



Broken Hill City Council Community Satisfaction Survey 2018

Prepared for
Broken Hill City Council

Prepared by
IRIS Research

IRIS Research ABN 16 002 278 793

POST: Office A, Wing C, Level 1, iC Central, Innovation Campus, University of Wollongong, Wollongong NSW 2522
OFFICES: iC Central, Innovation Campus, North Wollongong NSW 2500
Level 1, Suite F, 110 George St, Parramatta NSW 2150
Net: <http://www.iris.org.au> Email: research@iris.org.au

© IRIS Research, July 2018

Table of Contents

Table of Contents	ii
List of Tables	iii
List of Figures.....	iv
Key Findings.....	v
Introduction	vi
Report content.....	vi
Summary of Findings	vii
SURVEY RESULTS.....	1
Research Design.....	2
Data Collection.....	2
IRIS Research CATI System.....	2
Survey Weighting.....	3
Sample Profile	4
1 Overall satisfaction with Council’s performance.....	5
1.1 Internal Benchmarks.....	6
1.2 Reasons for dissatisfaction.....	7
1.3 Reasons for satisfaction	11
2 Satisfaction with Council Services & Facilities.....	13
2.1 Infrastructure and traffic services.....	14
2.2 Waste management and recycling services	16
2.3 Planning, development and community services	18
2.4 Environment services and enforcement.....	20
2.5 Community facilities.....	22
2.6 Recreation and sporting facilities.....	23
2.7 Tourism and cultural facilities	24
3 Understanding satisfaction and service provision	26
3.1 Understanding strengths and weaknesses of services	28
3.2 Understanding strengths and weaknesses of facilities.....	30
4 Planning for the future.....	32
4.1 Importance of issues	32
4.2 Support for potential projects	33
4.3 Top three priorities	34
5 Communication and consultation.....	37

5.1	Preferred contact methods.....	37
5.2	Preferred online Council services.....	38
5.3	Council consultation methods.....	39
5.4	Communication with the community.....	40
5.5	Recommendations for communication improvement.....	41
6	Living in Broken Hill.....	44
6.1	National Comparisons.....	45
6.2	Value of living in Broken Hill.....	46
Appendix A – Council top priorities		48
Appendix B – Value of living in Broken Hill		55

List of Tables

Table 1	Data Weighting Factors	3
Table 2	Sample profile	4
Table 1.1	Reasons for dissatisfaction.....	8
Table 1.2	Reasons for satisfaction	11
Table 2.1	Council services and facilities.....	13
Table 2.2	Infrastructure and traffic – Internal Benchmarks	15
Table 2.3	Waste management and recycling services – Internal Benchmarks	17
Table 2.4	Planning, development and community services – Internal Benchmarks	19
Table 2.5	Environment services and enforcement – Internal Benchmarks	21
Table 2.6	Recreation and sporting facilities – Internal Benchmarks.....	23
Table 2.7	Tourism and cultural facilities – Internal Benchmarks	25
Table 4.1	Top priorities stated by respondents	35
Table 5.1	Preferred contact methods	37
Table 5.2	Recommendations for communication improvement	41
Table 6.1	Happiness Index – National Comparisons.....	45
Table 6.2	Value of living in Broken Hill.....	46

List of Figures

Figure 1.1 Overall Satisfaction with Council’s performance	5
Figure 1.2 Overall Satisfaction over time [2011-2018]	6
Figure 1.3 Overall satisfaction – Internal benchmarks.....	7
Figure 2.1 Satisfaction with infrastructure and traffic.....	14
Figure 2.2 Satisfaction with waste management and recycling	16
Figure 2.3 Satisfaction with planning, development and community services.....	18
Figure 2.4 Satisfaction with environment services and enforcement.....	20
Figure 2.5 Satisfaction with community services.....	22
Figure 2.6 Satisfaction with recreation and sporting facilities	23
Figure 2.7 Satisfaction with tourism and cultural facilities	24
Figure 3.1 Interpretation of Quadrants.....	27
Figure 3.2 Quadrants for services.....	28
Figure 3.3 Strategic location of services.....	28
Figure 3.4 Strategic locations of facilities	30
Figure 4.1 Importance of issues.....	32
Figure 4.2 Support for potential projects.....	33
Figure 4.3 Top three priorities.....	34
Figure 5.1 Preferred online Council services.....	38
Figure 5.2 Satisfaction with Council’s consultation	39
Figure 5.3 Communication with community	40
Figure 6.1 Satisfaction with Happiness indicators.....	44

Key Findings

Broken Hill City Council's overall performance in the last 12 months

- ▶ Overall satisfaction is 2.9 out of 5. This result has decreased since 2011.
- ▶ **Waste collection** is the highest performing service with an average satisfaction rating of 4.0. **Aquatic Centre** is the highest performing facility [4.4]. It is followed by **Regional Art Gallery** and GeoCentre.
- ▶ **Footpath maintenance** is the worst performing service [2.0]. **Civic Centre** is the worst performing facility with an average satisfaction rating of 1.9 out of 5.

Strengths and weaknesses of service provision

- ▶ Council's 'strategic advantages' are services delivered for **waste management, recycling** and **tourism and cultural facilities**.
- ▶ Eight services and four facilities are 'key vulnerabilities'. Improvements in the performance of these will have a strong, positive impact on overall satisfaction.
 1. Road maintenance
 2. Footpath maintenance
 3. Street cleaning
 4. Policing for illegal dumping
 5. Supporting business, industry growth
 6. Regeneration area maintenance
 7. Animal Control
 8. Cleanliness of public toilets
 1. Civic Centre
 2. Town Square
 3. Star View Primitive Campsite
 4. Parks and Ovals

Planning for future

In the next 10 years, Council should consider:

1. An upgrade to Airport facilities
2. Improvement of services provision and City's appearance - better footpath and road maintenance, cleaner streets
3. Promoting Broken Hill as a tourist destination - marketing of Broken Hill heritage listing
4. Improving safety and security - Installation of CCTV and Smart Lighting

Value of Living in Broken Hill

- ▶ Residents are highly satisfied with their personal relationships and standard of living. They are less satisfied with their future security.
- ▶ Concerning feelings of safety, Broken Hill ranks below the national standard.

Residents of Broken Hill value:

- Their community and the people they live together
- Lifestyle that Broken Hill offers
- Quietness and peacefulness that their small country town provides
- Easy going and stress free lifestyle which cannot be experienced in a big city
- The convenience of living in Broken Hill.

Introduction

IRIS Research was commissioned by Broken Hill City Council to conduct a Community Satisfaction Survey which identifies the key vulnerabilities and strengths of Council's service provision strategy and explores the priorities for planning the future of Broken Hill from the point of view of the community.

The broad objectives for the Community Satisfaction Survey process were to:

- ▶ Measure community's overall satisfaction with Council and its service provision.
- ▶ Uncover Council's areas of improvement and priorities for the near future.
- ▶ Measure and track the performance of Council in delivering services and facilities.
- ▶ Understand community perceptions regarding Council's communication and consultations strategies.
- ▶ Understand community perceptions regarding Council's plans and projects for the future.
- ▶ Measure the happiness of the community and their perceptions about the value of living in Broken Hill.

Report content

The following report contains these sections:

- ▶ Summary of Findings
- ▶ Research Design
- ▶ Satisfaction with Council
- ▶ Council Services & Facilities
- ▶ Council Communication and Consultation
- ▶ Planning for future
- ▶ Value of Living in Broken Hill

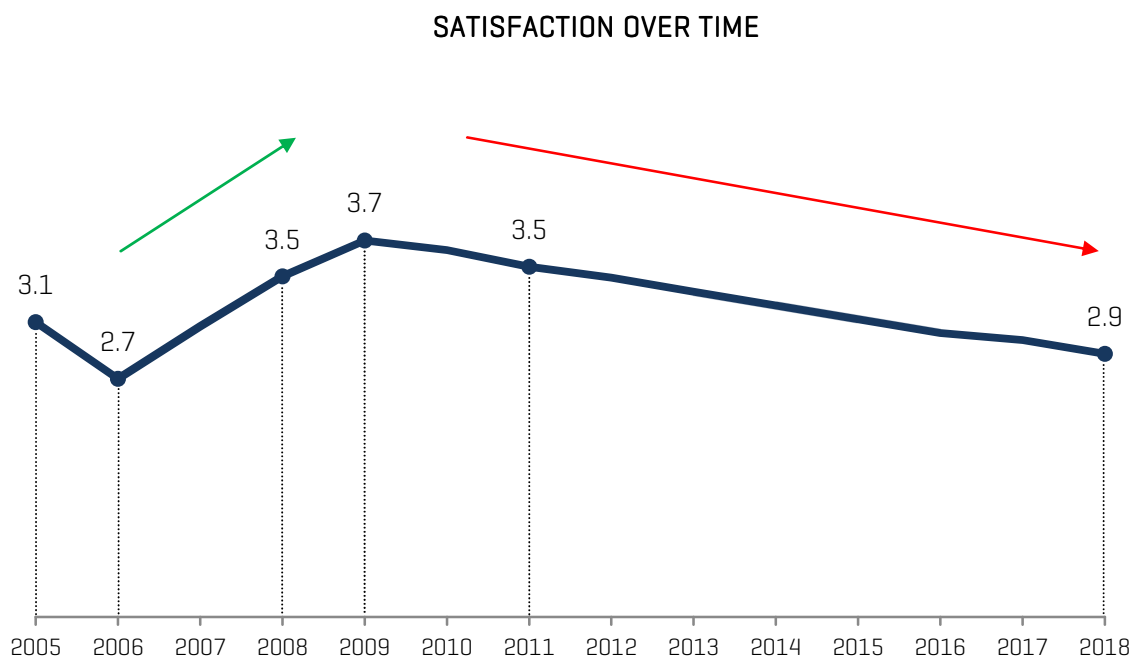
Summary of Findings

333 completed responses were collected from residents of Broken Hill aged 18 years and over.

Satisfaction with Council's overall performance in the last 12 months

Overall satisfaction with the performance of Broken Hill City Council in the last 12 months is **2.9** out of 5. There has been a statistically significant decrease in mean score since 2011 (3.5 out of 5).

Residents recognise the efforts made by Council to improve Broken Hill and some are aware of the visible positive outcomes of those efforts. However, the increasing trend in satisfaction achieved between 2006 and 2009 has reversed over the past nine years. In 2018, performance was significantly higher than the lowest performance recorded in 2006, though satisfaction levels have continued to decrease compared to the past few results.



Dissatisfaction is mainly as a result of:

- **Council management of services and projects.** Concerns about appearance of the streets, maintenance of roads and footpaths. Disappointments are also due to the way Civic Centre and BHP Donation projects are handled.
- **Council lacking general action.** Do not see any action taken despite all the communications made by Council. There is a desire for Council to put more effort establishing a mutual vision for the area.
- **Lack of community involvement.** Community voice should be heard and concerns considered while designing strategies and projects for the area.

Service and facility provision performance

Community services

Respondents were asked to rate their satisfaction with 25 Council services and facilities using a 5-point scale where 1 meant 'very dissatisfied' and 5 meant 'very satisfied'.

The summary tables for Council services and facilities contain several measures:

- ▶ **2018** refers to the average satisfaction rating from the Community Satisfaction Survey 2018.
- ▶ **2011** refers to the average satisfaction rating from the Community Satisfaction Survey 2011.
- ▶ **Significant change since 2011** indicates whether there was a statistically significant increase or decrease in performance since the previous survey.
- ▶ **Strategic Location** refers to the location in the performance / importance quadrant.

Community services received generally medium to low average satisfaction ratings with most recording a decreasing level since 2011.

- ▶ **Waste collection** is the highest performing service and a strategic advantage, meaning it has an important impact on community's satisfaction. However, this service has seen a statistically significant decline in performance since 2011.
- ▶ **Road** and **footpath maintenance** as well as **street cleaning** are key vulnerabilities of Council's service provision. These services are important drivers of satisfaction with Council's performance and spontaneously stated reasons of dissatisfaction. Their performance has either decreased or remained the same since 2011.
- ▶ **Waste Management Facility** and **green waste recycling** are good performing services. These are opportunities to improve community satisfaction. The importance of these services should be communicated with the community to further increase their satisfaction.
- ▶ Similarly, **protecting heritage values and buildings** and **community events** are good performing services. Community and heritage are spontaneously mentioned values of living in Broken Hill. Council should take the opportunity to communicate its connection to the provision of these services to improve community satisfaction.

COMMUNITY SERVICE PERFORMANCE

	2011	2018	Significant change since 2011	Strategic location
Infrastructure and traffic				
Heritage trail signage	-	3.5	-	Opportunity
Cemetery	-	3.4	-	Opportunity
Street signage	-	3.2	-	Opportunity
Attraction signage	-	3.2	-	Opportunity
Car Parking	3.5	3.1	↓	Strategic advantage
Stormwater drainage	3.2	3.0	↓	Potential vulnerability
Cleanliness of public toilets	-	3.0	-	Key vulnerability
Provision of public toilets	-	2.9	-	Potential vulnerability
Lighting in public places	3.2	2.8	↓	Potential vulnerability
Bicycle lanes	2.8	2.7	↔	Potential vulnerability
Nature strips	3.2	2.4	↓	Potential vulnerability
Road maintenance	2.4	2.3	↔	Key vulnerability
Footpath maintenance	2.4	2.0	↓	Key vulnerability
Waste management and recycling				
Waste collection	4.5	4.0	↓	Strategic advantage
Waste Management Facility	-	3.6	-	Opportunity
Green waste recycling	4.2	3.5	↓	Opportunity
Policing for illegal dumping	-	2.8	-	Key vulnerability
Street cleaning	3.0	2.6	↓	Key vulnerability
Planning, development				
Protecting heritage values, buildings	3.9	3.5	↓	Opportunity
Supporting business, industry growth	-	2.9	-	Key vulnerability
Lodging development applications	-	2.9	-	Potential vulnerability
Community services				
Management of natural disasters	-	3.5	-	Strategic advantage
Community events	-	3.3	-	Opportunity
Council grants programs	-	3.0	-	Strategic advantage
Environment				
Regeneration area maintenance	-	2.8	-	Key vulnerability
Noxious weed control	2.4	2.3	↔	Potential vulnerability
Enforcement				
Parking enforcement	-	3.3	-	Opportunity
Animal Control	3.8	2.8	↓	Key vulnerability

Community facilities

Tourism and cultural facilities are generally Council's strategic advantages or its opportunities to improve satisfaction. Broken Hill Outback Archives is a potential vulnerability with its performance very close the Council's average facility provision performance in 2018.

Recreation and sporting facilities are mainly Council's key vulnerabilities. The only exception to this is the *Aquatic Centre*. With its increasing performance Aquatic Centre is an important facility which created higher satisfaction with Council.

Community services are either potential or key vulnerabilities. In particular, *Town Square* needs Council's attention since it is an important facility where Council performs below average.

COMMUNITY FACILITY PERFORMANCE

	2011	2018	Significant change since 2011	Strategic location
Community services				
Aged Persons Rest Centre	-	3.5	-	Potential vulnerability
Town Square	-	3.5	-	Key vulnerability
BIU Band Hall	-	3.2	-	Potential vulnerability
South Community Centre	-	3.1	-	Potential vulnerability
Recreation and sporting				
Aquatic Centre	3.9	4.4	↑	Strategic advantage
Living Desert	-	4.0	-	Opportunity
Star View Primitive Campsite	-	3.5	-	Key vulnerability
Parks and Ovals	-	3.2	-	Key vulnerability
Civic Centre	4.2	1.9	↓	Key vulnerability
Tourism and culture				
Regional Art Gallery	4.4	4.1	↓	Strategic advantage
GeoCentre	4.3	4.0	↓	Opportunity
Regional Airport	-	3.8	-	Strategic advantage
Visitor's Information Centre	3.7	3.8	↔	Strategic advantage
Charles Rasp Memorial Library	-	3.7	-	Opportunity
Outback Archives	-	3.5	-	Potential vulnerability

Planning for future

Importance of issues

While establishing long term priorities of the next 5 – 15 years, Council should consider:

- ! Improving local roads and footpaths
- ! Trade and apprenticeship training courses
- ! Developing tourism attractions
- ! Enhancing the City's appearance
- ! Promoting Broken Hill as a tourist destination.

Top three favourite potential Council projects

Residents are generally supportive of Council's potential projects. The three most favoured potential projects are:

- 1 An upgrade to Airport facilities
- 2 Marketing of Broken Hill heritage listing
- 3 Installation of CCTV and Smart Lighting.

Top three priorities

Respondents shared their opinion about Council's top priorities over the next 10 years. According to their open ended comments, the top three priorities are related to:

- 1 Improvement of services and facilities [especially the Airport]
- 2 Maintenance of roads and footpaths
- 3 Creation and promotion of tourism.

Safety and security were mentioned by a relatively fewer number of residents but it was mentioned as the first priority more than all the other opinions shared. Respondents indicated that CCTV and lighting should be given priority.

Communication and consultation

Preferred contact methods

The majority of respondents prefer **personal contact** with Council.

- Almost half of the respondents like to contact council **on the phone**.
- They articulate their preference in personal contact as **face to face** or **in person**.
- Some state they like to go to the **Council office** in person.

Preferred online Council services

75 percent of residents do not want to do any Council services online. Making payments in general and paying rates online are the most popular potential online services.

Council consultation methods

30 percent are neutral about the way Council consults with the community. 45 percent is either very dissatisfied or dissatisfied and 15 percent is either satisfied or very satisfied.

Communication with the community

Respondents were neutral about having enough opportunities to engage with Councillors. They have moderate confidence in elected Council and its management. However, residents are not satisfied with Council's management of finances.

According to open ended comments, residents believe Council should increase their media usage to improve its communication with the community. They think Council should use a range of mediums to communicate with the community. They also recommend Council to improve opportunities for community involvement in decision making.

Living in Broken Hill

Happiness index

The majority of residents are satisfied with all aspects of their personal happiness.

- ✓ They are highly satisfied with their **personal relationships** and **standard of living**
- ! They are less satisfied with **their future security**.

When Happiness Index results for Broken Hill are compared to Australian Unity Wellbeing Index results [August 2017], the Broken Hill community generally outperformed the national benchmarks.

The biggest positive gaps were for:

- ✓ Personal relationships
 - ✓ Standard of living
 - ✓ Currently achieving in life.
- ! Broken Hill was below the national standard on **how safe the residents feel**.

In total, the Happiness Index for Broken Hill [78.2] outperforms the national index [75.5].

Value of living in Broken Hill

Residents of Broken Hill value:

- Their community and the people they live together
- Lifestyle that Broken Hill offers
- Quietness and peacefulness that their small country town provides
- Easy going and stress free life which cannot be experienced in a big city
- Living close to their family, friends and neighbours
- The convenience of living in Broken Hill.

SURVEY RESULTS

Research Design

A total of 333 completed responses were collected from a sample of residents of the Broken Hill City Council local government area (LGA). The surveys were collected via Computer Aided Telephone Interviews (CATI) and online surveys.

Data Collection

15 minutes CATI were conducted to secure a response from 307 residents throughout the Broken Hill City Council LGA. The survey unit was permanent residents of the area. Respondents also had to be aged 18 years or older to qualify for an interview. Moreover, the residents who were employees or Councillors of Broken Hill City Council were screened out from the sample to avoid potential bias. The 2016 Census was used to establish quotas to ensure a good distribution of responses by age and gender.

CATI were conducted between 18 and 22 June 2018. Calls were made between 4.30 and 8.30 p.m. If the selected person was unavailable at that time to do the survey, call backs were scheduled for a later time or day. Unanswered interviews were retried three times throughout the period of the survey. These procedures ensure a good sampling process from the sample frame used so that statistical inferences could be made about the entire resident population.

A version of the survey was made available online between 25 June and 6 July 2016. The online survey was promoted on social media to target residents aged 18 to 34 years who were more difficult to reach via CATI. Consequently, 120 online responses were collected. The data obtained from 57 surveys completed by 18 – 34 aged groups was integrated with the data obtained from CATI to achieve a representative sample of this younger cohort.

IRIS Research CATI System

The sample base for the phone calls was the electronic White Pages. This sample is known to be sub optimal, as the churn of telephone numbers due to people moving and new numbers being added as dwellings are occupied affects about 12% to 15% of possible numbers. Furthermore, from previous research we know that the proportion of silent numbers is increasing and can be as high as 25-30% in some areas. To deal with these issues, IRIS uses a technique that starts with the population of numbers listed in the telephone book and adds new and unlisted numbers using the 'half open' method. In this method, all numbers were incremented by five to create new numbers in the 'gaps' between the listed numbers. The resultant universe of numbers was then de-duplicated to remove any numbers that may be repeated. This process was replicated five times to create a

new theoretical universe of telephone numbers. This provided the opportunity for all potential numbers to be selected in the sample. This equal and known opportunity for selection is the first criterion of good random sampling.

Once the potential universe of numbers had been generated, a computer program was used to randomise the database. Following this, a sequential sample [e.g. every 110th number] was extracted from the database. The sample was geographically stratified and evenly distributed within strata. This process gave a very even distribution of potential numbers across the whole survey area. Every household therefore had an equal and known chance of selection and every part of the survey area received a fair proportional representation in the final sample drawn.

Disconnected numbers and faxes reached during the selection process were excluded from the sample. The survey was implemented under Interviewer Quality Control Australia (IQCA) quality guidelines. Interviews were conducted using CATI system created by IRIS Research. Continuous interviewer monitoring was used and post interview validations were conducted within five days of the close of the survey.

Survey Weighting

The collected data via CATI and online surveys seldom mirrors the exact age/sex distribution of the region. In order to correct for this, the collected data set is weighted to bring it back to the ideal age/sex distribution [see Table 1].

According to the ABS Census 2016, the population of Broken Hill City Council area aged 18 years and over is 14,210. We proposed a sample size of 300 for this research, which delivers a $\pm 5.7\%$ sampling error at the 95% confidence level.

Table 1 Data Weighting Factors

Age	Population*		Ideal		Actual		Weights	
	Male	Female	Male	Female	Male	Female	Male	Female
18 to 34	1,713	1,742	36	37	10	25	4.0	1.6
35 to 49	1,474	1,502	31	32	14	25	2.5	1.4
50 to 64	1,940	1,963	41	41	58	65	0.8	0.7
65 plus	1,715	2,161	36	46	65	71	0.6	0.7
Total	6,842	7,368	144	156	147	186	-	-

Source: Data generated using ABS TableBuilder

Sample Profile

In order to obtain a clear view of the sample's profile and to conduct comparison tests, demographic characteristics including gender, age, area and time lived in Broken Hill were collected. Table 2 details the weighted sample profile for this survey.

Table 2 Sample profile

Gender	%	n	Area	%	n
Male	48%	160	Central (Bounded by Galena/Crystal/Oxide St)	24%	79
Female	52%	173	North (North of Oxide St)	39%	129
Age			South (Holten Drive & Eyre)	19%	62
18 to 34 years	24%	81	West (West of Galena St/Brookfield Avenue)	19%	63
35 to 49 years	21%	70	Time lived in Broken Hill		
50 to 64 years	27%	91	One to five years	7%	24
65 plus years	27%	91	Six to 10 years	4%	14
Base: All respondents (n=333)			More than 10 years	89%	295

Comparison tests (including independent samples T-test, ANOVA, Levene's homogeneity of variances test and Chi-square test of independency) are used to test whether there are statistically significant differences in survey results based on the demographic profile of respondents. The major subgroups based on demographic information were labelled as;

1. Gender
2. Age
3. Area lived in Broken Hill
4. Time lived in Broken Hill

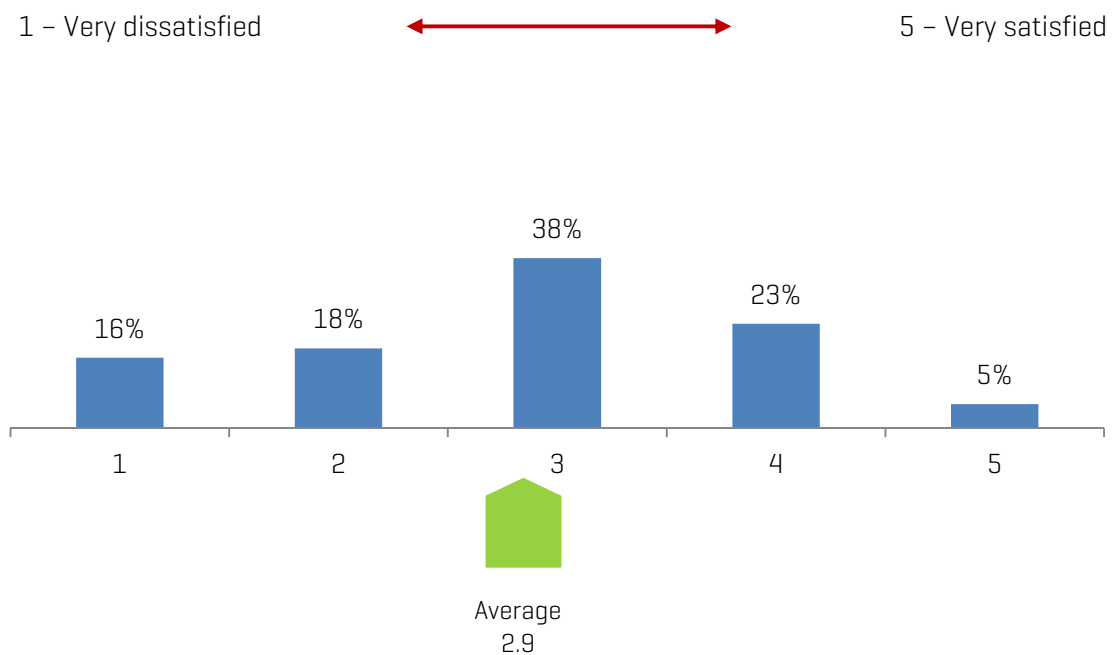
1 Overall satisfaction with Council's performance

This section of the report covers Broken Hill residents' overall satisfaction with the performance of Council, not just on one or two issues, but across all responsibility areas for the last 12 months.

Respondents were asked to indicate their overall satisfaction using a 5-point scale where 1 meant 'very dissatisfied' and 5 meant 'very satisfied'.

Broken Hill residents are generally neutral about their satisfaction with Council's general performance in the last 12 months [38%] (see Figure 1.1). 28 percent indicated satisfaction with a rating of 4 [23%] or 5 [5%]. 34 percent were dissatisfied with a rating of 2 [18%] and 1 [16%]. These results combined for an average satisfaction rating of 2.9 out of 5.

Figure 1.1 Overall Satisfaction with Council's performance



Base: All respondents (n=333)

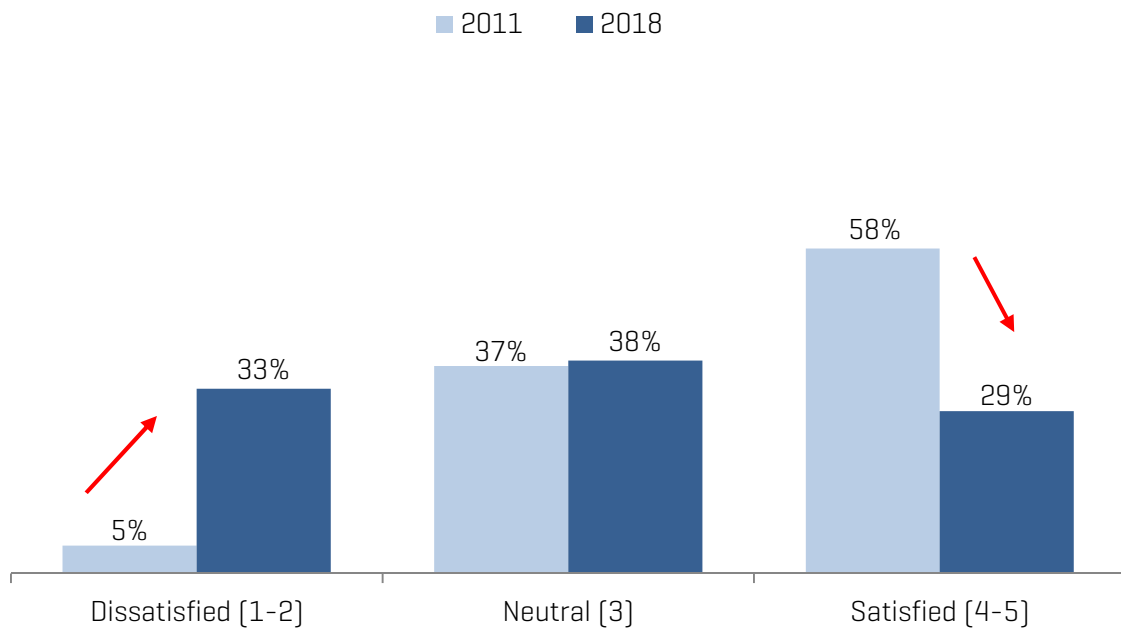
According to **comparison tests**:

- ▶ Residents who are older than 65 year are more satisfied compared to residents aged between 50 – 64 years.
- ▶ Residents who lived in Broken Hills areas for six to 10 years are more satisfied with Council's performance compared to residents have lived in the area for a shorter or longer period of time.
- ▶ There were no significant differences by gender and area.

1.1 Internal Benchmarks

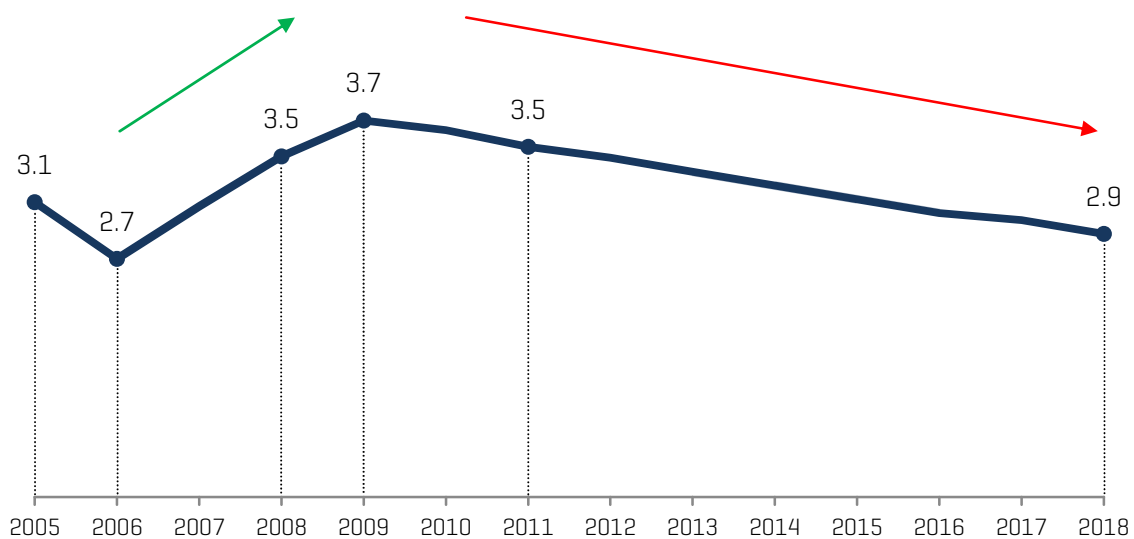
Figure 1.2 compares the breakdown of satisfaction ratings with previous results from 2011. There has been a significant increase of 28% in the proportion of residents indicated their dissatisfaction with a rating of 1 and 2. This increase was driven by a decrease of 29% in the number of satisfied residents.

Figure 1.2 Overall Satisfaction over time (2011-2018)



Overall, internal performance analysis shows the increasing trend achieved between 2006 and 2009 has reversed since 2009 [see Figure 1.3]. In 2018, performance was significantly higher than the lowest performance recorded in 2006 [2.7], yet satisfaction levels continued to decrease over the past nine years.

Figure 1.3 Overall satisfaction – Internal benchmarks



1.2 Reasons for dissatisfaction

The main reasons for dissatisfaction are related to the **management of specific services or projects** [see Table 1.1]. Residents are dissatisfied with the Council's performance because they have concerns about appearance of the streets and maintenance of roads and footpaths.

Residents also have concerns about **Council lacking general action**. They indicated that they do not see any action taken despite all the communications made by Council. They believe Council needs to put more effort into establishing a mutual vision for the area.

Lack of community involvement is also a reason for dissatisfaction. Residents would like their voice to be heard and their concerns considered while designing strategies for the area.

Issues related to **Council cohesion and management of Council** are also reasons to be dissatisfied with Council's performance in the last 12 months.

Table 1.1 Reasons for dissatisfaction

Management of specific services and projects [43 comments]	
Streets, roads, footpaths, lighting	<p>Appearance of the streets in general needs upgrading and lighting</p> <p>Footpaths need major upgrade everywhere : lighting</p> <p>Neglected road maintenance and illegal dumping and lack of facilities for disable</p> <p>No street signage</p> <p>Roads need maintaining</p> <p>Services are not maintained - footpaths</p> <p>Streets need to be better cleaned</p> <p>Too many weeds in the streets: old cars: no walking areas</p> <p>Very: very: very dissatisfied - workers lazy - town very dishevelled</p> <p>Want cleaner streets : footpaths - better signage - neater nature strips</p> <p>The City use to be much greener no longer the case</p>
Lacking services	<p>Not sensitive to family with special needs</p> <p>Council needs to bring in contractors to do the work cheaper</p> <p>Stopping new businesses into Broken Hill e.g.: Nissans: rates exp.</p> <p>Sturt Park should be upgraded for the kids to use</p> <p>The Entertainment Centre</p> <p>Trees: shrubs needed cutting vision - traffic - but only did half job</p> <p>Not performing maintenance of services</p> <p><i>Not having a driveway via not completing work on time and lack of bin pickups</i></p>
Civic Centre	<p>Civic Centre still not finished</p> <p>Civic Centre, library bad planning and administration</p> <p>Council can't run a basic Civic Centre it is a disaster</p> <p>Negativity with Civic Centre</p> <p>The Civic Centre issues waste of money</p> <p>The Civic Centre not being opened</p> <p>Unhappy with management of the Civic Centre refurbishment</p>
BHP Donation	<p>BHP waisted there donations then had to give it back</p> <p>The way the BHP money has been handled</p> <p>BHP waisted there donations then had to give it back</p> <p>How could council lose BHP donation : 5.7 million: - due to mismanagement</p>
Management of finances	<p>The Mines gave monies to Council but not used and given back</p> <p>Non acceptance of Gov. grants</p> <p>Some of the stuff they have knocked back : grant not approved</p> <p>They spend too much money on feasibility studies</p> <p>Too much involvement in getting consultants: too expensive</p> <p><i>Poor finance management and no physical results. The town looks terrible</i></p>
Council strategies	<p>Not fighting hard enough for water for Broken Hill</p> <p>Need experts to keep the area as it should be</p> <p>Outlook towards the Murray Darling River and the pipeline</p> <p>The way they interacted the Murray Darling Basin</p> <p><i>Failure to complete projects to appropriate standards, if at all</i></p>
Other comments	<p>Debacle with Doctors Surgery being unable to advertise on walls of his building</p> <p>Request to Council for 'right of way' 3 years ago: no response</p>

Table 1.1 Reasons for dissatisfaction – cont’d

Lack of general Council action (26 comments)	
Lack of action	<p>Council ‘dilly dally’ and don’t get things done - too much red tape</p> <p>Council doesn’t get things done</p> <p>Council don’t do anything they just talk about it</p> <p>Don’t seem to be doing a lot</p> <p>Getting more pay rise for nothing to be done</p> <p>I don’t think they have done anything</p> <p>Inaction of Council</p> <p>Not enough being done around</p> <p>Talking a lot but nothing done</p> <p>They are always talking and don’t get it done</p> <p>They don’t do anything</p> <p>They’re useless. They get money and do nothing</p> <p>Too long for projects and processes to be actioned</p>
Lack of effort, vision	<p>Lack of motivation on Council’s part</p> <p>Do not believe Council is vocal enough</p> <p>Mayor not been vocal enough on big issues not enough information</p> <p>Lack of progress and red tape</p> <p>Not enough vision</p> <p>Council is not progressive enough don’t support developments</p> <p>They keep changing their minds and don’t follow through</p> <p>Get all this money and don’t improve Broken Hill</p> <p>I can’t see them make a decision and stick with it</p> <p><i>No improvements to the town and no vision of future improvement</i></p>
Other comments	<p>Money isn’t being spent in our area</p> <p>Our neighbourhood is not looked after properly</p> <p>Not doing job properly</p>

Table 1.1 Reasons for dissatisfaction – cont’d

Lack of community involvement [18 comments]	
Lack of communication	<p>Lack of communication : consultation with community</p> <p>The grant from BHP was lack of communication with the community</p> <p>Don't hear on what they are doing</p> <p>Don't get enough information from them</p> <p>Poor up-keep of the town</p> <p><i>No response from council each time they have been contacted</i></p> <p><i>Attempts at communicating and negotiating with Council to overcome a mutual issue</i></p> <p>Receiving incorrect information. Being denied things due to lack of staff knowledge</p>
Listening to community	<p>Council don't listen to public</p> <p>They do not listen</p> <p>They don't listen to the general public</p> <p>Some Councillors are only on there for their own wellbeing not for good of town</p> <p><i>Miss use of funding, not listening to publics opinion on whats best for the community</i></p>
Community involvement	<p>Don't include people in Council's plans</p> <p>Don't consult the public to see what we want</p> <p>Lot of decisions that are made for the benefit of a few and not the bulk of us</p>
Community orientation	<p>Things have been taken away from the community</p> <p>Council does not hold what is best for the community at heart</p>
Council Cohesion [10 comments]	
	<p>Too much diversity and in-fighting amongst Councillors</p> <p>Nothing seems to happen e.g. the Civic Centre too much in-fighting</p> <p>Too much fighting in council</p> <p>Lots of arguments and not much done</p> <p>A lot of bickering and no good ideas</p> <p>In - house bickering</p> <p>Councillors backstab each other and never get anything done besides arguing</p> <p>No leadership in Council</p> <p>Council's behaviour</p> <p>Council members only worried about furthering own careers</p>
Management of Council [7 comments]	
	<p>Extremely unconfident in all they do</p> <p>Ineffectual Council not committing to decision making</p> <p>Lady feels she was victimized by the Council – 'boys club'</p> <p>Not transparent with any of their policies</p> <p>Not transparent: breached own investment policy</p> <p>Council is incompetent</p> <p><i>Mayor and GM are in conjunction with one another</i></p>

1.3 Reasons for satisfaction

The main reasons for satisfaction are related to Council's general efforts to improve the Broken Hill area [see Table 1.2]. Despite stating there is room for improvement, residents indicate they are satisfied with Council's general performance.

Table 1.2 Reasons for satisfaction

Council's overall effort [36 comments]	
Working hard	Councillors work very hard Doing what they can with what they have Doing a great job with what they have got to work with Doing what they can it is not an easy job They are doing what they can do with what they have got They are trying and getting on top of it They are trying to sort things out They can only do what funds allow them to They do the best they can They get a bit done They do their best [x2] Trying their best - very courteous Trying to keep Lake - trying very hard Doing the best they can
General performance	Generally happy with Council [x2] Overall comfortable with what they are doing Mainly happy with everything Everything suits me Do pretty well with most things Council been pretty good Doing a reasonable job Quite a good job Quite content in my area
Helpfulness	Council always helped us The Council look after me They are always prompt and helpful
Room for improvement	Few things need attention overall a good job Pretty happy with Council room for improvement <i>They do a generally good job, but theres still room for improvement</i> Do a good job but room for improvement
Have no issues	Have never had any troubles Haven't bothered me and I've haven't bothered them Haven't had any problems Never had much problem with them

Residents are also satisfied with Council's performance because they are happy with the current management. They believe current team is the builder of visible improvement which has occurred in the last 12 months. Some of the residents state Council's effort to increase community involvement is the reason they are satisfied.

Table 1.2 Reasons of satisfaction – cont'd

Council's management [13 comments]	
	Council has been responsive to most issues
	Council has pick up quite a bit
	Councillors, Mayor are progressive in nature
	Get their jobs done
	Good management
	Have seen a general improvement over last 12 months
	Like general management team built around him positive then before
	The General Manager is the best thing to happen to Broken Hill in decades
	They are better than they were before, an interested Council
	They do what they say they will do
	They seem to be achieving things
	Whenever had issue - enquiry - dealt with efficiently
	<i>Customer service quickly resolved the issues</i>
Community involvement [8 comments]	
	They are trying very hard to look after the locals
	The Council is pretty active
	Seem to be proactive and keep the public informed. Transparent
	Everything looks nice and Council in general is engaged
	Promote more business
	They seem active in the community
	Lack of being acknowledged for safety of children
	Reasonable with people
Services [5 comments]	
	Good services provided
	Good things happened recently: maintain basic services well
	Being a remote town: they're consistent with their tourism and cleanliness
	I can pay my rates automatically
	Everything looking cleaner and greener

2 Satisfaction with Council Services & Facilities

This section of the report covers the services and facilities provided by Broken Hill City Council. This includes analysis of community satisfaction with these services and facilities as well as comparisons with results of previous years for comparable services. This section also included quadrant analysis, which highlights Council's strengths, weaknesses and opportunities. Table 2.1 displays the services and facilities that were measured in the survey. Please note, for presentation purposes the chart labels for some services and facilities were shortened.

Table 2.1 Council services and facilities

SERVICES	FACILITIES
Infrastructure and traffic	Recreation and sporting facilities
Road maintenance	Parks and Ovals
Footpath maintenance	Living Desert
Bicycle lanes	Star View Primitive Campsite
Lighting in public places	Civic Centre
Provision of public toilets	Aquatic Centre
Cleanliness of public toilets	General community
Car Parking	Town Square
Nature strips	South Community Centre
Stormwater drainage	Aged Persons Rest Centre
Cemetery	BIU Band Hall
Heritage trail signage	Tourism and Cultural facilities
Street signage	Charles Rasp Memorial Library
Attraction signage	Regional Art Gallery
Waste and recycling services	GeoCentre (Albert Kersten Mining and Minerals Museum)
Policing for illegal dumping	Broken Hill Outback Archives
Street cleaning	Visitor's Information Centre
Waste collection	Broken Hill Regional Airport
Green waste recycling	
Waste Management Facility	
Planning and development	
Lodging development applications	
Protecting heritage values and buildings	
Support business and industry growth	
Community services	
Community events	
Management of any natural disasters	
Council grants programs	
Services for environment	
Noxious weed control	
Regeneration area maintenance	
Enforcement	
Animal Control	
Parking enforcement	

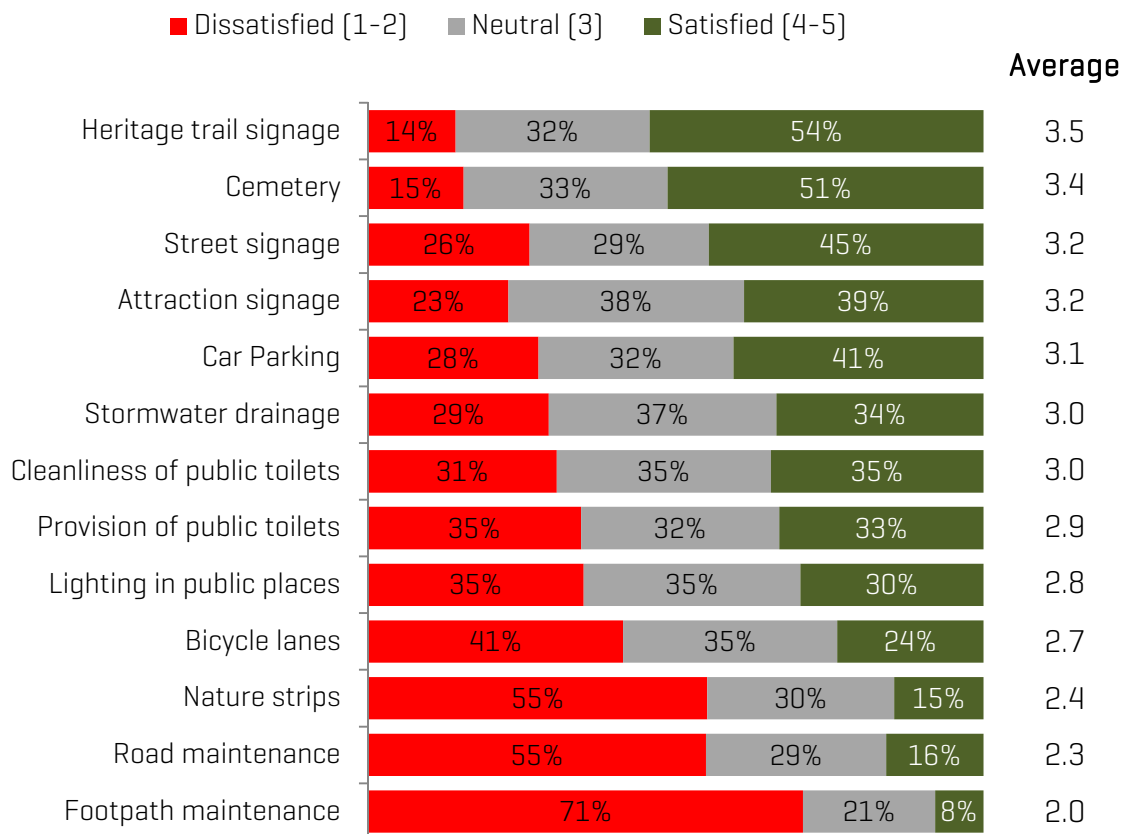
2.1 Infrastructure and traffic services

Respondents were asked to rate their satisfaction with 13 services related to infrastructure and traffic services using a 5-point scale where 1 meant 'very dissatisfied' and 5 meant 'very satisfied'.

Figure 2.1 displays the satisfaction results for services delivered for infrastructure and traffic. Heritage trail signage (3.5 out of 5) and cemetery services (3.4 out of 5) recorded the highest average satisfaction ratings.

Footpath maintenance received the lowest average satisfaction rating at 2.0. Satisfaction with nature strips (2.3) and road maintenance (2.4) were also low compared to other services delivered for infrastructure and traffic.

Figure 2.1 Satisfaction with infrastructure and traffic



According to **comparison tests**:

- ▶ Female residents are significantly more satisfied with lighting in public places compared to male residents.
- ▶ Residents aged 65 plus years are more satisfied with cleanliness of public toilets, lighting in public places, nature strips and car parking compared to younger ages.
- ▶ Residents aged between 18 and 34 on the other hand are significantly less satisfied with a range of services including road maintenance, footpath maintenance, car parking, lighting of public places compared to older age groups.
- ▶ Residents of South of Broken Hill City are significantly more satisfied with bicycle lanes compared to residents of other areas.
- ▶ Residents who have lived in Broken Hill for one to five years are more satisfied with cemetery services.

Internal Benchmarks

All the higher performing services have been measured for the first time in 2018 (see Table 2.2). Satisfaction with road maintenance and bicycle lanes has not changed since 2011. However, satisfaction with car parking, stormwater drainage, lighting in public places, nature strips and footpath maintenance has significantly decreased since 2011.

Table 2.2 Infrastructure and traffic – Internal Benchmarks

	2003	2005	2006	2008	2009	2011	2018	Significant change since 2011
Heritage trail signage	-	-	-	-	-	-	3.5	-
Cemetery	-	-	-	-	-	-	3.4	-
Street signage	-	-	-	-	-	-	3.2	-
Attraction signage	-	-	-	-	-	-	3.2	-
Car Parking ¹	3.5	3.5	3.5	3.2	3.4	3.5	3.1	↓
Stormwater drainage	-	-	-	2.6	2.9	3.2	3.0	↓
Cleanliness of public toilets ²	-	-	-	-	-	-	3.0	-
Provision of public toilets ²	-	-	-	-	-	-	2.9	-
Lighting in public places	3.1	2.9	2.8	3.0	3.2	3.2	2.8	↓
Bicycle lanes ³	-	-	-	2.4	2.6	2.8	2.7	↔
Nature strips	-	-	3.0	2.9	2.9	3.2	2.4	↓
Road maintenance	2.7	2.6	2.5	2.5	2.4	2.4	2.3	↔
Footpath maintenance	2.5	2.4	2.2	2.2	2.2	2.4	2.0	↓

¹ Previously measured as 'parking'.

² Previously measured as 'provision/cleanliness of public toilets'.

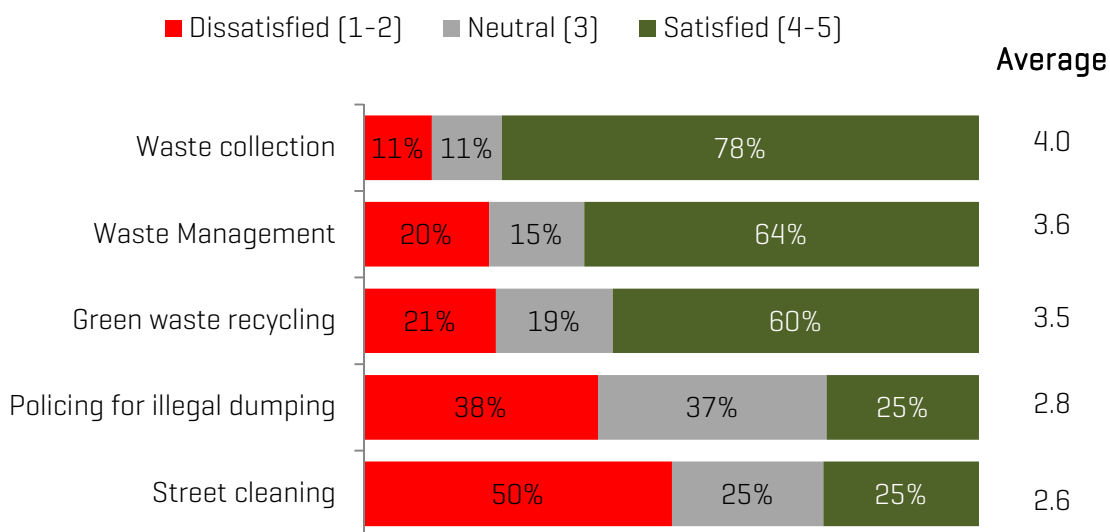
³ Previously measured as 'bicycle paths'.

2.2 Waste management and recycling services

Broken Hill residents are generally satisfied with waste collection services [4.0] [see Figure 2.2]. Similarly they are generally happy with the Waste Management Facility [tip / depot] [3.6 out of 5].

Street cleaning [2.6] and policing for illegal dumping [2.8 out of 5], on the other hand, received lower satisfaction scores.

Figure 2.2 Satisfaction with waste management and recycling



According to **comparison tests**:

- ▶ Female residents are significantly more satisfied with waste collection services compared to male residents.
- ▶ Residents who are older than 65 are more satisfied with green waste recycling and Waste Management Facility compared to younger age groups.
- ▶ However, 18 – 34 year old residents are significantly more dissatisfied with waste collection and Waste Management Facility.
- ▶ Residents of Central and Western Broken Hill City are more satisfied with Waste Management Facility compared to residents of other areas.
- ▶ Broken Hill residents who have lived in the area for six to 10 years are more satisfied with street cleaning.

Internal Benchmarks

Despite being a good performing service, satisfaction with waste collection decreased significantly since 2011 [see Table 2.3]. Similarly, green waste recycling and street cleaning services achieved lower satisfaction levels in 2018 compared to 2011.

Table 2.3 Waste management and recycling services – Internal Benchmarks

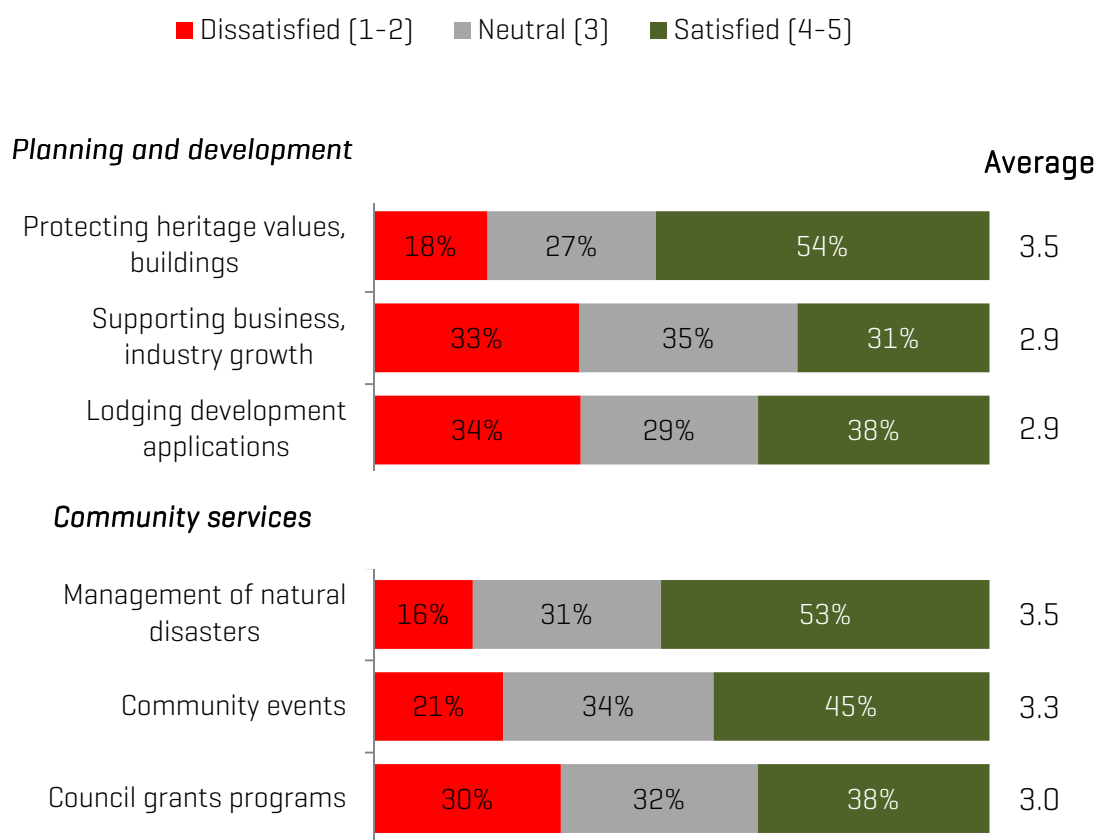
	2003	2005	2006	2008	2009	2011	2018	Significant change since 2011
Waste collection	4.4	4.5	4.5	4.3	4.2	4.5	4.0	↓
Waste Management Facility	-	-	-	-	-	-	3.6	-
Green waste recycling	2.4	4.3	4.4	3.9	3.9	4.2	3.5	↓
Policing for illegal dumping	-	-	-	-	-	-	2.8	-
Street cleaning	2.9	3.0	3.0	2.9	3.0	3.0	2.6	↓

2.3 Planning, development and community services

Residents are generally happy the way Council protects heritage values and buildings, giving a satisfaction score of 3.5 out of 5 [see Figure 2.3]. They are less satisfied the way Council support business and industry growth [2.9]. Similarly they are not highly satisfied with lodging development applications [2.9].

The best performing community service is management of natural disasters [3.5]. Residents are also generally satisfied with community events [3.3].

Figure 2.3 Satisfaction with planning, development and community services



According to **comparison tests**:

- ▶ Female residents are more satisfied with Council Grant Programs.
- ▶ 65+ year old residents are more satisfied with all the services delivered for the community planning and development compared to 18 – 34 age groups.
- ▶ 18 – 34 aged groups are significantly less satisfied with management of any natural disasters compared to all older age groups.
- ▶ There were no significant differences by length of time lived in Broken Hill and area.

Internal Benchmarks

Protecting heritage values and buildings receives relatively high satisfaction scores yet its performance reduced significantly since 2011 [see Table 2.4]. No other services were measured in the previous Broken Hill Community Satisfaction surveys.

Table 2.4 Planning, development and community services – Internal Benchmarks

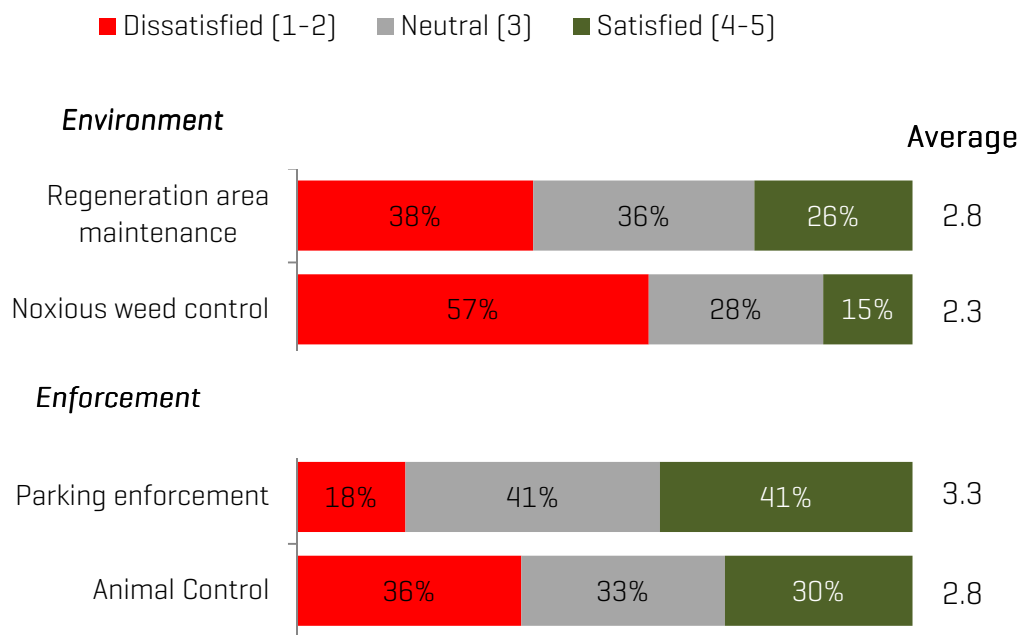
	2003	2005	2006	2008	2009	2011	2018	Significant change since 2011
Planning and development								
Protecting heritage values, buildings	4.1	4.1	3.9	4.0	3.9	3.9	3.5	↓
Supporting business, industry growth	-	-	-	-	-	-	2.9	-
Lodging development applications	-	-	-	-	-	-	2.9	-
Community services								
Management of natural disasters	-	-	-	-	-	-	3.5	-
Community events	-	-	-	-	-	-	3.3	-
Council grants programs	-	-	-	-	-	-	3.0	-

2.4 Environment services and enforcement

Services related to the environment did not receive high satisfaction scores [see Figure 2.4]. Residents are particularly dissatisfied with noxious weed control [2.3 out of 5].

Residents are generally happy with parking enforcement applied by Council giving 3.3 average satisfaction score out of 5.

Figure 2.4 Satisfaction with environment services and enforcement



According to **comparison tests**:

- ▶ Female residents, 50 – 64 age group and residents who live in Broken Hill six to 10 years are more satisfied with parking enforcement.
- ▶ 65+ residents are more satisfied with noxious weed control.
- ▶ No significant differences were observed by area.

Internal Benchmarks

Noxious weed control received a similar satisfaction score compared to the score achieved in 2011 [see Table 2.5]. Animal control on the other hand recorded significantly lower satisfaction.

Table 2.5 Environment services and enforcement – Internal Benchmarks

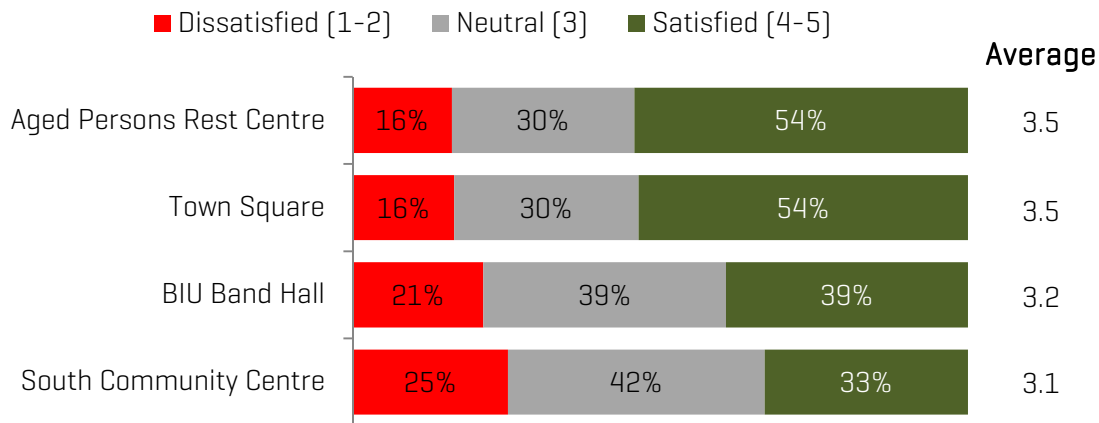
	2003	2005	2006	2008	2009	2011	2018	Significant change since 2011
Environment								
Regeneration area maintenance	-	-	-	-	-	-	2.8	-
Noxious weed control ⁴	2.3	2.4	2.4	2.4	2.5	2.4	2.3	↔
Enforcement								
Parking enforcement	-	-	-	-	-	-	3.3	-
Animal Control	3.5	3.4	3.5	3.8	3.6	3.8	2.8	↓

⁴ Previously measured as 'weed control'.

2.5 Community facilities

Residents are generally satisfied with community facilities [see Figure 2.5]. Aged Persons Rest Centre [3.5] and Town Square [3.5] received higher satisfaction scores.

Figure 2.5 Satisfaction with community services



According to **comparison tests**:

- ▶ No significant differences were observed among any of the subgroups analysed.

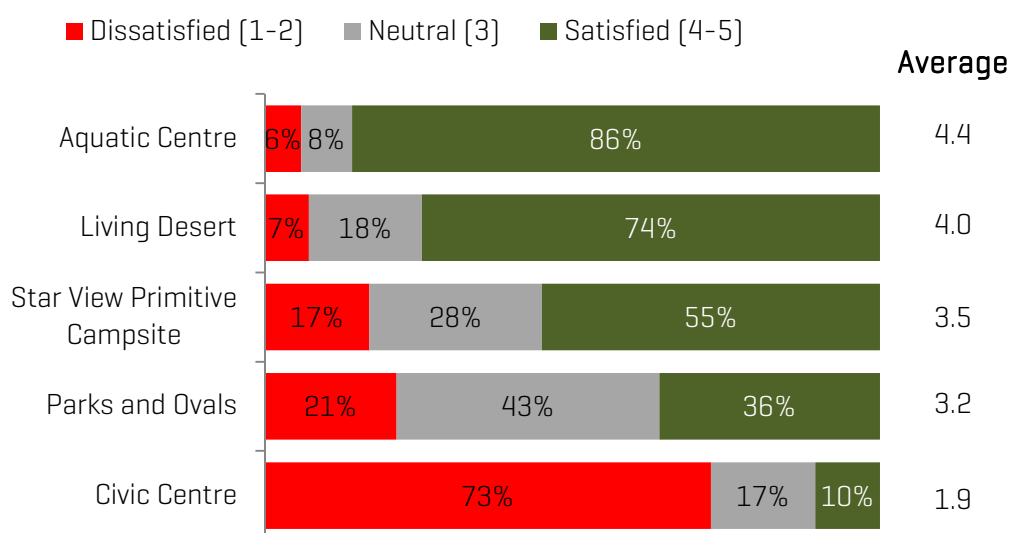
Internal Benchmarks

No comparable services were measured in the previous periods.

2.6 Recreation and sporting facilities

Results show that residents are highly satisfied with Aquatic Centre, recording an average satisfaction score of 4.4 [see Figure 2.6]. They also indicate high satisfaction with Living Desert (4.0). Civic Centre on the other had received a low satisfaction score (1.9 out of 5).

Figure 2.6 Satisfaction with recreation and sporting facilities



According to **comparison tests**:

- ▶ Female residents and residents aged 65+ are more satisfied with Living Desert. 65+ residents are also more satisfied with Star View Primitive Campsite.
- ▶ No significant differences were observed among other subgroups.

Internal Benchmarks

Aquatic Centre (4.4) received a significantly higher satisfaction score in 2018 compared to 2011 [see Table 2.7]. Civic Centre was scored by the respondents who have used the facility in the last 12 month. The satisfaction levels decreased significantly since 2011.

Table 2.6 Recreation and sporting facilities – Internal Benchmarks

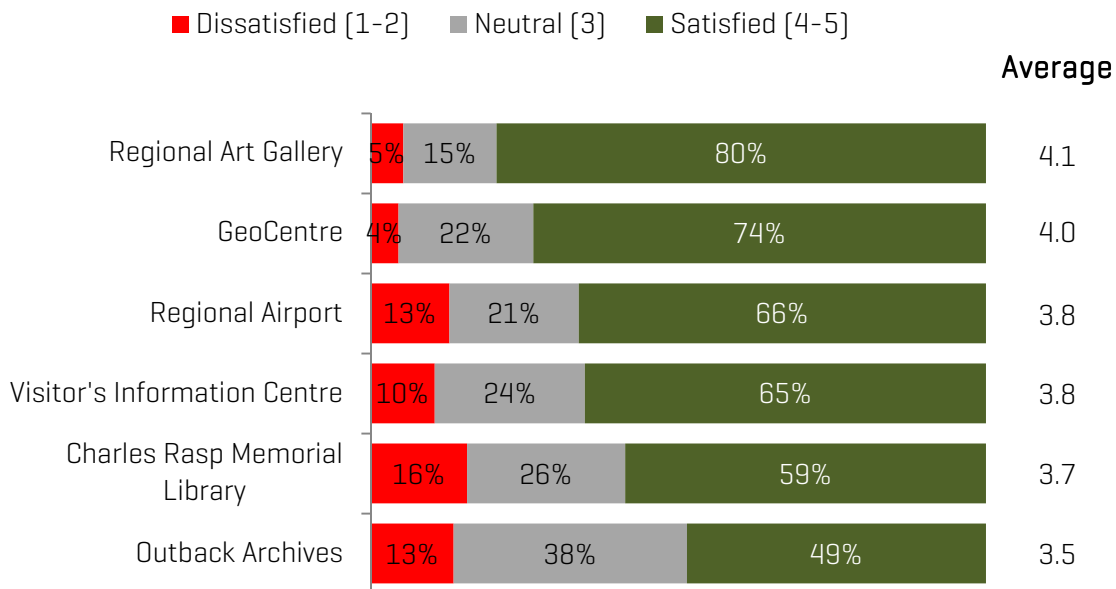
	2003	2005	2006	2008	2009	2011	2018	Significant change since 2011
Aquatic Centre	2.2	2.1	1.9	2.5	3.5	3.9	4.4	↑
Living Desert	-	-	-	-	-	-	4.0	-
Star View Primitive Campsite	-	-	-	-	-	-	3.5	-
Parks and Ovals	-	-	-	-	-	-	3.2	-
Civic Centre ⁵	-	-	-	-	-	4.2	1.9	↓

⁵ Previously scored only by users

2.7 Tourism and cultural facilities

Residents are generally satisfied with tourism and cultural facilities [see Figure 2.7]. Regional Art Gallery (4.1) and GeoCentre (Albert Kersten Mining and Minerals Museum) (4.0) received high satisfaction scores.

Figure 2.7 Satisfaction with tourism and cultural facilities



According to **comparison tests**:

- ▶ Female residents are more satisfied with Regional Art Gallery, GeoCentre, and Visitor's Information Centre.
- ▶ 65+ residents are more satisfied with Charles Rasp Memorial Library, GeoCentre, Broken Hill Outback Archives, Visitor's Information Centre and Broken Hill Regional Airport.
- ▶ No significant differences were observed among other subgroups.

Internal Benchmarks

Despite being good performing facilities, Regional Art Gallery and GeoCentre received significantly lower satisfaction levels compared to 2011 [see Table 2.7]. Visitor's Information Centre remained at the same performance since 2011.

Table 2.7 Tourism and cultural facilities – Internal Benchmarks

	2003	2005	2006	2008	2009	2011	2018	Significant change since 2011
Regional Art Gallery ⁶	4.2	4.5	4.4	4.3	4.3	4.4	4.1	↓
GeoCentre ⁷	3.6	4.4	4.3	4.4	4.3	4.3	4.0	↓
Regional Airport	-	-	-	-	-	-	3.8	-
Visitor's Information Centre	4.2	4.3	4.0	4.2	4.3	3.7	3.8	↔
Charles Rasp Memorial Library	-	-	-	-	-	-	3.7	-
Outback Archives	-	-	-	-	-	-	3.5	-

⁶ Previously measured as 'art gallery'.

⁷ Previously measured as 'museum, GeoCentre'.

3 Understanding satisfaction and service provision

Quadrant analysis is used to further understand community satisfaction and to assist in prioritising services provided by Council.

Quadrant analysis simultaneously analyses the importance of a service in terms of driving overall satisfaction and the performance of services in terms of resident satisfaction. To do this, mean satisfaction scores are plotted against derived importance scores for each Council service.

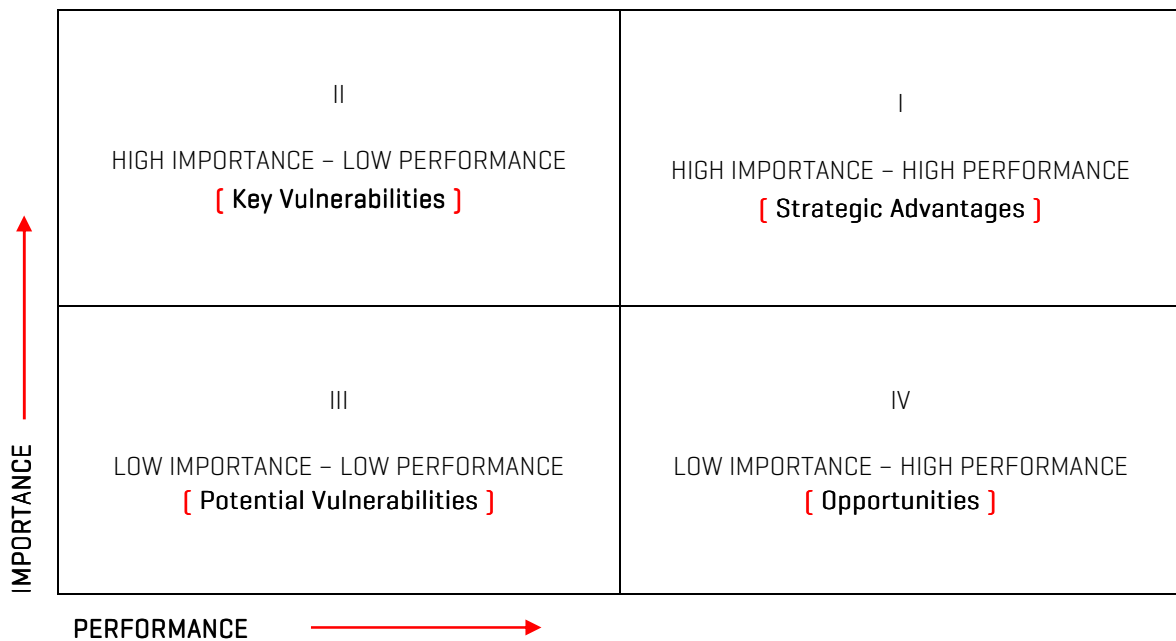
Importance scores are derived from extensive regression analysis.

To form quadrants, the average derived importance scores and average satisfaction scores across all services and facilities were calculated. Services and facilities with a mean satisfaction score less than the overall average were classified as 'low' performing' while those with a mean score above the average were classified as 'high' performing'. Similarly, services and facilities have 'high' or 'low' importance depending on their position above or below the overall average. These importance scores do not suggest the service or facility is not important in the personal lives of residents. It strictly relates to importance in improving creating overall satisfaction with Council's performance.

The four quadrants have specific interpretations [see Figure 3.1]:

- ▶ Services within the 'High importance – High performance' quadrant are **strategic advantages**, which should be maintained. These services have an important impact on overall satisfaction and Council performs higher than the average in providing these services.
- ▶ Those in the 'High importance – Low performance' quadrant are **key vulnerabilities**, which should be considered as top priorities for improvement. These services are important in terms of driving higher community satisfaction yet Council performs below average in satisfying community needs.
- ▶ Services in the 'Low importance – Low performance' quadrant are **potential vulnerabilities**. These services do not have an important impact in creating higher community satisfaction. Moreover, Council's performance of providing these services is below average. Improvement of these services should be considered after key vulnerabilities.
- ▶ Those in the 'Low importance – High performance' quadrant are **opportunities**. These services do not have a significant impact on satisfaction yet Council shows above-average performance. These services differentiate Council with its service provision. These high performers may become strategic advantages over time. Therefore, their performance should be conserved after potential priorities achieve higher performance.

Figure 3.1 Interpretation of Quadrants



The quadrants identify services and facilities which should be prioritised in order to **improve overall satisfaction with Council's performance**. It is important to note that a service or a facility having below-average importance does not imply that they are not important in the personal lives of residents. Improvement in the performance of services and facilities within the 'Key Vulnerabilities' quadrant will result in higher overall satisfaction with Council's performance over time.

3.1 Understanding strengths and weaknesses of services

Services have been numbered according to their quadrant in Figure 3.2. Figure 3.3 lists Council services according to their strategic location.

Figure 3.2 Quadrants for services

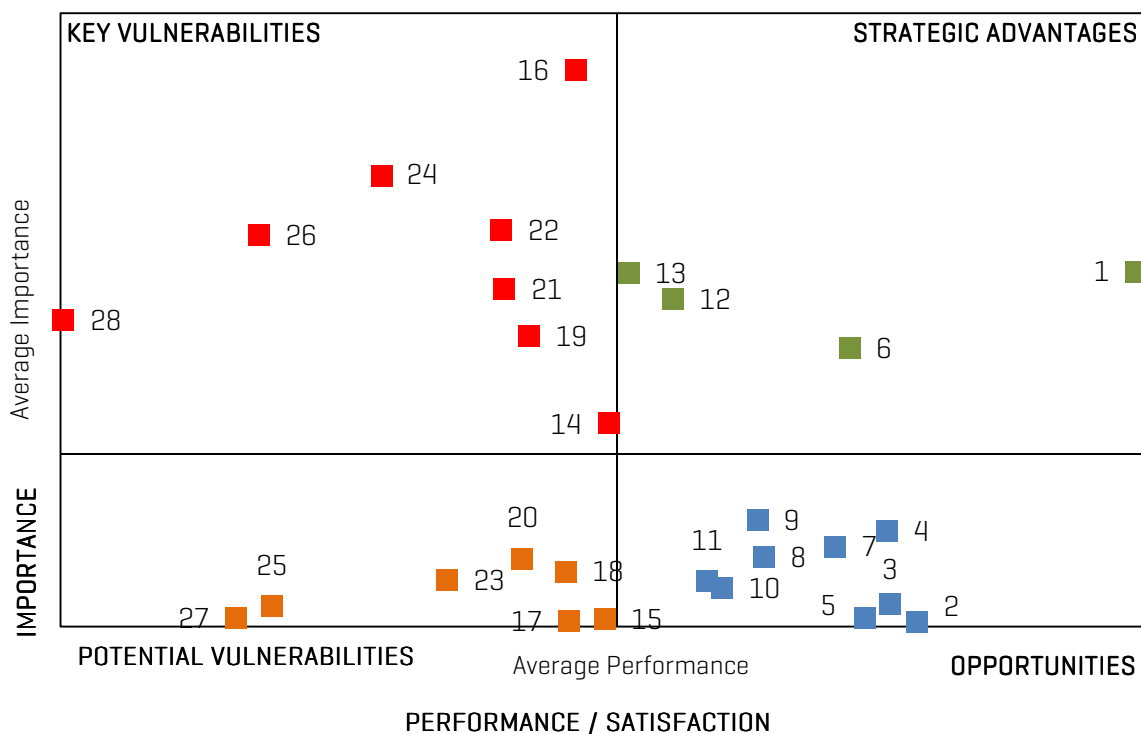


Figure 3.3 Strategic location of services

KEY VULNERABILITIES	STRATEGIC ADVANTAGES
[28] Footpath maintenance [26] Road maintenance [24] Street cleaning [21] Regeneration area maintenance [22] Policing for illegal dumping [19] Animal control [16] Supporting business and industry growth [14] Cleanliness of public toilets	[1] Waste collection [6] Management of any natural disasters [12] Car parking [13] Council grants programs
POTENTIAL VULNERABILITIES	OPPORTUNITIES
[27] Noxious weed control [25] Stormwater drainage [23] Bicycle lanes [20] Lighting in public places [18] Lodging development applications [17] Provision of public toilets [15] Nature strips	[2] Waste Management Facility (Tip/Depot) [3] Green waste recycling [4] Heritage trail signage [5] Protecting heritage values and buildings [7] Cemetery [8] Parking enforcement [9] Community events (eg New Year's Eve Party) [10] Street signage [11] Attraction signage

Strategic Advantages

Four services located in the strategic advantages quadrant have an important impact on overall satisfaction and are above-average performers. The performance of these services should be maintained and their importance should be communicated regularly.

- ▶ Waste collection is Council's highest performing service and it has the most important impact on overall satisfaction.
- ▶ Management of any natural disasters, car parking and Council Grant programs are also high performing, important services.

Key Vulnerabilities

These six services have a high impact on overall satisfaction but have performed below average.

- ▶ Footpath maintenance, road maintenance, and street cleaning are the lowest performing services with a high impact on overall satisfaction. These are Council's foremost priorities.
- ▶ Regeneration area maintenance, policing for illegal dumping, animal control and cleanliness of public toilets perform closer to the average an increase in performance will turn these services into strategic advantages.
- ▶ Supporting business and industry growth has the highest impact on overall satisfaction and its performance is close to the average. Stronger performance in this service will have a strong, positive impact on overall satisfaction.

Potential Vulnerabilities

Both the performance and importance of these services are below average.

- ▶ The two lowest performing services [noxious weed control and stormwater drainage] have a below-average impact on overall satisfaction.
- ▶ Provision of public toilets and nature strips are the services within this group that are closest to average performance. A further boost in performance can turn these services into Opportunities over time.

Opportunities

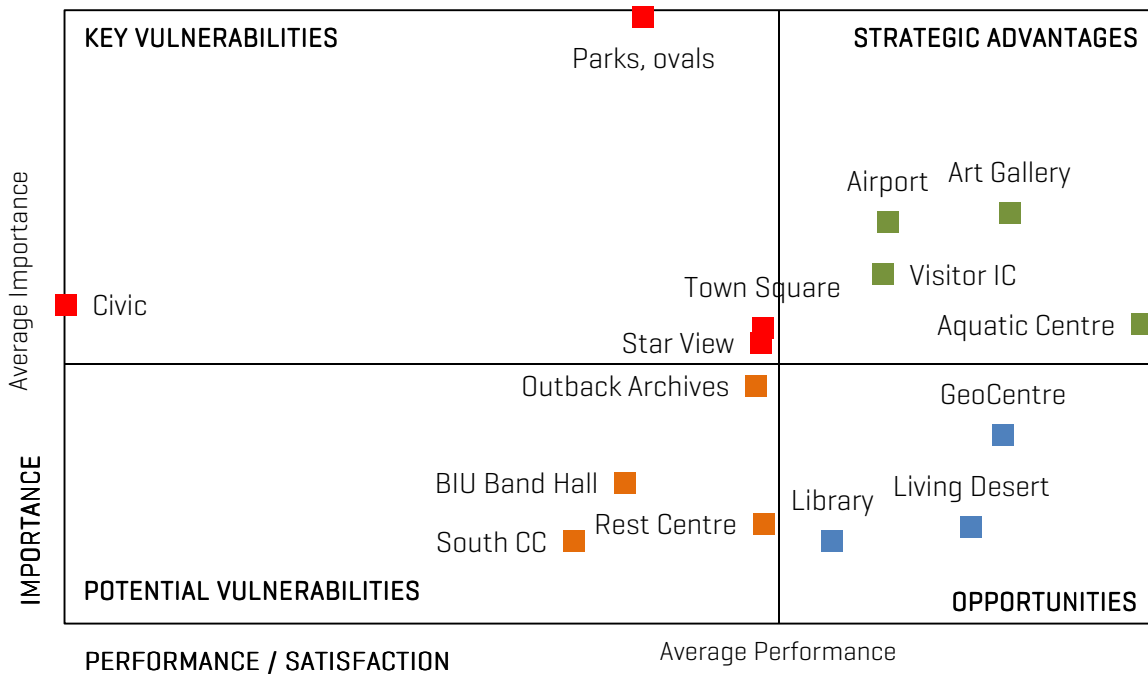
These nine services are above-average performers but have a low impact on overall satisfaction with Council's performance.

- ▶ Improvements in the perceptions regarding the importance of these services will turn these services into strategic advantages over time.

3.2 Understanding strengths and weaknesses of facilities

Figure 3.2 displays the strategic advantages and key vulnerabilities of community facilities provided by Council. Facilities are colour coded according to their strategic location.

Figure 3.4 Strategic locations of facilities



Strategic Advantages

There are four facilities classified as Council’s strategic advantages. These four facilities and have an important impact on overall satisfaction and are above-average performers. The performance of these facilities should be maintained and their importance should be communicated regularly.

- ▶ Regional Art Gallery and Aquatic Centre are the best performing strategic advantages.
- ▶ Furthermore, Broken Hill Regional Airport and Visitor’s information Centre have an important impact on overall satisfaction and Council performs above average in providing these facilities.

Key Vulnerabilities

These four facilities have a high impact on overall satisfaction but have performed below average.

- ▶ Civic Centre particularly showed below average performance in 2018. Since it has an important impact on overall satisfaction priority should be given to this facility.
- ▶ Parks and ovals, on the other hand, perform close to the average yet provision of these facilities has a particularly strong impact on overall satisfaction. Therefore, they should be taken into consideration as a high priority.
- ▶ Town Square and Star View Primitive Campsite are relatively better performing facilities but since their impact is important their performance should be improved until they reach above average levels.

Potential Vulnerabilities

Both the performance and importance of these four facilities are below average.

- ▶ BIU Band Hall and South Community Centre are low performing but have a below-average impact on overall satisfaction.
- ▶ Aged Persons Rest Centre and Broken Hill Outback Archives are the facilities within this group that are closest to average performance. A further boost in performance can turn these facilities into a differentiator over time.

Opportunities

These three facilities are above-average performers but have a low impact on overall satisfaction with Council's performance.

- ▶ GeoCentre, Living Desert, Charles Rasp Memorial Library are above average performers. Their importance should be communicated within the community to turn them into strategic advantages over time.

4 Planning for the future

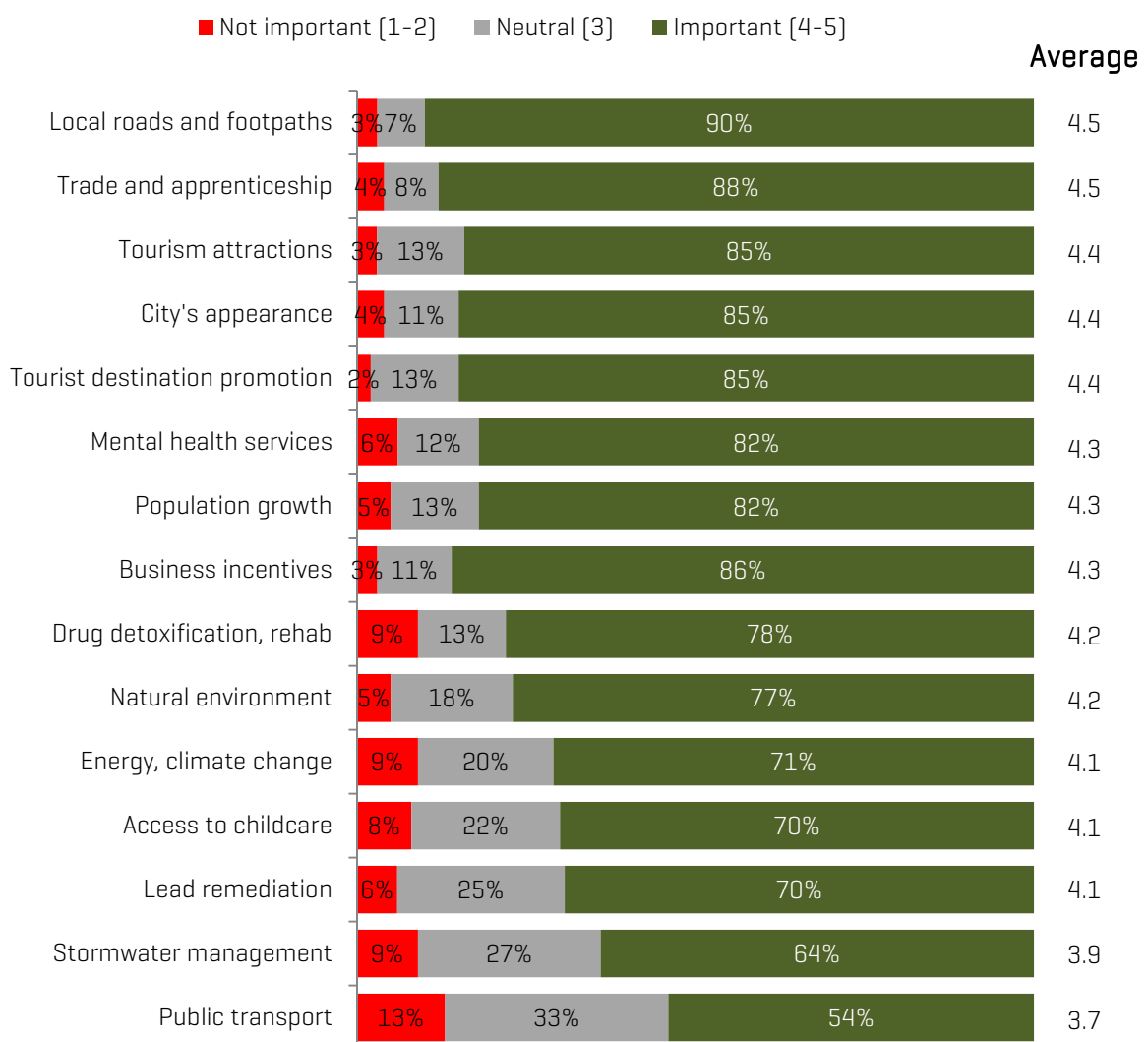
4.1 Importance of issues

Respondents were asked to rate the importance of a set of issues that Council should consider when establishing long term priorities of the next 5 – 15 years. According to residents the most important issues are improving local roads and footpaths [4.5] and trade and apprenticeship training courses [4.5] [see Figure 4.1].

They also believe developing tourism attractions, enhancing the City's appearance and promoting Broken Hill as a tourist destination are important issues to be considered for long-term planning.

Despite receiving high average scores, improvement of stormwater management [3.9] and public transport [3.7] are not ranked as major priorities.

Figure 4.1 Importance of issues

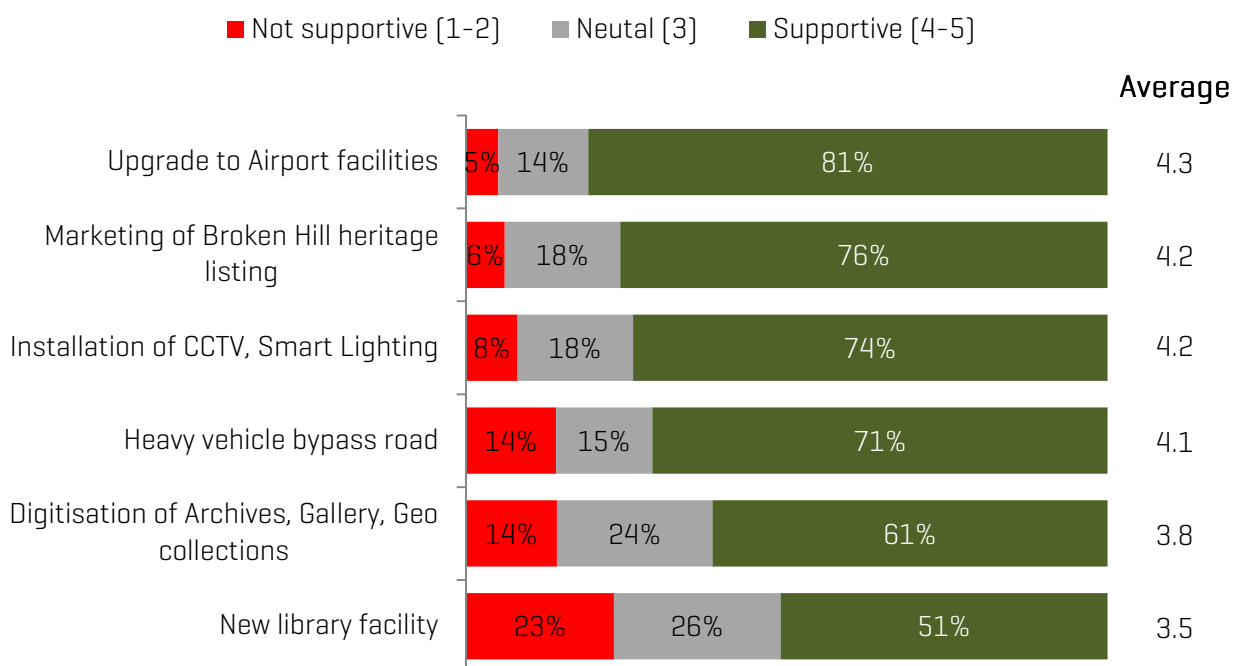


4.2 Support for potential projects

Respondents were asked to rate their level of support for a set of potential projects that Council plans to introduce. According to residents, they are highly supportive of an upgrade to Airport facilities by giving an average of 4.3 for their support (see Figure 4.2). This plan is followed by Marketing of Broken Hill heritage listing (4.2) and installation of CCTV and Smart Lighting (4.2).

Despite receiving a moderate average score, the plan for a new library facility is supported only by 51 percent.

Figure 4.2 Support for potential projects



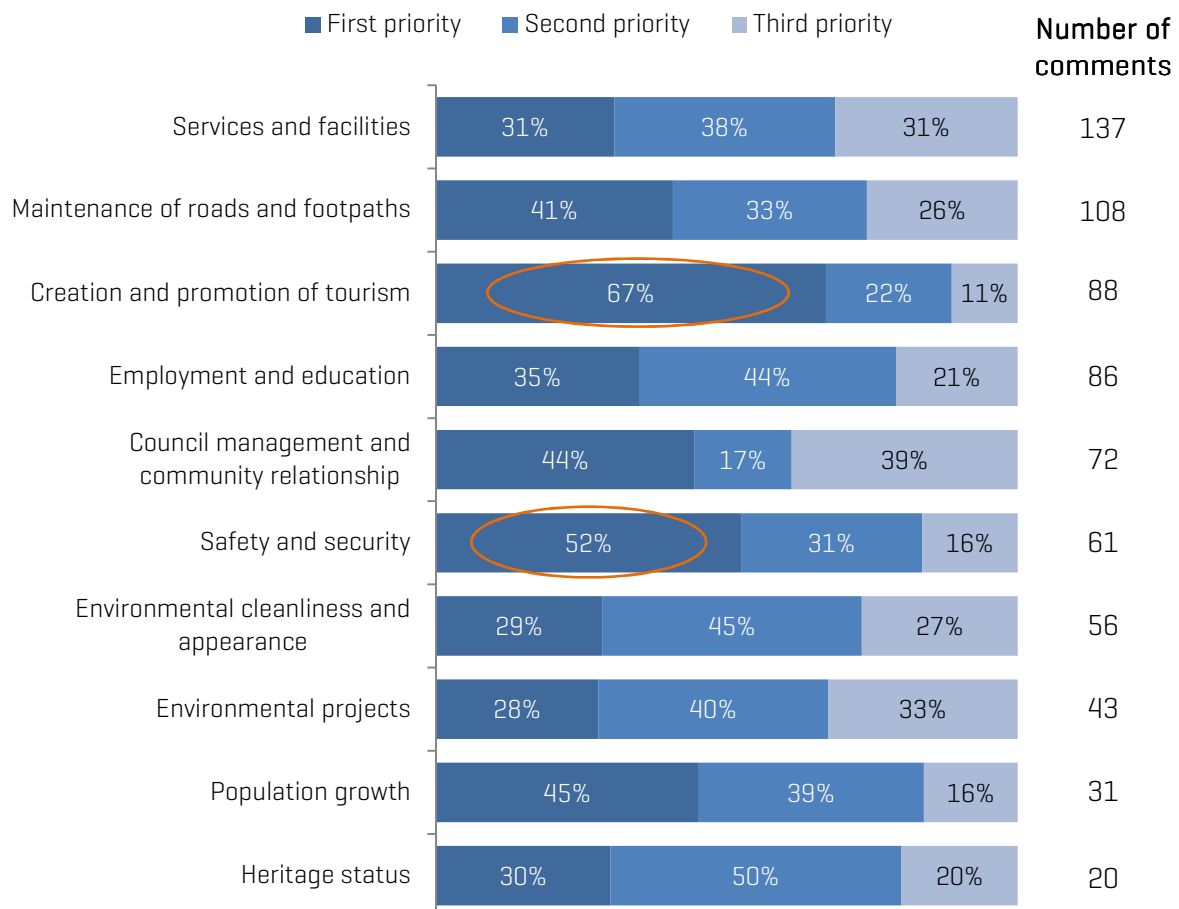
4.3 Top three priorities

Respondents were asked to state Council’s top three priorities over the next 10 years. Thematic analysis was applied on 702 open-ended comments, which identified 10 common themes.

- ▶ The theme with the highest number of comments was services and facilities. 41 percent of all those comments made about services and facilities were stated as the ‘first priority’.
- ▶ Respondents made 108 comments about maintenance of roads and footpaths. 41 percent of those were set as first priority.
- ▶ More comments related to creation and promotion of tourism were shared as a first priority [67%] compared to comments related to other themes.
- ▶ Similarly, 52 percent of the 61 comments related to safety and security were mentioned as first priority.

A detailed list of all comments can be found in Appendix A.

Figure 4.3 Top three priorities



Residents made 137 comments about services and facilities as one of the top priorities of Council for the next 10 years [see Table 4.1]. According to their comments Council should give priority to improvement of the airport.

Table 4.1 Top priorities stated by respondents

Services and facilities [137 comments]	
<i>Transport</i>	<ul style="list-style-type: none"> Airport [x26] Need to upgrade the airport runway [x4] Public transport [x2] Bypass [x3] Need to improve the airport for bigger planes A motor car museum Repair the railway and turn into a bike track
<i>Medical Services</i>	<ul style="list-style-type: none"> Improve mental health and drug rehabilitation [x21] Improving disability services [x4] Aged care [x4]
<i>Infrastructure</i>	<ul style="list-style-type: none"> Upgrade infrastructure [x7] Civic Centre [x7] Upgrading facilities gaol: police station: library Proper comprehensive museum e.g. The Central Power Station building More carparks around the hospital Update street signage [x3] Improved NBN More variety of shops Hostel facilities Further develop the line of load minors memorial Housing development
<i>Youth Services</i>	<ul style="list-style-type: none"> More nightlife for the younger generation More family parks and events [x3] More sporting facilities [x6] Invest in youth support [x8] Child care facilities [x2] Do the silver city cinema up and turn into youth centre Upgrading skate park Get the Entertainment Centre open ASAP More anti bullying campaigns in schools
<i>Library</i>	<ul style="list-style-type: none"> Library [x12]
<i>Other services</i>	<ul style="list-style-type: none"> Dog control [x2] Improve Council services [x2] Maintaining services and facilities Build a mining museum Getting grants Sorting how our local depot runs More services forthcoming to south Broken Hill

Residents made 108 comments about the improvement of roads and footpaths. Residents also mentioned tourism in Broken Hill area, opportunities for employment and education and safety of security of residents.

Table 4.1 Top priorities stated by respondents – cont'd

Maintenance of roads and footpaths [108 comments]	
<i>Roads and Footpaths</i>	Improve Footpaths [x22] Upgrade roads and footpaths [x16] Roads and footpaths [x12]
<i>Roads</i>	Road Maintenance [x45] Roads [x8]
<i>Other Comments</i>	The roads e.g. the bypass for heavy trucks Roads, footpaths currently disgusting all over Broken Hill Cleaning up of streets and paths on the back roads Tarred Road Broken Hill - to Broken Hill A ring road around Broken Hill for heavy transport
Creation and promotion of tourism [88 comments]	
<i>Tourism</i>	Tourism [x27]
<i>Promoting Tourism</i>	Promote Tourism [x51]
<i>Other Comments</i>	Got to promote Broken Hill brand Tourism - tarring road from Ivanhoe - tourism out of Victoria Marketing the City as tourist destination Attracting people for holiday : residence Not reducing the opening hours of the tourist attractions Promotion of the local natural environment Upgrading the airport - bring in more tourism Tourism - utilise mining history to promote our Town Tidy up the town to attract tourism to the area Promoting the city as national treasure for tourism
Employment and education [86 comments]	
<i>Employment</i>	Employment [x10] Job growth [x9]
<i>Youth</i>	University and TAFE opportunities [x6] Apprenticeships [x13] Employment for youth [x13]
<i>Industry</i>	Develop industry [x6] Encourage more businesses [x23] Keep jobs within the community : not contracting out [x2] Try to get businesses to stay open - bring in new business - jobs for the youth Attracting more businesses to stop - not making it too hard for new businesses Speed up development and business applications Make the main street more attractive to businesses
Safety and security [61 comments]	
<i>CCTV and lighting</i>	CCTV and lighting [x24] CCTV [x15] CCTV especially for elderly Street lighting [x12]
<i>Police</i>	More police Communicate for more police
<i>Other Comments</i>	Security, safety [x3] Improve the service and lighting in footy ovals Need to maintain good standard of roads footpaths and lighting More night-time security More security around caravan parks

5 Communication and consultation

5.1 Preferred contact methods

46 percent of respondents have contacted Broken Hill city Council in the last 12 months. The majority of respondents like to contact Council through personal contact (see Table 5.1). Almost half of the respondents like to contact council on the phone, 25 percent articulate their preference in personal contact as face to face (16%) and in person (9%), 7 percent state they like to go to Council office.

22 percent indicate an online method as their preference, 9 percent like to send and receive emails whereas 6 percent like to visit Council's website to contact with Council.

Table 5.1 Preferred contact methods

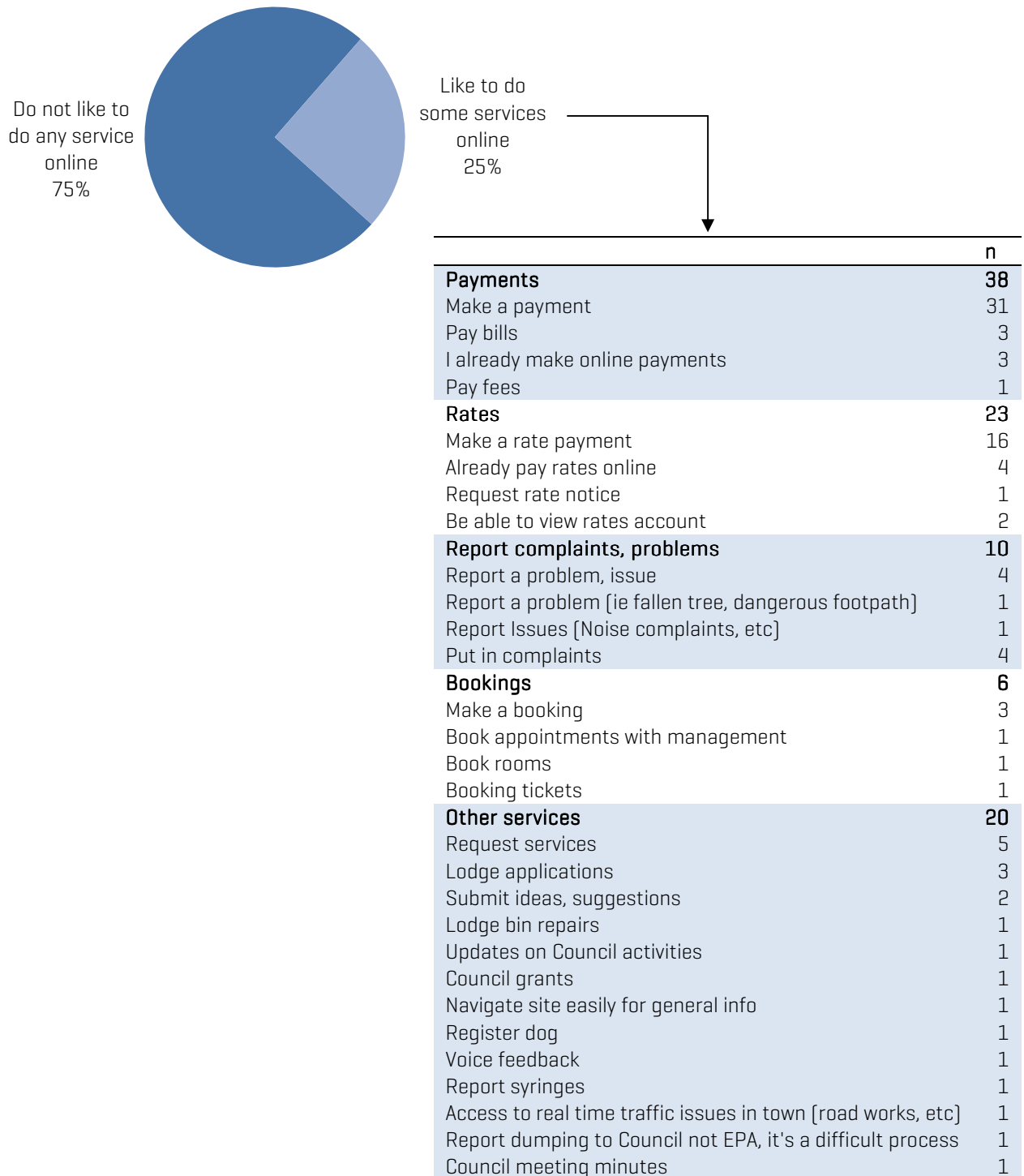
Personal contact	80%
Phone	48%
Face to face	16%
In person	9%
At Council office	7%
Online contact	22%
Email	9%
Council's website	6%
Social media	5%
Facebook	2%
Other methods	4%
Letter	3%
Barrier Daily Truth	1%
Surveys	0.3%
Text/SMS	0.3%

Base: All respondents (n = 333)

5.2 Preferred online Council services

75 percent of respondents do not want to do any Council services online. 84 respondents indicated a preferred service they like to do online (see Figure 5.1). The majority of these residents like to do their payments online, with three respondents indicating they already do. 23 respondents prefer to make their rate payment online.

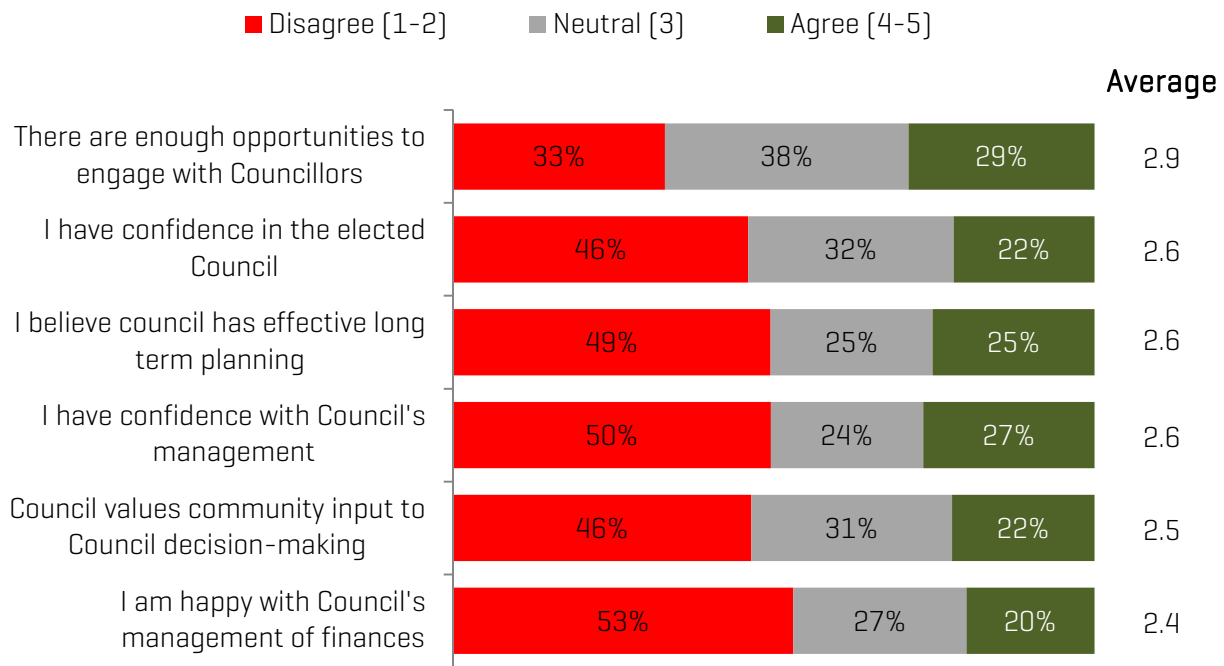
Figure 5.1 Preferred online Council services



5.4 Communication with the community

Respondents are neutral (2.9 out of 5) about having enough opportunities to engage with Councillors (see Figure 5.3). They have moderate confidence in elected Council (2.6) and its management (2.6). Results show that residents are not happy with Council’s management of finances (2.4).

Figure 5.3 Communication with community



According to **comparison tests**:

- ▶ Female residents agree more that Council values community input to Council decision making compared to male residents.
- ▶ No significant differences were observed among other subgroups.

5.5 Recommendations for communication improvement

According to open ended comments provided, residents state Council should increase their media usage to improve its communication with community [see Table 5.2]. They think Council should use a range of mediums to communicate with the community. They also recommend Council to improve opportunities for the community to be involved in decision making.

Table 5.2 Recommendations for communication improvement

Increase media communication [54 comments]	
<i>General media advertisements</i>	<ul style="list-style-type: none"> More advertising about what they are doing [x7] More media, TV, radio and print [x7] More radio and newspapers [x4] Their exposure to plans could be longer and advertised more Put issues out in the public domain for longer period of time Doorknocking - public forums
<i>Digital</i>	<ul style="list-style-type: none"> More advertising on TV [x2] Online surveys [x3] Increase social media [x8] Facebook: texts to advise of events: general open meetings SMS messages - meetings etc. By radio advertisements
<i>Print</i>	<ul style="list-style-type: none"> More information in newspapers [x8] Brochures and newsletters [x7] More communication more print More information via the mail
Increase community involvement [46 comments]	
<i>Involvement</i>	<ul style="list-style-type: none"> Involve the community more [x7] Involve the community more e.g. Kiosk at the Plaza Need more communication - e.g. forum - town hall - need to involve community More personal appearances from councillors: mayor Meet and greet in the plaza Use the community system and make use of local expertise and input More community forums engage the public in sporting events Meet and greet the population - especially during the evening Flexibility to allow people to make more comment More interaction with relevant people in the city More access through the shopping centres
<i>Consultation</i>	<ul style="list-style-type: none"> Consult with and contact community [x11] Consult with the immediate community and keep results local Asking public's viewpoint before doing projects Let everyone have their say and input
<i>Presence</i>	<ul style="list-style-type: none"> Get out and talk to people [x9] Some councillors need to be more approachable [x2] More person to person with the Councillors [x2] Currently missing a lot of people -do the same but more

Residents think Council can communicate with the community if they increase the number of community meetings. Therefore, Council can show its efforts to hear the community's opinion.

Table 5.2 Recommendations for communication improvement- cont'd

Increase community meetings [33 comments]	
<i>Quantity</i>	<ul style="list-style-type: none"> More community meetings [x12] More open meetings [x3] More open forums [x7] More meetings so people can voice their opinions
<i>Presentation</i>	<ul style="list-style-type: none"> More face to face meetings - in the day time [x3] Get out and about with the people : invite community to meetings Open the chambers more and hold public meeting elsewhere Clear information before meeting in newspapers Advertise when they are having a meeting and the agenda More advertising re meetings and when things are happening Question time at meetings: making sure they return calls Have a detailed account of council meetings in media
Increase listening effort [32 comments]	
	<ul style="list-style-type: none"> Listen to people [x10] Listen to community [x7] Listen to the community and provide what they need [x4] Listen to the community - taking majority vote into consideration [x2] Increase number of council meetings with the public - listen to the public [x2] They consult but they don't listen already made their minds up Advertise meetings and listen to what the community has to say Listening to what the community wants rather than what they personally want Listen to advice - e.g. the library was a disaster. Fresh councillors and take note of the what the residents say Need to be more sensitive to different family circumstances Consider the differences in age in the population and the best way to reach them

According to residents, increasing transparency and improving internal and external communication would improve communication with the community.

Table 5.2 Recommendations for communication improvement- cont'd

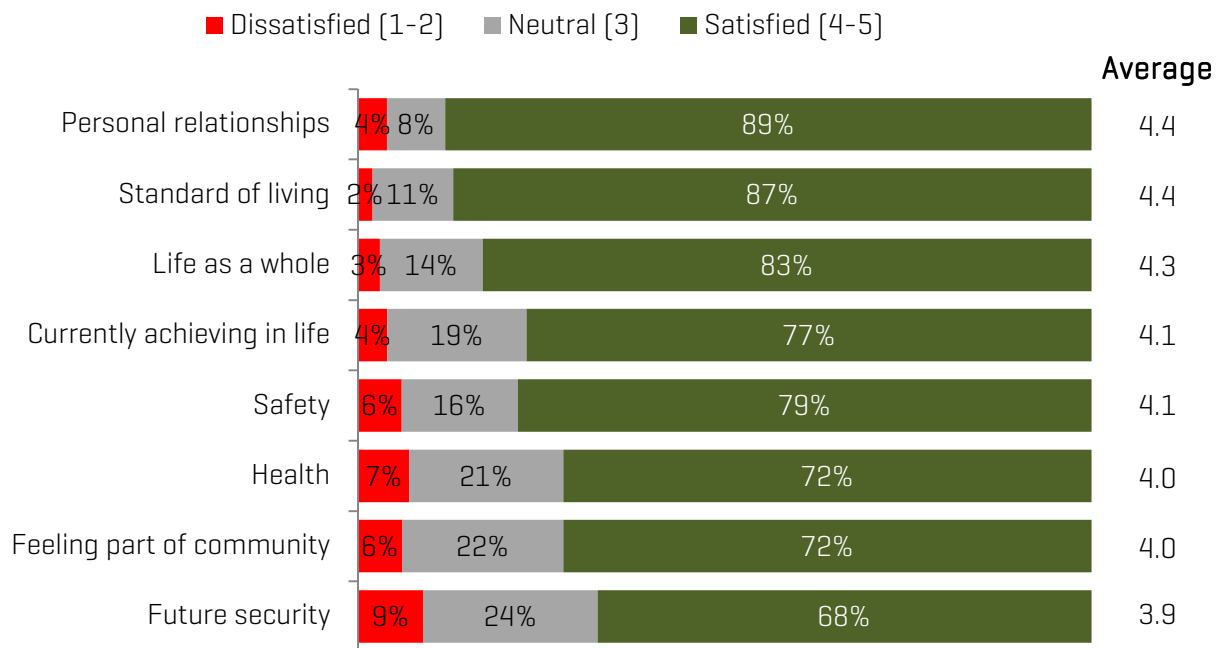
Increase transparency [30 comments]	
<i>Transparency</i>	Be more transparent [x4] Be more transparent: issues seem to be in house and not in community Be more transparent e.g.: finance and honesty in the paper and TV Being more transparent and open- too much behind closed doors The transparency of the Council needs to change the community needs to have their opinions heard
<i>Openness</i>	Be more open and transparent [x7] Be more open with the public about what they are doing [x4] Be more open print brochures Have an information day to talk openly to council Let us know where they are spending money More communication and information [x6] More accurate statements, times in the papers Be more open, print brochures
Improve Council behaviour [8 comments]	
<i>Internal interaction</i>	Talk to each other and stop fighting [x4] Councillors to be non-political Get rid of the whole lot and put them under administration Better cooperation and announcements of management of projects
<i>External interaction</i>	Be more open minded [x2] Open with decisions, planning.- Civic Centre, stuff up Follow up on complaints Put more than one option to the community when problems presented
<i>Efficient Councillors</i>	Need to have a well-educated person to be able to sell the ideas Get a new council need new younger blood with fresh ideas Employing people to do the work that needs done, weeds Action into movement Presenting better opportunities [x2]
Satisfied with Council action [6 comments]	
	None - they're doing a great job They do alright now They are doing a good job Pretty happy with council No much can be done Just continue

6 Living in Broken Hill

Respondents were asked to rate their satisfaction with various aspects of their life using a 5-point scale, where 1 meant 'very dissatisfied' and 5 meant 'very satisfied'. The majority of residents are satisfied with all aspects of their personal happiness. Personal relationships and standard of living recorded the highest average satisfaction rating at 4.4. These were followed by their life a whole [4.3]. Residents are also satisfied with what they are currently achieving in their life [4.1] and how safe they feel [4.1].

The aspect which recorded the lowest average satisfaction rating was their future security. 68 percent of residents were satisfied while 9 percent were dissatisfied. The next lowest was feeling part of the community [4.0].

Figure 6.1 Satisfaction with Happiness indicators



According to **comparison tests**:

- ▶ Male residents were significantly more satisfied with how safe they feel compared to female residents.
- ▶ 65+ residents are more satisfied with their life as a whole and their standard of living compared to younger age groups.
- ▶ Residents who have lived in Broken Hill area more than 10 years are less satisfied with their standard of living and compared to other residents.
- ▶ There were no significant differences by other subgroups.

6.1 National Comparisons

Table 6.1 compares the Happiness Index results for Broken Hill for 2018 with the most recent Australian Unity Wellbeing Index results [August 2017]. The mean scores for Broken Hill have been benchmarked out of 100 for comparative purposes.

The Broken Hill community outperforms the national benchmarks for six of the seven indicators. The biggest positive gap is for personal relationships, which is 6.4 pts above the national benchmark. This is followed by standard of living [+5.6 pts] and currently achieving in life [+4.9 pts].

Broken Hill is slightly below the national standard on how safe the residents feel [-2.8 pts].

In total, the **Happiness Index** for Broken Hill **[78.2]** outperforms the national index **[75.5]**.

Table 6.1 Happiness Index – National Comparisons

	Broken Hill	Australia
Personal relationships	85.0	78.6
Standard of living	85.0	79.4
Currently achieving in life	77.5	72.6
Safety	77.5	80.3
Health	75.0	73.2
Feeling part of community	75.0	72.4
Future security	72.5	71.2
Happiness Index	78.2	75.5

6.2 Value of living in Broken Hill

According to their open ended comments, Broken Hill residents value their community and the people they live with the most [see Table 6.2]. They value their close knit community where they live with people they love.

They also value the lifestyle that Broken Hill offers. They enjoy the quietness and peacefulness that their small country town provides. They also compare their lifestyle with living in a big city and enjoy the easy going stress free life they can live.

Table 6.2 Value of living in Broken Hill

Community and people [117 comments]	
<i>The community [52 comments]</i>	The community [x14] Sense of community [x7] Close knit community [x4]
<i>Friendliness [43 comments]</i>	Friendliness of people [x14] Friendly place [x12]
<i>The people [22 comments]</i>	The people [x13] Broken Hill people
The lifestyle [99 comments]	
<i>Nice lifestyle [41 comments]</i>	The lifestyle [x27] Easy lifestyle [x10]
<i>Quietness [12 comments]</i>	Nice quiet and peaceful Peace and quiet - relaxed atmosphere
<i>Country feel / atmosphere [11 comments]</i>	Country feel / atmosphere [x3] Country life [x2]
<i>Better than the city [10 comments]</i>	Not a fast paced town Values not being in a city.
<i>Small town [14 comments]</i>	Small town community [x2] Small town values
<i>Easy going [8 comments]</i>	Easy going nature [x2] Easy living [x2]
<i>Living in outback [3 comments]</i>	Being in the middle of the outback

Broken Hill residents made 97 comments related to personal connections as the value of living in Broken Hill. They indicated that they value living close to their family, friends and neighbours. They value feeling secure and safe and having the freedom to do what they like. Please note, 32 positive comments made about safety and security should not be generalised to the entire Broken Hill community. Quantitative analysis conducted on the representative sample indicated lower safety perceptions compared to Australian population (see Table 6.1, p.45).

Finally, residents value the convenience of living in Broken Hill. Broken Hill is not only easy to get around but also close to everything. They believe they are provided with sufficient services and facilities that make their life easy and convenient.

A detailed list of open ended comments can be found in Appendix B.

Table 6.2 Value of living in Broken Hill – cont’d

Personal connections [97 comments]	
<i>Family heritage [43 comments]</i>	All family are living here, born and raised here [x9] Close to family and friends [x9]
<i>Safety [32 comments]</i>	A very safe place / feel safe [x25] Safer than living in the city [x2]
<i>Freedom [13 comments]</i>	Freedom [x6] Freedom to do wat we want to do [x2]
<i>Family friendly place [9 comments]</i>	Place to bring kids up Enough facilities and raise kids
Convenience [53 comments]	
<i>Easy to get around [17 comments]</i>	Easy to get around [x6] Ease of access to facilities, services [x2]
<i>Closeness [7 comments]</i>	Close to all major cities Close to everything
<i>Traffic [4 comments]</i>	Big streets with low traffic Lack of traffic congestion
<i>Affordability [11 comments]</i>	Affordable [x2] Cheap cost of living [x2]
<i>Services and facilities [11 comments]</i>	Convenient for services and facilities Sufficient services
<i>The climate</i>	The hot dry climate

Appendix A – Council top priorities

Table A. Detailed list of open ended priorities

Safety and security [61 comments]	
<i>CCTV and lighting</i>	CCTV and lighting [x13] CCTV and lighting [x9] CCTV and lighting [x2]
<i>CCTV</i>	CCTV [x8] CCTV [x3] CCTV [x4] CCTV especially for elderly
<i>Lighting</i>	Street lighting [x8] Street lighting [x3] Better street lighting
<i>Police</i>	More police Communicate for more police
<i>Other Comments</i>	Security Improve the service and lighting in footy ovals Safety Need to maintain good standard of roads footpaths and lighting Safety More night-time security More security around caravan parks
Creation and promotion of tourism [88 comments]	
<i>Tourism</i>	Tourism [x16] Tourism [x3] Tourism [x8]
<i>Promoting Tourism</i>	Promote Tourism [x33] Promote Tourism [x14] Promote Tourism [x4]
<i>Other Comments</i>	Got to promote Broken Hill brand Tourism - tarring road from Ivanhoe - tourism out of Victoria Marketing the City as tourist destination Attracting people for holiday : residence Not reducing the opening hours of the tourist attractions Promotion of the local natural environment Upgrading the airport - bring in more tourism Tourism - utilise mining history to promote our Town Tidy up the town to attract tourism to the area Promoting the city as national treasure for tourism

Table A. Detailed list of open ended priorities – cont’d

Maintenance of roads and footpaths [108 comments]	
<i>Roads</i>	Roads [x6] Roads [x2] Road Maintenance [x21] Road Maintenance [x15] Road Maintenance [x9]
<i>Footpaths</i>	Improve Footpaths [x5] Improve Footpaths [x8] Improve footpaths [x9]
<i>Roads and Footpaths</i>	Roads and footpaths [x6] Roads and footpaths [x2] Roads and footpaths [x4] Upgrade roads and footpaths [x4] Upgrade roads and footpaths [x8] Upgrade roads and footpaths [x4]
<i>Other Comments</i>	The roads e.g. the bypass for heavy trucks Roads : footpaths currently disgusting all over Broken Hill Cleaning up of streets and paths on the back roads Tarred Road Broken Hill - to Broken Hill A ring road around Broken Hill for heavy transport
Environmental cleanliness and appearance [56 comments]	
<i>Clean</i>	Clean up the city [x3] Clean up the city [x9] Clean up the city [x6] Clean up Broken Hill [x3] Clean up Broken Hill Clean up the homeless bums around the street Clean out the drugs and alcohol abuse
<i>Appearance</i>	Beautification of the city [x3] Beautification of the city [x4] Beautification of the city [x3] Improve appearance [x5] Improve appearance [x3] Improve appearance
<i>Greenery</i>	Greening of the city Clean up the weeds Clean up the weeds [x4] Restore parks [x3] Restore the parks All parks: ovals - beautification of them for tourists and residents. To improve the nature strips maintenance
<i>Other Comments</i>	Policing of homes where loose iron can become airborne: secure fences and roofs

Table A. Detailed list of open ended priorities – cont’d

Heritage status [20 comments]	
	Heritage listing [x4]
	Heritage listing [x4]
	Promote the heritage of the city [x2]
	Promote the heritage of the city [x5]
	Promote the heritage of the city [x3]
	Finalise the heritage signs on the outskirts of town
	Positive progression for being Australia’s first heritage city
Population growth [31 comments]	
<i>Growth</i>	Population increase [x11]
	Population increase [x8]
	Population increase [x4]
<i>Attraction</i>	Attract new people [x3]
	Attract new people
<i>Other Comments</i>	Move to keep people in the town
	Economy of the city to ensure sustainability
	Keep young people in town
	Accept and plan around an ageing population
Employment and education [86 comments]	
<i>Employment</i>	Employment [x5]
	Employment [x5]
	Job growth [x3]
	Job growth [x4]
	Job growth [x2]
<i>Youth</i>	University and Tafe opprtunities [x3]
	University and Tafe opprtunities [x3]
	Apprenticeships
	Apprenticeships [x8]
	Apprenticeships [x4]
	Employment for youth [x4]
	Employment for youth [x6]
	Employment for youth [x3]
<i>Industry</i>	Develop industry [x4]
	Develop industry
	Develop industry
	Encourage more businesses [x8]
	Encourage more businesses [x9]
	Encourage more businesses [x6]
	Try to get businesses to stay open - bring in new business - jobs for the youth
	Attracting more businesses to stop - not making it too hard for new businesses
	Speed up development and business applications
	Make the main street more attractive to businesses
	Keep jobs within the community : not contracting out [x2]

Table A. Detailed list of open ended priorities – cont’d

Environmental projects (43 comments)	
<i>Water</i>	Water supply [x5] Water supply [x3] Water Supply [x2] Restore Menindee Lake [x2] Restore Menindee Lake [x2] Restore Menindee Lake [x3] Storm water [x3] Storm water Darling river needs attentions Drought proofing Stainless steel toilet bowls - inefficient - use too much water Improve water catchments : solar electricity
<i>Parks</i>	Parks and gardens [x3] Parks and gardens Fix up South Patton Street Park
<i>Vegetation</i>	Cut some of the gum trees back Weed control in the Town Centre Panting and maintenance of vegetation
<i>Recycling</i>	Recycling [x2] Recycling
<i>Lead</i>	Lead program Lead program
<i>General Sustainability</i>	Use of resources e.g.: what we already have More sustainable energy Environmental protection Encourage natural energy Waste management

Table A. Detailed list of open ended priorities – cont'd

Council management and community relationship [72 comments]	
<i>Rates</i>	<p>Reduce rates [x6] Reduce rates [x4] Reduce rates [x4] Consult better with rate payers [x2] Efficiency; bring work conditions, pay, rates and benefits up to present</p>
<i>Mining</i>	<p>No extra mine rates Prioritise their rate collection if mines are absent Fix the current rating system e.g. charge the mines and not the residents. [x2] Transition from mines to cover cost of water rates Keeping the mine in line with the rates: being responsible for rates [x2] Supporting mining projects in the area</p>
<i>Financial Management</i>	<p>Balance the budget [x2] Balance the budget [x2] Balance the budget Financial management of the Council [x6] Financial management of the Council [x2] Financial management of the Council [x2] Getting out of debt [x6] Getting out of debt</p>
<i>Community Communication</i>	<p>Listen to the community [x4] Listen to the community [x2] Listen to the community [x5] Transparency in the actual dealings of the Council Make decisions for the City rather than themselves personally Employ more local people not outsiders Encourage the residents to be more positive and proud Community events</p>
<i>General Council Management</i>	<p>Re-elect the Councillors Control the cost of energy Look other councils see how they do things better than we do - agreement within Get council staff working [x2] Relationship with partnerships with other Government departments [x2] A decision on what the BHP monies will be spent on Be conscious that lower house prices may attract drug addicts as in other areas Council needs to support Perilya Mine in North Mine Venture</p>

Table A. Detailed list of open ended priorities – cont’d

Services and facilities (137 comments)	
<i>Transport</i>	Airport (x9) Airport (x13) Airport (x4) Need to upgrade the airport runway (x4) Need to improve the airport for bigger planes A motor car museum Public transport Public transport Repair the railway and turn into a bike track Bypass Bypass Bypass
<i>Medical Services</i>	Improving disability services Improving disability services (x3) Improve mental health and drug rehabilitation (x5) Improve mental health and drug rehabilitation (x9) Improve mental health and drug rehabilitation (x7) Aged care Aged care (x2) Aged care
<i>Library</i>	Library (x6) Library (x3) Library (x3)
<i>Youth Services</i>	More nightlife for the younger generation More family parks and events (x3) More sporting facilities (x2) More sporting facilities (x2) More sporting facilities (x2) Invest in youth support (x2) Invest in youth support (x6) Child care facilities Child care facilities Do the silver city cinema up and turn into youth centre Upgrading skate park Get the Entertainment Centre open asap More anti bullying campaigns in schools

Table A. Detailed list of open ended priorities – cont’d

Services and facilities (137 comments) – cont’d	
<i>Infrastructure</i>	Upgrade infrastructure Upgrade infrastructure [x4] Upgrade infrastructure [x2] Finish Civic Centre [x2] Finish Civic Center Finish Civic Centre [x4] Upgrading facilities gaol: police station: library Proper comprehensive museum e.g. The Central Power Station building More carparks around the hospital Update street signage [x3] Improved NBN More variety of shops Hostel facilities Further develop the line of load minors memorial Housing development
<i>Services</i>	Dog control Dog control Maintaining services and facilities Build a mining museum Getting grants Sorting how our local depot runs More services forthcoming to south Broken Hill Improve Council services [x2]

Appendix B – Value of living in Broken Hill

Table B. Detailed list of open ended values of living in Broken Hill

Community and people [117 comments]	
<i>The community [52 comments]</i>	<p>The community [x14] Sense of community [x7] Good / wonderful community [x5] Friendly community [x4] Close knit community [x4] Community spirit [x4] Closeness of the community [x3] Being part of isolate community [x2] Support of community [x2] A standard of living in a peaceful community Inclusive caring community The generosity of community Community involvement Family friendly community Overall community feel with inclusiveness Community relationsuniqueness of the island</p>
<i>The people [22 comments]</i>	<p>The people [x13] Broken Hill people Familiarity with people Great place and great people i love the people Its people are very helpful Knowing friends and people People know and help each other The people are very close The locals</p>
<i>Friendliness [43 comments]</i>	<p>Friendliness of people [x14] Friendly people [x13] Friendly place [x12] The people are always friendly and willing to help Comradeship Comradery neighbours look after each other Everyone knows everyone</p>

Table B. Detailed list of open ended values of living in Broken Hill – cont’d

The lifestyle [99 comments]	
<i>Nice lifestyle [41 comments]</i>	<p>The lifestyle [x27] The relaxed lifestyle [x3] Easy lifestyle [x10] The good caring lifestyle</p>
<i>Country feel / atmosphere [11 comments]</i>	<p>Country feel / atmosphere [x3] Country life [x2] Easy access to the most beautiful part of the country Natural landscape and outback and country living heritage Nice little country town safe for children Nice small community ‘country side’ Small country town and moments of your own in the bush’ The beautiful countryside fresh air. - better than city living</p>
<i>Better than the city [10 comments]</i>	<p>The location Not a big town Not a fast paced town Values not being in a city. The pace of life. It’s slower than the city and less noisy. You know most people The peace The wide open space and the fresh air Prefer this town to city life Stress free Wide open spaces</p>
<i>Quietness [12 comments]</i>	<p>Its quiet compared to other cities Nice quiet and peaceful Peace and quiet - relaxed atmosphere Quiet and peaceful Quietness Relaxation and quietness The peace and quiet Peace and quite Peace of mind Peacefulness tranquillity</p>

Table B. Detailed list of open ended values of living in Broken Hill – cont’d

The lifestyle [99 comments] – cont’d	
<i>Small town [14 comments]</i>	<p>Small town values</p> <p>Small town community [x2]</p> <p>Easy access to everything small city living benefits</p> <p>It’s a very easy place to live and it’s a small community</p> <p>Like the open spaces and smaller town environments</p> <p>Nice place to be small town community</p> <p>Small community know people - meet up with families and friends</p> <p>Small community...good climate</p> <p>Small enough to feel like a community - through public transport close to everything</p> <p>Small town attitude close family and friends</p> <p>Small town big city feeling of community</p> <p>The city is small so everything is close</p> <p>The small town feeling with smaller schools</p>
<i>Easy going [8 comments]</i>	<p>Easy going nature [x2]</p> <p>Easy living [x2]</p> <p>Easy to live here, ease of living not like the city [x2]</p> <p>Like it relaxing</p> <p>Laid back</p>
<i>Outback [3 comments]</i>	<p>Being in the middle of the outback</p> <p>I like the out back</p> <p>Pace of life living in outback</p>
Personal connections [97 comments]	
<i>Family heritage [43 comments]</i>	<p>All family are living here born and raised [x9]</p> <p>The family [x9]</p> <p>Close to family and friends [x9]</p> <p>Neighbours and friends [x2]</p> <p>Family network</p> <p>Heritage value</p> <p>The heritage i was born here</p> <p>The heritage, the connection i have to the town</p> <p>Been home for over 80 years</p> <p>Born and bred so don’t make us dead</p> <p>Where my roots are i love the place and am part of it</p> <p>It is home and love it</p> <p>It’s my life</p> <p>Its home</p> <p>Many aspects after 4 generations here</p> <p>The friendships</p> <p>Lived here my entire life</p> <p>Socially have lots of friends</p>

Table B. Detailed list of open ended values of living in Broken Hill – cont’d

Personal connections [97 comments] – cont’d	
<i>Safety [32 comments]</i>	<p>A very safe place / feel safe [x25] Safer than living in the city [x2] I feel safe at my age It’s a safe place for families [x2] Safety - i like living in a community where everyone looks after one another. Freedom to walk the streets without attack</p>
<i>Freedom [13 comments]</i>	<p>Freedom [x6] Freedom to do wat we want to do [x2] You love the freedom of Broken Hill Freedom to move and breathe More freedom than in the city - more carefree The freedom - the ability to drive easily into the bush The pace and freedom</p>
<i>Family friendly place [9 comments]</i>	<p>Place to bring kids up Enough facilities and raise kids Good place to raise kids Kids grow up there A fantastic place for families how it supports families Great place to live and bring children up Good place to bring up children Central to families Good work and family balance</p>
Convenience [53 comments]	
<i>Easy to get around [17 comments]</i>	<p>Easy to get around [x6] Ease of access to facilities, services [x2] Easy to get around town Easy for work and getting somewhere Easy to get around no traffic problems Everything is close Everything is in close proximity Everything is only 5 minutes away Get everywhere in five mins and know lots of people The ease of access Convenience of the town</p>
<i>Closeness [7 comments]</i>	<p>Close to all major cities Close to everything Closeness of everything Closeness of visiting places Open spaces being close to nature history of Broken Hill 3min to bush Everything centrally located well serviced</p>

Table B. Detailed list of open ended values of living in Broken Hill – cont’d

Convenience (53 comments) – cont’d	
<i>Traffic (4 comments)</i>	Big streets with low traffic Lack of traffic congestion Only three sets of traffic lights The ease of access to shops no traffic jams
<i>Affordability (11 comments)</i>	Affordable (x2) Cheap cost of living (x2) Affordable to live Cheap to live in Broken Hill It’s cheap Can save money Cost of living is reasonable Pricing of housing good Given us opportunity to be financial independent
<i>Services and facilities (11 comments)</i>	Convenient for services and facilities Sufficient services Good health services Good medical services good schools Amenities and services are very good Services for the aged Facilities Great place to live great facilities 4 aged cared The friendship - the facilities in the town Good amenities Activities that town provides for elder people
<i>The climate</i>	The climate (x2) The hot dry climate

Table B. Detailed list of open ended values of living in Broken Hill – cont’d

Broken Hill in general (20 comments)	
	Beautiful colours
	Only beautiful city on earth
	Beautiful
	Everything about it i love it
	Love it
	Love the area
	Best place to live
	Broken Hill a good place to live
	Good atmosphere
	Good feeling
	Good opportunities
	Great place to live and have come back to live here
	Perfect surrounding
	Nice place to live
	Wouldn't live anywhere else
	Great little town
	I came from Tamworth and i love living in broken hill.
	It's unique
	Large building blocks
	Just right
Other comments (6 comments)	
	The fact that i live here.
	Used to like having my say
	The appearance has gone downhill. They support is non existent
	I value being able to walk my dogs
	Healthy here
	No future!!!!