

**2021-2022 DELIVERY PROGRAM  
INCLUSIVE OF 2021/2022 OPERATIONAL PLAN  
- FINAL KPI PROGRESS REPORT ENDING 30 JUNE 2022**

Broken Hill City Council

# OVERVIEW

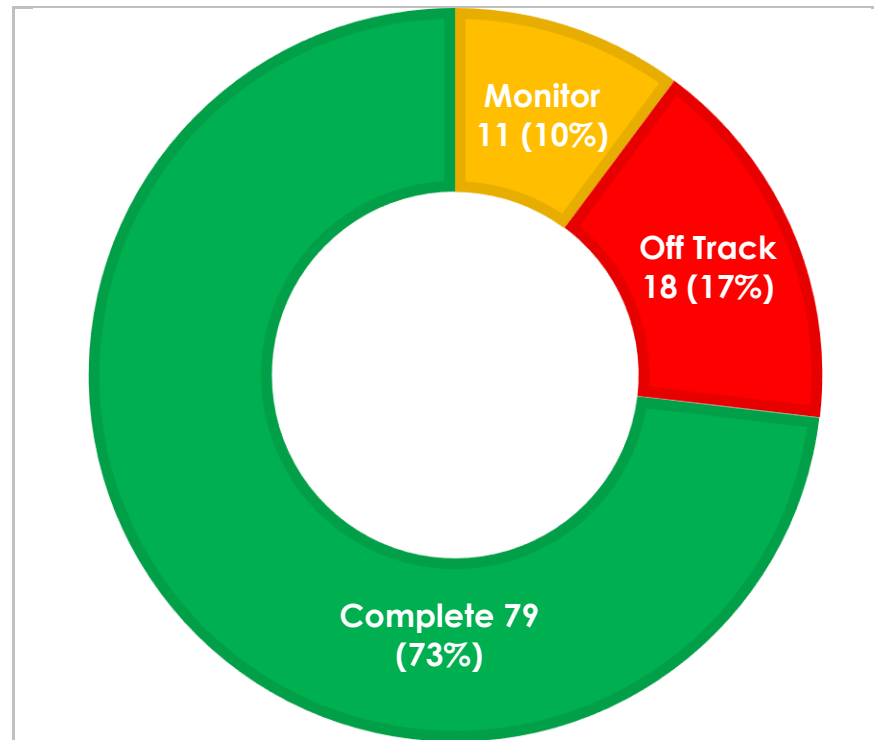
## ACTION SUMMARY

By Performance

**79** COMPLETED

**11** Monitor

**18** Off Track



### Action Progress Against Targets

108 Actions reported on

**79** 100% of action target achieved

**03** At least 90-95% of action target achieved

**08** At least 70-80% of action target achieved

**18** Between 5-60% of action target achieved

## ACTION TARGET LEGEND



At least 90% of action target achieved



Between 70% and 90% of action target achieved



Less than 70% of action target achieved



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

## 1 Our Community

### 1.1 People in our Community are in safe hands

#### 1.1.1 Implement infrastructure and services for the effective management and control of companion animals

**Action Title: 1.1.1.1 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 %
Exec Manager Planning & Community Safety	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN
<b>Action Progress Comments:</b> Council engaged a Contract Ranger to carry out animal control (and other relevant Ranger and compliance) duties. Two new Rangers commenced with Council in 2022 to provide companion animal management services to the community. These two new positions will continue to undertake training and learn on the job from the experienced Contract Ranger. A Companion Animals Management Working Group has been created, inclusive of Councillors, Industry stakeholders, Council Staff and Community Representation.						

#### 1.1.2 Prioritise actions within the Smart City Framework that support safer communities within our Parks and Open Spaces

**Action Title: 1.1.2.1 Continue the implementation of Smart City Projects in accordance with the Smart City Framework**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
General Manager	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN
<b>Action Progress Comments:</b> Smart Banner and Street Lighting project commenced in Argent Street (COVID-19 delays), smart wind and solar lighting installed at Queen Elizabeth Park. All projects have been connected to Council's IOT platform. Irrigation continues to be renewed to include smart applications, across Council's Open Spaces.						

#### 1.1.3 Provide suitable land within the Cemetery reserve and develop for future expansion

**Action Title: 1.1.3.1 Implement expansion of Cemetery Grounds**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Chief Assets & Projects Officer	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN



GREEN - At least 90% of action target achieved



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**Action Progress Comments:** Available land was identified for expansion and geotechnical investigation was completed to determine validity of the land for use. Expansion outline will be identified within the Cemetery Plan of Management, which is under development and due for completion in June 2023.

## 1.2 Our Community works together


### 1.2.1 Advocate for and recognise volunteerism

#### Action Title: 1.2.1.1 Review Volunteer Strategy

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Community Development Officer	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN

**Action Progress Comments:** An initial review of the Volunteer Strategy was undertaken in 2021 and submitted to Chief Corporate and Community Officer for comment. A secondary review of the Volunteer Strategy was undertaken in 2022 in line with feedback, with results submitted to the Chief Corporate and Community Officer. An overarching Volunteer Policy Framework will be drafted in 2022/23 from the review findings.


#### Action Title: 1.2.1.2 Conduct a function recognising the contribution of volunteers

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Events Coordinator	In Progress	01-Jul-2021	30-Jun-2022	50%	100.00%	 RED

**Action Progress Comments:** Volunteer function unable to be held in 2021 due to COVID-19 lockdown and restrictions. Planning for Volunteer awards and function for 2022 is underway. Awaiting meeting of Volunteer Working Group to consider Volunteer awards and function for 2022. Funding has been submitted to Reconnecting Regional NSW Community Events Program to assist with hosting this event.

### 1.2.2 Develop and implement a Customer Contact and Call Centre

#### Action Title: 1.2.2.1 Undertake Customer Relations Satisfaction Survey

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Corporate Services Coordinator	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN



GREEN - At least 90% of action target achieved




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**Action Progress Comments:** The 2020/21 review of the Customer Service Framework included the addition of an online version of the Customer Feedback Form. The Feedback Form is available online and in hard copy. The online Community Portal provides another platform for the collection of satisfaction data. Programs and the collection of data to measure customer relations satisfaction will be ongoing and used for staff training and identify areas for improvement.

**Action Title: 1.2.2.2 Undertake Customer Service Telephone Evaluations for business improvement**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Corporate Services Coordinator	In Progress	01-Jul-2021	30-Jun-2022	95%	100.00%	 GREEN


**Action Progress Comments:** A Customer Service Telephone Evaluation Template was developed in conjunction with the Customer Service Framework review undertaken during 2021. The template is a tool to assess call quality and ensure standard telephone protocols are followed. It can also be used to measure, evaluate and benchmark the quality of Council calls and help assess if Council's agents understand the customer concerns and offer the most appropriate solution. The Customer Service Telephone Evaluation Template will enable a system of continuous improvement in customer service and offers the ability to provide observations and feedback on how agents can improve the quality of calls. Evaluations are scheduled for the third quarter of 2022 and quarterly ongoing. This action has been included in Council's 2022/23 Operation Plan.

**Action Title: 1.2.2.3 Investigate a customer centric online Community Portal for lodging of service requests/complains, rates, account enquiries and payments**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Corporate Services Coordinator	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN

**Action Progress Comments:** An online Community Portal project team worked with system provider Civica to build an online Community Portal. The portal is scheduled to be launched to the community in August 2022. The online Community Portal will allow for online payments, lodging of customer services requests and quick links to areas of Council's website.

**Action Title: 1.2.2.4 Undertake Community Satisfaction Survey**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Corporate Services Coordinator	Deferred	01-Jul-2021	30-Jun-2022	50%	100.00%	 RED



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**Action Progress Comments:** Planning for Community Satisfaction Survey undertaken during 2021, with survey moved to 2022/23 budget operational year. Community Satisfaction Survey has been included in Council's 2022/23 Operational Plan.


### 1.2.3 Support the Reconciliation Movement

#### Action Title: 1.2.3.1 Conduct quarterly meetings of the Reconciliation Action Plan working group and ensure continued membership of the working group by First Nation's people

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Community Development Officer	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN


**Action Progress Comments:** Meetings of the Reconciliation Action Plan (RAP) working group were undertaken in the first and second quarters of the 2021/22 financial year. The scheduled meeting of the RAP in March 2022 was postponed until April 2022, while Councillor nominations for positions on the working group were received. The final meeting for the 2021/22 period was held in June 2022.

#### Action Title: 1.2.3.2 Engage with local Indigenous Community as to seeking endorsement of Murkutu Cultural Engagement Database

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Library Coordinator	In Progress	01-Jul-2021	30-Jun-2022	80%	100.00%	 AMBER

**Action Progress Comments:** Consulted with State Library NSW Indigenous Engagement Branch regarding Murkutu support and assistance in setting up the database once local community engages with project. A PowerPoint presentation of the Murkutu Database was presented to the Reconciliation Action Plan Committee in 2021. Contact was made with the Broken Hill Local Aboriginal Land Council and Aboriginal Working Group, to meet and discuss this project. The Library Coordinator will further follow-up to make a presentation regarding the project, with an outcome to be achieved by 30 June 2023.

#### Action Title: 1.2.3.3 Identify and promote Aboriginal and Torres Strait Islander content within the Broken Hill City Library Archive

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Library Coordinator	In Progress	01-Jul-2021	30-Jun-2022	70%	100.00%	 AMBER

**Action Progress Comments:** Archive Collection Manager appointed mid November 2021. Archive Collection Manager is responsible for an audit of the Archive collection. This entails identifying, checking cultural protocol relating to items, with the result being community consultation once audit nears completion. Consultation with Australian Institute of Aboriginal and Torres Strait Islander Studies regarding



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adding Wilyakali material to our local collection has been investigated with community support. Contact made and referral to a Reconciliation Action Plan meeting to report on progression. This action will continue in 2022/23 with the project to be completed by 30 June 2023.

**Action Title: 1.2.3.4 Identify archival programs and opportunities to record the vast history of Aboriginal people of the area**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Library Coordinator	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN

**Action Progress Comments:** Oral History Workshop held on the 22/06/2022 and 23/06/2022 with a grant from the Museums and Galleries New South Wales, with presenter Daniel Browning from ABC radio. This grant provided 2 days of training in interviewing and recording of Oral Histories. First day was training and skills development of people of the local aboriginal community. The second day was open to the whole Broken Hill community. A second grant provided the opportunity to purchase four Zoom recorders that are available for loan from the Library and to run an Oral History Alive workshop, with Jeanette Thompson leading this workshop.


**Action Title: 1.2.3.5 Investigate the possibility of incorporating archival material from Australia Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) into Archive**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Library Coordinator	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN

**Action Progress Comments:** Australia Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) was contacted by email, to commence conversation regarding incorporating archival material into Archive. AIATSIS responded positively with email requesting a meeting with community to discuss. This information was discussed at the Reconciliation Action Plan (RAP) Committee and was received positively. COVID-19, as well as delay in RAP committee commencement in 2022 has delayed engagement with community regarding this project. Conversation will recommence with local community in 2022/23, following RAP committee meeting, to discuss further action to implement with an outcome to be achieved by 30 June 2023.

**1.2.4 Engage with key community sectors via Community Round Table**

**Action Title: 1.2.4.1 Further implement methodologies to ensure community representatives understand the functions and reporting associated with S355 for the Community Strategic Plan Round Table Committee**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Executive Officer	In Progress	01-Jul-2021	30-Jun-2022	50%	100.00%	 RED



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**Action Progress Comments:** Methodologies reviewed and will be implemented when the new Community Strategic Plan Round Table Committee is formally appointed. Council is currently advertising for community representatives for this Committee.

**Action Title: 1.2.4.2 Collaborate with community representatives within the Community Strategic Plan Round Table Committee to ensure active participation and communication**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Executive Officer	In Progress	01-Jul-2021	30-Jun-2022	50%	100.00%	 RED

**Action Progress Comments:** A workshop will be held with members of the Community Strategic Plan Round Table Committee to ensure they have an understanding of their role. Council is currently advertising for community representative positions on the Community Strategic Plan Round Table Committee.

**Action Title: 1.2.4.3 Undertake Community Strategic Plan Partners Orientation Program to engage stakeholders and promote active partnership and participation**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Community Development Officer	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN

**Action Progress Comments:** With Council elections being postponed from September to December 2021, Council is still in the process of advertising for community representative positions on the Community Strategic Plan Round Table Committee. The delay in Council elections and impacts to engagement as a result of COVID-19, resulted in the draft Community Strategic Plan - Your Broken Hill 2040 being presented to Council in April 2022 and endorsed for 28-day public exhibition during May 2022. Feedback, gained from the community during public exhibition, was incorporated into the final draft prior to adoption. The Community Strategic Plan - Your Broken Hill 2040 was adopted by Council in June 2022. Stakeholder engagement was undertaken during the development of the new Community Strategic Plan, to foster active partnerships and discussion participation moving into 2022/23.

### 1.3 Our history, culture and diversity is embraced and celebrated

#### 1.3.1 Advocate for funding and investment for Community Development Projects in City growth and development

**Action Title: 1.3.1.1 Work with third parties to seek funding**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
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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




Executive Manager Growth & Investment	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN
<b>Action Progress Comments:</b> The following was undertaken during 2021/22: - Support provided to community groups seeking Stronger Country Communities Funding. - Collaborated with local tourism business for Regional Tourism Funding. - Collaborated with Business Far West to secure funding for Small Business Month. Council and Business Far West were both successful in securing funding to host workshops and events in March 2022.						

### 1.3.2 Develop the Broken Hill Cultural Precinct, Library and Archive

#### Action Title: 1.3.2.1 Continue to pursue funding sources and opportunities to construct the Cultural Precinct


Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
General Manager	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN
<b>Action Progress Comments:</b> Both Federal and State Government funding achieved. Variations are currently underway to align with Council's change in project scope.						

#### Action Title: 1.3.2.2 Begin construction of new Cultural Precinct, Library and Archive

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
General Manager	In Progress	01-Jul-2021	30-Jun-2022	90%	100.00%	 GREEN
<b>Action Progress Comments:</b> Variations for funding have been submitted and approved. Redesign within new budget complete, project management firm awarded and tender is being finalised.						

### 1.3.3 Promote City's listing as Australia's First Heritage City

#### Action Title: 1.3.3.1 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 %
Executive Manager Growth & Investment	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN
<b>Action Progress Comments:</b> Advocating for tri-partisan management of the national heritage listing is a key focus in the Advocacy Strategy, which is the document referred to by Governments when assessing applications for grant funding. Grant funding applications for infrastructure projects also refer to the National Heritage listing.						



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

**Action Title: 1.3.3.2 Raise awareness of heritage related issues and management**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Town Planner	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN


**Action Progress Comments:** This is an ongoing action by Council. As part of Council's Heritage Advisory Service, the Heritage Advisor undertakes media interviews, in particular local radio interviews during her visits to Broken Hill. The radio interviews highlight different heritage issues and also provides advice to the public on heritage management.

**Action Title: 1.3.3.3 Develop a strategy to build Broken Hill Heritage Festival as a signature event**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Events Coordinator	In Progress	01-Jul-2021	30-Jun-2022	50%	100.00%	 RED


**Action Progress Comments:** With Council elections being postponed from September to December 2021, Council is still in the process of advertising for community representative positions on the Heritage Advisory Committee. Awaiting first meeting of Heritage Advisory Committee with new representatives to ascertain long term direction of the Broken Hill Heritage Festival.

**1.3.4 To facilitate lifelong learning via access to books, learning resources and other information****Action Title: 1.3.4.1 Update policies in relation to Library and Archive Services**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Library Coordinator	In Progress	01-Jul-2021	30-Jun-2022	25%	100.00%	 RED

**Action Progress Comments:** New Archive Collection Manager commenced in November 2021, with the review and update policies being rescheduled to 2023, following the Library relocation. Action to be completed by 30 June 2023.

**1.3.5 To preserve and share the City's archive, art and mineral asset collections through digitisation****Action Title: 1.3.5.1 Seek funding for digitisation of City's archival assets**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Library Coordinator	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN



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


**Action Progress Comments:** Opportunities were investigated as they arose, with no funding identified during 2021/22. This action has been included in Council's 2022/23 Operation Plan.

**Action Title: 1.3.5.2 Digitisation of City's archival assets**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Library Coordinator	In Progress	01-Jul-2021	30-Jun-2022	40%	100.00%	 RED


**Action Progress Comments:** The appointment of the Archive Collections Manager (who oversees the formal implementation of this project) was achieved in mid-November 2021. Digitisation recommenced in January 2022, with the Collections Project Manager and one volunteer in the Archive (one day per week). The Collections Project Manager has established protocols, procedures and data entry requirements and has provided training to volunteers to upload digitised images to EMU database. This is an ongoing project as there is over 100,000+ images in our collection and to date 2,215 items have been audited and 1,296 scanned images uploaded.

**Action Title: 1.3.5.3 Finalise policies for the Museum**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Gallery and Museum Manager	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN


**Action Progress Comments:** Gallery Policies finalised and Museum strategy noted. Funding for renewed Museum Master Plan and associated strategy successful for the 2022/23 financial year.

**Action Title: 1.3.5.4 Finalise digitisation and archiving of mineral assets at the Museum**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Gallery and Museum Manager	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN

**Action Progress Comments:** The digitisation project has been finalised and acquitted. The online catalogue search platform is now live and publicly accessible via this link <https://collection.brokenhill.nsw.gov.au/collection/>.

**Action Title: 1.3.5.5 Seek funding for method for making art and mineral collections publicly accessible online**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Gallery and Museum Manager	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN



GREEN - At least 90% of action target achieved



AMBER - Between 70% and 90% of action target achieved



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**Action Progress Comments:** The digitisation project has been finalised and acquitted. The online catalogue search platform is now live and publicly accessible via this link <https://collection.brokenhill.nsw.gov.au/collection/>. The website coding and data migration was completed by The Interaction Consortium and staff completed training on the hosting platform to make updates regularly.

### 1.3.6 Develop interstate and regional partners to maximise tourism opportunities

#### Action Title: 1.3.6.1 Support the development of the Silver to Sea Trail project

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Visitor Services Coordinator	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN

**Action Progress Comments:** The Silver to Sea Way project has its origins in 2015, when five local councils in the mid-north of South Australia and Broken Hill City Council banded together with 14 small communities along the route from Port Pirie to Broken Hill. Realising they were connected by one of Australia's greatest industrial heritage stories, they formed the Silver to Sea Way (S2SW). This project is now under the auspices of National Trust SA. The funding for Stage 1 of the project (Port Pirie to Peterborough) has been secured and a number of major conservation works on heritage buildings and a series of new compelling digital experiences are underway. - National Trust SA reached out to Broken Hill City Council to suggest and coordinate meetings with major regional stakeholders to discuss suitable projects and funding avenues for stage 2 of the development (Peterborough to Broken Hill and Silverton). A group of regional stakeholders has been assembled to discuss potential projects for the stage 2 development and possible funding options. The inaugural meeting was held on 27/09/2021 with follow-up meetings on 13/12/2021 and 01/02/2022. A number of National Trust members travelled out to Broken Hill on 28/04/2022 to meet with regional stakeholders, including Councillors and Council staff, to discuss the project. Broken Hill City Council is committed to continuing to support the development of this self-drive tourism trail. Support for this project has also been included as an outcome in the draft Broken Hill Economic Development Strategy 2022-2026.

#### Action Title: 1.3.6.2 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	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN

**Action Progress Comments:** A number of key relationships have been developing over many years (Silverton Village Committee, Wilcannia Tourism), some have recently been re-engaged via the Corner Country familiarisation (Milparinka and Tibooburra Village Committee) and the Central Darling Shire familiarisation (White Cliffs and Menindee Tourism Associations). All of these organisations are now included in regular communications from the Visitor Information Centre, providing local and regional relevant information for the tourism industry. The next step is to establish regular meetings between these groups.



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

### 1.3.7 Develop a City-wide Cultural Plan

#### Action Title: 1.3.7.1 Review, prioritise, seek funding or budget for action items within Culture Plan

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Chief Corporate and Community Officer	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN

**Action Progress Comments:** Culture Plan was accepted by Council on 21 September 2021. Staff now have an overarching strategy to guide culturally related actions.

**Action 1.7.2** - Council partnered with Museums and Galleries NSW to provide 'Let's Get Digital Oral History Workshops' to the community on 22/06 and 23/06. Daniel Browning, a Bundjalung and Kullilli man and host of Radio National Arts Show working with the local Traditional Owners from the First Nations community to provide culturally informed education to learn to take oral histories appropriately. The workshop on day two was for the whole community and attracted a diverse group of people who learned about interview, recording and editing oral histories for use in the city's archive collections.

Council attracted funding \$2,806 from Australian Museums and Galleries to buy Zoom recorders and conduct an oral history workshop. This workshop took place on 30/06/2022. Twelve engaged participants learned from local historian Dr Jeanette Thompson.

**Action 1.8.3** - Council attracted \$27,000 funding for the NSW Office of Sport to conduct an 'Active Fest' event on 19/06/2022. The event was staged in Sturt Park and included local sports, local recreation providers, skateboarding workshops and games providers. Service NSW attended to provide information about the 'Active Kids' vouchers to local sports and parents. Local service clubs provided food and a band entertained the large crowd of 1600 people.


**Action 2.6.2** - \$ 71,860 received for the classification, digitisation of around 4,500 specimens currently unidentified and located in the GeoCentre basement. Therefore minerals have not been subject to the same standard of collection management as the 1,100 Centenary items on exhibition. The impact of this funding will permit the collection to be accessible for local cultural expressions, storytelling and celebration of shared cultural narratives and will pave a way for academic engagement with this unique collection.

**Action - 3.3.2** - In 2021/22 Council received funding from the Elsa Dixon Aboriginal Employment Grant to employ eight young people undertaking school-based apprenticeships and traineeships. Three young people were attracted into diverse roles at Council. The objective of the Elsa Dixon grant is to encourage permanent employment and promote innovation in achieving education, employment and training outcomes for Aboriginal people.

### 1.4 Our built environment supports our quality of life

#### 1.4.1 Develop City Strategic Plan

##### Action Title: 1.4.1.1 Investigate option for a multi lot subdivision at the Broken Hill Airport to promote non aeronautical and aeronautical development

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
General Manager	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN



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

**Action Progress Comments:** Airport Business Case developed and provided to the market for Expressions of Interest.


**Action Title: 1.4.1.2 Advocate to secure funding for heavy vehicle bypass road**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Executive Manager Growth & Investment	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN

**Action Progress Comments:** Advocacy for heavy vehicle bypass road has been included in Council's Advocacy Strategy. Advocating for a heavy vehicle bypass road is a focus in the Advocacy Strategy, which is the document referred to by Governments when assessing applications for grant funding.


**1.4.2 Maintain the serviceability of Council's assets at an appropriate condition level**

**Action Title: 1.4.2.1 Develop Asset Management Plan - Roads and Footpaths**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Strategic Asset Management Coordinator	In Progress	01-Jul-2021	30-Jun-2022	20%	100.00%	 RED

**Action Progress Comments:** Work has commenced in the development of a Condition Assessment and Maintenance Manual. This document forms the foundation of the annual maintenance tasks to be undertaken on all road, footpath and appurtenance assets covered by the proposed asset management plan. Work on the development of the asset management plan is to continue in 2022/2023. This action has been included in Council's 2022/23 Operational Plan.

**Action Title: 1.4.2.2 Develop Asset Management Plan - Parks and Open Spaces**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Strategic Asset Management Coordinator	In Progress	01-Jul-2021	30-Jun-2022	75%	100.00%	 AMBER

**Action Progress Comments:** Annual ongoing maintenance tasks have been completed allowing the development of maintenance cost for inclusion in the Asset Management Plan (AMP). The majority of works in the development of the AMP have been completed, with the inclusion of financial data still to be finalised.. Work on the development of the Asset Management Plan is to continue in 2022/2023. This action has been included in Council's 2022/23 Operational Plan.



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

**Action Title: 1.4.2.3 Develop Asset Management Plan - Buildings**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Strategic Asset Management Coordinator	In Progress	01-Jul-2021	30-Jun-2022	60%	100.00%	 RED


**Action Progress Comments:** Condition assessment and maintenance manual has been completed, allowing scheduled maintenance plan to be developed. Development of the Council's Asset Management system will allow the capture and analysis of asset condition and proactive maintenance costs for inclusion in the proposed Asset Management Plan. Information is being collated for the Asset Management Plan. Work on the development of the Asset Management Plan is to continue in 2022/2023. This action has been included in Council's 2022/23 Operational Plan.

**Action Title: 1.4.2.4 Develop Asset Management Plan - Fleet**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Chief Assets & Projects Officer	In Progress	01-Jul-2021	30-Jun-2022	5%	100.00%	 RED


**Action Progress Comments:** The development of the Asset Management Plan - Fleet is still in progress and has been included in Council's 2022/23 Operational Plan.

**Action Title: 1.4.2.5 Continue implementation actions within Active Transport Plan (including Footpaths, Bicycle paths, Signage, Pedestrian Access etc)**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Chief Assets & Projects Officer	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN

**Action Progress Comments:** Shared footpath construction works continued across the City, with works completed in Brooks Street from Willyama High School to O'Neill Street and in Blende Street from Kaolin Street to Bromide Street. Shared footpath was also completed from Willyama High School to Morgan St Primary School along Brooks Street, O'Neill Street, Rasp Street and Uranium Street.

**Action Title: 1.4.2.6 Finalise 2021-2026 upgrade/replacement capital works plan for Active Transport Plan**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Chief Assets & Projects Officer	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN



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



**Action Progress Comments:** Five-year capital works plan has been developed and approved for the Active Transport Plan , including costings and schedule maps.


**Action Title: 1.4.2.7 Develop annual capital works plan for Active Transport Plan**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Chief Assets & Projects Officer	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN

**Action Progress Comments:** 2022/23 Annual capital works plan was completed and approved by Council as part of the 2022/23 Annual Budget. Work to be completed along Blende Street from Galena Street to Silver Street.


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

**Action Title: 1.4.3.1 Refurbishing of the E.P. O'Neill Memorial Park Precinct**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Projects Officer	In Progress	01-Jul-2021	30-Jun-2022	25%	100.00%	 RED

**Action Progress Comments:** A Project Steering Group (PSG) for the refurbishment of the E.P. O'Neill Memorial Park has been established and the first meeting was held 16/06/2022, with a follow up site visit held on 17/06/2022. The design consultant, Barnson, attended both meetings. A 50% design package is expected to be submitted to Council in August 2022, for review and acceptance by Council and the PSG. Stage 1 includes not only the preliminary site investigations, the design and relevant approvals, it will also include part construction works with the focus on the refurbishment of the Netball Courts and works to Norm Fox Oval to create a multipurpose field. While budget has been included in Council's 2022/23 Operational Plan for further works to be completed as part of Stage 2 to compliment Stage 1, Council will also seek additional grant funding to increase the funds available in order to achieve these works. This action has been included in Council's 2022/23 Operational Plan.

**Action Title: 1.4.3.2 Develop and reactivate Queen Elizabeth Park**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Projects Officer	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN

**Action Progress Comments:** The refurbishment of Queen Elizabeth Park is complete. The site was handed back to Council on 21 December 2021. The Minister for Western NSW, Dugald Saunders MP, officially opened the park, alongside Mayor Tom Kennedy on 20 April 2022.



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




**Action Title: 1.4.3.3 Construct a new skate park in Sturt Park**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Projects Officer	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN


**Action Progress Comments:** Construction of the skate park in Sturt Park was completed in April 2022. Minister for Western NSW, Dugald Saunders MP, officially opened the park, alongside Mayor Tom Kennedy on 20 April 2022. A community event was held on 19 June 2022.

**1.5 Our health and wellbeing ensures that we live life to the full****1.5.1 Support our residents to lead healthy, active and independent lives****Action Title: 1.5.1.1 Secure grant funding opportunities and partner with local entities to increase activities that allow for better health and wellbeing**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Community Development Officer	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN

**Action Progress Comments:** The total grant funding attracted for community events and projects in 2021/22 totalled \$90,275. - The Heywire ABC Foundation for Rural Regional Renewal grant was secured in November 2021 for a youth program to be executed by the Cultural facilities staff based at the Art Gallery in consultation with Broken Hill's High Schools and young people. - Youth Week funding was used to support an all-services family day in Sturt Park in April 2022 in partnership with local services. - Autumn Break Holiday funding (April 2022) was utilised to increase arts and recreational activity in the City for 12-24 years, partnering with Broken Hill Art Gallery and YMCA (Wellness Centre and Regional Aquatic centre sites). - Regional Youth Radio program funding won to execute a podcast/radio program featuring the Betoota Advocate and partnering with 2DryFM and West Darling Arts.

**Action Title: 1.5.1.2 Review Council Welcome Kit for new residents**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Community Development Officer	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN

**Action Progress Comments:** Council's welcome kit was reviewed and initial recommendations were made for Council to upload the new Welcome Kit produced by Regional Development Australia-Far West to Council's website to reach new residents. The Regional Development Australia's updated Welcome Kit was added to Council's website in May 2022 for the use of residents, new residents and employers.



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

## 2 Our Economy

### 2.1 Our economy is strong and diversified and attracts people to work, live and invest


#### 2.1.1 Council's Workforce Management Plan reflects the needs of the organisation

##### Action Title: 2.1.1.1 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	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN

**Action Progress Comments:** Annual Performance reviews were completed for 2020/21, with whole of organisation training and development requirements identified for 2021/22. Online platforms continued to maintain and record mandatory staff compliance training and to assist with future training needs analysis for workforce strategic plan development. All mandatory and compliance training was completed for staff in 2021/22.

##### Action Title: 2.1.1.2 Review Workforce Management Plan 2020-2024 in line with Local Government election process

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Executive Manager People and Culture	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN

**Action Progress Comments:** The Workforce Management Plan review was completed, with analysis on industry trends, workplace demographics and succession planning data compiled. The Draft Workforce Management Strategy 2022-2026 was placed on 28 days Public Exhibition during May 2022 and adopted by Council on 29 June 2022.

##### Action Title: 2.1.1.3 Continue to improve Recruitment Service Delivery and employee experiences

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Executive Manager People and Culture	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN

**Action Progress Comments:** Recruitment Service Delivery Service review model from 2020/21 was in operation during 2021/22, with internal stakeholder and employee consultation regarding best practice process continuing into the future.

#### 2.1.2 Develop the Airport as a commercial precinct

##### Action Title: 2.1.2.1 Advocate for Airport upgrades in line with Advocacy Strategy and Airport Business Case



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

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Executive Manager Growth & Investment	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN
<b>Action Progress Comments:</b> Council negotiated with the NSW Government for funding to support the new business case to develop commercial and industrial precinct and improved infrastructure. Advocacy for Airport upgrades has been included in Council's 2022/23 Operational Plan.						


### 2.1.3 Advocate for affordable housing

#### Action Title: 2.1.3.1 Develop an Affordable Housing Strategy and identify available land

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
General Manager	In Progress	01-Jul-2021	30-Jun-2022	90%	100.00%	 GREEN
<b>Action Progress Comments:</b> Housing Strategy under development, with expected completion October 2022. Housing audit completed and awaiting report to be finalised.						


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

#### Action Title: 2.1.4.1 Implement Renewable Energy Action Plan

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Waste & Sustainability Manager	In Progress	01-Jul-2021	30-Jun-2022	75%	100.00%	 AMBER
<b>Action Progress Comments:</b> Stage 1 of the Renewable Energy Action Plan has been completed. The Broken Hill City Council Solar Powerplant Business Modelling was presented to Council for endorsement in March 2022. The Model has since been refined and is now awaiting confirmation of Capex and retail detail to complete the Model, which will then inform the Expression Of Interest to retailers. A total project budget is expected to be finalised in the first quarter of 2022/23, with the action being included in Council's 2022/23 Operational Plan.						

### 2.1.5 Increase digital communication network through projects outlined in Smart Communities Framework

#### Action Title: 2.1.5.1 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 %
Chief Assets & Projects Officer	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN



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

**Action Progress Comments:** Smart devices are being integrated into all capital project works, to ensure that Council continues to increase the City's coverage of these systems. Smart lighting and irrigation systems have been installed as part of the Queen Elizabeth Park Redevelopment. Upgrades of five parks and five sporting field sites within the City included installation of a Wi-Fi enabled irrigation system. The Wi-Fi enabled irrigation systems are connected to a weather station that enables systems to remain off if rain has occurred to the level of irrigation needed.

#### Action Title: 2.1.5.2 Provide open data to community via IoT (Internet of Things) platform

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Manager Information & Communications Technology	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN

**Action Progress Comments:** Council's Internet of Things platform provided the community with data on topics of parking utilisation at the Airport and environmental sensing at Sturt Park and Patton Park. The Internet of Things dashboard is available on Council's website at <https://www.brokenhill.nsw.gov.au/Community/About-the-city/Smart-Broken-Hill/Dashboards>.

### 2.1.6 Expand available industrial land

#### Action Title: 2.1.6.1 Advocate for early determination for land that has a Local Aboriginal Claim which is zoned as industrial land

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
General Manager	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN

**Action Progress Comments:** Ongoing conversations with Federal and State Government.

#### Action Title: 2.1.6.2 Collaborate with State Government to expand the industrial area in accordance with objectives in the Local Strategic Planning Statement

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
General Manager	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN

**Action Progress Comments:** Discussions and advocacy ongoing.

#### Action Title: 2.1.6.3 Investigate land for use to expand available industrial land options

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
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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


General Manager	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN
<b>Action Progress Comments:</b> Discussions and advocacy ongoing.						

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


### Action Title: 2.1.7.1 Collaborate with business, industry and government to attract investment

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Executive Manager Growth & Investment	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN
<b>Action Progress Comments:</b> Bi-monthly business meetings were held prior to establishment of Business Far West. Council provided seed funding for Business Far West and has an advisory role on the Board. Regular meetings were held with NSW Regional Development, the mining industry, Foundation Broken Hill and other stakeholders.						




### Action Title: 2.1.7.2 Review and implement Business and Industry Support Strategy


Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Executive Manager Growth & Investment	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN
<b>Action Progress Comments:</b> The Business Industry Support Strategy was adopted by Council and implemented in November 2021.						

### Action Title: 2.1.7.3 Collaborate with 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 %
Executive Manager Growth & Investment	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN
<b>Action Progress Comments:</b> Collaboration with film industry and government was undertaken during 2021/22, with Film Approvals being provided within KPI of five days. The following was undertaken in Broken Hill or the region during 2021/22: - Location and logistics support provided for Warner Brothers Mad Max Furiosa, - 3 x TV series filmed, - 1 x TV morning program filmed, - 2 x commercials filmed, - 1 x government video filmed, - Destination NSW video and photography shoot, - 1 x small film shoot. - Contacts on industry and government pages updated, along with Council film page updated.						


### Action Title: 2.1.7.4 Advocate for incentives and initiatives that support Broken Hill and region as a film location

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
						
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						

Executive Manager Growth & Investment	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN
<b>Action Progress Comments:</b> Ongoing liaison with film industry and government undertaken during 2021/22, including support for major feature film.						


## 2.1.8 Work closely with the Far South West Joint Organisation for successful regional outcomes

### Action Title: 2.1.8.1 Support the initiatives that are endorsed by the Far South West Joint Organisation

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
General Manager	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN
<b>Action Progress Comments:</b> Collaboratively working with the development of a Regional Destination Marketing Plan and Regional Transport Strategy. Council is also providing administrative and Executive Officer support to the Far South West Joint Organisation.						

## 2.1.9 Promote a strategic approach to improve transport services


### Action Title: 2.1.9.1 Advocate for improved air and rail services through active lobbying and participation in government inquiries

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
General Manager	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN
<b>Action Progress Comments:</b> Ongoing advocacy for the upgrade to the airport, including securing Sydney services from Qantas and advocacy for an additional weekly rail service from Sydney.						

## 2.2 We are a destination of choice and provide a real experience that encourages increased visitation

### 2.2.1 Heritage Festival continues to grow and become nationally recognised

#### Action Title: 2.2.1.1 Facilitate an annual Heritage Festival

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Events Coordinator	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN



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

**Action Progress Comments:** The 2022 Broken Hill Heritage Festival event was delivered 14 - 17 April 2022. The Heritage Festival incorporated Heritage Highlights image projections onto the Town Hall Façade, a Heritage Highlights Photographic Project involving a collection of "turn of the century" local shop images printed as window decals and placed in selected vacant shop front windows and a Heritage Highlights AR (Augmented Reality) code experience, providing participants a digital experience with 3 of the colourful, vibrant murals in Broken Hill.

## 2.2.2 Develop the Visitor Experience

### Action Title: 2.2.2.1 Develop improved visitor experiences on Tourism website and app

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Visitor Services Coordinator	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN

**Action Progress Comments:** Council's internal tourism strategy team is working with the provider to scope a new version of the current tourism website, [www.destinationbrokenhill.com.au](http://www.destinationbrokenhill.com.au). This will include a new navigation and new functionality including events calendar, tourism business listings sourced via the Australian Tourism Data Warehouse and much more. This Action has been included in Council's 2022/23 Operational Plan.


### Action Title: 2.2.2.2 Collaborate with industry and government to expand destination marketing campaign

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Executive Manager Growth & Investment	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN

**Action Progress Comments:** The main It's Out There campaign is complete with results reported to Council in 2021. New collaborative campaign with DNSW was launched in June 2022 (Feel New NSW). Ongoing communication occurred with industry at business meetings. Feature in Australian Traveller and 101 Unique stays (magazine and website) was undertaken during 2021/22. Collaboration with Broken Hill Mundi Mundi Bash on visitor information occurred during 2021/22.

## 2.2.3 Develop the Civic Centre Business to be a self-sufficient profit-making enterprise

### Action Title: 2.2.3.1 Develop Marketing Plan for Civic Centre

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Events Coordinator	In Progress	01-Jul-2021	30-Jun-2022	25%	100.00%	 RED

**Action Progress Comments:** Marketing plan being developed in conjunction with review of Civic Centre Business Plan. Draft due for Executive Leadership Team review by 31 August 2022.



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


**Action Title: 2.2.3.2 Implement Business Plan for Civic Centre**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Events Coordinator	In Progress	01-Jul-2021	30-Jun-2022	70%	100.00%	 AMBER
<b>Action Progress Comments:</b> Civic Centre Business Plan developed and being reviewed due to creation of Growth and Investment unit. This action has been included in Council's 2022/23 Operational Plan						


**2.3 A supported and skilled workforce provides strength and opportunity****2.3.1 Collaborate with education and training providers to deliver training and education locally****Action Title: 2.3.1.1 Continue funding for school-based apprenticeships and traineeships through government funding**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Executive Manager People and Culture	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN
<b>Action Progress Comments:</b> Council successfully secured eight school-based trainee grants, with recruitment occurring in December 2021. Council employed five trainees and one apprentice under the current government incentives.						

**Action Title: 2.3.1.2 Continue to encourage a career path at Council and local employment for Aboriginal and Torres Strait Islander community members**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Executive Manager People and Culture	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN
<b>Action Progress Comments:</b> Council continued to build relationships with key community stakeholders to promote opportunities available and continued to provide work experience and work placements for those interested in working within Local Government.						

**2.3.2 The Library supports formal and informal learning****Action Title: 2.3.2.1 Provision of technology and resources to support health and wellbeing**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Library Coordinator	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN



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



**Action Progress Comments:** Resources are provided to the community through the Library service. These resources include physical books, digital resources such as eBooks, eMagazines as well as online databases. - The Library website provides access to the Central West Zone online BorrowBox "Mindful and Well-being" collection, which is supported by the Books on Prescription grant from the Library Council of NSW. - The Library is a member of the Central West Library Zone Consortia. This consortium provides access to a range of Health and Well-being resources in eResources through the 24/7 Digital Library collection. - The Library offers free public access computers to community members, providing access to online databases that include health and well-being sites. - Safe and accessible spaces are also offered to all members of the community supporting a safe place to visit, engage and interact with others. - Programs allow people to learn and engage, with programs such as Baby Bounce and Toddler time, allowing parents and caregivers to meet in a safe place and engage with likeminded people, providing positive mental engagement. - The iPad Loan scheme (grant funded by the State Library NSW) launched at Ag Fair 2022, is a new program where iPads are made available for loan to Home Library and Outback Letterbox Library members, to explore the digital 24/7 online library and other online resources.


#### **Action Title: 2.3.2.2 Obtain certification/accreditation as an eSmart Library**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Library Coordinator	In Progress	01-Jul-2021	30-Jun-2022	40%	100.00%	 RED

**Action Progress Comments:** Investigation of requirements for eSmart Library accreditation undertaken during 2021/22 including documentation research, compilation of draft survey and formation of committee to progress accreditation process. Survey distribution to be completed by June 2022 and process toward accreditation to continue, with completion by December 2023.

### **2.3.3 Foster partnerships with tertiary institutions to bring scarce skills to the City**

#### **Action Title: 2.3.3.1 Explore partnership opportunities for Library services**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Library Coordinator	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN



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

**Action Progress Comments:** The Library partnered with various organisations such as: - Australian Library and Information Association with their "Online Story-time project": This project has been funded for a second year providing support for offering story-time online to our members and assisting with areas in copyright, publisher permissions, technical assistance. - Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS): Discussion with AIATSIS regarding dialogue identified opportunity to access material for local community which is ongoing. - New South Wales Public Library Association "Author Reads": Participating in online author talks and sharing with members online with NSW public libraries. - Far West Legal Aid: Linking in with online talks presented by Far West Legal Service and providing link to members. - Service NSW: Partnered with the Library to provide programs that assist community members and linking with Service NSW services. - Sydney Opera House: Live streamed Sydney Writers festival at the Library in May 2022. - Far West Medical Centre: New Mothers group met a number of times using the Children's area of the library for their meeting and programs.

#### Action Title: 2.3.3.2 Explore grant and partnership opportunities for Archives

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Library Coordinator	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN

**Action Progress Comments:** Successful grant opportunities identified for in 2021/22 for Archives: - Go Digital Grant from the MGNSW successful utilised for Two workshops held in June with Daniel Browning from ABC Radio leading these sessions. - CHART grant for History Alive Oral History workshop held in June 2022. Four recorders were also purchased with this grant and will be made available for loan to the community to record Oral Histories. This action will continue in Council's 2022/23 Operational Plan.

#### Action Title: 2.3.3.3 Explore grant and partnership opportunities for Gallery and Museum

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Gallery and Museum Manager	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN

**Action Progress Comments:** The Gallery applied to Australia Council for the Arts Funding, to boost funds in the exhibition program and top-up budget affected by COVID-19 - Awaiting the outcome of this application. The GeoCentre applied for Regional Arts Australia Funding to complete a mural project in the garden/cottage precinct - Awaiting the outcome of this project. Both the Gallery and Museum are in ideation phase to apply for CHART funding through Australian Museums and Galleries Association for minor projects. The Gallery applied to the Restart Investment to Sustain and Expand Fund with a major outdoor sculpture proposal in partnership with Urban Art Projects (Australia). The Gallery applied for minor exhibition fixings to be installed over heritage walls through the small - medium projects Creative Capital Fund - awaiting the outcome of this application.



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

### 3 Our Environment

#### 3.1 Our environmental footprint is minimised

##### 3.1.1 Review Waste Management Strategy and implement actions to reduce environmental footprint

###### Action Title: 3.1.1.1 Investigate potential for increased recycling options at the Waste Management Facility

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Waste & Sustainability Manager	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN
<b>Action Progress Comments:</b> Potential for increased recycling options at the Waste Management Facility was investigated during 2021/22. A Submission prepared for the Remanufacture NSW – Regional and Remote Recycling Modernisation Fund, for tyre recycling during the reporting period was unfortunately unsuccessful. A capital project submission was made for a Material Recovery Facility design to increase resource recovery capabilities at the Waste Management Facility, which was to include a plant layout design, mechanical design to achieve resource recovery outcomes, engineering design to suit space and power available, equipment specification and proposal. The submission was not approved. Additionally, a capital project submission was made for a recycling shed to be built to increase resource recovery capabilities at the Waste Management Facility. This submission was also not approved. Investigations for increased recycling capacity will be ongoing.						

###### Action Title: 3.1.1.2 Develop guidelines and partnerships to encourage local businesses to implement waste reduction measures

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Waste & Sustainability Manager	In Progress	01-Jul-2021	30-Jun-2022	15%	100.00%	 RED
<b>Action Progress Comments:</b> Broken Hill City Council is engaged in the process to produce a 3-year Waste Management Strategy, which will inform our long-term goals in alignment with the Community Strategic Plan objectives. This Strategy encompasses a few key areas, with a focus on developing a circular waste economy in the Broken Hill Region, starting with key producers and ending with final consumers, with the end goal of diverting as much waste as possible from the Waste Management Facility, by advocating for the usage of long-lifespan products, re-purposing of otherwise obsolete equipment and collaboration between industries to achieve optimal outcomes for all areas of the Broken Hill community. The Strategy will incorporate this action to encourage local businesses to implement waste reduction measures. This action has been included in Council's 2022/23 Operational Plan, through the development and promotion of the Waste Management Strategy.						

###### Action Title: 3.1.1.3 Identify non-operational areas of the Waste Management Facility for rehabilitation activities

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
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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

Waste & Sustainability Manager	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN
<b>Action Progress Comments:</b> Non-operational areas for rehabilitation activities were identified through site observations, with operational staff and review of annual Waste Management Facility surveys. The areas identified were subject to activities which included final shaping and covering.						

#### Action Title: 3.1.1.4 Investigate potential for a major material recycling facility in Broken Hill

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Waste & Sustainability Manager	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN
<b>Action Progress Comments:</b> A proposal for initial design engagement to undertake a detailed review of the waste stream inputs, required off take product mix and quality criteria, system layout and plant performance in view of proposing a detailed system was sought and received. This proposal was submitted for 2022/23 capital projects but was not approved. Investigations will continue with the development of the new Waste Management Strategy.						

#### Action Title: 3.1.1.5 Implement Waste and Resource Recovery Strategy 2020-2023

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Waste & Sustainability Manager	In Progress	01-Jul-2021	30-Jun-2022	25%	100.00%	 RED
<b>Action Progress Comments:</b> The Waste and Resource Recovery Strategy 2020-2023 was reviewed and the Waste and Resource Recovery Strategy 2022-2025 is being drafted in partnership with Sustainability Advantage. A draft Waste Action Plan was distributed and workshopped in 2022 to key stakeholders within Council. The Action Plan and the Waste and Resource Recovery Strategy has been included in Council's 2022/23 Operation Plan.						

### 3.1.2 Implement outcomes outlined in Sustainability Strategy

#### Action Title: 3.1.2.1 Implement hybrid cars into Council light fleet as part of fleet replacement

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Waste & Sustainability Manager	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN



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

**Action Progress Comments:** The Council light fleet currently comprises of one hybrid car. As no light fleet was replaced during the reporting period, no further hybrid vehicles have been incorporated into the fleet. Discussions have commenced with Essential Energy regarding the installation of Electric Vehicle (EV) charging stations at the Council carpark and also Warnock Street Yard, to further support the conversion of the fleet to hybrid or electric vehicles. Hybrids or EVs will continue to be incorporated into the fleet as the fleet is replaced.

**Action Title: 3.1.2.2 Investigate potential activities that may be supported through the Emissions Reduction Fund**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Waste & Sustainability Manager	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN


**Action Progress Comments:** The Emissions Reduction Fund provides incentives to adopt new practices and technologies that will reduce emissions. The Renewable Energy Action Plan (REAP) provides a pathway for Council to achieve 100% renewable energy status to its facilities by 2023 and is therefore an eligible activity under the scheme. Potentially, one Australian carbon credit unit (ACCUs) is earned for each tonne of carbon dioxide equivalent (tCO2-e) stored or avoided by the project. ACCUs can be sold to generate income, either to the government through a carbon abatement contract, or in the secondary market. However, it is a requirement of the EMF that projects do not receive funding, rebates or other financial incentives from other government programs, so eligibility will be determined once funding sources have been identified.

**Action Title: 3.1.2.3 Investigate installation of electric car chargers in public places**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Waste & Sustainability Manager	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN

**Action Progress Comments:** The NRMA, in partnership with Transport NSW, have recently installed an Electric Vehicle (EV) charging station at the Kintore Headframe Recreation Vehicle Carpark, which was commissioned in February 2022. Potential funding has also been investigated through the Department of Planning, Industry and Environment for the government's EV fleet incentive round and with Essential Energy. The potential for additional EV charging infrastructure will continue to be investigated.

**Action Title: 3.1.2.4 Develop guidelines for including energy efficiency in the planning for all new Council buildings or Council building upgrades**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Waste & Sustainability Manager	In Progress	01-Jul-2021	30-Jun-2022	10%	100.00%	 RED



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

**Action Progress Comments:** Consultation has commenced with the Council's Planning and Assets departments to ensure a holistic approach is adopted in the development of these guidelines. The guidelines will be developed to ensure objectives meet the NSW Energy Efficiency Action Plan. The adoption of the Renewable Energy Action Plan will support the efficiency of energy for all new Council buildings and Council building upgrades, by ensuring 100% renewable energy is used along with the installation of smart metering.

**Action Title: 3.1.2.5 Review and implement maintenance program to ensure water infrastructure is maintained to optimum efficiency**


Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Strategic Asset Management Coordinator	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN

**Action Progress Comments:** Maintenance programs have been reviewed and implemented for all irrigated grounds. Scheduled works based on the maintenance programs will continue to be implemented into and generated from Council's maintenance software "I am Omni".

### 3.2 Natural flora and fauna environments are enhanced and protected

#### 3.2.1 Develop the Crown Land Management Plan and review the Living Desert Management Plan as required

**Action Title: 3.2.1.1 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-2021	30-Jun-2022	75%	100.00%	 AMBER

**Action Progress Comments:** Draft Plans of Management for Reserves categorised as Parks, Natural Areas, Sportsgrounds and General Community Use were presented to Council in 2021 and are with Crown Lands for approval. The final remaining Plans for Cemetery and Area of Cultural Significance are near final draft stage and the remaining site-specific Plans are with SLR Consulting for drafting. It is noted that in 2021, Crown Lands changed the legislation and there is now no legislated due date for adoption of Plans of Management. This action has been included in Council's 2022/23 Operation Plan.

**Action Title: 3.2.1.2 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-2021	30-Jun-2022	25%	100.00%	 RED



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

**Action Progress Comments:** The existing Living Desert Plan of Management is with SLR Consulting to review and amend. It is noted that Crown Lands changed the legislation in 2021, removing any due date for adoption of Plans of Management. Resources provided by the Office of Local Government to develop Plans of Management, have been used to prioritise drafting of Plans for Reserves that do not have existing Plans of Management in place, with the amended Plan of Management for the Living Desert to be finalised following the drafting of the remaining Plans of Management.

### 3.2.2 Review and implement outcomes identified in the Noxious Weeds Program

#### Action Title: 3.2.2.1 Implement the Western Land Services Weeds Management program


Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Strategic Asset Management Coordinator	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN

**Action Progress Comments:** Memorandum of Understanding between Council and Western Local Land Services (WLLS) is in place. WLLS inspects and reports noxious weed locations to Council to control and eradicate as part of its annual plan. Annual works programs were developed, with the engagement of contractors to undertake the works during 2021/22.

### 3.3 Proactive, innovative and responsible planning supports the community, the environment and beautification of the City


#### 3.3.1 Investigate and cost spin-off strategies from the Cultural Framework for greening the City

##### Action Title: 3.3.1.1 Continue trial installation of mature trees in priority areas of the City

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Assets Planner-Parks & Open Spaces	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN

**Action Progress Comments:** Council's Parks and Open Spaces team has trialled 100L tree species in various areas of the Central Business District (CBD). Council's Assets Team is looking to trial field grown tree species up to 500L within our Primary parklands including Sturt Park and Patton Park. Deciduous tree species have been trialled and Council's workforce is monitoring growth rate, pests and diseases, temperature and adapting to new soil.

##### Action Title: 3.3.1.2 Continue programming to replace dead trees within the City

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Assets Planner-Parks & Open Spaces	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN



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




**Action Progress Comments:** Council has planted between 120-150 trees throughout the City. New data collection software will allow a controlled approach to remove and replace dead trees.

## 4 Our Leadership

### 4.1 Openness and transparency in decision making


#### 4.1.1 Support the organisation to operate within its legal framework

##### Action Title: 4.1.1.1 Implement Governance Framework, adopting best practice principles for governance arrangements and culture

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Corporate Services Coordinator	In Progress	01-Jul-2021	30-Jun-2022	75%	100.00%	 AMBER


**Action Progress Comments:** The Governance Lighthouse Review has established a sound platform and a gap analysis tool to assist in the development of a Governance Framework. The content structure of the Framework has been developed, with the document content being collaborated with key stakeholders to progress finalisation for implementation.

##### Action Title: 4.1.1.2 Work with NSW Electoral Commission to carry out Local Government Election

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Chief Corporate and Community Officer	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN

**Action Progress Comments:** The Minister for Local Government postponed the Local Government elections from the second Saturday in September 2021, to Saturday, 4 December 2021. The NSW Electoral Commission held the local Council elections on Saturday, 4 December 2021.

##### Action Title: 4.1.1.81 Develop an election method and Election Plan Manual

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Corporate Services Coordinator	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN

**Action Progress Comments:** An election method spreadsheet with corresponding timelines was developed to guide stakeholder meetings and actions. Real time actions of the recent election informed the structure for the Election Plan Manual. Council staff will use the manual to assist in planning for local government elections in each future term.



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




**Action Title: 4.1.1.82 Review Section 355 Community Committee manuals and constitutions in accordance with new term**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Corporate Services Coordinator	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN


**Action Progress Comments:** Regular internal stakeholder review meeting participation. Section 355 Community Committee manuals and constitutions adopted by Council 30 March 2022.

**4.1.2 Develop, implement and embed a structured and holistic approach to the management of risk at all levels of the organisation and all business activities of Council****Action Title: 4.1.2.1 Initiate Stage 2 of the Enterprise Risk Management Plan**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Corporate Risk Coordinator	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN


**Action Progress Comments:** Stage 2 of the Enterprise Risk Management Plan was completed with upskilling and training held for senior managers and Councillors in Enterprise Risk Management fundamentals and use of Council's Risk Management Framework.

**Action Title: 4.1.2.2 Carry out full review and testing of Council's Business Continuity Plan**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Corporate Risk Coordinator	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN

**Action Progress Comments:** Council's Business Continuity Plan was under continuous review and update during current COVID-19 pandemic, to ensure Council's operations were maintained. Full desktop simulated Business Continuity Plan and Cyber Security Framework test scenario was completed in May 2022, with independent observer outcomes report presented to senior management and Council's Audit Risk and Improvement Committee.

**4.1.3 Ensure a robust Safety Management System (SMS) is in place which supports our workforce to operate in a safe and sustainable way****Action Title: 4.1.3.1 Control effectiveness is reported**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Corporate Risk Coordinator	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN



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


**Action Progress Comments:** Regular testing and auditing of some high risk works control effectiveness was completed with findings reported to senior management, in conjunction with any incident investigations completed. Control effectiveness auditing and reporting to senior management will be further expanded to encompass all Council operations during 2022/23.

**Action Title: 4.1.3.2 Annual review of Council's Injury Management Plan to support "recover at work" principles and manage high risk work**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Corporate Risk Coordinator	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN

**Action Progress Comments:** Council completed a preliminary self audit of its Safety Management Systems in conjunction with Council's workers compensation Insurer. Findings were reported to senior management.

**Action Title: 4.1.3.3 Implement an accredited Chain of Responsibility Policy Framework and Procedure**


Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Corporate Risk Coordinator	In Progress	01-Jul-2021	30-Jun-2022	50%	100.00%	 RED

**Action Progress Comments:** Chain of Responsibility Policy and Procedure in place, development and implementation of fully accredited framework is currently in progress. Fully accredited framework to be completed by 30 June 2023.

## 4.2 Our leaders make smart decisions

### 4.2.1 Provide learning and networking opportunities for elected members

**Action Title: 4.2.1.1 Develop and deliver a Councillor induction and training program**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Executive Officer	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN

**Action Progress Comments:** An induction and training program was developed and implemented following the formal appointment of the new Council in December 2021. The following Councillor Induction sessions were undertaken in 2022: - Councillor IT Induction Training was held 11 January 2022, - "Elected Life" Workshop for Councillors, facilitated by and industry trainer held 18/19 January 2022. - Various workshops and site visits of Council's facilities held in February, March and April 2022. - Further Councillor Induction Training held 6/7 June 2022 facilitated by industry trainer Centium, covering Code of Conduct, Code of Meeting Practice, Local Government Finance and Local Government Planning.



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

**Action Title: 4.2.1.2 Councillors have accessed and implemented individual learning plans**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Executive Officer	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN


**Action Progress Comments:** Individual learning plans were developed and made available to Councillors in January 2022. Councillors have undertaken various formal Local Government training and attending site visits of Council facilities. At the conclusion of the Councillor induction training sessions in June 2022, Councillors were provided with links to the LGNSW Councillor online training portal, to undertake further supplementary/consolidatory training throughout their term on Council.

**4.2.2 Continue to look for efficiencies in the organisation and ensure financial sustainability****Action Title: 4.2.2.1 Continue to implement service reviews as per the Service Review Framework**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Business Systems Analyst	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN

**Action Progress Comments:** Event Management Service Review Commenced 09/11/2021 and ongoing. Community Development Service Review commenced 17/06/2022.

**Action Title: 4.2.2.2 Reduce the annual operational deficit in line with the Long Term Financial Plan**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Acting Chief Financial Officer	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN

**Action Progress Comments:** 2022/23 Budget prepared in accordance with the Long Term Financial Plan and expectation to return to surplus in 2024. Business Improvement and efficiency are continually researched to ensure this target is achieved, as per the Quarterly Budget Review Statements.

**4.2.3 Ensure Council has robust Information Communications Technology Platform****Action Title: 4.2.3.1 Continue to implement the agreed Information and Communication Technology Strategy/Roadmap**

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
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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

Manager Information & Communications Technology	In Progress	01-Jul-2021	30-Jun-2022	75%	100.00%	 AMBER
<b>Action Progress Comments:</b> COVID-19 lock-down impacted the delivery of projects, with many projects deferred to prevent business interruption during the working from home period (August-September 2021). Project work has re-commenced, including mobile device management and organisation-wide security improvements. This action has been included in Council's 2022/23 Operational Plan Action.						

### 4.3 We unite to succeed in Australia's first heritage listed city


#### 4.3.1 Develop a strategy to protect Broken Hill Heritage Assets

##### Action Title: 4.3.1.1 Implement the recommendations from the National Heritage Values Planning Framework and the Broken Hill Heritage Study

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Town Planner	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN

**Action Progress Comments:** The Broken Hill National Heritage Values Study Report (endorsed by Council April 2021) was prepared for Broken Hill City Council and the Department of Environment by Paul Davies Architects and Heritage Consultant. The report explores Broken Hill's National Heritage values and produced information and protocols to assist government, Council and owners with how the National values apply. The Broken Hill Heritage Review Study was prepared for Broken Hill City Council by Paul Davies Architects and Heritage Consultant and was completed in November 2021. The Heritage Review Study was undertaken in conjunction with and arising from the outcomes of the Broken Hill National Heritage Values Study. The National Values Study was undertaken to explore the National heritage listing over Broken Hill and in particular, how National heritage values could be managed in the future. The intent of the two studies was that an exploration of the complex issues related to the national listing, would inform a review of the current heritage listings (heritage items and heritage conservation areas) using National heritage values as the basis for new assessments. The Broken Hill Heritage Review Study provides details and recommendations for consideration should Council amend the LEP in the future and will be referred to Council's Heritage Advisory Committee in 2022.

##### Action Title: 4.3.1.2 Advocate for tri-partisan government approach to management of the National Heritage assets

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Executive Manager Growth & Investment	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN

**Action Progress Comments:** Advocacy for a tri-partisan government approach to management of the National Heritage assets has been included in Advocacy Strategy. Completion of National Heritage Values framework will inform strategic direction.



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

## 4.4 Our community is engaged and informed


### 4.4.1 Facilitate engagement activities to determine the community's long term vision

#### Action Title: 4.4.1.1 Continue stakeholder and community engagement to review and update the Community Strategic Plan

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Manager Communications	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN

**Action Progress Comments:** Stakeholder and community engagement to date have enabled the drafting of the Community Strategic Plan - Your Broken Hill 2040 (CSP) in preparation for presentation to Executive Leadership Team and Council in February 2022 for endorsement and placement on 28-day public exhibition. Further stakeholder and community engagement was undertaken by CSP project team and newly elected Council during public exhibition period in May 2022. The Community Strategic Plan - Your Broken Hill 2040 was adopted by Council on 29 June 2022

#### Action Title: 4.4.1.2 Continue development of Community Strategic Plan to ensure finalisation within 9 months of election to meet compliance requirements

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Corporate Services Coordinator	Completed	01-Jul-2021	30-Jun-2022	100%	100.00%	 GREEN

**Action Progress Comments:** Blackadder Associates were engaged to deliver a high-level Assumptions Paper, conduct an Intensive Community Engagement programme and deliver a draft 'Community Strategic Plan - Your Broken Hill 2040'. Engagement workshop sessions held in March 2020 for stakeholders from Council staff and Councillors, Industry, Open Community, Volunteers, Arts and History, Social/Aged/Disability, First Responders, Health and Human Services, Economic Development, Justice, Aboriginal Community, Early Childhood, Environment - Built and Natural, Sporting Groups, Education, Health and Well-being, Leadership groups, provided an interim discussion/progress paper, developed from the Assumptions Paper and notes collected at the stakeholder engagement sessions. An online survey conducted for a 6-week period during August to September 2020, targeted those who attended the engagement sessions in March 2020. A series of questions were asked to extend the ideas gathered from the engagement sessions, to incorporate further inclusions or changes influenced by the COVID-19 pandemic. The online survey closed on 30 September 2020 and the results were relayed to Blackadder on 1 October 2020 for inclusion in the draft Plan. Community engagement pop up sessions were conducted on 27 and 28 October 2020 at the temporary Argent Street Arboretum, a further session was undertaken on 16 December 2021 at Westside Plaza, with an additional session held in January 2021. The information from these sessions was relayed to Blackadder in January 2021. A youth survey was distributed on 20 December 2020 and closed on 20 February 2021. Due to the COVID-19 pandemic, the Office of Local Government advised Council elections will be held in September 2021. Therefore, the following timeline was confirmed to ensure finalisation meets the organisations needs and compliance requirements: Online Survey August - September 2020, Community Engagement Activities September - November 2020 and February 2021, Engagement/survey information provided to Blackadder- December - January 2021, Comprehensive Draft Community Strategic Planning (CSP) document provided to Council by Blackadder February - March 2021. CSP Project Team Workshops finalised the strategies and published a draft Community Strategic Plan for further engagement with partners and the community and with the newly elected Council. The Community Strategic Plan - Your Broken Hill 2040 was adopted 29 June 2022.



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