

2022-2026 DELIVERY PROGRAM INCORPORATING 2023/2024 OPERATIONAL PLAN – KEY PERFORMANCE INDICATOR PROGRESS REPORT ENDING 31 DECEMBER 2023

Broken Hill City Council

OVERVIEW

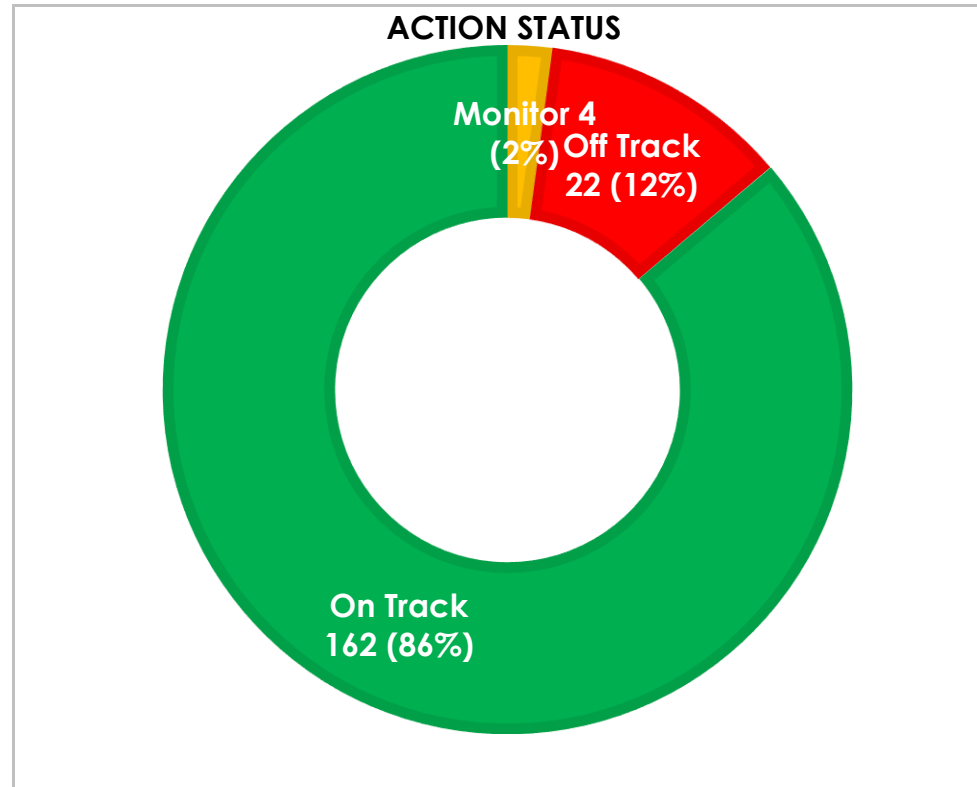
ACTION SUMMARY

By Performance

162 On Track

22 Off Track

4 Monitor



Action Progress Against Targets

188 Actions reported on

23 100% action achieved

139 At least 90% of action target achieved

04 Between 70% and 90% of action target achieved

22 Less than 70% of action target achieved

ACTION PLANS



GREEN

At least 90% of action target achieved



AMBER

Between 70% and 90% of action target achieved



RED

Less than 70% of action target achieved




No target set

1 Our Community

1.1 Our community spirit is our strength

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

Action Title: 1.1.1.1 Support community led interagency meetings

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Community Development Officer	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: Council supports the work of the interagencies by attending meetings, providing information and linking agencies together when required. During the report period, 1) Youth School Services Interagency (YSSI) meetings led by Mission Australia, were held monthly to discuss programs within schools and opportunities available for young people in the community. One YSSI meeting was attended. 2) Disability Interagency meetings were held monthly to enable NDIS providers to network, collaborate where possible and discuss issues with other providers, Council and Social Futures. Three Disability Interagency meetings were attended. 3) Homelessness meetings were held regularly to enable Service Providers to network, collaborate and discuss any issues for services. 4) Events for Services Agencies are shared via Council Facebook Page and services supported to utilise Council's Event Calendar and Community Directory.

Action Title: 1.1.1.2 Create opportunity for open dialogue with community agencies about homelessness in the City

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Community Development Officer	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: During the report period, two meetings were conducted with Homelessness Service providers and NSW Police to discuss the local need for housing and gaps in services. A Homelessness position paper has been redistributed for review from Homelessness Service providers to clarify the combined needs of people experiencing homelessness and people at risk of homelessness in the City. The position paper agrees a position of the service providers working with people at risk of, or experiencing homelessness and will be used for targeted engagement and advocacy. A survey has been forwarded to Homelessness Service providers to collate and update contact information and services available. Next meeting scheduled 1 February 2024.

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

Action Title: 1.1.2.1 Complete actions identified in Mulga Creek Rectification Design

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Director Infrastructure & Environment	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: Mulga Creek Wetlands Working Group has been created and meet monthly to ensure all works associated with the wetlands are completed, including maintenance or capital works. A Request for Quotation (RFQ) has been created and reviewed and is now currently being advertised for a contractor to complete construction works on an earth bund and complete vegetation management control works.

Action Title: 1.1.2.2 Ensure regular maintenance of undesirable weeds within the Mulga Creek and Mulga Creek Wetlands

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Director Infrastructure & Environment	In Progress	15-Aug-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: Mulga Creek Wetlands Working Group has been created and meet monthly to ensure all works associated with the wetlands are completed, including maintenance or capital works. Maintenance is carried out weekly and after each large rain event to ensure unimpeded water flow through the wetlands. A Request for Quotation (RFQ) has been created and reviewed and is now currently being advertised for a contractor to complete construction works on an earth bund and complete vegetation management control works.

1.1.3 Provide public amenities, halls and community centres to facilitate community activity**Action Title: 1.1.3.1 Maintain asset condition scores above index of 3 through scheduled maintenance**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Acting Strategic Asset Management Coordinator	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: Scheduled maintenance plans will be developed along with the Asset Management Plans. These are being outsourced through contractors. Expected to be completed by June 2024. Current Scheduled maintenance is going as planned and budget is being prepared for future asset improvement works. Condition reports of Council Assets is recorded in iAMOmni software with appropriate condition rating.

1.1.4 Facilitate the celebration of community and cultural events**Action Title: 1.1.4.1 Deliver an event to celebrate National Heritage Status**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Community Development Coordinator	In Progress	01-Jul-2023	30-Jun-2024	100%	50.00%	 GREEN


Action Progress Comments: Council held the 140th Anniversary Celebration of the discovery of the Line of Lode on 5 September 2023 in Sturt Park. The event included food stalls, Y's Men's Merry Go Round and live music from both local and Adelaide groups. The event culminated in a custom laser light show with mining and historical theming. The event was extremely well attended with all food vendors selling out..

Action Title: 1.1.4.2 Support the annual Miners' Memorial Ceremony

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Community Development Coordinator	Completed	01-Jul-2023	30-Jun-2024	100%	50.00%	 GREEN

Action Progress Comments: Council provided support for the Miners Memorial Service conducted on the Line of Lode on Sunday 8 October 2023, with approximately 80 people attending the ceremony. Council worked with the CFMEU, 3rd Broken Hill Sea Scouts, BIU Band to facilitate the event. Technical and logistical support was provided on the day, together with event management, media and promotion of the event in the lead up.

Action Title: 1.1.4.3 Deliver a program of community events

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Community Development Coordinator	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: Seven community events were held during the report period - NAIDCO Flag Raising ceremony held on 3/7/2023. 140th Anniversary Celebrations held on 5/9/2023. Miners Memorial service conducted on 8/10/2023. Renaming event for the Fred Jobson South Community Centre held on 18/11/2023. Christmas Pageant held on 2/12/2023. New Year's Eve celebrations held on 31/12/2023.

Action Title: 1.1.4.4 Investigate grant opportunities to support the delivery of community events

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Economic Development Officer	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: Council continues to seek funding opportunities to support the delivery of community events. These include collaborating with organisations such as Business Far West to receive funding to deliver events through Small Business Month and assisting with the delivery of NAIDOC Family Fun Day.

1.1.5 Recognise Volunteerism**Action Title: 1.1.5.1 Host volunteer awards**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Community Development Coordinator	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: Volunteer Working Group met twice in the reporting period. Event plan is in progress to conduct the 2024 volunteer awards during National Volunteer Week in May 2024.

Action Title: 1.1.5.2 Review existing Council volunteer programs and develop an overarching volunteer policy framework

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Manager Corporate Risk	In Progress	01-Jul-2023	30-Jun-2024	35%	50.00%	 AMBER


Action Progress Comments: During the report period a Draft Volunteer Framework and Policy were completed, with Council's Executive Leadership Team to review final draft in April 2024, following consultation with Council members.

Action Title: 1.1.5.3 Maintain Heritage Walk Tour program

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Visitor Services Coordinator	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: Currently eight active volunteers are running the walk tours every weekday from 10am to 12pm. They break for the summer months and will re-start in March 2024. The Heritage Walk Tour volunteers have been fitted with their own, branded uniforms consisting of long sleeve shirts for the warmer months and jackets for the colder months.

Action Title: 1.1.5.4 Maintain City Ambassador program

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Visitor Services Coordinator	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: Currently four active volunteers are assisting Visitor Services staff at the Information Centre on a weekly basis. They have also assisted at larger events this year in our mobile information centre. The City Ambassador program breaks over the summer months due to lower visitation numbers.

Action Title: 1.1.5.5 Support volunteering opportunities within the Library

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Acting Library Coordinator	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: Volunteers are a vital part of the Library service. Library volunteers deliver Library resources via the Home Library Service each fortnight to members who are unable to visit the Library due to age, frailty or illness. Library volunteers are engaged in three programs - Home Library Service, Adult Literacy tutoring and assistance with early literacy programming. A total of 7 volunteers participate in these programs, equating to 234 hours during the report period.

Action Title: 1.1.5.6 Support volunteering opportunities within the Gallery

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Gallery and Museum Manager	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: Ongoing Volunteer support within the Gallery is offered through a number of ways. This includes direct one on one liaisons and regular volunteer meetings in the way of afternoon teas. The Gallery's Volunteers are recognised with an annual Christmas party held in appreciation of their hard work and dedication and they are also nominated each year in the Council Volunteer Awards event.

Action Title: 1.1.5.7 Support Council's Section 355 Committees in undertaking their duties

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Manager Corporate & Customer Experience	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: Section 355 Committees receive governance support to undertake their duties. A Council email address has been created for each S355 Committee and secretaries of each committee have been invited to undertake a formal induction with Council Officers to activate the use of the email address. The Council email address will improve record keeping in relation to S355 records and ensure longevity of records for committees. Further support through the development of a Section 355 Portal is planned and expected to be rolled out at the commencement of the new term of committees. The portal aims to provide direct access to documents and plans such as manuals, handbooks, constitutions and a range of templates and resources relevant to individual committees. This initiative is being developed in parallel with the review of S355 manuals, constitutions, terms of references and other resources such as templates and forms. The review is being conducted in accordance with the timeline for the new term of Council.

1.1.6 Support youth events**Action Title: 1.1.6.1 Plan and budget for youth events and ongoing consultation with young people**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Community Development Officer	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: The quarterly Section 355 Youth Advisory Committee meeting was held in October 2023. A Youth School Holiday Activity Survey was distributed to all schools to establish the activities children aged 5 to 17 years would like to participate in during school holiday periods. Council was successful in a youth driven grant opportunity for summer/autumn school holiday opportunities and will have Rock About Rock Wall Climbing planned for April 2024 during Youth Week. A Youth Opportunities Cultural Art Workshop in conjunction with Digital Art and Radio Broadcasting Programs are in the planning stages, with a Community Event planned for the unveiling of mural in May 2024. A Youth Action Group to be actioned in the new school year to be the voice of youth in our community, working with students from Student Representative Councils and Student Support Coordinators.

Action Title: 1.1.6.2 Provide co-curricular youth programs at the Art Gallery

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Gallery and Museum Manager	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: The Gallery's regular afterschool workshops program, artsCool occurred during the school term throughout the reporting period. This includes three classes each week - Kindergarten to Yr 2, Yr 3 to Yr 6 and Highschool classes. In addition, the senior artsCool class produced and curated an exhibition of their works, which was on display at the Gallery from September 2023 until February 2024.

Action Title: 1.1.6.3 Provide youth inclusive spaces within the Library

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Acting Library Coordinator	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: The Library seeks to provide free accessible and high-quality service to our community through providing the vehicle for ideas, information, resources, facilities, programs and services supported by the provision of vibrant, valued spaces to help our community discover, connect, learn and grow. A separate youth focused Library section is available with secluded seating area. A dedicated children's area is available that is colourful and attractive to use. A total of six gaming computers are available for gaming and educational research. Currently in 2023/24 there are a total of 900 registered junior and youth Library members and 54 remote junior and youth Outback Letterbox Library members. These figures include Children 0-11 and Youth aged between 12 up to 18 years of age.

Action Title: 1.1.6.4 Library participation in Council led youth events and activities

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Acting Library Coordinator	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: The Library participates where able in Council led youth events. During the report period, the Library celebrated Local Government Week and had Mayor Kennedy attend to read a story to the children.

Action Title: 1.1.6.5 Provide Library Outreach activities through Outreach van

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Acting Library Coordinator	In Progress	01-Jul-2023	30-Jun-2024	1%	50.00%	 RED

Action Progress Comments: Council is awaiting delivery of the van for it to be fitted out in line with requirements for Library Outreach activities. Once completed, the van will be utilised by the Library team to visit remote areas and provide access to Library materials for members to loan, provide help with technology and facilitate story time sessions. In addition to this, the van has the potential for it to be used in the City during Council events, to provide a safe, quiet space for people to come and sit if required, without having to leave the event.

1.2 People in our community are in safe hands**1.2.1 Prioritise actions within the Smart City Framework that support safer communities****Action Title: 1.2.1.1 Install CCTV on new Lighting and Banner Poles in Argent Street**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Projects Engineer	Deferred	01-Jul-2023	30-Jun-2024	10%	50.00%	 RED


Action Progress Comments: The banner poles are CCTV ready (provision only). A business case was submitted for CCTV in the 2023/24 financial year however, the project has been divided into two phases with the street lighting, stage 1, being completed in the 2023/24 financial year. Phase 2, CCTV installation will be resubmitted as a new project for the 2024/25 financial year.

Action Title: 1.2.1.2 Install CCTV as part of the Town Square Redevelopment Project

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Projects Engineer	In Progress	01-Jul-2023	30-Jun-2024	10%	50.00%	 RED

Action Progress Comments: This project is currently in progress as part of the current Town Square Design and will be completed in the 2023/24 financial year, alongside the construction works as part of the Town Square Construction Project.

1.2.2 Maintain infrastructure and services for the effective management and control of companion animals**Action Title: 1.2.2.1 Continue to provide a comprehensive companion animal management service in accordance with objectives in the Companion Animal Management Plan**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Manager Corporate & Customer Experience	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: During the report period the provision of a companion animal management service included the operation of the Companion Animal Shelter for the housing of surrenders, impounding and re-homing. Ranger services included inspections, complaint handling, dog attack procedures, nuisance dog and cat procedures and education and promotion of responsible pet ownership. Off-Leash areas are provided in Queen Elizabeth Park and Patton Park.

Action Title: 1.2.2.2 Facilitate Companion Animal Working Group

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Manager Corporate & Customer Experience	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: The Companion Animal Working Group met on 12 October 2023 and is scheduled to meet again in March 2024. The review of the Companion Animal Management Plan will be presented to the March 2024 Council meeting.


1.2.3 Active participation in Local Emergency Management Committee and Local Rescue Committee**Action Title: 1.2.3.1 Actively participate and support the local regional state emergency management committees**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Director Infrastructure & Environment	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: All Council representatives were present at the August and November 2023 LEMC/LRC meetings.

1.2.4 Advocate for community and social service providers to be adequately resourced to meet community needs


Action Title: 1.2.4.1 Work with social service providers to identify resourcing gaps

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Community Development Officer	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: An Alcohol and other Drug e-Petition distributed October 2022 closed December 2023 with 347 e-signatures received. The Alcohol and Other Drug Steering committee have not held any meetings during the reporting period. Homelessness Services database to be available from Council at completion of survey.

1.2.5 Advocate for affordable, reliable, sustainable water and utilities

Action Title: 1.2.5.1 Collaborate with industry to deliver affordable and efficient utilities inclusive of renewable and smart technology and investment


Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
General Manager	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: Advocacy for affordable and efficient utilities and renewable and smart technology and investment have been included in Council's revised Advocacy Strategy and provided to State and Federal Ministers. During the report period, Council collaborated on the following: 1) Meeting with the Minister for Environment and Water, 2) Bi-monthly meetings with Essential Water. Council continues to pursue opportunities to become an energy retailer project as endorsed in the Broken Hill Renewable Energy Action Plan, which aims to construct a medium scale solar array to increase renewable energy in the City and commit to a long-term goal of the City being 100% powered by renewable energy by 2030.

1.3 Our Community works together


1.3.1 Provide programs at Cultural Facilities

Action Title: 1.3.1.1 Present a varied, diverse and engaging Artistic Program across the Gallery and Museum sites

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Gallery and Museum Manager	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: In 2023, fourteen exhibitions were programmed including exhibitions by local Indigenous and non-indigenous artists, touring exhibitions and interstate artists. These programs were varied and well received. This diverse programming continues in 2024. The highlights of the 2024 program include the return of the BHCC permanent collection, 2 major Indigenous touring exhibitions, the Tamworth Triennial Textile Exhibition as well as several smaller exhibitions.

Action Title: 1.3.1.2 Present a varied, diverse and engaging Public Program across the Gallery and Museum sites

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Gallery and Museum Manager	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: During July to December 2023, the Gallery held 102 individual public programs, with a total of 1,903 participants. The public programs included artist performances, workshops, exhibition openings, educational programs, high school workshops, tours and artist talks. From August to December 2023, the GeoCentre held 15 tours with a total of 361 participants.

Action Title: 1.3.1.3 Provide quality Library services

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Acting Library Coordinator	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: The Library is a universal free service available to all community members and provides an inclusive, accessible and welcoming space to meet, connect, learn, socialise and share ideas and resources. The modern Library has been described as a community meeting space, the 3rd space, which plays an important role in building social capital and enhancing community and individual well-being. Lifelong learning underpins all Library service elements, with lifelong learning recognised as a driver for social and economic change.

Action Title: 1.3.1.4 Provide Archive collection and services

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Acting Library Coordinator	Completed	01-Jul-2023	30-Jun-2024	100%	50.00%	 GREEN


Action Progress Comments: The Archive collection has been packed up and moved to the basement of the Council Administration building in the lead up to the library service relocating so the new library building can be built. At this point in time the archive collection cannot be accessed by the public but has been fully audited by the Archive Collection Project Manager. The Outback Archive is still accepting items that are relevant to the history of Broken Hill and surrounding areas such as White Cliffs and Tibooburra.

Action Title: 1.3.1.5 Provide cultural and educational Library programs

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Acting Library Coordinator	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: The Library is a universal free service available to all community members and provides an inclusive, accessible and welcoming space to meet, connect, learn, socialise and share ideas and resources. The modern Library has been described as a community meeting space, the 3rd space, which plays an important role in building social capital and enhancing community and individual well-being. Lifelong learning underpins all Library service elements, with lifelong learning is recognised as a driver for social and economic change. The Broken Hill City Library plays a significant role in building Broken Hill as a learning community. The library staff have attended training sessions on Key Word Sign, understanding neurodiversity and sensory processing difficulties to be able to accommodate the whole community when facilitating our early literacy and other programming. The library also runs an adult literacy tutor program with the help of dedicated volunteers that have received specialised training from Jo Medlin that works with the Reading Writing Hotline.

Action Title: 1.3.1.6 Provide Library outreach programs and activities

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Acting Library Coordinator	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: The Library plays an important role in building social capital and enhancing community and individual well-being. Lifelong learning underpins all Library service elements, with lifelong learning recognised as a driver for social and economic change. The Broken Hill City Library plays a significant role in building Broken Hill as a learning community and provided outreach services such as our Outback Letterbox Library service, Home Library Service, 123 Community Hub for NAIDOC Week, Family Fun Day in the Park, and Childrens Day in the Park.

Action Title: 1.3.1.7 Improve the accessibility of archive collection to the public

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Acting Library Coordinator	In Progress	01-Jul-2023	30-Jun-2024	81%	50.00%	 GREEN


Action Progress Comments: The Archive was officially closed to the public as of the 1 October 2022 and the volunteer program suspended. The closure is to enable focus on preparing the collection for relocation and to concentrate on the eMu database digitisation project. To improve the accessibility of the Archive collection to the public the following has occurred: - A total of 37,759 items have been audited, 2,447 images and 207 documents have been uploaded to the eMu database, 233 images have been reproduced and 66 donations have been processed. A total of 30% of archive items have been audited (ie accessible). This is based on 53,000 items that have been accessioned into the eMu collection management system, plus an estimated 47,000 items that are yet to be accessioned. Digitisation figure is much lower with only 1.8% of collection items digitised and uploaded to the eMu collection management system.

1.3.2 Participate and collaborate in external consultation activities**Action Title: 1.3.2.1 Actively engage and participate in various community and agency meetings as well as major project consultation**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Community Development Officer	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: Disability Interagency monthly meeting hosted a presentation from Utopia Care, NDIS Service provider, purchasing housing and land in Broken Hill to establish Supported Accommodation. Utopia now have three 3-bedroom supported living properties in Broken Hill, four Respite bedrooms under development. Council attended the opening of Social Futures Clubhouse a tech-based learning hub for young people aged 12-17 years old and actively support the hub as a place of inclusion for young people interested in technology.


1.3.3 Ensure Community engagement Strategy remains relevant**Action Title: 1.3.3.1 Provide information to community as per Community Engagement Strategy**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Manager Communications & Marketing	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: All communication activities during the report period were carried out in line with the Community Engagement Strategy.

1.3.4 Advocate for access to affordable social and health services


Action Title: 1.3.4.1 Work with key stakeholders to identify social and health service gaps

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Community Development Officer	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: 1) Aged Care - Council held discussions with Aged Care Service Providers and Aged Care Facilities along with data collected from Council's Aged Care Survey established the decline in workforce and volunteers. Recruitment and retention have been difficult to manage with the lack of housing, land allocations and childcare service providers at capacity. Council to continue working with key stakeholders to lobby for the increase in the MMM3 to MMM6 (Modified Monash Model / MMM 2019 <https://www.health.gov.au/topics/rural-health-workforce/classifications/mmm>) 2) Food Services - Research to collect data in relation to Food Service from three Services providing meals to the aged in the community. Food Services relies heavily on volunteers and a depleting volunteer base has been identified. Council will be holding a Volunteer Expo in 2024, to engage and connect the community with volunteerism and promote social cohesion. 3) Youth Crisis Services Database - Youth Police Liaison Officers and Council have been working collaboratively with youth to promote social cohesion and inclusion to assist Police to establish a Youth Crisis Services database for first responders.


1.3.5 Provide appropriate infrastructure to maintain and enhance sustainable transport

Action Title: 1.3.5.1 Upgrade the City's bus stops to meet Australian standards and Disability Inclusion requirements

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Projects Engineer	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: During the report period Council received approximately \$102,000 funding through the Country Passenger Transport Infrastructure Grant Scheme, to enhance the City's public transport infrastructure, bringing significant benefits to the community. The funding will be utilised for maintenance and upgrade of prioritised bus stops, with a new bus shelter installation completed on Gypsum Street, showcasing the modern design and improved accessibility features. Four additional bus stops will receive comprehensive upgrades to improve accessibility for everyone, including those with mobility limitations. All upgrades will adhere to the latest Australian standards, ensuring safe and comfortable access for all passengers, particularly seniors. The new shelters and upgraded ground surfaces will make catching the bus easier and more comfortable for everyone, especially those with wheelchairs, walkers, or other mobility aids. The new amenities will contribute to a more appealing and user-friendly public transport experience, encouraging greater utilisation and demonstrating Council's commitment to providing a reliable and accessible public transport system for all residents.

Action Title: 1.3.5.2 Carry out high priority action items within the annual CASA surveillance safety audit

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Airport Manager	Completed	01-Jul-2023	30-Jun-2024	100%	50.00%	 GREEN

Action Progress Comments: Civil Aviation Safety Authority (CASA) Safety Surveillance Audit is carried out every 2 years. Last audit was completed December 2021 and next audit is due December 2023, depending on CASA Inspector availability. There were no Safety findings identified by CASA Inspector at the 2021 Audit. There were 7 Safety Observations identified. Safety Observations are not required to be corrected and Council is not required to respond to the observations. However, Council did respond to CASA on all 7 observations. Six Observations have since been corrected/repared and the 7th observation has a plan in place for future works to correct. This observation requires line marking on the RPT apron, which was completed on 19 February 2023, this rectifies the last outstanding safety observation from CASA Audit, which required equipment storage areas to be designed and line marked on RPT apron. All Safety Observations from the last CASA Safety Surveillance Audit completed in December 2021 have been corrected. There has not been a CASA Safety Surveillance Audit completed since and none planned for the first half of 2023/2024.

1.3.6 Investigate opportunities to partner with organisations to support young people to transition into the workforce


Action Title: 1.3.6.1 Collaborate with key stakeholders to identify workforce opportunities for young people

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Executive Manager People and Culture	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: During the report period, Council participated in the RDA Careers Information Day held for local secondary education students in August 2023, where staff provided information and guidance on employment opportunities with Council. Council continues to host school work-placement requests for local students with 11 students working across Council to date for the 2023/24 financial year.


1.3.7 Provide opportunities for collaboration and sharing of public resources

Action Title: 1.3.7.1 Maintain community contacts databases

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Community Development Officer	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: The community contacts database was updated and maintained during the report period. Community entities are encouraged to list their agency on the community directory on Council's website and place events on the website's event calendar.


Action Title: 1.3.7.2 Continue the Commission/Residency program within the Gallery

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Gallery and Museum Manager	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: The Open Cut Residency Program opened late 2023 with two successful artists selected. These artists will collaborate with the community and other artists and present their works in exhibitions at the Broken Hill City Art Gallery in 2024.


1.3.8 Maintain and strive to continuously improve the Customer Contact and Call Centre

Action Title: 1.3.8.1 Review Council's Customer Service Framework

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Manager Corporate & Customer Experience	In Progress	01-Jul-2023	30-Jun-2024	30%	50.00%	 RED


Action Progress Comments: A project plan for the review of Council's Customer Service Framework is under development for ELT endorsement to commence. The plan aims to target engagement with the broader workforce, with completion by 30 June 2024.

Action Title: 1.3.8.2 Undertake quarterly Customer Service evaluations for business improvement

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Manager Corporate & Customer Experience	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: During the report period the process for Customer Service evaluations was updated to incorporate evaluation of 5 random recordings provided by each Call Centre Agent. The change to evaluation of random calls throughout the period provided a broader overall perspective of call handling by each Call Centre Agent. From these evaluations key improvement areas were identified for Call Centre Agents. Improvements identified included Call Centre Agents asking more probing questions to gain further information, enhancing customer experience by acknowledging customers feelings using statements of understanding/empathy, explaining what the customer can expect next to help set customers' expectations. These improvements will assist Call Centre Agents to resolve the call at first point of contact and continue to provide positive customer experience. Evaluations continue to be scheduled within standard operational tasks.

Action Title: 1.3.8.3 Continue seeking to expand and test further capabilities of the established Online Community Portal

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Manager Corporate & Customer Experience	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: Reporting on customer activity on the Community Portal is undertaken monthly and provided to Council's Executive Leadership Team. A current project is underway to integrate data between Council's OMNI software and Authority Customer Request Management system. This integration will provide an opportunity for customers using the Community Portal to be able to see the status of their request. The Library Service temporarily operating from the Administration Building will provide an opportunity to engage with the community further to increase usage of the Community Portal.

Action Title: 1.3.8.4 Implement a new and improved Council facilities booking process

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Manager Corporate & Customer Experience	In Progress	01-Jul-2023	30-Jun-2024	75%	50.00%	 GREEN

Action Progress Comments: Review of the Event Booking Process was undertaken in June 2023. Internal stakeholder participation included all Facility Managers, Corporate Services, Building Surveyor, Environmental Health Officer, Community Development Officer, Civic Centre team, Parks and Infrastructure teams, Economic Development team and Risk/WHS team. The review was divided into two parts, being Parks and Open Spaces and Facilities. A four-tier structure was developed, with the tiers being determined by the size, type of activities to be conducted at the event and corresponding risk level. Hire fees for the four tiers were included in the 2023/2024 Schedule of Fees and Charges. A new online booking form was developed, inclusive of a smart logic to determine fees and workflows aligning to each tier. Council Officers undertook a community information session in November 2023, inviting regular users and also inviting the community through social medial and print media. Part two of the review - Council Facilities, is now underway for completion by 30 June 2024.

1.4 Our history, culture and diversity are embraced and celebrated

1.4.1 Facilitate the promotion of community events


Action Title: 1.4.1.1 Promote Council community events to the community

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Manager Communications & Marketing	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: All Council events during the report period were promoted via established communication channels including media release, Council's web page and/or social media.


1.4.2 Support the reconciliation movement

Action Title: 1.4.2.1 Investigate local collaborative alternatives to develop a new Action Plan

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Community Development Officer	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: Council is seeking collaboration with Wilyakali Elders to develop a new Action Plan, with this action to progress in 2024.

Action Title: 1.4.2.2 Advocate, celebrate and champion the inclusion of local First Nations Artists throughout the Gallery and Museum artistic program

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Gallery and Museum Manager	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: The art and culture of First Nations people continued to be supported and promoted at the Gallery during the report period. This included Barkindj works from the Gallery's own collection which was curated and exhibited by Barkindji/Malyangapa artist, David Doyle alongside his own works and the Jam Factory's touring exhibition of works by leading South Australian First Nations visual artist, Pepai Jangala Carroll. Additionally, the Gallery continued to host and support local Indigenous artists through the Maari Ma Indigenous Art Awards in late 2023.

Action Title: 1.4.2.3 Investigate installation of permanent acknowledgment of country within Museum

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Gallery and Museum Manager	In Progress	01-Jul-2023	30-Jun-2024	99%	50.00%	 GREEN


Action Progress Comments: The installation of permanent acknowledgment of country within Museum has been investigated and is on track to be installed in the first half of 2024.

Action Title: 1.4.2.4 Identify archival programs and opportunities to record the history of First Nations people of the area

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Acting Library Coordinator	In Progress	01-Jul-2023	30-Jun-2024	81%	50.00%	 GREEN


Action Progress Comments: Oral History training was held in January 2022, with the local community indicating their eagerness to commence recording history of elders and community members. A number of discussions were then held with the participants regarding progression. Leading from this, a Community Development Fund grant application, to record First Nations Oral History recordings, was submitted on 8 November 2022, this submission was successful. A meeting with key stakeholders has been requested to discuss Australian Institute of Aboriginal and Torres Strait Islander Studies collections and Mukurtu database use. An Email was sent in December 2022 to State Library NSW Indigenous Services regarding the Archives obtaining Mukurtu gather database and to discuss the progression of involving community in training and establishment of this database to be held 2023. NSW Government Community Development Grant - recording of First Nations stories oral history project was successful for an amount of \$153,820. The Library Coordinator has so far been unsuccessful in being able to recruit someone to oversee the First Nations Cultural Project that would be responsible for the recording and gathering of oral histories, Indigenous art works and ephemera.

1.4.3 Promote the City as Australia's First Heritage Listed City**Action Title: 1.4.3.1 Advocate for tri-partisan government approach to management of the National Heritage assets**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Manager Communications & Marketing	Completed	01-Jul-2023	30-Jun-2024	100%	50.00%	 GREEN

Action Progress Comments: Advocacy for tri-partisan government approach to management of the National Heritage Assets has been included in Council's revised Advocacy Strategy and provided to State and Federal Ministers.

Action Title: 1.4.3.2 Advocate for recognition and financial support for the continuity of Broken Hill Heritage and its importance to the nation

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Manager Communications & Marketing	Completed	01-Jul-2023	30-Jun-2024	100%	50.00%	 GREEN

Action Progress Comments: Council is supporting the application for the World Listing of the Trades Hall and has written to and received support from State and Federal Ministers and Members of Parliament for the project.

1.4.4 Advocate for funding and investment in Community Development Projects**Action Title: 1.4.4.1 Apply for grants for intergenerational community events in collaboration with community groups**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Community Development Officer	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: No intergenerational funding or submissions to report for this period. Youth Opportunities Grant Funding extension until 30 November 2024. Successful grant application for Youth School Holiday programs. Upcoming eligible funding opportunities Social Cohesion and Youth Week Grants for early 2024.

1.4.5 Support events that celebrate history, culture and diversity

Action Title: 1.4.5.1 Work with third parties to seek funding to celebrate history, culture and diversity

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Economic Development Officer	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: Broken Hill City Council regularly assists third party organisations in their applications for funding for a variety of community focused events. This is done primarily through advocacy work and the provision of letters of support, outlining the potential positive impacts these events may have on the Broken Hill community and how they align with specific objectives from the Community Strategic Plan. During the report period, Council provided 10 letters of support, for a variety of projects.

Action Title: 1.4.5.2 Provide support and advice to event planners to deliver events within region

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Community Development Coordinator	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: Advice and support have been given to five event planners during the report period, looking to hold or already confirmed to be holding events within the City and the region. These range from smaller community-based events to large scale events of national and international significance. A community information session was held for local organisations and contractors on updates to Councils event application process with support provided to numerous local events conducted on Council open spaces.

1.5 Our built environment supports our quality of life

1.5.1 Review and update development and building strategies and policies to ensure relevance

Action Title: 1.5.1.1 Continue review of Environmental Planning Instruments and Policies

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Town Planner	In Progress	01-Jul-2023	30-Jun-2024	20%	50.00%	 RED

Action Progress Comments: Review of Planning instrument and planning policies in progress, with initial consideration by staff around key matters to include in a review of DCP and LEP. Issues considered relevant for review include heritage and land uses permitted in various zones.


1.5.2 Manage ongoing delivery of the Central Business District (CBD) Masterplan

Action Title: 1.5.2.1 Manage delivery of infrastructure projects associated with the Library and Archives project

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Projects Engineer	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: The Library and Archives Project is currently under redesign to meet the revised project budget approved in Council's Ordinary Meeting held Wednesday 26 April 2023, with the lead design consultant being reengaged. The project's builder joined the team on an Early Contractor Involvement (ECI) and a new Development Application was lodged in September 2023, with 90% design documentation being received in December 2023. A Principal Certifying Authority has also been engaged for the project. The project will make a start in approximately March 2024 with a 52-week (working) construction duration.

Action Title: 1.5.2.2 Manage delivery of infrastructure projects associated with CBD Revitalisation Project

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Projects Engineer	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: During the report period, the following CBD infrastructure projects were completed - 1) CBD Banner Poles project, 2) CBD Wayfinding project. The following CBD infrastructure projects are to commence in 2024 - 1) Town square redevelopment project, 2) Argent St paving.

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

Action Title: 1.5.3.1 Implement actions and recommendations from Asset optimisation project

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Acting Strategic Asset Management Coordinator	In Progress	01-Jul-2023	30-Jun-2024	70%	50.00%	 GREEN

Action Progress Comments: Asset Optimisation draft report has been provided to all ELT members. Workshop was conducted by consultant to review the draft document and propose changes before finalisation. Phase 2 currently underway to develop implementation plan to be completed by June 2024

Action Title: 1.5.3.2 Develop and Implement Asset Management Plan - Roads and Footpaths

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Acting Strategic Asset Management Coordinator	In Progress	01-Jul-2023	30-Jun-2024	25%	50.00%	 RED


Action Progress Comments: Asset Management Plans are being outsourced through contractors. Expected to be completed by June 2024. Current Scheduled maintenance is going as planned and budget is being prepared for future asset improvement works.

Action Title: 1.5.3.3 Develop and Implement Asset Management Plan - Parks and Open Spaces

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Acting Strategic Asset Management Coordinator	In Progress	01-Jul-2023	30-Jun-2024	25%	50.00%	 RED


Action Progress Comments: Asset Management Plans are being outsourced through contractors. Expected to be completed by June 2024. Current Scheduled maintenance is going as planned and budget is being prepared for future asset improvement works. Annual park Inspections will be included in budget planning to allow for external assessor to provide safety certification for parks.

Action Title: 1.5.3.4 Develop and Implement Asset Management Plan - Buildings

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Acting Strategic Asset Management Coordinator	In Progress	01-Jul-2023	30-Jun-2024	25%	50.00%	 RED


Action Progress Comments: Asset Management Plans are being outsourced through contractors. Expected to be completed by June 2024. Current Scheduled maintenance is going as planned and budget is being prepared for future asset improvement works.

Action Title: 1.5.3.5 Develop and Implement Asset Management Plan - Fleet

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Plant and Fleet Coordinator	In Progress	01-Jul-2023	30-Jun-2024	10%	50.00%	 RED


Action Progress Comments: Asset Management Plan - Fleet desk top review was undertaken during the report period, with development of Asset Management Plan - Fleet to commence in 2024.

1.5.4 Manage ongoing delivery of the Active Transport Plan**Action Title: 1.5.4.1 Implement the approved Active Transport Plan actions**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Director Infrastructure & Environment	Completed	01-Jul-2023	30-Jun-2024	100%	50.00%	 GREEN

Action Progress Comments: Scheduled works for the 2023/2024 capital works schedule includes shared path installation for Route 2 Kaolin Street, from Blende Street to Mica Street, Route 4 on Talc Street from Galena Street to Gossan Street, Route 6 on Morgan Street from Zebina Street to Iodide Street, Route 8 on Galena Street from Mercury Street to Wills Street. All segments have been completed.


Action Title: 1.5.4.2 Develop annual capital works plan for Active Transport Plan

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Director Infrastructure & Environment	Completed	01-Jul-2023	30-Jun-2024	100%	50.00%	 GREEN

Action Progress Comments: 5-year Annual capital works schedule for the Active Transport Plan has been completed. Active Transport Plan and identified 10-year Shared Path Network has been uploaded onto Council website.


1.5.5 Collaborate with key stakeholders to advocate for affordable housing

Action Title: 1.5.5.1 Implement recommendations from Housing and Liveability Strategy

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
General Manager	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: Continuous Advocacy to the State Government to provide funding and support to free up the availability of crown land for housing (social, affordable, rental, for purchase) and development of Childcare facilities.


Action Title: 1.5.5.2 Establish Collective Impact Model

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
General Manager	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: Establishment and regular monthly meetings, between Crown Lands, Department of Regional NSW, Department of Planning, NSW Housing and Council regarding progressing Council's Housing Strategy objectives. Foundation Broken Hill, Cobalt Blue and other stakeholders are invited as required.


1.5.6 Support our residents to lead healthy, active and independent lives

Action Title: 1.5.6.1 Review and update Parks Management Plan

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Acting Strategic Asset Management Coordinator	In Progress	01-Jul-2023	30-Jun-2024	25%	50.00%	 RED


Action Progress Comments: Parks Management Plan is still under development and will need to be completed and endorsed before outcomes can be implemented.

Action Title: 1.5.6.2 Investigate development of the Master Plan for Recreational Parks

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Acting Strategic Asset Management Coordinator	In Progress	01-Jul-2023	30-Jun-2024	25%	50.00%	 RED

Action Progress Comments: Requirements for the Master Plan to be identified through Asset Management Plan.

Action Title: 1.5.6.3 Investigate development of the Master Plan for Memorial Oval

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Acting Strategic Asset Management Coordinator	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: Development of Masterplan recommended by Asset Optimisation Project. Scope to be further refined following development of Asset Management Plan. Masterplan to be completed in 2024-2025 Financial Year.

1.5.7 Work with community organisations to establish Imperial Lakes as an environmental park, inclusive of recreational activities and community access**Action Title: 1.5.7.1 Work with Department of Planning to rezone the land at Imperial Lakes to allow community access and environmental and recreational activities**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Town Planner	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 RED


Action Progress Comments: Currently under review through ongoing discussions with Landcare to determine requirements for the land at Imperial Lakes. Advice provided to Landcare around LEP amendment process. Landcare will be the proponents undertaking the LEP amendment. (Note - this matter requires Landcare initiating the process).

Action Title: 1.5.7.2 Implement upgrades to allow road access from highway to Imperial Lakes site

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Director Infrastructure & Environment	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: Communication is on-going between Council, Landcare and Transport for NSW (TfNSW) to determine requirements for road access modifications. Landcare currently working with consultant on road design before development application can be submitted.

1.5.8 Investigate and advocate for land expansion opportunities**Action Title: 1.5.8.1 Collaborate with relevant agencies and key stakeholders to identify land for further development**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Strategic Land Use Planner	Completed	01-Jul-2023	30-Jun-2024	100%	50.00%	 GREEN

Action Progress Comments: Multiple meetings with Regional NSW, Planning NSW and key Broken Hill stakeholders such as Foundation Broken Hill in relation to facilitating development on Crown Land as well as initiating a city wide ILUA. Meetings have also been held with private landowners to discuss potential development and/or buy back for future housing development. Successful application NSW Regional Housing Fund for the Sub-Division of land at 336A McCulloch Street. Letter issued to all ratepayers urging those with vacant properties / homes to consider sale, rental, renovation to free up housing stock.

Action Title: 1.5.8.2 Investigate opportunities to expand the Broken Hill LGA boundaries

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Strategic Land Use Planner	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: Multiple meetings held with Regional NSW and Planning NSW. Further follow-up required with Crown Lands and Regional NSW to provide further information in 2024.

1.6 Our health and wellbeing ensure that we live life to the full**1.6.1 Active participation in interagency meetings****Action Title: 1.6.1.1 Actively participate and engage in Council's determined social interagency meetings on a regular basis**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Community Development Officer	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: During report period, Council's Community Development Officer routinely attended Suicide Response Group meetings, Youth Interagency and Disability Interagency meetings.

1.6.2 Develop Council assets to promote outdoor recreation, exercise and mobility for families**Action Title: 1.6.2.1 Ensure compliance with the Disability Inclusion Act 2014 requirements for disability inclusion planning for capital projects**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Director Infrastructure & Environment	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: Disability inclusion is involved in planning stage of all new projects. Representation from the Disability Inclusion Action Plan (DIAP) Working Group has been included on the Project Steering Group for the E.P O'Neill Sporting Complex Redevelopment Project and the Project Consultative Steering Group. The Capital Projects team report and present project updates at each DIAP Working Group meeting and minutes of Project Steering Group meetings are presented to Council standing committees.

Action Title: 1.6.2.2 Implement Stage 2 of E.P. O'Neill Memorial Park Redevelopment project

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Projects Officer	In Progress	01-Jul-2023	30-Jun-2024	1%	50.00%	 RED

Action Progress Comments: The E.P. O'Neill Memorial Park Redevelopment 100% design package submission was submitted to Council in December 2023. Council have been working with Public Works to develop tender documentation for Stage One which will focus on construction of ten (10) new netball courts and associated civil works as per design documentation. The Tender for Construction commenced advertising on Wednesday 24 January 2024 and is planned to close on 14 February 2024. Tender recommendation is expected to be presented to Council at the February Council Meeting.

Action Title: 1.6.2.3 Manage delivery of Infrastructure Project to upgrade the Norm Fox Oval changeroom facility

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Projects Officer	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: Stakeholder consultation sessions were held during August and focused on 3 groups - 1) Elected Council, 2) Council Staff, 3) Facility Users (Norm Fox Oval Section 355 Committee, Barrier District Cricket League, AFL Broken Hill and Broken Hill Soccer Association). A Request for Tender commenced advertising on 4 December 2023 and is scheduled to close on 2 February 2024. Tender recommendation is expected to be presented to Council at the February Council Meeting.

Action Title: 1.6.2.4 Manage delivery of Infrastructure Project to upgrade the Alma Oval changeroom facility

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Projects Officer	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: Stakeholder consultation sessions were held during August and focused on 3 groups - 1) Elected Council, 2) Council Staff, 3. Facility Users (Alma Oval Section 355 Committee, Barrier District Cricket League, AFL Broken Hill, South Broken Hill Football Club and Alma Public School). A Request for Tender commenced advertising on 4 December 2023 and is scheduled to close on 2 February 2024. Tender recommendation is expected to be presented to Council at the February Council Meeting.

1.6.3 Support the advocacy work of health, community and allied health providers**Action Title: 1.6.3.1 Attend and support health interagency meetings**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Community Development Officer	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: During report period, Council's Community Development Officer routinely attended Suicide Response Group meetings, Youth Interagency meetings, Disability Interagency meetings.

2 Our Economy**2.1 Our businesses are well connected and thrive in an environment that supports innovation and economic growth****2.1.1 Activate the Broken Hill Business Support Policy****Action Title: 2.1.1.1 Provide up-to-date business support information on Council's website**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Manager Communications & Marketing	Completed	01-Jul-2023	30-Jun-2024	100%	50.00%	 GREEN


Action Progress Comments: Council maintains a business support data base on its website including NSW Government, Australian Government and Industry Support information.

Action Title: 2.1.1.2 Participate in business and industry association meetings to discuss issues relevant to local businesses and economic development

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Manager Communications & Marketing	Completed	01-Jul-2023	30-Jun-2024	100%	50.00%	 GREEN


Action Progress Comments: Council maintains a presence at meetings and/or membership with organisations such as Regional Capitals Australia, Regional Australia Institute, Economic Development Australia, Regional Development Far West, AusIndustry, Foundation Broken Hill, Business Far West, Local Jobs Program and attendance at industry forums such as Cobalt Blue.

2.1.2 Advocate and plan for industrial land expansion**Action Title: 2.1.2.1 Investigate opportunities for future industrial zoned land**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Strategic Land Use Planner	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: Multiple meetings held with Regional NSW and Planning NSW. Further follow-up required with Crown Lands and Regional NSW to provide further information in 2024.

2.1.3 Collaborate with key stakeholders for improved accessible transport and connectivity including air, road and rail services to and around the City**Action Title: 2.1.3.1 Advocate for improved air and rail services**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Manager Communications & Marketing	Completed	01-Jul-2023	30-Jun-2024	100%	50.00%	 GREEN


Action Progress Comments: Advocacy for improved air and rail services has been incorporated into Council's Economic Development Strategy and Advocacy Strategy. The Advocacy Strategy was provided to State and Federal Ministers.

2.1.4 Advocate for outcomes aligned to the Regional Transport Strategy**Action Title: 2.1.4.1 Liaise with stakeholders to attract Government investment in identified actions in the Far South West Joint Organisation Transport Plan**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
General Manager	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: The FSWJO Transport Plan was adopted by Far South West Joint Organisation in June 2023. The Action Plan has been included in the Economic Development and Advocacy Strategies, including upgrading Broken Hill Airport and surrounding roads to increase air travel options and expand capacity.

Action Title: 2.1.4.2 Participate in the development of the State Far West Regional Transport Plan

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Director Infrastructure & Environment	Completed	01-Jul-2023	30-Jun-2024	100%	50.00%	 GREEN


Action Progress Comments: The Far West Regional Transport Plan draft document was completed by the Joint Organisation Committee including representatives from Broken Hill City Council (BHCC), Central Darling Shire Council (CDSC), Wentworth Shire Council (WSC) and Balranald Shire Council (BSC). The draft plan is now with Transport for NSW (TfNSW) for their completion and endorsement.

2.1.5 Develop and implement the Economic Development Strategy**Action Title: 2.1.5.1 Implement the Economic Development Strategy in collaboration with key stakeholders**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Manager Communications & Marketing	Completed	01-Jul-2023	30-Jun-2024	100%	50.00%	 GREEN


Action Progress Comments: The Economic Development Strategy is continuously being implemented in collaboration with key stakeholders. Many objectives are being targeted and success seen, such as increased business registration, advocacy towards the state and federal government for transport infrastructure, major project status recipients in the Broken Hill region, a stable population, additional tertiary education and skill training options being made available, and consistently increasing volumes of tourist visitation nights.

2.1.6 Develop the Airport as a commercial and industrial precinct**Action Title: 2.1.6.1 Implement outcomes from the Airport Master Plan**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
General Manager	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: Stage 1 has commenced with the upgrade to Airport Taxiway and development of the Airport carpark. Detailed designs currently underway.


Action Title: 2.1.6.2 Advocate for Airport upgrades in line with Advocacy Strategy and Airport Master Plan

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
General Manager	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: Continuous Advocacy to the State Government to provide funding and resourcing support for the Airport Master Plan and Airport Business case.

2.1.7 Advocate for incentives and initiatives that support business and industry to expand

Action Title: 2.1.7.1 Collaborate with stakeholders to investigate incentives to grow business and industry opportunity


Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
General Manager	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: Council participated in regular meetings with mining companies, investors and government agencies during the report period, to discuss further plans and incentives for investment in Broken Hill.

2.2 Our economy provides opportunities that match the skills and needs of the population and enhances population growth

2.2.1 Collaborate with government and industry partners to explore investment opportunities for the City

Action Title: 2.2.1.1 Liaise with key stakeholders to ensure that the development of regionally significant infrastructure meets the needs of business and industry

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
General Manager	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: During the report period, the following support was acquired for significant projects: - 1) Airport Masterplan being progressed - Stage 1 has commenced with the upgrade to Airport Taxiway and development of the Airport carpark. 2) Continued advocacy for improved rail services with Federal and State Government. 3) Engagement and discussions occurring for potential opportunities for Broken Hill to be involved with AUKUS. 4) Meetings with Transport NSW and relevant mining stakeholders on improved road infrastructure for nearby regional mining developments.

2.2.2 Collaborate with education and training providers to investigate opportunities to expand training and education


Action Title: 2.2.2.1 Participate on committees and working parties associated with education and training

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Executive Manager People and Culture	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: Council continues to actively work with all local Registered Training Organisations (RTOs) to review local training opportunities and to provide suggestions for Council specific training requirements. Council has also partnered with relevant national training providers to source local government industry specialised training where required.


2.2.3 Foster partnerships with tertiary institutions to bring scarce skills to the City

Action Title: 2.2.3.1 Investigate partnerships with tertiary institutions

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Executive Manager People and Culture	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN
<p>Action Progress Comments: Council has continued to maintain and expand networking opportunities within the tertiary education sector. Industry skills shortages remain a priority focus for Council when approaching these tertiary institutions. Council is actively supporting flexible delivery options for staff to commence tertiary training where required and continues to work closely with the local Community University Centre to support employees who are currently undertaking tertiary education training.</p>						

2.2.4 Advocate for funding opportunities for apprenticeships and traineeships


Action Title: 2.2.4.1 Investigate eligible funding opportunities for apprenticeships and traineeships

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Executive Manager People and Culture	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN
<p>Action Progress Comments: Council continues to investigate all available government funding opportunities regarding trainees and apprenticeship incentives for FY 2023/24, with current and continuing recruitment into key identified career pathways and workforce succession planning. Council continues to receive all eligible Federal funding incentive payments and in addition has now applied for recent State expressions of interest into apprenticeship funding opportunities.</p>						


2.3 Our City attracts a diverse range of businesses and visitors providing opportunities for work, education, leisure and social life

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

Action Title: 2.3.1.1 Support staff to identify and attend opportunities that contribute to the economic growth of Broken Hill


Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Manager Communications & Marketing	Completed	01-Jul-2023	30-Jun-2024	100%	50.00%	 GREEN
<p>Action Progress Comments: Broken Hill City Council has been attending a number of local events hosting and supported by collaborative organisations, such as the Far West Local Jobs Program and Business Far West. These events include hairdressing round tables, employer forums, and training provider connectivity events.</p>						

Action Title: 2.3.1.2 Participate in tourism and other industry events that further networking and professional development

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Visitor Services Coordinator	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN
<p>Action Progress Comments: Plans for the Visitor Services Coordinator to attend the South Australian Visitor Information Centre conference in May 2024 and the NSW Visitor Economy conference in 2024 (date TBA).</p>						

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

Action Title: 2.3.2.1 Meet with Federal and State Ministers to promote Council's Renewable Energy Action Plan

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
General Manager	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: Council continually advocates with Federal and State Ministers to promote Council's Renewable Energy Action Plan. Regular meetings were held with Hydrostor during the report period along with Council's consultant for the development of a mid-tiered solar array and potential alternate opportunities.

Action Title: 2.3.2.2 Support major renewable projects within the Far West Area

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
General Manager	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: Major renewable projects for the Far West Area have been supported during the report period including Hydrostor and the AGL Battery.

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

Action Title: 2.3.3.1 Provide open data to community via IoT (Internet of Things) platform

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Acting Manager Information & Communications Technology	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: The Smart Internet of Things platform provided data to the community including: - Broken Hill Airport Parking dashboard, - Sturt Park Environmental Sensor, - Patton Park Environmental Sensor. The Patton Park environmental sensor is awaiting parts from the supplier to facilitate the repair of this service. The Internet of Things dashboard is available on Council's website at via the following link <https://www.brokenhill.nsw.gov.au/Community/About-the-city/Smart-Broken-Hill/Dashboards>.


Action Title: 2.3.3.2 Increase City coverage of City Smart Devices (smart bins, lighting, WIFI, irrigation systems and parking)

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Director Infrastructure & Environment	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: Council continues to investigate opportunities to increase Smart City devices within the City to increase efficiency in work practices and community infrastructure use. New Smart City Lighting on the banner poles in Argent Street, has been advertised and awarded to the successful contractor. Works are due to commence April 2024, with completion by June 2024.

2.3.4 Collaborate with surrounding LGAs, government and industry to identify economic opportunities

Action Title: 2.3.4.1 Participate in State and Regional Planning initiatives

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
General Manager	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: During the report period, Council representatives facilitated meetings, contributed to and provided feedback on 1) Regional Economic Development Strategy, 2) Far West Regional Plan, 3) Destination Country and Outback Destination Management Plan, 4) Far South West Joint Organisation Destination Management Plan.


Action Title: 2.3.4.2 Develop working tourism relationships with regional tourism associations and village committees

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Visitor Services Coordinator	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: The Visitor Services Coordinator has reached out to surrounding council areas and their respective tourism bodies to establish regular meetings. First meeting scheduled for early February 2024. Team familiarisation of Sturt's Steps Touring route planned for February/March 2024 incl. meetings with key tourism stakeholders in Packsaddle, Milparinka and Tibooburra.


2.3.5 Promote the narrative of long-term economic stability to the community

Action Title: 2.3.5.1 Provide pertinent long-term financial information in relevant media releases

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Manager Communications & Marketing	Completed	01-Jul-2023	30-Jun-2024	100%	50.00%	 GREEN


Action Progress Comments: Relevant long-term financial information is included when producing media releases.

Action Title: 2.3.5.2 Provide public Budget sessions with support from Finance

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Manager Communications & Marketing	Completed	01-Jul-2023	30-Jun-2024	100%	50.00%	 GREEN


Action Progress Comments: Finance information provided to public via online means in lieu of budget sessions due to ongoing poor attendance at public budget sessions.

Action Title: 2.3.5.3 Provide a summary of key outcomes from Economic Development Strategy to community and key stakeholders

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Manager Communications & Marketing	Completed	01-Jul-2023	30-Jun-2024	100%	50.00%	 GREEN


Action Progress Comments: The Economic Development Strategy key outcomes summary for the report period include: * 29% increase in tourism visitation year on year, *15 local events for employers and trainers attended/hosted/supported, * Actions from the liveability strategy continuously being implemented, * Increase in students utilising CUC, * Increase in availability of tertiary education and training programs – new Certificate II Hairdressing certifier available locally, * Improvements at Airport underway, * Steady volume of film permits, * Reduction in resident online spend and leakage, * Maintained quantity of flights, * Wayfinding project completed, * Tourism Website established and fully operational, * Regular industry meetings.

2.4 We are a destination of choice and provide a unique experience that encourages increased visitation**2.4.1 Engage government, business and community stakeholders in supporting the management of tourism****Action Title: 2.4.1.1 Collaborate with industry and government to expand experiences, products and destination marketing**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
General Manager	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: Broken Hill activity aligns 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. Council is currently focused on the marketing of the region, with a new Council managed tourism website launched in March 2023 and a new marketing campaign in collaboration with Destination NSW to promote First Nations product and experiences, arts, culture and heritage. Council will also be seeking to establish a tourism industry working group in 2023/24.

Action Title: 2.4.1.2 Support the development of culturally appropriate tourism experiences through the delivery of the Destination Management Plans

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
General Manager	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: During the report period 1) Wayfinding signage project was completed December 2023. 2) The Economic Development and Advocacy Strategies, including the upgrading of the Broken Hill Airport stage 1 commenced.

Action Title: 2.4.1.3 Maintain visitor related content on digital platforms

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Visitor Services Coordinator	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: Council's Digital Officer is currently looking after maintaining the newly established tourism website with the assistance of the Economic Development Trainee. Plans are for this to transition to the Visitor Services team in 2024.

Action Title: 2.4.1.4 Conduct audit of Council tourism product and experiences

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Visitor Services Coordinator	In Progress	01-Jul-2023	30-Jun-2024	1%	50.00%	 RED


Action Progress Comments: Audit of Council tourism product and experiences is scheduled for February 2024.

Action Title: 2.4.1.5 Support the development of the Silver to Sea Trail project

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Visitor Services Coordinator	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: The Silver to Sea Way is a heritage regeneration project designed to encourage more visitors to explore the route between Port Pirie in the mid-north of South Australia and Broken Hill in New South Wales. The Silver to Sea Way is investing in the regeneration of heritage places, as well as the creation of new digital visitor experiences. In addition to exploring and promoting local stories, the Silver to Sea Way will also link existing businesses and activities to promote the route as a great tourist destination. Stage 1 of the project (Port Pirie to Peterborough) was funded through the Commonwealth Government's Building Better Regions fund (Round 4) and is now completed. Projects included the Peterborough Roundhouse, the Gladstone Gaol and the Port Pirie Railway Station. Projects for Stage 2 (Peterborough to Broken Hill/Silverton) are currently being discussed. The support of this project has been included in the Broken Hill Economic Development Strategy 2022-2027 as an action.

2.4.2 Activate Business Plans from Council owned facilities**Action Title: 2.4.2.1 Continue to implement Visitor Services Business Plan**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Visitor Services Coordinator	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: The business plan has been updated to cover 23/24 and 24/25. This draft is currently awaiting approval from management.

Action Title: 2.4.2.2 Investigate development of new Business Plan for Broken Hill City Art Gallery

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Gallery and Museum Manager	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: Budget submissions have been made for the 2024/2025 Budget to allow the engagement of suitably qualified contractors to assist in the development of the 5-year Operational Business Plan for both the Gallery and GeoCentre.

Action Title: 2.4.2.3 Investigate development of new Business Plan for Albert Kersten Mining & Minerals Museum

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Gallery and Museum Manager	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: Budget submissions have been made for the 2024/2025 Budget to allow the engagement of suitably qualified contractors to assist in the development of the 5-year Operational Business Plan for both the Gallery and GeoCentre.

Action Title: 2.4.2.4 Activate Civic Centre Business Plan

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Civic Centre Coordinator	In Progress	01-Jul-2023	30-Jun-2024	25%	50.00%	 RED


Action Progress Comments: Preliminary research undertaken into new online booking system in readiness for procurement processes to progress, with further activation of Civic Centre Business Plan actions to be progressed with the commencement of Council's new Business Development Officer role in early 2024.

Action Title: 2.4.2.5 Activate Library Business Plan

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Acting Library Coordinator	In Progress	01-Jul-2023	30-Jun-2024	82%	50.00%	 GREEN

Action Progress Comments: The Library Business Plan was completed during the reporting period and endorsed by Council's Chief Corporate and Community Officer for implementation. This document has been updated to reflect the changes to the development of the new library building which impacts the service delivery of our archive. The funding isn't available to include the development of the archive space along with the new library building.


2.4.3 Activate Destination Management Plans**Action Title: 2.4.3.1 Activate actions within the Destination Management Plans**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Manager Communications & Marketing	Completed	01-Jul-2023	30-Jun-2024	100%	50.00%	 GREEN

Action Progress Comments: Broken Hill activity aligns 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. Council is currently focused on the marketing of the region, with a new Council managed tourism website launched in March 2023 and a new marketing campaign in collaboration with Destination NSW to promote First Nations product and experiences, arts, culture and heritage. Council will also be seeking to establish a tourism industry working group in 2023/24.

2.4.4 Operate Council owned facilities supporting the visitor economy

Action Title: 2.4.4.1 Operate Visitor Services to support the visitor economy

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Visitor Services Coordinator	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: The Visitor Information Centre accreditation has been maintained for 2023/24. In the July to December 2023 visitor services staff have attended to 44,701 customers.

Action Title: 2.4.4.2 Operate the Living Desert to support the visitor economy

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Living Desert Ranger	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: During the report period the following support was provided to visitors to the Living Desert through the provision of tours and information detailing: - Varieties of native flora and fauna within the Living Desert and the sites around the cultural walking trail, - Myre Myres (indigenous huts), - Geological site including land and mineral formations, - Kangaroo viewing hide, - Story poles designed by local TAFE students, - Scenic lookout overlooking Stephens Creek Reservoir, - Land marks showing miners claims, - Small prospecting mine dig-out for different minerals, - Indigenous quartz worksite, - Provision of tour group every Thursday for visitors travelling on the Indian Pacific Train, this service allows a sunrise viewing at the sculpture symposium for the patrons. During the period multiple cultural awareness sessions were held with aboriginal elders hosting and sharing information and lessons with approximately 30 teachers from public schools in Broken Hill. Facilities available to visitors to the Living Desert include picnic area inclusive of accessible toilet facilities and barbecue area, campsite facilities including free accessible hot showers, toilets, barbecues, star viewing, sunrise and sunset viewing seating, 15 sites for camper trailers/RVs/caravans, as well as an area for 12 carry-in tent sites.

Action Title: 2.4.4.3 Operate the Broken Hill City Art Gallery to support the visitor economy

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Gallery and Museum Manager	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: There is an intrinsic link between the visitor economy and our creative industries and cultural attractions. The Gallery supports the visitor economy through ensuring a balanced artistic program remains fundamental to the Art Gallery's commitment to provide opportunities to challenge and stimulate audiences and visitors to the City. During the first half of the report period, the Broken Hill City Art Gallery welcomed 9,097 visitors through its door.

Action Title: 2.4.4.4 Operate the Albert Kersten Mining & Minerals Museum to support the visitor economy

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Gallery and Museum Manager	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: The Albert Kersten Mining and Minerals Museum is operated to support the visitor economy, adding to the overall visitor experience through its iconic historical building, promoting the complex and dynamic mining and geological environment, as well as the ongoing temporary exhibition program which remains a critical part of the overall resident/visitor experience. During the report period, the Albert Kersten Mining and Minerals Museum welcomed a total 3,688 visitors through its door.

Action Title: 2.4.4.5 Operate the Civic Centre to support the visitor economy

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Civic Centre Coordinator	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: The Civic Centre provided support to the visitor economy through the provision of events and functions, on a total of 34 occasions during the reporting period.

Action Title: 2.4.4.6 Operate the Airport to support the visitor economy

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Airport Manager	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: The Broken Hill Airport has been operated safely & compliantly for the first Quarter of 2023/2024 with no aerodrome closures or major incidents. Chris Wellington 27/09/2023. The Broken Hill Airport has been operated safely & compliantly for the second Quarter of 2023/2024 with no aerodrome closures or major incidents.

2.4.5 Advocate for incentives and initiatives that support Broken Hill and region as a film location**Action Title: 2.4.5.1 Collaborate with the film industry and government to ensure Broken Hill and region is a destination of choice for film makers**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Economic Development Officer	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: Council manages and processes the applications for film permits within Broken Hill and assists production companies and individuals with a variety of film related enquiries, such as location scouting and providing contact information for other relevant parties, particularly NSW Government contacts for filming permission in Silverton and other Unincorporated Areas. Between July and December 2023, Council approved 8 film permits for shoots of varying scale and processed over 50 general filming enquiries.

2.4.6 Develop the Civic Centre Business to be a self-sufficient profit-making enterprise**Action Title: 2.4.6.1 Review Civic Centre Business Plan to identify and grow business opportunities**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Civic Centre Coordinator	In Progress	01-Jul-2023	30-Jun-2024	5%	50.00%	 RED


Action Progress Comments: The review of the Civic Centre Business Plan is scheduled to commence in early 2024.

Action Title: 2.4.6.2 Review Civic Centre Marketing Plan to identify new opportunities

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Civic Centre Coordinator	In Progress	01-Jul-2023	30-Jun-2024	5%	50.00%	 RED


Action Progress Comments: Review of the Civic Centre Marketing Plan is scheduled to commence in early 2024.

2.4.7 Activate the Cultural Plan**Action Title: 2.4.7.1 Investigate options for art and cultural activities to support health and well-being in the community**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Gallery and Museum Manager	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: During the reporting period, several investigations were made on the options to support health and well-being in the community. The results of these investigations will come to fruition in 2024 including the recommencement of the Enrich Program with The University of Sydney.

Action Title: 2.4.7.2 Utilise the Gallery and Museum spaces for events and cultural activities

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Gallery and Museum Manager	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: During the reporting period, the Gallery and GeoCentre held a total of 117 art and cultural events combined. These spaces will continue to be utilised in 2024 with a variety of public programs scheduled to take place including art wards, exhibitions, tours, concerts and ceremonies.

2.4.8 Support Aboriginal economic enterprise and cultural practice**Action Title: 2.4.8.1 Invite First Nations businesses and artisans to participate in destination management marketing opportunities**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Manager Communications & Marketing	Completed	01-Jul-2023	30-Jun-2024	100%	50.00%	 GREEN


Action Progress Comments: Murdi Paaki Regional Assembly representatives, after introduction, have had ongoing consultation with Council's Economic Development staff, Destination Marketing Store and Destination Country and Outback to develop tourism products and businesses in the area. Blak Markets incorporated into cultural events.

3 Our Environment

3.1 Our environmental footprint is minimised

3.1.1 Ensure delivery of relevant environmental strategies and policies


Action Title: 3.1.1.1 Develop Waste and Resource Recovery Strategy

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Waste & Sustainability Manager	In Progress	01-Jul-2023	30-Jun-2024	10%	50.00%	

Action Progress Comments: A capital submission has been granted to appoint a suitably qualified consultant who will work alongside Council and key stakeholders to develop a new five-year Waste and Sustainable Materials Strategy. The consultant will support Council by facilitating the preparation of a Waste and Sustainable Materials Strategy, which seeks to further improve the City's waste management and move towards the circular economy model. The Waste and Resource Recovery Strategy is one of Council's priorities to be addressed in 2023/24, with an expression of interest to be sent out to market through Vendor Panel in 2024.

3.1.2 Provide awareness of environmental impacts of human activity


Action Title: 3.1.2.1 Promote the Waste and Resource Recovery Strategy

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Waste & Sustainability Manager	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	

Action Progress Comments: Aligned closely to the development of the Waste and Resource Recovery Strategy (3.1.1.1), promotion of the Strategy will commence once Strategy has been developed. The Waste and Resource Recovery Strategy is one of Council's priorities to be addressed in 2023/24, with an expression of interest to be sent out to market through Vendor Panel in 2024.

3.1.3 Collaborate with key stakeholders on environmental issues


Action Title: 3.1.3.1 Investigate opportunities to collaborate with community groups

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Waste & Sustainability Manager	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	

Action Progress Comments: Opportunities to collaborate with community groups were explored in 2023 and will continue in 2024. These include working collaboratively with not-for-profit organisations on recycling bins in public places, seeking input into the development of a new Sustainability Strategy and liaising with groups on the development of a Climate Action Plan.

3.1.4 Investigate alternate sustainable energy options

Action Title: 3.1.4.1 Continue the implementation of the Renewable Energy Action Plan

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Waste & Sustainability Manager	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: Stage Two of the Renewable Energy Action Plan (REAP) was adopted by Council at the Ordinary Meeting of Council in November 2022. Progression into Stage 2 of the REAP will allow for project definition and development. This stage will allow for the specification of a working model including array size and technological approach, key component selection and performance modelling which will inform a financial model. Working models for retail participation, securing of land tenure and formal network application also form part of this stage. Key milestones for Stage 2 of the REAP will include commercial agreements and contract establishments, preliminary equipment selection, business case development, site inspections, planning requirements and networks connections.

3.2 Natural environments and flora and fauna are enhanced and protected

3.2.1 Ensure delivery of relevant environmental management plans and policies

Action Title: 3.2.1.1 Maintain the Living Desert as per the Management Plan

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Living Desert Ranger	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: During the report period the following was undertaken at the Living Desert: - Maintain and care for native fauna including 75 Euros (wallaroos), 20 Red Kangaroos (blue flyers included), reptile and bird species, - Maintenance and cleaning of water troughs (weekly) and feeding bays (seasonal), - Undertaking feral animal control measures in accordance with governing Acts, - Annual assessment of identified noxious weeds and pests and implementing control measures as required, - Replaced damaged and vandalized fencing where and when required, - Maintained roads, culverts, walking paths and trails, - Cleaned and maintained all facilities, - Ensured implementation of WHS practices.

3.2.2 Provide awareness and education on the impacts of climate change


Action Title: 3.2.2.1 Investigate the development of a Climate Action Plan to support the 2019 Climate Emergency Declaration

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Waste & Sustainability Manager	In Progress	01-Jul-2023	30-Jun-2024	5%	50.00%	 RED

Action Progress Comments: A capital submission has been made to appoint a suitably qualified consultant who will work alongside Council and key stakeholders to develop a Climate Action Plan (CAP). The consultant will support Council by facilitating the preparation of a CAP, which seeks to help Council adapt to the impacts of climate change, increase the resilience of our community and enable the Council to meet net zero emissions goals. The Climate Action Plan is one of Council's priorities to be addressed in 2023/24, with an expression of interest to be sent out to market through Vendor Panel in 2024.


3.2.3 Ensure the effective management of the regeneration and common areas

Action Title: 3.2.3.1 Undertake feral animal eradication in regeneration/common areas accordance with governing Acts

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Living Desert Ranger	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: Baiting strategies were implemented regularly throughout the report period for invasive feral animals such as foxes, wild dogs, cats and rabbits, in accordance with governing act requirements.

Action Title: 3.2.3.2 Replace damaged and vandalised fencing in regeneration/common areas

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Living Desert Ranger	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: During the report period, repairs were undertaken at various locations including approximately 4km of new fencing erected around the 'Elemar' regeneration area. Frequent fence repairs undertaken at the South regeneration area, due to motorcycles and cars cutting fence to access regeneration area and 1km of hinge joint fencing was put over strand wire fence within the Living Desert to prevent goats, sheep and cattle crossing in.

Action Title: 3.2.3.3 Undertake annual assessment of identified noxious weeds and pests in regeneration/common areas

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Living Desert Ranger	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: Annual assessment of noxious weeds and pests was undertaken by Living Desert rangers in August 2023 and report provided to Council's Strategic Asset Management Coordinator.

Action Title: 3.2.3.4 Implement control measure to ensure noxious weeds and pests are controlled in an appropriate manner in regeneration/common areas

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Living Desert Ranger	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: During the report period, contracted management spraying control of noxious weeds was undertaken throughout the 8,500Ha of regeneration and common areas for example, various cactus species, mesquite, giant reeds, Bathurst burr, nagoora burr, salvation jane, onion weed.

Action Title: 3.2.3.5 Support and encourage volunteers and environmental groups to protect and enhance natural environment at Living Desert Reserve

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Living Desert Ranger	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: During the report period, a total of seven working bees were conducted with a total of 80 volunteer hours implemented. Working bees included 3x path laying and cement edging, 2x tree pruning, 2x path maintenance work. Successful turnout for Christmas dinner hosted by Living Desert Rangers for volunteers.

Action Title: 3.2.3.6 Support and encourage volunteers and environmental groups to protect and enhance natural environment at Regeneration Area

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Living Desert Ranger	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: During the report period, a total of 10 volunteer hours were implemented at the South regeneration area for the purpose of path clearing, rubbish removal and weeding. Successful turnout for Christmas dinner hosted by Living Desert Rangers for volunteers.

3.2.4 Support the advocacy of key water stakeholders**Action Title: 3.2.4.1 Support the advocacy for river connectivity in the Murray Darling Basin system, maintaining water supply in the Menindee Lakes system and maintaining the health of the Darling Baaka River**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
General Manager	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: Council continually lobbies the State and Federal government regarding the health of the Darling River/Baaka River. Council participated in regular meetings during the report period with the MBA Region 4, to advocate for river connectivity in the Murray Darling Basin system, to maintain water supply in the Menindee Lakes System and maintain the health of the Darling River/Baaka River.

3.3 Proactive, innovative and responsible planning supports the community, the environment and beautification of the City**3.3.1 Review and update planning strategies and policies to ensure relevance****Action Title: 3.3.1.1 Adopt Plans of Management for all Crown Reserves under Council Management**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Strategic Land Use Planner	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: Plan of Management for Queen Elizabeth Park has been previously adopted and finalised. Draft Plans of Management for reserves categorised Park, Sportsground, General Community Use and Natural Areas have been drafted and Council has previously endorsed draft. SLR Consulting are currently updating draft Plans of Management based on feedback from Crown Lands.


Action Title: 3.3.1.2 Adopt updated Plan of Management for Living Desert Reserve

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Strategic Land Use Planner	In Progress	01-Jul-2023	30-Jun-2024	10%	50.00%	

Action Progress Comments: Living Desert has an existing Plan of Management so other Reserves without Plans of Management have been prioritised. SLR Consulting have been engaged and have started the review of existing Living Desert Plan of Management. Following finalisation of other Plans, existing Living Desert Plan of Management to be updated to ensure compliance with current Crown Land legislation. Extension of funding has been granted by the Office of Local Government

3.3.2 Implement actions from Tree Management Plan

Action Title: 3.3.2.1 Ensure outcomes are conducted in compliance with the Tree Management Plan

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Acting Strategic Asset Management Coordinator	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	

Action Progress Comments: During the report period, all tree removals, or tree related issues, were conducted in accordance with the Tree Management Plan. Trees are no longer removed without assessment by Council's Level 4 Arborist and once assessed, a recommendation is provided to the Strategic Asset Management Coordinator for a decision. Tree reports are prepared according to Tree Management Plan for any actions resulting from customer requests that come through Civica. Tree planting are also actioned as per Tree Management Plan.

3.3.3 Ensure native vegetation, landscaping and water management systems are protected under the planning processes

Action Title: 3.3.3.1 Provide education and guidance when required for new development proposals to encourage sustainable landscaping, vegetation and water management practices

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Town Planner	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	

Action Progress Comments: This is an ongoing action throughout development assessment processes. Developers are required to comply with requirements for energy efficiency, such as BASIX and NABHERS. Council staff have commenced consideration of developing FAQ sheets around this matter. Sustainability principles and landscaping controls will also be reviewed through the DCP and LEP reviews.

3.3.4 Advocate for improved storm water management within the City

Action Title: 3.3.4.1 Develop Storm Water Management Strategy

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Acting Strategic Asset Management Coordinator	In Progress	01-Jul-2023	30-Jun-2024	10%	50.00%	

Action Progress Comments: Council is currently undertaking a flood study, which will then inform the Storm Water Management Strategy. Floodplain Management Study was conducted in late October 2023. Contractor is currently mapping the contour levels of the city and studying the flood patterns from recent flood incidents.

Action Title: 3.3.4.2 Complete flood study for the City

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Director Infrastructure & Environment	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: The City's flood study is underway with the data collection and flood modelling stage being completed. A community consultation session was held Wednesday, 25 October 2023, which was well attended by the community and Council staff.

3.3.5 Implement the recommendations of the Heritage Strategy to preserve and enhance the heritage of the City

Action Title: 3.3.5.1 Continue to implement the recommendations of the adopted Broken Hill Heritage Strategy 2020-2023

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Town Planner	In Progress	01-Jul-2023	30-Jun-2024	75%	50.00%	 GREEN

Action Progress Comments: All recommendations have been implemented by Council and are ongoing actions. There are nine recommendations and in particular, recommendations to continue to be developed or worked on during the 2023/24 period includes, further promoting sustainable development as a tool for heritage conservation and the promotion of educational material relating to heritage.

Action Title: 3.3.5.2 Raise awareness of heritage related issues and management

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Town Planner	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: Raising awareness of heritage related issues and management is an ongoing action for Council. During the reporting period, Council's Heritage Advisor provided free advice and information to residents and undertook media interviews (radio) to discuss heritage related issues. During the report period, Council's Heritage Advisory Service received over 30 matters, which were referred to the Heritage Advisor for specialist advice in relation to heritage implications with proposed developments.

4 Our Leadership

4.1 Openness and transparency in decision making


4.1.1 Foster relationships with key community sector leaders

Action Title: 4.1.1.1 Invite key community sector leaders to civic events and functions

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
General Manager	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: Key community sector leaders and state and federal members were invited to attend the 2023 Civic Ball, one Civic Reception and one Citizenship Ceremony during the reporting period.

Action Title: 4.1.1.2 Invite key community sector leaders to participate in various working groups/meetings regarding major issues facing the City

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
General Manager	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: Regular meetings were held with key community sector leaders during the report period, regarding major issues facing the City including Housing, Health, Education, Police and Transport.

4.1.2 Activate the Community Engagement Strategy**Action Title: 4.1.2.1 Implement communications processes as outlined in new Community Engagement Strategy**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Manager Communications & Marketing	In Progress	01-Jul-2023	30-Jun-2024	1%	50.00%	 RED


Action Progress Comments: Deferred pending new Engagement Strategy development.

4.1.3 Facilitate public forum at each Council meeting**Action Title: 4.1.3.1 Ordinary and Extraordinary Council Meetings are conducted in accordance with Council's adopted Code of Meeting Practice Policy**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Leisa Jayne Bartlett - 1543.1 - 1543.1 - Executive Officer	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: All Ordinary and Extraordinary Council Meetings held during the report period were conducted in accordance with Council's adopted Code of Meeting Practice Policy.

4.1.4 Ensure social, environmental, cultural and economic sustainability are considered when making decisions**Action Title: 4.1.4.1 Reports to Council present the social, environmental, cultural and economic sustainability considerations to enable Council to make informed decisions**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Director Corporate & Community	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: Council's reporting format assists to present the impacts decisions have on social, environmental, cultural and economic sustainability and provides detail to enable Council to make informed decisions.


4.1.5 Support the organisation to operate within its legal framework

Action Title: 4.1.5.1 Develop written processes for Governance functions in accordance with Office of Local Government Calendar of Compliance and Reporting requirements

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Manager Corporate & Customer Experience	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: During the report period, drafting of the following written processes commenced: 1) Research and draft of the Public Interest Disclosures process, in line with implementation of the new Public Interest Disclosures Act 2022. 2) Review and update of Council's Draft Preparing for Local Government Elections Guide, in line with preparation for the September 2024 Local Government Elections.

Action Title: 4.1.5.2 Implement Proactive Release Strategy to assist in Council's approach to authorised proactive release and promotion of open government

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Manager Corporate & Customer Experience	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: Council's Agency Information Guide was adopted by Council at its January 2024 Ordinary Meeting and included a Proactive Release Program, ensuring that it complies with mandatory and authorised Proactive Release obligations under the Government Information (Public Access) Act 2009. Proactive release involves an agency making information or documents it holds or collects publicly available, on its own accord without someone making an information access request, to promote open and transparent government. The benefits of proactive release include Improved service delivery; Increased community participation in government processes and decision-making; Better informed community; Reduced costs and resourcing needs by decreasing the number of access applications. The Corporate Governance and Compliance Team will now commence and coordinate the annual proactive release review in consultation with relevant business units:

Action Title: 4.1.5.3 Develop legal, contractual agreements for Exhibiting Artists, Commission Work and Sales through cultural facilities

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Gallery and Museum Manager	Completed	01-Jul-2023	30-Jun-2024	100%	50.00%	 GREEN


Action Progress Comments: During the previous report period Artist and Commissioning agreements were redrafted by Council's legal firm.

Action Title: 4.1.5.4 Review of Delegations and Authorisations completed with the recruitment of new staff

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Executive Officer	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: All Delegations and Authorisations were issued/amended for relevant staff during the report period.

Action Title: 4.1.5.5 Councillor and Designated Persons disclosures of interest returns completed annually in accordance with the Local Government Act 1993

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Executive Officer	Completed	01-Jul-2023	30-Jun-2024	100%	50.00%	 GREEN


Action Progress Comments: Disclosures of Interest Returns tabled at October 2023 Council Meeting and public copies of Disclosures of Interest Returns have been uploaded to the website.

Action Title: 4.1.5.53 Work with NSW Electoral Commission to carry out Local Government Election

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Director Corporate & Community	In Progress	01-Jul-2023	30-Jun-2024	69%	50.00%	 GREEN


Action Progress Comments: Council has contracted the NSW Electoral Commission to undertake the 2024 Council election. The Commission provides regular Updates which are designed to provide information on the upcoming election and advise on the resources the Commission will be providing through the course of the election. The Updates also advise information on upcoming webinars proposed for both councils and candidates and generally update on things that may have an impact on the conduct of the elections. The first webinar for council staff was held 26 October 2023 providing an overall introduction to election processes. Recruitment for Returning Officers closed 12 November 2023. NSW Electoral Commission is active on all social media platforms with electoral information.

Action Title: 4.1.5.6 Review Council Policies for compliance with relevant legislation

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Executive Officer	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: Council subscribed to the Local Government Legal Legislative Compliance database and Council's suite of Policies have been reviewed against legislation with new Policies created where gaps were identified. Work is continuing to also review Policies against Statutory Instruments.

4.1.6 Implement and embed an Enterprise Risk Management system**Action Title: 4.1.6.1 Initiate Stage 3 of the Enterprise Risk Improvement Management Plan**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Manager Corporate Risk	In Progress	01-Jul-2023	30-Jun-2024	35%	50.00%	 AMBER

Action Progress Comments: During the report period Council's Executive Leadership Team updated and drafted the Corporate Risk Register and 100% of new employees received safety/risk induction within first 3 days of commencement.

Action Title: 4.1.6.2 Embed the principles of the Enterprise Risk Management Framework (ERM) across the organisation

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Manager Corporate Risk	In Progress	01-Jul-2023	30-Jun-2024	35%	50.00%	 AMBER

Action Progress Comments: Executive and Senior Leadership Teams Enterprise Risk Management upskilling workshops planned for delivery in April 2024.

Action Title: 4.1.6.3 Undertake full review and testing of Council's Business Continuity Plan (BCP)


Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Manager Corporate Risk	In Progress	01-Jul-2023	30-Jun-2024	35%	50.00%	 AMBER

Action Progress Comments: Council's Business Continuity Plan (BCP) was last tested on 18 May 2022, with full review of BCP and testing scheduled for May 2024.

4.2 Our leaders make smart decisions

4.2.1 Strengthen staff capacity through workforce development and planning activities

Action Title: 4.2.1.1 Learning and development plans are completed for all employees including succession and career options

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Executive Manager People and Culture	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: Staff continuing to complete Annual Performance reviews for FY 2022/23, with 91% of staff having training development plans being created for FY 2023/24. Staff succession mapping continues to evolve for whole of organisation which will be finalised with the implementation of ELMO (HR cloud-based software). ELMO project has been delayed due to software integration taking longer than expected however training and development module is due for implementation by March 2024 and succession planning module by June 2024. This action has been included in the 2023/24 Operational Plan.


Action Title: 4.2.1.2 Develop Local Government Capability Framework project plan and timeline for implementation

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Executive Manager People and Culture	In Progress	01-Jul-2023	30-Jun-2024	60%	50.00%	 GREEN

Action Progress Comments: Council will commence project with budget planning and approval to be determined in draft budget process for FY2024/25.


4.2.2 Provide learning and networking opportunities for elected members

Action Title: 4.2.2.1 Provide Councillor professional development training sessions

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Executive Officer	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: Councillor Briefings are held regularly to inform Councillors of amendments to the Office of Local Government guidelines on matters relating to the Local Government Act 1993 such as the Code of Conduct, Code of Meeting Practice, Audit, Risk and Improvement Committee, tendering and procurement, planning and development, Councillor Disclosures of Interest Returns etc. Councillors are also given Briefings on various matters/projects to be abreast of matters of high importance relating to the City.


Action Title: 4.2.2.2 Offer opportunities for Councillors to attend conferences and seminars that provide information, ideas and solutions that add value to our community

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Executive Officer	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: Councillors represent Council at various Local Government industry conferences and seminars to keep abreast of issues facing Local Government. Council submits motions to conferences to progress various matters relating to the City. The Conferences are attended by various Federal and State Ministers which provides opportunities to meet one-on-one with Ministers to discuss matters of high importance to the City. Conferences/seminars attended include National General Assembly of Local Government, LGNSW Conference, ALGWA Conference, Country Mayor's Association Meetings, Mining Cities Alliance Meetings, Association of Mining Related Councils Meetings, Murray Darling Association Meetings, Regional Capitals Australia Meetings and Regional Cities NSW Meetings.


4.2.3 Build on the leadership values and culture of the organisation

Action Title: 4.2.3.1 Implement actions from Organisation Culture Inventory survey

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Executive Manager People and Culture	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: Staff remain actively involved to implement action items from the Organisation Culture Inventory, with the action items being reviewed for priority and implemented strategy. The February 2022 Action List items that were actioned, were finalised in April 2023, in preparation for Council all-staff workshop "Shaping Our Future 2.0" being held in May 2023. This workshop will guide staff requested workplace change requests and will lead into the next Organisation Culture Inventory in November 2023. Survey results have been received with leaderships groups participating in debriefing sessions in February 2024 with whole of staff debriefing sessions scheduled for March 2024.

Action Title: 4.2.3.2 Investigate further leadership training opportunities

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Executive Manager People and Culture	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN


Action Progress Comments: Council continues to investigate leadership development sessions for the Executive Leadership Team and Senior Leadership Team. Council has maintained its commitment in the development of its leadership capacity with the establishment of the Emerging Leaders Group (ELG) and the implementation of the Leadership Education and Development (L.E.A.D) program which was internally delivered by the SLT. With the L.E.A.D program being successfully completed by ELG, this program is now being 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. 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.

4.2.4 Implement the Service Review Framework**Action Title: 4.2.4.1 Undertake Living Desert service review**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Leader Innovation & Business Improvement	In Progress	01-Jul-2023	30-Jun-2024	80%	50.00%	 GREEN


Action Progress Comments: A Draft Report has been prepared by Morrison Low and is currently being reviewed by Council Officers.

Action Title: 4.2.4.2 Undertake Animal Control service review

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Leader Innovation & Business Improvement	In Progress	01-Jul-2023	30-Jun-2024	10%	0.00%	 GREEN

Action Progress Comments: Scheduled to Commence in March 2024


4.2.5 Monitor potential changes to government policy and legislation and make submission where considered important for the local community**Action Title: 4.2.5.1 Make relevant submissions to Government agencies on matters that will affect Broken Hill or Local Government in a broader context**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
General Manager	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: One written submission was made to the Local Government Remuneration Tribunal regarding the review for the 2024 Annual Determination.

4.2.6 Ensure Council has robust Information Communications Technology Platform

Action Title: 4.2.6.1 Continue to implement the agreed Information and Communication Technology Strategy/Roadmap

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Acting Manager Information & Communications Technology	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: Implementation of the 5-year IT Strategy developed in 2018, has been completed, with a total of 77 projects completed. During the final reporting period, Mobile Device Management was finalised.

Action Title: 4.2.6.2 Continue to implement the Cyber Security Framework

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Acting Manager Information & Communications Technology	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: During the report period, the following three outcomes were implemented: * Multi-Factor Authentication (MFA) - Currently serving 82% of Staff, * Mobile Device Management - 64% of mobile phones on-boarded. This will enable us to better manage and protect our fleet of mobile phones and tablets, * Password management - Education and provision of tools to staff to enable better password practices.

4.2.7 Continue to look for efficiencies in the organisation and ensure financial sustainability

Action Title: 4.2.7.1 Achieve financial results in accordance with Council's Long Term Financial Plan

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Director Finance and Commercial	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: Budget and Long Term Financial Plan prepared with an expectation to return to breakeven in 2024. Quarterly reviews conducted and monitored to achieve this target.

4.3 We unite to succeed in Australia's first City on the National Heritage List

4.3.1 Collaborate with key stakeholders for the Community Strategic Plan for reporting and monitoring


Action Title: 4.3.1.1 Meet regularly with key stakeholders for ongoing alignment of Community Strategic Plan

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
General Manager	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: Regular meetings were held with key community sector leaders during the report period, regarding major issues facing the City including Housing, Health, Education, Police and Transport.

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


Action Title: 4.3.2.1 Develop working parties where necessary to progress major projects and issues

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
General Manager	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: During the report period, the Broken Hill Environmental Lead Response Group was established as a NSW government response to dealing with lead issues in Broken Hill and a Housing Committee was established with relevant State and Business stakeholders.

4.3.3 Maintain a strong relationship and regularly engage with the local State and Federal Members


Action Title: 4.3.3.1 Engage with the local State and Federal Members on key issues relating to Council and the City

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
General Manager	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: Council continually engaged with Local, State and Federal Members during the report period on key issues to Council and the City, regular meetings were held and correspondence sent to State and Federal Members relating to key issues including: - * Lack of Electric Vehicle charging stations, * Reinstatement of Spencer Gulf Nightly News, * Suspension of Regional Seniors Travel cards, * Broken Hill Lead Program, * Sealing of the Wilangee Road for the Broken Hill Mundi Mundi Bash, * Aged care Funding, * ClubGRANTS funding, * Resources for Regions Funding, * Lack of Bariatric Ambulance, * Project support for CBH Resources and the prioritisation of mining projects including Cobalt Blue, Hydrostor, Hawsons and CAES projects, * Freeing up of crown lands and * Fruit Fly eradication.

4.3.4 Maintain a strong relationship and regularly engage with the Minister of Local Government and other Ministers

Action Title: 4.3.4.1 Engage with the Minister for Local Government and other Ministers on key issues relating to Council and the City


Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
General Manager	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: Regular correspondence was forwarded to various State Ministers during the report period, relating to key issues including: * Lack of Electric Vehicle charging stations, * Reinstatement of Spencer Gulf Nightly News, * Suspension of Regional Seniors Travel cards, * Broken Hill Lead Program, * Sealing of the Wilangee Road for the Broken Hill Mundi Mundi Bash, * Aged care Funding, * ClubGRANTS funding, * Resources for Regions Funding, * Lack of Bariatric Ambulance, * Project support for CBH Resources and the prioritisation of mining projects including Cobalt Blue, Hydrostor, Hawsons and CAES projects, * Freeing up of crown lands and * Fruit Fly eradication.

4.4 Our community is engaged and informed

4.4.1 Update Community Engagement Strategy


Action Title: 4.4.1.1 Update Community Engagement Strategy for adoption by Council

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Manager Communications & Marketing	Deferred	01-Jul-2023	30-Jun-2024	1%	100.00%	 RED

Action Progress Comments: Deferred due to delays to the rollout of the Community Satisfaction Survey. Likely to be undertaken in 2025.


4.4.2 Facilitate meetings between community and elected representatives

Action Title: 4.4.2.1 Provide support for community meetings between Councillors and the public as required

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Manager Communications & Marketing	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: All community members can address Council directly on two occasions at each Council meeting. Individual meetings between Councillors and members of the public are also facilitated by the General Manager's Office.


Action Title: 4.4.2.2 Facilitate community engagement sessions regarding major projects and initiatives as required

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Manager Communications & Marketing	In Progress	01-Jul-2023	30-Jun-2024	50%	50.00%	 GREEN

Action Progress Comments: Community engagement is undertaken for major projects and initiatives as required and in line with our Engagement Strategy.

4.4.3 Maintain an Advocacy Strategy for the City

Action Title: 4.4.3.1 Review and align Advocacy Strategy with Community Strategic Plan priorities

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Manager Communications & Marketing	Completed	01-Jul-2023	30-Jun-2024	100%	50.00%	 GREEN

Action Progress Comments: Advocacy Strategy is still current; however it may require review in early 2025.