

2022-2026 DELIVERY PROGRAM INCORPORATING 2024/2025 OPERATIONAL PLAN – KEY PERFORMANCE INDICATOR PROGRESS REPORT ENDING 30 JUNE 2025

Broken Hill City Council

OVERVIEW

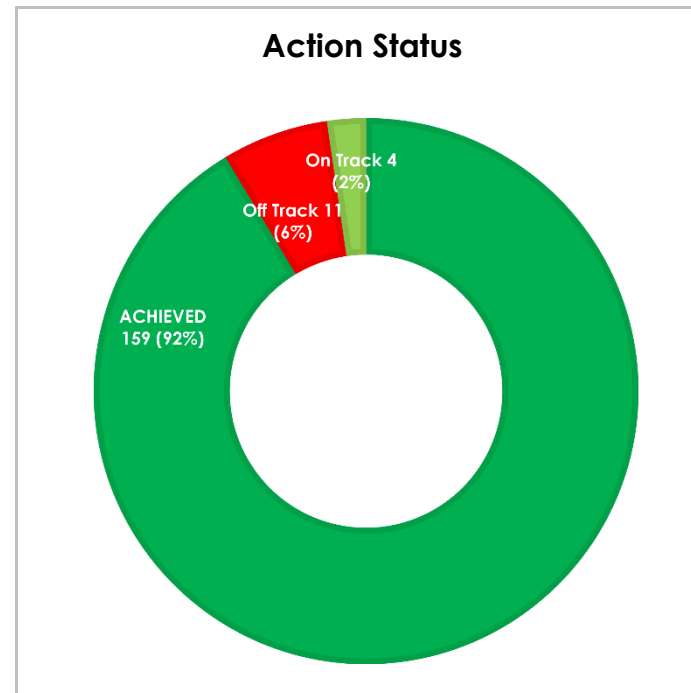
ACTION SUMMARY

By Performance

163 ACHIEVED

4 ON TRACK

11 OFF TRACK



Action Progress Against Targets

178 Actions in the 2024/2025 Operational Plan

163 100% ACHIEVED

02 95% achieved

02 90% achieved

100% achievement within 3 months

11 OFF TRACK

07 75% of target achieved

02 50% of target achieved

02 25-30% of target achieved

11 actions have been included in the 2025/26 Operational Plan

ACTION TARGET LEGEND



Target achieved



Target not achieved



GREEN - Target achieved




RED - Target not achieved

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 Create opportunity for open dialogue with community agencies about homelessness in the City

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Alison Howse - Community Development Officer	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN
<p>Action Progress Comments: Quarterly meetings were conducted with Homeless Support Services to coordinate efforts, including food assistance programs available to the homeless population and confirming the availability of laundry services for individuals experiencing homelessness or financial difficulties. Council worked in collaboration with The Hope Centre for continuity of meal service provision to the homeless. Christmas initiatives by services included the provision of food hampers and the establishment of donation points to support those in need. The Homelessness Position Paper was redistributed to service providers for their review and feedback. The Homeless Service Provider Survey was also recirculated to establish an information database for Council and community. The database has been created using information collected through survey distribution to provide a single source of information about the various supports and services available for homelessness assistance. Homelessness meetings continue to connect services in assisting and supporting persons experiencing homelessness, ensuring service and organisation information is up to date, engaging persons experiencing homelessness with services and access to amenities such as free laundry and power access for recharging of mobile phones and mobility aids. Community Development works collaboratively with Police and support services to respond to isolated incidents, ensuring all actions comply with NSW legislation and protocols. This approach upholds the rights and dignity of individuals experiencing, or at risk of, homelessness.</p>						




GREEN - Target achieved




RED - Target not achieved

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

Action Title: 1.1.2.1 Develop and implement Mulga Creek Wetlands concept design to open for public use

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Codie Howard - Director Infrastructure & Environment	Deferred	01-Jul-2024	30-Jun-2025	50%	100.00%	 RED
Action Progress Comments: Concept design has been developed for a proposed layout of the Mulga Creek Wetlands, with community consultation to still be held for endorsement. Project on hold until priority project, Broken Hill Library Reconstruction, has been completed. This action has been included in Council's 2025/26 Operational Plan.						

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 %
Codie Howard - Director Infrastructure & Environment	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN
Action Progress Comments: A regular maintenance schedule has been implemented at the Mulga Creek Wetlands, which includes fortnightly inspections and weed removal. In pond removal of undesirable weeds has been completed.						




GREEN - Target achieved



RED - Target not achieved


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 %
Anjali Joseph - Strategic Asset Management Coordinator	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN
Action Progress Comments: Scheduled maintenance in progress and asset conditions are maintained. Regular asset inspections are conducted and defects are reported to Asset Management software for remediation.						

1.1.4 Facilitate the celebration of community and cultural events

Action Title: 1.1.4.1 Support the annual Miners' Memorial Ceremony

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Rachel Merton - Community Development Coordinator	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN
Action Progress Comments: Council conducted the annual Miner's Memorial Service on Tuesday, 8 October 2024, at the Line of Lode. This event was organized with contributions from the MEU, 3rd Broken Hill Sea Scouts, BIU Band and Gaynor Halliday. There were approximately 80 people in attendance.						




GREEN - Target achieved



RED - Target not achieved


Action Title: 1.1.4.2 Deliver a program of community events

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Rachel Merton - Community Development Coordinator	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Council continues to deliver its annual community events program including the Miners Memorial, Civic Ball, Christmas Pageant, New Year's Eve in 2024. Council has hosted Australia Day Award presentation, National Reconciliation Week March and Volunteer Awards in 2025.

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 %
Rachel Merton - Community Development Coordinator	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Council hosted the bi-annual Volunteer Expo during Local Government Week in collaboration with the Plant Giveaway. Services and Organisations were well represented with 26 information stalls and 450 plants given away. The annual Volunteer Awards were presented at a Celebration of Volunteering High Tea on 5 June 2025. Awards were presented to 15 recipients across 9 categories with Margot White being awarded the Nydia Edes Hall of Fame for a lifetime of volunteering.




GREEN - Target achieved




RED - Target not achieved

Action Title: 1.1.5.2 Maintain Heritage Walk Tour program

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Patrick Kreitner – Visitor Services Coordinator	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN


Action Progress Comments: The Heritage Walk Tours are currently held six times a week and led by a dedicated team of nine volunteers, with a tenth volunteer currently being onboarded. Each tour runs for approximately two and a half hours and takes visitors on a guided walk through the CBD. At the December Council meeting, it was approved that \$24,000 from the Heritage Walk Tour funds would be donated to six local charities. From July 2024 to June 2025, 222 Walk Tours were conducted, with 3,431 participants and \$14,021.30 received in donations.

Action Title: 1.1.5.3 Maintain City Ambassador program

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Patrick Kreitner – Visitor Services Coordinator	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Currently, four City Ambassador volunteers assist Visitor Services staff each week at the Information Centre and at events such as the Mundi Mundi Bash. They attend monthly meetings with staff to stay up to date with tourism developments in the city and region. A fifth volunteer began in March 2025 as a roving ambassador in the CBD twice a week.

Action Title: 1.1.5.4 Support volunteering opportunities within the Library

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Razija Nu'man - Director Corporate & Community	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Volunteers play an essential role in our Library services. Each fortnight, our dedicated volunteers deliver Library resources through the Home Library Service to members who are unable to visit the Library due to age, frailty, or illness. Our volunteers are actively involved in two key programs: the Home Library Service and Early Literacy program support. Currently, the Library has ten volunteers contributing to Library programs.




GREEN - Target achieved




RED - Target not achieved

Action Title: 1.1.5.5 Support volunteering opportunities within the Gallery

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Kathryn Graham - Gallery and Museum Manager	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: The Gallery supports volunteering opportunities through maintaining its current volunteer group and encouraging new volunteers. The Gallery has welcomed 4 new volunteers within the reporting period, further supporting our volunteer base. The Gallery supports our volunteers through regular afternoon tea meetings, nomination in volunteer awards and by maintaining a welcoming and supportive work environment. In 2025, the Gallery volunteers were nominated and won the 2025 Cultural Volunteer Award.

Action Title: 1.1.5.6 Support Council's Section 355 Committees in undertaking their duties

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Michelle Rolton - Manager Corporate & Customer Experience	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Reviewed Section 355 Asset and Advisory Committee Manuals, Constitutions and Terms of Reference adopted by Council 30 October 2024. Procedure updated to reflect Council staff calling first meeting of the new Committee and undertaking an induction for members at this meeting, prior to the election of the committee executive. Following the election of the committee executive, specific role related inductions will be carried out and ongoing support from the relevant specialised Council teams. Asset committees will be supported and have a primary Council contact from within the Strategic Assets team (who will also attend committee meetings for asset committees). Site related/specific inductions will be carried out for Asset committees by Council's Risk/WHS team; including facility hazard checks and incident reporting. In the new term of committees, Asset committees will be issued with tablets and Council email addresses have been assigned for each committee. These two initiatives provide platforms for real time reporting and essential record keeping, with options to investigate increased support to Section 355 committees. Meetings inclusive of inductions have been called for all five assets committees and one advisory committee. Two asset committees have elected an executive and with Council staff reaching out to user groups and advertising to attract further volunteers for these facilities. Inductions for the remaining three advisory groups will be undertaken at their next meeting.




GREEN - Target achieved



RED - Target not achieved


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 %
Alison Howse - Community Development Officer	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: During the reporting period, Community Development advanced the Youth Opportunity Program planning the final workshops and a public display of the Immersive Youth Creation mural. Council hosted Spring into Scootering comprising of scooter maintenance and skills workshops followed by an open competition for all levels of scooter skills targeted youth 12 -24 years during October school holidays. Continued consultation with the Youth Advisory Group, comprising of six youth representatives aged 12-18, being the youth representatives on Council Section 355 Youth Advisory Committee, to discuss and plan youth-focused events. The Youth Advisory Group supported by Council commenced planning for a Youth Week 2025 event. Funding submissions for 2024/2025 Youth Opportunity Program and Summer/Autumn School Holiday Break Program were unsuccessful. Council was successful in a funding submission for Youth Week 2025 and in collaboration with the Youth Advisory Group hosted the second consecutive Twilight Youth Market, incorporating a two-hour workshop covering the fundamentals on small business and music industry entry, and providing opportunity for young musician, artists and creative youth 12-24 years to showcase their talents and entrepreneurial skills, celebrating Youth Week and the potential in our young people. The Youth Advisory Group members are invited to participate and contribute to the quarterly Section 355 Youth Advisory Committee as youth representatives.

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 %
Kathryn Graham - Gallery and Museum Manager	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: The Gallery displays an ongoing commitment to providing youth programs through its ArtsCool afterschool program, school holiday program and special exhibitions dedicated to young artists. A total of 83 events for young people were held which include workshops, school tours, exhibitions and attendance by Gallery staff and career expos.




GREEN - Target achieved



RED - Target not achieved

Action Title: 1.1.6.3 Provide youth inclusive spaces within the Library


Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Razija Nu'man - Director Corporate & Community	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: The Library service, operating from the refurbished space on the ground floor of the Council's Administration Building, has shared spaces for children and youth activities and two gaming computers for gaming and educational research, which are popular with youth aged 12+. The Library service has around 1,200 junior and youth members registered. These include remote junior and youth Outback Letterbox Library members. These figures include children aged 0-11 and youth aged 12-18.

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 %
Asad Nizamani - Projects Engineer	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: A budget submission for FY 2024/25 was not approved, with a change in direction for Council on CCTV on the banner poles along Argent Street.

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 %
Asad Nizamani - Projects Engineer	In Progress	01-Jul-2024	30-Jun-2025	75%	100.00%	 RED

Action Progress Comments: Underground conduits and cabling works for the CCTV were completed in September 2024 and camera install to be undertaken in 2025. This action has been included in Council's 2025/26 Operational Plan.




GREEN - Target achieved



RED - Target not achieved


Action Title: 1.2.1.3 Purchase and integrate use of mobile CCTV device to support community safety

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Rebecca McLaughlin - Leader Project Management	In Progress	01-Jul-2024	30-Jun-2025	75%	100.00%	 RED

Action Progress Comments: Q24/33 – RFQ for Supply of 1 x Portable CCTV Camera Trailer was advertised from 7 April 2025 to 23 May 2025. A total of ten (10) submissions were received. The evaluation of submissions has commenced and is being undertaken by Council's Acting Leader Project Management, Plant and Fleet Coordinator, and Manager Information and Communications Technology. The evaluation panel aims to finalise the process and proceed with the purchase by the end of July 2025.

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 %
Michelle Rolton - Manager Corporate & Customer Experience	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Council has continued to provide an effective companion animal management service and maintain the Companion Animal Shelter. The Companion Animal Management Plan has been reviewed and draft Plan includes the addition of Actions with a large focus on education. The Plan will be tabled at the next Companion Animal Working Group Meeting to be scheduled in August 2026, prior to the Plan being presented to Council for adoption.




GREEN - Target achieved



RED - Target not achieved

Action Title: 1.2.2.2 Establish and implement an annual inspection schedule for the mandatory inspection of dangerous, menacing or restricted breed dogs

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Michelle Rolton - Manager Corporate & Customer Experience	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Development of a Register for dangerous, menacing and restricted breeds has been developed. Community Safety Rangers working in partnership with Corporate Administration staff to develop an Authority Register with associated workflows and actions. This register and workflow will provide a scheduled annual workflow for inspection; with a history tracking view. Safety Culture software has been identified to create the required legislative inspection checklist in a digital format with photograph capability, providing a complete inspection report for attachment to the register record in Council's electronic document management system as a PDF file and also provision of a record for the dog owner. Inspections are scheduled for 2025/2026 and ongoing annually.

Action Title: 1.2.2.3 Develop and implement an annual plan for community education programs on responsible pet ownership and legislative requirements

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Michelle Rolton - Manager Corporate & Customer Experience	In Progress	01-Jul-2024	30-Jun-2025	75%	100.00%	 RED

Action Progress Comments: The Community Safety team have been working closely with Council's Communications department and are actively using social media to promote returning animals home to their owners and adoption of animals from the Animal Shelter. A platform has been developed to create an education library of responsible pet ownership content to be used on social media and in Council's newsletter. Council website content for companion animals is currently under review. Council's Animal Shelter staff seek opportunity to attend community events to promote responsible pet ownership. The introduction of microchipping days run by Council is currently being investigated. Implementation of these factors will inform the annual plan for 2025/2026. This action has been included in Council's 2025/26 Operational Plan.




GREEN - Target achieved



RED - Target not achieved

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 %
Codie Howard - Director Infrastructure & Environment	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Broken Hill City Council has actively participated and supported the Local Emergency Management Committee (LEMC), by being present and chairing all LEMC meetings this financial year. These meetings included the scheduled August and November meetings and being actively involved in the Broken Hill Power Outages and Perilya Mine Fires where the virtual Emergency Operation Centre (EOC) was put in place to manage the incidents.

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 %
Alison Howse - Community Development Officer	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Community Development actively participates in the monthly Youth School Services Interagency and Disability Interagency meetings during the reporting period. Council supports these committees by assisting in the planning of interagency events that focus on inclusion and social cohesion and providing meeting space when needed. Community Development, in collaboration with Broken Hill City Library, took part in the planning of the International Day of People with Disability event held in December 2024. Council contributed to the event by hosting a dedicated sensory zone and a reading corner, creating a welcoming space for all attendees. Council also supported the 16 Days of Activism Campaign, which raises awareness and takes a stand against gender-based violence towards women and girls. Through these initiatives, Council continues to champion diversity, inclusion, and social justice within the community. Council supported the Mission Australia-led community event celebrating Youth Week 2025 and Youth Homelessness Matters Day during April. Council connected services for a proposed establishment of a Dementia Friendly Cafe, a safe supportive space for persons living with or caring for persons with dementia. The Community Development team, in collaboration with disability service providers, has formed a planning committee to coordinate the planning and delivery of the 2025 Disability Expo, scheduled for July 2025.




GREEN - Target achieved



RED - Target not achieved

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 %
Jay Nankivell - General Manager	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 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) Visit to Broken Hill by the Premier and Minister for Energy during the power outages in Broken Hill in October 2024. 2) Consultation with various Minister at Community Cabinet in November 2024. 3) Advocacy made to various Ministers following the power outages. 4) Councillor Briefing with Essential Water regarding 2026-2031 Water Pricing Proposal and Integrated Water Cycle Management Strategy. 3) Council continues to pursue opportunities to develop a virtual power plant community network as endorsed in the Broken Hill Renewable Energy Action Plan, which aims to install solar panels on Councils facilities with storage 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. 4) Council adopted the Hydrostor VPA which included rooftop/carpark solar and storage on Council owned assets to achieve 100% renewable energy for Council; Council also received \$2.5 million in Federal Government funding from the Community Energy Upgrades Fund towards this project.

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 %
Kathryn Graham - Gallery and Museum Manager	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: The Gallery and Museum provide a diverse and artistic program through ensuring a strong representation from a variety of cross sections including local, state and national exhibitions, strong Indigenous representation and by a providing a program that caters for a diverse range of genre. Program highlights from to date in this reporting period include Heartlands - a concert by William Barton and Véronique Serret, Pro Hart Outback Art Prize which saw entries from throughout the Country, 'This Is Who I Am' is an interdisciplinary theatre project which bravely related stories of the local youth queer community, and a diverse exhibition program. The Gallery hosts 4 rounds of exhibitions each year. In the 2024-2025 reporting period, the Gallery hosted 25 local, collection and touring exhibitions ensuring a diverse program.




GREEN - Target achieved




RED - Target not achieved

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 %
Kathryn Graham - Gallery and Museum Manager	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: As with the artist program, the Gallery and Museum provide diverse and engaging public programs through ensuring a strong representation from a variety of cross sections including local, state and national exhibitions, strong Indigenous representation and by a providing a program that caters for a diverse range of genre. Public programs featured workshops exploring a range of art forms including dance, music and visual art, tours for community groups, visitors and schools, artist talks, performances and screenings. Tours were held each week in collaboration with Great Southern Rail as well as providing insightful tours for specialist groups. Over 200 diverse programs were hosted by the Gallery and Museum over the reporting period.

Action Title: 1.3.1.3 Provide inclusive Library services

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Razija Nu'man - Director Corporate & Community	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: The Library is a free service open to everyone in the community, offering an inclusive, accessible, and welcoming space for all. It serves as a place to meet, connect, learn, socialize, and share ideas and resources. Modern libraries are often seen as community hubs that play a crucial role in building social capital, enhancing both community and individual well-being. All Broken Hill City Library services focus on lifelong learning which is known to be a key driver for social and economic change. During the reporting period, the Library has welcomed around 10,000 visitors and lent 15,039 items to its members.




GREEN - Target achieved



RED - Target not achieved

Action Title: 1.3.1.4 Provide inclusive cultural and educational Library programs


Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Razija Nu'man - Director Corporate & Community	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Broken Hill City Library plays a crucial role in fostering cultural education through a variety of programs. By hosting events such as author talks, rebroadcast of the Sydney Writers Festival and participating in special "Days" like Grandparents Day, Disability Day etc, we provide community members with opportunities to learn about and appreciate different cultural and community aspects, fostering a sense of inclusivity and understanding.

The Library also offers educational workshops and classes that cater to all age groups. These range from early literacy programs for children to technology training for adults and seniors. By providing access to lifelong learning opportunities, libraries help bridge educational gaps and support personal and professional development.

The Library also collaborates with local organizations and experts to deliver specialized programs or participate in Community Events, such as NAIDOC celebrations, Disability Day and so on. These partnerships bring in unique resources and expertise, enhancing the quality and variety of Library programs available. These programs enrich the community's educational landscape and promote continuous learning.

Action Title: 1.3.1.5 Provide inclusive Library outreach programs and activities

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Razija Nu'man - Director Corporate & Community	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Broken Hill City Library plays a crucial role in fostering literacy education through a variety of programs. The Outback Letterbox Library operates out of Broken Hill City Library, where staff hand-pick and deliver books to isolated community members. This unique service covers a huge area of roughly 238,000 square kilometres, reaching South Australian, Victorian and Queensland borders. All Outback Letterbox Library members have full Broken Hill City Library membership, where they are able to receive items delivered in big green bags by various freight services for FREE! Members also have full access to 24/7 digital library collections.




GREEN - Target achieved



RED - Target not achieved


Action Title: 1.3.1.6 Undertake assessment of Archive donations for formal accessioning

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Razija Nu'man - Director Corporate & Community	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: The Outback Archive Collection Project Manager assesses all new donation requests for formal accessioning. The first step is to evaluate the relevance and significance of the materials as per the Acquisition Criteria outlined in the Outback Archive Collection Management Policy. The assessment process also considers the condition of the materials and whether they require any preservation efforts before accessioning and whether the donor has legal ownership of the items. Work is also ongoing on assessing previously acquired, but as yet unprocessed items.

1.3.2 Participate and collaborate in external consultation activities

Action Title: 1.3.2.1 Actively engage and participate in external major project consultations

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Jay Nankivell - General Manager	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: The Project Steering Group for Council's major projects held a meeting in August 2024. The Project Steering Group attended a site inspection of the EP O'Neill Memorial Park Redevelopment, Netball Precinct Stage 1 in September 2024. Following the September Local Government Election, nominations were called in December for community members to be appointed to the Steering Group. New members were appointed and the Group met on 15 January 2025 and 12 May 2025.




GREEN - Target achieved



RED - Target not achieved

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 %
Darrin Manuel - Manager Communications & Marketing	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Information being provided in line with 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 health service gaps

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Alison Howse - Community Development Officer	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: During the reporting period, 1) Council actively participated in and supported the Section 355 Ageing Well Committee meetings, providing correspondence and updates on the proposed Aged Care Act, set to be implemented in July 2025. Council continues to support to the Section 355 Ageing Well Committee, discussions and updates provided from various committee members regarding the Aged Care Act changes and recommendations from the Working Better for Medicare Review. Council remains committed to supporting the Section 355 Ageing Well Committee, fostering engagement with aged service providers, Southern Cross Care, and the Far West Local Health District, ensuring ongoing advocacy and support for the region's ageing population. 2) Council also engaged in ongoing discussions and advocacy efforts to reclassify the region from MMM3 to MMM6, aiming to improve access to essential aged care services. 3) As part of its commitment to community health and well-being, Council supported the AoD Steering Committee by hosting a roundtable meeting with key stakeholders and service providers. The meeting featured NSW Greens Drug Law Reform and Harm Reduction spokesperson Cate Faehrmann MLC, with discussions focused on the urgent need for a Community Withdrawal and Residential Rehabilitation Facility in Broken Hill. A formal statement advocating for this facility was submitted to Minister for Health Ryan Park. 4) In collaboration with Aged Care Providers, Care Finder Services, Far West Local Health District, and Service NSW, Community Development hosted a Seniors Information Session. This session provided valuable information on aged care services, access to support for carers, and guidance on household utility rebates available to seniors. 5) Council in collaboration with the YMCA hosted the 2025 Seniors Information Session following on from positive community response to the previous session held, services engaged with community members, providing information on assessment and aged care entry, carer support, care provider services. 6) Community Development attended a meeting hosted by the Western PHN in collaboration with local health care professionals in the continued pursuit of the reclassification of the Modified Monash Model 3 to MMM6, with a proposed report to be drafted for review.




GREEN - Target achieved



RED - Target not achieved


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 %
Faisal Salah - Projects Engineer	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Through consultation with CDC Broken Hill, Council identified twelve (12) Bus Stops that were in need of updating to meeting DIAP requirements. Nine (9) locations have had concrete slabs replaced and new disability inclusive Bus Shelters installed. Remaining three (3) sites to be completed by June 2025. Council's dedicated team has successfully completed the installation of all bus shelters and concrete slabs ahead of the 30th of June 2025 deadline. Additionally, Council has submitted a new funding application to upgrade the remaining bus stops. If successful, this will result in 75% of the town's bus stops being newly upgraded.

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 %
Christopher Wellington - Airport Manager	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Civil Aviation Safety Authority (CASA) Safety Surveillance Audit is carried out approx. every 2 years. Last audit was completed December 2021 & CASA have not advised us of date of next audit. 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, which were all corrected. There has not been a CASA Safety Surveillance Audit completed since.




GREEN - Target achieved



RED - Target not achieved


Action Title: 1.3.5.3 Increase car parking in the Broken Hill Regional Airport precinct

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Codie Howard - Director Infrastructure & Environment	In Progress	01-Jul-2024	30-Jun-2025	75%	100.00%	 RED

Action Progress Comments: The Technical Design drawings were delayed by the consultant due to the unexpected leave of key staff. However, these have now been completed with feedback being provided by all Airport and community stakeholders. The project is now being advertised with an expected completion date of November 2025. To accommodate parking needs in the interim, Council constructed a temporary car park extension, which has been in use since April 2025 and will remain available until construction commences. This action has been included in Council's 2025/26 Operational Plan.

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

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

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Casey Deery - Executive Manager People and Culture	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Council participated in the RDA Careers Information Day held for local secondary education students in August 2024, where staff provided information and guidance on employment opportunities with Council. Council continues to host school work-placement requests for local students with 16 students working across Council in this 2024/25 reporting period.




GREEN - Target achieved



RED - Target not achieved


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 %
Alison Howse - Community Development Officer	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Community Development manages and maintains contact databases, encouraging and assisting community organisations and services to utilise Council's online Community Directory and Events Calendar. Community Development provides ongoing support, ensuring that organisations, services, and groups have access to these resources and providing the community with access to up-to-date information, local services and events.

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 %
Kathryn Graham - Gallery and Museum Manager	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: The 2023/2024 recipients of the Gallery's Open Cut Commission completed their residency with two exhibitions at the Gallery from August to December 2024. The Gallery opened submissions for the 2024/2025 residency in October 2024 for exhibitions from the successful applicants to be held in 2025. These submissions were reviewed in December 2024 by a selection panel, with two successful artists being awarded the residency. Outcomes of these residencies will be exhibited during the 2025/2026 reporting period.




GREEN - Target achieved



RED - Target not achieved


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

Action Title: 1.3.8.1 Continue to undertake Customer Service telephone evaluations for business improvement

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Michelle Rolton - Manager Corporate & Customer Experience	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN


Action Progress Comments: Customer Service telephone evaluations for staff development and business improvement are scheduled and have been undertaken six monthly in this reporting period. Call Centre reports are generated weekly and used to monitor processes.

Action Title: 1.3.8.2 Identify training opportunities for Call Centre Agents to better manage customers and build lasting relationships

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Michelle Rolton - Manager Corporate & Customer Experience	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Call Centre evaluations undertaken six monthly and call centre weekly reporting identify areas for improvement and training. Customer Relations staff participate in partnership working groups with the teams/areas that they support and information sessions from subject matter experts are undertaken to building staff knowledge to increase positive customer experiences.

Action Title: 1.3.8.3 Continue to identify online capabilities for customers seeking self-service options

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Michelle Rolton - Manager Corporate & Customer Experience	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Staff training for the Community Portal and Authority Customer Request Management (CRM) administration functions is scheduled with the software provider for August 2025. This training will include investigating the opportunity for message text within Authority CRM to determine its effectiveness for closing the gap on relaying information/updates back to the Customer via email. Capabilities for increased self-service options continue to be investigated.



GREEN - Target achieved




RED - Target not achieved

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 %
Darrin Manuel - Manager Communications & Marketing	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Events promoted via website, social media, traditional media, posters.


1.4.2 Support the reconciliation movement

Action Title: 1.4.2.1 Maintain communication with First Nations community to work collaboratively

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Alison Howse - Community Development Officer	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Community Development continues communication and collaboration to strengthen operational relationships and facilitate consultation and discussions of cultural awareness and Wilyakali heritage. During the report period, Community Development established monthly meetings with Wilyakali leaders providing opportunity for invitation from Council to continue conversation and planning on projects, community consultation and events.

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 %
Kathryn Graham - Gallery and Museum Manager	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: The Gallery and Museum continue to advocate, celebrate and champion the inclusion of local First Nations Artists through providing ongoing space and platforms for Indigenous skills development workshops, Indigenous exhibitions and by working closely with Maari Ma Indigenous Health Corporation to present the Maari Ma Indigenous Art Awards (MMIAA). Highlights from the reporting period include Wampu-waru, an exhibition of six Barkindji artists from the Quayle family and the MMIAA which featured the works of over 20 Indigenous artists. The display of Indigenous artworks from the Gallery's collection complements exhibiting artists to ensure First Nations art is always represented at the Gallery.




GREEN - Target achieved



RED - Target not achieved


Action Title: 1.4.2.3 Work with local community groups to develop and launch cultural history project

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Razija Nu'man - Director Corporate & Community	Deferred	01-Jul-2024	30-Jun-2025	50%	100.00%	 RED

Action Progress Comments: Project was unable to meet the criteria and timelines and therefore discontinued.


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 %
Darrin Manuel - Manager Communications & Marketing	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Monitoring ongoing for heritage-related funding. Also working with Hydrostor to restore at least one heritage building.

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 %
Darrin Manuel - Manager Communications & Marketing	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Assisting in World Heritage listing for Trades Hall. Heritage sites featured in strategic marketing.




GREEN - Target achieved



RED - Target not achieved

1.4.4 Advocate for funding and investment in Community Development Projects


Action Title: 1.4.4.1 Work with third parties to seek funding to celebrate history, culture and diversity

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Darrin Manuel - Manager Communications & Marketing	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Work to capture oral histories of local indigenous community has ended due to a lack of persons willing/able to undertake the task.

1.4.5 Support events that celebrate history, culture and diversity

Action Title: 1.4.5.1 Provide support and advice to event planners to deliver events within region

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Rachel Merton - Community Development Coordinator	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: During the report period, the Council supported the planning of two signature events for Broken Hill including the Mundi Mundi Bash, held in August, and the Broken Heel Festival, held in September 2024. Assistance for local event organisers in open spaces continued including Mission Australia Child Protection Week community event and NAIDOC Family Fun Day, [Mo]re than a run event, 16 Days of Activism, International Day of People with a Disability and Carols by Candlelight in 2024. In 2025 Council has provided support and advice to St Pat's Races, Perfect Light Film Festival, a proposed 3-day community gathering and Youth Homelessness Matters Day. Council has also led a planning group for the Disability Expo to be held on 26 July 2025.



GREEN - Target achieved




RED - Target not achieved

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 Review of Environmental Planning Instruments and Policies to ensure legislative compliance

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Tracey Stephens - Manager Planning and Development	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Staff have commenced reviewing Council's Development Control Plan. It is expected that a Draft DCP document will be completed by late 2025 for public exhibition and adoption. Likewise, an initial review of the Broken Hill Local Environmental Plan has occurred and has flagged matters to be addressed in an amended LEP. For this purpose, by the end of 2025, it is intended that a specialist strategic town planning consultant will be engaged to formally carry out the legislative requirements/process to review and make amendments to Broken Hill Local Environmental Plan. The LEP amendment process is a lengthy process involving public exhibition and consultation with State agencies. The final approval and legal drafting of the amended LEP is made by the NSW Dept of Planning.

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 %
Asad Nizamani - Projects Engineer	In Progress	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Works on going for the Library Redevelopment with North Construction & Building Pty Ltd on site with the project's architect engaged on Construction Stage Services. Completion September 2025. This action has been included in Council's 2025/26 Operational Plan.




GREEN - Target achieved




RED - Target not achieved

Action Title: 1.5.2.2 Manage delivery of infrastructure projects associated with Town Square Redevelopment Project

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Asad Nizamani - Projects Engineer	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Town Square Redevelopment Project construction and landscaping was completed in March 2025.


Action Title: 1.5.2.3 Manage delivery of infrastructure projects associated with Argent Street Redevelopment project

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Asad Nizamani - Projects Engineer	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Works have been completed for all paving and concrete works associated with Project. Works included all current pavement replaced with pavers, upgrades to all kerb ramps and replacement of damaged sections of kerb and guttering from Bromide Street to Chloride Street.

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 %
Anjali Joseph - Strategic Asset Management Coordinator	In Progress	01-Jul-2024	30-Jun-2025	75%	100.00%	 RED

Action Progress Comments: Final reports received. Implementation stage in progress. This action has been included in Council's 2025/26 Operational Plan.




GREEN - Target achieved




RED - Target not achieved

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 %
Anjali Joseph - Strategic Asset Management Coordinator	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN


Action Progress Comments: Asset Management Plans are complete and published on Council website.

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 %
Anjali Joseph - Strategic Asset Management Coordinator	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Asset Management Plans are complete and published on Council website.

Action Title: 1.5.3.3 Develop and Implement Asset Management Plan - Buildings

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Anjali Joseph - Strategic Asset Management Coordinator	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Asset Management Plans are complete and published on Council website.




GREEN - Target achieved



RED - Target not achieved


1.5.4 Manage ongoing delivery of the Active Transport Plan

Action Title: 1.5.4.1 Implement the approved Active Transport Plan actions as per the five-year plan

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Codie Howard - Director Infrastructure & Environment	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: The 2024/25 schedule of the Active Transport Plan was completed through the Argent Street Paving Replacement project. The project included full replacement of pavers, kerb ramps and damaged kerb and guttering from Bromide Street to Chloride Street.


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 %
Codie Howard - Director Infrastructure & Environment	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: An Annual Capital Works plan has been developed and submitted for inclusion within the 2025/26 Capital Works Schedule. Council has also applied for grant funding through the Active Transport Grant Fund and Get Active NSW grant funding to continue to further complete actions identified within the Active Transport Plan.

1.5.5 Collaborate with key stakeholders to advocate for affordable housing

Action Title: 1.5.5.1 Implement recommendations from Liveability Strategy

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Jay Nankivell - General Manager	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 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. Subdivision complete for the McCulloch Street demonstration houses and compulsory acquisition commenced for portions of Crown Land for affordable and social housing.




GREEN - Target achieved



RED - Target not achieved


Action Title: 1.5.5.2 Continue to liaise and collaborate with the established Regional Housing Committee

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Jay Nankivell - General Manager	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Continual meeting with the Regional Housing Committee on a quarterly basis to ensure movement continues to occur with land identification and acquisition where appropriate. Committee is at a position now, where the identified land needs to be acquired by Council before the next steps can occur regarding, planning approvals for subdivision and grant funding support for infrastructure development.

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


Action Title: 1.5.6.1 Reestablish Bill Renfrew Oval as a green space for community use

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Anjali Joseph - Strategic Asset Management Coordinator	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: An inground irrigation system has been installed on the Oval, similar to those on other Council ovals. This system provides timed and efficient watering, eliminating the need for manual sprinklers and the associated injury risks. The improved, scheduled watering now covers all sections of the Oval, significantly transforming its appearance into a green and healthy space for community use.

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 progress Landcare Broken Hill proposal 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 %
Tracey Stephens - Manager Planning and Development	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: This measure has been dependent on Landcare Broken Hill initiating the LEP amendment. Council staff have provided advice and been in contact with Landcare over a period of time, discussing the requirements. Council staff have had discussions with Landcare around possibility of Council assisting by including the required rezoning of Imperial Lakes as part of the comprehensive review/amendment to Broken Hill LEP. By the end of 2025, it is intended that a specialist strategic town planning consultant will be engaged by Council to formally carry out the legislative requirements/process to review and make amendments to Broken Hill Local Environmental Plan. The LEP amendment process is a lengthy process involving public exhibition and consultation with State agencies. The final approval and legal drafting of the amended LEP is made by the NSW Dept of Planning.




GREEN - Target achieved



RED - Target not achieved


Action Title: 1.5.7.2 Continue to support and advocate for the establishment of Imperial Lakes

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Jay Nankivell - General Manager	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Council provided advocacy for funding for the establishment of Imperial Lakes and assisted with concept plans for alterations to traffic measures on the Barrier Highway to the entrance to Imperial Lakes. Council will continue to provide support where required.


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 %
Georgina Falkner - Strategic Land Use Planner	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Multiple lots have been identified for potential acquisition by Council, and pre-acquisition procedures have commenced. Council staff have collaborated with the relevant agencies including Crown Lands, NSW Department of Education, and Office of Local Government to seek to progress acquisition of land for further development.

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 %
Georgina Falkner - Strategic Land Use Planner	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 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 2025.



GREEN - Target achieved




RED - Target not achieved

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 engage in identified social interagency meetings

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Alison Howse - Community Development Officer	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: During the reporting period, Council actively supported and participated in the following 1) Monthly Youth School Services Interagency meetings, collaborating on school programs and exploring opportunities for youth engagement. 2) Planning youth-focused community interagency events. 3) Providing meeting space and engagement with NDIS providers during the monthly Disability Interagency meetings, facilitating discussions on service updates and challenges faced by providers. 4) Supporting NDIS providers and services in utilising the Community Directory and Events Calendar to enhance accessibility and awareness. 5) Demonstrating commitment to community inclusion by supporting national Headspace Day in October, providing event assistance, and actively participating in the International Day of People with Disability, supporting an inclusive community event that celebrated and recognised the contributions of people with disabilities. Community Development has formed a planning committee made up of disability services and organisations to coordinate the 2025 Disability Expo. The Expo will offer people with disability, their families, and carers access to a wide range of services, equipment, NDIS information, and support programs. Open to the entire community, the event will take place on Saturday, 27 July 2025, from 10:00am to 2:00pm.

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 %
Codie Howard - Director Infrastructure & Environment	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Council's Project Team has continued to actively engage in the Disability Inclusion Action Plan (DIAP) Committee quarterly meetings, where they provide status updates on capital projects and how we are staying compliant to our DIAP. During consultation phase of Project planning, Council's Project Managers reach out to members of the DIAP Committee for input and guidance. This will continue to be carried out for all projects.




GREEN - Target achieved




RED - Target not achieved

Action Title: 1.6.2.2 Continue to implement E.P. O'Neill Memorial Park Redevelopment project

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Rebecca McLaughlin - Leader Project Management	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Works relating to E.P O'Neill Memorial Park Redevelopment – Netball Precinct – Stage One are now complete. The site was formally handed back to the Broken Hill Netball Association following practical completion on 3 April 2025. Works completed include: 1) Demolition of old courts, fencing, and lights 2) Construction of 10 new netball court 3) Stormwater drainage and culverts 4) Shade shelters and seating 5) Lights 6) Fencing
The Broken Hill Netball Association officially reopened the site to the community with a gala event on Sunday 29 June, with Mayor Kennedy formally opening the site and cutting the opening ribbon alongside one of the Broken Hill Netball Associations oldest members. In addition, the day also featured an exhibition match between some of the City's top players, Net Set Go sessions for kids, acknowledgement of new Netball Association Life Members, and a variety of food and drink stalls. Further works to achieve the whole of site design for E.P. Memorial Park will be undertaken as budget becomes available, with Council committed to also continuing to advocate for further grant funding where appropriate.

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 %
Rebecca McLaughlin - Leader Project Management	In Progress	01-Jul-2024	30-Jun-2025	75%	100.00%	 RED

Action Progress Comments: The project has been advertised three (3) times, each with revised scopes of work; however, all submissions received have significantly exceeded the allocated budget. The overall project cost has increased substantially since initial approval, primarily due to construction escalation and the heightened demand for modular building solutions. Council's Acting Leader Project Management has engaged with the funding body and a building contractor to review potential options to refine the scope within the available budget. These discussions have informed a proposed variation currently with the funding body for consideration. Further updates will be provided once a determination has been made. This action has been included in Council's 2025/26 Operational Plan.




GREEN - Target achieved



RED - Target not achieved


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 %
Rebecca McLaughlin - Leader Project Management	In Progress	01-Jul-2024	30-Jun-2025	75%	100.00%	 RED

Action Progress Comments: The project has been advertised three (3) times, each with revised scopes of work; however, all submissions received have significantly exceeded the allocated budget. The overall project cost has increased substantially since initial approval, primarily due to construction escalation and the heightened demand for modular building solutions. Council's Acting Leader Project Management is actively engaging with the funding body and a building contractor to explore viable options for refining the project scope to align with the available budget. A proposed variation to the project is currently under consideration by the funding body. Further updates will be provided once a determination has been made. This action has been included in Council's 2025/26 Operational Plan.

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

Action Title: 1.6.3.1 Attend and support identified health interagency meetings

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Alison Howse - Community Development Officer	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: During the reporting period, Council hosted a roundtable discussion with NSW Greens member Cate Faehrmann MLC and key stakeholders to advocate for advancements on the proposed Alcohol and Drug Rehabilitation Centre. Community Development maintains communication actively seeking updates from the Alcohol and Other Drug Steering Committee. Community Development attended a community engagement session with NSW Liquor and Gaming, attended by the Far West Local Health Service and other support services, providing opportunity to discuss drug, alcohol and gambling associated mental health, physical health and crime statistics. Council engaged with the Local Drug Action Team to establish a community partnership to unite and lead community activities to prevent and minimise harms.



GREEN - Target achieved




RED - Target not achieved

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 %
Darrin Manuel - Manager Communications & Marketing	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN
Action Progress Comments: Ongoing maintenance of community directory, events calendar, and business listings on Council and Tourism websites						

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 %
Darrin Manuel - Manager Communications & Marketing	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN
Action Progress Comments: Regular attendance at monthly business gatherings.						

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 %
Georgina Falkner - Strategic Land Use Planner	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 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 2025.						




GREEN - Target achieved



RED - Target not achieved

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 %
Darrin Manuel - Manager Communications & Marketing	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Advocacy for improved air and rail services included as key priorities in newly adopted Advocacy Strategy. 1) Meetings with the NSW Premier, Minister for Regional and Western NSW and Minister for Transport and Roads at Community Cabinet held in November 2024 advocating for upgrades to the Airport and local road upgrades and funding opportunities. 2) Mayoral correspondence sent to relevant Ministers following the power outages in October 2024 to advocate for Airport upgrades for larger aircraft during emergency situations. 3) Grant application submitted in Round 1 and Round 2 Growing Regions Program which were unfortunately unsuccessful. Council will continue to pursue funding for airport and road upgrades.

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 %
Jay Nankivell - General Manager	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: The FSWJO Transport Plan was adopted by FSWJO 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. Advocacy for improved air and rail services included as key priorities in Council's newly adopted Advocacy Strategy. 1) Meetings with the NSW Premier, Minister for Regional and Western NSW and Minister for Transport and Roads at Community Cabinet held in November 2024 advocating for upgrades to the Airport and local road upgrades and funding opportunities. 2) Mayoral correspondence sent to relevant Ministers following the power outages in October 2024 to advocate for Airport upgrades for larger aircraft during emergency situations. 3) Grant applications submitted in Round 1 and Round 2 Growing Regions Program which were unfortunately unsuccessful. Council will continue to pursue funding for airport and road upgrades.




GREEN - Target achieved



RED - Target not achieved

2.1.5 Develop and implement the Economic Development Strategy


Action Title: 2.1.5.1 Continue to implement the Economic Development Strategy in collaboration with key stakeholders

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Darrin Manuel - Manager Communications & Marketing	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Economic Development Strategy remains key to ongoing relationships with businesses and major projects

2.1.6 Develop the Airport as a commercial and industrial precinct

Action Title: 2.1.6.1 Implement actions from the Airport Master Plan

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Jay Nankivell - General Manager	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Airport Masterplan being progressed - Stage 1 has commenced with the upgrade to Airport Taxiway, Aprons and development of the Airport carpark. Fire Hydrant replacement project is complete and Rental Overflow Carpark Project is also complete. Council continues to advocate for funding to upgrade the Airport runway.




GREEN - Target achieved



RED - Target not achieved


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 %
Jay Nankivell - General Manager	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Advocacy for Airport Upgrades included as key priorities in newly adopted Advocacy Strategy.
 1) Meetings with the NSW Premier, Minister for Regional and Western NSW and Minister for Transport and Roads at Community Cabinet held in November 2024 advocating for upgrades to the Airport and local road upgrades and funding opportunities. 2) Mayoral correspondence sent to relevant Ministers following the power outages in October 2024 to advocate for Airport upgrades for larger aircraft during emergency situations. 3) Grant application submitted in Round 1 and Round 2 Growing Regions Program which were unfortunately unsuccessful. Council will continue to pursue funding for airport upgrades. 4) Stage 1 of Airport Upgrades as per the Airport Masterplan has commenced with the upgrade to Airport Taxiway and development of the Airport carpark. 5) Airport Upgrades Development of Commercial Precinct - Detailed designs currently underway with construction to commence in the first half of 2024/25 Subdivision plans for light industrial and commercial land is underway. 6) Council delegates met with various Ministers in Canberra on 11-12 February 2025 advocating for funding towards an upgrade of the Broken Hill Airport and seeking feedback on recent unsuccessful grant applications. 7) Meeting held 27 March 2025 with Minister Jenny Aitchison and Minister Tara Moriarty regarding the Air and Rail Transport in Regional NSW and airport funding.

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 %
Jay Nankivell - General Manager	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 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. Council representatives also participate in Regional Capitals Australia and Regional Cities NSW Meetings to discuss economic development and industry opportunities for regional centres. Council met with the NSW Premier and various Ministers at Community Cabinet in November 2024 to discuss economic development opportunities for Broken Hill. Airport Upgrades Development of Commercial Precinct - Detailed designs currently underway with construction to commence in the first half of 2024/25. Subdivision plans for light industrial and commercial land is underway.
 Meetings have been held with the following stakeholders during the reporting period: 1) Director Asset Management of Westside Plaza; 2) Hawsons Iron Ltd; 3) RZ Resources; 4) Southern Cross Care; 5) YMCA Board; 6) Destination Country and Outback NSW; 7) A-CAES (Hydrostor); 8) TAFE NSW and the local Engineering industry; 9) Skillset Broken Hill; 10) Broken Hill Business Awards; 11) 2025 Industry Workshop for Skilled Migration Broken Hill; 12) Advocating for funding for Cobalt Blue to transition its demonstration plant into a battery recycling centre.



GREEN - Target achieved




RED - Target not achieved

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 %
Jay Nankivell - General Manager	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN
<p>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. Advocacy for Airport Upgrades included as key priorities in newly adopted Advocacy Strategy.</p> <p>1) Meetings with the NSW Premier, Minister for Regional and Western NSW and Minister for Transport and Roads at Community Cabinet held in November 2024 advocating for upgrades to the Airport and local road upgrades and funding opportunities and economic development in the City. 2) Mayoral correspondence sent to relevant Ministers following the power outages in October 2024 to advocate for Airport upgrades for larger aircraft during emergency situations. 3) Mayoral correspondence sent to relevant Ministers in July 2024 and December 2024 seeking support for REX Airlines to guarantee flights during their period of administration. 4) Grant application submitted in Round 1 and Round 2 Growing Regions Program which were unfortunately unsuccessful. Council will continue to pursue funding for airport upgrades. 5) Stage 1 of Airport Upgrades as per the Airport Masterplan has commenced with the upgrade to Airport Aprons and Taxiway and development of the Airport carpark. 6) Airport Upgrades Development of Commercial Precinct - Detailed designs currently underway with construction to commence in the first half of 2024/25 Subdivision plans for light industrial and commercial land is underway. 7) Advocate for the sealing of the Wilangee Road to the Mundi Mundi Bash site to provide an all-weather road to support tourism and the success of the 10-year event.</p>						

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

Action Title: 2.2.2.1 Continue to participate on committees and working parties associated with education and training

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Casey Deery - Executive Manager People and Culture	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN
<p>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. With the current funding opportunities available for Local Government under the Fresh Start - Apprentice/Trainee/Cadets Program, Council continues to expand its partnership with relevant national training providers to meet industry specialised training.</p>						




GREEN - Target achieved



RED - Target not achieved

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


Action Title: 2.2.3.1 Continue to investigate partnerships with tertiary institutions

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Casey Deery - Executive Manager People and Culture	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Council continues 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. With the current funding opportunities available for Local Government under the Fresh Start - Apprentice/Trainee/Cadets Program, Council continues to expand its partnership with relevant training providers to meet local government industry relevant training.

2.2.4 Advocate for funding opportunities for apprenticeships and traineeships

Action Title: 2.2.4.1 Continue to source eligible funding opportunities for apprenticeships and traineeships

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Casey Deery - Executive Manager People and Culture	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Council continues to source all available government funding opportunities regarding trainees and apprenticeship incentives for 2024/25, 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 applied for staff funding under the NSW State Government for Local Government Fresh Start - Apprentice/Trainee/Cadets Program. Council has been successful in securing funding for both Round 1 and Round 2 positions applied for.



GREEN - Target achieved




RED - Target not achieved

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 %
Darrin Manuel - Manager Communications & Marketing	Deferred	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: VIC Tourism staff participated in annual conference and attendance at Trade Shows. Staff also attended multiple industry and business meetings to assist in furthering economic activity in Broken Hill.

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 %
Patrick Kreitner – Visitor Services Coordinator	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: The team participated in the Destination NSW stakeholder networking event held at the Broken Hill Pub on 13 August 2024. Throughout the season, staff attended several local industry familiarisations, visiting a range of attractions and tourism businesses. They also took part in a regional familiarisation that included visits to White Cliffs, Wilcannia, Menindee, and Pooncarie. In May 2025, the Tourism Officer attended the SA Visitor Information Services Conference, and in June, staff participated in Destination NSW industry workshops.




GREEN - Target achieved



RED - Target not achieved


Action Title: 2.3.1.3 Participate in Library conferences and networking events

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Razija Nu'man - Director Corporate & Community	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Library Staff have attended training sessions with the Australian Library and Information Association, where they interact with other professionals online. Zoom meetings are attended by the Library Coordinator with Coordinators from other Libraries across NSW.


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 %
Jay Nankivell - General Manager	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 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 virtual power plant network and potential alternate opportunities. Council adopted the Hydrostor VPA which included rooftop/carpark solar and storage on Council owned assets to achieve 100% renewable energy for Council; and Council also received \$2.5M in Federal Government Funding from the Community Energy Upgrades Fund towards this project.

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 %
Jay Nankivell - General Manager	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 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 Storage Project. Council also advocated for funding towards Cobalt Blue's transition to a critical minerals battery recycling project.




GREEN - Target achieved



RED - Target not achieved


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 %
Benjamin Liddell - Manager Information and Communications Technology	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Open data and IoT platforms are being deprecated and decommissioned by suppliers. Limited support for new platforms is being provided. This action item is under review for removal from Strategy plan.


Action Title: 2.3.3.2 Increase City coverage of City Smart Devices

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Codie Howard - Director Infrastructure & Environment	In Progress	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Smart City devices reliant on 3G connectivity were upgraded to 4G to ensure ongoing and more widespread connectivity.

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 %
Jay Nankivell - General Manager	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Council participated in multiple state and regional planning initiatives via contribution through Regional Cities NSW, along with direct feedback for the Draft Far West Transport Plan and Regional Reserves Trust funding framework.




GREEN - Target achieved



RED - Target not achieved


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 %
Patrick Kreitner – Visitor Services Coordinator	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: The Tourism team is currently chairing bi-monthly Far West NSW Tourism meetings, bringing together representatives from Silverton, Milparinka, Tibooburra, Wilcannia, White Cliffs, Menindee, Wentworth, Mildura, and Central Darling Shire. These meetings provide a valuable platform for sharing information and insights, discussing upcoming events and tourism developments, and exploring opportunities for collaborative marketing across the region. A regional familiarisation to towns within Central Darling Shire was held in February and March, offering the Visitor Services team a chance to connect with local tourism stakeholders and business owners, strengthen relationships, and gain firsthand knowledge of the visitor experience.


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 %
Darrin Manuel - Manager Communications & Marketing	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Relevant long-term financial impacts are always included in communications when pertinent.

Action Title: 2.3.5.2 Provide Budget information to the community with support from Finance

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Darrin Manuel - Manager Communications & Marketing	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Budget information provided via website, social media, traditional media.




GREEN - Target achieved



RED - Target not achieved

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 %
Darrin Manuel - Manager Communications & Marketing	In Progress	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Regular summaries and reporting is provided to the Community and key stakeholders on a reoccurring basis and formally within the annual report.

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 %
Jay Nankivell - General Manager	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Broken Hill activity aligns with: 1) Destination Country and Outback Destination Management Plan, 2) Far South West Joint Organisation Destination Management Plan, 3) Far South West Joint Organisation Gateway Signage project, 4) Far South West Joint Organisation First Nations Cultural Tourism Initiative Action Plan, 5) 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

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

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Jay Nankivell - General Manager	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: During the reporting period, an update to the Advocacy Strategy, along with the commencement of Stage 1 of the airport masterplan commenced to increase tourism accessibility. Furthermore, the finalisation of the FWSJO Tourism funding through the tender being issued for the construction and implementation of a gateway signage package and road trail for the Balranald Shire, Central Darling Shire, Wentworth Shire and Broken Hill City Council has been completed.




GREEN - Target achieved




RED - Target not achieved

Action Title: 2.4.1.3 Maintain visitor related content on digital platforms

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Patrick Kreitner – Visitor Services Coordinator	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Daily maintenance of the tourism website includes reviewing and updating business and event listings. Social media activity is maintained with three posts per week across platforms, promoting local attractions, events, and visitor experiences. The team also regularly monitors TripAdvisor and Google Business listings to manage online presence and respond to visitor feedback.


Action Title: 2.4.1.4 Conduct audit of Broken Hill tourism product and experiences

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Patrick Kreitner – Visitor Services Coordinator	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Audit finalised in February 2025 with results provided to Director Corporate and Community.

2.4.2 Activate Business Plans from Council owned facilities

Action Title: 2.4.2.1 Review and update Visitor Services Business Plan

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Patrick Kreitner – Visitor Services Coordinator	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Review and update was finalised in March 2025 and submitted to Director Corporate and Community.




GREEN - Target achieved




RED - Target not achieved

Action Title: 2.4.2.2 Review and update Broken Hill City Art Gallery Business Plan

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Kathryn Graham - Gallery and Museum Manager	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN


Action Progress Comments: Community and Stakeholder consultation was held in September 2024 to inform the review and development of the Broken Hill City Art Gallery Strategic Plan. The initial draft was received in October 2024. The Plan was presented to the Art Gallery Advisory Committee at their first meeting on 06/03/2025 and subsequently endorsed. It was then be presented to Council for public consultation in the Ordinary Meeting of Council, May 2025. Council held the Strategic Plan over to be workshopped which occurred on the 10/06/2025. The Plan will be placed on 28 days consultation once accepted at the June Council meeting. It is envisaged that the Plan will be adopted in the first quarter of the next reporting period.

Action Title: 2.4.2.3 Review and update Albert Kersten Mining and Minerals Museum Business Plan

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Kathryn Graham - Gallery and Museum Manager	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Community and Stakeholder consultation was held in September 2024 to inform the review and development of the Albert Kersten Mining and Minerals Museum Strategic Plan. The initial draft has been received and reviewed with the final draft to be presented to Council for public consultation in the Ordinary Meeting of Council, May 2025. Council held the Strategic Plan over to be workshopped which occurred on 10/06/2025. The Plan will be place on 28 days consultation once accepted at the June Council meeting. It is envisaged that the Plan will be adopted in the first quarter of the next reporting period.

Action Title: 2.4.2.4 Activate Civic Centre Business Plan

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Shannan Botten - Civic Centre Coordinator	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Booking Management system went live 10 April 2025. Existing bookings were migrated across, and all new bookings are now being managed through the system.




GREEN - Target achieved



RED - Target not achieved


Action Title: 2.4.2.5 Review Library Business Plan for the opening of the new Library facility

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Razija Nu'man - Director Corporate & Community	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Business plans for spaces, furnishing and AV being reviewed as necessary and full review of the Library Business Plan will occur once new Library facility opens and functioning elements can be assessed onsite.

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 %
Darrin Manuel - Manager Communications & Marketing	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Destination Management Plans are considered when approaching tourism initiatives and marketing.

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 %
Patrick Kreitner – Visitor Services Coordinator	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Visitor Information Centre accreditation was successfully maintained for the 2024/25 period following an annual review. A total of 86,066 visitors were supported at the Visitor Information Centre during the period. In addition, further visitor support was provided through the mobile Visitor Services stall at the Racecourse and the Mundi Mundi Bash site in August, as well as at the Broken Heel Festival in September.




GREEN - Target achieved



RED - Target not achieved

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 %
Patrick Kreitner – Visitor Services Coordinator	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: From July 2024 to June 2025, the Living Desert welcomed 30,313 day visitors, 4,436 coach passengers, and 3,349 campsite patrons. In March 2025, a new wheelchair-accessible BBQ was installed at the campsite, improving accessibility for all guests. Restoration works also began on the Len Vodic human sculptures and Story Poles. During the report period the following support was provided to visitors to the Living Desert through the provision of tours and information detailing:

- 1) Varieties of native flora and fauna within the Living Desert and the sites around the cultural walking trail
- 2) Myre Myres (indigenous huts)
- 3) Geological site including land and mineral formations
- 4) Kangaroo viewing hide
- 5) Story poles designed by local TAFE students
- 6) Scenic lookout overlooking Stephens Creek Reservoir
- 7) Land marks showing miners claims
- 8) Small prospecting mine dig-out for different minerals
- 9) Indigenous quartz worksite
- 10) Provision of weekly tour groups for Indian Pacific passengers. This service allows a sunrise viewing at the sculpture symposium for the patrons
- 11) During the period a cultural awareness session was held with aboriginal elders hosting and sharing information and lessons with different groups in Broken Hill, such as schoolteachers from various primary schools
- 12) Multiple film crews have been to film content throughout the year at the Living Desert, from Telstra adverts to ballerina, model photography and Australian Idol
- 13) 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.




GREEN - Target achieved




RED - Target not achieved

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 %
Kathryn Graham - Gallery and Museum Manager	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN


Action Progress Comments: The Gallery supports the visitor economy by offering a space for cultural engagement, attracting tourists and locals alike. It operates by curating and rotating exhibitions, which draw visitors to the area. The Gallery hosts special events, such as weekly tours for visitors from the Indian Pacific, participating in the Journey Beyond experience. Additionally, the Gallery's gift shop provides further opportunities to support the visitor economy by encouraging a more diverse experience. By fostering a vibrant arts scene, the Gallery significantly contributes to local tourism, benefiting the broader economy.

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

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Kathryn Graham - Gallery and Museum Manager	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: The Museum supports the visitor economy by serving as a cultural attraction that draws both tourists and locals. It operates by curating and preserving our extensive mineral collection of historical, social and scientific significance, offering educational programs, tours, and special exhibits to engage visitors. By enhancing the cultural appeal of the City, the Museums helps drive tourism, stimulate local businesses, and contributes to the overall economic growth of the area.

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 %
Shannan Botten - Civic Centre Coordinator	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: The visitor economy has been supported through bookings at the Civic Centre 98 times over 113 days during 2024/25 reporting period. A number of multi-day events including NSW Senior's Christmas Concert Series and the popular Pulse Alive event for local schools were held.




GREEN - Target achieved



RED - Target not achieved


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 %
Christopher Wellington - Airport Manager	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: The Broken Hill Airport has been operated safely and compliantly for the reporting period, 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 %
Darrin Manuel - Manager Communications & Marketing	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: City continues to receive good interest re: filmmaking, film permits are immediately actioned upon receipt. Film scouting outsourced when needed.

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

Action Title: 2.4.6.1 Implement Civic Centre Business Plan to grow business opportunities

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Shannan Botten - Civic Centre Coordinator	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Onboarding of online booking platform and soft launch has been completed. Current customers are utilising the system and early positive feedback received.




GREEN - Target achieved



RED - Target not achieved


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 %
Kathryn Graham - Gallery and Museum Manager	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: The Gallery partners with the Far West Local Health District to deliver Arts in Health workshops throughout the year. Additionally, discussions are also being held with the other service delivery organisations and artists to further explore options.

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 %
Kathryn Graham - Gallery and Museum Manager	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: The Gallery and Museum hosts a number of events and cultural activities throughout the year, including exhibitions, art awards, workshops, concerts and civic ceremonies. Highlights from the reporting period include performances by local musicians Leroy Johnston, Kyla Vines, Broken Hill Civic Orchestra and nationally renowned musicians, William Barton and Véronique Serret; screenings including the powerful 'More than a Fish Kill' and Jeremy Goldstein's 'This is Who I Am', regular workshops for youth and adults including life drawing and jewellery making, Indigenous art award and the Gallery's annual exhibition program.




GREEN - Target achieved



RED - Target not achieved

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 community events

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Darrin Manuel - Manager Communications & Marketing	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN
Action Progress Comments: Blak Markets continue to be a feature of cultural events; Indigenous Art Prize remains strong.						

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 %
Codie Howard - Director Infrastructure & Environment	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN
Action Progress Comments: The Waste and Sustainable Materials Strategy is now complete and has been formally adopted by Council. Following key consultations in August 2024, a draft action plan was submitted in September. The final strategy was reviewed by the Director of Infrastructure & Environment, presented to the Executive Leadership Team and Councillors, and endorsed for public exhibition. Community feedback has since been received and incorporated, and the strategy has now been adopted by Council.						




GREEN - Target achieved



RED - Target not achieved

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 %
Codie Howard - Director Infrastructure & Environment	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Promotion of the Waste and Resource Recovery Strategy is continuing following its formal adoption by Council. In late August 2024, Talis Consultants engaged with the Mayor, Councillors, and the General Manager to help refine the action plan. The draft strategy was submitted to Council in mid-September 2024, followed by delivery to the Executive Leadership Team and a presentation to Councillors in February 2025. After a period of public exhibition and incorporation of community feedback, the strategy was formally adopted. The final documents have been published on Council's website, and promotion of the strategy and its key actions is ongoing to support awareness and engagement as implementation progresses.

3.1.3 Collaborate with key stakeholders on environmental issues

Action Title: 3.1.3.1 Investigate opportunities to collaborate with community groups on environmental issues

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Codie Howard - Director Infrastructure & Environment	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Council is actively pursuing opportunities to collaborate with local community groups to address environmental challenges and promote sustainability. These partnerships aim to strengthen collective efforts in fostering environmental stewardship and driving meaningful action within the community. This commitment is reinforced by the recently adopted Sustainability Strategy 2025–2030 and Waste and Sustainable Materials Strategy 2025–2035. These strategies provide a structured framework for community engagement, ensuring that initiatives align with local priorities and contribute to broader environmental objectives. With public input now incorporated, Council is well-positioned to advance collaborative, community-led sustainability initiatives.




GREEN - Target achieved



RED - Target not achieved


Action Title: 3.1.3.2 Actively participate in Lead Response Group and associated work stream group meetings

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Codie Howard - Director Infrastructure & Environment	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Broken Hill City Council has been an active member of the Lead Response Group and its working groups, Lead Remediation Group, and Communications Group. Council was present at all monthly meetings that were held, including hosting the September Meeting which involved the General Manager and Director Infrastructure & Environment providing a guided tour of the city for all members of the Lead Response Group. Council also commented and voted on the approved set of actions to be presented to the Premier and his Cabinet in early 2025.

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 %
Codie Howard - Director Infrastructure & Environment	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Earlier in 2024, Council collaborated with Constructive Energy to review the original Renewable Energy Action Plan (REAP) and address implementation challenges. Potential revisions were discussed to improve feasibility, and Constructive Energy was tasked with incorporating these changes into an updated version of the plan. Implementation of the REAP continues to progress steadily, with several key actions now embedded in the adopted Sustainability Strategy 2025–2030. A major milestone has been Council's successful funding application under the Community Energy Upgrades Fund – Round 1, which will support the delivery of priority renewable energy projects. This funding enables Council to accelerate action and demonstrates a strong commitment to achieving its renewable energy goals. Project will now move into implementation phase over the next 2 years.




GREEN - Target achieved




RED - Target not achieved

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 Operational Management Plan						
Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Patrick Kreitner – Visitor Services Coordinator	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN
Action Progress Comments: During the report period the following was undertaken at the Living Desert: <ol style="list-style-type: none"> 1) Maintained and cared for native fauna, including Euros (wallaroos), Red Kangaroos, and various native reptile and bird species 2) Cleaned and maintained water troughs and feeding bays on a daily to weekly basis 3) Implemented feral animal control measures in accordance with relevant legislation 4) Conducted noxious weed spraying through contracted services and applied pest control measures as required 5) Replaced damaged or vandalised fencing as needed 6) Maintained roads, culverts, walking paths, and trails 7) Cleaned and maintained all visitor facilities 8) Ensured the implementation of Work Health and Safety (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						
Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Codie Howard - Director Infrastructure & Environment	Deferred	01-Jul-2024	30-Jun-2025	30%	100.00%	 RED
Action Progress Comments: The Climate Action Plan was temporarily deferred pending the completion of the Waste and Sustainable Materials Strategy and the Sustainability Strategy. These Strategies were adopted by Council in April 2025 and will be used to develop the Climate Action Plan. The Climate Action Plan remains temporarily deferred while recruitment is carried out for a new Waste and Sustainability Manager.						




GREEN - Target achieved



RED - Target not achieved


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 %
Patrick Kreitner – Visitor Services Coordinator	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN


Action Progress Comments: Feral animal management strategies were implemented regularly in accordance with Operational Management Plan and governing Act requirements throughout the report period for invasive feral animals such as goats, foxes, wild dogs, cats and rabbits.

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 %
Patrick Kreitner – Visitor Services Coordinator	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: During the report period regeneration and common area fence repairs were undertaken at various locations around town. Fencing vandalism remains an ongoing problem, with fences into the Regeneration Areas being cut. The Living Desert Rangers inspect fences frequently and repair them when they are damaged/cut. Sections of fencing have been replaced and repaired across the Regeneration Areas. This includes areas along Adelaide Road and Picton Street, as well as multiple repairs in the South and Schlapp Street Regeneration Areas. These works support the ongoing protection and management of the city's natural environment.

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 %
Patrick Kreitner – Visitor Services Coordinator	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Annual assessment of noxious weeds and pests was undertaken by Living Desert Rangers and report provided to Council's Strategic Asset Management Coordinator in 2024, with further assessment to be undertaken in second half of 2025. Contracted weed specialist has conducted large scale weed/cactus control.




GREEN - Target achieved




RED - Target not achieved

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 %
Patrick Kreitner – Visitor Services Coordinator	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 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. Control included Boxing Glove cactus, Rope cactus, prickly pear, wagon wheel cactus, African boxthorn, Nagoora burr, Bathurst burr, fountain grass. The Rangers marked sightings and dedicated time to treat affected areas, monitoring the plants/cactus post treatment. The Rangers use specific herbicides to destroy noxious plants, treating again upon post treatment inspection.

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 %
Patrick Kreitner – Visitor Services Coordinator	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: The 'Friends of the Flora and Fauna of the Barrier Ranges' volunteer committee members participate in a working bee once a month to assist in the maintenance and improvement of the Flora and Fauna in the Living Desert. During the report period, 12 working bees were held, which included laying pavers, cleaning water ponds, watering and trimming plants and trees and general path maintenance.




GREEN - Target achieved



RED - Target not achieved

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 %
Patrick Kreitner – Visitor Services Coordinator	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: The 'Friends of the Flora and Fauna of the Barrier Ranges' volunteers assist in path maintenance and weed removal, at various locations around town in Regeneration and Common areas. During the report period, work was carried out at the South Regeneration area focusing on of path clearing, rubbish removal and weeding.

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 %
Jay Nankivell - General Manager	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 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.



GREEN - Target achieved




RED - Target not achieved

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 Continue to work on draft Plans of Management for Crown Reserves in preparation for adoption

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Georgina Falkner - Strategic Land Use Planner	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: The generic Plans of Management for General Community Use, Parks, Sportsgrounds, and Natural Areas have been updated based on Crown Lands feedback and recent guidelines. These Plans of Management have since been reviewed by staff and are ready for exhibition stage. The remaining Plans are in final draft stage for review and adoption of drafts by Council.


Action Title: 3.3.1.2 Continue to progress update of Living Desert Reserve Plan of Management

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Georgina Falkner - Strategic Land Use Planner	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Draft Plan of Management has been prepared and is under review. A separate Masterplan has been prepared and is on public exhibition. Following adoption of the Masterplan, the Crown Land Plan of Management will be updated accordingly.

3.3.2 Increase canopy cover within the City

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 %
Anjali Joseph - Strategic Asset Management Coordinator	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Tree Management plan is referred to for all actions and processes. Any requests from community are guided by the tree management plan and it is promoted for better clarity.




GREEN - Target achieved



RED - Target not achieved

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 %
Tracey Stephens - Manager Planning and Development	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Staff have developed material which will be implemented as part of the new DCP. Educational guidance will be attached as part of that DCP document. BASIX related guidance documents are available publicly which relate to sustainable landscape and use of water in conjunction with developments.


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 %
Codie Howard - Director Infrastructure & Environment	Deferred	01-Jul-2024	30-Jun-2025	25%	100.00%	 RED

Action Progress Comments: All works to date involving a Storm Water Management Strategy, have been included in the work carried out in the Broken Hill Flood Study. The Strategy cannot be completed until the Flood Study has been completed and endorsed. This action has been included in Council's 2025/26 Operational Plan.

Action Title: 3.3.4.2 Complete flood study for the City

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Codie Howard - Director Infrastructure & Environment	In Progress	01-Jul-2024	30-Jun-2025	95%	100.00%	 GREEN

Action Progress Comments: The Broken Hill Flood Study is a joint funding project by the Department of Climate Change, the Environment, Energy and Water and Broken Hill City Council. Council's Flood Study is being carried out by Torrent Consulting firm with the Draft report complete awaiting Council endorsement and public exhibition before the final report due in September 2025. This action has been included in Council's 2025/26 Operational Plan.



GREEN - Target achieved



RED - Target not achieved

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

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Tracey Stephens - Manager Planning and Development	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN
<p>Action Progress Comments: This is an ongoing responsibility. A new Heritage Strategy is planned to be drafted by the end of 2025. Recommendations within the current Strategy have been implemented. These matters which have been implemented include:</p> <p>a) Heritage committee which was in place during the reporting period. A new committee is being formed.</p> <p>b) Continuation of the Heritage Advisory service, to provide advice to the community and Council</p> <p>c) Managing local heritage in a positive manner - Council has been pro-active in offering advice to a wide range of people in the community on heritage and engaging with them to assist in better design, process, dealing with Council etc. to make the overall process of gaining any approvals more straightforward.</p> <p>d) Continued to offer heritage incentives funding to provide small grants.</p> <p>e) Run a main street style program - whilst there is not a current specifically titled "main street" program, There have been various projects focused on Argent Street and Oxide Street and their activation. The long-term projects of reinstating verandahs and colour schemes has had a significant visual impact on the character of the main streets.</p> <p>f) Council leading by example by properly managing heritage places owned or operated by Council - Council has engaged in a range of upgrades and works to their own properties. Heritage issues are considered during the design and development processes. For example, works to rotundas at local parks.</p>						

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 %
Tracey Stephens - Manager Planning and Development	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN
<p>Action Progress Comments: Staff have reviewed content on Council's website which provides awareness of heritage issues and also provides information on support/advice/funding which can be provided to property owners. Advertising of Council's Heritage funding programs has taken place during early-mid 2025.</p>						



GREEN - Target achieved




RED - Target not achieved

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 %
Jay Nankivell - General Manager	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Key community sector leaders and state and federal members were invited to attend the 2024 Civic Ball, four Civic Receptions and two Citizenship Ceremonies 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 %
Jay Nankivell - General Manager	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 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. Council's various Working Groups meet regularly and include community representatives in their membership.




GREEN - Target achieved



RED - Target not achieved

4.1.2 Activate the Community Engagement Strategy


Action Title: 4.1.2.1 Implement communications processes as outlined in Community Engagement Strategy

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Darrin Manuel - Manager Communications & Marketing	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Communication processes being conducted in line with Engagement Strategy.

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 Bartlett - Executive Officer	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: All Ordinary and Extraordinary Council Meetings for the reporting period were held in accordance with Council's Code of Meeting Practice.

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 %
Razija Nu'man - Director Corporate & Community	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 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.




GREEN - Target achieved



RED - Target not achieved


4.1.5 Support the organisation to operate within its legal framework

Action Title: 4.1.5.1 Review Section 355 Community Committee manuals and constitutions in accordance with the new term of Council

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Michelle Rolton - Manager Corporate & Customer Experience	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN


Action Progress Comments: Reviewed Section 355 Asset and Advisory Committee Manuals, Constitutions and Terms of Reference adopted by Council 30 October 2024.

Action Title: 4.1.5.2 Review Community Strategic Plan in accordance with legislative compliance and new term of Council

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Michelle Rolton - Manager Corporate & Customer Experience	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Draft Community Strategic Plan Engagement Strategy 2025 for the review of the Broken Hill Community Strategic Plan – Your Broken Hill 2040 adopted by Council 18 December 2024 with community engagement activities commencing February 2025. Draft Community Strategic Plan adopted by Council 30 June 2025.

Action Title: 4.1.5.3 Review of Delegations and Authorisations completed with new term of Council and recruitment of new staff

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Leisa Bartlett - Executive Officer	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Council adopted the new Delegation and Authorisations at the October 2024 Extraordinary Council Meeting for the new Term of Council. Sub-Delegations and Authorisations are required to be issued to staff within the first 12 months of the new Term of Council. The issuing of Sub-Delegations and Authorisations to current staff for the new Term of Council is complete. The issuing of Sub-Delegations and Authorisations to new staff is undertaken as part of the recruitment process.




GREEN - Target achieved




RED - Target not achieved

Action Title: 4.1.5.4 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 %
Leisa Bartlett - Executive Officer	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: 2023/2024 Councillor and Designated Persons Disclosure of Interest Returns are due by 30 September 2024. These returns were tabled at the first Council Meeting of the new Term of Council (Extraordinary Council Meeting held 9 October 2024). Newly elected Councillors have 3 months from declaration of election to complete their Returns and these returns were tabled at the December 2024 Council Meeting. The public copies of Councillor and Designated Persons Disclosure of Interest Returns have been placed on Council's website.

Action Title: 4.1.5.5 Review Council Policies for compliance with relevant legislation

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Leisa Bartlett - Executive Officer	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Council continues to review its Policies for compliance with legislation and Council's operational procedures and processes. Council's Legislative Compliance Database has been implemented. Policies that were required to be adopted by Council at their first meeting of the new Term of Council were completed. Priority is now given to policies that require adoption by Council in the first 12 months of a new Term of Council as well as the review of policies that were not reviewed in the last Term of Council.




GREEN - Target achieved




RED - Target not achieved

Action Title: 4.1.5.6 Work with NSW Electoral Commission to carry out Local Government Election

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Razija Nu'man - Director Corporate & Community	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Council contracted the NSW Electoral Commission to undertake the 2024 Council election. The Commission provided regular Updates which were 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 advised 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 was active on all social media platforms with electoral information. Induction activities for incoming Council following election in September were undertaken in October 2024 in Wentworth with new Councillors also of Wentworth and delivered by LGNSW.

Action Title: 4.1.5.7 Identify and implement reporting frameworks within Council's reporting database to increase Operational Plan reporting focus and outcomes

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Michelle Rolton - Manager Corporate & Customer Experience	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Work has been undertaken to improve the functionality of the software (CAMMS Strategy) that Council utilises to manage actions from the Community Strategic Plan. The changes to the system increase Manager's ability to monitor overall progress of the plans and ensure actions are being completed on time. The work included, deletion of obsolete data, rebuilding organisation structure to align with current structure, aligning current Delivery Program and Operational Plan actions with current structure and introducing 'Executive Intelligence' functionality for Senior Managers.




GREEN - Target achieved



RED - Target not achieved


4.1.6 Implement and embed an Enterprise Risk Management system

Action Title: 4.1.6.1 Initiate Stage 1 of the Enterprise Risk Improvement Management Plan

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Kate Johnson - Manager Enterprise Risk	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN


Action Progress Comments: Statewide Mutual's Broken Hill City Council Continuous Improvement Pathway (CIP) Self-Assessment for November 2024 scored 75%, aligning with the 2024 CIP State Average of 75%.

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 %
Kate Johnson - Manager Enterprise Risk	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Broken Hill City Council is making significant progress in embedding Enterprise Risk Management (ERM) principles, with additional advancement initiatives completed early 2025.

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 %
Kate Johnson - Manager Enterprise Risk	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Broken Hill City Council successfully conducted an operational review and real-world testing of Council's Business Continuity Plan (BCP) during the October 2024 Power Outage/Storm, ensuring business resilience and response effectiveness.



GREEN - Target achieved




RED - Target not achieved

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 %
Casey Deery - Executive Manager People and Culture	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Training and Development for all staff have been completed for 2024/25. 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 and internal resourcing availability. The ELMO platform continues to progress, with the Training and Development module going "live" for staff in February 2025. Succession planning module data has been collated and is due to be reviewed by the Senior Leadership Team, with the Executive Leadership Team to finalise all role criticality prior to data integration commencing. This final ELMO module has been delayed for completion due to internal resourcing availability and aims to be operational by August 2025.

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 %
Leisa Bartlett - Executive Officer	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: For the new Term of Council, the Mayor and Councillors attended the "Elected Life" Councillor Induction training in Wentworth on 14-15 October 2024. Councillors were provided with links to OLG Councillor Induction webinars held every Thursday from 17 October 2024 and concluding 27 February 2025. Councillors were provided with a Councillor Induction Manual and the Bluet Handbook. A Councillor IT induction session was held plus numerous Councillor Briefings held on Council's budget, IP&R plans, major projects, advocacy focus; major issues facing the City were held during October - November 2024. Councillor site visits of various Council facilities were held in January 2025. Councillors' attendance at conferences and seminars is also part of their professional development.




GREEN - Target achieved




RED - Target not achieved

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 %
Leisa Bartlett - Executive Officer	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: The Mayor and/or Councillors attended the following conferences and seminars during the reporting period: 1) National General Assembly of Local Government in July 2024, 2) Murray Darling Association Conference in July 2024, 3) Mining and Energy Related Councils Conference in August 2024, 4) Councillor Elected Life Local Government Induction training in October 2024, 5) LGNSW Conference in November 2024, 6) Community Cabinet in November 2024, 7) Regional Cities NSW in February 2025, 8) Australian Mining Cities Alliance in February 2025, 9) Country Mayors Meeting in March 2025, 10) NSW Public Libraries Association Central West Zone meeting in March 2025, 11) Regional Capitals Australia in April 2025, 12) Country Mayors Meeting in May 2025.

Action Title: 4.2.2.3 Develop and deliver a Councillor Induction training program

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Leisa Bartlett - Executive Officer	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Councillor Induction training program for Mayor and Councillors elected at the September 2024 Local Government Elections was arranged and consisted of the "Elected Life" induction training held across 2 days in Wentworth in October 2024. Councillors were provided with a Councillor Induction Manual and the Bluett Handbook. A Councillor IT induction session was arranged plus numerous Councillor Briefings on Council's budget, IP&R plans, major projects, advocacy focus; major issues facing the City and Councillor site visits of various Council facilities during October - November 2024.




GREEN - Target achieved



RED - Target not achieved


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 %
Casey Deery - Executive Manager People and Culture	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Survey results from the November 2023 Organisation Culture Inventory Survey have been received, with leadership groups participating in debriefing sessions in February 2024 and whole of staff debriefing sessions held in March 2024. Shaping Our Future 3.0 was held 27 June 2024, with 127 staff participating. Fourteen action items were developed and sponsored for investigation and implementation throughout the workforce. These actions are aligned with improving Council's "achievement" focus lifestyle inventory based on the Cultural survey results. 10 out of 14 bright ideas have been fully completed and implemented. The remaining 4 ideas have progressed well and are reported on monthly to the Executive Leadership Group. A full update on progress is provided to staff through the internal staff newsletter.

Action Title: 4.2.3.2 Investigate further leadership training opportunities

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Casey Deery - Executive Manager People and Culture	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Council continues to investigate leadership development sessions for the Executive Leadership Team (ELT) and Senior Leadership Team (SLT). Council has maintained its commitment in the development of its leadership capacity with continued focus and support to the Emerging Leaders Group (ELG). Council has turned its leadership development internally this reporting period, with the 3-Tier leadership groups (ELT, SLT, ELG) all focusing on supporting the staff with the Shaping Our Future 3.0 "bright ideas" and promoting the achievement-high performance workplace culture we are continuing to improve on. Our Leadership Groups continue to support and mentor their sponsored team established at the organisations Shaping Our Future 3.0 Planning day held in June 2024, with 10 out of 14 bright ideas fully completed and implemented. The remaining 4 ideas have progressed well and are reported on monthly to the Executive Leadership Team.




GREEN - Target achieved



RED - Target not achieved


Action Title: 4.2.3.3 Implement and deliver internal Leadership Education and Development (L.E.A.D) program

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Casey Deery - Executive Manager People and Culture	Deferred	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: The LEAD program was developed and implemented via rolling out to all identified emerging leaders. The next phase will incorporate the entire workforce, which has been included in Council's 2025/26 Operational Plan.


4.2.4 Implement the Service Review Framework

Action Title: 4.2.4.1 Undertake Parks and Open Spaces service review

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Anne Johansson - Leader Innovation & Business Improvement	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Completed. Report presented to Council in March 2025.

Action Title: 4.2.4.2 Undertake Visitor Information Centre service review

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Anne Johansson - Leader Innovation & Business Improvement	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: This service review was competed in 2023/2024 and was replaced with a review of the Aquatic Centre. Aquatic Centre Review completed, to be presented to Councillors 23/07/2025.




GREEN - Target achieved



RED - Target not achieved

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 %
Jay Nankivell - General Manager	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: During the reporting period Council made a submission to the Parliamentary Hearing Law and Safety Committee Inquiry into Youth Crime Regional, Rural and Remote NSW; a submission to the NSW Government regarding the Review of the Waste Services Levy in July 2024; a submission to the Office of Local Government in November 2024 regarding Councillor conduct and meeting practices and a submission to the Government Inquiry into Major Electricity Outages and Disruptions in Far West NSW in February 2025. Motions were also made to the National General Assembly of Local Government in July 2024 on the following matters: 1) Impact of cost shifting onto Local Government, 2) Introduction of regional news licence requirement for metropolitan television broadcasters across the country, 3) Federal Government's freeze to the indexation of Financial Assistance Grant funding and its impact on Local Councils. Motions were made to the 2024 LGNSW Conference regarding the following matters: 1) Waste Levy Boundaries, 2) Abolishment of the newly introduced Cemetery Tax, 3) Funding of upgrades to Regional Airports, 4) Advocacy for Financial Assistance Grants to return to 1% of Commonwealth Taxation Revenue, 5) Remediation of land that is no longer fit for use due to contamination from mining.

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 %
Benjamin Liddell - Manager Information and Communications Technology	In Progress	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: The current ICT Strategy and Roadmap continues to be implemented. Next progress steps involved include the review and adoption of the updated ICT Policy. This policy is currently under view by ICT Manager and Director Finance and Commercial, with the intent to present to ARIC and Council within the next two months. The Information and Communication Technology Strategy/Roadmap review/update has been included in Council's 2025/26 Operational Plan.




GREEN - Target achieved




RED - Target not achieved

Action Title: 4.2.6.2 Continue to implement the Cyber Security Framework

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Benjamin Liddell - Manager Information and Communications Technology	In Progress	01-Jul-2024	30-Jun-2025	90%	100.00%	 GREEN

Action Progress Comments: Cyber Security Framework documentation is currently under review with Manager ICT and Director Finance and Commercial. Further implementation of the Cyber Security Framework is dependent on the adoption ICT Strategy. This item is constantly evolving to ensure the cyber security stance of the BHCC computer environment.


Action Title: 4.2.6.3 Develop a framework for the implementation and use of Artificial Intelligence across Council

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Benjamin Liddell - Manager Information and Communications Technology	In Progress	01-Jul-2024	30-Jun-2025	95%	100.00%	 GREEN

Action Progress Comments: Framework is currently being drafted by ICT Manager and will be reviewed and refined with assistance from Director Finance and Commercial prior to its submission to ARIC and Council for adoption.

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 %
Simon Brown - Director Finance and Commercial	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Financial results on track with Council's Long Term Financial Plan and monitored via Quarterly review process.



GREEN - Target achieved




RED - Target not achieved

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 %
Jay Nankivell - General Manager	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 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, 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 %
Jay Nankivell - General Manager	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: During the report period, no major issues have arisen that have required the establishment of additional working parties. Council worked collaboratively with the Premier's department, State Ministers, the Local Emergency Management Committee and relevant stakeholders during the City's power outages in October 2024. Council's Project Consultative Group - Project Steering Group meets regularly regarding Council's major infrastructure Projects.




GREEN - Target achieved



RED - Target not achieved

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 %
Jay Nankivell - General Manager	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN
<p>Action Progress Comments: Council continually engaged with Local, State and Federal Members during the report period regarding major issues facing the City including Housing, Health, Education, Police and Transport.</p> <p>Correspondence was sent to the Local, State and Federal Members relating to key issues including:</p> <p>1) Support to regional airlines, 2) Review of the NSW Interment Services Levy, 3) Reopening of the Line of Lode Cafe and Visitors Centre, 4) Support for funding for Silverlea Early Childhood Services</p> <p>5) Review of the NSW Netwaste Levy, 6) Sealing of the Daydream Mine Road, 7) Support to REX Airlines - government funding to guarantee flight bookings during REX administration period, 8) Support for funding for Cobalt Blue's redevelopment of their Technology Development Centre to a Critical Minerals Battery Recycling Centre, 9) Eligibility for 88 Days Australian Program for rural and remote areas, 10) Funding for the Broken Hill Regional Airport Upgrades, 11) Exclusion of Sacred Heart school students from PSSA carnivals and gala days, 12) Seeking funding for initiatives to reduce blood lead levels in children, 13) The continuation of funding for Social Future Clubhouse Broken Hill, 14) Removal of equipment from Broken Hill TAFE, 15) Rebuild of the Willyama High School, the design of the new school and consideration of the design to include Boarding House facilities, 16) Financial support for Perfect Light Film Festival, 17) Council's exclusion from the National General Assembly due to being a non-member of LGNSW, 18) Increase in Trainlink service from Sydney to Broken Hill.</p>						




GREEN - Target achieved



RED - Target not achieved

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 %
Jay Nankivell - General Manager	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Council continually engaged with relevant Ministers during the report period regarding major issues facing the City including Housing, Health, Education, Police and Transport. Council attended Community Cabinet in November 2024 and met with Minister to discuss: 1) Crown Lands and Native Title matters relating to vacant land in the City, 2) Affordable Housing, 3) Upgrades to the Broken Hill Regional Airport (for tourism growth, film industry, emergency services, retention of key workers and liveability of the City), 4) Health matters, 5) Emergency Services matters


Correspondence was sent to Ministers during the reporting period, relating to key issues including: -

1) Support to regional airlines, 2) Review of the NSW Interment Services Levy, 3) Reopening of the Line of Lode Cafe and Visitors Centre, 4) Support for funding for Silverlea Early Childhood Services, 5) Review of the NSW Netwaste Levy, 6) Sealing of the Daydream Mine Road, 7) Support to REX Airlines - government funding to guarantee flight bookings during REX administration period, 8) Support for funding for Cobalt Blue's redevelopment of their Technology Development Centre to a Critical Minerals Battery Recycling Centre, 9) Eligibility for 88 Days Australian Program for rural and remote areas, 10) Funding for the Broken Hill Regional Airport Upgrades, 11) Exclusion of Sacred Heart school students from PSSA carnivals and gala days, 12) Seeking funding for initiatives to reduce blood lead levels in children, 13) The continuation of funding for Social Future Clubhouse Broken Hill, 14) Removal of equipment from Broken Hill TAFE, 15) Rebuild of the Willyama High School, the design of the new school and consideration of the design to include Boarding House facilities, 16) Financial support for Perfect Light Film Festival, 17) Council's exclusion from the National General Assembly due to being a non-member of LGNSW, 18) Increase in Trainlink service from Sydney to Broken Hill

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 %
Darrin Manuel - Manager Communications & Marketing	In Progress	01-Jul-2024	30-Jun-2025	90%	100.00%	 GREEN

Action Progress Comments: CSP Community Engagement Strategy Adopted. Overarching Community Engagement Strategy to be completed by end of 2025.




GREEN - Target achieved



RED - Target not achieved


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 %
Darrin Manuel - Manager Communications & Marketing	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Meetings with Councillors organised as requested.


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 %
Darrin Manuel - Manager Communications & Marketing	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Community engagement sessions and steering/consultative groups are created for all major projects.

4.4.3 Maintain an Advocacy Strategy for the City

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

Responsible Person	Status	Start Date	End Date	% Complete	Target	On Target %
Darrin Manuel - Manager Communications & Marketing	Completed	01-Jul-2024	30-Jun-2025	100%	100.00%	 GREEN

Action Progress Comments: Updated Advocacy Strategy adopted.



GREEN - Target achieved



RED - Target not achieved