

ORDINARY MEETING OF THE COUNCIL

May 21, 2025

ITEM 13BROKEN HILL CITY COUNCIL REPORT NO. 109/25

SUBJECT: DRAFT LIVING DESERT MASTER PLAN AND ASSOCIATED
DRAFT LIVING DESERT PLANS FOR PUBLIC EXHIBITION
D25/22541

Recommendation

1. That Broken Hill City Council Report No. 109/25 dated May 21, 2025, be received.
2. That That Council endorse the Draft Living Desert Master Plan, Draft Business Plan and Draft Action Plan for public exhibition.
3. That the Draft Living Desert Master Plan, Draft Business Plan and Draft Action Plan be placed on public display for 28 days in accordance with legislation.
4. That Council receives a further report at the conclusion of the exhibition period, outlining submissions and feedback received and any recommended changes, with a view to adopting the Draft Living Desert Master Plan, Draft Business Plan and Draft Action Plan.

Executive Summary:

Broken Hill City Council is the appointed land manager of the Living Desert State Park, a 2,400-hectare area established in the 1990s. The Park was created with the aim to:

- Support conservation through a captive breeding program for endangered regional species.
- Provide a site for environmental education.
- Enhance tourism by encouraging overnight stays in Broken Hill.
- Generate local employment, education, and training opportunities.

The Living Desert State Park has since developed into a significant conservation, cultural, recreational and tourism asset. It serves as a:

- Biodiversity conservation site for semi-arid flora and fauna.
- Recreational area for residents.
- Major tourist attraction integrating Broken Hill's key tourism themes: art, the outback, and nature.
- Site of First Nations people cultural significance.

The Living Desert State Park attracts approximately 40,000 visitors annually, making it one of the City's most frequented destinations. The key features of the Living Desert State Park include:

- *Living Desert Sculptures*: 12 iconic sandstone artworks, created by artists from around the world in 1993, with panoramic views, especially popular at sunset.
- *The John Simons Flora and Fauna Sanctuary*: A 180-hectare fenced conservation zone established in 2002, with trails, arboretum, and public art.
- *Picnic Area*: Offers public amenities and access to sites of First Nations people occupation.

- *Starview Campsite*: Primitive camping with caravan and tent sites, night sky viewing, and basic facilities.
- *Sundown Nature Trail*: 2.8 km walking loop offering scenic exploration of the Sundown Hills.
- *Management*: Overseen by Council Rangers with support from community volunteers.

Over the years, development within the Living Desert State Park has occurred incrementally, as funding and resources became available. Council has recognised the need for a cohesive, long-term strategic planning framework to guide the future use, development, and management of the Living Desert State Park. This approach integrates:

- Cultural and tourism enhancements.
- Visitor experience and economic sustainability.
- Conservation objectives.
- First Nations heritage and collaborative management.

Report:

In January 2024 Council advertised Q22/73 - Request for Quotation - Living Desert State Park Master Plan, with the intention to engage a suitably experienced consultant to develop a 20-year Master Plan for the Living Desert State Park.

The aim of the Master Plan was to outline the actions required for improvement, intended to guide the physical upgrade of the site over the next twenty years. Council's objectives in commissioning the preparation of the Master Plan included:

- Maintain the authenticity of the Living Desert and achieve a balance between the natural world and the man-made environment.
- Identify required upgrades to the site to achieve accessibility and increase visitation by visitors and the community.
- Identify commercial opportunities.
- Support applications for State and Federal Government Funding to upgrade infrastructure.
- Address and note the sensitive cultural aspects to the site and opportunities to undertake sensitive cultural work relating to the First Nations community. Opportunities for cultural tourism currently being addressed in NSW.
- Address impacting environmental matters.

Environmental Partnership NSW were engaged in May 2024 to conduct initial activities essential for the development of the Draft Master Plan. Their responsibilities encompassed preliminary assessments, on-site evaluations, and stakeholder consultations. These efforts aimed to gather comprehensive insights into the site's conditions and the interests of various stakeholders, thereby informing the strategic direction of the Master Plan.

Environmental Partnership NSW has developed The Draft Living Desert Master Plan, Draft Business Plan and Draft Action Plan, providing a comprehensive strategic framework aimed at preserving the site's natural authenticity while proposing enhancements to accessibility, cultural engagement, and sustainable tourism.

- **The Master Plan** outlines potential upgrades to improve site accessibility, thereby increasing visitation from both tourists and the local community. It also identifies commercial opportunities that align with the site's character, supporting applications for State and Federal Government funding aimed at infrastructure improvements. Importantly, the Master Plan acknowledges the site's sensitive cultural aspects, proposing initiatives that engage with the First Nations community to undertake respectful cultural work and promote cultural tourism. Environmental considerations

have been addressed to ensure that development does not compromise the ecological integrity of the Living Desert State Park. Overall, the Master Plan lays a comprehensive foundation for sustainable growth, cultural enrichment, and environmental stewardship of this unique landscape.

- **The Business Plan** accompanies the Master Plan and assesses the current use and financial performance of the LDSP, identifies opportunities for increasing visitation and revenue generation and provides five-year trading forecasts.
- **The Action Plan** outlines a list of deliverable actions, each assigned a priority rating and an estimated cost to Council. This structured approach will guide the development of detailed project plans and budgets, enabling Council to take a considered and strategic path toward achieving the identified outcomes. It ensures that resources are allocated effectively, and that project delivery is aligned with organisational priorities and financial capacity.

The Draft Living Desert Master Plan, Draft Business Plan and Draft Action Plan, as prepared by Environmental Partnership NSW, is being presented in its original consultant format for Council's endorsement to proceed to a 28-day public exhibition period. Following public exhibition and formal adoption by Council, the final documents will be updated with Council's approved branding prior to publication on Council's website.

Community Engagement:

Council recognises the importance of internal Council, community and stakeholder engagement in shaping the future of The Living Desert State Park.

Environmental Partnership NSW visited Broken Hill in July 2024 to undertake stakeholder consultation to discuss the values and qualities of The Living Desert, and the pressures and opportunities stakeholders would like the Master Plan to address.

Consultation sessions were held with:

- Site Operations Crew
- Council Technical Officers
- Friends of the Flora and Fauna of the Barrier Ranges Committee
- Tourism Representatives
- Art and Culture Representatives
- Wilyakali Community
- Finance Considerations including Operation Costs & Budgets (Finance Accounting)

The sessions informed the development of the Draft Living Desert Master Plan, Draft Business Plan and Draft Action Plan, with Environmental Partnership NSW returning to Broken Hill in May 2025 to conduct presentations of the draft documents:

April 2025

- Council's Executive Leadership Team (via Teams)

May 2025

- Council Technical Officers
- Site Operations Crew and Volunteer Group
- Elected Members
- Tourism, Art and Film

Strategic Direction:

Key Direction:	4	Our Leadership
Objective:	4.2	Our leaders make smart decisions
Strategy:	4.2.7	Continue to look for efficiencies in the organisation and ensure financial sustainability

Relevant Legislation:

The following legislative frameworks collectively ensure that any Master Planning or development within the Living Desert State Park is conducted responsibly, preserving its ecological, cultural, and heritage values.

Local Government Act 1993 (NSW)
Local Government (General) Regulation 2021
Biodiversity Conservation Act 2016 (NSW)
Biosecurity Act 2015 (NSW)
National Parks and Wildlife Act 1974 (NSW)
Environment Protection and Biodiversity Conservation Act 1999 (Cth)
Crown Land Management Act 2016 (NSW)
Native Title Act 1993 (Cth)
Aboriginal Land Rights Act 1983 (NSW)
Environmental Planning and Assessment Act 1979 (NSW)
Work Health and Safety Act 2011 (NSW)

Financial Implications:

This report does not carry any financial implications for Council.

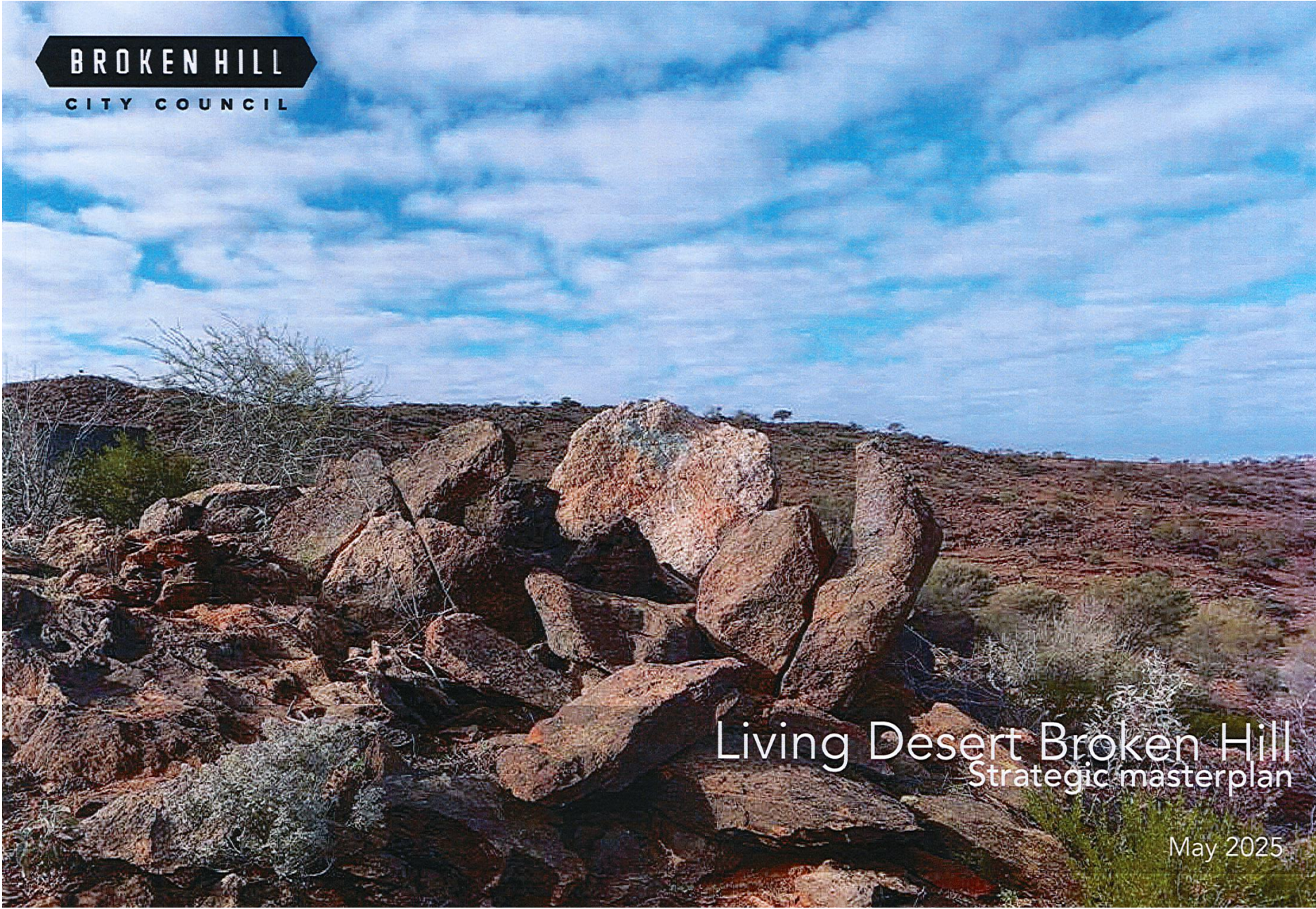
The cost of the Master Plan Package was \$135,188.50 ex GST and approved within Council's 2022/23 Capital Works Budget.

Attachments

1. [↓](#) Draft Living Desert Master Plan
2. [↓](#) Draft Living Desert Business Plan
3. [↓](#) Draft Living Desert Action Plan

RAZIJA NU'MAN
DIRECTOR CORPORATE AND COMMUNITY

JAY NANKIVELL
GENERAL MANAGER



BROKEN HILL CITY COUNCIL
ACKNOWLEDGES THE TRADITIONAL
OWNERS OF THE LAND UPON WHICH THE
LIVING RESERVE RESERVE LIES, THE LAND
OF THE WILYAKALI PEOPLE AND PAY OUR
RESPECTS TO THEIR ELDERS; PAST, PRESENT
AND EMERGING.

Living Desert Strategic Masterplan
Prepared by
Environmental Partnership NSW Pty Ltd
Suite 301 22-36 Mountain St Ultmo NSW 2007

Issue 16th May 2025
Approved Adam Hunter

Contents

	SUMMARY
1.0	INTRODUCTION
2.0	PLACE VALUES
2.1	Connecting with Country
2.2	Environment
2.3	Culture
2.4	Tourism and recreation
2.5	Sustainability
3.0	INFLUENCES
3.1	Connecting with Country
3.2	Habitat conservation
3.3	Water
3.4	Heritage conservation
3.5	Views and visual character
3.6	Connections and movement
3.7	Culture and community
3.8	Tourism and recreation
3.9	Visitation management
3.10	Site management
3.11	Sustainability

4	MASTERPLAN STRATEGIES
4.1	Guiding principles for the Living Desert
4.2	Connecting with Country
4.3	Conserving the qualities of the Living Desert
	- Habitat
	- Heritage
	- Views and visual experiences
	- Art and culture
4.4	Understanding the Living Desert
	- Approach to interpretation
	- Stories to share
	- Guiding principles
	- Ways of sharing
	- Key moves for interpretation in the landscape
4.5	Experiencing the Living Desert
	Journey and arrival
	Activities:
	- Immersion in nature
	- Recreational trails
	- Mountain biking
	- Star gazing
	- Events
	Places:
	- The Hilltops
	- The Valley (picnic area)
	- The Arboretum
	- The Sanctuary
	- The Sculpture Symposium
	- The Campsite
	- The Sundown Hills
	- The southern park
4.6	Managing the Living Desert
	- Managing visitation
	- Infrastructure management
	- Sustainability

5.0	MASTER PLAN
5.1	Illustrative Master plan
5.2	Action plan
6.0	ATTACHMENTS
6.1	Consultation forum notes
6.2	Business Plan

Summary

1 What is the Living Desert

The Living Desert site is a 2400 Ha State Reserve site, 12km from Broken Hill township, and managed by Broken Hill Council. The site falls within lands subject to the Native Title determination of 2015 for non-exclusive access and use of the Barkandji Native Title Group Aboriginal Corporation. The site is a significant place to the Wiliyakali people of Broken Hill, who are part of the broader Barkandji group.

The Living Desert Reserve was established in 1997 as a place to conserve and appreciate the “physical environment, ecosystems and fauna and flora” of Broken Hill (Living Desert State Reserve REF 1997).

The REF noted that the reserve was specifically intended to:

- contribute to conservation through establishment of a captive breeding program for endangered species from the region.
- provide environmental educational resources.
- motivate additional overnight stays in Broken Hill.
- provide enhanced opportunities for employment, education and training

The Living Desert’s most recognisable public aspect however is arguably the “Sculpture Hill”. On top of the highest hill inside the reserve are 12 sandstone sculptures, created by the Broken Hill Symposium in 1993 comprising a group of artists from over the world. The sculptures are now one of the top attractions in Outback NSW and seen as a visual representation of Broken Hill’s unique marriage of art & nature.

2 Purpose of this strategic master plan

Council’s objectives for the masterplan are to:

- Maintain the authenticity of the Living Desert and achieve a balance between the natural world and the man-made environment.
- Identify required upgrades to the site to achieve accessibility and increase visitation by visitors and the community
- Identify commercial opportunities

3 Values of the Living desert

Values are the qualities of a place that we appreciate and that we wish to protect and enhance. Values for the Living Desert were identified through consultation with a range of stakeholders and site and background review and analysis. Values are outlined in detail in section 4.3, and include the following:

- Habitat (flora and fauna - including the landform geology and hydrology factors that sustain them)
- Heritage (First Nations and historical connections)
- Views and visual experiences (as the highest point in Broken Hill - views over Country)
- Arts and culture (a place of cultural expression that is strongly identified with Broken Hill)

A common thread across these values is the immersive experience the Living Desert provides for visitors - in that they can experience the desert landscape 20 minutes from Broken Hill. All planning and management of facilities must look to maintain the immersive experience of the natural environment as the core quality.

4 Guiding principles

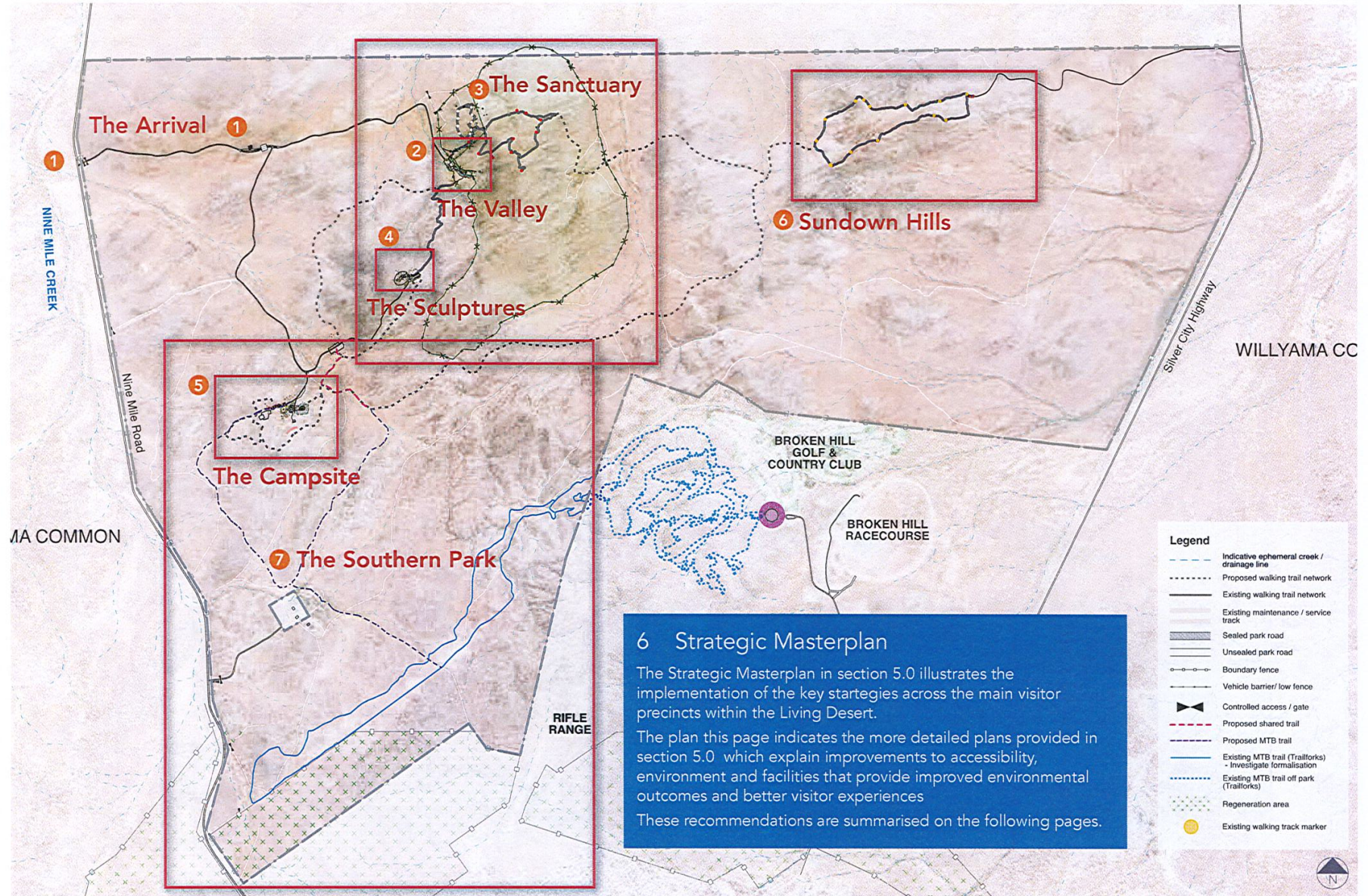
Principles provide the foundation for planning and management decision making both for addressing challenges and opportunities as outlined in this masterplan and for future issues that may arise. The guiding principles for the Living desert are outlined in section 4.1, and are detailed under the themes of:

- **Connecting with Country**
- **Environment**
- **Culture**
- **Tourism / Recreation, and**
- **Sustainability**

5 Key strategies

Key recommendations are described and illustrated in sections 4.2-4.6 in a series of proposals under the following strategies. See also the following page for highlights.

- **Connecting with Country** (managing the environment collaboratively and telling the story of Country).
- **Conserving the qualities of the Living Desert**
- **Understanding the Living Desert** (helping visitors understand the place, including approach to interpretation, Stories, Ways of sharing, and Key mediums for interpretation in the landscape).
- **Experiencing the Living Desert** (improving the place for locals and visitors including: proposals for enhancing Journey to the site and arrival, improving and expanding the range of activities available, and enhancing the quality of places within the Living Desert).
- **Managing the Living Desert** (key recommendations for ongoing management of the Living desert).

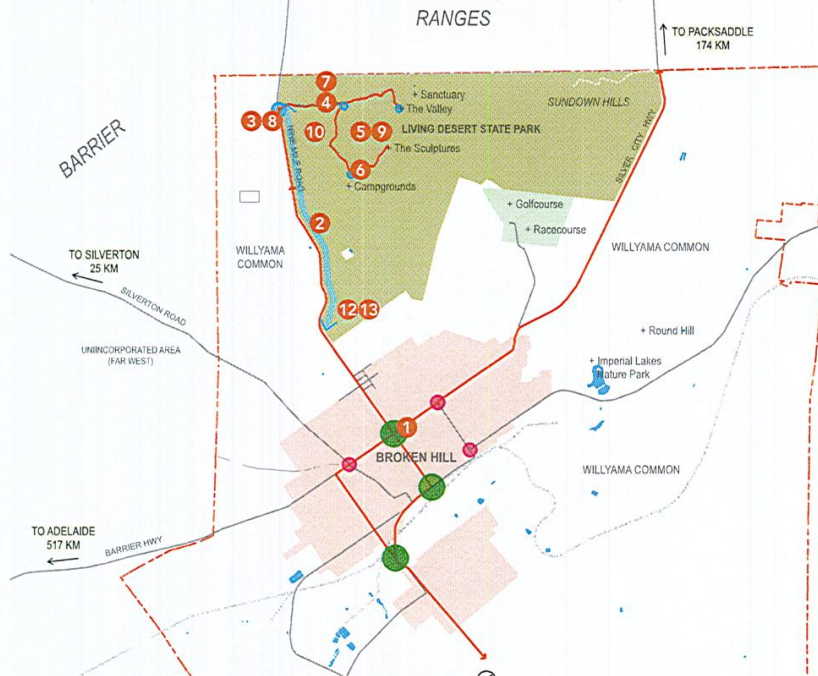


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Journey and arrival

It is proposed to provide a more special journey and arrival experience. Using the long vehicular approach to reflect the sites identity as a natural and cultural place is a key opportunity and can integrate co-design with First Nations stakeholders to heighten the identity of the Living Desert as Wilyakali Country.

Other proposals seek to make the entry access experience simpler and more efficient.



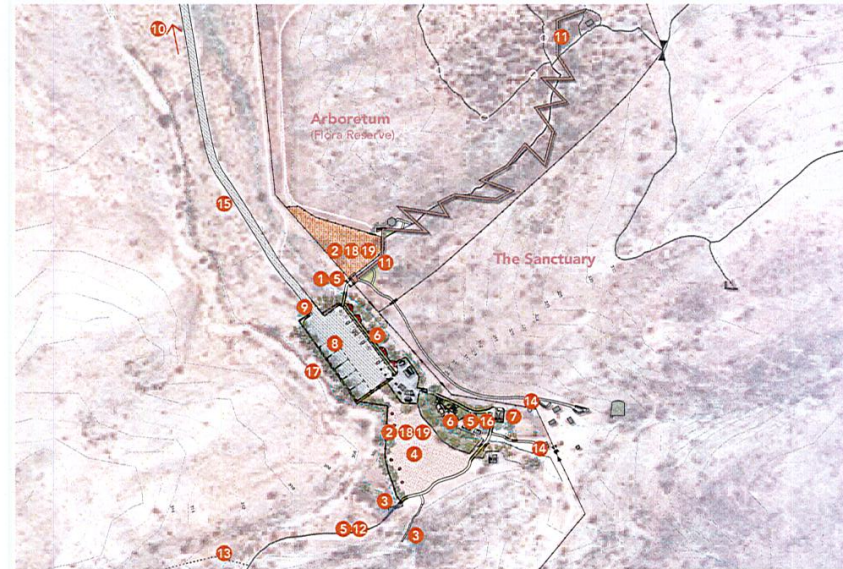
1. Improved wayfinding in town
2. Approach identity artwork markers
3. Entry statement to the Living Desert
4. Upgraded access management / entry pay node
5. Enhance directional and wayfinding
6. Enhance directional and wayfinding
7. Potential for Office and ranger accommodation at entry
8. Upgrade entry gates
9. Improve intersection traffic and wayfinding
10. Revegetate road edges
11. stabilise drainage
12. Protect heritage
13. First Nations co-design

6

The Valley

It is proposed to enhance the appearance and resilience of the Valley and improve accessibility to the key Living Desert Attractions accessed from it.

First nations cultural heritage such as rock engravings, camp ovens and drinking holes (Gnamma) must be appropriate protected, conserved and interpreted in collaboration with First Nations advisors. Other recommendations optimise the usage of existing features and to make visiting the area a pleasant and interesting experience for families.

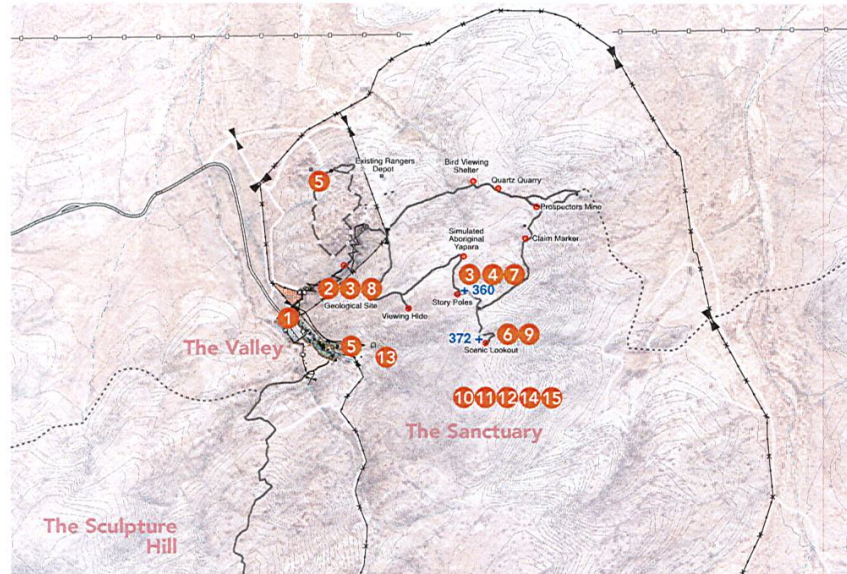


1. Improve entry experience to Sanctuary
2. Improve protection and interpretation of archaeology
3. Improve access to rock engraving / provide alternative viewing point
4. Review event usage in precinct for compatibility with heritage
5. Additional shade in picnic area and at trackheads
6. Provide nature play zone
7. Future facility upgrades and additions ie toilets
8. Potential overflow camping in carpark for RV's
9. Improve arrival point identity
10. Review and improve entry road access geometry
11. Proposed accessible boardwalk link
12. Existing walking track to Sculpture Hill
13. Potential recreational walk to connect Campground
14. Potential accessible wildlife viewing area
15. Revegetation to enhance entry road corridor
16. Additional shade tree planting
17. Investigate stabilisation of eroding creek banks

May 2025

The Arboretum and Sanctuary

It is proposed to consolidate the immersive experience provided by the Arboretum and Sanctuary by unifying track and related finishes to a suite of materials that complements the desert landscape. An accessible boardwalk and track link to the Arboretum will expand the accessibility of facilities accessed from the Valley, while improvements to interpretation and investigation of further art opportunities within the landscape area proposed.



1. Improve entry experience to Sanctuary
2. Improve accessibility by upgrading movement routes
3. Unify finishes materials and facilities
4. Improve interpretation integrating technology where feasible
5. Enhance bird and fauna watching experiences
6. Provide upgraded viewing infrastructure
7. Potential to expand art influence in Sanctuary
8. Provide an accessible walkway to top of Arboretum
9. Improve safety and character of access to viewing point
10. Review preferred approach to management of the Sanctuary
11. Develop long term animal management plan
12. Consider involvement in breeding programs
13. Consider potential Bilby enclosure in the long term
14. Protect First Nations environmental and cultural qualities
15. Potential First Nations involvement in flora and fauna programs

ep environmental partnership collaborative team

The Sculpture Hill

It is proposed to explore the potential to create a new iconic experience that provides a reason for visiting the site beyond (but complementing) the sculptures. The proposed Sky walk or Star Walk which accessibly showcases the landform geology and flora of the Living Desert and provides unique vantage points to the special views available from Broken Hills highest point.

It is also proposed to formalised the hilltop parking area and provide an accessible walking link from the Campsite.



1. Develop "Living Desert Arts and Cultural Management Plan"
2. Conserve and enhance experience of natural environment
3. Investigate, plan and implement new viewing experience ("Sky or Star walk")
4. Southern edge with views Broken Hill
5. North east edge with views to Sanctuary
6. Northern edge / Sanctuary Walk with views to Stephens Creek
7. Consider potential for toilet (lower carpark)
8. Potential pop up coffee / food cart
9. Formalise parking area
10. Lower carpark - event use / overflow
11. Harden car park surface
12. Provide an accessible connection to sculptures
13. Potential accessible walking route from Campground
14. Manage feral animals
15. Revegetation where appropriate
16. Protect First Nations environmental and cultural qualities
17. Integrate First Nations creative influences into planning and design

Supporting lookout points:

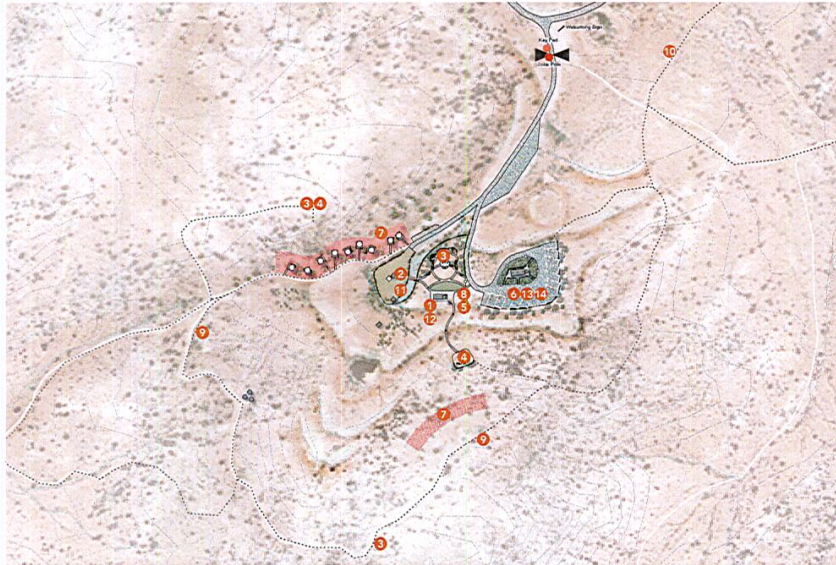
4. Southern edge with views Broken Hill
5. North east edge with views to Sanctuary
6. Northern edge / Sanctuary Walk with views to Stephens Creek
7. Consider potential for toilet (lower carpark)
8. Potential pop up coffee / food cart

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The Campsite

It is proposed to enhance the existing core roles of the campsite through improving accessibility, shade and facilities.

It also identifies a series of opportunities related to expanding the range of available walking trails, overflow RV camping provision and potential for temporary peak season Glamping tents in the future



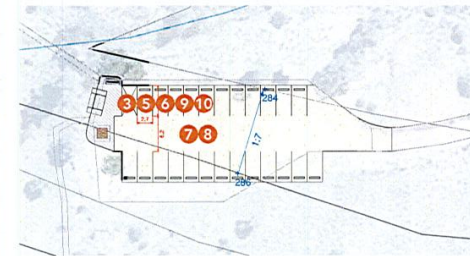
1. Provide 2 additional toilets
2. Consider extra shade at tent site
3. Specialist starview seating to be expanded and enhanced
4. Enhance sunset / sunrise viewing area
5. Unify finishes materials and facilities
6. The RV sites - potential overflow RV use at picnic ground carpark
7. Potential temporary Glamping tents/ cabins
8. Improve accessibility - hard surfaced path
9. Expand walking loops from the camp ground
10. Provide walking route to Sculpture Hill
11. Plan and implement additional shade tree planting
12. Investigate grey water treatment
13. Protect First Nations environmental and cultural qualities
14. Integrate First Nations creative influences (through co-design) into planning and design of new elements

8

Sundown Hills

It is proposed to improve the carpark and trail head at the start of the Sundown Hills track recognising its popularity as a walking destination for locals and some visitors.

Enhancement of wayfinding and interpretation mediums to the track loop is proposed along with long term potential to connect to a longer network of trails potentially linking to the Sanctuary and to The Campground.



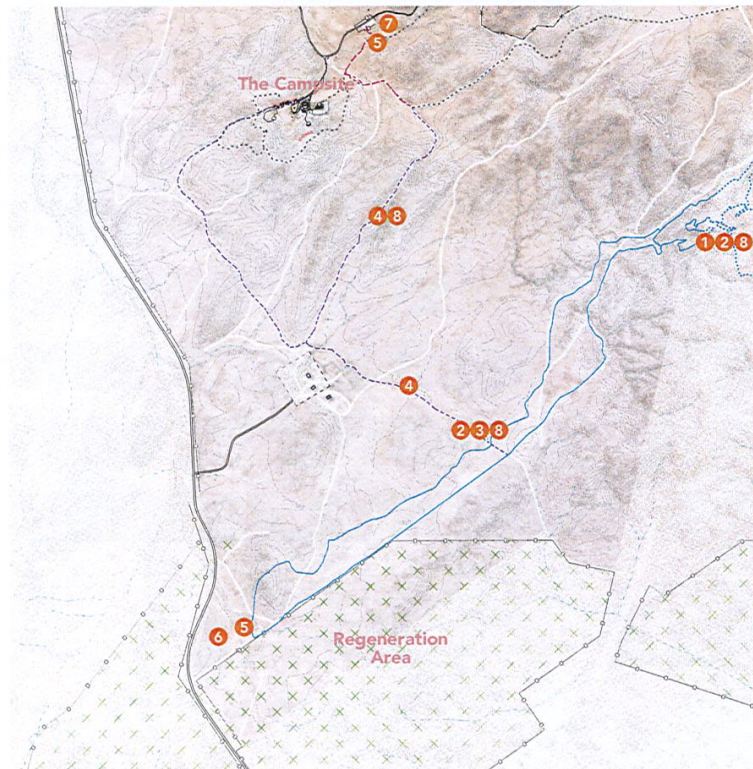
1. Improve identity and wayfinding
2. Upgrade walking wayfinding
3. Provide interpretive mediums
4. Investigate ways to manage access to pay for use areas eg key pass access
5. Track head with maps and interpretation
6. Unify finishes materials and facilities
7. Potential to upgrade carpark
8. Shade tree planting around track head
9. Protect First Nations environmental and cultural qualities
10. Integrate First Nations creative influences (through co-design) into planning and design of new elements

May 2025

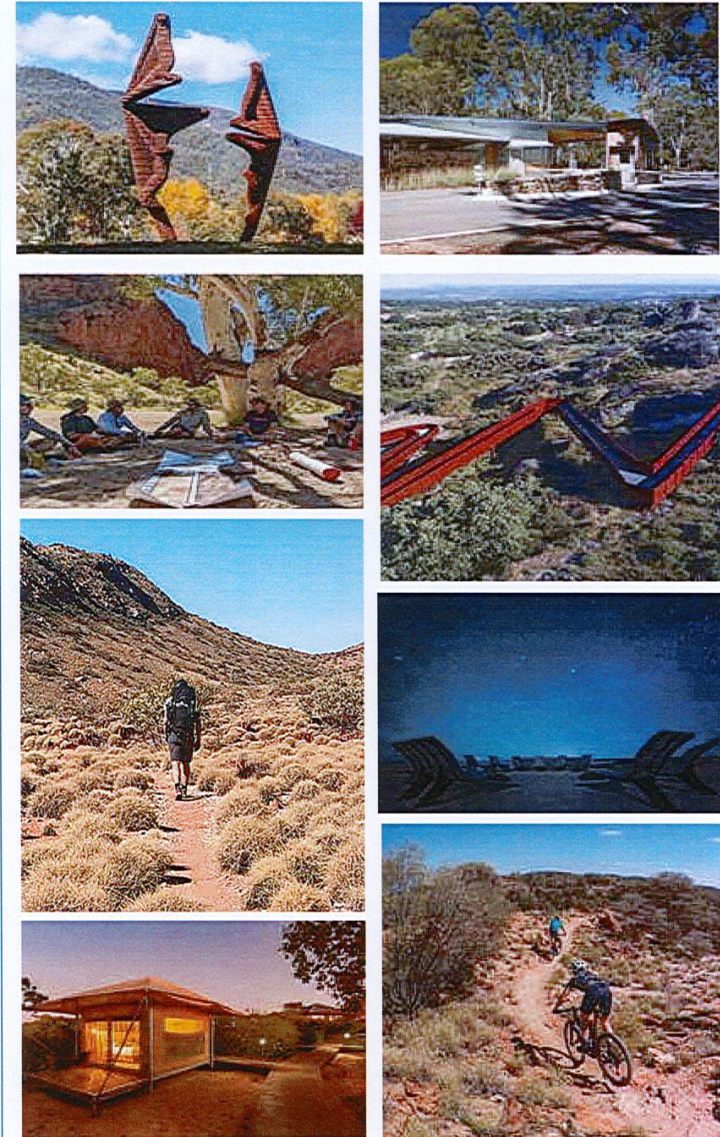
The southern park

The southern parklands are constrained in their potential for major visitation use due to the presence of a private allotment and more lower lying topography.

It is proposed to explore potential to integrate with existing Mountain Bike (MTB) use happening to the south east near the Broken Hill Gold Course. Also it identifies the potential to accommodate necessary communications infrastructure to improve mobile phone and digital communications applications on the site.



1. Consult with Broken Hill MTB community - extend the existing network into south west of the Living Desert
2. Investigate potential for MTB activities
3. Potential MTB trail links in the Living Desert
4. Potential for an MTB connection through to Campground
5. Investigate ways to manage access to pay for use areas
6. Investigate potential for siting of required telecommunications infrastructure where impact on views can be managed
7. Provide access track and carpark off Nine Mile Road at south western corner of site
8. Plan and implement additional shade tree planting
9. Protect First Nations environmental and cultural qualities

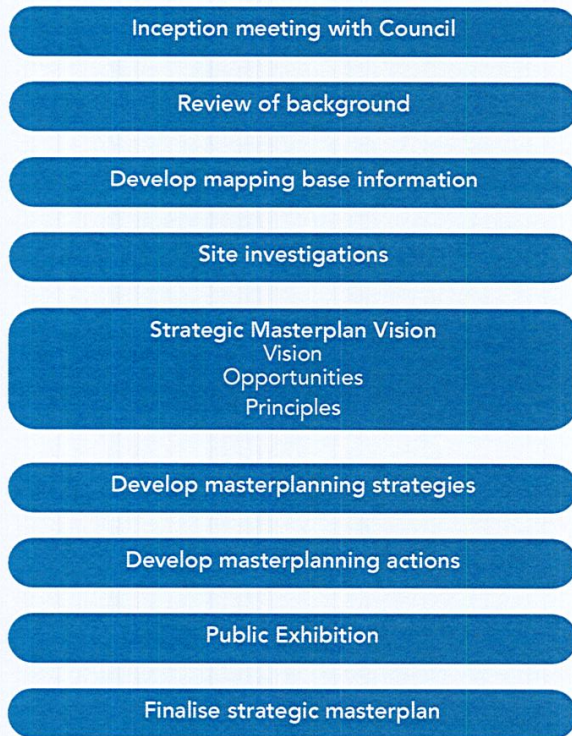


Example experiences and activities for Living Desert generally

1.0 Introduction

1.1 Master plan process

The strategic masterplan has involved a series of key steps in its development to final draft stage, and for the process to follow as outlined below:



1.2 Consultation

Consultation has formed an important part of the masterplan process. This has occurred in two key phases:

1 Information gathering phase

Undertaken in July 2024 (2nd - 4th July) this involved the following consultation:

- On site staff and key Council planning staff (meeting on site)
- Council stakeholders group (meeting at Council)
- Living Desert Volunteers group (meeting at Council)
- Broken Hill Arts Stakeholders (meeting on site)
- Council financial / operational staff (meeting at Council)
- Film Stakeholders (by email)
- Wilyakali Aboriginal Corporation (email liaison - note meeting in Broken Hill was planned but was not able to be attended by Wilyakali representatives)

These sessions are documented in detail in the consultation notes in the Appendix to this document, and have informed the Guiding Principles outlined in section 4.1.

There are several key factors that arose commonly across these sessions including:

- The First Nations connections to Country and related story of the area and Broken Hill more generally is not told effectively on the site - this is particularly relevant given the site is part of the area subject to the Barkandji Native Title determination of 2015
- The local First Nations community is not currently actively involved in planning and management of the

reserve which again is not desirable given the Barkandji Native Title determination of 2015

- The Living Desert is valued as a place of immersion in the desert landscape. Any facilities and other improvements should protect the sense of being in nature and ensure that facilities and finishes complement the natural setting
- The lack of effective telecommunications reception on site creates challenges for site management and safety and potentially limits the expansion of recreational access trails and contemporary interpretive mediums

2 Draft proposals phase

Undertaken in February 2025 this involved the following consultation:

- On site staff and key Council planning staff (online)
- Council stakeholders group (meeting at Council)
- Living Desert Volunteers group (meeting at Council)
- Wilyakali Aboriginal Corporation (meeting at Council)

1.3 Guiding documents

The following key reference documents were drawn on in the

Plan of Management Crown Reserve - Living Desert State Park, SLR Consulting, June 2024 - WORK IN PROGRESS

2018 Living Desert Reserve Plan of Management, Broken Hill Council

Living Desert Service Review, Morrison Low, March 2024

Draft Operational, Management and Requirement Procedures - The Living Desert, the Flora and Fauna Sanctuary, Willyama Common and Regeneration Area, BHC Jan 2021

Living Desert Flora and Fauna Sanctuary Animal Management Plan, Ozark Environmental & Heritage Management Pty Ltd, May 2017

Living Desert Wildlife Sanctuary Review of Environmental Factors, RW Corkery, June 2000

Living Desert Wildlife Sanctuary, Zoological Parks Board of NSW, February 2002

Living Desert Brochure, Broken Hill City Council



2.0 Place values

Understanding values of the place

Values are the qualities that the First Nations community, general community and Council see as important about the Living Desert, and that are desired to be conserved and enhanced.

The Living Desert was established as a place to conserve and appreciate the “physical environment, ecosystems and fauna and flora” of Broken Hill (LDSR REF 1997). Additionally the REF guiding the establishment of the reserve in 1997 noted that the reserve was intended to:

- contribute to conservation through establishment of a captive breeding program for endangered species from the region.
- provide environmental educational resources.
- motivate additional overnight stays in Broken Hill.
- provide enhanced opportunities for employment, education and training.

These initial objectives have shaped the form and management of the reserve in the 37 years since its establishment, and underpin its current place values.

Figure 2.1 illustrates the five high level place value themes that were distilled from the consultation with stakeholders undertaken in July 2024. These themes overlap and interact within the all encompassing value of being on First Nations Country. The interaction of these values create the unique place that is the Living Desert

Figure X then describes under the five themes more detailed factors that help provide a basis for planning and management decision making in this master plan.

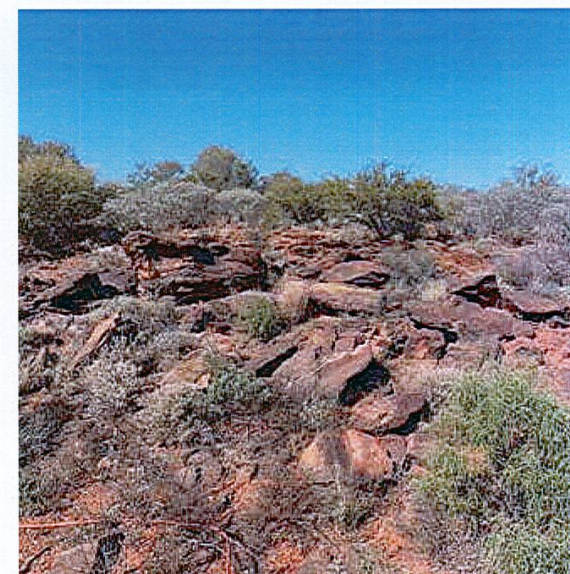
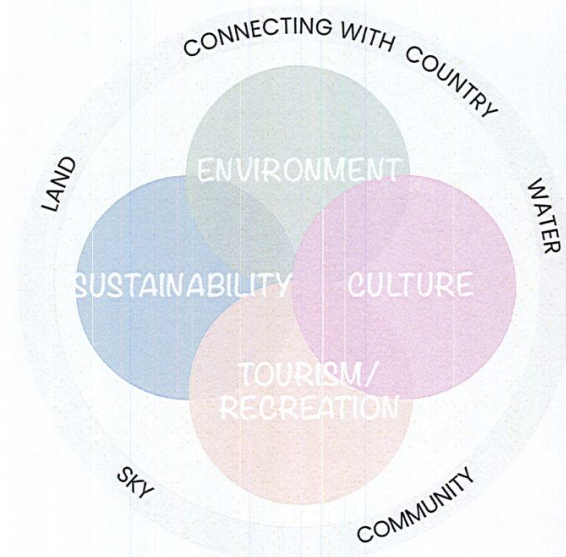


Figure 2.1: Overlapping and interrelated place values

CONNECTING WITH COUNTRY	ENVIRONMENT	CULTURE	TOURISM / RECREATION	SUSTAINABILITY
Land	Geology	First Nations	Desert landscape	Ecology
Water	Landform	History	Sky Country	Water
Sky	Hydrology	Heritage Conservation	Immersion / escape	Materials
Community	Night Sky	Art	Trails	Infrastructure
	Flora and Fauna	Community	Wildlife	Economic contribution
	Natural setting	Understanding	Camping	Livability of Broken Hill
	Conservation	Events	Enterprise / innovation	Financial sustainability
	Seasonality	Education	Proximity to town	Employment
	Views			Governance

Figure 2.2. Place values identified through consultation

May 2025

2.1 Connecting with Country

On 16 June 2015, Native Title consent was given to the Barkandji Native Title Group Aboriginal Corporation RNTBC (NSD6084/1998). This includes the Living Desert Reserve which was determined to be a non-exclusive area.

This gives members of the Barkandji Traditional Owners the right to enter, take and use natural resources for personal, domestic, cultural, communal and purposes within the LDR. (2018 POM).

Today the Wilyakali people of Broken Hill are still the main Aboriginal group in Broken Hill, though there are a number of Aboriginal people that come from other language groups. Consultation with Wilyakali stakeholders has sought to articulate the values of the place to the First Nations people as outlined in 4.1 Master planning Strategies - "Connecting with Country".

That the Living desert lies on Wilyakali Country is a central value to be developed through this master plan and should permeate all planning and management decision making based on a strong collaborative management approach with the First Nations community.

Archaeology

Within the LDR, evidence of Aboriginal occupation includes several rock engravings adjacent to the 'Rock Pool' area to the south of the Picnic Grounds (refer 3.1), remnant hearths from past campsites and tool making quarries.

The Living Desert Wildlife Sanctuary - Review of Environmental Factors (REF), June 2000 noted that 20 sites were identified within the 180ha of the sanctuary as areas of current or past use of the land by Aboriginal communities.

Sites comprised artefact scatters, quarries, fireplaces and quartz bi-polar cores.

With a study area covering only 7.5% of the overall reserve it can be expected that a much larger number of sites may be present over the full 2400ha reserve site.

A campsite complex of at least 7 fireplaces, located on the banks of the creek opposite the northern end of the Picnic Area Carpark, was assessed to be of high cultural significance and moderate to high research potential.

The REF noted that access to and management of these sites is a high priority for local First Nations community.

Living culture

Living culture refers to cultural practices, representations, knowledge, and skills transmitted intergenerationally inside a cultural system, and the ongoing practise of those cultural activities by members of the current day community.

It is recommended that ongoing liaison and collaboration with First Nations Community is established that seeks to facilitate "on Country" activities by community and increase the level and quality of First Nations interpretation on site, including guided experiences.

Right: Camp Oven archaeological sites within The Valley with temporary protective measures. These must be appropriately protected and conserved and provide a major opportunity for interpretive mediums to illustrate First nations values and presence on the site.



2.2 Environment

Conservation, enhancement and increasing understanding and appreciation of the desert landscape is the key objective and purpose of Council creating the Living Desert Reserve in 1997. The site presents the unique geomorphic character of the Barrier Ranges with a network of hilltops ridges and valleys defining a trellised lacework of ephemeral drainage lines.

The hilltops and ridges across the Living Desert provide expansive views over the spectacular landscape, and provide an experience of the incredible sense of space provided by the landscape. Views to the sunset from the Sculpture Symposium have become iconic symbols of the Living Desert. The native flora of the site includes the Barrier Ranges and Barrier Downs plant communities of which there is limited area currently protected within National Parks. Care must be taken to ensure that ongoing vegetation management effectively represents these ecologies.

The creation of the Living Desert Reserve has included the Arboretum and Fauna Reserve areas which provide managed environments for conservation and presentation of flora and fauna, and represent 7.5% of the overall reserve area (or 0.4% for Arboretum only). As noted by community stakeholders the Arboretum and Fauna Reserve provide a controlled environment protected from areas beyond the reserve which are impacted by livestock and introduced species.

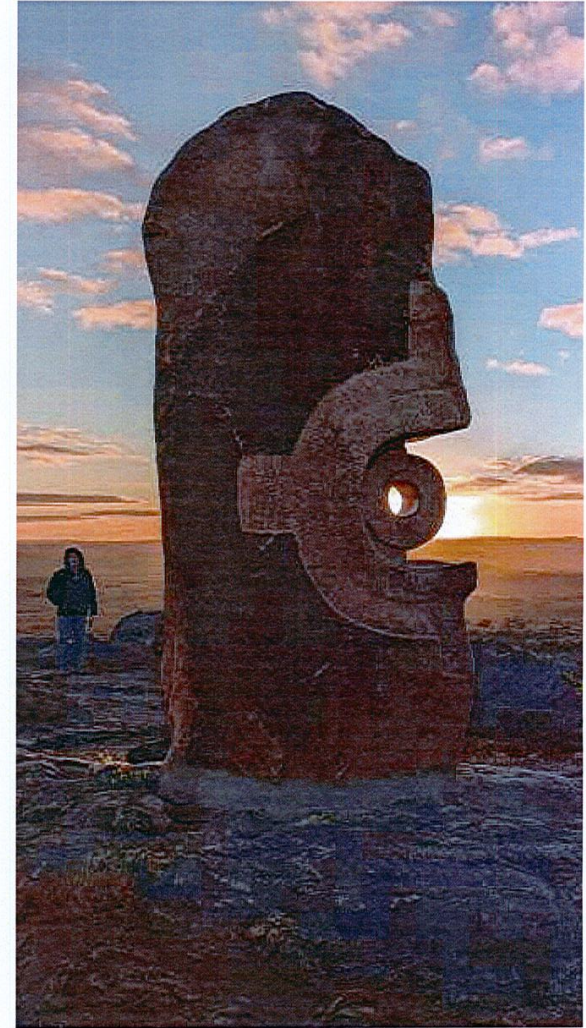
In addition to a variety of flora the reserve is important place for locals and visitors to experience flora and fauna such as the bird watchers on the look out for the over 47 bird species recorded on the site.

In the context of these natural qualities, a fundamental value of the place is the ability to experience of the physical environment of Broken Hill in a largely natural setting. With a few exceptions facilities and materials have generally been implemented in a low key character sympathetic with the natural setting, and allowing it to remain the dominant influence on views and vistas.

2.3 Culture

Layered over the foundation of Connecting with Country are several other strong cultural values. The area was subject to mining and pastoral activities from 1880s onwards which have left physical legacy of past vegetation clearing and grazing while tracks, pits, diggings and open cuts from historical mining for other minerals are also evident.

Arts have a long association with Broken Hill and the natural and cultural landscape has inspired many artists. Individuals and organised groups such as the Broken Hill Art exchange actively use the Living Desert as a subject for art projects. On top of the highest hill inside the reserve are the 12 sandstone sculptures, created by the Broken Hill Symposium in 1993 by a group of artists from all over the world. The sculptures are now one of the top attractions in Outback NSW and seen as a visual representation of Broken Hill's unique marriage of art & nature. There are also other reflections of Broken Hill's arts through the Living desert site such as the story poles within the Sanctuary undertaken as a project for young First Nations artists.



May 2025

While the sculptures are recognised as a important milestone the opportunity to better represent female artists and Australian artists have been identified by stakeholders as key opportunities for the future. Events at the Living Desert have played a role in the cultural life of Broken Hill in the past including Jazz events and a Lego event at the picnic grounds. The sculptures are popular for sunset drinks for events and sunrise breakfast while the site is also popular for night sky photography for those camping overnight.

The environmental and culture values of the site provide fertile ground for its educational role for the general public, schools and tertiary education.

2.4 Tourism and recreation

The Living Desert receives around 40,000 visitors per year, and is Councils highest performing reserve and a major tourist attraction largely centred around the sculptures. The Living Desert is the only facility that generates income for Council and Council seeks to identify and diversify revenue options.

Tourist groups visit the sculptures and in some cases the Sanctuary. These are operated by several different operators with one serving stopover visitors from the Indian Pacific train service. High season is April to October, low season is December to February and shoulder months are March and November.

The campground provides an important “value add” to visitation to the reserve for the sculptures and sanctuary catering for 15 recreational vehicles and 18 walk in camp sites. The quiet night time character and dark night skies are also part of the attraction of the camping area.

Group use of the reserve has included special events like conferences, weddings, film and advertising bookings.

The reserve is also a popular recreational destination for locals with key attractions being the picnic grounds and the trail network. There is great potential to enhance the local recreational role of the reserve with a larger network of recreational trails and review of the process for charging residents entry which may be an impediment to some users not reflecting currently - as locals may not be paying the honour based entry fee.

The emergence of the Imperial Lakes site being developed by Broken Hill Landcare as a recreational and events destination closer to town and centred around several lake water bodies needs to be considered in this masterplan

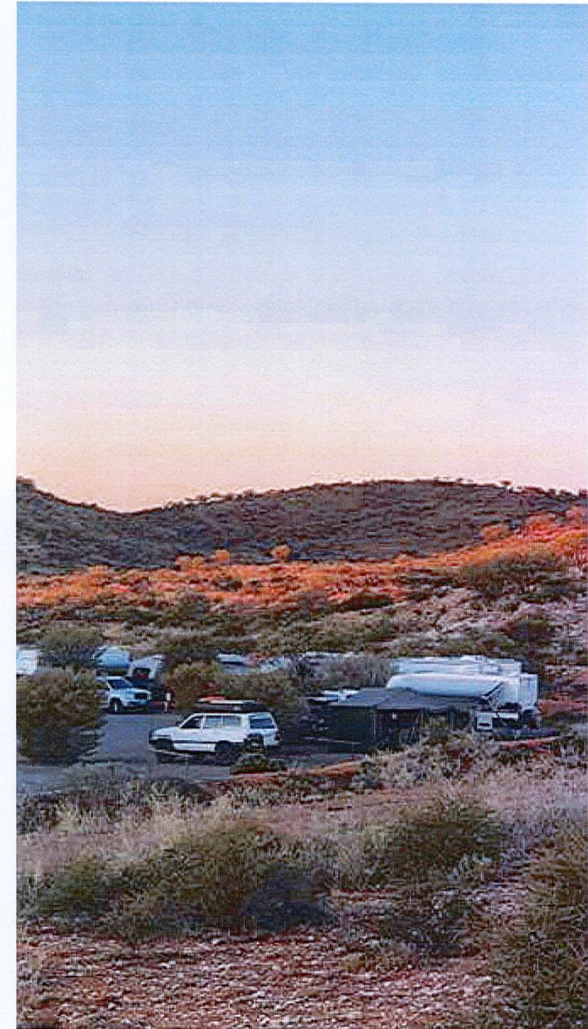
Specifically this may relate to how its potential role may impact visitation to the Living Desert and how the two sites may complement each other for the benefit of Broken Hill as a whole

2.5 Sustainability

The creation of the Living desert site has a strong conservation and sustainability motivation which underpins the history and attraction of the place.

Visitors to the place are attracted by the opportunity to experience the desert landscape.

There is potential that this theme could be expanded.



3.0 Influences

Understanding influences

Influences are factors that need to be considered in framing planning and management recommendations. They may include challenges that need to be resolved or opportunities that should be considered.

Influences are outlined following under a series of themes relevant to planning and management of the Living Desert. For each influences the key considerations for development of the Living Desert Masterplan are called out.

3.1 Connecting with Country

The Wilyakali People are the traditional owners of Broken Hill. Their occupation is noted in the Broken Hill Cultural Plan prepared in 2021 as 50,000 continuous years of occupation and a close and spiritual relationship with the land. The National Heritage List is notable in that the Broken Hill LGA is entirely listed with the Living Desert State Park occupying a large area to the north east of the LGA.

It is our observation that the Living Desert Park lacks a formal engagement and partnership process with Traditional Owners into the day-to-day management and aspirations of the park. There is some informal engagement with Councils rangers on a day to day basis The Broken Hill Cultural Plan (BHCP) affirmed in 2021 that '8.5% of residents identified as indigenous compared to 5.9% for the rest of NSW. This creates opportunity for indigenous groups to build on their cultural heritage as a way of celebrating Broken Hills diverse physical and cultural landscape'.

The Cultural Plan describes the 'The Wilyakali people have occupied the lands around Broken Hill for thousands of years well before the mineral wealth that led to the establishment of Broken Hill was unlocked. The Wilyakali people and their Darling River neighbours, the Barkindji, continue to have a close and intensely spiritual relationship with the land.' The Cultural Plan as prepared in 2021 recognises the living culture of Aboriginal people and their contribution but not in the context of 'Connecting with Country' - setting out pathways for engagement and involvement of Wilyakali people in the future of the park.

Connecting with Country Framework

The 'Connecting with Country' framework developed by GANSW affords great opportunity to the Living Desert Park, and how First Nations perspectives can inform opportunities for the future. Linked to the better design values of performance, value and community, the CwC framework is designed to bring together cultural heritage and environmental values and encourage Traditional Owners and knowledge owners to be part of the design and planning process.

Framework aspects including Caring for Country which sets the foundation for responsibility, reciprocity and stewardship of country. The inherent values of country for the Living Desert site can be explained more meaningfully on site than is currently the case. An extensive and complex landscape such as the Living Desert State Park would be enriched by a stronger presence and identity of Aboriginal culture.

Cultural Engagement must be undertaken to follow guidance in the CwC framework which outlines respect and protection of First Nations intellectual property when developing storytelling and interpretation across the site.

Consultation with the Wilyakali community

It was intended by the study team that the Masterplan would facilitate a close consultation with Wilyakali community. A session was organised for the teams visit to Broken Hill in July but unfortunately was not able to be attended by community members. Follow up phonecalls enabled initial liaison to occur which is outlined below.

It is recognised that the Wilyakali representation is going through a transition and that many demands are placed on time and resources of those responsible. As such this plan has not enabled as direct and comprehensive contact with community was was hoped and intended by the study team.

However the masterplan has sought to build in solid foundations for the ongoing involvement of community in the future of the Living Desert and in particular in how First Nations archaeology, stories and living culture are conserved and celebrated and how Traditional Owners access the place.

Review phase consultation - September 2024

Discussions in September 2024 provided an overview of some of the important values of the Living Desert site in addition to future outcomes that Wilyakali people would like to see. It is understood ome of these points had also been raised in consultation by Council in January 2024.

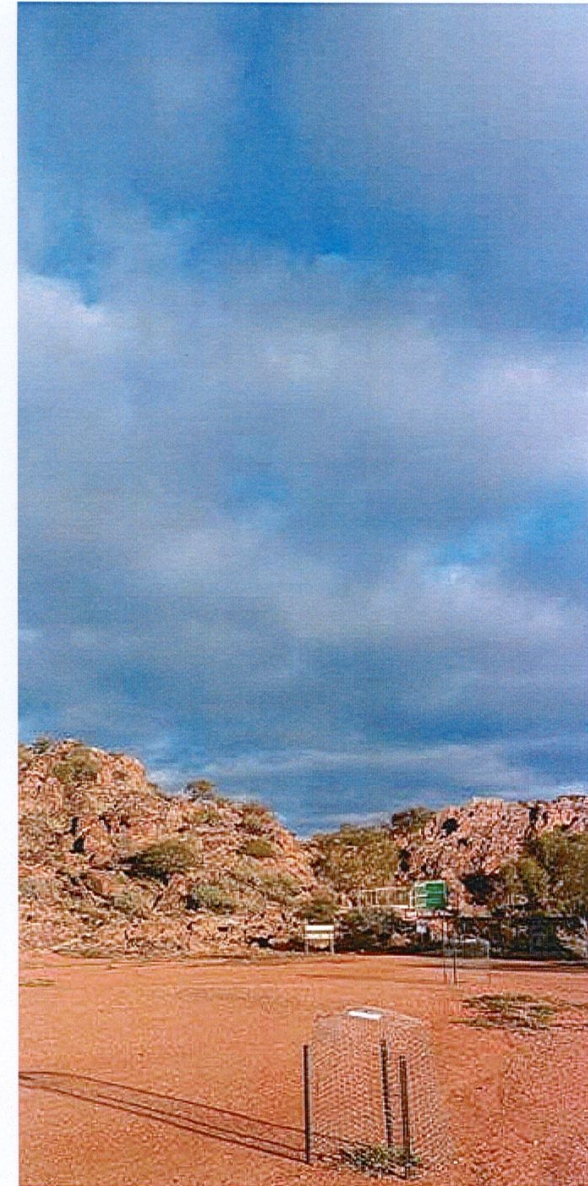
Importance of the place:

- The start of the Barrier ranges
- A high point in Broken Hill located along traditional trading routes

- Was an important camp site due to availability of water (Gnamma – rock watering holes)
- Presence of rock engravings
- Presence of camp ovens
- Other - to be discussed further with Wilyakali community

What you would like to see:

- A space for training, school visits and similar
- Holding cultural awareness training on site
- Telling the story of the place using local guides
- Easy access to the place for Traditional Owners
- More toilets
- Supporting regeneration of landscape



3.2 Natural Environment

Geology - The Region

Rocks in the Broken Hill area are the oldest in NSW at approximately 1.7 billion years old and the area has endured a long and complex geological history. The region is known by geologists as the Broken Hill Block, forming part of the Curnamona Craton/Province that extends into South Australia.

Geology - Living Desert

The geology of the area is comprised of the Willyama Complex, dominated by Sillimanite gneiss, schist and quartzite of the Sundown Group.

The geology of the Living Desert is complex due to the considerable structural deformation (mainly folding), metamorphism and igneous intrusions that have occurred over the past 1 800 million years (Stevens et al, 1982). The rocks of the Living Desert form part of the Willyama Complex - a group of structurally deformed, metamorphosed sedimentary rocks and subordinate quartzo-feldspathic rocks that include gneiss, pegmatite and minor granitic intrusives.

Soils

The soils of the Living Desert are derived from either the bedrock geology or windblown and/or water-washed material. Soil types are closely related to landform.

The soils on and surrounding the site comprise elements of the Barrier Land System and Nine Mile Land System as described within the Soil Conservation Service of NSW, Land Systems of Western NSW (1991).

All soil types on the Living Desert have high erosion potential if stabilising vegetation cover is removed or water

flow is concentrated. Salinity is evident in many areas on the lower slopes and drainage flats.

Mineralisation/Exploration

Broken Hill is described as a 'mineralogical rainforest, comprising over 300 mineral varieties that tell the story of the Earth's history. Within the Living Desert area there are records for a number of former quartz quarries used for tool making by First Nations people.

While there are no known gold or silver deposits at the reserve, the tracks, pits, diggings and open cuts from historical mining for other minerals can still be found in the Living Desert State Park today (pit within the Fauna Sanctuary area).

A former Mica mine is present nearby the Starview Campsite area and walking notes for the Sundown Nature Trail note the presence of pits in the pegmatite which were worked for small pockets of beryl.

The LDWS REF 2000 noted the presence of former small mines targeting FeLDar within the area. The REF from 2000 also noted that part of the sanctuary area is covered by a current exploration licence (No. 5479) held in joint venture between Triako Resources and Platsearch.

Topography / Landform

The Broken Hill Complex Bioregion in western NSW is geologically unique in the state. Many of the rocks and minerals found in the region are of considerable interest and economic importance, and geology exerts strong controls on the landscape (OEH, 2016b)

Past reporting has described the topography and landform broadly within the Living Desert area using the Land Systems as described by Walker, 1991.

From the land systems, four landform subdivisions have been identified which are applicable to the Living Desert and have been mapped previously for the Willyama Common Management Plan 2003.

1. Low hills and rises
2. Narrow drainage flats
3. Rocky hills
4. Broad drainage flats and plains

Elevation

The Barrier Ranges extend throughout the region surrounding the Living Desert. The landscape is comprised of low moderate to steep rocky terrain. In general, the Living Desert is more elevated and characterised by steeper slopes and well-defined drainage lines than nearby areas of Willyama Common.

Considerations

- The Living Desert provides access to view, interact with the geology that is representative of the area.
- Descriptions of the geological processes are reflected in some of the existing naming
- It is representative of diverse mineral groups that have been mined by both First Nations and Europeans for various purposes
- Minimising potential for further soil erosion
- It is representative of landforms and landscapes found within the region
- Sculpture Hill is the highest natural landform closest to Broken Hill, the next highest are the Mundi Mundi Ranges to the west and Coonbaralba Range to the east.

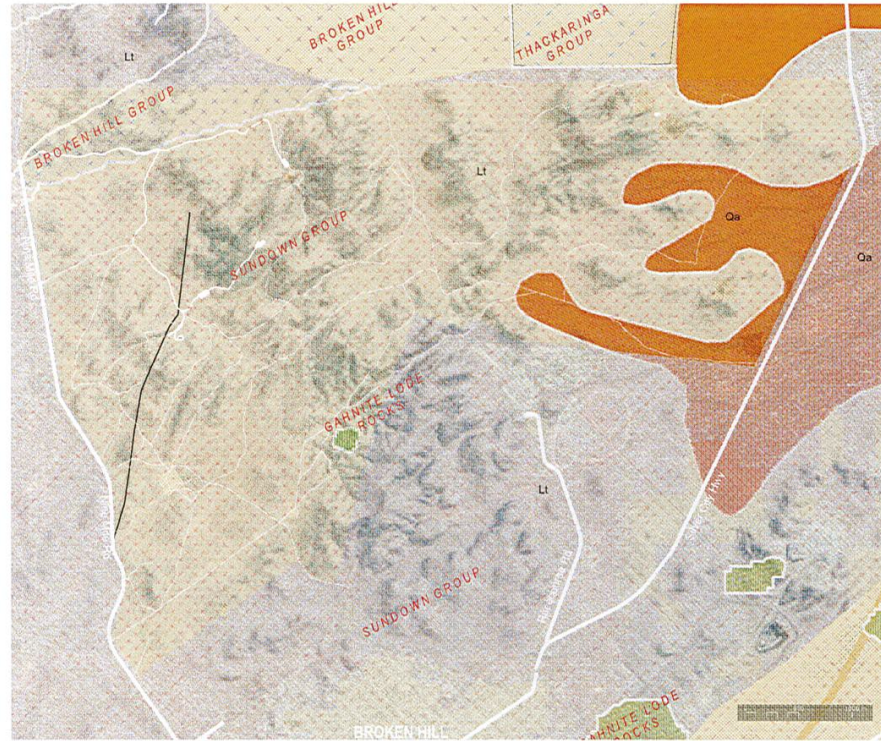


Figure 3.1. Geology - Stratigraphic



Legend

Curnamona Province Geological Groups within the Willyama Supergroup

- Sundown Group
- Broken Hill Group
- Thackaringa Group
- Garnite Lode Rocks

NSW Simplified Geology

- Lt Palaeoproterozoic metamorphic rocks
- Qa Quaternary alluvial deposits
- Fault Line

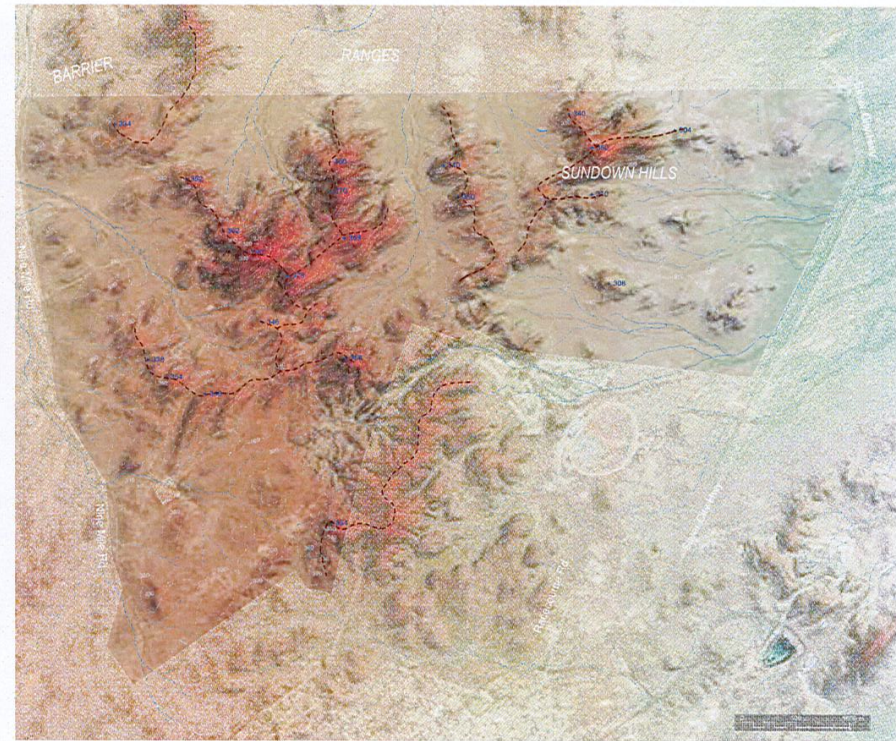
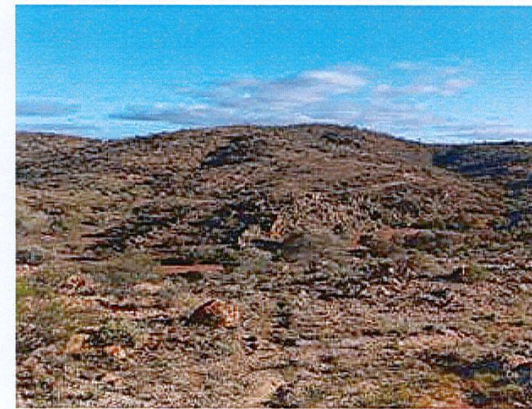


Figure 3.2. Map: Landform



Legend

- 10m Contours
- Creek / Drainage line
- Waterbody / Dam
- + 300 High Point
- Ridgeline

Indicative Elevation / Landform
250m 400m
(Metres above sea level)

3.2 Natural Environment

Biodiversity and Ecology

The Living Desert is situated within the arid landscape of the NSW Far West - an area that supports a brilliant array of native species. (OEH 2024)

Broken Hill Complex Bioregion

Broken Hill and the Living Desert are situated within the Barrier Range subregion of the Broken Hill Complex Bioregion. As at 2003 (NPWS,2003) the Broken Hill Complex Bioregion had a low conservation status in terms of overall area under conservation management, amounting to 96,078 ha or 2.52% of the bioregion.

NSW Landscapes - Mitchell Landscapes Ecosystem

Within the Broken Hill Complex Bioregion - Barrier Range subregion the land has been further delineated by finer differences in geology, vegetation and other biophysical attributes. The NSW Landscapes were developed for conservation planning and reserve establishment purposes, to provide consistent statewide ecological units finer than the existing bioregions and sub-regions.

The Living Desert area falls within two ecological units:

- Barrier Ranges
- Barrier Downs

Land Systems of Western NSW

The NSW Landscape Ecosystems descriptions provide another layer of information to understand the landscape. The Living Desert contain parts of two Land Systems which describe the landscape patterns.

- Barrier
- Nine Mile

Vegetation mapping

Current vegetation mapping is based on the NSW State Vegetation Type Map - Western Version v1.0, 2018, NSW Seed Data and indicates the following Vegetation classes within the Living Desert area:

Arid shrublands (Acacia sub-formation)

Class: Sand Plain Mulga Shrublands

Class: Stony Desert Mulga Shrublands

Arid shrublands (Chenopod sub-formation)

Class: Gibber Chenopod Shrublands

Semi-arid Woodlands (Grassy sub-formation)

Class: North-west Floodplain Woodlands

Its noted that a number of the Plant Class types have not previously been documented as occurring in the study area. PCT 359 is a new PCT that has been added to the NSW mapping information and is indicated occurring in the Living Desert.

Further review and on site investigations by specialist consultants would be needed to verify all mapping information.

Threatened Species

Previous reporting specifically for the Flora and Fauna sanctuary indicated that there no rare or threatened plant species occurring in the study area and that there were no threatened ecological communities or plant populations listed for the study area in the Schedules of the Threatened Species Conservation Act.

In the Broken Hill Complex - Barrier Range IBRA sub-region there are currently 103 entities listed under the NSW Threatened Species Conservation Act. Of the 103 NSW listings there are; 42 vulnerable species, 24 endangered

species, 2 critically endangered species, 0 extinct species, 1 critically endangered ecological communities, 1 endangered ecological communities, 0 vulnerable ecological communities and 33 Key Threatening Processes. (OEH 2024)

Further review and on site investigations by specialist consultants would be needed to verify all mapping information.

Priority Weeds

Weeds are a hazard across the Living Desert State Park and in particular at the arboretum part of the Living Desert Flora and Fauna Sanctuary. Increased watering at the arboretum for the native flora has also resulted in an increase in weeds. There is evidence of agricultural weeds where animals fed.

Considerations

- Bioregional significance: Although small in area the continued conservation of the Living Desert Landscape contributes to increasing level of protection for the Broken Hill Complex Bioregion
- Vegetation of the Living Desert is intrinsically linked to the landform
- The Living Desert plant communities provide opportunity for visitors, plant enthusiasts and educators to be able to learn and experience these plants in their natural habitat.
- A desktop review and or detailed site investigations by specialists should be undertaken to review / update vegetation mapping specific to the site
- Consideration given to future plantings within the Flora sanctuary and for any restoration required that they reflect the plant strata of the endemic species.

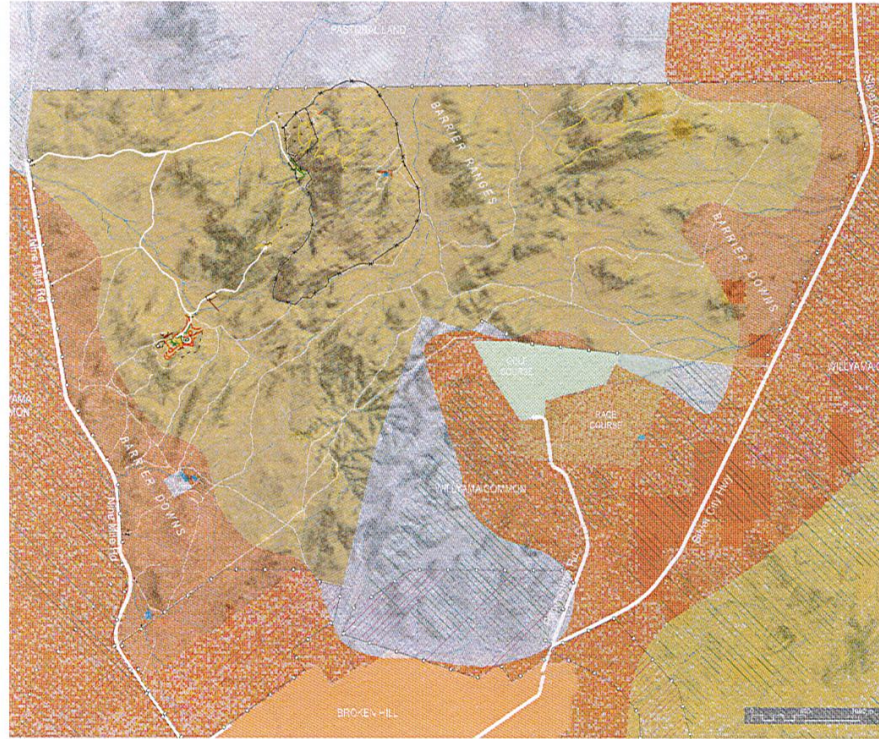
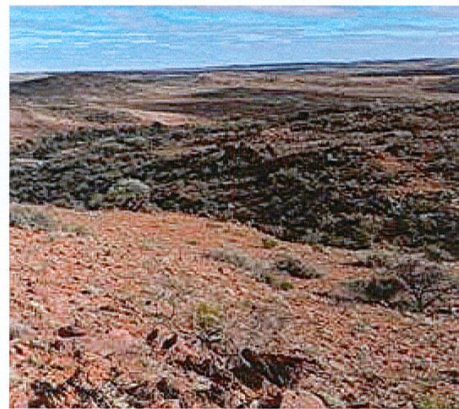


Figure 3.3. Ecological influences



Legend

- Flora Reserve
- Fauna Reserve
- Indicative Plantings
- Disturbed landscape (earthworks, banks)
- 10m Contours
- Willyama Common
- Regeneration Areas
- NSW / Mitchell Landscapes of the Broken Hill Complex Subregion - Barrier Range**
- Barrier Ranges Ecosystems
- Barrier Downs Ecosystems

ep environmental partnership collaborative team

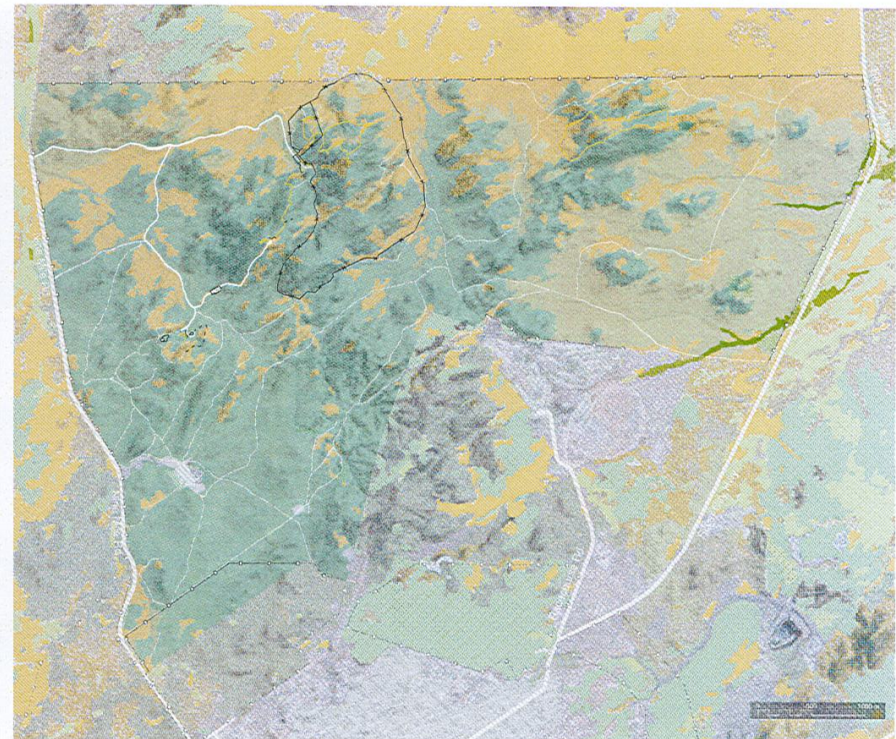


Figure 3.4. Vegetation - Classes



Legend

Vegetation Classes

- Gibber chenopod shrublands
- Northwest floodplain woodlands
- Sand plain mulga shrublands
- Stony desert mulga shrublands
- Not native vegetation

Source: NSW State Vegetation Type Map - Western
Version v1.0, 2018 - NSW Seed Data



BROKEN HILL CITY COUNCIL

Vegetation

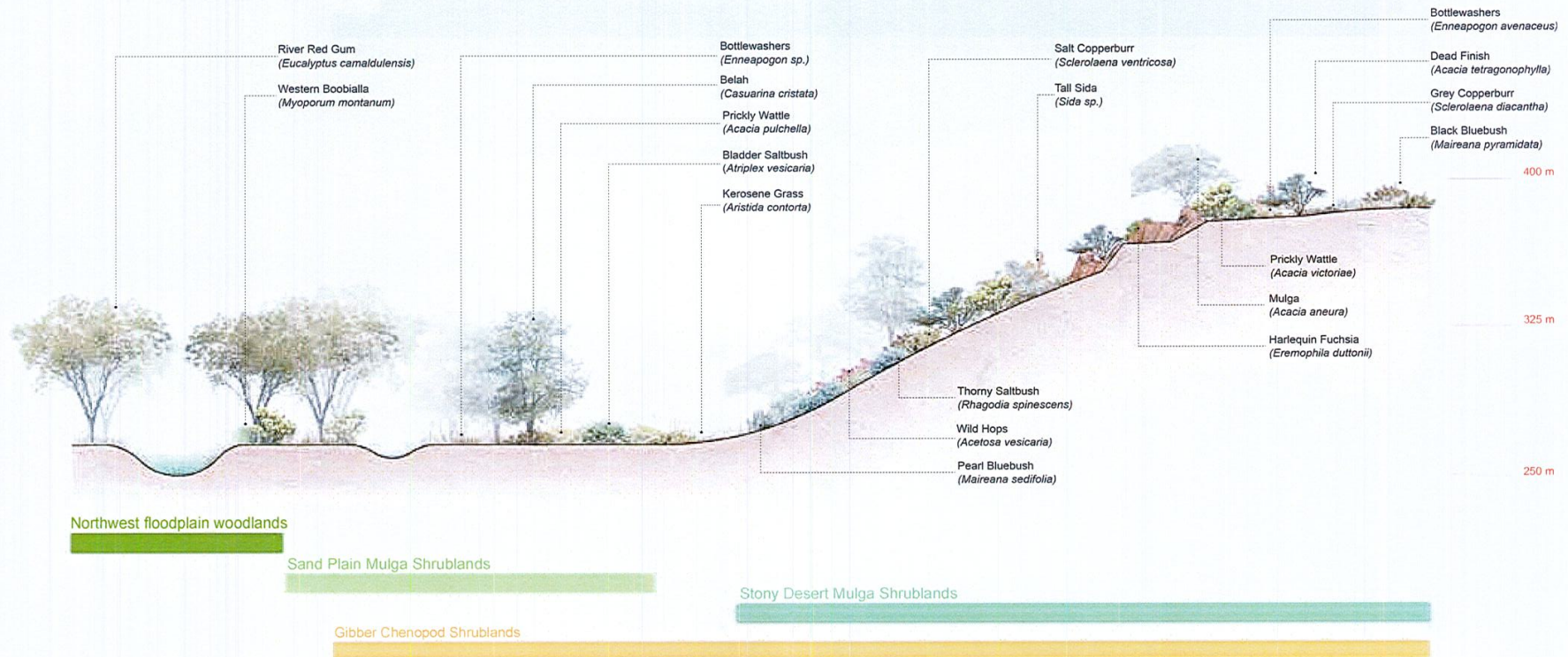
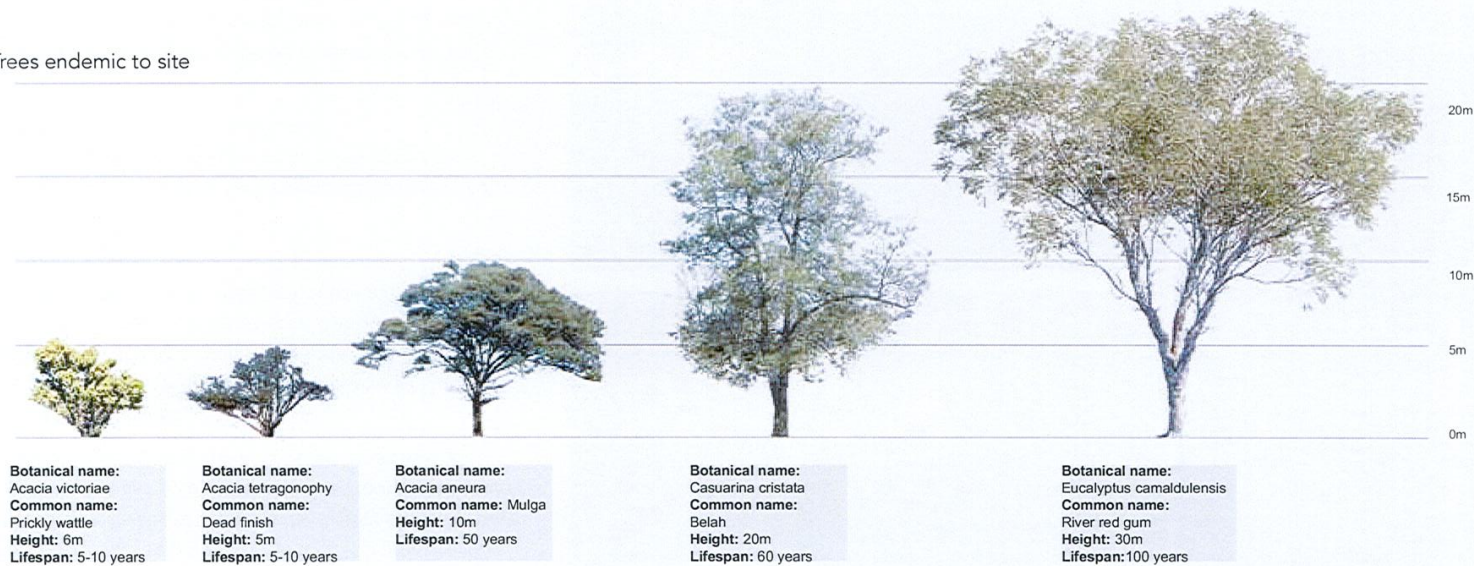


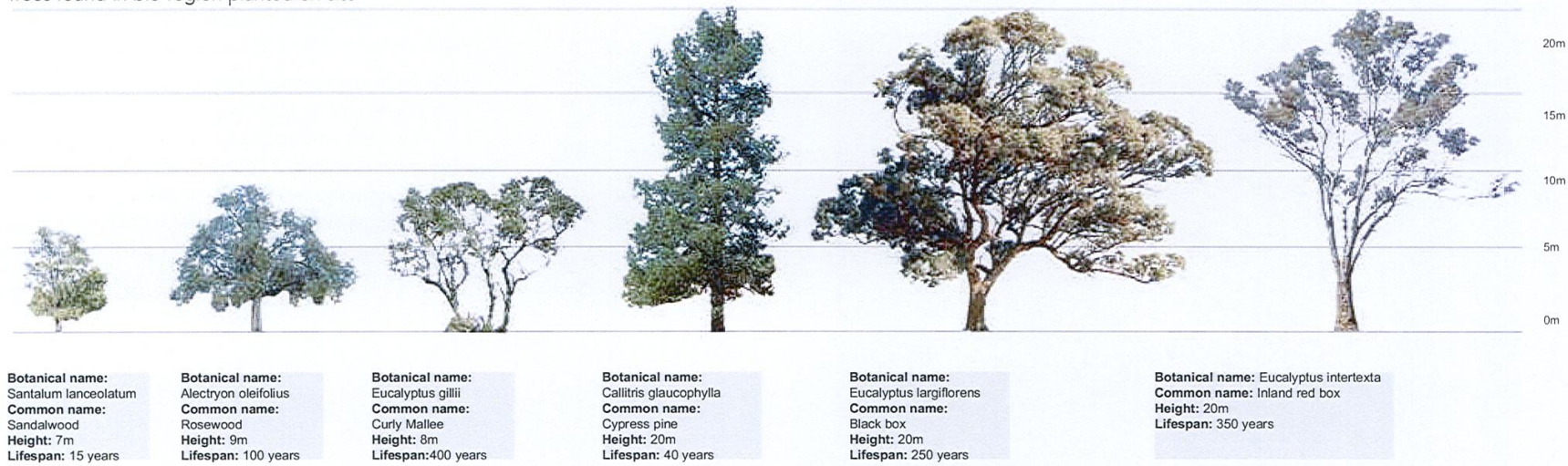
Figure 3.5. Vegetation Strata



Trees endemic to site



Trees found in bio-region planted on site



3.3 Drainage and Hydrology

The Living Desert is situated within the Darling River Basin. Trellised drainage patterns occur over the landscape, they are narrow and incised in higher relief country. A number of small ephemeral drainage lines run in an easterly or westerly direction from a central catchment divide toward the Stephens Creek Reservoir. No major or permanent watercourses flow through the locality of the study area.

Nine Mile Creek borders the Living Desert on the west side with part of its catchment within the Living Desert.

Groundwater

The impermeable nature of the rocks, coupled with low availability of water for groundwater recharge, means that groundwater occurrences in the Broken Hill area are very limited and generally of poor quality (highly saline). A bore has previously been located nearby the 'Permaculture site', now Starview Campground which is recorded as dry.

Surface water resources

There are remnants of earthworks and dam walls for capturing and retaining water across the site. The most prominent are contoured interceptor banks around the Starview Campground from its former use as 'Permaculture' site.

Flash flooding

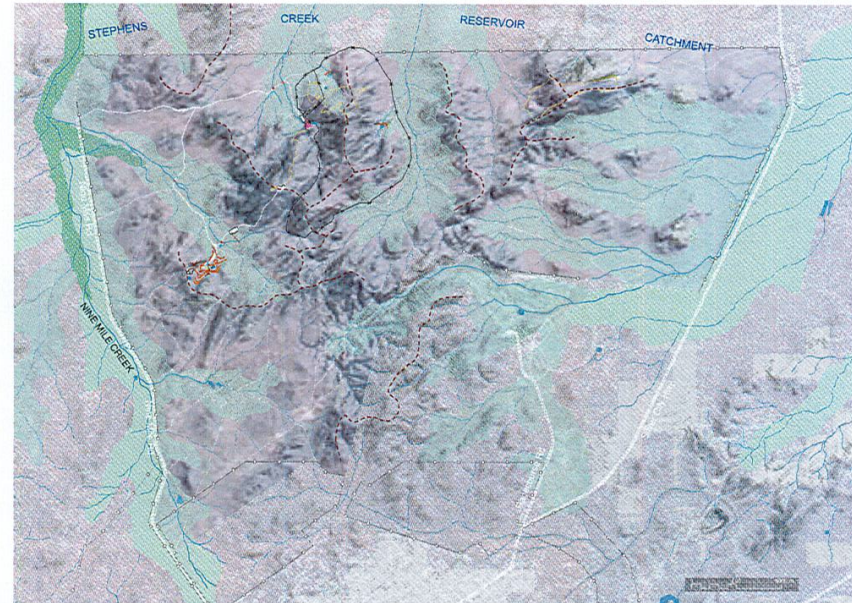
Watercourses are prone to flash flooding from heavy rain. Sudden heavy downpours can impact walking trails, degrade roads and erode creek banks.

Erosion

The reserve is considered as being moderately stable to erosion due to relatively good vegetation cover, however in some areas, localised patches are severely eroded.



Figure 3.6. Hydrology



Considerations

- Ephemeral creeks and drainage tracts run in an north westerly or easterly direction toward the Stephens Creek Reservoir.
- There are no permanent water courses within the Living Desert
- Groundwater occurrences are limited and generally of poor quality
- Past ground disturbances, remnants of dam walls and earth banks indicate past land uses and attempts at capturing water
- Watercourses are prone to flash flooding which may impact the safe use of visitor areas, trails and roads, contribute to erosion of these elements
- Areas which lack vegetation cover are prone to severe erosion resulting in water sheet erosion and gulying.

3.4 Heritage conservation

City of Broken Hill National Heritage Listing (2015)
The site is within the City of Broken Hill National Heritage listing boundary. The Statement of Significance notes that 'the entire place has outstanding significance to the nation for its role in creating enormous wealth, for its long and enduring mining operations and the community's deep and shared connection with Broken Hill as the isolated city in the desert, its outback landscape, the regeneration areas and particularly the physical reminders of its mining.'
The contrasting landscapes of Broken Hill township and the desert landscape is a social value as well as being an aesthetic one. The landscape around Broken Hill is noted as always changing where mining has impacted the landscape and disturbed natural geology and soils. The long history of regeneration that started in the late nineteenth century to counteract erosion and dust storms is noted in the regeneration lands particularly to the north of the city and close to the Living Desert.
The complex geology of Broken Hill can be appreciated in its undisturbed state in the LDP and of course within the disturbed mined areas around the city's edge where geology is often 'upside down' due to extraction activity.

Aboriginal Archeology Management

The aboriginal archaeology of the site is rich and varied. The mapping carried out for the 2000 Report of Environmental Factors illustrates the AHIMS register findings that there are at least forty-nine listed sites within the park. Several sites are listed as being of high cultural significance, and large areas are of medium cultural significance. Refreshed mapping could inform the creation of Archaeological Zoning areas to help with management and ongoing planning for park infrastructure and recreational path networks.

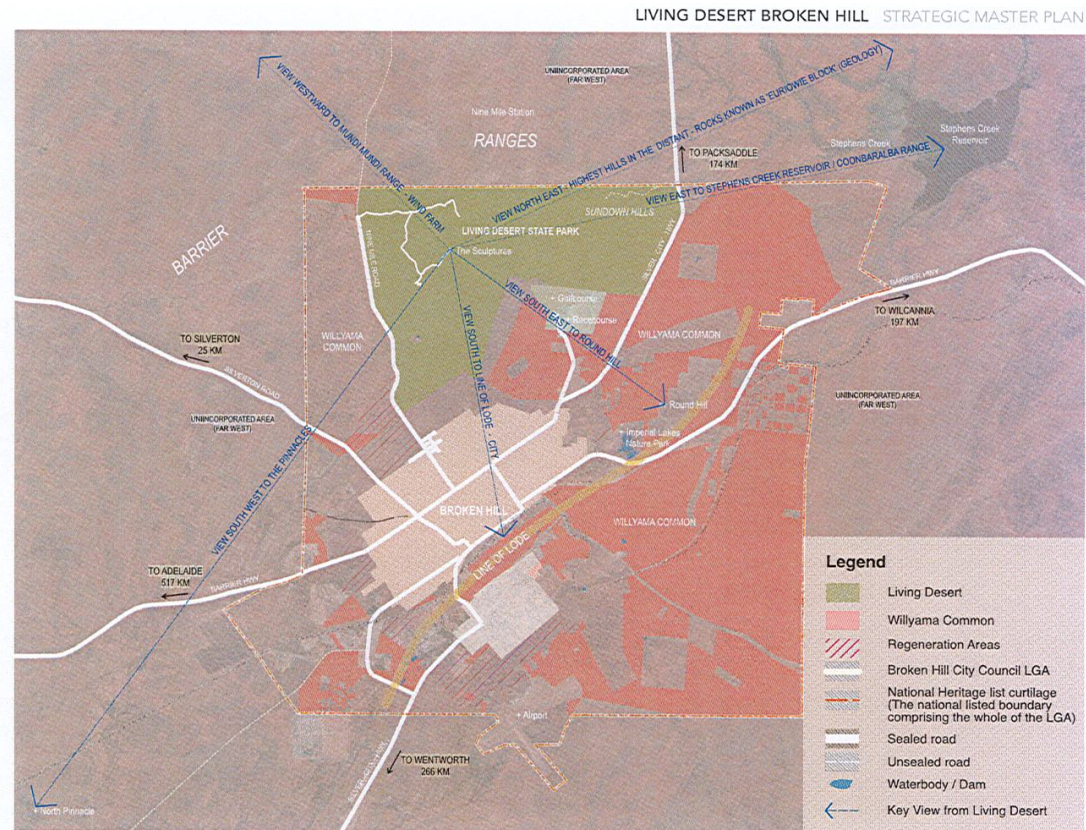


Figure 3.7. Heritage relationships

Considerations

- The story of geology both scientific and indigenous can be interpreted and celebrated.
- The history and pioneering nature of vegetation restoration allows for possible story telling in the LD particularly in the arboretum and sanctuary.
- Review of past archaeological mapping, and potential for new mapping to be undertaken to inform placement of new infrastructure, future management needs, appropriate settings for item interpretation.
- If particular sites within the park are to be considered for local or state listing - ie. The Sculpture Symposium precinct then a heritage listing can be considered via a Conservation Management Plan or Strategy undertaken using the NSW Heritage Guidelines and the Burra Charter to nominate on the State Heritage Register.

Time-line of key milestones relevant to the evolution of the Living Desert and surrounds

FIRST NATION'S PEOPLES *and their continuous association*



The Wilyakali people have occupied the lands around Broken Hill (originally known as Willyama) for thousands of years, well before the mineral wealth that led to the establishment of Broken Hill. The Wilyakali people and their Darling River neighbours, the Barkindji, had and continue to have a close and intensely spiritual relationship with the land

1835 - 1844 EXPLORATION



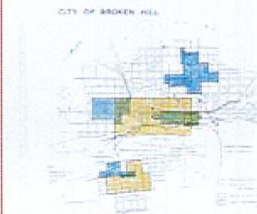
1835, first European surveyor and explorer, Major Thomas Mitchell, visits the area. Charles Sturt surveys and names the Barrier Ranges area on his expedition to the centre of Australia and observes a 'broken hill'. Sturt's Desert Pea is named in honour of Charles Sturt.

1886 - WILLYAMA COMMON



The Willyama Common was created through the gazettal of three main areas from 1886 through 1895 for grazing.

1886 - TOWN GAZETTED



Within three years of the discovery of the ore bodies, Broken Hill had been surveyed and a town plan gazetted.

1907 - POPULATION RISE



Broken Hill is proclaimed a city and becomes the second largest settlement in NSW after Sydney, with the population peaking at around 35,000 in 1915. Dusts storm prevalent.



Broken Hill is a 'mineralogical rainforest', comprising over 300 mineral varieties that tell the story of 2.3 billion years of the Earth's history. It's home to a rare volume of minerals and one of the worlds richest deposits for silver-lead-zinc which has national significance for its immense size, and enormous suite of minerals.

1860s - EARLY PASTORALISM



Pastoralists established huge sheep flocks for wool. The original land area of Mount Gipps Station encompassed the Living Desert & Broken Hill area.

1883 - MINING Charles Rasp and BHP



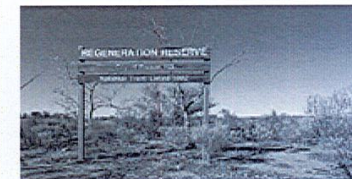
Charles Rasp, German immigrant and boundary rider, discovers an orebody of silver and forms the 'Syndicate of Seven' who would later found Broken Hill Propriety (BHP).

1895 - THE FEDERATION DROUGHT



A drought from 1895-1902 combined with overgrazing caused further denudation of the land. Pastoralism begins to move away from the region.

1936 - REGENERATION Albert and Margaret Morris



'Green belt' regeneration areas, following the principles established by Morris, now provide an edge to Broken Hill urban areas, particularly on the northwestern and south-western boundaries. The resulting Regeneration Reserve was classified by the National Trust as a Landscape Conversation Area in 1991.

Geological processes *and ongoing significance*

1952 - WATER SUPPLY



A Government funded 99km pipeline from Menindee provides a water supply which permits an enhanced level of civic amenity and parkland irrigation, as well as providing for ongoing mining operations.

1992 - LIVING DESERT



The Living Desert State Park is established and in 1993 a 'Sculpture Symposium' installs 12 sculptures. In the following years, a picnic area (1993), the 'Sundown Walking Trail' (1993), a permaculture site (1994) and a four wheel drive track (1996) are also added to the site.

2002 - JOHN SIMON'S FLORA AND FAUNA SANCTUARY



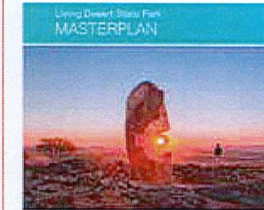
The Living Desert Sanctuary, or the John Simon's Flora and Fauna Sanctuary opens, establishment of visitor infrastructure.

2015 - BARKANDJI NATIVE TITLE DETERMINATION



16th June 2015, the historic determination of the Barkandji native title claim which recognises land owned by local Aboriginal people under the NSW Aboriginal Land Rights Act and includes the Living Desert.

2024 - DEVELOPMENT OF MASTERPLAN



The masterplan will provide a focused framework for the development of the Living Desert site over the next 20 years.

1970 - FILM LOCATION



'Wake in Fright' is filmed in Broken Hill and Silverton. Broken Hill would then be used in over 60 feature films and television series such as Mad Max 2, Mad Max Furiiosa and Mission Impossible 2, Priscilla Queen of the Desert amongst many others.

1988 - LIVING MUSEUM

Broken Hill declared a Living Museum the first of its kind in Australia incorporating interpretation. The city is unusual in its retention of heritage buildings and limited demolition.

1999/2000 - FIELD INVESTIGATIONS + ARCHAEOLOGICAL SURVEYS



Specialist studies were undertaken and published as the 'Willyama Common Land Assessment' which included parts of the Living Desert area. A Review of Environmental Factors report for the sanctuary area was also produced outlining concept plans for visitor infrastructure.

2015 - HERITAGE LISTING



Broken Hill becomes the first city in Australia to be included on the National Heritage List.

Broken Hill Council Strategy documents published including; Aboriginal Arts and Cultural Strategy 2015-18; Heritage Strategy 2017-2020.

1993/2024 - (ONGOING) - PLAN OF MANAGEMENT



Past Plans of Management have been developed for the Living Desert. The plan is currently being reviewed and updated.

3.5 Views and visual character

Past reporting and documentation of the visual amenity for the Willyama Common (2003) and the Flora and Fauna Sanctuary area REF (2000) within the Living Desert identified landscapes with high visual amenity that should be protected. These are summarised as follows:

Willyama Common

- Areas assessed as being of high scenic quality include elevated areas within the Living Desert Reserve and the north-eastern part of the Common, including the area known as "Round Hill". These areas have high scenic quality as they represent elevated landscape features that contrast with the surrounding areas.
- Most of the Common was assessed to have high landscape sensitivity due to the typically low relief and substantial site distances from the main road network. Large areas of the Common are visible from the Sculpture Site within the Living Desert Reserve.

Flora & Fauna Sanctuary

The REF 2000 noted that emphasis is placed upon visibility of the Flora/Fauna Sanctuary from the nearby Sculpture Symposium:

- The western slopes - The existing carpark, picnic area, Sanctuary walking trails and predator fence line are visible from Sculpture Hill
- A critical component of the local visual climate would be the placement of Sanctuary components in areas that are shielded where possible from other features within the Living Desert Reserve.
- The Sanctuary area needs to be developed with the objective in mind to retain the remote arid environment without an accumulation of man-made features.

Proposed safeguards for the development of the Sanctuary area as outlined in the assessment undertaken in 2000.

- All structures constructed within and surrounding the Wildlife Sanctuary would be constructed using materials that are earthy in colour and / or blend with the natural red / orange / grey-green colours within the Wildlife Sanctuary.
- The Manager's Residence / Workshop would be located adjacent to the access road. The access road would not be visible from Sculpture Hill or Nine Mile Road and much of the length of the access road.
- Power lines to the Visitors Centre would be placed underground within approximately 400m of the Centre.
- Telephone lines would be placed underground from the Nine Mile Road.

Current observations of Site Views from visitor areas Sculpture Hill

- Sweeping 360 views across the park, to regional and local landmarks and across the desert landscape
- Sunset, Sunrise and sky views
- Windfarm(turbines) on the Mundi Mundi Range are silhouetted on the horizon at sunset

Flora & Fauna Sanctuary

- Walking trail provides access to hill tops and ridgelines providing sweeping views across the park and to regional and local landmarks

Picnic Area

- Localised park views to the north west and lower slopes of adjacent hills

Starview Campsite

- Localised park views to the north and lower slopes of adjacent hills

- Provides opportunity to view sunset/sunrise from a different vantage point
- Night sky viewing area

Sundown Nature Trail

- Trail provides varied local and regional views across the landscape. From the ridgetops views to Stephens Creek Reservoir to the east, Nine Mile Station to the northeast and glimpses of Broken Hill.

Considerations

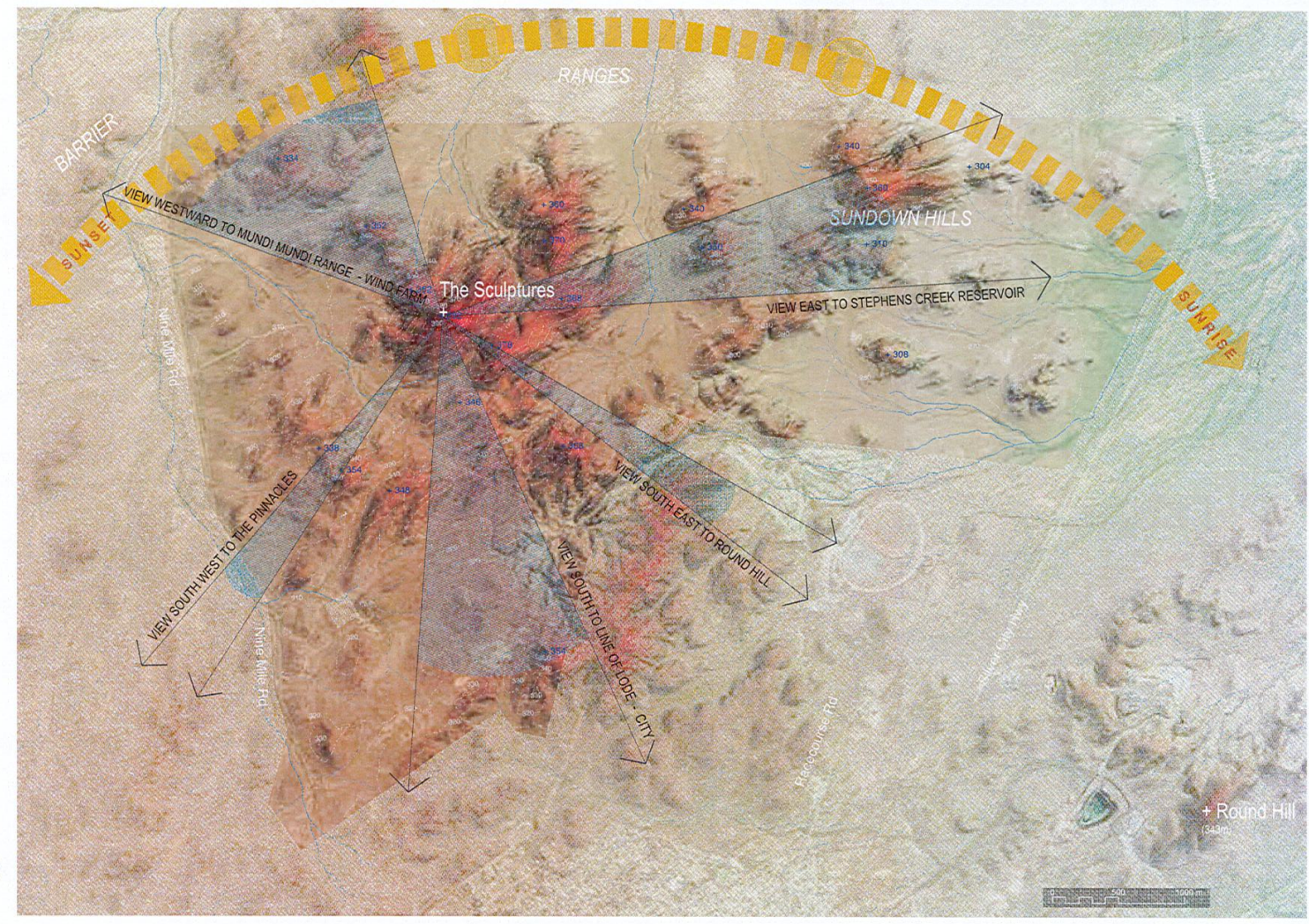
- Hilltops and ridgelines are highly visible from adjacent areas and roads
- The accessible high points in the Living Desert allow access to regional views to key landmarks from the highpoints and to be able to appreciate and understand the landscape
- Visitors are able to experience the openness of the desert landscape with few interruptions from the built environment (built structures and noise)
- The majority of built structures in the Living Desert are low down in the landscape ie picnic area amenities, campground amenities. The Rangers Maintenance building and vehicles on the north east slope behind the Flora reserve area are visible from a number of locations along the Cultural walking trail.
- Features such as the sculptures on the highest hill tend to blend with surrounding landscape due to the colour of the stone when viewed from other visitor areas.

- Legend**
- 10m Contours
 - Creek / Drainage line
 - Waterbody / Dam
 - + 300 High Point
 - Key Viewpoint
 - Indicative Elevation / Landform
 - 250m (Metres above sea level)
 - 400m



Figure 3.8. Visual relationships

ep environmental partnership collaborative team



3.6 Connections and movement

Visitor Access roads

Two key visitor roads within the park to:

1. Picnic area carpark
2. Starview Campsite and continuation to the Sculptures Hill
 - Roads have been sealed since around 2015-2017 (grey asphalt)
 - Roads are narrow in places for two vehicles to pass one another (ie 4WD with camper trailers/ caravans and or buses)
 - Roads have to cross a number of drainage channels via bridges/culverts
 - Section of road up to the Sculpture Hill is narrow, approximate minimum width of 3.5m, very steep with approximate 1:10 gradients
 - Visitor roads do not form a loop
 - The two key roads have a 'peak' period before and after sunset as visitors make their way to Sunset viewing spots

Other Visitor access:

3. Graded access track to the Sundown Nature Trail

Other Tracks:

- Gravel maintenance/service tracks for ranger access
- Evidence of other tracks across the park
- Old diagrams from park establishment indicate a 4WD track existing -near the southwest corner heading northeast across the park

Walking Trails

The existing network of walking tracks vary in condition and offer different experiences - cultural heritage, views across the landscape, flora and fauna and geology.

Cultural Hike Trail Class 3 1.4km

- Accessed via the Flora reserve from the north end of the visitor carpark at the picnic area
- Discover Natural and Cultural Heritage, wildflowers, geological interpretation, an animal viewing hide, scenic lookouts, a prospectors mine site, quartz outcrops and free ranging fauna.

Flora Walk Class 3 1km

- Accessed from the north end of the visitor carpark at the picnic area
- Discover Natural and Cultural Heritage, wildflowers, an arboretum of native plants

Sculptures Symposium Walk Class 2 0.9km

- Accessed via the Flora reserve from the north end of the visitor carpark at the picnic area

Paved path around Sculptures

- Accessed via the carpark at Sculpture Hill
- Concrete paved and steep incline from the carpark up to the first sculpture before levelling out.
- Narrow path, difficult for person to pass wheelchair/ pram

Picnic Area

- Accessed from the south end of the visitor carpark at the picnic area
- Level area and pathways which would be accessible to prams and wheelchairs

Sundown Nature Trail Class 4 2.8km

- The Sundown Nature Trail is accessed via the Silver City Highway, then along a 2.2km graded track to a carpark.
- Originally conceived and constructed as a voluntary project for the Broken Hill Centenary in 1983, by the Barrier Environment Group. The trail and information were refreshed in 2018 by volunteers from the Barrier Rangers, Barrier Field Naturalists' Club and NSW Roads and Maritime Services as a Foundation Broken Hill 25in25 liveability project with the assistance of the Broken Hill City Council.
- Maintenance of Sundown Trail is minimal as it's set up as a natural walking trail. Need to grade the road to the car park after heavy rain.

Considerations

- Old vehicle tracks across the park area - some may still be in use for maintenance/service requirements
- Accessibility to key site features is limited by site topography, steep gradients and nature of existing pathway treatments (narrow and steep inclines, steps)
- Walking Track Classification system as per the Australian Standard
- Expansion of walking trails needs to consider safety, monitoring of trails, minimise impacts by reuse of old vehicle tracks
- Materiality of existing trails varies significantly across the park -
- New trails should enhance the visitor experiences within the park, improve connections between visitor areas, and create opportunities for walking tours.

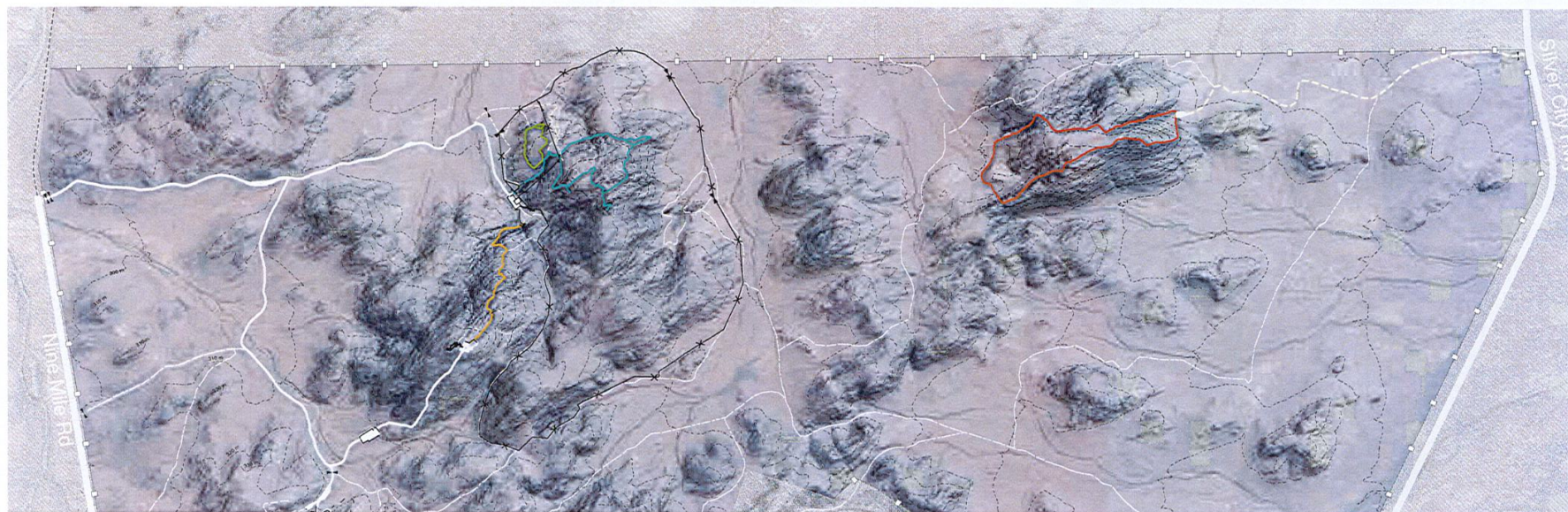


Figure 3.9. Existing tracks

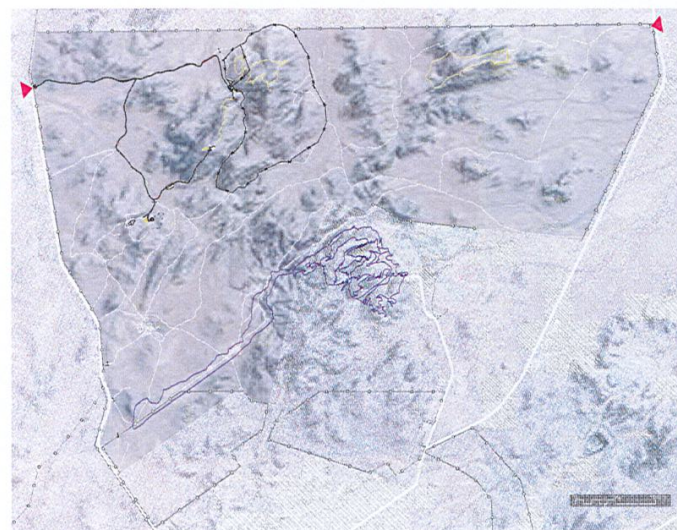






Figure 3.10. Existing vehicular entry points








Legend

Road and tracks

-  Sealed road (outside park)
-  Visitor vehicle access (sealed)
-  Unsealed park road (unsealed)
-  Unsealed maintenance / informal track

Trails





-  Flora Trail
-  Cultural Walking Trail
-  Sculptures Walking Trail
-  Sundown Walking Trail
-  Footpath connection
-  Informal Trail

Rating Distance Time Type of track




Class 3	1km	1hr	Loop - return
Class 3	1.4km	1hr	Loop - return
Class 2	0.9km	20min	One-way return
Class 4	2.8km	~1.5hr	Loop - return

Legend

Vehicle Access

-  Sealed road (outside park)
-  Sealed park road
-  Unsealed park road
-  Unsealed maintenance / informal tracks

Recreational Access

-  Marked Walking trail
-  Informal trail
-  Mountain bike track - trail routes not formalised, based on Trailforks site information

3.7 Culture and community

Broken Hill Cultural Plan

The Broken Hill Cultural Plan brings together the rich opportunities for art, events and Aboriginal Living Culture. The plan outlines that Broken Hill has the ability to be a resilient place, and can absorb change but has geographical limitations. Targeted investment is needed to drive regional growth and economic development.





The role of the Living Desert as a place for cultural enrichment is not specifically articulated in the plan but the opportunities particularly in sharing and acknowledging indigenous culture at the park is expressed strongly in the cultural plan. The Cultural Plan also notes the encouragement of film production in Broken Hill and the Living Desert can be considered for this activity noting the cultural and environmental values and sensitivity of the place.

The Broken Hill Art Exchange are pioneering in creating cultural exchange with artists based in Sydney and organising painting excursions into the Living Desert Park.

Landscape Appreciation

The unique aesthetics of the arid landscape are signature to the Australian experience of remote country and the rest of the site. The Living Desert is best known for the Sculpture Symposium which is the signature landscape and art element in the park and is a tourist attraction. The park is already a place that local artists connected with the Broken Hill Art Exchange visit for painting and drawing as well as being a location for films. Opportunities to extend the opportunities for artists and host exhibitions on site both temporary and permanent exhibition and artists camps are sought by Council.

Legend

-  First Nations - Rock Etching
-  Curated Artwork
-  Interpretation signage
-  Sculpture Symposium

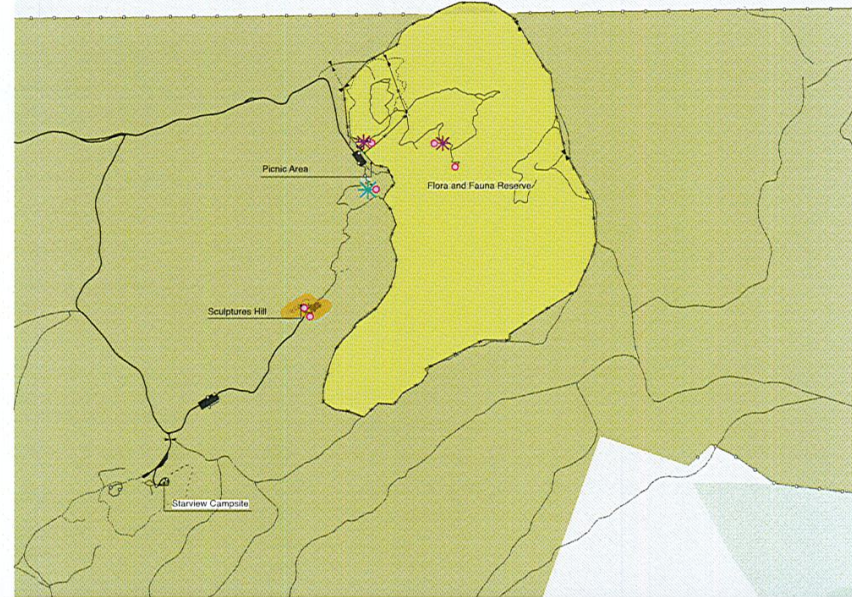


Figure 3.11. Cultural features



The Big Picture is the largest acrylic painting in the world

Considerations

- Opportunities particularly in sharing and acknowledging indigenous culture at the park is expressed strongly in the cultural plan
- Types of art event and exhibitions that are appropriate to the the cultural and environmental values and sensitivity of the place
- Recognise that ability for children to see native fauna, plants and flowers at the site s a key drawcard for local families - maintain and enhance these roles

3.8 Tourism and recreation

The Living Desert State Park was excised from the Willyama Common for the purpose of establishing a nature conservation and tourist facility in 1992 managed under the CLM Act.

Current Recreational Activities

- Walking Tracks and Hikes
- Access to lookouts/views,
- Picnicking, barbeques and seating
- Sitting and immersion in the landscape, Bird Watching
- Access to cultural and natural heritage experiences within the floral/fauna sanctuary
- Camping experiences
- Stargazing experiences if camping
- Sunrise / Sunset Viewing
- Space for Cultural, Community and private events

Park Visitor Areas

- Information / Paybay
- Picnic Area
- Sculpture Hill
- Starview Campsite
- Flora and Fauna Sanctuary conservation area
- Sundown Trail Carpark

Visitation

The Living Desert receives around 40,000 visitors per year. High season is April to October. Low season December to February. Shoulder months March and November.

Tourism operators regularly visit the Living Desert predominantly for Sunset tour experiences.

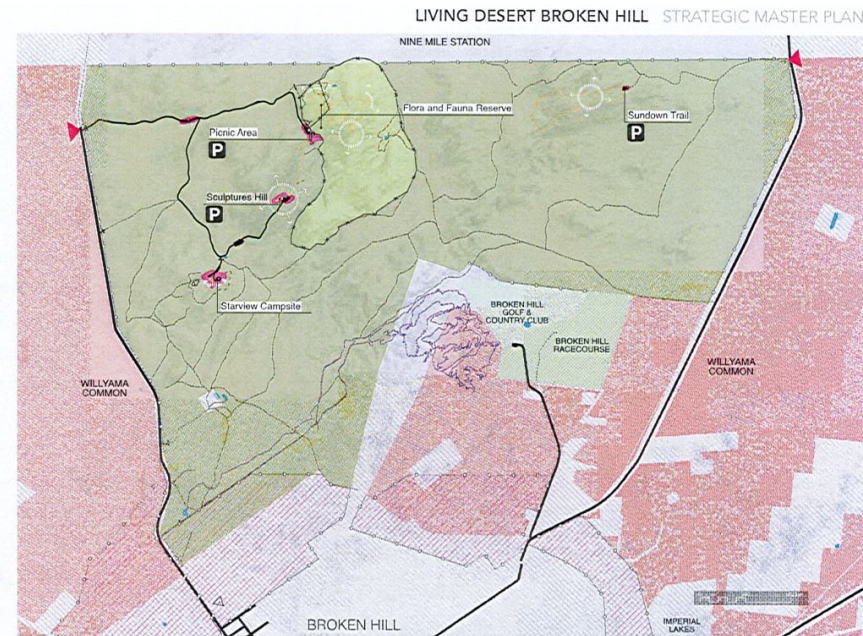
Legend

- Living Desert: Visitor Area
 - Living Desert: Conservation
 - Living Desert: Conservation/Sanctuary
- Visitor Access**
- Visitor Entry
 - Sealed park road
 - Unsealed park road
 - Parking
- Recreation: On Park**
- Walking trail
 - Lookouts / Views
- Recreation: Off Park**
- MTB Trail (as on Trailforks)
- Willyama Common
 - Regeneration Areas

Figure 3.12. Visitor precincts

Nearby recreation and visitor experiences include:

- Nine Mile Road is being used for recreation by runners, joggers and walkers.
- An existing network of Mountain bike trails, which are recorded in the popular Trailforks website, can be accessed from the trailhead behind the Broken Hill Golf and Country Club. Trailforks mapping indicates one of the trails is within the Living Desert boundary.
- Willyama Common areas are situated either side of the Living Desert
- The Living Desert area also includes part of a Regeneration Area on the south west boundary.
- Nine Mile Station to the north of the Living Desert, accessed via the Silver City Highway, is a working sheep station offering camping accommodation or shearing quarters accommodation.



Considerations

- Improving site infrastructure to provide a better overall visitor experience
- Quality of built structures, types of materials in use and common identity throughout the park to create memorable experiences
- Investigate increasing walking opportunities while taking into account safety considerations and sensitive heritage areas
- Provision of spaces/places to enable a variety and flexibility in types of visitor experiences to take place ie places for stargazing/night time experiences beyond the campsite
- Carrying capacity, types of future events noting the cultural and environmental values and sensitivity of the place.

3.9 Visitation management

The council ranger team are responsible for all day to day visitation and site management.

Visitor Infrastructure / Facilities:

Picnic Area

- Picnic Shelters, Picnic tables, Gas BBQS and
- Toilets
- Visitor Carpark

Flora and Fauna Sanctuary conservation area

- Rest stops with seating, Picnic Shelter,
- Temporary toilet (port-a-loo)

Sculpture Hill

- Visitor Carpark
- Bench seat
- Signage

Starview Campsite

- Separated Caravan/RV and Tent Camping area
- Amenities - Toilets and hot showers
- Picnic Shelters, Picnic tables, Gas BBQS

Information / Paybay

- Information shelter with paywave facility
- Separate 'hut' for Ranger

Sundown Trail Carpark

- Visitor Carpark(gravel)
- Signage

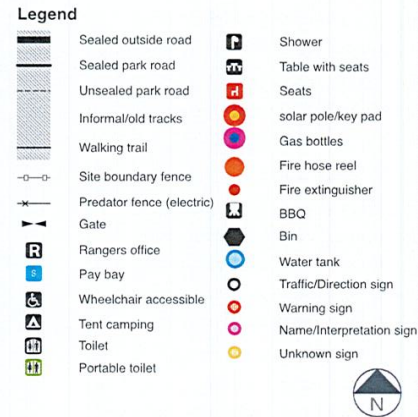


Figure 3.13. Visitor infrastructure

Safety and security management

- Daily on-site ranger presence
- Adequate safety measures in place to provide for visitors experiencing dehydration, walking injuries and the like and being able to contact emergency services throughout the park
- Sanctuary access - locations of perimeter gates to ensure that adequate access is provided for vehicular removal of persons from the Sanctuary if needed.
- Extreme weather events can cause flash flooding and impact visitor safety and infrastructure
- Limited bins in the reserve to avoid litter – only at the picnic area and the campsite
- No open fires are allowed, Gas BBQs only

Considerations

- There are areas of the site without access to communications / signal for emergencies

3.10 Site management

Operational

- A dedicated Council Ranger team manages the day-to-day operational and maintenance of the park including the Willyama Common and Regeneration Area.
- The ranger team currently consists of permanent ranger positions plus a temporary ranger until the 30th June 2025.
- A Volunteer Group has supported and assisted the rangers with general works across the site i.e. mulching, relaying pathways, pruning etc.

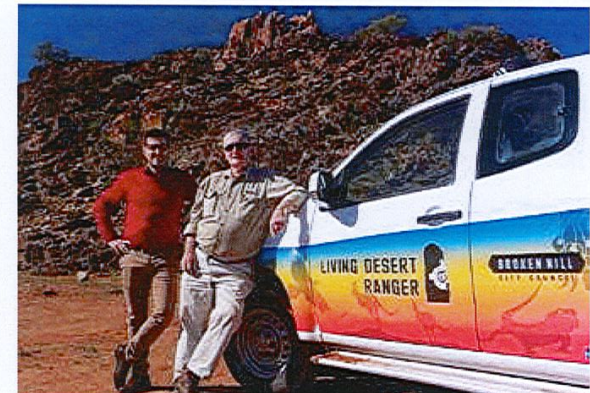
Role of Living Desert Ranger

- To control and co-ordinate tasks and activities necessary for the successful daily operations within the Living Desert, Living Desert Flora and Fauna Sanctuary, Willyama Common and Regeneration Area and to oversee the duties of staff and volunteers.
- Reports to the Visitor Services Coordinator
- Supervises staff and volunteers
- Ranger Duties are varied and include providing a professional verbal knowledge of the flora and fauna and Aboriginal culture to visitors to the Sanctuary; to cleaning and maintaining toilets and Campsite facilities, inspecting and maintaining predator proof fencing, animal management, maintaining all fixtures and assets, build and construct new fences, fixtures (seats, shade shelters etc.) and any other construction not requiring specialised trade personnel, overseeing watering requirements of the Aboretum/Flora reserve amongst other duties

Role of Volunteer Group

- Volunteers have had a role at the Living Desert since its inception
- The existing volunteer group S355 Friends of the Flora and Fauna of the Barrier Ranges Community Committee has been in operation formally since 2001.
- The group has a working one day per month and there are around 20 active volunteers
- At the Council meeting held 30 October 2024, Council resolved to dissolve the S355 Friends of the Flora and Fauna of the Barrier Ranges Community Committee in order to transition to the Living Desert State Park Volunteer Group.
- The role of the Volunteer Group will be achieved by:
 - Under the guidance of Council staff, participating in regular working bees to assist with the upkeep and beautification of the Living Desert State Park. - the John Simons Flora and Fauna Sanctuary - the Living Desert picnic area - the Sculpture Symposium site - the Star View Primitive Campground
 - To undertake roles as Volunteer Tour Advisors at the Living Desert State Park on a rostered basis.
 - To assist in the maintenance and future development of native flora and fauna within the State Park.
 - By undertaking all activities in a manner consistent with Council's Workplace Health and Safety requirements; and with the use of all designated personal protective equipment (e.g. gloves, safety glasses) as required by Council.

For further detail please refer to Business Plan within the Appendices to this report



Considerations

- Adequate site facilities for both rangers and volunteers to carry out day-to-day tasks needs to be reviewed - access to shelter, toilet facilities, communications
- Due to distance from Council depots the supply of appropriate plant and equipment on site should be reviewed to ensure the Living Desert staff can efficiently carry out day-to-day tasks.

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3.10 Site management *continued*

Existing infrastructure and facilities:

- Its noted that much of the park facilities and infrastructure have been installed at low cost over time and enabled by the recycling of items from other council sites, grant funding for new items such as toilets, shelters, BBQs and the volunteer group and Rangers labour

Road Access and Drainage

- Primary visitor access sealed/two coat sealed roads and main carparks
- Road Bridge/culverts over creeklines/drainage lines

Ranger Facilities and Equipment

- Rangers Office, petrol generator and staff parking
- Equipment/storage sheds, parking areas

Communications

- No underground cabling on site, intermittent phone reception across the site.

Power

- No-on site power available. Solar poles operate keypads for after hours entry system and a petrol generator is located at the Rangers hut.
- Past proposals (REF 2000) outlined extending the overhead power lines on Nine Mile Road to the park

Potable Water

- Park is supplied with fresh water from town via pipeline. The supply is sourced from the town water supply via pipe network and tank system which supplies water to the Campground area and to the Flora Reserve
- Above ground pipe runs up the hill to the top of the Flora Reserve from a connection point on north west corner of the reserve.
- Flora Reserve has a network of irrigation polypipe laid

36

Legend

- Sealed outside road
- Sealed park road
- Unsealed park road
- Informal/old tracks
- Walking trail
- Visitor Entry
- Site boundary fence
- Predator fence (electric)
- Gate
- Water supply - watermain pipe (indicative location)
- Water supply - Potable water
- Gas bottles - for BBQs
- Sewer - Septic tank (pumped out)
- Pay bay
- Parking
- Rangers management office

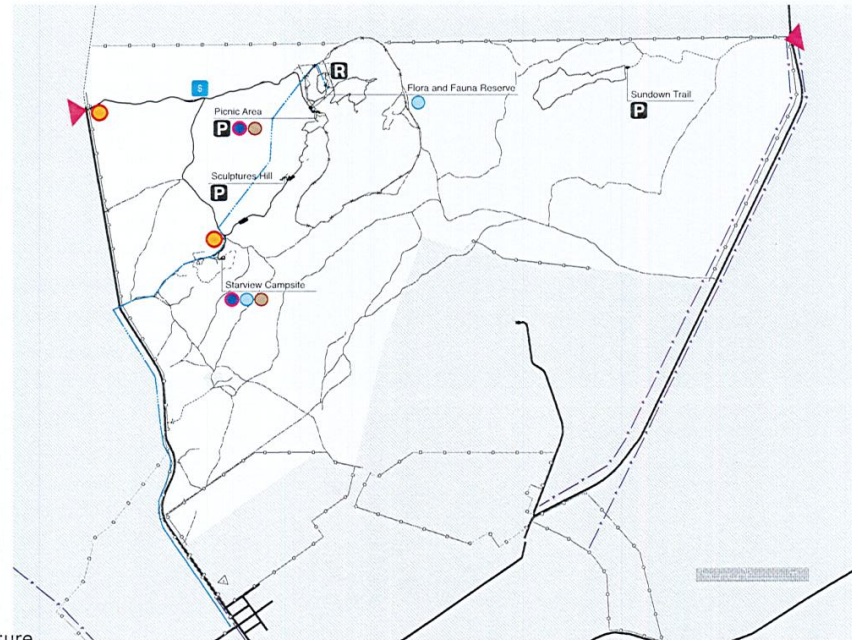


Figure 3.14. Operational infrastructure

across the surface to assist with plant establishment.

- A number of small artificial watering holes have been established to provide watering points for fauna within the Flora Reserve. Picnic shelters etc have small rainwater tanks collecting rainwater from roofs.

Other Plant and Equipment

- A detailed review of current plant and equipment requirements should be undertaken with the Ranger team and Councils Plant and Fleet Coordinator to assess future needs, if dedicated equipment for exclusive use of the Living Desert staff is required.
- Location of equipment storage facilities needs careful consideration to ensure visual impacts are considered. The existing ranger storage shed and parking area is highly visible from points along the Cultural Walking track. Visual mitigation of existing structures etc, consideration of materials (ie non reflective) and positioning/orientation of staff carparking to be considered.

Considerations

- Communications and coverage across the park
- Water Infrastructure and planning for long term sustainability
- Are existing Ranger and Volunteer facilities adequate for present/future needs
- Impacts of any new infrastructure and maintenance access on views, natural/cultural heritage values,
- Protection of site infrastructure from vandalism and maintaining adequate levels of maintenance for facilities for ongoing safety of visitors/users
- Monitoring for extreme weather events which may adversely impact infrastructure, landscape and visitor safety

May 2025

3.11 Sustainability

Respecting the environment is an overriding principle of sustainable design - creating or managing outdoor environments which minimises the impact on local ecology and reduces resource consumption. Sustainable design solutions foster biodiversity, mitigate environmental impact, and promote resilience against climate change. By prioritising sustainability, this design philosophy significantly contributes to reducing carbon footprints and enhancing the natural beauty of our surroundings for future generations.

Climate Change

Broken Hill Council are using the 'Far West Climate Change snapshot' (OEH) as a framework for current projects related to Risk Management where infrastructure is likely impacted by temperature and climate events.

Broken Hill Council are planning both 20 year and 40 year forward scenarios so Council is prepared for the future of Climate change effects in council responsible service areas.

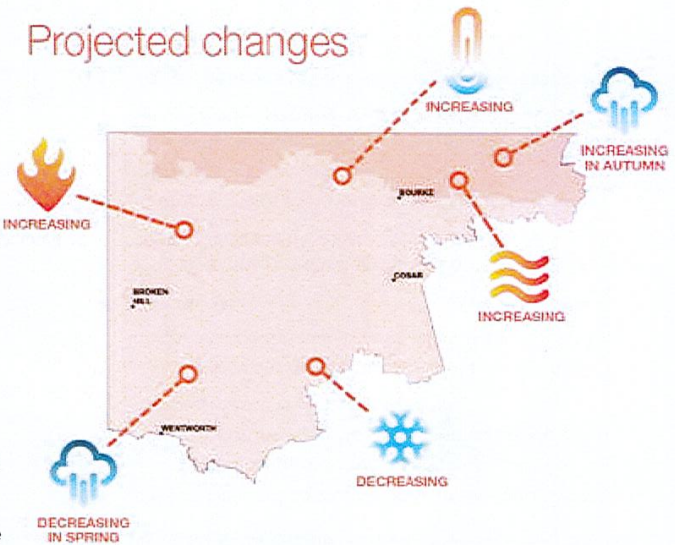
The long-term temperature trend indicates that temperatures in the region have been increasing since 1950, with the largest increase in temperature variables coming in the recent decades. The Far West Region is projected to continue to warm during the near future (2020–2039) and far future (2060–2079), compared to recent years (1990–2009).

The warming is projected to be on average about 0.7°C in the near future, increasing to about 2.1°C in the far future. The number of high temperature days is projected to increase, with fewer potential frost risk nights anticipated.

The warming trend projected for the region is large compared to natural variability in temperature and is of a similar order to the rate of warming projected for other regions of NSW.

Best practice guidance on Sustainability:

1. Sustainability Guidelines for visitor use and tourism in NSW national parks:
 - Site suitability and compatibility with natural and cultural values
 - Sustainable resource use
 - Appropriate built form and scale
2. Sustainability assessment criteria for visitor use and tourism in NSW national parks
 - Sustainable construction practices and compliance with Building Code of Australia, Disability (Access To Premises – Buildings) Standards 2010, and other relevant Australian standards.
 - Environmental Sustainability, for example park management strategies to implement park closures, have access restricted to certain areas, in the interests of visitor safety and environmental sustainability. This may be necessary due to bushfire, flood, storm damage, fire prevention measures, maintenance and pest control operations.
3. Climate Positive Design principles, Australian Institute of Landscape Architects (AILA)
 - Climate positive design meaning that over the life of a project, it sequesters more greenhouse gases than it emits. Co-benefits of climate positive projects include Social; Cultural; Environmental and Economic.



Considerations

- Integrating ESD principles into the existing site management, planning, design and implementation of any facilities and infrastructure
- Further design studies and implementation projects should take a 'whole of life' approach and follow climate positive design principles
- Choice of materials, design life and implementation of new infrastructure should consider the potential increased frequency of climatic events i.e. Flooding and erosion
- Consider use of benchmarks and climate tools (Climate positive pathfinder challenge) to provide guidance on emission targets for the Living Desert.
- Consider operational emissions in future management planning and ongoing maintenance

4.0 Masterplan strategies

4.1 Guiding principles for the Living Desert

The following 20 years Vision for time and related opportunities are drawn from the consultation undertaken for the Living Desert Strategic Masterplan with Council officers, on site staff, and community groups.

Stakeholder vision

Vision for 20 years time (2044)

- The natural environment is fully restored
- First Nations involvement in site conservation and collaboration with Council has been fully realised
- The Living Desert has become a major place to experience and learn about First Nations heritage and living culture
- The Living desert is a place for First Nations people to be on Country and conduct cultural practices
- There is strong engagement from visitors, able to access to information of environment culture and heritage in more interesting ways.
- There are regular tours
- Visitation has access to optimum technology to tell stories, educate and enhance the experience of the site
- There are interpretation mediums that help visitors understand the geological character and features of Broken Hill
- There is greater accessibility for all abilities including at the Sculptures and at the Arboretum
- There are more walks and trails available that become part of the attraction of the reserve
- There is updated functional infrastructure that is always sympathetic to the natural character of the place and does not stand out
- The natural environment is always most prominent in views and vistas

Opportunities

Opportunities for improvement / enhancement

- First Nations – “on Country experience” – currently none in Broken Hill.
- More indigenous story telling and stronger indigenous character to the site
- Improved telecoms signals implemented to provide improved safety and better potential for interpretational mediums
- Application of Technology to provide more detailed interpretation and to tell stories
- Potential audio trails
- Integration and coordination with the Geo Centre – potential for orientation to learn about the formation of the landform, minerals and landscape and then come out to the LD and see in-situ
- Tell the story of the dust storms, the pioneering regeneration areas and formation of the Green Belt
- Tell the story the reserve – why was it put there ?
- Improve interpretation in the Arboretum - names of plants and animals easily accessible
- Promote the feeding of the animals as a visitor attraction
- Use of Technology including applications (App) – to provide interpretation and tell stories
- More summer shelter in elevated locations looking out to views

- Better protection of landscape around sculptures – people trample vegetation getting to best photo points
- Use of boardwalks to provide improved accessibility for people with disabilities and reduce physical and visual impacts on landscape
- Provide more recreational trail connection and loops along interesting routes
- Harness the seasonality of the place – promote different seasonal activities and experiences
- Increase the presence of women artists on the site
- Explore potential for temporary art installations that build on and contribute to the arts profile of the place
- Potential for major temporary event that could occur yearly – similar to Sculpture by the Sea
- Promote star gazing and night sky photography as a reason to visit
- Promote Living Desert as a viewing site during major astronomical events – eg. meteor showers
- Promote the site as an event location learning from events of the past (eg. Jazz)
- Collaborate with partners to undertaken events of all scales
- Promote / encourage film set use

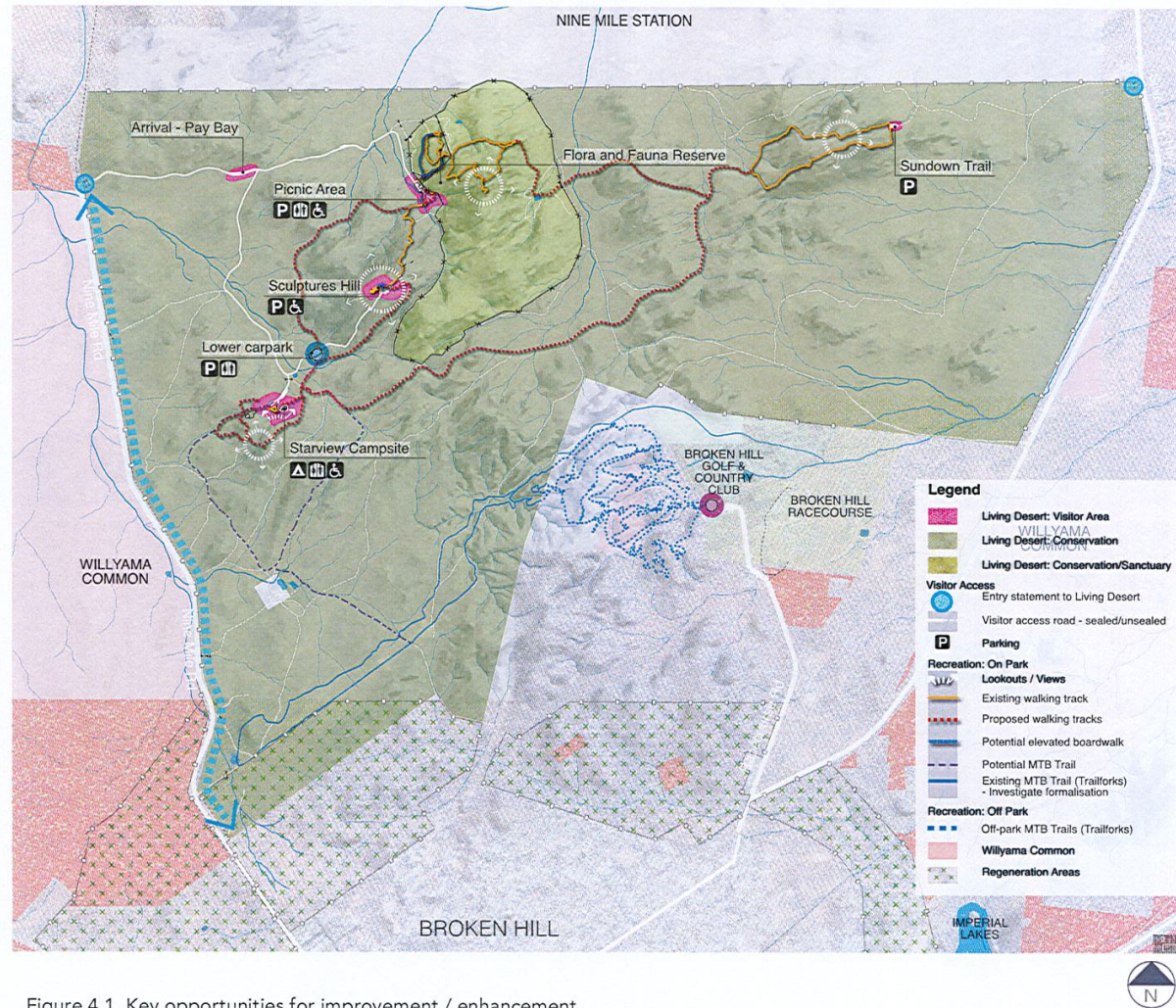
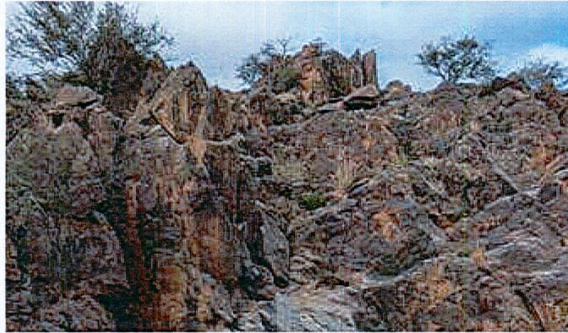


Figure 4.1 Key opportunities for improvement / enhancement

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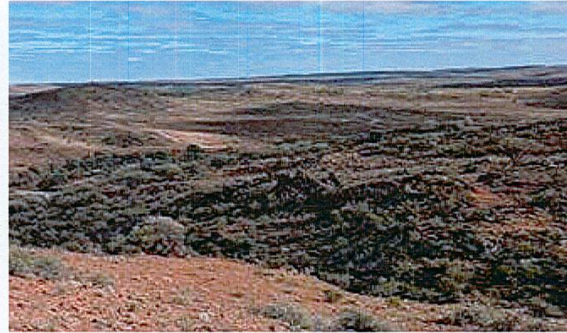
Masterplanning Principles

Master planning principles provide high level guidance to planning and management strategies and are listed under the core site value of “Connecting with Country” and the four supporting site values of the Living Desert.



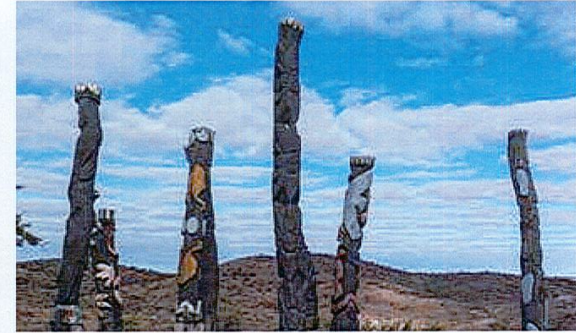
CONNECTING WITH COUNTRY

- Recognise and celebrate First Nations ownership of the lands of the Living Desert
- Respect and protect the land, waters, and sky of the Living Desert
- Develop a collaborative approach to planning and managing the Living Desert with First Nations community
- Facilitate on “Country activities” by community
- Conserve, protect and tell stories of First Nations archaeology and other First Nations heritage and culture on site in consultation with community



ENVIRONMENT

- Protect natural geology, soils, landform drainage and vegetation
- Continue the reconstruction of natural ecosystems on the site recognising the vegetation management focus of the Arboretum and the integrated fauna and flora goals of the Sanctuary
- Recognise the intention for Living Desert to conserve and showcase not only site endemic flora and fauna species but also that of the broader bio-region
- Manage in collaboration with other land managers, introduced flora and animal species within the broader 2400ha reserve to mitigate impacts
- Maintain the experience of and immersion in the natural landscape as the key and dominant experience of the site for visitors



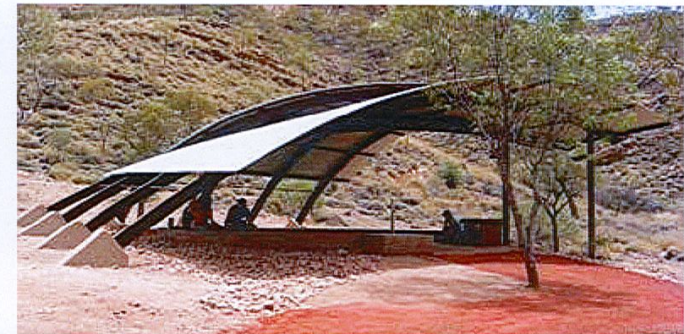
CULTURE

- Conserve and protect Aboriginal heritage in accordance with First Nations custodians advise and relevant legislation and policy
- Conserve and protect non aboriginal heritage in accordance with heritage advise and relevant legislation and policy
- Curate develop and expand the arts and cultural fabric of the Living Desert in complement to natural qualities and avoiding over proliferation of elements



TOURISM / RECREATION

- Based on consultation with stakeholders develop First Nations stories of the site and provide a range of interpretational opportunities including guided tours / on country experiences
- Leverage and enhance aspects of the site that can provide memorable (Instagrammable) moments for visitors that can generate further interest and encourage return visits
- Enhance existing experiences and activities and where possible provide additional reasons for locals to visit and use the Living Desert on a regular basis
- Improve ticketing and entry systems to both encourage use and optimise revenue
- Promote and leverage all the qualities of the Living Desert (not just the sculptures) including trail walking, bird watching, night sky watching, wildflower viewing
- Promote and leverage the seasonal qualities of the Living Desert
- Develop collaborative approach with tour operators and expand opportunities for tour group visitation
- Expand event capacity of accommodation and range of accommodation offerings avoiding permanent development and impact on the landscape



SUSTAINABILITY

- Manage the environment and visitation of the site having regard for its climatic conditions and limitations
- Have regard for climate change in planning and management
- Ensure design and materials of constructed facilities are of low visual impact compatible with the natural character of the site
- Site and construct site facilities to optimise the experience and appreciation of the natural landscape and avoid impacts
- Use materials that are from sustainable sources and supply chains
- Refine where appropriate site management systems to optimise functional and cost effectiveness
- Monitor and manage power and water use
- Control and manage runoff and waste water to avoid impact on natural drainage systems and the environment generally

4.2 Connecting with Country

The Living Desert site is a significant place for the First Nations peoples of Broken Hill.

Present on the site are a range of Archaeological features and the connections to ancient culture provide a key value to be integrated to future planning and management.

The Living Desert site falls within lands subject to the Native Title determination of 2015 for non-exclusive access and use of the Barkandji Native Title Group Aboriginal Corporation. The determination lists the community groups that fall within the broader Barkandji community and this includes the Wilyakali people of Broken Hill.

The Strategic Masterplan has a clear focus on building a stronger First Nations presence on site and in planning and management for the site through an ongoing working collaboration with Council and other stakeholders.

Objectives

- To collaborate with First Nations peoples in the planning and care of The Living Desert embedding cultural knowledge and strengthening connection to Country through shared stewardship and meaningful involvement
- The Living desert is a place for First Nations people to be on Country and conduct cultural practices
- The Living Desert becomes a major place to experience and learn about First Nations heritage and living culture

Strategies

1. Facilitate involvement of First Nations community in the planning and management of the Living Desert.
2. Enable and encourage First Nations on Country activities and undertaking of cultural practices on site.
3. Plan and implement in collaboration with First Nations community a facility (shelter or building) that can support First Nations On Country activities on the Living Desert
4. Identify through Collaboration with First Nations stakeholders desire to establish First Nations naming for the place and if applicable - preferred names for the Place and various site locations
5. Plan and implement in collaboration with First Nations community a stronger First Nations character to the site through the fabric of the place, interpretation and First Nations involvement and presence
6. Plan and implement more First Nations story telling across the site developed in collaboration with First Nations stakeholders
7. Develop and implement in collaboration with First Nations stakeholders a First Nations – “on Country experience” for visitors – currently none in Broken Hill
8. In collaboration with First Nations stakeholders review desirability and suitability of naming for key park features and in particular new features in language.



4.3 Conserving the qualities of the Living Desert

Habitat

The Living Desert is a complex mix of habitat qualities forming part of the Barrier Ranges geological, soils and vegetation profile.

The creation of the nature reserve in the 1990's and in particular the installation of control fencing has created a microsm where predation and foraging by both native and introduced animals is altered. This is reflected in the good condition of the landscape within the reserve, and further emphasised by the presence of vegetation and fauna from the broader bioregion which may not be found in the area if not introduced.

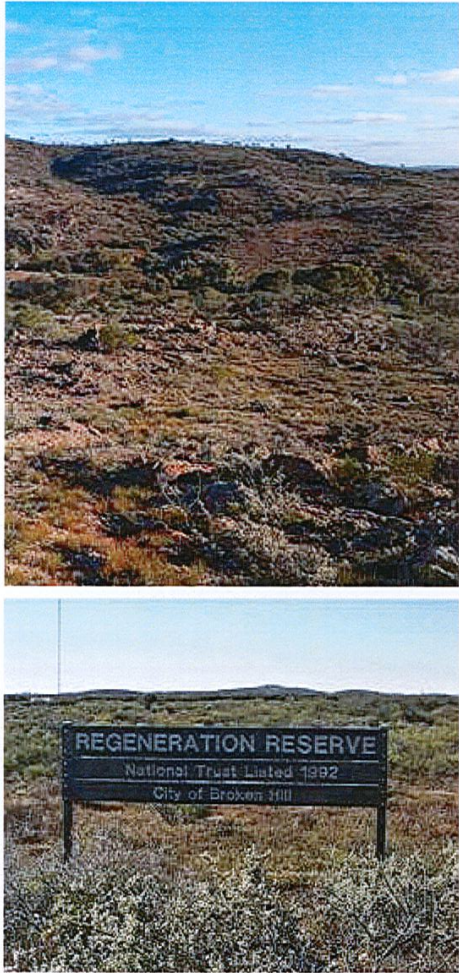
This approach creates a hybrid landscape which fulfils the goals of the original flora and fauna reserve but requires a managed approach to sustain and ongoing balance.

Objectives

- The natural environment is fully restored to the agreed targets
- Management of fauna within the Sanctuary and on the broader Living Desert site is sustainable in the long term
- Visitors understand and appreciate the goals and history of the Living Desert

Strategies

1. Develop targets for management of the Arboretum detailing agreed habitat target environment and flora species range
2. Develop targets for management of the Sanctuary detailing agreed habitat target environment and fauna and flora species range
3. Develop targets for management of the habitats outside of the fenced / controlled Sanctuary and Arboretum
4. Guided by 1-3 consider the potential for revisiting of earlier proposals to re-introduce Yellow Footed Rock Wallaby to the site
5. Plan, resource and implement management systems that can effectively manage the environment including flora and fauna to the agreed targets
6. Improve interpretation in the Arboretum - names of plants and animals easily accessible
7. Review role of animal feeding in Fauna management strategies for the site - if appropriate - promote the feeding of the animals as a visitor attraction



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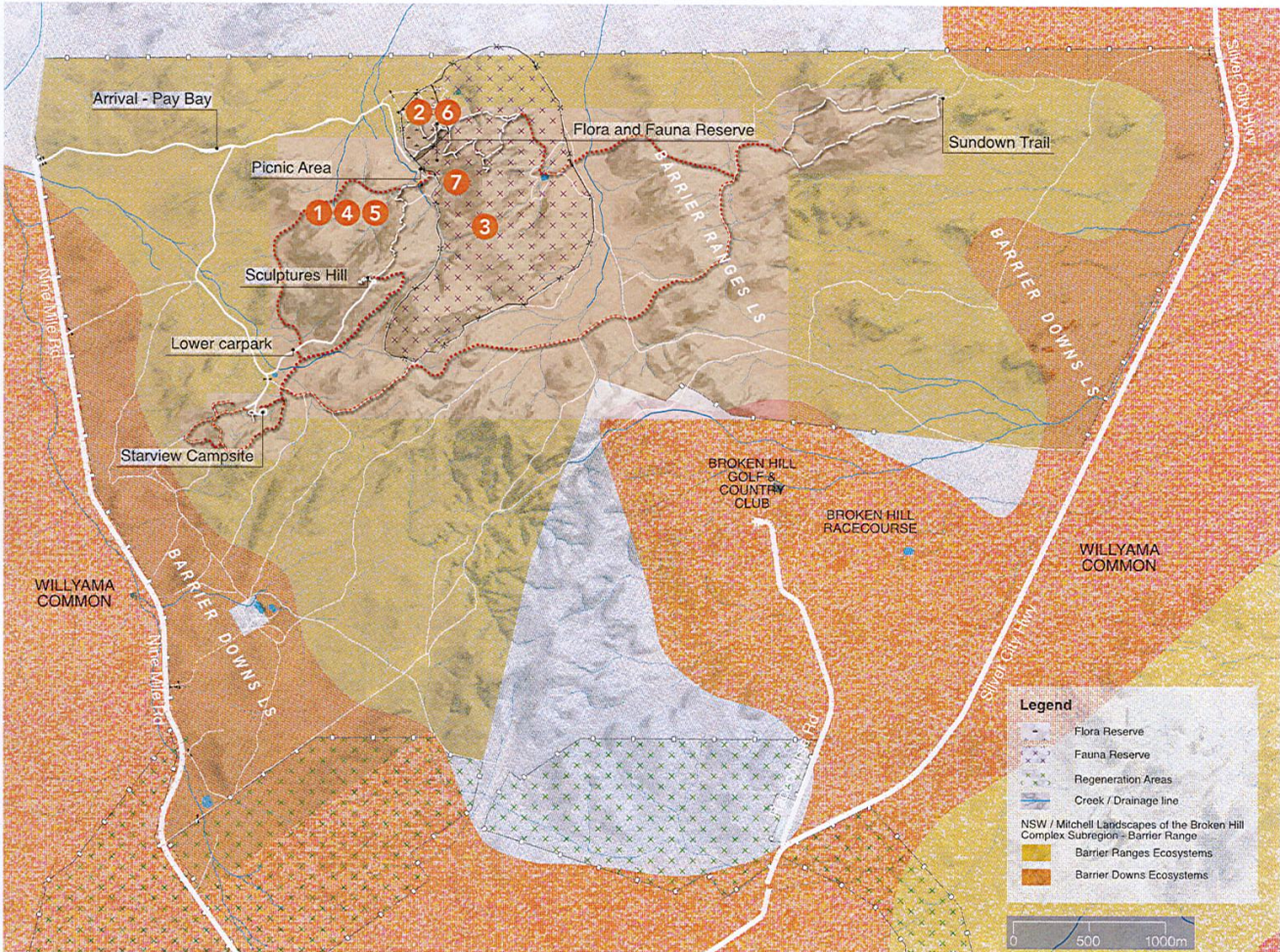


Figure 4.3 Habitat conservation



4.3 Conserving the qualities of the Living Desert

Heritage

As outlined in section 4.1, the Living Desert site is one of high importance to the First Nations people of Broken Hill and lies within the lands subject to the Barkandji Native Title determination of 2015.

In terms of non-indigenous cultural heritage, Broken Hill is Australia's first heritage listed city and has played a key role in its economic and industrial development. The Living Desert has become one of the most recognisable images of Broken Hill and its melding of nature and culture.

All of these threads should play a role in the conservation and optimisation of the Living Desert's diverse heritage values.

Objectives
<ul style="list-style-type: none">• Items of significance for First Nations and Historical heritage are identified and protected• There is strong engagement from visitors, able to access to information of environment culture and heritage in more interesting ways.• There are regular tours• Visitation has access to optimum technology to tell stories and educate• There are interpretation mediums that help visitors understand the geological character and features of Broken Hill

Strategies
<ol style="list-style-type: none">1. Items of significance for First Nations and Historical heritage are identified and their significance analysed and documented2. Items of significance for First Nations and Historical heritage are protected and conserved3. Items of significance for First Nations and Historical heritage are interpreted through a range of mediums to enhance visitor experiences and understanding of the site4. Improved telecoms signals implemented to provide improved safety and better potential for interpretational mediums5. Application of Technology to provide more detailed interpretation and to tell stories (including audio trails)6. Explore integration and coordination with the Geo Centre – potential for orientation to learn about the formation of the landform, minerals and landscape and then come out to the LD and see in-situ7. Tell the story the reserve – why was it put there?8. Tell the story of the dust storms, the pioneering regeneration areas and formation of the Green Belt

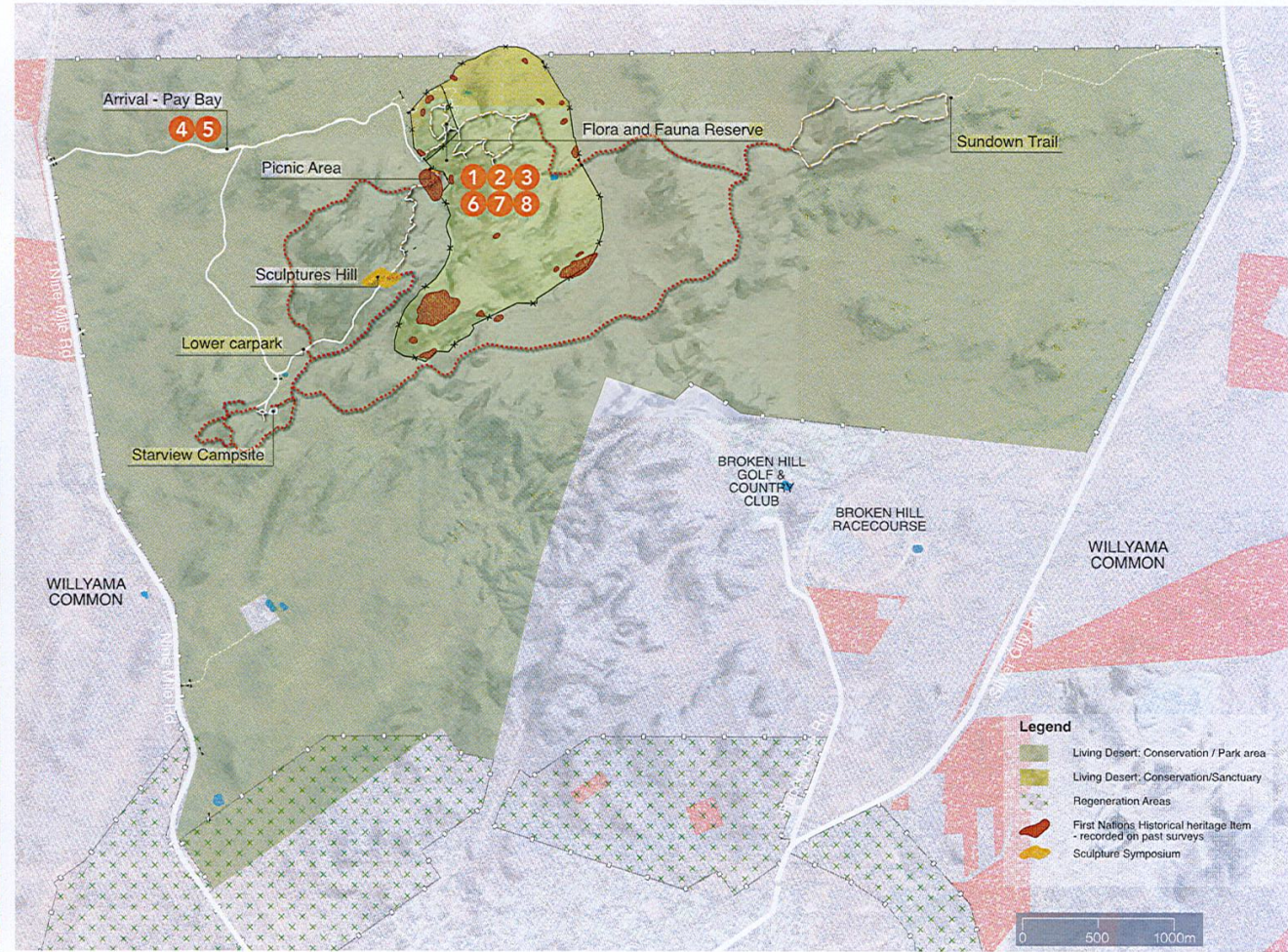
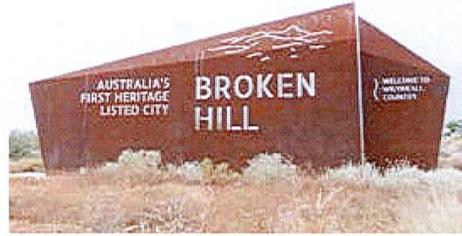
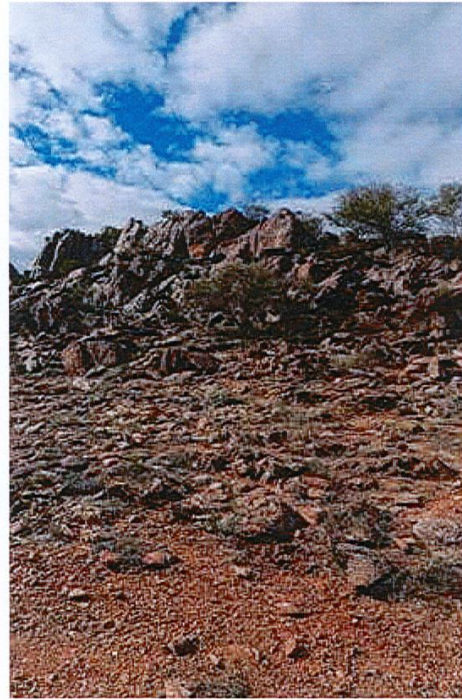


Figure 4.4 Heritage strategies

4.3 Conserving the qualities of the Living Desert

Views and visual experiences

As the highest point in Broken Hill, the Sculpture Hill is one of a series of high points within the Living Desert that provide panoramic outlooks over the desert landscape and towards Broken Hill City.

At the same time the Living Desert is highly valued as a place providing immersion in nature and the opportunity to experience the natural landscape of the desert.

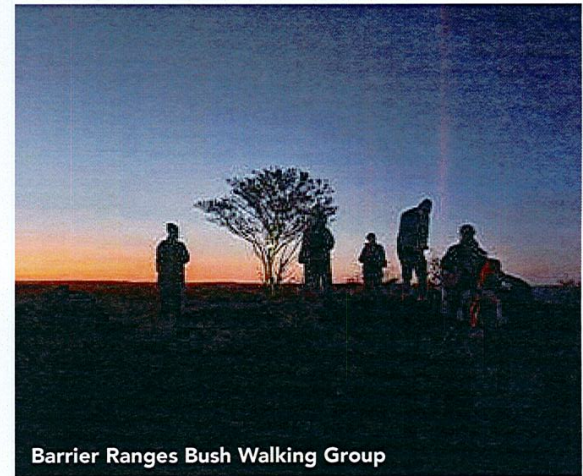
As such the protection and optimisation of the hilltop viewing points and the ability to experience a natural landscape setting are key drivers for the strategic masterplan.

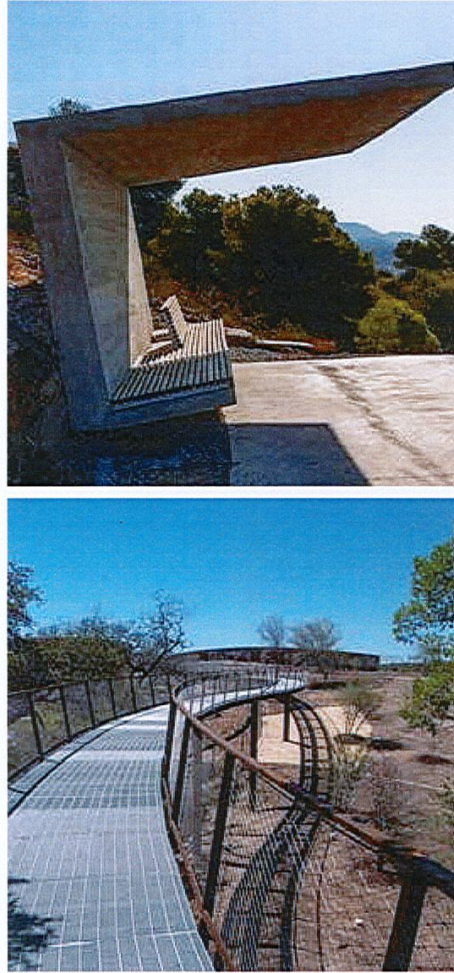
Objectives

- Views from high points across the site are protected
- The natural environment is always most prominent in views and vistas
- Provision of updated functional infrastructure that is sympathetic to the natural character of the place and does not stand out
- The landscape around sculptures is protected from damage by people seeking best photo points

Strategies

1. Analyse siting and design of proposed facilities from potential viewing points to prevent impact to views and natural character of views from around the site
2. Provide more recreational trail connections and loops along visually interesting routes
3. Provide alternative access experiences around sculptures that offer better viewing points than going off trails / paths
4. Provide more summer shelter in elevated locations looking out to views
5. Promote star gazing and night sky photography as a reason to visit Living Desert
6. Promote Living Desert as a viewing site during major astronomical events – eg meteor showers





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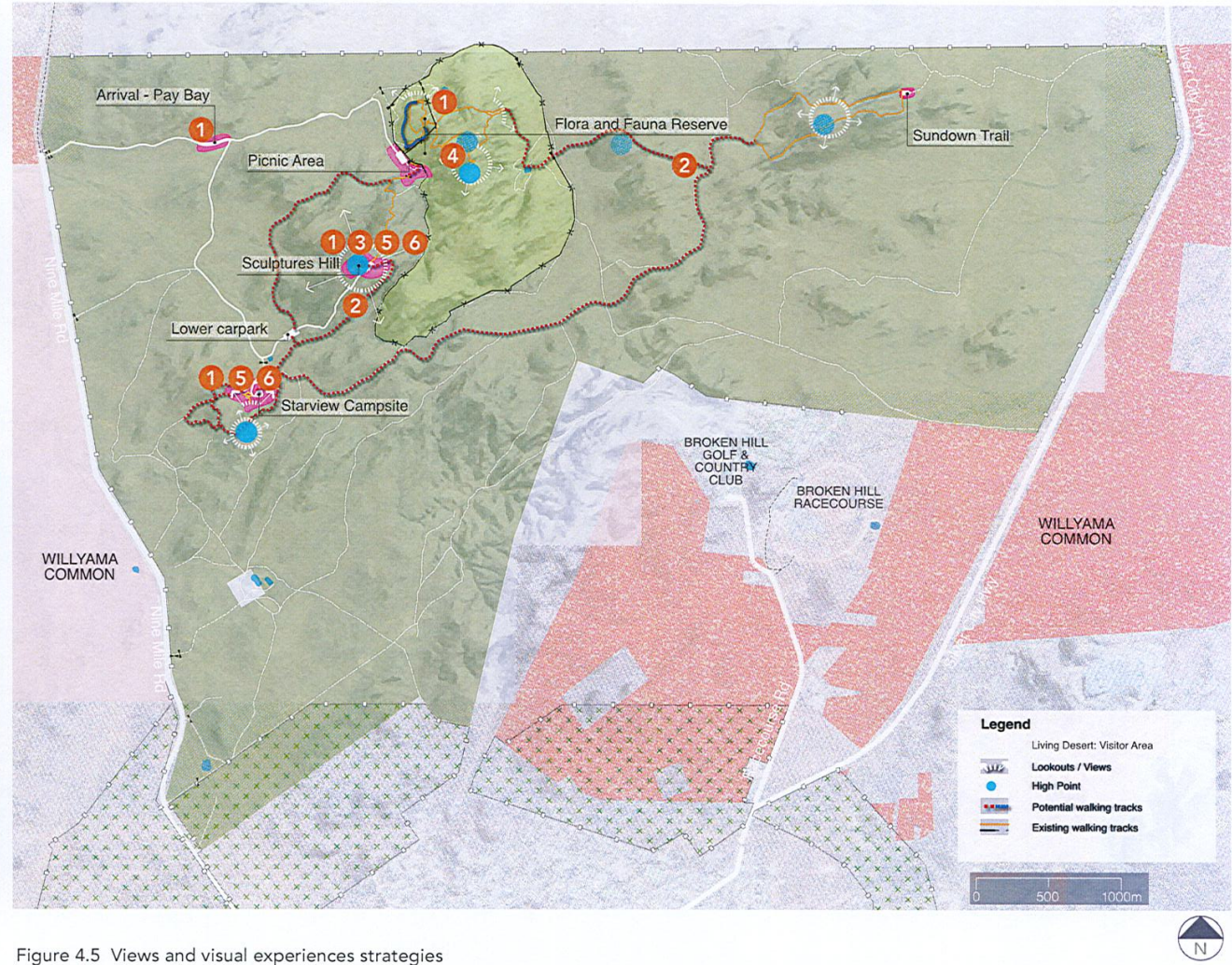


Figure 4.5 Views and visual experiences strategies

4.3 Conserving the qualities of the Living Desert

Art and culture

The Sculpture Symposium from which the artworks to the sculpture hill were implemented in 1993 form an important legacy to the current day association of arts and culture with Broken Hill.

Also fundamental to this identity is the connection of the town to pre-eminent artists such as Pro Hart and Jack Absalom among others.

The town draws artists with its melding of the desert landscape and industrial / working history and associated culture and stories.

The Living Desert can continue to play a key role in this identity and can help shape the further evolution and development of arts and culture in Broken Hill.

Objectives

- A long term vision of arts and culture on the site is provided that evolves the role and depth of this quality of the Living Desert
- Arts and culture have a broader relationship to the site than just the Sculpture Hill
- An increased First Nations arts and cultural presence on the site
- An increased presence of women artists on the site

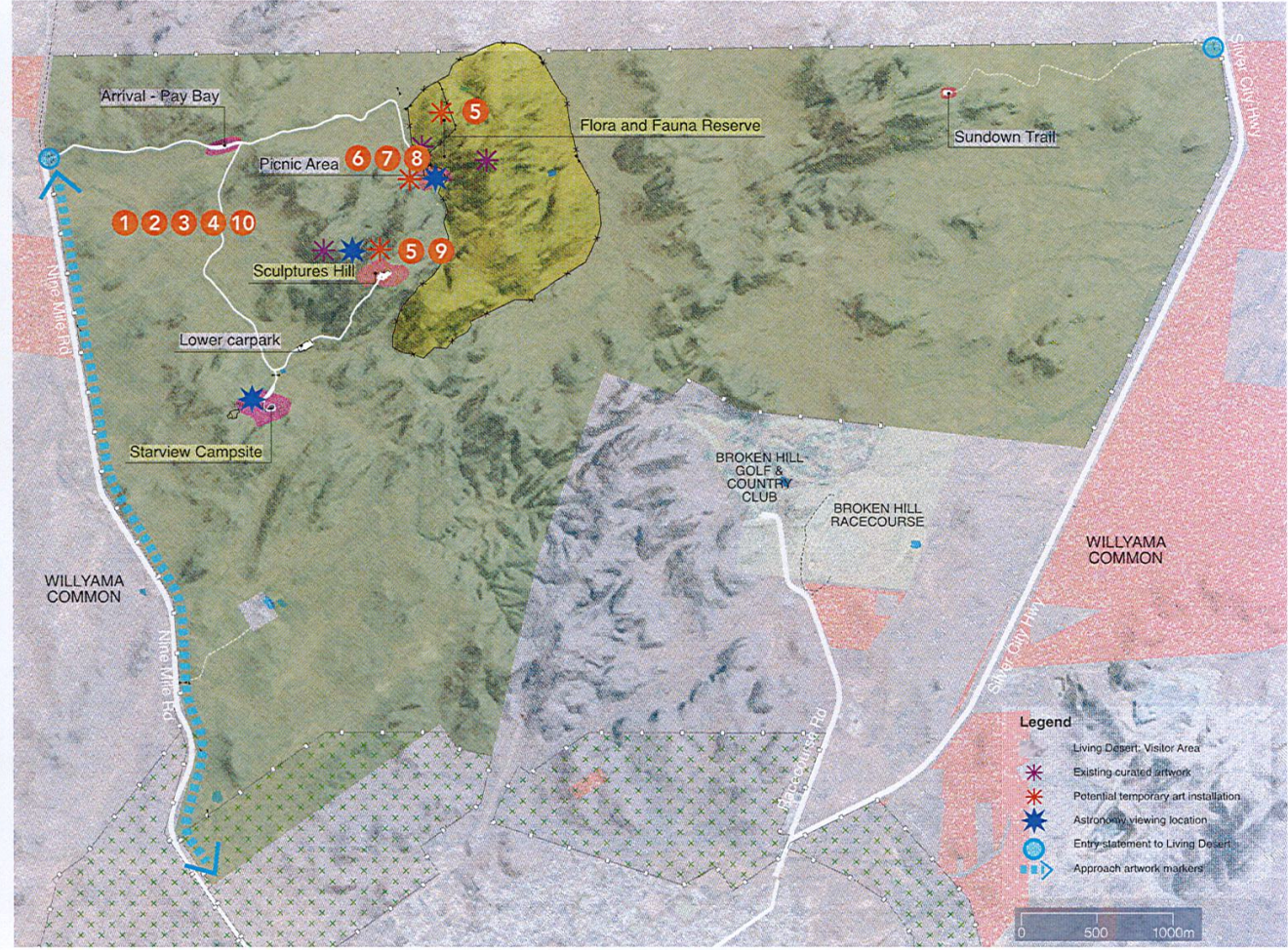
Strategies

1. Conserve arts and culture as key influences on the character of the Living Desert and an attraction for visitors and locals
2. Review how the role of art and culture should best be managed for the next 20 years of life of the Living Desert including:
 - expanding the perception of art on the site to more than the Sculpture Hill
 - reviewing the ongoing curation, management and maintenance of the Sculpture Hill with arts stakeholders
 - Further developing First Nations arts presence on site
 - Preventing impacts on First Nations and historical heritage
 - An increased presence of women artists on the site
 - Exploring potential for temporary art installations
 - Facilitating and promoting site as an event location

3. Following on from strategy 2. develop "Living Desert Arts and Cultural Management Plan" to support and supplement this Masterplan, the Living Desert PoM and other Councils strategies and policies providing direction to curation and management of art and culture on the site including the Sculpture Hill
4. In liaison with First Nations stakeholders, plan and implement increased presence of permanent and temporary First Nations arts and cultural mediums on the site
5. Explore potential for temporary art installations that build on and contribute to the arts profile of the place
6. Review and refine events role for large and small events
7. Develop events guidelines for large and small events
8. Collaborate with partners to undertake events of all scales
9. Promote Living Desert as a viewing site during major astronomical events – for example meteor showers
10. Encourage appropriate use of the Living Desert as a film and photography site that leverage its natural qualities



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4.4 Understanding the Living Desert

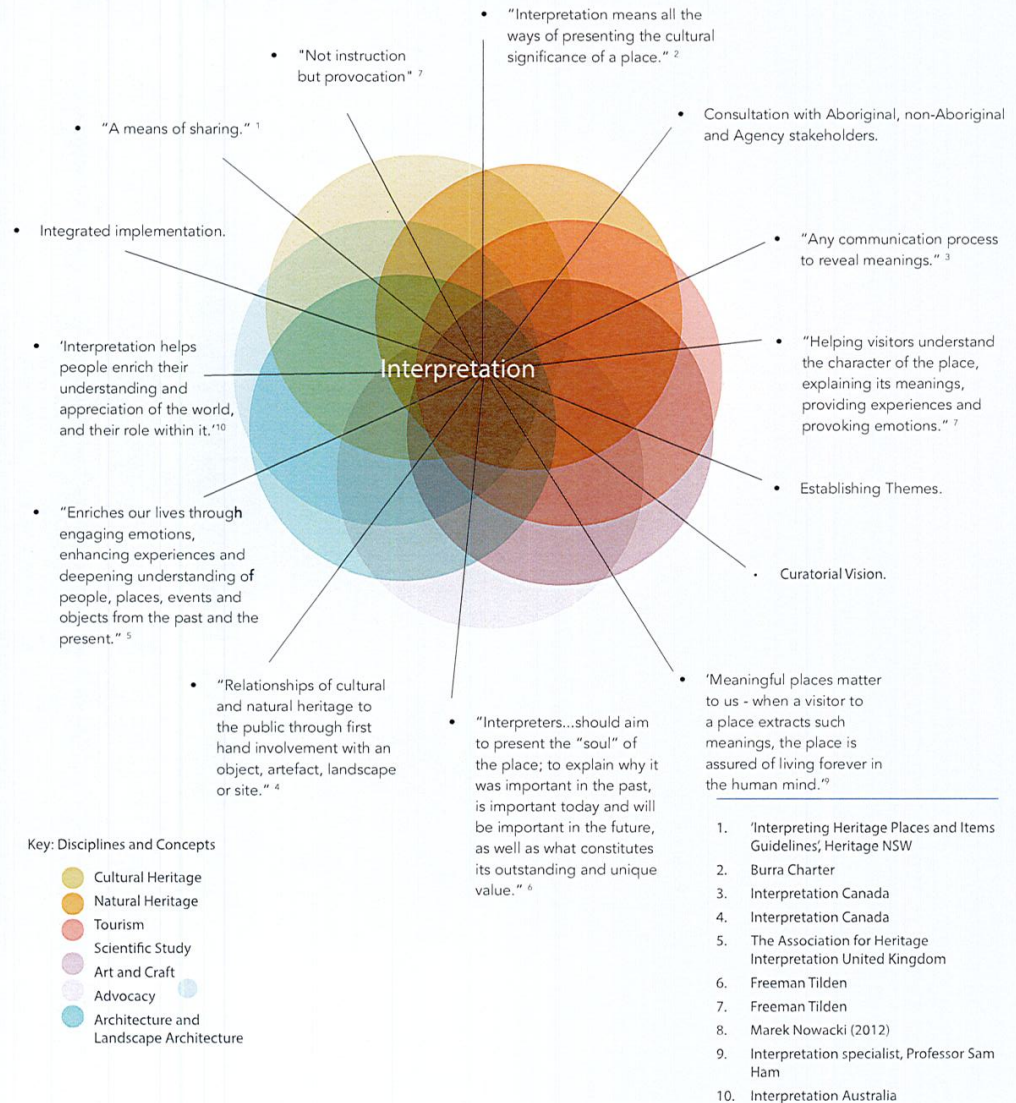
The Living Desert's stories embrace Wilyakali Culture, endemic plant and animal life, European uses of the land and a continuous spirit of creativity expressed through art, particularly sculptural intervention in the landscape.

The Living Desert National Park is Aboriginal land, first and foremost home to Wilyakali People. The Living Desert is a living cultural landscape, with possibilities for stories of ancient creation, inter-generational knowledge of caring for Country and living sustainably through seasonal changes. The Living Desert has experienced change through European occupation and mining, and in the last 30 years an evocative regeneration story and creation of a plant and animal sanctuary. The landmark 'Symposium' in 1993 hosted the creation of iconic sculptures that have become a signature for the park. Creativity is a core feature of the park, with subsequent sculptural works and as a place of inspiration and connection to nature for artists.

It is clear that The Living Desert has many stories to share. Visitor interpretation is a way of sharing these stories, 'helping people enrich their understanding and appreciation of the world, and their role within it.' (Interpretation Australia). 'Visitor experiences are enriched through quality interpretation and information.'

Visitor interpretation is a key element of the The Living Desert experience. It provides opportunities for appropriate and authentic storytelling that can be embedded into visitor journeys via a range of accessible and inclusive mediums to truly enhance visitors' understanding and appreciation of The Living Desert.

Global best practice Interpretation Diagram



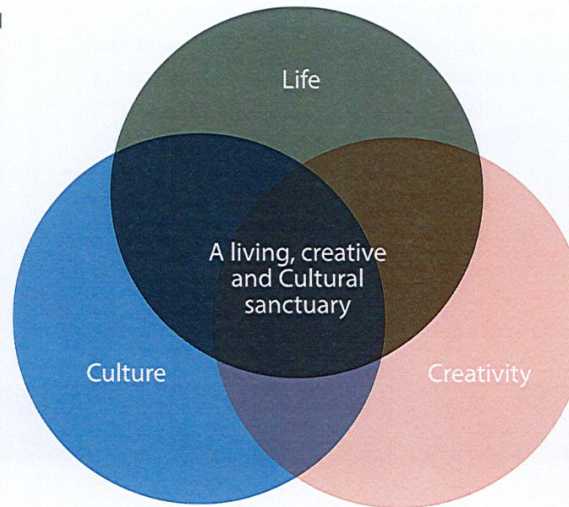
Stories to share

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Stories and interpretation ideas



Living

Stories and interpretation ideas:

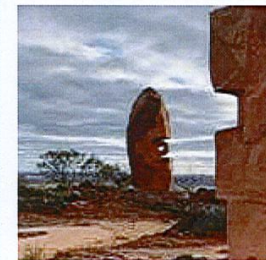
- Wilyakali culture
- Sanctuary - regeneration
- Botanical rigour
- Sustainable
- Science
- Wildlife
- Diversity
- Endemic
- Geology



Culture

Stories and interpretation ideas:

- 'Cultural Walk' - which requires review and update by Wilyakali
- Updated, contemporary Wilyakali perspectives
- Joint management - Wilyakali
- Wilyakali Cultural officer
- Language
- Sky Country interpretation and activities



Creative

Stories and interpretation ideas:

- Wilyakali cultural creativity
- Symposium Sculptures
- TAFE Sculptures
- Artists seeking inspiration (Art Exchange)
- Events
- Sculptures and or other art mediums by women
- Regular temporary art activations

Guiding Principles for Interpretation Development in The Living Desert

The development of The Living Desert National Park Interpretation Strategy is underpinned by the following principles:

INTERPRETATION PRINCIPLES

- Recognise The Living Desert as the ancestral home of Wilyakali, embracing the narratives, languages, customs, and knowledge systems.
- Utilise visitor interpretation to enhance safe experiences, foster understanding, and promote respect for the park's Cultural and natural values, as well as its more recent historical significance.
- Ensure cultural interpretation adheres to appropriate protocols, with the right storytellers sharing the right stories in the right place, time, and manner. First Nations representatives will be integral to interpretation development teams.
- Implement authentic and lawful methods for sharing culture, respecting Indigenous Cultural and Intellectual Property (ICIP) principles.
- Foster collaboration with diverse subject matter experts, including Wilyakali representatives, park staff, artists, historians, researchers, scientists, naturalists, and pastoralists.
- Develop flexible interpretation strategies that allow for updates, refreshes, and changes to reflect evolving understanding and circumstances.
- Ensure interpretive outcomes are supported by sustainable development pathways.
- Use interpretation to cultivate a deep understanding and appreciation of The Living Desert National Park's unique ecosystems, biodiversity, and geological features, encouraging environmental stewardship among visitors.
- Adopt a holistic approach to visitor interpretation that encompasses the values and character of people and place, aligns with stakeholder goals and objectives, appropriately shares themes and stories, showcases available experiences, and considers how different visitors will best connect with each element.
- Prioritise accessible and inclusive visitor interpretation, ensuring that all visitors, regardless of physical abilities or socio-cultural backgrounds, can fully engage with and appreciate the park's natural and cultural heritage.

How to use this Strategy

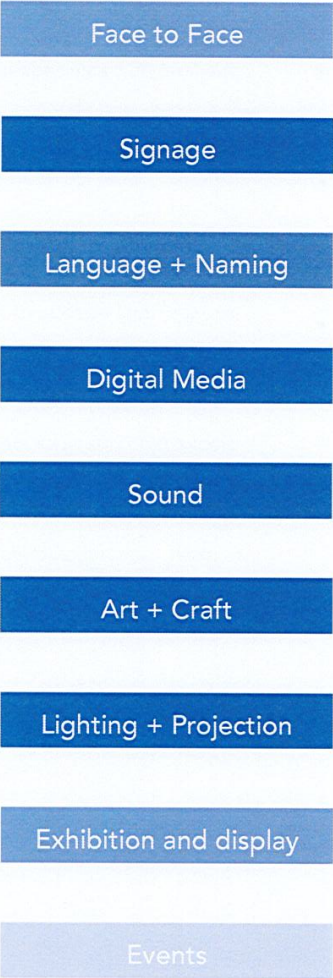
The Living Desert Interpretation Strategy is designed as a roadmap for enhancing the visitor experience in The Living Desert National Park through effective, respectful and innovative interpretation. It serves as a guide for The Living Desert National Park staff, First Nations and interpretation partners, providing direction on foundational principles through to actionable steps. Hyperlinks to relevant pages within the strategy document and to external documents have been provided.

This strategy is designed as a living document, meant to inspire collaboration, innovation, and continuous improvement. Regular engagement with its contents will ensure interpretive efforts remain dynamic and responsive to the evolving landscape of visitor expectations and park narratives.

Ways of Sharing

Ways of sharing describes the different interpretive mediums through which The Living Desert’s values can be shared with visitors:

- Face to Face interpretation, such as guided tours and hands-on workshops, is crucial for providing visitors with direct experiences and understanding.
- Signage plays a vital role in narrating The Living Desert’s story. Efforts to update displays with a cohesive design that aligns with the environment and its narratives will enhance visitor engagement.
- Digital media, including augmented and virtual reality, audio guides, and interactive platforms, enhance the visitor experience by offering multi-layered content and improving accessibility.
- Sound, lighting, projection and language are sensory elements that elevate the overall experience. Audio allows for narratives, cultural music, and diverse languages, while strategic lighting and projections can transform spaces, especially during evening hours.
- Art and craft, including public installations and workshops, provide opportunities for visitors to immerse themselves in Wilyakali traditions and lore.
- Object displays and outdoor exhibitions can create immersive interpretive environments that offer interactive cultural narratives.
- Events provide multi-sensory experiences that embody The Living Desert’s core themes and stories.
- Each proposed method contributes to a comprehensive interpretive experience for visitors. The following outlines key interpretation types and associated possibilities:



Face to Face

In-person interpretation through tours, workshops, and events featuring First Nations representatives is the most impactful method at The Living Desert. There's potential to expand visitor offerings, generate revenue, and strengthen First Nations communities' role in cultural storytelling.

A First Nations focus aligns with best practices for delivering authentic experiences, allowing greater control in sharing culture and increasing benefits for individuals and communities.

Opportunities

First Nations led opportunities:

Note: Indicative only - ideas are all contingent on what First Nations stakeholders agree to support/pursue - liaison is in progress currently.

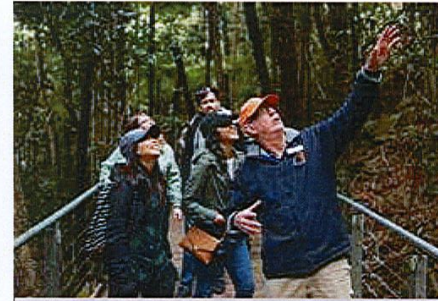
- Enhancing training for non-Aboriginal guides by First Nations representatives, park staff, and field experts.
- Developing a comprehensive "The Living Desert Knowledge for Tour Guides" course.
- Encouraging tour operators to engage First Nations guides.
- Creating platforms for First Nations community to share interpretation ideas.
- Expanding food-based and art-based experiences at various scales and price points.
- Increasing thematic tours for specialised cultural and natural immersion, such as gender-specific tours, truth-telling tours, and sustainability-focused experiences.
- Growing multi-day events with various opportunities for First Nations involvement based on individual preferences and skills.

Natural heritage opportunities:

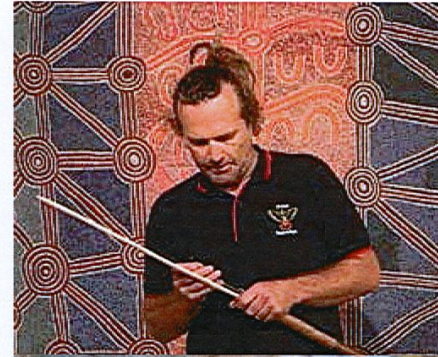
- Expand science and sustainability-focused tours that highlight The Living Desert's natural and cultural heritage.
- Increase tours led by scientists and subject matter experts. Consider a guest series featuring renowned professionals, connecting visitors with cutting-edge research on preserving significant natural sites.
- Integrate expert presentations, tours, and activities into themed events. For example, organize a Living Desert Bird Week, inviting ornithologists and naturalists to lead specialised activities.
- Incorporate environmental advocacy into tours, educating visitors on ways they can contribute to conservation efforts.
- Enhance guide training by establishing improved information channels with ongoing and recently completed scientific research in relevant fields.
- Note that any new commercial experiences, tours, or events would require appropriate licensing and permit approvals.

Accessible and inclusive opportunities:

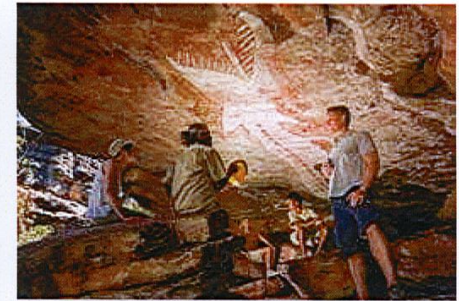
- Create programs that accommodate diverse learning styles, including tactile and sensory activities.
- Design in-person experiences that cater to various age groups, cultural backgrounds, languages, and physical abilities.
- Implement staff training programs focusing on cultural competence, accessibility awareness, and inclusive engagement techniques.



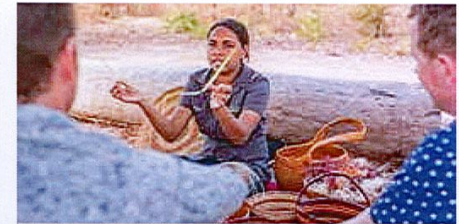
Blue Mountains tour led by Anderson's Tour, Tripadvisor



Traditional canoe-making in a demonstration and workshop by Gringai/Worimi man and Cultural Knowledge Holder Luke Russell, UNSW Galleries



Traditional Owner-led art tours at Kakadu, traveldailymedia.com



Pudakul Aboriginal Cultural Tours at Lambell's Lagoon in the Top End offers bushtucker walks and tastings, painting, weaving, and didgeridoo demonstrations, pudakul.com.au



Grand Cliff Top Walk guided tour at Wentworth Falls, nationalparks.nsw.gov

Signage

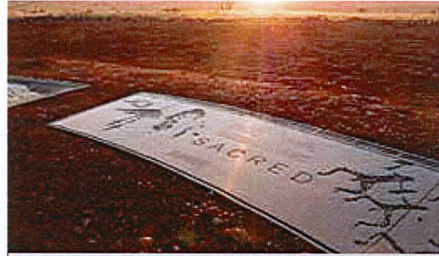
Signage displays are crucial components of the visitor experience, particularly for self-guided tours. The Living Desert currently features a mixture of outdated and deteriorating signage. A comprehensive strategy and brand style guide for cohesive, modern interpretive signage is necessary.

To address these needs, a versatile signage suite should be developed, offering various sizes and styles to suit different locations and allow the natural landscape to remain the focal point. High-traffic areas will require different signage solutions compared to more secluded spots.

Signage also presents opportunities to enhance accessibility and inclusivity. Incorporating elements like QR codes or other scannable features can provide access to digital content, including multilingual interpretations for international visitors.

Opportunities

- Consider introducing First Nations voices at all trailheads, either through written quotes or digital media activated by scannable signage, such as audio recordings. Note: Indicative only - ideas are all contingent on what Wilyakali stakeholders agree to support/pursue - liaison is in progress currently.
- Incorporate active prompts for sensory engagement on new and revitalised walks, encouraging visitors to use their senses of smell, sight, and touch. For example, use directive words like “Listen” to guide the experience.
- Explore three-dimensional and tactile elements in signage design, including frames and housing, to convey concepts through form, scale, imagery, and texture.
- Integrate poetry and other literary arts to create emotional connections for visitors when communicating cultural narratives.
- Ensure signage design allows for easy content updates and the ability to temporarily or permanently remove names, images, or other content when required for cultural reasons, such as during periods of mourning.
- Design signage to be accessible to a wide range of visitors, considering factors such as height for children and wheelchair users, incorporating braille, using clear and understandable language, including universal symbols and images, and providing tactile elements or audio narration in key languages. Consult relevant accessibility standards to ensure adherence to best practices in sign design and installation.



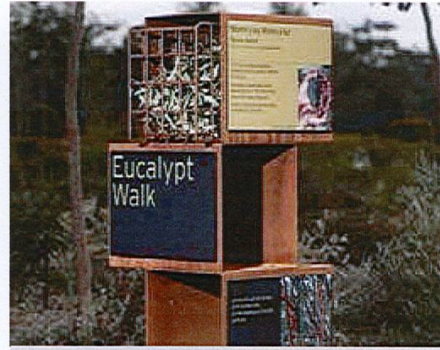
Using art and illustration to weave a story. By being placed in the ground, this sign is recessive and secondary to the landscape, Toorale Homestead, SUPERSENSE



Using tactile elements to communicate concepts in an evocative and accessible way, Schöneberg Nature Park, Grün Berlin / Frank Sperling, tactilestudio.co



Situating signage sensitively in the landscape, Heini Jones



Flexible signage allows for refresh of content at the Royal Botanic Gardens, Cranbourne, Royal Botanic Gardens Cranbourne, lookear



Signage 'activated' by the landscape, Gour De Tazenat, by Atelier Cap, atelier-cap.fr

Language and Naming

Incorporating First Nations language presents a significant opportunity for interpretation. Beyond updating place names and integrating language into tours, advanced delivery methods such as digital platforms with audio capabilities offer enhanced visitor engagement.

Opportunities

Note: Indicative only - ideas are all contingent on what First Nations stakeholders agree to support/pursue - liaison is in progress currently.

- Provide audio guides for correct pronunciation, delivered by First Nations representatives, digital means (QR codes or apps), or on-site speakers.
- Offer language lessons for visitors, either in-person with Wilyakali instructors or through digital platforms.
- Prominently feature First Nations words on signage alongside English translations, and integrate them into architectural and landscape designs.
- Create language-based 'Welcome to Country' recordings.
- Develop multilingual audiovisual and immersive installations.
- Incorporate language into oral history presentations.
- Produce publications featuring First Nations language.
- Increase efforts to preserve and promote First Nations languages.

"Safeguarding the diversity of languages is crucial to protecting both cultural and biological diversity."

UNESCO 2001 Universal Declaration
on Cultural Diversity



A still from an animated poem, spoken in the Sydney Language, written by Gadigal-Thungutti man, Joel Davison, Warrane Exhibition, SUPERSENSE



Scan a QR code to hear language, SUPERSENSE

Digital Media

Digital technologies offer innovative ways to enhance storytelling and complement other interpretive methods at The Living Desert. These tools provide engaging experiences for visitors of all ages, leveraging their familiarity with digital devices.

Digital content can be accessed both on-site and remotely, in visitor centres and throughout the landscape. For areas with limited Wi-Fi, experiences can be pre-downloaded or triggered by GPS locations. Off-site digital access serves as an effective preview and trip planning tool for potential visitors.

It's crucial to consider Indigenous Cultural and Intellectual Property (ICIP) Protocols when sharing stories digitally to protect against copyright infringement.

Digital Interpretation - 'Pre, During and Post' Visit

A digital layer enhances physical interpretation, offering additional engagement through City of Broken Hill Council platforms or other shareable interfaces. This approach enables diverse storytelling and facilitates self-guided tours. Improved Wi-Fi coverage will expand digital interpretation opportunities park-wide.

The strategy aims to implement feasible digital initiatives immediately while planning more complex concepts for future implementation. Digital interpretation should be designed for growth, with flexible, open-source platforms to ensure long-term relevance.

Opportunities

- Develop tailored, multi-layered content for diverse visitor preferences
- Utilize QR codes and GPS for location-based digital experiences
- Offer rich content on visitors' personal devices, including virtual guides and environmental change animations
- Enable easy content updates and removal of culturally sensitive material when necessary
- Incorporate video and audio to showcase First Nations languages and stories
- Provide multilingual content for international visitors
- Facilitate social media sharing for organic marketing
- Create interactive experiences and gather visitor feedback
- Present intangible heritage through digital means
- Offer platforms for oral histories
- Design thematic, self-guided digital tours

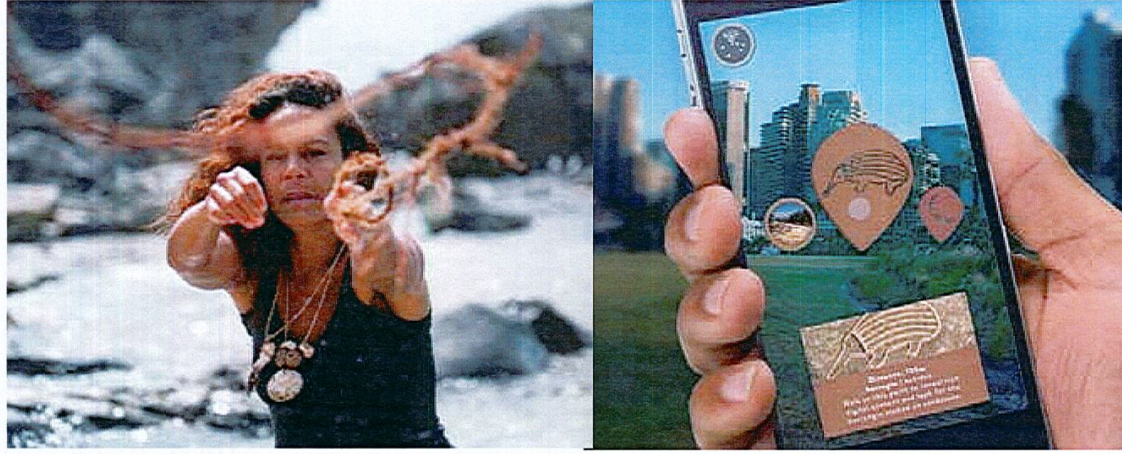


Alice Springs Genestreaming Augmented Reality Sculpture at Todd Street Mall, Alice Springs, sciart.com.au



Traditional Owners share culture digitally, launched via QR codes embedded in physical signage, Ballina Shire, NSW, issuu.com

BROKEN HILL CITY COUNCIL



Case study: 'Barangaroo Ngangamay'

Amanda Jane Reynolds
and Genevieve Grieves,
Barangaroo Ngangamay,
detail of Augmented Reality
app, Barangaroo, 2017

Barangaroo Ngangamay is an innovative example of multi-disciplinary storytelling that shares Aboriginal cultural experience via modern technology and public art installations. The Barangaroo Ngangamay app uses AR technology to showcase the strength, diversity and creativity of Aboriginal women, men and children of the Sydney region. Five films can be accessed that show Aboriginal women across the Sydney region sharing stories about their culture.

Visitors are self-directed as they walk through Barangaroo, discovering films embedded within the landscape. Paired with the augmented reality and videos are physical rock engravings/petroglyphs by Aboriginal Elders Vic Simms, Steven Russell and Laurie Bimson using manual hand tools such as stones, mallets and chisels. These engravings permanently embed culture on the site.

Sound

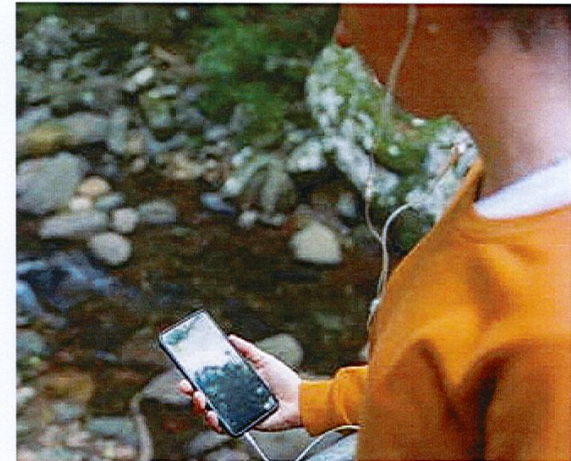
Audio interpretation is a powerful method for conveying stories through narrative, sound effects, and music, particularly effective for self-guided tours. It can create immersive sensory experiences without overshadowing natural sounds, providing a complementary storytelling lens for visitors exploring the landscape.

Opportunities

Note: Indicative only - ideas are all contingent on what First Nations stakeholders agree to support/pursue - liaison is in progress currently. Develop narrated bushwalk companions.

- Present oral histories from individuals with firsthand experience.
- Create expert-led audio content similar to podcasts, featuring First Nations representatives, rangers, and various specialists.
- Offer recordings of First Nations people discussing their Country.
- Provide audio cues for identifying bird calls and animal sounds.
- Showcase First Nations languages, cultural music, poetry, and stories.
- Improve accessibility by offering audio in multiple languages.
- Enhance engagement for visually impaired visitors or those with literacy challenges.
- Direct attention to landscape features that might otherwise be overlooked.
- Create self-guided audio tours with location-specific activation points.
- Develop in-vehicle listening experiences to connect different sites.

- Offer more extensive content than traditional signage allows.
- Reduce the need for physical signs in the landscape.
- Provide wayfinding assistance.



Visitors are able to access audio through their personal devices, New South Wales National Parks and Wildlife Service

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Art and Craft

Art serves as a form of interpretation, expressing stories and connections through culturally resonant forms. Building on The Living Desert's existing role as an outdoor sculpture gallery, art-making can continue to be a key method for storytelling and immersing visitors in culture through contemporary artists' work on Country.

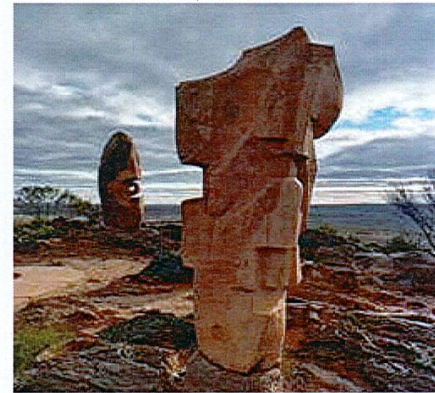
Opportunities

Note: Indicative only - ideas are all contingent on what First Nations stakeholders agree to support/pursue - liaison is in progress currently.

- Commission landscape sculptures and graphic works.
- Create graphic, film, and animation pieces for interpretive signage, digital platforms, and websites.
- Expand art and craft workshops and participatory activities for diverse visitor engagement.
- Incorporate artwork as a feature of The Living Desert's entrance and various precincts.
- Provide curatorial support to elevate artists' practices through themed exhibitions, design briefs, message distribution, and show organization.
- Develop travelling art shows to raise awareness of The Living Desert.
- Coordinate art exhibitions with special events.
- Explore collaborations between First Nations artists and artists from other regions.
- Offer a range of artistic practices to engage different visitor types, from emerging to established artists.



Commission artworks that visitors can experience up close can form strong connections to place, 'Bara' by Judy Watson, greenmagazine.com.au



Sunset Sculptures at the Living Desert State Park, Broken Hill, SUPERSENSE



Increase opportunities for visitors to participate in workshops to understand local craft techniques, Joe Florian / The Living Desert National Park

May 2025

Lighting and Projection

Illumination and visual projection techniques offer innovative ways to convey narratives and create immersive interpretive experiences. These methods can transform outdoor spaces during evening hours, potentially introducing a novel aspect to The Living Desert's offerings.

Drawing inspiration from successful night experiences at other natural landmarks, light-based storytelling could provide unique opportunities to share traditional narratives.

Evening illumination and projection can reimagine landscape spaces, with the flexibility to communicate at various levels of complexity and to suit different budget constraints.

Opportunities

Note: Indicative only - ideas are all contingent on what First Nations stakeholders agree to support/pursue - liaison is in progress currently.

- Enhance accessibility for diverse audiences, bridging language, literacy, and physical barriers.
- Utilize landscape features as canvases for projected still or moving imagery.
- Create subtle daytime installations that transform into immersive spatial experiences after dark.
- Adapt lighting schemes to acknowledge special events or observances.
- Provide audio cues for identifying bird calls and animal sounds.
- Showcase First Nations languages, cultural music, poetry, and stories.
- Improve accessibility by offering audio in multiple languages.
- Enhance engagement for visually impaired visitors or those with literacy challenges.
- Direct attention to landscape features that might otherwise be overlooked.
- Create self-guided audio tours with location-specific activation points.
- Develop in-vehicle listening experiences to connect different sites.
- Offer more extensive content than traditional signage allows.
- Reduce the need for physical signs in the landscape.
- Provide wayfinding assistance



Large-scale illumination can be highly impactful and relatively simple to achieve, 'Forest lights' by Moment Factory, Crystal Bridges Museum, momentfactory.com



Illuminated elements in the landscape come to life in the evening, Austria's national pavilion. Milan Expo 2015, Dezeen

Exhibition

Exhibitions serve as a key medium for immersing visitors in multisensory experiences that explore various themes and stories within The Living Desert. Well-designed exhibition concepts can create engaging environments that resonate with diverse audiences, offering experiences not available elsewhere in the landscape.

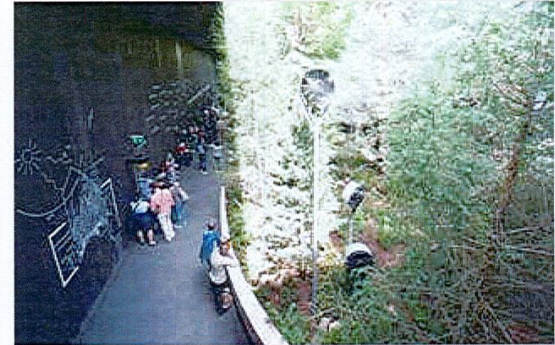
The display of cultural objects and artefacts plays a crucial role in interpretation for visitor centres and exhibitions. These displays allow First Nations representatives, curators, and designers to construct narrative environments that effectively convey key messages and stories.

Given the current lack of a dedicated exhibition space or visitor centre, a semi-enclosed outdoor interpretation centre could provide a cost-effective solution. This space could serve as both an interpretive and orientation hub, ideally located in a central area such as the picnic grounds.

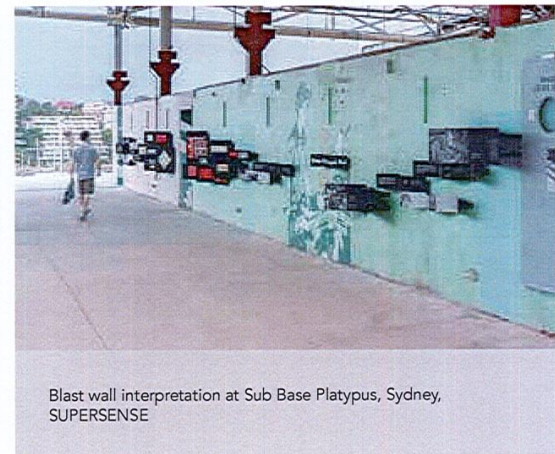
Opportunities

Note: Indicative only - ideas are all contingent on what Wilyakali stakeholders agree to support/pursue - liaison is in progress currently.

- Host live workshops demonstrating traditional and contemporary craft techniques.
- Enable First Nations guides to showcase the natural sources of materials used in artefacts.
- Improve artefact accessibility through enhanced display infrastructure.
- Implement flexible exhibition designs to accommodate seasonal themes or special events.
- Develop protocols for respectful removal of culturally sensitive materials when necessary.
- Create custom film content and screening experiences.
- Design child-friendly exhibitions with interactive learning activities.
- Develop travelling exhibitions to share The Living Desert's stories beyond its boundaries.
- Provide unique platforms for First Nations cultural transmission and innovation.
- Ensure exhibition environments cater to diverse physical, demographic, and learning needs.



Exhibition space connects with the landscape at the Austria Pavilion, World Expo 2015, archdaily.com



Blast wall interpretation at Sub Base Platypus, Sydney, SUPERSENSE

Events

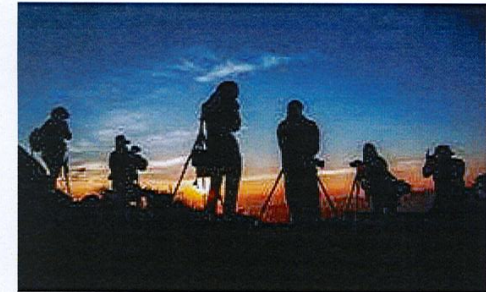
Events serve as powerful interpretive tools, inspiring and engaging visitors with The Living Desert. Future event planning should:

- Build upon existing successful programs
- Highlight the park's unique heritage
- Appeal to target visitor demographics
- Stimulate visitation during off-peak seasons

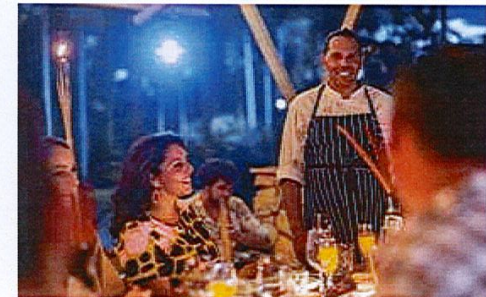
Opportunities

Note: Indicative only - ideas are all contingent on what First Nations stakeholders agree to support/pursue - liaison is in progress currently.

- Enhance birdwatching programs to attract enthusiasts.
- Develop comprehensive cultural immersion festivals showcasing First Nations art, cuisine, and music.
- Expand stargazing events, leveraging the area's dark skies and cultural astronomy.
- Broaden educational workshop offerings for families.
- Introduce specialised photography and art-making expeditions.
- Create wellness retreats that incorporate First Nations cultural elements.
- Develop a culinary event series centred on First Nations cuisine.
- Expand educational tours to align with school curricula.
- Strengthen conservation volunteering initiatives.
- Design cultural awareness retreats suitable for corporate events and incentives markets.



Photography expedition, wildnaturephotoexpeditions



Culinary events series, Kakadu Dird Full Moon Feast, Ben Tyler, The Living Desertrourism.com



Increase capacity for multi-day events such as the Taste of Kakadu, parksaustralia.gov.au

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Key moves for interpretation
in the landscape

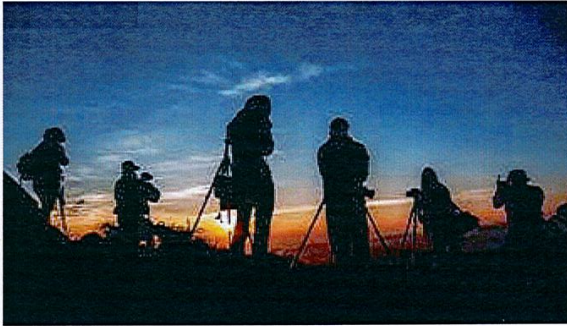
Key moves describe the key recommendations
for interpretation both park wide as well as to
specific places.

The following park wide recommendations are
supplemented by the place specific recommendations in 4.5
Experiencing the Living Desert - **Places**

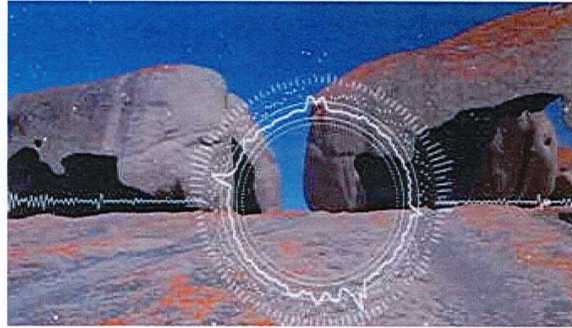
Park wide:

Underpinned by the Living Desert Interpretation
Strategy strategic directions and themes and through
research and consultation with First Nations and other
stakeholders, new and revised content will be generated
and applied to appropriate locations in a range of
different mediums

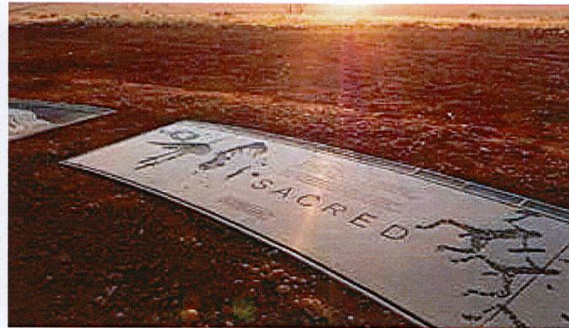
A range of guided tours of different lengths across the
park.



Multiple digital thematic interpretive sound pieces, featuring the voices of First Nations and experts-in-their-fields provide enriching journey accompaniments for visitor on all trails across the park.



Following a new cohesive brand wayfinding and interpretation signage package all interpretive signage will be revitalised and replace existing.



4.5 Experiencing the Living Desert - journey and arrival

Getting to the Living Desert involves the journey from Broken Hill township 16km away or from one routes into town, and then arrival at the Living Desert. Currently this journey is poorly signposted and there is limited sense of expectation and arrival to Broken Hill's most important open space.

The masterplan proposes that wayfinding along all main routes is enhanced and that there is a sense of expectation and anticipation built up along Nine Mile Road. The arrival intersection identity should create a unique identity and the arrival experience and access management should be simple and seamless.

Role
<ul style="list-style-type: none"> Guide visitors to the Living Desert. Project the identity of the Living Desert Create a sense of expectation and anticipation Manage arrival, access to the park and orientation to key destinations and routes Build the interest in the sites's stories Highlight and embed the Living Desert as Wilyakali Country for all visitors.

Experiences and activation
<ol style="list-style-type: none"> Provide unique and coordinated wayfinding (for example signage and art elements) at decision points that direct visitors to the site including primary and secondary decision points

- Where the Nine Mile Road adjoins the Living Desert create a road edge artwork inspired identity that celebrates the Living Desert and being on Wilyakali Country and builds expectation and anticipation on the approach to the reserve entry
- Provide a culmination and climax to the approach identity that uniquely marks the entry to the Living Desert
- Provide an upgraded access management / entry pay node that manages different visitation types, provides initial orientation and inspiration and advises visitors of the imminent vehicular movement decision (The Valley and Sanctuary or Campground and Sculptures
- Enhance the directional / wayfinding and traffic experience of the intersection to the Picnic area/ campground / sculptures - integrated with the unique wayfinding approach for the site
- Provide directional / wayfinding to the decision point to the campground or sculptures - integrated with the unique wayfinding approach for the site
- Review / assess potential for Site office and possible ranger accommodation to be provided near the entry node to aid management. Consider impacts of structure on views from key locations and in terms of design fabric and visually integrating / complementing site

Connections and access
<ol style="list-style-type: none"> Upgrade the operation and appearance access management gates and related vehicle management at the entry to be less intrusive and consistent with an overall site materials and finishes identity

- Improve the traffic performance and safety of the campground / sculptures intersection by enhancing turning movements and creating more direct alignment for exiting west bound traffic from the Valley / Sanctuary

Environment

- Plan and implement revegetation of road edge zones where required to enhance the visual appearance of the entry road corridor
- Provide stabilisation of drainage lines adjoining roads

Cultural heritage

- Protect and conserve items of heritage significance
- Collaborate with Wilyakali to develop First Nations interpretation integrated into arrival and entry precinct

Place specific interpretation moves

Appropriate mediums

- Art installation – permanent
- Site specific interpretation ideas

Site specific interpretation ideas

- An inspiring gateway experience, using sculpture created by local Wilyakali artist would be most appropriate would be a suitable media to underpin the sculptural features in the park.

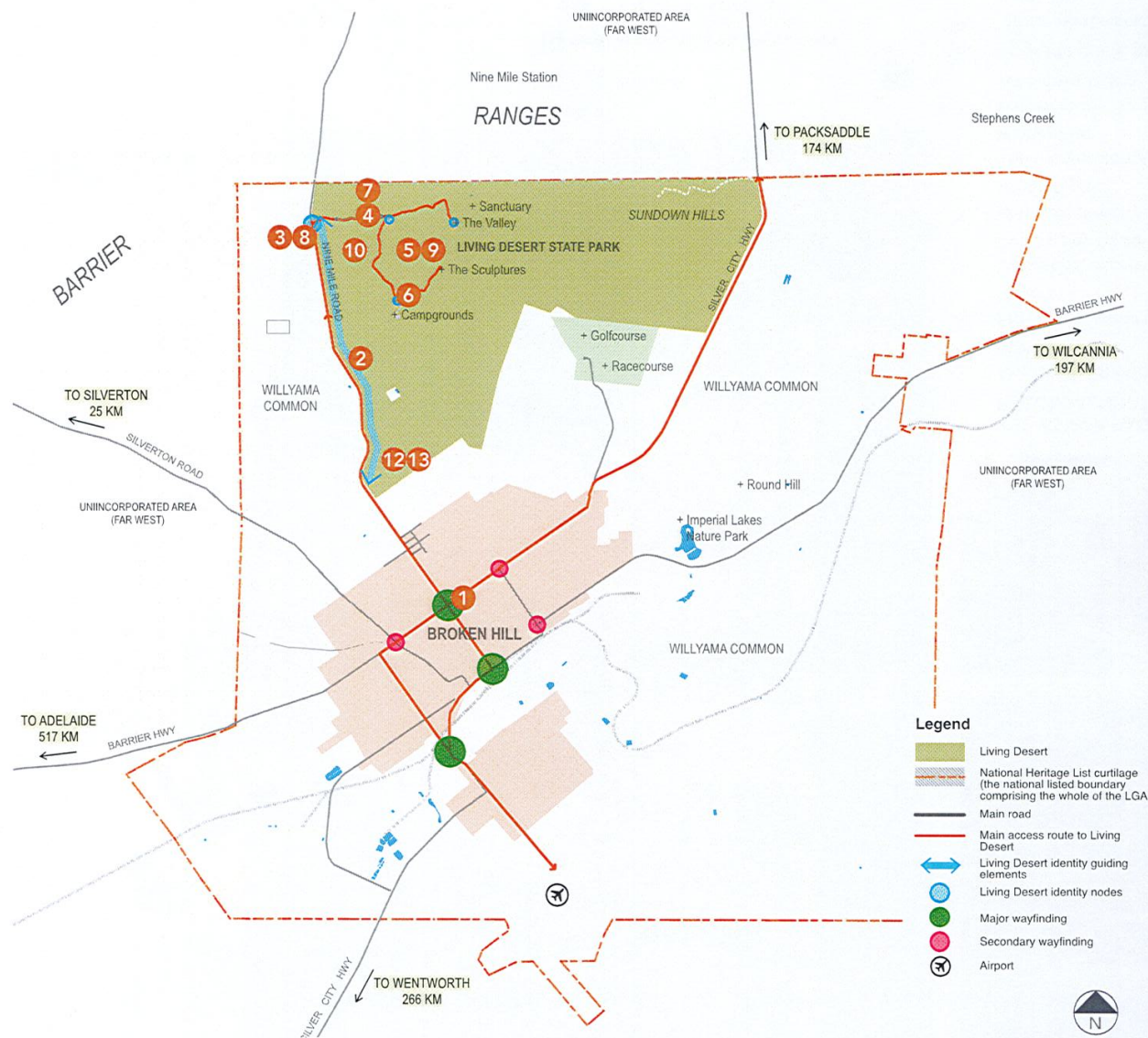
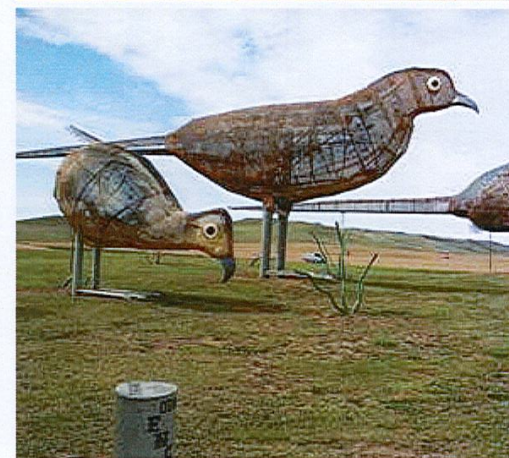
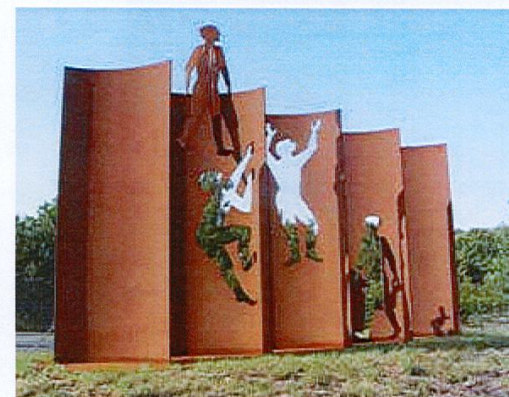
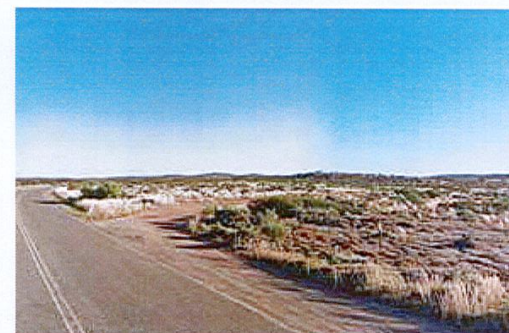


Figure 4.6 Journey and Arrival strategies

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Figure 4.6 Arrival strategies

72



KEY AS PER PAGE 80 RECOMMENDATIONS

- Approach identity artwork markers
- Entry statement to the Living Desert
- Upgraded access management / entry pay node
- Enhance directional and wayfinding
- Enhance directional and wayfinding
- Potential for Ranger accommodation
- Upgrade entry gates
- Improve intersection traffic and wayfinding

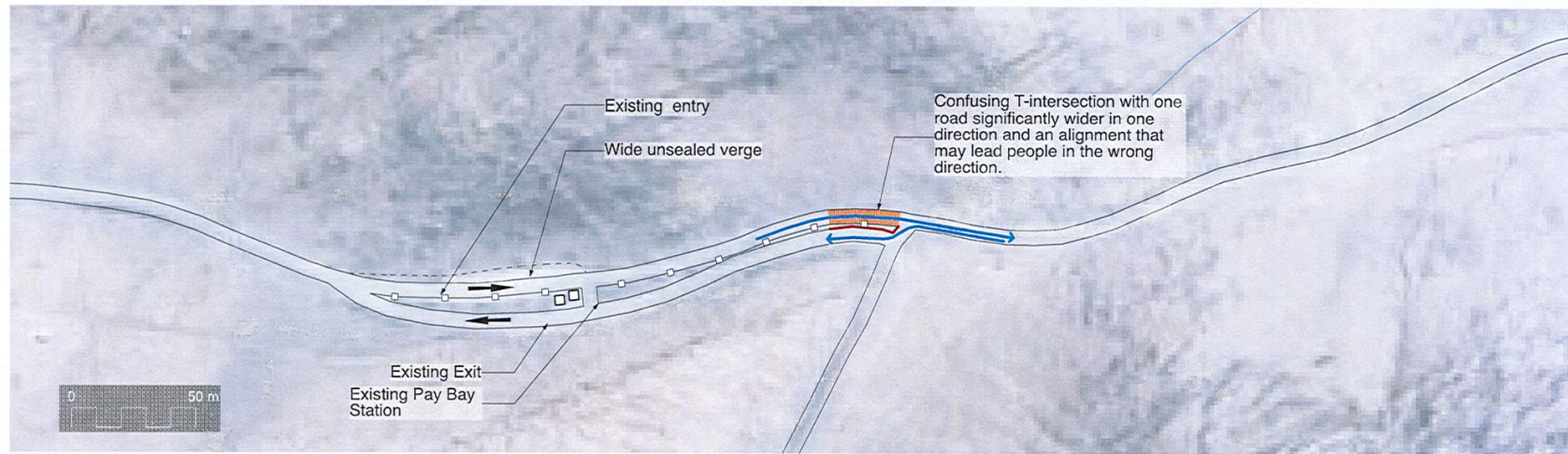
The masterplan proposals seek to provide a more special journey and arrival experience that sets up anticipation and interest for visitors.

Using the long vehicular approach to reflect the sites identity as a natural and cultural place is a key opportunity. This should integrate co-design with First Nations stakeholders to heighten the identity of the Living Desert as Wilyakali Country.

Other proposals seek to make the entry access experience simpler and less likely to detract from the visitors expectations of the place.

May 2025

CONCEPT STUDIES: Entry pay station



Entry Node plan - existing influences

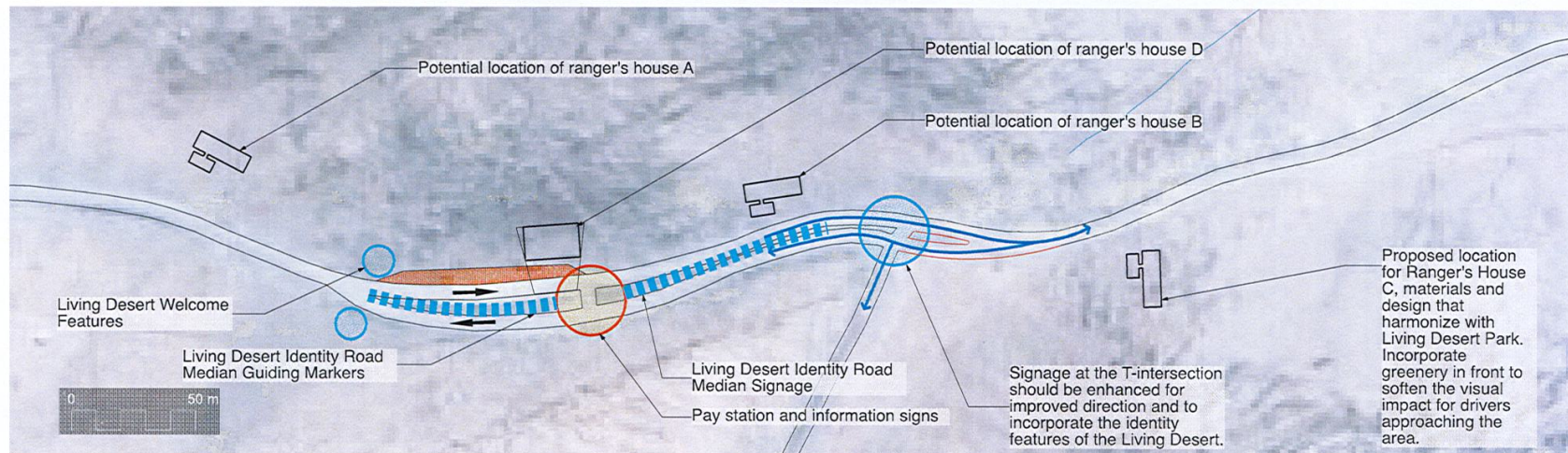


Figure 4.7 Entry Node Influences and opportunities

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CONCEPT STUDIES: Entry pay station - alternative integrated with upgraded kiosk and through lane for season / other pass holders

Option 1

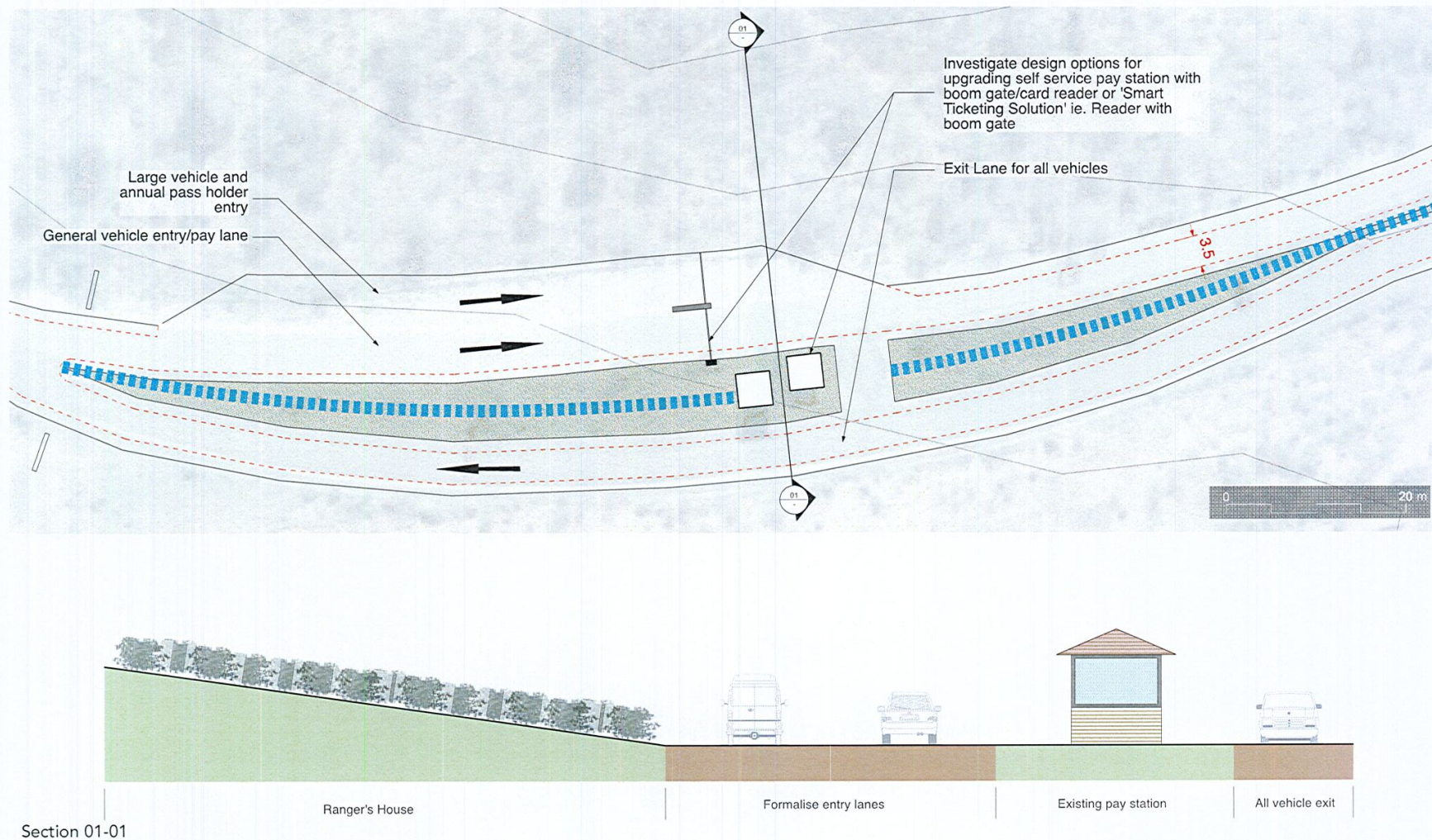


Figure 4.8 Entry Node Option 1

CONCEPT STUDIES: Entry pay station- alternative integrated with Ranger / Park Office

Option 2

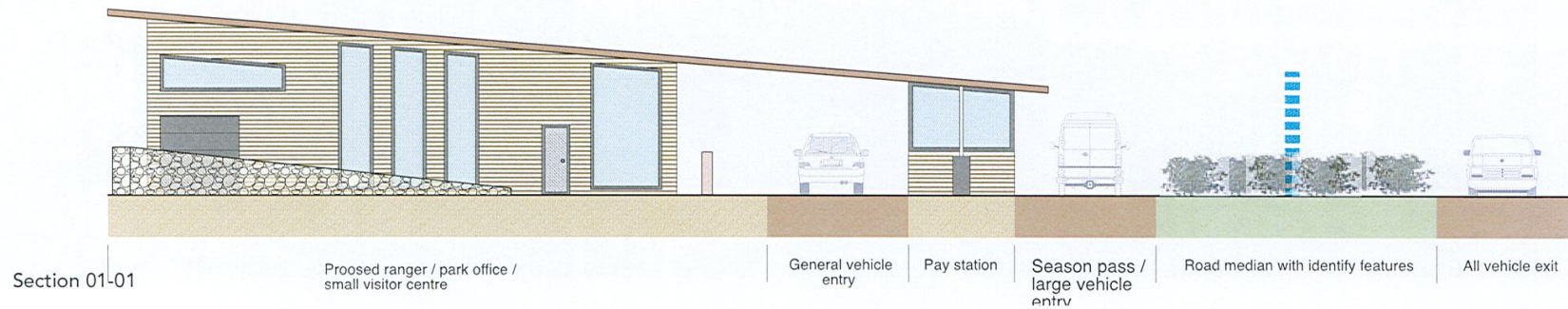
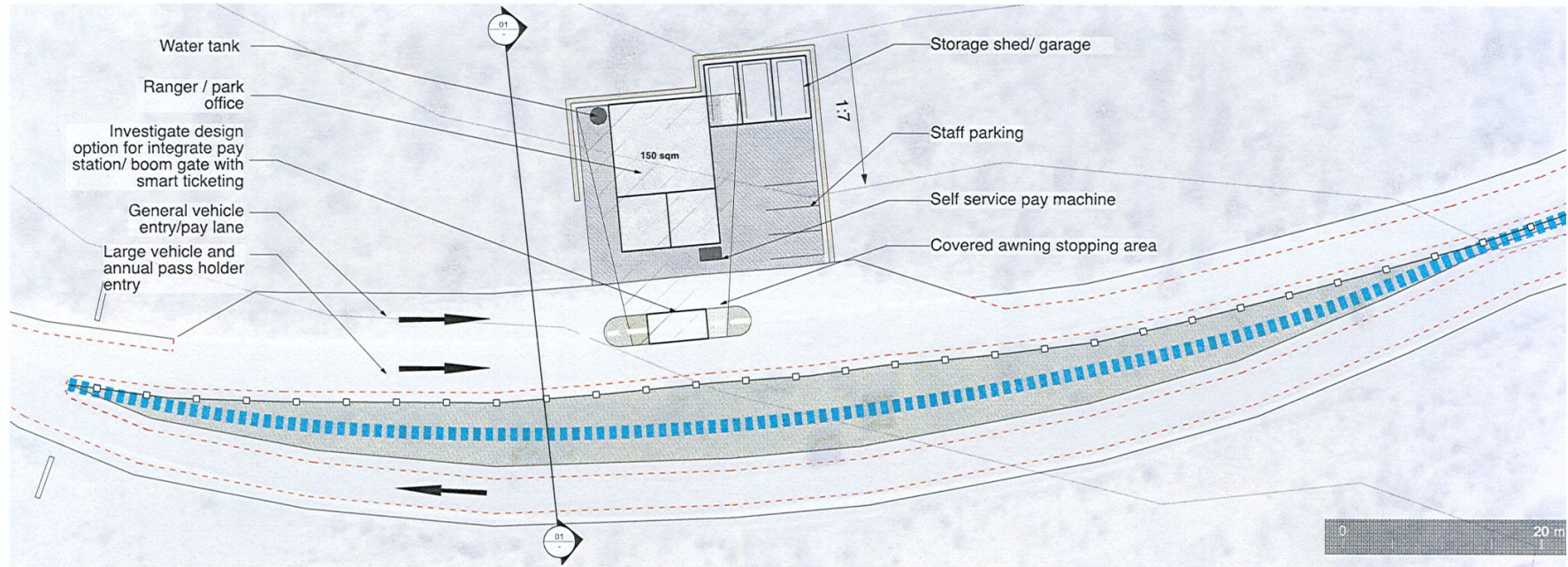
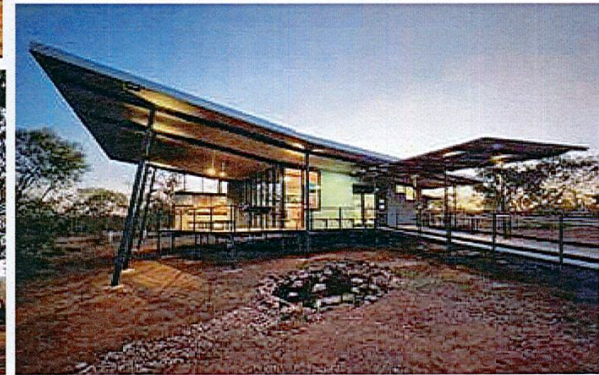
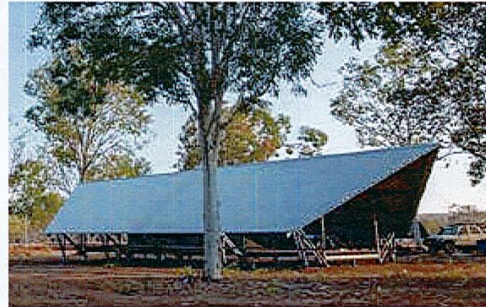
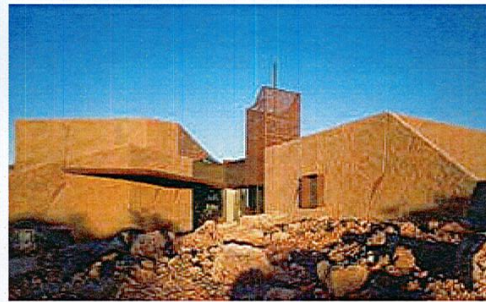
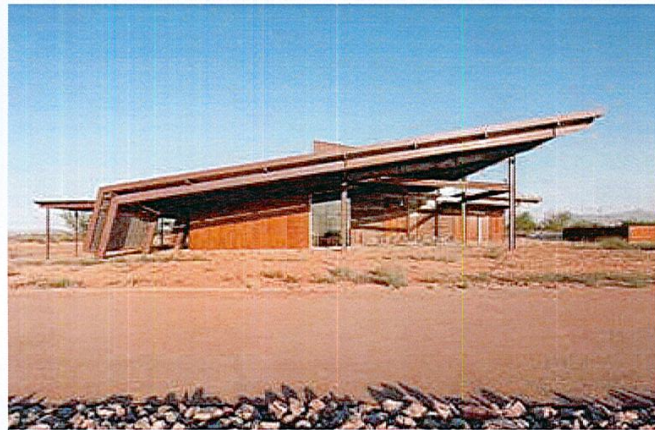
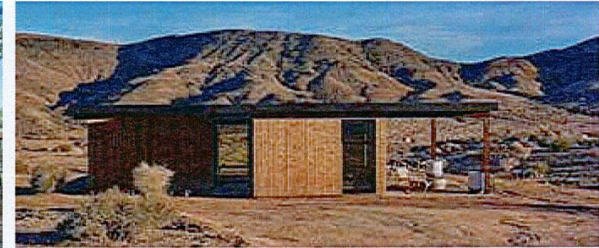
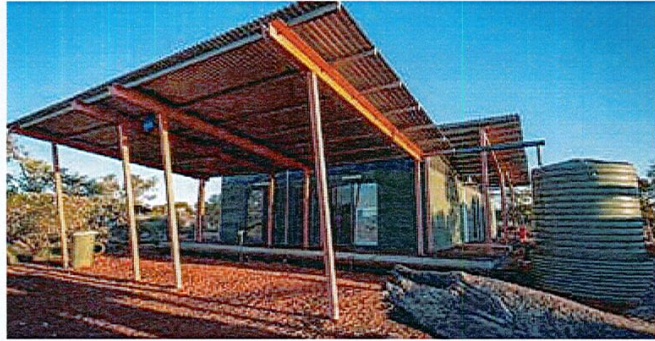


Figure 4.9 Entry Node Option 2

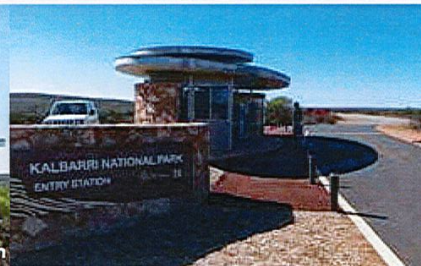
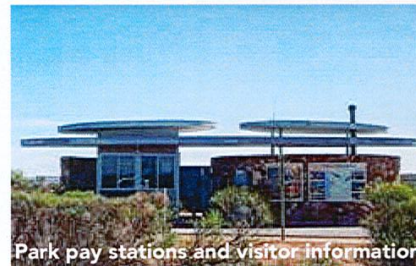
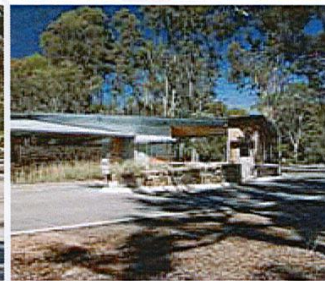
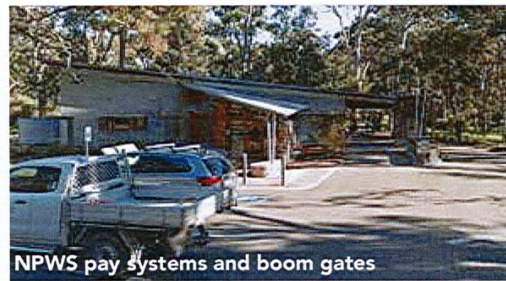
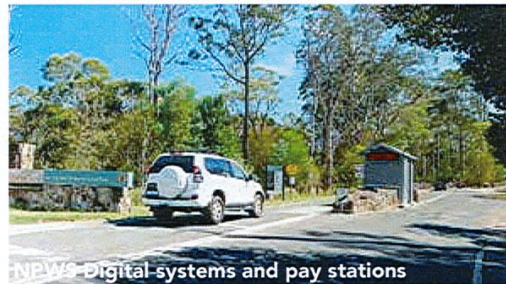
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CONCEPT STUDIES: Possible entry building / rangers office / small visitor centre - example building character and materiality



Entry Node - Example built form character

CONCEPT STUDIES: Possible entry building / entry systems



Examples: building integrated with entry Pay Station

ep environmental partnership collaborative team



'Smart' entry systems - digital licence plate reader systems etc.



Examples: entry pay systems

4.5 Experiencing the Living Desert - activities

Immersion

Consultation for the Strategic Masterplan highlighted that the role of the Living Desert as a place to immerse in and experience the desert landscape is a key value of the place.

The protection of this quality relies on the integrity of the natural landscape and the sensitive and subtle integration of interventions in the natural setting.

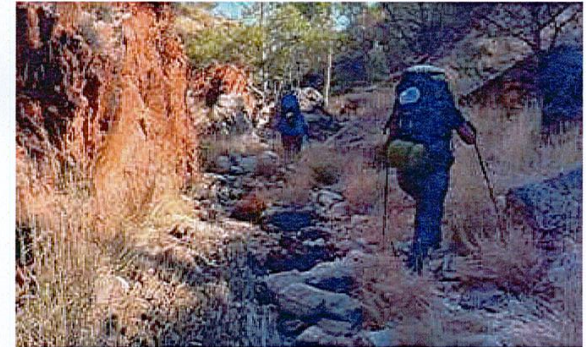
As such design and finishes of any facilities need to consider visual integration, and maintaining the pre-eminence of the natural setting in all views and vistas.

Objectives

- The Living Desert remains the preferred location to experience the desert landscape close to Broken Hill
- The natural environment is always most prominent in the experience of the site by visitors and users
- There are more walks and trails available that provide a more diverse range of experiences that become part of the long term attraction of the reserve

Strategies

1. The natural setting is protected as the dominant experience of the site for users. As such views and vistas, movement alignments, materials and finishes, built form are all planned and designed to maximise the experience of natural character and the sense of space of the Living Desert
2. Expand the availability of recreational trails that provide different ways of experiencing the desert landscape and meet varied users needs (for example, distance, difficulty)
3. Use seasonality and the varied character and nature of the site across the seasons as a tourism drawcard including:
 - night sky
 - Plants and flowers



May 2025

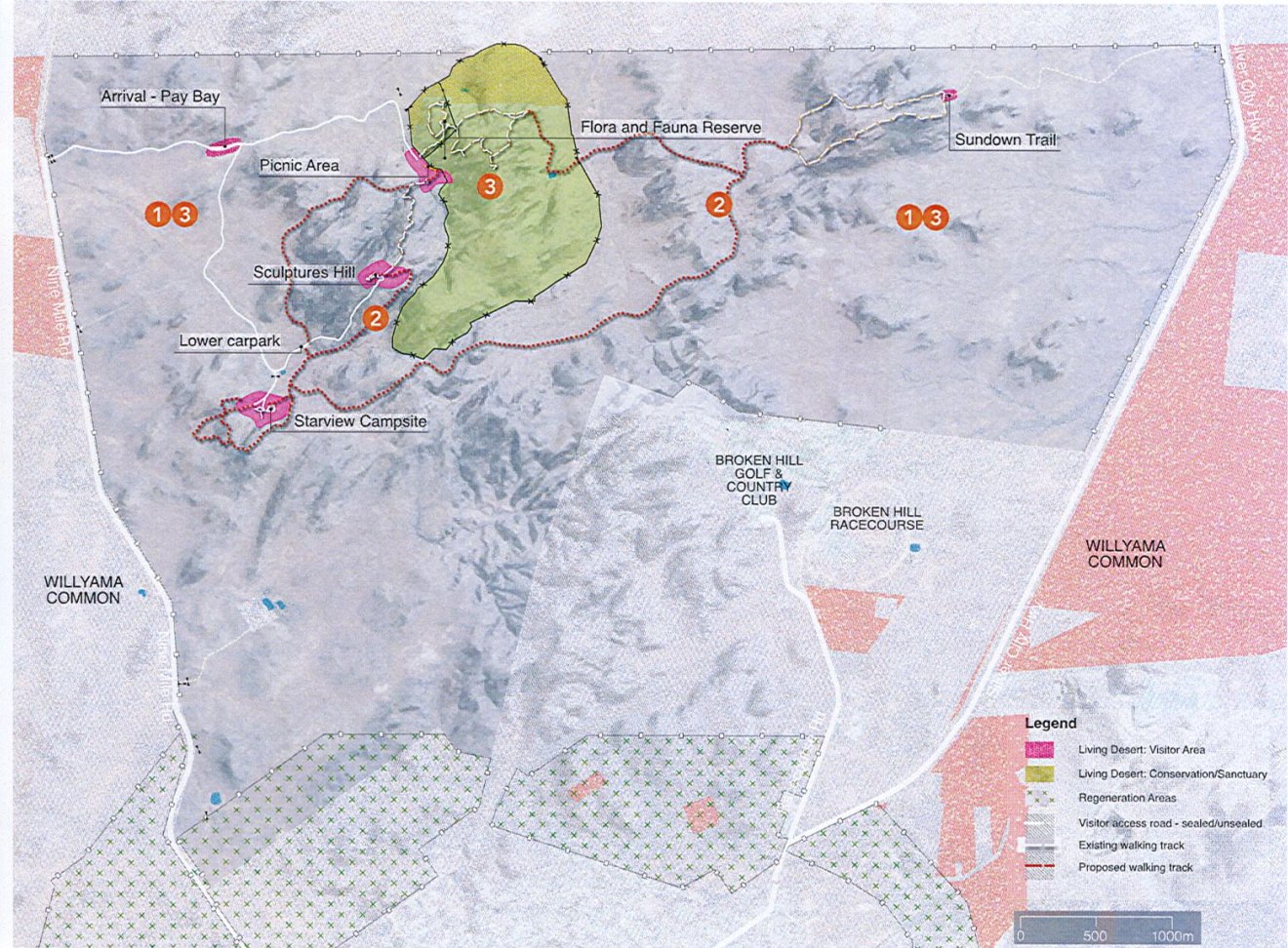
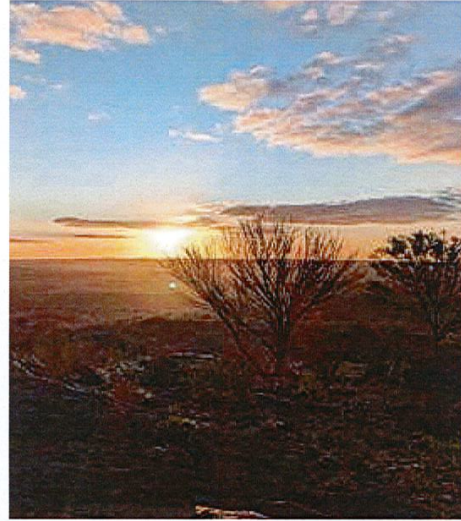


Figure 4.10 Immersion strategies

4.5 Experiencing the Living Desert - activities

Recreational trails

Recreational trails are a key component of regional parklands providing a means of experiencing a distinctive natural setting, of gaining exercise, and of physically challenging oneself.

To date operational limitations including the lack of site wide mobile phone coverage and limitation of ranger resources for monitoring more remote walks has constrained the expansion of the track network on site.

There remains an important opportunity to consolidate the trail network including providing additional loops of varying distance and difficulty.

Given the climate extremes of the Living Desert it is reasonable to also expect that access to some trails would be limited over hotter months.

Objectives

- Site communications and management capacity are adequate to facilitate expanded recreational access
- There are more walks and trails available that become a key part of the attraction of the reserve
- There is greater accessibility for all abilities including at the Sculptures and at the Arboretum
- Audio trails become part of interpretive mediums on the site

Strategies

1. Review safety security and other management issues related to potential expanded trail network including:
 - Park entry / access from Sundown Hills
 - Yearly / season pass for local users
 - Security management / operation of access gates
 - Implementation of enhanced telecommunications signals on the site
 - Potential for hard wired emergency communications along isolated routes
 - Risk assessment related to longer and / or more isolated trails
 - seasonal opening / closure of certain routes
 - Additional ranger resources / seasonal resources
2. Plan and develop an expanded range of recreational walking and jogging trails across the site that:
 - link facilities
 - Provide loop walking experiences of different lengths and difficulties that cater to recreational and fitness interests
 - provide interesting visual and interpretive experiences showcasing the natural values and features of the site
 - include walks suitable for guided walking tours such as culture, bird watching etc (that may be of more limited public access)
3. Investigate ways to manage access to pay for use areas that would enable more expansive network of recreational trails - potentially integrated with improved telecommunications reception on site (eg keypass access).
4. Expand the availability of recreational trails that provide different ways of experiencing the desert landscape and meet varied users needs (eg distance, difficulty)
5. Integrate expanded trail network with coordinated wayfinding and interpretive mediums that support the trail experience (including audio trails)
6. Provide more summer shelter in elevated locations looking out to views integrated with the recreational trail network
7. Provide accessible access route to Sanctuary and Arboretum as topography allows
8. Provide accessible access route to Sculpture Hill from hilltop carpark
9. Investigate accessible elevated walkway just below Sculpture Hill that provides an alternative experience including:
 - high level of accessibility for all abilities
 - different viewing points / photographic perspectives of sculptures, city views, and sunrise / sunset
 - sitting / rest points
 - potential to be integrated into events (eg stargazing, temporary art exhibitions)
- connect the Sundown Hills to the eastern part of the site
- integrate strategic accessibility from vehicular access points that expand the range of experiences available to those with a disability

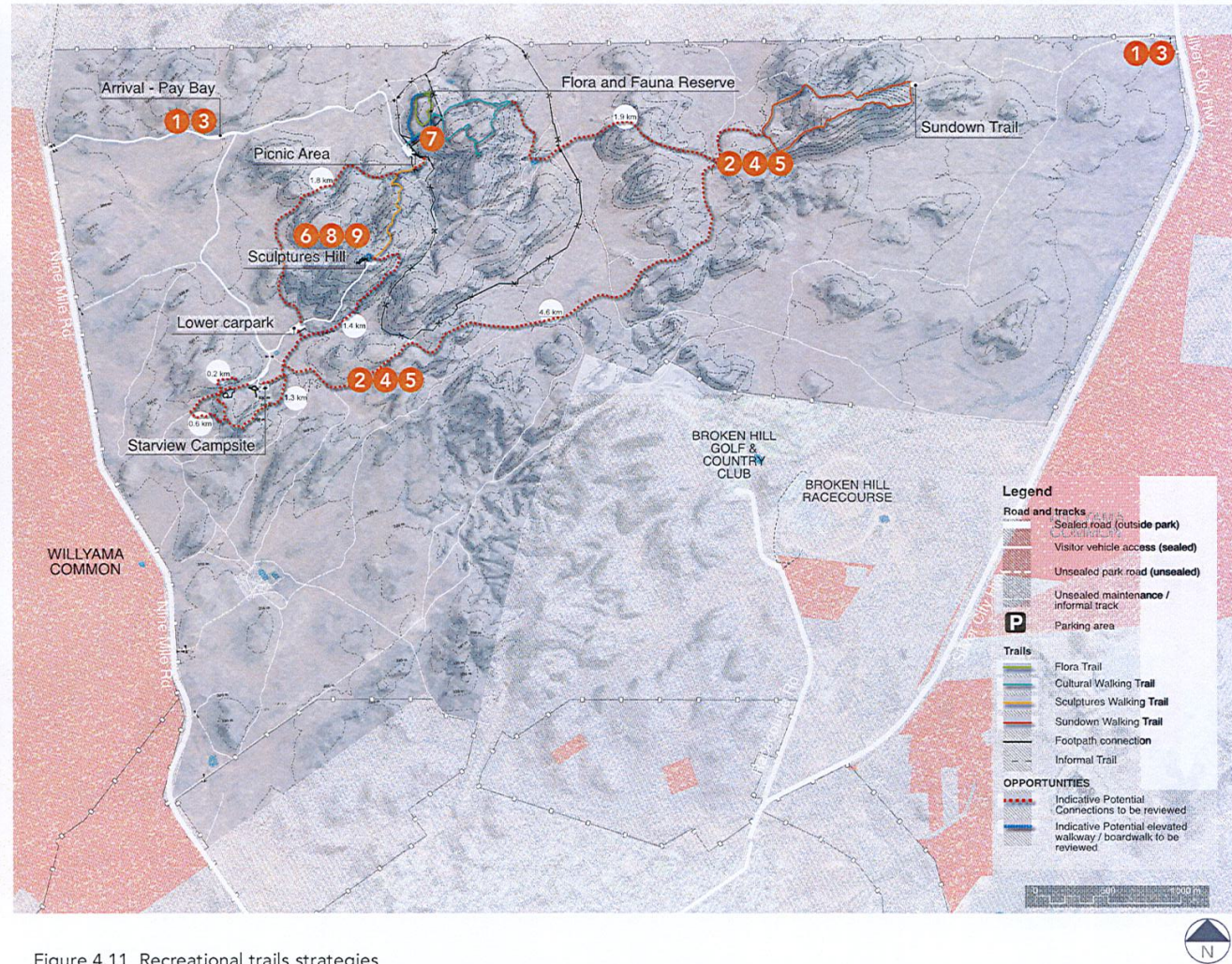
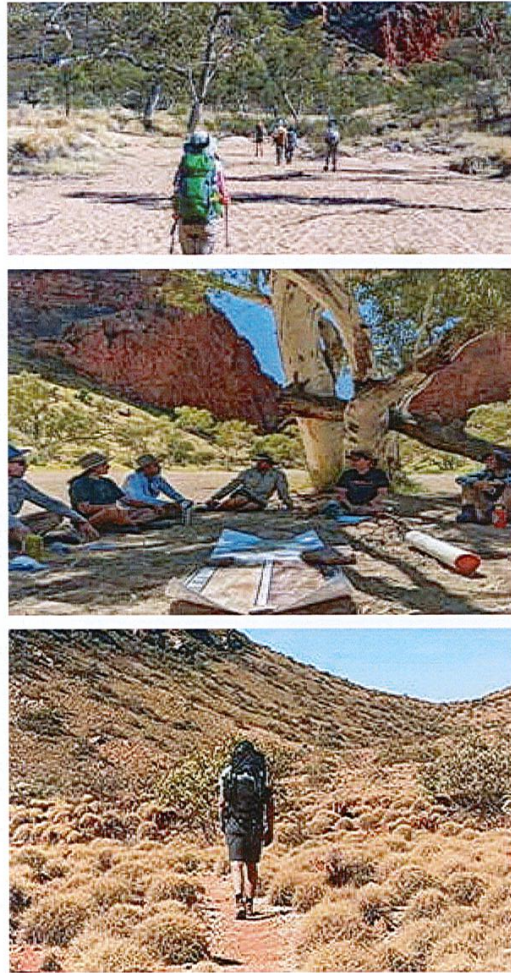


Figure 4.11 Recreational trails strategies

4.5 Experiencing the Living Desert - activities

Mountain biking

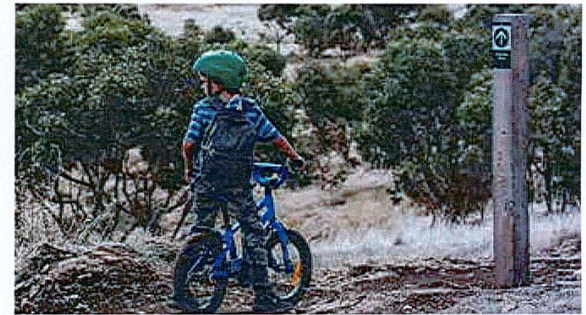
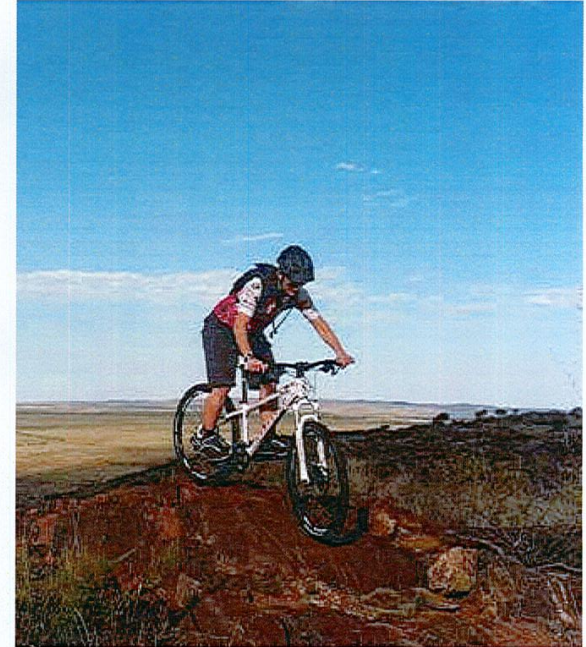
There is an active mountain bike (MTB) community using trails to the south west of the Living Desert accessed from the Broken Hill Country Club.

Objectives

- Selected and strategically located mountain bike trails within the Living Desert support local MTB use and expand the usage and appreciation of the Living Desert
- MTB use complements other access and use by family and visitor groups

Strategies

1. Carry out consultation with Broken Hill MTB community to workshop demand for additional trails extending the existing network outside the Living Desert into the south west of the Living Desert
2. Further investigate potential for MTB activities to add to tourism / recreational offerings at Living Desert
3. Plan and implement MTB trail links in south western zone of the Living Desert
4. Explore potential for an MTB connection through to Campground to expand range of activities available from campground



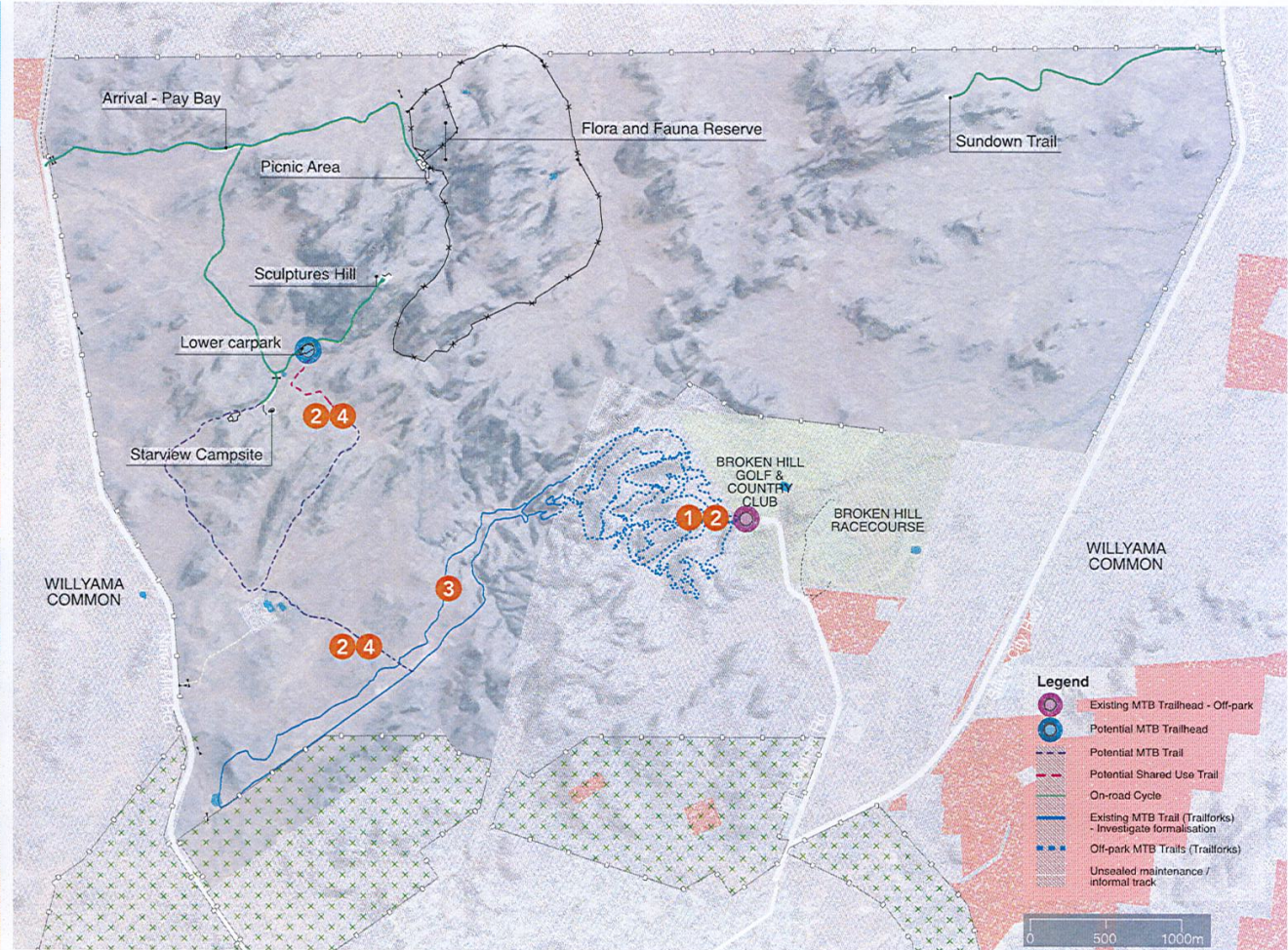
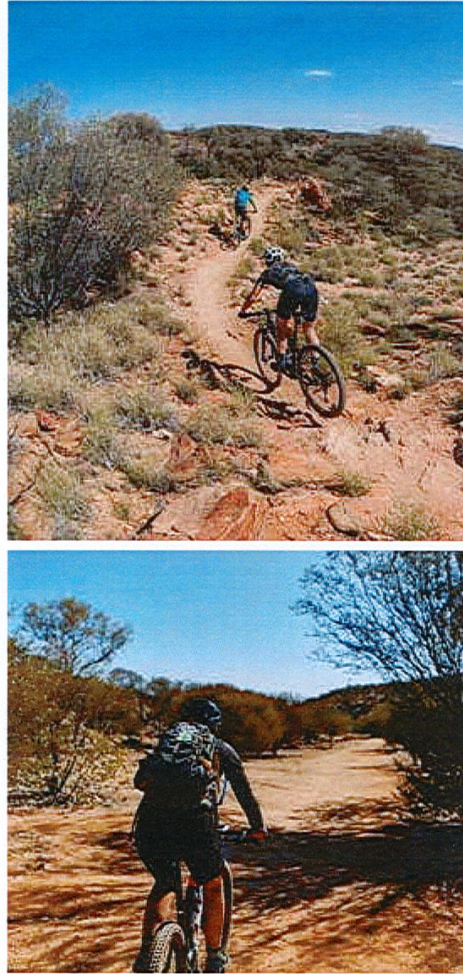


Figure 4.12 Mountain biking trails strategies

4.5 Experiencing the Living Desert - activities

Star gazing and sky experiences

The Living Desert is a recognised location for experiencing the night sky generally and for taking in special astrological events.

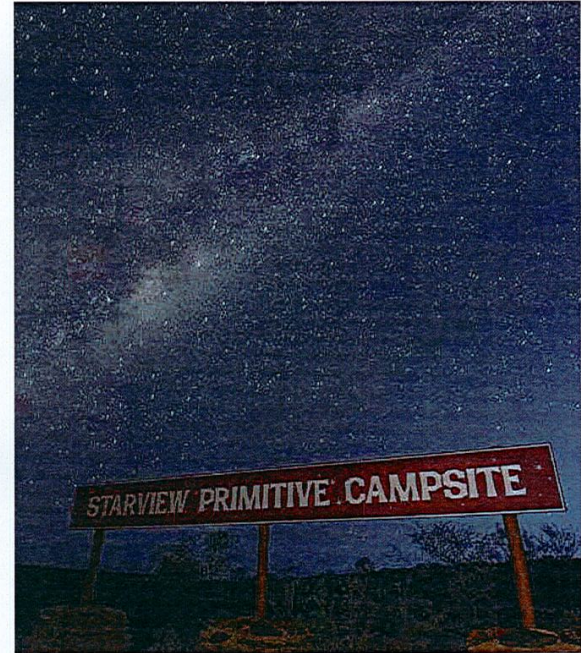
It is proposed that this profile be expanded on with additional / improved facilities and greater promotion of this aspect of the site.

Objectives

- Improved facilities that provide an optimum star gazing experience
- First Nations understanding and stories are integrated interpretation of night sky
- Visitation has access to optimum technology to tell stories, educate and enhance the experience of the site
- The natural environment is always most prominent in views and vistas

Strategies

1. Collaborate with First Nations stakeholders and experts to research and develop a First Nations focus for night sky interpretation
2. Plan and implement upgrades to stargazing circle in Campground including enhanced seating and arrangement and interpretive mediums
3. Integrate Star Gazing facilities and interpretive mediums into proposed sky/ star walk boardwalk to Sculpture Hill
4. Promote star gazing, night sky photography, and sunrise / sunsets as a reason to visit
5. Promote Living Desert as a viewing site during major astronomical events – eg meteor showers
6. Enhance elevated locations that offer great experiences of sunrise / sunset
7. Potential for glamping tents and / or cabins to take advantage of night sky viewing (eg skylights) and sunrise / sunsets



May 2025

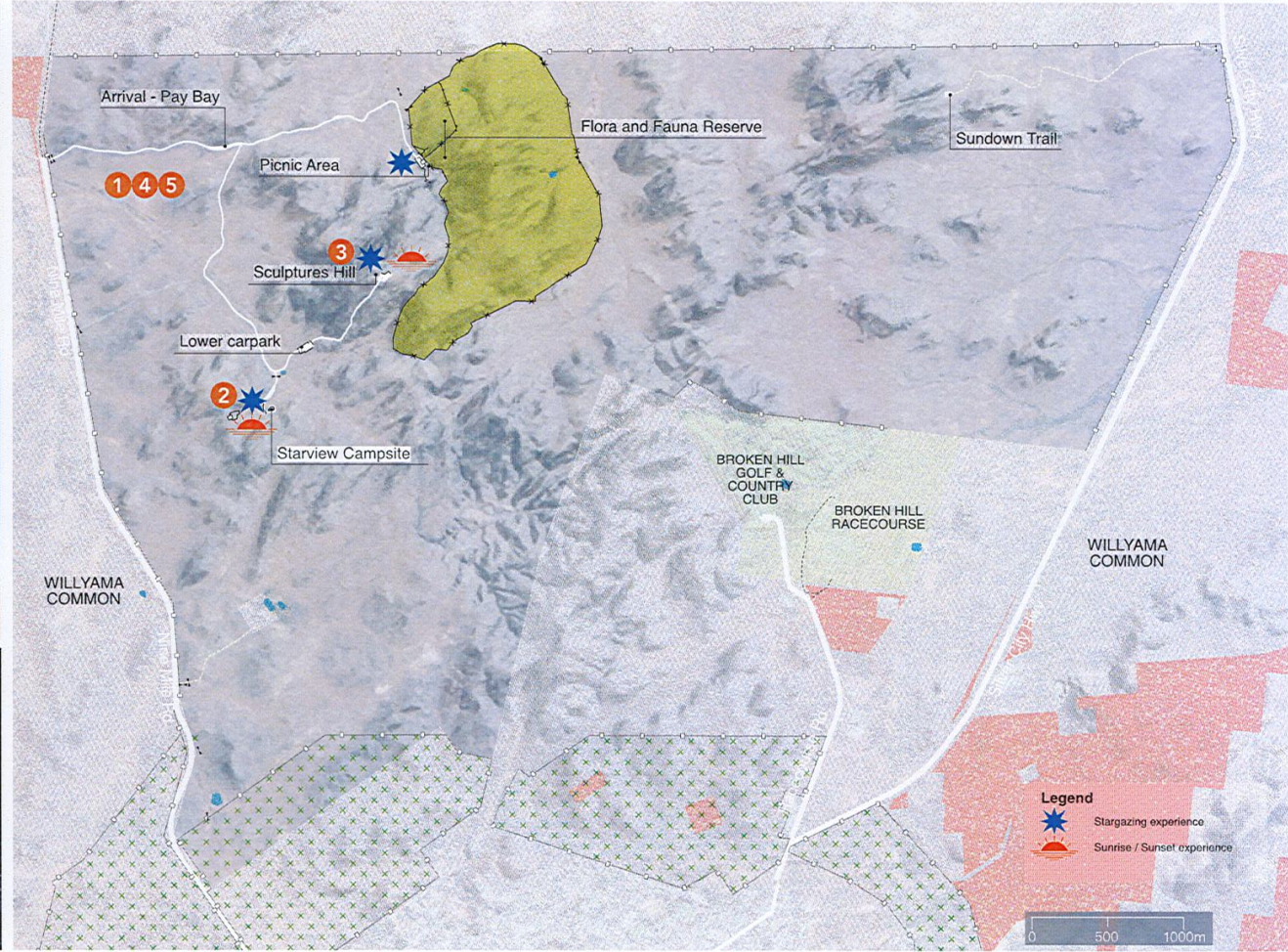
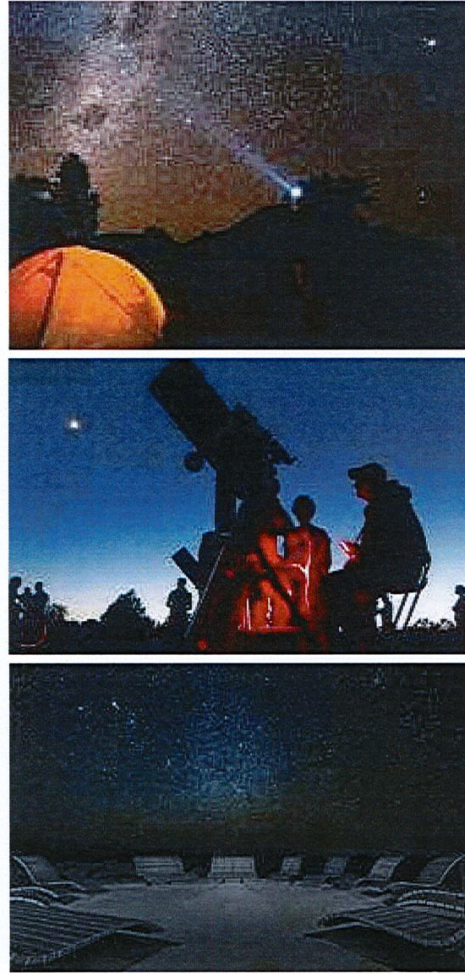


Figure 4.13 Star gazing / sky viewing strategies

4.5 Experiencing the Living Desert - activities

Events

Events have in the past been part of the visitation and use of the Living Desert. It is however understood that First Nations Stakeholders would be concerned with large scale events occurring again in certain areas (such as the Valley where there is a range of Aboriginal artefacts, and a cultural sensitivity.

As such a balanced approach is required that establishes a sustainable role for the Living Desert in the context of other locations such as Silverton and the future Imperial Lakes

Objectives

- Events contribute to the identity and character of the Living Desert
- Events undertaken in complement to and avoiding impact on First Nations values and the environment of the Living Desert
- Events celebrate and reflect the seasonality of the Living Desert

Strategies

1. Review potential event locations and identify preferred location and desired setup of event area to leverage the site’s natural values and to avoid impact on First Nations values and the environment
2. Confirm preferred events role for large and small events
3. Develop events guidelines for large and small events
4. Collaborate with partners to undertake events of all scales
5. Promote Living Desert as a viewing site during major astronomical events – for example meteor showers
6. Encourage appropriate use of the Living Desert as a film and photography site that leverage its natural qualities

7. Explore potential for temporary art installations that build on and contribute to the arts profile of the place
8. Potential for major temporary event that could occur yearly – similar to Sculpture by the Sea



May 2025

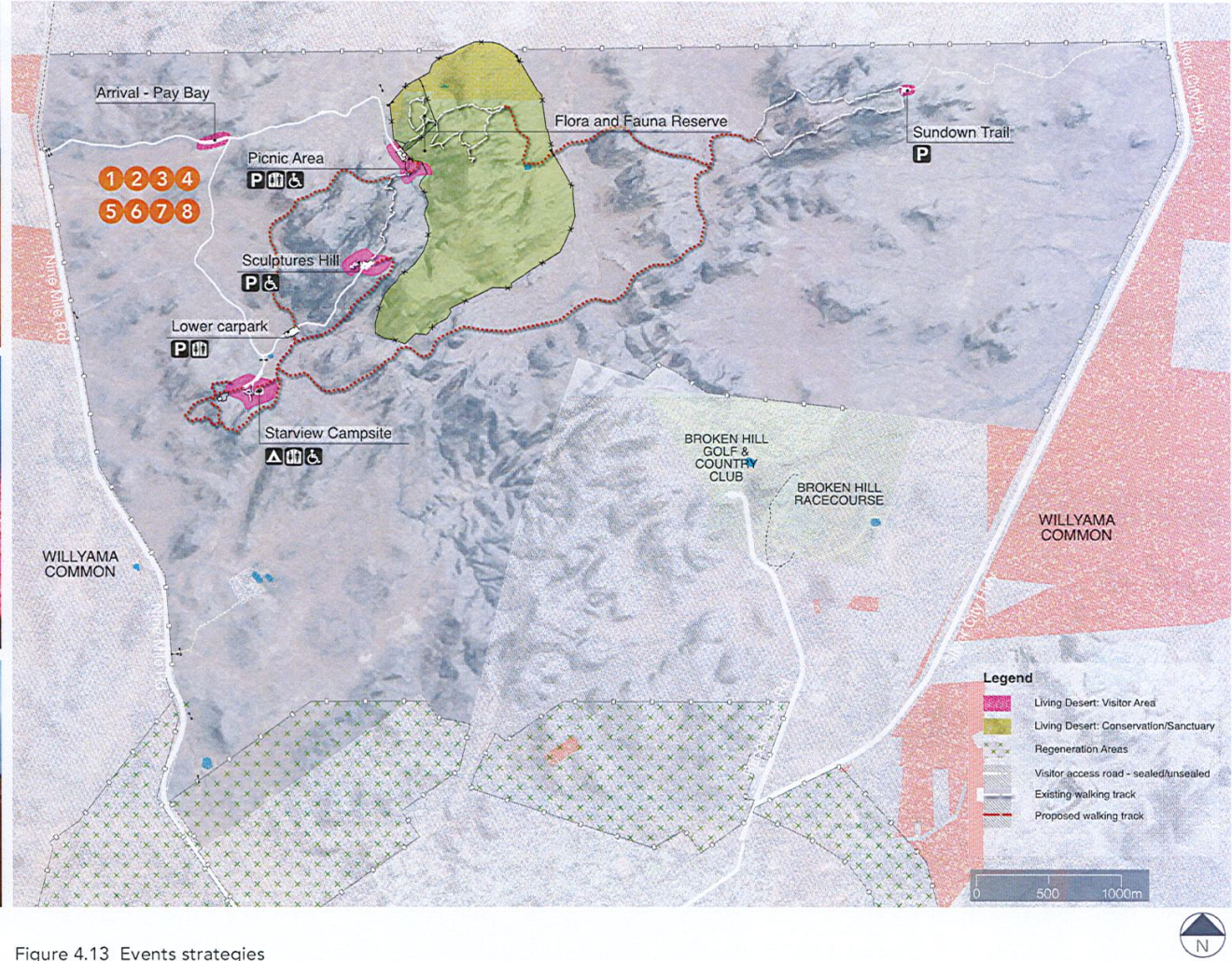
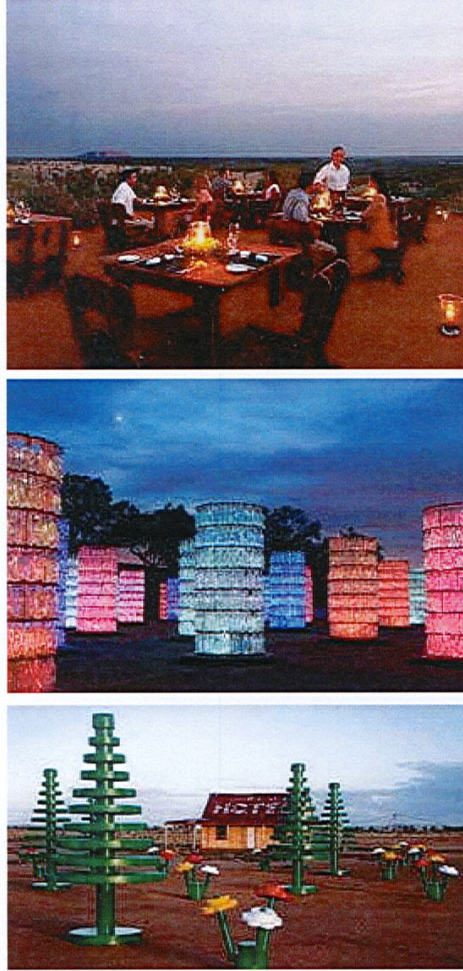


Figure 4.13 Events strategies

4.5 Experiencing the Living Desert - places

The Hilltops

The Living Desert marks the start of the Barrier Ranges. This landscape is comprised of low moderate to steep rocky terrain with the Living Desert being more elevated with steeper slopes than nearby areas of Willyama Common.

The highest point in the Broken Hill area is the Sculpture Hill in the Living Desert at RL 390 AHD. The hilltops are an important quality of the site for First Nations people and as a place to experience this unique landscape.

Role

- At the heart of the stories of place held by the First Nations community
- Key part of the identity of the Living Desert site for tourists and locals alike
- At 50-70 metres above the valley areas the hills are important locations for viewing over the surrounding landscapes and back to Broken Hill township
- Visible from outside the site and from the other hilltops within the site the hilltops and ridges are sensitive visual environments

Experiences and activation

1. Protect the natural visual character of all hilltops and ridges to views from within the Living Desert
2. Conserve and enhance experience of natural environment at hilltops subject to access by visitors

3. Provide viewing infrastructure that enhances the experience of the view and visual setting and is of low visual impact when viewed from other locations
4. Enhance the accessible visual cultural and environmental experiences available at the Sculpture Hill as the highest point in Broken Hill
5. Provide low key viewing infrastructure and interpretation to the Campsite south hill to complement star gazing facilities within the campsite
6. Provide upgraded viewing infrastructure to the existing Sanctuary Lookout

Connections and access

7. Integrate selected hilltops into additional recreational trail network where possible to leverage outlooks and views subject to environmental and visual assessment of impact.
8. Enhance accessible connections to sculpture hill from existing carpark
9. Provide accessible boardwalk experience to sculpture hill as per 4.
10. Consider potential for accessible walking route from campground to Sculpture Hill to reduce pressure for vehicular access and parking and improve safety on road (that is removing pedestrian access)

Environment

11. Manage introduced fauna insects and feral animals to control erosion and degradation of hilltops and ridgelines
12. Consider potential for revegetation of ridges and hilltops where appropriate to natural conditions

Cultural heritage

13. Protect First Nations environmental and cultural qualities of hilltops in all planning and management decision making

Place specific interpretation moves

Appropriate mediums

- Face to Face such as guided tours
- Interpretation signage
- Digital media
- Art installation – permanent
- Art installation – temporary

Site specific interpretation ideas

- Leverage vistas to tell stories about the park and Broken Hill
- Leverage opportunities for new physical art pieces whether they be temporary exhibitions or permanent sculptures.



The hilltops are a key quality of the Living Desert in particular in terms of the place's First Nations significance, but also to view over the desert landscape and back to Broken Hill township.

Selected hilltops will be accessed from the trail network but should have minimal infrastructure.

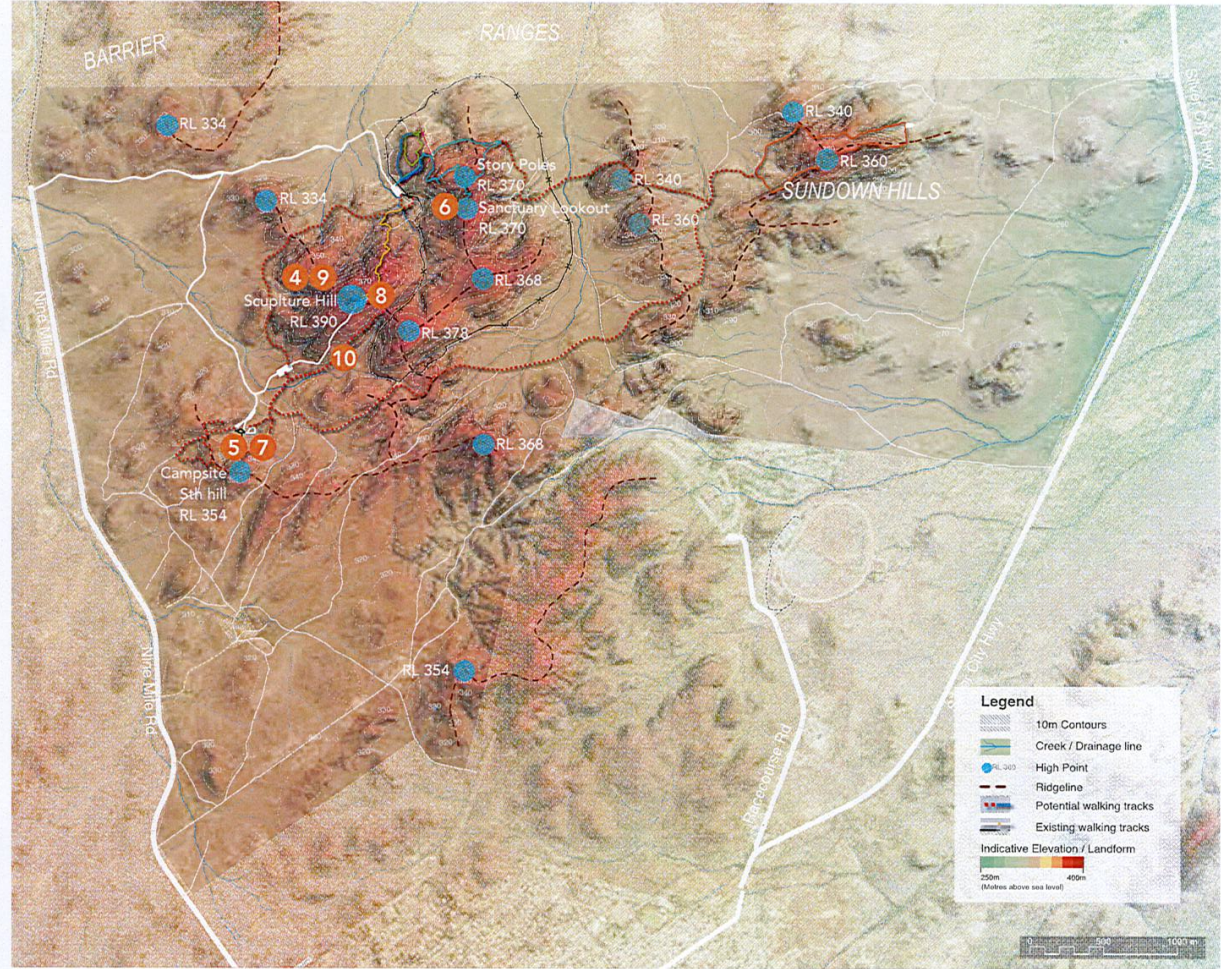


Figure 4.14 The Hilltops - planning strategies



4.5 Experiencing the Living Desert - places

The Valley

There are two main vehicular based destinations in the Living Desert, the first being the Campground and Sculpture Hill and the second being the picnic area and adjoining Sanctuary and Arboretum. The access road and carpark for the latter along with the picnic grounds lie within a protected valley. The Valley provides an important access point to these features and is the past location of major special events.

The Valley is also is an important area for First Nations Archaeology with several areas having camp oven remnants, the engravings to the creekline with the rock outcrops and the rock outcrops along the south edge of the valley themselves.

Role
<ul style="list-style-type: none"> Provides the vehicular arrival and access point for the Sanctuary, Arboretum and picnic grounds and the Sculpture Hill walking track Protects important First Nations cultural artefacts Provides orientation as the natural and cultural values of the Living Desert Provides day use picnic facilities and amenities Provide overflow RV camping capacity (to carpark Events that are compatible with protecting First Nations archaeology and values of the area
Experiences and activation

1. Improve entry experience and interpretive node to Sanctuary entry and connect to accessible boardwalk

2. Improve protection and interpretation of camp ovens
3. Improve quality and character of access to rock engraving - or consider removing access - potentially view from a new viewing point / landing integrated with existing track crossing of creek
4. Review major / large event usage in precinct in accordance with Wilyakali priorities for protection of camp ovens and other artefact's
5. Provide additional shelter / shade in picnic area and at trail heads
6. Provide nature play zone between picnic area and Sanctuary / Arboretum entry node
7. As facilities require replacement, evolve more unity into look and feel of shelter and toilet structures
8. Plan and implement event / overflow camping to Picnic Ground carpark for RV's (overnight use only)

Connections and access
<ol style="list-style-type: none"> 9. Improve identity / arrival to carpark as key arrival point 10. Review entry road access (last bend too tight ?) and improve traffic management 11. Plan and implement accessible boardwalk link to top of Arboretum 12. Existing walking track to Sculpture Hill 13. Potential for recreational loop walk around north side of Sculpture Hill linking to the Campground 14. Provide linking track and accessible viewing area/ wildlife hide for viewing of feeding area

Environment
<ol style="list-style-type: none"> 15. Plan and implement revegetation of road edge zones where required to enhance the visual appearance of the entry road corridor 16. Plan and implement additional shade tree planting to carpark and picnic area 17. Investigate potential measures for stabilising eroding creek banks including tree canopy
Cultural heritage
<ol style="list-style-type: none"> 18. Protect and conserve items of heritage significance 19. Collaborate with Wilyakali to develop First Nations interpretation integrated into the Valley precinct
Place specific interpretation moves
Appropriate mediums <ul style="list-style-type: none"> • Face to Face such as guided tours and hands-on workshops • Interpretation signage • Digital media • Lighting and projection • Art and craft workshops spaces • Art installation – permanent • Art installation – temporary • Outdoor exhibitions – interpretive • Events

Site specific interpretation ideas

- Centralised external interpretive exhibition that is the first stop off point for visitors when they arrive at the picnic area. It provides an introductory interpretive and orientation experience for all places in the park featuring maps, printed information and ability to download digital interpretation. The current Arboretum gazebo would be removed, and Arboretum content would be included in this exhibition. New connection between arboretum and picnic area required so not traversing through the carpark. Potentially the exhibition can utilise a northern section of the carpark so it can connect from the picnic area to the Arboretum entrance.
- Within the outdoor exhibition is an opportunity to interpret the night sky using perforations.
- This space will also have covered spaces for demonstrations, art and craft workshops and for guided tour orientation.
- Interpretive projections on the rock face to activate the area in the evening. The se can feature Cultural Stories
- Stargazing circles for star gazing events
- Yarning circle
- Performance area

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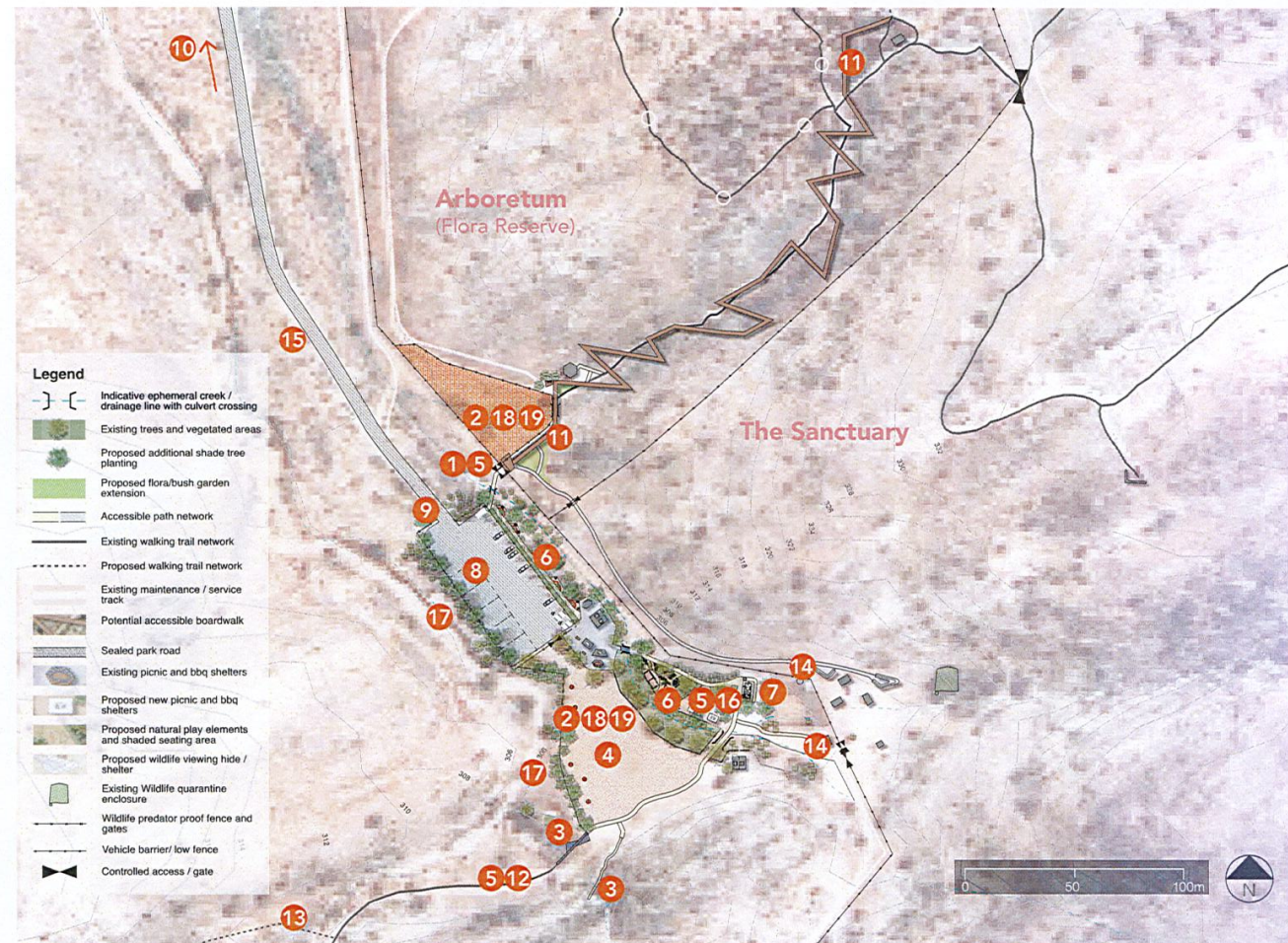


Figure 4.15 The Valley - planning strategies

The masterplan proposals seek to enhance the appearance and resilience of the Valley and to enhance accessibility to the key Living Desert Attractions accessed from it.

The proposals recognise Wilyakali advise that this is one of the most significant areas of the site for First Nations peoples as reflected by the numerous archaeological aspects such as

rock engravings, camp ovens and drinking holes (Gnamma). This elements must be appropriate protected conserved and interpreted in collaboration with First Nations advisors.

Other recommendations seek to optimise the usage of existing features and to make visiting the area a pleasant and interesting experience for families.

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CONCEPT DETAIL: Sanctuary and Arboretum Entry

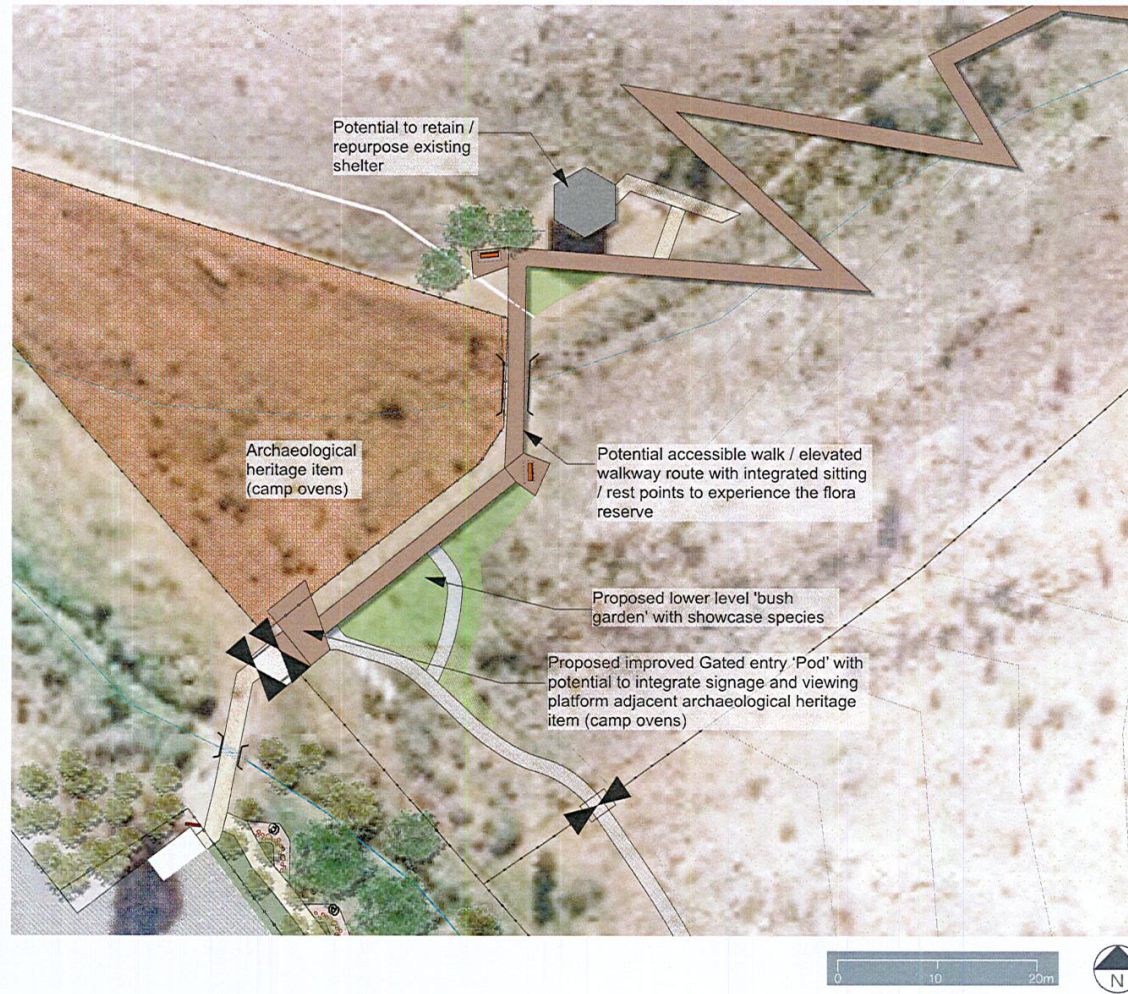
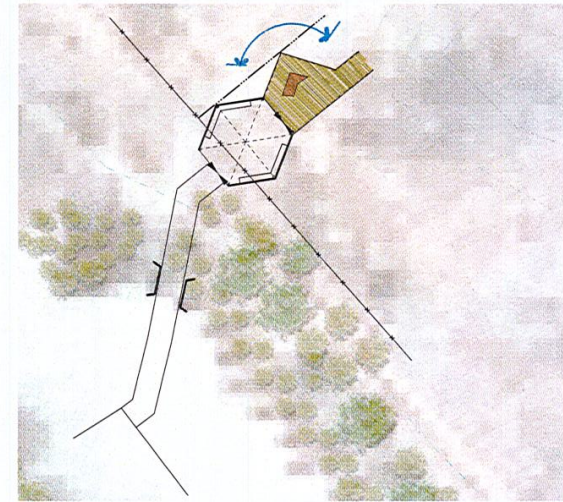


Figure 4.16 The Valley - Concept option - Sanctuary and Arboretum entry

92



Alternative Entry Layout - investigate reuse and relocation of existing gazebo structure as sheltered entry integrated with viewing deck and accessible walkway into the Arboretum

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CONCEPT DETAIL: Picnic Area

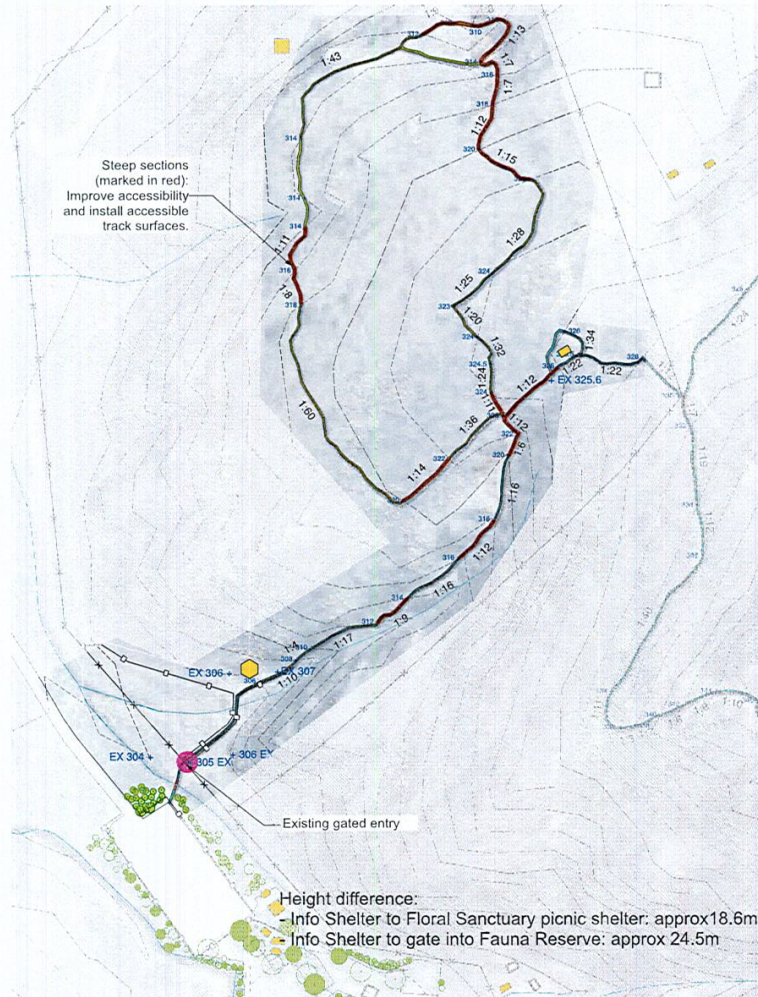


Figure 4.17 The Valley - Concept option - Picnic area

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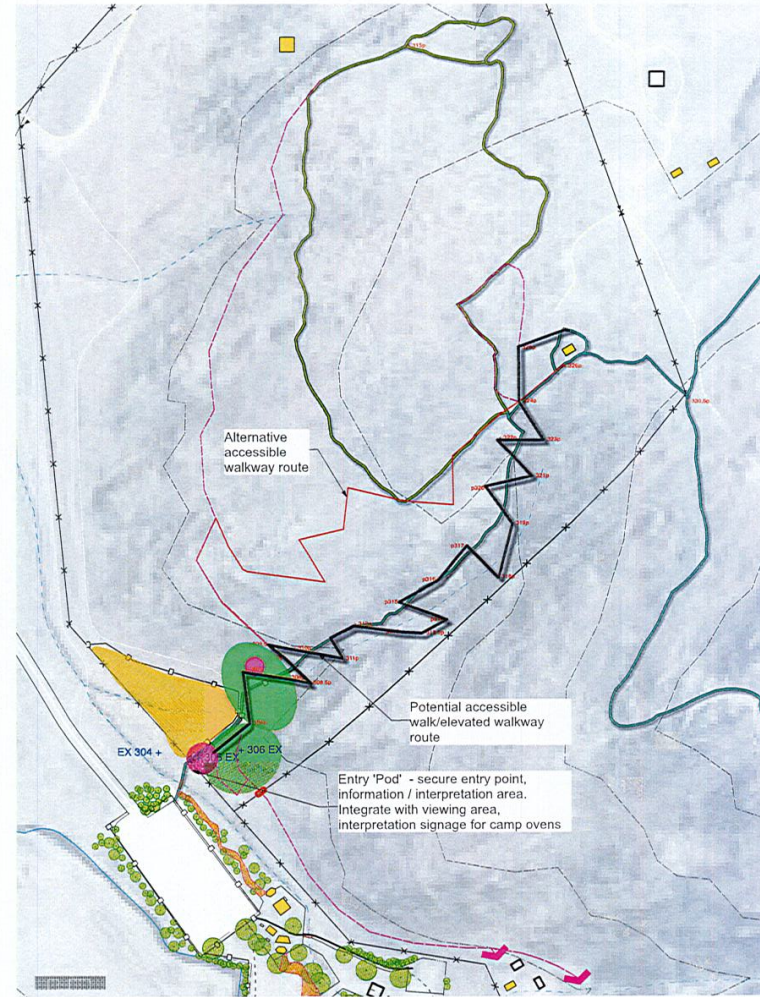
CONCEPT STUDIES: Sanctuary and Arboretum - Accessibility enhancement



Existing gradient analysis

Figure 4.18 Potential accessible walkway to Sanctuary and Arboretum

94



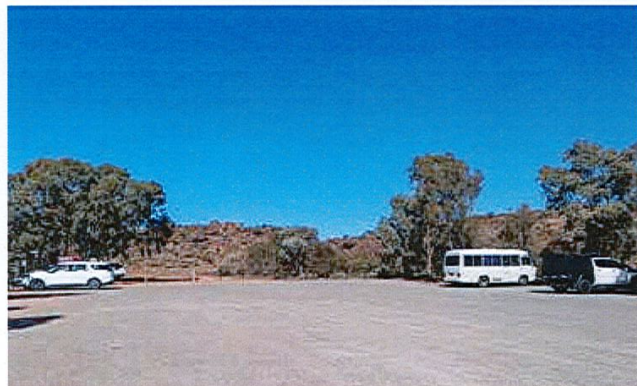
Preferred route - 1:20 maximum grade boardwalk walkway (refer recommendation 11. previous pages)

May 2025

CONCEPT STUDIES: Potential RV parking to carpark



Figure 4.19 Potential for overflow RV(Self-contained) camping provision to carpark (refer recommendation 8. previous pages)



Existing carpark viewing north

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Example short term RV camping zones



4.5 Experiencing the Living Desert - places

The Arboretum

The Arboretum is one part of the Flora and Fauna Sanctuary established in 2002 on the site. The Arboretum provides an environment protected from day to day impacts of larger native fauna as well as feral animals. Vegetation coverage is noticeably denser with stronger bird habitat than to outside unprotected areas and to the adjoining Fauna Sanctuary.

A key philosophy related to the Arboretum that needs to be reviewed is whether the facility supports the vegetation of the broader bio-region or alternatively as favoured by the Wilyakali people, focuses on the native vegetation endemic to the site as a more accurate representation of its natural character.

Role

- To provide a conservatory of vegetation representative of the site / or broader bioregion (to be reconciled)
- To provide habitat for fauna, birds and insects that co-exist sustainably with flora protection
- To increase understanding and appreciation of flora native to the area by providing loop interpretive walking experience
- To provide elevated viewing points out over the surrounding landscape

Experiences and activation

1. Improve entry experience and interpretive node to Sanctuary entry
2. Improve accessibility generally by upgrading movement routes integrating boardwalks and platforms and enhanced interpretation
3. Unify finishes materials and facilities within a cohesive approach and design palette that complements the natural character of the site
4. Improve interpretation through the Arboretum as part of a cohesive coordinated approach integrating technology where feasible
5. Enhance bird watching experiences with Arboretum with hides / rest points and supporting interpretation

Connections and access

6. Provide an accessible walkway from the entry hub to the Sanctuary at the carpark to the Arboretum loop entry and picnic shelter
7. Review potential to improve accessibility of walking loop to Arboretum targeting steeper / rougher sections of the loop

Environment

8. Review and confirm through consultation with First Nations, Community, and Scientific stakeholders preferred philosophical approach to management of Arboretum - representing the broader bio-region or focussed on the native vegetation of the site specifically

Cultural heritage

9. Protect First Nations environmental and cultural qualities of the Arboretum landscape in all planning and management decision making
10. Provide protection and conservation of camp ovens to west of Arboretum
11. Potential First Nations involvement in flora and fauna programs

Place specific interpretation moves

Appropriate mediums

- Face to Face such as guided tours and hands-on workshops
- Interpretation signage/labels
- Digital media
- Art installation – temporary
- Outdoor exhibitions – interpretive

Site specific interpretation ideas

- Using the new cohesive brand wayfinding and interpretation signage package to create new flexible labels for plantings. All content to be reviewed and updated.
- Review ways to interpretively define particular areas of the Arboretum, such as by plant type.
- Look at ways to respond to the seasons through creation of flexible interpretation – such as signage that may change from season to season.
- Bush Tucker guided tours by Wilyakali.
- Expert botanist guided tours
- Digital sound interpretation tours featuring the voices of Wilyakali and botanists

It is proposed to consolidate the immersive experience provided by the Arboretum and Sanctuary by unifying track and related finishes to a suite of materials that complements the desert landscape.

An accessible boardwalk and track link to the Arboretum will expand the accessibility of facilities accessed from the Valley, while improvements to interpretation and investigation of further art opportunities within the landscape setting are proposed.

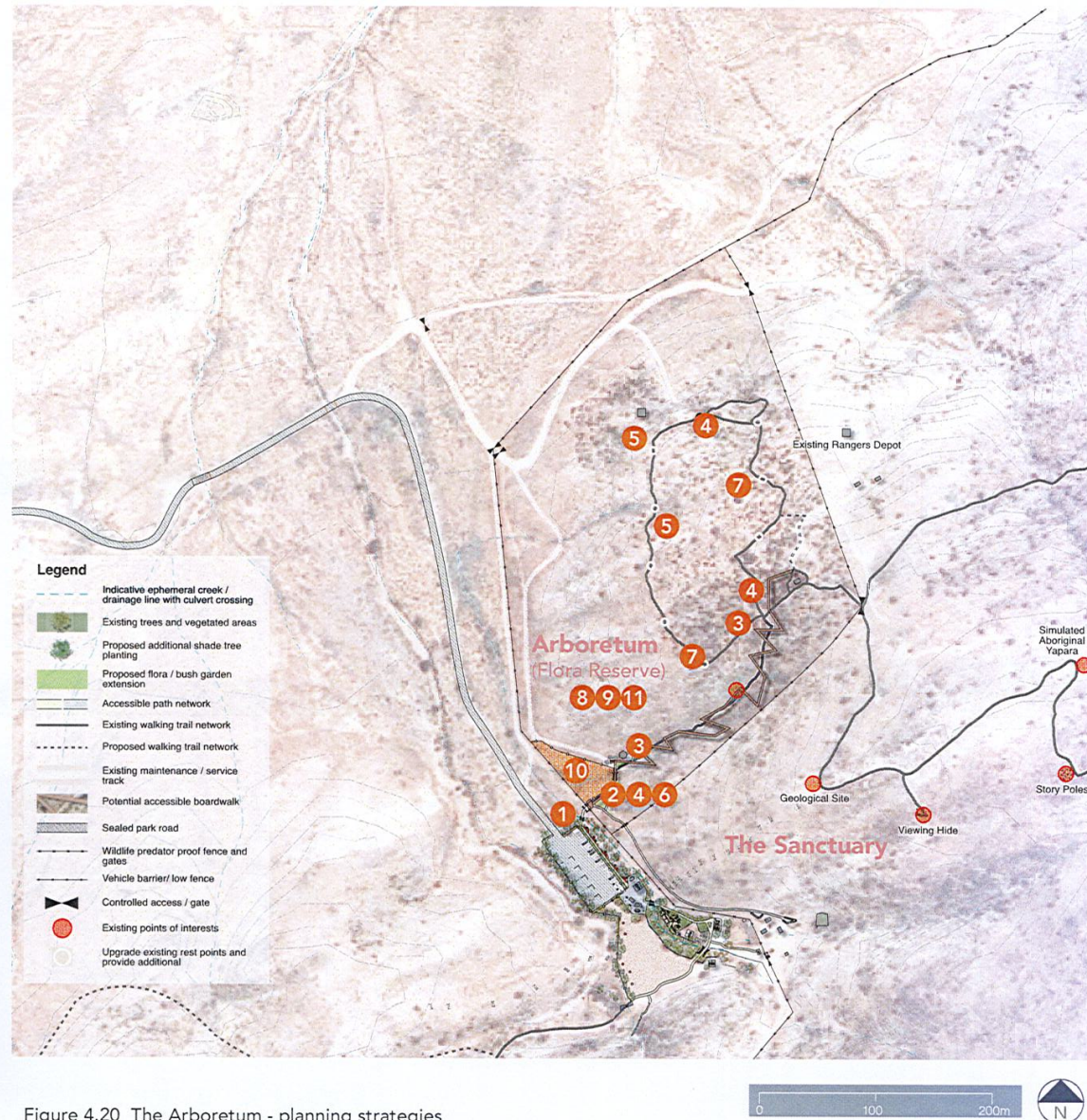


Figure 4.20 The Arboretum - planning strategies

4.5 Experiencing the Living Desert - places

The Sanctuary and Cultural Walk

The Fauna Sanctuary is the second part of the Flora and Fauna Sanctuary established in 2002 on the site. The Sanctuary covers the majority of the overall fenced area and provides separation from outside unprotected areas.

As for the Arboretum a key philosophy that needs to be reviewed is whether the facility supports the fauna of the broader bio-region or of the site specifically.

Role

- To provide a conservatory of fauna representative of the site / or broader bioregion (to be reconciled)
- To increase understanding and appreciation of fauna native to the area by providing loop interpretive walking experience

Experiences and activation

1. Improve entry experience and interpretive node to Sanctuary entry
2. Improve accessibility generally by upgrading movement routes integrating boardwalks and platforms and enhanced interpretation (see item 8)
3. Unify finishes materials and facilities within a cohesive approach and design palette that complements the natural character of the site
4. Improve interpretation through the Sanctuary as part of a cohesive coordinated approach integrating technology where feasible

5. Enhance bird and fauna watching experiences with Arboretum with shaded hides / rest points and supporting interpretation
6. Provide upgraded viewing infrastructure to the existing Hilltop Sanctuary Lookout
7. Potential to expand art influence in Sanctuary

Connections and access

8. Provide an accessible walkway from the entry hub to the Sanctuary at the carpark to the Arboretum loop entry and picnic shelter
9. Improve safety and character of access to hilltop viewing point

Environment

10. Review and confirm through consultation with First Nations, Community, and Scientific stakeholders preferred philosophical approach to management of the Sanctuary - representing the broader bio-region or focussed on the native vegetation of the site specifically
11. Develop long term animal management plan to guide fauna management on site
12. Potential involvement in breeding programs to be considered in context of longer term animal management plan
13. Consider Bilby and Wallaby enclosure in context of longer term animal management plan

Cultural heritage

14. Protect First Nations environmental and cultural qualities of the Sanctuary landscape in all planning and management decision making
15. Potential First Nations involvement in flora and fauna programs

Place specific interpretation moves

Appropriate mediums

- Face to Face such as guided tours
- Interpretation signage
- Digital media
- Art installation – permanent
- Art installation – temporary

Site specific interpretation ideas

- Using the new cohesive brand wayfinding and interpretation signage package to create new interpretation panels for the wildlife. All content to be reviewed and updated
- Work with Wilyakali to review the content and Cultural Assets of the walk and whether the 'siloed' nature of grouping Aboriginal Cultural stories in the same location is appropriate. Ensure that there are Wilyakali stories available in a range of mediums across the whole park.



It is proposed to consolidate the immersive experience provided by the Arboretum and Sanctuary by unifying track and related finishes to a suite of materials that complements the desert landscape.

An accessible boardwalk and track link to the Arboretum will enhance access to the first part of the hill climb but access to the cultural walk within the Sanctuary will remain class 3.

Improvements to interpretation along the cultural walk and investigation of further art opportunities within the landscape setting are proposed. In addition provision of shaded bird and fauna watching points and improvements to access to hilltop viewing points are proposed.

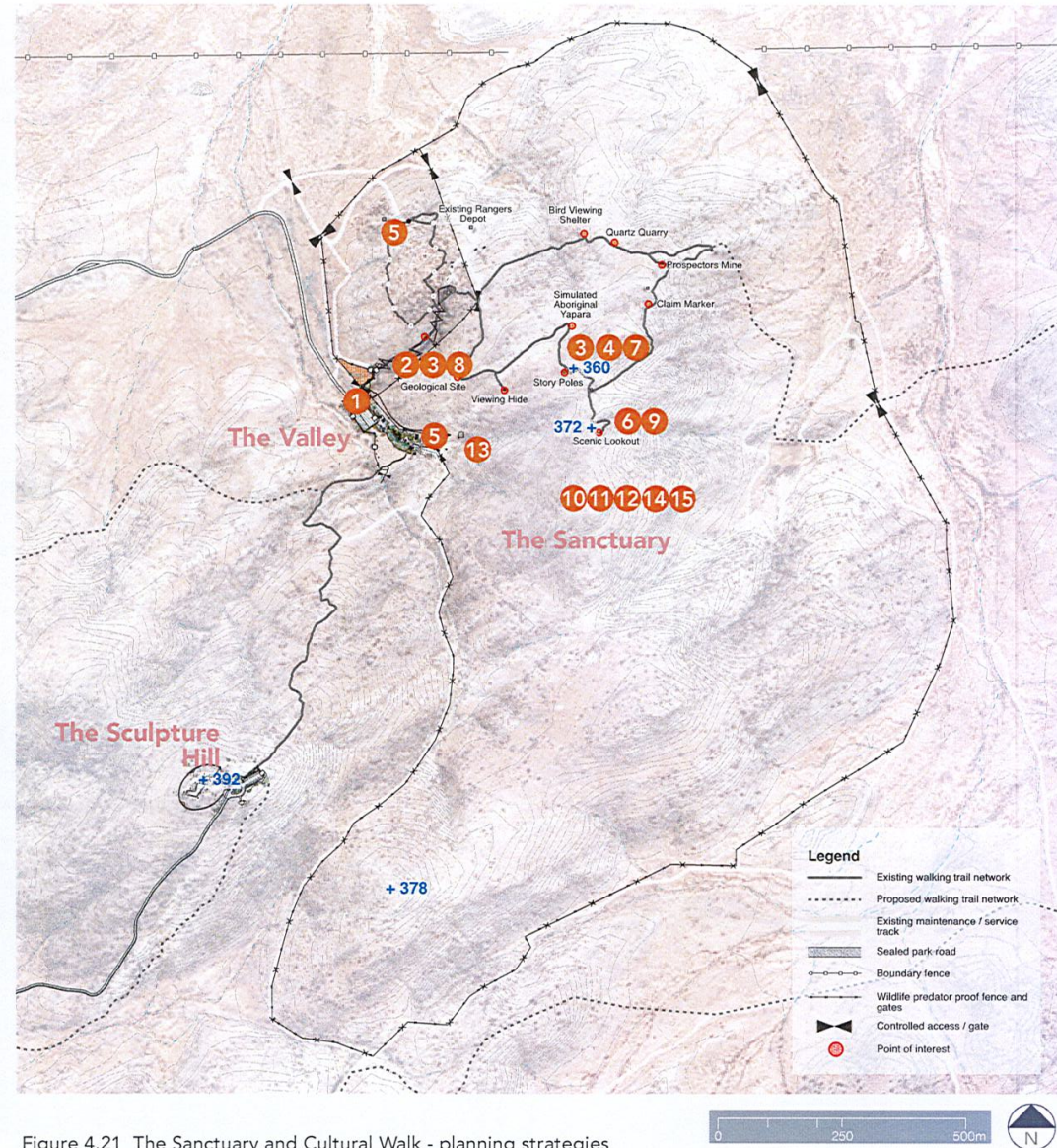


Figure 4.21 The Sanctuary and Cultural Walk - planning strategies

4.5 Experiencing the Living Desert - places

The Sculpture Hill

In 1992, the Living Desert State Park was established and in 1993 the innovative 'Sculpture Symposium' installed 12 sculptures into the Living Desert State Park on the highest point within Broken Hill.

The Symposium has become synonymous with Broken Hill and is the focal drawcard to the Living Desert for visitors.

In it's 31st year it is appropriate that the ongoing role and future management of the sculptures is considered in order to conserve its legacy but also to look to the future and the ongoing evolution of art on the site and management and maintenance of the over 30 year old sculptures.

Role
<ul style="list-style-type: none">• One of the most recognisable images of Broken Hill• Contributes to Broken Hill's reputation as a place of creativity and culture• Provides a visitor destination suitable for a variety of visits from quick to more extended• Visiting the hill showcases the Broken Hill and Living Desert landscape
Experiences and activation
<ol style="list-style-type: none">1. Facilitate the strategic recommendations related to art on the Living Desert site as listed at items 2 and 3 in Arts and Culture, that is:<ul style="list-style-type: none">• confirming role of art and culture for the next 20 years of life of the Living Desert

- developing "Living Desert Arts and Cultural Management Plan" with input from all stakeholders that provides a management plan for curation and maintenance of art into future
2. Conserve and enhance experience of natural environment to Sculpture Hill
 3. Investigate plan and implement new viewing experience looping around hill ("Sky or Star walk") that will:
 - expand accessibility of views and become a sought after accessible experience
 - enhance the experience of the views and visual setting and is of low visual impact when viewed from other locations
 - enhance the cultural and environmental experiences available at the Sculpture Hill as the highest point in Broken Hill
- Plan and implement support lookout points adjoining hilltop and carparking:
4. To Symposium Monument and southern edge with views Broken Hill
 5. To north east edge with views to Sanctuary
 6. Along northern edge / Sanctuary Walk with views to Stephens Creek
 7. Consider if a low key toilet structure is appropriate in a discrete location (potentially to carpark at base of hill)
 8. Consider potential pop up coffee / food cart at base of hill or top to support visitation in peak times

Connections and access

9. Formalise parking at the sculpture hill to make more efficient and safer for pedestrians
10. Consider potential to formalise lower carpark - event use / overflow
11. Harden car park surface to improve accessibility and alleviate erosion of ground surface - limit engineered infrastructure - use wheel-stops, post and cable barriers and swale drainage to catch / direct runoff
12. Provide an accessible connection to sculpture hill from to carpark and upgrade path around sculptures
13. Investigate and implement improvement to hilltop access road for safety and environmental management - consider partial re-alignment where required.
14. Consider potential for accessible walking route from Campground to Sculpture Hill to reduce pressure for vehicular access and parking and improve safety on road (that is removing pedestrian access)

Environment

15. Manage introduced fauna and feral animals to control erosion and degradation of hilltops
16. Consider potential for revegetation of ridges and hilltops where appropriate to natural conditions including to west side of sculpture hill - consider access management measures to discourage scrambling beyond sculptures

Cultural heritage

17. Protect First Nations environmental and cultural qualities of hilltop in all planning and management decision making
18. Integrate First Nations creative influences (through co-design) into planning and design of new elements such as the Sky / Star Walk

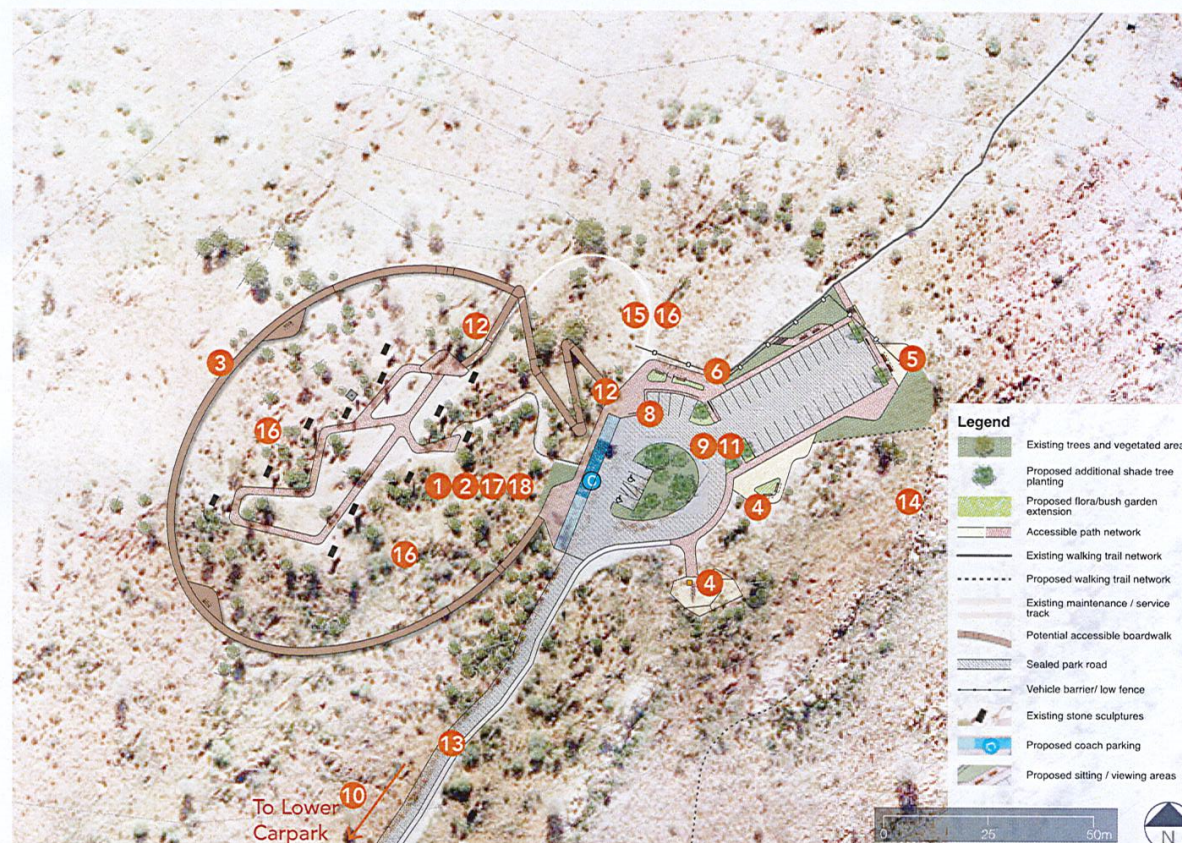
Place specific interpretation moves

Appropriate mediums

- Face to Face such as guided tours and hands-on workshops
- Interpretation signage
- Digital media
- Art installation – permanent
- Art installation – temporary

Site specific interpretation ideas

- Review the name of the hill - what is the preferred approach to naming and identity for the future of the Living desert and to encompass its future role ?



The preferred long term option illustrates the potential to create a new iconic experience that provides a reason for visiting the site beyond (but complementing) the sculptures.

The Sky Walk or Star Walk which showcases the landform geology and flora of the Living Desert and provides unique vantage points to the special views available from Broken Hills highest point.

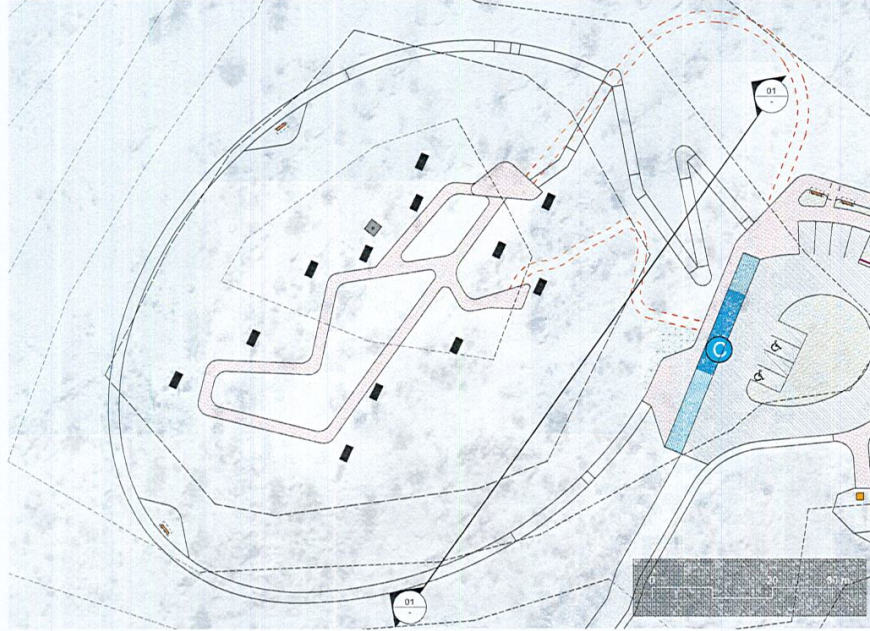
The walkway can integrate such features as:

- sitting / rest spots
- state of the art interpretive mediums
- subtle night lighting to facilitate night use
- potential to be integrated into event activities
- light weight / visually permeable structure in non reflective materials / colours that limits impact on views to the hill

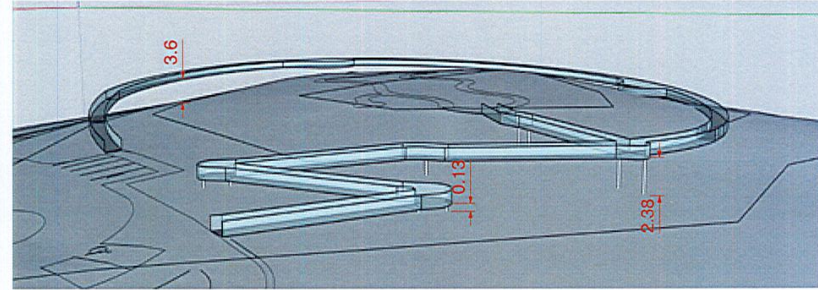
Figure 4.22 The Sculpture Hill - planning strategies

BROKEN HILL CITY COUNCIL

CONCEPT STUDIES: Potential Sky / Star walk accessible hilltop walk



Key Plan



Boardwalk Perspective

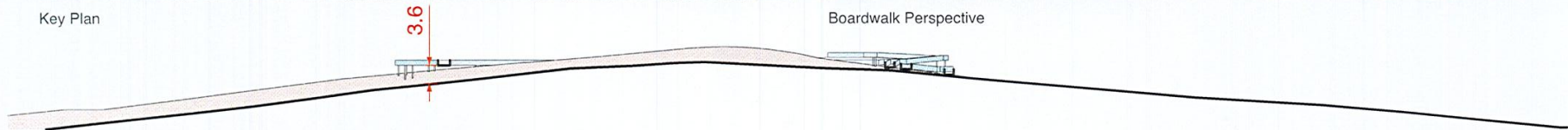
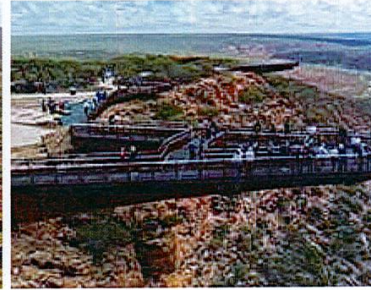
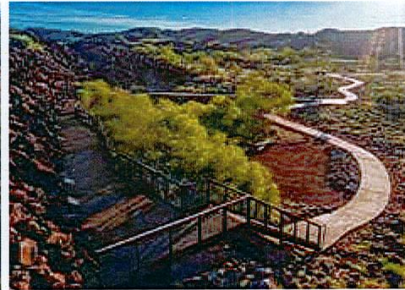
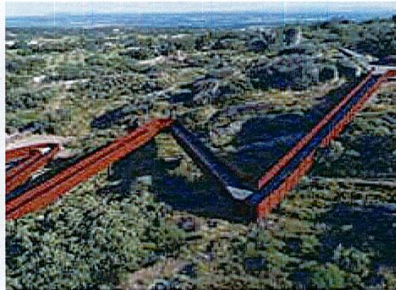
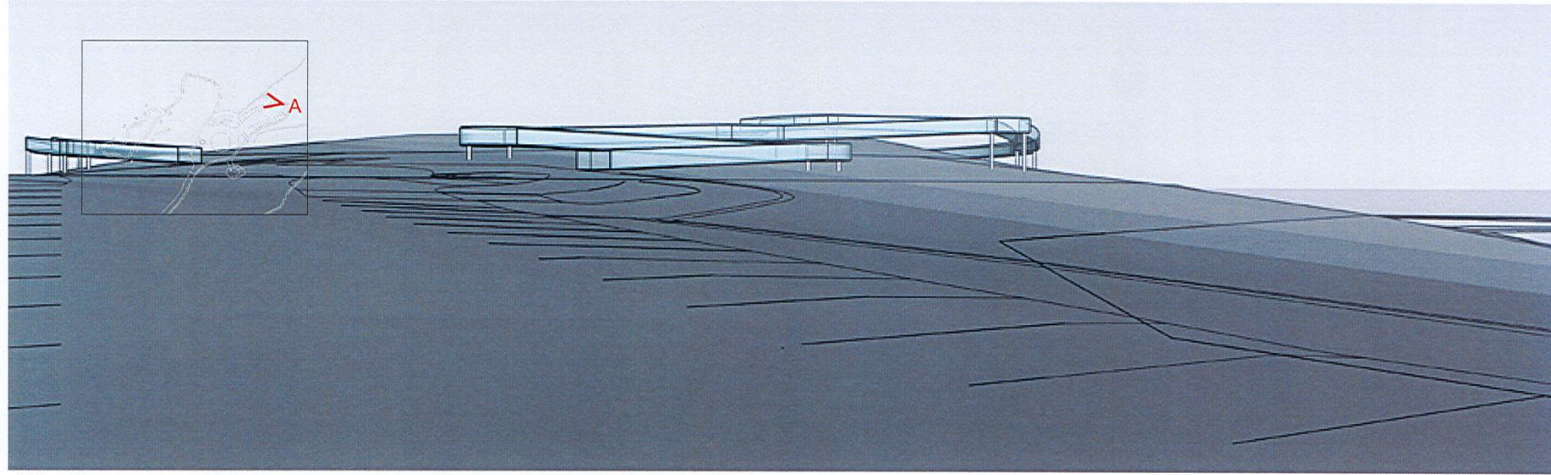
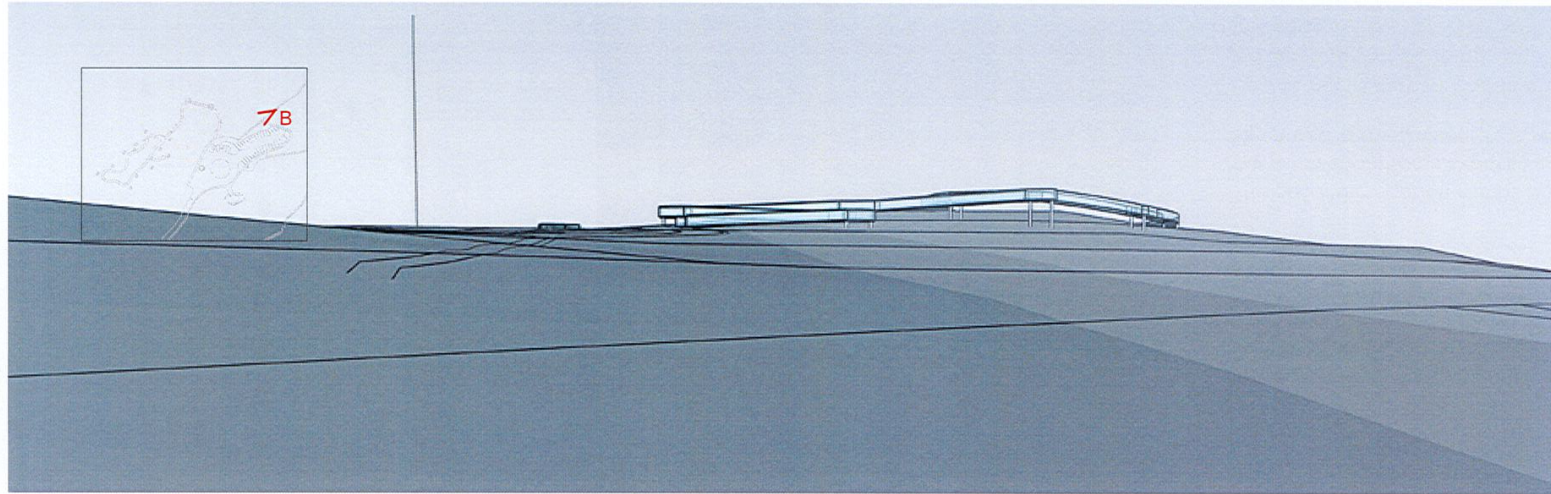


Figure 4.23 The Sculpture Hill - Sky / Star Walk platform concept - visual studies 1





View A



View B

Figure 4.24 The Sculpture Hill - Sky / Star Walk platform concept - visual studies 2

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CONCEPT STUDIES: Alternative carpark and accessible sculptures link boardwalk

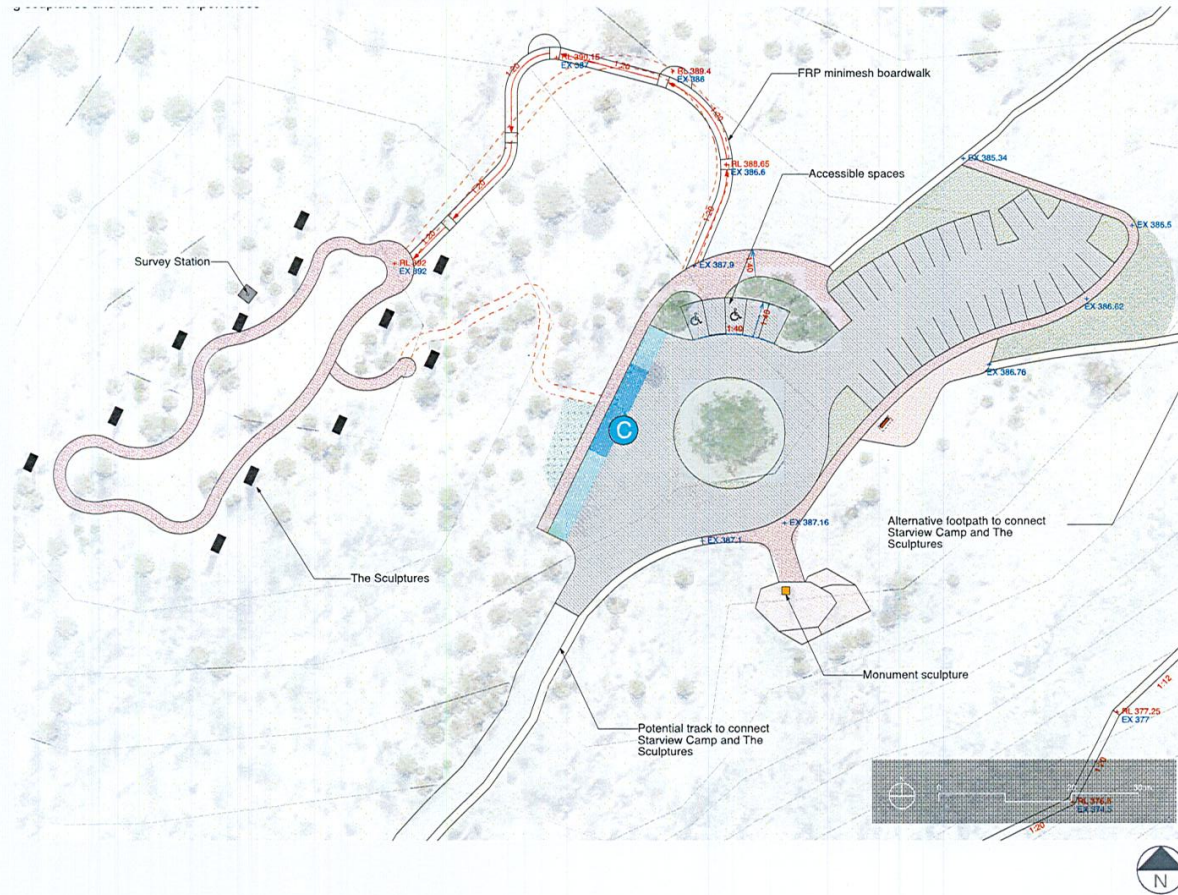


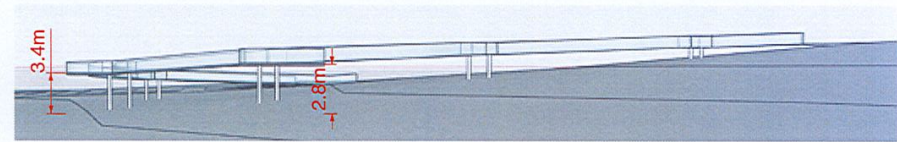
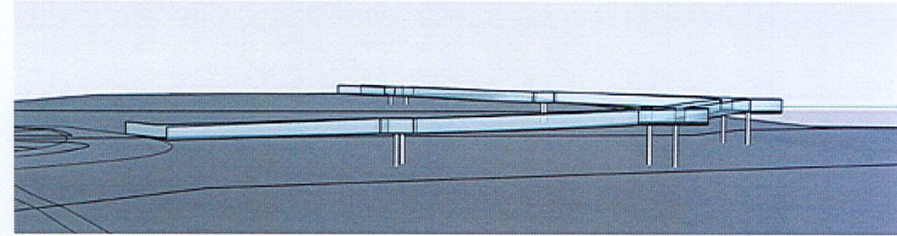
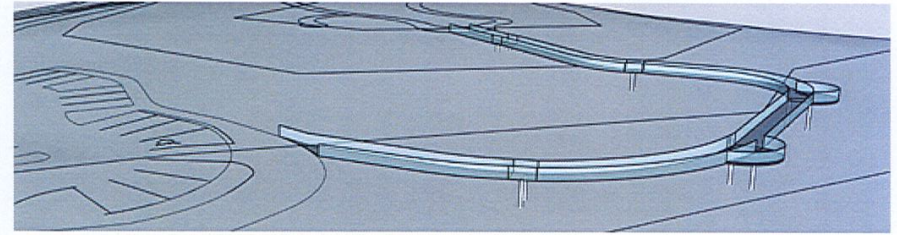
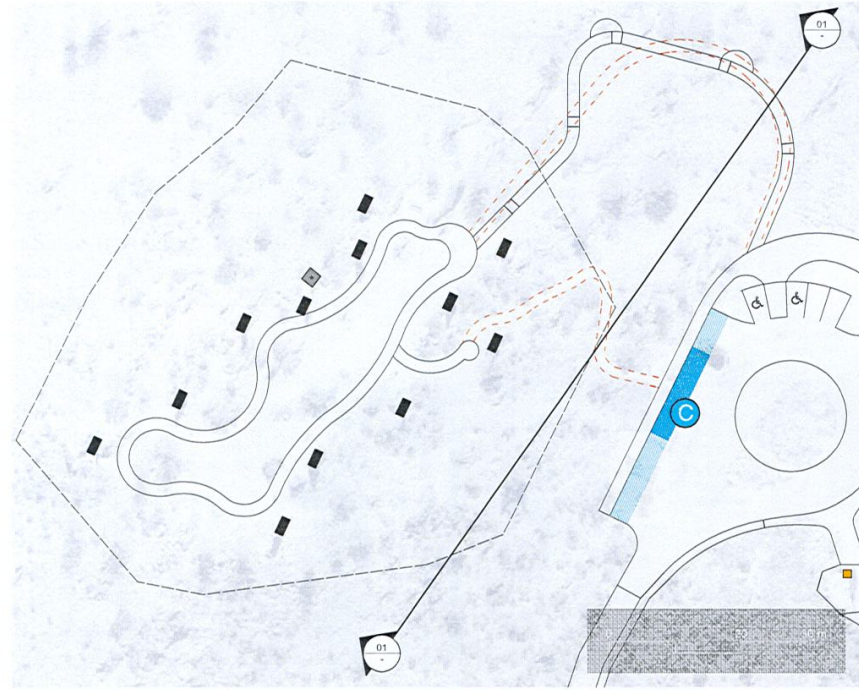
Figure 4.25 The Sculpture Hill - Alternative accessible link boardwalk platform concept - Plan

If the Sky Walk concept is deemed not feasible, it is still fundamental to provide accessible access to the Sculptures level.

This alternative option provides a simpler and less ambitious version of the viewing boardwalk.

This secondary option climbs up the hill from the north and affords expansive views from the Sanctuary to the sunset in the west.

An alternative carpark arrangement is also indicated for consideration on the concept on this page.



Boardwalk Perspective

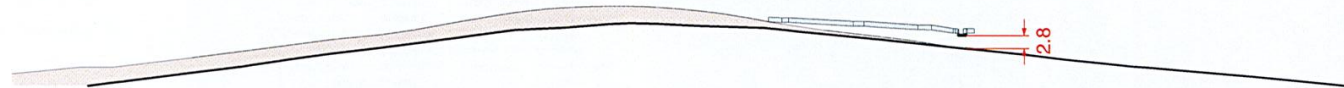


Figure 4.26 The Sculpture Hill - Alternative accessible link boardwalk platform concept - Visual studies

CONCEPT STUDIES: Options for accessible track from Campground to Sculpture Hill

The existing road up the sculpture hill is narrow and winding cut into the slope and rocky landform.

In the past visitors have walked up this route but now with the high amount of vehicular traffic this is not desirable due to safety issues

In addition there is demand for a walking connection from the Starview Camp site to the sculpture hill as a recreational experience.

The options to the right illustrate 3 scenarios that achieve different levels of "minimum" access as defined by AS NZS 2156 Walking Track Infrastructure. The Classes of walking track in the standard are summarised on the table this page.

Class 1 is the highest level of access and provides accessibility for all visitors. The higher the levels of accessibility the longer the track as listed below:

Option 1 Class 3	906m
Option 2 Class 2	1028m
Option 3 Class 1	1532m

The track is proposed to connect the carpark at the base of the hill where the recommendations include overflow parking and potential for a pop-up coffee / drinks cart.

Description of track	Class 1 'All Access Track'	Class 2 'Graded Track'	Class 3 'Walking Track'	Class 4 'Hiking Track'
Surface	Hard surface suitable for wheelchair access e.g. concrete, asphalt, paver, elevated boardwalks	Generally a hard surface dependent on level of usage e.g. concrete, asphalt, bitumen, pavers, elevated boardwalks	Generally a modified surface e.g. bitumen, stone, gravel, mulch, board and chain, boardwalks	Distinct surface often without major modification e.g. gravel, mulch, natural surface
Width	Constant 1500mm min.	Constant 1200mm min.	Variable 1200mm preferred	Variable 600mm max
Path gradient / access requirements	Compliant with AS 1428 Design for Access and Mobility (refer general requirements page)	1:10 max. gradient Minimal steps	No steeper than 1:10 preferred but may exceed this gradient for short lengths dependent on soil stability Steps may be common	Limited by environmental and maintenance considerations
Example	Discovery track located adjoining visitor centre	Very high-use tracks located adjoining park focal points e.g. visitor centre, lookouts	High-use tracks in high visitation areas	Medium-use tracks in high visitation areas, high-use tracks in low visitation areas

Legend

—	1:34 - 1:100 Gradient track
—	1:20 - 1:33 Gradient track
—	1:10 - 1:19 Gradient track
—	1:5 - 1:9 Gradient track

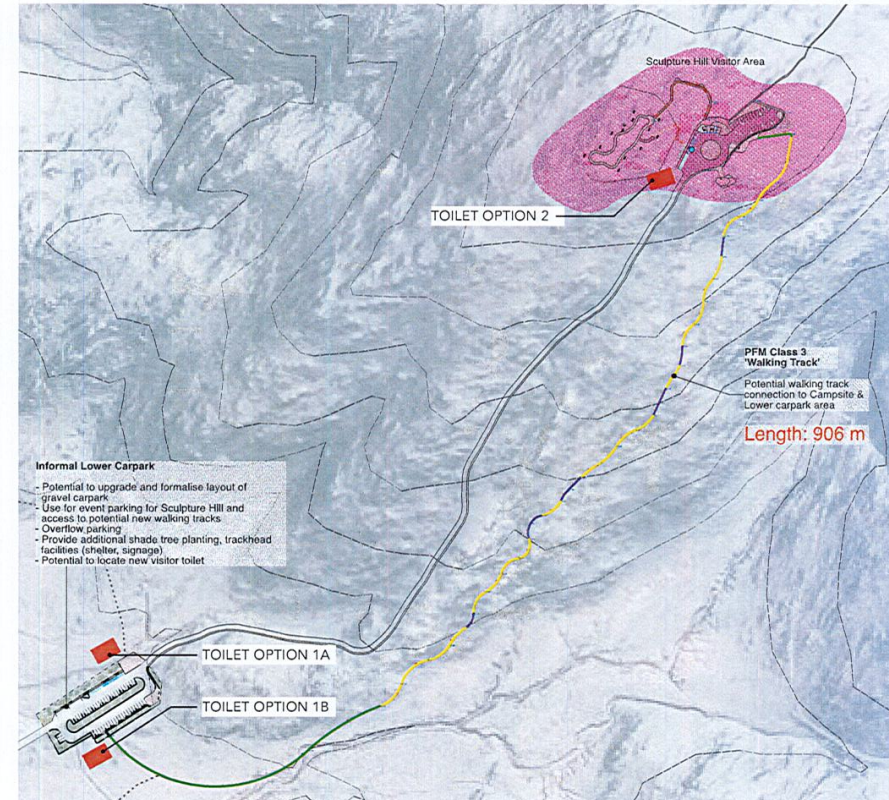


Figure 4.27 Walking link from campground to Sculpture Hill - Option 1 - Class 3 and Toilet options to serve Sculpture Hill

CONCEPT STUDIES: Toilet to serve Sculpture Hill visitors

It has been identified by Rangers that there is demand for toilet facilities related to visitation of the Sculpture Hill. Figure 4.27 also illustrates two options for provision:

Option 1- Adjacent lower parking area: this would enable visitors to use facility on way to or from the Sculpture but would avoid visual and odour impacts to the top of the hill. It would also serve proposed new walking tracks passing nears the lower carpark. Pump-out of storage tanks would be reasonably easy access.

May 2025

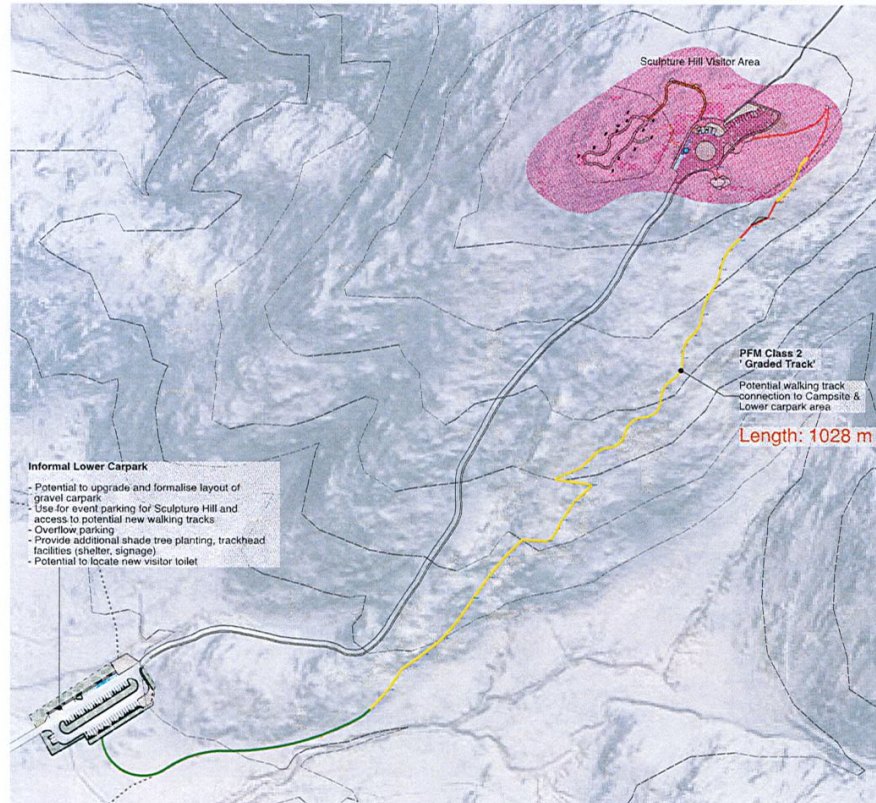


Figure 4.28 Walking link from campground to Sculpture Hill - Option 2 - Class 2

The exact location related to the carpark would need to be resolved to avoid impacts / construction near creeklines / drainage lines and habitat and archaeological assessment.

Option 2- On Sculpture Hill: alternatives were considered to north and south sides of Sculpture Hill. The north side is not believed to be sustainable due to visual impacts to views from the access road to the Valley. Siting on the south side of the hill appears to be more sustainable tucked into the landform and with access to the bus dropoff

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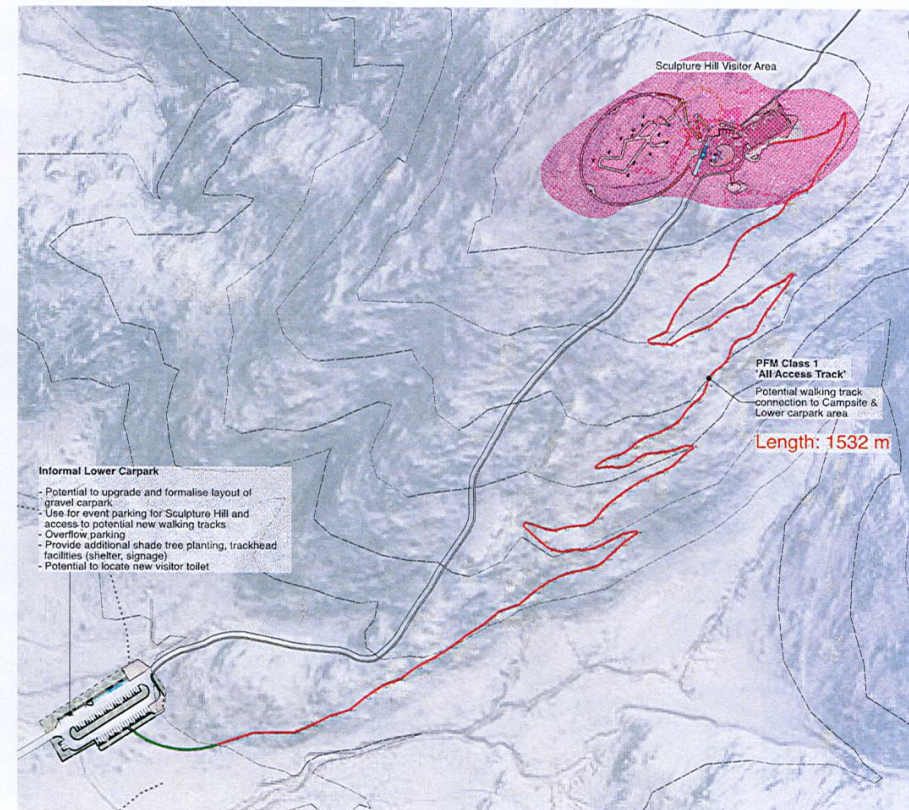


Figure 4.29 Walking link from campground to Sculpture Hill - Option 3 - Class 1

area. Construction is likely to be more problematic than the lower area due to more significant excavation in rock and the visual presence of the structure and odours from storage tanks may detract from the experience of the hilltop as a natural place.

The masterplan recommendation is to further investigate option 1 related to the lower carpark.

4.5 Experiencing the Living Desert - places

The Camp site

The campground provides an important “value add” to visitation to the reserve for the sculptures and sanctuary with 15 powered sites catering for caravans and recreational vehicles and 8 un-powered, walk-in campsites. The quiet night time character and dark night skies with enable star gazing are part of the attraction of the camping area. In 2023-34, the powered caravan - RV sites generated an average annual occupancy of 52.3% peaking at 78.4% in April to 13.8% in December, with five months having occupancy rates over 70%. The powered sites were booked out for 42 days. There were only 15 days with no bookings.

Role

- To provide a complementary reason to visit / stay longer at the site supporting the sites core attractions
- To provide an immersive desert camping experience
- To assist with revenue generation to support the management and maintenance of the site.

Experiences and activation

1. Add two toilets to current toilet/shower facilities
2. Consider the need for extra shade at tent site - potential for additional tree planting or rural roof
3. Specialist starview seating to be expanded and made more attractive / innovative - potentially upper (hilltop) and lower areas - review accessibility and potential interpretative natural play elements
4. Enhance sunset / sunrise viewing area ie comfortable

seating

5. Unify finishes materials and facilities within a cohesive approach and design palette that complements the natural character of the site
6. The RV camping sites are at full capacity during busy times - potential overflow RV use to picnic grounds
7. Investigate potential for demountable pods / cabins and / or temporary glamping tents as seasonal option to further leverage immersive desert experience

Connections and access

8. Improve accessibility from RV camping to amenities - hard surfaced path
9. Expand walking loop options from the camp ground
10. Provide walking route to Sculptures

Environment

11. Plan and implement additional shade tree planting through camp grounds
12. Investigate potential for grey water treatment as a sustainability initiative when resources enabled - potentially evolved over 20 year period

Cultural heritage

13. Protect First Nations environmental and cultural qualities of the camp site landscape in all planning and management decision making
14. Integrate First Nations creative influences (through co-design) into planning and design of new elements such as the Star Gazing lounge and Sculpture Hill Walk

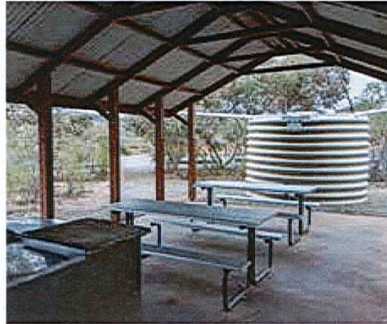
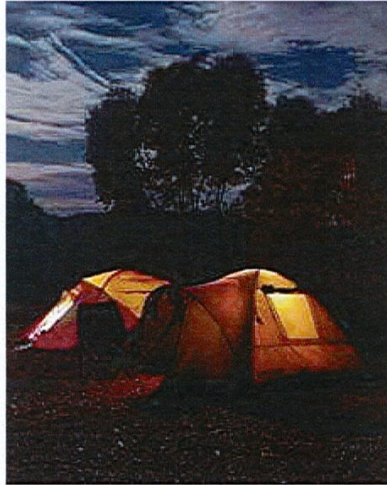
Place specific interpretation moves

Appropriate mediums

- Face to Face such as guided tours and hands-on workshops
- Interpretation signage – light touch
- Digital media

Site specific interpretation ideas

- Star gazing lounge
- Light touch interpretation panels on new connected loop track around the campsite.



The precinct Plan indicates enhancing the existing core roles of the campsite through improving accessibility, shade and facilities. It also identifies a series of opportunities related to expanding the range of available walking trails, overflow RV camping provision and potential for temporary peak season Glamping tents in the future

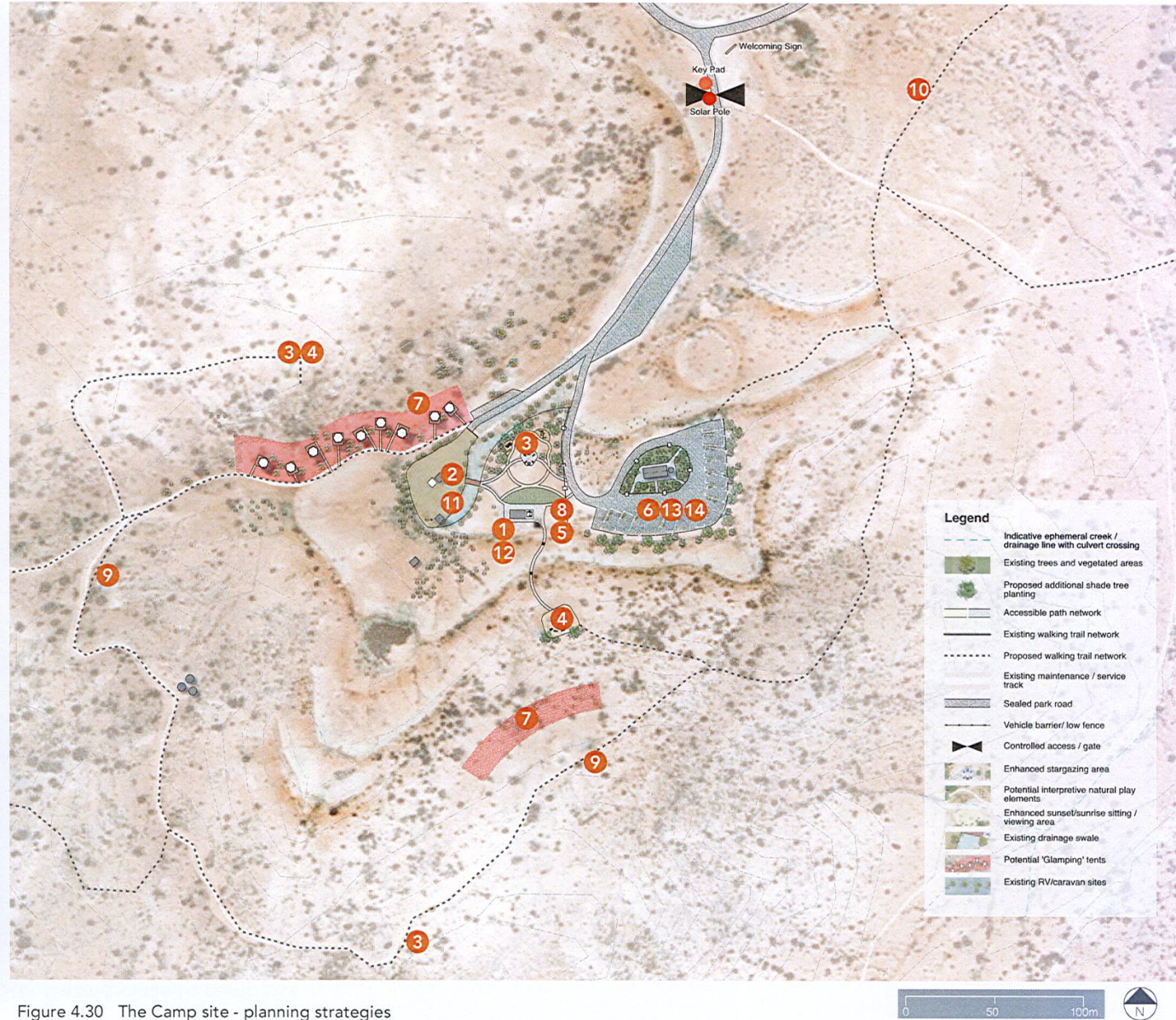


Figure 4.30 The Camp site - planning strategies

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CONCEPT STUDIES: Upgraded Star Gazing circle to camp site

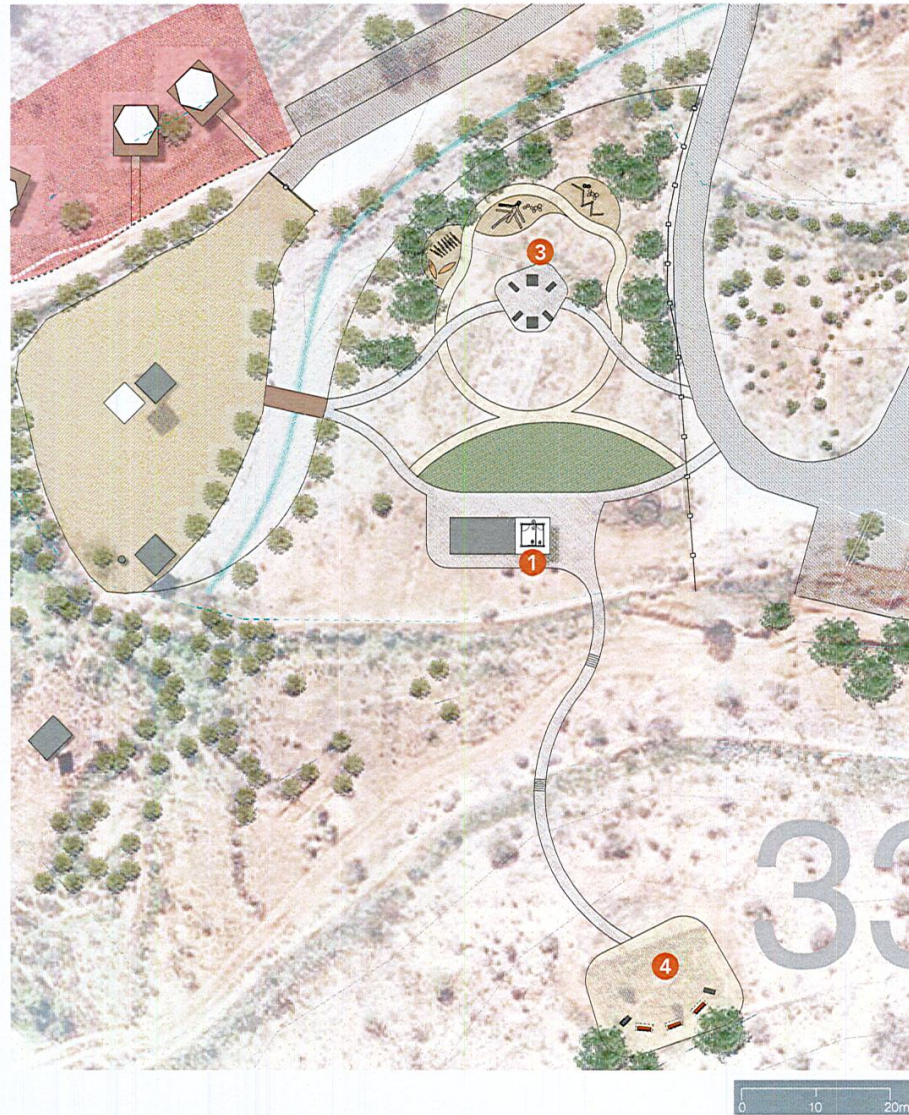


Figure 4.31 Stargazing circle Concept

110



Example: Sky Lounge, Lake Tyrrell, VIC

Viewing of the night sky is already a recognised attraction for the Living Desert and the Star Gazing Campsite. It is recommended that the central viewing area be upgraded in a manner similar to other viewing sites to create a better and more memorable experience. Ideally this could be supported by interpretive mediums including First Nations night sky thinking.

KEY AS PER PAGE 106 RECOMMENDATIONS

1. Additional Toilets adjacent existing amenities building
2. Specialist starview seating to be expanded and made more attractive / innovative - potentially upper(hilltop) and lower areas - review accessibility and potential interpretative natural play elements
3. Enhance sunset / sunrise viewing area ie comfortable seating

May 2025



Budj-Bim Cultural Landscape, VIC



Budj-Bim Cultural Landscape, VIC



Budj-Bim Cultural Landscape, VIC



Sky Lounge, Lake Tyrrell, VIC



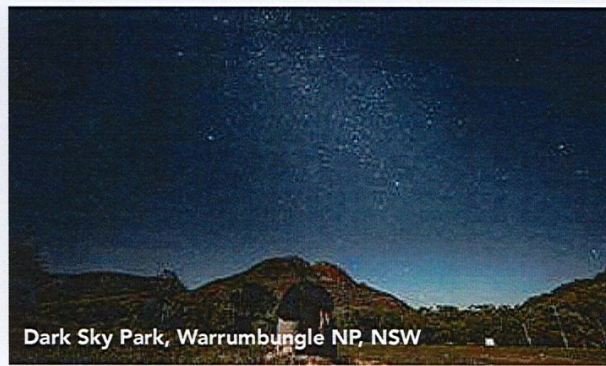
Sky Lounge, Lake Tyrrell, VIC



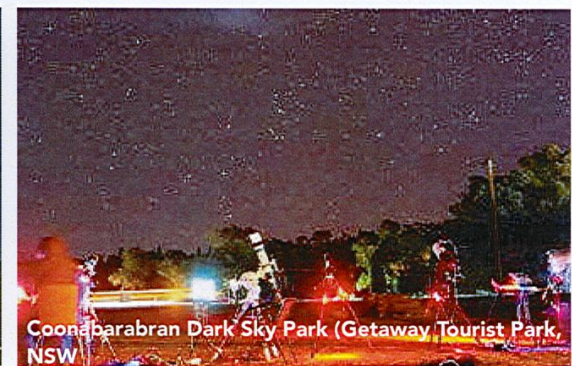
Sky Lounge, Lake Tyrrell, VIC



Three Sisters, Blue Mountains, NSW



Dark Sky Park, Warrumbungle NP, NSW



Coonabarabran Dark Sky Park (Getaway Tourist Park, NSW)

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CONCEPT STUDIES: Pop up Glamping Tent accommodation

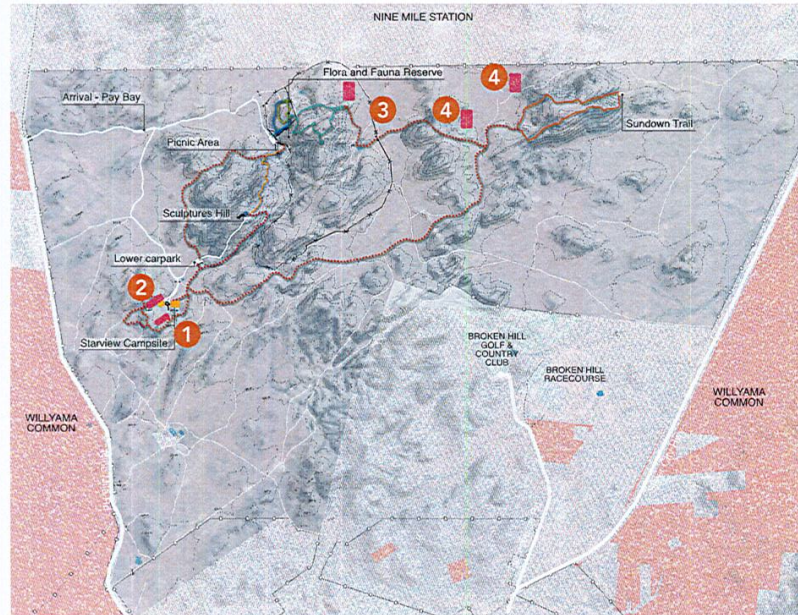


Figure 4.32 Potential sites for Glamping Tents / Cabins for further investigation

Review and investigate potential opportunities for locating Eco / Safari type accommodation on site - potential options include:

1. To existing tent camping area at Starview Campsite
2. To north of existing tent camping area at Starview Campsite (as per Figure 4.33)
3. To eastern side of Sanctuary
4. To several potential locations to west of Sundown Hills

112



Figure 4.33 Option: Potential pop up Glamping Tent Decks and / or overflow camping decks
- potential extension to existing campground

There is potential to provide additional camping capacity at the Camp site that could also enable seasonal setup of Glamping tents as a short term trial or long term option (note: more remote sites may be preferred for Glamping Tents or Cabins as per Figure 4.32 - to provide a stronger "point of difference")

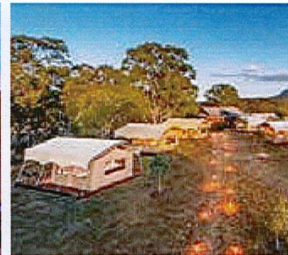
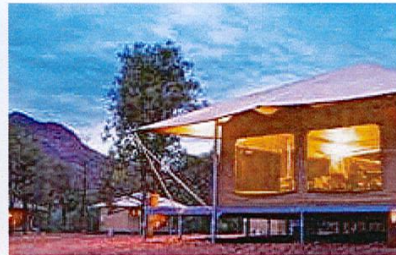
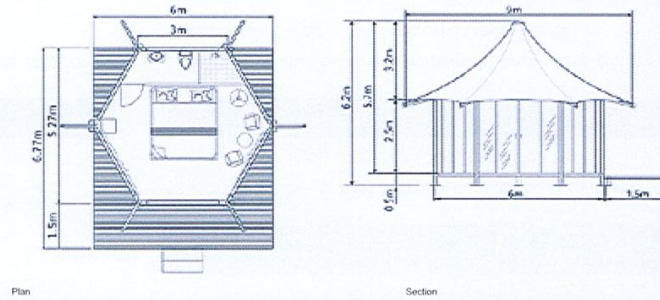
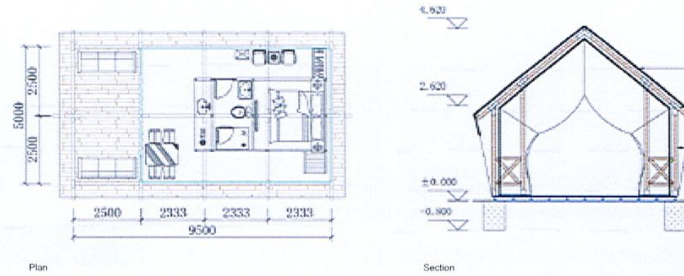
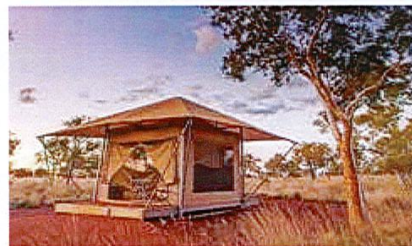
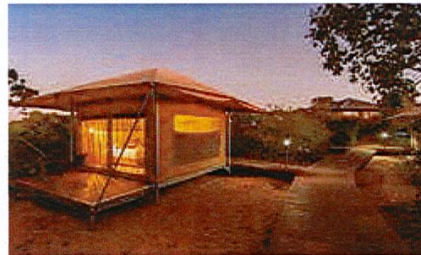
May 2025



Safari Tent

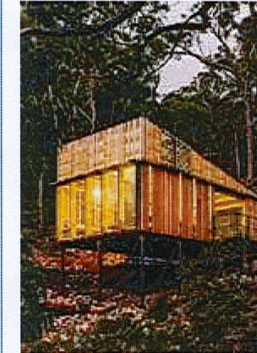
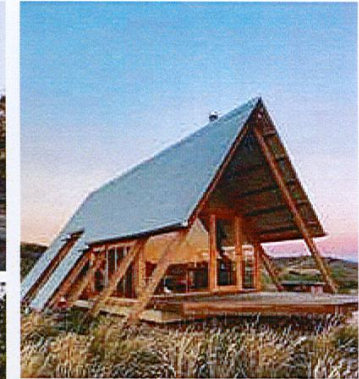


Eco tent



Examples of Glamping Tent Decks

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Examples of Glamping Cabins

4.5 Experiencing the Living Desert - places

The Sundown Hills

The Sundown Hills are named after one of the distinctive geological groupings of the region. The Sundown Nature Trail is part of the Living Desert State Park but is currently free of charge and is accessible from the Silver City Highway towards Tibooburra 10km outside town. There is a 2.2km graded track to a car park at the beginning of the trail, which is situated in the rocky Sundown Hills on the northern edge of the Willyama Common. The hills are sparsely vegetated with tough, perennial plants adapted to the harsh, dry environment. In a good season following rain ephemeral grasses, wildflowers and other herbs also appear.

The trail is a 2.8km long loop and takes approximately 1 hour to complete

Role

- Walking loop for exercise and fitness for locals and for some visitor use
- Starting point for potential provision of longer walks to Sanctuary and Campground subject to future strategies for management of access to pay admission area

Experiences and activation

1. Improve identity and wayfinding on highway
2. Upgrade track markers and walking wayfinding
3. Provide interpretive mediums coordinated with the Living Desert

4. As per 4.5 - Activities - Recreational Trails -Investigate ways to manage access to pay for use areas that would enable more expansive network of recreational trails - potentially integrated with improved telecommunications reception on site (eg keypass access)
5. Provide a low key track head with map of walks and key interpretive storylines for area
6. Unify finishes materials and facilities within a cohesive approach and design palette that complements the natural character of the site

Connections and access

7. Upgrade the gravel carpark surface and drainage to reduce erosion and improve trafficability

Environment

8. Plan and implement additional shade tree planting through carpark and around track head

Cultural heritage

9. Protect First Nations environmental and cultural qualities in all planning and management decision making
10. Integrate First Nations creative influences (through co-design) into planning and design of new elements

Place specific interpretation moves

Appropriate mediums

- Face to Face such as guided tours
- Interpretation signage
- Digital media
- Art installation – permanent
- Art installation – temporary

Site specific interpretation ideas

- Trail loop through the Sundown hills from picnic area.
- Interpretive loop to Sundown Hills created through signage, and digital audio tours
- Using the vistas and rock features to interpret the geology of the area

It is proposed to improve the carpark and trail head at the start of the Sundown Hills track recognising its popularity as a walking destination for locals and some visitors. Enhancement of wayfinding and interpretation mediums to the track loop is proposed along with long term potential to connect to a longer network of trails potentially linking to the Sanctuary and to The Campground.

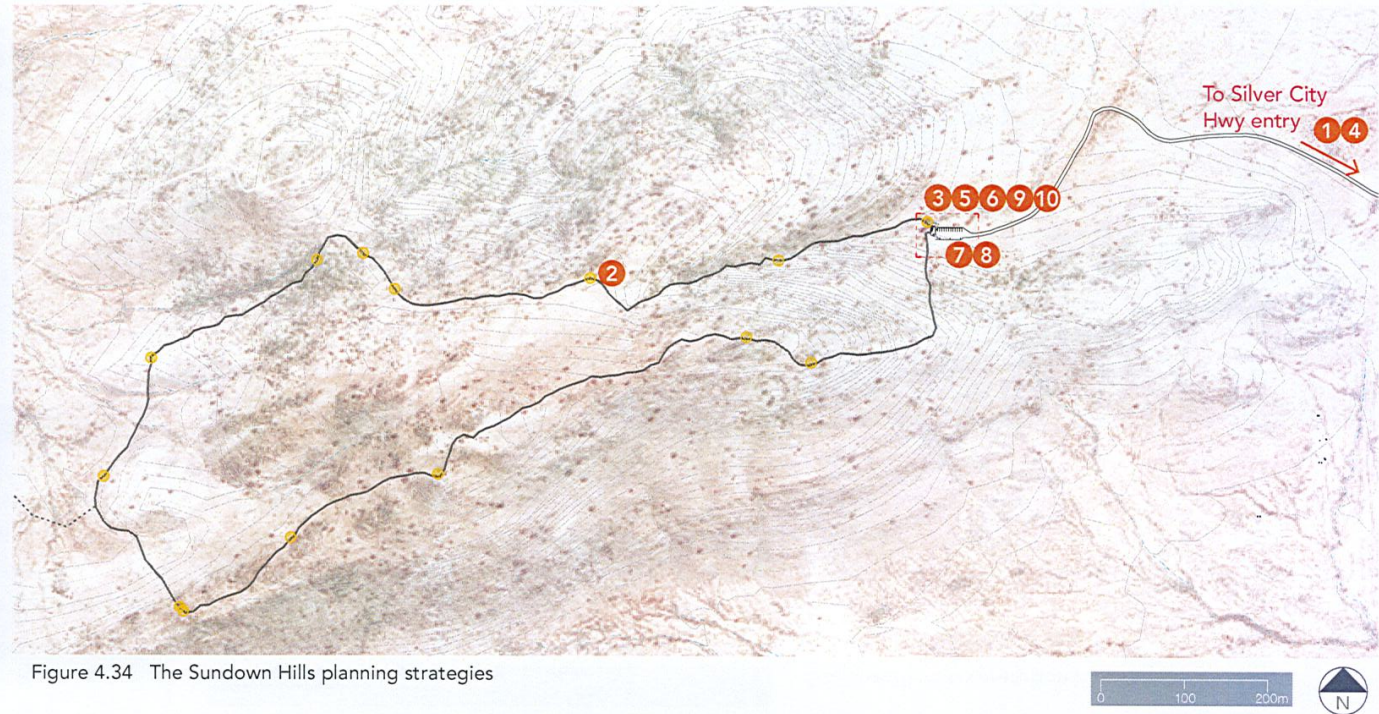


Figure 4.34 The Sundown Hills planning strategies

CONCEPT STUDIES: Track head and carpark

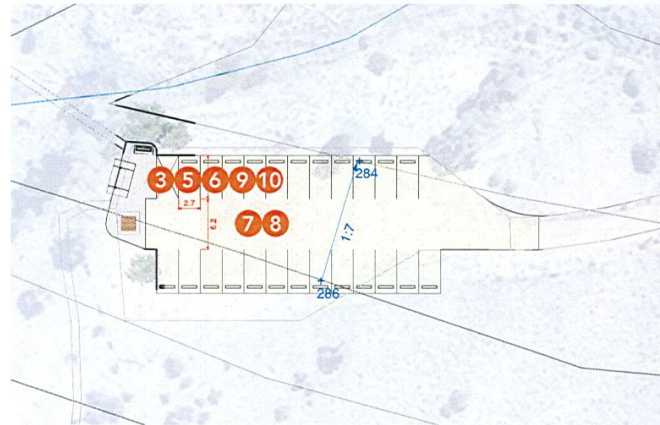


Figure 4.35 Track head and carpark options

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POTENTIAL RECREATIONAL TRAIL CONNECTIONS

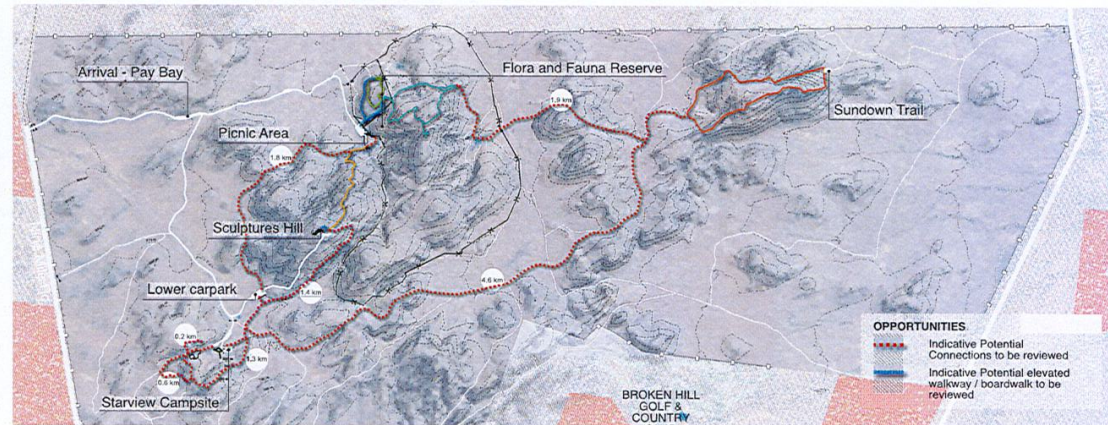


Figure 4.36 Extract from Recreational Trail opportunities map

4.5 Experiencing the Living Desert - places

The Southern Park

The south western zone of the park has limited public use currently. It is punctuated by a private property centrally located which will limit potential for major access and use of this area while it remains.

As such it offers potential to accommodate uses and infrastructure that are more ideally separated from the day to day core uses on the site.

Role

- Potential integration with Mountain Bike trail usage and networks adjoining the site to the south east
- Siting of required infrastructure where impact on views from Sculpture Hill and other high points can be managed (for example Telecommunications relay)

Experiences and activation

As per 4.5 Activities - Mountain Biking (MTB)

1. Carry out consultation with Broken Hill MTB community to workshop demand for additional trails extending the existing network outside the Living Desert into the south west of the Living Desert
2. Further investigate potential for MTB activities to add to tourism / recreational offerings at Living Desert
3. Plan and implement MTB trail links in south western zone of the Living Desert
4. Explore potential for an MTB connection through to Campground to expand range of activities available from campground

5. Investigate ways to manage access to pay for use areas that would enable more expansive network of recreational trails - potentially integrated with improved telecommunications reception on site (eg keypass access)
6. Investigate potential for siting of required telecommunications infrastructure where impact on views from Sculpture Hill and other high points can be managed

Connections and access

7. Provide access track and carpark off Nine Mile Road at south western corner of site

Environment

8. Plan and implement additional shade tree planting through carpark and around trail heads

Cultural heritage

9. Protect First Nations environmental and cultural qualities of southern parklands in all planning and management decision making

Place specific interpretation moves

Appropriate mediums

- Face to Face such as guided tours
- Interpretation signage
- Digital media
- Art installation – permanent
- Art installation – temporary

Site specific interpretation ideas

- Create new trail to access this currently unused part of the park.
- Work with Wilyakali to determine the interpretive content appropriate to this area.

The southern parklands are constrained in their potential for major visitation use due to the presence of a private allotment and more lower lying topography.

The precinct plan indicates potential to integrate with existing Mountain Bike (MTB) use happening to the south east near the Broken Hill Gold Course. Also it identifies the potential to accommodate necessary communications infrastructure to improve mobile phone and digital communications applications on the site

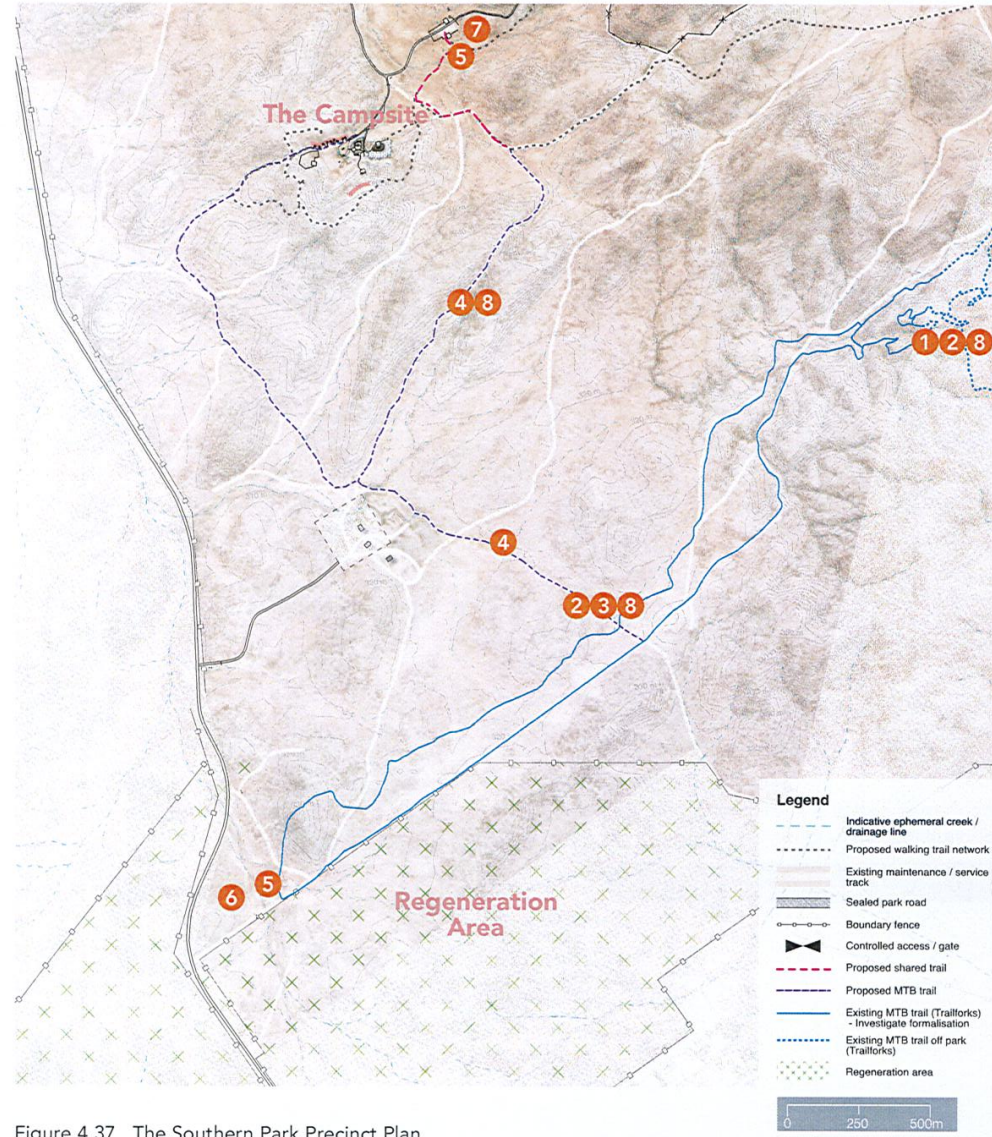


Figure 4.37 The Southern Park Precinct Plan

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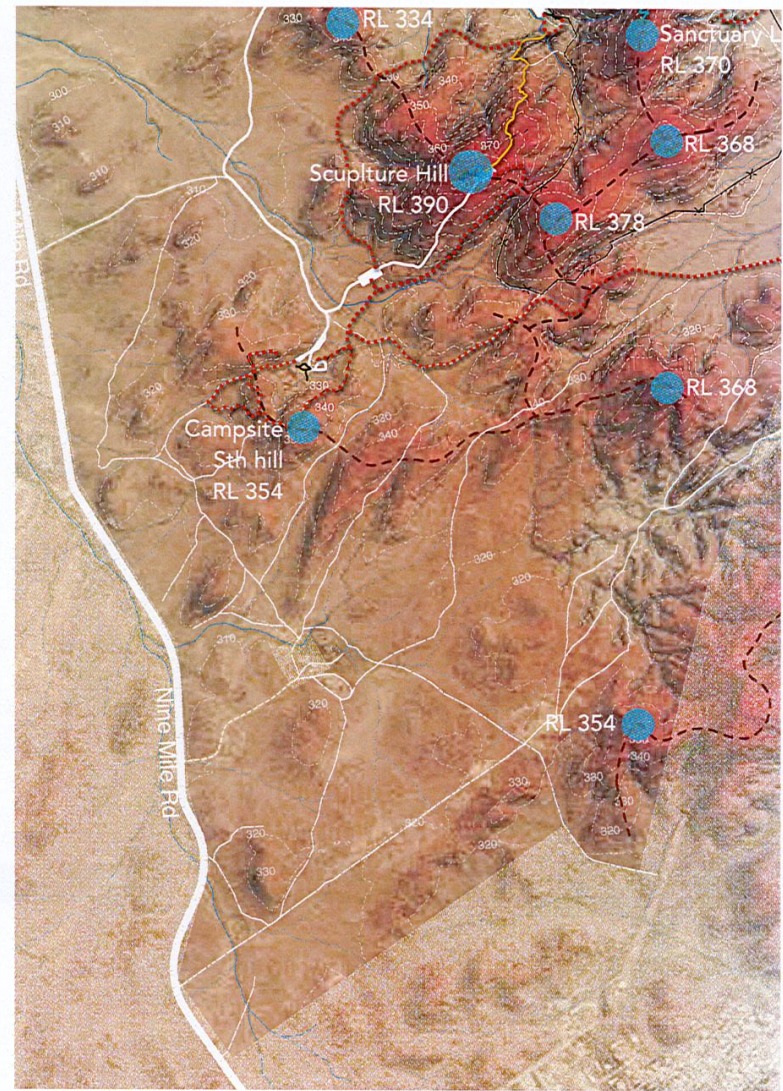


Figure 4.38 Extract from Recreational Trail opportunities map



4.5 Managing the Living Desert

Managing visitation

The Living Desert is Broken Hills most popular open space destination and generator of the most open space income for Council, that funds ongoing maintenance.

But management of visitation is constrained by:

- Existing telecommunication infrastructure
- Existing entry system
- Current staffing and capacity

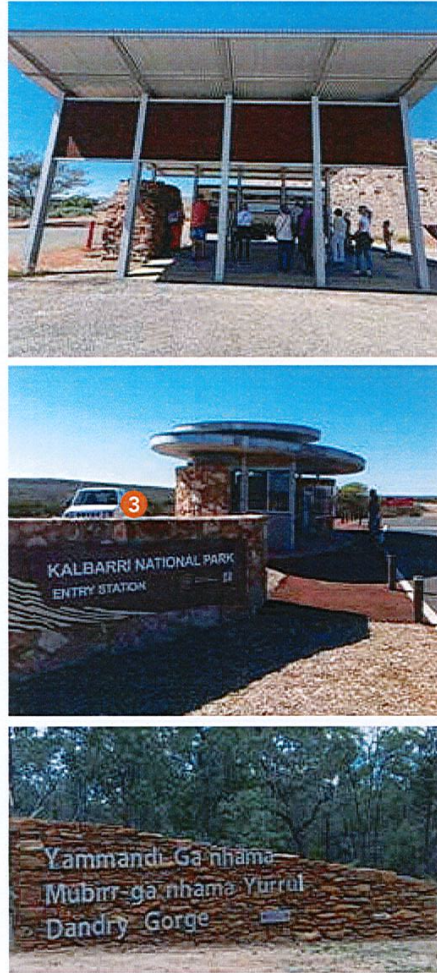
Expansion of visitation experiences require the addressing of the telecommunications limitations which limit safety and security and the use of contemporary online interpretation and wayfinding mediums (refer 4.5 Infrastructure management) and improved means of enabling entry and monitoring once in site.

Objectives

- To provide a simple and streamlined access system that encourages visitation and does not detract from the experience
- To optimise revenue generation from visitation
- To provide an equitable system for local use resident of the Living Desert
- To optimise the quality of experience provided to the visitor

Strategies

1. Review and restructure the park entry system and related products to include:
 - affordable access for locals - seasonal pass
 - multi day and multi site passes for visitors integrated with Geo Centre and other Broken Hill destinations
 - QR code access at entry gate
2. As per 4.5 - Journey and Arrival - Provide an upgraded access management / entry pay node that manages different visitation types, provides initial orientation and inspiration and advises visitors of the imminent vehicular movement decision (The Valley and Sanctuary or Campground and Sculptures)
3. As per 4.5 - Activities - Recreational Trails - Investigate ways to manage access to pay for use areas that would enable more expansive network of recreational trails - potentially integrated with improved telecommunications reception on site (eg keypass access).
4. As per 4.5 - Journey and Arrival - Review / assess potential for Ranger accommodation/office/small visitor centre to be provided near the entry node to aid management.



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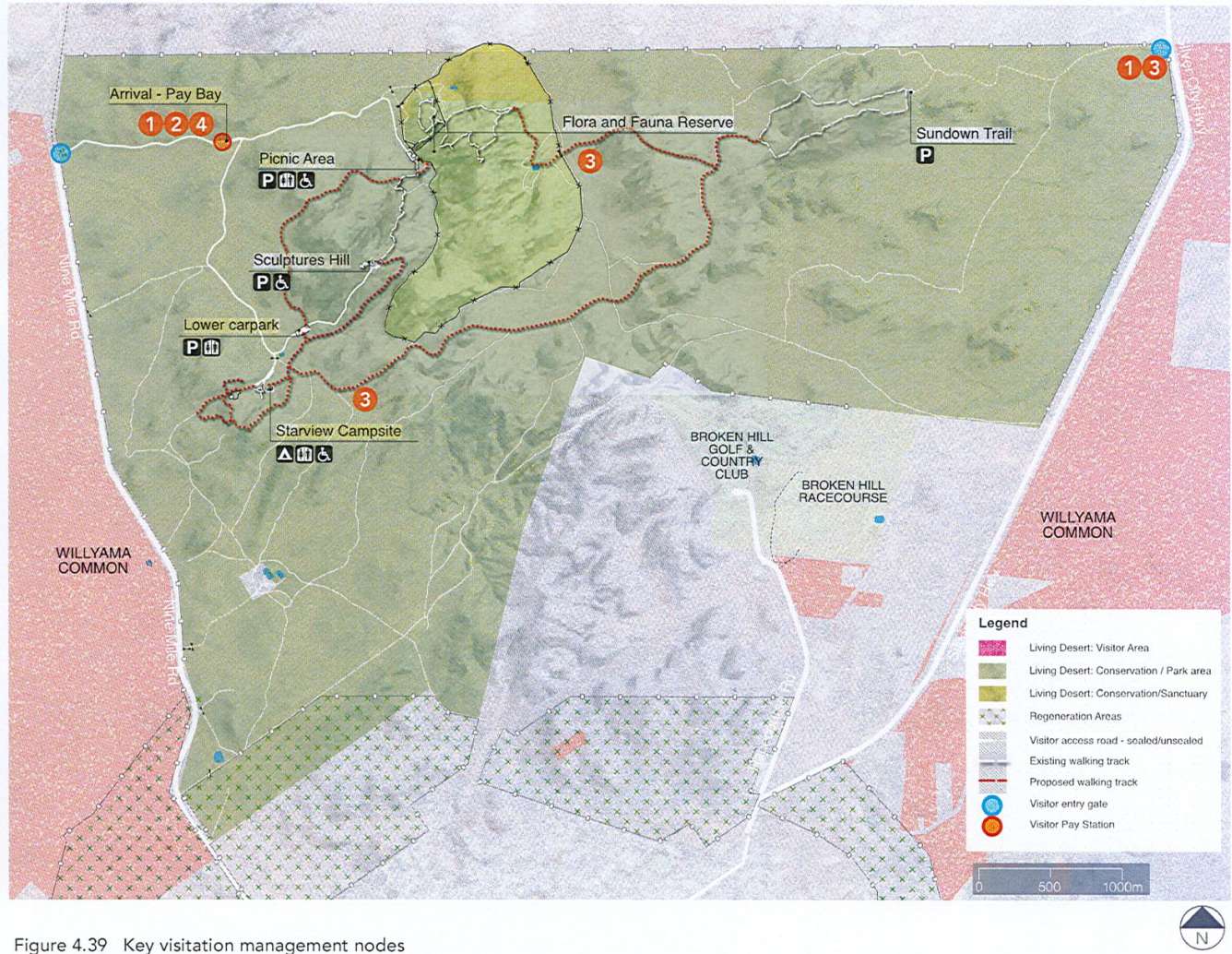


Figure 4.39 Key visitation management nodes

4.5 Managing the Living Desert

Infrastructure management

Infrastructure is required to support and enable the recreational and tourism visitation of the Living Desert. It is also important that infrastructure complements the desired character of the place which is one where the natural environment is dominant and all infrastructure interventions are subtle and understated.

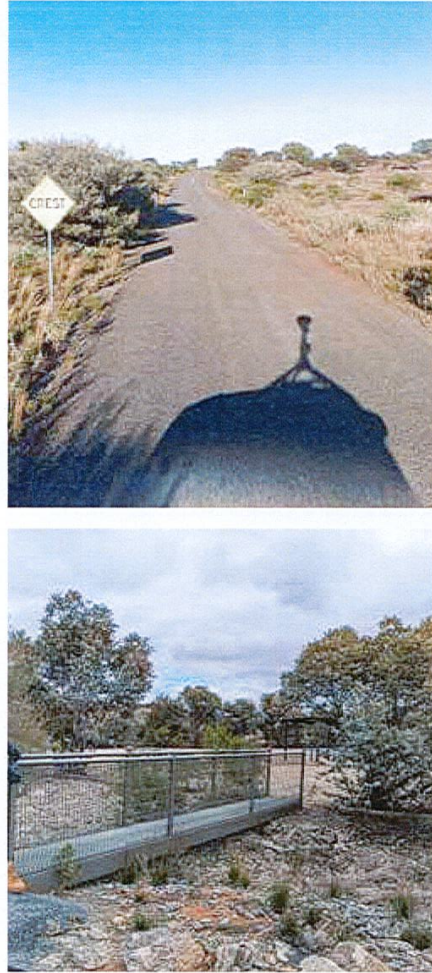
Objectives

- To protect and conserve the environment
- To support recreational use and tourist visitation
- To ensure use and visitation is able to be conducted in a safe and secure manner
- To establish reliable network coverage of the whole Living Desert area

Strategies

1. Seek proposals for provision of booster tower solution that will maximise the areas benefiting from improved signal including:
 - a base solution two booster towers
 - provision of additional booster towers to complete coverage as potential stage 2
2. As per 4.5 - Journey and Arrival - Provide an upgraded access management / entry pay node that manages different visitation types
3. As per 4.5 - Activities - Recreational Trails - Investigate ways to manage access to pay for use areas from outside existing fenced areas (eg Sundown Hills) such as key-pass access controlled gates.
4. As per 4.5 - Journey and Arrival - Review / assess potential for Ranger accommodation to be provided near the entry node to aid management.
5. Unify finishes materials and facilities within a cohesive approach and design palette that complements the natural character of the site

6. Investigate road widening of visitor access roads and or options for widening verges to allow two-way traffic to safely pass and for larger vehicles towing caravans/camper trailers to take corners without crossing centreline.
7. Investigate road widening of access road between Lower Carpark and top of Sculpture Hill and or modifications to 'straighten' sections for better visibility, potential for passing bays.
8. As part of Item 6 investigate existing drainage culverts and suitability to cater for current and future flood events, if they can be extended in width and or if higher visibility of edges is needed on approach - road markings/signage to improve road safety.
9. Review electric fence system to Sanctuary in terms of best practise technology - when it needs replacing employ latest best practice predator proof conservation fencing including visitor and maintenance entry gates.



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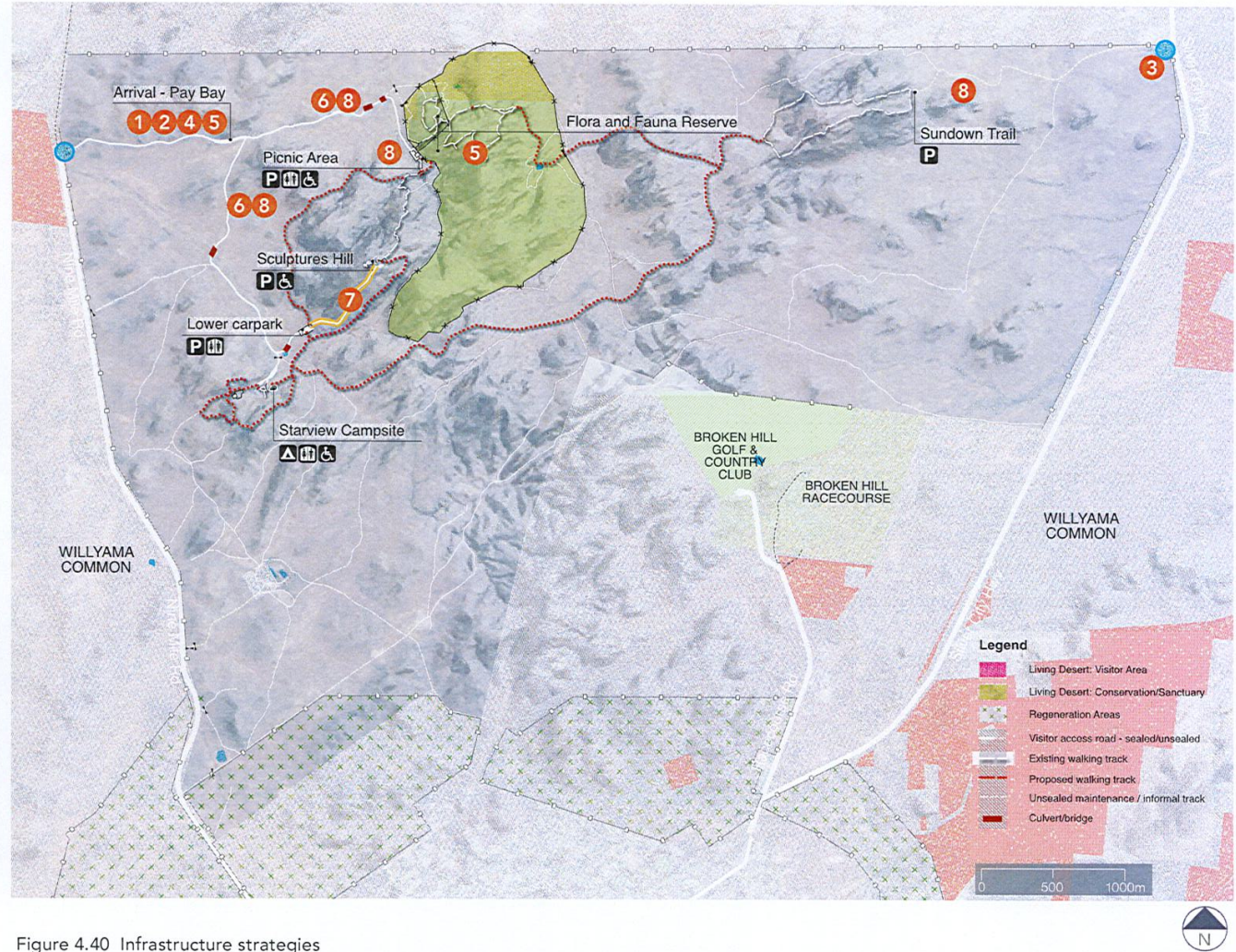


Figure 4.40 Infrastructure strategies

4.5 Managing the Living Desert

Sustainability

Broken Hill Council are using the 'Far West Climate Change snapshot' (DEECCW) as a framework for current projects related to Risk Management where infrastructure is likely impacted by temperature and climate events.

Council is planning both 20 year and 40 year forward scenarios so Council is prepared for the future of Climate change effects in council responsible service areas.

The Living Desert must integrate with these forward directions

Objectives

- (As identified in 4.3 Conserving the qualities of the Living Desert - Habitat) - To resolve a sustainable target for the natural environment for the Living desert (representing local vs broader bio-region) agreed between First Nations stakeholders, Council, and other stakeholders as the basis for ongoing management of flora and fauna
- To enhance the sustainability of the visitation and use, management and maintenance of the Living Desert

Strategies

1. Manage the Arboretum in accordance with the agreed habitat target environment and flora species range
2. Manage the Sanctuary in accordance with the agreed habitat target environment and fauna and flora species range
3. Manage the habitats outside of the fenced / controlled Sanctuary and Arboretum in accordance with the agreed habitat target environment and fauna and flora species range
4. Maintain and manage protecting fencing to controlled habitats across the site
5. As per 4.5 Places - Campground - Investigate potential for grey water treatment as a sustainability initiative when resources enable to reduce demand for potable water for landscape management - potentially evolved over 20 year period
6. Review sustainability of supply chains and embodies energy of materials supply in resolving preferred materials, finishes and facilities used on site

Note the following apply generally and are not indicated on Figure 4.41

7. Integrate ESD principles into the existing site management, planning, design and implementation of any facilities and infrastructure
8. Further design studies and implementation projects should take a 'whole of life' approach and follow climate positive design principles
9. Choice of materials, design life and implementation of new infrastructure should consider the potential increased frequency of climatic events such as flooding and erosion
10. Consider use of benchmarks and climate tools (Climate positive pathfinder challenge) to provide guidance on emission targets for the Living Desert
11. Consider operational emissions in future management planning and ongoing maintenance



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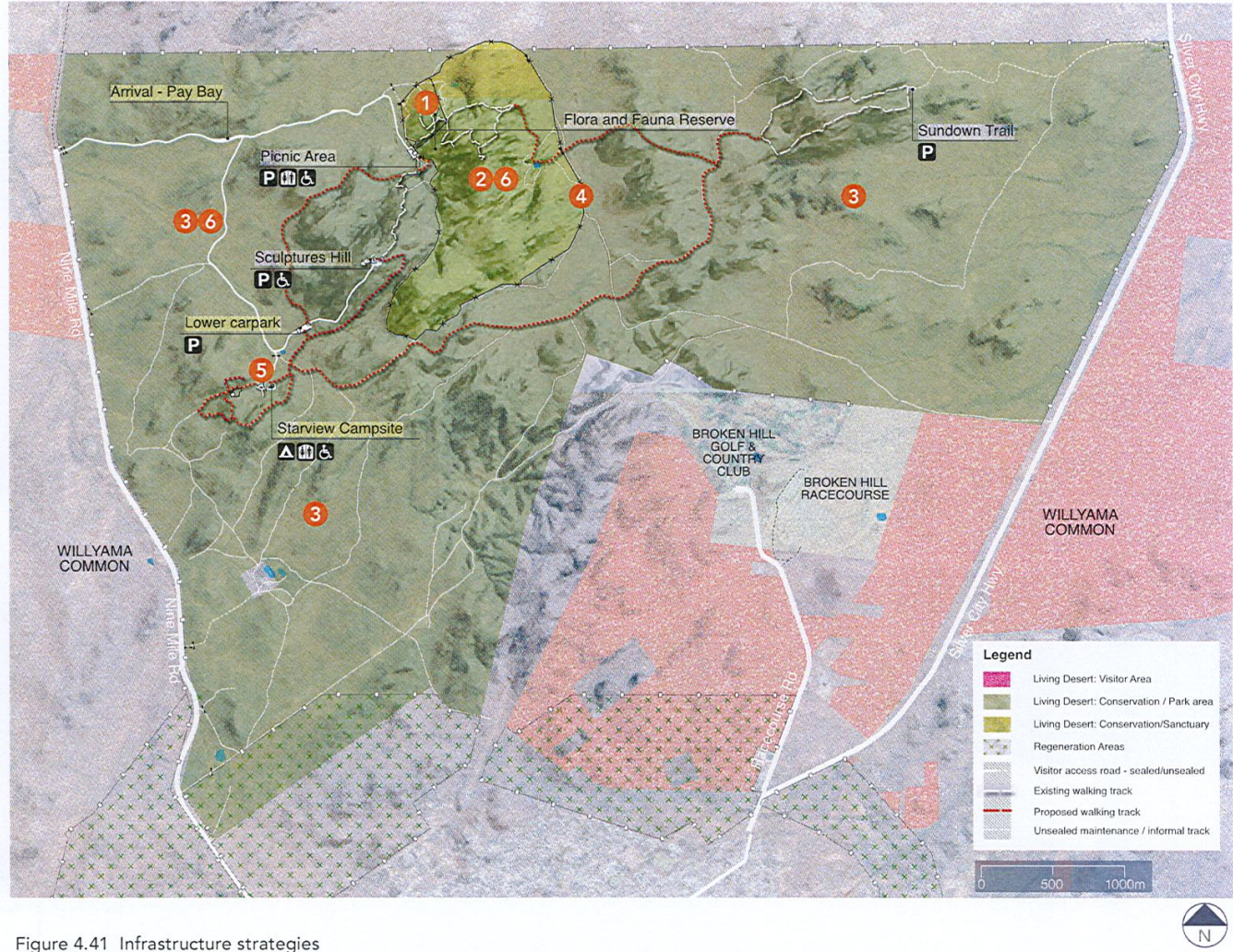


Figure 4.41 Infrastructure strategies

BROKEN HILL CITY COUNCIL

5.0 Masterplan

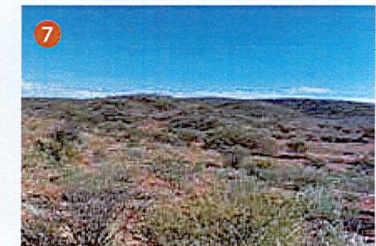
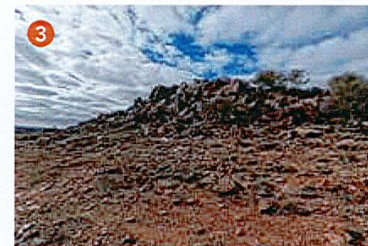
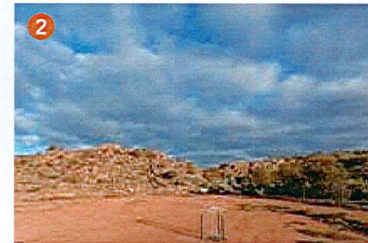
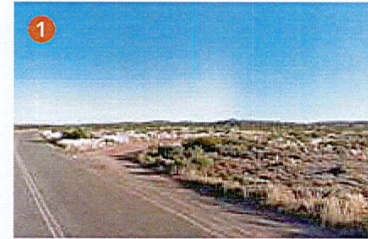
5.1 Illustrative Masterplan

The masterplan provides a 20 year strategic direction for the Living Desert.

It is presented as the overall plan and then a series of illustrative precinct plans

Key masterplan precincts

1. The Arrival
2. The Valley
3. The Sanctuary (including Arboretum)
4. The Sculptures
5. The Campsite
6. Sundown Hills
7. Southern Park



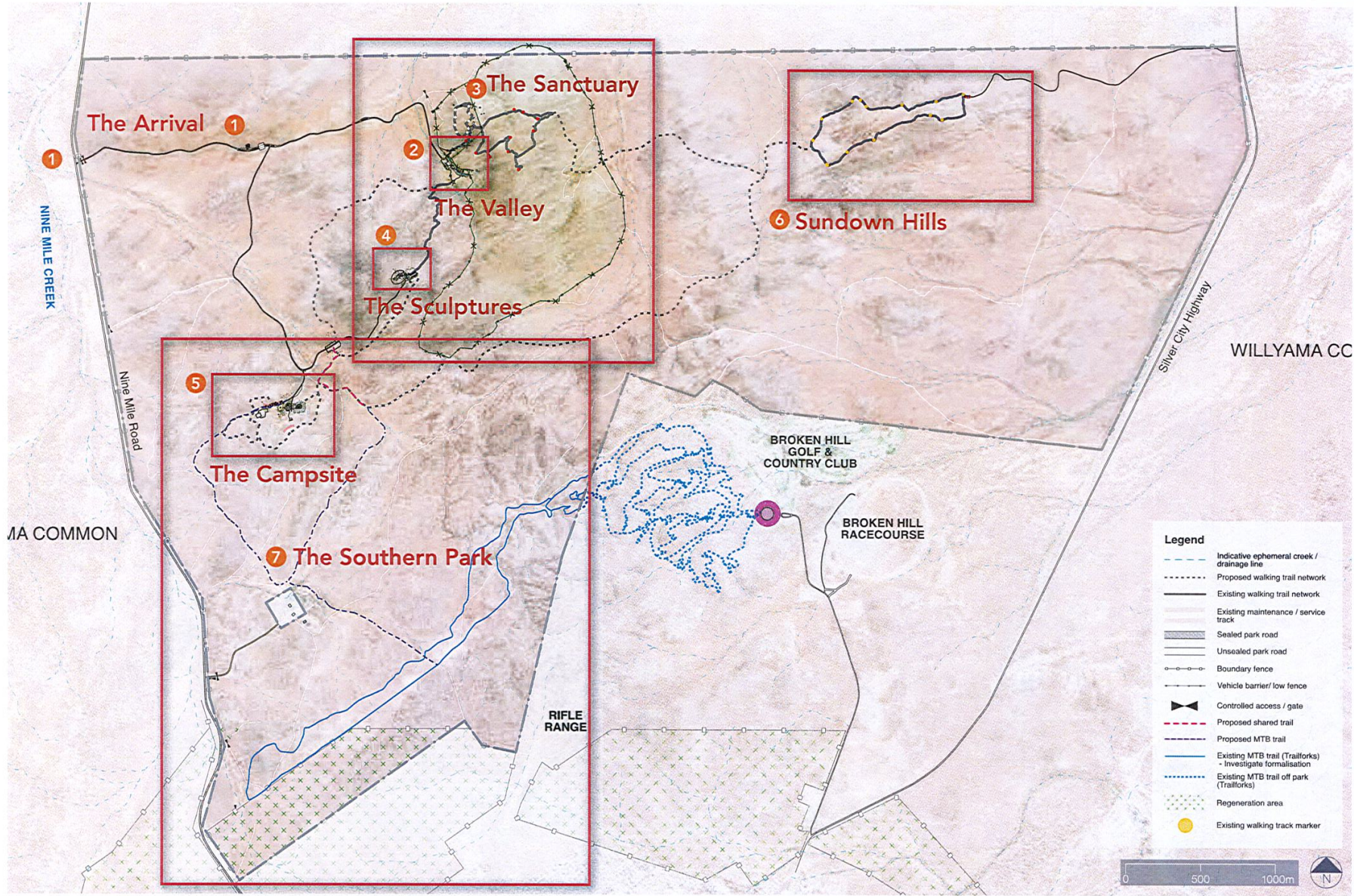


Figure 4.42 Strategic Masterplan - key plan

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5.2 Illustrative Masterplan The Valley (Picnic Grounds)

Key precinct plan proposals

1. Improve entry experience to Sanctuary
2. Improve protection and interpretation of archaeology
3. Improve access to rock engraving / provide alternative viewing point
4. Review event usage in precinct
5. Additional shade in picnic area and at trackheads
6. Provide nature play zone
7. Future facility upgrades and additions ie toilets
8. Potential overflow camping in carpark for RV's
9. Improve arrival point identity
10. Review and improve entry road access geometry
11. Proposed accessible boardwalk link
12. Existing walking track to Sculpture Hill
13. Potential recreational walk to connect Campground
14. Potential accessible wildlife viewing area
15. Revegetation to enhance entry road corridor
16. Additional shade tree planting
17. Investigate stabilisation of eroding creek banks

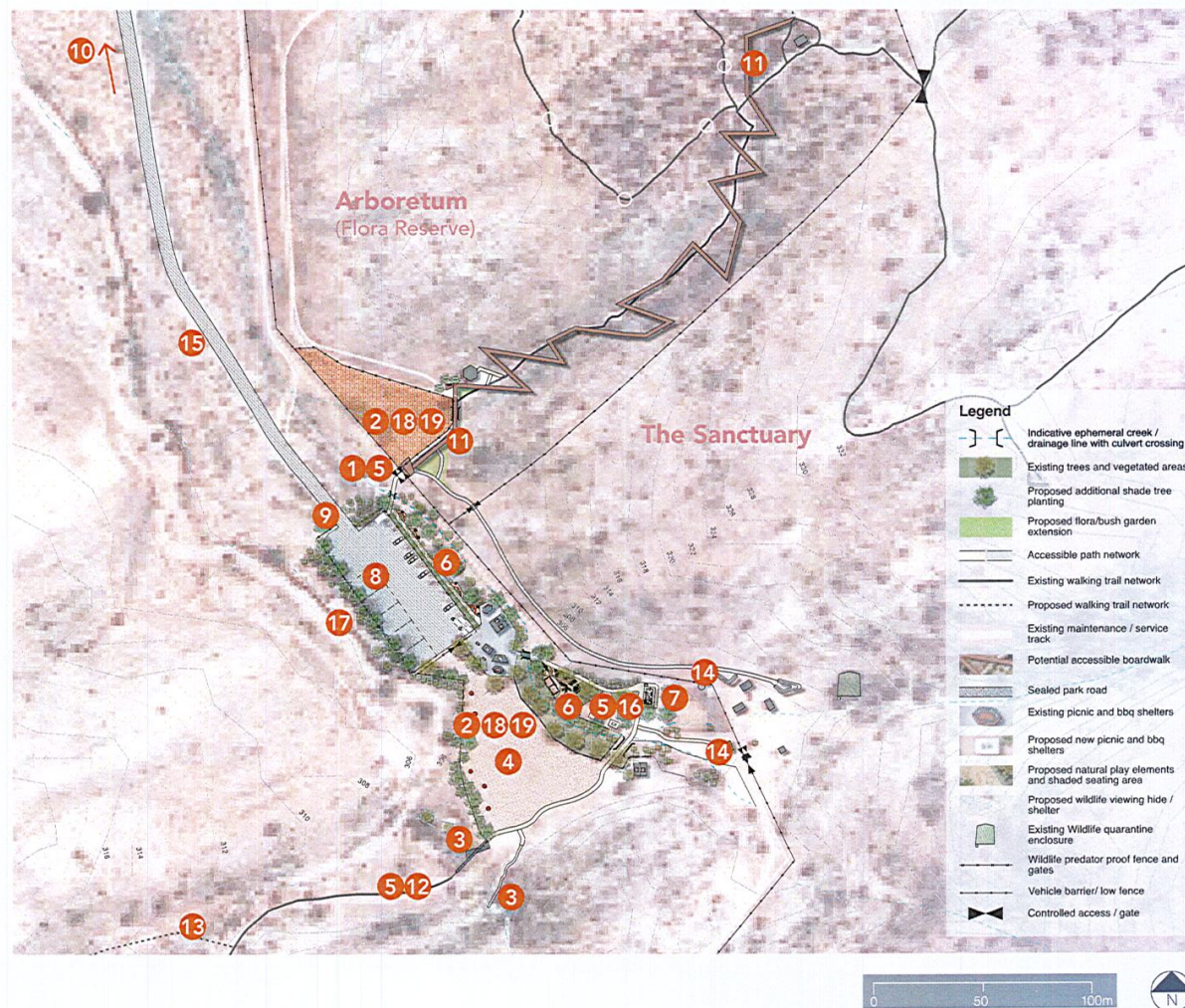


Figure 4.43 The Valley - Precinct Plan

The Sanctuary

Key precinct plan proposals

1. Improve entry experience to Sanctuary
2. Improve accessibility by upgrading movement routes
3. Unify finishes materials and facilities
4. Improve interpretation integrating technology where feasible
5. Enhance bird and fauna watching experiences
6. Provide upgraded viewing infrastructure
7. Potential to expand art influence in Sanctuary
8. Provide an accessible walkway to top of Aboretum
9. Improve safety and character of access to viewing point
10. Review preferred approach to management of the Sanctuary
11. Develop long term animal management plan
12. Consider involvement in breeding programs
13. Consider potential Bilby enclosure in the long term
14. Protect First Nations environmental and cultural qualities
15. Potential First Nations involvement in flora and fauna programs

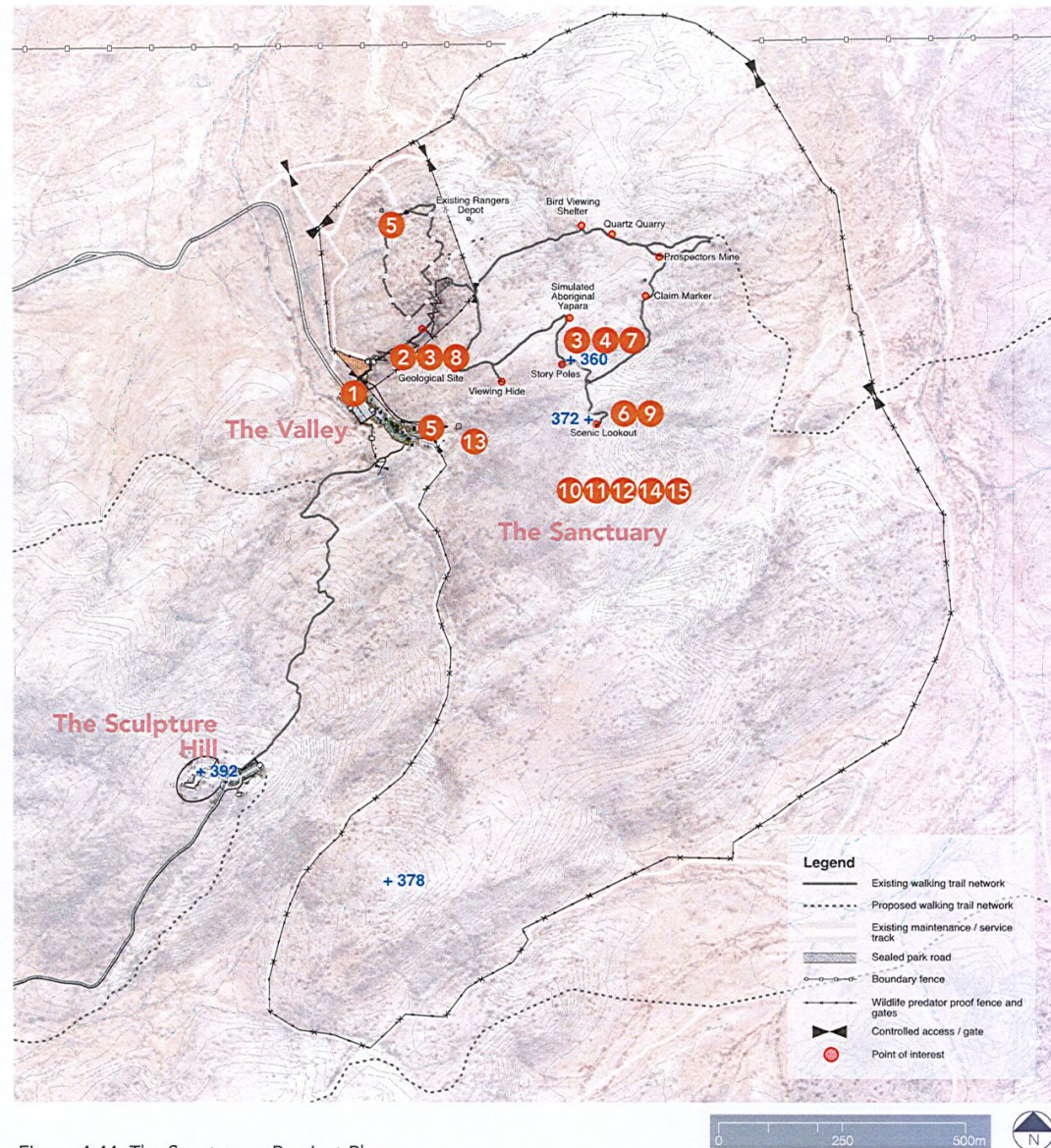


Figure 4.44 The Sanctuary - Precinct Plan

5.2 Illustrative Masterplan Sculpture Symposium

Key precinct plan proposals

1. Confirm role of art and culture and developing "Living Desert Arts and Cultural Management Plan"
 2. Conserve and enhance experience of natural environment
 3. Investigate, plan and implement new viewing experience ("Sky or Star walk")
- Support lookout points adjoining hilltop and carparking:
4. Southern edge with views Broken Hill
 5. North east edge with views to Sanctuary
 6. Northern edge / Sanctuary Walk with views to Stephens Creek
 7. Consider potential for toilet (lower carpark)
 8. Potential space for pop up coffee / food cart
 9. Formalise parking area
 10. Formalise lower carpark - event use / overflow
 11. Harden car park surface
 12. Provide an accessible connection to sculptures
 13. Potential accessible walking route from Campground
 14. Manage introduced fauna and feral animals
 15. Revegetation where appropriate to natural conditions
 16. Protect First Nations environmental and cultural qualities
 17. Integrate First Nations creative influences into planning and design



Figure 4.45 The Sculpture Hill - Precinct Plan

May 2025

Camp site

Key precinct plan proposals

1. Provide 2 additional toilets
2. Consider extra shade at tent site
3. Specialist starview seating to be expanded and enhanced
4. Enhance sunset / sunrise viewing area
5. Unify finishes materials and facilities
6. The RV sites - potential overflow RV use at picnic ground carpark
7. Potential temporary Glamping tents/cabins
8. Improve accessibility - hard surfaced path
9. Expand walking loops from the camp ground
10. Provide walking route to Sculpture Hill
11. Plan and implement additional shade tree planting
12. Investigate grey water treatment
13. Protect First Nations environmental and cultural qualities
14. Integrate First Nations creative influences (through co-design) into planning and design of new elements

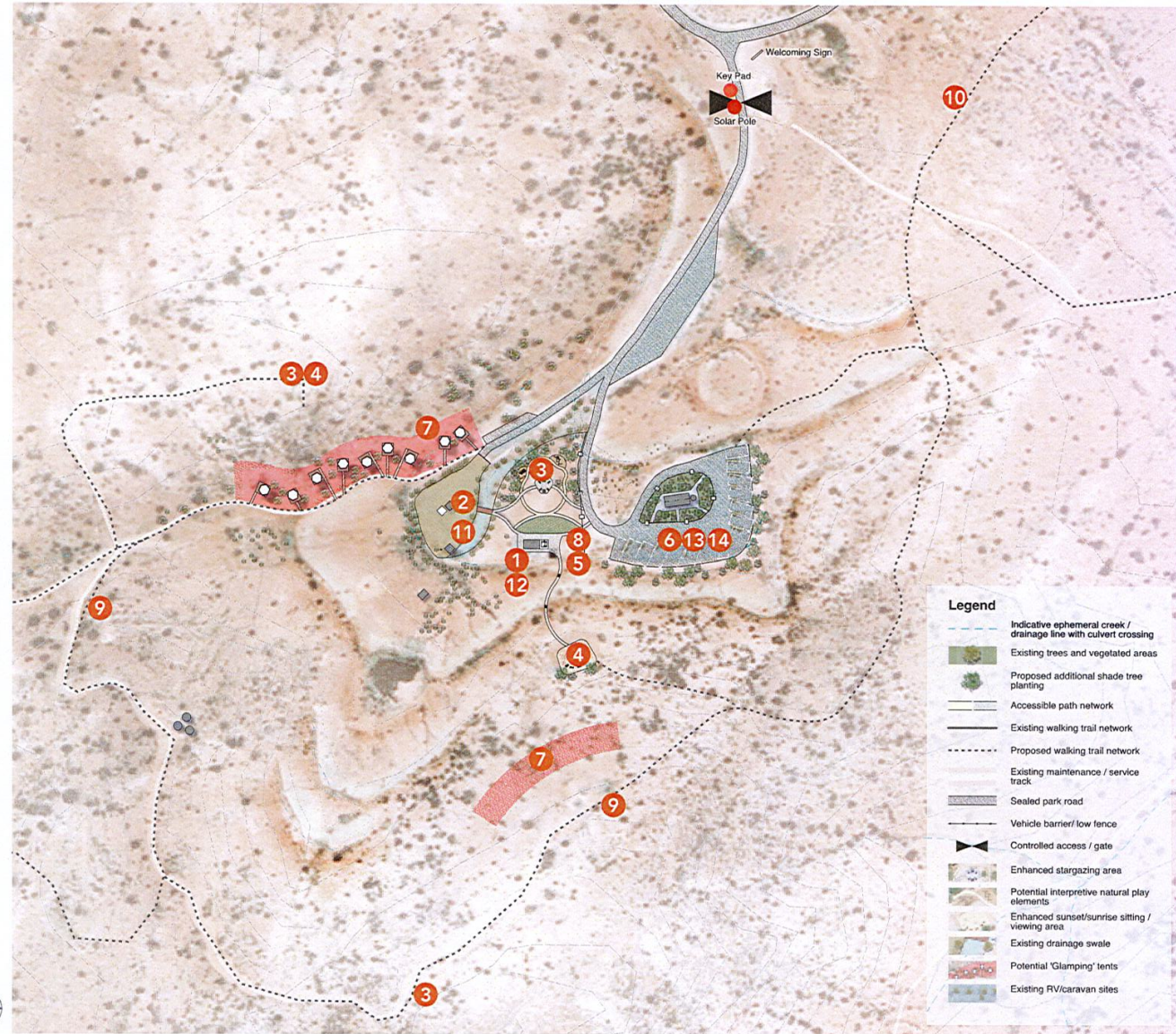


Figure 4.46 The Camp Site - Precinct Plan

5.2 Illustrative Masterplan Sundown Hills

Key precinct plan proposals

1. Improve identity and wayfinding
2. Upgrade walking wayfinding
3. Provide interpretive mediums
4. Investigate ways to manage access to pay for use areas for example, key pass access
5. Track head with maps and interpretation
6. Unify finishes materials and facilities
7. Potential to upgrade carpark
8. Shade tree planting around track head
9. Protect First Nations environmental and cultural qualities
10. Integrate First Nations creative influences (through co-design) into planning and design of new elements

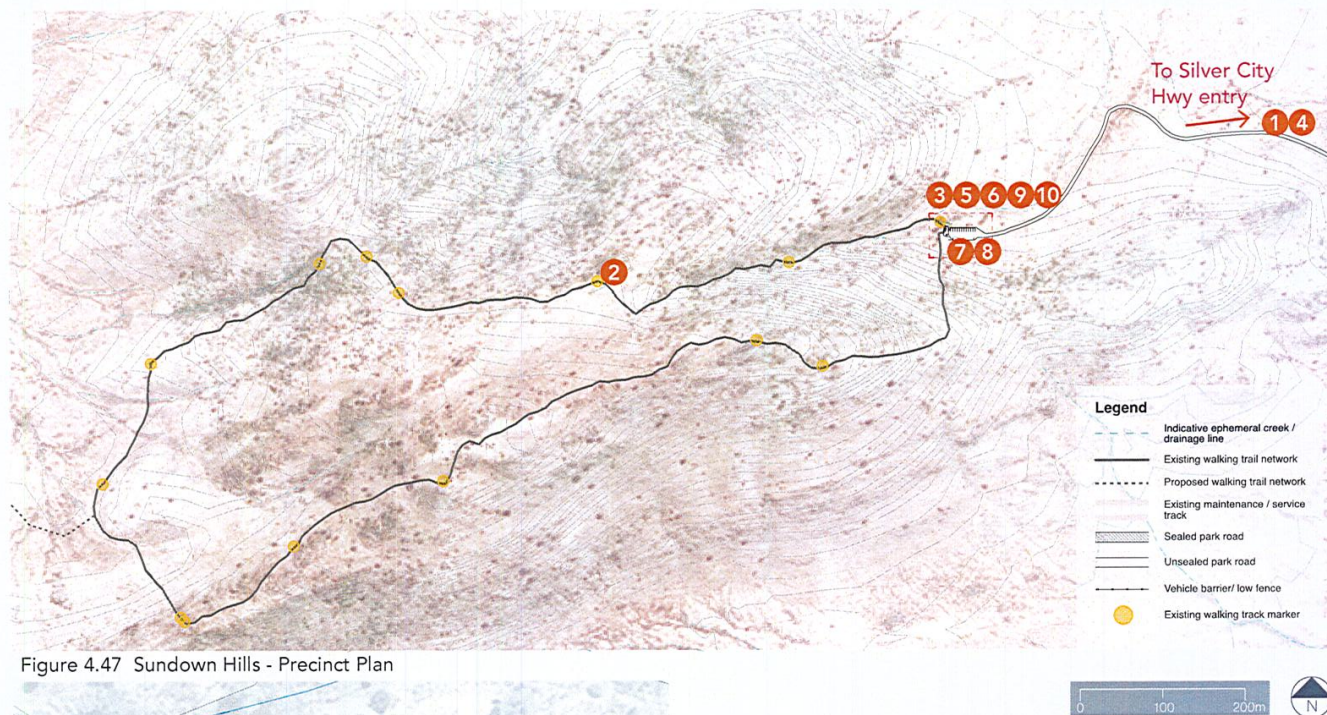


Figure 4.47 Sundown Hills - Precinct Plan

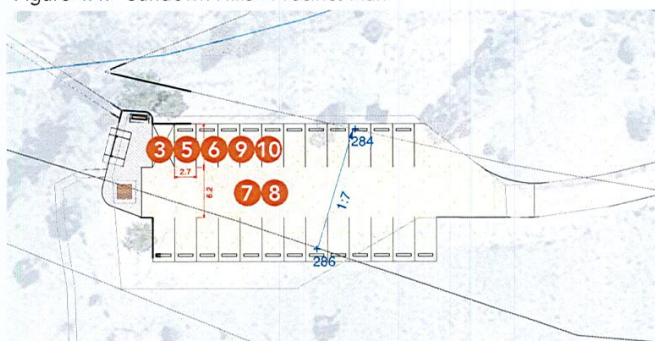


Figure 4.48 Sundown Hills - Carpark and trail head

Southern Park

Key precinct plan proposals

1. Consult with Broken Hill MTB community - extend the existing network into south west of the Living Desert
2. Investigate potential for MTB activities
3. Potential MTB trail links in the Living Desert
4. Potential for an MTB connection through to Campground
5. Investigate ways to manage access to pay for use areas
6. Investigate potential for siting of required telecommunications infrastructure where impact on views can be managed
7. Provide access track and carpark off Nine Mile Road at south western corner of site
8. Plan and implement additional shade tree planting
9. Protect First Nations environmental and cultural qualities

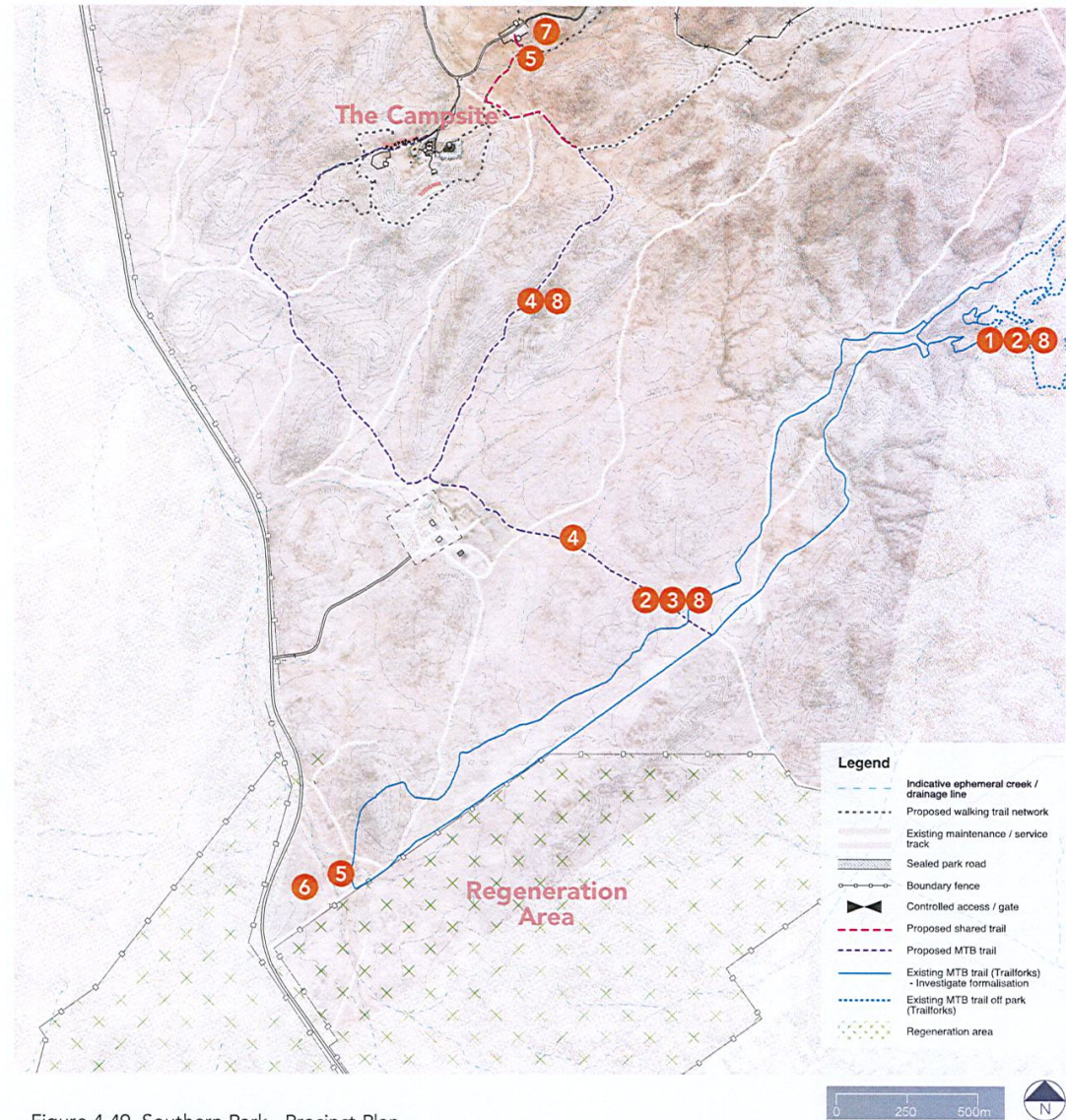


Figure 4.49 Southern Park - Precinct Plan

5.3 Action Plan

The Action Plan provides a compilation of the actions listed in the strategies and precinct plans. The actions are listed under the following categories:

1. Investigations and planning
2. Capital Works (including required design)
3. Interpretation Implementation

No	Deliverable	Action	Priority
1.0	Investigations and planning		
1.1	Confirm approach to events on site	Review event usage in Valley precinct for compatibility with First Nations cultural heritage and define appropriate limitations (if required) on use. If necessary identify alternate locations for more major events	High
1.2	Confirm approach to events on site	Develop events guidelines for large and small events	Low
1.3	Long term fauna management on site	Develop long term animal management plan that confirms the ongoing approach to management of fauna on the site. Confirm the range of fauna to be catered for and verify potential involvement in breeding programs	Medium
1.4	Confirm approach to ongoing management of Art on site	Develop "Living Desert Arts and Cultural Management Plan" to guide the future approach to curation and management of art on the site including the Sculpture Hill along with the remainder of the site	Medium
1.5	Verify feasibility of potential Star Walk / Sky Walk to Sculpture Hill	Undertake detailed assessment of potential Star Walk / Sky Walk on Sculpture Hill - reviewing environmental and costs feasibility	Medium
1.6	Additional shade / shelter to tent camping	Review options for extra shade at tent area within Camp Site through shade tree planting or low shelter roofs	Low
1.7	Potential overflow RV camping	Review potential use of the Valley carpark for overflow RV camping (for self contained vehicles) during peak periods	Medium
1.8	Potential Glamping tent or cabin sites	Review potential for expansion of accommodation offering on site with seasonal Glamping Tents or Cabins to a unique location leveraging the sites special qualities (eg hilltops, night sky)	Low

No	Deliverable	Action	Priority
1.9	First nations input into planning and design	Provide opportunity for First Nations community to input into planning and design of new elements	High
1.10	Improve visitor entry management system	Investigate options to manage access to pay for use areas eg key pass access systems integrated with vehicle and pedestrian gates as applicable. Review to include approach to entry (by vehicle or by person) noting that most National Parks operate on basis of vehicle. Integrate review of potential for site office associated with entry	High
1.11	Potential for MTB use in south west of Living Desert	Consult with First nations stakeholders and other relevant Council stakeholders to verify suitability of further investigations. Subject to the above - liaise with Broken Hill MTB community and assess the demand for extending the existing MTB network into south west of the Living Desert	Low
1.12	Potential for MTB use in south west of Living Desert	Subject to outcomes of 1.11 undertake review of potential MTB trail links to complement the other aspects of the Living Desert offering to locals and visitors	Low
1.13	Improved telecoms signal	Investigate potential for siting of required telecommunications infrastructure where impact on views can be managed - potentially to south west of Living Desert	High
1.15	Wayfinding and Interpretation	Develop coordinated wayfinding and interpretive plan for the site	High
1.16	Road safety	Investigate feasibility to widen and resurface roadway to the Sculpture Hill	High
1.17	Recreational trail network	Investigate further the potential to expand the availability of recreational trails that provide different ways of experiencing the desert landscape and meet varied users needs (eg distance, difficulty)	High

No	Deliverable	Action	Priority
1.18	Climate change adaptation	Investigate further and identify actions to implement the recommendations of the Climate Change Risk Assessment Report prepared by Marsh Advisory in September 2024 within the Living Desert site	High
2.0	Cultural heritage conservation and management		
2.1	Heritage and Archaeological conservation	Protect and conserve items of heritage significance	High
2.2	Heritage and Archaeological conservation	Collaborate with First Nations community to develop First Nations interpretation for appropriate locations	see section 3.2-3.4 and 4.0
3.0	Capital works		
3.1	Improved Tele - communications signal	Implement preferred booster tower solution that will maximise the areas benefiting from improved signal - either: - a base solution two booster towers - provision of additional booster towers to complete coverage as potential stage 2	High
3.2	Wayfinding and Arrival experience to Living Desert	Provide wayfinding (for example signage and art elements) at decision points that direct visitors to the site including primary and secondary decision points within Broken Hill	High
3.3	Wayfinding and Arrival experience to Living Desert	Provide artwork marker feature along the frontage where the Nine Mile Road adjoins the Living Desert that builds expectation and anticipation on the approach to the reserve entry	Low
3.4	Wayfinding and Arrival experience to Living Desert	Provide a feature that uniquely marks the entry to the Living Desert. Integrate upgrading of entry gates with gate finishes that complement character of site	Medium
3.5	Wayfinding and Arrival experience to Living Desert	Provide an upgraded access management / entry pay node	High

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No	Deliverable	Action	Priority
3.6	Wayfinding and Arrival experience to Living Desert	Potentially integrate a site office building (or office and ranger dwelling) with upgraded access management / entry pay node	Low
3.7	Wayfinding and Arrival experience to Living Desert	Provide upgraded directional / wayfinding and traffic management of all decision points on the road network	High
3.8	Road network	Improve the traffic performance and safety of the intersection of the entry road to the campground / sculptures road with associated roadworks and signage	High
3.9	Road network	Widen roadway on the tight bend of the Valley entry road where it turns to head south to improve vehicle passing and safety	Medium
3.10	Road network	Investigate and implement improvement to hilltop access road for safety and environmental management - consider partial re-alignment where required.	High
3.11	Habitat and environment	Plan and implement revegetation of road edge zones where required to enhance the visual appearance of the entry road corridor	High
3.12	Habitat and environment	Continue to manage introduced fauna insects and feral animals to control erosion and degradation of hilltops and ridgelines	High
3.13	Habitat and environment	Plan and implement revegetation of ridges and hilltops where appropriate to natural conditions	Medium
3.14	Environmental management of Creeklines	Provide stabilisation of the drainage line adjoining the valley capark and picnic grounds	High
3.15	Environmental management of Creeklines	Provide stabilisation of general drainage lines adjoining roads	High

134

No	Deliverable	Action	Priority
3.16	Expanded Recreational Trails network	Plan and implement trail connection from Campsite to Sculpture Hill (2.7km) Note costings allow for category 3 level access - not universal access	High
3.17	Expanded Recreational Trails network	Plan and implement additional trail loops around Campsite (2.1km)	Medium
3.18	Expanded Recreational Trails network	Plan and implement trail connection from Sundown Hills trail to Sanctuary western boundary (1.9km)	Low
3.19	Expanded Recreational Trails network	Plan and implement trail connection from Sundown Hills trail to Camp site (4.8km)	Low
3.20	Expanded Recreational Trails network	Provide accessible access route of boardwalk and track to Arboretum Entry from Valley carpark and Sanctuary entry - refer Improvements to The Arboretum precinct	Medium
3.21	Star walk / sky walk to Sculpture Hill	Subject to feasibility design and implement boardwalk feature to Sculpture Hill - refer Improvements to The Sculpture Hill Sky Walk	Low
3.22	MTB Trails to south western Living Desert	Plan and implement MTB Trails to south Living Desert	Very Low
3.23	Improvements to The Valley precinct (Picnic Grounds)	Improve entry experience and interpretive node to Sanctuary entry and connect to accessible boardwalk as per Expanded Recreational Trails network	High
3.24	Improvements to The Valley precinct (Picnic Grounds)	Improve protection and interpretation of camp ovens	Very High

May 2025

No	Deliverable	Action	Priority
3.25	Improvements to The Valley precinct (Picnic Grounds)	Improve quality and character of access to rock engraving - or consider removing access - potentially view from a new viewing point / landing integrated with existing track crossing of creek	Medium
3.26	Improvements to The Valley precinct (Picnic Grounds)	Provide additional shelter / shade in picnic area and at trail heads	Low
3.27	Improvements to The Valley precinct (Picnic Grounds)	Provide nature play zone between picnic area and Sanctuary / Arboretum entry node	Low
3.28	Improvements to The Valley precinct (Picnic Grounds)	Accessible walkway to Arboretum - refer Expanded Recreational Trails network	
3.29	Improvements to The Valley precinct (Picnic Grounds)	Provide accessible track from Sanctuary entry node to feeding area and accessible viewing area/wildlife hide for viewing of feeding area	Medium
3.30	Improvements to The Arboretum precinct	Review potential to improve accessibility of walking loop to Arboretum targeting steeper / rougher sections of the loop	Medium
3.31	Improvements to The Sanctuary precinct	Enhance bird and fauna watching experiences with Arboretum with shaded hides / rest points and supporting interpretation	Medium
3.32	Improvements to The Sanctuary precinct	Provide upgraded viewing infrastructure to the existing Hilltop Sanctuary Lookout	Low
3.33	Improvements to The Sanctuary precinct	Plan and implement expanded art influence in Sanctuary through additional permanent and temporary art pieces	Low

No	Deliverable	Action	Priority
3.34	Improvements to The Sculpture Hill precinct	Plan and implement accessible walkway from carpark to sculptures - can be implemented as first stage of "Sky walk" or Sky walk not to proceed be the ultimate solution	High
3.35	Improvements to The Sculpture Hill precinct	Formalise parking at the sculpture hill to make more efficient and safer for pedestrians and provide sealed surface	High
3.36	Improvements to The Sculpture Hill precinct	Plan and implement new viewing experience looping around hill ("Sky or Star walk") integrated with first stage accessible link boardwalk from carpark to sculptures	Low
3.37	Improvements to The Sculpture Hill precinct	Plan and implement support lookout points adjoining hilltop and carparking	Medium
3.38	Improvements to The Sculpture Hill precinct	Formalise lower carpark - event use / overflow but retain as gravel surface	Medium
3.39	Improvements to The Sculpture Hill precinct	Plan and implement low key toilet structure is appropriate in a discrete location (potentially to carpark at base of hill)	Low
3.40	Improvements to The Sculpture Hill precinct	Plan and implement pop up coffee / food cart at base of hill or top to support visitation in peak times	Low
3.41	Improvements to The Camp site precinct	Add two toilets to current toilet/shower facilities	High
3.42	Improvements to The Sculpture Hill precinct	Improve accessibility for RV camping to toilets / showers	Medium
3.43	Improvements to The Sculpture Hill precinct	Plan and implement upgrades to stargazing circle in Campground including enhanced seating and arrangement and interpretive mediums	Medium

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No	Deliverable	Action	Priority
3.44	Improvements to The Sculpture Hill precinct	Investigate potential for grey water treatment as a sustainability initiative when resources enabled - potentially evolved over 20 year period	Low
3.45	Improvements to The Sundown Hills precinct	Plan and implement trail head improvements including shelter and interpretive and wayfinding mediums	Low
3.46	Improvements to The Sundown Hills precinct	Plan and implement wayfinding improvements to existing trail loop	Low
3.47	Improvements to The Sundown Hills precinct	Plan and implement formalising layout of parking with barriers and support signage -. Provide upgraded gravel surfacing and perimeter drainage	Very Low
3.48	Improvements to The Sundown Hills precinct	Plan and implement identity signage to Silver City Highway	Medium
3.49	Potential Glamping facilities	Call tenders for Glamping operator to collaborate with Council and contribute a proportion of implementation costs	Low
3.50	Potential Glamping facilities	Plan and implement tent Glamping site ((say 12 tents x decks and walkways)	Very Low
3.51		Plan and implement tent Glamping site Plan and implement cabin Glamping site (say 6 cabins x 45k each)	Very Low
3.52	Toilet to serve sculpture Hill	Plan and implement toilet facility adjoining lower carpark below Sculpture Hill to serve visitors and trail users	Low
3.53	Review and upgrade of electric conservation fence to Sanctuary	Review electric fence system to Sanctuary in terms of best practise technology - when it needs replacing employ latest best practice predator proof conservation fencing including visitor and maintenance entry gates. Seek to reduce visual impact of fence alignment on character of place experience	Medium

136

No	Deliverable	Action	Priority
4.0	Interpretation Implementation		
4.1	Interpretation Strategy	Commission an interpretation strategy that can be used as a blueprint for ongoing interpretation initiatives in the park.	High
4.2	ICIP Protocols	Develop The Living Desert-specific ICIP protocols for sharing cultural content.	High
4.3	First Nations capacity building	Investigate First Nations led interpretation through capacity building programs including potential for employment and enterprise development.	High
4.4	Capacity Building	Develop educational tools and dedicated training programs, including Cultural training.	High
4.5	Brand Guidelines	Create the The Living Desert Park brand guidelines and interpretation Signage and Guidelines Manual.	High
4.6	Themes and Stories	Confirm themes through consultation. Curate and create interpretation stories that connect to The Living Desert's themes (as part of the interpretation strategy).	High
4.7	Medium: Face to face	Build capacity of Aboriginal and non Aboriginal tour guides in delivering face to face interpretation.	High
4.8	Medium: Signage	Update interpretation and wayfinding signage and embed sensory elements.	Medium
4.9	Medium: Language and Naming	Explore use of First Nations languages and place names in interpretation.	High

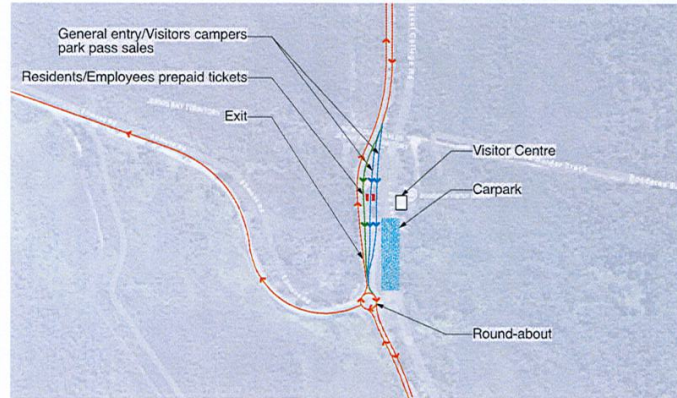
May 2025

No	Deliverable	Action	Priority
4.10	Medium: Digital Media/Sound	Expand digital and sound interpretation assets, research opportunities and prepare a Digital and Sound Interpretation Plan.	Low
4.11	Medium: Art and Craft	Develop a program of art and craft activities, sculptures and exhibitions for visitors.	Low
4.12	Medium: Lighting and Projection	Conduct an opportunities analysis for interpretive lighting and projection and develop future guidelines including EOIs for external applicants to deliver	Low
4.13	Medium: Events	Research opportunities to create new interpretive events and develop a The Living Desert Events Strategy.	Low
5.0	Promoting the Living Desert		
5.1	Promoting the Living desert to locals and visitors	Collaborate with partners to undertake events of all scales	High
5.2	Promoting the Living desert to locals and visitors	Promote star gazing, night sky photography, and sunrise / sunsets as a reason to visit	High
5.3	Promoting the Living desert to locals and visitors	Promote Living Desert as a viewing site during major astronomical events – for example meteor showers	Low
5.4	Promoting the Living desert to locals and visitors	Encourage appropriate use of the Living Desert as a film and photography site that leverage its natural qualities	High
5.5	Promoting the Living desert to locals and visitors	Explore potential for temporary art installations that build on and contribute to the arts profile of the place	Medium

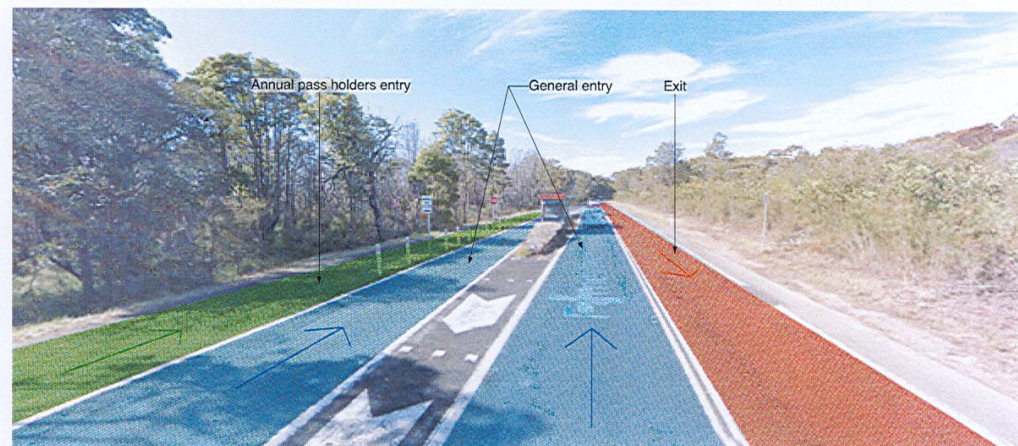
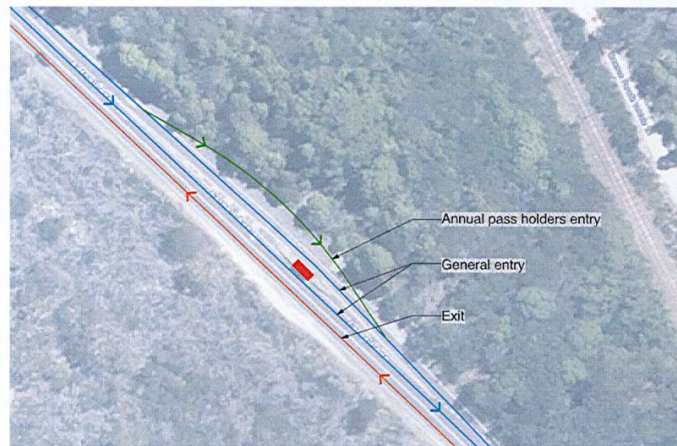
6.0 Attachments

6.1 Park entry / pay bay precedents

Jervis Bay / Booderee National Park Pay Bay



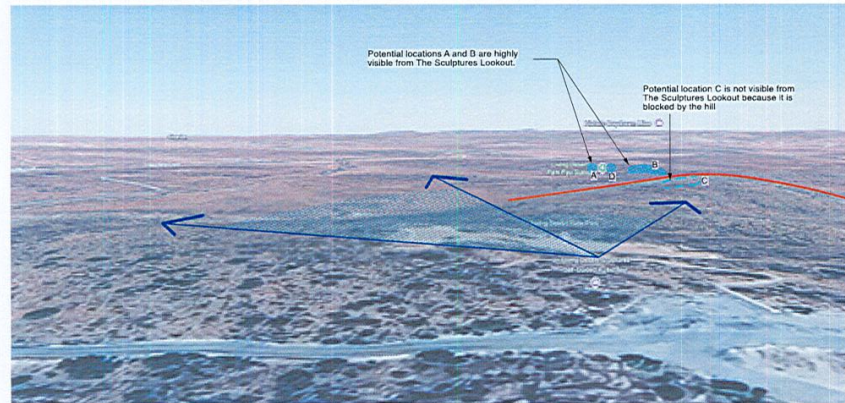
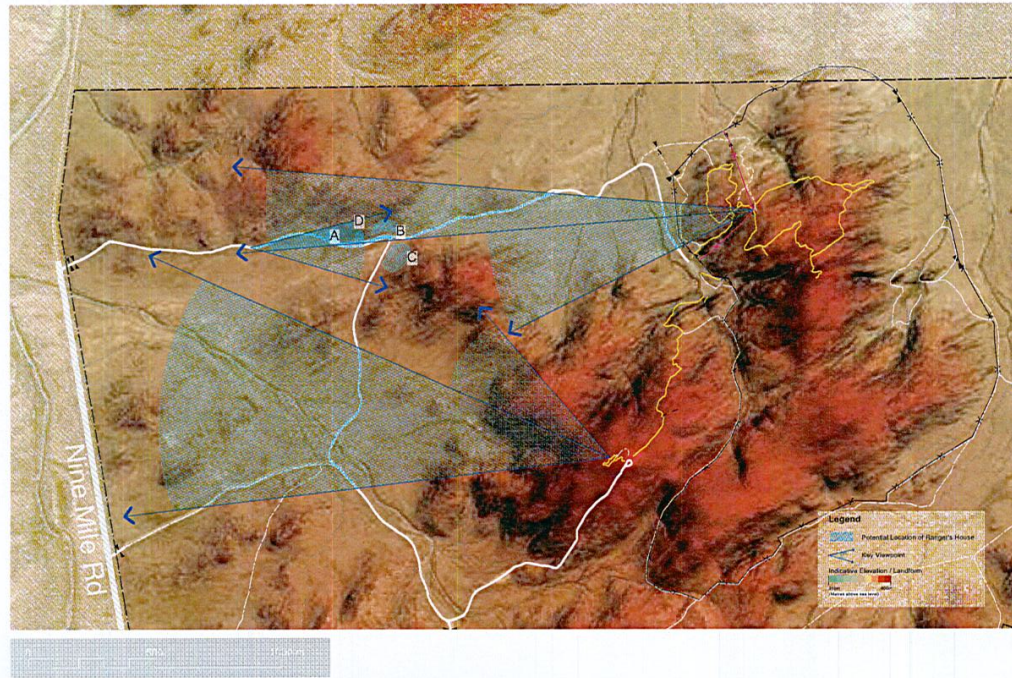
Royal National Park Pay Bay



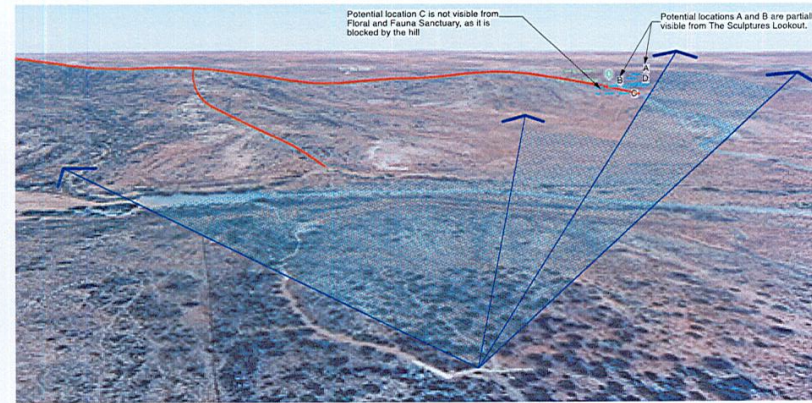
National Parks provide relevant precedents for managing different forms of entry access to the park. Ticketing is based on vehicle entry - not by persons. Generally several lanes are provided and traditionally the entry point was manned. From 2023 NPWS has not issued season pass tickets and entry has been managed by number plate recognition

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6.2 Preliminary visual assessment of potential Rangers Cottage location options



Views from The Sculptures



Views from The Top of Floral and Fauna Sanctuary

Location A

Pros:
Easily accessible for park managers.

Cons:
Highly visible from The Sculpture, the hilltop of the Sanctuary, and the main entry road.

Location B

Pros:
Partially visible from the main entry.

Cons:
Highly visible from The Sculpture and the hilltop of the Sanctuary, potentially impacting views.

Location C

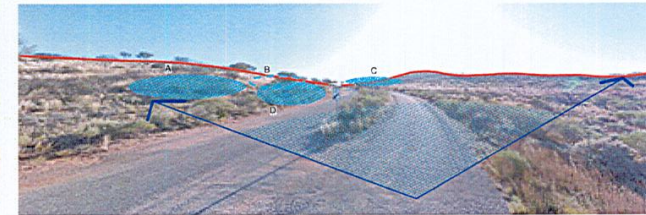
Pros:
Not visible from The Sculpture or Floral and Fauna Sanctuary, preserving the westward view of the Mundi Mundi Range - Wind Farm and northern views.

Cons:
Highly visible to people entering the Living Desert.

Location D

Pros:
Easily accessible for park managers and close to paybay.

Cons:
Highly visible from The Sculpture, the hilltop of the Sanctuary, and the main entry road.



6.3 Preliminary assessment of potential at grade access to Arboretum entry

Flora & Fauna Reserve Access - design study Boardwalk Connection 02



1:20 walkways

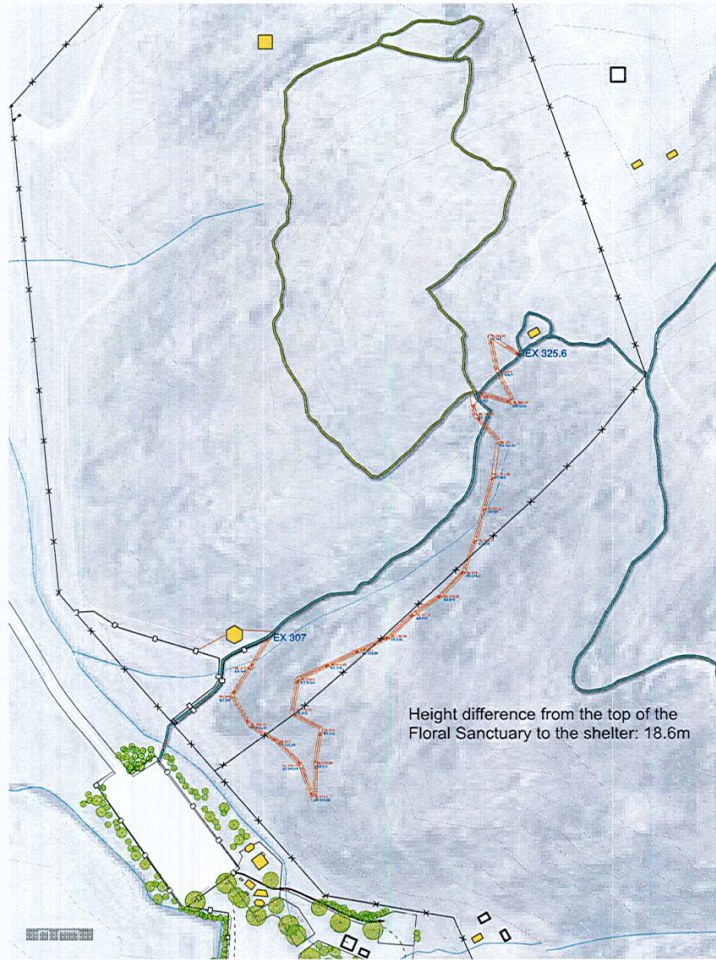


1:15 ramp

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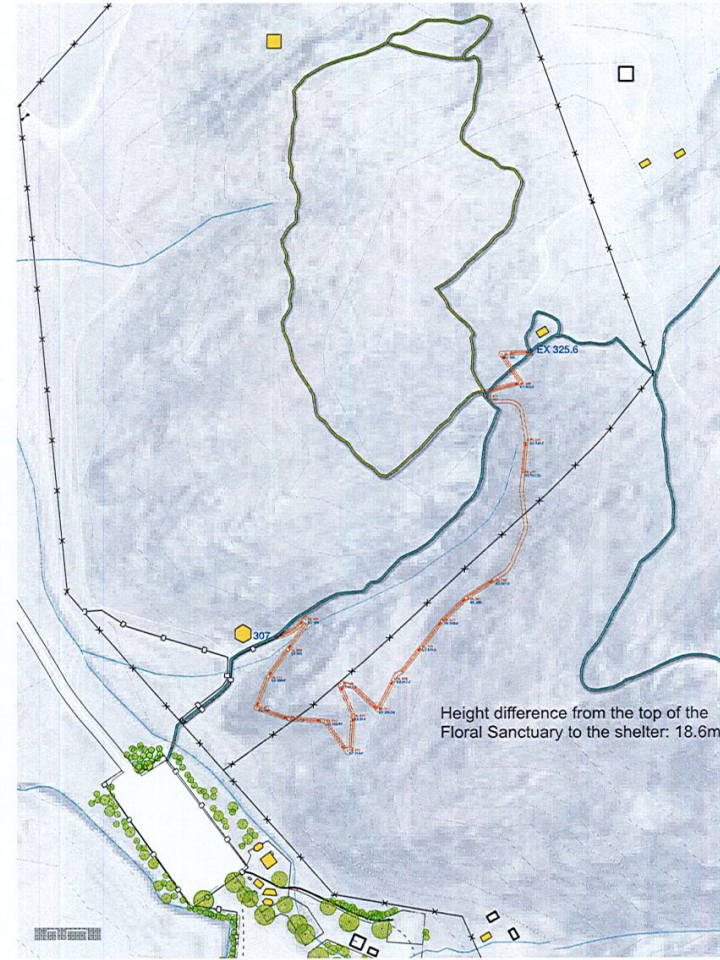
Flora & Fauna Reserve Access - design study

Boardwalk Connection 03



1:20 walkways

142



1:15 ramp

May 2025

6.4 Consultation forum notes

REFER MEETING / WORKSHOP NOTES ISSUED SEPARATELY

6.5 Business Plan

REFER TO SEPARATE REPORT

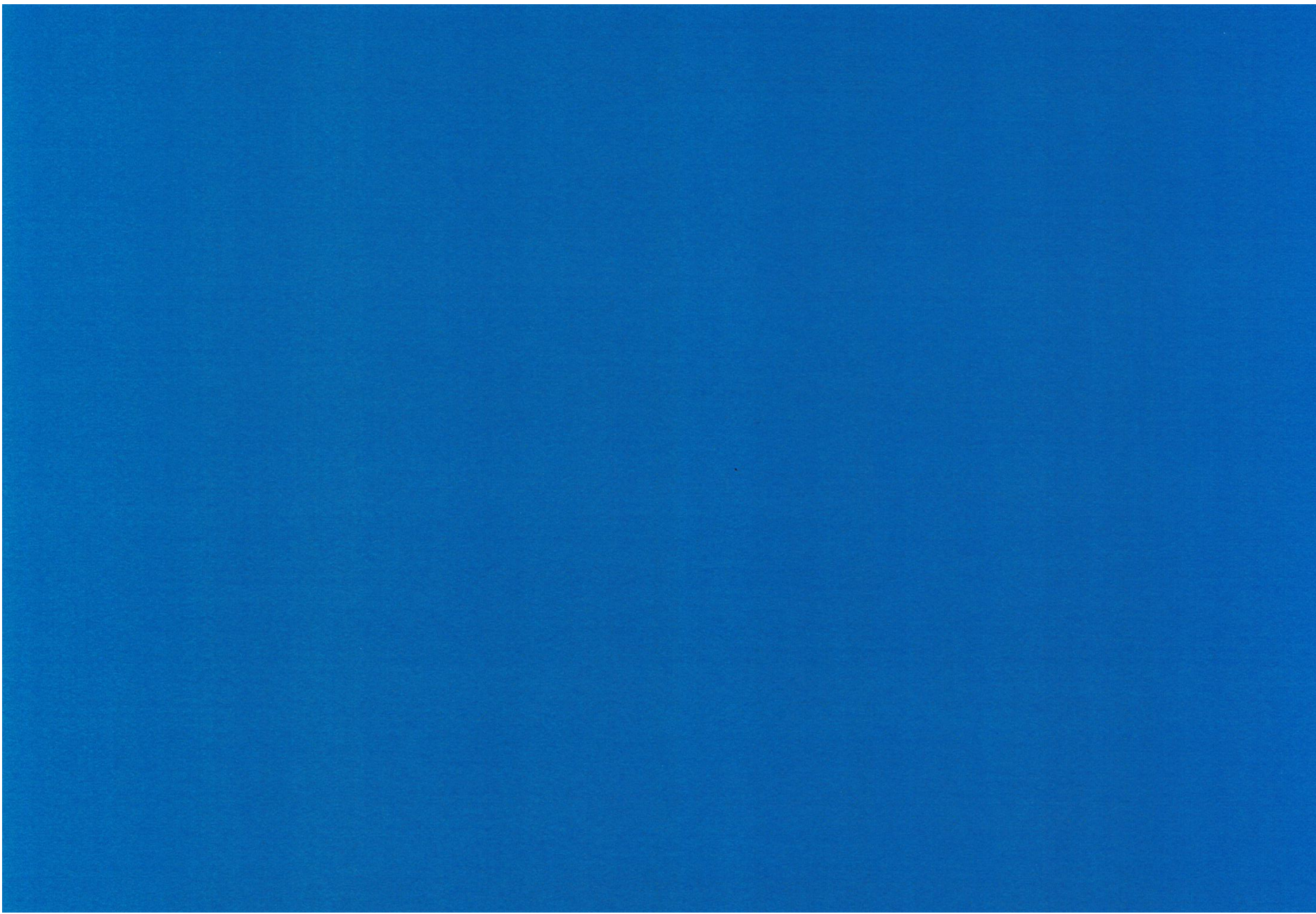
7.0 References

Key reference/background documents:

- Plan of Management Crown Reserve - Living Desert State Park, SLR Consulting, June 2024 - WORK IN PROGRESS
- 2018 Living Desert Reserve Plan of Management, Broken Hill Council
- Living Desert Service Review, MorrisonLow, March 2024
- Draft Operational, Management and Requirement Procedures - The Living Desert, the Flora and Fauna Sanctuary, Willyama Common and Regeneration Area, BHC Jan 2021
- Living Desert Flora and Fuana Sanctuary Animal Management Plan, Ozark Environmental & Heritage Management Pty Ltd, May 2017
- Living Desert Wildlife Sanctuary Review of Environmental Factors, RW Corkery, June 2000
- Living Desert Wildlife Sanctuary, Zoological Parks Board of NSW, February 2002
- Living Desert Brochure, Broken Hill City Council

Other Broken Hill Council Docs:

- Country and Outback NSW Destination Management Plan 2022-2030
- Community Strategic Plan Broken Hill 2040 (BH2040).
- Management Plan for Willyama Common, RW Corkey, July 2003
- Regeneration Areas Management Plan 2014
- Visitation Data
- Broken Hill Cultural Plan Background Report 2021





LIVING DESERT STATE PARK BUSINESS PLAN 2025

CONTENTS

1.	INTRODUCTION	2
1.1	Background	2
1.2	Planning for the Future	2
2.	LIVING DESERT STATE PARK - OVERVIEW	4
2.1	Location and Access	4
2.2	Development of the Living Desert State Park - History	4
2.3	Classification and Zoning	4
2.4	Description	5
2.5	Management	6
2.6	Marketing	6
2.7	Entry and Camping Fees	7
2.8	Park Users	7
2.9	Strengths and Attributes	8
2.10	Issues and Challenges	8
3.	VISITATION	11
3.1	Visitor Data	11
3.2	Total Visitation to Living Desert State Park	11
3.3	Starview Campsite	13
4.	FINANCIAL PERFORMANCE	19
4.1	Living Desert State Park – Consolidated Profit and Loss	19
4.2	Starview Campsite Profit & Loss	20
4.3	Living Desert State Park Profit & Loss	21
5.	LIVING DESERT STATE PARK MASTER PLAN IMPLEMENTATION – COST ESTIMATE	22
6.	OPPORTUNITIES TO INCREASE VISITATION AND REVENUE	24
6.1	Address Entry Fees and Ticketing	24
6.2	Accommodation	24
6.3	Product and Experience Development	25
6.4	Marketing and Promotion	26
7.	FINANCIAL PROJECTIONS	27
7.1	Park Entry Fee Income	27
7.2	City Residents – Annual Pass	27
7.3	Variable Pricing – Starview Campsite	28
7.4	Overflow Camping	28
7.5	Eco Cabins / Glamping	28
8.	ACTIONS	31
8.1	Objective	31
8.2	Actions	31
	REFERENCES	34
	APPENDIX 1: GENERAL ADMISSIONS – LIVING DESERT STATE PARK	36
	APPENDIX 2: PERFORMANCE DATA – STARVIEW CAMPSITE	38

LDSP BUSINESS PLAN 2025

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1. INTRODUCTION

1.1 Background

Broken Hill City Council is the land manager of the Living Desert State Park (LDSP). The Park (2,400 hectares) was established in the 1990's as a place to conserve and appreciate the physical environment, ecosystems and fauna and flora of the Broken Hill bioregion. The rationale for establishing the Park included¹:

- Contribute to conservation through the establishment of a captive breeding program for endangered species from the Region.
- Provide environmental educational resources.
- Motivate additional overnight stays in Broken Hill.
- Provide enhanced opportunities for employment, education and training.

Today, the Park is an important conservation area for semi-arid zone flora and fauna, a significant Aboriginal site, a popular recreation area for local residents, and one of the City's main tourist attractions. The Park brings together the City's core tourism pillars – art, the outback and nature, and has the potential for Aboriginal cultural tourism. The Park attracts around 40,000 visitors per annum.

The key features of the Park are:

- Semi-arid zone environment with complex geology, rugged topography and unique flora and fauna.
- Living Desert Sculptures – 12 large sandstone sculptures located on the highest hill within the Park with extensive, 360° views over the surrounding area. The area is very popular for sunset viewing. For most visitors, the Sculptures are the Park's main attraction.
- Flora and Fauna Sanctuary – a 180 hectare fenced site within the Park dedicated to land rehabilitation and flora and fauna conservation. The area includes a plant arboretum, walking trails, public art and interpretation.
- Picnic area – located adjacent to the Sanctuary and providing access to some Aboriginal occupation sites.
- Starview Campsite – a primitive camping area providing 15 sites for caravans and RV's, a camping area (capacity for 8 camps), night sky viewing area, basic amenities and short walking trails.
- Sundown Hills walking track – a 2.8 kilometre long loop track through the Sundown Hills.

The Park is managed and maintained by Broken Hill City Council Rangers with the assistance of volunteers.

1.2 Planning for the Future

The LDSP was not master-planned and has largely evolved with infrastructure and facilities provided as funds, materials and resources have become available. Council recognises that while the Park is performing well, there are opportunities for improvement and growth, and that a strategic approach is required to provide the direction and framework for the on-going development and management of the Park. This approach needs to bring together conservation, First Nations, arts and cultural, recreation and tourism objectives and initiatives.

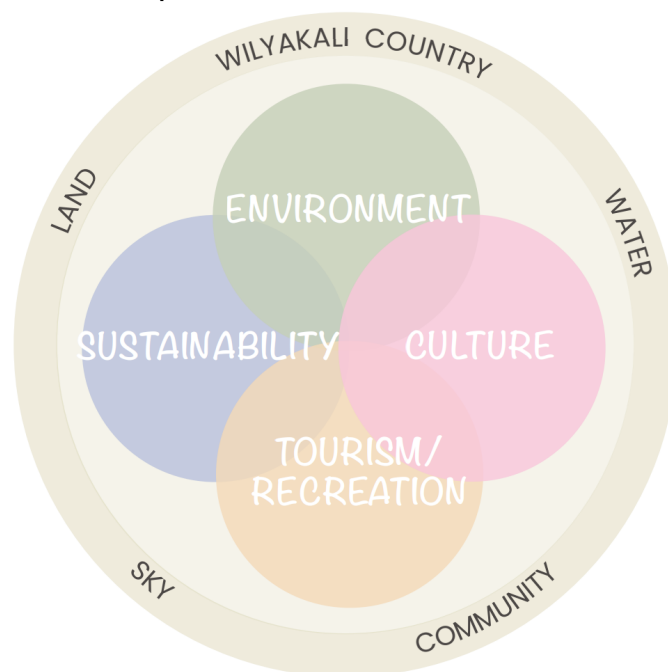
To provide the strategic planning framework, Council has prepared several documents for the LDSP including:

- **Plan of Management** (2018 and Draft 2024) – the Plan of Management is a statutory document prepared in accordance with the Crown Land Management Act 2016 and the Local Government Act 1993. This Plan outlines the legal framework for the operation of the Park and identifies and addresses how the Park will be used and the land managed.
- **Master Plan** – the Master Plan provides a 20 year vision and action plan to guide the on-going development, use and management of the Park. The Plan has five core principles:

¹ Living Desert State Park REF 1997

- **On Wilyakali Country:** Recognising and celebrating First Nations custodianship of the land; respecting and protecting the physical environment and culturally significant sites; collaborative management of the Park; facilitating on-country activities; and conserving and protecting First Nations heritage, culture and connection to the site.
- **Environment:** Rehabilitating and protecting the physical environment; conserving and showcasing flora and fauna from the Broken Hill bioregion; managing introduced species to mitigate potential impacts; and maintaining the experience of and immersion in the natural landscape as a key experience for Park users.
- **Culture:** Conserving and protecting First Nations and non-Aboriginal heritage; and curating, developing and expanding the arts and cultural fabric of the LDSP to complement the natural environment and Park attributes.
- **Tourism and Recreation:** Growing visitation by enhancing and expanding the facilities available and experiences offered for local residents and visitors to Broken Hill; grow the group tour markets; and optimise revenue generation.
- **Sustainability:** Manage the Park environment and visitation sustainability; minimise visual and other impacts of development; use sustainably sourced materials; and plan for climate change.
- **Service Review – Living Desert Ranger Services:** The Review assesses the services provided by the Rangers in the operation and management of the Park, Willyama Common and Regeneration Areas.
- **Business Plan:** The Business Plan (this document) accompanies the Master Plan and assesses the current use and financial performance of the LDSP, identifies opportunities for increasing visitation and revenue generation and provides five year trading forecasts.

Figure 1.1 Master Plan Core Principles



2. LIVING DESERT STATE PARK – OVERVIEW

2.1 Location and Access

The LDSP is located in the Barrier Ranges, approximately 12 kilometres north of Broken Hill. The main visitor precincts (Sculptures, picnic area and Flora and Fauna Sanctuary and Starview Campsite) are in the north-west corner of the Park and accessed via Nine Mile Road. The Sundown Hills walking track is in the north-east corner of the Park and accessed via the Silver City Highway.

2.2 Development of the LDSP – History

In 1992 Broken Hill City Council identified the opportunity to establish the Living Desert Reserve and a Flora and Fauna Sanctuary on part of the Willyama Common. In 1993 Council hosted the Sculpture Symposium which resulted in 12 sculptures being erected on the highest hill within the area. Council also established the picnic area and the Sundown Walking Track.

On 7 October 1994 the Minister for Land and Water Conservation gazetted a 2,400 hectare site as the ‘Broken Hill Arid Zone Study Area Reserve’, for ‘the public purpose of environmental protection, heritage and public recreation’. The Reserve incorporated four lots:

- Lot 30 DP757295
- Lot 6091 DP822095
- Lot 7385 DP1200953
- Lot 7386 DP1200953

Broken Hill City Council named the area the ‘Living Desert Reserve’. Further development included the establishment of a permaculture site (now the camping area) in 1994, plus walking trails and a 12 kilometre long four-wheel drive track (1996). In 1997 work commenced on the development of the Flora and Fauna Sanctuary, a 180 hectare site located adjacent to the picnic area. The perimeter fence for this area was completed in 1999.

In 2001 the Living Desert Reserve was excised from the Willyama Common. In 2009, the Reserve was gazetted as a State Park and the name changed to the Living Desert State Park.

On 16 June 2015, Native Title consent was given to the Barkandji Native Title Group Aboriginal Corporation RNTBC (NSD6084/1998). The Barkandji Traditional Owners have the right to enter, take and use natural resources for personal, domestic, cultural, communal and purposes within the LDSP. Additional rights are expansive and include uses of the LDSP for teaching, hunting, camping, travel and cultural practices.

The Starview Campsite opened in 2017.

2.3 Classification and Zoning

The LDSP is classified as Community Land for the purpose of nature conservation, passive recreation and environmental education. The site is zoned E2 – Environmental Conservation under the provisions of the Broken Hill Local Environmental Plan 2013.

2.4 Description

The Living Desert State Park protects, provides access to and showcases the semi-arid environment of the Broken Hill bioregion. Improvements and facilities in the Park are:

- Entry station and sealed access roads to the sculptures, Campsite and picnic area.
- Sculpture Hill – 12 sculptures with interpretative plaques, walking trail and unsealed carpark.
- Picnic area – picnic shelters, barbecues, toilets, Aboriginal occupation sites, access to the Flora and Fauna Sanctuary, and sealed carpark.
- Walking track (900M) between the Sculpture Hill and picnic area.
- Flora and Fauna Sanctuary (180ha) – plant arboretum; walking tracks (1.4km and 1km) through the arboretum and Sanctuary; interpretation comprising an unmanned information hut for orientation and interpretative signage throughout the Sanctuary; viewing areas; historic mining sites; Aboriginal art, sculpture and interpretative display; and a public toilet.
- Starview Campsite – a primitive camping area providing 15 sites for caravans and RV's, a camping area (capacity for 8 camps), night sky viewing area, sunrise and sunset viewing area; toilets and showers and short walking trails.
- Sundown Hills walking track – a 2.8 kilometre long loop track through the Sundown Hills, unsealed access road and limited signage and interpretation.
- Rangers' office and work area.
- Mountain-bike track in the south eastern corner of the Park. This track is part of a network of tracks that have been developed by the Broken Hill Mountain Bike Club adjacent to the Broken Hill Golf Club. The track is accessed from Golf Club and is not promoted as being part of the Park.

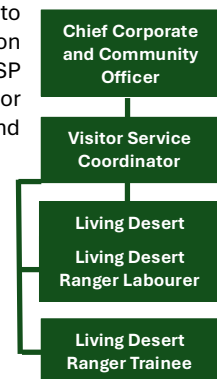
The activities and experiences offered by the Park include:

- Easy, safe access to and the ability to learn about the semi-arid environment with its complex geology, rugged topography and unique flora and fauna. Sculpture Hill and the various high points on the walking track provide extensive views over the 'immense' landscape.
- Flora and fauna viewing, including seasonal wildflowers with the blooming of Sturts Desert Pea being a significant attraction. The Rangers also feed the kangaroos and wallabies when needed (around 3 times per week), with visitors able to view this.
- Birdwatching – including eagles soaring on the thermals. The Flora and Fauna Sanctuary, particularly the arboretum, attracts a diversity of bird species, including rare and endangered birds.
- Walking / hiking – the walking tracks in the Flora and Fauna Sanctuary and between the picnic ground and Sculpture Hill are popular with visitors, while the Sundown Track is primarily used by City residents and is popular for exercising dogs.
- A limited insight into Aboriginal heritage with several occupation sites being accessible and interpreted and an interpretative display and artworks in the Flora and Fauna Sanctuary.
- Picnicking – with the picnic area being fully accessible.
- Camping – providing an immersive experience, including viewing of the spectacular night sky.
- Viewing the sculptures and surrounding landscape and experiencing the sunset over the desert from Sculpture Hill.
- A spectacular setting for art and photography, with the Park attracting both individuals and groups.
- Events – In the past the Park has hosted several events including a jazz festival and Lego installation.

There is no power to the site and mobile phone coverage is extremely limited. Improved mobile phone service is needed to support Park operations and reduce safety risks for Park users and staff. Council is seeking funding to install a mobile phone tower.

2.5 Management

Broken Hill City Council is the land manager for the Park. Council employs two full-time rangers to manage the Park, with the rangers also responsible for the management of the Willyama Common and Regeneration Areas. When grant funding is available, Council employs trainees. The LDSP Rangers report to Council's Visitor Services Coordinator who in-turn reports to the Director Corporate and Community Services. The reporting line to Visitor Services rather than to Parks and Gardens indicates the importance that Council places on the LDSP as a visitor attraction.



Key tasks performed by the Ranger Staff within the LDSP include:

- Cleaning and maintenance of all built facilities.
- Infrastructure maintenance.
- Visitor services – interacting with and assisting Park visitors.
- Manning the entrance station – overseeing fee collection.
- Oversee and undertake construction projects.
- Manage native and feral animals.
- Weed management.
- Organise and supervise volunteers.
- Search and rescue.

Tasks undertaken by the Rangers in the management of the Willyama Common and Regeneration areas include fencing, track maintenance, feral animal management, weed control, and removing illegally dumped materials.

From 2001 to 2024, Council had in-place a Section 355 Committee to provide advice to Council on the operation of the Park and assist the Rangers in managing the Park. In October 2024, the Section 355 Committee was replaced by a Volunteer (Friends) Group to assist with projects and activities within the Park including:

- Working bees to assist the Rangers with the upkeep and beautification of the Park
- Weeding, planting and animal management
- Tour guides and Park hosts
- Opening and closing the Park

There are around 20 active volunteers. The volunteers generally come together for a monthly working bee.

Maintenance and capital works projects within the Park are usually managed by the Senior Ranger and undertaken in-house by Ranger staff and volunteers where possible. Other works are generally undertaken by local contractors rather than using Council's in-house parks, gardens and outdoor staff. The Senior Ranger has flexibility in the Park's budget to allocate funds where needed.

2.6 Marketing

The marketing and promotion of the Park is undertaken as part of the broader marketing of Broken Hill. The Park is promoted as a 'must see' attraction by the Broken Hill Visitor Information Centre. The Park is also featured in print-based and on-line promotional collateral for Broken Hill, the Outback NSW Region and the Outback touring routes, with this funded from the Park's advertising budget. The Bajo el Sol Jaguar Sculpture at sunset is an iconic image that is used in most of the promotional collateral for the City and Outback Region.

The destination marketing of Broken Hill is limited. While Broken Hill City Council has a marketing budget for the City, Council does not have a marketing department nor a marketing strategy. The last destination marketing campaign for the City and surrounding region was undertaken by Destination NSW in 2020, with smaller, follow-up campaigns in 2021 and 2022. The 'It's Out There' campaign focused on the 'marriage of art, history, nature and quirky' and involved marketing via social media with supporting magazine articles and large posters. The Jaguar sculpture was featured in the campaign and used on one of the posters.

2.7 Entry and Camping Fees

The current entry and camping fees are:

Park Entry Fee	Campsite Fees – Van Sites	Campsite Fees - Tent Site
<ul style="list-style-type: none"> Day Visitor: \$10 per adult; \$7 child (5-15 years), concession, students and groups; \$25 per family; children under 5 free. Campsite User: \$7 per person; \$25 per family; children under 5 free. Local Resident Annual Pass: \$25 per adult 	<ul style="list-style-type: none"> Per Site per Night: \$25 - includes 2 adults Additional Adult (age 16+): \$12 per night Additional Child (age 5-15): \$5 per night Child (under 5 years): Free 	<ul style="list-style-type: none"> Adult (age 16+): \$12 per night Child (age 5-15): \$5 per night Child (under 5 years): Free

For day visitors, the Park entry fees are payable via a payWave ticket machine at the Park entry information shelter. The shelter is manned by Rangers during peak periods and operates on an honour system at other times. The day visitor entry ticket is valid for a period of 24 hours, so that visitors entering the Park for sunset viewing, can return the next day to explore the Park. This does not appear to be promoted.

Accommodation (and accompanying park entry) can be booked and paid for on-line through the Bookeasy reservation system or booked through the Broken Hill Visitor Information Centre. The Park entry fee is payable for the first day of the stay only.

Broken Hill City residents can purchase an annual pass which also provides entry to the GeoCentre. The annual pass is not promoted with the take-up rate being very low, around 20-30 people per year.

2.8 Park Users

The LDSP attracts a variety of users including:

- Independent travellers exploring the City and surrounding region. Broken Hill attracts over 220,000 visitors per annum².
- Coach and rail tour groups. There are around 20 coach companies from across Australia that include the LDSP in their outback tour itineraries. A local tour operator runs tours of Broken Hill which include the LDSP for Indian Pacific Rail passengers. Two other local tour operators also include sunset viewing at the sculptures as part of their tour packages.
- Social groups, including caravan and RV clubs, car and motorcycle clubs, 4WD groups etc.
- Local residents visiting for picnics and recreation, with the Sundown track used for fitness and to exercise dogs.
- Wilyakali and other First Nations people, with the Wilyakali people running cultural activities for TAFE and school students and teachers.
- Regional residents, including groups from retirement homes.
- Artists and photographers, including the Broken Hill Art Exchange members and artists in residence.
- Filmmakers.
- Wedding ceremonies and photographs.
- Government agencies – generally for staff orientation and/or cultural training.
- Social and corporate functions with sunset drinks at the Sculptures popular with conference groups.
- School excursions.
- Birdwatchers, including birdwatching clubs.
- Hikers / bush walkers.
- Event attendees, including people coming to Broken Hill for the Mundi Mundi Bash.

Visitation to the Park and use of the Starview Campsite is discussed in Chapter 3.

² Tourism Research Australia LGA Profiles – Broken Hill City, 2019

2.9 Strengths & Attributes

The key strengths and attributes of the LDSP include:

- Unique setting with a combination of complex geology, rugged topography, extensive views, unique flora and fauna, bird 'hot spot' and spectacular night sky. The Park appeals to a broad range of visitors.
- Easy, safe access – 15 minute drive from Broken Hill on a sealed road, with the Park's internal roads also sealed.
- Significant Aboriginal occupation site – with the potential to provide an insight into Aboriginal lifestyle, heritage and culture and tell a myriad of stories.
- The sculptures, with these being one of Broken Hill's most popular attractions. The sculptures have a very high level of market place awareness. The Bajo el Sol Jaguar Sculpture at sunset is an iconic image that is used in most of the promotional collateral for the City and Outback Region.
- Quality primitive Campsite set in a small, secluded valley and surrounded by low ridges. The Campsite has basic amenities that are clean and well maintained, is attractively landscaped, offers night sky viewing experiences and, with the entrance gate, is considered safe.
- A range of facilities, attractions and activities for visitors – including the picnic area, flora and fauna sanctuary which incorporates the arboretum, and a network of walking trails and viewing areas.
- Dedicated and experienced Rangers with a wealth of knowledge and good customer service skills.
- A team of committed volunteers.
- The Park is essentially cost neutral, generating a profit in some years, with this balanced out by losses in other years. There is potential to increase the income generated by changes to operations and/or by increasing visitation.

2.10 Issues and Challenges

The main issues and challenges faced in developing and operating the LDSP are summarised in Table 2.1.

Table 2.1 LDSP: Issues and Challenges

Issues and Challenges	
The Environment	<ul style="list-style-type: none"> • The Park environment is fragile and still recovering from former pastoral and mining activities. Drought, heavy rains, feral animals and inappropriate / over-use can cause significant damage, with weed and feral animal management being on-going problems. • Balancing development and use with conservation objectives. A strong part of the appeal of the Park is the immense, seemingly remote, ancient landscape. Any development requires careful consideration of the visual impact so as not to detract from the character of the Park and the 'immersion' experience.
Wilyakali / First Nations involvement	<ul style="list-style-type: none"> • While the LDSP is a significant occupation and cultural site for the Wilyakali people, there has been minimal formal engagement with and input from the Traditional Owners in developing and managing the Park.
The Product & Experience Offered – LDSP	<ul style="list-style-type: none"> • The LDSP has developed organically over-time, generally in response to an idea and/or perceived need. While intentions have been good, the execution has often been wanting. Facilities and infrastructure (particularly pathways, signage and fencing) have been installed at low cost and enabled by the recycling of items from other Council sites, grant funding for new facilities and a mix of primarily ranger and volunteer labour. There is a need for a coordinated approach to the development, presentation and interpretation of

Issues and Challenges	
	<p>the Park, with this being in-keeping with and reflecting the quality and uniqueness of the Park environment.</p> <ul style="list-style-type: none"> • The Sculptures and viewing the sunset are a key driver of visitation and often promoted in isolation to the other attractions and activities available in the Park. When planning their visit to Broken Hill visitors may not be aware that their entry ticket is for a 24 hour period and so allow for visiting the Sculptures at sunset, rather than allowing more time for exploring the Park. For repeat visitors to Broken Hill there may also be an element of 'been there, done that, not paying to do it again', not realising that the Park has more to offer. • There is some criticism locally of the sculptures. While the Symposium is recognised as a significant event in Broken Hill's history, concerns have been expressed about the lack of connection between most of the sculptors and Broken Hill with only one the sculptors being local, and that the sculptures are not necessarily quality works of art. There is desire to see additional sculptures by First Nations people, local artists and women. • The Aboriginal experience is poor, with limited information on the significance and use of the site by the Traditional Owners. The Aboriginal occupation sites in the picnic area precinct are poorly presented and interpreted. • The Park is not activated. There are no tours, cultural activities, events or new art and/or lighting installations that would raise the profile of the Park, generate media coverage, encourage locals to visit and attract more visitors. • There are limited opportunities for people with disability to access and enjoy the Park. While the picnic area and Campsite are largely accessible, the Sculptures, Sanctuary and Arboretum are not. There is a need for at least one fully accessible trail. • The caravan sites in the Starview Campsite are operating at or close to capacity during peak visitor season (April to September).
The Product & Experience Offered – Broken Hill	<ul style="list-style-type: none"> • The LDSP is one of the attractions patronised by visitors to Broken Hill, rather than being the reason that people visit the City. As such visitation to the LDSP is dependent on the strength of Broken Hill as a destination. As a visitor destination Broken Hill is tired. The Line of Lode has closed; the LDSP and Big Picture are tired with nothing new to encourage repeat visitation; and the arts scene has lost some of its vibrancy and profile. New product in Silverton is resulting in increased visitation to the town, with the Mundi Mundi Lookout competing directly with the LDSP for sunset viewing, with the Mundi Mundi experience being free. When open, Imperial Lakes will compete with the LDSP for patronage by local residents. It will also provide Broken Hill with a new tourist attraction which will help to strengthen the destination and provide opportunities to promote activities (e.g. bushwalking, birdwatching) across multiple locations.
Visitor and Staff Safety	<ul style="list-style-type: none"> • The Park is an extreme environment. The landscape is a series of ridges with no significant landmarks and visitors can become confused and disoriented. Visitors have been lost in the Park, particularly on the Sundown Track. Heavy rain results in fast-flowing runoff, with the dry creeks rising quickly and the flow being strong which can become dangerous for visitors to cross. Visitors also do not understand the climate and are not prepared for the rapid changes in the temperatures. High daytime temperatures can result in sunstroke and dehydration, while low temperatures and wind chill can result in hypothermia. There is also the chance of snake bite or injury on the walking tracks. The risks associated with the extreme environment are part of the argument for not extending the walking tracks in the Park. • The Park does not have a manned ranger station or visitor centre where visitors can go for help. Being responsible for the Common and Regeneration Areas, Ranger staff are not always on-site, and when they are, they may be working in areas that are not visible or accessible to the public. There are also risks associated with staff working alone in the Park. • Mobile phone coverage is extremely patchy, with most of the Park having no coverage. This increases risk for both staff and visitors. It also limits the ability to use digital technology in the Park for interpretation and operations. Mobile phone coverage would significantly reduce the risk for both staff and visitors.

Issues and Challenges	
	<ul style="list-style-type: none"> There is no safe way for people staying in the Campsite to walk to the Sculptures, with the road to the sculptures being too narrow for shared access. There is a need for a track between the Campsite and the Sculptures.
Park Entry – Revenue Collection	<ul style="list-style-type: none"> Around 85% of entry fees are paid at the Park entry pay-bay. While Rangers staff the information booth at peak times, for most of the time, the Park operates on an honour system. City residents are aware that the booth is generally not manned and there is minimal enforcement. It is highly likely that some local residents and their visitors are entering the Park without paying. There is a strong ‘word-of-mouth’ referral system between visitors (particularly amongst caravaners and RV’ers), resulting in some visitors likely to be aware that the entry booth is generally not manned and tickets not checked, with visitors willing to take the risk of not paying. There is technology available to address this. The annual pass for local residents is not promoted, with the ‘take-up’ of the Pass being very limited. There are issues with how revenue has been recorded in Council’s accounts, with revenue earned from the Campsite included in the payWave revenue and not allocated to the Campsite.
Operations, Management and Staffing ³	<ul style="list-style-type: none"> The LDSP primarily operates independently with limited managerial oversight, organisational connection or input on service levels and works undertaken. There is limited documentation of operational policies and procedures to guide the day-to-day activities undertaken by Park staff. There is no Asset Management Plan for the Park to provide the direction and framework for future capital works, maintenance and renewal programs. The need for information capture and succession planning. The Senior Ranger, who has been with the Park since its inception and holds a wealth of knowledge, is approaching retirement. It is important that the knowledge be captured and retained, and that there is a formal succession plan to ensure a smooth transition to a new Ranger. Limited staff resources plus a strong reliance on volunteers. Volunteers are aging, with some likely to retire when the Senior Ranger retires. It is becoming increasingly difficult to attract volunteers. The Imperial Lakes Project is competing directly with the LDSP for volunteers. The payWave system does not collect information on place of residence of Park visitors. It would be desirable to collect post code data to monitor local vs external use and to provide input into marketing and promotion and strengthen grant applications. The profit generated by the Park is going into Council’s consolidated revenue rather than being re-invested in Park operations, development and maintenance, which does not comply with Crown Land requirements.
Marketing and Promotion	<ul style="list-style-type: none"> The marketing and promotion of Broken Hill and the LDSP is limited. Council does not have a Tourism or Economic Development Manager and there is no local tourism organisation or business chamber actively marketing the area. Broken Hill is dependent on marketing undertaken by Destination NSW, touring route committees, and independent operators, with this being disjointed and funding dependent. The LDSP has an advertising budget which is used to produce promotional collateral for the Park and to buy advertising space in externally produced promotional collateral. There is no direct marketing of Broken Hill to coach tour companies, conference and event organisers and other group markets. There is no marketing of the LDSP as a venue for events.

³ Includes challenges identified in the MorrisonLow Review of Living Desert Ranger Services

3. VISITATION

3.1 Visitor Data

Data on number of visitors to the Living Desert State Park is available for the five year period, 2019-20 to 2023-24 and for July to December 2024. Visitation in 2019-20, 2020-21 and 2021-22 was impacted by the COVID-19 pandemic with the Park being closed during April and May 2020 and again in September 2021. During the pandemic, international and domestic travel restrictions and State border closures skewed travel patterns, with Broken Hill becoming a popular destination for intrastate travel. The town also attracted people who were waiting for restrictions to ease to cross State borders.

2022-23 saw strong growth in domestic travel as international travel was slow to resume and flights were expensive. 2023-24 has seen domestic independent travel returning to pre-COVID patterns, and some recovery in the international visitor market. Visitation to the Park in the first six months of 2024-25 was lower than the corresponding period in 2023-24 but appears to be still above pre-COVID levels. The decline in 2024-25 is probably due to the market still settling post-COVID and the lack of marketing of Broken Hill as a destination. The coach tour market, which almost ceased during COVID, is still recovering.

Data is available for the number of visitors:

- Who pay at the pay-bay which is located on the main entry road on the western side of the Park;
- Staying at the Starview Campsite. Visitors are required to pay the Park entry fee on their first day of arrival only. The fee can be paid via the Pay Bay (which is included in the Pay Bay statistics) or through Bookeasy or at the Broken Hill Visitor Information Centre (VIC) as part of the Campsite reservation process; and
- Arriving in groups, including coach tour groups and school groups. Groups are required to book through the VIC and provide information on the number of passengers.

The data available under-estimates the number of visitors and visits to the Park. The pay-bay operates on an honour system and does not capture all visitors. In addition, there is no data collected on visitors that use the Sundown Track only.

The number of visitors is also less than the number of 'visits'. The entry fee is for a 24 hour period, enabling people who purchase admission late afternoon to view the sunset at the Sculptures to return to the Park the following day. In addition, all visitors staying at the Starview Campsite are in the Park for at least part of two days, with 40.5% of Campsite visitors staying 2 or more nights in the Park.

Information is not available on the place of residence of day visitors to the Park, so it is not possible to determine patronage by local residents. While Broken Hill City Council has an annual pass for residents this has not been promoted and the take-up has been minimal.

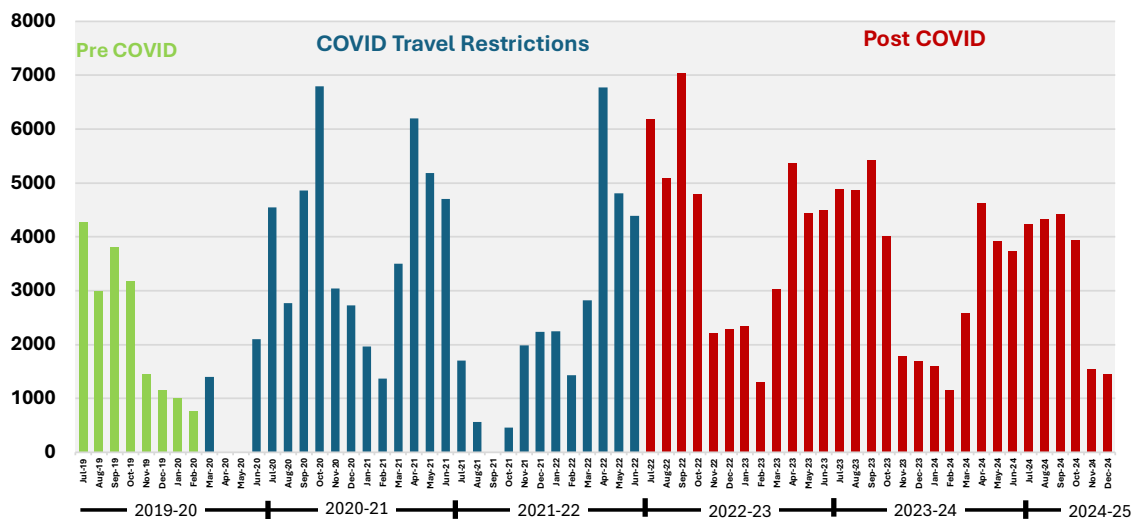
3.2 Total Visitors to the Living Desert State Park

Over the past five years, visitation to the Living Desert State Park has fluctuated significantly. Visitation was high in 2020-21 and 2022-23 with 47,680 and 48,587 visitors respectively. The high visitation was due primarily to the COVID-19 travel restrictions combined with the marketing undertaken by DNSW. In 2023-24, the Park attracted 40,303 visitors, down 17.0% from 2022-23. In the first 6 months of 2024-25, the Park attracted 19,910 visitors, down 12.6% (2,716 visitors) on the same period in 2023-24.

In 2023-24, 84.6% of the visitors paid using the entrance pay-bay, 10.0% paid through Bookeasy as part of their Starview Campsite reservation and 5.4% were visiting as part of organised groups (e.g. coach tours, school excursions).

The Sculptures are the primary attraction for most visitors, with viewing the sunset at the Sculpture Hill being promoted as a 'must do' experience for both Broken Hill and Outback NSW.,

Figure 3.1 Number of Visitors to the Living Desert State Park (Paid Admissions only) July 2019 to June 2024

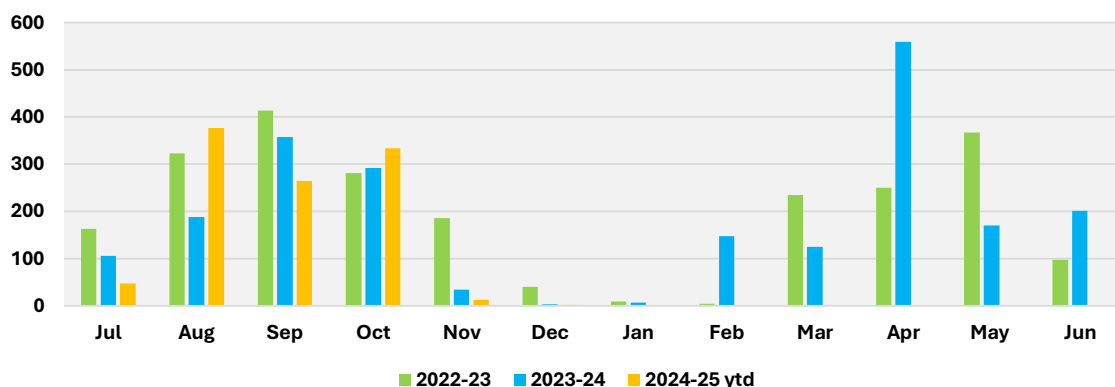


Visitation is highly seasonal, with the high season typically being from April to September, shoulder season in March and October and low season over summer, from November to February. In the past few years, visitation in October has increased significantly, with this partly due to changes in travel patterns due to the COVID travel restrictions and partly due to the marketing campaign undertaken by Destination NSW from 2020 to 2022 which was aimed at building visitation during the shoulder periods. In 2023-24, 68.1% of visitation occurred during high season (April to September), 16.3% in shoulder season (October and March) and 15.5% in low season (November to February). The number of visitors ranged from 5,418 in September (average of 180.6 per day) to 1,158 in February (average of 39.9 per day).

Group Visitation

Group visitation includes local tour groups, coach tour groups, school excursions, social groups (e.g. retirement home excursions) and people attending functions. Group visitation is booked through the Broken Hill VIC. Most group visitation occurs during high and shoulder seasons. The group market was severely impacted by COVID-19 and is still recovering.

Figure 3.2 Group Visitation (number of people) to the LDSP, 2022-23, 2023-24 and 2024-25 ytd.



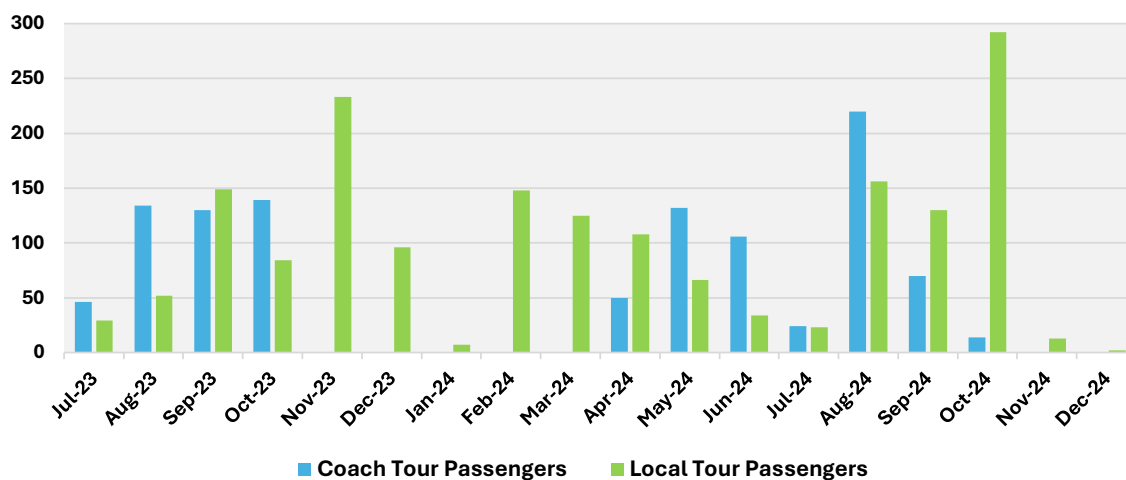
In 2023-24 there were 2,567 visitors arriving in the Park in groups, with the groups comprising:

- 1,131 visitors on tours provided by local operators - Silver City Tours, Broken Hill City Sites Tours and Overland Adventures. These tours generate visitation year-round.
- 737 coach tour passengers. 18 coach companies brought 28 tour groups to the LDSP. Coach tours are concentrated between April and October, with no tours from November to March.
- 550 school students from four schools; one local (78 students), one from Cobar (54 students), one from Melbourne (37 students) and one from Sydney (381 students).
- 122 work-related visitors organised by four government agencies.

The number of group visitors in the first 6 months of 2024-25, was 5.7% higher than in the same period in 2023-24 (56 additional visitors).

The Park also attracts the occasional conference function, with drinks at the Sculptures at sundown being a popular social activity.

Figure 3.3 Visitation – Number of Coach Tour and Local Tour Passengers, 2023-24 and 2024-25 ytd.



Events

In the past, the LDSP has been used for several events including music events and the LEGO forest installation, with events boosting visitation.

3.3 Starview Campsite

Data for the use of the Starview Campsite is taken from the Bookeasy Reservation system, with the data available being the date of booking; postcode of the person making the booking; arrival and departure dates; site fees paid; number of adults, children and infants; and whether the booking was made on-line or at the Broken Hill Visitor Information Centre. Bookings can be made up to 12 months ahead.

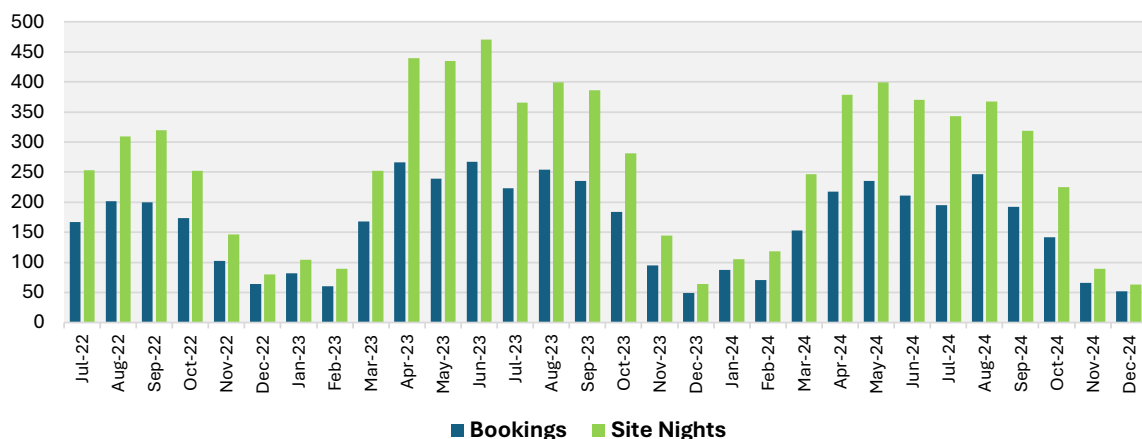
Detailed booking data is available for 2022-23, 2023-24 and the first six months of 2024-25. For this analysis the booking data was divided into months based on the day of arrival. Site nights, number of visitors, and takings per booking were allocated to the month of the day of arrival. There are minor inaccuracies in the monthly data as a very small proportion of bookings extended into the next month (e.g. a two night booking could span the last day of one month and the first day of the next month). This data is summarised below with the Analysis Tables given in Appendix 1.

Campsite Users

Bookings and Site Nights: In 2023-24 there were 2,015 bookings for the caravan and camping sites with these generating 3,258 site nights. 86.8% of bookings and 88.0% of sites nights were for the caravan sites with 13.2% of bookings and 12.0% of nights being for the camping area. The number of bookings and site nights in 2023-24 were marginally higher than in 2022-23, up 1.2% and 3.5% respectively. In the first six months of 2024-25, there were 894 bookings and 1,406 site nights, with bookings and site nights being 14.0% and 14.3% lower than the corresponding period in 2023-24.

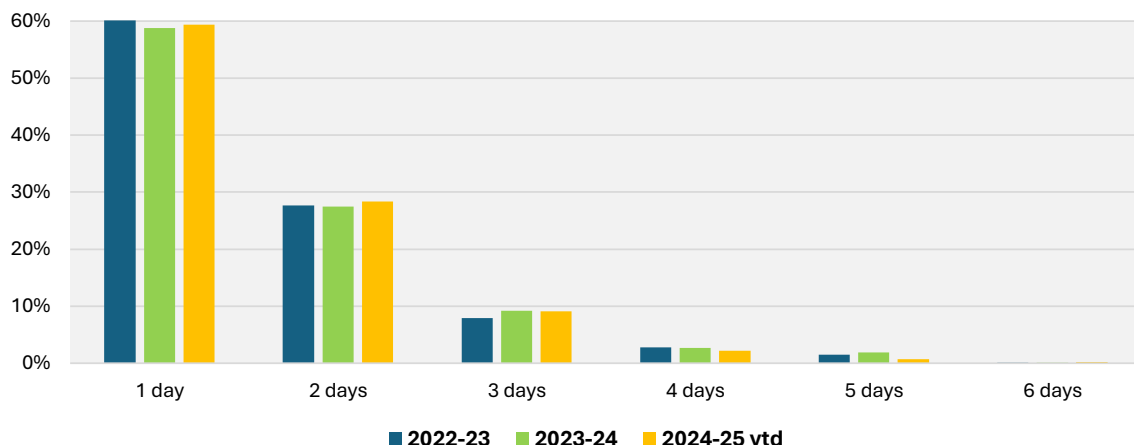
Bookings are seasonal, with peak season extending from April to September, March and October being shoulder season and November to February low season. In 2023-24, 68.3% of bookings and 70.5% of site nights occurred during high season, with 16.7% of bookings and 16.2% of site nights occurring in the shoulder season and 15.0% of bookings and 13.3% of site nights occurring during low season. The average number of site nights per month was 383 in peak season (12.6 per night), 264 in shoulder season (8.6 per night) and 108 in low season (3.6 per night).

Figure 3.4 Bookings and Site Nights by Month – July 2022 to December 2024



Length of Stay: In 2023-24 the average length of stay was 1.62 nights, up 2.2% from 1.58 nights in 2022-23. The average length of stay ranged from 1.21 nights in January to 1.74 nights in April. The average length of stay in high season was 1.67 nights, declining to 1.57 nights in the shoulder season to 1.43 nights during low season. In 2023-24, 59.5% of bookings were for one night stays, 27.8% for two nights, 9.3% for three nights, 2.7% for four nights, 2.0% for five nights and 0.05% for six days.

Figure 3.5 Nights Booked (% of Total Bookings) 2022-23, 2023-24 and 2024-25 (July-Dec)



Takings (\$): In 2023-24, the Campsite generated \$96,844 in income, with 73.8% (\$71,455) coming from site fees and 26.2% (\$25,389) from Park admission fees. Total income was 19.7% higher than the income generated in 2022-23. The financial performance of the Campsite is discussed in Section 4.2.

Visitors and Visitor Nights: In 2023-24 4,088 visitors stayed at the Campsite, with these visitors generating 6,527 visitor nights. The average number of visitors per booking was 2.03, with the average per site night being 2.00. The number of visitors and visitor nights in 2023-24 was marginally higher than in 2022-23, up 0.5% and 0.1% respectively. 89.1% of visitors were adults with 10.9% being children and infants. In the first six months of 2024-25, the Campsite attracted 1,828 visitors with these visitors generating 2,878 visitor nights. The number of visitors and visitor nights in 2024-25 ytd, was 15.9% and 15.2% lower, respectively, than visitors and visitor nights for the corresponding period in 2023-24.

Place of Residence: Postcode data is available for 2023-24 for the person who made the Campsite booking. 38.0% of visitors were from NSW, with 20.0% from Victoria, 19.7% from Queensland, 7.4% from South Australia, 5.8% from other States and 7.4% not stated. The main source of visitors were from the Brisbane metropolitan area (14.7%), Sydney metropolitan area (13.7%), Melbourne metropolitan area (10.8%) and the NSW Central Coast – Hunter Region (9.1%).

Travel Party: In 2023-24 adult couples accounted for 67.1% of bookings, with solo travellers accounting for 19.7%, families with children 11.1% and 3 or more adults travelling together (no children) 1.5%. From 2022-23 to 2023-24, there was an increase in the number of solo travellers (up 4.5%) and families with children (up 29.1%) and a decline in the number of adult couples (down 2.7%) and small groups of adults (down 22.5%).

Booking Source: In 2022-23, 90% of Campsite bookings were on-line with 10% made by VIC staff. In 2023-24, 87.2% of Campsite bookings were made on-line, with 12.8% made by VIC staff. The number of bookings made by VIC staff in 2023-24 was 29.1% higher than in 2022-23. For the first six months of 2024-25, 92.2% of bookings were made on-line and 7.8% by VIC staff.

Booking Lead-Times: In 2023-24, 44.4% of Campsite bookings were made on the day of arrival with 17.2% made the day before, 5.8% two days before and 3.7% three days prior to arrival. 2.3% of bookings occurred 6-12 months in advance. The booking lead times were longer during high season and shorter during low season.

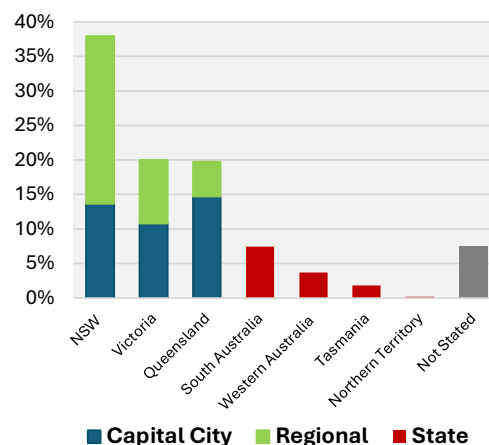


Figure 3.6 Place of Residence of Person who made the Campsite Reservation, 2023-24

Figure 3.7 Booking Lead Times, 2023-24

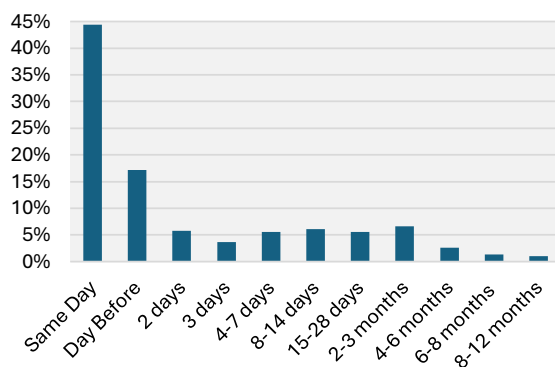
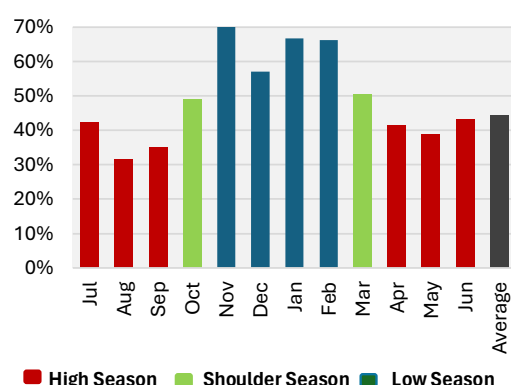


Figure 3.8 Same Day Bookings by Month, 2023-24



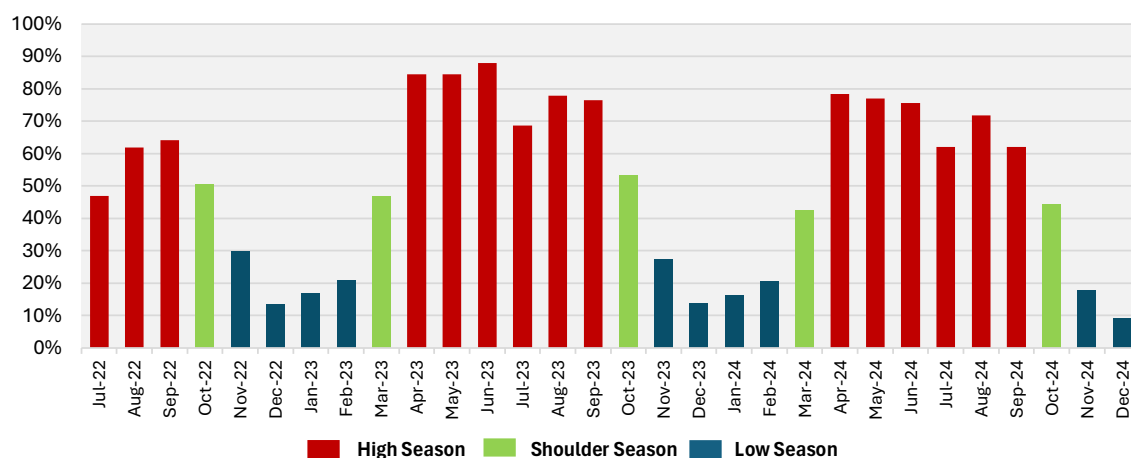
Site Occupancy

Caravan site and campground occupancy rates were calculated by analysing the booking data for each site, for each day for the period July 2022 to December 2024. As such the site occupancy data varies marginally from the site nights given above which relate to month of arrival. Site occupancy is calculated by dividing the number of nights booked by the total number of site nights available, namely, 15 per night for the caravan sites and 8 per night for the primitive camping sites.

Caravan Sites

In 2023-24 there were 2,871 site nights equating to an annual occupancy rate of 52.3%. From 2022-23 to 2023-24 the number of site nights increased by 3.3% (92 additional nights) with the site occupancy rate increasing by 1.5% points. Site occupancy is highly seasonal, peaking from April through to September with low season extending from November to February. (Figure 3.9).

Figure 3.9 Monthly Caravan Site Occupancy

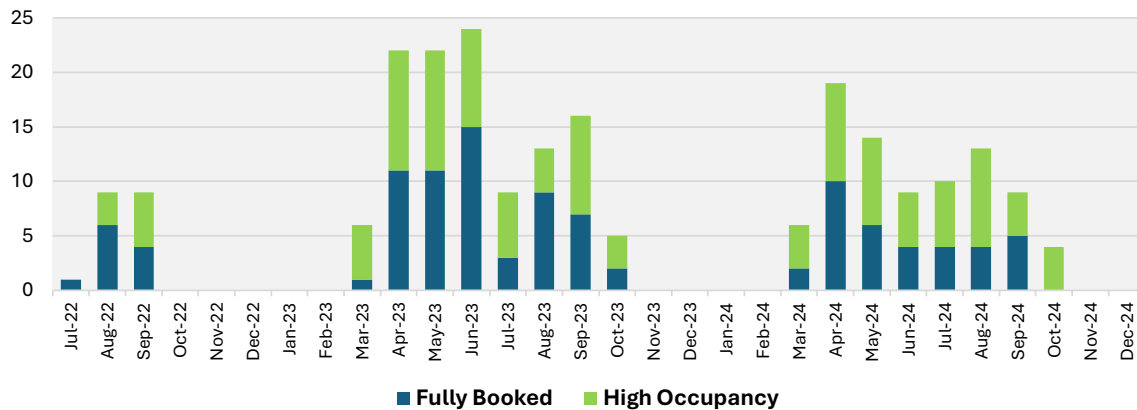


From July 2022 to December 2024, the caravan sites were fully booked on 105 days (49 days in 2022-23, 43 days in 2023-24 and 13 days from July – December 2024). There were only 8 days in 2022-23, 15 days in 2023-24 and 20 days in the first 6 months of 2024-25 where there were no caravan sites occupied.

At full occupancy, Council is turning away bookings. In addition, in many cases in the days before the sites being fully booked, occupancy rates were high with 12 to 14 sites booked per night. This indicates that people seeking to stay more than one night may not have been able to secure multiple nights (particularly on the same site) and may have decided to only book one night or not stay at the Campsite. It also indicates that people travelling with other caravanners (small groups) may not have been able to secure enough sites for all of the vans to stay, with the group looking elsewhere. In addition to when the sites were fully occupied, there were potentially 44 days in 2022-23, 48 days in 2023-24, and 23 days in the first 6 months of 2024-25 where Council was probably losing bookings as some travellers could not secure their preferred number of nights and/or sites.

The high demand during peak season indicates that additional sites are required during this time. This could be achieved by expanding the existing Campsite or providing an overflow camping area to accommodate demand during peak periods. Recreational vehicles (RVs) and the majority of caravans are fully self-contained and do not need access to amenities. The car park at the picnic area could potentially be used for RV camping (single night stays only) at peak times.

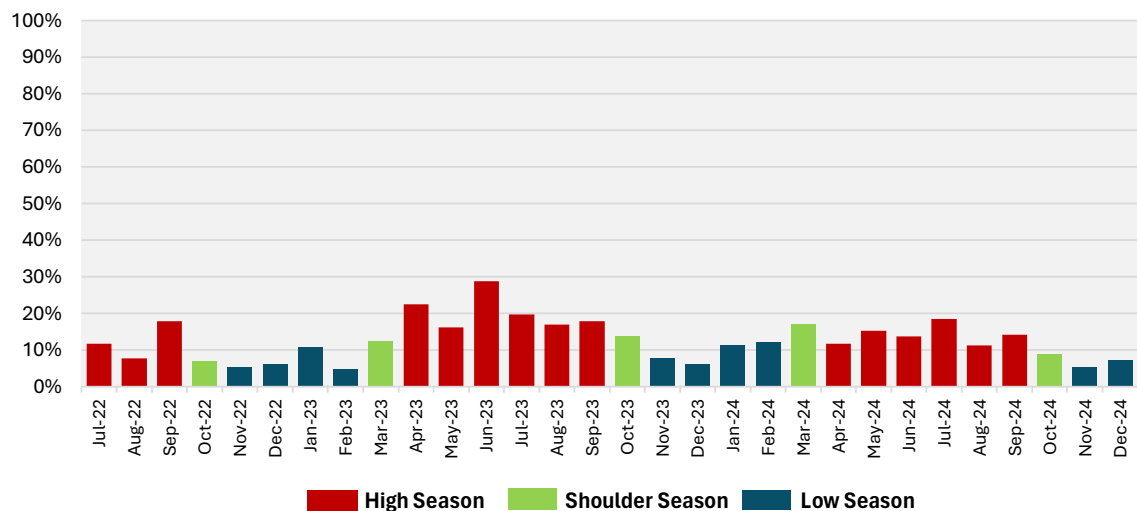
Figure 3.10 Estimated Number of Days by Month when Caravan Site Bookings were Potentially Lost, July 2022 to December 2024 (Number of days when the caravan sites were fully booked (100% occupancy) and days with high occupancy rates where Council may be losing business as travellers cannot book the number of sites or site nights required)



Camping Sites

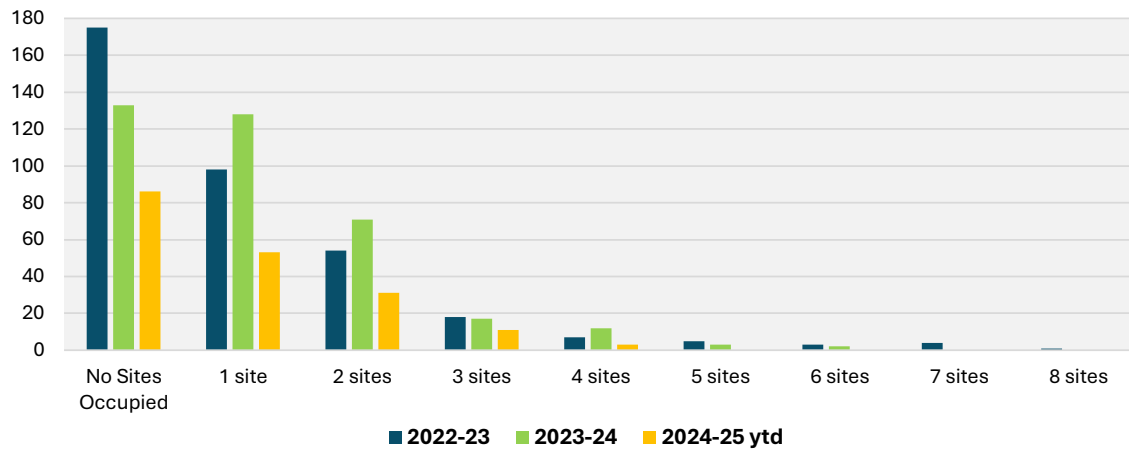
While there are no dedicated sites in the camping area, Council caps numbers at 8 bookings per night. In all months between July 2022 and December 2024 site occupancy has been less than 30%. In 2023-24 there were 399 bookings for the camping area, with this equating to an annual average site occupancy of 13.6%. The number of site nights in 2023-24 was 8.4% higher (31 additional nights) than in 2022-23, with site occupancy being one percentage point higher. In the first half of 2024-25, there were 112 bookings for the camping area with these bookings generating 153 site nights. The number of site nights from July to December 2024-25 was 24.3% lower than for the corresponding period in 2023-24.

Figure 3.11 Monthly Camping Site Occupancy, July 2022 to December 2024



In the 30 months from July 22 to December 2024 the camping area only reached capacity on one night. In 2022-23 and 2023-24 there were no campers on 177 nights and 133 nights respectively.

Figure 3.12 Number of Camp Sites Occupied by Number of Days, 2022-23 and 2023-24



4. FINANCIAL PERFORMANCE

4.1 Living Desert State Park – Consolidated Profit & Loss

The Profit and Loss (P&L) Statements for the LDSP from 2016-17 to 2023-24 is provided in Table 4.1. The Starview Campsite opened in late 2017, with the first full year of trading being 2018-19. The COVID-19 pandemic travel restrictions resulted in abnormal trading years from 2019-20 to 2021-22.

Over the past 8 years, the LDSP has traded profitably in four years (2017-18, 2020-21, 2022-23 and 2023-24), with losses incurred in the other years. The trading figures do not include an allowance for Council overheads or depreciation. If these items were included the LDSP would be operating at a loss. It should be noted that most parks and reserves (including National Parks and State Parks) operate at a significant loss.

In the LDSP P&L there are issues with the allocation of income across the three different account numbers with the revenue allocation to the Campsite account not aligning with the revenue collected from the Bookeasy reservation system. For this analysis, 'admission' and 'other facility hire fees' from the three accounts (00001400-LIV-Living Desert; 00001809-Living Desert-Sculpture Symposium; and 00001810-Living Desert-Campsite) have been added together as 'Admission and Campsite Fees'. Sundry income from each of the accounts and 'Other Statutory Charges – Sundry' have been added together and referred to as 'Sundry Income'. Fees paid for filming in the LDSP are recorded separately by Council and not included in the Park's income.

In 2023-24, the total income was \$353,267, up 3.8% (\$12,922) on 2022-23. Total operating expenses were \$304,623, with 81.1% of expenses relating to Park operations and 18.9% to Campsite operations. Labour is the primary operating expense, with wages and salaries accounting for 71.1% of Park expenses and 92.7% of Campsite expenses. The net profit was \$48,465, with the profit margin being 13.8%.

Table 4.1 LDSP – Profit and Loss Statement (\$), 2016-17 to 2023-24

Item	2023-24	2022-23	2021-22	2020-21	2019-20	2018-19	2017-18	2016-17
			COVID-19 AFFECTED					
INCOME								
Admission & Campsite Fees	348,945	317,920	187,325	319,015	145,120	188,745	179,471	168,738
Wages Subsidy	4,322	22,426	0	0	0	0	0	0
Contributions Received Other	0	0	0	0	0	0	10,000	0
Sundry Income	0	0	44	810	0	5,045	10,464	10,796
Total Operational Income								
Total Income	353,267	340,346	187,369	319,824	145,120	193,790	199,935	179,534
OPERATING EXPENSES – PARK								
Wages & Salaries	175,567	158,930	160,910	138,182	131,099	144,278	148,721	137,915
Contractors	17,540	15,638	3,741	18,930	10,927	6,721	16,159	15,553
Consultants		0	0	0	0	15,471	0	0
Plant Short term External Hire		0	0	0	0	0	0	509
Education	1,422	0	0	0	0	0	0	0
Printing & Photocopying		0	0	0	0	679	0	650
Materials Purchased	20,896	16,851	29,390	12,381	25,105	18,311	13,397	21,136
Water Charges	4,991	3,435	4,677	4,636	6,395	6,953	6,884	2,518
Electricity	1,177	807	740	644	822	904	927	719
Gas Charges	1,506	1,478	1,975	675	-29	435	709	1,036
Furniture & Equipment		3,123	0	0	0	0	0	0
Domestic Trade Waste	148	0	0	0	0	0	0	0
Advertising	7,643	10,801	0	6,097	2,100	0	314	0
Other Sundry Expenses		426	121	0	0	66	0	2,545
Bank Fees & Charges	8,756	7,535	5,765	6,693	748	0	0	0
Catering	939	865	41	206	434	310	775	1,403
Software/Database Licenses	5,538	5,269	2,875	1,472	600	0	0	0
Subscriptions Memberships		0	0	0	0	314	1,411	1,098
Mobile Phone Charges		0	0	0	0	343	669	678

Item	2023-24	2022-23	2021-22	2020-21	2019-20	2018-19	2017-18	2016-17
			COVID-19 AFFECTED					
Conference Registration	760	0	0	0	0	0	44	0
Plant Hire - Internal Usage	200	1,014	1,344	345	1,553	917	3,106	26,568
Park Operating Expenses	247,083	226,173	211,580	190,260	179,753	195,701	193,116	212,326
OPERATING EXPENSES – CAMPSITE								
Total Wages and Salaries	53,338	50,546	52,389	50,559	25,562	11,943	4,816	-
Contractors	1,610	6,080	1,200	2,273	373	1,600	0	0
Materials Purchased	213	5,964	757	172	2,600	785	1,124	0
Catering					0	84	0	0
Software/Database Licenses	2,379	2,543	2,505	1,002	0	0	0	0
Campsite Operating Costs	57,539	65,133	56,851	54,005	28,535	14,411	5,940	-
Total Operating Expenses	304,623	291,305	268,431	244,265	208,287	210,112	199,056	212,326
Operating Profit / Loss	48,645	49,040	- 81,063	75,559	- 63,167	- 16,322	879	- 32,792

Source: Based on the P&L statement provided by Broken Hill City Council

4.2 Starview Campsite Profit & Loss

Income generated by the Campsite is available from the Bookeasy reservation system, with information available on income from site fees for the van sites and camping sites and the Park entry fee paid by Campsite users.

In 2023-24, the total income generated by the Campsite was \$96,844, up 19.7% on 2022-23 (\$80,885). Site fees generated 73.8% of income (caravan sites 65.5% / tent sites 8.2%), with Park entry fees accounting for 26.2% of income. The net operating position of the Campsite in 2022-23 and 2023-24 is summarised in Table 4.2. In both years the Campsite generated a profit, with the profit in 2023-24 being \$39,305, up 149.5% from 2022-23. Wages and salaries are the main expense accounting for 92.7% of operating costs in 2023-24.

Table 4.2 Starview Campsite – Profit and Loss, 2022-23 and 2023-24

	2023-24		2022-23		% change 2022-23 – 2023-24
Income[#]					
Caravan Sites	\$ 63,469	65.5%	\$ 53,665	66.3%	18.3%
Camping Sites	\$ 7,986	8.2%	\$ 6,170	8.3%	19.0%
Total Site Fees	\$ 71,455	73.8%	\$ 60,375	74.6%	18.4%
Park Admission Fees	\$ 25,389	26.2%	\$ 20,510	25.4%	23.8%
Total Campsite Income	\$ 96,844	100.0%	\$ 80,885	100.0%	19.7%
Operating Expenses[*]					
Wages & Salaries	\$53,338	92.7%	\$50,546	77.6%	5.5%
Contractors	\$ 1,610	2.8%	\$ 6,080	9.3%	-73.5%
Material Purchased	\$ 213	0.4%	\$ 5,964	9.2%	-96.4%
Software / Database Licenses	\$ 2,379	4.1%	\$ 2,543	3.9%	-6.4%
Total Operating Expenses	\$57,539	100.0%	\$65,133	100.0%	-11.7%
Net Profit / Loss	\$39,305		\$15,752		149.5%
As % of Revenue	40.6%		19.5%		

Income taken from Bookeasy data. * Expenses taken from Council P&L statement for LDSP.

4.3 Living Desert State Park Profit & Loss

The P&L for the LDSP excluding the Campsite is given in Table 4.3. In 2023-24, the Park had an income of \$256,423, with 98.3% generated by admission fees and 1.7% by a wage subsidy. Income from admission fees was 6.4% higher than in 2022-23. Park operating expenses were \$247,083, 9.2% higher than 2022-23. The Park had a net profit of \$9,340 down 71.9% from 2022-23 (\$33,288).

Table 4.3 Living Desert State Park (excluding Campsite) – Profit and Loss, 2022-23 and 2023-24

	2023-24		2022-23		% change 2022-23 – 2023-24
Income[#]					
Admission Fees	\$252,101	98.3%	\$237,035	91.4%	6.4%
Wages Subsidy	\$ 4,322	1.7%	\$ 2,2426	8.6%	-80.7%
Total Income	\$256,423	100.0%	\$259,461	100.0%	-1.2%
Operating Expenses					
Wages and Salaries	\$175,567	71.1%	\$158,930	70.3%	10.5%
Other Expenses	\$ 71,516	28.9%	\$ 67,243	29.7%	6.4%
Total Expenses	\$247,083	100.0%	\$226,173	100.0%	9.2%
Net Profit / Loss	\$ 9,340		\$ 33,288		-71.9%
As % of Revenue	3.6%		12.8%		

Income calculated by subtracting income generated by the Campsite (Bookeasy data) from total income given in Council's P&L for the LDSP.

5. LDSP MASTER PLAN IMPLEMENTATION – COST ESTIMATE

The LDSP Master Plan prepared by Environmental Partnership, provides a range of recommendations and actions that will improve the presentation and interpretation of the Park, increase the range of attractions and activities on offer and improve infrastructure and facilities. The estimated cost of implementing the Master Plan initiatives and recommendations is \$8.912 million.

While the Park has made a profit in some years, the profit is low. Summing the net profit and losses incurred from 2016-17 to 2023-24, the net position is a loss of \$19,221. The profit generated by the Park with the current level of visitation, is not sufficient to fund the implementation of the Master Plan. Council will need to rely on general revenue and grant funding to implement the Plan. Profit generated by the Park should be set-aside to accrue and be applied to Council's contribution when seeking grant funding.

Actions in the Masterplan that Council will need to provide or seek funding for are shown in Table 5.1.

Table 5.1 LDSP Master Plan Actions: Cost Estimates

Deliverables / Actions		Order of Cost (\$)
1. INVESTIGATIONS AND PLANNING		122,500
1.2	Develop events guidelines for large and small events	7,500
1.4	Confirm approach to ongoing management of Art on site: Deliver 'Living Desert Arts and Cultural Management Plan'	15,000
1.5	Undertake detailed assessment of potential Star Walk / Sky Walk to Sculpture Hill - reviewing environmental and costs feasibility	15,000
1.8	Review potential for expansion of accommodation (e.g. glamping, cabins)	15,000
1.9	Provide opportunity for First Nations community to input into planning and design of new elements	20,000
1.10	Investigate options to manage access to pay for use areas e.g. key pass access systems integrated with vehicle and pedestrian gates as applicable.	10,000
1.12	Undertake review of potential MTB trail links in the south west of the LDSP to complement the other aspects of the Park offering to locals and visitors	10,000
1.16	Road safety: Investigate feasibility to widen and resurface roadway to the Sculpture Hill	7,500
1.17	Recreational trail network: Investigate further the potential to expand the availability of recreational trails that provide different ways of experiencing the desert landscape and meet varied user needs (e.g. distance, difficulty, accessibility)	7,500
1.18	Investigate and identify actions to implement the recommendations of the Climate Change Risk Assessment Report prepared by Marsh Advisory in September 2024 within the Living Desert site	15,000
2. CULTURAL HERITAGE CONSERVATION AND MANAGEMENT		30,000
2.1	Heritage and Archaeological Conservation: Protect and conserve items of heritage significance	30,000
3. CAPITAL WORKS		6,934,500
Improved Telecommunications		35,000
3.1	Improved telecommunications: Implement preferred booster tower solution to expanding coverage	35,000
Wayfinding Signage and Arrival Experience		1,133,000
3.2	Provide wayfinding signage	7,500
3.3	Artwork – Nine Mile Road	60,000
3.4	LDSP entry statement and gate upgrade	10,000
3.5	Upgrade entry access / entry pay node	300,000
3.6	Upgrade entry access / entry pay node + office building	750,000
3.7	Upgrade road signs within the Park	5,500
Park Roads		1,026,000
3.8	Improve intersection safety – roadworks and signage	150,000
3.9	Widen tight bend on Valley entry roadway	75,000
3.10	Widen and resurface roadway to Sculpture Hill	801,000
Habitat And Environment		137,500
3.11	Plan and implement revegetation on road edge zones	50,000
3.12	Manage feral animals and insects to control erosion	50,000
3.13	Plan and implement ridgeline and hill top revegetation	25,000
3.14	Stabilise creek-line in Valley picnic and carpark area	7,500
3.15	Stabilise drainage lines adjoining roads	5,000

Deliverables / Actions		Order of Cost (\$)
Recreational Trails – Hiking & Mountain Bike		1,315,000
3.16	Plan and construct Campsite to Sculpture Hill Walk	520,000
3.17	Plan and construct additional trail loops around campsite	105,000
3.18	Plan and construct trail from Sundown Hills to Sanctuary	95,000
3.19	Plan and construct trail from Sundown Hills to Campsite	240,000
3.20	Provide accessible access route to the Arboretum	255,000
3.22	Plan and construct MTB trails	100,000
Improvements To The Valley Precinct		313,000
3.23	Improve Sanctuary entry experience and interpretative node	175,000
3.24	Improve protection and interpretation of camp ovens	10,000
3.25	Improve viewing experience for rock engravings	25,000
3.26	Provide additional shelter / shade in picnic area and at trail heads	50,000
3.27	Provide nature play zone adjoining picnic area	30,000
3.29	Provide accessible track from Sanctuary entry node to feeding area	23,000
Improvements To The Arboretum And Flora And Fauna Sanctuary		995,000
3.30	Investigate options to improve accessibility of Arboretum track	7,500
3.31	Build shaded hides for bird and fauna watching	26,000
3.32	Upgrade Hilltop Sanctuary lookout	4,500
3.33	Plan and implement permanent and temporary art installations	25,000
3.34	Plan and construct access walkway to Sculptures	126,000
3.35	Improve and seal Sculpture Hill carpark	300,000
3.36	Plan and construct new viewing experience walk (Star / Sky Walk)	376,000
3.37	Plan and construct support lookout points near car park	25,000
3.38	Formalise lower car park for event use	75,000
3.39	Plan and install toilet to service Sculpture Hill	30,000
Campsite		165,000
3.41	Install two additional toilets at Campsite	30,000
3.42	Improve accessibility to toilets and showers	5,000
3.43	Plan and upgrade stargazing circle	130,000
Sundown Hills Precinct		80,000
3.45	Plan and upgrade track head facilities and signage	35,000
3.46	Plan and upgrade wayfinding signage on trail loop	12,000
3.47	Plan and upgrade car park	30,000
3.48	Improve signage on the Silver City Highway	3,000
Glamping / Cabin Accommodation		1,735,000
3.49	EOI / tender for a potential glamping investor / operator	5,000
3.50	Plan and develop a glamping site (say 12 tents, decks & walkways)	100,000
3.51	Plan and install eco cabins (say 6 cabins - \$45k each)	1,630,000
4. INTERPRETATION		1,825,000
4.1	Prepare interpretation and wayfinding strategy	20,000
4.4	Develop educational tools and training programs	20,000
4.5	Formulate the LDSP brand guidelines and interpretative signage guideline	10,000
4.8	Update interpretation and wayfinding signage and embedded sensory elements	125,000
4.13	Identify and assess opportunities for new creating new interpretative events and develop a LDSP Events Strategy.	7,500
TOTAL		\$8,912,000

Source: Environmental Partnership – Masterplan Action Plan

6. OPPORTUNITIES TO INCREASE VISITATION AND REVENUE

6.1 Address Entry Fees and Ticketing

- **Resident Annual Pass:** While Council offers an annual pass for City residents, the take-up rate has been very low, around 20-30 passes per year. Council has recently improved the offer, with the pass providing residents with access to both the LDSP and the GeoCentre. The annual pass is not advertised, with the only reference to the pass on the Council website being the link to Council's annual fees and charges. There is opportunity to promote the LDSP and annual pass with the rate notices with residents able to purchase a pass when paying their rates. The NSW Government has a similar program in-place with the ability to purchase a National Park annual pass when renewing vehicle registration. There should also be information on the annual pass on Council's website, with the LDSP and pass promoted regularly through Council's social media.
- **Park Entry:** Park entry for day visitors relies on an honour system, both to pay the entry fee and to pay the correct fee for the number of people in the vehicle. There is no data available on the number of Park users who enter the Park without paying. Data is needed to determine compliance rates. Different ticketing systems, including moving to a per vehicle entry fee with this paired with number plate recognition technology, should be investigated.
- **Promoting Value-for-Money:** The Park entry fee applies to a 24 hour period. This is not promoted. The majority of visitors come into the Park late afternoon to view the Sculptures and sunset. For travellers on a budget the entry fee is likely to be considered high for what visitors perceive is a 30-60 minute viewing experience. When the entry gate is not manned visitors may be willing to risk not paying considering that they are only going to be in the Park for a short period of time. Knowing that the entry fee will enable sunset-viewers to return the next day to explore the Park may change how visitors perceive its value and increase the willingness to pay. Visitors need to be aware that entry fees are payable and that the fee covers a 24 hour period, with this information available at the trip planning stage so that additional time to explore the Park can be included when visitors are determining their itinerary and budget for Broken Hill.
- **Joint Ticketing:** The introduction of a joint ticket for the LDSP and GeoCentre for visitors could boost visitation to both attractions. The ticket could be sold through the VIC, GeoCentre and on-line. It could also be an option for visitors booking the Campsite. Ideally, the GeoCentre would include an interpretative display relating to the LDSP that would increase understanding of the Park and encourage visitors to explore the LDSP. The potential for joint ticketing and the implications for how the Park entry would work, needs to be considered as part of the review of the ticketing / pay booth operation.

6.2 Accommodation

- **Overflow Camping:** The Starview Campsite has proved very popular with travellers, with the caravan sites achieving high occupancy rates during peak season (April to September). In 2022-23 and 2023-24, the caravan sites were booked-out on 49 days and 43 days respectively. In addition the caravan sites were close to booked-out (13-14 sites booked) on 44 days in 2022-23 and 48 days in 2023-24. At high occupancy it is likely that the Campsite is losing bookings when potential visitors who are wanting to stay multiple nights cannot secure the number of nights required or would need to change sites each day to stay multiple nights. The Campsite could also be losing bookings from visitors travelling together with several caravans / RVs and there are not enough sites available to accommodate all of the vans / RVs in the group.

While there is no space to expand the Campsite, there is opportunity for overflow camping in the picnic area carpark. The carpark could be used for self-contained caravans and RVs that are only looking to stay one night and time limits could be placed on the length of stay – setup after 4pm and have to be packed-up by 9am. The picnic area carpark is sealed and toilet, barbeque and picnic facilities are available.

- **Variable Pricing / Yield Management:** The Campsite currently has a fixed fee schedule. With on-line booking systems it is easy to adopt variable pricing (also known as yield management) to reflect demand. Rates are

increased during peak season and during events when demand is strong and reduced during the shoulder and low seasons (at differing rates) to encourage visitation. Introduction of variable pricing could increase revenue without incurring additional operating expenses.

- **Boutique Accommodation:** There is the potential to install a small number of low impact accommodation modules. These could include glamping, stargazing (bubble) tents, eco cabins and/or tiny houses. These could be installed on the lower hillslopes surrounding the Campsite or in another area of the Park. This type of accommodation would command a premium price.

6.3 Product and Experience Development

Continuing to improve the presentation and facilities in the Park, coupled with introduction of additional permanent or temporary attractions, experiences and activities will help to build visitation by diversifying the market base and encouraging repeat visitation. Opportunities include:

- **Guided Tours:** Introduce on-site eco tours (walking, MTB, Quad Bikes and/or 4WD). There may be parts of the site that can be accessed only by an approved tour operator as has been introduced in Mungo and Mutawintji National Parks. Tours could be operated in several ways including Council developing the tours and employing casual tour guides, using volunteers or licensing a tour operator to run the tours. The tours, particularly into areas of the Park not open to the public, could command a premium price.
- **Wilyakali / First Nation Cultural Experiences:** On-country experiences offered by the Wilyakali people – cultural walks, activities such as weaving, night sky interpretation etc.
- **Art Experiences:** Building on the Sculptures and Broken Hill's reputation for art with temporary and/or permanent art and/or sound and lighting installations; plein air painting workshops; photography workshops etc.
- **Night Sky Viewing Experiences:** Working with the Wilyakali people and/or an astronomy tour operator / enthusiast or club to develop and promote night sky viewing products. These could be offered at regular times during peak season and potentially packaged with sunset at the Sculptures or offered during 'special' astronomical events such as an eclipse, meteorite showers, planetary alignment etc.
- **Geotrail:** The LDSP and the broader Broken Hill Region has a very complex geological history, with many of the rocks and geological formations visible in the landscape. The GeoCentre provides a good insight into the geology, geomorphology and mining in the Broken Hill Region. The Geological Survey of NSW (Government Agency) has produced 4 app-based Geotrails in NSW including one for Mutawintji National Park and is currently developing a Geotrail for the Lower Darling River, from White Cliffs to Wentworth. The Geological Survey has produced a detailed Geological Map of the Broken Hill Region. Approaches could be made to the Geological Survey Unit to produce a Geotrail for the LDSP or the broader Broken Hill Region with part of the trail incorporating the LDSP.
- **Mountain Biking:** Mountain biking is a popular recreational activity. The introduction of e.bikes has widened the market base. There is a network of mountain bike trails located near the Broken Hill Golf Course on the southern edge of the LDSP, with one of the trails extending into the LDSP. Subject to environmental assessment a longer distance cross country trail could potentially be developed within the LDSP. There may also be opportunity to use the Park's trail network to hold an annual mountain bike event as a fund-raiser for the Park.
- **Events:** The LDSP can be activated by introducing events and activities. Events and activities create a reason to visit, generate publicity and raise awareness, and provide additional revenue. Events and activities could include music and other performing arts; visual art workshops; temporary art, light and/or sound installations; film festival; bird symposium; and sporting events (e.g. trail running, mountain biking, adventure racing).
- **Product Development:** Clustering attractions and experiences to create products. For example, the opening of Imperial Lakes will provide an opportunity to produce bushwalking, bird watching and wildflower guides for

the Broken Hill region, featuring the LDSP, Regeneration area on the southern edge of town, Imperial Lakes and other sites if available.

6.4 Marketing and Promotion

The LDSP will benefit from destination marketing of Broken Hill and Outback NSW. The Jaguar Sculpture at sunset is an iconic image which has become synonymous with Broken Hill. The LDSP has an advertising budget which is used to produce the Park brochure and to purchase advertorial and advertising space in tourism publications. Marketing and promotional opportunities include:

- **Leveraging Social Media:** The Broken Hill VIC utilises Facebook to promote the City and surrounding region, with the Facebook page linked to the Broken Hill Tourism website. Instagram and other social media platforms do not appear to be used. Most of Facebook posts for the LDSP feature the Jaguar Sculpture. Consideration should be given to:
 - Pairing the Jaguar Sculpture with one or more images of other activities, experiences and/or landscapes in the LDSP.
 - Encouraging the LDSP Park Rangers to feed images of the LDSP (e.g. wildflowers, eagles and other birds, fauna etc) to the Visitor Centre Coordinator for consideration for posting.
 - Leveraging seasonal changes and natural events (e.g. mass blooming of Sturt's Desert Pea, rare bird sightings, astronomical events) to generate publicity.
 - Utilising video clips including drone footage – both on the Tourism website and Facebook page.
 - Utilising Instagram.
 - Encouraging park visitors to share their images, with suitable images reposted by the VIC.
- **Direct marketing to coach and group tour wholesalers and retailers:** Compiling suggested itineraries for coach tours and direct marketing to coach companies, tour wholesalers and retailers.
- **Direct marketing (on-line) to special interest and activity-based clubs/organisations and niche tour operators:** Organisations and operators that could be targeted include - Bushwalking groups, photography clubs, birdwatching tour organisers and clubs, astronomy clubs and tour operators; RV and caravan clubs; and 4WD clubs.

7. POTENTIAL OPPORTUNITIES – FINANCIAL PROJECTIONS

There are opportunities to increase the income generated by the LDSP. Several of these opportunities are explored below.

7.1 Park Entry Fee Income

Income generated from Park entry fees can be achieved by increasing the entry fee, improving compliance in relation to paying fees and/or increasing visitation. Tables 7.1 and 7.2 project the net gain in income by increasing the income taken at the Park entry pay bay, by varying percentages. It does not include the admission fees paid by Campsite users through Bookeasy. The base Pay Bay income is for 2023-24 and is taken from Table 4.3. In 2023-24 there were 34,102 day visitors recorded at the Pay Bay.

If the increase in income is due to an increase in entry fees or compliance, there will be an increase in bank transaction fees. For the forecast projections it is assumed that bank fees increase in line with the percentage increase in income generated.

Table 7.1 Projected Increase in Net Income from Increased Park Entry Fees and/or Increased Compliance

Percentage Increase Scenarios	Base # 2023-4	5%	10%	15%	20%	25%	50%	75%	100%
Pay Bay Income	\$252,101	\$264,706	\$277,311	\$289,916	\$302,521	\$315,126	\$378,152	\$441,177	\$504,202
Increase in Income		\$12,605	\$25,210	\$37,815	\$50,420	\$63,025	\$126,051	\$189,076	\$252,101
Increase in Bank Fees (-)	\$8,756	\$438	\$876	\$1,313	\$1,751	\$2,189	\$4,378	\$6,567	\$8,756
Net Gain in Income		\$12,167	\$24,335	\$36,502	\$48,669	\$60,836	\$121,673	\$182,509	\$243,345

Base Income taken from Table 4.3.

If the increase in income is due to an increase in visitation, then there is likely to be an increase in operating expenses that are impacted by visitation, namely water and gas consumption as well as increased bank fees. These expenses are increased in line with the percentage increase in visitation.

Table 7.2 Project Increase in Net Income from Increased Park Entry Fees from Increased Visitation

Percentage Increase Scenarios	Base 2023-4	5%	10%	15%	20%	25%	50%	75%	100%
Pay Bay Income	\$252,101	\$264,706	\$277,311	\$289,916	\$302,521	\$315,126	\$378,152	\$441,177	\$504,202
Increase in Income		\$12,605	\$25,210	\$37,815	\$50,420	\$63,025	\$126,051	\$189,076	\$252,101
Operating Expenses									
Water	\$4,991	\$250	\$499	\$749	\$998	\$1,248	\$2,496	\$3,743	\$4,991
Gas	\$1,506	\$75	\$151	\$226	\$301	\$377	\$753	\$1,130	\$1,506
	\$8,756	\$438	\$876	\$1,313	\$1,751	\$2,189	\$4,378	\$6,567	\$8,756
Total Additional Expenses		\$763	\$1,525	\$2,288	\$3,051	\$3,813	\$7,627	\$11,440	\$15,253
Net Gain in Income		\$11,842	\$23,685	\$35,527	\$47,370	\$59,212	\$118,424	\$177,636	\$236,848

7.2 City Residents – Annual Pass

There is potential to increase the number of annual passes sold to City residents. In 2021 there were 10,782 residents aged 20-70 years living in the City. Table 7.3 projects the net gain in income from sale of annual passes, based on a cost of \$25 per pass.

Table 7.3 Projected Increase in Net Income based on the Number of Annual Passes Sold.

Passes Sold - Scenarios	50	100	200	300	400	500	536	1,073	2,146
As % of Residents 20-70yrs	0.5%	0.9%	1.9%	2.8%	3.7%	4.7%	5.0%	10.0%	20.0%
Net Gain in Income	\$1,250	\$2,500	\$5,000	\$7,500	\$10,000	\$12,500	\$13,410	\$26,820	\$53,640

7.3 Variable Pricing – Starview Campsite

There is opportunity to introduce variable pricing to reflect demand. As an example, if site fees were increased by \$5 per night during peak season, then in 2023-24, this would have generated an additional \$11,490.

7.4 Overflow Camping

In 2022-23 and 2023-24 the Starview Campsite was booked out on 49 days and 43 days respectively and operated at high occupancy (12-14 sites booked) for a similar number of days each year. At full occupancy, Council is turning away bookings. At high occupancy Council is also likely to be losing bookings as prospective travellers seeking to stay more than one night may not have been able to secure multiple nights (particularly on the same site) and may have decided to only book one night or not stay at the Campsite. High occupancy rates also indicate that people travelling with other caravanners (small groups) may not have been able to secure enough sites for all of the vans to stay, with the group looking elsewhere. There is potentially 80-90 days each year when the Campsite may be losing bookings.

The high demand during peak season indicates that additional sites are required during this time. This could be achieved by expanding the existing Campsite or providing an overflow camping area to accommodate demand during peak periods. Recreational vehicles (RVs) and the majority of caravans are fully self-contained and do not need access to amenities. The car park at the picnic area could potentially be used for RV camping (single night stays only) at peak times.

The net gain in income from introducing overflow camping is based on the following assumptions:

- All rigs using the overflow camping area are self-contained and do not use water or gas.
- Overflow camping occurs on 50 nights per year.
- The average site fee is \$25 per booking.
- Expenses are set at 5% of revenue to cover increased bank and reservation fees.
- Campers are only allowed to stay one night.
- There is no forecast for Park admission fees as it is assumed that travellers unable to get a Campsite booking are likely to still visit the LDSP as a day visitor with the entry fee paid at the pay bay.

Table 7.4 Projected Increase in Net Income from Introducing Overflow Camping (50 nights per year)

Average No. Bookings / Night	3	5	7	10
Income	\$3,750	\$6,250	\$8,750	\$12,500
Expenses (6%)	\$ 225	\$ 375	\$ 525	\$ 750
Net Gain in Income	\$3,525	\$5,875	\$8,225	\$11,750

7.5 Eco Cabins / Glamping

The stunning setting of the LDSP lends itself to up-market boutique accommodation, for example eco cabins, glamping, star-gazing bubble tents etc. The Master Plan suggests up to 12 accommodation units could be suitable for the Park. Table 7.5 provides a Trading Forecast for upmarket eco cabins or glamping tents. The Trading Forecast is based on the following assumptions.

Base Assumptions

- Six cabins / tents
- 5 year trading forecast with occupancy building in Years 1 to 4, and the stabilising in Years 4 and 5.
- All figures are given in 2025 dollars, and no allowance is made for inflation or real growth in room rate above inflation.
- The trading forecast excludes GST and is given before tax, depreciation and finance charges

Revenue Assumptions

- The year is divided into three seasons – peak, shoulder and low, based on the current seasonal pattern of visitation to the Starview Campsite.
- Occupancy varies depending on the season and increases over the first 4 years of operation, stabilising in Year 5.
- The room rate is variable, with the average rate being \$210 per night in peak season, \$160 per night in shoulder season and \$130 per night in low season.

Operating Expenses

- **Administration:** Administration costs are set at 6% of total income, with these expenses including bank and reservation fees.
- **Advertising:** The advertising budget is set at \$10,000 in Year 1 decreasing to \$5,000 per year in subsequent years. The advertising budget is in addition to the current LDSP advertising budget. In Year 1 Council will need to update all LDSP print and on-line promotional collateral to include the cabin / tent accommodation.
- **House Keeping:** House keeping assumes that the cabin / tent is cleaned at the end of each visit, rather than every day during the stay. The average length of stay is assumed to be 1.2=6 nights. The average cleaning time per unit is assumed to be 45 minutes using one staff member, with this assumption used to calculate total cleaning hours. The rate paid to house-keeping staff is assumed to be \$42 per hour, with this including oncosts. Laundry is assumed to be \$10.00 per room turnover with consumables (e.g. soap, toilet paper, cleaning chemicals, tea, coffee etc) assumed to be \$7.50 per room turnover.

	Assumptions	Year 1	Year 2	Year 3	Year 4	Year 5
House Keeping						
Average Length of Stay	1.6 nights					
Nights for Cleaning		550	630	698	779	779
Cleaning Time / Unit	0.75 units / hr					
Cleaning Hours		412	472	524	584	584
Cleaning Rate per hour	\$ 42.00					
Cleaning Cost - Labour		\$ 17,317	\$ 19,839	\$ 21,995	\$ 24,523	\$ 24,523
Laundry per Turnover	\$ 10.00	\$ 4,123	\$ 4,724	\$ 5,237	\$ 5,839	\$ 5,839
Consumables per Turnover	\$ 7.50	\$ 3,092	\$ 3,543	\$ 3,928	\$ 4,379	\$ 4,379
Total Housekeeping Costs		\$ 24,533	\$ 28,105	\$ 31,159	\$ 34,741	\$ 34,741

- **Repairs and Maintenance:** The budget for repairs and maintenance has been set at 5% of total income in all years.
- **Water Rates:** Guest water consumption is based on Sydney Water average consumption data for kilolitres of water used per occupied motel / hotel room per night. The rate per kilolitre is the rate charged by Essential Water. It is assumed that Council is already paying the access fee for water supply and that the cabins / tents will be serviced from the existing water supply mains infrastructure.

	Assumptions	Year 1	Year 2	Year 3	Year 4	Year 5
Water Rates						
kL / Occ. Room / Night	0.36					
Consumption kL/Year		316.7	362.8	402.2	448.4	448.4
Rate per Kilolitre	\$2.20					
Water Rates		\$697	\$798	\$885	\$987	\$987

- **Grounds and Waste Removal:** The budget for grounds maintenance and waste removal has been set at 2% of

Trading Forecast

The Trading Forecast is given in Table 7.5. Income is forecast to increase from \$171,516 in Year 1 to \$238,896 by Year 4, while the net profit increases from \$105,812 in Year 1 to \$155,532 by Year 4. Net profit is given before taxation, depreciation and finance costs.

Table 7.5 Trading Forecast, Eco Cabins / Glamping

	Assumptions	Year 1	Year 2	Year 3	Year 4	Year 5
INCOME						
Nights Available						
Peak Season	183 days	1098	1098	1098	1098	1098
Shoulder Season	62 days	372	372	372	372	372
Low Season	120 days	720	720	720	720	720
Total Available		2190	2190	2190	2190	2190
Occupancy						
Peak Season		60%	65%	70%	80%	80%
Shoulder Season		40%	50%	55%	60%	60%
Low Season		10%	15%	20%	20%	20%
Nights Occupied						
Peak Season		659	714	769	878	878
Shoulder Season		149	186	205	223	223
Low Season		72	108	144	144	144
Total Occupied		880	1008	1117	1246	1246
Av. Annual Occupancy		40.2%	46.0%	51.0%	56.9%	56.9%
Rates & Income						
Peak Season	\$210 / night	\$ 138,348	\$ 149,877	\$ 161,406	\$ 184,464	\$ 184,464
Shoulder Season	\$160 / night	\$ 23,808	\$ 29,760	\$ 32,736	\$ 35,712	\$ 35,712
Low Season	\$130 / night	\$ 9,360	\$ 14,040	\$ 18,720	\$ 18,720	\$ 18,720
Total Income		\$ 171,516	\$ 193,677	\$ 212,862	\$ 238,896	\$ 238,896
OPERATING EXPENSES						
Administration	6% of income	\$ 10,291	\$ 11,621	\$ 12,772	\$ 14,334	\$ 14,334
Advertising		\$ 10,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
House Keeping		\$ 24,533	\$ 28,105	\$ 31,159	\$ 34,741	\$ 34,741
Repairs & Maintenance	5% of income	\$ 8,576	\$ 9,684	\$ 10,643	\$ 11,945	\$ 11,945
Water Rates		\$ 697	\$ 798	\$ 885	\$ 987	\$ 987
Grounds & Waste Removal	2% of income	\$ 3,430	\$ 3,874	\$ 4,257	\$ 4,778	\$ 4,778
Total Operating Expenses		\$ 57,526	\$ 59,081	\$ 64,716	\$ 71,784	\$ 71,784
Net Profit / Loss[#]		\$ 113,990	\$ 134,596	\$ 148,146	\$ 167,112	\$ 167,112
As % of Revenue		66.5%	69.5%	69.6%	70.0%	70.0%

Net Profit / Loss given before taxation, depreciation and finance costs

8. ACTIONS

8.1 Objective

From a business perspective, the primary objective is for the LDSP to operate profitably with the profit re-invested in the Park.

This can be achieved by:

- Building visitation – with this dependent on continuing to improve the visitor experience offered by the Park coupled with effective marketing and promotion.
- Good asset management.
- Strong financial planning and management.

8.2 Actions

The LDSP Master Plan⁴ provides actions relating to conserving and managing the Park environment and cultural heritage; improving the presentation and interpretation of the LDSP; upgrading and expanding Park infrastructure and facilities; enhancing and diversifying visitor experiences; and marketing and promoting the Park. Implementation of the Master Plan will play a key role in building visitation.

The Service Review – Living Desert Ranger Services⁵ provides actions relating to the governance and management of the Park; staffing and volunteers; and operational policies and procedures. Implementation of these actions will help to improve Park management and service delivery.

Actions relating to improving the performance of the Park are given in Table 8.1.

Table 8.1 Strategies and Action, LDSP

Strategic Directions		Actions	
1.	Strengthen the framework for managing the Park	1.1	Formulate an implementation strategy for the Master Plan and pursue funding opportunities.
		1.2	Update the Plan of Management to reflect the Master Plan.
		1.3	Prepare and implement a succession plan to replace the Senior Ranger, endeavouring to capture and transfer knowledge and provide training for the successor.
		1.4	Ensure that key plans are in place and periodically reviewed and updated. These documents should include an Operations Manual, Fauna Management Plan, Weed Management Plan, Risk Management Plan, Event Management Plan, Climate Change Impact Management, Natural Disaster Management Plan and Asset Management Plan.
		1.5	Ensure that the LDSP has access to the equipment and machinery needed to support Park operations.
		1.6	Formulate a rolling 5 year capital works program linked to the Master Plan, Plan of Management and Asset Management Plan.
		1.7	Review communication protocols and reporting requirements to improve communication and decision-making.
		1.8	Ensure that volunteers are properly inducted, receive training were needed and are acknowledged, nurtured and supported.

⁴ LDSP Master Plan – prepared by Environmental Partnership

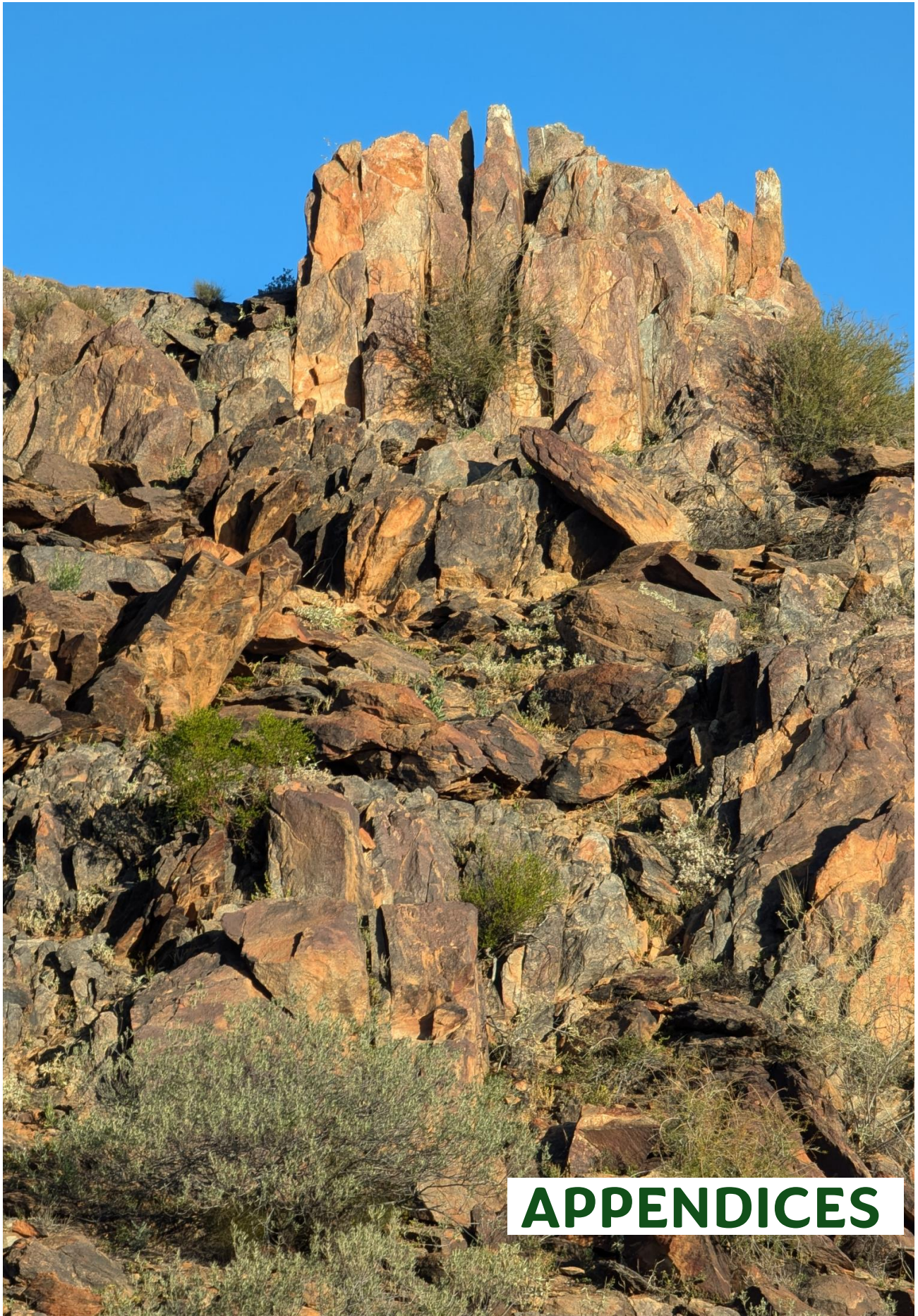
⁵ Service Review – conducted by MorrisonLow

Strategic Directions		Actions	
		1.9	Explore opportunities to access Community Service, Land Care and other programs to undertake specific activities, such as weed management, erosion control and trail building.
		1.9	Investigate opportunities to use technology, such as drones to assist in the management and operation of the Park.
2.	Continue to improve the financial performance and management of the LDSP	2.1	Investigate options to ensure that Park entry fees are paid.
		2.2	Review financial reporting to better track the performance of the Starview Campsite and the remainder of the Park.
		2.3	Explore options for variable pricing, potentially increasing campsite fees during peak periods.
		2.4	Comply with Crown Land requirements regarding re-investing the income generated by the LDSP into the ongoing maintenance, development and/or marketing of the Park.
		2.5	Monitor Ranger time sheets to better understand the tasks undertaken and the time involved and assess options for outsourcing and/or transferring responsibility for some tasks to other sections of Council.
3.	Improve safety for staff and visitors	3.1	Ensure that mobile phone coverage is available from all visitor precincts and along all trails.
		3.2	Assess feasibility of using drones as part of search and rescue activities.
		3.3	Advocate for funding to improve road and pedestrian access to the Sculptures.
4.	Leverage ticketing opportunities	4.1	Encourage residents to purchase annual passes by promoting the LDSP with rate notices and periodically through Council's social media combined with providing the opportunity to purchase an annual pass when paying Council rates.
		4.2	Promote the fact that the entry ticket purchased is for a 24 hour period with this information available on the Park website, so that visitors are aware of it at the trip planning stage and incorporate spending time in the Park when developing their itineraries.
		4.3	Ensure that Ranger and VIC staff and volunteers explain that the entry ticket for the LDSP is for a 24 hour period.
		4.4	As part of reviewing ticketing procedures, consider joint ticketing of the LDSP and GeoCentre for visitors.
5.	Continue to improve the attractions, activities and experiences offered by the LDSP	5.1	Progressively implement the LDSP Master Plan.
		5.2	Explore opportunities to introduce on-site cultural, eco and night sky viewing tours and activities.
		5.3	Approach the Geological Survey of NSW to develop a Geo Trail of the LDSP and/or the broader Broken Hill area which includes the LDSP.
		5.4	Improve the night sky viewing experience from the Starview Campsite; and explore opportunities for opening the Park at night for astronomy tours and/or special astronomical events.
		5.5	Activate the LDSP through events and activities – for examples: annual X-country MTB race, LDSP trail running and / or adventure racing event, music, performing arts, film festival, food and wine and temporary art and/or lighting installations.
6.	Expand accommodation options	6.1	Investigate the feasibility of using the Picnic Area carpark as an overflow camping area and/or to accommodate groups such as small caravan and RV rallies.
		6.2	Assess the feasibility of installing eco-cabins, glamping, tiny houses and/or bubble tents as an upmarket experience.
7.	Continue to improve promotional collateral and leverage social media and PR marketing opportunities	7.1	Update LDSP landing page on the Visit Broken Hill Website to provide information on the picnic area as well as the Park opening hours and entry fees.
		7.2	When Imperial Lakes opens, produce bush walking, wildflower viewing and bird watching brochures for the Broken Hill area, including the LDSP, Imperial Lakes and other sites.
		7.3	Continue to use the Jaguar Sculpture as the iconic image for the Park and Broken Hill, but endeavour to pair it with other activities, landscapes etc to raise awareness of the other activities and experiences available in the Park.

Strategic Directions		Actions	
		7.4	Promote more than just the sculptures – bushwalking, bird watching, wildflowers, fauna etc.
		7.5	Leverage seasonal changes, natural events and sightings of rare fauna, flora and birds to generate publicity and raise awareness of the LDSP.
		7.6	Encourage the LDSP Park Rangers and volunteers to feed images of the LDSP (e.g. wildflowers, eagles and other birds, fauna etc) to the Visitor Centre Coordinator for consideration for posting on social media.
		7.7	Utilise Instagram to promote the Park and encourage Park visitors to share their images, with suitable images re-posted by the VIC.
		7.8	Expand the image library to include video clips and drone footage with this used on the Visit Broken Hill website and posted on Facebook.
		7.9	Participate in relevant DNSW marketing and promotional initiatives.
8.	Grow and diversify the market base.	8.1	Build the coach and group tour markets – Formulate Broken Hill & surrounds tour itineraries and direct market to coach and group tour wholesalers and retailers.
		8.2	Work with local operators to develop and market packages to Probus Clubs, View and similar social clubs.
		8.3	Direct market the Park and broader region to special interest and activity based groups – bushwalkers, photography clubs, bird-watching groups, caravan and RV clubs etc.
		8.4	Build the accessible tourism market – ensure that the LDSP (and other accessible Broken Hill attractions) are listed on accessible tourism websites.
		8.5	List the LDSP as a venue for events on the DNSW Meet in Regional NSW directory.

REFERENCES

Broken Hill City Council (2014) Regeneration Area – Draft Management Plan
Broken Hill City Council (2021) Living Desert Draft Operational Management and Requirement Procedures
Broken Hill City Council (2022) Community Strategic Plan – Your Broken Hill 2041
Broken Hill City Council (2022) Economic Development Strategy
Broken Hill City Council (2023) Broken Hill Liveability Strategy 2043
Broken Hill City Council Business Case For: Living Desert Communication Upgrade
Destination Country and Outback (2022) Destination Management Plan 2022-2030
MorrisonLow (2024) Service Review Living Desert Ranger Services Broken Hill City Council
Overton & Cred Consulting (2021) Broken Hill Cultural Plan
OzArk (2017) Animal Management Plan for the Living Desert Flora and Fauna Sanctuary
OzArk (2018) Broken Hill Living Desert Plan of Management
RW Corkery & Co (2000) Living Desert Review of Environmental Factors
RW Corkery & Co (2003) Willyama Common - Plan of Management
SLR Consulting (2021) Draft Crown Land Plan of Management Natural Areas
SLR Consulting (2024) Plan of Management – Crown Reserve, Living Desert State Park
The Zoological Parks Board of NSW – Broken Hill Living Desert Wildlife Sanctuary



APPENDIX 1: GENERAL ADMISSIONS – LIVING DESERT STATE PARK

Table A1.1: General Admissions – Number of People - Living Desert State Park

	July	August	Sept.	October	November	December	January	February	March	April	May	June	TOTAL
2023-24													
Pay Bay	4317	4199	4556	3314	1583	1586	1427	902	2156	3664	3310	3088	34102
Coaches	106	188	357	292	34	3	7	148	125	559	170	201	2190
Campsite	462	481	505	409	177	102	174	108	296	410	448	439	4011
Total Visitation	4885	4868	5418	4015	1794	1691	1608	1158	2577	4633	3928	3728	40303
2022-23													
Pay Bay	5649	4392	6223	4162	1853	2119	2168	1189	2491	4538	3603	3825	42212
Coaches	163	323	413	281	186	40	9	4	235	250	367	98	2369
Campsite	368	373	397	346	177	125	170	110	306	584	470	580	4006
Total Visitation	6180	5088	7033	4789	2216	2284	2347	1303	3032	5372	4440	4503	48587
2021-22													
Pay Bay	1519	541	0	412	1743	2134	2139	1381	2484	6067	4096	4008	26524
Coaches	40	0	0	0	70	11	0	3	138	132	297	26	717
Campsite	147	26	0	49	175	92	104	44	196	570	417	351	2171
Total Visitation	1706	567	0	461	1988	2237	2243	1428	2818	6769	4810	4385	29412
2020-21													
Pay Bay	4535	2645	4643	6317	2763	2539	1812	1204	2745	5409	4270	4077	42959
Coaches	7	44	56	121	148	10	4	15	329	304	416	126	1580
Campsite	2	85	159	357	134	177	150	152	431	489	500	505	3141
Total Visitation	4544	2774	4858	6795	3045	2726	1966	1371	3505	6202	5186	4708	47680
2019-20													
Pay Bay	3873	2624	3244	2548	1149	967	953	662	1163	0	0	2100	19283
Coaches	149	187	390	478	236	159	0	53	152	0	0	0	1804
Campsite	243	173	169	160	70	33	48	54	86	0	0	0	1036
Total Visitation	4265	2984	3803	3186	1455	1159	1001	769	1401	0	0	2100	22123

Table A1.2: Number of Group Visitors, LDSP July 2023 – Dec 2024

	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
Coach Tour Passengers	46	134	130	139						50	132	106	24	220	70	14		
Local Tour Passengers	29	52	149	84	233	96	7	148	125	108	66	34	23	156	130	292	13	2
School Groups	58		78	54						381		37			19	28		
Government Agencies					27					20	40	35						
Aged Care Groups	15											10						

APPENDIX 2: PERFORMANCE DATA – STARVIEW CAMPSITE

Table A2.1: Starview Campsite – Caravan Site Bookings by Date, 2022-23, showing Number of Days at Capacity (Green) and Number of Days with No Bookings

Day	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
1	9	6	9	10	6	3	2	7	5	7	14	15	
2	4	6	9	10	7	0	3	4	5	10	13	9	
3	15	8	12	10	4	3	6	5	8	12	13	6	
4	12	7	8	12	4	0	8	5	7	15	14	13	
5	11	6	7	13	9	1	2	6	4	12	15	13	
6	7	6	3	10	8	1	4	3	2	12	15	15	
7	6	6	5	13	7	3	3	2	10	15	14	15	
8	4	8	13	12	1	2	2	7	8	15	15	15	
9	6	7	12	4	2	2	3	7	14	15	15	15	
10	6	13	15	1	1	1	4	3	12	15	11	13	
11	12	15	15	8	4	1	2	1	15	15	13	15	
12	11	13	8	7	2	3	1	1	13	13	15	15	
13	7	12	5	14	1	5	1	4	14	14	15	12	
14	3	15	8	10	5	5	1	3	14	15	14	14	
15	4	15	6	6	3	2	1	0	7	15	15	11	
16	6	15	7	6	3	2	2	2	5	12	8	12	
17	7	7	7	7	3	2	2	1	1	11	7	15	
18	5	7	10	10	7	3	2	3	3	10	13	15	
19	4	2	5	4	5	5	2	1	4	9	6	10	
20	3	4	5	3	7	5	5	3	4	9	9	15	
21	3	15	9	6	4	3	4	1	2	13	6	13	
22	6	15	10	5	5	2	4	1	3	12	11	10	
23	2	11	15	3	7	1	2	10	1	15	11	15	
24	5	9	11	3	6	0	1	1	5	14	15	15	
25	13	8	14	4	2	0	1	2	9	9	15	14	
26	9	10	12	6	3	0	4	1	13	11	11	15	
27	9	10	15	7	5	3	2	1	5	15	14	15	
28	8	9	13	12	5	3	1	2	7	12	12	8	
29	7	6	11	7	5	1	0		9	15	14	13	
30	6	4	10	7	3	1	0		6	13	15	15	
31	8	13		5		0	3		3		15		
Total	218	288	289	235	134	63	78	87	218	380	393	396	2779
Occ.	46.9%	61.9%	64.2%	50.5%	29.8%	13.5%	16.8%	20.7%	46.9%	84.4%	84.5%	88.0%	50.8%
Days at Capacity	1	6	4						1	11	11	15	49
As %	3.2%	19.4%	13.3%						3.2%	36.7%	35.5%	50.0%	13.4%
Days With No Bookings	0	0	0	0	0	5	2	1	0	0	0	0	8

Table A2.2: Starview Campsite – Caravan Site Bookings by Date, 2023-24, showing Number of Days at Capacity (Green) and Number of Days with No Bookings

Day	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
1	9	10	9	7	8	6	4	5	2	11	11	11	
2	13	15	15	5	5	4	3	5	1	12	13	13	
3	8	11	9	9	6	2	2	4	3	14	13	14	
4	12	10	10	13	7	1	1	2	8	14	15	6	
5	12	10	12	14	6	0	4	3	4	9	14	10	
6	14	7	13	13	4	2	4	3	1	11	11	14	
7	15	9	14	7	2	0	2	3	3	15	7	14	
8	14	8	13	4	4	0	5	2	1	15	12	13	
9	10	11	14	10	4	1	3	4	3	13	15	15	
10	7	11	15	10	1	1	2	4	5	13	15	15	
11	14	6	14	7	4	2	5	3	0	8	11	11	
12	15	15	11	9	1	3	3	1	3	4	11	13	
13	10	15	6	11	2	0	1	0	2	2	11	11	
14	8	15	11	10	3	1	2	3	1	6	11	11	
15	8	15	12	15	7	1	3	6	6	15	10	8	
16	6	13	7	15	6	6	4	6	8	15	8	11	
17	11	11	9	5	3	2	2	2	11	15	14	9	
18	8	9	10	5	4	2	3	4	13	7	14	15	
19	9	9	9	7	7	2	2	2	13	15	15	15	
20	7	13	9	6	7	0	1	3	8	10	9	8	
21	5	15	13	3	4	0	0	2	4	10	5	8	
22	6	14	11	5	2	0	3	3	5	15	7	6	
23	7	10	15	3	0	0	3	3	5	13	12	11	
24	9	15	15	7	1	0	2	4	8	15	10	14	
25	13	9	15	8	3	0	2	4	9	13	14	7	
26	12	11	15	1	5	0	0	3	10	13	15	11	
27	15	12	15	6	2	5	0	2	9	12	12	12	
28	10	15	14	5	3	5	3	1	7	8	6	12	
29	10	15	5	9	6	8	2	2	14	15	10	11	
30	14	10	4	9	6	6	2		15	15	12	11	
31	8	13		9		4	2		15		15		
Total	319	362	344	247	123	64	75	89	197	353	358	340	2871
Occ.	68.6%	77.8%	76.4%	53.1%	27.3%	13.8%	16.1%	20.5%	42.4%	78.4%	77.0%	75.6%	52.3%
Days at Capacity	3	9	7	2					2	9	6	4	42
As %	9.7%	29.0%	23.3%	6.5%					6.5%	30.0%	19.4%	13.3%	11.5%
Days With No Bookings	0	0	0	0	1	11	3	1	1	0	0	0	15

Table A2.3: Starview Campsite – Caravan Site Bookings by Date, 2024-25 (year to date) showing Number of Days at Capacity (Green) and Number of Days with No Bookings

Day	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
1	11	9	11	14	4	0							
2	9	7	8	14	4	0							
3	10	5	10	11	5	1							
4	12	6	6	8	2	3							
5	13	11	15	7	4	0							
6	13	10	14	8	2	0							
7	10	12	11	10	6	2							
8	15	12	10	13	3	2							
9	15	12	5	9	2	1							
10	14	15	10	12	4	1							
11	15	14	8	10	1	2							
12	10	15	12	5	7	0							
13	14	15	5	2	4	2							
14	11	14	3	7	8	1							
15	5	6	4	4	5	0							
16	6	8	2	6	0	0							
17	6	10	4	1	1	0							
18	6	15	4	4	3	2							
19	4	15	6	7	2	0							
20	4	13	8	11	2	3							
21	2	14	10	7	0	2							
22	8	14	10	4	2	0							
23	12	12	12	4	1	0							
24	15	15	15	5	2	0							
25	10	9	7	3	0	0							
26	5	11	15	6	2	0							
27	5	6	15	5	2	6							
28	7	9	11	2	2	7							
29	7	9	13	4	0	3							
30	8	5	15	0	0	2							
31	7	6		3		3							
Total	289	334	279	206	80	43							
Occ.	62.2%	71.8%	62.0%	44.3%	17.8%								
Days at Capacity	4	6	5										
As %	12.9%	19.4%	16.7%										
Days With No Bookings				1	5	14							

Table A2.4: Starview Campsite – Camping Ground (Tent) Bookings - Summary

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Site Occupancy													
2022-23	11.7%	7.7%	17.9%	6.9%	5.4%	6.0%	10.9%	4.9%	12.5%	22.5%	16.1%	28.8%	12.6%
2023-24	19.8%	16.9%	17.9%	13.7%	7.9%	6.0%	11.3%	12.1%	16.9%	11.7%	15.3%	13.8%	13.6%
2024-25	18.5%	11.3%	14.2%	8.9%	5.4%	7.3%							
No. Nights – No Bookings													
2022-23	16	18	3	19	19	21	16	19	19	9	10	6	175
2023-24	6	6	10	13	16	21	12	9	13	12	6	9	133
2024-25	9	11	11	17	19	19							

Table A2.5: Number of Bookings for Camping (Tents), 2022-23

No. Tent Bookings per Night	0	1	2	3	4	5	6	7	8
July	16	7	5	1	1	1			
August	18	9	2	2					
September	3	19	6			1		1	
October	19	7	5						
November	19	9	2						
December	21	6	3	1					
January	16	8	3	3	1				
February	19	7	2						
March	19	1	6	4		1			
April	9	5	7	4	3	1	1		
May	10	11	7		1	1	1		
June	6	9	6	3	1		1	3	1
TOTAL	175	98	54	18	7	5	3	4	1
As % of Total	47.9%	26.8%	14.8%	4.9%	1.9%	1.4%	0.8%	1.1%	0.3%

Table A2.6: Number of Bookings for Camping (Tents), 2023-24

No. Tent Bookings per Night	0	1	2	3	4	5	6	7	8
July	6	9	12	2	1		1		
August	6	16	5	1	2	1			
September	10	6	10	1	2		1		
October	13	7	7	3	1				
November	16	9	5						
December	21	8	2						
January	12	13	5			1			
February	9	14	4	2					
March	13	6	6	1	4	1			
April	12	13	2	1	2				
May	6	14	9	2					
June	9	13	4	4					
TOTAL	133	128	71	17	12	3	2	0	0
As % of Total	36.4%	35.1%	19.5%	4.7%	3.3%	0.8%	0.5%	0.0%	0.0%

Table A2.7: Number of Bookings for Camping (Tents), 2024-25 (year-to-date)

No. Tent Bookings per Night	0	1	2	3	4	5	6	7	8
July	9	8	7	4	3				
August	11	13	6	1					
September	11	8	7	4					
October	17	8	5		1				
November	19	9	2						
December	18	7	4	1					

Table A2.8: Starview Campsite (Caravan Sites + Camping) – Key Metrics 2022-23

Month	Bookings	Site Nights	Av. Stay (nights)	Length of Stay (Nights)						Takings	Takings / Occupied Site
				1	2	3	4	5	6		
July	167	253	1.51	105	44	13	4	1		\$ 5,180	\$ 20.47
August	202	309	1.53	122	62	12	3	3		\$ 5,685	\$ 18.40
September	200	320	1.60	119	53	18	9	1		\$ 6,120	\$ 19.13
October	174	252	1.45	118	41	9	5	1		\$ 4,950	\$ 19.64
November	102	146	1.43	71	22	7		2		\$ 2,505	\$ 17.16
December	64	80	1.25	51	12			1		\$ 1,475	\$ 18.44
January	82	104	1.27	65	13	3	1			\$ 2,075	\$ 19.95
February	60	89	1.48	44	12	1	1	1	1	\$ 1,585	\$ 17.81
March	168	252	1.50	112	36	15	2	3		\$ 4,475	\$ 17.76
April	266	439	1.65	141	92	21	9	3		\$ 9,035	\$ 20.58
May	239	435	1.82	113	77	33	11	5		\$ 8,395	\$ 19.30
June	267	470	1.76	136	86	26	11	8		\$ 9,895	\$ 21.05
TOTAL	1991	3149	1.58	1197	550	158	56	29	1	\$ 61,375	\$ 19.49
As %				60.1%	27.6%	7.9%	2.8%	1.5%	0.1%		

Month	Visitor Mix			Visitors / Booking	Composition of Travel Party				Visitor Nights	Av. No. Visitors / Site Night	Bookings Taken by VIC	
	Adults	Child / Infant	Total		Solo Travellers	Adult Couple	3+ Adults	Adult/s + Children			No.	% of bookings
July	316	56	372	2.23	17	120	2	28	562	2.22	11	6.6%
August	366	8	374	1.85	42	152	2	6	577	1.87	17	8.4%
September	351	49	400	2.00	46	130	1	23	651	2.03	16	8.0%
October	322	36	358	2.06	35	125	3	11	534	2.12	24	13.8%
November	175	4	179	1.75	31	64	1	6	254	1.74	10	9.8%
December	111	17	128	2.00	18	36		10	159	1.99	5	7.8%
January	153	21	174	2.12	22	46	5	9	153	1.47	11	13.4%
February	107	6	113	1.88	13	45		2	226	2.54	5	8.3%
March	287	24	311	1.85	46	112		10	477	1.89	16	9.5%
April	519	66	585	2.20	33	190	11	32	960	2.19	29	10.9%
May	452	29	481	2.01	39	182	8	10	870	2.00	25	10.5%
June	509	85	594	2.22	37	188	7	35	1096	2.33	30	11.2%
TOTAL	3668	401	4069	2.04	379	1390	40	182	6519	2.07	199	10.0%
As %	90.1%	9.9%			19.0%	69.8%	2.0%	9.1%				

Table A2.10: Starview Campsite (Caravan Sites + Camping) – Key Metrics 2023-24

Month	Bookings	Site Nights	Av. Stay (nights)	Length of Stay (Nights)						Takings	Takings / Occupied Site
				1	2	3	4	5	6		
July	223	365	1.64	131	59	22	6	4	1	\$ 7,515	\$ 20.59
August	254	399	1.57	151	70	26	5	2		\$ 8,330	\$ 20.88
September	235	386	1.64	130	72	22	9	2		\$ 9,072	\$ 23.50
October	184	281	1.53	114	50	15	4	1		\$ 6,495	\$ 23.11
November	95	145	1.53	60	24	8	2	1		\$ 3,229	\$ 22.27
December	49	64	1.31	35	13	1				\$ 1,497	\$ 23.39
January	87	105	1.21	73	11	2	1			\$ 2,466	\$ 23.49
February	71	118	1.66	38	26	3	1	3		\$ 2,036	\$ 17.25
March	153	247	1.61	94	40	8	6	5		\$ 5,324	\$ 21.55
April	218	379	1.74	111	67	31	4	5		\$ 8,328	\$ 21.97
May	235	399	1.70	132	65	23	7	8		\$ 8,608	\$ 21.57
June	211	370	1.75	115	56	24	9	7		\$ 8,556	\$ 23.12
TOTAL	2015	3258	1.62	1184	553	185	54	38	1	\$ 71,456	\$ 21.93
As %				59.5%	27.8%	9.3%	2.7%	1.9%	0.1%		

Month	Visitor Mix			Visitors / Booking	Composition of Travel Party				Visitor Nights	Av. No. Visitors / Site Night	Bookings Taken by VIC	
	Adults	Child / Infant	Total		Solo Travellers	Adult Couple	3+ Adults	Adult/s + Children			No.	% of bookings
July	412	57	469	2.10	33	153	3	34	751	2.06	23	10.3%
August	467	17	484	1.91	53	183	9	9	756	1.89	27	10.6%
September	423	95	518	2.20	46	145	1	43	864	2.24	18	7.7%
October	344	74	418	2.27	31	129	2	22	606	2.16	20	10.9%
November	172	10	182	1.92	17	72		6	281	1.94	8	8.4%
December	89	14	103	2.10	11	27	2	9	136	2.13	1	2.0%
January	161	17	178	2.05	22	52	4	9	220	2.10	7	8.0%
February	104	5	109	1.54	38	31		2	173	1.47	8	11.3%
March	272	33	305	1.99	32	101	2	18	479	1.94	20	13.1%
April	388	33	421	1.93	20	146	2	50	742	1.96	30	13.8%
May	421	31	452	1.92	55	166	4	10	742	1.86	52	22.1%
June	389	60	449	2.13	38	148	2	23	777	2.10	43	20.4%
TOTAL	3642	446	4088	2.03	396	1353	31	235	6527	2.00	257	12.8%
As %	89.1%	10.9%			19.7%	67.1%	1.5%	11.7%				

Table A2.11: Starview Campsite - Booking Lead Times – Number of Bookings - 2023-24

	Same Day	Day Before	2 days	3 days	4-7 days	8-14 days	15-28 days	1-3 months	4-6 months	6-8 months	8-12 months	Total Bookings
July	94	50	14	11	15	10	9	16	3			222
August	80	36	11	14	8	12	6	30	21	20	16	254
September	82	44	18	8	16	29	21	13	3		1	235
October	90	25	15	8	7	12	10	5	10		2	184
November	67	8	4	3	5	3	3	1	1			95
December	28	5			2	1	6	5	1	1		49
January	58	7	2	3	4	2	3	6	2			87
February	47	12	1		3	2	5	1				71
March	77	23	10	3	11	6	12	7	3	1		153
April	90	46	15	5	14	10	11	19	2	5	1	218
May	91	50	15	12	15	18	13	19	2			235
June	91	40	12	7	13	17	13	12	5		1	211
TOTAL	895	346	117	74	113	122	112	134	53	27	21	2014

Table A2.12: Starview Campsite - Booking Lead Times – % of Bookings - 2023-24

	Same Day	Day Before	2 days	3 days	4-7 days	8-14 days	15-28 days	1-3 months	4-6 months	6-8 months	8-12 months	Total Bookings
July	42.3%	22.5%	6.3%	5.0%	6.8%	4.5%	4.1%	7.2%	1.4%	0.0%	0.0%	
August	31.5%	14.2%	4.3%	5.5%	3.1%	4.7%	2.4%	11.8%	8.3%	7.9%	6.3%	
September	34.9%	18.7%	7.7%	3.4%	6.8%	12.3%	8.9%	5.5%	1.3%	0.0%	0.4%	
October	48.9%	13.6%	8.2%	4.3%	3.8%	6.5%	5.4%	2.7%	5.4%	0.0%	1.1%	
November	70.5%	8.4%	4.2%	3.2%	5.3%	3.2%	3.2%	1.1%	1.1%	0.0%	0.0%	
December	57.1%	10.2%	0.0%	0.0%	4.1%	2.0%	12.2%	10.2%	2.0%	2.0%	0.0%	
January	66.7%	8.0%	2.3%	3.4%	4.6%	2.3%	3.4%	6.9%	2.3%	0.0%	0.0%	
February	66.2%	16.9%	1.4%	0.0%	4.2%	2.8%	7.0%	1.4%	0.0%	0.0%	0.0%	
March	50.3%	15.0%	6.5%	2.0%	7.2%	3.9%	7.8%	4.6%	2.0%	0.7%	0.0%	
April	41.3%	21.1%	6.9%	2.3%	6.4%	4.6%	5.0%	8.7%	0.9%	2.3%	0.5%	
May	38.7%	21.3%	6.4%	5.1%	6.4%	7.7%	5.5%	8.1%	0.9%	0.0%	0.0%	
June	43.1%	19.0%	5.7%	3.3%	6.2%	8.1%	6.2%	5.7%	2.4%	0.0%	0.5%	
TOTAL	44.4%	17.2%	5.8%	3.7%	5.6%	6.1%	5.6%	6.7%	2.6%	1.3%	1.0%	100.0%

Table A2.13: Place of Residence of Person Booking the Starview Campsite, 2023-24

Region	No. Persons	As % of Total
Sydney	294	13.7%
Central Coast / Hunter	195	9.1%
New England North West	23	1.1%
North Coast	116	5.4%
Illawarra / South Coast	62	2.9%
Southern Highlands / Tablelands / Snowy Mts	20	0.9%
Murray / Riverina	41	1.9%
Central NSW / Orana	45	2.1%
Outback	21	1.0%
Total NSW	817	38.0%
Melbourne	233	10.8%
Regional Victoria	198	9.2%
Total Victoria	431	20.0%
Brisbane	316	14.7%
Regional Queensland	109	5.1%
Total Queensland	425	19.7%
ACT	35	1.6%
South Australia	160	7.4%
Western Australia	80	3.7%
Tasmania	39	1.8%
Northern Territory	5	0.2%
Not Stated	160	7.4%
Total	2152	100.0%

Table A2.14: Comparison of Place of Residence of Person Booking the Starview Campsite and Travel Parties at the Broken Hill VIC

Region of Residence	Raw Data		Excludes Not Stated	
	Starview Campsite	Broken Hill VIC	Starview Campsite	Broken Hill VIC
Sydney	13.7%	11.9%	14.8%	11.9%
Central Coast / Hunter	9.1%	5.0%	9.8%	5.0%
New England North West	1.1%	2.0%	1.2%	2.0%
North Coast	5.4%	4.0%	5.8%	4.0%
Illawarra / South Coast	2.9%	2.4%	3.1%	2.4%
Southern Highlands / Tablelands / Snowy Mts	0.9%	2.3%	1.0%	2.3%
Murray / Riverina	1.9%	4.3%	2.1%	4.3%
Central NSW / Orana	2.1%	2.1%	2.3%	2.1%
Outback	1.0%	5.2%	1.1%	5.2%
Total NSW	38.0%	34.9%	41.0%	39.2%
Victoria	20.0%	21.9%	1.8%	1.2%
Queensland	19.7%	14.2%	21.6%	24.6%
ACT	1.6%	1.0%	21.3%	16.0%
South Australia	7.4%	8.7%	8.0%	9.8%
Western Australia	3.7%	3.6%	4.0%	4.1%
Tasmania	1.8%	1.8%	2.0%	2.0%
Northern Territory	0.2%	0.2%	0.3%	0.3%
International		2.7%		3.0%
Not Stated	7.4%	13.5%		
Total	100.0%	100.0%	100.0%	100.0%

Figure A2.1: Comparison of Place of Residence of Person Booking the Starview Campsite and Travel Parties at the Broken Hill VIC (Excludes Not Stated)

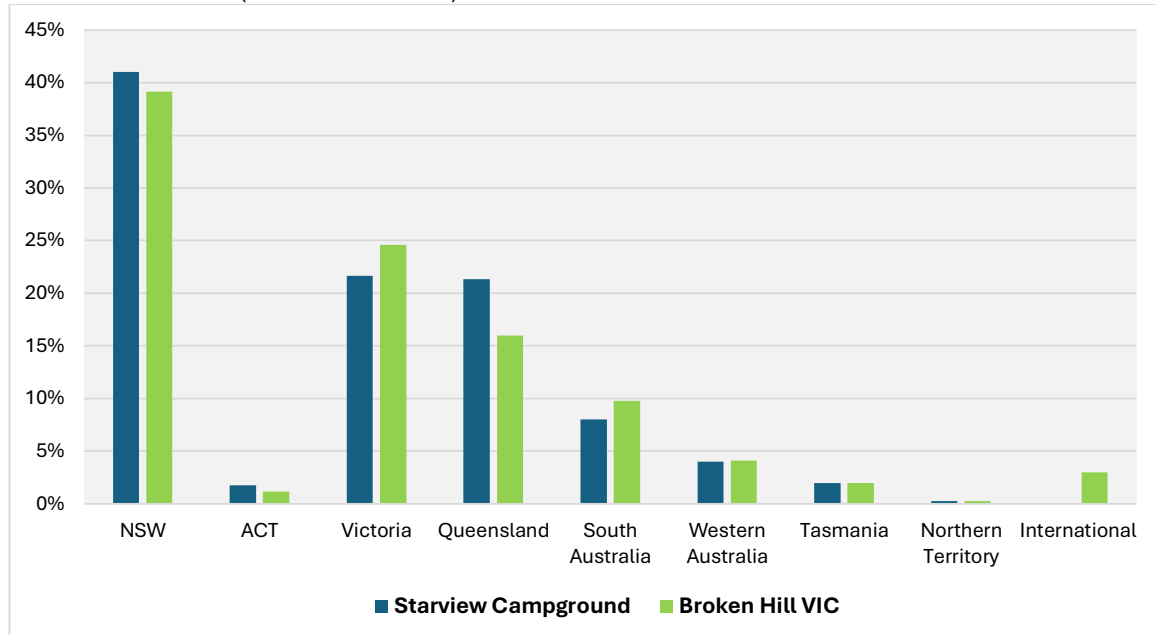
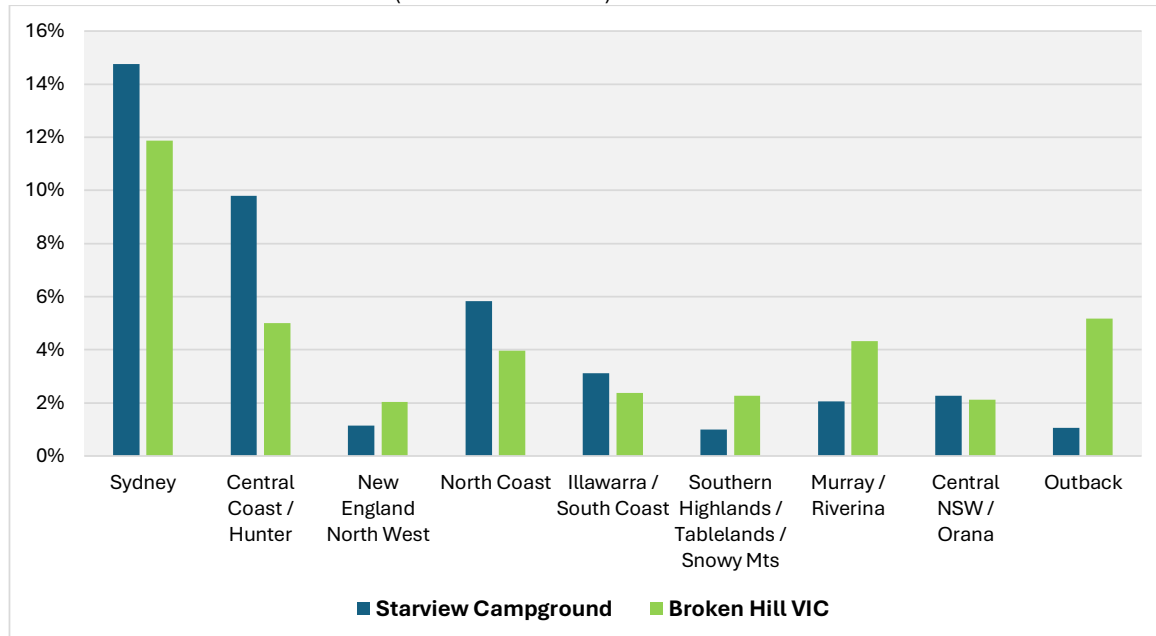


Figure A2.2: Comparison of Place of Residence – Travel Parties from NSW – Starview Campsite and Broken Hill VIC – as % of Total Travel Parties (Excludes Not Stated)



No	Deliverable	Action	Priority	Order of cost
1.0	Investigations and planning			
1.1	Confirm approach to events on site	Review event usage in Valley precinct for compatibility with First Nations cultural heritage and define appropriate limitations (if required) on use. If necessary identify alternate locations for more major events	High	Council
1.2		Develop events guidelines for large and small events	Low	\$7.5k
1.3	Long term fauna management on site	Develop long term animal management plan that can confirm the ongoing approach to management of fauna on the site in response to Action 1.3. Plan to confirm the range of fauna to be catered for and verify potential involvement in breeding programs	Medium	Council
1.4	Confirm approach to ongoing management of Art on site	Develop "Living Desert Arts and Cultural Management Plan" to guide the future approach to curation and management of art on the site including the Sculpture Hill along with the remainder of the site	Medium	\$15k
1.5	Verify feasibility of potential Star Walk / Sky Walk to Sculpture Hill	Undertake detailed assessment of potential Star Walk / Sky Walk on Sculpture Hill - reviewing environmental and costs feasibility	Medium	\$15k
1.6	Additional shade / shelter to tent camping	Review options for extra shade at tent area within Camp Site through shade tree planting or low shelter roofs	Low	Council
1.7	Potential overflow RV camping	Review potential use of the Valley carpark for overflow RV camping (for self contained vehicles) during peak periods	Medium	Council
1.8	Potential Glamping tent or cabin sites	Review potential for expansion of accommodation offering on site with seasonal Glamping Tents or Cabins to a unique location leveraging the sites special qualities (eg hilltops, night sky)	Low	\$15k
1.9	First nations input into planning and design	Provide opportunity for First Nations community to input into planning and design of new elements	High	\$20k
1.10	Improve visitor entry management system	Investigate options to manage access to pay for use areas eg key pass access systems integrated with vehicle and pedestrian gates as applicable. Review to include approach to entry (by vehicle or by person) noting that most National Parks operate on basis of vehicle. Integrate review of potential for site office associated with entry	High	\$10k
1.11	Potential for MTB use in south west of Living Desert	Consult with First nations stakeholders and other relevant Council stakeholders to verify suitability of further investigations. Subject to the above - liaise with Broken Hill MTB community and assess the demand for extending the existing MTB network into south west of the Living Desert	Low	Council
1.12		Subject to outcomes of 1.10 undertake review of potential MTB trail links to complement the other aspects of the Living Desert offering to locals and visitors	Low	\$10k
1.13	Improved telecommunications	Investigate potential for siting of required telecommunications infrastructure where impact on views can be managed - potentially to south west of Living Desert	High	Council
1.15	Wayfinding and Interpretation	Develop coordinated wayfinding and interpretive plan for the site	High	Refer section 4.0
1.16	Road safety	Investigate feasibility to widen and resurface roadway to the Sculpture Hill	High	\$7.5k
1.17	Recreational trail network	Investigate further the potential to expand the availability of recreational trails that provide different ways of experiencing the desert landscape and meet varied users needs (eg distance, difficulty)	High	\$7.5k

No	Deliverable	Action	Priority	Order of cost
1.18	Climate change adaptation	Investigate and identify actions to implement the recommendations of the Climate Change Risk Assessment Report prepared by Marsh Advisory in September 2024 within the Living Desert site	High	\$15k
2.0	Cultural heritage conservation and management			
2.1	Heritage and Archaeological conservation	Protect and conserve items of heritage significance	High	\$30k
2.2		Collaborate with First Nations community to develop First Nations interpretation for appropriate locations	High	
3.0	Capital works			
3.1	Improved telecommunications	Implement preferred booster tower solution that will maximise the areas benefiting from improved signal	High	\$35k
3.2	Wayfinding and Arrival experience to Living Desert	Provide wayfinding (for example signage and art elements) at decision points that direct visitors to the site including primary and secondary decision points within Broken Hill	High	\$7.5k
3.3		Provide artwork marker feature along the frontage where the Nine Mile Road adjoins the Living Desert that builds expectation and anticipation on the approach to the reserve entry	Low	\$60k
3.4		Provide a feature that uniquely marks the entry to the Living Desert. Integrate upgrading of entry gates with gate finishes that complement character of site	Medium	\$10k
3.5		Provide an upgraded access management / entry pay node	High	\$300k
3.6		Potentially integrate upgraded access management / entry pay node with site office building	Low	\$750k
3.7		Provide upgraded directional / wayfinding and traffic management of all decision points on the road network	High	\$5.5k
3.8	Road network	Improve the traffic performance and safety of the intersection of the entry road to the campground / sculptures road with associated roadworks and signage	High	\$150k
3.9		Widen roadway on the tight bend of the Valley entry road where it turns to head south to improve vehicle passing and safety	Medium	\$75k
3.10		Investigate and implement improvement to hilltop access road for safety and environmental management - consider partial re-alignment where required.	High	\$801k
3.11	Habitat and environment	Plan and implement revegetation of road edge zones where required to enhance the visual appearance of the entry road corridor	High	\$50k
3.12		Continue to manage introduced fauna insects and feral animals to control erosion and degradation of hilltops and ridgelines	High	\$50k
3.13		Plan and implement revegetation of ridges and hilltops where appropriate to natural conditions	Medium	\$25k
3.14	Environmental management of Creeklines	Provide stabilisation of the drainage line adjoining the valley carpark and picnic grounds	High	\$7.5k

No	Deliverable	Action	Priority	Order of cost
3.15		Provide stabilisation of general drainage lines adjoining roads	High	\$5k
3.16	Expanded Recreational Trails network	Plan and implement trail connection from Campsite to Sculpture Hill (2.7km) Note costings allow for category 3 level access - not universal access	High	\$520k
3.17		Plan and implement additional trail loops around Campsite (2.1km)	Medium	\$105k
3.18		Plan and implement trail connection from Sundown Hills trail to Sanctuary western boundary (1.9km)	Low	\$95k
3.19		Plan and implement trail connection from Sundown Hills trail to Camp site (4.8km)	Low	\$240k
3.20		Provide accessible access route of boardwalk and track to Arboretum Entry from Valley carpark and Sanctuary entry - refer Improvements to The Arboretum precinct	High	\$255K
3.21	Star walk / sky walk to Sculpture Hill	Subject to feasibility design and implement boardwalk feature to Sculpture Hill - refer Improvements to The Sculpture Hill preSky Walk cinct	Low	refer 3.36
3.22	MTB Trails to south western Living Desert	Plan and implement MTB Trails to south Living Desert	Very Low	\$100k
3.23	Improvements to The Valley precinct (Picnic Grounds)	Improve entry experience and interpretive node to Sanctuary entry and connect to accessible boardwalk as per Expanded Recreational Trails network (refer to item 3.20 for walkway cost)	High	\$175k
3.24		Improve protection and interpretation of camp ovens	Very High	\$10k
3.25		Improve quality and character of access to rock engraving - or consider removing access - potentially view from a new viewing point / landing integrated with existing track crossing of creek	Medium	\$25k
3.26		Provide additional shelter / shade in picnic area and at trail heads	Low	\$50k
3.27		Provide nature play zone between picnic area and Sanctuary / Arboretum entry node	Low	\$30k
3.28		Accessible walkway to Arboretum - refer Expanded Recreational Trails network		
3.29		Provide accessible track from Sanctuary entry node to feeding area and accessible viewing area/wildlife hide for viewing of feeding area	Medium	\$23k
3.30	Improvements to The Arboretum precinct	Review potential to improve accessibility of walking loop to Arboretum targeting steeper / rougher sections of the loop	Medium	\$7.5k
3.31	Improvements to The Sanctuary precinct	Enhance bird and fauna watching experiences with Arboretum with shaded hides / rest points and supporting interpretation	Medium	\$26k
3.32		Provide upgraded viewing infrastructure to the existing Hilltop Sanctuary Lookout	Low	\$4.5k
3.33		Plan and implement expanded art influence in Sanctuary through additional permanent and temporary art pieces	Low	\$25k
3.34	Improvements to The Sculpture Hill precinct	Plan and implement accessible walkway from carpark to sculptures - can be implemented as first stage of "Sky walk" or Sky walk not to proceed be the ultimate solution	High	\$126k
3.35		Formalise parking at the sculpture hill to make more efficient and safer for pedestrians and provide sealed surface	High	\$300k

No	Deliverable	Action	Priority	Order of cost
3.36		Plan and implement new viewing experience looping around hill ("Sky or Star walk") integrated with first stage accessible link boardwalk from caraprk to sculptures	Low	\$376k
3.37		Plan and implement support lookout points adjoining hilltop and carparking	Medium	\$25k
3.38		Formalise lower carpark - event use / overflow but retain as gravel surface	Medium	\$75k
3.39		Plan and implement low key toilet structure is appropriate in a discrete location (potentially to carpark at base of hill)	Low	\$30k
3.40		Plan and implement pop up coffee / food cart at base of hill or top to support visitation in peak times (seek EOI's for licensed operator)	Low	incl in 3.35
3.41	Improvements to The Camp site precinct	Add two toilets to current toilet/shower facilities	High	\$30k
3.42		Improve accessibility for RV camping to toilets / showers	Medium	\$5k
3.43		Plan and implement upgrades to stargazing circle in Campground including enhanced seating and arrangement and interpretive mediums	Medium	\$130k
3.44		Investigate potential for grey water treatment as a sustainability initiative when resources enabled - potentially evolved over 20 year period	Low	
3.45	Improvements to The Sundown Hills precinct	Plan and implement trail head improvements including shelter and interpretive and wayfinding mediums	Low	\$35k
3.46		Plan and implement wayfinding improvements to existing trail loop	Low	\$12k
3.47		Plan and implement formalising layout of parking with barriers and support signage -. Provide upgraded gravel surfacing and perimeter drainage	Very Low	\$30k
3.48		Plan and implement identity signage to Silver City Highway	Medium	\$3k
3.49	Potential Glamping facilities	Call tenders for Glamping operator to collaborate with Council and contribute a proportion of implementation costs	Low	\$5k
3.50		Plan and implement tent Glamping site (say 12 tents x decks and walkways)	Very Low	\$100k
3.51		Plan and implement cabin Glamping site (say 6 cabins x 45k each)	Very Low	\$1,630k
3.52	Toilet to serve sculpture Hill	Plan and implement toilet facility adjoining lower carpark below Sculpture Hill to serve visitors and trail users (quad stall)	Low	\$40k
3.53	Review and upgrade of electric conservation fence to Sanctuary	Review electric fence system to Sanctuary in terms of best practise technology - when it needs replacing employ latest best practice predator proof conservation fencing including visitor and maintenance entry gates. Seek to reduce visual impact of fence alignment on character of place experience	Medium	TBC
4.0	Interpretation Implementation			
4.1	Interpretation Strategy	Commission a detailed interpretation and wayfinding strategy building on the masterplan that can be used as a blueprint for ongoing interpretation initiatives in the park.	High	\$20k
4.2	ICIP Protocols	Develop The Living Desert-specific ICIP protocols for sharing cultural content.	High	Council

No	Deliverable	Action	Priority	Order of cost
4.3	First Nations capacity building	Investigate First Nations led interpretation through capacity building programs including potential for employment and enterprise development.	High	Council
4.4	Capacity Building	Develop educational tools and dedicated training programs, including Cultural training.	High	\$20k
4.5	Brand Guidelines	Create the The Living Desert Park brand guidelines and interpretation Signage and Guidelines Manual.	High	\$10k
4.6	Themes and Stories	Confirm themes through consultation. Curate and create interpretation stories that connect to The Living Desert's themes (as part of the interpretation strategy).	High	incl in previous
4.7	Medium: Face to face	Build capacity of Aboriginal and non Aboriginal tour guides in delivering face to face interpretation.	High	Council
4.8	Medium: Signage	Update interpretation and wayfinding signage and embed sensory elements.	Medium	\$125k
4.9	Medium: Language and Naming	Explore use of First Nations languages and place names in interpretation.	High	incl in previous
4.10	Medium: Digital Media/Sound	Expand digital and sound interpretation assets, research opportunities and prepare a Digital and Sound Interpretation Plan.	Low	incl in previous
4.11	Medium: Art and Craft	Develop a program of art and craft activities, sculptures and exhibitions for visitors.	Low	incl in previous
4.12	Medium: Lighting and Projection	Conduct an opportunities analysis for interpretive lighting and projection and develop future guidelines including EOs for external applicants to deliver	Low	incl in previous
4.13	Medium: Events	Research opportunities to create new interpretive events and develop a The Living Desert Events Strategy.	Low	\$7.5k
5.0	Promoting the Living Desert			
5.1	Promoting the Living desert to locals and visitors	Collaborate with partners to undertake events of all scales	High	Council
5.2		Promote star gazing, night sky photography, and sunrise / sunsets as a reason to visit	High	Council
5.3		Promote Living Desert as a viewing site during major astronomical events – eg meteor showers	Low	Council
5.4		Encourage appropriate use of the Living Desert as a film and photography site that leverage its natural qualities	High	Council
5.5		Explore potential for temporary art installations that build on and contribute to the arts profile of the place	Medium	Council