

FINANCE AND GOVERNANCE COMMITTEE

April 10, 2025

ITEM 1BROKEN HILL CITY COUNCIL REPORT NO. 58/25

SUBJECT: DRAFT COMMUNITY STRATEGIC PLAN - 2025 REVIEW
D25/16370

Recommendation

1. That Broken Hill City Council Report No. 58/25 dated April 10, 2025, be received.
2. That Council endorse the Draft Community Strategic Plan – Your Broken Hill 2040 for public exhibition.
3. That the Draft Community Strategic Plan – Your Broken Hill 2040 be placed on public display for 28 days in accordance with legislation.
4. That Council receives a further report at the conclusion of the exhibition period, outlining submissions and feedback received and any recommended changes, with a view to adopting the Draft Community Strategic Plan for implementation 1 July 2025.

Executive Summary:

The Community Strategic Plan is the highest-level plan that a council will prepare and its above all other Council's plans and policies in accordance with Integrated Planning and Reporting Guidelines (October 2021) and the *Local Government Act 1993* and Regulations. The Community Strategic Plan is a strategic plan from which flows Council directions for the next four years via its Delivery Program and on-year Operational Plan.

The purpose of the plan is to understand the range of services the community wants, the service standards they expect and the infrastructure that will be required; to identify the community's main long-term priorities and aspirations for the future and to plan strategies for achieving these goals. In doing this, the plan considers the issues and pressures that may affect the community and the level of resources that will realistically be available to achieve the aims and aspirations.

While Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the Local Government Area, it is not wholly responsible for its implementation. Other partners, such as levels of government, State agencies, business, educational institutions and community groups have an important role in engaging and delivering the long-term objectives of the plan.

All councils in NSW are required to work within the Integrated Planning and Reporting (IP&R) framework. The framework reinforces and guides Council in planning and decision making based on a sound understanding of the community's expectations around priorities and service levels.

IP&R is aligned with the NSW local government cycle. The Community Strategic Plan must be reviewed every four years, whereby each newly elected council completes the review by 30 June in the year following the Local Government Elections and rolls the planning period forward by at least four years so that it is always a 10-year minimum plan.

Report:

The Community Strategic Plan 2033 was originally developed in 2010. With a major review in 2013 following extensive community consultation, followed by smaller revisions in 2014 and 2017. In 2022 Council adopted the new Community Strategic Plan – “*Your Broken Hill 2040*”, following an extensive community engagement program commencing pre-covid with completion post-covid.

Council adopted the Community Strategic Plan Engagement Strategy for the 2025 review of the plan at its meeting held 18 December 2024. The engagement strategy detailed the community engagement activities to be undertaken.

The engagement period commenced early February 2025 and concluded the first week of April 2025. The program kicked off with a survey of five questions seeking to check in on the ongoing relevance of the objectives, strategies and vision of the Community Strategic Plan. The survey was delivered via:

- Individual invitation to identified focus groups and key stakeholders
- Youth Advisory Group for engagement in high schools
- Open invitation to the general community available online or hard copy print

The questions asked were:

1. What makes Broken Hill a great place to live, work, learn and play?
2. What issues are important to you for Broken Hill in the next 10 years?
3. What challenges do we have for Broken Hill in the next 10 years?
4. What opportunities do we have for Broken Hill in the next 10 years?
5. What are your hopes for the City in 2040?

Other engagement undertaken included Pop-Up Listening Posts at:

- Broken Hill City Library
- Broken Hill Airport Terminal
- Broken Hill Hospital Foyer
- Broken Hill Regional Aquatic Centre
- Patton Street Precinct (South Trading Post)
- Community Markets
- Community Form – Open Day and Evening (Council Chambers)
- Council Staff Workshops

The Broken Hill City Council Community Satisfaction Survey undertaken in 2023 was also referenced when reviewing the Community Strategic Plan.

The engagement participation from the community and key stakeholders was considered low with only 165 respondents, however the meaningful participation that did occur highlighted a consistency in relation to issues, challenges and opportunities. The community's spirit and strength and building trusted and lasting relationships in the community was highly regarded by the majority.

The feedback received from the community aligned issues, challenges and opportunities very closely to each other, with key factors said to be enhancing population growth; attraction of new industry; skills development and training; education; apprenticeships and

traineeships; improved health services and access to GP doctors; aged care; increased childcare and recreational activities for young people.

Other key areas were affordable housing options, residential land availability, visitor experiences, increased tourism and promotion of Broken Hill as an attractive place to attract new residents and retain our young people and young families.

The Community Satisfaction Survey carried out in 2023 saw resident's responses to personal satisfaction areas on average significantly happier with their lives than other Australian citizens, although safety was highlighted as a concern. Housing, health care, aged care, services and facilities, creation and promotion of tourism, maintenance of roads and footpaths were among the highest priorities indicated by residents in planning for the future; followed by employment and education, safety and security, small business, population growth and heritage status.

The data collated confirmed that the Community Strategic Plan – “*Your Broken Hill 2040*” adopted 29 June 2022, remains current and relevant with the objectives and strategies addressing the factors important to the community, with the inclusion now of increased land availability for residential housing development as a factor.

The Plan has been updated as follows:

Page No.	Description
3	Acknowledgement of Country - photograph replacement
	Table of Contents - updated
5	Mayoral Message – minor update
9	Snapshot of our City – updated to reflect current demographics, economy and narrative
14	Checking in with Our Community – 2025 Review – new section
17	Guiding Principles – new section, replaces Our Statements
20	How to read this plan – updated to include Quadruple Bottom Line (QBL) considerations
23-25	Our Community – updated to include Quadruple Bottom Line (QBL) considerations
25	Objective 1.5 – Our built environment supports our quality of life. New strategy – 1.5.8 Identify land availability for residential development
29-30	Our Economy – updated to include Quadruple Bottom Line (QBL) considerations
34	Our Environment – updated to include Quadruple Bottom Line (QBL) considerations
36	Our Leadership Cover Page – photograph replacement
38-39	Our Leadership – updated to include Quadruple Bottom Line (QBL) considerations
41	Relationship to other Plans – updated to reflect current planning
42	Related Plans – updates to reflect current planning
43-44	Photo Inventory and Credits – updated to reflect changes in images

Community Engagement:

The Draft Community Strategic Plan will be placed on public exhibition for a period of 28 days.

Strategic Direction:

Key Direction:	4	Our Leadership
Objective:	4.1	Openness and transparency in decision making
Strategy:	4.1.1	Support the organisation to operate its legal framework

Relevant Legislation:

Section 402 of the *Local Government Act 1993* states:

- (1) Each local government area must have a community strategic plan that has been developed and endorsed by the council. A community strategic plan is a plan that identifies the main priorities and aspirations for the future of the local government area covering a period of at least 10 years from when the plan is endorsed.
- (2) A community strategic plan is to establish strategic objectives together with strategies for achieving those objectives.
- (3) Following an ordinary election of councillors, the council must review the community strategic plan before 30 June following the election. The council may endorse the existing plan, or develop or endorse a new community strategic plan, as appropriate, to ensure that the area has a community strategic plan covering at least the next 10 years.

Financial Implications:

The Community Strategic Plan forms the base document upon which the next four-year Delivery Program and one-year Operational Plan will be budgeted.

A Long-Term Financial Plan (10 years minimum) will be developed to inform decision making in collaboration with the CSP and the development of the Delivery Program and Operational Plan.

Financial implications of endorsing the Draft Community Strategic Plan for public display of a period of 28 days will include advertising costs estimated to be \$350.

Attachments

1. [!\[\]\(8d139a66f540002704b5c70b7fe6cc7a_img.jpg\)](#) Draft Community Strategic Plan Your Broken Hill 2040

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