



Community Strategic Plan

Your Broken Hill 2040

**BROKEN HILL CITY COUNCIL
COMMUNITY STRATEGIC PLAN – “Your Broken Hill 2040”**



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Acknowledgement of Country

The Wilyakali people of the Barkindji Nation are the Traditional Owners of the land upon which we all live, work and play and we pay our respects to their elders past present and emerging. We acknowledge the continuous connection of Aboriginal people to this land, a connection that has existed for tens of thousands of years.



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Introduction

Mayoral Message

It gives me great pleasure to introduce the City's new Community Strategic Plan (CSP).

The CSP is a document created by the people of Broken Hill to outline their priorities and their aspirations for the City's future.

It is important to remember that this is not a Council plan, but a community plan that Council simply compiles to help provide strategic direction for Broken Hill.

This new plan has been completed using input from a large and diverse range of locals, businesses, and community groups who provided feedback in various ways.

Council held focus groups, pop up sessions, surveys, and a host of other community sessions - both before and after COVID-19 - to inform this plan and ensure it reflects the community's views.

I wish to thank everyone who provided feedback to this plan to ensure the voices of the community were heard.

The CSP should ideally be read in conjunction with Council's Delivery Program (DP) and Operation Plan (OP).

The DP and OP outline what steps Council will take in the coming years to help accomplish the outcomes listed in the CSP.

I also encourage all local businesses, services, and community groups to read this plan and consider how they can help achieve the goals that have been highlighted by locals.



Councillor Tom Kennedy
MAYOR



What is

Your Broken Hill 2040

Community Strategic Plan

Your Broken Hill 2040 is a whole of community plan, in which levels of government, state agencies, business, educational institutions, community groups and individuals have an important role.

The Community Strategic Plan (CSP) outlines the community's main priorities and aspirations for the future and includes strategies for how we will achieve them. While a council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the Local Government Area, it is not wholly responsible for its implementation. Other partners, such as state agencies and community groups may also be engaged in delivering the long-term objectives of the Community Strategic Plan.

Broken Hill City Council initiated and facilitated the development of this community plan and will continue to have a custodial role during its implementation, monitoring and reporting and review.

Your Broken Hill 2040 was developed with extensive community input including representatives from community, government, business, health, education institutions, non-government organisations, First Nation people, community groups and Council staff.

Social justice principles of equity, access, participation and rights have been central to the development of this plan under the theme headings of community, economic, environmental and civic leadership.

Results from a series of engagement activities have informed the development of *Your Broken Hill 2040* Community Strategic Plan.

The Plan has a new vision, resonating with the community's aspirations and retains the four themes, with strategies, objectives and actions updated to reflect the current focus, challenges and goals of our community.

Key questions considered throughout the development of this Plan:

- Where are we now?
- Where do we want to be in ten years' time?
- How will we get there?
- How will we know when we have got there?

The community were also asked to describe what makes us a flourishing community?



Our Community Vision

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.

Our CSP Themes

To support the achievement of our community vision, collaborative efforts will focus on four interconnected themes:

1. **Our Community** – We value lifestyle and wellbeing; a place that encourages safe, active, cultural and social opportunities
2. **Our Economy** – We value a diverse economy which is resilient and adaptable to change, making the best use of the unique advantages of our remoteness and lifestyle
3. **Our Environment** – We value our unique landscape; we are committed to conservation and preservation of the natural environment and greater reduction of the human impact to ensure a sustainable and healthy community
4. **Our Leadership** – We value collaboration and working together for the greater good – Broken Hill community continues shared responsibility for good governance



Our City

The City of Broken Hill

is the largest regional centre in the western half of New South Wales. It lies in the centre of the sparsely settled New South Wales Outback, close to the South Australian border and midway between the Queensland and Victorian borders. The nearest population base is Mildura in Victoria, 300 kilometres to the south on the Murray River. The nearest capital city is Adelaide, approximately 500 kilometres to the southwest.

Connected by air, rail and road and with all the facilities that one would expect of a regional city, the Far West NSW region relies heavily on Broken Hill for essential services and connectivity.

Although located within NSW, Broken Hill has strong cultural and historic connections with South Australia and operates on Central Australian Time, half hour behind Eastern Standard Time.

Broken Hill's isolation is as much a strength as it is a challenge. This is Australia's longest lived mining city, where the BHP mining company was founded on the richest mineral deposit and where safe working practices and workers' legislation were first developed for miners in Australia. The city skyline is dominated by prominent mining structures along the Line of Lode, including a memorial to miners.

Broken Hill sits beneath a vast sky (now being mined for renewable energy), atop a landscape famed for its natural, cultural and industrial heritage. Each day, lives are lived out in dwellings built atop a mineralogical rainforest containing 300 confirmed mineral

species and representing 2300 million years of geological history. Many of the City's streets take their names from the wealth of metals, minerals and compounds found in the City's Ore Deposit (its Line of Lode).

The City is renowned for its perfect light – by day the sun and by night the stars, the desert moon and the city lights – which attracts artists, photographers and filmmakers.

In January 2015, Broken Hill was recognised as Australia's First National Heritage Listed City.

International findings show that heritage listing 'sells' and can stimulate growth through the visitor economy, the attraction of investment and entrepreneurial opportunity.

As part of a very elite listing, there is potential to heighten the brand of Broken Hill to world status.

Snapshot of our City

The external environment will continually impact on Broken Hill's capacity to deliver on our agreed objectives. There is a complex global economic environment with significant uncertainty around the outlook for interest rates, labour shortages, global political risk and the path of Covid-19 which will influence the success of growing the economy.

Increases in the prices of food, energy, and metals and exacerbating supply chain disruption, threaten to weaken global supply chains. Climate change may also increase commodity price volatility. However, while the current global economic trends have, and will continue to cause disruption to the National and local economy, Broken Hill's economic outlook is strong, with the investment from new mining ventures in Far West NSW representing a \$2.8bn potential impact on the Far West NSW economy. Potentially, there are 3,000 jobs being created across five projects in the next three to five years with mining companies committed to employing a residential workforce.

The challenges for Broken Hill will be to advocate for locally provided training and professional development opportunities to prepare the local workforce for new opportunities and the City's ability to attract a new workforce to limit the potential to become a fly-in fly-out community. The political willingness of the State and Federal Government to invest in infrastructure and services will also influence the City's capacity to encourage new residents to live and work in Broken Hill.



BROKEN HILL CITY

Land area	170.4km²
	1,100km west of Sydney and 500km east of Adelaide

DEMOGRAPHICS

Estimated Resident Population 2021 (ABS)	17,230
Projected population in 2025	19,200
Female population – Census 2016	51.3%
Male population – Census 2016	48.6%
Identifying as Aboriginal and Torres Strait Islander – Census 2016	8.5%
Total Households – Census 2016	7,738
Median House Price (June 2021)	\$150,000
Median House Rental (June 2021)	\$260/week
Occupied Dwellings – Census	80.1%
Unoccupied Dwellings – Census 2016	19.4%

OUR ENVIRONMENT

Mean maximum temperature (°c) 1991 - 2020	24.8
Mean minimum temperature (°c) 1991- 2020	11.8
Mean Rainfall (mm) – 1994 - 2020	244.8

OUR ECONOMY

Gross Regional Product	\$0.86 billion
Local jobs - NIEIR 2021	7,575
Employed residents- NIEIR 2021	7,370
Local businesses – Dec 2021 Australian Business Register	1,009
People working in health care and social assistance (2020)	16.2%
People working in retail	8.4%
People working in mining (2020)	28.8%
Jobs to worker ratio (2020/2021)	1.03
Total tourism and hospitality sales in the City (2019/2020)	\$65.2m total value added \$34.1m
High income earners	18.3% (\$1,750 per week or more)
Low-income earners	18.7% (\$500 per week or less)
Full-time employment – Census 2016	64.6%
Part-time employment – Census 2016	34%
Unemployment rate – Dec 2021	5.9%
Tertiary qualification	16.5%
Workers who held educational qualifications	57.5%
No qualifications	39.1%

Sources: profile.id.com.au, Australian Bureau of Statistics - abs.gov.au, National Institute of Economic and Industry Research - nieir.com.au, Australian Business Register and Bureau of Meteorology - bom.gov.au



Engaging with Our Community

Engagement is all about involving our community in the decision-making process

Broken Hill City Council, as the coordinator of the engagement of the Community Plan also collated the information into a format that is readily accessible and can be used as a community wide resource. As the plan identifies and amplifies the voice of Broken Hill's residents, Council appreciates the time and effort invested by the community in this process.

Consultation for the plan was undertaken over a 15-month period across the City. It began with an analysis of Council plans, local strategic plans from business, industry and agencies and a background paper highlighted some megatrends, which informed the face-to-face engagement.

The engagement activities targeted groups, industries, individuals and communities. Consultation included facilitated forums, pop up information booths in Argent Street and Westside Plaza, surveys, individual interviews and interviews with small groups with special interests.

People involved in consultation were generous and forthright and could both name what was great about Broken Hill and where our City's challenges lie. Discussion included ideas on how we can reach our community goals.

The 15-month period in which engagement activities were undertaken, incorporated both pre pandemic and mid pandemic

times which allowed for discussion of the impact of COVID-19 and the public health measures on the community and its sense of wellbeing.

The success of this plan relies on collaboration between all levels of government, health, education, economic development, business, industry, environment, cultural sector, social services, the community and the stakeholders that operate within the Broken Hill City Council Local Government Area.

Council's role in the development of this plan is to collate the information provided by the community, including its goals and aspirations, and present the information in a plan.

Ongoing ownership of the plan and reaching the identified goals of the community is a shared responsibility in which every person, every group, business, industry, and service, has an important role to play.



Engagement – Our Future In Focus

What We Said ...about Our Now and our Future

Through an extensive range of engagement activities including focused and open workshops, interviews and a series of pop-up listening pots along with research from studies of the Broken Hill community, we said this:

“We are down to earth, hardworking, diverse people who are part of a close-knit community who know where they are going, say it as it is and see the future as a positive albeit challenging on a number of fronts.”

“We don't want our population to shrink any further, in fact it is important that we turn this around and grow it.”

“We respect and include our First Nations people and consider their perspective in our work, our decisions, solutions and activities.”

“We must look after and celebrate our unique natural environment better.”

“We are a beautiful and unique Heritage City and we are proud of our mining history.”

“We need to look after our health better.”

“We like the investment in all our public facilities and transport.”

“We need to keep our young people happy and engaged with our community – creating opportunities and jobs is key.”

“We need to keep growing, diversifying our economy and looking for opportunities that are compatible with our unique location, history and social fabric.”

“We need better access to health and community services.”

“We need to deal with drought, our Darling Baaka River, the Menindee Lakes and water generally better.”

“We need our partners and leaders to work better together and coordinate their response and solutions to our issues.”

“Our businesses both large and small need to be supported and encouraged.”

“We have a bright future and our visitors are welcomed in growing numbers.”

Engagement Timeline

Intensive Research

The engagement plan structure included a four-step plan, which began with the analysing of plans from a range of businesses, industries, agencies, the social sector and any others available for inclusion, to gather a flavour of where the community is aiming. This intensive research produced a background paper that was used to inform the commencement of engagement.

Engagement Commencement

In preparation for the new Community Strategic Plan, the research phase of the engagement with the community began in 2020. Fortuitously, two personnel from Blackadder Associates led two days of the engagement at the Civic Centre prior to the imposition of public health orders limiting gathering.

Council led consultation continued throughout the shutdown period and two community surveys were also conducted.

Checking In

Touching base with focus groups from a broad range of areas. Engaging with voices not always represented and engaging with those people with similar interests to progress conversation and drill into specific needs and goals.

Heading to the People

A series of pop-up listening posts conducted by Council staff and including a range of activities to ensure that people had an opportunity to contribute and capture their goals. Two online surveys were conducted- one targeting people with disability and the other broadly assessing the impact of COVID 19 on the information gathered prior to the pandemic public health measures.

Closing the Loop

A comprehensive checking in process was undertaken during the 28-day public exhibition period to ensure further community engagement confirms their goals and aspirations for the future are expressed in the Community Strategic Plan.

The delay in the scheduled NSW Council elections has drawn out the timeline of the Community Strategic Plan but also offered the opportunity to consult widely with the community over a longer period.

Community Consultation provided important information about how the community sees itself prior to and post COVID 19 pandemic public health restrictions and influenced the direction of the goals that the community identified.

In Summary

The engagement period extended to 15 months and involved a wide range of opportunities for community consultation.

A large and diverse range of people contributed their thoughts to Broken Hill's plan for the future, through targeted activities such as:

- Twelve focussed workshops
- Five pop up listening posts
- Two online surveys
- Individual interviews

Extensive minutes were taken by staff at workshops and all remaining material from consultations added to the analytical process that defined the themes and final objectives.

A further four pop up listening posts were undertaken during the public exhibition period, and the draft plan circulated to over 200 key stakeholders, industry, businesses and residents, inviting feedback.



Planning Your Broken Hill 2040

As a community it is important to have a document that defines how we want to grow into the future and what we need as a community now. This document is called the Community Strategic Plan. This plan seeks to guide us all in how to achieve these goals and how we can measure if we are on track or not.

What our community told us

The community identified the following to be considered in developing the Community Strategic Plan

- Affordable housing
- Airport redevelopment
- Allied services
- Arts and Culture
- Cleaner and greener city
- Climate change and renewable energy
- Community facilities maintenance
- Development
- Drug rehabilitation
- Effective community engagement
- Employment and local jobs

- Financial sustainability
- Heightened cooperation between indigenous and non-indigenous
- History and heritage of the City
- Trees, parks and open spaces
- Health and ageing population
- Homelessness
- Local environmental protection
- Mental health
- Population growth and management
- Roads and infrastructure
- Tourism
- Training and Education
- Transport
- Waste management and recycling
- Youth and childcare



Our Statements

Social Justice and Inclusion Statement

We ensure that the social justice principles are embedded in the delivery of the Community Strategic Plan and interaction between the partners. We welcome and celebrate diversity including people of all ages, abilities, cultural backgrounds, sexual preferences, religious beliefs, political perspectives and linguistic backgrounds. Inclusion, full participation and representation within our community is the key to building a strong resilient place that can achieve outcomes that reflect our true and varied needs.

Environmental Sustainability Statement

We acknowledge the impact of the changing climate on our community, its resources and liveability factors. Our focus includes protecting ourselves from the worst effects of climate change, protecting our unique and fragile landscapes and the plants and animals within it, ensuring fresh food and water security and leaving a positive legacy to our young people. We welcome opportunities to increase our sustainability, including recycling and energy efficiency and we look to set an example to the rest of Australia.

Intergeneration Equity Statement

We acknowledge the generational gap in Broken Hill, and that the needs of generations are different. We will ensure that the needs of all generations are met. These include the need for connection to each other and the wider community, opportunity for good health and social and emotional wellbeing, quality education, suitable recreation, satisfying work and worthwhile leadership opportunities. Planning and decision making will ensure short term solutions do not compromise our longer-term opportunities. The health, diversity and productivity of the environment must be protected, maintained and enhanced for the benefit of our future generations.

First Nations and Cultural Importance Statement

Broken Hill acknowledges the Wilyakali people of the Barkindji nation as the Traditional Custodians of our land. We recognize the cultural importance of this place to Aboriginal people, and that cultural respect and acknowledgement brings the opportunity for greater health and wellbeing to the whole community. We promise to honour the history and ongoing contribution of Aboriginal and Torres Strait Islander people to the community.

Integrated Planning and Reporting

In 2009, the NSW Government introduced the Integrated Planning and Reporting (IP&R) framework. The requirements for IP&R are set out in the *Local Government Act 1993* (the Act) and the *Local Government (General) Regulation 2021* (the Regulation).

The Integrated Planning and Reporting Framework requires councils to develop a Community Strategic Plan, which outlines the Vision, Goals and Strategies. The plan is not limited to the responsibilities of any one government or organisation.

Under the Framework, Broken Hill City Council will use the Community Strategic Plan to determine which goals and strategies can be implemented at a local government level. These goals and strategies are included in a four-year Council Delivery Program.

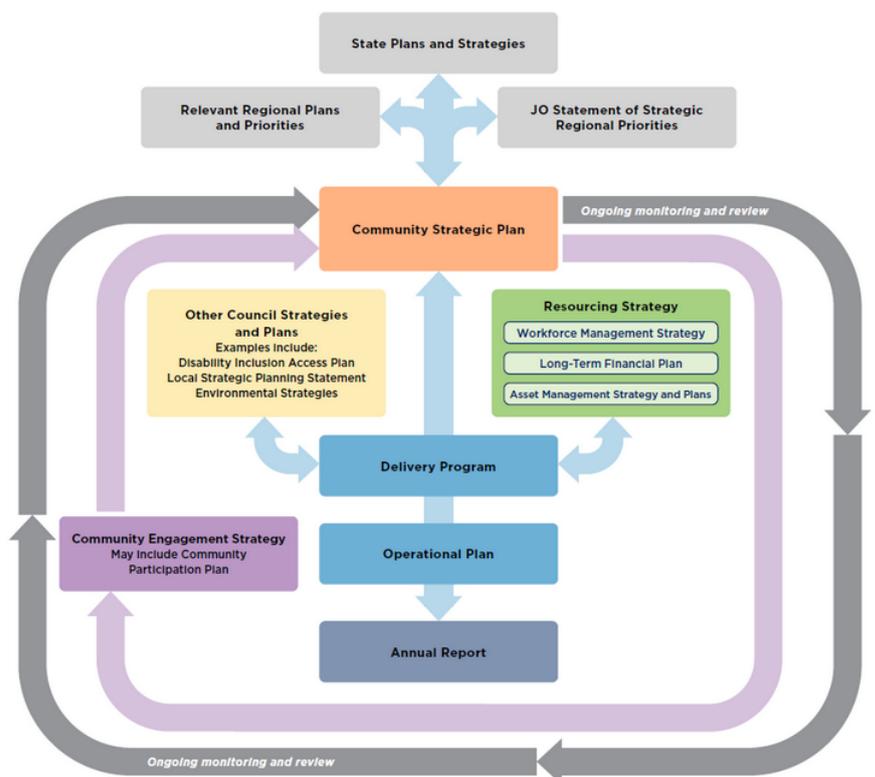
To ensure that Council has the required resources to achieve the goals and strategies set out in the Delivery Program, a Resourcing Strategy is prepared to address long term asset management, financial management and workforce planning.

The Operational Plan is a plan which focuses on the short term. It provides a one-year detailed plan of which activities and projects from the Delivery Program will be implemented.

Each year, Council's success in achieving the goals and strategies

set out in these plans will be reported through Council's Annual Report.

Although considered long term, our Community Strategic Plan and Delivery Program will remain current through a four yearly review in line with Local Government Elections.





How to read this plan

Key Themes

The key theme areas place structure to the Community Strategic Plan. The four key themes are the same as the community values that were adopted by Council in 2010 and reflect those in the IP&R Framework.

Our Community

Objective 1.1 Our community spirit is our strength

- 1.1.1 Work to connect people, build capacity and create local solutions to solve a range of social and health issues that may impact community wellbeing and vulnerable people
- 1.1.2 Ensure that the liveability factors that enhance our lifestyles are identified, considered, maintained, and grown
- 1.1.3 Provide equitable, affordable, flexible, and co-located community services and facilities based on community need
- 1.1.4 Provide opportunities to practice traditions in community settings and experience good social and cultural health
- 1.1.5 Support and encourage volunteering across all age, cultural and ability sectors of the community
- 1.1.6 Young people are provided the opportunities required to learn, connect, and grow

Strategies

How will we get there? These are the activities and plans that contribute to achieving the long-term objectives and the City's vision.

Objectives

Where do we want to be? These are the community's long-term priorities and aspirations for the City. Council has a custodial role in working towards realising these outcomes; however, it is not wholly responsible for achieving them.

Where do we want to be in the future?	How will we get there?	Who will play a part?
Our City has events and festivals that enhance our lifestyle and communicates them effectively	Host and support a diverse range of events, activities, and festivals Communications with the wider community are improved through updated directories and accessible event calendars	Aboriginal Affairs NSW Aboriginal Community Working Party Broken Hill City Council Charity organisations Department Family and Community Services Department of Justice Department of Planning and Environment Far West Local Health District Federal and State Government Agencies Local sports and recreation Clubs
Our public spaces and activities help us feel healthy and happy	Ensure sport and recreation facilities are available to meet community needs Ensure that future development supports the growth of our community Ensure that public spaces and community buildings meet the needs of the community	Non-Government Agencies NSW Department of Premier and Cabinet NSW Police – Barrier Police District NSW Primary Health Network NSW Sports and Recreation Social housing providers Transport for NSW
Our community has access to adaptable and inclusive community and health services We are a supportive and inclusive community	Support and continue to develop services to promote health and wellbeing Implement and review plans and strategies to support an inclusive community Support volunteer and community groups to increase community capacity	
We are a healthy community	People are engaged and taking advantage of the opportunities available to connect with others	
It is safe and easy to get around our City	Ensure that infrastructure meets community needs and service levels Ensure that active transport infrastructure meets community need and service levels	
How will we know when we have got there?		
Measures	Source	
1. Increased measures of health and wellbeing	Health Surveys	
2. Increased attendance at community events and celebrations	Data collection	
3. Access to suitable support and services are available	Community Survey	
4. The community feels safe	Community Survey	
5. There is adequate housing and sufficient employment for all	Data Collection	
6. Minority groups are engaged and participating in the life of the community	Community Survey	
7. The social and lifestyle factors affecting health of residents are monitored for improvement	Data Collection	
8. Our residents know the history of the City	Community Survey	
9. Young people feel connected to the community and have growing opportunities to contribute	Community Survey	
10. The community narrative is increasingly positive	Community Survey	

Partners

Who will play a part? Local and state government agencies, other organisations and community groups have an important role in delivering the long-term objectives.

Performance Measures

How will we know when we have got there? Track progress towards the long-term objectives. Identify a data source that can be used to quantify progress.



Our Community



Our Community

We are a connected and unique community and enjoy our safety and wellbeing. We aspire to create welcoming, accessible, and safe private and public places that foster good health and social interaction. We maintain an inclusive lifestyle as we come together to get things done.

There is a strong link between the ambience and quality of our surroundings and our individual and collective wellbeing.

We value our diversity, our safety, our heritage outback environment and love the uniqueness of our City. We value the built environment and love the shops, restaurants, bars, and range of recreation facilities. We would like to see more vibrancy in our public spaces.

As the first Australian city to be included on the National Heritage List, the built environment is also highly valued and our community places great importance on protecting, celebrating, and enhancing it as much as we are able.



We have a healthy community in a liveable City

We will achieve this by...

Objective 1.1 Our community spirit is our strength

1.1.1 Work to connect people, build capacity and create local solutions to solve a range of social and health issues that may impact community wellbeing and vulnerable people

1.1.2 Ensure that the liveability factors that enhance our lifestyles are identified, considered, maintained, and grown

1.1.3 Provide equitable, affordable, flexible, and co-located community services and facilities based on community need

1.1.4 Provide opportunities to practice traditions in community settings and experience good social and cultural health

1.1.5 Support and encourage volunteering across all age, cultural and ability sectors of the community

1.1.6 Young people are provided the opportunities required to learn, connect, and grow

Objective 1.2 People in our community are in safe hands

1.2.1 Enhance community safety within homes, neighbourhoods, and public spaces by building partnerships and using coordinated targeted local programs

1.2.2 Increase the level of disaster preparedness across the community and ensure first responder services are adequately resourced

1.2.3 Community and social service providers are adequately resourced and connected to meet community needs

1.2.4 Continue to advocate for affordable, sustainable water and food security with all stakeholders

1.2.5 Provide and maintain sustainable, affordable, efficient and reliable utilities and services to the Broken Hill community

Objective 1.3 Our community works together

1.3.1 Develop, implement, support and promote initiatives to celebrate the range of people and programs within the community

1.3.2 Engage, develop and maintain relationships to address local issues and create opportunities for residents, groups and business

1.3.3 Openly share information within the community to allow participation and inclusion

1.3.4 Grow access to quality, accessible, accredited, and affordable social services

1.3.5 Implement measures to ensure sustainable transport options

1.3.6 Support the transition of young people from school to career

1.3.7 Encourage collaboration between services, sporting competitions, arts, creative enthusiasts and community groups to facilitate the sharing of resources

1.3.8 Monitor and plan for the community's changing needs

We have a healthy community in a liveable City

We will achieve this by...

Objective 1.4 Our history, culture and diversity are embraced and celebrated

1.4.1 Raise awareness of cultural and community events that celebrate Broken Hill's cultural diversity

1.4.2 Promote and support reconciliation and inclusion with the Aboriginal community

1.4.3 Ensure our residents and visitors are aware of the importance of Broken Hill in Australian and global history and in particular that the criteria which resulted in the City being listed as Australia's first city on the National Heritage List, is widely known and valued

1.4.4 Sustain and grow arts and culture and events and preserve the importance of our social capital, built heritage and history

1.4.5 Celebrate the City's milestones and traditions publicly to increase the opportunity for tourism interest, social interaction and gathering

1.4.6 Promote the importance and maintenance of the heritage and history of the City through initiatives that will increase heritage value locally, nationally and internationally

Objective 1.5 Our built environment supports our quality of life

1.5.1 Maintain the character of our historic City through good design and initiatives

1.5.2 Maintain an attractive and welcoming Central Business and Activities District

1.5.3 Manage community infrastructure sustainably

1.5.4 Design and deliver pathways, walking trails and other pedestrian movement infrastructure to maximise access, inclusion and mobility

1.5.5 Advocate for a mix of housing stock that is affordable and supports growing our population

1.5.6 Seek opportunities for vibrant spaces and inclusive facilities to increase access to active and passive recreational facilities

1.5.7 Provide the infrastructure required to reach positive life outcomes including an Alcohol and Drug Facility, Child Contact Centre, and Youth spaces

Objective 1.6 Our health and wellbeing ensure that we live life to the full

1.6.1 Maintain awareness of and create strategies and partnerships to address the impact of the social and lifestyle factors affecting the health and wellbeing of residents

1.6.2 Create opportunities for people to participate in active and healthy recreational activities

1.6.3 Provide quality health, medical and allied services to meet community need, particularly disability services and support, 24-hour medical services, paediatric and other specialist services, mental health support services, allied health, and rehabilitation services

1.6.4 Ensure the support and information required to access programs and funding for individuals navigating aged care, childcare, NDIS and other programs are readily available and accessible

1.6.5 Advocate for the provision of a suitable range of social services in the City including disability, childcare and aged care services

1.6.6 Create opportunities for people to participate in cultural, creative and artistic programs, and experience the natural environment to enhance health and wellbeing



Where do we want to be in the future?	How will we get there?	Who will play a part?
Our City has events and festivals that enhance our lifestyle and communicates them effectively	Host and support a diverse range of events, activities, and festivals Communications with the wider community are improved through updated directories and accessible event calendars	Aboriginal Affairs NSW Aboriginal Community Working Party Art and Cultural organisations Broken Hill City Council Charity organisations Department Family and Community Services Department of Justice Department of Planning and Environment Far West Local Health District Federal and State Government Agencies
Our public spaces and activities help us feel healthy and happy	Ensure sport and recreation facilities are available to meet community needs Ensure that future development supports the growth of our community Ensure that public spaces and community buildings meet the needs of the community	Local sports and recreation Clubs Non-Government Agencies NSW Department of Premier and Cabinet NSW Police – Barrier Police District NSW Primary Health Network NSW Sports and Recreation Social housing providers Transport for NSW
Our community has access to adaptable and inclusive community and health services	Support and continue to develop services to promote health and wellbeing	
We are a supportive and inclusive community	Implement and review plans and strategies to support an inclusive community Support volunteer and community groups to increase community capacity	
We are a healthy community	People are engaged and taking advantage of the opportunities available to connect with others	
It is safe and easy to get around our City	Ensure that infrastructure meets community needs and service levels Ensure that active transport infrastructure meets community need and service levels	
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10. The community narrative is increasingly positive		Community Survey



Our Economy



Our Economy

We focus on our population as a key element in preserving and growing our economy and our future. By diversifying our economic interests, we will be resilient, agile, and ensure our economic prosperity.

We aspire to create a thriving and vibrant local economy in Broken Hill where traditional (eg mining, art, and tourism) and new (eg technology and renewable energies) industries are supported and local career, training and education opportunities are created and if existing, expanded - especially for young people, to ensure more stay in Broken Hill and our opportunities attract more people in all forms - visitors, investors, and new residents to our City.

The emphasis our community has given towards a sustainable economy, recognises the imperative to innovate, problem solve and create new opportunities, to remain relevant in a global environment that is marked by rapid social and technological change.

We must also actively pursue prospects for new business investment and encourage and support local entrepreneurship and innovation as our economy transforms to meet new opportunities.



We have an innovative and sustainable economy

We will achieve this by...

Objective 2.1 Our businesses are well connected and thrive in an environment that supports innovation and economic growth

2.1.1 Improve access to business information, incentive programs and enterprise support

2.1.2 Ensure an adequate supply of industrial land with the capacity to enable the development of specialised industry clusters and encourage co-location of related industries

2.1.3 Advocate for improved accessible transport and connectivity including air, road and rail services to and around the City

2.1.4 Ensure strategic planning addresses the capacity to increase economic activity for the retention of residents

2.1.5 Encourage innovation in business and industry

2.1.6 Advocate for improved digital connectivity in and around the City to support community and business needs

Objective 2.2 Our economy provides opportunities that match the skills and needs of the population and enhances population growth

2.2.1 Attract new industries for employment and skill growth

2.2.2 Promote employment and training opportunities for all residents

2.2.3 Support businesses and local leaders to ensure that apprenticeship and traineeship opportunities continue to grow

2.2.4 Ensure secondary and tertiary education, distance education and placement experience are locally accessible and the sector is supported to grow

2.2.5 Ensure that our private and public educational entities are provided with the resources required to deliver quality learning outcomes

Objective 2.3 Our City attracts a diverse range of businesses and visitors providing opportunities for work, education, leisure and social life

2.3.1 Promote Broken Hill as an attractive place to establish and grow a business

2.3.2 Partner to pursue opportunities to work on projects, government contracts and scaled opportunities available in the City and region

2.3.3 Promote the narrative of long-term economic stability to the community

We have an innovative and sustainable economy

We will achieve this by...

Objective 2.4 We are a destination of choice and provide a unique experience that encourages increased visitation

2.4.1 Engage government, business and community stakeholders in supporting the management of tourism

2.4.2 Deliver service excellence in the tourism, hospitality and retail sectors to enhance visitor experience and maximise yield from tourism

2.4.3 Deliver authentic visitor products and experiences

2.4.4 Ensure a strategic and proactive approach to the development, management and marketing of business and destination events, tourism and filming activities

2.4.5 Encourage and support Aboriginal business and tourism projects

We value a

Diverse Economy

which is resilient and adaptable to change, making the best use of the unique advantages of our remoteness and lifestyle

Where do we want to be in the future?	How will we get there?	Who will play a part?
Broken Hill is a popular destination with a wide variety of experiences	Raise the City's profile as a visitor destination Support the City's strong city identity	Art and Cultural organisations Broken Hill City Council Business Far West Department of Regional NSW Destination NSW Far West Joint Organisation Foundation Broken Hill Local business and major employers Non-Government Agencies
We have an adaptable and diverse economy	Promote an environment where start-ups, small and medium businesses are encouraged Support businesses to build capability and capacity to use new technology to realise opportunities Our City has a strong creative industry	NSW Crown Land NSW Department of Education NSW Health Regional Development Australia – Far Registered training organisations State and Federal Government Agencies TAFE
Our growing population supports a thriving local economy	Ensure the availability of land for a variety of community health and wellbeing, economic and housing uses	
How will we know when we have got there?		
Measures		Source
1. Visitation is increasing		Tourism Research Australia
2. Opportunities to grow industry are realised		Data Collection- RDA
3. Population is increasing		Data Collection
4. Young people have opportunities post school and are staying in the community		Data Collection
5. Housing is affordable and fit for purpose		Data Collection
6. Secondary, tertiary and vocational educational options are growing		Data Collection
7. Access to services is increasing (including childcare and NDIS services)		Data Collection
8. The economic value of the local community is growing		Regional Gross Domestic Data
9. Investment opportunities are growing		Data Collection



Our Environment



Our Environment

We value our wide streetscapes, quality of life and stunning vistas; we are committed to conservation and preservation of the natural environment and greater reduction of human impact and climate change to ensure a sustainable healthy community.

We need to protect the environment for its own sake as well as for the sake of our future Broken Hill generations.

Therefore, the preservation of our natural environment remains a focus and driver in our strategic direction - we are committed to collaborating with our community and partners to plan, promote, educate and facilitate better protection of our environment.

The matter of climate change and adaptation measures has increased in recent years and prioritisation of climate adaptation activities must be acknowledged and actioned as a priority.



We value and protect our environment

We will achieve this by:

Objective 3.1 Our environmental footprint is minimised

3.1.1 Implement measures to reduce the city's carbon footprint and enhance the circular economy by educating and demonstrating the use of renewable resources

3.1.2 Educate the community on measures to avoid waste and reduce littering and waste to landfill

3.1.3 Investigate and plan for the minimisation of environmental, social and rehabilitation impacts associated with mining activity on the City

3.1.4 Pursue opportunities for scale renewable energy and back up battery capability and investigate new technologies as they emerge

Objective 3.2 Natural environments and flora and fauna are enhanced and protected

3.2.1 Recognise and communicate the fragility of the natural environment and insist on its respectful use and the protection and restoration of local biodiversity, lands and accessibility to the night sky

3.2.2 Increase awareness and understanding of climate change and active protection of the natural environment

3.2.3 Protect, rehabilitate and enhance regeneration areas and commons for the benefit of the City and in accordance with the National Heritage listing

3.2.4 Minimise the impact of feral and domestic animals and noxious weeds on the natural environment

3.2.5 Advocate for river connectivity in the Murray Darling Basin system, maintaining water supply in the Menindee Lakes system, and maintaining the health of the Darling Baaka River

Objective 3.3 Proactive, innovative and responsible planning supports the community, the environment and beautification of the City

3.3.1 Encourage measures that limit the impact of the changing climate and enhance environmentally sustainable building and land use planning

3.3.2 Create green and resilient environments by improving tree cover, native vegetation, landscaping and water management systems

3.3.3 Preserve the heritage and streetscapes of the City

3.3.4 Reuse and repurposing of the existing built environment are managed in a sustainable manner

We value our

Unique Landscape

We are committed to conservation and preservation of the natural environment and greater reduction of the human impact to ensure a sustainable and healthy community

Where do we want to be in the future?	How will we get there?	Who will play a part?
Have access to a clean, healthy environment	<p>Ensure water quality is maintained</p> <p>Ensure the regeneration areas are maintained</p> <p>Ensure that shade trees and quality cool recreational spaces are a feature of our community</p>	<p>Australian Renewable Energy Agency (ARENA)</p> <p>Broken Hill City Council</p> <p>Crown Lands NSW</p> <p>Broken Hill Local Aboriginal Land Council</p> <p>Federal and State Government Agencies</p> <p>Landcare</p>
Our blood lead levels are managed	The community receives regular updates from ongoing monitoring	<p>Local environmental and heritage groups</p> <p>Mining and Industry</p>
We are recycling our waste into needed products	<p>Reduction of waste is addressed through programs and partnerships</p> <p>Successful waste reduction outcomes are celebrated</p>	<p>Non-Government Agencies</p> <p>NSW Aboriginal Land Council</p> <p>NSW Department of Planning and Environment</p> <p>NSW Environment Protection Authority</p>
Our reliance on fossil fuels is decreasing	<p>Active transport, walkability, and liveability factors are considered for any new developments</p> <p>Renewable energy solutions are embraced by the community</p>	<p>NSW Local Land Services</p> <p>NSW National Parks and Wildlife Service</p> <p>Our media partners</p> <p>Our volunteers</p> <p>Utility organisations</p>
How will we know when we have got there?		
Measures		Source
1. Maintain quality, affordable water		Data collection
2. Decreasing ecological footprint (monitoring renewable energy and recycling levels)		Data collection
3. Limit the detrimental health impacts of mining on the community		Data collection
4. Increased involvement in environmental activities		Community survey
5. The tree canopy in our CBD and across the City is increasing		Data collection
6. Recreational water is maintained for community use		Data Collection
7. The City is promoted as clean, green, comfortable, sustainable and affordable		Liveability Data



Our Leadership



Our Leadership

We have strong civic and community leadership. We are inventive, inclusive and innovative; when we work together there is nothing we can't do and our achievements continue to write history.

Good governance is about creating a culture of transparency and accountability and establishing trust with the community.

The community have told us that there are opportunities to improve coordination between various organisations delivering services and generally improving communication among leading bodies in our community.

The community have asked for more collaboration across the community and real opportunities for true, authentic engagement that leads to outcomes that truly address the issues identified and allow the community to respond to growth opportunities together.



We are a connected and engaged community

We will achieve this by...

Objective 4.1 Openness and transparency in decision making

4.1.1 Build strong relationships and ensure responsibilities and benefits of putting strategic plans into practice are shared amongst key community sectors

4.1.2 Undertake communication and authentic, open and reciprocal engagement with the community to increase confidence in decision-making

4.1.3 Social, environmental and economic sustainability is considered when making decisions

4.1.4 Decision-makers provide accountability through planning and reporting frameworks

Objective 4.2 Our leaders make smart decisions

4.2.1 Support leaders through the process of making difficult decisions

4.2.2 Our leaders seek information, are well informed and aware of emerging issues and new information in order to advocate and respond appropriately

4.2.3 Leadership capability and capacity, including cultural awareness within our community is increased

Objective 4.3 We unite to succeed in Australia's First City on the National Heritage List

4.3.1 Ensure a collaborative partnership forum is developed to drive the implementation of the Community Strategic Plan

4.3.2 Partnerships, role models and joint success are celebrated and promoted

4.3.3 Develop and build strong, productive relationships with State and Federal Governments and their agencies

Objective 4.4 Our community is engaged and informed

4.4.1 Increase community involvement in decision-making by establishing a representative Engagement Framework

4.4.2 Engage the community through information and activities aimed at increased participation and reciprocal information sharing

4.4.3 Increase knowledge and awareness of challenges and opportunities facing the City



We value

Collaboration and working together for the greater good

Broken Hill community continues shared responsibility for good governance

Where do we want to be in the future?	How will we get there?	Who will play a part?
We are confident that partnerships between community, government and business benefit our City	Develop and maintain a network of key agencies, organisations, peak bodies and community groups Influence decisions that impact our region	Broken Hill City Council Business and business groups Community members and local community groups Department of Premier and Cabinet Federal and State Government Agencies Non-Government Agencies
We know how and why decisions are made	Deliver high quality and informative customer service and engagement activities Provide clear, accessible and relevant information to the community	NSW Auditor General NSW Office of Local Government Our media partners NSW Ombudsman NSW Treasury
Our community influences decisions that shape our City	Actively engage with and seek direction from the community and key stakeholders	
How will we know when we have got there?		
Measures		Source
1. The community is increasing in confidence that a sustainable future is being created		Community Survey
2. Our leadership is collaborative		Data Collection
3. The community is involved in decision making		Community Survey
4. Communications to the community are comprehensive		Community Survey
5. The Community Round Table program realises joint outcomes that match the Community Strategic Plan		Participant Survey
6. The community increasingly understands the challenges faced and opportunities available to the City		Community Survey
7. Joint initiatives are undertaken		Data Collection



Relationship to Other Plans

In the development of our Your Broken Hill 2040 Community Strategic Plan, consideration has been given to the relationship to other plans objectives and strategies, including NSW State Premiers Priorities and Far West Regional Action Plan 2021.

Premiers Priorities

These priorities represent the government's commitment to making a significant difference to enhance the quality of life of the people of NSW.

They aim to tackle many of the issues that have been put in the too hard basket, for too long. Each priority has an ambitious target. They have been set with the purpose of

delivering on the government's key policy priorities, being:

- a strong economy
- highest quality education
- well-connected communities with quality local environments
- putting customer at the centre of everything we do
- breaking the cycle of disadvantage

Far West Regional Action Plan 2021

The priorities identified by communities within the Far West include:

- Prosperous and diverse economy with a highly skilled workforce
- Strong partnerships with Aboriginal communities
- Strong communities supported by effective and coordinated service delivery
- Sustainable management of our natural resources

Related Plans

All relevant State and Regional Plans	Destination Country and Outback NSW Destination Management Plan
Advocacy Strategy 2020	Development Control Plan
Asset Management Strategy	Digital Strategy
Benchmark for Building Assets Rationalisation	End of Term Report 2016 – 2021
Broken Hill Airport Master Plan 2010	Far South West Joint Organisation Management Plan (under development)
Broken Hill CBD Masterplan 2021	Far West Regional Action Plan 2021
Broken Hill Community Working Party- Community Action Plan 2019	Far West Regional Economic Development Strategy 2018 - 2022
Broken Hill Cultural Framework and Synopsis Report 2019	Far West Regional Plan 2036
Broken Hill Cultural Plan 2021-2040	Far West Workforce Development Study 2019
Broken Hill Development Control Plan 2016	Landfill Environmental Management Plan
Broken Hill Disaster Plan 2011	NSW Visitor Economy Strategy
Broken Hill Heritage Strategy 2020-2023	Parking Strategy
Broken Hill Economic Development Strategy 2022-2026 (under development)	Pollution Incident Response Management Plan
Broken Hill Housing Strategy (under development)	Privacy Management Plan
Broken Hill Living Desert Plan of Management	Reconciliation Action Plan 2020-2022
Broken Hill Displan 2011 – Local Disaster Plan	Regional Transport Strategy
Broken Hill Local Environmental Plan 2013	Renewable Energy Action Plan 2020
Broken Hill Lead Reference Group Integrated Strategy (review under development)	Risk Management Strategy
Broken Hill Local Strategic Planning Statement 2020 - 2040	Section 7.12 Developer Contributions Plan
Broken Hill National Values Study 2021	Smart Community Framework 2016
Broken Hill Wayfinding Strategy (under development)	Social Media Strategy
Business Support Policy	State of the Environment Report 2016 - 2021
Communications and Community Engagement Strategy	Strategic Tourism Plan 2010 - 2020
Companion Animal Management Plan	Sustainability Strategy 2018 - 2023
Crown Lands- Strategic Vision Report 2016	Tree Management Plan
Crown Land Plan of Management – Natural Areas (draft in progress)	Urban Stormwater Master Plan
Cultural Infrastructure 2025 NSW Government	Willyama Common Management Plan
Cyber Security Framework	Workforce Development Study 2019- RDA Far West



Photo Inventory and Credits

PAGE NO	PHOTO INVENTORY	PHOTO CREDITS
Front Cover	Country Universities Centre (CUC) Far West - Graduation Ceremony 2021	Country Universities Centre (CUC) Far West
	Mayor Tom Kennedy, Ambassador Bronte Hendricks, Mr Steve Radford OAM Broken Hill Citizen of the Year 2022	BHCC Photo Library
	Youth event participants at Regional Aquatic Centre	BHCC Photo Library
	Youth Week celebrations in Sturt Park	BHCC Photo Library
Page 3	Young Leader Campbell Quintrell taking part in a smoking ceremony under the guidance of Aunty Maureen O'Donnell, a Wilyakali Traditional Owner	BHCC Photo Library
Page 4	Community event in Sturt Park	BHCC Photo Library
Page 5	Councillor Tom Kennedy, Mayor of Broken Hill	BHCC Photo Library
Page 6	Mayor Tom Kennedy with 2022 Australia Day Award recipients, Barry King, Natasha Bearman, Steve Radford OAM, Arliah Pearce, Lesley Harvey and Shane Webb	BHCC Photo Library
Page 7	Argent Street precinct streetscape, including TAFE, Police Station, Town Hall Facade and Australia Post	BHCC Photo Library
Page 8	Line of Lode and Miners Memorial on top of the ore body that bisects the City	BHCC Photo Library
Page 9	Map of NSW, highlighting Far Western Region and location of Broken Hill	NSW State Archives
Page 10	Youth Community Engagement Focus Session	BHCC Photo Library
Page 11	Council staff engaging with residents during a CSP pop-up listening post in Argent Street at the pop-up Aboretum in the Art Gallery carpark	BHCC Photo Library
Page 13	Eastern town overview	BHCC Photo Library
Page 14	Council staff engaging with the public at a CSP pop-up listening post at Westside Plaza	BHCC Photo Library

Page 15	Syndicate of Seven statutes, which line the frontage of the Council Chamber	BHCC Photo Library
Page 16	Totem Skateboarding workshop Duff Street Park – Rage Cage	BHCC Photo Library
Page 17	Liam and Emma McLaughlin on new play equipment at Queen Elizabeth Park	Rebecca McLaughlin
	YMCA Community Exercise Group – South Community Centre	BHCC Photo Library
	Community march – Sturt Park	BHCC Photo Library
	YMCA Colour Run – Sturt Park	BHCC Photo Library
	YMCA Colour Run – Clown activities – Sturt Park	BHCC Photo Library
	Local Artist, Amanda Johnston	BHCC Photo Library
Page 18	Visitors and residents enjoying Alfresco dining in Argent Street	BHCC Photo Library
Page 21	Participants of Youth event at Regional Aquatic Centre	BHCC Photo Library
Page 22	Country Universities Centre (CUC) Far West students	Country Universities Centre (CUC) Far West
	View of the Line of Lode and Miners Memorial on top of the ore body that bisects the City	BHCC Photo Library
	Broken Heel Festival, parade participants	BHCC Photo Library
	Filming in the City - "Last Cab to Darwin"	BHCC Photo Library
	Retail worker at Bell's Milk Bar	BHCC Photo Library
	Tourists enjoying the view from the Living Desert Sculpture Site	Destination NSW
Page 23	Argent Street roadway, showcasing the City's banner poles	BHCC Photo Library
Page 26	Tourists enjoying the view from the Living Desert Sculpture Site	Destination NSW
Page 27	Sturt peas growing within the local region	Debbie Coady
	Outcrop on the City's outskirts	Debbie Coady
	Landcare Broken Hill members taking part in a working bee along Bromide Street between Blende and Beryl Streets	Landcare Broken Hill
	AGL Solar Farm aerial view	BHCC Photo Library
	Our built environment – walk tour group gathering in front of the Trades Hall	BHCC Photo Library
Page 28	Visitors to the Living Desert, enjoying the birdlife and fauna in the area	BHCC Photo Library
Page 30	Landscape on the City's outskirts	Debbie Coady
Page 31	Young Leaders Campbell Quintrell and Kelsie Mitchel with Roy Butler MP	YMCA NSW Broken Hill
	Mark Coulton, MP and Mayor Tom Kennedy during a visit to announce the successful application for a CHART grant	Office of the Hon Mark Coulton MP
	Mayor Tom Kennedy, Ambassador Bronte Hendricks and Steve Radford OAM during 2022 Australia Day Awards	BHCC Photo Library
	Council's General Manager, Jay Nankivell	BHCC Photo Library
Page 32	Central-east view of the City, centred by Sulphide Street, Broken Hill	BHCC Photo Library
Page 34	Civic Centre lit up to pay tribute to the City's dedicated health workers and first responders during the COVID-19 pandemic	Barrier Truth
Page 35	Junction Mine	BHCC Photo Library
Page 37	YMCA Colour Run	BHCC Photo Library
Back Cover	Far West Local Health District celebrating National Reconciliation Week with Aunty Dulcie O'Donnell officiating the Smoking Ceremony and accompanied by Melissa Cumming	Far West Local Health District
	Broken Hill Hospital Kiosk volunteer, Meredith Farquhar	Far West Local Health District
	Community event - Baby Bounce in Sturt Park	BHCC Photo Library
	Murdi Paaki Young Leaders- NAIDOC week	BHCC Photo Library
Note	Council events display signage informing community members that by taking part in the event, community members grant Council permission to use the images from the event for publicity or other purposes.	



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BROKEN HILL
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