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**Business & Government**

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# 2016 Bega Valley Shire Local Government Community Survey **Final Management Report**

**Prepared for**



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## EXECUTIVE SUMMARY

Bega Valley Shire Council provides a range of different services for residents. The residents of the area are periodically surveyed, the main objective being to obtain insight about the performance of the services and the facilities that council provides. This provides an opportunity to identify the improvement areas for council to consider for its future strategies. Moreover, periodic research allows for comparisons to be made to measure the improvement in general performance. In this research, the individual services are evaluated by their perceived importance and the respondent's satisfaction levels. High performing services and facilities and improvement areas are discussed accordingly.

Bega Valley Shire Local Government Community Survey was conducted between 31 October and 3 November 2016. 755 completed responses were collected through telephone (CATI) surveys. The data is weighted to provide a representative sample of the region in terms of demographic profile (gender and age) and region's national population figures. The questionnaire was designed to obtain evaluations for services individually. In the questionnaire, six groups of services were evaluated by respondents.

One of the most important indications that provide an overview of the Council's performance is '**The Overall Satisfaction**' with the Council as an organisation. The results show that, there is a constant increase in the satisfaction levels from 2006 to 2016 yet a significant difference from one period to another is not observed.

The level of satisfaction with Council's performance as an organisation is not statistically different from the previous survey, conducted in 2012. In 2012, 35% of the residents felt Council's performance was good, 41% thought it was ok and 23% provided a poor rating. In 2016, 38% felt Council's performance was good, 39% thought it was ok, while 23% provided a poor rating. Older residents (those aged 65+ years) as well as younger residents (18 to 24 years) were significantly more satisfied with Council's overall performance compared to other age groups. This was also the case in 2012. Overall satisfaction did not vary by geographic area, as was the case in 2012.

In the Community Survey conducted in 2016, some additional aspects were included in the survey for respondents to evaluate Council's overall performance. These results indicate that Council performs best on **delivering services and facilities** (3.4 out of 5). The Council's performance on **Decision making**, on the other hand, is considered low (2.9) (See Table 1 for definition of satisfaction levels). Similarly, respondents are only moderately satisfied with the Council's **identification and response to the impacts of climate change on Council assets** (3.1).

The majority of the residents of Bega Valley Shire state the high importance of some aspects of the Council as an organisation. The majority emphasises the importance of Council; **having strong local leadership and ability to make good decisions, enabling the community to be involved in local decisions, informing the community of Council decisions, activities and services, responsiveness to community requests** (4.7, 4.6, 4.5 and 4.5, respectively). Conversely, performance levels on these aspects are at low levels (2.9, 2.9, 3.0 and 2.8 respectively).

Residents of Bega Valley Shire currently use the **community link page in the three local papers** (42%) and **rate notices in the direct mail** (39%) to receive information from the Council. They would like to continue receiving information through **papers** (37%) or via the **Internet** (25%).

The overall evaluations of the individual services reveal some areas in need of improvement. Through the Quadrant and Gap analysis, the services that exceed and fail to meet resident expectations are identified. The only services exceeding resident expectations in 2016 are related to Leisure & Recreation. Results show that provision of **sports grounds, venues, swimming pools** and **summer life guards** are not only performed above average as important services but also have the right balance between their perceived importance and their performance (See Table 15).

The majority of the services that fail to meet resident expectations are related to **Transport & Utility Group**. That is followed by **Planning, Strategy, Business** and **Environmental**

**Services.** These services are scored with low performances despite their perceived high importance. Furthermore, the gap between the levels of importance and performance of the service is statistically significant. These services can be seen as primary concerns that should be viewed as priorities. The *priorities* identified are as follows;

#### ***Services related to Transport & Utility Group***

- Construction and maintenance of sealed roads
- Construction and maintenance of unsealed roads
- Provision of car parking in town centres
- Provision of public toilets
- Construction and maintenance of footpaths
- Provision of urban stormwater infrastructure
- Development and operation of Merimbula Airport

#### ***Planning Services***

- Planning for town centres and villages (atmosphere, look and feel)
- The way residential and rural lands are being developed (quality of new residential developments & protection of rural landscapes)
- Getting the balance right between economic development & environmental protection

#### ***Strategy & Business Services***

- Planning for the future of the Shire
- Promoting economic development and business growth

#### ***Environmental Services***

- Weed control on farmland and in sensitive locations

When the key service areas included in the Community Survey are analysed individually, some detailed insight about each service provision is obtained. The services related to **Community & Relations** are grouped by their coverage when their importance is evaluated by respondents. The results show that Community & Relations services that capture *family needs and support* are found to be more important compare to services that capture the needs and expectations of

*larger community*. For instance, the **provision of services and facilities for young people** is found highly important by the majority of the residents (81% and 79%, respectively). On the other hand, services such as **provision of regional gallery** and **providing opportunities for cultural activity and community connection** are found important by fewer residents (49% and 64%, respectively). The Quadrant and Gap analyses show that provision of services and facilities for young people are in the potential vulnerability area and their importance and performance levels are not in balance. In other words, research indicates that they are most in need for a primary attention when service improvement strategies are discussed.

All the services related to **Leisure & Recreation** are given either high or medium level of importance. Satisfaction levels are higher for these services compared the other key service areas. Quadrant and Gap analysis show that the services provided for Leisure & Recreation are strategic advantages for the Council then the balance between importance and satisfaction is achieved. The **provision and quality of sports grounds, venues, parks and playgrounds, the quality of swimming pools, and provision of summer lifeguard services** are the Council's strategic advantage areas and also exceed the resident expectations. **Appearance and management of foreshore areas** does not exceed residents expectations but located in the strategic advantage area. The key objective should be to maintain the high performance of these services and communicate these performance levels to residents as a strategic advantage.

**Environmental Services** is another service area that provides Council with strategic advantages. These services include, **environmental health regulation, maintaining healthy and clean waterways, managing bushfire risk on Council land, protection of natural bush land, environmental monitoring and protection, control of dogs and cats in towns and villages, and reducing environmental footprint**. The only key vulnerability related to Environmental Services which fails to meet residents' expectation is **weed control on farmland and in sensitive locations**. The objective should be to design investment strategies to improve performance on this particular service.

**Planning Services** have some key vulnerabilities that need Council's immediate attention. Both Quadrant and Gap analysis indicate that **planning for town centres and villages in**

**terms of their atmosphere, look and feel**, the way that the **residential and rural lands are being developed** and **getting the balance right between economic development and environmental protection** are failing residents' expectations with regard to Council's Planning Services. The objective should be to improve the balance between the importance and performance. Since the consequences of provision of these services have long term effects, the communication of the positive impacts of the strategic planning should be designed as an ongoing promotion scheme.

**Strategy & Business Services** should use the **promotion of tourism** as a strategic advantage since it has high levels of importance and satisfaction in the right balance, which makes this service exceeds residents' expectations. There are two key vulnerability area related to Strategy & Business Services; **planning for the future of the Shire** and **promoting economic development and business growth**. The research shows that planning for the future of Shire is one of the most important services for the residents who participated in the survey. Along with the economic development and growth, the objective should be obtaining a comprehensive understanding of resident's expectations about the Shire's future and development.

The final service area that has been included in the 2016 Community Survey was **Transport & Utility Group**. This service area provides a wide range of services and facilities for the residents of Bega Valley Shire. Quadrant analysis shows that Transport & Utility Group has strategic advantage on some public amenities such as provision of **water services** and **appearance of town centres**. Other strategic advantages that the council has are related to several utility services such as **provision of sewerage services, collection of rubbish, recycling, green waste, planning, management of emergency events and natural disasters**. Furthermore, transport services in the form of **construction and maintenance of bridges** are highly important services that the Council perform above average. However, some of the key strategically advantageous areas are vulnerable in terms of their imbalanced importance and satisfaction levels. This means, although some services individually perform above average, there is still a significant gap between their performance and their importance. Those services are; **appearance of town centres, planning, and management of emergency events and natural disasters**.

As mentioned earlier, when further investigations conducted to identify services that show low performances, despite their perceived high importance, some primary concern areas are unearthed. Transport & Utility Group has the highest number of primary concerns within the service areas. These services include **construction, maintenance of sealed, unsealed roads, provision of car parking in town centres, construction, maintenance of footpaths** (transport related services), **provision of urban stormwater infrastructure, development and operation of Merimbula Airport** (civil assets) **and provision of public toilets**. Therefore, the objective should be to design strategies that give priority to improvement of delivery of transport and civil asset related services.

In conclusion, Bega Valley Shire Council is considered as an effective organisation in terms of service and facility provision. In saying that, services related to transport and civil assets have been identified as most in need of immediate attention. The results indicate a communication problem among the Bega Valley Shire community about the decision making process that the Council experiences during strategic developments. The research shows that residents care about the future of the Shire and expect Council to take clear action on making strategic decisions and it seems the residents are ready to collaborate. This can be improved through generating new and more interactive communication channels that assist community members to be involved in decision making and inform other community members about decisions that are made. Finally, the activities that are conducted within the key service areas, most particularly, services related to Leisure & Recreation and Environmental Services, should be promoted among the community. These services are viewed favourable by the respondents and strategic advantages for the Council. Promotion of the activities related to the delivery of Leisure, Recreation and Environmental Services would foster both communication with the community and positive perceptions towards the Council.

## **1. INTRODUCTION**

### **1.1. BACKGROUND**

This study was commissioned by Bega Valley Shire Council as a way of measuring the community's assessment of Council's performance in the delivery of key services and facilities. Overall the survey aimed to provide Council with an understanding of the perceptions and needs of the local community with respect to both Council's services / facilities and to customer service.

### **1.2. STUDY OBJECTIVES**

The broad objectives for the Community Survey process were to:

- Measure the importance of, and satisfaction with, services and facilities provided by Council;
- Compare levels of satisfaction for Council services and facilities where applicable, with the benchmark results of 2006, 2009 and 2012, as well as IRIS' Council benchmark database;
- Assist Council in identifying service use priorities for the community;
- Identify key drivers of resident dissatisfaction;
- Identify priority action areas for Bega Valley Shire over the next 5 to 10 years.

### 1.3. ATTITUDE MEASUREMENT

Throughout the survey residents were asked to give their attitudes and opinions on a range of services, facilities and issues. This was achieved by using a five point rating scale. The four separate attitude scales used in this survey are shown below. Results from these ratings form the basis of much of the analysis in this report.

***Importance scale***

1 = Not important

2 ...

3 ...

4 ...

5 = Very important

***Satisfaction Scale***

1 = Very dissatisfied

2 ...

3 ...

4 ...

5 = Very satisfied

For all rating scales, those respondents who could not provide a rating, either because the question did not apply to them or they had no opinion, were coded as a non-response (i.e. 6 = 'Can't say/ Declined').

### 1.4. DATA ANALYSIS

Results have been presented in a standardised way in this report. Rating scale results have generally been presented in two basic forms. Firstly, the numeric values recorded for each service have been converted into an *overall mean score* out of five. To derive the mean score for a service, all respondents' answers are 'averaged' to produce an overall rating that conveniently expresses the result of scale items in a single numeric figure. The mean score makes data interpretation considerably easier when comparing across results.

On the whole, a mean score is a good measure of the importance and satisfaction measured in the sample group. However, two services with the same mean score could have vastly different dispersions of opinion leading to a gap in any interpretation of results. This potential problem can be avoided by considering the collapsed frequency distribution tables presented in this report, which serve to highlight possible differences between seemingly similar mean scores.

Hence, the results have also been summarised into collapsed frequency distributions as shown below.

Based on similar community surveys that IRIS have done in the past, it is possible to place mean scores into a ‘low’, ‘medium’ and ‘high’ category. Table 1 outlines these categories.

**Table 1. Mean score categories**

Mean importance score	Importance category	Mean satisfaction score	Satisfaction category
0 – 2.99	Low	0 – 2.99	Low
3.00 – 3.99	Medium	3.00 – 3.74	Medium
4.00 – 5.00	High	3.75 – 5.00	High

**Table 2. Reporting collapsed frequency distributions**

Scale type	Scale values		
	1-2	3	4-5
Satisfaction	Low	Medium	High
Importance	Low	Medium	High

Analysis of the survey results was carried out by IRIS using SPSS statistical analysis software. Frequency counts, cross tabulations and Graphs have been used to present basic descriptive results in most sections of the report. Other statistical procedures were used to conduct significance tests. Where proportions have been reported for groups of respondents (e.g. males 65% vs. females 75%) Pearson’s Chi-Square was the test statistic used to determine whether group results were indeed significantly different. When comparing mean scores for interval data (e.g. 18-29 year olds = 4.40, 30-49 year olds = 4.60 & 50-64 year olds = 4.80) analysis of variance (ANOVA) was the primary statistical test used to investigate whether results were significantly different. Where more than two groups were being compared, post-hoc tests were applied.

## 1.5. SURVEY RESPONSE

A total of 755 phone interviews were completed from a random sample of residents that live in the Bega Valley Shire Council area. Strict sampling procedures ensured that characteristics of selected respondents mirrored those of the overall adult population of the area (based on Census data). Table 3 provides an overview of the distribution of key respondent characteristics unweighted, however it should be noted that the final sample was weighted to provide a more accurate portrayal of the catchment area. Table 4 gives the breakdown of the completed surveys collected in each catchment area. Since IRIS endeavoured to collect 150 completed interviews from each of the catchment areas, this meant that according to the population of each catchment, some areas were over sampled and others under sampled. This also meant having to weight the data by the area proportions.

**Table 3. Sample Respondent Characteristics**

	<b>Proportion of Area (%)</b>
Male	49%
Female	51%
18 – 29 years	11%
30 – 49 years	28%
50 - 64 years	33%
65 +	27%

**Table 4. Catchment area for the survey**

<b>Areas surveyed</b>	<b>Number of interviews collected</b>
Eden and surrounds	152
Merimbula and Surrounds	159
Bega and surrounds	157
Bermagui and surrounds	113
Rural	174
<b>Total</b>	<b>755</b>

Please refer to Appendix for a detailed description of the survey methodology.

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## 2. SURVEY RESULTS

### 2.1. COUNCIL SERVICES AND FACILITIES

This section presents both the importance and satisfaction levels amongst residents towards key services and facilities provided by the Bega Valley Shire Council. Services and facilities were grouped under headings relating to *key service areas*.

In all, there were six key service areas identified:

1. Community & Relations
2. Leisure & Recreation
3. Environmental Services
4. Planning Services
5. Strategy & Business Services
6. Transport & Utility Group

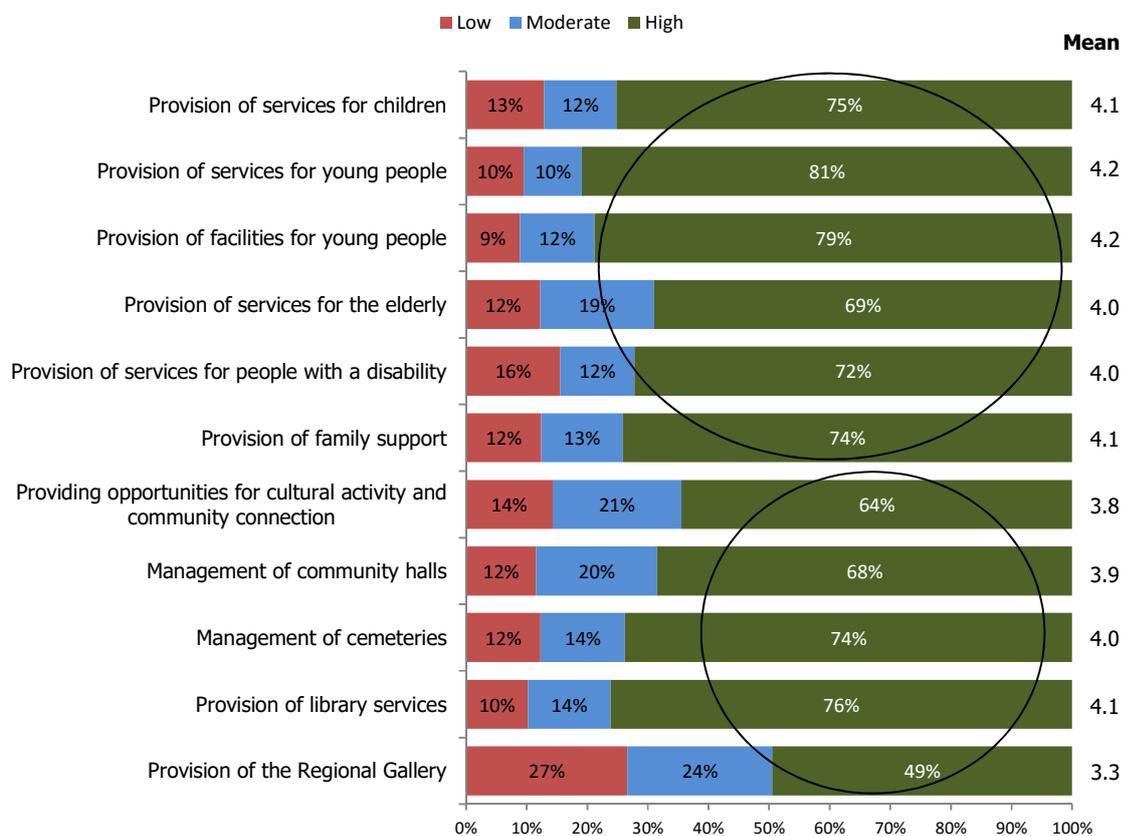
Residents were asked to rate the importance of each of the Council services and facilities on a scale of 1 to 5, where 1 = ‘not important’ and 5 = ‘very important’. They were also asked to provide their level of satisfaction levels with the provision of this service; this was again done on a scale of 1 to 5, where 1 = ‘very dissatisfied’ and 5 = ‘very satisfied’.

Following sections detail the importance and satisfaction performance of each key service area individually.

## 2.2. COMMUNITY & RELATIONS

The importance and performance of the services related to Community & Relations are presented in the following section. In order to obtain a clear picture of the service performance the same order was retained for both importance and satisfaction evaluations. The services related to Community & Relations presented starting with services more related to family support and continued with the services provided for the larger community.

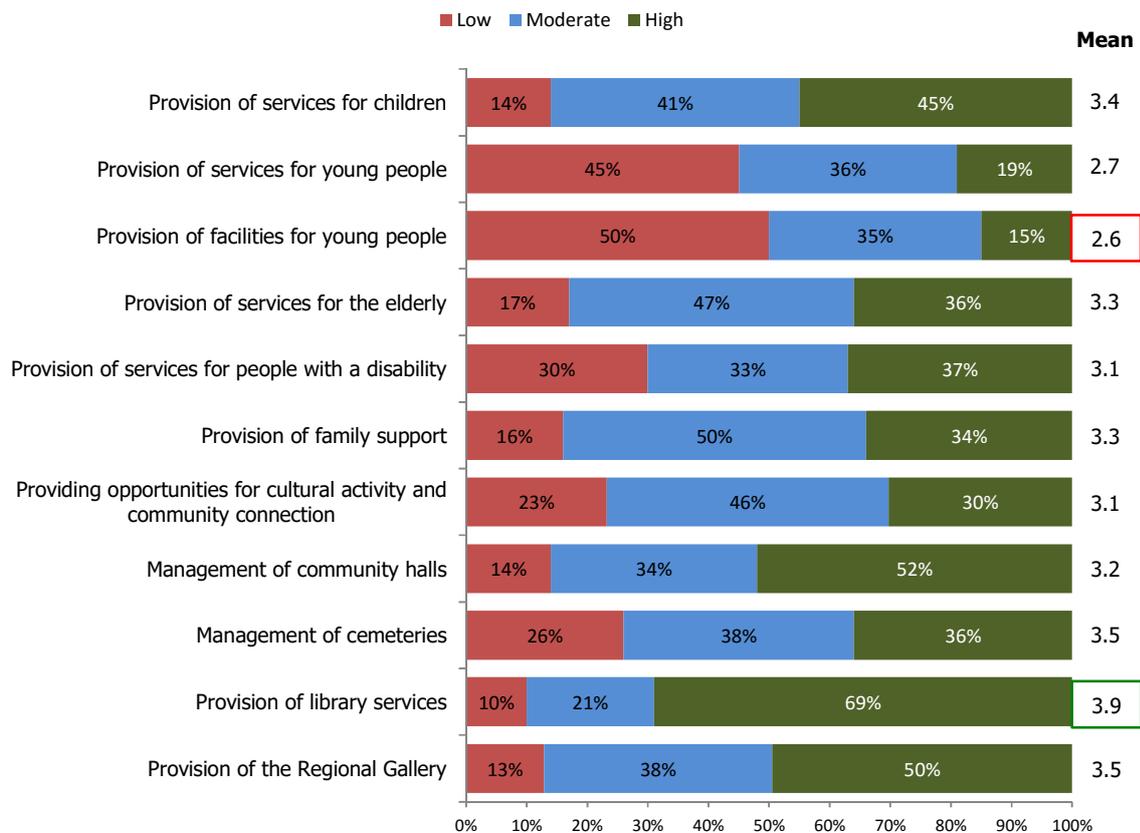
**Graph 1. Community & Relations – Importance**



Overall results show that residents of Bega Valley Shire find family related services provided by the council more important than the services related to larger community such as community halls, cemeteries, library services and Regional Gallery.

As seen in Graph 2, the satisfaction evaluations in the same order shows a different picture. One of the least satisfied services that is, ‘provision of facilities for young people’ is included in the family related services. On the other hand, one of the best performing services that is, provision of library services is related to larger community.

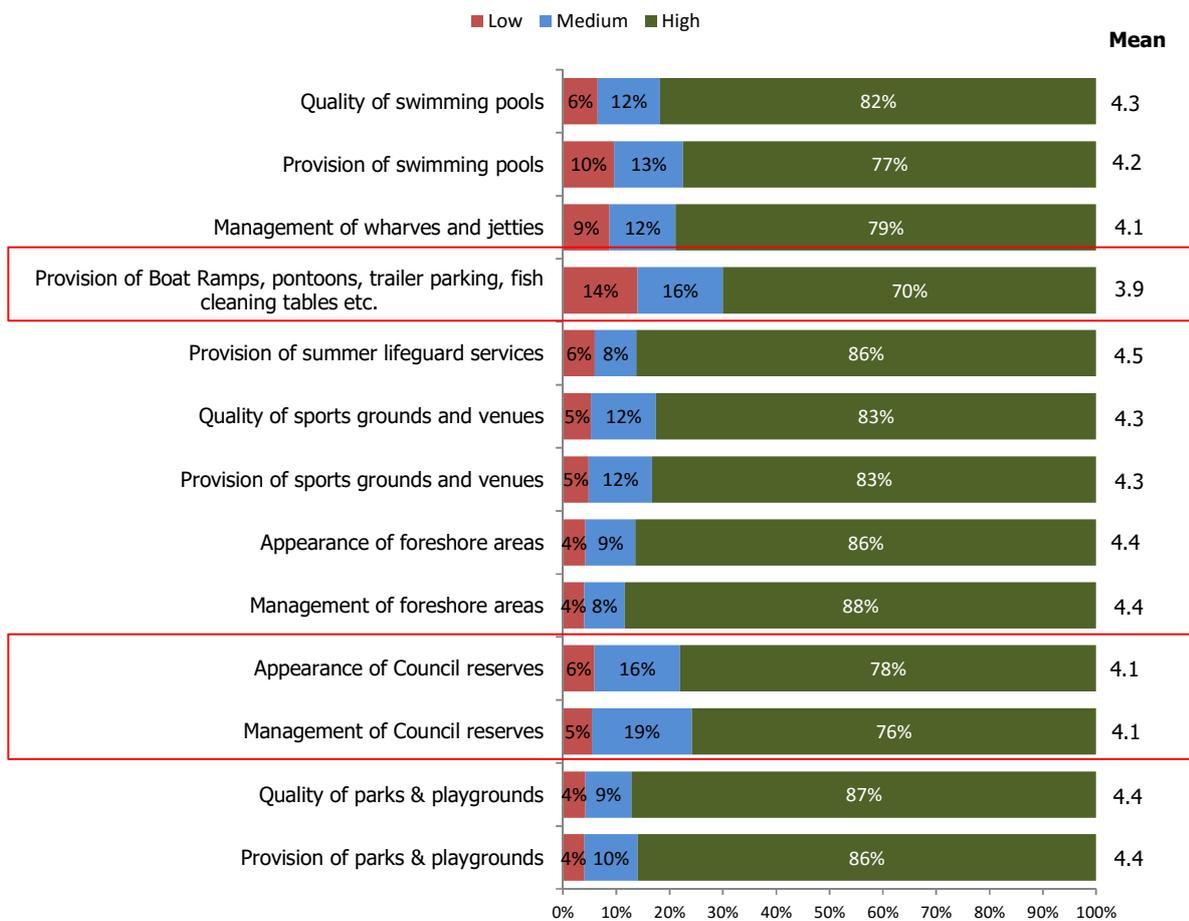
## Graph 2. Community & Relations – Satisfaction



## 2.3. LEISURE & RECREATION

The services related to Leisure & Recreation are found either ‘high’ or ‘moderately’ important (See Graph 3).

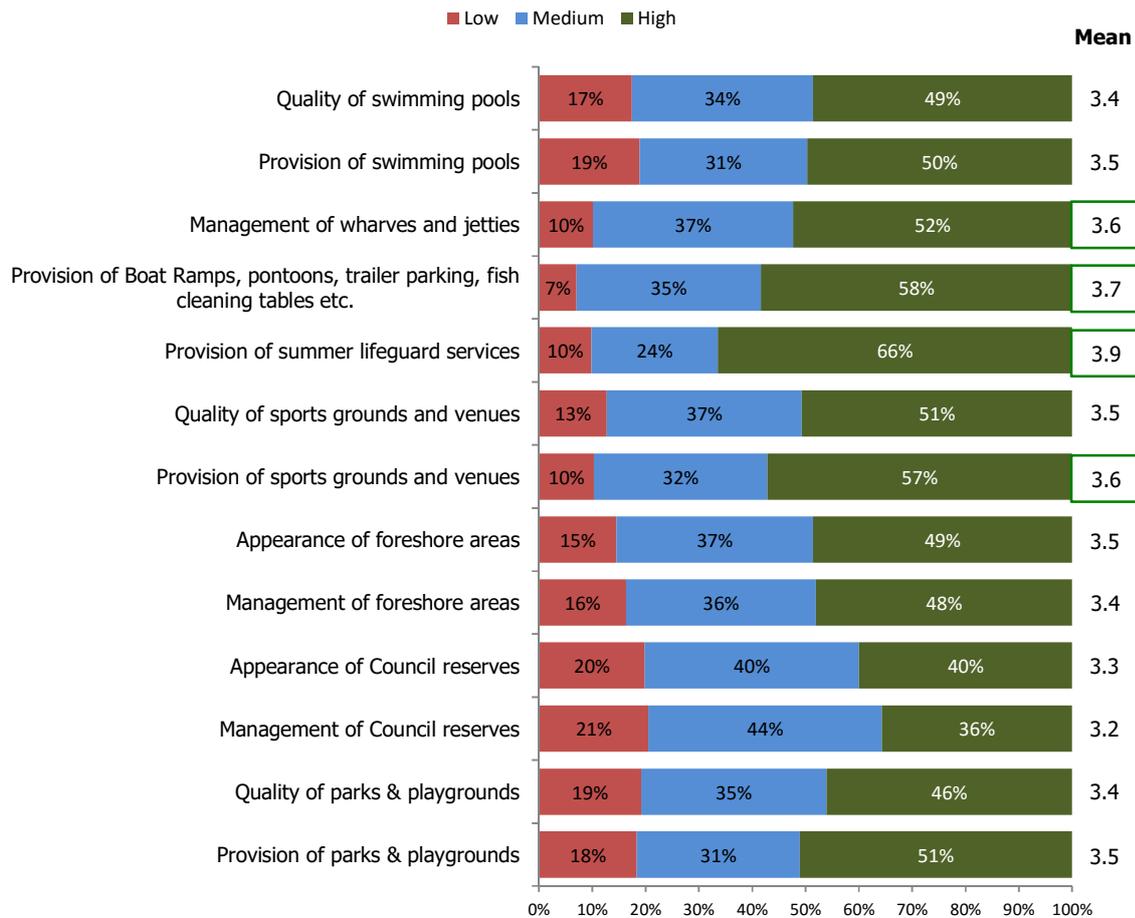
**Graph 3. Leisure & Recreation – Importance**



Although they are still in the medium’ or ‘high’ importance range, results indicate that Provision of Boat Ramps, pontoons, trailer parking, fish cleaning tables as well as Appearance and Management of Council reserves are the least important services related to Leisure & Recreation.

Majority of the services related to Leisure & Recreation ‘moderately’ satisfactory for the residents (See Graph 4).

**Graph 4. Leisure & Recreation –Satisfaction**

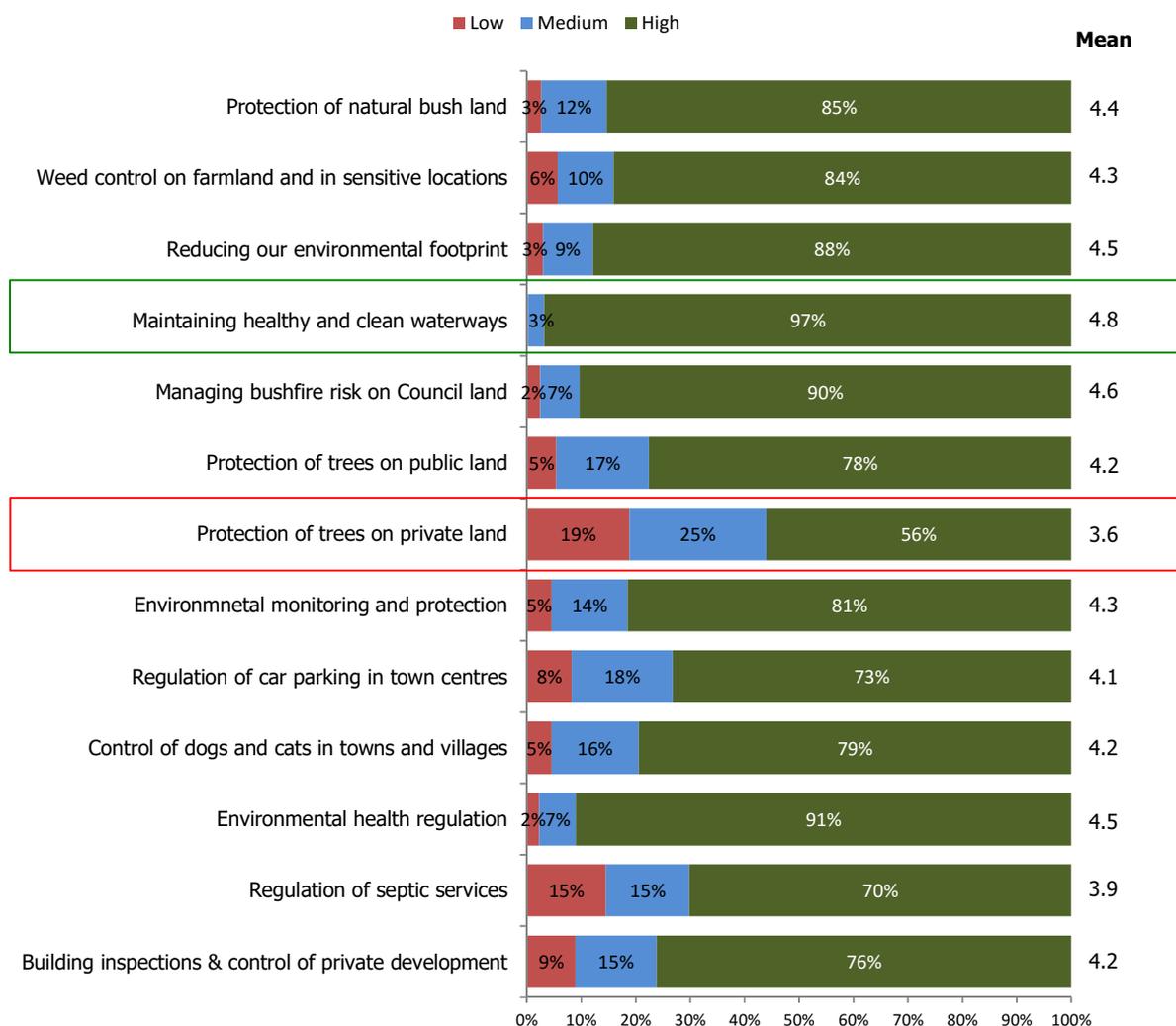


The only Leisure & Recreation service which performed at ‘high’ level (range between 3.75 – 5.00, Refer to Table 1) is Provision of summer lifeguard services (3.9 out of 5). This services is followed by medium performing services including Provision of Boat Ramps, pontoons, trailer parking, fish cleaning tables etc. (3.7), Provision of sports grounds and venues (3.6) and Management of wharves and jetties (3.6).

## 2.4. ENVIRONMENTAL SERVICES

Environmental Services in general are found ‘highly’ important by the 755 respondents who have participated in the survey (See Graph 5).

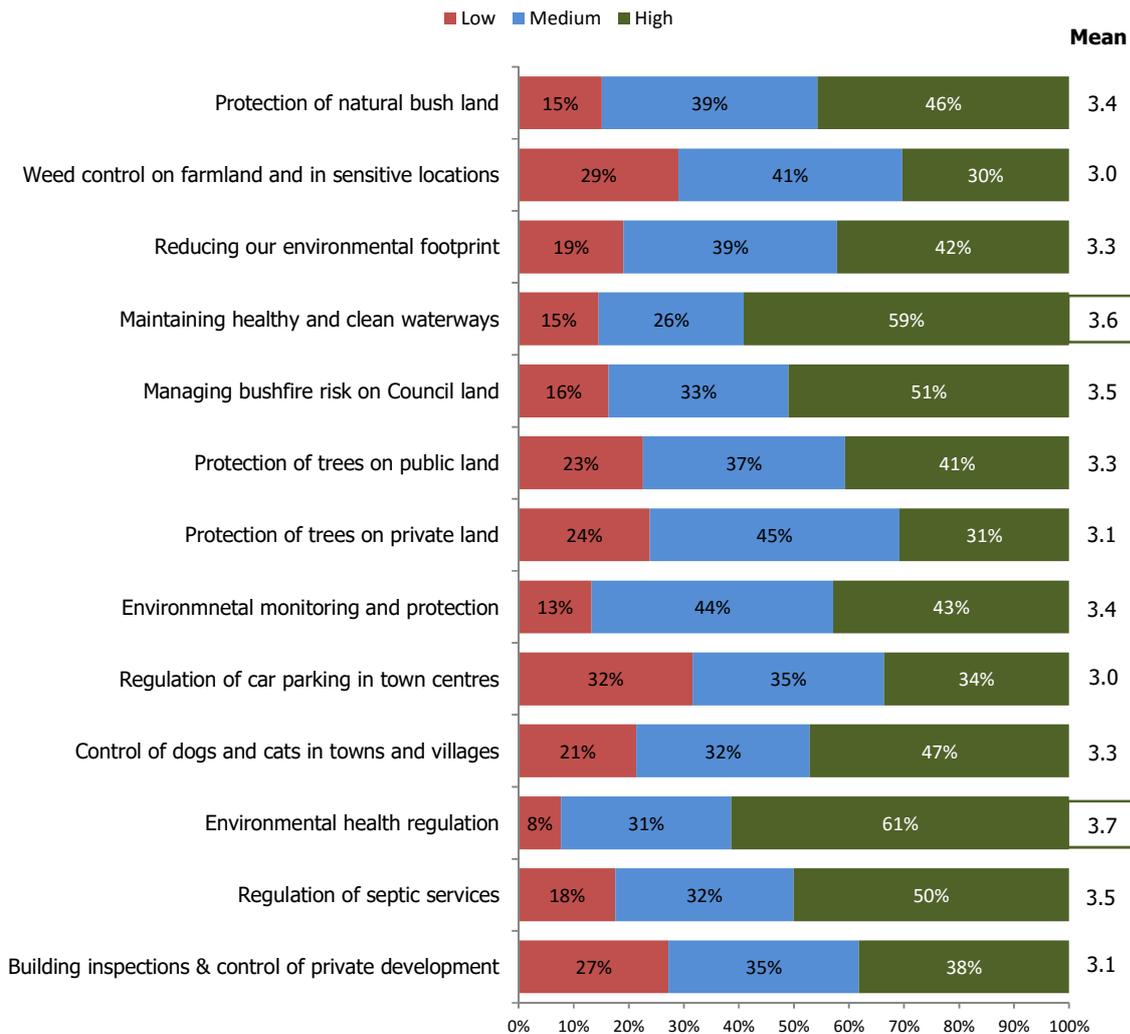
**Graph 5. Environmental Services – Importance**



Although provision of all the environmental services are highly important, protection of trees on the private land are considered ‘moderately’ important (3.6). This is likely due to the fact that residents protect trees on private lands personally. One of the most important services that the Council provides is maintaining healthy and clean waterways (4.8 out of 5).

Similar to services related to Leisure & Recreation, Bega Valley Shire residents are ‘moderately’ satisfied with the Environmental Services that are provided for them. (See Graph 5).

**Graph 6. Environmental Services – Satisfaction**

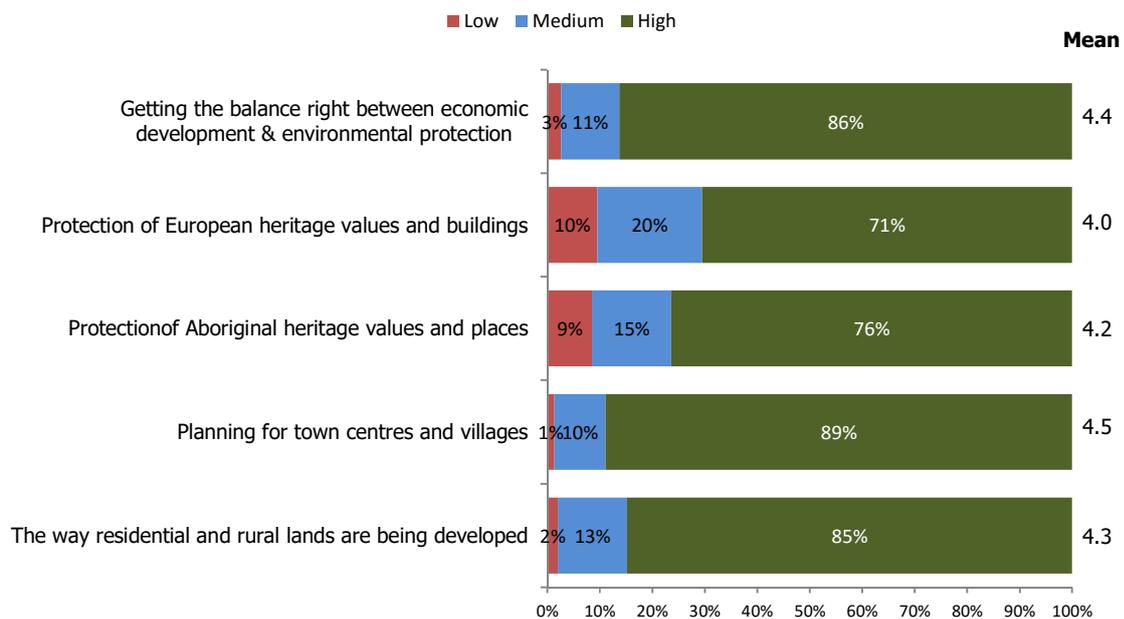


Results show that residents are mostly satisfied with the Council’s performance on Maintaining healthy and clean waterways (3.6) and Environmental Health Regulation (3.7 out of 5).

## 2.5. PLANNING SERVICES

Planning Services are also ‘highly’ important for Bega Valley residents as they evaluated all five services as ‘highly’ important (See Graph 7).

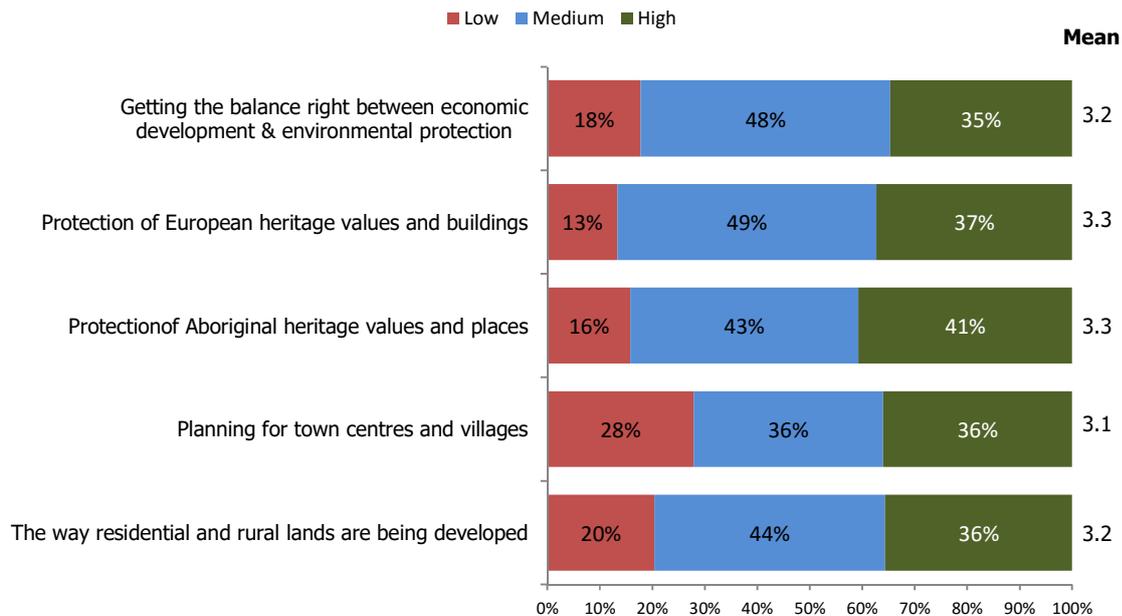
**Graph 7. Planning Services – Importance**



The most important Planning Service is Planning for town centres and villages (4.5), which is followed by Getting the balance right between economic development & environmental protection (4.4 out of 5).

Similar to aforementioned services, satisfaction levels are all ‘medium’ with regards to Planning Services (See Graph 8).

### Graph 8. Planning Services – Satisfaction

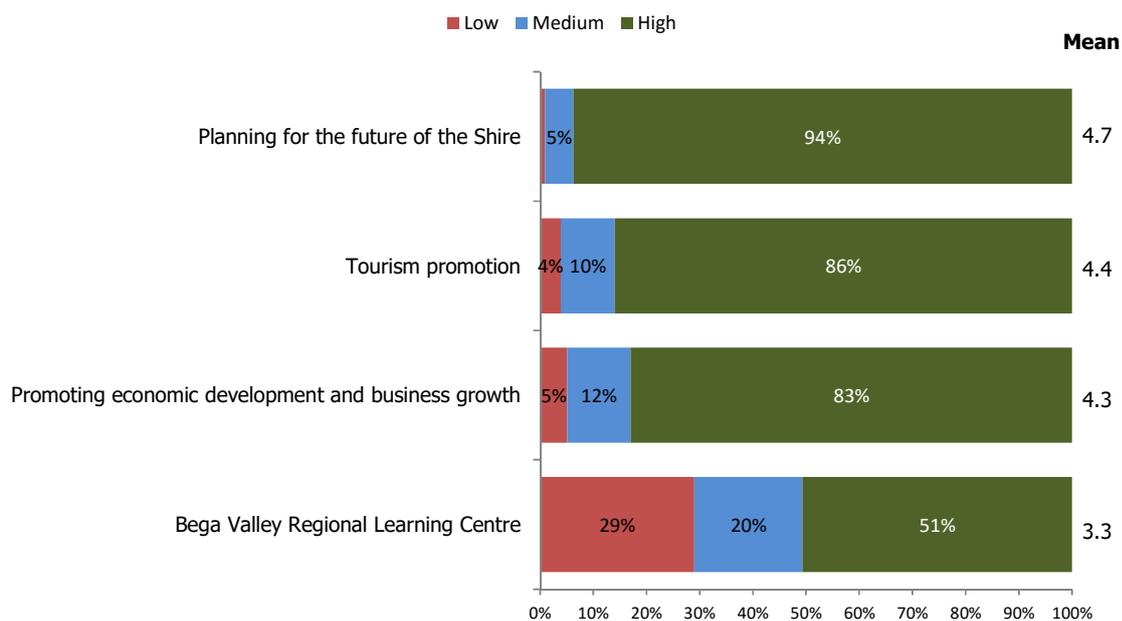


Results show that residents are moderately satisfied with the council’s performance on Protection of European heritage values and buildings (3.3) as well as Aboriginal heritage values and places (3.3 out of 5).

## 2.6. STRATEGY & BUSINESS SERVICES

Strategy & Business services are also ‘highly’ important for Bega Valley Shire residents who evaluated all four Strategy & Business services as ‘highly’ important (See Graph 9).

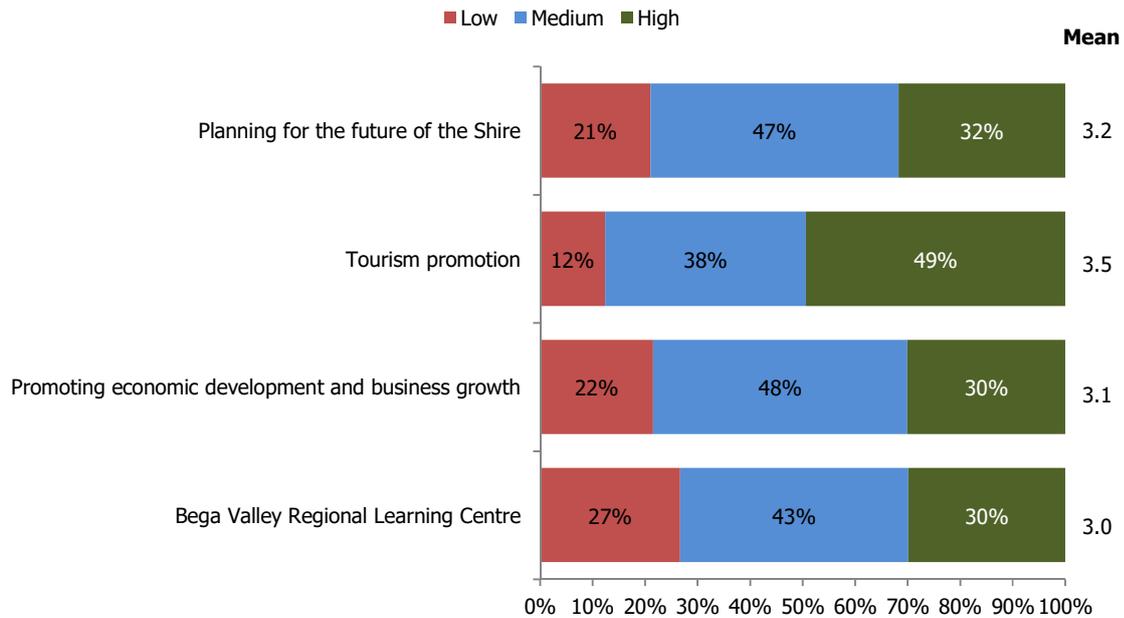
**Graph 9. Strategy & Business Services – Importance**



Planning for the future of the shire is one of the most important services (4.7) for Bega Valley residents not only among the Strategy & Business Services but all the services that are provided by the Council. Bega Valley Regional Learning Centre (old Auswide building in Merimbula) are found to be the least important service in terms of Strategy & Business related services (3.3 out of 5).

Respondents' satisfaction levels are also at the 'medium' level with regards to Strategy & Business Services (See Graph 10).

**Graph 10. Strategy & Business Services –Satisfaction**

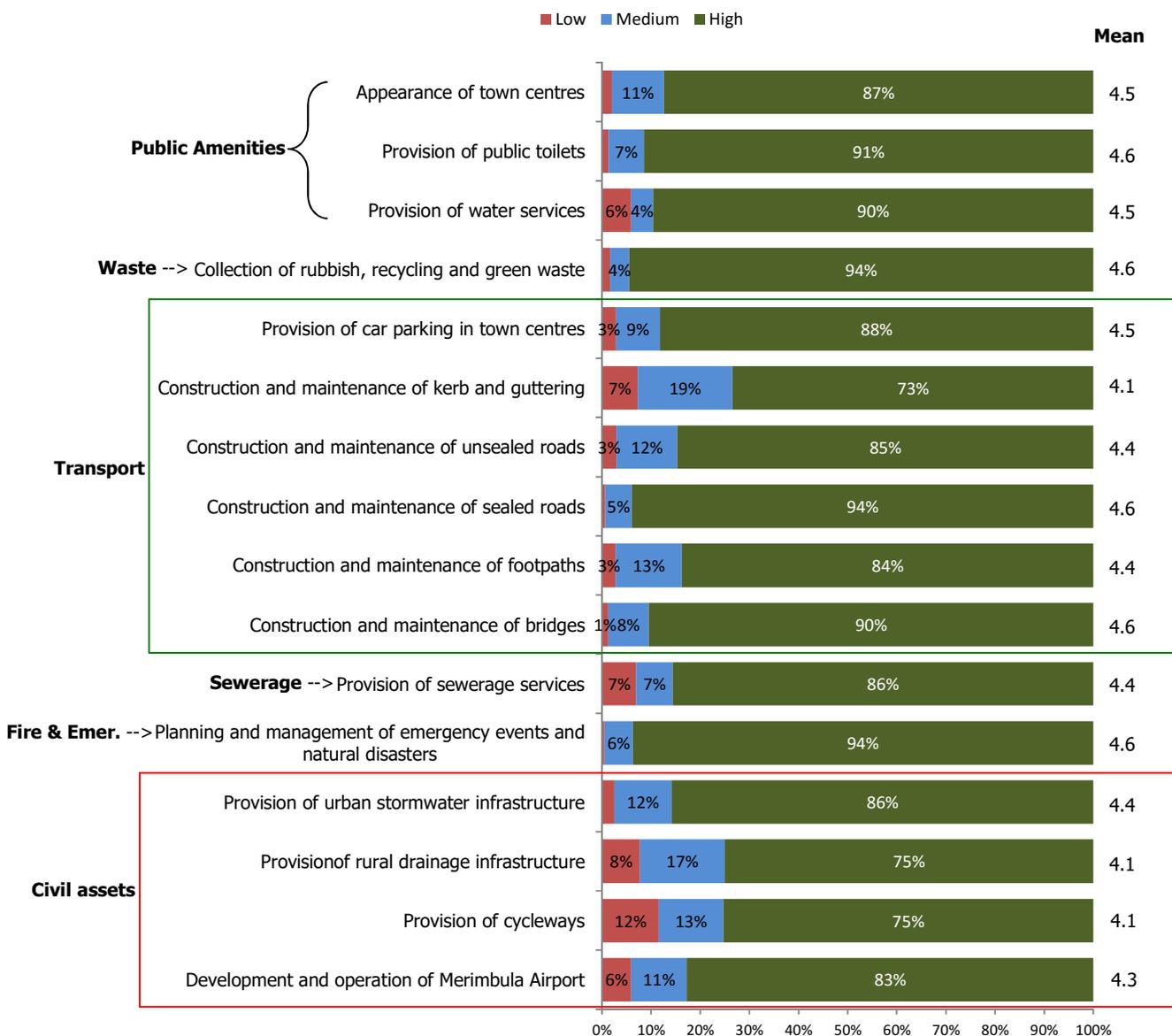


The best performing strategy & business related service is Tourism promotion (3.5 out of 5).

## 2.7. TRANSPORT & UTILITY GROUP

Similar to services related to Community & Relations, to keep a clear picture of the service performance the same order was retained for both importance and satisfaction evaluations of services related to Transport & Utility Group. The service list contains ‘public amenities’, ‘water supplies’, ‘waste’, ‘transport’, ‘sewerage’, ‘fire and emergency’ services as well as ‘civil assets’ (See Graph 11).

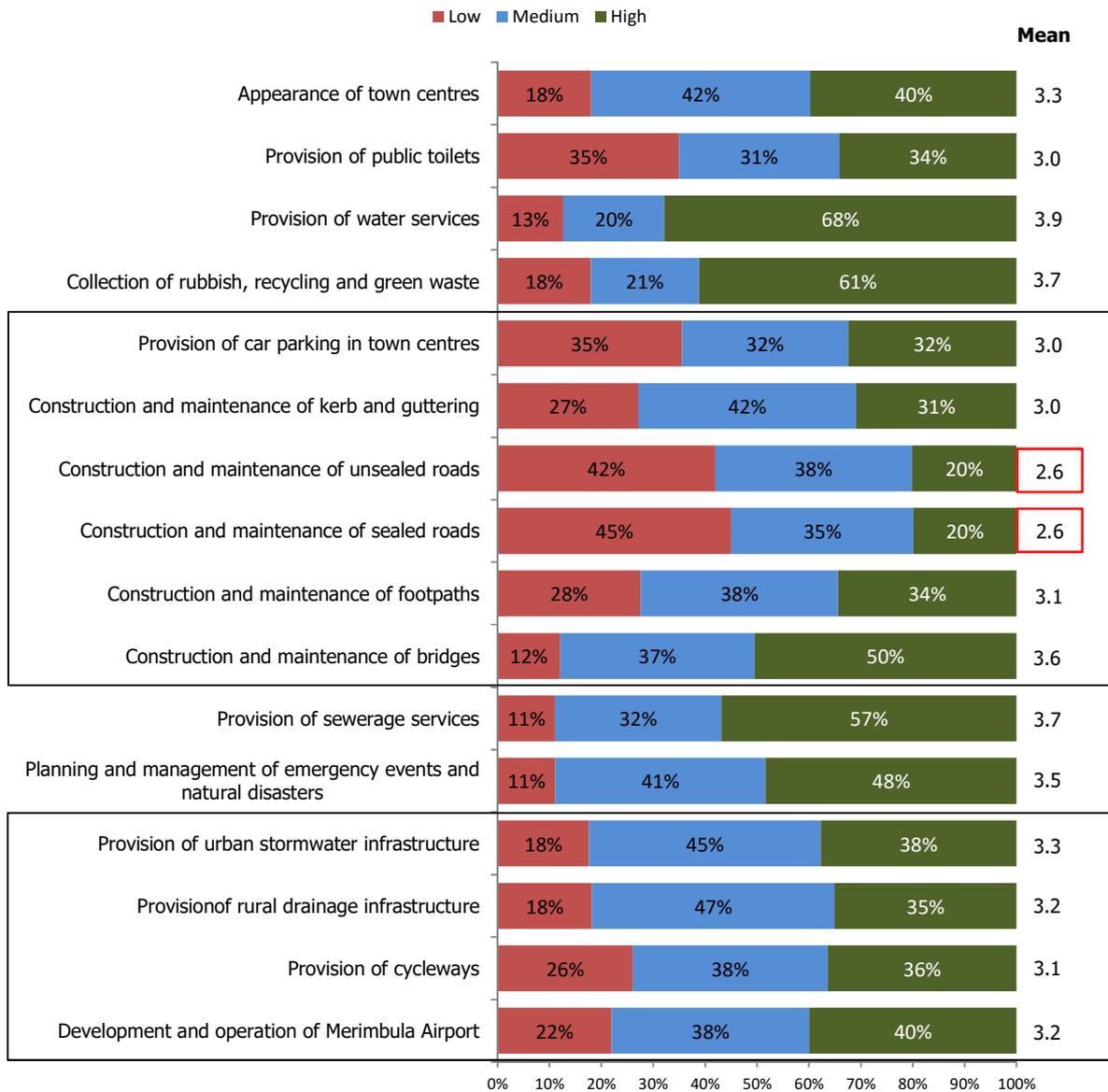
**Graph 11. Transport & Utility Group – Importance**



The services related to ‘transport’ including Construction and Maintenance of Bridges (4.6), Footpaths (4.4), Sealed roads (4.6), Unsealed roads (4.4), Kerb and Guttering (4.1) as well as Provision of Car Parking in Town centres(4.5) are found to be most important services in the Transport & Utility Group. On the other hand, despite being considered as high importance, services related to ‘civil assets’ including, Development and Operation of Merimbula Airport (4.3), Provision of Cycle Ways (4.1), Rural Drainage Infrastructure (4.1), and Urban Stormwater Infrastructure (4.4 out of 5) are found to be less important services.

When the satisfaction levels are investigated with the similar approach, Graph 12 shows that satisfaction with the services provided by the Council’s Transport & Utility Group are mainly regarded as moderately satisfactory. The only exception to this performance is ‘transport’ related services including Construction and Maintenance of Sealed (2.6) and Unsealed (2.6) Roads. These two satisfaction scores are considered as low (range between 0 – 2.99, Refer to Table 1).

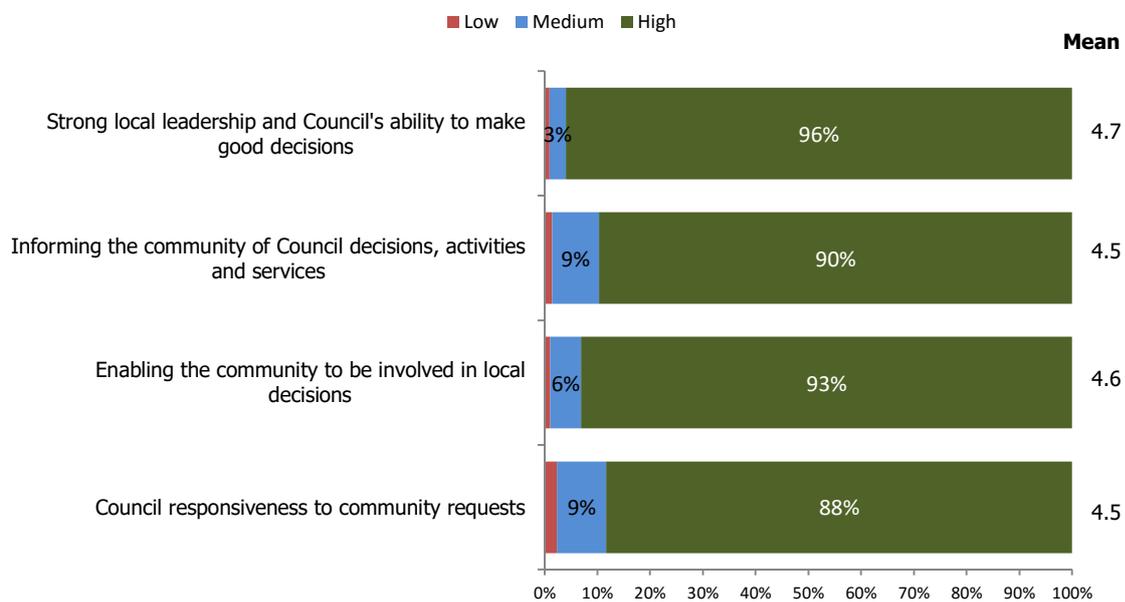
**Graph 12. Transport & Utility Group –Satisfaction**



## 2.8. WHOLE ORGANISATION

In 2016 Bega Valley Shire Local Government Community Survey, in addition to council services, respondents were asked to evaluate the importance and satisfaction levels of some general responsibilities of the Whole Organisation. (See Graph 13).

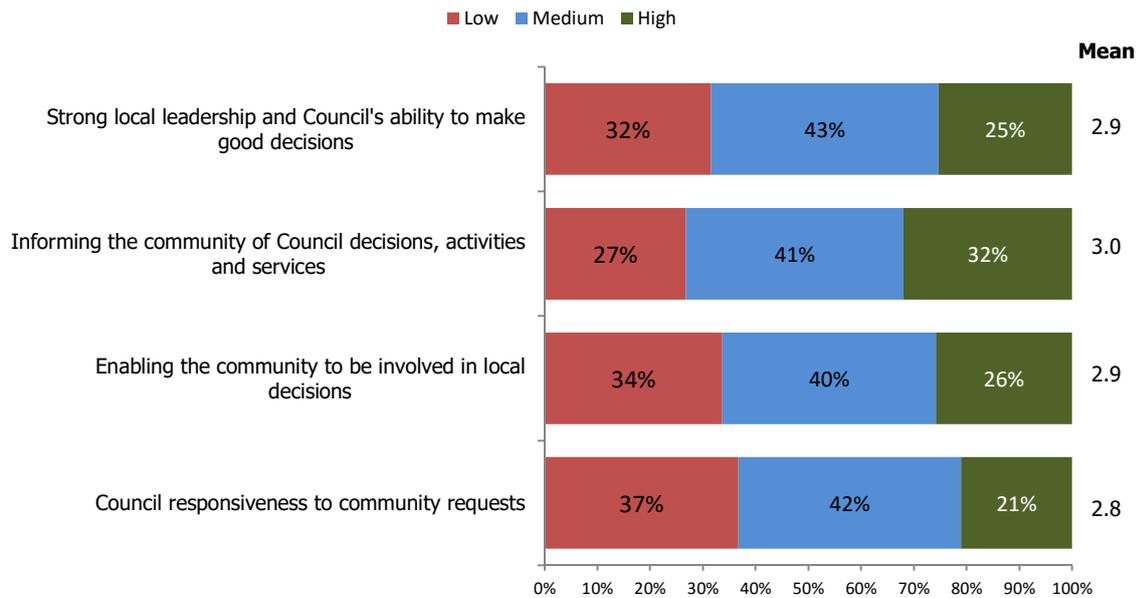
**Graph 13. Whole Organisation – Importance**



The aspects that the Whole Organisation is responsible for are found to be very important.

Satisfaction with the Whole Organisation’s performance on the same aspects were found to be ‘low’ or ‘moderately’ satisfactory.

**Graph 14. Whole Organisation – Satisfaction**



Results show that respondents’ satisfaction levels with the Council’s Responsiveness to Community Requests (2.8), Enabling the Community to be Involved in local Decisions (2.9), Strong Local Leadership and Council's Ability to Make Good Decisions (2.9 out of 5) are at the low satisfaction levels.

## 2.9. COMPARISONS OF IMPORTANCE OF SERVICES BETWEEN YEARS

In the Bega Valley Shire Local Government Community Survey conducted in 2016, some services and facilities included for evaluations were phrased differently compared to previous years. Although some services remained the same (See Table 5), the majority of the services were described differently. Table 4 shows the common mean importance scores for Bega Valley Shire Council over the past three periods. Services not included in the 2016 Community Survey are also contained in the table.

**Table 5. Mean score comparisons between years - Importance**

<b>Common services</b>	<b>2006</b>	<b>2009</b>	<b>2012</b>	<b>2016</b>
Informing the community of Council decisions, activities and services	4.5	4.7	4.6	4.5
Promoting economic development and business growth	4.2	4.4	4.4	4.3
Council responsiveness to community requests	4.5	4.6	4.5	4.5
Development and operation of Merimbula Airport	-	4.2	4.1	4.3↑
Protection of European heritage values and buildings	3.7	3.9	3.6	4.0↑
<b>Services dropped out from the survey</b>	<b>2006</b>	<b>2009</b>	<b>2012</b>	
Appearance and adequacy of public toilets	-	4.6	4.6	
Planning for town commercial centres	-	4.6	4.3	
Social and cultural planning	4	4.1	3.8	

The statistical significance tests indicate that the importance of Development and Operation of Merimbula Airport and Protection of European Heritage Values and Buildings are perceived as significantly more important compared to 2012 (See Table 5).

## 2.10. COMPARISONS OF SATISFACTION WITH SERVICES BETWEEN YEARS

Satisfaction with services has generally remained the same since the last period (2012). The only exception to this is that respondents seem to be significantly more satisfied with the Council’s performance on Promoting Economic Development and Business Growth since 2012 (See Table 6).

**Table 6. Mean score comparisons for all services - Satisfaction**

<b>Common services</b>	<b>2006</b>	<b>2009</b>	<b>2012</b>	<b>2016</b>
Development and operation of Merimbula Airport	-	4.2	3.2	3.2
Protection of European heritage values and buildings	3.2	3.5	3.2	3.3
Informing the community of Council decisions, activities and services	2.6	3	3.0	3.0
Promoting economic development and business growth	2.9	3.1	2.9	3.1↑
Council responsiveness to community requests	2.4	2.7	2.8	2.8
<b>Services dropped out from the survey</b>	<b>2006</b>	<b>2009</b>	<b>2012</b>	
Social and cultural planning	2.9	3.2	3.0	
Planning for town commercial centres	-	2.8	2.8	
Appearance and adequacy of public toilets	-	2.5	2.7	

The importance and satisfaction levels with all services that are evaluated in previous years and 2016 can be seen in Table 7. Statistical comparisons were not possible due to differences made in the articulations of the services since last period.

**Table 7. Mean score comparisons for all services**

<b>Importance</b>							
<b>Previous services</b>	<b>2006</b>	<b>2009</b>	<b>2012</b>	<b>2016</b>	<b>Current services</b>		
General waste and recycling collection	4.5	4.6	4.7	4.6	Collection of rubbish, recycling and green waste		
Cleaning and maintenance of public toilets	4.2	4.7	4.7	4.6	Provision of public toilets		
Planning with the community for the future of the Shire	-	-	4.7	4.7	Planning for the future of the Shire		
Operation of quality water services	4.3	4.6	4.6	4.5	Provision of water services		
Planning and implementing bushfire protection	4.6	4.8	4.6	4.6	Managing bushfire risk on Council land		
Clean lines of creeks and waterways	4.7	4.8	4.6	4.8	Maintaining healthy and clean waterways		
Maintaining sealed roads	4.6	4.4	4.6	4.6	Construction and maintenance of sealed roads		
Consulting and engaging with the community	-	4.7	4.6	3.8	Providing opportunities for cultural activity and community connection		
Sewage and septic services	4.2	4.5	4.5	3.9	Regulation of septic services		
Weed Control and protection of natural bush land	4.3	4.5	4.4	4.3	Weed control on farmland and in sensitive locations		
Appearance and presentation of the town centres	4.2	4.3	4.4	4.5	Appearance of town centres		
Environmental monitoring and protection	4.2	4.4	4.4	4.3	Environmental monitoring and protection		
Maintaining unsealed roads	4.2	4	4.4	4.4	Construction and maintenance of unsealed roads		
Appearance and adequacy of Parks, Playgrounds and Reserves	-	4.3	4.4	4.1	Appearance of Council reserves		
Operation of Library services	4.3	4.3	4.3	4.1	Provision of library services		
Adequacy and maintenance of car parking in the town centres	4.4	4.4	4.3	4.5	Provision of car parking in town centres		
Promotion of Tourism and recognition of brand	4.4	4.4	4.3	4.4	Tourism promotion		
The way residential and rural lands are being developed	4.3	4.3	4.3	4.3	The way residential and rural lands are being developed		
Appearance and adequacy of sporting fields	-	4.2	4.3	4.3	Provision of sports grounds and venues		
Council operated services and facilities for the elderly	4.5	4.6	4.2	4.0	Provision of services for the elderly		
Adequacy and maintenance of boat ramps and foreshore areas	3.5	4	4.2	3.9	Provision of Boat Ramps, pontoons, trailer parking, fish cleaning tables etc.		
Operation of swimming pools or aquatic centres	3.6	4	4.2	4.2	Provision of swimming pools		
Adequacy and maintenance of kerb and guttering	3.7	4.1	4.1	4.1	Construction and maintenance of kerb and guttering		
Council operated services and facilities for people with disability	-	-	4.1	4.0	Provision of services for people with a disability		
Control of dogs and cats	4.1	4.3	4.1	4.2	Control of dogs and cats in towns and villages		
Appearance & adequacy of community centres & community halls	4.2	4.3	3.9	3.9	Management of community halls		
Protection of Aboriginal heritage and sites	3.6	3.9	3.7	4.2	Protection of Aboriginal heritage values and places		
Operation of the Regional Art Gallery	3.1	3.3	3.2	3.3	Provision of the Regional Gallery		
Council operated Children's Services	4	4.2	2.9	4.1	Provision of services for children		

**Table 7. Mean score comparisons for all services – cont'd**

Satisfaction					
Previous services	2006	2009	2012	2016	Current services
Operation of Library services	3.7	3.8	3.8	3.9	Provision of library services
Adequacy and maintenance of boat ramps and foreshore areas	3.2	3.5	3.7	3.7	Provision of Boat Ramps, pontoons, trailer parking, fish cleaning tables etc.
General waste and recycling collection	4	4	3.7	3.7	Collection of rubbish, recycling and green waste
Operation of swimming pools or aquatic centres	3	3.5	3.7	3.5	Provision of swimming pools
Planning and implementing bushfire protection	3.6	3.3	3.6	3.5	Managing bushfire risk on Council land
Operation of quality water services	3.6	3.9	3.6	3.9	Provision of water services
Sewage and septic services	3.4	4	3.6	3.5	Regulation of septic services
Appearance and adequacy of sporting fields	-	3.5	3.6	3.6	Provision of sports grounds and venues
Operation of the Regional Art Gallery	3.4	3.6	3.4	3.5	Provision of the Regional Gallery
Appearance and adequacy of Parks, Playgrounds and Reserves	-	3.3	3.4	3.3	Appearance of Council reserves
Council operated Children's Services	3.1	3.4	3.3	3.4	Provision of services for children
Protection of Aboriginal heritage and sites	3.3	3.5	3.3	3.3	Protection of Aboriginal heritage values and places
Environmental monitoring and protection	3.1	3.4	3.3	3.4	Environmental monitoring and protection
Council operated services and facilities for the elderly	3.2	3.4	3.2	3.3	Provision of services for the elderly
Control of dogs and cats	3.1	3.3	3.2	3.3	Control of dogs and cats in towns and villages
Adequacy and maintenance of car parking in the town centres	2.4	2.6	3.1	3.0	Provision of car parking in town centres
Adequacy and maintenance of kerb and guttering	2.9	3.1	3.1	3.0	Construction and maintenance of kerb and guttering
Promotion of Tourism and recognition of brand	2.9	3.2	3.1	3.5	Tourism promotion
Clean lines of creeks and waterways	3	3.2	3.1	3.6	Maintaining healthy and clean waterways
Council operated services and facilities for people with disability	-	-	3	3.1	Provision of services for people with a disability
Appearance and presentation of the town centres	2.8	3.1	3	3.3	Appearance of town centres
The way residential and rural lands are being developed	2.7	3.1	3	3.2	The way residential and rural lands are being developed
Weed Control and protection of natural bush land	3.3	3.4	2.9	3.0	Weed control on farmland and in sensitive locations
Consulting and engaging with the community	-	3	2.9	3.1	Providing opportunities for cultural activity and community connection
Appearance & adequacy of community centres & community halls	3	3.1	2.9	3.2	Management of community halls
Cleaning and maintenance of public toilets	2.7	2.8	2.9	3.0	Provision of public toilets
Planning with the community for the future of the Shire	-	-	2.9	3.2	Planning for the future of the Shire
Maintaining sealed roads	2.7	2.8	2.8	2.6	Construction and maintenance of sealed roads
Maintaining unsealed roads	2.4	2.6	2.8	2.6	Construction and maintenance of unsealed roads

In the 2016 Community Survey, in addition to new articulations of the services evaluated, some services were divided into two separate services, which resulted in generation of new information for Council services.

The importance and satisfaction scores of the services divided into two distinct services in 2016 can be seen in Table 8.

**Table 8. Mean score comparisons for all services**

<b>Importance</b>					
<b>Previous services</b>	<b>2006</b>	<b>2009</b>	<b>2012</b>	<b>2016</b>	<b>Current services</b>
The way trees are managed on both private and public land	4.2	4.4	4.1	3.6	Protection of trees on private land
				4.2	Protection of trees on public land
Council operated Youth services and facilities	4.3	4.4	3.4	4.2	Provision of services for young people
				4.2	Provision of facilities for young people
<b>Satisfaction</b>					
The way trees are managed on both private and public land	2.8	2.9	3	3.1	Protection of trees on private land
				3.3	Protection of trees on public land
Council operated Youth services and facilities	2.5	2.7	2.7	2.7	Provision of services for young people
				2.6	Provision of facilities for young people

### 3. PRIORITISING SERVICES AND FACILITIES

Given the range of services and facilities Council has to manage, it can often be a difficult task to prioritise. The sheer number of services and facilities under management can diffuse focus and distract attention away from the areas of critical importance to improving resident satisfaction. This section of the report aims to identify the key drivers of resident satisfaction via a deeper analysis of the importance and satisfaction scores presented in the previous section.

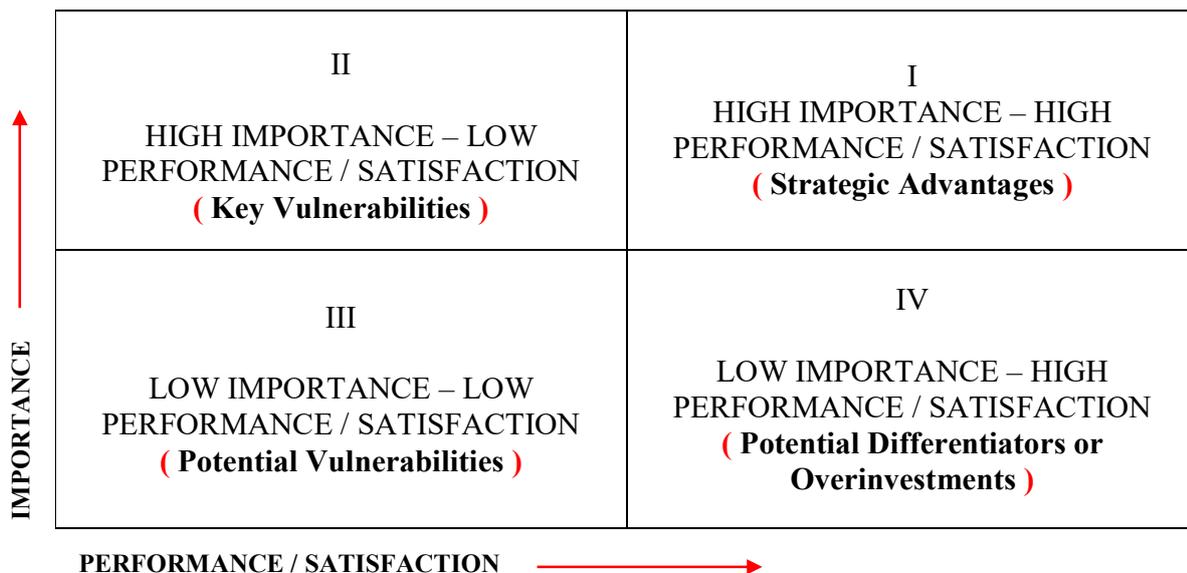
#### 3.1. QUADRANT ANALYSIS

Quadrant analysis is a useful way of simultaneously analysing the stated importance a service holds for residents against their satisfaction with the provision of that service. To do this, mean satisfaction scores are plotted against mean importance scores for each Council service or facility. In order to form the quadrants (or opportunity matrix) that separate high and low level priority services combined mean importance and satisfaction scores were calculated for the entire set of council services and facilities. These scores were: *Importance score = 4.2 & Satisfaction / Performance score = 3.3*. Thus, for example, services or facilities with a mean importance score of less than 4.2 (i.e. a score lower than the overall mean importance score), were classified as having ‘low’ importance. Conversely, services or facilities with a mean score above 4.2 were classified as having ‘high’ importance. The results of the quadrant analysis are displayed in the in the form of scatterplots for each Council service.

The four quadrants located in the scatterplots have a specific interpretation (See Graph 15).

- I. The upper right quadrant (high importance – high satisfaction / performance) represents the strategic advantages that their high performance should be maintained.
- II. The upper left quadrant (high importance – low satisfaction / performance) denotes the key vulnerabilities. The services located in this area should be considered as primary opportunities to improve.
- III. The lower left quadrant (low importance – low satisfaction / performance) represents the potential vulnerabilities. Services located in this area should be given the secondary consideration for improvement.
- IV. The lower right quadrant (low importance – high satisfaction / performance) is often interpreted as representing the potential differentiators. However, further investments in improvement of these services should be considered carefully. Before making any investment decisions, the perceptions regarding the importance of these services should be improved among residents.

**Graph 15. Interpretation of quadrants**



### 3.2. GAP ANALYSIS

Despite its usefulness, quadrant analysis is not a complete priority assessment tool. For example, it does not explicitly identify the gaps between importance and satisfaction. It is possible that a large gap could exist between importance and satisfaction, even though a service or facility appeared in the ‘high importance and high satisfaction’ quadrant.

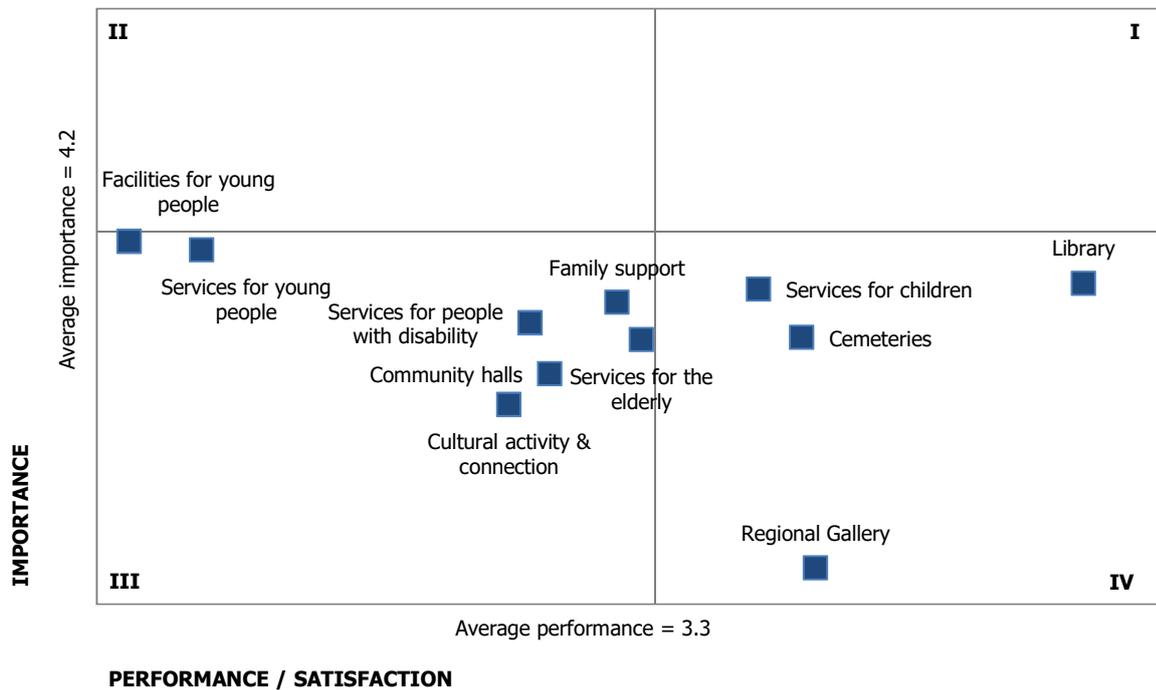
Consequently, gap analysis was used as the second component in analysing the results. Gap measures were calculated by subtracting the mean satisfaction score from the mean importance score for each attribute. Usually, *the larger the gap between importance and satisfaction, the larger the gap between Council’s performance in provision of a service and residents’ expectations*

Gap scores are presented for each service. The table ranks services and facilities from highest gaps to lowest gaps. Those services with a gap score significantly above the mean gap score for all services ( $\mu = 1.00$ ) were given top priority (highlighted ). Services with a gap score statistically equal to the mean gap were given second priority (highlighted yellow) and services with a gap score significantly below the mean gap were given third priority (highlighted green).

### 3.3. QUADRANT & GAP ANALYSIS - COMMUNITY & RELATIONS

The individual performance of each service related to Community & Relations are analysed in the following section. Graph 16 shows the priority areas or services provided by the Council.

**Graph 16. Quadrant analysis for Community & Relations**



Quadrant analysis shows that a majority of the Community & Relations related services should be considered as potential vulnerabilities (See Graph 16). Especially, as indicated earlier, low performing services, providing facilities and services for young people, are observed as potential vulnerabilities.

The services related more to larger community such as, library services, management of cemeteries and Regional Gallery can be communicated as differentiators with their high performing management status. Before making any further investments for improvement of these services, the importance of the provision of services should be communicated.

**Table 9. Gap analysis for Community & Relations**

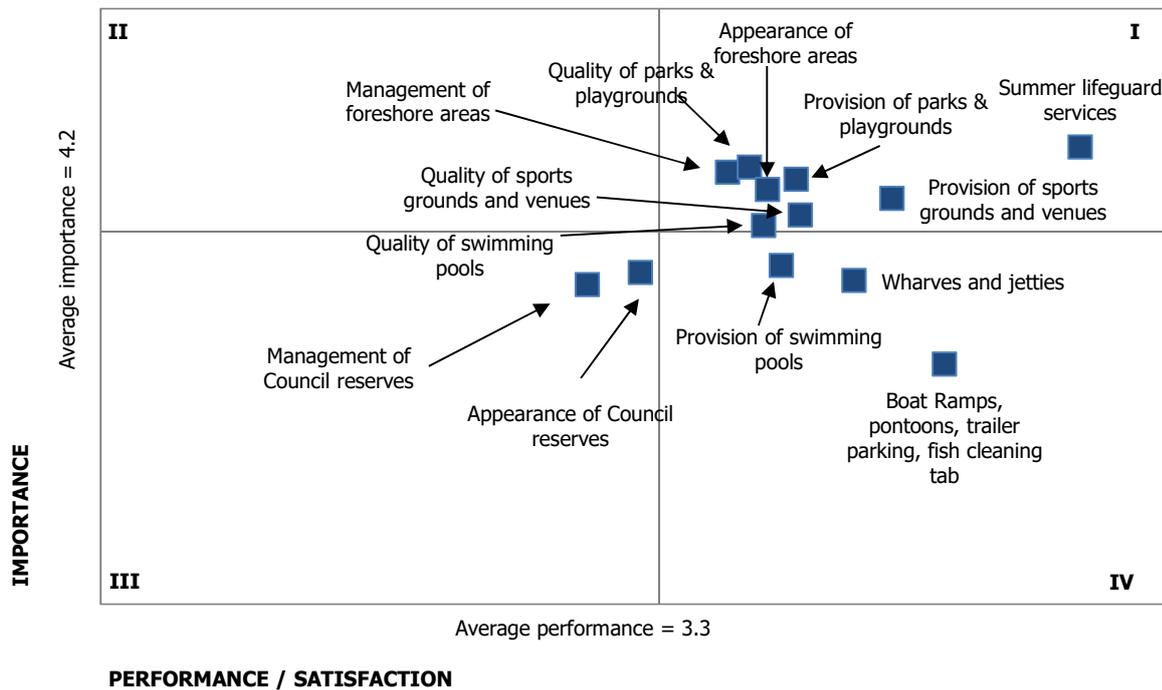
Provision of facilities for young people	1.6
Provision of services for young people	1.5
Provision of services for people with a disability	0.9
Provision of family support	0.8
Provision of services for the elderly	0.7
Providing opportunities for cultural activity and community connection	0.7
Management of community halls	0.7
Provision of services for children	0.6
Management of cemeteries	0.5
Provision of the Regional Gallery	0.2
Provision of library services	0.2

Gap analysis reveals supporting evidence of the vulnerability of provision of *services and facilities for young people* (See Table 9). Improvement strategies for Community & Relations related services should be focus on young people. The services concerning family care appear to need primary attention overall. The gap analysis indicates that secondary attention should be given to provision of services provided for **people with a disability** and **family support**.

### 3.4. QUADRANT & GAP ANALYSIS - LEISURE & RECREATION

The individual performance of each service related to Leisure & Recreation are analysed in the following section.

**Graph 17. Quadrant analysis for Leisure & Recreation**



The majority of services provided for Leisure & Recreation are found to be strategic advantages for the council (See Graph 17). The quadrant analysis shows that provision of summer lifeguard services, quality and provision of sports grounds and venues, quality and provision of parks and playgrounds, management and appearance of foreshore areas are Bega Valley Shire Council’s strategic advantage areas. Results show that provision of swimming pools is not seen as important as the quality of swimming pools. In order to make provision of swimming pools a strategic advantage, the importance of service provision should be communicated among residents. Management and appearance of council reserves should be seen as potential vulnerabilities. Finally, provision of boat ramps, pontoons, trailer parking, fish cleaning tables and management of wharves and jetties should be carefully considered before making any investments.

**Table 10. Gap analysis for Leisure & Recreation**

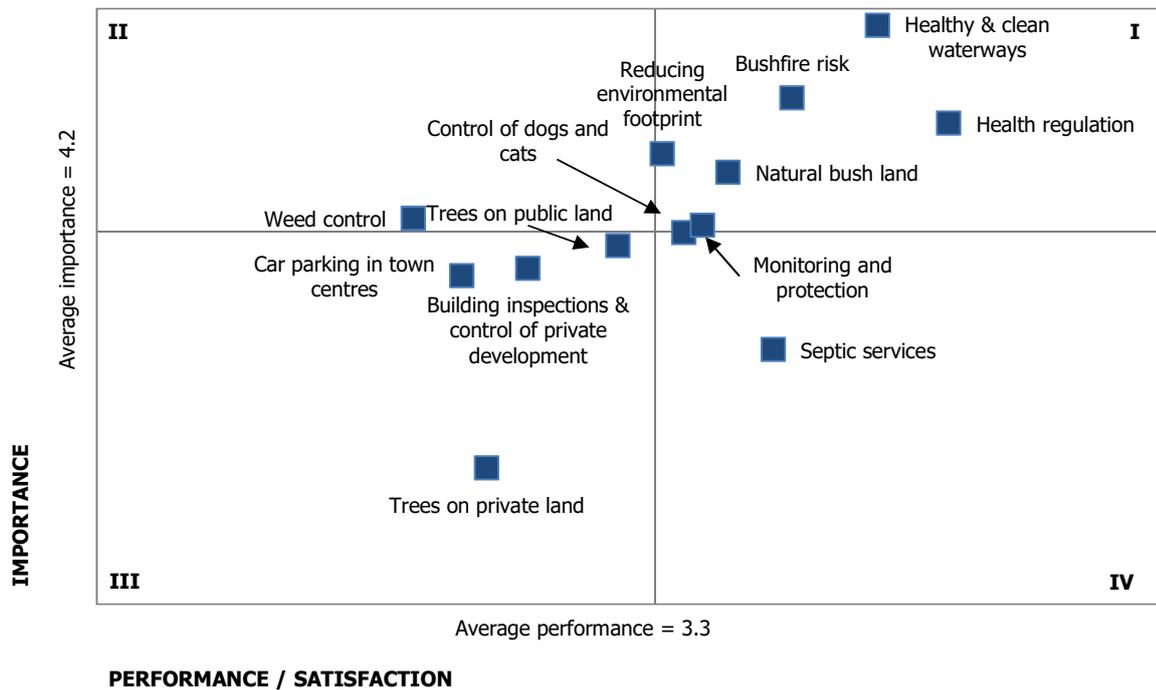
Quality of parks & playgrounds	1.0
Management of foreshore areas	1.0
Provision of parks & playgrounds	0.9
Management of Council reserves	0.9
Appearance of Council reserves	0.9
Appearance of foreshore areas	0.9
Quality of sports grounds and venues	0.8
Quality of swimming pools	0.8
Provision of sports grounds and venues	0.7
Provision of swimming pools	0.7
Provision of summer lifeguard services	0.6
Management of wharves and jetties	0.5
Provision of Boat Ramps, pontoons, trailer parking, fish cleaning tables etc.	0.2

Gap analysis provides results that support the quadrant analysis (See Table 10) showing no major concern with Leisure & Recreation services that require the Council’s immediate attention. The gaps between the importance and the performance of the services are not at significant levels.

### 3.5. QUADRANT & GAP ANALYSIS - ENVIRONMENTAL SERVICES

The individual performance of each service related to Environmental Services are analysed in the following section.

**Graph 18. Quadrant analysis for Environmental Services**



Similar to Leisure & Recreation services, the majority of the services related to Environment are found to be in the strategic advantages area (See Graph 18). The services such as, environmental health regulation (clean, safe and healthy living environments including restaurants, cafes, public swimming pools), maintaining healthy and clean waterways, management of bushfire risk on Council land, protection of natural bush land, reducing environmental footprint (e.g. green energy, supporting local environmental initiative, supporting local food production), environmental monitoring and protection, and control of dogs and cats in towns and villages are strategic advantages for Bega Valley Shire Council. Although further investment should be considered, if the importance of the regulation of septic services is communicated among residence, this service can also become a strategic advantage.

Despite having high performing services overall, Environmental Services has a key vulnerability, which is providing weed control on farmland and in sensitive locations. This service should be given the priority before making decisions on the other services that may potentially vulnerable such as, protection of trees on private land, building inspections and appropriate control of private development, regulation of car parking in town centres and protection of trees on public land.

**Table 11. Gap analysis for Environmental Services**

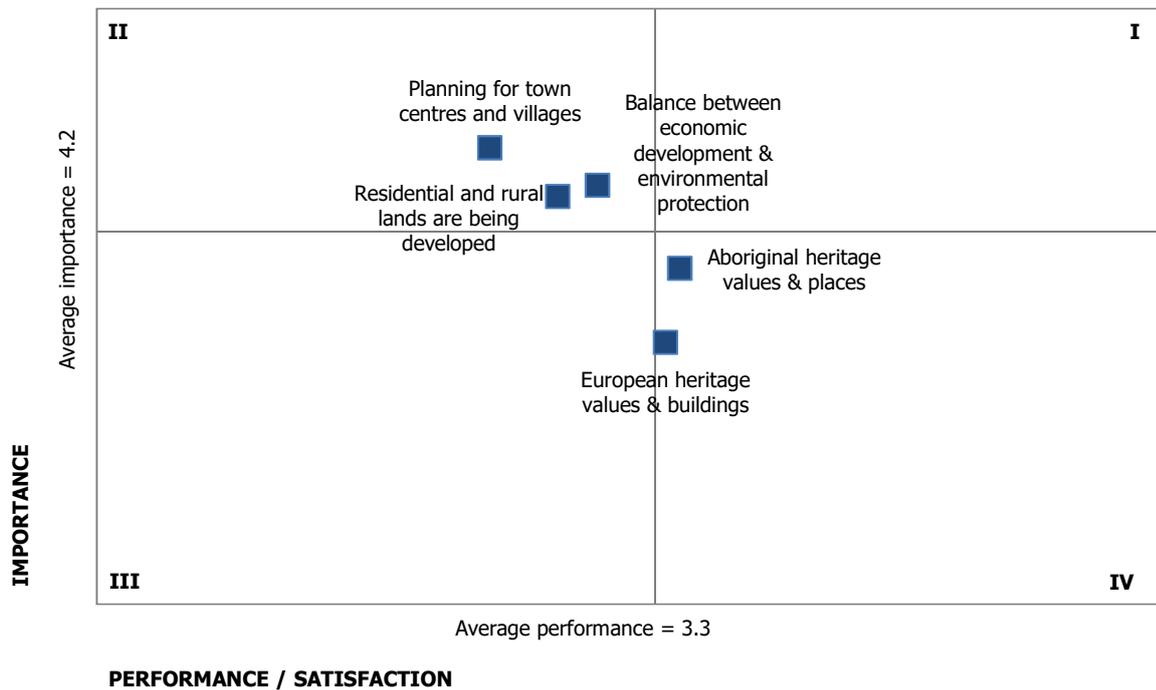
Weed control on farmland and in sensitive locations	1.3
Maintaining healthy and clean waterways	1.2
Regulation of car parking in town centres	1.1
Managing bushfire risk on Council land	1.1
Reducing our environmental footprint (e.g. green energy, supporting local environmental initiative, supporting local food production)	1.1
Building inspections and appropriate control of private development	1.0
Protection of trees on public land	1.0
Protection of natural bush land	1.0
Control of dogs and cats in towns and villages	0.9
Environmental monitoring and protection	0.9
Environmental health regulation (clean, safe and healthy living environments including restaurants, cafes, public swimming pools)	0.8
Regulation of septic services	0.5
Protection of trees on private land	0.5

Gap analysis supports the vulnerable position of weed control on farmland and in sensitive locations (See Table 11). Therefore, it is important to make strategic decisions to improve performance in this service. Gap analysis provides some detailed insights for the strategic advantages. Some services that perform over the average are still the subject of significant gaps between their perceived importance and satisfaction levels. Therefore, the Council should focus on getting the balance right between the performance and importance of the following strategic advantage areas; maintaining healthy and clean waterways, regulation of car parking in town centres, managing bushfire risk on Council land and reducing environmental footprint.

### 3.6. QUADRANT & GAP ANALYSIS - PLANNING SERVICES

The individual performance of each service related to Planning Services are analysed in the following section.

**Graph 19. Quadrant analysis for Planning Services**



Five services evaluated for Planning Services are not located as strategic advantage for the Council (See Graph 19). Planning Services have key vulnerabilities that should be considered for further improvement. These services are planning for town centres and villages (atmosphere, look and feel), getting the balance right between economic development & environmental protection and the way residential and rural lands are being developed (quality of new residential developments & protection of rural landscapes). The protection of Aboriginal heritage values and places and European heritage values and buildings should remain at the same performance levels. Although the importance of protecting European heritage values and buildings has increased since 2012, its importance is still lower the overall average.

**Table 12. Gap analysis for Planning Services**

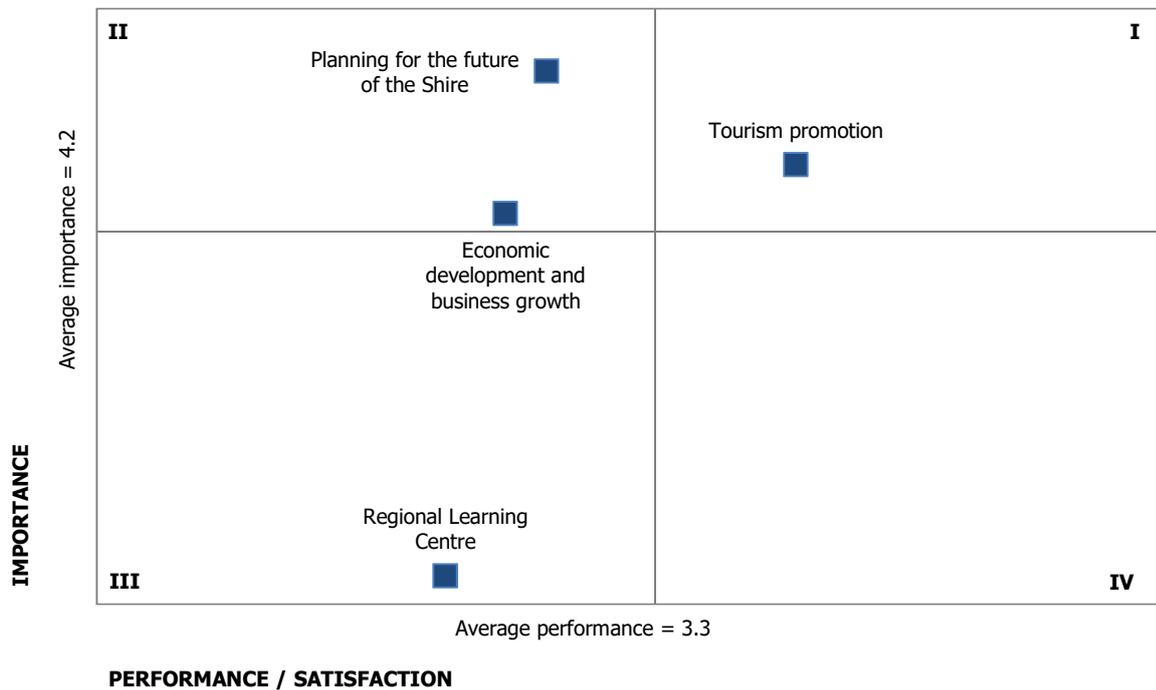
Planning for town centres and villages (atmosphere, look and feel)	1.4
The way residential and rural lands are being developed (quality of new residential developments & protection of rural landscapes)	1.2
Getting the balance right between economic development & environmental protection	1.1
Protection of Aboriginal heritage values and places	0.8
Protection of European heritage values and buildings	0.6

Gap analysis indicates the strategic importance of the improvement of the key vulnerabilities (See Table 12). The gap between the importance and the satisfaction levels between three Planning Services increase the vulnerability of the services.

### 3.7. QUADRANT & GAP ANALYSIS - STRATEGY & BUSINESS SERVICES

The individual performance of each service related to Strategy & Business Services are analysed in the following section.

**Graph 20. Quadrant analysis for Strategy & Business Services**



Strategy & Business services have one strategic advantage, tourism promotion. The high performance levels for the service should be maintained. Two key vulnerabilities that should be discussed as improvement areas are planning for the future of the Shire and promoting economic development and business growth. Especially, as indicated earlier, planning for the future of the Shire is one of the most important services Bega Valley Shire Council provides. Therefore, special immediate attention should be given to this particular service to increase its performance until it becomes a strategic advantage.

**Table 13. Gap analysis for Strategy & Business Services**

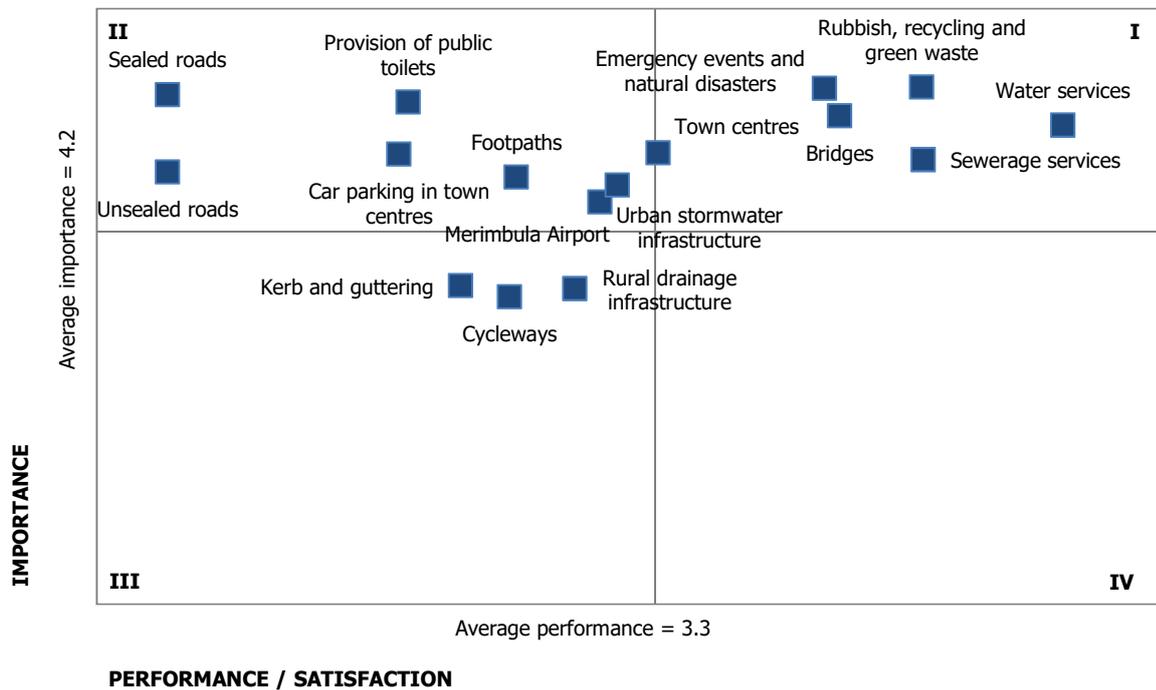
Planning for the future of the Shire	1.5
Promoting economic development and business growth	1.2
Tourism promotion	0.9
Bega Valley Regional Learning Centre (old Auswide building in Merimbula)	0.3

Gap analysis shows the similar concerns about the two key vulnerabilities for Strategy & Business Services (See Table 13). Planning for the future of the Shire and promotion of economic development and business growth should be considered as primary improvement opportunities.

### 3.8. QUADRANT & GAP ANALYSIS - TRANSPORT & UTILITY GROUP

The individual performance of each service related to Transport & Utility Group are analysed in the following section.

**Graph 21. Quadrant analysis for Transport & Utility Group**



The importance of almost all services related to Transport & Utility Group provided is higher than the average importance of all services (See Graph 21). Therefore, the wide ranges of services that the Transport & Utility Group provides are located as either strategic advantage or key vulnerabilities. The only exceptions to this are the construction and maintenance of kerb and guttering, provision of cycle ways and rural drainage infrastructure. Especially, the services related to public amenities, waste, water, sewerage and fire and emergency are the Council’s strategic advantages. Moreover, construction and maintenance of bridges, which is included in transport related services, stands a strategic advantage. However, as stated earlier, with the low satisfaction levels, services related to transport and civil assets are located as key vulnerabilities in the quadrant. The main key areas that need to be considered for further

improvement immediately are; construction and maintenance of unsealed and sealed roads and footpaths, provision of car parking in town centres, public toilets and urban stormwater infrastructure, and the development and operation of Merimbula Airport.

**Table 14. Gap analysis for Transport & Utility Group**

Construction and maintenance of sealed roads	2.0
Construction and maintenance of unsealed roads	1.8
Provision of public toilets	1.6
Provision of car parking in town centres	1.5
Construction and maintenance of footpaths	1.3
Appearance of town centres	1.2
Development and operation of Merimbula Airport	1.1
Provision of urban stormwater infrastructure	1.1
Planning and management of emergency events and natural disasters	1.1
Construction and maintenance of kerb and guttering	1.1
Provision of cycle ways	1.0
Construction and maintenance of bridges	1.0
Collection of rubbish, recycling and green waste	1.0
Provision of rural drainage infrastructure	0.9
Provision of sewerage services	0.8
Provision of water services	0.7

Gap analysis emphasises the vulnerability of the low performing important services (See Table 14). Moreover, the gap analysis shows that performance of some strategic advantages should also be improved due to the significant gap that occurred between the importance and satisfaction levels the services obtained. Those services are: appearance of town centres, planning and management of emergency events and natural disasters and construction and maintenance of kerb and guttering.

### 3.9. QUADRANT & GAP ANALYSIS – KEY SERVICES

A summary of the key services that exceed the resident expectations by performing high with regards to their importance and the services that fail to meet resident expectations with their low performance compared to their importance are detailed in Table 15.

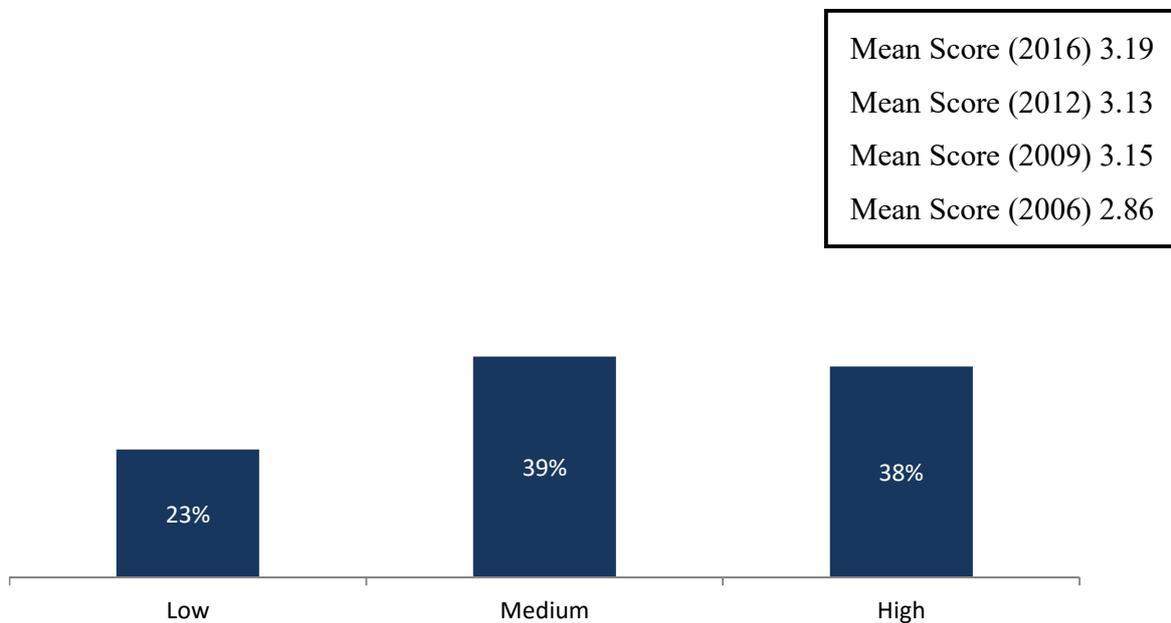
**Table 15. Quadrant and Gap – Key Services**

<i>Exceed resident expectations (high performance on high important aspects, insignificant gap)</i>
<b>Leisure &amp; Recreation</b>
Provision of sports grounds and venues
Provision of swimming pools
Provision of summer lifeguard services
<i>Not meeting resident expectations (low performance on high important aspects, significant negative gap)</i>
<b>Environmental Services</b>
Weed control on farmland and in sensitive locations
<b>Planning Services</b>
Planning for town centres and villages (atmosphere, look and feel)
The way residential and rural lands are being developed (quality of new residential developments & protection of rural landscapes)
Getting the balance right between economic development & environmental protection
<b>Strategy &amp; Business Services</b>
Planning for the future of the Shire
Promoting economic development and business growth
<b>Transport &amp; Utility Group</b>
Construction and maintenance of sealed roads
Construction and maintenance of unsealed roads
Provision of public toilets
Provision of car parking in town centres
Construction and maintenance of footpaths
Provision of urban stormwater infrastructure
Development and operation of Merimbula Airport

## 4. OVERALL SATISFACTION

Apart from individual services that the council provides, residents were asked to rate their overall satisfaction with Bega Valley Shire Council. The results are provided in Graph 22.

**Graph 22. Overall satisfaction**



Over one third of all residents (38%) gave a high satisfaction rating (4 or 5) when asked how satisfied they were with Bega Valley Shire Council as an organisation.

Although the overall satisfaction with Council has been improving throughout the periods, the difference between overall satisfaction obtained in 2012 (3.13) and overall satisfaction level achieved in 2016 (3.19) are not significantly different.

Although the differences are not statistically significant, subgroup analysis shows that older residents, (those aged 65 years plus) as well as younger residents (18 to 24 years) were more satisfied with the overall performance of Council, compared to residents aged 30 to 64 years. This was also the case in 2009 and 2012.

There are no statistically significant differences amongst results at an area or gender level.

**Table 16. Overall satisfaction – by demographic groups**

	Satisfaction rating (% of residents)			Mean Score			
	Low (1 – 2)	Medium (3)	High (4 – 5)	2016	2012	2009	2006
Overall	0.23	0.39	0.38	3.19	3.13	3.15	2.90
<b>Age group</b>							
18 – 29	29%	10%	61%	3.57	3.42	3.28	3.00
30 – 49	24%	47%	30%	3.11	2.99	3.05	2.70
50 – 64	21%	47%	32%	3.11	3.05	3.04	2.80
65+	21%	38%	41%	3.20	3.29	3.36	3.10
<b>Sex</b>							
Male	26%	38%	36%	3.12	3.06	3.16	2.80
Female	19%	41%	39%	3.27	3.20	3.14	2.90
<b>Area</b>							
Eden and Surrounds	23%	37%	40%	3.16	3.18	3.13	3.00
Merimbula and surrounds	21%	43%	36%	3.20	3.10	2.90	2.60
Bega and surrounds	25%	35%	40%	3.22	3.20	3.32	2.90
Bermagui and surrounds	26%	34%	40%	3.20	3.27	3.24	3.00
Rural	20%	48%	32%	3.15	3.06	3.29	3.20

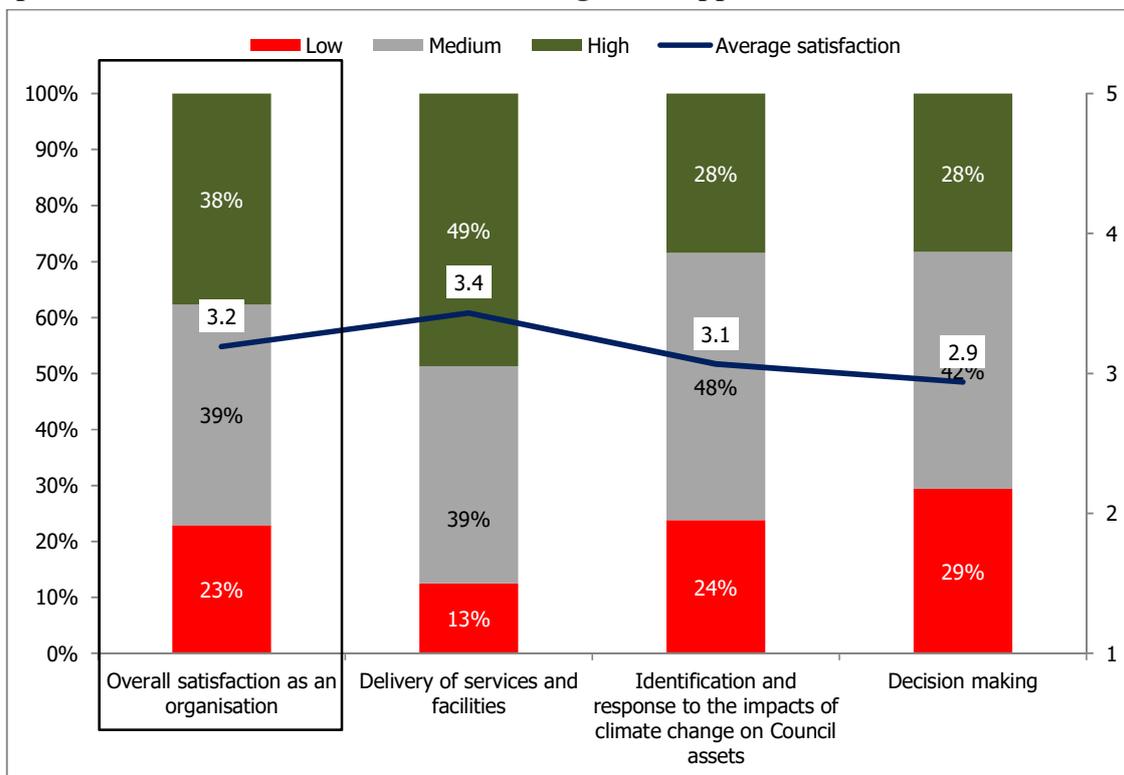
#### 4.1. SATISFACTION WITH COUNCIL’S OVERALL PERFORMANCE

In addition to overall satisfaction with the Council as an organisation, respondents were asked to evaluate their overall satisfaction with Council’s general approach to service delivery, decision making and asset strategies (See Graph 23).

The results show that 49% of residents are satisfied with the way which Council delivers the services and facilities. Council’s performance of identification and response to the impacts of climate change on Council assets (3.1) and decision making (2.9 out of 5) are relatively lower.

Considering the key improvement areas regarding Environmental Services and Strategy & Business related services, improvement identification of strategies and decision making would have an effect on the performance of individual services.

**Graph 23. Overall satisfaction with Council’s general approach**



## 4.2. INFORMATION RECEIVED FROM COUNCIL

Residents of Bega Valley Shire who participated in the survey were asked the current sources that they receive information from the council. Community link pages in the three local papers (42%) and direct mail (rates notices) are the main sources to receive information from the Council. When asked, residents indicated Paper (37%) and Internet as their preferred source of information.

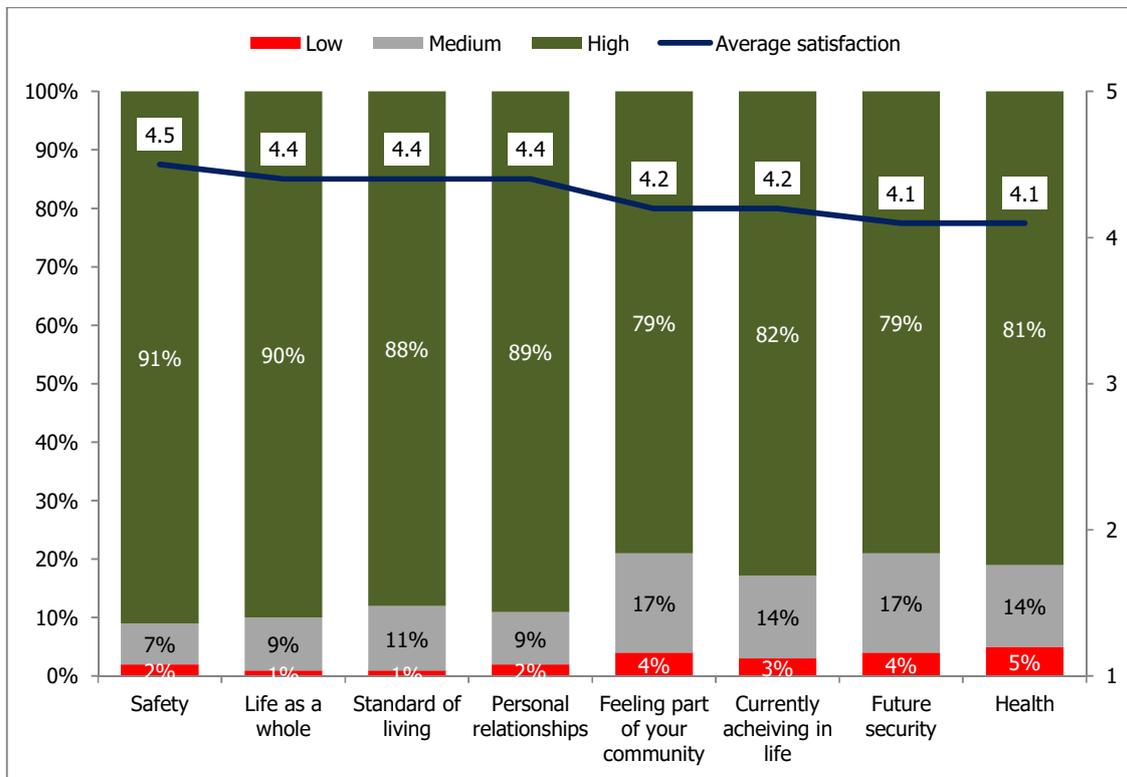
**Table 17. Information sources**

Current source of information		Preferred source of information	
Community Link page in the three local papers	42%	Paper	37%
Direct Mail (rates notices)	39%	Internet	25%
Council website	15%	Radio	9%
Radio news grabs	14%	Social Media	8%
Brochures/flyers in the letterbox	11%		
Email	11%		
Letter	8%		
Council's Village Newsletter	2%		
Council's e-news	2%		
Telephone	1%		
Public meetings	1%		

## 4.3. HAPPINESS AND HEALTH

Residents of Bega Valley Shire are most satisfied with how safe they feel (4.5) while they are slightly less satisfied with their future security (4.1). Residents are generally satisfied with their personal relationships (4.4) and slightly less satisfied with feeling part of the community. They like their life as a whole (4.4) and standard of living (4.4). They are also satisfied with what they are currently achieving in life (4.2). The results show that residents have high level of satisfaction with their health (4.1 out of 5) (see Graph 24).

**Graph 24. Overall happiness**



#### 4.3.1. Australian Unity Personal Wellbeing Index

The Australian Unity Personal Wellbeing Index (AUPWI) is calculated by taking the average score of the eight items contained in Graph 24 and converting that score into a scale maximum score with a range of 0-100. Normative data from the Australian Unity Wellbeing Index indicates that the average Personal Wellbeing Index for Australians is approximately 75. The desired outcome is above 75 and trending upward.

Bega Valley Shire’s Personal Wellbeing Index was calculated as being 82.14 which is considered above average for Australian communities.

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## 5. ADDITIONAL ANALYSIS

### 5.1. OVERVIEW OF REGRESSION ANALYSIS

In addition to Quadrant and Gap analysis that detail the individual performance and importance of the services, a regression model is built to obtain a better understanding on how the service provision affects the resident's perceptions towards Bega Valley Shire Council.

The main objective of building this model is to find how strong the services provision is in terms of explaining the overall resident satisfaction. Analysis shows that the delivery of services is not directly effective with regards to explaining satisfaction. However, the provision of individual services has a strong effect on the Council's performance as an organisation. Consequently, the performance of the organisation generates a significant effect on overall satisfaction. Moreover, higher satisfaction leads to higher happiness among Bega Valley Shire residents.

This result suggests that the service delivery should be designed to position the Council as an organisation that has high decision making capabilities and effective community communication activities. The Council's performance as an organisation then leads to higher overall satisfaction with the council and happiness among residents.

The results also indicate a moderating effect of the regions. The individual effects of services on the Council as an organisation significantly changes across regions. The next sections discuss the steps of model building and the results in more detail.

### 5.2. FACTOR ANALYSIS

Before building the regression model by individual services, a factor analysis is run to categorise the services by their relevance according to respondent's perceptions. The results show that the categorisation according to the respondents' perceptions is similar to the Council's service categorisation yet there are differences (See Table 18).

**Table 18. The grouping of the services according to factor analysis**

<b>Community &amp; Relations</b>
<i>Community &amp; Relations - with Families</i>
Provision of services for the elderly
Provision of services for people with a disability
Provision of services for children
Provision of family support
Provision of services for young people
Provision of facilities for young people
<i>Community &amp; Relations - with larger community</i>
Providing opportunities for cultural activity and community connection
Provision of the Regional Gallery
Management of community halls
Management of cemeteries
Provision of library services
<b>Leisure &amp; Recreation</b>
<i>Swimming pools/beach control</i>
Provision of summer lifeguard services
Provision of swimming pools
Quality of swimming pools
<i>Parks/Gardens/Reserves</i>
Appearance of Council reserves
Management of Council reserves
Provision of parks & playgrounds
Quality of parks & playgrounds
<i>Sporting grounds/venues</i>
Provision of sports grounds and venues
Quality of sports grounds and venues
<i>Foreshore</i>
Appearance of foreshore areas
Management of foreshore areas
Provision of Boat Ramps, pontoons, trailer parking, fish cleaning tables etc.
Management of wharves and jetties

**Table 18. The grouping of the services according to factor analysis – cont'd**

---

**Environment**

---

*Protection of environment*

---

Protection of natural bush land  
 Environmental monitoring and protection  
 Maintaining healthy and clean waterways  
 Managing bushfire risk on Council land  
 Control of dogs and cats in towns and villages

---

*Green*

---

Reducing our environmental footprint (e.g. green energy, supporting local environmental initiative, supporting local food production)  
 Weed control on farmland and in sensitive locations

---

*Regulations*

---

Environmental health regulation (clean, safe and healthy living environments including restaurants, cafes, public swimming pools)  
 Regulation of car parking in town centres  
 Building inspections and appropriate control of private development  
 Regulation of septic services

---

*Trees*

---

Protection of trees on public land  
 Protection of trees on private land

---

**Planning**

---

Planning for town centres and villages (atmosphere, look and feel)  
 The way residential and rural lands are being developed (quality of new residential developments & protection of rural landscapes)  
 Getting the balance right between economic development & environmental protection  
 Protection of European heritage values and buildings  
 Protection of Aboriginal heritage values and places

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**Strategy & Business**

---

Bega Valley Regional Learning Centre (old Auswide building in Merimbula)  
 Promoting economic development and business growth  
 Tourism promotion  
 Planning for the future of the Shire

---

**Table 18. The grouping of the services according to factor analysis – cont’d**

---

**Transport & Utility Group**

---

*Transport*

---

- Construction and maintenance of sealed roads
  - Construction and maintenance of unsealed roads
  - Construction and maintenance of bridges
  - Construction and maintenance of footpaths
  - Construction and maintenance of kerb and guttering
  - Provision of car parking in town centres
- 

*Water/Sewerage/Waste*

---

- Collection of rubbish, recycling and green waste
  - Provision of sewerage services
  - Provision of water services
- 

*Facilities*

---

- Appearance of town centres
  - Provision of public toilets
  - Planning and management of emergency events and natural disasters
  - Provision of cycle ways
  - Provision of rural drainage infrastructure
  - Development and operation of Merimbula Airport
  - Provision of urban stormwater infrastructure
- 

### **5.3. REGRESSION MODEL**

After the service and facility categories are identified by the factor analysis, latent constructs are generated for the other concepts in the model including, Council as an Organisation, Satisfaction and Happiness. The dimensions that the each concept contains are shown in Table 19.

**Table 19. The variables included in the regression model**

---

**Whole Organisation**

- Council responsiveness to community requests
- Enabling the community to be involved in local decisions
- Informing the community of Council decisions, activities and services
- Strong local leadership and Council's ability to make good decisions

---

**Satisfaction**

- Delivery of Council services and facilities
- Council's decision making
- Council's identification and response to the impacts of climate change on Council assets

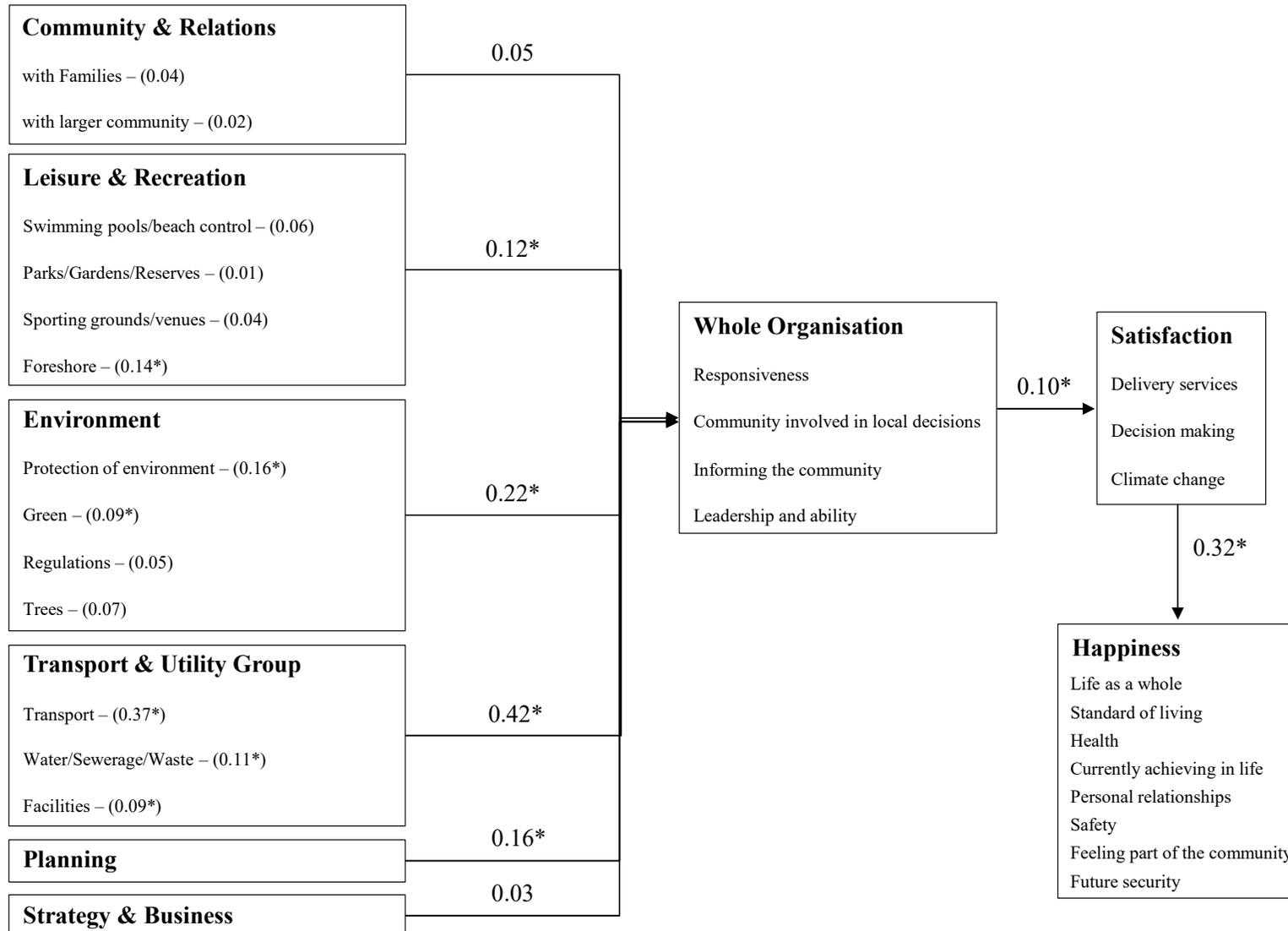
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**Happiness**

- Life as a whole
  - Standard of living
  - Health
  - Currently achieving in life
  - Personal relationships
  - Safety
  - Feeling part of the community
  - Future security
- 

The regression model shows the important effects of individual services on the perceptions towards the Council as an organisation (See Graph 25). The most significant service category that effects the perceptions is Transport & Utility Group services. The effect size shows that if the average performance of the Transport & Utility Group services category improves one point the average perceptions towards the Council as an organisation increase 0.42 points. Similarly, the second most important service category Environment has a significant capacity to improve perceptions towards the Council 0.22 points. Moreover, if the performance of delivery of Planning Services is improved one point, the perception towards the Council performance as a whole increases 0.16 points. Although the services related to Community, Relations, Strategy & Business have effect on the Council's performance as an organisation, their effect size is not statistically significant.

**Graph 25. Regression model – Effect sizes**



\* Statistically significant effect at 95% confidence level

When the individual services in the service categories are investigated in detail, it can be seen that, especially the transport related services have a significant effect (0.37) on the perceptions towards the Council's performance. These services are followed by the services related to Water, Sewerage, Waste and Facilities (0.11). It is important to note that the categorisation of the Transport & Utility Group services is slightly different from the Council's categorisation. It is due to the differences between actual categorisation and the respondents' perceptions. The Environmental Services have particularly strong effects with the services related to environment protection (0.16) and services related to 'Green' (0.09). Finally, services related to foreshore areas have a significant effect as one of the services related to Leisure & Recreation.

Although the provision of services has no significant direct influence on the dimension of satisfaction, the regression model suggests that, once the perceptions are influenced by the services, the Council's performance as an organisation has a significant effect on residents' satisfaction. The results indicate that, if the performance on the council's organisational capacity is improved one point, satisfaction among the residents increases (0.10) point, which is a significant improvement in dimension of satisfaction. Moreover, satisfaction has a significant effect (0.32) on the residents' happiness.

Additionally, the regional analysis shows that the impact of services related to Leisure, Recreation and Transport & Utility group is significantly higher among the residents living in rural areas compared to residents from Merimbula and surrounds. Furthermore, satisfaction has a statistically stronger impact on happiness among residents who live in Merimbula and surrounds compared to residents of Bermagui and surrounds.

In conclusion, regression model confirms the complex direct and indirect relationships between service provisions, perceptions towards the Council as an organisation and residents' satisfaction with the Council's service provision efforts. In order to maintain high satisfaction through high performance, the services that have significant effect on perceptions should be related to the Council's decision making capacity and the service delivery activities should be communicated effectively to the community.

## 6. APPENDIX

### 6.1. SAMPLE DESIGN

A telephone-based survey, aiming to secure a response from 755 residents (around 150 from each of the following areas: Eden and surrounds, Merimbula and surrounds, Bega and surrounds, Bermagui and surrounds and rural areas) from throughout the Bega Valley Shire Council area, was used. The survey unit was permanent residents of the Bega Valley Shire Council area for 6 months or longer. Respondents also had to be aged 18 years or older to qualify for an interview. The 2011 Census was used to establish quotas to ensure a good distribution of response by age and sex was achieved.

The sample base for the survey was the electronic White Pages. This sample is known to be sub optimal, as the churn of telephone numbers due to people moving and new numbers being added as dwellings are occupied affects about 12% to 15% of possible numbers. To deal with these issues, we began with the population of numbers listed in the telephone book and added new and unlisted numbers using a technique called the ‘half open’ method. In this method, all numbers were incremented by five to create new numbers in the ‘gaps’ between the listed numbers. The resultant universe of numbers was then de-duplicated to remove any numbers that may be repeated. This process was repeated five times to create a new, theoretical universe of telephone numbers. This provided the opportunity for all potential numbers to be selected in the sample. This equal and known opportunity for selection is the first criterion of good random sampling.

Once the potential universe of numbers had been generated, a computer programme was used to randomise the database. Following this, another computer programme was used to take a sequential sample (e.g. every 110<sup>th</sup> number) from the database. Unique strata within the numbers universe were developed for each planning area. Therefore the sample was geographically stratified and evenly distributed within strata. This process gave a very even distribution of potential numbers across the whole survey area and within the two survey sub areas. Every household therefore had an equal and known chance of selection and every part of the survey area received a fair proportional representation in the final sample drawn.

## 6.2. DATA COLLECTION

Interviews were conducted over the period 30 October to 3 November on weekday evenings between 4.30 and 8.30 p.m. If the selected person was unavailable at that time to do the survey, call backs were scheduled for a later time or day. Unanswered numbers were retried three times throughout the period of the survey. These procedures ensure a good sampling process from the sample frame used so that statistical inferences could be made about the entire resident population.

Non-private numbers and faxes reached during the selection process were excluded from the sample.

The survey was implemented under IQCA quality guidelines. Interviews were conducted using our computer-aided telephone interviewing (CATI) system. Continuous interviewer monitoring was used and post interview validations were conducted within five days of the close of the survey.

## 6.3. RESPONSE PERFORMANCE

At the end of the survey period, 755 completed interviews had been collected. Table A1 below shows the compliance rate achieved for the entire sample. The compliance rate is the number of refusals as a proportion of completed surveys plus refusals. A compliance rate of 62% is a very good result.

**Table A1. Survey compliance rate**

<b>Response sequence</b>	<b>Outcome</b>
Interviews	755
Refusals	350
<i>Valid contacts (Excludes disqualified – businesses, out of area, under 16yrs etc.)</i>	1100
<b>Compliance rate</b>	<b>46%</b>

## 6.4. DEMOGRAPHICS

Table A2 shows the gender and age composition of the sample compared to the ABS 2011 Census figures. The table demonstrates a very good age by sex distribution was achieved. Given the level of response to the survey and the fact that it represents a good random cross-section of the Council area the findings presented in this report provide a sound basis for gauging community opinion.

**Table A2. Bega Valley Shire Council area - Age by Sex Distribution**

	Males		Females		Total	
	Sample	Census	Sample	Census	Sample	Census
18-29 years	<b>1%</b>	6%	<b>1%</b>	7%	<b>3%</b>	13%
30-49 years	<b>5%</b>	15%	<b>9%</b>	17%	<b>13%</b>	32%
50-64 years	<b>16%</b>	13%	<b>25%</b>	14%	<b>41%</b>	27%
65+ years	<b>20%</b>	13%	<b>23%</b>	14%	<b>43%</b>	28%
Total	<b>42%</b>	48%	<b>58%</b>	52%	<b>100%</b>	100%

**Table A3. Catchment Areas**

Areas surveyed	Numbers of surveys collected	Population	Proportion collected	Proportion of total area
Eden and surrounds	152	4073	20%	12%
Merimbula and Surrounds	159	10901	21%	32%
Bega and surrounds	157	10873	21%	32%
Bermagui and surrounds	113	2512	15%	7%
Rural	174	5361	23%	16%
<b>Total</b>	<b>755</b>	<b>33720</b>	<b>100%</b>	<b>100%</b>

## 6.5. SURVEY ACCURACY

When analysing results for the entire sample, the maximum error rate will be about  $\pm 3.8\%$  at the 95% confidence level, assuming a proportional response of 50%. Put another way, we can be confident that if the survey were to be repeated there would be a 95% chance that the new result would lie within  $\pm 3.8\%$  of the result achieved in this survey.

The significant differences between subgroups are reported in the following tables (Table A4 – Table A8). The subgroups analysed are:

<b>Subgroup</b>	<b>Breaks</b>
<b>Age</b>	(18 – 29), (30 – 49), (50 – 64), (65+)
<b>Length of being a Bega Valley Shire resident</b>	(Less than 10 years), (11 - 15 years), (More than 15 years)
<b>Region</b>	(Eden and surroundings), (Merimbula and surroundings), (Bega and surroundings), (Bermagui and surroundings), (Rural areas)
<b>Gender</b>	(Male), (Female)

**Table A4. Mean importance and satisfaction by age**

	Importance					Satisfaction				
	Total (n = 755)	18 - 29 (n = 19)	30 - 49 (n = 100)	50 - 64 (n = 311)	65+ (n = 325)	Total n = 755	18 - 29 n = 19	30 - 49 n = 100	50 - 64 n = 311	65+ n = 325
<b>Community &amp; Relations</b>										
Provision of services for the elderly	4.00	3.94	3.70	4.08	4.20	3.30	3.33	3.26	3.09	3.48
Provision of services for people with a disability	4.00	4.11	3.88	4.11	3.99	3.10	3.43	3.19	2.91	3.14
Provision of services for children	4.10	3.83	4.58	4.04	3.64	3.40	4.08	3.21	3.34	3.44
Provision of family support	4.10	4.65	4.28	3.89	3.75	3.30	3.64	3.19	3.08	3.36
Provision of services for young people	4.20	4.63	4.43	4.16	3.84	2.70	3.31	2.61	2.51	2.88
Provision of facilities for young people	4.20	4.19	4.44	4.21	3.92	2.60	2.93	2.53	2.49	2.73
Providing opportunities for cultural activity and community connection	3.80	3.79	3.82	3.85	3.87	3.10	3.06	3.07	3.09	3.34
Provision of the Regional Gallery	3.30	3.31	3.24	3.31	3.52	3.50	3.67	3.55	3.43	3.56
Management of community halls	3.90	3.24	3.77	4.21	3.86	3.20	3.07	3.20	3.11	3.27
Management of cemeteries	4.00	3.89	3.81	4.08	4.17	3.50	3.67	3.52	3.42	3.66
Provision of library services	4.10	3.61	4.21	4.25	4.11	3.90	3.94	3.98	3.78	3.99
<b>Leisure &amp; Recreation</b>										
Provision of summer lifeguard services	4.50	4.37	4.58	4.43	4.45	3.90	4.00	3.63	3.75	3.88
Provision of parks & playgrounds	4.40	4.21	4.60	4.40	4.33	3.50	3.42	3.40	3.41	3.54
Quality of parks & playgrounds	4.40	4.05	4.61	4.40	4.36	3.40	3.53	3.23	3.27	3.51
Management of Council reserves	4.10	4.12	4.06	4.15	4.10	3.20	3.35	3.19	3.09	3.18
Appearance of Council reserves	4.10	4.00	4.05	4.20	4.16	3.30	3.53	3.32	3.13	3.22
Management of foreshore areas	4.40	4.32	4.46	4.46	4.47	3.40	3.56	3.37	3.37	3.40
Appearance of foreshore areas	4.40	4.32	4.38	4.42	4.43	3.50	3.35	3.36	3.41	3.47
Provision of sports grounds and venues	4.30	4.58	4.35	4.32	4.36	3.60	3.74	3.59	3.46	3.76
Quality of sports grounds and venues	4.30	4.39	4.43	4.25	4.31	3.50	3.76	3.44	3.31	3.70
Provision of Boat Ramps, pontoons, trailer parking, fish cleaning tables	3.90	4.05	3.71	3.96	4.13	3.70	3.81	3.62	3.53	3.75
Management of wharves and jetties	4.10	4.21	4.10	4.14	4.29	3.60	3.76	3.58	3.47	3.55
Provision of swimming pools	4.20	3.84	4.46	4.21	4.22	3.50	4.29	3.24	3.14	3.44
Quality of swimming pools	4.30	4.22	4.51	4.27	4.26	3.40	3.94	3.27	3.25	3.41

■ Significantly different from all the other groups at 95% confidence level

**Table A4. Mean importance and satisfaction by age – cont'd**

	Importance					Satisfaction				
	Total (n = 755)	18 - 29 (n = 19)	30 - 49 (n = 100)	50 - 64 (n = 311)	65+ (n = 325)	Total n = 755	18 - 29 n = 19	30 - 49 n = 100	50 - 64 n = 311	65+ n = 325
<b>Environmental Services</b>										
Building inspections and appropriate control of private development	4.20	4.29	3.94	4.25	4.15	3.10	3.62	3.16	3.01	3.00
Regulation of septic services	3.90	4.24	3.78	4.01	4.10	3.50	3.69	3.46	3.32	3.50
Environmental health regulation	4.50	4.11	4.60	4.62	4.61	3.70	3.75	3.70	3.65	3.71
Control of dogs and cats in towns and villages	4.20	4.21	4.17	4.30	4.36	3.30	3.32	3.29	3.26	3.20
Regulation of car parking in town centres	4.10	4.61	3.96	4.03	4.30	3.00	2.94	3.23	2.96	3.01
Environmental monitoring and protection	4.30	4.06	4.42	4.37	4.28	3.40	3.60	3.33	3.22	3.44
Protection of trees on private land	3.60	3.33	3.42	3.56	3.78	3.10	3.06	3.13	2.95	3.05
Protection of trees on public land	4.20	3.94	4.14	4.18	4.31	3.30	3.35	3.28	3.11	3.30
Managing bushfire risk on Council land	4.60	4.72	4.52	4.64	4.67	3.50	3.65	3.55	3.31	3.46
Maintaining healthy and clean waterways	4.80	4.79	4.83	4.83	4.75	3.60	3.47	3.56	3.54	3.78
Reducing our environmental footprint	4.50	4.47	4.56	4.50	4.42	3.30	3.32	3.34	3.23	3.39
Weed control on farmland and in sensitive locations	4.30	4.32	4.21	4.43	4.45	3.00	3.38	3.11	2.72	3.00
Protection of natural bush land	4.40	4.37	4.45	4.44	4.47	3.40	3.71	3.49	3.17	3.38
<b>Planning Services</b>										
The way residential and rural lands are being developed	4.30	4.47	4.26	4.36	4.36	3.20	3.47	3.28	3.00	3.16
Planning for town centres and villages	4.50	4.50	4.44	4.52	4.47	3.10	3.56	2.95	3.03	3.11
Protection of Aboriginal heritage values and places	4.20	4.05	4.16	4.19	4.11	3.30	3.33	3.21	3.43	3.30
Protection of European heritage values and buildings	4.00	3.79	3.92	4.03	4.02	3.30	3.41	3.30	3.31	3.27
Getting the balance right between economic development & environmental protection	4.40	4.28	4.37	4.44	4.43	3.20	3.61	3.09	3.07	3.30
<b>Strategy &amp; Business Services</b>										
Bega Valley Regional Learning Centre	3.30	3.17	3.34	3.23	3.39	3.00	3.27	3.22	2.92	3.00
Promoting economic development and business growth	4.30	4.28	4.27	4.35	4.39	3.10	3.47	2.97	2.97	3.23
Tourism promotion	4.40	4.53	4.38	4.36	4.56	3.50	4.21	3.46	3.28	3.50
Planning for the future of the Shire	4.70	4.83	4.65	4.70	4.71	3.20	3.39	3.08	2.95	3.32

■ Significantly different from all the other groups at 95% confidence level

**Table A4. Mean importance and satisfaction by age – cont'd**

	Importance					Satisfaction				
	Total (n = 755)	18 - 29 (n = 19)	30 - 49 (n = 100)	50 - 64 (n = 311)	65+ (n = 325)	Total n = 755	18 - 29 n = 19	30 - 49 n = 100	50 - 64 n = 311	65+ n = 325
<b>Transport &amp; Utility Group</b>										
Development and operation of Merimbula Airport	4.30	4.72	4.24	4.23	4.44	3.20	3.47	3.22	3.15	3.41
Provision of cycle ways	4.10	3.88	4.08	4.07	4.09	3.10	3.71	3.01	2.96	3.28
Provision of rural drainage infrastructure	4.10	4.41	3.99	4.06	4.25	3.20	3.64	3.12	3.00	3.18
Provision of urban stormwater infrastructure	4.40	4.68	4.25	4.31	4.48	3.30	3.53	3.25	3.14	3.22
Planning and management of emergency events and natural disasters	4.60	4.61	4.64	4.64	4.73	3.50	3.43	3.52	3.48	3.63
Provision of sewerage services	4.40	4.65	4.28	4.31	4.63	3.70	3.47	3.66	3.47	3.82
Construction and maintenance of bridges	4.60	4.74	4.50	4.54	4.68	3.60	3.63	3.53	3.49	3.58
Construction and maintenance of footpaths	4.40	4.63	4.24	4.33	4.53	3.10	3.68	3.17	2.98	3.00
Construction and maintenance of sealed roads	4.60	4.74	4.56	4.61	4.71	2.60	2.79	2.63	2.55	2.74
Construction and maintenance of unsealed roads	4.40	4.53	4.50	4.45	4.40	2.60	2.72	2.56	2.52	2.70
Construction and maintenance of kerb and guttering	4.10	4.11	3.92	3.98	4.44	3.00	3.05	2.91	2.99	3.11
Provision of car parking in town centres	4.50	4.67	4.35	4.41	4.58	3.00	2.94	3.01	2.93	2.99
Collection of rubbish, recycling and green waste	4.60	4.79	4.60	4.56	4.68	3.70	3.89	3.51	3.43	3.88
Provision of water services	4.50	4.89	4.48	4.33	4.53	3.90	3.89	3.66	3.83	3.99
Provision of public toilets	4.60	4.79	4.53	4.65	4.64	3.00	2.79	2.85	2.97	3.10
Appearance of town centres	4.50	4.21	4.40	4.48	4.57	3.30	3.68	3.23	3.23	3.39
<b>Whole organisation</b>										
Council responsiveness to community requests	4.50	4.44	4.60	4.49	4.54	2.80	3.00	2.73	2.66	2.76
Enabling the community to be involved in local decisions	4.60	4.67	4.69	4.56	4.60	2.90	3.39	2.79	2.66	2.96
Informing the community of Council decisions, activities and services	4.50	4.39	4.59	4.54	4.62	3.00	3.28	3.05	2.85	3.00
Strong local leadership and Council's ability to make good decisions	4.70	4.76	4.73	4.72	4.78	2.90	3.12	2.80	2.78	2.90

■ Significantly different from all the other groups at 95% confidence level

**Table A5. Mean importance and satisfaction by length of residency**

	Importance				Satisfaction			
	Total (n = 755)	Less than 10 years (n = 100)	11 - 15 years (n = 100)	More than 15 years (n = 555)	Total (n = 755)	Less than 10 years (n = 100)	11 - 15 years (n = 100)	More than 15 years (n = 555)
<b>Community &amp; Relations</b>								
Provision of services for the elderly	4.00	4.03	3.96	4.11	3.30	3.37	3.10	3.31
Provision of services for people with a disability	4.00	4.12	3.97	4.02	3.10	3.21	3.09	3.01
Provision of services for children	4.10	4.09	3.76	3.97	3.40	3.50	3.25	3.36
Provision of family support	4.10	4.02	3.72	3.93	3.30	3.29	3.32	3.17
Provision of services for young people	4.20	4.24	3.97	4.08	2.70	2.86	2.69	2.64
Provision of facilities for young people	4.20	4.20	4.13	4.12	2.60	2.62	2.56	2.59
Providing opportunities for cultural activity and community connection	3.80	4.02	3.79	3.83	3.10	3.39	3.16	3.16
Provision of the Regional Gallery	3.30	3.53	3.29	3.38	3.50	3.67	3.41	3.50
Management of community halls	3.90	3.88	3.77	4.04	3.20	3.53	3.07	3.14
Management of cemeteries	4.00	3.86	3.75	4.17	3.50	3.56	3.49	3.54
Provision of library services	4.10	4.22	4.24	4.15	3.90	4.01	3.99	3.86
<b>Leisure &amp; Recreation</b>								
Provision of summer lifeguard services	4.50	4.43	4.52	4.45	3.90	3.72	3.68	3.82
Provision of parks & playgrounds	4.40	4.54	4.32	4.38	3.50	3.65	3.38	3.44
Quality of parks & playgrounds	4.40	4.45	4.38	4.40	3.40	3.60	3.32	3.33
Management of Council reserves	4.10	4.10	4.21	4.10	3.20	3.33	3.18	3.11
Appearance of Council reserves	4.10	4.15	4.19	4.16	3.30	3.37	3.32	3.15
Management of foreshore areas	4.40	4.55	4.59	4.42	3.40	3.58	3.32	3.37
Appearance of foreshore areas	4.40	4.45	4.46	4.40	3.50	3.55	3.45	3.40
Provision of sports grounds and venues	4.30	4.15	4.30	4.39	3.60	3.65	3.35	3.65
Quality of sports grounds and venues	4.30	4.08	4.26	4.36	3.50	3.55	3.26	3.53
Provision of Boat Ramps, pontoons, trailer parking, fish cleaning tables	3.90	3.77	3.75	4.09	3.70	3.80	3.51	3.63
Management of wharves and jetties	4.10	4.05	4.20	4.23	3.60	3.63	3.48	3.52
Provision of swimming pools	4.20	4.29	4.19	4.24	3.50	3.29	3.28	3.31
Quality of swimming pools	4.30	4.35	4.21	4.30	3.40	3.24	3.22	3.37

■ Significantly different from all the other groups at 95% confidence level

**Table A5. Mean importance and satisfaction by length of residency – cont'd**

	Importance				Satisfaction			
	Total (n = 755)	Less than 10 years (n = 100)	11 - 15 years (n = 100)	More than 15 years (n = 555)	Total (n = 755)	Less than 10 years (n = 100)	11 - 15 years (n = 100)	More than 15 years (n = 555)
<b>Environmental Services</b>								
Building inspections and appropriate control of private development	4.20	4.00	4.26	4.18	3.10	3.25	2.91	3.03
Regulation of septic services	3.90	3.76	3.94	4.08	3.50	3.53	3.46	3.40
Environmental health regulation	4.50	4.59	4.59	4.60	3.70	3.78	3.63	3.68
Control of dogs and cats in towns and villages	4.20	4.24	4.29	4.32	3.30	3.40	3.02	3.25
Regulation of car parking in town centres	4.10	3.95	4.10	4.19	3.00	3.34	2.95	2.97
Environmental monitoring and protection	4.30	4.35	4.41	4.31	3.40	3.32	3.28	3.35
Protection of trees on private land	3.60	3.65	3.80	3.60	3.10	3.13	3.05	2.99
Protection of trees on public land	4.20	4.27	4.18	4.22	3.30	3.18	3.11	3.24
Managing bushfire risk on Council land	4.60	4.58	4.58	4.66	3.50	3.47	3.45	3.40
Maintaining healthy and clean waterways	4.80	4.74	4.83	4.80	3.60	3.65	3.44	3.67
Reducing our environmental footprint	4.50	4.54	4.57	4.45	3.30	3.33	3.12	3.35
Weed control on farmland and in sensitive locations	4.30	4.50	4.28	4.41	3.00	2.99	2.87	2.90
Protection of natural bush land	4.40	4.55	4.50	4.43	3.40	3.38	3.21	3.33
<b>Planning Services</b>								
The way residential and rural lands are being developed	4.30	4.34	4.33	4.35	3.20	3.13	2.98	3.13
Planning for town centres and villages	4.50	4.46	4.46	4.50	3.10	3.03	2.95	3.09
Protection of Aboriginal heritage values and places	4.20	4.21	4.16	4.14	3.30	3.40	3.19	3.36
Protection of European heritage values and buildings	4.00	4.01	3.84	4.03	3.30	3.49	3.19	3.28
Getting the balance right between economic development & environmental protection	4.40	4.54	4.46	4.39	3.20	3.13	3.08	3.20
<b>Strategy &amp; Business Services</b>								
Bega Valley Regional Learning Centre	3.30	3.17	2.94	3.40	3.00	3.25	2.83	2.99
Promoting economic development and business growth	4.30	4.25	4.20	4.40	3.10	3.19	2.95	3.10
Tourism promotion	4.40	4.40	4.43	4.46	3.50	3.46	3.29	3.44
Planning for the future of the Shire	4.70	4.57	4.80	4.71	3.20	3.11	3.00	3.17

■ Significantly different from all the other groups at 95% confidence level

**Table A5. Mean importance and satisfaction by length of residency – cont'd**

	Importance				Satisfaction			
	Total (n = 755)	Less than 10 years (n = 100)	11 - 15 years (n = 100)	More than 15 years (n = 555)	Total (n = 755)	Less than 10 years (n = 100)	11 - 15 years (n = 100)	More than 15 years (n = 555)
<b>Transport &amp; Utility Group</b>								
Development and operation of Merimbula Airport	4.30	4.30	4.23	4.36	3.20	3.18	3.18	3.31
Provision of cycle ways	4.10	4.03	4.07	4.08	3.10	3.26	2.94	3.12
Provision of rural drainage infrastructure	4.10	3.98	4.14	4.17	3.20	3.21	2.93	3.12
Provision of urban stormwater infrastructure	4.40	4.32	4.32	4.40	3.30	3.30	3.05	3.21
Planning and management of emergency events and natural disasters	4.60	4.64	4.64	4.69	3.50	3.56	3.37	3.58
Provision of sewerage services	4.40	4.49	4.21	4.49	3.70	3.62	3.54	3.67
Construction and maintenance of bridges	4.60	4.45	4.55	4.64	3.60	3.48	3.39	3.57
Construction and maintenance of footpaths	4.40	4.37	4.43	4.42	3.10	3.23	2.90	3.02
Construction and maintenance of sealed roads	4.60	4.57	4.69	4.65	2.60	2.77	2.55	2.64
Construction and maintenance of unsealed roads	4.40	4.27	4.43	4.47	2.60	2.76	2.47	2.60
Construction and maintenance of kerb and guttering	4.10	4.01	4.04	4.22	3.00	3.21	2.77	3.05
Provision of car parking in town centres	4.50	4.31	4.45	4.52	3.00	3.13	2.91	2.94
Collection of rubbish, recycling and green waste	4.60	4.68	4.61	4.62	3.70	3.82	3.53	3.63
Provision of water services	4.50	4.50	4.40	4.45	3.90	4.00	3.69	3.89
Provision of public toilets	4.60	4.55	4.65	4.64	3.00	3.25	3.03	2.95
Appearance of town centres	4.50	4.47	4.45	4.52	3.30	3.40	3.25	3.30
<b>Whole organisation</b>								
Council responsiveness to community requests	4.50	4.45	4.56	4.53	2.80	2.73	2.67	2.73
Enabling the community to be involved in local decisions	4.60	4.66	4.54	4.60	2.90	2.87	2.77	2.82
Informing the community of Council decisions, activities and services	4.50	4.61	4.60	4.57	3.00	2.97	2.93	2.95
Strong local leadership and Council's ability to make good decisions	4.70	4.76	4.76	4.74	2.90	2.91	2.68	2.86

■ Significantly different from all the other groups at 95% confidence level

**Table A6. Mean importance and satisfaction by region**

	Importance						Satisfaction					
	Total n =	Eden	Merimbula	Bega	Bermagui	Rural	Total 755	Eden 152	Merimbula 159	Bega 157	Bermagui 113	Rural 174
<b>Community &amp; Relations</b>												
Provision of services for the elderly	4.00	4.02	4.29	3.96	4.16	3.99	3.30	3.41	3.34	3.30	3.22	3.17
Provision of services for people with a disability	4.00	3.93	4.19	4.08	3.87	4.02	3.10	3.09	3.10	3.08	2.97	2.98
Provision of services for children	4.10	3.71	3.92	4.15	3.88	4.07	3.40	3.27	3.44	3.42	3.39	3.30
Provision of family support	4.10	3.84	3.92	3.99	3.86	3.92	3.30	3.22	3.26	3.26	3.30	3.07
Provision of services for young people	4.20	4.05	3.99	4.23	4.01	4.11	2.70	2.61	2.83	2.55	2.84	2.62
Provision of facilities for young people	4.20	3.96	4.12	4.29	4.08	4.16	2.60	2.53	2.72	2.51	2.64	2.58
Providing opportunities for cultural activity and community connection	3.80	3.73	3.81	3.84	3.91	3.96	3.10	3.24	3.23	3.16	3.24	3.10
Provision of the Regional Gallery	3.30	3.13	3.44	3.52	3.25	3.52	3.50	3.38	3.42	3.57	3.64	3.53
Management of community halls	3.90	3.85	3.76	3.96	4.24	4.14	3.20	3.10	3.18	3.02	3.49	3.21
Management of cemeteries	4.00	4.35	4.07	4.07	4.02	3.89	3.50	3.63	3.59	3.32	3.69	3.50
Provision of library services	4.10	4.01	4.10	4.24	4.36	4.19	3.90	3.82	3.91	3.82	4.37	3.72
<b>Leisure &amp; Recreation</b>												
Provision of summer lifeguard services	4.50	4.49	4.55	4.66	4.45	4.17	3.90	3.45	3.81	4.09	3.83	3.74
Provision of parks & playgrounds	4.40	4.44	4.37	4.44	4.45	4.30	3.50	3.62	3.55	3.40	3.37	3.36
Quality of parks & playgrounds	4.40	4.45	4.33	4.48	4.50	4.31	3.40	3.49	3.40	3.42	3.24	3.28
Management of Council reserves	4.10	4.08	4.09	4.13	4.18	4.11	3.20	3.07	3.23	3.09	3.16	3.20
Appearance of Council reserves	4.10	4.17	4.16	4.15	4.25	4.11	3.30	3.20	3.21	3.14	3.26	3.23
Management of foreshore areas	4.40	4.57	4.55	4.38	4.40	4.37	3.40	3.41	3.42	3.41	3.27	3.41
Appearance of foreshore areas	4.40	4.53	4.44	4.35	4.43	4.33	3.50	3.35	3.41	3.54	3.36	3.46
Provision of sports grounds and venues	4.30	4.43	4.33	4.34	4.45	4.25	3.60	3.52	3.60	3.57	3.84	3.58
Quality of sports grounds and venues	4.30	4.32	4.23	4.34	4.49	4.23	3.50	3.36	3.48	3.44	3.85	3.44
Provision of Boat Ramps, pontoons, trailer parking, fish cleaning tables	3.90	4.31	4.04	3.99	4.33	3.49	3.70	3.61	3.77	3.67	3.62	3.52
Management of wharves and jetties	4.10	4.44	4.15	4.22	4.44	3.86	3.60	3.50	3.41	3.60	3.67	3.49
Provision of swimming pools	4.20	4.38	4.08	4.28	4.16	4.27	3.50	3.16	3.58	3.42	3.11	3.21
Quality of swimming pools	4.30	4.38	4.16	4.30	4.25	4.38	3.40	3.17	3.51	3.46	3.07	3.36

■ Significantly different from all the other groups at 95% confidence level

**Table A6. Mean importance and satisfaction by region – cont'd**

	Importance						Satisfaction					
	Total n =	Eden	Merimbula	Bega	Bermagui	Rural	Total 755	Eden 152	Merimbula 159	Bega 157	Bermagui 113	Rural 174
<b>Environmental Services</b>												
Building inspections and appropriate control of private development	4.20	4.24	4.17	4.26	4.19	4.01	3.10	2.76	3.02	3.11	3.03	3.19
Regulation of septic services	3.90	4.19	4.01	3.96	4.03	3.94	3.50	3.28	3.52	3.40	3.55	3.40
Environmental health regulation	4.50	4.63	4.62	4.61	4.59	4.56	3.70	3.67	3.64	3.71	3.66	3.74
Control of dogs and cats in towns and villages	4.20	4.43	4.35	4.24	4.39	4.17	3.30	2.99	3.47	3.33	3.02	3.31
Regulation of car parking in town centres	4.10	4.30	4.41	4.07	4.02	3.93	3.00	2.97	2.68	3.23	3.13	3.11
Environmental monitoring and protection	4.30	4.34	4.31	4.27	4.30	4.42	3.40	3.44	3.44	3.33	3.26	3.22
Protection of trees on private land	3.60	3.46	3.85	3.60	3.49	3.71	3.10	2.88	3.04	3.04	2.86	3.20
Protection of trees on public land	4.20	4.13	4.25	4.30	4.11	4.27	3.30	3.23	3.26	3.17	3.17	3.23
Managing bushfire risk on Council land	4.60	4.78	4.70	4.69	4.58	4.45	3.50	3.32	3.50	3.50	3.31	3.42
Maintaining healthy and clean waterways	4.80	4.85	4.84	4.77	4.77	4.73	3.60	3.52	3.72	3.67	3.72	3.58
Reducing our environmental footprint	4.50	4.47	4.47	4.39	4.34	4.64	3.30	3.34	3.39	3.34	3.27	3.23
Weed control on farmland and in sensitive locations	4.30	4.50	4.26	4.37	4.43	4.47	3.00	3.02	3.06	2.78	2.92	2.80
Protection of natural bush land	4.40	4.47	4.47	4.40	4.31	4.55	3.40	3.36	3.44	3.36	3.13	3.26
<b>Planning Services</b>												
The way residential and rural lands are being developed	4.30	4.31	4.44	4.34	4.27	4.35	3.20	3.17	3.07	3.18	2.99	3.12
Planning for town centres and villages	4.50	4.54	4.59	4.38	4.57	4.40	3.10	3.16	2.90	3.14	3.03	3.08
Protection of Aboriginal heritage values and places	4.20	4.19	4.20	4.21	3.87	4.20	3.30	3.53	3.43	3.28	3.19	3.25
Protection of European heritage values and buildings	4.00	4.07	3.98	4.03	3.92	3.99	3.30	3.26	3.36	3.25	3.39	3.25
Getting the balance right between economic development & environmental protection	4.40	4.50	4.38	4.32	4.40	4.49	3.20	3.28	3.25	3.23	3.11	3.02
<b>Strategy &amp; Business Services</b>												
Bega Valley Regional Learning Centre	3.30	3.34	3.40	3.51	2.92	3.20	3.00	2.98	2.92	2.94	3.26	3.05
Promoting economic development and business growth	4.30	4.60	4.34	4.40	4.35	4.13	3.10	3.05	2.98	3.19	3.11	3.12
Tourism promotion	4.40	4.65	4.63	4.41	4.52	4.11	3.50	3.54	3.41	3.35	3.41	3.42
Planning for the future of the Shire	4.70	4.77	4.72	4.66	4.76	4.61	3.20	3.09	3.12	3.23	3.15	3.10

■ Significantly different from all the other groups at 95% confidence level

**Table A6. Mean importance and satisfaction by region – cont'd**

	Importance						Satisfaction					
	Total n =	Eden	Merimbula	Bega	Bermagui	Rural	Total	Eden	Merimbula	Bega	Bermagui	Rural
	755	152	159	157	113	174	755	152	159	157	113	174
<b>Transport &amp; Utility Group</b>												
Development and operation of Merimbula Airport	4.30	4.64	4.54	4.35	4.25	3.92	3.20	3.41	3.13	3.17	3.41	3.33
Provision of cycle ways	4.10	4.14	4.08	4.20	4.04	3.93	3.10	3.36	3.15	2.99	2.94	3.10
Provision of rural drainage infrastructure	4.10	4.26	4.28	4.08	4.13	3.98	3.20	3.18	3.17	3.19	3.12	2.94
Provision of urban stormwater infrastructure	4.40	4.48	4.50	4.35	4.43	4.19	3.30	3.10	3.12	3.32	3.22	3.23
Planning and management of emergency events and natural disasters	4.60	4.78	4.70	4.63	4.68	4.61	3.50	3.69	3.43	3.66	3.43	3.51
Provision of sewerage services	4.40	4.58	4.72	4.53	4.39	4.04	3.70	3.59	3.81	3.79	3.74	3.30
Construction and maintenance of bridges	4.60	4.63	4.63	4.54	4.72	4.53	3.60	3.66	3.49	3.59	3.50	3.46
Construction and maintenance of footpaths	4.40	4.54	4.67	4.38	4.38	4.13	3.10	3.19	2.74	3.13	2.92	3.17
Construction and maintenance of sealed roads	4.60	4.72	4.74	4.57	4.75	4.50	2.60	2.73	2.44	2.74	2.51	2.77
Construction and maintenance of unsealed roads	4.40	4.50	4.29	4.39	4.45	4.56	2.60	2.66	2.61	2.71	2.68	2.41
Construction and maintenance of kerb and guttering	4.10	4.32	4.45	4.14	4.26	3.74	3.00	3.18	2.93	3.10	2.92	3.01
Provision of car parking in town centres	4.50	4.61	4.59	4.45	4.34	4.38	3.00	3.02	2.53	3.15	3.12	3.06
Collection of rubbish, recycling and green waste	4.60	4.73	4.71	4.68	4.67	4.37	3.70	3.58	3.55	3.91	3.82	3.42
Provision of water services	4.50	4.61	4.77	4.61	4.48	3.80	3.90	4.02	3.95	3.90	4.03	3.49
Provision of public toilets	4.60	4.70	4.70	4.54	4.71	4.54	3.00	3.14	2.89	3.01	3.00	2.98
Appearance of town centres	4.50	4.62	4.66	4.42	4.52	4.32	3.30	3.40	3.16	3.26	3.41	3.35
<b>Whole organisation</b>												
Council responsiveness to community requests	4.50	4.61	4.49	4.45	4.62	4.48	2.80	2.60	2.70	2.78	2.69	2.79
Enabling the community to be involved in local decisions	4.60	4.54	4.59	4.59	4.66	4.61	2.90	2.81	2.95	2.73	2.89	2.75
Informing the community of Council decisions, activities and services	4.50	4.63	4.59	4.51	4.66	4.53	3.00	2.93	2.99	2.94	3.00	2.92
Strong local leadership and Council's ability to make good decisions	4.70	4.80	4.78	4.75	4.75	4.68	2.90	2.77	2.90	2.81	2.81	2.90

■ Significantly different from all the other groups at 95% confidence level

**Table A7. Mean importance and satisfaction by gender**

	Importance			Satisfaction		
	Total (n = 755)	Male (n = 316)	Female (n = 439)	Total (n = 755)	Male (n = 316)	Female (n = 439)
<b>Community &amp; Relations</b>						
Provision of services for the elderly	4.00	3.84	4.25	3.30	3.34	3.26
Provision of services for people with a disability	4.00	3.85	4.16	3.10	3.03	3.06
Provision of services for children	4.10	3.71	4.15	3.40	3.36	3.36
Provision of family support	4.10	3.59	4.15	3.30	3.15	3.25
Provision of services for young people	4.20	3.80	4.30	2.70	2.69	2.66
Provision of facilities for young people	4.20	3.91	4.29	2.60	2.60	2.58
Providing opportunities for cultural activity and community connection	3.80	3.66	3.99	3.10	3.06	3.27
Provision of the Regional Gallery	3.30	3.10	3.59	3.50	3.31	3.64
Management of community halls	3.90	3.84	4.08	3.20	3.09	3.25
Management of cemeteries	4.00	3.84	4.24	3.50	3.47	3.59
Provision of library services	4.10	3.94	4.33	3.90	3.71	4.03
<b>Leisure &amp; Recreation</b>						
Provision of summer lifeguard services	4.50	4.22	4.62	3.90	3.76	3.81
Provision of parks & playgrounds	4.40	4.19	4.53	3.50	3.51	3.43
Quality of parks & playgrounds	4.40	4.19	4.56	3.40	3.40	3.35
Management of Council reserves	4.10	3.99	4.21	3.20	3.14	3.16
Appearance of Council reserves	4.10	4.01	4.27	3.30	3.18	3.22
Management of foreshore areas	4.40	4.31	4.57	3.40	3.36	3.41
Appearance of foreshore areas	4.40	4.28	4.51	3.50	3.35	3.49
Provision of sports grounds and venues	4.30	4.25	4.42	3.60	3.54	3.66
Quality of sports grounds and venues	4.30	4.19	4.39	3.50	3.42	3.55
Provision of Boat Ramps, pontoons, trailer parking, fish cleaning tables	3.90	3.96	4.03	3.70	3.66	3.63
Management of wharves and jetties	4.10	4.02	4.33	3.60	3.51	3.54
Provision of swimming pools	4.20	3.98	4.42	3.50	3.35	3.28
Quality of swimming pools	4.30	4.08	4.45	3.40	3.33	3.34

■ Significantly different from all the other groups at 95% confidence level

**Table A7. Mean importance and satisfaction by gender- cont'd**

	Importance			Satisfaction		
	Total (n = 755)	Male (n = 316)	Female (n = 439)	Total (n = 755)	Male (n = 316)	Female (n = 439)
<b>Environmental Services</b>						
Building inspections and appropriate control of private development	4.20	4.13	4.19	3.10	2.95	3.11
Regulation of septic services	3.90	3.85	4.15	3.50	3.40	3.44
Environmental health regulation	4.50	4.45	4.71	3.70	3.65	3.71
Control of dogs and cats in towns and villages	4.20	4.11	4.45	3.30	3.11	3.34
Regulation of car parking in town centres	4.10	3.95	4.29	3.00	2.90	3.10
Environmental monitoring and protection	4.30	4.10	4.50	3.40	3.27	3.39
Protection of trees on private land	3.60	3.46	3.76	3.10	2.89	3.11
Protection of trees on public land	4.20	4.08	4.32	3.30	3.16	3.25
Managing bushfire risk on Council land	4.60	4.45	4.78	3.50	3.22	3.56
Maintaining healthy and clean waterways	4.80	4.69	4.87	3.60	3.56	3.70
Reducing our environmental footprint	4.50	4.22	4.66	3.30	3.26	3.35
Weed control on farmland and in sensitive locations	4.30	4.27	4.50	3.00	2.88	2.92
Protection of natural bush land	4.40	4.31	4.55	3.40	3.24	3.37
<b>Planning Services</b>						
The way residential and rural lands are being developed	4.30	4.26	4.41	3.20	3.07	3.14
Planning for town centres and villages	4.50	4.35	4.59	3.10	2.96	3.14
Protection of Aboriginal heritage values and places	4.20	3.92	4.32	3.30	3.25	3.41
Protection of European heritage values and buildings	4.00	3.73	4.20	3.30	3.20	3.37
Getting the balance right between economic development & environmental protection	4.40	4.29	4.51	3.20	3.14	3.20
<b>Strategy &amp; Business Services</b>						
Bega Valley Regional Learning Centre	3.30	3.06	3.51	3.00	2.85	3.12
Promoting economic development and business growth	4.30	4.22	4.46	3.10	2.98	3.17
Tourism promotion	4.40	4.35	4.52	3.50	3.30	3.52
Planning for the future of the Shire	4.70	4.60	4.78	3.20	3.06	3.20

■ Significantly different from all the other groups at 95% confidence level

**Table A7. Mean importance and satisfaction by gender- cont'd**

	Importance			Satisfaction		
	Total (n = 755)	Male (n = 316)	Female (n = 439)	Total (n = 755)	Male (n = 316)	Female (n = 439)
<b>Transport &amp; Utility Group</b>						
Development and operation of Merimbula Airport	4.30	4.14	4.48	3.20	3.23	3.31
Provision of cycle ways	4.10	3.90	4.21	3.10	3.02	3.18
Provision of rural drainage infrastructure	4.10	4.05	4.21	3.20	3.12	3.10
Provision of urban stormwater infrastructure	4.40	4.32	4.42	3.30	3.22	3.18
Planning and management of emergency events and natural disasters	4.60	4.56	4.76	3.50	3.49	3.59
Provision of sewerage services	4.40	4.37	4.51	3.70	3.64	3.66
Construction and maintenance of bridges	4.60	4.51	4.67	3.60	3.61	3.48
Construction and maintenance of footpaths	4.40	4.24	4.54	3.10	3.05	3.02
Construction and maintenance of sealed roads	4.60	4.56	4.71	2.60	2.61	2.67
Construction and maintenance of unsealed roads	4.40	4.31	4.54	2.60	2.69	2.53
Construction and maintenance of kerb and guttering	4.10	3.97	4.31	3.00	3.07	3.01
Provision of car parking in town centres	4.50	4.37	4.56	3.00	2.97	2.96
Collection of rubbish, recycling and green waste	4.60	4.51	4.71	3.70	3.68	3.61
Provision of water services	4.50	4.35	4.53	3.90	3.84	3.91
Provision of public toilets	4.60	4.49	4.73	3.00	3.06	2.96
Appearance of town centres	4.50	4.33	4.63	3.30	3.29	3.32
<b>Whole organisation</b>						
Council responsiveness to community requests	4.50	4.37	4.63	2.80	2.72	2.72
Enabling the community to be involved in local decisions	4.60	4.44	4.71	2.90	2.81	2.83
Informing the community of Council decisions, activities and services	4.50	4.41	4.70	3.00	2.99	2.92
Strong local leadership and Council's ability to make good decisions	4.70	4.70	4.78	2.90	2.85	2.84

■ Significantly different from all the other groups at 95% confidence level

**Table A8. Overall satisfaction by all subgroups**

	Total (n = 755)	Age				Length of residency		
		18 to 29 (n = 19)	30 to 49 (n = 100)	50 to 64 (n = 311)	65 plus (n = 325)	Less than 10 years (n = 100)	11 - 15 years (n = 100)	More than 15 years (n = 555)
Overall satisfaction	3.19	3.58	3.05	3.12	3.25	3.18	3.09	3.19
Delivery of Council services and facilities	3.40	3.68	3.36	3.26	3.54	3.38	3.41	3.41
Council's decision making	2.90	3.05	2.81	2.87	3.01	2.97	2.83	2.93
Council's identification and response to the impacts of climate change on Council assets	3.10	3.29	2.94	3.00	3.03	3.05	2.87	3.03

	Total (n = 755)	Gender	
		Male (n = 316)	Female (n = 439)
Overall satisfaction	3.19	3.13	3.21
Delivery of Council services and facilities	3.40	3.45	3.37
Council's decision making	2.90	2.89	2.95
Council's identification and response to the impacts of climate change on Council assets	3.10	2.99	3.03

Region				
Eden and surrounds (n = 152)	Merimbula and surrounds (n = 159)	Bega and surrounds (n = 157)	Bermagui and surrounds (n = 113)	Rural (n = 174)
3.11	3.12	3.18	3.26	3.23
3.42	3.44	3.43	3.37	3.35
2.83	2.95	2.92	2.99	2.94
3.00	3.02	3.17	2.94	2.90

■ Significantly different from all the other groups at 95% confidence level

## 6.6. BENCHMARK DATA

### Benchmark Index

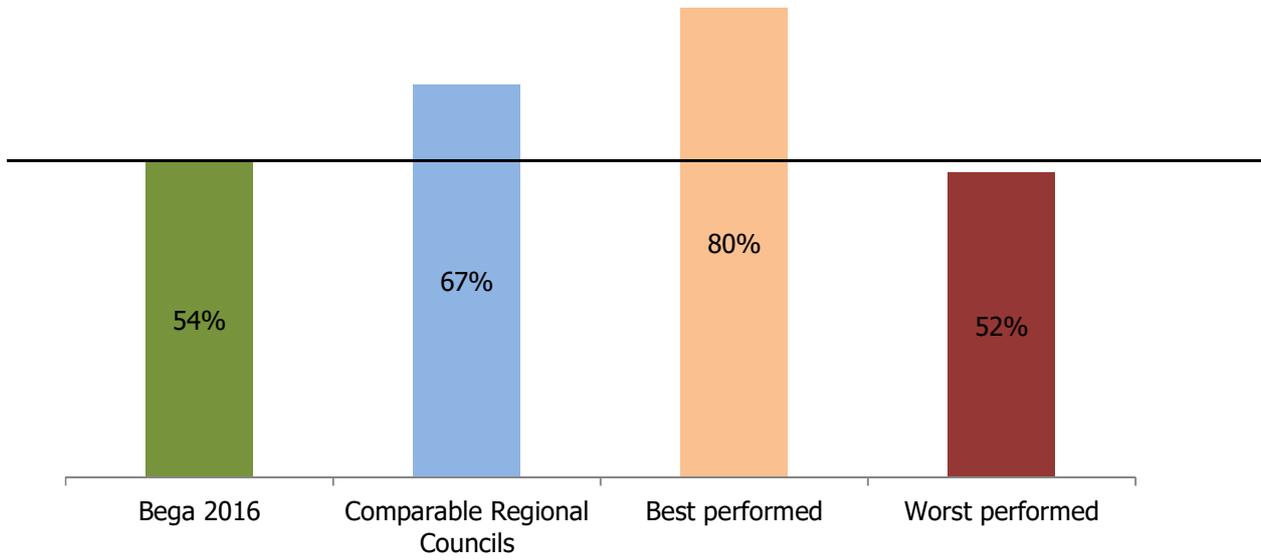
IRIS has compiled data on the performance of Councils of which 15 are comparable (Regional Councils) to Bega Valley Shire Council and are included in the graphs below. Where appropriate results include how Bega Valley Shire Council compares with the (1) worst performing Council (2) best performing Council and (3) comparable Councils. For a service or facility to be considered significantly different to the benchmark, IRIS recommends a 5 percentage point differential be present between Bankstown's index result and any of the other 3 measures provided in the graph.

On occasions individual Councils use variations on the 5 point rating scale including 7 and 11 point scales. In order to facilitate ease of comparison the benchmark data has been standardised to an index score out of 100.

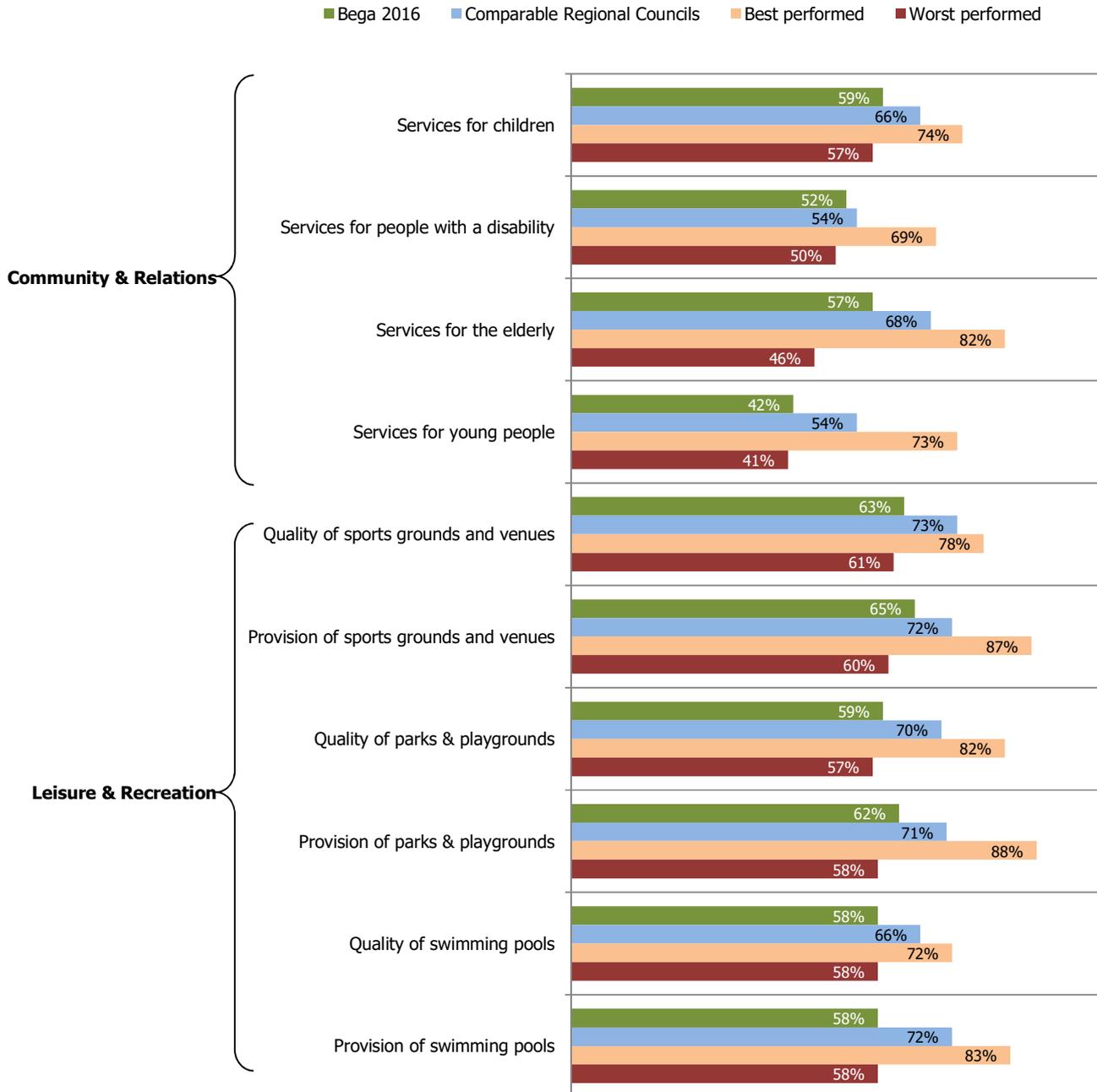
The benchmark comparisons commencing with graph A7 can be interpreted as follows: In terms of overall satisfaction, Bega Valley Shire Council received an index satisfaction score of 54%. Given Bega Valley Shire Council's result is below 5 percentage points of the index achieved by the 15 comparable Councils (67%) we can say that Bega Valley Shire Council is performing below this group. Bega Valley Shire Council is performing on par with the lowest performing Council on the IRIS database (52%), and below the best performing Council (80%). It should be noted that the comparable measure is out of a population of 15 Council's, whilst the best and worst is out of the entire database of Council's that IRIS has.

All other graphs can be interpreted in this same manner.

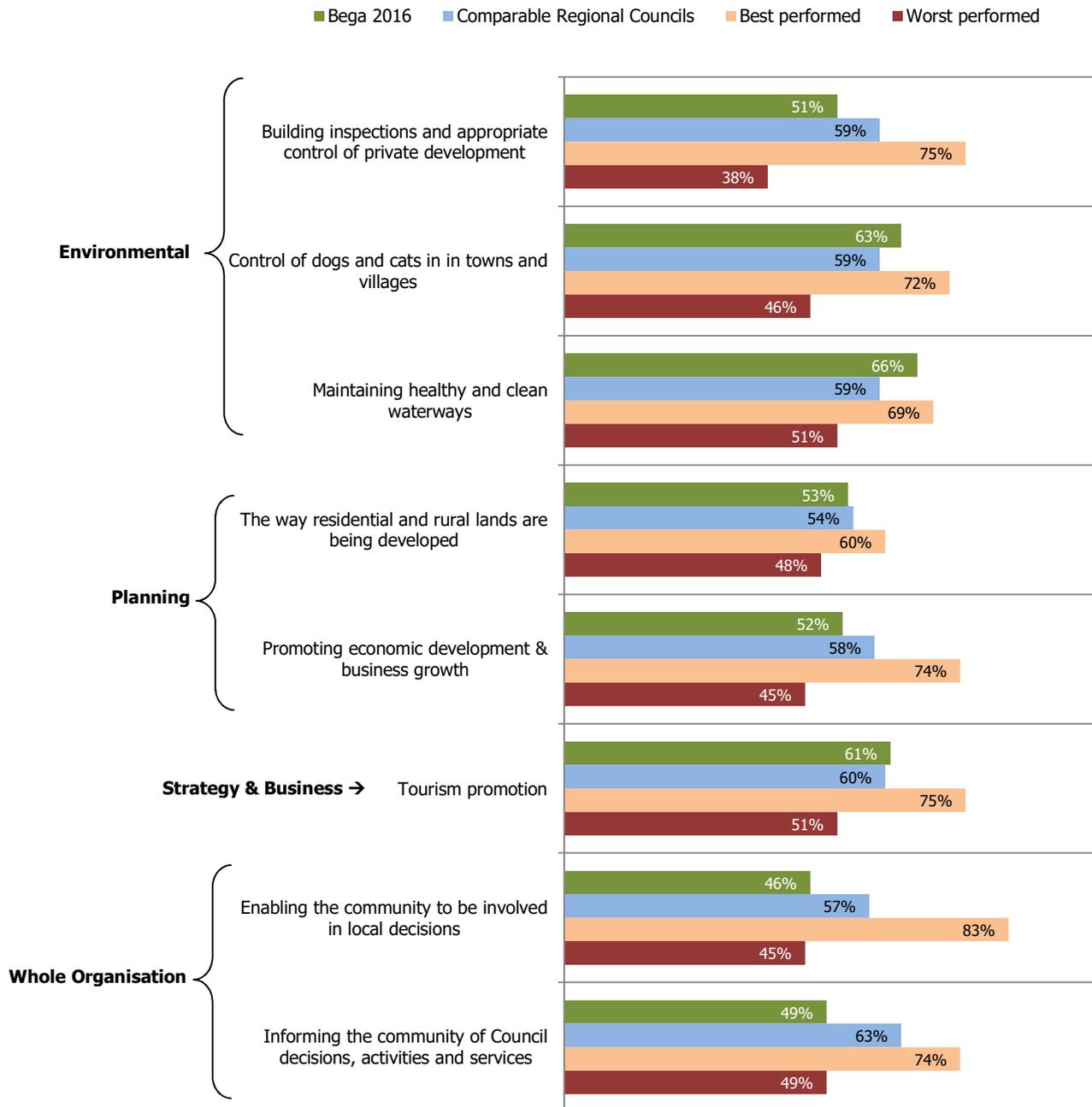
### Graph A1. Overall satisfaction – Benchmark



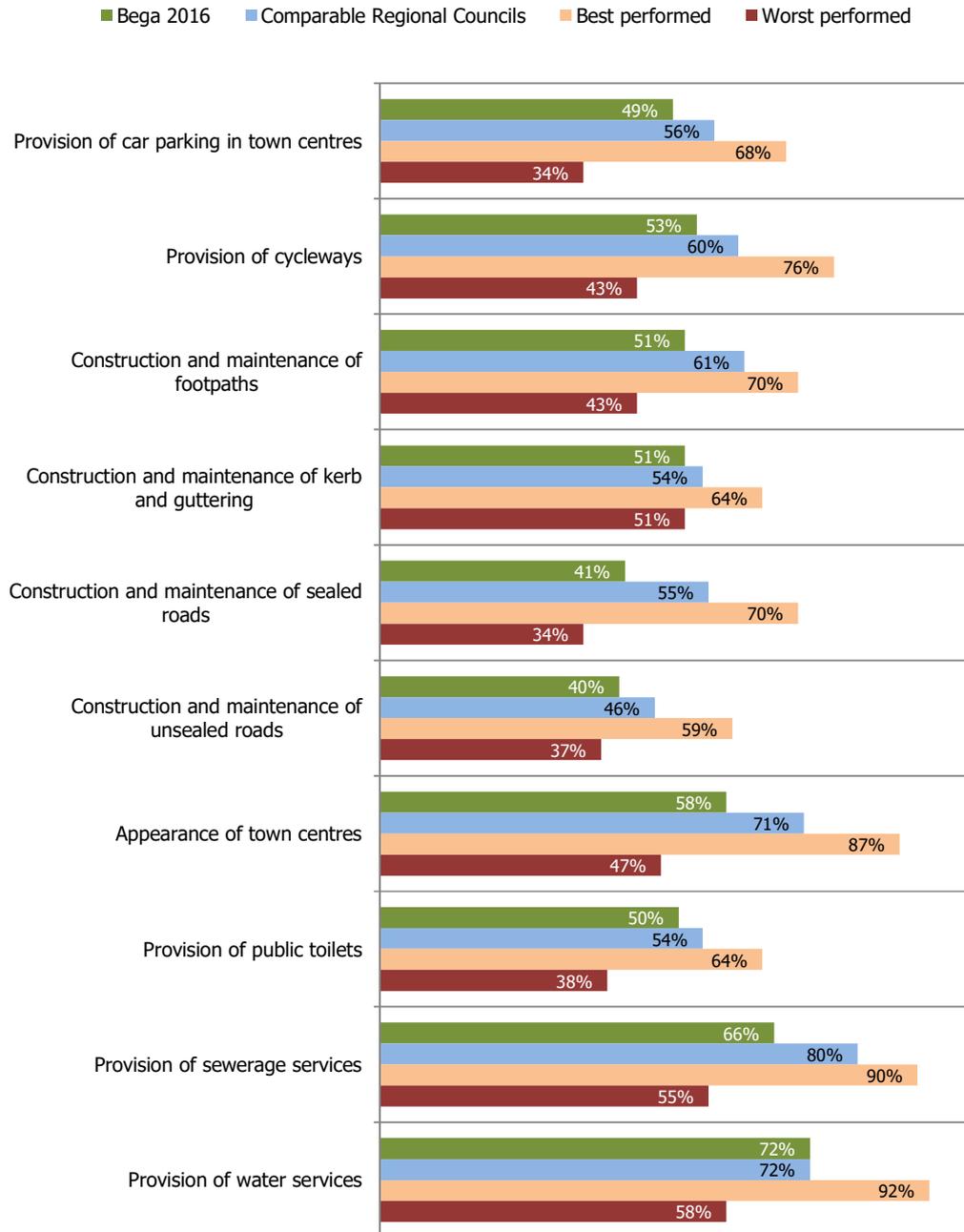
**Graph A2. Community & Relations / Leisure & Recreation – Benchmark**



**Graph A3. Environmental/Planning/Strategy/Business Services/Whole Organisation – Benchmark**



### Graph A4. Transport and Utility Group – Benchmark



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## 6.7. OPEN ENDED RESPONSES

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### ANSWERS OF RESPONDENTS THAT ARE SATISFIED

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#### Responses related to Council doing a good job, happy and no problems

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Alright job  
Best they can  
Council is managing (sic) it well  
Council perform pretty well  
Council is doing the right thing  
Do a good job  
Do a pretty good job  
Do a pretty good job  
Do the best they can  
Doing an ok job  
Doing reasonably good job  
Don't have any problems,, doing a pretty good job  
Don't have major problems, have been easy to deal with, responsive at office  
Don't have many issues with council  
Everything seems to be going ahead  
Everything seems to be going well, don't go to town very often  
Generally good services  
Generally happy with council doing a good job  
Generally they do a good job and am a satisfied ratepayer  
Generally with the council  
Going alright  
Good maintenance from council  
Good job  
Happy with council at this time  
Happy with everything  
Happy with everything they do  
Have had no problems  
Have lived in area 46, worked for local government (sic) - I feel they do excellent  
I don't have any problems with them  
I have all I need, they do the best they can  
I have lived here all my like we have most things that council should provide  
I have no complaints but roads need more attention

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## ANSWERS OF RESPONDENTS THAT ARE SATISFIED – cont'd

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### Responses related to Council doing a good job, happy and no problems

---

In the local paper I learn about the great job that Bega council is doing

Keep shire ship shape and most things done well

No complaints

No problems

Not doing too badly

No personal issues

On the whole they do a good job for the size of the area

Over the past years council hasn't done too badly

Pretty good job. Huge area and they do the best they can

Pretty good not an easy job

Pretty good job

Quite happy with everything

Quite satisfied with council

The big area they had to cover they do a good job

They do a fairly (sic) good job

They deal with most issues pretty well

They do a good job

They do a good job in difficult circumstances

They do the best they can with the budget they have

They do their best

They do their best

They do their best - very satisfied

They done pretty well overall

They get things done, pretty organized

They have a challenge and do the best they can

They seem to be doing good things

They try to do good job

Try their best – can't please everyone

Very good council

We have no problems with council all good

Efficient and pleasant environment, everything work s

In a quiet community council is doing a good job in our community

Nothing majorly wrong with the shire

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**ANSWERS OF RESPONDENTS THAT ARE SATISFIED – cont'd**

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**Responses related to Council doing a good job, happy and no problems**

---

They are doing good work at Candelo

They do a good job, keep place looking great, promote infrastructure (sic)

Works it working

They are effective of discharge of complex challenge they do well

Able to compare with other council and goas if not better

Most of the things they are doing in the last 5 years

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**Responses related to doing a good job with large area and limited funds**

---

A lot asked and do a reasonable job, more state government (sic) support

Can only do what they can with available money

Huge area, they do a good job particularly with the number of roads

I am remote from where council is most active

Sure they do what they can with what they have

The shire is too big, they have a big job. – Insufficient (sic) info. Before elections

They are providing services with the limited state and federal funds given

They are restricted. Have a massive area to maintain

They try hard with the allocated funds they have

They try their best with what they have

Think they are doing a good job with limited income

Council doing a good a job given the resources and finances

Council for such a diverse large area they do a reasonable job but rates 2 high

Doing the best they can with what they have

Generally most things they do for what they have financially (sic)

Have a large area to manage so they do a good job

They do what they have to do with finances they do difficulty (sic) job

A big area to cover and do a pretty good job

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## ANSWERS OF RESPONDENTS THAT ARE SATISFIED – cont'd

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### Responses related to room for improvement

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Doing a good job but facilities for disabled and footpath maintenance need att.  
Everything is pretty good, but trees at back of our place need attention asap  
Everything seems to be up to running well, green waste collection shd fortnightly  
Haven't had any problems. Green (sic) bin more often, yellow not as often  
I don't have any issues with council as a whole at Bermagui we have poor pressure  
I am a happy resident the green (sic) bin should be weekly yellow bin should be monthly  
Room for improvement  
Room for improvement  
Room for improvement e.g. pool needs filling and cleaning a natural pool needs care  
Always room for improvement, more reactive rather than proactive  
Basically doing ok at most things, more work reducing weeds, planting in parks  
Big area, few areas missing out on services, need higher quality of pool for example  
Big shire – can't do everything  
Council attempt to provide a good service and staff are helpful  
Council can improve in some areas, disability parking in Bega and local roads  
Council can't do everything  
Doing things but not perfect  
Doing better than we were but a long way to go people need to be informed  
Few things that can be improved  
Functions ok but areas it falls down on  
Happy with the services but don't return residents calls  
Haven't got a lot of complaints, green waste is not regular and have to pay, dogs  
Hope continue to progress (sic) across the whole shire  
Improvements that could be made, tourism could be improved (sic) and services  
More could be done for suburbs on the outskirts e.g. drainage  
Mostly pretty good, footpaths and services like toilets below the line  
Moving in right direction improvement of maintenance (sic) of parks town centres etc.  
Overall they are not a bad council- rural area is lacking services  
Some areas they need to improve  
They are good but don't hear enough about what is going on  
Things get done but need improvement in some areas  
Seem to be on top of most things but work needed on Robertson street Merimbula (sic)  
Some things are not done around hear e.g. sporting grounds, not enough car parks  
Seen a lot of changes over the years but also seen the town go back as well  
They are very creative need more attention to roads and developments

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**ANSWERS OF RESPONDENTS THAT ARE SATISFIED – cont'd**

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**Responses related to Councils improvement**

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A lot of improvements have been made  
Improvement (sic) of the town, including the board walks  
Things have improved over the last 60 years living in the area  
Getting a lot better

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**Responses related to services and facilities**

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All services, facilities are satisfactory  
As long as the facilities near me are maintained I am satisfied  
Generally services in my area are satisfactory (sic) and council is responsive to requests  
Got all the facilities we need and they are well looked after  
Happy with marina massive boost for town and expanding the shire  
Happy with the services received  
Have no axes to grind with council, they provide all I need  
Have a positive involvement with council, happy with services and facilities  
Provides a good well balanced range of services. HV communities b, interest  
Provide what we need  
Satisfies with services that I use  
See more happening for the community services factor in Eden  
Services are effective and efficient  
They provide services where I live  
Live in Eden, seeing visible input from council, good presence of rangers  
Services provided are good but need more and cheaper garbage collection  
Services in the local area is good and a more regular fortnightly on green waste  
Good experience in regards to floods and maintenance  
Good water service and garbage collection and good roads (sic)

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**Responses related to roads**

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They can improve the roads and footpaths  
Happy with the way council keeps our rural road  
Way they look after main roads

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**Responses related to cleanliness, tidiness and being a good place to live**

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A lovely community and public spaces are clean safe and attractive  
I live in Eden and the town is always very clean, new roads and footpaths  
Live in a great place and treated fairly  
Overall tidiness (sic)  
They keep Eden township clean, tidy. Water supply is great. Library is great

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## **ANSWERS OF RESPONDENTS THAT ARE SATISFIED – cont'd**

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### **Responses related to communication and responsiveness**

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Attend a forum meeting monthly and I am kept informed and happy

Being more connected with the community

Clean area when contact council you get feedback

Council does respond

Happy with council staff responsiveness to my concerns

Happy with the response when I had a road complaint and timing and good follow up

Lived here all my life have always been helpful with my requests

Response (sic) from the average resident is positive (sic) and rewarding

Responsive and open to finding a solution

Responsive council

Sometimes they do not have a good respond to things

They are responsive to community requests

They communicate well with the public and a quality

They listen to our wishes and try to please as best they can

They seem to listen

We are informed with what they do

Answer when make a complaint

Any problems everyone help

Council works well with community

They are doing really well in Eden quick to take on board suggestions from residents

They seem to have some effort to knowing what the residents feel

Very (sic) helpful

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### **Responses related to Council staff**

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All council workers take pride in their work, communities.

Council are very progressive, well lead and all approachable, new initiatives (sic)

High regard for council staff and support services well

In dealings with council have had no problems, have been very good

Influence of staffing profile on council decision

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## **ANSWERS OF RESPONDENTS THAT ARE SATISFIED – cont'd**

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### **Responses related to the new Council**

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ATM positive (sic) things happening like updates from council. Defer my judgement for few more months

Change of guard

Changes to council need positive influence

Council has to prove what they can do

Council seem to be heading in the right direction

Having (sic) new councillors interested local

It's a new council and it has a dominance of females and some pro development (sic) not there

New start, women better ideas, new council prepared to give them a go

The restructure of council is improving

There is new young major. New blood

They all get on well together and it's a young team

Too early as to what is happening with council generally the council is fair job

Got to give them a chance, new council

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### **Responses related to development**

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A lot being done , but building for private applications (sic) slow

Reasonable (sic) job on development and centre

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### **Other Responses**

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Burning off at beaches, happy bunch, Heaven

Don't succumb to the minority pressure groups

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### **Responses from respondents who indicated satisfaction, however commented on dissatisfaction**

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Can have more done in Bermagui area especially (sic) the foreshore, parks

Community hall in Bermagui should be more affordable

Council maintenance is not as good as it was

Council performance and staff have dropped over years

Dirty water, condition of roads

Disappointed with roads, waste collection ad hoc in terms of recycling and general garbage

Disliked that toilet block lioness park Eden demolished.

Don't always listen to people

Don't have large town financial achieved for the areas

Don't seem to do what has to be done

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## ANSWERS OF RESPONDENTS THAT ARE SATISFIED – cont'd

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### Responses from respondents who indicated satisfaction, however commented on dissatisfaction

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Expense and prices, such as plaques on graves  
Feel that they don't listen enough to the community needs  
Fix the kerb and guttering Tathra  
Footpaths are far to slippery in the area -  
Green waste should be collected every fortnight  
Had problems with councils attitude re use of land belonging to late mother  
Inspector hard to get hold of to come out fir building  
Issue with the old hotel in Eden. Council not wanting to restore the building  
Issue with roads and guttering and road sweepers in Bermagui  
Lot of fireweed on council land  
My issue is that we should have more green waste collection and road maintenance (sic)  
Need more communication (sic) between council, committees and public  
Need to notify of election earlier  
No disabled parking need, one near the post office and timed so others don't used it all day  
chemist  
Not enough communal response need less individual decisions from council  
Not enough transparency and info for the residents  
Roads need to be constructed much better tourism purposes and locals, not up to scratch  
The council has had problems rates are too high  
The lack of action and drawn out process regarding Eden wharf  
The natural environment needs to be taken care of and make provisions to care for it  
The northern tip of the shire seems to be neglected, need more things done  
The roads (sic) need maintenance and residents are not listened to by the council  
The small of Bermagui has adequate council services  
The state of some of the roads, weed control  
They need to listen to the residents and respond  
They shouldn't be closed toilets (sic) and playgrounds  
Too many people in office not enough in field  
Too many regulations (sic) on private land usage, development for people not profit  
Unsealed roads need better maintenance on high traffic areas  
Water quality not always good in Bega  
Way the by streets are looked after, less street cleaning now  
Public transport to be desired

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## **ANSWERS OF RESPONDENTS THAT ARE DISSATISFIED**

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### **Responses relating to rates**

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Against council - pay too much rates

Rates

Rates go up every year, roads have pot holes, not getting my money's worth

Rates hikes, too many council staff. Community staff, staff not operating effectively

Rates too high we get nothing in return, roads atrocious, tendering is wrong

Rates too high, twice yearly pick up needed for rubbish,

Rates too high (sic) and don't (sic) get value for money. Popular vote winner should be mayor

They charge too much for rates and don't get much in return

We get no services, pay too much on rates. Live in rural

Pay too much rates for the services I use

Services are very ordinary, expensive rates, Tathra (sic) gets very little, no mowing, kerbside pickup

They don't do much for the rates we pay

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### **Responses related to aged care/youth services**

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Aged care in Bega is a real issue

Room for improvement in regards to local youth and environment

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### **Responses related to issues with Council and staff**

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All top heavy with people doing nothing, needs outside labour

Corruption

Council do not enforce regulations, lose all cases in court. Selection of staff is bad.

Council is arrogant and staff are self-interested

Don't really manage the responsibilities to the appropriate (sic) places

Don't trust council they don't look at the wider community and what they need private agenda

Find them unresponsive when we have has situations and repeated emails

I believe it is insufficient (sic) council, take too long to get DA's etc.

Grossly inefficient and self-serving bureaucracy (sic),

Lack of direction. Loss the plot

Lack of professionalism not doing what they are supposed to be doing

Dealt with council business-wise, disorganised, rude staff

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## **ANSWERS OF RESPONDENTS THAT ARE DISSATISFIED – cont’d**

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### **Responses related to issues with Council and staff – cont’d**

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Not run very well

The councillors did not represent the broad spectrum of the community

They interpret the rules to suit themselves esp. Development approvals

They make ridiculous decisions

They seem to be serving their own interests rather than for the public

To many behind the scenes

Too much political in the local council not getting any further in Eden

Waiting to see how the new council will go

Need more workers outside and much less inside to get the jobs done

Poor decision-making e.g., inappropriate (sic) mayor, big infrastructure backlog.

Some decisions they make are not sensible and also questionable

To get back to basics in providing services instead of purchasing real estate (sic) assets

Very expensive to live here and they do an unsatisfactory job, rates,

Very high handed decisions without taking community concern

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### **Responses related to wasting money**

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They are a greedy corporation just after money

Make a lot of bad economic decisions, rates going up, land value going down

Money should be spent on infrastructure (sic) instead of assets

Money wasted on patching up roads (sic) more money needs to be spent in Merimbula

Seem to waste so much money e.g. buying real estate

Spending money where council shouldn't be

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### **Responses related to ignoring certain areas**

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Council have never considered beauty (sic) point, never ever, not happy, rates too high

Council do not know how to do things for Eden

Council do not take rate payers views into consideration of Turra beach area

Don't do enough for the Eden area

Eden misses out on lots of services e .g kerb and guttering

Far northern end and feel don't give you much and don't want to know about us. More import in to our

In our small community Towamba have had very little response from council

Merimbula is left out of the work that (sic) need to be done

Not enough equal focus on towns and villages (sic)

Only do certain parts

Small towns miss out and Bega township looks dull

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## **ANSWERS OF RESPONDENTS THAT ARE DISSATISFIED – cont’d**

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### **Responses related to ignoring certain areas - – cont’d**

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The town where I reside seems to have been forgotten, town centre roads, etc.  
They centre most of their attention on Bega and not the surrounding towns, Merimbula (sic)  
They forget about Eden we could do with main services e.g. roads (sic) and footpaths  
They have spent too much time and money on areas that aren't the council responsibility  
Too Bega centric, too wrapped up in bureaucracy (sic) and don't listen  
Eden has very little infrastructure gets done Bega is favoured  
Ignore some town, apart from wharf at Tathra (sic)  
No real support from council side verges in rural areas are not maintained  
Unhappy with the fill stations lack of them none from Bermagui and Bega

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### **Responses related to lack of consultation**

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Council should listen to the community's (sic) needs and Bega is dying needs a better lifestyle (sic)  
Decisions being made with no consultation with public  
Don't get told what's going on till afterwards  
Don't inform about important things  
Don't listen to residents we need a small bus service we are a forgotten township  
Lack of communication (sic) and the idea of adding medication to the town water supply  
Lack of concern from council  
Lack of consultation about changes  
Lack of response to complaints  
Little public consultation which is not taken seriously  
Local preschool changes were made without consulting parents  
Making decisions that affect our town without community consultation  
More interested in what they want  
Not enough public consultation (sic) and buying assets that aren't needed  
Not involving (sic) rate payer not replying to emails when contacted no one listen  
Our place was re-zoned without communication. Not informing community  
Overcharging, not enough consultation with community, no follow up  
Rarely listen to ratepayers concerns and issues, law unto themselves  
Want to do own thing and not listen to community  
Have tried to deal with council never get back to you with results  
Lot of misinformation what is to be done, jobs not done properly e.g. roads  
They make it hard to communicate with the public  
Things do not get done when asked, residents need to have more say, hear us

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## **ANSWERS OF RESPONDENTS THAT ARE DISSATISFIED – cont'd**

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### **Responses related to lack of community involvement**

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Be more involved with the community

Council do not respond to resident requests and try to accommodate them community are there to be

Council don't act on communities wishes

Forgot to take the public with them on decisions they have made

Don't have any interest general community

Do not represent community interest

Gone in a direction that does not benefit the people

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### **Responses related to roads, footpaths and parking**

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Lack of interest in maintaining our unsealed roads. After flooding

Dreadful roads and poor listening to us by the council

Foot path maintenance (sic) is lacking caused me to fall down 2.5 mill on carparks not good

Lack of maintenance on unsealed roads (sic), cost of waste collection, lack of weed control

Lack of support in Bermagui - roads – cycle ways etc.

Live on dirt road no drainage, doesn't get graded

Maintenance of roads - more information to the community

Maintenance of roads and charges on services I don't receive, more community consultation

My road has been dug up and it is difficult to get in and out

No signs regarding bike lanes, quite a lot of service and facilities need maintenance (sic).

Nothing is getting done (sic), e.g., footpaths wasting money

Not spending money on the core business (sic) of council e.g., roads.

Policy to repair sealed roads need to improve building regulations not up to standards

Poor road and footpath maintenance, lack of town parking in Bega

The roads are of poor quality and need work

The roads are terrible. The algae (sic) bloom at Pambula beach is disgusting (sic)

They keep up with the roads

Council should provide better parking for the (sic) working people of Bega

Been here 33 yrs. Surveyed footpaths twice and nothing happened

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### **Responses related to water and sewerage**

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Sewerage services in Eden and Merimbula more could be down due to over flow

Water quality, getting businesses a chance to be profitable without red tape

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### **Responses related to economic growth and business**

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Don't promote business and are antidevelopment in certain areas of the shire

Don't really push economic growth in the area, don't help farmers in rural areas

Jobs are not completed to the standard necessary e.g., roads (sic), outreach.

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## **ANSWERS OF RESPONDENTS THAT ARE DISSATISFIED – cont'd**

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### **Responses related to lack of services**

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Dissatisfaction with services, lack of response

Little support for cemetery at Wonboyn and nowhere for green waste disposal

Not satisfied with George Brown oval, has been taken over

Public toilets are rubbish and the bushland is full of dumped rubbish

Roads are a joke toilets are a joke requested drains to be cleared nothing done

Born and raised here progress is going backwards and lack of services for the disabled e.g. parking

Swimming pools need to be kept in public ownership and kept open and maintained

Toilets facilities have been removed, not consulting with people that matter

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### **Responses related to environment and waste management**

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Environmental and waste management, pollution managements. Need more education

Had issue tree neighbours (sic) property - took 10 years to resolve. Green waste fortnightly in summer

Not enough importance placed on environmental issues, ignoring the results of consultation

Not enough support for natural environment

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### **Responses related to the Eden Hotel**

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Eden resident (sic) community pressure on hotel, and don't know plans and huge mistake

A lot of useless money being spent. Hotel Australasia (sic)

Wasted money in Eden on Australasia hotel. money spent on Tura beach library

Spent too much money constructing large buildings and hotel at Eden

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### **Responses related to development and town planning**

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Footpaths, playgrounds, value of culture and support and overall town planning need reassessing (sic)

Takes too long to have applications passed

The room for improvement in many areas build dev processes is too long

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### **Responses related to not seeing improvements**

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Here for many years, haven't seen much improvement

What they have done in the last 10 years, the protest to tree, roads bad

Way my family been treated over the years

Purely because of evidence I see and experiences in dealing with them, seeing waste of labour and resources (sic)

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### **Other Responses**

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Too much regulation

We need women in council

The council needs to look local and state government (sic) to get more funding for tourism

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