



BUSINESS PAPER

Community Development
Committee Meeting

Council Chambers
20 May 2025
5:30pm

BROKEN HILL

CITY COUNCIL

AUSTRALIA'S FIRST
HERITAGE LISTED CITY

MEMBERS OF THE COMMUNITY DEVELOPMENT COMMITTEE:

Mayor Kennedy, Deputy Mayor Hickey, Councillor Boland (Chairperson), Councillor Algate, Councillor Jewitt and Councillor Gillett.

Notice is hereby given, in accordance with the provisions of the *Local Government Act 1993*, that the Community Development Standing Committee of the Broken Hill City Council will be held in the Council Chambers on **Tuesday 20 May 2025 at 5:30pm** to consider the following business:

AGENDA	
1	Opening the Meeting
2	Apologies
3	Leave of Absence Applications
4	Prayer
5	Acknowledgement of Country
6	Acknowledgement of Broken Hill's Mining History
7	Minutes for Confirmation
8	Disclosure of Interest
9	Reports
10	Confidential Matters
11	Conclusion of the Meeting

STATEMENT OF ETHICAL OBLIGATIONS

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

LIVE STREAMING OF COUNCIL MEETINGS

This Committee Meeting is being livestreamed via YouTube and recorded and published online via Council's website. To those present in the meeting today, by attending in this public meeting you are consenting to your image, voice and comments being recorded and published.

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

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

JAY NANKIVELL
GENERAL MANAGER

MINUTES FOR CONFIRMATION

Minutes of the Community Development Committee of the City of Broken Hill held Tuesday, April 22, 2025.

**MINUTES OF THE COMMUNITY DEVELOPMENT COMMITTEE MEETING HELD
TUESDAY, APRIL 22, 2025 (5:42PM)**

PRESENT:

Councillor T Kennedy (Mayor), Councillors M Boland (Chairperson),
B Algate, H Jewitt and E. Gillett

Councillor A Chandler.

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

Media (Nil), Members of the Public (Nil)

APOLOGIES:

Councillor J Hickey (Deputy Mayor),

Procedural Motion

Moved Councillor Bob Algate, Seconded Councillor Hayley Jewitt

That the apology submitted on behalf of Deputy Mayor Hickey be accepted.

CARRIED UNANIMOUSLY

LEAVE OF ABSENCE APPLICATIONS: Nil

PRAYER

Mayor Kennedy delivered the Prayer.

ACKNOWLEDGEMENT OF COUNTRY

Councillor Gillett delivered the Acknowledgement of Country.

ACKNOWLEDGEMENT OF BROKEN HILL'S MINING HISTORY

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

MINUTES FOR CONFIRMATIONRecommendation

Moved Councillor Bob Algate, Seconded Councillor Hayley Jewitt

That the Minutes of the Community Development Committee meeting held Tuesday March 18, 2025 be confirmed.

CARRIED UNANIMOUSLY

DISCLOSURE OF INTEREST

Nil

1. BROKEN HILL CITY COUNCIL REPORT NO. 63/25 - DATED APRIL 15, 2025 - 2025/2026 EVENT SPONSORSHIP D25/17041

Recommendation

Moved Councillor Elaine Gillett, Seconded Councillor Bob Algate

1. That Broken Hill City Council Report No. 63/25 dated April 15, 2025, be received.
2. That Council provides \$10,000 to the 3rd Broken Hill Sea Scouts to reduce participation fees and activity costs for the Golden West Regional Camp from 27 September to 7 October 2025.
3. That Council endorse the provision of \$12,000 in-kind sponsorship for St Patrick's Race Club under the current Memorandum of Understanding.
4. That Council endorse the provision of \$25,000 in-kind support of the 2025 Mundi Mundi Bash.
5. That Council review its commitment to the Perfect Light Film Festival and makes it dependent on the organisers successfully obtaining additional corporate sponsorship.

CARRIED UNANIMOUSLY

2. BROKEN HILL CITY COUNCIL REPORT NO. 64/25 - DATED MARCH 19, 2025 - MINUTES OF THE S355 YOUTH ADVISORY COMMITTEE MEETING HELD 11 FEBRUARY 2025 D25/12709

Recommendation

Moved Councillor Hayley Jewitt, Seconded Mayor Tom Kennedy

1. That Broken Hill City Council Report No. 64/25 dated March 19, 2025, be received.
2. That the minutes of the S355 Youth Advisory Committee meeting held on 11 February 2025 be received.

CARRIED UNANIMOUSLY

CONFIDENTIAL MATTERS

Nil

CONCLUSION OF THE MEETING

There being no further business to consider, the meeting was declared closed at 5:49.pm.

The foregoing minutes were read and confirmed at the Community Development Committee meeting held on Tuesday 20 May 2025.

Chairperson

REPORTS

1. BROKEN HILL CITY COUNCIL REPORT NO. 76/25 - DATED MAY 05, 2025 - DRAFT FOOTWAY RESTAURANT SETTINGS POLICY FOR ADOPTION (D25/19857) 8
2. BROKEN HILL CITY COUNCIL REPORT NO. 77/25 - DATED MAY 05, 2025 - BROKEN HILL CITY ART GALLERY STRATEGIC BUSINESS PLAN 2025-2028 (D25/14227)28
3. BROKEN HILL CITY COUNCIL REPORT NO. 78/25 - DATED MAY 09, 2025 - ALBERT KERSTEN MINING AND MINERAL MUSEUM STRATEGIC BUSINESS PLAN 2025-2028 (D25/14328)78

COMMUNITY DEVELOPMENT COMMITTEE

May 5, 2025

ITEM 1

BROKEN HILL CITY COUNCIL REPORT NO. 76/25

SUBJECT: DRAFT FOOTWAY RESTAURANT SETTINGS POLICY FOR
ADOPTION D25/19857

Recommendation

1. That Broken Hill City Council Report No. 76/25 dated May 5, 2025, be received.
2. That Council notes that nil submissions were received during the public exhibition of the draft Footway Restaurant Settings Policy.
3. That Council adopts the Footway Restaurant Settings Policy as a Policy of Council, as originally written.

Executive Summary:

At the Council Meeting held 26 March 2025, Council resolved (Minute number 47799) that the draft Footway Restaurant Settings Policy be placed on public exhibition for 28 days.

The draft policy was subsequently placed on public exhibition for a period of twenty-eight days concluding on 28 April 2025, at which time Council received nil submission from the public.

Report:

Broken Hill City Council is responsible for assessment and approval of footway dining activities on any public land (including Public Roads) in the Broken Hill City Council Local Government Area (LGA) that is owned or under the care, control and management of Council. This particularly applies to footpath areas adjacent to public roads situated within the town and neighbourhood centres in the city.

Footway restaurants/cafés make a significant contribution to the quality of public places and urban life. They contribute to active vibrant streets with opportunities for economic activity, social interaction and leisure.

Broken Hill City Council's current Policy for Footway Restaurants was adopted in 2006, therefore it is required to be revised to meet the needs of local businesses and the community.

The 2006 Policy is brief and does not address modern day requirements such as requests for footway extension areas, types of furniture and barriers as well as other fixtures such as blinds, lighting and heating. This draft updated Policy aims to provide clear guidelines for applicants, staff, Council and the community with respect to Council's expectations in relation to footway dining.

The number of Footway Dining Applications in the Broken Hill LGA has increased in recent years.

The Policy will act as a guideline to promote and control the establishment, approval and operation of footway restaurants. It will also allow for the separation of the Policy and the Application.

The majority of footway dining occurs in the CBD area (Argent Street) and it is Council's responsibility to ensure that footway dining areas are appropriate for use by all community members. The policy also aims to ensure that pedestrian and traffic safety and accessibility will not be compromised by footway dining activities.

This report seeks endorsement of the Footway Restaurant Settings Policy for the purpose of adoption. Upon adoption the previous version of the Footway Restaurant Settings Policy will become obsolete.

Community Engagement:

The draft policy was placed on public exhibition for submissions to be received for a period of 28 days concluding on 28 April 2025 during which time, Council received nil submissions from the public.

Strategic Direction:

Key Direction:	1	Our Community
Objective:	1.5	Our built environment supports our quality of life
Strategy:	1.5.2 & 1.5.4	Maintain an attractive and welcoming Central Business and Activities District & Design and deliver pathways, walking trails and other pedestrian movement infrastructure to maximise access, inclusion and mobility

Relevant Legislation:

Food Act 2003

Roads Act 1993

Liquor Act 2007

Environmental Planning and Assessment Act 1979

Local Government Act 1993

Disability Discrimination Act 1992

Companion Animals Act 1998

The Companion Animals Amendment (Footway Dining Areas) Act 2010

Work Health and Safety Act and Regulations 2011

Financial Implications:

Nil

Attachments

1. [↓](#) Draft - Footway Restaurant Settings Policy

RAZIJA NU'MAN

DIRECTOR CORPORATE AND COMMUNITY

JAY NANKIVELL

GENERAL MANAGER

DRAFT FOOTWAY RESTAURANT SETTINGS POLICY

QUALITY CONTROL			
EDRMS REFERENCES	12/14 – D24/13464		
RESPONSIBLE POSITION	Manager Corporate and Customer Experience		
APPROVED BY			
REVIEW DATE	March 2029	REVISION NUMBER	1
EFFECTIVE DATE	ACTION	MINUTE NUMBER	
	Public Exhibition		
	Adopted		

1. INTRODUCTION

Footway cafés make a significant contribution to the quality of public places and urban life. They contribute to active vibrant streets with opportunities for economic activity, social interaction and leisure.

This document is Council's Footway Dining Policy and provides information for the public and for applicants seeking to use the footway for dining. The procedure has been developed internally as well as procedures that are required under legislation and provide guidance for Council in determining applications.

Council is responsible for assessment and approval of footway dining activities on any public land (including Public Roads) in the Broken Hill City Council Local Government Area that is owned or under the care, control and management of Council. This particularly applies to footpath areas adjacent to public roads situated within the town and neighbourhood centres in the city.

2. POLICY OBJECTIVE

The objectives of this policy are:

- To encourage footway dining in areas that are suitable for that purpose
- To add to the vitality of the streetscape character of centres within the City
- To provide opportunities for increased economic activity in the City
- To provide clear guidelines for applicants, staff, Council and the community with respect to Council's expectations in relation to footway dining
- To ensure that pedestrian and traffic safety and accessibility is not compromised by footway dining activities

- To ensure that adequate, sheltered and safe space is maintained for pedestrian access and circulation
- To ensure equitable access for all including people with disabilities
- To ensure that footway dining areas are maintained in a clean, healthy, tidy manner and remain attractive elements of Broken Hill City

3. POLICY SCOPE

These guidelines have been prepared and adopted by Council as a general policy to foster, promote and control the establishment, approval and operation of footway restaurants.

The requirements of this policy will apply generally however, each application will be determined on its merits. For this purpose Council reserves the right to depart from the requirements of the policy whenever it deems that such departure is in the interest of the City or is necessary to protect the amenity of the neighbourhood.

The provisions of the *Roads Act 1993*, the *Environmental Planning and Assessment Act 1979*, and the *Local Government Act 1993*, and Regulations shall apply in all respects where not specifically provided for in this policy and no approval shall be granted unless the proposal complies with the provisions of the Acts and approval.

4. POLICY STATEMENT

The following are the guiding principles and standards that Council must adhere to for the implementation of this policy.

4.1 Location and Site Criteria

This section provides details on location and site criteria for footway dining.

The most important local conditions to be considered in locating footway dining areas are:

- Proximity to associated approved food and drink premises;
- Available area for footway dining – footpath width and width of public space;
- Existing context including topography and footpath gradient, existing street furniture, the access points to nearby businesses;
- Siting and design of any existing footway dining in the locality;
- Proximity to residential areas; and
- Type of parking and the proximity to kerb.

4.1.1. Site Conditions and Associated Works

The ground surface must be suitably constructed and sufficiently level to support a proper layout and safe use of furniture.

Minor structures and changes to the footpath may be approved to achieve a suitable gradient. The applicant may also wish to undertake other streetscape works to accommodate the footway dining area. Such works may include planter boxes, lighting, safety barriers, etc. Any such changes or works require approval by Council and will be at the expense of the applicant/s.

4.1.2. Minimum Areas and Clearances

4.1.2.1. Minimum Areas

The minimum area for any footway dining is 4m² this minimum area is based on a layout of one table with four chairs (or two small tables with two chairs each). The number of tables and chairs permitted in the proposed area will be assessed on an individual basis.

Applications for smaller footway dining areas will be considered on a case-by-case basis.

4.1.2.2. Minimum Clearances (Setbacks)

For circulation, safety, accessibility and convenience, clearances are required around footway dining areas.

Locations on footways in business centres

A footway dining area may be located:

- Adjacent to the kerb/roadway
- Plaza locations i.e. Town Square
- Corner locations
- Other locations satisfying criteria outlined in this policy

The location will be determined considering local conditions, including the retention of a continuous accessible pedestrian corridor; the volume of pedestrian traffic; the location of existing footway dining areas, existing shop fronts and awnings; the location of streetscape elements including poles, signs, rubbish bins; and the location of any bus stops and taxi stands, etc. (refer also 4.1.3 Unsuitable Locations).

A clear unobstructed pedestrian corridor of 2 metres minimum must be maintained adjacent to the seating area or shop frontage (whichever is relevant) for clear passage of pedestrian traffic to allow for continuous accessible paths of travel at all times. Note: A pedestrian corridor of 1.8 metres may be approved in exceptional circumstances where the 2 metre corridor cannot be achieved.

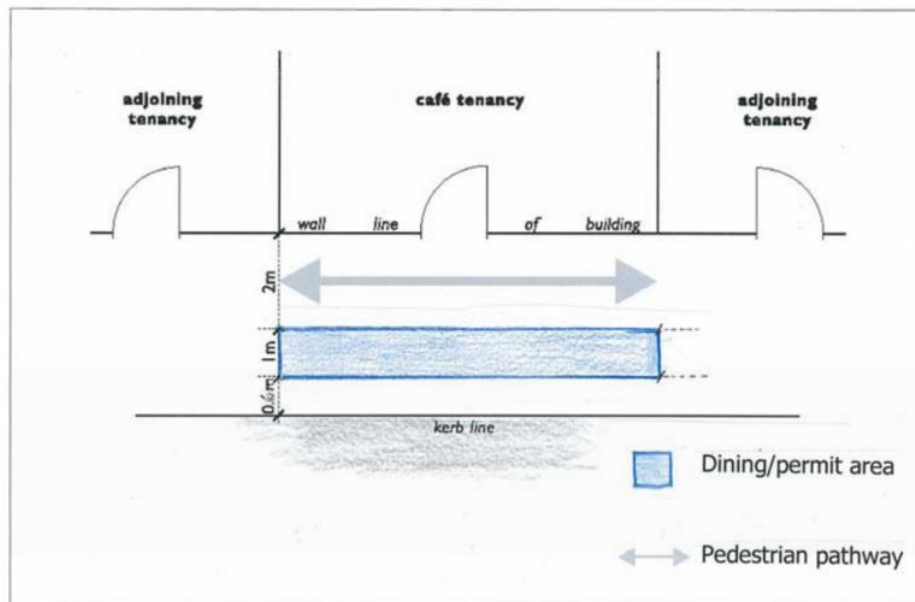
Footpath widths and configurations can vary. The diagram in Figure 1 illustrates pedestrian clearances required.

Adjacent to kerb/roadway

Where footway dining is proposed adjacent to kerbside parking, a minimum 600mm wide clear area must be provided adjacent to the kerb to allow motor vehicle doors to open unimpeded and to permit passage of pedestrians to and from vehicles (refer Figure 1). This distance may be increased depending on the road use and type of parking. For safety reasons, allowances for clear pedestrian passage may be increased depending on the volume of pedestrian activity, traffic speed and volume, and where required by Transport for NSW, particularly on classified roads. Barriers/wheel stops may also be required to be installed at the expense of the applicant/approval holder and to the satisfaction of Council.

Figure 1: The diagram below shows the location of the 2m wide pedestrian corridor where footway dining is proposed along the kerb line. Note the 600mm wide clearance from the kerb where there is a parking lane in the adjacent road.

Note: Equitable access is to be considered and clearances must have regard to current Access Standards including AS1428.



Where there is no kerbside parking, a suitable barrier/clear zone may be enforced in accordance with the approval issued and to the satisfaction of Council for safety considerations including preventing diners from walking directly onto the roadway and chairs being pushed onto the roadway. Installation will be at the expense of the applicant/approval holder.

Plaza locations

Where proposed in plaza locations, for example the Town Square, the footway dining area may be considered in locations not directly in front of the associated business. In these circumstances, it may be considered in close proximity to the respective café, restaurant, or hotel depending on:

- The design of the plaza area;
- The location of street furniture and services;
- Topography of the site and surrounds;
- Location of pedestrian corridors, service vehicle access, existing or planned for goods for display, street stalls; and
- Other matters with respect to the design of pedestrian and shared plaza areas, including the needs of adjacent businesses.

Corner locations

At street corners, a setback of at least 2 metres measured from the building corner applies exclusive of any obstruction or street fixture e.g. bench, tree, rubbish bin, pole etc. This is required to maintain safe sight distances for vehicles and pedestrians, as well as clear paths of travel and equitable access (refer Figure 2).

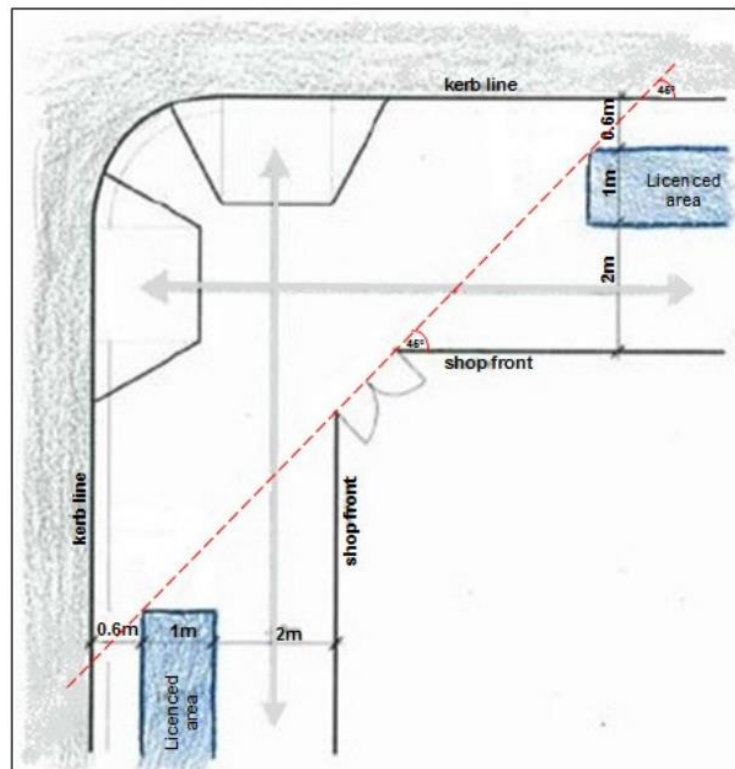


Figure 2: Footway dining areas are permitted on corner locations at street intersections subject to the required clearances being met. The diagram identifies the clearances required for safety and access considerations.

Other locations

In otherwise favourable locations, minor modifications of the nominated clearances may be approved if the objectives of this policy are met.

4.1.3. Unsuitable Locations

Footway dining areas will not be considered at bus stops, taxi ranks, near pedestrian crossings, or other areas where there is concentrated pedestrian traffic or vehicular traffic safety concerns.

Not all footpaths are suitable for use as footway dining areas, or may not have sufficient width to meet pedestrian access/vehicular access, sightlines etc.

Where a suitable pedestrian access corridor is unable to be provided, footway dining will not be permitted.

4.1.4. Limitations on the Use of Footpath Areas

The use of a footpath will generally be limited to the area situated directly in front of the food premises/restaurant, which provides the base for the footway dining activity.

it may also be necessary to limit footway dining activity to particular times of the day depending on local circumstances.

The *Liquor Act 2007* may also apply when determining the location of footway dining areas.

4.1.5. Extension Areas

In some circumstances, for example where a footway dining area is proposed outside a row of shops, consideration may be given to extending the footway dining into the area in front of the adjoining shop (refer to Figure 3). This consideration will require the written consent of the owner and the occupier of the adjoining premises to be submitted with the application.

Any changes to the ownership or occupancy of the adjoining premises will require the approval holder to seek a new consent from the owner and occupier. If this approval is not obtained, the area approved for use of the activity will be reduced to the footpath area immediately in front of the principle dining premises.

Footway dining approvals will also cease upon change of use or change of ownership of the principle dining premises or if the restaurant ceases to trade.

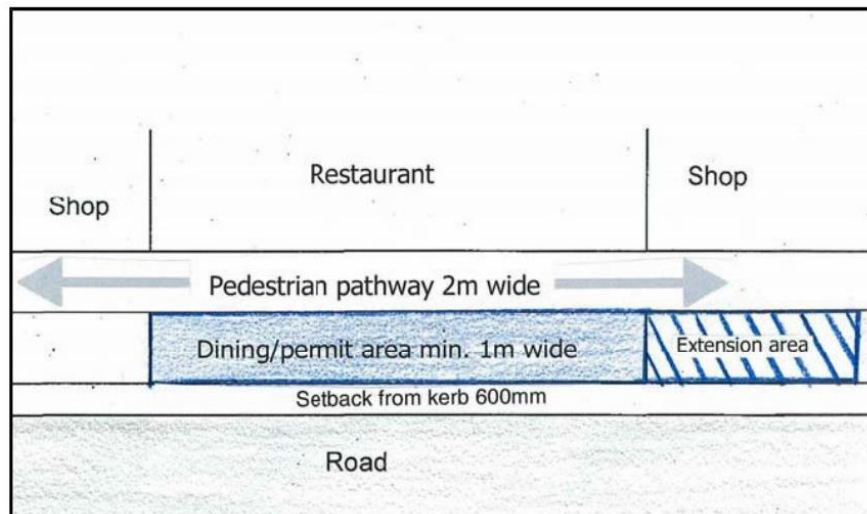


Figure 3: The diagram illustrates an example of an opportunity for extension of a footway dining area.

4.2 Furniture Guidelines

Footway furniture for the purpose of this policy includes shade structures, tables, chairs, heaters, and perimeter barricades.

This section provides guidance on the design requirements for both removable and fixed furniture associated with footway dining.

4.2.1. Furniture Layout

The layout and orientation of furniture should be chosen according to the size and shape of the available space. The available depth of a footway dining area depends on the width of the footpath; however, the minimum practical width for footway dining is 1m (refer to Figure 4).

The location of all furniture, barriers and the like, removable and fixed, must not extend beyond the boundaries of the approved footway dining area.

The approval holder is responsible to ensure patrons maintain furniture within the boundaries of the approved seating area at all times.

In kerbside locations where footway dining is located adjacent to parking, for safety reasons, the layout must be organised so that chairs must not be placed with their backs to the kerb.

Whenever possible, a footway dining area should visually relate to and be physically aligned with streetscape features.

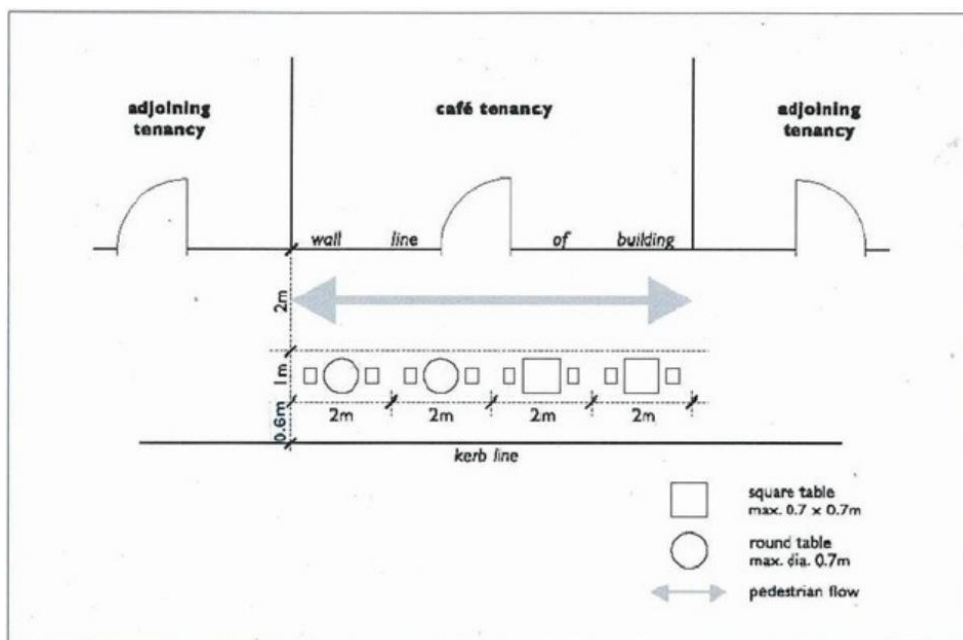


Figure 4: Example of a seating layout for a standard footpath. Chairs are sited so as not to intrude on the 2m wide pedestrian corridor.

4.2.2. Delineation of Boundaries

Council requires all footway dining areas to be delineated.

Barriers

The use of framed fabric barriers may be approved, provided they do not become a physical or visual obstruction within the public domain and do not have a detrimental impact on pedestrians.

Barriers may be considered between adjoining footway dining activities to separate the dining areas. Barriers should be provided where the footway dining area is located 600mm from the kerb line to prevent chairs and tables creeping closer to the kerb. The barriers prevent car drivers/passengers walking through the maze of tables and chairs to access the footpath. For safety purposes, barriers may be required to be designed to be energy absorbing (refer also Section 4.1.2.2 Minimum Clearances (Setbacks)).

Barriers must be of a colour and type that complements other furniture, such as umbrellas (refer to Figure 5).

Removable barriers, placed on public land, must be free standing and of a weight that is safe, durable and supports the design. The establishment of holes, location fasteners and penetration into a pavement surface is not permitted without Council approval.

All barriers require the approval of Council.



Figure 5: Example of a removable barrier.

Other

Other barriers that may be appropriate between the footway dining area and kerb area are planter boxes and landscape features. The design of such elements must be discussed and approved by Council.

All fixed elements require the approval of Council.

4.2.3. Furniture style

Footway furniture should make a positive contribution to the street environment. A furniture style that is practical, robust and attractive and complements the surrounding streetscape is encouraged. All furniture items, including umbrellas and barriers are to be approved by Council, details of which must be included in all applications.

Furniture should comply with the following criteria:

- Furniture should be strong, sturdy, durable, waterproof and weather resistant, designed for commercial footway use; of smart design approved by council prior to use;
- The design must not contain parts that are likely to cause damage to the pavement;
- The furniture must be suitable for the maintenance of public safety, comfort and hygiene;
- Particular care should be taken with any sharp edges, and hinges or other moving parts to ensure that they do not present a potential hazard to users;
- Furniture, in particular tables, must be able to be cleaned and not be of a design that allows particles of food to collect;
- All removable furniture must fold or stack for storage, and be readily removed and stored within the associated indoor premises;
- Furniture colour schemes must form part of any application. The design and colour should give consideration to the furniture in existing approved footway dining areas in the street, and access for the vision impaired (refer AS1428);
- Surfaces such as tabletops must be non-reflective;
- Any proposed items of furniture that are to carry advertising materials (logos, brand names etc.) must be detailed as part of the application.

Refer to Figure 6.



Figure 6: Examples of REMOVABLE Furniture Styles.

Note: These styles are illustrative only. Requirements may vary depending on proposed location of footway dining area. Favourable consideration may also be given to well designed, creative and individual alternatives.



Figure 7: Example of a FIXED Furniture Style.

Note: These styles are illustrative only. Requirements may vary depending on proposed location of the footway dining area. Favourable consideration may also be given to well designed, creative and individual alternatives.

4.2.4. Enclosure

Footway dining areas should enrich the pedestrian experience and public life. It is therefore important that they present an open inviting image and are easily accessible.

Full height solid screens are not preferred. Direct physical contact with the footway environment is an integral part of the experience of footway dining.

Roll-up blinds and the like

Where applicants propose the use of any form of enclosure for footway dining areas, such as roll-up blinds and the like, the enclosures are:

- to be used around no more than two sides of the footway dining area. In the case of a row of footway dining areas, should only be used on the perimeter of the entire row of footway dining areas so as not to work against the amenity of footway dining;
- must be retractable and not to be permanently rolled down (in the case of blinds) i.e. can be rolled up and down for use only in inclement conditions;
- not to cause any obstruction to the minimum path clearance required for public access (including access for the disabled);
- not to encroach the roadway or the approved seating area or be able to be blown into kerb edge/roadway area or pedestrian area;
- not to be located near any heating devices so as not to cause a potential fire hazard;
- to be securely fitted and installed to ensure that they withstand the effects of wind. Fixtures that penetrate or damage the pavement on Council's footpaths will not be permitted; and further that they be removed or closed in extremely windy conditions and must be removed when the footway seating area is not in use;
- not undermine the strength of the structure on which they are to be fitted;
- not to be used for the display of advertising;
- not to be positioned where vehicle sight distance is restricted for example at an intersection.

4.2.5. Umbrellas

Umbrellas are appropriate for providing shade and shelter; however, considerations with respect to safety are critical.

Umbrellas must:

- be installed to ensure that they are at all times securely fixed to withstand the effects of wind;
- be removed or closed in extremely windy conditions and must be removed when the footway seating area is not in use;

- not encroach on, or interfere with pedestrian movement, and must be at least 2.2 metres above the ground level at the lowest point;
- be manufactured from fire retardant material if adjacent to a heating device;
- be maintained in sound and aesthetically acceptable condition to the Council's satisfaction;
- not have general advertising but may include business premises identification and advertising associated with the associated food premises (e.g. coffee brand).

For other shade structures, contact Council for advice on whether such structures will require the consent of Council.

4.2.6. Heating Devices

Where the use of a heating device is proposed, details of the type, location and design must be included in the application. All heating devices are subject to approval, and the design of the device and the safety of persons and property will be the main consideration. Heating devices should turn off automatically if overturned to prevent injury to patrons and property.

4.2.7. Storage facilities

Adequate storage facilities will be required to be provided in the associated premises or in the building containing the associated premises for tables, chairs, umbrellas, heating devices, etc. when not in use (i.e. outside the hours of operation of the footway dining area).

4.2.8. Toilet facilities

Toilet facilities are to be made available to patrons in accordance with the requirements of the Building Code of Australia.

Toilet facilities are required to be available in the building occupied by the food and drink premises where alcohol is served or if the total seating provided, (indoors and footways) exceeds the prescribed number.

Inclusion of footway seating will increase the number of seats to a food and drink premises, and such an increase may require the provision of toilet facilities.

4.2.9. Advertising and signage

The name of the footway dining premises, its business name or logo may be placed on footway umbrellas, and other items of furniture, only if it:

- identifies the footway dining premises;
- is in the nature of a corporate logo or identification;
- is of a minor and integral element of the furniture design and does not have an excessive impact on the area of the café or the streetscape.

Details of all signage and advertising must be submitted for approval as part of the application.

4.2.10. Lighting

Any footway dining approved to operate outside daylight hours must have adequate lighting, to Council's satisfaction, to ensure the safety and amenity of patrons and the public. Lighting must not also cause a nuisance or injury to amenity.

4.3 Management Issues

This section provides an understanding of the ongoing management and operational matters required of footway dining areas.

4.3.1. Conditions of approval

The approval holder will be responsible for making sure the footway dining area is operated in accordance with the conditions attached to the approval, and where it applies, any conditions attached to the development consent.

Non-compliance will be enforced by way of a written warning for a first offence and a fine in all other circumstances. Continual non-compliance may result in the approval being revoked or enforcement action taken.

4.3.2. Fees

All fees associated with footway dining approvals are included in Council's Schedule of Fees and Charges for that financial year.

4.3.3. Approval Document

A copy of the Footway Dining Approval that includes a plan of the approved area must be kept on the premises and is to be produced on request by any authorised person. Approvals will be issued as part of Council's approval process.

4.3.4. Maintenance and Cleaning

All furniture must be maintained at all times in a physically sound and aesthetically acceptable condition to the Council's satisfaction. The approval holder is responsible for cleaning the approved footway dining area. It must present a clean, well-maintained image as specified in the conditions of the approval.

4.3.5. Waste Disposal

Street rubbish bins are not to be used for the disposal of waste associated with the operation of the restaurant, café or other food premises and the approval holder must have a suitable arrangement for commercial waste collection service.

4.3.6. Furniture Storage

Footway furniture must be removed and stored away from all public areas outside the hours of business operation or when not in use due to bad weather etc.

4.3.7. Table Service

The *Liquor Act 2007* may include requirements with respect to table service in the footway dining area where alcohol is served. Any requirements relating to table service that are set out in conditions of the applicable Liquor Licence must be complied with.

4.3.8. Alcohol

A Liquor Licence from Liquor and Gaming NSW needs to be obtained prior to the consumption of alcohol within the footway dining area. This includes Bring Your Own (BYO) Alcohol. Alcohol may then be supplied or consumed within the footway dining area, subject to requirements from Liquor and Gaming NSW and any conditions imposed by Council. The Liquor Licence must include the outdoor dining area.

In most cases, a Liquor licence will not be issued for a footway dining area, unless Development consent for the footway area to allow for serving and consumption of liquor, has been granted by Council. To seek Development consent, relevant information can be sought from Council's Planning team.

The applicant must provide evidence of the Liquor Licence to Council at the time of the Footway Dining Application.

4.3.9. No Smoking Policy

Refer to the *Smoke Free Environment Act and Regulations 2000* for further information.

4.3.10. Heating Devices

Heating devices must be removed from public land and appropriately stored when not in use.

4.3.11. Animals

The *Companion Animals Act 1998* Sec 14A enables café and restaurant owners to make a decision whether or not to allow dogs in footway dining areas, under certain circumstances, which are indicated in "the Act." This requirement relates to the responsibilities attached to food handling and it is the responsibility of the approval holder to comply with the requirements of relevant legislation.

Assistance animals are permitted in footway dining areas under the *Disability Discrimination Act 1992*.

4.3.12. Lighting

Lighting provided for footway dining is to be maintained to ensure the safety and amenity of patrons and the public. All lighting is to be installed in a manner which ensures that nuisance is not caused to passing-by vehicles or to neighbouring properties.

4.3.13. Insurance

All approval holders will be required to carry and maintain public risk liability insurance to the minimum value of \$20million with Broken Hill City Council listed as an interested party for footway dining purposes.

4.3.14. Change of Ownership or Use

Footway dining approvals will cease upon change of ownership, change of use of the principle dining premises or if the business ceases trading. A new application is required for any change of ownership.

4.4 Application Requirements

In all cases of footway dining, approval is required from Council to meet various legislated and policy requirements. The nature of the approval required might relate to one, two or three Acts (or more) and related policies. To assist applicants, Council has made the application process as streamlined as possible. This section assists in explaining the requirements for approval in the majority of cases.

4.4.1. Local Government Act 1993 and Roads Act 1993

Footway dining proposals also need approval under the *Local Government Act 1993* (where located on public land) and the *Roads Act 1993* (where the activity is on a public road/footway).

Application forms for an approval under the *Local Government Act 1993* or *Roads Act 1993* are available from Council's website at www.brokenhill.nsw.gov.au or Council's Customer Service Centre, 240 Blende Street, telephone (08) 8080 3300.

Any footway dining areas where it is intended to serve alcohol require a separate licence under the *Liquor Act 2007*. Further information can be obtained from Liquor and Gaming NSW.

If the application for footway dining is in a residential area or adjacent to a residential area and is likely to involve the consumption of alcohol, Council must consider the following matters in determining the application:

- whether the proposed use is likely to detrimentally affect the amenity of the surrounding residential area; and
- whether any objections to the proposed liquor licence are well founded.

4.4.2. Period of approval and variation of approval

Approvals will be valid for one financial year. An approval to use a footway or public space may be varied or revoked at any time.

It should be noted that pedestrian movement patterns are continuously monitored and may lead to variation or revocation of an approval at any time should Council consider it to be in the public interest to do so. In these circumstances, reasonable notice shall be given and a reasonable period of time, as set out in the approval, will be provided before the notice becomes effective. Notice periods will be abridged where there is any risk to public safety and amenity.

Approvals will automatically cease upon any change of ownership or occupancy of the associated premises or if the business ceases to trade.

Note: Applications to extend/renew the footway dining approval should be renewed at least two months before expiration of the approval if continuity of use is required. Otherwise, any use of the footway dining area must cease at the end of the financial year and all tables, chairs, umbrellas, barriers and the like are to be removed permanently or until a new approval is issued.

5. IMPLEMENTATION

The following Council officers are responsible for the implementation and the adherence to this policy.

5.1 Roles and Responsibilities

The following Council officers are responsible for the implementation and the adherence to this policy:

- General Manager
- Director Corporate & Community
- Manager Corporate & Customer Experience
- Environmental Health Officer
- Community Safety Officers
- Manager Planning and Development
- Town Planner

5.2 Communication

This Policy will be communicated to the community and staff in accordance with Council's Policy, Procedure and Process Framework and Council's Business Paper process. Following adoption by Council the Policy will be made available on Council's website.

6. ASSOCIATED DOCUMENTS

The following documentation is to be read in conjunction with this policy:

- Compliance and Enforcement Policy
- Shop Front Displays and Moveable Signs Policy
- Local Orders Policy
- Local Approvals Policy

7. REVIEW

Review of this policy will incorporate relevant legislation, documentation released from relevant state agencies and best practice guidelines.

The standard review period will be within each term of Council following the Local Government Elections, or as required to ensure that it meets legislation requirements and the needs of the community and Council. The responsible Council officer will be notified of the review requirements three (3) months prior to the expiry of this policy.

The Manager Corporate & Customer Experience is responsible for the review of this policy.

8. LEGISLATIVE AND LEGAL FRAMEWORK

Footway dining proposals require approval from Council. The most common location for footway dining is on part of the public footpath outside restaurants, cafes and other food premises, but may also be located on other public land in Council's ownership such as road reserves (land adjacent to carparks etc.), provided that the land is adjacent to a restaurant, café or other food premises.

There are a number of safety, accessibility, and amenity considerations with respect to footway dining proposals. These aim to ensure the comfort of footway diners as well as the comfort of the general public accessing areas in and around footway dining areas.

Council has various responsibilities to meet under the following legislation:

- *Local Government Act 1993*
- *Roads Act 1993*
- *Disability Discrimination Act 1992*
- *Companion Animals Act 1998*
- *The Companion Animals Amendment (Footway Dining Areas) Act 2010*
- *Liquor Act 2007*
- *Food Act 2003*
- *Work Health and Safety Act and Regulations 2011*

Part 4 of this policy outlines the requirements for applications to Council for approvals under the above listed legislation.

The *Roads Act 1993* and the *Local Government Act 1993* generally require that a person shall not carry out any activity on a public road or place without the approval of Council. The *Roads Act 1993* enables Council, as a road authority, to grant approval for limited use of Council's footpaths, roadways etc. which form part of a public road.

Sections 125, 126 and 127 and in some cases Sections 137-139 of the *Roads Act 1993* allow Council to grant approval for use of a footpath in association with an adjacent restaurant (being premises in which food is regularly supplied on sale to the public for consumption on the premises), as long as this use is not taken to constitute a public nuisance and does not give rise to an offence against the *Roads Act* or any other legislation.

Transport for NSW must also give approval for footway dining activities on classified roads.

9. DEFINITIONS

Authorised Officer shall mean an employee of a council generally or specially authorised by the council to be an Authorised Officer under the provisions of the *Local Government Act 1993*.

Business frontage shall mean the ground level property alignment of the business premises to the footpath.

Business premises shall mean the premises from which a business, trade or calling is conducted.

BYO shall mean Bring Your Own.

Carriageway shall mean an area that is open to or used by the public and is developed for, or has as one of its main uses, the driving or riding of motor vehicles.

Classified Road includes Main Roads, State Highway, Freeway, Controlled Access Roads, Secondary Roads, Tourist Road, Tollway, Transit way and a State Work as defined under the *Roads Act 1993*.

Footpath shall mean an area open to the public that is designated for, or has as one of its main uses, use by pedestrians and includes but not limited to a road reserve and nature strip.

Footway restaurant setting shall mean, but is not limited to, any table or chair, or any other thing placed on a footway for the use of the public to sit at, whether or not that person eats or drinks.

Intersection or junction shall mean the area where 2 or more roads (except any road-related area) meet and includes: (a) any area of the roads where vehicles travelling on different roads might collide, and (b) the area of any slip lane where the roads meet.

Kerb shall mean the area at the junction of the carriageway and the footpath whether it is a formed kerb or not.

Setting shall mean: - footway restaurant setting, consisting of one table with not more than 4 chairs per table.

COMMUNITY DEVELOPMENT COMMITTEE

May 5, 2025

ITEM 2BROKEN HILL CITY COUNCIL REPORT NO. 77/25

SUBJECT: BROKEN HILL CITY ART GALLERY STRATEGIC BUSINESS PLAN
2025-2028 D25/14227

Recommendation

1. That Broken Hill City Council Report No. 77/25 dated May 5, 2025, be received.
2. That Council endorses the Broken Hill City Art Gallery Strategic Business Plan 2025 – 2028 for the purpose of public exhibition.
3. That the Broken Hill City Art Gallery Strategic Business Plan 2025 – 2028 be placed on public exhibition for submissions to be received for a period of 28 days.
4. That Council receive a further report at the conclusion of the exhibition period, detailing submission and recommend changes arising, with a view to adopting the Broken Hill City Art Gallery Strategic Business Plan 2025 – 2028

Executive Summary:

Sharpe Advisory Consulting was engaged in 2024 to create the Broken Hill City Art Gallery four-year Strategic Plan (2025-2028). This plan takes an integrated approach to strategic planning with links to key Council policies and plans, the NSW Creative Communities policy and the Government's ACFP Strategic Priorities.

The Plan was created in direct consultation with key stakeholders and includes the elements required to align with Create NSW's multi-year funding requirements.

Report:

The Broken Hill City Art Gallery's strategic plan outlines a vision to cement its role as an influential contributor to the cultural life of Broken Hill and New South Wales.

A thorough analysis of the Gallery's operating environment and detailed stakeholder engagement resulted in the establishment of six strategic goals including:

- Offering diverse exhibition and workshop programs to a varied audience
- Boosting outreach and engagement through digital innovation
- Enhancing marketing efforts to boost attendance and participation
- Consolidating the existing collection with strategic accessions and deaccessions
- Campaigning for capital expansion to better feature the permanent collection
- Maintaining best practice in financial management and governance.

The Strategic Plan also outlines the Broken Hill City Art Gallery's artistic program of activities for 2025 – 2026 and is planned to provide an invigorating blend of regional creativity and diverse exhibitions.

Community Engagement:

June 2024 – Community sessions, Council session and Art Gallery Advisory session.

Strategic Direction:

Key Direction:	4	Our Leadership
Objective:	4.1	Openness and transparency in decision making
DP Action:	4.1.1.21	Maintain good governance and best practice methods and ensure compliance with various guidelines, legislation and report requirements

Relevant Legislation:

Local Government Act 1993

Local Government (General) Regulation 2021

Financial Implications:

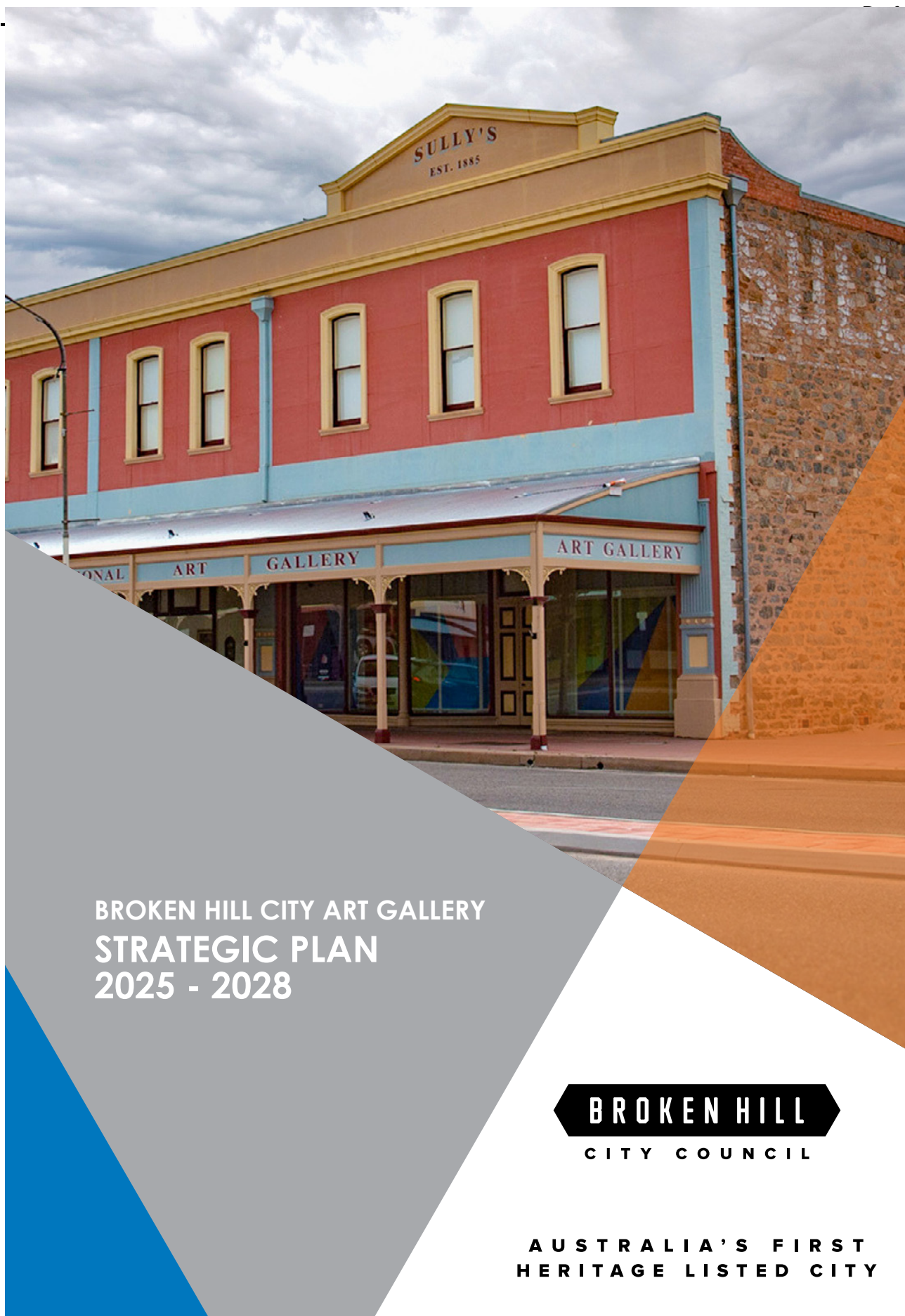
Nil

Attachments

1. [Broken Hill City Art Gallery Strategic Business Plan 2025 – 2028 Final Draft](#)

RAZIJA NU'MAN
DIRECTOR CORPORATE AND COMMUNITY

JAY NANKIVELL
GENERAL MANAGER



**BROKEN HILL CITY ART GALLERY
STRATEGIC PLAN
2025 - 2028**

BROKEN HILL
CITY COUNCIL

**AUSTRALIA'S FIRST
HERITAGE LISTED CITY**

The Broken Hill City Art Gallery wishes to acknowledge the traditional owners of the land, the Wilyakali people, and pay our respects to their elders; past, present and emerging.

The Gallery is committed to fostering and sustaining meaningful relationships with First Nations peoples, artists, communities and organisations.

First Nations art, culture, artists, and voices have become increasingly integral to the Gallery's artistic and educational programs.

Our team works both within the Gallery and across the wider arts sector to promote ethical engagement at every level of the arts landscape, while enhancing the visibility and leadership of First Nations art, culture, and communities.



Opening night of Ngaratya Exhibition - artists and family



Works exhibited during the Looking Through Windows Exhibition



Uncle Leroy Johnson performing at the Gallery



Opening night of Ngaratya Exhibition



Broken Hill City Art Gallery

Legal name: Council of City of Broken Hill
ABN: 84 873 116 132

Contact:
Gallery and Museum Manager
240 Blende Street, Broken Hill NSW 2880
PO Box 448, Broken Hill NSW 2880
08 8080 3113 | artgallery@brokenhill.nsw.gov.au
brokenhill.nsw.gov.au

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EXECUTIVE SUMMARY

The Broken Hill City Art Gallery's strategic plan outlines a vision to cement its role as an influential contributor to the cultural life of Broken Hill and New South Wales.

Few places in New South Wales rival the connection to visual arts that Broken Hill proudly holds. At the heart of this artistic hub stands the Broken Hill City Art Gallery, a pivotal institution with a vast and diverse collection that narrates the rich tapestry of regional NSW through art. As a key regional institution for regional artists and art enthusiasts, the Gallery is committed to showcasing its significant permanent collection and emerging talents and honouring First Nations art and culture.

However, this dedication means that the Gallery has surpassed the spatial limitations of its current venue. This strategic plan lays the groundwork for future growth, advocating for an expanded facility that meets the community's evolving needs for a dynamic, creative environment. In the immediate future, the focus will be on leveraging the Gallery's digitalisation project to extend the reach of its collection beyond its physical confines. In addition, this plan seeks to enhance the gallery's marketing, fundraising, and audience engagement strategies. This approach ensures that the Gallery continues to resonate with residents and attracts visitors to Broken Hill, who form a vital part of its patronage.



Broken Hill City Art Gallery, CXX 120 Year Permanent Collection Exhibition, 2024

This strategic plan is, therefore, about planning for the future and building the case for an expanded Gallery and Workshop space. In pursuing this expansion, the Gallery can truly address the community's needs for a vibrant creative space that celebrates the full range of artistic expression.

A thorough analysis of the Gallery's operating environment and detailed stakeholder engagement have resulted in the establishment of six strategic goals to achieve this vision:

Offering diverse exhibition and workshop programs to a varied audience

Enhancing marketing efforts to boost attendance and participation

Campaigning for capital expansion to better feature the permanent collection

Boosting outreach and engagement through digital innovation

Consolidating the existing collection with strategic accessions and deaccessions

Maintaining best practices in financial management and governance

VISION, MISSION AND HISTORY

VISION

Being an influential contributor to the cultural life of Broken Hill and NSW through our collaboration with our partners and communities to offer experiences that engage, challenge and inspire.

MISSION

To provide a dynamic cultural hub for Broken Hill and the region through supporting arts practice and engagement with the arts and by inspiring, stimulating ideas, and encouraging conversations.

HISTORY

Broken Hill City Art Gallery is the oldest regional art gallery in New South Wales. It was established in 1904 following the bequest of three major artworks by Mr George McCulloch, one of the founders of Broken Hill Propriety Limited (BHP).

Officially opened by the Governor General of Australia, Lord Northcote, the Broken Hill City Art Gallery was first housed in the Broken Hill's Technical College, then moved to the Entertainment Centre. As a part of Art Gallery's centenary celebrations, it relocated in 2004 to Sully's Emporium in Argent Street, in the heart of Broken Hill.

Many of the building's original features have been preserved in the refurbishment process, enhancing the visitor experience.



Above: Original Sully's building images

AREAS OF OPERATION

Broken Hill City Art Gallery is a cornerstone of the artistic landscape in Broken Hill. Its operations contribute to the cultural fabric of this beautiful part of NSW, renowned for its rich creative heritage and community.

THE GALLERY'S KEY AREAS OF OPERATION ARE:

Displaying and maintaining its permanent collection, which comprises a rich tapestry of historical and contemporary works that highlight the evolution and diversity of Australian art. This collection, carefully curated over many years, reflects Broken Hill's local heritage and broader Australian art movements, providing an ongoing source of inspiration and education for visitors.

Hosting an array of touring and temporary exhibitions. These exhibitions bring global and national art to the doorstep of Broken Hill, offering residents and visitors alike the chance to engage with artworks they might not otherwise encounter. Through these exhibitions, the Gallery enriches the local cultural landscape by providing a scope of work that complements the range of private galleries active in Broken Hill.

Staging exhibitions that showcase new works by both local and national artists. By providing a platform for emerging talent, the Gallery fosters artistic innovation and encourages dialogue between artists and audiences.

Delivering creative workshops for artists and community members. These workshops offer artists hands-on experiences to hone their craft and collaborate with peers. By facilitating these educational and creative experiences, the Gallery nurtures artistic skills and community bonds.

Venue hire for civic and private events, reinforcing the Gallery's role as a community gathering place. The Gallery strengthens its ties with the local community through events that celebrate cultural diversity and civic pride.

Maintaining a retail shop allows the Gallery to offer art lovers and collectors an opportunity to purchase unique pieces, further supporting the arts community.

Finally, Broken Hill City Art Gallery functions as a focal point for Broken Hill's artistic community, fostering connections that drive the cultural life of the region.

ALIGNMENT WITH BROKEN HILL CULTURAL PLAN 2021 - 2040

The Broken Hill Cultural Plan 2021-2040 recognises the vital role of arts and culture in shaping its local community. It also outlines the region's rich history of supporting arts and culture. The plan outlines a long-term vision for culture in Broken Hill and provides a roadmap for Council, community and partners to work together in future planning for cultural infrastructure, events, programs, partnerships and funding.

It outlines three focus areas to concentrate efforts on:

FOCUS AREA	PEOPLE AND COMMUNITY	SPACES, ASSETS AND PLACES	SECTOR CAPACITY BUILDING
RELEVANT GOALS	1.1, 1.2, 1.4, 1.5, 1.6, 1.8 & 1.9	2.1, 2.2 & 2.3	3.3, 3.5, 3.6 & 3.7
THE STRATEGIC PLAN ALIGNS THROUGH...	Increased involvement by First Nations & Youth, Increased community participation, increased marketing, and enhanced spaces for Broken Hill residents to enjoy the arts.	Increased opportunities for cultural tourism, creative activation, & conservation of collections,	Arts employment, supporting creative business, delivering arts programs, supporting research opportunities,



Pro Hart Outback Art Award 2024, Rick Ball, Desert People (foreground), Clark Barrett, The Dance of Woolshed Calligraphy (Background right), Joshua de Gruchy Thoughts Upon that Bushland Throne (Background left)

AUDIENCES AND SECTOR DEVELOPMENT

Broken Hill City Art Gallery is a critical part of the thriving visual arts scene of Broken Hill, strategically increasing its attendance and enriching the cultural ecology of New South Wales.

Despite the city's distance from major urban centres, its vibrant art scene acts as a major tourism drawcard and contributes significantly to Broken Hill's economy. The Gallery employs a multi-faceted strategy to increase visitor numbers by regularly rotating exhibitions and maintaining continual engagement with tourism and accommodation providers. This proactive approach, coupled with ongoing communications and marketing campaigns, ensures the Gallery remains at the forefront of tourists' itineraries, offering a uniquely Broken Hill experience infused with the local culture and heritage. The Gallery also continues to engage with the local community, ensuring good custodianship and regular exhibition of the permanent collection, which is a source of strong pride for many in the community.

With an annual influx of over 250,000 visitors flocking to see artworks across 27 galleries, the Gallery capitalises on its position as the city's largest and most diverse collection to draw national and international tourists.

"Beautiful exhibition space retaining elements of its heritage"

"Fabulous facility – thank you Broken Hill Council!"

"Thank you for giving Aboriginal artists a voice"

"Incredible to see the Indigenous art in all the mixed media – thank you"

"Best composed exhibition of First Nations art I have ever seen!"

"Loved the space and the powerful First Nations' pieces."

Integral to strengthening the visual arts as an art form, the Gallery hosts regular artist residencies and attracts notable artists, enriching NSW's wider visual art sector. The annual Pro Hart Outback Art Prize supports emerging talent and allows for the acquisition of new works that enhance the existing collection, continually evolving the Gallery's offerings. Such initiatives bolster the Gallery's reputation as a crucial player in artistic development and collaboration, providing a platform where artists can showcase their craft to a wider audience. In addition to the Pro Hart Outback Art Prize, the Gallery hosts the annual Maari Ma Indigenous Art Awards, which aims to foster and promote emerging and established Indigenous artists in Broken Hill and its surrounding communities.

In carving out its role within the cultural ecology of NSW, the Gallery is a key example of excellence in regional cultural tourism. Showcasing a robust and dynamic arts environment underscores the significance of art in community identity and connectivity. As the major arts institution in Broken Hill, the Gallery enhances the region's cultural infrastructure, illustrating how art can transform communities and perpetuate cultural dialogue on both a local and regional level.



Dr Lorina Barker, Looking Through Windows exhibition, 2024

CONTRIBUTION TO LOCAL TOURISM



Tourism stats from Patternmakers. 2024, "Cultural Tourism in Regional NSW".

The Gallery plays a vital role in the region's cultural tourism growth, serving as a core attraction that draws art enthusiasts and curious travellers alike.

As the largest gallery in the city, it acts as a tent pole destination, offering vibrant experiences around which entire trips to Broken Hill can be planned. The Gallery boasts critical pieces within its collection, including works by the renowned "Brushmen of the Bush," which are a significant draw for visitors eager to immerse themselves in the unique cultural narrative of outback Australia.

Notably, 90% of Gallery visitors are tourists, a testament to its existing influence in the cultural tourism sector. This strategic plan aims to leverage this appeal by increasing the visibility and accessibility of the Gallery's physical and digital collections. This enhanced focus promises to attract more tourists and provide them with richer, more engaging experiences, further cementing the Gallery's role as an essential part of Broken Hill's cultural tourism landscape.

Executive Summary

Strategic Plan 2025-2028



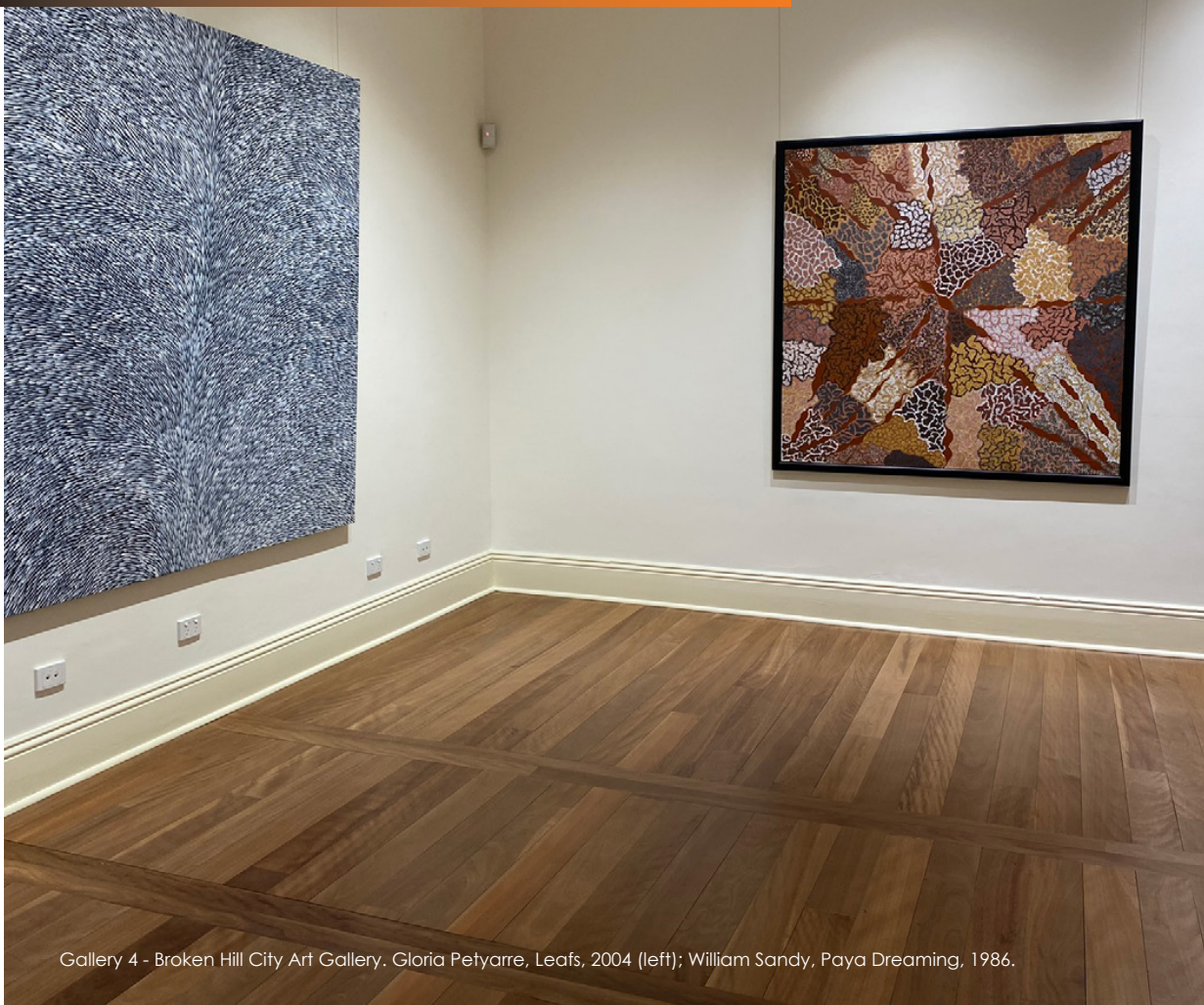
Pro Hart Outback Art Award 2024 Finalists, Margaret Campbell, Desert Mirage, 2024 (foreground), Kelly Leonard, Transmission, 2024 (background)

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Broken Hill City Art Gallery

OUR COLLECTION

Since its inception in 1904, Broken Hill City Art Gallery has acquired and grown a collection of national importance that represents the diversity and character of the City.



Gallery 4 - Broken Hill City Art Gallery. Gloria Petyarre, Leaves, 2004 (left); William Sandy, Paya Dreaming, 1986.

Reflecting the region's identity, spirit and sense of place, the Collection is an important source of inspiration that stimulates public discourse & debate and returns long-term cultural benefits to the local community.

The Collection consists of more than 2,000 colonial, modern and contemporary Australian artworks, predominantly paintings and works on paper, by artists including Rick Amor, Charles Blackman, Arthur Boyd, Noel Counihan, Liz Cumming, George Gittoes, Barbara Hanrahan, Mandy Martin, Clifton Pugh, Lloyd Rees, Gary Shead & Tim Storrier.

It also has a strong representation of leading Aboriginal artists, including Clifford Possum Tjapaltjarri, Michael Nelson Tjackamarra, William Sandy, David Malangi, Emily Kame Kngwarreye, Susan Marrawarr, Gordon Hookey and Badger Bates. The cultural history of Broken Hill is extensively surveyed through works by JC Goodhart, Sam Byrne, Robert Emerson Curtis, May Harding, Hoppy Hopgood, and Pro Hart.

The Collection is further enhanced through the generous donation or gift of artworks and through the Gallery's acquisitive award, The Pro Hart Outback Art Prize (sponsored by the Hart Family).

Enhancing the Collection and making it more accessible are critical components of this Strategic Plan. Over the next four years, the Gallery aims to use digital technology to make more of the collection outside its walls and undertake strategic accession and de-accessioning to ensure its ongoing vibrancy while retaining its vital local and historical significance. In addition, we will also seek to grow the representation of female artists in the Gallery, seeking an increase in works by female artists of 10% per annum.

Community Galleries - Broken Hill City Art Gallery



SUMMARY OF ACHIEVEMENTS

BETWEEN FY21 AND FY24		36,486 Visitors	54 Exhibitions	437 Events	
VISITOR PROFILE	35% One-time visitors	28% First-time visitors	47% Over 55s	25-44 Age that Overseas visitors are most likely to be	
EDUCATION + PUBLIC PROGRAMS (2023)					
16 Exhibitions	1 Art Award	92 Workshops for young people	15 Workshops – skill based for adults	39 Tours	15 Other events
SERVICE AREA					
323,477km ² Size of the Gallery's broader catchment area, the Far West Region. This makes up over 40% of NSW.			25 Townships Where the Gallery promotes & delivers its programs and activities to as well as being the cultural hub of Broken Hill.		
DIGITAL REACH		5,291 Facebook followers	3,524 Instagram followers		

Broken Hill City Art Gallery has marked an impressive milestone by celebrating its 120th anniversary in 2024, a testament to its longstanding contribution to the region's cultural fabric.

Over the years, the Gallery has built a legacy of promoting and showcasing diverse talent, which is exemplified through initiatives like the Maari Ma Indigenous Art Awards. With a substantial total prize pool of \$12,500, these awards recognise and support Indigenous artists, fostering creativity and cultural expression.

The Gallery's commitment to celebrating artistry is further highlighted by the Pro Hart Outback Art Prize, which offers a total prize pool of \$23,000, alongside an acquisition for the collection. This prize provides a significant platform for artists to showcase their works and be recognised within a prominent collection.

The Gallery's extensive collection of colonial, modern, and contemporary Australian art is nationally significant and a source of considerable pride among the Broken Hill community. It includes works by Arthur Streeton, Rupert Bunny, George Lambert, Noel Counihan, John Olsen, Clifford Possum Tjapaltjarri, Emily Kame Kngwarre, and Michael Nelson Tjackamarra. The gallery also showcases the work of local and regional artists, such as Sam Byrne, William 'Badger' Bates, Jim Paterson, and Pro Hart.

A pioneering effort in the digital age, the Gallery has successfully digitised its collection and made it accessible online, ensuring that art enthusiasts worldwide can appreciate its treasures. This initiative goes hand-in-hand with the ongoing cataloguing and conservation of its permanent collection, comprising over 2,000 Australian and international works valued at over \$10 million. Such efforts guarantee the preservation and accessibility of artwork for future generations.

In a remarkable achievement, the exhibition "Barka: The Forgotten River" by Barkandji elder Badger Bates and artist Justine Muller, which initially debuted at the Gallery, was transferred to the Australian Museum in 2023. This transfer underscores the Gallery's influence in elevating important cultural narratives on a national stage.

This was further enforced with the exhibition, 'ngaratya (together, us group, all in it together)', an exhibition which brought together six Barkandji/Barkindji artists, Nici Cumpston, Zena Cumpston, David Doyle, Kent Morris, Adrienne Semmens, and Raymond Zada, who explored the artists' homelands and Ancestral connection through over 50 newly commissioned works.

Among its diverse exhibitions, the Gallery has recently presented "THIS IS WHO I AM: Expressions of Queer Power from Far West NSW" in 2024, as part of the Broken Heel Festival. Additionally, the inclusion of exhibitions from cutting-edge artists such as Luke Scibberas and Sunno Mitchell, alongside pieces by the legendary Brushmen of the Bush" like Pro Hart, Eric Minchin, Jack Absalom, John Pickup, and Hugh Schultz, illustrates the Gallery's ongoing commitment to celebrating both contemporary and traditional art forms.

During the post-COVID era, from 2022 through to the current day, the Gallery has held over 100 exhibitions and has successfully hosted more than 500 individual programs, comprising workshops for youth, skills-based workshops for adults, and workshops for Indigenous skills development and performances.

FUTURE PROGRAMS AND PROJECTS



Touring Gallery - Broken Hill City Art Gallery

Broken Hill City Art Gallery's artistic program for 2025 is planned to provide an invigorating blend of regional creativity and diverse exhibitions.

Combining a remarkable range of work by local artists with visiting exhibitions, the program highlights emerging talents from regional New South Wales. As key staples, the Pro Hart Outback Art Prize, the Maari Ma Indigenous Art Awards and the Gallery's artist-in-residence program, the Open Cut Commission, continue to exemplify the commitment to honouring artistic excellence and cultural heritage. These flagship events celebrate established artists and pave the way for newcomers to gain visibility in the broader art community.

This year's program will also feature a rich array of workshops, engagement activities, and performance events, creating opportunities for new audiences to engage creatively and connect with the gallery in meaningful ways. Together, these initiatives reinforce the gallery's ethos of fostering a vibrant, inclusive art scene representing Broken Hill while exploring new expressions of creativity. See Appendix B for full details.

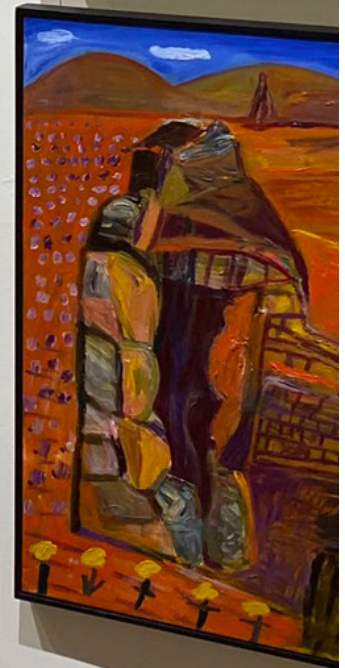
In addition, the program will underline the need for the Gallery's expansion and associated Workshop space, by demonstrating ongoing demand for exhibition and opportunities to participate in art making.

Executive Summary

Strategic Plan 2025-2028



ARTIST NAME
ARTIST BIOGRAPHY
ARTIST STATEMENT
ARTIST CONTACT INFORMATION



Broken Hill City Art Gallery's Permanent Collection exhibition, 2024

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Broken Hill City Art Gallery

PROGRAMMING PRINCIPLES

COMMUNITY

We present works by and for our local community, showcasing our Collection and local contemporary artists

PLACE

We celebrate the unique aesthetics of our City and our region

DIVERSITY

We acknowledge and represent our City's rich diversity, which underpins our regional identity

INNOVATION

We embrace our rich history of thinking innovatively and delivering original and creative outcomes



Opening night, ngaratya exhibition, 2024

EACH YEAR WE SEEK TO PROGRAM

12-16 Exhibitions (4 rounds with 3-4 shows in each)

2 Artist in Residence program

50 workshops for schools and young people

10 art skills development workshops (run by artists)

4 artist talks/lecturers (to complement the exhibition program)

12 programs and events (including movie night, music, food event, member events, etc.)

A range of ongoing private functions, events, ceremonies and commercial hire

The ongoing development and digital exhibition of the Collection

Executive Summary

Strategic Plan 2025-2028

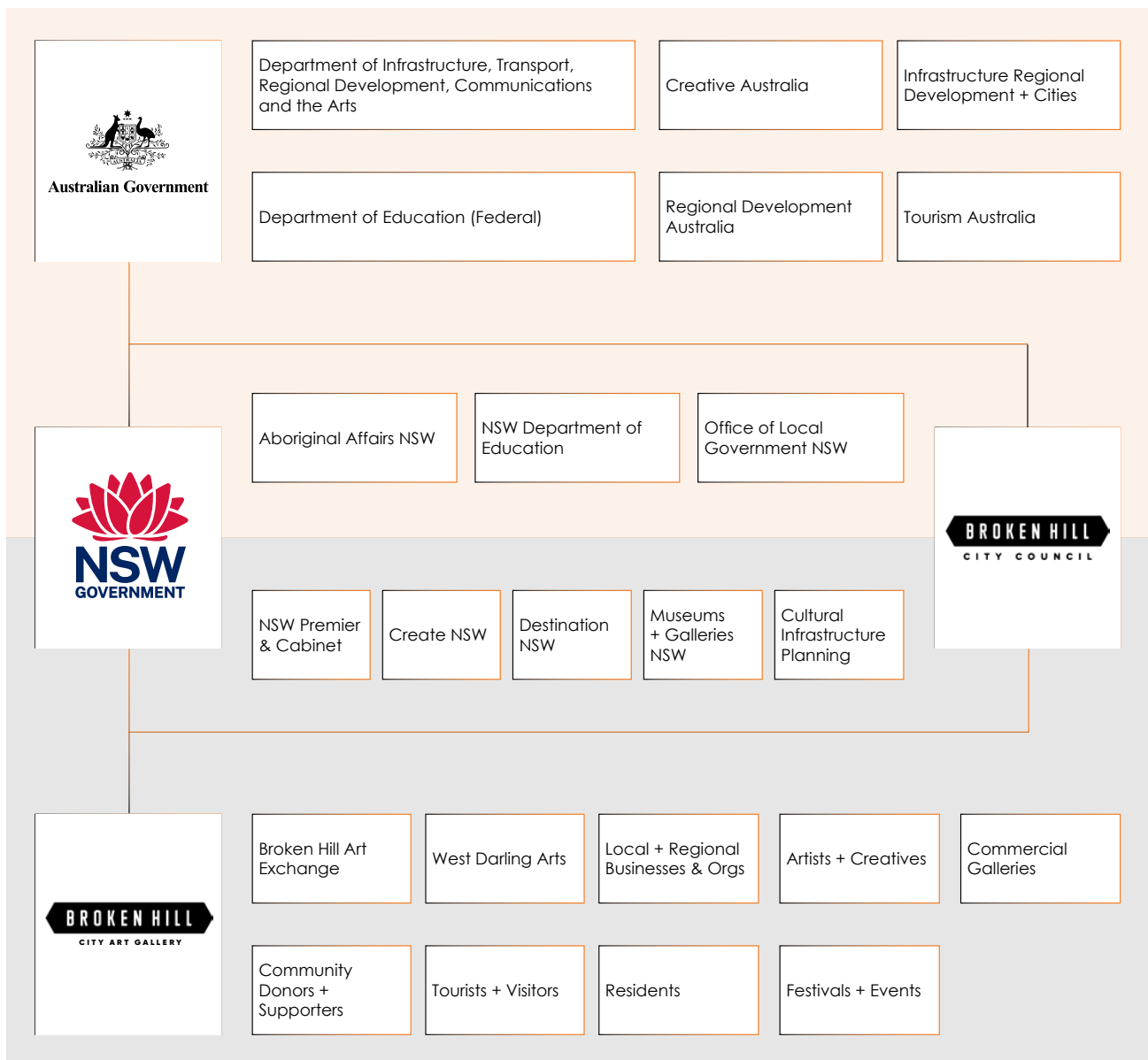


Opening night, Dr Lorina Barker, Looking Through Windows exhibition, 2024

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Broken Hill City Art Gallery

ANALYSIS OF INTERNAL AND EXTERNAL OPERATING ENVIRONMENTS



A detailed examination of the Gallery's internal and external operating environments has guided the formulation of this strategic plan. The Gallery operates in a vibrant cultural setting, a well-regarded local institution with a nationally significant collection. As a key player in a city with a strong visual arts presence, the Gallery benefits from high tourist attendance and strong community ownership, bolstered by good leadership and a committed team. However, challenges such as limited display space, a lack of comprehensive fundraising strategies, and geographical isolation pose weaknesses that impact operational efficiency.

Opportunities include the potential for commercial space hiring, involving more school groups, and expanding into new spaces like the Workshop area. Community engagement can be enhanced through building on the existing artist residencies program and increasing support for local artists. Nevertheless, threats like the need for political support, competition from other galleries, and economic uncertainties require strategic navigation. The gallery must also manage environmental controls for its collection. Sustaining a high level of civic pride while addressing these challenges is pivotal.

STRENGTHS

- Well-regarded local institution
- Breadth of the collection (of national significance)
- High tourist attendance
- Broken Hill is a visual arts town/cultural economy
- Good leadership and committed team
- Attracts interest from artists/researchers/visitors outside BH
- Strong community ownership of collection
- Strong civic pride

WEAKNESSES

- Limited space to display an extensive collection
- Lack of fundraising strategy, staff & resources
- Low number of local ambassadors to champion the Gallery
- Comms/marketing: getting the word out
- Geographical isolation
- Lean staffing

OPPORTUNITIES

- Greater commercial hiring of Gallery space
- Getting more school groups in/pop-up kids space
- Building the case for the capital expansion into the Workshop space/car park
- Galvanising support base
- Building on existing artists residency program
- Getting more of the collection out of the building
- Ticketed entry for selected exhibitions
- Build on previous work with prisoners and health staff with tailored art programs.

THREATS

- 355 committee structure limits fundraising potential
- Competition from other galleries (local and for touring opportunities)
- Economic threats; need to maintain revenue
- Maintaining environmental controls in the upstairs gallery (works on paper)

STRATEGIC GOALS AND INDICATORS

Over 2025 - 2028, Broken Hill City Art Gallery aims to extend its activities and further consolidate its position as a premier cultural institution in Broken Hill and regional NSW. We aim to enhance engagement and community involvement by finding new and innovative ways to reach more residents and visitors.

To achieve this, we are concentrating on six strategic pillars that will elevate the Gallery's reputation and engage a broader audience.

1

By building on our exhibition and workshop programs, we will offer diverse cultural experiences catering to various interests and age groups. These programs will celebrate our permanent collection and showcase new work and emerging artists.

2

Enhancing our marketing and communications efforts to grow attendance and participation, and connect effectively with our community.

3

Development of a business case for a much-needed expansion of the Gallery, allowing us to showcase our permanent collection better and further support local artists. This will mean investing in our fundraising capacity.

4

Our outreach and engagement initiatives will be boosted to bring the Gallery and its collection to the attention of more visitors and residents of Broken Hill. A key initiative here will be the digital display of the collection outside the Gallery's walls.

5

We will continue our strategic consolidation of our collection to ensure we preserve and highlight our cultural assets carefully and precisely.

6

Underpinning all these efforts is our unwavering commitment to best-practice financial management and governance, ensuring our plans are sustainable and grounded in fiscal responsibility.



Broken Hill City Art Gallery's Permanent
Collection exhibition, 2024

OUR KEY FOCUS AREAS ARE:

Delivery of the artistic program

Increased marketing

Increased engagement with a
business case for expansion

Enhancing the Collection

Digital outreach

Fundraising strategy and costs

AREA OF OPERATION 1

EXHIBITION AND WORKSHOP PROGRAM

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Exhibitions	#	12	12	12	12
Goal 2	Workshops	#	80	80	80	80
Goal 3	Performances	#	4	4	4	4

AREA OF OPERATION 2

GROWING ATTENDANCE & PARTICIPATION, THROUGH ENHANCING COMMUNICATIONS

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Greater reach and following on specific channels	# of social media followers	Increase of 5% on the previous year's reach	Increase of 5% on the previous year's reach	Increase of 5% on the previous year's reach	Increase of 5% on the previous year's reach
Goal 2	Use other networks to get our message out	# of partners	1-2 partners added annually	1-2 partners added annually	1-2 partners added annually	1-2 partners added annually
Goal 3	Drive comms towards attendance	Greater attendance	Increase of 10% on previous year's attendance	Increase of 5% on previous year's attendance	Increase of 5% on previous year's attendance	Increase of 5% on previous year's attendance

AREA OF OPERATION 3

CAMPAIGN FOR CAPITAL EXPANSION

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Activate the friends of the gallery (combine with membership offer)* driving local attendance	Activated and membership growing	In place	5% increase in membership	5% increase in membership	5% increase in membership
Goal 2	Fundraising strategy in place for capital works projects, such as the development of the Workshop.	\$ raised	\$50,000	10% increase on the previous year	10% increase on the previous year	10% increase on the previous year

AREA OF OPERATION 4

BOOSTING OUTREACH & ENGAGEMENT

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Digital exhibition of works outside the Gallery work	# of screens	2 screenings	5 screenings	5 screenings	5 screenings
Goal 2	The acquisition policy for digital art clearly notes works created with AI technology.	# of artwork	1 new digital work acquired	1 new digital work acquired	1 new digital work acquired	1 new digital work acquired
Goal 3	Growing engagement & workshops, particularly for schools	0.5 FTE engagement officer employed,	Position established	Position maintained	Position maintained	Position maintained

AREA OF OPERATION 5

CONSOLIDATING THE COLLECTION

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Strategic accession and de-accessioning of the collection (identify gaps in the collection)	Strategic accession and de-accessioning take place each year	Strategic accession and de-accessioning take place	Strategic accession and de-accessioning take place	Strategic accession and de-accessioning take place	Strategic accession and de-accessioning take place
Goal 2	Grow female representation with collection	# Artworks by female artists	Increase by 10% of artists represented	Increase by 10% of artists represented	Increase by 10% of artists represented	Increase by 10% of artists represented

AREA OF OPERATION 6

MAINTAINING BEST PRACTICE FINANCIAL MANAGEMENT AND GOVERNANCE

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Pursue commercial opportunities, such as venue hire and events, coffee cart	% of earned revenue to total revenue	5% increase per year	5% increase per year	5% increase per year	5% increase per year
Goal 2	Review the roles and responsibilities of the AAC to add more strategy and fundraising aims/expertise.	Review undertaken and changes made.	The review is complete; roles are revised, and strategy and fundraising expertise are added.	Maintained and led a role in a capital campaign for extension undertaken.	Maintained and led a role in a capital campaign for extension undertaken.	Maintained and led a role in a capital campaign for extension undertaken.
Goal 3	Dedicated strategy and resources for fundraising	Strategy in place and \$ raised	\$10,000	10% increase on the previous year	10% increase on the previous year	10% increase on the previous year

Strategic Goals & Indicators

Strategic Plan 2025-2028



Permanent Exhibition Gallery, Broken Hill City Art Gallery, 2024

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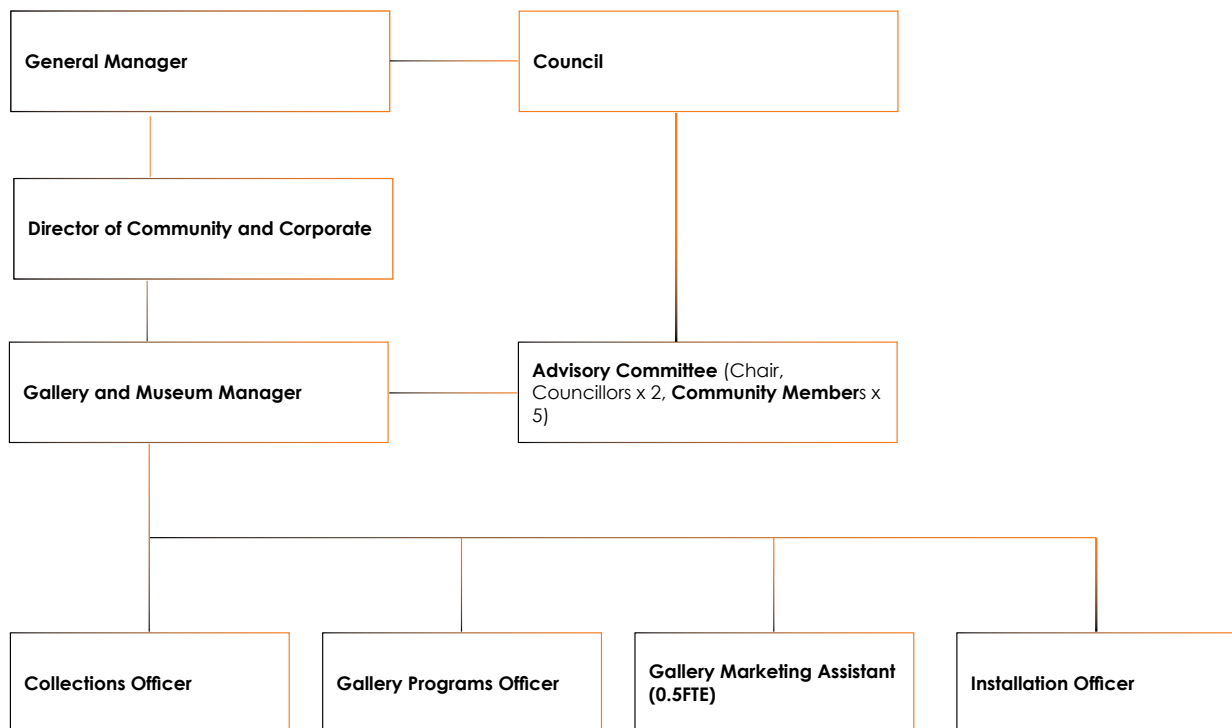
Broken Hill City Art Gallery

GOVERNANCE

The Broken Hill City Art Gallery operates under the guidance of an Art Gallery Advisory Committee, a Section 355 committee of the City of Broken Hill Council. This group plays a pivotal role by offering strategic advice on curatorial, cultural, and programming matters, ensuring the gallery's offerings remain dynamic and relevant.

The Gallery falls under the Broken Hill City Council's key operational area of Corporate and Community, which is overseen by the Director of Corporate and Community.

The core team driving the Gallery's vision comprises five staff members and a small group of dedicated volunteers assist with visitor liaison and running the retail shop.





Governance

Strategic Plan 2025-2028

Permanent Exhibition Gallery, Broken Hill City Art Gallery, 2024

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Broken Hill City Art Gallery

MODERN WORKPLACE CONDITIONS

As an integral component of the City of Broken Hill Council, we pride ourselves on maintaining comprehensive policies that support progressive workplace standards reflective of our organisational values.

Our commitment to fair pay and conditions manifests in paying staff according to established award rates and compensating artists in line with NAVA guidelines, ensuring that all contributors receive what they rightfully deserve.

Regarding health and safety, we strictly comply with Occupational Health & Safety regulations and policies, fostering a secure and healthy work environment for everyone. Specifically, the Gallery adheres to the Broken Hill City Council General Manager's Statement of WHS Commitment.

Our dedication to equal opportunity is reflected in our robust practices that guarantee inclusivity, allowing all individuals to thrive regardless of gender, race, religious beliefs, or sexual orientation.

Recognising the need for work flexibility, we offer our staff various flexible work patterns, including working from home, accommodating diverse lifestyle needs and promoting work-life balance.

Furthermore, our commitment to a respectful and supportive workplace is underscored by our comprehensive anti-bullying policies designed to protect and empower our staff.

Lastly, we adhere to rigorous protocols to ensure our supply chains are free from modern slavery, demonstrating our unwavering commitment to ethical practices.



RISK ASSESSMENT

DAMAGE TO THE COLLECTION

Likelihood: Medium

Impact: High

Mitigation Strategy: Maintain stringent handling procedures and regular maintenance schedules for all art pieces. Invest in security and climate control systems to protect the collection from environmental damage and theft. Train staff in preservation techniques and emergency response procedures to minimise potential damage during unforeseen events.

LACK OF IMPACT THROUGH LIMITED SPACE

Likelihood: Medium

Impact: Medium

Mitigation Strategy: Plan a capital expansion campaign to increase gallery space. Optimise current space usage through innovative exhibition designs and rotating displays. Collaborate with other venues for off-site exhibitions, extending the gallery's reach and presence in the community. Use digital exhibition to showcase the collection in spaces other than the Gallery.

FINANCIAL MISMANAGEMENT

Likelihood: Low

Impact: High

Mitigation Strategy: Maintain a robust financial management framework, incorporating best practice governance and audit routines. Regular financial reporting and review meetings will ensure transparency and accountability.

POOR ATTENDANCE THROUGH LACK OF EFFECTIVE COMMUNICATION

Likelihood: Medium

Impact: Medium

Mitigation Strategy: Enhance communication strategies by leveraging digital marketing and social media platforms to reach a wider audience. Develop targeted campaigns for various demographic segments, focusing on engaging content and consistent messaging. Evaluate and refine these strategies regularly based on attendance data and community feedback.

LOW COMMUNITY ENGAGEMENT

Likelihood: Medium

Impact: Medium

Mitigation Strategy: Strengthen outreach initiatives by creating community-led programs and events. Collaborate with local schools, cultural organisations, and businesses to foster deeper connections. Encourage community input and participation in gallery activities to ensure alignment with public interests and needs.

MARKETING AND COMMUNICATION

This action-oriented plan is designed to resonate with the local community while reaching a broader audience through coordinated efforts.

To enhance the visibility and engagement of Broken Hill City Art Gallery, our marketing and communications plan will focus on a multi-faceted approach involving traditional media, digital platforms, and strategic partnerships.

Our audience consists of around 15,000 visitors per year, with a strong bias towards visitors to Broken Hill (90% of attendees).

PUBLIC OUTREACH

We will maintain our public outreach initiatives through social media, posters, radio broadcasts, and articles in the new local newspaper. Using traditional channels will help us effectively reach residents in Broken Hill, fostering a connection with the community. Although old school, they help locals know “what is happening”. By regularly updating content and offering compelling storytelling, we will maintain public interest and drive foot traffic to the gallery.

TOURISM AND HOSPITALITY COLLABORATION

We will continue our ongoing collaborations with tourism and hospitality providers and the tourism unit at Broken Hill City Council. These partnerships will allow us to integrate Gallery experiences into broader tourism packages, thus positioning the Gallery as a key cultural attraction. Regular meetings and shared initiatives will enhance our impact on the region’s cultural and economic vitality.

PROMOTION OF NEW EXHIBITIONS AND EVENTS

We will continuously promote new exhibitions and events to inspire repeat visits. We will maintain a dynamic exhibition schedule, ensuring there is always something new to explore. Promoting these changes through exciting teasers and announcements will keep visitors engaged and eager to return.

NATIONAL ART PRESS COVERAGE

Target ongoing coverage in the national art press regarding our unique prizes and commissions. Cultivating relationships with national art journalists and outlets will secure our place in the art conversation, elevating Broken Hill's profile as a noteworthy art destination.



Access Gallery, Broken Hill City Art Gallery, Pro Hart Outback Art Prize 2024

SOCIAL MEDIA CAMPAIGNS

We will expand our digital footprint through ongoing social media campaigns tailored to grow our online audience. Using platforms like Instagram and Facebook, we will share engaging multimedia content showcasing our exhibitions and events. By fostering an interactive community online, we will attract digital attendees who extend our reach beyond geographic borders.

ART AND HERITAGE TRAIL INCLUSION

Pursue inclusion in Broken Hill's art and heritage trails to integrate the gallery into the region's cultural narrative. By collaborating with trail organisers, visitors exploring these trails will see our gallery as a highlighted stop, thus enhancing their cultural experience and increasing our visibility.

NATIONAL MEDIA ENGAGEMENT

Curate selective placement of national media stories highlighting Broken Hill's vibrant art scene. These stories will celebrate our local contributions to the arts, inviting a broader audience to discover what makes the gallery and the city stand out. Through thoughtful media engagement, we aim to attract art enthusiasts from across the country, encouraging them to explore our exhibitions and the artistic richness of Broken Hill.

APPENDIX A

ALIGNMENT WITH CREATE NSW PRIORITY AREAS

The Gallery's objectives are strategically aligned with Create NSW's priority areas, ensuring consistency with cultural policies that bolster the arts and culture sector in the Far West.

FIRST NATIONS STORIES AND COMMUNITIES

The Gallery proudly houses a significant collection of artworks by Indigenous Australians and is dedicated to engaging with local communities to represent their voices through our exhibitions.

WESTERN SYDNEY AND REGIONAL NSW

Situated in the heart of Far West NSW, we play a pivotal role in the visual arts landscape, advocating for the interests of both artists and audiences within regional NSW.

NEXT GENERATION OF CREATIVES AND AUDIENCES

We are committed to connecting with emerging artists and presenting innovative works that resonate with younger audiences, nurturing the creativity of the upcoming generation.

BROAD AND INCLUSIVE COMMUNITIES AND CONTENT

We embrace the rich diversity of the Broken Hill community and are devoted to fostering initiatives that encourage representation and participation across a spectrum of perspectives.

Broken Hill City Art Gallery Touring Gallery 2024



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ACCESSIBILITY AND EQUITY

Our commitment to making art accessible is evident throughout our physical gallery space and internal programs. We prioritise accessibility to ensure that the gallery remains an open and welcoming environment for everyone, upholding our belief that art should be inclusive and accessible to all.

Broken Hill City Art Gallery

Appendix A

Strategic Plan 2025-2028



Broken Hill City Art Gallery's permanent exhibition space and touring galleries, 2024

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Broken Hill City Art Gallery

APPENDIX B

ARTISTIC PROGRAM OF ACTIVITIES 2025 – 2026

This is a projected artistic program of activities; not all activities are expected to be confirmed.



Broken Hill City Art Gallery Touring Gallery, Pro Hart Outback Art Prize 2024

2025 - 2026 EXHIBITION SCHEDULE

DATE (WHEN) MONTH/ YEAR	ACTIVITY (WHAT)	TARGET AUDIENCE (WHO FOR)	LOCATION/S (WHERE)	KEY PERSONNEL/ARTISTS/PARTNERS (IF KNOWN) (WHO BY)	
			VENUE NAME, SUBURB, POSTCODE	NAME	ROLE
February - April 7.02.25 - 27.04.25	Blow Back Ins Exhibition	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Ann Thomson Ann Cape Chris Gentle Daniel Pata Gina Bruce Kerry McInnis Paul Connor Rentata Pari Lewis Sophie Cape Willemina Villari Mike MacGregor	Artists
February - April 28.02.25 - 23.03.25 28.02.25 - 23.03.25	St Pats 60th Year exhibition	Local community (living within LGA);	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Steven Radford OAM; Andrew Schmidt	Key Personnel
February - April 7.02.25 - 27.04.25	Potter's Society Bi- Annual Exhibition	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Deborah Elliot	Broken Hill Potter's Society - Secretary
February - April 7.02.25 - 27.04.25	Willyama Art Society Bi-Annual Exhibition	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Dennis Hebbard	Willyama Art Society - President
May - July 02.05.25 - 06.07.25	Journey in human landscape: SOUTH AUSTRALIAN ARTIST COLLECTIVE	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Barbara Palmer Robyn Zema- Russell Kathryn Hill Ray Meandering	Artists
May - August 02.05.25 - 10.08.25	Catherine Farry Exhibition	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Catherine Farry	Artist
July - August 12.07.2024 10. 8.2024	Touring Exhibition - BALD ARCHIES in Partnership with the Museum of the Riverina.	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Luke Grealy	Key Personnel

2025 - 2026 EXHIBITION SCHEDULE

DATE (WHEN) MONTH/ YEAR	ACTIVITY (WHAT)	TARGET AUDIENCE (WHO FOR)	LOCATION/S (WHERE)	KEY PERSONNEL/ARTISTS/PARTNERS (IF KNOWN) (WHO BY)	
			VENUE NAME, SUBURB, POSTCODE	NAME	ROLE
May - August 02.05.25 - 10.08.25	Photographic Exhibition	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Em Jensen	
15th August - October 01.08.25- 26.10.25	PRO HART OUTBACK ART PRIZE 2025	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists; Local, state and interstate artists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Hart Family Trust	Artist
May - August 02.05.25 - 10.08.25	Going, Going, Gone Exhibition	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Ann Mitchell	Key Personnel
May - August 02.05.25 - 10.08.25	The Drover's Wife Exhibition	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Isabella Seraphima	Artist
November 25- February 26 01.11.25 - 09.02.26	'Time and Tide' Exhibition	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Marian Crawford Jan Davis Dr Dianne Longley Diana Orinda Burns Jan Palethorpe Penny Peckham Olga Sankey	Artist
November 25- February 26 01.11.25 - 09.02.26	Maari Ma Indigenous Art Awards 2025 in partnership with Maari Ma Indigenous Health Corporation and West Darling Arts	Regionally local Indigenous Artists; Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Maari Ma Indigenous Health Corporation; West Darling Arts	Artists
November - February 01.11.25 - 09.02.26	HSC Annual Exhibition 2025	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists. Regionally local school students and the education community.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Broken Hill High School; Willyama High School; Menindee Central School	Partners / Key Personnel
February - April 6.02.26 - 26.04.26	Touring Exhibition - Gray Street Workshop in Partnership with the JamFactory	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Jam Factory	Partners / Key Personnel

2025 - 2026 EXHIBITION SCHEDULE

DATE (WHEN) MONTH/ YEAR	ACTIVITY (WHAT)	TARGET AUDIENCE (WHO FOR)	LOCATION/S (WHERE)	KEY PERSONNEL/ARTISTS/PARTNERS (IF KNOWN) (WHO BY)	
			VENUE NAME, SUBURB, POSTCODE	NAME	ROLE
May - July 08.05.26 - 26.07.26	Touring Exhibition - Saltbush Country in Partnership with Country Arts SA	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Juanella McKenzie Sandra Saunders Josephine Lennon Marii Macumba Lynette Newchurch Deanna Newchurch Heather Shearer	Artists
May - July 08.05.26 - 26.07.26	Weaving Exhibition	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Ann Evers	Artist
May - July 08.05.26 - 26.07.26	Touring Exhibition - Art Express in partnership with NSW Department of Education and the NSW Education Standards Authority	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists. Regionally local school students and the education community.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	NSW Department of Education and the NSW Education Standards Authority	Touring Partner
July - October 31.07.26- 25.10.26	PRO HART OUTBACK ART PRIZE 2026	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists; Local, state and interstate artists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Hart Family Trust	Key Personnel
July - October 31.07.26- 25.10.26	GAARA (Girls and Art in Regional Australia) Bi-Annual Exhibition	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Maureen Clark	GAARA - Secretary
October February 27 30.10.26 - 07.02.27	Touring Exhibition - Kirrenderri in partnership with the University of Queensland Anthropology Museum	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Mandana Mapar	Curator, University of Queensland Anthropology Museum Tour Coordinator
October February 27 30.10.26 - 07.02.27	Maari Ma Indigenous Art Awards 2026 in partnership with Maari Ma Indigenous Health Corporation and West Darling Arts	Regionally local Indigenous Artists; Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Maari Ma Indigenous Health Corporation; West Darling Arts	Partners / Key Personnel
October February 27 30.10.26 - 07.02.27	HSC Annual Exhibition 2026	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists. Regionally local school students and the education community.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Broken Hill High School; Willyama High School; Menindee Central School	Partners / Key Personnel

2025 - 2026 WORKSHOP SCHEDULE

DATE (WHEN) MONTH/ YEAR	ACTIVITY (WHAT)	TARGET AUDIENCE (WHO FOR)	LOCATION/S (WHERE)	KEY PERSONNEL/ARTISTS/PARTNERS (IF KNOWN) (WHO BY)	
			VENUE NAME, SUBURB, POSTCODE	NAME	ROLE
2025 & 2026 January - December	Skills development workshop program for practitioners – 1 per month	Local (within the LGA) and regionally local artists (non-tourists outside the LGA)	Broken Hill City Art Gallery Workshop 404-408 Argent Street, BROKEN HILL NSW 2880	Programs Officer	BHCAG Programs Officer
2025 & 2026 January - December	Skills development / art engagement workshop program for youth – 8 per month	Local (within the LGA) and regionally local (non-tourists outside the LGA) persons under 18 yrs of age.	Broken Hill City Art Gallery Workshop 404-408 Argent Street, BROKEN HILL NSW 2880	Programs Officer	BHCAG Programs Officer
2025 & 2026 January - December	BHHS ABORIGINAL ART AND COMMUNITY EDUCATION SISTAS (AACES) PARTNERSHIP Workshops – 5 per school term	Local Aboriginal female art students from Broken Hill High School.	Broken Hill City Art Gallery Workshop 404-408 Argent Street, BROKEN HILL NSW 2880	Programs Officer	BHCAG Programs Officer

2025 - 2026 PERFORMANCE SCHEDULE

DATE (WHEN) MONTH/ YEAR	ACTIVITY (WHAT)	TARGET AUDIENCE (WHO FOR)	LOCATION/S (WHERE)	KEY PERSONNEL/ARTISTS/PARTNERS (IF KNOWN) (WHO BY)	
			VENUE NAME, SUBURB, POSTCODE	NAME	ROLE
2025 & 2026 JANUARY - DECEMBER	Concert / Performance Events – 4 per year	Local community (living within LGA); Regional local communities (living outside LGA but non-tourist); NSW tourists; Interstate Tourists; International Tourists	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Kathy Graham Broken Hill Civic Orchestra Touring Musicians/ performers	Gallery and Museum Manager Performers Performers

2025 - 2026 ENGAGEMENT SCHEDULE

DATE (WHEN) MONTH/ YEAR	ACTIVITY (WHAT)	TARGET AUDIENCE (WHO FOR)	LOCATION/S (WHERE)	KEY PERSONNEL/ARTISTS/PARTNERS (IF KNOWN) (WHO BY)	
			VENUE NAME, SUBURB, POSTCODE	NAME	ROLE
2025 & 2026 January - December	Gallery Tours in Partnership with Great Southern Rail – 4 per month	State, interstate and international visitors	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Great Southern Rail	Key Personnel/ Partner
2025 & 2026 January - December	Artist engagement events including artist talks – 4 per year	Local (within the LGA) and regionally local artists (non-tourists outside the LGA) and community members.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Programs Officer	BHCAG Programs Officer
2025 & 2026 January - December	Other events including Civic Receptions - 4 per year	Local (within the LGA) and regionally local artists (non-tourists outside the LGA) and community members.	Broken Hill City Art Gallery 404-408 Argent Street, BROKEN HILL NSW 2880	Kathy Graham	Gallery and Museum Manager



Broken Hill City Art Gallery's permanent exhibition space and touring galleries, 2024



brokenhill.nsw.gov.au

COMMUNITY DEVELOPMENT COMMITTEE

May 9, 2025

ITEM 3

BROKEN HILL CITY COUNCIL REPORT NO. 78/25

SUBJECT: ALBERT KERSTEN MINING AND MINERAL MUSEUM STRATEGIC
BUSINESS PLAN 2025-2028 D25/14328

Recommendation

1. That Broken Hill City Council Report No. 78/25 dated May 9, 2025, be received.
2. That Council endorses the Albert Kersten Mining and Mineral Museum Strategic Business Plan 2025 – 2028 for the purpose of public exhibition.
3. That the Albert Kersten Mining and Mineral Museum Strategic Business Plan 2025 – 2028 be placed on public exhibition for submissions to be received for a period of 28 days.
4. That Council receive a further report at the conclusion of the exhibition period, detailing submissions and recommend changes arising, with a view to adopting the Albert Kersten Mining and Mineral Museum Strategic Business Plan 2025 – 2028.

Executive Summary:

Sharpe Advisory Consulting was engaged in 2024 to create the four-year Albert Kersten Mining and Mineral Museum Strategic Business Plan (2025 – 2028). This plan is an integrated approach to strategic planning with links to key Council policies and plans, and with consideration to the National Standards for Australian Museums and Galleries Second Edition, 2023.

The Plan was created in direct consultation with key stakeholders and includes the elements required to align with Create NSW's multi-year funding requirements.

The Albert Kersten Mining and Mineral Museum Strategic Business Plan (2025 – 2028) is now presented to Council for endorsement for public exhibition with a view to adopt once a further report is received at the conclusion of the exhibition period, detailing submission and recommend changes arising.

Report:

The Albert Kersten Mining and Mineral Museum Strategic Business Plan 2025 – 2028 outlines a vision to transform the Museum into a modern, worldclass institution that highlights the geological and historical legacy of Broken Hill.

A thorough analysis of the Museum's operating environment, the comprehensive Master Plan and detailed stakeholder engagement resulted in the establishment of six strategic goals including:

- Continued development of the Master Plan.

- Building in museum management best practice, including investigating the formation of an advisory body (s355 Committee) of peers.
- Consolidating the collection.
- Broadening audience appeal, in particular appealing more to families and children.
- Increase attendance, through improved communications and marketing, and a dedicated web presence.
- Increasing commercial income, through increased venue hire and online retail.

The Strategic Plan also outlines a set of Programming Principles and future programs and project for the Museum to help achieve the strategic goals of the plan. “The Museum’s future programming is designed to leverage its substantial standing collection of artifacts, ensuring that it amplifies Broken Hill’s geological and social history education” (pg. 22).

Community Engagement:

June 2024 – Community sessions, Council session and Art Gallery Advisory session.

Strategic Direction:

Key Direction:	4	Our Leadership
Objective:	4.1	Openness and transparency in decision making
DP Action:	4.1.1.21	Maintain good governance and best practice methods and ensure compliance with various guidelines, legislation and report requirements

Relevant Legislation:

Local Government Act 1993

Local Government (General) Regulation 2021

Financial Implications:

Nil

Attachments

1. Albert Kersten Mining and Mineral Museum Strategic Business Plan 2025 -2028
[↓](#) Final Draft

RAZIJA NU'MAN
DIRECTOR CORPORATE AND COMMUNITY

JAY NANKIVELL
GENERAL MANAGER



ALBERT KERSTEN MINING
AND MINERALS MUSEUM

STRATEGIC PLAN 2025 - 2028

BROKEN HILL

CITY COUNCIL

AUSTRALIA'S FIRST
HERITAGE LISTED CITY

**The Albert Kersten Mining
and Minerals Museum
wishes to acknowledge the
traditional owners of the
land, the Wilyakali people,
and pay our respects to
their elders; past, present
and emerging.**





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EXECUTIVE SUMMARY

The Albert Kersten Mining and Minerals Museum is poised to transform into a modern, world-class institution that highlights the geological and historical legacy of Broken Hill.

Through a comprehensive Master Plan, the Museum envisions a future that connects the local community and visitors to the extraordinary geology and mining history of Broken Hill and its influence on the global mining sector.

The Museum's mission is centred on bringing to life the rich mineralogical and mining heritage of Broken Hill through an extensive range of geological specimens and artifacts. By fostering engaging exhibits and educational programs, the Museum aims to deepen the community's and visitors' appreciation of the region's crucial role in geoscience and mining.

As a landmark heritage institution in Far West New South Wales, the Museum focuses on two primary areas: geoscience and local history. Its role includes serving as a vital resource for geoscientific study and mining history, supporting research, and offering educational opportunities to students. The institution's evolving space will provide an enhanced visitor experience, showcasing a collection that bridges natural sciences and social history.



Display of minerals from the Oxidised Zone

Based on a thorough analysis of the Museum's operating environment and detailed consultation with stakeholders, this strategic plan focuses on six key areas:

Continued development of the Master Plan. This plan for the expansion and redevelopment of the Museum has the potential to transform it into a vibrant new facility for Broken Hill. In preparation for achieving Stage 1, fundraising options need to be explored and community support gathered.

Building in museum management best practice, including investigating the formation of an advisory body (355 Committee) of peers. By introducing a part-time curatorial position and an advisory body, the Museum will increase its ability to tell compelling stories through its collection.

Consolidating the collection. The completion of cataloguing the existing collection on mineralogical and historical artifacts will be a springboard for future strategic acquisition.

Broadening audience appeal, in particular appealing more to families and children.

Increase attendance, through improved communications and marketing, and a dedicated web presence.

Increasing commercial income, through increased venue hire and online retail.

By pursuing these goals through to 2029, the Museum will be well placed to take on an even greater role in showcasing and maintaining Broken Hill's rich cultural heritage.

VISION AND MISSION

VISION

Albert Kersten Mining and Minerals Museum will be a modern, world-class mining and mineralogy museum that promotes the local geology, mineralogy, social and rich mining history of Broken Hill. The Museum will connect Broken Hill to the geology of the region and the world.

MISSION

The Museum's mission is to collect, preserve, interpret and showcase the extensive mining, mineralogical and social heritage of Broken Hill. By offering access to a wide collection of mineralogical specimens and mining industry artifacts, the Museum aims to illuminate the rich tapestry of Broken Hill's social and industrial history. Through engaging exhibits and educational programs, we strive to deepen the understanding and appreciation of Broken Hill's links and contributions to the mining sector and geoscience.



The mineral collection display

AREAS OF OPERATION

The Museum is a landmark heritage institution in Broken Hill, developed around two core areas of focus: geoscience and local history. Geoscience is represented through a diverse collection of geological specimens, many of which are unique to the Broken Hill region and offer unparalleled insights into the local geology. Similarly, the Museum's local history focus is captured through a diverse collection of artifacts that narrate Broken Hill's significant mining heritage.

This dual focus enables the Museum to uniquely bridge the gap between natural sciences and social history, establishing it as a unique institution in New South Wales.

ITS KEY AREAS OF OPERATION INCLUDE:

Serving as a local resource for geoscience and mining history.

Being a tourist destination, enhancing the visitor experience for those eager to explore Broken Hill's rich past.

Maintaining an extensive collection for display and research purposes.

Providing support to geological researchers from Australia and beyond.

Offering educational resources and opportunities to local students.

In alignment with its recently completed Master Plan, the Museum is pursuing a redeveloping of its facility to produce an enhanced and updated museum experience. This initiative (currently with a completed Master Plan and costings) aims to create a modern, accessible, and interactive space that fully showcases the Museum's vast collection, amplifying its appeal and attracting visitors and locals alike.



A HISTORY OF PRESERVING BROKEN HILL'S GEOLOGICAL HERITAGE

1883 The discovery of silver at Broken Hill led to the establishment of one of the world's richest mineral deposits. This event set the stage for the eventual creation of the Museum as a means to preserve and interpret this history.

1885 The Broken Hill Proprietary Company was launched by a 'Syndicate of Seven' in 1885. The syndicate was Charles Rasp, George McCulloch, George Lind, Philip Charley, David James, James Poole, George Urquart, however some in the syndicate sold out before the shares were released.

MUSEUM ESTABLISHMENT

1986 The Broken Hill City Council purchased the historic public Bond Store and restored it to become the Bond Store Community Museum.

1989 The Living Museums Initiative identified the need for a museum dedicated to the minerals and unique geology of Broken Hill.

1992 The Museum was officially opened to the public. It was established to educate visitors about the geological and social history of Broken Hill, focusing on its mining legacy.

1999 An extension was added to the Museum in the form of the exhibition hall to allow for the exhibition of social history stories.

NOTABLE FEATURES

The Museum hosts an impressive collection of in excess of two thousand specimens, including numerous world class specimens and two of extreme rarity. Numerous world-class specimens are also included within the collection, notably a 42 kg nugget of almost pure native silver and the famous Silver Tree, an 8 kg centrepiece once owned by Charles Rasp. In 2002, two new minerals were discovered in Broken Hill, Hogenite & Pacheite (named for local collectors Graham Hogan & Frank Pace).

The mining history of the Broken Hill region is displayed in the Metallurgy Room within the Museum with numerous photographs and artifacts from the early years of Broken Hill Proprietary Limited. These artifacts, along with other mining memorabilia obtained from the Line-of-Lode Organisation (South Mine) tell the story of life on the Silver Fields in the late 1800's and early 1900's. Among these artifacts is the Silver Tree, owned by Charles Rasp, the discoverer of the Broken Hill lode. The Museum is located in a restored former Bond Store, enhancing its historical ambiance and making it a key architectural feature in Broken Hill.

NOTABLE PROGRAMS

The Museum has hosted a number of significant exhibitions with a strong focus on local and social history. These exhibitions have resulted from strong partnerships with local, state and national organisations including the National Film and Sound Archive, the Powerhouse Museum and Sydney Living Museums. Exhibitions held at the Museum have focused on significant moments in local social history including Indigenous Australians at War, the Battle of Broken Hill, Burke and Wills Exhibition and the Greening of the Silver City.

RECENT ACHIEVEMENTS

The Museum continues to engage with visitors through interactive displays that explain earth sciences, mineralogy, and metallurgy. It also features a three-screen display that provides a visual journey from the Big Bang to present-day geological formations.

The Museum also has an early 20th Century miner's shack that gives visitors an insight into the lives of miners in those times (currently closed).

As part of ongoing educational initiatives, the Museum participates in events like National Science Week, promoting awareness of science and geology among school groups and the general public.

In 2024, the Master Plan for the Museum's expansion and redevelopment completed and presented to Broken Hill Council.

ALIGNMENT WITH BROKEN HILL CULTURAL PLAN 2021 - 2040

The Broken Hill Cultural Plan 2021-2040 recognises the vital role of arts and culture in shaping its local community. It also outlines the region's rich history of supporting arts and culture. The plan outlines a long-term vision for culture in Broken Hill and provides a roadmap for Council, community and partners to work together in future planning for cultural infrastructure, events, programs, partnerships and funding.

It outlines three focus areas to concentrate efforts on:

FOCUS AREA	PEOPLE AND COMMUNITY	SPACES, ASSETS AND PLACES	SECTOR CAPACITY BUILDING
RELEVANT STRATEGIES	1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 1.9, 1.10 and 1.11	2.1, 2.2, 2.3, 2.5 and 2.7	3.2, 3.6, 3.7 and 3.8
THE STRATEGIC PLAN ALIGNS THROUGH...	<p>Increased participation and education opportunities for young people.</p> <p>Increased participation in Broken Hill's culture by people of all ages and abilities.</p> <p>Amplification of Broken Hill's diverse social and cultural histories.</p>	<p>Exhibition and promotion of Broken Hill's rich social and mining history.</p> <p>Ongoing conservation, protection, maintenance of community collections and cultural facilities.</p> <p>Preservation and conservation of the built and natural environment.</p>	<p>Partner to develop research opportunities and capabilities.</p> <p>Maximisation of the contribution of volunteers to the city's cultural life.</p> <p>Undertaking strategic professional development for staff.</p>



The Silver Tree

AUDIENCES AND SECTOR DEVELOPMENT

Broken Hill, recognised as Australia's first Heritage City, proudly showcases its rich history through an impressive array of museums and collections. Among these institutions, the Museum is a core tourist offering, drawing over 8,000 visitors annually, with numbers surging during the crisp, cooler months — the town's peak tourist season. The ongoing engagement with the Museum's collection and exhibitions, highlights the community's deep connection to its storied past and the value it places on preserving its cultural and geological legacy.

With Broken Hill welcoming around 250,000 visitors each year, primarily domestic travellers, the visitor population often equals or surpasses the town's resident count of over 17,000.

THE MUSEUM HAS KEY AUDIENCE DEMOGRAPHICS IT CAN BUILD ON TO INCREASE ITS VISITATION:



Grey Nomads: over 55s, primarily tourists, who are keen to learn about Broken Hill's heritage.



Young Families: Gen X-ers, again primarily tourists, visiting Broken Hill and seeing numerous local attractions while in town.



Geo-enthusiasts: primarily older men with an interest in geology, prospecting and lapidary. In this group we can include researchers from tertiary education looking to review specimens held in the Museum's collection.



Students: primary and secondary students from local schools undertaking excursions to the Museum as learning activities.

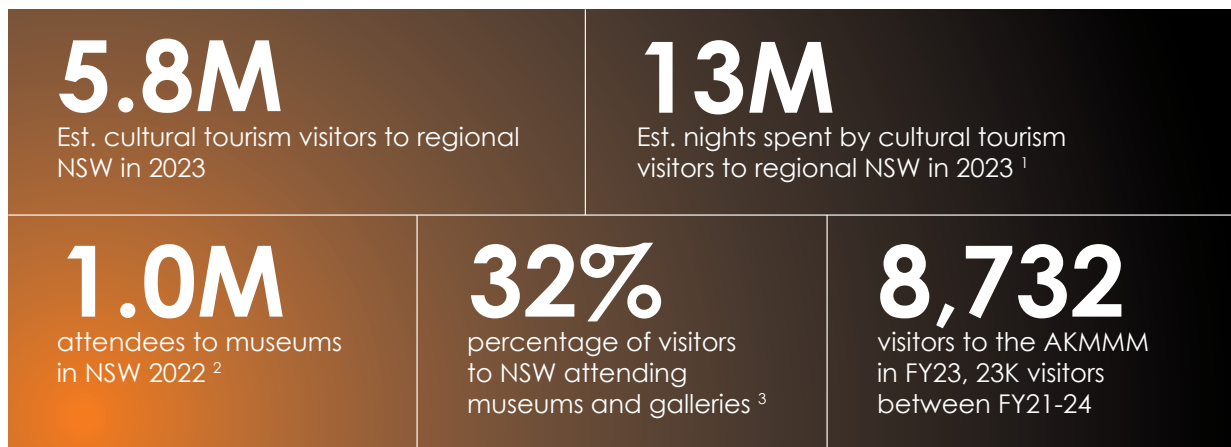
The primary mechanism for increasing visitation in these segments is to undertake the proposed redevelopment of the site to improve displays and access to them. However, in the short term, there are two main strategies identified to increase audience and participation at the. The first strategy is to improve the effectiveness of marketing and communication, particularly aimed to reach to young attendees through social media platforms. The second, is to expand and enhance social history storytelling through the use of increased interactive displays to bring the Museum's stories to life.

This storytelling emphasis is a cornerstone of the engagement strategy, aiming to transform passive displays into compelling, innovative presentations that captivate and inspire repeat visits. By leveraging its dual focus on geoscience and social history, the Museum can offer a multi-faceted narrative woven into Broken Hill's history, fostering deeper connections and engagement. The Museum's long-term vision is not only to boost attendance but to foster meaningful interactions and connections with its visitors.

In advancing sector development, the Museum actively cultivates robust partnerships with leading geological institutions such as universities and major state museums. These alliances are essential for facilitating the exchange of artifacts and knowledge, thereby underpinning research initiatives nationwide. As an integral participant within the realm of natural history museums, the Museum serves as a vital hub of expertise in minerals and mining. This strengthens its contributions to the New South Wales heritage collection sector and enriches the national narrative of geological heritage.



CONTRIBUTION TO LOCAL TOURISM



1. Patternmakers, 2024, "Cultural Tourism in Regional NSW"
2. Museums & Galleries NSW, 2022, "NSW Museums & Galleries Sector Census"
3. Destination NSW, 2024, "Culture and Heritage Tourism to NSW"

The Museum plays a pivotal role in attracting and captivating visitors from near and far, capitalising on a growing cultural and heritage tourism trend in NSW. As a critical feature within Broken Hill's heritage offering, the Museum complements Broken Hill's status as a national heritage city. It has become a must-visit for various visitor segments, including road trippers seeking unique experiences, geoscience enthusiasts delving into the fascinating world of mining and minerals, history buffs exploring the rich local heritage, and natural sciences students eager to expand their knowledge.

The Museum's attraction lies in its ability to provide an experience that combines geoscience and local history. Visitors enter a world where they can explore the region's geological wonders and discover the stories of the pioneers who shaped Broken Hill's rich

mining heritage. This one-of-a-kind blend of geoscience and local history creates a captivating and educational experience that can't be found anywhere else.

Data from the Visitor Information Centre indicates that up to 10% of visitors to Broken Hill make their way to the Museum, highlighting its significance and popularity among tourists. This steady flow of visitors contributes to the local tourism industry and showcases the Museum's ability to attract and engage a diverse audience. As the Master Plan for the redevelopment progresses, the Museum is poised to build upon its infrastructure, visitor experience, and educational offerings.

Executive Summary

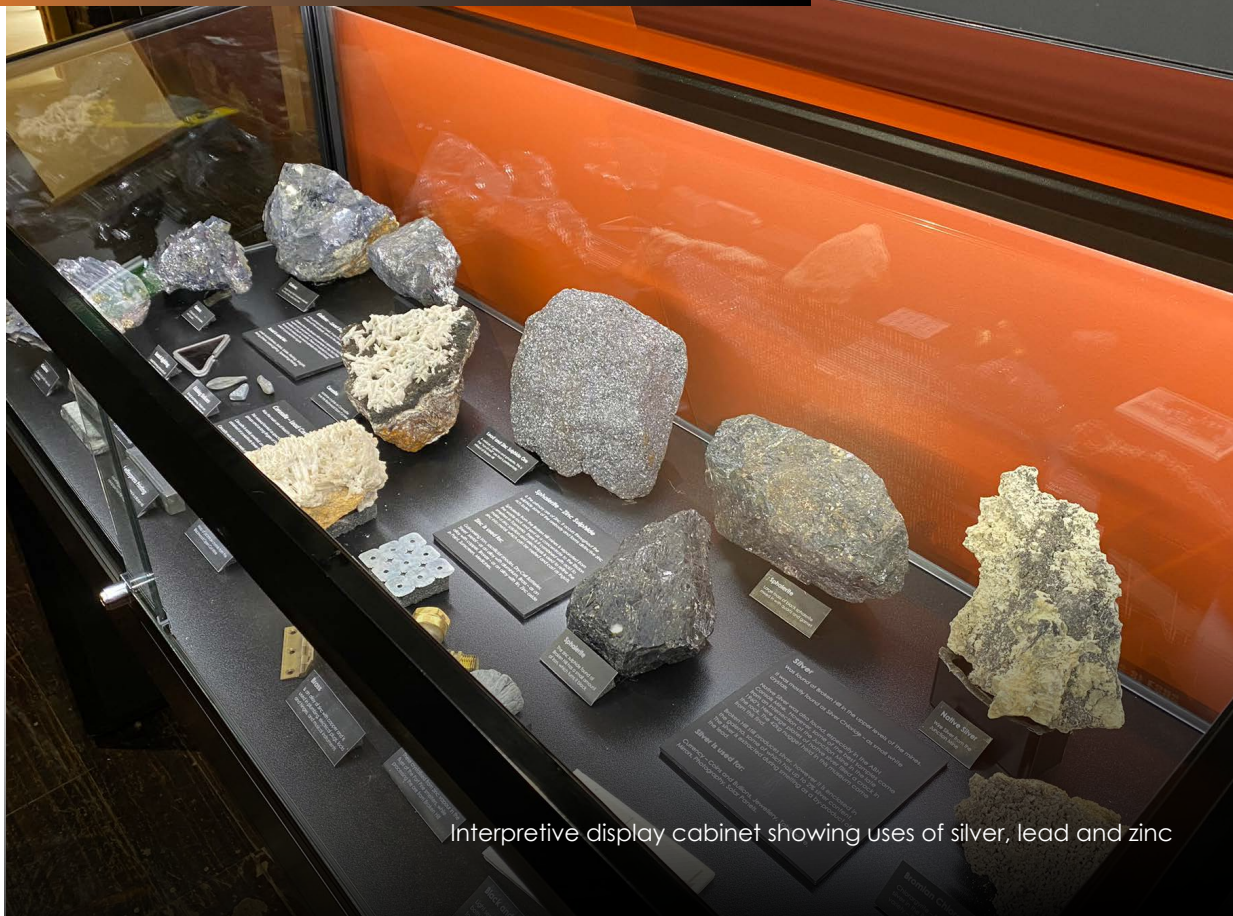
Strategic Plan 2025-2028



Centenary Gift (etched glass) by Helmut Heibel

THE COLLECTION

The Museum houses a truly remarkable collection of minerals, gems, and mining-related artifacts, one of the most extensive in Australia, packed with rare and unique specimens. The Museum's collection provides a vivid insight into the rich mining history of Broken Hill and Australia's natural heritage.



Interpretive display cabinet showing uses of silver, lead and zinc

SIGNIFICANCE OF THE COLLECTION

The Broken Hill ore body holds immense geological significance, being one of the most studied in the world and one of Australia's foremost "type location" for mineral specimens. This means more mineral species were first discovered and identified in Broken Hill than elsewhere in Australia.

The collection includes around 2,000 rare and valuable geological specimens, offering insights into the country's natural heritage. Notably, it features a massive 42kg silver nugget and the iconic Broken Hill Silver Tree, an epergne (table centrepiece) that once belonged to Charles Rasp. Rasp, a boundary rider who became a prospector, is credited with discovering the original "broken hill" and co-founding the Broken Hill Proprietary Company (BHP) in 1885, which spurred the development of the mines and the city.

INTERNATIONAL RECOGNITION

The Museum has showcased its mineral collection at prestigious international mineral shows in Tucson and Denver, United States, and Munich, Germany. Minerals from the collection have also been featured in numerous Australian and international publications, including the "Australian Journal of Mineralogy" and "Rocks and Minerals".

The collection is a focal point for the Broken Hill community's pride, as it showcases the city's unique geological heritage and the impact its mining history has had on the city's social fabric. The Museum brings Broken Hill's history to life by connecting the scientific significance of the minerals with the stories of the people who discovered and studied them.

EVOLUTION OF THE COLLECTION

At the heart of the collection is the "Centenary Collection." This collection comprises of minerals acquired from the "Flossie" Campbell collection (acquired in the 1960s) and the Roy Waldron collection (acquired in 1983).

The Museum's collection has been further enriched through the acquisition of the Max Vincent collection (1988), donations from the Mine Managers' Association (1988), and the Meatheringham collection (2000).

Among the collection's items, are a number of world-class specimens and two extremely rare minerals: Hoganite and Paceyite. These minerals, discovered in Broken Hill in 2002, are named after local collectors Graham Hogan and Frank Pace. Of the six known specimens, one is held by the Museum, while others reside in institutions like Museum Victoria, the Australian Museum, and Western Sydney University.



PROGRAMMING PRINCIPLES

CELEBRATING BROKEN HILL'S PEOPLE AND HISTORY

The Museum is dedicated to honouring the rich heritage and contributions of the people of Broken Hill, showcasing their stories and preserving their legacies.

CELEBRATING THE BREADTH OF GEOSCIENCE

The Museum embraces the vast field of geoscience, encompassing a wide range of disciplines and engaging visitors with the exploration of the geological world and phenomena.

BRINGING STORIES TO LIFE

The Museum embraces the vast field of geoscience, encompassing a wide range of disciplines and engaging visitors with the exploration of the geological world and phenomena.

ENGAGING ALL AGE GROUPS

With its diverse range of educational programs and exhibits tailored to different age groups, the Museum ensures that visitors of all ages can actively participate, learn, and be inspired by the wonders of geoscience and the region's mining heritage.

Executive Summary

Strategic Plan 2025-2028



The large silver nugget (42kg)

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Albert Kersten Mining and Minerals Museum

FUTURE PROGRAMS AND PROJECTS



Interactive microscope

The Museum's future programming is designed to leverage its substantial standing collection of artifacts, ensuring that it amplifies Broken Hill's geological and social history education.

With a focus on engaging storytelling, new exhibits will delve deeper into the rich tapestry of Broken Hill's history, offering visitors a fresh perspective by aligning geological artifacts with compelling social history narratives. This approach aims to illuminate the intriguing facets of Broken Hill's past, enabling a fuller exploration of the town's transformation over time.

A key component of this strategy will be upgrading existing display cabinets and accompanying text to facilitate more dynamic presentations and a more interactive visitor experience. Alongside these physical upgrades, ongoing cataloguing of the existing collection is a priority. This ensures that the artifacts are preserved with comprehensive records, enabling ease of access and improved educational outreach. It will also allow for the selective acquisition of new pieces that will complement the collection, filling in historical gaps and broadening interpretive possibilities. Adding guided tours to the space will take advantage of staff's deep knowledge of Broken Hill's rich geological heritage.



Ultimately, the progression of the Master Plan to redevelop the Museum will present a fundamental shift in how programming is designed and delivered. This redevelopment initiative aims to elevate the Museum's infrastructure, visitor experience, and educational offerings. An expanded Museum will allow for new and innovative displays in an inspiring and immersive environment that captivates visitors of all ages. Over the course of this plan, the focus will be on gaining support and funding to complete stage 1 of the redevelopment. In time, a reinvigorated Museum will combine state-of-the-art technology and interactive exhibits to amplify a truly dynamic program of work to delight visitors and the local community

Establishing a Line of Lode display stands out as a unique offering that incorporates geological samples, illustrating the specific minerals

extracted from key locations. This display is both an educational tool and a testament to Broken Hill's mining heritage. Additionally, the programming will investigate ways to highlight the local Indigenous community's connection to the land and their historical and contemporary use of the area. By exploring ways to integrate Indigenous perspectives, the Museum aims to foster a more inclusive understanding of the landscape's significance.

Future programming will also highlight key items within the Museum's collection. By focusing on key artifacts, visitors can gain insights into significant events and innovations that shaped Broken Hill and the broader geological landscape of New South Wales. This method promises to educate and inspire a deeper appreciation for the intricacies of regional geology and its socio-economic implications.

ANALYSIS OF INTERNAL AND EXTERNAL OPERATING ENVIRONMENTS

With Broken Hill's dedication to preserving heritage and fostering a vibrant museum culture, the Museum functions within a dynamic environment where maintaining strong local ties and attracting tourists are equally important. As visitors increasingly seek more diverse and interactive experiences with museum collections, the Museum is committed to adapting its operations to align with these evolving expectations. This proactive approach aims to deliver an engaging and enriched visitor experience that resonates well into the future, ensuring the institution remains relevant and captivating.

One of the Museum's core strengths lies in its varied and captivating collection, which holds significant heritage value and has garnered strong community support. This is further enhanced by a unique combination of mineral and social history narratives, which appeal especially to researchers and benefit from a passionate and knowledgeable staff base. However, the Museum faces challenges, including the need for more interactive displays to encourage repeat visits and broader appeal, with a particular gap in engaging young families. It is constrained by its existing building and limited resources, alongside a necessity for more compelling storytelling of social history.

Looking ahead, there are distinctive opportunities, such as executing the Master Plan for future development, exploring external funding, enhancing its digital presence with a new website, and introducing regular temporary exhibitions to keep the experience fresh.

Collaborations with the Gallery for shared resources and geo-trail links present further growth potential. Nonetheless, the centre must navigate threats that include the risk of the Master Plan stalling without ongoing focus, the challenge of maintaining attendance, and adjusting to educational curriculum changes to remain relevant to young audiences. Addressing these elements will be critical for the Museum's sustained evolution and impact.

SWOT ANALYSIS

The SWOT analysis below is a distillation of community and stakeholder feedback received for drafting this strategic plan.

✓ STRENGTHS

- Varied and fascinating collection, heritage significance
- Strong community support
- Master Plan work has been completed
- Mix of minerals/social history is the Museum's point of difference
- Appeal to researchers
- Passionate and knowledgeable staff
- Strong cultural relevance to Broken Hill

✗ WEAKNESSES

- Low repeat attendance
- Lacking broad appeal
- Limited to existing building footprint
- Limited experiences that offer interactive experiences
- Limited experiences that engage kids/families
- Limited staff resourcing
- Need to tell the stories of social history in a more compelling way

📈 OPPORTUNITIES

- Master Plan – further design work and tech specs
- Master Plan – opportunities for corporate sponsorship
- Website development
- Ongoing development of exhibitions; introducing regular, temporary exhibitions.
- Links to geo trail/silver trail. Using the Geo as a starting point.
- Shared human resources with the Gallery
- Guided tours
- Finalising the cataloguing of the collection and moving to acquisition which will identify gaps within the collection
- Greater focus on social history
- Be part of multi-day experiences

📉 THREATS

- Without focus and effort, the Master Plan could languish
- Limited growth in attendance
- Without the additional social history/storytelling aspects, attendance could decline.
- Lack of relevance to young people
- Changes to the NSW secondary curriculum; need to stay relevant

STRATEGIC GOALS AND INDICATORS

The Museum is committed to enhancing its role as a leading heritage and cultural institution in Far West NSW. It has identified six key strategic goals to navigate its complex operating environment while resonating with the insights gathered through extensive stakeholder engagement encompassing attendees, staff, and management.

The first strategic goal focuses on the continued development of the Master Plan, ensuring that the Museum's future is both visionary and attainable. In tandem, the organisation aims to build museum management best practices, including establishing an advisory committee to leverage Museum-specific expertise. The committee should also have a role in exploring potential fundraising opportunities for the Museum's redevelopment.

Another goal is consolidating the collection, which enhances the Museum's research potential and fosters deeper cultural insights.

Broadening audience appeal is vital if the Museum is to increase its impact. Therefore, there will be a focus on engaging with target demographic sectors through innovative exhibitions and programming. Increasing attendance is a priority, achievable through refined communication strategies and robust marketing efforts that resonate with existing and potential visitors.

Lastly, enhancing commercial income generation (from retail, venue hire and special events) is essential for maintaining sustainable growth and operational excellence.

These strategic goals reflect the Museum's commitment to adapting and thriving in an ever-evolving cultural landscape, ensuring its lasting relevance for Broken Hill's residents and visitors.



Display of satirical cartoons by Claude Marquet from the early 1900s

IN SUPPORT OF THESE GOALS, THIS STRATEGIC PLAN FOCUSES ON THE FOLLOWING KEY PROJECTS:

Museum placement/exchange program to grow the skills of our staff

Funding for additional temporary exhibitions to ensure ongoing novelty in the museum offering

The development of a standalone Museum website

The development of an interactive digital approach to the Museum

AREA OF OPERATION 1

CONTINUED DEVELOPMENT OF THE MASTER PLAN

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Designs and tech specs for the Museum expansion completed within the next two years	Implementation of Stage 1	Funds sourced to allow for the completion of designs and tech specs	Designs and tech specs complete		
Goal 2	Fundraising campaign to raise \$ for stage 1	Stage 1 completed		Strategy in place to raise funds	Campaign launched	Funds raised to match with government grants.

AREA OF OPERATION 2

BUILDING IN MUSEUM MANAGEMENT BEST PRACTICE (INC. ADDING AN ADVISORY COMMITTEE)

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Add expertise in museum management (specialising in curatorial and collection management)	1 x 0.5 FTE employed	Positions employed	Positions maintained	Positions maintained	Positions maintained
Goal 2	Museum placement/ exchange program for management staff	Program in place (2-3 placements per year)	2-3 placements per year	2-3 placements per year	1-2 placements per year	1-2 placements per year
Goal 3	Establishment (setting of roles & responsibilities) of advisory committee (355 committee)	Advisory committee established and maintained. Committee to provide curatorial advice, build community support, and explore fundraising options for the Master Plan.	Advisory committee established.	Advisory committee maintained, membership refreshed.	Advisory committee maintained, membership refreshed.	Advisory committee maintained, membership refreshed.

AREA OF OPERATION 3

CONSOLIDATING THE COLLECTION (INC. PROMOTING RESEARCH POTENTIAL)

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Finalising the catalogue	Complete, and used to aid strategic acquisition	Cataloguing complete	Acquisition and de-accession being implemented according to the Collection Management policy.	Acquisition and de-accession being implemented according to the Collection Management policy.	Acquisition and de-accession being implemented according to the Collection Management policy.
Goal 2	Additional acquisitions thereafter, according to the Collection Management Policy and associated documented procedures.	Fill gaps in collection, focusing on local minerals.			Acquisition and de-accession are used to guide collection growth.	Acquisition and de-accession are used to guide collection growth.

AREA OF OPERATION 4

BROADENING AUDIENCE APPEAL

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Clear focus and strategy for kids/families	# of families and kids visiting (as % of total attendance)	5% increase on previous year	5% increase on previous year	5% increase on previous year	5% increase on previous year
Goal 2	Added focus on telling compelling social history stories	% of floor space dedicated to social history	At least 25% of floor space is dedicated to social history stories	Maintained	Maintained	Maintained
Goal 3	Clear alignment with education curricula	In place	Maintained	Maintained	Maintained	Maintained
Goal 4	Adding more interactivity into displays	% of interactive displays as a proportion of total displays)	50%	60%	70%	80%
Goal 5	Regular temporary exhibition program	In place	Maintained	Maintained	Maintained	Maintained

AREA OF OPERATION 5

INCREASE ATTENDANCE THROUGH IMPROVED COMMUNICATIONS AND MARKETING

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Promote the multipass	Increase entry via multipass	5% increase in current usage	5% increase on previous year	5% increase on previous year	5% increase on previous year
Goal 2	Build the marketing database and implement e-newsletter	# of database entries and # of e-newsletter subscribers	10% on current measures	5% increase on previous year	5% increase on previous year	5% increase on previous year
Goal 3	Design and implement website.	In place	In place	Refreshed	Refreshed	Refreshed

AREA OF OPERATION 6

INCREASING COMMERCIAL INCOME

	DESCRIPTION OF GOAL	HOW IT WILL BE MEASURED	YEAR 1 INDICATOR	YEAR 2 INDICATOR	YEAR 3 INDICATOR	YEAR 4 INDICATOR
Goal 1	Boosting retail and adding online retail	Increase in sales	10% increase in current online sales	5% increase on previous year	5% increase on previous year	5% increase on previous year
Goal 2	Promoting as a venue for venue hire.	Increase in venue hire revenue	10% increase on venue hire	5% increase on previous year	5% increase on previous year	5% increase on previous year

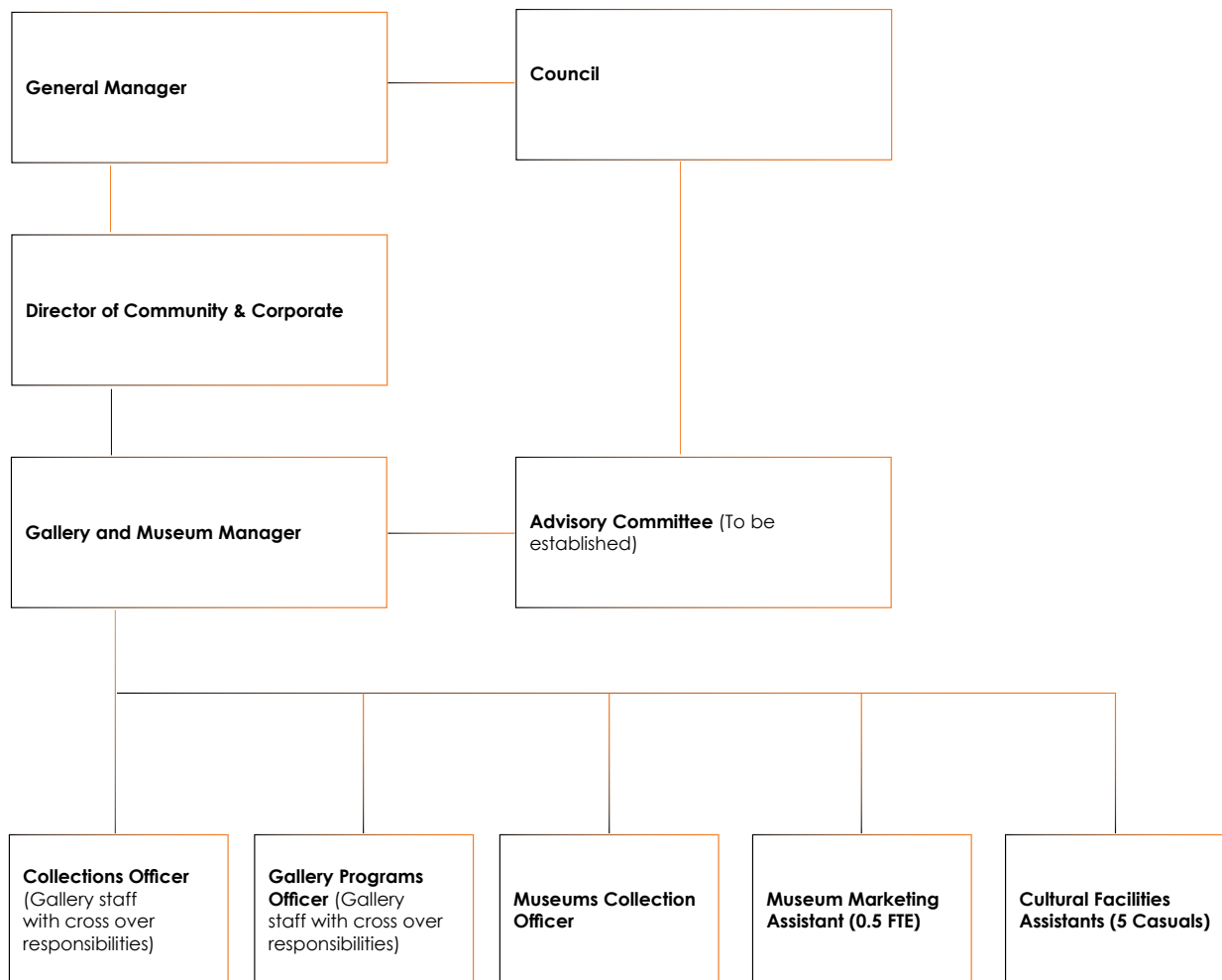
Strategic Goals & Indicators

Strategic Plan 2025-2028



GOVERNANCE

The Museum is owned and managed by the Broken Hill City Council. As such, it does not have a formal independent board structure. However, as reflected in this strategic plan, an Advisory Committee that advises the organisation's collections and exhibition activities would provide additional museum expertise, ensuring best museum practices.





MODERN WORKPLACE CONDITIONS

As an integral component of the City of Broken Hill Council, we pride ourselves on maintaining comprehensive policies that support progressive workplace standards reflective of our organisational values.

Our commitment to fair pay and conditions manifests in paying staff according to established award rates.

Regarding health and safety, we strictly comply with Occupational Health & Safety regulations and policies, fostering a secure and healthy work environment for everyone.

Our dedication to equal opportunity is reflected in our robust practices that guarantee inclusivity, allowing all individuals to thrive regardless of gender, race, religious beliefs, or sexual orientation.

Recognising the need for work flexibility, we offer our staff various flexible work patterns, including working from home, accommodating diverse lifestyle needs and promoting work-life balance.

Furthermore, our commitment to a respectful and supportive workplace is underscored by our comprehensive anti-bullying policies designed to protect and empower our staff.

Lastly, we adhere to rigorous protocols to ensure our supply chains are free from modern slavery, demonstrating our unwavering commitment to ethical practices.

Modern Workplace Conditions

Strategic Plan 2025-2028



Centenary Gift (etched glass) by Helmut Heibel

RISK ASSESSMENT

DAMAGE TO OR THEFT FROM THE COLLECTION

Likelihood: Medium

Potential Impact: High

Mitigation Strategies: The Museum should implement security protocols, including surveillance systems and controlled access measures to protect the collection. Regular inventory audits and staff training on handling and safeguarding artifacts can minimise risks.

POOR ATTENDANCE AND LOSS OF RELEVANCE

Likelihood: Medium

Potential Impact: High

Mitigation Strategies: The Museum should focus on dynamic, audience-centric marketing campaigns highlighting new and engaging exhibits and activities. Collaborating with local schools and community organisations can help broaden reach and enhance relevance. Regularly soliciting visitor feedback to adapt offerings based on public interest can also ensure the Museum remains a vibrant community staple.

INABILITY TO PURSUE THE MASTER PLAN FOR REDEVELOPMENT AND EXPANSION

Likelihood: Medium

Potential Impact: Medium

Mitigation Strategies: Establish an advisory committee to develop links to private donors and corporate sponsorships. Maintaining strong relationships with governmental and heritage organisations can provide access to strategic advice and additional resources. Transparent communication about the Master Plan's benefits can cultivate public support, fostering a favourable environment for its execution.

RETAINING KEY STAFF

Likelihood: Medium

Potential Impact: Medium

Mitigation Strategies: Implementing employee engagement and development programs will aid in retaining key talent. Offering competitive benefits and fostering a supportive workplace culture to make the Museum an attractive environment for current and future staff.

REPUTATIONAL DAMAGE

Likelihood: Low

Potential Impact: High

Mitigation Strategies: Regularly monitoring public feedback and promptly addressing concerns will demonstrate accountability. Proactively sharing positive stories and achievements through various media channels can enhance the Museum's public image and build community trust.

MARKETING AND COMMUNICATION

By focusing on key areas, we aim to enhance visibility, increase visitor engagement, and strengthen community ties.

Our marketing and communications strategy centres on positioning the Museum as a leading cultural and educational destination in Broken Hill, one which can be enjoyed multiple times by residents and visitors.

ESTABLISHMENT OF A DEDICATED MUSEUM WEBSITE

Creating a standalone Museum website is crucial for centralising information and promoting its offerings. This website should feature a calendar of events, detailed descriptions of exhibits, and visitor information. It should also provide an online platform for newsletters and educational content. Regular updates and user-friendly design should facilitate seamless navigation and interaction.

REGULARLY TURN OVER EXHIBITIONS

To maintain visitor interest and attract repeat visits, it's essential to refresh our exhibitions regularly, ensuring there's always something new at the Museum. Leveraging varied themes that highlight global and local geological phenomena can appeal to diverse audiences, promoting a dynamic visitor experience and sustained public interest.

BETTER TOURISM AND HOSPITALITY COLLABORATION

We will forge partnerships with local tourism and hospitality businesses to create bundled offerings and joint promotions. Collaborations with hotels, tour operators, and travel agencies can enhance our reach and attract tourists. Developing exclusive packages or experiences with partners will position the Museum as an integral part of the regional tourism landscape.

BUILDING THE MUSEUM'S CONTACT DATABASE

A comprehensive contact database is essential for targeted communications. We will implement initiatives to expand our database, including membership drives, unique event registrations, and digital campaigns. This resource will allow for personalised marketing and engagement efforts, fostering a deeper connection with our audience.



View across Museum from mezzanine floor

IMPROVED SOCIAL MEDIA ENGAGEMENT

Enhancing our social media presence through engaging content and interactive posts will be a priority. By leveraging platforms like Instagram and Facebook, we will share compelling stories, behind-the-scenes looks, and timely updates. Video reels provide a short, engaging way to tell intriguing stories based on the Collection. Engaging with our audience through comments, live sessions, and social media campaigns will build a vibrant online community.

MAKING THE MUSEUM THE START OF LOCAL HERITAGE TRAILS

To maintain visitor interest and attract repeat visits, it's essential to refresh our exhibitions regularly, ensuring there's always something new at the Museum. Leveraging varied themes that highlight global and local geological phenomena can appeal to diverse audiences, promoting a dynamic visitor experience and sustained public interest.

SINGLING OUT HIGHLIGHTS IN THE COLLECTION

Creating a standalone Museum website is crucial for centralising information and promoting its offerings. This website should feature a calendar of events, detailed descriptions of exhibits, and visitor information. It should also provide an online platform for newsletters and educational content. Regular updates and user-friendly design should facilitate seamless navigation and interaction.

INTERACTIVE DISPLAYS

To maintain visitor interest and attract repeat visits, it's essential to refresh our exhibitions regularly, ensuring there's always something new at the Museum. Leveraging varied themes that highlight global and local geological phenomena can appeal to diverse audiences, promoting a dynamic visitor experience and sustained public interest.

APPENDIX A

ALIGNMENT WITH ARTS AND CULTURAL FUNDING PROGRAM (ACFP) PRIORITIES

The Museum's goals are closely aligned with Create NSW's priority areas, reinforcing our commitment to community engagement and educational outreach.

FIRST NATIONS STORIES AND COMMUNITIES

The Museum is one of Broken Hill's platform for engaging with the Indigenous history of our region. We aim to thoughtfully present and explore the complex narratives surrounding First Nations communities, respecting and amplifying their voices.

NEXT GENERATION OF CREATIVES AND AUDIENCES

Recognising the importance of engaging young minds, our strategic plan prioritises initiatives that connect with youth, immersing them in geoscience and revealing the rich tapestry of local history, inspiring the scientists and historians of tomorrow.

WESTERN SYDNEY AND/OR REGIONAL NSW

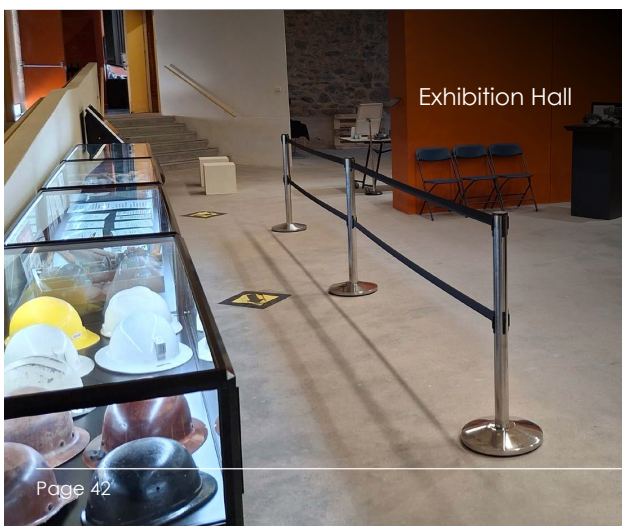
Proudly located in Far West NSW, we act as a key heritage institution dedicated to showcasing exhibits that reflect the unique stories and cultural heritage of our area.

BROAD AND INCLUSIVE COMMUNITIES AND CONTENT

Embracing the diverse tapestry of the Broken Hill community, the Museum is committed to celebrating diversity both locally and globally. Our audience is diverse, reflecting the universal nature of geoscience and the inclusive stories our exhibits tell.

ACCESSIBILITY AND EQUITY

Our Master Plan redevelopment is dedicated to enhancing accessibility, ensuring the Museum is welcoming and user-friendly for everyone. By maintaining affordable ticket prices, we strive to offer equitable access, inviting the entire community to engage with our rich collection.



Appendix A

Strategic Plan 2025-2028



Exhibition Hall



brokenhill.nsw.gov.au



www.brokenhill.nsw.gov.au