



# **BROKEN HILL** LIVEABILITY STRATEGY 2043

March 2023

# QUALITY CONTROL

<b>KEY THEME</b>	1. Our Community		
<b>OBJECTIVE</b>	1.1 Our community spirit is our strength		
<b>STRATEGY</b>	1.1.2 Ensure that the liveability factors that enhance our lifestyles are identified, considered, maintained, and grown		
<b>FILE REFERENCE No</b>	22/137	<b>EDRMS No</b>	D23/12293
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## Acknowledgement

We pay respect to the Traditional Owners of the Broken Hill area - the Wilyakali People - on whose land we live and work upon. We acknowledge, pay respect and celebrate the ongoing cultural traditions and contributions to Broken Hill and the surrounding region by Aboriginal people. We acknowledge the Elders past, present and emerging.

This Strategy was compiled by Broken Hill City Council.

Council acknowledges Astrolabe Group, a change management consultancy, who has supported the development of this Strategy.

Copies of this Strategy can be viewed on-line at [www.brokenhill.nsw.gov.au](http://www.brokenhill.nsw.gov.au)

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# MESSAGE FROM THE MAYOR



Hello and thank you for taking the time to consider our Liveability Strategy 2043.

The term 'liveability' can ultimately mean different things to different people, so please allow me to briefly outline how it is expressed in this document.

We believe a liveable place is one that is safe, attractive, socially cohesive and inclusive, and environmentally sustainable. It should offer affordable and diverse housing linked by convenient public transport, walking, and cycling infrastructure to employment, education, public spaces, shops, health and community services, and other key features of the city.

We believe Broken Hill achieves many of the aspects listed above, however we know there is always room for significant improvement.

Broken Hill's Community Strategic Plan calls for all sectors of our community to work together to enhance quality of life in Broken Hill, and this Liveability Strategy provides a 20-year view of the future and sets a focus on 12 liveability indicators and priority actions that will help us achieve these goals.

We already know that a lack of housing is currently a barrier to people coming to and staying in Broken Hill, and that solutions are needed to support new economic and growth opportunities.

This key issue is a focus of the Strategy, along with a range of other important issues such as inclusivity, provision of services, education and healthcare opportunities, facilities and infrastructure, our environment and open spaces, and much more.

This Strategy provides an initial roadmap where Council will facilitate and lead through collaboration to tackle our liveability issues, however all sectors of our community must work together if we are to achieve the goals outlined within.

I would like to thank everyone who has informed and helped shape this Strategy, and I call on our community and stakeholders to partner with Council to help deliver on this Strategy and provide a better Broken Hill for generations to come.

Sincerely,

Tom Kennedy  
Broken Hill Mayor

# 1. LIVEABILITY IN BROKEN HILL

Broken Hill needs to be a large, thriving and viable regional city to provide support services to communities across the Far West region. The lands around Broken Hill have been home to many generations over many millennia and are cared for by the Wilyakali Traditional Owners. Since the discovery of ore in the 1880s, the presence of natural resources has attracted people to the region and led to the establishment of and growth of Broken Hill – Australia's longest-lived mining city.

Today, the City continues to support mining as the key local industry, is home to a well-known and growing outback arts and culture industry and is a regional hub for important health, education, government and retail services for surrounding communities and the broader Far West region. Broken Hill attracts people to visit and locate to this unique City for a different lifestyle, employment opportunities and to join an inclusive community.

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*In developing this Strategy, Council together with local stakeholders and the community, is defining a vision for a future where the relationship between people and place is strongly connected.*

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This Strategy takes a 20-year view of the future and sets a focus on 12 liveability indicators and priority actions that will enhance liveability – supporting people to stay in Broken Hill to live happy and healthy lives; and attracting people to come to Broken Hill to support a growing economy and create new opportunities.

Broken Hill has a rich history that is strongly shaped by its strengths in industry, natural resources and location in Far West NSW. Into the future, Broken Hill can position itself as a City on the global stage with the opportunity to be a key supplier of resources that are in high demand across international markets. These factors shape the characteristics of its residential population, its needs, and the nature of housing that is required.

The City needs to both cater for a stable residential population and a component of the population that is cyclical (or dynamic) in nature that services the peak workforce needs of the significant mining industry as well as healthcare, tourism and arts and culture. Therefore, the City must have a response that caters for these stable and dynamic needs otherwise there is a risk that residents, visitors and workers are not offered what they desire on an ongoing basis. As Broken Hill grows through the opportunity presented by investment in economic industries it has a responsibility to grow its population serving capabilities, which critically includes enabling people to find housing that is safe and affordable.

Given its location, Broken Hill cannot rely on other towns to manage overflow in the needs for housing and services when the population peaks. This Strategy supports Broken Hill to create redundancy in services and housing and ensure adequate supplies of rental housing stock as part of the way for people to make the initial move to Broken Hill, enjoy the lifestyle the City has to offer, and encourage more permanent decisions to stay.

## WHAT MAKES A LIVEABLE PLACE?

A liveable place is defined as one that is “safe, attractive, socially cohesive and inclusive, and environmentally sustainable; with affordable and diverse housing linked by convenient public transport, walking and cycling infrastructure to employment, education, public open space, local shops, health and community services, and leisure and cultural opportunities”.<sup>1</sup>



## PURPOSE OF THIS STRATEGY

This Strategy builds on opportunities for sustainable growth over time while promoting and protecting the environment and creating an equitable welcoming community that celebrates diversity. Looking forward over the next 20 years, the Broken Hill community can grow and change in different ways. This Strategy describes three horizons of growth that reflect plausible future scenarios that will shape Broken Hill's population and demographics, economy and work, and needs and expectations of current and future residents.

Council has led the development of this Strategy, with input from the community and stakeholders. The Strategy serves as a guiding document for community members and stakeholders that contribute to liveability in Broken Hill. Priority actions are defined for each liveability indicator and liveability measures will be monitored to track progress and impact of the Strategy. Establishment of a Collective Impact Model enables shared responsibility for the coordinated and collaborative implementation of this Strategy.

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<sup>1</sup> Lowe M, Whitzman C, Badland H, Davern M, Aye L, Hes D, et al., 2015, Planning healthy, liveable and sustainable cities: How can indicators inform policy? Urban Policy and Research. 33(2): 131–44. <<https://doi.org/10.1080/08111146.2014.1002606>>

The Liveability Strategy Background Paper accompanies this Liveability Strategy. The Paper outlines research and engagement outcomes that have shaped the liveability indicators and priority actions in this Strategy.

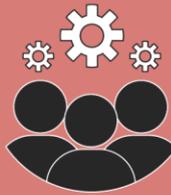
**BROKEN HILL COMMUNITY STRATEGIC PLAN 2022**

We are a strong, vibrant and growing regional city with wide opportunities, abundant natural assets, and a commitment to living lives of quality and connection in a unique location.

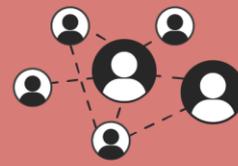
**BROKEN HILL LIVEABILITY STRATEGY TO 2043**



Access to Diverse and Affordable Housing



There is growth and diversity in jobs



Broken Hill is connected



There is access to education and training



There is access to quality healthcare for all stages of life



There is diversity in retail, services and industries



Broken Hill is a healthy and resilient city



People feel safe in Broken Hill



There is access to quality open spaces



There is choice in recreatio activities for all ages and groups



There is growth and support for Culture and the Arts in Broken Hill



Broken Hill is an inclusive community that celebrates cultural diversity

LIVEABILITY BACKGROUND PAPER (2023)

COMMUNITY AND STAKEHOLDER ENGAGEMENT

Implementation through a collective impact model

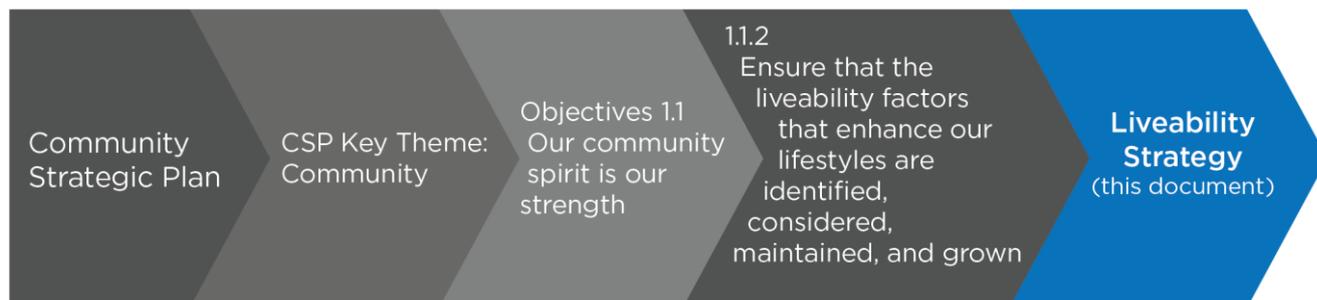
**PRIORITY ACTIONS**

**LIVEABILITY MEASURES TO MONITOR**

## Delivering the Community Strategic Plan 2022

The Broken Hill Community Strategic Plan 2022 defined an important focus on the quality of life for the Broken Hill community and the need to plan for the future. During engagement on the Community Strategic Plan, community members raised that factors that relate to liveability were particularly important.

Specifically, this Strategy delivers on the Community Strategic Plan Objective 1.1 *Our community spirit is our strength* and Action 1.1.2 *Ensure that the liveability factors that enhance our lifestyles are identified, considered, maintained and grown*.



## Relationship to other strategies

This Strategy operates alongside other Council plans and strategies as the actions, activities and decisions defined in these documents also influence and contribute to liveability outcomes. The priority actions presented in this Strategy address additional actions, with a focus on liveability outcomes, which are not currently defined in other plans and strategies.

Community	Economy	Environment	Leadership
Cultural Plan 2021-2040	Economic Development Strategy 2022-2027	Local Strategic Planning Statement (LSPS)	Advocacy Strategy 2022
Disability Inclusion Action Plan 2022-2026	Airport Masterplan 2023	Active Transport Plan	Reconciliation Action Plan
		Sustainability Strategy 2018-2023	
		Heritage Strategy 2020-2023	

## PLANNING FOR OUR FUTURE

### Broken Hill today

#### OUR COMMUNITY

Total Population

**17,588**

Largest Age Cohort

**60-64 years**

Most significant decrease in age group

**40-59 years**

The greatest driver of population change is domestic migration, as more people move out of Broken Hill than to it. This has led to a decrease in population. Net internal migration between 2016 and 2021 was as follows:

- 2016-17: **-242**
- 2017-18: **-186**
- 2018-19: **-265**
- 2019-20: **-180**
- 2020-21: **-80**

Population born in Australia  
**15,119 | 89%**



Population born overseas

Philippines | 1%  
United Kingdom | 0.8%  
New Zealand | 0.4%

#### OUR HOUSING

Number of households

**7,308**

Number of occupied dwellings

**7,308**

Number of unoccupied dwellings:

**1,528**

Dominant dwelling type

**Separate house**

95% of all dwellings



Average rental cost (2022)

**\$280 weekly**

One bedroom  
**\$180 weekly**

Two bedroom  
**\$270 weekly**

Three bedroom  
**\$300 weekly**

Four bedroom  
**\$415 weekly**

Average house price (2022)

**\$173,000**

#### OUR ECONOMY

Total number of jobs in 2021

**7,575**

Number of local jobs by industry (top 5)

Mining  
**1,676**



Health Care and Social Assistance  
**1,326**



Retail Trade  
**797**



Education and Training  
**627**



Accommodation and Food Services  
**621**



Number of registered businesses by industry (top 5)

Construction  
**162**



Agriculture, Forestry and Fishing  
**142**



Retail Trade  
**92**



Accommodation and Food Services  
**91**



Other Services  
**84**



Today Broken Hill is a community of 17,588 people (ABS 2021 Census). It is a City built off the back of the mining industry and thriving from its rich social fabric and strong commitment to community. The City is a welcoming place with a strong arts, culture and events sector, fuelled by the unique landscapes that surround it. The community is proud of their City, its strengths and values and want to ensure that its future is planned for, and its unique strengths are enhanced.

### **Future scenarios – the road to success**

The creation of a more liveable Broken Hill requires a commitment across stakeholders to incremental changes and investment in activities and projects that lead to impact across multiple liveability indicators.

The future of Broken Hill as a community and City can evolve along different pathways. However, maintaining and supporting liveability needs to be at the core of all future scenarios and underpin how Council, the community and stakeholders respond and leverage the opportunities ahead.

The following scenarios describe different horizons of growth, the impacts to people and place and the role and range of interventions that would be needed to support liveability across these different contexts.



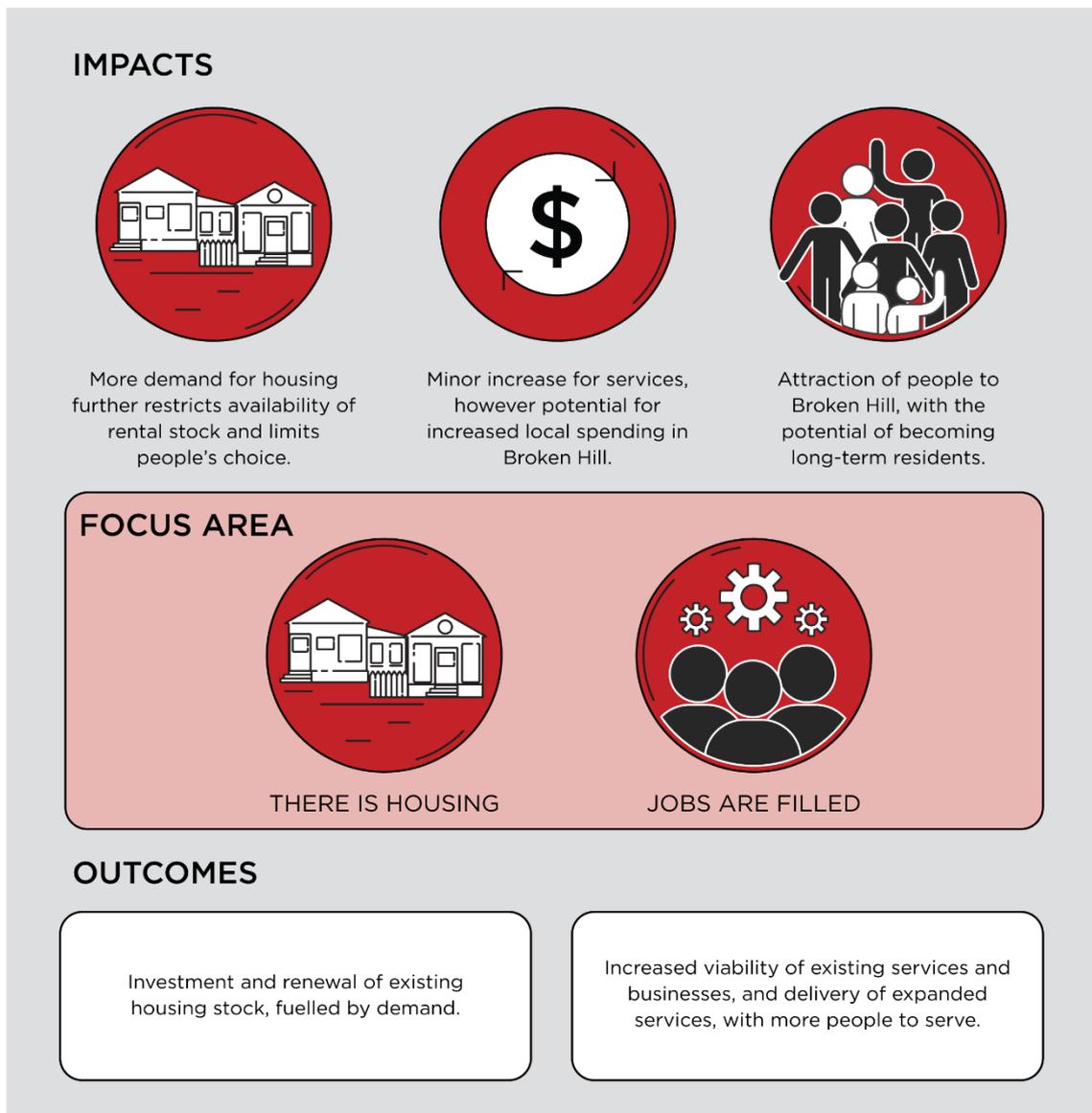
Image 1: Local Children Participate in the Totem Skate Workshop

## Horizon 1 – Filling our shape

Broken Hill has a high number of jobs to working population, indicating that there are more jobs available in Broken Hill compared to the number of working people living in Broken Hill. Filling vacant positions requires attraction and accommodation of job seekers to the City.

Attracting and more importantly retaining people long term to Broken Hill, through work, will increase the residential population and potentially spur further growth as new residents generate demand for additional services, infrastructure, and the need for more population serving jobs to be filled (such as health care workers, teachers and hospitality workers).

Housing and providing access to a range of accommodation options will be critical to attracting and enabling new residents to locate to Broken Hill to fill available work opportunities.



## Horizon 2 – Extending our reach

Following minor increases in population and housing/services demand described in Horizon 1, Broken Hill City receives investment in Smart Infrastructure connecting the community to the national/international markets and workforce. Since the Covid-19 pandemic there has been a global shift towards more flexible hybrid and remote working opportunities. This shift has increased the labour pool available to employers and provided employees the opportunity to live where they want to live, not where they work.

Improving Broken Hill's digital connectivity to the world will open a range of opportunities for working and learning remotely, as well as improved capacity to acquire and deliver services such as counselling and triage medical services and interventions. The increase in connectivity and the support of remote working as seen record numbers of capital city residents abandon the fast-paced live for the slower pace of Australia's regional towns seeking affordable housing, reduced commutes, and the opportunity to be part of a connected community.

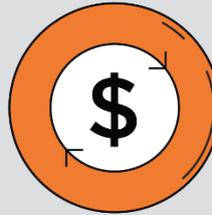
### IMPACTS



Demand for more diverse housing types.



Increased demand and need for diverse recreational activities and entertainment.



Attraction of new industries and professions to Broken Hill.



Demand for more children's and youth services with increase of families.

### FOCUS AREA



THERE IS HOUSING



DIVERSITY IN RECREATION CHOICES



WE ARE CONNECTED



THERE ARE JOBS

### OUTCOMES

Investment in existing and new housing to create more diverse options.

Improved commercial viability for new recreation and hospitality businesses.

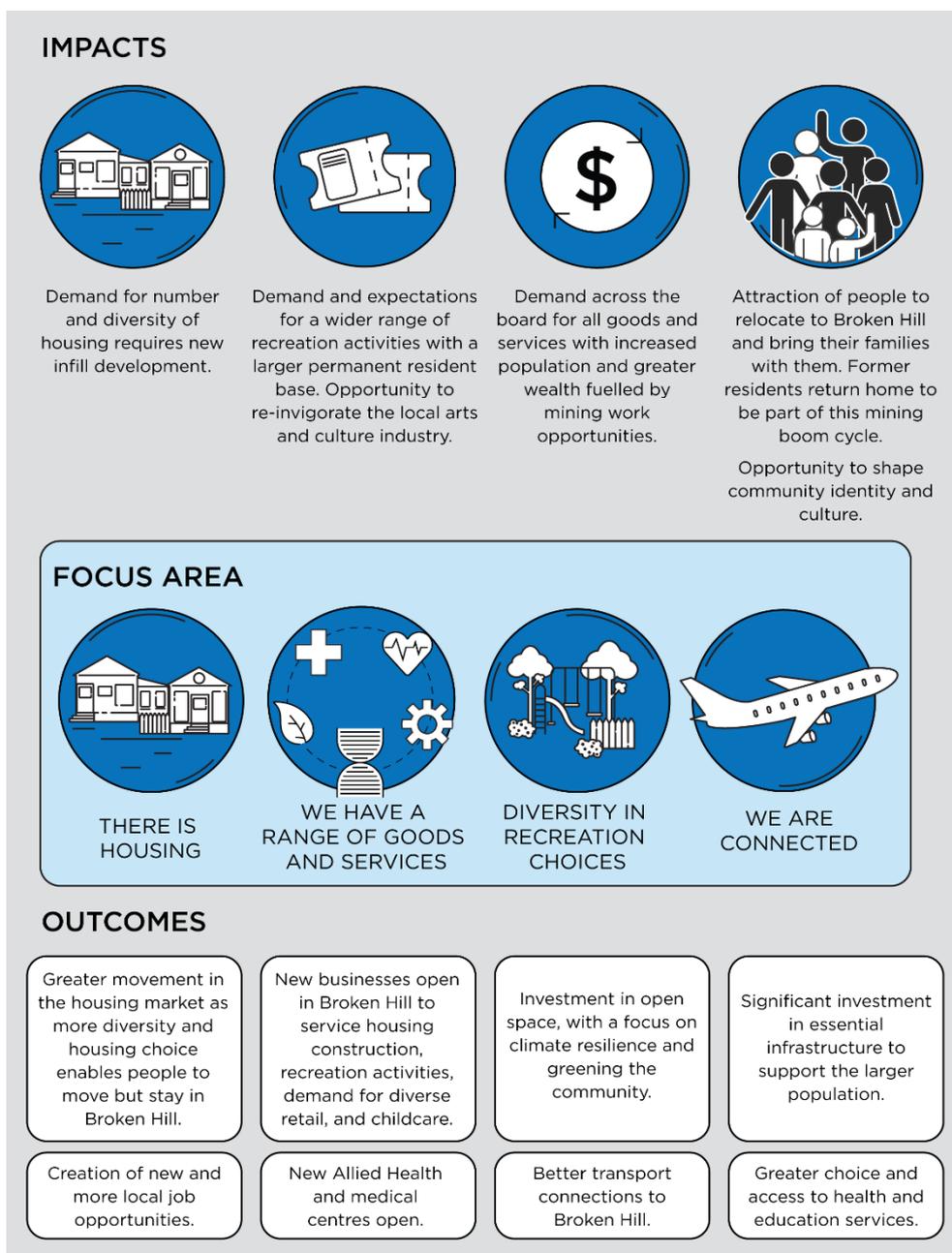
Creation of a regional hub for professional services.

Opening of new childcare centres in Broken Hill.

## Horizon 3 – Making big bold moves and aspirational change

Having realised growth and change in the community described in Horizons 1 and 2, the building blocks are in place for the City to capture opportunities associated with aspirational change. This aspirational scenario describes a future where the mining industry resurges and the commencement of new mining operations in and around the City attracts a new residential workforce and their families to come to Broken Hill.

This scenario is ignited and driven by the mining industry. To achieve this, new mining operations will need to be supported, approved and operational. Mining operators will need to see investment potential and advantages to supporting a residential workforce over a fly-in, fly-out workforce.



## 2. LIVEABILITY INDICATORS

The Liveability Strategy is structured around 12 Liveability Indicators.



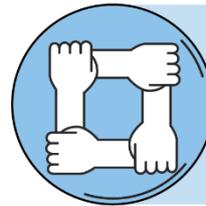
LIVEABILITY INDICATOR 1  
**Access to Diverse and Affordable Housing**



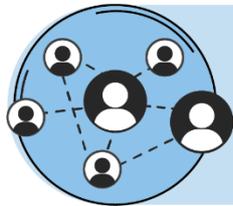
LIVEABILITY INDICATOR 7  
**Broken Hill is a healthy and resilient city**



LIVEABILITY INDICATOR 2  
**There is growth and diversity in jobs**



LIVEABILITY INDICATOR 8  
**People feel safe in Broken Hill**



LIVEABILITY INDICATOR 3  
**Broken Hill is connected**



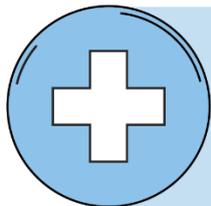
LIVEABILITY INDICATOR 9  
**There is access to quality open spaces**



LIVEABILITY INDICATOR 4  
**There is access to education and training**



LIVEABILITY INDICATOR 10  
**There is choice in recreation activities for all ages and groups**



LIVEABILITY INDICATOR 5  
**There is access to quality healthcare for all stages of life**



LIVEABILITY INDICATOR 11  
**There is growth and support for Culture and the Arts in Broken Hill**



LIVEABILITY INDICATOR 6  
**There is diversity in retail, services and industries**



LIVEABILITY INDICATOR 12  
**Broken Hill is an inclusive community that celebrates cultural diversity**

These indicators are presented through report cards that explain why the indicator is important, the relevant current challenges and opportunities, and priority actions that are required to address identified gaps and opportunities. The report cards also identify how we measure the indicators to ensure that we are progressing towards improved liveability outcomes.

# HOW TO READ THIS STRATEGY



## LIVEABILITY INDICATOR 6: THERE IS DIVERSITY IN RETAIL, SERVICES AND INDUSTRIES

The diversity of services and industries is a significant component of liveability as it can improve the community's access to a range of essential services and goods and respond to the needs of a wide range of community groups. Such a diversity can reduce Broken Hill's reliance on regional centres and dependence on transport and consequently, reduce the sense of isolation in the region.

Furthermore, a diversified economy can provide the community with a wide range of employment opportunities in various industries.

There are 12 liveability indicators that represent the different factors that make Broken Hill a liveable City.

There are unique challenges and **opportunities and community perspectives** that shape our priority actions for each liveability indicator.

### Opportunities and challenges

What we heard from you...

"Shopping and products [are] very limited. Entertainment is limited."

"Once the children have finished school, we plan to move somewhere there is more opportunity for them and access to services and employment not available here."

"The availability of childcare for children before they start school. This is a limiting factor in me being able to return to work."

The mining industry is a backbone of Broken Hill's economy. However, the significance of having new industries such as Renewable Energy (solar and wind), Manufacturing (e.g.,

**Priority actions** contribute to enhancing liveability in Broken Hill and fill gaps that existing strategies and action plans do not address.

There are four types of priority actions, reflecting different approaches to implementation:

- **Advocacy and partnership:** Facilitate relationships and seek support from stakeholders to lead
- **Engagement and communication:** Build awareness and educate on issues and ways of contributing
- **Funding:** Investigate and secure funding to deliver
- **Planning:** Conduct further studies to understand an issue and confirm actions to be taken

### Priorities

Action	Action type	Growth horizon/Priority
Undertake a retail and services audit and identify gaps in service provision or opportunities to expand services.	Planning	Immediate (Horizon 1 - Filling our shape)
Engage with childcare providers to encourage creation of additional spaces in within Broken Hill.	Advocacy and partnership	Immediate (Horizon 1 - Filling our shape)

Priority actions contribute towards different **horizons of growth** and are categorised by how immediately they need to be completed:

- more **immediate actions** address *Horizon 1 - Filling our shape* and the current state of liveability in Broken Hill
- **medium term** foundational projects contribute towards achieving a future described in *Horizon 2 - Extending our reach* and provide a platform for change
- **longer term** projects actively shape a future described in *Horizon 3 - Making big bold moves and aspirational change*

### How do we measure this and know it is improving?

Measure	Data sources
There is sufficient capacity in childcare services locally.	Count of children aged 0-4 (ABS Census 2021, id population forecasts) Count of childcare spaces in local centres (childcare providers)
There is diversity in local retail and fresh food offerings.	Count of business types (local businesses)

**Data sources** and potential data custodians for each measure.

**Measures** provide a way to monitor and track whether there has been progress made and impact generated from delivering priority actions. Regular monitoring of measures will inform how successful actions have been and whether changes to actions are needed.



## LIVEABILITY INDICATOR 1: ACCESS TO DIVERSE AND AFFORDABLE HOUSING

Access to a range of quality housing options that are affordable and well located is an integral component to an individual's quality of life and the wider liveability proposition within Broken Hill. Housing shortages or housing design or type that does not suit multiple stages of life, differing family dynamics and socio-economic status can lead to individuals leaving the area to seek more appropriate and housing options. It will also serve as a deterrent to those seeking to relocate to Broken Hill.

### Opportunities and challenges

*What we heard from you...*

**“[I] would love to have the opportunity to downsize to something smaller and new – my house is too big.”**

There are diverse housing need and preferences across the community. While some people are looking for opportunities to downsize, others moved to Broken Hill for the larger blocks and lifestyle of having a larger house. Thus, the provision of housing diversity (e.g., dwelling size, number of bedrooms) is one of the key opportunities for catering for different needs.

However, the low rate of vacant properties available on the rental market, the poor quality of housing available for rental and purchase, and a considerable number of properties identified as uninhabitable are the major challenges for housing.

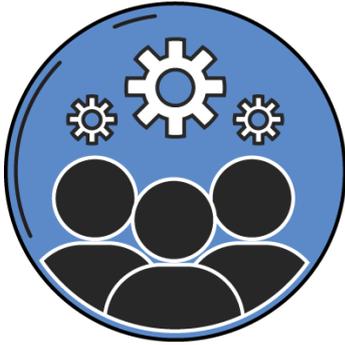
The number of rental properties in Broken Hill needs to be significantly increased to accommodate the higher proportion of the community that lives in Broken Hill temporarily, compared to other places in NSW due to the nature of employment opportunities and the unique characteristics and location of the City. Whilst there are opportunities to purchase properties in the City, enabling people that have a 'try before you buy' accommodation option in Broken Hill creates a greater attraction to locate to Broken Hill temporarily with the opportunity to make a more permanent move in the future.

## Priorities

Action	Action type	Growth horizon/Priority
Investigate establishment of an investment program for long term rental housing. Initiate an EOI to identify and convene potentially interested participants in a scheme.	Advocacy and partnership	Immediate (Horizon 1 - Filling our shape)
Develop precinct revitalisation plans for Broken Hill, to enhance the urban amenity and increase liveability. Focus on South Broken Hill and the CBD fringe.	Planning	Medium term (Horizon 2 – Extending our reach)
Complete an employment lands study to understand land requirements for employment to complement precinct planning for residential.	Planning	Immediate (Horizon 1 – Filling our shape)
Develop a communications program to highlight development opportunities and pathways.	Engagement and communications	Immediate (Horizon 1 – Filling our shape)
Investigate incentives program for reintegrating vacant properties back into the rental supply chain.	Funding	Immediate (Horizon 1 – Filling our shape)
Advocate to the State Government to provide funding and resourcing support to maintain a pipeline of housing and expand the spectrum of housing (social, affordable, rental, for purchase) to support Broken Hill as a regional city in the Far West.	Advocacy and partnership	Immediate (Horizon 1 – Filling our shape)

### How do we measure this and know it is improving?

Measure	Data sources
The diversity of housing stock within Broken Hill increases.	Audit of existing housing typologies (ABS Census 2021)
The ratio of housing to residents increases.	Count of residents (ABS Census 2021) Count of dwellings, existing and newly created (ABS Census 2021) New water connections to residential premises (Essential Water)
There are less unoccupied dwellings in Broken Hill.	Residential premises with little or no water consumption for a period of 6 months or longer (Essential Water)
Housing is affordable.	Household income (ABS Census 2021) Housing purchase and rental prices (NSW Rent and Sales reports, Real estate listings)



## LIVEABILITY INDICATOR 2: THERE IS GROWTH AND DIVERSITY IN JOBS

Economic prosperity is a key component of a liveable place as it enables people to purchase essential goods and services needed for liveability and an improved quality of life.

To achieve long term economic viability and resilience, it is important that Broken Hill has growth and diversity of employment opportunities across various industries and sectors.

Diversity of employment opportunities also enables Broken Hill to retain local talent and will form a basis to attract people to relocate to Broken Hill for the professional opportunities it offers, subsequently helping to increase population. A stable economic base will be a vital element to attract future investment into the City which will in turn create an increase in commercial viability for small businesses.

### Opportunities and challenges

*What we heard from you...*

**“[We] need opportunity for larger corporate retail businesses to invest in Broken Hill and create employment opportunity for our youth”.**

There is a need for ensuring the growth in employment opportunities and providing diversity in the types of new jobs created in Broken Hill. While continuing to support mining is significant, the need to target new industries and technologies is also important to ensure that Broken Hill is economically resilient into the future.

The City also needs to support opportunities for new local businesses to grow and succeed in Broken Hill, which creates job opportunities for locals as well as enabling the community to access a greater range of services and retail.



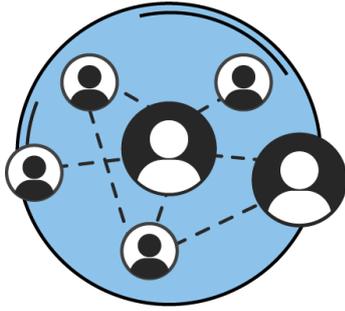
Image 2: Background Photography from the filming of 'Awake in Fright' – courtesy Channel 10

## Priorities

Action	Action type	Growth horizon/Priority
Develop an investment prospectus, branding and 'Invest in Broken Hill' campaign.	Engagement and communications	Immediate (Horizon 1 - Filling our shape)
Investigate opportunities to develop a Co-Work Hub or incubator in Broken Hill.	Planning	Medium term (Horizon 2 - Extending our reach)
Establish a commercial floorspace audit.	Planning	Medium term (Horizon 2 - Extending our reach)
Develop a small business toolkit to support start-ups and existing small business.	Engagement and communications	Immediate (Horizon 1 - Filling our shape)
Develop a Twilight economy action plan.	Planning	Medium term (Horizon 2 - Extending our reach)

## How do we measure this and know it is improving?

Measure	Data sources
The number of jobs per capita increases in Broken Hill.	Count of residents (ABS Census 2021) Count of jobs (Economy id., sourced from National Institute of Economic and Industry Research (NIEIR))
The number of new businesses in Broken Hill increases.	Count of new businesses registered (Australian Business Register Statistics)
Job vacancy rates.	Count of advertised jobs (online job listings, Australian Government Far West Orana Labour Market Data Dashboard)



### LIVEABILITY INDICATOR 3: BROKEN HILL IS CONNECTED

Connectivity plays a key role in the wider liveability of a place, from being connected physically via transportation and pedestrian or share path networks to digital connectivity providing access to a wide range of services, and the ability to connect to the world with a click of a button.

With the geographic location of Broken Hill, connectivity to other regional centres would provide increased access to a broader workforce and range of goods and services. Internally within Broken Hill, the sense of connectivity via safe and accessible network of pathways, can increase incidental activity, and reduce the reliance on private vehicles. Incidental exercise is one of the key influences on an individual's health and wellbeing.

Lack of connectivity can lead to a sense of isolation for the wider community and create supply issues for industries operating within the City, and potentially deter other industries/businesses from relocating to Broken Hill. An increase in connectivity for Broken Hill can influence a number of liveability factors.

#### Opportunities and challenges

*What we heard from you...*

**"[we need] more improvements in transport options and better affordability."**

**"Broken Hill isn't particularly walkable outside of the main CBD, especially during the heat, and private transport options are unreliable and expensive for people on low incomes / mobility issues."**

**"Establishment of a fast NBN internet service that would support Broken Hill become the digital Hub for rural and remote towns."**

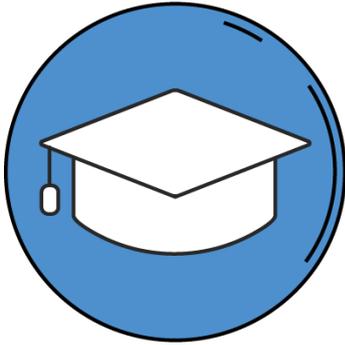
The aging transport infrastructure (e.g., roads and airport) and the lack of diverse and affordable public transport options to other regional centres and capital cities are the major challenges for physical connectivity in Broken Hill. The uneven distribution of services across the City (i.e., distance from services for outer suburbs) and poor quality of footpaths are barriers for using active transport. To ensure a stable digital connectivity, the internet networks need to be improved.

## Priorities

Action	Action type	Growth horizon/Priority
Investigate opportunities for greater utilisation of community transport and on demand transport services within Broken Hill.	Planning	Medium term (Horizon 2 - Extending our reach)
Investigate viability of piloting shared mobility services in Broken Hill, such as car share or bike share programs.	Advocacy and partnership	Medium term (Horizon 2 - Extending our reach)
Implementation of the Shared Path Network as identified in the Active Transport Plan.	Planning	Immediate (Horizon 1 - Filling our shape)
Continue direct advocacy with airlines regarding opportunities for increased flights to Broken Hill.	Advocacy and partnership	Immediate (Horizon 1 - Filling our shape)
Advocate for improving digital connections that support businesses, health and education services, as well as the households' digital connections.	Advocacy and partnership	Medium term (Horizon 2 - Extending our reach)

**How do we measure this and know it is improving?**

Measure	Data sources
There is a growth in public and shared transport usage across Broken Hill.	Public transport patronage (service providers)  Shared transport patronage (service providers)
There is an increase in premises connected to the National Broadband Network (NBN).	NBN connections by technology types (Commonwealth Department of Infrastructure, Transport, Regional Development and Communications)
There is an increase in the kilometres of share/bike paths connecting the City.	Length of paths managed, and new paths built (Broken Hill City Council)
There is an increase in number of air passengers flying to Broken Hill.	Number and capacity of air services to/ from Broken Hill Airport (Broken Hill City Council)  Number of passengers alighting/ disembarking at Broken Hill Airport (Broken Hill City Council)



#### LIVEABILITY INDICATOR 4: THERE IS ACCESS TO EDUCATION AND TRAINING

The access to education and training plays a critical part in the Broken Hill's liveability story. It can ensure that employers access the skills and talent needed to operate within Broken Hill. Such as access to education and training can help to retain residents within the City, who wish to seek higher or alternate education activities. Furthermore, it can ensure providing an ongoing learning and development opportunities at all stages of life.

Lifelong learning is also an important element of an individual's happiness as it provides opportunities for personal development, social inclusivity and active participation within the community.

#### Opportunities and challenges

*What we heard from you...*

**"The City has fallen behind similar sized cities in NSW, [for] health and education facilities."**

**"[need] further education beyond high school and vocational training."**

**"Broken Hill is a good place to raise young children, but I question how it will be in the future for education, health and the general living."**

There is a need to improve the quality of education opportunities and also increase opportunities for further upskilling and training to support people find jobs relevant to their skills.

The lack of diversity in training opportunities is contributing to the loss of residents who need to travel outside of Broken Hill to receive their training and qualifications. This issue is particularly relevant with younger people and school leavers.



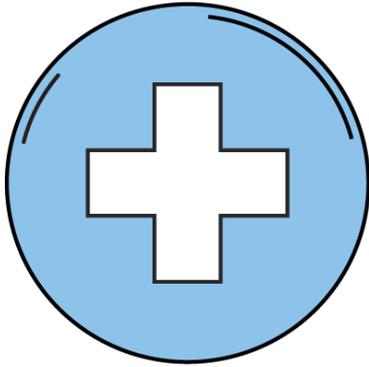
Image 3: Graduating Class at Country Universities Centre Far West 2022

## Priorities

Action	Action type	Growth horizon/Priority
Investigate opportunities for the provision of learning through Council's Library.	Planning	Immediate (Horizon 1 - Filling our shape)
Investigate opportunities for the provision of uniquely Broken Hill training and education opportunities.	Advocacy and partnership	Medium term (Horizon 2 - Extending our reach)
Investigate with education partners designing and growing graduate and placement programs with industry in Broken Hill.	Advocacy and partnership	Medium term (Horizon 2 - Extending our reach)
Investigate opportunities to utilise a co-work hub as an online regional learning centre for the Far West.	Planning	Medium term (Horizon 2 - Extending our reach)
Facilitate annual forum for regional education advocacy across the broad education sector.	Engagement and communications	Medium term (Horizon 2 - Extending our reach)

## How do we measure this and know it is improving?

Measure	Data sources
There is an increase in the number of tertiary and vocational courses training available in Broken Hill.	Count of courses accessible to local residents (NSW TAFE)  Count of the number of students enrolled at the Country Universities Centre in Broken Hill (Country Universities Centre Far West)
There is an increase in the industries/sectors to which training is available.	Count of residential internships or work placements hosted in Broken Hill (University of Sydney, healthcare organisations, mining operations)



## LIVEABILITY INDICATOR 5: THERE IS ACCESS TO QUALITY HEALTHCARE FOR ALL STAGES OF LIFE

Access to affordable and specialist healthcare services is essential for the community's quality of life and wellbeing, particularly for the vulnerable groups such as the older people, and individuals with serious health conditions, disabilities, or mental health issues. Providing quality healthcare can encourage the temporary and short-term workers to choose to live in Broken Hill for long term and prevent the locals from leaving the City.

### Opportunities and challenges

*What we heard from you...*

**“Increase in healthcare facilities and equipment.”**

**“More jobs and better health services so there is no need to travel.”**

**“Ageing and remote medical, dental and hospital services mean being flown way for treatment and end of life care.”**

Telehealth services, which have been more widely used since the COVID-19 pandemic, are beneficial to the Broken Hill community and reduce limitations to accessing healthcare.

A main concern for the community is the availability of healthcare services such as access to General Practitioners (GPs) and specialist treatment, long waiting lists, insufficient home care packages, limited affordable aged care services as well as the insufficient technologies and devices for medical tests. The lack of continuity of care provided with by health professionals on short term contracts is another challenge.

### Priorities

Action	Action type	Growth horizon/Priority
Develop a suite of evidence to assist in advocating for an increase in the range of healthcare services available in Broken Hill.	Advocacy and partnership	Immediate (Horizon 1 - Filling our shape)
Continue to work with NSW Health, the Public Health Network and other key stakeholders to improve health services within the Far West Region.	Advocacy and partnership	Immediate (Horizon 1 - Filling our shape)
Investigate with NSW Health opportunities to expand on digital and virtual healthcare for Broken Hill and the wider region.	Advocacy and partnership	Medium term (Horizon 2 - Extending our reach)

**How do we measure this and know it is improving?**

Measure	Data sources
There is an increase in the number of GPs and specialists per capita.	Count of people employed in general practice and specialities (local healthcare clinics)
There is an increase in aged care beds and homecare packages available.	Count of spaces available and homecare packages (local aged care providers)
There is an increase in the diversity of services accessible locally such as specialist medical, allied health, tele or remote services, dental or mental health services.	Audit of services (Far West Local Health District, local healthcare clinics)



## LIVEABILITY INDICATOR 6: THERE IS DIVERSITY IN RETAIL, SERVICES AND INDUSTRIES

The diversity of services and industries is a significant component of liveability as it can improve the community's access to a range of essential services and goods and respond to the needs of a wide range of community groups. Such a diversity can reduce Broken Hill's reliance on regional centres and dependence on transport and consequently, reduce the sense of isolation in the region.

Furthermore, a diversified economy can provide the community with a wide range of employment opportunities in various industries.

### Opportunities and challenges

*What we heard from you...*

**“Shopping and products [are] very limited. Entertainment is limited.”**

**“Once the children have finished school, we plan to move somewhere there is more opportunity for them and access to services and employment not available here.”**

**“The availability of childcare for children before they start school. This is a limiting factor in me being able to return to work.”**

The mining industry is a backbone of Broken Hill's economy. However, the significance of having new industries such as Renewable Energy (solar and wind), Manufacturing (e.g., steel), and the Circular Economy is recognised by the community as opportunities to make Broken Hill an industrial hub for the Far West as well as a hub for Arts and Tourism.

An increase in childcare services, further support for the small businesses, and a more even distribution of services across the City, particularly in South Broken Hill, are priorities expressed by the community and opportunities for future development.

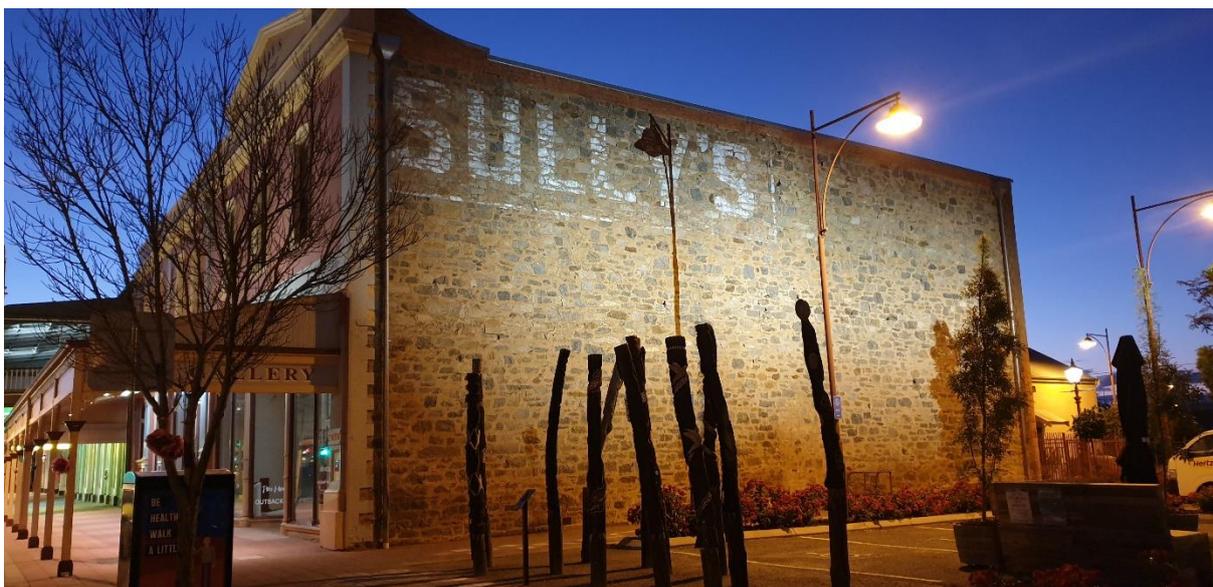


Image 4: First Nations Story Poles in the Central Business District

## Priorities

Action	Action type	Growth horizon/Priority
Undertake a retail and services audit and identify gaps in service provision or opportunities to expand services.	Planning	Immediate (Horizon 1 - Filling our shape)
Engage with childcare providers to encourage creation of additional spaces in Broken Hill.	Advocacy and partnership	Immediate (Horizon 1 - Filling our shape)

## How do we measure this and know it is improving?

Measure	Data sources
There is sufficient capacity in childcare services locally.	Count of children aged 0-4 (ABS Census 2021, id population forecasts)  Count of childcare spaces in local centres (childcare providers)
There is diversity in local retail and fresh food offerings.	Count of business types (local businesses)  Time of day and average length of local business operation hours (local businesses)
Increase in number of businesses and diversity.	Count of number of businesses, by industry (Australian Business Register Statistics)
Stability in the number of approved food venues.	Count of food venues (Broken Hill City Council)



## LIVEABILITY INDICATOR 7: BROKEN HILL IS A HEALTHY AND RESILIENT CITY

The environmental health of the City and planning to combat environmental issues and impacts such as climate change are a key component of a liveable place. For the City of Broken Hill, this is particularly important as the City is subject to a range of weather extremes, and susceptible to environmental impacts emanating from historic mining practices.

The environmental health of the City such as soil, water and air quality can have significant impacts on the health of residents. Improving these factors can lead to improved health outcomes for residents, now and into the future.

This indicator also considers the resilience of the City against changes in environmental and climatic conditions. Planning to increase the resilience of the City will ensure that it continues to be a valued and liveable place into the future.

### Opportunities and challenges

*What we heard from you...*

**"I like living close to the natural environment."**

**"I love my home here. I enjoy the community and the quiet."**

**"We need a much greater and more active focus on sustainability and environmental health issues."**

**"Increase the number of trees, large and medium size, street verges and car parks given global warming they need to be natives of this part of the world."**

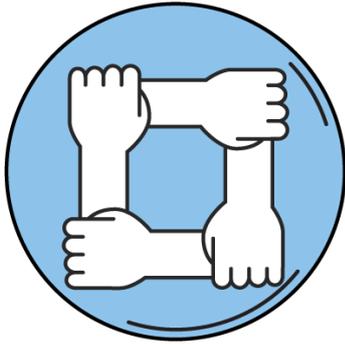
The residents of Broken Hill value the environment highly as what makes the City liveable. However, there is a need to proactively plan to improve the environmental health of the City and ensure that climate change and severe weather events are planned for. The issues of recycling as well as soil contamination by Lead are other areas of focus for the community to protect the health of the environment.

## Priorities

Action	Action type	Growth horizon/Priority
Investigate opportunities to implement a network of smart monitors around the City.	Planning	Medium term (Horizon 2 - Extending our reach)
Investigate opportunities to use low-impact and recycled materials in any council construction work.	Planning	Longer term (Horizon 3 - Making big bold moves and aspirational change)
Develop a system to consider sustainability as part of Council's Capital Works Program.	Planning	Medium term (Horizon 2 - Extending our reach)
Undertake a review of recycling within the City and investigate opportunities to improve re-use and recycling.	Advocacy and partnership	Medium term (Horizon 2 - Extending our reach)
Develop a program of annual planting to increase trees in public places.	Funding	Immediate (Horizon 1 - Filling our shape)

## How do we measure this and know it is improving?

Measure	Data sources
There is an improvement in water quality across the City.	Water Quality Monitoring (Essential Water)
There is an increase in the number of trees and tree canopy coverage across the City.	Count in trees (Broken Hill City Council)
There is a decrease in waste being collected in local tips	Volume of waste collected (Broken Hill City Council)



### LIVEABILITY INDICATOR 8: PEOPLE FEEL SAFE IN BROKEN HILL

Safety is a critical part of a liveable place. It contributes strongly to a sense of belonging and sense of community. A sense of safety also influences the community's willingness to be in public places and participate in community activities, particularly after dark. Key factors that can influence people's safety can include the actual occurrence of crimes, or the perceived threats against safety.

Often the built environment can influence the perception of safety in public places. For example adequate street lighting and maintaining clear lines of sight can make people feel safer. Improving the perception and actual safety of a community will lead to improved community wellbeing and participation. It will also support and enable more night-time economy activities in the City.

#### Opportunities and challenges

*What we heard from you...*

**“Safety is good but there is a huge distance from everywhere.”**

**“Nothing for my teenagers to do in Broken Hill besides sport... The town should have more activities and areas kids can go. Like a drop-in centre/youth club.”**

Broken Hill is experienced and perceived by the community to be a safe place to live. However, there is a growing concern about the use of drugs in the City and the impact this could have on community safety into the future. Concerns around crime is also closely linked to a lack of non-alcohol recreation activities available within the City particularly after dark.

According to the NSW Bureau Of Crime Statistics and Research (BOCSAR) 2021, there is a reported increase in Domestic Violence related offences, intimidation, stalking and harassment in Broken Hill.



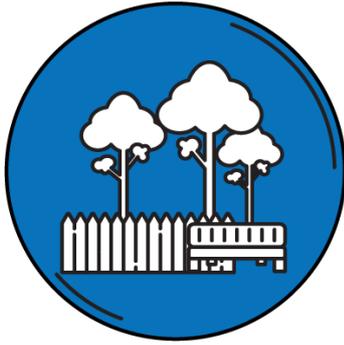
Image 5: Broken Hill New Year's Eve Celebrations

## Priorities

Action	Action type	Growth horizon/Priority
Develop an annual program of Safer by Design Audits for all Council Assets.	Planning	Medium term (Horizon 2 - Extending our reach)
Work with key stakeholders to promote Domestic Violence Support and awareness programs.	Advocacy and partnership	Immediate (Horizon 1 - Filling our shape)

## How do we measure this and know it is improving?

Measure	Data sources
The rate of crime in Broken Hill decreases.	Incidences of crime (Bureau of Crime Statistics and Research (BOCSAR)).
There is an improved sense of community safety.	Community satisfaction (Community survey, Broken Hill City Council).



**LIVEABILITY INDICATOR 9: THERE IS ACCESS TO QUALITY OPEN SPACES FOR ALL**

Access to quality open spaces is an important part of a liveable place. It can influence community pride and cohesiveness, correlates to physical activity and therefore, influences a community's overall wellness.

Importantly, access to open spaces must be equitable for all groups and abilities, ensuring that shared paths, parks and playgrounds are accessible and welcoming spaces. Improved

access and quality of open spaces will see a positive increase in the number of people accessing spaces for incidental and passive play.

**Opportunities and challenges**

*What we heard from you...*

**“We need upgrades on parks for more shade and picnic areas.”**

**“All parks are just parks, except Patton Park has the rocket, Sturt Park has the skate park and North Park has the train - Imagine how great [it would be if] our kids enjoy all the parks. The North Family Park near the pool could have a scooter track, etc.”**

Broken Hill has several parks and lots of open spaces which play a significant role in the lifestyle and liveability within the City. However, there is a need to improve some open space areas including pathways to connect recreation areas, parks and playgrounds. Improving the quality of open spaces, including provision of shade, ensuring spaces are accessible and enabling different activities, will also maximise usage and allow people to enjoy the spaces more and more often.

**Priorities**

Action	Action type	Growth horizon/Priority
Develop an Open Space (Recreation) and Community Facilities Strategy to identify opportunities to activate and improve Community land.	Planning	Immediate (Horizon 1 - Filling our shape)

**How do we measure this and know it is improving?**

Measure	Data sources
The community is satisfied with the quality and access to open spaces in Broken Hill.	Community satisfaction (Community survey, Broken Hill City Council).



## LIVEABILITY INDICATOR 10: THERE IS CHOICE IN RECREATION ACTIVITIES FOR ALL AGES AND GROUPS

The provision of recreation activities is a significant component of a liveable City as it improves the quality of life and impacts the community's health and wellbeing. The diversity of such activities and their availability for all ages and groups not only responds to the needs of all cohorts but also provide the community with a sense of inclusion.

### Opportunities and challenges

*What we heard from you...*

**"I am raising children here and I find that there is not a whole lot for older children/teens to do. Sporting facilities are lacking severely."**

**"The recreation facilities for children need updating. The town needs more programs focused on the youth of the town to be more attractive and to retain young families."**

**"Imperial lakes and Umberumberka Reservoir/and Stephens Creek need to be opened/developed as recreation areas, which would help to alleviate the large amount of domestic violence and mental health/child welfare issues which is alarmingly high."**

Public recreational facilities are ageing in Broken Hill. The range of activities in the City is also limited and do not cater to all people in the community, for example individuals with disabilities or mental health issues, different age cohorts (particularly youth). Upgrading existing facilities, increasing the number of facilities and activities and attracting providers to open and manage new facilities in the City, particularly for youths, is a priority for the community.

## Priorities

Action	Action type	Growth horizon/Priority
Undertake an audit of commercial recreation offerings in the City to identify gaps and opportunities in provision.	Planning	Immediate (Horizon 1 - Filling our shape)
Undertake a review of existing play spaces and identify opportunities to diversify play equipment and designs to attract all age groups to play.	Planning	Immediate (Horizon 1 - Filling our shape)

## How do we measure this and know it is improving?

Measure	Data sources
There is an increase in the number and variety of recreation activities available (commercial and free).	Audit of recreation activities (local businesses, community organisations, Broken Hill City Council).
Range of activities based on being suitable for specific age cohorts or groups of people.	Audit of recreation activities (local businesses, community organisations, Broken Hill City Council).



**LIVEABILITY INDICATOR 11: THERE IS GROWTH AND SUPPORT FOR CULTURE AND THE ARTS IN BROKEN HILL**

The promotion of culture and arts in Broken Hill is an opportunity to make Broken Hill liveable for its community. It demonstrates the acknowledgement of the heritage, history, and cultural values of Broken Hill's local community as well as the First Nations community's significant contribution. Supporting the culture and arts and representing that in events and festivals will provide the community with a stronger sense of identity and belonging to

their City and increases the social inclusion among them.

Moreover, promoting the arts and culture through events and festivals or commodification of arts and culture will attract tourists and develop the cultural tourism.

**Opportunities and challenges**

*What we heard from you...*

**"I would see greater support for the arts and culture in Broken Hill."**

Broken Hill has a history, art and cultural heritage which are significant for its community. However, the insufficient funding is a barrier for promoting arts and culture and maintaining the cultural assets. Secure funding and resourcing are required to ensure longevity of arts and cultural programs, including attractive strong visitation to events, to ensure that programs and events are sustainable and continue into the future.

Promoting the cultural events and festivals, branding the City as a hub for arts and culture and developing the cultural tourism are a number of priorities for the community and opportunities for future development.

**Priorities**

Action	Action type	Growth horizon/Priority
Work with the local artists network to develop a program of arts education opportunities.	Advocacy and partnership	Immediate (Horizon 1 - Filling our shape)
Develop evidence base to advocate for increased and ongoing arts funding.	Engagement and communications	Immediate (Horizon 1 - Filling our shape)
Identify opportunities to strengthen and showcase the arts and cultural networks across the broader Far West Region.	Engagement and communications	Medium term (Horizon 2 - Extending our reach)

### How do we measure this and know it is improving?

Measure	Data sources
There is an increase in the number of events held.	Number of events held by the Broken Hill Council (Broken Hill City Council)
There is an increase in the identified number of artists and performers in Broken Hill.	Artist register data (Arts and culture organisations)
There is an increase in funding for the arts in Broken Hill.	Grants and Council budget across 12 months (Broken Hill City Council)
There is an increase in the number of training and education opportunities in arts and culture.	Number and capacity of opportunities (Arts and culture organisations)



## LIVEABILITY INDICATOR 12: BROKEN HILL IS AN INCLUSIVE COMMUNITY THAT CELEBRATES CULTURAL DIVERSITY

An inclusive community that celebrates diversity creates a welcoming environment, a sense of place and belonging. These are all key components to what makes Broken Hill a liveable place now and into the future. Diversity and inclusion relate to gender, age, ethnicity, race, cultural background, disability and religion.

One of the key strengths of Broken Hill is its sense of community, and that it is welcoming to new residents from all backgrounds and cultural diversities. As the City grows in population and more new residents call Broken Hill home, it will be essential that this sense of community and celebration of cultural diversity is built upon to maximise opportunities.

As Broken Hill grows as a City that celebrates and supports cultural diversity, it could provide opportunities for new business and professional services seeking to operate in a community with these values. This could also influence key sectors such as the Arts and Culture sector as new artists and art types emerge.

### Opportunities and challenges

*What we heard from you...*

**"I enjoy living in Broken Hill because it is a caring, supportive community which respects individuality and diversity. It is affordable and has a relaxed pace of living. There is a good variety of sporting, cultural and community groups to enhance people's lives."**

There is a strong sense of community in Broken Hill and the people feel welcomed and accepted. The community acknowledge the significant role that multiculturalism has played in Broken Hill and the contribution that it can have to make the City a liveable place. There is a desire to continue to nurture a culture of inclusiveness and embracing diversity so that Broken Hill is known to be a place that is welcoming to all.

## Priorities

Action	Action type	Growth horizon/Priority
Investigate opportunities to expand services and resources to assist non-English speaking persons.	Engagement and communications	Immediate (Horizon 1 - Filling our shape)
Support arts and other events highlighting inclusion and cultural diversity.	Engagement and communications	Immediate (Horizon 1 - Filling our shape)

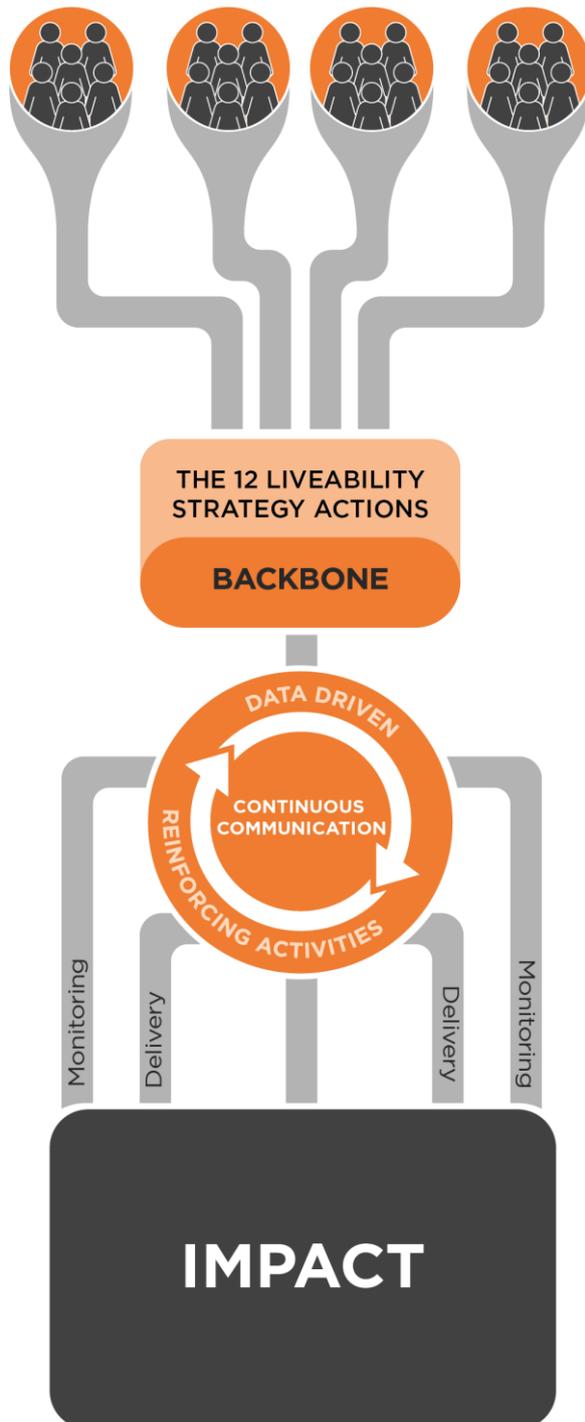
## How do we measure this and know it is improving?

Measure	Data sources
There is an increase in the number of community groups or members of groups increases.	Number of community groups (Broken Hill City Council) Membership of community groups (community-based organisations)
There is an increase in persons moving to the area from CALD backgrounds.	Diversity indicators (ABS Census)
There is an increase in events and activities to celebrate inclusion and diversity.	Number of locally held events (Broken Hill City Council)

### 3. WHERE TO FROM HERE?

#### DELIVERY THROUGH A COLLECTIVE IMPACT MODEL

## COLLECTIVE IMPACT



Enhancing liveability in Broken Hill requires support and participation from different stakeholders. A Collective Impact Model enables delivery of this Strategy involving all organisations and groups across the community that have an interest and contribution to make.

*Collective impact is a framework that applies a critical lens to a specific place to progress a complex problem at scale.*

Collective impact is about enabling, equipping and leveraging the many organisations and activities already in place and filling any gaps that may exist. In some instances, existing entities may be competing with one another, and this can be counterproductive to the solution they're trying to affect. While leveraging existing providers/initiatives it is important to also consider is it the right way and the best way – or is there a better way.

Unlike most collaborations, collective impact harnesses a unique operating model that establishes a backbone that includes a centralised infrastructure, a dedicated staff, and a structured process that leads to a common agenda, shared measurement, continuous communication, and mutually reinforcing activities among all participants.

Council will take a leading role to establish a Collective Impact Model with participants to conduct activities, make investments and contribute to liveability and housing in Broken Hill to implement this Strategy.

## ROADMAP FOR IMPLEMENTATION

Council will convene and facilitate implementation of the Liveability Strategy, with support from stakeholders.

The initial actions Council will take are:

1. Establish the 'Housing our future' program as an initial priority to progress Liveability Indicator 1 – Access to diverse and affordable housing, recognising housing as a critical issue in Broken Hill and housing as an enabler for Broken Hill to sustain a population and services to service the Far West region.
2. Engage the NSW Government and advocate for funding support to enable Council to establish and facilitate delivery of the backbone infrastructure to support Council and its partners.
3. Appoint a lead for the project, which can be a member of staff within Council or appointed and funded through stakeholder support.

Appointment of a project lead is important as they will oversee the development of the implementation plan and approach, including convening stakeholders. Responsibilities and accountabilities include:

- Setting direction
  - Develop a project plan for the 'Housing our future' program – define shared goals, accountabilities, milestones for delivering, budget requirements.
  - Define terms of reference for the project, including establishing governance arrangements and the collective impact approach which involves defining participant roles and accountabilities, approach to information sharing and project selection.
- Resourcing activities
  - Convene stakeholders that will participate in the program and execute participation agreements.
  - Participants could include Broken Hill City Council, NSW Government, Business Far West, Foundation Broken Hill, key mining operations, Far West Local Health District, Home in Place, Local Real Estate agents.
- Initiating actions
  - Define and agree on the first five projects for delivery, based on the priority actions of this Liveability Strategy. Initial actions could focus on connecting people looking for accommodation with people that have space available and developing a communication pack for the current community, investors and people looking to move to Broken Hill.
  - Develop an agreed funding approach with participants for delivery, including agreed project milestones and performance measures.
  - Establish an approach to information collection, sharing and maintenance so that the program is informed by an accurate database of what houses are occupied and their tenure.

Establishing and funding an initial 2-year program would enable the testing and maturation of the Collective Impact Model and review of the effectiveness of activities and the approach to implementation.



[www.brokenhill.nsw.gov.au](http://www.brokenhill.nsw.gov.au)