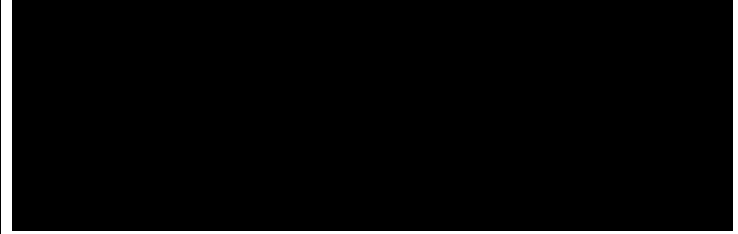
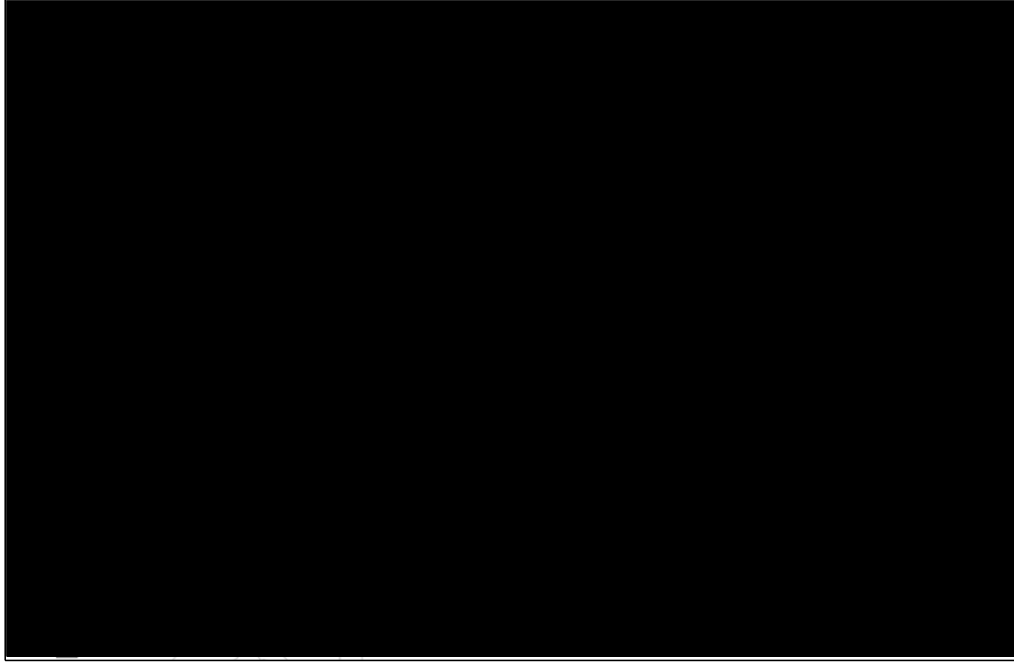
Working with [REDACTED] to confirm costs for inclusion in the variation request, while concurrently advertising the Request for Tender to avoid any additional delays.



## Alma Oval and Norm Fox Oval Changeroom Upgrades

- Rebecca McLaughlin, Acting Leader Project Management

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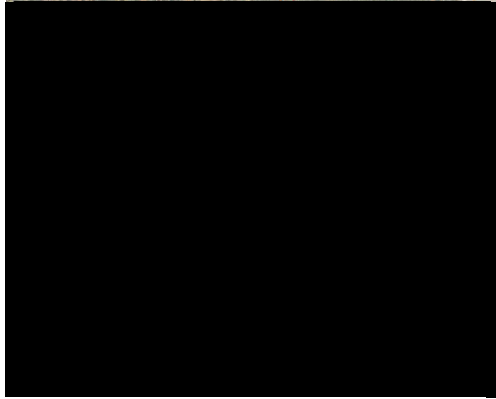
*Images: Concept Designs provided by [redacted] to be used for variation.*



## Airport Car Park Upgrades

- Rebecca McLaughlin, Acting Leader Project Management

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*Image: Concept Design – Terminal Car Park*



*Image: Concept Design – Hire Vehicle Car Park*

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

The "Issue for Construction" Design documents, Tender Schedules and Specifications have been received and the Request for Tender is expected to be advertised within the next week, ready to be presented to the September Council meeting.



## Airport Rental Carpark Footpath and Solar Lights

- Rebecca McLaughlin, Acting Leader Project Management

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Council engaged Conex Group to construct a new **concrete pathway** linking the Airport Carpark to the Rental Carpark. These works were completed in June.

The **pedestrian crossing** linemarking is expected to be completed today, having been delayed due to wet weather.

Following an increase in costs from the initially approved budget, priority was given to completing the concrete works to ensure adequate funding remained for lighting installation. A contract for the supply and installation of **solar lighting** alongside the pathway is expected to be awarded in early August.



*Images: New pedestrian crossing*





## Living Desert Masterplan - Rebecca McLaughlin, Acting Leader Project Management

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

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

Presentations held included:

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

The Draft Master Plan was endorsed by Council for public display at the June Council meeting. No public comments were received. The Draft Master Plan will be presented to Council again at the August Council meeting for adoption.



*Image: The Living Desert Sculptures*



## Memorial Oval Lighting Upgrade

### - Rebecca McLaughlin, Acting Leader Project Management

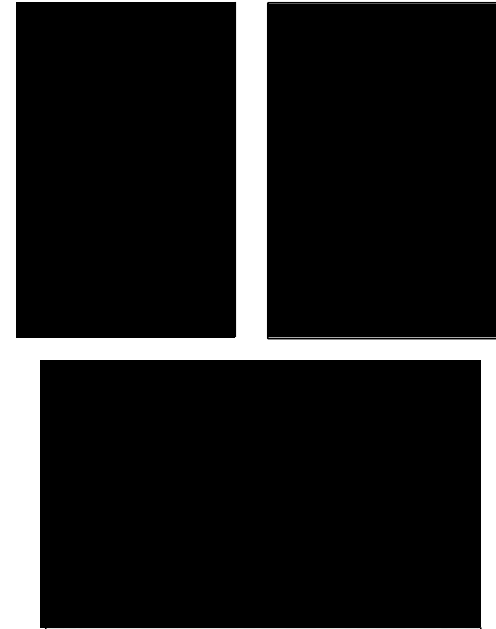
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As previously reported, Tonkin Engineering engaged to assess the submitted designs and quotations to ensure compatibility with existing infrastructure and compliance with Australian Standards.

The evaluation panel shortlisted two designs received for assessment, determining that the remaining submissions were either unsuitable or non-conforming. Both shortlisted designs were confirmed to meet all requirements.

A surveyor has now been engaged to obtain precise measurements from the base of each pole to the playing surface, as well as the mounting height of each light fitting. This information will be provided to the two shortlisted companies to ensure their designs are accurate and meet site specific conditions.

Once final designs are confirmed, the evaluation panel will select a preferred submission. This process is expected to be completed by early September.



*Images: A mix of historical and present-day documents relating to Memorial Oval*



## Gateway Sign Replacement

- Rebecca McLaughlin, Acting Leader Project Management

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

The procurement process has now been finalised for this project, with local company Fabtec successful with their quotation.

Fabtec have a thorough understanding of the Gateway Sign Project, including original sign fabrication and installation method, existing site conditions and previous concrete works, new sign design and engineering requirements, new scope of works, removal and installation process, having completed the first sign fabrication and installation in 2019 and the subsequent removal and replacement at Wentworth Road in 2023.

This project has now been handed over to North Project Management to manage. Regular updates will be provided to Council.



*Images: Remaining Gateway Sign designs to be installed.*



## Library and Archive Project: New Library Construction

- Codie Howard, Director Infrastructure and Environment

### Project Updates – Library Site

- Precast trade works completed.
- Structural steel 95% completed with structural engineer's inspection done on 9 and 10 July 2025.
- Roofing and civil works for final internal slabs is the main trade for August 2025. Mechanical and Aluminium windows also being installed.
- Library carpark CC documents sent to certifier and sheds in the carpark site are being demolished for works to commence on the new carpark.
- Completion is by the end of 2025.



Roofing Commenced on 24 July 2025





## Library and Archive Project: New Library Construction

- Codie Howard, Director Infrastructure and Environment



*Scaffold to replace ex roof – 5 July 25*



*Site Walk, Doors & Strikes – 10 July 25*



*Aluminum Windows – 10 July 25*



*Carpark Works Preparation – 10 July 25*



*Int. Courtyard Slab Works – 4 August 25*



*Window Frames – 4 August 25*



*Main Slab Civil Works – 4 August 25*



*Mechanical Units Delivery – 4 August 25*



## Project Update – CBD Redevelopment Projects

- Codie Howard, Director Infrastructure and Environment

- Major CBD redevelopment projects were carried out from September 2021 to March 2025, contributing over \$4 - 4.5 million to the GDP of Broken Hill.
- Works on the next stage of projects in the CBD have commenced in 2025, aligning with Council's CBD Master Plan 2021. These projects include:
  - Town Square - New CCTV System
  - Town Square - Walkway Paving
  - Argent Street Paving - Chloride St to Oxide St
  - Argent Street Banner Poles - Speakers
- The projects will be completed in the 2025/26 delivery period.



*New CCTV System Installed in the Town Square – 4 August 25*



## Warnock Street Redevelopment

- Codie Howard, Director Infrastructure and Environment

### Project Update – Garage Workshop Site

- Concrete slab completed.
- Hold down (HD) bolts being installed.
- First delivery of structural steel received.
- External drainage works commenced.
- Works with Essential Energy to upgrade the site wide power started.
- The main trade for August 2025 is the installation of the structural steel frame for the new workshop.



*Final placement of concrete slab – 23 July 25*



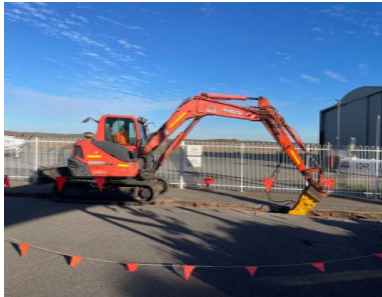


## Airport Master Plan – Upgrade of the fire system

- Codie Howard, Director Infrastructure and Environment

### Upgrade of the fire system

- This project has upgraded the fire system with the old non-compliant underground asbestos pipes being replaced with new high strength PVC pipelines and upgrades to hydrant coverage as per Australian standard.
- Works were completed in June 2025.



Images: Progressive Photographs 2025



Final Commissioning – 16 June 25



## Airport Upgrade - Airport Taxiways and Aprons

- Codie Howard, Director Infrastructure and Environment

- The project involves the full reconstruction of the RPT Apron Eastern Expansion, RFDS Apron, Taxiway Bravo, Taxiway Charlie, and Taxiway Charlie 1, as well as an asphalt overlay on the existing RPT Apron
- Council has approved for early engagement negotiations with the preferred contractor for value engineering and finalisation of construction parameters alongside the principal consultant and secondary airport consultants.
- The preferred contractor is [REDACTED], a specialist civil works contractor with extensive experience working with state and local government contracts.
- Construction start is estimated in September 2025 and will take approximately 6 – 8 months with completion in mid-2026.



*File image: Qantas Q400 at Broken Hill Airport, the project will upgrade the RPT apron (amongst others) to improve pavement strengths and movement areas to accommodate better services for air services providers.*



## Wolfram Street Road Reconstruction

- Suranga Palihawadana, Contract Engineer

Stage 1: Wolfram Street (In-between Oxide St & Iodide St) - 3,585 m<sup>2</sup>

Stage 2: Wolfram Street (In-between Iodide St & Iodide Lane) - 900 m<sup>2</sup>

Works Include sub-grade preparation, construction of two granular pavement layers, kerb and gutter works (on one side only), installation of a final pavement surface using a 14/7 mm double-double seal, and Line marking works.

Stage 1: In-between Oxide St & Iodide St

- **Overall 75% completed (on-schedule)**
- Kerb & Gutter Works to complete within next 2 weeks

Stage 2: In-between Iodide St & Iodide Lane

- **Overall 50% completed (Ahead the schedule)**
- Kerb & Gutter Works to complete within next 2 weeks

**Final Spray Seal expected to be completed on 28 August.**



*Image: Stage 1 – Current Status (22 July 2025)*



*Image: Stage 2 – Current Status (04 Aug 2025)*



## Floodplain Management Plan

- Suranga Palihawadana, Contract Engineer

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The Broken Hill Flood Study is being undertaken by the Broken Hill City Council to assess and define current flood behaviour. This study forms the foundation for future flood risk management initiatives.

Torrent Consultants are supporting Council in undertaking the flood study in accordance with the guidelines provided by the Department of Climate Change, Energy, the Environment and Water (DCCEEW).

Stage 1: Data Collection, Review and Community Consultation – **Completed.**

Stage 2: Model Development & Calibration/Validation – **Completed.**

Stage 3: Design flood modelling and damages assessment – **Completing this week.**

Stage 4: Draft Flood Study report & Public Exhibition – **Planning to kick-off this month.**

Stage 5: Final Flood Study report & Council adoption

**The comprehensive study is anticipated to be completed by early September 2025.**

*Images: (Draft) Sample Mapping Developing by the Consultant's Team for Stage 3 &*



# Questions?

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## Next PSG Meeting

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The next meeting\* will be held:

**Date:** Tuesday, 11 November 2025

**Time:** 4pm

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

*\*If an ad hoc meeting is required this will be scheduled and notified to members.*



# RECOMMENDATIONS OF CORPORATE AND COMMUNITY DEVELOPMENT COMMITTEE MEETING HELD TUESDAY, 19 AUGUST 2025

1. BROKEN HILL CITY COUNCIL REPORT NO. 152/25 - DATED JUNE 03, 2025 -  
ADOPTION OF THE LIVING DESERT MASTER PLAN (D25/24624) ..... 128

## Recommendation

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.
2. 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) ..... 329

## Recommendation

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.

3. 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) ..... 374

**Recommendation**

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.
4. BROKEN HILL CITY COUNCIL REPORT NO. 155/25 - DATED JUNE 18, 2025 - ADOPTION OF THE DRAFT LOCAL APPROVALS POLICY (D25/26959) ..... 425

**Recommendation**

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.
5. BROKEN HILL CITY COUNCIL REPORT NO. 156/25 - DATED JUNE 18, 2025 - ADOPTION OF THE DRAFT LOCAL ORDERS POLICY (D25/26961)..... 453

**Recommendation**

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.

6. BROKEN HILL CITY COUNCIL REPORT NO. 157/25 - DATED JULY 28, 2025 - PUBLIC ART RESTORATION AND PRESERVATION WORKS (D25/32444).... 476

**Recommendation**

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.

7. 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) ..... 488

**Recommendation**

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.

8. 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) ..... 505

**Recommendation**

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.

9. 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) ..... 513

**Recommendation**

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.

## COMMUNITY DEVELOPMENT COMMITTEE

June 3, 2025

**ITEM 1**BROKEN HILL CITY COUNCIL REPORT NO. 152/25SUBJECT:                    ADOPTION OF THE LIVING DESERT MASTER PLAN    D25/24624**Recommendation**

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.

**Executive Summary:**

Broken Hill City Council is the appointed land manager of the Living Desert State Park, a 2,400-hectare area established in the 1990s. The Park was created with the aim to:

- Support conservation through a captive breeding program for endangered regional species.
- Provide a site for environmental education.
- Enhance tourism by encouraging overnight stays in Broken Hill.
- Generate local employment, education, and training opportunities.

The Living Desert State Park has since developed into a significant conservation, cultural, recreational and tourism asset. It serves as a:

- Major tourist attraction integrating Broken Hill's key tourism themes: art, the outback, and nature.
- Recreational area for residents.
- Biodiversity conservation site for semi-arid flora and fauna.
- Site of First Nations people cultural significance.

The Living Desert State Park attracts approximately 40,000 visitors annually, making it one of the City's most frequented destinations. The key features of the Living Desert State Park include:

- *Living Desert Sculptures*: 12 iconic sandstone artworks, created by artists from around the world in 1993, with panoramic views, especially popular at sunset.
- *The John Simons Flora and Fauna Sanctuary*: A 180-hectare fenced conservation zone established in 2002, with trails, arboretum, and public art.
- *Picnic Area*: Offers public amenities and access to sites of First Nations people occupation.
- *Starview Campsite*: Primitive camping with caravan and tent sites, night sky viewing, and basic facilities.
- *Sundown Nature Trail*: 2.8 km walking loop offering scenic exploration of the Sundown Hills.
- *Management*: Overseen by Council Rangers with support from community volunteers.

Over the years, development within the Living Desert State Park has occurred incrementally, as funding and resources became available. Council has recognised the need for a cohesive, long-term strategic planning framework to guide the future use, development, and management of the Living Desert State Park. This approach integrates:

- Conservation objectives.
- Visitor experience and economic sustainability.
- Cultural and tourism enhancements.
- First Nations heritage and collaborative management.

### Report:

In January 2024 Council advertised Q22/73 - Request for Quotation - Living Desert State Park Master Plan, with the intention to engage a suitably experienced consultant to develop a 20-year Master Plan for the Living Desert State Park.

The aim of the Master Plan was to outline the actions required for improvement, intended to guide the physical upgrade of the site over the next twenty years. Council's objectives in commissioning the preparation of the Master Plan included:

- Maintain the authenticity of the Living Desert and achieve a balance between the natural world and the man-made environment.
- Identify required upgrades to the site to achieve accessibility and increase visitation by visitors and the community.
- Identify commercial opportunities.
- Support applications for State and Federal Government Funding to upgrade infrastructure.
- Address and note the sensitive cultural aspects to the site and opportunities to undertake sensitive cultural work relating to the First Nations community. Opportunities for cultural tourism currently being addressed in NSW.
- Address impacting environmental matters.

Environmental Partnership NSW were engaged in May 2024 to develop The Draft Living Desert Master Plan and included conducting initial activities essential for the development of the Draft Master Plan. Their responsibilities encompassed preliminary assessments, on-site evaluations, and stakeholder consultations. These efforts aimed to gather comprehensive insights into the site's conditions and the interests of various stakeholders, thereby informing the strategic direction of the Master Plan.

Environmental Partnership NSW has developed The Draft Living Desert Master Plan, Draft Business Plan and Draft Action Plan, providing a comprehensive strategic framework aimed at preserving the site's natural authenticity while proposing enhancements to accessibility, cultural engagement, and sustainable tourism.

- **The Master Plan** outlines potential upgrades to improve site accessibility, thereby increasing visitation from both tourists and the local community. It also identifies commercial opportunities that align with the site's character, supporting applications for State and Federal Government funding aimed at infrastructure improvements. Importantly, the Master Plan acknowledges the site's sensitive cultural aspects, proposing initiatives that engage with the First Nations community to undertake respectful cultural work and promote cultural tourism. Environmental considerations have been addressed to ensure that development does not compromise the ecological integrity of the Living Desert State Park. Overall, the Master Plan lays a comprehensive foundation for sustainable growth, cultural enrichment, and

environmental stewardship of this unique landscape.

- **The Business Plan** accompanies the Master Plan and assesses the current use and financial performance of the LDSP, identifies opportunities for increasing visitation and revenue generation and provides five-year trading forecasts.
- **The Action Plan** outlines a list of deliverable actions, each assigned a priority rating and an estimated cost to Council. This structured approach will guide the development of detailed project plans and budgets, enabling Council to take a considered and strategic path toward achieving the identified outcomes. It ensures that resources are allocated effectively, and that project delivery is aligned with organisational priorities and financial capacity.

Council considered the Draft Living Desert Master Plan, Draft Business Plan and Draft Action Plan at its Ordinary Meeting held 16 June 2025 and endorsed the Draft Living Desert Master Plan, Draft Business Plan and Draft Action Plan for the purpose of public exhibition. The Draft Living Desert Master Plan, Draft Business Plan and Draft Action Plan were subsequently placed on public exhibition for a period of 28 days during which time Council received nil submissions from the public.

The Draft Living Desert Master Plan, Draft Business Plan and Draft Action Plan are now presented to Council for consideration of adoption.

With the endorsement of the Draft Living Desert Master Plan, Draft Business Plan and Draft Action Plan and completion of this phase, Council will be well-positioned to formulate a comprehensive business plan and robust case for implementing each identified action item. This strategic approach will facilitate securing funding through Council's budget allocations or by supporting applications for State and Federal Government infrastructure improvement grants.

### **Community Engagement:**

Council recognises the importance of internal Council, community and stakeholder engagement in shaping the future of The Living Desert State Park.

Environmental Partnership NSW visited Broken Hill in July 2024 to undertake stakeholder consultation to discuss the values and qualities of The Living Desert, and the pressures and opportunities stakeholders would like the Master Plan to address.

Consultation sessions were held with:

- Site Operations Crew
- Council Technical Officers
- Friends of the Flora and Fauna of the Barrier Ranges Committee
- Tourism Representatives
- Art and Culture Representatives
- Wilyakali Community
- Finance Considerations including Operation Costs & Budgets (Finance Accounting)

The sessions informed the development of the Draft Master Plan, Draft Business Plan, and Prioritised Actions Plan, with Environmental Partnership NSW returning to Broken Hill in May 2025 to conduct presentations of the draft documents:

April 2025

- Council's Executive Leadership Team (via Teams)



May 2025

- Council Technical Officers
- Site Operations Crew and Volunteer Group
- Elected Members
- Tourism, Art and Film

The Draft Living Desert Master Plan, Draft Business Plan and Draft Action Plan were placed on public exhibition for a period of 28 days closing 2 August 2025 during which time Council received nil submissions as outlined in the Executive Summary of this report.

#### Strategic Direction:

Key Direction:	4	Our Leadership
Objective:	4.2	Our leaders make smart decisions
Strategy:	4.2.7	Continue to look for efficiencies in the organisation and ensure financial sustainability

#### Relevant Legislation:

The following legislative frameworks collectively ensure that any Master Planning or development within the Living Desert State Park is conducted responsibly, preserving its ecological, cultural, and heritage values.

*Local Government Act 1993 (NSW)*

*Local Government (General) Regulation 2021*

*Biodiversity Conservation Act 2016 (NSW)*

*Biosecurity Act 2015 (NSW)*

*National Parks and Wildlife Act 1974 (NSW)*

*Environment Protection and Biodiversity Conservation Act 1999 (Cth)*

*Crown Land Management Act 2016 (NSW)*

*Native Title Act 1993 (Cth)*

*Aboriginal Land Rights Act 1983 (NSW)*

*Environmental Planning and Assessment Act 1979 (NSW)*

*Work Health and Safety Act 2011 (NSW)*

#### Financial Implications:

This report does not carry any financial implications for Council.

The cost of the Master Plan was \$135,188.50 ex GST and approved within Council's 2022/23 Capital Works Budget.

#### Attachments

1. [↓](#) Draft Living Desert Action Plan
2. [↓](#) Draft Living Desert Business Plan
3. [↓](#) Draft Living Desert Master Plan

RAZIJA NU'MAN

DIRECTOR CORPORATE AND COMMUNITY

JAY NANKIVELL

GENERAL MANAGER

No	Deliverable	Action	Priority	Order of cost
<b>1.0</b>	<b>Investigations and planning</b>			
1.1	Confirm approach to events on site	Review event usage in Valley precinct for compatibility with First Nations cultural heritage and define appropriate limitations (if required) on use. If necessary identify alternate locations for more major events	High	Council
1.2		Develop events guidelines for large and small events	Low	\$7.5k
1.3	Long term fauna management on site	Develop long term animal management plan that can confirm the ongoing approach to management of fauna on the site in response to Action 1.3. Plan to confirm the range of fauna to be catered for and verify potential involvement in breeding programs	Medium	Council
1.4	Confirm approach to ongoing management of Art on site	Develop "Living Desert Arts and Cultural Management Plan" to guide the future approach to curation and management of art on the site including the Sculpture Hill along with the remainder of the site	Medium	\$15k
1.5	Verify feasibility of potential Star Walk / Sky Walk to Sculpture Hill	Undertake detailed assessment of potential Star Walk / Sky Walk on Sculpture Hill - reviewing environmental and costs feasibility	Medium	\$15k
1.6	Additional shade / shelter to tent camping	Review options for extra shade at tent area within Camp Site through shade tree planting or low shelter roofs	Low	Council
1.7	Potential overflow RV camping	Review potential use of the Valley carpark for overflow RV camping (for self contained vehicles) during peak periods	Medium	Council
1.8	Potential Glamping tent or cabin sites	Review potential for expansion of accommodation offering on site with seasonal Glamping Tents or Cabins to a unique location leveraging the sites special qualities (eg hilltops, night sky)	Low	\$15k
1.9	First nations input into planning and design	Provide opportunity for First Nations community to input into planning and design of new elements	High	\$20k
1.10	Improve visitor entry management system	Investigate options to manage access to pay for use areas eg key pass access systems integrated with vehicle and pedestrian gates as applicable. Review to include approach to entry (by vehicle or by person) noting that most National Parks operate on basis of vehicle. Integrate review of potential for site office associated with entry	High	\$10k
1.11	Potential for MTB use in south west of Living Desert	Consult with First nations stakeholders and other relevant Council stakeholders to verify suitability of further investigations. Subject to the above - liaise with Broken Hill MTB community and assess the demand for extending the existing MTB network into south west of the Living Desert	Low	Council
1.12		Subject to outcomes of 1.10 undertake review of potential MTB trail links to complement the other aspects of the Living Desert offering to locals and visitors	Low	\$10k
1.13	Improved telecommunications	Investigate potential for siting of required telecommunications infrastructure where impact on views can be managed - potentially to south west of Living Desert	High	Council
1.15	Wayfinding and Interpretation	Develop coordinated wayfinding and interpretive plan for the site	High	Refer section 4.0
1.16	Road safety	Investigate feasibility to widen and resurface roadway to the Sculpture Hill	High	\$7.5k
1.17	Recreational trail network	Investigate further the potential to expand the availability of recreational trails that provide different ways of experiencing the desert landscape and meet varied users needs (eg distance, difficulty)	High	\$7.5k

No	Deliverable	Action	Priority	Order of cost
1.18	Climate change adaptation	Investigate and identify actions to implement the recommendations of the Climate Change Risk Assessment Report prepared by Marsh Advisory in September 2024 within the Living Desert site	High	\$15k
<b>2.0</b>	<b>Cultural heritage conservation and management</b>			
2.1	Heritage and Archaeological conservation	Protect and conserve items of heritage significance	High	\$30k
2.2		Collaborate with First Nations community to develop First Nations interpretation for appropriate locations	High	
<b>3.0</b>	<b>Capital works</b>			
3.1	Improved telecommunications	Implement preferred booster tower solution that will maximise the areas benefiting from improved signal	High	\$35k
3.2	Wayfinding and Arrival experience to Living Desert	Provide wayfinding (for example signage and art elements) at decision points that direct visitors to the site including primary and secondary decision points within Broken Hill	High	\$7.5k
3.3		Provide artwork marker feature along the frontage where the Nine Mile Road adjoins the Living Desert that builds expectation and anticipation on the approach to the reserve entry	Low	\$60k
3.4		Provide a feature that uniquely marks the entry to the Living Desert. Integrate upgrading of entry gates with gate finishes that complement character of site	Medium	\$10k
3.5		Provide an upgraded access management / entry pay node	High	\$300k
3.6		Potentially integrate upgraded access management / entry pay node with site office building	Low	\$750k
3.7		Provide upgraded directional / wayfinding and traffic management of all decision points on the road network	High	\$5.5k
3.8	Road network	Improve the traffic performance and safety of the intersection of the entry road to the campground / sculptures road with associated roadworks and signage	High	\$150k
3.9		Widen roadway on the tight bend of the Valley entry road where it turns to head south to improve vehicle passing and safety	Medium	\$75k
3.10		Investigate and implement improvement to hilltop access road for safety and environmental management - consider partial re-alignment where required.	High	\$801k
3.11	Habitat and environment	Plan and implement revegetation of road edge zones where required to enhance the visual appearance of the entry road corridor	High	\$50k
3.12		Continue to manage introduced fauna insects and feral animals to control erosion and degradation of hilltops and ridgelines	High	\$50k
3.13		Plan and implement revegetation of ridges and hilltops where appropriate to natural conditions	Medium	\$25k
3.14	Environmental management of Creeklines	Provide stabilisation of the drainage line adjoining the valley carpark and picnic grounds	High	\$7.5k

No	Deliverable	Action	Priority	Order of cost
3.15		Provide stabilisation of general drainage lines adjoining roads	High	\$5k
3.16	Expanded Recreational Trails network	Plan and implement trail connection from Campsite to Sculpture Hill (2.7km) Note costings allow for category 3 level access - not universal access	High	\$520k
3.17		Plan and implement additional trail loops around Campsite (2.1km)	Medium	\$105k
3.18		Plan and implement trail connection from Sundown Hills trail to Sanctuary western boundary (1.9km)	Low	\$95k
3.19		Plan and implement trail connection from Sundown Hills trail to Camp site (4.8km)	Low	\$240k
3.20		Provide accessible access route of boardwalk and track to Arboretum Entry from Valley carpark and Sanctuary entry - refer Improvements to The Arboretum precinct	High	\$255K
3.21	Star walk / sky walk to Sculpture Hill	Subject to feasibility design and implement boardwalk feature to Sculpture Hill - refer Improvements to The Sculpture Hill preSky Walk cinct	Low	refer 3.36
3.22	MTB Trails to south western Living Desert	Plan and implement MTB Trails to south Living Desert	Very Low	\$100k
3.23	Improvements to The Valley precinct (Picnic Grounds)	Improve entry experience and interpretive node to Sanctuary entry and connect to accessible boardwalk as per Expanded Recreational Trails network (refer to item 3.20 for walkway cost)	High	\$175k
3.24		Improve protection and interpretation of camp ovens	Very High	\$10k
3.25		Improve quality and character of access to rock engraving - or consider removing access - potentially view from a new viewing point / landing integrated with existing track crossing of creek	Medium	\$25k
3.26		Provide additional shelter / shade in picnic area and at trail heads	Low	\$50k
3.27		Provide nature play zone between picnic area and Sanctuary / Arboretum entry node	Low	\$30k
3.28		Accessible walkway to Arboretum - refer Expanded Recreational Trails network		
3.29		Provide accessible track from Sanctuary entry node to feeding area and accessible viewing area/wildlife hide for viewing of feeding area	Medium	\$23k
3.30	Improvements to The Arboretum precinct	Review potential to improve accessibility of walking loop to Arboretum targeting steeper / rougher sections of the loop	Medium	\$7.5k
3.31	Improvements to The Sanctuary precinct	Enhance bird and fauna watching experiences with Arboretum with shaded hides / rest points and supporting interpretation	Medium	\$26k
3.32		Provide upgraded viewing infrastructure to the existing Hilltop Sanctuary Lookout	Low	\$4.5k
3.33		Plan and implement expanded art influence in Sanctuary through additional permanent and temporary art pieces	Low	\$25k
3.34	Improvements to The Sculpture Hill precinct	Plan and implement accessible walkway from carpark to sculptures - can be implemented as first stage of "Sky walk" or Sky walk not to proceed be the ultimate solution	High	\$126k
3.35		Formalise parking at the sculpture hill to make more efficient and safer for pedestrians and provide sealed surface	High	\$300k

No	Deliverable	Action	Priority	Order of cost
3.36		Plan and implement new viewing experience looping around hill ("Sky or Star walk") integrated with first stage accessible link boardwalk from carpark to sculptures	Low	\$376k
3.37		Plan and implement support lookout points adjoining hilltop and carparking	Medium	\$25k
3.38		Formalise lower carpark - event use / overflow but retain as gravel surface	Medium	\$75k
3.39		Plan and implement low key toilet structure is appropriate in a discrete location (potentially to carpark at base of hill)	Low	\$30k
3.40		Plan and implement pop up coffee / food cart at base of hill or top to support visitation in peak times (seek EOI's for licensed operator)	Low	incl in 3.35
3.41	Improvements to The Camp site precinct	Add two toilets to current toilet/shower facilities	High	\$30k
3.42		Improve accessibility for RV camping to toilets / showers	Medium	\$5k
3.43		Plan and implement upgrades to stargazing circle in Campground including enhanced seating and arrangement and interpretive mediums	Medium	\$130k
3.44		Investigate potential for grey water treatment as a sustainability initiative when resources enabled - potentially evolved over 20 year period	Low	
3.45	Improvements to The Sundown Hills precinct	Plan and implement trail head improvements including shelter and interpretive and wayfinding mediums	Low	\$35k
3.46		Plan and implement wayfinding improvements to existing trail loop	Low	\$12k
3.47		Plan and implement formalising layout of parking with barriers and support signage -. Provide upgraded gravel surfacing and perimeter drainage	Very Low	\$30k
3.48		Plan and implement identity signage to Silver City Highway	Medium	\$3k
3.49	Potential Glamping facilities	Call tenders for Glamping operator to collaborate with Council and contribute a proportion of implementation costs	Low	\$5k
3.50		Plan and implement tent Glamping site (say 12 tents x decks and walkways)	Very Low	\$100k
3.51		Plan and implement cabin Glamping site (say 6 cabins x 45k each)	Very Low	\$1,630k
3.52	Toilet to serve sculpture Hill	Plan and implement toilet facility adjoining lower carpark below Sculpture Hill to serve visitors and trail users (quad stall)	Low	\$40k
3.53	Review and upgrade of electric conservation fence to Sanctuary	Review electric fence system to Sanctuary in terms of best practise technology - when it needs replacing employ latest best practice predator proof conservation fencing including visitor and maintenance entry gates. Seek to reduce visual impact of fence alignment on character of place experience	Medium	TBC
<b>4.0</b>	<b>Interpretation Implementation</b>			
4.1	Interpretation Strategy	Commission a detailed interpretation and wayfinding strategy building on the masterplan that can be used as a blueprint for ongoing interpretation initiatives in the park.	High	\$20k
4.2	ICIP Protocols	Develop The Living Desert-specific ICIP protocols for sharing cultural content.	High	Council

No	Deliverable	Action	Priority	Order of cost
4.3	First Nations capacity building	Investigate First Nations led interpretation through capacity building programs including potential for employment and enterprise development.	High	Council
4.4	Capacity Building	Develop educational tools and dedicated training programs, including Cultural training.	High	\$20k
4.5	Brand Guidelines	Create the The Living Desert Park brand guidelines and interpretation Signage and Guidelines Manual.	High	\$10k
4.6	Themes and Stories	Confirm themes through consultation. Curate and create interpretation stories that connect to The Living Desert's themes (as part of the interpretation strategy).	High	incl in previous
4.7	Medium: Face to face	Build capacity of Aboriginal and non Aboriginal tour guides in delivering face to face interpretation.	High	Council
4.8	Medium: Signage	Update interpretation and wayfinding signage and embed sensory elements.	Medium	\$125k
4.9	Medium: Language and Naming	Explore use of First Nations languages and place names in interpretation.	High	incl in previous
4.10	Medium: Digital Media/Sound	Expand digital and sound interpretation assets, research opportunities and prepare a Digital and Sound Interpretation Plan.	Low	incl in previous
4.11	Medium: Art and Craft	Develop a program of art and craft activities, sculptures and exhibitions for visitors.	Low	incl in previous
4.12	Medium: Lighting and Projection	Conduct an opportunities analysis for interpretive lighting and projection and develop future guidelines including EOs for external applicants to deliver	Low	incl in previous
4.13	Medium: Events	Research opportunities to create new interpretive events and develop a The Living Desert Events Strategy.	Low	\$7.5k
<b>5.0</b>	<b>Promoting the Living Desert</b>			
5.1	Promoting the Living desert to locals and visitors	Collaborate with partners to undertake events of all scales	High	Council
5.2		Promote star gazing, night sky photography, and sunrise / sunsets as a reason to visit	High	Council
5.3		Promote Living Desert as a viewing site during major astronomical events – eg meteor showers	Low	Council
5.4		Encourage appropriate use of the Living Desert as a film and photography site that leverage its natural qualities	High	Council
5.5		Explore potential for temporary art installations that build on and contribute to the arts profile of the place	Medium	Council





# LIVING DESERT STATE PARK BUSINESS PLAN 2025

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### LDSP BUSINESS PLAN 2025

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## 1. INTRODUCTION

### 1.1 Background

Broken Hill City Council is the land manager of the Living Desert State Park (LDSP). The Park (2,400 hectares) was established in the 1990's as a place to conserve and appreciate the physical environment, ecosystems and fauna and flora of the Broken Hill bioregion. The rationale for establishing the Park included<sup>1</sup>:

- Contribute to conservation through the establishment of a captive breeding program for endangered species from the Region.
- Provide environmental educational resources.
- Motivate additional overnight stays in Broken Hill.
- Provide enhanced opportunities for employment, education and training.

Today, the Park is an important conservation area for semi-arid zone flora and fauna, a significant Aboriginal site, a popular recreation area for local residents, and one of the City's main tourist attractions. The Park brings together the City's core tourism pillars – art, the outback and nature, and has the potential for Aboriginal cultural tourism. The Park attracts around 40,000 visitors per annum.

The key features of the Park are:

- Semi-arid zone environment with complex geology, rugged topography and unique flora and fauna.
- Living Desert Sculptures – 12 large sandstone sculptures located on the highest hill within the Park with extensive, 360° views over the surrounding area. The area is very popular for sunset viewing. For most visitors, the Sculptures are the Park's main attraction.
- Flora and Fauna Sanctuary – a 180 hectare fenced site within the Park dedicated to land rehabilitation and flora and fauna conservation. The area includes a plant arboretum, walking trails, public art and interpretation.
- Picnic area – located adjacent to the Sanctuary and providing access to some Aboriginal occupation sites.
- Starview Campsite – a primitive camping area providing 15 sites for caravans and RV's, a camping area (capacity for 8 camps), night sky viewing area, basic amenities and short walking trails.
- Sundown Hills walking track – a 2.8 kilometre long loop track through the Sundown Hills.

The Park is managed and maintained by Broken Hill City Council Rangers with the assistance of volunteers.

### 1.2 Planning for the Future

The LDSP was not master-planned and has largely evolved with infrastructure and facilities provided as funds, materials and resources have become available. Council recognises that while the Park is performing well, there are opportunities for improvement and growth, and that a strategic approach is required to provide the direction and framework for the on-going development and management of the Park. This approach needs to bring together conservation, First Nations, arts and cultural, recreation and tourism objectives and initiatives.

To provide the strategic planning framework, Council has prepared several documents for the LDSP including:

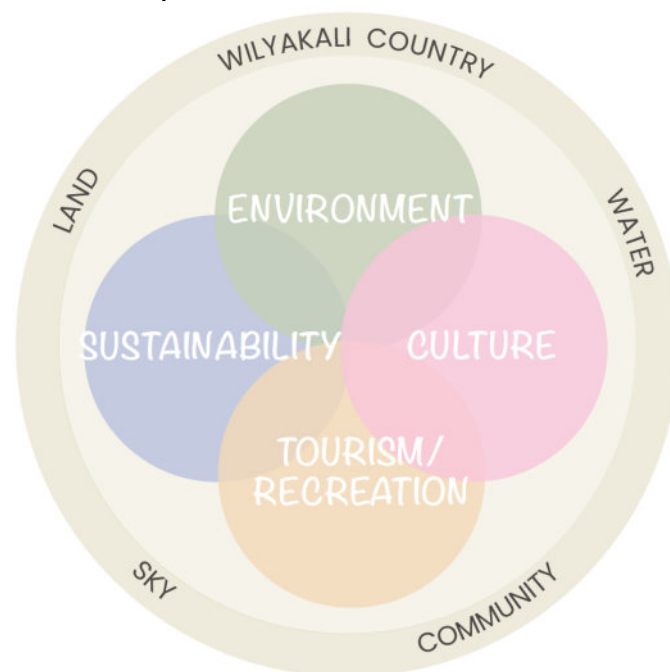
- **Plan of Management** (2018 and Draft 2024) – the Plan of Management is a statutory document prepared in accordance with the Crown Land Management Act 2016 and the Local Government Act 1993. This Plan outlines the legal framework for the operation of the Park and identifies and addresses how the Park will be used and the land managed.
- **Master Plan** – the Master Plan provides a 20 year vision and action plan to guide the on-going development, use and management of the Park. The Plan has five core principles:

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<sup>1</sup> Living Desert State Park REF 1997

- **On Wilyakali Country:** Recognising and celebrating First Nations custodianship of the land; respecting and protecting the physical environment and culturally significant sites; collaborative management of the Park; facilitating on-country activities; and conserving and protecting First Nations heritage, culture and connection to the site.
- **Environment:** Rehabilitating and protecting the physical environment; conserving and showcasing flora and fauna from the Broken Hill bioregion; managing introduced species to mitigate potential impacts; and maintaining the experience of and immersion in the natural landscape as a key experience for Park users.
- **Culture:** Conserving and protecting First Nations and non-Aboriginal heritage; and curating, developing and expanding the arts and cultural fabric of the LDSP to complement the natural environment and Park attributes.
- **Tourism and Recreation:** Growing visitation by enhancing and expanding the facilities available and experiences offered for local residents and visitors to Broken Hill; grow the group tour markets; and optimise revenue generation.
- **Sustainability:** Manage the Park environment and visitation sustainability; minimise visual and other impacts of development; use sustainably sourced materials; and plan for climate change.
- **Service Review – Living Desert Ranger Services:** The Review assesses the services provided by the Rangers in the operation and management of the Park, Willyama Common and Regeneration Areas.
- **Business Plan:** The Business Plan (this document) accompanies the Master Plan and assesses the current use and financial performance of the LDSP, identifies opportunities for increasing visitation and revenue generation and provides five year trading forecasts.

**Figure 1.1 Master Plan Core Principles**



## 2. LIVING DESERT STATE PARK – OVERVIEW

### 2.1 Location and Access

The LDSP is located in the Barrier Ranges, approximately 12 kilometres north of Broken Hill. The main visitor precincts (Sculptures, picnic area and Flora and Fauna Sanctuary and Starview Campsite) are in the north-west corner of the Park and accessed via Nine Mile Road. The Sundown Hills walking track is in the north-east corner of the Park and accessed via the Silver City Highway.

### 2.2 Development of the LDSP – History

In 1992 Broken Hill City Council identified the opportunity to establish the Living Desert Reserve and a Flora and Fauna Sanctuary on part of the Willyama Common. In 1993 Council hosted the Sculpture Symposium which resulted in 12 sculptures being erected on the highest hill within the area. Council also established the picnic area and the Sundown Walking Track.

On 7 October 1994 the Minister for Land and Water Conservation gazetted a 2,400 hectare site as the 'Broken Hill Arid Zone Study Area Reserve', for 'the public purpose of environmental protection, heritage and public recreation'. The Reserve incorporated four lots:

- Lot 30 DP757295
- Lot 6091 DP822095
- Lot 7385 DP1200953
- Lot 7386 DP1200953

Broken Hill City Council named the area the 'Living Desert Reserve'. Further development included the establishment of a permaculture site (now the camping area) in 1994, plus walking trails and a 12 kilometre long four-wheel drive track (1996). In 1997 work commenced on the development of the Flora and Fauna Sanctuary, a 180 hectare site located adjacent to the picnic area. The perimeter fence for this area was completed in 1999.

In 2001 the Living Desert Reserve was excised from the Willyama Common. In 2009, the Reserve was gazetted as a State Park and the name changed to the Living Desert State Park.

On 16 June 2015, Native Title consent was given to the Barkandji Native Title Group Aboriginal Corporation RNTBC (NSD6084/1998). The Barkandji Traditional Owners have the right to enter, take and use natural resources for personal, domestic, cultural, communal and purposes within the LDSP. Additional rights are expansive and include uses of the LDSP for teaching, hunting, camping, travel and cultural practices.

The Starview Campsite opened in 2017.

### 2.3 Classification and Zoning

The LDSP is classified as Community Land for the purpose of nature conservation, passive recreation and environmental education. The site is zoned E2 – Environmental Conservation under the provisions of the Broken Hill Local Environmental Plan 2013.

## 2.4 Description

The Living Desert State Park protects, provides access to and showcases the semi-arid environment of the Broken Hill bioregion. Improvements and facilities in the Park are:

- Entry station and sealed access roads to the sculptures, Campsite and picnic area.
- Sculpture Hill – 12 sculptures with interpretative plaques, walking trail and unsealed carpark.
- Picnic area – picnic shelters, barbecues, toilets, Aboriginal occupation sites, access to the Flora and Fauna Sanctuary, and sealed carpark.
- Walking track (900M) between the Sculpture Hill and picnic area.
- Flora and Fauna Sanctuary (180ha) – plant arboretum; walking tracks (1.4km and 1km) through the arboretum and Sanctuary; interpretation comprising an unmanned information hut for orientation and interpretative signage throughout the Sanctuary; viewing areas; historic mining sites; Aboriginal art, sculpture and interpretative display; and a public toilet.
- Starview Campsite – a primitive camping area providing 15 sites for caravans and RV's, a camping area (capacity for 8 camps), night sky viewing area, sunrise and sunset viewing area; toilets and showers and short walking trails.
- Sundown Hills walking track – a 2.8 kilometre long loop track through the Sundown Hills, unsealed access road and limited signage and interpretation.
- Rangers' office and work area.
- Mountain-bike track in the south eastern corner of the Park. This track is part of a network of tracks that have been developed by the Broken Hill Mountain Bike Club adjacent to the Broken Hill Golf Club. The track is accessed from Golf Club and is not promoted as being part of the Park.

The activities and experiences offered by the Park include:

- Easy, safe access to and the ability to learn about the semi-arid environment with its complex geology, rugged topography and unique flora and fauna. Sculpture Hill and the various high points on the walking track provide extensive views over the 'immense' landscape.
- Flora and fauna viewing, including seasonal wildflowers with the blooming of Sturts Desert Pea being a significant attraction. The Rangers also feed the kangaroos and wallabies when needed (around 3 times per week), with visitors able to view this.
- Birdwatching – including eagles soaring on the thermals. The Flora and Fauna Sanctuary, particularly the arboretum, attracts a diversity of bird species, including rare and endangered birds.
- Walking / hiking – the walking tracks in the Flora and Fauna Sanctuary and between the picnic ground and Sculpture Hill are popular with visitors, while the Sundown Track is primarily used by City residents and is popular for exercising dogs.
- A limited insight into Aboriginal heritage with several occupation sites being accessible and interpreted and an interpretative display and artworks in the Flora and Fauna Sanctuary.
- Picnicking – with the picnic area being fully accessible.
- Camping – providing an immersive experience, including viewing of the spectacular night sky.
- Viewing the sculptures and surrounding landscape and experiencing the sunset over the desert from Sculpture Hill.
- A spectacular setting for art and photography, with the Park attracting both individuals and groups.
- Events – In the past the Park has hosted several events including a jazz festival and Lego installation.

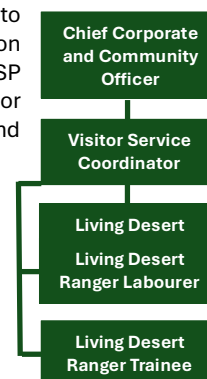
There is no power to the site and mobile phone coverage is extremely limited. Improved mobile phone service is needed to support Park operations and reduce safety risks for Park users and staff. Council is seeking funding to install a mobile phone tower.

## 2.5 Management

Broken Hill City Council is the land manager for the Park. Council employs two full-time rangers to manage the Park, with the rangers also responsible for the management of the Willyama Common and Regeneration Areas. When grant funding is available, Council employs trainees. The LDSP Rangers report to Council's Visitor Services Coordinator who in-turn reports to the Director Corporate and Community Services. The reporting line to Visitor Services rather than to Parks and Gardens indicates the importance that Council places on the LDSP as a visitor attraction.

Key tasks performed by the Ranger Staff within the LDSP include:

- Cleaning and maintenance of all built facilities.
- Infrastructure maintenance.
- Visitor services – interacting with and assisting Park visitors.
- Manning the entrance station – overseeing fee collection.
- Oversee and undertake construction projects.
- Manage native and feral animals.
- Weed management.
- Organise and supervise volunteers.
- Search and rescue.



Tasks undertaken by the Rangers in the management of the Willyama Common and Regeneration areas include fencing, track maintenance, feral animal management, weed control, and removing illegally dumped materials.

From 2001 to 2024, Council had in-place a Section 355 Committee to provide advice to Council on the operation of the Park and assist the Rangers in managing the Park. In October 2024, the Section 355 Committee was replaced by a Volunteer (Friends) Group to assist with projects and activities within the Park including:

- Working bees to assist the Rangers with the upkeep and beautification of the Park
- Weeding, planting and animal management
- Tour guides and Park hosts
- Opening and closing the Park

There are around 20 active volunteers. The volunteers generally come together for a monthly working bee.

Maintenance and capital works projects within the Park are usually managed by the Senior Ranger and undertaken in-house by Ranger staff and volunteers where possible. Other works are generally undertaken by local contractors rather than using Council's in-house parks, gardens and outdoor staff. The Senior Ranger has flexibility in the Park's budget to allocate funds where needed.

## 2.6 Marketing

The marketing and promotion of the Park is undertaken as part of the broader marketing of Broken Hill. The Park is promoted as a 'must see' attraction by the Broken Hill Visitor Information Centre. The Park is also featured in print-based and on-line promotional collateral for Broken Hill, the Outback NSW Region and the Outback touring routes, with this funded from the Park's advertising budget. The Bajo el Sol Jaguar Sculpture at sunset is an iconic image that is used in most of the promotional collateral for the City and Outback Region.

The destination marketing of Broken Hill is limited. While Broken Hill City Council has a marketing budget for the City, Council does not have a marketing department nor a marketing strategy. The last destination marketing campaign for the City and surrounding region was undertaken by Destination NSW in 2020, with smaller, follow-up campaigns in 2021 and 2022. The 'It's Out There' campaign focused on the 'marriage of art, history, nature and quirky' and involved marketing via social media with supporting magazine articles and large posters. The Jaguar sculpture was featured in the campaign and used on one of the posters.

## 2.7 Entry and Camping Fees

The current entry and camping fees are:

Park Entry Fee	Campsite Fees – Van Sites	Campsite Fees - Tent Site
<ul style="list-style-type: none"> <li>Day Visitor: \$10 per adult; \$7 child (5-15 years), concession, students and groups; \$25 per family; children under 5 free.</li> <li>Campsite User: \$7 per person; \$25 per family; children under 5 free.</li> <li>Local Resident Annual Pass: \$25 per adult</li> </ul>	<ul style="list-style-type: none"> <li>Per Site per Night: \$25 - includes 2 adults</li> <li>Additional Adult (age 16+): \$12 per night</li> <li>Additional Child (age 5-15): \$5 per night</li> <li>Child (under 5 years): Free</li> </ul>	<ul style="list-style-type: none"> <li>Adult (age 16+): \$12 per night</li> <li>Child (age 5-15): \$5 per night</li> <li>Child (under 5 years): Free</li> </ul>

For day visitors, the Park entry fees are payable via a payWave ticket machine at the Park entry information shelter. The shelter is manned by Rangers during peak periods and operates on an honour system at other times. The day visitor entry ticket is valid for a period of 24 hours, so that visitors entering the Park for sunset viewing, can return the next day to explore the Park. This does not appear to be promoted.

Accommodation (and accompanying park entry) can be booked and paid for on-line through the Bookeasy reservation system or booked through the Broken Hill Visitor Information Centre. The Park entry fee is payable for the first day of the stay only.

Broken Hill City residents can purchase an annual pass which also provides entry to the GeoCentre. The annual pass is not promoted with the take-up rate being very low, around 20-30 people per year.

## 2.8 Park Users

The LDSP attracts a variety of users including:

- Independent travellers exploring the City and surrounding region. Broken Hill attracts over 220,000 visitors per annum<sup>2</sup>.
- Coach and rail tour groups. There are around 20 coach companies from across Australia that include the LDSP in their outback tour itineraries. A local tour operator runs tours of Broken Hill which include the LDSP for Indian Pacific Rail passengers. Two other local tour operators also include sunset viewing at the sculptures as part of their tour packages.
- Social groups, including caravan and RV clubs, car and motorcycle clubs, 4WD groups etc.
- Local residents visiting for picnics and recreation, with the Sundown track used for fitness and to exercise dogs.
- Wilyakali and other First Nations people, with the Wilyakali people running cultural activities for TAFE and school students and teachers.
- Regional residents, including groups from retirement homes.
- Artists and photographers, including the Broken Hill Art Exchange members and artists in residence.
- Filmmakers.
- Wedding ceremonies and photographs.
- Government agencies – generally for staff orientation and/or cultural training.
- Social and corporate functions with sunset drinks at the Sculptures popular with conference groups.
- School excursions.
- Birdwatchers, including birdwatching clubs.
- Hikers / bush walkers.
- Event attendees, including people coming to Broken Hill for the Mundi Mundi Bash.

Visitation to the Park and use of the Starview Campsite is discussed in Chapter 3.

<sup>2</sup> Tourism Research Australia LGA Profiles – Broken Hill City, 2019

## 2.9 Strengths & Attributes

The key strengths and attributes of the LDSP include:

- Unique setting with a combination of complex geology, rugged topography, extensive views, unique flora and fauna, bird 'hot spot' and spectacular night sky. The Park appeals to a broad range of visitors.
- Easy, safe access – 15 minute drive from Broken Hill on a sealed road, with the Park's internal roads also sealed.
- Significant Aboriginal occupation site – with the potential to provide an insight into Aboriginal lifestyle, heritage and culture and tell a myriad of stories.
- The sculptures, with these being one of Broken Hill's most popular attractions. The sculptures have a very high level of market place awareness. The Bajo el Sol Jaguar Sculpture at sunset is an iconic image that is used in most of the promotional collateral for the City and Outback Region.
- Quality primitive Campsite set in a small, secluded valley and surrounded by low ridges. The Campsite has basic amenities that are clean and well maintained, is attractively landscaped, offers night sky viewing experiences and, with the entrance gate, is considered safe.
- A range of facilities, attractions and activities for visitors – including the picnic area, flora and fauna sanctuary which incorporates the arboretum, and a network of walking trails and viewing areas.
- Dedicated and experienced Rangers with a wealth of knowledge and good customer service skills.
- A team of committed volunteers.
- The Park is essentially cost neutral, generating a profit in some years, with this balanced out by losses in other years. There is potential to increase the income generated by changes to operations and/or by increasing visitation.

## 2.10 Issues and Challenges

The main issues and challenges faced in developing and operating the LDSP are summarised in Table 2.1.

**Table 2.1 LDSP: Issues and Challenges**

Issues and Challenges	
The Environment	<ul style="list-style-type: none"> <li>• The Park environment is fragile and still recovering from former pastoral and mining activities. Drought, heavy rains, feral animals and inappropriate / over-use can cause significant damage, with weed and feral animal management being on-going problems.</li> <li>• Balancing development and use with conservation objectives. A strong part of the appeal of the Park is the immense, seemingly remote, ancient landscape. Any development requires careful consideration of the visual impact so as not to detract from the character of the Park and the 'immersion' experience.</li> </ul>
Wilyakali / First Nations involvement	<ul style="list-style-type: none"> <li>• While the LDSP is a significant occupation and cultural site for the Wilyakali people, there has been minimal formal engagement with and input from the Traditional Owners in developing and managing the Park.</li> </ul>
The Product & Experience Offered – LDSP	<ul style="list-style-type: none"> <li>• The LDSP has developed organically over-time, generally in response to an idea and/or perceived need. While intentions have been good, the execution has often been wanting. Facilities and infrastructure (particularly pathways, signage and fencing) have been installed at low cost and enabled by the recycling of items from other Council sites, grant funding for new facilities and a mix of primarily ranger and volunteer labour. There is a need for a coordinated approach to the development, presentation and interpretation of</li> </ul>

Issues and Challenges	
	<p>the Park, with this being in-keeping with and reflecting the quality and uniqueness of the Park environment.</p> <ul style="list-style-type: none"> <li>• The Sculptures and viewing the sunset are a key driver of visitation and often promoted in isolation to the other attractions and activities available in the Park. When planning their visit to Broken Hill visitors may not be aware that their entry ticket is for a 24 hour period and so allow for visiting the Sculptures at sunset, rather than allowing more time for exploring the Park. For repeat visitors to Broken Hill there may also be an element of 'been there, done that, not paying to do it again', not realising that the Park has more to offer.</li> <li>• There is some criticism locally of the sculptures. While the Symposium is recognised as a significant event in Broken Hill's history, concerns have been expressed about the lack of connection between most of the sculptors and Broken Hill with only one the sculptors being local, and that the sculptures are not necessarily quality works of art. There is desire to see additional sculptures by First Nations people, local artists and women.</li> <li>• The Aboriginal experience is poor, with limited information on the significance and use of the site by the Traditional Owners. The Aboriginal occupation sites in the picnic area precinct are poorly presented and interpreted.</li> <li>• The Park is not activated. There are no tours, cultural activities, events or new art and/or lighting installations that would raise the profile of the Park, generate media coverage, encourage locals to visit and attract more visitors.</li> <li>• There are limited opportunities for people with disability to access and enjoy the Park. While the picnic area and Campsite are largely accessible, the Sculptures, Sanctuary and Arboretum are not. There is a need for at least one fully accessible trail.</li> <li>• The caravan sites in the Starview Campsite are operating at or close to capacity during peak visitor season (April to September).</li> </ul>
The Product & Experience Offered – Broken Hill	<ul style="list-style-type: none"> <li>• The LDSP is one of the attractions patronised by visitors to Broken Hill, rather than being the reason that people visit the City. As such visitation to the LDSP is dependent on the strength of Broken Hill as a destination. As a visitor destination Broken Hill is tired. The Line of Lode has closed; the LDSP and Big Picture are tired with nothing new to encourage repeat visitation; and the arts scene has lost some of its vibrancy and profile. New product in Silverton is resulting in increased visitation to the town, with the Mundi Mundi Lookout competing directly with the LDSP for sunset viewing, with the Mundi Mundi experience being free. When open, Imperial Lakes will compete with the LDSP for patronage by local residents. It will also provide Broken Hill with a new tourist attraction which will help to strengthen the destination and provide opportunities to promote activities (e.g. bushwalking, birdwatching) across multiple locations.</li> </ul>
Visitor and Staff Safety	<ul style="list-style-type: none"> <li>• The Park is an extreme environment. The landscape is a series of ridges with no significant landmarks and visitors can become confused and disoriented. Visitors have been lost in the Park, particularly on the Sundown Track. Heavy rain results in fast-flowing runoff, with the dry creeks rising quickly and the flow being strong which can become dangerous for visitors to cross. Visitors also do not understand the climate and are not prepared for the rapid changes in the temperatures. High daytime temperatures can result in sunstroke and dehydration, while low temperatures and wind chill can result in hypothermia. There is also the chance of snake bite or injury on the walking tracks. The risks associated with the extreme environment are part of the argument for not extending the walking tracks in the Park.</li> <li>• The Park does not have a manned ranger station or visitor centre where visitors can go for help. Being responsible for the Common and Regeneration Areas, Ranger staff are not always on-site, and when they are, they may be working in areas that are not visible or accessible to the public. There are also risks associated with staff working alone in the Park.</li> <li>• Mobile phone coverage is extremely patchy, with most of the Park having no coverage. This increases risk for both staff and visitors. It also limits the ability to use digital technology in the Park for interpretation and operations. Mobile phone coverage would significantly reduce the risk for both staff and visitors.</li> </ul>



Issues and Challenges	
	<ul style="list-style-type: none"> <li>There is no safe way for people staying in the Campsite to walk to the Sculptures, with the road to the sculptures being too narrow for shared access. There is a need for a track between the Campsite and the Sculptures.</li> </ul>
Park Entry – Revenue Collection	<ul style="list-style-type: none"> <li>Around 85% of entry fees are paid at the Park entry pay-bay. While Rangers staff the information booth at peak times, for most of the time, the Park operates on an honour system. City residents are aware that the booth is generally not manned and there is minimal enforcement. It is highly likely that some local residents and their visitors are entering the Park without paying. There is a strong ‘word-of-mouth’ referral system between visitors (particularly amongst caravaners and RV’ers), resulting in some visitors likely to be aware that the entry booth is generally not manned and tickets not checked, with visitors willing to take the risk of not paying. There is technology available to address this.</li> <li>The annual pass for local residents is not promoted, with the ‘take-up’ of the Pass being very limited.</li> <li>There are issues with how revenue has been recorded in Council’s accounts, with revenue earned from the Campsite included in the payWave revenue and not allocated to the Campsite.</li> </ul>
Operations, Management and Staffing <sup>3</sup>	<ul style="list-style-type: none"> <li>The LDSP primarily operates independently with limited managerial oversight, organisational connection or input on service levels and works undertaken.</li> <li>There is limited documentation of operational policies and procedures to guide the day-to-day activities undertaken by Park staff.</li> <li>There is no Asset Management Plan for the Park to provide the direction and framework for future capital works, maintenance and renewal programs.</li> <li>The need for information capture and succession planning. The Senior Ranger, who has been with the Park since its inception and holds a wealth of knowledge, is approaching retirement. It is important that the knowledge be captured and retained, and that there is a formal succession plan to ensure a smooth transition to a new Ranger.</li> <li>Limited staff resources plus a strong reliance on volunteers. Volunteers are aging, with some likely to retire when the Senior Ranger retires. It is becoming increasingly difficult to attract volunteers. The Imperial Lakes Project is competing directly with the LDSP for volunteers.</li> <li>The payWave system does not collect information on place of residence of Park visitors. It would be desirable to collect post code data to monitor local vs external use and to provide input into marketing and promotion and strengthen grant applications.</li> <li>The profit generated by the Park is going into Council’s consolidated revenue rather than being re-invested in Park operations, development and maintenance, which does not comply with Crown Land requirements.</li> </ul>
Marketing and Promotion	<ul style="list-style-type: none"> <li>The marketing and promotion of Broken Hill and the LDSP is limited. Council does not have a Tourism or Economic Development Manager and there is no local tourism organisation or business chamber actively marketing the area. Broken Hill is dependent on marketing undertaken by Destination NSW, touring route committees, and independent operators, with this being disjointed and funding dependent. The LDSP has an advertising budget which is used to produce promotional collateral for the Park and to buy advertising space in externally produced promotional collateral.</li> <li>There is no direct marketing of Broken Hill to coach tour companies, conference and event organisers and other group markets.</li> <li>There is no marketing of the LDSP as a venue for events.</li> </ul>

<sup>3</sup> Includes challenges identified in the MorrisonLow Review of Living Desert Ranger Services

### 3. VISITATION

#### 3.1 Visitor Data

Data on number of visitors to the Living Desert State Park is available for the five year period, 2019-20 to 2023-24 and for July to December 2024. Visitation in 2019-20, 2020-21 and 2021-22 was impacted by the COVID-19 pandemic with the Park being closed during April and May 2020 and again in September 2021. During the pandemic, international and domestic travel restrictions and State border closures skewed travel patterns, with Broken Hill becoming a popular destination for intrastate travel. The town also attracted people who were waiting for restrictions to ease to cross State borders.

2022-23 saw strong growth in domestic travel as international travel was slow to resume and flights were expensive. 2023-24 has seen domestic independent travel returning to pre-COVID patterns, and some recovery in the international visitor market. Visitation to the Park in the first six months of 2024-25 was lower than the corresponding period in 2023-24 but appears to be still above pre-COVID levels. The decline in 2024-25 is probably due to the market still settling post-COVID and the lack of marketing of Broken Hill as a destination. The coach tour market, which almost ceased during COVID, is still recovering.

Data is available for the number of visitors:

- Who pay at the pay-bay which is located on the main entry road on the western side of the Park;
- Staying at the Starview Campsite. Visitors are required to pay the Park entry fee on their first day of arrival only. The fee can be paid via the Pay Bay (which is included in the Pay Bay statistics) or through Bookeasy or at the Broken Hill Visitor Information Centre (VIC) as part of the Campsite reservation process; and
- Arriving in groups, including coach tour groups and school groups. Groups are required to book through the VIC and provide information on the number of passengers.

The data available under-estimates the number of visitors and visits to the Park. The pay-bay operates on an honour system and does not capture all visitors. In addition, there is no data collected on visitors that use the Sundown Track only.

The number of visitors is also less than the number of 'visits'. The entry fee is for a 24 hour period, enabling people who purchase admission late afternoon to view the sunset at the Sculptures to return to the Park the following day. In addition, all visitors staying at the Starview Campsite are in the Park for at least part of two days, with 40.5% of Campsite visitors staying 2 or more nights in the Park.

Information is not available on the place of residence of day visitors to the Park, so it is not possible to determine patronage by local residents. While Broken Hill City Council has an annual pass for residents this has not been promoted and the take-up has been minimal.

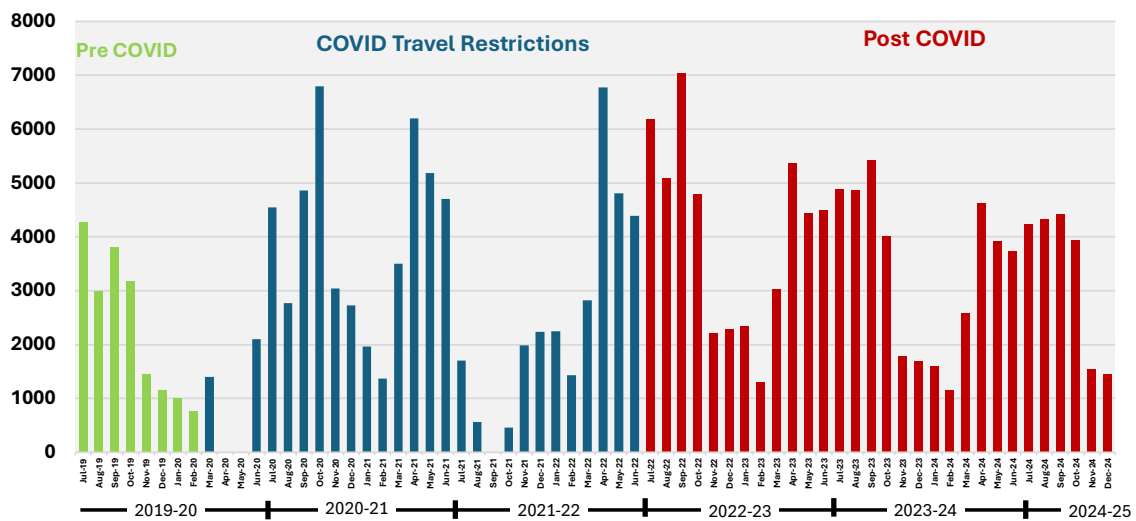
#### 3.2 Total Visitors to the Living Desert State Park

Over the past five years, visitation to the Living Desert State Park has fluctuated significantly. Visitation was high in 2020-21 and 2022-23 with 47,680 and 48,587 visitors respectively. The high visitation was due primarily to the COVID-19 travel restrictions combined with the marketing undertaken by DNSW. In 2023-24, the Park attracted 40,303 visitors, down 17.0% from 2022-23. In the first 6 months of 2024-25, the Park attracted 19,910 visitors, down 12.6% (2,716 visitors) on the same period in 2023-24.

In 2023-24, 84.6% of the visitors paid using the entrance pay-bay, 10.0% paid through Bookeasy as part of their Starview Campsite reservation and 5.4% were visiting as part of organised groups (e.g. coach tours, school excursions).

The Sculptures are the primary attraction for most visitors, with viewing the sunset at the Sculpture Hill being promoted as a 'must do' experience for both Broken Hill and Outback NSW.,

Figure 3.1 Number of Visitors to the Living Desert State Park (Paid Admissions only) July 2019 to June 2024

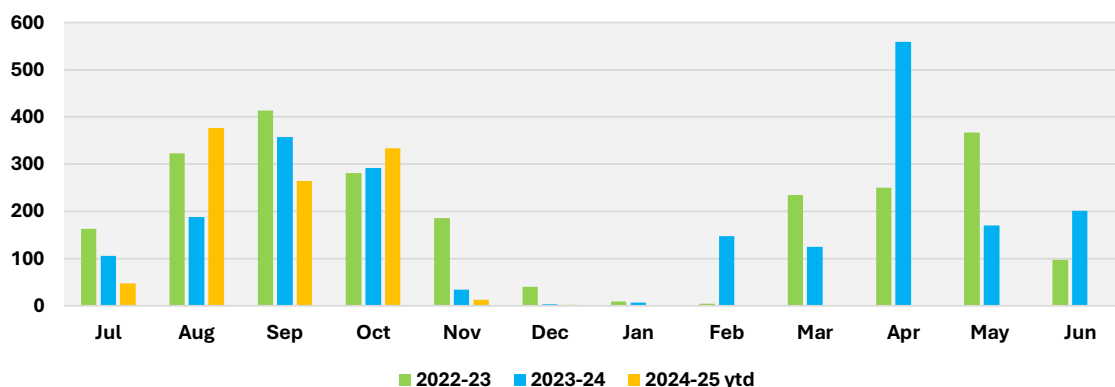


Visitation is highly seasonal, with the high season typically being from April to September, shoulder season in March and October and low season over summer, from November to February. In the past few years, visitation in October has increased significantly, with this partly due to changes in travel patterns due to the COVID travel restrictions and partly due to the marketing campaign undertaken by Destination NSW from 2020 to 2022 which was aimed at building visitation during the shoulder periods. In 2023-24, 68.1% of visitation occurred during high season (April to September), 16.3% in shoulder season (October and March) and 15.5% in low season (November to February). The number of visitors ranged from 5,418 in September (average of 180.6 per day) to 1,158 in February (average of 39.9 per day).

### Group Visitation

Group visitation includes local tour groups, coach tour groups, school excursions, social groups (e.g. retirement home excursions) and people attending functions. Group visitation is booked through the Broken Hill VIC. Most group visitation occurs during high and shoulder seasons. The group market was severely impacted by COVID-19 and is still recovering.

Figure 3.2 Group Visitation (number of people) to the LDSP, 2022-23, 2023-24 and 2024-25 ytd.



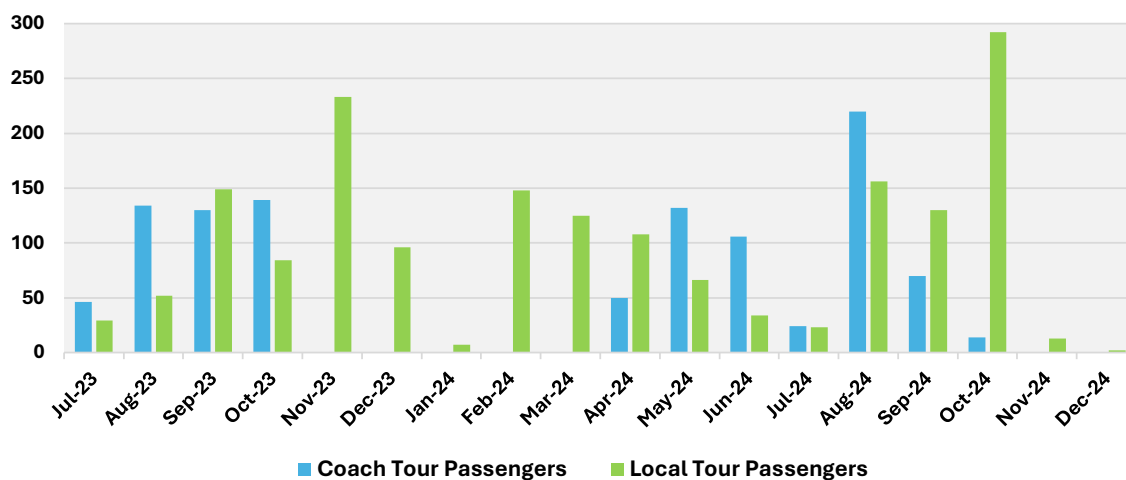
In 2023-24 there were 2,567 visitors arriving in the Park in groups, with the groups comprising:

- 1,131 visitors on tours provided by local operators - Silver City Tours, Broken Hill City Sites Tours and Overland Adventures. These tours generate visitation year-round.
- 737 coach tour passengers. 18 coach companies brought 28 tour groups to the LDSP. Coach tours are concentrated between April and October, with no tours from November to March.
- 550 school students from four schools; one local (78 students), one from Cobar (54 students), one from Melbourne (37 students) and one from Sydney (381 students).
- 122 work-related visitors organised by four government agencies.

The number of group visitors in the first 6 months of 2024-25, was 5.7% higher than in the same period in 2023-24 (56 additional visitors).

The Park also attracts the occasional conference function, with drinks at the Sculptures at sundown being a popular social activity.

**Figure 3.3 Visitation – Number of Coach Tour and Local Tour Passengers, 2023-24 and 2024-25 ytd.**



## Events

In the past, the LDSP has been used for several events including music events and the LEGO forest installation, with events boosting visitation.

## 3.3 Starview Campsite

Data for the use of the Starview Campsite is taken from the Bookeasy Reservation system, with the data available being the date of booking; postcode of the person making the booking; arrival and departure dates; site fees paid; number of adults, children and infants; and whether the booking was made on-line or at the Broken Hill Visitor Information Centre. Bookings can be made up to 12 months ahead.

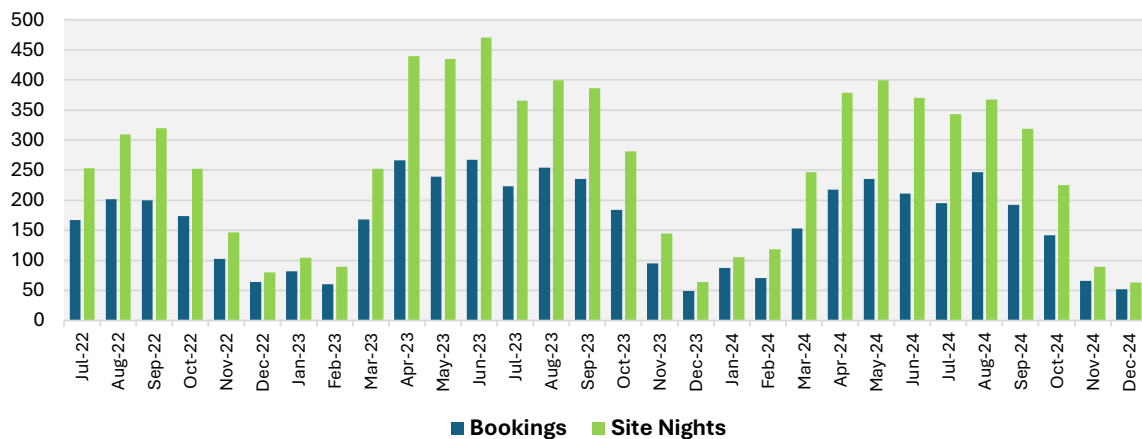
Detailed booking data is available for 2022-23, 2023-24 and the first six months of 2024-25. For this analysis the booking data was divided into months based on the day of arrival. Site nights, number of visitors, and takings per booking were allocated to the month of the day of arrival. There are minor inaccuracies in the monthly data as a very small proportion of bookings extended into the next month (e.g. a two night booking could span the last day of one month and the first day of the next month). This data is summarised below with the Analysis Tables given in Appendix 1.

## Campsite Users

**Bookings and Site Nights:** In 2023-24 there were 2,015 bookings for the caravan and camping sites with these generating 3,258 site nights. 86.8% of bookings and 88.0% of sites nights were for the caravan sites with 13.2% of bookings and 12.0% of nights being for the camping area. The number of bookings and site nights in 2023-24 were marginally higher than in 2022-23, up 1.2% and 3.5% respectively. In the first six months of 2024-25, there were 894 bookings and 1,406 site nights, with bookings and site nights being 14.0% and 14.3% lower than the corresponding period in 2023-24.

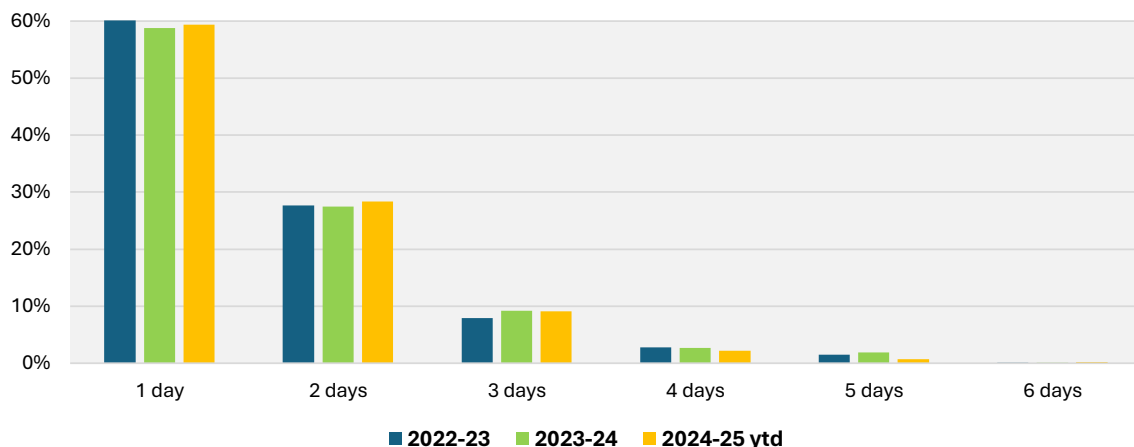
Bookings are seasonal, with peak season extending from April to September, March and October being shoulder season and November to February low season. In 2023-24, 68.3% of bookings and 70.5% of site nights occurred during high season, with 16.7% of bookings and 16.2% of site nights occurring in the shoulder season and 15.0% of bookings and 13.3% of site nights occurring during low season. The average number of site nights per month was 383 in peak season (12.6 per night), 264 in shoulder season (8.6 per night) and 108 in low season (3.6 per night).

**Figure 3.4 Bookings and Site Nights by Month – July 2022 to December 2024**



**Length of Stay:** In 2023-24 the average length of stay was 1.62 nights, up 2.2% from 1.58 nights in 2022-23. The average length of stay ranged from 1.21 nights in January to 1.74 nights in April. The average length of stay in high season was 1.67 nights, declining to 1.57 nights in the shoulder season to 1.43 nights during low season. In 2023-24, 59.5% of bookings were for one night stays, 27.8% for two nights, 9.3% for three nights, 2.7% for four nights, 2.0% for five nights and 0.05% for six days.

**Figure 3.5 Nights Booked (% of Total Bookings) 2022-23, 2023-24 and 2024-25 (July-Dec)**



**Takings (\$):** In 2023-24, the Campsite generated \$96,844 in income, with 73.8% (\$71,455) coming from site fees and 26.2% (\$25,389) from Park admission fees. Total income was 19.7% higher than the income generated in 2022-23. The financial performance of the Campsite is discussed in Section 4.2.

**Visitors and Visitor Nights:** In 2023-24 4,088 visitors stayed at the Campsite, with these visitors generating 6,527 visitor nights. The average number of visitors per booking was 2.03, with the average per site night being 2.00. The number of visitors and visitor nights in 2023-24 was marginally higher than in 2022-23, up 0.5% and 0.1% respectively. 89.1% of visitors were adults with 10.9% being children and infants. In the first six months of 2024-25, the Campsite attracted 1,828 visitors with these visitors generating 2,878 visitor nights. The number of visitors and visitor nights in 2024-25 ytd, was 15.9% and 15.2% lower, respectively, than visitors and visitor nights for the corresponding period in 2023-24.

**Place of Residence:** Postcode data is available for 2023-24 for the person who made the Campsite booking. 38.0% of visitors were from NSW, with 20.0% from Victoria, 19.7% from Queensland, 7.4% from South Australia, 5.8% from other States and 7.4% not stated. The main source of visitors were from the Brisbane metropolitan area (14.7%), Sydney metropolitan area (13.7%), Melbourne metropolitan area (10.8%) and the NSW Central Coast – Hunter Region (9.1%).

**Travel Party:** In 2023-24 adult couples accounted for 67.1% of bookings, with solo travellers accounting for 19.7%, families with children 11.1% and 3 or more adults travelling together (no children) 1.5%. From 2022-23 to 2023-24, there was an increase in the number of solo travellers (up 4.5%) and families with children (up 29.1%) and a decline in the number of adult couples (down 2.7%) and small groups of adults (down 22.5%).

**Booking Source:** In 2022-23, 90% of Campsite bookings were on-line with 10% made by VIC staff. In 2023-24, 87.2% of Campsite bookings were made on-line, with 12.8% made by VIC staff. The number of bookings made by VIC staff in 2023-24 was 29.1% higher than in 2022-23. For the first six months of 2024-25, 92.2% of bookings were made on-line and 7.8% by VIC staff.

**Booking Lead-Times:** In 2023-24, 44.4% of Campsite bookings were made on the day of arrival with 17.2% made the day before, 5.8% two days before and 3.7% three days prior to arrival. 2.3% of bookings occurred 6-12 months in advance. The booking lead times were longer during high season and shorter during low season.

Figure 3.7 Booking Lead Times, 2023-24

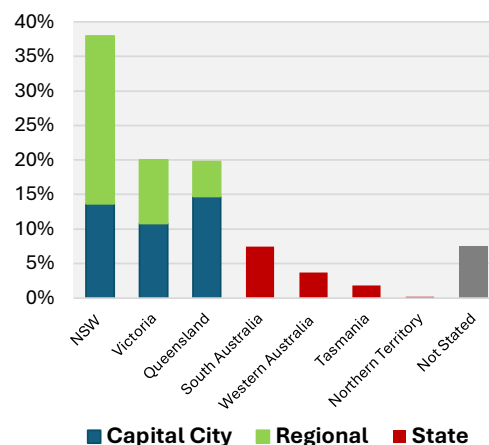
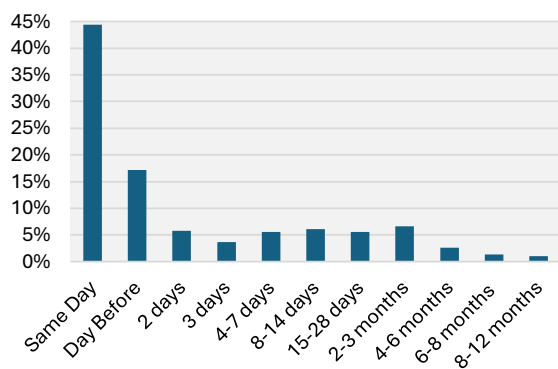
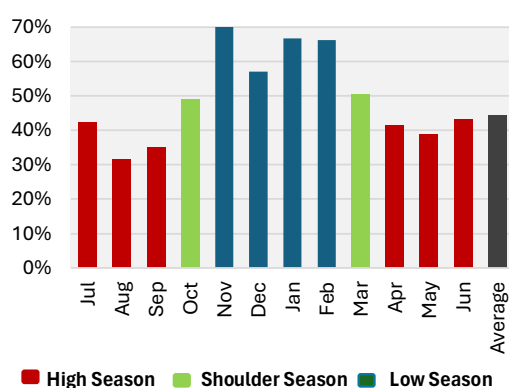


Figure 3.6 Place of Residence of Person who made the Campsite Reservation, 2023-24

Figure 3.8 Same Day Bookings by Month, 2023-24



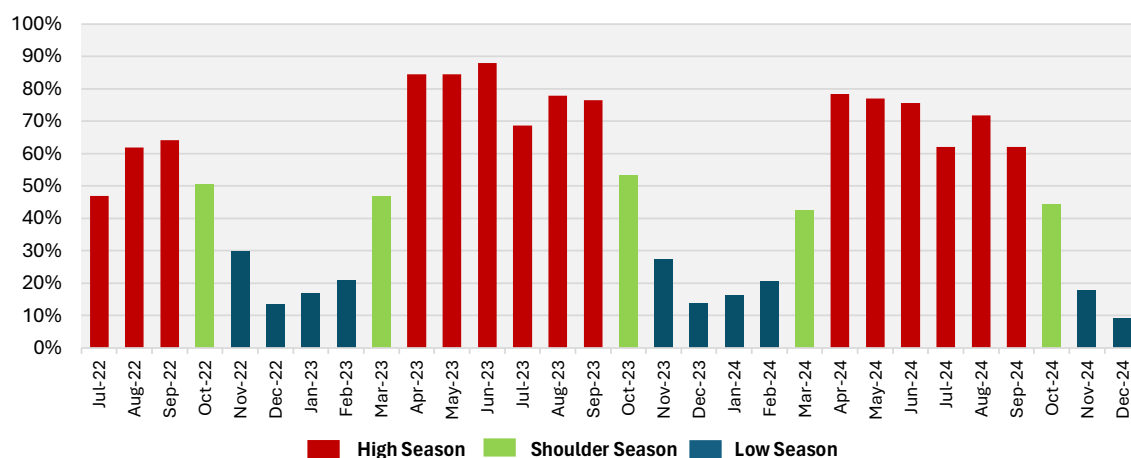
## Site Occupancy

Caravan site and campground occupancy rates were calculated by analysing the booking data for each site, for each day for the period July 2022 to December 2024. As such the site occupancy data varies marginally from the site nights given above which relate to month of arrival. Site occupancy is calculated by dividing the number of nights booked by the total number of site nights available, namely, 15 per night for the caravan sites and 8 per night for the primitive camping sites.

### Caravan Sites

In 2023-24 there were 2,871 site nights equating to an annual occupancy rate of 52.3%. From 2022-23 to 2023-24 the number of site nights increased by 3.3% (92 additional nights) with the site occupancy rate increasing by 1.5% points. Site occupancy is highly seasonal, peaking from April through to September with low season extending from November to February. (Figure 3.9).

**Figure 3.9 Monthly Caravan Site Occupancy**

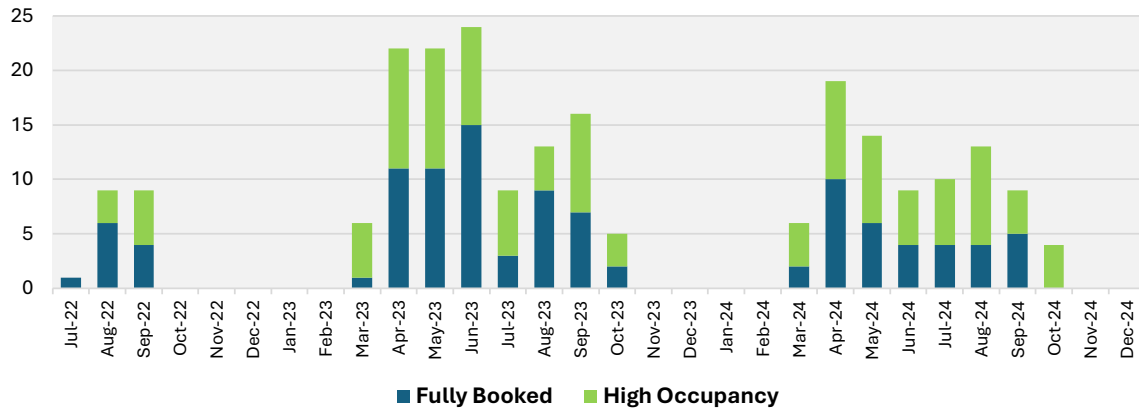


From July 2022 to December 2024, the caravan sites were fully booked on 105 days (49 days in 2022-23, 43 days in 2023-24 and 13 days from July – December 2024). There were only 8 days in 2022-23, 15 days in 2023-24 and 20 days in the first 6 months of 2024-25 where there were no caravan sites occupied.

At full occupancy, Council is turning away bookings. In addition, in many cases in the days before the sites being fully booked, occupancy rates were high with 12 to 14 sites booked per night. This indicates that people seeking to stay more than one night may not have been able to secure multiple nights (particularly on the same site) and may have decided to only book one night or not stay at the Campsite. It also indicates that people travelling with other caravanners (small groups) may not have been able to secure enough sites for all of the vans to stay, with the group looking elsewhere. In addition to when the sites were fully occupied, there were potentially 44 days in 2022-23, 48 days in 2023-24, and 23 days in the first 6 months of 2024-25 where Council was probably losing bookings as some travellers could not secure their preferred number of nights and/or sites.

The high demand during peak season indicates that additional sites are required during this time. This could be achieved by expanding the existing Campsite or providing an overflow camping area to accommodate demand during peak periods. Recreational vehicles (RVs) and the majority of caravans are fully self-contained and do not need access to amenities. The car park at the picnic area could potentially be used for RV camping (single night stays only) at peak times.

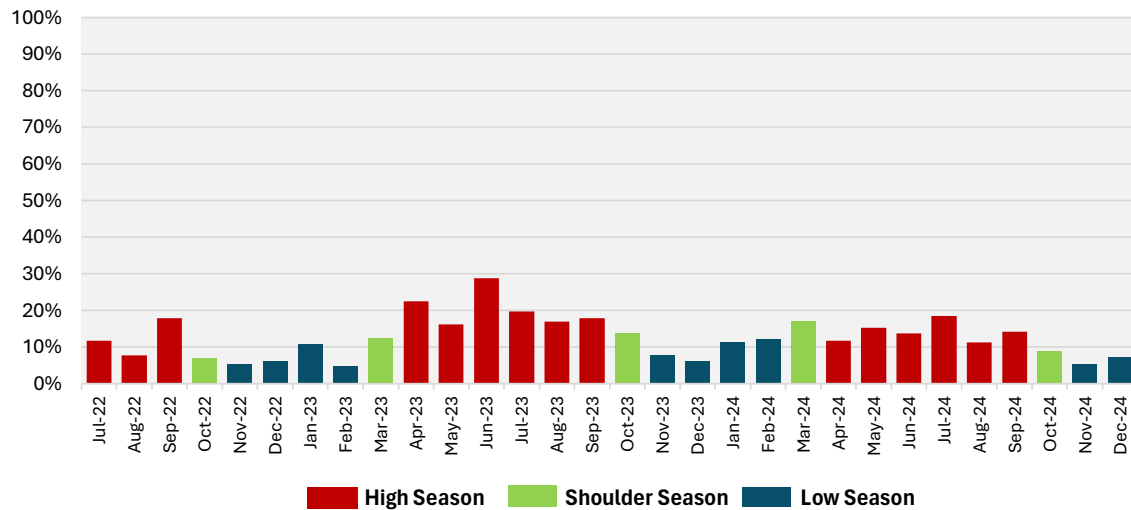
**Figure 3.10 Estimated Number of Days by Month when Caravan Site Bookings were Potentially Lost, July 2022 to December 2024** (Number of days when the caravan sites were fully booked (100% occupancy) and days with high occupancy rates where Council may be losing business as travellers cannot book the number of sites or site nights required)



### Camping Sites

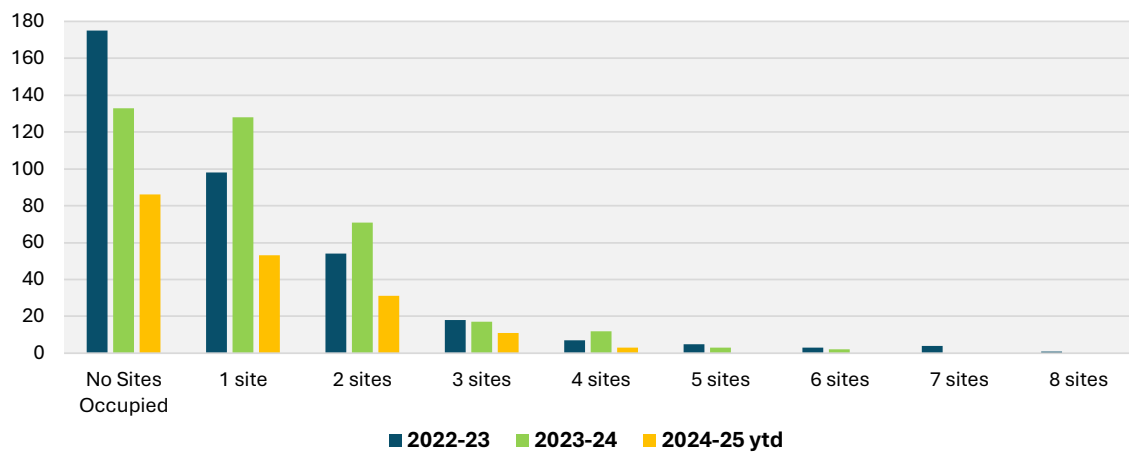
While there are no dedicated sites in the camping area, Council caps numbers at 8 bookings per night. In all months between July 2022 and December 2024 site occupancy has been less than 30%. In 2023-24 there were 399 bookings for the camping area, with this equating to an annual average site occupancy of 13.6%. The number of site nights in 2023-24 was 8.4% higher (31 additional nights) than in 2022-23, with site occupancy being one percentage point higher. In the first half of 2024-25, there were 112 bookings for the camping area with these bookings generating 153 site nights. The number of site nights from July to December 2024-25 was 24.3% lower than for the corresponding period in 2023-24.

**Figure 3.11 Monthly Camping Site Occupancy, July 2022 to December 2024**



In the 30 months from July 22 to December 2024 the camping area only reached capacity on one night. In 2022-23 and 2023-24 there were no campers on 177 nights and 133 nights respectively.



**Figure 3.12 Number of Camp Sites Occupied by Number of Days, 2022-23 and 2023-24**

## 4. FINANCIAL PERFORMANCE

### 4.1 Living Desert State Park – Consolidated Profit & Loss

The Profit and Loss (P&L) Statements for the LDSP from 2016-17 to 2023-24 is provided in Table 4.1. The Starview Campsite opened in late 2017, with the first full year of trading being 2018-19. The COVID-19 pandemic travel restrictions resulted in abnormal trading years from 2019-20 to 2021-22.

Over the past 8 years, the LDSP has traded profitably in four years (2017-18, 2020-21, 2022-23 and 2023-24), with losses incurred in the other years. The trading figures do not include an allowance for Council overheads or depreciation. If these items were included the LDSP would be operating at a loss. It should be noted that most parks and reserves (including National Parks and State Parks) operate at a significant loss.

In the LDSP P&L there are issues with the allocation of income across the three different account numbers with the revenue allocation to the Campsite account not aligning with the revenue collected from the Bookeasy reservation system. For this analysis, 'admission' and 'other facility hire fees' from the three accounts (00001400-LIV-Living Desert; 00001809-Living Desert-Sculpture Symposium; and 00001810-Living Desert-Campsite) have been added together as 'Admission and Campsite Fees'. Sundry income from each of the accounts and 'Other Statutory Charges – Sundry' have been added together and referred to as 'Sundry Income'. Fees paid for filming in the LDSP are recorded separately by Council and not included in the Park's income.

In 2023-24, the total income was \$353,267, up 3.8% (\$12,922) on 2022-23. Total operating expenses were \$304,623, with 81.1% of expenses relating to Park operations and 18.9% to Campsite operations. Labour is the primary operating expense, with wages and salaries accounting for 71.1% of Park expenses and 92.7% of Campsite expenses. The net profit was \$48,465, with the profit margin being 13.8%.

**Table 4.1 LDSP – Profit and Loss Statement (\$), 2016-17 to 2023-24**

Item	2023-24	2022-23	2021-22	2020-21	2019-20	2018-19	2017-18	2016-17
	COVID-19 AFFECTED							
INCOME								
Admission & Campsite Fees	348,945	317,920	187,325	319,015	145,120	188,745	179,471	168,738
Wages Subsidy	4,322	22,426	0	0	0	0	0	0
Contributions Received Other	0	0	0	0	0	0	10,000	0
Sundry Income	0	0	44	810	0	5,045	10,464	10,796
Total Operational Income								
Total Income	353,267	340,346	187,369	319,824	145,120	193,790	199,935	179,534
OPERATING EXPENSES – PARK								
Wages & Salaries	175,567	158,930	160,910	138,182	131,099	144,278	148,721	137,915
Contractors	17,540	15,638	3,741	18,930	10,927	6,721	16,159	15,553
Consultants		0	0	0	0	15,471	0	0
Plant Short term External Hire		0	0	0	0	0	0	509
Education	1,422	0	0	0	0	0	0	0
Printing & Photocopying		0	0	0	0	679	0	650
Materials Purchased	20,896	16,851	29,390	12,381	25,105	18,311	13,397	21,136
Water Charges	4,991	3,435	4,677	4,636	6,395	6,953	6,884	2,518
Electricity	1,177	807	740	644	822	904	927	719
Gas Charges	1,506	1,478	1,975	675	-29	435	709	1,036
Furniture & Equipment		3,123	0	0	0	0	0	0
Domestic Trade Waste	148	0	0	0	0	0	0	0
Advertising	7,643	10,801	0	6,097	2,100	0	314	0
Other Sundry Expenses		426	121	0	0	66	0	2,545
Bank Fees & Charges	8,756	7,535	5,765	6,693	748	0	0	0
Catering	939	865	41	206	434	310	775	1,403
Software/Database Licenses	5,538	5,269	2,875	1,472	600	0	0	0
Subscriptions Memberships		0	0	0	0	314	1,411	1,098
Mobile Phone Charges		0	0	0	0	343	669	678

Item	2023-24	2022-23	2021-22	2020-21	2019-20	2018-19	2017-18	2016-17
			COVID-19 AFFECTED					
Conference Registration	760	0	0	0	0	0	44	0
Plant Hire - Internal Usage	200	1,014	1,344	345	1,553	917	3,106	26,568
<b>Park Operating Expenses</b>	<b>247,083</b>	<b>226,173</b>	<b>211,580</b>	<b>190,260</b>	<b>179,753</b>	<b>195,701</b>	<b>193,116</b>	<b>212,326</b>
<b>OPERATING EXPENSES – CAMPSITE</b>								
Total Wages and Salaries	53,338	50,546	52,389	50,559	25,562	11,943	4,816	-
Contractors	1,610	6,080	1,200	2,273	373	1,600	0	0
Materials Purchased	213	5,964	757	172	2,600	785	1,124	0
Catering					0	84	0	0
Software/Database Licenses	2,379	2,543	2,505	1,002	0	0	0	0
<b>Campsite Operating Costs</b>	<b>57,539</b>	<b>65,133</b>	<b>56,851</b>	<b>54,005</b>	<b>28,535</b>	<b>14,411</b>	<b>5,940</b>	<b>-</b>
<b>Total Operating Expenses</b>	<b>304,623</b>	<b>291,305</b>	<b>268,431</b>	<b>244,265</b>	<b>208,287</b>	<b>210,112</b>	<b>199,056</b>	<b>212,326</b>
<b>Operating Profit / Loss</b>	<b>48,645</b>	<b>49,040</b>	<b>- 81,063</b>	<b>75,559</b>	<b>- 63,167</b>	<b>- 16,322</b>	<b>879</b>	<b>- 32,792</b>

Source: Based on the P&L statement provided by Broken Hill City Council

## 4.2 Starview Campsite Profit & Loss

Income generated by the Campsite is available from the Bookeasy reservation system, with information available on income from site fees for the van sites and camping sites and the Park entry fee paid by Campsite users.

In 2023-24, the total income generated by the Campsite was \$96,844, up 19.7% on 2022-23 (\$80,885). Site fees generated 73.8% of income (caravan sites 65.5% / tent sites 8.2%), with Park entry fees accounting for 26.2% of income. The net operating position of the Campsite in 2022-23 and 2023-24 is summarised in Table 4.2. In both years the Campsite generated a profit, with the profit in 2023-24 being \$39,305, up 149.5% from 2022-23. Wages and salaries are the main expense accounting for 92.7% of operating costs in 2023-24.

**Table 4.2 Starview Campsite – Profit and Loss, 2022-23 and 2023-24**

	2023-24		2022-23		% change 2022-23 – 2023-24
<b>Income<sup>#</sup></b>					
Caravan Sites	\$ 63,469	65.5%	\$ 53,665	66.3%	18.3%
Camping Sites	\$ 7,986	8.2%	\$ 6,170	8.3%	19.0%
<b>Total Site Fees</b>	<b>\$ 71,455</b>	<b>73.8%</b>	<b>\$ 60,375</b>	<b>74.6%</b>	<b>18.4%</b>
Park Admission Fees	\$ 25,389	26.2%	\$ 20,510	25.4%	23.8%
<b>Total Campsite Income</b>	<b>\$ 96,844</b>	<b>100.0%</b>	<b>\$ 80,885</b>	<b>100.0%</b>	<b>19.7%</b>
<b>Operating Expenses<sup>*</sup></b>					
Wages & Salaries	\$53,338	92.7%	\$50,546	77.6%	5.5%
Contractors	\$ 1,610	2.8%	\$ 6,080	9.3%	-73.5%
Material Purchased	\$ 213	0.4%	\$ 5,964	9.2%	-96.4%
Software / Database Licenses	\$ 2,379	4.1%	\$ 2,543	3.9%	-6.4%
<b>Total Operating Expenses</b>	<b>\$57,539</b>	<b>100.0%</b>	<b>\$65,133</b>	<b>100.0%</b>	<b>-11.7%</b>
<b>Net Profit / Loss</b>	<b>\$39,305</b>		<b>\$15,752</b>		<b>149.5%</b>
As % of Revenue	40.6%		19.5%		

# Income taken from Bookeasy data. \* Expenses taken from Council P&L statement for LDSP.

### 4.3 Living Desert State Park Profit & Loss

The P&L for the LDSP excluding the Campsite is given in Table 4.3. In 2023-24, the Park had an income of \$256,423, with 98.3% generated by admission fees and 1.7% by a wage subsidy. Income from admission fees was 6.4% higher than in 2022-23. Park operating expenses were \$247,083, 9.2% higher than 2022-23. The Park had a net profit of \$9,340 down 71.9% from 2022-23 (\$33,288).

**Table 4.3 Living Desert State Park (excluding Campsite) – Profit and Loss, 2022-23 and 2023-24**

	2023-24		2022-23		% change 2022-23 – 2023-24
<b>Income<sup>#</sup></b>					
Admission Fees	\$252,101	98.3%	\$237,035	91.4%	6.4%
Wages Subsidy	\$ 4,322	1.7%	\$ 2,2426	8.6%	-80.7%
<b>Total Income</b>	<b>\$256,423</b>	<b>100.0%</b>	<b>\$259,461</b>	<b>100.0%</b>	<b>-1.2%</b>
<b>Operating Expenses</b>					
Wages and Salaries	\$175,567	71.1%	\$158,930	70.3%	10.5%
Other Expenses	\$ 71,516	28.9%	\$ 67,243	29.7%	6.4%
<b>Total Expenses</b>	<b>\$247,083</b>	<b>100.0%</b>	<b>\$226,173</b>	<b>100.0%</b>	<b>9.2%</b>
<b>Net Profit / Loss</b>	<b>\$ 9,340</b>		<b>\$ 33,288</b>		<b>-71.9%</b>
As % of Revenue	3.6%		12.8%		

# Income calculated by subtracting income generated by the Campsite (Bookeasy data) from total income given in Council's P&L for the LDSP.

## 5. LDSP MASTER PLAN IMPLEMENTATION – COST ESTIMATE

The LDSP Master Plan prepared by Environmental Partnership, provides a range of recommendations and actions that will improve the presentation and interpretation of the Park, increase the range of attractions and activities on offer and improve infrastructure and facilities. The estimated cost of implementing the Master Plan initiatives and recommendations is \$8.912 million.

While the Park has made a profit in some years, the profit is low. Summing the net profit and losses incurred from 2016-17 to 2023-24, the net position is a loss of \$19,221. The profit generated by the Park with the current level of visitation, is not sufficient to fund the implementation of the Master Plan. Council will need to rely on general revenue and grant funding to implement the Plan. Profit generated by the Park should be set-aside to accrue and be applied to Council's contribution when seeking grant funding.

Actions in the Masterplan that Council will need to provide or seek funding for are shown in Table 5.1.

**Table 5.1 LDSP Master Plan Actions: Cost Estimates**

Deliverables / Actions		Order of Cost (\$)
<b>1. INVESTIGATIONS AND PLANNING</b>		<b>122,500</b>
1.2	Develop events guidelines for large and small events	7,500
1.4	Confirm approach to ongoing management of Art on site: Deliver 'Living Desert Arts and Cultural Management Plan'	15,000
1.5	Undertake detailed assessment of potential Star Walk / Sky Walk to Sculpture Hill - reviewing environmental and costs feasibility	15,000
1.8	Review potential for expansion of accommodation (e.g. glamping, cabins)	15,000
1.9	Provide opportunity for First Nations community to input into planning and design of new elements	20,000
1.10	Investigate options to manage access to pay for use areas e.g. key pass access systems integrated with vehicle and pedestrian gates as applicable.	10,000
1.12	Undertake review of potential MTB trail links in the south west of the LDSP to complement the other aspects of the Park offering to locals and visitors	10,000
1.16	Road safety: Investigate feasibility to widen and resurface roadway to the Sculpture Hill	7,500
1.17	Recreational trail network: Investigate further the potential to expand the availability of recreational trails that provide different ways of experiencing the desert landscape and meet varied user needs (e.g. distance, difficulty, accessibility)	7,500
1.18	Investigate and identify actions to implement the recommendations of the Climate Change Risk Assessment Report prepared by Marsh Advisory in September 2024 within the Living Desert site	15,000
<b>2. CULTURAL HERITAGE CONSERVATION AND MANAGEMENT</b>		<b>30,000</b>
2.1	Heritage and Archaeological Conservation: Protect and conserve items of heritage significance	30,000
<b>3. CAPITAL WORKS</b>		<b>6,934,500</b>
<b>Improved Telecommunications</b>		<b>35,000</b>
3.1	Improved telecommunications: Implement preferred booster tower solution to expanding coverage	35,000
<b>Wayfinding Signage and Arrival Experience</b>		<b>1,133,000</b>
3.2	Provide wayfinding signage	7,500
3.3	Artwork – Nine Mile Road	60,000
3.4	LDSP entry statement and gate upgrade	10,000
3.5	Upgrade entry access / entry pay node	300,000
3.6	Upgrade entry access / entry pay node + office building	750,000
3.7	Upgrade road signs within the Park	5,500
<b>Park Roads</b>		<b>1,026,000</b>
3.8	Improve intersection safety – roadworks and signage	150,000
3.9	Widen tight bend on Valley entry roadway	75,000
3.10	Widen and resurface roadway to Sculpture Hill	801,000
<b>Habitat And Environment</b>		<b>137,500</b>
3.11	Plan and implement revegetation on road edge zones	50,000
3.12	Manage feral animals and insects to control erosion	50,000
3.13	Plan and implement ridgeline and hill top revegetation	25,000
3.14	Stabilise creek-line in Valley picnic and carpark area	7,500
3.15	Stabilise drainage lines adjoining roads	5,000

Deliverables / Actions		Order of Cost (\$)
<b>Recreational Trails – Hiking &amp; Mountain Bike</b>		<b>1,315,000</b>
3.16	Plan and construct Campsite to Sculpture Hill Walk	520,000
3.17	Plan and construct additional trail loops around campsite	105,000
3.18	Plan and construct trail from Sundown Hills to Sanctuary	95,000
3.19	Plan and construct trail from Sundown Hills to Campsite	240,000
3.20	Provide accessible access route to the Arboretum	255,000
3.22	Plan and construct MTB trails	100,000
<b>Improvements To The Valley Precinct</b>		<b>313,000</b>
3.23	Improve Sanctuary entry experience and interpretative node	175,000
3.24	Improve protection and interpretation of camp ovens	10,000
3.25	Improve viewing experience for rock engravings	25,000
3.26	Provide additional shelter / shade in picnic area and at trail heads	50,000
3.27	Provide nature play zone adjoining picnic area	30,000
3.29	Provide accessible track from Sanctuary entry node to feeding area	23,000
<b>Improvements To The Arboretum And Flora And Fauna Sanctuary</b>		<b>995,000</b>
3.30	Investigate options to improve accessibility of Arboretum track	7,500
3.31	Build shaded hides for bird and fauna watching	26,000
3.32	Upgrade Hilltop Sanctuary lookout	4,500
3.33	Plan and implement permanent and temporary art installations	25,000
3.34	Plan and construct access walkway to Sculptures	126,000
3.35	Improve and seal Sculpture Hill carpark	300,000
3.36	Plan and construct new viewing experience walk (Star / Sky Walk)	376,000
3.37	Plan and construct support lookout points near car park	25,000
3.38	Formalise lower car park for event use	75,000
3.39	Plan and install toilet to service Sculpture Hill	30,000
<b>Campsite</b>		<b>165,000</b>
3.41	Install two additional toilets at Campsite	30,000
3.42	Improve accessibility to toilets and showers	5,000
3.43	Plan and upgrade stargazing circle	130,000
<b>Sundown Hills Precinct</b>		<b>80,000</b>
3.45	Plan and upgrade track head facilities and signage	35,000
3.46	Plan and upgrade wayfinding signage on trail loop	12,000
3.47	Plan and upgrade car park	30,000
3.48	Improve signage on the Silver City Highway	3,000
<b>Glamping / Cabin Accommodation</b>		<b>1,735,000</b>
3.49	EOI / tender for a potential glamping investor / operator	5,000
3.50	Plan and develop a glamping site (say 12 tents, decks & walkways)	100,000
3.51	Plan and install eco cabins (say 6 cabins - \$45k each)	1,630,000
<b>4. INTERPRETATION</b>		<b>1,825,000</b>
4.1	Prepare interpretation and wayfinding strategy	20,000
4.4	Develop educational tools and training programs	20,000
4.5	Formulate the LDSP brand guidelines and interpretative signage guideline	10,000
4.8	Update interpretation and wayfinding signage and embedded sensory elements	125,000
4.13	Identify and assess opportunities for new creating new interpretative events and develop a LDSP Events Strategy.	7,500
<b>TOTAL</b>		<b>\$8,912,000</b>

Source: Environmental Partnership – Masterplan Action Plan

## 6. OPPORTUNITIES TO INCREASE VISITATION AND REVENUE

### 6.1 Address Entry Fees and Ticketing

- **Resident Annual Pass:** While Council offers an annual pass for City residents, the take-up rate has been very low, around 20-30 passes per year. Council has recently improved the offer, with the pass providing residents with access to both the LDSP and the GeoCentre. The annual pass is not advertised, with the only reference to the pass on the Council website being the link to Council's annual fees and charges. There is opportunity to promote the LDSP and annual pass with the rate notices with residents able to purchase a pass when paying their rates. The NSW Government has a similar program in-place with the ability to purchase a National Park annual pass when renewing vehicle registration. There should also be information on the annual pass on Council's website, with the LDSP and pass promoted regularly through Council's social media.
- **Park Entry:** Park entry for day visitors relies on an honour system, both to pay the entry fee and to pay the correct fee for the number of people in the vehicle. There is no data available on the number of Park users who enter the Park without paying. Data is needed to determine compliance rates. Different ticketing systems, including moving to a per vehicle entry fee with this paired with number plate recognition technology, should be investigated.
- **Promoting Value-for-Money:** The Park entry fee applies to a 24 hour period. This is not promoted. The majority of visitors come into the Park late afternoon to view the Sculptures and sunset. For travellers on a budget the entry fee is likely to be considered high for what visitors perceive is a 30-60 minute viewing experience. When the entry gate is not manned visitors may be willing to risk not paying considering that they are only going to be in the Park for a short period of time. Knowing that the entry fee will enable sunset-viewers to return the next day to explore the Park may change how visitors perceive its value and increase the willingness to pay. Visitors need to be aware that entry fees are payable and that the fee covers a 24 hour period, with this information available at the trip planning stage so that additional time to explore the Park can be included when visitors are determining their itinerary and budget for Broken Hill.
- **Joint Ticketing:** The introduction of a joint ticket for the LDSP and GeoCentre for visitors could boost visitation to both attractions. The ticket could be sold through the VIC, GeoCentre and on-line. It could also be an option for visitors booking the Campsite. Ideally, the GeoCentre would include an interpretative display relating to the LDSP that would increase understanding of the Park and encourage visitors to explore the LDSP. The potential for joint ticketing and the implications for how the Park entry would work, needs to be considered as part of the review of the ticketing / pay booth operation.

### 6.2 Accommodation

- **Overflow Camping:** The Starview Campsite has proved very popular with travellers, with the caravan sites achieving high occupancy rates during peak season (April to September). In 2022-23 and 2023-24, the caravan sites were booked-out on 49 days and 43 days respectively. In addition the caravan sites were close to booked-out (13-14 sites booked) on 44 days in 2022-23 and 48 days in 2023-24. At high occupancy it is likely that the Campsite is losing bookings when potential visitors who are wanting to stay multiple nights cannot secure the number of nights required or would need to change sites each day to stay multiple nights. The Campsite could also be losing bookings from visitors travelling together with several caravans / RVs and there are not enough sites available to accommodate all of the vans / RVs in the group.

While there is no space to expand the Campsite, there is opportunity for overflow camping in the picnic area carpark. The carpark could be used for self-contained caravans and RVs that are only looking to stay one night and time limits could be placed on the length of stay – setup after 4pm and have to be packed-up by 9am. The picnic area carpark is sealed and toilet, barbeque and picnic facilities are available.

- **Variable Pricing / Yield Management:** The Campsite currently has a fixed fee schedule. With on-line booking systems it is easy to adopt variable pricing (also known as yield management) to reflect demand. Rates are

increased during peak season and during events when demand is strong and reduced during the shoulder and low seasons (at differing rates) to encourage visitation. Introduction of variable pricing could increase revenue without incurring additional operating expenses.

- **Boutique Accommodation:** There is the potential to install a small number of low impact accommodation modules. These could include glamping, stargazing (bubble) tents, eco cabins and/or tiny houses. These could be installed on the lower hillslopes surrounding the Campsite or in another area of the Park. This type of accommodation would command a premium price.

### 6.3 Product and Experience Development

Continuing to improve the presentation and facilities in the Park, coupled with introduction of additional permanent or temporary attractions, experiences and activities will help to build visitation by diversifying the market base and encouraging repeat visitation. Opportunities include:

- **Guided Tours:** Introduce on-site eco tours (walking, MTB, Quad Bikes and/or 4WD). There may be parts of the site that can be accessed only by an approved tour operator as has been introduced in Mungo and Mutawintji National Parks. Tours could be operated in several ways including Council developing the tours and employing casual tour guides, using volunteers or licensing a tour operator to run the tours. The tours, particularly into areas of the Park not open to the public, could command a premium price.
- **Wilyakali / First Nation Cultural Experiences:** On-country experiences offered by the Wilyakali people – cultural walks, activities such as weaving, night sky interpretation etc.
- **Art Experiences:** Building on the Sculptures and Broken Hill's reputation for art with temporary and/or permanent art and/or sound and lighting installations; plein air painting workshops; photography workshops etc.
- **Night Sky Viewing Experiences:** Working with the Wilyakali people and/or an astronomy tour operator / enthusiast or club to develop and promote night sky viewing products. These could be offered at regular times during peak season and potentially packaged with sunset at the Sculptures or offered during 'special' astronomical events such as an eclipse, meteorite showers, planetary alignment etc.
- **Geotrail:** The LDSP and the broader Broken Hill Region has a very complex geological history, with many of the rocks and geological formations visible in the landscape. The GeoCentre provides a good insight into the geology, geomorphology and mining in the Broken Hill Region. The Geological Survey of NSW (Government Agency) has produced 4 app-based Geotrails in NSW including one for Mutawintji National Park and is currently developing a Geotrail for the Lower Darling River, from White Cliffs to Wentworth. The Geological Survey has produced a detailed Geological Map of the Broken Hill Region. Approaches could be made to the Geological Survey Unit to produce a Geotrail for the LDSP or the broader Broken Hill Region with part of the trail incorporating the LDSP.
- **Mountain Biking:** Mountain biking is a popular recreational activity. The introduction of e.bikes has widened the market base. There is a network of mountain bike trails located near the Broken Hill Golf Course on the southern edge of the LDSP, with one of the trails extending into the LDSP. Subject to environmental assessment a longer distance cross country trail could potentially be developed within the LDSP. There may also be opportunity to use the Park's trail network to hold an annual mountain bike event as a fund-raiser for the Park.
- **Events:** The LDSP can be activated by introducing events and activities. Events and activities create a reason to visit, generate publicity and raise awareness, and provide additional revenue. Events and activities could include music and other performing arts; visual art workshops; temporary art, light and/or sound installations; film festival; bird symposium; and sporting events (e.g. trail running, mountain biking, adventure racing).
- **Product Development:** Clustering attractions and experiences to create products. For example, the opening of Imperial Lakes will provide an opportunity to produce bushwalking, bird watching and wildflower guides for



the Broken Hill region, featuring the LDSP, Regeneration area on the southern edge of town, Imperial Lakes and other sites if available.

## 6.4 Marketing and Promotion

The LDSP will benefit from destination marketing of Broken Hill and Outback NSW. The Jaguar Sculpture at sunset is an iconic image which has become synonymous with Broken Hill. The LDSP has an advertising budget which is used to produce the Park brochure and to purchase advertorial and advertising space in tourism publications. Marketing and promotional opportunities include:

- **Leveraging Social Media:** The Broken Hill VIC utilises Facebook to promote the City and surrounding region, with the Facebook page linked to the Broken Hill Tourism website. Instagram and other social media platforms do not appear to be used. Most of Facebook posts for the LDSP feature the Jaguar Sculpture. Consideration should be given to:
  - Pairing the Jaguar Sculpture with one or more images of other activities, experiences and/or landscapes in the LDSP.
  - Encouraging the LDSP Park Rangers to feed images of the LDSP (e.g. wildflowers, eagles and other birds, fauna etc) to the Visitor Centre Coordinator for consideration for posting.
  - Leveraging seasonal changes and natural events (e.g. mass blooming of Sturt's Desert Pea, rare bird sightings, astronomical events) to generate publicity.
  - Utilising video clips including drone footage – both on the Tourism website and Facebook page.
  - Utilising Instagram.
  - Encouraging park visitors to share their images, with suitable images reposted by the VIC.
- **Direct marketing to coach and group tour wholesalers and retailers:** Compiling suggested itineraries for coach tours and direct marketing to coach companies, tour wholesalers and retailers.
- **Direct marketing (on-line) to special interest and activity-based clubs/organisations and niche tour operators:** Organisations and operators that could be targeted include - Bushwalking groups, photography clubs, birdwatching tour organisers and clubs, astronomy clubs and tour operators; RV and caravan clubs; and 4WD clubs.

## 7. POTENTIAL OPPORTUNITIES – FINANCIAL PROJECTIONS

There are opportunities to increase the income generated by the LDSP. Several of these opportunities are explored below.

### 7.1 Park Entry Fee Income

Income generated from Park entry fees can be achieved by increasing the entry fee, improving compliance in relation to paying fees and/or increasing visitation. Tables 7.1 and 7.2 project the net gain in income by increasing the income taken at the Park entry pay bay, by varying percentages. It does not include the admission fees paid by Campsite users through Bookeasy. The base Pay Bay income is for 2023-24 and is taken from Table 4.3. In 2023-24 there were 34,102 day visitors recorded at the Pay Bay.

If the increase in income is due to an increase in entry fees or compliance, there will be an increase in bank transaction fees. For the forecast projections it is assumed that bank fees increase in line with the percentage increase in income generated.

**Table 7.1 Projected Increase in Net Income from Increased Park Entry Fees and/or Increased Compliance**

Percentage Increase Scenarios	Base # 2023-4	5%	10%	15%	20%	25%	50%	75%	100%
Pay Bay Income	\$252,101	\$264,706	\$277,311	\$289,916	\$302,521	\$315,126	\$378,152	\$441,177	\$504,202
<b>Increase in Income</b>		<b>\$12,605</b>	<b>\$25,210</b>	<b>\$37,815</b>	<b>\$50,420</b>	<b>\$63,025</b>	<b>\$126,051</b>	<b>\$189,076</b>	<b>\$252,101</b>
Increase in Bank Fees (-)	\$8,756	\$438	\$876	\$1,313	\$1,751	\$2,189	\$4,378	\$6,567	\$8,756
<b>Net Gain in Income</b>		<b>\$12,167</b>	<b>\$24,335</b>	<b>\$36,502</b>	<b>\$48,669</b>	<b>\$60,836</b>	<b>\$121,673</b>	<b>\$182,509</b>	<b>\$243,345</b>

# Base Income taken from Table 4.3.

If the increase in income is due to an increase in visitation, then there is likely to be an increase in operating expenses that are impacted by visitation, namely water and gas consumption as well as increased bank fees. These expenses are increased in line with the percentage increase in visitation.

**Table 7.2 Project Increase in Net Income from Increased Park Entry Fees from Increased Visitation**

Percentage Increase Scenarios	Base 2023-4	5%	10%	15%	20%	25%	50%	75%	100%
Pay Bay Income	\$252,101	\$264,706	\$277,311	\$289,916	\$302,521	\$315,126	\$378,152	\$441,177	\$504,202
<b>Increase in Income</b>		<b>\$12,605</b>	<b>\$25,210</b>	<b>\$37,815</b>	<b>\$50,420</b>	<b>\$63,025</b>	<b>\$126,051</b>	<b>\$189,076</b>	<b>\$252,101</b>
<b>Operating Expenses</b>									
Water	\$4,991	\$250	\$499	\$749	\$998	\$1,248	\$2,496	\$3,743	\$4,991
Gas	\$1,506	\$75	\$151	\$226	\$301	\$377	\$753	\$1,130	\$1,506
	\$8,756	\$438	\$876	\$1,313	\$1,751	\$2,189	\$4,378	\$6,567	\$8,756
<b>Total Additional Expenses</b>		<b>\$763</b>	<b>\$1,525</b>	<b>\$2,288</b>	<b>\$3,051</b>	<b>\$3,813</b>	<b>\$7,627</b>	<b>\$11,440</b>	<b>\$15,253</b>
<b>Net Gain in Income</b>		<b>\$11,842</b>	<b>\$23,685</b>	<b>\$35,527</b>	<b>\$47,370</b>	<b>\$59,212</b>	<b>\$118,424</b>	<b>\$177,636</b>	<b>\$236,848</b>

### 7.2 City Residents – Annual Pass

There is potential to increase the number of annual passes sold to City residents. In 2021 there were 10,782 residents aged 20-70 years living in the City. Table 7.3 projects the net gain in income from sale of annual passes, based on a cost of \$25 per pass.

**Table 7.3 Projected Increase in Net Income based on the Number of Annual Passes Sold.**

Passes Sold - Scenarios	50	100	200	300	400	500	536	1,073	2,146
As % of Residents 20-70yrs	0.5%	0.9%	1.9%	2.8%	3.7%	4.7%	5.0%	10.0%	20.0%
<b>Net Gain in Income</b>	<b>\$1,250</b>	<b>\$2,500</b>	<b>\$5,000</b>	<b>\$7,500</b>	<b>\$10,000</b>	<b>\$12,500</b>	<b>\$13,410</b>	<b>\$26,820</b>	<b>\$53,640</b>

### 7.3 Variable Pricing – Starview Campsite

There is opportunity to introduce variable pricing to reflect demand. As an example, if site fees were increased by \$5 per night during peak season, then in 2023-24, this would have generated an additional \$11,490.

### 7.4 Overflow Camping

In 2022-23 and 2023-24 the Starview Campsite was booked out on 49 days and 43 days respectively and operated at high occupancy (12-14 sites booked) for a similar number of days each year. At full occupancy, Council is turning away bookings. At high occupancy Council is also likely to be losing bookings as prospective travellers seeking to stay more than one night may not have been able to secure multiple nights (particularly on the same site) and may have decided to only book one night or not stay at the Campsite. High occupancy rates also indicate that people travelling with other caravanners (small groups) may not have been able to secure enough sites for all of the vans to stay, with the group looking elsewhere. There is potentially 80-90 days each year when the Campsite may be losing bookings.

The high demand during peak season indicates that additional sites are required during this time. This could be achieved by expanding the existing Campsite or providing an overflow camping area to accommodate demand during peak periods. Recreational vehicles (RVs) and the majority of caravans are fully self-contained and do not need access to amenities. The car park at the picnic area could potentially be used for RV camping (single night stays only) at peak times.

The net gain in income from introducing overflow camping is based on the following assumptions:

- All rigs using the overflow camping area are self-contained and do not use water or gas.
- Overflow camping occurs on 50 nights per year.
- The average site fee is \$25 per booking.
- Expenses are set at 5% of revenue to cover increased bank and reservation fees.
- Campers are only allowed to stay one night.
- There is no forecast for Park admission fees as it is assumed that travellers unable to get a Campsite booking are likely to still visit the LDSP as a day visitor with the entry fee paid at the pay bay.

**Table 7.4 Projected Increase in Net Income from Introducing Overflow Camping (50 nights per year)**

Average No. Bookings / Night	3	5	7	10
<b>Income</b>	<b>\$3,750</b>	<b>\$6,250</b>	<b>\$8,750</b>	<b>\$12,500</b>
Expenses (6%)	\$ 225	\$ 375	\$ 525	\$ 750
<b>Net Gain in Income</b>	<b>\$3,525</b>	<b>\$5,875</b>	<b>\$8,225</b>	<b>\$11,750</b>

### 7.5 Eco Cabins / Glamping

The stunning setting of the LDSP lends itself to up-market boutique accommodation, for example eco cabins, glamping, star-gazing bubble tents etc. The Master Plan suggests up to 12 accommodation units could be suitable for the Park. Table 7.5 provides a Trading Forecast for upmarket eco cabins or glamping tents. The Trading Forecast is based on the following assumptions.

#### Base Assumptions

- Six cabins / tents
- 5 year trading forecast with occupancy building in Years 1 to 4, and the stabilising in Years 4 and 5.
- All figures are given in 2025 dollars, and no allowance is made for inflation or real growth in room rate above inflation.
- The trading forecast excludes GST and is given before tax, depreciation and finance charges

## Revenue Assumptions

- The year is divided into three seasons – peak, shoulder and low, based on the current seasonal pattern of visitation to the Starview Campsite.
- Occupancy varies depending on the season and increases over the first 4 years of operation, stabilising in Year 5.
- The room rate is variable, with the average rate being \$210 per night in peak season, \$160 per night in shoulder season and \$130 per night in low season.

## Operating Expenses

- **Administration:** Administration costs are set at 6% of total income, with these expenses including bank and reservation fees.
- **Advertising:** The advertising budget is set at \$10,000 in Year 1 decreasing to \$5,000 per year in subsequent years. The advertising budget is in addition to the current LDSP advertising budget. In Year 1 Council will need to update all LDSP print and on-line promotional collateral to include the cabin / tent accommodation.
- **House Keeping:** House keeping assumes that the cabin / tent is cleaned at the end of each visit, rather than every day during the stay. The average length of stay is assumed to be 1.2=6 nights. The average cleaning time per unit is assumed to be 45 minutes using one staff member, with this assumption used to calculate total cleaning hours. The rate paid to house-keeping staff is assumed to be \$42 per hour, with this including oncosts. Laundry is assumed to be \$10.00 per room turnover with consumables (e.g. soap, toilet paper, cleaning chemicals, tea, coffee etc) assumed to be \$7.50 per room turnover.

	Assumptions	Year 1	Year 2	Year 3	Year 4	Year 5
<b>House Keeping</b>						
Average Length of Stay	1.6 nights					
Nights for Cleaning		550	630	698	779	779
Cleaning Time / Unit	0.75 units / hr					
Cleaning Hours		412	472	524	584	584
Cleaning Rate per hour	\$ 42.00					
Cleaning Cost - Labour		\$ 17,317	\$ 19,839	\$ 21,995	\$ 24,523	\$ 24,523
Laundry per Turnover	\$ 10.00	\$ 4,123	\$ 4,724	\$ 5,237	\$ 5,839	\$ 5,839
Consumables per Turnover	\$ 7.50	\$ 3,092	\$ 3,543	\$ 3,928	\$ 4,379	\$ 4,379
<b>Total Housekeeping Costs</b>		<b>\$ 24,533</b>	<b>\$ 28,105</b>	<b>\$ 31,159</b>	<b>\$ 34,741</b>	<b>\$ 34,741</b>

- **Repairs and Maintenance:** The budget for repairs and maintenance has been set at 5% of total income in all years.
- **Water Rates:** Guest water consumption is based on Sydney Water average consumption data for kilolitres of water used per occupied motel / hotel room per night. The rate per kilolitre is the rate charged by Essential Water. It is assumed that Council is already paying the access fee for water supply and that the cabins / tents will be serviced from the existing water supply mains infrastructure.

	Assumptions	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Water Rates</b>						
kL / Occ. Room / Night	0.36					
Consumption kL/Year		316.7	362.8	402.2	448.4	448.4
Rate per Kilolitre	\$2.20					
<b>Water Rates</b>		<b>\$697</b>	<b>\$798</b>	<b>\$885</b>	<b>\$987</b>	<b>\$987</b>

- **Grounds and Waste Removal:** The budget for grounds maintenance and waste removal has been set at 2% of

### Trading Forecast

The Trading Forecast is given in Table 7.5. Income is forecast to increase from \$171,516 in Year 1 to \$238,896 by Year 4, while the net profit increases from \$105,812 in Year 1 to \$155,532 by Year 4. Net profit is given before taxation, depreciation and finance costs.

**Table 7.5 Trading Forecast, Eco Cabins / Glamping**

	Assumptions	Year 1	Year 2	Year 3	Year 4	Year 5
<b>INCOME</b>						
<b>Nights Available</b>						
Peak Season	183 days	1098	1098	1098	1098	1098
Shoulder Season	62 days	372	372	372	372	372
Low Season	120 days	720	720	720	720	720
<b>Total Available</b>		<b>2190</b>	<b>2190</b>	<b>2190</b>	<b>2190</b>	<b>2190</b>
<b>Occupancy</b>						
Peak Season		60%	65%	70%	80%	80%
Shoulder Season		40%	50%	55%	60%	60%
Low Season		10%	15%	20%	20%	20%
<b>Nights Occupied</b>						
Peak Season		659	714	769	878	878
Shoulder Season		149	186	205	223	223
Low Season		72	108	144	144	144
<b>Total Occupied</b>		<b>880</b>	<b>1008</b>	<b>1117</b>	<b>1246</b>	<b>1246</b>
<b>Av. Annual Occupancy</b>		<b>40.2%</b>	<b>46.0%</b>	<b>51.0%</b>	<b>56.9%</b>	<b>56.9%</b>
<b>Rates &amp; Income</b>						
Peak Season	\$210 / night	\$ 138,348	\$ 149,877	\$ 161,406	\$ 184,464	\$ 184,464
Shoulder Season	\$160 / night	\$ 23,808	\$ 29,760	\$ 32,736	\$ 35,712	\$ 35,712
Low Season	\$130 / night	\$ 9,360	\$ 14,040	\$ 18,720	\$ 18,720	\$ 18,720
<b>Total Income</b>		<b>\$ 171,516</b>	<b>\$ 193,677</b>	<b>\$ 212,862</b>	<b>\$ 238,896</b>	<b>\$ 238,896</b>
<b>OPERATING EXPENSES</b>						
Administration	6% of income	\$ 10,291	\$ 11,621	\$ 12,772	\$ 14,334	\$ 14,334
Advertising		\$ 10,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
House Keeping		\$ 24,533	\$ 28,105	\$ 31,159	\$ 34,741	\$ 34,741
Repairs & Maintenance	5% of income	\$ 8,576	\$ 9,684	\$ 10,643	\$ 11,945	\$ 11,945
Water Rates		\$ 697	\$ 798	\$ 885	\$ 987	\$ 987
Grounds & Waste Removal	2% of income	\$ 3,430	\$ 3,874	\$ 4,257	\$ 4,778	\$ 4,778
<b>Total Operating Expenses</b>		<b>\$ 57,526</b>	<b>\$ 59,081</b>	<b>\$ 64,716</b>	<b>\$ 71,784</b>	<b>\$ 71,784</b>
<b>Net Profit / Loss<sup>#</sup></b>		<b>\$ 113,990</b>	<b>\$ 134,596</b>	<b>\$ 148,146</b>	<b>\$ 167,112</b>	<b>\$ 167,112</b>
As % of Revenue		66.5%	69.5%	69.6%	70.0%	70.0%

# Net Profit / Loss given before taxation, depreciation and finance costs

## 8. ACTIONS

### 8.1 Objective

From a business perspective, the primary objective is for the LDSP to operate profitably with the profit re-invested in the Park.

This can be achieved by:

- Building visitation – with this dependent on continuing to improve the visitor experience offered by the Park coupled with effective marketing and promotion.
- Good asset management.
- Strong financial planning and management.

### 8.2 Actions

The LDSP Master Plan<sup>4</sup> provides actions relating to conserving and managing the Park environment and cultural heritage; improving the presentation and interpretation of the LDSP; upgrading and expanding Park infrastructure and facilities; enhancing and diversifying visitor experiences; and marketing and promoting the Park. Implementation of the Master Plan will play a key role in building visitation.

The Service Review – Living Desert Ranger Services<sup>5</sup> provides actions relating to the governance and management of the Park; staffing and volunteers; and operational policies and procedures. Implementation of these actions will help to improve Park management and service delivery.

Actions relating to improving the performance of the Park are given in Table 8.1.

**Table 8.1 Strategies and Action, LDSP**

Strategic Directions		Actions	
1.	Strengthen the framework for managing the Park	1.1	Formulate an implementation strategy for the Master Plan and pursue funding opportunities.
		1.2	Update the Plan of Management to reflect the Master Plan.
		1.3	Prepare and implement a succession plan to replace the Senior Ranger, endeavouring to capture and transfer knowledge and provide training for the successor.
		1.4	Ensure that key plans are in place and periodically reviewed and updated. These documents should include an Operations Manual, Fauna Management Plan, Weed Management Plan, Risk Management Plan, Event Management Plan, Climate Change Impact Management, Natural Disaster Management Plan and Asset Management Plan.
		1.5	Ensure that the LDSP has access to the equipment and machinery needed to support Park operations.
		1.6	Formulate a rolling 5 year capital works program linked to the Master Plan, Plan of Management and Asset Management Plan.
		1.7	Review communication protocols and reporting requirements to improve communication and decision-making.
		1.8	Ensure that volunteers are properly inducted, receive training were needed and are acknowledged, nurtured and supported.

<sup>4</sup> LDSP Master Plan – prepared by Environmental Partnership

<sup>5</sup> Service Review – conducted by MorrisonLow

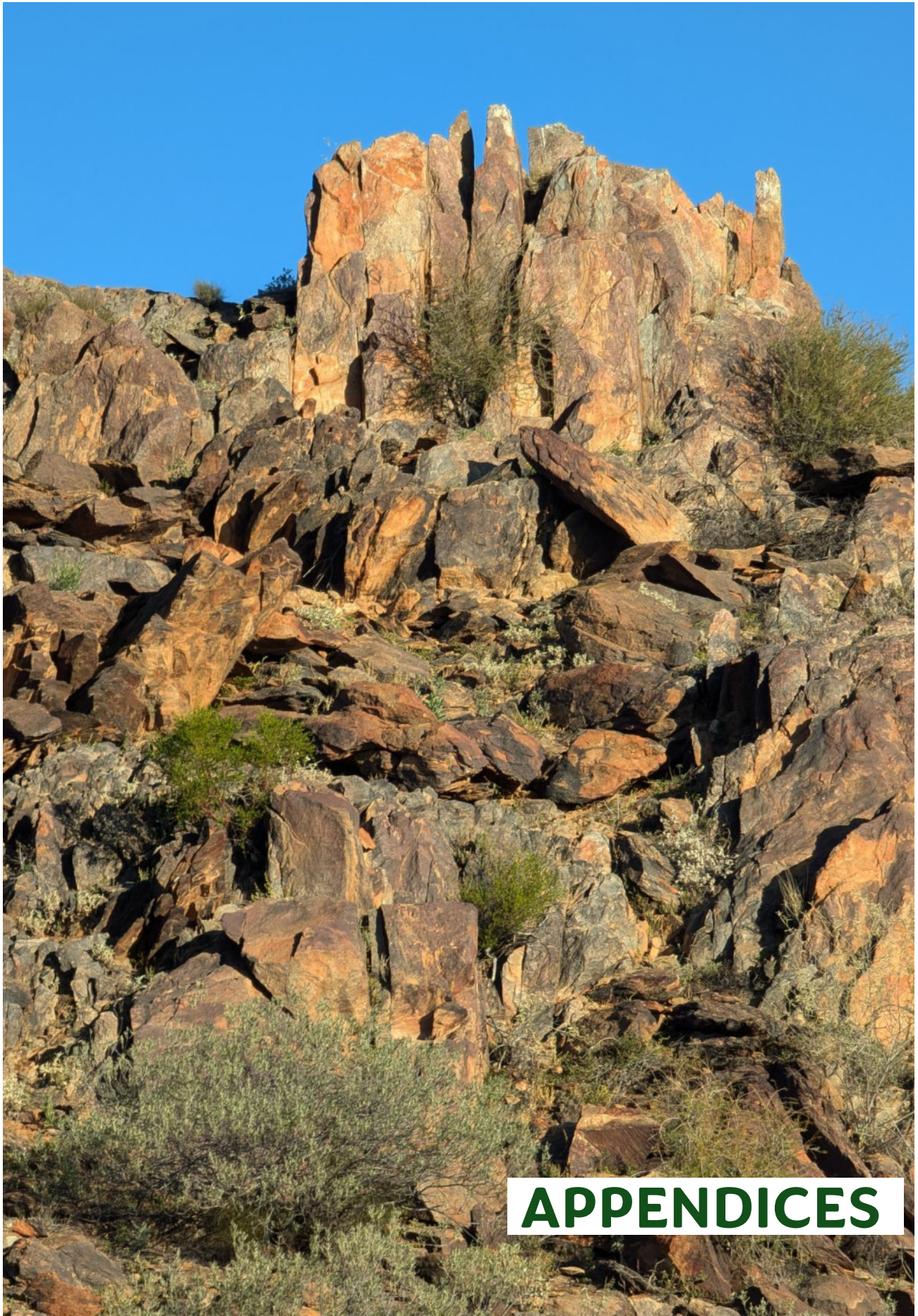
Strategic Directions		Actions	
		1.9	Explore opportunities to access Community Service, Land Care and other programs to undertake specific activities, such as weed management, erosion control and trail building.
		1.9	Investigate opportunities to use technology, such as drones to assist in the management and operation of the Park.
2.	Continue to improve the financial performance and management of the LDSP	2.1	Investigate options to ensure that Park entry fees are paid.
		2.2	Review financial reporting to better track the performance of the Starview Campsite and the remainder of the Park.
		2.3	Explore options for variable pricing, potentially increasing campsite fees during peak periods.
		2.4	Comply with Crown Land requirements regarding re-investing the income generated by the LDSP into the ongoing maintenance, development and/or marketing of the Park.
		2.5	Monitor Ranger time sheets to better understand the tasks undertaken and the time involved and assess options for outsourcing and/or transferring responsibility for some tasks to other sections of Council.
3.	Improve safety for staff and visitors	3.1	Ensure that mobile phone coverage is available from all visitor precincts and along all trails.
		3.2	Assess feasibility of using drones as part of search and rescue activities.
		3.3	Advocate for funding to improve road and pedestrian access to the Sculptures.
4.	Leverage ticketing opportunities	4.1	Encourage residents to purchase annual passes by promoting the LDSP with rate notices and periodically through Council's social media combined with providing the opportunity to purchase an annual pass when paying Council rates.
		4.2	Promote the fact that the entry ticket purchased is for a 24 hour period with this information available on the Park website, so that visitors are aware of it at the trip planning stage and incorporate spending time in the Park when developing their itineraries.
		4.3	Ensure that Ranger and VIC staff and volunteers explain that the entry ticket for the LDSP is for a 24 hour period.
		4.4	As part of reviewing ticketing procedures, consider joint ticketing of the LDSP and GeoCentre for visitors.
5.	Continue to improve the attractions, activities and experiences offered by the LDSP	5.1	Progressively implement the LDSP Master Plan.
		5.2	Explore opportunities to introduce on-site cultural, eco and night sky viewing tours and activities.
		5.3	Approach the Geological Survey of NSW to develop a Geo Trail of the LDSP and/or the broader Broken Hill area which includes the LDSP.
		5.4	Improve the night sky viewing experience from the Starview Campsite; and explore opportunities for opening the Park at night for astronomy tours and/or special astronomical events.
		5.5	Activate the LDSP through events and activities – for examples: annual X-country MTB race, LDSP trail running and / or adventure racing event, music, performing arts, film festival, food and wine and temporary art and/or lighting installations.
6.	Expand accommodation options	6.1	Investigate the feasibility of using the Picnic Area carpark as an overflow camping area and/or to accommodate groups such as small caravan and RV rallies.
		6.2	Assess the feasibility of installing eco-cabins, glamping, tiny houses and/or bubble tents as an upmarket experience.
7.	Continue to improve promotional collateral and leverage social media and PR marketing opportunities	7.1	Update LDSP landing page on the Visit Broken Hill Website to provide information on the picnic area as well as the Park opening hours and entry fees.
		7.2	When Imperial Lakes opens, produce bush walking, wildflower viewing and bird watching brochures for the Broken Hill area, including the LDSP, Imperial Lakes and other sites.
		7.3	Continue to use the Jaguar Sculpture as the iconic image for the Park and Broken Hill, but endeavour to pair it with other activities, landscapes etc to raise awareness of the other activities and experiences available in the Park.

Strategic Directions		Actions	
		7.4	Promote more than just the sculptures – bushwalking, bird watching, wildflowers, fauna etc.
		7.5	Leverage seasonal changes, natural events and sightings of rare fauna, flora and birds to generate publicity and raise awareness of the LDSP.
		7.6	Encourage the LDSP Park Rangers and volunteers to feed images of the LDSP (e.g. wildflowers, eagles and other birds, fauna etc) to the Visitor Centre Coordinator for consideration for posting on social media.
		7.7	Utilise Instagram to promote the Park and encourage Park visitors to share their images, with suitable images re-posted by the VIC.
		7.8	Expand the image library to include video clips and drone footage with this used on the Visit Broken Hill website and posted on Facebook.
		7.9	Participate in relevant DNSW marketing and promotional initiatives.
8.	Grow and diversify the market base.	8.1	Build the coach and group tour markets – Formulate Broken Hill & surrounds tour itineraries and direct market to coach and group tour wholesalers and retailers.
		8.2	Work with local operators to develop and market packages to Probus Clubs, View and similar social clubs.
		8.3	Direct market the Park and broader region to special interest and activity based groups – bushwalkers, photography clubs, bird-watching groups, caravan and RV clubs etc.
		8.4	Build the accessible tourism market – ensure that the LDSP (and other accessible Broken Hill attractions) are listed on accessible tourism websites.
		8.5	List the LDSP as a venue for events on the DNSW Meet in Regional NSW directory.



## REFERENCES

Broken Hill City Council (2014) Regeneration Area – Draft Management Plan  
Broken Hill City Council (2021) Living Desert Draft Operational Management and Requirement Procedures  
Broken Hill City Council (2022) Community Strategic Plan – Your Broken Hill 2041  
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Broken Hill City Council Business Case For: Living Desert Communication Upgrade  
Destination Country and Outback (2022) Destination Management Plan 2022-2030  
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Overton & Cred Consulting (2021) Broken Hill Cultural Plan  
OzArk (2017) Animal Management Plan for the Living Desert Flora and Fauna Sanctuary  
OzArk (2018) Broken Hill Living Desert Plan of Management  
RW Corkery & Co (2000) Living Desert Review of Environmental Factors  
RW Corkery & Co (2003) Willyama Common - Plan of Management  
SLR Consulting (2021) Draft Crown Land Plan of Management Natural Areas  
SLR Consulting (2024) Plan of Management – Crown Reserve, Living Desert State Park  
The Zoological Parks Board of NSW – Broken Hill Living Desert Wildlife Sanctuary





## APPENDIX 1: GENERAL ADMISSIONS – LIVING DESERT STATE PARK

Table A1.1: General Admissions – Number of People - Living Desert State Park

	July	August	Sept.	October	November	December	January	February	March	April	May	June	TOTAL
<b>2023-24</b>													
Pay Bay	4317	4199	4556	3314	1583	1586	1427	902	2156	3664	3310	3088	34102
Coaches	106	188	357	292	34	3	7	148	125	559	170	201	2190
Campsite	462	481	505	409	177	102	174	108	296	410	448	439	4011
<b>Total Visitation</b>	<b>4885</b>	<b>4868</b>	<b>5418</b>	<b>4015</b>	<b>1794</b>	<b>1691</b>	<b>1608</b>	<b>1158</b>	<b>2577</b>	<b>4633</b>	<b>3928</b>	<b>3728</b>	<b>40303</b>
<b>2022-23</b>													
Pay Bay	5649	4392	6223	4162	1853	2119	2168	1189	2491	4538	3603	3825	42212
Coaches	163	323	413	281	186	40	9	4	235	250	367	98	2369
Campsite	368	373	397	346	177	125	170	110	306	584	470	580	4006
<b>Total Visitation</b>	<b>6180</b>	<b>5088</b>	<b>7033</b>	<b>4789</b>	<b>2216</b>	<b>2284</b>	<b>2347</b>	<b>1303</b>	<b>3032</b>	<b>5372</b>	<b>4440</b>	<b>4503</b>	<b>48587</b>
<b>2021-22</b>													
Pay Bay	1519	541	0	412	1743	2134	2139	1381	2484	6067	4096	4008	26524
Coaches	40	0	0	0	70	11	0	3	138	132	297	26	717
Campsite	147	26	0	49	175	92	104	44	196	570	417	351	2171
<b>Total Visitation</b>	<b>1706</b>	<b>567</b>	<b>0</b>	<b>461</b>	<b>1988</b>	<b>2237</b>	<b>2243</b>	<b>1428</b>	<b>2818</b>	<b>6769</b>	<b>4810</b>	<b>4385</b>	<b>29412</b>
<b>2020-21</b>													
Pay Bay	4535	2645	4643	6317	2763	2539	1812	1204	2745	5409	4270	4077	42959
Coaches	7	44	56	121	148	10	4	15	329	304	416	126	1580
Campsite	2	85	159	357	134	177	150	152	431	489	500	505	3141
<b>Total Visitation</b>	<b>4544</b>	<b>2774</b>	<b>4858</b>	<b>6795</b>	<b>3045</b>	<b>2726</b>	<b>1966</b>	<b>1371</b>	<b>3505</b>	<b>6202</b>	<b>5186</b>	<b>4708</b>	<b>47680</b>
<b>2019-20</b>													
Pay Bay	3873	2624	3244	2548	1149	967	953	662	1163	0	0	2100	19283
Coaches	149	187	390	478	236	159	0	53	152	0	0	0	1804
Campsite	243	173	169	160	70	33	48	54	86	0	0	0	1036
<b>Total Visitation</b>	<b>4265</b>	<b>2984</b>	<b>3803</b>	<b>3186</b>	<b>1455</b>	<b>1159</b>	<b>1001</b>	<b>769</b>	<b>1401</b>	<b>0</b>	<b>0</b>	<b>2100</b>	<b>22123</b>

Table A1.2: Number of Group Visitors, LDSP July 2023 – Dec 2024

	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
Coach Tour Passengers	46	134	130	139						50	132	106	24	220	70	14		
Local Tour Passengers	29	52	149	84	233	96	7	148	125	108	66	34	23	156	130	292	13	2
School Groups	58		78	54						381		37			19	28		
Government Agencies					27					20	40	35						
Aged Care Groups	15											10						

**APPENDIX 2: PERFORMANCE DATA – STARVIEW CAMPSITE****Table A2.1: Starview Campsite – Caravan Site Bookings by Date, 2022-23, showing Number of Days at Capacity (Green) and Number of Days with No Bookings**

Day	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
1	9	6	9	10	6	3	2	7	5	7	14	15	
2	4	6	9	10	7	0	3	4	5	10	13	9	
3	15	8	12	10	4	3	6	5	8	12	13	6	
4	12	7	8	12	4	0	8	5	7	15	14	13	
5	11	6	7	13	9	1	2	6	4	12	15	13	
6	7	6	3	10	8	1	4	3	2	12	15	15	
7	6	6	5	13	7	3	3	2	10	15	14	15	
8	4	8	13	12	1	2	2	7	8	15	15	15	
9	6	7	12	4	2	2	3	7	14	15	15	15	
10	6	13	15	1	1	1	4	3	12	15	11	13	
11	12	15	15	8	4	1	2	1	15	15	13	15	
12	11	13	8	7	2	3	1	1	13	13	15	15	
13	7	12	5	14	1	5	1	4	14	14	15	12	
14	3	15	8	10	5	5	1	3	14	15	14	14	
15	4	15	6	6	3	2	1	0	7	15	15	11	
16	6	15	7	6	3	2	2	2	5	12	8	12	
17	7	7	7	7	3	2	2	1	1	11	7	15	
18	5	7	10	10	7	3	2	3	3	10	13	15	
19	4	2	5	4	5	5	2	1	4	9	6	10	
20	3	4	5	3	7	5	5	3	4	9	9	15	
21	3	15	9	6	4	3	4	1	2	13	6	13	
22	6	15	10	5	5	2	4	1	3	12	11	10	
23	2	11	15	3	7	1	2	10	1	15	11	15	
24	5	9	11	3	6	0	1	1	5	14	15	15	
25	13	8	14	4	2	0	1	2	9	9	15	14	
26	9	10	12	6	3	0	4	1	13	11	11	15	
27	9	10	15	7	5	3	2	1	5	15	14	15	
28	8	9	13	12	5	3	1	2	7	12	12	8	
29	7	6	11	7	5	1	0		9	15	14	13	
30	6	4	10	7	3	1	0		6	13	15	15	
31	8	13		5		0	3		3		15		
<b>Total</b>	<b>218</b>	<b>288</b>	<b>289</b>	<b>235</b>	<b>134</b>	<b>63</b>	<b>78</b>	<b>87</b>	<b>218</b>	<b>380</b>	<b>393</b>	<b>396</b>	<b>2779</b>
<b>Occ.</b>	<b>46.9%</b>	<b>61.9%</b>	<b>64.2%</b>	<b>50.5%</b>	<b>29.8%</b>	<b>13.5%</b>	<b>16.8%</b>	<b>20.7%</b>	<b>46.9%</b>	<b>84.4%</b>	<b>84.5%</b>	<b>88.0%</b>	<b>50.8%</b>
<b>Days at Capacity</b>	<b>1</b>	<b>6</b>	<b>4</b>						<b>1</b>	<b>11</b>	<b>11</b>	<b>15</b>	<b>49</b>
<b>As %</b>	3.2%	19.4%	13.3%						3.2%	36.7%	35.5%	50.0%	13.4%
<b>Days With No Bookings</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8</b>

**Table A2.2: Starview Campsite – Caravan Site Bookings by Date, 2023-24, showing Number of Days at Capacity (Green) and Number of Days with No Bookings**

Day	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
1	9	10	9	7	8	6	4	5	2	11	11	11	
2	13	15	15	5	5	4	3	5	1	12	13	13	
3	8	11	9	9	6	2	2	4	3	14	13	14	
4	12	10	10	13	7	1	1	2	8	14	15	6	
5	12	10	12	14	6	0	4	3	4	9	14	10	
6	14	7	13	13	4	2	4	3	1	11	11	14	
7	15	9	14	7	2	0	2	3	3	15	7	14	
8	14	8	13	4	4	0	5	2	1	15	12	13	
9	10	11	14	10	4	1	3	4	3	13	15	15	
10	7	11	15	10	1	1	2	4	5	13	15	15	
11	14	6	14	7	4	2	5	3	0	8	11	11	
12	15	15	11	9	1	3	3	1	3	4	11	13	
13	10	15	6	11	2	0	1	0	2	2	11	11	
14	8	15	11	10	3	1	2	3	1	6	11	11	
15	8	15	12	15	7	1	3	6	6	15	10	8	
16	6	13	7	15	6	6	4	6	8	15	8	11	
17	11	11	9	5	3	2	2	2	11	15	14	9	
18	8	9	10	5	4	2	3	4	13	7	14	15	
19	9	9	9	7	7	2	2	2	13	15	15	15	
20	7	13	9	6	7	0	1	3	8	10	9	8	
21	5	15	13	3	4	0	0	2	4	10	5	8	
22	6	14	11	5	2	0	3	3	5	15	7	6	
23	7	10	15	3	0	0	3	3	5	13	12	11	
24	9	15	15	7	1	0	2	4	8	15	10	14	
25	13	9	15	8	3	0	2	4	9	13	14	7	
26	12	11	15	1	5	0	0	3	10	13	15	11	
27	15	12	15	6	2	5	0	2	9	12	12	12	
28	10	15	14	5	3	5	3	1	7	8	6	12	
29	10	15	5	9	6	8	2	2	14	15	10	11	
30	14	10	4	9	6	6	2		15	15	12	11	
31	8	13		9		4	2		15		15		
<b>Total</b>	<b>319</b>	<b>362</b>	<b>344</b>	<b>247</b>	<b>123</b>	<b>64</b>	<b>75</b>	<b>89</b>	<b>197</b>	<b>353</b>	<b>358</b>	<b>340</b>	<b>2871</b>
<b>Occ.</b>	<b>68.6%</b>	<b>77.8%</b>	<b>76.4%</b>	<b>53.1%</b>	<b>27.3%</b>	<b>13.8%</b>	<b>16.1%</b>	<b>20.5%</b>	<b>42.4%</b>	<b>78.4%</b>	<b>77.0%</b>	<b>75.6%</b>	<b>52.3%</b>
<b>Days at Capacity</b>	<b>3</b>	<b>9</b>	<b>7</b>	<b>2</b>					<b>2</b>	<b>9</b>	<b>6</b>	<b>4</b>	<b>42</b>
<b>As %</b>	9.7%	29.0%	23.3%	6.5%					6.5%	30.0%	19.4%	13.3%	11.5%
<b>Days With No Bookings</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>11</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15</b>

**Table A2.3: Starview Campsite – Caravan Site Bookings by Date, 2024-25 (year to date) showing Number of Days at Capacity (Green) and Number of Days with No Bookings**

Day	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
1	11	9	11	14	4	0							
2	9	7	8	14	4	0							
3	10	5	10	11	5	1							
4	12	6	6	8	2	3							
5	13	11	15	7	4	0							
6	13	10	14	8	2	0							
7	10	12	11	10	6	2							
8	15	12	10	13	3	2							
9	15	12	5	9	2	1							
10	14	15	10	12	4	1							
11	15	14	8	10	1	2							
12	10	15	12	5	7	0							
13	14	15	5	2	4	2							
14	11	14	3	7	8	1							
15	5	6	4	4	5	0							
16	6	8	2	6	0	0							
17	6	10	4	1	1	0							
18	6	15	4	4	3	2							
19	4	15	6	7	2	0							
20	4	13	8	11	2	3							
21	2	14	10	7	0	2							
22	8	14	10	4	2	0							
23	12	12	12	4	1	0							
24	15	15	15	5	2	0							
25	10	9	7	3	0	0							
26	5	11	15	6	2	0							
27	5	6	15	5	2	6							
28	7	9	11	2	2	7							
29	7	9	13	4	0	3							
30	8	5	15	0	0	2							
31	7	6		3		3							
<b>Total</b>	<b>289</b>	<b>334</b>	<b>279</b>	<b>206</b>	<b>80</b>	<b>43</b>							
<b>Occ.</b>	<b>62.2%</b>	<b>71.8%</b>	<b>62.0%</b>	<b>44.3%</b>	<b>17.8%</b>								
<b>Days at Capacity</b>	<b>4</b>	<b>6</b>	<b>5</b>										
<b>As %</b>	<b>12.9%</b>	<b>19.4%</b>	<b>16.7%</b>										
<b>Days With No Bookings</b>				<b>1</b>	<b>5</b>	<b>14</b>							

**Table A2.4: Starview Campsite – Camping Ground (Tent) Bookings - Summary**

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
<b>Site Occupancy</b>													
2022-23	11.7%	7.7%	17.9%	6.9%	5.4%	6.0%	10.9%	4.9%	12.5%	22.5%	16.1%	28.8%	12.6%
2023-24	19.8%	16.9%	17.9%	13.7%	7.9%	6.0%	11.3%	12.1%	16.9%	11.7%	15.3%	13.8%	13.6%
2024-25	18.5%	11.3%	14.2%	8.9%	5.4%	7.3%							
<b>No. Nights – No Bookings</b>													
2022-23	16	18	3	19	19	21	16	19	19	9	10	6	<b>175</b>
2023-24	6	6	10	13	16	21	12	9	13	12	6	9	<b>133</b>
2024-25	9	11	11	17	19	19							

**Table A2.5: Number of Bookings for Camping (Tents), 2022-23**

No. Tent Bookings per Night	0	1	2	3	4	5	6	7	8
July	16	7	5	1	1	1			
August	18	9	2	2					
September	3	19	6			1		1	
October	19	7	5						
November	19	9	2						
December	21	6	3	1					
January	16	8	3	3	1				
February	19	7	2						
March	19	1	6	4		1			
April	9	5	7	4	3	1	1		
May	10	11	7		1	1	1		
June	6	9	6	3	1		1	3	1
<b>TOTAL</b>	<b>175</b>	<b>98</b>	<b>54</b>	<b>18</b>	<b>7</b>	<b>5</b>	<b>3</b>	<b>4</b>	<b>1</b>
<b>As % of Total</b>	47.9%	26.8%	14.8%	4.9%	1.9%	1.4%	0.8%	1.1%	0.3%

**Table A2.6: Number of Bookings for Camping (Tents), 2023-24**

No. Tent Bookings per Night	0	1	2	3	4	5	6	7	8
July	6	9	12	2	1		1		
August	6	16	5	1	2	1			
September	10	6	10	1	2		1		
October	13	7	7	3	1				
November	16	9	5						
December	21	8	2						
January	12	13	5			1			
February	9	14	4	2					
March	13	6	6	1	4	1			
April	12	13	2	1	2				
May	6	14	9	2					
June	9	13	4	4					
<b>TOTAL</b>	<b>133</b>	<b>128</b>	<b>71</b>	<b>17</b>	<b>12</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>0</b>
<b>As % of Total</b>	36.4%	35.1%	19.5%	4.7%	3.3%	0.8%	0.5%	0.0%	0.0%

**Table A2.7: Number of Bookings for Camping (Tents), 2024-25 (year-to-date)**

No. Tent Bookings per Night	0	1	2	3	4	5	6	7	8
July	9	8	7	4	3				
August	11	13	6	1					
September	11	8	7	4					
October	17	8	5		1				
November	19	9	2						
December	18	7	4	1					



Table A2.8: Starview Campsite (Caravan Sites + Camping) – Key Metrics 2022-23

Month	Bookings	Site Nights	Av. Stay (nights)	Length of Stay (Nights)						Takings	Takings / Occupied Site
				1	2	3	4	5	6		
July	167	253	1.51	105	44	13	4	1		\$ 5,180	\$ 20.47
August	202	309	1.53	122	62	12	3	3		\$ 5,685	\$ 18.40
September	200	320	1.60	119	53	18	9	1		\$ 6,120	\$ 19.13
October	174	252	1.45	118	41	9	5	1		\$ 4,950	\$ 19.64
November	102	146	1.43	71	22	7		2		\$ 2,505	\$ 17.16
December	64	80	1.25	51	12			1		\$ 1,475	\$ 18.44
January	82	104	1.27	65	13	3	1			\$ 2,075	\$ 19.95
February	60	89	1.48	44	12	1	1	1	1	\$ 1,585	\$ 17.81
March	168	252	1.50	112	36	15	2	3		\$ 4,475	\$ 17.76
April	266	439	1.65	141	92	21	9	3		\$ 9,035	\$ 20.58
May	239	435	1.82	113	77	33	11	5		\$ 8,395	\$ 19.30
June	267	470	1.76	136	86	26	11	8		\$ 9,895	\$ 21.05
<b>TOTAL</b>	<b>1991</b>	<b>3149</b>	<b>1.58</b>	<b>1197</b>	<b>550</b>	<b>158</b>	<b>56</b>	<b>29</b>	<b>1</b>	<b>\$ 61,375</b>	<b>\$ 19.49</b>
As %				60.1%	27.6%	7.9%	2.8%	1.5%	0.1%		

Month	Visitor Mix			Visitors / Booking	Composition of Travel Party				Visitor Nights	Av. No. Visitors / Site Night	Bookings Taken by VIC	
	Adults	Child / Infant	Total		Solo Travellers	Adult Couple	3+ Adults	Adult/s + Children			No.	% of bookings
July	316	56	372	2.23	17	120	2	28	562	2.22	11	6.6%
August	366	8	374	1.85	42	152	2	6	577	1.87	17	8.4%
September	351	49	400	2.00	46	130	1	23	651	2.03	16	8.0%
October	322	36	358	2.06	35	125	3	11	534	2.12	24	13.8%
November	175	4	179	1.75	31	64	1	6	254	1.74	10	9.8%
December	111	17	128	2.00	18	36		10	159	1.99	5	7.8%
January	153	21	174	2.12	22	46	5	9	153	1.47	11	13.4%
February	107	6	113	1.88	13	45		2	226	2.54	5	8.3%
March	287	24	311	1.85	46	112		10	477	1.89	16	9.5%
April	519	66	585	2.20	33	190	11	32	960	2.19	29	10.9%
May	452	29	481	2.01	39	182	8	10	870	2.00	25	10.5%
June	509	85	594	2.22	37	188	7	35	1096	2.33	30	11.2%
<b>TOTAL</b>	<b>3668</b>	<b>401</b>	<b>4069</b>	<b>2.04</b>	<b>379</b>	<b>1390</b>	<b>40</b>	<b>182</b>	<b>6519</b>	<b>2.07</b>	<b>199</b>	<b>10.0%</b>
As %	90.1%	9.9%			19.0%	69.8%	2.0%	9.1%				

**Table A2.10: Starview Campsite (Caravan Sites + Camping) – Key Metrics 2023-24**

Month	Bookings	Site Nights	Av. Stay (nights)	Length of Stay (Nights)						Takings	Takings / Occupied Site
				1	2	3	4	5	6		
July	223	365	1.64	131	59	22	6	4	1	\$ 7,515	\$ 20.59
August	254	399	1.57	151	70	26	5	2		\$ 8,330	\$ 20.88
September	235	386	1.64	130	72	22	9	2		\$ 9,072	\$ 23.50
October	184	281	1.53	114	50	15	4	1		\$ 6,495	\$ 23.11
November	95	145	1.53	60	24	8	2	1		\$ 3,229	\$ 22.27
December	49	64	1.31	35	13	1				\$ 1,497	\$ 23.39
January	87	105	1.21	73	11	2	1			\$ 2,466	\$ 23.49
February	71	118	1.66	38	26	3	1	3		\$ 2,036	\$ 17.25
March	153	247	1.61	94	40	8	6	5		\$ 5,324	\$ 21.55
April	218	379	1.74	111	67	31	4	5		\$ 8,328	\$ 21.97
May	235	399	1.70	132	65	23	7	8		\$ 8,608	\$ 21.57
June	211	370	1.75	115	56	24	9	7		\$ 8,556	\$ 23.12
<b>TOTAL</b>	<b>2015</b>	<b>3258</b>	<b>1.62</b>	<b>1184</b>	<b>553</b>	<b>185</b>	<b>54</b>	<b>38</b>	<b>1</b>	<b>\$ 71,456</b>	<b>\$ 21.93</b>
As %				59.5%	27.8%	9.3%	2.7%	1.9%	0.1%		

Month	Visitor Mix			Visitors / Booking	Composition of Travel Party				Visitor Nights	Av. No. Visitors / Site Night	Bookings Taken by VIC	
	Adults	Child / Infant	Total		Solo Travellers	Adult Couple	3+ Adults	Adult/s + Children			No.	% of bookings
July	412	57	469	2.10	33	153	3	34	751	2.06	23	10.3%
August	467	17	484	1.91	53	183	9	9	756	1.89	27	10.6%
September	423	95	518	2.20	46	145	1	43	864	2.24	18	7.7%
October	344	74	418	2.27	31	129	2	22	606	2.16	20	10.9%
November	172	10	182	1.92	17	72		6	281	1.94	8	8.4%
December	89	14	103	2.10	11	27	2	9	136	2.13	1	2.0%
January	161	17	178	2.05	22	52	4	9	220	2.10	7	8.0%
February	104	5	109	1.54	38	31		2	173	1.47	8	11.3%
March	272	33	305	1.99	32	101	2	18	479	1.94	20	13.1%
April	388	33	421	1.93	20	146	2	50	742	1.96	30	13.8%
May	421	31	452	1.92	55	166	4	10	742	1.86	52	22.1%
June	389	60	449	2.13	38	148	2	23	777	2.10	43	20.4%
<b>TOTAL</b>	<b>3642</b>	<b>446</b>	<b>4088</b>	<b>2.03</b>	<b>396</b>	<b>1353</b>	<b>31</b>	<b>235</b>	<b>6527</b>	<b>2.00</b>	<b>257</b>	<b>12.8%</b>
As %	89.1%	10.9%			19.7%	67.1%	1.5%	11.7%				

**Table A2.11: Starview Campsite - Booking Lead Times – Number of Bookings - 2023-24**

	Same Day	Day Before	2 days	3 days	4-7 days	8-14 days	15-28 days	1-3 months	4-6 months	6-8 months	8-12 months	Total Bookings
July	94	50	14	11	15	10	9	16	3			222
August	80	36	11	14	8	12	6	30	21	20	16	254
September	82	44	18	8	16	29	21	13	3		1	235
October	90	25	15	8	7	12	10	5	10		2	184
November	67	8	4	3	5	3	3	1	1			95
December	28	5			2	1	6	5	1	1		49
January	58	7	2	3	4	2	3	6	2			87
February	47	12	1		3	2	5	1				71
March	77	23	10	3	11	6	12	7	3	1		153
April	90	46	15	5	14	10	11	19	2	5	1	218
May	91	50	15	12	15	18	13	19	2			235
June	91	40	12	7	13	17	13	12	5		1	211
<b>TOTAL</b>	<b>895</b>	<b>346</b>	<b>117</b>	<b>74</b>	<b>113</b>	<b>122</b>	<b>112</b>	<b>134</b>	<b>53</b>	<b>27</b>	<b>21</b>	<b>2014</b>

**Table A2.12: Starview Campsite - Booking Lead Times – % of Bookings - 2023-24**

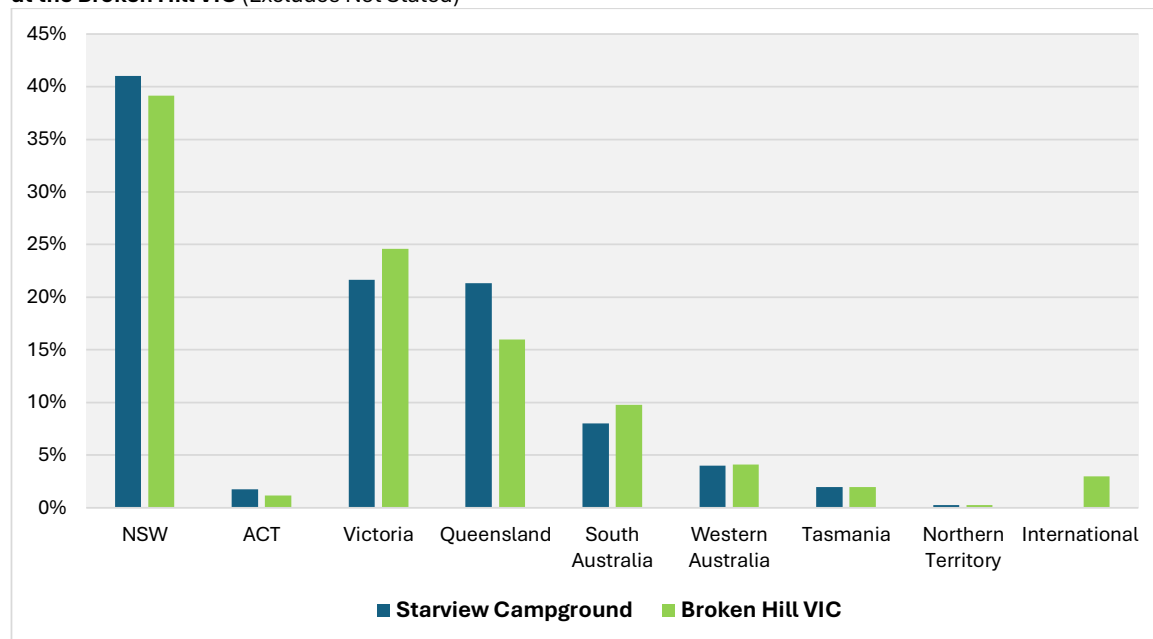
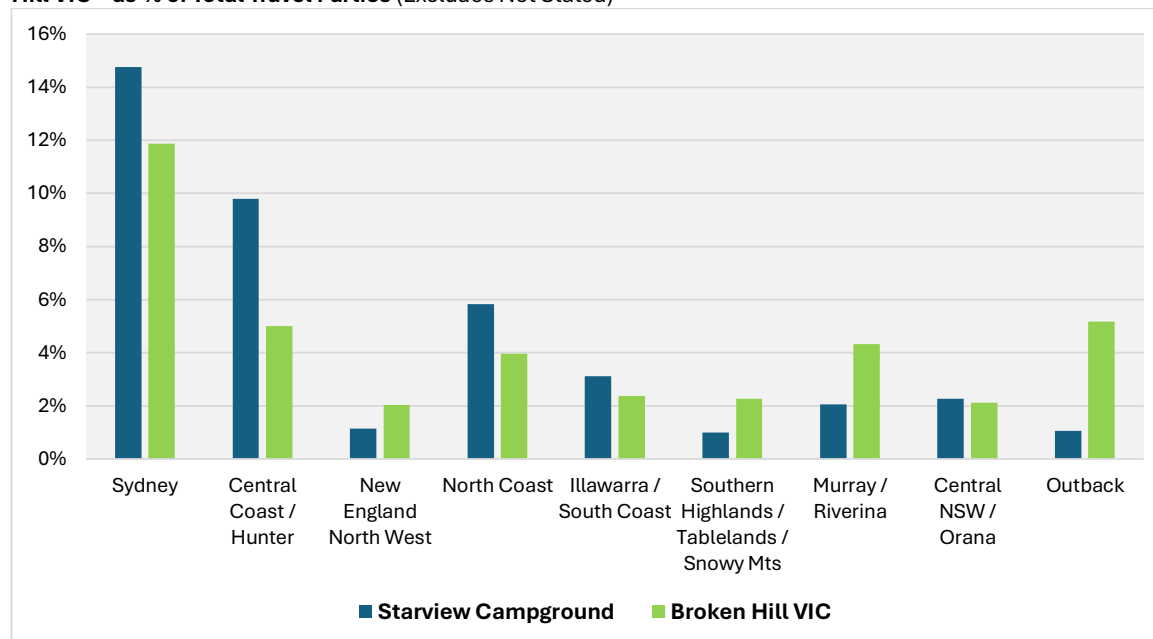
	Same Day	Day Before	2 days	3 days	4-7 days	8-14 days	15-28 days	1-3 months	4-6 months	6-8 months	8-12 months	Total Bookings
July	42.3%	22.5%	6.3%	5.0%	6.8%	4.5%	4.1%	7.2%	1.4%	0.0%	0.0%	
August	31.5%	14.2%	4.3%	5.5%	3.1%	4.7%	2.4%	11.8%	8.3%	7.9%	6.3%	
September	34.9%	18.7%	7.7%	3.4%	6.8%	12.3%	8.9%	5.5%	1.3%	0.0%	0.4%	
October	48.9%	13.6%	8.2%	4.3%	3.8%	6.5%	5.4%	2.7%	5.4%	0.0%	1.1%	
November	70.5%	8.4%	4.2%	3.2%	5.3%	3.2%	3.2%	1.1%	1.1%	0.0%	0.0%	
December	57.1%	10.2%	0.0%	0.0%	4.1%	2.0%	12.2%	10.2%	2.0%	2.0%	0.0%	
January	66.7%	8.0%	2.3%	3.4%	4.6%	2.3%	3.4%	6.9%	2.3%	0.0%	0.0%	
February	66.2%	16.9%	1.4%	0.0%	4.2%	2.8%	7.0%	1.4%	0.0%	0.0%	0.0%	
March	50.3%	15.0%	6.5%	2.0%	7.2%	3.9%	7.8%	4.6%	2.0%	0.7%	0.0%	
April	41.3%	21.1%	6.9%	2.3%	6.4%	4.6%	5.0%	8.7%	0.9%	2.3%	0.5%	
May	38.7%	21.3%	6.4%	5.1%	6.4%	7.7%	5.5%	8.1%	0.9%	0.0%	0.0%	
June	43.1%	19.0%	5.7%	3.3%	6.2%	8.1%	6.2%	5.7%	2.4%	0.0%	0.5%	
<b>TOTAL</b>	<b>44.4%</b>	<b>17.2%</b>	<b>5.8%</b>	<b>3.7%</b>	<b>5.6%</b>	<b>6.1%</b>	<b>5.6%</b>	<b>6.7%</b>	<b>2.6%</b>	<b>1.3%</b>	<b>1.0%</b>	<b>100.0%</b>

**Table A2.13: Place of Residence of Person Booking the Starview Campsite, 2023-24**

Region	No. Persons	As % of Total
Sydney	294	13.7%
Central Coast / Hunter	195	9.1%
New England North West	23	1.1%
North Coast	116	5.4%
Illawarra / South Coast	62	2.9%
Southern Highlands / Tablelands / Snowy Mts	20	0.9%
Murray / Riverina	41	1.9%
Central NSW / Orana	45	2.1%
Outback	21	1.0%
<b>Total NSW</b>	<b>817</b>	<b>38.0%</b>
Melbourne	233	10.8%
Regional Victoria	198	9.2%
<b>Total Victoria</b>	<b>431</b>	<b>20.0%</b>
Brisbane	316	14.7%
Regional Queensland	109	5.1%
<b>Total Queensland</b>	<b>425</b>	<b>19.7%</b>
ACT	35	1.6%
South Australia	160	7.4%
Western Australia	80	3.7%
Tasmania	39	1.8%
Northern Territory	5	0.2%
Not Stated	160	7.4%
<b>Total</b>	<b>2152</b>	<b>100.0%</b>

**Table A2.14: Comparison of Place of Residence of Person Booking the Starview Campsite and Travel Parties at the Broken Hill VIC**

Region of Residence	Raw Data		Excludes Not Stated	
	Starview Campsite	Broken Hill VIC	Starview Campsite	Broken Hill VIC
Sydney	13.7%	11.9%	14.8%	11.9%
Central Coast / Hunter	9.1%	5.0%	9.8%	5.0%
New England North West	1.1%	2.0%	1.2%	2.0%
North Coast	5.4%	4.0%	5.8%	4.0%
Illawarra / South Coast	2.9%	2.4%	3.1%	2.4%
Southern Highlands / Tablelands / Snowy Mts	0.9%	2.3%	1.0%	2.3%
Murray / Riverina	1.9%	4.3%	2.1%	4.3%
Central NSW / Orana	2.1%	2.1%	2.3%	2.1%
Outback	1.0%	5.2%	1.1%	5.2%
<b>Total NSW</b>	<b>38.0%</b>	<b>34.9%</b>	<b>41.0%</b>	<b>39.2%</b>
Victoria	20.0%	21.9%	1.8%	1.2%
Queensland	19.7%	14.2%	21.6%	24.6%
ACT	1.6%	1.0%	21.3%	16.0%
South Australia	7.4%	8.7%	8.0%	9.8%
Western Australia	3.7%	3.6%	4.0%	4.1%
Tasmania	1.8%	1.8%	2.0%	2.0%
Northern Territory	0.2%	0.2%	0.3%	0.3%
International		2.7%		3.0%
Not Stated	7.4%	13.5%		
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

**Figure A2.1: Comparison of Place of Residence of Person Booking the Starview Campsite and Travel Parties at the Broken Hill VIC (Excludes Not Stated)****Figure A2.2: Comparison of Place of Residence – Travel Parties from NSW – Starview Campsite and Broken Hill VIC – as % of Total Travel Parties (Excludes Not Stated)**





BROKEN HILL CITY COUNCIL  
ACKNOWLEDGES THE TRADITIONAL  
OWNERS OF THE LAND UPON WHICH THE  
LIVING RESERVE RESERVE LIES, THE LAND  
OF THE WILYAKALI PEOPLE AND PAY OUR  
RESPECTS TO THEIR ELDERS; PAST, PRESENT  
AND EMERGING.

**Living Desert Strategic Masterplan**

Prepared by  
Environmental Partnership NSW Pty Ltd  
Suite 301 22-36 Mountain St Ultmo NSW 2007

Issue 16th May 2025  
Approved Adam Hunter

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# Summary

## 1 What is the Living Desert

The Living Desert site is a 2400 Ha State Reserve site, 12km from Broken Hill township, and managed by Broken Hill Council. The site falls within lands subject to the Native Title determination of 2015 for non-exclusive access and use of the Barkandji Native Title Group Aboriginal Corporation. The site is a significant place to the Wiliyakali people of Broken Hill, who are part of the broader Barkandji group.

The Living Desert Reserve was established in 1997 as a place to conserve and appreciate the “physical environment, ecosystems and fauna and flora” of Broken Hill (Living Desert State Reserve REF 1997).

The REF noted that the reserve was specifically intended to:

- contribute to conservation through establishment of a captive breeding program for endangered species from the region.
- provide environmental educational resources.
- motivate additional overnight stays in Broken Hill.
- provide enhanced opportunities for employment, education and training

The Living Desert’s most recognisable public aspect however is arguably the “Sculpture Hill”. On top of the highest hill inside the reserve are 12 sandstone sculptures, created by the Broken Hill Symposium in 1993 comprising a group of artists from over the world. The sculptures are now one of the top attractions in Outback NSW and seen as a visual representation of Broken Hill’s unique marriage of art & nature.

## 2 Purpose of this strategic master plan

Council’s objectives for the masterplan are to:

- Maintain the authenticity of the Living Desert and achieve a balance between the natural world and the man-made environment.
- Identify required upgrades to the site to achieve accessibility and increase visitation by visitors and the community
- Identify commercial opportunities

## 3 Values of the Living desert

Values are the qualities of a place that we appreciate and that we wish to protect and enhance. Values for the Living Desert were identified through consultation with a range of stakeholders and site and background review and analysis. Values are outlined in detail in section 4.3, and include the following:

- Habitat (flora and fauna - including the landform geology and hydrology factors that sustain them)
- Heritage (First Nations and historical connections)
- Views and visual experiences (as the highest point in Broken Hill - views over Country)
- Arts and culture (a place of cultural expression that is strongly identified with Broken Hill)

A common thread across these values is the immersive experience the Living Desert provides for visitors - in that they can experience the desert landscape 20 minutes from Broken Hill. All planning and management of facilities must look to maintain the immersive experience of the natural environment as the core quality.

## 4 Guiding principles

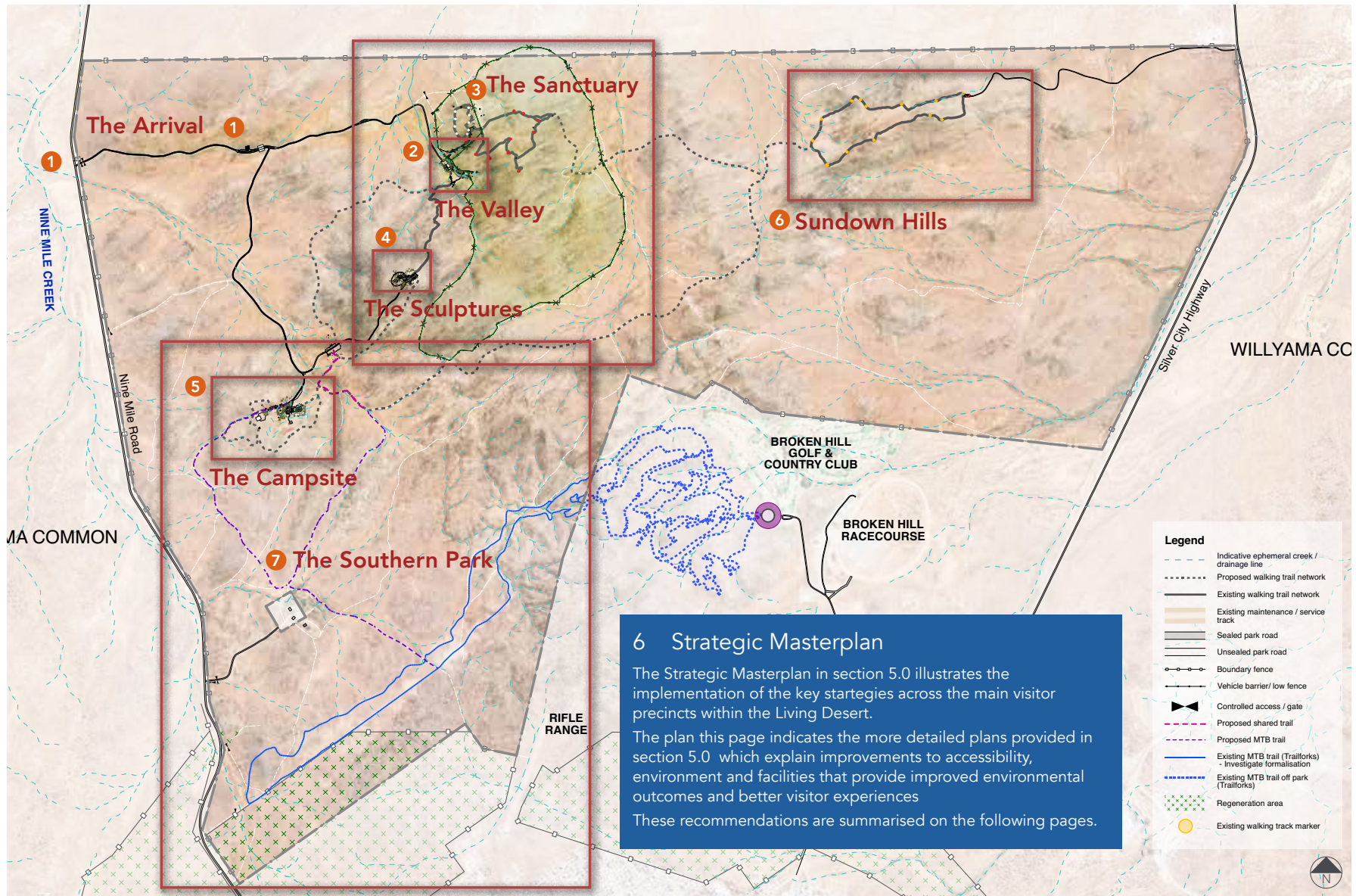
Principles provide the foundation for planning and management decision making both for addressing challenges and opportunities as outlined in this masterplan and for future issues that may arise. The guiding principles for the Living desert are outlined in section 4.1, and are detailed under the themes of:

- **Connecting with Country**
- **Environment**
- **Culture**
- **Tourism / Recreation, and**
- **Sustainability**

## 5 Key strategies

Key recommendations are described and illustrated in sections 4.2-4.6 in a series of proposals under the following strategies. See also the following page for highlights.

- **Connecting with Country** (managing the environment collaboratively and telling the story of Country).
- **Conserving the qualities of the Living Desert**
- **Understanding the Living Desert** (helping visitors understand the place, including approach to interpretation, Stories, Ways of sharing, and Key mediums for interpretation in the landscape).
- **Experiencing the Living Desert** (improving the place for locals and visitors including: proposals for enhancing Journey to the site and arrival, improving and expanding the range of activities available, and enhancing the quality of places within the Living Desert).
- **Managing the Living Desert** (key recommendations for ongoing management of the Living desert).



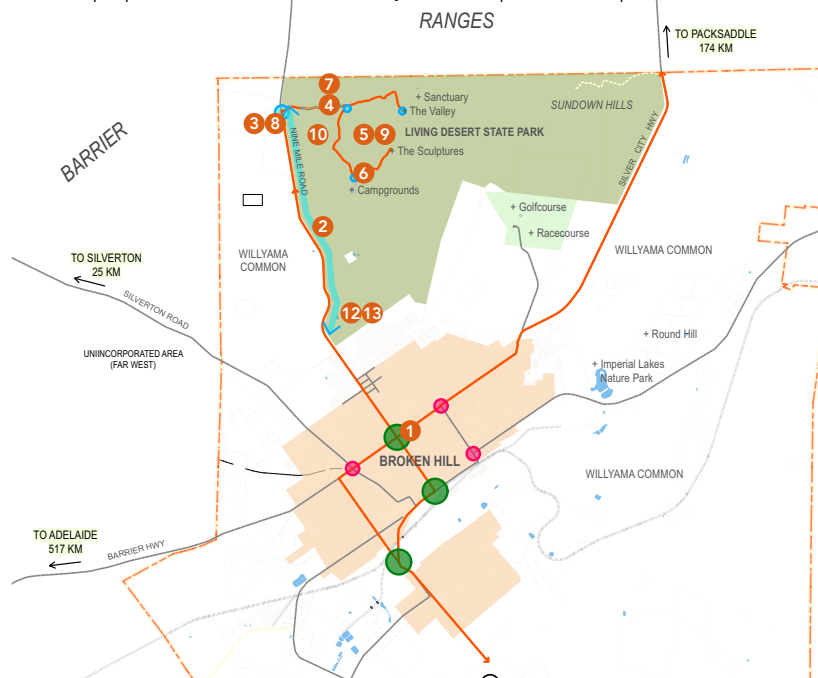


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## Journey and arrival

It is proposed to provide a more special journey and arrival experience. Using the long vehicular approach to reflect the sites identity as a natural and cultural place is a key opportunity and can integrate co-design with First Nations stakeholders to heighten the identity of the Living Desert as Wilyakali Country.

Other proposals seek to make the entry access experience simpler and more efficient.



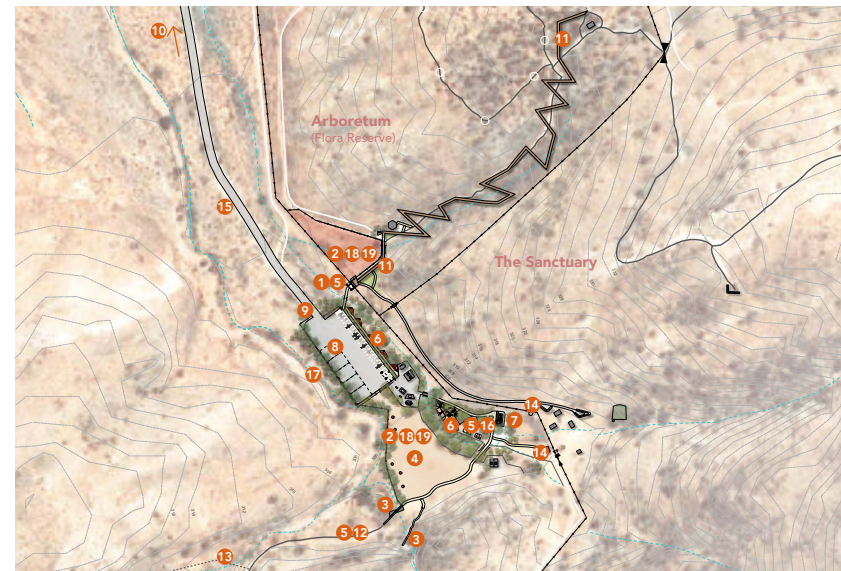
- |   |  |
|---|--|
| 1. Improved wayfinding in town                            | 8. Upgrade entry gates                         |
| 2. Approach identity artwork markers                      | 9. Improve intersection traffic and wayfinding |
| 3. Entry statement to the Living Desert                   | 10. Revegetate road edges                      |
| 4. Upgraded access management / entry pay node            | 11. stabilise drainage                         |
| 5. Enhance directional and wayfinding                     | 12. Protect heritage                           |
| 6. Enhance directional and wayfinding                     | 13. First Nations co-design                    |
| 7. Potential for Office and ranger accommodation at entry |  |

6

## The Valley

It is proposed to enhance the appearance and resilience of the Valley and improve accessibility to the key Living Desert Attractions accessed from it.

First nations cultural heritage such as rock engravings, camp ovens and drinking holes (Gnamma) must be appropriate protected, conserved and interpreted in collaboration with First Nations advisors. Other recommendations optimise the usage of existing features and to make visiting the area a pleasant and interesting experience for families.

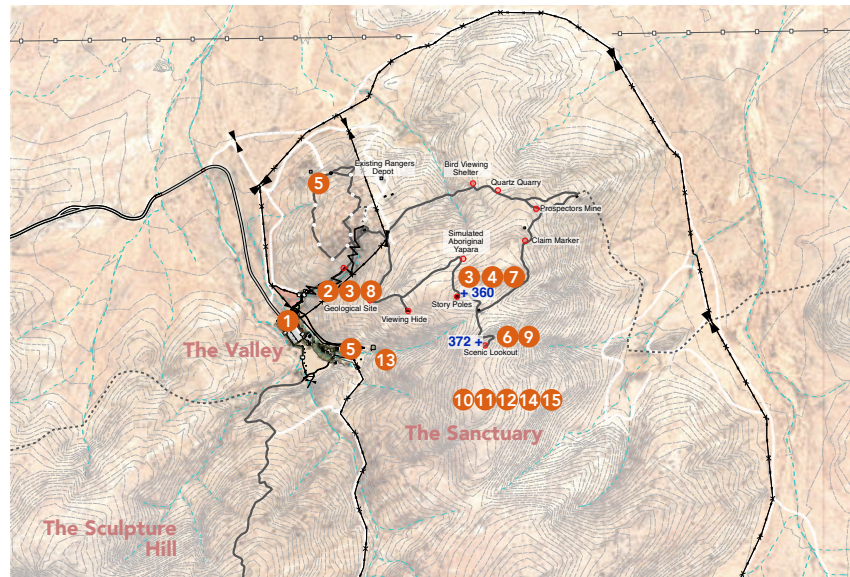


- |   |   |
|---|---|
| 1. Improve entry experience to Sanctuary                                | 9. Improve arrival point identity                     |
| 2. Improve protection and interpretation of archaeology                 | 10. Review and improve entry road access geometry     |
| 3. Improve access to rock engraving / provide alternative viewing point | 11. Proposed accessible boardwalk link                |
| 4. Review event usage in precinct for compatibility with heritage       | 12. Existing walking track to Sculpture Hill          |
| 5. Additional shade in picnic area and at trackheads                    | 13. Potential recreational walk to connect Campground |
| 6. Provide nature play zone   | 14. Potential accessible wildlife viewing area        |
| 7. Future facility upgrades and additions ie toilets                    | 15. Revegetation to enhance entry road corridor       |
| 8. Potential overflow camping in carpark for RV's                       | 16. Additional shade tree planting                    |
|   | 17. Investigate stabilisation of eroding creek banks  |

May 2025

## The Arboretum and Sanctuary

It is proposed to consolidate the immersive experience provided by the Arboretum and Sanctuary by unifying track and related finishes to a suite of materials that complements the desert landscape. An accessible boardwalk and track link to the Arboretum will expand the accessibility of facilities accessed from the Valley, while improvements to interpretation and investigation of further art opportunities within the landscape area proposed.



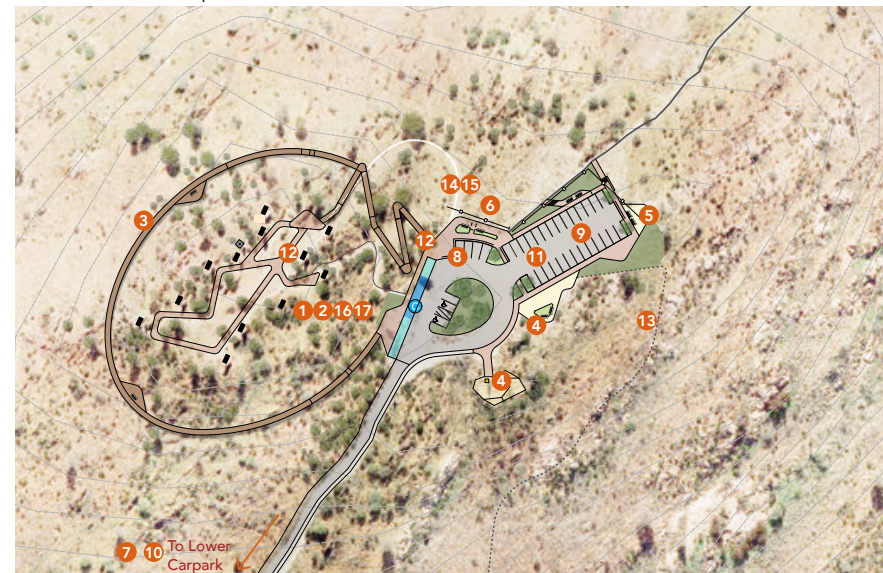
1. Improve entry experience to Sanctuary
2. Improve accessibility by upgrading movement routes
3. Unify finishes materials and facilities
4. Improve interpretation integrating technology where feasible
5. Enhance bird and fauna watching experiences
6. Provide upgraded viewing infrastructure
7. Potential to expand art influence in Sanctuary
8. Provide an accessible walkway to top of Arboretum
9. Improve safety and character of access to viewing point
10. Review preferred approach to management of the Sanctuary
11. Develop long term animal management plan
12. Consider involvement in breeding programs
13. Consider potential Bilby enclosure in the long term
14. Protect First Nations environmental and cultural qualities
15. Potential First Nations involvement in flora and fauna programs

ep environmental partnership collaborative team

## The Sculpture Hill

It is proposed to explore the potential to create a new iconic experience that provides a reason for visiting the site beyond (but complementing) the sculptures. The proposed Sky walk or Star Walk which accessibly showcases the landform geology and flora of the Living Desert and provides unique vantage points to the special views available from Broken Hills highest point.

It is also proposed to formalised the hilltop parking area and provide an accessible walking link from the Campsite.



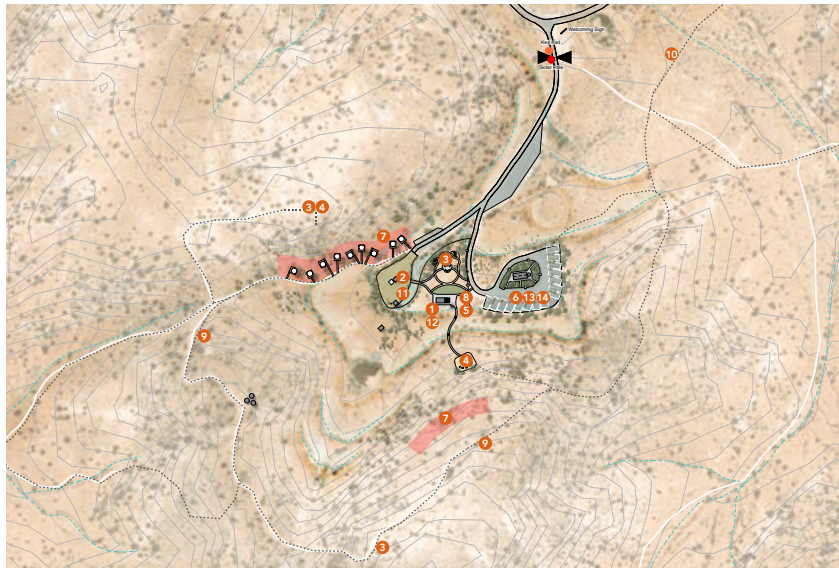
1. Develop "Living Desert Arts and Cultural Management Plan"
2. Conserve and enhance experience of natural environment
3. Investigate, plan and implement new viewing experience ("Sky or Star walk")
4. Southern edge with views Broken Hill
5. North east edge with views to Sanctuary
6. Northern edge / Sanctuary Walk with views to Stephens Creek
7. Consider potential for toilet (lower carpark)
8. Potential pop up coffee / food cart
9. Formalise parking area
10. Lower carpark - event use / overflow
11. Harden car park surface
12. Provide an accessible connection to sculptures
13. Potential accessible walking route from Campground
14. Manage feral animals
15. Revegetation where appropriate
16. Protect First Nations environmental and cultural qualities
17. Integrate First Nations creative influences into planning and design



## The Campsite

It is proposed to enhance the existing core roles of the campsite through improving accessibility, shade and facilities.

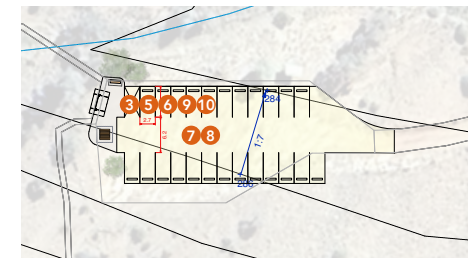
It also identifies a series of opportunities related to expanding the range of available walking trails, overflow RV camping provision and potential for temporary peak season Glamping tents in the future



1. Provide 2 additional toilets
2. Consider extra shade at tent site
3. Specialist starview seating to be expanded and enhanced
4. Enhance sunset / sunrise viewing area
5. Unify finishes materials and facilities
6. The RV sites - potential overflow RV use at picnic ground carpark
7. Potential temporary Glamping tents/ cabins
8. Improve accessibility - hard surfaced path
9. Expand walking loops from the camp ground
10. Provide walking route to Sculpture Hill
11. Plan and implement additional shade tree planting
12. Investigate grey water treatment
13. Protect First Nations environmental and cultural qualities
14. Integrate First Nations creative influences (through co-design) into planning and design of new elements

## Sundown Hills

It is proposed to improve the carpark and trail head at the start of the Sundown Hills track recognising its popularity as a walking destination for locals and some visitors. Enhancement of wayfinding and interpretation mediums to the track loop is proposed along with long term potential to connect to a longer network of trails potentially linking to the Sanctuary and to The Campground.



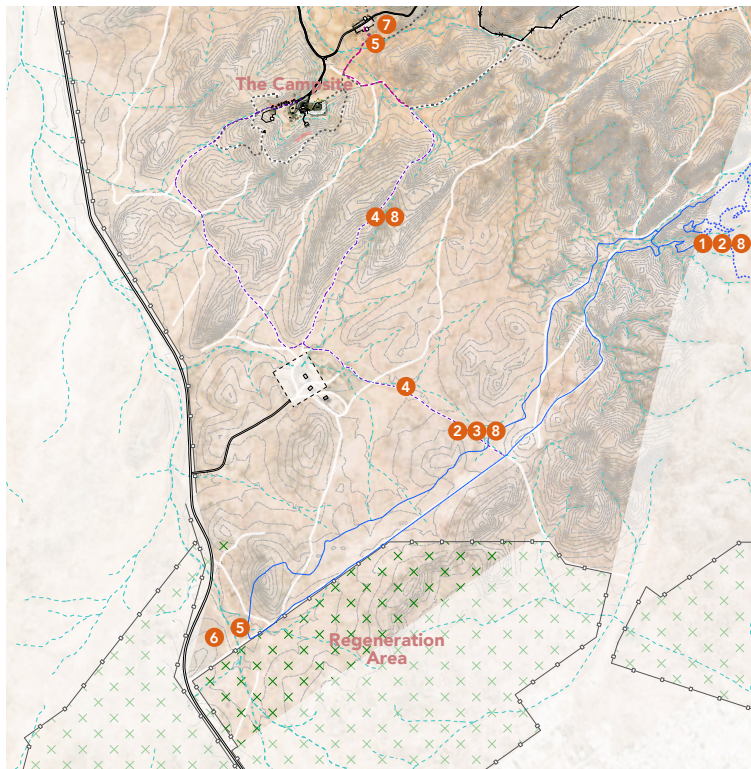
1. Improve identity and wayfinding
2. Upgrade walking wayfinding
3. Provide interpretive mediums
4. Investigate ways to manage access to pay for use areas eg key pass access
5. Track head with maps and interpretation
6. Unify finishes materials and facilities
7. Potential to upgrade carpark
8. Shade tree planting around track head
9. Protect First Nations environmental and cultural qualities
10. Integrate First Nations creative influences (through co-design) into planning and design of new elements



## The southern park

The southern parklands are constrained in their potential for major visitation use due to the presence of a private allotment and more lower lying topography.

It is proposed to explore potential to integrate with existing Mountain Bike (MTB) use happening to the south east near the Broken Hill Gold Course. Also it identifies the potential to accommodate necessary communications infrastructure to improve mobile phone and digital communications applications on the site.



1. Consult with Broken Hill MTB community - extend the existing network into south west of the Living Desert
2. Investigate potential for MTB activities
3. Potential MTB trail links in the Living Desert
4. Potential for an MTB connection through to Campground
5. Investigate ways to manage access to pay for use areas
6. Investigate potential for siting of required telecommunications infrastructure where impact on views can be managed
7. Provide access track and carpark off Nine Mile Road at south western corner of site
8. Plan and implement additional shade tree planting
9. Protect First Nations environmental and cultural qualities



Example experiences and activities for Living Desert generally

# 1.0 Introduction

## 1.1 Master plan process

The strategic masterplan has involved a series of key steps in its development to final draft stage, and for the process to follow as outlined below:

Inception meeting with Council

Review of background

Develop mapping base information

Site investigations

Strategic Masterplan Vision  
Vision  
Opportunities  
Principles

Develop masterplanning strategies

Develop masterplanning actions

Public Exhibition

Finalise strategic masterplan

## 1.2 Consultation

Consultation has formed an important part of the masterplan process. This has occurred in two key phases:

### 1 Information gathering phase

Undertaken in July 2024 (2nd - 4th July) this involved the following consultation:

- On site staff and key Council planning staff (meeting on site)
- Council stakeholders group (meeting at Council)
- Living Desert Volunteers group (meeting at Council)
- Broken Hill Arts Stakeholders (meeting on site)
- Council financial / operational staff (meeting at Council)
- Film Stakeholders (by email)
- Wilyakali Aboriginal Corporation (email liaison - note meeting in Broken Hill was planned but was not able to be attended by Wilyakali representatives)

These sessions are documented in detail in the consultation notes in the Appendix to this document, and have informed the Guiding Principles outlined in section 4.1.

There are several key factors that arose commonly across these sessions including:

- The First Nations connections to Country and related story of the area and Broken Hill more generally is not told effectively on the site - this is particularly relevant given the site is part of the area subject to the Barkandji Native Title determination of 2015
- The local First Nations community is not currently actively involved in planning and management of the

reserve which again is not desirable given the Barkandji Native Title determination of 2015

- The Living Desert is valued as a place of immersion in the desert landscape. Any facilities and other improvements should protect the sense of being in nature and ensure that facilities and finishes complement the natural setting
- The lack of effective telecommunications reception on site creates challenges for site management and safety and potentially limits the expansion of recreational access trails and contemporary interpretive mediums

### 2 Draft proposals phase

Undertaken in February 2025 this involved the following consultation:

- On site staff and key Council planning staff (online)
- Council stakeholders group (meeting at Council)
- Living Desert Volunteers group (meeting at Council)
- Wilyakali Aboriginal Corporation (meeting at Council)

### 1.3 Guiding documents

The following key reference documents were drawn on in the

**Plan of Management Crown Reserve** - Living Desert State Park, SLR Consulting, June 2024 - WORK IN PROGRESS

**2018 Living Desert Reserve Plan of Management**, Broken Hill Council

**Living Desert Service Review**, Morrison Low, March 2024

**Draft Operational, Management and Requirement Procedures - The Living Desert, the Flora and Fauna Sanctuary, Willyama Common and Regeneration Area**, BHC Jan 2021

**Living Desert Flora and Fauna Sanctuary Animal Management Plan**, Ozark Environmental & Heritage Management Pty Ltd, May 2017

**Living Desert Wildlife Sanctuary Review of Environmental Factors**, RW Corkery, June 2000

**Living Desert Wildlife Sanctuary**, Zoological Parks Board of NSW, February 2002

**Living Desert Brochure**, Broken Hill City Council





# 2.0 Place values

## Understanding values of the place

Values are the qualities that the First Nations community, general community and Council see as important about the Living Desert, and that are desired to be conserved and enhanced.

The Living Desert was established as a place to conserve and appreciate the “physical environment, ecosystems and fauna and flora” of Broken Hill (LDSR REF 1997). Additionally the REF guiding the establishment of the reserve in 1997 noted that the reserve was intended to:

- contribute to conservation through establishment of a captive breeding program for endangered species from the region.
- provide environmental educational resources.
- motivate additional overnight stays in Broken Hill.
- provide enhanced opportunities for employment, education and training.

These initial objectives have shaped the form and management of the reserve in the 37 years since its establishment, and underpin its current place values.

Figure 2.1 illustrates the five high level place value themes that were distilled from the consultation with stakeholders undertaken in July 2024. These themes overlap and interact within the all encompassing value of being on First Nations Country. The interaction of these values create the unique place that is the Living Desert

Figure X then describes under the five themes more detailed factors that help provide a basis for planning and management decision making in this master plan.

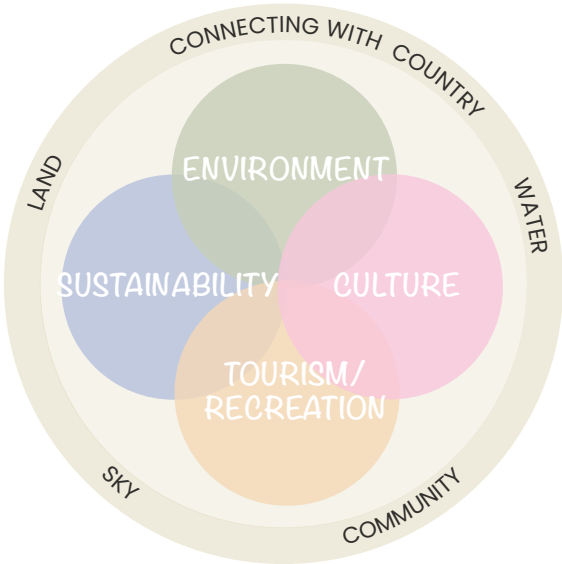


Figure 2.1: Overlapping and interrelated place values



CONNECTING WITH COUNTRY	ENVIRONMENT	CULTURE	TOURISM / RECREATION	SUSTAINABILITY
Land	Geology	First Nations	Desert landscape	Ecology
Water	Landform	History	Sky Country	Water
Sky	Hydrology	Heritage Conservation	Immersion / escape	Materials
Community	Night Sky	Art	Trails	Infrastructure
	Flora and Fauna	Community	Wildlife	Economic contribution
	Natural setting	Understanding	Camping	Livability of Broken Hill
	Conservation	Events	Enterprise / innovation	Financial sustainability
	Seasonality	Education	Proximity to town	Employment
	Views			Governance

Figure 2.2. Place values identified through consultation

## 2.1 Connecting with Country

On 16 June 2015, Native Title consent was given to the Barkandji Native Title Group Aboriginal Corporation RNTBC (NSD6084/1998). This includes the Living Desert Reserve which was determined to be a non-exclusive area.

This gives members of the Barkandji Traditional Owners the right to enter, take and use natural resources for personal, domestic, cultural, communal and purposes within the LDR. (2018 POM).

Today the Wilyakali people of Broken Hill are still the main Aboriginal group in Broken Hill, though there are a number of Aboriginal people that come from other language groups. Consultation with Wilyakali stakeholders has sought to articulate the values of the place to the First Nations people as outlined in 4.1 Master planning Strategies - "Connecting with Country".

That the Living desert lies on Wilyakali Country is a central value to be developed through this master plan and should permeate all planning and management decision making based on a strong collaborative management approach with the First Nations community.

### Archaeology

Within the LDR, evidence of Aboriginal occupation includes several rock engravings adjacent to the 'Rock Pool' area to the south of the Picnic Grounds (refer 3.1), remnant hearths from past campsites and tool making quarries.

The Living Desert Wildlife Sanctuary - Review of Environmental Factors (REF), June 2000 noted that 20 sites were identified within the 180ha of the sanctuary as areas of current or past use of the land by Aboriginal communities.

Sites comprised artefact scatters, quarries, fireplaces and quartz bi-polar cores.

With a study area covering only 7.5% of the overall reserve it can be expected that a much larger number of sites may be present over the full 2400ha reserve site.

A campsite complex of at least 7 fireplaces, located on the banks of the creek opposite the northern end of the Picnic Area Carpark, was assessed to be of high cultural significance and moderate to high research potential.

The REF noted that access to and management of these sites is a high priority for local First Nations community.

### Living culture

Living culture refers to cultural practices, representations, knowledge, and skills transmitted intergenerationally inside a cultural system, and the ongoing practise of those cultural activities by members of the current day community.

It is recommended that ongoing liaison and collaboration with First Nations Community is established that seeks to facilitate "on Country" activities by community and increase the level and quality of First Nations interpretation on site, including guided experiences.

Right: Camp Oven archaeological sites within The Valley with temporary protective measures. These must be appropriately protected and conserved and provide a major opportunity for interpretive mediums to illustrate First nations values and presence on the site.



## 2.2 Environment

Conservation, enhancement and increasing understanding and appreciation of the desert landscape is the key objective and purpose of Council creating the Living Desert Reserve in 1997. The site presents the unique geomorphic character of the Barrier Ranges with a network of hilltops ridges and valleys defining a trellised lacework of ephemeral drainage lines.

The hilltops and ridges across the Living Desert provide expansive views over the spectacular landscape, and provide an experience of the incredible sense of space provided by the landscape. Views to the sunset from the Sculpture Symposium have become iconic symbols of the Living Desert. The native flora of the site includes the Barrier Ranges and Barrier Downs plant communities of which there is limited area currently protected within National Parks. Care must be taken to ensure that ongoing vegetation management effectively represents these ecologies.

The creation of the Living Desert Reserve has included the Arboretum and Fauna Reserve areas which provide managed environments for conservation and presentation of flora and fauna, and represent 7.5% of the overall reserve area (or 0.4% for Arboretum only). As noted by community stakeholders the Arboretum and Fauna Reserve provide a controlled environment protected from areas beyond the reserve which are impacted by livestock and introduced species.

In addition to a variety of flora the reserve is important place for locals and visitors to experience flora and fauna such as the bird watchers on the look out for the over 47 bird species recorded on the site.

In the context of these natural qualities, a fundamental value of the place is the ability to experience of the physical environment of Broken Hill in a largely natural setting. With a few exceptions facilities and materials have generally been implemented in a low key character sympathetic with the natural setting, and allowing it to remain the dominant influence on views and vistas.

## 2.3 Culture

Layered over the foundation of Connecting with Country are several other strong cultural values. The area was subject to mining and pastoral activities from 1880s onwards which have left physical legacy of past vegetation clearing and grazing while tracks, pits, diggings and open cuts from historical mining for other minerals are also evident.

Arts have a long association with Broken Hill and the natural and cultural landscape has inspired many artists. Individuals and organised groups such as the Broken Hill Art exchange actively use the Living Desert as a subject for art projects. On top of the highest hill inside the reserve are the 12 sandstone sculptures, created by the Broken Hill Symposium in 1993 by a group of artists from all over the world. The sculptures are now one of the top attractions in Outback NSW and seen as a visual representation of Broken Hill's unique marriage of art & nature. There are also other reflections of Broken Hill's arts through the Living desert site such as the story poles within the Sanctuary undertaken as a project for young First Nations artists.



May 2025



While the sculptures are recognised as a important milestone the opportunity to better represent female artists and Australian artists have been identified by stakeholders as key opportunities for the future. Events at the Living Desert have played a role in the cultural life of Broken Hill in the past including Jazz events and a Lego event at the picnic grounds. The sculptures are popular for sunset drinks for events and sunrise breakfast while the site is also popular for night sky photography for those camping overnight.

The environmental and culture values of the site provide fertile ground for its educational role for the general public, schools and tertiary education.

## 2.4 Tourism and recreation

The Living Desert receives around 40,000 visitors per year, and is Councils highest performing reserve and a major tourist attraction largely centred around the sculptures. The Living Desert is the only facility that generates income for Council and Council seeks to identify and diversify revenue options.

Tourist groups visit the sculptures and in some cases the Sanctuary. These are operated by several different operators with one serving stopover visitors from the Indian Pacific train service. High season is April to October, low season is December to February and shoulder months are March and November.

The campground provides an important “value add” to visitation to the reserve for the sculptures and sanctuary catering for 15 recreational vehicles and 18 walk in camp sites. The quiet night time character and dark night skies are also part of the attraction of the camping area.

Group use of the reserve has included special events like conferences, weddings, film and advertising bookings.

The reserve is also a popular recreational destination for locals with key attractions being the picnic grounds and the trail network. There is great potential to enhance the local recreational role of the reserve with a larger network of recreational trails and review of the process for charging residents entry which may be an impediment to some users not reflecting currently - as locals may not be paying the honour based entry fee.

The emergence of the Imperial Lakes site being developed by Broken Hill Landcare as a recreational and events destination closer to town and centred around several lake water bodies needs to be considered in this masterplan

Specifically this may relate to how its potential role may impact visitation to the Living Desert and how the two sites may complement each other for the benefit of Broken Hill as a whole

## 2.5 Sustainability

The creation of the Living desert site has a strong conservation and sustainability motivation which underpins the history and attraction of the place.

Visitors to the place are attracted by the opportunity to experience the desert landscape.

There is potential that this theme could be expanded.



## 3.0 Influences

### Understanding influences

Influences are factors that need to be considered in framing planning and management recommendations. They may include challenges that need to be resolved or opportunities that should be considered.

Influences are outlined following under a series of themes relevant to planning and management of the Living Desert. For each influences the key considerations for development of the Living Desert Masterplan are called out.

### 3.1 Connecting with Country

The Wilyakali People are the traditional owners of Broken Hill. Their occupation is noted in the Broken Hill Cultural Plan prepared in 2021 as 50,000 continuous years of occupation and a close and spiritual relationship with the land. The National Heritage List is notable in that the Broken Hill LGA is entirely listed with the Living Desert State Park occupying a large area to the north east of the LGA.

It is our observation that the Living Desert Park lacks a formal engagement and partnership process with Traditional Owners into the day-to-day management and aspirations of the park. There is some informal engagement with Councils rangers on a day to day basis The Broken Hill Cultural Plan (BHCP) affirmed in 2021 that '8.5% of residents identified as indigenous compared to 5.9% for the rest of NSW. This creates opportunity for indigenous groups to build on their cultural heritage as a way of celebrating Broken Hills diverse physical and cultural landscape'.

The Cultural Plan describes the 'The Wilyakali people have occupied the lands around Broken Hill for thousands of years well before the mineral wealth that led to the establishment of Broken Hill was unlocked. The Wilyakali people and their Darling River neighbours, the Barkindji, continue to have a close and intensely spiritual relationship with the land.' The Cultural Plan as prepared in 2021 recognises the living culture of Aboriginal people and their contribution but not in the context of 'Connecting with Country' - setting out pathways for engagement and involvement of Wilyakali people in the future of the park.

### Connecting with Country Framework

The 'Connecting with Country' framework developed by GANSW affords great opportunity to the Living Desert Park, and how First Nations perspectives can inform opportunities for the future. Linked to the better design values of performance, value and community, the CwC framework is designed to bring together cultural heritage and environmental values and encourage Traditional Owners and knowledge owners to be part of the design and planning process.

Framework aspects including Caring for Country which sets the foundation for responsibility, reciprocity and stewardship of country. The inherent values of country for the Living Desert site can be explained more meaningfully on site than is currently the case. An extensive and complex landscape such as the Living Desert State Park would be enriched by a stronger presence and identity of Aboriginal culture.

Cultural Engagement must be undertaken to follow guidance in the CwC framework which outlines respect and protection of First Nations intellectual property when developing storytelling and interpretation across the site.

### Consultation with the Wilyakali community

It was intended by the study team that the Masterplan would facilitate a close consultation with Wilyakali community. A session was organised for the teams visit to Broken Hill in July but unfortunately was not able to be attended by community members. Follow up phonecalls enabled initial liaison to occur which is outlined below.

It is recognised that the Wilyakali representation is going through a transition and that many demands are placed on time and resources of those responsible. As such this plan has not enabled as direct and comprehensive contact with community was was hoped and intended by the study team.

However the masterplan has sought to build in solid foundations for the ongoing involvement of community in the future of the Living Desert and in particular in how First Nations archaeology, stories and living culture are conserved and celebrated and how Traditional Owners access the place.

#### Review phase consultation - September 2024

Discussions in September 2024 provided an overview of some of the important values of the Living Desert site in addition to future outcomes that Wilyakali people would like to see. It is understood some of these points had also been raised in consultation by Council in January 2024.

#### Importance of the place:

- The start of the Barrier ranges
- A high point in Broken Hill located along traditional trading routes

- Was an important camp site due to availability of water (Gnamma – rock watering holes)
- Presence of rock engravings
- Presence of camp ovens
- Other - to be discussed further with Wilyakali community

#### What you would like to see:

- A space for training, school visits and similar
- Holding cultural awareness training on site
- Telling the story of the place using local guides
- Easy access to the place for Traditional Owners
- More toilets
- Supporting regeneration of landscape



### 3.2 Natural Environment

#### Geology - The Region

Rocks in the Broken Hill area are the oldest in NSW at approximately 1.7 billion years old and the area has endured a long and complex geological history. The region is known by geologists as the Broken Hill Block, forming part of the Curnamona Craton/Province that extends into South Australia.

#### Geology - Living Desert

The geology of the area is comprised of the Willyama Complex, dominated by Sillimanite gneiss, schist and quartzite of the Sundown Group.

The geology of the Living Desert is complex due to the considerable structural deformation (mainly folding), metamorphism and igneous intrusions that have occurred over the past 1 800 million years (Stevens et al, 1982). The rocks of the Living Desert form part of the Willyama Complex - a group of structurally deformed, metamorphosed sedimentary rocks and subordinate quartzo-feldspathic rocks that include gneiss, pegmatite and minor granitic intrusives.

#### Soils

The soils of the Living Desert are derived from either the bedrock geology or windblown and/or water-washed material. Soil types are closely related to landform.

The soils on and surrounding the site comprise elements of the Barrier Land System and Nine Mile Land System as described within the Soil Conservation Service of NSW, Land Systems of Western NSW (1991).

All soil types on the Living Desert have high erosion potential if stabilising vegetation cover is removed or water

flow is concentrated. Salinity is evident in many areas on the lower slopes and drainage flats.

#### Mineralisation/Exploration

Broken Hill is described as a 'mineralogical rainforest, comprising over 300 mineral varieties that tell the story of the Earth's history. Within the Living Desert area there are records for a number of former quartz quarries used for tool making by First Nations people.

While there are no known gold or silver deposits at the reserve, the tracks, pits, diggings and open cuts from historical mining for other minerals can still be found in the Living Desert State Park today (pit within the Fauna Sanctuary area).

A former Mica mine is present nearby the Starview Campsite area and walking notes for the Sundown Nature Trail note the presence of pits in the pegmatite which were worked for small pockets of beryl.

The LDWS REF 2000 noted the presence of former small mines targeting feldspar within the area. The REF from 2000 also noted that part of the sanctuary area is covered by a current exploration licence (No. 5479) held in joint venture between Triako Resources and Platsearch.

#### Topography / Landform

The Broken Hill Complex Bioregion in western NSW is geologically unique in the state. Many of the rocks and minerals found in the region are of considerable interest and economic importance, and geology exerts strong controls on the landscape (OEH, 2016b)

Past reporting has described the topography and landform broadly within the Living Desert area using the Land Systems as described by Walker, 1991.

From the land systems, four landform subdivisions have been identified which are applicable to the Living Desert and have been mapped previously for the Willyama Common Management Plan 2003.

1. Low hills and rises
2. Narrow drainage flats
3. Rocky hills
4. Broad drainage flats and plains

#### Elevation

The Barrier Ranges extend throughout the region surrounding the Living Desert. The landscape is comprised of low moderate to steep rocky terrain. In general, the Living Desert is more elevated and characterised by steeper slopes and well-defined drainage lines than nearby areas of Willyama Common.

#### Considerations

- The Living Desert provides access to view, interact with the geology that is representative of the area.
- Descriptions of the geological processes are reflected in some of the existing naming
- It is representative of diverse mineral groups that have been mined by both First Nations and Europeans for various purposes
- Minimising potential for further soil erosion
- It is representative of landforms and landscapes found within the region
- Sculpture Hill is the highest natural landform closest to Broken Hill, the next highest are the Mundi Mundi Ranges to the west and Coonbaralba Range to the east.



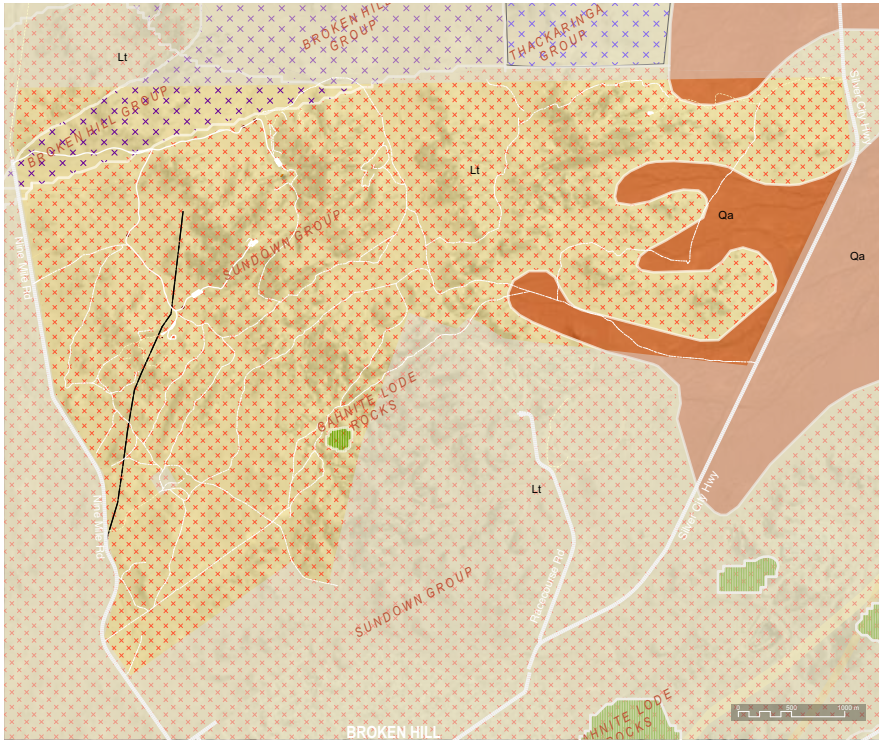


Figure 3.1. Geology - Stratigraphic



- Legend**
- Curnamona Province Geological Groups within the Willyama Supergroup
- Sundown Group
  - Broken Hill Group
  - Thackaringa Group
  - Grannite Lode Rocks
- NSW Simplified Geology
- Lt Palaeoproterozoic metamorphic rocks
  - Qa Quaternary alluvial deposits
  - Fault Line

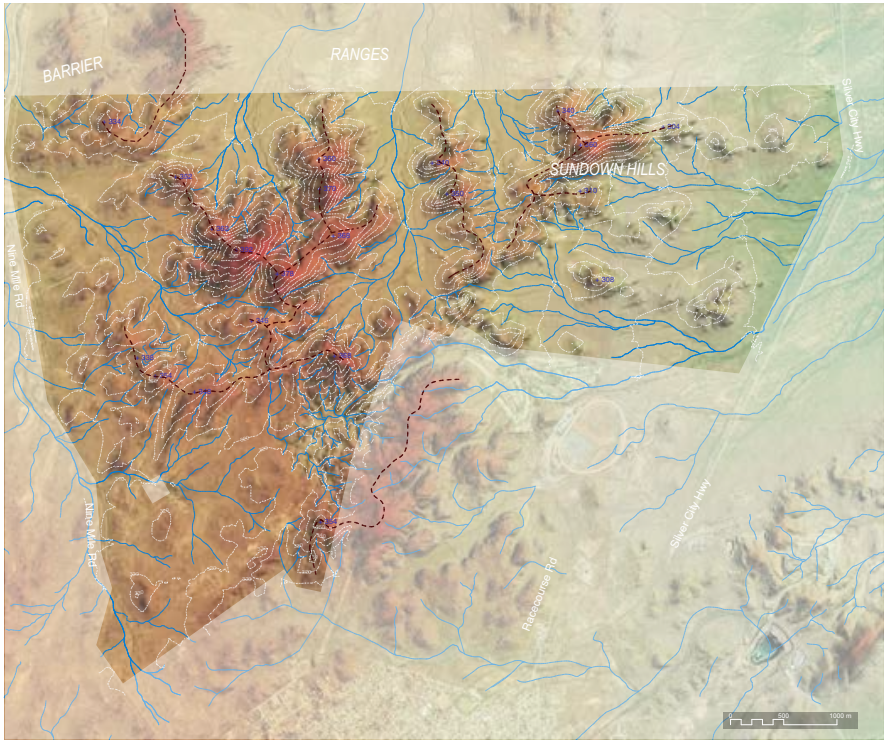


Figure 3.2. Map: Landform



- Legend**
- 10m Contours
  - Creek / Drainage line
  - Waterbody / Dam
  - + 300 High Point
  - Ridgeline
- Indicative Elevation / Landform
- 250m 400m  
(Metres above sea level)





### 3.2 Natural Environment

#### Biodiversity and Ecology

The Living Desert is situated within the arid landscape of the NSW Far West - an area that supports a brilliant array of native species. (OEH 2024)

Broken Hill Complex Bioregion

Broken Hill and the Living Desert are situated within the Barrier Range subregion of the Broken Hill Complex Bioregion. As at 2003 (NPWS,2003) the Broken Hill Complex Bioregion had a low conservation status in terms of overall area under conservation management, amounting to 96,078 ha or 2.52% of the bioregion.

NSW Landscapes - Mitchell Landscapes Ecosystem

Within the Broken Hill Complex Bioregion - Barrier Range subregion the land has been further delineated by finer differences in geology, vegetation and other biophysical attributes. The NSW Landscapes were developed for conservation planning and reserve establishment purposes, to provide consistent statewide ecological units finer than the existing bioregions and sub-regions.

The Living Desert area falls within two ecological units:

- Barrier Ranges
- Barrier Downs

Land Systems of Western NSW

The NSW Landscape Ecosystems descriptions provide another layer of information to understand the landscape. The Living Desert contain parts of two Land Systems which describe the landscape patterns.

- Barrier
- Nine Mile

#### Vegetation mapping

Current vegetation mapping is based on the NSW State Vegetation Type Map - Western Version v1.0, 2018, NSW Seed Data and indicates the following Vegetation classes within the Living Desert area:

Arid shrublands (Acacia sub-formation)

Class: Sand Plain Mulga Shrublands

Class: Stony Desert Mulga Shrublands

Arid shrublands (Chenopod sub-formation)

Class: Gibber Chenopod Shrublands

Semi-arid Woodlands (Grassy sub-formation)

Class: North-west Floodplain Woodlands

It is noted that a number of the Plant Class types have not previously been documented as occurring in the study area. PCT 359 is a new PCT that has been added to the NSW mapping information and is indicated occurring in the Living Desert.

Further review and on site investigations by specialist consultants would be needed to verify all mapping information.

#### Threatened Species

Previous reporting specifically for the Flora and Fauna sanctuary indicated that there are no rare or threatened plant species occurring in the study area and that there were no threatened ecological communities or plant populations listed for the study area in the Schedules of the Threatened Species Conservation Act.

In the Broken Hill Complex - Barrier Range IBRA sub-region there are currently 103 entities listed under the NSW Threatened Species Conservation Act. Of the 103 NSW listings there are; 42 vulnerable species, 24 endangered

species, 2 critically endangered species, 0 extinct species, 1 critically endangered ecological communities, 1 endangered ecological communities, 0 vulnerable ecological communities and 33 Key Threatening Processes. (OEH 2024)

Further review and on site investigations by specialist consultants would be needed to verify all mapping information.

#### Priority Weeds

Weeds are a hazard across the Living Desert State Park and in particular at the arboretum part of the Living Desert Flora and Fauna Sanctuary. Increased watering at the arboretum for the native flora has also resulted in an increase in weeds. There is evidence of agricultural weeds where animals fed.

#### Considerations

- Bioregional significance: Although small in area the continued conservation of the Living Desert Landscape contributes to increasing level of protection for the Broken Hill Complex Bioregion
- Vegetation of the Living Desert is intrinsically linked to the landform
- The Living Desert plant communities provide opportunity for visitors, plant enthusiasts and educators to be able to learn and experience these plants in their natural habitat.
- A desktop review and or detailed site investigations by specialists should be undertaken to review / update vegetation mapping specific to the site
- Consideration given to future plantings within the Flora sanctuary and for any restoration required that they reflect the plant strata of the endemic species.

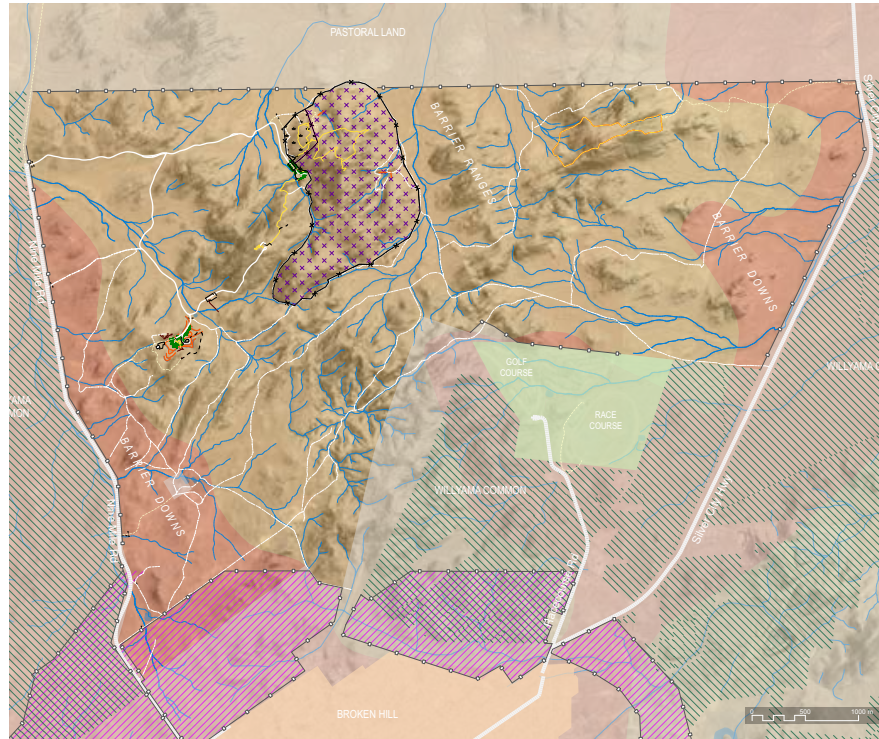


Figure 3.3. Ecological influences

**Legend**

- Flora Reserve
  - Fauna Reserve
  - Indicative Plantings
  - Disturbed landscape (earthworks, banks)
  - 10m Contours
  - Willyama Common
  - Regeneration Areas
  - Barrier Ranges Ecosystems
  - Barrier Downs Ecosystems
- NSW / Mitchell Landscapes of the Broken Hill Complex Subregion - Barrier Range

environmental partnership collaborative team

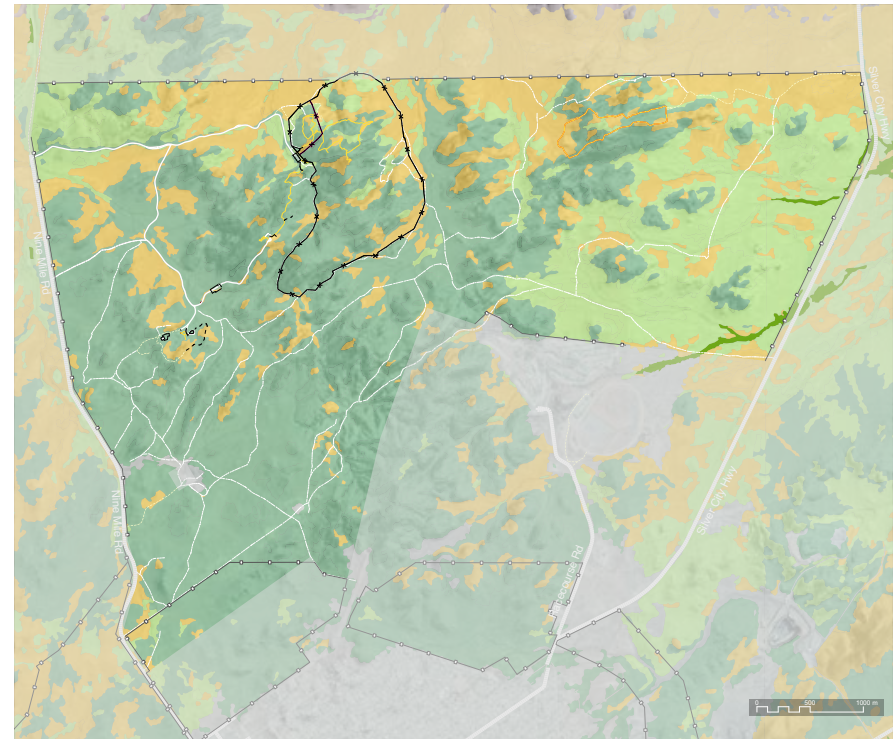


Figure 3.4. Vegetation - Classes

**Legend**

## Vegetation Classes

- Gibber chenopod shrublands
- Northwest floodplain woodlands
- Sand plain mulga shrublands
- Stony desert mulga shrublands
- Not native vegetation

Source: NSW State Vegetation Type Map - Western  
Version v1.0, 2018 - NSW Seed Data





## Vegetation

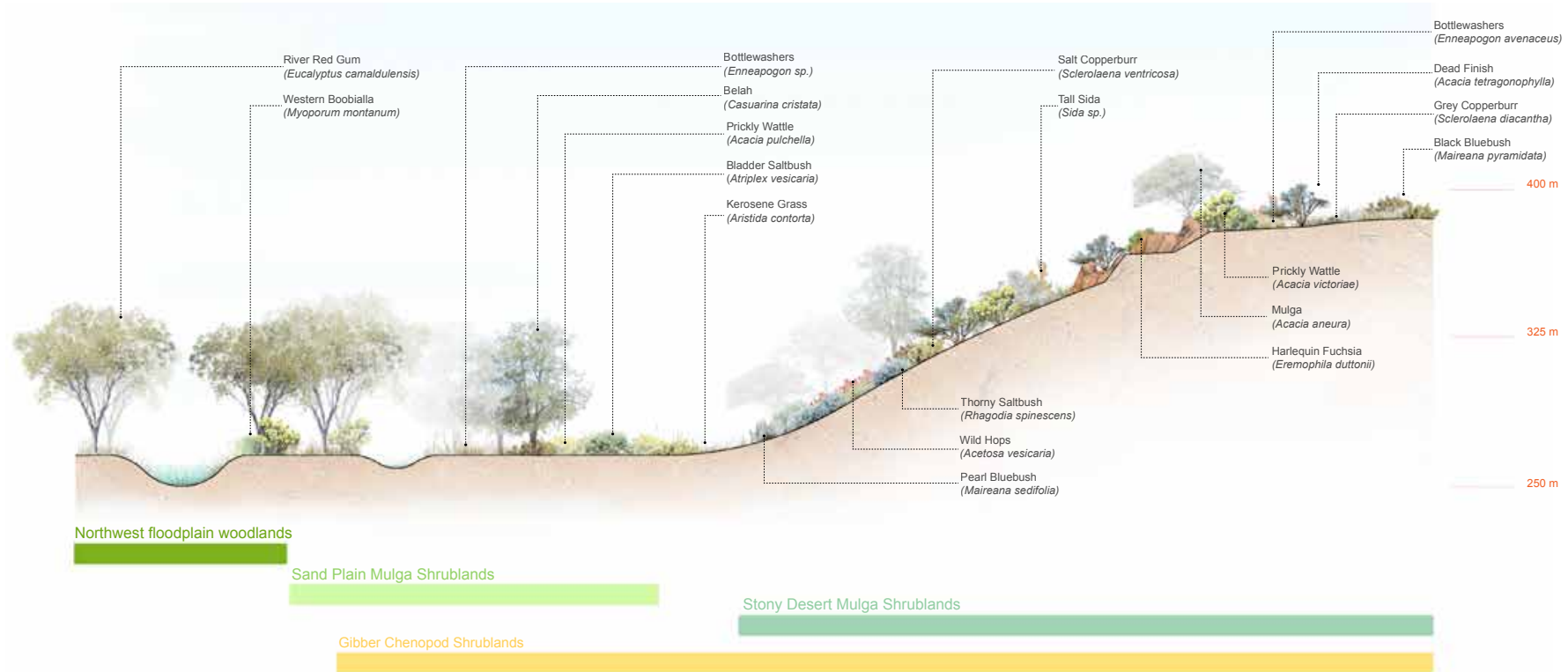


Figure 3.5. Vegetation Strata



Trees endemic to site



**Botanical name:**  
Acacia victoriae  
**Common name:**  
Prickly wattle  
**Height:** 6m  
**Lifespan:** 5-10 years

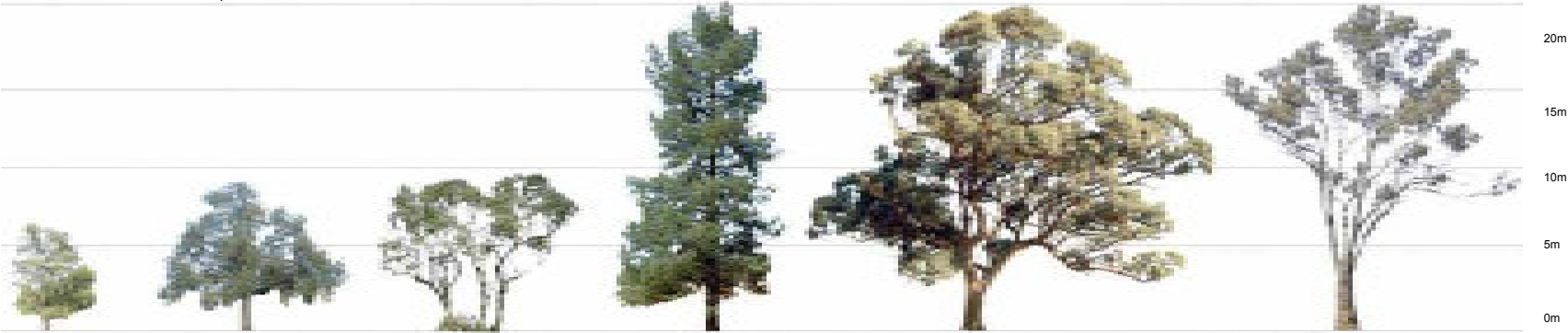
**Botanical name:**  
Acacia tetragonophy  
**Common name:**  
Dead finish  
**Height:** 5m  
**Lifespan:** 5-10 years

**Botanical name:**  
Acacia aneura  
**Common name:** Mulga  
**Height:** 10m  
**Lifespan:** 50 years

**Botanical name:**  
Casuarina cristata  
**Common name:**  
Belah  
**Height:** 20m  
**Lifespan:** 60 years

**Botanical name:**  
Eucalyptus camaldulensis  
**Common name:**  
River red gum  
**Height:** 30m  
**Lifespan:** 100 years

Trees found in bio-region planted on site



**Botanical name:**  
Santalum lanceolatum  
**Common name:**  
Sandalwood  
**Height:** 7m  
**Lifespan:** 15 years

**Botanical name:**  
Alectryon oleifolius  
**Common name:**  
Rosewood  
**Height:** 9m  
**Lifespan:** 100 years

**Botanical name:**  
Eucalyptus gillii  
**Common name:**  
Curly Mallee  
**Height:** 8m  
**Lifespan:** 400 years

**Botanical name:**  
Callitris glaucophylla  
**Common name:**  
Cypress pine  
**Height:** 20m  
**Lifespan:** 40 years

**Botanical name:**  
Eucalyptus largiflorens  
**Common name:**  
Black box  
**Height:** 20m  
**Lifespan:** 250 years

**Botanical name:** Eucalyptus intertexta  
**Common name:** Inland red box  
**Height:** 20m  
**Lifespan:** 350 years

### 3.3 Drainage and Hydrology

The Living Desert is situated within the Darling River Basin. Trellised drainage patterns occur over the landscape, they are narrow and incised in higher relief country. A number of small ephemeral drainage lines run in an easterly or westerly direction from a central catchment divide toward the Stephens Creek Reservoir. No major or permanent watercourses flow through the locality of the study area.

Nine Mile Creek borders the Living Desert on the west side with part of its catchment within the Living Desert.

#### Groundwater

The impermeable nature of the rocks, coupled with low availability of water for groundwater recharge, means that groundwater occurrences in the Broken Hill area are very limited and generally of poor quality (highly saline). A bore has previously been located nearby the 'Permaculture site', now Starview Campground which is recorded as dry.

#### Surface water resources

There are remnants of earthworks and dam walls for capturing and retaining water across the site. The most prominent are contoured interceptor banks around the Starview Campground from its former use as 'Permaculture' site.

#### Flash flooding

Watercourses are prone to flash flooding from heavy rain. Sudden heavy downpours can impact walking trails, degrade roads and erode creek banks.

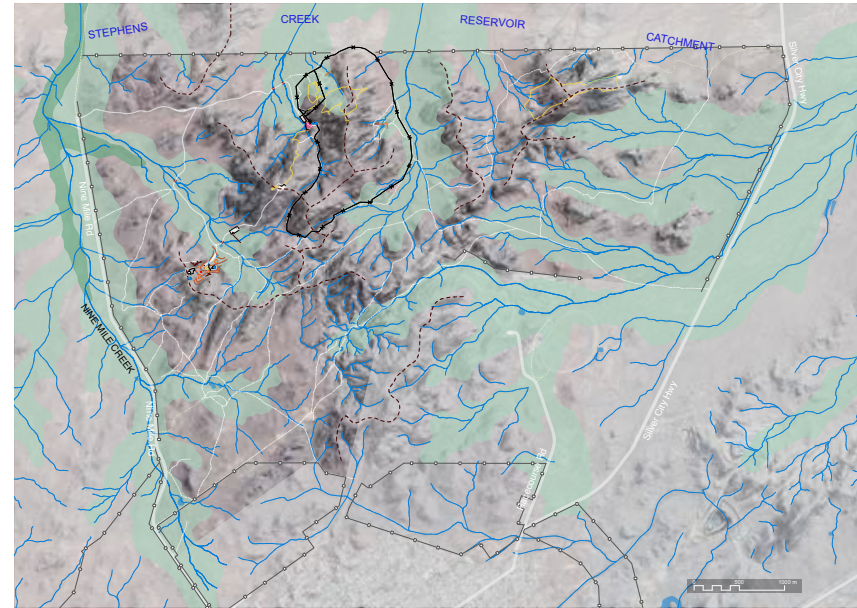
#### Erosion

The reserve is considered as being moderately stable to erosion due to relatively good vegetation cover, however in some areas, localised patches are severely eroded.

#### Legend

- 10m Contours
- Ridgeline
- Creek / Drainage line
- Waterbody / Dam
- Alluvial Plain landform
- Alluvial Channel landform
- Bridge / Culvert crossing
- Disturbed landscape - banks, dam wall
- Disturbed landscape - features
- Past Flash Flooding (indicative)
- Bore - dry (indicative location)
- Predator fence (electric)
- Perimeter Fence (rural)

Figure 3.6. Hydrology



#### Considerations

- Ephemeral creeks and drainage tracts run in a north westerly or easterly direction toward the Stephens Creek Reservoir.
- There are no permanent water courses within the Living Desert
- Groundwater occurrences are limited and generally of poor quality
- Past ground disturbances, remnants of dam walls and earth banks indicate past land uses and attempts at capturing water
- Watercourses are prone to flash flooding which may impact the safe use of visitor areas, trails and roads, contribute to erosion of these elements
- Areas which lack vegetation cover are prone to severe erosion resulting in water sheet erosion and gullying.



### 3.4 Heritage conservation

City of Broken Hill National Heritage Listing (2015)  
The site is within the City of Broken Hill National Heritage listing boundary. The Statement of Significance notes that 'the entire place has outstanding significance to the nation for its role in creating enormous wealth, for its long and enduring mining operations and the community's deep and shared connection with Broken Hill as the isolated city in the desert, its outback landscape, the regeneration areas and particularly the physical reminders of its mining.'  
The contrasting landscapes of Broken Hill township and the desert landscape is a social value as well as being an aesthetic one. The landscape around Broken Hill is noted as always changing where mining has impacted the landscape and disturbed natural geology and soils. The long history of regeneration that started in the late nineteenth century to counteract erosion and dust storms is noted in the regeneration lands particularly to the north of the city and close to the Living Desert.

The complex geology of Broken Hill can be appreciated in its undisturbed state in the LDP and of course within the disturbed mined areas around the city's edge where geology is often 'upside down' due to extraction activity.

#### Aboriginal Archeology Management

The aboriginal archaeology of the site is rich and varied. The mapping carried out for the 2000 Report of Environmental Factors illustrates the AHIMS register findings that there are at least forty-nine listed sites within the park. Several sites are listed as being of high cultural significance, and large areas are of medium cultural significance. Refreshed mapping could inform the creation of Archaeological Zoning areas to help with management and ongoing planning for park infrastructure and recreational path networks.

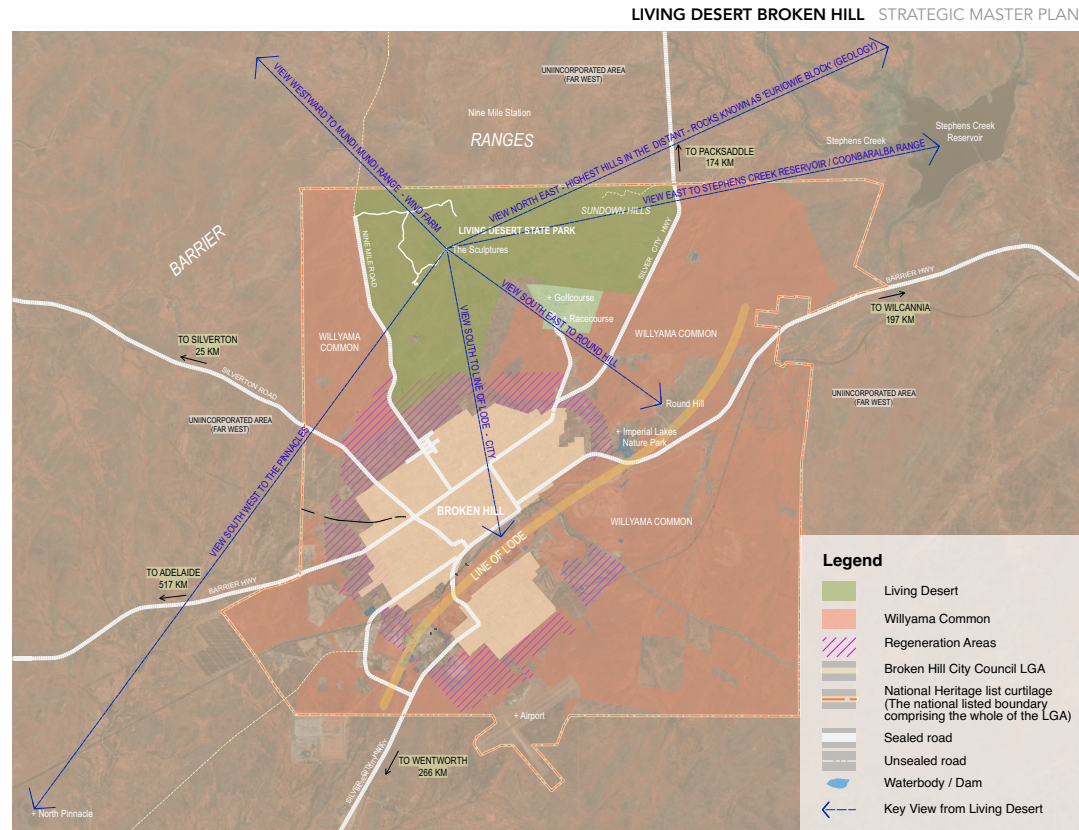


Figure 3.7. Heritage relationships

#### Considerations

- The story of geology both scientific and indigenous can be interpreted and celebrated.
- The history and pioneering nature of vegetation restoration allows for possible story telling in the LD particularly in the arboretum and sanctuary.
- Review of past archaeological mapping, and potential for new mapping to be undertaken to inform placement of new infrastructure, future management needs, appropriate settings for item interpretation.
- If particular sites within the park are to be considered for local or state listing - ie. The Sculpture Symposium precinct then a heritage listing can be considered via a Conservation Management Plan or Strategy undertaken using the NSW Heritage Guidelines and the Burra Charter to nominate on the State Heritage Register.

## Time-line of key milestones relevant to the evolution of the Living Desert and surrounds

FIRST NATION'S PEOPLES *and their continuous association*

The Wilyakali people have occupied the lands around Broken Hill (originally known as Willyama) for thousands of years, well before the mineral wealth that led to the establishment of Broken Hill. The Wilyakali people and their Darling River neighbours, the Barkindji, had and continue to have a close and intensely spiritual relationship with the land

**1835 -1844  
EXPLORATION**

1835, first European surveyor and explorer, Major Thomas Mitchell, visits the area. Charles Sturt surveys and names the Barrier Ranges area on his expedition to the centre of Australia and observes a 'broken hill'. Sturt's Desert Pea is named in honour of Charles Sturt.

**1886 - WILLYAMA  
COMMON**

The Willyama Common was created through the gazettal of three main areas from 1886 through 1895 for grazing.

**1886 - TOWN  
GAZETTED**

Within three years of the discovery of the ore bodies, Broken Hill had been surveyed and a town plan gazetted.

**1907 - POPULATION RISE**

Broken Hill is proclaimed a city and becomes the second largest settlement in NSW after Sydney, with the population peaking at around 35,000 in 1915. Dusts storm prevalent.



Broken Hill is a 'mineralogical rainforest', comprising over 300 mineral varieties that tell the story of 2.3 billion years of the Earth's history. It's home to a rare volume of minerals and one of the worlds richest deposits for silver-lead-zinc which has national significance for its immense size, and enormous suite of minerals.

**1860s - EARLY  
PASTORALISM**

Pastoralists established huge sheep flocks for wool. The original land area of Mount Gipps Station encompassed the Living Desert & Broken Hill area.

**1883 - MINING  
Charles Rasp and BHP**

Charles Rasp, German immigrant and boundary rider, discovers an orebody of silver and forms the 'Syndicate of Seven' who would later found Broken Hill Propriety (BHP).

**1895 - THE FEDERATION  
DROUGHT**

A drought from 1895-1902 combined with overgrazing caused further denudation of the land. Pastoralism begins to move away from the region.

**1936 - REGENERATION  
Albert and Margaret Morris**

'Green belt' regeneration areas, following the principles established by Morris, now provide an edge to Broken Hill urban areas, particularly on the northwestern and south-western boundaries. The resulting Regeneration Reserve was classified by the National Trust as a Landscape Conversation Area in 1991.

Geological processes *and ongoing significance*



**1952 - WATER SUPPLY**

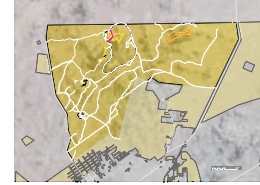
A Government funded 99km pipeline from Menindee provides a water supply which permits an enhanced level of civic amenity and parkland irrigation, as well as providing for ongoing mining operations.

**1992 - LIVING DESERT**

The Living Desert State Park is established and in 1993 a 'Sculpture Symposium' installs 12 sculptures. In the following years, a picnic area (1993), the 'Sundown Walking Trail' (1993), a permaculture site (1994) and a four wheel drive track (1996) are also added to the site.

**2002 - JOHN SIMON'S FLORA AND FAUNA SANCTUARY**

The Living Desert Sanctuary, or the John Simon's Flora and Fauna Sanctuary opens, establishment of visitor infrastructure.

**2015 - BARKANDJI NATIVE TITLE DETERMINATION**

16th June 2015, the historic determination of the Barkandji native title claim which recognises land owned by local Aboriginal people under the NSW Aboriginal Land Rights Act and includes the Living Desert.

**2024 - DEVELOPMENT OF MASTERPLAN**

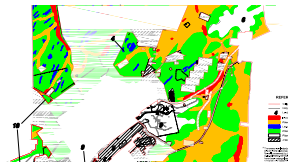
The masterplan will provide a focused framework for the development of the Living Desert site over the next 20 years.

**1970 - FILM LOCATION**

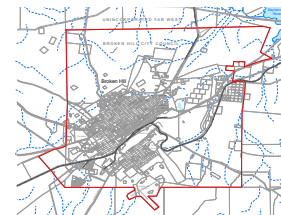
'Wake in Fright' is filmed in Broken Hill and Silverton. Broken Hill would then be used in over 60 feature films and television series such as Mad Max 2, Mad Max Furiiosa and Mission Impossible 2, Priscilla Queen of the Desert amongst many others.

**1988 - LIVING MUSEUM**

Broken Hill declared a Living Museum the first of its kind in Australia incorporating interpretation. The city is unusual in its retention of heritage buildings and limited demolition.

**1999/2000 - FIELD INVESTIGATIONS + ARCHAEOLOGICAL SURVEYS**

Specialist studies were undertaken and published as the 'Willyama Common Land Assessment' which included parts of the Living Desert area. A Review of Environmental Factors report for the sanctuary area was also produced outlining concept plans for visitor infrastructure.

**2015 - HERITAGE LISTING**

Broken Hill becomes the first city in Australia to be included on the National Heritage List.

Broken Hill Council Strategy documents published including; Aboriginal Arts and Cultural Strategy 2015-18; Heritage Strategy 2017-2020.

**1993/2024 - (ONGOING) - PLAN OF MANAGEMENT**

Past Plans of Management have been developed for the Living Desert. The plan is currently being reviewed and updated.

### 3.5 Views and visual character

Past reporting and documentation of the visual amenity for the Willyama Common (2003) and the Flora and Fauna Sanctuary area REF (2000) within the Living Desert identified landscapes with high visual amenity that should be protected. These are summarised as follows:

#### Willyama Common

- Areas assessed as being of high scenic quality include elevated areas within the Living Desert Reserve and the north-eastern part of the Common, including the area known as "Round Hill". These areas have high scenic quality as they represent elevated landscape features that contrast with the surrounding areas.
- Most of the Common was assessed to have high landscape sensitivity due to the typically low relief and substantial site distances from the main road network. Large areas of the Common are visible from the Sculpture Site within the Living Desert Reserve.

#### Flora & Fauna Sanctuary

The REF 2000 noted that emphasis is placed upon visibility of the Flora/Fauna Sanctuary from the nearby Sculpture Symposium:

- The western slopes - The existing carpark, picnic area, Sanctuary walking trails and predator fence line are visible from Sculpture Hill
- A critical component of the local visual climate would be the placement of Sanctuary components in areas that are shielded where possible from other features within the Living Desert Reserve.
- The Sanctuary area needs to be developed with the objective in mind to retain the remote arid environment without an accumulation of man-made features.

Proposed safeguards for the development of the Sanctuary area as outlined in the assessment undertaken in 2000.

- All structures constructed within and surrounding the Wildlife Sanctuary would be constructed using materials that are earthy in colour and / or blend with the natural red / orange / grey-green colours within the Wildlife Sanctuary.
- The Manager's Residence / Workshop would be located adjacent to the access road. The access road would not be visible from Sculpture Hill or Nine Mile Road and much of the length of the access road.
- Power lines to the Visitors Centre would be placed underground within approximately 400m of the Centre.
- Telephone lines would be placed underground from the Nine Mile Road.

#### Current observations of Site Views from visitor areas Sculpture Hill

- Sweeping 360 views across the park, to regional and local landmarks and across the desert landscape
- Sunset, Sunrise and sky views
- Windfarm(turbines) on the Mundi Mundi Range are silhouetted on the horizon at sunset

#### Flora & Fauna Sanctuary

- Walking trail provides access to hill tops and ridgelines providing sweeping views across the park and to regional and local landmarks

#### Picnic Area

- Localised park views to the north west and lower slopes of adjacent hills

#### Starview Campsite

- Localised park views to the north and lower slopes of adjacent hills

- Provides opportunity to view sunset/sunrise from a different vantage point
- Night sky viewing area

#### Sundown Nature Trail

- Trail provides varied local and regional views across the landscape. From the ridgetops views to Stephens Creek Reservoir to the east, Nine Mile Station to the northeast and glimpses of Broken Hill.

### Considerations

- Hilltops and ridgelines are highly visible from adjacent areas and roads
- The accessible high points in the Living Desert allow access to regional views to key landmarks from the highpoints and to be able to appreciate and understand the landscape
- Visitors are able to experience the openness of the desert landscape with few interruptions from the built environment (built structures and noise)
- The majority of built structures in the Living Desert are low down in the landscape ie picnic area amenities, campground amenities. The Rangers Maintenance building and vehicles on the north east slope behind the Flora reserve area are visible from a number of locations along the Cultural walking trail.
- Features such as the sculptures on the highest hill tend to blend with surrounding landscape due to the colour of the stone when viewed from other visitor areas.

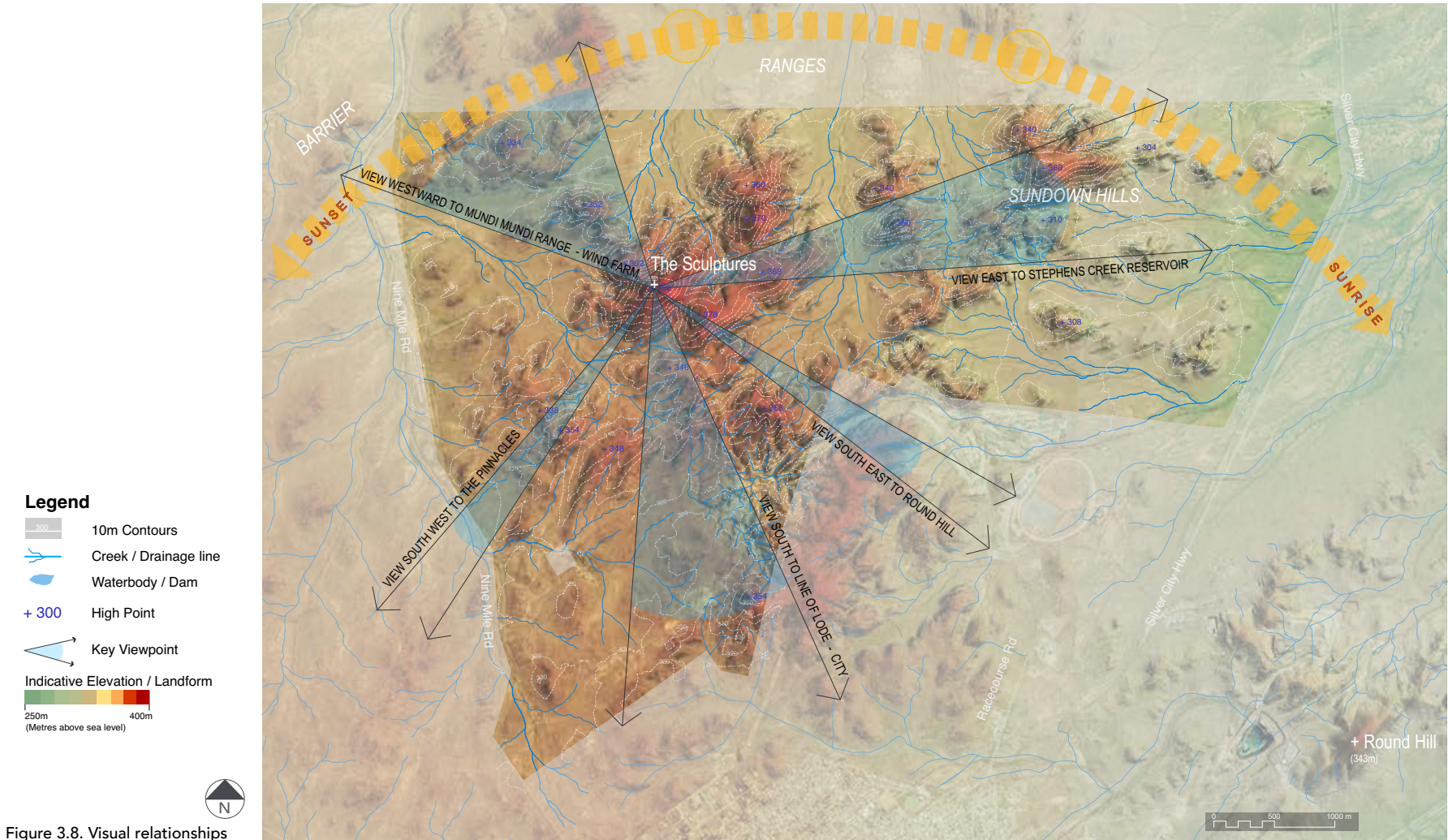


Figure 3.8. Visual relationships

ep environmental partnership collaborative team



### 3.6 Connections and movement

#### Visitor Access roads

Two key visitor roads within the park to:

1. Picnic area carpark
2. Starview Campsite and continuation to the Sculptures Hill
  - Roads have been sealed since around 2015-2017 (grey asphalt)
  - Roads are narrow in places for two vehicles to pass one another (ie 4WD with camper trailers/ caravans and or buses)
  - Roads have to cross a number of drainage channels via bridges/culverts
  - Section of road up to the Sculpture Hill is narrow, approximate minimum width of 3.5m, very steep with approximate 1:10 gradients
  - Visitor roads do not form a loop
  - The two key roads have a 'peak' period before and after sunset as visitors make their way to Sunset viewing spots

#### Other Visitor access:

3. Graded access track to the Sundown Nature Trail

#### Other Tracks:

- Gravel maintenance/service tracks for ranger access
- Evidence of other tracks across the park
- Old diagrams from park establishment indicate a 4WD track existing -near the southwest corner heading northeast across the park

#### Walking Trails

The existing network of walking tracks vary in condition and offer different experiences - cultural heritage, views across the landscape, flora and fauna and geology.

#### Cultural Hike Trail Class 3 1.4km

- Accessed via the Flora reserve from the north end of the visitor carpark at the picnic area
- Discover Natural and Cultural Heritage, wildflowers, geological interpretation, an animal viewing hide, scenic lookouts, a prospectors mine site, quartz outcrops and free ranging fauna.

#### Flora Walk Class 3 1km

- Accessed from the north end of the visitor carpark at the picnic area
- Discover Natural and Cultural Heritage, wildflowers, an arboretum of native plants

#### Sculptures Symposium Walk Class 2 0.9km

- Accessed via the Flora reserve from the north end of the visitor carpark at the picnic area

#### Paved path around Sculptures

- Accessed via the carpark at Sculpture Hill
- Concrete paved and steep incline from the carpark up to the first sculpture before levelling out.
- Narrow path, difficult for person to pass wheelchair/ pram

#### Picnic Area

- Accessed from the south end of the visitor carpark at the picnic area
- Level area and pathways which would be accessible to prams and wheelchairs

#### Sundown Nature Trail Class 4 2.8km

- The Sundown Nature Trail is accessed via the Silver City Highway, then along a 2.2km graded track to a carpark.
- Originally conceived and constructed as a voluntary project for the Broken Hill Centenary in 1983, by the Barrier Environment Group. The trail and information were refreshed in 2018 by volunteers from the Barrier Rangers, Barrier Field Naturalists' Club and NSW Roads and Maritime Services as a Foundation Broken Hill 25in25 liveability project with the assistance of the Broken Hill City Council.
- Maintenance of Sundown Trail is minimal as it's set up as a natural walking trail. Need to grade the road to the car park after heavy rain.

#### Considerations

- Old vehicle tracks across the park area - some may still be in use for maintenance/service requirements
- Accessibility to key site features is limited by site topography, steep gradients and nature of existing pathway treatments (narrow and steep inclines, steps)
- Walking Track Classification system as per the Australian Standard
- Expansion of walking trails needs to consider safety, monitoring of trails, minimise impacts by reuse of old vehicle tracks
- Materiality of existing trails varies significantly across the park -
- New trails should enhance the visitor experiences within the park, improve connections between visitor areas, and create opportunities for walking tours.

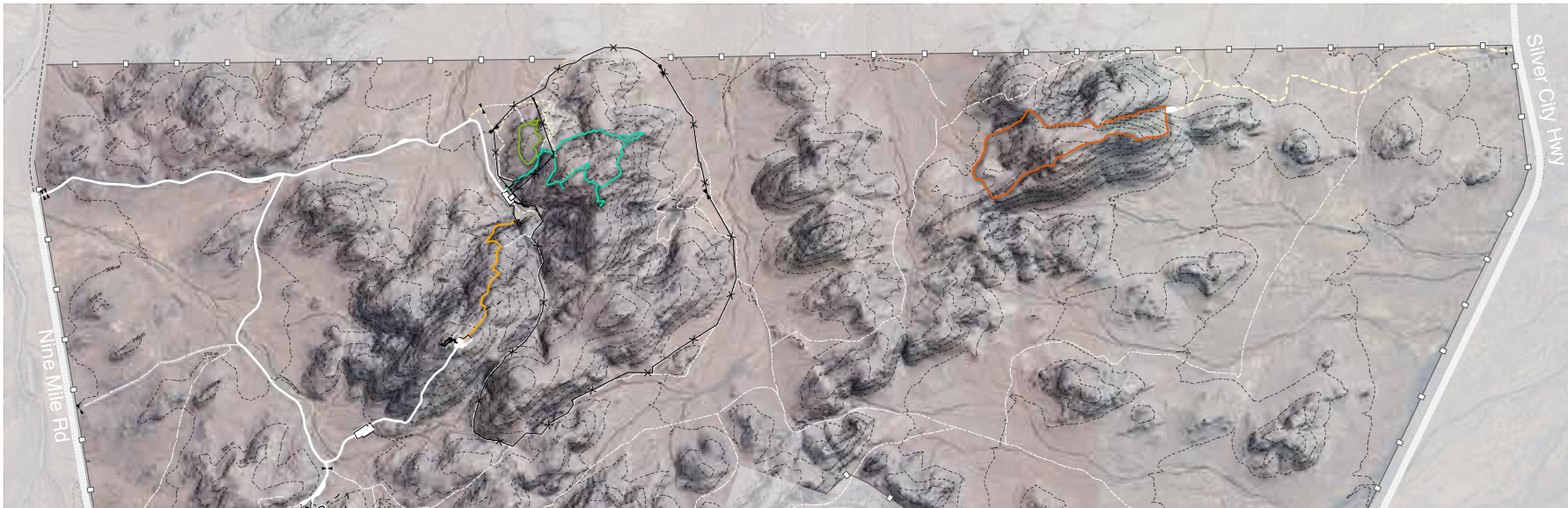


Figure 3.9. Existing tracks

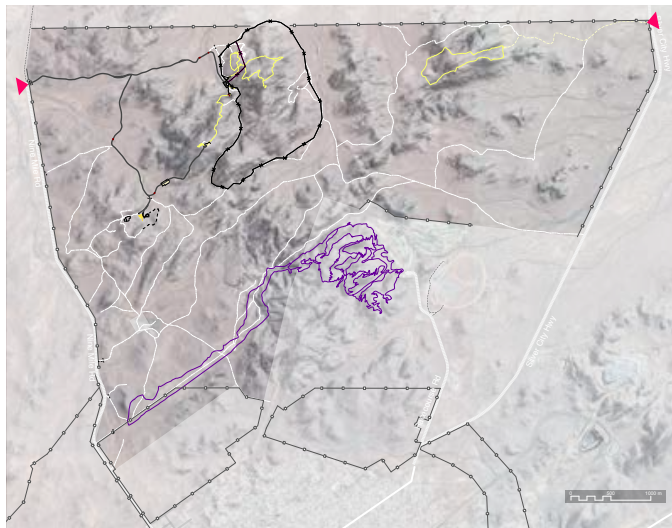












Figure 3.10. Existing vehicular entry points

### Legend

#### Road and tracks

-  Sealed road (outside park)
-  Visitor vehicle access (sealed)
-  Unsealed park road (unsealed)
-  Unsealed maintenance / informal track





#### Trails

-  Flora Trail
-  Cultural Walking Trail
-  Sculptures Walking Trail
-  Sundown Walking Trail
-  Footpath connection
-  Informal Trail




Rating	Distance	Time	Type of track
Class 3	1km	1hr	Loop - return
Class 3	1.4km	1hr	Loop - return
Class 2	0.9km	20min	One-way return
Class 4	2.8km	~1.5hr	Loop - return

### Legend

#### Vehicle Access

-  Sealed road (outside park)
-  Sealed park road
-  Unsealed park road
-  Unsealed maintenance / informal tracks

#### Recreational Access

-  Marked Walking trail
-  Informal trail
-  Mountain bike track - trail routes not formalised, based on Trailforks site information



### 3.7 Culture and community

#### Broken Hill Cultural Plan

The Broken Hill Cultural Plan brings together the rich opportunities for art, events and Aboriginal Living Culture. The plan outlines that Broken Hill has the ability to be a resilient place, and can absorb change but has geographical limitations. Targeted investment is needed to drive regional growth and economic development.

The role of the Living Desert as a place for cultural enrichment is not specifically articulated in the plan but the opportunities particularly in sharing and acknowledging indigenous culture at the park is expressed strongly in the cultural plan. The Cultural Plan also notes the encouragement of film production in Broken Hill and the Living Desert can be considered for this activity noting the cultural and environmental values and sensitivity of the place.

The Broken Hill Art Exchange are pioneering in creating cultural exchange with artists based in Sydney and organising painting excursions into the Living Desert Park.

#### Landscape Appreciation

The unique aesthetics of the arid landscape are signature to the Australian experience of remote country and the rest of the site. The Living Desert is best known for the Sculpture Symposium which is the signature landscape and art element in the park and is a tourist attraction. The park is already a place that local artists connected with the Broken Hill Art Exchange visit for painting and drawing as well as being a location for films. Opportunities to extend the opportunities for artists and host exhibitions on site both temporary and permanent exhibition and artists camps are sought by Council.

#### Legend





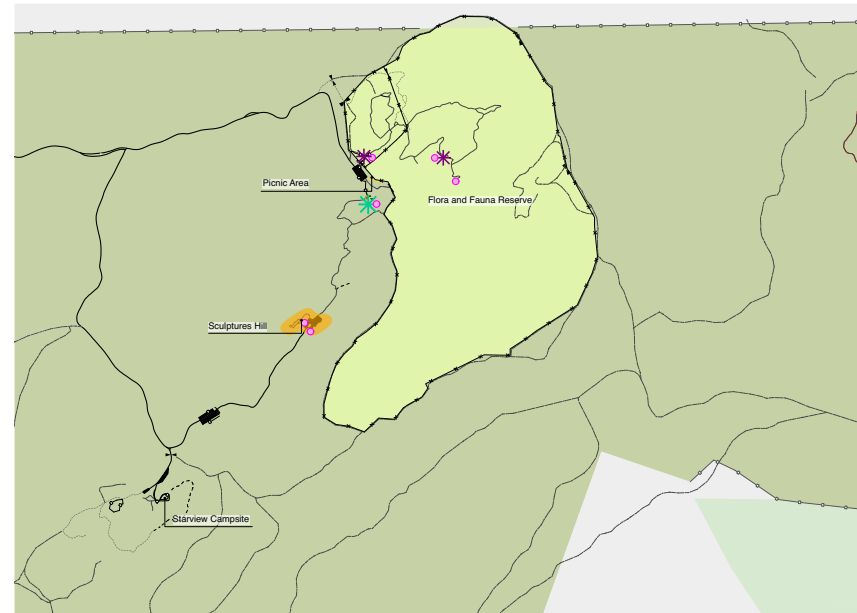
-  First Nations - Rock Etching
-  Curated Artwork
-  Interpretation signage
-  Sculpture Symposium



Figure 3.11. Cultural features



#### Considerations

- Opportunities particularly in sharing and acknowledging indigenous culture at the park is expressed strongly in the cultural plan
- Types of art event and exhibitions that are appropriate to the he cultural and environmental values and sensitivity of the place
- Recognise that ability for children to see native fauna, plants and flowers at the site s a key drawcard for local families - maintain and enhance these roles



### 3.8 Tourism and recreation

The Living Desert State Park was excised from the Willyama Common for the purpose of establishing a nature conservation and tourist facility in 1992 managed under the CLM Act.

#### Current Recreational Activities

- Walking Tracks and Hikes
- Access to lookouts/views,
- Picnicking, barbeques and seating
- Sitting and immersion in the landscape, Bird Watching
- Access to cultural and natural heritage experiences within the floral/fauna sanctuary
- Camping experiences
- Stargazing experiences if camping
- Sunrise / Sunset Viewing
- Space for Cultural, Community and private events

#### Park Visitor Areas

- Information / Paybay
- Picnic Area
- Sculpture Hill
- Starview Campsite
- Flora and Fauna Sanctuary conservation area
- Sundown Trail Carpark

#### Visitation

The Living Desert receives around 40,000 visitors per year. High season is April to October. Low season December to February. Shoulder months March and November.

Tourism operators regularly visit the Living Desert predominantly for Sunset tour experiences.

#### Legend

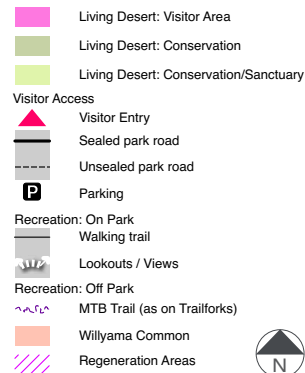


Figure 3.12. Visitor precincts

#### Nearby recreation and visitor experiences include:

- Nine Mile Road is being used for recreation by runners, joggers and walkers.
- An existing network of Mountain bike trails, which are recorded in the popular Trailforks website, can be accessed from the trailhead behind the Broken Hill Golf and Country Club. Trailforks mapping indicates one of the trails is within the Living Desert boundary.
- Willyama Common areas are situated either side of the Living Desert
- The Living Desert area also includes part of a Regeneration Area on the south west boundary.
- Nine Mile Station to the north of the Living Desert, accessed via the Silver City Highway, is a working sheep station offering camping accommodation or shearing quarters accommodation.

#### Considerations

- Improving site infrastructure to provide a better overall visitor experience
- Quality of built structures, types of materials in use and common identity throughout the park to create memorable experiences
- Investigate increasing walking opportunities while taking into account safety considerations and sensitive heritage areas
- Provision of spaces/places to enable a variety and flexibility in types of visitor experiences to take place ie places for stargazing/night time experiences beyond the campsite
- Carrying capacity, types of future events noting the cultural and environmental values and sensitivity of the place.



### 3.9 Visitation management

The council ranger team are responsible for all day to day visitation and site management.

#### Visitor Infrastructure / Facilities:

##### Picnic Area

- Picnic Shelters, Picnic tables, Gas BBQS and
- Toilets
- Visitor Carpark

##### Flora and Fauna Sanctuary conservation area

- Rest stops with seating, Picnic Shelter,
- Temporary toilet (port-a-loo)

##### Sculpture Hill

- Visitor Carpark
- Bench seat
- Signage

##### Starview Campsite

- Separated Caravan/RV and Tent Camping area
- Amenities - Toilets and hot showers
- Picnic Shelters, Picnic tables, Gas BBQS

##### Information / Paybay

- Information shelter with paywave facility
- Separate 'hut' for Ranger

##### Sundown Trail Carpark

- Visitor Carpark(gravel)
- Signage

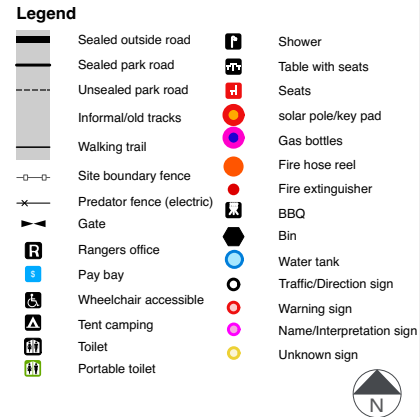


Figure 3.13. Visitor infrastructure

#### Safety and security management

- Daily on-site ranger presence
- Adequate safety measures in place to provide for visitors experiencing dehydration, walking injuries and the like and being able to contact emergency services throughout the park
- Sanctuary access - locations of perimeter gates to ensure that adequate access is provided for vehicular removal of persons from the Sanctuary if needed.
- Extreme weather events can cause flash flooding and impact visitor safety and infrastructure
- Limited bins in the reserve to avoid litter – only at the picnic area and the campsite
- No open fires are allowed, Gas BBQs only

#### Considerations

- There are areas of the site without access to communications / signal for emergencies

### 3.10 Site management

#### Operational

- A dedicated Council Ranger team manages the day-to-day operational and maintenance of the park including the Willyama Common and Regeneration Area.
- The ranger team currently consists of permanent ranger positions plus a temporary ranger until the 30th June 2025.
- A Volunteer Group has supported and assisted the rangers with general works across the site i.e. mulching, relaying pathways, pruning etc.

#### Role of Living Desert Ranger

- To control and co-ordinate tasks and activities necessary for the successful daily operations within the Living Desert, Living Desert Flora and Fauna Sanctuary, Willyama Common and Regeneration Area and to oversee the duties of staff and volunteers.
- Reports to the Visitor Services Coordinator
- Supervises staff and volunteers
- Ranger Duties are varied and include providing a professional verbal knowledge of the flora and fauna and Aboriginal culture to visitors to the Sanctuary; to cleaning and maintaining toilets and Campsite facilities, inspecting and maintaining predator proof fencing, animal management, maintaining all fixtures and assets, build and construct new fences, fixtures (seats, shade shelters etc.) and any other construction not requiring specialised trade personnel, overseeing watering requirements of the Aboretum/Flora reserve amongst other duties

#### Role of Volunteer Group

- Volunteers have had a role at the Living Desert since its inception
- The existing volunteer group S355 Friends of the Flora and Fauna of the Barrier Ranges Community Committee has been in operation formally since 2001.
- The group has a working one day per month and there are around 20 active volunteers
- At the Council meeting held 30 October 2024, Council resolved to dissolve the S355 Friends of the Flora and Fauna of the Barrier Ranges Community Committee in order to transition to the Living Desert State Park Volunteer Group.
- The role of the Volunteer Group will be achieved by:
  - Under the guidance of Council staff, participating in regular working bees to assist with the upkeep and beautification of the Living Desert State Park. - the John Simons Flora and Fauna Sanctuary - the Living Desert picnic area - the Sculpture Symposium site - the Star View Primitive Campground
  - To undertake roles as Volunteer Tour Advisors at the Living Desert State Park on a rostered basis.
  - To assist in the maintenance and future development of native flora and fauna within the State Park.
  - By undertaking all activities in a manner consistent with Council's Workplace Health and Safety requirements; and with the use of all designated personal protective equipment (e.g. gloves, safety glasses) as required by Council.

For further detail please refer to Business Plan within the Appendices to this report



#### Considerations

- Adequate site facilities for both rangers and volunteers to carry out day-to-day tasks needs to be reviewed - access to shelter, toilet facilities, communications
- Due to distance from Council depots the supply of appropriate plant and equipment on site should be reviewed to ensure the Living Desert staff can efficiently carry out day-to-day tasks.

### 3.10 Site management *continued*

#### Existing infrastructure and facilities:

- Its noted that much of the park facilities and infrastructure have been installed at low cost over time and enabled by the recycling of items from other council sites, grant funding for new items such as toilets, shelters, BBQs and the volunteer group and Rangers labour

#### Road Access and Drainage

- Primary visitor access sealed/two coat sealed roads and main carparks
- Road Bridge/culverts over creeklines/drainage lines

#### Ranger Facilities and Equipment

- Rangers Office, petrol generator and staff parking
- Equipment/storage sheds, parking areas

#### Communications

- No underground cabling on site, intermittent phone reception across the site.

#### Power

- No-on site power available. Solar poles operate keypads for after hours entry system and a petrol generator is located at the Rangers hut.
- Past proposals (REF 2000) outlined extending the overhead power lines on Nine Mile Road to the park

#### Potable Water

- Park is supplied with fresh water from town via pipeline. The supply is sourced from the town water supply via pipe network and tank system which supplies water to the Campground area and to the Flora Reserve
- Above ground pipe runs up the hill to the top of the Flora Reserve from a connection point on north west corner of the reserve.
- Flora Reserve has a network of irrigation polypipe laid

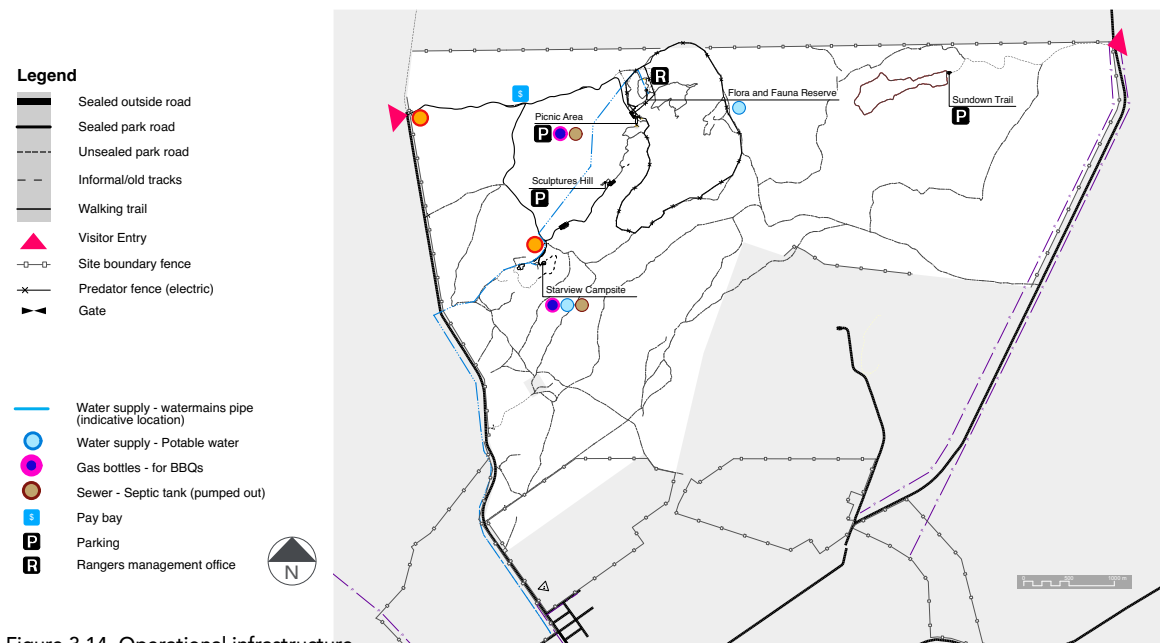


Figure 3.14. Operational infrastructure

across the surface to assist with plant establishment.

- A number of small artificial watering holes have been established to provide watering points for fauna within the Flora Reserve. Picnic shelters etc have small rainwater tanks collecting rainwater from roofs.

#### Other Plant and Equipment

- A detailed review of current plant and equipment requirements should be undertaken with the Ranger team and Councils Plant and Fleet Coordinator to assess future needs, if dedicated equipment for exclusive use of the Living Desert staff is required.
- Location of equipment storage facilities needs careful consideration to ensure visual impacts are considered. The existing ranger storage shed and parking area is highly visible from points along the Cultural Walking track. Visual mitigation of existing structures etc, consideration of materials (ie non reflective) and positioning/orientation of staff carparking to be considered.

#### Considerations

- Communications and coverage across the park
- Water Infrastructure and planning for long term sustainability
- Are existing Ranger and Volunteer facilities adequate for present/future needs
- Impacts of any new infrastructure and maintenance access on views, natural/cultural heritage values,
- Protection of site infrastructure from vandalism and maintaining adequate levels of maintenance for facilities for ongoing safety of visitors/users
- Monitoring for extreme weather events which may adversely impact infrastructure, landscape and visitor safety

### 3.11 Sustainability

Respecting the environment is an overriding principle of sustainable design - creating or managing outdoor environments which minimises the impact on local ecology and reduces resource consumption. Sustainable design solutions foster biodiversity, mitigate environmental impact, and promote resilience against climate change. By prioritising sustainability, this design philosophy significantly contributes to reducing carbon footprints and enhancing the natural beauty of our surroundings for future generations.

#### Climate Change

Broken Hill Council are using the 'Far West Climate Change snapshot' (OEH) as a framework for current projects related to Risk Management where infrastructure is likely impacted by temperature and climate events.

Broken Hill Council are planning both 20 year and 40 year forward scenarios so Council is prepared for the future of Climate change effects in council responsible service areas.

The long-term temperature trend indicates that temperatures in the region have been increasing since 1950, with the largest increase in temperature variables coming in the recent decades. The Far West Region is projected to continue to warm during the near future (2020–2039) and far future (2060–2079), compared to recent years (1990–2009).

The warming is projected to be on average about 0.7°C in the near future, increasing to about 2.1°C in the far future. The number of high temperature days is projected to increase, with fewer potential frost risk nights anticipated.

The warming trend projected for the region is large compared to natural variability in temperature and is of a similar order to the rate of warming projected for other regions of NSW.



environmental partnership collaborative team

#### Best practice guidance on Sustainability:

1. Sustainability Guidelines for visitor use and tourism in NSW national parks:

- Site suitability and compatibility with natural and cultural values
- Sustainable resource use
- Appropriate built form and scale

2. Sustainability assessment criteria for visitor use and tourism in NSW national parks

- Sustainable construction practices and compliance with Building Code of Australia, Disability (Access To Premises – Buildings) Standards 2010, and other relevant Australian standards.
- Environmental Sustainability, for example park management strategies to implement park closures, have access restricted to certain areas, in the interests of visitor safety and environmental sustainability. This may be necessary due to bushfire, flood, storm damage, fire prevention measures, maintenance and pest control operations.

3. Climate Positive Design principles, Australian Institute of Landscape Architects (AILA)

- Climate positive design meaning that over the life of a project, it sequesters more greenhouse gases than it emits. Co-benefits of climate positive projects include Social; Cultural; Environmental and Economic.



#### Considerations

- Integrating ESD principles into the existing site management, planning, design and implementation of any facilities and infrastructure
- Further design studies and implementation projects should take a 'whole of life' approach and follow climate positive design principles
- Choice of materials, design life and implementation of new infrastructure should consider the potential increased frequency of climatic events i.e. Flooding and erosion
- Consider use of benchmarks and climate tools (Climate positive pathfinder challenge) to provide guidance on emission targets for the Living Desert.
- Consider operational emissions in future management planning and ongoing maintenance

## 4.0 Masterplan strategies

### 4.1 Guiding principles for the Living Desert

The following 20 years Vision for time and related opportunities are drawn from the consultation undertaken for the Living Desert Strategic Masterplan with Council officers, on site staff, and community groups.

#### Stakeholder vision

##### Vision for 20 years time (2044)

- The natural environment is fully restored
- First Nations involvement in site conservation and collaboration with Council has been fully realised
- The Living Desert has become a major place to experience and learn about First Nations heritage and living culture
- The Living desert is a place for First Nations people to be on Country and conduct cultural practices
- There is strong engagement from visitors, able to access to information of environment culture and heritage in more interesting ways.
- There are regular tours
- Visitation has access to optimum technology to tell stories, educate and enhance the experience of the site
- There are interpretation mediums that help visitors understand the geological character and features of Broken Hill
- There is greater accessibility for all abilities including at the Sculptures and at the Arboretum
- There are more walks and trails available that become part of the attraction of the reserve
- There is updated functional infrastructure that is always sympathetic to the natural character of the place and does not stand out
- The natural environment is always most prominent in views and vistas

#### Opportunities

##### Opportunities for improvement / enhancement

- First Nations – “on Country experience” – currently none in Broken Hill.
- More indigenous story telling and stronger indigenous character to the site
- Improved telecoms signals implemented to provide improved safety and better potential for interpretational mediums
- Application of Technology to provide more detailed interpretation and to tell stories
- Potential audio trails
- Integration and coordination with the Geo Centre – potential for orientation to learn about the formation of the landform, minerals and landscape and then come out to the LD and see in-situ
- Tell the story of the dust storms, the pioneering regeneration areas and formation of the Green Belt
- Tell the story the reserve – why was it put there ?
- Improve interpretation in the Arboretum - names of plants and animals easily accessible
- Promote the feeding of the animals as a visitor attraction
- Use of Technology including applications (App) – to provide interpretation and tell stories
- More summer shelter in elevated locations looking out to views



- Better protection of landscape around sculptures – people trample vegetation getting to best photo points
- Use of boardwalks to provide improved accessibility for people with disabilities and reduce physical and visual impacts on landscape
- Provide more recreational trail connection and loops along interesting routes
- Harness the seasonality of the place – promote different seasonal activities and experiences
- Increase the presence of women artists on the site
- Explore potential for temporary art installations that build on and contribute to the arts profile of the place
- Potential for major temporary event that could occur yearly – similar to Sculpture by the Sea
- Promote star gazing and night sky photography as a reason to visit
- Promote Living Desert as a viewing site during major astronomical events – eg. meteor showers
- Promote the site as an event location learning from events of the past (eg. Jazz)
- Collaborate with partners to undertake events of all scales
- Promote / encourage film set use

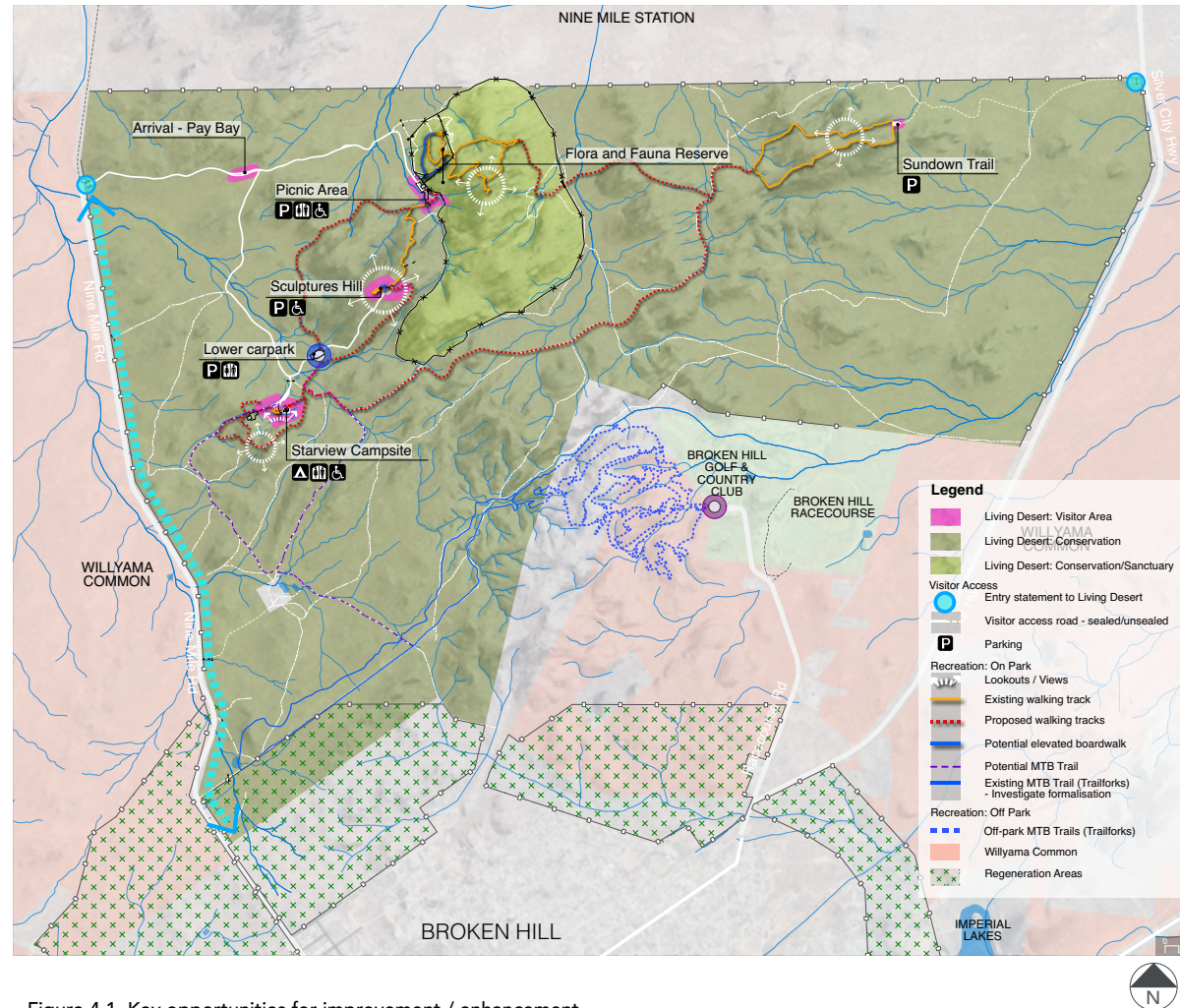


Figure 4.1 Key opportunities for improvement / enhancement

## Masterplanning Principles

Master planning principles provide high level guidance to planning and management strategies and are listed under the core site value of “Connecting with Country” and the four supporting site values of the Living Desert.



### CONNECTING WITH COUNTRY

- Recognise and celebrate First Nations ownership of the lands of the Living Desert
- Respect and protect the land, waters, and sky of the Living Desert
- Develop a collaborative approach to planning and managing the Living Desert with First Nations community
- Facilitate on “Country activities” by community
- Conserve, protect and tell stories of First Nations archaeology and other First Nations heritage and culture on site in consultation with community



### ENVIRONMENT

- Protect natural geology, soils, landform drainage and vegetation
- Continue the reconstruction of natural ecosystems on the site recognising the vegetation management focus of the Arboretum and the integrated fauna and flora goals of the Sanctuary
- Recognise the intention for Living Desert to conserve and showcase not only site endemic flora and fauna species but also that of the broader bio-region
- Manage in collaboration with other land managers, introduced flora and animal species within the broader 2400ha reserve to mitigate impacts
- Maintain the experience of and immersion in the natural landscape as the key and dominant experience of the site for visitors



### CULTURE

- Conserve and protect Aboriginal heritage in accordance with First Nations custodians advise and relevant legislation and policy
- Conserve and protect non aboriginal heritage in accordance with heritage advise and relevant legislation and policy
- Curate develop and expand the arts and cultural fabric of the Living Desert in complement to natural qualities and avoiding over proliferation of elements





### TOURISM / RECREATION

- Based on consultation with stakeholders develop First Nations stories of the site and provide a range of interpretational opportunities including guided tours / on country experiences
- Leverage and enhance aspects of the site that can provide memorable (Instagrammable) moments for visitors that can generate further interest and encourage return visits
- Enhance existing experiences and activities and where possible provide additional reasons for locals to visit and use the Living Desert on a regular basis
- Improve ticketing and entry systems to both encourage use and optimise revenue
- Promote and leverage all the qualities of the Living Desert (not just the sculptures) including trail walking, bird watching, night sky watching, wildflower viewing
- Promote and leverage the seasonal qualities of the Living Desert
- Develop collaborative approach with tour operators and expand opportunities for tour group visitation
- Expand event capacity of accommodation and range of accommodation offerings avoiding permanent development and impact on the landscape



### SUSTAINABILITY

- Manage the environment and visitation of the site having regard for its climatic conditions and limitations
- Have regard for climate change in planning and management
- Ensure design and materials of constructed facilities are of low visual impact compatible with the natural character of the site
- Site and construct site facilities to optimise the experience and appreciation of the natural landscape and avoid impacts
- Use materials that are from sustainable sources and supply chains
- Refine where appropriate site management systems to optimise functional and cost effectiveness
- Monitor and manage power and water use
- Control and manage runoff and waste water to avoid impact on natural drainage systems and the environment generally

## 4.2 Connecting with Country

The Living Desert site is a significant place for the First Nations peoples of Broken Hill.

Present on the site are a range of Archaeological features and the connections to ancient culture provide a key value to be integrated to future planning and management.

The Living Desert site falls within lands subject to the Native Title determination of 2015 for non-exclusive access and use of the Barkandji Native Title Group Aboriginal Corporation. The determination lists the community groups that fall within the broader Barkandji community and this includes the Wilyakali people of Broken Hill.

The Strategic Masterplan has a clear focus on building a stronger First Nations presence on site and in planning and management for the site through an ongoing working collaboration with Council and other stakeholders.

### Objectives

- To collaborate with First Nations peoples in the planning and care of The Living Desert embedding cultural knowledge and strengthening connection to Country through shared stewardship and meaningful involvement
- The Living desert is a place for First Nations people to be on Country and conduct cultural practices
- The Living Desert becomes a major place to experience and learn about First Nations heritage and living culture

### Strategies

1. Facilitate involvement of First Nations community in the planning and management of the Living Desert.
2. Enable and encourage First Nations on Country activities and undertaking of cultural practices on site.
3. Plan and implement in collaboration with First Nations community a facility (shelter or building) that can support First Nations On Country activities on the Living Desert
4. Identify through Collaboration with First Nations stakeholders desire to establish First Nations naming for the place and if applicable - preferred names for the Place and various site locations
5. Plan and implement in collaboration with First Nations community a stronger First Nations character to the site through the fabric of the place, interpretation and First Nations involvement and presence
6. Plan and implement more First Nations story telling across the site developed in collaboration with First Nations stakeholders
7. Develop and implement in collaboration with First Nations stakeholders a First Nations – “on Country experience” for visitors – currently none in Broken Hill
8. In collaboration with First Nations stakeholders review desirability and suitability of naming for key park features and in particular new features in language.





## 4.3 Conserving the qualities of the Living Desert

### Habitat

The Living Desert is a complex mix of habitat qualities forming part of the Barrier Ranges geological, soils and vegetation profile.

The creation of the nature reserve in the 1990's and in particular the installation of control fencing has created a microsm where predation and foraging by both native and introduced animals is altered. This is reflected in the good condition of the landscape within the reserve, and further emphasised by the presence of vegetation and fauna from the broader bioregion which may not be found in the area if not introduced.

This approach creates a hybrid landscape which fulfils the goals of the original flora and fauna reserve but requires a managed approach to sustain and ongoing balance.

#### Objectives

- The natural environment is fully restored to the agreed targets
- Management of fauna within the Sanctuary and on the broader Living Desert site is sustainable in the long term
- Visitors understand and appreciate the goals and history of the Living Desert

#### Strategies

1. Develop targets for management of the Arboretum detailing agreed habitat target environment and flora species range
2. Develop targets for management of the Sanctuary detailing agreed habitat target environment and fauna and flora species range
3. Develop targets for management of the habitats outside of the fenced / controlled Sanctuary and Arboretum
4. Guided by 1-3 consider the potential for revisiting of earlier proposals to re-introduce Yellow Footed Rock Wallaby to the site
5. Plan, resource and implement management systems that can effectively manage the environment including flora and fauna to the agreed targets
6. Improve interpretation in the Arboretum - names of plants and animals easily accessible
7. Review role of animal feeding in Fauna management strategies for the site - if appropriate - promote the feeding of the animals as a visitor attraction





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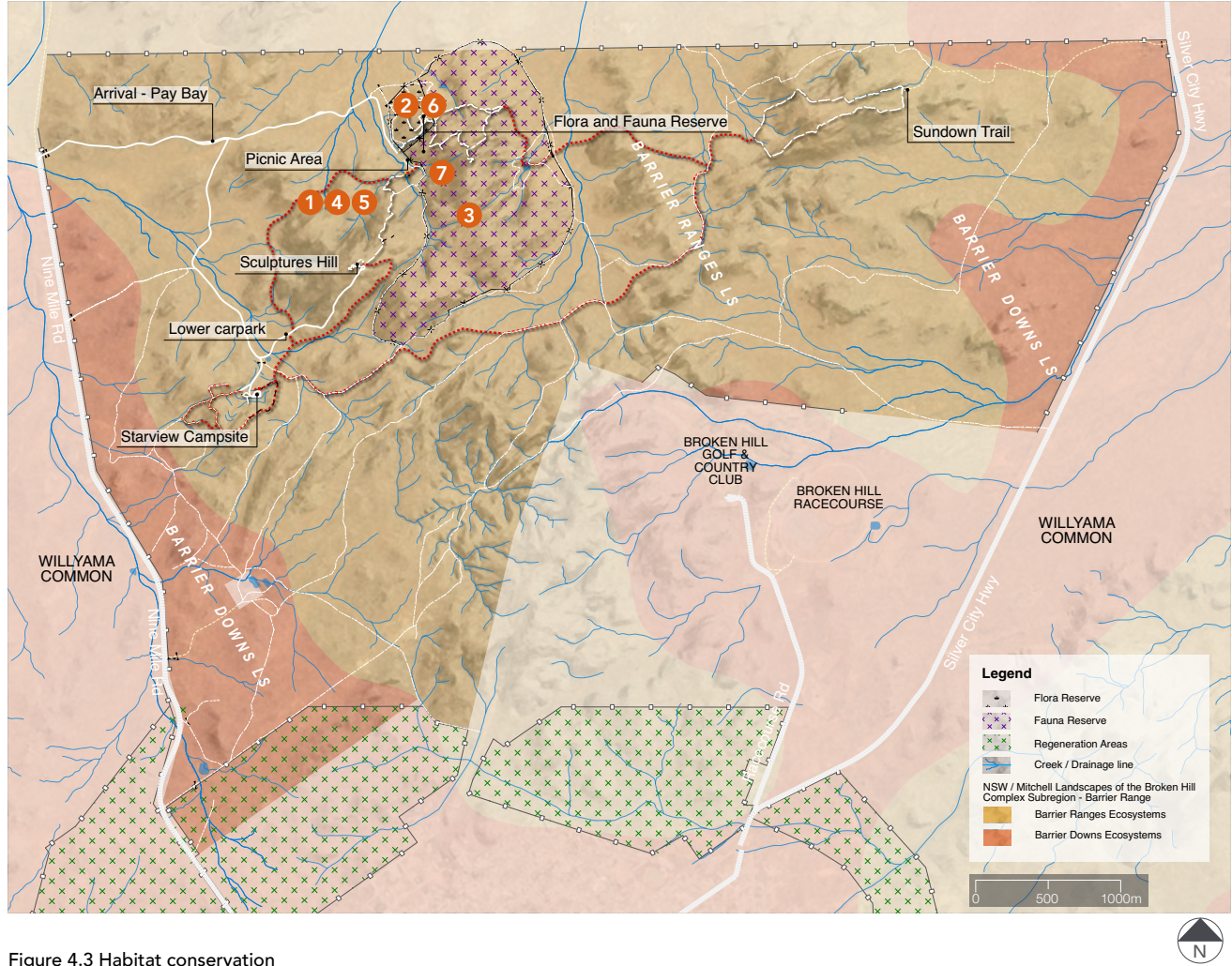


Figure 4.3 Habitat conservation

## 4.3 Conserving the qualities of the Living Desert

### Heritage

As outlined in section 4.1, the Living Desert site is one of high importance to the First Nations people of Broken Hill and lies within the lands subject to the Barkandji Native Title determination of 2015.

In terms of non-indigenous cultural heritage, Broken Hill is Australia's first heritage listed city and has played a key role in its economic and industrial development. The Living Desert has become one of the most recognisable images of Broken Hill and its melding of nature and culture.

All of these threads should play a role in the conservation and optimisation of the Living Desert's diverse heritage values.

#### Objectives

- Items of significance for First Nations and Historical heritage are identified and protected
- There is strong engagement from visitors, able to access to information of environment culture and heritage in more interesting ways.
- There are regular tours
- Visitation has access to optimum technology to tell stories and educate
- There are interpretation mediums that help visitors understand the geological character and features of Broken Hill

#### Strategies

1. Items of significance for First Nations and Historical heritage are identified and their significance analysed and documented
2. Items of significance for First Nations and Historical heritage are protected and conserved
3. Items of significance for First Nations and Historical heritage are interpreted through a range of mediums to enhance visitor experiences and understanding of the site
4. Improved telecoms signals implemented to provide improved safety and better potential for interpretational mediums
5. Application of Technology to provide more detailed interpretation and to tell stories (including audio trails)
6. Explore integration and coordination with the Geo Centre – potential for orientation to learn about the formation of the landform, minerals and landscape and then come out to the LD and see in-situ
7. Tell the story the reserve – why was it put there?
8. Tell the story of the dust storms, the pioneering regeneration areas and formation of the Green Belt



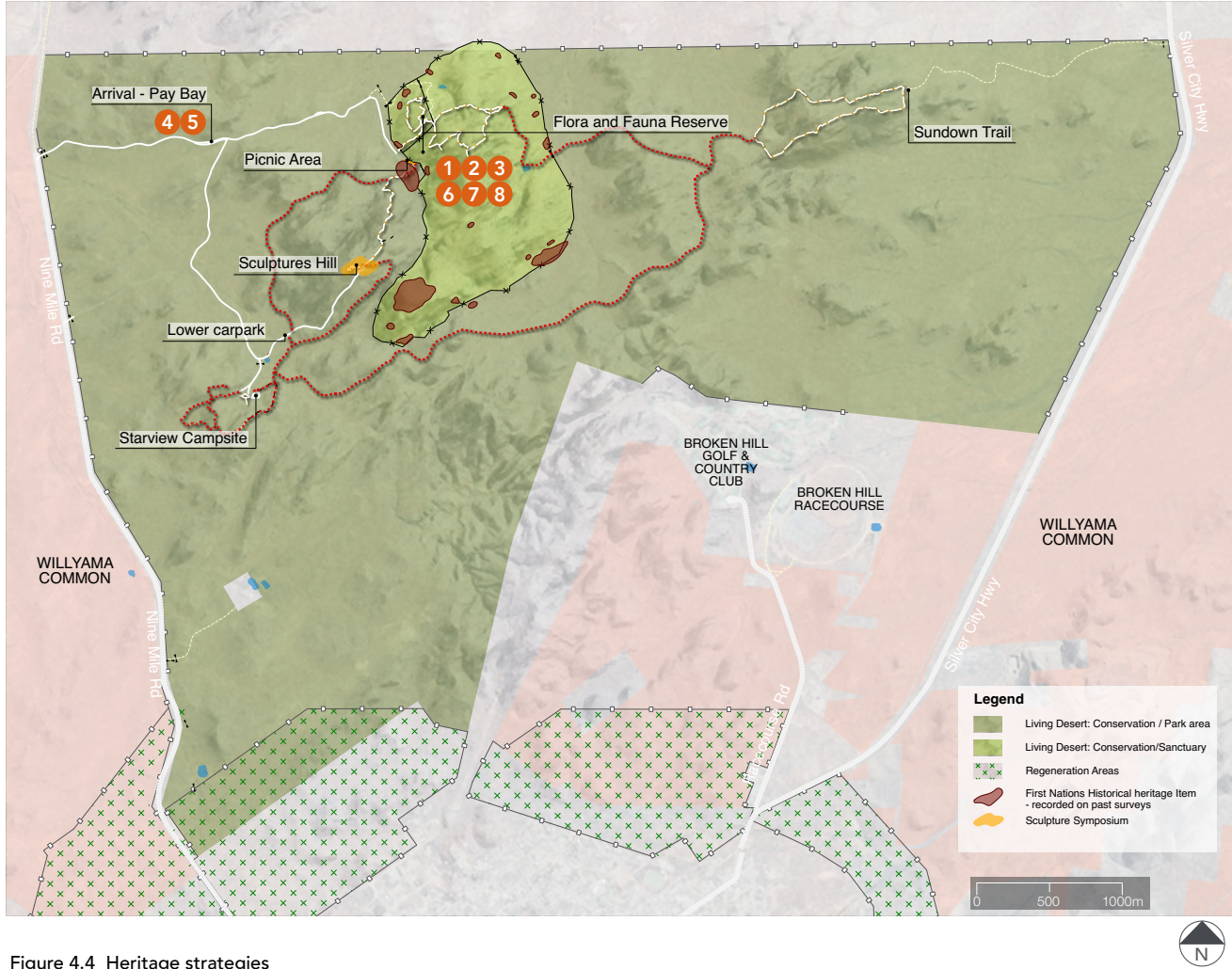
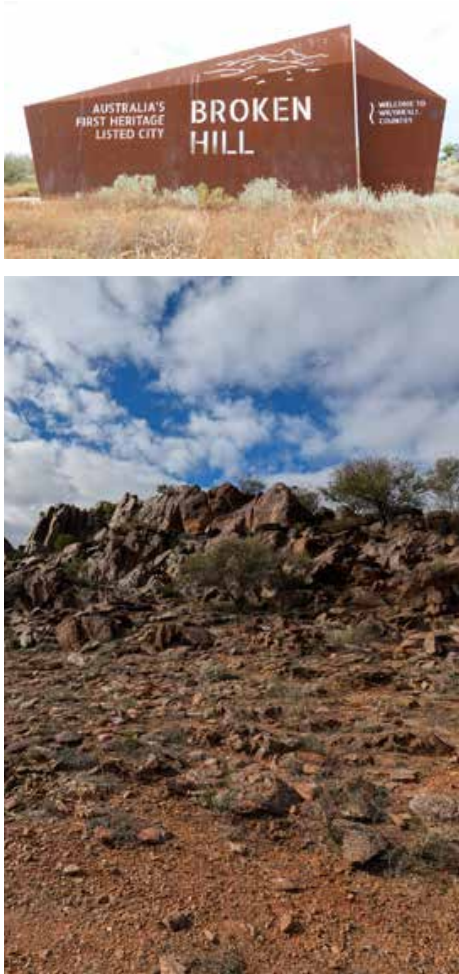


Figure 4.4 Heritage strategies



## 4.3 Conserving the qualities of the Living Desert

### Views and visual experiences

As the highest point in Broken Hill, the Sculpture Hill is one of a series of high points within the Living Desert that provide panoramic outlooks over the desert landscape and towards Broken Hill City.

At the same time the Living Desert is highly valued as a place providing immersion in nature and the opportunity to experience the natural landscape of the desert.

As such the protection and optimisation of the hilltop viewing points and the ability to experience a natural landscape setting are key drivers for the strategic masterplan.

#### Objectives

- Views from high points across the site are protected
- The natural environment is always most prominent in views and vistas
- Provision of updated functional infrastructure that is sympathetic to the natural character of the place and does not stand out
- The landscape around sculptures is protected from damage by people seeking best photo points

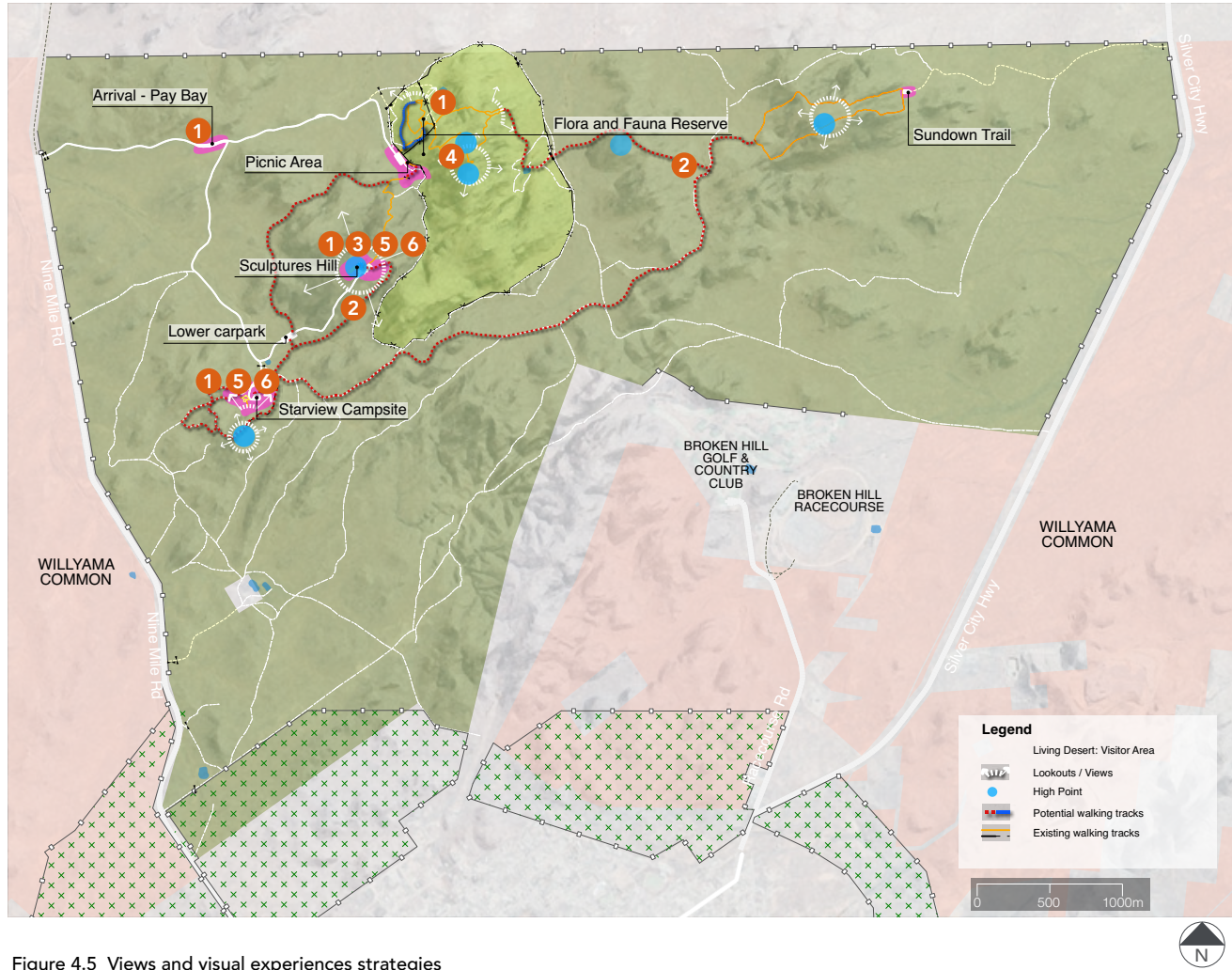
#### Strategies

1. Analyse siting and design of proposed facilities from potential viewing points to prevent impact to views and natural character of views from around the site
2. Provide more recreational trail connections and loops along visually interesting routes
3. Provide alternative access experiences around sculptures that offer better viewing points than going off trails / paths
4. Provide more summer shelter in elevated locations looking out to views
5. Promote star gazing and night sky photography as a reason to visit Living Desert
6. Promote Living Desert as a viewing site during major astronomical events – eg meteor showers





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## 4.3 Conserving the qualities of the Living Desert

### Art and culture

The Sculpture Symposium from which the artworks to the sculpture hill were implemented in 1993 form an important legacy to the current day association of arts and culture with Broken Hill.

Also fundamental to this identity is the connection of the town to pre-eminent artists such as Pro Hart and Jack Absalom among others.

The town draws artists with its melding of the desert landscape and industrial / working history and associated culture and stories.

The Living Desert can continue to play a key role in this identity and can help shape the further evolution and development of arts and culture in Broken Hill.

#### Objectives

- A long term vision of arts and culture on the site is provided that evolves the role and depth of this quality of the Living Desert
- Arts and culture have a broader relationship to the site than just the Sculpture Hill
- An increased First Nations arts and cultural presence on the site
- An increased presence of women artists on the site

#### Strategies

1. Conserve arts and culture as key influences on the character of the Living Desert and an attraction for visitors and locals
2. Review how the role of art and culture should best be managed for the next 20 years of life of the Living Desert including:
  - expanding the perception of art on the site to more than the Sculpture Hill
  - reviewing the ongoing curation, management and maintenance of the Sculpture Hill with arts stakeholders
  - Further developing First Nations arts presence on site
  - Preventing impacts on First Nations and historical heritage
  - An increased presence of women artists on the site
  - Exploring potential for temporary art installations
  - Facilitating and promoting site as an event location
3. Following on from strategy 2. develop "Living Desert Arts and Cultural Management Plan" to support and supplement this Masterplan, the Living Desert PoM and other Councils strategies and policies providing direction to curation and management of art and culture on the site including the Sculpture Hill
4. In liaison with First Nations stakeholders, plan and implement increased presence of permanent and temporary First Nations arts and cultural mediums on the site
5. Explore potential for temporary art installations that build on and contribute to the arts profile of the place
6. Review and refine events role for large and small events
7. Develop events guidelines for large and small events
8. Collaborate with partners to undertake events of all scales
9. Promote Living Desert as a viewing site during major astronomical events – for example meteor showers
10. Encourage appropriate use of the Living Desert as a film and photography site that leverage its natural qualities





Sturt NP, NPWS

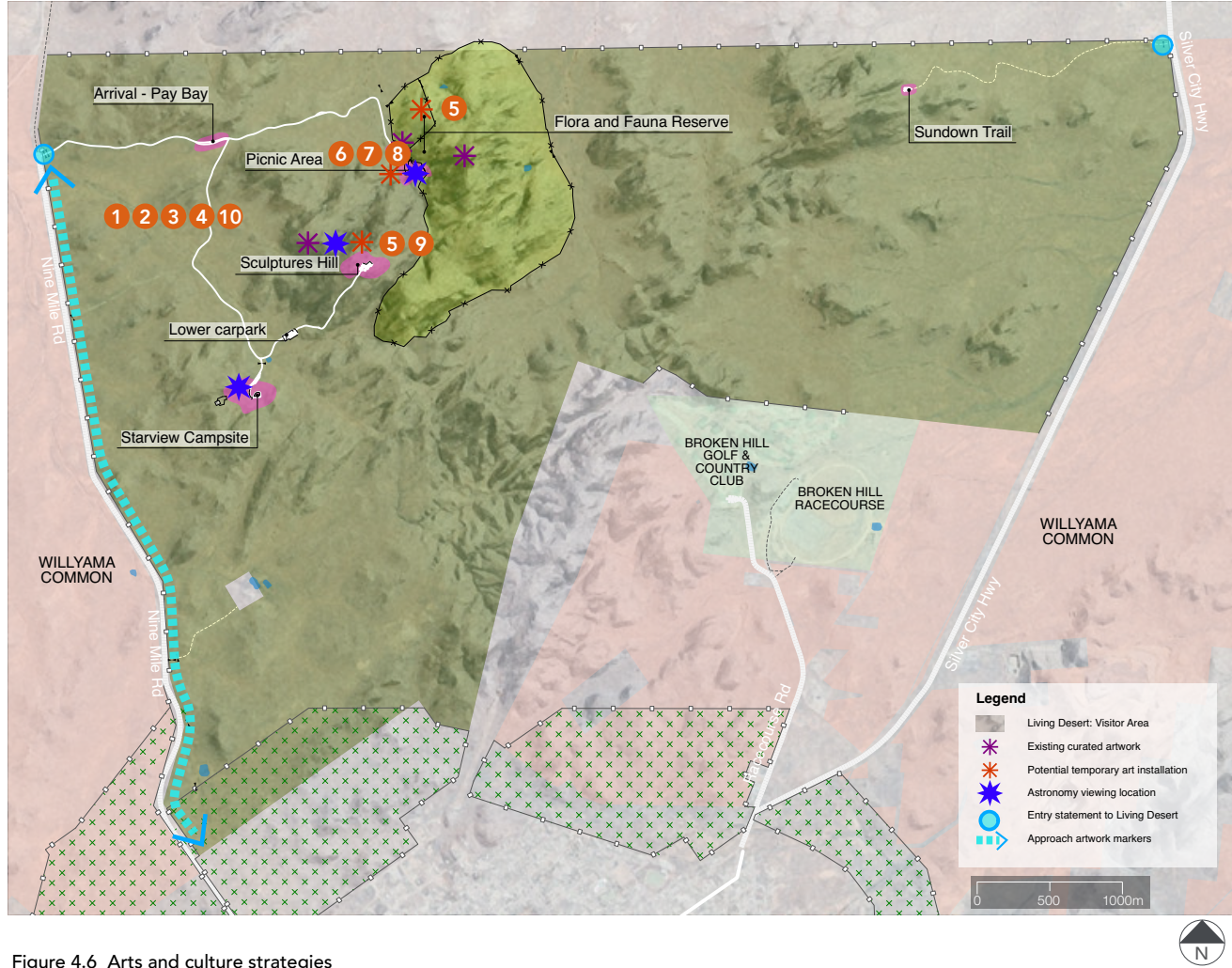


Figure 4.6 Arts and culture strategies

#### 4.4 Understanding the Living Desert

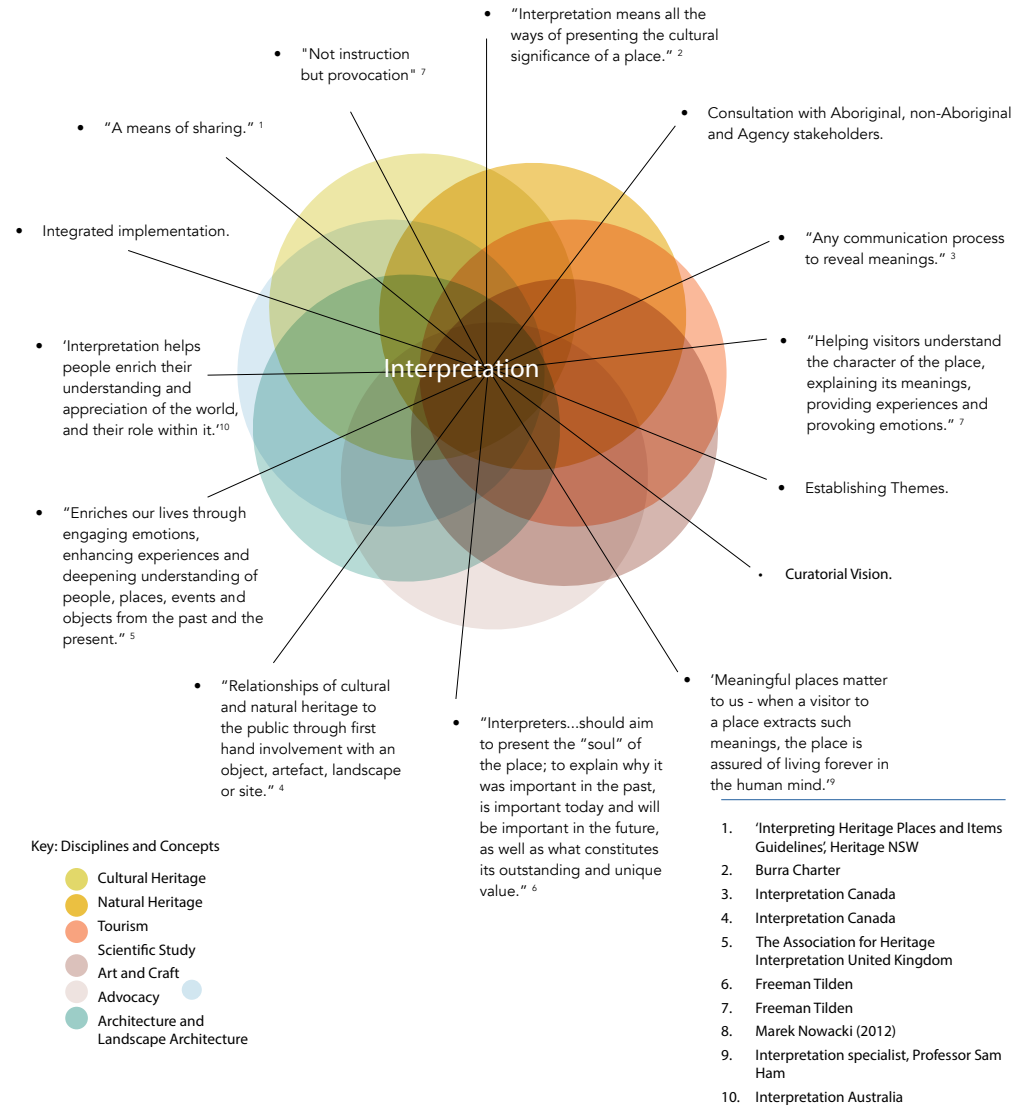
The Living Desert's stories embrace Wilyakali Culture, endemic plant and animal life, European uses of the land and a continuous spirit of creativity expressed through art, particularly sculptural intervention in the landscape.

The Living Desert National Park is Aboriginal land, first and foremost home to Wilyakali People. The Living Desert is a living cultural landscape, with possibilities for stories of ancient creation, inter-generational knowledge of caring for Country and living sustainably through seasonal changes. The Living Desert has experienced change through European occupation and mining, and in the last 30 years an evocative regeneration story and creation of a plant and animal sanctuary. The landmark 'Symposium' in 1993 hosted the creation of iconic sculptures that have become a signature for the park. Creativity is a core feature of the park, with subsequent sculptural works and as a place of inspiration and connection to nature for artists.

It is clear that The Living Desert has many stories to share. Visitor interpretation is a way of sharing these stories, 'helping people enrich their understanding and appreciation of the world, and their role within it.' (Interpretation Australia). 'Visitor experiences are enriched through quality interpretation and information.'

Visitor interpretation is a key element of the The Living Desert experience. It provides opportunities for appropriate and authentic storytelling that can be embedded into visitor journeys via a range of accessible and inclusive mediums to truly enhance visitors' understanding and appreciation of The Living Desert.

#### Global best practice Interpretation Diagram



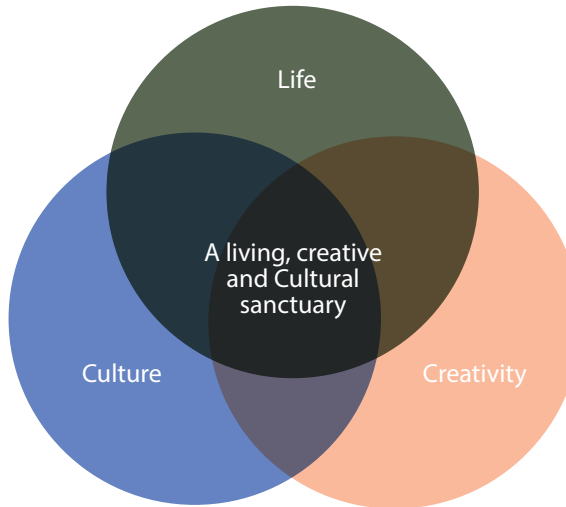
## Stories to share

The Living Desert's stories embrace First Nations Culture, endemic plant and animal life, European uses of the land and a continuous spirit of creativity expressed through art, particularly sculptural intervention in the landscape.

The Living Desert is a living cultural landscape, with possibilities for stories of ancient creation, inter generational knowledge of caring for Country and living sustainably through seasonal changes. The Living Desert has experienced change through European occupation and mining, and in the last 30 years an evocative regeneration story and creation of the plant and animal sanctuary.

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It is clear that The Living Desert National Park has many stories to share. Visitor interpretation is a way of sharing these stories, 'helping people enrich their understanding and appreciation of the world, and their role within it.' (Interpretation Australia). 'Visitor experiences are enriched through quality interpretation and information.'



## Stories and interpretation ideas



### Living

Stories and interpretation ideas:

- Wilyakali culture
- Sanctuary - regeneration
- Botanical rigour
- Sustainable
- Science
- Wildlife
- Diversity
- Endemic
- Geology



### Culture

Stories and interpretation ideas:

- 'Cultural Walk' - which requires review and update by Wilyakali
- Updated, contemporary Wilyakali perspectives
- Joint management - Wilyakali
- Wilyakali Cultural officer
- Language
- Sky Country interpretation and activities



### Creative

Stories and interpretation ideas:

- Wilyakali cultural creativity
- Symposium Sculptures
- TAFE Sculptures
- Artists seeking inspiration (Art Exchange)
- Events
- Sculptures and or other art mediums by women
- Regular temporary art activations



## Guiding Principles for Interpretation Development in The Living Desert

The development of The Living Desert National Park Interpretation Strategy is underpinned by the following principles:

### INTERPRETATION PRINCIPLES

- Recognise The Living Desert as the ancestral home of Wilyakali, embracing the narratives, languages, customs, and knowledge systems.
- Utilise visitor interpretation to enhance safe experiences, foster understanding, and promote respect for the park's Cultural and natural values, as well as its more recent historical significance.
- Ensure cultural interpretation adheres to appropriate protocols, with the right storytellers sharing the right stories in the right place, time, and manner. First Nations representatives will be integral to interpretation development teams.
- Implement authentic and lawful methods for sharing culture, respecting Indigenous Cultural and Intellectual Property (ICIP) principles.
- Foster collaboration with diverse subject matter experts, including Wilyakali representatives, park staff, artists, historians, researchers, scientists, naturalists, and pastoralists.
- Develop flexible interpretation strategies that allow for updates, refreshes, and changes to reflect evolving understanding and circumstances.
- Ensure interpretive outcomes are supported by sustainable development pathways.
- Use interpretation to cultivate a deep understanding and appreciation of The Living Desert National Park's unique ecosystems, biodiversity, and geological features, encouraging environmental stewardship among visitors.
- Adopt a holistic approach to visitor interpretation that encompasses the values and character of people and place, aligns with stakeholder goals and objectives, appropriately shares themes and stories, showcases available experiences, and considers how different visitors will best connect with each element.
- Prioritise accessible and inclusive visitor interpretation, ensuring that all visitors, regardless of physical abilities or socio-cultural backgrounds, can fully engage with and appreciate the park's natural and cultural heritage.

## How to use this Strategy

The Living Desert Interpretation Strategy is designed as a roadmap for enhancing the visitor experience in The Living Desert National Park through effective, respectful and innovative interpretation. It serves as a guide for The Living Desert National Park staff, First Nations and interpretation partners, providing direction on foundational principles through to actionable steps. Hyperlinks to relevant pages within the strategy document and to external documents have been provided.

This strategy is designed as a living document, meant to inspire collaboration, innovation, and continuous improvement. Regular engagement with its contents will ensure interpretive efforts remain dynamic and responsive to the evolving landscape of visitor expectations and park narratives.

## Ways of Sharing

Ways of sharing describes the different interpretive mediums through which The Living Desert's values can be shared with visitors:

- Face to Face interpretation, such as guided tours and hands-on workshops, is crucial for providing visitors with direct experiences and understanding.
- Signage plays a vital role in narrating The Living Desert's story. Efforts to update displays with a cohesive design that aligns with the environment and its narratives will enhance visitor engagement.
- Digital media, including augmented and virtual reality, audio guides, and interactive platforms, enhance the visitor experience by offering multi-layered content and improving accessibility.
- Sound, lighting, projection and language are sensory elements that elevate the overall experience. Audio allows for narratives, cultural music, and diverse languages, while strategic lighting and projections can transform spaces, especially during evening hours.
- Art and craft, including public installations and workshops, provide opportunities for visitors to immerse themselves in Wilyakali traditions and lore.
- Object displays and outdoor exhibitions can create immersive interpretive environments that offer interactive cultural narratives.
- Events provide multi-sensory experiences that embody The Living Desert's core themes and stories.
- Each proposed method contributes to a comprehensive interpretive experience for visitors. The following outlines key interpretation types and associated possibilities:



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Face to Face

Signage

Language + Naming

Digital Media

Sound

Art + Craft

Lighting + Projection

Exhibition and display

Events

## Face to Face

In-person interpretation through tours, workshops, and events featuring First Nations representatives is the most impactful method at The Living Desert. There's potential to expand visitor offerings, generate revenue, and strengthen First Nations communities' role in cultural storytelling.

A First Nations focus aligns with best practices for delivering authentic experiences, allowing greater control in sharing culture and increasing benefits for individuals and communities.

### Opportunities

#### First Nations led opportunities:

Note: Indicative only - ideas are all contingent on what First Nations stakeholders agree to support/pursue - liaison is in progress currently.

- Enhancing training for non-Aboriginal guides by First Nations representatives, park staff, and field experts.
- Developing a comprehensive "The Living Desert Knowledge for Tour Guides" course.
- Encouraging tour operators to engage First Nations guides.
- Creating platforms for First Nations community to share interpretation ideas.
- Expanding food-based and art-based experiences at various scales and price points.
- Increasing thematic tours for specialised cultural and natural immersion, such as gender-specific tours, truth-telling tours, and sustainability-focused experiences.
- Growing multi-day events with various opportunities for First Nations involvement based on individual preferences and skills.

#### Natural heritage opportunities:

- Expand science and sustainability-focused tours that highlight The Living Desert's natural and cultural heritage.
- Increase tours led by scientists and subject matter experts. Consider a guest series featuring renowned professionals, connecting visitors with cutting-edge research on preserving significant natural sites.
- Integrate expert presentations, tours, and activities into themed events. For example, organize a Living Desert Bird Week, inviting ornithologists and naturalists to lead specialised activities.
- Incorporate environmental advocacy into tours, educating visitors on ways they can contribute to conservation efforts.
- Enhance guide training by establishing improved information channels with ongoing and recently completed scientific research in relevant fields.
- Note that any new commercial experiences, tours, or events would require appropriate licensing and permit approvals.

**Accessible and inclusive opportunities:**

- Create programs that accommodate diverse learning styles, including tactile and sensory activities.
- Design in-person experiences that cater to various age groups, cultural backgrounds, languages, and physical abilities.
- Implement staff training programs focusing on cultural competence, accessibility awareness, and inclusive engagement techniques.



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Blue Mountains tour led by Anderson's Tour, Tripadvisor



Traditional canoe-making in a demonstration and workshop by Gringai/Worimi man and Cultural Knowledge Holder Luke Russell, UNSW Galleries



Traditional Owner-led art tours at Kakadu, traveldailymedia.com



Pudakul Aboriginal Cultural Tours at Lambell's Lagoon in the Top End offers bushtucker walks and tastings, painting, weaving, and didgeridoo demonstrations, pudakul.com.au



Grand Cliff Top Walk guided tour at Wentworth Falls, nationalparks.nsw.gov

## Signage

Signage displays are crucial components of the visitor experience, particularly for self-guided tours. The Living Desert currently features a mixture of outdated and deteriorating signage. A comprehensive strategy and brand style guide for cohesive, modern interpretive signage is necessary.

To address these needs, a versatile signage suite should be developed, offering various sizes and styles to suit different locations and allow the natural landscape to remain the focal point. High-traffic areas will require different signage solutions compared to more secluded spots.

Signage also presents opportunities to enhance accessibility and inclusivity. Incorporating elements like QR codes or other scannable features can provide access to digital content, including multilingual interpretations for international visitors.

### Opportunities

- Consider introducing First Nations voices at all trailheads, either through written quotes or digital media activated by scannable signage, such as audio recordings. Note: Indicative only - ideas are all contingent on what Wilyakali stakeholders agree to support/pursue - liaison is in progress currently.
- Incorporate active prompts for sensory engagement on new and revitalised walks, encouraging visitors to use their senses of smell, sight, and touch. For example, use directive words like “Listen” to guide the experience.
- Explore three-dimensional and tactile elements in signage design, including frames and housing, to convey concepts through form, scale, imagery, and texture.
- Integrate poetry and other literary arts to create emotional connections for visitors when communicating cultural narratives.
- Ensure signage design allows for easy content updates and the ability to temporarily or permanently remove names, images, or other content when required for cultural reasons, such as during periods of mourning.
- Design signage to be accessible to a wide range of visitors, considering factors such as height for children and wheelchair users, incorporating braille, using clear and understandable language, including universal symbols and images, and providing tactile elements or audio narration in key languages. Consult relevant accessibility standards to ensure adherence to best practices in sign design and installation.



Using art and illustration to weave a story. By being placed in the ground, this sign is recessive and secondary to the landscape, Toorale Homestead, SUPERSENSE



Using tactile elements to communicate concepts in an evocative and accessible way, Schöneberg Nature Park, Grün Berlin / Frank Sperling, tactilestudio.co



Situating signage sensitively in the landscape, Heini Jones



Flexible signage allows for refresh of content at the Royal Botanic Gardens, Cranbourne, Royal Botanic Gardens Cranbourne, lookear



Signage 'activated' by the landscape, Gour De Tazenat, by Atelier Cap, atelier-cap.fr



## Language and Naming

Incorporating First Nations language presents a significant opportunity for interpretation. Beyond updating place names and integrating language into tours, advanced delivery methods such as digital platforms with audio capabilities offer enhanced visitor engagement.

### Opportunities

Note: Indicative only - ideas are all contingent on what First Nations stakeholders agree to support/pursue - liaison is in progress currently.

- Provide audio guides for correct pronunciation, delivered by First Nations representatives, digital means (QR codes or apps), or on-site speakers.
- Offer language lessons for visitors, either in-person with Wilyakali instructors or through digital platforms.
- Prominently feature First Nations words on signage alongside English translations, and integrate them into architectural and landscape designs.
- Create language-based 'Welcome to Country' recordings.
- Develop multilingual audiovisual and immersive installations.
- Incorporate language into oral history presentations.
- Produce publications featuring First Nations language.
- Increase efforts to preserve and promote First Nations languages.

**"Safeguarding the diversity of languages is crucial to protecting both cultural and biological diversity."**

UNESCO 2001 Universal Declaration  
on Cultural Diversity



## Digital Media

Digital technologies offer innovative ways to enhance storytelling and complement other interpretive methods at The Living Desert. These tools provide engaging experiences for visitors of all ages, leveraging their familiarity with digital devices.

Digital content can be accessed both on-site and remotely, in visitor centres and throughout the landscape. For areas with limited Wi-Fi, experiences can be pre-downloaded or triggered by GPS locations. Off-site digital access serves as an effective preview and trip planning tool for potential visitors.

It's crucial to consider Indigenous Cultural and Intellectual Property (ICIP) Protocols when sharing stories digitally to protect against copyright infringement.

### Digital Interpretation - 'Pre, During and Post' Visit

A digital layer enhances physical interpretation, offering additional engagement through City of Broken Hill Council platforms or other shareable interfaces. This approach enables diverse storytelling and facilitates self-guided tours. Improved Wi-Fi coverage will expand digital interpretation opportunities park-wide.

The strategy aims to implement feasible digital initiatives immediately while planning more complex concepts for future implementation. Digital interpretation should be designed for growth, with flexible, open-source platforms to ensure long-term relevance.

### Opportunities

- Develop tailored, multi-layered content for diverse visitor preferences
- Utilize QR codes and GPS for location-based digital experiences
- Offer rich content on visitors' personal devices, including virtual guides and environmental change animations
- Enable easy content updates and removal of culturally sensitive material when necessary
- Incorporate video and audio to showcase First Nations languages and stories
- Provide multilingual content for international visitors
- Facilitate social media sharing for organic marketing
- Create interactive experiences and gather visitor feedback
- Present intangible heritage through digital means
- Offer platforms for oral histories
- Design thematic, self-guided digital tours



Alice Springs Genestreaming Augmented Reality Sculpture at Todd Street Mall, Alice Springs, [sciart.com.au](http://sciart.com.au)



Traditional Owners share culture digitally, launched via QR codes embedded in physical signage, Ballina Shire, NSW, [issuu.com](http://issuu.com)



### Case study: 'Barangaroo Ngangamay'

Amanda Jane Reynolds  
and Genevieve Grieves,  
Barangaroo Ngangamay,  
detail of Augmented Reality  
app, Barangaroo, 2017

Barangaroo Ngangamay is an innovative example of multi-disciplinary storytelling that shares Aboriginal cultural experience via modern technology and public art installations. The Barangaroo Ngangamay app uses AR technology to showcase the strength, diversity and creativity of Aboriginal women, men and children of the Sydney region. Five films can be accessed that show Aboriginal women across the Sydney region sharing stories about their culture.

Visitors are self-directed as they walk through Barangaroo, discovering films embedded within the landscape. Paired with the augmented reality and videos are physical rock engravings/petroglyphs by Aboriginal Elders Vic Simms, Steven Russell and Laurie Bimson using manual hand tools such as stones, mallets and chisels. These engravings permanently embed culture on the site.

## Sound

Audio interpretation is a powerful method for conveying stories through narrative, sound effects, and music, particularly effective for self-guided tours. It can create immersive sensory experiences without overshadowing natural sounds, providing a complementary storytelling lens for visitors exploring the landscape.

### Opportunities

Note: Indicative only - ideas are all contingent on what First Nations stakeholders agree to support/pursue - liaison is in progress currently. Develop narrated bushwalk companions.

- Present oral histories from individuals with firsthand experience.
- Create expert-led audio content similar to podcasts, featuring First Nations representatives, rangers, and various specialists.
- Offer recordings of First Nations people discussing their Country.
- Provide audio cues for identifying bird calls and animal sounds.
- Showcase First Nations languages, cultural music, poetry, and stories.
- Improve accessibility by offering audio in multiple languages.
- Enhance engagement for visually impaired visitors or those with literacy challenges.
- Direct attention to landscape features that might otherwise be overlooked.
- Create self-guided audio tours with location-specific activation points.
- Develop in-vehicle listening experiences to connect different sites.

- Offer more extensive content than traditional signage allows.
- Reduce the need for physical signs in the landscape.
- Provide wayfinding assistance.



Visitors are able to access audio through their personal devices, New South Wales National Parks and Wildlife Service

## Art and Craft

Art serves as a form of interpretation, expressing stories and connections through culturally resonant forms. Building on The Living Desert's existing role as an outdoor sculpture gallery, art-making can continue to be a key method for storytelling and immersing visitors in culture through contemporary artists' work on Country.

### Opportunities

Note: Indicative only - ideas are all contingent on what First Nations stakeholders agree to support/pursue - liaison is in progress currently.

- Commission landscape sculptures and graphic works.
- Create graphic, film, and animation pieces for interpretive signage, digital platforms, and websites.
- Expand art and craft workshops and participatory activities for diverse visitor engagement.
- Incorporate artwork as a feature of The Living Desert's entrance and various precincts.
- Provide curatorial support to elevate artists' practices through themed exhibitions, design briefs, message distribution, and show organization.
- Develop travelling art shows to raise awareness of The Living Desert.
- Coordinate art exhibitions with special events.
- Explore collaborations between First Nations artists and artists from other regions.
- Offer a range of artistic practices to engage different visitor types, from emerging to established artists.



Commission artworks that visitors can experience up close can form strong connections to place, 'Bara' by Judy Watson, [greenmagazine.com.au](http://greenmagazine.com.au)



Sunset Sculptures at the Living Desert State Park, Broken Hill, SUPERSENSE



Increase opportunities for visitors to participate in workshops to understand local craft techniques, Joe Florian / The Living Desert National Park



## Lighting and Projection

Illumination and visual projection techniques offer innovative ways to convey narratives and create immersive interpretive experiences. These methods can transform outdoor spaces during evening hours, potentially introducing a novel aspect to The Living Desert's offerings.

Drawing inspiration from successful night experiences at other natural landmarks, light-based storytelling could provide unique opportunities to share traditional narratives.

Evening illumination and projection can reimagine landscape spaces, with the flexibility to communicate at various levels of complexity and to suit different budget constraints.



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### Opportunities

Note: Indicative only - ideas are all contingent on what First Nations stakeholders agree to support/pursue - liaison is in progress currently.

- Enhance accessibility for diverse audiences, bridging language, literacy, and physical barriers.
- Utilize landscape features as canvases for projected still or moving imagery.
- Create subtle daytime installations that transform into immersive spatial experiences after dark.
- Adapt lighting schemes to acknowledge special events or observances.
- Provide audio cues for identifying bird calls and animal sounds.
- Showcase First Nations languages, cultural music, poetry, and stories.
- Improve accessibility by offering audio in multiple languages.
- Enhance engagement for visually impaired visitors or those with literacy challenges.
- Direct attention to landscape features that might otherwise be overlooked.
- Create self-guided audio tours with location-specific activation points.
- Develop in-vehicle listening experiences to connect different sites.
- Offer more extensive content than traditional signage allows.
- Reduce the need for physical signs in the landscape.
- Provide wayfinding assistance.



Large-scale illumination can be highly impactful and relatively simple to achieve, 'Forest lights' by Moment Factory, Crystal Bridges Museum, [momentfactory.com](http://momentfactory.com)



Illuminated elements in the landscape come to life in the evening, Austria's national pavilion. Milan Expo 2015, Dezeen



## Exhibition

Exhibitions serve as a key medium for immersing visitors in multisensory experiences that explore various themes and stories within The Living Desert. Well-designed exhibition concepts can create engaging environments that resonate with diverse audiences, offering experiences not available elsewhere in the landscape.

The display of cultural objects and artefacts plays a crucial role in interpretation for visitor centres and exhibitions. These displays allow First Nations representatives, curators, and designers to construct narrative environments that effectively convey key messages and stories.

Given the current lack of a dedicated exhibition space or visitor centre, a semi-enclosed outdoor interpretation centre could provide a cost-effective solution. This space could serve as both an interpretive and orientation hub, ideally located in a central area such as the picnic grounds.

## Opportunities

Note: Indicative only - ideas are all contingent on what Wilyakali stakeholders agree to support/pursue - liaison is in progress currently.

- Host live workshops demonstrating traditional and contemporary craft techniques.
- Enable First Nations guides to showcase the natural sources of materials used in artefacts.
- Improve artefact accessibility through enhanced display infrastructure.
- Implement flexible exhibition designs to accommodate seasonal themes or special events.
- Develop protocols for respectful removal of culturally sensitive materials when necessary.
- Create custom film content and screening experiences.
- Design child-friendly exhibitions with interactive learning activities.
- Develop travelling exhibitions to share The Living Desert's stories beyond its boundaries.
- Provide unique platforms for First Nations cultural transmission and innovation.
- Ensure exhibition environments cater to diverse physical, demographic, and learning needs.



Exhibition space connects with the landscape at the Austria Pavilion, World Expo 2015, archdaily.com



Blast wall interpretation at Sub Base Platypus, Sydney, SUPERSENSE

## Events

Events serve as powerful interpretive tools, inspiring and engaging visitors with The Living Desert. Future event planning should:

- Build upon existing successful programs
- Highlight the park's unique heritage
- Appeal to target visitor demographics
- Stimulate visitation during off-peak seasons

## Opportunities

Note: Indicative only - ideas are all contingent on what First Nations stakeholders agree to support/pursue - liaison is in progress currently.

- Enhance birdwatching programs to attract enthusiasts.
- Develop comprehensive cultural immersion festivals showcasing First Nations art, cuisine, and music.
- Expand stargazing events, leveraging the area's dark skies and cultural astronomy.
- Broaden educational workshop offerings for families.
- Introduce specialised photography and art-making expeditions.
- Create wellness retreats that incorporate First Nations cultural elements.
- Develop a culinary event series centred on First Nations cuisine.
- Expand educational tours to align with school curricula.
- Strengthen conservation volunteering initiatives.
- Design cultural awareness retreats suitable for corporate events and incentives markets.



Photography expedition, wildnaturephotoexpeditions



Culinary events series, Kakadu Dird Full Moon Feast, Ben Tyler, The Living Desertrtourism.com



Increase capacity for multi-day events such as the Taste of Kakadu, parksaustralia.gov.au

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## Key moves for interpretation in the landscape

Key moves describe the key recommendations for interpretation both park wide as well as to specific places.

The following park wide recommendations are supplemented by the place specific recommendations in 4.5 Experiencing the Living Desert - **Places**

### Park wide:

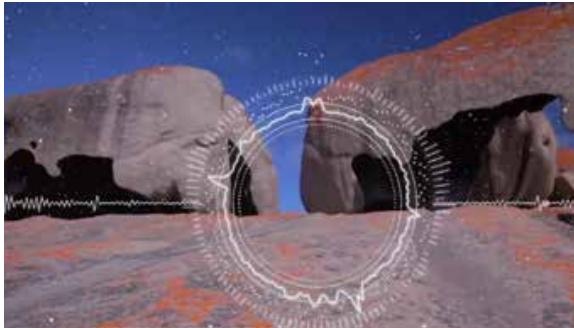
**Underpinned by the Living Desert Interpretation Strategy strategic directions and themes and through research and consultation with First Nations and other stakeholders, new and revised content will be generated and applied to appropriate locations in a range of different mediums**



**A range of guided tours of different lengths across the park.**



Multiple digital thematic interpretive sound pieces, featuring the voices of First Nations and experts-in-their-fields provide enriching journey accompaniments for visitor on all trails across the park.



Following a new cohesive brand wayfinding and interpretation signage package all interpretive signage will be revitalised and replace existing.





## 4.5 Experiencing the Living Desert - journey and arrival

Getting to the Living Desert involves the journey from Broken Hill township 16km away or from one routes into town, and then arrival at the Living Desert. Currently this journey is poorly signposted and there is limited sense of expectation and arrival to Broken Hill's most important open space.

The masterplan proposes that wayfinding along all main routes is enhanced and that there is a sense of expectation and anticipation built up along Nine Mile Road. The arrival intersection identity should create a unique identity and the arrival experience and access management should be simple and seamless.

Role
<ul style="list-style-type: none"> <li>• Guide visitors to the Living Desert.</li> <li>• Project the identity of the Living Desert</li> <li>• Create a sense of expectation and anticipation</li> <li>• Manage arrival, access to the park and orientation to key destinations and routes</li> <li>• Build the interest in the sites's stories</li> <li>• Highlight and embed the Living Desert as Wilyakali Country for all visitors.</li> </ul>
Experiences and activation
<ol style="list-style-type: none"> <li>1. Provide unique and coordinated wayfinding (for example signage and art elements) at decision points that direct visitors to the site including primary and secondary decision points</li> </ol>

2. Where the Nine Mile Road adjoins the Living Desert create a road edge artwork inspired identity that celebrates the Living Desert and being on Wilyakali Country and builds expectation and anticipation on the approach to the reserve entry
3. Provide a culmination and climax to the approach identity that uniquely marks the entry to the Living Desert
4. Provide an upgraded access management / entry pay node that manages different visitation types, provides initial orientation and inspiration and advises visitors of the imminent vehicular movement decision (The Valley and Sanctuary or Campground and Sculptures
5. Enhance the directional / wayfinding and traffic experience of the intersection to the Picnic area/ campground / sculptures - integrated with the unique wayfinding approach for the site
6. Provide directional / wayfinding to the decision point to the campground or sculptures - integrated with the unique wayfinding approach for the site
7. Review / assess potential for Site office and possible ranger accommodation to be provided near the entry node to aid management. Consider impacts of structure on views from key locations and in terms of design fabric and visually integrating / complementing site

Connections and access
<ol style="list-style-type: none"> <li>8. Upgrade the operation and appearance access management gates and related vehicle management at the entry to be less intrusive and consistent with an overall site materials and finishes identity</li> </ol>

9. Improve the traffic performance and safety of the campground / sculptures intersection by enhancing turning movements and creating more direct alignment for exiting west bound traffic from the Valley / Sanctuary

### Environment

10. Plan and implement revegetation of road edge zones where required to enhance the visual appearance of the entry road corridor
11. Provide stabilisation of drainage lines adjoining roads

### Cultural heritage

12. Protect and conserve items of heritage significance
13. Collaborate with Wilyakali to develop First Nations interpretation integrated into arrival and entry precinct

### Place specific interpretation moves

#### Appropriate mediums

- Art installation – permanent
- Site specific interpretation ideas

#### Site specific interpretation ideas

- An inspiring gateway experience, using sculpture created by local Wilyakali artist would be most appropriate would be a suitable media to underpin the sculptural features in the park.

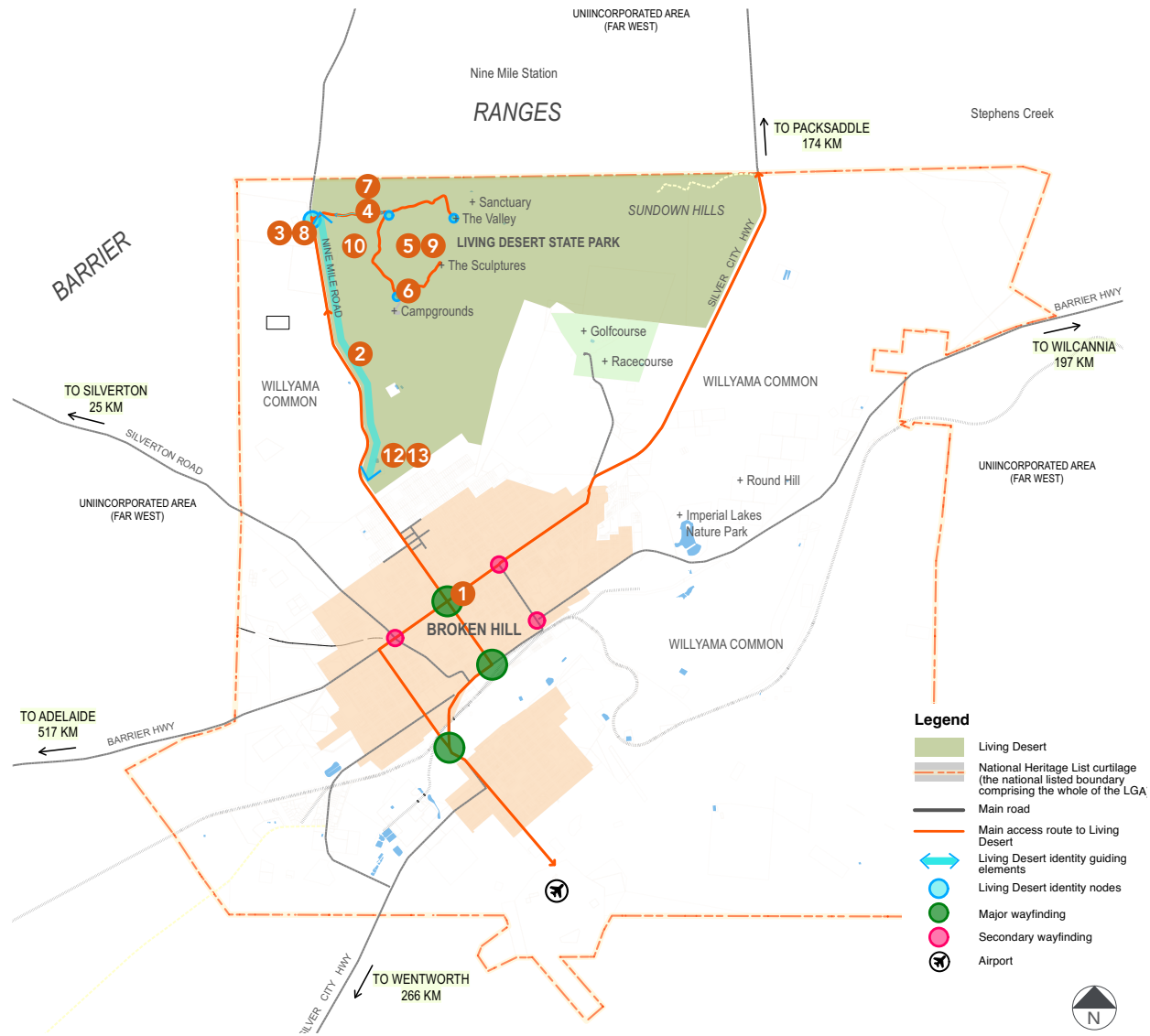


Figure 4.6 Journey and Arrival strategies

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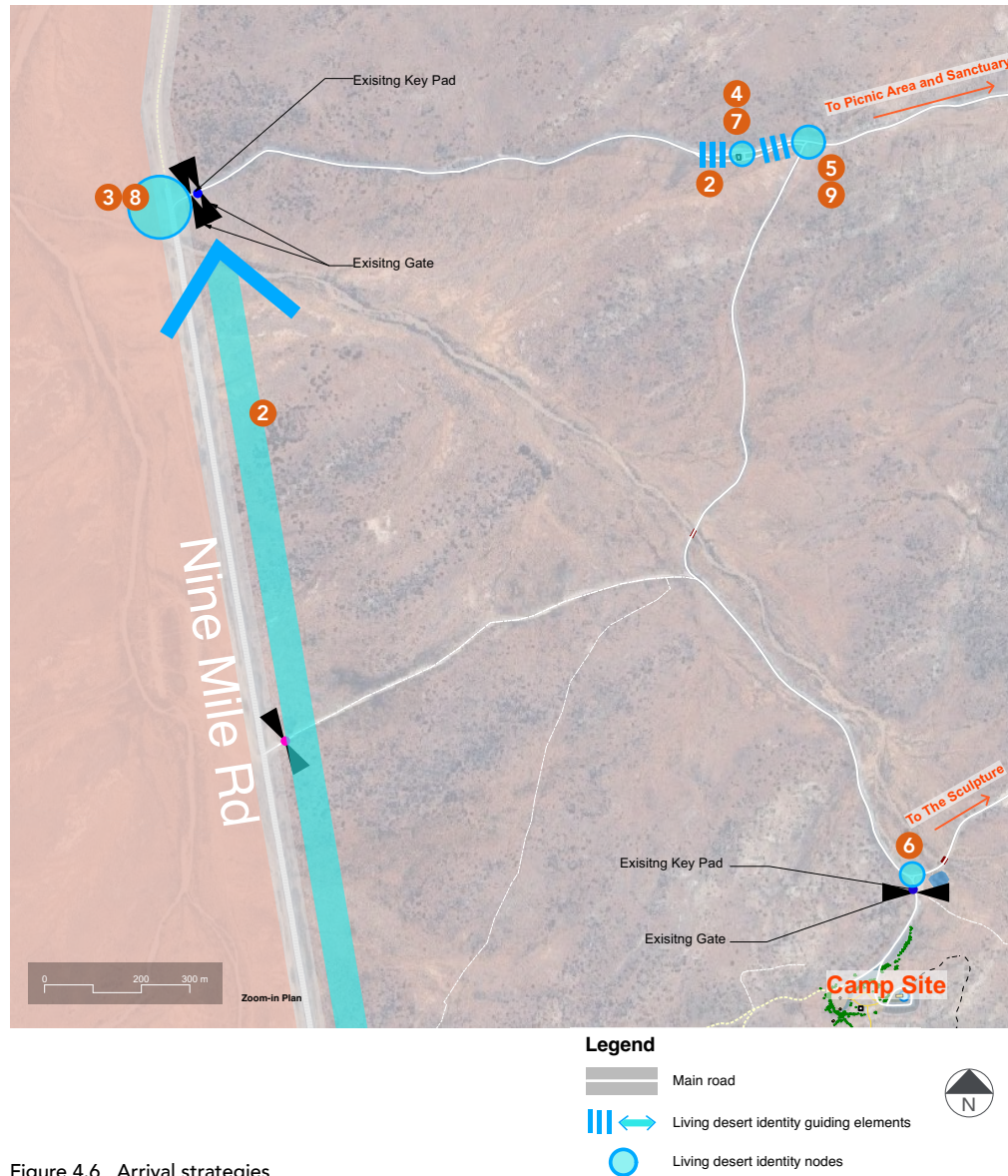


Figure 4.6 Arrival strategies

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**KEY AS PER PAGE 80  
RECOMMENDATIONS**

2. Approach identity artwork markers
3. Entry statement to the Living Desert
4. Upgraded access management / entry pay node
5. Enhance directional and wayfinding
6. Enhance directional and wayfinding
7. Potential for Ranger accommodation
8. Upgrade entry gates
9. Improve intersection traffic and wayfinding

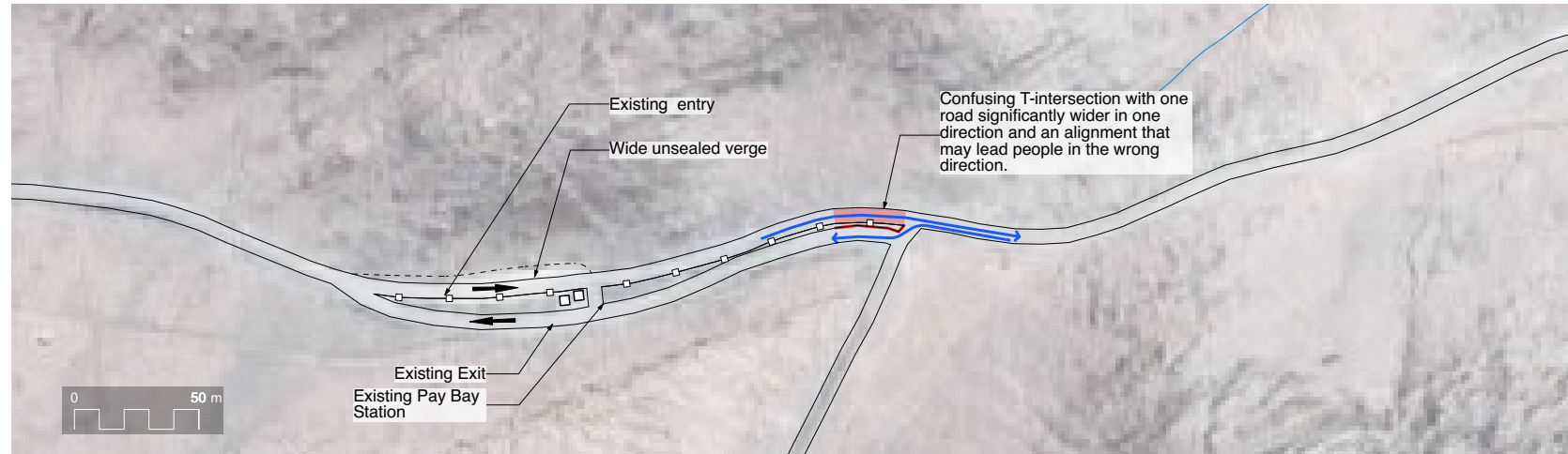
The masterplan proposals seek to provide a more special journey and arrival experience that sets up anticipation and interest for visitors.

Using the long vehicular approach to reflect the sites identity as a natural and cultural place is a key opportunity. This should integrate co-design with First Nations stakeholders to heighten the identity of the Living Desert as Wilyakali Country.

Other proposals seek to make the entry access experience simpler and less likely to detract from the visitors expectations of the place.

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## CONCEPT STUDIES: Entry pay station



Entry Node plan - existing influences

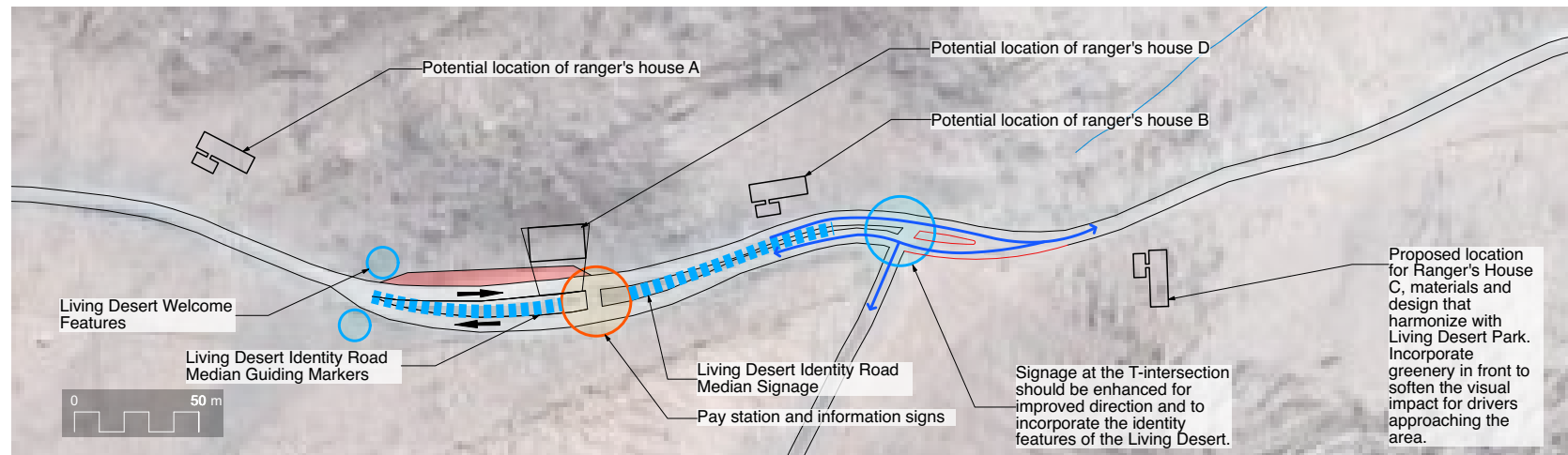


Figure 4.7 Entry Node Influences and opportunities

# CONCEPT STUDIES: Entry pay station - alternative integrated with upgraded kiosk and through lane for season / other pass holders

## Option 1

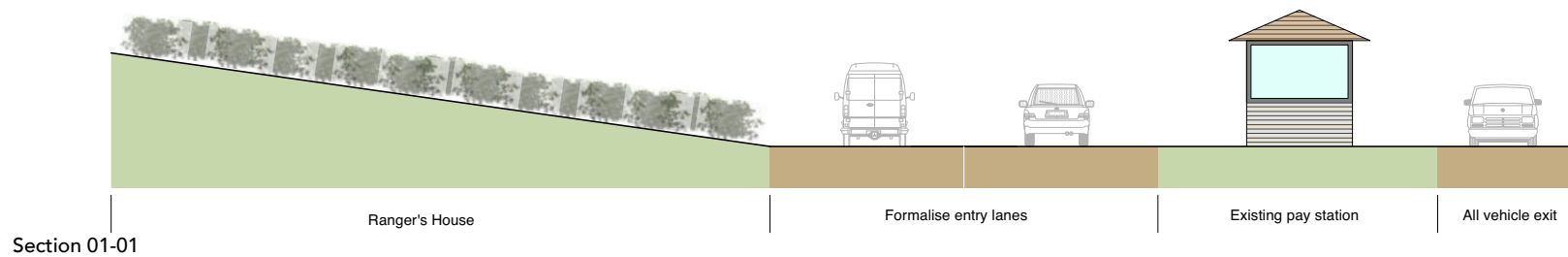
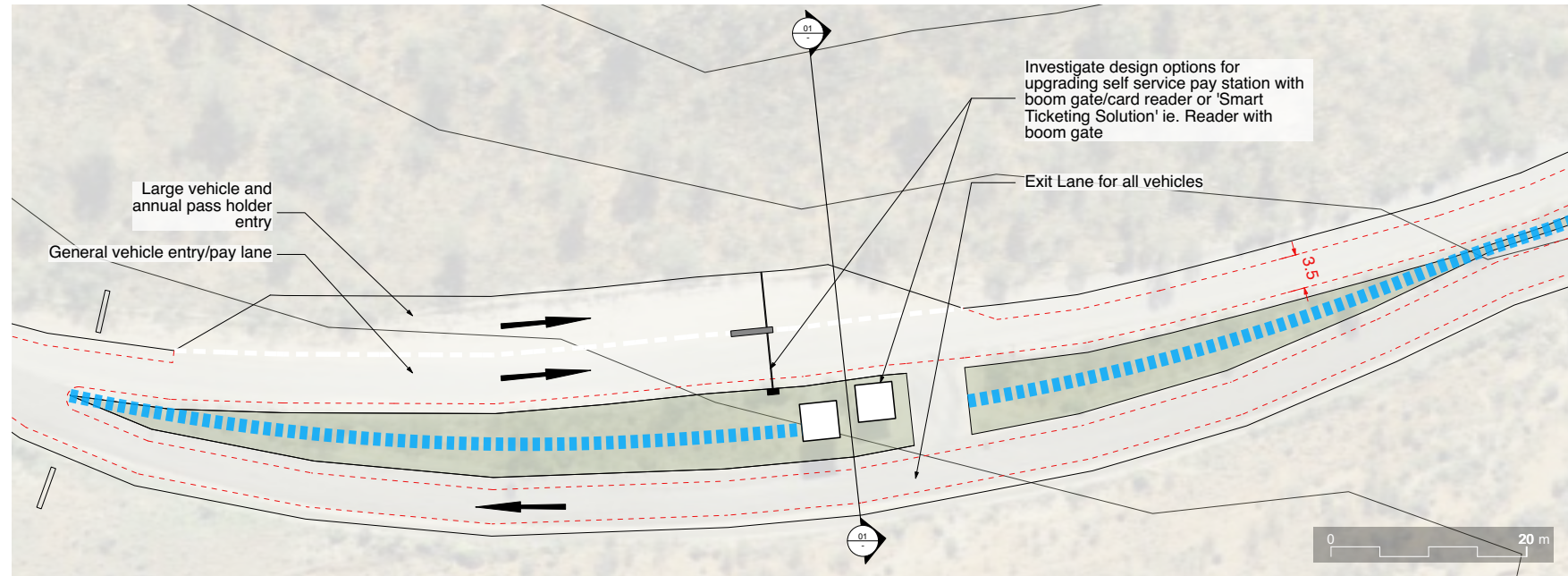


Figure 4.8 Entry Node Option 1



## CONCEPT STUDIES: Entry pay station- alternative integrated with Ranger / Park Office

Option 2

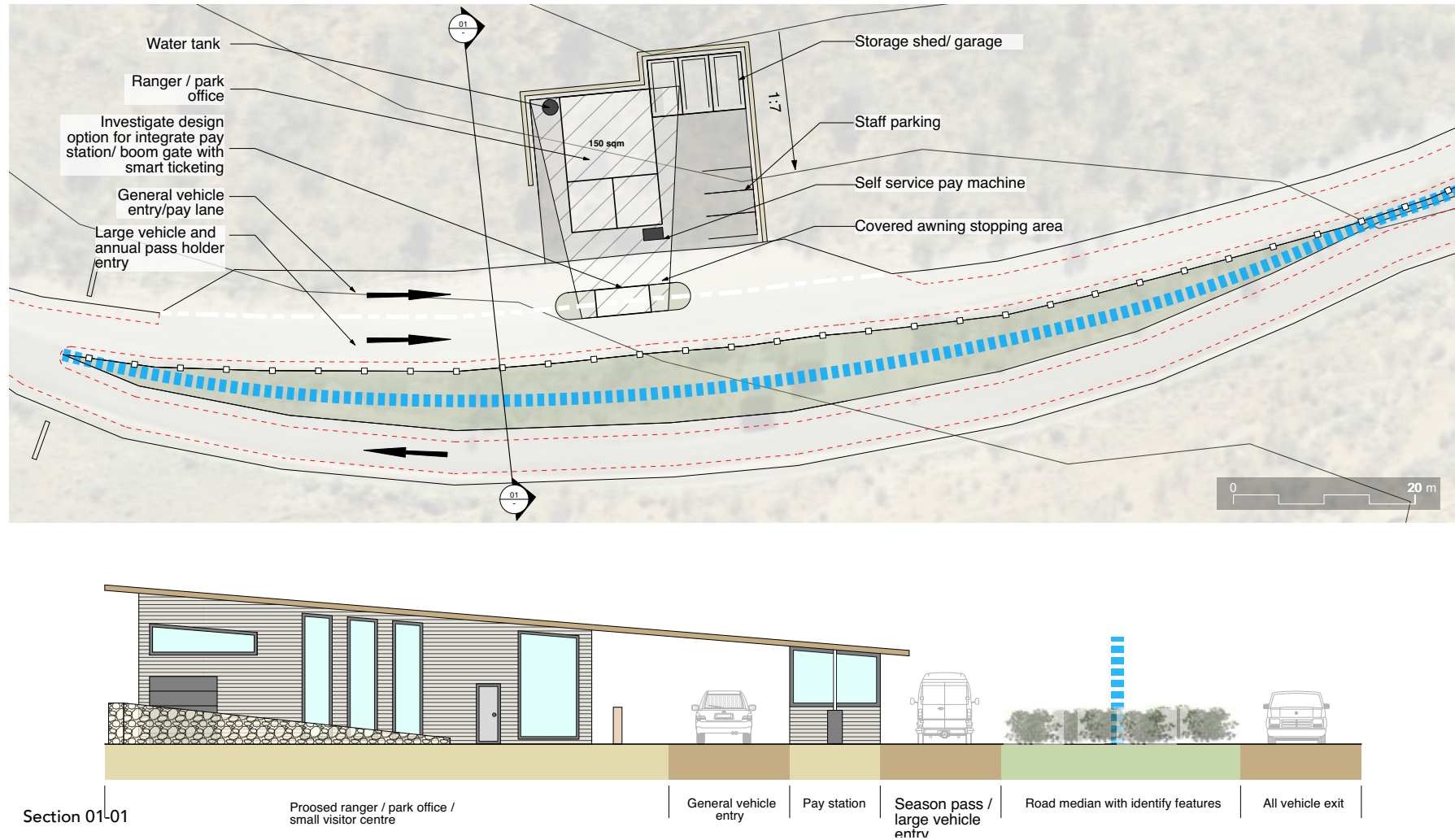


Figure 4.9 Entry Node Option 2

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CONCEPT STUDIES: Possible entry building / rangers office / small visitor centre - example building character and materiality



Entry Node - Example built form character



## CONCEPT STUDIES: Possible entry building / entry systems



Examples: building integrated with entry Pay Station

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'Smart' entry systems - digital licence plate reader systems etc.



Examples: entry pay systems



## 4.5 Experiencing the Living Desert - **activities**

### Immersion

Consultation for the Strategic Masterplan highlighted that the role of the Living Desert as a place to immerse in and experience the desert landscape is a key value of the place.

The protection of this quality relies on the integrity of the natural landscape and the sensitive and subtle integration of interventions in the natural setting.

As such design and finishes of any facilities need to consider visual integration, and maintaining the pre-eminence of the natural setting in all views and vistas.

#### Objectives

- The Living Desert remains the preferred location to experience the desert landscape close to Broken Hill
- The natural environment is always most prominent in the experience of the site by visitors and users
- There are more walks and trails available that provide a more diverse range of experiences that become part of the long term attraction of the reserve

#### Strategies

1. The natural setting is protected as the dominant experience of the site for users. As such views and vistas, movement alignments, materials and finishes, built form are all planned and designed to maximise the experience of natural character and the sense of space of the Living Desert
2. Expand the availability of recreational trails that provide different ways of experiencing the desert landscape and meet varied users needs (for example, distance, difficulty)
3. Use seasonality and the varied character and nature of the site across the seasons as a tourism drawcard including:
  - night sky
  - Plants and flowers



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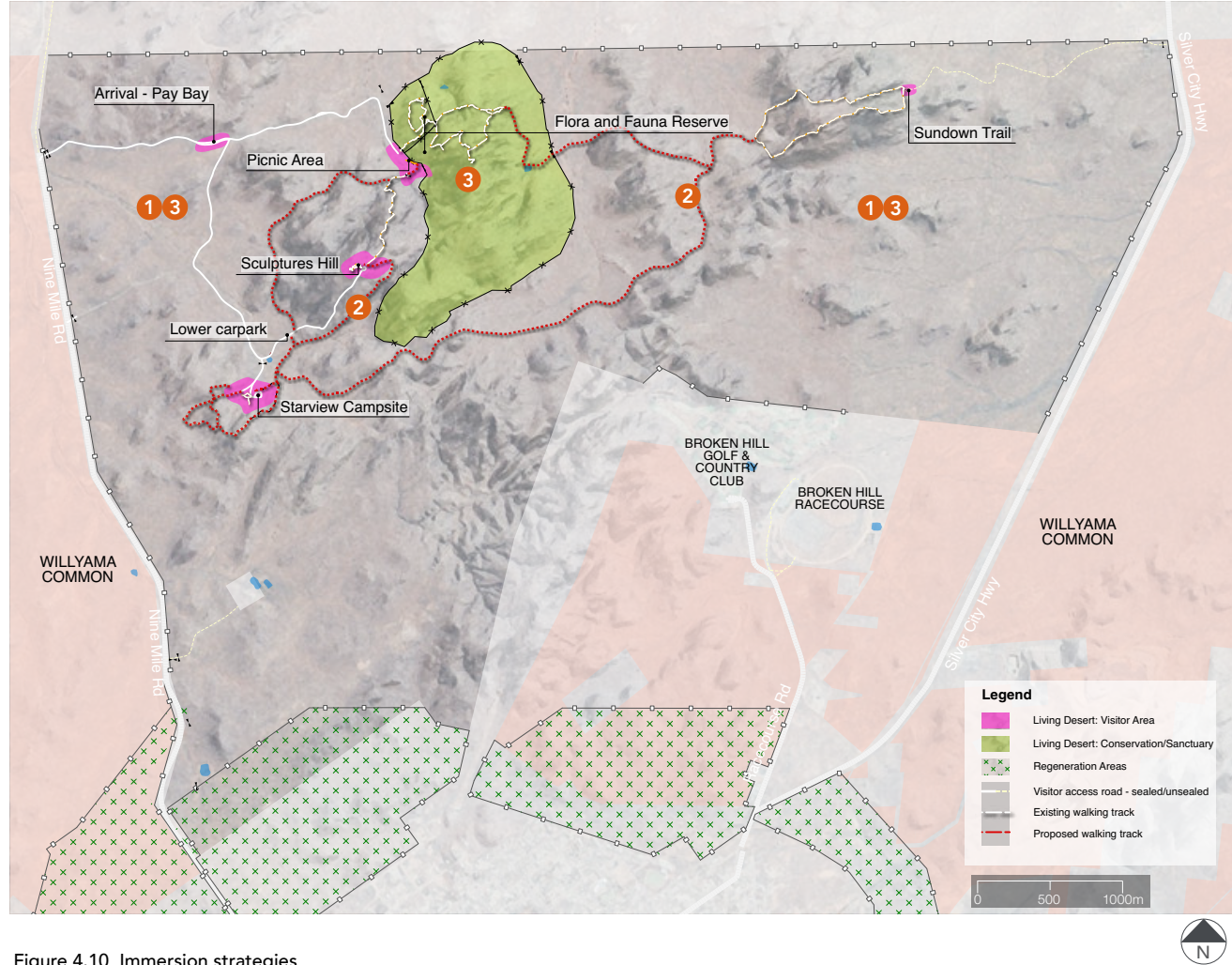


Figure 4.10 Immersion strategies

## 4.5 Experiencing the Living Desert - activities

### Recreational trails

Recreational trails are a key component of regional parklands providing a means of experiencing a distinctive natural setting, of gaining exercise, and of physically challenging oneself.

To date operational limitations including the lack of site wide mobile phone coverage and limitation of ranger resources for monitoring more remote walks has constrained the expansion of the track network on site.

There remains an important opportunity to consolidate the trail network including providing additional loops of varying distance and difficulty.

Given the climate extremes of the Living Desert it is reasonable to also expect that access to some trails would be limited over hotter months.

#### Objectives

- Site communications and management capacity are adequate to facilitate expanded recreational access
- There are more walks and trails available that become a key part of the attraction of the reserve
- There is greater accessibility for all abilities including at the Sculptures and at the Arboretum
- Audio trails become part of interpretive mediums on the site

#### Strategies

1. Review safety security and other management issues related to potential expanded trail network including:
  - Park entry / access from Sundown Hills
  - Yearly / season pass for local users
  - Security management / operation of access gates
  - Implementation of enhanced telecommunications signals on the site
  - Potential for hard wired emergency communications along isolated routes
  - Risk assessment related to longer and / or more isolated trails
  - seasonal opening / closure of certain routes
  - Additional ranger resources / seasonal resources
2. Plan and develop an expanded range of recreational walking and jogging trails across the site that:
  - link facilities
  - Provide loop walking experiences of different lengths and difficulties that cater to recreational and fitness interests
  - provide interesting visual and interpretive experiences showcasing the natural values and features of the site
  - include walks suitable for guided walking tours such as culture, bird watching etc (that may be of more limited public access)
3. Investigate ways to manage access to pay for use areas that would enable more expansive network of recreational trails - potentially integrated with improved telecommunications reception on site (eg keypass access).
4. Expand the availability of recreational trails that provide different ways of experiencing the desert landscape and meet varied users needs (eg distance, difficulty)
5. Integrate expanded trail network with coordinated wayfinding and interpretive mediums that support the trail experience (including audio trails)
6. Provide more summer shelter in elevated locations looking out to views integrated with the recreational trail network
7. Provide accessible access route to Sanctuary and Arboretum as topography allows
8. Provide accessible access route to Sculpture Hill from hilltop carpark
9. Investigate accessible elevated walkway just below Sculpture Hill that provides an alternative experience including:
  - high level of accessibility for all abilities
  - different viewing points / photographic perspectives of sculptures, city views, and sunrise / sunset
  - sitting / rest points
  - potential to be integrated into events (eg stargazing, temporary art exhibitions)
- connect the Sundown Hills to the eastern part of the site
- integrate strategic accessibility from vehicular access points that expand the range of experiences available to those with a disability



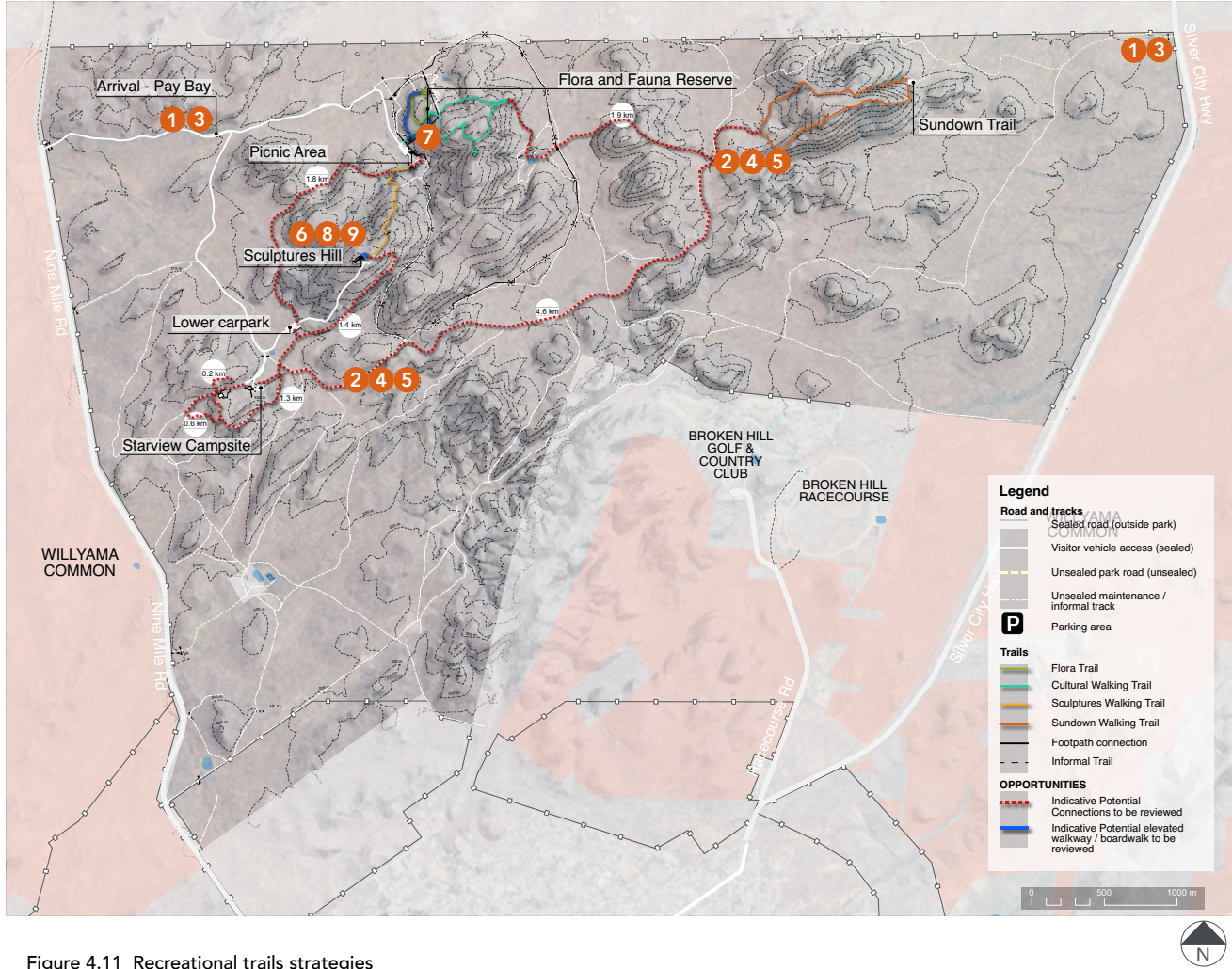


Figure 4.11 Recreational trails strategies

## 4.5 Experiencing the Living Desert - **activities**

### Mountain biking

There is an active mountain bike (MTB) community using trails to the south west of the Living Desert accessed from the Broken Hill Country Club.

#### Objectives

- Selected and strategically located mountain bike trails within the Living Desert support local MTB use and expand the usage and appreciation of the Living Desert
- MTB use complements other access and use by family and visitor groups

#### Strategies

1. Carry out consultation with Broken Hill MTB community to workshop demand for additional trails extending the existing network outside the Living Desert into the south west of the Living Desert
2. Further investigate potential for MTB activities to add to tourism / recreational offerings at Living Desert
3. Plan and implement MTB trail links in south western zone of the Living Desert
4. Explore potential for an MTB connection through to Campground to expand range of activities available from campground







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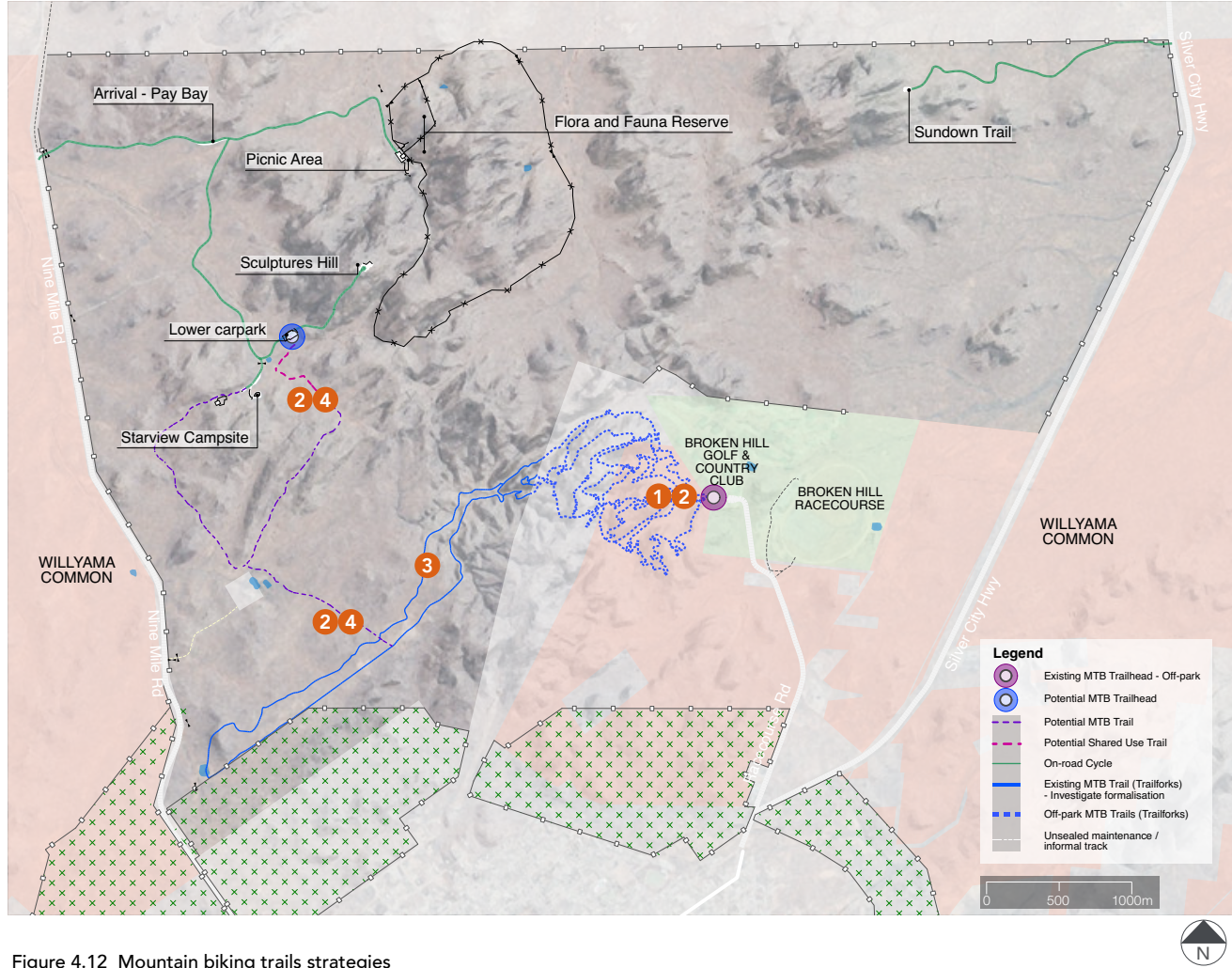


Figure 4.12 Mountain biking trails strategies



## 4.5 Experiencing the Living Desert - **activities**

### Star gazing and sky experiences

The Living Desert is a recognised location for experiencing the night sky generally and for taking in special astrological events.

It is proposed that this profile be expanded on with additional / improved facilities and greater promotion of this aspect of the site.

#### Objectives

- Improved facilities that provide an optimum star gazing experience
- First Nations understanding and stories are integrated interpretation of night sky
- Visitation has access to optimum technology to tell stories, educate and enhance the experience of the site
- The natural environment is always most prominent in views and vistas

#### Strategies

1. Collaborate with First Nations stakeholders and experts to research and develop a First Nations focus for night sky interpretation
2. Plan and implement upgrades to stargazing circle in Campground including enhanced seating and arrangement and interpretive mediums
3. Integrate Star Gazing facilities and interpretive mediums into proposed sky/ star walk boardwalk to Sculpture Hill
4. Promote star gazing, night sky photography, and sunrise / sunsets as a reason to visit
5. Promote Living Desert as a viewing site during major astronomical events – eg meteor showers
6. Enhance elevated locations that offer great experiences of sunrise / sunset
7. Potential for glamping tents and / or cabins to take advantage of night sky viewing (eg skylights) and sunrise / sunsets



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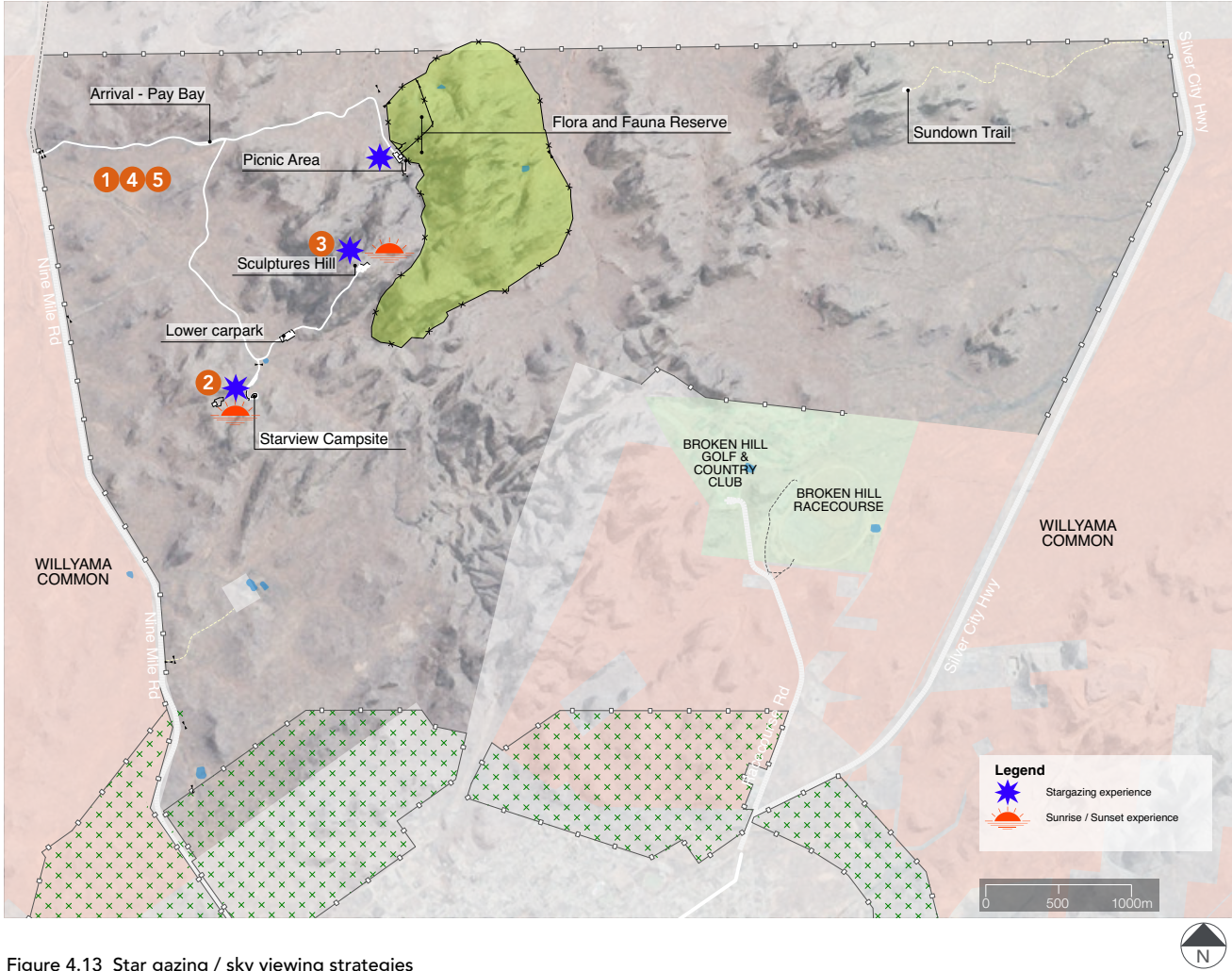


Figure 4.13 Star gazing / sky viewing strategies

## 4.5 Experiencing the Living Desert - activities

### Events

Events have in the past been part of the visitation and use of the Living Desert. It is however understood that First Nations Stakeholders would be concerned with large scale events occurring again in certain areas (such as the Valley where there is a range of Aboriginal artefacts, and a cultural sensitivity.

As such a balanced approach is required that establishes a sustainable role for the Living Desert in the context of other locations such as Silverton and the future Imperial Lakes

#### Objectives

- Events contribute to the identity and character of the Living Desert
- Events undertaken in complement to and avoiding impact on First Nations values and the environment of the Living Desert
- Events celebrate and reflect the seasonality of the Living Desert

#### Strategies

1. Review potential event locations and identify preferred location and desired setup of event area to leverage the site's natural values and to avoid impact on First Nations values and the environment
2. Confirm preferred events role for large and small events
3. Develop events guidelines for large and small events
4. Collaborate with partners to undertake events of all scales
5. Promote Living Desert as a viewing site during major astronomical events – for example meteor showers
6. Encourage appropriate use of the Living Desert as a film and photography site that leverage its natural qualities

7. Explore potential for temporary art installations that build on and contribute to the arts profile of the place
8. Potential for major temporary event that could occur yearly – similar to Sculpture by the Sea





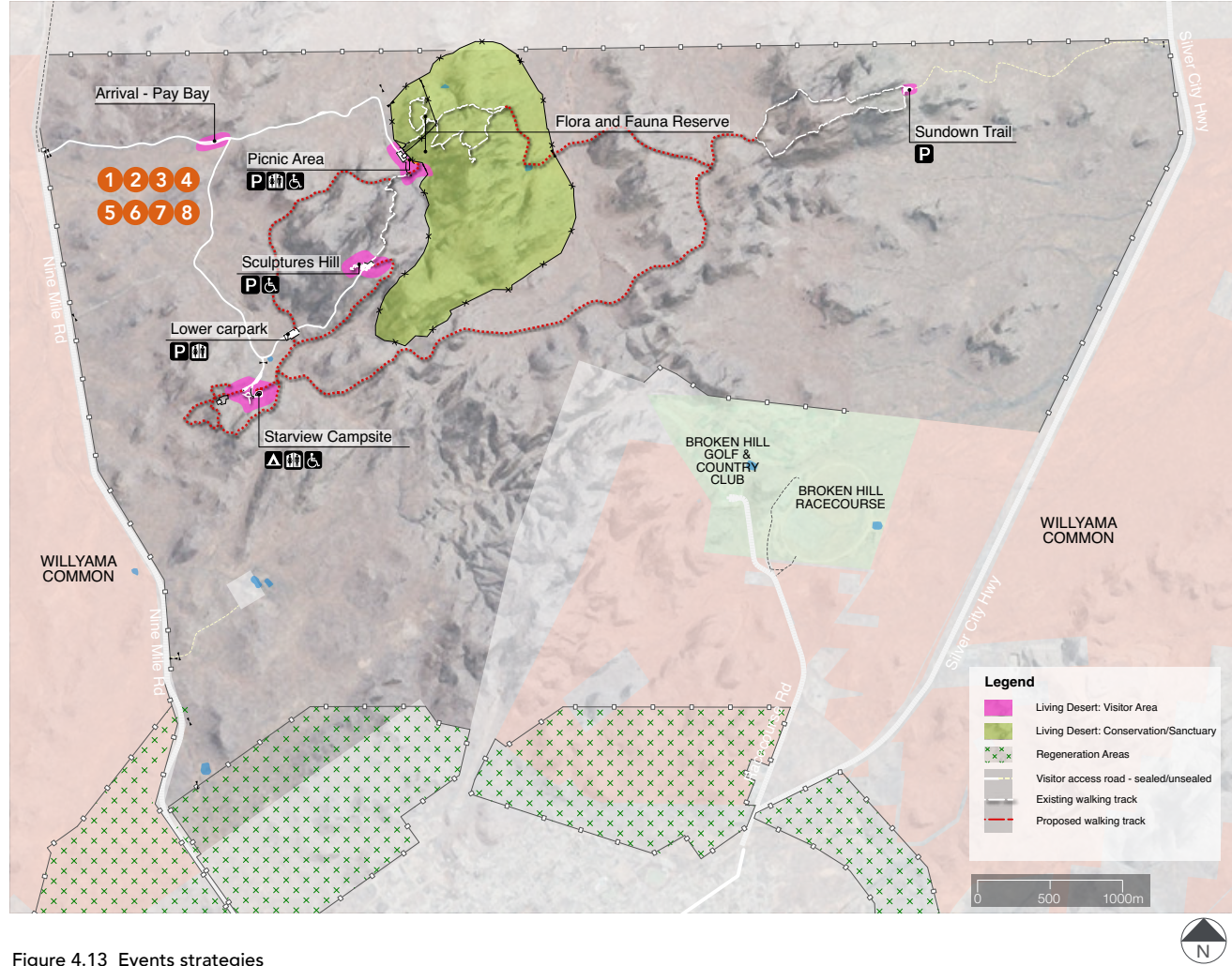


Figure 4.13 Events strategies

## 4.5 Experiencing the Living Desert - places

### The Hilltops

The Living Desert marks the start of the Barrier Ranges. This landscape is comprised of low moderate to steep rocky terrain with the Living Desert being more elevated with steeper slopes than nearby areas of Willyama Common.

The highest point in the Broken Hill area is the Sculpture Hill in the Living Desert at RL 390 AHD. The hilltops are an important quality of the site for First Nations people and as a place to experience this unique landscape.

#### Role

- At the heart of the stories of place held by the First Nations community
- Key part of the identity of the Living Desert site for tourists and locals alike
- At 50-70 metres above the valley areas the hills are Important locations for viewing over the surrounding landscapes and back to Broken Hill township
- Visible from outside the site and from the other hilltops within the site the hilltops and ridges are sensitive visual environments

#### Experiences and activation

1. Protect the natural visual character of all hilltops and ridges to views from within the Living Desert
2. Conserve and enhance experience of natural environment at hilltops subject to access by visitors

3. Provide viewing infrastructure that enhances the experience of the view and visual setting and is of low visual impact when viewed from other locations
4. Enhance the accessible visual cultural and environmental experiences available at the Sculpture Hill as the highest point in Broken Hill
5. Provide low key viewing infrastructure and interpretation to the Campsite south hill to complement star gazing facilities within the campsite
6. Provide upgraded viewing infrastructure to the existing Sanctuary Lookout

#### Connections and access

7. Integrate selected hilltops into additional recreational trail network where possible to leverage outlooks and views subject to environmental and visual assessment of impact.
8. Enhance accessible connections to sculpture hill from existing carpark
9. Provide accessible boardwalk experience to sculpture hill as per 4.
10. Consider potential for accessible walking route from campground to Sculpture Hill to reduce pressure for vehicular access and parking and improve safety on road (that is removing pedestrian access)

#### Environment

11. Manage introduced fauna insects and feral animals to control erosion and degradation of hilltops and ridgelines
12. Consider potential for revegetation of ridges and hilltops where appropriate to natural conditions

#### Cultural heritage

13. Protect First Nations environmental and cultural qualities of hilltops in all planning and management decision making

#### Place specific interpretation moves

##### Appropriate mediums

- Face to Face such as guided tours
- Interpretation signage
- Digital media
- Art installation – permanent
- Art installation – temporary

##### Site specific interpretation ideas

- Leverage vistas to tell stories about the park and Broken Hill
- Leverage opportunities for new physical art pieces whether they be temporary exhibitions or permanent sculptures.





The hilltops are a key quality of the Living Desert in particular in terms of the place's First Nations significance, but also to view over the desert landscape and back to Broken Hill township.

Selected hilltops will be accessed from the trail network but should have minimal infrastructure.

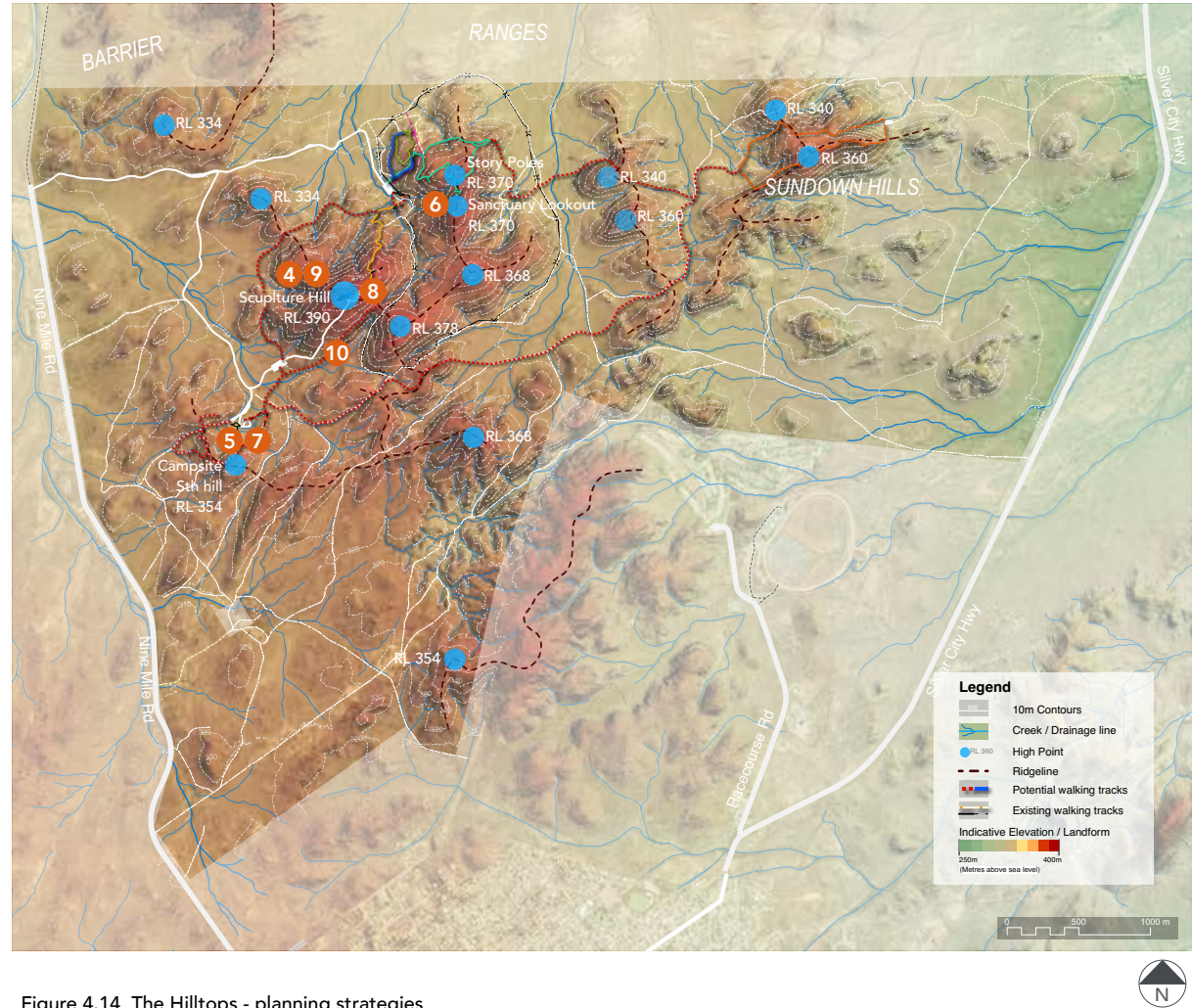


Figure 4.14 The Hilltops - planning strategies



## 4.5 Experiencing the Living Desert - places

### The Valley

There are two main vehicular based destinations in the Living Desert, the first being the Campground and Sculpture Hill and the second being the picnic area and adjoining Sanctuary and Arboretum. The access road and carpark for the latter along with the picnic grounds lie within a protected valley. The Valley provides an important access point to these features and is the past location of major special events.

The Valley is also an important area for First Nations Archaeology with several areas having camp oven remnants, the engravings to the creekline with the rock outcrops and the rock outcrops along the south edge of the valley themselves.

#### Role

- Provides the vehicular arrival and access point for the Sanctuary, Arboretum and picnic grounds and the Sculpture Hill walking track
- Protects important First Nations cultural artefacts
- Provides orientation as the natural and cultural values of the Living Desert
- Provides day use picnic facilities and amenities
- Provide overflow RV camping capacity (to carpark)
- Events that are compatible with protecting First Nations archaeology and values of the area

#### Experiences and activation

1. Improve entry experience and interpretive node to Sanctuary entry and connect to accessible boardwalk

2. Improve protection and interpretation of camp ovens
3. Improve quality and character of access to rock engraving - or consider removing access - potentially view from a new viewing point / landing integrated with existing track crossing of creek
4. Review major / large event usage in precinct in accordance with Wilyakali priorities for protection of camp ovens and other artefact's
5. Provide additional shelter / shade in picnic area and at trail heads
6. Provide nature play zone between picnic area and Sanctuary / Arboretum entry node
7. As facilities require replacement, evolve more unity into look and feel of shelter and toilet structures
8. Plan and implement event / overflow camping to Picnic Ground carpark for RV's (overnight use only)

#### Connections and access

9. Improve identity / arrival to carpark as key arrival point
10. Review entry road access (last bend too tight ?) and improve traffic management
11. Plan and implement accessible boardwalk link to top of Arboretum
12. Existing walking track to Sculpture Hill
13. Potential for recreational loop walk around north side of Sculpture Hill linking to the Campground
14. Provide linking track and accessible viewing area/ wildlife hide for viewing of feeding area

#### Environment

15. Plan and implement revegetation of road edge zones where required to enhance the visual appearance of the entry road corridor
16. Plan and implement additional shade tree planting to carpark and picnic area
17. Investigate potential measures for stabilising eroding creek banks including tree canopy

#### Cultural heritage

18. Protect and conserve items of heritage significance
19. Collaborate with Wilyakali to develop First Nations interpretation integrated into the Valley precinct

#### Place specific interpretation moves

#### Appropriate mediums

- Face to Face such as guided tours and hands-on workshops
- Interpretation signage
- Digital media
- Lighting and projection
- Art and craft workshops spaces
- Art installation – permanent
- Art installation – temporary
- Outdoor exhibitions – interpretive
- Events

**Site specific interpretation ideas**

- Centralised external interpretive exhibition that is the first stop off point for visitors when they arrive at the picnic area. It provides an introductory interpretive and orientation experience for all places in the park featuring maps, printed information and ability to download digital interpretation. The current Arboretum gazebo would be removed, and Arboretum content would be included in this exhibition. New connection between arboretum and picnic area required so not traversing through the carpark. Potentially the exhibition can utilise a northern section of the carpark so it can connect from the picnic area to the Arboretum entrance.
- Within the outdoor exhibition is an opportunity to interpret the night sky using perforations.
- This space will also have covered spaces for demonstrations, art and craft workshops and for guided tour orientation.
- Interpretive projections on the rock face to activate the area in the evening. The se can feature Cultural Stories
- Stargazing circles for star gazing events
- Yarning circle
- Performance area

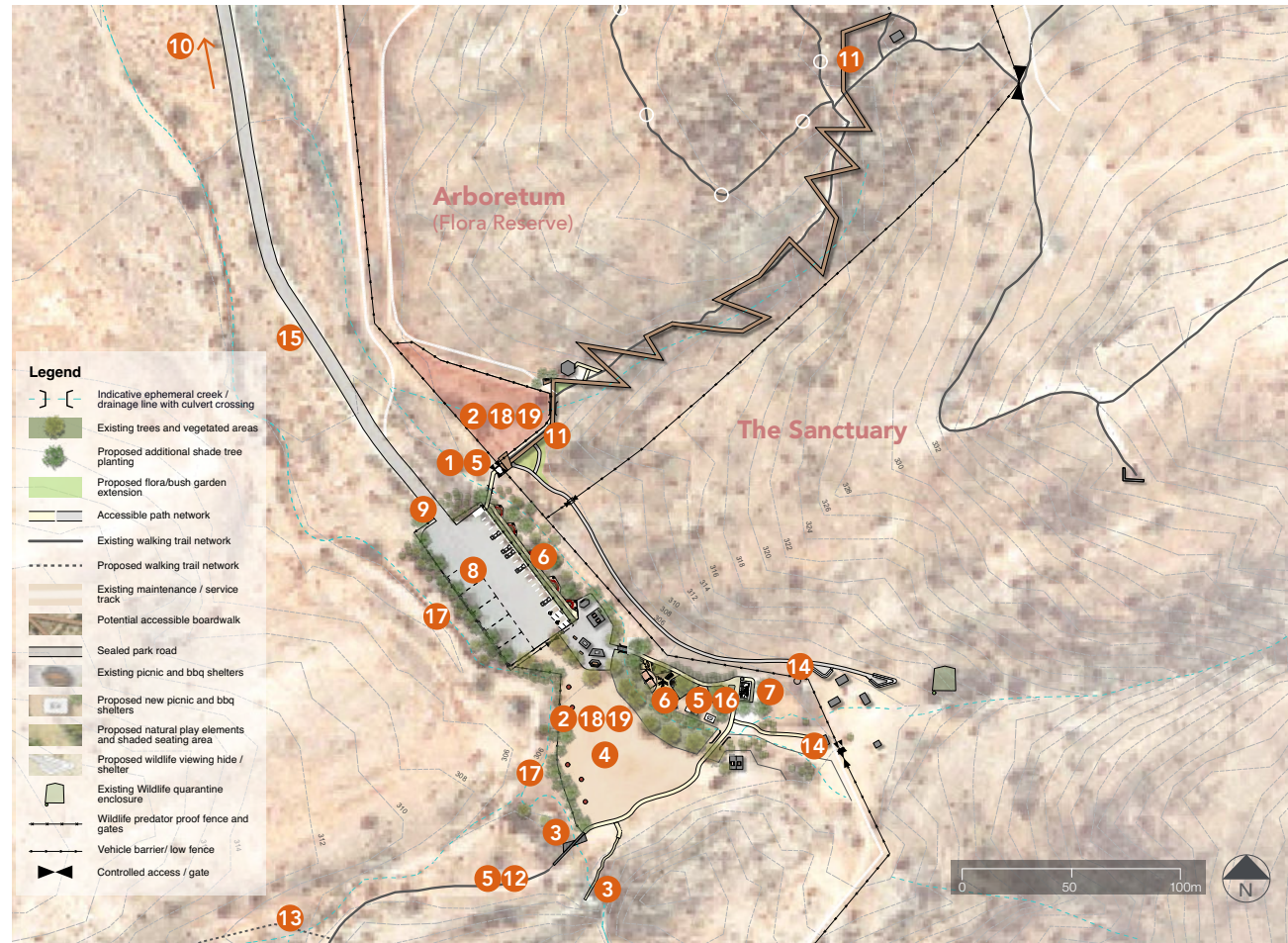


Figure 4.15 The Valley - planning strategies

The masterplan proposals seek to enhance the appearance and resilience of the Valley and to enhance accessibility to the key Living Desert Attractions accessed from it.

The proposals recognise Wilyakali advise that this is one of the most significant areas of the site for First Nations peoples as reflected by the numerous archaeological aspects such as

rock engravings, camp ovens and drinking holes (Gnamma). This elements must be appropriate protected conserved and interpreted in collaboration with First Nations advisors.

Other recommendations seek to optimise the usage of existing features and to make visiting the area a pleasant and interesting experience for families.



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## CONCEPT DETAIL: Sanctuary and Arboretum Entry

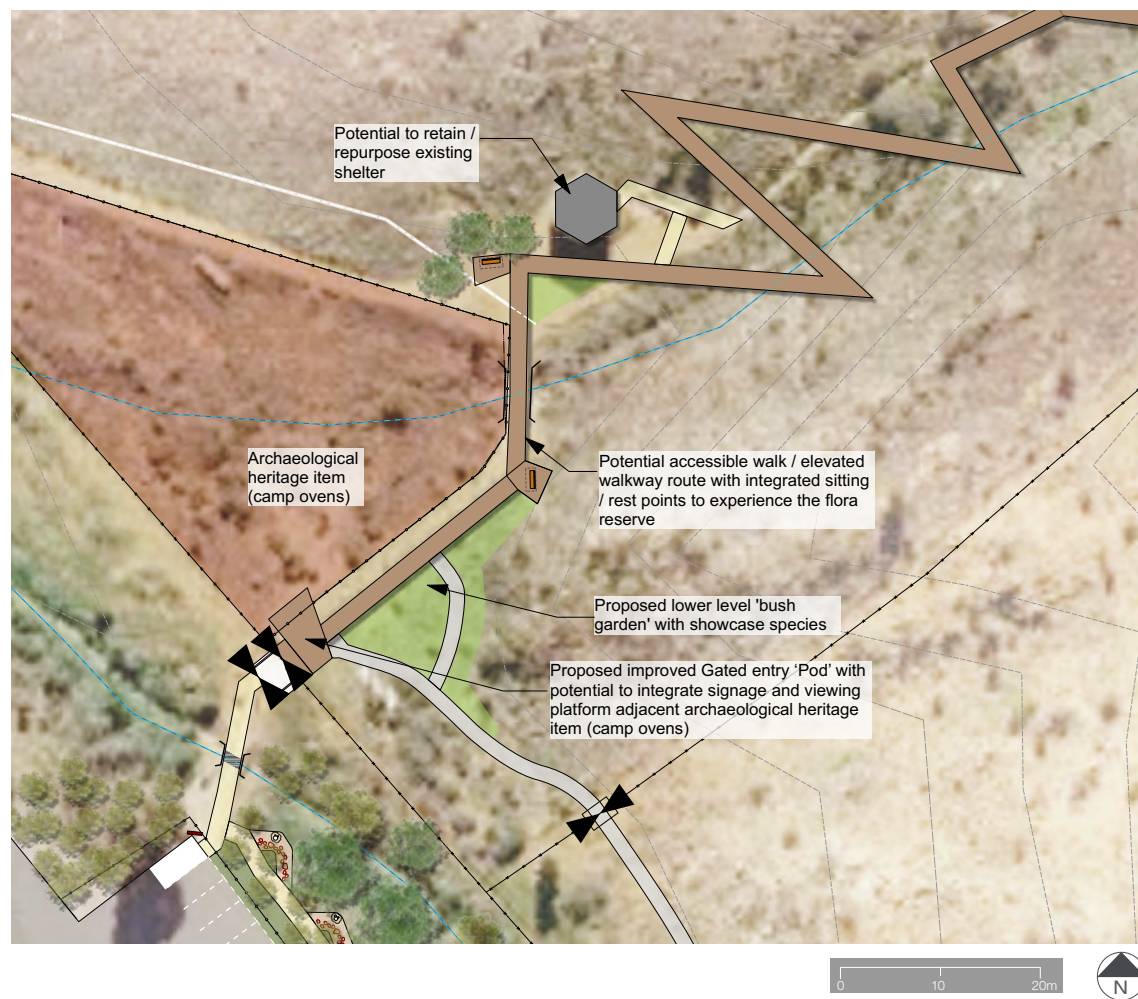
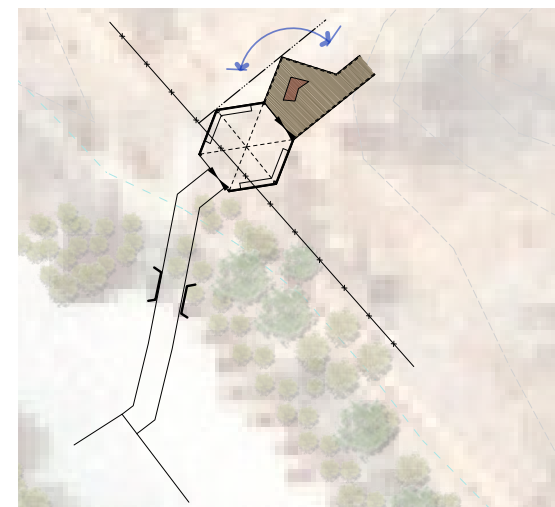


Figure 4.16 The Valley - Concept option - Sanctuary and Arboretum entry

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Alternative Entry Layout - investigate reuse and relocation of existing gazebo structure as sheltered entry integrated with viewing deck and accessible walkway into the Arboretum

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## CONCEPT DETAIL: Picnic Area

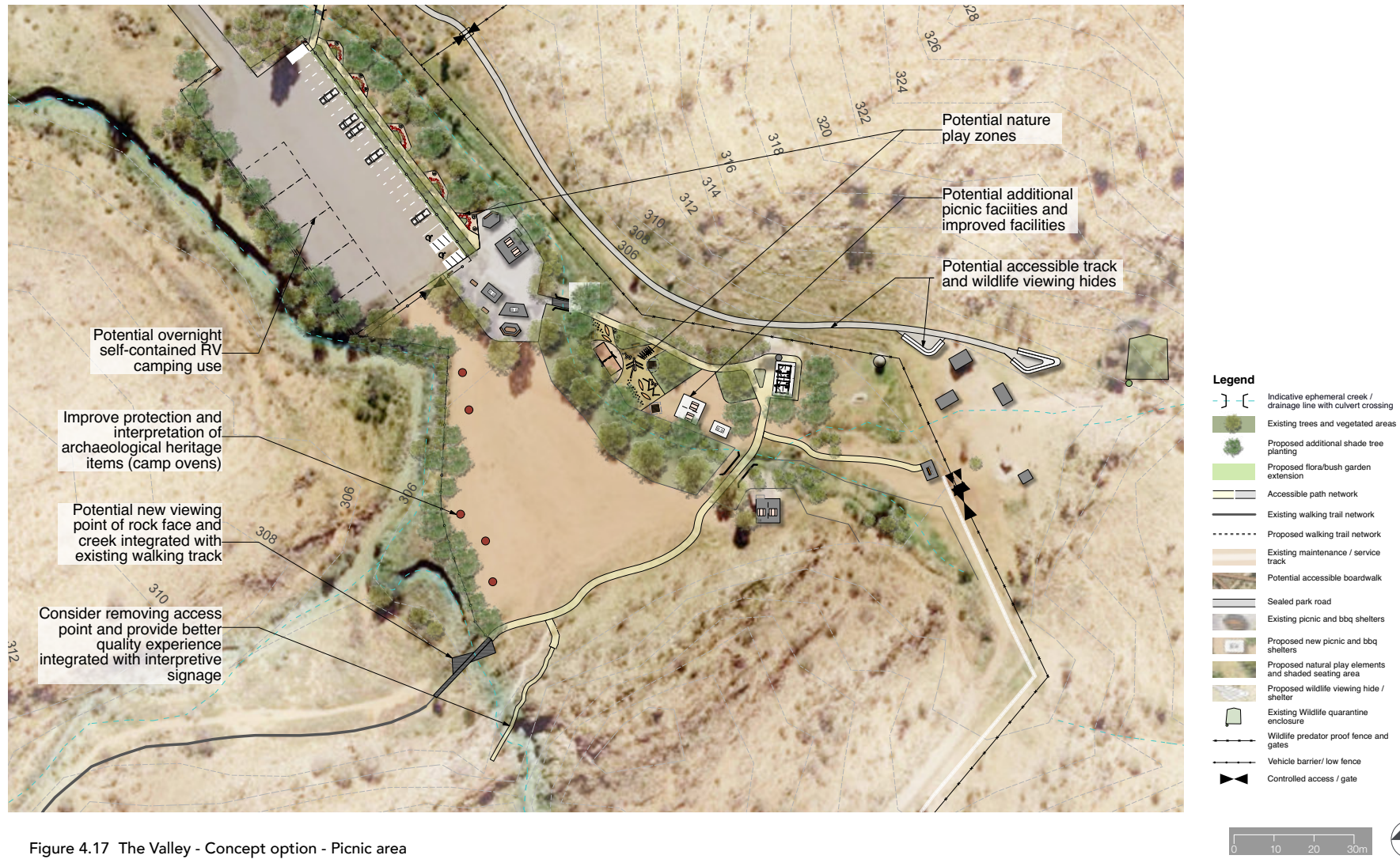
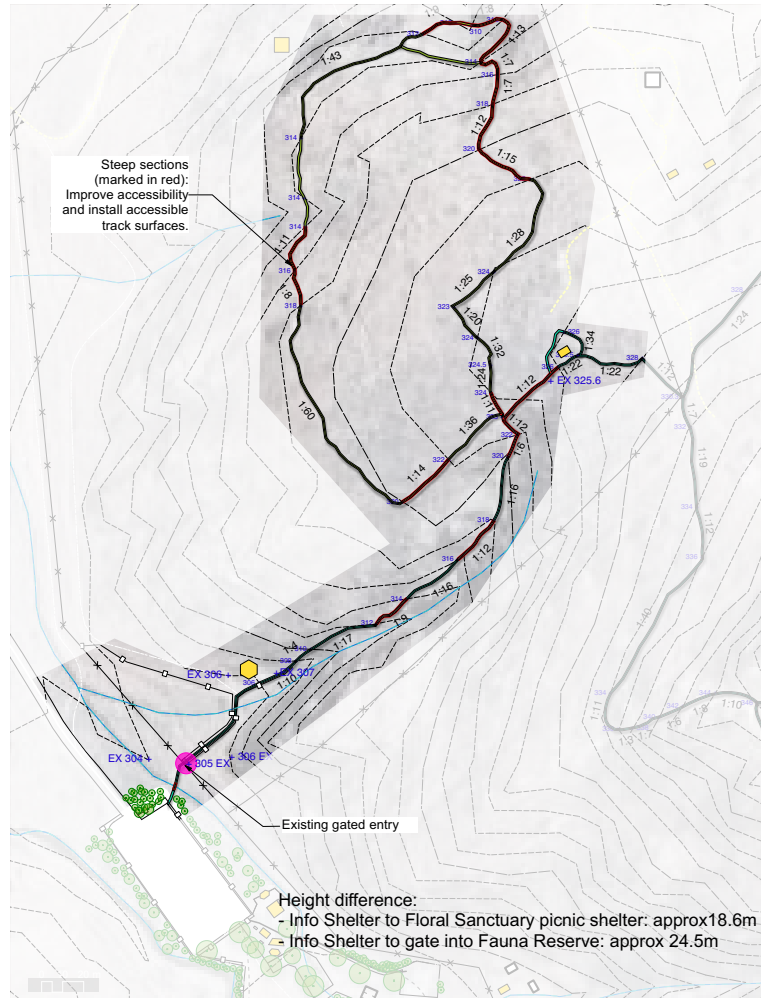


Figure 4.17 The Valley - Concept option - Picnic area

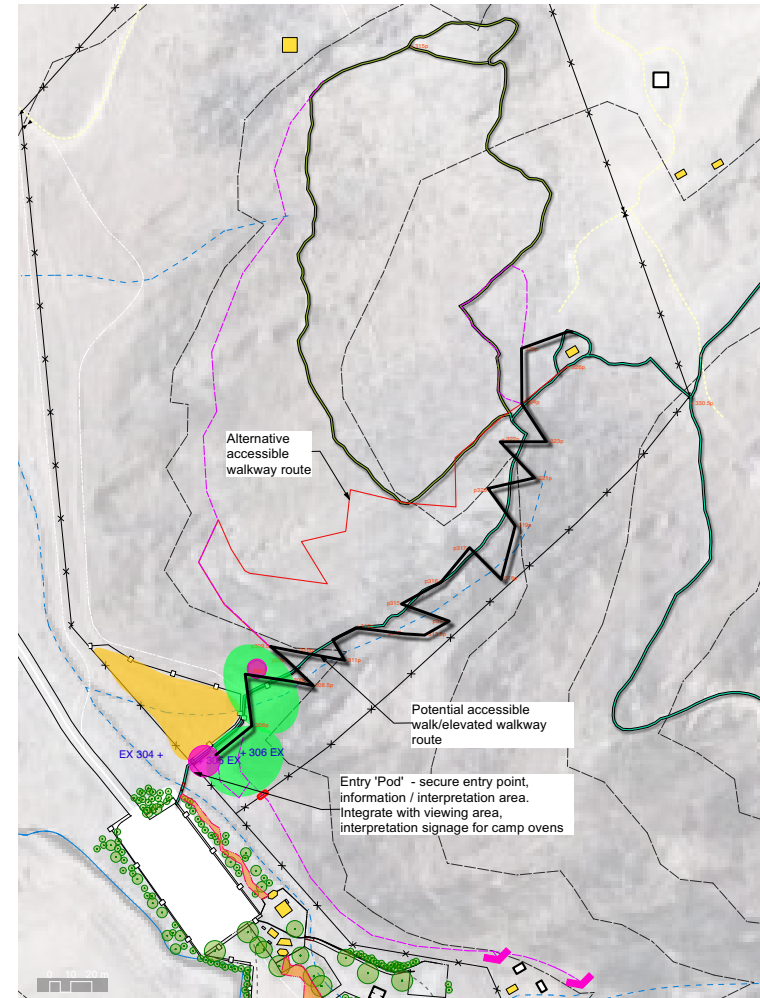


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## CONCEPT STUDIES: Sanctuary and Arboretum - Accessibility enhancement



Existing gradient analysis



Preferred route - 1:20 maximum grade boardwalk walkway (refer recommendation 11. previous pages)

Figure 4.18 Potential accessible walkway to Sanctuary and Arboretum

## CONCEPT STUDIES: Potential RV parking to carpark



Figure 4.19 Potential for overflow RV(Self-contained) camping provision to carpark (refer recommendation 8. previous pages)



Existing carpark viewing north



Example short term RV camping zones





## 4.5 Experiencing the Living Desert - places

### The Arboretum

The Arboretum is one part of the Flora and Fauna Sanctuary established in 2002 on the site. The Arboretum provides an environment protected from day to day impacts of larger native fauna as well as feral animals. Vegetation coverage is noticeably denser with stronger bird habitat than to outside unprotected areas and to the adjoining Fauna Sanctuary.

A key philosophy related to the Arboretum that needs to be reviewed is whether the facility supports the vegetation of the broader bio-region or alternatively as favoured by the Wilyakali people, focuses on the native vegetation endemic to the site as a more accurate representation of its natural character.

#### Role

- To provide a conservatory of vegetation representative of the site / or broader bioregion (to be reconciled)
- To provide habitat for fauna, birds and insects that co-exist sustainably with flora protection
- To increase understanding and appreciation of flora native to the area by providing loop interpretive walking experience
- To provide elevated viewing points out over the surrounding landscape

#### Experiences and activation

1. Improve entry experience and interpretive node to Sanctuary entry
2. Improve accessibility generally by upgrading movement routes integrating boardwalks and platforms and enhanced interpretation
3. Unify finishes materials and facilities within a cohesive approach and design palette that complements the natural character of the site
4. Improve interpretation through the Arboretum as part of a cohesive coordinated approach integrating technology where feasible
5. Enhance bird watching experiences with Arboretum with hides / rest points and supporting interpretation

#### Connections and access

6. Provide an accessible walkway from the entry hub to the Sanctuary at the carpark to the Arboretum loop entry and picnic shelter
7. Review potential to improve accessibility of walking loop to Arboretum targeting steeper / rougher sections of the loop

#### Environment

8. Review and confirm through consultation with First Nations, Community, and Scientific stakeholders preferred philosophical approach to management of Arboretum - representing the broader bio-region or focussed on the native vegetation of the site specifically

#### Cultural heritage

9. Protect First Nations environmental and cultural qualities of the Arboretum landscape in all planning and management decision making
10. Provide protection and conservation of camp ovens to west of Arboretum
11. Potential First Nations involvement in flora and fauna programs

#### Place specific interpretation moves

##### Appropriate mediums

- Face to Face such as guided tours and hands-on workshops
- Interpretation signage/labels
- Digital media
- Art installation – temporary
- Outdoor exhibitions – interpretive

**Site specific interpretation ideas**

- Using the new cohesive brand wayfinding and interpretation signage package to create new flexible labels for plantings. All content to be reviewed and updated.
- Review ways to interpretively define particular areas of the Arboretum, such as by plant type.
- Look at ways to respond to the seasons through creation of flexible interpretation – such as signage that may change from season to season.
- Bush Tucker guided tours by Wilyakali.
- Expert botanist guided tours
- Digital sound interpretation tours featuring the voices of Wilyakali and botanists

It is proposed to consolidate the immersive experience provided by the Arboretum and Sanctuary by unifying track and related finishes to a suite of materials that complements the desert landscape.

An accessible boardwalk and track link to the Arboretum will expand the accessibility of facilities accessed from the Valley, while improvements to interpretation and investigation of further art opportunities within the landscape setting are proposed.

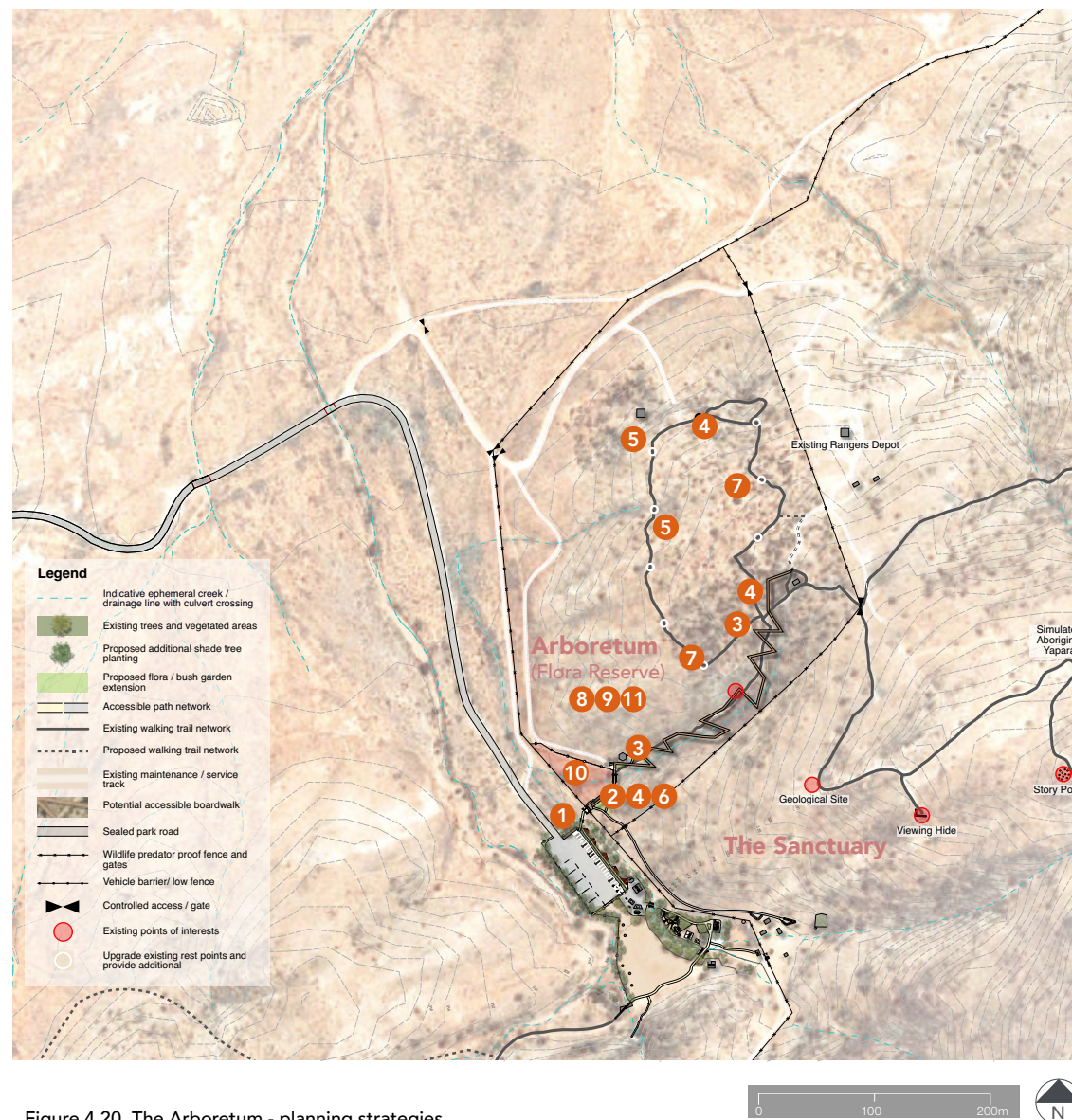


Figure 4.20 The Arboretum - planning strategies

## 4.5 Experiencing the Living Desert - places

### The Sanctuary and Cultural Walk

The Fauna Sanctuary is the second part of the Flora and Fauna Sanctuary established in 2002 on the site. The Sanctuary covers the majority of the overall fenced area and provides separation from outside unprotected areas.

As for the Arboretum a key philosophy that needs to be reviewed is whether the facility supports the fauna of the broader bio-region or of the site specifically.

#### Role

- To provide a conservatory of fauna representative of the site / or broader bioregion (to be reconciled)
- To increase understanding and appreciation of fauna native to the area by providing loop interpretive walking experience

#### Experiences and activation

1. Improve entry experience and interpretive node to Sanctuary entry
2. Improve accessibility generally by upgrading movement routes integrating boardwalks and platforms and enhanced interpretation (see item 8)
3. Unify finishes materials and facilities within a cohesive approach and design palette that complements the natural character of the site
4. Improve interpretation through the Sanctuary as part of a cohesive coordinated approach integrating technology where feasible

5. Enhance bird and fauna watching experiences with Arboretum with shaded hides / rest points and supporting interpretation
6. Provide upgraded viewing infrastructure to the existing Hilltop Sanctuary Lookout
7. Potential to expand art influence in Sanctuary

#### Connections and access

8. Provide an accessible walkway from the entry hub to the Sanctuary at the carpark to the Arboretum loop entry and picnic shelter
9. Improve safety and character of access to hilltop viewing point

#### Environment

10. Review and confirm through consultation with First Nations, Community, and Scientific stakeholders preferred philosophical approach to management of the Sanctuary - representing the broader bio-region or focussed on the native vegetation of the site specifically
11. Develop long term animal management plan to guide fauna management on site
12. Potential involvement in breeding programs to be considered in context of longer term animal management plan
13. Consider Bilby and Wallaby enclosure in context of longer term animal management plan

#### Cultural heritage

14. Protect First Nations environmental and cultural qualities of the Sanctuary landscape in all planning and management decision making
15. Potential First Nations involvement in flora and fauna programs

#### Place specific interpretation moves

##### Appropriate mediums

- Face to Face such as guided tours
- Interpretation signage
- Digital media
- Art installation – permanent
- Art installation – temporary

##### Site specific interpretation ideas

- Using the new cohesive brand wayfinding and interpretation signage package to create new interpretation panels for the wildlife. All content to be reviewed and updated
- Work with Wilyakali to review the content and Cultural Assets of the walk and whether the 'siloed' nature of grouping Aboriginal Cultural stories in the same location is appropriate. Ensure that there are Wilyakali stories available in a range of mediums across the whole park.





It is proposed to consolidate the immersive experience provided by the Arboretum and Sanctuary by unifying track and related finishes to a suite of materials that complements the desert landscape.

An accessible boardwalk and track link to the Arboretum will enhance access to the first part of the hill climb but access to the cultural walk within the Sanctuary will remain class 3.

Improvements to interpretation along the cultural walk and investigation of further art opportunities within the landscape setting are proposed. In addition provision of shaded bird and fauna watching points and improvements to access to hilltop viewing points are proposed.

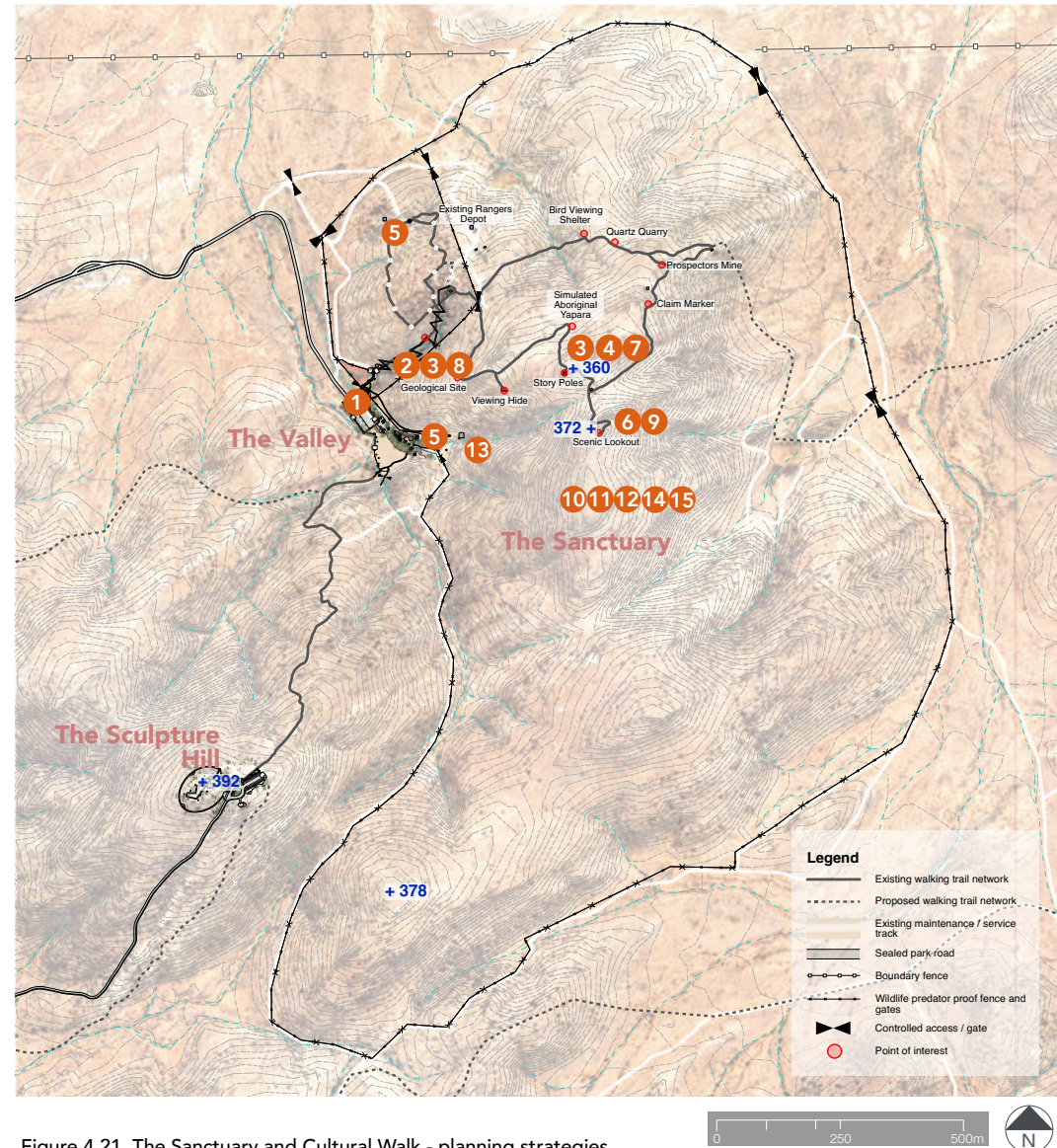


Figure 4.21 The Sanctuary and Cultural Walk - planning strategies

## 4.5 Experiencing the Living Desert - places

### The Sculpture Hill

In 1992, the Living Desert State Park was established and in 1993 the innovative 'Sculpture Symposium' installed 12 sculptures into the Living Desert State Park on the highest point within Broken Hill.

The Symposium has become synonymous with Broken Hill and is the focal drawcard to the Living Desert for visitors.

In it's 31st year it is appropriate that the ongoing role and future management of the sculptures is considered in order to conserve its legacy but also to look to the future and the ongoing evolution of art on the site and management and maintenance of the over 30 year old sculptures.

#### Role

- One of the most recognisable images of Broken Hill
- Contributes to Broken Hill's reputation as a place of creativity and culture
- Provides a visitor destination suitable for a variety of visits from quick to more extended
- Visiting the hill showcases the Broken Hill and Living Desert landscape

#### Experiences and activation

1. Facilitate the strategic recommendations related to art on the Living Desert site as listed at items 2 and 3 in Arts and Culture, that is:
  - confirming role of art and culture for the next 20 years of life of the Living Desert

- developing "Living Desert Arts and Cultural Management Plan" with input from all stakeholders that provides a management plan for curation and maintenance of art into future
- 2. Conserve and enhance experience of natural environment to Sculpture Hill
- 3. Investigate plan and implement new viewing experience looping around hill ("Sky or Star walk") that will:
  - expand accessibility of views and become a sought after accessible experience
  - enhance the experience of the views and visual setting and is of low visual impact when viewed from other locations
  - enhance the cultural and environmental experiences available at the Sculpture Hill as the highest point in Broken Hill

Plan and implement support lookout points adjoining hilltop and carparking:

4. To Symposium Monument and southern edge with views Broken Hill
5. To north east edge with views to Sanctuary
6. Along northern edge / Sanctuary Walk with views to Stephens Creek
7. Consider if a low key toilet structure is appropriate in a discrete location (potentially to carpark at base of hill)
8. Consider potential pop up coffee / food cart at base of hill or top to support visitation in peak times

#### Connections and access

9. Formalise parking at the sculpture hill to make more efficient and safer for pedestrians
10. Consider potential to formalise lower carpark - event use / overflow
11. Harden car park surface to improve accessibility and alleviate erosion of ground surface - limit engineered infrastructure - use wheel-stops, post and cable barriers and swale drainage to catch / direct runoff
12. Provide an accessible connection to sculpture hill from to carpark and upgrade path around sculptures
13. Investigate and implement improvement to hilltop access road for safety and environmental management - consider partial re-alignment where required.
14. Consider potential for accessible walking route from Campground to Sculpture Hill to reduce pressure for vehicular access and parking and improve safety on road (that is removing pedestrian access)

#### Environment

15. Manage introduced fauna and feral animals to control erosion and degradation of hilltops
16. Consider potential for revegetation of ridges and hilltops where appropriate to natural conditions including to west side of sculpture hill - consider access management measures to discourage scrambling beyond sculptures



### Cultural heritage

17. Protect First Nations environmental and cultural qualities of hilltop in all planning and management decision making
18. Integrate First Nations creative influences (through co-design) into planning and design of new elements such as the Sky / Star Walk

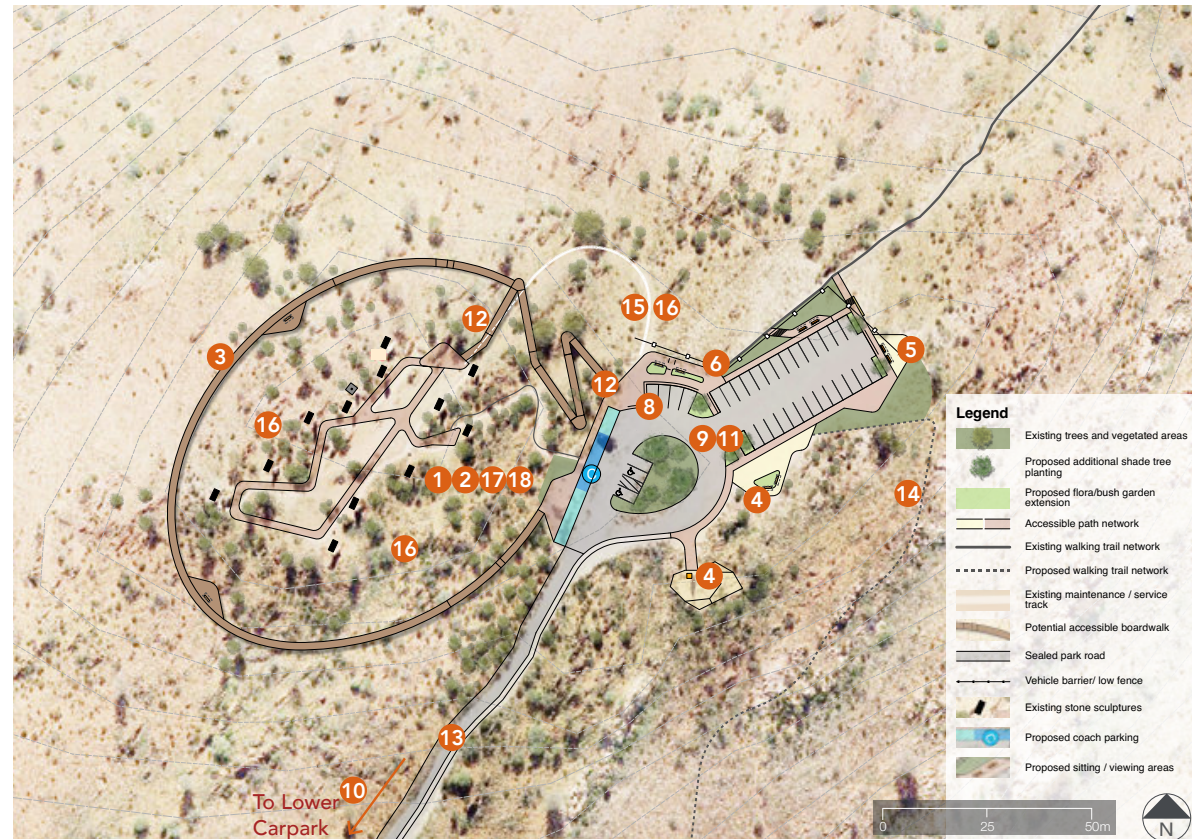
### Place specific interpretation moves

#### Appropriate mediums

- Face to Face such as guided tours and hands-on workshops
- Interpretation signage
- Digital media
- Art installation – permanent
- Art installation – temporary

#### Site specific interpretation ideas

- Review the name of the hill - what is the preferred approach to naming and identity for the future of the Living desert and to encompass its future role ?



The preferred long term option illustrates the potential to create a new iconic experience that provides a reason for visiting the site beyond (but complementing) the sculptures.

The Sky Walk or Star Walk which showcases the landform geology and flora of the Living Desert and provides unique vantage points to the special views available from Broken Hills highest point.

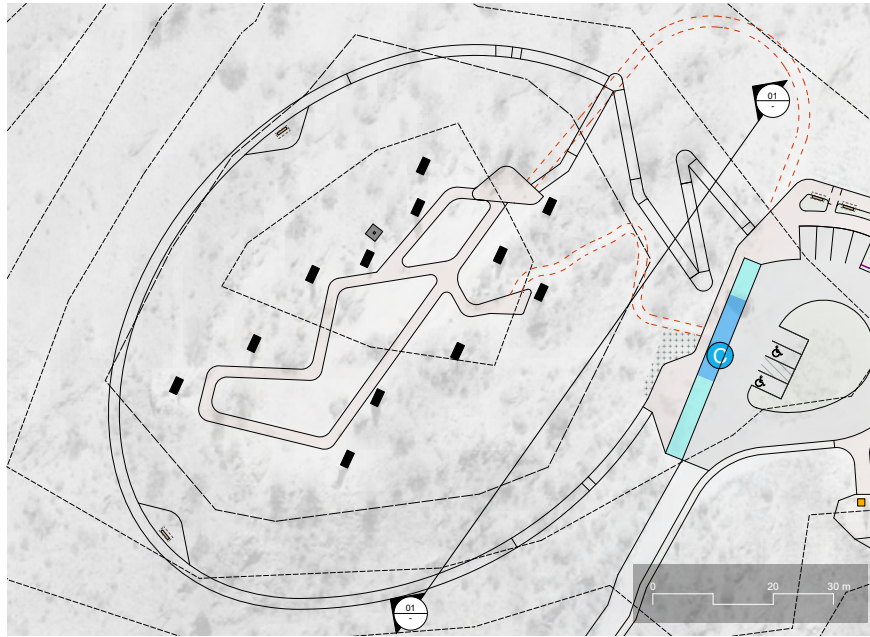
The walkway can integrate such features as:

- sitting / rest spots
- state of the art interpretive mediums
- subtle night lighting to facilitate night use
- potential to be integrated into event activities
- light weight / visually permeable structure in non reflective materials / colours that limits impact on views to the hill

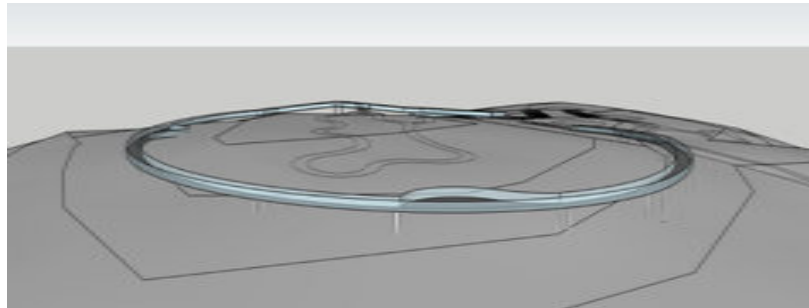
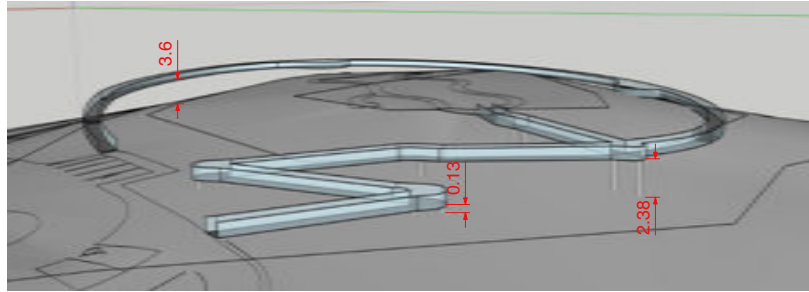
Figure 4.22 The Sculpture Hill - planning strategies

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## CONCEPT STUDIES: Potential Sky / Star walk accessible hilltop walk



Key Plan



Boardwalk Perspective

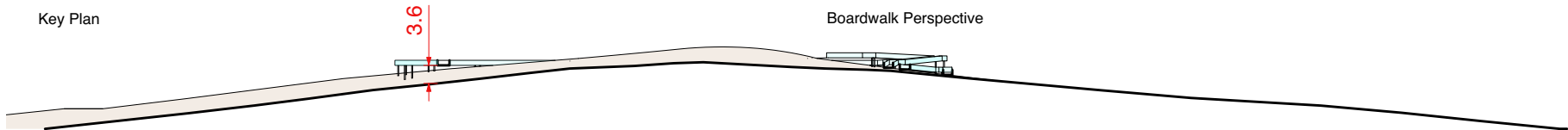
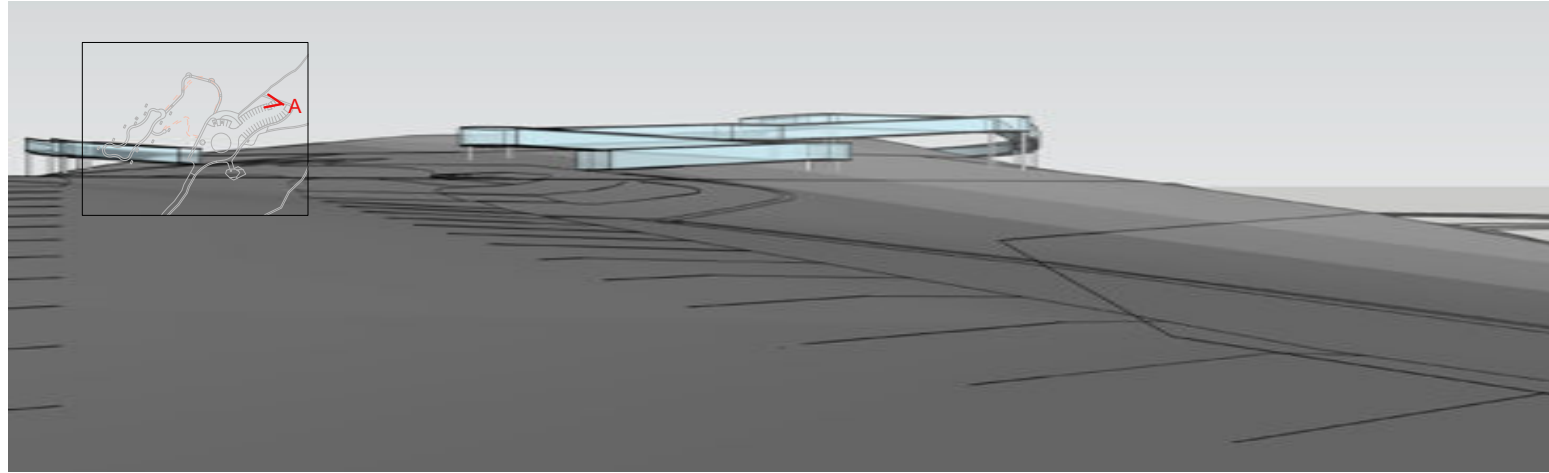
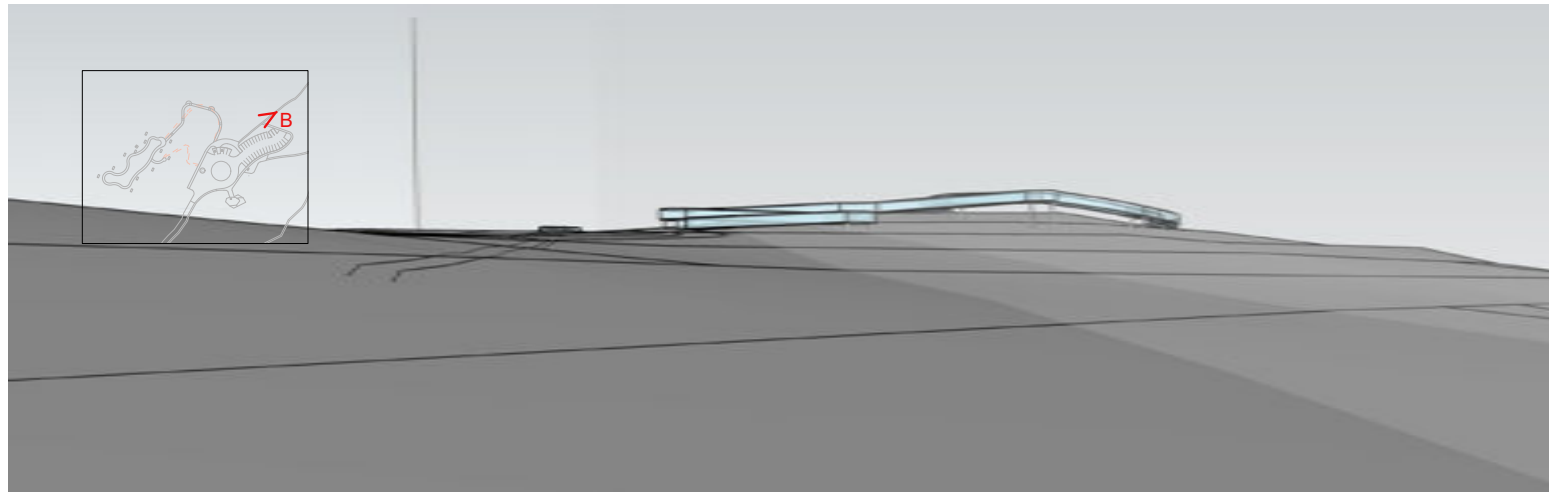


Figure 4.23 The Sculpture Hill - Sky / Star Walk platform concept - visual studies 1





View A



View B

Figure 4.24 The Sculpture Hill - Sky / Star Walk platform concept - visual studies 2



BROKEN HILL CITY COUNCIL

## CONCEPT STUDIES: Alternative carpark and accessible sculptures link boardwalk

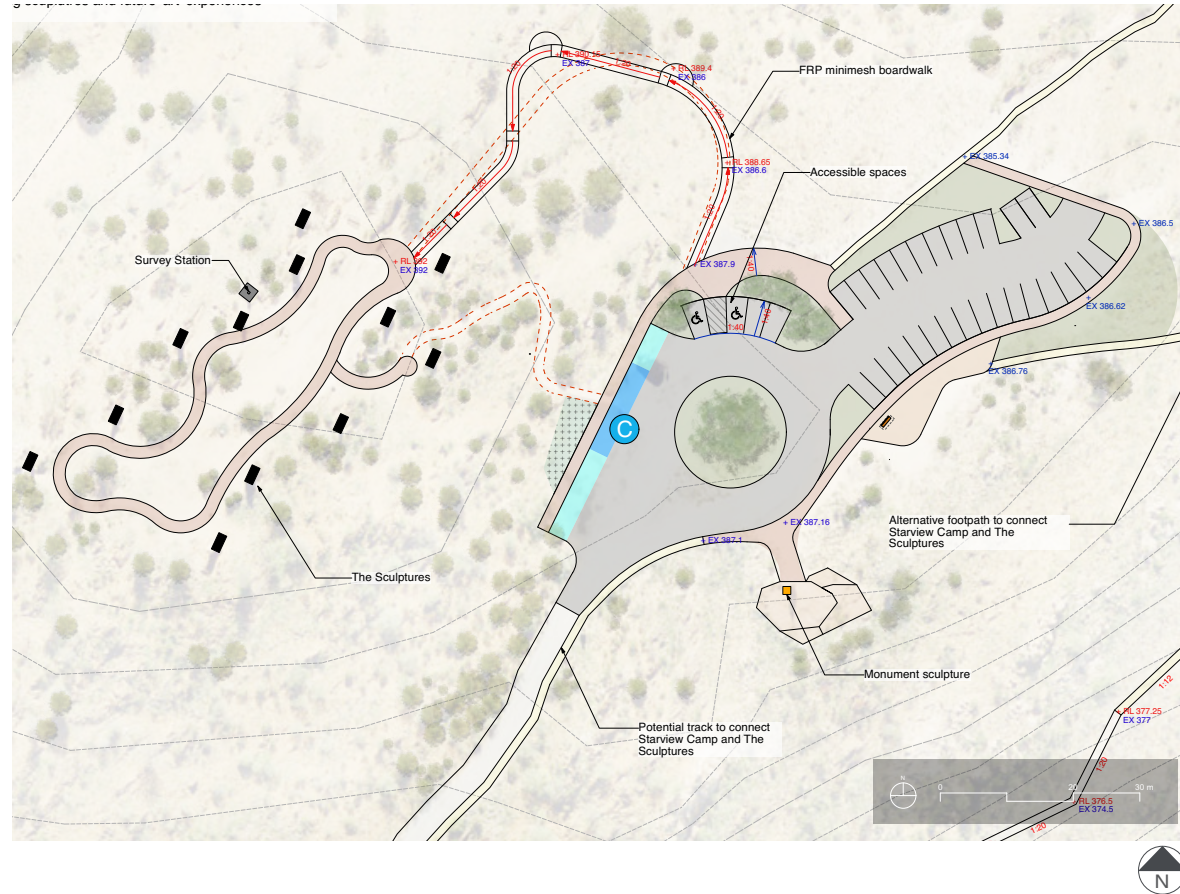


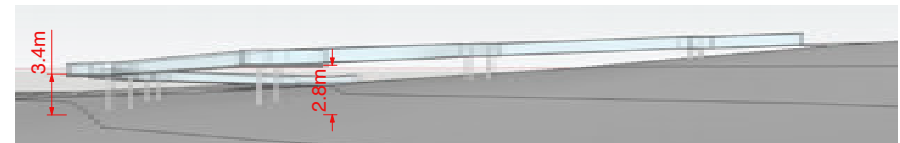
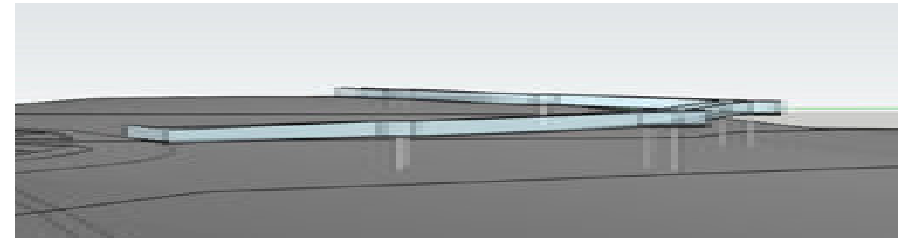
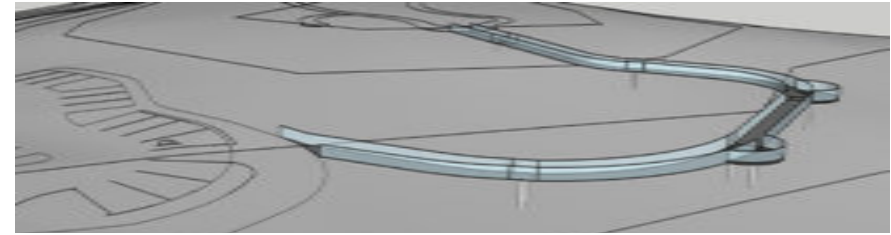
Figure 4.25 The Sculpture Hill - Alternative accessible link boardwalk platform concept - Plan

If the Sky Walk concept is deemed not feasible, it is still fundamental to provide accessible access to the Sculptures level.

This alternative option provides a simpler and less ambitious version of the viewing boardwalk.

This secondary option climbs up the hill from the north and affords expansive views from the Sanctuary to the sunset in the west.

An alternative carpark arrangement is also indicated for consideration on the concept on this page.



Boardwalk Perspective



Figure 4.26 The Sculpture Hill - Alternative accessible link boardwalk platform concept - Visual studies



## CONCEPT STUDIES: Options for accessible track from Campground to Sculpture Hill

The existing road up the sculpture hill is narrow and winding cut into the slope and rocky landform.

In the past visitors have walked up this route but now with the high amount of vehicular traffic this is not desirable due to safety issues

In addition there is demand for a walking connection from the Starview Camp site to the sculpture hill as a recreational experience.

The options to the right illustrate 3 scenarios that achieve different levels of "minimum" access as defined by AS NZS 2156 Walking Track Infrastructure. The Classes of walking track in the standard are summarised on the table this page.

Class 1 is the highest level of access and provides accessibility for all visitors. The higher the levels of accessibility the longer the track as listed below:

Option 1 Class 3	906m
Option 2 Class 2	1028m
Option 3 Class 1	1532m

The track is proposed to connect the carpark at the base of the hill where the recommendations include overflow parking and potential for a pop-up coffee / drinks cart.

Description of track	Class 1 'All Access Track'	Class 2 'Graded Track'	Class 3 'Walking Track'	Class 4 'Hiking Track'
Surface	Hard surface suitable for wheelchair access e.g. concrete, asphalt, pavers, elevated boardwalks	Generally a hard surface dependent on level of usage e.g. concrete, asphalt, bitumen, pavers, elevated boardwalks	Generally a modified surface e.g. bitumen, stone, gravel, mulch, board and chain, boardwalks	Distinct surface often without major modification e.g. gravel, mulch, natural surface
Width	Constant 1500mm min.	Constant 1200mm min.	Variable 1200mm preferred	Variable 600mm max
Path gradient / access requirements	Compliant with AS 1428 Design for Access and Mobility (refer general requirements page)	1:10 max. gradient.  Minimal steps	No steeper than 1:10 preferred but may exceed this gradient for short lengths dependent on soil stability  Steps may be common	Limited by environmental and maintenance considerations
Example	Discovery track located adjoining visitor centre	Very high-use tracks located adjoining park focal points e.g. visitor centre, lookouts	High-use tracks in high visitation areas	Medium-use tracks in high visitation areas, high-use tracks in low visitation areas

### Legend

<span style="color: green;">—</span>	1:34 - 1:100 Gradient track
<span style="color: red;">—</span>	1:20 - 1:33 Gradient track
<span style="color: yellow;">—</span>	1:10 - 1:19 Gradient track
<span style="color: purple;">—</span>	1:5 - 1:9 Gradient track

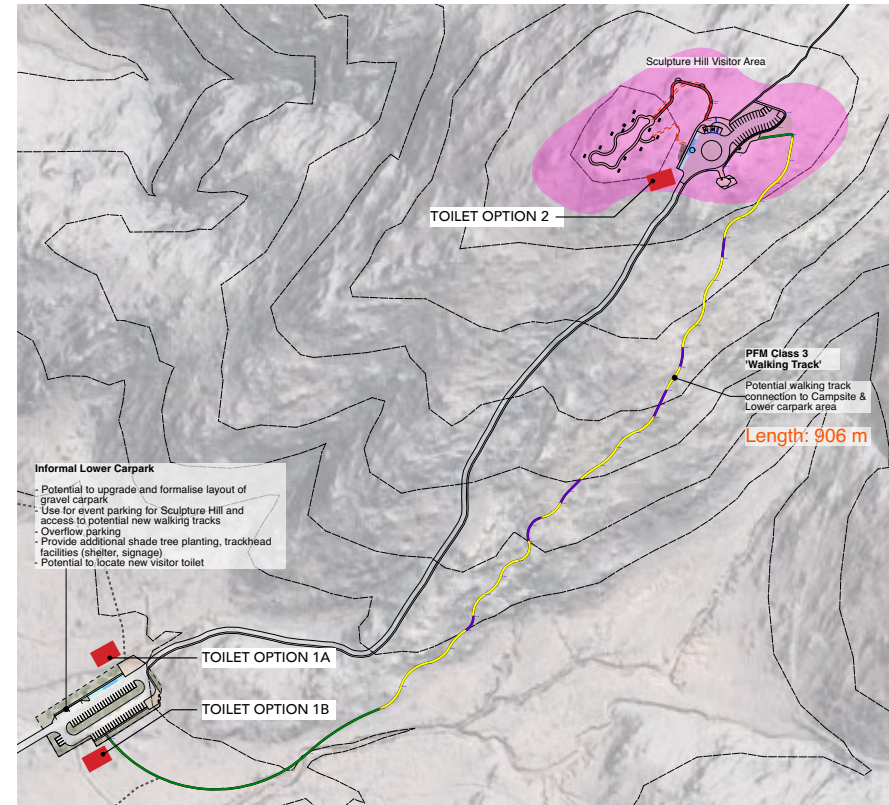


Figure 4.27 Walking link from campground to Sculpture Hill - Option 1 - Class 3 and Toilet options to serve Sculpture Hill

## CONCEPT STUDIES: Toilet to serve Sculpture Hill visitors

It has been identified by Rangers that there is demand for toilet facilities related to visitation of the Sculpture Hill. Figure 4.27 also illustrates two options for provision:

**Option 1- Adjacent lower parking area:** this would enable visitors to use facility on way to or from the Sculpture but would avoid visual and odour impacts to the top of the hill. It would also serve proposed new walking tracks passing nears the lower carpark. Pump-out of storage tanks would be reasonably easy access.

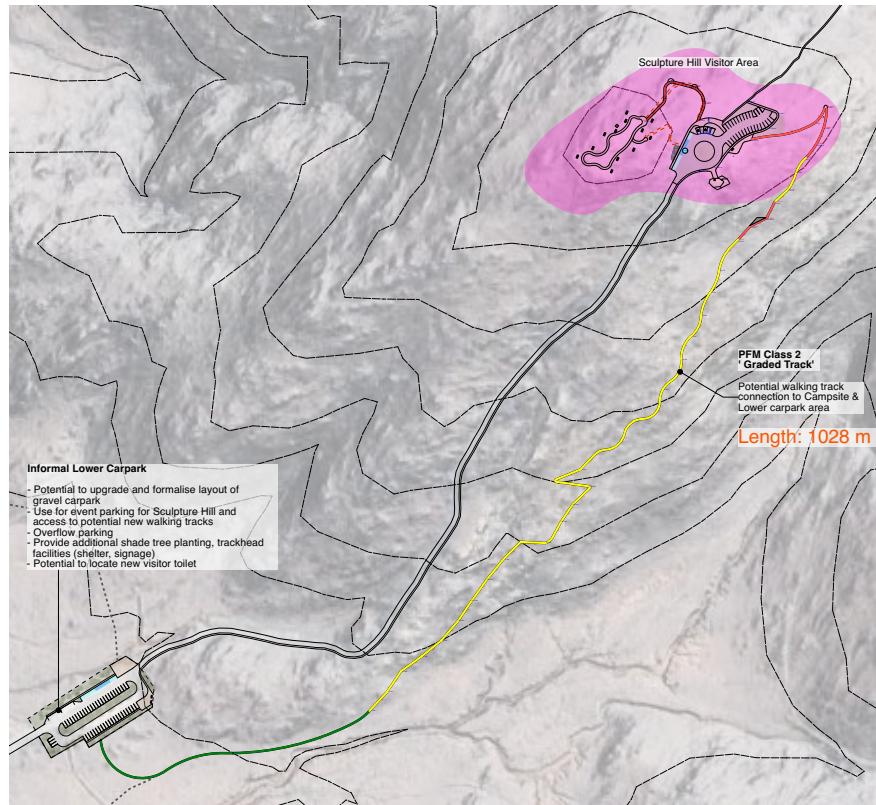


Figure 4.28 Walking link from campground to Sculpture Hill - Option 2 - Class 2

The exact location related to the carpark would need to be resolved to avoid impacts / construction near creeklines / drainage lines and habitat and archaeological assessment.

**Option 2- On Sculpture Hill:** alternatives were considered to north and south sides of Sculpture Hill. The north side is not believed to be sustainable due to visual impacts to views from the access road to the Valley. Siting on the south side of the hill appears to be more sustainable tucked into the landform and with access to the bus dropoff

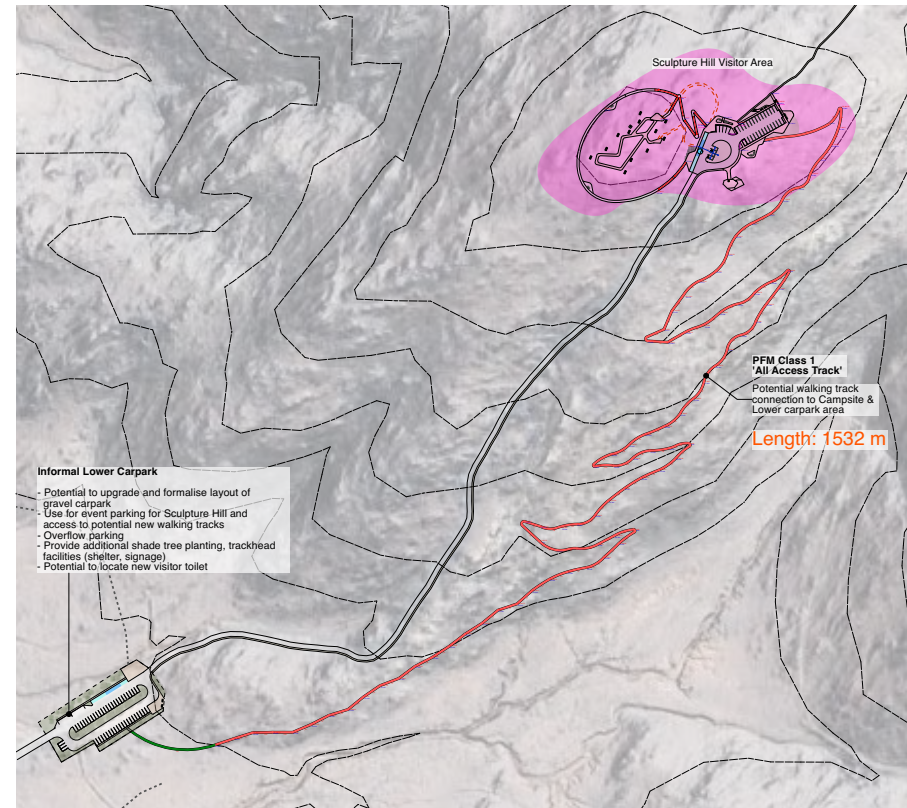


Figure 4.29 Walking link from campground to Sculpture Hill - Option 3 - Class 1

area. Construction is likely to be more problematic than the lower area due to more significant excavation in rock and the visual presence of the structure and odours from storage tanks may detract from the experience of the hilltop as a natural place.

The masterplan recommendation is to further investigate option 1 related to the lower carpark.



## 4.5 Experiencing the Living Desert - places

### The Camp site

The campground provides an important “value add” to visitation to the reserve for the sculptures and sanctuary with 15 powered sites catering for caravans and recreational vehicles and 8 un-powered, walk-in campsites. The quiet night time character and dark night skies with enable star gazing are part of the attraction of the camping area. In 2023-24, the powered caravan - RV sites generated an average annual occupancy of 52.3% peaking at 78.4% in April to 13.8% in December, with five months having occupancy rates over 70%. The powered sites were booked out for 42 days. There were only 15 days with no bookings.

#### Role

- To provide a complementary reason to visit / stay longer at the site supporting the sites core attractions
- To provide an immersive desert camping experience
- To assist with revenue generation to support the management and maintenance of the site.

#### Experiences and activation

1. Add two toilets to current toilet/shower facilities
2. Consider the need for extra shade at tent site - potential for additional tree planting or rural roof
3. Specialist starview seating to be expanded and made more attractive / innovative - potentially upper (hilltop) and lower areas - review accessibility and potential interpretative natural play elements
4. Enhance sunset / sunrise viewing area ie comfortable

seating

5. Unify finishes materials and facilities within a cohesive approach and design palette that complements the natural character of the site
6. The RV camping sites are at full capacity during busy times - potential overflow RV use to picnic grounds
7. Investigate potential for demountable pods / cabins and / or temporary glamping tents as seasonal option to further leverage immersive desert experience

#### Connections and access

8. Improve accessibility from RV camping to amenities - hard surfaced path
9. Expand walking loop options from the camp ground
10. Provide walking route to Sculptures

#### Environment

11. Plan and implement additional shade tree planting through camp grounds
12. Investigate potential for grey water treatment as a sustainability initiative when resources enabled - potentially evolved over 20 year period

#### Cultural heritage

13. Protect First Nations environmental and cultural qualities of the camp site landscape in all planning and management decision making
14. Integrate First Nations creative influences (through co-design) into planning and design of new elements such as the Star Gazing lounge and Sculpture Hill Walk

#### Place specific interpretation moves

##### Appropriate mediums

- Face to Face such as guided tours and hands-on workshops
- Interpretation signage – light touch
- Digital media

##### Site specific interpretation ideas

- Star gazing lounge
- Light touch interpretation panels on new connected loop track around the campsite.





The precinct Plan indicates enhancing the existing core roles of the campsite through improving accessibility, shade and facilities. It also identifies a series of opportunities related to expanding the range of available walking trails, overflow RV camping provision and potential for temporary peak season Glamping tents in the future

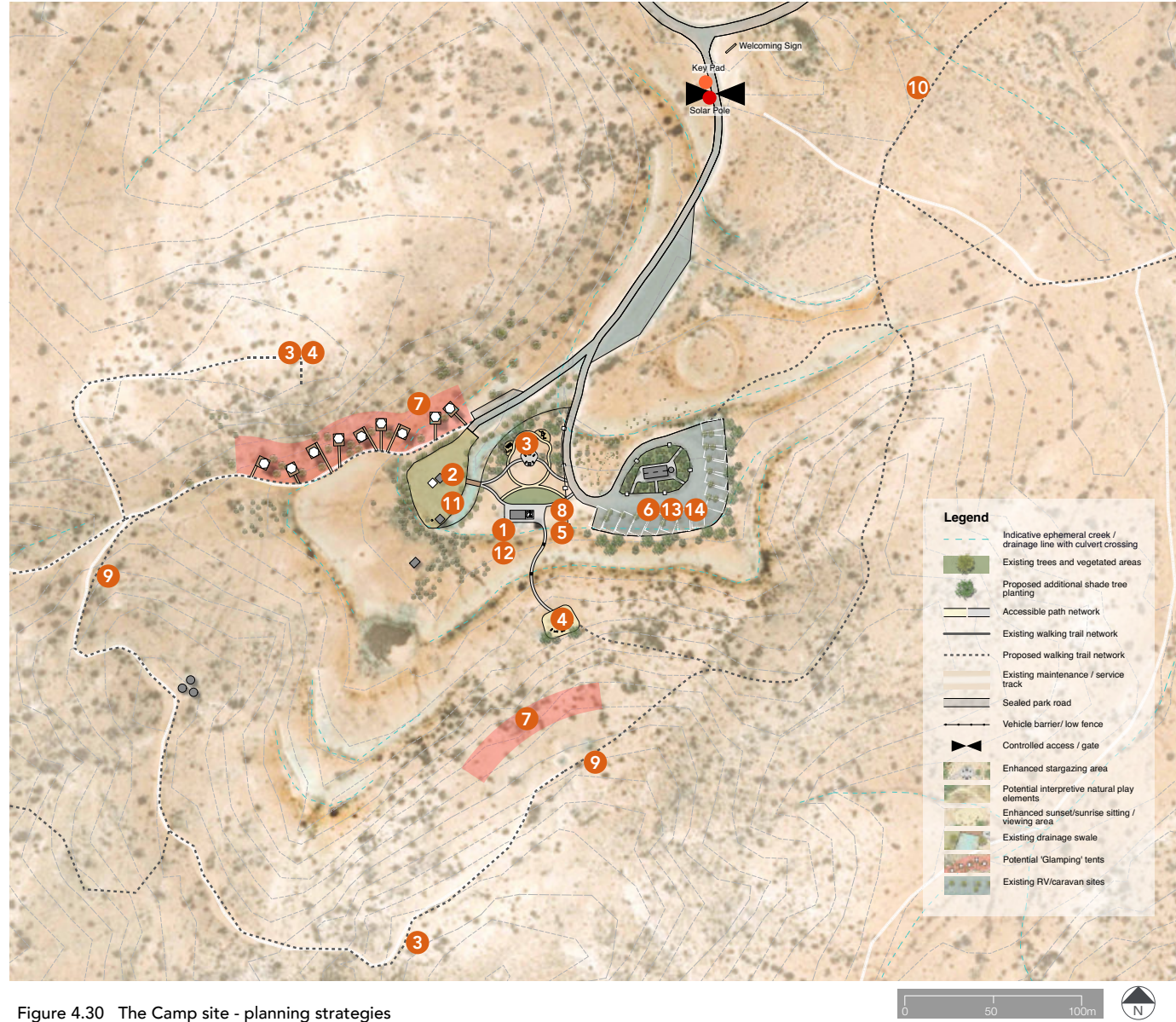


Figure 4.30 The Camp site - planning strategies



## CONCEPT STUDIES: Upgraded Star Gazing circle to camp site

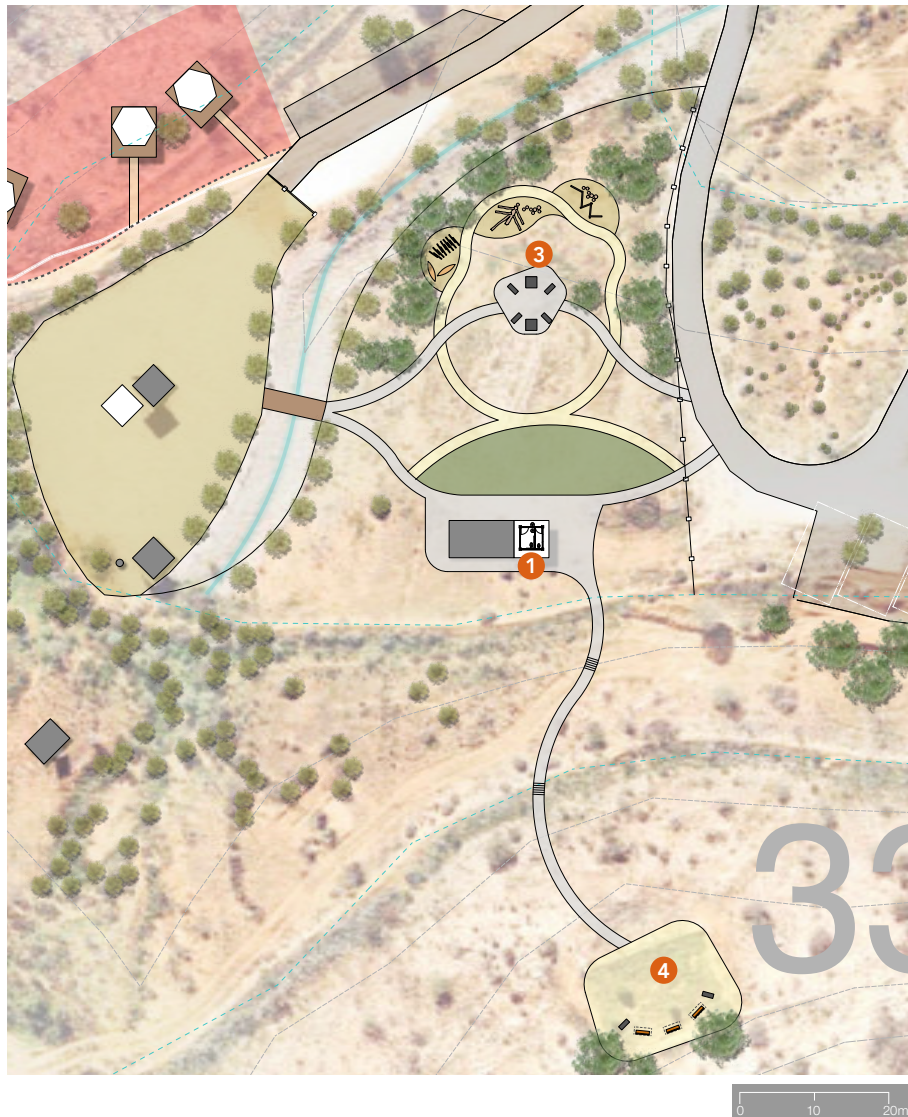


Figure 4.31 Stargazing circle Concept



Viewing of the night sky is already a recognised attraction for the Living Desert and the Star Gazing Campsite. It is recommended that the central viewing area be upgraded in a manner similar to other viewing sites to create a better and more memorable experience. Ideally this could be supported by interpretive mediums including First Nations night sky thinking.

## KEY AS PER PAGE 106 RECOMMENDATIONS

1. Additional Toilets adjacent existing amenities building
2. Specialist starview seating to be expanded and made more attractive / innovative - potentially upper(hilltop) and lower areas - review accessibility and potential interpretative natural play elements
3. Enhance sunset / sunrise viewing area ie comfortable seating







Budj-Bim-Cultural-Landscape, VIC



Budj-Bim-Cultural-Landscape, VIC



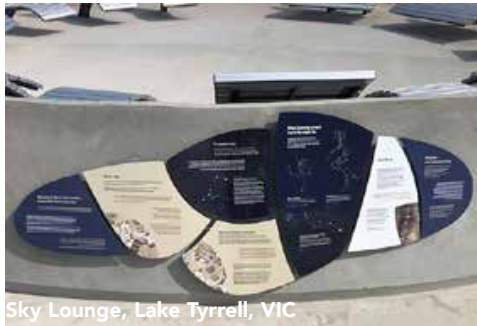
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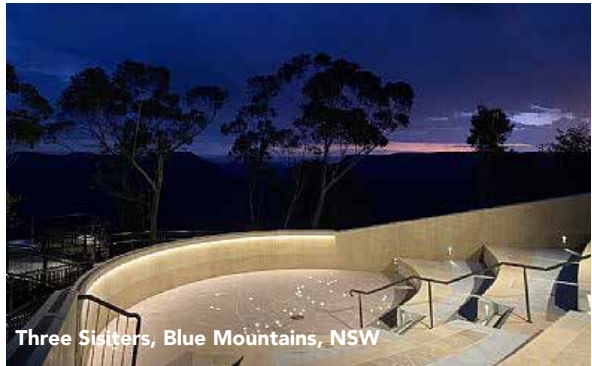
Sky Lounge, Lake Tyrrell, VIC



Sky Lounge, Lake Tyrrell, VIC



Sky Lounge, Lake Tyrrell, VIC



Three Sisters, Blue Mountains, NSW



Dark Sky Park, Warrumbungle NP, NSW



Coonabarabran Dark Sky Park (Getaway Tourist Park, NSW

## CONCEPT STUDIES: Pop up Glamping Tent accommodation

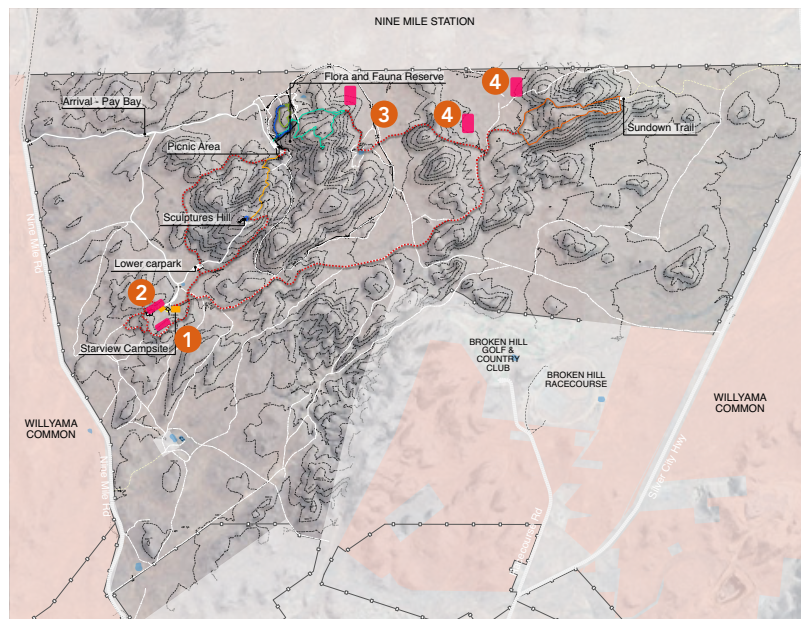


Figure 4.32 Potential sites for Glamping Tents / Cabins for further investigation

Review and investigate potential opportunities for locating Eco / Safari type accommodation on site - potential options include:

1. To existing tent camping area at Starview Campsite
2. To north of existing tent camping area at Starview Campsite (as per Figure 4.33)
3. To eastern side of Sanctuary
4. To several potential locations to west of Sundown Hills



Figure 4.33 Option: Potential pop up Glamping Tent Decks and / or overflow camping decks  
- potential extension to existing campground

There is potential to provide additional camping capacity at the Camp site that could also enable seasonal setup of Glamping tents as a short term trial or long term option (note: more remote sites may be preferred for Glamping Tents or Cabins as per Figure 4.32 - to provide a stronger "point of difference")

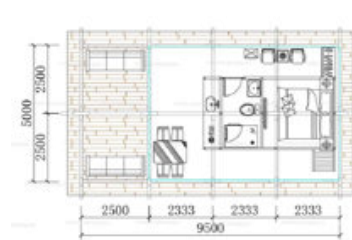




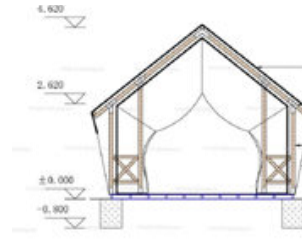
Safari Tent



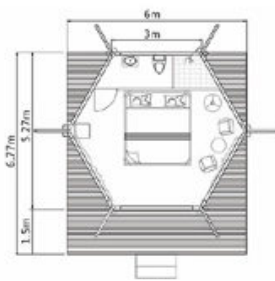
Eco tent



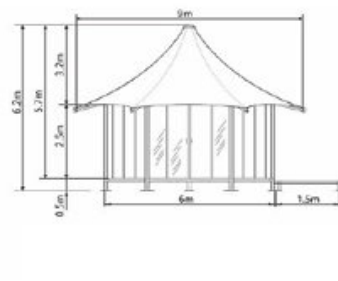
Plan



Section




Plan



Section



Examples of Glamping Tent Decks

 environmental partnership collaborative team

## LIVING DESERT BROKEN HILL STRATEGIC MASTER PLAN



Examples of Glamping Cabins

## 4.5 Experiencing the Living Desert - places

### The Sundown Hills

The Sundown Hills are named after one of the distinctive geological groupings of the region. The Sundown Nature Trail is part of the Living Desert State Park but is currently free of charge and is accessible from the Silver City Highway towards Tibooburra 10km outside town. There is a 2.2km graded track to a car park at the beginning of the trail, which is situated in the rocky Sundown Hills on the northern edge of the Willyama Common. The hills are sparsely vegetated with tough, perennial plants adapted to the harsh, dry environment. In a good season following rain ephemeral grasses, wildflowers and other herbs also appear.

The trail is a 2.8km long loop and takes approximately 1 hour to complete

#### Role

- Walking loop for exercise and fitness for locals and for some visitor use
- Starting point for potential provision of longer walks to Sanctuary and Campground subject to future strategies for management of access to pay admission area

#### Experiences and activation

1. Improve identity and wayfinding on highway
2. Upgrade track markers and walking wayfinding
3. Provide interpretive mediums coordinated with the Living Desert

4. As per 4.5 - Activities - Recreational Trails - Investigate ways to manage access to pay for use areas that would enable more expansive network of recreational trails - potentially integrated with improved telecommunications reception on site (eg keypass access)
5. Provide a low key track head with map of walks and key interpretive storylines for area
6. Unify finishes materials and facilities within a cohesive approach and design palette that complements the natural character of the site

#### Connections and access

7. Upgrade the gravel carpark surface and drainage to reduce erosion and improve trafficability

#### Environment

8. Plan and implement additional shade tree planting through carpark and around track head

#### Cultural heritage

9. Protect First Nations environmental and cultural qualities in all planning and management decision making
10. Integrate First Nations creative influences (through co-design) into planning and design of new elements

#### Place specific interpretation moves

##### Appropriate mediums

- Face to Face such as guided tours
- Interpretation signage
- Digital media
- Art installation – permanent
- Art installation – temporary

##### Site specific interpretation ideas

- Trail loop through the Sundown hills from picnic area.
- Interpretive loop to Sundown Hills created through signage, and digital audio tours
- Using the vistas and rock features to interpret the geology of the area



It is proposed to improve the carpark and trail head at the start of the Sundown Hills track recognising its popularity as a walking destination for locals and some visitors. Enhancement of wayfinding and interpretation mediums to the track loop is proposed along with long term potential to connect to a longer network of trails potentially linking to the Sanctuary and to The Campground.

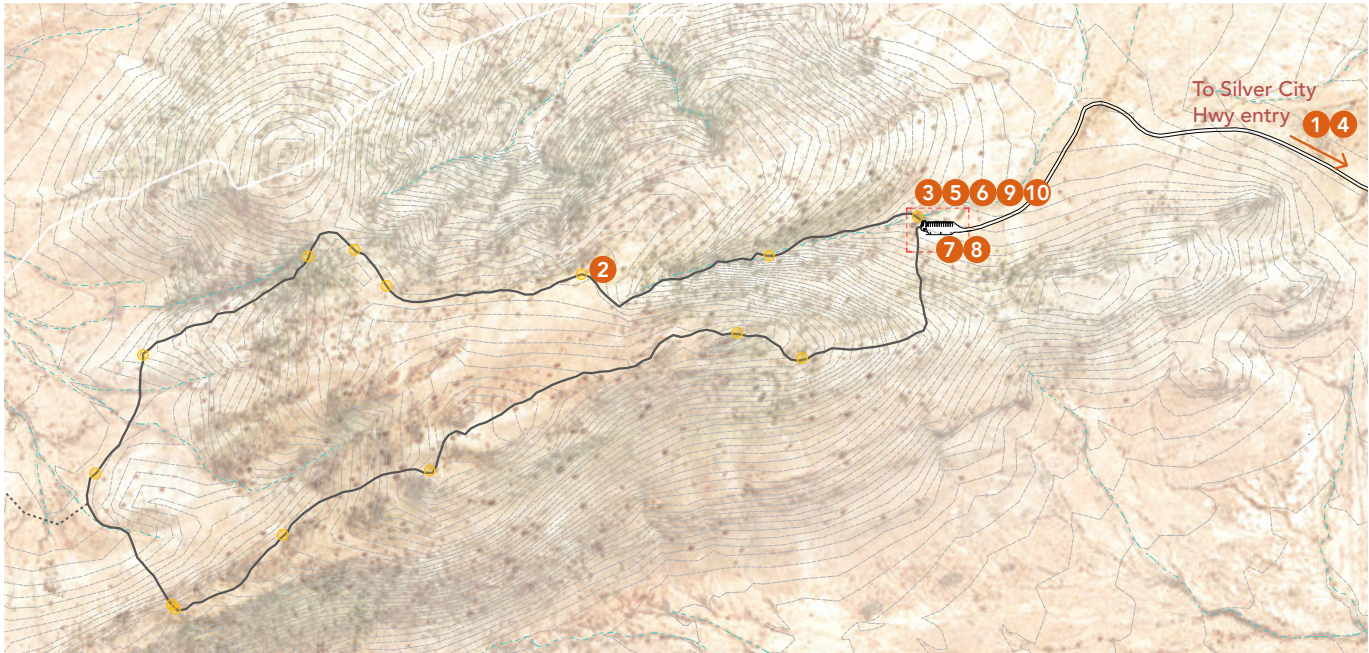


Figure 4.34 The Sundown Hills planning strategies

CONCEPT STUDIES: Track head and carpark

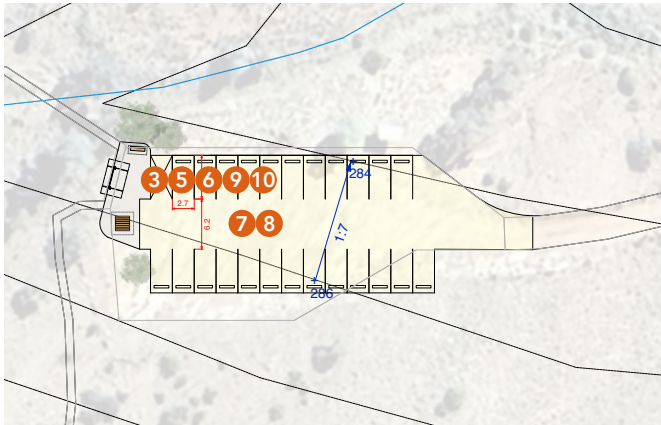


Figure 4.35 Track head and carpark options

POTENTIAL RECREATIONAL TRAIL CONNECTIONS

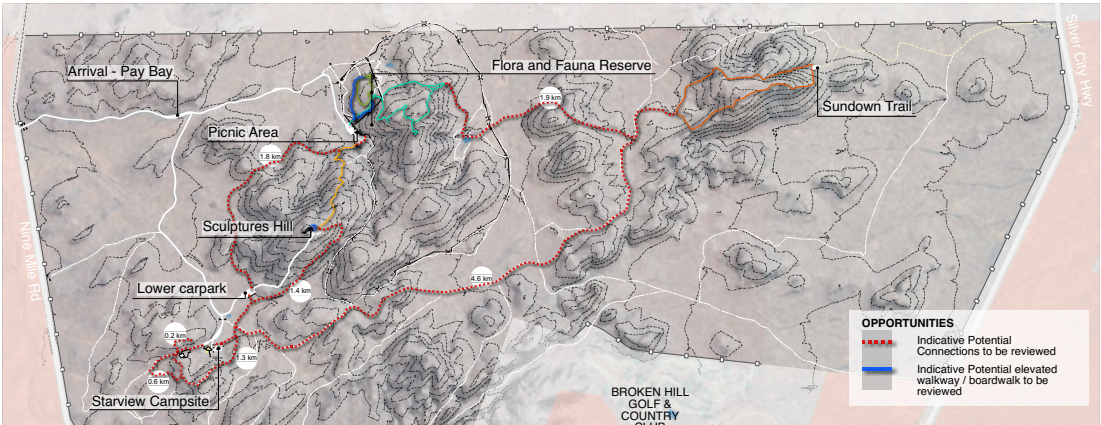


Figure 4.36 Extract from Recreational Trail opportunities map



## 4.5 Experiencing the Living Desert - places

### The Southern Park

The south western zone of the park has limited public use currently. It is punctuated by a private property centrally located which will limit potential for major access and use of this area while it remains.

As such it offers potential to accommodate uses and infrastructure that are more ideally separated from the day to day core uses on the site.

#### Role

- Potential integration with Mountain Bike trail usage and networks adjoining the site to the south east
- Siting of required infrastructure where impact on views from Sculpture Hill and other high points can be managed (for example Telecommunications relay)

#### Experiences and activation

As per 4.5 Activities - Mountain Biking (MTB)

1. Carry out consultation with Broken Hill MTB community to workshop demand for additional trails extending the existing network outside the Living Desert into the south west of the Living Desert
2. Further investigate potential for MTB activities to add to tourism / recreational offerings at Living Desert
3. Plan and implement MTB trail links in south western zone of the Living Desert
4. Explore potential for an MTB connection through to Campground to expand range of activities available from campground

5. Investigate ways to manage access to pay for use areas that would enable more expansive network of recreational trails - potentially integrated with improved telecommunications reception on site (eg keypass access)
6. Investigate potential for siting of required telecommunications infrastructure where impact on views from Sculpture Hill and other high points can be managed

#### Connections and access

7. Provide access track and carpark off Nine Mile Road at south western corner of site

#### Environment

8. Plan and implement additional shade tree planting through carpark and around trail heads

#### Cultural heritage

9. Protect First Nations environmental and cultural qualities of southern parklands in all planning and management decision making

#### Place specific interpretation moves

##### Appropriate mediums

- Face to Face such as guided tours
- Interpretation signage
- Digital media
- Art installation – permanent
- Art installation – temporary

##### Site specific interpretation ideas

- Create new trail to access this currently unused part of the park.
- Work with Wilyakali to determine the interpretive content appropriate to this area.

The southern parklands are constrained in their potential for major visitation use due to the presence of a private allotment and more lower lying topography.

The precinct plan indicates potential to integrate with existing Mountain Bike (MTB) use happening to the south east near the Broken Hill Gold Course. Also it identifies the potential to accommodate necessary communications infrastructure to improve mobile phone and digital communications applications on the site

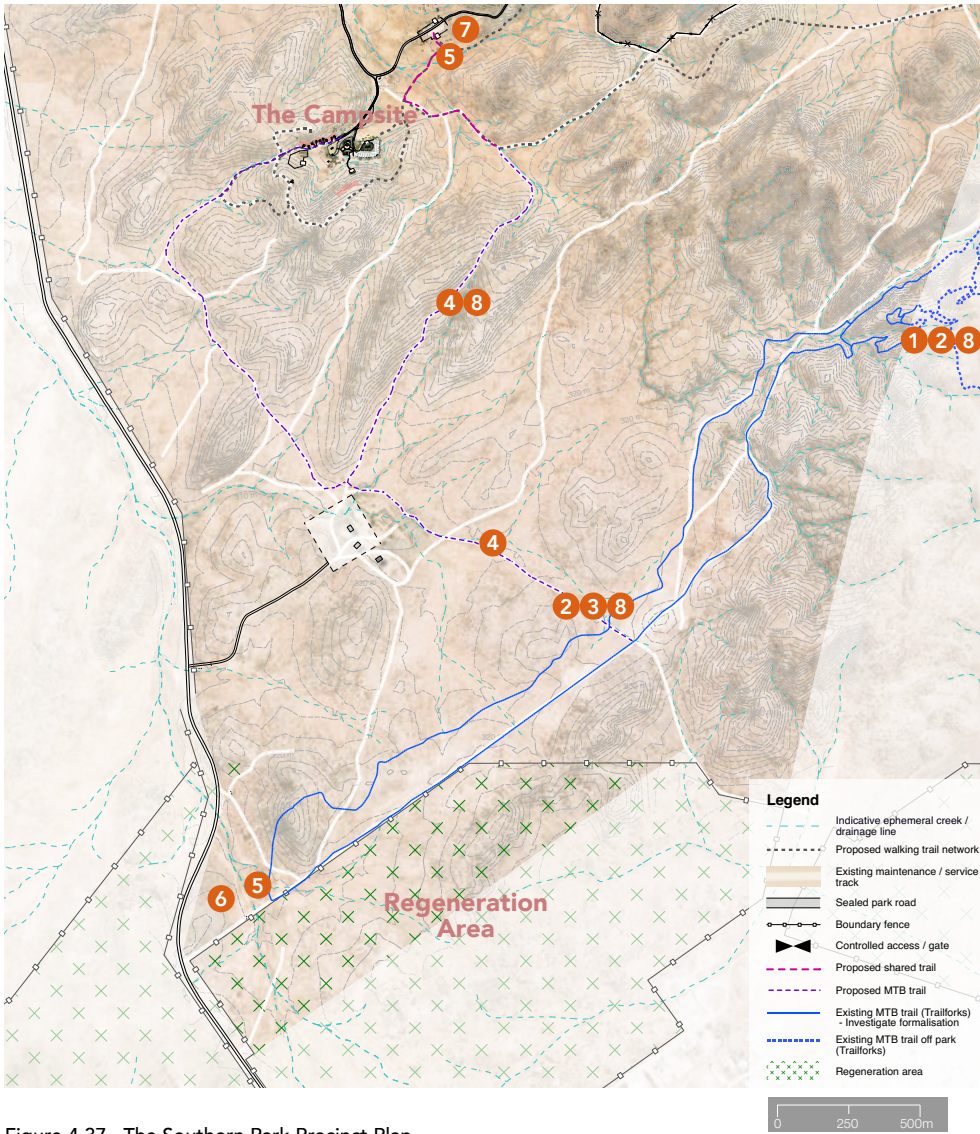


Figure 4.37 The Southern Park Precinct Plan

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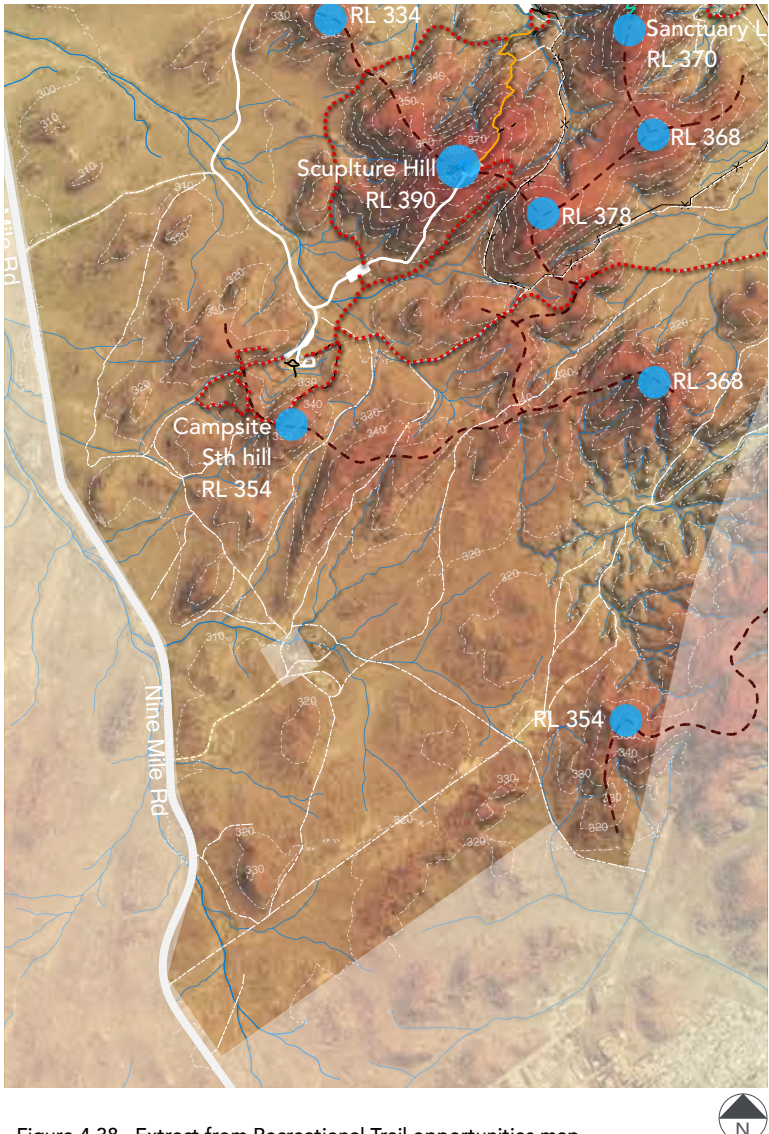


Figure 4.38 Extract from Recreational Trail opportunities map



## 4.5 Managing the Living Desert

### Managing visitation

The Living Desert is Broken Hills most popular open space destination and generator of the most open space income for Council, that funds ongoing maintenance.

But management of visitation is constrained by:

- Existing telecommunication infrastructure
- Existing entry system
- Current staffing and capacity

Expansion of visitation experiences require the addressing of the telecommunications limitations which limit safety and security and the use of contemporary online interpretation and wayfinding mediums (refer 4.5 Infrastructure management) and improved means of enabling entry and monitoring once in site.

#### Objectives

- To provide a simple and streamlined access system that encourages visitation and does not detract from the experience
- To optimise revenue generation from visitation
- To provide an equitable system for local use resident of the Living Desert
- To optimise the quality of experience provided to the visitor

#### Strategies

1. Review and restructure the park entry system and related products to include:
  - affordable access for locals - seasonal pass
  - multi day and multi site passes for visitors integrated with Geo Centre and other Broken Hill destinations
  - QR code access at entry gate
2. As per 4.5 - Journey and Arrival - Provide an upgraded access management / entry pay node that manages different visitation types, provides initial orientation and inspiration and advises visitors of the imminent vehicular movement decision (The Valley and Sanctuary or Campground and Sculptures)
3. As per 4.5 - Activities - Recreational Trails - Investigate ways to manage access to pay for use areas that would enable more expansive network of recreational trails - potentially integrated with improved telecommunications reception on site (eg keypass access).
4. As per 4.5 - Journey and Arrival - Review / assess potential for Ranger accommodation/office/small visitor centre to be provided near the entry node to aid management.





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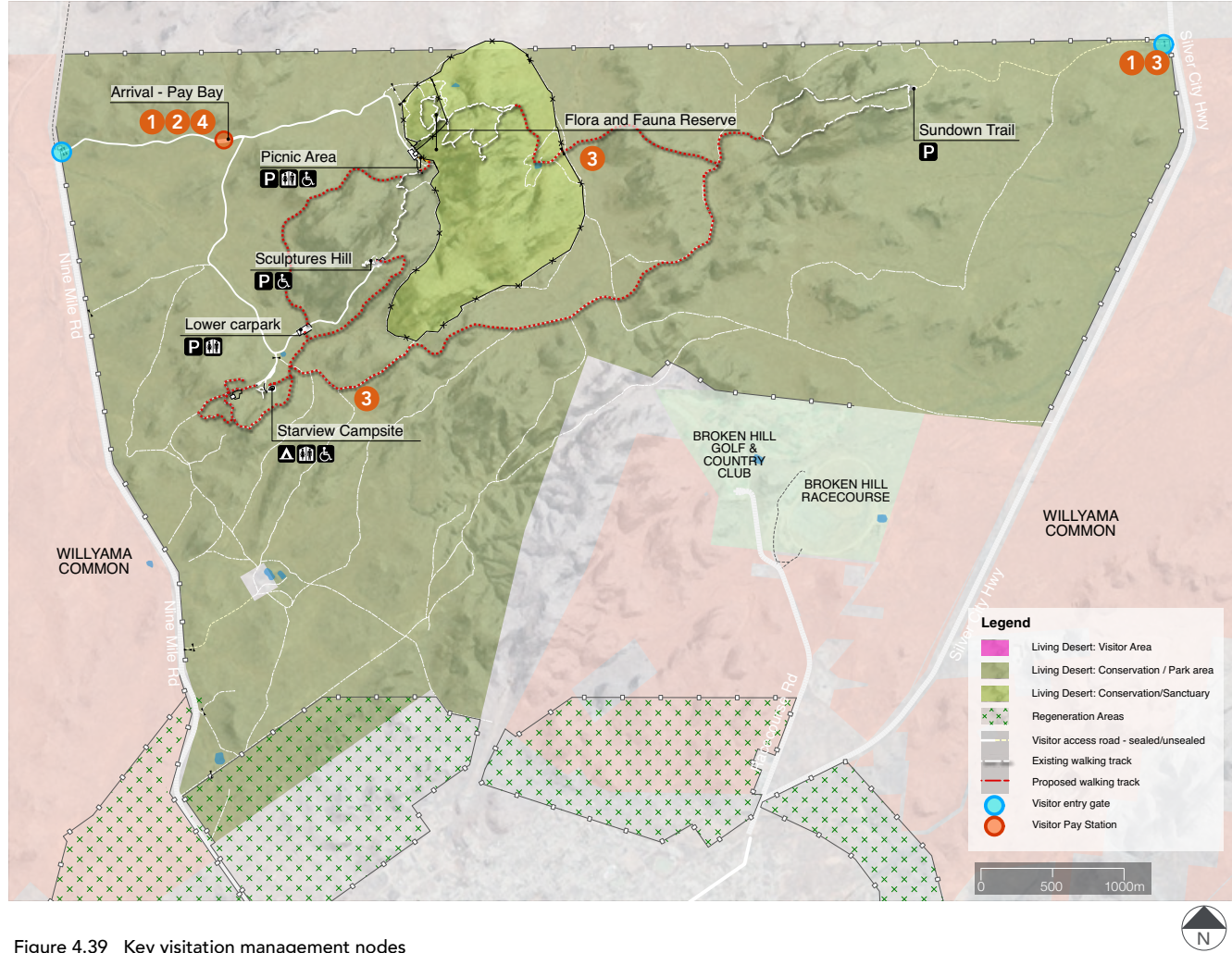


Figure 4.39 Key visitation management nodes

## 4.5 Managing the Living Desert

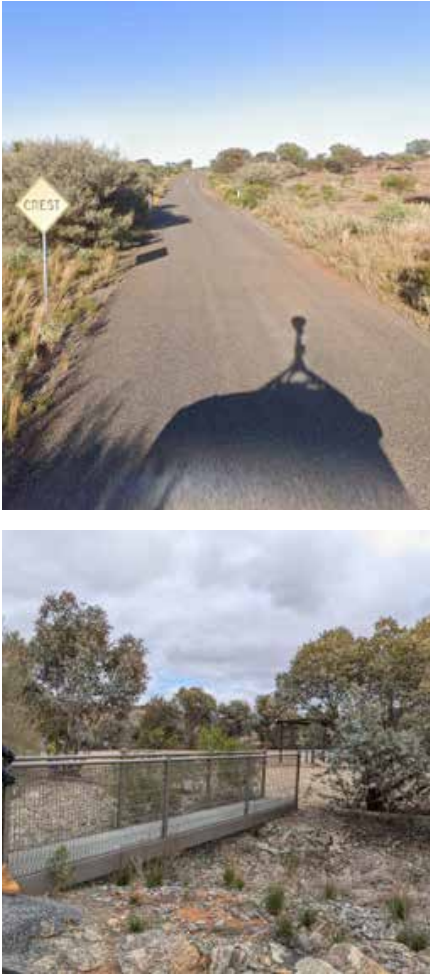
### Infrastructure management

Infrastructure is required to support and enable the recreational and tourism visitation of the Living Desert. It is also important that infrastructure complements the desired character of the place which is one where the natural environment is dominant and all infrastructure interventions are subtle and understated.

Objectives
<ul style="list-style-type: none"> <li>To protect and conserve the environment</li> <li>To support recreational use and tourist visitation</li> <li>To ensure use and visitation is able to be conducted in a safe and secure manner</li> <li>To establish reliable network coverage of the whole Living Desert area</li> </ul>
Strategies
<ol style="list-style-type: none"> <li>Seek proposals for provision of booster tower solution that will maximise the areas benefiting from improved signal including:             <ul style="list-style-type: none"> <li>a base solution two booster towers</li> <li>provision of additional booster towers to complete coverage as potential stage 2</li> </ul> </li> <li>As per 4.5 - Journey and Arrival - Provide an upgraded access management / entry pay node that manages different visitation types</li> <li>As per 4.5 - Activities - Recreational Trails - Investigate ways to manage access to pay for use areas from outside existing fenced areas (eg Sundown Hills) such as key-pass access controlled gates.</li> <li>As per 4.5 - Journey and Arrival - Review / assess potential for Ranger accommodation to be provided near the entry node to aid management.</li> <li>Unify finishes materials and facilities within a cohesive approach and design palette that complements the natural character of the site</li> </ol>

- Investigate road widening of visitor access roads and or options for widening verges to allow two-way traffic to safely pass and for larger vehicles towing caravans/camper trailers to take corners without crossing centreline.
- Investigate road widening of access road between Lower Carpark and top of Sculpture Hill and or modifications to 'straighten' sections for better visibility, potential for passing bays.
- As part of Item 6 investigate existing drainage culverts and suitability to cater for current and future flood events, if they can be extended in width and or if higher visibility of edges is needed on approach - road markings/signage to improve road safety.
- Review electric fence system to Sanctuary in terms of best practise technology - when it needs replacing employ latest best practice predator proof conservation fencing including visitor and maintenance entry gates.





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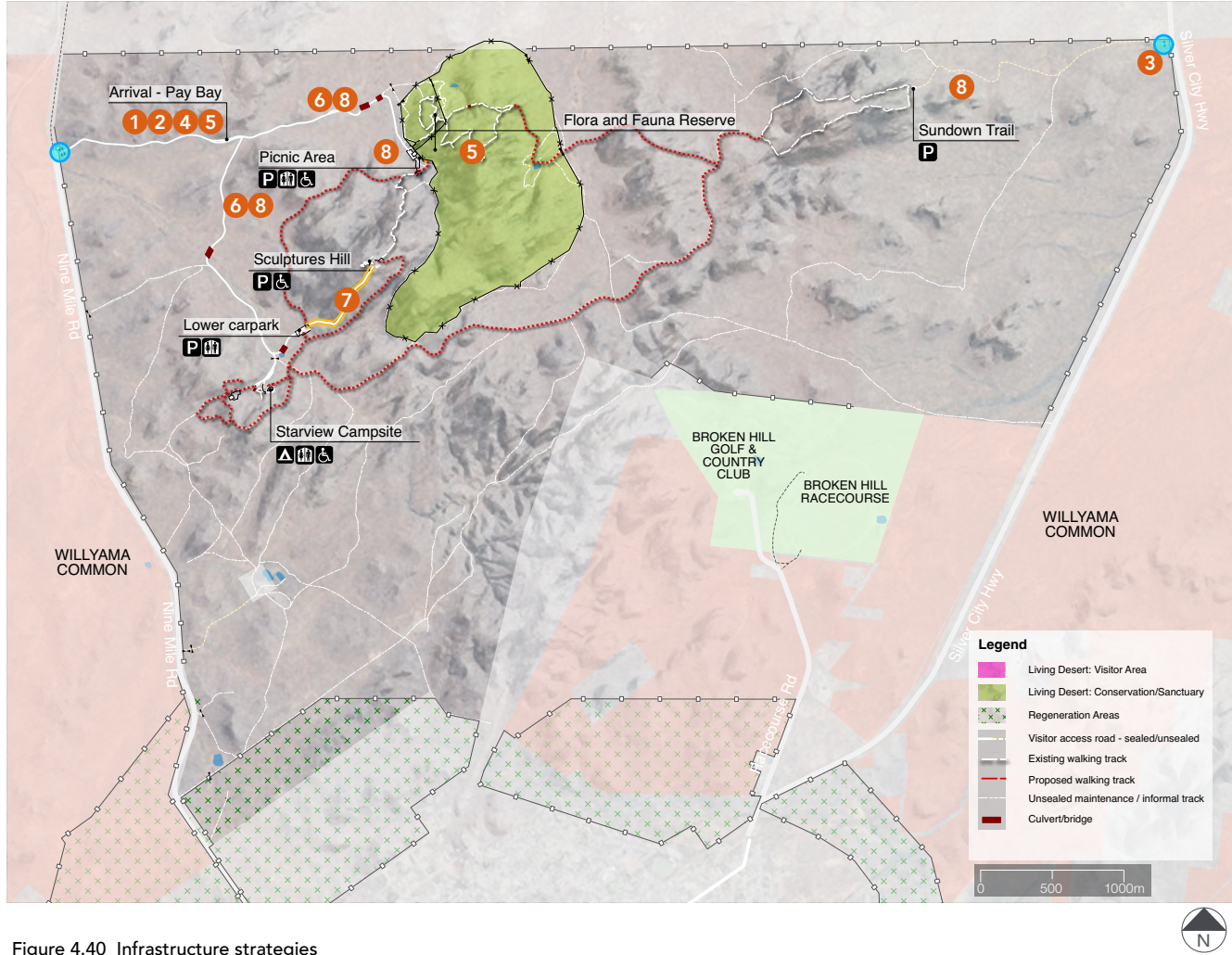


Figure 4.40 Infrastructure strategies

## 4.5 Managing the Living Desert

### Sustainability

Broken Hill Council are using the 'Far West Climate Change snapshot' (DEECCW) as a framework for current projects related to Risk Management where infrastructure is likely impacted by temperature and climate events.

Council is planning both 20 year and 40 year forward scenarios so Council is prepared for the future of Climate change effects in council responsible service areas.

The Living Desert must integrate with these forward directions

#### Objectives

- (As identified in 4.3 Conserving the qualities of the Living Desert - Habitat) - To resolve a sustainable target for the natural environment for the Living desert (representing local vs broader bio-region) agreed between First Nations stakeholders, Council, and other stakeholders as the basis for ongoing management of flora and fauna
- To enhance the sustainability of the visitation and use, management and maintenance of the Living Desert

#### Strategies

1. Manage the Arboretum in accordance with the agreed habitat target environment and flora species range
2. Manage the Sanctuary in accordance with the agreed habitat target environment and fauna and flora species range
3. Manage the habitats outside of the fenced / controlled Sanctuary and Arboretum in accordance with the agreed habitat target environment and fauna and flora species range
4. Maintain and manage protecting fencing to controlled habitats across the site
5. As per 4.5 Places - Campground - Investigate potential for grey water treatment as a sustainability initiative when resources enable to reduce demand for potable water for landscape management - potentially evolved over 20 year period
6. Review sustainability of supply chains and embodies energy of materials supply in resolving preferred materials, finishes and facilities used on site

Note the following apply generally and are not indicated on Figure 4.41

7. Integrate ESD principles into the existing site management, planning, design and implementation of any facilities and infrastructure
8. Further design studies and implementation projects should take a 'whole of life' approach and follow climate positive design principles
9. Choice of materials, design life and implementation of new infrastructure should consider the potential increased frequency of climatic events such as flooding and erosion
10. Consider use of benchmarks and climate tools (Climate positive pathfinder challenge) to provide guidance on emission targets for the Living Desert
11. Consider operational emissions in future management planning and ongoing maintenance





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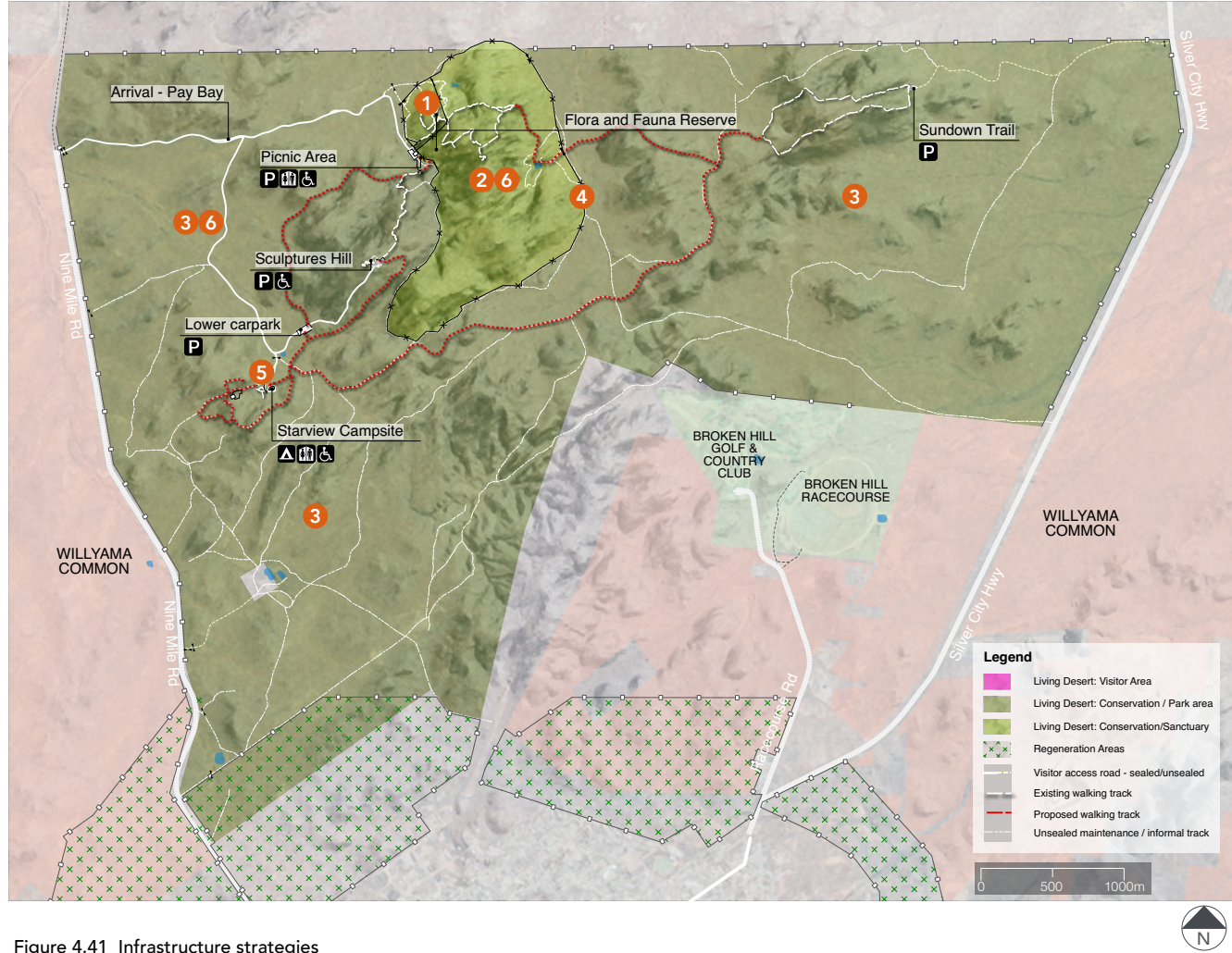


Figure 4.41 Infrastructure strategies

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# 5.0 Masterplan

## 5.1 Illustrative Masterplan

The masterplan provides a 20 year strategic direction for the Living Desert.

It is presented as the overall plan and then a series of illustrative precinct plans

### Key masterplan precincts

1. The Arrival
2. The Valley
3. The Sanctuary (including Arboretum)
4. The Sculptures
5. The Campsite
6. Sundown Hills
7. Southern Park





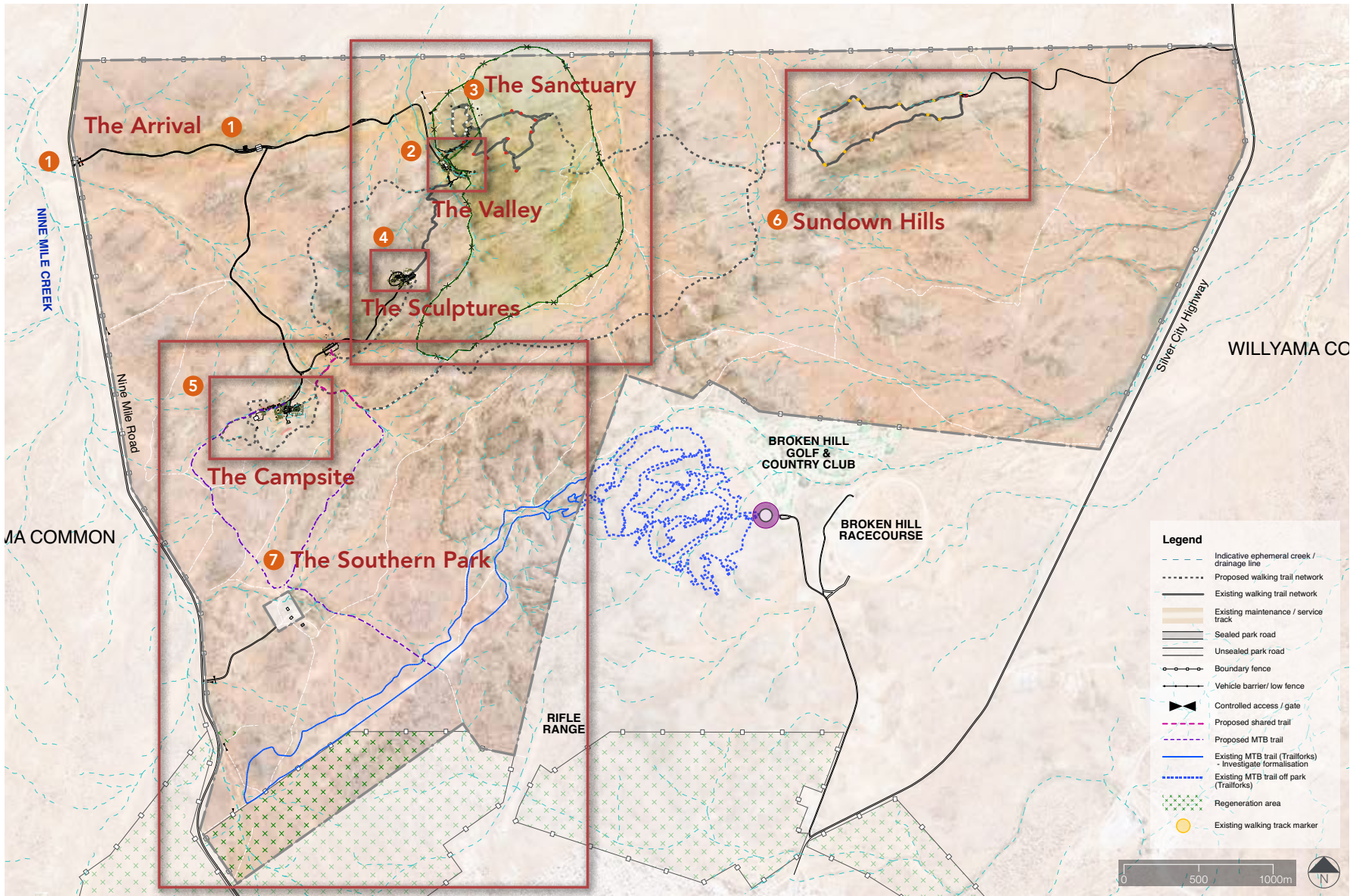


Figure 4.42 Strategic Masterplan - key plan

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## 5.2 Illustrative Masterplan The Valley (Picnic Grounds)

### Key precinct plan proposals

1. Improve entry experience to Sanctuary
2. Improve protection and interpretation of archaeology
3. Improve access to rock engraving / provide alternative viewing point
4. Review event usage in precinct
5. Additional shade in picnic area and at trackheads
6. Provide nature play zone
7. Future facility upgrades and additions ie toilets
8. Potential overflow camping in carpark for RV's
9. Improve arrival point identity
10. Review and improve entry road access geometry
11. Proposed accessible boardwalk link
12. Existing walking track to Sculpture Hill
13. Potential recreational walk to connect Campground
14. Potential accessible wildlife viewing area
15. Revegetation to enhance entry road corridor
16. Additional shade tree planting
17. Investigate stabilisation of eroding creek banks

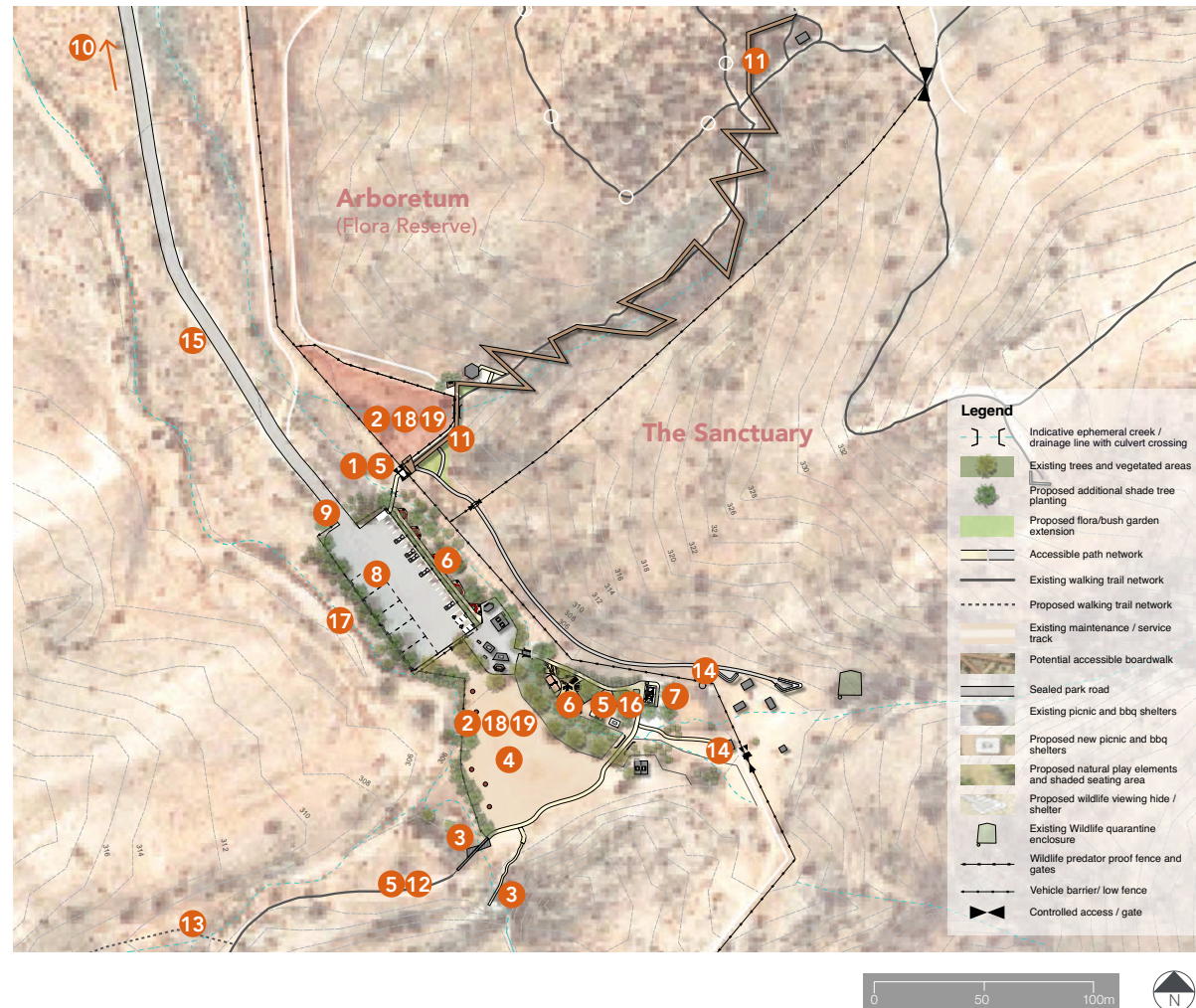


Figure 4.43 The Valley - Precinct Plan



## The Sanctuary

### Key precinct plan proposals

1. Improve entry experience to Sanctuary
2. Improve accessibility by upgrading movement routes
3. Unify finishes materials and facilities
4. Improve interpretation integrating technology where feasible
5. Enhance bird and fauna watching experiences
6. Provide upgraded viewing infrastructure
7. Potential to expand art influence in Sanctuary
8. Provide an accessible walkway to top of Aboretum
9. Improve safety and character of access to viewing point
10. Review preferred approach to management of the Sanctuary
11. Develop long term animal management plan
12. Consider involvement in breeding programs
13. Consider potential Bilby enclosure in the long term
14. Protect First Nations environmental and cultural qualities
15. Potential First Nations involvement in flora and fauna programs

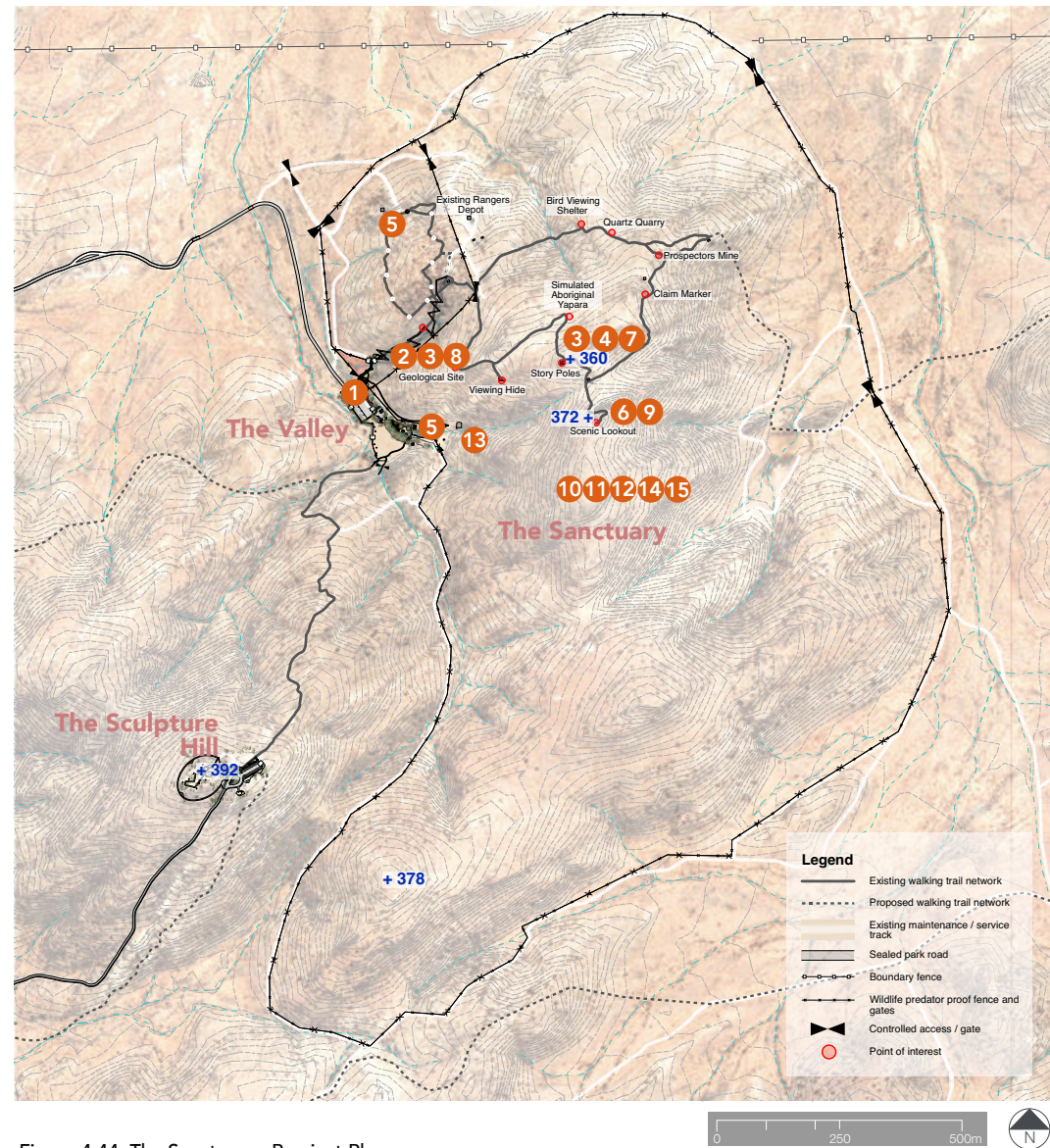


Figure 4.44 The Sanctuary - Precinct Plan



## 5.2 Illustrative Masterplan Sculpture Symposium

### Key precinct plan proposals

1. Confirm role of art and culture and developing "Living Desert Arts and Cultural Management Plan"
2. Conserve and enhance experience of natural environment
3. Investigate, plan and implement new viewing experience ("Sky or Star walk")

Support lookout points adjoining hilltop and carparking:

4. Southern edge with views Broken Hill
5. North east edge with views to Sanctuary
6. Northern edge / Sanctuary Walk with views to Stephens Creek
7. Consider potential for toilet (lower carpark)
8. Potential space for pop up coffee / food cart
9. Formalise parking area
10. Formalise lower carpark - event use / overflow
11. Harden car park surface
12. Provide an accessible connection to sculptures
13. Potential accessible walking route from Campground
14. Manage introduced fauna and feral animals
15. Revegetation where appropriate to natural conditions
16. Protect First Nations environmental and cultural qualities
17. Integrate First Nations creative influences into planning and design

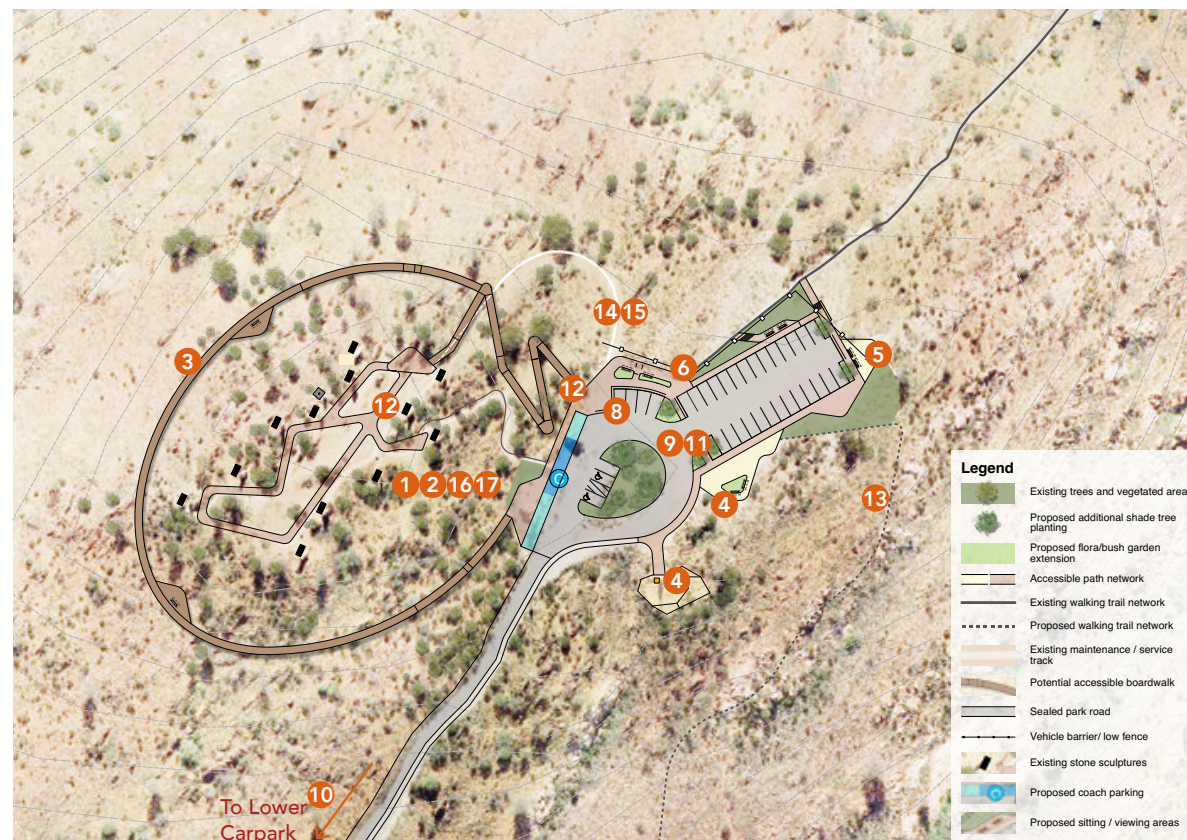


Figure 4.45 The Sculpture Hill - Precinct Plan

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## Camp site

### Key precinct plan proposals

1. Provide 2 additional toilets
2. Consider extra shade at tent site
3. Specialist starview seating to be expanded and enhanced
4. Enhance sunset / sunrise viewing area
5. Unify finishes materials and facilities
6. The RV sites - potential overflow RV use at picnic ground carpark
7. Potential temporary Glamping tents/cabins
8. Improve accessibility - hard surfaced path
9. Expand walking loops from the camp ground
10. Provide walking route to Sculpture Hill
11. Plan and implement additional shade tree planting
12. Investigate grey water treatment
13. Protect First Nations environmental and cultural qualities
14. Integrate First Nations creative influences (through co-design) into planning and design of new elements

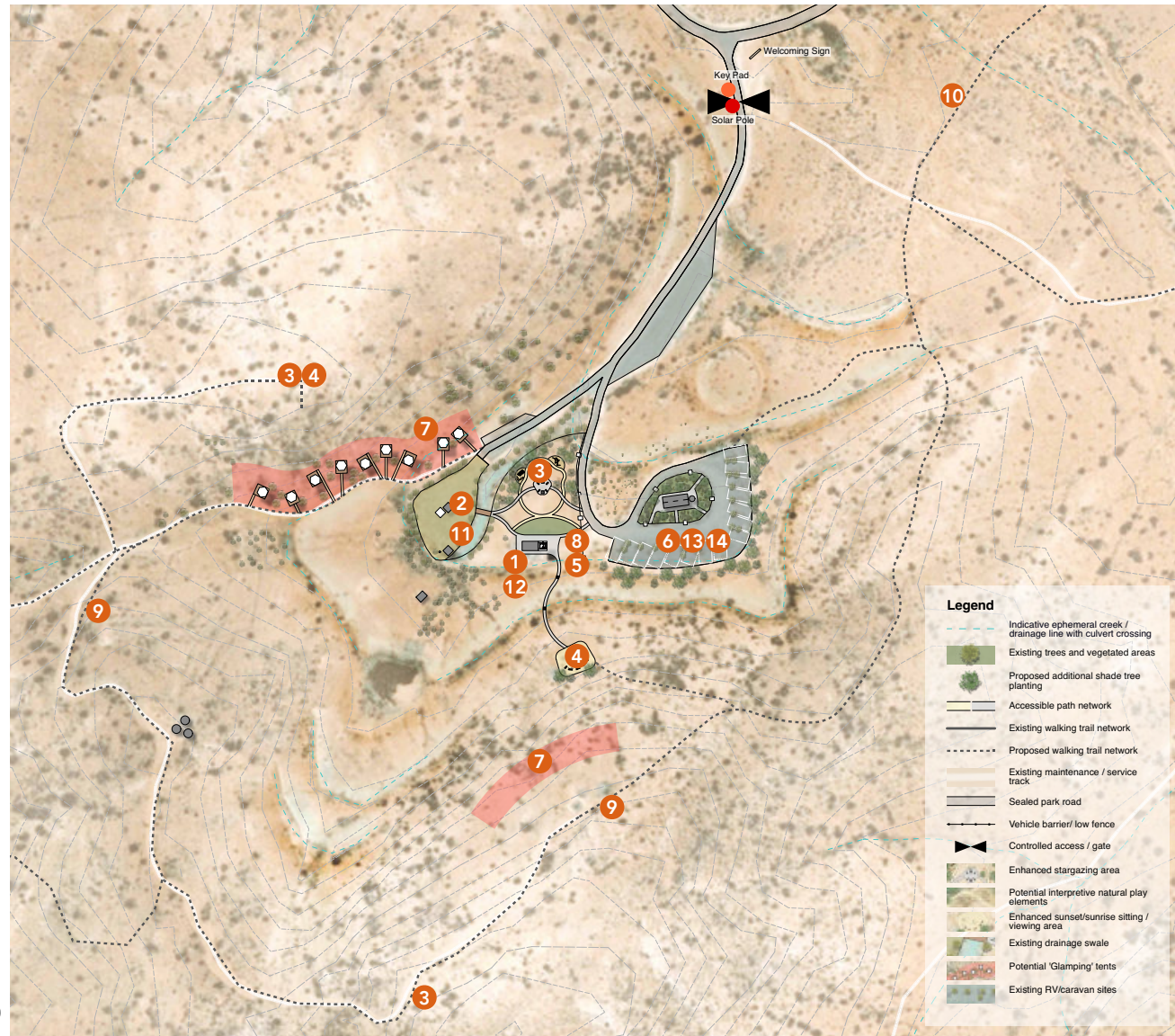


Figure 4.46 The Camp Site - Precinct Plan



## 5.2 Illustrative Masterplan Sundown Hills

### Key precinct plan proposals

1. Improve identity and wayfinding
2. Upgrade walking wayfinding
3. Provide interpretive mediums
4. Investigate ways to manage access to pay for use areas for example, key pass access
5. Track head with maps and interpretation
6. Unify finishes materials and facilities
7. Potential to upgrade carpark
8. Shade tree planting around track head
9. Protect First Nations environmental and cultural qualities
10. Integrate First Nations creative influences (through co-design) into planning and design of new elements



Figure 4.47 Sundown Hills - Precinct Plan

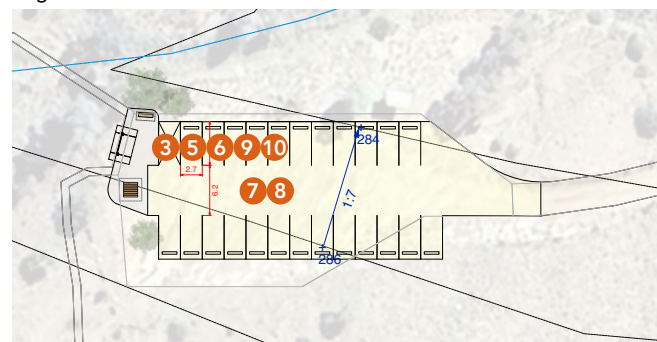


Figure 4.48 Sundown Hills - Carpark and trail head



## Southern Park

### Key precinct plan proposals

1. Consult with Broken Hill MTB community - extend the existing network into south west of the Living Desert
2. Investigate potential for MTB activities
3. Potential MTB trail links in the Living Desert
4. Potential for an MTB connection through to Campground
5. Investigate ways to manage access to pay for use areas
6. Investigate potential for siting of required telecommunications infrastructure where impact on views can be managed
7. Provide access track and carpark off Nine Mile Road at south western corner of site
8. Plan and implement additional shade tree planting
9. Protect First Nations environmental and cultural qualities

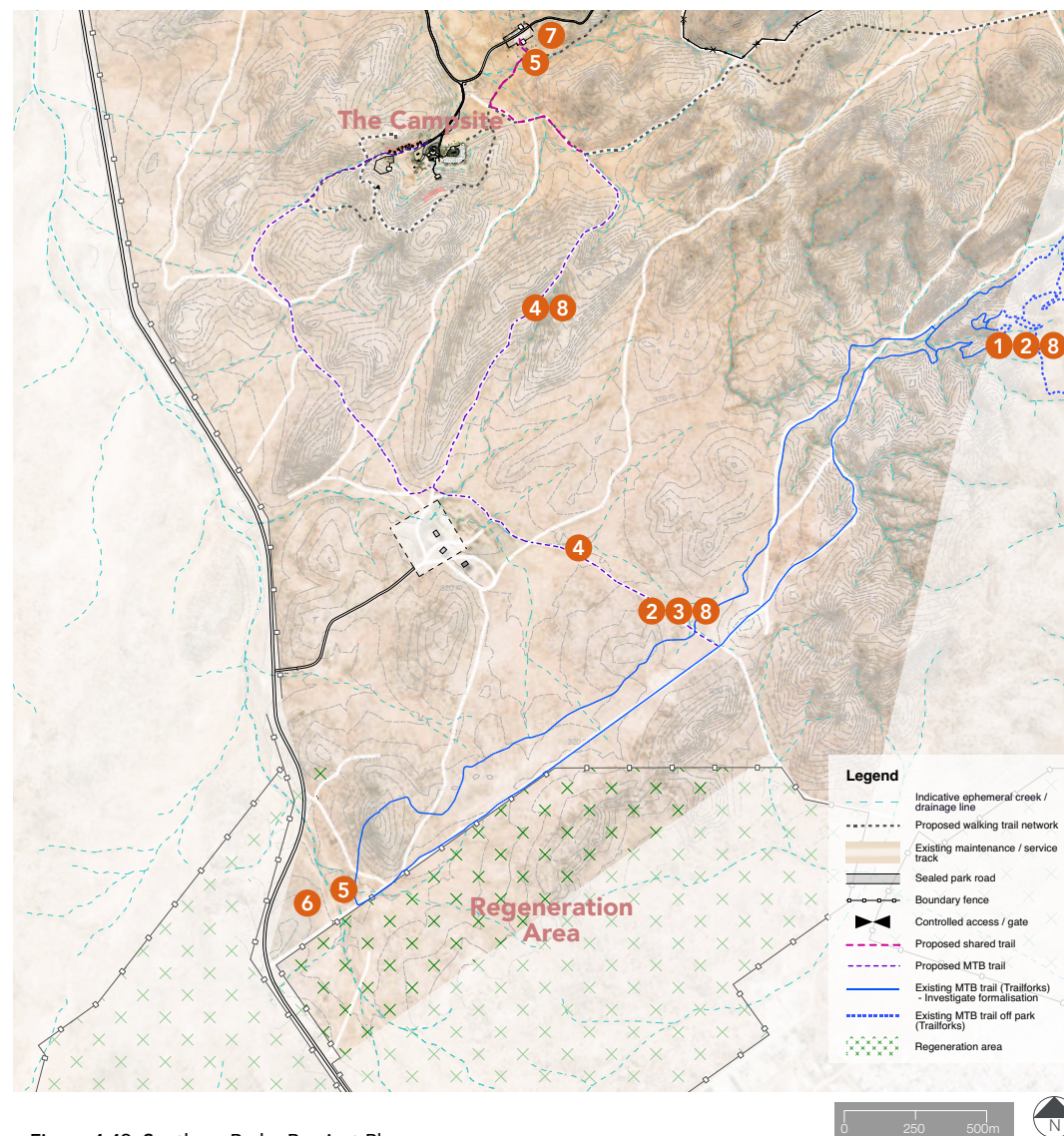


Figure 4.49 Southern Park - Precinct Plan

### 5.3 Action Plan

The Action Plan provides a compilation of the actions listed in the strategies and precinct plans. The actions are listed under the following categories:

1. Investigations and planning
2. Capital Works (including required design)
3. Interpretation Implementation

No	Deliverable	Action	Priority
<b>1.0</b>	<b>Investigations and planning</b>		
1.1	Confirm approach to events on site	Review event usage in Valley precinct for compatibility with First Nations cultural heritage and define appropriate limitations (if required) on use. If necessary identify alternate locations for more major events	High
1.2	Confirm approach to events on site	Develop events guidelines for large and small events	Low
1.3	Long term fauna management on site	Develop long term animal management plan that confirms the ongoing approach to management of fauna on the site. Confirm the range of fauna to be catered for and verify potential involvement in breeding programs	Medium
1.4	Confirm approach to ongoing management of Art on site	Develop "Living Desert Arts and Cultural Management Plan" to guide the future approach to curation and management of art on the site including the Sculpture Hill along with the remainder of the site	Medium
1.5	Verify feasibility of potential Star Walk / Sky Walk to Sculpture Hill	Undertake detailed assessment of potential Star Walk / Sky Walk on Sculpture Hill - reviewing environmental and costs feasibility	Medium
1.6	Additional shade / shelter to tent camping	Review options for extra shade at tent area within Camp Site through shade tree planting or low shelter roofs	Low
1.7	Potential overflow RV camping	Review potential use of the Valley carpark for overflow RV camping (for self contained vehicles) during peak periods	Medium
1.8	Potential Glamping tent or cabin sites	Review potential for expansion of accommodation offering on site with seasonal Glamping Tents or Cabins to a unique location leveraging the sites special qualities (eg hilltops, night sky)	Low

No	Deliverable	Action	Priority
1.9	First nations input into planning and design	Provide opportunity for First Nations community to input into planning and design of new elements	High
1.10	Improve visitor entry management system	Investigate options to manage access to pay for use areas eg key pass access systems integrated with vehicle and pedestrian gates as applicable. Review to include approach to entry (by vehicle or by person) noting that most National Parks operate on basis of vehicle. Integrate review of potential for site office associated with entry	High
1.11	Potential for MTB use in south west of Living Desert	Consult with First nations stakeholders and other relevant Council stakeholders to verify suitability of further investigations. Subject to the above - liaise with Broken Hill MTB community and assess the demand for extending the existing MTB network into south west of the Living Desert	Low
1.12	Potential for MTB use in south west of Living Desert	Subject to outcomes of 1.11 undertake review of potential MTB trail links to complement the other aspects of the Living Desert offering to locals and visitors	Low
1.13	Improved telecoms signal	Investigate potential for siting of required telecommunications infrastructure where impact on views can be managed - potentially to south west of Living Desert	High
1.15	Wayfinding and Interpretation	Develop coordinated wayfinding and interpretive plan for the site	High
1.16	Road safety	Investigate feasibility to widen and resurface roadway to the Sculpture Hill	High
1.17	Recreational trail network	Investigate further the potential to expand the availability of recreational trails that provide different ways of experiencing the desert landscape and meet varied users needs (eg distance, difficulty)	High

No	Deliverable	Action	Priority
1.18	Climate change adaptation	Investigate further and identify actions to implement the recommendations of the Climate Change Risk Assessment Report prepared by Marsh Advisory in September 2024 within the Living Desert site	High
<b>2.0</b>	<b>Cultural heritage conservation and management</b>		
2.1	Heritage and Archaeological conservation	Protect and conserve items of heritage significance	High
2.2	Heritage and Archaeological conservation	Collaborate with First Nations community to develop First Nations interpretation for appropriate locations	see section 3.2-3.4 and 4.0
<b>3.0</b>	<b>Capital works</b>		
3.1	Improved Tele - communications signal	Implement preferred booster tower solution that will maximise the areas benefiting from improved signal - either: - a base solution two booster towers - provision of additional booster towers to complete coverage as potential stage 2	High
3.2	Wayfinding and Arrival experience to Living Desert	Provide wayfinding (for example signage and art elements) at decision points that direct visitors to the site including primary and secondary decision points within Broken Hill	High
3.3	Wayfinding and Arrival experience to Living Desert	Provide artwork marker feature along the frontage where the Nine Mile Road adjoins the Living Desert that builds expectation and anticipation on the approach to the reserve entry	Low
3.4	Wayfinding and Arrival experience to Living Desert	Provide a feature that uniquely marks the entry to the Living Desert. Integrate upgrading of entry gates with gate finishes that complement character of site	Medium
3.5	Wayfinding and Arrival experience to Living Desert	Provide an upgraded access management / entry pay node	High

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No	Deliverable	Action	Priority
3.6	Wayfinding and Arrival experience to Living Desert	Potentially integrate a site office building (or office and ranger dwelling) with upgraded access management / entry pay node	Low
3.7	Wayfinding and Arrival experience to Living Desert	Provide upgraded directional / wayfinding and traffic management of all decision points on the road network	High
3.8	Road network	Improve the traffic performance and safety of the intersection of the entry road to the campground / sculptures road with associated roadworks and signage	High
3.9	Road network	Widen roadway on the tight bend of the Valley entry road where it turns to head south to improve vehicle passing and safety	Medium
3.10	Road network	Investigate and implement improvement to hilltop access road for safety and environmental management - consider partial re-alignment where required.	High
3.11	Habitat and environment	Plan and implement revegetation of road edge zones where required to enhance the visual appearance of the entry road corridor	High
3.12	Habitat and environment	Continue to manage introduced fauna insects and feral animals to control erosion and degradation of hilltops and ridgelines	High
3.13	Habitat and environment	Plan and implement revegetation of ridges and hilltops where appropriate to natural conditions	Medium
3.14	Environmental management of Creeklines	Provide stabilisation of the drainage line adjoining the valley capark and picnic grounds	High
3.15	Environmental management of Creeklines	Provide stabilisation of general drainage lines adjoining roads	High

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No	Deliverable	Action	Priority
3.16	Expanded Recreational Trails network	Plan and implement trail connection from Campsite to Sculpture Hill (2.7km) Note costings allow for category 3 level access - not universal access	High
3.17	Expanded Recreational Trails network	Plan and implement additional trail loops around Campsite (2.1km)	Medium
3.18	Expanded Recreational Trails network	Plan and implement trail connection from Sundown Hills trail to Sanctuary western boundary (1.9km)	Low
3.19	Expanded Recreational Trails network	Plan and implement trail connection from Sundown Hills trail to Camp site (4.8km)	Low
3.20	Expanded Recreational Trails network	Provide accessible access route of boardwalk and track to Arboretum Entry from Valley carpark and Sanctuary entry - refer Improvements to The Arboretum precinct	Medium
3.21	Star walk / sky walk to Sculpture Hill	Subject to feasibility design and implement boardwalk feature to Sculpture Hill - refer Improvements to The Sculpture Hill Sky Walk	Low
3.22	MTB Trails to south western Living Desert	Plan and implement MTB Trails to south Living Desert	Very Low
3.23	Improvements to The Valley precinct (Picnic Grounds)	Improve entry experience and interpretive node to Sanctuary entry and connect to accessible boardwalk as per Expanded Recreational Trails network	High
3.24	Improvements to The Valley precinct (Picnic Grounds)	Improve protection and interpretation of camp ovens	Very High

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No	Deliverable	Action	Priority
3.25	Improvements to The Valley precinct (Picnic Grounds)	Improve quality and character of access to rock engraving - or consider removing access - potentially view from a new viewing point / landing integrated with existing track crossing of creek	Medium
3.26	Improvements to The Valley precinct (Picnic Grounds)	Provide additional shelter / shade in picnic area and at trail heads	Low
3.27	Improvements to The Valley precinct (Picnic Grounds)	Provide nature play zone between picnic area and Sanctuary / Arboretum entry node	Low
3.28	Improvements to The Valley precinct (Picnic Grounds)	Accessible walkway to Arboretum - refer Expanded Recreational Trails network	
3.29	Improvements to The Valley precinct (Picnic Grounds)	Provide accessible track from Sanctuary entry node to feeding area and accessible viewing area/wildlife hide for viewing of feeding area	Medium
3.30	Improvements to The Arboretum precinct	Review potential to improve accessibility of walking loop to Arboretum targeting steeper / rougher sections of the loop	Medium
3.31	Improvements to The Sanctuary precinct	Enhance bird and fauna watching experiences with Arboretum with shaded hides / rest points and supporting interpretation	Medium
3.32	Improvements to The Sanctuary precinct	Provide upgraded viewing infrastructure to the existing Hilltop Sanctuary Lookout	Low
3.33	Improvements to The Sanctuary precinct	Plan and implement expanded art influence in Sanctuary through additional permanent and temporary art pieces	Low

No	Deliverable	Action	Priority
3.34	Improvements to The Sculpture Hill precinct	Plan and implement accessible walkway from carpark to sculptures - can be implemented as first stage of "Sky walk" or Sky walk not to proceed be the ultimate solution	High
3.35	Improvements to The Sculpture Hill precinct	Formalise parking at the sculpture hill to make more efficient and safer for pedestrians and provide sealed surface	High
3.36	Improvements to The Sculpture Hill precinct	Plan and implement new viewing experience looping around hill ("Sky or Star walk") integrated with first stage accessible link boardwalk from carpark to sculptures	Low
3.37	Improvements to The Sculpture Hill precinct	Plan and implement support lookout points adjoining hilltop and carparking	Medium
3.38	Improvements to The Sculpture Hill precinct	Formalise lower carpark - event use / overflow but retain as gravel surface	Medium
3.39	Improvements to The Sculpture Hill precinct	Plan and implement low key toilet structure is appropriate in a discrete location (potentially to carpark at base of hill)	Low
3.40	Improvements to The Sculpture Hill precinct	Plan and implement pop up coffee / food cart at base of hill or top to support visitation in peak times	Low
3.41	Improvements to The Camp site precinct	Add two toilets to current toilet/shower facilities	High
3.42	Improvements to The Sculpture Hill precinct	Improve accessibility for RV camping to toilets / showers	Medium
3.43	Improvements to The Sculpture Hill precinct	Plan and implement upgrades to stargazing circle in Campground including enhanced seating and arrangement and interpretive mediums	Medium



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No	Deliverable	Action	Priority
3.44	Improvements to The Sculpture Hill precinct	Investigate potential for grey water treatment as a sustainability initiative when resources enabled - potentially evolved over 20 year period	Low
3.45	Improvements to The Sundown Hills precinct	Plan and implement trail head improvements including shelter and interpretive and wayfinding mediums	Low
3.46	Improvements to The Sundown Hills precinct	Plan and implement wayfinding improvements to existing trail loop	Low
3.47	Improvements to The Sundown Hills precinct	Plan and implement formalising layout of parking with barriers and support signage -. Provide upgraded gravel surfacing and perimeter drainage	Very Low
3.48	Improvements to The Sundown Hills precinct	Plan and implement identity signage to Silver City Highway	Medium
3.49	Potential Glamping facilities	Call tenders for Glamping operator to collaborate with Council and contribute a proportion of implementation costs	Low
3.50	Potential Glamping facilities	Plan and implement tent Glamping site ((say 12 tents x decks and walkways)	Very Low
3.51		Plan and implement tent Glamping site Plan and implement cabin Glamping site (say 6 cabins x 45k each)	Very Low
3.52	Toilet to serve sculpture Hill	Plan and implement toilet facility adjoining lower carpark below Sculpture Hill to serve visitors and trail users	Low
3.53	Review and upgrade of electric conservation fence to Sanctuary	Review electric fence system to Sanctuary in terms of best practise technology - when it needs replacing employ latest best practice predator proof conservation fencing including visitor and maintenance entry gates.  Seek to reduce visual impact of fence alignment on character of place experience	Medium

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No	Deliverable	Action	Priority
<b>4.0</b>	<b>Interpretation Implementation</b>		
4.1	Interpretation Strategy	Commission an interpretation strategy that can be used as a blueprint for ongoing interpretation initiatives in the park.	High
4.2	ICIP Protocols	Develop The Living Desert-specific ICIP protocols for sharing cultural content.	High
4.3	First Nations capacity building	Investigate First Nations led interpretation through capacity building programs including potential for employment and enterprise development.	High
4.4	Capacity Building	Develop educational tools and dedicated training programs, including Cultural training.	High
4.5	Brand Guidelines	Create the The Living Desert Park brand guidelines and interpretation Signage and Guidelines Manual.	High
4.6	Themes and Stories	Confirm themes through consultation. Curate and create interpretation stories that connect to The Living Desert's themes (as part of the interpretation strategy).	High
4.7	Medium: Face to face	Build capacity of Aboriginal and non Aboriginal tour guides in delivering face to face interpretation.	High
4.8	Medium: Signage	Update interpretation and wayfinding signage and embed sensory elements.	Medium
4.9	Medium: Language and Naming	Explore use of First Nations languages and place names in interpretation.	High

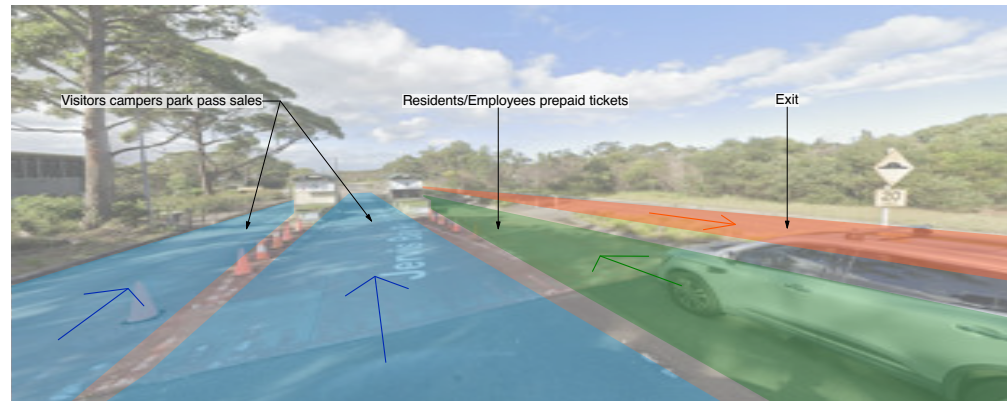
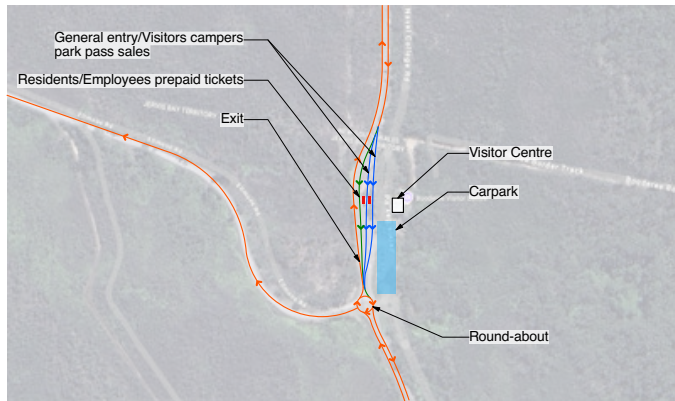
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No	Deliverable	Action	Priority
4.10	Medium: Digital Media/Sound	Expand digital and sound interpretation assets, research opportunities and prepare a Digital and Sound Interpretation Plan.	Low
4.11	Medium: Art and Craft	Develop a program of art and craft activities, sculptures and exhibitions for visitors.	Low
4.12	Medium: Lighting and Projection	Conduct an opportunities analysis for interpretive lighting and projection and develop future guidelines including EOLs for external applicants to deliver	Low
4.13	Medium: Events	Research opportunities to create new interpretive events and develop a The Living Desert Events Strategy.	Low
<b>5.0</b>	<b>Promoting the Living Desert</b>		
5.1	Promoting the Living desert to locals and visitors	Collaborate with partners to undertake events of all scales	High
5.2	Promoting the Living desert to locals and visitors	Promote star gazing, night sky photography, and sunrise / sunsets as a reason to visit	High
5.3	Promoting the Living desert to locals and visitors	Promote Living Desert as a viewing site during major astronomical events – for example meteor showers	Low
5.4	Promoting the Living desert to locals and visitors	Encourage appropriate use of the Living Desert as a film and photography site that leverage its natural qualities	High
5.5	Promoting the Living desert to locals and visitors	Explore potential for temporary art installations that build on and contribute to the arts profile of the place	Medium

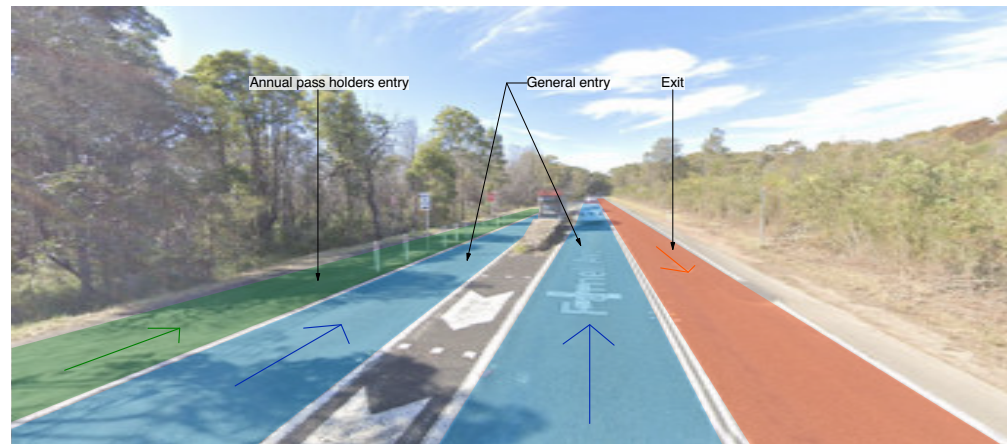
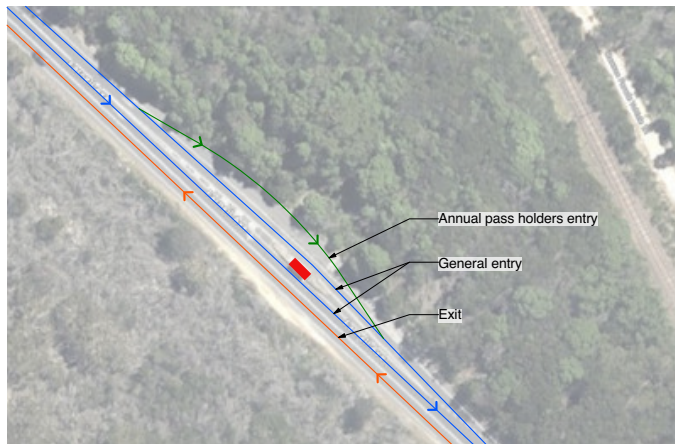
# 6.0 Attachments

## 6.1 Park entry / pay bay precedents

### Jervis Bay / Booderee National Park Pay Bay



### Royal National Park Pay Bay



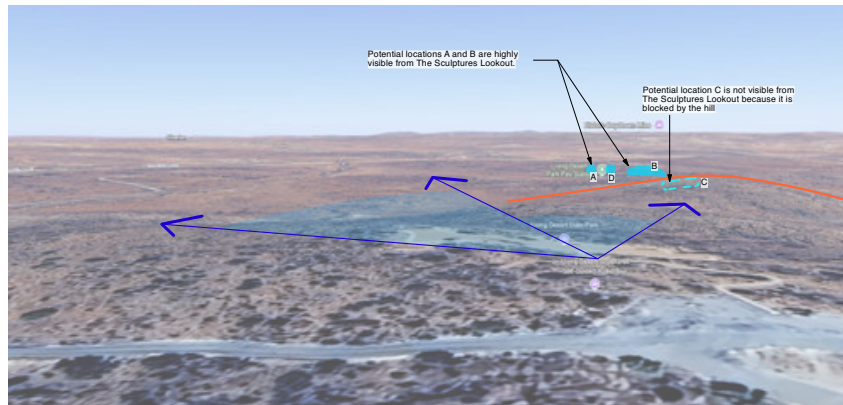
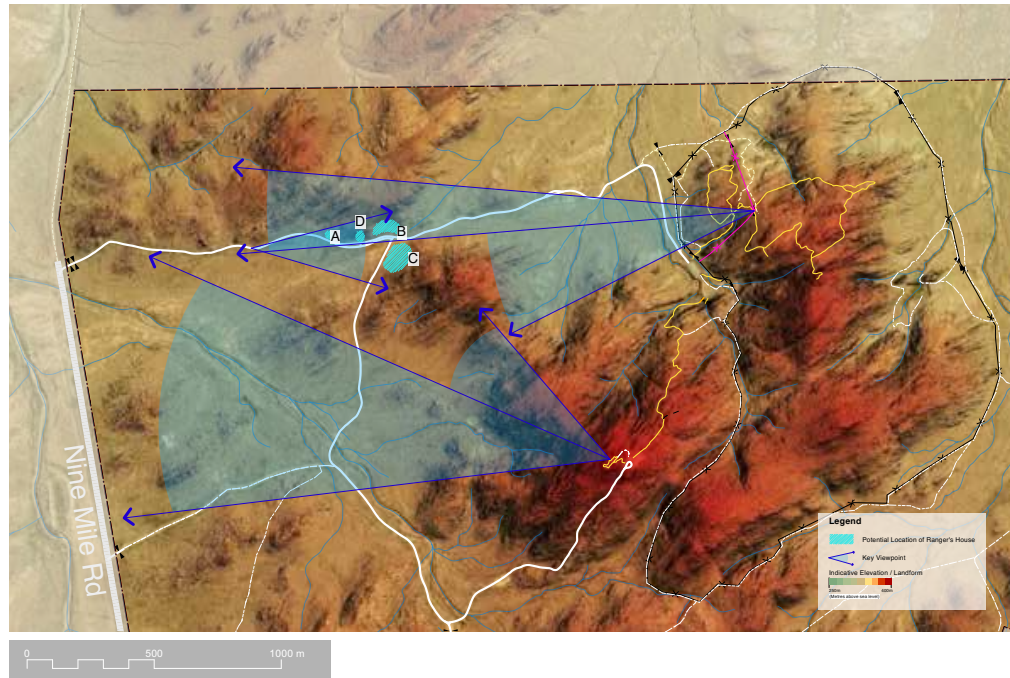
National Parks provide relevant precedents for managing different forms of entry access to the park. Ticketing is based on vehicle entry - not by persons. Generally several lanes are provided and traditionally the entry point was manned. From 2023 NPWS has not issued season pass tickets and entry has been managed by number plate recognition

Environmental Partnership Collaborative Team

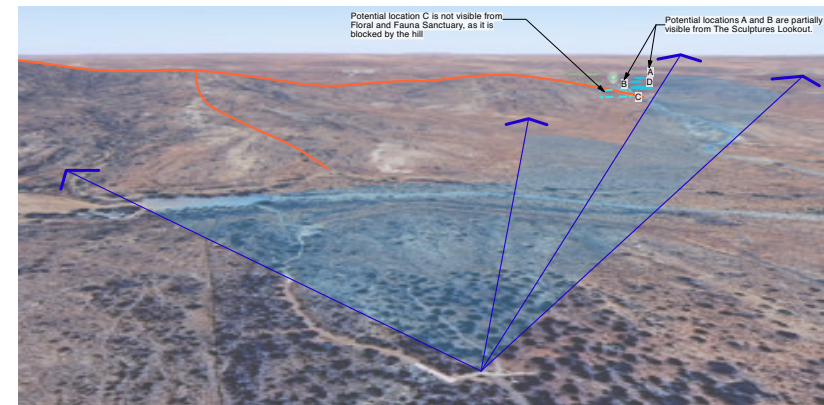


BROKEN HILL CITY COUNCIL

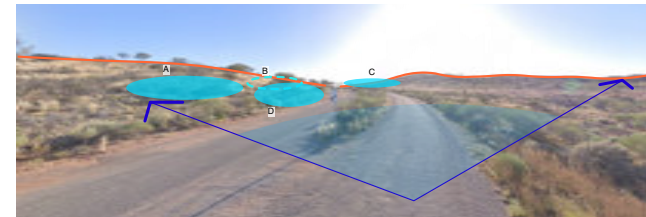
## 6.2 Preliminary visual assessment of potential Rangers Cottage location options



Views from The Sculptures



Views from The Top of Floral and Fauna Sanctuary

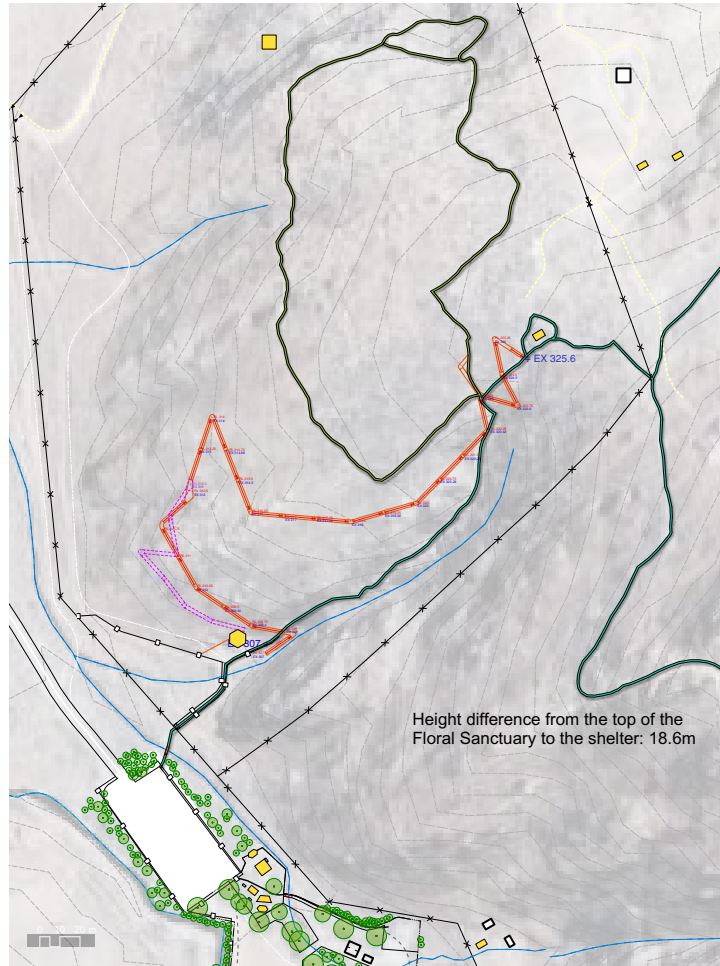
**Location A****Pros:**  
Easily accessible for park managers.**Cons:**  
Highly visible from The Sculpture, the hilltop of the Sanctuary, and the main entry road.**Location B****Pros:**  
Partially visible from the main entry.**Cons:**  
Highly visible from The Sculpture and the hilltop of the Sanctuary, potentially impacting views.**Location C****Pros:**  
Not visible from The Sculpture or Floral and Fauna Sanctuary, preserving the westward view of the Mundi Mundi Range - Wind Farm and northern views.**Cons:**  
Highly visible to people entering the Living Desert.**Location D****Pros:**  
Easily accessible for park managers and close to paybay.**Cons:**  
Highly visible from The Sculpture, the hilltop of the Sanctuary, and the main entry road.



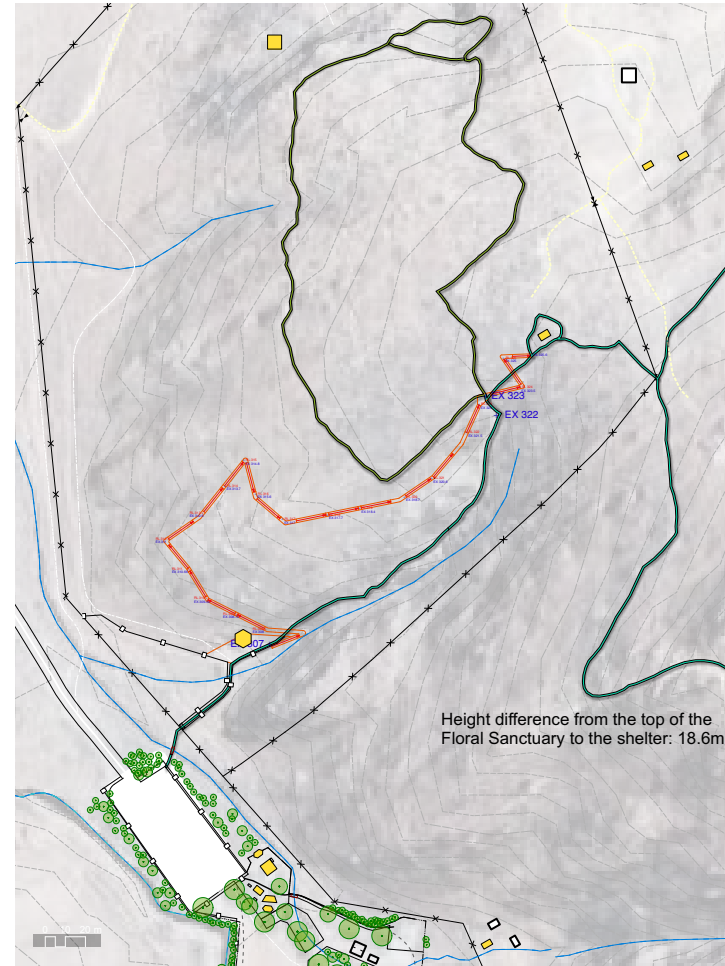
## 6.3 Preliminary assessment of potential at grade access to Arboretum entry

**Flora & Fauna Reserve Access - design study**

Boardwalk Connection 02



1:20 walkways

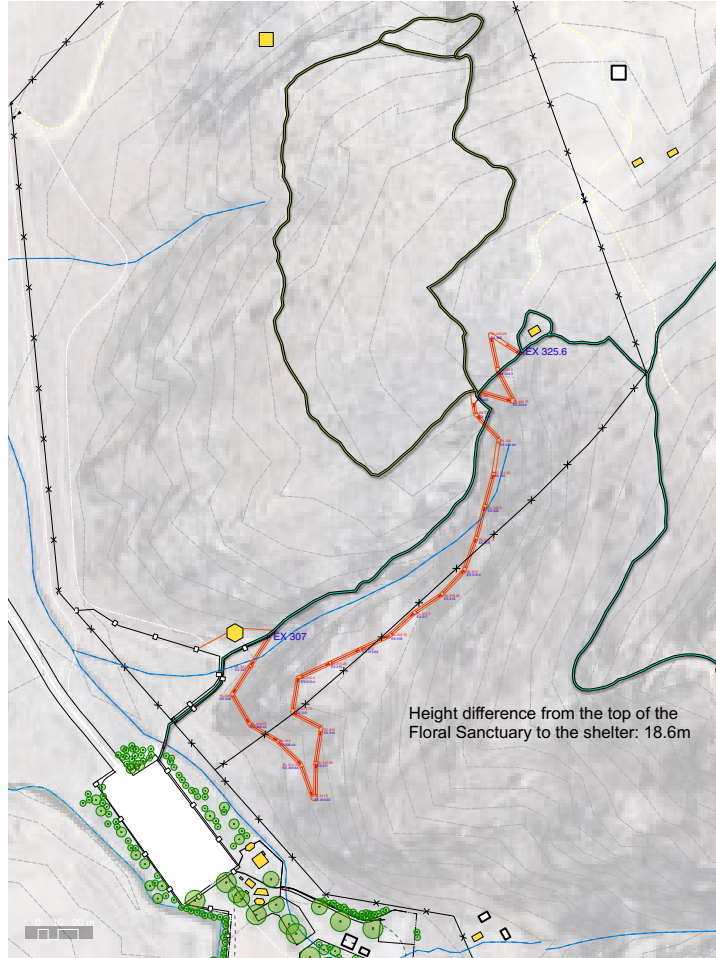


1:15 ramp

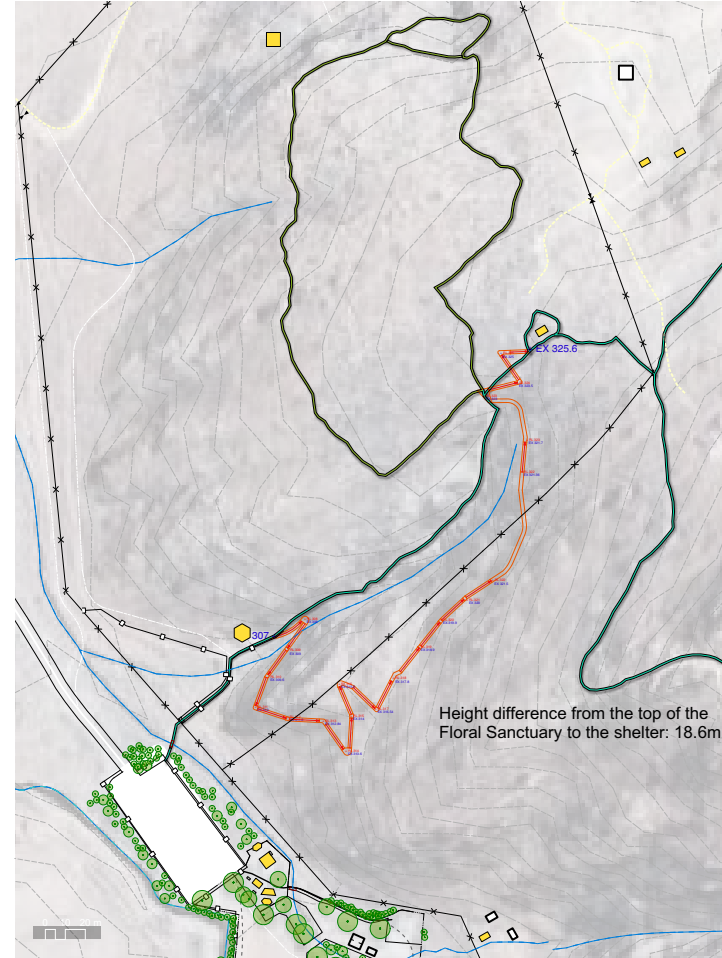
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## Flora & Fauna Reserve Access - design study

### Boardwalk Connection 03



1:20 walkways



1:15 ramp

## 6.4 Consultation forum notes

REFER MEETING / WORKSHOP NOTES ISSUED SEPARATELY

## 6.5 Business Plan

REFER TO SEPARATE REPORT

# 7.0 References

## Key reference/background documents:

- Plan of Management Crown Reserve** - Living Desert State Park, SLR Consulting, June 2024 - WORK IN PROGRESS
- 2018 Living Desert Reserve Plan of Management**, Broken Hill Council
- Living Desert Service Review**, MorrisonLow, March 2024
- Draft Operational, Management and Requirement Procedures - The Living Desert, the Flora and Fauna Sanctuary, Willyama Common and Regeneration Area**, BHC Jan 2021
- Living Desert Flora and Fauna Sanctuary Animal Management Plan**, Ozark Environmental & Heritage Management Pty Ltd, May 2017
- Living Desert Wildlife Sanctuary Review of Environmental Factors**, RW Corkery, June 2000
- Living Desert Wildlife Sanctuary**, Zoological Parks Board of NSW, February 2002
- Living Desert Brochure**, Broken Hill City Council

## Other Broken Hill Council Docs:

- Country and Outback NSW Destination Management Plan 2022-2030**
- Community Strategic Plan Broken Hill 2040** (BH2040).
- Management Plan for Willyama Common**, RW Corkey, July 2003
- Regeneration Areas Management Plan 2014**
- Visitation Data**
- Broken Hill Cultural Plan Background Report 2021**





## CORPORATE &amp; COMMUNITY DEVELOPMENT COMMITTEE

June 18, 2025

**ITEM 2**BROKEN HILL CITY COUNCIL REPORT NO. 153/25

SUBJECT: ADOPTION OF THE DRAFT ALBERT KERSTEN MINING AND MINERAL MUSEUM STRATEGIC BUSINESS PLAN 2025-2028  
D25/26932

**Recommendation**

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.

**Executive Summary:**

Sharpe Advisory Consulting was engaged in 2024 to create the four-year Albert Kersten Mining and Mineral Museum Strategic Business Plan (2025 – 2028). This plan is an integrated approach to strategic planning with links to key Council policies and plans, and with consideration to the National Standards for Australian Museums and Galleries Second Edition, 2023.

The Plan was created in direct consultation with key stakeholders and includes the elements required to align with Create NSW's multi-year funding requirements.

The Albert Kersten Mining and Mineral Museum Strategic Business Plan (2025 – 2028) was presented to the May Community Development Committee and deferred due to lack of a quorum to the Ordinary Council Meeting held 28 May 2025.

At the 28 May 2025 Council Meeting, Council deferred consideration of the report pending a Councillor Briefing on the Albert Kersten Mining and Mineral Museum Strategic Business Plan (2025 – 2028). The Councillor Briefing was held on Tuesday 10 June 2025 and the resulting changes requested have been made to the Strategic Business Plan.

Council considered the Draft Albert Kersten Mining and Mineral Museum Strategic Business Plan (2025 – 2028) at it's Ordinary Meeting held 30 June 2025, for the purpose of public exhibition. The Draft Albert Kersten Mining and Mineral Museum Strategic Plan was placed on public exhibition for a period of 28 days during which time Council received nil submissions.

The Draft Albert Kersten Mining and Mineral Museum Strategic Business Pan (2025-2025) is now presented to Council for consideration of adoption.

**Report:**

The Albert Kersten Mining and Mineral Museum Strategic Business Plan 2025 – 2028 outlines a vision to transform the Museum into a modern, worldclass institution that highlights the geological and historical legacy of Broken Hill.

A thorough analysis of the Museum's operating environment, the comprehensive Master Plan and detailed stakeholder engagement resulted in the establishment of six strategic goals including:

- Continued development of the Master Plan.
- Building in museum management best practice, including investigating the formation of an advisory body (s355 Committee) of peers.
- Consolidating the collection.
- Broadening audience appeal, in particular appealing more to families and children.
- Increase attendance, through improved communications and marketing, and a dedicated web presence.
- Increasing commercial income, through increased venue hire and online retail.

The Strategic Plan also outlines a set of Programming Principles and future programs and project for the Museum to help achieve the strategic goals of the plan. "The Museum's future programming is designed to leverage its substantial standing collection of artifacts, ensuring that it amplifies Broken Hill's geological and social history education" (pg. 22).

The Albert Kersten Mining and Mineral Museum Strategic Business Plan (2025 – 2028) was presented to the May Community Development Committee and deferred, due to lack of a quorum, to the Ordinary Council Meeting held 28 May 2025.

At the 28 May 2025 Council Meeting, Council deferred consideration of the report pending a Councillor Briefing on the Albert Kersten Mining and Mineral Museum Strategic Business Plan (2025 – 2028).

The Councillor Briefing was held on Tuesday 10 June 2025 and the resulting changes requested at the Briefing have been made to the Strategic Business Plan.

**Community Engagement:**

June 2024 – Community sessions, Council session and Art Gallery Advisory session.

The Draft Albert Kersten Mining and Mineral Museum Strategic Business Plan (2025-2028) was placed on public exhibition for a period of 28 days closing 2 August 2025 during which time Council received nil submissions as outlined in the Executive Summary of this report.

**Strategic Direction:**

Key Direction:	4	Our Leadership
Objective:	4.1	Openness and transparency in decision making
DP Action:	4.1.1.21	Maintain good governance and best practice methods and ensure compliance with various guidelines, legislation and report requirements

**Relevant Legislation:**

*Local Government Act 1993*

*Local Government (General) Regulation 2021*

**Financial Implications:**  
**Nil**

**Attachments**

1. Draft Albert Kersten Mining and Mineral Museum Strategic Business Plan 2025-  
[↓](#) 2028

RAZIJA NU'MAN  
DIRECTOR CORPORATE AND COMMUNITY

JAY NANKIVELL  
GENERAL MANAGER



ALBERT KERSTEN MINING  
AND MINERALS MUSEUM

## STRATEGIC PLAN 2025 - 2028

**BROKEN HILL**

CITY COUNCIL

AUSTRALIA'S FIRST  
HERITAGE LISTED CITY

**The Albert Kersten Mining  
and Minerals Museum  
wishes to acknowledge the  
traditional owners of the  
land, the Wilyakali people,  
and pay our respects to  
their elders; past, present  
and emerging.**







Legal name: Council of City of Broken Hill  
ABN: 84 873 116 132

Contact:  
Gallery and Museum Manager  
240 Blende Street, Broken Hill NSW 2880  
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08 8080 3113 | [geocentre@brokenhill.nsw.gov.au](mailto:geocentre@brokenhill.nsw.gov.au)  
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# EXECUTIVE SUMMARY

The Albert Kersten Mining and Minerals Museum is poised to transform into a modern, world-class institution that highlights the geological and historical legacy of Broken Hill.

Through a comprehensive Master Plan, the Museum envisions a future that connects the local community and visitors to the extraordinary geology and mining history of Broken Hill and its influence on the global mining sector.

The Museum's mission is centred on bringing to life the rich mineralogical and mining heritage of Broken Hill through an extensive range of geological specimens and artifacts. By fostering engaging exhibits and educational programs, the Museum aims to deepen the community's and visitors' appreciation of the region's crucial role in geoscience and mining.

As a landmark heritage institution in Far West New South Wales, the Museum focuses on two primary areas: geoscience and local history. Its role includes serving as a vital resource for geoscientific study and mining history, supporting research, and offering educational opportunities to students. The institution's evolving space will provide an enhanced visitor experience, showcasing a collection that bridges natural sciences and social history.



Display of minerals from the Oxidised Zone

Based on a thorough analysis of the Museum's operating environment and detailed consultation with stakeholders, this strategic plan focuses on six key areas:

**Continued development of the Master Plan.** This plan for the expansion and redevelopment of the Museum has the potential to transform it into a vibrant new facility for Broken Hill. In preparation for achieving Stage 1, fundraising options need to be explored and community support gathered.

**Building in museum management best practice,** including investigating the formation of an advisory body (355 Committee) of peers.

**Consolidating the collection.** The completion of cataloguing the existing collection on mineralogical and historical artifacts will be a springboard for future strategic acquisition.

**Broadening audience appeal,** in particular appealing more to families and children.

**Increase attendance,** through improved communications and marketing, and a dedicated web presence.

**Increasing commercial income,** through increased venue hire and online retail.

By pursuing these goals through to 2029, the Museum will be well placed to take on an even greater role in showcasing and maintaining Broken Hill's rich cultural heritage.



# VISION AND MISSION

## VISION

Albert Kersten Mining and Minerals Museum will be a modern, world-class mining and mineralogy museum that promotes the local geology, mineralogy, social and rich mining history of Broken Hill. The Museum will connect Broken Hill to the geology of the region and the world.

## MISSION

The Museum's mission is to collect, preserve, interpret and showcase the extensive mining, mineralogical and social heritage of Broken Hill. By offering access to a wide collection of mineralogical specimens and mining industry artifacts, the Museum aims to illuminate the rich tapestry of Broken Hill's social and industrial history. Through engaging exhibits and educational programs, we strive to deepen the understanding and appreciation of Broken Hill's links and contributions to the mining sector and geoscience.



The mineral collection display

# AREAS OF OPERATION

The Museum is a landmark heritage institution in Broken Hill, developed around two core areas of focus: geoscience and local history. Geoscience is represented through a diverse collection of geological specimens, many of which are unique to the Broken Hill region and offer unparalleled insights into the local geology. Similarly, the Museum's local history focus is captured through a diverse collection of artifacts that narrate Broken Hill's significant mining heritage.

This dual focus enables the Museum to uniquely bridge the gap between natural sciences and social history, establishing it as a unique institution in New South Wales.

## ITS KEY AREAS OF OPERATION INCLUDE:

Serving as a local resource for geoscience and mining history.

Being a tourist destination, enhancing the visitor experience for those eager to explore Broken Hill's rich past.

Maintaining an extensive collection for display and research purposes.

Providing support to geological researchers from Australia and beyond.

Offering educational resources and opportunities to local students.

In alignment with its recently completed Master Plan, the Museum is pursuing a redeveloping of its facility to produce an enhanced and updated museum experience. This initiative (currently with a completed Master Plan and costings) aims to create a modern, accessible, and interactive space that fully showcases the Museum's vast collection, amplifying its appeal and attracting visitors and locals alike.



# A HISTORY OF PRESERVING BROKEN HILL'S GEOLOGICAL HERITAGE

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**1883** The discovery of silver at Broken Hill led to the establishment of one of the world's richest mineral deposits. This event set the stage for the eventual creation of the Museum as a means to preserve and interpret this history.

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**1885** The Broken Hill Proprietary Company was launched by a 'Syndicate of Seven' in 1885. The syndicate was Charles Rasp, George McCulloch, George Lind, Philip Charley, David James, James Poole, George Urquart, however some in the syndicate sold out before the shares were released.

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## MUSEUM ESTABLISHMENT

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**1986** The Broken Hill City Council purchased the historic public Bond Store and restored it to become the Bond Store Community Museum.

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**1989** The Living Museums Initiative identified the need for a museum dedicated to the minerals and unique geology of Broken Hill.

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**1992** The Museum was officially opened to the public. It was established to educate visitors about the geological and social history of Broken Hill, focusing on its mining legacy.

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**1999** An extension was added to the Museum in the form of the exhibition hall to allow for the exhibition of social history stories.

---

---

## NOTABLE FEATURES

The Museum hosts an impressive collection of in excess of two thousand specimens, including numerous world class specimens and two of extreme rarity. Numerous world-class specimens are also included within the collection, notably a 42 kg nugget of almost pure native silver and the famous Silver Tree, an 8 kg centrepiece once owned by Charles Rasp. In 2002, two new minerals were discovered in Broken Hill, Hogenite & Pacheite (named for local collectors Graham Hogan & Frank Pace).

The mining history of the Broken Hill region is displayed in the Metallurgy Room within the Museum with numerous photographs and artifacts from the early years of Broken Hill Proprietary Limited. These artifacts, along with other mining memorabilia obtained from the Line-of-Lode Organisation (South Mine) tell the story of life on the Silver Fields in the late 1800's and early 1900's. Among these artifacts is the Silver Tree, owned by Charles Rasp, the discoverer of the Broken Hill lode. The Museum is located in a restored former Bond Store, enhancing its historical ambiance and making it a key architectural feature in Broken Hill.

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## NOTABLE PROGRAMS

The Museum has hosted a number of significant exhibitions with a strong focus on local and social history. These exhibitions have resulted from strong partnerships with local, state and national organisations including the National Film and Sound Archive, the Powerhouse Museum and Sydney Living Museums. Exhibitions held at the Museum have focused on significant moments in local social history including Indigenous Australians at War, the Battle of Broken Hill, Burke and Wills Exhibition and the Greening of the Silver City.

---

## RECENT ACHIEVEMENTS

The Museum continues to engage with visitors through interactive displays that explain earth sciences, mineralogy, and metallurgy. It also features a three-screen display that provides a visual journey from the Big Bang to present-day geological formations.

The Museum also has an early 20th Century miner's shack that gives visitors an insight into the lives of miners in those times (currently closed).

As part of ongoing educational initiatives, the Museum participates in events like National Science Week, promoting awareness of science and geology among school groups and the general public.

In 2024, the Master Plan for the Museum's expansion and redevelopment completed and presented to Broken Hill Council.

# ALIGNMENT WITH BROKEN HILL CULTURAL PLAN 2021 - 2040

The Broken Hill Cultural Plan 2021-2040 recognises the vital role of arts and culture in shaping its local community. It also outlines the region's rich history of supporting arts and culture. The plan outlines a long-term vision for culture in Broken Hill and provides a roadmap for Council, community and partners to work together in future planning for cultural infrastructure, events, programs, partnerships and funding.

It outlines three focus areas to concentrate efforts on:

FOCUS AREA	PEOPLE AND COMMUNITY	SPACES, ASSETS AND PLACES	SECTOR CAPACITY BUILDING
RELEVANT STRATEGIES	1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 1.9, 1.10 and 1.11	2.1, 2.2, 2.3, 2.5 and 2.7	3.2, 3.6, 3.7 and 3.8
THE STRATEGIC PLAN ALIGNS THROUGH...	<p>Increased participation and education opportunities for young people.</p> <p>Increased participation in Broken Hill's culture by people of all ages and abilities.</p> <p>Amplification of Broken Hill's diverse social and cultural histories.</p>	<p>Exhibition and promotion of Broken Hill's rich social and mining history.</p> <p>Ongoing conservation, protection, maintenance of community collections and cultural facilities.</p> <p>Preservation and conservation of the built and natural environment.</p>	<p>Partner to develop research opportunities and capabilities.</p> <p>Maximisation of the contribution of volunteers to the city's cultural life.</p> <p>Undertaking strategic professional development for staff.</p>





The Silver Tree

# AUDIENCES AND SECTOR DEVELOPMENT

Broken Hill, recognised as Australia's first Heritage City, proudly showcases its rich history through an impressive array of museums and collections. Among these institutions, the Museum is a core tourist offering, drawing over 8,000 visitors annually, with numbers surging during the crisp, cooler months — the town's peak tourist season. The ongoing engagement with the Museum's collection and exhibitions, highlights the community's deep connection to its storied past and the value it places on preserving its cultural and geological legacy.

With Broken Hill welcoming around 250,000 visitors each year, primarily domestic travellers, the visitor population often equals or surpasses the town's resident count of over 17,000.

## THE MUSEUM HAS KEY AUDIENCE DEMOGRAPHICS IT CAN BUILD ON TO INCREASE ITS VISITATION:



**Grey Nomads:** over 55s, primarily tourists, who are keen to learn about Broken Hill's heritage.



**Young Families:** Gen X-ers, again primarily tourists, visiting Broken Hill and seeing numerous local attractions while in town.



**Geo-enthusiasts:** primarily older men with an interest in geology, prospecting and lapidary. In this group we can include researchers from tertiary education looking to review specimens held in the Museum's collection.



**Students:** primary and secondary students from local schools undertaking excursions to the Museum as learning activities.

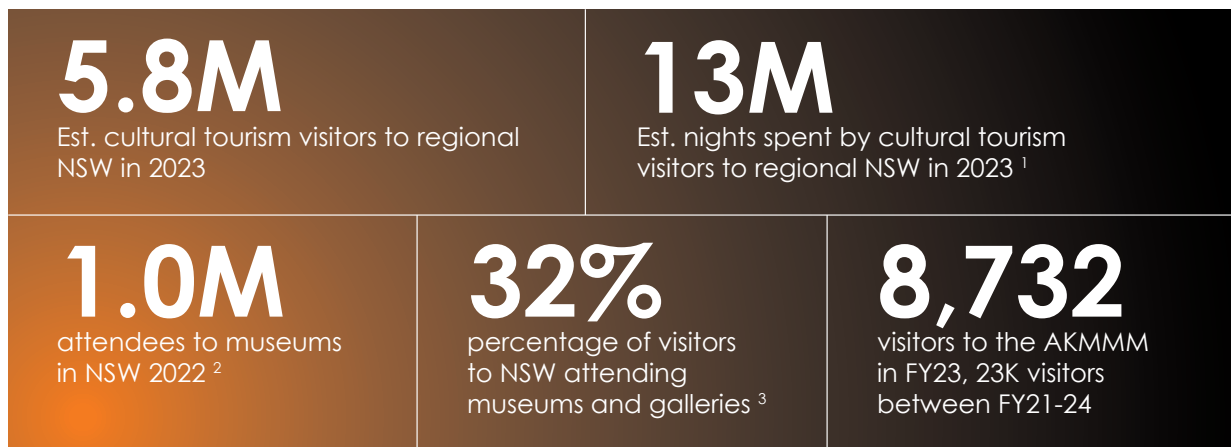
The primary mechanism for increasing visitation in these segments is to undertake the proposed redevelopment of the site to improve displays and access to them. However, in the short term, there are two main strategies identified to increase audience and participation at the. The first strategy is to improve the effectiveness of marketing and communication, particularly aimed to reach to young attendees through social media platforms. The second, is to expand and enhance social history storytelling through the use of increased interactive displays to bring the Museum's stories to life.

This storytelling emphasis is a cornerstone of the engagement strategy, aiming to transform passive displays into compelling, innovative presentations that captivate and inspire repeat visits. By leveraging its dual focus on geoscience and social history, the Museum can offer a multi-faceted narrative woven into Broken Hill's history, fostering deeper connections and engagement. The Museum's long-term vision is not only to boost attendance but to foster meaningful interactions and connections with its visitors.

In advancing sector development, the Museum actively cultivates robust partnerships with leading geological institutions such as universities and major state museums. These alliances are essential for facilitating the exchange of artifacts and knowledge, thereby underpinning research initiatives nationwide. As an integral participant within the realm of natural history museums, the Museum serves as a vital hub of expertise in minerals and mining. This strengthens its contributions to the New South Wales heritage collection sector and enriches the national narrative of geological heritage.



# CONTRIBUTION TO LOCAL TOURISM



1. Patternmakers, 2024, "Cultural Tourism in Regional NSW"

2. Museums & Galleries NSW, 2022, "NSW Museums & Galleries Sector Census"

3. Destination NSW, 2024, "Culture and Heritage Tourism to NSW"

The Museum plays a pivotal role in attracting and captivating visitors from near and far, capitalising on a growing cultural and heritage tourism trend in NSW. As a critical feature within Broken Hill's heritage offering, the Museum complements Broken Hill's status as a national heritage city. It has become a must-visit for various visitor segments, including road trippers seeking unique experiences, geoscience enthusiasts delving into the fascinating world of mining and minerals, history buffs exploring the rich local heritage, and natural sciences students eager to expand their knowledge.

The Museum's attraction lies in its ability to provide an experience that combines geoscience and local history. Visitors enter a world where they can explore the region's geological wonders and discover the stories of the pioneers who shaped Broken Hill's rich

mining heritage. This one-of-a-kind blend of geoscience and local history creates a captivating and educational experience that can't be found anywhere else.

Data from the Visitor Information Centre indicates that up to 10% of visitors to Broken Hill make their way to the Museum, highlighting its significance and popularity among tourists. This steady flow of visitors contributes to the local tourism industry and showcases the Museum's ability to attract and engage a diverse audience. As the Master Plan for the redevelopment progresses, the Museum is poised to build upon its infrastructure, visitor experience, and educational offerings.



Executive Summary

Strategic Plan 2025-2028



Centenary Gift (etched glass) by Helmut Heibel

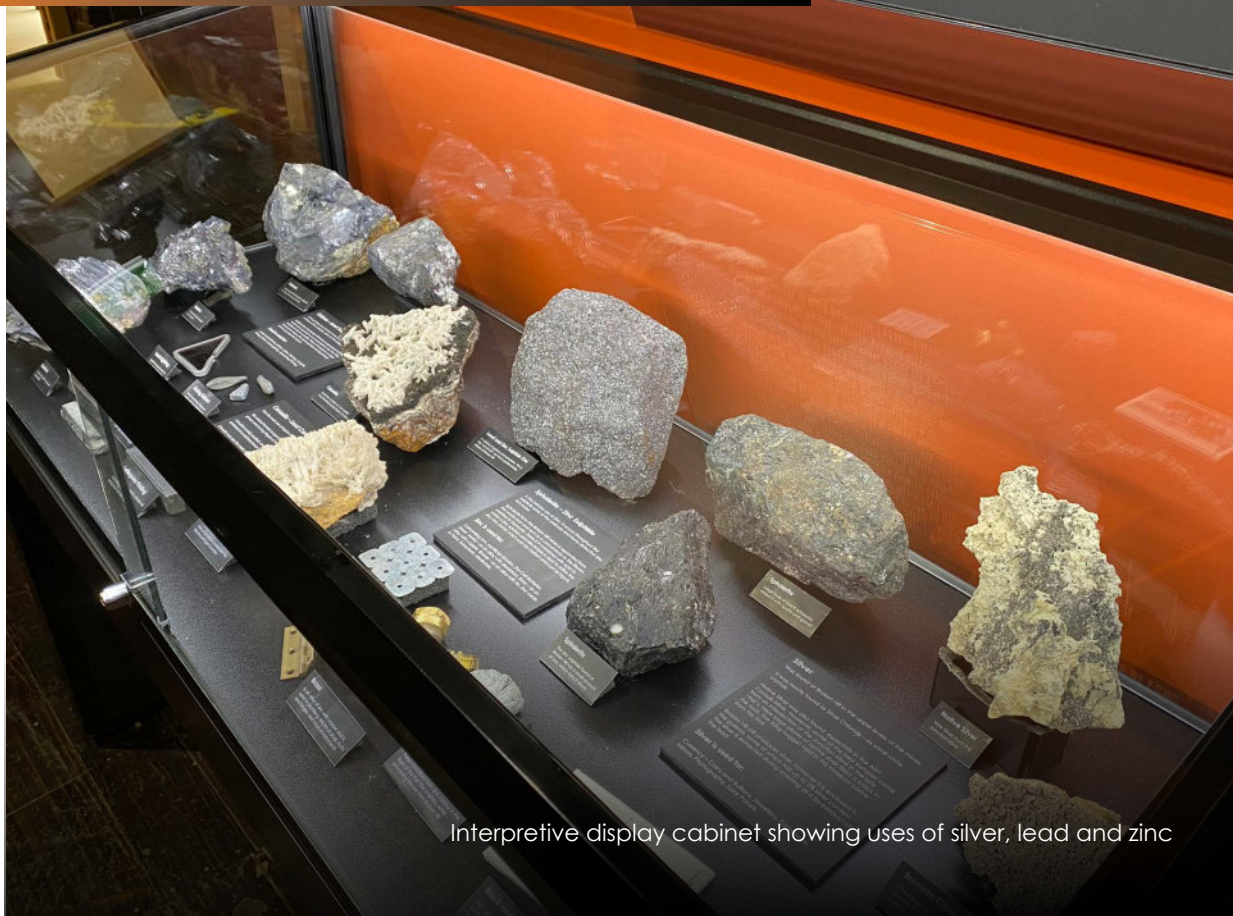
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Albert Kersten Mining and Minerals Museum



# THE COLLECTION

The Museum houses a truly remarkable collection of minerals, gems, and mining-related artifacts, one of the most extensive in Australia, packed with rare and unique specimens. The Museum's collection provides a vivid insight into the rich mining history of Broken Hill and Australia's natural heritage.



Interpretive display cabinet showing uses of silver, lead and zinc

## SIGNIFICANCE OF THE COLLECTION

The Broken Hill ore body holds immense geological significance, being one of the most studied in the world and one of Australia's foremost "type location" for mineral specimens. This means more mineral species were first discovered and identified in Broken Hill than elsewhere in Australia.

The collection includes around 2,000 rare and valuable geological specimens, offering insights into the country's natural heritage. Notably, it features a massive 42kg silver nugget and the iconic Broken Hill Silver Tree, an epergne (table centrepiece) that once belonged to Charles Rasp. Rasp, a boundary rider who became a prospector, is credited with discovering the original "broken hill" and co-founding the Broken Hill Proprietary Company (BHP) in 1885, which spurred the development of the mines and the city.

## INTERNATIONAL RECOGNITION

The Museum has showcased its mineral collection at prestigious international mineral shows in Tucson and Denver, United States, and Munich, Germany. Minerals from the collection have also been featured in numerous Australian and international publications, including the "Australian Journal of Mineralogy" and "Rocks and Minerals".

The collection is a focal point for the Broken Hill community's pride, as it showcases the city's unique geological heritage and the impact its mining history has had on the city's social fabric. The Museum brings Broken Hill's history to life by connecting the scientific significance of the minerals with the stories of the people who discovered and studied them.

## EVOLUTION OF THE COLLECTION

At the heart of the collection is the "Centenary Collection." This collection comprises of minerals acquired from the "Flossie" Campbell collection (acquired in the 1960s) and the Roy Waldron collection (acquired in 1983).

The Museum's collection has been further enriched through the acquisition of the Max Vincent collection (1988), donations from the Mine Managers' Association (1988), and the Meatheringham collection (2000).

Among the collection's items, are a number of world-class specimens and two extremely rare minerals: Hoganite and Paceite. These minerals, discovered in Broken Hill in 2002, are named after local collectors Graham Hogan and Frank Pace. Of the six known specimens, one is held by the Museum, while others reside in institutions like Museum Victoria, the Australian Museum, and Western Sydney University.



# PROGRAMMING PRINCIPLES

## CELEBRATING BROKEN HILL'S PEOPLE AND HISTORY

The Museum is dedicated to honouring the rich heritage and contributions of the people of Broken Hill, showcasing their stories and preserving their legacies.

## CELEBRATING THE BREADTH OF GEOSCIENCE

The Museum embraces the vast field of geoscience, encompassing a wide range of disciplines and engaging visitors with the exploration of the geological world and phenomena.

## BRINGING STORIES TO LIFE

The Museum embraces the vast field of geoscience, encompassing a wide range of disciplines and engaging visitors with the exploration of the geological world and phenomena.

## ENGAGING ALL AGE GROUPS

With its diverse range of educational programs and exhibits tailored to different age groups, the Museum ensures that visitors of all ages can actively participate, learn, and be inspired by the wonders of geoscience and the region's mining heritage.



Executive Summary

Strategic Plan 2025-2028



The large silver nugget (42kg)

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Albert Kersten Mining and Minerals Museum

# FUTURE PROGRAMS AND PROJECTS



Interactive microscope

The Museum's future programming is designed to leverage its substantial standing collection of artifacts, ensuring that it amplifies Broken Hill's geological and social history education.

With a focus on engaging storytelling, new exhibits will delve deeper into the rich tapestry of Broken Hill's history, offering visitors a fresh perspective by aligning geological artifacts with compelling social history narratives. This approach aims to illuminate the intriguing facets of Broken Hill's past, enabling a fuller exploration of the town's transformation over time.

A key component of this strategy will be upgrading existing display cabinets and accompanying text to facilitate more dynamic presentations and a more interactive visitor experience. Alongside these physical upgrades, ongoing cataloguing of the existing collection is a priority. This ensures that the artifacts are preserved with comprehensive records, enabling ease of access and improved educational outreach. It will also allow for the selective acquisition of new pieces that will complement the collection, filling in historical gaps and broadening interpretive possibilities. Adding guided tours to the space will take advantage of staff's deep knowledge of Broken Hill's rich geological heritage.





Display cabinets featuring minerals from Broken Hill and surrounding district

Ultimately, the progression of the Master Plan to redevelop the Museum will present a fundamental shift in how programming is designed and delivered. This redevelopment initiative aims to elevate the Museum's infrastructure, visitor experience, and educational offerings. An expanded Museum will allow for new and innovative displays in an inspiring and immersive environment that captivates visitors of all ages. Over the course of this plan, the focus will be on gaining support and funding to complete stage 1 of the redevelopment. In time, a reinvigorated Museum will combine state-of-the-art technology and interactive exhibits to amplify a truly dynamic program of work to delight visitors and the local community

Establishing a Line of Lode display stands out as a unique offering that incorporates geological samples, illustrating the specific minerals

extracted from key locations. This display is both an educational tool and a testament to Broken Hill's mining heritage. Additionally, the programming will investigate ways to highlight the local Indigenous community's connection to the land and their historical and contemporary use of the area. By exploring ways to integrate Indigenous perspectives, the Museum aims to foster a more inclusive understanding of the landscape's significance.

Future programming will also highlight key items within the Museum's collection. By focusing on key artifacts, visitors can gain insights into significant events and innovations that shaped Broken Hill and the broader geological landscape of New South Wales. This method promises to educate and inspire a deeper appreciation for the intricacies of regional geology and its socio-economic implications.

# ANALYSIS OF INTERNAL AND EXTERNAL OPERATING ENVIRONMENTS

With Broken Hill's dedication to preserving heritage and fostering a vibrant museum culture, the Museum functions within a dynamic environment where maintaining strong local ties and attracting tourists are equally important. As visitors increasingly seek more diverse and interactive experiences with museum collections, the Museum is committed to adapting its operations to align with these evolving expectations. This proactive approach aims to deliver an engaging and enriched visitor experience that resonates well into the future, ensuring the institution remains relevant and captivating.

One of the Museum's core strengths lies in its varied and captivating collection, which holds significant heritage value and has garnered strong community support. This is further enhanced by a unique combination of mineral and social history narratives, which appeal especially to researchers and benefit from a passionate and knowledgeable staff base. However, the Museum faces challenges, including the need for more interactive displays to encourage repeat visits and broader appeal, with a particular gap in engaging young families. It is constrained by its existing building and limited resources, alongside a necessity for more compelling storytelling of social history.

Looking ahead, there are distinctive opportunities, such as executing the Master Plan for future development, exploring external funding, enhancing its digital presence with a new website, and introducing regular temporary exhibitions to keep the experience fresh.

Collaborations with the Gallery for shared resources and geo-trail links present further growth potential. Nonetheless, the centre must navigate threats that include the risk of the Master Plan stalling without ongoing focus, the challenge of maintaining attendance, and adjusting to educational curriculum changes to remain relevant to young audiences. Addressing these elements will be critical for the Museum's sustained evolution and impact.

# SWOT ANALYSIS

The SWOT analysis below is a distillation of community and stakeholder feedback received for drafting this strategic plan.

## ✓ STRENGTHS

- Varied and fascinating collection, heritage significance
- Strong community support
- Master Plan work has been completed
- Mix of minerals/social history is the Museum's point of difference
- Appeal to researchers
- Passionate and knowledgeable staff
- Strong cultural relevance to Broken Hill

## ✗ WEAKNESSES

- Low repeat attendance
- Lacking broad appeal
- Limited to existing building footprint
- Limited experiences that offer interactive experiences
- Limited experiences that engage kids/families
- Limited staff resourcing
- Need to tell the stories of social history in a more compelling way

## 📈 OPPORTUNITIES

- Master Plan – further design work and tech specs
- Master Plan – opportunities for corporate sponsorship
- Website development
- Ongoing development of exhibitions; introducing regular, temporary exhibitions.
- Links to geo trail/silver trail. Using the Geo as a starting point.
- Shared human resources with the Gallery
- Guided tours
- Finalising the cataloguing of the collection and moving to acquisition which will identify gaps within the collection
- Greater focus on social history
- Be part of multi-day experiences

## 📉 THREATS

- Without focus and effort, the Master Plan could languish
- Limited growth in attendance
- Without the additional social history/storytelling aspects, attendance could decline.
- Lack of relevance to young people
- Changes to the NSW secondary curriculum; need to stay relevant

# STRATEGIC GOALS AND INDICATORS

The Museum is committed to enhancing its role as a leading heritage and cultural institution in Far West NSW. It has identified six key strategic goals to navigate its complex operating environment while resonating with the insights gathered through extensive stakeholder engagement encompassing attendees, staff, and management.

The first strategic goal focuses on the continued development of the Master Plan, ensuring that the Museum's future is both visionary and attainable. In tandem, the organisation aims to build museum management best practices, including establishing an advisory committee to leverage Museum-specific expertise. The committee should also have a role in exploring potential fundraising opportunities for the Museum's redevelopment.

Another goal is consolidating the collection, which enhances the Museum's research potential and fosters deeper cultural insights.

Broadening audience appeal is vital if the Museum is to increase its impact. Therefore, there will be a focus on engaging with target demographic sectors through innovative exhibitions and programming. Increasing attendance is a priority, achievable through refined communication strategies and robust marketing efforts that resonate with existing and potential visitors.

Lastly, enhancing commercial income generation (from retail, venue hire and special events) is essential for maintaining sustainable growth and operational excellence.

These strategic goals reflect the Museum's commitment to adapting and thriving in an ever-evolving cultural landscape, ensuring its lasting relevance for Broken Hill's residents and visitors.





**IN SUPPORT OF THESE GOALS, THIS STRATEGIC PLAN  
FOCUSES ON THE FOLLOWING KEY PROJECTS:**

Museum placement/exchange program to  
grow the skills of our staff

Funding for additional temporary exhibitions  
to ensure ongoing novelty in the museum  
offering

The development of a standalone Museum  
website

The development of an interactive digital  
approach to the Museum



## AREA OF OPERATION 1

# CONTINUED DEVELOPMENT OF THE MASTER PLAN

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Designs and tech specs for the Museum expansion completed within the next two years	Implementation of Stage 1	Funds sourced to allow for the completion of designs and tech specs	Designs and tech specs complete		
Goal 2	Fundraising campaign to raise \$ for stage 1	Stage 1 completed		Strategy in place to raise funds	Campaign launched	Funds raised to match with government grants.

## AREA OF OPERATION 2

# BUILDING IN MUSEUM MANAGEMENT BEST PRACTICE (INC. ADDING AN ADVISORY COMMITTEE)

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Add expertise in museum management (specialising in curatorial and collection management)	Museum expertise integrated within staffing structure	Specialist skills growth evident within Museum staff	Specialist skills growth evident within Museum staff	Specialist skills growth evident within Museum staff	Specialist skills growth evident within Museum staff
Goal 2	Museum placement/ exchange program for management staff	Program in place (2-3 placements per year)	2-3 placements per year	2-3 placements per year	1-2 placements per year	1-2 placements per year
Goal 3	Establishment (setting of roles & responsibilities) of advisory committee (355 committee)	Advisory committee established and maintained. Committee to provide curatorial advice, build community support, and explore fundraising options for the Master Plan.	Advisory committee established.	Advisory committee maintained, membership refreshed.	Advisory committee maintained, membership refreshed.	Advisory committee maintained, membership refreshed.

## AREA OF OPERATION 3

CONSOLIDATING THE COLLECTION (INC.  
PROMOTING RESEARCH POTENTIAL)

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Finalising the catalogue	Complete, and used to aid strategic acquisition	Cataloguing complete	Acquisition and de-accession being implemented according to the Collection Management policy.	Acquisition and de-accession being implemented according to the Collection Management policy.	Acquisition and de-accession being implemented according to the Collection Management policy.
Goal 2	Additional acquisitions thereafter, according to the Collection Management Policy and associated documented procedures.	Fill gaps in collection, focusing on local minerals.			Acquisition and de-accession are used to guide collection growth.	Acquisition and de-accession are used to guide collection growth.

## AREA OF OPERATION 4

## BROADENING AUDIENCE APPEAL

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Clear focus and strategy for kids/families	# of families and kids visiting (as % of total attendance)	5% increase on previous year	5% increase on previous year	5% increase on previous year	5% increase on previous year
Goal 2	Added focus on telling compelling social history stories	% of floor space dedicated to social history	At least 25% of floor space is dedicated to social history stories	Maintained	Maintained	Maintained
Goal 3	Clear alignment with education curricula	In place	Maintained	Maintained	Maintained	Maintained
Goal 4	Adding more interactivity into displays	% of interactive displays as a proportion of total displays)	50%	60%	70%	80%
Goal 5	Regular temporary exhibition program	In place	Maintained	Maintained	Maintained	Maintained

## AREA OF OPERATION 5

INCREASE ATTENDANCE THROUGH  
IMPROVED COMMUNICATIONS AND  
MARKETING

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Promote the multipass	Increase entry via multipass	5% increase in current usage	5% increase on previous year	5% increase on previous year	5% increase on previous year
Goal 2	Build the marketing database and implement e-newsletter	# of database entries and # of e-newsletter subscribers	10% on current measures	5% increase on previous year	5% increase on previous year	5% increase on previous year
Goal 3	Design and implement website.	In place	In place	Refreshed	Refreshed	Refreshed

## AREA OF OPERATION 6

## INCREASING COMMERCIAL INCOME

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Boosting retail and adding online retail	Increase in sales	10% increase in current online sales	5% increase on previous year	5% increase on previous year	5% increase on previous year
Goal 2	Promoting as a venue for venue hire.	Increase in venue hire revenue	10% increase on venue hire	5% increase on previous year	5% increase on previous year	5% increase on previous year

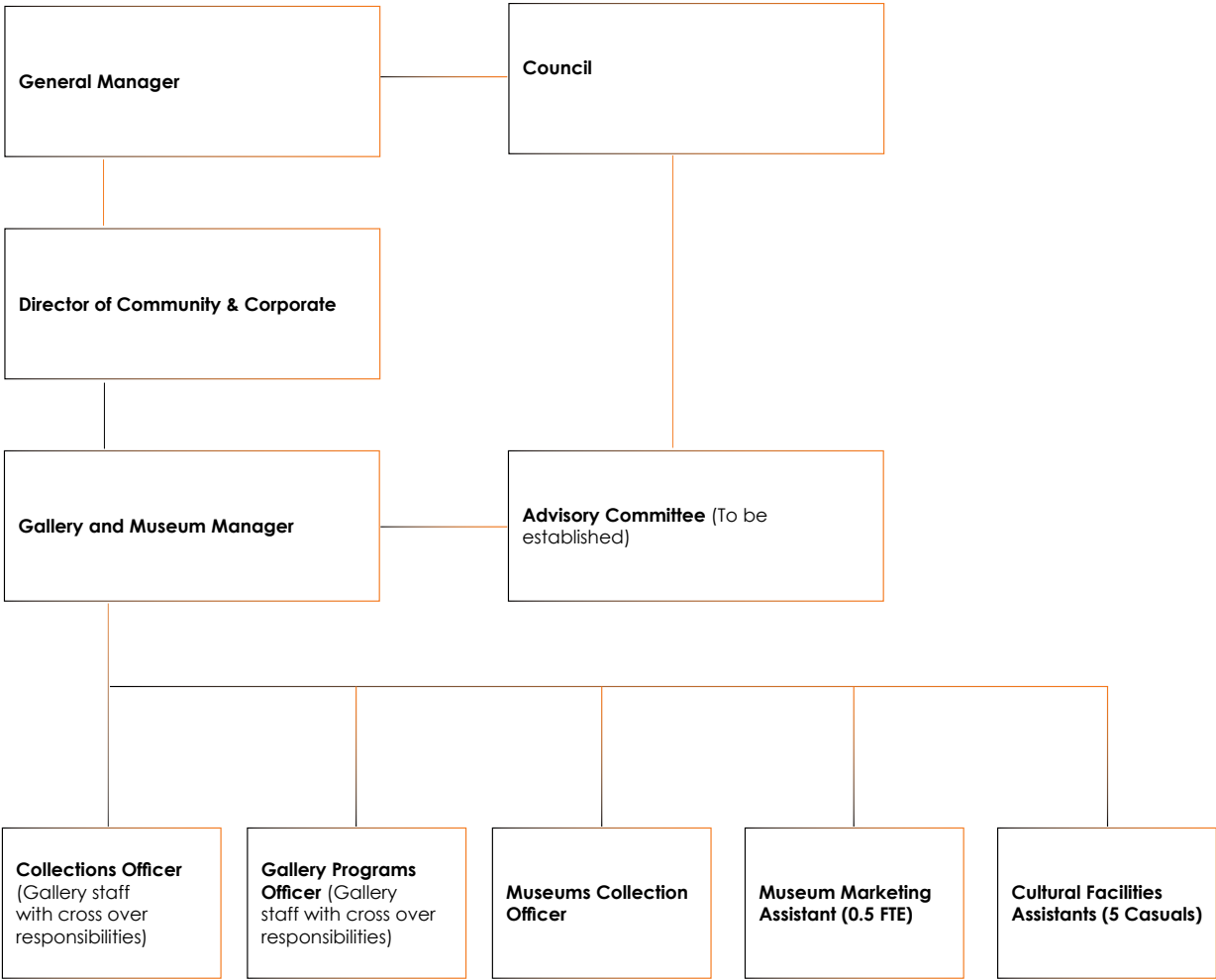
Strategic Goals & Indicators

Strategic Plan 2025-2028



# GOVERNANCE

The Museum is owned and managed by the Broken Hill City Council. As such, it does not have a formal independent board structure. However, as reflected in this strategic plan, an Advisory Committee that advises the organisation's collections and exhibition activities would provide additional museum expertise, ensuring best museum practices.







# MODERN WORKPLACE CONDITIONS

As an integral component of the City of Broken Hill Council, we pride ourselves on maintaining comprehensive policies that support progressive workplace standards reflective of our organisational values.

Our commitment to fair pay and conditions manifests in paying staff according to established award rates.

Regarding health and safety, we strictly comply with Occupational Health & Safety regulations and policies, fostering a secure and healthy work environment for everyone.

Our dedication to equal opportunity is reflected in our robust practices that guarantee inclusivity, allowing all individuals to thrive regardless of gender, race, religious beliefs, or sexual orientation.

Recognising the need for work flexibility, we offer our staff various flexible work patterns, including working from home, accommodating diverse lifestyle needs and promoting work-life balance.

Furthermore, our commitment to a respectful and supportive workplace is underscored by our comprehensive anti-bullying policies designed to protect and empower our staff.

Lastly, we adhere to rigorous protocols to ensure our supply chains are free from modern slavery, demonstrating our unwavering commitment to ethical practices.



Modern Workplace Conditions

Strategic Plan 2025-2028



Centenary Gift (etched glass) by Helmut Heibel

# RISK ASSESSMENT

## DAMAGE TO OR THEFT FROM THE COLLECTION

Likelihood: Medium

Potential Impact: High

Mitigation Strategies: The Museum should implement security protocols, including surveillance systems and controlled access measures to protect the collection. Regular inventory audits and staff training on handling and safeguarding artifacts can minimise risks.

## POOR ATTENDANCE AND LOSS OF RELEVANCE

Likelihood: Medium

Potential Impact: High

Mitigation Strategies: The Museum should focus on dynamic, audience-centric marketing campaigns highlighting new and engaging exhibits and activities. Collaborating with local schools and community organisations can help broaden reach and enhance relevance. Regularly soliciting visitor feedback to adapt offerings based on public interest can also ensure the Museum remains a vibrant community staple.

## INABILITY TO PURSUE THE MASTER PLAN FOR REDEVELOPMENT AND EXPANSION

Likelihood: Medium

Potential Impact: Medium

Mitigation Strategies: Establish an advisory committee to develop links to private donors and corporate sponsorships. Maintaining strong relationships with governmental and heritage organisations can provide access to strategic advice and additional resources. Transparent communication about the Master Plan's benefits can cultivate public support, fostering a favourable environment for its execution.

## RETAINING KEY STAFF

Likelihood: Medium

Potential Impact: Medium

Mitigation Strategies: Implementing employee engagement and development programs will aid in retaining key talent. Offering competitive benefits and fostering a supportive workplace culture to make the Museum an attractive environment for current and future staff.

## REPUTATIONAL DAMAGE

Likelihood: Low

Potential Impact: High

Mitigation Strategies: Regularly monitoring public feedback and promptly addressing concerns will demonstrate accountability. Proactively sharing positive stories and achievements through various media channels can enhance the Museum's public image and build community trust.



# MARKETING AND COMMUNICATION

By focusing on key areas,  
we aim to enhance visibility,  
increase visitor engagement,  
and strengthen community ties.

Our marketing and communications strategy centres on positioning the Museum as a leading cultural and educational destination in Broken Hill, one which can be enjoyed multiple times by residents and visitors.

## ESTABLISHMENT OF A DEDICATED MUSEUM WEBSITE

Creating a standalone Museum website is crucial for centralising information and promoting its offerings. This website should feature a calendar of events, detailed descriptions of exhibits, and visitor information. It should also provide an online platform for newsletters and educational content. Regular updates and user-friendly design should facilitate seamless navigation and interaction.

## REGULARLY TURN OVER EXHIBITIONS

To maintain visitor interest and attract repeat visits, it's essential to refresh our exhibitions regularly, ensuring there's always something new at the Museum. Leveraging varied themes that highlight global and local geological phenomena can appeal to diverse audiences, promoting a dynamic visitor experience and sustained public interest.

## BETTER TOURISM AND HOSPITALITY COLLABORATION

We will forge partnerships with local tourism and hospitality businesses to create bundled offerings and joint promotions. Collaborations with hotels, tour operators, and travel agencies can enhance our reach and attract tourists. Developing exclusive packages or experiences with partners will position the Museum as an integral part of the regional tourism landscape.

## BUILDING THE MUSEUM'S CONTACT DATABASE

A comprehensive contact database is essential for targeted communications. We will implement initiatives to expand our database, including membership drives, unique event registrations, and digital campaigns. This resource will allow for personalised marketing and engagement efforts, fostering a deeper connection with our audience.



View across Museum from mezzanine floor

### IMPROVED SOCIAL MEDIA ENGAGEMENT

Enhancing our social media presence through engaging content and interactive posts will be a priority. By leveraging platforms like Instagram and Facebook, we will share compelling stories, behind-the-scenes looks, and timely updates. Video reels provide a short, engaging way to tell intriguing stories based on the Collection. Engaging with our audience through comments, live sessions, and social media campaigns will build a vibrant online community.

### MAKING THE MUSEUM THE START OF LOCAL HERITAGE TRAILS

To maintain visitor interest and attract repeat visits, it's essential to refresh our exhibitions regularly, ensuring there's always something new at the Museum. Leveraging varied themes that highlight global and local geological phenomena can appeal to diverse audiences, promoting a dynamic visitor experience and sustained public interest.

### SINGLING OUT HIGHLIGHTS IN THE COLLECTION

Creating a standalone Museum website is crucial for centralising information and promoting its offerings. This website should feature a calendar of events, detailed descriptions of exhibits, and visitor information. It should also provide an online platform for newsletters and educational content. Regular updates and user-friendly design should facilitate seamless navigation and interaction.

### INTERACTIVE DISPLAYS

To maintain visitor interest and attract repeat visits, it's essential to refresh our exhibitions regularly, ensuring there's always something new at the Museum. Leveraging varied themes that highlight global and local geological phenomena can appeal to diverse audiences, promoting a dynamic visitor experience and sustained public interest.

## APPENDIX A

# ALIGNMENT WITH ARTS AND CULTURAL FUNDING PROGRAM (ACFP) PRIORITIES

The Museum's goals are closely aligned with Create NSW's priority areas, reinforcing our commitment to community engagement and educational outreach.

### FIRST NATIONS STORIES AND COMMUNITIES

The Museum is one of Broken Hill's platform for engaging with the Indigenous history of our region. We aim to thoughtfully present and explore the complex narratives surrounding First Nations communities, respecting and amplifying their voices.

### NEXT GENERATION OF CREATIVES AND AUDIENCES

Recognising the importance of engaging young minds, our strategic plan prioritises initiatives that connect with youth, immersing them in geoscience and revealing the rich tapestry of local history, inspiring the scientists and historians of tomorrow.

### WESTERN SYDNEY AND/OR REGIONAL NSW

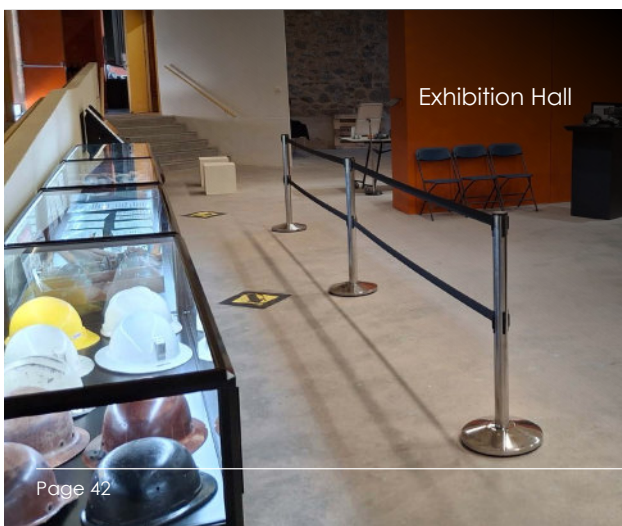
Proudly located in Far West NSW, we act as a key heritage institution dedicated to showcasing exhibits that reflect the unique stories and cultural heritage of our area.

### BROAD AND INCLUSIVE COMMUNITIES AND CONTENT

Embracing the diverse tapestry of the Broken Hill community, the Museum is committed to celebrating diversity both locally and globally. Our audience is diverse, reflecting the universal nature of geoscience and the inclusive stories our exhibits tell.

### ACCESSIBILITY AND EQUITY

Our Master Plan redevelopment is dedicated to enhancing accessibility, ensuring the Museum is welcoming and user-friendly for everyone. By maintaining affordable ticket prices, we strive to offer equitable access, inviting the entire community to engage with our rich collection.



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Appendix A

Strategic Plan 2025-2028



Exhibition Hall



[brokenhill.nsw.gov.au](http://brokenhill.nsw.gov.au)



## CORPORATE &amp; COMMUNITY DEVELOPMENT COMMITTEE

June 18, 2025

**ITEM 3**BROKEN HILL CITY COUNCIL REPORT NO. 154/25

SUBJECT:                      ADOPTION OF THE DRAFT BROKEN HILL CITY ART GALLERY  
STRATEGIC BUSINESS PLAN 2025-2028                      D25/26941

**Recommendation**

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.

**Executive Summary:**

Sharpe Advisory Consulting was engaged in 2024 to create the Broken Hill City Art Gallery four-year Strategic Plan (2025-2028). This plan takes an integrated approach to strategic planning with links to key Council policies and plans, the NSW Creative Communities policy and the Government's ACFP Strategic Priorities.

The Plan was created in consultation with key stakeholders and includes the elements required to align with Create NSW's multi-year funding requirements.

The Broken Hill City Art Gallery Strategic Business Plan 2025 – 2028 was presented to the May Community Development Committee and deferred, due to lack of a quorum, to the Ordinary Council Meeting held 28 May 2025.

At the 28 May 2025 Council Meeting, Council deferred consideration of the report pending a Councillor Briefing on the Broken Hill City Art Gallery Strategic Business Plan 2025 – 2028.

A Councillor Briefing was held on Tuesday 10 June 2025 and the resulting changes requested have been made to the Strategic Business Plan.

Council considered the Draft Broken Hill City Art Gallery Strategic Business Plan 2025-2028 at the Council Meeting held 30 June 2025 and endorsed the plan for the purpose of public exhibition. The Draft Broken Hill City Art Gallery Strategic Business Plan 2025 – 2028 was subsequently placed on public exhibition for a period of 28 days during which time Council received nil submissions from the public.

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

**Report:**

The Broken Hill City Art Gallery's strategic plan outlines a vision to cement its role as an influential contributor to the cultural life of Broken Hill and New South Wales.

A thorough analysis of the Gallery's operating environment and detailed stakeholder engagement resulted in the establishment of six strategic goals including:

- Offering diverse exhibition and workshop programs to a varied audience
- Boosting outreach and engagement through digital innovation
- Enhancing marketing efforts to boost attendance and participation
- Consolidating the existing collection with strategic accessions and deaccessions
- Campaigning for capital expansion to better feature the permanent collection
- Maintaining best practice in financial management and governance.

The Strategic Plan also outlines the Broken Hill City Art Gallery's artistic program of activities for 2025 – 2026 and is planned to provide an invigorating blend of regional creativity and diverse exhibitions.

The Broken Hill City Art Gallery Strategic Business Plan 2025 – 2028 was presented to the May Community Development Committee and deferred, due to lack of a quorum, to the Ordinary Council Meeting held 28 May 2025.

At the 28 May 2025 Council Meeting, Council deferred consideration of the report pending a Councillor Briefing on the Broken Hill City Art Gallery Strategic Business Plan 2025 – 2028.

A Councillor Briefing was held on Tuesday 10 June 2025 and the resulting changes requested at the Briefing have been made to the Strategic Business Plan.

**Community Engagement:**

June 2024 – Community sessions, Council session and Art Gallery Advisory session.

The draft plan was placed on public exhibition for a period of 28 days closing 2 August 2025 during which time Council received nil submissions as outlined in the Executive Summary of this report.

**Strategic Direction:**

Key Direction:	4	Our Leadership
Objective:	4.1	Openness and transparency in decision making
DP Action:	4.1.1.21	Maintain good governance and best practice methods and ensure compliance with various guidelines, legislation and report requirements

**Relevant Legislation:**

Local Government Act 1993

Local Government (General) Regulation 2021

**Financial Implications:**

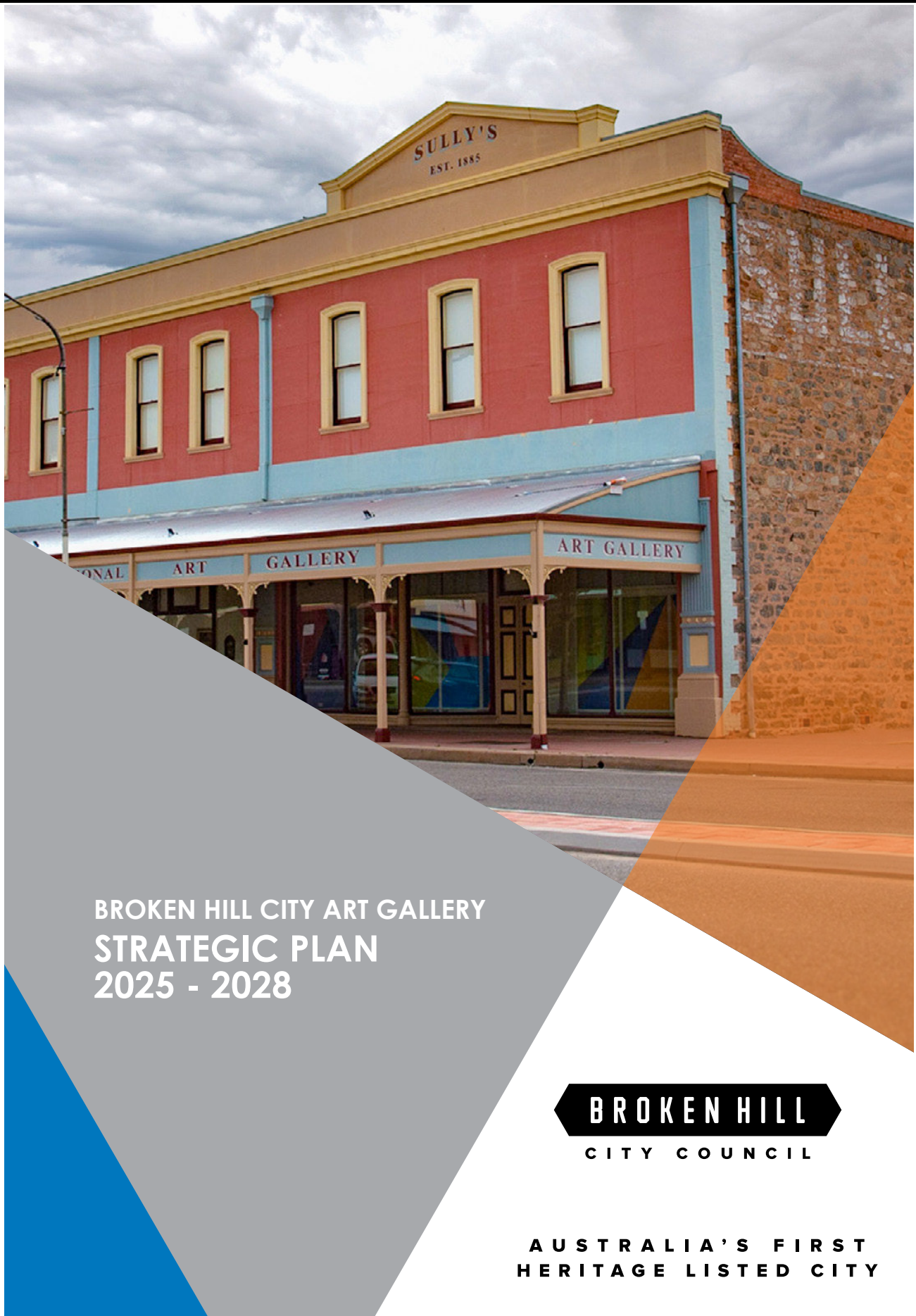
Nil

**Attachments**

1. [↓](#) Broken Hill City Art Gallery Strategic Business Plan 2025 – 2028

RAZIJA NU'MAN  
DIRECTOR CORPORATE AND COMMUNITY

JAY NANKIVELL  
GENERAL MANAGER



**BROKEN HILL CITY ART GALLERY  
STRATEGIC PLAN  
2025 - 2028**

**BROKEN HILL**  
CITY COUNCIL

**AUSTRALIA'S FIRST  
HERITAGE LISTED CITY**

**The Broken Hill City Art Gallery wishes to acknowledge the traditional owners of the land, the Wilyakali people, and pay our respects to their elders; past, present and emerging.**

The Gallery is committed to fostering and sustaining meaningful relationships with First Nations peoples, artists, communities and organisations.

First Nations art, culture, artists, and voices have become increasingly integral to the Gallery's artistic and educational programs.

Our team works both within the Gallery and across the wider arts sector to promote ethical engagement at every level of the arts landscape, while enhancing the visibility and leadership of First Nations art, culture, and communities.



Acknowledgment of Country

Strategic Plan 2025 - 2028



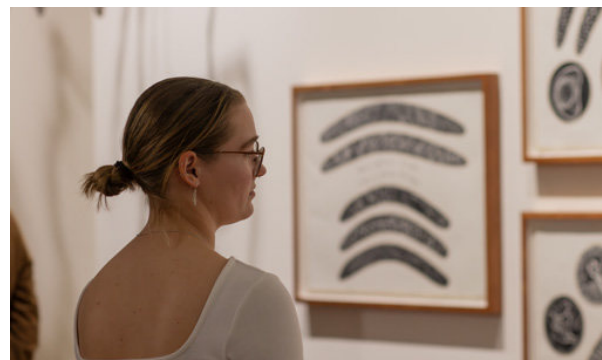
Opening night of Ngaratya Exhibition - artists and family



Works exhibited during the Looking Through Windows Exhibition

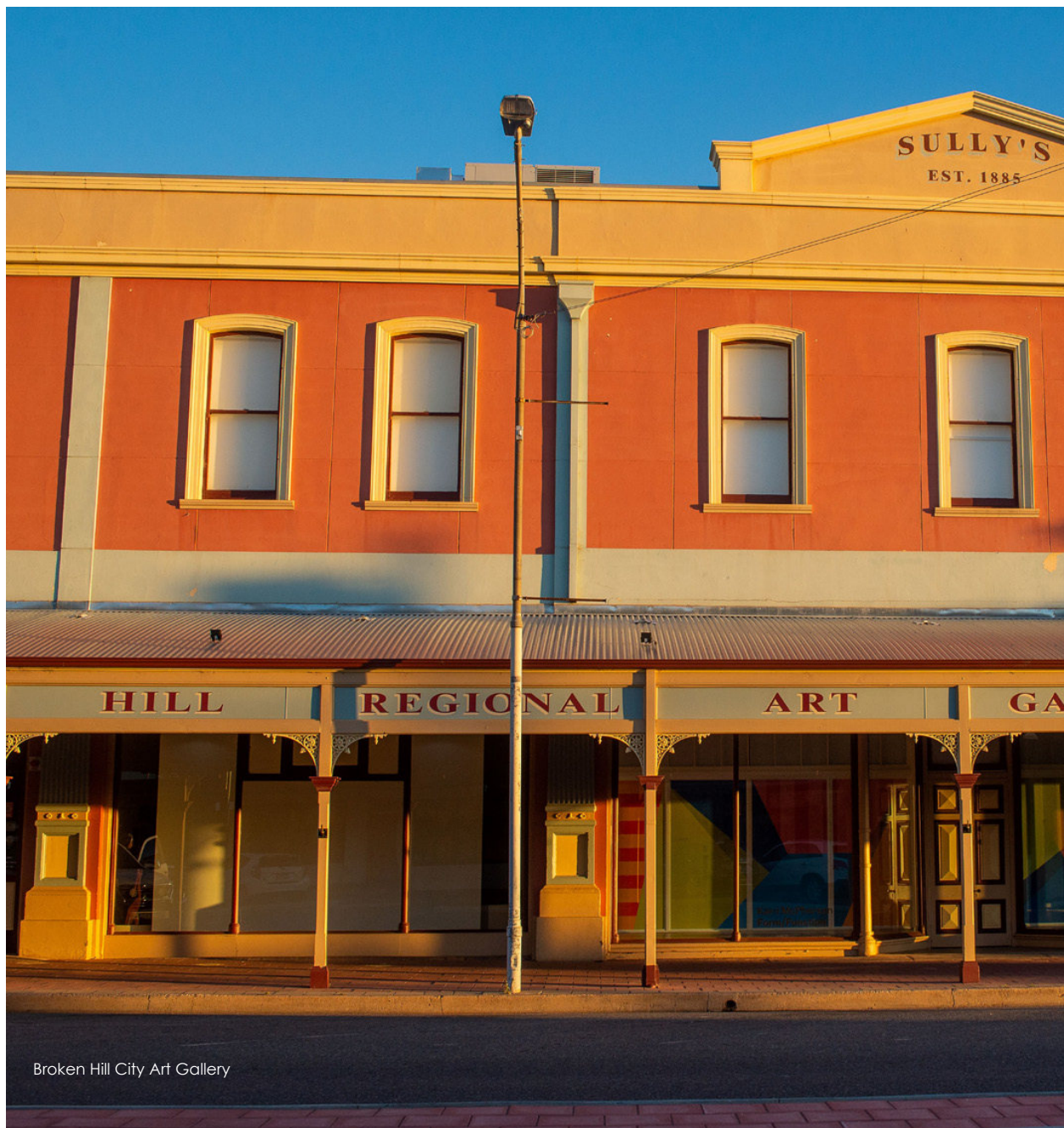


Uncle Leroy Johnson performing at the Gallery



Opening night of Ngaratya Exhibition





Broken Hill City Art Gallery

Legal name: Council of City of Broken Hill  
ABN: 84 873 116 132

Contact:  
Gallery and Museum Manager  
240 Blende Street, Broken Hill NSW 2880  
PO Box 448, Broken Hill NSW 2880  
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[brokenhill.nsw.gov.au](http://brokenhill.nsw.gov.au)

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# EXECUTIVE SUMMARY

The Broken Hill City Art Gallery's strategic plan outlines a vision to cement its role as an influential contributor to the cultural life of Broken Hill and New South Wales.

Few places in New South Wales rival the connection to visual arts that Broken Hill proudly holds. At the heart of this artistic hub stands the Broken Hill City Art Gallery, a pivotal institution with a vast and diverse collection that narrates the rich tapestry of regional NSW through art. As a key regional institution for regional artists and art enthusiasts, the Gallery is committed to showcasing its significant permanent collection and emerging talents and honouring First Nations art and culture.

However, this dedication means that the Gallery has surpassed the spatial limitations of its current venue. This strategic plan lays the groundwork for future growth, advocating for an expanded facility that meets the community's evolving needs for a dynamic, creative environment. In the immediate future, the focus will be on leveraging the Gallery's digitalisation project to extend the reach of its collection beyond its physical confines. In addition, this plan seeks to enhance the gallery's marketing, fundraising, and audience engagement strategies. This approach ensures that the Gallery continues to resonate with residents and attracts visitors to Broken Hill, who form a vital part of its patronage.





Broken Hill City Art Gallery, CXX 120 Year Permanent Collection Exhibition, 2024

This strategic plan is, therefore, about planning for the future and building the case for an expanded Gallery and Workshop space. In pursuing this expansion, the Gallery can truly address the community's needs for a vibrant creative space that celebrates the full range of artistic expression.

A thorough analysis of the Gallery's operating environment and detailed stakeholder engagement have resulted in the establishment of six strategic goals to achieve this vision:

---

**Offering diverse exhibition and workshop programs to a varied audience**

---

**Enhancing marketing efforts to boost attendance and participation**

---

**Campaigning for capital expansion to better feature the permanent collection**

---

**Boosting outreach and engagement through digital innovation**

---

**Consolidating the existing collection with strategic accessions and deaccessions**

---

**Maintaining best practices in financial management and governance**

---



# VISION, MISSION AND HISTORY

## VISION

Being an influential contributor to the cultural life of Broken Hill and NSW through our collaboration with our partners and communities to offer experiences that engage, challenge and inspire.

## MISSION

To provide a dynamic cultural hub for Broken Hill and the region through supporting arts practice and engagement with the arts and by inspiring, stimulating ideas, and encouraging conversations.

## HISTORY

Broken Hill City Art Gallery is the oldest regional art gallery in New South Wales. It was established in 1904 following the bequest of three major artworks by Mr George McCulloch, one of the founders of Broken Hill Propriety Limited (BHP).

Officially opened by the Governor General of Australia, Lord Northcote, the Broken Hill City Art Gallery was first housed in the Broken Hill's Technical College, then moved to the Entertainment Centre. As a part of Art Gallery's centenary celebrations, it relocated in 2004 to Sully's Emporium in Argent Street, in the heart of Broken Hill.

Many of the building's original features have been preserved in the refurbishment process, enhancing the visitor experience.



Above: Original Sully's building images

# AREAS OF OPERATION

Broken Hill City Art Gallery is a cornerstone of the artistic landscape in Broken Hill. Its operations contribute to the cultural fabric of this beautiful part of NSW, renowned for its rich creative heritage and community.

## THE GALLERY'S KEY AREAS OF OPERATION ARE:

Displaying and maintaining its permanent collection, which comprises a rich tapestry of historical and contemporary works that highlight the evolution and diversity of Australian art. This collection, carefully curated over many years, reflects Broken Hill's local heritage and broader Australian art movements, providing an ongoing source of inspiration and education for visitors.

Hosting an array of touring and temporary exhibitions. These exhibitions bring global and national art to the doorstep of Broken Hill, offering residents and visitors alike the chance to engage with artworks they might not otherwise encounter. Through these exhibitions, the Gallery enriches the local cultural landscape by providing a scope of work that complements the range of private galleries active in Broken Hill.

Staging exhibitions that showcase new works by both local and national artists. By providing a platform for emerging talent, the Gallery fosters artistic innovation and encourages dialogue between artists and audiences.

Delivering creative workshops for artists and community members. These workshops offer artists hands-on experiences to hone their craft and collaborate with peers. By facilitating these educational and creative experiences, the Gallery nurtures artistic skills and community bonds.

Venue hire for civic and private events, reinforcing the Gallery's role as a community gathering place. The Gallery strengthens its ties with the local community through events that celebrate cultural diversity and civic pride.

Maintaining a retail shop allows the Gallery to offer art lovers and collectors an opportunity to purchase unique pieces, further supporting the arts community.

Finally, Broken Hill City Art Gallery functions as a focal point for Broken Hill's artistic community, fostering connections that drive the cultural life of the region.

# ALIGNMENT WITH BROKEN HILL CULTURAL PLAN 2021 – 2040

The Broken Hill Cultural Plan 2021-2040 recognises the vital role of arts and culture in shaping its local community. It also outlines the region's rich history of supporting arts and culture. The plan outlines a long-term vision for culture in Broken Hill and provides a roadmap for Council, community and partners to work together in future planning for cultural infrastructure, events, programs, partnerships and funding.

It outlines three focus areas to concentrate efforts on:

FOCUS AREA	PEOPLE AND COMMUNITY	SPACES, ASSETS AND PLACES	SECTOR CAPACITY BUILDING
RELEVANT GOALS	1.1, 1.2, 1.4, 1.5, 1.6, 1.8 & 1.9	2.1, 2.2 & 2.3	3.3, 3.5, 3.6 & 3.7
THE STRATEGIC PLAN ALIGNS THROUGH...	Increased involvement by First Nations & Youth, Increased community participation, increased marketing, and enhanced spaces for Broken Hill residents to enjoy the arts.	Increased opportunities for cultural tourism, creative activation, & conservation of collections,	Arts employment, supporting creative business, delivering arts programs, supporting research opportunities,





Pro Hart Outback Art Award 2024, Rick Ball, Desert People (foreground), Clark Barrett, The Dance of Woolshed Calligraphy (Background right), Joshua de Gruchy Thoughts Upon that Bushland Throne (Background left)



# AUDIENCES AND SECTOR DEVELOPMENT

Broken Hill City Art Gallery is a critical part of the thriving visual arts scene of Broken Hill, strategically increasing its attendance and enriching the cultural ecology of New South Wales.

Despite the city's distance from major urban centres, its vibrant art scene acts as a major tourism drawcard and contributes significantly to Broken Hill's economy. The Gallery employs a multi-faceted strategy to increase visitor numbers by regularly rotating exhibitions and maintaining continual engagement with tourism and accommodation providers. This proactive approach, coupled with ongoing communications and marketing campaigns, ensures the Gallery remains at the forefront of tourists' itineraries, offering a uniquely Broken Hill experience infused with the local culture and heritage. The Gallery also continues to engage with the local community, ensuring good custodianship and regular exhibition of the permanent collection, which is a source of strong pride for many in the community.

With an annual influx of over 250,000 visitors flocking to see artworks across 27 galleries, the Gallery capitalises on its position as the city's largest and most diverse collection to draw national and international tourists.

**"Beautiful exhibition space retaining elements of its heritage"**

**"Fabulous facility – thank you Broken Hill Council!"**

**"Thank you for giving Aboriginal artists a voice"**

**"Incredible to see the Indigenous art in all the mixed media – thank you"**

**"Best composed exhibition of First Nations art I have ever seen!"**

**"Loved the space and the powerful First Nations' pieces."**

Integral to strengthening the visual arts as an art form, the Gallery hosts regular artist residencies and attracts notable artists, enriching NSW's wider visual art sector. The annual Pro Hart Outback Art Prize supports emerging talent and allows for the acquisition of new works that enhance the existing collection, continually evolving the Gallery's offerings. Such initiatives bolster the Gallery's reputation as a crucial player in artistic development and collaboration, providing a platform where artists can showcase their craft to a wider audience. In addition to the Pro Hart Outback Art Prize, the Gallery hosts the annual Maari Ma Indigenous Art Awards, which aims to foster and promote emerging and established Indigenous artists in Broken Hill and its surrounding communities.

In carving out its role within the cultural ecology of NSW, the Gallery is a key example of excellence in regional cultural tourism. Showcasing a robust and dynamic arts environment underscores the significance of art in community identity and connectivity. As the major arts institution in Broken Hill, the Gallery enhances the region's cultural infrastructure, illustrating how art can transform communities and perpetuate cultural dialogue on both a local and regional level.



Dr Lorina Barker, Looking Through Windows exhibition, 2024

# CONTRIBUTION TO LOCAL TOURISM



Tourism stats from Patternmakers. 2024, "Cultural Tourism in Regional NSW".

The Gallery plays a vital role in the region's cultural tourism growth, serving as a core attraction that draws art enthusiasts and curious travellers alike.

As the largest gallery in the city, it acts as a tent pole destination, offering vibrant experiences around which entire trips to Broken Hill can be planned. The Gallery boasts critical pieces within its collection, including works by the renowned "Brushmen of the Bush," which are a significant draw for visitors eager to immerse themselves in the unique cultural narrative of outback Australia.

Notably, 90% of Gallery visitors are tourists, a testament to its existing influence in the cultural tourism sector. This strategic plan aims to leverage this appeal by increasing the visibility and accessibility of the Gallery's physical and digital collections. This enhanced focus promises to attract more tourists and provide them with richer, more engaging experiences, further cementing the Gallery's role as an essential part of Broken Hill's cultural tourism landscape.



Executive Summary

Strategic Plan 2025-2028



Pro Hart Outback Art Award 2024 Finalists, Margaret Campbell, Desert Mirage, 2024 (foreground), Kelly Leonard, Transmission, 2024 (background)

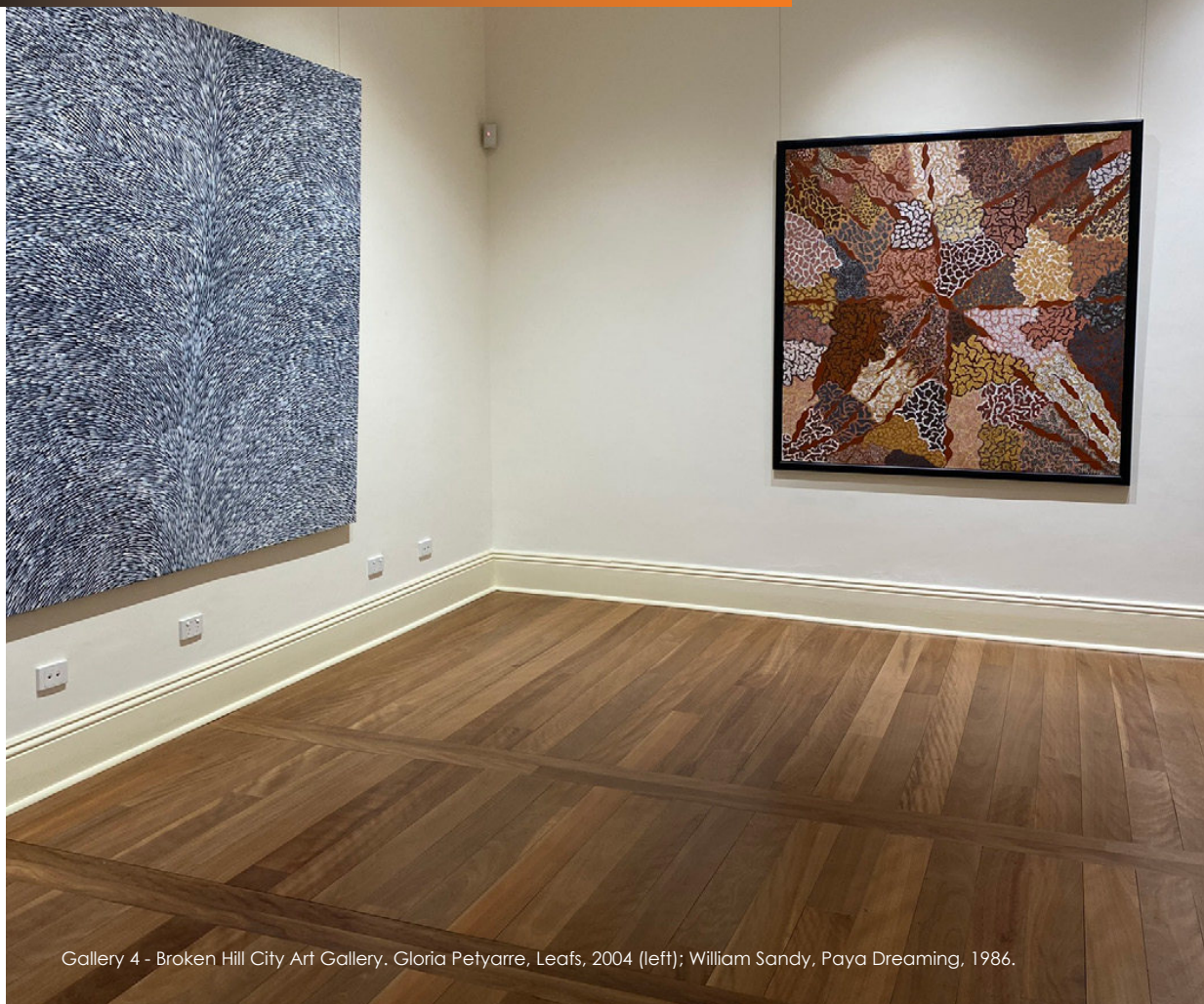
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Broken Hill City Art Gallery



# OUR COLLECTION

Since its inception in 1904, Broken Hill City Art Gallery has acquired and grown a collection of national importance that represents the diversity and character of the City.



Gallery 4 - Broken Hill City Art Gallery. Gloria Petyarre, *Leafs*, 2004 (left); William Sandy, *Paya Dreaming*, 1986.

Reflecting the region's identity, spirit and sense of place, the Collection is an important source of inspiration that stimulates public discourse & debate and returns long-term cultural benefits to the local community.

The Collection consists of more than 2,000 European and early Australian, modern and contemporary artworks, predominantly paintings and works on paper, by artists including Rick Amor, Charles Blackman, Arthur Boyd, Noel Counihan, Liz Cumming, George Gittoes, Barbara Hanrahan, Mandy Martin, Clifton Pugh, Lloyd Rees, Gary Shead & Tim Storrier.

It also has a strong representation of leading Aboriginal artists, including Clifford Possum Tjapaltjarri, Michael Nelson Tjackamarra, William Sandy, David Malangi, Emily Kame Kngwarreye, Susan Marrawarr, Gordon Hookey and Badger Bates. The cultural history of Broken Hill is extensively surveyed through works by JC Goodhart, Sam Byrne, Robert Emerson Curtis, May Harding, Hoppy Hopgood, and Pro Hart.

The Collection is further enhanced through the generous donation or gift of artworks and through the Gallery's acquisitive award, The Pro Hart Outback Art Prize (sponsored by the Hart Family).

Enhancing the Collection and making it more accessible are critical components of this Strategic Plan. Over the next four years, the Gallery aims to use digital technology to make more of the collection outside its walls and undertake strategic accession and de-accessioning to ensure its ongoing vibrancy while retaining its vital local and historical significance. In addition, we will also seek to grow the representation of female artists in the Gallery.

Community Galleries - Broken Hill City Art Gallery



# SUMMARY OF ACHIEVEMENTS

BETWEEN FY21 AND FY24		36,486 Visitors	54 Exhibitions	437 Events	
VISITOR PROFILE	35% One-time visitors	28% First-time visitors	47% Over 55s	25-44 Age that Overseas visitors are most likely to be	
EDUCATION + PUBLIC PROGRAMS (2023)					
16 Exhibitions	1 Art Award	92 Workshops for young people	15 Workshops – skill based for adults	39 Tours	15 Other events
SERVICE AREA					
323,477km <sup>2</sup> Size of the Gallery's broader catchment area, the Far West Region. This makes up over 40% of NSW.			25 Townships Where the Gallery promotes & delivers its programs and activities to as well as being the cultural hub of Broken Hill.		
DIGITAL REACH		5,291 Facebook followers	3,524 Instagram followers		

Broken Hill City Art Gallery has marked an impressive milestone by celebrating its 120th anniversary in 2024, a testament to its longstanding contribution to the region's cultural fabric.

Over the years, the Gallery has built a legacy of promoting and showcasing diverse talent, which is exemplified through initiatives like the Maari Ma Indigenous Art Awards. With a substantial total prize pool of \$12,500, these awards recognise and support Indigenous artists, fostering creativity and cultural expression.

The Gallery's commitment to celebrating artistry is further highlighted by the Pro Hart Outback Art Prize, which offers a total prize pool of \$23,000, alongside an acquisition for the collection. This prize provides a significant platform for artists to showcase their works and be recognised within a prominent collection.

The Gallery's extensive collection of European and early Australian, modern, and contemporary Australian art is nationally significant and a source of considerable pride among the Broken Hill community. It includes works by Arthur Streeton, Rupert Bunny, George Lambert, Noel Counihan, John Olsen, Clifford Possum Tjapaltjarri, Emily Kame Kngwarre, and Michael Nelson Tjackamarra. The gallery also showcases the work of local and regional artists, such as Sam Byrne, William 'Badger' Bates, Jim Paterson, and Pro Hart.

A pioneering effort in the digital age, the Gallery has successfully digitised its collection and made it accessible online, ensuring that art enthusiasts worldwide can appreciate its treasures. This initiative goes hand-in-hand with the ongoing cataloguing and conservation of its permanent collection, comprising over 2,000 Australian and international works valued at over \$10 million. Such efforts guarantee the preservation and accessibility of artwork for future generations.

In a remarkable achievement, the exhibition "Barka: The Forgotten River" by Barkandji elder Badger Bates and artist Justine Muller, which initially debuted at the Gallery, was transferred to the Australian Museum in 2023. This transfer underscores the Gallery's influence in elevating important cultural narratives on a national stage.

This was further enforced with the exhibition, 'ngaratya (together, us group, all in it together)', an exhibition which brought together six Barkandji/Barkindji artists, Nici Cumpston, Zena Cumpston, David Doyle, Kent Morris, Adrienne Semmens, and Raymond Zada, who explored the artists' homelands and Ancestral connection through over 50 newly commissioned works.

Among its diverse exhibitions, the Gallery has recently presented "THIS IS WHO I AM: Expressions of Queer Power from Far West NSW" in 2024, as part of the Broken Heel Festival. Additionally, the inclusion of exhibitions from cutting-edge artists such as Luke Scibberas and Sunno Mitchell, alongside pieces by the legendary Brushmen of the Bush" like Pro Hart, Eric Minchin, Jack Absalom, John Pickup, and Hugh Schultz, illustrates the Gallery's ongoing commitment to celebrating both contemporary and traditional art forms.

During the post-COVID era, from 2022 through to the current day, the Gallery has held over 100 exhibitions and has successfully hosted more than 500 individual programs, comprising workshops for youth, skills-based workshops for adults, and workshops for Indigenous skills development and performances.



# FUTURE PROGRAMS AND PROJECTS



Touring Gallery - Broken Hill City Art Gallery

Broken Hill City Art Gallery's artistic program for 2025 is planned to provide an invigorating blend of regional creativity and diverse exhibitions.

Combining a remarkable range of work by local artists with visiting exhibitions, the program highlights emerging talents from regional New South Wales. As key staples, the Pro Hart Outback Art Prize, the Maari Ma Indigenous Art Awards and the Gallery's artist-in-residence program, the Open Cut Commission, continue to exemplify the commitment to honouring artistic excellence and cultural heritage. These flagship events celebrate established artists and pave the way for newcomers to gain visibility in the broader art community.

This year's program will also feature a rich array of workshops, engagement activities, and performance events, creating opportunities for new audiences to engage creatively and connect with the gallery in meaningful ways. Together, these initiatives reinforce the gallery's ethos of fostering a vibrant, inclusive art scene representing Broken Hill while exploring new expressions of creativity. See Appendix B for full details.

In addition, the program will underline the need for the Gallery's expansion and associated Workshop space, by demonstrating ongoing demand for exhibition and opportunities to participate in art making.

Executive Summary

Strategic Plan 2025-2028



ARTIST NAME  
ARTIST BIOGRAPHY  
ARTIST STATEMENT  
ARTIST CONTACT INFORMATION



Broken Hill City Art Gallery's Permanent Collection exhibition, 2024

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Broken Hill City Art Gallery



# PROGRAMMING PRINCIPLES

## COMMUNITY

We present works by and for our local community, showcasing our Collection and local contemporary artists

## PLACE

We celebrate the unique aesthetics of our City and our region

## DIVERSITY

We acknowledge and represent our City's rich diversity, which underpins our regional identity

## INNOVATION

We embrace our rich history of thinking innovatively and delivering original and creative outcomes



Opening night, ngaratya exhibition, 2024

## EACH YEAR WE SEEK TO PROGRAM

12-16 Exhibitions (4 rounds with 3-4 shows in each)

2 Artist in Residence program

50 workshops for schools and young people

10 art skills development workshops (run by artists)

4 artist talks/lecturers (to complement the exhibition program)

12 programs and events (including movie night, music, food event, member events, etc.)

A range of ongoing private functions, events, ceremonies and commercial hire

The ongoing development and digital exhibition of the Collection

Executive Summary

Strategic Plan 2025-2028



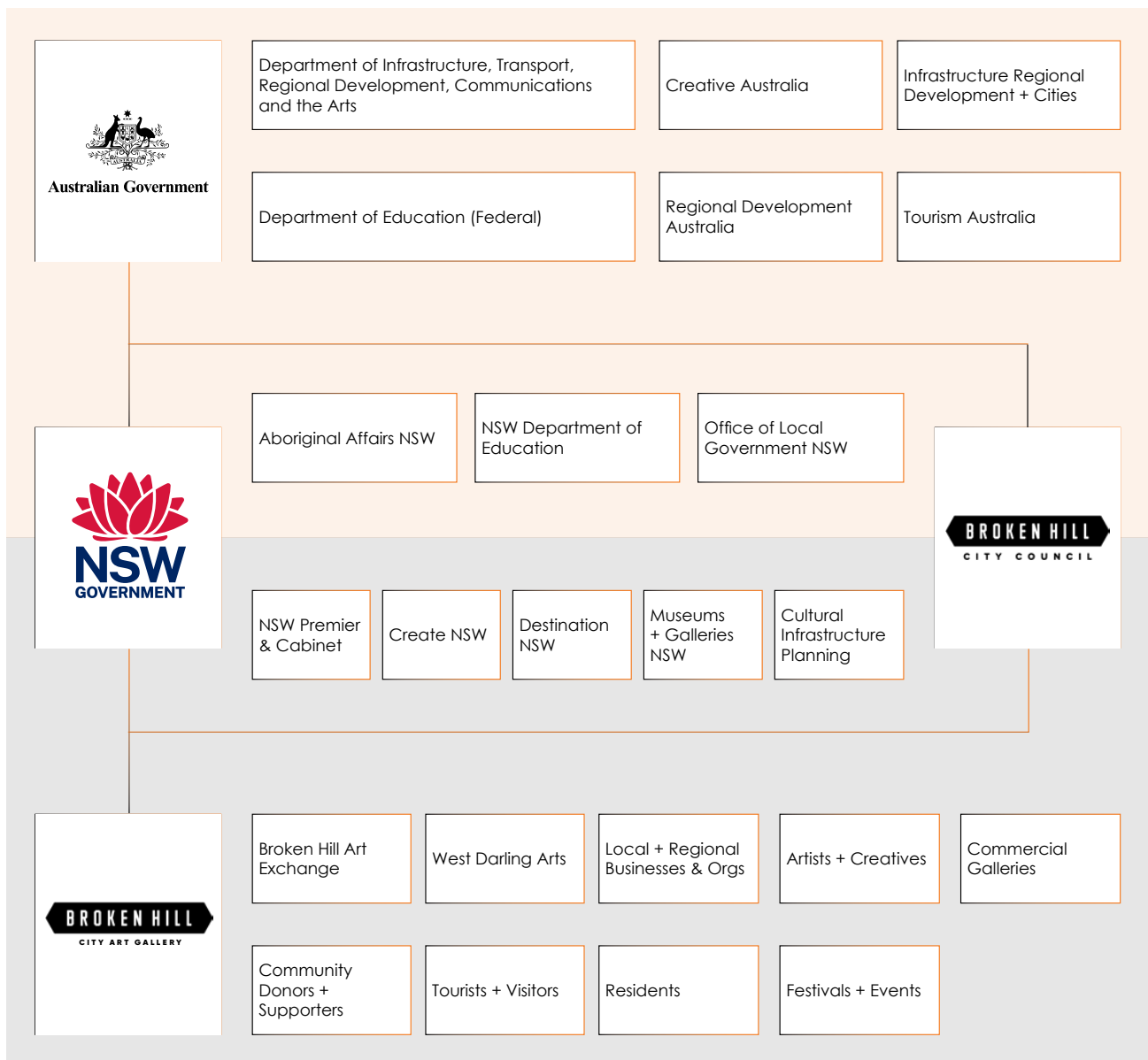
Opening night, Dr Lorina Barker, Looking Through Windows exhibition, 2024

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Broken Hill City Art Gallery



# ANALYSIS OF INTERNAL AND EXTERNAL OPERATING ENVIRONMENTS



A detailed examination of the Gallery's internal and external operating environments has guided the formulation of this strategic plan. The Gallery operates in a vibrant cultural setting, a well-regarded local institution with a nationally significant collection. As a key player in a city with a strong visual arts presence, the Gallery benefits from high tourist attendance and strong community ownership, bolstered by good leadership and a committed team. However, challenges such as limited display space, a lack of comprehensive fundraising strategies, and geographical isolation pose weaknesses that impact operational efficiency.

Opportunities include the potential for commercial space hiring, involving more school groups, and expanding into new spaces like the Workshop area. Community engagement can be enhanced through building on the existing artist residencies program and increasing support for local artists. Nevertheless, threats like the need for political support, competition from other galleries, and economic uncertainties require strategic navigation. The gallery must also manage environmental controls for its collection. Sustaining a high level of civic pride while addressing these challenges is pivotal.

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**STRENGTHS**

- Well-regarded local institution
- Breadth of the collection (of national significance)
- High tourist attendance
- Broken Hill is a visual arts town/cultural economy
- Good leadership and committed team
- Attracts interest from artists/researchers/visitors outside BH
- Strong community ownership of collection
- Strong civic pride

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**WEAKNESSES**

- Limited space to display an extensive collection
- Lack of fundraising strategy, staff & resources
- Low number of local ambassadors to champion the Gallery
- Comms/marketing: getting the word out
- Geographical isolation
- Lean staffing

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**OPPORTUNITIES**

- Greater commercial hiring of Gallery space
- Getting more school groups in/pop-up kids space
- Building the case for the capital expansion into the Workshop space/car park
- Galvanising support base
- Building on existing artists residency program
- Getting more of the collection out of the building
- Ticketed entry for selected exhibitions
- Build on previous work with prisoners and health staff with tailored art programs.

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**THREATS**

- 355 committee structure limits fundraising potential
- Competition from other galleries (local and for touring opportunities)
- Economic threats; need to maintain revenue
- Maintaining environmental controls in the upstairs gallery (works on paper)

# STRATEGIC GOALS AND INDICATORS

Over 2025 - 2028, Broken Hill City Art Gallery aims to extend its activities and further consolidate its position as a premier cultural institution in Broken Hill and regional NSW. We aim to enhance engagement and community involvement by finding new and innovative ways to reach more residents and visitors.

To achieve this, we are concentrating on six strategic pillars that will elevate the Gallery's reputation and engage a broader audience.

1

By building on our exhibition and workshop programs, we will offer diverse cultural experiences catering to various interests and age groups. These programs will celebrate our permanent collection and showcase new work and emerging artists.

2

Enhancing our marketing and communications efforts to grow attendance and participation, and connect effectively with our community.

3

Development of a business case for a much-needed expansion of the Gallery, allowing us to showcase our permanent collection better and further support local artists. This will mean investing in our fundraising capacity.

4

Our outreach and engagement initiatives will be boosted to bring the Gallery and its collection to the attention of more visitors and residents of Broken Hill. A key initiative here will be the digital display of the collection outside the Gallery's walls.

5

We will continue our strategic consolidation of our collection to ensure we preserve and highlight our cultural assets carefully and precisely.

6

Underpinning all these efforts is our unwavering commitment to best-practice financial management and governance, ensuring our plans are sustainable and grounded in fiscal responsibility.



Broken Hill City Art Gallery's Permanent  
Collection exhibition, 2024

### OUR KEY FOCUS AREAS ARE:

Delivery of the artistic program

Increased marketing

Increased engagement with a  
business case for expansion

Enhancing the Collection

Digital outreach

Fundraising strategy and costs



## AREA OF OPERATION 1

## EXHIBITION AND WORKSHOP PROGRAM

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Exhibitions	#	12	12	12	12
Goal 2	Workshops	#	80	80	80	80
Goal 3	Performances	#	4	4	4	4

## AREA OF OPERATION 2

GROWING ATTENDANCE & PARTICIPATION,  
THROUGH ENHANCING COMMUNICATIONS

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Greater reach and following on specific channels	# of social media followers	Increase of 5% on the previous year's reach	Increase of 5% on the previous year's reach	Increase of 5% on the previous year's reach	Increase of 5% on the previous year's reach
Goal 2	Use other networks to get our message out	# of partners	1-2 partners added annually	1-2 partners added annually	1-2 partners added annually	1-2 partners added annually
Goal 3	Drive comms towards attendance	Greater attendance	Increase of 10% on previous year's attendance	Increase of 5% on previous year's attendance	Increase of 5% on previous year's attendance	Increase of 5% on previous year's attendance

## AREA OF OPERATION 3

## CAMPAIGN FOR CAPITAL EXPANSION

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Activate the friends of the gallery (combine with membership offer)* driving local attendance	Activated and membership growing	In place	5% increase in membership	5% increase in membership	5% increase in membership
Goal 2	Fundraising strategy in place for capital works projects, such as the development of the Workshop.	\$ raised	\$50,000	10% increase on the previous year	10% increase on the previous year	10% increase on the previous year

## AREA OF OPERATION 4

## BOOSTING OUTREACH &amp; ENGAGEMENT

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Digital exhibition of works outside the Gallery work	# of screens	2 screenings	5 screenings	5 screenings	5 screenings
Goal 2	The acquisition policy for digital art clearly notes works created with AI technology.	# of artwork	1 new digital work acquired	1 new digital work acquired	1 new digital work acquired	1 new digital work acquired
Goal 3	Growing engagement & workshops, particularly for schools	0.5 FTE engagement officer employed,	Position established	Position maintained	Position maintained	Position maintained

## AREA OF OPERATION 5

## CONSOLIDATING THE COLLECTION

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Strategic accession and de-accessioning of the collection (identify gaps in the collection)	Strategic accession and de-accessioning take place each year	Strategic accession and de-accessioning take place	Strategic accession and de-accessioning take place	Strategic accession and de-accessioning take place	Strategic accession and de-accessioning take place
Goal 2	Grow female representation with collection	# Artworks by female artists	Increased representation of female artists	Increased representation of female artists	Increase by representation of female artists	Increase by representation of female artists

## AREA OF OPERATION 6

MAINTAINING BEST PRACTICE FINANCIAL  
MANAGEMENT AND GOVERNANCE

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Pursue commercial opportunities, such as venue hire and events, coffee cart	% of earned revenue to total revenue	5% increase per year	5% increase per year	5% increase per year	5% increase per year
Goal 2	Review the roles and responsibilities of the AAC to add more strategy and fundraising aims/expertise.	Review undertaken and changes made.	The review is complete; roles are revised, and strategy and fundraising expertise are added.	Maintained and led a role in a capital campaign for extension undertaken.	Maintained and led a role in a capital campaign for extension undertaken.	Maintained and led a role in a capital campaign for extension undertaken.
Goal 3	Dedicated strategy and resources for fundraising	Strategy in place and \$ raised	\$10,000	10% increase on the previous year	10% increase on the previous year	10% increase on the previous year

Strategic Goals & Indicators

Strategic Plan 2025-2028



Permanent Exhibition Gallery, Broken Hill City Art Gallery, 2024

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Broken Hill City Art Gallery

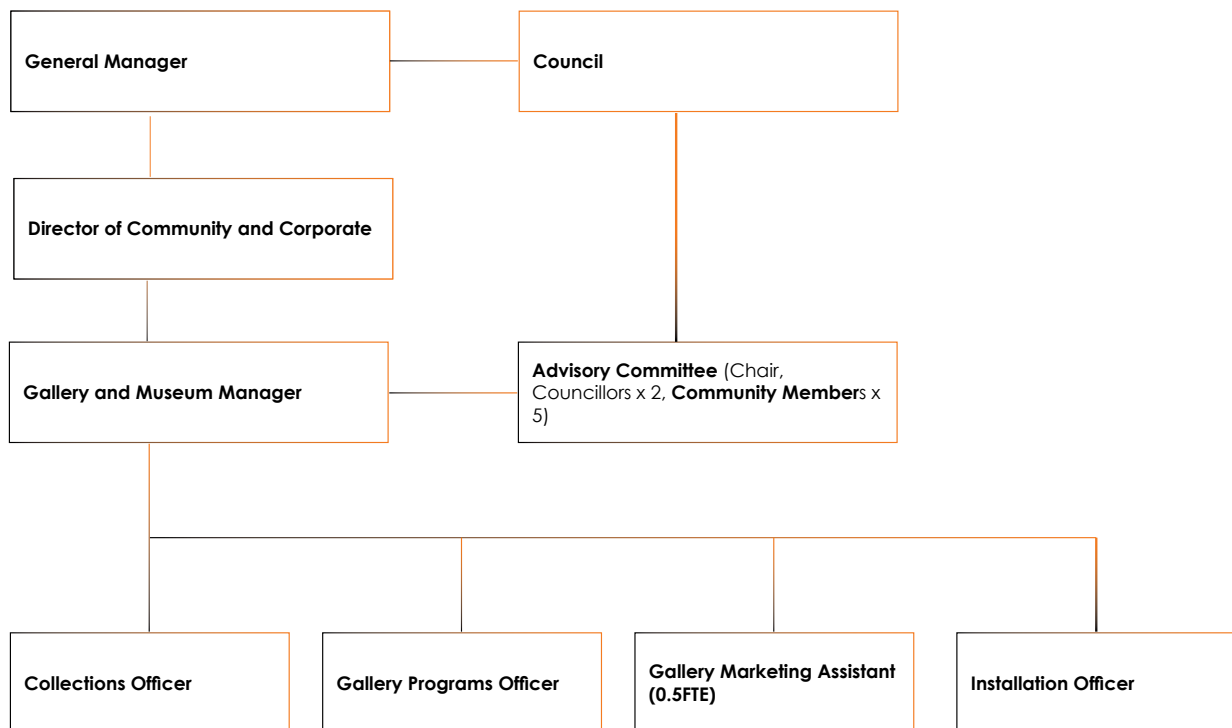


# GOVERNANCE

The Broken Hill City Art Gallery operates under the guidance of an Art Gallery Advisory Committee, a Section 355 committee of the City of Broken Hill Council. This group plays a pivotal role by offering strategic advice on curatorial, cultural, and programming matters, ensuring the gallery's offerings remain dynamic and relevant.

The Gallery falls under the Broken Hill City Council's key operational area of Corporate and Community, which is overseen by the Director of Corporate and Community.

The core team driving the Gallery's vision comprises five staff members and a small group of dedicated volunteers assist with visitor liaison and running the retail shop.





Governance

Strategic Plan 2025-2028

Permanent Exhibition Gallery, Broken Hill City Art Gallery, 2024

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Broken Hill City Art Gallery

# MODERN WORKPLACE CONDITIONS

As an integral component of the City of Broken Hill Council, we pride ourselves on maintaining comprehensive policies that support progressive workplace standards reflective of our organisational values.

Our commitment to fair pay and conditions manifests in paying staff according to established award rates and compensating artists in line with NAVA guidelines, ensuring that all contributors receive what they rightfully deserve.

Regarding health and safety, we strictly comply with Occupational Health & Safety regulations and policies, fostering a secure and healthy work environment for everyone. Specifically, the Gallery adheres to the Broken Hill City Council General Manager's Statement of WHS Commitment.

Our dedication to equal opportunity is reflected in our robust practices that guarantee inclusivity, allowing all individuals to thrive regardless of gender, race, religious beliefs, or sexual orientation.

Recognising the need for work flexibility, we offer our staff various flexible work patterns, including working from home, accommodating diverse lifestyle needs and promoting work-life balance.

Furthermore, our commitment to a respectful and supportive workplace is underscored by our comprehensive anti-bullying policies designed to protect and empower our staff.

Lastly, we adhere to rigorous protocols to ensure our supply chains are free from modern slavery, demonstrating our unwavering commitment to ethical practices.



Modern Workplace Conditions

Strategic Plan 2025-2028



Pro Hart Outback Art Prize, 2024

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Broken Hill City Art Gallery



# RISK ASSESSMENT

## DAMAGE TO THE COLLECTION

Likelihood: Medium

Impact: High

Mitigation Strategy: Maintain stringent handling procedures and regular maintenance schedules for all art pieces. Invest in security and climate control systems to protect the collection from environmental damage and theft. Train staff in preservation techniques and emergency response procedures to minimise potential damage during unforeseen events.

## LACK OF IMPACT THROUGH LIMITED SPACE

Likelihood: Medium

Impact: Medium

Mitigation Strategy: Plan a capital expansion campaign to increase gallery space. Optimise current space usage through innovative exhibition designs and rotating displays. Collaborate with other venues for off-site exhibitions, extending the gallery's reach and presence in the community. Use digital exhibition to showcase the collection in spaces other than the Gallery.

## FINANCIAL MISMANAGEMENT

Likelihood: Low

Impact: High

Mitigation Strategy: Maintain a robust financial management framework, incorporating best practice governance and audit routines. Regular financial reporting and review meetings will ensure transparency and accountability.

## POOR ATTENDANCE THROUGH LACK OF EFFECTIVE COMMUNICATION

Likelihood: Medium

Impact: Medium

Mitigation Strategy: Enhance communication strategies by leveraging digital marketing and social media platforms to reach a wider audience. Develop targeted campaigns for various demographic segments, focusing on engaging content and consistent messaging. Evaluate and refine these strategies regularly based on attendance data and community feedback.

## LOW COMMUNITY ENGAGEMENT

Likelihood: Medium

Impact: Medium

Mitigation Strategy: Strengthen outreach initiatives by creating community-led programs and events. Collaborate with local schools, cultural organisations, and businesses to foster deeper connections. Encourage community input and participation in gallery activities to ensure alignment with public interests and needs.

# MARKETING AND COMMUNICATION

This action-oriented plan is designed to resonate with the local community while reaching a broader audience through coordinated efforts.

To enhance the visibility and engagement of Broken Hill City Art Gallery, our marketing and communications plan will focus on a multi-faceted approach involving traditional media, digital platforms, and strategic partnerships.

Our audience consists of around 15,000 visitors per year, with a strong bias towards visitors to Broken Hill (90% of attendees).

## PUBLIC OUTREACH

We will maintain our public outreach initiatives through social media, posters, radio broadcasts, and articles in the new local newspaper. Using traditional channels will help us effectively reach residents in Broken Hill, fostering a connection with the community. Although old school, they help locals know “what is happening”. By regularly updating content and offering compelling storytelling, we will maintain public interest and drive foot traffic to the gallery.

## TOURISM AND HOSPITALITY COLLABORATION

We will continue our ongoing collaborations with tourism and hospitality providers and the tourism unit at Broken Hill City Council. These partnerships will allow us to integrate Gallery experiences into broader tourism packages, thus positioning the Gallery as a key cultural attraction. Regular meetings and shared initiatives will enhance our impact on the region’s cultural and economic vitality.

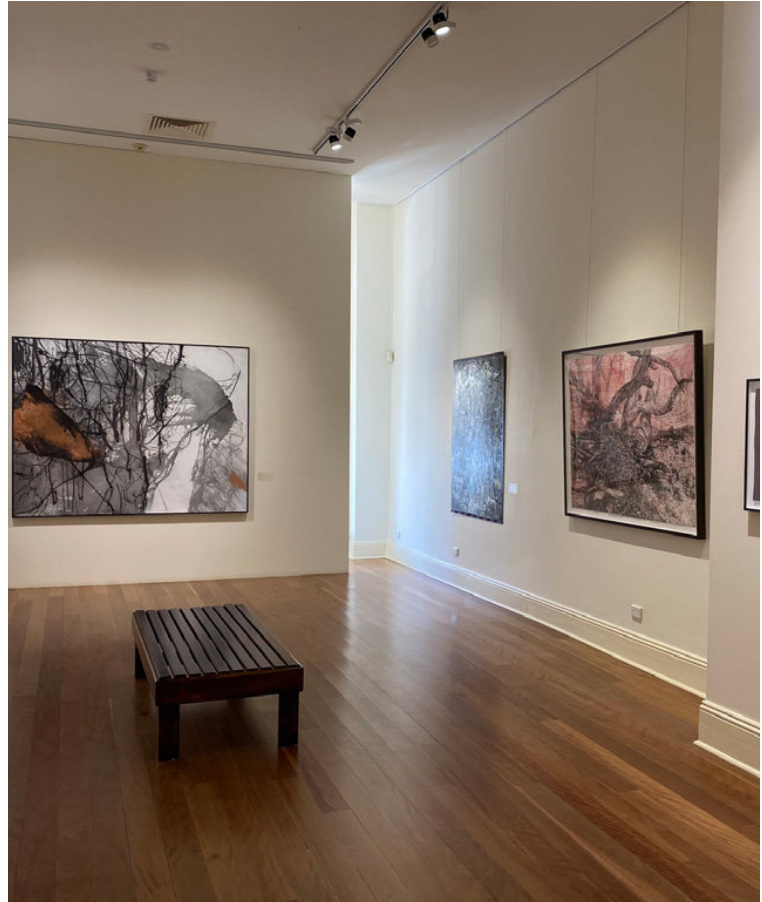
## PROMOTION OF NEW EXHIBITIONS AND EVENTS

We will continuously promote new exhibitions and events to inspire repeat visits. We will maintain a dynamic exhibition schedule, ensuring there is always something new to explore. Promoting these changes through exciting teasers and announcements will keep visitors engaged and eager to return.

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### **NATIONAL ART PRESS COVERAGE**

Target ongoing coverage in the national art press regarding our unique prizes and commissions. Cultivating relationships with national art journalists and outlets will secure our place in the art conversation, elevating Broken Hill's profile as a noteworthy art destination.



Access Gallery, Broken Hill City Art Gallery, Pro Hart Outback Art Prize 2024

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### **SOCIAL MEDIA CAMPAIGNS**

We will expand our digital footprint through ongoing social media campaigns tailored to grow our online audience. Using platforms like Instagram and Facebook, we will share engaging multimedia content showcasing our exhibitions and events. By fostering an interactive community online, we will attract digital attendees who extend our reach beyond geographic borders.

---

### **ART AND HERITAGE TRAIL INCLUSION**

Pursue inclusion in Broken Hill's art and heritage trails to integrate the gallery into the region's cultural narrative. By collaborating with trail organisers, visitors exploring these trails will see our gallery as a highlighted stop, thus enhancing their cultural experience and increasing our visibility.

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### **NATIONAL MEDIA ENGAGEMENT**

Curate selective placement of national media stories highlighting Broken Hill's vibrant art scene. These stories will celebrate our local contributions to the arts, inviting a broader audience to discover what makes the gallery and the city stand out. Through thoughtful media engagement, we aim to attract art enthusiasts from across the country, encouraging them to explore our exhibitions and the artistic richness of Broken Hill.



## APPENDIX A

# ALIGNMENT WITH CREATE NSW PRIORITY AREAS

The Gallery's objectives are strategically aligned with Create NSW's priority areas, ensuring consistency with cultural policies that bolster the arts and culture sector in the Far West.

### FIRST NATIONS STORIES AND COMMUNITIES

The Gallery proudly houses a significant collection of artworks by Indigenous Australians and is dedicated to engaging with local communities to represent their voices through our exhibitions.

### WESTERN SYDNEY AND REGIONAL NSW

Situated in the heart of Far West NSW, we play a pivotal role in the visual arts landscape, advocating for the interests of both artists and audiences within regional NSW.

### NEXT GENERATION OF CREATIVES AND AUDIENCES

We are committed to connecting with emerging artists and presenting innovative works that resonate with younger audiences, nurturing the creativity of the upcoming generation.

### BROAD AND INCLUSIVE COMMUNITIES AND CONTENT

We embrace the rich diversity of the Broken Hill community and are devoted to fostering initiatives that encourage representation and participation across a spectrum of perspectives.

Broken Hill City Art Gallery Touring Gallery 2024



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### ACCESSIBILITY AND EQUITY

Our commitment to making art accessible is evident throughout our physical gallery space and internal programs. We prioritise accessibility to ensure that the gallery remains an open and welcoming environment for everyone, upholding our belief that art should be inclusive and accessible to all.

Broken Hill City Art Gallery

Appendix A

Strategic Plan 2025-2028



Broken Hill City Art Gallery's permanent exhibition space and touring galleries, 2024

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Broken Hill City Art Gallery



APPENDIX B

## ARTISTIC PROGRAM OF ACTIVITIES 2025 – 2026

This is a projected artistic program of activities; not all activities are expected to be confirmed.



Broken Hill City Art Gallery Touring Gallery, Pro Hart Outback Art Prize 2024

## 2025 - 2026 EXHIBITION SCHEDULE

DATE (WHEN) MONTH/ YEAR	ACTIVITY (WHAT)	TARGET AUDIENCE (WHO FOR)	LOCATION/S (WHERE)	KEY PERSONNEL/ARTISTS/PARTNERS (IF KNOWN) (WHO BY)	
			VENUE NAME, SUBURB, POSTCODE	NAME	ROLE
February - April 7.02.25 - 27.04.25	Blow Back Ins Exhibition	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Ann Thomson Ann Cape Chris Gentle Daniel Pata Gina Bruce Kerry McInnis Paul Connor Rentata Pari Lewis Sophie Cape Willemina Villari Mike MacGregor	Artists
February - April 28.02.25 - 23.03.25 28.02.25 - 23.03.25	St Pats 60th Year exhibition	Local community (living within LGA);	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Steven Radford OAM; Andrew Schmidt	Key Personnel
February - April 7.02.25 - 27.04.25	Potter's Society Bi- Annual Exhibition	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Deborah Elliot	Broken Hill Potter's Society - Secretary
February - April 7.02.25 - 27.04.25	Willyama Art Society Bi-Annual Exhibition	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Dennis Hebbard	Willyama Art Society - President
May - July 02.05.25 - 06.07.25	Journey in human landscape: SOUTH AUSTRALIAN ARTIST COLLECTIVE	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Barbara Palmer Robyn Zema- Russell Kathryn Hill Ray Meandering	Artists
May - August 02.05.25 - 10.08.25	Catherine Farry Exhibition	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Catherine Farry	Artist
July - August 12.07.2024 10. 8.2024	Touring Exhibition - BALD ARCHIES in Partnership with the Museum of the Riverina.	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Luke Grealy	Key Personnel



## 2025 - 2026 EXHIBITION SCHEDULE

DATE (WHEN) MONTH/ YEAR	ACTIVITY (WHAT)	TARGET AUDIENCE (WHO FOR)	LOCATION/S (WHERE)	KEY PERSONNEL/ARTISTS/PARTNERS (IF KNOWN) (WHO BY)	
			VENUE NAME, SUBURB, POSTCODE	NAME	ROLE
May - August 02.05.25 - 10.08.25	Photographic Exhibition	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Em Jensen	
15th August - October 01.08.25- 26.10.25	PRO HART OUTBACK ART PRIZE 2025	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists; Local, state and interstate artists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Hart Family Trust	Artist
May - August 02.05.25 - 10.08.25	Going, Going, Gone Exhibition	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Ann Mitchell	Key Personnel
May - August 02.05.25 - 10.08.25	The Drover's Wife Exhibition	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Isabella Seraphima	Artist
November 25- February 26 01.11.25 - 09.02.26	'Time and Tide' Exhibition	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Marian Crawford Jan Davis Dr Dianne Longley Diana Orinda Burns Jan Palethorpe Penny Peckham Olga Sankey	Artist
November 25- February 26 01.11.25 - 09.02.26	Maari Ma Indigenous Art Awards 2025 in partnership with Maari Ma Indigenous Health Corporation and West Darling Arts	Regionally local Indigenous Artists; Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Maari Ma Indigenous Health Corporation; West Darling Arts	Artists
November - February 01.11.25 - 09.02.26	HSC Annual Exhibition 2025	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists. Regionally local school students and the education community.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Broken Hill High School; Willyama High School; Menindee Central School	Partners / Key Personnel
February - April 6.02.26 - 26.04.26	Touring Exhibition - Gray Street Workshop in Partnership with the JamFactory	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Jam Factory	Partners / Key Personnel

## 2025 - 2026 EXHIBITION SCHEDULE

DATE (WHEN) MONTH/ YEAR	ACTIVITY (WHAT)	TARGET AUDIENCE (WHO FOR)	LOCATION/S (WHERE)	KEY PERSONNEL/ARTISTS/PARTNERS (IF KNOWN) (WHO BY)	
			VENUE NAME, SUBURB, POSTCODE	NAME	ROLE
May - July 08.05.26 - 26.07.26	Touring Exhibition - Saltbush Country in Partnership with Country Arts SA	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Juanella McKenzie Sandra Saunders Josephine Lennon Marii Macumba Lynette Newchurch Deanna Newchurch Heather Shearer	Artists
May - July 08.05.26 - 26.07.26	Weaving Exhibition	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Ann Evers	Artist
May - July 08.05.26 - 26.07.26	Touring Exhibition - Art Express in partnership with NSW Department of Education and the NSW Education Standards Authority	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists. Regionally local school students and the education community.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	NSW Department of Education and the NSW Education Standards Authority	Touring Partner
July - October 31.07.26- 25.10.26	PRO HART OUTBACK ART PRIZE 2026	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists; Local, state and interstate artists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Hart Family Trust	Key Personnel
July - October 31.07.26- 25.10.26	GAARA (Girls and Art in Regional Australia) Bi-Annual Exhibition	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Maureen Clark	GAARA - Secretary
October February 27 30.10.26 - 07.02.27	Touring Exhibition - Kirrenderri in partnership with the University of Queensland Anthropology Museum	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Mandana Mapar	Curator, University of Queensland Anthropology Museum Tour Coordinator
October February 27 30.10.26 - 07.02.27	Maari Ma Indigenous Art Awards 2026 in partnership with Maari Ma Indigenous Health Corporation and West Darling Arts	Regionally local Indigenous Artists; Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Maari Ma Indigenous Health Corporation; West Darling Arts	Partners / Key Personnel
October February 27 30.10.26 - 07.02.27	HSC Annual Exhibition 2026	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists. Regionally local school students and the education community.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Broken Hill High School; Willyama High School; Menindee Central School	Partners / Key Personnel

## 2025 - 2026 WORKSHOP SCHEDULE

DATE (WHEN) MONTH/ YEAR	ACTIVITY (WHAT)	TARGET AUDIENCE (WHO FOR)	LOCATION/S (WHERE)	KEY PERSONNEL/ARTISTS/PARTNERS (IF KNOWN) (WHO BY)	
			VENUE NAME, SUBURB, POSTCODE	NAME	ROLE
2025 & 2026 January - December	Skills development workshop program for practitioners – 1 per month	Local (within the LGA) and regionally local artists (non-tourists outside the LGA)	Broken Hill City Art Gallery Workshop 404-408 Argent Street, BROKEN HILL NSW 2880	Programs Officer	BHCAG Programs Officer
2025 & 2026 January - December	Skills development / art engagement workshop program for youth – 8 per month	Local (within the LGA) and regionally local (non-tourists outside the LGA) persons under 18 yrs of age.	Broken Hill City Art Gallery Workshop 404-408 Argent Street, BROKEN HILL NSW 2880	Programs Officer	BHCAG Programs Officer
2025 & 2026 January - December	BHHS ABORIGINAL ART AND COMMUNITY EDUCATION SISTAS (AACES) PARTNERSHIP Workshops – 5 per school term	Local Aboriginal female art students from Broken Hill High School.	Broken Hill City Art Gallery Workshop 404-408 Argent Street, BROKEN HILL NSW 2880	Programs Officer	BHCAG Programs Officer

## 2025 - 2026 PERFORMANCE SCHEDULE

DATE (WHEN) MONTH/ YEAR	ACTIVITY (WHAT)	TARGET AUDIENCE (WHO FOR)	LOCATION/S (WHERE)	KEY PERSONNEL/ARTISTS/PARTNERS (IF KNOWN) (WHO BY)	
			VENUE NAME, SUBURB, POSTCODE	NAME	ROLE
2025 & 2026 JANUARY - DECEMBER	Concert / Performance Events – 4 per year	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Kathy Graham Broken Hill Civic Orchestra Touring Musicians/ performers	Gallery and Museum Manager Performers Performers

## 2025 - 2026 ENGAGEMENT SCHEDULE

DATE (WHEN) MONTH/ YEAR	ACTIVITY (WHAT)	TARGET AUDIENCE (WHO FOR)	LOCATION/S (WHERE)	KEY PERSONNEL/ARTISTS/PARTNERS (IF KNOWN) (WHO BY)	
			VENUE NAME, SUBURB, POSTCODE	NAME	ROLE
2025 & 2026 January - December	Gallery Tours in Partnership with Great Southern Rail – 4 per month	State, interstate and international visitors	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Great Southern Rail	Key Personnel/ Partner
2025 & 2026 January - December	Artist engagement events including artist talks – 4 per year	Local (within the LGA) and regionally local artists (non-tourists outside the LGA) and community members.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Programs Officer	BHCAG Programs Officer
2025 & 2026 January - December	Other events including Civic Receptions - 4 per year	Local (within the LGA) and regionally local artists (non-tourists outside the LGA) and community members.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Kathy Graham	Gallery and Museum Manager



Broken Hill City Art Gallery's permanent exhibition space and touring galleries, 2024





[brokenhill.nsw.gov.au](http://brokenhill.nsw.gov.au)

## CORPORATE &amp; COMMUNITY DEVELOPMENT COMMITTEE

June 18, 2025

## ITEM 4

BROKEN HILL CITY COUNCIL REPORT NO. 155/25

SUBJECT: ADOPTION OF THE DRAFT LOCAL APPROVALS POLICY  
D25/26959

## Recommendation

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.

## Executive Summary:

Council has a responsibility under Section 8 of the *Local Government Act 1993* to ensure that its regulatory activities are carried out in a consistent manner and without bias; and that all stakeholders have confidence in the decision making and internal review processes.

The Local Approvals Policy is prepared under Chapter 7, Part 3 of the *Local Government Act 1993* (“the Act”). This policy has been developed to ensure good governance and best practice standards are adhered to.

Section 158 of the *Local Government Act 1993* - (Preparation of draft local policy for approvals) states that:

- (1) A council may prepare a draft local approvals policy.*
- (2) A draft local approvals policy is to consist of three parts.*
- (3) Part 1 is to specify the circumstances (if any) in which (if the policy were to be adopted) a person would be exempt from the necessity to obtain a particular approval of the council.*
- (4) Part 2 is to specify the criteria (if any) which (if the policy were to be adopted) the council must take into consideration in determining whether to give or refuse an approval of a particular kind.*
- (5) Part 3 is to specify other matters relating to approvals*

Section 160 of the *Local Government Act 1993* - (Public notice and exhibition of draft local policy) states that:

- (1) *The council must give public notice of a draft local policy after it is prepared.*
- (2) *The period of public exhibition must be not less than 28 days.*
- (3) *The public notice must also specify a period of not less than 42 days after the date on which the draft local policy is placed on public exhibition during which submissions may be made to the council.*

*(4) The council must, in accordance with its notice, publicly exhibit the draft local policy together with any other matter which it considers appropriate or necessary to better enable the draft local policy and its implications to be understood.*

Section 161 of the *Local Government Act 1993* - (Adoption of draft local policy) states that:

- (1) After considering all submissions received by it concerning the draft local policy, the council may decide—
- (a) to amend its draft local policy, or
  - (b) to adopt it without amendment, or
  - (c) not to adopt it, except where the adoption of criteria is mandatory.
- (2) If the council decides to amend its draft local policy, it may publicly exhibit the amended draft local policy in accordance with this Part or, if the council is of the opinion that the amendments are not substantial, it may adopt the amended draft local policy without public exhibition.

Section 165 of the *Local Government Act 1993* - (Amendment and revocation of local policy) states that:

- (1) A council may amend a local policy adopted under this Part by means only of a local policy so adopted.*
- (2) An amending local policy may deal with the whole or part of the local policy amended.*
- (3) A council may at any time revoke a local policy adopted under this Part.*
- (4) A local policy (other than a local policy adopted since the last general election) is automatically revoked at the expiration of 12 months after the declaration of the poll for that election.*

Council considered the Draft Local Approvals Policy at its Ordinary Meeting held 30 June 2025 and endorsed the Draft Policy for the purpose of public exhibition. The Draft Local Approval Policy was subsequently placed on public exhibition for a period of 28 days during which time Council received nil submissions from the public.

The Draft Local Approval Policy is now presented to Council for consideration of adoption.

### **Report:**

Council Officers are required to make decisions and use discretion when applications for approval under section 68 of the Act are assessed.

The purpose of this Policy is to supplement provisions of the Act and the Local Government (General) Regulation 2021 by:

- Part 1: Specifying the circumstances in which a person is not required to obtain a particular approval from the Council.
- Part 2: Specifying criteria which the Council must consider when determining whether or not to grant approval to a particular activity.
- Part 3: Specifying other matters relating to such approvals that are not dealt with by the Act or Regulations.

Council's Planning and Development Team and Community Safety Team undertook a policy review workshop during May 2025 to focus on the review of Council's Local Approvals Policy and Local Orders Policy. The review amendments are listed in the table following.

Section Reference	Local Approvals Policy – D16/26160 – Review Amendments
Policy wide	Local Government (General) Regulation 2005 updated to 2021

Section Reference	Local Approvals Policy – D16/26160 – Review Amendments
Section 4 - Policy Statement	Wording from first paragraph to last paragraph of policy statement – The Broken Hill Local Environmental Plan 2013 (LEP) outlines those activities which require approval under the <i>Environmental Planning and Assessment Act 1979</i> .
Policy wide	Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2005 updated to 2021
Policy wide	Local Government (General) Regulation 2005 – updated to 2021
Section 4 – Other relevant documents (d)	Removed reference to Local Government Practice Note 14 – no longer accessible.
Section 4.1 – Part 1 (Part B)	Carry out stormwater drainage work – Exemption under the Policy. Change to “No” exemption to ensure that Council assesses and approves stormwater drainage works across the City.
Section 4.1 – Part 1 (Part E-2)	Exemption under the Policy changed to “No” for the following: Expose or allow to be exposed (whether for sale or otherwise) any article in or on or so as to overhang any part of the road or outside a shop window or doorway abutting the road or hang an article beneath an awning over the road.
Section 4.1.2.1	Exemption under the Policy changed to: No exemptions are provided for this activity under this Policy therefore consent is required from Council. See Section 4.2 for specific requirements for the submission of an application and for matters which Council will take into consideration when considering such an application.
Section 4.1.5.2	Expose or allow to be exposed (whether for sale or otherwise) any article in or on or so as to overhang any part of the road or outside a shop window or doorway abutting the road, or hang an article beneath an awning over the road Exemptions removed for under awning advertising sign
Section 4.1.6.4	<u>Install a domestic oil or solid fuel heating appliance, other than a portable appliance</u> Addition of Note: Development Consent under the <i>Environmental Planning and Assessment Act 1979</i> may be required.
Section 4.2.1.1	Level 1 – Legislative Criteria Introductory paragraph updated to simplify reading and understanding.
Section 4.2.1.2	Level 3 – Council Policies Food hawker and Vendor Regulations updated to Mobile Food Vehicles, Temporary Food Stalls and Hawking Policy Footpath Restaurants Settings Policy updated to Footway Restaurants Settings Policy Inclusion of Broken Hill Film Policy Removal of Procedure for the issue of General Permits and Permission for Street Activities and Community Markets Policy; to be replaced with Event Management Framework and Event Guide 2024 Note: amended to advise policies available on Council’s website.



Section Reference	Local Approvals Policy – D16/26160 – Review Amendments
Section 4.2.3	<p>Part A missing from Policy – (described in Regulation)</p> <p>What activities, generally, require the approval of the council?</p> <p>4.2.3 Part A - Structures or places of public entertainment - (Local Government Act 1993)</p> <p>1 Install a manufactured home, moveable dwelling or associated structure on land.</p> <p><u>Consideration Criteria</u></p> <p>Installation of manufactured homes moveable dwellings and associated structures must be in accordance with the provisions of the (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2021</p>
Section 4.2.10	<p>Part B missing from Policy - (described in Regulation)</p> <p>4.2.10 PART B – Water supply, sewage, sewage and stormwater drainage works</p> <p>Introduction</p> <p>The purpose of this section is to provide information as to Council's requirements in respect to:</p> <ol style="list-style-type: none"> <li>1. Carry out water supply work – Not relevant to Broken Hill City Council</li> <li>2. Carry out sewage work - Not relevant to Broken Hill City Council</li> <li>3. Carry out stormwater drainage work</li> </ol> <p>Matters Council will take into consideration</p> <p>Council requires the following information when assessing applications for stormwater drainage work:</p> <p>Completed application form through the NSW Planning Portal</p> <p>Written permission from the landowner of the subject site on which work is to be undertaken.</p> <p>A site plan showing the proposed development and point of connection, easement pipe size and proposed connection pipe size.</p> <p>In circumstances where access is required from adjoining land, please provide evidence of an established easement – either a copy of the relevant 88B instrument or the Title for the subject land.</p> <p>Approvals will be subject to the following conditions:</p> <ol style="list-style-type: none"> <li>(1) The connection hole is to be a neatly drilled or saw cut into the existing pipe.</li> <li>(2) The pipe connection is to finish flush with the inside of the existing pipe, NO intrusion.</li> <li>(3) Cement or epoxy resin to be used to seat the new pipe to existing pipe.</li> <li>(4) The new connection is to be made above the spring line of the existing pipe, i.e. top half of the pipe.</li> <li>(5) The new pipe is to be installed so that flows run with the downstream flow of the existing pipe and at an angle no greater than 60 degrees.</li> <li>(6) A pit or junction chamber is to be constructed if the connecting pipe is greater than 1/3 the diameter of the existing pipe.</li> <li>(7) A final inspection from Council's authorised officer will be required on completion of works.</li> </ol>

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Section Reference	Local Approvals Policy – D16/26160 – Review Amendments
	<p>iii. the action to be taken in the event of a breakdown in, or other interference with, its operation.</p> <p>f) Be accompanied by a certificate of accreditation from the Secretary of the Ministry of Health.</p> <p><u>Matters Council will take into consideration – (g) replaced with:</u></p> <p>g) Whether the proposed sewage management facility (or the proposed sewage management facility as altered) and any related effluent application area will make appropriate provision for the following—</p> <ul style="list-style-type: none"> <li>i. preventing the spread of disease by micro-organisms,</li> <li>ii. preventing the spread of foul odours,</li> <li>iii. preventing contamination of water,</li> <li>iv. preventing degradation of soil and vegetation,</li> <li>v. discouraging insects and vermin,</li> <li>vi. ensuring that persons do not come into contact with untreated sewage or effluent (whether treated or not) in their ordinary activities on the premises concerned,</li> <li>vii. the re-use of resources (including nutrients, organic matter and water),</li> <li>viii. the minimisation of any adverse impacts on the amenity of the land on which it is installed or constructed and other land in the vicinity of that land.</li> </ul>
<p>Section 4.2.12.4</p> <p>For fee or reward, play a musical instrument or sing</p>	<ul style="list-style-type: none"> <li>a) The safety of the public and the protection of property;</li> <li>b) Protecting members of the public against injuries resulting from obstructions placed on public places by "buskers";</li> <li>c) Protecting Council against claims for damages resulting from injuries resulting from the activities of "buskers";</li> <li>d) Ensuring that members of the public are not harassed by or obstructed by buskers; and</li> <li>e) Limiting the duration, days and locations upon which and where busking will be permitted.</li> </ul> <p>Now becomes (j) - Any other matter that Council considers relevant in the particular case</p> <p><u>Matters Council will take into consideration</u></p> <p>(f) – replaced with:</p> <ul style="list-style-type: none"> <li>f) Protecting members of the public against injuries resulting from obstructions placed on public places by "buskers";</li> <li>g) Protecting Council against claims for damages resulting from injuries resulting from the activities of "buskers";</li> <li>h) Ensuring that members of the public are not harassed by or obstructed by buskers; and</li> <li>i) Limiting the duration, days and locations upon which and where busking will be permitted.</li> </ul>

Section Reference	Local Approvals Policy – D16/26160 – Review Amendments
Section 4.2.13.1 and Policy wide	<u>Applications</u> Updated owner to “owner <u>of the building</u> ”.
Section 4.2.13.1 and Policy wide	<u>Applications (d) (ii)</u> Updated to include “or adjoining the land”
Policy wide	Work Health and Safety Regulation 2011 updated to 2017
Section 4.2.14.3 And Policy wide	<u>Applications – Install lor operate amusement device</u> (a) Updated to include “device” owner (e) Insurance and public indemnity limits updated
4.3.1	Refund of Fees – Updated to refer to Council’s Schedule of Fees and Charges
4.3.1	Refund of Fees – Replaced Director Engineering Services with Director Infrastructure and Environment
Section 5	Roles and responsibilities for implementation and adherence to this policy review and updated: <ul style="list-style-type: none"> <li>• General Manager</li> <li>• Director Infrastructure and Environment</li> <li>• Director Corporate and Community</li> <li>• Town Planner</li> <li>• Building Surveyor</li> <li>• Community Safety Officers</li> <li>• Environmental Health Officer</li> <li>• Project Engineer</li> </ul>
Section 5.3	Associated Documents The following policies have been included as associated documents: <ul style="list-style-type: none"> <li>• Mobile Food Vehicles, Temporary Food Stalls and Hawking Policy</li> <li>• Footway Restaurants Settings Policy</li> <li>• Shop Front Displays and Moveable Signs Policy</li> <li>• Community Markets Policy</li> <li>• Broken Hill Film Policy</li> </ul>
Section 6 Review	Responsible Officer for this policy updated to reflect Council’s organisational structure

In accordance with Section 160 of the *Local Government Act 1993* the Draft Approvals Policy was placed on public exhibition for a period of 28 days, allowing submissions to be made to the Council.

During the public exhibition period Council received nil submissions from the public

#### **Community Engagement:**

The Draft Local Approvals Policy was placed on public exhibition for a period of 28 days closing 2 August 2025 during which time Council received nil submissions as outlined in the Executive Summary of this report.



**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*

Local Government (General) Regulation 2021.

Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2021

*Street Vending Guidelines 1996 – Office of Local Government*

*Protection of the Environment Operations Act 1997*

*Environmental Planning and Assessment Act 1979*

Environmental Planning and Assessment Regulation 2000

*Roads Act 1993*

Work Health and Safety Regulation 2017

Broken Hill Local Environmental Plan 2013

**Financial Implications:**

There are no financial implications for Council to implement this Policy.

**Attachments**

1. [↓](#) Draft Local Approvals Policy

RAZIJA NU'MAN

DIRECTOR CORPORATE AND COMMUNITY

JAY NANKIVELL

GENERAL MANAGER

## DRAFT LOCAL ORDERS POLICY

QUALITY CONTROL		
TRIM References	D12/11916 - 12/114	
Responsible Position	Director Infrastructure and Environment	
Approved by	Council	
Review Date	September 2028	Revision No. 4
Effective Date	Action	Minute No.
31 January 2007	Adopted	42143
29 July 2015	Public Exhibition	45008
30 September 2015	Adopted	45072
27 July 2022	Public Exhibition	46906
28 September 2022	Adoption	46976
	Public Exhibition	

### 1. INTRODUCTION

Section 131 of the *Local Government Act 1993* provides that if council has adopted a local orders policy under Part 3 of Chapter 7 of the Act, it must take into consideration the criteria specified therein before issuing an order under Section 124 of the Act.

The policy provides guidelines for all local residents as to what is usually considered acceptable and provides publicly accepted and documented criteria which council will use in investigating complaints and issuing Orders.

### 2. POLICY OBJECTIVE

This policy is developed to establish criteria to be considered before issuing certain orders under section 124 of the *Local Government Act 1993*, in pursuance of having clearly defined acceptable standards and requirements to which stakeholders may refer when addressing relevant matters.

### 3. POLICY SCOPE

This policy applies to the Broken Hill City Council Local Government Area and to orders under section 124 the *Local Government Act 1993* but does not include order 22A in the table to that section.

*Note: Clause (3) of Section 159 of the Local Government Act 1993 specifies that a local orders policy cannot apply to order number 22A in the table to section 124.*

#### 4. POLICY STATEMENT

##### 4.1. Threat to Health and/or Safety

When determining whether or not to issue any order within the scope of this policy, whether the matter constitutes or is likely to constitute a threat to the health and/or safety of any person is to be a criteria which Council must take into consideration.

##### 4.2. Additional Criteria to be considered

When determining whether to issue an order listed in column 1 of the following table (described in column 2 of the table) under Section 124 of the *Local Government Act 1993*, Council must take into consideration the matters described opposite in column 5 of the table.

*Note: The contents of columns 1, 2, 3 and 4 are directly copied from the table to Section 124 of the Local Government Act 1993.*

Column 1	Column 2	Column 3	Column 4	Column 5
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered
1	To demolish or remove a building	(a)–(c) (Repealed) (d) Building is erected in a catchment district and causes or is likely to cause pollution of the water supply	Owner of building	No additional criteria specified.
2	[Repealed]			
3	To repair or make structural alterations to a building	(a), (b) (Repealed) (c) Building is erected in a catchment district and causes or is likely to cause pollution of the water supply	Owner of building	No additional criteria specified.
4	[Repealed]			
5(a) and 5(b)	To take such action as is necessary to bring a camping ground, caravan park or manufactured home estate or a moveable dwelling or manufactured home into compliance with relevant standards or requirements set or made by or under the <i>Local Government Act 1993</i> or under the <i>Local Government Act 1919</i>	Failure to comply with relevant standards or requirements set or made by or under the <i>Local Government Act 1993</i> or under the <i>Local Government Act 1919</i>	Owner, occupier or manager or, in the case of a water meter, water supply or sewerage system in respect of which a defect occurs in work due to faulty workmanship of, or defective material supplied by, a licensed contractor (being the holder of a licence in force under the <i>Home Building Act 1989</i> authorising the holder to contract to do the work) within 12 months after the work is carried out or the material is supplied, the licensed contractor	<ul style="list-style-type: none"> <li>The applicable standards as set out in the Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2021.</li> </ul>
5(c)	[Repealed]			



Column 1	Column 2	Column 3	Column 4	Column 5
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered
5(d)	To take such action as is necessary to bring a place of shared accommodation into compliance with relevant standards or requirements set or made by or under the <i>Local Government Act 1993</i> or under the <i>Local Government Act 1919</i>	Failure to comply with relevant standards or requirements set or made by or under the <i>Local Government Act 1993</i> or under the <i>Local Government Act 1919</i>	Owner, occupier or manager or, in the case of a water meter, water supply or sewerage system in respect of which a defect occurs in work due to faulty workmanship of, or defective material supplied by, a licensed contractor (being the holder of a licence in force under the <i>Home Building Act 1989</i> authorising the holder to contract to do the work) within 12 months after the work is carried out or the material is supplied, the licensed contractor	<ul style="list-style-type: none"> <li>The standards for places of shared accommodation set out in Part 1 of Schedule 2 of the Local Government (General) Regulation 2021.</li> </ul>
5(e)	To take such action as is necessary to bring a hairdresser shop or beauty salon into compliance with relevant standards or requirements set or made by or under the <i>Local Government Act 1993</i> or under the <i>Local Government Act 1919</i>	As above	As above	<ul style="list-style-type: none"> <li>The standards for hairdresser shops set out in Part 2 of Schedule 2 of the Local Government (General) Regulation 2021.</li> <li>The standards for beauty salons set out in Part 3 of Schedule 2 of the Local Government (General) Regulation 2021.</li> </ul>
5(f)	To take such action as is necessary to bring a mortuary into compliance with relevant standards or requirements set or made by or under the <i>Local</i>	As above	As above	<ul style="list-style-type: none"> <li>The standards for mortuaries set out in Part 4 of Schedule 2 of the Local Government (General) Regulation 2021.</li> </ul>

Column 1	Column 2	Column 3	Column 4	Column 5
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered
	<i>Government Act 1993 or under the Local Government Act 1919</i>			
5(g)	To take such action as is necessary to bring a water meter on premises into compliance with relevant standards or requirements set or made by or under the <i>Local Government Act 1993</i> or under the <i>Local Government Act 1919</i>	As above	As above	No additional criteria specified.
5(h)	To take such action as is necessary to bring a water supply or sewerage system on premises, but only in relation to any work that is not plumbing and drainage work within the meaning of the <i>Plumbing and Drainage Act 2011</i> into compliance with relevant standards or requirements set or made by or under the <i>Local Government Act 1993</i> or under the <i>Local Government Act 1919</i>	As above	As above	<ul style="list-style-type: none"> <li>Clauses 87 and 88 of the Local Government (General) Regulation 2021.</li> </ul>
6	[Repealed]			
7	To fence land	Public health, safety or convenience renders it necessary or expedient to	Owner or occupier of land	<ul style="list-style-type: none"> <li>Whether the condition, location or use of the land poses a threat to the health, safety and convenience of the public.</li> </ul>

Column 1	Column 2	Column 3	Column 4	Column 5
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered
		do so and there is no adequate fence between the land and a public place		
8	To identify premises with such numbers or other identification in such manner as is specified in the order	Premises have a frontage to or entrance from a road and there are no markings that can readily be seen and understood from the road	Owner or occupier of land	<ul style="list-style-type: none"> <li>Whether a local emergency service or other relevant body considers that the property lacks adequate identification.</li> <li>Whether the property number can be easily legible from the road. Digits should be no less than 50mm in height.</li> <li>For residential premises, whether the house numbers are displayed in large, reflective digits on the house facade and/or the letter box.</li> <li>For non-residential premises, whether the property numbers are displayed in large, reflective digits on the facade of the main building.</li> </ul> <p>Where this position or building is not clearly visible from the road, the digits should be placed on a fence, sign or similar structure close to the street frontage.</p> <ul style="list-style-type: none"> <li>Whether there is unauthorised use of, or duplication of, numbers.</li> <li>Whether numbers are not in accordance with the street patterns.</li> <li>Whether there is potential for confusion in the identification of premises.</li> <li>If plants, trees or other objects obstruct existing identification signage or numbers</li> </ul>

Column 1	Column 2	Column 3	Column 4	Column 5
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered
				<p>from being clearly legible from the road, additional identification should be erected or the obstruction removed.</p> <ul style="list-style-type: none"> <li>Kerbside numbering is recommended and encouraged but does not replace the need for the premises to be identified elsewhere, in accordance with the above principles.</li> </ul>
9	To fence, empty, fill in or cover up a hole or waterhole in the manner specified in the order	Hole or waterhole is or may become dangerous to life	Owner or occupier of land	<ul style="list-style-type: none"> <li>Whether the hole or waterhole is located within an urban area and is directly accessible from a public place or another private property.</li> <li>The hole or waterhole is not adequately covered or fenced to the minimum requirements of the <i>Swimming Pools Act 1992</i> to prevent direct access to it from a public place or any other private property.</li> <li>Holes or waterholes should not be of such a character as to be likely to harbor pests, including (but not limited to) mosquitoes, fungi and algae.</li> </ul>
10	To remove or stack articles or matter, to cover articles or matter, to erect fences or screens or to plant trees	Land is in the immediate vicinity of a public place and is used for the storage of articles or matter so as to create or be likely to create unsightly conditions	Owner or occupier of land	<ul style="list-style-type: none"> <li>Definition of "article" or "matter" includes but is not limited to: - <ul style="list-style-type: none"> <li>Disused motor vehicles, caravans, trailers, boats or associated parts;</li> <li>Disused machinery, equipment and appliances;</li> <li>Old, used or second-hand materials (including building materials);</li> <li>Sand, soil, rock, blue metal and any other material;</li> <li>Any organic or vegetative material;</li> </ul> </li> </ul>



Column 1	Column 2	Column 3	Column 4	Column 5
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered
				<ul style="list-style-type: none"> <li>○ Any industrial or commercial waste products;</li> <li>○ Any household rubbish or domestic waste;</li> <li>○ Any recycled or composted material;</li> <li>○ Furniture.</li> <li>• Whether the articles or matter are visible from the public place.</li> <li>• Whether the articles or matter are being kept in an orderly fashion or not.</li> </ul>
11	To do or to refrain from doing such things as are specified in the order to prevent environmental damage, to repair environmental damage or to prevent further environmental damage	<p>Work carried out on land has caused or is likely to cause environmental damage, being damage to the physical environment that is caused by:</p> <p>(a) drainage, or</p> <p>(b) drainage works, or</p> <p>(c) obstructing a natural watercourse other than by a work constructed or used under a water management work approval granted under the <i>Water Management Act 2000</i>,</p> <p>not being environmental damage arising from premises, works or equipment the subject of</p>	Owner or occupier of land	No additional criteria specified.

Column 1	Column 2	Column 3	Column 4	Column 5
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered
		a licence issued under the <i>Protection of the Environment Operations Act 1997</i> or the subject of a notice or direction issued by a regulatory authority under that Act		
12	To do such things as are necessary to control the flow of surface water across land	Other land, or a building on the land or other land, is being damaged or is likely to be damaged	Owner or occupier of land	<ul style="list-style-type: none"> <li>• Clause 89 of the Local Government (General) Regulation 2021.</li> <li>• Whether the premises has been altered or changed in the last (approximately) 18 months to create the issue where rectification works are required.</li> <li>• Whether it is likely that the flow of water will result in a threat to the health or safety of any person if left uncontrolled or unaltered.</li> <li>• Paved, cemented or other hard surfaced areas must have surface water diverted to an appropriate stormwater disposal system to minimise discharge onto adjoining properties.</li> <li>• Any stormwater disposal system should direct water (including overflows) in such a manner as to avoid damage to any land, building or structure.</li> </ul>
13,14	[Repealed]			
15	Not to conduct, or to cease conducting, an activity on premises (whether or not the activity is approved under this Act)	The activity constitutes or is likely to constitute: (a) a life-threatening hazard, or (b) a threat to public health or public safety	Any person apparently engaged in promoting, conducting or carrying out the activity	No additional criteria specified.

Column 1	Column 2	Column 3	Column 4	Column 5
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered
		and is not regulated or controlled under any other Act by a public authority		
15A	[Repealed]			
16	To cease the use of premises or to evacuate premises	A person to whom order No 15 is given has failed to comply with the order	The person to whom order No 15 is given	<ul style="list-style-type: none"> <li>• The terms of the order previously issued</li> <li>• The nature of the activity to which the previous order related to</li> <li>• Whether the whole or part of the premises should cease being used or be vacated</li> <li>• The nature/type of premises</li> </ul>
17	To leave premises or not to enter premises	A person to whom order No 15 is given has failed to comply with the order	Any person	<ul style="list-style-type: none"> <li>• The terms of the order previously issued</li> <li>• The nature of the activity to which the previous order related to</li> <li>• Whether the whole or part of the premises should cease being used or be vacated</li> <li>• The nature/type of premises</li> </ul>
18	Not to keep birds or animals on premises, other than of such kinds, in such numbers or in such manner as specified in the order	<p>Birds or animals kept on premises are:</p> <p>(a) in the case of any premises (whether or not in a catchment district)—of an inappropriate kind or number or are kept inappropriately, or</p> <p>(b) in the case of premises in a catchment district—birds or animals</p>	Occupier of premises	<ul style="list-style-type: none"> <li>• The terms of an order should generally be consistent with the standards for the keeping of birds or animals set out in Part 5 of Schedule 2 of the Local Government (General) Regulation 2021.</li> <li>• There are no restrictions on the number of birds and animals that can be kept in the City in <i>normal</i> circumstances. However, limits and standards may be applied via an order when: <ul style="list-style-type: none"> <li>◦ A legitimate problem has been identified relating to the numbers and/or types of</li> </ul> </li> </ul>

Column 1	Column 2	Column 3	Column 4	Column 5
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered
		(being birds or animals that are suffering from a disease which is communicable to man or to other birds or animals) or pigs		<p>birds or animals kept on particular premises.</p> <ul style="list-style-type: none"> <li>○ There is a detrimental impact on the health, amenity and/or safety of others including, but not limited to: <ul style="list-style-type: none"> <li>▪ Continuing offensive noise at inappropriate times.</li> <li>▪ Continuing offensive odours.</li> <li>▪ Vermin infestation through poor cleaning.</li> <li>▪ Actual and potential impacts on neighbours or the public.</li> </ul> </li> <li>○ The number and type of bird(s) or animal(s) being kept is either not appropriate or not acceptable.</li> <li>○ The conditions in which the animals are being kept are either not appropriate or not acceptable.</li> </ul> <ul style="list-style-type: none"> <li>• Where the keeping of birds or animals on premises is capable of being regulated by the Environment Protection Authority, Council is excluded from making an order.</li> </ul> <p>Council will not issue this order in relation to:</p> <p>a) Damage caused by wild or native birds or animals;</p> <p>b) The trapping of any wild or native birds or animals;</p> <p>c) The control of or treatment of termites on private or public land;</p>



Column 1	Column 2	Column 3	Column 4	Column 5
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered
				<ul style="list-style-type: none"> <li>• <b>In relation to pigeons kept in a predominantly residential area</b>, the following criteria are to be taken into consideration: <ul style="list-style-type: none"> <li>○ The requirements of any local Pigeon Fanciers' Association or club,</li> <li>○ The release of pigeons for free flight or training should not be carried out on Saturdays, Sundays or Mondays,</li> <li>○ The release of pigeons for free flight or training is to be restricted to dawn to 8.30 a.m. and 3.30 p.m. to sunset,</li> <li>○ Any pigeon loft, cages or aviary shall be erected a minimum distance of 10m from any dwelling or associated structure,</li> <li>○ Premises are to be kept free from any nuisance caused by rodents, vermin or odour at all times,</li> <li>○ Grain and other food to be kept in vermin/rodent proof and sealed containers,</li> <li>○ The pigeon loft, cages or aviary should be constructed in a proper, workmanlike manner, free from debris and unsightly accumulations upon the roof, with a concrete floor and wall nib, or alternatively a raised timber/slatted floor no less than 450mm off the ground, with the roof graded appropriately.</li> </ul> </li> </ul>
19	To use or not to use a tennis court as specified	Actual or likely annoyance or threat to	Occupier of land	No additional criteria specified.

Column 1	Column 2	Column 3	Column 4	Column 5
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered
		the safety of neighbours or users of a public place		
20	To do such things as are specified in the order to put premises, vehicles or articles used for the manufacture, preparation, storage, sale, transportation or other handling or use of or in relation to food into a clean or sanitary condition	The premises, vehicle or article is not in a clean or sanitary condition	Owner or occupier of premises or owner or operator of vehicle or article	This order should not be used where provision is available for action under the <i>Food Act 2003</i> .  When the <i>Food Act 2003</i> is not applicable, the standards and requirements set for food premises under that act shall be taken into consideration and the terms of any order should generally reflect those standards and requirements.
21	To do or refrain from doing such things as are specified in the order to ensure that land is, or premises are, placed or kept in a safe or healthy condition	The land or premises are not in a safe or healthy condition	Owner or occupier of land or premises	Circumstances in which land or premises would be considered not to be in a safe and/or healthy condition include but are not limited to: <ul style="list-style-type: none"> <li>• The presence of dampness in walls and ceilings in any property;</li> <li>• The presence of leaky roofs, defective guttering and/or downpiping;</li> <li>• Defective floor timbers and/or stair treads;</li> <li>• Accumulations or deposits likely to afford harbourage for vermin;</li> <li>• Defective sewerage service pipes;</li> <li>• The presence and/or accumulation of vegetation or vegetative matter (whether alive or dead) which is likely to become a harbourage for rubbish or vermin;</li> </ul> Circumstances in which premises being used as a dwelling would be considered not to be in a

Column 1	Column 2	Column 3	Column 4	Column 5
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered
				<p>safe and/or healthy condition include but are not limited:</p> <ul style="list-style-type: none"> <li>• The lack of adequate wholesome water supply;</li> <li>• The lack of or damage to waste pipes, sanitary fittings and/or flush pipe to water closet pans;</li> <li>• The presence of windows that: <ul style="list-style-type: none"> <li>○ contain broken glass</li> <li>○ have been rendered incapable of being opened</li> <li>○ have been covered over (boarded up) so as to prevent the entry of natural light;</li> </ul> </li> <li>• Lack of provision of suitable kitchen sink, facilities for bathing and for washing of clothes with water;</li> <li>• Lack of provision of an adequate stove or other facilities for cooking.</li> </ul>
22	To store, treat, process, collect, remove, dispose of or destroy waste which is on land or premises in the manner specified in the order, provided that it is not inconsistent with regulations made under the <i>Protection of the Environment Operations Act 1997</i>	Waste is present or generated on the land or premises and is not being dealt with satisfactorily, and is not regulated or controlled by, or subject to, a licence or notice granted or issued under the <i>Protection of the Environment Operations Act 1997</i>	Owner or occupier of land or premises, owner of or person responsible for the waste or for any receptacle or container in which the waste is contained	No additional criteria specified.

Column 1	Column 2	Column 3	Column 4	Column 5
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered
22A	To remove or dispose of waste that is on any residential premises or to refrain from keeping waste on those premises	The waste is causing or is likely to cause a threat to public health or the health of any individual	Owner or occupier of the premises	This order is outside the scope of this policy (refer section 159(3) of the <i>Local Government Act 1993</i> ).
23	To connect premises to the council's water supply by a specified date	The premises are situated within 225 metres of a water pipe of the council	Owner or occupier of land	No additional criteria specified.
24	To connect premises with a sewerage system by a specified date	The premises are situated within 75 metres of a sewer of the council	Owner or occupier of premises	No additional criteria specified.
25	Not to use or permit the use of a human waste storage facility on premises after a specified date	It is necessary for the purpose of protecting public health	Owner or occupier of premises	No additional criteria specified.
26	[Repealed]			
27	To remove an object or matter from a public place or prevent any object or matter being deposited there	<p>The object or matter:</p> <p>(a) is causing or is likely to cause an obstruction or encroachment of or on the public place and the obstruction or encroachment is not authorised by or under any Act, or</p> <p>(b) is causing or is likely to cause danger, annoyance or</p>	Person causing obstruction or encroachment or owner or occupier of land from which the object or matter emanates or is likely to emanate	<ul style="list-style-type: none"> <li>An object or matter includes (but is not limited to): <ul style="list-style-type: none"> <li>Advertising signs, advertisement generally;</li> <li>Motor vehicles or motor vehicle parts;</li> <li>Caravans or caravan parts;</li> <li>Trailers/boats or trailer/boat parts;</li> <li>Machinery, equipment and appliances;</li> <li>Second hand materials including building materials;</li> <li>Demolition materials;</li> </ul> </li> </ul>



Column 1	Column 2	Column 3	Column 4	Column 5
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered
		inconvenience to the public		<ul style="list-style-type: none"> <li>○ Sand, soil rock, blue metal and any other material;</li> <li>○ Any organic or vegetative material;</li> <li>○ Any industrial or commercial waste product;</li> <li>○ Any household rubbish or waste;</li> <li>○ Any recycled or composted material;</li> <li>○ Any stand, or article used for the display, distribution or sale of products;</li> <li>○ Any products or merchandise for distribution or sale.</li> <li>• Whether any approval (under any Act) has been sought or gained that relates to the location of the object or article and the terms of any such approval.</li> </ul>
28	To take whatever steps are necessary to prevent damage to a public place and to repair damage to a public place	<p>There is actual or likely damage:</p> <p>(a) by excavation or removal of material from or adjacent to the public place, or</p> <p>(b) by a work or structure, or</p> <p>(c) by surface drainage or irrigation</p>	<p>Person responsible for the excavation or the removal of the material</p> <p>Owner or person entitled to the benefit of the work or structure</p> <p>Owner or occupier of land from which surface drainage flows or from which spray emanates</p>	No additional criteria specified.
29	To alter or repair a work or structure on, over or under a public place	It is in the public interest to do so	Owner of the work or structure	Circumstances where Council may issue this order include (but are not limited to) when

Column 1	Column 2	Column 3	Column 4	Column 5
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered
				<p>structures on, over, or under a footway or road are:</p> <ul style="list-style-type: none"> <li>• Not maintained, erected or installed in accordance with approvals;</li> <li>• Considered unsafe or dangerous.</li> </ul> <p>This includes (but is not limited to):</p> <ul style="list-style-type: none"> <li>• Private services within a public place (for example, sewer services and roof water/stormwater pipes not covered by lease agreements) that require repairs</li> <li>• Driveway crossings which are not being maintained in a safe condition.</li> <li>• Shop awnings which are not being maintained in a safe or sightly condition.</li> <li>• Maintenance of underground pipes within a public place.</li> </ul>
30	To comply with an approval	The approval is not being complied with	Person entitled to act on the approval or person acting otherwise than in compliance with the approval	<ul style="list-style-type: none"> <li>• The requirements of the relevant approval.</li> <li>• The provisions of any Local Approvals Policy council has adopted under Part 3 of Chapter 7 of the <i>Local Government Act 1993</i>.</li> </ul>

## 5. IMPLEMENTATION

### 5.1. Roles and Responsibilities

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

- General Manager
- Director Infrastructure and Environment
- Director Corporate and Community
- All employees who deal with complaints and the enforcement of the *Local Government Act 1993*, including the issuing of orders, are responsible for implementing this Policy e.g. compliance staff being: Building Surveyors, Town Planners, , Community Safety Officers/Rangers, Environmental Health Officers and any authorised officers appointed by the General Manager.

### 5.2. Communication

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

### 5.3. Associated Documents

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

- Compliance and Enforcement Policy;
- Code of Conduct Policy
- Local Approvals Policy

## 6. REVIEW

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

The standard review period will be within each term of Council following the Local Government Elections, or as required to ensure that it meets legislation requirements and the needs of the community and Council; with adoption within 12 months following a general election under the *Local Government Act 1993*, so as to avoid automatic revocation under Section 165, clause (4) of that Act. The responsible Council officer will be notified of the review requirements three (3) months prior to the expiry of this policy.

The Director Infrastructure and Environment is responsible for the review of this policy.

## 7. LEGISLATIVE AND LEGAL FRAMEWORK

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

- *Local Government Act 1993*, especially Chapter 7;
- Local Government (General) Regulation 2021, particularly Part 3 and Schedule 2;
- Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2021;

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

## 8. DEFINITIONS

Terms or expressions used in this policy which are defined in the *Local Government Act 1993* or one of its regulations have the meanings set out in those instruments.

Relevant terms and expressions defined by the *Local Government Act 1993* and/or its Regulations include:

**"Approval"** shall mean an approval that is in force under the *Local Government Act 1993*.

**"Building"** includes part of a building and any structure or part of a structure but does not include a moveable dwelling or associated structure or part of a moveable dwelling or associated structure.

**"Building"** includes a proposed building.

**"Carry out an Activity"** includes to organise, arrange for or otherwise cause the activity to be carried out.

**"Domestic Waste"** shall mean waste on domestic premises of a kind and quantity ordinarily generated on domestic premises and includes waste that may be recycled but does not include sewage.

**"Human Waste"** shall mean human faeces and urine.

**"Human Waste Storage Facility"** shall mean a device for holding or disposing of human waste, including a cesspit, septic tank, septic closet, water closet, chemical closet, humus closet and combustion closet.

**"Manufactured Home"** shall mean a self-contained dwelling (that is, a dwelling that includes at least one kitchen, bathroom, bedroom and living area and that also includes toilet and laundry facilities), being a dwelling:

- (a) that comprises one or more major sections, and
- (b) that is not a motor vehicle, trailer or other registrable vehicle within the meaning of the *Road Transport Act 2013*,

and includes any associated structures that form part of the dwelling.

**"Manufactured Home Estate"** shall mean land on which manufactured homes are, or are to be, erected.

**"Moveable Dwelling"** shall mean:

- (a) any tent, or any caravan or other van or other portable device (whether on wheels or not), used for human habitation, or
- (b) a manufactured home, or
- (c) any conveyance, structure or thing of a class or description prescribed by the regulations for the purposes of this definition.

**"Place of Shared Accommodation"** includes a boarding house, a common lodging house, a house let in lodgings and a backpacker's hostel.

**"Premises"** shall mean any of the following:

- (a) a building of any description or any part of it and the appurtenances to it,
- (b) land, whether built on or not,
- (c) a shed or other structure,
- (d) a tent,



- (e) a swimming pool,
- (f) a ship or vessel of any description (including a houseboat),
- (g) a van.

**“Public Place”** shall mean:

- (a) a public reserve, public bathing reserve, public baths or public swimming pool, or
- (b) a public road, public bridge, public wharf or public road-ferry, or
- (c) a Crown reserve comprising land reserved for future public requirements, or
- (d) public land or Crown land that is not:
- (e) a Crown reserve (other than a Crown reserve that is a public place because of paragraph (a), (b) or (c)), or
- (f) a common, or
  - (i) land subject to the *Trustees of Schools of Arts Enabling Act 1902*, or
  - (ii) land that has been sold or leased or lawfully contracted to be sold or leased, or
- (g) land that is declared by the regulations to be a public place for the purposes of this definition.

**“Road”** includes:

- (a) highway, street, lane, pathway, footpath, cycleway, thoroughfare, bridge, culvert, causeway, road-ferry, ford, crossing, by-pass and trackway, whether temporary or permanent, and
- (b) any part of a road and any part of anything referred to in paragraph (a), and
- (c) anything forming part of a road or anything forming part of anything referred to in paragraph (a).

**“Waste”** shall mean:

- (a) effluent, being any matter or thing, whether solid or liquid or a combination of solids and liquids, which is of a kind that may be removed from a human waste storage facility, sullage pit or grease trap, or from any holding tank or other container forming part of or used in connection with a human waste storage facility, sullage pit or grease trap, or
- (b) trade waste, being any matter or thing, whether solid, gaseous or liquid or a combination of solids, gases and liquids (or any of them), which is of a kind that comprises refuse from any industrial, chemical, trade or business process or operation, including any building or demolition work, or
- (c) garbage, being all refuse other than trade waste and effluent,

and includes any other substance defined as waste for the purposes of the *Protection of the Environment Operations Act 1997*, and a substance is not precluded from being waste merely because it is capable of being refined or recycled.

## CORPORATE &amp; COMMUNITY DEVELOPMENT COMMITTEE

June 18, 2025

**ITEM 5**BROKEN HILL CITY COUNCIL REPORT NO. 156/25SUBJECT:                    ADOPTION OF THE DRAFT LOCAL ORDERS POLICY    D25/26961**Recommendation**

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.

**Executive Summary:**

Section 131 of the *Local Government Act 1993* provides that if Council has adopted a local orders policy under Part 3 of Chapter 7 of the Act, it must take into consideration the criteria specified therein before issuing an order under Section 124 of the Act.

Section 159 of the *Local Government Act 1993* - (Preparation of draft local policy for orders) states that:

- (1) *A council may prepare a draft local orders policy.*
- (2) *A draft local orders policy is to specify the criteria which (if the policy were to be adopted) the council must take into consideration in determining whether or not to give an order under Section 124.*
- (3) *This section does not apply in relation to order No 22A in the Table to Section 124.*

Section 160 of the *Local Government Act 1993* - (Public notice and exhibition of draft local policy) states that:

- (1) *The council must give public notice of a draft local policy after it is prepared.*
- (2) *The period of public exhibition must be not less than 28 days.*
- (3) *The public notice must also specify a period of not less than 42 days after the date on which the draft local policy is placed on public exhibition during which submissions may be made to the council.*
- (4) *The council must, in accordance with its notice, publicly exhibit the draft local policy together with any other matter which it considers appropriate or necessary to better enable the draft local policy and its implications to be understood.*

Section 161 of the *Local Government Act 1993* - (Amendment and revocation of local policy) states that:

- (1) *After considering all submissions received by it concerning the draft local policy, the council may decide—*
  - (a) *to amend its draft local policy, or*
  - (b) *to adopt it without amendment, or*

*(c) not to adopt it, except where the adoption of criteria is mandatory.*

*(2) If the council decides to amend its draft local policy, it may publicly exhibit the amended draft local policy in accordance with this Part or, if the council is of the opinion that the amendments are not substantial, it may adopt the amended draft local policy without public exhibition.*

Section 165 of the *Local Government Act 1993* - (Adoption of draft local policy) states that:

*(1) A council may amend a local policy adopted under this Part by means only of a local policy so adopted.*

*(2) An amending local policy may deal with the whole or part of the local policy amended.*

*(3) A council may at any time revoke a local policy adopted under this Part.*

*(4) A local policy (other than a local policy adopted since the last general election) is automatically revoked at the expiration of 12 months after the declaration of the poll for that election.*

Council considered the Draft Local Orders Policy at the Ordinary Meeting held 30 June 2025 and endorsed the Draft Policy for the purpose of public exhibition. The Draft Policy was subsequently placed on public exhibition for a period of 28 days during which time Council received nil submissions from the public.

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

### **Report:**

The purpose of a Local Orders Policy is to firstly provide a guideline for all local residents as to what is usually considered acceptable and secondly, to provide publicly accepted and documented criteria which Council will use in investigating complaints.

This policy is developed to establish criteria to be considered before issuing certain orders under section 124 of the *Local Government Act 1993*, in pursuance of having clearly defined acceptable standards and requirements to which stakeholders may refer when addressing relevant matters.

This policy applies to the Broken Hill City Council Local Government Area and to orders under section 124 the *Local Government Act 1993* but does not include order 22A in the table to that section.

*Note: Clause (3) of Section 159 of the Local Government Act 1993 specifies that a local orders policy cannot apply to order number 22A in the table to section 124.*

A copy of the draft Local Orders Policy is attached.

Council's Planning and Development Team and Community Safety Team undertook a policy review workshop during May 2025 to focus on the review of Council's Local Orders Policy and Local Approvals Policy. The review amendments are listed in the table on the following page.

Section Reference		Local Orders Policy – D12/11916
Introduction		Reference to Division of Local Government Circular 01/39 removed to make the sentence plain English and easier to understand.
Policy wide		Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2005 updated to 2021
Policy wide		Local Government (General) Regulation 2005 updated to 2021

Section 4.2 – Order 10 and Order 27	(Additional Criteria Considered) Sand, soil, rock, blue metal and any other material (removed further description of derived from any extraction or dredging process)
Section 5	Roles and responsibilities for implementation and adherence to this policy review and updated: General Manager Director Infrastructure and Environment Director Corporate and Community All employees who deal with complaints and the enforcement of the <i>Local Government Act 1993</i> , including the issuing of orders, are responsible for implementing this Policy e.g. compliance staff being: Building Surveyors, Town Planners, Community Safety Officers, Environmental Health Officers and any authorised officers appointed by the General Manager.
Section 5.3	Associated Documents Local Approval Policy included in associated documents.
Section 6 Review	Responsible Officer for this policy updated to reflect Council's organisational structure.

**Community Engagement:**

The Draft Local Orders Policy was placed on public exhibition for a period of 28 days closing 2 August 2025 during which time Council received nil submissions as outlined in the Executive Summary of this report.

**Strategic Direction:**

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

**Relevant Legislation:**

- *Local Government Act 1993*
- Local Government (General) Regulation 2021
- *Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2021*

**Financial Implications:**

There are no financial implications for Council to implement this Policy.

**Attachments**

1. [Draft Local Orders Policy](#)

RAZIJA NU'MAN  
DIRECTOR CORPORATE AND COMMUNITY

JAY NANKIVELL  
GENERAL MANAGER

## DRAFT LOCAL ORDERS POLICY

QUALITY CONTROL		
TRIM References	D12/11916 - 12/114	
Responsible Position	Director Infrastructure and Environment	
Approved by	Council	
Review Date	September 2028	Revision No. 4
Effective Date	Action	Minute No.
31 January 2007	Adopted	42143
29 July 2015	Public Exhibition	45008
30 September 2015	Adopted	45072
27 July 2022	Public Exhibition	46906
28 September 2022	Adoption	46976
	Public Exhibition	

### 1. INTRODUCTION

Section 131 of the *Local Government Act 1993* provides that if council has adopted a local orders policy under Part 3 of Chapter 7 of the Act, it must take into consideration the criteria specified therein before issuing an order under Section 124 of the Act.

The policy provides guidelines for all local residents as to what is usually considered acceptable and provides publicly accepted and documented criteria which council will use in investigating complaints and issuing Orders.

### 2. POLICY OBJECTIVE

This policy is developed to establish criteria to be considered before issuing certain orders under section 124 of the *Local Government Act 1993*, in pursuance of having clearly defined acceptable standards and requirements to which stakeholders may refer when addressing relevant matters.

### 3. POLICY SCOPE

This policy applies to the Broken Hill City Council Local Government Area and to orders under section 124 the *Local Government Act 1993* but does not include order 22A in the table to that section.

*Note: Clause (3) of Section 159 of the Local Government Act 1993 specifies that a local orders policy cannot apply to order number 22A in the table to section 124.*



#### 4. POLICY STATEMENT

##### 4.1. Threat to Health and/or Safety

When determining whether or not to issue any order within the scope of this policy, whether the matter constitutes or is likely to constitute a threat to the health and/or safety of any person is to be a criteria which Council must take into consideration.

##### 4.2. Additional Criteria to be considered

When determining whether to issue an order listed in column 1 of the following table (described in column 2 of the table) under Section 124 of the *Local Government Act 1993*, Council must take into consideration the matters described opposite in column 5 of the table.

*Note: The contents of columns 1, 2, 3 and 4 are directly copied from the table to Section 124 of the Local Government Act 1993.*

Column 1	Column 2	Column 3	Column 4	Column 5
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered
1	To demolish or remove a building	(a)–(c) (Repealed) (d) Building is erected in a catchment district and causes or is likely to cause pollution of the water supply	Owner of building	No additional criteria specified.
2	[Repealed]			
3	To repair or make structural alterations to a building	(a), (b) (Repealed) (c) Building is erected in a catchment district and causes or is likely to cause pollution of the water supply	Owner of building	No additional criteria specified.
4	[Repealed]			
5(a) and 5(b)	To take such action as is necessary to bring a camping ground, caravan park or manufactured home estate or a moveable dwelling or manufactured home into compliance with relevant standards or requirements set or made by or under the <i>Local Government Act 1993</i> or under the <i>Local Government Act 1919</i>	Failure to comply with relevant standards or requirements set or made by or under the <i>Local Government Act 1993</i> or under the <i>Local Government Act 1919</i>	Owner, occupier or manager or, in the case of a water meter, water supply or sewerage system in respect of which a defect occurs in work due to faulty workmanship of, or defective material supplied by, a licensed contractor (being the holder of a licence in force under the <i>Home Building Act 1989</i> authorising the holder to contract to do the work) within 12 months after the work is carried out or the material is supplied, the licensed contractor	<ul style="list-style-type: none"> <li>The applicable standards as set out in the Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2021.</li> </ul>
5(c)	[Repealed]			

Column 1	Column 2	Column 3	Column 4	Column 5
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered
5(d)	To take such action as is necessary to bring a place of shared accommodation into compliance with relevant standards or requirements set or made by or under the <i>Local Government Act 1993</i> or under the <i>Local Government Act 1919</i>	Failure to comply with relevant standards or requirements set or made by or under the <i>Local Government Act 1993</i> or under the <i>Local Government Act 1919</i>	Owner, occupier or manager or, in the case of a water meter, water supply or sewerage system in respect of which a defect occurs in work due to faulty workmanship of, or defective material supplied by, a licensed contractor (being the holder of a licence in force under the <i>Home Building Act 1989</i> authorising the holder to contract to do the work) within 12 months after the work is carried out or the material is supplied, the licensed contractor	<ul style="list-style-type: none"> <li>The standards for places of shared accommodation set out in Part 1 of Schedule 2 of the Local Government (General) Regulation 2021.</li> </ul>
5(e)	To take such action as is necessary to bring a hairdresser shop or beauty salon into compliance with relevant standards or requirements set or made by or under the <i>Local Government Act 1993</i> or under the <i>Local Government Act 1919</i>	As above	As above	<ul style="list-style-type: none"> <li>The standards for hairdresser shops set out in Part 2 of Schedule 2 of the Local Government (General) Regulation 2021.</li> <li>The standards for beauty salons set out in Part 3 of Schedule 2 of the Local Government (General) Regulation 2021.</li> </ul>
5(f)	To take such action as is necessary to bring a mortuary into compliance with relevant standards or requirements set or made by or under the <i>Local</i>	As above	As above	<ul style="list-style-type: none"> <li>The standards for mortuaries set out in Part 4 of Schedule 2 of the Local Government (General) Regulation 2021.</li> </ul>

Column 1	Column 2	Column 3	Column 4	Column 5
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered
	<i>Government Act 1993 or under the Local Government Act 1919</i>			
5(g)	To take such action as is necessary to bring a water meter on premises into compliance with relevant standards or requirements set or made by or under the <i>Local Government Act 1993</i> or under the <i>Local Government Act 1919</i>	As above	As above	No additional criteria specified.
5(h)	To take such action as is necessary to bring a water supply or sewerage system on premises, but only in relation to any work that is not plumbing and drainage work within the meaning of the <i>Plumbing and Drainage Act 2011</i> into compliance with relevant standards or requirements set or made by or under the <i>Local Government Act 1993</i> or under the <i>Local Government Act 1919</i>	As above	As above	<ul style="list-style-type: none"> <li>Clauses 87 and 88 of the Local Government (General) Regulation 2021.</li> </ul>
6	[Repealed]			
7	To fence land	Public health, safety or convenience renders it necessary or expedient to	Owner or occupier of land	<ul style="list-style-type: none"> <li>Whether the condition, location or use of the land poses a threat to the health, safety and convenience of the public.</li> </ul>

Column 1	Column 2	Column 3	Column 4	Column 5
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered
		do so and there is no adequate fence between the land and a public place		
8	To identify premises with such numbers or other identification in such manner as is specified in the order	Premises have a frontage to or entrance from a road and there are no markings that can readily be seen and understood from the road	Owner or occupier of land	<ul style="list-style-type: none"> <li>Whether a local emergency service or other relevant body considers that the property lacks adequate identification.</li> <li>Whether the property number can be easily legible from the road. Digits should be no less than 50mm in height.</li> <li>For residential premises, whether the house numbers are displayed in large, reflective digits on the house facade and/or the letter box.</li> <li>For non-residential premises, whether the property numbers are displayed in large, reflective digits on the facade of the main building.</li> </ul> <p>Where this position or building is not clearly visible from the road, the digits should be placed on a fence, sign or similar structure close to the street frontage.</p> <ul style="list-style-type: none"> <li>Whether there is unauthorised use of, or duplication of, numbers.</li> <li>Whether numbers are not in accordance with the street patterns.</li> <li>Whether there is potential for confusion in the identification of premises.</li> <li>If plants, trees or other objects obstruct existing identification signage or numbers</li> </ul>



Column 1	Column 2	Column 3	Column 4	Column 5
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered
				<p>from being clearly legible from the road, additional identification should be erected or the obstruction removed.</p> <ul style="list-style-type: none"> <li>Kerbside numbering is recommended and encouraged but does not replace the need for the premises to be identified elsewhere, in accordance with the above principles.</li> </ul>
9	To fence, empty, fill in or cover up a hole or waterhole in the manner specified in the order	Hole or waterhole is or may become dangerous to life	Owner or occupier of land	<ul style="list-style-type: none"> <li>Whether the hole or waterhole is located within an urban area and is directly accessible from a public place or another private property.</li> <li>The hole or waterhole is not adequately covered or fenced to the minimum requirements of the <i>Swimming Pools Act 1992</i> to prevent direct access to it from a public place or any other private property.</li> <li>Holes or waterholes should not be of such a character as to be likely to harbor pests, including (but not limited to) mosquitoes, fungi and algae.</li> </ul>
10	To remove or stack articles or matter, to cover articles or matter, to erect fences or screens or to plant trees	Land is in the immediate vicinity of a public place and is used for the storage of articles or matter so as to create or be likely to create unsightly conditions	Owner or occupier of land	<ul style="list-style-type: none"> <li>Definition of "article" or "matter" includes but is not limited to: - <ul style="list-style-type: none"> <li>Disused motor vehicles, caravans, trailers, boats or associated parts;</li> <li>Disused machinery, equipment and appliances;</li> <li>Old, used or second-hand materials (including building materials);</li> <li>Sand, soil, rock, blue metal and any other material;</li> <li>Any organic or vegetative material;</li> </ul> </li> </ul>

Column 1	Column 2	Column 3	Column 4	Column 5
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered
				<ul style="list-style-type: none"> <li>○ Any industrial or commercial waste products;</li> <li>○ Any household rubbish or domestic waste;</li> <li>○ Any recycled or composted material;</li> <li>○ Furniture.</li> <li>• Whether the articles or matter are visible from the public place.</li> <li>• Whether the articles or matter are being kept in an orderly fashion or not.</li> </ul>
11	To do or to refrain from doing such things as are specified in the order to prevent environmental damage, to repair environmental damage or to prevent further environmental damage	<p>Work carried out on land has caused or is likely to cause environmental damage, being damage to the physical environment that is caused by:</p> <p>(a) drainage, or</p> <p>(b) drainage works, or</p> <p>(c) obstructing a natural watercourse other than by a work constructed or used under a water management work approval granted under the <i>Water Management Act 2000</i>,</p> <p>not being environmental damage arising from premises, works or equipment the subject of</p>	Owner or occupier of land	No additional criteria specified.

Column 1	Column 2	Column 3	Column 4	Column 5
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered
		a licence issued under the <i>Protection of the Environment Operations Act 1997</i> or the subject of a notice or direction issued by a regulatory authority under that Act		
12	To do such things as are necessary to control the flow of surface water across land	Other land, or a building on the land or other land, is being damaged or is likely to be damaged	Owner or occupier of land	<ul style="list-style-type: none"> <li>• Clause 89 of the Local Government (General) Regulation 2021.</li> <li>• Whether the premises has been altered or changed in the last (approximately) 18 months to create the issue where rectification works are required.</li> <li>• Whether it is likely that the flow of water will result in a threat to the health or safety of any person if left uncontrolled or unaltered.</li> <li>• Paved, cemented or other hard surfaced areas must have surface water diverted to an appropriate stormwater disposal system to minimise discharge onto adjoining properties.</li> <li>• Any stormwater disposal system should direct water (including overflows) in such a manner as to avoid damage to any land, building or structure.</li> </ul>
13,14	[Repealed]			
15	Not to conduct, or to cease conducting, an activity on premises (whether or not the activity is approved under this Act)	The activity constitutes or is likely to constitute: (a) a life-threatening hazard, or (b) a threat to public health or public safety	Any person apparently engaged in promoting, conducting or carrying out the activity	No additional criteria specified.

Column 1	Column 2	Column 3	Column 4	Column 5
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered
		and is not regulated or controlled under any other Act by a public authority		
15A	[Repealed]			
16	To cease the use of premises or to evacuate premises	A person to whom order No 15 is given has failed to comply with the order	The person to whom order No 15 is given	<ul style="list-style-type: none"> <li>• The terms of the order previously issued</li> <li>• The nature of the activity to which the previous order related to</li> <li>• Whether the whole or part of the premises should cease being used or be vacated</li> <li>• The nature/type of premises</li> </ul>
17	To leave premises or not to enter premises	A person to whom order No 15 is given has failed to comply with the order	Any person	<ul style="list-style-type: none"> <li>• The terms of the order previously issued</li> <li>• The nature of the activity to which the previous order related to</li> <li>• Whether the whole or part of the premises should cease being used or be vacated</li> <li>• The nature/type of premises</li> </ul>
18	Not to keep birds or animals on premises, other than of such kinds, in such numbers or in such manner as specified in the order	<p>Birds or animals kept on premises are:</p> <p>(a) in the case of any premises (whether or not in a catchment district)—of an inappropriate kind or number or are kept inappropriately, or</p> <p>(b) in the case of premises in a catchment district—birds or animals</p>	Occupier of premises	<ul style="list-style-type: none"> <li>• The terms of an order should generally be consistent with the standards for the keeping of birds or animals set out in Part 5 of Schedule 2 of the Local Government (General) Regulation 2021.</li> <li>• There are no restrictions on the number of birds and animals that can be kept in the City in <i>normal</i> circumstances. However, limits and standards may be applied via an order when: <ul style="list-style-type: none"> <li>◦ A legitimate problem has been identified relating to the numbers and/or types of</li> </ul> </li> </ul>

Column 1	Column 2	Column 3	Column 4	Column 5
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered
		(being birds or animals that are suffering from a disease which is communicable to man or to other birds or animals) or pigs		<p>birds or animals kept on particular premises.</p> <ul style="list-style-type: none"> <li>○ There is a detrimental impact on the health, amenity and/or safety of others including, but not limited to: <ul style="list-style-type: none"> <li>▪ Continuing offensive noise at inappropriate times.</li> <li>▪ Continuing offensive odours.</li> <li>▪ Vermin infestation through poor cleaning.</li> <li>▪ Actual and potential impacts on neighbours or the public.</li> </ul> </li> <li>○ The number and type of bird(s) or animal(s) being kept is either not appropriate or not acceptable.</li> <li>○ The conditions in which the animals are being kept are either not appropriate or not acceptable.</li> <li>• Where the keeping of birds or animals on premises is capable of being regulated by the Environment Protection Authority, Council is excluded from making an order.</li> </ul> <p>Council will not issue this order in relation to:</p> <p>a) Damage caused by wild or native birds or animals;</p> <p>b) The trapping of any wild or native birds or animals;</p> <p>c) The control of or treatment of termites on private or public land;</p>



Column 1	Column 2	Column 3	Column 4	Column 5
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered
				<ul style="list-style-type: none"> <li>• <b>In relation to pigeons kept in a predominantly residential area</b>, the following criteria are to be taken into consideration: <ul style="list-style-type: none"> <li>○ The requirements of any local Pigeon Fanciers' Association or club,</li> <li>○ The release of pigeons for free flight or training should not be carried out on Saturdays, Sundays or Mondays,</li> <li>○ The release of pigeons for free flight or training is to be restricted to dawn to 8.30 a.m. and 3.30 p.m. to sunset,</li> <li>○ Any pigeon loft, cages or aviary shall be erected a minimum distance of 10m from any dwelling or associated structure,</li> <li>○ Premises are to be kept free from any nuisance caused by rodents, vermin or odour at all times,</li> <li>○ Grain and other food to be kept in vermin/rodent proof and sealed containers,</li> <li>○ The pigeon loft, cages or aviary should be constructed in a proper, workmanlike manner, free from debris and unsightly accumulations upon the roof, with a concrete floor and wall nib, or alternatively a raised timber/slatted floor no less than 450mm off the ground, with the roof graded appropriately.</li> </ul> </li> </ul>
19	To use or not to use a tennis court as specified	Actual or likely annoyance or threat to	Occupier of land	No additional criteria specified.

Column 1	Column 2	Column 3	Column 4	Column 5
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered
		the safety of neighbours or users of a public place		
20	To do such things as are specified in the order to put premises, vehicles or articles used for the manufacture, preparation, storage, sale, transportation or other handling or use of or in relation to food into a clean or sanitary condition	The premises, vehicle or article is not in a clean or sanitary condition	Owner or occupier of premises or owner or operator of vehicle or article	This order should not be used where provision is available for action under the <i>Food Act 2003</i> .  When the <i>Food Act 2003</i> is not applicable, the standards and requirements set for food premises under that act shall be taken into consideration and the terms of any order should generally reflect those standards and requirements.
21	To do or refrain from doing such things as are specified in the order to ensure that land is, or premises are, placed or kept in a safe or healthy condition	The land or premises are not in a safe or healthy condition	Owner or occupier of land or premises	Circumstances in which land or premises would be considered not to be in a safe and/or healthy condition include but are not limited to: <ul style="list-style-type: none"> <li>• The presence of dampness in walls and ceilings in any property;</li> <li>• The presence of leaky roofs, defective guttering and/or downpiping;</li> <li>• Defective floor timbers and/or stair treads;</li> <li>• Accumulations or deposits likely to afford harbourage for vermin;</li> <li>• Defective sewerage service pipes;</li> <li>• The presence and/or accumulation of vegetation or vegetative matter (whether alive or dead) which is likely to become a harbourage for rubbish or vermin;</li> </ul> Circumstances in which premises being used as a dwelling would be considered not to be in a

Column 1	Column 2	Column 3	Column 4	Column 5
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered
				<p>safe and/or healthy condition include but are not limited:</p> <ul style="list-style-type: none"> <li>• The lack of adequate wholesome water supply;</li> <li>• The lack of or damage to waste pipes, sanitary fittings and/or flush pipe to water closet pans;</li> <li>• The presence of windows that: <ul style="list-style-type: none"> <li>○ contain broken glass</li> <li>○ have been rendered incapable of being opened</li> <li>○ have been covered over (boarded up) so as to prevent the entry of natural light;</li> </ul> </li> <li>• Lack of provision of suitable kitchen sink, facilities for bathing and for washing of clothes with water;</li> <li>• Lack of provision of an adequate stove or other facilities for cooking.</li> </ul>
22	To store, treat, process, collect, remove, dispose of or destroy waste which is on land or premises in the manner specified in the order, provided that it is not inconsistent with regulations made under the <i>Protection of the Environment Operations Act 1997</i>	Waste is present or generated on the land or premises and is not being dealt with satisfactorily, and is not regulated or controlled by, or subject to, a licence or notice granted or issued under the <i>Protection of the Environment Operations Act 1997</i>	Owner or occupier of land or premises, owner of or person responsible for the waste or for any receptacle or container in which the waste is contained	No additional criteria specified.

Column 1	Column 2	Column 3	Column 4	Column 5
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered
22A	To remove or dispose of waste that is on any residential premises or to refrain from keeping waste on those premises	The waste is causing or is likely to cause a threat to public health or the health of any individual	Owner or occupier of the premises	This order is outside the scope of this policy (refer section 159(3) of the <i>Local Government Act 1993</i> ).
23	To connect premises to the council's water supply by a specified date	The premises are situated within 225 metres of a water pipe of the council	Owner or occupier of land	No additional criteria specified.
24	To connect premises with a sewerage system by a specified date	The premises are situated within 75 metres of a sewer of the council	Owner or occupier of premises	No additional criteria specified.
25	Not to use or permit the use of a human waste storage facility on premises after a specified date	It is necessary for the purpose of protecting public health	Owner or occupier of premises	No additional criteria specified.
26	[Repealed]			
27	To remove an object or matter from a public place or prevent any object or matter being deposited there	<p>The object or matter:</p> <p>(a) is causing or is likely to cause an obstruction or encroachment of or on the public place and the obstruction or encroachment is not authorised by or under any Act, or</p> <p>(b) is causing or is likely to cause danger, annoyance or</p>	Person causing obstruction or encroachment or owner or occupier of land from which the object or matter emanates or is likely to emanate	<ul style="list-style-type: none"> <li>An object or matter includes (but is not limited to): <ul style="list-style-type: none"> <li>Advertising signs, advertisement generally;</li> <li>Motor vehicles or motor vehicle parts;</li> <li>Caravans or caravan parts;</li> <li>Trailers/boats or trailer/boat parts;</li> <li>Machinery, equipment and appliances;</li> <li>Second hand materials including building materials;</li> <li>Demolition materials;</li> </ul> </li> </ul>

Column 1	Column 2	Column 3	Column 4	Column 5
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered
		inconvenience to the public		<ul style="list-style-type: none"> <li>○ Sand, soil rock, blue metal and any other material;</li> <li>○ Any organic or vegetative material;</li> <li>○ Any industrial or commercial waste product;</li> <li>○ Any household rubbish or waste;</li> <li>○ Any recycled or composted material;</li> <li>○ Any stand, or article used for the display, distribution or sale of products;</li> <li>○ Any products or merchandise for distribution or sale.</li> <li>• Whether any approval (under any Act) has been sought or gained that relates to the location of the object or article and the terms of any such approval.</li> </ul>
28	To take whatever steps are necessary to prevent damage to a public place and to repair damage to a public place	<p>There is actual or likely damage:</p> <p>(a) by excavation or removal of material from or adjacent to the public place, or</p> <p>(b) by a work or structure, or</p> <p>(c) by surface drainage or irrigation</p>	<p>Person responsible for the excavation or the removal of the material</p> <p>Owner or person entitled to the benefit of the work or structure</p> <p>Owner or occupier of land from which surface drainage flows or from which spray emanates</p>	No additional criteria specified.
29	To alter or repair a work or structure on, over or under a public place	It is in the public interest to do so	Owner of the work or structure	Circumstances where Council may issue this order include (but are not limited to) when



Column 1	Column 2	Column 3	Column 4	Column 5
Order No.	To do What?	In What Circumstances?	To Whom?	Additional Criteria Considered
				<p>structures on, over, or under a footway or road are:</p> <ul style="list-style-type: none"> <li>• Not maintained, erected or installed in accordance with approvals;</li> <li>• Considered unsafe or dangerous.</li> </ul> <p>This includes (but is not limited to):</p> <ul style="list-style-type: none"> <li>• Private services within a public place (for example, sewer services and roof water/stormwater pipes not covered by lease agreements) that require repairs</li> <li>• Driveway crossings which are not being maintained in a safe condition.</li> <li>• Shop awnings which are not being maintained in a safe or sightly condition.</li> <li>• Maintenance of underground pipes within a public place.</li> </ul>
30	To comply with an approval	The approval is not being complied with	Person entitled to act on the approval or person acting otherwise than in compliance with the approval	<ul style="list-style-type: none"> <li>• The requirements of the relevant approval.</li> <li>• The provisions of any Local Approvals Policy council has adopted under Part 3 of Chapter 7 of the <i>Local Government Act 1993</i>.</li> </ul>

## 5. IMPLEMENTATION

### 5.1. Roles and Responsibilities

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

- General Manager
- Director Infrastructure and Environment
- Director Corporate and Community
- All employees who deal with complaints and the enforcement of the *Local Government Act 1993*, including the issuing of orders, are responsible for implementing this Policy e.g. compliance staff being: Building Surveyors, Town Planners, , Community Safety Officers/Rangers, Environmental Health Officers and any authorised officers appointed by the General Manager.

### 5.2. Communication

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

### 5.3. Associated Documents

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

- Compliance and Enforcement Policy;
- Code of Conduct Policy
- Local Approvals Policy

## 6. REVIEW

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

The standard review period will be within each term of Council following the Local Government Elections, or as required to ensure that it meets legislation requirements and the needs of the community and Council; with adoption within 12 months following a general election under the *Local Government Act 1993*, so as to avoid automatic revocation under Section 165, clause (4) of that Act. The responsible Council officer will be notified of the review requirements three (3) months prior to the expiry of this policy.

The Director Infrastructure and Environment is responsible for the review of this policy.

## 7. LEGISLATIVE AND LEGAL FRAMEWORK

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

- *Local Government Act 1993*, especially Chapter 7;
- Local Government (General) Regulation 2021, particularly Part 3 and Schedule 2;
- Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2021;

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

## 8. DEFINITIONS

Terms or expressions used in this policy which are defined in the *Local Government Act 1993* or one of its regulations have the meanings set out in those instruments.

Relevant terms and expressions defined by the *Local Government Act 1993* and/or its Regulations include:

**"Approval"** shall mean an approval that is in force under the *Local Government Act 1993*.

**"Building"** includes part of a building and any structure or part of a structure but does not include a moveable dwelling or associated structure or part of a moveable dwelling or associated structure.

**"Building"** includes a proposed building.

**"Carry out an Activity"** includes to organise, arrange for or otherwise cause the activity to be carried out.

**"Domestic Waste"** shall mean waste on domestic premises of a kind and quantity ordinarily generated on domestic premises and includes waste that may be recycled but does not include sewage.

**"Human Waste"** shall mean human faeces and urine.

**"Human Waste Storage Facility"** shall mean a device for holding or disposing of human waste, including a cesspit, septic tank, septic closet, water closet, chemical closet, humus closet and combustion closet.

**"Manufactured Home"** shall mean a self-contained dwelling (that is, a dwelling that includes at least one kitchen, bathroom, bedroom and living area and that also includes toilet and laundry facilities), being a dwelling:

- (a) that comprises one or more major sections, and
- (b) that is not a motor vehicle, trailer or other registrable vehicle within the meaning of the *Road Transport Act 2013*,

and includes any associated structures that form part of the dwelling.

**"Manufactured Home Estate"** shall mean land on which manufactured homes are, or are to be, erected.

**"Moveable Dwelling"** shall mean:

- (a) any tent, or any caravan or other van or other portable device (whether on wheels or not), used for human habitation, or
- (b) a manufactured home, or
- (c) any conveyance, structure or thing of a class or description prescribed by the regulations for the purposes of this definition.

**"Place of Shared Accommodation"** includes a boarding house, a common lodging house, a house let in lodgings and a backpacker's hostel.

**"Premises"** shall mean any of the following:

- (a) a building of any description or any part of it and the appurtenances to it,
- (b) land, whether built on or not,
- (c) a shed or other structure,
- (d) a tent,

- (e) a swimming pool,
- (f) a ship or vessel of any description (including a houseboat),
- (g) a van.

**“Public Place”** shall mean:

- (a) a public reserve, public bathing reserve, public baths or public swimming pool, or
- (b) a public road, public bridge, public wharf or public road-ferry, or
- (c) a Crown reserve comprising land reserved for future public requirements, or
- (d) public land or Crown land that is not:
- (e) a Crown reserve (other than a Crown reserve that is a public place because of paragraph (a), (b) or (c)), or
- (f) a common, or
  - (i) land subject to the *Trustees of Schools of Arts Enabling Act 1902*, or
  - (ii) land that has been sold or leased or lawfully contracted to be sold or leased, or
- (g) land that is declared by the regulations to be a public place for the purposes of this definition.

**“Road”** includes:

- (a) highway, street, lane, pathway, footpath, cycleway, thoroughfare, bridge, culvert, causeway, road-ferry, ford, crossing, by-pass and trackway, whether temporary or permanent, and
- (b) any part of a road and any part of anything referred to in paragraph (a), and
- (c) anything forming part of a road or anything forming part of anything referred to in paragraph (a).

**“Waste”** shall mean:

- (a) effluent, being any matter or thing, whether solid or liquid or a combination of solids and liquids, which is of a kind that may be removed from a human waste storage facility, sullage pit or grease trap, or from any holding tank or other container forming part of or used in connection with a human waste storage facility, sullage pit or grease trap, or
- (b) trade waste, being any matter or thing, whether solid, gaseous or liquid or a combination of solids, gases and liquids (or any of them), which is of a kind that comprises refuse from any industrial, chemical, trade or business process or operation, including any building or demolition work, or
- (c) garbage, being all refuse other than trade waste and effluent,

and includes any other substance defined as waste for the purposes of the *Protection of the Environment Operations Act 1997*, and a substance is not precluded from being waste merely because it is capable of being refined or recycled.

## CORPORATE &amp; COMMUNITY DEVELOPMENT COMMITTEE

July 28, 2025

**ITEM 6**BROKEN HILL CITY COUNCIL REPORT NO. 157/25

SUBJECT: PUBLIC ART RESTORATION AND PRESERVATION WORKS  
D25/32444

**Recommendation**

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.

**Executive Summary:**

A Public Art Audit Condition Report 2023 was undertaken by specialist firm, Grimwade, of 45 public art works, three of which later identified as not belonging to Council.

In November 2024, Delta Conservation was the successful applicant in the Request for Quotation (RFQ) to undertake restoration works on ten (10) of the Broken Hill City Council's public art works.

Delta Conservation has now completed the restoration works and provided a report *Public Art Restoration and Preservations Works – Intervention Report*.

**Report:**

A Public Art Audit Condition Report 2023 was undertaken by specialist firm, Grimwade, of 45 public art works, three of which were later identified as not belonging to Council.

The audit identified all areas of an item needing attention and included notes to guide repair work. The Repair Budget was also estimated. The 2024/2025 budget allowed for the restoration of ten (10) art works identified in the Report which were classified with a rating of "Very Poor" (two art works), "Poor", (seven artworks) and "Fair" (one artwork).

In November 2024, Delta Conservation was the successful applicant in the Request for Quotation (RFQ) to undertake restoration works on ten (10) of the Broken Hill City Council's public art works.

Delta Conservation has now completed the restoration works and provided a report *Public Art Restoration and Preservation Works – Intervention Report*. The Report is subject to Copyright with consultation required for use of any of the information and images within the Report. Delta Conservation provided approval for the following before and after photographs to be extracted from the *Public Art Restoration and Preservation Works – Intervention Report* to illustrate the results of the cleaning and restoration work that has been undertaken.

In addition, a grant was successful and received from the NSW Government Veterans Affairs for the restoration of the War Memorial Soldier, dubbed 'The Bomber', located at the corner



of Argent and Sulphide Streets. Delta Conservation completed the repair while undertaking other repair work on the city's public art.

### **Cerussite Crystal Sculpture, Lions Recreational Park**



*Figure 5 Plinth – Before re-pointing and stone relocation (in red).*



*Figure 6 Plinth – After stone relocation and stabilization.*



*Figure 9 After Intervention (front view).*

## Untitled Humanoid 1, Broken Hill Civic Centre



*Figure 17-18 Before and After intervention (back view).*

## Untitled Humanoid 2, Broken Hill Civic Centre



*Figure 27-284 Before and After intervention (front view).*



## Untitled Humanoid 3, Broken Hill Civic Centre



Figure 33-34 Before and After intervention (front view).

## The Ant (sculpture), Lions Recreational Park



Figure 42-43 Detail – Before and After intervention (in red).

## Sully's Carpark Totems, Sully's Carpark



Figure 567 Detail – Metal corrosion products before intervention.

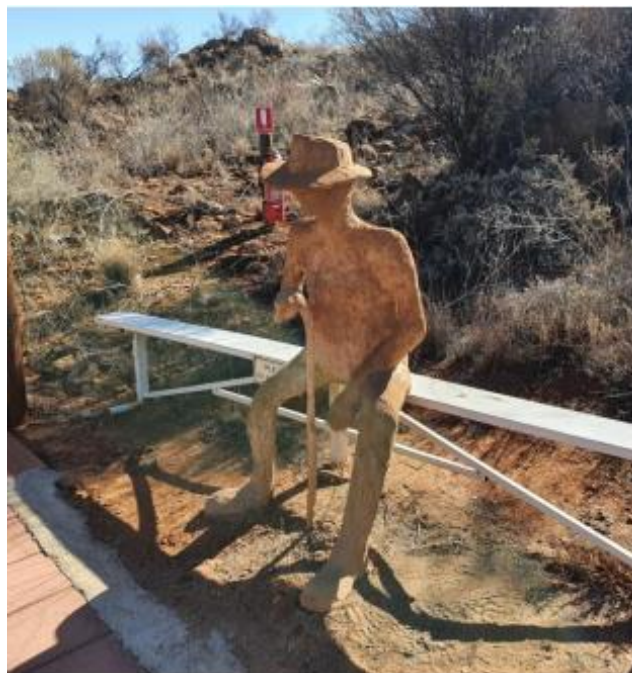


Figure 57 Detail – Metal corrosion products after intervention.

## Untitled Human Form, Living Desert State Park Picnic



*Figure 62-63 Detail biological growth – Before and after cleaning with biocide.*



*Figure 68 General view of the sculpture after treatment.*



## Story Poles, Living Desert Flora and Fauna Sanctuary



*Figure 74 Story Poles after treatment.*

## Two Miners with Dog (sculptures), Living Desert State Park



*Figure 76 Filling of missing mortar and cracks with a hydraulic mortar.*



*Figure 77 Miner after retouching of the fills.*





*Figure 78 Miners with Dog after treatment.*

### **Copper Plate Canoe (sculpture), Sully's Carpark**



*Figure 82-83 Detail – After (left) and before (right) corrosion reduction.*



# Miners Kids, Dragonfly, and Locusts (Murals), Broken Hill Airport



Figure 86 Detail – Spider webs and pest remnants.



Figure 96 Mural after intervention (third panel).



Figure 95 Mural after intervention (second panel).



Figure 93 Detail – Filling of the crack above the door (1<sup>st</sup> panel).



After intervention

## Pro Hart Piano, Visitor Information Centre



### Legend

Loss (Wood)

Abrasion/Loss (Lacquer)

Previous Fills

Filling of wooden losses



Staining/Alteration (Lacquer)

Detached Elements



Top panel before treatment; dust deposition, staining and abrasions



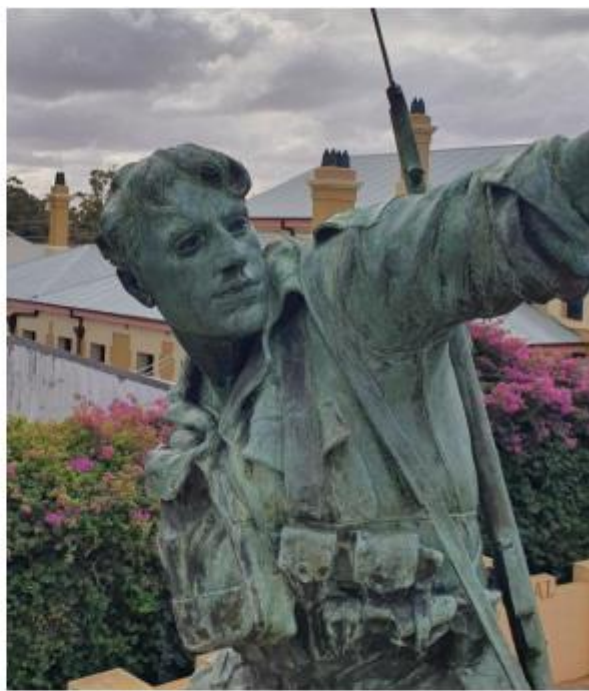
Top panel after treatment: final shellac protective coating



*Figure 103 Piano in situ at the Visitor Information Centre at*



## ***The Bomber Monument***



*Figure 18-194 Detail: Soldier – Before and After treatment.*



*Figure 20-21 Detail - Soldier – Before and After treatment.*

### **Community Engagement:**

The maintenance and restoration of public art is vital for the preservation of cultural heritage, enhanced aesthetic value, increased public engagement, reduced long-term costs, protection of investment, improved safety, strengthened community pride, attraction of tourism and enhanced reputation.



**Strategic Direction:**

Key Direction:	4	Our Leadership
Objective:	4.1	Openness and transparency in decision making
Strategy:	4.1.3	Ensure social, environmental, cultural and economic sustainability are considered when making decisions

**Relevant Legislation: Nil****Financial Implications: Nil****Attachments**

There are no attachments for this report

RAZIJA NU'MAN  
DIRECTOR CORPORATE AND COMMUNITY

JAY NANKIVELL  
GENERAL MANAGER

## CORPORATE &amp; COMMUNITY DEVELOPMENT COMMITTEE

August 8, 2025

## ITEM 7

BROKEN HILL CITY COUNCIL REPORT NO. 158/25

SUBJECT: PROPOSAL FOR TRIAL PERIOD TO EXCLUDE THE  
CHANGEROOM FROM THE NORM FOX ALCOHOL PROHIBITED  
AREA D25/36162

## Recommendation

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.

## Executive Summary:

In 2008, following community consultation and strong support from the Barrier Local Area Command Police and local management committees, Council declared the Norm Fox Sporting Complex an Alcohol Prohibited Area. Enforcement commenced with the placement of signage and the prohibition has been in place for over 15 years.

In September 2023, Council resolved to explore a potential exemption to the prohibition for the changeroom area at the Norm Fox Sporting Complex. This exemption was proposed to allow the consumption of alcohol during cricket season. Discussions between Council officers and the Barrier Police District Licensing Officer in January 2025 identified both opportunities and concerns regarding the proposal.

Two main change options emerged:

- 1) adjusting the Alcohol Prohibited Area (APA) boundary to exclude the changeroom or
- 2) implementing a time-limited exclusion of the changeroom from the APA during the cricket season.

Following feedback from the Barrier Police District, the second option evolved into a more controlled trial approach with defined boundaries, limited times, clear signage, and the ability to revoke the exemption if issues arose (see Att 1 Proposal).

The next steps involve undertaking 28-day public exhibition of the proposed timed trial period and returning the consultation outcome to Council for determination.

**Report:**

The purpose of this report is to recommend to Council to endorse the Proposal for trial period to exclude the changeroom from the Norm Fox Sporting Complex Alcohol Prohibited Area, for the purpose of public exhibition for a 28-day period for community comment.

A further report, at the completion of the exhibition period, will be presented to Council outlining submissions received and any recommendations arising; to allow Council to consider community feedback prior to a decision being made.

**Background**

Following Council resolution in September 2023, Council officers met with the Barrier District Cricket Association in October 2023, to define the proposed exemption area - the grassed area in front of the changeroom and the adjacent seating (see image below).

- Area to include: **Grassed area in front of changeroom,**
- **Seating to left of change room and Seating to right of changeroom inclusive of grassed area**
- Refer to below images



The proposed exemption area sought to enable members and spectators to consume alcohol in a controlled, designated space during cricket matches and post-match social activities.

Following this consultation, two options were initially identified by Council for discussion with the Barrier Police District:

1. **Change the perimeter** of the Alcohol Prohibited Area to exclude the changeroom.
2. **Trial a timed suspension** of the Alcohol Prohibited Area during the cricket season (October–March), with hours such as 12pm–11pm on Saturdays.

### Police Consultation and Amended Proposal

Council and the Barrier Police District Licensing Officer discussed the proposal, identifying the following **concerns**:

- No Liquor Licence or Responsible Service of Alcohol measures.
- Potential for alcohol consumption to spread beyond the designated area.
- Risks associated with glass containers on the oval.
- Intoxication risks leading to altercations.
- Safety concerns for players, spectators and families.
- Noise impacts on nearby residents.
- Limited police capacity to monitor compliance.

Following discussion, the proposed approach was refined to:

- A **6-month trial** (October–March), Saturdays only, 12pm–8pm.
- The **exemption zone** limited to the grassed area directly in front of the changeroom behind the oval fencing, marked with bunting.
- Installation of clear **signage** stating exemption times and boundaries.
- Council retaining the **right to suspend** the trial immediately in response to incidents or complaints.
- Encouragement for the Cricket Association to seek a **Limited Liquor Licence** for functions outside exemption times.

The above proposed approach was forwarded to the Barrier Police District Commander for feedback (see Att 2). Feedback received July 2025, indicated a concern regarding the inclusion of children playing cricket during the proposed time of 12pm to 8pm (see Att 3).

In response to this concern, the following information was obtained from the Barrier District Cricket Association and forward to the Barrier Police District for feedback:

- Saturday games commence 12:30pm and finish around 5pm.
- Men's B Grade is scheduled during this time.
- B Grade ages range from 15 years through to late forties, with four or five players in this competition under 18 years. Strict supervision of players under 18 years would be in place.

Feedback received August 2025 from Barrier Police District Commander (see Att 4) indicates support for the proposed timed trial of the exemption of the changeroom from the Norm Fox Sporting Complex.

The Proposal and supporting information are attached for Council's consideration to proceed to public exhibition.

### Community Engagement:

The trial exclusion of the changeroom from the Norm Fox Alcohol Prohibited Area is the subject of an open report in the August 2025 Council meeting agenda and will also be placed on 28 days public exhibition for public submissions.

### 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:

Suspension of Alcohol-Free Zones and Alcohol Prohibited Areas must be in accordance with the *Local Government Act 1993* and Ministerial Guidelines 2009 on Alcohol-Free Zones.

**Financial Implications:**

Appropriate signage will need to be implemented and sourced from the Asset Maintenance budget

**Attachments**

1. ATT 1 Proposal for exemption from Norm Fox Sporting Complex Alcohol Prohibited Area  
[↓](#)
2. ATT 2 Alcohol Prohibited Area - Norm Fox Sporting Complex - Discussion with Barrier Police District - 08.01.2025  
[↓](#)
3. ATT 3 Barrier Police District Feedback - Alcohol Prohibited Area - Norm Fox Sporting Complex - Discussion Notes 08.01.2025 - 01.07.2025  
[↓](#)
4. ATT 4 Barrier Police District - Support for Proposed changeroom Alcohol exemption Area - 06.08.2025 Redacted  
[↓](#)

RAZIJA NU'MAN  
DIRECTOR CORPORATE AND COMMUNITY

JAY NANKIVELL  
GENERAL MANAGER



# PROPOSAL FOR TRIAL PERIOD FOR TIMED EXEMPTION OF THE CHANGEROOM FROM NORM FOX SPORTING COMPLEX ALCOHOL PROHIBITED AREA

## INTRODUCTION

Section 632A of the *Local Government Act 1993* provides Council with the authority to declare a public place an alcohol prohibited area. An alcohol prohibited area operates, in accordance with the terms of the declaration establishing the area, during such times or events as are specified in the declaration and advised by associated signage.

The **Norm Fox Sporting Complex Alcohol Prohibited Area** was established in 2008, following consultation with Police and community, to help enhance public safety by discouraging irresponsible alcohol consumption in a public place.

Broken Hill City Council has received a request to exclude the changeroom from the Norm Fox Sporting Complex Alcohol Prohibited Area, to allow the consumption of alcohol during cricket season. In response, and with the support of local Police, a six-month trial is proposed for a timed exemption from Alcohol Prohibited Area.

The following outlines the proposed timed exemption:

- **Duration:** **Saturdays only, from 12pm to 8pm, commencing October 2025 and concluding 31 March 2026.**
- **Location:** **Limited to the grassed area directly in front of the Norm Fox Sporting Complex changeroom, behind the oval fencing** (see map attached).
- **Conditions:** The **exemption zone** will be **clearly defined** with bunting and **appropriate signage** will be in place.

## Public Comment

In accordance with the requirements of the *Local Government Act 1993*, Council is now inviting written public submissions on the proposal. The public comment period will remain open for 28 days, after which all feedback will be considered by Council before a final decision is made.

Written comments should be addressed to:

The General Manager  
Broken Hill City Council  
PO Box 448  
BROKEN HILL NSW 2880

Or by email to the General Manager at [council@brokenhill.nsw.gov.au](mailto:council@brokenhill.nsw.gov.au).

RAZIJA NU'MAN  
DIRECTOR CORPORATE AND COMMUNITY

## ALCOHOL PROHIBITED AREA - EXCLUSION AREA MAP

- Area to include: Grassed area in front of changeroom,
- Seating to left of change room and Seating to right of changeroom inclusive of grassed area
- Refer to below images



## ALCOHOL PROHIBITED AREA – NORM FOX SPORTING COMPLEX DISCUSSION HELD WITH BARRIER POLICE DISTRICT LICENSING OFFICER – 8 JANUARY 2025

### 1. PRESENT

#### Council Representatives:

- Michelle Rolton, Acting Director Corporate and Community
- Jodie Brealey, Corporate Services Team Leader (Note taker)

#### Barrier Police District Representative:

- Senior Constable, Mark Wilmore (Barrier Licensing Officer)

### 2. REASON FOR CHANGE

Proposal to change the Alcohol Prohibited Area located at the Norm Fox Sporting Complex reserve, to enable the Barrier District Cricket Association members/spectators to consume alcohol on the grassed area in front of the changeroom. See images below

- **October 2023**
  - Director Corporate and Community met with Barrier District Cricket Association, [REDACTED] to determine area around changeroom to be considered for exemption.
  - Area to include: **Grassed area in front of changeroom.**
  - **Seating to left of change room and Seating to right of changeroom** inclusive of grassed area
  - Refer to below images



## 2.1 CHANGE OPTION 1

Changing the perimeter of the Alcohol Prohibited Area to exclude the changeroom.

## 2.2 CHANGE OPTION 2

Trialling the installation of signage to show suspension of the Alcohol Prohibited Area from October to March, or for a timed period such as from 12pm to 11pm on Saturdays during October to March.

## 3. DISCUSSION

### 3.1 CONCERNS IDENTIFIED

Discussion held identified the following concerns relating to BYO alcohol at this location:

- Lack of Liquor Licensing requirements including Responsible Service of Alcohol.
- Lack of control measures to keep drinking within the requested area, resulting in potential for drinking expanding to other areas around the oval.
- The taking of glass drinking vessels to the oval.
- Intoxication of spectators, with potential for physical altercations.
- The safety of cricket participants, spectators and families.
- Increased noise levels impacting neighbour amenity within the area.
- Capacity of local Police to monitor the area.

### 3.2 PROPOSAL AMENDMENTS

Discussion held resulted in the following proposal amendments:

- A trial period to occur for 6 months with the Alcohol Prohibited Area exemption being 12pm to 8pm on Saturdays only during October to March.
- The exemption zone be limited to the grassed area immediately in front of the changeroom behind the oval fencing – with the exemption zone clearly defined with bunting. See image below



- Council to erect signage in the area clearly detailing the Alcohol Prohibited Area exemption zone and time/day of the week.
- Council reserves the right to suspend the trial period at any time, should any incidents occur or complaints be received.
- The Cricket Association be encouraged to investigate obtaining a Limited Liquor License for the purpose of holding functions outside of the identified exemption time.

#### **4. NEXT STEPS**

- Feedback from Barrier Police District Commander regarding the proposed changeroom exemption zone within the Norm Fox Sporting Complex Alcohol Prohibited Area.
- Report to Council (inclusive of Barrier Police District feedback) regarding the proposal for the changeroom exemption zone within the Alcohol Prohibited Area at Norm Fox Sporting Complex.
- 28-day public exhibition of proposal.
- Public exhibition feedback considered by Council and Barrier Police District and recommendation made for determination.
- Report to Council regarding outcome of public exhibition feedback, with recommendation for Council determination.



## ALCOHOL PROHIBITED AREA – NORM FOX SPORTING COMPLEX DISCUSSION HELD WITH BARRIER POLICE DISTRICT LICENSING OFFICER – 8 JANUARY 2025

### 1. PRESENT

#### Council Representatives:

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- The taking of glass drinking vessels to the oval.
- Intoxication of spectators, with potential for physical altercations.
- The safety of cricket participants, spectators and families.
- Increased noise levels impacting neighbour amenity within the area.
- Capacity of local Police to monitor the area.

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- Council to erect signage in the area clearly detailing the Alcohol Prohibited Area exemption zone and time/day of the week.
- Council reserves the right to suspend the trial period at any time, should any incidents occur or complaints be received.
- The Cricket Association be encouraged to investigate obtaining a Limited Liquor License for the purpose of holding functions outside of the identified exemption time.

#### 4. NEXT STEPS

- Feedback from Barrier Police District Commander regarding the proposed changeroom exemption zone within the Norm Fox Sporting Complex Alcohol Prohibited Area.
- Report to Council (inclusive of Barrier Police District feedback) regarding the proposal for the changeroom exemption zone within the Alcohol Prohibited Area at Norm Fox Sporting Complex.
- 28-day public exhibition of proposal.
- Public exhibition feedback considered by Council and Barrier Police District and recommendation made for determination.
- Report to Council regarding outcome of public exhibition feedback, with recommendation for Council determination.

##### 1. Barrier Commander.

The request to conduct a six month trial is supported. My only concern is that the time mentions doesn't 12pm to 8pm does not include any times children will be playing.

Andrew Mensforth  
Act/Superintendent  
Barrier PD  
01/07/2025



**NSW Police Force**

**Our Ref: D/2025/239757**

6<sup>th</sup> August 2025

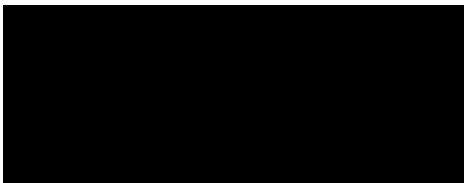
General Manager  
Broken Hill City Council  
PO Box 448  
Broken Hill NSW 2880

Dear Razija Nu'man,

I have reviewed the proposal as requested and I support the proposed trial under the conditions as outlined (3.2) which include –

- A trial period to occur for 6 months with the Alcohol Prohibited Area exemption being 12pm to 8pm on Saturdays only during October 2025 to March 2026,
- The exemption zone be limited to the grassed area immediately in front of the changeroom behind the oval fencing as per image on page 2 of 3 (marked in yellow),
- Council to erect signage in the area clearly detailing the Alcohol Prohibited Area exemption zone and time/day of the week, and
- Council reserves the right to suspend the trial period at any time, should any incidents occur, or complaints be received.

Yours faithfully



Darren Sly  
A/Superintendent  
Commander Barrier Police District

**BARRIER POLICE DISTRICT**  
LOCKED BAG 5102, PARRAMATTA NSW 2124



**BROKEN HILL**  
CITY COUNCIL

Quote No L25/1487 - 11/307  
RN:JB

Telephone / Personal Enquiries  
Ask for Razija Nu'man

Please address all communications to:  
The General Manager  
240 Blende Street  
PO Box 448  
Broken Hill NSW 2880  
Phone 08 8080 3300  
Fax 08 8080 3424  
council@brokenhill.nsw.gov.au  
www.brokenhill.nsw.gov.au

D/2025/239757

ABN 84 873 116 132

24 July 2022

Barrier Commander  
Acting Superintendent Andrew Mensforth  
NSW Police Force  
BROKEN HILL NSW 2880

By Email: Barrierms@police.nsw.gov.au

Dear Acting Superintendent Mensforth

**Proposed trial period for Norm Fox Sporting Complex changeroom exclusion from Alcohol Prohibited Area**

Council thanks you for the feedback provided for the proposed six-month trial period for the exclusion of the Norm Fox Sporting Complex changeroom from the Alcohol Prohibited Area.

Reference is made to your feedback comments provided:

1. Barrier Commander.

The request to conduct a six month trial is supported. My only concern is that the time mentioned 12pm to 8pm does not include any times children will be playing.

In response to this, Council contacted the Barrier Cricket Association to gain further information and received the following answers to these questions asked:

- What time do cricket games typically start and finish?
  - Saturday games commence 12:30pm and finish around 5pm.
- What grades are scheduled during these times?
  - Men's B Grade
- What is the age range of players participating in these games?
  - B Grade ages range from 15 years through to late forties.  
Strict supervision of players under 18 years would be in place. There are only likely to be four or five players in this competition under 18 years.

In order to proceed to proposal development, Council is seeking your feedback on the response provided by the Barrier Cricket Association. This feedback will be included in the report to Council for consideration of the proposal.

Please forward your response to [CorporateServices@brokenhill.nsw.gov.au](mailto:CorporateServices@brokenhill.nsw.gov.au).

Should you have any questions, please contact Council's Corporate Services Team Leader, Jodie Brealey on 8080 3368, or via email to [CorporateServices@brokenhill.nsw.gov.au](mailto:CorporateServices@brokenhill.nsw.gov.au).

Yours faithfully

  
RAZIJA NU'MAN  
DIRECTOR CORPORATE

AUSTRALIA'S FIRST HERITAGE LISTED CITY



## ALCOHOL PROHIBITED AREA – NORM FOX SPORTING COMPLEX DISCUSSION HELD WITH BARRIER POLICE DISTRICT LICENSING OFFICER – 8 JANUARY 2025

D/2025/239757

### 1. PRESENT

#### Council Representatives:

- Michelle Rolton, Acting Director Corporate and Community
- Jodie Brealey, Corporate Services Team Leader (Note taker)

#### Barrier Police District Representative:

- Senior Constable, Mark Wilmore (Barrier Licensing Officer)

### 2. REASON FOR CHANGE

Proposal to change the Alcohol Prohibited Area located at the Norm Fox Sporting Complex reserve, to enable the Barrier District Cricket Association members/spectators to consume alcohol on the grassed area in front of the changeroom. See images below

- **October 2023**
  - Director Corporate and Community met with Barrier District Cricket Association, [REDACTED] to determine area around changeroom to be considered for exemption.
  - Area to include: **Grassed area in front of changeroom.**
  - **Seating to left of change room and Seating to right of changeroom** inclusive of grassed area
  - Refer to below images



## 2.1 CHANGE OPTION 1

Changing the perimeter of the Alcohol Prohibited Area to exclude the changeroom.

## 2.2 CHANGE OPTION 2

Trialling the installation of signage to show suspension of the Alcohol Prohibited Area from October to March, or for a timed period such as from 12pm to 11pm on Saturdays during October to March.

## 3. DISCUSSION

### 3.1 CONCERNS IDENTIFIED

Discussion held identified the following concerns relating to BYO alcohol at this location:

- Lack of Liquor Licensing requirements including Responsible Service of Alcohol.
- Lack of control measures to keep drinking within the requested area, resulting in potential for drinking expanding to other areas around the oval.
- The taking of glass drinking vessels to the oval.
- Intoxication of spectators, with potential for physical altercations.
- The safety of cricket participants, spectators and families.
- Increased noise levels impacting neighbour amenity within the area.
- Capacity of local Police to monitor the area.

### 3.2 PROPOSAL AMENDMENTS

Discussion held resulted in the following proposal amendments:

- A trial period to occur for 6 months with the Alcohol Prohibited Area exemption being 12pm to 8pm on Saturdays only during October to March.
- The exemption zone be limited to the grassed area immediately in front of the changeroom behind the oval fencing – with the exemption zone clearly defined with bunting. See image below



- Council to erect signage in the area clearly detailing the Alcohol Prohibited Area exemption zone and time/day of the week.
- Council reserves the right to suspend the trial period at any time, should any incidents occur or complaints be received.
- The Cricket Association be encouraged to investigate obtaining a Limited Liquor License for the purpose of holding functions outside of the identified exemption time.

#### **4. NEXT STEPS**

- Feedback from Barrier Police District Commander regarding the proposed changeroom exemption zone within the Norm Fox Sporting Complex Alcohol Prohibited Area.
- Report to Council (inclusive of Barrier Police District feedback) regarding the proposal for the changeroom exemption zone within the Alcohol Prohibited Area at Norm Fox Sporting Complex.
- 28-day public exhibition of proposal.
- Public exhibition feedback considered by Council and Barrier Police District and recommendation made for determination.
- Report to Council regarding outcome of public exhibition feedback, with recommendation for Council determination.

## CORPORATE &amp; COMMUNITY DEVELOPMENT COMMITTEE

July 25, 2025

**ITEM 8**BROKEN HILL CITY COUNCIL REPORT NO. 159/25

SUBJECT: NOMINATIONS FOR THE APPOINTMENT OF COMMUNITY REPRESENTATIVES TO SECTION 355 COMMITTEES D25/33378

**Recommendation**

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.

**Executive Summary:**

Section 355 of the *Local Government Act 1993* 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.

In accordance with Section 355 of the *Local Government Act 1993* Council previously established Committees to assist Council with the operation and management of its parks, ovals and reserves, these are called Section 355 Asset Committees. Council has also previously established Section 355 Advisory Committees to provide advice to the General Manager on specific operations of Council.

Council adopted Asset and Advisory Committee Frameworks and Constitutions at its Ordinary Meeting held 30 October 2024, Minute number 47674 as the governance structure by which each Committee operates.

Council adopted the Constitution of the Broken Hill Heritage Advisory Committee at its Ordinary Meeting held 30 April 2025, Minute number 47845. Membership on each committee forms part of the constitution and includes the number of community representatives, stakeholder representatives (if any) and Councillor representatives required for each Committee to function effectively.

**Report:**

As per Council's adopted Asset and Advisory Committee Framework (adopted 30 October 2024, Minute Number 47674) which states that:

*Committees are appointed every four (4) years, within six (6) months after the Local Government General Election. The term of office for all Committees will be aligned to the term of office of the current Council (four years).*

Council is calling for nominations for community representatives on its Section 355 Committees. 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.

A report will be presented to future Council meetings to progressively appoint representatives to the Section 355 Committees and further advertising may be undertaken as required to fill all community representative positions.

At the time of writing this report, two (2) nominations have been received for consideration. Each of the received nominations have been reviewed by Council's Corporate Services Governance team and are deemed to meet the criteria for volunteer applications, as per Council's Volunteer Management Framework.

The following table summarises the number of community representatives required on the Committees for which nominations have been recently received, along with the appointed nominees. It also includes, for reference, the Council delegate/s on each Committee.

<b>Name of Committee</b>	<b>Committee Structure and Membership</b>	<b>Appointments and Nominations Received</b>	<b>Council Delegate/s on each Committee</b>
Memorial Oval Community Committee	<p>Minimum membership required four (4), ideal membership twelve (12)</p> <p>At least one (1) Councillor representatives</p> <p>Allowance for at least one (1) representative per user group</p> <p>Reasonable number of community representatives reflecting the size and operations of the facility (to be approved by Council).</p>	<p>6</p> <p><b>Appointments:</b></p> <p>Tanya Martin</p> <p>Christopher May</p> <p>Nathan Fell</p> <p>Jody Whitehair</p> <p>Neville Hill</p> <p><b>Additional Nominations:</b></p> <p>Chris Harrison</p>	Councillor Boland



Name of Committee	Committee Structure and Membership	Appointments and Nominations Received	Council Delegate/s on each Committee
Broken Hill Heritage Advisory Committee	<p>Minimum membership required twelve (12)</p> <p>At least three (3) Councillor representatives</p> <p>Minimum six (6) Community members with demonstrated experience in heritage, arts, culture, architecture, history and/or planning</p> <p>Two (2) Council Officers being Community Development Coordinator and Manager Planning Development ex-officio (non-voting)</p> <p>One (1) Broken Hill Heritage Advisor ex-officio (non-voting) member</p> <p>Representatives of local heritage groups along with a diversity of age, gender and backgrounds</p>	<p>2</p> <p><b>Appointments:</b> Christine Adams</p> <p><b>Additional Nominations:</b> Marion Browne</p>	<p>Councillor Chandler</p> <p>Councillor Gillett</p> <p>Councillor Turley</p>

### Community Engagement:

A round of social media posts on Broken Hill Council's Facebook page has commenced to promote the Section 355 committees and encourage volunteers to nominate. Further advertising may be considered.

### 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*

Council's adopted S355 Asset and Advisory Committee Framework and Constitutions

### Financial Implications:

There are no additional financial implications outside the operational budget for the associated committees.

### Attachments

1. SECTION 355 NOMINATION FORM - MEMORIAL OVAL COMMUNITY  
[↓](#) COMMITTEE - CHRIS HARRISON (REDACTED)
2. SECTION 355 NOMINATION FORM - BROKEN HILL HERITAGE ADVISORY  
[↓](#) COMMITTEE - MARION BROWNE (REDACTED)

RAZIJA NU'MAN  
DIRECTOR CORPORATE AND COMMUNITY

JAY NANKIVELL  
GENERAL MANAGER

# Section 355 Committee Nomination Form



Submitted on 22 July 2025, 2:16PM  
Receipt number S355CNF-72  
Related form version 9

## Personal Details

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

## Emergency Contact:

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

## Committee Details

Name of Committee: Memorial Oval Community Committee

## Volunteer Expression of Interest: Skills, Experience and Special Interests

Skills: Aircraft maintenance engineer  
Experience: Ran an aircraft maintenance business for 30 years  
Special Interests: president of the Cameron Pipe Band of Broken Hill, Have been on the committee of the Aero Club of Broken Hill since 1987  
Why are you interested in becoming a Section 355 Volunteer? Elected as president of the Silver City Pastoral and Agricultural Society at the Last AGM and would like to represent show on that comitte

## Additional Information

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

If yes, please explain

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

If yes, please explain

Do you hold a current Drivers licence?

## Declaration/Sign Off

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

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

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

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

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

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

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

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

## Signature

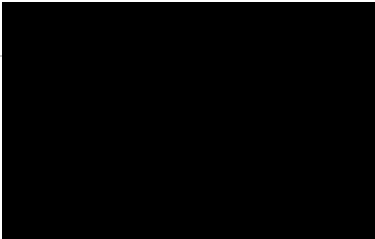
# Section 355 Committee Nomination Form



Submitted on 24 July 2025, 1:11PM  
Receipt number S355CNF-73  
Related form version 9

## Personal Details

First Name: Marion  
Last Name: Browne  
Contact Number:  
Email Address:  
Full Address (Including Street, Suburb, State, Postcode):



## Emergency Contact:

Emergency Contact Name:  
Emergency Contact Phone Number:



## Committee Details

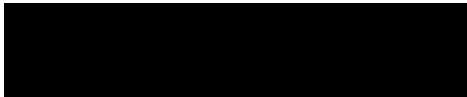
Name of Committee: Broken Hill Heritage Advisory Committee

## Volunteer Expression of Interest: Skills, Experience and Special Interests

Skills: Some historical research skills  
Experience: Extensive interests and experience with previous council heritage and heritage-related committees.  
Special Interests: Family history. Local history and current events  
Why are you interested in becoming a Section 355 Volunteer? I wish to see council's projects progress.

## Additional Information

Do you have any health or fitness limitations that may limit





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your availability to perform certain types of activities?

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If yes, please explain

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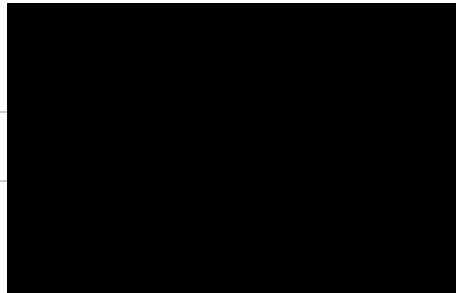
Are you on any medication or under any course of treatment  
that may limit your ability to perform certain types of  
activities?

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If yes, please explain

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Do you hold a current Drivers licence?



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## **Declaration/Sign Off**

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

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

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

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

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

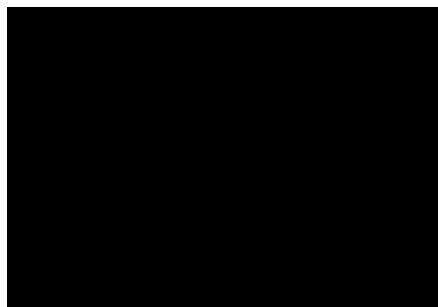
I agree to undertake a National Police Check in accordance with Council's Volunteer Management Framework/Policy. Note: At Council's Cost

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

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

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## **Signature**



## CORPORATE &amp; COMMUNITY DEVELOPMENT COMMITTEE

July 29, 2025

**ITEM 9**BROKEN HILL CITY COUNCIL REPORT NO. 160/25

SUBJECT: MINUTES OF MEETING - PICTON SPORTSGROUND  
COMMUNITY COMMITTEE - HELD 14 JULY 2025 D25/33731

**Recommendation**

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.

**Executive Summary:**

The Minutes of the Picton Sportsground Community Committee meeting held 14 July 2025 are presented to Council for endorsement.

**Report:**

As per Council's Section 355 Asset Committee Framework Manual and the Constitution of the Picton Sportsground Community Committee (both adopted October 2024), the Committee is required to provide Council with a copy of their meeting minutes following each committee meeting.

Accordingly, the Picton Sportsground Community Committee has submitted minutes from its meeting held 14 July 2025, for Council's endorsement.

Issues identified in the Minutes are being addressed by Council's Asset team and Works team.

**Community Engagement:**

Community representatives participate in the Section 355 Picton Sportsground Community Committee.

**Strategic Direction:**

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

**Relevant Legislation:**

Section 355 of the *Local Government Act 1993*.

The Picton Sportsground Community Committee operates under Council's Section 355 Asset Committee Framework which includes the Section 355 Asset Committee Manual and the Picton Sportsground Community Committee Constitution (both adopted October 2024).

**Financial Implications: Nil**

**Attachments**

1. MINUTES OF MEETING - S355 PICTON SPORTSGROUND COMMUNITY  
[!\[\]\(aca6fcc8bd95e8255b9ea1b1d08ef300\_img.jpg\) COMMITTEE - HELD 14 JULY 2025](#)

RAZIJA NU'MAN  
DIRECTOR CORPORATE AND COMMUNITY

JAY NANKIVELL  
GENERAL MANAGER

PICTON OVAL MANAGEMENT COMMITTEE MINUTES

Date	14/7/2025	Time Meeting opened:5.30PM	Time Meeting closed:5.50PM
Location	Sacred Heart Primary School		
Present	Noel Hannigan (Chair), Christine Adams(Sec/Treas), Trevor Rynne (Oval Event/Booking Officer), Councillor Ron Page, Paul Adams, Dennis Turley, Kevin Stacey		
Apologies	Anjali Joseph(Council)Kerry Sue Pascoe		
Observer			
Next Meeting	8 September 2025		

MINUTES	MOVED BY	SECONDED
Welcome and Apologies: Special welcome to new member Kevin Stacey	Noel	Christine
Confirmation of Minutes from previous meeting held	Dennis	Paul
Business arising from the Minutes. <ul style="list-style-type: none"> <li>Refer to General Business</li> </ul>		
Correspondence: <ul style="list-style-type: none"> <li>Correspondence In Hicks Pest Control Report Number of trees effected by white ants is 20. Council to arrange treatment.</li> </ul>	Noel	Dennis
Reports: Financial Report Term Deposit Account \$27031	Noel	Chris.

MINUTES	MOVED BY	SECONDED
General Account:\$ 43049 Committee authorised Noel Hannigan (Chair) and Christine Adams (Sec/Treas) to meet with bank and update financial information requirements.	Noel	Trevor
Events / Bookings: : <u>Oval Booking report.</u> Trevor advised Primary Schools Athletics Carnival is imminent. Waiting on date verification. Will also check GWS and Little A's re their use of the oval.	Trevor	Dennis
General business <ul style="list-style-type: none"> <li>The Chair thanked our new council rep Councillor Ron Page for bringing the fence/mesh problem around the oval to the attention of council staff. That part of the problem has been fixed. However the bottom rail of the fence must be removed asap as it is a trip hazard.</li> <li>Watering cycle of oval is still a real concern. Councillor Page to follow up.</li> <li></li> </ul>	Paul	Dennis
<u>Future Agenda Items:</u> The Chair and Councillor Page to meet with Council and discuss: Watering cycle Sewerage spill and difficulty for truck access. This is urgent. Trees may need to be removed so that Essential Energy has easy access to these drains which are behind happy Day Kindergarten. Upgrade of ablution block/canteen. The Chair suggests that the building is	Noel	Chris



**BROKEN HILL**  
CITY COUNCIL

MINUTES	MOVED BY	SECONDED
structurally sound and it is the plumbing/etc that urgently needs to be addressed.		
Next Meeting		
8 September 2025		
Meeting Closed There being no further business the Chairperson declared the meeting closed at        am/pm.		

# RECOMMENDATIONS OF FINANCE AND GOVERNANCE COMMITTEE MEETING HELD WEDNESDAY, 20 AUGUST 2025

1. BROKEN HILL CITY COUNCIL REPORT NO. 161/25 - DATED JUNE 24, 2025 -  
ELECTORAL FUNDING OBLIGATIONS OF ELECTED COUNCILLORS AND  
MAYORS (D25/27960)..... 521

## Recommendation

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.
2. BROKEN HILL CITY COUNCIL REPORT NO. 162/25 - DATED JUNE 18, 2025 -  
ADOPTION OF THE DRAFT COMMUNITY ASSISTANCE GRANTS POLICY  
(D25/26923) ..... 524

## Recommendation

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

- b) That limiting organisations to receive a grant to once biennially in the financial year be made an Assessment Criteria of the grant 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 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.

3. BROKEN HILL CITY COUNCIL REPORT NO. 163/25 - DATED AUGUST 08, 2025 - INVESTMENT REPORT FOR JULY 2025 (D25/36067) ..... 546

### **Recommendation**

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

4. 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) ..... 562

**Recommendation**

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.

## FINANCE AND GOVERNANCE COMMITTEE

June 24, 2025

**ITEM 1**BROKEN HILL CITY COUNCIL REPORT NO. 161/25

SUBJECT: ELECTORAL FUNDING OBLIGATIONS OF ELECTED COUNCILLORS AND MAYORS D25/27960

**Recommendation**

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.

**Executive Summary:**

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

**The Annual electoral expenditure disclosure is required to be submitted to the NSW Electoral Commission by 22 September 2025.**

**Report:****Disclosures of political donations and electoral expenditure**

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

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

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

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



Annual major political donor disclosure	01/07/2024 to 30/06/2025	01/07/2025 to 11/08/2025	<b>11/08/2025</b>
Annual electoral expenditure disclosure	01/07/2024 to 30/06/2025	01/07/2025 to 22/09/2025	<b>22/09/2025</b>

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

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

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

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

#### Elected member contact details

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

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

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

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

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

#### **Community Engagement:**

Nil

#### **Strategic Direction:**

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

#### **Relevant Legislation:**

*Electoral Funding Act 2018*

#### **Financial Implications:**

Nil

**Attachments**

There are no attachments for this report

LEISA BARTLETT  
EXECUTIVE OFFICER

JAY NANKIVELL  
GENERAL MANAGER

## FINANCE AND GOVERNANCE COMMITTEE

June 18, 2025

## ITEM 2

BROKEN HILL CITY COUNCIL REPORT NO. 162/25

SUBJECT: ADOPTION OF THE DRAFT COMMUNITY ASSISTANCE GRANTS  
POLICY D25/26923

## Recommendation

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

- b) That limiting organisations to receive a grant to once biennially in the financial year be made an Assessment Criteria of the grant 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 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.

**Executive Summary:**

Council is committed to assisting local community not-for-profit organisations in the delivery of services/activities/programs that align with the objectives of Broken Hill's Community Strategic Plan. To facilitate this Council holds two rounds of Community Assistance Grant (CAG) funding each year to provide "one-off" financial grants. The grants program complies with Section 356 of the *Local Government Act 1993*.

The Community Assistance Grants Panel met on 21 May 2025 to assess and recommend the awarding of grants for Round 1 of 2025/2026 to the General Manager.

In recommending the awarding of grants, the Panel also recommended amendments to the Community Assistance Grants Policy to allow the opportunity for more local not-for-profit community organisations to acquire a grant from Council.

These recommendations were presented to the May Ordinary Council Meeting where they were adopted and Council also resolved to make further amendments.

Council considered the Draft Community Assistance Policy as its Ordinary Meeting held 30 June 2025 and endorsed the Draft Community Assistance Grants Policy for the purpose of public exhibition. The Draft Community Assistance Grants Policy was subsequently placed on public exhibition for a period of 28 days during which time Council received three (3) submission from the public.

The Draft Community Assistance Policy is now presented to Council for consideration for adoption noting that there is a recommended change to one of the amendments made to the Draft Community Assistance Grants Policy as a result of the submissions received.

**Report:**

Council's Community Assistance Grants Policy provides a framework for Council to provide grants for community events, projects, services or activities know as Community Assistance Grants that align with the objectives of Broken Hill's Community Strategic Plan.

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

The Community Assistance Grants Panel met on 21 May 2025 and conducted its evaluation of the applications received for Round One of 2025/2026 and presented its recommendations to the General Manager for the awarding of grants. The Panel also recommended to the General Manager a number of amendments to the Community Assistance Grants Policy to allow the opportunity for more local not-for-profit community organisations to acquire a grant from Council.

The recommended amendments were:

- 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.

These amendments were presented to the 28 May 2025 Council Meeting along with the outcome of the awarding of grants for Round 1 2025/2026.

Council added further addendums to its resolution for this item to allow In One Accord to receive an exemption to amendment a) in order that they can apply annually for a grant towards the Carols by Candlelight event; and for a MOU to be granted to the Broken Hill Repertory Society for an annual 100% rates subsidy, and Council resolved:

**ITEM 17 - Broken Hill City Council Report No. 92/25 - DATED May 21, 2025 - COMMUNITY ASSISTANCE GRANTS AWARDED IN ROUND 1 OF 2025/2026 AND RECOMMENDED AMENDMENTS TO THE COMMUNITY ASSISTANCE GRANTS POLICY D25/22437**

*During the discussion of Item 17, Councillor Turley declared a non-pecuniary conflict of interest in the Broken Hill Repertory Society as she is a patron and remained in the Council Chambers and exercised her vote on the matter.*

**RESOLUTION**

Minute No. 47872

Councillor R Algate moved

Councillor H Jewitt seconded

**Resolved**

- ) 1. That Broken Hill City Council Report No. 92/25 dated May 21, 2025, be received.
- ) 2. That Council notes the Community Assistance Grants awarded for Round One of 2025/2026 which were recommended by the Panel on 21 May 2025, and approved by the General Manager under delegation on 21 May 2025.
- 3. That Council notes that the Community Assistance Grants budget for Round One is not fully expended with \$1,307.10 remaining unspent which will be rolled over to Round Two of 2025/2026.
- 4. That as per the Grant Panel recommendations, the Community Assistance Grants Policy and associated Grants program literature be amended as follows, to give the opportunity for more local not-for-profit organisations to acquire a grant from Council:
  - 1) include a clause to cap the amount of grants awarded to \$5,000.00 for successful organisations for each round of funding.
  - 2) include a clause that limits an eligible organisation from receiving a Community Assistance Grant to once biennially in the financial year (rather than once every financial year) with the



exception of In One Accord to be eligible to apply once every financial year for a grant towards the annual Carols by Candlelight event.

- 3) include an eligibility clause that prevents organisations who receive regular government funding from applying for a Community Assistance Grant.
- 4) that Council enters a Memorandum of Understanding agreement with the Broken Hill Repertory Society (who historically receives a grant for rates relief every financial year) for an ongoing annual financial assistance grant for a 100% rates relief.

CARRIED UNANIMOUSLY

These amendments were made to the Community Assistance Grants Policy and presented to Council for endorsement for the draft Policy to be placed on public exhibition at the Ordinary Meeting held 30 June 2025. Council resolved to place the Draft Policy on public exhibition for a 28-day period as below:

**ITEM 15 - BROKEN HILL CITY COUNCIL REPORT NO. 97/25 - DATED JUNE 03, 2025 - DRAFT COMMUNITY ASSISTANCE GRANTS POLICY FOR PUBLIC EXHIBITION**

D25/24625

**RESOLUTION**

Minute No. 47894

Councillor D Turley moved  
Councillor E Gillett seconded

**Resolved**

- ) 1. That Broken Hill City Council Report No. 97/25 dated June 3, 2025, be received.
2. That Council notes the Community Assistance Grants Policy has been amended in accordance with Council Resolution of the 28 May 2025 Council Meeting minute no. 47872 to allow more opportunity for registered not-for-profit community organisations to acquire a Community Assistance Grant from Council.
3. That the draft Community Assistance Grants Policy be placed on public exhibition for a period of 28 days during which time Council will accept submissions from the public.
4. That a further report be presented to Council at the conclusion of the public exhibition period outlining submissions received, and any resultant amendments to the Policy, with a view to adopting the draft Community Assistance Grants Policy.

CARRIED UNANIMOUSLY

During the public exhibition period Council received 3 (3) submission from the public and these submissions are summarised below:

DATE	SUMMARY OF SUBMISSION/S RECEIVED	SUBSEQUENT AMENDMENTS MADE TO THE DRAFT COMMUNITY ASSISTANCE GRANT POLICY
10 July 2025	Email raises concerns that the Waste2Art Competition, facilitated by Broken Hill Art Exchange, will be cancelled for 2026 due to the proposed amendment to the Community Assistance Grants Policy to limit an organisation from receiving a Community Assistance Grant to once biennially in the financial year instead of once annually in the financial year; and that the competition is very well patronised in the City.	Despite the proposed amendments being made to the Community Assistance Grants Policy, the Broken Hill Art Exchange are ineligible to apply for a grant in Round 2 of 2025/2026 (for the 2026 Waste2Art Competition) as they have already received a grant in Round 1 of 2025/2026 (for printing of a brochure and map for the Big Skies Artist Trail held in August 2025) and the current eligibility criteria of the Community Assistance Grants Policy - clause 4.5.1g prevents organisations from receiving more than one grant each financial year even if the grant is for a different project/activity/event.
2 August 2025	Email raises concerns that the Waste 2 Art Program will be cancelled if amendments to the Community Assistance Grants proposal of applications being once biennially in the financial year are approved	As above - the Broken Hill Art Exchange are ineligible to apply for a grant in Round 2 of 2025/2026 (for the 2026 Waste2Art Competition) as they have already received a grant in Round 1 of 2025/2026 (for printing of a brochure and map for the Big Skies Artist Trail held in August 2025) and the current eligibility criteria of the Community Assistance Grants Policy - clause 4.5.1g prevents organisations from receiving more than one grant each financial year even if the grant is for a different

		project/activity/event.
3 August 2025	<p>Submission received in two parts</p> <p><b>Part 1:</b> A letter of support from NetWaste (attached to report) of the Waste 2 Art Program held in Broken Hill and the benefits to the Community.</p> <p><b>Part 2:</b> Submission from Broken Hill Art Exchange objecting to proposed changes of the Community Assistance Grants Proposal of applications being once biennially in the financial year stating the Waste 2 Art Program for 2026 will be unfunded if these changes go ahead. Suggestion of an assessment Criteria being the benefit the application brings to the community as a whole.</p>	The Community Assistance Grants Assessment Matrix currently has an assessment criteria of, 'The benefit the application has on the whole community' which carries an assessment ranking and is taken into consideration in the assessment process.

### Proposed amendment based on all Community Feedback

Rather than the below Eligibility Criteria being included:

- 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.

It is recommended that the above Eligibility Criteria be changed to an Assessment Criteria:

- Priority will be given to applications whose organisations have not received funding under the Community Assistance Grants in the previous financial year. Applications from organisations receiving funding in the previous financial year will remain eligible; however, their applications will only be considered if funding has not been fully allocated (to applications receiving a successful assessment score) following the assessment of biennial applications (applications from organisation which did not receive funding in the previous financial year). In One Accord, for the conduct of the annual Carols by Candlelight, is an exception to this clause as per Minute No. 47872.

### Community Engagement:

The Draft Community Assistance Grants Policy was placed on public exhibition for 28 days closing on 2 August 2025 during which time Council received three (3) submission as outlined above.

### 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, Section 356 and Section 377*

Council's adopted Community Assistance Grant Policy.

**Financial Implications:**

Nil.

**Attachments**

1. [↓](#) Draft Community Assistance Grants Policy
2. [↓](#) Submission 1
3. [↓](#) Submission 2
4. [↓](#) Submission 3

LEISA BARTLETT  
EXECUTIVE OFFICER

JAY NANKIVELL  
GENERAL MANAGER



## COMMUNITY ASSISTANCE GRANTS POLICY

QUALITY CONTROL				
TRIM REFERENCES		12/114 – D17/3599		
RESPONSIBLE POSITION		General Manager		
APPROVED BY		Council		
REVIEW DATE		April 2026	REVISION NUMBER	7
EFFECTIVE DATE	ACTION	MINUTE NUMBER		
24 February 2016	Adoption	45180		
22 February 2017	Public Exhibition	45461		
26 April 2017	Adoption	45524		
28 November 2018	Adoption	45959		
24 June 2020	Adoption	46284		
30 March 2022	Adoption	46802		
27 April 2022	Adoption	46825		
28 June 2023	Adoption	47241		
30 June 2025	Amendments and Public Exhibition	47872 and 47894		

### 1. INTRODUCTION

Council acknowledges the contribution made by our community towards the betterment of Broken Hill and the contribution of volunteers towards the objectives of Council.

This policy aims to provide support to individuals and groups through a program of Community Assistance Grants.

This policy allows for considered and transparent decisions to be made regarding the distribution of community resources.



## **2. POLICY OBJECTIVE**

The purpose of this policy is to provide a framework for Council to provide grants for community events, projects, services or activities, known as Community Assistance Grants that align with the objectives of Broken Hill's Community Strategic Plan.

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

## **3. POLICY SCOPE**

The policy applies to all applications for Community Assistance Grants.

## **4. POLICY STATEMENT**

### **4.1. General Principles**

Council commits itself to the following principles:

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

### **4.2. Scope of Program**

- 4.2.1. The total amount available under the Community Assistance Grant Program will be determined annually by the elected Council in connection with the Operational Plan and Delivery Program.
- 4.2.2. All individual grants whether cash/and or value in kind will be capped at \$5,000.00 per grant.
- 4.2.3. Community Assistance Grants may comprise cash/and or value in kind.
- 4.2.4. Council may decide to offer to an applicant a Community Assistance Grant in an amount less, or in a combination different to, what is applied for.
- 4.2.5. A monetary figure will be allocated to all value in kind awarded under the Community Assistance Grant Program, in accordance with its true cost to Council. This amount will be included in the total amount of Community Assistance Grant allocated to any successful applicant.
- 4.2.6. Any amendments to the total budget allocated to the Community Assistance Grant program must be approved by the elected Council.
- 4.2.7. Only single year commitments may be approved under this policy.
- 4.2.8. Eligible organisations can only receive one Community Assistance Grant from Council biennially (rather than once every financial year) with the exception of In One Accord who are eligible to apply once every financial year for a grant towards the annual Carols by Candlelight event.

#### 4.3. Existing Commitments

- 4.3.1. The following existing committed donations do not meet the requirements for inclusion in a competitive process because they are initiatives instigated by Council and also they are not auspiced by a community organisation, therefore the following annual committed donations will be made:

Name of Organisation	2015/2016 Commitment	Purpose
Local Schools	\$100 per school (\$1,000.00 total)	Donation towards presentation night
David Bowler Memorial Award	\$2,500.00	Co-contribution towards award

- 4.3.2. All other previously committed annual donations will not be made and these organisations must apply to one of the competitive rounds of Community Assistance funding due to their organisation meeting the eligibility criteria to apply.<sup>i</sup>

#### 4.4. Program Structure

- 4.4.1. Council will hold up to two competitive rounds for Community Assistance Program each financial year.
- 4.4.2. Council will advertise the details of each round of the Community Assistance Program on Councils website and in the local media.
- 4.4.3. Council may decide to host a public information session in connection with a competitive round to provide information to prospective applicants about the program.

#### 4.5. Eligibility and Assessment

##### 4.5.1. Eligibility Criteria

Council will not support applications that do not meet all of the following Eligibility Criteria:

- Applicant must be an incorporated community association/organisation, or a registered not-for-profit association/charitable organisation with an ABN or ACN. Applications will not be accepted from individuals, businesses, government agencies or organisations who receive regular government funding, political parties or lobby groups.
- Applicants must lodge a completed application using Council's standard Community Assistance Grant Program Application Form in accordance with any published Guidelines.
- Applications must be received on or before the advertised due date.
- Applicants must provide evidence that they have appropriate insurances in place.
- The event/project/service/activity must be scheduled to occur within the six (6) month period of the financial year the application is made and support is received.

- f. The funds received through Community Assistance Grants must not be used to raise funds on behalf of another group.
- g. Applicants may not have received any other sponsorship support from Council within the same financial year, regardless of whether it was for a different event/project/service/activity.
- h. Applicants must have complied with, to Council's satisfaction, the conditions of any previous grant, support or Community Assistance Grant received from Council.
- i. The event/project/service/activity must be consistent with the community values defined in the Community Strategic Plan.
- j. The event/project/service/activity must apply uniformly to all persons in the Broken Hill Local Government Area or to a significant group of persons within the area.
- k. The Applicant must be capable of obtaining all regulatory approvals for the event/project/service/activity.
- l. If a public information session is scheduled in connection with a round of Community Assistance Grant funding, a representative of the Applicant must attend, or otherwise meet with the relevant Council Officer in advance of the application deadline.

#### 4.5.2. Assessment Criteria

Applications that satisfy the Eligibility Criteria set out in clause 4.5.1 will then be assessed against the following Assessment Criteria, which will be weighted according to Council's strategies:

- a. Social benefit to the community. Considerations include: number and age of participants; skills and knowledge developed by applicants.
- b. How the project will support an identified need within or develop community strengths. Considerations include: alignment to community strategic plan and delivery program outcomes; the relevant impact on the Broken Hill community through the implementation of the initiative.
- c. That priority be given to applications from organisations who did not receive funding under Community Assistance Grants in the previous financial year. Organisations who did receive 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). In One Accord for their conduct of the annual Carols by Candlelight event is an exception to clause 4.5.2c) as per Minute No. 47872.

#### 4.5.3. Assessment of Applications

The Relevant Council Officer will receive applications and undertake a preliminary assessment against the Eligibility and Assessment Criteria set out in sections 4.5.1 and 4.5.2.

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

If the applicant does not agree with amendments suggested by the Relevant Council Officer, the application will still be presented to the Community Assistance Grant Panel for assessment

with information from the Relevant Council Officer as to why amendments are recommended.

The weighting allocated to each assessment criterion will be determined and approved by the Community Assistance Grant Panel prior to applications being called. These weightings must be made available to applicants upon request.

Following a preliminary assessment, the Relevant Council Officer will present all applications to the Community Assistance Grant Panel with a recommendation on eligibility.

The Community Assistance Grant Panel will be convened to assess applications. The Community Assistance Grant Panel's assessment must be recorded on an evaluation form and retained in Council's records management system. The evaluation form will be signed by the Chairperson of the Community Assistance Grant Panel.

Each member of the Community Assistance Grant Panel must comply with Council's Code of Conduct, in particular, the provisions covering Conflicts of Interest.

The Community Assistance Grant Panel will make recommendation to the General Manager.

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

The event/project/service/activity must be suitable for Council's involvement and consistent with Council's community values defined in the Community Strategic Plan.

#### **4.5.4. Agreements, Payments and Acquittals**

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

Payments will be made in accordance with the agreement following receipt of invoice.

All invoices must be received within the six (6) month period the financial year in which Community Assistance Grant was awarded and the event/project/service/activity implemented.

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

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

## **5. IMPLEMENTATION**

### **5.2. Roles and Responsibilities**

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

- General Manager
- Executive Officer

### **5.3. Communication**

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

#### 5.4. Associated Documents

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

- Code of Conduct
- Statement of Business Ethics

#### 6. REVIEW

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

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

The General Manager is responsible for the review of this policy.

#### 7. LEGISLATIVE AND LEGAL FRAMEWORK

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

Local Government Act 1993 – Sections 377 and 356

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

#### 8. DEFINITIONS

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

**Council means** Broken Hill City Council.

**Community Assistance Grant means** Financial Assistance provided by Council as a financial contribution or Value in Kind, to support an event, project, service or activity.

**Community Assistance Grant Panel means** the panel comprising:

- The Mayor (or nominee)
- Two Councillors
- The Broken Hill Australia Day Citizen of the Year
- A minimum of three independent persons



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

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

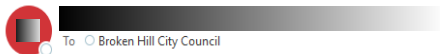
**Relevant Council Officer** means the Council employee responsible for administering the Community Assistance Grant program.

**Value in Kind** means goods or services supplied by Council in connection with a Community Assistance Grant, including the waiver or discounting of fees and charges for Council facilities.

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<sup>i</sup> Minute No. 46356 of 30/09/2020 records Council's resolution to increase the Community Assistance Grants budget annually by \$6,000.00 to be quarantined for Golf Broken Hill Inc should they apply and meet all eligibility and assessment criteria, otherwise the funds will be included in the available budget for all applications for Round 2 each year.

Waste to Art Competition



To Broken Hill City Council

To The Mayor.

As a participant in the W2A Competition in Broken Hill since its inception, i am concerned regarding Council's current actions..

Why would you do this !!!

In the country towns where I have lived and worked ( 14 in NSW and Victoria ), the Councils have all successfully had the interests of the Community as a major priority.  
That is their function.

W2A definately fits into the Energy of this Art town plus, it encourages people to think about the crucial issue of waste and the environment, without having a  
Heavy Hand Hit them on the Head !!

WASTE TO ART is a major and very successful interest in Broken Hill and it reflects well on the Council.

Please DO NOT BREAK IT , and WASTE IT. !!!



[↩ Reply](#)

[↩ Reply All](#)

[→ Forward](#)

[⋮](#)

Thu 10/07/2025 8:19 AM

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**From:** [REDACTED]  
**Sent:** Saturday, 2 August 2025 11:24 PM  
**To:** Broken Hill City Council  
**Subject:** DRAFT Community Assistance Grants Policy | Broken Hill City Council

[REDACTED]

1<sup>st</sup> August 2025

General Manager  
Broken Hill City Council  
PO Box 448  
Broken Hill NSW 2880  
[council@brokenhill.nsw.gov.au](mailto:council@brokenhill.nsw.gov.au)

Dear Sir

Submission to the [DRAFT Community Assistance Grants Policy | Broken Hill City Council](#)

*We are two 'passionate community members who live in Menindee, we support and promote 'War on Waste' and 'Waste 2 Art' and love recycling (one more than the other).*

We write to Council in supporting the Broken Hill Art Exchange with their submission regarding the changes to the Community Assistance Grants Policy. We feel that any change in funding would be detrimental to the Waste 2 Art program continuing, as it would other not-for-profit organisations relying on annual funding. We are aware that Council has funded the Waste 2 Art program in Broken Hill for the past 2years which has resulted in a fabulous array of artwork being produced locally, with the winning section entries going onto Regional Waste 2 Art Exhibitions across the Netwaste Council Area.

Broken Hill is renowned for its many artists and art genres, which Waste 2 Art can complement and broaden the exposure of art developed in and from Broken Hill and the Far West.

Our involvement with the Waste 2 Art program commenced in 2005 being either an artist or coordinator. In 2006 Central Darling began promoting the Waste 2 Art program to its communities. In 2010 Central Darling Shire *proudly and successfully* hosted the Regional Exhibition of 150 entries being installed in the Menindee Civic Hall. Great media coverage from the ABCs Australia All Over (Macca) resulted in some 400+ differing diagraph of visitors to our township and Shire, many of which were from Broken Hill 'out for a drive' and who were very impressed with the exhibition and still relate to it when catching up. Over 10years there were varying numbers of entries from artists across the Shire, some of whom have continued to enter in the Broken Hill W2A.

Holding the local annual exhibitions has huge benefits to:

- engage, challenge and inspire the community.
- assist individuals in addressing mental health issues.
- supports new and emerging talent to have a focal point in the artistic community.
- adds to the economy; and
- assists Council in promoting and encouraging community conversations on recycling and reducing waste to landfill.

The combined efforts of the Broken Hill Art Exchange and Lifeline (Tip Shop) in coordinating the Waste 2 Art program (on behalf of Council) and in gaining sponsorship from Broken Hill business' is to be commended. And to be honoured with hosting a Regional, the old adage of 'Broken Hill Proud' comes to the fore!!

With the success of the program at both local and regional levels, and surely with Broken Hill being a member Council of Netwaste a budget can be allocated annually for the Waste 2 Art program. Central Darling is also a member Council of Netwaste, but do not promote the W2A program. We therefore suggest that an approach be made to (CDSC) join with Broken Hill in supporting the program with annual funding. We will also make representation to Central Darling to gain support.

In being so far away from recycling centres, the need for recycling across the Far West is paramount. What better way to address this by the Waste2Art Program. Please allow for annual funding to continue for this necessary Program to continue!!

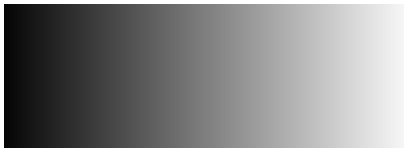


Emily Guerin

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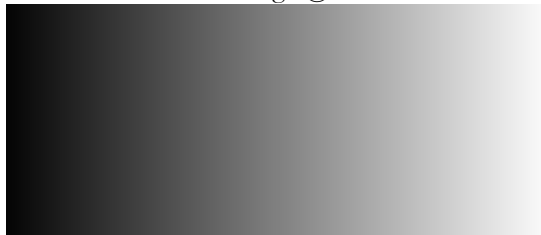
**From:** [REDACTED]  
**Sent:** Sunday, 3 August 2025 11:06 AM  
**To:** Broken Hill City Council  
**Subject:** DRAFT Community Assistance Grants Policy | Broken Hill City Council  
**Attachments:** NetWaste Letter of Support Art Exchange Broken Hill.pdf; BHAECCommunity Assistance Grant response.docx.pdf

Please find our submission about the changes to Community Assistance Grant Funding and letters of support attached



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Broken Hill Art Exchange @ The Grand



**Winner 2024 BHCC Volunteer Awards for a Cultural Organisation**

**Finalist 2024 Far West NSW Excellence in Business Awards Cultural and Community Organisation**

The Broken Hill Art Exchange acknowledges the Wilyakali people as the traditional custodians of the land on which we operate. BHAEC pays respect to Elders past and present and all First Nation peoples.





16 July 2025

**Letter of Support from NetWaste**



Dear Broken Hill City Council,

On behalf of NetWaste, I am writing to express our support for the Art Exchange's Waste 2 Art exhibition program that they currently organise each year in Broken Hill. As a long-standing regional waste group NetWaste is committed to sustainability, education, and community engagement. NetWaste has been committed to our signature education program, Waste 2 Art, across our 25 Councils for more than 20 years. The Art Exchange in Broken Hill have run a Waste 2 Art program that has been an example to the other Councils across NetWaste, we support 25 Councils in total of which around 18 take part in Waste 2 Art. Broken Hill Waste2 Art program has gained the attention of the NetWaste staff for its high level of community interaction, engagement and support and I would like to commend them to you and provide my support to them in this letter.

The Waste 2 Art program offers numerous positive impacts, including:

- **Environmental Awareness**, by encouraging the reduction, reuse, and recycling Waste 2 Art helps demonstrate how discarded materials can be transformed into valuable and meaningful art.
- **Educational Impact**, Waste 2 Art delivers hands-on learning about waste reduction and resource recovery.
- **Creative Expression**, by inspiring artists and community members to explore their creativity through sustainable mediums. - Celebrates diverse artistic talents and promotes cultural exchange within and beyond Broken Hill.
- **Community Engagement & Inclusion**, Waste 2 provides accessible opportunities for people of all ages and backgrounds to participate and contribute.
- **Regional Development**, Waste 2 Art draws attention to Broken Hill as a progressive and environmentally conscious community. Next year two EPA and NetWaste events are scheduled around Waste 2 Art events in Broken Hill.
- **Encourages tourism and economic activity**, through exhibitions and local collaborations.
- **Strengthens networks**, between neighbouring councils and regional artists.





Waste 2 Art in Broken Hill has gained the attention of the NSW EPA who will be holding their quarterly RENEW meeting in Broken Hill next year. NetWaste is holding the Regional Showcase and Final for Waste 2 Art in Broken Hill due to the popularity of the Broken Hill Waste 2 Art program.

NetWaste has been impressed with the Art Exchange's approach to running Waste 2 Art in Broken Hill. Their vision, creativity, and commitment to using Waste 2 Art as a vehicle for social and environmental engagement in Broken Hill is to be commended. NetWaste is proud to advocate for initiatives like Waste 2 Art and is committed to supporting the Art Exchange to ensure the continued success and impact of the Waste 2 Art program in Broken Hill.

Kind regards,

Bill Tink

NetWaste's Environmental Learning Advisor





Broken Hill  
Art Exchange



Saturday, 2 August 2025

**Proposed changes to the Community Assistance Grant - Submission from Broken Hill Art Exchange**

The Broken Hill Art Exchange wished to express concern that reducing eligibility to Community Assistance Grants to biannually will impact annually run programs like Waste to Art and other community initiatives across the city.

Our view is rather than making it a rule organisations can only apply biannually, add that to the assessment criteria and include benefit to community. This proposal will effect many organisations.

The Broken Hill Art Exchange with Lifeline have run Waste 2 Art for three years now and the program has become a highlight of the cultural calendar.

2025 saw 72 completed artworks which speaks to the appeal of the program. Council is aware of the positive impact Waste 2 Art has for the community. Waste 2 Art Broken Hill is under threat by changes to Council's funding policies.

Council's proposed changes to the Community Assistance Grant which has funded Waste 2 Art for the past three years will mean we can only apply for funding biannually and for a smaller amount. This means the Waste 2 Art 2026 program will be unfunded.

Netwaste is bringing the 2026 regional showcase to Broken Hill with an exhibition at the Art Gallery as they have been so impressed with the community's engagement and response to Waste 2 Art. If we are unable to fund the program there will be no representation from our community.

Whilst we celebrate opportunities for different not-for-profit to secure funding, we believe grant applications can be assessed to ensure this.

One suggestion has been that Lifeline apply for grant funding and Broken Hill Art Exchange applies on alternate years. This does not address the issue that Broken Hill Art Exchange applies for Community assistance grants to support initiatives like Red Dirt Blue Skies and art workshop programs to the community and would limit our capacity to operate in Broken Hill.

As an entirely volunteer run organisation we rely heavy on grant funding to operate. By 2023/4 statistics Broken Hill Art Exchange brings approximately 52,500 annually through art tourism to the Broken Hill Community not directly to the Art Exchange.

The changes will not affect just our organisation but other not-for-profit and small organisations wishing to bring programs and add value to life in Broken Hill.

We strongly suggest Council reviews the proposal and includes within the assessment criteria of grant application the benefit an application brings to the community as a whole.

Susanne Jones

President Broken Hill Art Exchange





I am writing as both a teacher in Broken Hill and a parent to express my strong support for the Waste 2 Art program and to advocate for its continued annual funding.

Although I have not entered artworks with my own students, I have seen the significant value Waste 2 Art brings to our school community. Many teachers, particularly in the arts, enter their students' pieces each year, creating excitement and pride among their classes. It is a program that engages students deeply with sustainability in a way that is practical, creative, and meaningful.

As a parent, I have entered my own children's artworks in Waste 2 Art and seen firsthand how much they learn and grow from the experience. They think differently about waste, become more resourceful and environmentally aware, and feel proud to share their creations with family and friends. It builds confidence and fosters important lifelong values about looking after our planet.

Waste 2 Art is not just an art competition – it encourages creativity, critical thinking, and environmental responsibility while bringing the community together. I strongly believe it deserves to remain on the annual calendar so students, families, and the wider community can continue to benefit from its many positive impacts.

Th

ank you for considering this submission in support of Waste 2 Art.

Kind regards,



## FINANCE AND GOVERNANCE COMMITTEE

August 8, 2025

**ITEM 3****BROKEN HILL CITY COUNCIL REPORT NO. 163/25****SUBJECT:**                      **INVESTMENT REPORT FOR JULY 2025**                      **D25/36067****Recommendation**

1. That Broken Hill City Council Report No. 163/25 dated August 8, 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 July 2025, Council's Investment Portfolio had a current market valuation of \$19,437,992 or principal value (face value) of \$19,372,440 and was compliant with policy and legislative requirements as per the below table.

**Report:**

Council's investments as at 31 July 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, economic growth expanded at a surprising 3% annual pace from April through June, bouncing back at least temporarily from a first quarter drop that reflected disruptions from President Trump's trade wars.
- However, economists expect a deterioration in the months ahead, as tariffs work their way through supply chains, federal job cuts filter through the economy and stricter immigration policies take a toll on industries that rely on foreign-born workers. Poor US jobs data at the start of August added weight to these concerns.



- With US inflation still above the Federal Reserve's 2% target and concern that higher consumer prices stemming from tariffs will lead to a persistent inflation problem, the central bank kept interest rates unchanged in the 4.25-4.50% range at its July meeting.
- The European Central Bank also left rates on hold at 2%. Another rate cut is considered likely in the coming months with tariffs expected to be a drag on the economy.
- Latest Chinese economic data was mixed. Retail sales and investment came in weaker than expected but industrial production, credit growth and GDP at 5.2% came in better than projected helped by strong export figures. Chinese property data remains weak.
- Global shares ended the month higher with the anticipation of the chaotic US tariff messaging coming to an end with deals gradually being ironed out and interest rates continuing to trend lower. US shares were up 2.2% with China (+5%), Japan (+3%) and European markets (+1%) all recording gains as well. Australian shares had a strong month (+2.6%), led by the Healthcare and Energy sectors, keeping the 12 month return close to +12%.

### **Domestic issues**

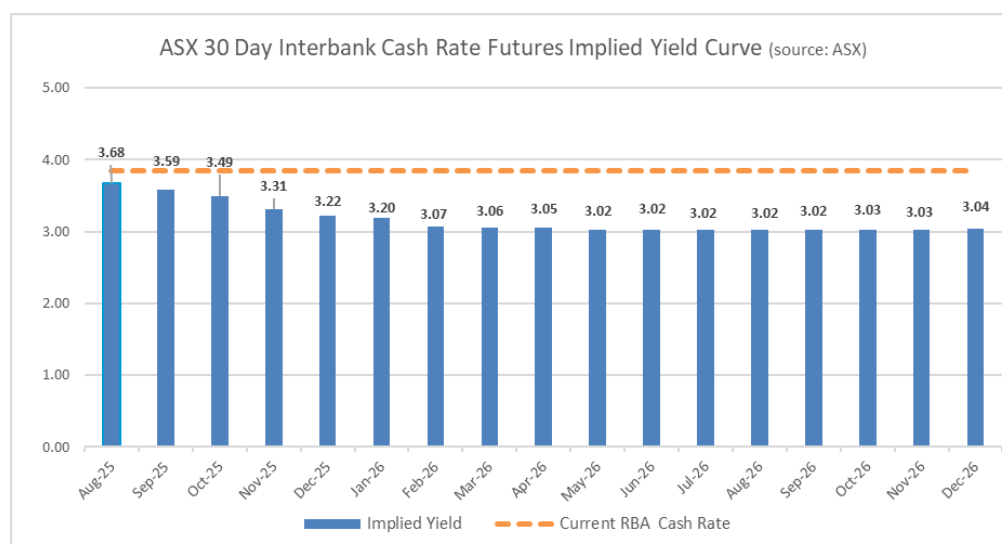
- Latest quarterly inflation data showed further easing, with headline CPI at 2.1% for the June quarter down from 2.4% in the March quarter. The trimmed mean, the RBA's preferred measure, fell to 2.7% from 2.9% last quarter.
- This represents the lowest trimmed mean inflation figure since December 2021, showing promising signs that underlying inflation is steadily approaching the central bank's midpoint inflation target of 2.5%.
- The main contributor to the slowdown in the pace of inflation was a 10% drop in automotive fuel prices compared to last year. Annual inflation for food and non-alcoholic beverages has remained around 3% for the past five quarters.
- The latest Australian jobs market data showed broad based softness with weak employment for the second month in a row, a fall in full time employment, a fall in hours worked, and a rise in unemployment to 4.3% its highest since the pandemic.

### **Interest rates**

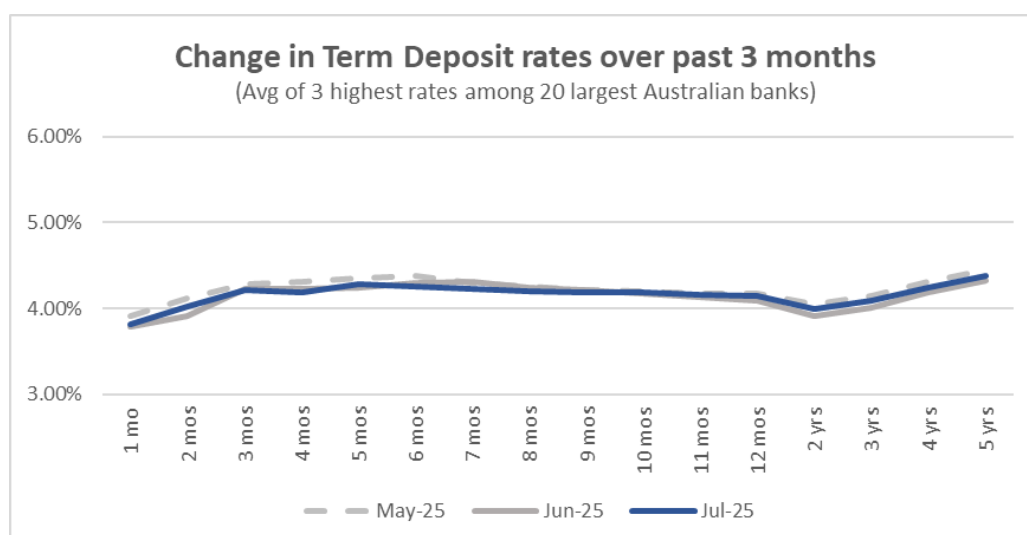
- In a surprise move, the RBA held the official cash rate at 3.85% at its early-July meeting. The RBA Board noted that:

*"it could wait for a little more information to confirm that inflation remains on track to reach 2.5 per cent on a sustainable basis. It noted that monetary policy is well placed to respond decisively to international developments if they were to have material implications for activity and inflation in Australia."*

- Economists are expecting that the inflation and jobs data released in July will be the triggers for the RBA to make an interest rate cut in August. The market is pricing in 50 basis points worth of interest rate cuts by the end of 2025 and another 25 basis point cut in the first quarter of 2026:



- Term deposit rates across the 1 – 12 month range were little changed from last month. The 5 - 7 month area is offering the best rates in the 4.20% to 4.30% area. Long dated rates moved a bit higher over the month with 2 - 5 year rates up an average of 7 basis points and ranging from 4.00% to 4.38%:



### **Investment Portfolio Commentary**

Council's investment portfolio returned 4.83%pa (0.40% actual) for the month on a marked-to-market basis versus the bank bill index benchmark's 3.60%pa (0.30% actual) return. Over the past 12 months, the investment portfolio has returned 4.97% versus the bank bill index benchmark's 4.31%.

The NSW TCorp Medium Term Growth Fund recorded another strong result during the month with a gain of 0.61% (actual). The return was reflective of the gains in the domestic and international share markets due to further interest rate cuts by central banks globally and some optimism that the "US vs the world" tariffs being levied on individual countries may not be as steep as originally threatened.

During July, 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 – July 2025***

As at 31 July 2025, Council's Investment Portfolio had a current market valuation of \$19,437,992 or principal value (face value) of \$19,372,440 and was compliant with policy and legislative requirements as per the table above.

	Source of Funds	Principal Amount
<b>GENERAL Fund</b>	Operating Capital & Internal Restrictions	\$5,166,338
	Royalties Reserve	\$617,684
	Domestic Waste Management Reserve	\$5,076,192
	Grants	\$8,512,226
	<b>TOTAL PORTFOLIO</b>	<b>\$19,372,440</b>

### ***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. [↓](#) July 2025 Investment Report

SIMON BROWN  
DIRECTOR FINANCE AND COMMERCIAL

JAY NANKIVELL  
GENERAL MANAGER



## Investment Summary Report July 2025



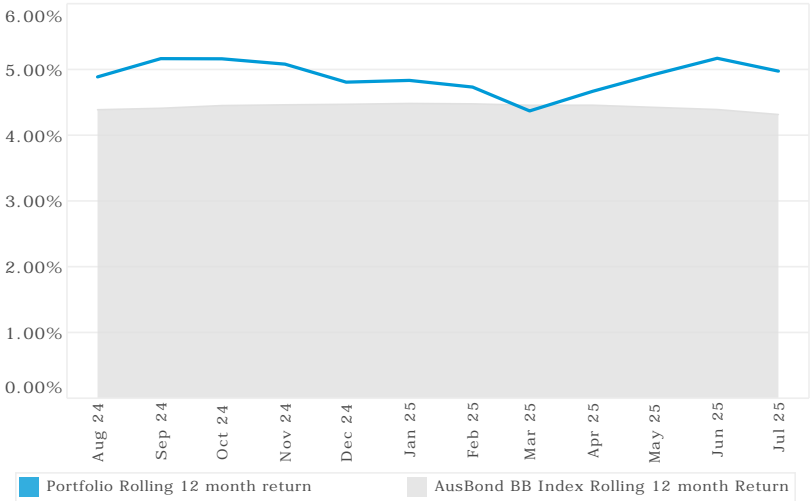


BROKEN HILL CITY COUNCIL  
Executive Summary - July 2025



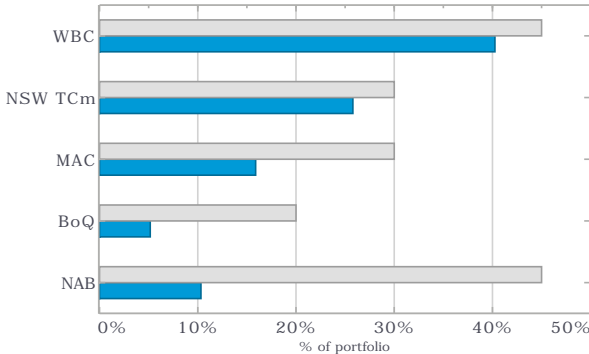
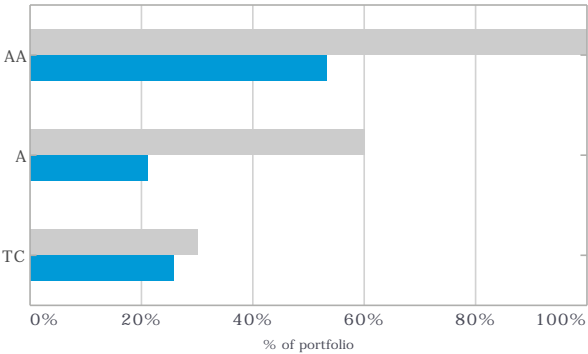
Investment HoldingsInvestment Performance

	Face Value (\$)	Current Value (\$)
Cash	10,876,282	10,876,282
Managed Funds	4,996,158	4,996,158
Term Deposit	3,500,000	3,565,552
	19,372,440	19,437,992



Investment Policy Compliance

Total Credit ExposureIndividual Institutional ExposuresTerm to Maturities



	Face Value (\$)	Policy Max
Between 0 and 1 years	19,372,440	100% 100% a
	19,372,440	

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

Portfolio ExposureInvestment Policy Limit



BROKEN HILL CITY COUNCIL  
Investment Holdings Report - July 2025



Cash Accounts											
	Face Value (\$)	Current Rate (%)	Institution	Credit Rating		Current Value (\$)	Deal No.				Reference
	1,554,411.44	0.0000%	Westpac Group	AA-		1,554,411.44	473409				Cheque
	3,078,615.00	3.8894%	Macquarie Bank	A+		3,078,615.00	540354				Accelerator
	6,243,255.72	4.6000%	Westpac Group	AA-		6,243,255.72	535442				90d Notice
	10,876,282.16	3.7414%				10,876,282.16					

Managed Funds											
	Face Value (\$)	Monthly Return (%)	Institution	Credit Rating	Funds Name	Current Value (\$)	Deal No.				Reference
	4,996,157.90	0.6125%	NSW T-Corp (MT)	TCm	Medium Term Growth Fund	4,996,157.90	536441				
	4,996,157.90	0.6125%				4,996,157.90					

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	1,019,390.41	545848	19,390.41	At Maturity	
23-Sep-25	1,000,000.00	4.7500%	National Australia Bank	AA-	1,000,000.00	11-Mar-25	1,018,609.59	545898	18,609.59	At Maturity	
7-Oct-25	1,000,000.00	4.7500%	National Australia Bank	AA-	1,000,000.00	11-Mar-25	1,018,609.59	545899	18,609.59	At Maturity	
21-Oct-25	500,000.00	4.8000%	Suncorp Bank	AA-	500,000.00	18-Mar-25	508,942.47	545933	8,942.47	At Maturity	
	3,500,000.00	4.7571%			3,500,000.00		3,565,552.06		65,552.06		



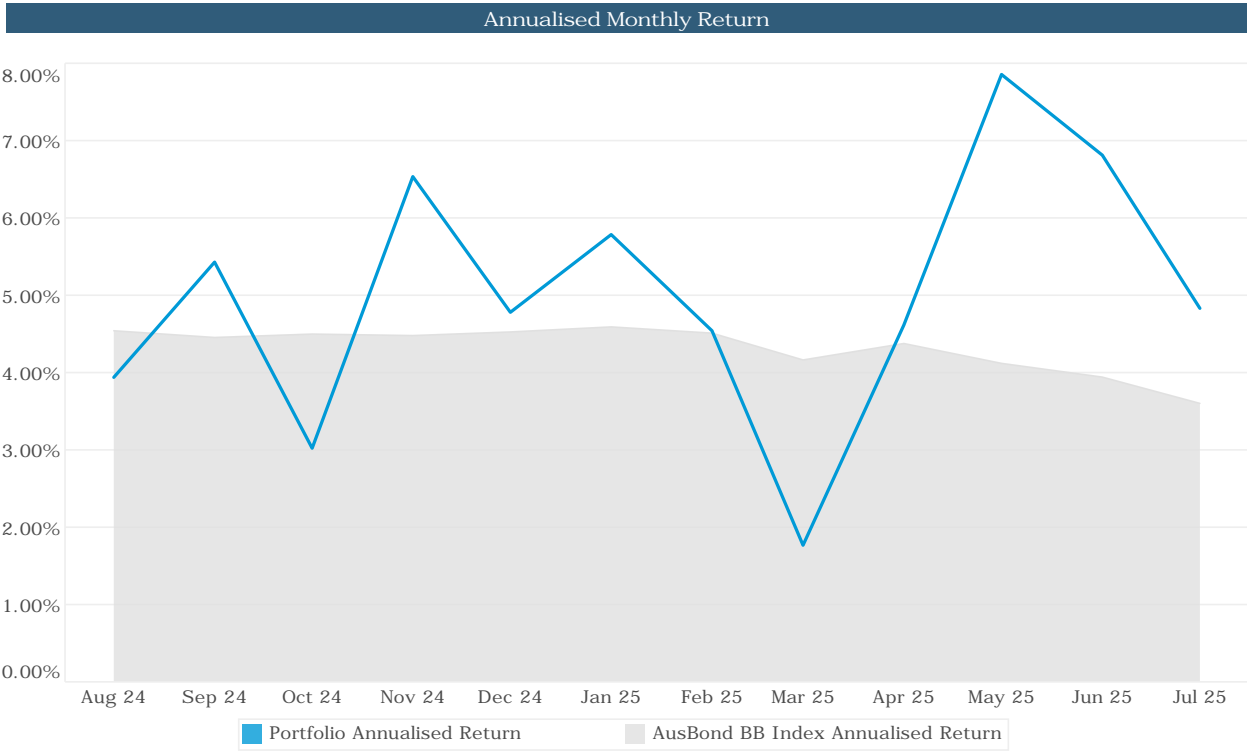
BROKEN HILL CITY COUNCIL  
Accrued Interest Report - July 2025



Investment	Deal No.	Comments	Face Value (\$)	Settlement Date	Maturity Date	Interest Received (\$)	Days	Interest Accrued (\$)	Yield (% pa)
<u>Cash</u>									
Macquarie Bank	540354					13,800.28	0	13,800.28	3.89%
Westpac Group	473409					0.00	0	0.00	0.00%
Westpac Group	535442					15,377.22	0	15,377.22	4.60%
						29,177.50		29,177.50	3.55%
<u>Managed Funds</u>									
NSW T-Corp Medium Term Growth Fund	536441				4-Jun-26	0.00	0	30,415.32	7.45%
						0.00		30,415.32	7.45%
<u>Term Deposits</u>									
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	2,038.36	4.80%
						0.00		14,141.11	4.76%
<u>Grand Totals</u>						29,177.50		73,733.93	4.83%

BROKEN HILL CITY COUNCIL

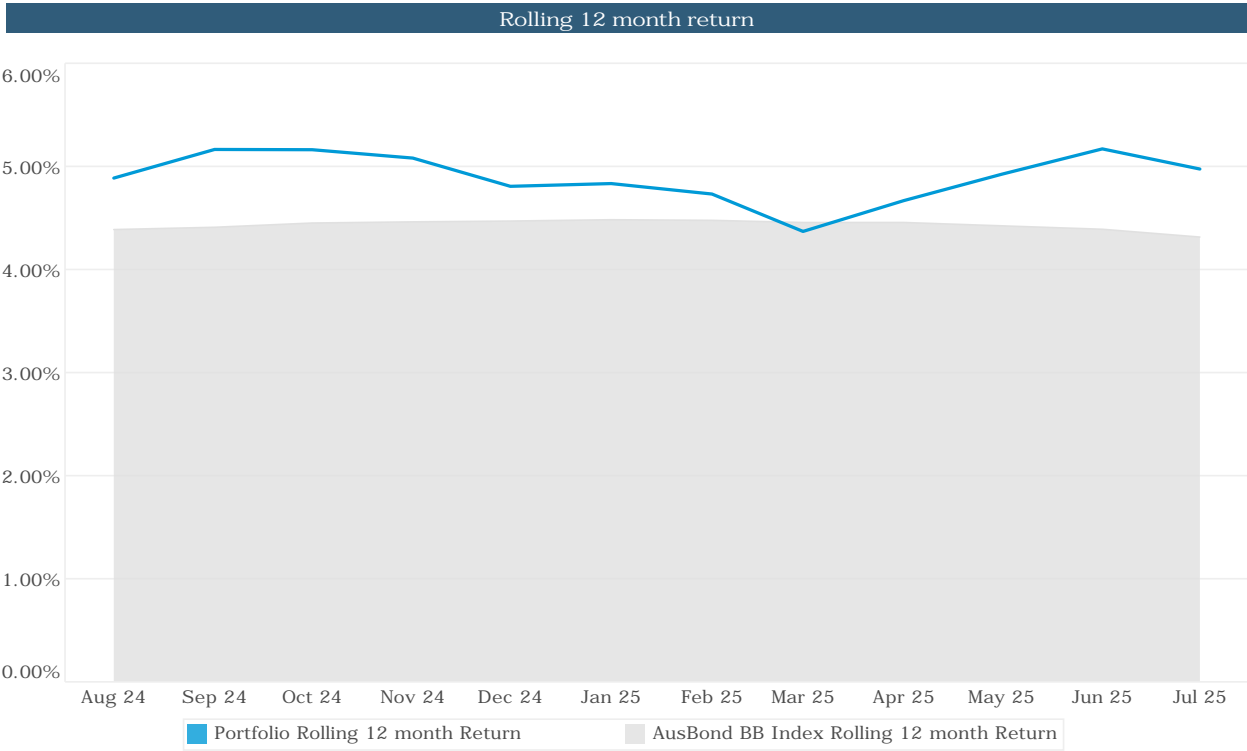
Investment Performance Report - July 2025



Historical Performance Summary (% pa)			
	Portfolio	Annualised BB Index	Outperformance
Jul 2025	4.83%	3.60%	1.23%
Last 3 months	6.49%	3.89%	2.60%
Last 6 months	5.05%	4.11%	0.94%
Financial Year to Date	4.83%	3.60%	1.23%
Last 12 months	4.97%	4.31%	0.66%



BROKEN HILL CITY COUNCIL  
Investment Performance Report - July 2025

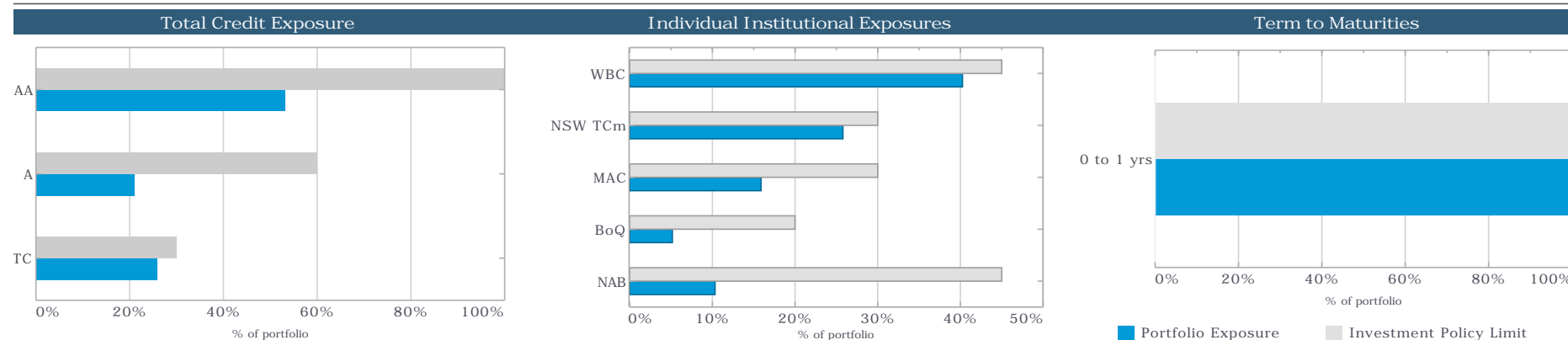


Historical Performance Summary (% actual)			
	Portfolio	Annualised BB Index	Outperformance
Jul 2025	0.40%	0.30%	0.10%
Last 3 months	1.60%	0.97%	0.63%
Last 6 months	2.47%	2.02%	0.45%
Financial Year to Date	0.40%	0.30%	0.10%
Last 12 months	4.97%	4.31%	0.66%





# BROKEN HILL CITY COUNCIL Investment Policy Compliance Report - July 2025



Credit Rating Group	Face Value (\$)	Policy Max	
AA	10,297,667	53% 100%	a
A	4,078,615	21% 60%	a
TC	4,996,158	26% 30%	a
	19,372,440		

Institution	% of portfolio	Investment Policy Limit	
Westpac Group (AA-)	40%	45%	a
NSW T-Corp (TCm)	26%	30%	a
Macquarie Bank (A+)	16%	30%	a
Bank of Queensland (A-)	5%	20%	a
National Australia Bank (AA-)	10%	45%	a
Suncorp Bank (AA-)	3%	45%	a

	Face Value (\$)	Policy Max	
Between 0 and 1 years	19,372,440	100% 100%	a
	19,372,440		

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-	0.22	5.00	a
A+, A, A-	0.11	3.00	a

a = compliant  
r = non-compliant

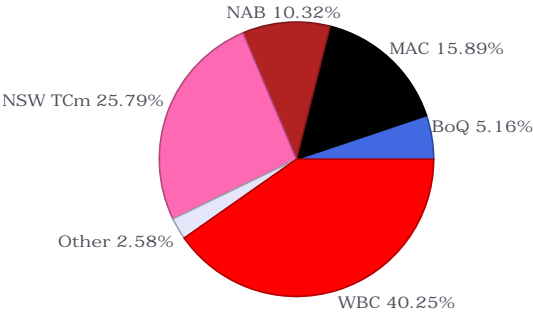
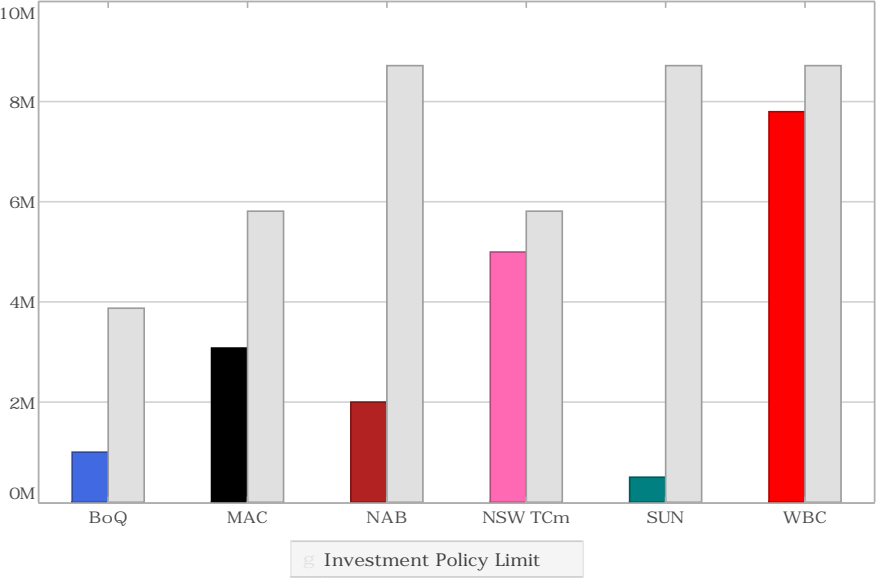


BROKEN HILL CITY COUNCIL  
Individual Institutional Exposures Report - July 2025



Individual Institutional Exposures      Individual Institutional Exposure Charts

	Current Exposures		Policy Limit		Capacity
Bank of Queensland (A-)	1,000,000	5%	3,874,488	20%	2,874,488
Macquarie Bank (A+)	3,078,615	16%	5,811,732	30%	2,733,117
National Australia Bank (AA-)	2,000,000	10%	8,717,598	45%	6,717,598
NSW T-Corp (TCm)	4,996,158	26%	5,811,732	30%	815,574
Suncorp Bank (AA-)	500,000	3%	8,717,598	45%	8,217,598
Westpac Group (AA-)	7,797,667	40%	8,717,598	45%	919,931
	19,372,440				



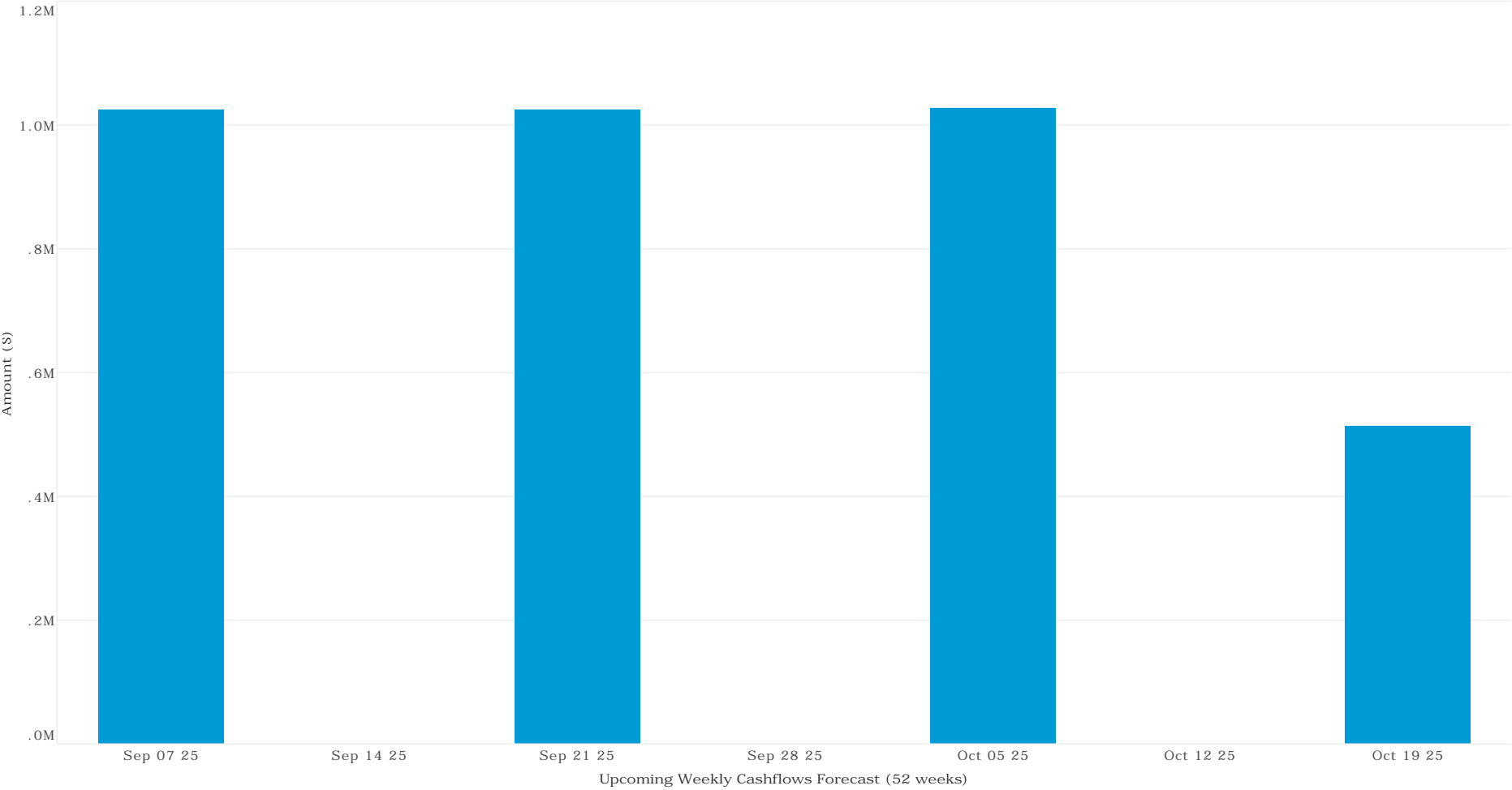
BROKEN HILL CITY COUNCIL  
Cashflows Report - July 2025



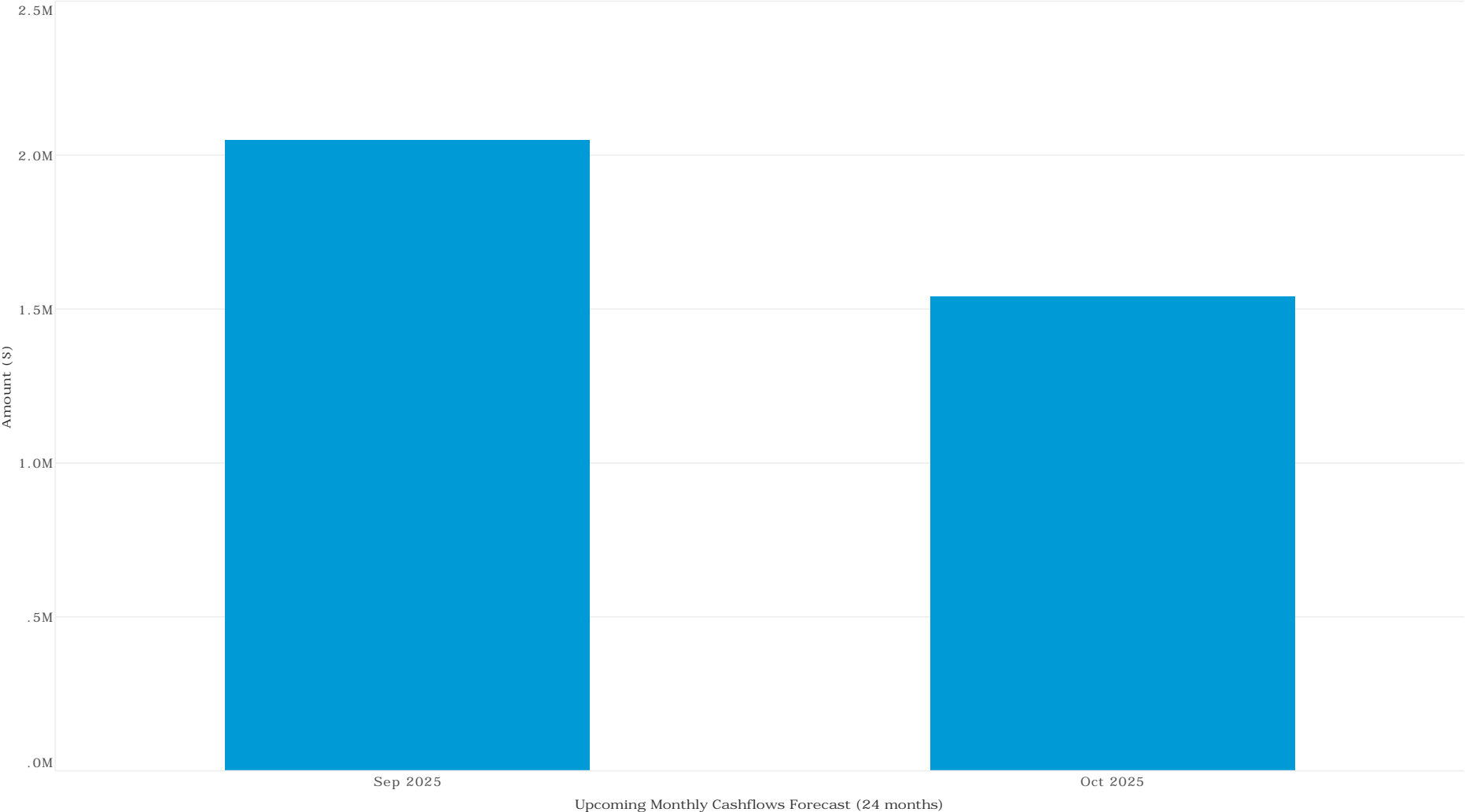
Actual Cashflows for July 2025					
Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Amount

Forecast Cashflows for August 2025					
Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Amount

BROKEN HILL CITY COUNCIL  
Cashflows Report - July 2025



BROKEN HILL CITY COUNCIL  
Cashflows Report - July 2025





FINANCE AND GOVERNANCE COMMITTEE

August 8, 2025

**ITEM 4**

BROKEN HILL CITY COUNCIL REPORT NO. 164/25

SUBJECT: MINUTES OF THE AUDIT, RISK AND IMPROVEMENT  
COMMITTEE MEETING HELD 4 AUGUST 2025 D25/36182

**Recommendation**

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.

**Executive Summary:**

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

Minutes of the Audit, Risk and Improvement Committee meeting held Monday, 4 August 2025 are provided as an attachment to this report for Council's endorsement. The minutes contain redacted information as it relates to an upcoming tender process of Council.

These minutes will be adopted at the Audit, Risk and Improvement Committee Meeting to be held 16 October 2025.

**Report:**

The Audit, Risk and Improvement Committee meeting held on Monday, 4 August 2025 and considered the following items of business:

1. Minutes for Confirmation
2. Matters Arising from the Minutes
3. General Manager's Briefing
4. Internal Audit Update
5. Service Review Update
6. Broken Hill Library Project – Construction Update June 2025
7. Enterprise Risk Management Report
8. Action List Report
9. Draft ARIC Committee Strategic Plan and Annual Work Plan

Minutes of the Audit, Risk and Improvement Committee Meeting held 4 August 2025 are attached for Council's endorsement.

The minutes contain redactions of confidential information relating to an upcoming tender process of Council which cannot be released in an open Council Business Paper as it would compromise the transparency of the tender process.

**Community Engagement:**

Nil.

**Strategic Direction:**

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

**Relevant Legislation:**

*Local Government Act 1993, Chapter 13, Part 3, Division 2*

**Financial Implications:**

Nil.

**Attachments**

1. Minutes of the Audit, Risk and Improvement Committee Meeting held 4 August  
[↓](#) 2025 (with redactions)

LEISA BARTLETT  
EXECUTIVE OFFICER

JAY NANKIVELL  
GENERAL MANAGER

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AUDIT, RISK AND IMPROVEMENT COMMITTEE

4 AUGUST 2025

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**MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING  
HELD MONDAY, AUGUST 04, 2025 (2:00 PM ACST)**

**PRESENT:**

Mr C Abouraad (Chairperson), Mr J Mathers, Mr P DeLisio,  
Councillor B Algate.

Councillor A Chandler.

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

General Manager, Director Finance and Commercial, Director Infrastructure  
and Environment, Leader Innovation and Business Improvement, Manager  
Communications and Marketing, Manager Finance, Manager Enterprise  
Risk, and Executive Officer.

**APOLOGIES:**

Mayor T Kennedy

**ACKNOWLEDGEMENT OF COUNTRY**

The Chairperson delivered the Acknowledgement of Country.

**DECLARATIONS OF INTEREST**

Nil

**MINUTES FOR CONFIRMATION**

*Mr DeLisio commented on the previous minutes and referred to the Project Update Report on the Broken Hill Library Project and asked for Project Update Reports on all of Council's major capital projects to be presented to the Audit Risk and Improvement Committee.*

*Mr DeLisio referred to the Council Meeting following the last Audit Risk and Improvement Committee Meeting, where Councillor Algate advised Council that the Committee had commented on the number of pages of the Committee's last Business Paper, and that these comments may have presented a poor view of the Committee to other Councillors.*

*Mr DeLisio stated that he had no issue with the Committee receiving the supporting papers to reports and that he would rather see this paperwork coming to the Committee rather than having to search for it in other papers.*

*The Chairperson advised that the presentation of reports and supporting papers was more than adequate and he would much rather have the supporting attachments to refer to when reading reports; and that no changes are needed to the way reports are presented to the Committee.*

*Mr Mathers advised that this matter is attributed to his comments at the previous Committee meeting where he was trying to convey to members that he felt that it is Council that is charged with making decisions and setting the policy direction of Council and that the Audit, Risk and Improvement Committee's role is to ensure the correct processes are in place,*

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Page 1

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AUDIT, RISK AND IMPROVEMENT COMMITTEE

4 AUGUST 2025

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*rather than making the decisions of Council.*

*The Chairperson commented that he had requested the presentations made at the Gilgandra Conference be included in the last Business Paper which had contributed to its size, and that he had requested these attachments be included as both Mr DeLisio and Mr Mathers were unable to attend the Conference. The presentations contained some important information that he wanted the other independent members to read. There were also some large attachments with other reports and a large number of items on the agenda for the last meeting.*

*The Chairperson advised that the attachments are included for reference information should they need to be referred to after reading each report.*

*Mr DeLisio agreed with the Chairperson's comments and added that it is the Committee's role to review the processes and to look at whether these processes are being followed. Quarterly Review Reports are provided to Council, which should also come to this Committee, and it is up to the Committee to review these reports and to question any items that are below industry benchmarking.*

*Mr DeLisio referred to the draft Artificial Intelligence Policy which was presented at the last Committee Meeting and endorsed for presentation to Council and asked why, when the draft Policy was presented to Council it did not include the recommendation of this Committee for the establishment of an Artificial Intelligence Technology Reference Group.*

*The Director Finance and Commercial advised that action was taken on the recommendation of this Committee and that an Artificial Intelligence Technology Reference Group has been formed and is operating.*

*The Chairperson advised that he is referred to as Councillor Charbel Abouraad in items in the minutes that were either moved or seconded by him and also in the Action List asked for this to be corrected.*

Recommendation

Moved Mr Paul DeLisio, Seconded Mr Charbel Abouraad

That the Minutes of the Audit, Risk and Improvement Committee meeting held Thursday May 15, 2025 be confirmed with amendments to the Chairperson's name prefix to be changed from Councillor to Mr.

CARRIED

### GENERAL MANAGER'S BRIEFING

*The General Manager referred to the Long Term Financial Plan 2026-2035, the Delivery Program 2025-2029 and the Operational Plan 2025/2026 which were endorsed by the Committee in draft form at the last Committee Meeting and advised that these were adopted by Council without change at the Ordinary Council Meeting held 30 July 2025.*

*The General Manager advised that it was highlighted in these reports that Council's cash flow will become tight over the next 12 months with the Library Project coming to completion and projects at the Airport commencing and that Council won't meet financial benchmarking during this period, as it is forecast for a breakeven result for 2026, Council's liquidity ratios*

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*should still be within OLG guidelines, and following this period, Council's financial position should be back on track for 2026/2027.*

*Following a question regarding whether the Library Project has gone over budget which is affecting Council's financial projection for 2026, the General Manager advised:*

- that the Library Project is still on track financially, although the project timeline has been delayed again by approximately three weeks due to poor weather conditions preventing the roof cladding being installed and making the soil water logged, this has not affected the project financially but has delayed the project to now have an estimated completion date of November 2025.*
- The Warnock Street Yard Project is progressing on track financially and time-wise with the completion date being the end of the year.*
- The EP O'Neil Netball Complex Redevelopment Project was completed within budget and time.*
- Council's Strategic and Operational Risk Register and Treatment Plans are now complete and include an item regarding the tight cash-flow for the next 12 month period.*

*Mr DeLisio referred to Council's Operational Plan which includes \$37M as capital projects expenditure for 2025/2026 financial year and asked if the General Manager is confident that Council has a cash flow management plan for this period?*

*Mr Mathers asked the General Manager to run through the financial ratio point that he made earlier.*

*The General Manager advised that Council will be tight on its cash flow position while it expends grant funding and Council's capital on projects such as the Library Project and Warnock Street Yard Project and predicts a break-even position at the end of this financial year only, and that it should return to a surplus by the end of the 2026/2027 financial year as we meet benchmarking for unrestricted operating funds as well as our own source funds during that year. The tight cash flow for 2026 was earmarked as a red flag which will depend on the intervals in which the OLG Financial Assistance Grants are administered to Councils and when these are received by Council as well as the timing of major payments to the Library Project and Warnock Street Yard Project contractors, which may make the cash flow tight. There are no solvency issues, Council will still have more than seven (7) months of cash reserves for the payment of creditors which is above the OLG requirement of three (3) months of cash reserves.*

*The Chairperson referred to the Long-Term Financial Plan which the Committee endorsed at the last meeting and referred to the financial ratios and that the Office of Local Government are reviewing these ratios. The Chairperson was concerned whether Council would meet these new ratios and have enough cash reserves.*

*Mr DeLisio asked how you judge if you have enough cash reserves, and that these ratios are one way to judge this and asked how else Council measures its cash flow? He asked if the Library Update Report in future could include a table with the original budget, the capital expenditure, the payments made and the balance to be paid. He referred to the \$600K in variations and that the budget shows that it is currently over by \$19K and said that he would like to see a more in-depth breakdown in order that the Committee can better understand how the project is progressing.*

*The General Manager advised that Council has a line item budget showing every expenditure and that the budget provided in the Library Update Report is a summary of the high level items, and that future reports can show a more detailed breakdown.*



## REPORTS

ITEM 1 - BROKEN HILL CITY COUNCIL REPORT NO. 18/25 - DATED JUNE 30, 2025 - INTERNAL  
AUDIT UPDATE D25/28950

*Ms Malpas spoke to the report and gave an overview of the Internal Audit Plan advising that OCM had completed the final internal audit for 2024/2025 being the Project Governance Health Check Audit of the Library Project which is included with this report. At the last Committee Meeting, the Committee had endorsed the 2025/2026 Internal Audit Plan and Mr Xavier commenced field work with Council last week on the Development Applications Process Internal Audit. The Rates Audit, Payroll Audit and Cyber Security Audit have not yet commenced, but work has commenced on the Terms of Reference of the Rates Audit.*

*Ms Malpas referred to the Internal Audit Report provided on the Project Governance Health Check Audit of the Library Project being an independent assessment of the management of the Library Project and OCM confirmed that Council's Project Management Framework is well structured and aligns with all legislative requirements and demonstrates robust internal audit processes including accountability to the funding body by adhering to all project reporting requirements.*

*The Project Management Plan complies with all prescribed governance guidelines and includes Risk Management Planning. Oversight of the project is via a Project Consultative Group who meet monthly and the Project Control Group also meet monthly to provide project progress updates and financial updates to relevant internal staff. Weekly meetings are also held with the Project Team and the contractor.*

*Ms Malpas commended Council on their project governance maturity and assured the Committee that the project is being well managed by Council.*

*The Chairperson advised that he was impressed when reading the Internal Audit Report that no issues were identified, and he also commended Council's staff for developing the Project Management Framework which aligns with legislative requirements and is underpinned by regular Project Control Group Meetings and meetings with the contractor.*

*Mr DeLisio also congratulated Council's staff on their management of the Library Project which demonstrates good project management, risk management and financial management and asked if the Committee can see more evidence of how well the project is being managed. For example by receiving minutes of the PCG Meetings and financial updates of the project. He stated that staff are doing a brilliant job, and that this needs to be evidenced to Council.*

*The Chairperson asked for the General Manager to explain the tender process as no tenders were successful in the original call for tenders and Council went into direct negotiations with a contractor. The Chairperson asked if the contractor was one of the original tenderers? If so, how does Council demonstrate that it was not showing preference to this tenderer?*

*The General Manager advised that Council followed its Procurement Framework during the tender process with the outcome of the original call for tender being that only one tenderer met the requirement of the tender but did not meet the price requirements. Following this, at*

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*a Council Meeting, Council resolved under the Local Government Act 1993 to have direct negotiations with the contractor (Architect). These negotiations were held with an independent Probity Adviser present, until a design was achieved which would meet Council's budget requirements. This process was then reported back to Council for approval.*

*The General Manager advised that a similar process was also undertaken with regards to the Airport Tender which attracted five (5) tenderers and Council negotiated with all five (5) tenderers and only one tenderer demonstrated that they could undertake the tender work. A report went to Council and Council resolved under the Act due to the remoteness of locality, for Council to have direct negotiations with this tenderer which also included an independent Probity Adviser being present.*

*The Chairperson accepted the General Manager's explanation and was pleased that an independent Probity Adviser was engaged to oversee the tender negotiations.*

*Mr Mathers referred to Council's Procurement Framework and Policy and noted that they are yet to be examined by Council's Internal Auditors.*

*Ms Malpas of OCM advised that a Procurement Internal Audit is not on the schedule for 2025/2026 and Mr Xavier confirmed that OCM conducted a Procurement Internal Audit in September/October 2023, and that Council's Procurement Framework, Policies and procedures cover the requirements of the Office of Local Government and other industry requirements.*

*The Chairperson enquired about the outstanding Internal Audit action items on page 39 with a risk rating of 'major' which were mainly procurement items relating to tender issues since March 2024 and asked for an update on these items. The Director Finance and Commercial advised that governance processes to address these tendering issues have been included in the review of Council's Procurements Framework and Policy of which the draft will be presented to the next Committee Meeting for endorsement to be presented to Council for adoption. Following the adoption process, awareness training will be rolled-out to staff.*

*Mr DeLisio referred to item 3 on page 39 regarding implementing the practice of conducting financial assessments of the top two submissions during a tender evaluation process and asked if there has been the opportunity to implement this process with a recent tender? The Director Finance and Commercial advised that Council already undertakes this process and that this item on the action list is more around formalising the process which has been included in the review of Council's Procurements Framework and Policy.*

*Following a question from the Chairperson regarding the delay to the review of Council's Development Control Plan (DCP) on page 38, the Director Infrastructure and Environment explained that the delay in the review of Council's DCP was first associated with the involvement of the Broken Hill Lead Reference Group who were waiting for a response from the Premier's Department regarding Lead in Broken Hill which was needed to inform the review of the DCP. The review was also delayed due to Council being unable to recruit to the position of Executive Manager Planning and Place Activation. Council later combined the management of the Planning and Development Team into Council's Town Planner's role to create the role of Manager Planning and Development and the review of Council's DCP is now underway and should be completed by the end of the year.*

*The Chairperson referred to the Internal Audit Action List revised due date of 30 June 2025 for the Companion Animal Management item on page 38 that has a risk rating of 'moderate' and other procurement items also being held up due to Civica and asked for these due dates*

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*to be updated.*

*Mr DeLisio referred to the Cyber Security item on page 38 and asked how this review was progressing? The Director Finance and Commercial advised that Council's Information Technology team are currently working on a draft Cyber Security Policy, team members have recently completed industry training which have enhanced the team's capabilities as well as the introduction of AI Project Meetings and Reference Group Meetings.*

**Recommendation**


Moved Mr Charbel Abouraad, Seconded Mr Paul DeLisio

1. That Broken Hill City Council Report No. 18/25 dated June 30, 2025, be received.
2. That the Audit, Risk & Improvement Committee note the Internal Audit Status Report from O'Connor Marsden & Associates.
3. That the Audit, Risk & Improvement Committee note the final internal audit report on Project Governance Health Check (Library Project).
4. That the Audit, Risk & Improvement Committee note the progress made on previous internal audit action items.

**CARRIED**

**ITEM 2 - BROKEN HILL CITY COUNCIL REPORT NO. 19/25 - DATED JUNE 30, 2025 - SERVICE REVIEW UPDATE** D25/28930

*The General Manager spoke to the report advising that the current contract for management of the Broken Hill Regional Aquatic Centre is held by YMCA NSW and the contract is due to conclude in June 2026. Council management decided to conduct a service review of the current provider 12 months prior to the end of the contract to inform the tender process and to assess their performance as well as reviewing community feedback that has been received during their management of the facility.*



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*Mr Mathers commented that he believes that any further reports regarding this matter should be for the attention of Council's executive and the full Council to make any decisions and that this Committee's role is to review that the correct processes have been followed; and that it is up to Council and Council management now as to how they decide to move forward on this matter.*



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*Mr Mathers stated that the Audit, Risk and Improvement Committee is an Advisory Committee to Council, with the Committee's minutes reported to Council for Council to adopt if they wish.*



*The Chairperson agreed that Council needs to decide which management model of the Aquatic Centre will ensure the best value to Council and the community.*

**Recommendation**

**Moved Mr Paul DeLisio, Seconded Mr Charbel Abouraad**

- 1. That Broken Hill City Council Report No. 19/25 dated June 30, 2025, be received.**
- 2. That the Audit, Risk & Improvement Committee note the outcome of the Aquatic Centre Service Review.**
- 3. That the Audit, Risk & Improvement Committee note the progress made on previous Service Reviews.**

**CARRIED**

**ITEM 3 - BROKEN HILL CITY COUNCIL REPORT NO. 20/25 - DATED JULY 30, 2025 - BROKEN HILL LIBRARY PROJECT - JUNE 2025 CONSTRUCTION UPDATE** D25/33896

*The Director Infrastructure and Environment gave an update on the construction of the new Library advising that poor weather had delayed the installation of part of the roof structure and the roof cladding and that the project is now due for completion in November 2025. The precast concrete walls are in place, the majority of the roof structure is complete and some of the ground floor slabs. Over the next month, the remainder of the ground floor slabs will be completed, along with the roof cladding and the building will be to lock-up stage. After this stage, the internal walls and fit-out work will commence along with Council's Roads and Trades teams undertaking the carpark works and Council's Parks and Open Spaces team undertaking the landscaping works. There are two main risks involved with the project which are time and cost.*

*Time – some delays in the project have been due to poor weather and are out of our control. Council staff have a good working relationship with the contractors and have been meeting weekly during the project to mitigate early any issues that have arisen.*

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*Costs – while there have been some project variations occur, with good project governance in place plus some additional funding received, the project is tracking well and projected to be only 0.1% over budget.*

*Following a question regarding the old fire station brick wall, the Director Infrastructure and Environment confirmed that during the demolition phase, the old brick fire station wall was partially demolished and there was no structural stability in the wall that was left. The builders did a great job in repointing the brickwork and rebuilding part of the wall to make it structurally sound in order that the history of the building could be kept and become a feature in the courtyard garden.*

*Mr Mathers referred to the cost risk and that the report mentioned cost variations of \$660K+ and asked how this increase equates to a budget overrun of only 0.1%? The Director Infrastructure and Environment explained that the variations include the grant funding of \$437,243 that was received for new Library furniture (which was a direct budget offset as Council had budgeted \$590,366 for furniture) which allowed for a contingency of \$60K, plus with the current known variations, it is projected that the project will be \$15K over budget being 0.1%.*

*Following a further query from Mr Mathers regarding the budget for the Library Project, the General Manager advised that \$14.5M contract with North Constructions is grant funds and all other amounts are funding by Council with the works being carried out by Council staff. Mr Mathers queried item 6 in the financial summary table and whether this is an additional cost? The General Manager clarified that the amount of \$437,243 is the grant that Council was successful in being awarded to cover new Library furniture and that Council had budgeted an amount of \$590,366 for furniture (item 3 in the table). Due to receiving the grant for furniture, Council now only needs to cover the difference up to \$590,366.*

*The Director Infrastructure and Environment responded to a question from the Chairperson as to how Council ascertained that at 13 May 2025, the project was 60% complete and stated that both the budget figures of the amount expended (although some materials have had to be paid in advance) and the timeline of the project indicates that the project is 60% complete. He stressed that the delays in the project have been due to poor weather conditions, not due to poor performance and that the contractors have been good to work with and open to Council's processes.*

*The Chairperson mentioned that the project has been delayed twice and asked if this would impact the Library Project Governance Internal Audit result? Ms Malpas advised that it would have no impact from an audit perspective as the fieldwork of the audit was looking at the project's governance and not the timeline, so delays due to poor weather do not change the audit outcome.*

**Recommendation**

**Moved Mr Charbel Abouraad, Seconded Mr Paul DeLisio**

1. That Broken Hill City Council Report No. 20/25 dated July 30, 2025, be received.
2. That the Audit, Risk and Improvement Committee notes the latest updates of the Broken Hill Library Project as of June 2025.

**CARRIED**

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AUDIT, RISK AND IMPROVEMENT COMMITTEE

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ITEM 4 - BROKEN HILL CITY COUNCIL REPORT NO. 21/25 - DATED JULY 23, 2025 -  
ENTERPRISE RISK MANAGEMENT REPORT

D25/32891

*The Manager Enterprise Risk spoke to the report advising that Council had one notifiable incident during the period which had been reported to SafeWork NSW and that SafeWork NSW had noted it as a report only as Council had implemented measures to mitigate any future reoccurrence of the incident across Council's facilities.*

*The 2023-2025 risk management improvement initiatives are complete with all 90 volunteers fully inducted and their compliance requirements complete; Council's Strategic Risk Register and Operational Risk Register were endorsed by ELT and are now fully operational; ELT Strategic ERM Reporting is operational with monthly, quarterly and annual review meetings scheduled; and WHS Risk Management has been integrated within the Enterprise Risk Management Framework.*

*The Chairperson congratulated the Manager Enterprise Risk on the completion of Council's Strategic and Operational Risk Registers, commenting that they are very comprehensive.*

*Mr DeLisio asked what the 'personal safety (threats/abuse)' referred to in the reporting and that these had decreased from May 2025 to June 2025. The Manager Enterprise Risk advised that these incidents related to interactions with a homeless person and that the incident reduced significantly as the homeless person had been moved on.*

*Mr DeLisio referred to the Enterprise Risk Profile and whether the recent review of Perilya's operations and the imminent start-up of Broken Hill Mines would have any effect on this? The General Manager advised that Council's Strategic Risk Register takes into account the start-up of Broken Hill Mines' operations but that the Perilya's operational review has not been taken into account at this stage. A Councillor Briefing has been organised with the new Perilya General Manager regarding their operational review to fully understand their current position and how this might affect Council.*

*Mr Mathers referred to the categories on page 105 and asked for a description of the categories 'personal safety (threats/abuse)', 'safety/security incident' and 'wilful damage/theft'. The Manager Enterprise Risk advised that:*

- 'personal safety (threats/abuse) relates to interactions with a homeless person;
- 'safety/security incident' relates to community sharps incidents; and
- 'wilful damage/theft' relates to graffiti.

*Patterns of these incidents are being monitored and if they escalate, Council works with the local Police who will increase there patrols of certain parts of the City.*

*Mr Mathers referred to Sydney reports and asked if Council's reporting differentiated between ethnicity? The General Manager advised that the report is not individualised on an ethnicity basis.*

*Following a query from the Chairperson regarding why the identifiable incident took seven (7) days to report, the Manager Enterprise Risk advised that as soon as staff noticed the issue, it was logged.*

*The Chairperson referred to the Operational Risk Register and the requirement for a Private Works Policy to be reviewed and asked if this matter was progressing? The General Manager advised that Council doesn't currently have a Private Works Policy and that staff are working on developing a Policy.*

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AUDIT, RISK AND IMPROVEMENT COMMITTEE

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**Recommendation**

Moved Mr James Mathers, Seconded Mr Paul DeLisio

1. That Broken Hill City Council Report No. 21/25 dated July 23, 2025, be received.

**CARRIED**

**ITEM 5 - BROKEN HILL CITY COUNCIL REPORT NO. 22/25 - DATED JULY 18, 2025 - ACTION LIST - AUDIT, RISK AND IMPROVEMENT COMMITTEE** D25/28953

*At the request of Mr Mathers, the General Manager gave an overview of the current status of the legal matter.*

**Recommendation**

Moved Mr Charbel Abouraad, Seconded Mr Paul DeLisio

1. That Broken Hill City Council Report No. 22/25 dated July 18, 2025, be received.

**CARRIED**

**Audit, Risk and Improvement Committee Strategic Plan**

*The Chairperson advised that the Audit, Risk and Improvement Committee needs to develop a Strategic Plan to be compliant with Section 428A of the Local Government Act 1993. As part of the Strategic Plan an Annual Work Plan also needs to be developed; and that these Plans should have been developed at the commencement of the current Term of Council.*

*The Annual Work Plan will be required to be reviewed each year and the Office of Local Government have provided Guidelines in accordance with the Local Government (General) Regulations 2021 which were amended with the introduction of Part 9 Division 6A in 2023.*

*The Chairperson advised that he has been working with Cambelltown Council on developing their Plans and that he has shared these Plans with the Committee's independent members and Council's ELT as a suggested baseline for developing Broken Hill's Plans, with only the dates within the Plan needing to be reviewed to reflect Council's operations. At the end of each financial year, the Audit, Risk and Improvement Committee is required to assess the Committee's performance against the Strategic Plan and Work Plan criteria and the General Manager is required to sign an Attestation which is published in Council's Annual Report.*

*Mr DeLisio also shared a draft Audit, Risk and Improvement Committee Strategic Plan that he created with the use of AI (ChatGPT) and commented that the Strategic Plan needs to cover the role of the Committee.*

*The Chairperson advised that both draft Plans provided to Council's management covered the role of the Committee and that it would only be the dates that need to be reviewed to align with Broken Hill City Council's operations and asked that once reviewed, the draft Plans be circulated to Committee members to provide feedback prior to being presented to the August 2025 Council Meeting for adoption and implementation.*

**Motion**

Moved Mr Paul DeLisio, Seconded Mr Charbel Abouraad

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That the Audit, Risk and Improvement Committee delegates to the General Manager to develop a draft Audit, Risk and Improvement Strategic Plan and draft Annual Work Plan to comply with *Section 428A of the Local Government Act 1993* and *Part 9 Division 6A of the Local Government (General) Regulation 2021*.

That the General Manager circulates the draft Plans with members of the Audit, Risk and Improvement Committee for feedback.

That the General Manager present the draft Plans to the August 2025 Council Meeting for consideration of adoption and implementation.

**CARRIED**

Capital Projects Completion Reports

Mr DeLisio referred to the capital works projects that are currently underway and asked if the Committee will receive completion reports at the finalisation of these projects? The General Manager advised that completion reports will be provided.

Following a query from Mr DeLisio regarding whether the Warnock Street Yard Redevelopment Project includes staff rooms or just the garage workshops, the Director Infrastructure and Environment advised that offices for the garage coordinators will also be included in the redevelopment.

July Council Meeting

The Chairperson referred to the July Council Meeting and commented on the Key Performance Indicator Reports for the Delivery Program, Operational Plan and the Disability Inclusion Action Plan and congratulated Council's management and staff on their achievements.

The Chairperson also referred to the General Manager's Performance Review and Contract Renewal and the Committee members congratulated Mr Nankivell on receiving a great result in his Performance Review and being offered a new five-year contract.

The meeting closed at 3:45pm.

The foregoing minutes were read and confirmed at the Audit Risk and Improvement Committee meeting held on 16 October 2025.

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Chairperson

## FURTHER REPORTS

1. 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) ..... 577
2. 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) ..... 580
3. BROKEN HILL CITY COUNCIL REPORT NO. 168/25 - DATED AUGUST 11, 2025 -  
2024/2025 DRAFT ANNUAL FINANCIAL STATEMENTS (D25/36303) ..... 584
4. BROKEN HILL CITY COUNCIL REPORT NO. 169/25 - DATED AUGUST 19, 2025 -  
ACTION LIST REPORT (D25/37951) ..... 599



ORDINARY MEETING OF THE COUNCIL

June 20, 2025

**ITEM 1**

BROKEN HILL CITY COUNCIL REPORT NO. 166/25

SUBJECT: CORRESPONDENCE REPORT - QUARANTINE OF FUNDS FOR COBALT BLUE HOLDINGS LTD TRANSITION TO A CRITICAL MINERALS BATTERY RECYCLING PROJECT D25/27612

**Recommendation**

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.

**Report:**

Council at its meeting held 28 May 2025, considered Broken Hill City Council Report No 85/25 regarding the quarantine of funds for Cobalt Blue Holdings Ltd transition to critical minerals battery recycling project and resolved as follows:

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

**RESOLUTION**

Minute No.47862

Councillor E Gillett moved  
Councillor H Jewitt seconded

**Resolved**

1. That Broken Hill City Council Report No. 85/25 dated March 13, 2025, be received.
2. That reply correspondence dated 8 May 2025 from the Minister for Regional NSW, The Hon Tara Moriarty MLC, be received and noted.
3. That Council sends correspondence to the Minister for Regional NSW and the Minister for Environment and Clean Energy reaffirming Council's position regarding the importance of funding for Cobalt Blue's shovel-ready project to transition its demonstration plant into a Critical Minerals Battery Recycling Centre; and outlining the potential that this project has to employment options in the region and the environmental importance of this project to be able to recycle black mass batteries to extract minerals for industry supply chains.

CARRIED UNANIMOUSLY

Following the Council meeting, correspondence dated 17 June 2025 was sent to the Minister for Regional NSW, the Hon. Tara Moriarty MLC and the Minister for Environment and Clean Energy.

Council received reply correspondence dated 25 July 2025 (copy attached to this report) from the Minister for Regional NSW. The correspondence advises that Cobalt Blue Holdings have applied for the Regional Economic Development and Community Investment Program Funding and applications are currently being assessed. Applicants are yet to be notified.

**Attachments**

1. Correspondence Report - Hon Tara Moriarty MLC re Quarantine of Funds for Cobalt Blue - Holdings Ltd Transition to Critical Minerals Battery Recycling Project

LEISA BARTLETT  
EXECUTIVE OFFICER

JAY NANKIVELL  
GENERAL MANAGER

**CORRESPONDENCE REPORT - QUARANTINE OF FUNDS  
FOR COBALT BLUE HOLDINGS LTD TRANSITION TO A  
CRITICAL MINERALS BATTERY RECYCLING PROJECT**

**Attachment 1  
Correspondence Report - Hon Tara  
Moriarty MLC re Quarantine of Funds**

**The Hon Tara Moriarty MLC**

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



Ref: MF25/1330  
Your Ref: L25/1139 – 11/525  
TK:LJB

Councillor Tom Kennedy  
Mayor  
Broken Hill City Council  
PO Box 448  
BROKEN HILL NSW 2880

c/: executive.support@brokenhill.nsw.gov.au

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Re: Quarantine of Funds for Cobalt Blue Holdings Ltd

Dear Mayor,

Thank you for your letter regarding the Critical Minerals Battery Recycling Project proposed by Cobalt Blue Holdings Ltd. I appreciate the reasons that have prompted you to write. I acknowledge Council's continued advocacy for this project and its potential to deliver environmental, economic and strategic benefits for the Far West region.

As noted in previous correspondence, I am advised that Cobalt Blue Holdings Ltd applied to the Regional Economic Development and Community Investment Program funding stream. Applications to the program closed at 5pm on 20 February 2025, and all applications received are currently undergoing assessment. Applicants will be notified of outcomes in due course.

I encourage Council and Cobalt Blue Holdings Ltd to continue to monitor the Grants and Funding webpage for information on other current and upcoming NSW Government grant and funding opportunities that may be suitable for the project.

I trust this is of assistance, however, I have asked Mr Ian Smith, Executive Director, Regional Economic Development, to be available to answer any further questions your office may have, and to discuss the project with Council and Cobalt Blue Holdings Ltd. Mr Smith can be contacted on 0417 020 429 or by email at [ian.smith@dpird.nsw.gov.au](mailto:ian.smith@dpird.nsw.gov.au).

Yours sincerely,

  
**Tara Moriarty MLC**  
Minister for Agriculture  
Minister for Regional New South Wales  
Minister for Western New South Wales

25 / 7 /2025

52 Martin Place Sydney NSW 2000  
GPO Box 5341 Sydney NSW 2001

02 7225 6120  
[nsw.gov.au/ministertaratoriarty](https://nsw.gov.au/ministertaratoriarty)

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OFFICIAL

ORDINARY MEETING OF THE COUNCIL

August 12, 2025

**ITEM 2**

BROKEN HILL CITY COUNCIL REPORT NO. 167/25

SUBJECT: CORRESPONDENCE REPORT - OPEN INVITATION TO VISIT  
BROKEN HILL AIRPORT AND FUNDING FOR UPGRADES TO  
THE BROKEN HILL REGIONAL AIRPORT D25/36775

**Recommendation**

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.

**Report:**

Council at its meeting held 28 May 2025, considered Broken Hill City Council Report No 87/25 regarding funding for upgrades to the Broken Hill Regional Airport to support larger aircraft during times of emergency. and resolved as follows:

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**

Minute No. 47864

Councillor M Boland moved )  
 Councillor H Jewitt seconded )

**Resolved**

1. That Broken Hill City Council Report No. 87/25 dated May 12, 2025, be received.
2. That correspondence from The Hon Jenny Aitchison MP, addressed to Mr Roy Butler MP (forwarded to Council by Mr Roy Butler MP) providing advice to Council regarding future funding opportunities for a grant to upgrade the Broken Hill Regional Airport runway and taxiways, and the ACCC monitoring of domestic airfares until the end of 2026 with the Productivity Commission Inquiry to review regional airfares.
3. That Council writes to the former Minister for Emergency Management, Senator The Hon Jenny McAllister MP thanking her for her assistance in her former Ministry during the power disruptions to the Far West Region in October 2024; and thanking her for advocacy for Broken Hill and for providing Council with information regarding various funding opportunities for upgrades to the Broken Hill Regional Airport.

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

CARRIED

Following the Council meeting, correspondence dated 4 June 2025 was sent to The Hon Kristy McBain, Minister for Emergency Management, Minister for Regional Development, Local Government and Territories.

Council received a reply to the correspondence on 12 August 2025 (copy attached to this report) from the Minister. The correspondence advises that Broken Hill City Council did not apply for Round 4 of the \$7.5m RAP grant funding and unfortunately, due to parliamentary commitments, she is unable to visit Broken Hill however, welcomes the opportunity in the future.

#### **Attachments**

1. [!\[\]\(223f1a84e0bc2cacb9c165f716817dcc\_img.jpg\)](#) Corro Report - Hon Kristy McBain

LEISA BARTLETT  
EXECUTIVE OFFICER

JAY NANKIVELL  
GENERAL MANAGER





**The Hon Kristy McBain MP**

Minister for Emergency Management  
Minister for Regional Development, Local Government and Territories  
Member for Eden-Monaro

Ref: MC25-006200

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

via: [executive.support@brokenhill.nsw.gov.au](mailto:executive.support@brokenhill.nsw.gov.au)

Dear Mayor 

Thank you for your correspondence of 4 June 2025 regarding your invitation to visit Broken Hill to tour the city and the Broken Hill Regional Airport. I apologise for the delay in responding.

The Australian Government recognises the essential role that aviation plays in meeting the needs of regional and remote communities across Australia. The Government was pleased to announce as part of the 2024-25 Budget a further \$40 million in grant funding for the Regional Airports Program (RAP) to support a further two rounds of the program which supports safety and accessibility upgrades at regional airports through competitive grants.

Earlier this year, the Hon Catherine King MP, Minister for Infrastructure, Transport, Regional Development and Local Government announced the outcomes of Round 4 of the RAP, although I understand that the Broken Hill Council did not apply. Under Round 4 of the RAP, grants of up to \$7.5 million were available to fund up to 50 per cent of project costs.

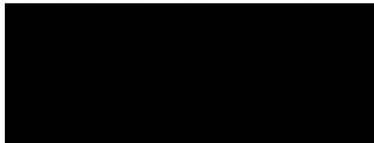
The Grant Opportunity Guidelines allowed applicants to meet their co-contribution requirements through funding assistance from the state or territory government and through cash and/or in-kind contributions. Round 5 of the RAP is expected to open in 2025-2026, and information including the guidelines will be published on GrantsConnect at [www.grants.gov.au](http://www.grants.gov.au).

I would also encourage Council to enquire with the New South Wales Government as to whether they have any funding assistance available to support the airport's infrastructure upgrades.

Unfortunately, due to my parliamentary commitments, I am unable to visit Broken Hill at this time, however I welcome the opportunity to meet with you in the future.

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

Yours sincerely



Kristy McBain MP

/ /2025

*Hope to get out there  
some time soon!*

## ORDINARY MEETING OF THE COUNCIL

August 11, 2025

**ITEM 3**BROKEN HILL CITY COUNCIL REPORT NO. 168/25SUBJECT:                    2024/2025 DRAFT ANNUAL FINANCIAL STATEMENTS D25/36303**Recommendation**

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.

**Executive Summary:**

Two separate financial reports are produced by Council each year to comply with State Government legislative requirements under the *Local Government Act 1993* and the *Public Finance and Audit Act 1983*.

The reports are the:

- General Purpose Financial Report
- Special Purpose Financial Report

The draft reports have been completed and the primary financial statements are attached.

Please note that these Financial Statements are in draft form and prior to independent audit and therefore do not necessarily represent the final financial position of Council as at 30 June 2025.

**Report:**

The *Local Government Act 1993* and Audit Plan provides for the following process to be observed by Councils for the preparation and audit of the annual financial reports:

1. Council staff prepare draft annual financial reports – July to September 25.
2. Draft report (this Agenda item) to Council for signing of Statement of Opinion by Council on the draft annual financial reports – 24 September 2025.
3. Internal Audit Committee Meeting held – TBC (October 2025)
4. Audit office issues engagement closing report 13 October 2025.
5. Auditor submits financial reports and audit reports to the Council and the Office of Local Government – 13 October 2025.
6. A notice is published in the local newspaper advising that the annual financial reports together with the auditors' reports will be presented to the public at an Ordinary meeting of the Council – TBC.
7. The reports are presented to the public at either the October or November Ordinary Council Meeting – TBC
8. Audit office issues final management letter - No later than 30 November 2025.

### Statement by the Council

Section 413(2) of the *Local Government Act 1993* and Section 41C of the *Public Finance and Audit Act 1983* requires Council to include in the financial reports; a statement as to Council's opinion on each of the reports. The auditor requires these statements to be signed prior to the issue of the audit reports. The prescribed forms of the statements of opinion are attached and must be signed by the Mayor, at least one other Councillor, the General Manager and the Responsible Accounting Officer of the Council. (Refer to Attachments).

Following the audit of these reports, they will be presented to the public at the October 2025 Ordinary Council Meeting, subject to the above disclaimer.

### **Strategic Direction:**

Key Direction:	4	Our Community
Objective:	4.1	Openness and Transparency in Decision Making
Strategy:	4.1.1	Support the organization to operate within its legal framework

### **Relevant Legislation:**

*Local Government Act (1993)*

*Public Finance and Audit Act (1983)*

*Local Government Amendment (Governance and Planning) Bill 2016*

### **Financial Implications:**

The recommendation has no financial impact.

### **Attachments**

1. [↓](#) Draft GPFS
2. [↓](#) Draft SPFS

SIMON BROWN  
DIRECTOR FINANCE AND COMMERCIAL

JAY NANKIVELL  
GENERAL MANAGER



Broken Hill City Council

General Purpose Financial Statements

for the year ended 30 June 2025

Statement by Councillors and Management made pursuant to Section 413(2)(c) of the Local Government Act 1993 (NSW) (as amended)

The attached General Purpose Financial Statements have been prepared in accordance with:

- the *Local Government Act 1993* (NSW) (as amended) and the regulations made thereunder,
- the Australian Accounting Standards issued by the Australian Accounting Standards Board
- the *Local Government Code of Accounting Practice and Financial Reporting*.

To the best of our knowledge and belief, these statements:

- present fairly the Council's operating result and financial position for the year
- accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 27 August 2025.

Tom Kennedy

Mayor

27 August 2025

Jim Hickey

Councillor

27 August 2025

Jay Nankivell

General Manager

27 August 2025

Simon Brown

Responsible Accounting Officer

27 August 2025

Broken Hill City Council | Income Statement | for the year ended 30 June 2025

## Broken Hill City Council

## Income Statement

for the year ended 30 June 2025

Original unaudited budget 2025 \$ '000		Notes	Actual 2025 \$ '000	Actual 2024 \$ '000
	<b>Income from continuing operations</b>			
21,814	Rates and annual charges	B2-1	21,823	21,002
4,795	User charges and fees	B2-2	4,381	5,183
685	Other revenues	B2-3	1,033	1,389
7,977	Grants and contributions provided for operating purposes	B2-4	6,162	8,446
18,364	Grants and contributions provided for capital purposes	B2-4	13,243	5,604
1,470	Interest and investment income	B2-5	1,407	1,388
—	Other income	B2-6	677	570
55,105	<b>Total income from continuing operations</b>		<b>48,726</b>	<b>43,582</b>
	<b>Expenses from continuing operations</b>			
16,488	Employee benefits and on-costs	B3-1	16,475	15,847
11,593	Materials and services	B3-2	12,557	12,072
693	Borrowing costs	B3-3	758	812
1,154	Other expenses	B3-5	1,444	1,249
—	Net loss from the disposal of assets	B4-1	427	136
29,928	<b>Total expenses from continuing operations excluding depreciation, amortisation and impairment of non-financial assets</b>		<b>31,661</b>	<b>30,116</b>
25,177	<b>Operating result from continuing operations excluding depreciation, amortisation and impairment of non-financial assets</b>		<b>17,065</b>	<b>13,466</b>
6,809	Depreciation, amortisation and impairment of non-financial assets	B3-4	7,380	6,855
18,368	<b>Operating result from continuing operations</b>		<b>9,685</b>	<b>6,611</b>
18,368	<b>Net operating result for the year attributable to Council</b>		<b>9,685</b>	<b>6,611</b>
—	<b>Net operating result for the year before grants and contributions provided for capital purposes</b>		<b>(3,558)</b>	<b>1,007</b>

The above Income Statement should be read in conjunction with the accompanying notes.

Broken Hill City Council | Statement of Comprehensive Income | for the year ended 30 June 2025

Broken Hill City Council

Statement of Comprehensive Income

for the year ended 30 June 2025

	Notes	2025 \$ '000	2024 \$ '000
Net operating result for the year – from Income Statement		9,685	6,611
Other comprehensive income:			
Amounts which will not be reclassified subsequent to operating result			
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-6	15,039	14,089
Total items which will not be reclassified subsequent to operating result		15,039	14,089
Total other comprehensive income for the year		15,039	14,089
Total comprehensive income for the year attributable to Council		24,724	20,700

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Broken Hill City Council | Statement of Financial Position | as at 30 June 2025

## Broken Hill City Council

## Statement of Financial Position

as at 30 June 2025

	Notes	2025 \$ '000	2024 \$ '000
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	C1-1	13,062	17,056
Investments	C1-2	8,466	16,093
Receivables	C1-4	4,779	5,540
Inventories	C1-5	78	90
Other		551	382
<b>Total current assets</b>		<b>26,936</b>	<b>39,161</b>
<b>Non-current assets</b>			
Infrastructure, property, plant and equipment (IPPE)	C1-6	388,925	353,467
Investments accounted for using the equity method	D1-1	557	803
<b>Total non-current assets</b>		<b>389,482</b>	<b>354,270</b>
<b>Total assets</b>		<b>416,418</b>	<b>393,431</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Payables	C3-1	4,720	4,678
Contract liabilities	C3-2	7,126	7,670
Borrowings	C3-3	1,918	1,859
Employee benefit obligations	C3-4	5,550	5,121
<b>Total current liabilities</b>		<b>19,314</b>	<b>19,328</b>
<b>Non-current liabilities</b>			
Borrowings	C3-3	14,097	16,016
Employee benefit obligations	C3-4	286	260
Provisions	C3-5	10,049	9,879
<b>Total non-current liabilities</b>		<b>24,432</b>	<b>26,155</b>
<b>Total liabilities</b>		<b>43,746</b>	<b>45,483</b>
<b>Net assets</b>		<b>372,672</b>	<b>347,948</b>
<b>EQUITY</b>			
Accumulated surplus	C4-1	137,283	127,598
IPPE Revaluation Surplus	C4-1	235,389	220,350
<b>Council equity interest</b>		<b>372,672</b>	<b>347,948</b>
<b>Total equity</b>		<b>372,672</b>	<b>347,948</b>

Broken Hill City Council

Statement of Changes in Equity

for the year ended 30 June 2025

	Notes	2025			2024		
		Accumulated surplus \$ '000	IPPE revaluation reserve \$ '000	Total equity \$ '000	Accumulated surplus \$ '000	IPPE revaluation reserve \$ '000	Total equity \$ '000
Opening balance at 1 July		127,598	220,350	347,948	120,987	206,261	327,248
Net operating result for the year		9,685	–	9,685	6,611	–	6,611
Other comprehensive income							
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-6	–	15,039	15,039	–	14,089	14,089
Other comprehensive income		–	15,039	15,039	–	14,089	14,089
Total comprehensive income		9,685	15,039	24,724	6,611	14,089	20,700
Closing balance at 30 June		137,283	235,389	372,672	127,598	220,350	347,948

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.



Broken Hill City Council | Statement of Cash Flows | for the year ended 30 June 2025

## Broken Hill City Council

## Statement of Cash Flows

for the year ended 30 June 2025

Original unaudited budget 2025 \$ '000		Notes	Actual 2025 \$ '000	Actual 2024 \$ '000
<b>Cash flows from operating activities</b>				
<i>Receipts:</i>				
21,160	Rates and annual charges		21,603	20,641
4,652	User charges and fees		4,469	5,292
1,942	Interest received		1,358	1,502
26,341	Grants and contributions		18,798	10,829
–	Bonds, deposits and retentions received		270	4
664	Other		6,261	2,509
<i>Payments:</i>				
(15,994)	Payments to employees		(16,358)	(15,696)
(11,245)	Payments for materials and services		(12,740)	(11,980)
(693)	Borrowing costs		(593)	(650)
(1,120)	Other		(4,986)	(2,674)
25,707	<b>Net cash flows from operating activities</b>	G1-1	18,082	9,777
<b>Cash flows from investing activities</b>				
<i>Receipts:</i>				
–	Sale of investments		20,000	27,010
–	Proceeds from sale of IPPE		318	446
–	Deferred debtors receipts		10	–
<i>Payments:</i>				
–	Acquisition of term deposits		(12,000)	(20,500)
(18,745)	Payments for IPPE		(28,544)	(13,273)
(18,745)	<b>Net cash flows from investing activities</b>		(20,216)	(6,317)
<b>Cash flows from financing activities</b>				
<i>Payments:</i>				
(1,875)	Repayment of borrowings		(1,860)	(1,803)
(1,875)	<b>Net cash flows from financing activities</b>		(1,860)	(1,803)
5,087	<b>Net change in cash and cash equivalents</b>		(3,994)	1,657
–	Cash and cash equivalents at beginning of year		17,056	15,399
5,087	<b>Cash and cash equivalents at end of year</b>	C1-1	13,062	17,056
–	plus: Investments on hand at end of year	C1-2	8,466	16,093
5,087	<b>Total cash, cash equivalents and investments</b>		21,528	33,149

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

Broken Hill City Council

General Purpose Financial Statements

for the year ended 30 June 2025

Statement by Councillors and Management made pursuant to Section 413(2)(c) of the Local Government Act 1993 (NSW) (as amended)

The attached General Purpose Financial Statements have been prepared in accordance with:

- the *Local Government Act 1993* (NSW) (as amended) and the regulations made thereunder,
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To the best of our knowledge and belief, these statements:

- present fairly the Council's operating result and financial position for the year
- accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 27 August 2025.

Tom Kennedy

Mayor

27 August 2025

Jim Hickey

Councillor

27 August 2025

Jay Nankivell

General Manager

27 August 2025

Simon Brown

Responsible Accounting Officer

27 August 2025

Broken Hill City Council | Income Statement | for the year ended 30 June 2025

## Broken Hill City Council

## Income Statement

for the year ended 30 June 2025

Original unaudited budget 2025 \$ '000		Notes	Actual 2025 \$ '000	Actual 2024 \$ '000
	<b>Income from continuing operations</b>			
21,814	Rates and annual charges	B2-1	21,823	21,002
4,795	User charges and fees	B2-2	4,381	5,183
685	Other revenues	B2-3	1,033	1,389
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1,470	Interest and investment income	B2-5	1,407	1,388
—	Other income	B2-6	677	570
55,105	<b>Total income from continuing operations</b>		<b>48,726</b>	<b>43,582</b>
	<b>Expenses from continuing operations</b>			
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11,593	Materials and services	B3-2	12,557	12,072
693	Borrowing costs	B3-3	758	812
1,154	Other expenses	B3-5	1,444	1,249
—	Net loss from the disposal of assets	B4-1	427	136
29,928	<b>Total expenses from continuing operations excluding depreciation, amortisation and impairment of non-financial assets</b>		<b>31,661</b>	<b>30,116</b>
25,177	<b>Operating result from continuing operations excluding depreciation, amortisation and impairment of non-financial assets</b>		<b>17,065</b>	<b>13,466</b>
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—	<b>Net operating result for the year before grants and contributions provided for capital purposes</b>		<b>(3,558)</b>	<b>1,007</b>

The above Income Statement should be read in conjunction with the accompanying notes.

Broken Hill City Council | Statement of Comprehensive Income | for the year ended 30 June 2025

Broken Hill City Council

Statement of Comprehensive Income  
for the year ended 30 June 2025

	Notes	2025 \$ '000	2024 \$ '000
Net operating result for the year – from Income Statement		9,685	6,611
Other comprehensive income:			
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Total other comprehensive income for the year		15,039	14,089
Total comprehensive income for the year attributable to Council		24,724	20,700

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Broken Hill City Council | Statement of Financial Position | as at 30 June 2025

## Broken Hill City Council

## Statement of Financial Position

as at 30 June 2025

	Notes	2025 \$ '000	2024 \$ '000
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	C1-1	13,062	17,056
Investments	C1-2	8,466	16,093
Receivables	C1-4	4,779	5,540
Inventories	C1-5	78	90
Other		551	382
<b>Total current assets</b>		<b>26,936</b>	<b>39,161</b>
<b>Non-current assets</b>			
Infrastructure, property, plant and equipment (IPPE)	C1-6	388,925	353,467
Investments accounted for using the equity method	D1-1	557	803
<b>Total non-current assets</b>		<b>389,482</b>	<b>354,270</b>
<b>Total assets</b>		<b>416,418</b>	<b>393,431</b>
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<b>Current liabilities</b>			
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<b>Non-current liabilities</b>			
Borrowings	C3-3	14,097	16,016
Employee benefit obligations	C3-4	286	260
Provisions	C3-5	10,049	9,879
<b>Total non-current liabilities</b>		<b>24,432</b>	<b>26,155</b>
<b>Total liabilities</b>		<b>43,746</b>	<b>45,483</b>
<b>Net assets</b>		<b>372,672</b>	<b>347,948</b>
<b>EQUITY</b>			
Accumulated surplus	C4-1	137,283	127,598
IPPE Revaluation Surplus	C4-1	235,389	220,350
<b>Council equity interest</b>		<b>372,672</b>	<b>347,948</b>
<b>Total equity</b>		<b>372,672</b>	<b>347,948</b>



Broken Hill City Council

Statement of Changes in Equity

for the year ended 30 June 2025

	Notes	2025			2024		
		Accumulated surplus \$ '000	IPPE revaluation reserve \$ '000	Total equity \$ '000	Accumulated surplus \$ '000	IPPE revaluation reserve \$ '000	Total equity \$ '000
Opening balance at 1 July		127,598	220,350	347,948	120,987	206,261	327,248
Net operating result for the year		9,685	–	9,685	6,611	–	6,611
Other comprehensive income							
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-6	–	15,039	15,039	–	14,089	14,089
Other comprehensive income		–	15,039	15,039	–	14,089	14,089
Total comprehensive income		9,685	15,039	24,724	6,611	14,089	20,700
Closing balance at 30 June		137,283	235,389	372,672	127,598	220,350	347,948

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Broken Hill City Council | Statement of Cash Flows | for the year ended 30 June 2025

## Broken Hill City Council

## Statement of Cash Flows

for the year ended 30 June 2025

Original unaudited budget 2025 \$ '000		Notes	Actual 2025 \$ '000	Actual 2024 \$ '000
<b>Cash flows from operating activities</b>				
<i>Receipts:</i>				
21,160	Rates and annual charges		21,603	20,641
4,652	User charges and fees		4,469	5,292
1,942	Interest received		1,358	1,502
26,341	Grants and contributions		18,798	10,829
–	Bonds, deposits and retentions received		270	4
664	Other		6,261	2,509
<i>Payments:</i>				
(15,994)	Payments to employees		(16,358)	(15,696)
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(693)	Borrowing costs		(593)	(650)
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<b>Cash flows from investing activities</b>				
<i>Receipts:</i>				
–	Sale of investments		20,000	27,010
–	Proceeds from sale of IPPE		318	446
–	Deferred debtors receipts		10	–
<i>Payments:</i>				
–	Acquisition of term deposits		(12,000)	(20,500)
(18,745)	Payments for IPPE		(28,544)	(13,273)
(18,745)	<b>Net cash flows from investing activities</b>		(20,216)	(6,317)
<b>Cash flows from financing activities</b>				
<i>Payments:</i>				
(1,875)	Repayment of borrowings		(1,860)	(1,803)
(1,875)	<b>Net cash flows from financing activities</b>		(1,860)	(1,803)
5,087	<b>Net change in cash and cash equivalents</b>		(3,994)	1,657
–	Cash and cash equivalents at beginning of year		17,056	15,399
5,087	<b>Cash and cash equivalents at end of year</b>	C1-1	13,062	17,056
–	plus: Investments on hand at end of year	C1-2	8,466	16,093
5,087	<b>Total cash, cash equivalents and investments</b>		21,528	33,149

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

## ORDINARY MEETING OF THE COUNCIL

August 19, 2025

**ITEM 4**BROKEN HILL CITY COUNCIL REPORT NO. 169/25SUBJECT:                    ACTION LIST REPORTD25/37951**Recommendation**

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

LEISA BARTLETT  
EXECUTIVE OFFICER

JAY NANKIVELL  
GENERAL MANAGER

For Action	<b>Division:</b> <b>Committee:</b> Ordinary Council <b>Officer:</b> <b>Further Report Required:</b> Including Further Reports	<b>Date From:</b> 1/07/2020 <b>Date To:</b> 22/08/2025 <b>Printed:</b> Friday, 22 August 2025 8:57:23 AM
<b>Action Sheets Report</b>		

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
<b>Resolved</b>			
<ol style="list-style-type: none"> <li>That Broken Hill City Council Report No. 105/20 dated July 1, 2020, be received.</li> <li>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.</li> <li>That the lease term be 25 years and the annual rental be the minimum Crown Lands rental.</li> <li>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.</li> </ol>			
CARRIED UNANIMOUSLY			
<p><b>12 Aug 2020 10:00am Bartlett, Leisa</b> Solicitors are drawing up the licence agreement.</p> <p><b>17 Sep 2020 3:09pm Bartlett, Leisa</b> Draft lease being finalised.</p> <p><b>16 Oct 2020 9:20am Bartlett, Leisa</b> Draft lease with Solicitors.</p> <p><b>10 Nov 2020 4:26pm Bartlett, Leisa</b> Licence is with the Broken Hill Speedway Club for signature.</p> <p><b>30 Nov 2020 2:11pm Bartlett, Leisa</b> Licence with Speedway Club for signature.</p> <p><b>12 Feb 2021 10:04am Bartlett, Leisa</b> Licence signed by all parties and is now with the Minister for approval.</p> <p><b>18 Mar 2021 4:40pm Bartlett, Leisa</b> In progress.</p> <p><b>16 Apr 2021 10:42am Bartlett, Leisa</b> In progress.</p> <p><b>12 May 2021 12:14pm Bartlett, Leisa</b> In progress.</p> <p><b>17 Jun 2021 4:55pm Bartlett, Leisa</b> Waiting on response from Local Aboriginal Land Council.</p> <p><b>15 Jul 2021 12:15pm Bartlett, Leisa</b> Solicitor is awaiting a response from the Local Aboriginal Land Council.</p> <p><b>12 Aug 2021 3:04pm Bartlett, Leisa</b> Council's Solicitor is awaiting a response from the Local Aboriginal Land Council.</p>			



For Action	<b>Division:</b> <b>Committee:</b> Ordinary Council <b>Officer:</b> <b>Further Report Required:</b> Including Further Reports	<b>Date From:</b> 1/07/2020 <b>Date To:</b> 22/08/2025  <b>Printed:</b> Friday, 22 August 2025 8:57:23 AM
<b>Action Sheets Report</b>		
<p>15 Sep 2021 9:06am Bartlett, Leisa Council staff following up with Local Aboriginal Land Council.</p> <p>14 Oct 2021 4:12pm Bartlett, Leisa Awaiting response from Local Aboriginal Land Council.</p> <p>11 Nov 2021 9:02am Bartlett, Leisa Awaiting response from the Local Aboriginal Land Council.</p> <p>16 Dec 2021 11:51am Bartlett, Leisa Awaiting response from Local Aboriginal Land Council.</p> <p>18 Jan 2022 2:55pm Butcher, Lacey Awaiting response from Aboriginal Land Council</p> <p>15 Feb 2022 10:58am Bartlett, Leisa Awaiting response from Aboriginal Land Council.</p> <p>23 Mar 2022 2:42pm Bartlett, Leisa No change in status.</p> <p>19 May 2022 11:23am Bartlett, Leisa No change in status.</p> <p>22 Jun 2022 11:04am Guerin, Emily No change in status</p> <p>18 Jul 2022 3:07pm Guerin, Emily No change in status</p> <p>24 Aug 2022 3:28pm Bartlett, Leisa No change in status.</p> <p>07 Sep 2022 3:24pm Guerin, Emily - Reallocation Action reassigned to Mason, Michael by Guerin, Emily</p> <p>20 Sep 2022 12:16pm Guerin, Emily No change in status.</p> <p>18 Oct 2022 9:36am Guerin, Emily Still awaiting response from Aboriginal Land Council. Further follow up with LALC to again occur.</p> <p>16 Nov 2022 8:25am Guerin, Emily No change in status</p> <p>13 Dec 2022 8:56am Guerin, Emily No change in status</p> <p>17 Jan 2023 11:16am Guerin, Emily No change in status</p> <p>13 Feb 2023 11:43am Guerin, Emily No change in status</p> <p>21 Mar 2023 1:29pm Guerin, Emily No change in status</p> <p>18 Apr 2023 11:20am Guerin, Emily No change in status</p> <p>23 May 2023 8:48am Butcher, Lacey No change in status</p> <p>14 Jun 2023 11:34am Guerin, Emily - Reallocation Action reassigned to Howard, Codie by Guerin, Emily</p>		

For Action	<b>Division:</b> <b>Committee:</b> Ordinary Council <b>Officer:</b> <b>Further Report Required:</b> Including Further Reports	<b>Date From:</b> 1/07/2020 <b>Date To:</b> 22/08/2025  <b>Printed:</b> Friday, 22 August 2025 8:57:23 AM
<b>Action Sheets Report</b>		
20 Jun 2023 8:49am Butcher, Lacey No change in status 22 Aug 2023 10:50am Falkner, Georgina No change in status 20 Sep 2023 10:31am Howard, Codie No change in status. 11 Oct 2023 1:14pm Falkner, Georgina No change in status. 21 Nov 2023 2:24pm Falkner, Georgina No change in status. 07 Dec 2023 10:40am Falkner, Georgina No change in status. 19 Jan 2024 1:44pm Falkner, Georgina No change in status. Follow up correspondence sent. 21 Feb 2024 9:19am Butcher, Lacey No change in status 20 Mar 2024 10:04am Falkner, Georgina No change in status 17 Apr 2024 10:22am Butcher, Lacey No change in status 21 May 2024 3:16pm Falkner, Georgina No change in status. 18 Jun 2024 3:13pm Falkner, Georgina No change in status. Further follow up correspondence sent. 22 Jul 2024 1:13pm Murray, Jessica No change in status 21 Aug 2024 10:02am Falkner, Georgina No change in status. 17 Oct 2024 12:08pm Murray, Jessica No change in status 19 Nov 2024 2:02pm Guerin, Emily No change in status 10 Dec 2024 1:26pm Murray, Jessica No change in status 08 Jan 2025 10:30am Guerin, Emily No change in status 18 Feb 2025 1:29pm Guerin, Emily No change in status 18 Mar 2025 11:18am Guerin, Emily No change in status 09 Apr 2025 2:46pm Guerin, Emily No change in status 19 May 2025 1:36pm Guerin, Emily No change in status		

For Action	<b>Division:</b> <b>Committee:</b> Ordinary Council <b>Officer:</b> <b>Further Report Required:</b> Including Further Reports	<b>Date From:</b> 1/07/2020 <b>Date To:</b> 22/08/2025 <b>Printed:</b> Friday, 22 August 2025 8:57:23 AM
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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

Meeting	Officer/Director	Section	Subject
Ordinary Council 23/02/2022	Nankivell, Jay Nankivell, Jay	Confidential Matters	LEGAL EXPENDITURE - CIVIC CENTRE OMBUDSMAN'S REPORT
<u>Resolved</u>			
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			

For Action	<b>Division:</b> <b>Committee:</b> Ordinary Council <b>Officer:</b> <b>Further Report Required:</b> Including Further Reports	<b>Date From:</b> 1/07/2020 <b>Date To:</b> 22/08/2025  <b>Printed:</b> Friday, 22 August 2025 8:57:23 AM
<b>Action Sheets Report</b>		
<div>Ongoing 23 May 2023 3:19pm Butcher, Lacey Ongoing 21 Jun 2023 4:39pm Butcher, Lacey Ongoing 19 Jul 2023 9:24am Guerin, Emily No change in status 22 Aug 2023 3:45pm Butcher, Lacey Ongoing 18 Jan 2024 8:41am Butcher, Lacey Ongoing 08 Feb 2024 4:45pm Butcher, Lacey Ongoing 11 Mar 2024 11:49am Butcher, Lacey Ongoing 16 Apr 2024 1:56pm Butcher, Lacey Ongoing 20 May 2024 4:08pm Butcher, Lacey Ongoing 18 Jun 2024 3:05pm Murray, Jessica Ongoing 23 Jul 2024 1:00pm Murray, Jessica 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</div>		

For Action	<b>Division:</b> <b>Committee:</b> Ordinary Council <b>Officer:</b> <b>Further Report Required:</b> Including Further Reports	<b>Date From:</b> 1/07/2020 <b>Date To:</b> 22/08/2025 <b>Printed:</b> Friday, 22 August 2025 8:57:23 AM
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No change in status 19 Aug 2025 11:22am Butcher, Lacey No change in status
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Meeting	Officer/Director	Section	Subject
Ordinary Council 27/07/2022	Howard, Codie Nankivell, Jay	Confidential Matters	WILLYAMA COMMON TRUST LEASE TO SILVER CITY ARCHERS
<b><u>Resolved</u></b>			
1. That Broken Hill City Council Report No. 167/22 dated June 22, 2022, be received.			
2. That Council (as the Willyama Common Trust) enter into a new 20 year lease agreement with Silver City Archers, for lease of their existing site on the Willyama Common (Part Lot 7388 Deposited Plan 1200953).			
3. That the rent remain \$250 per annum.			
4. That in the absence of a Trust Seal, the lease documents be executed by the Mayor and General Manager under the Common Seal of Council.			
CARRIED UNANIMOUSLY			
25 Aug 2022 1:02pm Butcher, Lacey Council's solicitors are preparing the draft lease			
20 Sep 2022 11:29am Guerin, Emily Continuing use as currently arranged while new template is being reviewed.			
18 Oct 2022 9:35am Guerin, Emily Template being reviewed. Current lease ongoing			
16 Nov 2022 8:26am Guerin, Emily Lease under review			
13 Dec 2022 8:56am Guerin, Emily Draft lease sent to Silver City Archers for review			
17 Jan 2023 11:17am Guerin, Emily No change in status			
13 Feb 2023 11:44am Guerin, Emily No change in status			
21 Mar 2023 1:30pm Guerin, Emily Solicitors are making minor amendments to lease document			
18 Apr 2023 11:23am Guerin, Emily Amendments made and lease to be sent to Silver City Archers for review and signing			
22 May 2023 3:50pm Butcher, Lacey lease is now with Council for signing			
14 Jun 2023 11:33am Guerin, Emily - Reallocation			



For Action	<b>Division:</b> <b>Committee:</b> Ordinary Council <b>Officer:</b> <b>Further Report Required:</b> Including Further Reports	<b>Date From:</b> 1/07/2020 <b>Date To:</b> 22/08/2025  <b>Printed:</b> Friday, 22 August 2025 8:57:23 AM
<b>Action Sheets Report</b>		
<p>Action reassigned to Howard, Codie by Guerin, Emily</p> <p><b>20 Jun 2023 8:48am Butcher, Lacey</b> lease with Silver City Archers for signing</p> <p><b>22 Aug 2023 10:52am Falkner, Georgina</b> Lease signed by Council and Silver City Archers. Lease has been sent to Crown Lands for Ministerial consent.</p> <p><b>20 Sep 2023 10:40am Howard, Codie</b> No change in status.</p> <p><b>11 Oct 2023 1:19pm Falkner, Georgina</b> Awaiting Ministerial consent.</p> <p><b>21 Nov 2023 2:25pm Falkner, Georgina</b> Discussions ongoing with Crown Lands.</p> <p><b>07 Dec 2023 10:41am Falkner, Georgina</b> Discussions ongoing.</p> <p><b>19 Jan 2024 1:45pm Falkner, Georgina</b> No change in status.</p> <p><b>21 Feb 2024 9:25am Butcher, Lacey</b> No change in status</p> <p><b>20 Mar 2024 10:05am Falkner, Georgina</b> Potential amendments being discussed with Crown Lands</p> <p><b>17 Apr 2024 10:23am Butcher, Lacey</b> No change in status</p> <p><b>21 May 2024 3:19pm Falkner, Georgina</b> No change in status</p> <p><b>18 Jun 2024 3:18pm Falkner, Georgina</b> Crown Lands have since advised that a licence would be preferable as opposed to a lease due to Native Title. Potential amendments being discussed.</p> <p><b>22 Jul 2024 1:14pm Murray, Jessica</b> No change in status</p> <p><b>21 Aug 2024 10:02am Falkner, Georgina</b> Working through details of proposed changes.</p> <p><b>17 Oct 2024 12:11pm Murray, Jessica</b> No change in status</p> <p><b>19 Nov 2024 2:02pm Guerin, Emily</b> No change in status</p> <p><b>10 Dec 2024 1:27pm Murray, Jessica</b> Referred back to solicitors</p> <p><b>08 Jan 2025 10:29am Guerin, Emily</b> No change in status</p> <p><b>18 Feb 2025 1:28pm Guerin, Emily</b> New draft licence issued</p> <p><b>18 Mar 2025 11:17am Guerin, Emily</b> Awaiting Silver City Archers to sign document</p> <p><b>09 Apr 2025 2:47pm Guerin, Emily</b> No change in status</p> <p><b>19 May 2025 1:35pm Guerin, Emily</b></p>		

For Action	<b>Division:</b> <b>Committee:</b> Ordinary Council <b>Officer:</b> <b>Further Report Required:</b> Including Further Reports	<b>Date From:</b> 1/07/2020 <b>Date To:</b> 22/08/2025 <b>Printed:</b> Friday, 22 August 2025 8:57:23 AM
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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

Meeting	Officer/Director	Section	Subject
Ordinary Council 28/09/2022	Howard, Codie Nankivell, Jay	Works Committee Reports	UPDATE FOR THE ESTABLISHMENT OF A COMMUNITY GARDEN AT THE FORMER ALMA POOL SITE
<b>Resolved</b>			
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.		

For Action	Division: Committee: Ordinary Council Officer: Further Report Required: Including Further Reports	Date From: 1/07/2020 Date To: 22/08/2025 Printed: Friday, 22 August 2025 8:57:23 AM
Action Sheets Report		
<div>18 Oct 2023 8:43am Howard, Codie Draft Policy currently being prepared. 21 Nov 2023 12:04pm Howard, Codie Draft Policy preparation is on-going 12 Dec 2023 2:29pm Howard, Codie No change in Status 23 Jan 2024 2:05pm Howard, Codie No change in status. 20 Feb 2024 12:04pm Butcher, Lacey No change in status 20 Mar 2024 11:41am Butcher, Lacey No change in status 17 Apr 2024 10:23am Butcher, Lacey No change in status 06 May 2024 10:26am Butcher, Lacey No change in status 18 Jun 2024 11:51am Howard, Codie No change in status 24 Jul 2024 10:31am Murray, Jessica No change in status 21 Aug 2024 10:41am Murray, Jessica No change in status 17 Oct 2024 12:13pm Murray, Jessica No change in status 19 Nov 2024 2:02pm Guerin, Emily No change in status 10 Dec 2024 1:28pm Murray, Jessica No change in status 15 Jan 2025 4:47pm Butcher, Lacey No change in status 18 Feb 2025 1:55pm Guerin, Emily No change in status 15 Apr 2025 11:54am Guerin, Emily Draft policy being reviewed 21 May 2025 1:51pm Guerin, Emily Policy with ELT for endorsement before going to Council Meeting 17 Jun 2025 10:41am Guerin, Emily Awaiting ELT endorsement 22 Jul 2025 3:40pm Guerin, Emily Policy to go to the August Infrastructure and Environment Committee Meeting 20 Aug 2025 10:55am Butcher, Lacey Slight amendments being made</div>		
Meeting	Officer/Director	Section Subject

For Action	<b>Division:</b> <b>Committee:</b> Ordinary Council <b>Officer:</b> <b>Further Report Required:</b> Including Further Reports	<b>Date From:</b> 1/07/2020 <b>Date To:</b> 22/08/2025 <b>Printed:</b> Friday, 22 August 2025 8:57:23 AM
<b>Action Sheets Report</b>		
Ordinary Council 29/03/2023	Nankivell, Jay Nankivell, Jay	Policy And General Reports ESTABLISHMENT BROKEN HILL TOURISM ORGANISATION
<b><u>Resolved</u></b>		
<ol style="list-style-type: none"> <li>1. That Broken Hill City Council Report No. 49/23 dated February 16, 2023, be received.</li> <li>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.</li> <li>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 <i>Local Government Act 1993</i>.</li> </ol>		
CARRIED UNANIMOUSLY		
<p>19 Apr 2023 9:49am Guerin, Emily Proposal being drafted</p> <p>23 May 2023 3:08pm Butcher, Lacey No change in status</p> <p>23 May 2023 3:09pm Butcher, Lacey - Reallocation Action reassigned to Nankivell, Jay by Butcher, Lacey</p> <p>21 Jun 2023 4:47pm Butcher, Lacey ongoing</p> <p>19 Jul 2023 9:20am Guerin, Emily No change in status</p> <p>22 Aug 2023 3:46pm Butcher, Lacey No change in status</p> <p>12 Dec 2023 2:50pm Butcher, Lacey No change in status</p> <p>18 Jan 2024 8:42am Butcher, Lacey No change in status</p> <p>07 Feb 2024 10:10am Butcher, Lacey No change in status</p> <p>11 Mar 2024 11:50am Butcher, Lacey No change in status</p> <p>16 Apr 2024 1:56pm Butcher, Lacey No change in status</p> <p>20 May 2024 4:09pm Butcher, Lacey No change in status</p> <p>18 Jun 2024 3:33pm Murray, Jessica No change in status</p> <p>22 Jul 2024 11:33am Murray, Jessica Ongoing</p>		

For Action

**Division:**  
**Committee:** Ordinary Council  
**Officer:**  
**Further Report Required:** Including Further Reports

**Date From:** 1/07/2020  
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**22 Aug 2024 10:35am Murray, Jessica**  
Incorporated into Council's VIC Service Review, letter to Minister being drafted.

**18 Oct 2024 2:13pm Murray, Jessica**  
No change in status

**19 Nov 2024 12:11pm Murray, Jessica**  
No change in status

**11 Dec 2024 9:27am Murray, Jessica**  
No change in status

**15 Jan 2025 9:37am Guerin, Emily**  
No change in status

**18 Feb 2025 3:23pm Guerin, Emily**  
No change in status

**19 Mar 2025 9:45am Guerin, Emily**  
No change in status

**15 Apr 2025 11:19am Guerin, Emily**  
No change in status

**21 May 2025 12:40pm Guerin, Emily**  
No change in status

**17 Jun 2025 9:57am Guerin, Emily**  
No change in status

**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

Meeting	Officer/Director	Section	Subject
Ordinary Council 27/09/2023	Nu'man, Razija Nankivell, Jay	Further Reports	RE-ESTABLISHMENT OF ALCOHOL-FREE ZONES
<b>Resolved</b>			
<ol style="list-style-type: none"><li>That Broken Hill City Council Report No. 190/23 dated September 8, 2023, be received.</li><li>That Council endorse the proposal (as attached) to re-establish the Alcohol-Free Zone known as Creedon Street, including public roads and laneways, public car parks and footpath area of Creedon Street bounded by Rakow and Wills Streets.</li><li>That Council endorse the proposal (as attached) to re-establish the Alcohol-Free Zone known as Shell Memorial including all public roads and laneways, public car parks and footpaths in an area bounded by Iodide, Thomas, Bromide and Mica Streets including Oxide Street from Thomas Street through to Morgan Street.</li><li>That Council endorse the proposal (as attached) to re-establish the Alcohol-Free Zone surrounding the E.T. Lamb Memorial Oval, including public roads and laneways, public car parks and footpath area surrounding the oval bounded by South, Boughtman, Comstock and Jamieson Streets.</li></ol>			



For Action

**Division:**  
**Committee:** Ordinary Council  
**Officer:**  
**Further Report Required:** Including Further Reports

**Date From:** 1/07/2020  
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5. That Council endorse the proposal (as attached) to re-establish the Alcohol-Free Zone known as South Broken Hill including all public roads and laneways, public car parks and footpaths in an area bounded by Bonanza, Patton, Central and Hebbard Streets including South Street from Piper Street through to Wilson Street; with extension from Bonanza Street to Morish Street and off Bonanza Street from Wilson Street to Picton Street.
6. That Council refer the Proposals for comment in accordance with the provisions of the *Local Government Act 1993* and Ministerial Guidelines (2009) to any known organisation representing or able to speak on behalf of an identifiable Aboriginal or culturally and linguistically diverse group within the local area and all affected licensed premises and registered clubs that border on, adjoin or are adjacent to the proposed alcohol free zone, for response within thirty days of public notice.
7. That Council invite public comment on the proposal through an advertisement in local newspaper with time for response within thirty days.
8. That a further report be submitted to Council upon completion of the consultative process.
9. That a report be prepared to a future Council meeting regarding a possible exemption to the prohibition of alcohol from the Norm Fox Sporting Grounds changeroom

CARRIED UNANIMOUSLY

### 03 Oct 2023 12:08pm Brealey, Jodie

Item 6 - Proposals forwarded to all stakeholders - COMPLETE, Item 7 - Proposals advertised in Barrier Truth - COMPLETE, Item 8 - Public exhibition underway consultation outcome report to Council to go to October Ordinary meeting - COMPLETE, Item 9 - Possible exemption for Norm Fox Sporting Grounds changeroom prohibition from alcohol prohibited area under investigation - Progressing

### 16 Oct 2023 5:10pm Brealey, Jodie

Item 9 - Possible exemption to the prohibition of alcohol consumption at the Norm Fox Sporting Grounds changeroom under investigation - Norm Fox Sporting Complex Alcohol Prohibited Area research underway to gather background information for discussion with Police. Dir Corporate and Community visited Norm Fox changeroom and met with Peter Johnston to discuss area to be considered during discussions with Police. Meeting with Police to be arranged to determine best outcome.

### 17 Nov 2023 4:26pm Brealey, Jodie

Investigation still in progress

### 13 Dec 2023 9:24am Butcher, Lacey

No change in status

### 18 Jan 2024 3:31pm Butcher, Lacey

In progress - discussions held with Licensing Sergeant in December 2023, with face to face meeting to be arranged to discuss options in 2024

### 21 Feb 2024 10:58am Brealey, Jodie

Face to face meeting to be scheduled with Licensing Sergeant

### 19 Mar 2024 11:03am Brealey, Jodie

No change in status

### 11 Apr 2024 9:27am Brealey, Jodie

No change in status

### 13 May 2024 1:47pm Brealey, Jodie

No change in status

### 18 Jun 2024 4:52pm Murray, Jessica

Meeting to be followed up and rescheduled.

### 16 Jul 2024 11:22am Brealey, Jodie

Contact made with Barrier Police District - Awaiting response from Licencing Officer

For Action	<b>Division:</b> <b>Committee:</b> Ordinary Council <b>Officer:</b> <b>Further Report Required:</b> Including Further Reports	<b>Date From:</b> 1/07/2020 <b>Date To:</b> 22/08/2025 <b>Printed:</b> Friday, 22 August 2025 8:57:23 AM
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<b>20 Aug 2024 2:53pm Brealey, Jodie</b> Contact made with Barrier Police District - Awaiting response from Licencing Officer
<b>17 Oct 2024 1:53pm Brealey, Jodie</b> Mapping and background information forwarded to Barrier Police District with request for feedback and preferred meeting dates/time - Awaiting response
<b>19 Nov 2024 9:25am Brealey, Jodie</b> Awaiting response to additional request forwarded to police for meeting to discuss
<b>29 Nov 2024 11:17am Brealey, Jodie</b> No change - Still awaiting response from police regarding request for meeting to discuss
<b>06 Dec 2024 11:37am Brealey, Jodie</b> Contact received from Barrier Police Licencing Officer 05/12/2024 - Meeting scheduled for 08/01/2025 to further discuss options provided in mapping and background information previously forwarded to Police
<b>14 Jan 2025 10:47am Brealey, Jodie</b> 08/01/2025 - Meeting held with Barrier Police Licensing Officer to discuss proposal for exemption of the changerooms from the alcohol prohibited area at Norm Fox Sporting Complex - Outcome of proposal discussion has been forwarded to Barrier Police Commander for formal feedback. Proposal inclusive of Police feedback will then be provided to Council for consideration.
<b>04 Feb 2025 4:04pm Brealey, Jodie</b> Awaiting formal feedback from Barrier Police Commander regarding exemption of changerooms from Alcohol Prohibited Area at Norm Fox Sporting Complex.
<b>10 Mar 2025 2:03pm Brealey, Jodie</b> No change - Awaiting response from Barrier Police District
<b>15 Apr 2025 10:26am Guerin, Emily</b> No change in status
<b>20 May 2025 8:38am Brealey, Jodie</b> No change in status
<b>17 Jun 2025 9:42am Brealey, Jodie</b> No change in status - Contact received from Senior Constable Wilmore (licensing officer) advising Barrier District hierarchy has had a number of changes recently and feedback is still being sourced
<b>21 Jul 2025 2:29pm Guerin, Emily</b> Response received - New report prepared and submitted to Council for consideration - This action item to be closed based on a new action being opened subject to new report to Council - COMPLETE

Meeting	Officer/Director	Section	Subject
Ordinary Council 29/05/2024	Howard, Codie Nankivell, Jay	Health and Building Committee Reports	PLANNING PORTAL WORKSHOP
<b>Resolved</b>			
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			
<b>18 Jun 2024 4:39pm Murray, Jessica</b> In Progress			
<b>22 Jul 2024 1:16pm Murray, Jessica</b> Draft EOI in progress and staff preparing workshop content.			

For Action

**Division:**  
**Committee:** Ordinary Council  
**Officer:**  
**Further Report Required:** Including Further Reports

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## Action Sheets Report

**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**  
Survey to be sent to local industries 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

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.

For Action	<b>Division:</b> <b>Committee:</b> Ordinary Council <b>Officer:</b> <b>Further Report Required:</b> Including Further Reports	<b>Date From:</b> 1/07/2020 <b>Date To:</b> 22/08/2025 <b>Printed:</b> Friday, 22 August 2025 8:57:23 AM
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- That Council approve the making of an application to the Governor of NSW for the publication of an Acquisition Notice in the NSW Government Gazette under the Land Acquisition (Just Terms Compensation) Act 1991 (NSW) for Council to compulsorily acquire Lot 4444 DP 757298.
- That Council delegate to the General Manager the power to negotiate, finalise and execute any applications, notices, documents and compensation claims required to be executed as part of the process for Council to compulsorily acquire Lot 4444 DP 757298.
- That any documents which may not be executed by the General Manager under delegation be executed under the Common Seal of Council.
- 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  
19 Aug 2025 11:52am Butcher, Lacey  
No change in status

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
<b>Resolved</b>			
1. That Broken Hill City Council Report No. 211/24 dated December 4, 2024, be received.			

For Action	<b>Division:</b> <b>Committee:</b> Ordinary Council <b>Officer:</b> <b>Further Report Required:</b> Including Further Reports	<b>Date From:</b> 1/07/2020 <b>Date To:</b> 22/08/2025 <b>Printed:</b> Friday, 22 August 2025 8:57:23 AM
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<p>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.</p> <p>3. Council (as the Willyama Common Trust) consent to an easement for electricity infrastructure being registered over Lot 7302 DP 1181129.</p> <p>4. That the annual rent be set at \$1,230 per annum.</p> <p>5. That the General Manager be delegated to finalise the terms and conditions of the licence and easement.</p> <p>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.</p> <p style="text-align: right;">CARRIED UNANIMOUSLY</p> <p><b>08 Jan 2025 10:29am Guerin, Emily</b> In progress of finalising documents</p> <p><b>18 Feb 2025 1:28pm Guerin, Emily</b> Draft documents being reviewed</p> <p><b>18 Mar 2025 11:16am Guerin, Emily</b> Documents with Essential Energy for signing</p> <p><b>09 Apr 2025 2:47pm Guerin, Emily</b> Documents have been signed by Council and are now awaiting Crown Lands approval</p> <p><b>19 May 2025 1:36pm Guerin, Emily</b> No change in status</p> <p><b>17 Jun 2025 9:49am Guerin, Emily</b> No change in status</p> <p><b>21 Jul 2025 2:26pm Guerin, Emily</b> No change in status</p> <p><b>19 Aug 2025 11:52am Butcher, Lacey</b> No change in status</p>
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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
<b>Resolved</b>			
1. That Broken Hill City Council Report No. 13/25 dated January 20, 2025, be received.			



For Action	<b>Division:</b> <b>Committee:</b> Ordinary Council <b>Officer:</b> <b>Further Report Required:</b> Including Further Reports	<b>Date From:</b> 1/07/2020 <b>Date To:</b> 22/08/2025 <b>Printed:</b> Friday, 22 August 2025 8:57:23 AM
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2. That Council compulsorily acquire Lot 1378 in Deposited Plan 757298 and Lot 1373 in Deposited Plan 757298, and upon acquisition, classify the land as operational land.
3. That the acquisition be undertaken in accordance with the <i>Land Acquisition (Just Terms Compensation) Act 1991</i> and Section 186 of the <i>Local Government Act 1993</i> , 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 <i>Land Acquisition (Just Terms Compensation) Act 1991 (NSW)</i> 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 <i>Land Acquisition (Just Terms Compensation) Act 1991 (NSW)</i> 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

Meeting	Officer/Director	Section	Subject
Ordinary Council 26/03/2025	Howard, Codie Nankivell, Jay	Infrastructure and Environment Committee Reports	PARKS AND OPEN SPACES SERVICE REVIEW

For Action	<b>Division:</b> <b>Committee:</b> Ordinary Council <b>Officer:</b> <b>Further Report Required:</b> Including Further Reports	<b>Date From:</b> 1/07/2020 <b>Date To:</b> 22/08/2025 <b>Printed:</b> Friday, 22 August 2025 8:57:23 AM
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<b><u>Resolved</u></b>		
<ol style="list-style-type: none"> <li>That Broken Hill City Council Report No. 37/25 dated February 20, 2025, be received.</li> <li>That Council note the outcome of the Parks and Open Spaces Service Review.</li> <li>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.</li> </ol>		
CARRIED UNANIMOUSLY		
<p>15 Apr 2025 11:52am Guerin, Emily Policy being drafted</p> <p>17 Jun 2025 10:41am Guerin, Emily Ongoing</p> <p>19 Aug 2025 3:38pm Butcher, Lacey No change in status</p>		

Meeting	Officer/Director	Section	Subject
Ordinary Council 26/03/2025	Brown, Simon Nankivell, Jay	Finance and Governance Reports	DISPOSAL OF SURPLUS EQUIPMENT - TIERED SEATING
<b><u>Resolved</u></b>			
<ol style="list-style-type: none"> <li>That Broken Hill City Council Report No. 41/25 dated March 12, 2025, be received.</li> <li>That Council approve the sale of retractable tiered seating purchased as part of the Civic Centre refurbishment in 2016.</li> <li>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.</li> <li>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.</li> </ol>			
CARRIED UNANIMOUSLY			
<p>15 Apr 2025 10:40am Guerin, Emily EOI being drafted</p> <p>20 May 2025 9:57am Guerin, Emily</p>			

For Action

**Division:**  
**Committee:** Ordinary Council  
**Officer:**  
**Further Report Required:** Including Further Reports

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## Action Sheets Report

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

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
<b><u>Resolved</u></b>			
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			
<b>15 Apr 2025 11:07am Guerin, Emily</b> Still investigating costing and best removal process			
<b>20 May 2025 9:40am Guerin, Emily</b> 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.			
<b>16 Jun 2025 2:07pm Guerin, Emily</b> Still awaiting final report from Delta.			
<b>21 Jul 2025 2:33pm Guerin, Emily</b> Final report received, Gallery staff have measured up and order materials to be installed by Council staff.			

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
<b><u>Resolved</u></b>			
1. That Broken Hill City Council Report No. 52/25 dated March 13, 2025, be received.			

For Action	<b>Division:</b> <b>Committee:</b> Ordinary Council <b>Officer:</b> <b>Further Report Required:</b> Including Further Reports	<b>Date From:</b> 1/07/2020 <b>Date To:</b> 22/08/2025  <b>Printed:</b> Friday, 22 August 2025 8:57:23 AM
<b>Action Sheets Report</b>		
<p>2. That the minutes of the Local Traffic Committee – Meeting No.455, held on Tuesday, 4 March 2025 be endorsed.</p> <p>3. That Item No.455.10.1 recommendations be received:</p> <ul style="list-style-type: none"> <li>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.</li> <li>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.</li> </ul> <p>4. That Item No.454.10.3 recommendation be received:</p> <ul style="list-style-type: none"> <li>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 'Giveaway' sign on Kaolin Street, at the Argent Street intersection, to remain unchanged.</li> </ul> <p>5. That Item No.454.10.4 recommendation be received:</p> <p>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.</p> <p style="text-align: right;">CARRIED UNANIMOUSLY</p> <p>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</p>		

For Action	<b>Division:</b> <b>Committee:</b> Ordinary Council <b>Officer:</b> <b>Further Report Required:</b> Including Further Reports	<b>Date From:</b> 1/07/2020 <b>Date To:</b> 22/08/2025 <b>Printed:</b> Friday, 22 August 2025 8:57:23 AM
<b>Action Sheets Report</b>		

Meeting	Officer/Director	Section	Subject
Ordinary Council 30/04/2025	Howard, Codie Nankivell, Jay	Further Reports	MINUTES OF THE LOCAL TRAFFIC COMMITTEE - MEETING NO.456, HELD ON TUESDAY, 1 APRIL 2025
<b>Resolved</b>			
1. That Broken Hill City Council Report No. 74/25 dated April 15, 2025, be received.			
2. That the minutes of the Local Traffic Committee – Meeting No.456, held on Tuesday, 1 April 2025 be endorsed.			
3. That Item No.456.10.2 recommendation be received: That the Local Traffic Committee endorse the Traffic Control Plan for the Reconciliation Week March, including rolling closures.			
4. That Item No.456.8.1 recommendations be received: <ul style="list-style-type: none"> <li>That Council change the first two angle parking bays to the right, adjacent to the Renal Unit entrance at the Far West Local Health District on Thomas Street, to '5-Minute' parking, to allow short-term parking to drop off and pick up patients undergoing dialysis treatment.</li> <li>That the Committee review the '5-Minute' parking upon completion of construction works on the hospital grounds and road works on Thomas Street, to determine if the '5-Minute' parking bays will remain permanently.</li> </ul>			
5. That Item No.456.8.2 recommendation be received: That Council contact the requester to seek further details and reasons for their request and to provide their response to the Local Traffic Committee for discussion at their May 2025 meeting.			
6. That Item No.456.8.3 recommendation be received: That correspondence be sent to the resident of Comstock Street, advising them Council inspected the area during school hours and did not identify there to be a problem with parking, therefore do not recommend parking restrictions at the front of the property.			
7. That Item No.456.8.4 recommendation be received: That correspondence be sent to the Alma Public School to arrange a meeting to discuss the parking arrangements and consideration for a 'Kiss and Drop' zone to be installed on Comstock Street, adjacent to the Alma Public School.			
8. That the installation of disability parking and an access ramp adjacent to the PCYC in Gypsum Street be referred to the Broken Hill Traffic Committee for investigation.			
CARRIED UNANIMOUSLY			



For Action

**Division:**  
**Committee:** Ordinary Council  
**Officer:**  
**Further Report Required:** Including Further Reports

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## Action Sheets Report

### 20 May 2025 9:46am Guerin, Emily

456.10.2 - Complete, 456.8.1 - 5 minute parking signs have been installed - COMPLETE, 456.8.2 - PCYC contact was unavailable last week, contact to be made this week, 456.8.3 - TBA, 456.8.4 - Contact made with Alma Principal advising Council will re-instate the original drop off area as a 'Kiss and Ride' zone.

### 17 Jun 2025 9:39am Guerin, Emily

456.8.2 - PCYC was spoken to prior to last meeting, further information was requested by the committee, email has been sent to PCYC to gather required info 456.8.3 - Correspondence drafted 456.8.4 - COMPLETE

### 22 Jul 2025 1:13pm Guerin, Emily

456.8.2 - Awaiting comment from CDC regarding bus stop

### 20 Aug 2025 8:55am Butcher, Lacey

456.8.2 - COMPLETE - Recommendation from LTC - That Council does not proceed with the request and that Council contact the PCYC and encourage them to seek an internal resolution for their transport needs and the existing bus stop in Gypsum Street be utilized. 456.8.3 - COMPLETE - Correspondence sent to the resident. 456.8.4 COMPLETE - On Street disability parking will not be installed. PCYC encouraged to utilize onsite space for disability parking.

Meeting	Officer/Director	Section	Subject
Ordinary Council 30/04/2025	Nu'man, Razija Nankivell, Jay	Mayoral Minute	RECOGNITION OF THE LATE COUNCILLOR DAVID GALLAGHER APM
<b>Resolved</b>			
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			
<b>19 May 2025 1:34pm Guerin, Emily</b>			
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.			
<b>17 Jun 2025 9:51am Guerin, Emily</b>			
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.			
<b>21 Jul 2025 2:35pm Guerin, Emily</b>			
1. Family confirmed preferred portrait and artist has commenced works. 2. Seat and plaque have been selected and are currently on order			

For Action		<b>Division:</b> <b>Committee:</b> Ordinary Council <b>Officer:</b> <b>Further Report Required:</b> Including Further Reports	<b>Date From:</b> 1/07/2020 <b>Date To:</b> 22/08/2025 <b>Printed:</b> Friday, 22 August 2025 8:57:23 AM
<b>Action Sheets Report</b>			
Meeting	Officer/Director	Section	Subject
Ordinary Council 28/05/2025	Howard, Codie Nankivell, Jay	Further Reports	MINUTES OF THE LOCAL TRAFFIC COMMITTEE - MEETING NO.457, HELD ON WEDNESDAY, 14 MAY 2025
<b>Resolved</b>			
<ol style="list-style-type: none"> <li>That Broken Hill City Council Report No. 93/25 dated May 21, 2025, be received.</li> <li>That the minutes of the Local Traffic Committee – Meeting No.457, held on Wednesday, 14 May 2025 be endorsed.</li> <li>That Item No.457.10.2 recommendations be received:               <ul style="list-style-type: none"> <li>Council consult the PCYC to explore options for onsite disability parking.</li> <li>Council place traffic counters across Gypsum Street, adjacent to the PCYC to determine the volume of traffic in area before a decision can be made.</li> </ul> </li> <li>That Item No.457.8.1 recommendations be received:               <ul style="list-style-type: none"> <li>That the correspondence be forwarded to Council's Rangers, to monitor the area for illegal parking and addressed as appropriate.</li> <li>That the complainant be advised of the Committee's decision.</li> </ul> </li> <li>That Item No.457.8.2 recommendation be received:               <ul style="list-style-type: none"> <li>That this request be referred to Transport for NSW to decide and the complainant be advised of the Local Traffic Committee's resolution.</li> </ul> </li> <li>That Item No.456.8.4 recommendations be received:               <ul style="list-style-type: none"> <li>That Council reinstate the 'Kiss and Drop' zone on Comstock Street, adjacent to the Alma Public School.</li> <li>That the complainant be advised of the Local Traffic Committee's decision.</li> </ul> </li> <li>That Item No.454.10.4 recommendations be received:               <ul style="list-style-type: none"> <li>That Council removed the line marking for the first four angel parking spaces on Chloride Street at the entrance to allow a clear line of sight for motorist exiting the Far West Local health district.</li> <li>That correspondence be sent to the complainant advising of the Committee's decision.</li> </ul> </li> </ol>			
CARRIED UNANIMOUSLY			

For Action

**Division:**  
**Committee:** Ordinary Council  
**Officer:**  
**Further Report Required:** Including Further Reports

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## Action Sheets Report

**17 Jun 2025 9:41am Guerin, Emily**

456.8.4 - COMPLETE - 457.8.1 - CRM entered for works and correspondence drafted - 457.8.2 - To be discussed at next meeting with TfNSW in attendance - 454.10.4 - CRM entered, works to be scheduled

**23 Jul 2025 9:32am Guerin, Emily**

456.8.4 - COMPLETE - 457.8.1 - COMPLETE - 457.8.2 - Complainant has been advised matter has been referred to Transport for NSW and they will provide a response - COMPLETE - 454.10.4 - Parking spaces to be removed and signage moved to reflect changes, due for completion next week - correspondence drafted and will be issued - COMPLETE.

**20 Aug 2025 8:53am Butcher, Lacey**

457.10.2 - COMPLETE - Recommendation to be made to the PCYC that onsite disable access parking be investigated. On street disabled parking will not be installed.

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.

Meeting	Officer/Director	Section	Subject
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.

For Action

**Division:**  
**Committee:** Ordinary Council  
**Officer:**  
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## Action Sheets Report

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

Meeting	Officer/Director	Section	Subject
Ordinary Council 30/06/2025	Brown, Simon Nankivell, Jay	Further Reports	ADOPTION OF THE DRAFT DELIVERY PROGRAM 2025-2029 INCORPORATING DRAFT OPERATIONAL PLAN 2025/2026, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2025/2026
<b>Resolved</b>			
<ol style="list-style-type: none"> <li>1. That Broken Hill City Council Report No. 122/25 dated May 6, 2025, be received.</li> <li>2. That Council notes that the Draft Delivery Program 2025-2029 incorporating the Draft Operational Plan 2025/2026, inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2025/2026 was placed on public exhibition for community comment for a 28-day period from 2 May 2025 to 31 May 2025 during which time Council received 2 submissions from the public.</li> <li>3. That Council adopts the Draft Delivery Program 2025-2029 incorporating the Draft Operational Plan 2025/2026, inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2025/2026 for implementation on 1 July 2025.</li> <li>4. That Council make and levy the following rates and charges under the Local Government Act 1993 for the 2025/2026 year: <ol style="list-style-type: none"> <li>i. A general residential rate under Sections 535 and 537 on all land categorised as residential and consisting of a 49.00% base rate of \$630.00 and a rate in the dollar on land value of 1.619366 cents;</li> <li>ii. A rural-residential rate, being a sub-category of the general residential rate, under Sections 535 and 537 on all land categorised as rural-residential and consisting of a 49.00% base rate of \$550.00 and a rate in the dollar on land value of 0.313498 cents;</li> </ol> </li> </ol>			

For Action

Division:

Committee:

Officer:

Further Report Required:

Ordinary Council

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iii.

A residential-1(a) rate, being a sub-category of the general residential rate, under Sections 535 and 537 on all land categorised as residential-1(a) and consisting of a 49.00% base rate of \$428.00 and a rate in the dollar on land value of 0.458360 cents;

iv.

A general business rate under Sections 535 and 537 on all land categorised as business and consisting of a 15.00% base rate of \$852.00 and a rate in the dollar on land value of 6.327598 cents;

v.

A Business Industrial rate being a sub-category of the general business rate under Sections 535 and 537 on all land categorised as business industrial and consisting of a 15.00% base rate of \$1776.00 and a rate in the dollar on land value of 5.106408 cents;

vi.

A mixed development business rate under Sections 535 and 537 on all land categorised as mixed development business and consisting of a 18.39% base rate of \$852.00 and a rate in the dollar on land value of 7.855289 cents

vii.

A mixed development residual rate under Sections 535 and 537 on all land categorised as mixed development residual and consisting of a 41.12% base rate of \$630.00 and a rate in the dollar on land value of 1.827319 cents;

viii.

A general mine rate under Sections 535 and 537 on all land categorised as mining and consisting of a nil base rate and a rate in the dollar on land value of 26.838636 cents;

ix.

A domestic waste management charge under Section 496 on each parcel of rateable residential land of \$61.00 per annum payable quarterly for domestic waste service available plus a user charge under Section 502 of \$347.00 per annum payable quarterly (one mobile garbage container only).

x.

A commercial waste user charge under Section 502 of \$512.00 per annum payable quarterly (3 x MGB containers),

xi.

A commercial waste user charge under Section 502 of \$470.00 per annum payable quarterly (1x600l bin only),

xii.

An additional MGB service user charge under Section 502 of \$179.00 per annum payable quarterly.

5.

That in accordance with Section 566(3) of the Local Government Act, 1993, Council adopts a 10.5% rate of interest charge payable on overdue rates and charges for the period 1 July 2025 to 30 June 2026.

6.

That Council approve a waste fee exemption for WIRES organisation for the disposal of deceased animals.

CARRIED UNANIMOUSLY

22 Jul 2025 10:31am Guerin, Emily

All fees and charges entered into Council system - COMPLETE



For Action	<b>Division:</b> <b>Committee:</b> Ordinary Council <b>Officer:</b> <b>Further Report Required:</b> Including Further Reports	<b>Date From:</b> 1/07/2020 <b>Date To:</b> 22/08/2025 <b>Printed:</b> Friday, 22 August 2025 8:57:23 AM
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Meeting	Officer/Director	Section	Subject
Ordinary Council 30/07/2025	Howard, Codie Nankivell, Jay	Infrastructure and Environment Committee Reports	REQUEST FOR ADDITIONAL STREET LIGHTING IN BLENDE STREET
<b>Resolved</b>			
<ol style="list-style-type: none"> <li>That Broken Hill City Council Report No. 136/25 dated July 8, 2025, be received.</li> <li>That the request for additional street lighting in Blende Street between Oxide Street and Iodide Street not be installed at this location due to it already meeting lighting requirements as per the 2024 Street Lighting Audit.</li> </ol>			
CARRIED UNANIMOUSLY			
<b>19 Aug 2025 11:25am Butcher, Lacey</b> Correspondence sent to the applicant advising that request not be supported at this time as priority needs to be given to other locations within the City which were identified in the Street Lighting Audit as returning a lux level below street lighting requirements and classified as priority areas. - 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 COMMITTEE - MEETING NO.459, HELD ON TUESDAY, 1 JULY 2025
<b>Resolved</b>			
<ol style="list-style-type: none"> <li>That Broken Hill City Council Report No. 137/25 dated July 11, 2025, be received.</li> <li>That the minutes of the Local Traffic Committee – Meeting No.459, held Tuesday, 1 July be endo</li> <li>That Item No.458.8.1 recommendations be adopted: <ul style="list-style-type: none"> <li>That Council continue dust suppression treatments on Feldspar Lane using chemical application.</li> <li>That the complainant be informed of the Local Traffic Committee's decision.</li> </ul> </li> <li>That Item No.458.8.2 recommendation be adopted: <ul style="list-style-type: none"> <li>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.</li> </ul> </li> </ol>			

For Action	<b>Division:</b> <b>Committee:</b> Ordinary Council <b>Officer:</b> <b>Further Report Required:</b> Including Further Reports	<b>Date From:</b> 1/07/2020 <b>Date To:</b> 22/08/2025 <b>Printed:</b> Friday, 22 August 2025 8:57:23 AM
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<p>5. That Item No.457.10.3 recommendations be adopted:</p> <ul style="list-style-type: none"> <li>That the requester be advise that there is currently a '15-minute' timed parking bay in place on Sulphide Street.</li> <li>That clarification be sought regarding the nature and location of the request, to determine if additional parking is necessary.</li> </ul> <p>6. That Item No.456.8.2 recommendations be adopted:</p> <ul style="list-style-type: none"> <li>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.</li> <li>That Council develop a concept plan for positioning of the proposed Bus Zone and Disability parking on Gypsum Street.</li> <li>That the PCYC Children's Activity Officer be contacted to determine their accessibility needs of participants, to support informed Committee decision-making.</li> </ul> <p>CARRIED UNANIMOUSLY</p>
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Meeting	Officer/Director	Section	Subject
Ordinary Council 30/07/2025	Nu'man, Razija Nankivell, Jay	Corporate & Community Development Reports	TEMPORARY SUSPENSION OF PORTION OF CENTRAL BUSINESS DISTRICT ALCOHOL-FREE ZONE - BEYOND DUST FESTIVAL - 6 SEPTEMBER 2025
<b><u>Resolved</u></b>			
<p>1. That Broken Hill City Council Report No. 128/25 dated July 4, 2025, be received.</p> <p>2. That Council provide in principle support for the temporary suspension of a portion of the Central Business District (CBD) Alcohol-Free Zone (AFZ), under section 644 of the <i>Local Government Act 1993</i>, for the Beyond the Dust Street Festival to be held 6 September 2025.</p> <p>3. That Council note the specific details for the temporary suspension includes a section of Argent Street (Oxide to Chloride St) and Chloride Street (Argent to Blende St) incorporating the Town Square (see map attached).</p> <p>4. That the temporary suspension be in place from 4pm until 10pm on Saturday, 6 September 2025, subject to the conditions contained in the liquor licence.</p> <p>5. That the temporary suspension be advised to the public by way of advertisement in the local newspaper and Public Notice on Council's website. That the public notification also confirms that all other existing alcohol-free zones in Broken Hill remain in force.</p> <p>6. That the General Manager be authorised to implement the temporary suspension and public notice processes on final advice of the Barrier Police District.</p>			

For Action	<b>Division:</b> <b>Committee:</b> Ordinary Council <b>Officer:</b> <b>Further Report Required:</b> Including Further Reports	<b>Date From:</b> 1/07/2020 <b>Date To:</b> 22/08/2025 <b>Printed:</b> Friday, 22 August 2025 8:57:23 AM
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7. That the Barrier Police District be advised of Council's decision.	CARRIED UNANIMOUSLY
18 Aug 2025 10:47am Brealey, Jodie Advert request submitted and Police correspondence drafted - COMPLETE	

Meeting	Officer/Director	Section	Subject
Ordinary Council 30/07/2025	Nu'man, Razija Nankivell, Jay	Corporate & Community Development Reports	NOMINATIONS FOR THE APPOINTMENT OF COMMUNITY REPRESENTATIVES TO SECTION 355 COMMITTEES
<b>Resolved</b>			
1. That Broken Hill City Council Report No. 129/25 dated July 8, 2025, be received.			
2. That Council review and consider the nomination of Neville Hill for appointment as a community representative on the Memorial Oval Community Committee.			
3. That Council review and consider the nomination of Christine Adams for appointment as a community representative on the Broken Hill Heritage Advisory Committee.			
4. That Council review and consider the nomination of Ann Morris for appointment as a community representative on the Ageing Well Advisory Committee.			
5. That the community representatives be advised of their appointment.			
6. That Council notes a new round of advertising commenced on 27 June, consisting of three (3) fortnightly placements, concluding 25 July.			
CARRIED UNANIMOUSLY			
19 Aug 2025 4:14pm Butcher, Lacey Letters to appointed community representatives sent 7 August 2025 - COMPLETE			

Meeting	Officer/Director	Section	Subject
Ordinary Council 30/07/2025	Bartlett, Leisa Nankivell, Jay	Corporate & Community Development Reports	MINUTES OF THE BROKEN HILL LEAD REFERENCE GROUP MEETING HELD 28 MAY 2025
<b>Resolved</b>			
1. That Broken Hill City Council Report No. 130/25 dated June 24, 2025, be received.			

For Action

**Division:**  
**Committee:** Ordinary Council  
**Officer:**  
**Further Report Required:** Including Further Reports

**Date From:** 1/07/2020  
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**Printed:** Friday, 22 August 2025 8:57:23 AM

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2. That the Minutes of the Broken Hill Lead Reference Group meeting held 28 May 2025 be received.
3. That correspondence be sent to the Western Local Health District explaining that reports are required to be submitted to Council in order that Council can advocate on lead issues on behalf of the community.

CARRIED UNANIMOUSLY

19 Aug 2025 11:18am Butcher, Lacey  
Correspondence sent - COMPLETE

Meeting	Officer/Director	Section	Subject
Ordinary Council 30/07/2025	Nu'man, Razija Nankivell, Jay	Corporate & Community Development Reports	MINUTES OF THE NORM FOX SPORTING COMPLEX COMMUNITY COMMITTEE MEETING HELD 26 JUNE 2025

### Resolved

1. That Broken Hill City Council Report No. 131/25 dated July 9, 2025, be received.
2. That the Minutes of the Norm Fox Sporting Complex Community Committee meeting held 26 June 2025 be received.
3. That Council endorse the request for a caretaker/groundskeeper to be engaged from within the committee membership and that an honorarium of \$1,000 for the 2025/2026 financial year, payable monthly in arrears, be paid to said caretaker subject to the committee's financial capacity to do so.
4. That Council endorse the request for an honorarium of 50% of net profits of the canteen takings be paid to canteen operation management from within the committee membership; and Council sends correspondence to the canteen volunteers thanking them for their hard work to raise money towards the upkeep of the facility.
5. That Committee members or agents receiving payments note that:
  - a. The positions are not permanent and can be ceased by the Committee or Council at any time;
  - b. Payments are performance based and will be reviewed by the Committee as required with the assistance of Council;
  - c. Payments requested outside Point 3 and 4 will require approval of Council.
6. That Council endorsement is valid for the 2025/2026 financial year only and that payments beyond that date will require approval of Council.

CARRIED UNANIMOUSLY

For Action	<b>Division:</b> <b>Committee:</b> Ordinary Council <b>Officer:</b> <b>Further Report Required:</b> Including Further Reports	<b>Date From:</b> 1/07/2020 <b>Date To:</b> 22/08/2025 <b>Printed:</b> Friday, 22 August 2025 8:57:23 AM
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## Action Sheets Report

19 Aug 2025 4:15pm Butcher, Lacey  
Letter to Chair (Councillor ) sent 07 August 2025 – COMPLETE

Meeting	Officer/Director	Section	Subject
Ordinary Council 30/07/2025	Bartlett, Leisa Nankivell, Jay	Further Reports	COUNCIL MEETING ARRANGEMENTS AND CHRISTMAS SHUT DOWN PERIOD

### Resolved

1. That Broken Hill City Council Report No. 132/25 dated June 24, 2025, be received.
2. That Council's Ordinary Monthly Meeting for December be held 17 December 2025.
3. That the December Standing Committee Meetings be held as follows
  - a. Infrastructure and Environment Committee Meeting to be held Monday December 8, 2025, at 5:30pm
  - b. Corporate and Community Development Committee Meeting to be held Tuesday December 9, 2025, at 5:30pm
  - c. Finance and Governance Committee Meeting to be held Wednesday December 10, 2025, at 5:30pm
4. That Standing Committee Meetings not be held in January 2026.
5. That the Council shutdown period for the Administrative Centre and the Warnock Street Works Depot be from 5pm Tuesday December 23, 2025, and reopening Monday, January 12, 2026.
6. That Council advertise the shutdown period for the Administrative Centre and the Warnock Street Works Depot and that this advertisement also includes the operating hours for all other Council facilities during this period.

CARRIED UNANIMOUSLY

19 Aug 2025 11:16am Butcher, Lacey  
All processes complete

Meeting	Officer/Director	Section	Subject
Ordinary Council 30/07/2025	Bartlett, Leisa Nankivell, Jay	Further Reports	CORRESPONDENCE REPORT - ELIGIBILITY FOR 88 DAYS AUSTRALIA PROGRAM FOR RURAL AND REMOTE AREAS



For Action	<b>Division:</b> <b>Committee:</b> Ordinary Council <b>Officer:</b> <b>Further Report Required:</b> Including Further Reports	<b>Date From:</b> 1/07/2020 <b>Date To:</b> 22/08/2025 <b>Printed:</b> Friday, 22 August 2025 8:57:23 AM
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<b>Resolved</b>			
<ol style="list-style-type: none"> <li>That Broken Hill City Council Report No. 140/25 dated July 9, 2025, be received.</li> <li>That reply correspondence dated 25 June 2025 from The Hon Jamie Chaffey MP, Federal Member for Parkes, be received and noted.</li> <li>That the correspondence be sent to the new Minister for Home Affairs, Minister for Immigration and Multicultural Affairs, the relevant Shadow Ministers and the Federal Member for Parkes regarding this matter, due to the change in Ministry as a result of the recent Federal Election.</li> </ol>			
CARRIED UNANIMOUSLY			
<b>19 Aug 2025 11:10am Butcher, Lacey</b> Correspondence sent - COMPLETE			

Meeting	Officer/Director	Section	Subject
Ordinary Council 30/07/2025	Nu'man, Razija Nankivell, Jay	Further Reports	2022-2026 DELIVERY PROGRAM INCLUDING 2024/2025 OPERATIONAL PLAN OUTCOMES - FINAL KEY PERFORMANCE INDICATOR PROGRESS REPORT FOR PERIOD ENDING 30 JUNE 2025
<b>Resolved</b>			
<ol style="list-style-type: none"> <li>That Broken Hill City Council Report No. 143/25 dated June 3, 2025, be received.</li> <li>That Council receive the 2022-2026 Delivery Program including Operational Plan 2024/2025 outcomes – Final Key Performance Indicator Progress Report for period ending 30 June 2025.</li> <li>That the 2022-2026 Delivery Program including Operational Plan 2024/2025 outcomes – Final Key Performance Indicator Progress Report for period ending 30 June 2025 be placed on Council's website.</li> </ol>			
CARRIED UNANIMOUSLY			
<b>18 Aug 2025 10:50am Brealey, Jodie</b> Progress report placed on website - COMPLETE			

For Action	<b>Division:</b> <b>Committee:</b> Ordinary Council <b>Officer:</b> <b>Further Report Required:</b> Including Further Reports	<b>Date From:</b> 1/07/2020 <b>Date To:</b> 22/08/2025 <b>Printed:</b> Friday, 22 August 2025 8:57:23 AM
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Meeting	Officer/Director	Section	Subject
Ordinary Council 30/07/2025	Nu'man, Razija Nankivell, Jay	Further Reports	2022-2026 DISABILITY INCLUSION ACTION PLAN - KEY PERFORMANCE INDICATORS PROGRESS REPORT FOR PERIOD ENDING 30 JUNE 2025
<b>Resolved</b>			
<ol style="list-style-type: none"> <li>That Broken Hill City Council Report No. 144/25 dated July 11, 2025, be received.</li> <li>That Council note the 2022-2026 Disability Inclusion Action Plan – Key Performance Indicators Progress Report for the reporting period ending 30 June 2025.</li> <li>That the 2022-2026 Disability Inclusion Action Plan – Key Performance Indicators Progress Report for the reporting period ending 30 June 2025 be placed on Council's website.</li> <li>That Council call a meeting of the Disability Inclusion Action Plan Monitoring Group to assess the outcomes of the progress report.</li> <li>That Council staff be congratulated on the implementation of the Disability Inclusion Action Plan and the success of the 2025 Disability Expo which was hosted by Council.</li> </ol>			
CARRIED UNANIMOUSLY			
<b>18 Aug 2025 10:51am Brealey, Jodie</b> Progress report placed on website - COMPLETE			

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
<b>Resolved</b>			
<ol style="list-style-type: none"> <li>That Broken Hill City Council Report No. 133/25 dated June 5, 2025, be received.</li> <li>That Council notes the Department of Planning, Housing and Infrastructure, Free Speech in Local Government NSW Guidelines issued June 2025.</li> <li>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.</li> <li>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.</li> </ol>			

For Action	<b>Division:</b> <b>Committee:</b> Ordinary Council <b>Officer:</b> <b>Further Report Required:</b> Including Further Reports	<b>Date From:</b> 1/07/2020 <b>Date To:</b> 22/08/2025 <b>Printed:</b> Friday, 22 August 2025 8:57:23 AM
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## Action Sheets Report

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	Bartlett, Leisa Nankivell, Jay	Further Reports	MINUTES OF THE BROKEN HILL EDUCATION WORKING GROUP MEETING HELD 11 JUNE 2025 AND 9 JULY 2025
<b>Resolved</b>			
<ol style="list-style-type: none"> <li>That Broken Hill City Council Report No. 135/25 dated June 17, 2025, be received.</li> <li>That minutes of the Broken Hill Education Working Group meetings held 11 June 2025 and 9 July 2025 be received and noted.</li> <li>That correspondence be sent to members of the Education Working Group congratulating them on their input and the outcomes achieved by the group with regards to the design of the new Willyama High School.</li> </ol>			
CARRIED UNANIMOUSLY			
19 Aug 2025 11:14am Butcher, Lacey Correspondence sent - COMPLETE			

Meeting	Officer/Director	Section	Subject
Ordinary Council 30/07/2025	Brown, Simon Nankivell, Jay	Confidential Matters	GENERAL MANAGER'S PERFORMANCE REVIEW AND CONTRACT RENEWAL
<b>Resolved</b>			
<ol style="list-style-type: none"> <li>That Mayoral Minute No. 5/25 dated July 24, 2025, be received and noted.</li> <li>That Council note the view of the GM Performance Review Panel that General Manager, Jay Nankivell has performed at a better than satisfactory level in the fourth year of his contract of employment as General Manager of Broken Hill City Council and congratulates him on that performance and his leadership of the staff, and encourages him to continue the progress made in the organisation and in his personal development to ensure the Council's continued financial sustainability.</li> <li>That Council adopts the General Manager's Performance Agreement 2025/2026 noting that the eight (8) priorities for 2025/26 listed in the Mayoral Minute have been included in the General Manager's Performance Agreement for 2025/26.</li> </ol>			

For Action

**Division:**  
**Committee:** Ordinary Council  
**Officer:**  
**Further Report Required:** Including Further Reports

**Date From:** 1/07/2020  
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4. That the General Manager develops an Action Plan for submission to the Mayor and Deputy Mayor within two (2) months to outline the actions to be taken to address the eight (8) priorities so progress can be reviewed in February 2026.
5. That the General Manager's Total Remuneration Package be increased by 4% to recognise his high performance in accordance with Clause 8.3 of his contract of employment, and to align with the same increase granted to all staff under the Broken Hill Consent Award.
6. That Council approves to offer a renewal of contract of employment to Mr Jay Nankivell for the position of General Manager with the following terms and conditions:
  - Term of contract being five (5) years, commencing from the expiration of the current contract.
  - The Total remuneration package and all other conditions of employment remain unchanged from the current contract.
7. That the Mayor and Deputy Mayor be authorised to sign the General Managers Contract Renewal, under the Seal of Council, as per the OLG's "*Standard Contract of Employment for General Managers of Local Councils in NSW*", with all provisions of the current contract remaining the same.
8. That Mr Stephen Blackadder of Stephen Blackadder Consulting continues to be engaged to facilitate the General Manager's Annual Performance Reviews for the duration of the five (5) year contract from 31 March 2026 to 31 March 2031.

CARRIED UNANIMOUSLY

20 Aug 2025 12:31pm Butcher, Lacey  
COMPLETE - Contract signed

# CONFIDENTIAL MATTERS

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

**(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).

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

**(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).

2. 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**

**(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).





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