



# ANNUAL REPORT 2023/2024

**BROKEN HILL**  
CITY COUNCIL

**AUSTRALIA'S FIRST  
HERITAGE LISTED CITY**

| QUALITY CONTROL                  |   |                 |           |
|----------------------------------|---|-----------------|-----------|
| 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  |                 |           |
| FUNCTION                         | Corporate Support   |                 |           |
| FILE REFERENCE                   | 24/97   | EDRMS REFERENCE | D24/48079 |
| RESPONSIBLE OFFICER              | General Manager   |                 |           |
| DATE                             | July 2023   |                 |           |
| COMPANY                          | Broken Hill City Council  |                 |           |
| PHONE NUMBER                     | 08 8080 3300  |                 |           |
| EMAIL ADDRESS FOR ENQUIRIES ONLY | <a href="mailto:council@brokenhill.nsw.gov.au">council@brokenhill.nsw.gov.au</a>  |                 |           |
| DATE                             | ACTION  | MINUTE NO.      |           |
| 27 November 2024                 | Adopted   | 47701           |           |
| NOTES                            | Front Cover Image: Duke of Cornwall Park Multisport Court<br>Images sourced from Council's Image Library<br>© Copyright Broken Hill City Council 2024   |                 |           |
| ASSOCIATED DOCUMENTS             | Community Strategic Plan – Your Broken Hill 2040<br>2022-2026 Delivery Program Final Key Performance Indicators Progress Report ending 30 June 2024<br>2022-2026 Disability Inclusion Action Plan Final Key Performance Indicator Progress Report ending 30 June 2024<br>Audited Financial Statements 2023/2024 |                 |           |

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

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## ABOUT THE CITY

The City of Broken Hill is the largest regional centre in the western half of New South Wales. It lies in the centre of the sparsely settled New South Wales outback, close to the South Australian border and midway between the Queensland and Victorian borders.

| POPULATION        |          |
|-------------------|----------|
| 2024              | **17,624 |
| 2016              | *18,114  |
| Female population | *51.3%   |
| Male population   | *48.7%   |
| 2012              | 19,151   |

\*\* 2023 ABS Estimated Resident Population

\* 2016 ABS Estimated Resident Population

| WORKFORCE        |        |
|------------------|--------|
| Local Jobs       | *8,263 |
| Local Businesses | *935   |

\* National Institute of Economic and Industry Research (NIEIR) @ 30/06/2023

| INDUSTRY                            | \$(M)     | JOBS    |
|-------------------------------------|-----------|---------|
| Mining, Construction, Manufacturing | \$1,486.5 | 1,859   |
| Household Services*                 | \$266.5   | 3,798   |
| Public Administration and Safety    | \$48.3    | 481     |
| Retail Trade                        | \$60      | 815     |
| Tourism                             | \$182.4   | 541     |
| Gross Regional Product              |           | \$2.31B |

\*Household Services refers to Accommodation and Food Services, Education and Training, Health Care and Social Assistance, Arts and Recreation Services and Other Services

Source: [www.profile.id.com.au](http://www.profile.id.com.au)

## MESSAGE FROM THE MAYOR

Thank you for taking the time to read our Annual Report for the 2023/24 financial year.

The year contained a number of positive milestones for Council, particularly with regard to major projects.

Significant progress was made on the new library project, with a complete redesign of the proposed new facility undertaken to ensure construction costs didn't spiral out of control.

A new temporary library was set up on the ground floor of Council's Administrative Centre, and work on the new facility has now commenced.

The commencement of the new library marks the end of a 10-year wait for the new facility, and I am proud this Council was able to bring the project to fruition.

Other major projects that have been either completed or commenced include the new netball Courts at O'Neill Park, the popular refurbishment of the courts and amenities at Duke Of Cornwall Park, new lighting for the City's tennis complex and the installation of new paving in Argent Street to replace tired footpaths.

All of the above projects show that this Council is committed to delivering quality infrastructure for the people of Broken Hill and we will look to continue that focus well into the future.

There were also a number of other highlights within the community with Council staging extremely successful public events such as the Christmas Parade and Afterparty, Youth markets and activities for Youth Week, the annual New Year's Eve party in the park and a big celebration in Sturt Park to mark the 140-year anniversary of the discovery of the Line Of Lode.



All of these events were extremely well supported by locals and I want to thank the community and Council staff for making them such a success.

Lobbying and advocacy remains a big priority for Council regarding issues that are important to Broken Hill, such as aged care, child care, airport upgrades, education, health care including drug and alcohol rehabilitation facilities and many more issues.

Locals can be assured Council worked consistently on these issues at both a State and Federal level through correspondence, meetings and submissions.

The information mentioned is just a fraction of the highlights and developments that have occurred across this year however, and I encourage you to spend some time flicking through this report to view the many areas in which Council and staff are continuing to work hard to improve our city for residents.

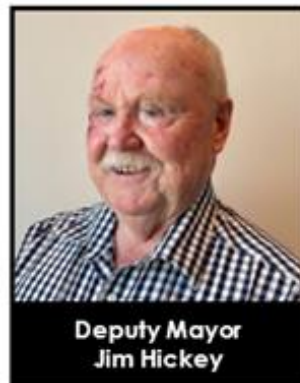
Sincerely

Tom Kennedy  
Mayor

# THE ELECTED COUNCIL

## MAYOR AND COUNCILLORS

At the Broken Hill City Council Local Government Election held on 4 December 2021, the below Councillors were elected for a three-year term of office, which will conclude in September 2024. The postponement of the Local Government Elections from September 2020 to December 2021, resulted in the term for elected Councillors becoming three years.



In accordance with Local Government (General) Regulation 2021 Clause 186, all Councillors took part in ongoing professional development programs, attended Councillor briefings and received circulars provided by the Office of Local Government. Seminars and conferences attended include: National General Assembly of Local Government, LGNSW Conference, ALGWA Conference, Country Mayor's Association Meetings, Mining Cities Alliance Meetings, Australian Mining Cities Alliance Meetings, Murray Darling Association Meetings, Regional Capitals Australia Meetings and Regional Cities NSW Meetings.

## COUNCIL MEETINGS AND COMMITTEES

Council conducts its business on a monthly basis at open and publicly advertised meetings. At times, Council matters may be classed as confidential and will be conducted as such. Additional Council meetings may be held throughout the year to consider specific matters.

During 2023/2024 there were a total of **12 Council Meetings** consisting of **twelve Ordinary** and **nil Extraordinary Council Meetings, 28 Councillor Briefings, nine Health and Building Standing Committee Meetings, 11 Policy and General Standing Committee Meetings** and **eight Works Standing Committee Meetings** held. Councillor attendance is shown in the table below.

| Councillor                 | Council Meetings | Councillor Briefings | Health and Building | Policy and General | Works |
|----------------------------|------------------|----------------------|---------------------|--------------------|-------|
| Mayor Kennedy**            | 12               | 22*                  | 08                  | 11                 | 06    |
| Councillor Algate**        | 12               | 19*                  | 01*                 | 09                 | 05    |
| Councillor Boland**        | 12               | 04*                  | 01*                 | 07                 | 07    |
| Councillor Browne**        | 11               | 21*                  | 01*                 | 09                 | 01*   |
| Councillor Chandler**      | 11               | 24*                  | 08                  | 04*                | 07    |
| Councillor Gallagher APM** | 11               | 16*                  | 09                  | 00*                | 00*   |
| Deputy Mayor Hickey**      | 10               | 16*                  | 06                  | 05                 | 01*   |
| Councillor Jewitt**        | 11               | 06*                  | 07                  | 08                 | 00*   |
| Councillor Page**          | 09               | 03*                  | 00*                 | 00*                | 07    |
| Councillor Turley AM**     | 11               | 15*                  | 05                  | 00*                | 00*   |

\* Note: Councillor attendance at Briefings and Standing Committee meetings for non-members was optional

\*\*Note: Leave of Absence or Apology submitted

Each September, Council delegations are adopted and Councillors are assigned to specific Committees.

The 2023/24 delegations were adopted 27 September 2023, minute number 47377 as follows:

| COUNCIL STANDING COMMITTEES                            |  |
|--|--|
| Committee Name   | Delegates  |
| <b>Works</b><br>Mayor<br>4 x Councillors               | Mayor Kennedy<br>Councillor Boland (Chairperson)<br>Councillor Algate<br>Councillor Chandler<br>Councillor Page                                    |
| <b>Health and Building</b><br>Mayor<br>5 x Councillors | Mayor Kennedy<br>Deputy Mayor Hickey (Chairperson)<br>Councillor Chandler<br>Councillor Gallagher APM<br>Councillor Jewitt<br>Councillor Turley AM |
| <b>Policy and General</b><br>Mayor<br>5 x Councillors  | Mayor Kennedy<br>Councillor Algate (Chairperson)<br>Councillor Boland<br>Councillor Browne<br>Deputy Mayor Hickey<br>Councillor Jewitt             |

**COUNCIL SECTION 355 COMMITTEES**

| <b>Committee Name</b>  | <b>Delegates</b>   |
|--|--|
| <b>Ageing Well Advisory Committee</b><br>3 x Councillors   | Councillor Algate<br>Councillor Gallagher APM<br>Councillor Page |
| <b>Alma Oval Community Committee</b><br>At least 1 x Councillor  | Councillor Boland  |
| <b>Broken Hill Heritage Advisory Committee</b><br>3 x Councillors  | Councillor Boland<br>Councillor Browne<br>Councillor Turley AM   |
| <b>Broken Hill City Art Gallery Advisory Committee</b><br>3 x Councillors                                  | Councillor Boland<br>Councillor Chandler<br>Councillor Turley AM |
| <b>BIU Band Hall Community Committee</b><br>At least 1 x Councillor  | Councillor Algate  |
| <b>E.T. Lamb Memorial Oval Community Committee</b><br>At least 1 x Councillor                              | Councillor Gallagher APM   |
| <b>Friends of the Flora and Fauna of the Barrier Ranges Community Committee</b><br>At least 1 x Councillor | Councillor Browne<br>Councillor Turley AM                        |
| <b>Memorial Oval Community Committee</b><br>At least 1 x Councillor  | Councillor Gallagher APM<br>Councillor Jewitt                    |
| <b>Norm Fox Sportsground Community Committee</b><br>At least 1 x Councillor                                | Councillor Algate<br>Councillor Turley AM                        |
| <b>Picton Sportsground Community Committee</b><br>At least 1 x Councillor                                  | Councillor Gallagher APM   |
| <b>Riddiford Arboretum Community Committee</b><br>At least 1 x Councillor                                  | Councillor Browne  |
| <b>Youth Advisory Committee</b><br>3 x Councillors   | Councillor Boland<br>Councillor Jewitt<br>Councillor Turley AM   |



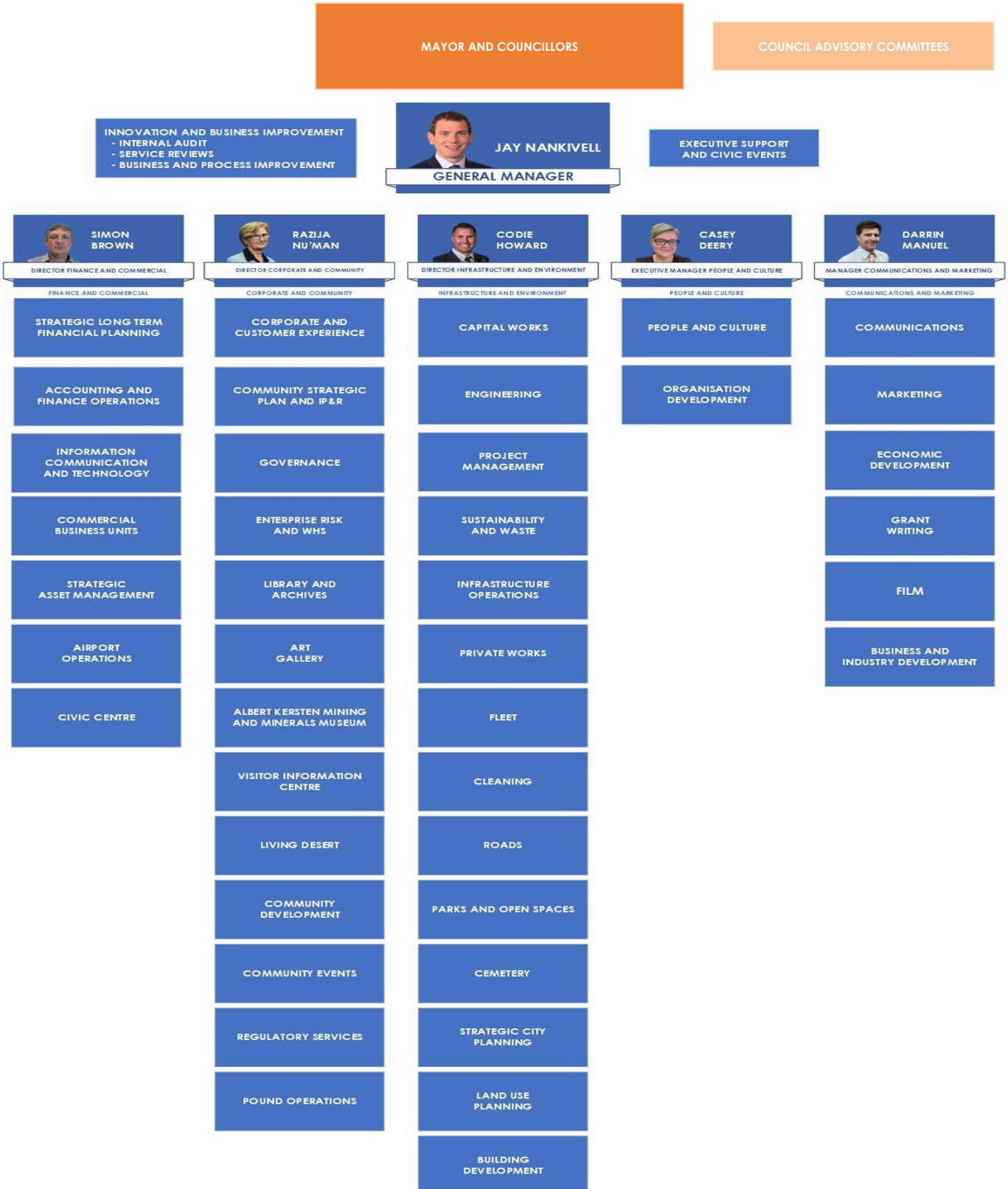
| <b>OTHER COMMITTEES</b>   |   |
|---|---|
| <b>Committee Name</b>   | <b>Delegates</b>  |
| <b>Association of Mining Related Councils</b><br>1 x Councillor   | Deputy Mayor Hickey   |
| <b>Australia Day Advisory Group</b><br>4 x Councillors  | Councillor Boland<br>Councillor Browne<br>Councillor Gallagher APM<br>Councillor Jewitt |
| <b>Australian Floodplains Association</b><br>Mayor + Alternate  | Mayor Kennedy<br>Councillor Browne (Alternate)  |
| <b>Australian Mining Cities and Centres Alliance</b><br>Mayor + Deputy Mayor (Alternate)  | Mayor Kennedy<br>Deputy Mayor Hickey (Alternate)  |
| <b>Audit, Risk &amp; Improvement Committee</b><br>Mayor + Deputy Mayor + 2 Councillors  | Mayor Kennedy<br>Deputy Mayor Hickey<br>Councillor Algate<br>Councillor Boland          |
| <b>Audit, Risk &amp; Improvement Committee</b><br>1 x Councillor non-voting member which cannot be the Mayor (effective from 1 July 2024) | Councillor Algate   |
| <b>Asset Naming Committee</b><br>4 x Councillors  | Councillor Algate<br>Councillor Chandler<br>Councillor Jewitt<br>Councillor Turley AM   |
| <b>Broken Hill Education Working Group</b><br>Mayor + Deputy Mayor + 1 Councillor   | Mayor Kennedy<br>Deputy Mayor Hickey<br>Councillor Browne                               |
| <b>Broken Hill Lead Reference Group</b><br>1 x Councillor   | Councillor Browne   |
| <b>Broken Hill Liquor Accord</b><br>1 x Councillor  | Councillor Gallagher APM  |
| <b>Broken Hill Traffic Committee</b><br>1 x Councillor (Observer only)  | Councillor Browne (Observer)  |
| <b>Broken Hill Cemetery Working Group</b><br>3 x Councillors  | Councillor Gallagher APM (Chairperson)<br>Councillor Browne<br>Councillor Page          |
| <b>Broken Hill ClubGRANTS Committee</b><br>2 x Councillors  | Councillor Gallagher APM<br>Councillor Page   |
| <b>Community assistance Grants Panel</b><br>Mayor + 2 Councillors   | Mayor Kennedy<br>Councillor Boland<br>Councillor Gallagher APM                          |
| <b>Companion Animals Management Working Group</b><br>3 x Councillors  | Mayor Kennedy<br>Deputy Mayor Hickey<br>Councillor Gallagher APM                        |
| <b>Country Mayor's Association</b><br>Mayor + Deputy Mayor (Alternate)  | Mayor Kennedy<br>Deputy Mayor Hickey (Alternate)  |
| <b>Disability Inclusion Action Plan Working Group</b><br>2 x Councillors  | Councillor Chandler<br>Councillor Jewitt  |
| <b>E.P. O'Neill Memorial Precinct Project Steering Group</b><br>Mayor + Deputy Mayor + 1 x Councillor                                     | Mayor Kennedy<br>Deputy Mayor Hickey<br>Councillor Jewitt                               |
| <b>Far West Joint Organisation</b><br>Mayor + Deputy Mayor  | Mayor Kennedy<br>Deputy Mayor Hickey  |

| <b>OTHER COMMITTEES</b>   |  |
|---|--|
| <b>Committee Name</b>   | <b>Delegates</b>   |
| <b>Fruit Fly Control Awareness Working Group</b><br>3 x Councillors                             | Councillor Page (Chairperson)<br>Councillor Chandler<br>Councillor Gallagher APM                             |
| <b>Gateway Signage Advisory Committee</b><br>Mayor + Deputy Mayor + at least 1 Councillor       | Mayor Kennedy<br>Deputy Mayor Hickey<br>Councillor Page  |
| <b>General Manager's Performance Review Committee</b><br>Mayor + Deputy Mayor + 3 x Councillors | Mayor Kennedy<br>Deputy Mayor Hickey<br>Councillor Boland<br>Councillor Chandler<br>Councillor Gallagher APM |
| <b>Library and Cultural Precinct Project Steering Group</b><br>Mayor + Deputy Mayor             | Mayor Kennedy<br>Deputy Mayor Hickey   |
| <b>Menindee Lakes Stakeholder Group</b><br>1 x Councillor                                       | Councillor Browne  |
| <b>Murray Darling Association</b><br>2 x Councillors  | Councillor Browne<br>Councillor Turley AM  |
| <b>Perilya North Mine Community Consultative Committee</b><br>1 x Councillor                    | Councillor Browne  |
| <b>Project Steering Group for the Project Consultative Group</b><br>Mayor + Deputy Mayor        | Mayor Kennedy<br>Deputy Mayor Hickey   |
| <b>Reconciliation Action Plan (RAP) Working Group</b><br>3 x Councillors                        | Councillor Browne<br>Councillor Boland<br>Councillor Turley AM   |
| <b>Regional Capitals Australia</b>  | Mayor Kennedy<br>Deputy Mayor Hickey   |
| <b>Regional Cities NSW</b>  | Mayor Kennedy<br>Deputy Mayor Hickey   |
| <b>Silverton Wind Farm Community Consultative Committee</b><br>1 x Councillor                   | Councillor Browne  |
| <b>Tidy Towns Working Group</b><br>2 x Councillors  | Councillor Browne<br>Councillor Gallagher APM  |
| <b>Western Division Councils</b><br>2 x Councillors   | Deputy Mayor Hickey<br>Councillor Gallagher APM  |
| <b>Western NSW Mining and Resource Development Taskforce</b><br>Mayor                           | Mayor Kennedy  |
| <b>Volunteer Working Group</b><br>4 x Councillors   | Councillor Browne<br>Councillor Chandler<br>Councillor Jewitt<br>Councillor Turley AM                        |

# ORGANISATION STRUCTURE AND EXECUTIVE LEADERSHIP TEAM

The Executive Leadership Team (ELT) provides clear and consistent leadership and decision making, which supports the delivery of the strategic priorities and direction of the operational business for the City.

This team is led by the General Manager and includes Director Finance and Commercial, Director Corporate and Community, Director Infrastructure and Environment, Executive Manager People and Culture, Manager Communications and Marketing and Leader Innovation and Business Improvement.



# HOW TO READ THE ANNUAL REPORT

## FOLLOWING OUR PROGRESS

This Annual Report is divided into three sections:

### SECTION 1: REPORTING OUR PROGRESS

This section provides an outline of Council's progress against the actions set out in the Delivery Program 2022-2026. The Delivery Program is structured around four Key Themes, as were identified in the Community Strategic Plan 2040. Under each Key Theme is a summary of key achievements and strategic outcomes delivered in 2023/24, relevant to that objective.

#### KEY THEME 1 – OUR COMMUNITY

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

#### KEY THEME 2 – OUR ECONOMY

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

#### KEY THEME 3 – OUR ENVIRONMENT

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

#### KEY THEME 4 – OUR LEADERSHIP

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

### DISABILITY INCLUSION ACTION PLAN PROGRESS

Broken Hill City Council's Disability Inclusion Action Plan 2022-2026 outlines Council's commitment to improving opportunities for people with disability of all ages to access the full range of services and activities available in the community. Our commitment is to 'create greater opportunities for people of all ages, all cultures and of differing abilities, to access the full range of services and activities available in the local community'. Under this heading is a summary of key achievements and strategic outcomes implemented in 2023/24.

### SECTION 2: STATUTORY REPORTING REQUIREMENTS

This section includes reporting requirements prescribed by the Integrated Planning and Reporting Guidelines, *Local Government Act 1993* and (General) Regulation 2021, including (but not limited to) a summary of Council's legal proceedings; details of contracts awarded by Council; financial assistance contributions to the community; written off rates and charges; and information relating to the *Government Information (Public Access) Act 2009* NSW.

### SECTION 3: FINANCIAL STATEMENTS AND ANNEXURE

This section includes general purpose financial statements for the financial year ending 30 June 2024, including an Income Statement, Statement of Financial Position, Statement of Changes in Equity and Statement of Cash Flows.

The Annexure includes the State of Our City Report 2022-2024 that assesses progress with respect to the implementation and effectiveness of the Community Strategic Plan.

# SECTION 1: REPORTING ON OUR PROGRESS

## INTEGRATED PLANNING AND REPORTING

### A framework for strategic and sustainable local government

All councils in NSW are required to operate within the Integrated Planning and Reporting (IP&R) Framework. This Framework was introduced by the NSW Government to facilitate a strong and sustainable local government system by ensuring all local councils have in place strategic plans, underpinned by community priorities and supported by appropriate resources.

The IP&R Framework encourages councils to view their various plans holistically to understand how they relate to each other and in doing so, leverage maximum results.

Ultimately, it aims to provide greater accountability and transparency in local government, by strengthening councils' strategic focus, streamlining reporting processes and making it easier for the community to understand and track councils' progress on identified priorities.

The key documents included in the IP&R Framework and an overview of their functions, is provided below.

### Community Strategic Plan

The purpose of the Community Strategic Plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals. It is prepared for a minimum period of 10 years. It should be developed and delivered as a partnership between the council, state agencies, community groups and individuals and should address a broad range of issues that are relevant to the whole community.

### Resourcing Strategy

This strategy addresses the resources – time, money, assets and people – required to deliver the long-term community aspirations expressed in the Community Strategic Plan, it comprises three elements: long term financial planning; workforce management planning; and asset management planning.

### Delivery Program

This is a statement of commitment to the community by each newly elected council, outlining its priorities for achieving the community's long-term goals (as identified in the Community Strategic Plan) during its four-year term of office.

### Operational Plan

Supporting the Delivery Program is an annual Operational Plan. It spells out the individual projects and activities that will be undertaken each year to achieve the commitments made in the Delivery Program.

### Annual Report

The Annual Report focuses on Council's implementation of the Delivery Program and Operation Plan, to help the community understand how Council has been performing, both as a business entity and a community leader.

# KEY THEME 1 – OUR COMMUNITY

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



## ACHIEVEMENTS IN OUR COMMUNITY

### KEY ACHIEVEMENTS – OUR COMMUNITY

#### FOOD BUSINESS ASSESSMENT OUTCOMES

– Broken Hill City Council uses the Scores on Doors Program as an initiative to improve food safety standards and prevent foodborne illness in the retail food industry. Scores achieved by local food businesses are displayed on Council's website. A total of 36 food premises received a 5-star score, 28 received a 4-star score and 12 received a 3-star score, demonstrating levels of compliance. Six premises achieved "no star" rating due to non-compliance matters.

#### 2023/24 OUTCOMES FOR NON-COMPLIANCE

- Re-inspections = 18
- Additional Re-inspection = 5
- Warnings issued relating to Food Act breaches = 18
- Improvement Notices = 4
- Penalty Infringement Notices = 0
- Prohibition Orders = 0

#### SCHEDULED INSPECTIONS

- Number of primary inspections conducted for food premises = 142
- Number of high and medium risk food premises inspected = 82
- Number of temporary food premises inspected = 22
- Number of mobile food premises inspected = 10

#### COMPLAINT INVESTIGATIONS

- Hygiene and handling = 8 complaints investigated
- Foreign matter = 2 complaints investigated
- Food quality including deterioration = 2 complaints investigated
- Labelling and advertising = 2 complaints investigated
- Single incident foodborne illness = 1 complaint investigated
- Other food related complaints = 5 investigated

## KEY ACHIEVEMENTS – OUR COMMUNITY

### BROKEN HILL CBD MASTER PLAN PROJECTS

– The Broken Hill CBD Master Plan was developed with identified priority projects that aim to address improved shade, vibrancy and accessibility in the City Centre.

The projects include:

- New 'smart' Banner Poles
- Heritage specific Wayfinding upgrades
- Paving upgrades along Argent Street
- Town Square Redevelopment
- The new Broken Hill Library

Approximately 33% of the projects currently allocated under the CBD Master Plan have been completed, being:

- CBD Smart Banner Poles – completed.
- Wayfinding and Signage – completed.
- Argent St Banner Pole Lighting – completed.

By December 2024 it is estimated that at least 54% of the projects will be completed, with 5 out of the 6 projects being carried out, completed or near completion.

The new Broken Hill Library project commenced in 2023 and accounts for the largest project of the CBD Master Plan.

### CENTRAL BUSINESS DISTRICT BANNER POLES

– Council commissioned the CBD Banner Poles in 2022, under the implementation of the CBD Master Plan, with capacity for future installation of Lighting, CCTV, WIFI and speakers.

The Banner Poles along Argent Street were fitted with new light fittings in 2024 and the project involved the design, supply and installation of a new lighting to the CBD 'Smart' Banner Poles installed on Argent Street.



This project is Stage 1 of Council's over lighting upgrade strategy for the Central Business District, as part of the Broken Hill CBD Master Plan.

Being a high public facing project with high-risk works, extensive WHS checks and documentation were implemented as part of the delivery of this project.

**WAYFINDING PROJECT** – Broken Hill is visited by many tourists who are interested in exploring the heritage and history of the City. The Wayfinding project involved the design, supply and installation of a new heritage style Wayfinding, Signage and Sculptures around the CBD, key parks and selected heritage sites around the City.

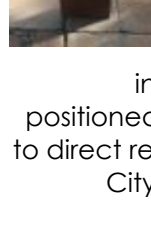
The project included significant consultations with key stakeholders across the Local Government Area.

Community consultations were carried out with local heritage societies, local indigenous leaders and fact checking with specialists in the City. Notices and consultations with local business and residents, also formed part of the installations.

The project consists of four distinct elements:



1) The Heroes, Larrikins and Visionaries walking trail in the CBD region which has 27 elements describing the lives of key figures of Broken Hill.



2) A series of Wayfinding elements in the CBD located at well positioned walking trails in the CBD to direct residents and visitors to the City, around the CBD and to important landmarks.

3) Site specific sculptures of key figures at each of the four key historic parks of the City being Sturt Park, Queen Elizabeth Park, Patton Street Park and Joe Keenan Look Out.



4) The Silver Driving Trail which is spread across 119 historic and heritage sites across the City.

All elements under the Wayfinding project have QR codes that link the physical elements and stories with the new tourism website, developed by Broken Hill City Council.

[Discover Broken Hill, Australia | Official Tourism Website \(visitbrokenhill.com\)](https://www.visitbrokenhill.com)

## KEY ACHIEVEMENTS – OUR COMMUNITY

**COMMUNITY DEVELOPMENT** – During 2023/24, Council's Community Development Services remained committed to building a connected, inclusive and supportive community through various collaborations and partnerships. Please see the below key focus achievements for the previous 12 months.

**COMMUNITY** – Council continued its commitment to identify issues and support to various community groups, including aged individuals, youth, people with disability, homelessness and alcohol and drug rehabilitation and by actively participating in and supporting regular meetings, offering meeting spaces, and providing resources for community events, fostering stronger connections with services, and connecting community members.

**WILYAKALI** – Bi-monthly consultative meetings are held to discuss cultural awareness and operational relationships.

**AGED COMMUNITY** – As part of its commitment to the ageing community, Council through the Section 355 Ageing Well Advisory Committee, corresponded with federal and state ministers to advocate for better funding and enhanced aged care facilities. A key focus has been seeking the reclassification of the area from MMM3 to MMM6 to better reflect the needs of the community. Research was also undertaken into food services to ensure adequate food service delivery is available to our aged community members.

**YOUTH INITIATIVES** – Council has taken significant steps to engage with young people through the formation of a Youth Advisory Group, consisting of six young individuals aged 12 to 18 playing a vital role in helping to plan and deliver youth focused events and school holiday activities, representing youth as part of Council's Section 355 Youth Advisory Committee, to ensure that the voices of young people are heard and valued. Additionally, a school holiday activity survey was conducted to gather feedback from youth aged 5 to 17.

One of the key projects during 2023/24 was the *Youth Opportunity Project - Immersive Youth Creation*, funded by the NSW Government.



This initiative involved a series of workshops focusing on mural creation, digital art and radio broadcasting, giving young people an opportunity to express themselves creatively.



**DISABILITY AND INCLUSION** – Community Development plays an active role in the regular Youth School Services Interagency and Disability Interagency meetings. Council supports these groups in planning interagency events that focus on inclusion and social cohesion.

**HOMELESSNESS** – Council hosts and provides space for Homelessness Committee meetings, bringing together service providers to discuss updates on food service provisions, housing solutions and collaborative efforts between Council and local Police. This collaboration ensures that support is offered to those experiencing homelessness, with a focus on providing necessary resources and assistance.

**ALCOHOL AND DRUG REHABILITATION** – Council continued to support the Alcohol and Other Drug Steering Committee in advocating for the establishment of an Alcohol and Drug Rehabilitation Centre in Broken Hill. Council hosted meetings with Health Minister Ryan Park and facilitated roundtable discussions with key stakeholders to advocate for progress on this vital issue.

### HEALTH ADMINISTRATION AND INSPECTIONS

– Council's Environmental Health Officer investigated complaints relating to Environmental Health, some of which included 22 noise quality complaints, 17 air quality complaints and 35 environmental/other complaints.

Inspections of other registered premises included public swimming pools, skin penetration operations, caravan parks, boarding houses and mortuary.



## KEY ACHIEVEMENTS – OUR COMMUNITY

**COMMUNITY EVENTS** – During 2023/24, the Events team successfully delivered seven events including:

- **Line of Lode 140<sup>th</sup> Anniversary Celebration**
- **Civic Ball**
- **Miners' Memorial**
- **Christmas Pageant and After Party**
- **New Year's Eve Celebration**
- **Australia Day and Australia Day Dinner**
- **Volunteer Awards and High Tea**

**HERITAGE CELEBRATIONS** – Council held the 140th Anniversary Celebration of the discovery of the Line of Lode in Sturt Park on 5 September 2023.

The event included food stalls, Y's Men's Merry Go Round and live music from both local and Adelaide groups and culminated in a custom laser light show with mining and historical theming.

The event was extremely well attended with all food vendors selling out.

### CIVIC BALL



– The annual Civic Ball was conducted on Friday, 22 September 2023, with four young ladies making their debut.

- Abbashay-star Pinnuck and squire Jett Collins
- Emma Sky Carapellotti and squire Aiden Eades
- Makalia Degoumois and squire Patrick Power
- Phoebe Philp and squire Cohan West.

The debutantes and their partners were presented to Mayor Tom Kennedy and Mayoress Karen Kennedy and were assisted by dance instructor Gemma Murray.

This year saw the Civic Ball sponsoring local charity Allison House, providing accommodation for remote children to attend high school in Broken Hill, with VIP guests encouraged to donate their ticket price to the charity.

The Ball was attended by approximately 200 guests, with the debutantes and their squires enjoying a night to remember.

### MINERS' MEMORIAL CEREMONY



– The annual Miners' Memorial service was conducted on 8 October 2023 at the Line of Lode.

The day saw a large crowd of approximately 80 people attend in perfect weather, to honour those that have paid the ultimate price on the Broken Hill mines.

Chair of Council's Heritage Committee, Councillor Darriea Turley, performed the Master of Ceremony duties, with addresses by Mayor Tom Kennedy, Prayer from Padre David Shrimpton, poem recital of 'A South Mine Tragedy' from Heritage Committee member and historian, Christine Adams and performances from the BIU Band.

The 3<sup>rd</sup> Broken Hill Sea Scouts raised the flags.



## KEY ACHIEVEMENTS – OUR COMMUNITY

**FESTIVE CHEER** – Council continued its efforts in celebrating the festive season in 2023, with the installation of interactive decorations in Council's Town Square.

The Bauble and Reindeer were reintroduced to the community following repairs and maintenance to strengthen these decorations. Along with the Christmas Tree, Xmas sign and accessible Christmas gift, the decorations provided the perfect photo opportunity for our community to enjoy during December.

Street Banners, Bin Posters and Council Street Sweeper also received a Christmas makeover, adding a colourful touch to the community.

**CHRISTMAS PAGEANT 2023** – The Christmas Pageant continued to capture the imagination of the City's young children, with this year seeing entrants in the parade increase significantly, with 43 floats making their way along the parade route to Sturt Park.

Santa was again the main attraction and was assisted by Young Citizen of the Year, Molly Molloy, to hand out 250 Santa bags to eager children.

Food stalls and the merry-go-round were kept busy for the duration of the event.

Float awards were presented to the following:

- **Best Christmas Spirit:**  
Rainbow Preschool
- **Most Creative Business:**  
Lawrence Engineering
- **Most Creative Community Group:**  
Silver City Swim Club
- **Most Creative School:**  
Morgan St Public School
- **Grand Champion:**  
Alma School

**NEW YEAR'S EVE** – New Year's Eve continues to grow with approximately 2,500 people celebrating in Sturt Park.

The event included a range of activities for various ages including laser tag, cha cha, DIY inflatable games, giant inflatables and a junior Lighting McQueen ride for the younger thrill seekers. Approximately 800 LED wristbands were handed out for admission to the activity zone.

The sensory zone and silent disco provided a chill out area for those that needed a quiet space and some time away from the excitement of the other activities.

The 9:15pm fireworks were again a draw card, with the 12-minute display off the Line of Lode wowing spectators.

Live music was provided by So Shadow, Echo Lanes and the Wallie N Sam Experience.

### AUSTRALIA DAY CELEBRATIONS

– Approximately 300 people attended the Australia Day ceremony held at the Civic Centre. The day's celebrations commenced with a BBQ breakfast from the Lions Club and Flag Raising Ceremony.

The Australia Day Awards ceremony included performances from young performers Molly Molloy, singing a number of Australian classics and Grace Molloy, providing stirring performances of the National Anthem.

The City's Australia Day Ambassador was TV personality Catriona Rowntree. Catriona proved to be an excellent ambassador for the City, taking time to talk with as many people as she could and using her social media profile to sing the praises of her time in Broken Hill.

Catriona assisted Mayor Tom Kennedy to present the following awards:

- **Youth Encouragement Award:** - August Keenan
- **Citizenship Awards:** - Brendan Cullen, George Bugeja, Mark Curtis, Sharon Hocking, Professor David Lyle
- **Senior Citizen of the Year:** - Diane Magor and Larry Angell
- **Citizen of the Year:** - Rodney Garner.

**CITIZENSHIP CEREMONY** – Mayor Tom Kennedy conducted a Citizenship Ceremony on Australia Day welcoming the following people:

- Darshana Brijesh Chauhan
- Markus Halusiak, Fengshu Li
- Catherine Matthews
- Benevolence Paewai
- Rhodalyn Sweet
- Toga Tikoimatuku
- Manishkumar Patel
- Ved Patel
- Binalben Patel
- Sherlyn Defensor
- Michael Sanchez.

## KEY ACHIEVEMENTS – OUR COMMUNITY

**YOUTH WEEK** – Council conducted a Youth Market during Youth Week in April 2024, which was proudly funded by the NSW Government.

The Youth Market, the first of its kind conducted by Council, saw 12 young people host a stall selling their wares including artwork, beading, crochet and jewellery.

Willyama High School year 12 students and SRC conducted a BBQ and cake stall. The Broken Hill Junior Soccer Association assisted Council to host two glow in the dark soccer areas, adding some active participation from young and old.



Live music was provided by a number of young music groups and soloists with some performing for the first time in public and outdoors.

### RECONCILIATION WEEK MARCH



– National Reconciliation Week was marked with a Reconciliation March from Town Square to Sturt Park, followed by a community gathering in Sturt Park and Sea of Hands. Seven schools also participated in the march and undertook activities in Sturt Park.

Council collaborated with Maari Ma, Department of Education, Mission Australia, FWLHD, Staying Home Leaving Violence, Social Futures, The YMCA NSW, PCYC and Catholic Care Wilcannia-Forbes to provide activities, with approximately 250 people in attendance.

**SCHOOL HOLIDAY PROGRAM** – Council was successful in receiving NSW Government funding to conduct activities for young people aged 12 to 24 years during the Autumn school holidays.

During the first week of the holidays, Council conducted VR Gaming over three days at the Civic Centre, attended by approximately 84 young people.



The second week saw an 8m rock climbing wall in Sturt Park with Pasties & More providing drinks and BBQ and a very popular ice cream van.

The rock climbing was very successful with approximately 54 taking the challenge to reach the summit.



## KEY ACHIEVEMENTS – OUR COMMUNITY

### VOLUNTEER AWARDS AND HIGH TEA



– The annual Volunteer Awards High Tea was held at the Civic Centre on 28 May 2024 with approximately 250 volunteers attending. Ron Carter was included in the Nydia Edes Hall of Fame for his commitment to the creation and development of the Sulphide St Railway Museum over 40 plus years.

Eighteen awards were presented in the following categories:

**Community (Individual) joint winners:** Gaynor Holliday (Quota/Miners Memorial upkeep) and Raelene Kennewell (LiveBetter/Hospital kiosk)

**Community (Group) joint winners:** Broken Hill Breast Cancer Support & Fundraising Group, and LiveBetter Community Transport

**Cultural (Individual) joint winners:** June and Ron Carter (Sulphide Street Railway & Historical Museum)

**Cultural (Group):** Broken Hill Art Exchange

**Emergency Services:** Skye Chan-McBeth (SES)

**Environmental:** The Friends of the Flora and Fauna of the Barrier Ranges

**Event:** Broken Hill Country Women's Association (CWA Centenary Celebrations)

**Sporting (Individual):** Noel Hannigan (Picton Oval Committee/St Joes Soccer Club)

**Sporting (Group):** Broken Hill Little Athletics

**Tourism:** Broken Hill Visitor Services Volunteers (Visitor Tours)

**Youth:** 3rd Broken Hill Sea Scouts

**People's Choice joint winners:** Maria Kelly (Park Run) and Kerry-Sue Pascoe (Scouts and junior sport)

**Nydia Edes Hall Of Fame:** Ron Carter

### FESTIVAL AND EVENT SPONSORSHIP

– Council continued to support a number of events in 2023/24 including:

- St Pat's Races
- Broken Heel Festival
- Mundi Mundi Bash
- Carols by Candlelight
- NAIDOC Week Family Fun Day
- Mad Max Marathon
- Perfect Light Film Festival
- GLAMFest
- FE-FC Car Club Nationals
- Broken Hill Junior Soccer Association – SAJSA Country Championships

### COMPANION ANIMAL WORKING GROUP

–The Working Group assists Council's operations by providing a strategic focus on community education and improved community safety, associated with the residential keeping of companion animals (dogs and cats) in Broken Hill. The role of the Working Group is achieved through:

- Raising the profile of companion animal issues within the Broken Hill Local Government Area.
- Providing a forum where companion animal issues can be raised and discussed.
- Encouraging contact between local interest groups, communities, agencies and organisations.
- Providing recommendations to the General Manager on the implementation of activities to improve community safety associated with the residential keeping of companion animals.

The Companion Animal Working Group met on 12 October 2023 and 6 June 2024. The review of the Companion Animal Management Plan was presented to the June 2024 Working Group Meeting for feedback. The Working Group will meet again in the new term of Council to progress the review of the Plan.

## KEY ACHIEVEMENT – OUR COMMUNITY

**LIBRARY MOVE** – Following the refurbishment of the ground floor of Council's Administration Building, Library staff moved across to 240 Blende Street.



The Library Collection was relocated to the Ground Floor at 240 Blende Street, where roughly one third of the full collection is on display, with the remainder securely stored.

There is a dedicated Children's Library, study tables and reading area. Three Gaming computers are in line of sight of the front counter and eight further PCs for Public Use are at the back of the shelving space.



**LIBRARY SERVICES** – The Library issued a total of 55,104 items to 6,240 members in the 2023/24 financial year, having added 420 members during the year.

Our digital library, open 24/7, loaned out 18,684 of those items, including eBooks, eAudio and eMagazines.

The Library facilitated a range of programs for the whole community; a total of 195 program events with 3,537 people in attendance. These programs included early literacy programs, Chess Club and Knit 'n' Yarn.

Children's Book Week was a big hit as always with the Library staff reading one of the books shortlisted for Children's Book Week.

Book Week is held in August and for 2023 we led a combined Rhyme Time and Story Time across 5 separate days, enabling a few hundred children and teachers from local preschool and primary schools to come to the Library, engage with the story and show us their Book Week outfits.



The Library hosted several popular author talk events, an information session about eSafety (identity theft), the Sydney Writers Festival and our regular school holiday programming.

The Dolly Parton Imagination Library program is still going strong with 466 babies registered all receiving a book for free every month up until they reach the age of five, thanks to United Way and NSW State Government.

**OUTREACH LIBRARY SERVICES** – The Library's Home Library Delivery service issued a total of 6,446 items to 142 members who reside at home or in care. The Library has a group of dedicated volunteers who deliver these bags on a fortnightly basis.

Library staff issued a total of 8,324 items to 465 members via our Outback Letterbox Library service who live in remote areas throughout Far West NSW; 1,864 of these items were issued to junior and young adult members. This service is free to access and is funded by the State Library of NSW.

## KEY ACHIEVEMENTS – OUR COMMUNITY

Library staff participated in several Community Events, including Kids Day in the Park and NAIDOC week. Library staff also undertook a Christmas Storytime event in Sturt Park and created a visit to a local Broken Hill Nursing Home to celebrate Grandparent's Day, involving local children who are regular attendees at the Library.



Jeffery Nixon came to the Library and delivered an engaging event, covering the pictorial history of the Broken Hill Line of Lode Shaft.

School Holiday programs included Tie-Dye workshops (120 guests), 3D Printing (50 guests), a Magician show (150 guests) and daily Board Games.



The Library hosted the local Girl Guide groups for a tour of the old Library before it was closed and hosted an Identity Theft workshop with ID Support NSW (sponsored by the NSW government).

Library Staff participated in Mission Australia Neurodiversity Training in Broken Hill and another session on Keyword Signs by Auslearn Australia, to incorporate signing into our Early Literacy Programs, as part of Council's Diversity and Inclusion Action Plan.

**OUTBACK ARCHIVE** – In preparation for the new Library facility being built, the Outback Archive collection remained closed to the public and the transfer to Council's Administration building was finalised in early 2023.

The Outback Archive audit (2021-2023) found:

- 43% by volume of the Archive has not been processed since acquisition (ie not catalogued, conserved, or digitised). The number of items in this category is estimated to be around 100,000 – 150,000 (including many thousands of film negatives).
- 57% by volume of the Archive has been entered into a catalogue – the "Catalogued Collection".

The audit of the "Catalogued Collection" (54,580 items) revealed:

- 6% has been fully catalogued,
- 20% has been properly conserved and stored,
- 14% of photographs have been digitised,
- 0% of documents have been digitised,
- 13% of catalogued items were not located during the 2021-2023 audit,
- Majority of post-1955 photographs have restricted use due to lack of copyright permissions.

During 2023/24 the following occurred:

- 132 new donation items were fully processed during 2023/2024 and entered into the EMU collection management system,
- 60 oral history audio cassettes were digitised,
- 767 images were uploaded to the EMU collection management system,
- 148 photographs image reproduction licences were obtained.



## KEY ACHIEVEMENTS – OUR COMMUNITY

**BROKEN HILL CITY ART GALLERY** – The Art Gallery held 21 exhibitions across four rounds of installations. These included five local exhibitions (Rick Ball, Verity and Brian Nunan, Alexandra Rosenblum, Willyama Art Society, ArtsCOOL), four collection exhibitions which included the return of the permanent collection, Sam Burns, the Female Quarter, a Sense of Self and Basil Hadley, as well as four national touring exhibitions.

Exhibitions throughout the 2023/24 included:

- 'Looking Through Windows': tablelands, the coast to outback NSW' - Curated by Dr Lorina Barker
- 'Basil Hadley' - Broken Hill City Art Gallery Collection
- 'A Sense of Self' - Broken Hill City Art Gallery Collection
- 'A Flaw in the Dance' - Rick Ball
- 'Inwards' - Annika Romeyn
- 'Creations of the Night' - Willyama Arts Society
- 'Collateral Veins' - Alexandra Rosenblum
- 'Perspective' - ArtsCOOL
- 'Time Place' - Verity and Brian Nunan
- 'Imagining Terrains' - Si Yi Shen
- 'Ngaylu Nyanganyi Ngura Winki (I Can Seel All Those Places)' - JamFactory ICON Kunmanara Carroll
- 'Female Quarter - Broken Hill City Art Gallery Collection
- 'HSC Art Show 2023' - Menindee Central School, Willyama High School and Broken Hill High School Year 12 Students
- 'Australian Sienna - Interpreting the Outback' - Trevor Purvis
- 'CXX Celebrating 120 Years' - Broken Hill City Art Gallery Collection
- 'Residue + Response' - 5th Tamworth Textile Triennial
- 'ngaratya (together, us group, all in it together)' - six Barkandji/Barkindji artists
- 'Lines of Lode' - Christine Collins, Aimee Bradley and Jenny Johnson

2024 is the Gallery's 120th year, which was celebrated with the return of the permanent collection to public exhibition.



Image: Installation of CXX exhibition

The CXX Celebrating 120 Years exhibition opened in February 2024 and pays tribute to the artists who have graced our walls throughout the decades, inviting visitors on a journey through time and showcasing the Gallery's enduring commitment to artistic excellence and innovation.



Image: CXX exhibition opening



Image: Christine Collins - Hang, Hold, Ascend

## KEY ACHIEVEMENTS – OUR COMMUNITY

### PUBLIC PROGRAMS AT THE ART GALLERY

– During 2023/24, the Gallery held 231 individual public programs with 3,782 participants, both being an increase from the previous reporting period.

The Gallery's public programs included a variety of events comprising of skill development workshops, exhibition



Image: Life Drawing Workshop

openings, educational programs, Indigenous workshops, tours, performances and artist talks.

Young people were a key focus during this period, with the afterschool workshops for ages from Kindergarten to Year 12, school holiday programs and exhibitions from the senior ArtsCOOL classes and HSC students from the Willyama High School, Broken Hill High School and Menindee Central School.

The Gallery supported two artists in residence programs – the Open Cut Commission (OCC) with Graeme Armstrong and Charlotte Haywood, with resulting works being exhibited in the second half of 2024. 2022 OCC recipients exhibited during 2023/24 and included successful exhibitions by Annika Romeyn and Iris (Si Yi) Chen.

Music in the Regions: Heartland Tour was held at the Gallery in June 2024. Didgeridoo virtuoso William Baront and powerhouse violinist Veronique Serret played to a full house of 80 which sold out prior to the event. The concert was very well received amongst the audience and discussions are ongoing with Music in the Regions to ensure that the Gallery hosts further events of this type in the future.



Image: Heartlands Tour event in Gallery

The **Maari Ma Indigenous Art Awards** were also presented by the Gallery, with a successful opening and subsequent exhibition at the Albert Kersten Mining and Minerals Museum.



Image: David Doyle

Additionally, the Gallery continued engagement with young Indigenous artists through Wilcannia and Menindee School groups.

### ALBERT KERSTEN MINING AND MINERALS MUSEUM

– Two exhibitions were held at the Albert Kersten Mining and Mineral Museum during 2023/24. These included the Maari Ma Indigenous Art Awards and the Waste to Art Awards exhibitions.

The Maari Ma Indigenous Art Awards saw a successful opening and subsequent exhibition at the Museum.

This was held in conjunction with the Blak Markets, which resulted in a successful evening of First Nations art and culture being celebrated by locals and visitors to the Museum.



Image: Uncle Leroy Johnson and Aunty Barbara Quayle

The Waste 2 Art exhibition was held in collaboration with the Broken Hill Art Exchange and the Museum provided a venue which allowed for the larger 3D works to be shown.

The Museum also continued its public programs throughout the year and hosted 30 tours, with more than 500 participants.



## KEY ACHIEVEMENTS – OUR COMMUNITY

**FIRST NATIONS ARTISTS** – The Gallery and Museum continued to strongly support Indigenous art and culture throughout 2023/24.

Exhibitions including Dr Lorina Barker's 'Looking Through Windows', touring exhibition 'ngaratya' comprising of works from six Barkandji/Barkindji artists, Jam Factory touring exhibition from Kunmanara (Pepai) Carroll and David Doyle's Shades of Blak continuing in the main exhibition gallery from the previous reporting period. 'Humpy' installation

**ngaratya (together, us group, all in it together)** – This exhibition was a fresh and vibrant exhibition bringing together six Barkandji/Barkindji artists, Nici Cumpston, Zena Cumpston, David Doyle, Kent Morris, Adrienne Semmens, and Raymond Zada, exploring and illuminating the artists' homelands and Ancestral connection through newly commissioned works.

Featuring more than 50 works of art by contemporary First Nations artists and creators, ngaratya is a contemporary capsule of stories, memories and conversations as shown through sculpture, prints, moving image, photography, writing and design.



Image: 'ngaratya' exhibition artists with Sarah Martin and Uncle Badger Bates at the Exhibition Opening

### **Looking Through Windows – Dr Lorina Barker**

– This exhibition was an oral history, artistic and multimedia project exploring the removal, dispossession, and "protection" of Aboriginal people in New South Wales and parts of Queensland and South Australia.

This extensive project engaged community members from the New England region, Northwest and North Coast NSW and the Flinders Ranges in South Australia.

As part of this exhibition, a series of workshops and events were held, welcoming Elders and other Indigenous audiences into the space to share their own stories.



Image: Dr Lorina Barker's 'Looking Through Windows' exhibition



Image: Dr Lorina Barker's 'Looking Through Windows', 'Humpy' installation

## KEY ACHIEVEMENTS – OUR COMMUNITY

**ART GALLERY BUILDING UPGRADES** – In 2021, Broken Hill City Art Gallery was successful in receiving funding from the NSW Government to complete building upgrades to increase access and participation within the cultural facility.

The project included the creation of high quality, safe, customised, free-standing exhibition displays and new wall fixtures to enable the Gallery to display the work of increasingly complex, logistically challenging contemporary art and collection works.

It also included the fabrication and installation of key false walls in front of fragile heritage listed plaster walls, architraves, and fixings. The final component included the acquisition of temporary walls to increase the exhibition space within the Gallery.

After a number of delays, the project was completed in 2024 and was proudly funded by the NSW Government, in association with Broken Hill City Council.

Following on from the 2016 Hail Storm Damage and subsequent 2020/2021 Roof Replacement Project, the Broken Hill City Art Gallery once again underwent a roof replacement to a selected area only, in November 2023.

The second replacement was due to the original iron sheets being damaged during storage and identified as such once installed.

It was agreed at handover that Council would accept the roof as it was, with plans to reinspect after 12 months and replace if required, at no cost additional to Council and this was achieved.

**BROKEN HILL CAREERS EXPO** – Council supported the local Careers Expo in August 2023, maintaining an information stall over the past 15 years. This event provides students with valuable insights into Council services and opportunities for work experience.

Twenty Council staff members attended this year's Expo and held some informative conversations with the local high school students.

Council continues to host multiple senior high school students for their work experience placements across all departments of Council and continues to host and grow local talent with ten full-time positions dedicated to training and development.



These positions include:

- 3 x Apprenticeships
- 6 x Traineeships
- 1 x Cadetship



## KEY ACHIEVEMENTS – OUR COMMUNITY

**ACTIVE TRANSPORT PLAN** – As part of the Active Transport Plan shared footpath network upgrade, Council constructed 1km of shared paths along four key pedestrian routes.



The new 2500mm shared paths were provided along:

- Route 2 – Kaolin Street, from Blende to Wolfram Street and from Mica to Wolfram Street
- Route 4 Talc Street, from Galena to Gossan Street.
- Route 6 – Morgan Street, from Zebina to Iodide Street.
- Route 8 – Galena Street, from Wills to Mercury Street.

These routes connect residents to local business, schools, and other public facilities, delivering over 1km of new paths and 12 accessible kerb ramps.

The project was delivered within budget, with contract variations planned and managed as part of the project's delivery that kept the project both within budget and time, whilst maximising the scope of the routes to provide the best pedestrian travel outcomes to the community of Broken Hill.

Community consultations were carried out with residents, schools and businesses along the routes whilst working with local electrical and water authorities.

**PAVEMENT RESEAL PROGRAM** - Council conducts a periodic maintenance program of pavement resealing annually. A pavement is resealed when the condition of the existing surface requires the application of new binder and aggregate, to restore one or more of the functions of the original seal. This provides a new surfacing and re-waterproofs the pavement.

This program included reseal of approximately 58 road sections (lanes and streets), equating to a total area of approximately 82,000m<sup>2</sup> covered.

Council engaged Fulton Hogan in January 2024 to complete the 2023/24 Annual Road Reseal Program, with Council's Road Operations Team completing site preparation.

### **GYPSUM STREET ROAD REHABILITATION PROJECT**

Gypsum Street between Rowe Lane and Silica Lane experienced extreme deterioration of the road surface, changing the road shape and requiring a full reconstruction.

The road surface itself was badly worn and tree roots had also grown under the pavement, pushing up the kerbs and gutters. This unevenness had created a bumpy and unsafe driving experience.

Since the pavement had reached the end of its lifespan, a full rebuild was necessary to address these issues and ensure a smooth, safe road for years to come.

This section marked the fourth stage of the Gypsum Street Rehabilitation Project and was completed internally by Council operators.

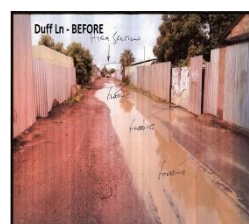
Council's Road Operations Team completed earthwork, the Trades Team completed concrete work and the Parks Team completed tree removal where required.

The project achieved the aim to improve the quality and durability of the Gypsum Street section for safe and efficient transportation.

### **DUFF LANE RECONSTRUCTION**

– Construction of Duff Lane began in July 2023 and was successfully completed September 2023.

Originally, the design called for a spoon drain at the Lane's entrance.



However, after assessing the water flow on Rockwell Street and South Street, Council's Roads Team, in consultation with the Works Manager and Projects

Engineer, decided to substitute the planned concrete with sealing, as it would serve the same purpose while also reducing costs.

## KEY ACHIEVEMENTS – OUR COMMUNITY

### OXIDE STREET RECONSTRUCTION



– The portion of Oxide Street, from Lane Street to Chapple Street, had experienced significant deterioration in its road surface, causing the street to lose its original shape,

allowing water to infiltrate the underlying pavement layers. The water infiltration resulted in pavement failure, necessitating a complete reconstruction of the road.

The contract for works was awarded to GTE, who commenced on site in September 2023. Following site excavation, GTE commenced work on installing new kerb and gutter however, they encountered challenges, including the discovery of a shallow water main located just 240mm below the surface, unexpected rocky terrain and heavy rainfall. Additionally, during excavation a gas pipe was found along the street which was removed and replaced with road base materials.

These factors caused delays in the project, although successful reopening of the road occurred in December 2023.

### WASTE TRANSFER FACILITY INLET/OUTLET ROAD

– The Waste Transfer Facility plays a crucial role in Broken Hill's waste management system. However, the arrangement of the unsealed roads leading to and from the station were determined to be inefficient for managing trucks and vehicles. Construction of a sealed inlet and outlet road was completed in November 2023 with works



including removing a deepening dip that was causing difficulties for vehicles to access the facility and providing a sealed road surface.

Works were completed by Council's Operations Staff with assistance of local contractor Barkley Hill for concrete work.

**DUKE OF CORNWALL PARK** – Council was successful in securing \$656,000 Regional Housing Development grant funding for the redevelopment of the Duke of Cornwall Park. The upgrade included the installation of modern toilets and amenities and the renovation of the dilapidated tennis courts and fencing.

As per the scope of works, Tender and Quotation requests were prepared for new accessible amenities block and resurfacing of the old Tennis courts.

Asco Group was awarded the project to replace the individual male and female toilets, with a modern modular unisex accessible toilet block.



Dreamcourts were awarded the contract for the refurbishment of the courts and fencing, with one court being resurfaced and retained purely for tennis, while the other



was converted into a hybrid court suitable for both tennis and basketball, with adjustable basketball hoops.

Both courts now feature a new Dreamcourt® hard-court sporting surface and have had the lighting upgraded to facilitate nighttime usage. The courts are available for use at no charge to the public any time during the day and by bookings after 8pm.



This project gives the Duke of Cornwall Park a much-needed amenity upgrade for users and provides a new flexible public recreation space for the many locals who enjoy tennis and basketball.

## KEY ACHIEVEMENTS – OUR COMMUNITY

### **E.P. O'NEILL MEMORIAL PARK REDEVELOPMENT – Netball Precinct**

**– Stage One** – In July 2020 Council appointed Environmental Partnership NSW to develop the Concept Design and Indicative Costings for the E.P. O'Neill Memorial Park Redevelopment Project. This secured funding through the Resources for Regions Program.

In May 2021 Council engaged Public Works Advisory to Project Manage both the Design and Construction Tenders and subsequently in November 2021 Council Awarded the Tender for Design of E.P. O'Neill Memorial Park Redevelopment Project to Barnson Pty Ltd. The project experienced significant delays due to COVID-19, multidisciplinary design delays and certification requirements.

The 100% design package was submitted to Council in December 2023 and included elements of site upgrades required for the entire project (Netball, Norm Fox Cricket Oval, Tennis Car Park, Soccer Car Park and shared space playground and fitness areas).

Due to an increase in expected costs associated with completion, compared to the initial indicative costings utilised for the original funding application, the project is planned to be completed in stages. The current focus is for the replacement of the netball courts first and foremost and only includes the stormwater and civil works that are necessary to be completed to achieve the netball court upgrades.

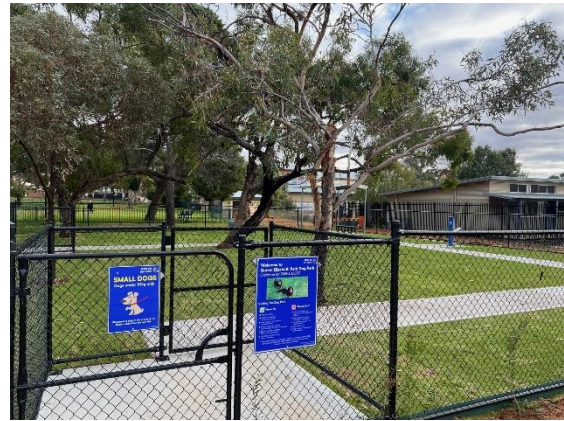
At the Council meeting held on Wednesday 28 February 2024, Council endorsed the tender submission from Jirgens Civil Pty Ltd for T23/45 E.P. O'Neill Memorial Park Redevelopment – Netball Precinct – Stage One. Jirgens commenced onsite in April 2024 and works are expected to be completed in February 2025.

### **O'NEILL TENNIS COURTS LIGHTING UPGRADE**

– Local company MBE were engaged by Council in January 2024 to upgrade the lighting and switchboard at O'Neill Tennis Courts.

MBE commenced onsite in May and set to work replacing the light fittings on Courts 7-12 and replacing the poles and light fittings on Courts 1-6.

### **SMALL DOG BREED OFF-LEASH AREA**



– Queen Elizabeth Park underwent a Redevelopment Project in 2021 and during this project, feedback was received that a designated off-leash area for small dog breeds was desired and would be beneficial.

From this feedback, Council engaged Shepparton landscaping business Kialla Lawn and Garden in February 2024, to install a small dog breed off-leash area in Queen Elizabeth Park.

Commencing on site in May, Kialla Lawn and Garden's scope of works included new fencing with two entrance gates, concrete pathways connecting both entrance gates to a shelter, seating and an accessible drinking fountain, new turf, perimeter landscaping (low maintenance hedge to provide a buffer between the new dog off leash area and adjacent sites) and bins with waste dispensers.

New signage was developed and installed by local company J.A.D.E Signs and Council staff undertook Tree Health Inspections and tree trimming; final irrigation works and drinking fountain connections.



## KEY ACHIEVEMENTS – OUR COMMUNITY

### ADMINISTRATIVE CENTRE REFURBISHMENT

– The Council Administrative Centre became the temporary home to Library services this year, while construction of the new Library commenced. To temporarily accommodate Library Staff and Services throughout the construction, Council required modifications to be made to the Ground Floor of the Council Administrative Centre.

North Construction were engaged to undertake the refurbishment works on the Ground Floor, commencing on site in July 2023.

Refurbishment works included demolition of existing temporary walls, doors, countertops, construction of new walls and doors, painting, new carpet, lighting upgrades, CCTV and soundproofing of office walls and doors. The biggest change being the new accessible public amenity, ensuring provision of inclusive services to all.

Customer Relations and Library services commenced operating from the refurbished Ground Floor in February 2024.

In addition to building refurbishments, Council also required modifications to be made to the existing public car park. The existing accessible parking was no longer compliant or fit for purpose for staff and customer usage.

GTE were engaged to complete upgrades to the car park which included new accessible parking inclusive of a shared zone and accessible ramp, modified parking orientation to accommodate additional parking spaces, a new designated safe loading zone for deliveries and Outback Library services and line marking.



Image above: New accessible parking within Council car park

Image left: Opening of Library and Customer Services in Council Administrative Centre

Image below left: During refurbishment of Council Administrative Centre Ground Floor

Image below right: Post refurbishment of Council Administrative Centre Ground Floor



## KEY ACHIEVEMENTS – OUR COMMUNITY

### BROKEN HILL LIBRARY PROJECT UPDATE



– Mayor Tom Kennedy welcomed Federal Member for Parkes Mark Coulton to the City in April 2024 and agreed with Mr Coulton that it was a momentous day for the Broken Hill community, turning the first soil for the library development project.

The City's library development commenced in May 2024 and will result in a major overhaul of the Broken Hill Library. It will transform the facility into 'more than a library', being a modern centre of learning and cultural preservation.

The project brings together both local and contemporary architecture that has been designed to fit in inclusively with the heritage status of Broken Hill.

Council has worked with specialist design firm Neeson Murcutt + Neille to develop technical design documentation for the new library.

In collaboration with the design team, North Construction & Building Pty Ltd were engaged in 2023 under an Early Contractor Involvement (ECI) process to ensure the project was designed within the available project budget of \$14.5 million.

The library will have advanced construction features including:

- Ecologically Sustainable Design initiatives by specialist firm ARUP
- Council's first use of prefabricated concrete tilt-up panels installed with 'earth's thermal convection properties' to enhance the thermal comfort of the building
- A walled garden
- Multipurposed spaces to also function as a community hub

The project has been funded by the NSW Government, Federal Government and Broken Hill City Council



Image left:  
Architect's Render  
of the completed  
library at the main  
courtyard (behind  
Town Hall Facade)



Image left: Site establishment  
works with services location  
underway



Image right: Steel fixers  
working on preparing footings

## ACHIEVED

### OUR COMMUNITY SPIRIT IS OUR STRENGTH

#### **Facilitated opportunities for people to find solutions to a range of social and health issues by:**

- Supporting community interagency meetings and facilitating meetings to discuss Homelessness, Disability, Youth School Services and Youth Action Group.
- Applying for grants and facilitating community events in collaboration with community groups.

#### **Maintained and enhanced Open and Cultural Public Spaces within the City by:**

- Facilitating Mulga Creek Wetlands Working Group to ensure regular removal of undesirable plants and weeds and appointing contractor for Mulga Creek Rectification Design.

#### **Provided public amenities, halls and community centres to facilitate community activity by:**

- Facilitating public booking systems (online booking, by phone, email or in-person) for use of Civic Centre, Council Chamber, Aged Persons Rest Centre, Gallery, Museum, nine parks and seven sportsgrounds

#### **Facilitated the celebration of community and cultural events by:**

- Holding 140<sup>th</sup> Anniversary Celebration of the discovery of the Line of Lode.
- Supporting the annual Miners' Memorial Ceremony in October.
- Delivering a program of community events including NAIDOC Flag Raising ceremony, Renaming event for Fred Jobson South Community Centre, Christmas Pageant and After Party, New Year's Eve Celebration, Australia Day Ceremony and Awards, National Reconciliation Week March.
- Supporting grant applications and obtaining funding for events for Small Business Month and NAIDOC Family Fun Day.

#### **Recognised Volunteerism by:**

- Facilitating Volunteering Celebration and Awards in Community, Cultural, Emergency Services, Environment, Events, Sporting, Tourism, People's Choice and the Nydia Edes Hall of Fame.
- Reviewing Council volunteer programs and drafting an overarching Volunteer Framework and Policy.
- Supporting the volunteer Heritage Walk Tour program.
- Supporting volunteers in the City Ambassador program.
- Supporting volunteers to assist programs in the Library, Archives, Art Gallery and Living Desert.
- Supporting Section 355 Community Committee volunteers to undertake duties.

#### **Provided Opportunities for young people to connect, learn and grow by:**

- Planning, budgeting and obtaining funding for youth events and ongoing consultation with young people to facilitate Youth interagency and action group.
- Facilitating Youth Week market and rock wall climbing, Youth opportunities cultural art workshop, Digital art and radio broadcasting workshops.
- Providing co-curricular youth programs at the Art Gallery including School Holiday Program and ArtsCOOL after school program, Early Primary program, Late Primary program, Teen program and facilitating senior ArtsCool exhibition of works.

### PEOPLE IN OUR COMMUNITY ARE IN SAFE HANDS

#### **Maintained infrastructure and services for the effective management and control of companion animals by:**

- Operating Companion Animal Shelter for the housing of surrenders, impounding and re-homing.
- Providing a comprehensive companion animal management service through Ranger services including inspections, complaint handling, dog attack procedures, nuisance dog and cat procedures, education and promotion of responsible pet ownership.
- Facilitating Companion Animal Working Group and reviewing the Companion Animal Management Plan.
- Providing dog off-leash areas within Patton Park and Queen Elizabeth Park.



## ACHIEVED

### **Facilitated Local Emergency Management Committee and Local Rescue Committee by:**

- Actively participating in Local Emergency Management Committee (LEMC) and Local Rescue Committee (LRC) meetings.
- Supporting LEMC and LRC meetings through provision of secretarial support.

### **Advocated for affordable, reliable, sustainable water and utilities by:**

- Meeting with the Minister for Environment and Water.
- Facilitating bi-monthly meetings with Essential Water.
- Progressing implementation of Broken Hill Renewable Energy Action Plan and pursuing opportunities to develop a virtual power plant community network.
- Including advocacy for affordable and efficient utilities, renewable and smart technology and investment within the Broken Hill Advocacy Strategy.

## OUR COMMUNITY WORKS TOGETHER

### **Provided programs at cultural facilities by:**

- Presenting varied, diverse and engaging artistic programs across the Gallery and Museum including 21 exhibitions at the Gallery and two at the Museum.
- Presenting varied, diverse and engaging public programs across the Gallery and Museum including 200 individual programs at the Gallery consisting of artist performances, workshops, exhibition openings, educational programs, high school workshops, indigenous workshops, tours and artistic talks.
- Providing quality services, cultural and educational programs at the Library including 447 public programs.
- Providing three outreach Library programs and activities including Outback Letterbox, Home Library service and 24/7 Online Library.

### **Advocated for community and social service providers to be adequately resourced to meet community needs by:**

- Working with key stakeholders to identify resourcing gaps including NDIS, Disability, Homelessness, Aged Care, Childcare and Youth.
- Working collaboratively with Police Liaison Officers to promote social cohesion and inclusion and sharing of Support Agency data.

### **Advocated for access to affordable social and health services by:**

- Working with key stakeholders to identify social and health gaps including Aged Care, Food Services, Youth, Suicide Prevention, Alcohol and other Drug rehabilitation

### **Provided appropriate infrastructure to maintain and enhance sustainable transport by:**

- Preparing planning and design requirements and obtaining funding to upgrade the City's bus stops to meet Australian Standards including successfully obtaining grant funding for upgrades and consultation with local bus service provider to identify high priority locations.

### **Collaborated with organisations to support young people to transition to the workforce by:**

- Participating in the Careers Information Day held for local secondary education students.
- Facilitating work-placements across Council for 13 secondary education students.
- Facilitating traineeships, apprenticeships and cadetships across Council.

### **Provided opportunity for collaboration and sharing of public resources by:**

- Maintaining a community contacts database and supporting services to access and update the database.
- Facilitating Artist commission and residency programs within the Art Gallery.

### **Strived for continuous improvement by:**

- Reviewing and obtaining community feedback for Council's Customer Service Framework.
- Evaluating Customer Service for business improvement and implementing identified improvements in Council's Call Centre.

## ACHIEVED

### OUR HISTORY, CULTURE AND DIVERSITY ARE EMBRACED AND CELEBRATED

#### **Facilitated the promotion of events by:**

- Promoting events through Council's website, media release, social media platforms and Visitor Services.

#### **Advocated, celebrated and championed the inclusion of local First Nations Artists by:**

- Facilitating a series of curated exhibitions from the Gallery collection, as well as individual and family exhibitions by First Nations People in Gallery.
- Facilitating the Maari Ma Indigenous Art Awards in conjunction with Blak Markets.
- Installing permanent Acknowledgement of Country in Gallery and investigating installation in Museum.

#### **Promoted the City as Australia's First Heritage Listed City by:**

- Including National Heritage Assets in Broken Hill Advocacy Strategy.
- Supporting Trades Hall World Listing application.
- Facilitating Heritage Walk Tours.
- Facilitating 140<sup>th</sup> Anniversary Celebration of the discovery of the Line of Lode.

#### **Advocated for funding and investment for Community Development Projects that allow for better health and wellbeing and celebrate history, culture and diversity by:**

- Working with third parties to obtain funding for community focused events, including letters of support showing alignment with Community Strategic Plan objectives.

#### **Provided support and advice to event planners to deliver events within the region by:**

- Liaising with event planners to hold small community events and large-scale events of national and international significance including NAIDOC Week, Youth Week, Perfect Light Film Festival, St Patrick's Day Races, Broken Hill Festival, Mundi Mundi Bash.
- Facilitating community information session on Council's event application process.

### OUR BUILT ENVIRONMENT SUPPORTS OUR QUALITY OF LIFE

#### **Managed delivery of infrastructure projects associated with the Library/Archives project by:**

- Finalising work in Administration Building for temporary Library and moving Library service to the Administration Building.
- Finalising Library design works and commencing initial site works.

#### **Managed delivery of infrastructure projects associated with CBD Revitalisation project by:**

- Installing CBD Wayfinding signage and CBD Banner Pole lighting.
- Commencing planning stage for Town Square Redevelopment project and commencing Argent Street Paving project.

#### **Managed ongoing delivery of the Active Transport Plan by:**

- Developing 5-year and annual capital works schedules for Active Transport Plan and identifying 10-year shared path network.
- Completing pathway installations for:
  - Route 2 Kaolin Street from Blende to Wolfram Street and Wolfram to Mica Street.
  - Route 4 Talc Street from Galena to Blende Street.
  - Route 6 Morgan Street from Zebina to Iodide Street.
  - Route 8 Galena Street from Mercury to Wills Street.

#### **Collaborated with key stakeholders to advocate for affordable housing by:**

- Advocating to State government for funding and support to access Crown Land for housing and Childcare facilities.
- Meeting monthly with Crown Lands, Department of Regional NSW, Department of Planning, NSW Housing to progress identified housing objectives.
- Subdividing identified McCulloch Street lot for demonstration houses.
- Commencing compulsory acquisition for portions of Crown Land for affordable and social housing.

#### **Worked with community to establish Imperial Lakes as an environmental park by:**

- Supporting Landcare Broken Hill to plan for Imperial Lakes model including determining land requirements and LEP amendment process.

## ACHIEVED

### OUR HEALTH AND WELLBEING ENSURE THAT WE LIVE LIFE TO THE FULL

#### Participated and engaged in interagency meetings by:

- Attending and supporting Suicide Response Group, Youth School Services Interagency, Disability Interagency, Alcohol and other Drug Steering Committee, Homelessness Interagency and Broken Hill and Surrounds Community Action Group meetings and maintaining regular contact with Primary Health Network.

#### Developed Council assets to promote outdoor recreation, exercise and mobility for families by:

- Maintaining parks and ovals for community use.
- Refurbishing Duke of Cornwall Park tennis court and installing new basketball court.
- Installing small dog off leash area in Queen Elizabeth Park.
- Commencing demolition and site clearance for 2025 installation of new Netball facility.

## IN PROGRESS

#### Planning Instruments and Policies:

- Review and update of Development Control Plan, Local Environment Plan and planning policies to continue in 2024/25.
- Development of Asset Management Plan for Buildings, Parks and Open Spaces to continue in 2024/25.
- Development of Master Plan for Ovals and Reserves to continue in 2024/25.

#### Refurbishing of E.P. O'Neill Memorial Park Precinct:

- E.P. O'Neill Memorial Park Precinct project to be further progressed in 2024/25.

## UPCOMING

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

Facilitate the celebration of community and cultural events.

Recognise Volunteerism.

Support youth events.

Prioritise actions within the Smart City Framework that support safer communities.

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

Participate and collaborate in external consultation activities.

Provide appropriate infrastructure to maintain and enhance sustainable transport

Support events that celebrate history, culture and diversity.

Ensure service levels and asset conditions are commensurate with community expectations.

Manage ongoing delivery of Active Transport Plan

Develop Council assets to promote outdoor recreation, exercise and mobility for families.

Support the advocacy work of health, community and allied health providers.

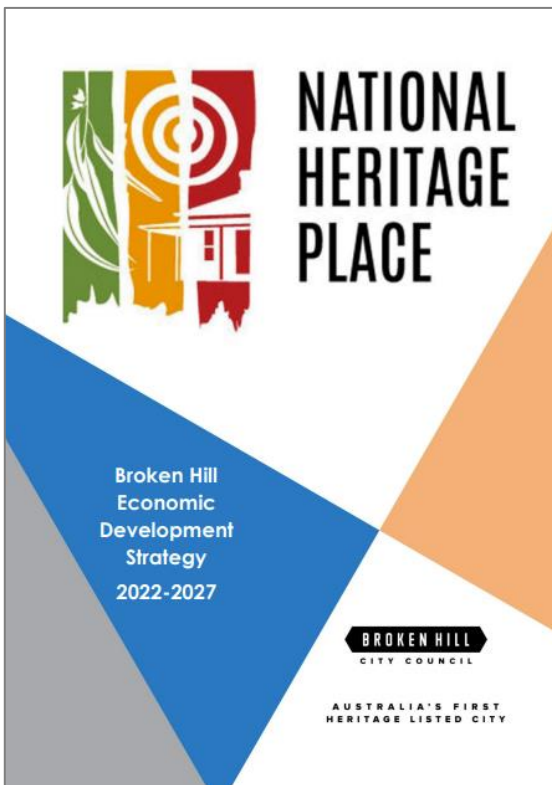
# KEY THEME 2 – OUR ECONOMY

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



## ACHIEVEMENTS IN OUR ECONOMY

### KEY ACHIEVEMENTS – OUR ECONOMY



**ECONOMIC DEVELOPMENT STRATEGY 2022-2027 IMPLEMENTATION** – The Economic Development Strategy is designed to embrace the vision and aspirations of our community and build on our economic strengths.

It is a road map for the City to reach its potential to be a powerhouse of sustainable and technological innovation – with services and facilities to grow an active, vibrant residential population and one that values and shares the region's unique natural and built environment with regional, national and international visitors.

Council has worked proactively to meet a number of objectives under the Key Pillars of the Strategy - A Vibrant Region, Population Growth, Business and Industry, and Visitor Economy.

**A VIBRANT REGION** – Broken Hill is the gateway to the Far West and Council remains committed to increasing access to the region through Airport upgrades to allow larger aircraft and charter flights from major centres. Council has already secured \$10 million for apron and taxiway upgrades to improve aircraft parking and continues to fight for a further \$15 million to complete runway and terminal upgrades.

Council partnered with the State Government and various groups to promote Sturt's Steps - a touring route which connects about 1,100 kilometres of sealed and unsealed roads in an easy and safe to navigate circular route from Broken Hill to Packsaddle, Milparinka, Tibooburra and Cameron Corner.

## KEY ACHIEVEMENTS – OUR ECONOMY

As a member of the More Than Mining Alliance, Council continues to lobby to make life in regional mining communities via a 100% exemption from Fringe Benefits Tax for people seeking housing in regional and remote mining communities.

As part of the Far West Joint Organisation a Transport Strategy for the Far West was recently completed.

Council also leveraged the huge attendance of the Mundi Mundi Bash to encourage visitation to other areas in the region, such as Menindee and Wilcannia, by distributing thousands of information packs.

**POPULATION GROWTH** – The population decline in Broken Hill has largely been arrested, and a small population growth was recorded in mid-2023.

Council continues to lobby the Government for more essential worker and social housing via correspondence and submissions and remains hopeful of partnering with the Government to construct a multi-storey apartment block in the City for essential workers.

Child care remains a barrier to population growth, and work is currently underway to relocate community groups to free up Council facilities which can be used for childcare. Council is also continuing to fight to make land available for child expansion in the City although is currently being hindered by complications related to Native Title on vacant Crown Land within the LGA.

Council continues to boost the City's liveability through a number of projects including upgrades to the City's library, CBD, Town Square, Duke Of Cornwall park, tennis and netball courts.

Council also continues to regularly attend local industry meetings to liaise with local businesses on issues of note.

**BUSINESS AND INDUSTRY** – Council continues to support major projects such as Hydrostor, Hawsons, Cobalt Blue and Broken Hill Mines. Regular meetings are held between Council and senior project personnel and Council assist where possible on regulatory and planning matters and advocacy to Government.

On a local level, Council has implemented and maintained a rating system to reduce rates inequality amongst businesses in the industrial area. Council also continues to work to make more land available for industrial expansion, although as previously noted, is being hindered by complications related to Native Title on vacant Crown Land within the LGA.

Work is also continuing on a plan to subdivide a large area of Council land in the Airport district to provide new industrial land for development. As noted above, Council also continues to work toward a runway and terminal upgrade which encourage growth in business and industry.

**VISITOR ECONOMY** – Council continues to offer financial, in-kind, and promotional support to major drawcard events such as Mundi Bash, Broken Heel, and St Pat's Races.

Council partnered with Destination Country and Outback and Destination NSW on the "Feel New" strategic marketing campaign which showcased the region. Council has since met with DNCO and DNSW again regarding Government funding for further campaigns, and all parties remain ready to work together once again when the funding becomes available.

Broken Hill and Silverton were showcased as filmmaking and holiday destinations at the recent Sydney Film Festival. Two short advertisements featuring our region were shown throughout the week-long festival.

## KEY ACHIEVEMENTS – OUR ECONOMY

**BROKEN HILL AIRPORT MASTER PLAN** – The Broken Hill Regional Airport has been a focal point for improvement over the past number of years, being a vital facility for all demographic groups within Broken Hill. The Airport is the air travel hub for the entire geographical region of Far West NSW. It also serves as a key secondary air services hub for parts of remote South Australia and Queensland.

In addition to Regular Passenger Traffic, the airport services as a key centre for the Royal Flying Doctors Service, commercial charter flights and general aviation in the region. The federal government also uses the Airport for occasional defence and non-defence related air travel.

In recent years, Qantas has added regular services, in addition to the regular Regional Express services with Regular Passenger Traffic mainly to Adelaide and Sydney.

Due to the developments in the operations and infrastructure requirements at the Airport, Council approved for the development of a new Airport Master Plan. Following an open procurement process, Landrum and Brown were engaged by Council to develop a 20-year Master Plan for the Broken Hill Regional Airport.

The new Airport Master Plan will address the renewed infrastructure requirements of the Airport because of progressive developmental changes since 2008, as well as ensuring a renewed focus on the mining and industry resurgence, ongoing tourism development, airside aviation land development and freehold landside development for much needed industrial and commercial land development.

The Broken Hill Regional Airport Master Plan has been developed for a nominal period of twenty years, from 2023 to 2042. Among other elements, the following form part of the key recommendations:

- Airside pavements upgrades including a strengthening of the main runway 14/23, taxiway Alpha, refurbishment of taxiway Charlie and a gradual expansion of the Regular Passenger Traffic and General Aviation aprons dependent on future demand.



### BROKEN HILL AIRPORT

Airport Master Plan

Final Report: September 2023

Landrum and Brown



- Works to the main airport terminal including security screening with associated upgrades to the existing terminal and an expansion to cater for possible future requirements by Civil Aviation Safety Authority.
- Upgrades and expansions to rental car facilities.
- A new demand driven commercial precinct at the airport to make use of prime land for aviation and non-aviation commercial opportunities with associated sub-division services and roadways.

The Airport Master plan contains a multi-staged approach to the development, with consideration given to minimise inter-dependencies. This approach has been taken so that stages, sub-stages, or parts of the development plan can be individually implemented depending on the available funding or the requirements of the airport. Soil tests have also been carried out to compliment the Airport Master Plan, to minimise the risk of adverse ground conditions.

## KEY ACHIEVEMENTS – OUR ECONOMY

The project involved catering for all services at the Airport as well as forecasts for immediate and non-immediate upgrades to the facility. Options and designs were also included for the subdivision of prime commercial land at the site for future commercial leases. The focus of the Master Plan was on capital infrastructure upgrades with an economic assessment (including cost-benefit analysis).

The project was delivered within the budget and time constraint allocations by Council.

It involved the development of options for a 5-stage Master Plan with an economic analysis for each stage.

Extensive staff and community consultations were carried out during the project to ensure that pinpointed fit for purpose facilities were provided whilst having consideration for delivery costs during construction.

### **BROKEN HILL REGIONAL AIRPORT UPDATE**

– Council has committed projects in excess of \$10 million underway at the Airport, with multiple concurrent capital projects underway at the Airport to improve the safety and comfort of passengers and other users.

In 2023, Council obtained Federal and State Government funding to carry out upgrades to the Airport infrastructure and other airside pavement structures, including the upgrade and expansion of the Regular Passenger Traffic (RPT) apron, upgrade of the Royal Flying Doctor Service apron, upgrade of the general aviation aprons and upgrade of taxiways Bravo and Charlie.

Council engaged Tonkin Consultants as the specialised design consultant for the design work and mandatory investigations were completed at the site through various experts. Tonkin is now in the process of completing the pavement design, RPT apron layout, 2D layout plans and design detail packages for Council's review, with full geo-metric and civil designs to be received by late 2024.

**AIRPORT FIRE SAFETY UPGRADES** – Council has successfully completed the commissioning of two new diesel fire pumps and associated equipment upgrades, which presented difficult challenges with programming and design audits.



The upgrades under this project included two new compliant diesel fire pumps, new piping and equipment to supply the water tanks, which were also refurbished, along with a new fire pump shed and booster cabinet.



The pumps are now able to produce pressures in the fire system that comply with the requirements of fire codes.

The upgrade works were designed by specialist fire consulting firm Chief Fire Design and finished off on site through RNW Fire Services.

## KEY ACHIEVEMENTS – OUR ECONOMY

**AIRPORT CCTV UPGRADES** – Engaged in June 2023, local company MBE commenced an upgrade of CCTV at the Airport Terminal, as part of Stage One requirements.

Airport Security Audits carried out in

November 2020 and November 2022, highlighted the need to improve CCTV coverage beyond the airport terminal. The audits also identified additional CCTV requirements in further locations.

Stage One works have focused on Regular Passenger Traffic Apron Bay 1 and 2 and the Terminal Baggage Area. Additional locations will be fulfilled as budget permits.



**FILMING** – In 2023/24, Broken Hill City Council continued to play an active role in supporting the film industry and building its reputation as a film-friendly destination.

Council received 19 film-related enquiries this year and a total of 21 film permits were approved, covering a wide range of productions, including advertising campaigns, television commercials such as Strandbags Group and Forever New Clothing, social media content, event videos, documentaries, web series, short films and photography shoots.

Having a clear process for managing film-related enquiries and streamlining the approvals process, Council supported the film industry through a liaison officer providing location advice, logistics information, permit approvals and facilitating connections with local professionals.

These efforts highlight Council's ongoing support for the film industries and its commitment to positioning Broken Hill and surrounds as a key location for film and media projects.

**GATEWAY SIGNAGE** – In early 2019, Council held a public competition for the design of a new Gateway Sign. 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, with a Melbourne-based graphic designer winning the competition.

At the February 2022 Council meeting, following ongoing community feedback and consultation, Council endorsed the establishment of a Project Steering Group (PSG) to provide governance to the facilitation of the removal of the existing sign and replacement with a sign chosen by local designer Deanna Spicer, from her designs.

The PSG vision is “to ensure the entrances to Broken Hill are a beacon for tourism entering the City and the gateways signage is a representation of Broken Hill and our heritage”. To align with this vision the PSG selected the sign located at the Wentworth Road entrance to be removed and replaced.

Council engaged local steel manufacturing company Fabtec in April 2023 and following slight design revisions and building compliance processes, a new Gateway Sign was installed at the Wentworth Road City entrance bay.



The sign design illustrates Broken Hill's rich mining history, depicting a head frame, the traditional hammer and tap mining method and a locomotive used to move the ore, with a separate miner using a Silver 3 air leg rock drill designed for interactive photo posing.



## KEY ACHIEVEMENTS – OUR ECONOMY

**VISITOR INFORMATION** – During the 2023 calendar year the Broken Hill LGA welcomed 255,000 visitors who stayed an average of 3.0 nights - injecting approximately \$168 Million into the local economy.

During the same period, the Visitor Information Centre welcomed 82,023 customers into the centre, showing the ongoing need of travellers to seek out local expertise.

Based on recent research by the South Australian Tourism Commission, for each visitor that walks into an accredited Visitor Information Centre, an additional \$56 - \$107 is spent within the region as a result of their visit. This translates to an additional spend between \$4.5 - \$9 Million as a direct result of Broken Hill's Visitor Services team supporting visitors to our region.

**CITY AMBASSADOR PROGRAM** – Our small team of City Ambassador volunteers once again supported staff at the Visitor Information Centre and major events like the Mundi Mundi Bash and the Broken Heel Festival.



Visitors were able to find out about all that our region has to offer, by talking with our ambassadors at the Racecourse pre-Bash and at the Bash site during the festival, as well as inside the Broken Heel ticket office.

More than 2,000 welcome packs were handed out to visitors across both events.

**HERITAGE WALK TOUR** – Our dedicated volunteers have continued to enrich visitors' experiences through sharing their knowledge and enthusiasm for our City, whilst leading the two-hour Heritage Walk Tour around the Central Business District.

This year, the Heritage Walk Tours have expanded to include Saturday, enabling visitors to be guided six days a week, with tours pausing for a three-month break during the summer.

In addition, our walk tour guides have proudly received new branded jackets and shirts in Broken Hill's signature colours royal blue and gold, featuring their very own Broken Hill Heritage Walk Tour logo - a true symbol of #pride.



**STURT'S STEPS TOURING ROUTE** – Three Visitor Services staff had the opportunity to travel the newly created Sturt's Steps Touring Route north of Broken Hill.



The multi-million-dollar project follows the historical journey of Charles Sturt and provides a touring experience across 1,100km connecting Packsaddle, Tibooburra, Cameron Corner, Milparinka and a number of stations including a new National Park around Teilita.

Regional familiarisations like these ensure that staff are well informed of our regional offerings and relationships are created and maintained with Tourism stakeholders.

## KEY ACHIEVEMENTS – OUR ECONOMY

**CIVIC CENTRE UPDATE** – The Civic Centre saw continued growth during 2023/24, with a total of 118 bookings across 119 days occurring during the reporting period. The Business events sector were a large portion of the venues customers and business event bookings contributed to an overall increase in bookings of 18% compared to the 2022/23 reporting period.

A total of ten performing arts shows took place at the Civic Centre, with a total of 2,477 patrons in attendance, and 72.54% opting to pre-purchase online.

The Events included:

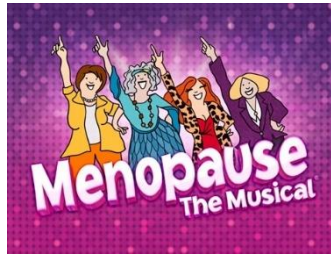
- Sydney Youth Orchestra
- Menopause the Musical
- The Robertson Brothers 1960's Variety TV Show
- Peter Williams Medium
- Queen Forever
- Ian Moss Rivers Run Dry Tour
- 40 Years of Kevin Bloody Wilson International DILLIGAF Day Tour
- Brad Cox Yarns and Yodels Tour



- Philharmonic Choir 90th Birthday
- The Sunshine Club

The venue also played host to the Far West Local Health District Staff Recognition Awards, Disability Expo, the Annual Choral Festival and the popular Pulse Alive Event, which is a series of workshops that culminate in a performance for the regions school children.

The Civic Centre was also chosen to be part of the National Media Launch of the Toyota 70 Series Landcruiser in late November 2023.



## ACHIEVED

### OUR BUSINESSES ARE WELL CONNECTED AND THRIVE IN AN ENVIRONMENT THAT SUPPORTS INNOVATION AND ECONOMIC GROWTH

#### **Activated the Broken Hill Business Support Policy to support Business by:**

- Providing up-to-date business support information on Council's website.
- Participating in business and industry association meetings including Regional Capitals Australia, Regional Australia Institute, Economic Development Australia, Regional Development Far West, AusIndustry, Foundation Broken Hill, Business Far West, Local Jobs Program to discuss issues relevant to local businesses and economic development.

#### **Advocated for future industrial zoned land expansion by:**

- Meeting regularly with Regional NSW and Planning NSW to discuss industrial land expansion.

#### **Collaborated with key stakeholders for improved accessible transport and connectivity to and around the City by:**

- Advocating strategically through the Broken Hill Advocacy Strategy and Economic Development Strategy to increase capacity including:
  - Improved air and rail services.
  - Upgrade of Broken Hill Airport and surrounding roads.

#### **Advocated for Airport upgrades in line with Advocacy Strategy and Airport Master Plan by:**

- Including Airport upgrades in Council's Advocacy Strategy.
- Commencing Stage 1 upgrade to Airport Taxiway and development of Airport Carpark.
- Subdivision planning for industrial and light commercial precinct at Airport.

#### **Advocated for incentives and initiatives that support business and industry to expand by:**

- Collaborating with stakeholders to investigate incentives to grow business and industry opportunity, including regular meetings with mining companies, investors and government agencies to discuss further plans and incentives for investment in Broken Hill.
- Implementing the Economic Development Strategy in collaboration with stakeholders resulting in increased business registration, advocacy towards state and federal government for transport infrastructure, major project status recipients in Broken Hill region, stable population, availability of additional tertiary education and skill training options and consistently increasing the volumes of tourist visitation nights.

### OUR ECONOMY PROVIDES OPPORTUNITIES THAT MATCH THE SKILLS AND NEEDS OF THE POPULATION AND ENHANCES POPULATION GROWTH

#### **Collaborated with government, industry partners, key stakeholders and community to explore opportunities for the City by:**

- Participating in regular meetings with State and Federal Members, Business Far West and government forums such as Far West Senior Manager Forum.
- Liaising with key stakeholders to support business and expand industry resulting in Stage 1 Airport upgrade commenced, increased advocacy with State and Federal government, potential AUKUS opportunities for Broken Hill, increased stakeholder meetings for improved road infrastructure for nearby regional mining developments.

#### **Collaborated with education and training providers to investigate opportunities to expand training and education by:**

- Liaising with local Registered Training Organisations to review local training opportunities.
- Partnering with relevant national training providers to source local government industry specialised training.
- Liaising with local tertiary training providers to support employees undertaking tertiary education.
- Advocating for funding opportunities for local apprenticeships and traineeships.

## ACHIEVED

### OUR CITY ATTRACTS A DIVERSE RANGE OF BUSINESSES AND VISITORS PROVIDING OPPORTUNITIES FOR WORK, EDUCATION, LEISURE AND SOCIAL LIFE

#### **Participated in tourism events, conferences and other networking opportunities by:**

- Facilitating staff participation in local business meetings and monitoring grant and funding opportunities for projects to benefit the local economy.
- Supporting staff attendance at the South Australian Visitor Information Services Conference.
- Supporting staff participation in 14 local business familiarisations and familiarisation with the Sturt's Steps Touring Route, to build relationships with tourism operators and stakeholders.

#### **Advocated Broken Hill and Far West as centre for renewable energy by:**

- Promoting Renewable Energy Action Plan to Federal and State Ministers.
- Meeting regularly with Hydrostor and AGL Battery to discuss alternate opportunities.

#### **Increased digital communication network through projects outlined in Smart Communities Framework by:**

- Installing smart lighting on the Argent Street banner poles.

#### **Collaborated with surrounding LGAs, government and industry to identify economic opportunities by:**

- Participating in State and Regional Planning initiatives including facilitating meetings, contributing to and providing feedback on the Regional Economic Development Strategy, Far West Regional Plan, Destination Country and Outback Destination Management Plan, Far South West Joint Organisation Destination Management Plan
- Actioning initiatives endorsed by the Far South West Joint Organisation including planning for upgrades to Broken Hill Airport and surrounding roads to increase air travel options and expand capacity.
- Establishing bi-monthly meetings and strengthened working tourism relationships with Silverton Village Committee, Milparinka Heritage Association, Tibooburra Village Committee, White Cliffs Tourism, Wilcannia Tourism, Menindee Tourism, Central Darling Shire Council and Wentworth Tourism.

#### **Provided summary of key outcomes from Economic Development Strategy to community and key stakeholders by:**

- Providing key outcome summary including 1) 29% increase in tourism visitation year on year, 2) 15 local events for employers and trainers attended/hosted/supported, 3) Actions from the Liveability Strategy continuously being implemented, 4) Increase in students utilising Country Universities Centre, 5) Increase in availability of tertiary education and training programs – new Certificate II Hairdressing certifier available locally, 6) Improvements at Airport underway, 7) Steady volume of film permits, 8) Reduction in resident online spend and leakage (more money spent locally), 9) Maintained quantity of flights, 10) Wayfinding project completed, 11) Tourism Website established and fully operational, 12) Regular industry meetings.

### WE ARE A DESTINATION OF CHOICE AND PROVIDE A UNIQUE EXPERIENCE THAT ENCOURAGES INCREASED VISITATION

#### **Engaged government, business and community stakeholders in supporting the management of tourism by:**

- Aligning Broken Hill activity with 1) Destination Country and Outback Destination Management Plan, 2) Far South West Joint Organisation Draft Destination Management Plan, 3) Far South West Joint Organisation Draft First Nations Cultural Tourism Initiative Action Plan, 4) NSW Visitor Economy Strategy 2030.
- Collaborating with Destination NSW to promote First Nations product, experiences arts, culture and heritage.
- Partnering with Milparinka Heritage Association to feature the Sturt's Steps Touring Route on Great Aussie Road Trips.

## ACHIEVED

### Improved visitor experiences by:

- Maintaining visitor related content on tourism website [www.visitbrokenhill.com](http://www.visitbrokenhill.com) for visitors to navigate attractions and experiences, tourism business listings and events calendars.
- Facilitating Tourism Audit report including attractions, tour operators, restaurants and accommodation providers.
- Facilitating Visitor Services, Living Desert, Broken Hill City Art Gallery, Albert Kersten Mining and Minerals Museum and Airport to support the visitor economy.
- Activating Business Plans for Visitor Services, Broken Hill City Art Gallery, Albert Kersten Mining and Minerals Museum, Living Desert to support visitors through mobile visitor services and visitor information outlets, to participate in arts and cultural activities and to utilise diverse approaches to social and cultural storytelling.
- Maintaining Visitor Information Centre accreditation and providing Visitor Services to facilitate 1) Provision of travel advice and information; 2) Local tour booking service; 3) Starview Campsite booking service; 4) Heritage Walk Tour and City Ambassadors; 5) Itineraries and travel advice for industry professionals and visiting journalists; 6) Sale of local produce and branded merchandise; 7) Local industry support; 8) City promotions via digital platforms.

### Activated Destination Management Plans by:

- Aligning Broken Hill activity with Destination Country and Outback Destination Management Plan, Far South West Joint Organisation Draft Destination Management Plan, Far South West Joint Organisation Draft First Nations Cultural Tourism Initiative Action Plan and NSW Visitor Economy Strategy 2030.

### Collaborated with film industry and government to ensure Broken Hill and region is a destination of choice for film makers by:

- Advocating for incentives and initiatives that support Broken Hill and region as a film location.
- Facilitating filming approvals and liaising with film industry to provide location and logistics support.
- Reviewing and updating Broken Hill Filming Policy.

## IN PROGRESS

Plan for industrial zoned land:

- Further investigation for future industrial zoned land to continue in 2024/25.

Economic Development Strategy:

- Implementation of Economic Development Strategy to continue in 2024/25.

Civic Centre Business Plan:

- Implementation of Civic Centre Business Plan to continue in 2024/25.

## UPCOMING

Activate Broken Hill Business Support Policy.

Implement the Economic Development Strategy.

Develop the Airport as a commercial and industrial precinct.

Active participation in trade events, conferences and other networking opportunities.

Advocate Broken Hill and Far West as a centre for renewable energy.

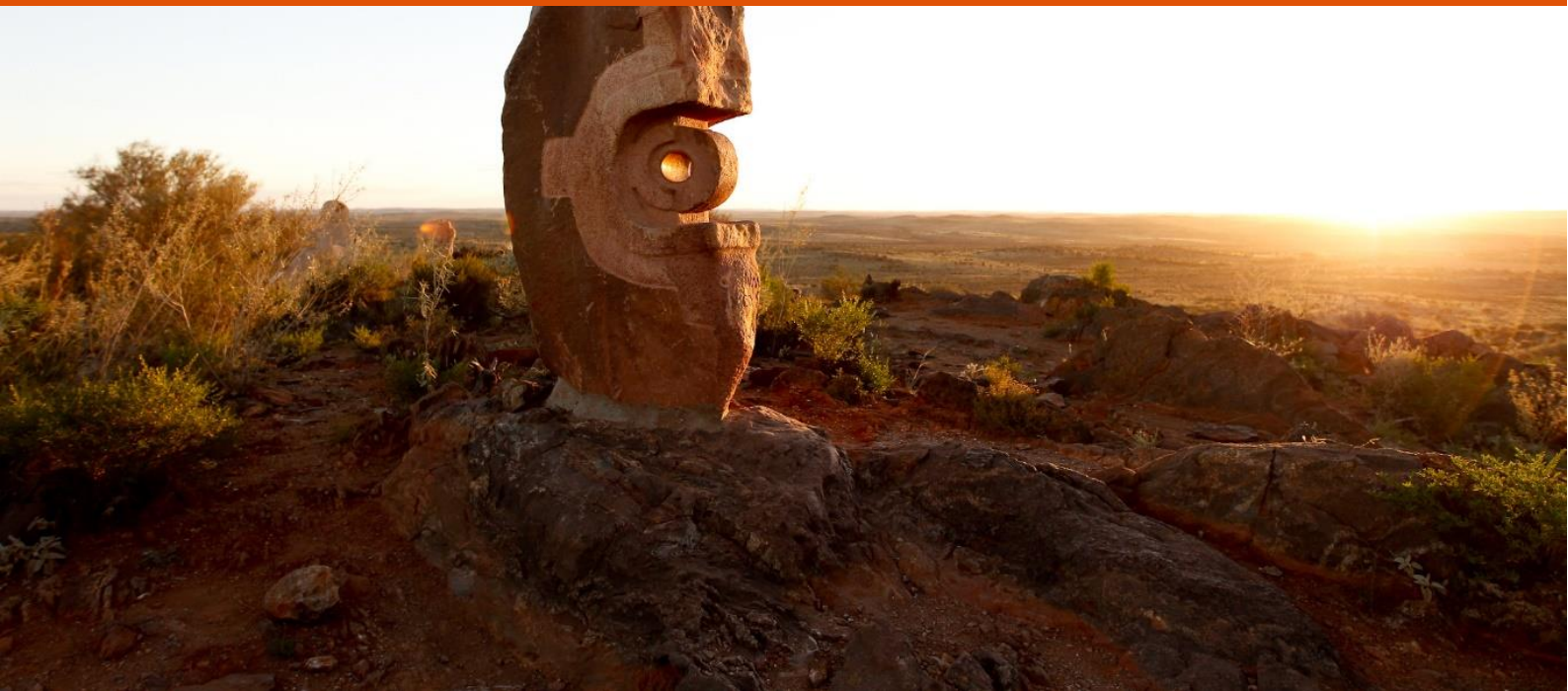
Engage government, business and community stakeholders in supporting the management of tourism.

Activate Destination Management Plans.

Advocate for incentives and initiatives that support Broken Hill and region as a film location.

## KEY DIRECTION 3 – OUR ENVIRONMENT

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



## ACHIEVEMENTS IN OUR ENVIRONMENT

### KEY ACHIEVEMENTS - OUR ENVIRONMENT

#### WASTE MANAGEMENT AND RECYCLING

– The Broken Hill Waste Management Facility received 39,426.65 tonnes of waste during the 2023/24 period.

Of the waste that has come through the facility, 561.72 tonnes are taken off site for recycling and 19,079.54 tonnes is reused onsite for cover.

The Community Recycling Centre continued to improve the recycling capability of the facility, with 2,200 people delivering 1,306 tonnes of commingled recyclables to the facility.

In addition to this, we had 2,341 people drop off Ferrous (iron or steel), which equated to 544.10 tonnes sent for scrap metal recycling.

Throughout the 2023/24 financial year, Council supported many initiatives and projects.

The most notable and relatable to Waste and Sustainability were the Waste 2 Art and Wambangalang Environmental Education Centre projects.

The **Waste 2 Art** project is a community art exhibition and competition open to local residents of the net Waste region. Held in the Museum It engages the community and showcases creative works made from reused and recyclable waste materials.

This year's theme was 'Year of Packaging', with over 70 entries displayed at the Lifeline Tip Shop and the GEO Centre.

The **Wambangalang Environmental Education Centre** (WEEC) chose Broken Hill as their town of choice for a visit in 2023. WEEC delivers a variety of excursions and incursions to Kindergarten - Year 12 students.

Their aim is to shape our learners to become environmental citizens and leaders, through building meaningful connections in, about and for the environment and community.

Council was one of many groups chosen to participate in the activities, being asked to come up with lesson plans for Kindergarten and Year 1 students at Burke Ward Public School, relating to Waste and Sustainability.

It was a fun filled day with great conversations had about recycling and creative ways we can repurpose unwanted items.

## KEY ACHIEVEMENTS - OUR ENVIRONMENT

**LIVING DESERT** – Council's Living Desert team continued their efforts to maintain the Living Desert Flora and Fauna Sanctuary, showcasing wildlife and native plant life in the arid environment. They managed the Living Desert, Flora and Fauna Sanctuary, Sculpture Symposium and Starview Campsite.

Throughout the year, the Living Desert Rangers provided educational opportunities for locals and visitors by hosting tours of the Living Desert, the Flora and Fauna Sanctuary and the Sculpture Symposium. They also organised tours for interstate schools from Adelaide, Melbourne and Sydney and provided a weekly tour for travellers on the Indian Pacific.

The Living Desert continued to be a major drawcard for visitors and the Starview Campsite is now well established and enjoys an excellent reputation amongst the RV community. During 2023/24, 34,102-day visitors enjoyed the sculptures and the walking trails around the John Simons Flora and Fauna Sanctuary, with 2,190 coach passengers enjoying the magic of a Sculptures Sunset and 4,011 patrons staying at the campground.



Members of the Friends of the Flora and Fauna of the Barrier Ranges Community Committee contributed 140 volunteer hours during 2023/24, advising the Council on the care, maintenance, repair, beautification, improvement and management of the Living Desert Sanctuary.

These hours included duties such as opening and closing the site, performing general maintenance of the flora site and campgrounds, assisting with large tour groups and participating in working bees to lay pavers, maintain paths and label native flora.

**REGENERATION AREAS** – Council's Living Desert Rangers carried out annual assessment and implemented control measures for noxious weeds and pests, replaced 11km of damaged and vandalised fencing at the South regeneration area and 1.25km of damaged fencing at the regeneration area on Silverton Road.

Volunteers also contributed 18 hours at the South regeneration area for the purpose of path clearing, rubbish removal and weeding.

**TIDY TOWNS WORKING GROUP** – The Tidy Towns Working Group once again held successful gatherings with a focus on the Broken Hill Cemetery.



We were fortunate to have beautiful weather on these occasions which brought out a great number of volunteers. Both Cemetery clean-ups targeted rubbish, weeds and old plastic flowers that litter the Cemetery grounds.

**RIDDIFORD ARBORETUM** – During 2023/24, the Riddiford Arboretum Community Committee undertook routine daily site maintenance of the Arboretum, removed rubbish, recommended appropriate plantings and advised Council of damage to infrastructure.



## KEY ACHIEVEMENTS - OUR ENVIRONMENT

**MUSEUM ADVISOR PROGRAM** – In partnership with Museums and Galleries of NSW, Broken Hill City Council runs a Museum Advisor Program – which funds 20 days of museum management support to Council and small museums in the region.

The Museum Advisor supports Council to support the City's volunteer museum network. The role gives advice to Council-run and all other staffed and volunteer museums across the activities of collection care, collection interpretation, applying for appropriate grants and museum governance etc. The work of the Museum Advisor assists Council in improving and promoting the services of the LGAs museums to the local community and to visitors.

Highlights of Council's 2023/24 Museum Advisor Program include:

- Completion of a Significance Assessment for the Royal Flying Doctor Service (RFDS) Collection. A professional historian was contracted to complete the work. The work was funded by a National Library of Australia grant – which the Museum Advisor applied for in partnership with the RFDS. Undertaking a Significance Assessment is the foundation stone for managing a museum collection – it highlights the most important items, the nub of the stories they represent and how best to care for these items into the future.
- A day-long Significance Assessment Workshop, which was well attended by small museums – including: The Silverton Gaol, Outback Synagogue, Convention Centre and Sulphide Street Railway Museum and the Broken Hill Military Museum (RSL Collection). Council's Gallery and Museum Manager and Geocentre Co-ordinator also attended the workshop. All workshop attendees gained foundation collection skills by applying the Significance Assessment methodology to items from their collections.
- Progress to construction and completion of new cases and outdoor interpretive signs for the Broken Hill Mosque, which were all designed by a professional design contractor, and built by a museum fit-out contractor. The Museum Advisor has co-ordinated and overseen the design, construction, and scheduling of this work in partnership with the Broken Hill Historical Society.

- Ongoing advice to Council staff on the Significance, provenance, and ongoing management of the collections it cares for – including the Line of Lode Collection.

**HERITAGE AWARDS** – The Heritage Awards were presented on 10 April 2024 at an afternoon tea function at the Broken Hill City Art Gallery.

Four awards were presented; two for building enhancement awarded for restoration and/or enhancement of the Sufi Corner and the Duke of Cornwall Hotel restoration and two for contribution to retaining the City's heritage awarded to the Sulphide St Railway Museum Trust and Christine Adams.



Image: Mayor Tom Kennedy, Sufi Corner award recipients, Cr Darriea Turley



Image 1: Mayor Tom Kennedy, Duke of Cornwall Hotel award recipients, Cr Darriea Turley



Image 2: Mayor Tom Kennedy, Christine Adams, Kathy Graham, Cr Darriea Turley



Image: Cr Darriea Turley, Sulphide St Railway Museum Trust award recipients, Mayor Tom Kennedy



Image: Gary Cook, Dr Kate Gahan (Museum Advisor) and Bobby Shamroze discuss objects from the Mosque Museum collection in preparation for a new display, which has been an important Museum Advisor activity in 2023/24.



## KEY ACHIEVEMENTS - OUR ENVIRONMENT

**HERITAGE ADVISORY SERVICE** – During 2023/24, Council's Heritage Advisory Service received 60 matters which were referred to the Heritage Advisor, for specialist advice in relation to heritage implications with proposed developments.

Council's Heritage Advisor provided specialist advice in relation to major developments such as the Pirie Building restoration and new verandah. The Advisor also provided free advice to numerous property owners and developers in regard to both substantial and minor works, such as design solutions and heritage paint schemes. The Advisor attended Broken Hill Heritage Committee meetings as expert heritage advisor.

**PLANNING CERTIFICATES** – During the 2023/24 financial year, Council issued 666 Section 10.7 planning certificates.

A Section 10.7 Planning Certificate provides information regarding the development potential of a parcel of land.

There are two types of Section 10.7 Planning Certificates – Section 10.7(2) and Section 10.7(5).

A Section 10.7(2) certificate shows the zoning of the property, its relevant state, regional and local planning controls and other property constraints such as land contamination, level of flooding and bushfire prone land.

A Section 10.7(2) and 10.7(5) combined certificate provides additional information, such as advice from other authorities and certain information that Council holds on a property that is relevant to the land, but not disclosed in a Section 10.7(2) certificate.

The majority of Section 10.7 certificates issued by Broken Hill City Council are Section 10.7(2) and (5) combined certificates.

**DEVELOPMENT APPLICATIONS** – Council determined 141 Development Applications during 2023/24.

The value of works for approved Development Applications totalled over \$32.44M. This included:

- \$20.9M value of works for Commercial/Industrial developments
- \$11.52M value of works for Residential Dwellings, Additions/Alterations and Residential Ancillary developments

Council's Planners carried out over 170 inspections relating to Development Applications during 2023/24. These included pre-application inspections, initial site inspections and completion/final inspections.

### **BUILDING AND CERTIFICATION SERVICES**

– During 2023/24, Council's Building Surveying staff carried out 79 critical stage building inspections of building work. This included inspections of all stages of building work on a range of building types, including inspections of frames, concrete slabs, waterproofing in bathrooms and more.

Council's Building Surveyors determined 38 applications for a Construction Certificate. Private Building Surveyors issued an additional 25 Construction Certificates within the City during 2023/24.

Building Surveyors also carried out a number of inspections and managed fire safety matters for a number of premises, as work continues to assist building owners in maintaining a suitable level of fire safety and complying with state legislation.

## ACHIEVED

### OUR ENVIRONMENTAL FOOTPRINT IS MINIMISED

#### **Collaborated with key stakeholders on environmental issues by:**

- Liaising with stakeholders to develop a new Climate Action Plan and 5-year Sustainability Strategy.
- Collaborating with community not-for-profit organisations on placement of recycling bins.

#### **Continued implementation of the Renewable Energy Action Plan (REAP) by:**

- Progressing implementation of Broken Hill Renewable Energy Action Plan and pursuing opportunities to develop a virtual power plant community network.

### NATURAL ENVIRONMENTS AND FLORA AND FAUNA ARE ENHANCED AND PROTECTED

#### **Ensured enhancement and protection of natural environments, flora and fauna by:**

- Maintaining the Living Desert as per the Management Plan including maintenance and care of native fauna and flora.
- Assessing and identifying noxious weeds and pests and implementing control measures in Living Desert and Regeneration areas.
- Implementing control measures in Living Desert, Regeneration and Common areas for feral animal and pest eradication.
- Replacing damaged and vandalised fencing within Living Desert and Regeneration areas.
- Maintaining roads, culverts, walking paths and trails within Living Desert.
- Supporting volunteers to protect and enhance the natural environment within the Living Desert and Regeneration areas.
- Supporting Tidy Town Working Group volunteers in clean-up events.
- Supporting Riddiford Arboretum volunteers to maintain the Arboretum.

#### **Supported the advocacy of key water stakeholders by:**

- Lobbying State and Federal government regarding the health of the Darling River Baaka River.
- Participating in regular meetings with MBA Region 4, to advocate for river connectivity in the Murray Darling Basin, to maintain water supply in the Menindee Lakes system and maintain the health of the Darling River Baaka River.

### PROACTIVE, INNOVATIVE AND RESPONSIBLE PLANNING SUPPORTS THE COMMUNITY, THE ENVIRONMENT AND BEAUTIFICATION OF THE CITY

#### **Advocated for improved storm water management with the City by:**

- Facilitating Floodplain Management Study and community consultation to map contour levels of the City and gain understanding of flood patterns.
- Analysing Floodplain Management Study to begin development of Stormwater Management Strategy.

#### **Implemented the recommendations of the Heritage Strategy to preserve and enhance the heritage of the City by:**

- Facilitating free Heritage Advisory Service to the community and referring 60 matters to Heritage Advisor for specialist advice, relating to heritage implications with proposed developments.
- Raising awareness and management of heritage related issues through free advice and information from Heritage Advisor.
- Facilitating Heritage Advisor media interviews to discuss heritage related issues.

## IN PROGRESS

Waste and Sustainability:

- Waste and Resource Recovery Strategy 2020-2023 reviewed and drafting of Waste and Resource Recovery Strategy 2022-2025 in progress and to continue in 2024/25.
- Development of Climate Action Plan to continue in 2024/25.

Renewable Energy Action Plan:

- Implementation of Renewable Energy Action Plan to continue in 2024/25.

Plans of Management for Crown Reserves:

- Development of Plan of Management for Living Desert to continue in 2024/25.

Storm Water Management:

- Flood Study finalised with further development Storm Water Management Strategy to continue in 2024/25.

## UPCOMING

Ensure delivery of relevant environmental strategies and policies

Collaborate with key stakeholders on environmental issues.

Investigate alternate sustainable energy options.

Advocate for improved storm water management within the City.

# KEY DIRECTION 4 – OUR LEADERSHIP

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



## ACHIEVEMENTS IN OUR LEADERSHIP

### KEY ACHIEVEMENTS - OUR LEADERSHIP

#### **PUBLIC INTEREST DISCLOSURES ACT 2022 – NEW POLICY IMPLEMENTATION**

In response to the introduction of the Public Interest Disclosures Act 2022, effective from 1 October 2023, Broken Hill City Council adopted a new Public Interest Disclosure (PID) Policy. This policy, developed from the NSW Ombudsman's Model Policy, supports public officials in reporting serious wrongdoing and outlines Council's procedures for handling such disclosures, whilst maintaining confidentiality, welfare support and assessing risk of detrimental action.

The PID Act expands the definition of a public official to include councillors, employees, contractors, sub-contractors and volunteers providing services on behalf of Council. It promotes a 'speak up' culture, encouraging public officials to report misconduct by offering protections against detrimental action and ensuring confidentiality.

The new policy provides multiple reporting options and designates a broader range of disclosure officers, ensuring accessibility for all public officials.

Comprehensive training has been provided to all relevant staff to ensure compliance and awareness of the new legislation, fostering an environment of openness and transparency in decision-making.

| PUBLIC INTEREST DISCLOSURE STATISTICS 2023/24   |           |
|---|-----------|
| REQUIREMENT   | STATISTIC |
| The number of public officials who have made a public interest disclosure to the public authority   | Nil       |
| The number of public interest disclosures received by the public authority in total   | Nil       |
| The number of public interest disclosures received by the authority relating to the following:  |           |
| i) Corrupt conduct  | Nil       |
| ii) Maladministration   | Nil       |
| iii) Government information contravention   | Nil       |
| iv) Local government pecuniary interest contravention   | Nil       |
| v) Privacy contravention  | Nil       |
| vi) Serious and substantial waste of public money   | Nil       |
| The number of public interest disclosures finalised   | Nil       |
| Whether the public authority has a public interest disclosure policy in place – Council's Public Interest Disclosure Policy is available on its website <a href="#">Public Interest Disclosure Policy</a> |           |

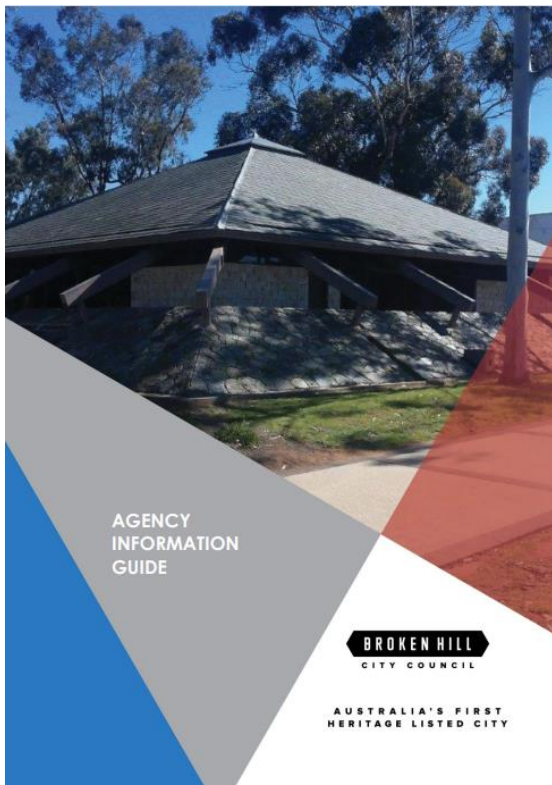
## KEY ACHIEVEMENTS - OUR LEADERSHIP

### **PROACTIVE RELEASE STRATEGY ENHANCING OPENESS AND TRANSPARENCY**

– In January 2024, Council adopted its Agency Information Guide, including a comprehensive Proactive Release Strategy and Program, in line with the Government Information (Public Access) Act 2009. This strategy ensures that Council proactively makes information available to the public without the need for formal access requests, promoting open and transparent governance.

The benefits of this approach are significant, including improved service delivery, increased community participation in government processes and decision making and a better-informed public. Additionally, it reduces costs and resources by decreasing the number of formal information access applications.

To support this initiative, the Council's Corporate Governance Team began coordinating an annual proactive release review in June 2024, working closely with various Council business units to ensure compliance and enhance public access to important information.



### **INTERNAL AUDITING STRENGTHENING COUNCIL OPERATIONS**

– Internal audit is an independent, objective assurance and consulting activity designed to add value and improve Council's operations. It helps Council accomplish its objectives by bringing a systematic disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

Internal audit provides an independent and objective review and advisory service to:

- Provide assurance to the Council and the Audit, Risk & Improvement Committee, that Council's financial and operational controls, designed to manage Council's risks and achieve the entity's objectives, are operating in an efficient, effective and ethical manner; and
- Assist management in improving Council's business performance.

Broken Hill City Council engaged O'Connor Marsden & Associates to undertake an internal audit of Council's services.

This engagement includes the scheduled audits as per the internal audit plan, as well as additional audits as requested by the Executive Leadership Team, or through the Audit, Risk & Improvement Committee. During 2023/24, a total of four audits were completed:

- Credit and Fuel Cards
- Procurement
- Records Management
- Fraud and Corruption

From the four Audits, 31 improvement actions were identified and 8 of those actions were completed, with another 13 actions commenced 30 June 2024.

## KEY ACHIEVEMENTS - OUR LEADERSHIP

**SERVICE REVIEWS** – The aim of Service Reviews is to drive more efficient use of resources whilst providing service to meet the needs of the community.

Council's 2023/2024 Operational Plan identified two Service Reviews for the year, Living Desert and Animal Control Services. The Animal Control Service review was postponed and a review of Visitor Services was brought forward from 2024/25 and completed during this reporting period.

The following Service Reviews were undertaken in 2023/24:

- Living Desert,
- Visitor Services; and
- Section 355 Asset Committees.

**LIVING DESERT** – The Living Desert Service Review found that the service was operating well and meeting almost all objectives but could be further enhanced with the development of a masterplan, which is now underway.

Another key action was to increase communications and internet connectivity at the site to improve safety for both visitors and staff.

These actions, together with a number of operational improvements, are being further explored and implemented where appropriate.

**VISITOR SERVICES** – This review encompassed the physical services delivered from the Visitor Information Centre (VIC); along with digital services such as the Visit Broken Hill website and social media platforms.

The review identified a number of improvement opportunities, including reviewing the staff structure and the marketing and retail strategies.

It also identified some operational improvements to create some efficiencies in the face-to-face service.

**SECTION 355 ASSET COMMITTEES** – This review encompassed eight Section 355 Committees:

- Alma Oval Community Committee
- BIU Band Hall Community Committee
- E.T. Lamb Memorial Oval Community Committee
- Friends of the Flora and Fauna of the Barrier Ranges Community Committee
- Memorial Oval Community Committee
- Norm Fox Sporting Complex Community Committee
- Picton Sportsground Community Committee
- Riddiford Arboretum Community Committee

The review identified a number of inconsistencies and some improvement opportunities across the operations of the eight committees and made a number of recommendations in regard to the ongoing operations of the committees. These recommendations are currently being reviewed, with preparations underway for further consultation with impacted committees.

Volunteer Committees continue to be an important part of Council's operations and the overall preferred outcome is for volunteers to continue to do the very important work that they do, in looking after their respective facilities.

## KEY ACHIEVEMENTS - OUR LEADERSHIP

### ENTERPRISE RISK MANAGEMENT

**– RISK MATURITY ELEVATED** – The Local Government Act 1993 and the Local Government (General) Regulation 2021 require each council in NSW to have a robust risk management framework that accurately identifies and mitigates the risks facing Council and its operations.

Building on Council's achievements in improved enterprise risk management in 2022/23, lead to Council achieving recognition in the same year at the NSW Statewide Mutual Excellence in Risk Management Awards for Regional Councils under 30,000 residents.

During 2023/24, Council undertook an extensive independent assessment of its culture and processes relating to enterprise risk management to gain a clear understanding of the level of maturity that existed in the organisation with enterprise risk and safety management and what improvements are required to reach a higher level.

Broken Hill City Council commissioned OCM to conduct an internal review of Council's Risk Management Maturity and an internal audit of its WHS processes. These reviews encompassed an evaluation of Council's Risk Management framework and related policies and procedures, as well as an employee survey to gauge the present level of risk awareness of Council employees, to assess the overall level of Risk Maturity within Council.

Key findings included:

- Over a period of 5 years, Council has undergone a noteworthy cultural transformation regarding staff morale and risk management practices.
- Positive improvement has led to substantial expansion in proactive management activities, ultimately culminating in the adoption of a comprehensive organisational approach, that prioritises the identification and management of both existing and emerging strategic risks.

- Council is currently in the process of equipping service staff with new technology tablets, aimed at enhancing risk management capabilities and improving overall productivity, by identifying, capturing and managing risks in real time.



The OCM Collective Mindfulness Safety Perception Survey identified and analysed key drivers that impact organisational safety culture and performance, the survey of Council employees found that:

- **79%** of employees responded that they **believed "at Council safety is always the priority"**.
- **80%** of employees responded that they **believed "My leader cares about my views on safety"**.
- Over **60%** of employees responded that they **believed "We always share the learning from incidents"**.

Several recommendations for ways to continuously improve Council's level of risk maturity and culture were identified and Senior Management has committed to a two-year improvement plan to further raise Council's level of maturity in enterprise risk management and thus help to protect and add value to the organisation and the community it serves.

## KEY ACHIEVEMENTS - OUR LEADERSHIP

**SHAPING OUR FUTURE** – In aiming to maintain high levels of employee engagement at Council, we continue to undertake Organisational Culture and Effective Assessment Surveys in 2019, 2021, 2022 and 2023.

All surveys have shown a positive trend in results across all areas of the work environment and of particular note is that the results improve year on year.

Our 2024 survey results confirmed that our people are still committed to doing a good job and delivering quality customer service through a strong team culture. All of which points to a workforce that is aligned with our Values and Workplace Behaviours and well positioned to achieve our Delivery Program and Broken Hill 2040 Community Strategic Plan.

Subsequently, all Council staff were invited to participate in the third World Café – Shaping our Future (SOF) 3.0 Workshop in June 2024, in which 127 staff members attended and 14 "bright ideas" were created and presented to the Executive Leadership Team (ELT).

Each ELT member sponsored (supported) ideas, with the individual table participants now committed to delivering these outcomes for the betterment of both the organisation and the community.

As we continue to review and evaluate our performance, these "bright ideas" will remain a priority for the organisation to ensure we aim for an achievement and high performing culture and remain an employer of choice.

**LEADERSHIP DEVELOPMENT** – By embedding values-based leadership, Council's Executive Leadership team (ELT) and Senior Leadership team (SLT) have continued with an internal Leadership Development Program.

In remaining focused on workplace values, Council has been successful in ensuring that the Organisational Values are more than words and are visible in all leaders' actions.

With the L.E.A.D program being successfully completed by Emerging Leaders Group; this program has been modified and will now be extended to all staff with the initial outcome being a shared language of leadership across whole of organisation and continued workforce growth in leadership succession.

L.E.A.D program modules are:

1. Building Strategic Conversations
2. Personal Change and Growth
3. Accountability
4. Wellbeing
5. Difficult Conversations

The L.E.A.D program has been designed for continued growth with additional modules that will continue the development of leadership capability and cultural change for Council.



## KEY ACHIEVEMENTS - OUR LEADERSHIP

**GRANTS RECEIVED 2023/24** - The collaborative approach of the teams in Broken Hill City Council resulted in Council successfully procuring more than \$10M in grant funding for various infrastructure projects, programs and community events this year. The end result of a 62% decrease in funding from the previous year is largely due to the procurement of funding for large projects such as the Library redevelopment and the Airport Taxiway Upgrades in 2022/23.

Council's Place Activation Team also provided support and advice for community groups seeking funding through programs such as the Regional Events Fund, NSW Women's Week Grant Program, Public Health and Chronic Disease Program and Local Sport Grant Program. These funding applications supported projects that all aimed to enhance the liveability factors of Broken Hill and aligned with the Community Strategic Plan. Broken Hill City Council also expressed its support to the NSW government for the sealing of the main road at Mundi Mundi, which would enable the continued successful delivery of the Mundi Mundi Bash.

Council plays a strong advocacy role in supporting local projects to successfully apply for funding, recognising that projects that align with the Community Strategic Plan contribute to enhancing the liveability of the City.

| Received from   | Funding for  | Amount      |
|---|--|-------------|
| Building Better Regions Fund Infrastructure Projects Stream Round 5 | CBD Revitalisation and Activation Project                      | \$148,220   |
| Financial Assistance Grant  | Annual Grant For Local Government Operations                   | \$6,345,956 |
| Traffic Route Lighting Subsidy Scheme (TRLSS)                       | Street Lighting Maintenance                                    | \$116,000   |
| Public Library Funding 2023/24                                      | Library Operations   | \$92,378    |
| Roads To Recovery 2023/24   | Hebbard St Upgrade   | \$310,580   |
| Fixing Local Roads Round 3  | Thomas and O'Farrell St Intersection Upgrade                   | \$169,351   |
| Regional Roads Block Grant  | Gypsum St Upgrade  | \$341,000   |
| Regional Emergency Road Repaid Fund (RERRF)                         | Local roads repair   | \$651,756   |
| Outback Letterbox Funding 2023/24                                   | Library Outback Letterbox Operations                           | 200,000     |
| Floodplain Management Program                                       | Broken Hill Flood Study  | \$25,824    |
| Program Funding Agreement   | Art Gallery Programs   | \$100,000   |
| Country Passenger Transport Infrastructure Grant Scheme 2022/23     | Upgrade to Broken Hill Bus Stops                               | \$30,600    |
| Museum Advisor Program Agreement 2023/24                            | Museum and Heritage Consultation                               | \$14,000    |
| Local Priority Grant 2023/24  | Library Programs   | \$25,000    |
| Reconnecting Regional NSW - Community Events Program                | New Year's Eve Celebrations                                    | \$27,991    |
| NSW Weeds Action Program  | Local Weed Control Management Plan                             | \$20,500    |
| Regional Youth - Winter and Spring Break Funding 23/24              | Cinema Screening Sessions and Scooter Workshops                | \$9,923     |
| Regional Youth - Summer and Autumn Break Funding 23/24              | Youth Events - Summer Cyclone and Where All The Cool Kids Are! | \$6,670     |
| Small Business Month – October 2023                                 | Small Business Month – October 2023                            | \$2,500     |
| Youth Week 2024   | Youth Week 2024  | \$3412      |
| Regional NSW Infrastructure Grants – Round 1                        | Retrospective Funding For Airport Taxiway Lighting Upgrades    | \$1,166,176 |
| Strong Country Communities Fund (SCCF) 3                            | Retrospective Funding For Sturt Park Skatepark Project         | \$186,000   |

**TOTAL \$10,083,928**

| <b>COMMUNITY ASSISTANCE GRANTS PROGRAM<br/>ROUND 1 OF 2023/24</b> |  |                    |
|---|--|--------------------|
| <b>COMMUNITY ORGANISATION</b>                                     | <b>ACTIVITY/EVENT/PROGRAM</b>  | <b>\$ GRANT</b>    |
| Landcare Broken Hill  | Raw water service and meter at the Imperial Lakes Nature Park        | <b>\$6,000.00</b>  |
| Golf Broken Hill Inc  | Rates Subsidy  | <b>\$6,000.00</b>  |
| Broken Hill Repertory Society                                     | Rates and insurances for 2023/24                                     | <b>\$8,000.00</b>  |
| In One Accord   | Hire of 2 digital LED screens for Carols by Candlelight              | <b>\$7,500.00</b>  |
| Headspace Broken Hill   | Upgrade courtyard  | <b>\$4,500.00</b>  |
| Broken Hill Eisteddfod Society                                    | Adjudicator expenses, insurance fees, sound system hire and operator | <b>\$7,194.00</b>  |
| Silver City Swim Club   | 2023 Summer Sizzler Swim Meet  | <b>\$5,500.00</b>  |
| Broken Hill Regional Events Centre Reserve                        | Waste services for campgrounds for 2023 Mundi Mundi Bash             | <b>\$3,000.00</b>  |
| Saltbush Evangelical Church                                       | Facility and equipment upgrades                                      | <b>\$5,500.00</b>  |
| <b>TOTAL</b>  |  | <b>\$53,194.00</b> |

| <b>COMMUNITY ASSISTANCE GRANTS PROGRAM<br/>ROUND 2 OF 2023/24</b> |  |                    |
|---|--|--------------------|
| <b>COMMUNITY ORGANISATION</b>                                     | <b>ACTIVITY/EVENT/PROGRAM</b>  | <b>\$ GRANT</b>    |
| Broken Hill Philharmonic Society                                  | Towards rent of the Aged Persons Rest Centre                                       | <b>\$4,300.00</b>  |
| Agfair Broken Hill  | Towards Agfair 2024 (waste service, traffic control, water tanker)                 | <b>\$7,920.09</b>  |
| Anglican Parish of Broken Hill and Far West                       | Laptop, software, multimedia projector, screen, speakers and cabling               | <b>\$5,301.32</b>  |
| Broken Hill Civic Orchestra Inc                                   | Music Workshops with internationally renowned musician and teacher Mr Mark Walton  | <b>\$2,600.00</b>  |
| Making Tracks Far West NSW  | 12-month rent assistance   | <b>\$6,950.00</b>  |
| West Darling Machinery Preservation Society                       | Free community open day at the Conservation Centre                                 | <b>\$2,704.14</b>  |
| Fair Fight Foundation Ltd   | Towards Supertees (medical gown for children in hospital)                          | <b>\$2,000.00</b>  |
| Celtic United Soccer Club Inc                                     | Replace training soccer balls for club   | <b>\$2,964.40</b>  |
| Joint Broken Hill Soccer & Broken Hill Junior Soccer Association  | BBQ and outdoor table and seating for soccer oval plaza area                       | <b>\$7,239.00</b>  |
| Alma Soccer Club  | Soccer uniforms  | <b>\$965.00</b>    |
| Silver City Quilters  | 6-month hire fee of Aged Persons Rest Centre, laptop, printer and computer trolley | <b>\$4,305.41</b>  |
| <b>TOTAL</b>  |  | <b>\$47,249.36</b> |

## ACHIEVED

### OPENNESS AND TRANSPARENCY IN DECISION MAKING

#### Ensured openness and transparency in decision making by:

- Facilitating public forums at each Council meeting.

#### Fostered relationships with key community sector leaders by:

- Inviting community sector leaders to Civic events and functions including Civic reception event, Citizenship ceremonies and Civic Ball.
- Inviting community sector leaders to participate in regular meetings to discuss issues including housing, health, education, security and transport.

#### Supported the organisation to operate within its legal framework by:

- Developing and implementing new Policy and processes for Public Interest Disclosures in line with the implementation of the new *Public Interest Disclosures Act 2022*.
- Developing and implementing Proactive Release Strategy to assist Council's approach to authorised proactive release and promotion of open government.
- Reviewing and updating Delegations and Authorisations with the recruitment of new staff in accordance with legislated requirements.
- Reviewing and implementing improved Corporate Service Induction program and packages that align with employee roles and responsibilities.
- Completing Councillor and Designated Persons Disclosures of Interest Returns annually in accordance with legislated timeframes.
- Working with NSW Electoral Commission timeframes to plan for Local Government Elections.
- Reviewing suite of policies in line with legislation and updating current policies and developing new policies in line with statutory instruments.

#### Embedded a structured and holistic approach to management of risk at all levels of Council by:

- Initiating Stage 3 of Enterprise Risk Improvement Management Plan, resulting in:
  - Review and update of Council's Strategic Risk Register.
  - Implementation of new staff safety/risk induction within 3 days of commencement.
- Responding to various business interruptions by implementing principles from Council's Business Continuity Plan.

### OUR LEADERS MAKE SMART DECISIONS

#### Strengthened staff capacity through workforce development and planning activities by:

- Developing learning and development plans for employees, including succession and career options.
- Investigating Local Government Capability Framework and implementing the capabilities into annual employee performance reviews.

#### Facilitated learning and networking opportunities for elected members by:

- Providing briefings for Councillors incorporating various workshops and site visits and matters relating to the City and Code of Conduct, Code of Meeting Practice, Audit Risk and Improvement Committee, tendering and procurement, planning and development.
- Facilitating Councillor participation in identified Conferences including National General Assembly of Local Government, Local Government NSW Conference, Australian Local Government Women's Association Conference, Country Mayor's Association Meetings, Mining Cities Alliance Meetings, Association of Mining and Energy Related Councils Meetings, Murray Darling Association Meetings, Regional Capitals Australia Meetings and Regional Cities NSW Meetings.
- Facilitating Councillor participation in identified Committees and Working Groups.

## ACHIEVED

### **Strengthened and built on the leadership, values and culture of the organisation by:**

- Prioritising and implementing actions from the Organisation Culture Inventory.
- Seeking employee feedback through Organisation Culture Inventory survey.
- Facilitating leadership and whole of staff survey debriefing sessions.
- Facilitating whole of organisation Shaping Our Future 3.0 full day session and developing 14 action items with Executive Leadership Team sponsorship for further investigation and implementation by responsible workforce teams.
- Planning for Leadership Education and Development Program rollout to all staff.

### **Implemented the Service Review Framework by:**

- Undertaking service review for Living Desert, reviewing recommendations from S355 Asset Committee service review and commencing Visitor Information Centre service review.
- Undertaking four internal audits, identifying 31 improvement actions, completing 8 prioritised improvement actions and commencing another 13 improvement actions.

### **Monitored potential changes to government policy and legislation and made submissions where considered important for the local community by:**

- Making written submissions to Local Government Tribunal regarding the review for the 2024 Annual Determination, the Federal and State Financial Sustainability inquiry, EPA Review of Waste Levy Issues and IPART Draft Terms of Reference.

### **Ensured a robust Information Communications Technology platform by:**

- Finalising implementation of IT strategy with a total of 77 projects completed.
- Implementing Cyber Security Framework including Multi-Factor Authentication, Mobile Device Management and Password Management.

### **Reduced the annual operational deficit in line with the Long Term Financial Plan by:**

- Preparing Budget in accordance with Long Term Financial Plan and expectation to return to surplus in 2024.
- Undertaking Quarterly budget reviews and adopting efficiency improvements to ensure targets are achieved.

## WE UNITE TO SUCCEED IN AUSTRALIA'S FIRST CITY ON THE NATIONAL HERITAGE LIST

### **Developed and built strong, productive relationships by:**

- Developing working groups and inviting stakeholder participation for identified issues including Broken Hill Environmental Lead Response Group, Housing Committee and Education Working Group.
- Engaging regularly with State and Federal Members, Ministers and Minister for Local Government to discuss key issues including 1) Lack of Electric Vehicle charging stations, 2) Reinstatement of Spencer Gulf Nightly News, 3) Suspension of Regional Seniors Travel cards, 4) Broken Hill Lead Program, 5) Sealing of the Wilangee Road for the Broken Hill Mundi Mundi Bash, 6) Aged Care Funding, 7) ClubGRANTS funding, 8) Resources for Regions Funding, 9) Lack of Bariatric Ambulance, 10) Project support for CBH Resources and the prioritisation of mining projects including Cobalt Blue, Hydrostor, Hawsons and CAES projects, 11) Freeing up of crown lands, 12) Fruit Fly eradication, 13) Child Care, 14) Willyama Hough School closure and rebuild, 15) Far West Community Legal Centre, 16) Membership of the Audit Risk and Improvement Committee, 17) Closure of Allison House, 18) Cost Shifting.

## OUR COMMUNITY IS ENGAGED AND INFORMED

### **Facilitated community engagement by:**

- Holding community engagement sessions for projects.
- Holding public forums at Council meetings.

## IN PROGRESS

Community Engagement Strategy:

- Update and implementation of Community Engagement Strategy to continue in 2024/25.

Staff Succession Planning:

- Staff succession planning to continue in 2024/25.

Local Government Capability Framework:

- Project and Implementation Plan deferred.

Animal Control Service Review:

- Animal Control Service Review scheduled for 2024/25.

## UPCOMING

Foster Relationships with key community sector leaders.

Activate Community Engagement Strategy.

Review of Community Strategic Plan.

Facilitate Local Government Elections.

Implement and embed Enterprise Risk Management principles.

Strengthen staff capacity through workforce development and planning activities.

Deliver Councillor Induction training program.

Implement Service Review Framework.

Update and maintain Advocacy Strategy.

# DISABILITY INCLUSION ACTION PLAN 2022-2026

Our commitment is to 'create greater opportunities for people of all ages, all cultures and of differing abilities, to access the full range of services and activities available in the local community'.



## ACHIEVEMENTS IN OUR DISABILITY INCLUSION ACTION PLAN

**A2.3.12** Ensure that any future refurbishment of the Council Administration Building includes provision for a lower information desk for people using wheelchairs; availability of hearing loop; and a meeting room enabling sound privacy.

**TEMPORARY LIBRARY RELOCATION** – Council's Administration Building ground floor was refurbished to temporarily include the Library Service and Customer Relations.

The refurbishment included the addition of:

- Accessible toilet with wheelchair access
- Accessible desks with wheelchair access
- Acoustic panels to reduce noise and hearing loop in the Library section

To further improve accessibility, two disabled parking spaces were added with a shared zone and access ramp leading to the building, ensuring easy access for all.



# FOCUS AREA 1: ATTITUDES AND BEHAVIOURS

## ACHIEVED

### **Supported and promoted inclusion and inclusivity by:**

- Increasing usage of infographics and simple English in publications and plans including Community Strategic Plan – Your Broken Hill 2040, Annual Report, Event posters, advertisements, education resources and community engagement activities, documents and public notices.
- Developing and implementing guidelines on adjusting environments and activities for events, programs and services and providing ongoing opportunity for inclusion and participation for all attendees.
- Participating in training to better understand neurodiversity and learning key word sign to make programming more inclusive.
- Supporting and promoting events such as International Day of People with Disability, RU OK? Day, Pink October, Blue November, World Diabetes Day, Lifeline How's Your Mate, Wear it Purple Day, International Women's Day, Youth Homelessness Matters Day.
- Purchasing magnifying glasses and large face clocks and displaying in Council facilities.
- Displaying SCOPE Communication Bill of Rights in Council facilities.
- Engaging with Broken Hill Regional Aquatic Centre to consider all aspects of inclusive access for all attendees.

### **Continued to support staff to communicate with people with disability respectfully, confidently and effectively by:**

- Supporting staff to develop skills in drafting accessible documents.
- Ensuring staff develop web design and content compliant with Web Content Accessibility Guidelines 2.0.
- Supporting staff during Infrastructure team meetings to develop confidence and communication skills, to communicate and engage with people with disability.
- Including consultation with Capital Projects Working Groups and Disability Inclusion Action Plan Monitoring Group to identify high priorities for Active Transport Plan.
- Providing regular Active Transport Plan progress updates through media release, social media and on Council's website.

## IN PROGRESS

- Purchase of hearing loops for use in all Council facilities.

# FOCUS AREA 2: LIVEABLE COMMUNITIES

## ACHIEVED

### **Determined priorities for improving footpaths, crossings and kerb ramps by:**

- Consulting with DIAP Monitoring Group and Capital Projects Team to determine Active Transport Plan priorities.
- Promoting progress of Active Transport Plan on social media and Council website.

### **Addressed issues to improve access by:**

- Ensuring refurbishment of Council Administration Building ground floor area for temporary Library project included provision for lowered information desks for wheelchair access, availability of hearing loop and acoustic panelling.
- Lowering height of counter at Visitor Information Centre for wheelchair access.
- Undertaking community consumer satisfaction survey.
- Upgrading and installing new kerb ramps at school bus bay areas, focusing on accessibility and safety.
- Facilitating path modifications and new kerb ramp installations to improve accessibility around the City.
- Identifying parks for future bark chip replacement with alternative soft fall measures.
- Providing quiet sensory areas in the Library.
- Consulting with Project Steering Group and representatives of Disability Service users and providers for future development of playground areas suitable for physical and non-physical disabilities.
- Developing template to gather data on accessibility/inclusion features of Council Buildings, parks and playgrounds.

### **Increased accessibility and inclusion in hosted by Council activities by:**

- Incorporating access and inclusion plans into Council hosted event plans including small and large events.
- Implementing a quiet sensory zone in an area of the Christmas Pageant parade, allowing viewing without loud sounds such as sirens, music and horns.
- Implementing sensory play equipment with wheelchair access at New Year's Eve event, along with a silent disco.
- Assisting seat booking at Civic Centre to enable easy access to seating for people using wheelchairs. Planning in progress to allow for removal of seats for customers with mobility aids to ensure access to preferred seating.
- Consulting with key stakeholders to collect data and discuss communication with local businesses to participate in Access and Inclusion Information Collection Project.
- Ensuring programming and regular review for activities in Library, Gallery and Events enable adjustments to be made as needed to adapt requirements for inclusion and accessibility for all participants.
- Facilitating culturally safe and appropriate programs at Library, Events and Gallery for Aboriginal and/or Torres Strait Islander persons with disability.
- Investigating accessibility features of Council buildings and development of PDFs showing Council building access features and activities hosted within buildings.

## IN PROGRESS

- Development of Inclusive Event guidelines, templates, policies and procedures and making available to event organisers.
- Collating database of key community contacts in order to collect lived information on accessible Broken Hill.
- Gathering accessibility/inclusion features of Council Buildings, parks and playgrounds.
- Inviting Broken Hill accommodation, entertainment and other leisure/tourism providers to participate in Access and Inclusion Information collection project.



## FOCUS AREA 3: SYSTEMS AND PROCESS

### ACHIEVED

#### Supported accessibility of information produced by Council by:

- Accessing International Day of People with Disability Branding Guidelines 2018 and investigating development of guidelines for creating accessible documents.

#### Incorporated accessibility and inclusion considerations in procurement by:

- Reviewing procurement systems and contracts to ensure accessible and inclusive practices are used when awarding Tenders and contracts.

#### Assisted community engagement and consultation to be inclusive by:

- Reviewing procedures and work practices to ensure inclusion is built in when planning engagement and community consultation sessions.
- Including methods for engaging 'harder to reach' groups into Engagement Strategy, with all future reviews to maintain focus on this.

#### Improved systems and processes by:

- Continuing to support and provide opportunities to expand the DIAP Monitoring Group, with feedback to Council considered when improving systems and processes.
- Commencing development of database of key community contacts for collation of information on 'accessible Broken Hill'.
- Consulting with key stakeholders to discuss accessible tourism and commence database collation of photographs of tourism venues, places, routes, Council buildings and parks.

### IN PROGRESS

- Developing accessible document guidelines.
- Collating data base for information on 'accessible Broken Hill' and volunteers to assist with this.

## FOCUS AREA 4: EMPLOYMENT

### ACHIEVED

#### Supported inclusive recruitment by:

- Including inclusive statement "We welcome applications from people of diverse backgrounds and abilities, including people with disabilities" on Council's 'Jobs' webpage.
- Continuing to review, update and implement recruitment policies and processes in accordance with best practice guides, ensuring Council's ability to make reasonable adjustment for all applicants during the employment process.

### IN PROGRESS

- Sharing and monitoring disability information in the workplace.

Full progress report on the implementation of the 2022-2026 Disability Inclusion Action Plan can be found on Council's website -

<https://www.brokenhill.nsw.gov.au/Council/Strategic-Plans-including-Fees-and-Charges/Disability-Inclusion-Action-Plan>

## SECTION 2: STATUTORY REQUIREMENTS

### Local Government Act 1993 and General Regulation Reporting Requirements

In accordance with the NSW Office of Local Government's Integrated Planning and Reporting requirements, Council must:

1. Prepare an annual report within 5 months of the end of the financial year;
2. Provide a copy to the Minister for Local Government (via the Office of Local Government); and
3. Post a copy of the Annual Report on Council's website.

Council's Annual Report must include the following information:

1. Council's achievement in implementing the Delivery Program - Section 1;
2. Council's implementation of the Disability Inclusion Action Plan 2017-2021 - Section 1;
3. A copy of Council's required audited financial reports are included - Section 3.
4. A copy of Council's State of Our City Report 2022-2024 - Appendix

#### Environmental Upgrade

Particulars of any environmental upgrade agreement entered into, in accordance with any requirements imposed under s54P (1): No data to report for 2023/24.

#### Special Variation

Report on activities funded via a special rate variation of general income including Special Rate Variation Guidelines\* (SRV Guidelines) 7.1: No data to report for 2023/24

| AMOUNT OF RATES AND CHARGES WRITTEN OFF 2023/2024   |  | \$             |
|---|--|----------------|
| Total pensioner concession                          |  | 517,952        |
| LESS subsidy reimbursement                          |  | -287,144       |
| <b>NETT Pensioner amount written off by Council</b> |  | <b>230,808</b> |
| Concessions – additional pension rebate             |  | 14,089         |
| Bad debts written off                               |  | 0              |
| Roundings   |  | 0              |
| <b>TOTAL</b>  |  | <b>244,897</b> |

| LEGAL PROCEEDINGS   |                |          |
|---|----------------|----------|
| Summary of the amounts incurred by the Council in relation to legal proceedings |                | Status   |
| Other advice  | 4,939          | Complete |
| Property administration   | 37,831         | Complete |
| Debt and fine recovery  | 119,809        | Complete |
| Corporate Litigation  | 218,915        | Ongoing  |
| <b>TOTAL</b>  | <b>381,494</b> |          |

| COUNCILLORS PAYMENT OF EXPENSES AND PROVISION OF FACILITIES  |  | \$            |
|--|--|---------------|
| Provision of dedicated office equipment allocated to councillors   |  | Nil           |
| Telephone calls made by councillors (includes internet costs) *  |  | Nil           |
| Attendance of councillors at conferences and seminars  |  | 45,112        |
| Training of councillors and provision of skill development   |  | Nil           |
| Interstate visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses   |  | 10,163        |
| Overseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses   |  | Nil           |
| Expenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors |  | Nil           |
| Expenses involved in the provision of care for a child of, or an immediate family member of, a councillor  |  | Nil           |
| <b>TOTAL</b>   |  | <b>55,275</b> |

\*Unable to disaggregate costs

| <b>CONTRACTS OVER \$150,000</b>                                     |   |            |
|---|---|------------|
| Details of each contract awarded for amounts greater than \$150,000 |   |            |
| <b>Contractor</b>   | <b>Goods / Service Provided</b>   | <b>\$</b>  |
| North Construction and Building Pty Ltd                             | Temporary library Admin Building ground floor refurbishment project.          | 490,330    |
| Neeson Murcutt Architects Pty Ltd                                   | Works with sub-consultants on the Broken Hill Library & Archives Project.     | 666,799    |
| Neeson Murcutt Architects Pty Ltd                                   | Construction Stage Services on the Broken Hill Library & Archives Project.    | 372,698    |
| GTE 1 Pty Ltd   | Reconstruction of Oxide Street between Chapple and Lane Streets.              | 700,171    |
| Conex Group Pty Ltd   | Works to Route 8 - Galena St - Mercury to Wills St.                           | 152,775    |
| Conex Group Pty Ltd   | Works to Route 2 & 4 - Kaolin St - Blende to Mica St.                         | 152,455    |
| Matthews Brothers Engineering Pty Ltd                               | Supply Bitumen Truck  | 655,492    |
| Tonkin Consulting Pty Ltd   | Airport taxiways and apron pavement design                                    | 545,160    |
| Asco Group (Aust) Pty Ltd   | Duke of Cornwall Park - Amenities Building - Construction                     | 268,633    |
| Mathew Barratt Electrical Pty Ltd                                   | O Neil Park Tennis Court Lighting Upgrade                                     | 195,950    |
| Jirgens Civil Pty Ltd   | E.P. O'Neill Memorial Oval Redevelopment Project                              | 3,832,452  |
| Fulton Hogan Industries Pty Ltd                                     | Supply Asphalt and Prime seal - Gypsum Street - Rowe Ln to Silica Ln          | 57,452     |
| Conex Group Pty Ltd   | Works as per Tender Request T23/43 for Argent Street Paving                   | 880,000    |
| Superseding Pty Ltd   | Crack sealing work.   | 181,050    |
| Fulton Hogan Industries Pty Ltd                                     | Annual Reseal Program - 2023 /2024  | 568,017    |
| Fulton Hogan Industries Pty Ltd                                     | Reseal work on Adelaide Road.   | 169,725    |
| North Construction and Building Pty Ltd                             | Broken Hill Library - Construction at 249 Blende Street Broken Hill NSW 2880. | 13,933,761 |
| Rosmech Sales & Service Pty Ltd                                     | Supply of 1 x Streetsweeper   | 348,929    |
| Johnsons Truck and Coach Service Pty Ltd                            | Supply of 1 x Chipper Truck   | 166,600    |
| Fulton Hogan Industries Pty Ltd                                     | Bonanza Street Reseal   | 332,646    |
| Aerial Access Australia Pty Limited                                 | Supply of 1 x Mobile Elevated Work Platform                                   | 671,828    |
| Image Air Conditioning  | Supply and install Heat pumps for the Regional Aquatic Centre                 | 206,650    |

During 2023/24 Council contributed or otherwise granted **\$103,092.31** under Section 356 of the *Local Government Act 1993*.

| FINANCIAL ASSISTANCE TO COMMUNITY UNDER S356 OF THE LOCAL GOVERNMENT ACT 1993 |                     |
|---|---------------------|
| SUBSIDIES   | \$                  |
| AGFAIR Broken Hill  | 7,920.09            |
| Alma Soccer Club  | 965.00              |
| Broken Hill Civic Orchestra Inc   | 2,600.00            |
| Broken Hill Eisteddfod Society  | 6,342.95            |
| Broken Hill Philharmonic Society  | 4,300.00            |
| Broken Hill Regional Events Centre  | 3,000.00            |
| Broken Hill Repertory Society Inc   | 8,000.00            |
| Broken Hill Soccer Association  | 7,239.00            |
| Celtic United Soccer Club Incorporated  | 2,964.40            |
| Fair Fight Foundation Limited   | 2,000.00            |
| Flourish Australia  | 4,500.00            |
| Golf Broken Hill Inc  | 6,000.00            |
| In One Accord   | 7,500.00            |
| Landcare Broken Hill Inc  | 6,000.00            |
| Making Tracks Far West  | 6,950.00            |
| Parish of Broken Hill and the Far West  | 5,301.32            |
| Saltbush Evangelical Church Broken Hill                                       | 5,500.00            |
| Silver City Quilters Inc.   | 4,305.41            |
| Silver City Swim Club   | 5,500.00            |
| West Darling Machinery Preservation   | 2,704.14            |
| Far West Local Health District David Bowler Memorial Scholarship              | 2,500.00            |
| Alma Public School  | 100.00              |
| Broken Hill High School   | 100.00              |
| Broken Hill North Primary School  | 100.00              |
| Broken Hill Public School   | 100.00              |
| Burke Ward Primary School   | 100.00              |
| Morgan Street Public School   | 100.00              |
| Railwaytown Primary School  | 100.00              |
| Sacred Heart College  | 100.00              |
| School of the Air   | 100.00              |
| Willyama High School  | 100.00              |
| <b>TOTAL</b>  | <b>\$103,092.31</b> |

| GENERAL MANAGER REMUNERATION PACKAGE* (01/07/2023 – 30/06/2024)                              |                  | SENIOR STAFF MEMBERS EMPLOYED BY COUNCIL* (01/07/2023 – 30/06/2024)   |                  |
|--|------------------|---|------------------|
| Statement of the total remuneration comprised in remuneration package of the General Manager |                  | Statement of the total remuneration comprised in remuneration package of all senior staff members, expressed as the total (not of individual members) |                  |
| Total Remuneration*  | <b>\$336,548</b> | Total Remuneration*   | <b>\$615,649</b> |

\* Includes Salary, performance payments (where paid), superannuation, non-cash benefits, reportable FBT.

### **Works Carried Out On Private Land**

Resolutions made under Section 67, 67(2)(b) and clause 217(1)(a4) concerning work carried out on private land: No data to report for 2023/24.

**A statement detailing the stormwater management services provided (if levied). Reg cl 217(1)(e):** No data to report for 2023/24.

**A statement detailing the coastal protection services provided (if levied). Reg cl 217(1)(e1):** No data to report for 2023/24.

**A statement detailing the recovery and threat abatement plans in accordance with Fisheries Management Act 1994, s220ZT(2):** No data to report for 2023/24.

### **Section 355 Committees**

Statement of all external bodies that exercised functions delegated by council Reg cl 217(1)(a6)

Council has 12 external bodies (Section 355 Committees), that exercised functions delegated by Council. These committees were established in accordance with the provisions of Section 355 and Section 377 of the *Local Government Act 1993*.

The committees are formed to assist Council in the management of a particular service or facility of Council. Council aims to appoint committees which are representative of the local community, or interest group of the particular service/facility.

Council's Section 355 Committees are:

- Ageing Well Advisory Committee
- Alma Oval Community Committee
- Broken Hill Heritage Committee
- Broken Hill Regional Art Gallery Advisory Committee
- BIU Band Hall Community Committee
- E.T. Lamb Memorial Oval Community Committee
- Friends of the Flora and Fauna of the Barrier Ranges Community Committee
- Memorial Oval Community Committee
- Norm Fox Sporting Complex Community Committee
- Picton Sportsground Community Committee
- Riddiford Arboretum Community Committee
- Youth Advisory Committee

### **Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which council held a controlling interest. cl 217(1)(a7)**

Council held no decision-making controlling interest in any corporation, partnership, trust, joint venture, syndicate, or other body during the financial year 2023/24.

### **Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which the council participated during the year Reg. cl 217(1)(a8)**

During 2023/24, Council participated in the following corporations, partnerships, trusts, joint ventures, syndicates or other bodies:

- Far South West Joint Organisation
- State Emergency Services
- Broken Hill University Department of Rural Health - The Australian Prevention Partnership Centre
- Cities Power Partnership
- Food Regulation Partnership
- Regional Express Airlines
- Broken Hill Environmental Lead Program
- Broken Hill Rotary
- St Patrick's Race Club
- Broken Hill Historical Society Inc
- West Darling Regional Arts Board
- Destination Network Country & Outback
- Destination NSW
- Flinders Ranges Tourism Operators Association
- South Australian Visitor Information Centre Network
- State Library New South Wales
- State Archives and Records NSW
- Uniting Way Australia – Ready to Read - Dolly Parton's Imaginations Library
- Journey Beyond Rail – Great Southern Rail
- RM Molesworth
- Maari Ma Aboriginal Health Corporation – Maari Ma Aboriginal Art Awards
- Hart Family – Pro Hart Outback Art Prize
- Landcare Broken Hill
- Broken Hill Alliance
- Regional Development Australia Far West
- Australian Mining Cities and Centres Alliance
- Association of Mining Related Councils
- RSPCA
- National Desexing Network
- Business Far West

### Equal Employment Opportunity Target Groups

Encouraging young people to take up careers in local government, attracting and retaining mature aged workers with valuable experience and skills and engaging with under-utilised sections of the labour market such as women with young children, carers, people with disabilities, Indigenous people and people from culturally diverse backgrounds, will assist to strengthen the organisation's ability to meet its future workforce needs.

### Employee Satisfaction

The number of employee grievances an organisation receives is one measure of employee satisfaction levels and the well-being of the working environment. Council has a number of mechanisms in place for employees to raise awareness for identifying and responding to grievances, including policy and procedures, Workplace Consultative Committee and People & Culture Officers.

| EQUAL EMPLOYMENT OPPORTUNITY AND DIVERSITY INITIATIVES |                         |
|--|-------------------------|
| IMPLEMENTED  | % OF STAFF PARTICIPANTS |
| Formal flexibility agreement                           | <10%                    |
| Flexible leave arrangements (TIL)                      | 45%                     |
| Regular part time work                                 | 18%                     |
| Rostered/accrued days off                              | 84%                     |
| Regular or occasional working remotely                 | <10%                    |
| Job sharing  | 2%                      |
| Unpaid leave for carers of people with special needs   | 0%                      |

| YEAR    | NO. GRIEVANCES LODGED |
|---------|-----------------------|
| 2023/24 | 0                     |

### Statement reporting Labour Statistics Reg cl 217(1)(d)(i),(ii),(iii),(iv)

| The Number of people directly employed by Council on 14 February 2024  |     |
|--|-----|
| On a permanent full-time basis   | 122 |
| On a permanent part-time basis   | 15  |
| On a casual basis  | 41  |
| On a fixed-term contract   | 27  |
| The number of persons employed by the council who are "senior staff" for the purposes of the <i>Local Government Act 1993</i>  | 4   |
| The number of persons engaged by the council, under a contract or other arrangement with the person's employer, that is wholly or principally for the labour of the person | 2   |
| The number of persons supplied to the council, under a contract or other arrangement with the person's employer, as an apprentice or trainee                               | 1   |

### Disclosure of how development contributions and development levies have been used or expended under each contributions plan -Environment Planning and Assessment Regulation 2021(EPA Reg) cl 218(1)(a)

As per the Local Government Code of Accounting practise, Council recognises all funds received from s7.12 development consent levies as operating revenue.

Council's Development Contributions Plan details funds received under a condition authorised by the Plan must be put towards meeting the costs of one or more public facilities in the development area (for example roads, footpaths, tree planting, parks and gardens and stormwater maintenance etc).

During 2023/24 the \$16,000 received from Developer Contributions was fully expended against local road maintenance – jet patching task. The developer contributions funded approximately 1.25% of the total annual expenditure of \$1,278,743 and 8.13% of total annual jet patching expenditure of \$196,777.

| <b>CAPITAL WORKS PROJECTS<br/>2023/2024</b>         | <b>\$</b> |
|---|-----------|
| Regional Emergency Road Repair Fund - Repairs       | 73,252    |
| RDS - Waste Transfer Facility Inlet Road            | 199,402   |
| RDS - Thomas St -Chloride to Sulphide               | 48,515    |
| RDS - Thomas St - Sulphide to Bromide               | 2,518     |
| RDS - Road Reseal Program 2022/23                   | 98,407    |
| RDS - Road Reseal Program 2023/24                   | 688,887   |
| RDS - Oxide Street - Lane to Chapple St - R2R       | 703,570   |
| RDS - Duff Lane Sealing                             | 226,370   |
| RDS - Crack Sealing Program 2023/24                 | 170,489   |
| RDS - Chloride St - Williams to Chapple- FLR Phase3 | 41,850    |
| RDS - Brookfield Avenue - Heavy patch               | 20,985    |
| Federation Way - Acquisition from Crown Lands       | 34,025    |
| Upgrade airport taxiways and apron                  | 462,162   |
| Airport Carpark Upgrade                             | 6,714     |
| Photocopier Refresh 2023-24                         | 11,562    |
| Civic Centre UPS 2023-24                            | 6,849     |
| IT Asset Replacement 2023-24                        | 11,264    |
| I AM OMNI Integration                               | 56,466    |
| HR Management System Implementation                 | 2,267     |
| GeoCentre Multimedia Equipment Renewal              | 41,815    |
| HACC Sewerage Pump Station fencing                  | 656       |
| Generator Replacement - Living Desert               | 6,086     |
| Replace Town Run Truck                              | 129,770   |
| Replace Stump Grinder                               | 51,700    |
| Replace Ride-On Mower Replacement 23-24             | 90,859    |
| Replace Plumber Truck                               | 108,550   |
| Replace Parks Run Truck                             | 121,070   |
| Replace Living Desert Can-am 23-24                  | 48,283    |
| Replace Jetpatcher                                  | 552,295   |

| <b>CAPITAL WORKS PROJECTS<br/>2023/2024</b>                | <b>\$</b> |
|--|-----------|
| Replace Forklift   | 48,860    |
| Replace Carpenter Truck                                    | 100,476   |
| Replace Bitumen Truck                                      | 122,297   |
| Vehicle Hot Wash Machine                                   | 4,545     |
| Visitor Information Centre Front Door Replacement          | 12,365    |
| Sturt Park - Replacement of Bin Surrounds                  | 19,160    |
| Roundhouse Fence   | 27,117    |
| Queen Elizabeth Park Small Dog Off-Leash Area              | 138,190   |
| O Neil Park Tennis Court Lighting Upgrade                  | 250,139   |
| O Neil Park Complex Masterplan                             | 120,792   |
| Heritage Walk Tour Shelter                                 | 38,295    |
| E.P. O`Neill Memorial Park Redevelopment Project - Stage 1 | 406,299   |
| Annual Fence Renewal Program                               | 54,284    |
| Duke of Cornwall Park - Tennis Court Fencing               | 113,017   |
| Duke of Cornwall Park - Resurfacing Tennis Court           | 158,837   |
| Bus Shelter -Bus Shelters CPTIGS 21-23 Round 2             | 56,180    |
| Bus Shelter - Ryan Street                                  | 13,497    |
| Bus Shelter - Gypsum Street                                | 16,283    |
| Bus Shelter - Gossan Street                                | 13,497    |
| Blende Street - Tree Replacement Program                   | 2,214     |
| Patton Park Electrical Upgrade                             | 14,394    |
| Gateway Sign Replacement 2023                              | 32,083    |
| CBD Redevelopment - Wayfinding                             | 292,195   |
| CBD Redevelopment - Town Square Redevelopment              | 85,363    |
| CBD Redevelopment - Banner Poles                           | 14,362    |

| <b>CAPITAL WORKS PROJECTS<br/>2023/2024</b>                      | <b>\$</b> |
|--|-----------|
| CBD Redevelopment - Banner Pole Lighting                         | 80,469    |
| Replace airport lighting 19-20                                   | 41,279    |
| Airport Fire Hydrant Pipe Replacement                            | 33,830    |
| Airport Fire Equipment Upgrade                                   | 116,031   |
| LAN - 101 Cornish Lane Acquisition                               | 2,411     |
| BLD - King Street Land Acquisition                               | 3,500     |
| RDS - Gypsum St Reconstruction                                   | 532,759   |
| RDS - Future road projects geotechnical studies and design works | 216,738   |
| FOOTPATH - FD- Oxide St - Mica St to Wolfram Ln                  | 96,251    |
| FOOTPATH - CBD Redevelopment - Argent Street Paving              | 378,015   |
| FOOTPATH - Beryl Street - Chloride to Oxide St                   | 1,002     |
| FOOTPATH - ATP Route 8 - Galena St - Mercury to Wills St         | 170,983   |
| FOOTPATH - ATP Route 6 - Morgan St - Zebina to Iodide St         | 30,698    |
| FOOTPATH - ATP Route 4 - Talc St - Galena to Gossan St           | 158,672   |
| FOOTPATH - ATP Route 2 - Blende St - Kaolin to Mica St           | 157,293   |
| Warnock St Works Depot Refurbishment                             | 17,083    |
| Warnock Depot Master Plan Technical Design                       | 433,677   |
| Warnock Depot Garage and Utilities Construction                  | 51,923    |
| Visitors Information Centre Shop 3 Airconditioner Replacement    | 4,618     |
| Visitors Centre Furniture and Shop Fittings                      | 833       |
| Sturt Park Shed Extension  | 33,754    |
| Soccer Grounds Canteen Refurbishment                             | 41,839    |
| Roundhouse Lighting Upgrade                                      | 19,540    |

| <b>CAPITAL WORKS PROJECTS<br/>2023/2024</b>                     | <b>\$</b> |
|---|-----------|
| Replace Airport Terminal Luggage Doors                          | 10,195    |
| Duke of Cornwall Park - Amenities Building                      | 262,135   |
| Civic Centre - Replace Stage Curtains                           | 43,742    |
| Civic Centre - Lighting Console Renewal                         | 29,143    |
| Civic Centre - Fire Door Replacement                            | 14,530    |
| Relocate Transportable from Police Station                      | 8,309     |
| Library, Archive & Cultural Precinct -Temp Relocation           | 1,064,838 |
| Library, Archive & Cultural Precinct - Construction             | 2,641,381 |
| Library, Archive & Cultural Precinct - Carpark Construction     | 3,392     |
| GeoCentre air conditioning replacement                          | 2,256     |
| Art Gallery Exhibition Space Upgrades 2022                      | 16,491    |
| Admin Building AC atmospheric boiler replacement                | 21,807    |
| 336A McCulloch St Subdivision Development                       | 12,325    |
| Art Gallery Ceiling Repair                                      | 20,948    |
| Aquatic Ctr - Replace security system                           | 11,194    |
| Aquatic Ctr - Overhaul Heat pumps – Hydro, 25m and toddler pool | 197,091   |
| Aquatic Ctr - 25m Pool Cover repairs                            | 7,375     |
| Aquatic Ctr - Exit-fire Doors Replacement                       | 37,096    |
| Airport CCTV Security Upgrade                                   | 38,003    |
| Administration Building - No2 Chilled Water Pump Replacement    | 11,236    |
| South Community Centre Front Door replacement                   | 10,205    |
| HACC Centre security system replacement                         | 15,254    |

**TOTAL \$13,273,525**



## Companion Animals Act 1998 and Companion Animals Regulation 2008

| POUND DATA: ANIMAL CONTROL STATISTICS 2023/24 |            |            |
|---|------------|------------|
| Activity                                      | Total Dogs | Total Cats |
| Seized  | 236        | 71         |
| Returned/Released to Owner                    | 157        | 13         |
| Surrendered                                   | 119        | 28         |
| Released for re-homing                        | 167        | 63         |

| COMPLIANCE WITH COMPANION ANIMAL ACT 1988 (CA ACT) AND THE COMPANION ANIMAL REGULATION 2008                     |   |
|---|---|
| Dog Attacks   | Council lodged compliant returns to the Office of Local Government of pound data collection returns and dog attack incident data. During 2023/24 there were <b>35</b> dog attack incidents recorded.  |
| Community Education Programs  | Community education programs were not undertaken during 2023/24.  |
| Strategies To Promote De-Sexing   | Council constantly updates information on its webpage in relation to Companion Animals and benefits associated with desexed animals. Pamphlets and flyers are available at Council's Administrative Centre promoting desexing.  |
| Strategies To Comply With Section 64 of the Companion Animals Act 1998  | Council is working collaboratively with local animal rescue organisations. During the 2023/24 financial year <b>147</b> dogs and <b>56</b> cats were released for rehoming. Council's euthanasia rate was approximately 11% of the total number of impounded animals during 2023/24. Animals that were euthanised were either sick or aggressive (feral) and therefore unsuitable for rehoming. |
| Dog Off Leash Areas   | Council provides two dogs off leash areas for the residents of Broken Hill to exercise their dogs: <ul style="list-style-type: none"> <li>• Patton Park – Broken Hill South</li> <li>• Queen Elizabeth Park – Broken Hill North</li> </ul>  |
| Funding - The expenditure covers animal shelter maintenance, veterinary services, operating costs and salaries. | <b>\$278,358</b><br>The total amount of expenses associated with Council's companion animal management and activities during 2023/24.   |

## Carers Recognition Act 2010

Council auspices several carer programs and activities to support carers in their caring role. Council maintains a record of staff who identify as 'carers' as defined under the Act and are considerate of the impact this may have on their work life.

The Workplace Consultative Committee are kept up to date on changes in legislation impacting carers and the role of the organisation in supporting those staff. Further information on carer activities and education is frequently distributed throughout the Council and to various community stakeholders.

## Disability Inclusion Action Plan

Council's Disability Inclusion Action Plan 2022-2026 was adopted by Council on 29 June 2022, minute number 45563. The Plan was created with the input of the Disability Inclusion Action Plan Working Group and the many community members who gave comments via survey or in face-to-face consultations. Many organisations also assisted Council to engage people with disability to participate in this process, including the Rural and Remote Autism Network; NSW Ability Links Orana Far West; YMCA Broken Hill (and YMCA NSW); CareWest; Silverlea Services; Silverlea Early Childhood Services; Life Without Barriers; and the NSW Department of Family and Community Services Far West/Murrumbidgee District. In addition, staff within Broken Hill City Council provided significant contributions to the development of this Plan. Refer to Achievements in Our Disability Inclusion Action Plan - Focus Areas (pages 52-54) for Council's progress on Implementation of the Plan. Full Disability Inclusion Action Plan 2017-2021 Key Performance Indicator Report ending 30/06/2024 can be viewed on Council's website via this link: <https://www.brokenhill.nsw.gov.au/Council/Strategic-Plans-including-Fees-and-Charges/Disability-Inclusion-Action-Plan>

## Environmental Planning and Assessment Act 1979

Voluntary Planning Agreement between Broken Hill City Council and Perilya. This voluntary planning agreement (VPA) was developed to comply with condition 15 of the planning approval issued by the NSW Department of Planning, for the recommencement of the North Mine.

The Planning Agreement requires a one-off monetary contribution of \$280,000 towards road works, as well as an annual contribution of \$20,000 towards road maintenance costs. The road works relate to Gypsum Street/South Road intersection (east bound left turn lane) and Gypsum Street (westbound land from South Road).

The Planning Agreement also requires the Developer to carry out Community Enhancement Works every year. The community enhancement works were introduced by the developer and consist of works and contributions that will benefit the community.

Perilya has paid the initial monetary contributions to Council as required, for the road intersection works and maintenance works.

## Modern Slavery Act 2018

**Statement of action taken by the council in relation to any issue raised by the Anti-slavery Commissioner during the year concerning the operations of the council and identified by the Commissioner as being a significant issue. s 428(4)(c) – No data to report for 2023/24.**

**Section 428(4)(d) a statement of steps taken to ensure that goods and services procured by and for the council during the year were not the product of modern slavery within the meaning of the Modern Slavery Act 2018.**

Council is committed to acting ethically and with integrity in all its business dealings and relationships and implementing effective policies and systems to ensure any form of slavery is not taking place in our business or supply chains. Council's procurement policy and framework is currently under review to ensure goods and services procured by Council are free from modern slavery.

## Swimming Pools Act 1992

| Inspections of private swimming pools 2023/24 in accordance with the Swimming Pools Act 1992, s22f(2) and the Swimming Pools Regulation 2018 cl23 |    |
|---|----|
| Number of inspections of tourist and visitor accommodation  | 0  |
| Number of inspections of premises with more than 2 dwellings  | 0  |
| Number of inspections that resulted in issuance of a certificate of compliance under section 22D of the Act                                       | 21 |
| Number of inspections that resulted in issuance of a certificate of non-compliance under clause 21 of the Regulation                              | 27 |

## Government Information (Public Access) Act 2009 and Regulation

Council is committed to the following principles regarding public access to documents and information:

- Open and transparent government
- Consideration of the overriding public interest in relation to access requests
- Proactive disclosure and dissemination of information
- Respect for the privacy of individuals

Council is committed to the principle of open government as set out in its Code of Business Practice Policy. During 2023/24 Council received **16** applications under the *Government Information (Public Access) (GIPA) Act 2009*. In each case, the application was processed within the statutory timeframe. The statistical information below regarding access applications to Council in 2023/24, is provided in accordance with Schedule 2 of the *Government Information (Public Access) Regulation 2018*.

| SUMMARY OF APPLICATIONS UNDER GIPA ACT - SCHEDULE 2   |  | 1 JULY 2023 – 30 JUNE 2024 |
|---|--|----------------------------|
| <b>TABLE A - NUMBER OF APPLICATIONS BY TYPE OF APPLICANT AND OUTCOME*</b>   |  |                            |
| Private sector business – Access granted in part  |  | <b>2</b>                   |
| Members of the public (by legal representative) - Access granted in part  |  | <b>3</b>                   |
| Members of the public (by legal representative) – Information not held  |  | <b>1</b>                   |
| Members of the public (other) – Access granted in full  |  | <b>1</b>                   |
| Members of the public (other) – Access granted in part  |  | <b>3</b>                   |
| Members of the public (other) – Information not held  |  | <b>4</b>                   |
| Members of the public (other) – Refuse to deal with application   |  | <b>1</b>                   |
| Members of the public (other) – Application withdrawn   |  | <b>1</b>                   |
| *More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision  |  |                            |
| <b>TABLE B - NUMBER OF APPLICATIONS BY TYPE OF APPLICATION AND OUTCOME*</b>   |  |                            |
| Access applications (other than personal information applications)<br>- Access granted in full  |  | <b>1</b>                   |
| Access applications (other than personal information applications)<br>- Access refused in part  |  | <b>8</b>                   |
| Access applications (other than personal information applications)<br>- Information not held  |  | <b>5</b>                   |
| Access applications (other than personal information applications)<br>- Refuse to deal with application   |  | <b>1</b>                   |
| Access applications (other than personal information applications)<br>- Application withdrawn   |  | <b>1</b>                   |
| *A personal information application is an access application for personal information (as defined in clause 4 of the Schedule 4 to the Act) about the applicant (the applicant being an individual) |  |                            |
| <b>TABLE C - INVALID APPLICATIONS</b>   |  |                            |
| Application does not comply with formal requirements (s41 of the Act)   |  | <b>0</b>                   |
| Total number of invalid applications  |  | <b>0</b>                   |
| Invalid applications that subsequently became valid applications  |  | <b>0</b>                   |
| <b>TABLE D - CONCLUSIVE PRESUMPTION OF OVERRIDING PUBLIC INTEREST AGAINST DISCLOSURE: MATTERS LISTED IN SCHEDULE 1 OF THE ACT</b>   |  |                            |
|   |  | <b>0</b>                   |
| <b>TABLE E - OTHER PUBLIC INTEREST CONSIDERATIONS AGAINST DISCLOSURE: MATTERS LISTED IN TABLE TO SECTION 14 OF THE ACT – Individual rights</b>  |  |                            |
|   |  | <b>6</b>                   |
| <b>TABLE E - OTHER PUBLIC INTEREST CONSIDERATIONS AGAINST DISCLOSURE: MATTERS LISTED IN TABLE TO SECTION 14 OF THE ACT – Business interests of agencies and other persons</b>                       |  |                            |
|   |  | <b>2</b>                   |
| <b>TABLE F - TIMELINES</b>  |  |                            |
| Decided within the statutory timeframe (20 days plus any extensions)  |  | <b>15</b>                  |
| <b>TABLE G - NUMBER OF APPLICATIONS REVIEWED UNDER PART 5 OF THE ACT (BY TYPE OF REVIEW AND OUTCOME)</b>  |  |                            |
|   |  | <b>0</b>                   |
| <b>TABLE H - NUMBER OF APPLICATIONS FOR REVIEW UNDER PART 5 OF THE ACT (BY TYPE OF APPLICANT)</b>   |  |                            |
|   |  | <b>0</b>                   |
| <b>TABLE I - NUMBER OF APPLICATIONS TRANSFERRED TO OTHER AGENCIES</b>   |  |                            |
|   |  | <b>0</b>                   |

**SECTION 3: FINANCIAL STATEMENTS 2023/2024**

**ANNEXURE: STATE OF OUR CITY REPORT 2022-2024**

# DOING BUSINESS WITH COUNCIL

## CUSTOMER RELATIONS

The Customer Relations team is Council's first contact point for the community and is available for face-to-face enquires from 9am to 5pm and telephone enquiries from 8.30am to 5pm, Monday to Friday.

Council's cashier closes at 4pm daily.

## PUBLIC OFFICER

Council's Public Officer can provide information on Council's plans, policy documents and information under the *Government Information (Public Access) Act 2009*.

## COUNCIL NOTICES

Council posts public notices regularly on its website, including information about proposed developments, draft policies, positions vacant and Council meeting dates and times. Council advertises in other publications when relevant and uses social media to keep the community informed of current news and updates.

## COUNCIL WEBSITE

Council's website can be accessed at [www.brokenhill.nsw.gov.au](http://www.brokenhill.nsw.gov.au). The website includes information about Council services, media releases, positions vacant, booking information for Council facilities, forms and online payments. Public documents can also be accessed on the website and includes Business Papers, Integrated Planning and Reporting documents, Plans and Policies, Fees and Charges.

## CORRESPONDENCE

All correspondence to Council should be addressed to the General Manager and forwarded to:

Broken Hill City Council  
PO Box 448  
BROKEN HILL NSW 2880  
Email: [council@brokenhill.nsw.gov.au](mailto:council@brokenhill.nsw.gov.au)

# COUNCIL CONTACT DIRECTORY

| CONTACT  | CONTACT DETAILS  |
|--|--|
| <b>IN PERSON</b>   | 9am to 5pm<br>Council Administrative Centre<br>240 Blende Street<br>Broken Hill NSW 2880 |
| <b>POST</b>  | Broken Hill City Council<br>PO Box 448<br>Broken Hill NSW 2880                           |
| <b>PHONE</b>   | 08 8080 3300 – 8.30am to 5pm   |
| <b>FAX</b>   | 08 8088 3424   |
| <b>EMAIL</b>   | <a href="mailto:council@brokenhill.nsw.gov.au">council@brokenhill.nsw.gov.au</a>         |
| <b>OPENING HOURS</b>                                     | 9am to 5pm<br>Monday to Friday<br>Cashier closes at 4pm                                  |
| EMERGENCY AFTER HOURS CONTACT NUMBERS                    |  |
| <b>ANIMAL CONTROL</b>                                    | 02 8579 0325   |
| <b>WASTE SERVICES</b>                                    | 0409 712 776   |
| <b>FALLEN TREES, FOOTPATHS, PROPERTIES AND AMENITIES</b> | 0408 858 493   |



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