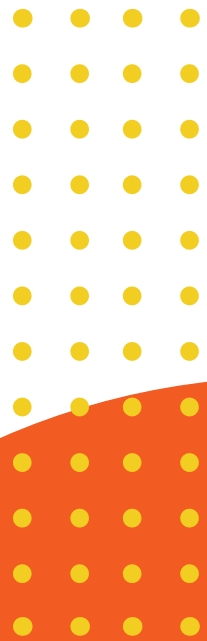




Broken Hill Cultural Plan 2021-2040

August 2021

BROKEN HILL
CITY COUNCIL



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Acknowledgement of Country

Broken Hill City Council acknowledges the Wilyakali people of the Barkindji nation as the traditional custodians of this land and pay respect to elders - past, present and future.

Artist: Brandi Johnson Biggs
 'My Families Home on the Barka'
 2021 MMIAA Winner - BHRAG and
 WDA young Artist Award

This project was funded by:



This document was prepared in collaboration with Broken Hill City Council by:



Introduction

The Broken Hill Cultural Plan 2021-2040 provides a shared vision and framework for our City to sustain, enhance and share our rich arts, culture and heritage.

About culture in Broken Hill

Our City's story begins with the strength the First Nations culture of this place. For thousands of years, the Wilyakali people of the Barkindji nation have occupied the lands that we now call Broken Hill and beyond for thousands of years.

Broken Hill is a progressive and thriving city in Far West NSW with a rich local culture. This has been shaped by the outback isolation, First Nations songlines, language and traditions, the unique mining and social history, - being the birthplace of Australian trade unionism - and its independent and creative community.

Culture is reflected in the way we live our everyday life in Broken Hill. The attraction of our red sand landscape to inspires creatives both local and visiting. We are known across Australia to be the home to many artists, including the Brushmen of the Bush and Pro Hart, and the art that continues to be made here, including iconic films like *The Adventures of Priscilla, Queen of the Desert* and *Mad Max*.

Our history and heritage is at the heart of Broken Hill's cultural identity. The Wilyakali people and their Darling River neighbours, the Barkindji, had and continue to have, a close and intensely spiritual relationship with the land. Evidence of their cultural life exists north-east of the City at Mutawintji in the form of hand stencils and rock engravings in the caves and sheltered overhangs that honeycomb the area.

Our heritage renders us special in the nation's narrative, recognised as an important foundational place and major influence on its prosperity which is reflected in our unique position as Australia's first nationally heritage listed city.

For us, our heritage is not only held in the buildings and objects. It connects us and provides a proud collective sense of self and place. To be part of this remarkable culture keeps those who have a history with Broken Hill forever connected.

The people of the city and surrounds, the stories and the community groups are the living and breathing essence of what it is to be a part of Broken Hill's present, past and future and are equally matched in their importance to our cultural landscape as the physical infrastructure.

We have many cultural spaces and assets, including galleries, museums and other cultural attractions and experiences. Council owns and manages facilities such as the Broken Hill Regional Art Gallery, the Albert Kersten Mining and Minerals Museum (GeoCentre) and Broken Hill City Library and Archives along with the newly refurbished multipurpose venue Civic Centre, facilitate diverse cultural experiences and participation.

The Visitor Information Centre connects our valued visitors to places where they can experience the culture of our community for themselves.

The Living Desert showcases the environment and provides opportunities for visitors and residents to interact with the natural environment and learn about the landscape, flora, fauna and cultural stories.

People talk about the strong sense of community in the City. This is evident when people with obvious differences come together in good times and bad, conditioned to the boom and bust cycles of our lives which are impacted as much by history, drought and environmental change.

Many people have a deep passion for the place, which manifests in social connection, participation and volunteerism. Broken Hill boasts a large number of volunteer organisations and cultural groups that undertake some of the most important and accessible entryways to engage with our history, heritage and culture.

Broken Hill's population enthusiastically embraces new cultural opportunities, encourages newcomers to create events and programs and enjoys using their experience, talent and knowledge to enliven our accessible spaces to tell the stories of our place, and add to the richness of the cultural tapestry of Broken Hill.

The interaction between people and spaces contributes to the wellbeing and sense of self experienced in the city and region. The growing First Nations community has a strong connection to Country, which is an integral tenet of the culture and is essential to experiencing good health and wellbeing.

There is universal acknowledgment of the importance of caring for this fragile environment and the influence of outdoor spaces and places to a feeling of wellbeing.

Public spaces are accessible ‘third places’, providing social places where we feel relaxed and can enjoy the environment with others.

Interspersed between the many galleries and cafes across the city, the tale of the city’s rise to prosperity is evident in our architecture. From Federation and Victorian buildings to the curving faces of 1930s Art Deco, and classic tin cottages - our walls tell an important part of our story.

Our community values the role of the environment and landscape, arts, culture, events and heritage in bringing us together and shaping our shared identity. We recognise the social and economic benefits that culture brings to Broken Hill, in particular as an iconic outback cultural tourism destination.

We are excited for, and want to help shape a future in which Broken Hill’s culture is sustained, enhanced and shared.

For a detailed analysis of Broken Hill’s cultural landscape and participation, creative industries, strategic policy drivers and cultural asset network, please refer to the Background Report which is available as a separate document.

About the Cultural Plan

The Broken Hill Cultural Plan 2021-2040 (the Plan) outlines a long term vision for culture in Broken Hill and provides a roadmap for Broken Hill City Council, community and partners to work together in future planning for cultural infrastructure, events, programs, partnerships and funding.

The Plan seeks to build on Broken Hill’s existing cultural strengths and assets, recognising that there are already many existing projects and initiatives underway in our City that will benefit from strategic coordination and a shared vision that we can all work towards.

Our community’s stories, values and aspirations are the foundation of the Plan, which has been shaped by engagement with over 500 individual community members, local creatives and stakeholders and based on in-depth research and industry expertise. Community feedback, Council pop up sessions and engagement activities add to the total of consultation undertaken for the Plan.

The Plan reflects Broken Hill City Council’s commitment to working collaboratively to support and enhance culture, arts and heritage in our City.

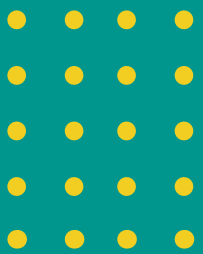
Importantly, the Plan will position Council to pursue partnerships across levels of government and other key stakeholders, including the private sector, to better meet the cultural needs and aspirations of our community and to leverage opportunities as they arise.

The Broken Hill Cultural Plan has three focus areas:

- People and Community
- Spaces, Assets and Places, and
- Sector Capacity Building.

These strategic focus areas establish a transparent decision-making framework and identify the priorities to inform business case development and attract future investment, for cultural infrastructure projects and programs across the City.

Culture, Arts and Creativity in Broken Hill



DIY COMMUNITY



MARKETS



WORKSHOPS /
MAKER SPACES



ABORIGINAL LIVING
CULTURE



PROGRAMS



PUBLIC ART



ART GALLERIES &
MUSEUMS



Traditions & Customs › The way we live our lives › Who we are › How we express ourselves › Memories › Ancestry



PUBLIC SPACES,
STREETS AND PARKS



CREATIVE PLACES
TO WORK



HERITAGE



PERFORMANCE &
MUSIC



CULTURAL
FESTIVALS



LIBRARIES AND
COMMUNITY CENTRES



CREATIVE
INDUSTRIES

The value of culture

The majority of Australians recognise the positive impacts the arts have on our daily lives and in our communities, on making our lives more meaningful and impacting our understanding of other people and cultures¹.

Community identity and connection

Engagement in culture and creativity can increase community identity, cohesion and belonging, more inclusive communities and a reduction in social isolation. Arts activities and projects can re-define regional locations in new and positive ways, providing both residents and visitors with a strong sense of a city's unique identity.

Liveability and attractiveness

Having a diverse cultural offering can play an important role in attracting and retaining people to live and work in a regional area. Arts events attract visitors who may otherwise have limited awareness of the area. Arts events and venues such as galleries or performing arts centres contribute to a perception of a unique destination, thus increasing the attractiveness of places to visitors and new residents.

Health and wellbeing

The health benefits of cultural participation are well understood. Through reducing social isolation and increasing social connections, arts participation can improve mental health by decreasing stress and anxiety. Studies have also found links between arts participation, increased longevity, better health and higher life satisfaction².

Resilient local economies

A vibrant and diverse cultural and creative ecosystem can help drive local economic prosperity and growth, including through attracting visitors, creating jobs, attracting and retaining businesses, and revitalising places.

Education and skills

Participation in arts activities has been linked to improved educational outcomes in English, mathematics and science. The 21st Century knowledge-based economy will increasingly require workers to have skills that are associated with artistic practices including creative thinking, self-discipline, collaboration and innovation.



¹ Connecting Australians: Results of the National Arts Participation Survey, Australia Council for the Arts, 2016.

² McQueen-Thomson, D & Ziguas, C 2002, Promoting mental health & wellbeing through community & cultural development: a review of literature focussing on community arts practice, Victorian Health Promotion Foundation, Melbourne

The role of Council, community and partners

Broken Hill City Council plays an important role in strengthening the local cultural life of our City by providing cultural leadership and advocacy, developing cultural policies and plans and delivering and managing cultural infrastructure and services.

However, with limited resources and capacity and a declining rate base, Council needs to work in close partnership with other levels of government, the community, private sector and other stakeholders to deliver sustainable outcomes.

This Strategy outlines a framework for Council, community and partners to work together to achieve our shared vision for the future of culture in Broken Hill. It outlines opportunities for improved collaboration and coordination, recognising that we all have a role to play in enhancing the cultural life of our City.



The role of Broken Hill City Council

Lead and advocate

- Research and engage with our community to understand cultural needs and aspirations
- Advocate to other agencies and levels of government on behalf of our community
- Secure funding and resourcing for our community and cultural assets

Plan and regulate

- Develop policies and plans that respond to our community's cultural needs
- Align decision-making to the cultural values, needs and aspirations of our community

Build partnerships and skills

- Collaborate with cultural organisations and our community to achieve shared goals
- Unlock capacity within our community by connecting people to skills and resources

Provide infrastructure and services

- Manage and deliver Council-owned places and spaces that support cultural and creative participation
- Deliver, support and promote cultural programs, events and activities
- Support community groups and organisations through grants and in kind support

What we heard

Our community stories, values and aspirations are the foundation of this Plan.

In developing this Plan, we spoke to over 500 individual community members of all ages and from all walks of life. Initial research was combined with additional engagement undertaken by Council, to create this Plan. The themes in this section reflect what our community told us about what makes Broken Hill special, as well as their aspirations to build on these strengths for the future.

Who we engaged with:

We spoke with artists, creatives and local history experts who are inspired everyday by Broken Hill's stories and landscape. We spoke with First Nations people, business owners, community groups and volunteers that are passionate about building on our existing cultural strengths. We spoke with children, families and young people that appreciate how arts and culture can bring our community together. We also spoke with visitors and tourists that were discovering our rich cultural offering for the first time.

Our community generously shared their stories with us, including their priorities and their ideas for the future. Their aspirations for the future of culture in Broken Hill drive and shape decision-making going forward and help to achieve our shared goals.

What we did:

Our community shared their ideas at a number of activities in late 2020 and 2021:

- Online survey (133 responses)
- Community workshops and pop up shop
- Workshops with the Regional Art Gallery Advisory Committee and the Community Roundtable and Heritage Committee
- Workshops with Councillors and Council staff
- Creative mixer event
- Kids craft activity and family BBQ event
- Pop-ups and intercept surveys around town including at the Perfect Light Film and Festival and the Youth Colour Run
- Stakeholder interviews (over 20 interviews) and community feedback

Rich history, heritage and stories

Broken Hill has a unique history and heritage that our community is proud of. Key points of pride include Broken Hill's mining and social history. Many told us they value the existing museums, buildings, places and people that are already doing a great job of preserving and sharing the City's history, heritage and stories.

The community thinks there are many more opportunities to preserve and share local stories. In particular, people said there are still "untold" stories in Broken Hill that they would like to see preserved and told into the future, including First Nations and migration stories. Young people in particular told us they would like more opportunities to learn about Aboriginal cultures.

Community members told us they want to:

- Preserve and increase opportunities to celebrate Broken Hill's history and heritage, including our stories, buildings and collections
- Increase recognition of, and opportunities to learn from, Aboriginal culture and people in Broken Hill
- Increase opportunities to tell our stories through programs, events and in the public domain
- Broken Hill is a "living museum" — further explore how our heritage listing can benefit our City.





Resilient and creative community

Community members told us that one of the things that makes Broken Hill special are its creative people and its resilient community spirit that has been shaped by its isolation. People said that even though the community is diverse, in times of need everyone comes together to support each other. Some of the words that people used to describe locals include friendly, caring, generous, welcoming and supportive.

Community members told us they want:

- More opportunities for our community to come together through arts and cultural events
- To support and connect existing creatives, groups and organisations to boost their initiatives
- More opportunities for creative learning and skills development to support employment

Unique natural environment

Community members told us they love Broken Hill's beautiful natural environment. People said they enjoy being surrounded by wide open spaces, big blue skies and desert landscapes - and think that the natural environment is a big part of Broken Hill's identity and has inspired many artists and creatives. People also highlighted the importance of regeneration areas.

Community members told us they want:

- To encourage more cultural and creative activities and events in outdoor and natural spaces
- Cultural programs and events that reflect on our outback environment.

Vibrant arts and cultural landscape

The community is proud of Broken Hill's strong local arts and cultural landscape, including many great museums, galleries, artists and creatives. Some highlighted that this local arts scene is part of what differentiates Broken Hill from other regional cities and makes it a great place to live and visit. People said they are proud of the City's long history of grass-roots cultural initiatives.

Community members told us they want to:

- Encourage and support cultural participation for all ages and abilities, including young people and people with disability
- See more diverse cultural experiences and activities to suit a variety of interests, such as live music, including at night and on the weekend
- Improve information about what's already going on, for locals as well as for visitors
- Promote our cultural offering broadly to attract visitors to Broken Hill
- Encourage creative industries to Broken Hill to increase local employment opportunities
- Improve existing cultural venues and spaces and explore opportunities for 'pop-up' spaces
- Integrate arts and culture into our streets and public domain, including public art that tells all our stories and enlivens our City.



WHAT DO YOU
LOVE ABOUT
BROKEN HILL?

(THINKING ABOUT THE FUTURE ARTS,
CULTURAL, EVENTS & SPACES)

FOUNDED



History
tribe

AW
EVE

Our community

Broken Hill's changing resident demographics influence our cultural identity and practices, both in the present and will into the future. The following community snapshot reflects the statistical data available for the city and comes from the Australian Bureau of Statistics (ABS 2016), Profile ID and the 2019 Planning Projections project undertaken by the NSW Department of Planning (2020).

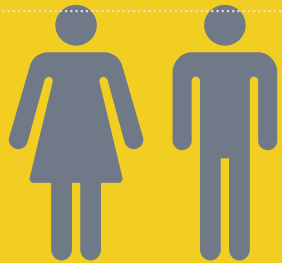


OUR LOCAL GOVERNMENT AREA

170km²

LOCATION

1,100km west of Sydney & 500km east of Adelaide



TOTAL POPULATION 2016

17,814 ABS Data (2016)

PROJECTED POPULATION 2026

16,450
2019 Population Projections, NSW Government
www.planning.nsw.gov.au/projections

MEDIAN AGE

45

- 19.9% are aged under 18 years
- 29% are aged over 60 years

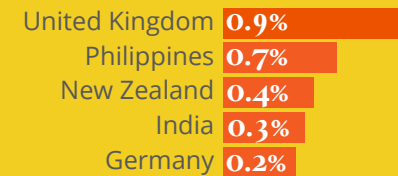
ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE



1,505 8.5% of the total population
ABS Data (2016)

BORN OVERSEAS

4.5% much lower compared to the average of regional NSW (11.2%)
ABS Data (2016)



LANGUAGES SPOKEN

2.5% speak a language other than English – Filipino/Tagalog (0.4%), Italian (0.3%) & Australian Indigenous languages (0.2%)

VOLUNTEERS

18.4% of Broken Hill residents reported doing some form of voluntary work in 2016.
Profile ID (2020)

COMMUNITY GROUPS AND ORGANISATIONS

100+ community and cultural groups operating in Broken Hill and their contributions to the cultural landscape of our City is immense.

CULTURE AND LEISURE WORKERS

Based on 2016 census data, 212 residents (3%) worked in 'creative' industries including Arts and Recreation (0.9%) and Manufacturing (2.1%). This does not reflect hobbies, vocational pursuits or volunteer work (SGS Economic and Planning)



Our cultural assets

Broken Hill has many cultural assets, including Council and privately owned facilities and collections as well as community groups that sustain our local cultural and creative life. The following provides a snapshot of Broken Hill's cultural assets with more detail provided in the Background Report.



COMMUNITY AND CULTURAL FACILITIES:

- 1** Library
- 1** Civic / Performance Centre
- 1** Visitor Information Centre
- 2** Theatres / Cinemas
- 4** Community Centres, Halls and Meeting Spaces
- 11** Museums
- 27** Art Galleries
- 3** Live Music and Performance Venues
(excl. pubs)

GROUPS AND PROGRAMS:

- 60+** Community Groups and Organisations
- 74+** Council and Community Events and Programs

PUBLIC SPACES:

- 1** Town Square
- 9+** Hireable Parks
- 2** Streets used as venues for events and celebrations



Image Source: Broken Hill Regional Art Gallery
Artist in Residence Program

Our strengths and challenges

These strengths and challenges for culture in Broken Hill express the needs and aspirations of Broken Hill residents and reflect the combined findings from our research and community feedback.

Acknowledging and sharing Aboriginal cultures

The Broken Hill Local Government Area (LGA) is on the land of the Wilyakali People of the Barkindji nation, who have cared for Country for thousands of years. The strength, resilience, and contributions of the Wilyakali people continue to be intrinsic to Broken Hill's identity. Broken Hill today is home to Aboriginal people from across several language groups and Aboriginal nations, with 8.5% of the population identifying as Aboriginal and/or Torres Strait Islander (Census 2016).

The Broken Hill community has expressed strong support for increasing visibility, celebration, and sharing of Aboriginal cultures in Broken Hill through events and activities, signage and interpretation, and artworks incorporated into the landscape.

Council's commitment to Aboriginal and Torres Strait Islander peoples is outlined in the Reconciliation Action Plan (RAP) and the Cultural Plan will align with and complement the directions of the RAP and the ambitions of the community.

Leveraging our National Heritage Listing

Broken Hill's dramatic desert landscape, its unique character and remarkable industrial and geological heritage was acknowledged in 2015 when it became the first (and remains) the only entire Australian city or town on the National Heritage List.

There is a strong need to work in partnership across levels of government to further define, promote and leverage the opportunities that this listing brings to our city, including cultural tourism and ongoing preservation of our unique local cultural assets. In particular, there is a need to advocate for increased financial support for the ongoing maintenance and management of heritage assets.

Collecting and sharing our stories

Broken Hill residents are proud of their culture and history and everyone has a story to tell about their City. There is a strong desire in the community to increase opportunities to collect, exchange and preserve these special and diverse stories, including those of Aboriginal peoples, waves of immigrants, mine workers, union heroes and women and children.

Attracting and retaining residents

Community engagement participants told us they love living in Broken Hill because of its friendly and creative community and beautiful natural environment.

Broken Hill is the service centre for the industry in Far West NSW, however the City has experienced a steady population decline due to the fluctuations in mining since the 1970's which has resulted in a decreased Council rate base impacting on the available funding and service provision. Recent advances in technology have resulted in lower cost and competitive processing options resulting in increased activity and investment, production and exploration by national and international companies in products such as gold, mineral sands, iron ore, cobalt, zirconium and uranium. The promise of newer mining operations and the potential to attract new residents means that investment in the city's cultural spaces and heritage is important to offer a vibrant place to live, work and invest

Encouraging participation for young people

Research shows that cultural participation has developmental and educational benefits for children and young people. Community members told us that they want to see more opportunities for young people to engage in arts and culture in Broken Hill, especially for those who are not interested in sport and for teenagers. It is important that initiatives are easily accessible and affordable to support young people to participate.

Sustaining and supporting our volunteer base

Broken Hill is home to many passionate and driven volunteers that initiate and sustain our City's cultural facilities, programs and events. It is important to support our volunteers and recognise their invaluable contribution to our cultural landscape. Unfortunately, as our population continues to age so does our volunteer base, and many cultural organisations and groups do not have clear succession planning in place to ensure sustainability into the future. There are opportunities to further connect groups to resources and information and encourage young people to get involved in volunteering.

Increasing collaboration and coordination

Broken Hill has many community groups, local businesses and privately run museums and galleries that contribute to our local cultural offering. However, many of these organisations operate independently with limited collaboration and partnership. This Plan represents a first step towards providing an overarching framework that can support increased collaboration towards a shared vision for culture in Broken Hill. Increasing opportunities for networking, sharing information and resources and shared initiatives will contribute to the sustainability of our cultural landscape.

Upgrading and maintaining cultural assets

Broken Hill's cultural assets, both private and Council-owned facilities, are in need of maintenance and improvement in order to keep up with contemporary industry standards as well as audience interests and expectations. There are also many unused spaces and shopfronts in Broken Hill that could have cultural uses if they were to be upgraded. This opportunity would require significant investment and resourcing to achieve.

Preserving our collections

Broken Hill is a treasure trove of historical artifacts and collections reflecting our rich social and mining history. While some of these collections are stored in our museums and in the Broken Hill Outback Archives, many are privately owned and stored in less-than-ideal circumstances. In the long-term, there is a need to ensure a sustainable and strategic approach to managing and preserving our significant collections which have both local and national heritage significance. This will require significant resource investment from all levels of government.

Promoting our cultural offering

Broken Hill boasts a thriving cultural environment that includes a large number of galleries and museums and cultural events, programs and festivals that bring the community together. Community members told us that it can be hard to find out about what's on and identified a need to improve and coordinate promotion to support residents and visitors to participate. People suggested various communication channels including websites, social media and newsletters, and also emphasised that word of mouth is still important.



*"Our pride? Our people.
Our story. Our history.
But we do not really tell it
well enough. We dabble
in it, like a movie preview,
but we never get to show
the movie properly to the
outside world or visitors.
Time to change it."*

*Broken Hill community
member*

Placemaking and activation

There is a growing trend in regional towns for public art, heritage interpretation and creative wayfinding that reflects local identity and culture, tells local stories and enlivens streets and public spaces. Community engagement participants told us they think there are opportunities for more public art in Broken Hill's areas and streets, for example reflecting local mining and social history. In recent years Council has been undertaking planning for the Broken Hill Cultural Precinct and Library and Archives as a key activation project for the Broken Hill CBD.

Diversifying our local economy

Broken Hill's local economy has been shaped by mining, however the industry's expansion and contraction requires us to think creatively about opportunities for diversification to remain sustainable. Regional cultural tourism is on the rise and represents a significant economic development opportunity. This requires the strategic promotion of our unique offering, regional collaboration, improved visitor experiences and to explore new avenues, such as self-determined Aboriginal cultural tourism, participatory creative learning and outback nature-based experiences.

Diverse cultural experiences day and night

There is already a lot going on in Broken Hill, however there are limited cultural experiences available at night-time and at certain times on the weekend. Community members and visitors told us that they would like more opportunities to engage with culture and creativity at night-time, including live music and comedy at local businesses and street festivals.

Developing local creative industries and skills

Whilst creative industries currently make up only a very small proportion of the Broken Hill economy (2% of people employed), there is a need to connect local creatives and businesses to resources, information and networks to support skill development (e.g. grant writing). Community members also told us they would like to see more opportunities for creative industries training and employment in Broken Hill, such as leveraging film production in the region, particularly for young people.



“Broken Hill as a film destination is point of pride for me. It creates work for many locals in front or behind the camera. The Perfect Light Film Festival is one of the highlights on the events calendar.”

Broken Hill community member

Encouraging film production in Broken Hill

Broken Hill welcomes film makers from across the globe. The City is the engine-room for film makers who are often filming on the outskirts and the fringes of the City but require a base for accommodation, production space, technology linkup and easy access to transport. There have been more than 35 movies filmed in Broken Hill and surrounds including Mad Max 2, The Adventures of Priscilla Queen of the Desert, Last Cab to Darwin and Mission Impossible II. Baz Luhrmann also filmed a section of Australia in Broken Hill. There are opportunities to further encourage film production in Broken Hill and connect local people to film-based skill development and employment.

Operating as a regional hub

As the largest community in a wide geographical area, Broken Hill is a regional centre for health, retail and community services for smaller communities across the Far West; including the Central Darling Shire towns of Wilcannia, Menindee, White Cliffs, and Ivanhoe and the iconic township of Silverton in the Unincorporated Area. Broken Hill is a popular cultural and outback destination for visitors and tourists, along with surrounding towns, and its isolation is as much a strength as it is a challenge to cultural tourism.

Advocating for resources and funding

Advocating to State and Federal governments and private industry for cultural funding and investment will be of the utmost importance to realising our vision for the future of culture in Broken Hill. With significant cultural assets of regional, state and national significance, acquiring funding will be fundamental to ensuring ongoing sustainable management and preservation.



Image Source: The Broken Heel Festival

Our Cultural Vision and Action Plan

This Action Plan outlines the three focus areas that Council will prioritise during the next 20 years to support and grow a sustainable and vibrant cultural life and creative sector in Broken Hill.

The actions that sit underneath each focus area are categorised as being: **short term** (1-5 years); **medium term** (6-12 years); **long term** (13-20 years); and **ongoing** which will be pursued, enacted and refined over the life of the plan



Focus Area 1



People &
Community



Focus Area 2



Spaces, Assets
& Places



Focus Area 3



Sector Capacity
Building

Focus Area 1



People & Community

Goals

1. Increase acknowledgment, recognition and visibility of Aboriginal culture and arts led by and in collaboration with local Aboriginal Elders, knowledge holders and community
2. Encourage and support cultural participation for all ages, cultures and abilities, including young people and people with disability
3. Foster collaboration between local and regional organisations to effectively plan and advocate for culture across the region

Why is this important?

- Our community told us that they would like to see greater recognition of Aboriginal culture, traditions and stories
- There is a need to strive for better coordination of existing creative and cultural groups and initiatives in the city
- Increased inclusion and diversity through cultural events can help bring different parts of community to together
- Our community told us that they would like to see a greater diversity of things to do Broken Hill (e.g. greater diversity of live music), especially for young people and people of all abilities. They also told us they would like to see easier ways of finding out what's on.





Focus Area 1: People & Community

Strategy	Draft Actions		Timing			
			Short	Medium	Long	Ongoing
1.1 Increased acknowledgement, recognition and visibility of Aboriginal culture, arts and practice in the city	1.1.1	Support a self determined approach to the foundation and creation of a cultural knowledge centre.		○		
	1.1.2	Acknowledge the protocols important to the Aboriginal community that signify their importance to the cultural landscape of the city.	○			
	1.1.3	Encourage the development of regular exposure and exhibition of Aboriginal culture, be it performance, written works, art, music, festivals or other cultural expression.	○			
	1.1.4	Celebrate and make visible First Nations culture through community led initiatives.	○			
	1.1.5	Develop a long term plan for Aboriginal heritage and culture that includes commitment to and promotion of local Aboriginal artists.	○			
	1.1.6	In partnership with the Traditional Owners, investigate opportunities to increase the number and visibility of dual language signage in the City.	○			
	1.1.7	In collaboration with Traditional Owners, investigate the opportunity to create a permanent space in the display window of the Visitor Information Centre to tell the story of the Traditional Owners of the land.		○		
	1.1.8	Play an active role in developing partnerships with other relevant agencies to meet cultural commitments.				○

Strategy	Draft Actions		Timing			
			Short	Medium	Long	Ongoing
1.2 Increased art and cultural participation and educational opportunities for young people	1.2.1	Establish a Youth Advisory Group to support consultation with young people in an ongoing capacity.	○			
	1.2.2	Investigate the opportunity to create a youth space and facilitate youth events in consultation with young people.		○		
1.3 Increased opportunities for cross sector engagement through projects	1.3.1	Encourage relationships within the local arts sector and third parties by participating in arts/culture interagency meetings.				○
1.4 Increased participation in Broken Hill's cultural offering by people of all ages and abilities	1.4.1	Continue to engage with all levels of government, arts organisations, residents, local community, religious groups, cultural groups and educational institutions to identify cultural participation preferences for specific age groups within the City.				○
1.5 Increase community involvement through engagement and outreach planning	1.5.1	Foster creation of an overarching framework to support additional collaboration between Council and community toward a shared vision for culture in Broken Hill.	○			
	1.5.2	Investigate increasing opportunities for networking, sharing information and resources and shared initiatives to contribute toward the sustainability of the cultural and natural landscapes.		○		
	1.5.3	Celebrate key historic milestones through partnerships, events and strategic projects that acknowledge multiple histories and cultural diversity.		○		
1.6 Improved marketing, communication and information sharing about Broken Hill's cultural offerings	1.6.1	Consider developing a marketing and communications strategy that ensures residents and visitors can access information about community events, programs and cultural groups within the city.	○			
	1.6.2	Share information through a variety of platforms and activities to residents and visitors about the City's rich heritage, stories and culture within a narrative of richness, positivity and growth.				○



Strategy	Draft Actions		Timing			
			Short	Medium	Long	Ongoing
1.7 Amplification of our diverse social and cultural histories	1.7.1	Expand the capacity of the Broken Hill Outback Archives to further capture and share the diverse social and cultural histories that are an intrinsic part of Broken Hill's identity, including educational experiences.			○	
	1.7.2	Expand the existing oral history tradition within the region by capturing the oral histories and memories of those who have experienced historically significant times and daily occurrences in the history of the city. These experiences continue to shape the evolving culture.	○			
	1.7.3	Provision of programs and services to assist individuals to increase their knowledge and skills, to widen their attitudes and behaviours and to access information and increase awareness of whats happening in their community.		○		
	1.7.4	Investigate the use of wayfinding as identified within the CBD Masterplan and other strategies to magnify the rich stories of the area. Amplify the information available through signage and information boards by linking electronic content and augmented reality.	○			
1.8 Support the use of open spaces to maintain the cultural, spiritual, social and physical health and wellbeing, of the community	1.8.1	Develop a plan for the social and community use, projects and maintenance of public spaces, green spaces and heritage precincts.		○		
	1.8.2	Utilise the talents, knowledge and motivation of cultural and community groups to enhance programs to increase health and wellbeing.		○		
	1.8.3	Recognise the importance of sport in the provision of social and emotional health and wellbeing as well as an avenue for physical activity and plan accordingly to promote the benefits of sporting activity.	○			○



Strategy	Draft Actions		Timing			
			Short	Medium	Long	Ongoing
1.9 Support community members and visitors to engage with the cultural life of the community	1.9.1	Investigate options for art and cultural activities to be used to support health and wellbeing of community members, including in rehabilitation services.		○		
	1.9.2	Partner to plan for an accessible community wellbeing centre which provides a third place where people can access personal development and creative opportunities, gather socially and access information and support.		○		
	1.9.3	Engage with new residents to provide first contact services, deliver community information and ensure they are aware of services, events and the opportunities available to be connected to the community.	○			
	1.9.4	Undertake strategic marketing aimed at reinforcing our culture and way of life to the wider community and provide links to vibrant web presence for further information.		○		
	1.9.5	Publicly celebrate the achievements of people completing certification qualifications with family, friends and Civic and business leaders.				○
	1.9.6	Engage residents and visitors in regular talks and events to listen to leaders in the fields of heritage, arts and culture and environment.	○			
	1.9.7	Ensure the community has access to Community Event Planning resources and expert advice if required.	○			
	1.9.8	Acknowledge and include Aboriginal important occasions/dates in the Broken Hill cultural activity calendar.				○
	1.9.9	Encourage local tertiary students to take opportunities to provide quality research in their field of study where appropriate.	○			



Strategy	Draft Actions		Timing			
			Short	Medium	Long	Ongoing
1.9 Support community members and visitors to engage with the cultural life of the community <i>(cont)</i>	1.9.10	Partner to ensure that events held in the City meet the diverse needs of the community and communicate the vibrancy, rich history and demographic groups within the resident and visiting community.	○			
	1.9.11	Ensure that Australia Day events are inclusive and acknowledge cultural diversity and multiple histories.				○
	1.9.12	Create a year round program of cultural activities for youth and families, non alcohol based spaces and performances.		○		
1.10 Involve Aboriginal representatives in cultural planning for the City of Broken Hill	1.10.1	Investigate the formation of an Aboriginal advisory committee to provide information and to ensure a representative voice is maintained by Aboriginal people.	○			
	1.10.2	Establish a path for continual Aboriginal inclusion in the planning system for the development of Aboriginal centered programmes.	○			
	1.10.3	Enable integration of the Aboriginal community into overall Broken Hill planning and development.	○			
	1.10.4	Consult to ensure that cemetery operations are respectfully operated and managed, acknowledging the migrant history and residents from culturally and ethnically diverse backgrounds.		○		
	1.10.5	Adopt a self determined approach to the investigation of the creation of an area of the cemetery for Traditional Owners and ensure it is culturally appropriate and sensitively managed.		○		



Strategy	Draft Actions		Timing			
			Short	Medium	Long	Ongoing
1.11 Acknowledge the significant contribution of volunteers and collectors to the cultural landscape of the City	1.11.1	Annually celebrate and thank volunteers working in cultural organisations and acknowledge the considerable contribution that volunteers in the sector make to the City and in reinforcing Broken Hill's status as the First Australian City listed on the National Heritage Register.				○
	1.11.2	Partner to support the important work of cultural and environmental community groups.				○
	1.11.3	Proactively and collaboratively support private and community custodians of cultural assets, by partnering with their efforts to access funding from public and private providers.	○			
	1.11.4	Plan for the City's cultural assets, both public and private, as a connected cultural ecosystem to deliver improved collaboration and a more coordinated approach to the sustainable growth of the City's culture.				○

Focus Area 2



Spaces, Assets & Places

Goals

1. Ensure that our tangible and intangible cultural and heritage assets are protected and made accessible for future generations
2. Adopt a place making approach to activating our places, streets and heritage precincts to reflect the layered cultural identities and stories in our city
3. Enhance the cultural tourism offer

Why this is important:

- The Broken Hill community is proud of the rich cultural, social and built heritage and history and want to see their stories preserved and shared into the future.
- There are a number of state and nationally significant heritage items that are in community and private ownership that risk being lost or damaged.
- Diverse place-making, public art, cultural tourism and environmental opportunities can add value to the local economy and help activate our existing places.





Focus Area 2: Spaces and Places

Strategy	Draft Actions		Timing			
			Short	Medium	Long	Ongoing
2.1. Increased economic opportunities for cultural tourism that maximise the cultural assets and natural surrounds of the community	2.1.1	Investigate opportunities to utilise the Visitor Information Centre as a place where local stories can be told by stronger collaboration with local businesses, cultural and community stakeholders.	○			
	2.1.2	Investigate opportunities to create a shopfront revitalisation program, that may include information and training.	○			
	2.1.3	Explore the opportunity to create a creative and cultural welcome at the airport and at the Chloride Street Welcome Way (Railway Station through the Town Square) as designed in the CBD Masterplan including indigenous plantings that reflect our local landscape and give a 'sense of place' to newly arrived visitors.		○		
	2.1.4	Continue to support and develop major destination events by working with business, industry, Government and other stakeholders to promote Broken Hill and region as a destination of choice.		○		
	2.1.5	Explore increasing visitation to the Living Desert and Arboretum by facility upgrades, improving infrastructure and building on the history and spirit of the sculpture symposium.			○	
	2.1.6	Increase interpretive signage to tell the story of the Regeneration Area and the innovative response to land rehabilitation in this groundbreaking revegetation project.		○		
	2.1.7	Develop, secure and implement a Living Desert Masterplan and business plans for specific project including a boardwalk to the sculptures that will be accessible for all abilities .			○	
	2.1.8	Partner to increase opportunities for makers, artists, musicians and growers to take part in markets and other community events in the heritage precincts and green spaces in the city.				○



Strategy	Draft Actions		Timing			
			Short	Medium	Long	Ongoing
2.1. Increased economic opportunities for cultural tourism that maximise the cultural assets and natural surrounds of the community (cont)	2.1.9	Contribute to the restoration and preservation of Aboriginal history, art and artifacts in Broken Hill.	○			
	2.1.10	Ensure cultural ownership by the City's Traditional Owners is protected				○
	2.1.11	Support a community approach to the foundation and creation of a Heritage and Environment centre.			○	
	2.1.12	Explore opportunities to use spaces including the Broken Hill Regional Art Gallery, outdoor venues, Town Square, lanes and other public space and vacant shops and commercial areas for cultural activities and events.	○			
	2.1.13	Investigate opportunities to utilise unused or unrentable industrial or similar spaces, potentially using a free of charge model, as artist studios which will support the current and future culture in Broken Hill.			○	
	2.1.14	Investigate funding opportunities to further build on the CBD Lighting Effects and Projections encouraging the community to engage with the CBD after dark.	○			
2.2. A strategic approach to the creative activation of Broken Hill's heritage precincts, public places and open spaces	2.2.1	Develop, secure and implement a Masterplan which outlines conservation, maintenance and replacement requirements of Council owned public art in the city.		○		
	2.2.2	Conduct analysis to ensure public art is representative of the cultural groups in the community.		○		
	2.2.3	Investigate the opportunity to engage artists from the community of Traditional Owners in the creation of public art.	○			
	2.2.4	Identify suitable sites for public art projects and place making programs for each of Broken Hill's heritage precincts.		○		



Strategy	Draft Actions		Timing			
			Short	Medium	Long	Ongoing
2.2. A strategic approach to the creative activation of Broken Hill's heritage precincts, public places and open spaces (cont)	2.2.5	Document all available assets and prepare a city-wide resource targeting the film and major event industry.		○		
	2.2.6	Review and consolidate an approach to development of public and green spaces to enhance livability, sociability and aesthetic value.		○		
	2.2.7	Align actions from the Cultural Plan into the redevelopment of the CBD and heritage precincts as identified in the CBD Masterplan.	○			
	2.2.8	Maintain a database of all events conducted within the city with a continuous twelve-month future focus. This database provides analysis of events and target audiences to ensure that events are equitable.		○		
	2.2.9	Explore the opportunity to create a performance space in Sturt Park.			○	
	2.2.10	Develop, secure and implement a plan for community events which includes analysis of the number and type community events, how the events are communicated to the community, and partnering to execute events fill any evident gaps in event offerings.	○			
	2.2.11	Establish visibility of Aboriginal culture in public spaces based on placement choices identified by traditional owners.	○			
	2.2.12	Utilise the Regeneration Area and Arboretum as educational tool for visitors and local people by providing exhibitions, walks and workshops that highlight our natural environment.	○			
	2.2.13	Develop a Live Music and Events Kit for community events in parks and open spaces, to encourage all ages events to ensure that young people have opportunities to build careers and networks by participating in the music and events scene.		○		



Strategy	Draft Actions		Timing			
			Short	Medium	Long	Ongoing
2.3. Ongoing conservation, protection, maintenance, and engagement with Council and community collections and cultural facilities	2.3.1	Investigate funding opportunities and a suitable business model for a regional collections store to secure additional storage, conservation and protection of cultural assets.		○		
	2.3.2	Investigate opportunities to increase funding for heritage and museum advisory roles.			○	
	2.3.3	Employ a specialised collections officer to oversee Council's cultural collections and to assess requirements to sustain and fully take advantage of the digitisation of the Broken Hill Regional Art Gallery, Geocentre, Library Archives and cultural collections.	○			
	2.3.4	Establish a process to ensure the appropriate assessment of collections for conservation and preservation, be included as part of normal Council operations.	○			
	2.3.5	Develop, secure and implement a GeoCentre Masterplan, including branding and identity of the museum, consolidate naming rights and re-urate display.			○	
	2.3.6	Implement a brand and identity strategy for BHRAG that integrates the Content Management System (CMS).		○		
	2.3.7	Investigate funding and support for digitisation of collections to enhance community access to cultural collections.				○
	2.3.8	Explore the future of cultural institutions in the use of VR and AR technology, digital excursions and events, digital placemaking as a part of responding to diversity, inclusion and accessibility in cultural institutions.				○



Strategy	Draft Actions		Timing			
			Short	Medium	Long	Ongoing
2.3. Ongoing conservation, protection, maintenance, and engagement with Council and community collections and cultural facilities <i>(cont)</i>	2.3.9	Develop, secure and implement a Masterplan for the preservation and conservation of the Broken Hill Regional Art Gallery art collection and maintenance of the Art Gallery building.			○	
	2.3.10	Ensure the technological capacity and operation of the Civic Centre is maintained to allow for continual attraction of symposia and events.				○
	2.3.11	Ensure that maintenance and upgrade of the Civic Centre and other event spaces continues to render them fit for the purpose of executing quality events.				○
2.4. Promotion of the City Library as a central community hub that is inclusive, accessible to all, encourages social interactions, enhances cultural connection and contributes to community wellbeing	2.4.1	Develop, secure and implement a Masterplan for the proposed new Library and Archive Cultural facility including identity, branding of the Library and Archive with important messaging highlighted as to the promotion of the Library as a free service and a safe space for connection, supporting lifelong learning through the provision of resources and programs.			○	
2.5. Preservation and conservation of the built and natural environment to reflect Broken Hill's status as Australia's First City on the National Heritage Register	2.5.1	Implement the recommendations from the Heritage Strategy and other relevant strategies including the National Heritage Study, development Control Plan, Local Environmental Plan and Community Strategic Plan	○			
	2.5.2	Support and promote the use, care and rehabilitation of the environment within and surrounding the city including land, air, water, and climate and plants and animals. Encourage people to experience our unique environment.				○
	2.5.3	Recognise the street trees as an important cultural asset and create strategies that protect, manage and enhance them to reflect our local environment.				○
	2.5.4	Maintain a planting policy that draws on the regions natural and cultural heritage values and increases comfort, livability and walkability.				○



Strategy	Draft Actions		Timing			
			Short	Medium	Long	Ongoing
2.6. Receipt of tri-partisan governmental financial support for Broken Hill's listing as the first city on the National Heritage Register	2.6.1	Advocate for shared custodian responsibility with Federal and State Governments.				○
	2.6.2	Continuous exploration of all Federal and State Government funding opportunities.				○
	2.6.3	Support private and community custodians of cultural assets, being both collections and heritage buildings, by facilitating and proactively assisting access to grant funding from both public and private sources,				○
2.7. Exhibition and promotion of Broken Hill's rich social and mining history	2.7.1	Broken Hill's mining narrative, presented at the GeoCentre to include diverse voices and stories and present Broken Hill's rich social history in interactive experiences and with educational components.		○		
	2.7.2	Investigate funding opportunities for the engagement of a museum consultant for exhibition design and an interpretive strategy at the GeoCentre			○	
	2.7.3	Explore the conservation, future promotion, and funding opportunities regarding the overall strategic direction of the operations of the miner's cottage and surrounds			○	
	2.7.4	Develop, secure and implement a Masterplan of the Broken Hill City Library and Outback Archives and implement a strategy for the Library and Archives that integrates the CMS.			○	
	2.7.5	Investigate the options for undertaking heritage and cultural mapping of Broken Hill and surrounds to collect data showing heritage buildings, identities and development and to plot significant cultural stories Include the information on the GIS database and summaries on tourism websites.		○		
	2.7.6	Explore the conservation, future promotion and funding opportunities regarding the overall strategic direction of the operations of the Archive.		○		



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Focus Area 3



Sector Capacity Building

Goals

1. **Attract and retain artists, creative professionals and cultural businesses**
2. **Create opportunities for learning and skills development to support employment within the culture sector locally**
3. **Nurture, support and promote local talent, businesses and cultural sector**

Why is this important?

- The community recognise that arts and culture bring economic opportunities and want more opportunities to develop skills that may lead to employment.
- There is an opportunity to develop and invest in our creative skills and to grow the next generation of creative professionals and enterprises.
- Broken Hill has a declining residential population, and a diversity of industries will attract people to live and work.
- Venues, programs and events across Broken Hill are heavily reliant on volunteers and need to find the next generation of volunteers





Focus Area 3: Sector Capacity Building

Strategy	Draft Actions		Timing			
			Short	Medium	Long	Ongoing
3.1. Support and promotion of our local film industry to boost the attraction of Broken Hill to local, national and international industry professionals	3.1.1	Work with Government and Industry to advocate for the establishment of a regional film making hub.			○	
	3.1.2	Promote creative industries through targeted educational programs to inspire employment in the sector.		○		
3.2. Maximisation of the contribution of volunteers to the city's cultural life and support of cultural organisations to maintain self sufficiency	3.2.1	Ensure that the engagement of heritage and museum consultants continues to support volunteer organisations to uphold best practice standards.	○			
	3.2.2	Implement a volunteer strategy that will include a unified approach to volunteers and include recruitment of a diverse range of people as volunteers in the cultural sector.		○		
	3.2.3	Develop a Museums strategy		○		
	3.2.4	Assistance and mentoring is provided to museum volunteers to support collection management, improving the care of the collections held by volunteer organisations	○			
	3.2.5	Provide grant support to volunteer organisations to care for and interpret historic objects and collections				○
	3.2.6	Provide strategic guidance to museums and Council on museum and museum related matters	○			
	3.2.7	Undertake Significance Assessments of objects or collections to documents if, why and how an object or collection is important		○		



Strategy	Draft Actions		Timing			
			Short	Medium	Long	Ongoing
3.3. Maximise opportunities to support the employment of people in the arts and cultural sectors	3.3.1	Traineeships and apprenticeships are offered in Council departments to educate, train and provide employment to local people when budget permits.	○			○
	3.3.2	Council maintains a commitment to offer targeted employment opportunities for Aboriginal and Torres Strait Islander people within Council and Cultural services through utilisation of the Elsa Dixon grant funding program.	○			○
	3.3.3	Council's recruitment and HR procedures and policies are reviewed to remove barriers to Aboriginal and Torres Strait Islander participation in Council's workforce.	○			
	3.3.4	Promote and emphasise the existence and active continuous contribution of Aboriginal culture across society to create additional opportunities in the cultural sector.	○			
	3.3.5	Assist in seeking financial assistance for Aboriginal centered cultural planning and programming.				○
3.4. Support and promote the growth of conferences and symposia in the city	3.4.1	Host and support conferences and symposia utilizing various Council infrastructure including Civic Centre, Broken Hill Regional Art Gallery, Broken Hill City Library and precinct, Living Desert and open spaces throughout the city.				○
3.5 Adopt a strategic approach to the development of business in the creative sector	3.5.1	Identify both City and privately owned vacant or under utilised buildings to provide and/or facilitate cooperative performance, work space and hubs for the creative sector and community.		○		
	3.5.2	Partner to identify and address barriers to establishing small to medium arts and cultural businesses in the City.	○			



Strategy	Draft Actions		Timing			
			Short	Medium	Long	Ongoing
3.6. Partner to develop programs of significance for arts and cultural practice	3.6.1	Actively encourage sponsorship of Aboriginal artists in cultural arts practice, fine arts, literature, performing arts and music.				○
	3.6.2	Partner to encourage a self-determined approach to the development of programmes for exposure of Aboriginal culture.				○
	3.6.3	Partner to assist the development of historical training and research about Aboriginal culture and life in the Broken Hill area.	○			
	3.6.4	Develop national and state partnerships through targeted MOU programs across all cultural services.		○		
	3.6.5	Actively pursue partnerships with arts and cultural entities in theatre, concerts, music, festivals and other arts or cultural areas with a view to increase the artistic offering of the City to its residents and visitors.	○			
3.7. Partner to develop Research opportunities and capabilities	3.7.1	Engage the academic and scholarly sector to raise the profile of collections and garner support for the city and its inclusion as the first City to be included on the National Heritage Register.				○
	3.7.2	Conduct research that identifies and elevates the significance of Broken Hill's Cultural Collections.		○		
	3.7.3	Seek partnerships with cultural institutions to bring additional opportunities for cultural partnerships and programming to the City.	○			
3.8 Promote and support ecotourism	3.8.1	Engage with providers of ecotourism products and encourage growth and diversity in ecotourism offerings in the region.				○
	3.8.2	Support community groups and Indigenous groups that care for the local environment and seek to interpret it and provide immersive experiences that add diversity for visitors and the community.				○

