

Campaspe Shire Council

2023 Annual Community Satisfaction Survey

May 2023



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Table of contents

EXECUTIVE SUMMARY	5
INTRODUCTION	8
RATIONALE	9
METHODOLOGY, RESPONSE RATE AND STATISTICAL STRENGTH	10
GOVERNING MELBOURNE	11
GLOSSARY OF TERMS	11
COUNCIL’S OVERALL PERFORMANCE	14
OVERALL PERFORMANCE BY PRECINCT AND DISTRICT	15
OVERALL PERFORMANCE BY RESPONDENT PROFILE	17
RELATIONSHIP BETWEEN ISSUES AND SATISFACTION WITH COUNCIL’S OVERALL PERFORMANCE	19
REASONS FOR DISSATISFACTION WITH OVERALL PERFORMANCE	22
CHANGE IN COUNCIL’S OVERALL PERFORMANCE	23
GOVERNANCE AND LEADERSHIP	25
MEETING RESPONSIBILITIES TOWARDS THE ENVIRONMENT	28
<i>Reasons for dissatisfaction with meeting environmental responsibilities</i>	29
COMMUNITY CONSULTATION AND ENGAGEMENT	31
<i>Reasons for dissatisfaction with consultation and engagement</i>	33
REPRESENTATION, LOBBYING AND ADVOCACY	37
RESPONSIVENESS OF COUNCIL TO LOCAL COMMUNITY NEEDS	39
MAINTAINING TRUST AND CONFIDENCE OF LOCAL COMMUNITY	40
MAKING DECISIONS IN THE INTERESTS OF THE COMMUNITY	42
PROVIDING VALUE FOR MONEY INFRASTRUCTURE AND SERVICES THAT MEET COMMUNITY NEEDS	44
COMMUNICATION AND ENGAGEMENT WITH COUNCIL	46
PREFERRED WAYS TO COMMUNICATE AND INFORM ABOUT COUNCIL NEWS, INFORMATION AND EVENTS	46
CUSTOMER SERVICE	49
CONTACT WITH COUNCIL IN THE LAST 12 MONTHS	49
FORM OF CONTACT	50
SATISFACTION WITH COUNCIL’S CUSTOMER SERVICE	51
COUNCIL SERVICES AND FACILITIES	55
IMPORTANCE OF COUNCIL SERVICES AND FACILITIES	56
SATISFACTION WITH COUNCIL SERVICES AND FACILITIES	58
<i>Categorisation of satisfaction with services and facilities</i>	58
<i>Percentage satisfaction results</i>	60
<i>Satisfaction by respondent profile</i>	61
IMPORTANCE AND SATISFACTION CROSS TABULATION	62
SATISFACTION BY BROAD SERVICE AREAS	63
SATISFACTION BY COUNCIL DEPARTMENT	65
WASTE SERVICES	66
<i>Weekly regular garbage collection service (red bin)</i>	67
<i>Fortnightly regular recycling collection service (yellow bin)</i>	68
<i>Fortnightly green waste and organics collection service (green bin)</i>	69
<i>Waste Transfer Stations / the ‘Tip’</i>	70
PARKS AND GARDENS	72
<i>Provision and maintenance of street trees</i>	73
<i>Provision and maintenance of parks, gardens, and open spaces</i>	74
<i>Public toilets</i>	75
COMMUNICATIONS	76
<i>The Campaspe Times community newsletter</i>	77
<i>Council’s website</i>	78
ENGAGEMENT	79
<i>Services for youth</i>	80
<i>Arts and cultural events, programs, and activities</i>	81



WORKS.....	82
<i>Maintenance and repair of sealed local roads.....</i>	83
<i>Maintenance and repair of unsealed local roads.....</i>	84
<i>Drains maintenance and repairs.....</i>	89
<i>Footpath maintenance and repairs.....</i>	90
COMMUNITY CARE.....	91
<i>Local library.....</i>	92
<i>Services for children from birth to 5 years of age.....</i>	93
<i>Services for seniors.....</i>	94
<i>Services for people with disability.....</i>	95
RECREATION.....	96
<i>Sports ovals and other local sporting facilities (including activities).....</i>	97
<i>On and off-road bike paths.....</i>	98
<i>Outdoor and indoor pools.....</i>	99
EMERGENCY MANAGEMENT.....	100
<i>Emergency management and response.....</i>	101
ANIMAL MANAGEMENT.....	102
<i>Animal management.....</i>	103
CURRENT ISSUES FOR THE SHIRE OF CAMPASPE.....	104
ISSUES BY PRECINCT.....	107
ISSUES BY DISTRICT.....	108
ISSUES BY RESPONDENT PROFILE.....	111
ROAD MAINTENANCE AND REPAIR ISSUES.....	113
MOST IMPORTANT THING COUNCIL SHOULD DO TO IMPROVE ITS PERFORMANCE.....	116
COUNCIL’S ROLE IN SUPPORTING TOURISM.....	118
COUNCIL’S ROLE IN SUPPORTING ECONOMIC DEVELOPMENT.....	120
FLOOD EVENT.....	124
IMPACTED BY THE OCTOBER 2022 FLOODS.....	124
COUNCIL’S RESPONSE AND SUPPORT TO THE COMMUNITY.....	126
<i>Immediate response to the flood.....</i>	127
<i>Follow up support to the community.....</i>	129
<i>Reasons why or how Council didn’t handle the immediate response / follow-support well.....</i>	130
MOST IMPORTANT ISSUES COUNCIL SHOULD FOCUS ON TO SUPPORT RECOVERY.....	135
RESPONDENT PROFILE.....	137
AGE STRUCTURE.....	137
GENDER.....	137
LANGUAGE SPOKEN AT HOME.....	138
PERIOD OF RESIDENCE.....	138
<i>Previous Council / location.....</i>	139
HOUSEHOLD STRUCTURE.....	139
GENERAL COMMENTS.....	140
APPENDIX ONE: VERBATIM REASONS FOR DISSATISFACTION WITH COUNCIL’S OVERALL PERFORMANCE ..	144
APPENDIX TWO: SURVEY FORM.....	150



Executive summary

Survey methodology and aims

Metropolis Research conducted this, Council's first independent *Annual Community Satisfaction Survey* as a random sample telephone interview of 400 respondents drawn proportionally from across the 10 districts comprising the Campaspe Shire.

The surveying was undertaken from the 8th till the 23rd of March 2023, and obtained a response rate of 25% (i.e., 25% of residents invited to participate took the opportunity to participate). This is a typical response rate for random sample telephone surveys such as this.

The new community satisfaction survey is significantly larger in scope than the previous survey program, including more detailed examination of satisfaction with aspects of Council performance, as well as substantially more insight into the issues underpinning the satisfaction scores. This was undertaken to assist Council in understanding the views of the community and to highlight areas in which increased attention may increase satisfaction.

The core aims of the research was to measure community satisfaction with 24 Council services and facilities, aspects of Council's governance and leadership performance, aspects of Council's customer service, and the performance of Council "across all areas of responsibility".

The survey also measured the importance to the community of the 24 individual services and facilities, explored the top issues that the community feel need to be addressed for residents of the Campaspe Shire.

The survey has the capacity to explore a range of other issues each year to meet the current information needs of Council, and this year the survey included questions on how well Council responded to the flood event (both immediate and follow-up), as well as the most important aspects Council should focus on with the flood recovery, a question around how Council can assist local tourism, and a question on how Council can assist local economic development.

Satisfaction with the performance of Council

The key finding from the survey this year was that [satisfaction with the overall performance](#) of Campaspe Shire Council remained stable this year at 4.9 out of 10, which is categorised as an "extremely poor" level.

This included 12% "very satisfied" respondents (i.e., rated satisfaction at eight or more out of 10), and 38% "dissatisfied" (i.e., rated satisfaction at less than five).

These results confirm a continued low level of community satisfaction with the performance of Council overall, although there were some areas where Council was performing well, as outlined in this executive summary.

In 2023, eight percent of respondents considered that Campaspe Shire Council's overall performance had improved, whilst 23% considered that it had deteriorated in the last 12 months, which was likely to reflect community concerns around response to the flood event.



This result of 4.9 was the same overall satisfaction score as recorded last year using the previous survey program but was six percent lower than the long-term average satisfaction for Campaspe Shire Council since 2012 of 5.2.

This result was measurably lower than the large rural councils (5.8) and state-wide (6.1) results from 2022 and was measurably and significantly lower than the 2023 metropolitan Melbourne average of 7.0.

These overall satisfaction results show a continuation of the lower-than-average satisfaction with Campaspe Shire Council, which has been evident in the results for the last eight years and predate the impact of the recent flood event.

There was notable and significant variation in satisfaction with Council's overall performance (as well as many other areas of performance) observed by different groups of respondents:

- **Notably more satisfied than the municipal average** – includes respondents from Stanhope and district, Kyabram West, and Echuca Central, young adults (aged 18 to 34 years), senior citizens (aged 75 years and over), younger couples, older couples, newer residents (one to less than five years in the shire), and respondents from multilingual households.
- **Notably less satisfied than the municipal average** – includes respondents from Rushworth and district, Tongala and district, Lockington-Gunbower and district, adults and middle-aged adults (aged 35 to 59 years), respondents who had contacted Council in the last 12 months, two-parent families with youngest child aged 5 years and over, middle-aged couples, younger sole person households, and one-parent families, long-term residents (10 years or more in the shire), and respondents directly impacted by the floods.

When asked why they were dissatisfied with Council's overall performance, the most common reasons were related to Council's communication, engagement, and visibility (24 comments), the perceived unequal treatment between urban and rural areas (23), flood prevention and response (23), and Council management and governance (16).

The relatively poor overall satisfaction result was reflected in lower-than-average [satisfaction with aspects of governance and leadership](#), including notably value for money (4.5), maintaining community trust and confidence (4.7), making decisions in the interests of the community (4.7), responsiveness to local community needs (4.9), and communication and consultation (4.9).

Satisfaction with Council's [customer service](#) was an area that declined a little in satisfaction this year, down 2% to 6.0 out of 10 or "solid". The decline this year was likely impacted by community views around Council response to the flood event.

There were areas of Council performance that improved this year, including waste services (up 18%), Council's consultation and engagement (up 17%), Council performance making decisions in the interests of the community (up 9%), and Council providing value for money infrastructure and services (up 7%).

The improvements in these governance and leadership related aspects were off unusually low scores recorded last year, and most remain below the long-term average.



When asked to nominate (in open-text format) the [issues of importance for Campaspe Shire](#) at the moment, the most significant issues were as follows:

- **Road maintenance and repairs** – 38% of respondents nominated road related issues this year, including a higher-than-average proportion from Campaspe West (43%). This was clearly the dominant issue in the Shire, and reinforced in several sections of this report, including the extremely poor satisfaction with both [sealed local roads](#) (3.9 out of 10), and [unsealed local roads](#) (4.2). Given the extent of community concern with these issues, they are clearly negatively impacting on community satisfaction with Council, although likely not as significantly as the following two groups of issues.
- **Council performance, governance, and leadership** – this included Council governance, performance, and accountability (7%), the perceived unequal treatment between urban and rural areas (7%), communication and consultation (6%), and financial issues and priorities for Council (4%). These results reflect the low levels of satisfaction with aspects of Council's [governance and leadership](#) performance, which are clearly a significant negative influence on overall satisfaction with the performance of Campaspe Shire Council.
- **Flooding related issues** – including flood prevention (3%), warning and response (3%), and recovery (8%), as well as flooding issues not further defined (4%). Respondents didn't feel Council's [immediate response](#) (4.8 out of 10), and [follow-up community support](#) (3.9) were handled well, flooding was raised by some respondents as a reason for dissatisfaction with Council's overall performance, and Council's warning and response, flood prevention works, and other flooding issues were negatively related to satisfaction with overall performance for the respondents who raise them as issues.

These results show significant community concern around sealed and unsealed local roads, which will include both Council as well as some state government-maintained roads. Community concern around local roads appears to be long-standing, but was clearly exacerbated by the recent flood event, particularly in Campaspe West (Rochester and Lockington-Gunbower and district).

As outlined above, the second significant area of concern with Council that was a theme observed throughout the survey this year, was concerns around the management and performance of Council, including both the organisation as well as the elected Council. In the experience of Metropolis Research, it is unusual for these Council management and governance related aspects to be as significant in the issues results as recorded this year in Campaspe. Some of these concerns were clearly highlighted by concerns around the response to the flood event, but these issues do appear to be more long-standing than that.

Respondents rated how well Council's immediate response at 4.8 out of 10, and the follow-up support at 4.9 out of 10. There was significant variation between those directly impacted (rated at 3.8 and 3.9 respectively), and those not directly impacted (rated both at 5.5).

The main reasons why respondents did not feel that Council handled the flood event well related to the perception that Council didn't do anything / no action taken / no Council visibility (69 comments), perceived poor community, information, and consultation (30 comments), the perceived inequitable distribution of support and assistance (17 comments), and perceived slow response (12 comments).



The most important issues that respondents believed Council should focus on in the flood recovery was future mitigation (9%), rebuilding road infrastructure (8%), communication, consultation, and engagement (7%), and getting people back to their homes (6%).

The average satisfaction with the 24 included Council services and facilities was 6.6 out of 10, or a “good” level of satisfaction, with satisfaction with services categorised as follows:

- **Excellent** – for local library (8.8), fortnightly green waste and organics collection (8.2), fortnightly regular recycling collection (8.2), and weekly garbage collection (8.2).
- **Very Good** – for services for children from birth to 5 years of age (7.4), and sports ovals and other local sporting facilities (7.3).
- **Good** – for arts and cultural events, programs, and activities (7.1), outdoor and indoor pools (7.0), provision / maintenance of parks, gardens, and open spaces (6.9), animal management (6.8), services for seniors (6.7), Council’s website (6.6), waste transfer station / tip (6.5), services for people with disability (6.5), and provision / maintenance of street trees (6.5).
- **Solid** – for the *Campaspe Times* (6.2), emergency management and response (6.2), public toilets (6.2), on and off-road bike paths (6.2), and services for youth (6.0).
- **Poor** – for footpath maintenance and repairs (5.5).
- **Extremely Poor** – for drain maintenance and repair (4.8), and the maintenance and repair of both sealed (4.2) and unsealed local roads (3.9).

Whilst direct comparison against the metropolitan Melbourne average is not a like-for-like comparison, it currently provides the only available comparison results for satisfaction with individual services and facilities. Cognisant of these differences, comparing satisfaction with the 24 services and facilities to the metropolitan Melbourne average does help to highlight areas where Campaspe Council is performing well and performing less well:

- **Performing relatively well** – includes recreation, arts, and culture (3% lower than metro. average), waste services (6% lower), and enforcement (8% lower).
- **Performing relatively poorly** – includes transport infrastructure (32% lower than metro. average) and infrastructure (20% lower).

Metropolis Research draws particular attention to the local library service, which recorded a satisfaction score of 8.8 out of 10, which is “excellent”, and seven percent higher than the metropolitan Melbourne average.

The main ways in which respondents believe Council should support local tourism was via advertising / promotion of the area (9%), beautification of town entrance / area (5%), and cleanliness and maintenance of the local area (4%).

The main ways in which respondents believe Council should encourage economic development focused on general support for business, concerns around rent increases, a variety of financial supports including some about rates, some that Council should reduce spending in this area, some support for farming in the Shire, and some comments around not over-focusing on the Port of Echuca.



Introduction

Metropolis Research Pty Ltd was commissioned by Campaspe Shire Council to undertake this, its first *Annual Community Satisfaction Survey*.

The survey has been designed to measure community satisfaction with a range of Council services and facilities as well as to measure community sentiment on a range of additional issues of concern in the municipality.

The *Campaspe Shire Council - 2023 Annual Community Satisfaction Survey* comprises the following:

- Satisfaction with Council's overall performance.
- Satisfaction with aspects of governance and leadership.
- Importance of and satisfaction with 24 Council services and facilities.
- Issues of importance for the Shire of Campaspe 'at the moment'.
- Satisfaction with aspects of Council's customer service.
- Respondent profile.

In addition, the 2023 survey also included questions what Council could do to assist local tourism, and to assist local economic development.

Rationale

The *Annual Community Satisfaction Survey* has been designed to provide Council with a wide range of information covering community satisfaction, community sentiment, and involvement.

The survey meets the requirements of the Local Government Victoria (LGV) annual satisfaction survey by providing importance and satisfaction ratings for the major Council services and facilities as well as scores for satisfaction with Council overall.

The *Annual Community Satisfaction Survey* provides in-depth coverage of Council services and facilities as well as additional community issues and expectations.

This information is critical to informing Council of the attitudes, levels of satisfaction and issues facing the Campaspe Shire community.

In addition, the *Annual Community Satisfaction Survey* includes a range of demographic and socio-economic variables against which the results can be analysed. For example, the *Annual Community Satisfaction Survey* includes data on age structure, gender, language spoken at home, disability, period of residence, and household structure.



Methodology, response rate and statistical strength

The *Annual Community Survey* was conducted as a telephone interview of 400 respondents drawn randomly but proportionally from across the 10 districts comprising the Campaspe Shire.

The surveying was undertaken from the 8th till the 23rd of March 2023.

All surveys were conducted from 11am till 7pm weekdays, and 11am till 5pm on Saturdays and Sunday.

Several (up to approximately four) attempts were made to contact each randomly selected telephone number, to give the household multiple opportunities to participate in the research.

A total of 516 surveys were conducted from a random sample of 6,607 residential telephone numbers, including mostly mobile phone numbers but also including landlines where available.

The sample of residential telephone numbers was pre-weighted by district population, to ensure that each district contributed proportionally to the overall municipal results.

The final sample of surveys were then weighted by age and gender, to ensure that each age / gender group contributed proportionally to the overall municipal result.

This was necessary given the limitations of the telephone survey methodology in obtaining a sample that reflects the age structure of the underlying population.

Of the 6,607 telephone numbers, the following results were obtained:

- No answer - 4,840.
- Refused - 1,178.
- Call back another time - 189.

- **Completed - 400.**

This provides a response rate of 25%, reflecting the proportion of individuals who were invited to participate in the research.

The 95% confidence interval (margin of error) of these results is plus or minus 4.8% at the 50% level. In other words, if a yes / no question obtains a result of 50% yes, it is 95% certain that the true value of this result is within the range of 45.2% and 54.8%.

This is based on a total sample size of 400 respondents, and an underlying population of the Campaspe Shire of 38,543 (2021 ERP).



Governing Melbourne

Governing Melbourne is a survey conducted annually by Metropolis Research since 2010. The research is conducted as a door-to-door, interview style survey of approximately 15 minutes duration, conducted of a sample of approximately 900 respondents drawn in equal numbers from every municipality in metropolitan Melbourne.

Governing Melbourne provides an objective, consistent and reliable basis on which to compare the results of the *Campaspe Shire Council – 2023 Annual Community Satisfaction Survey*. It is not intended to provide a “league table” for local councils, rather to provide a context within which to understand the results.

This report provides some comparisons against the 2023 metropolitan Melbourne average, of all 31 municipalities located within the Melbourne Greater Capital City Statistical Area.

Metropolis Research is cognisant of the fact that direct comparison of the results from a regional municipality against the metropolitan Melbourne average is not a like-for-like comparison.

For many reasons, satisfaction may well be different to that typically recorded in metropolitan Melbourne. It is important, nonetheless, to understand the areas in which the Campaspe Shire community may be significantly less satisfied than the Victorians living in metropolitan (including suburban and interface areas) of Melbourne.

As the survey program progresses in future years, the focus will turn more to analysis of change in satisfaction over time within the Campaspe Shire, but in this first year of the expanded survey program, it is useful to provide some context to how the Campaspe results compare to results typically observed elsewhere.

Glossary of terms

Measurable and statistically significant

A measurable difference is one where the difference between or change in results is sufficiently large to ensure that they are in fact different results, i.e., the difference is statistically significant. This is because all sample survey results are subject to a margin of error or an area of uncertainty.

Significant result

Metropolis Research uses the term *significant result* to describe a change or difference between results that Metropolis Research believes to be of sufficient magnitude that they may impact on relevant aspects of policy development, service delivery and the evaluation of performance and are therefore identified and noted as significant or important.



Marginal / somewhat / notable

Metropolis Research will describe some results or changes in results as being marginally, somewhat, or notably higher or lower. These are not statistical terms, rather they are interpretive. They are used to draw attention to results that may be of interest or relevant to policy development and service delivery.

In order of significance, “marginal” is the least significant, followed by “somewhat”, and with “notable” the most significant of the subjective terms used to describe variations that were not statistically significant.

These terms are often used for results that may not be statistically significant due to sample size or other factors but may nonetheless provide some insight into the variation in community sentiment.

95% confidence interval

Average satisfaction results are presented in this report with a 95% confidence interval included. These figures reflect the range of values within which it is 95% certain that the true average satisfaction falls, based on a one-sample t-test.

The margin of error around percentage results presented in this report at the municipal level is plus or minus 4.8%.

Satisfaction categories

Metropolis Research typically categorises satisfaction results to assist in the understanding and interpretation of the results.

Metropolis Research has worked primarily with local government and developed these categories as a guide to satisfaction with the performance of local government across a wide range of service delivery and policy related areas of Council responsibility.

The scores presented in the report are designed to give a general context about satisfaction with variables in this report, and are defined as follows:

- **Excellent** - scores of 7.75 and above are categorised as excellent.
- **Very good** - scores of 7.25 to less than 7.75 are categorised as very good.
- **Good** - scores of 6.5 to less than 7.25 are categorised as good.
- **Solid** - scores of 6 to less than 6.5 are categorised as solid.
- **Poor** - scores of 5.5 to less than 6 are categorised as poor.
- **Very Poor** - scores of 5 to less than 5.5 are categorised as very poor.
- **Extremely Poor** – scores of less than 5 are categorised as extremely poor.



Small areas (precincts and districts)

The results of this report are presented at both the municipal and precinct level.

The term precinct is used by Metropolis Research to describe the sub-municipal areas for which results are presented, as agreed with officers of Council.

Selected results in this report are also provided at the district level, which whilst based on only a very small sample size, provide some more detailed insight into the variation in views across the municipality.

The precincts used for this report are based on groups of districts across the municipality, which comprise the 10 districts as outlined in the *Community Profile* linked via the Council website, as follows:

Precincts and Districts
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
(Number and percent of total respondents)

Precinct	District	Unweighted	
		Number	Percent
Echuca and Surrounds	Echuca West	65	16%
	Echuca Central	49	12%
	Echuca South-East	38	10%
	Total	152	38%
Campaspe West	Lockington-Gunbower and District	54	14%
	Rochester	32	8%
	Total	86	22%
Campaspe East	Rushworth and District	30	8%
	Tongala and District	40	10%
	Kyabram East	37	9%
	Kyabram West	29	7%
	Stanhope and District	26	7%
	Total	162	41%
Campaspe Shire		400	100%



Council’s overall performance

Respondents were asked:

“On a scale of 0 (lowest) to 10 (highest), can you please rate your satisfaction with the performance of Council across all areas of responsibility?”

Satisfaction with the performance of Campaspe Shire Council ‘across all areas of responsibility’ or “overall performance” remained stable at 4.9 out of a potential 10.

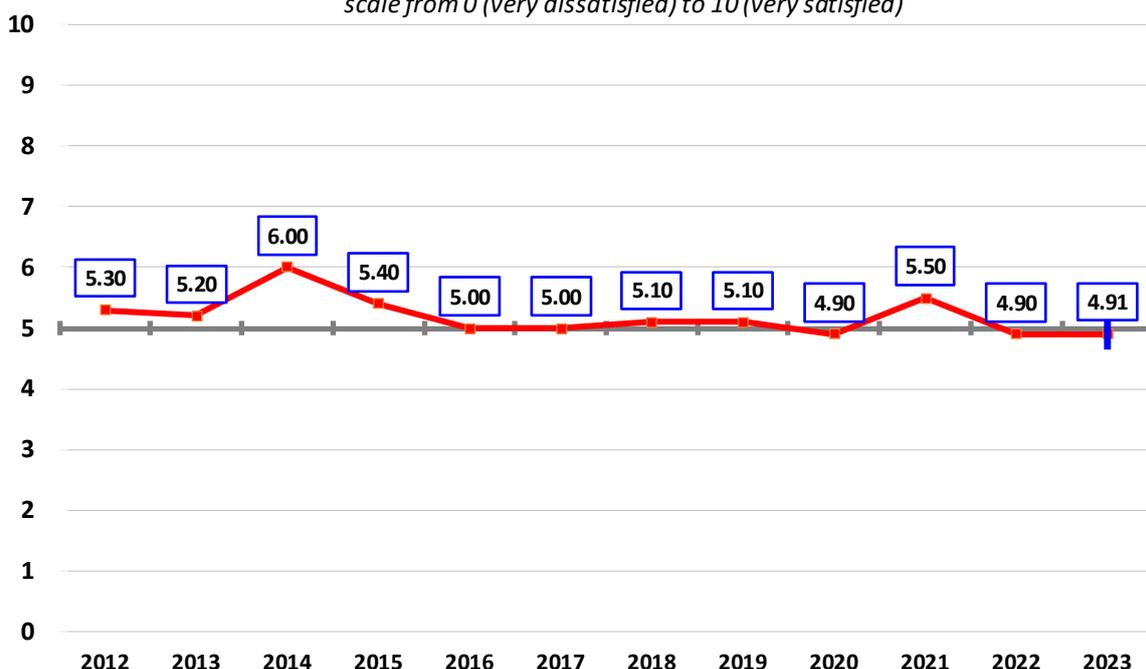
With the notable exception of the 2021 result, which was unusually high historically for the Campaspe Shire, satisfaction has remained remarkably stable at approximately five out of 10.

Clearly, the impact of the COVID-19 pandemic will have been felt in satisfaction with local government from 2020 through 2022, with Metropolis Research noting that 2022 was a particularly low result for many municipalities, as the community emerged from the last of the lockdowns and there was a generalised fatigue with government.

Metropolis Research notes that this Campaspe result was typically somewhat lower than the large rural council’s average since 2015 of 5.6, and the state-wide average since 2012 of 6.0.

The following sections of this report discuss in detail a range of factors that may be impacting on overall satisfaction with Campaspe Shire Council, with some of the key themes being Council’s communication, priorities, management, and governance; the perception of unequal treatment of urban and rural areas of the Shire; the maintenance and provision of both sealed and unsealed local roads as well as other infrastructure such as drains and footpaths; the cleanliness, maintenance, and beautification of the local area; and notably, the issues associated with the flood event.

Satisfaction with Council's overall performance
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
scale from 0 (very dissatisfied) to 10 (very satisfied)



Overall performance by precinct and district

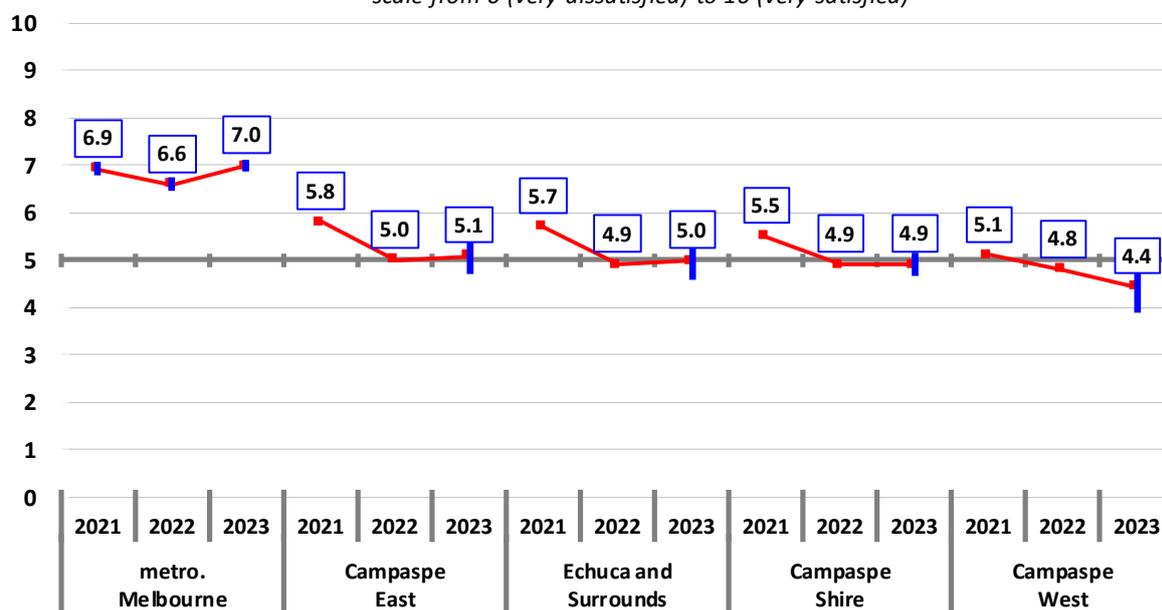
There was no statistically significant variation in satisfaction with Council’s overall performance observed across the three precincts of Campaspe, although it is noted that there was a notable decline in satisfaction of respondents from Campaspe West (down 8%).

Metropolis Research draws attention to the fact that overall satisfaction with Campaspe Shire Council increased in both Campaspe East and Echuca precincts this year, whilst continuing to decline in Campaspe West.

This continuing decline in satisfaction in Campaspe West was observed for a range of questions in the survey this year, reflecting, at least in part, the greater impact of the flooding event in Campaspe West. As discussed in the [Impacted by the Flood Event](#) section of this report, 57% of respondents from Campaspe West were impacted by flood event, compared to less than a third of respondents from Campaspe East or Echuca.

Clearly, the flood event was a major factor impacting on the local community this year, and its impact is evident in many sections of this report. It is important to bear in mind, however, that the flood event, whilst a major factor impacting on community sentiment, was not the only issue impacting on community satisfaction with Council.

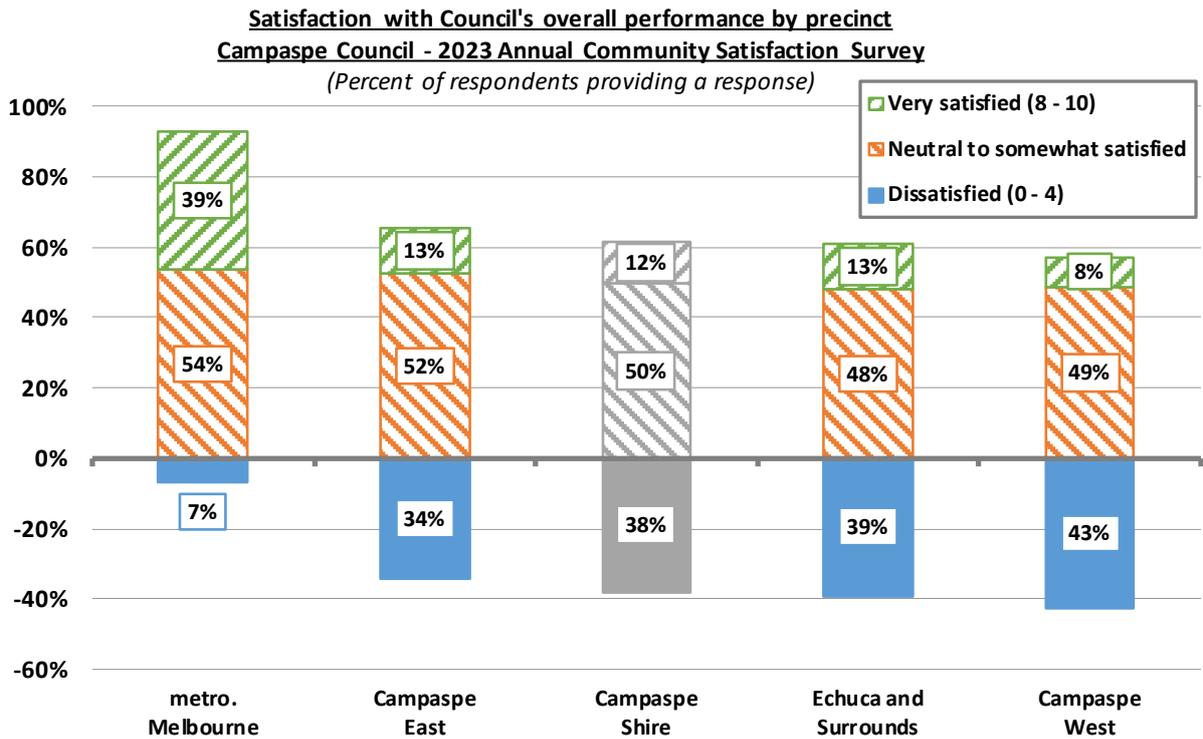
Satisfaction with Council's overall performance by precinct
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
scale from 0 (very dissatisfied) to 10 (very satisfied)



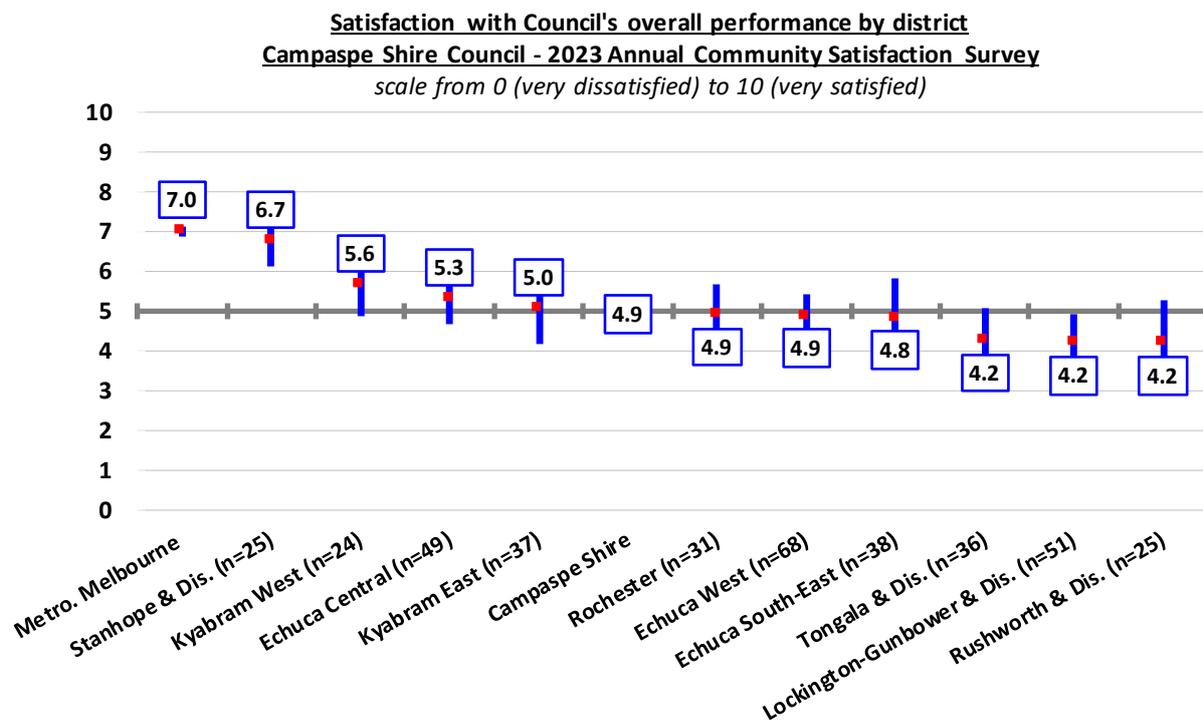
The following graph provides a breakdown of satisfaction into the proportion of respondents who were “very satisfied” (i.e., rated satisfaction at eight or more), those who were “neutral to somewhat satisfied” (i.e., rated satisfaction at five to seven), and those who were “dissatisfied” (i.e., rated satisfaction at less than five).

It is noted that 38% of respondents providing a satisfaction score were “dissatisfied” with Council’s overall performance, which was somewhat higher than 2022 (28%) and 2021 (19%), although the different in scale used between 2022 and 2023 maybe a factor.





The following graph provides a comparison of satisfaction with Council’s overall performance for respondents from each of the 10 districts that comprise the Shire. It is noted that the sample size for many of these districts was quite modest, with correspondingly larger 95% confidence intervals (the vertical blue bars). Cognisant of the small sample size, respondents from Stanhope and District were measurably more satisfied than the municipal average and at a “good” level, whilst by contrast, respondents from Tongala, Lockington-Gunbower, and Rushworth and their districts were all notably less satisfied than average at just 4.2 out of 10.

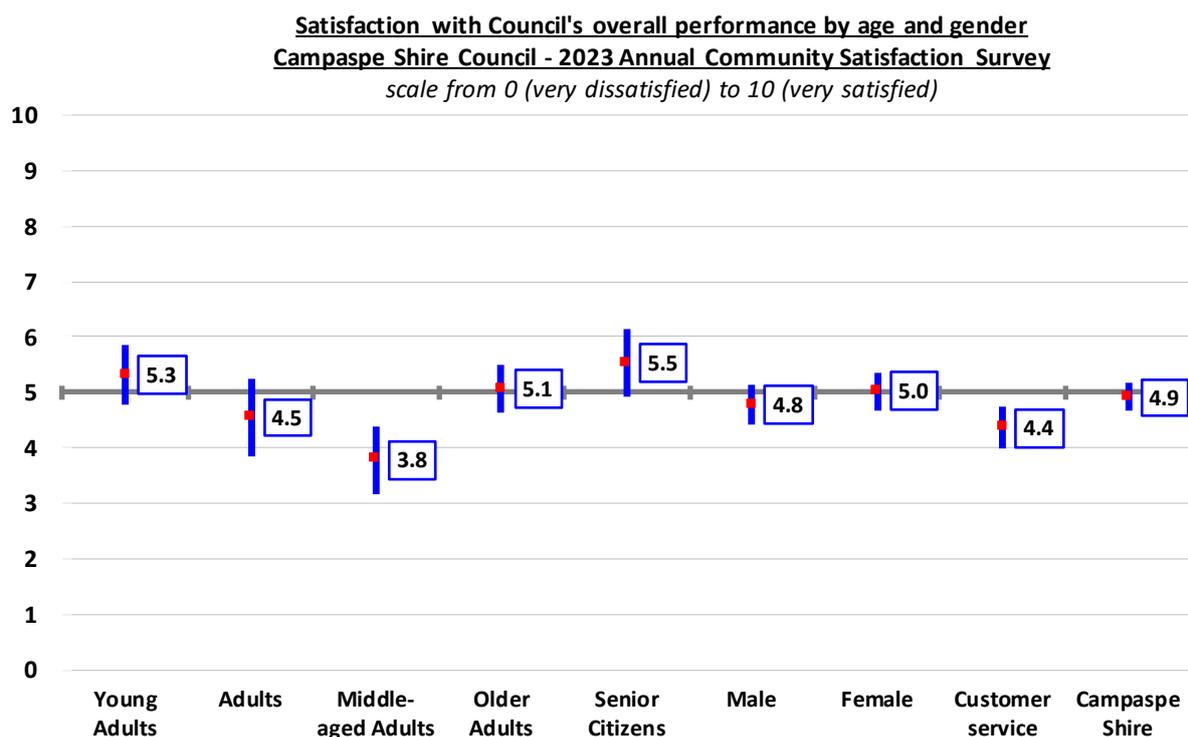


Overall performance by respondent profile

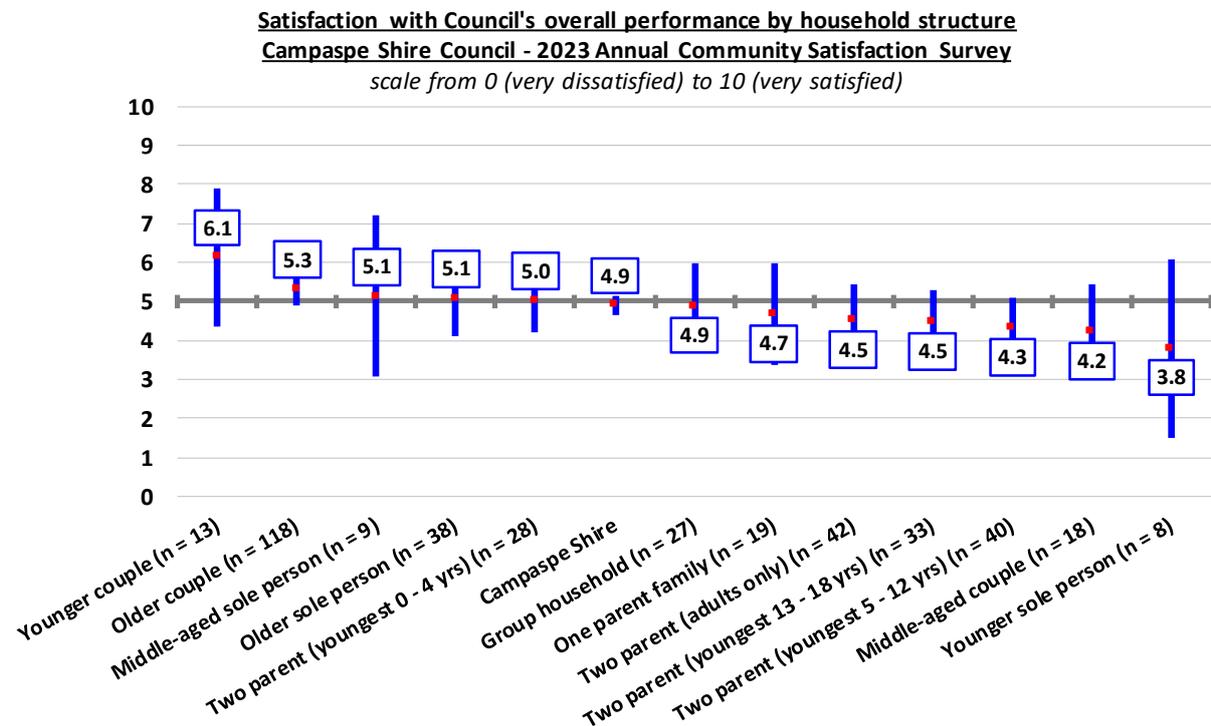
Whilst overall satisfaction with Campaspe Shire Council remained at a consistently low level across the shire this year, there was notable and significant variation in satisfaction observed by different groups of residents across the Shire, as follows:

- **Notably more satisfied than the municipal average** – included young adults (aged 18 to 34 years), senior citizens (aged 75 years and over), female respondents, younger couples, older couples, newer residents (one to less than five years in the shire), and respondents from multilingual households.
- **Notably less satisfied than the municipal average** – included adults and middle-aged adults (aged 35 to 59 years), male respondents, respondents who had contacted Council in the last 12 months, two-parent families with youngest child aged 5 years and over, middle-aged couples, younger sole person households, and one-parent families, long-term residents (10 years or more in the shire), and respondents who had been directly impacted by the floods.

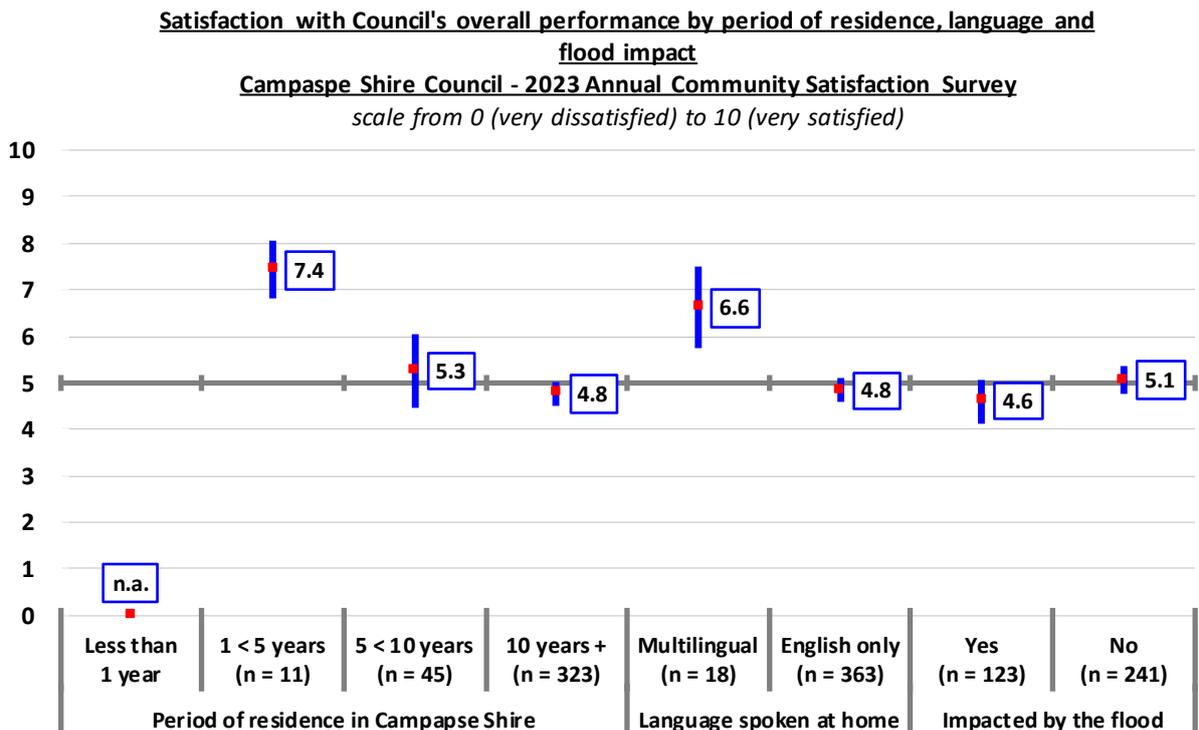
The following graph provides a comparison of satisfaction by respondents' age structure, gender, and whether they had contacted Council in the last 12 months.



The following graph provides a comparison of satisfaction with Council’s overall performance by the respondents’ household structure. The small sample size for some of these household structures is noted, and caution should be exercised in interpretation where appropriate.



The following graph provides a comparison of satisfaction with Council’s overall performance by the respondents’ period of residence in the Campaspe Shire, the language spoken at home, and whether the respondents’ household had been directly impacted by the floods.



Relationship between issues and satisfaction with Council's overall performance

The following graph displays the average overall satisfaction score for respondents nominating each of the top 12 issues to address for the Campaspe Shire 'at the moment', with a comparison to the overall satisfaction score of all respondents (4.9), as well as a comparison to the 92 respondents who did not nominate any issues to address (5.7).

The detailed analysis of the top issues to address for the Campaspe Shire 'at the moment' is discussed in the [Current Issues to address](#) section of this report.

The aim of this data is to explore the relationship between the issues nominated by respondents and their satisfaction with the Council's overall performance.

The data does not prove a causal relationship between the issue and satisfaction with Council's overall performance but does provide meaningful insight into whether these issues are likely to be exerting a positive or negative influence on these respondents' satisfaction with Council's overall performance.

Clearly the number of respondents nominating each of these 12 issues varied substantially, which is reflected in the size of the blue vertical bars (the 95% confidence interval).

Metropolis Research notes that 92 respondents (23% of the total sample) did not have any issues they felt needed to be addressed 'at the moment' in Campaspe Shire. Naturally, these respondents were significantly more satisfied than respondents who did nominate issues to address, and they rated satisfaction with Council's overall performance 16% higher than the municipal average of 4.9.

The most significant issue impacting on satisfaction with Campaspe Shire Council was road maintenance and repairs, with 151 of the 400 respondents (38%) nominating road issues.

Whilst the respondents who nominated roads as an issue, on average, rated satisfaction only marginally lower than the municipal average at 4.8, the fact that this group comprises more than one-third of the total sample means they had a notable impact on overall satisfaction.

The verbatim comments that were categorised as "road maintenance and repair" related issues are included in the [Issues to Address](#) section of this report, with many referring to the perception of insufficient road maintenance and repairs, as well as some comments relating to the impact of flooding on the road network. Naturally, the impact of the flood event will have been a substantial factor underpinning concern around the road network, although it is difficult to quantify this impact precisely.

The other areas that were clearly negative influences on satisfaction with Council for the respondents who raised the issues included the perceived unequal treatment between rural and urban areas of the Shire, aspects of Council's management, performance, communication, and governance performance, issues around the cleaning, maintenance, and the beauty of the local area, as well as issues associated with the flooding events in Campaspe.



The respondents who nominated each of these issues were notably to measurably less satisfied with Council’s overall performance than the municipal average, strongly suggesting that these issues exerted a significant negative influence on satisfaction for the respondents who nominated them.

Metropolis Research notes that it is unusual in our experience, that Council performance, decision making, and governance related aspects were the most negatively associated with overall satisfaction.

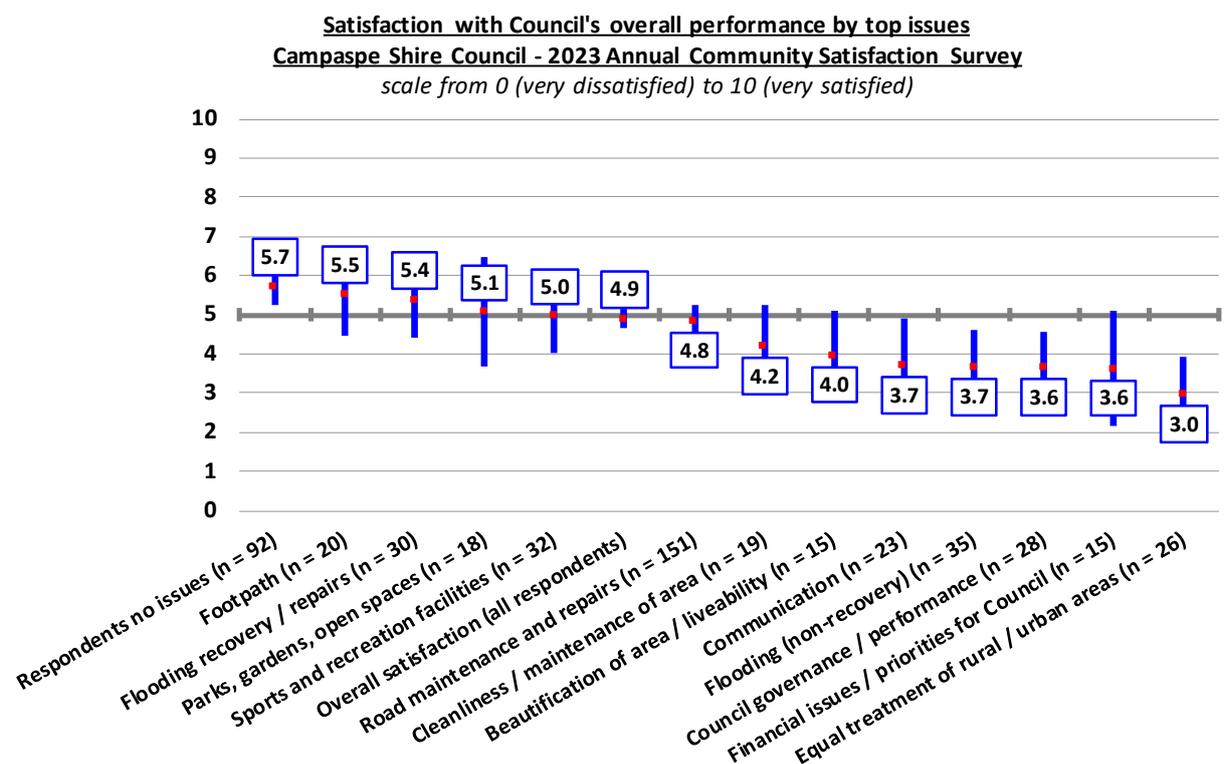
Across metropolitan Melbourne, whilst these governance and performance related aspects do appear as negative influences on overall satisfaction, issues including planning and development, parking, roads, footpaths, and communication tended to be more prominent.

These Campaspe Shire results do highlight a significant level of concern expressed by a relatively small (approximately 5%) proportion of the community in relation to Council’s governance and leadership performance.

This reflects their satisfaction with how the council performs as an organisation providing services, programs, and facilities, whilst also reflecting community views around the performance of the elected council.

This includes in relation to both accountability and governance related issues as well as the policy and funding decisions made by the Council.

This is discussed in more detail in the [Governance and Leadership](#) section of this report, which shows also shows a broader low level of satisfaction with aspects of governance and leadership performance over time.



The following table provides an alternative means of exploring the relationship between issues to address for Campaspe and overall satisfaction with Council.

The table provides the proportion of respondents dissatisfied with Council’s overall performance who nominated each of the top 15 issues, compared to the proportion of all respondents who nominated each issue.

Metropolis Research notes that road maintenance repair related issues were nominated by a significant proportion of both all respondents and dissatisfied respondents.

Respondents who were dissatisfied with Council’s overall performance were more likely than the municipal average, to nominate equal treatment of rural / urban areas; Council performance, accountability, and governance; and Council’s communication and consultation. This again reinforces the strength of sentiment in these issues by a proportion of the Campaspe community.

Top issues for Campaspe of respondents' dissatisfied with overall performance
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
(Number and percent of total respondents who dissatisfied with overall performance)

<i>Issue</i>	<i>Dissatisfied respondents</i>		<i>All respondents</i>
	<i>Number</i>	<i>Percent</i>	
Roads maintenance and repairs	56	38%	38%
Equal treatment of rural / urban areas	18	12%	7%
Council governance, performance and accountability	17	12%	7%
Communication, consultation, provision of information	14	10%	6%
Sports and recreation facilities	13	9%	8%
Cleanliness and maintenance of area incl. rubbish, litter	9	6%	5%
Provision and maintenance of general infrastructure	9	6%	4%
Beautification of area / liveability	9	6%	4%
Council rates / fees / charges	8	5%	3%
Financial issues and priorities for Council	8	5%	4%
Floodwall / flooding	8	5%	4%
Flooding recovery, repairs, assistance	8	5%	8%
Flooding response, warning	7	5%	3%
Parks, gardens and open spaces	6	4%	5%
Footpath maintenance and repairs	6	4%	5%
All other issues <i>(32 separately identified issues)</i>	77	53%	49%
Total responses	273		625
<i>Respondents identifying at least one issue</i>	<i>126</i>		<i>308</i>
<i>(percent of total respondents)</i>	<i>(86%)</i>		<i>(77%)</i>



Reasons for dissatisfaction with overall performance

There were 185 comments received from the 145 respondents dissatisfied with Council's overall performance.

Metropolis Research notes that these comments largely reflect the [issues to address](#) results and [impact of issues on overall satisfaction](#), as discussed in other sections of this report.

These comments have been broadly categorised as follow:

- **Communication, engagement, visibility (24 comments)** – largely focused on the perception that Council was not effectively listening to or communicating with the community.
- **Perceived unequal treatment of urban over rural areas (23 comments)** – largely focused on the perception that the Council is unduly focused on Echuca.
- **Flood prevention, management, and response (23 comments)** – a range of feedback around Council response to the flood event, the impact of the flooding, and perceived lack of adequate cleanup and recovery.
- **General negative comments (21 comments)** – a range of generally negative comments about Council performance.
- **Council management and governance (16 comments)** – a range of comments about the perceived performance and management of Council well as some comments about transparency.
- **Council services and facilities (14 comments)** – including a range of services and facilities, including basic amenities, community services, and kerbside collections.
- **Cleanliness and maintenance / beautification (12 comments)** – a range of comments about cleaning, maintenance, and beautification.
- **Council rates, fees, and charges (11 comments)** – largely focused on a perceived lack of value for money for rates.
- **Community focus (11 comments)** – largely focused on the perception that Council does not adequately serve the community.
- **Roads and traffic management (10 comments)** – largely focused on road maintenance, including grading of unsealed roads.
- **Parks, gardens, trees, and open spaces (6 comments)** – a range of comments around the provision, infrastructure, quality, and maintenance of local parks, gardens, and street trees.
- **Financial management and priorities (6 comments)** – largely focused on a perceived lack of funding or poor allocation of resources.
- **Council customer service and responsiveness (3 comments).**
- **Planning, housing, and development (2 comments).**
- **Other issues (7 comments).**

The verbatim comments are included as an appendix to this report.



Change in Council's overall performance

Respondents were asked:

“Over the past 12 months, do you think Council’s overall performance has improved, deteriorated or stayed the same?”

In 2023, eight percent of respondents considered that Campaspe Shire Council’s overall performance had improved, whilst 23% considered that it had deteriorated in the last 12 months.

Metropolis Research notes that whilst almost three times as many respondents considered that Council performance had deteriorated over the last 12 months, the average satisfaction with Council remained stable at 4.9 out of 10.

It is, however, consistent with the increase in the proportion of “dissatisfied” respondents this year, up from 28% in 2022 to 38% this year.

This question was not included in the previous community satisfaction survey program in a format that allows for time series comparisons.

In the experience of Metropolis Research measuring community satisfaction, the fact that 23% of respondents considered that overall performance had deteriorated is a significant result worthy of note.

Given the range of results discussed throughout this report, including notably the extremely low satisfaction with sealed and unsealed local roads, drains, and footpaths, the 38% nominating road maintenance and repairs as an issue to address, and that 34% of respondents had been directly impacted by the floods, clearly these events were a factor in these results this year.

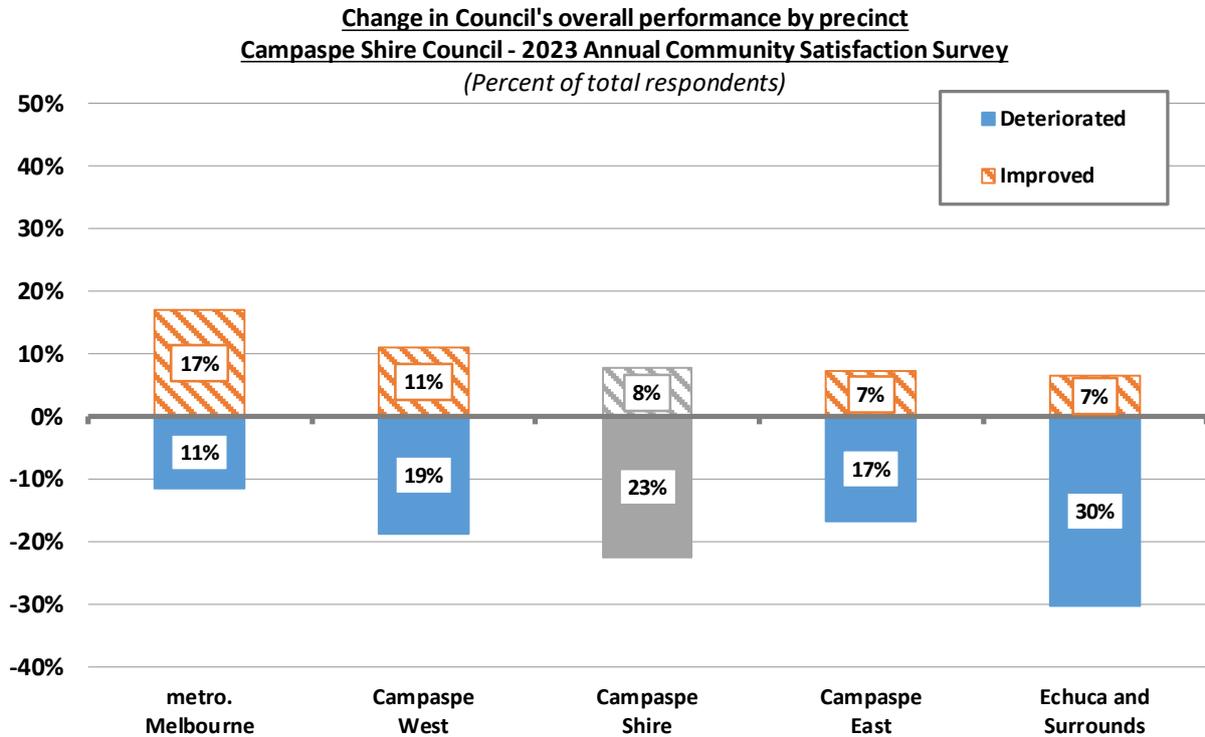
It may also, however, reflect a longer-standing trend of modest satisfaction with Council, as evidenced by the stable overall satisfaction scores in recent years. Future results will inform the degree to which the flooding event has impacted on community satisfaction with Council.

Change in overall performance
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
(Number and percent of total respondents)

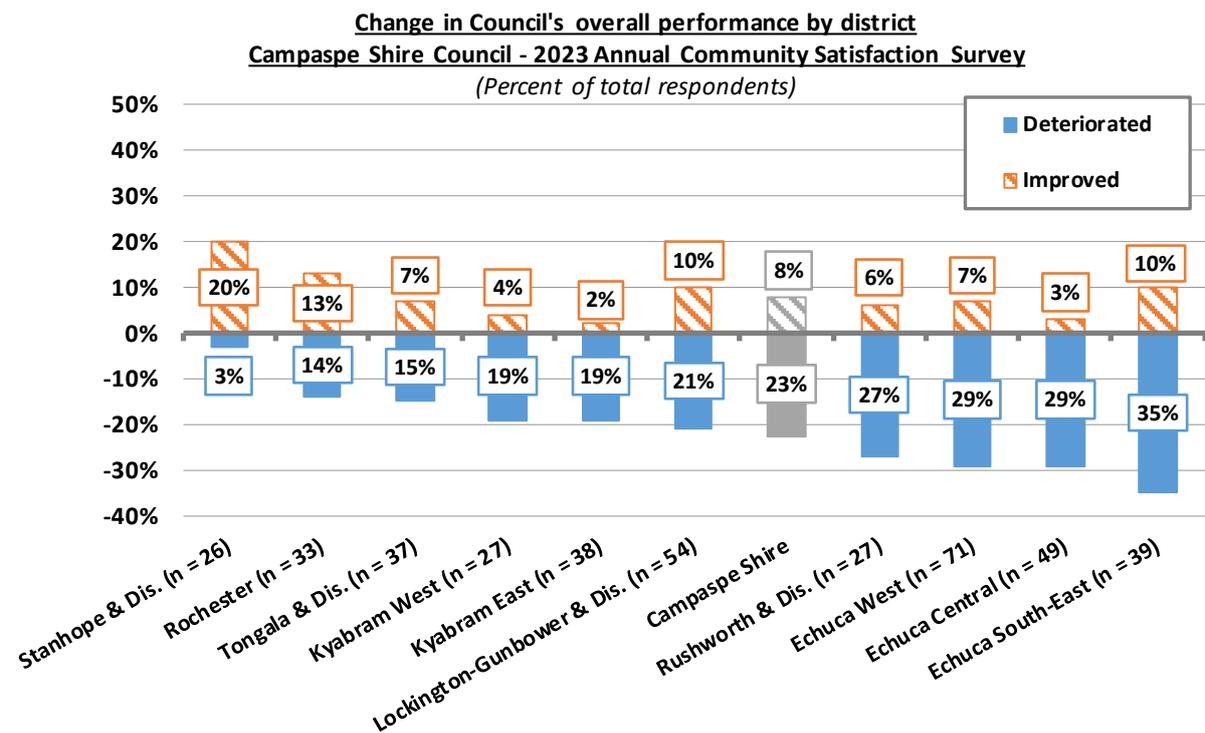
Response	2023	
	Number	Percent
Improved	31	8%
Stayed the same	232	58%
Deteriorated	90	23%
Can't say	47	12%
Total	400	100%



It is noted that respondents from Echuca and surrounds were the most likely to feel that Council’s overall performance had deteriorated in the last 12 months. Respondents from Campaspe West were the most likely to feel that performance had improved, despite reporting a decline in satisfaction (down 8%).



Whilst cognisant of the small sample size at the district level, it is noted that respondents from Rushworth, and the three Echuca districts were the most likely to consider that Council’s overall performance had deteriorated in the last 12 months.



Governance and leadership

Respondents were asked:

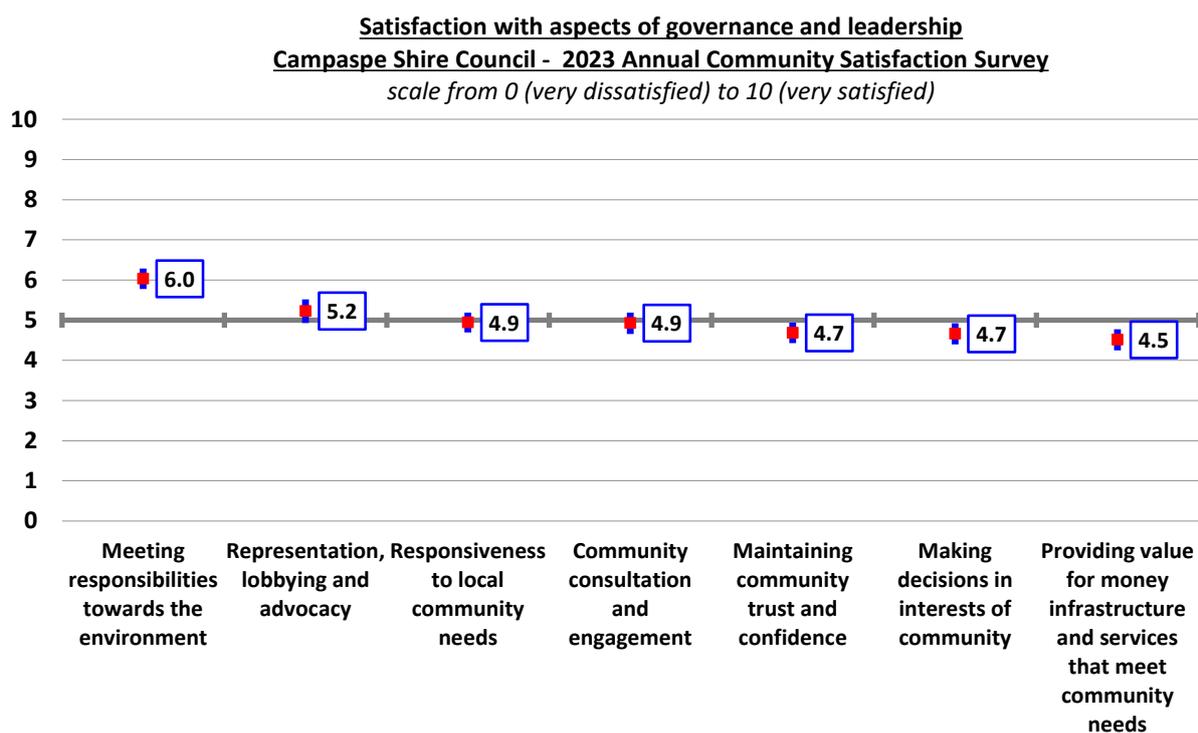
“On a scale of 0 (lowest) to 10 (highest), can you please rate your satisfaction with the following aspects of Council’s performance?”

Respondents were asked to rate their satisfaction with seven aspects of Council’s leadership and governance performance.

Of these seven measures, four were not included in the previous survey program, and therefore no time-series comparisons are available.

Metropolis Research notes that six of these seven aspects are considered core aspects of governance and leadership.

These include representation, responsiveness, engagement, maintaining trust, making decisions, and providing value for money. The average satisfaction with these six core aspects of governance and leadership was 4.8 out of 10.



These results strongly suggest significant community concern around how the council represents, engages with, and responds to the needs of the Campaspe community. This reflects community sentiment in relation to both the performance of the organisation providing services and facilities, as well as the performance of the elected Council representing the community.

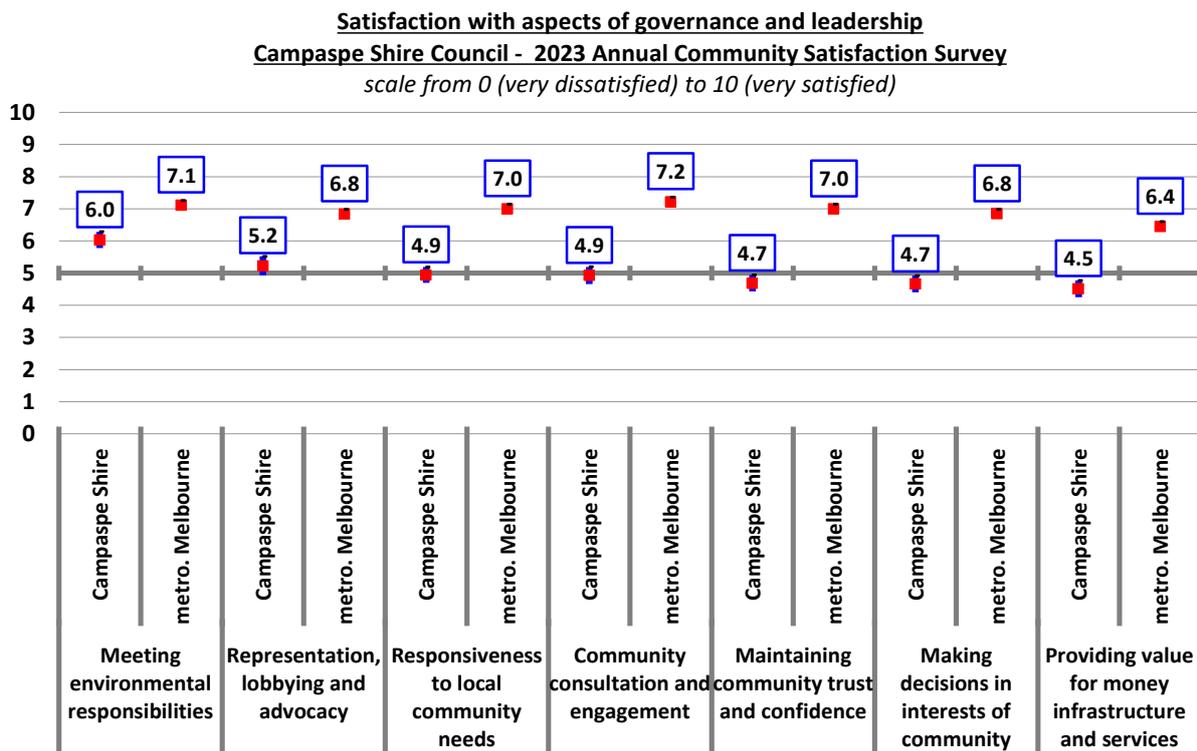


When read in conjunction with the time-series results available, Metropolis Research suggests that these community concerns appear to be long-standing, and were not newly emerging this year, solely in response to either the recent flooding events, or other recent events such as the pandemic.

By way of comparison, this compares to the 2022 metropolitan Melbourne average satisfaction with the six same measures of governance and leadership of 6.89, as recorded in the *Governing Melbourne* research conducted independently by Metropolis Research across all 31 metropolitan Melbourne municipalities in January 2023 using the door-to-door methodology.

The following graph provides a comparison of all seven aspects of governance and leadership against the metropolitan Melbourne average. It is noted that the aspect “providing value for money infrastructure and services that meets community needs” was included in *Governing Melbourne* as “providing value for rates”.

Whilst direct comparison between the metropolitan Melbourne average and that of a regional council is not like-for-like in many respects, it is worth considering the significant difference in satisfaction with the governance and leadership performance between Campaspe and the metropolitan average. Metropolis Research notes that this variation between metropolitan and regional councils is long-standing.



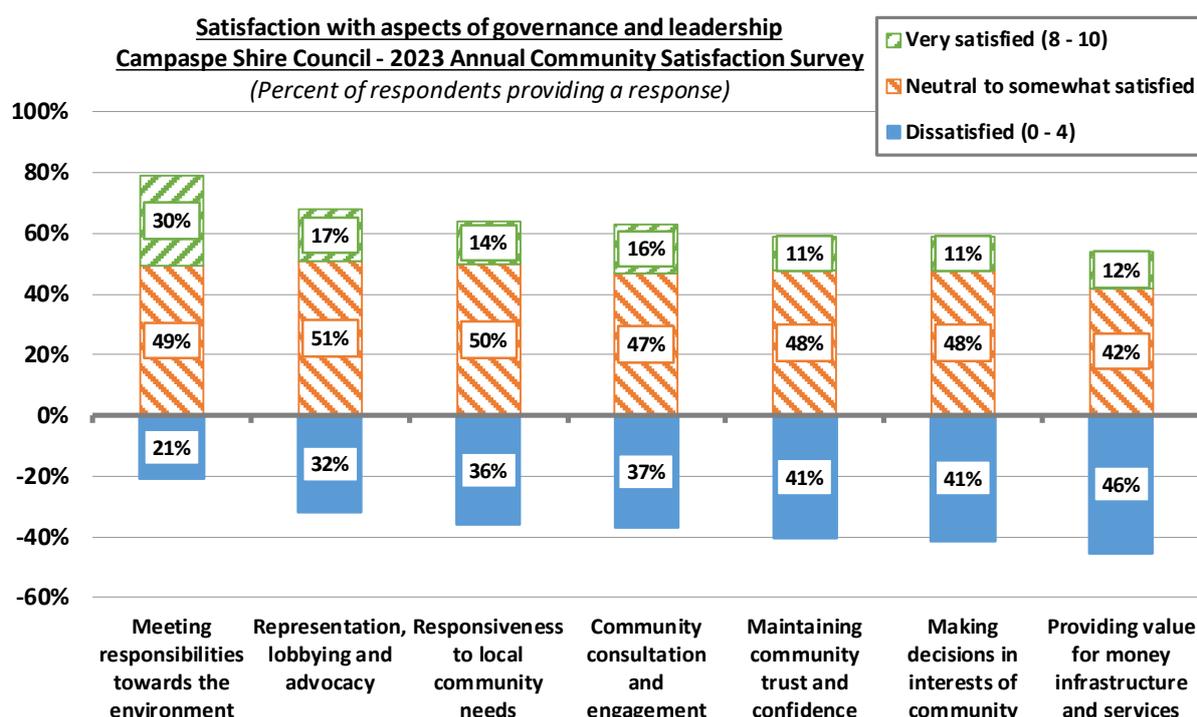
The following graph provides a breakdown of satisfaction into the proportion of respondents who were “very satisfied” (i.e., rated satisfaction at eight or more), those who were “neutral to somewhat satisfied” (i.e., rated satisfaction at five to seven), and those who were “dissatisfied” (i.e., rated satisfaction at less than five).



It is noted that more respondents were “very satisfied” with Council’s performance meeting its responsibilities towards the environment than were “dissatisfied” (30% compared to 21%).

For the six core aspects of governance and leadership, it is noted that significantly more respondents were “dissatisfied” than “very satisfied” with each of these six aspects, with almost half (46%) “dissatisfied” with Council’s performance providing value for money for infrastructure and services.

These results strongly reinforce the average satisfaction scores discussed above and indicate that a significant proportion of the Campaspe community were “dissatisfied” with most aspects of Council’s governance and leadership performance.



The following section provides a more detailed examination of satisfaction with these seven aspects of governance and leadership, including time series where available, satisfaction by precinct, and satisfaction by respondent profile. In summary, these results show:

1. **Time series** - satisfaction with most aspects of governance and leadership have recovered some of the ground lost from the unusually low results recorded in 2022, although most have not quite returned to the long-term average satisfaction.
2. **Satisfaction across Campaspe Shire** – for most aspects, respondents from Campaspe West were somewhat less satisfied than the municipal average, with satisfaction with some aspects continuing to decline in Campaspe West, whilst increasing elsewhere across the shire.
3. **Satisfaction by respondent profile** – for most aspects, younger adults (aged 18 to 34 years) and senior citizens (aged 75 years and over) were more satisfied than average, whilst middle-aged adults (aged 45 to 59 years) were less satisfied. Female respondents were somewhat more satisfied than males, and the small sample of 19 respondents from multilingual households were significantly more satisfied than those from English speaking households.



Meeting responsibilities towards the environment

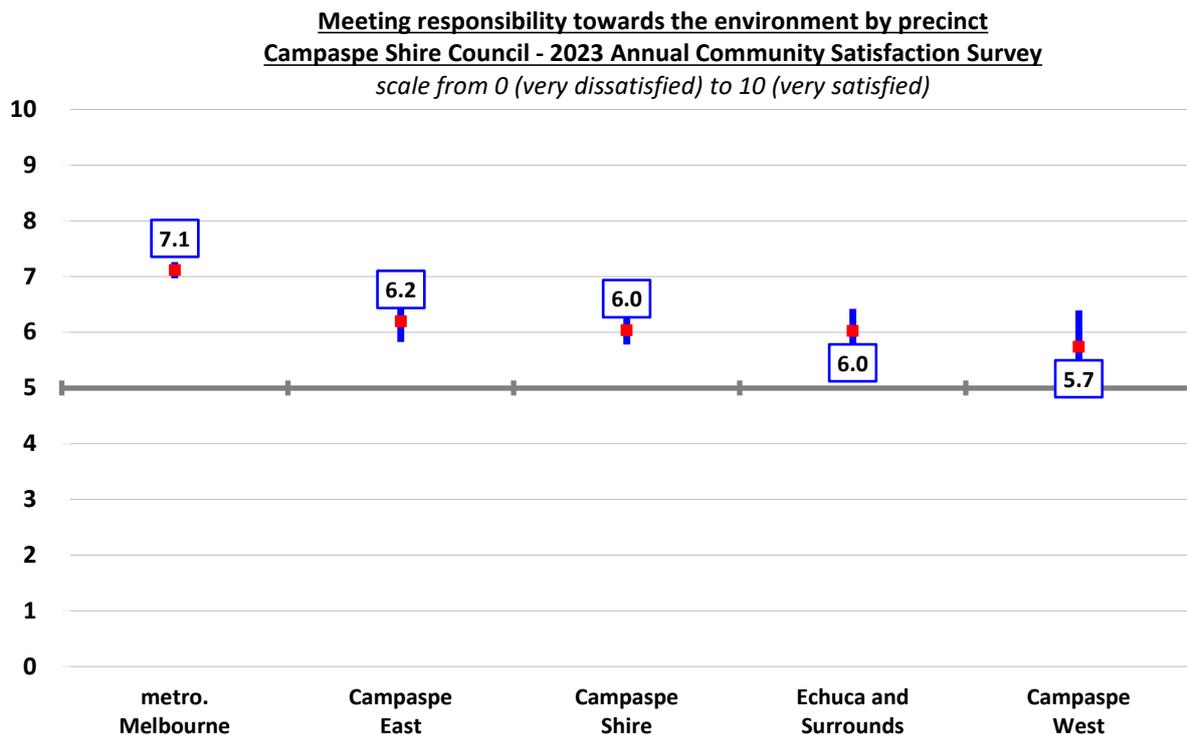
Satisfaction with council’s performance meeting its responsibilities towards the environment was a new question included in the new survey this year. The average satisfaction was 6.0 out of 10, or a “solid” level of satisfaction.

This included 30% “very satisfied” respondents and 21% “dissatisfied” respondents based on a total sample of 321 respondents who provided a score.

It is noted that just four respondents (one percent) nominated issues around environment, sustainability, and climate change as one of the top three issues to address for the Campaspe Shire at the moment, as discussed in the [Issues to Address](#) section of this report.

Taken together, these results do suggest that environment and sustainability issues were not front of mind to most in the community, when considering the performance of Campaspe Shire Council.

Whilst there was no statistically significant variation in this result observed across the municipality, it is noted that respondents from Campaspe East were marginally more satisfied than average, whilst respondents from Campaspe West were somewhat less satisfied, and at a “poor” rather than a “solid” level.

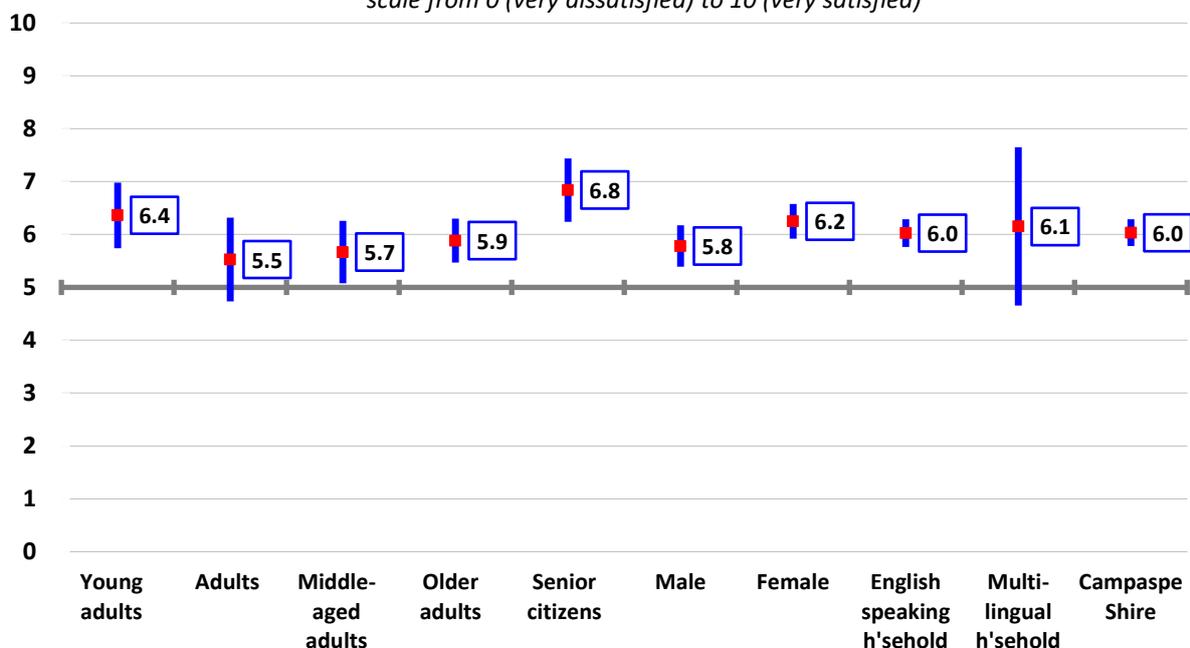


There was notable variation in satisfaction with council’s performance meeting its responsibilities towards the environment observed by respondent profile.



- **Age structure** – young adults (aged 18 to 34 years) and senior citizens (aged 75 years and over) were notably more satisfied than average, with senior citizens rating satisfaction as “good”.
- **Gender** – female respondents were notably (8%) but not measurably more satisfied than male respondents.

Meeting responsibility towards the environment by respondent profile
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
scale from 0 (very dissatisfied) to 10 (very satisfied)



Reasons for dissatisfaction with meeting environmental responsibilities

The 68 respondents dissatisfied with Council’s performance meeting its responsibilities towards the environment provided a total of 53 comments as to the reasons for their dissatisfaction.

The verbatim comments are provided in the following table, which focus mostly on a perception that Council was not doing much / doing enough / not seen to be doing anything and similar comments.

Metropolis Research does note, however, that some of the comments related to issues somewhat broader than “environmental responsibilities” or which defined the environment in a more literal sense than was intended in the question.

This may reflect that environment, conservation, climate change, and sustainability related issues were not observed in the [Issues to Address](#) section of this report, suggesting relatively low levels of concern around sustainability in the Shire.

Metropolis Research suggests that a question more specific to sustainability related issues may be worth considering including in the 2024 survey to test the actual level of community concern or engagement in broader environment and sustainability related issues.



Reasons for dissatisfaction with Council meeting its responsibilities towards the environment

Campaspe Shire Council - 2023 Annual Community Satisfaction Survey

(Number of responses)

<i>Reason</i>	<i>Number</i>
They could do better / more / don't do enough / they don't care	15
Because we pay rates to fix the roads and services which they can do something about it, not the environment	1
Bushlands have been closed for months but they don't fix the issue and look after it	1
Can be improved significantly	1
Council only thinks of the council. They don't care about us rate payers	1
Council slow response to any new services to new company, organization	1
Didn't address the problem, drainage management	1
I'm trying to build an anaerobic digester on my land, Council has done everything to hold me up	1
I am not satisfied or unsatisfied I'm just in the middle	1
I don't think they are doing a good job with that as new housing estates don't have enough green spaces	1
I have had an issue that my neighbours were burning garbage, but council didn't do anything	1
I see things that more should be done	1
Incompetent council	1
Issues such as tree planting is not done enough	1
It's just a waste of money - there are better use of resources	1
Just leaving the bin recycling to once a week is insufficient	1
Lack of information about what they are doing,	1
Low priority from council towards environment management	1
No idea on what they are doing	1
Not as good as it used to be	1
Our shire is pretty useless	1
Parks in Echuca are still full of rubbish from the floods	1
The floods	1
The maintenance of parks, nature strips needs is not at point.	1
The towns a mess all the time. Permits take forever.	1
Their attitude is more academic	1
They're servicing it properly	1
They are not meeting the needs and just try make things look pretty just for show	1
They are planting trees which are not suitable to community. Doesn't clean at all and it is a disaster	1
They council doesn't care about anything that doesn't affect them personally	1
They council doesn't enough with the natural resources such as nature strips that could have more stress planted on them	1
They do not do anything when we report water being poisoned in local streams etc	1
They don't maintain the natural resources in the shire	1
They don't maintain the appearance of the town as much as they should	1
I don't hear about the council doing anything for the environment	1
They should clean up the place due to the floods.	1
Waste a lot of money on stuff they don't need to and should rather focus on more practical stuff	1
We've got noxious weeds, but they haven't done anything about	1
You don't have much trust	1

Total

53



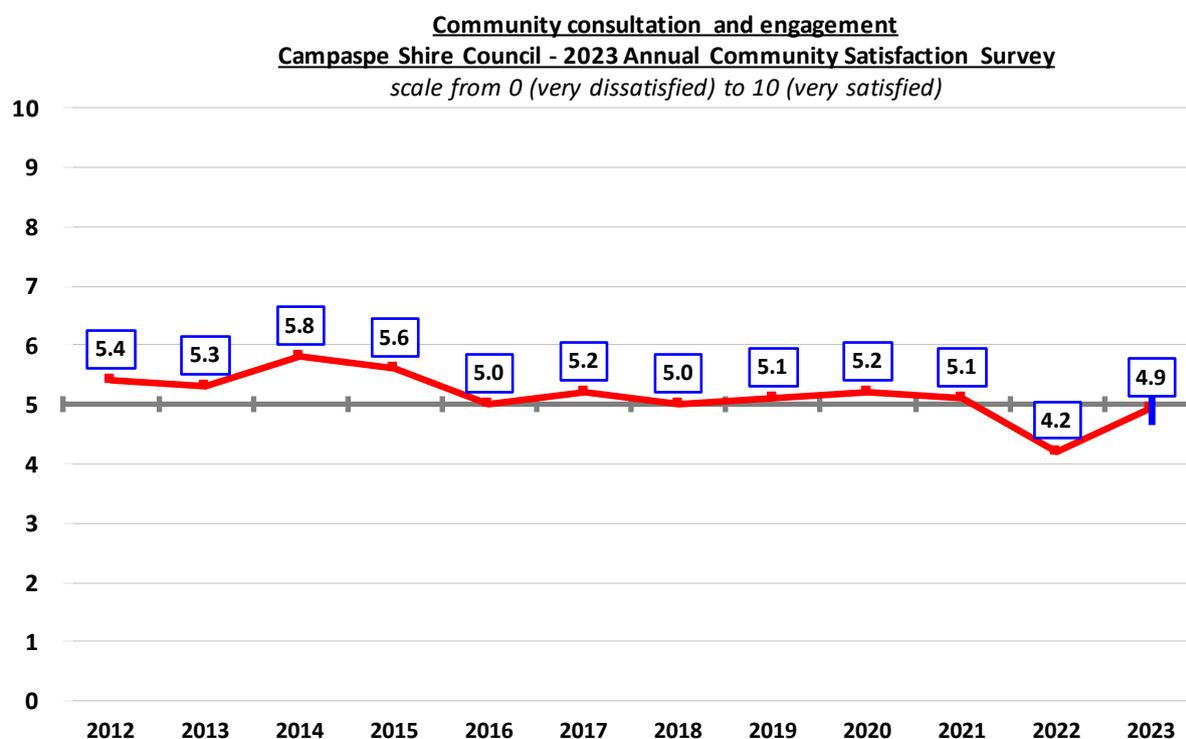
Community consultation and engagement

Satisfaction with Council’s community consultation and engagement performance increased measurably this year, up 17% to 4.9 out of 10, although it remains “extremely poor”.

This result was comprised of 16% “very satisfied” and 37% “dissatisfied” respondents, based on a total sample of 358 of the 400 respondents who provided a satisfaction score.

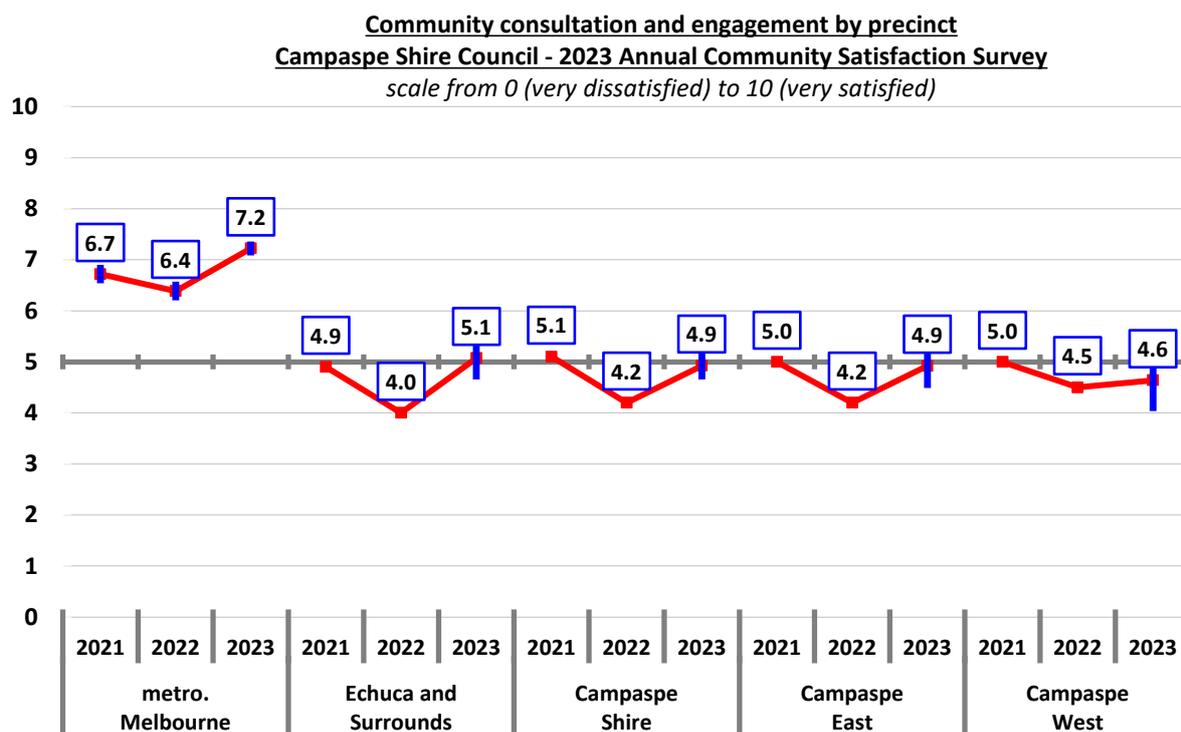
Metropolis Research notes that there was a significant recovery in satisfaction with consultation and engagement from the unusually low 4.2 recorded last year, with satisfaction almost returning to the long-term average since 2012 of 5.2.

Metropolis Research notes that six percent of respondents nominated communication and consultation related issues as one of the top three [issues to address](#) for Campaspe Shire this year.



Whilst not statistically significant, it is noted that respondents from Echuca and surrounding areas were notably more satisfied than respondents from Campaspe West. It is noted that the increase in satisfaction with this aspect of performance was observed across Campaspe Shire but was notably less pronounced for respondents from Campaspe West.



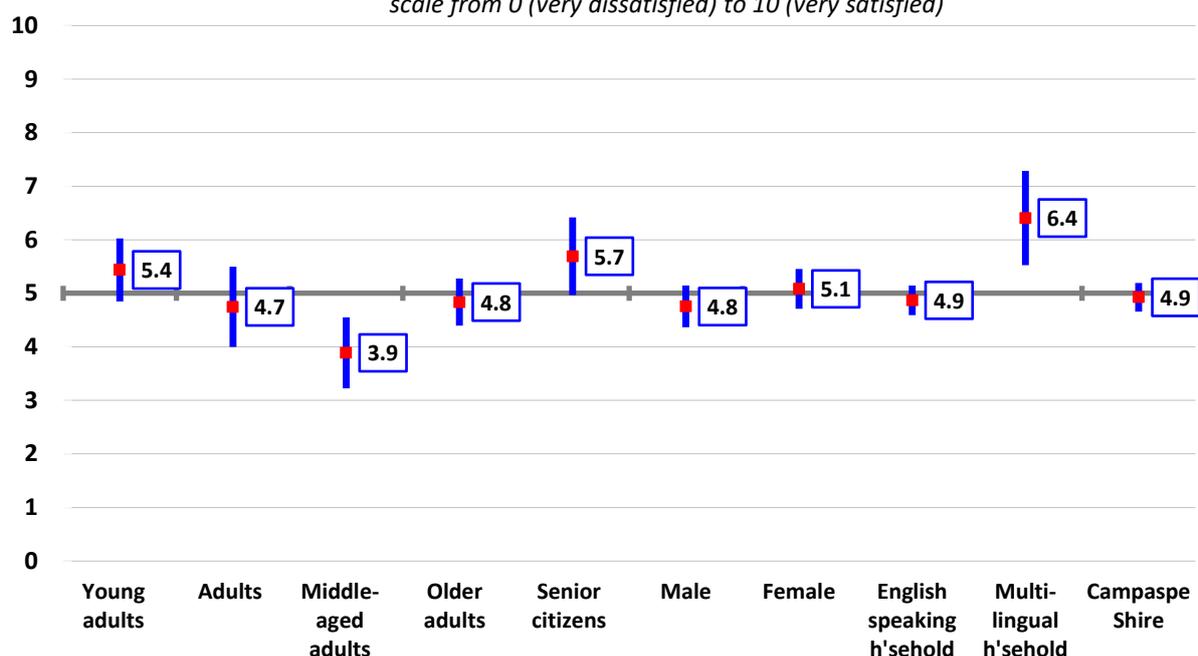


There was also notable and measurable variation in satisfaction with council’s community consultation and engagement observed by respondent profile.

- **Young adults (aged 18 to 34 years) and senior citizens (aged 75 years and over)** – respondents were notably more satisfied than average.
- **Middle-aged adults (aged 45 to 59 years)** – respondents were measurably and significantly less satisfied than average, at just 3.9 out of 10.
- **Gender** – female respondents were notably but not measurably (7%) more satisfied than male respondents.
- **Language spoken at home** – respondents from multilingual households were measurably and significantly more satisfied than respondents from English speaking households.



Community consultation and engagement by respondent profile
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
scale from 0 (very dissatisfied) to 10 (very satisfied)



Reasons for dissatisfaction with consultation and engagement

The 133 respondents dissatisfied with Council’s community consultation and engagement performance provided a total of 111 comments as to why they were dissatisfied.

There was significant concern in the community about a perceived of communication or information from Council, with some related specifically to the flood event, but more broadly than that, as it appears to be longer term concern in the local community.

The verbatim comments have been broadly categorised as follows:

- Lack of communication / information - 29 comments.
- Lack of / little consultation or engagement / don't listen - 27 comments.
- Poor response to / communication through floods - 19 comments.
- Poor / slow response - 8 comments.
- Lack of awareness about Council / lack of accessibility / visibility - 7 comments.
- Governance and management - 6 comments.
- Focus on Echuca and no other areas - 6 comments.
- Other - 9 comments.

The following table outlines the verbatim comments received from respondents.



Reasons for dissatisfaction with Council's performance in community consultation and engagement
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
 (Number of responses)

<i>Reason</i>	<i>Number</i>
<i>Lack of communication / information</i>	
There is no communication with the community / never hear from them	16
Communication should be better	1
Council does not communicate with some areas as well as others	1
Council is quite deceptive with communication	1
I live on a farm out of town so no communication	1
Limited publicity	1
Making the newsletter more engaging	1
Never met anyone from Council the 7 years I have been here	1
New kindergarten being built, and no news was given to the community about it	1
Not enough events or publicity on what's going	1
They are not a very informational Council	1
The information provided by the Council was terrible about the floods	1
They don't give enough notice	1
We never heard from the Council post floods	1
Total	29
<i>Lack of / little consultation / don't listen</i>	
Little to no consultation	5
I don't believe they consult with us	2
Building rents, very little consultation	1
Consultation with the community is not fantastic	1
I haven't observed any community interaction	1
Their consultation process is shocking. You go to a consultation meeting, and you end up just being told	1
They don't talk to community	1
They make decisions without consulting with the community	1
They often consult after changes have been. They don't genuinely engage	1
We just had a flood and did poor work consulting on that	1
They don't listen to the community	3
Council ignores community issues	1
It's a load of rubbish, they don't listen or do anything, would like to transfer to Shepparton	1
They don't and won't listen	1
They don't talk to us	1
They take surveys and polls, but they still don't do anything about our concerns	1
Cause they don't include the people	1
The only time you hear about someone coming to see you is when its election time	1
They engage with us but don't really do much about it	1
You get no engagement from the Council	1
Total	27



Poor response to / communication through the floods

The Council never supported us during floods	2
The whole flood thing	2
Based on Council's response to the floods	1
During flood they didn't care about us at all	1
Floods management was a disgrace	1
Less concern during flood	1
Recent flooding was confusing for residents. Reactive response, not proactive	1
The Council let the town down during the floods	1
They disappeared during floods	1
During the floods they didn't really consult the community	1
Because when the floods happened no one was responding	1
No communication when there was the flood	1
Poor engagement with the community during floods	1
The Council did not communicate at all after the flood	1
The flood situation lacked communication	1
There was no communication during flood response	1
They just don't communicate especially with the floods they were useless	1
Total	19

Poor / slow response

Poor response to problems	2
The Council is not responsive to the community	2
Delayed response to everything	1
Selective response	1
Whenever you ring the Council it's so slow and difficult to get stuff done	1
You can't get anything out of the Council	1
Total	8

Lack of awareness in community about Council / Lack of accessibility / visibility

Community is not even aware of Council work. So Council is not aware of community needs	1
We don't really know what the Council does	1
We still don't know what's going on in the Council	1
You don't have knowledge of this being done	1
They were nowhere to be found and they need to be more accessible	1
Make more accessible and open to communicate with the Council	1
We never see them, and we only find news through the paper	1
Total	7



<i>Governance and management</i>	
The Council only cares about themselves / they don't care about anything else	2
Administration regarding planning and engaging community is awful	1
Council does the things that benefit to the Council and not the community	1
I am concerned about future planning of community	1
The Council decides without asking	1
Total	6
<i>Focus on Echuca and no other areas</i>	
They don't communicate with anyone who lives outside of town	2
They only care about Echuca and not the surrounding towns	1
They should focus more on outline towns	1
We are ignored compared to other areas	1
Because you just don't hear about anything around Kyabram	1
Total	6
<i>Other</i>	
Lack of opportunity	1
Rushworth is missing out	1
There is ongoing campaign for maintenance unsealed roads. They are resealing roads which is not necessary	1
They don't use it	1
Waste of resources - spent 600k on upgrading netball court	1
We had a lot of issues with the community management director	1
I don't think they do enough	1
Incompetent	1
When I get flooded out when it rains no one wants to be responsible	1
Total	9
Total	111

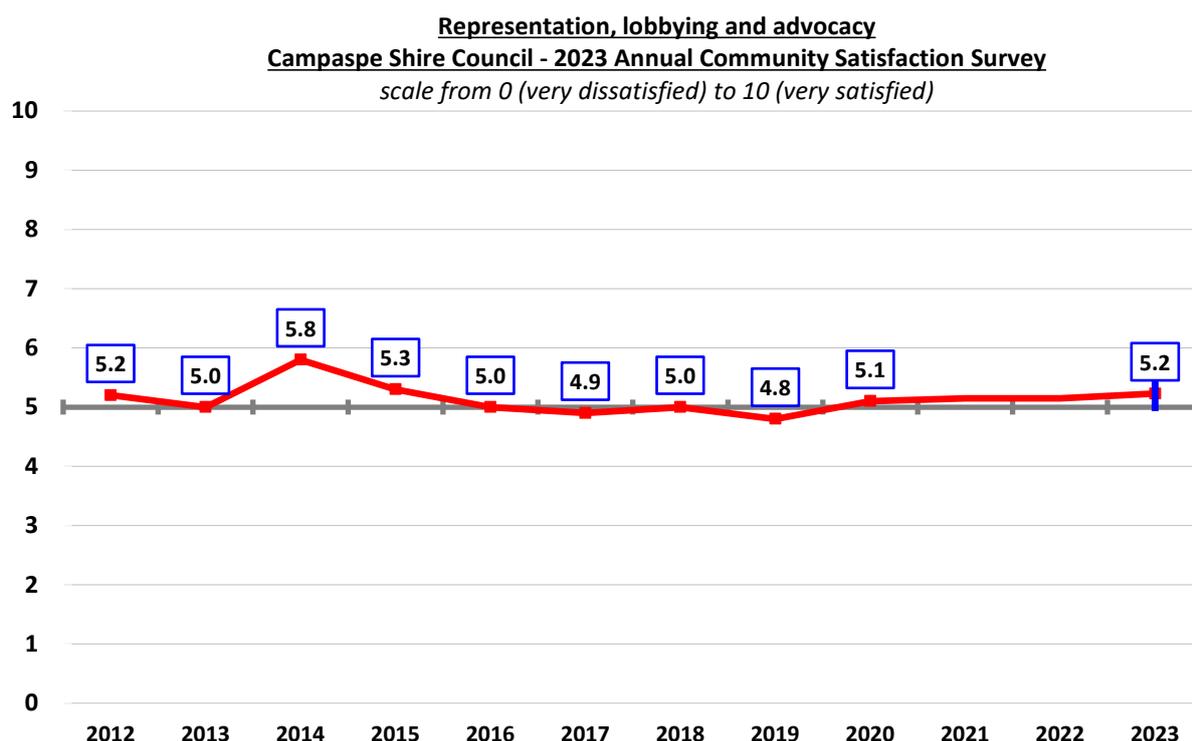


Representation, lobbying and advocacy

Satisfaction with Council’s representation, lobbying and advocacy on behalf of the community with other levels of government and private organisations on key issues increased marginally but not measurably from 2020, up two percent to 5.2, which remains at a “very poor” level.

This result remains consistent with the long-term average satisfaction since 2012 of 5.1.

Metropolis Research draws attention to the fact that satisfaction with this aspect of council performance has remained remarkably stable at this modest level for many years, with the 2014 result of 5.8 being the only score outside the margin of error over the last 10 years.



There were a range of issues that have the capacity to impact on community satisfaction with the performance of Council representing and advocating on behalf of the local community, including state and federal government responses to the flood event, the provision and maintenance of road infrastructure, assistance with sports and recreation facilities, and the provision of general infrastructure.

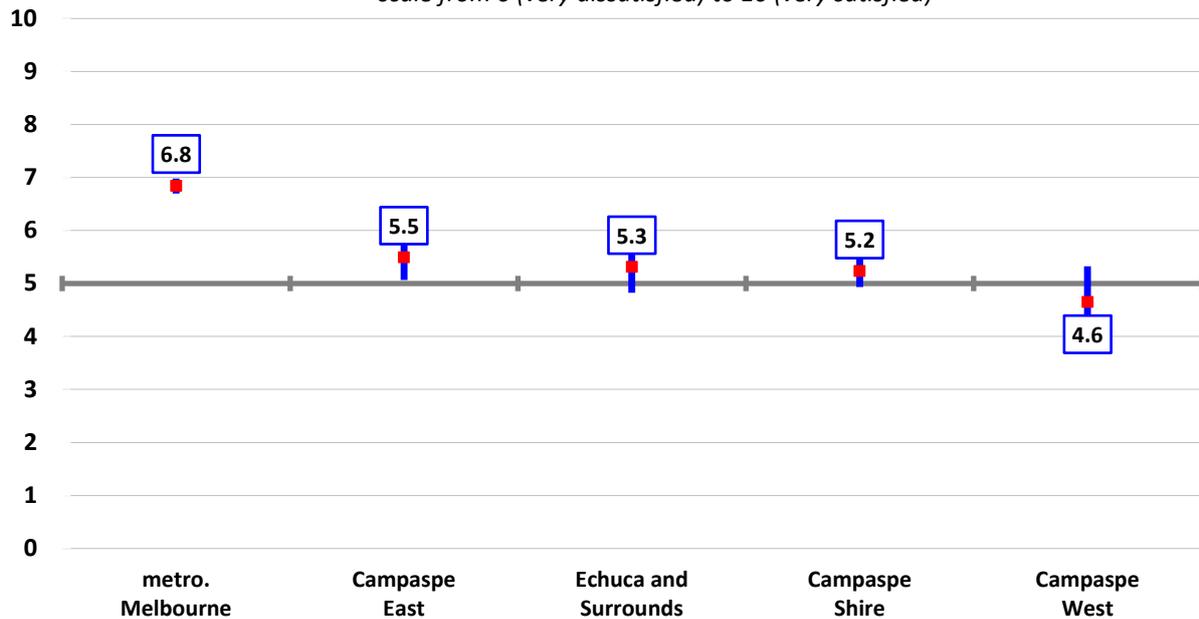
All these issues were prominent in the [Issues to Address](#) section of this report.

Respondents who nominated road maintenance and repair related issues were, on average, six percent less satisfied with Council’s representation, lobbying and advocacy than the respondents who did not nominate the issue. This may suggest that some in the community prefer to see additional Council advocacy in relation to road related issues in the Shire.

Whilst there was no statistically significant variation in satisfaction with this aspect of performance observed across the municipality, it is noted that respondents from Campaspe West rated satisfaction 12% lower than the municipal average.



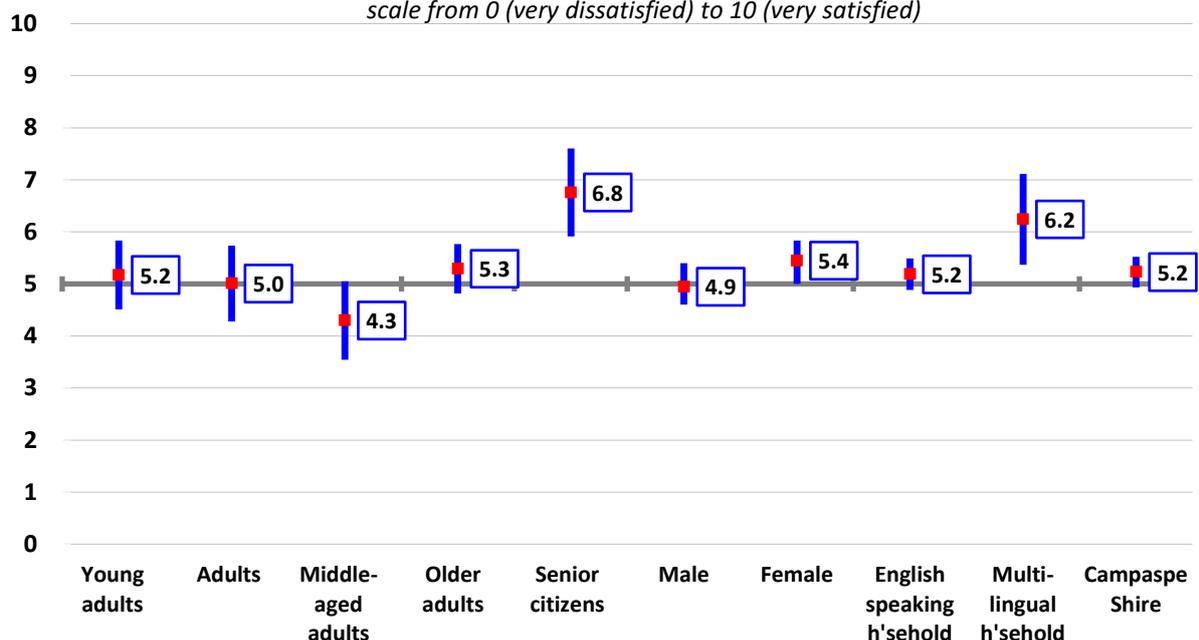
Representation, lobbying and advocacy by precinct
Campaspe Shire Council - 2022 Annual Community Satisfaction Survey
 scale from 0 (very dissatisfied) to 10 (very satisfied)



There was, however, notable, and measurable variation observed by respondent profile:

- **Middle-aged adults (aged 45 to 59 years)** – were measurably less satisfied than average.
- **Senior citizens (aged 75 years and over)** – respondents were measurably more satisfied than average and at a “good” level of satisfaction.
- **Gender** – female respondents were somewhat more satisfied than male respondents.
- **Language spoken at home** – respondents from multilingual households were notably more satisfied than respondents from English speaking households.

Representation, lobbying and advocacy by respondent profile
Cardinia Shire Council - 2023 Annual Community Satisfaction Survey
 scale from 0 (very dissatisfied) to 10 (very satisfied)



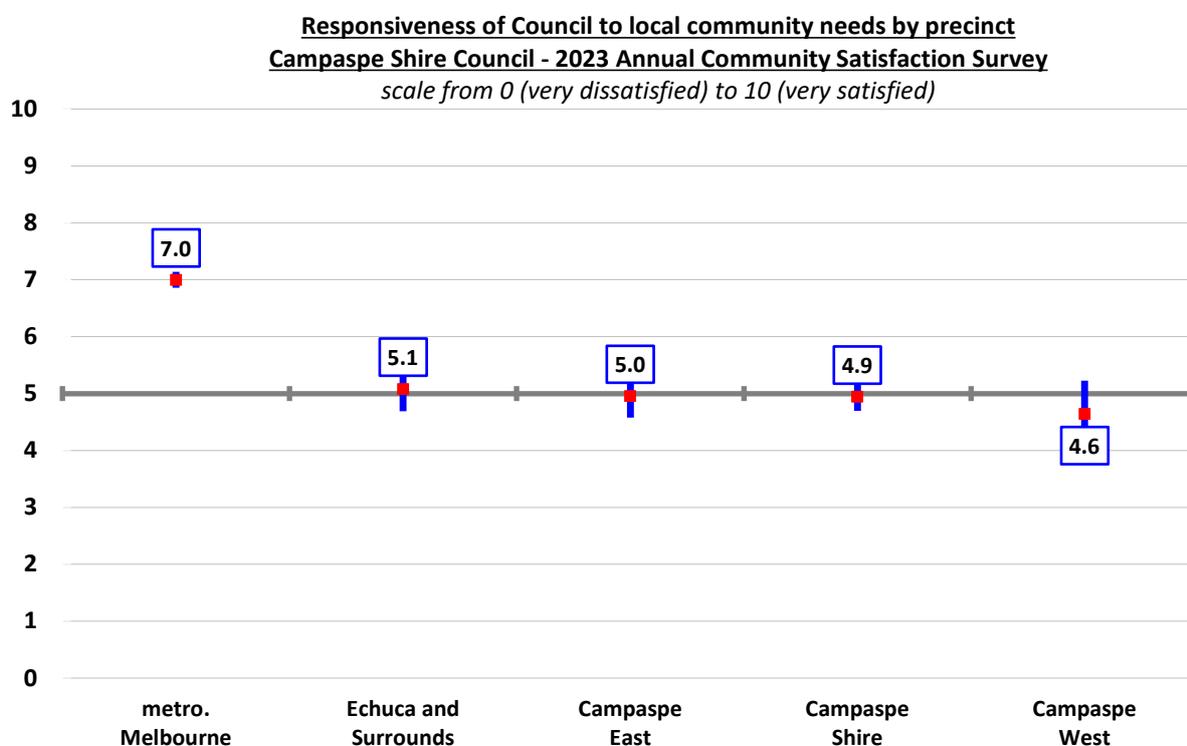
Responsiveness of Council to local community needs

Satisfaction with the responsiveness of Council to local community needs was not included in the previous survey program and therefore no time series results are available.

Satisfaction with the responsiveness of Council to local community needs was 4.9 out of 10, or an “extremely poor” level of satisfaction.

This was comprised of 14% “very satisfied” and 36% “dissatisfied” respondents, based on a total sample of 360 of the 400 respondents who provided a response to this question.

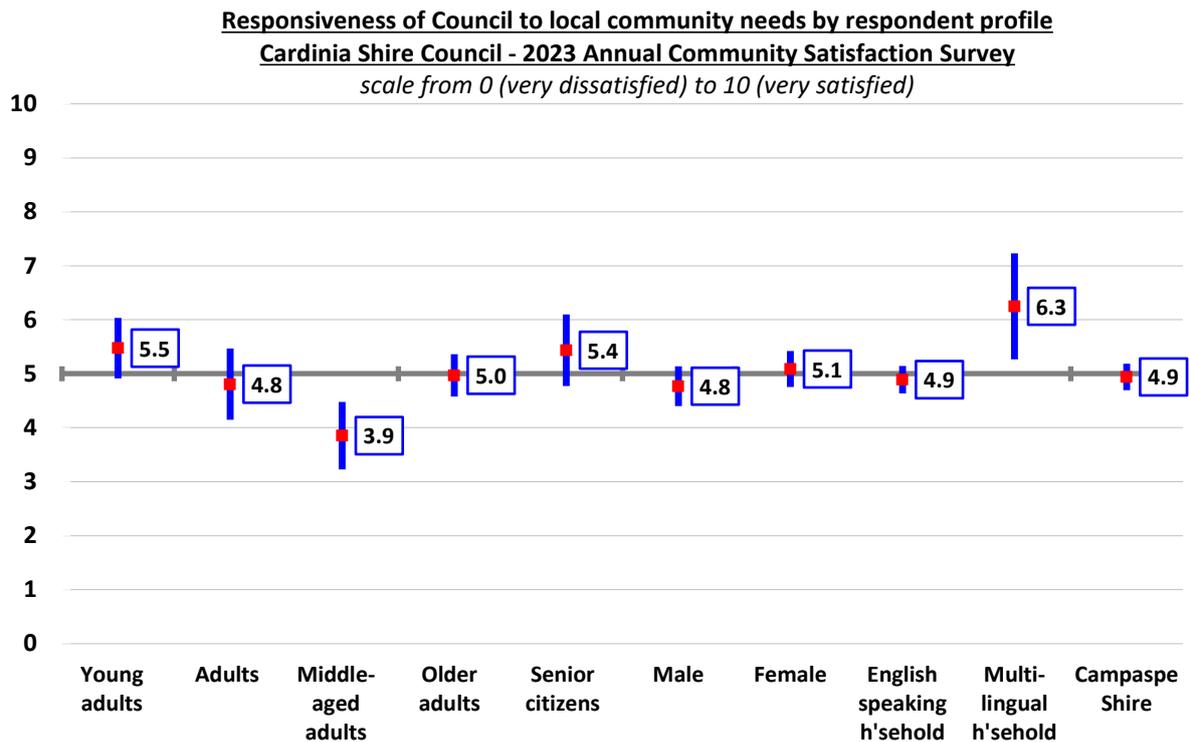
Whilst there was no statistically significant variation in this result observed across the municipality, it is noted that respondents from Campaspe West rated satisfaction notably (6%) lower than the municipal average at 4.6.



There was, however, notable, and measurable variation in satisfaction with the responsiveness of council observed by respondent profile:

- **Middle-aged adults (aged 45 to 59 years)** – respondents were measurably less satisfied than average.
- **Young adults (aged 18 to 34 years) and senior citizens (aged 75 years and over)** – respondents were notably more satisfied than average.
- **Gender** – female respondents were somewhat (6%) more satisfied than male respondents.
- **Language spoken at home** – respondents from multilingual households were measurably more satisfied than respondents from English speaking households, and at a “solid” level.





Maintaining trust and confidence of local community

Satisfaction with the performance of Council maintaining the trust and confidence of the local community was not included in the previous survey program and therefore no time series results are available.

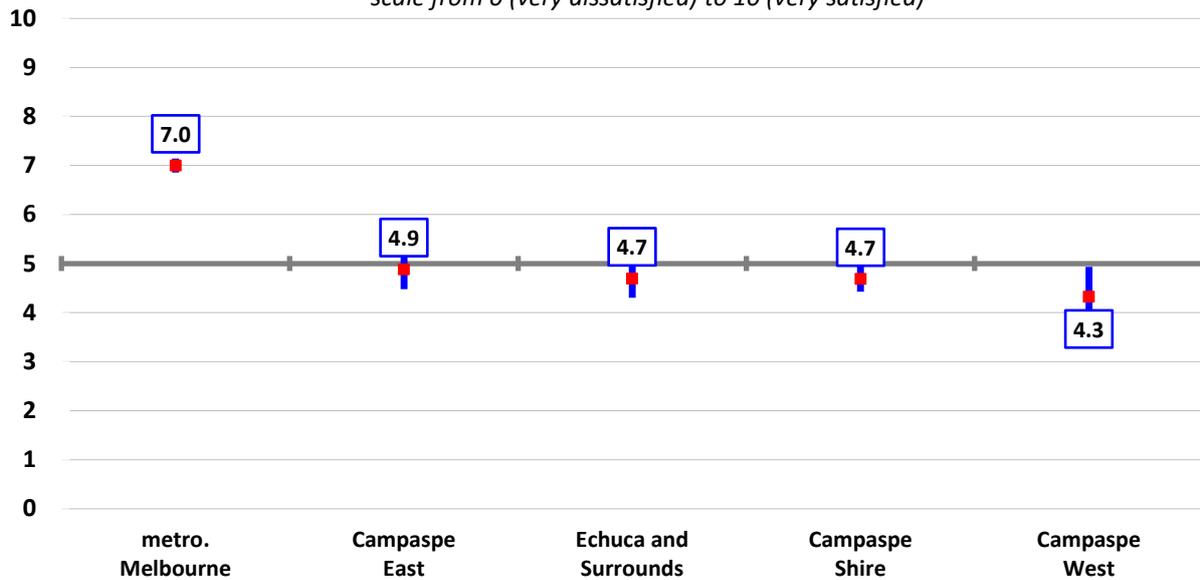
Satisfaction with this aspect of performance was 4.7 out of 10, or an “extremely poor” level of satisfaction.

This result was comprised of 11% “very satisfied” and 41% “dissatisfied” respondents, based on a total sample of 378 of the 400 respondents who provided a satisfaction score.

Whilst not statistically significant, there was some notable variation in satisfaction with this aspect of performance observed across the municipality, with respondents from Campaspe West notably (9%) less satisfied than the municipal average.



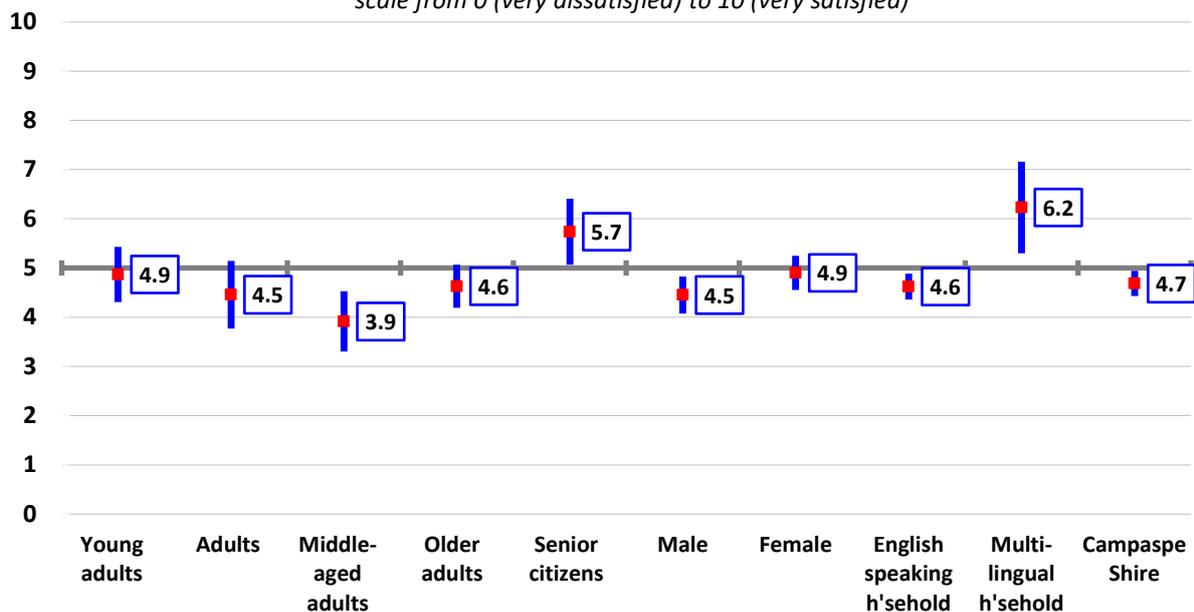
Maintaining trust and confidence of local community by precinct
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
 scale from 0 (very dissatisfied) to 10 (very satisfied)



There was also measurable variation in satisfaction observed by respondent profile:

- **Middle-aged adults (aged 45 to 59 years)** – respondents were notably (17%) less satisfied than average.
- **Senior citizens (aged 75 years and over)** – respondents were measurably more satisfied than average.
- **Gender** – female respondents were somewhat (9%) more satisfied than male respondents.
- **Language spoken at home** – respondents from multilingual households were measurably more satisfied than respondents from English speaking households, and at a “solid” level.

Maintaining trust and confidence of local community by respondent profile
Cardinia Shire Council - 2023 Annual Community Satisfaction Survey
 scale from 0 (very dissatisfied) to 10 (very satisfied)

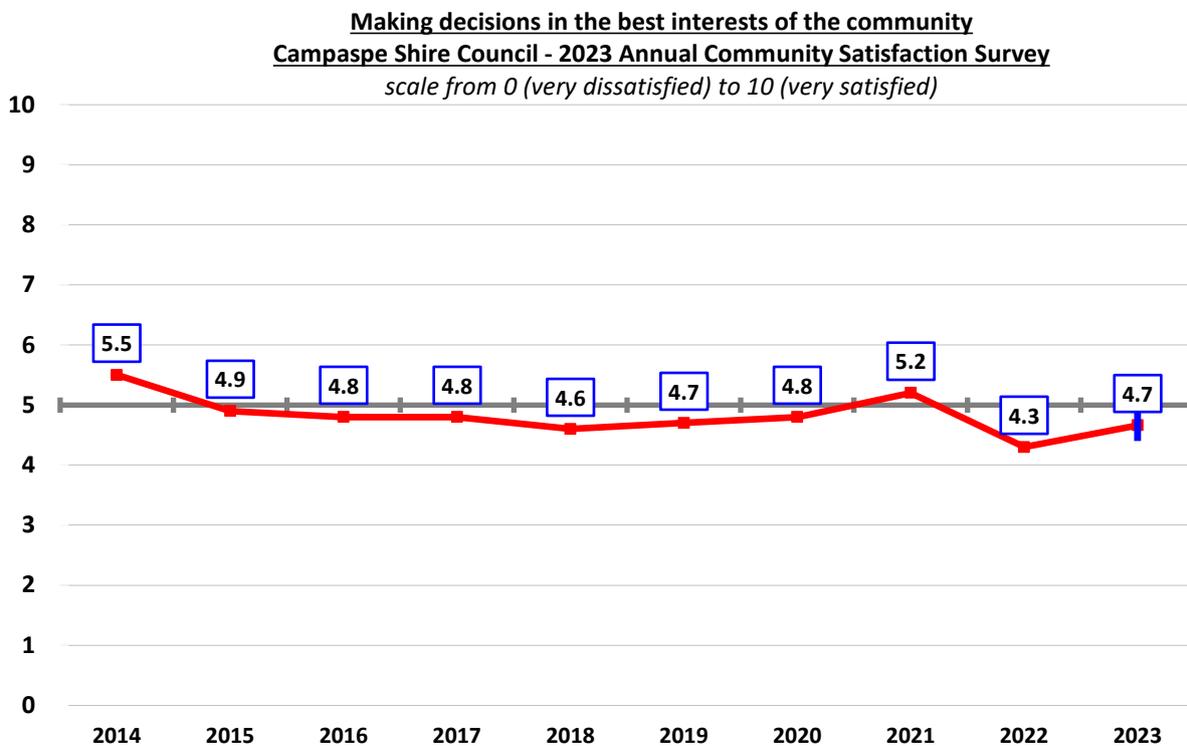


Making decisions in the interests of the community

Satisfaction with the performance of Council making decisions in the interests of the community increased notably, but not measurably this year, up nine percent to 4.7, although it remains at an “extremely poor” level.

Metropolis Research notes that satisfaction with this aspect of performance recovered most of the ground lost with the unusually low result recorded last year and returns satisfaction to close to the long-term average satisfaction since 2014 of 4.8.

By way of comparison, this increase in satisfaction was observed across many other municipalities for which Metropolis Research conducts this research, reflecting a general increase in satisfaction with government through the second half of 2022, as the community emerged from the pandemic and the generalised fatigue with government that was evident across many municipalities with notably lower results recorded in earlier 2022.



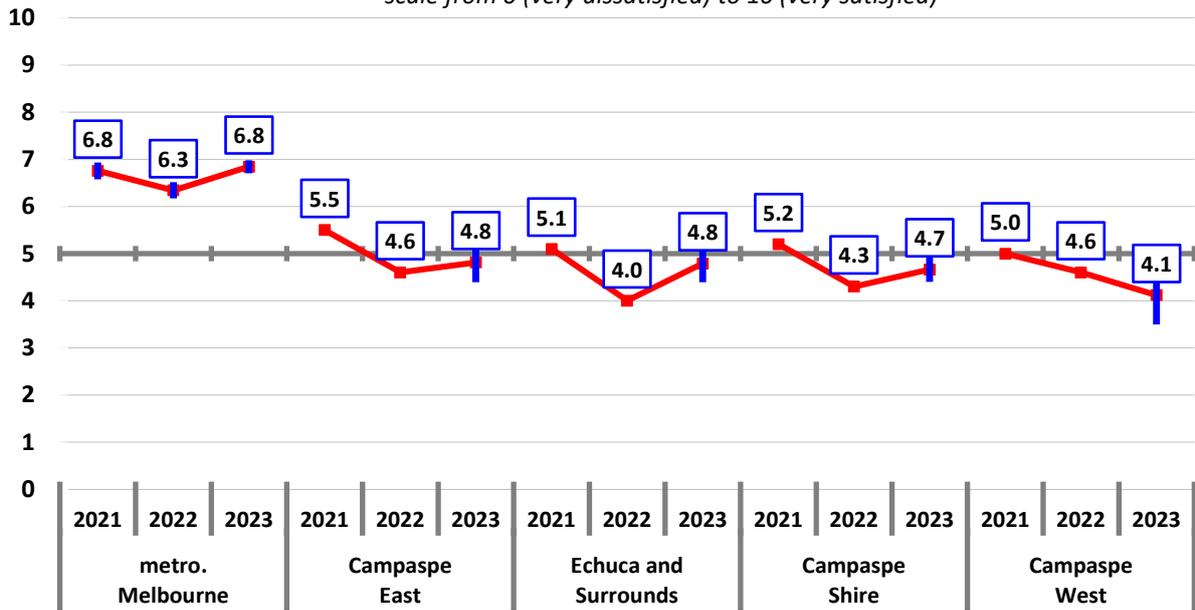
There was no statistically significant variation in satisfaction with Council’s performance maintaining the trust and confidence of the local community observed across the three precincts.

It is noted, however, that respondents from Campaspe West continued to record a decline in satisfaction with this aspect of performance, whilst respondents in the other two precincts reported increases.

Campaspe West respondents were 13% less satisfied than the municipal average.



Making decisions in the interests of the community by precinct
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
 scale from 0 (very dissatisfied) to 10 (very satisfied)



There was also measurable variation in satisfaction observed by respondent profile:

- **Middle-aged adults (aged 45 to 59 years)** –were notably less satisfied than average.
- **Young adults (aged 18 to 34 years and senior citizens (aged 75 years and over)** – respondents were notably more satisfied than average.
- **Gender** – female respondents were somewhat (11%) more satisfied than male respondents.
- **Language spoken at home** – respondents from multilingual households were measurably more satisfied than respondents from English speaking households, and at a “solid” level.

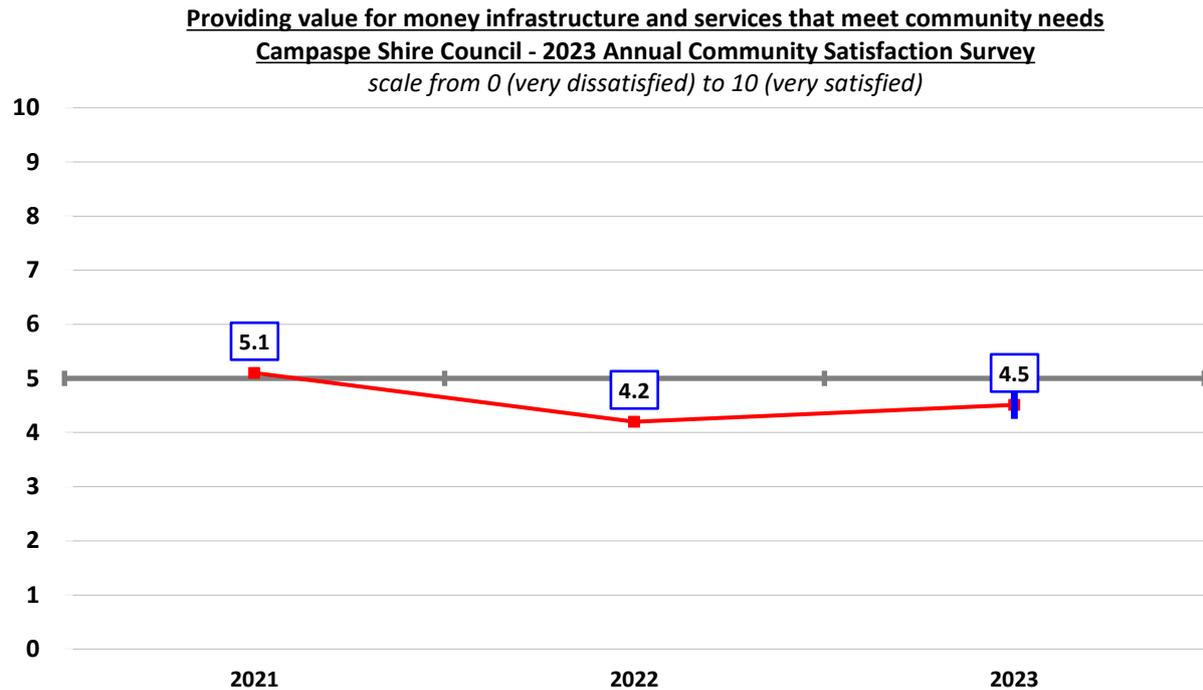
Making decisions in the interests of the community by respondent profile
Cardinia Shire Council - 2023 Annual Community Satisfaction Survey
 scale from 0 (very dissatisfied) to 10 (very satisfied)



Providing value for money infrastructure and services that meet community needs

Satisfaction with Council’s performance providing value for money infrastructure and services that meet community needs was included in the previous survey program in 2021 and 2022.

Average satisfaction with this aspect of Council performance declined measurably last year, down 18%, but recovered somewhat this year, up seven percent, although it remains at an “extremely poor” level.



Whilst there was no statistically significant variation in this result observed across the municipality, it is noted that respondents from Campaspe West were notably less satisfied than the municipal average.

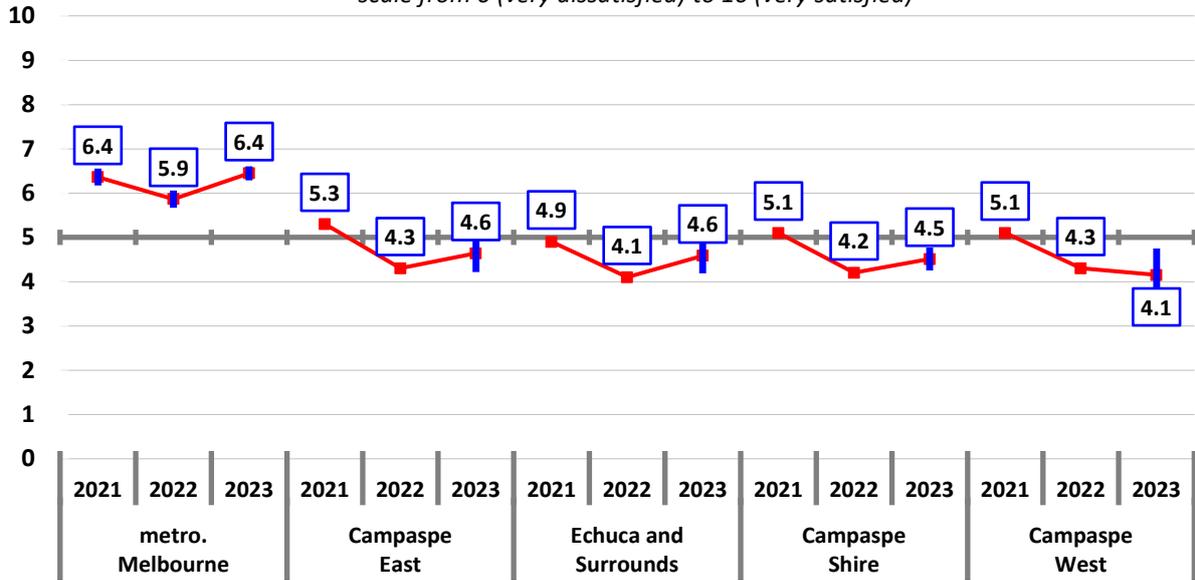
It is also noted that satisfaction with this aspect of performance continued to decline for respondents from Campaspe West, which was at odds with the increases recorded in the other two precincts and for Campaspe as a whole.

Respondents from Campaspe West were nine percent less satisfied.



**Providing value for money infrastructure and services that meet community needs
by precinct**

Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
scale from 0 (very dissatisfied) to 10 (very satisfied)

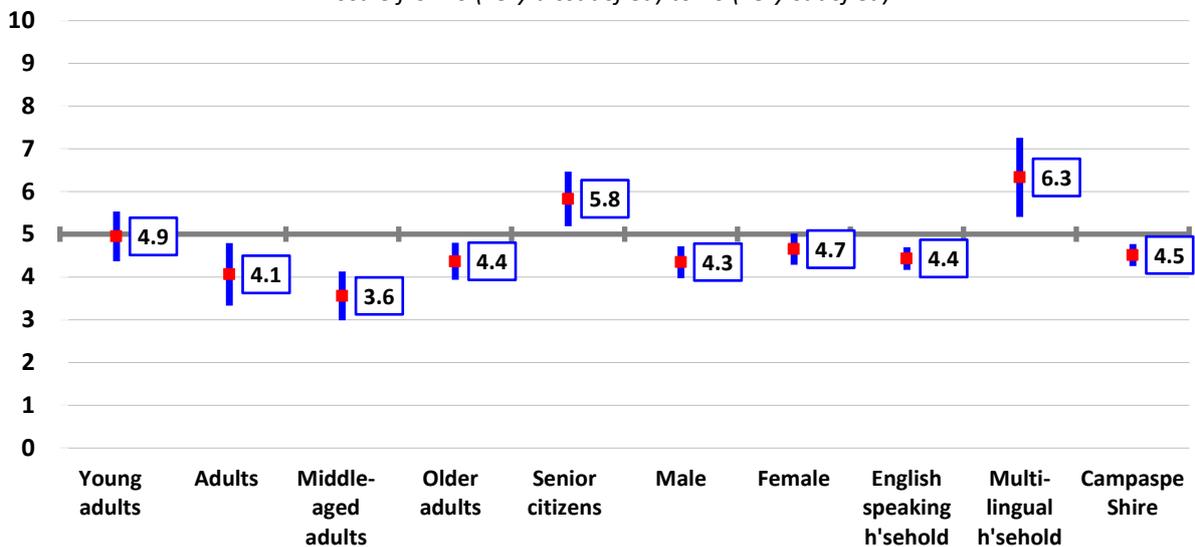


There was also measurable variation in satisfaction observed by respondent profile:

- **Middle-aged adults (aged 45 to 59 years)** – were measurably and significantly less satisfied than average.
- **Young adults (aged 18 to 34 years and senior citizens (aged 75 years and over))** – respondents were notably and measurably (respectively) more satisfied than average.
- **Gender** – female respondents were somewhat (9%) more satisfied than male respondents.
- **Language spoken at home** – respondents from multilingual households were measurably more satisfied than respondents from English speaking households, and at a “solid” level.

**Providing value for money infrastructure and services that meet community needs by
respondent profile**

Cardinia Shire Council - 2023 Annual Community Satisfaction Survey
scale from 0 (very dissatisfied) to 10 (very satisfied)



Communication and engagement with Council

Preferred ways to communicate and inform about Council news, information and events

Respondents were asked:

“What, if any, are all the ways you would prefer Council to communicate and inform you about Council news, information, and events?”

Respondents were asked to select from a precoded list of eight (including “other”) methods by which they would prefer Council to communicate and inform them about Council news, information, and events.

A total of 364 of the 400 respondents (91%) nominated an average of approximately two methods each.

The most preferred method of Council informing the community about news, information, and events was a printed newsletter delivered via the mail, with 43% of respondents nominating this method.

Metropolis Research notes that in research conducted by Metropolis Research, the importance of printed council newsletters to local communities has tended to decline in recent years in several other municipalities across metropolitan Melbourne and regional Victoria.

By way of comparison, 37% of respondents in Nillumbik Shire Council in 2023 and 27% of respondents in the Surf Coast Shire in 2022 nominated the Council printed newsletter delivered to their home as a preferred method of receiving information from Council.

Metropolis Research notes that 28% of respondents preferred to receive information via the local newspapers, which is significantly higher than is typically observed in more urban municipalities in recent years, as local newspapers have diminished in prominence.

By way of comparison, in 2023, just nine percent of respondents in Nillumbik Shire preferred information via the local newspapers, whilst in 2022, respondents in Surf Coast Shire were significantly more likely to prefer information via a range of local newspapers such as the Surf Coast Times (30%), the Geelong Advertiser (22%), and smaller proportions in other local newspapers.

These results for both the printed Council newsletter as well as information in the local newspapers appear to reflect a somewhat different nature of regional municipalities, with a greater focus on printed information.

Whilst cognisant of this fact, it is important to note that one-third of respondents preferred Council news via an email newsletter (36%), social media (34%), with a further 20% preferring SMS / text messages and 18% preferring the Council website.



These results reinforce the key finding that the community prefers to receive information from Council via a range of methods.

Preferred ways to communicate and inform about Council news, information and events
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
(Number and percent of total respondents)

Response	2023	
	Number	Percent
A printed newsletter delivered via the mail	173	43%
A newsletter delivered via email	144	36%
Social media (e.g., Facebook)	136	34%
Advertising in the local newspapers	110	28%
SMS / text messages	80	20%
Public forums / meetings	75	19%
Council's website	73	18%
Other	11	3%
Total responses	802	
<i>Respondents identifying at least one way</i>	<i>364</i>	<i>(91%)</i>

There was relatively little significant variation in the preferred methods of receiving information from Council observed across the municipality, although it is noted that:

- **Campaspe West** – respondents were somewhat more likely than average to prefer information via social media and the Council website.

Preferred ways to communicate and inform about Council news, information, events by precinct
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
(Number and percent of total respondents)

Response	Echuca and Surrounds	Campaspe West	Campaspe East	Campaspe Shire
A printed newsletter delivered via the mail	42%	45%	43%	43%
A newsletter delivered via email	36%	39%	34%	36%
Social media (e.g., Facebook)	35%	41%	28%	34%
Advertising in the local newspapers	31%	24%	26%	28%
SMS / text messages	20%	18%	21%	20%
Public forums / meetings	22%	22%	14%	19%
Council's website	19%	26%	13%	18%
Other	2%	3%	3%	3%
Total responses	329	192	282	802
<i>Respondents identifying at least one way</i>	<i>146</i>	<i>74</i>	<i>144</i>	<i>364</i>
	<i>(92%)</i>	<i>(85%)</i>	<i>(93%)</i>	<i>(91%)</i>



The following table provides a comparison of the preferred methods of receiving information from Council by respondent profile, including age structure, gender, and language spoken at home.

There was significant variation in these results observed, as follows:

- **Young adults (aged 18 to 34 years)** – respondents were somewhat more likely than average to prefer Council information via social media, public forums / meetings, and Council website.
- **Adults (aged 35 to 44 years)** – respondents were somewhat more likely than average to prefer information via social media and SMS / text messages.
- **Older adults (aged 60 to 74 years)** – respondents were somewhat more likely than average to prefer information via an email newsletter.
- **Senior citizens (aged 75 years and over)** – respondents were somewhat more likely than average to prefer information via a printed newsletter delivered via the mail and advertisements in the local newspapers.
- **Male** – respondents were somewhat more likely than females to prefer an emailed newsletter.
- **Female** – respondents were somewhat more likely than males to prefer information via social media, advertisements in local newspapers, public forums / meetings, and Council website.
- **English speaking household** – respondents were somewhat more likely than respondents from multilingual households to prefer information via a printed newsletter delivered via the mail, advertisements in the local newspapers, public forums / meetings.



Preferred ways to communicate and inform about Council news, information, events by respondent profile

Campaspe Shire Council - 2023 Annual Community Satisfaction Survey

(Number and percent of total respondents)

Response	Young adults	Adults	Middle-aged adults	Older adults	Senior citizens
A printed newsletter delivered via the mail	33%	41%	41%	41%	66%
A newsletter delivered via email	34%	35%	40%	44%	17%
Social media (e.g., Facebook)	58%	47%	37%	22%	12%
Advertising in the local newspapers	24%	20%	19%	32%	38%
SMS / text messages	21%	27%	21%	19%	12%
Public forums / meetings	24%	22%	17%	16%	17%
Council's website	29%	24%	24%	14%	2%
Other	0%	0%	8%	3%	3%
Total responses	191	111	130	270	96
<i>Respondents identifying at least one way</i>	76 (88%)	46 (89%)	56 (88%)	129 (93%)	55 (95%)

Response	Male	Female	English speaking	Multi-lingual	Campaspe Shire
A printed newsletter delivered via the mail	42%	45%	44%	21%	43%
A newsletter delivered via email	39%	33%	36%	37%	36%
Social media (e.g., Facebook)	26%	41%	34%	37%	34%
Advertising in the local newspapers	24%	32%	28%	21%	28%
SMS / text messages	22%	19%	20%	21%	20%
Public forums / meetings	16%	21%	19%	5%	19%
Council's website	12%	24%	19%	16%	18%
Other	3%	3%	3%	0%	3%
Total responses	353	443	770	29	802
<i>Respondents identifying at least one way</i>	171 (89%)	190 (93%)	346 (91%)	16 (85%)	364 (91%)

Customer service

Contact with Council in the last 12 months

Respondents were asked:

“Have you contacted Campaspe Shire Council in the last 12 months?”

In 2023, 42% of respondents reported that they had contacted Council in the last 12 months.

There was no meaningful variation in this result observed across the three precincts, with approximately 42% of respondents in each precinct reporting that they had contacted Council in the last 12 months.



Metropolis Research notes that this is marginally higher than results observed elsewhere through 2023, and more consistent with the higher levels of engagement with Council observed through the pandemic years.

Contacted Council in the last twelve months
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
(Number and percent of respondents providing a response)

Response	2023	
	Number	Percent
Yes	166	42%
No	232	58%
Not stated	2	
Total	400	100%

Form of contact

Respondents who had contacted were asked:

“When you last contacted the Council, was it?”

The majority of the 166 respondents who had contacted Council in the last 12 months reported that they last contacted Council by telephone (59%), with 21% visiting in person, and 13% emailing Council.

These results are generally consistent with results observed elsewhere in the new post-pandemic situation, although perhaps with slightly more in-person visits than observed in metropolitan Melbourne.

Form of contact with Campaspe Shire Council
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
(Number and percent of respondents contacting Council providing a response)

Method	2023	
	Number	Percent
Telephone <i>(during office hours)</i>	97	59%
Visit in person	35	21%
Email	22	13%
Website	4	2%
Telephone <i>(after hours service)</i>	3	2%
Mail	2	1%
Webchat	2	1%
Not stated	1	
Total	166	100%



Satisfaction with Council’s customer service

Respondents who had contacted Council were asked:

“On a scale of 0 (lowest) to 10 (highest), how satisfied were you with the following aspects of how you were served when you last interacted with Campaspe Shire Council?”

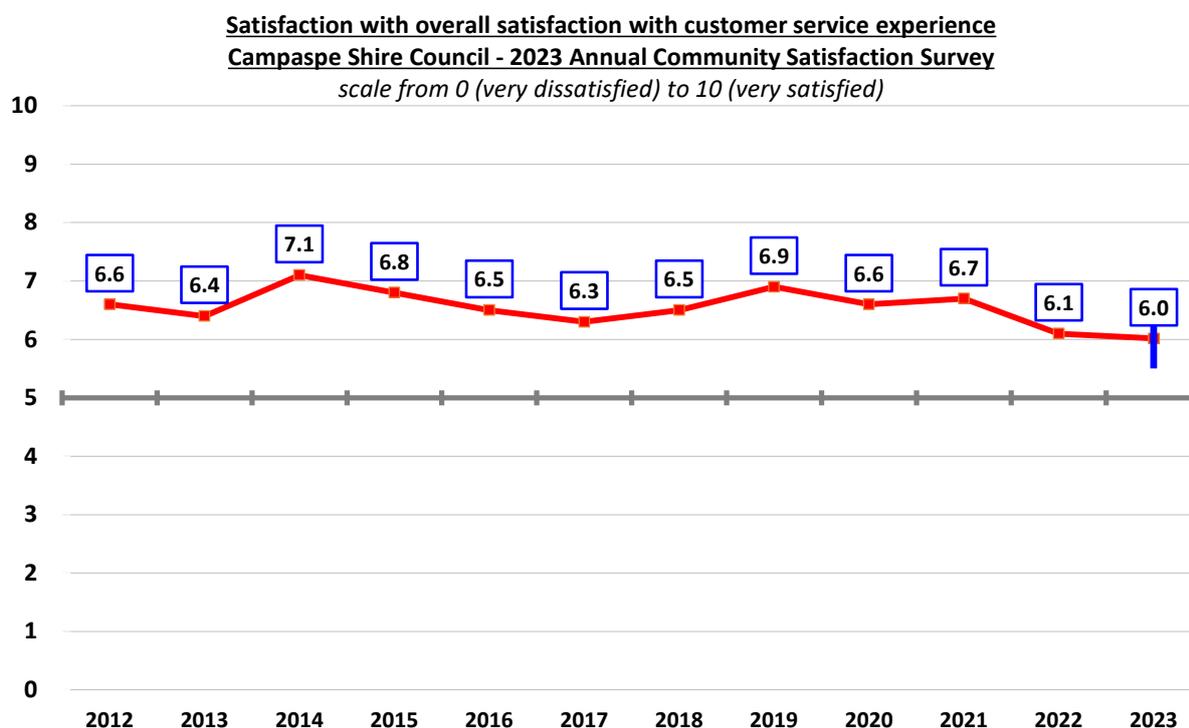
The 166 respondents who had contacted Council in the last 12 months were asked to rate their satisfaction with six aspects of customer service, including overall satisfaction with the customer service experience.

The previous community satisfaction survey program included only a single measure of satisfaction with customer service, that being overall satisfaction with the customer service experience.

Satisfaction with the customer service experience declined marginally this year, down two percent to 6.0 out of 10, down from 6.1.

This 2023 decline follows the nine percent decline in satisfaction recorded last year.

This result was eight percent below the long-term average satisfaction with customer service since 2012 of 6.5, or a “good” level of satisfaction.



The 2023 survey included an expanded range of aspects of customer service, to provide additional insight into community satisfaction with how Council engages with those contacting Council.

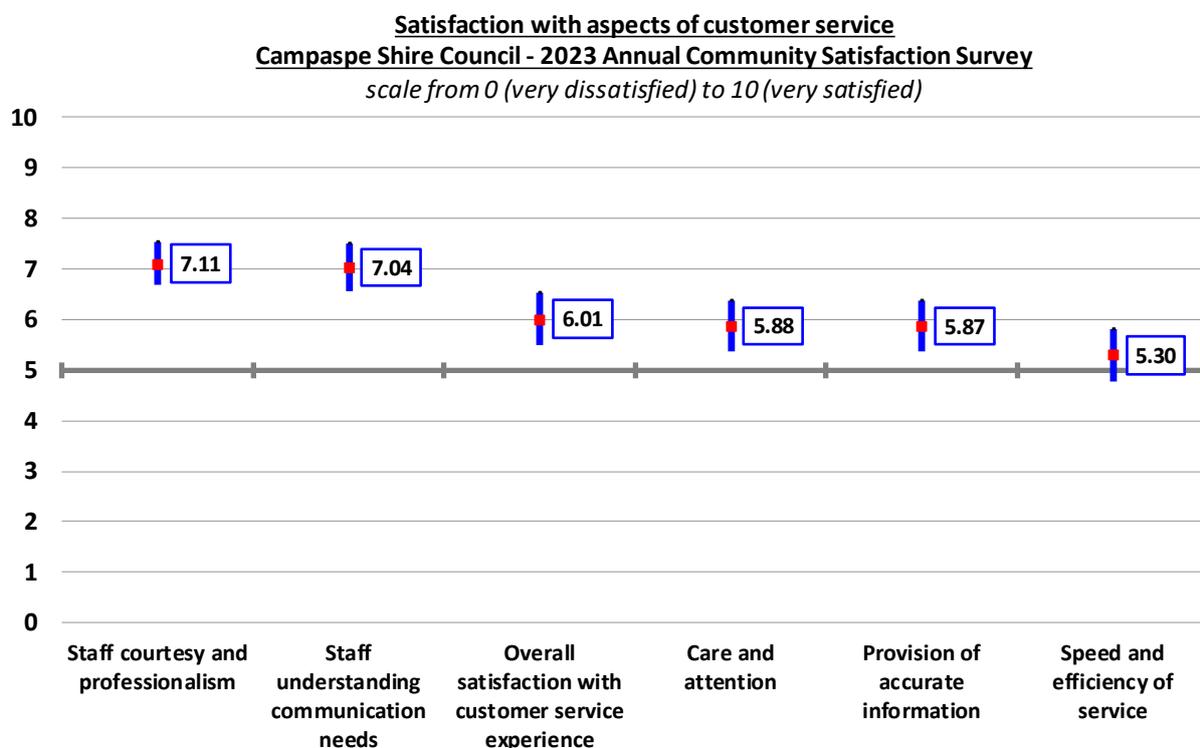


The average satisfaction with these six aspects of customer service was 6.2 out of 10, or a “solid” level of satisfaction. Satisfaction with these six aspects of customer service can best be summarised as follows:

- **Good** – for staff courtesy and professionalism and staff understanding of the respondents’ communication needs. A little more than half were “very satisfied” with these aspects, whilst approximately one-sixth were “dissatisfied”.
- **Solid** – for overall satisfaction with the customer service experience. A little less than half were “very satisfied”, whilst 30% were “dissatisfied”.
- **Poor** - for care and attention to the respondents’ enquiry and the provision of accurate information. A little less than half were “very satisfied”, whilst almost one-third were “dissatisfied”.
- **Very Poor** – for the speed and efficiency of service. Almost one-third were “very satisfied” whilst a little more than one-third were “dissatisfied”.

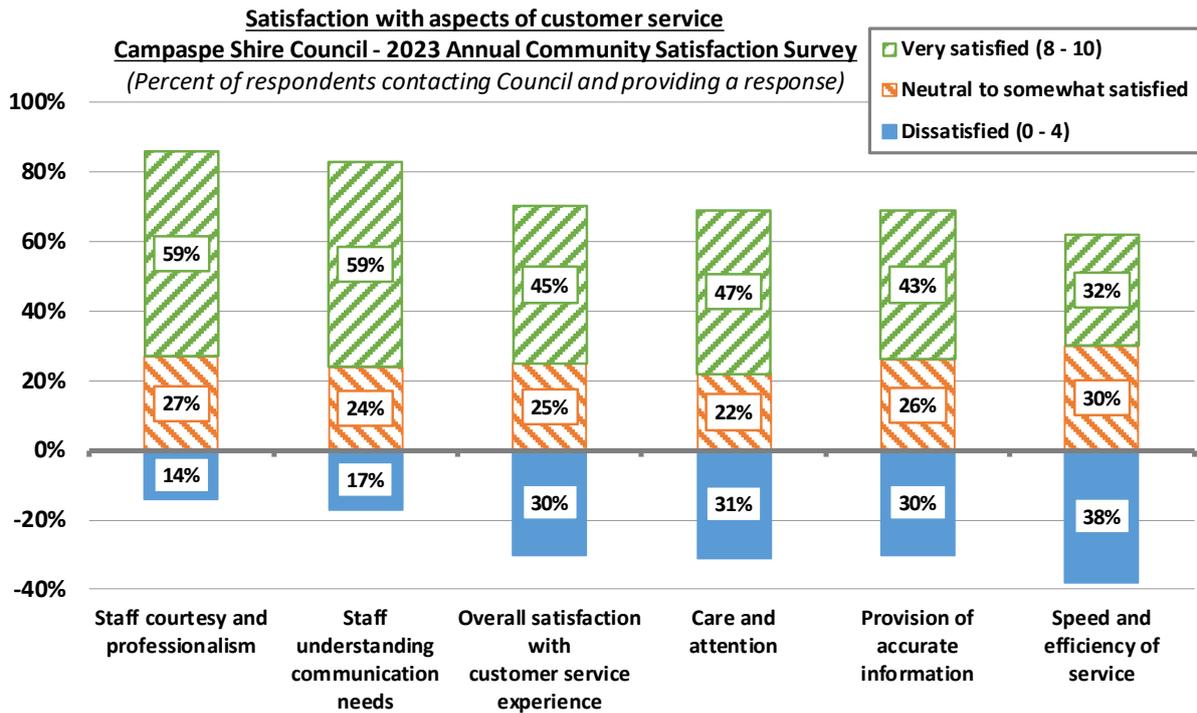
These results clearly indicate that attention to the speed and efficiency of providing customer service is most likely to increase community satisfaction with the customer service provided by Campaspe Shire Council.

Additional efforts in relation to being seen to be attending with care and attention and providing relevant information as required will also improve satisfaction with customer service.



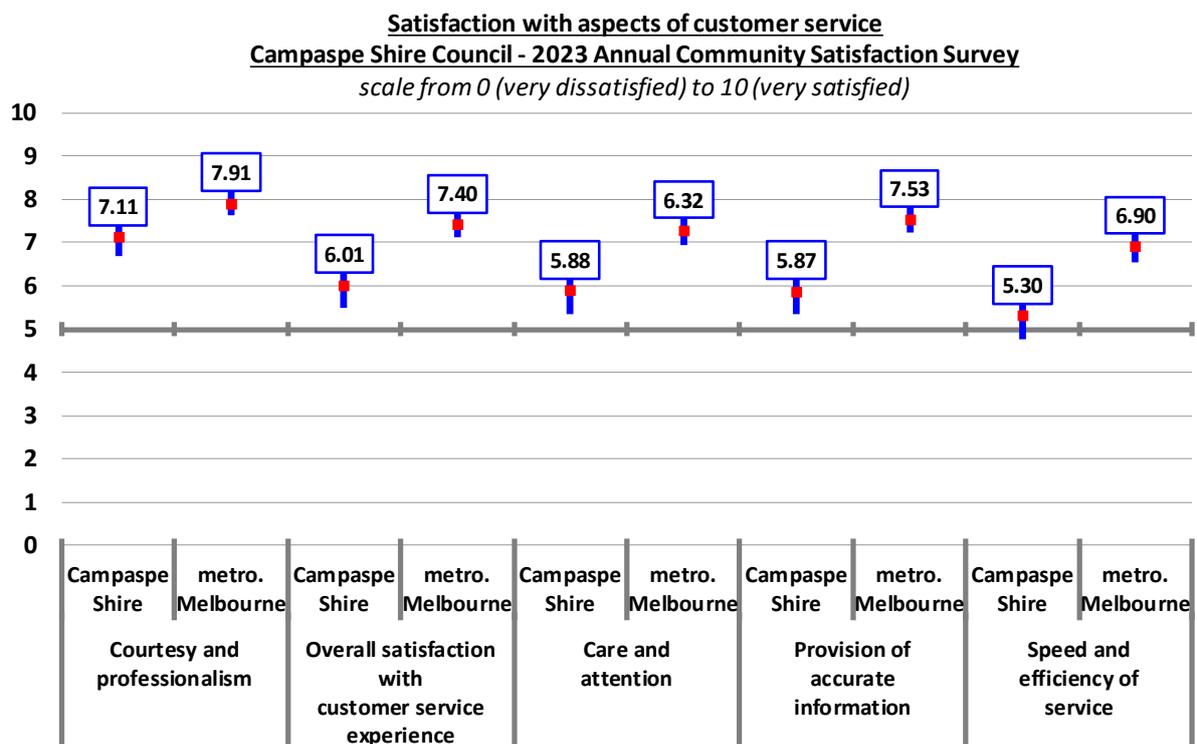
The following graph provides a breakdown of satisfaction into the proportion of respondents who were “very satisfied” (i.e., rated satisfaction at eight or more), those who were “neutral to somewhat satisfied” (i.e., rated satisfaction at five to seven), and those who were “dissatisfied” (i.e., rated satisfaction at less than five).





By way of comparison, the metropolitan Melbourne average satisfaction with the five of these six aspects of customer service (excluding “staff understanding communication needs”) was 7.40 or “very good” compared to the Campaspe Shire average of 6.03 or “solid”.

The following graph provides a comparison of these five results against the metropolitan Melbourne average satisfaction, as recorded in the 2022 *Governing Melbourne* research, which confirm lower levels of satisfaction with all aspects, with the largest gap being for speed and efficiency of service, which was 23% lower in the Campaspe Shire.



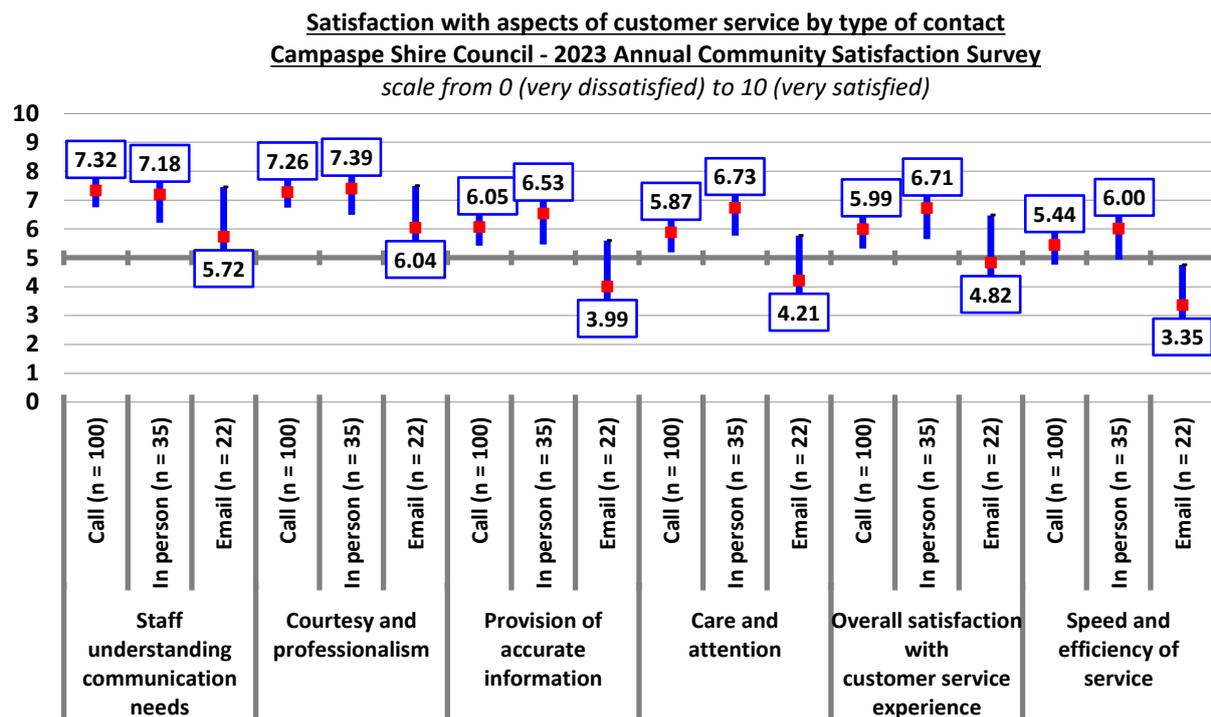
The following graph provides a comparison of satisfaction with the six aspects of customer service by the method of contacting Council.

Whilst cognisant of the small sample size for these results, it is noted that respondents who contacted Council by email were notably to measurably less satisfied with each of the six aspects of customer service.

Respondents who contacted Council by email were measurably less satisfied than those who visited in person with the speed and efficiency of service (44% less), the provision of accurate information (39% less), and care and attention to enquiry (37% less).

Metropolis Research notes that it is typically found that respondents who contact their local council by email tend to report lower levels of satisfaction than those who visit in person, or those who telephone council.

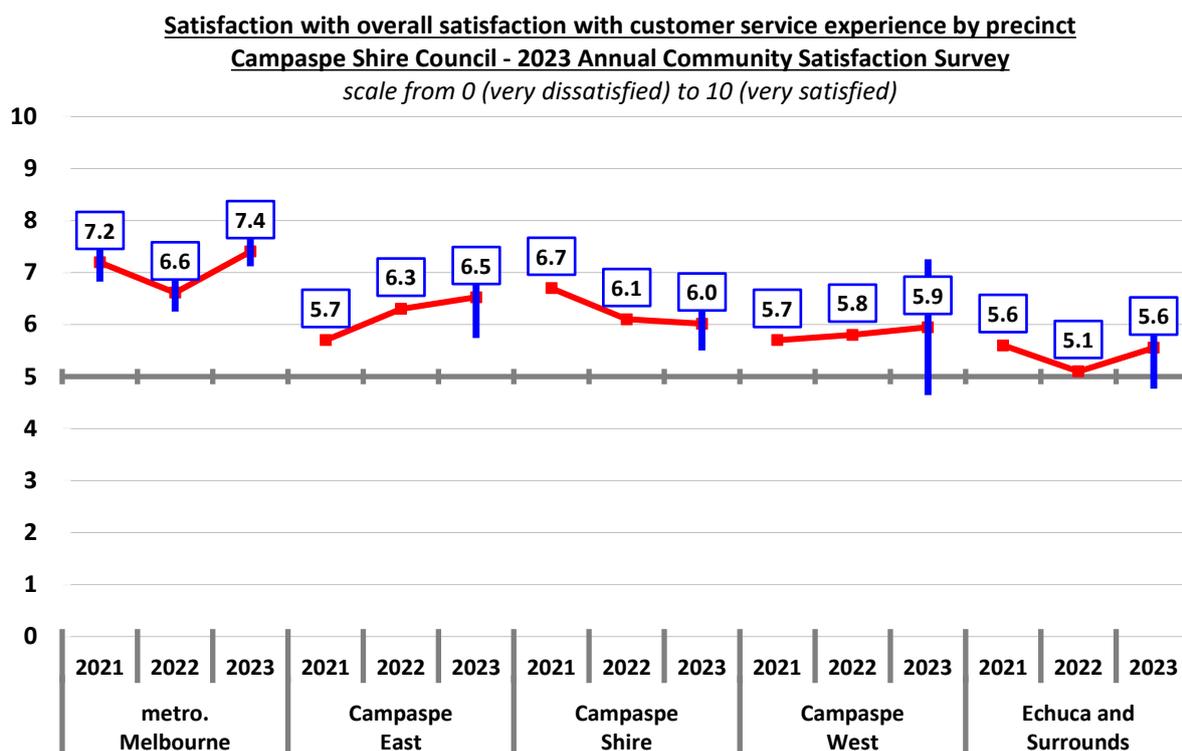
The extent of the difference in satisfaction between visits in person and email contacts for the Campaspe Shire this year do appear significantly larger, however, than is typically observed, and does suggest that some attention to how staff engage with the community via email may be warranted.



Cognisant of the smaller sample size at the precinct level, an average of approximately 50 respondents per precinct, there was no statistically significant variation in overall satisfaction with the customer service experience observed across the municipality.

Metropolis Research notes that, consistent with these overall satisfaction with customer service experience results, satisfaction with five of the six aspects was lowest for respondents from Echuca and surrounds. Respondents from Campaspe West were, however, the least satisfied with the provision of accurate information or referred to an expert.





Council services and facilities

Respondents were asked:

“On a scale of 0 (lowest) to 10 (highest), please rate the importance to the community, and then your personal level of satisfaction with each of the following Council provided services and facilities.”

The annual community survey in 2023, included importance of and satisfaction scores for 24 Council provides services and facilities.

Respondents were asked to rate the importance to the community of each of these 24 services and facilities.

These services were split into two groups, 11 core services and facilities for which all respondents were asked to rate satisfaction, and then 13 client-based services that not all respondents would have used. Respondents were asked if they or a member of their household had used these services and facilities, and then asked to rate satisfaction with those that they or a member of their household had used in the last 12 months.

With the exception of the maintenance and repair of sealed local roads, the previous survey program did not include importance or satisfaction with any of these services and facilities, and therefore no time-series comparisons are available.

As these importance and satisfaction questions were not included in the state-wide survey, there was also no regional Victorian comparisons available currently for this set of questions.



Metropolis Research provides comparisons to the metropolitan Melbourne average in this report and can also provide comparisons to groups of urban-rural interface councils (e.g., Nillumbik, Frankston, Cardinia, Melton, Mornington Peninsula, Yarra Ranges, etc), through the *Governing Melbourne* research. Metropolis Research can also provide comparisons against the 10 other municipalities for which Metropolis Research conducts the annual community satisfaction survey program.

Importance of Council services and facilities

The average importance of these 24 services and facilities was 8.7 out of 10, a result almost identical to the metropolitan Melbourne average satisfaction with 22 of these 24 services (excluding unsealed local roads and emergency management and response) of 8.8.

As is outlined at the right-hand side of the graph, and with the colour shading of these services, the top eight services and facilities were all measurably more important than the average of all 24 services and facilities (8.7). These included the weekly garbage collection, regular recycling, emergency management and response, services for children, people with disabilities, and seniors, and public toilets.

The six least important services were all measurably less important than the average of all 24 services and facilities (8.7), including the community newsletter, the website, animal management, arts and cultural events, programs, and activities, bike paths, and street trees.

Metropolis Research notes that this pattern of higher-than-average importance for kerbside collection services and community support services, and lower-than-average importance for communication, arts, and cultural services and facilities, is well established across local government. This includes across metropolitan Melbourne as well as across Tasmanian municipalities, over many years.



Importance of selected Council services and facilities
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
 (Number and index score scale 0 - 10)

	Service/facility	Number	Lower	2023 Mean	Upper	2023 Metro.*
Above average	Weekly regular garbage collection service	389	9.3	9.4	9.5	9.3
	Fortnightly regular recycling collection service	383	9.2	9.3	9.4	9.3
	Emergency management and response	359	9.0	9.2	9.3	n.a.
	Services for children from birth to 5 years of age	333	9.0	9.1	9.3	8.9
	Support services for people with disability	352	8.9	9.1	9.2	9.2
	Public toilets	375	9.0	9.1	9.2	8.9
	Support services for seniors	352	8.8	9.0	9.1	9.1
	Sports ovals and other local sporting facilities	376	8.8	9.0	9.1	8.9
Average importance	Maintenance and repairs of sealed local roads	398	8.7	8.9	9.0	8.9
	Waste Transfer Stations / the "Tip"	369	8.7	8.8	9.0	8.9
	Outdoor and indoor pools	360	8.7	8.8	9.0	8.9
	Provision and maint. of parks, gardens, open spaces	379	8.7	8.8	8.9	8.9
	Services for youth	320	8.6	8.8	8.9	8.7
	Drains maintenance and repairs	375	8.5	8.7	8.8	9.0
	Footpath maintenance and repairs	360	8.5	8.7	8.8	9.0
	Local library	354	8.4	8.6	8.8	9.0
	Maintenance and repair of unsealed local roads	377	8.4	8.6	8.8	n.a.
	Fortnightly green waste and organics collection service	328	8.4	8.6	8.8	9.0
Below average	Provision and maintenance of street trees	364	8.1	8.3	8.5	8.7
	On and off-road bike paths	349	8.1	8.3	8.5	8.7
	Arts and cultural events, programs and activities	361	8.0	8.2	8.4	8.2 [^]
	Animal management	336	7.9	8.1	8.3	8.4
	Council's website	331	7.4	7.7	7.9	8.6
	The <i>Campaspe Times</i> community newsletter	323	6.7	7.0	7.3	7.7
<i>Average importance of Council services</i>			8.5	8.7	8.8	8.8

(*) 2023 metropolitan Melbourne average from Governing Melbourne

(^) is the average of "provision of public art" and "Council's festivals and events"



Satisfaction with Council services and facilities

The average satisfaction with the 24 included services and facilities in 2023 was 6.6 out of 10, or a “good” level of satisfaction.

By way of comparison, this result was measurably and significantly lower than the metropolitan Melbourne average satisfaction with 22 of these 24 services and facilities of 7.7, or “very good”.

Metropolis Research notes that, whilst direct comparison between satisfaction with services and facilities across metropolitan Melbourne municipalities and a regional municipality is not a like-for-like comparison, it is still valid to understand the difference in community satisfaction with service delivery, regardless of the reasons why satisfaction may be lower in the regional councils.

For example, it is noted that satisfaction with the local library service was notably (8%) higher in Campaspe Shire (8.8) than the metropolitan Melbourne average (8.2).

By contrast, satisfaction with the maintenance and repair of sealed local roads was measurably and significantly (45%) lower in Campaspe Shire (3.9) than the metropolitan Melbourne average (7.1).

Clearly, for some services such as local roads, the nature of the infrastructure provision issues is different in the regional council, and a significant variation in satisfaction is not unexpected. This does, however, point to a long-standing funding and service delivery gap between regional and urban municipalities, which may point to a need for increased advocacy on behalf of the local community with state and federal governments to assist in closing the gap.

Metropolis Research does note, however, that there appears to be a range of services and facilities, with which the gap between Campaspe and the metropolitan Melbourne average appears larger than may be achievable. This might include services and facilities such as the website, the *Campaspe Times*, arts and cultural activities.

Categorisation of satisfaction with services and facilities

Satisfaction with these 24 services and facilities can best be summarised as follows:

- **Excellent** – for local library, fortnightly green waste and organics collection, fortnightly regular recycling collection, and weekly garbage collection.
- **Very Good** – for services for children from birth to 5 years of age, and sports ovals and other local sporting facilities.
- **Good** – for arts and cultural events, programs, and activities, outdoor and indoor pools, provision and maintenance of parks, gardens, and open spaces, animal management, services for seniors, Council’s website, waste transfer station / tip, services for people with disability, and the provision and maintenance of street trees.



- **Solid** – for the *Campaspe Times*, emergency management and response, public toilets, on and off-road bike paths, and services for youth.
- **Poor** – for footpath maintenance and repairs.
- **Very Poor** – none.
- **Extremely Poor** – for drain maintenance and repair, and the maintenance and repair of both sealed and unsealed local roads.

Metropolis Research notes the very significant spread of satisfaction scores for these 24 services and facilities, from the high of 8.8 for the local library to just 3.9 for the maintenance and repair of sealed local roads. Particular attention is drawn to the fact that the services and facilities of most concern were major infrastructure such as roads, drains, and footpaths.

Satisfaction with selected Council services and facilities
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
(Number and index score scale 0 - 10)

	Service/facility	Number	2023 Lower	2023 Mean	2023 Upper	2023 Metro.*
Above average	Local library	166	8.6	8.8	9.1	8.2
	Fortnightly green waste and organics collection service	246	8.0	8.2	8.5	8.2
	Fortnightly regular recycling collection service	383	8.0	8.2	8.4	8.5
	Weekly regular garbage collection service	386	8.0	8.2	8.4	8.5
	Services for children from birth to 5 years of age	90	6.9	7.4	7.8	8.1
	Sports ovals and other local sporting facilities	224	7.1	7.3	7.6	7.9
Average satisfaction	Arts and cultural events, programs and activities	158	6.8	7.1	7.4	7.6 [^]
	Outdoor and indoor pools	190	6.7	7.0	7.4	7.8
	Provision and maint. of parks, gardens, open spaces	373	6.7	6.9	7.2	7.7
	Animal management	319	6.5	6.8	7.1	7.6
	Services for seniors	85	6.3	6.7	7.1	7.9
	Council's website	167	6.3	6.6	6.9	7.6
	Waste Transfer Stations / the "Tip"	288	6.2	6.5	6.8	7.9
	Services for people with disability	72	5.9	6.5	7.0	7.3
	Provision and maintenance of street trees	352	6.2	6.5	6.7	7.4
	The <i>Campaspe Times</i> community newsletter	296	5.9	6.2	6.6	7.1
	Emergency management and response	335	5.9	6.2	6.5	n.a.
	Public toilets	278	5.9	6.2	6.5	6.4
	On and off-road bike paths	172	5.8	6.2	6.6	7.5
	Services for youth	60	5.3	6.0	6.8	7.6
Below average	Footpath maintenance and repairs	345	5.3	5.5	5.8	7.2
	Drains maintenance and repairs	363	4.5	4.8	5.1	7.5
	Maintenance and repair of unsealed local roads	361	3.9	4.2	4.4	n.a.
	Maintenance and repairs of sealed local roads	395	3.6	3.9	4.1	7.1
	<i>Average importance of Council services</i>		6.3	6.6	6.9	7.7

(*) 2023 metropolitan Melbourne average from *Governing Melbourne*

([^]) is the average of "provision of public art" and "Council's festivals and events"



Percentage satisfaction results

The following table provides a breakdown of satisfaction into the proportion of respondents who were “very satisfied” (i.e., rated satisfaction at eight or more), those who were “neutral to somewhat satisfied” (i.e., rated satisfaction at five to seven), and those who were “dissatisfied” (i.e., rated satisfaction at less than five).

Approximately half or more of the respondents providing a satisfaction score were “very satisfied” with 10 of the 24 services and facilities, with more than three-quarters “very satisfied” with the local library, regular recycling, regular garbage collection, and green waste and organics collection.

By contrast, approximately one-quarter or more of the respondents providing a satisfaction score were “dissatisfied” with 10 of the 24 services and facilities, with approximately one-third or more respondents “dissatisfied” with the maintenance and repair of both sealed and unsealed local roads, drains, footpaths, and services for youth.

Satisfaction with selected Council services and facilities
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
(Number and percent of respondents providing a response)

Service/facility	Dissatisfied	Neutral to somewhat satisfied	Very satisfied	Can't say	Total
Local library	2%	11%	88%	2	168
Fortnightly regular recycling collection service	5%	18%	77%	17	400
Weekly regular garbage collection service	6%	18%	77%	14	400
Fortnightly green waste and organics collection service	7%	16%	77%	0	246
Sports ovals and other local sporting facilities	10%	33%	57%	0	224
Services for children from birth to 5 years of age	8%	36%	56%	3	93
Outdoor and indoor pools	14%	35%	51%	1	191
Provision and maint. of parks, gardens, open spaces	14%	36%	51%	27	400
Waste Transfer Stations / the "Tip"	23%	29%	48%	0	288
Animal management	15%	37%	47%	81	400
Arts and cultural events, programs and activities	9%	47%	44%	2	160
Services for youth	29%	29%	42%	3	62
Emergency management and response	23%	36%	41%	65	400
The Campaspe Times community newsletter	22%	37%	41%	104	400
On and off-road bike paths	25%	35%	40%	0	172
Provision and maintenance of street trees	17%	44%	39%	48	400
Services for seniors	14%	49%	37%	0	85
Council's website	13%	50%	37%	1	168
Services for people with disability	17%	50%	34%	2	74
Public toilets	22%	47%	31%	1	279
Footpath maintenance and repairs	28%	47%	25%	55	400
Drains maintenance and repairs	40%	37%	23%	37	400
Maintenance and repair of unsealed local roads	49%	40%	11%	39	400
Maintenance and repairs of sealed local roads	57%	34%	9%	5	400



Satisfaction by respondent profile

The following table provides a comparison of average satisfaction with the 24 included services and facilities by respondent profile, including age structure, gender, and language spoken at home. A more detailed discussion of the variation in satisfaction by respondent profile is provided in the individual services section of this report, however, in general terms, it is noted that:

- **Young adults (aged 18 to 34 years) and senior citizens (aged 75 years and over)** – respondents tended to be more satisfied than average with many services and facilities.
- **Adults and middle-aged adults (aged 35 to 59 years)** – respondents tended to be less satisfied than average with many services and facilities.
- **Gender** – there was no meaningful variation in satisfaction observed by gender overall.
- **Language spoken at home** – 19 respondents from multilingual households were notably more satisfied with many services and facilities than respondents from English speaking households.

Average satisfaction with selected Council services and facilities by respondent profile

Campaspe Shire Council - 2023 Annual Community Satisfaction Survey

(Number and index score scale 0 - 10)

Service/facility	18 - 34 years	35 - 44 years	45 - 54 years	55 - 74 years	75 yrs or over	Male	Female	English speaking	Multi- lingual
Maintenance and repairs of sealed local roads	4.5	3.2	3.2	3.7	4.8	3.9	3.9	3.8	5.8
Maintenance and repair of unsealed local roads	4.9	3.7	3.7	3.8	4.8	4.2	4.1	4.1	6.1
Drains maintenance and repairs	5.3	5.0	4.0	4.5	5.6	4.6	4.9	4.8	5.2
Footpath maintenance and repairs	5.9	5.4	5.0	5.5	5.6	5.6	5.4	5.4	7.2
Weekly regular garbage collection service	8.4	7.1	8.0	8.4	8.5	8.0	8.3	8.1	8.9
Fortnightly regular recycling collection service	8.5	7.4	8.0	8.4	8.3	8.0	8.4	8.2	9.0
Provision and maintenance of street trees	7.4	6.1	5.9	6.2	6.2	6.4	6.5	6.4	7.8
Provision & maint. of parks, gardens, open spaces	7.4	5.9	6.5	7.2	7.0	6.9	7.0	6.9	7.4
Animal management	7.2	6.2	6.4	6.9	7.3	6.5	7.1	6.8	7.4
Emergency management and response	6.7	5.9	5.0	6.3	7.2	5.7	6.7	6.2	7.1
The Campaspe Times community newsletter	6.4	5.4	5.1	6.5	7.4	5.9	6.6	6.2	8.1
Council's website	7.0	5.9	6.1	6.8	6.8	6.4	6.6	6.6	6.4
Fortnightly green waste/organics collection service	8.2	7.4	7.9	8.6	8.5	8.2	8.2	8.2	9.1
Waste Transfer Stations / the "Tip"	6.5	5.8	6.0	6.6	7.7	6.5	6.5	6.4	8.1
Local library	9.1	8.2	8.5	8.9	9.0	8.5	9.1	8.8	9.1
Sports ovals and other local sporting facilities	7.8	6.9	7.0	7.4	7.1	7.3	7.4	7.3	8.4
Public toilets	5.8	5.4	6.0	6.5	6.9	6.3	6.1	6.2	7.0
On and off-road bike paths	6.5	5.1	5.7	6.6	6.7	6.2	6.1	6.1	7.1
Outdoor and indoor pools	7.8	6.3	6.4	7.2	6.9	6.7	7.3	7.0	7.6
Services for children from birth to 5 years of age	7.5	7.2	6.4	7.3	8.1	7.4	7.3	7.2	8.6
Services for youth	7.8	5.4	3.6	5.6	6.6	5.8	6.1	5.9	8.0
Services for seniors	5.8	6.3	5.9	6.9	7.2	7.0	6.4	6.6	8.0
Services for people with disability	6.2	6.0	5.9	7.1	6.5	7.3	5.8	6.4	7.0
Arts and cultural events, programs and activities	8.1	7.0	6.5	7.1	6.7	7.3	6.9	7.2	6.4
<i>Average satisfaction</i>	6.9	6.0	5.9	6.7	7.0	6.5	6.6	6.5	7.5
Total respondents	86	51	63	140	58	193	203	378	19



Importance and satisfaction cross tabulation

The following graph provides a cross-tabulation of the average importance of each of the 28 included Council services and facilities against the average satisfaction with each.

The grey crosshairs represent the average importance (8.8) and satisfaction (6.6) with the 24 Council services and facilities as recorded in the Campaspe survey this year.

Services and facilities located in the top right-hand quadrant were therefore more important than average, and of higher-than-average satisfaction. Conversely services in the bottom right-hand quadrant were those of most concern as they were of higher-than-average importance but received lower than average satisfaction scores.

Metropolis Research notes that some of the services of higher-than-average importance also obtained higher than average satisfaction scores (e.g., regular garbage and recycling collections), but this was not the case for all higher-than-average importance services (e.g., services for children, seniors, and people with disability, emergency management and response, and public toilets).

This does point to some areas of Council service delivery with which improvements in satisfaction may result in improvements in overall satisfaction with Council.

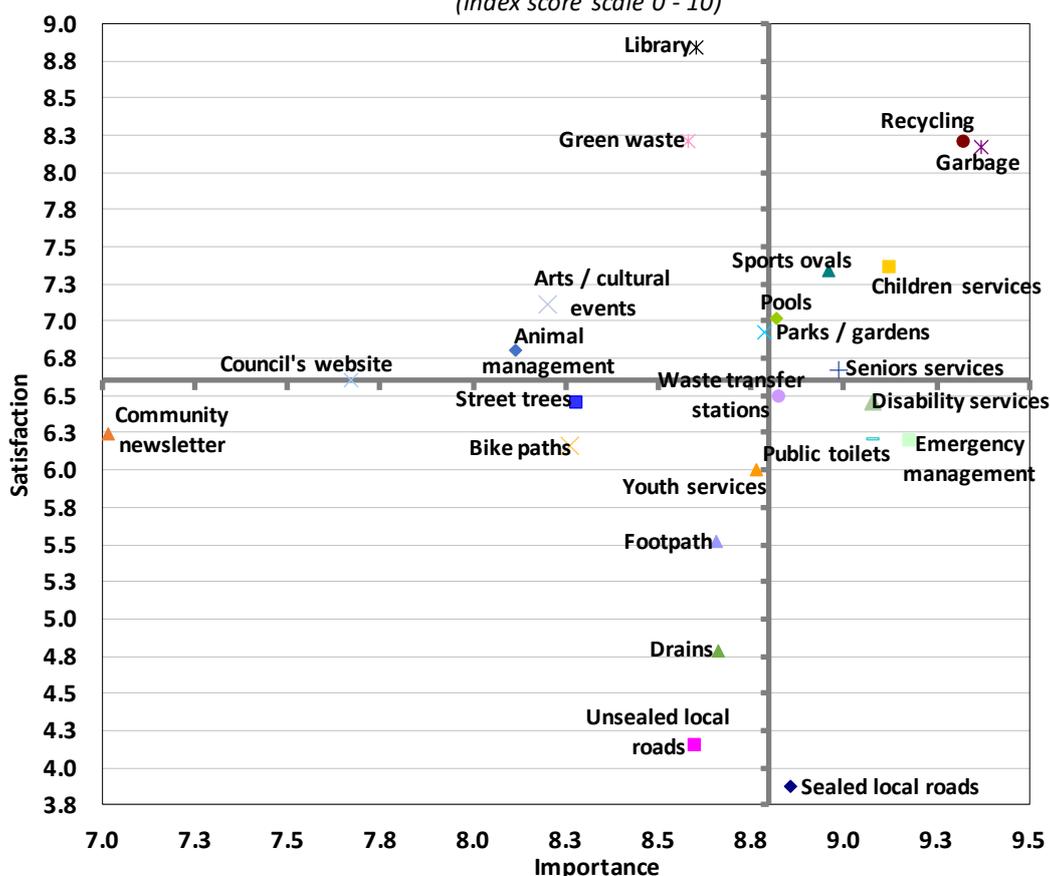
The services and facilities in the lower right-hand quadrant are those that were more important than average, but with which respondents were less satisfied than average. This quadrant represents the services and facilities of most concern.

Some points to note from these results:

- **Kerbside collection services** – the three kerbside collection services all received higher-than-average satisfaction scores, although only two were of higher-than-average importance.
- **Community services** – these were all higher-than-average importance, but most received most received average satisfaction scores.
- **Sports and recreation** – these were typically of average or slightly higher than average importance and received higher than satisfaction scores.
- **Communication** – both services were of average or somewhat lower-than-average importance and received somewhat lower-than-average satisfaction.
- **Services and facilities of most concern** – included most notably and significantly the maintenance and repair of both sealed and unsealed local roads, but also included the provision and maintenance of drains and footpaths. To a lesser extent, the services of most concern also included services for youth, public toilets, emergency management and response, bike paths, and the *Campaspe Times*.



Importance of and satisfaction with Council services
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
 (Index score scale 0 - 10)



Satisfaction by broad service areas

Metropolis Research has created a standard set of broad service areas for use in comparing average satisfaction with results from *Governing Melbourne*.

The following graph provides the average satisfaction with the eight broad service areas for the Shire of Campaspe, with a comparison to the metropolitan Melbourne 2023 averages.

The breakdown of services and facilities into these broad service areas is as follows:

- **Infrastructure** – includes drains maintenance and repairs, provision and maintenance of street trees, and public toilets.
- **Waste and recycling** – include weekly regular garbage collection service, fortnightly regular recycling collection service, fortnightly green waste and organics collection service, and Waste Transfer Stations / the ‘Tip’.
- **Recreation and culture** – include local library, sports ovals and other local sporting facilities, outdoor and indoor pools, and arts and cultural events, programs, and activities.
- **Community services** – includes services for children from birth to 5 years of age, services for youth, services for seniors, and services for people with disability.

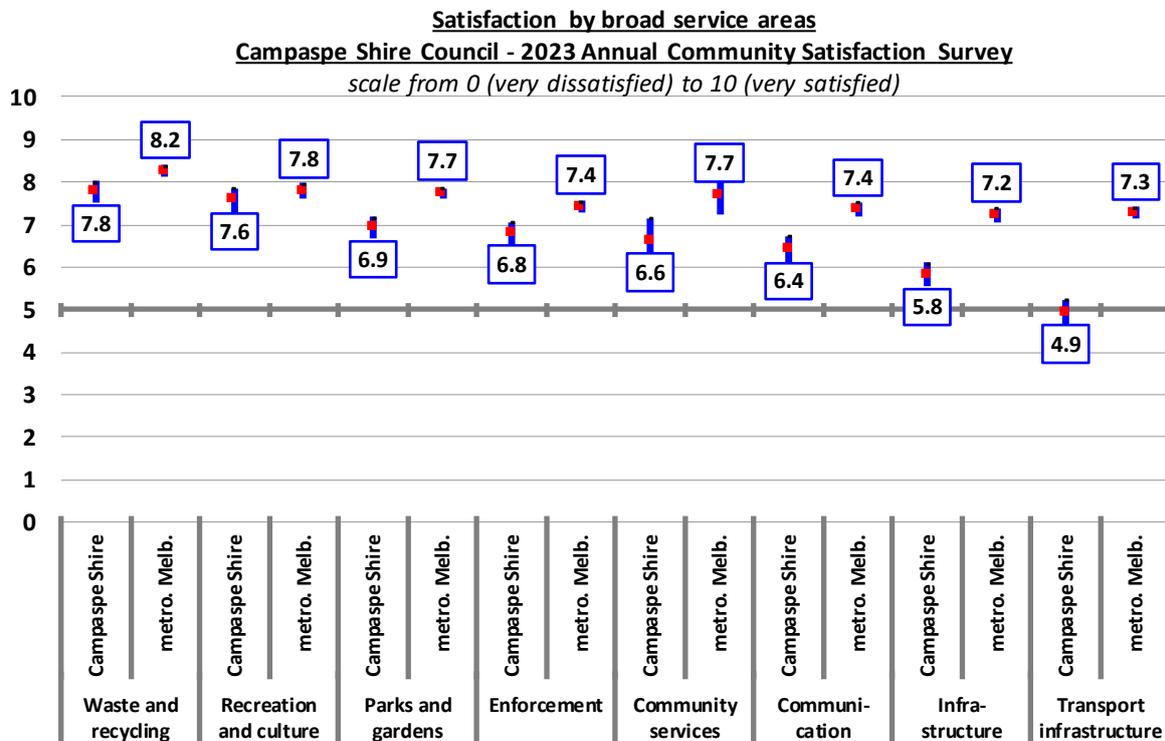


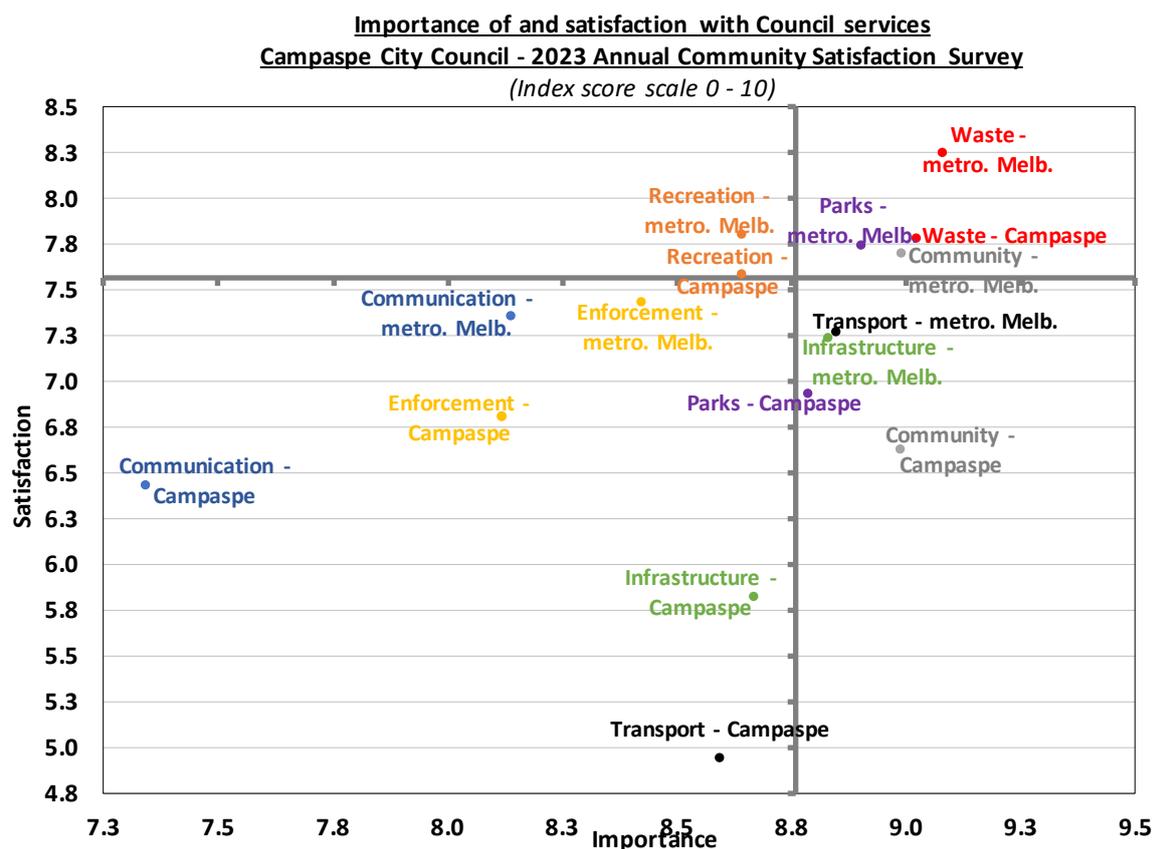
- **Enforcement** – includes animal management.
- **Communication** – includes the *Campaspe Times* community newsletter, and Council’s website.
- **Transport infrastructure** – includes the maintenance and repair of sealed local roads, maintenance and repair of unsealed local roads, footpath maintenance and repairs, on and off-road bike paths.
- **Parks and gardens** – include the provision and maintenance of parks, gardens, open spaces.

Whilst satisfaction with all eight broad service areas was lower in the Campaspe Shire than the metropolitan Melbourne average, the difference was smallest in relation to recreation and culture (3%) and waste and recycling (6% lower), and greatest in relation to infrastructure (20% lower) and transport infrastructure (32% lower).

Satisfaction with the eight broad services areas can be best summarised as follows:

- **Excellent** – for waste and recycling.
- **Very Good** – for recreation and culture.
- **Good** – for parks and gardens, enforcement, and community services.
- **Solid** – for communication.
- **Poor** – for infrastructure.
- **Extremely Poor** – for transport infrastructure.





Satisfaction by Council department

The breakdown of services and facilities into Council department was as follows:

- **Waste services** – include weekly regular garbage collection service, fortnightly regular recycling collection service, fortnightly green waste and organics collection service, and Waste Transfer Stations / the ‘Tip’.
- **Parks and gardens** – include provision and maintenance of street trees, the provision and maintenance of parks, gardens, open spaces, and public toilets.
- **Communication** – includes the *Campaspe Times*, and Council’s website.
- **Engagement** – includes services for youth, and arts and cultural events, programs, and activities.
- **Works** – includes the maintenance and repair of both sealed and unsealed local roads, drains and footpath maintenance and repairs.
- **Community Care** – includes local library, services for children from birth to 5 years of age, services for seniors, and services for people with disabilities.
- **Recreation and culture** – include sports ovals and other local sporting facilities, on and off-road bike paths, and outdoor and indoor pools.
- **Emergency management** – includes emergency management and response.
- **Animal management** – includes animal management.



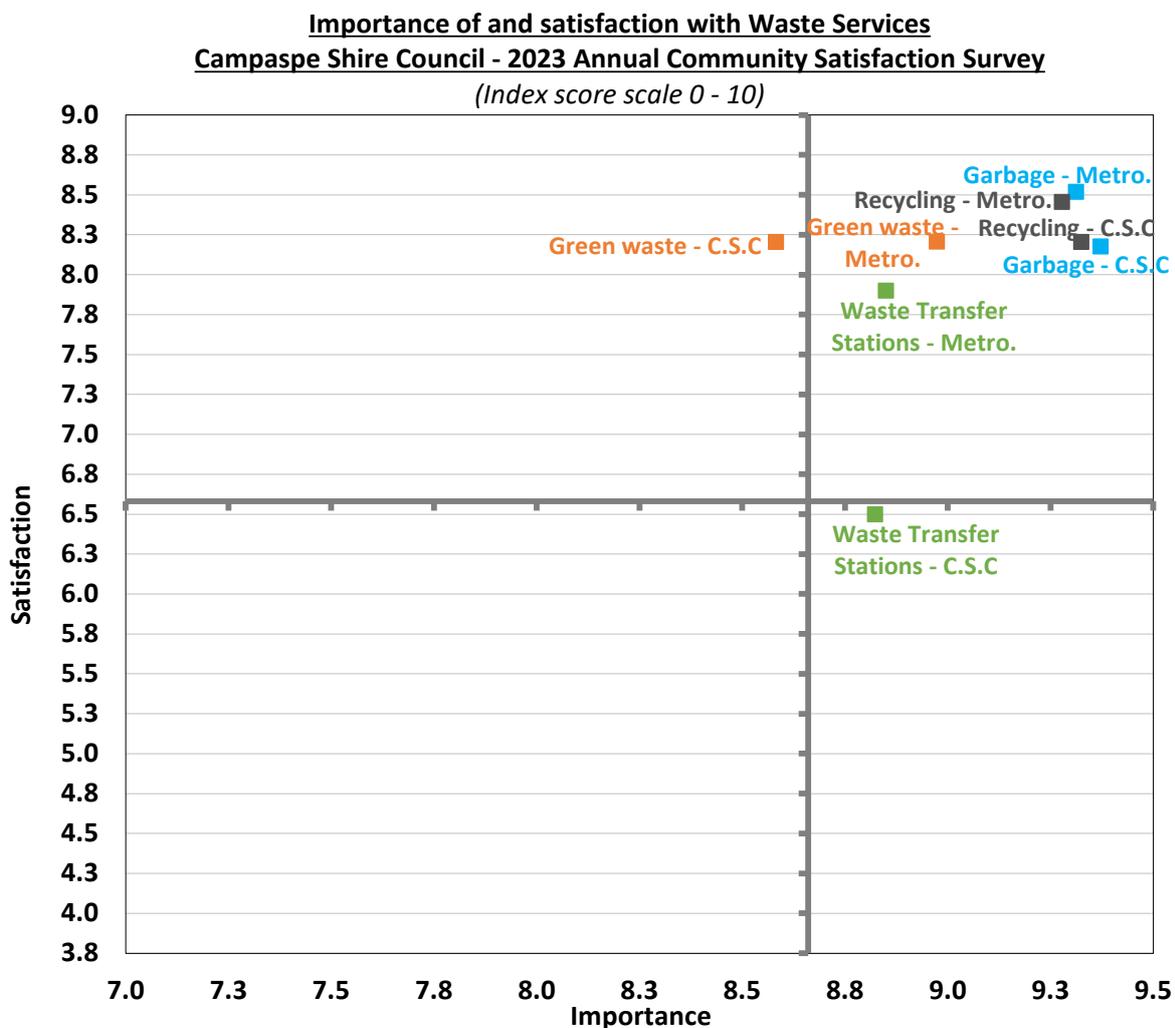
Waste Services

There were four services from the Waste Services Department of Council included in the survey this year, including the three kerbside collections, and the waste transfer station.

The following graph provides a crosstabulation of the average importance of and satisfaction with these services and facilities. The crosshairs represent the average importance and satisfaction of all 24 services and facilities.

Metropolis Research notes that satisfaction with three of these four services was broadly similar to the metropolitan Melbourne average, which is a very positive result, given the general gap between satisfaction with services and facilities in Campaspe Shire and the metropolitan Melbourne average was 13%.

The gap between the four waste services between Campaspe and the metropolitan Melbourne average was six percent, with most of this gap being due to the lower satisfaction in Campaspe Shire for the waste transfer station (38% lower).

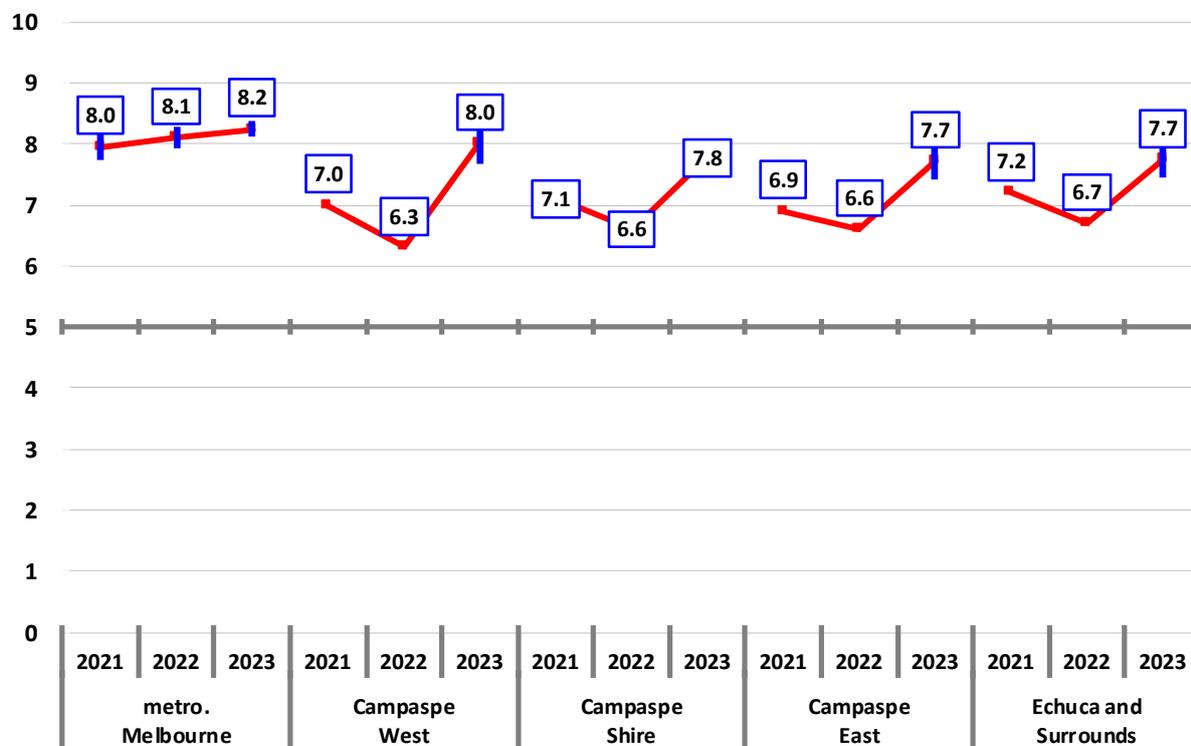


There was a measurable and significant increase in the average satisfaction with the four waste services this year, up 18% to 7.8, which is an “excellent”, up from a “good” level.



This increase was observed across all three precincts but was most pronounced for respondents from Campaspe West (up 27%).

The high levels of satisfaction with waste services, and the relative absence of commentary about waste collection services in the [Issues to Address](#) or [Reasons for Dissatisfaction](#) sections of this report are one of the stand-out positive results of the survey this year.



Weekly regular garbage collection service (red bin)

The weekly regular garbage collection was the most important of the 24 included services and facilities, with an average importance of 9.4 out of 10. This was one of eight that were measurably more important than the average of all 24 services and facilities.

Satisfaction with the regular garbage collection was 8.2 out of 10, or an “excellent” level of satisfaction.

This ranks the regular garbage collection 4th in terms of satisfaction this year.

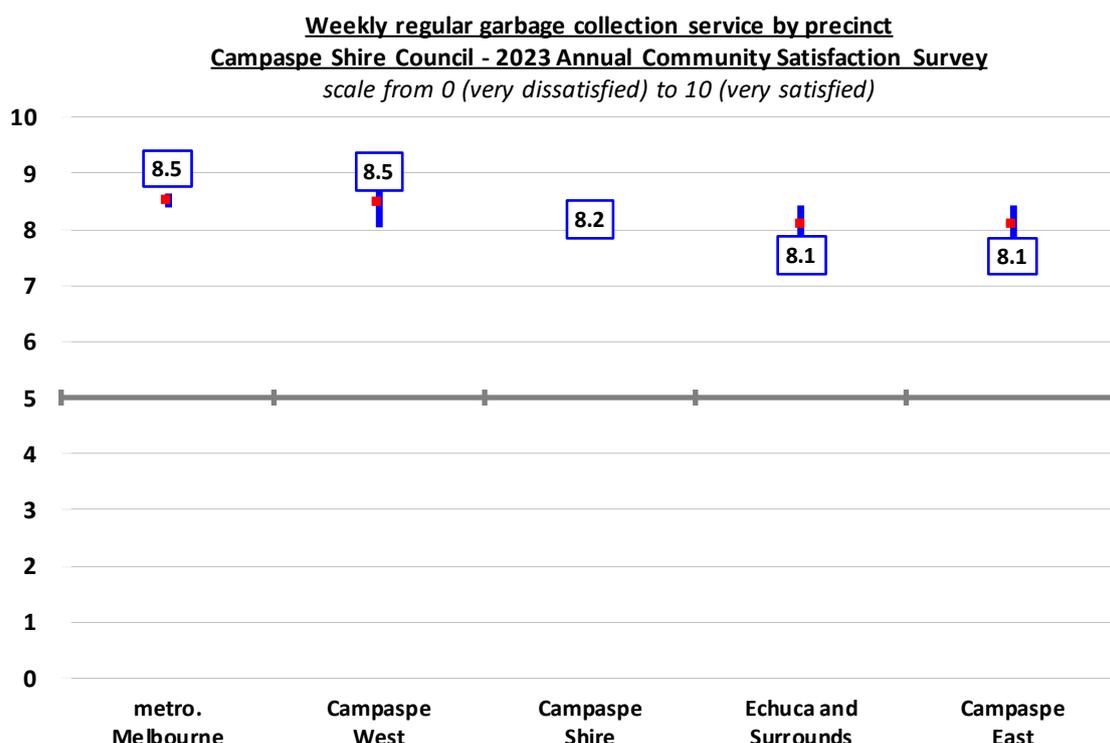
This result was comprised of 77% “very satisfied” and six percent “dissatisfied” respondents, based on a total sample of 386 of the 400 respondents.

By way of comparison, this result was somewhat, but not measurably lower than the metropolitan Melbourne average satisfaction with the “regular garbage collection” of 8.5, as recorded in the 2023 *Governing Melbourne* research conducted independently by Metropolis Research in January 2023 using the door-to-door methodology.



There was some variation in this result observed by respondent profile, with adults (aged 35 to 44 years) notably less satisfied than average. Female respondents were somewhat more satisfied than males, and the 19 multilingual household respondents were notably more satisfied than respondents from English speaking households.

As outlined in the following graph, there was no statistically significant variation in satisfaction with the regular garbage collection observed across the municipality, although it is noted that respondents from Campaspe West were somewhat more satisfied than average.



Fortnightly regular recycling collection service (yellow bin)

The fortnightly regular recycling collection service was the 2nd most important of the 24 included services and facilities, with an average importance of 9.3 out of 10. This was one of eight that were measurably more important than the average of all 24 services and facilities.

Satisfaction with the regular recycling collection was 8.2 out of 10, or an “excellent” level of satisfaction.

This ranks the regular recycling collection 3rd in terms of satisfaction this year.

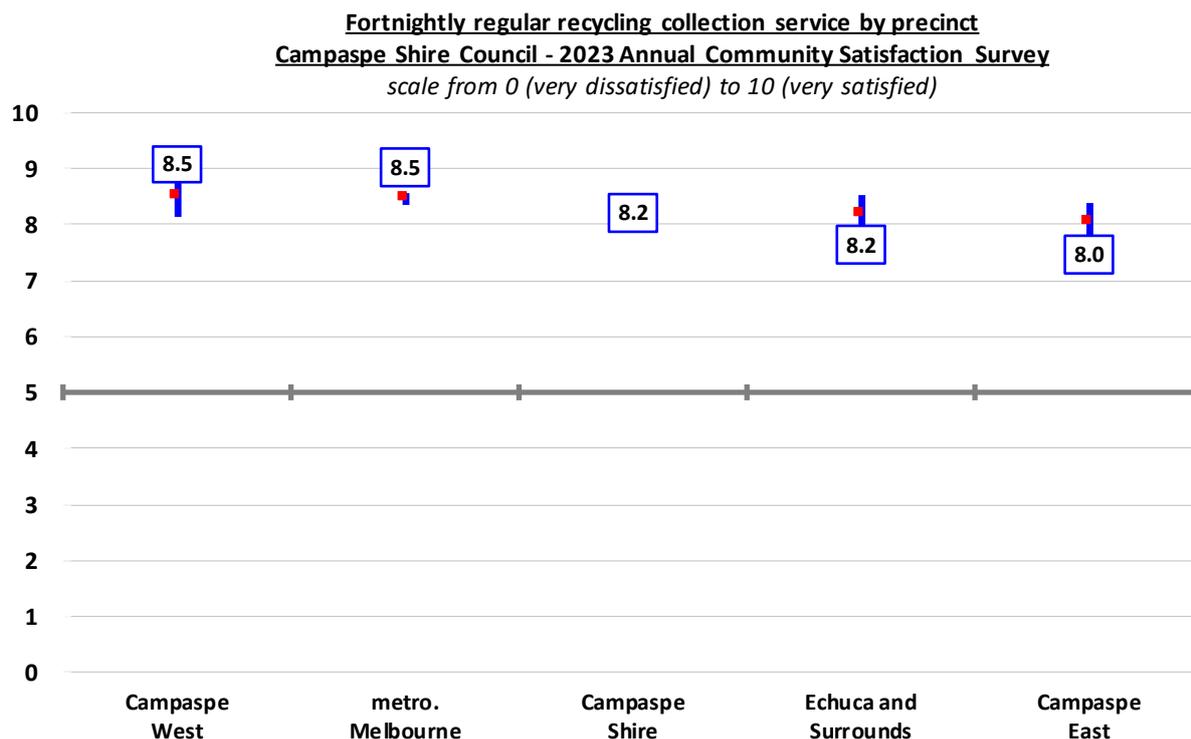
This result was comprised of 77% “very satisfied” and five percent “dissatisfied” respondents, based on a total sample of 383 of the 400 respondents.

By way of comparison, this result was somewhat, but not measurably lower than the metropolitan Melbourne average satisfaction with the “regular recycling collection” of 8.5, as recorded in the 2023 *Governing Melbourne* research conducted independently by Metropolis Research in January 2023 using the door-to-door methodology.



There was some variation in this result observed by respondent profile, with adults (aged 35 to 44 years) notably less satisfied than average. Female respondents were somewhat more satisfied than males, and the 19 multilingual household respondents were notably more satisfied than respondents from English speaking households.

As outlined in the following graph, there was no statistically significant variation in satisfaction with the regular garbage collection observed across the municipality, although it is noted that respondents from Campaspe West were somewhat more satisfied than average, and at a higher level than the metropolitan Melbourne average.



Fortnightly green waste and organics collection service (green bin)

The fortnightly green waste and organics collection service was the 18th most important of the 24 included services and facilities, with an average importance of 8.6 out of 10.

It is noted that the importance of the green waste and organics collection was measurably lower than the average importance of the regular garbage and regular recycling collections.

Satisfaction with this service was 8.2 out of 10, or an “excellent” level of satisfaction.

This ranks the green waste and organics collection 2nd in terms of satisfaction this year.

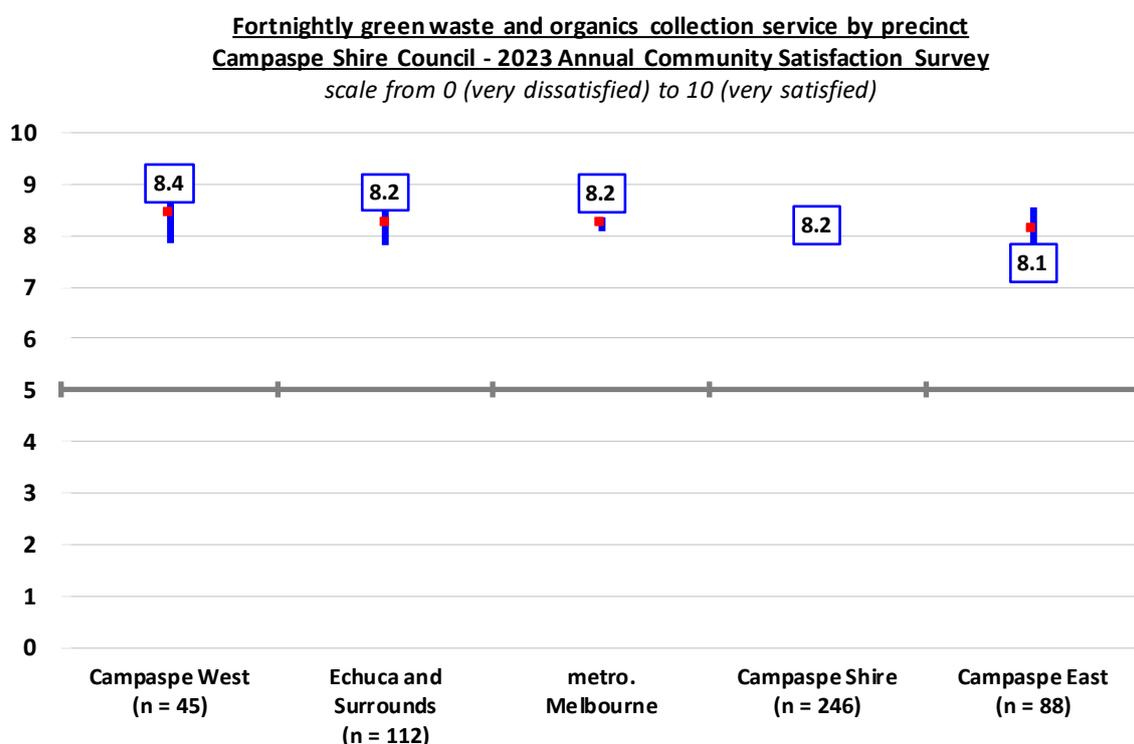
This result was comprised of 77% “very satisfied” and seven percent “dissatisfied” respondents, based on a total sample of 246 of the 400 respondents (62%) from households who had used these facilities in the last 12 months.



By way of comparison, this result was identical to the metropolitan Melbourne average satisfaction with the “green waste collection” of 8.2, as recorded in the 2023 *Governing Melbourne* research conducted independently by Metropolis Research in January 2023 using the door-to-door methodology.

There was some variation in this result observed by respondent profile, with adults (aged 35 to 44 years) notably less satisfied than average. The 19 multilingual household respondents were notably more satisfied than respondents from English speaking households.

As outlined in the following graph, there was no statistically significant variation in satisfaction with the regular garbage collection observed across the municipality, although it is noted that respondents from Campaspe West were somewhat more satisfied than average, and at a higher level than the metropolitan Melbourne average.



Waste Transfer Stations / the ‘Tip’

The waste transfer station / tip was the 10th most important of the 24 included services and facilities, with an average importance of 8.8 out of 10.

Satisfaction with these facilities was 6.5 out of 10, or a “good” level of satisfaction.

This ranks the waste transfer station / tip 13th in terms of satisfaction this year.

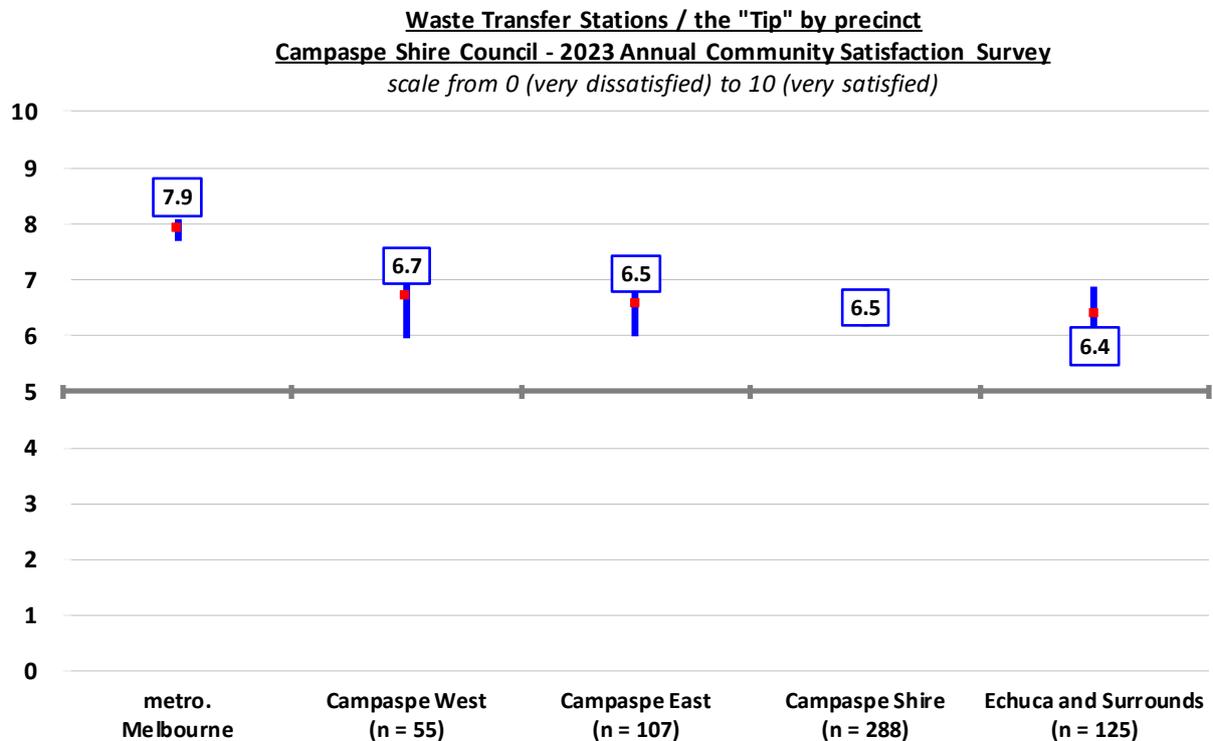
This result was comprised of 48% “very satisfied” and 23% “dissatisfied” respondents, based on a total sample of 288 respondents (72%) from households who had used these facilities in the last 12 months.



By way of comparison, this result was measurably lower than the metropolitan Melbourne average satisfaction with the “waste transfer station / tip” of 7.9, as recorded in the 2023 *Governing Melbourne* research conducted independently by Metropolis Research in January 2023 using the door-to-door methodology.

Whilst cognisant of the very small sample size, there was some variation in this result observed by respondent profile, with adults and middle-aged adults (aged 35 to 59 years) notably less satisfied than average. The 19 multilingual household respondents were notably more satisfied than respondents from English speaking households.

As outlined in the following graph, there was no statistically significant variation in satisfaction with the regular garbage collection observed across the municipality, although respondents from Echuca and surrounds rated satisfaction somewhat lower than average and at a “solid” rather than a “good” level of satisfaction.



Parks and Gardens

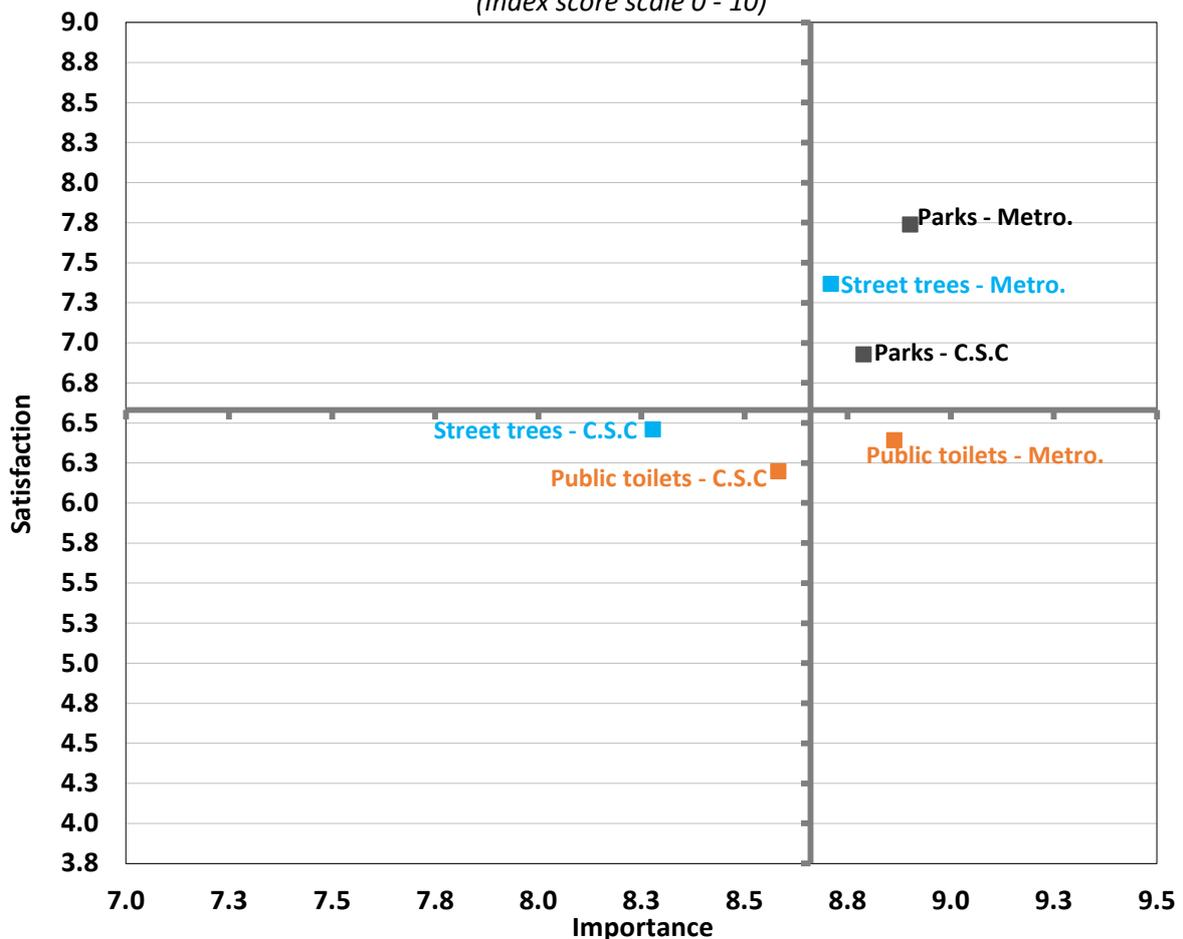
There were three services and facilities from the Parks and Gardens department of Council included in the 2023 survey as outlined in the following graph.

The following graph provides a crosstabulation of the average importance of and satisfaction with these services and facilities. The crosshairs represent the average importance and satisfaction of all 24 services and facilities.

It is noted that all three of these facilities received average or somewhat higher-than-average satisfaction scores, although only the provision and maintenance of parks, gardens, and open spaces was of higher-than-average importance.

It is noted that all three of these facilities received a lower satisfaction score than the 2023 metropolitan Melbourne average, although this gap was only three percent for public toilets.

Importance of and satisfaction with Parks and Gardens
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
 (Index score scale 0 - 10)



Provision and maintenance of street trees

The provision and maintenance of street trees was the 19th most important of the 24 included services and facilities, with an average importance of 8.3 out of 10, and one of six that were measurably less important than the average of all 24 services and facilities (8.7).

Satisfaction with street trees was 6.5 out of 10, or a “good” level of satisfaction.

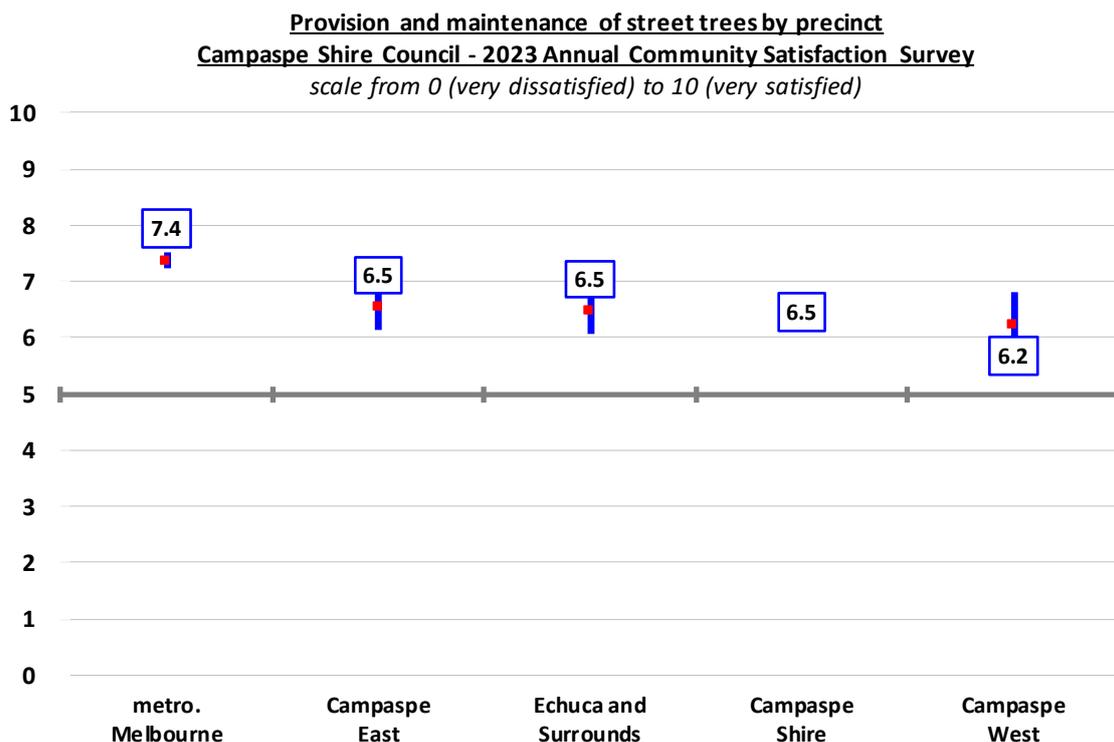
This ranks the street trees 15th in terms of satisfaction this year.

This result was comprised of 39% “very satisfied” and 17% “dissatisfied” respondents, based on a total sample of 352 of the 400 respondents.

By way of comparison, this result was measurably lower than the metropolitan Melbourne average satisfaction with the “the provision and maintenance of street trees” of 7.4, as recorded in the 2023 *Governing Melbourne* research conducted independently by Metropolis Research in January 2023 using the door-to-door methodology.

There was some variation in this result observed by respondent profile, with young adults (aged 18 to 34 years) somewhat more satisfied than average, and middle-aged adults (aged 45 to 59 years) somewhat less satisfied. The 19 multilingual household respondents were notably more satisfied than respondents from English speaking households.

As outlined in the following graph, there was no statistically significant variation in satisfaction with street trees observed across the municipality, although respondents from Campaspe West rated satisfaction somewhat lower than average and at a “solid” rather than a “good” level of satisfaction.



Provision and maintenance of parks, gardens, and open spaces

The provision and maintenance of parks, gardens, and open spaces was the 12th most important of the 24 included services and facilities, with an average importance of 8.8 out of 10.

Satisfaction with parks, gardens, and open spaces was 6.9 out of 10, or a “good” level of satisfaction.

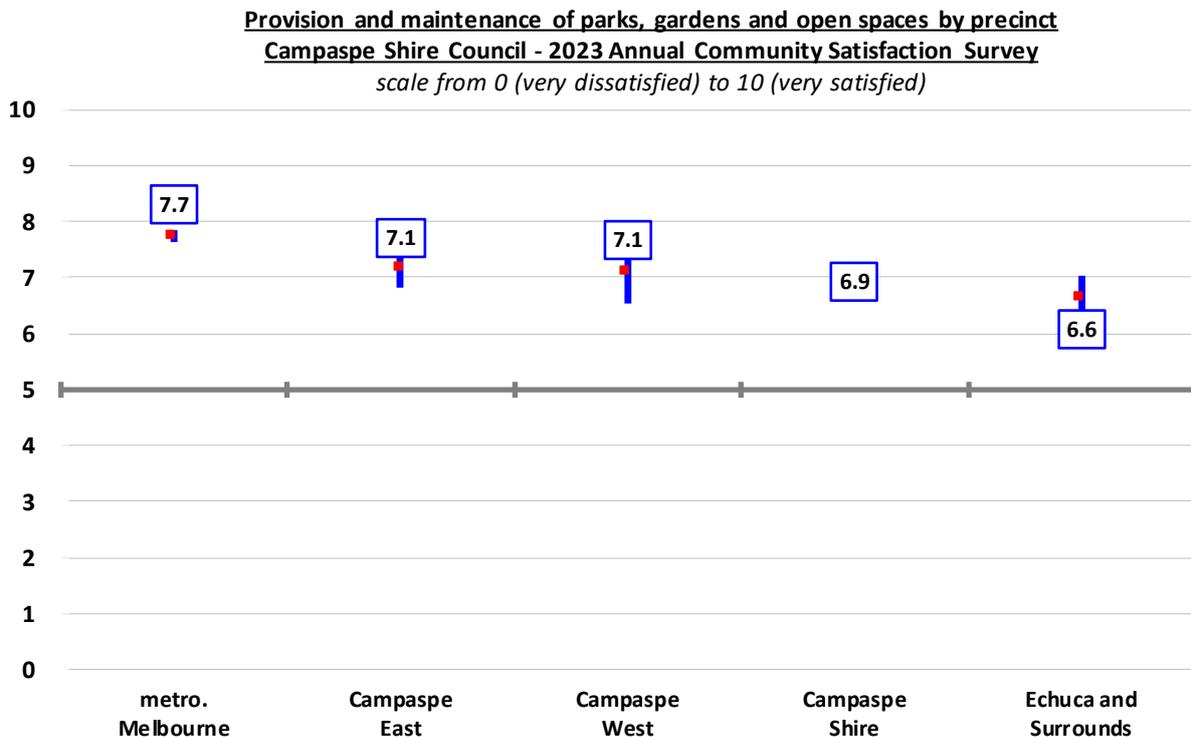
This ranks the parks, gardens, and open spaces 9th in terms of satisfaction this year.

This result was comprised of 51% “very satisfied” and 14% “dissatisfied” respondents, based on a total sample of 373 of the 400 respondents.

By way of comparison, this result was measurably lower than the metropolitan Melbourne average satisfaction with the “the provision and maintenance of parks, gardens, and open spaces” of 7.7, as recorded in the 2023 *Governing Melbourne* research conducted independently by Metropolis Research in January 2023 using the door-to-door methodology.

There was some variation in this result observed by respondent profile, with adults and middle-aged adults (aged 35 to 59 years) somewhat less satisfied than average, and the 19 multilingual household respondents were somewhat more satisfied than respondents from English speaking households.

As outlined in the following graph, there was no statistically significant variation in satisfaction with parks, gardens, and open spaces observed across the municipality, with respondents from all three precincts rating satisfaction at a “good” level of satisfaction.



Public toilets

Public toilets were the 6th most important of the 24 included services and facilities, with an average importance of 8.8 out of 10, and one of eight that were measurably more important than the average of all 24 services and facilities (8.7).

Satisfaction with public toilets was 6.2 out of 10, or a “solid” level of satisfaction.

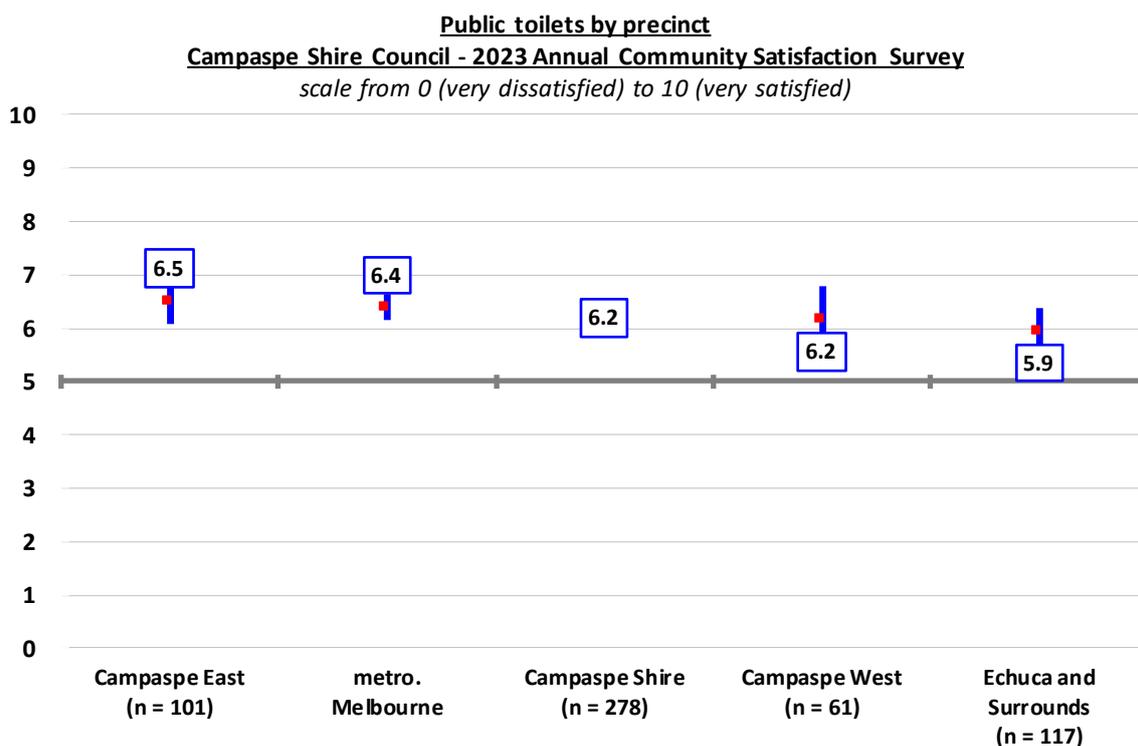
This ranks public toilets 18th in terms of satisfaction this year.

This result was comprised of 31% “very satisfied” and 22% “dissatisfied” respondents, based on a total sample of 278 of the 279 respondents from households who had used these facilities in the last 12 months.

By way of comparison, this result was marginally but not measurably (3%) lower than the metropolitan Melbourne average satisfaction with the “public toilets” of 6.4, as recorded in the 2023 *Governing Melbourne* research conducted independently by Metropolis Research in January 2023 using the door-to-door methodology.

There was some variation in this result observed by respondent profile, with adults (aged 35 to 44 years) somewhat less satisfied than average, male respondents marginally more satisfied than females, and the 19 multilingual household respondents notably more satisfied than respondents from English speaking households.

As outlined in the following graph, there was no statistically significant variation in satisfaction with public toilets observed across the municipality, although respondents from Campaspe East rated satisfaction at a “good” rather than a “solid” level, and marginally higher than the metropolitan Melbourne average.



Communications

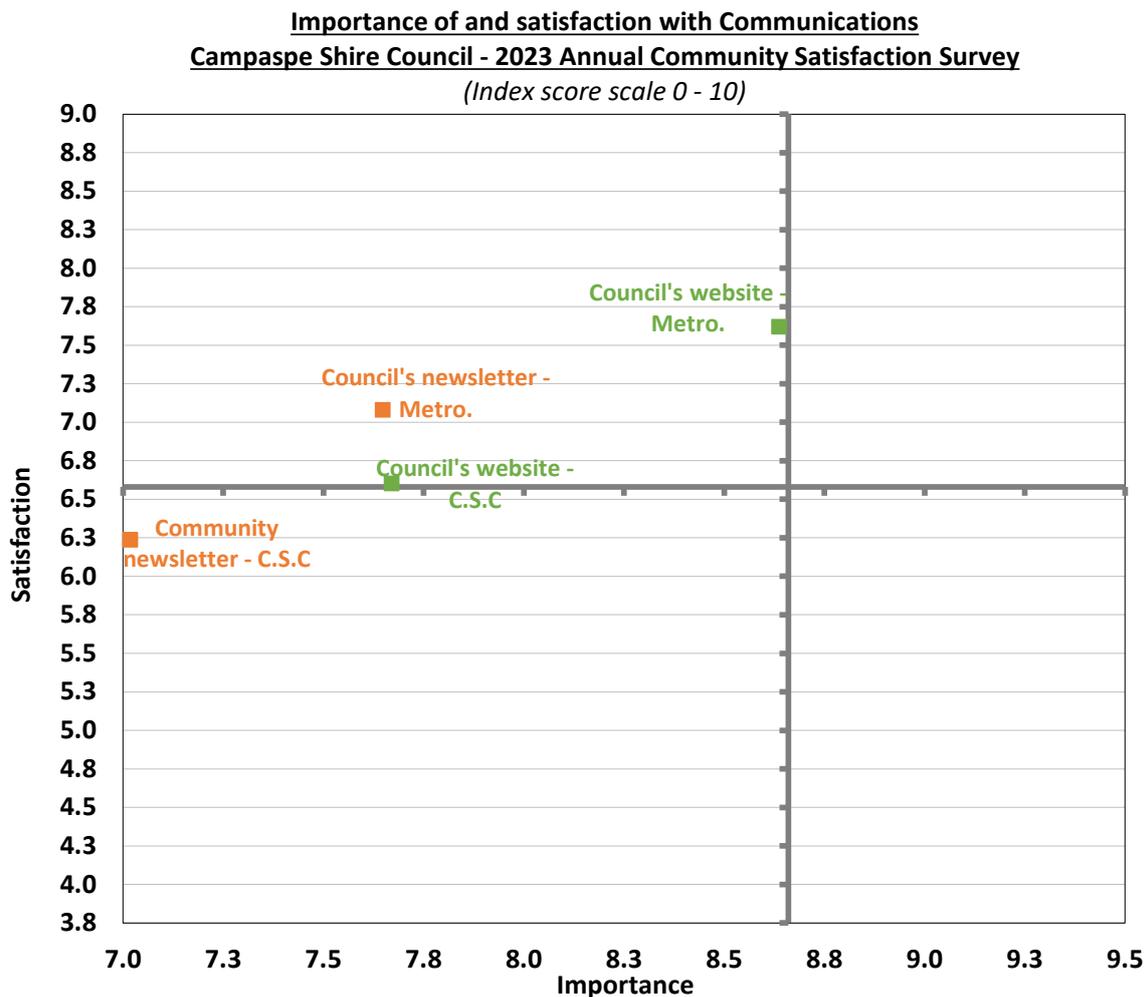
There were two services and facilities from the Communications department of Council included in the 2023 survey as outlined in the following graph.

The following graph provides a crosstabulation of the average importance of and satisfaction with these services and facilities. The crosshairs represent the average importance and satisfaction of all 24 services and facilities.

It is noted that both these services were of lower-than-average importance, which is consistent with results observed elsewhere, as communication services tend to be considered less important to the community than direct service areas such as kerbside collections and community services.

Metropolis Research notes that both these communication services recorded average or slightly lower than average satisfaction scores.

It is also noted that these two services both recorded notably lower satisfaction scores than the metropolitan Melbourne average. This was a somewhat unexpected result, as satisfaction with communication services such as the website and printed publication tend to be relatively consistent across metropolitan Melbourne.



The *Campaspe Times* community newsletter

The *Campaspe Times* was the least important of the 24 included services and facilities, with an average importance of 7.0 out of 10, and one of six that were measurably less important than the average of all 24 services and facilities (8.7).

Satisfaction with the publication was 6.2 out of 10, or a “solid” level of satisfaction.

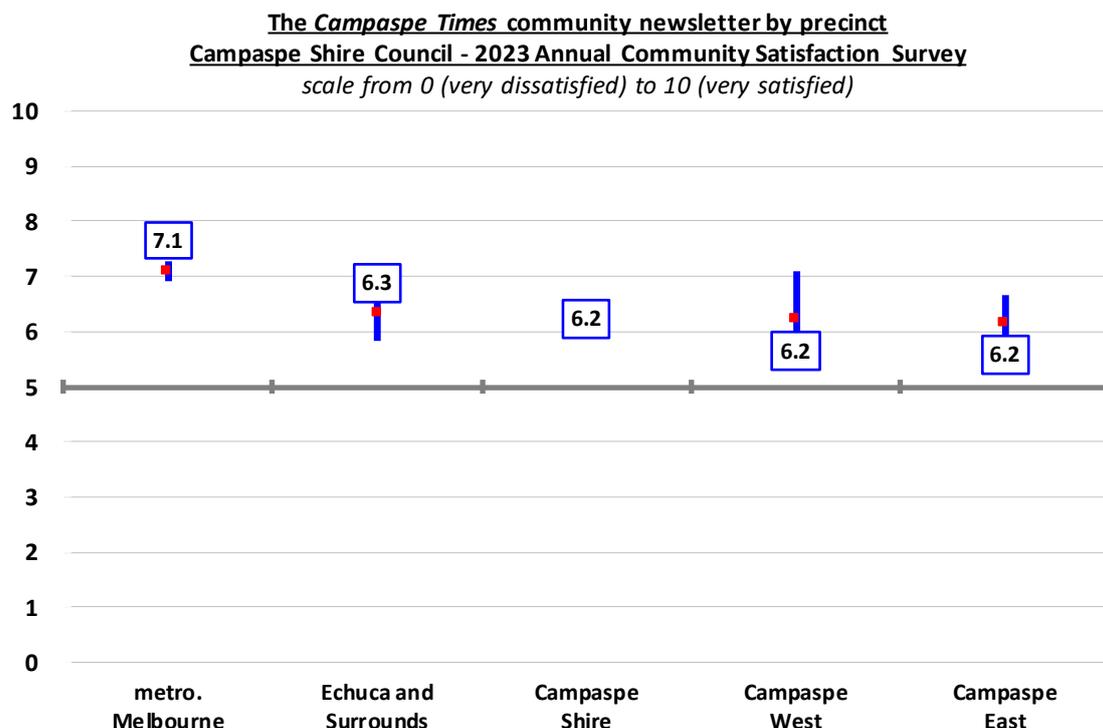
This ranks the *Campaspe Times* 16th in terms of satisfaction this year.

This result was comprised of 41% “very satisfied” and 22% “dissatisfied” respondents, based on a total sample of 296 of the 400 respondents.

By way of comparison, this result was measurably lower than the metropolitan Melbourne average satisfaction with the “Council’s regular printed newsletter” of 7.1, as recorded in the 2023 *Governing Melbourne* research conducted independently by Metropolis Research in January 2023 using the door-to-door methodology.

There was some variation in this result observed by respondent profile, with adults and middle-aged adults (aged 35 to 59 years) notably less satisfied than average, senior citizens (aged 75 years and over) notably more satisfied than average, female respondents were notably more satisfied than males, and the 19 multilingual household respondents notably more satisfied than respondents from English speaking households.

As outlined in the following graph, there was no statistically significant variation in satisfaction with the publication observed across the municipality, with respondents from across the three precincts all rating satisfaction at a “solid” level.



Council’s website

The Council website was the second least important of the 24 included services and facilities (23rd), with an average importance of 7.7 out of 10, and one of six that were measurably less important than the average of all 24 services and facilities (8.7).

Satisfaction with the website was 6.6 out of 10, or a “good” level of satisfaction.

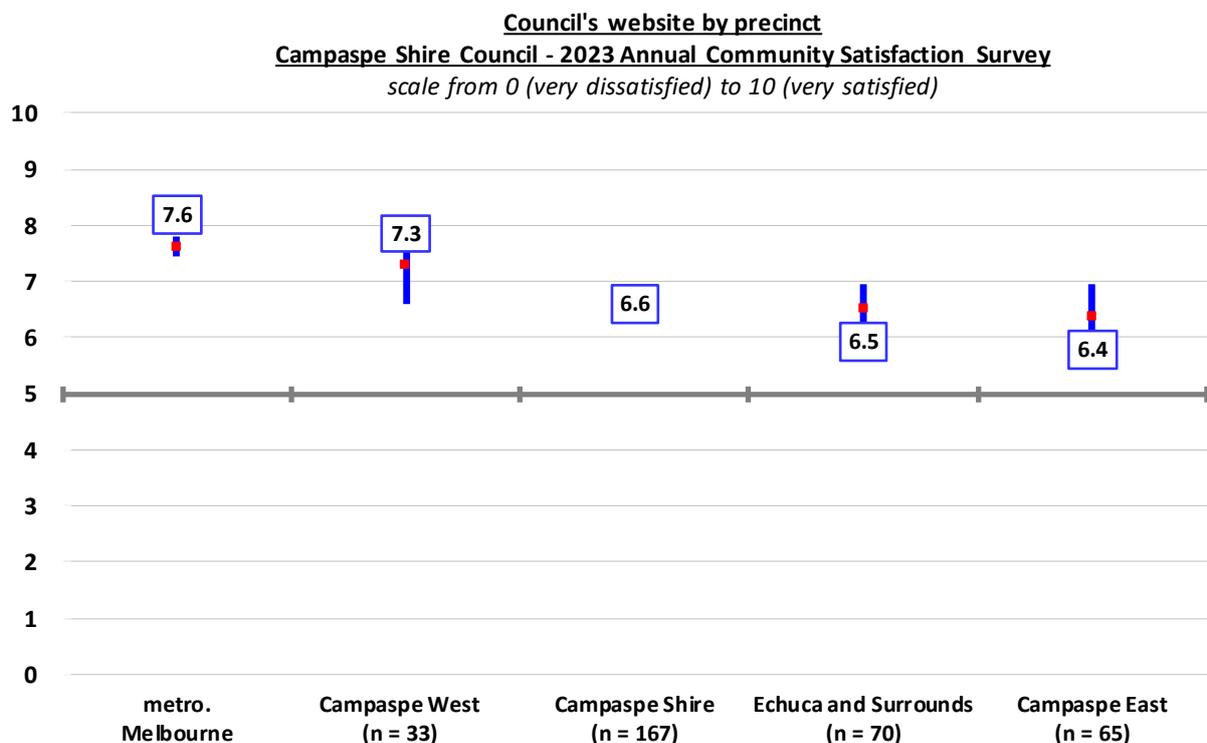
This ranks the website 12th in terms of satisfaction this year.

This result was comprised of 37% “very satisfied” and 13% “dissatisfied” respondents, based on a total sample of 167 of the 168 respondents (42%) from households who had used these facilities in the last 12 months.

By way of comparison, this result was measurably lower than the metropolitan Melbourne average satisfaction with the “Council’s website” of 7.6, as recorded in the 2023 *Governing Melbourne* research conducted independently by Metropolis Research in January 2023 using the door-to-door methodology.

Whilst cognisant of the very small sample size, there was some variation in this result observed by respondent profile, with young adults (aged 18 to 34 years) notably more satisfied, and adults and middle-aged adults (aged 35 to 59 years) notably less satisfied.

As outlined in the following graph, there was no statistically significant variation in satisfaction with Council’s website observed across the municipality, although the 33 respondents from Campaspe West rated it “very good” and the 65 from Campaspe East rated it “solid”.



Engagement

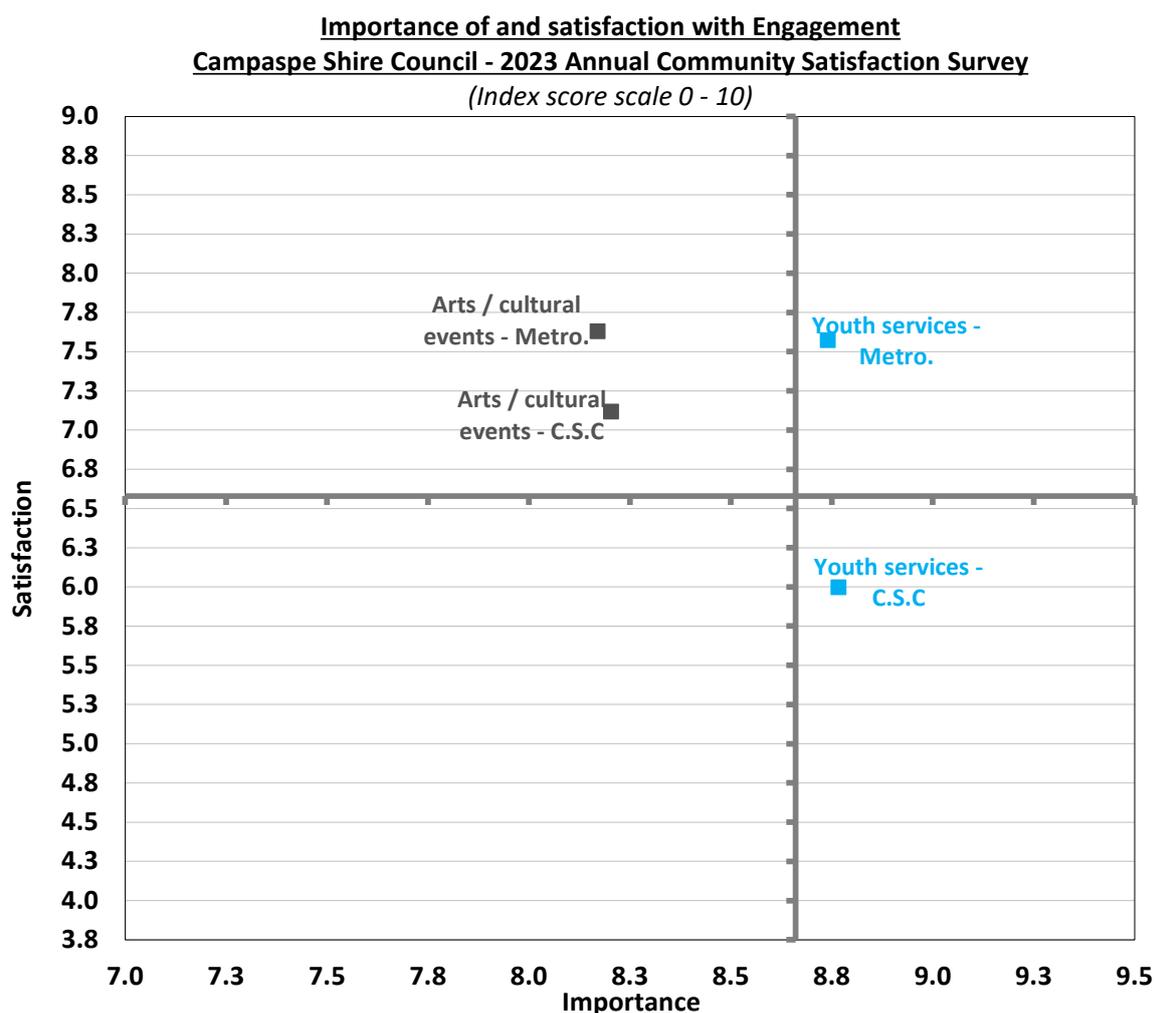
There were two services and facilities from the Engagement department of Council included in the 2023 survey as outlined in the following graph.

The following graph provides a crosstabulation of the average importance of and satisfaction with these services and facilities. The crosshairs represent the average importance and satisfaction of all 24 services and facilities.

Metropolis Research notes that services for youth, whilst of marginally higher-than-average importance, recorded marginally lower than average satisfaction, and at a “solid” level.

In our experience, it is not unusual for services for youth to be recorded at a slightly lower than average satisfaction score, although the difference from the metropolitan Melbourne average should be of concern, as it may suggest some level of community concern about broader youth related issues in the Shire.

Given this result, this may be an insight into a broader community concern about services and facilities for youth (broader than simply local government provided services and facilities). That said, it is noted that just one percent of respondents nominated “services for youth” related issues as one of the top three issues for the Shire, in the [Issues to Address](#) section.



Services for youth

Services for youth were 13th most important of the 24 included services and facilities, with an average importance of 8.8 out of 10.

Satisfaction with services for youth was 6.0 out of 10, or a “solid” level of satisfaction.

This ranks services for youth 20th in terms of satisfaction this year.

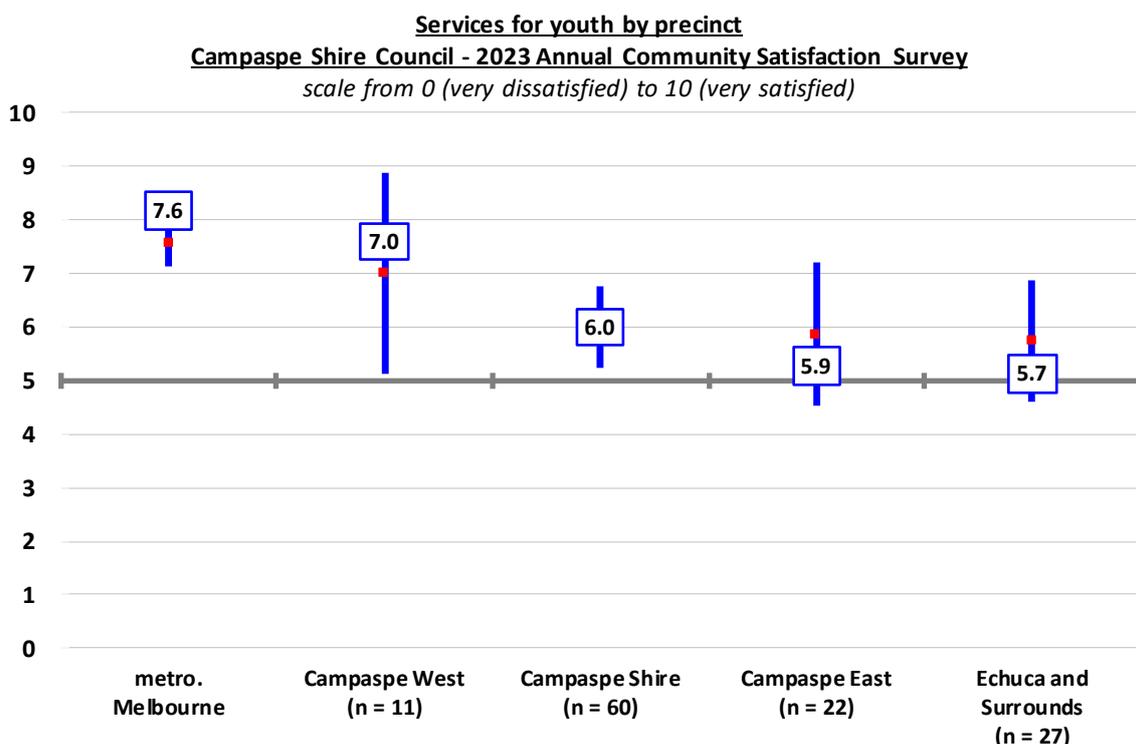
This result was comprised of 42% “very satisfied” and 29% “dissatisfied” respondents, based on a total sample of 59 of the 62 respondents (16%) from households who had used these facilities in the last 12 months.

By way of comparison, this result was measurably and significantly lower than the metropolitan Melbourne average satisfaction with the “services for youth” of 7.6, as recorded in the 2023 *Governing Melbourne* research conducted independently by Metropolis Research in January 2023 using the door-to-door methodology.

Whilst cognisant of the very small sample size, there was some variation in this result observed by respondent profile, with young adults (aged 18 to 34 years) notably more satisfied and at an “excellent” level, whilst middle-aged adults (aged 45 to 59 years) were notably less satisfied. Respondents from multilingual households were notably more satisfied than respondents from English speaking households.

The fact that middle-aged adults were significantly less satisfied may be a useful insight as it may highlight broader community concern about youth issues in the municipality.

As outlined in the following graph, there was no statistically significant variation in satisfaction with services for youth observed across the municipality.



Arts and cultural events, programs, and activities

Arts and cultural events, programs, and activities were 21st most important of the 24 included services and facilities, with an average importance of 8.2 out of 10, and one of six that was measurably less important than the average of all 24 services and facilities (8.7).

Satisfaction with these services was 7.1 out of 10, or a “good” level of satisfaction.

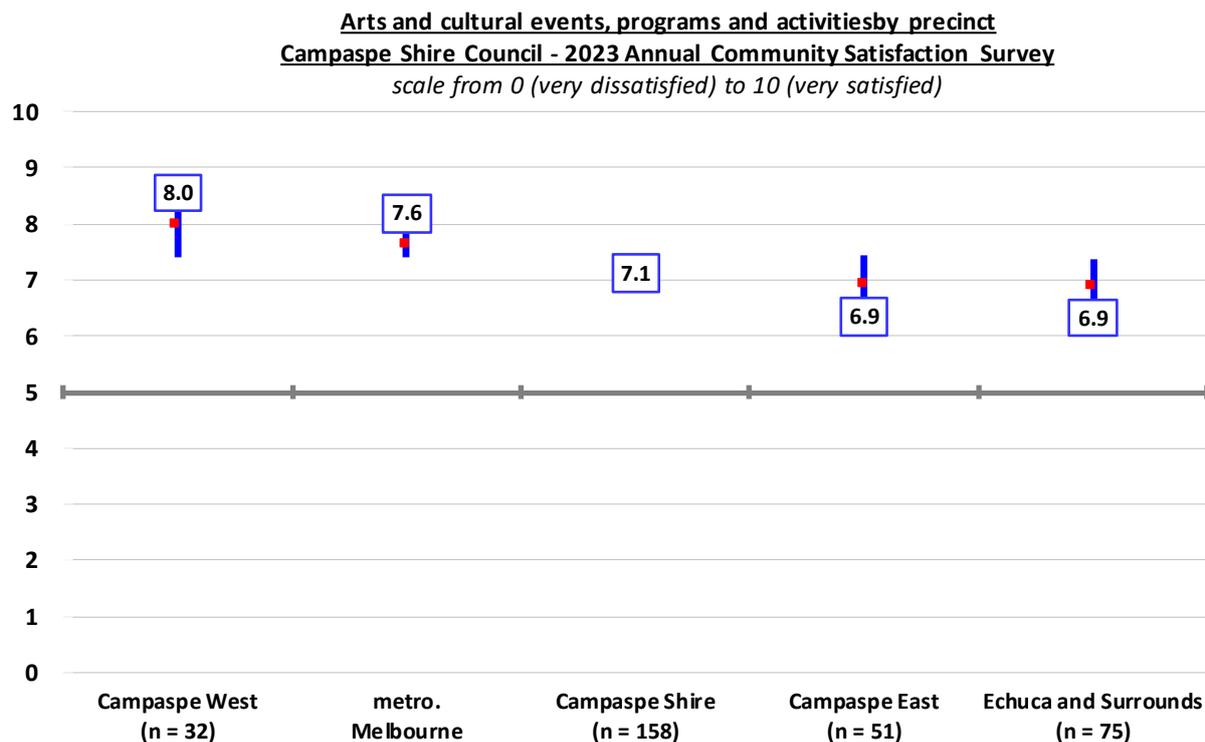
This ranks arts and cultural events, programs, and activities 7th in terms of satisfaction this year.

This result was comprised of 44% “very satisfied” and nine percent “dissatisfied” respondents, based on a total sample of 158 of the 160 respondents (40%) from households who had used these facilities in the last 12 months.

By way of comparison, this result was notably lower than the metropolitan Melbourne average satisfaction with the “provision of public art” and “Council’s festivals and events” of 7.6, as recorded in the 2023 *Governing Melbourne* research conducted independently by Metropolis Research in January 2023 using the door-to-door methodology.

Whilst cognisant of the small sample size, there was some variation in this result observed by respondent profile, with young adults (aged 18 to 34 years) notably more satisfied than average, male respondents were somewhat more satisfied than females, and respondents from multilingual households were notably more satisfied than respondents from English speaking households.

As outlined in the following graph, there was no statistically significant variation in satisfaction with these services observed across the municipality, although respondents from Campaspe West rated satisfaction at an “excellent” level and higher than for metropolitan Melbourne.



Works

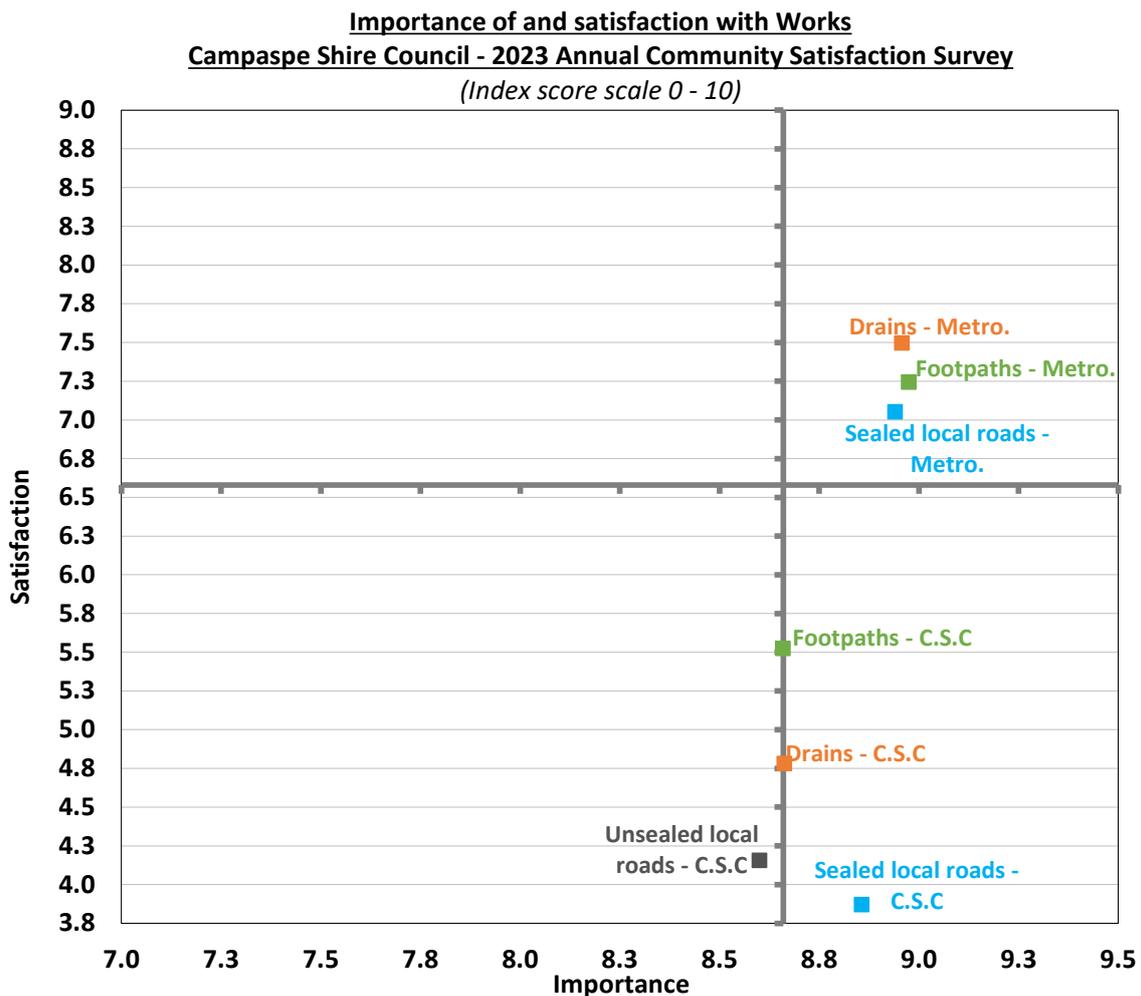
There were four services and facilities from the Works department of Council included in the 2023 survey as outlined in the following graph.

The following graph provides a crosstabulation of the average importance of and satisfaction with these services and facilities. The crosshairs represent the average importance and satisfaction of all 24 services and facilities.

It is noted that all these facilities were of average or higher-than-average importance, but all four received significantly lower than average satisfaction scores (compared to the average of all 24 Campaspe Shire services and facilities of 6.6).

Metropolis Research notes the variation in satisfaction between the Campaspe Shire and the metropolitan Melbourne average was larger for these services than the services from the other departments.

Clearly, the level of community dissatisfaction with the maintenance and repair of both sealed and unsealed local roads was a major defining result in the survey this year. This pattern of lower satisfaction with local roads appears to be long-standing in the Campaspe Shire.



Maintenance and repair of sealed local roads

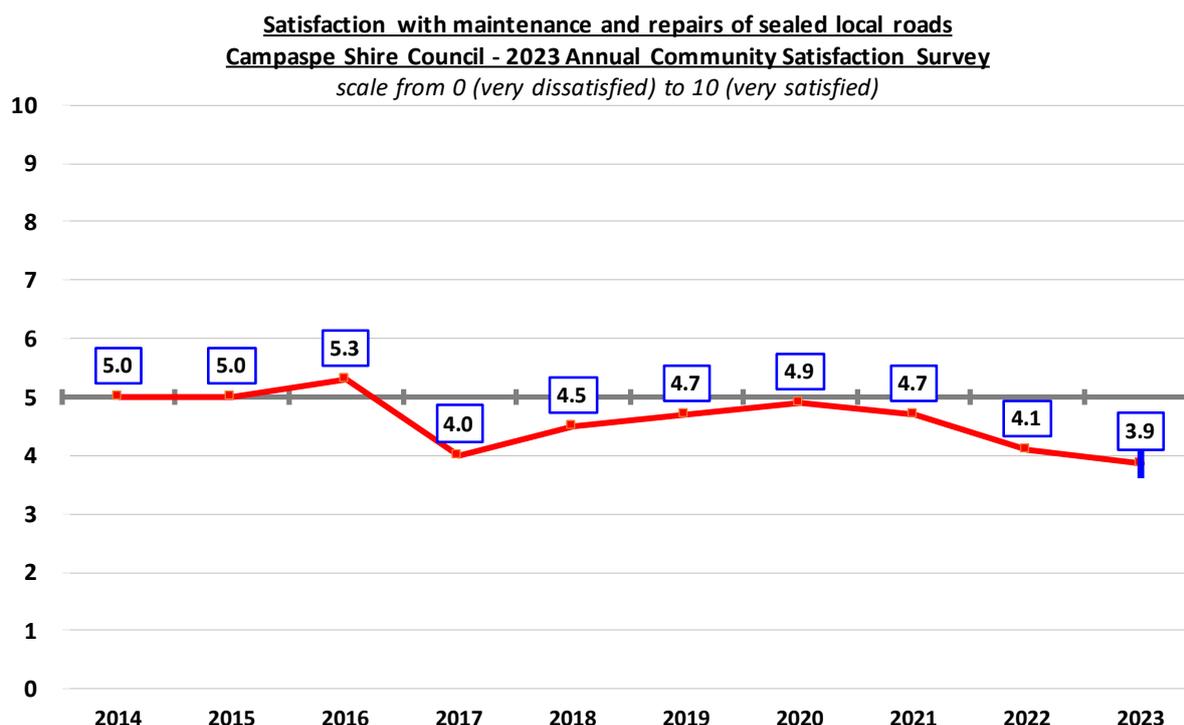
The maintenance and repair of sealed local roads were 9th most important of the 24 included services and facilities, with an average importance of 8.9 out of 10.

Satisfaction with sealed local roads was 3.9 out of 10, or an “extremely poor” level of satisfaction. This was the lowest satisfaction score with a major local government service or facility recorded by Metropolis Research since commencing satisfaction surveys in 2001.

Satisfaction with the maintenance and repair of sealed local roads has been consistently recorded at low “very” to “extremely poor” levels of satisfaction since 2014, although the 2023 result was the lowest recorded.

Clearly, the flood event, particularly for Campaspe West was a significant negative factor underpinning the low satisfaction with sealed local roads this year, although it is important to note that satisfaction with sealed local roads has been trending lower for some time.

This result was measurably lower than the long-term average satisfaction since 2014 of 4.6.



This result ranks unsealed local roads last (24th) in terms of satisfaction this year.

This result was comprised of nine percent “very satisfied” and 57% “dissatisfied” respondents, based on a total sample of 395 of the 400 respondents.

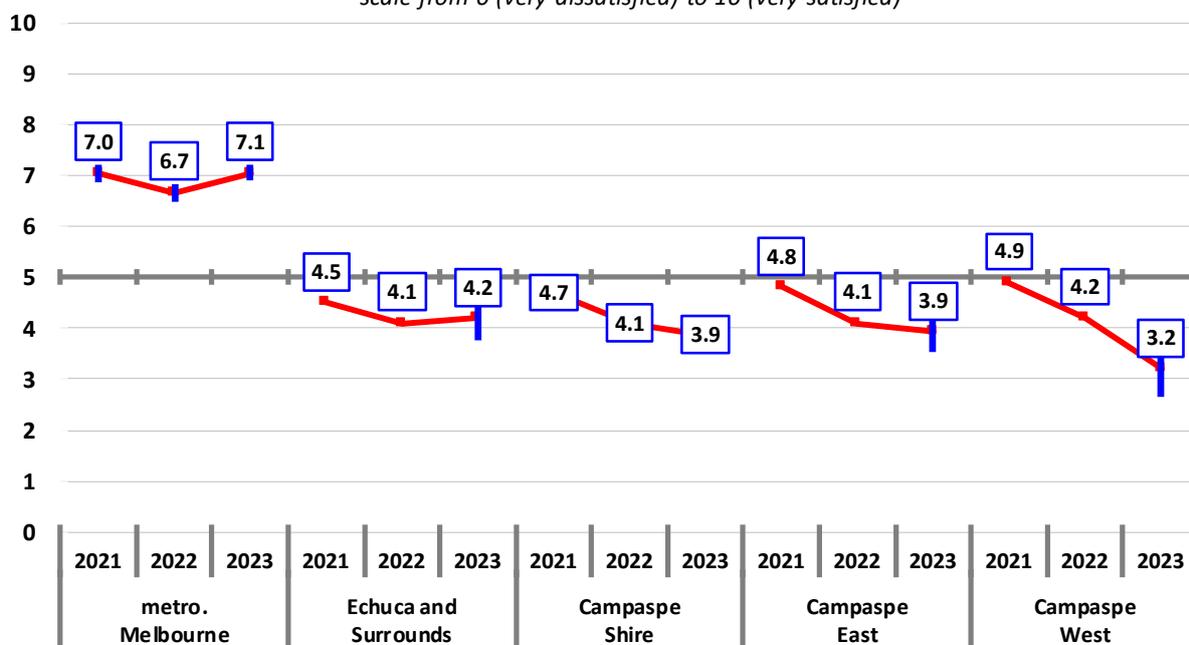


By way of comparison, this result was measurably and significantly lower than the metropolitan Melbourne average satisfaction with the “the maintenance and repair of sealed local roads” of 7.1, as recorded in the 2023 *Governing Melbourne* research conducted independently by Metropolis Research in January 2023 using the door-to-door methodology.

There was some variation in this result observed by respondent profile, with young adults (aged 18 to 34 years) and senior citizens (aged 75 years and over) notably more satisfied than average, adults and middle-aged adults (aged 35 to 59 years), and respondents from multilingual households notably more satisfied than respondents from English speaking.

Whilst there was no statistically significant variation in satisfaction with sealed local roads observed across the municipality, respondents from Campaspe West were significantly (18%) less satisfied than the municipal average, and the only precinct to record a continued decline in satisfaction this year. This clearly reflects the impact of the flood event.

Satisfaction with maintenance and repairs of sealed local roads by precinct
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
scale from 0 (very dissatisfied) to 10 (very satisfied)



Maintenance and repair of unsealed local roads

The maintenance and repair of unsealed local roads was the 17th most important of the 24 included services and facilities, with an average importance of 8.6 out of 10.

Satisfaction with these services was 4.2 out of 10, or an “extremely poor” level of satisfaction.

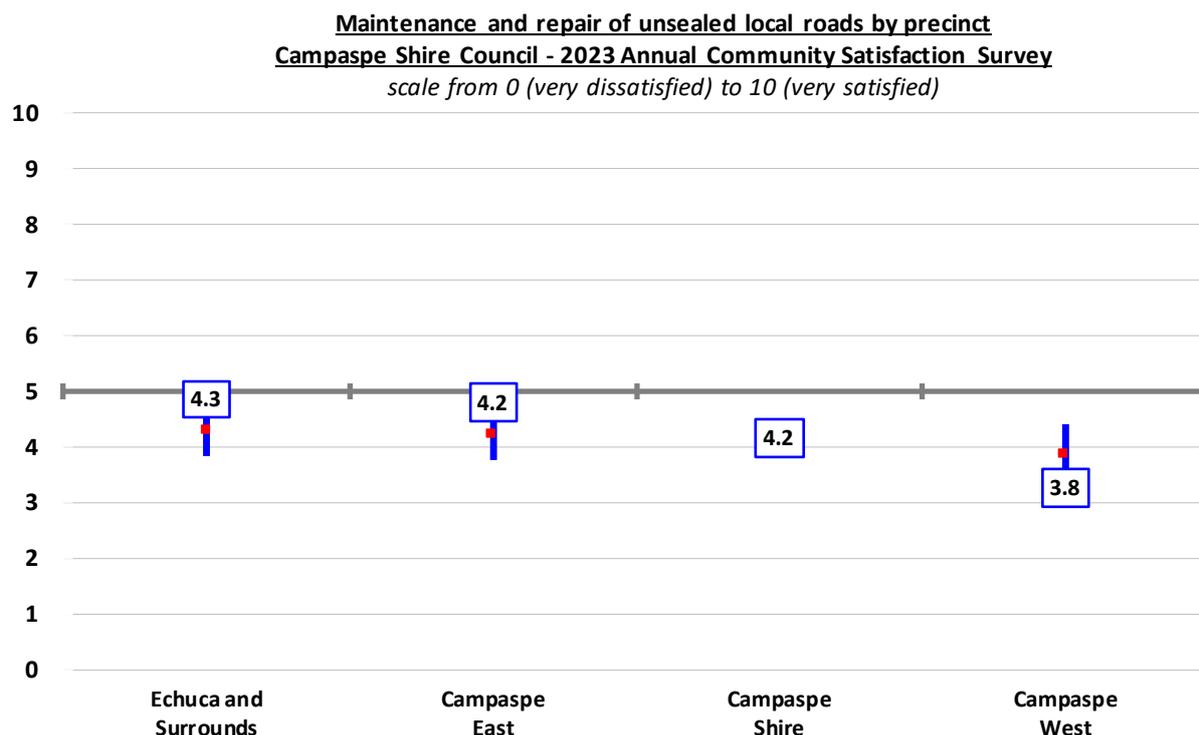
This result ranks unsealed local roads 23rd in terms of satisfaction this year.

This result was comprised of 11% “very satisfied” and 49% “dissatisfied” respondents, based on a total sample of 361 of the 400 respondents who provided a satisfaction score.



Whilst cognisant of the small sample size, there was some variation in this result observed by respondent profile, with young adults (aged 18 to 34 years) and senior citizens (aged 75 years and over) were notably more satisfied than average, whilst adults and middle-aged adults (aged 35 to 59 years) were notably less satisfied. Respondents from multilingual households were notably more satisfied than respondents from English speaking households.

As outlined in the following graph, there was no statistically significant variation in satisfaction with these services observed across the municipality, although respondents from Campaspe West were notably less satisfied than the municipal average, likely in response to the flood event.



Reasons for dissatisfaction with the maintenance and repair of local roads

Whilst this question was designed with the intention of capturing reasons for dissatisfaction with sealed local roads, clearly some of these verbatim comments also reflect views around unsealed local roads.

Metropolis Research does note that whilst many of these reasons for dissatisfaction reflect general condition of roads and perceived insufficient maintenance and repair, there were several comments related specifically to the impact of the flood event on the local roads.



Reasons for dissatisfaction with maintenance and repairs of sealed local roads
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
(Number of responses)

<i>Reason</i>	<i>Number</i>
All of the roads in the Shire	13
Potholes, cracking everywhere, broken parts	13
Most roads	6
Any roads affected by the floods	5
All unsealed / dirt roads	4
Subpar repairs / poor maintenance	3
The roads are completely garbage / poor condition	3
All the main roads	2
Maintenance of roads as it has been 5 months, lot of holes and dips	2
Patchworks on the road	2
They don't fix the roads	2
Back streets could do with attention	1
During heavy rainfall all of the roads get damaged, and they don't regrade	1
Every local road	1
Half of the roads needs maintenance	1
In general, the maintenance is very low standard	1
It's taking ages to repair roads	1
Majority local roads	1
Outer areas full of potholes	1
Roads are not finished	1
Street floods	1
The potholes form and they aren't filled, and it takes too long for them to be fixed	1
The roads are pretty bad out of town	1
The roads around town are not great	1
We asked them to grade our street and they made it worse. (I don't want to specify my street)	1
Total	69

Specific locations

Echuca to Kyabram Rd	7
Almost all the roads in and around Echuca	4
Prairie-Rochester Rd	4
Curr Rd	2
Echuca Rd	2
Echuca to Rochester	2
Haverfield St	2
Huge potholes on the road to Shepparton from Echuca	2
Murray Valley Highway	2
Road between Echuca and Kyabram	2
Roads in Rochester	2
Stratton Rd	2
The Highway	2
Around 249 Fenaughty St has water since almost 5 years, water pulling out of my driveway	1
Basically, all the roads in the Stanhope and District area	1
Bendigo Tennyson Rd	1



Bond St	1
Brereton Rd	1
Brown Rd, Echuca	1
Carroll Rd	1
Darling St	1
Dickman St	1
Diggora Rd	1
Echuca West School Rd has potholes	1
Echuca-Mitiamo Rd	1
Echuca-Nanneella Rd	1
Elmore Rd	1
Eyre St	1
Fehring lane	1
Girgarre-Rushworth Rd	1
Graham Rd	1
Hare St	1
Heathcote-Rochester Rd	1
High St	1
Hill Rd	1
Hume St is atrocious	1
Johnson Rd	1
Kamarooka Store Rd	1
Lake Rd	1
Lancaster Rd, Kyabram	1
Lockington Rd	1
MacKay St	1
Matthews Rd	1
McEwen Rd	1
McGregor St	1
McKenzie Rd	1
McKinley St its uneven and has potholes	1
Murchison Rd	1
Middleton Rd	1
Muller Rd	1
None of the roads get fixed around Pakenham St	1
Ogilvie Ave	1
Pakenham St	1
Pambula Ct	1
Road between Rushworth and Colbinabbin	1
Roads around Echuca West are shocking. They are rocky and unsafe	1
Roads in general in the Echuca West area	1
Roads in Kyabram	1
Scobie Rd	1
Scott Rd	1
Singer Rd	1
Sturt St	1
Terrence Rd	1
The one on your way to Kyabram from Echuca East is terrible	1
The roads are awful around Stanhope	1
The state of the roads outside my property are horrible Henderson in Tonga	1
They are potholes everywhere across Stanhope	1
They are way too many potholes on High St in the Port area	1



They haven't been maintained in East Echuca	1
Thompsons Rd	1
Warren St	1
Weir St	1
West of Strathallan Rd	1
Wharparilla Dr	1
Wigg Rd	1
Total	97
Total	166



Drains maintenance and repairs

Drains maintenance and repairs were 14th most important of the 24 included services and facilities, with an average importance of 8.7 out of 10 this year.

Satisfaction with drains maintenance and repairs was 4.8 out of 10, or an “extremely poor” level of satisfaction.

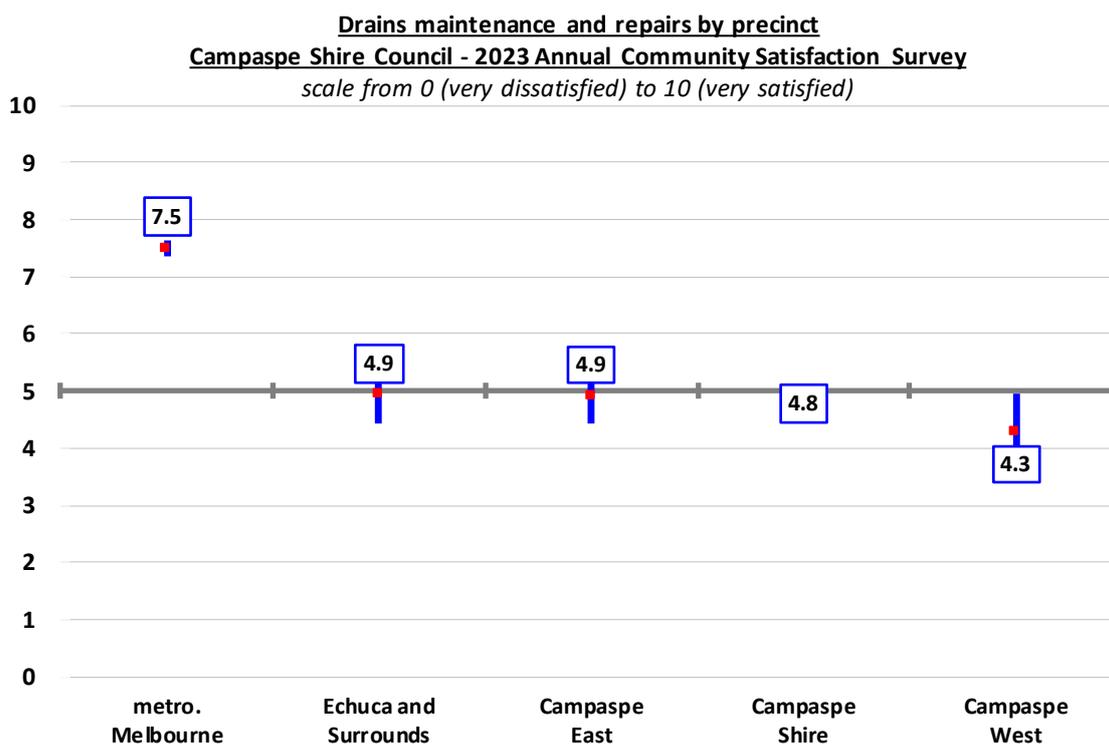
This result ranks drains 2nd in terms of satisfaction this year, and one of four to record a satisfaction score measurably lower than the average of all 24 services and facilities (6.6).

This result was comprised of 23% “very satisfied” and 40% “dissatisfied” respondents, based on a total sample of 363 of the 400 respondents who provided a satisfaction score.

By way of comparison, this result was measurably and significantly lower than the metropolitan Melbourne average satisfaction with the “drains maintenance and repairs” of 7.5, as recorded in the 2023 *Governing Melbourne* research conducted independently by Metropolis Research in January 2023 using the door-to-door methodology.

Whilst cognisant of the small sample size, there was some variation in this result observed by respondent profile, with young adults (aged 18 to 34 years) and senior citizens (aged 75 years and over) notably more satisfied than average, middle-aged respondents (aged 45 to 59 years) somewhat less satisfied, female respondents somewhat more satisfied than males, and respondents from multilingual households notably more satisfied than respondents from English speaking households.

As outlined in the following graph, there was no statistically significant variation in satisfaction with these services observed across the municipality, although respondents from Campaspe West rated satisfaction notably but not measurably lower than the municipal average.



Footpath maintenance and repairs

Footpath maintenance and repairs were 15th most important of the 24 included services and facilities, with an average importance of 8.7 out of 10 this year.

Satisfaction with footpaths was 5.5 out of 10, or a “poor” level of satisfaction.

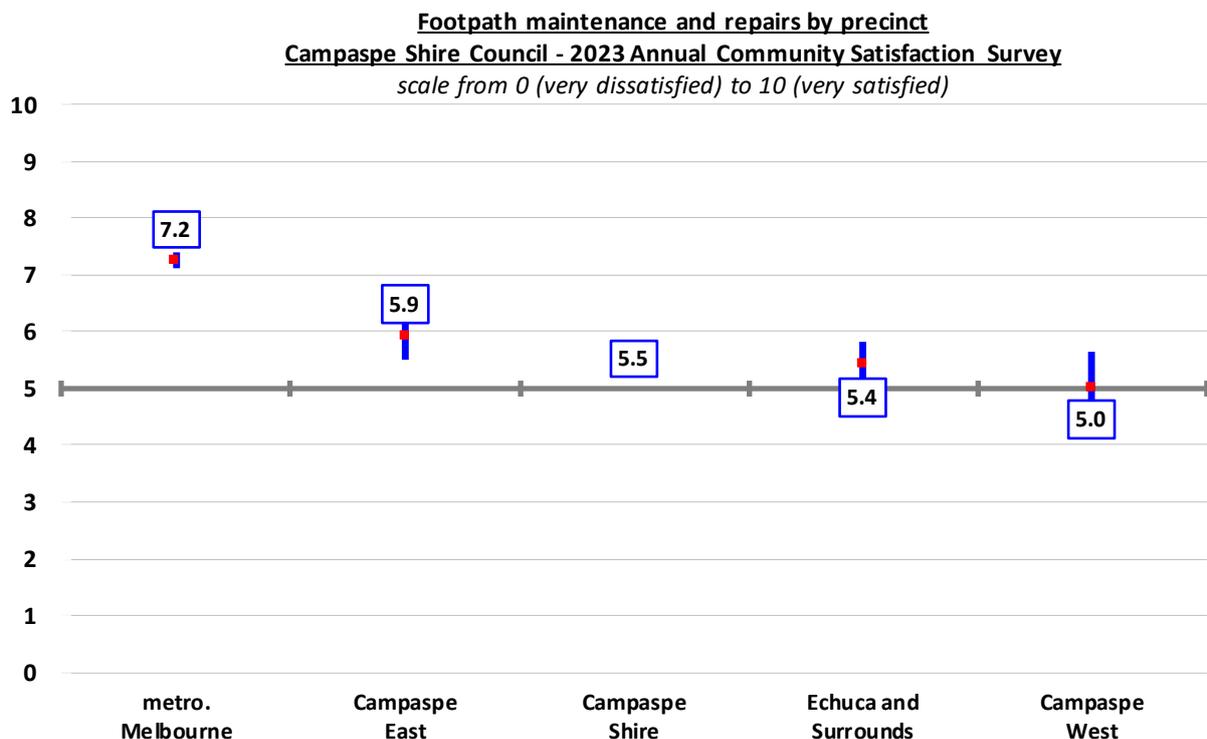
This result ranks footpaths 21st in terms of satisfaction this year, and one of four to record a satisfaction score measurably lower than the average of all 24 services and facilities (6.6).

This result was comprised of 25% “very satisfied” and 28% “dissatisfied” respondents, based on a total sample of 345 of the 400 respondents who provided a satisfaction score.

By way of comparison, this result was measurably and significantly lower than the metropolitan Melbourne average satisfaction with the “footpath maintenance and repairs” of 7.2, as recorded in the 2023 *Governing Melbourne* research conducted independently by Metropolis Research in January 2023 using the door-to-door methodology.

Whilst cognisant of the small sample size, there was some variation in this result observed by respondent profile, with young adults (aged 18 to 34 years) notably more satisfied than average, middle-aged respondents (aged 45 to 59 years) notably less satisfied, and respondents from multilingual households notably more satisfied than respondents from English speaking households.

As outlined in the following graph, there was no statistically significant variation in satisfaction with these services observed across the municipality, although respondents from Campaspe West rated satisfaction notably but not measurably lower than the municipal average and at a “very poor” level of satisfaction.



Community Care

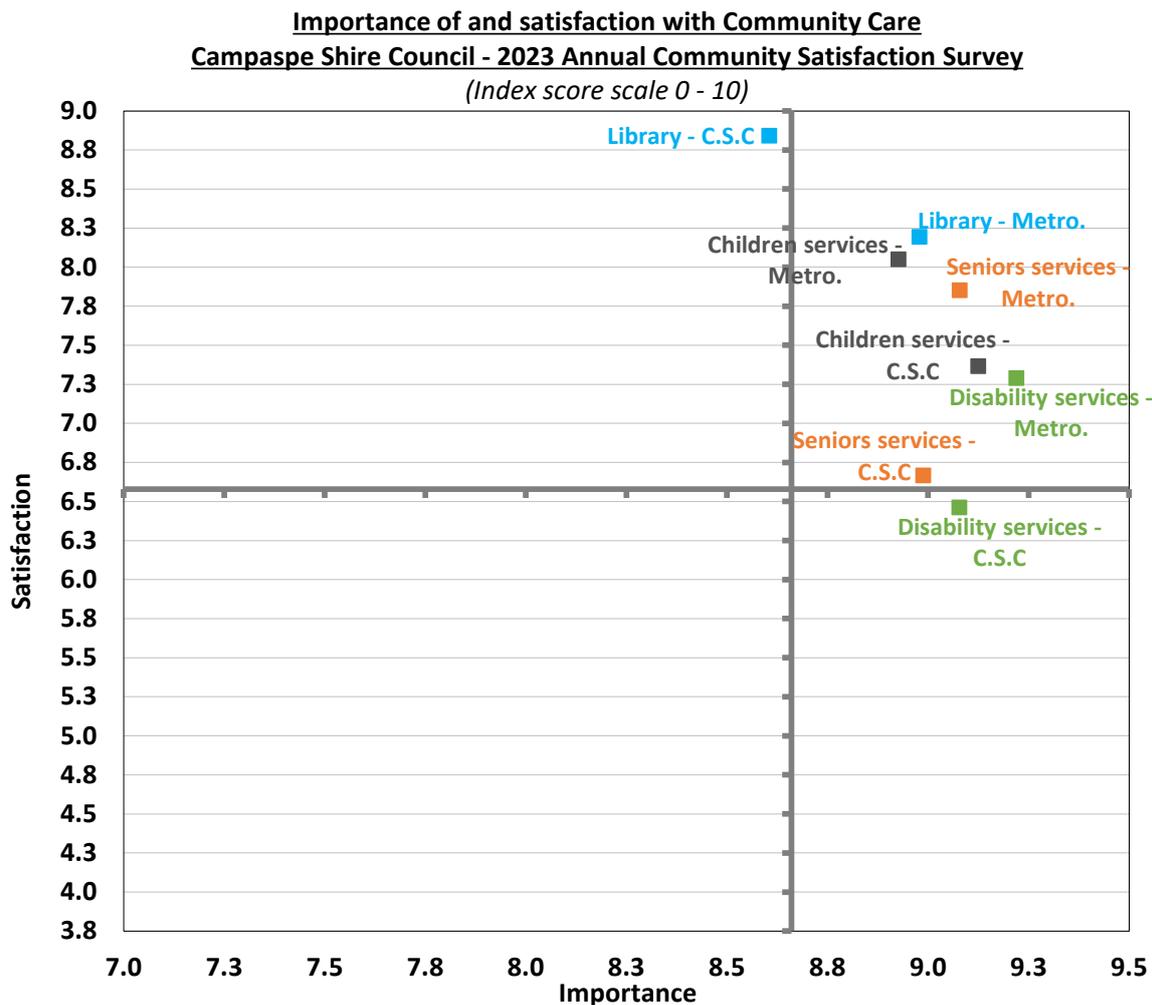
There were four services and facilities from the Community Care department of Council included in the 2023 survey as outlined in the following graph.

The following graph provides a crosstabulation of the average importance of and satisfaction with these services and facilities. The crosshairs represent the average importance and satisfaction of all 24 services and facilities.

It is noted that all these facilities were of average or higher-than-average importance, and all four received average or somewhat higher-than-average satisfaction scores (compared to the average of all 24 Campaspe Shire services and facilities of 6.6).

Metropolis Research notes that the average variation in satisfaction with the community care services and facilities was 14% lower than the metropolitan Melbourne average.

Particular attention is drawn to the fact that satisfaction with the local library was measurably higher in the Campaspe Shire than the metropolitan Melbourne average (8.8 compared to 8.2), which was the only one of 24 services and facilities included in the Campaspe survey to record a satisfaction score higher than the metropolitan Melbourne average.



Local library

The local library was the 16th most important of the 24 included services and facilities, with an average importance of 8.6 out of 10 this year. Metropolis Research has observed in recent years that the importance of library services has declined a little, falling in the rankings from typically in the top 10 to more often now being mid-range importance.

Satisfaction with the local library was 8.8 out of 10, or an “excellent” level of satisfaction.

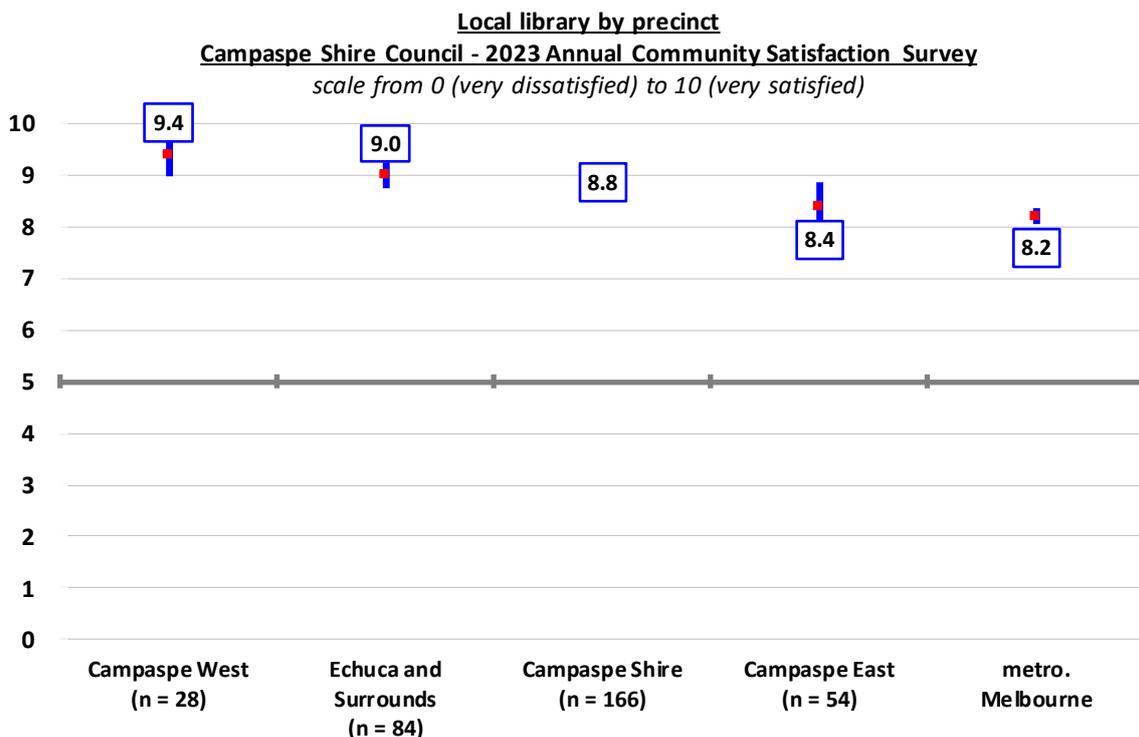
This result ranks the local library first in terms of satisfaction this year.

This result was comprised of 88% “very satisfied” and just two percent “dissatisfied” respondents, based on a total sample of 166 of the 168 respondents (42%) from households who had used these facilities in the last 12 months.

By way of comparison, this result was measurably higher than the metropolitan Melbourne average satisfaction with the “local library services” of 8.2, as recorded in the 2023 *Governing Melbourne* research conducted independently by Metropolis Research in January 2023 using the door-to-door methodology.

Whilst cognisant of the small sample size, there was some variation in this result observed by respondent profile, with adults (aged 35 to 44 years) notably less satisfied, and female respondents somewhat more satisfied than male respondents.

As outlined in the following graph, there was no statistically significant variation in satisfaction with these services observed across the municipality, although respondents from Campaspe West rated satisfaction notably but not measurably higher than the municipal average.



Services for children from birth to 5 years of age

Services for children from birth to 5 years of age were the 4th most important of the 24 included services and facilities, with an average importance of 9.1 out of 10 this year, and one of eight that were measurably more important than the average of all 24 (8.7).

Satisfaction with services for children was 7.4 out of 10, or a “very good” level of satisfaction.

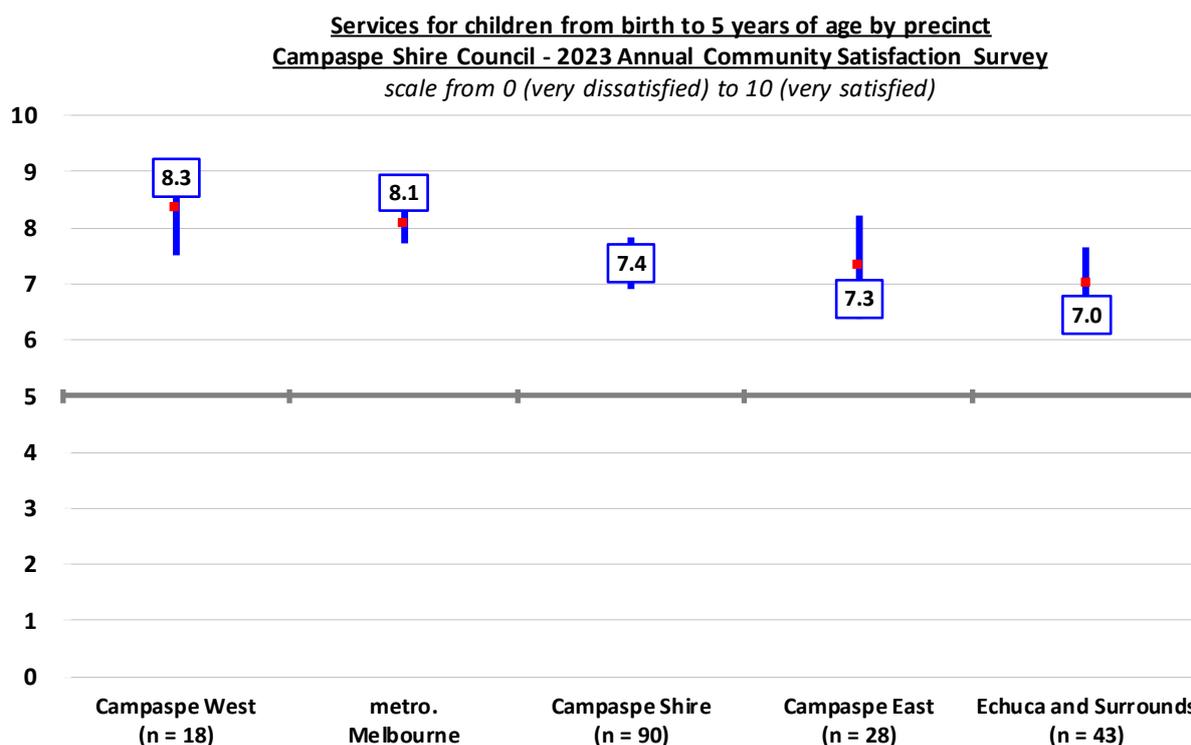
This result ranks services for children 5th in terms of satisfaction this year, and one of six that recorded a measurably higher than average satisfaction score (6.6).

This result was comprised of 56% “very satisfied” and eight percent “dissatisfied” respondents, based on a total sample of 90 of the 93 respondents (23%) from households who had used these facilities in the last 12 months.

By way of comparison, this result was notably lower than the metropolitan Melbourne average satisfaction with the “services for children from birth to 5 years of age” of 8.1, as recorded in the 2023 *Governing Melbourne* research conducted independently by Metropolis Research in January 2023 using the door-to-door methodology.

Whilst cognisant of the very small sample size, there was some variation in this result observed by respondent profile, with senior citizens (aged 75 years and over) notably more satisfied than average, middle-aged respondents (aged 45 to 59 years) notably less satisfied, and respondents from multilingual households notably more satisfied than respondents from English speaking households.

As outlined in the following graph, there was no statistically significant variation in satisfaction with these services observed across the municipality, although respondents from Campaspe West rated satisfaction notably but not measurably higher than the municipal average and at an “excellent” level of satisfaction.



Services for seniors

Services for seniors were the 7th most important of the 24 included services and facilities, with an average importance of 9.0 out of 10 this year, and one of eight that were measurably more important than the average of all 24 (8.7).

Satisfaction with services for seniors was 6.7 out of 10, or a “good” level of satisfaction.

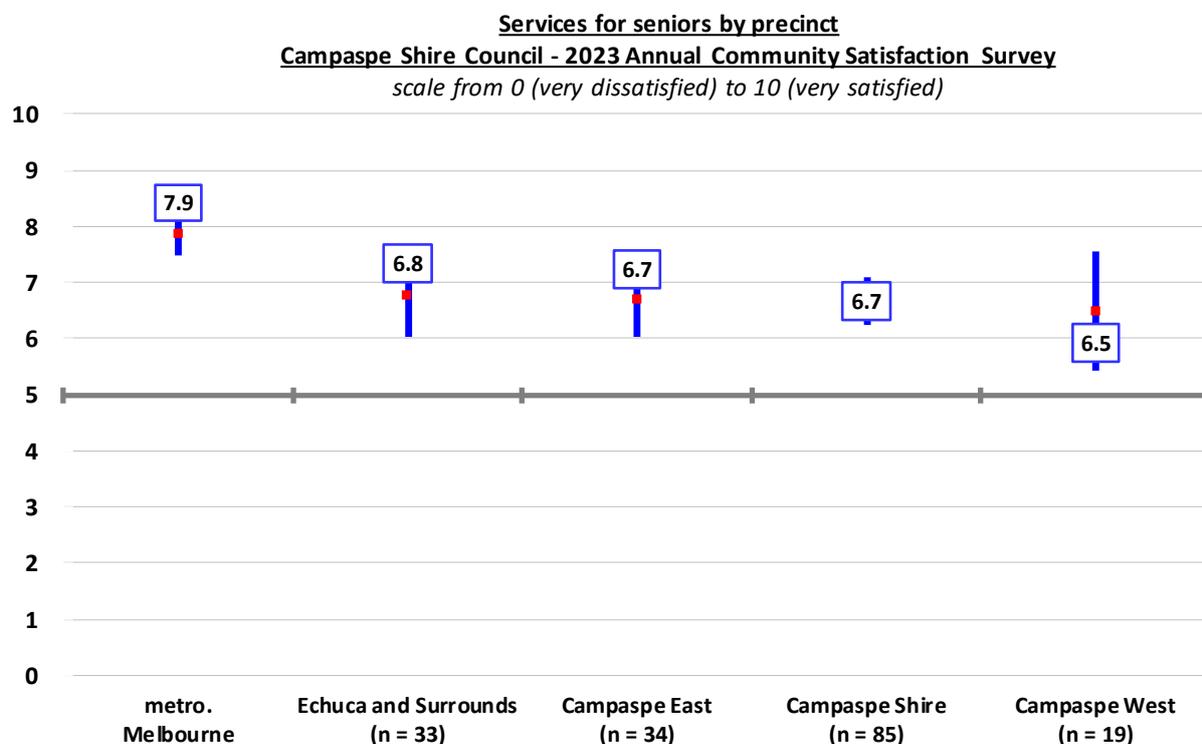
This result ranks services for seniors 11th in terms of satisfaction this year.

This result was comprised of 37% “very satisfied” and 14% “dissatisfied” respondents, based on a total sample of 85 of the 85 respondents (21%) from households who had used these facilities in the last 12 months.

By way of comparison, this result was measurably lower than the metropolitan Melbourne average satisfaction with the “services for seniors” of 7.9, as recorded in the 2023 *Governing Melbourne* research conducted independently by Metropolis Research in January 2023 using the door-to-door methodology.

Whilst cognisant of the very small sample size, there was some variation in this result observed by respondent profile, with senior citizens (aged 75 years and over) notably more satisfied than average, and younger respondents (aged 18 to 59 years) somewhat less satisfied, male respondents somewhat more satisfied than females, and respondents from multilingual households notably more satisfied than respondents from English speaking.

As outlined in the following graph, there was no statistically significant variation in satisfaction with these services observed across the municipality, with respondents from all precincts rating satisfaction at “good” levels of satisfaction.



Services for people with disability

Support for people with disability was the 5th most important of the 24 included services and facilities, with an average importance of 9.1 out of 10 this year, and one of eight that were measurably more important than the average of all 24 (8.7).

Satisfaction with support for persons with disability was 6.5 out of 10, or a “good” level of satisfaction.

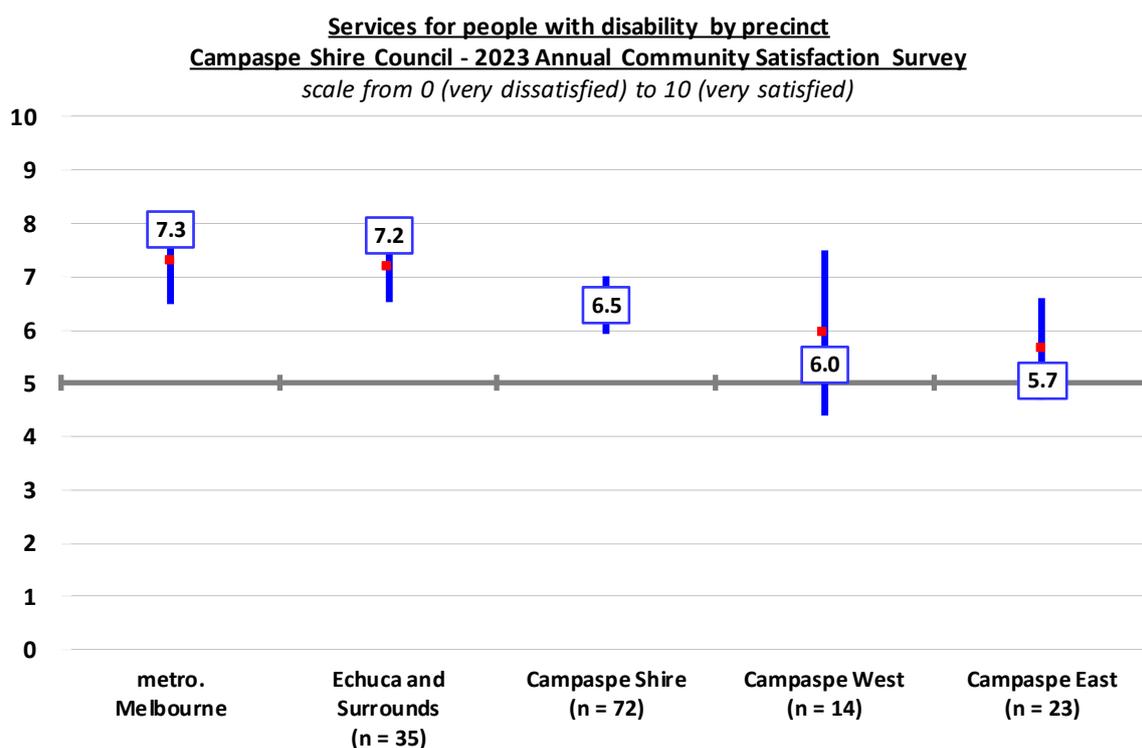
This result ranks support for people with disability 14th in terms of satisfaction this year.

This result was comprised of 34% “very satisfied” and 17% “dissatisfied” respondents, based on a total sample of 72 of the 74 respondents (19%) from households who had used these facilities in the last 12 months.

By way of comparison, this result was measurably lower than the metropolitan Melbourne average satisfaction with the “services for people with disability” of 7.9, as recorded in the 2023 *Governing Melbourne* research conducted independently by Metropolis Research in January 2023 using the door-to-door methodology.

Whilst cognisant of the very small sample size, there was some variation in this result observed by respondent profile, with senior citizens (aged 75 years and over) notably more satisfied than average, and adults and middle-aged adults (aged 34 to 59 years) somewhat less satisfied, male respondents somewhat more satisfied than females, and respondents from multilingual households notably more satisfied than respondents from English speaking.

As outlined in the following graph, there was no statistically significant variation in satisfaction with these services observed across the municipality, although the 23 respondents from Campaspe East rated satisfaction at a “poor” rather than a “good” level of satisfaction.



Recreation

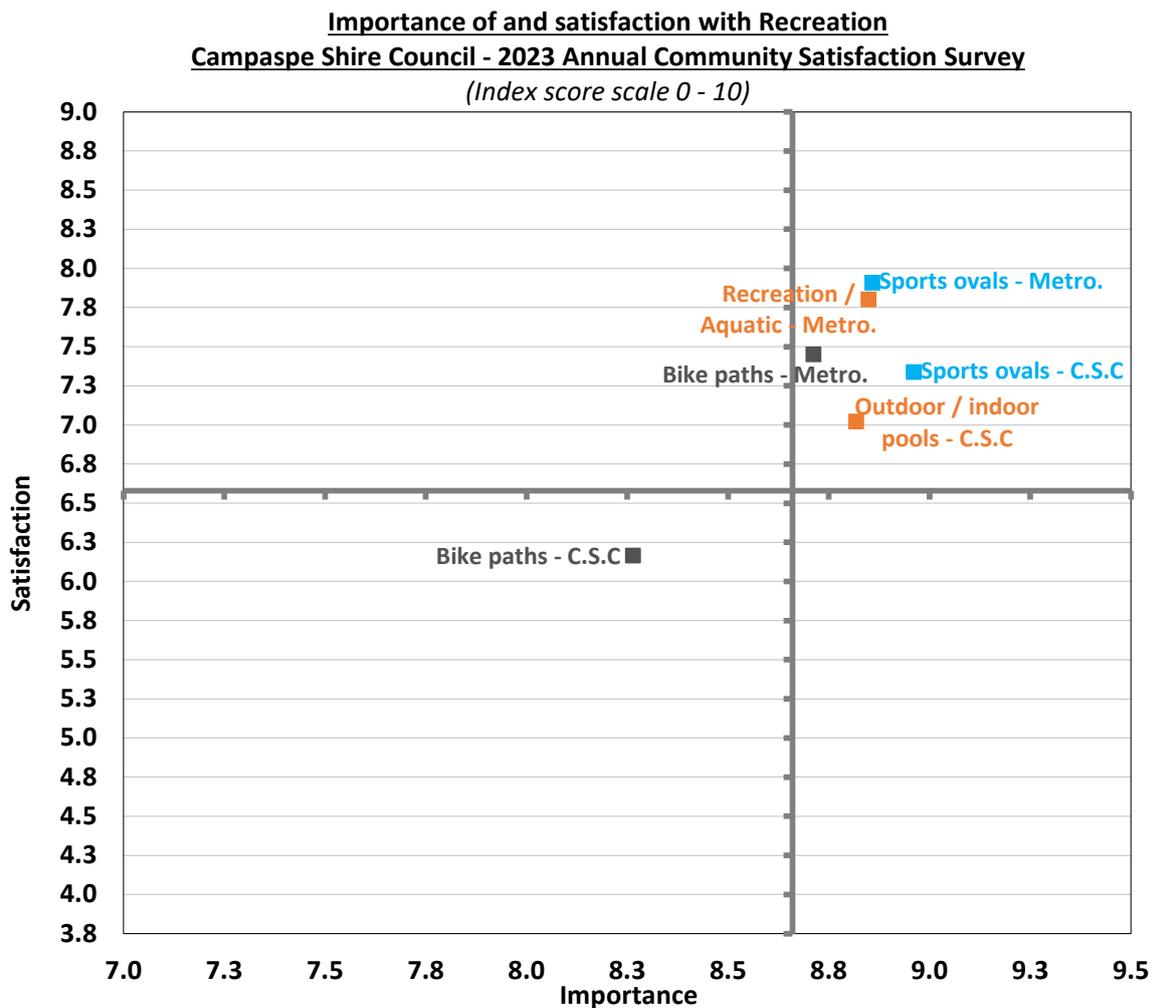
There were three services and facilities from the Recreation department of Council included in the 2023 survey as outlined in the following graph.

The following graph provides a crosstabulation of the average importance of and satisfaction with these services and facilities. The crosshairs represent the average importance and satisfaction of all 24 services and facilities.

It is noted that two of these services were of higher-than-average importance, and both recorded somewhat higher-than-average satisfaction scores (compared to the average of all 24 Campaspe Shire services and facilities of 6.6).

It is noted that on and off-road bike paths were of a lower-than-average importance and received a lower-than average satisfaction score.

Metropolis Research notes that the average variation in satisfaction with the community care services and facilities was just three percent lower than the metropolitan Melbourne average.



Sports ovals and other local sporting facilities (including activities)

Sports ovals and other local sporting facilities were the 8th most important of the 24 included services and facilities, with an average importance of 9.0 out of 10 this year, and one of eight that were measurably more important than the average of all 24 (8.7).

Satisfaction with support for persons with disability was 7.3 out of 10, or a “very good” level.

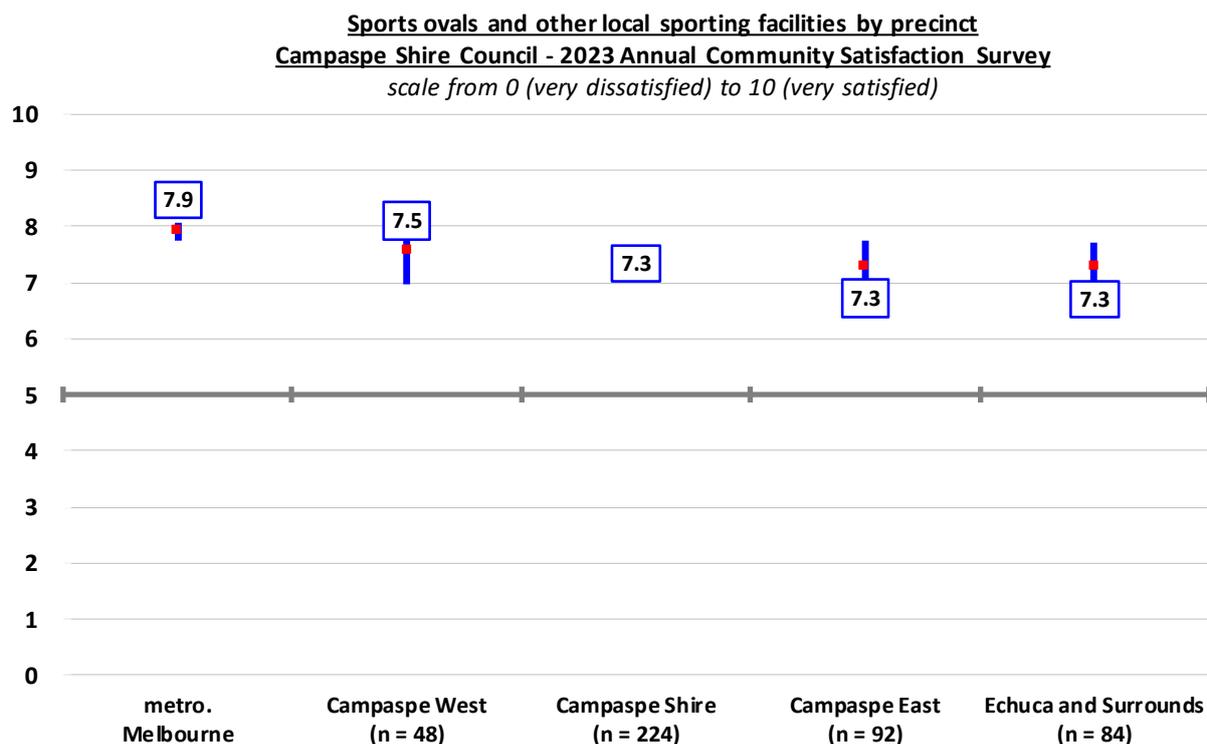
This result ranks sports ovals and sporting facilities 6th in terms of satisfaction this year, and one of six that received a satisfaction score measurably higher than the average of all 24 services and facilities (6.6).

This result was comprised of 57% “very satisfied” and 10% “dissatisfied” respondents, based on a total sample of 224 of the 224 respondents (57%) from households who had used these facilities in the last 12 months.

By way of comparison, this result was measurably lower than the metropolitan Melbourne average satisfaction with the “Sports ovals and other local sporting facilities” of 7.9, as recorded in the 2023 *Governing Melbourne* research conducted independently by Metropolis Research in January 2023 using the door-to-door methodology.

Whilst cognisant of the very small sample size, there was some variation in this result observed by respondent profile, with young adults (aged 18 to 34 years) somewhat more satisfied than average, and adults and middle-aged adults (aged 34 to 59 years) somewhat less satisfied, and respondents from multilingual households notably more satisfied than respondents from English speaking.

As outlined in the following graph, there was no statistically significant variation in satisfaction with these services observed across the municipality, with respondents from all precincts rating satisfaction at a “very good” level.



On and off-road bike paths

On and off-road bike paths were the 20th most important of the 24 included services and facilities, with an average importance of 8.3 out of 10 this year, and one of six that were measurably less important than the average of all 24 (8.7).

Satisfaction with bike paths was 6.2 out of 10, or a “solid” level of satisfaction.

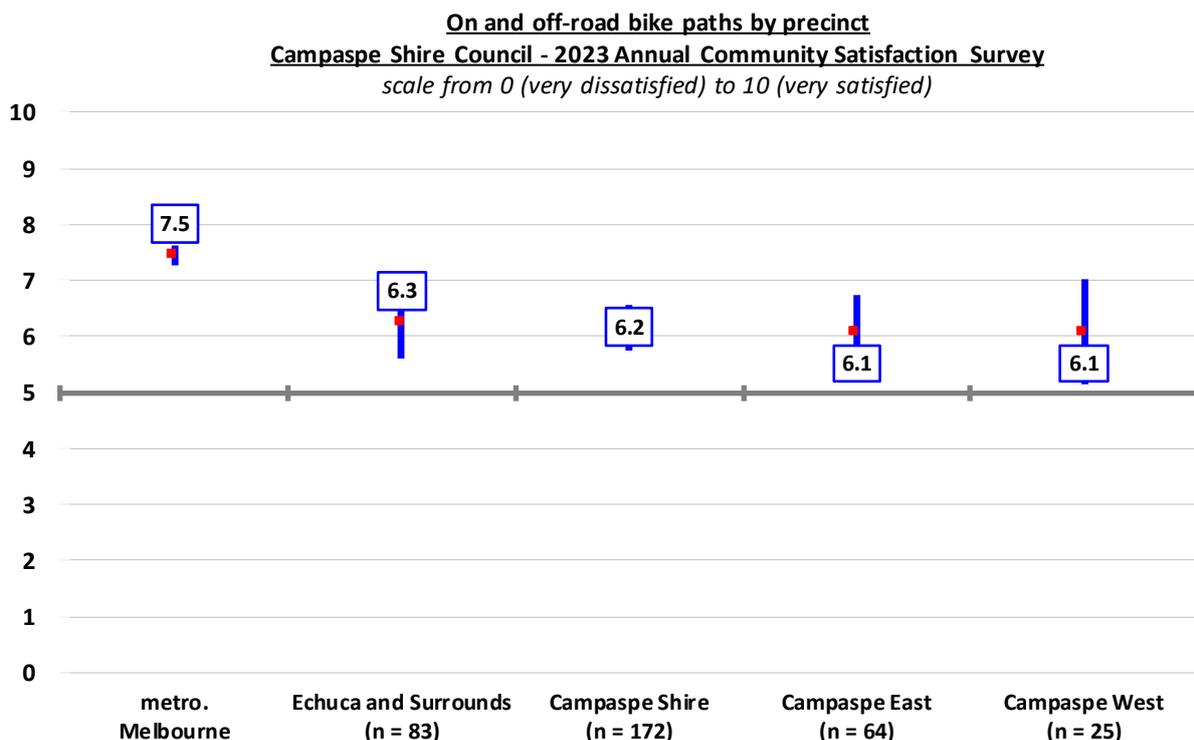
This result ranks bike paths 19th in terms of satisfaction this year.

This result was comprised of 40% “very satisfied” and 25% “dissatisfied” respondents, based on a total sample of 172 of the 172 respondents (43%) from households who had used these facilities in the last 12 months.

By way of comparison, this result was measurably lower than the metropolitan Melbourne average satisfaction with the “on and off-road bike paths and shared paths” of 7.5, as recorded in the 2023 *Governing Melbourne* research conducted independently by Metropolis Research in January 2023 using the door-to-door methodology.

Whilst cognisant of the very small sample size, there was some variation in this result observed by respondent profile, with older adults and senior citizens (aged 60 years and over) somewhat more satisfied than average, and adults and middle-aged adults (aged 34 to 59 years) somewhat less satisfied, and respondents from multilingual households notably more satisfied than respondents from English speaking.

As outlined in the following graph, there was no statistically significant variation in satisfaction with these services observed across the municipality, with respondents from all precincts rating satisfaction at a “solid” level.



Outdoor and indoor pools

Outdoor and indoor pools were the 11th most important of the 24 included services and facilities, with an average importance of 8.8 out of 10 this year.

Satisfaction with outdoor and indoor pools was 7.0 out of 10, or a “good” level of satisfaction.

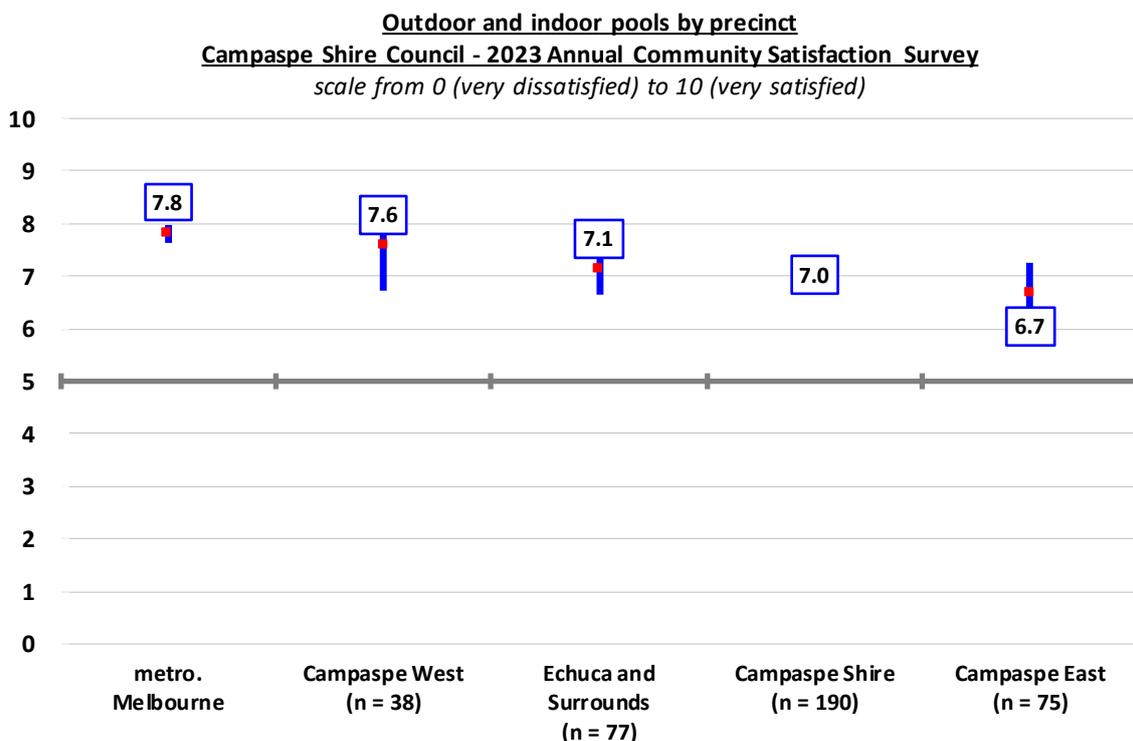
This result ranks outdoor and indoor pools 8th in terms of satisfaction this year.

This result was comprised of 51% “very satisfied” and 14% “dissatisfied” respondents, based on a total sample of 190 of the 191 respondents (48%) from households who had used these facilities in the last 12 months.

By way of comparison, this result was measurably lower than the metropolitan Melbourne average satisfaction with the “recreation and / or aquatic centres (including swimming pools)” of 7.8, as recorded in the 2023 *Governing Melbourne* research conducted independently by Metropolis Research in January 2023 using the door-to-door methodology.

Whilst cognisant of the small sample size, there was some variation in this result observed by respondent profile, with young adults (aged 18 to 34 years) somewhat more satisfied than average, adults and middle-aged adults (aged 34 to 59 years) somewhat less satisfied, and respondents from multilingual households notably more satisfied than respondents from English speaking.

As outlined in the following graph, there was no statistically significant variation in satisfaction with these services observed across the municipality, although respondents from Campaspe West rated satisfaction at a “very good” rather than a “good” level of satisfaction.



Emergency management

There was only one service from the Emergency Management department of Council included in the 2023 survey as outlined in the following graph.

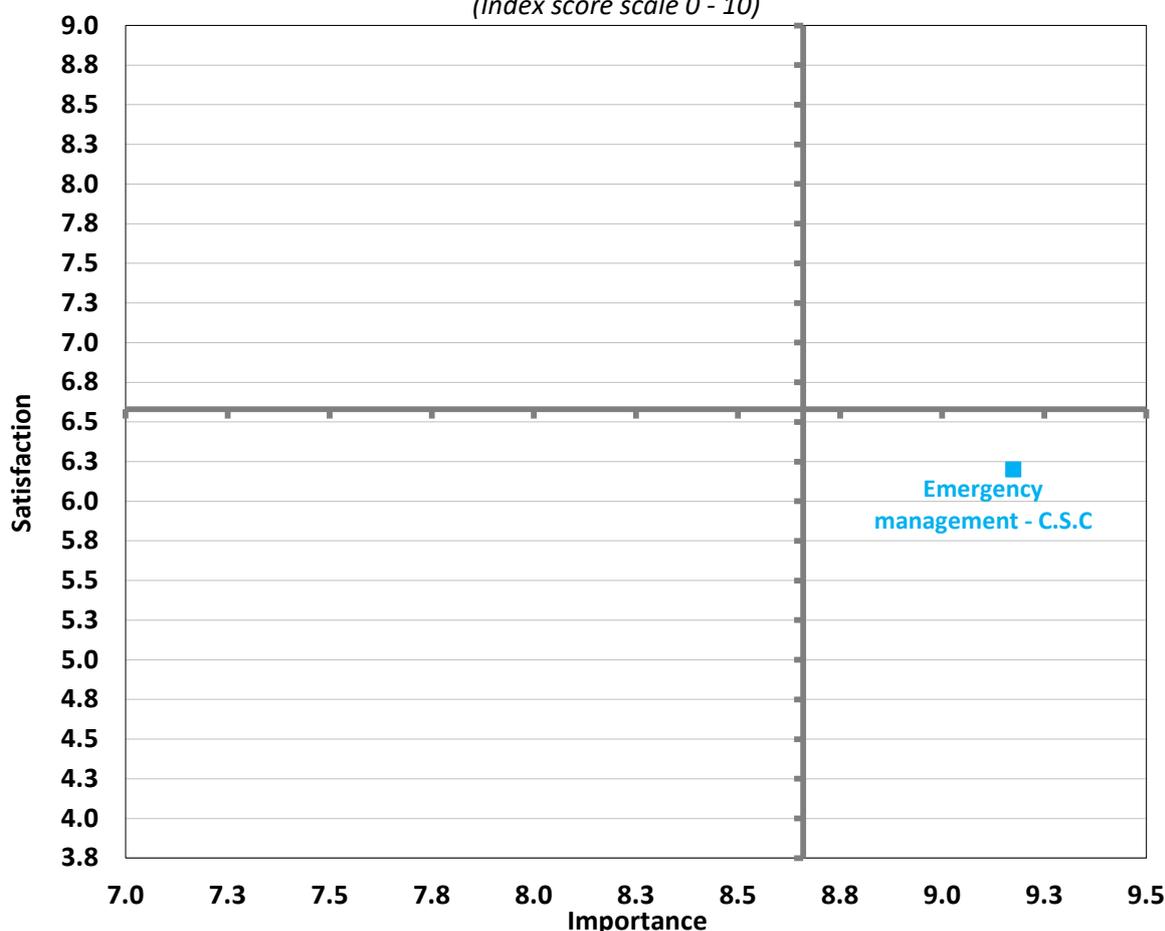
The following graph provides a crosstabulation of the average importance of and satisfaction with this service. The crosshairs represent the average importance and satisfaction of all 24 services and facilities.

Emergency management and response was measurably more important than the average of all services and facilities (8.8) but received a marginally lower than average satisfaction score.

Metropolis Research notes that this service was not included in *Governing Melbourne* and therefore no metropolitan Melbourne comparison can be provided.

Metropolis Research has recorded similar services for Wyndham (emergency management, response, and preparedness) and Nillumbik (fire prevention works). In both municipalities, the services were more important than the average of all services and facilities. In Wyndham, emergency management received a higher-than-average satisfaction score, whilst in Nillumbik it was similar to the Campaspe Shire result, and marginally lower than average.

Importance of and satisfaction with Emergency Management
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
 (Index score scale 0 - 10)



Emergency management and response

Emergency management and response was the 3rd most important of the 24 included services and facilities, with an average importance of 9.2 out of 10 this year, and one of eight that were measurably more important than the average of all 24 services and facilities (8.8).

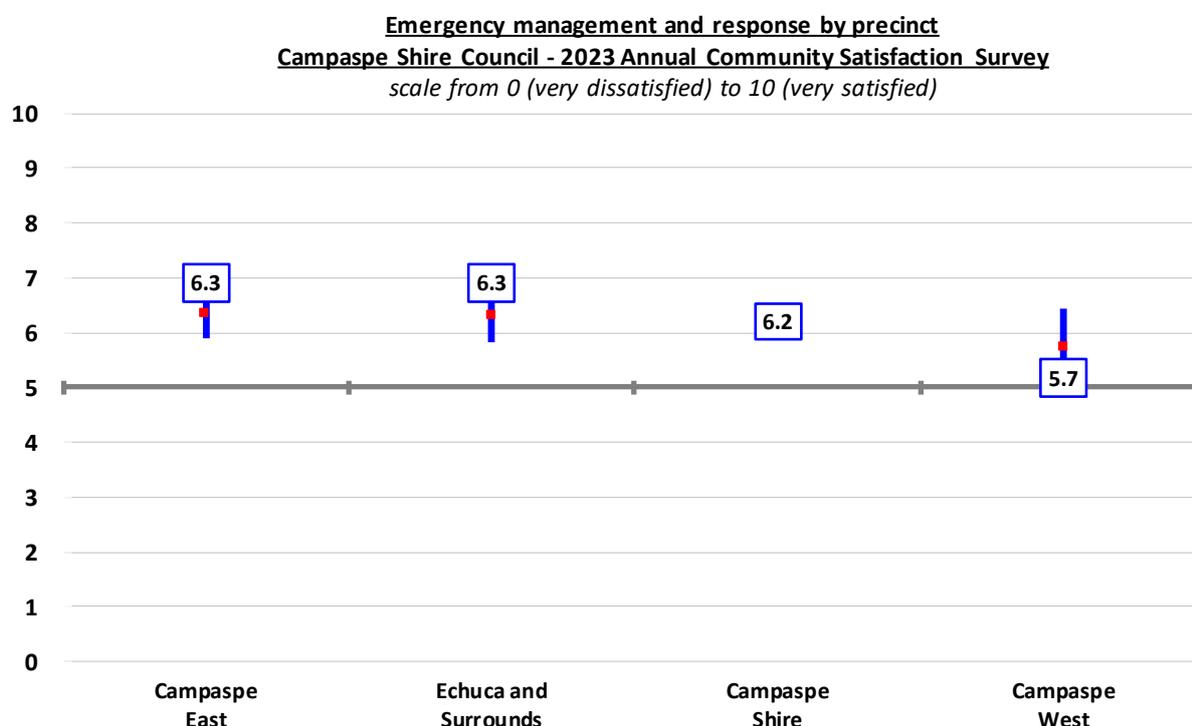
Satisfaction with these services was 6.2 out of 10, or a “solid” level of satisfaction.

This result ranks emergency management and response 17th in terms of satisfaction this year.

This result was comprised of 41% “very satisfied” and 23% “dissatisfied” respondents, based on a total sample of 335 of the 400 respondents who provided a satisfaction score this year.

Whilst cognisant of the small sample size, there was some variation in this result observed by respondent profile, with young adults (aged 18 to 34 years) and senior citizens (aged 75 years and over) somewhat more satisfied than average, middle-aged adults (aged 45 to 59 years) somewhat less satisfied, female respondents somewhat more satisfied than males, and respondents from multilingual households notably more satisfied than respondents from English speaking.

As outlined in the following graph, there was no statistically significant variation in satisfaction with these services observed across the municipality, although respondents from Campaspe West rated satisfaction at a “good” rather than a “good” level of satisfaction.



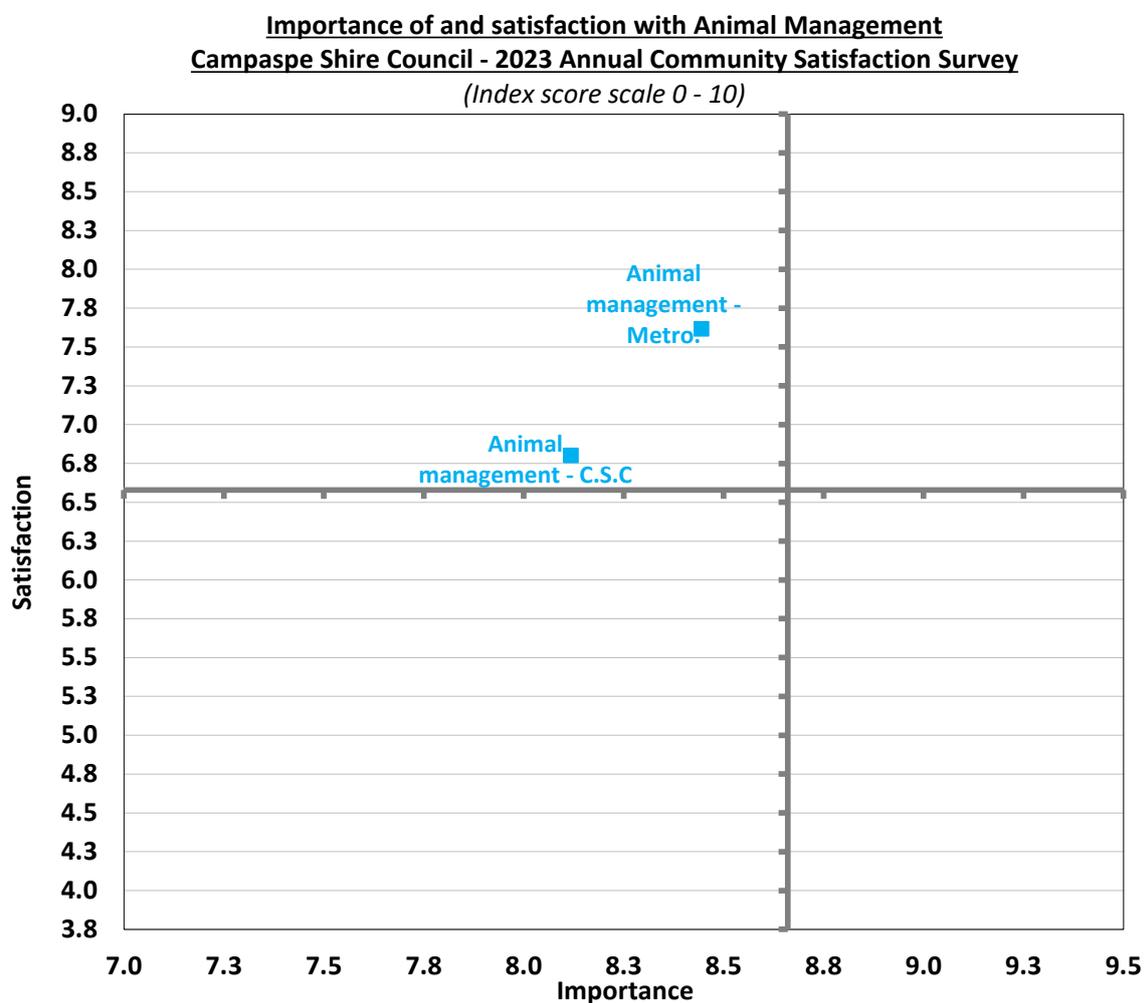
Animal management

There was only one service from the Animal Management department of Council included in the 2023 survey as outlined in the following graph.

The following graph provides a crosstabulation of the average importance of and satisfaction with this service. The crosshairs represent the average importance and satisfaction of all 24 services and facilities.

Animal management was less important than the average of all services and facilities (8.8) but received a marginally higher satisfaction score.

Satisfaction with animal management was 11% lower than the metropolitan Melbourne average.



Animal management

Animal management was the 22nd most important of the 24 included services and facilities, with an average importance of 8.1 out of 10 this year, and one of six that were measurably less important than the average of all 24 services and facilities (8.8).

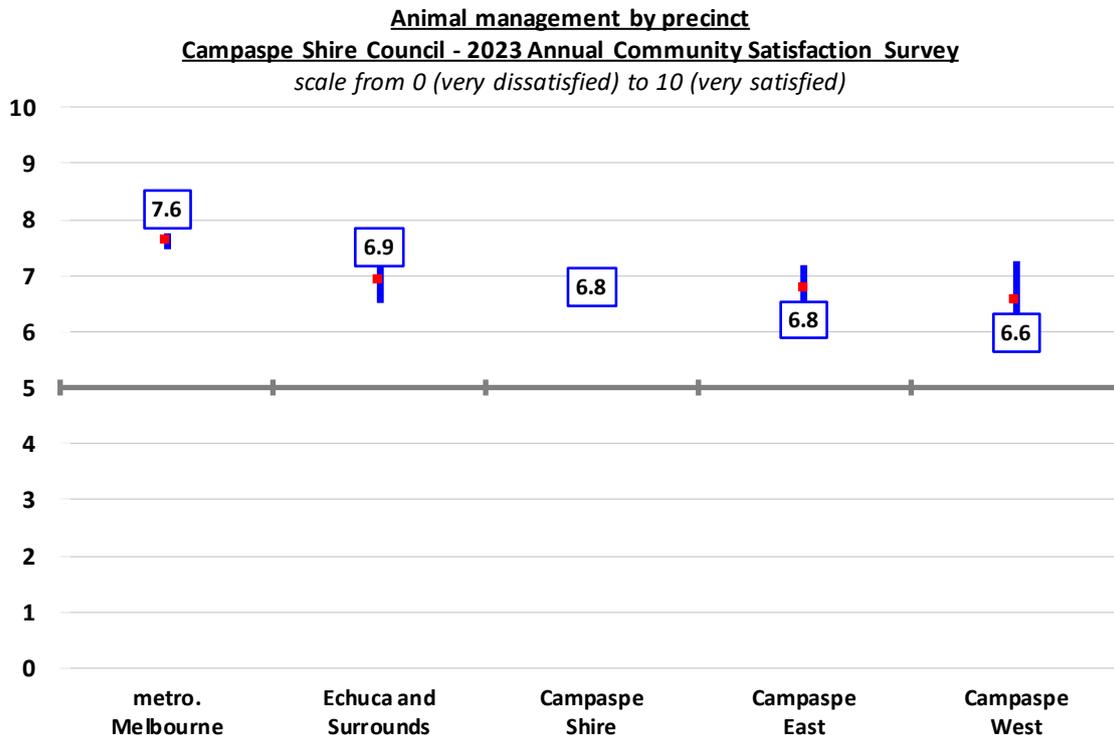
Satisfaction with these services was 6.8 out of 10, or a “good” level of satisfaction.

This result ranks animal management and response 10th in terms of satisfaction this year.

This result was comprised of 47% “very satisfied” and 15% “dissatisfied” respondents, based on a total sample of 319 of the 400 respondents who provided a satisfaction score this year.

Whilst cognisant of the small sample size, there was some variation in this result observed by respondent profile, with senior citizens (aged 75 years and over) somewhat more satisfied than average, adults and middle-aged adults (aged 35 to 59 years) somewhat less satisfied, female respondents somewhat more satisfied than males, and respondents from multilingual households notably more satisfied than respondents from English speaking.

As outlined in the following graph, there was no statistically significant variation in satisfaction with these services observed across the municipality, with respondents from all three precincts rating satisfaction at a “good” level of satisfaction.



Current issues for the Shire of Campaspe

Respondents were asked:

“Can you please list what you consider to be the top three issues for the Campaspe Shire at the moment?”

This question relating to the top issues for the Campaspe Shire at the moment was not included in the previous annual community satisfaction survey program and therefore no time series results are available.

Metropolis Research highlights the importance of this question as a critical component of the *Annual Community Survey* program.

This question provides meaningful insight into the range of issues currently front-of-mind in the community and allows for analysis into how these issues may be impacting on community satisfaction with the performance of Council.

This is important in identifying the areas for which increased attention from Council may positively impact on community satisfaction. This may be through direct improvements to the functioning of Council or changes to service delivery, but also areas that may benefit from additional Council advocacy on behalf of the community with other levels of government.

Metropolis Research also notes that this question is not included in the state-wide survey and therefore no comparisons to regional or rural councils are available. Comparisons are available to the metropolitan Melbourne results, as sourced from the *Governing Melbourne* survey conducted independently by Metropolis Research. Additionally, comparisons are available to approximately a dozen other municipalities across metropolitan Melbourne and all rural and urban councils in Tasmania for which Metropolis Research has conducted this research.

Respondents were asked to identify what they considered to be the top three issues for the Campaspe Shire ‘at the moment’.

It is important to bear in mind that these responses were not exclusively complaints about the performance of Council, nor do they only reflect services, facilities, and issues within the specific remit of the Campaspe Shire Council. Some of the issues that respondents nominate are generally or primarily the responsibility of other levels of government.

Approximately three-quarters (77%) of the 400 respondents provided a total of 625 responses, at an average approximately two issues per respondent.

This was a slightly higher than average proportion of respondents nominating issues, which does speak to a higher-than-average level of community engagement or awareness of need, as they felt more compelled to nominate issues that they felt were important for Campaspe Shire at the moment.

The open-ended responses received from respondents have been broadly categorised into a set of approximately 70 categories to facilitate analysis and in future, change over time.



There were three groups of issues that dominated the issues for Campaspe Shire this year, and which have clearly been the most prominent influences on overall satisfaction, as follows:

- **Road maintenance and repairs** – 38% of respondents nominated road related issues this year, including a higher-than-average proportion from Campaspe West (43%). This was clearly the dominant issue in the Shire, and reinforced in several sections of this report, including the extremely poor satisfaction with both [sealed local roads](#) (3.9 out of 10), and [unsealed local roads](#) (4.2). Given the extent of community concern with these issues, they are clearly negatively impacting on community satisfaction with Council, although likely not as significantly as the following two groups of issues.
- **Council performance, governance, and leadership** – this included Council governance, performance, and accountability (7%), the perceived unequal treatment between urban and rural areas (7%), communication and consultation (6%), and financial issues and priorities for Council (4%). These results reflect the low levels of satisfaction with aspects of Council's [governance and leadership](#) performance, which are clearly a significant negative influence on overall satisfaction with the performance of Campaspe Shire Council.
- **Flooding related issues** – including flood prevention (3%), warning and response (3%), and recovery (8%), as well as flooding issues not further defined (4%). Respondents didn't feel Council's [immediate response](#) (4.8 out of 10), and [follow-up community support](#) (3.9) were handled well, flooding was raised by some respondents as a reason for dissatisfaction with Council's overall performance, and Council's warning and response, flood prevention works, and other flooding issues were negatively related to satisfaction with overall performance for the respondents who raise them as issues.

Variation between the Campaspe Shire and metropolitan Melbourne:

As would be naturally expected given the different nature of Campaspe Shire Council than metropolitan Melbourne, there was some variation observed in the top issues to address between the Campaspe Shire and metropolitan Melbourne, as recorded in *Governing Melbourne*, as follows:

- **Notably more commonly nominated in the Campaspe Shire** – included road maintenance and repairs (38% compared to 10%), sports and recreation facilities (8% compared to 2%), flooding recovery, repairs, and assistance (8% compared to 0%), council performance, governance, and accountability (7% compared to 1%), equal treatment of urban and rural areas (7% compared to 0%), communication and consultation (6% compared to 3%), financial issues and priorities for Council (4% compared to 1%), beautification of the area (4% compared to 0%), provision and maintenance of general infrastructure (4% compared to 1%), flooding issues n.f.d. (4% compared to 1%), and flood warning and response (3% compared to 0%).
- **Notably less commonly nominated in the Campaspe Shire** – included the provision and maintenance of street trees (2% compared to 7%), parking (2% compared to 6%), safety, policing, and crime issues (2% compared to 5%), and public transport (1% compared to 5%).

Metropolis Research draws attention to the fact that despite the prominence of some Council performance related issues in the Campaspe Shire this year, it is noted that respondents in Campaspe Shire were less likely to nominate Council rates, fees, and charges as an issue than the metropolitan Melbourne average, or for most other municipalities for which Metropolis Research conducts the community satisfaction survey.



Top issues for Campaspe Shire at the moment
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
(Number and percent of total respondents)

Response	2023		2023
	Number	Percent	Metro.*
Roads maintenance and repairs	151	38%	10%
Sports and recreation facilities	32	8%	2%
Flooding recovery, repairs, assistance	30	8%	n.a.
Council governance, performance and accountability	28	7%	1%
Equal treatment of rural / urban areas	26	7%	n.a.
Communication and consultation	23	6%	3%
Footpath maintenance and repairs	20	5%	7%
Cleanliness and maintenance of area	19	5%	5%
Parks, gardens and open spaces	18	5%	9%
Financial issues and priorities for Council	15	4%	1%
Beautification of area / liveability	15	4%	0%
Provision and maintenance of general infrastructure	14	4%	1%
Flooding issues (not further defined)	14	4%	1%
Drains maintenance and repairs	13	3%	2%
Council rates / fees / charges	13	3%	5%
Building, housing, planning and development	12	3%	3%
Waste transfer station / the Tip	12	3%	1%
Flooding warning and response	11	3%	n.a.
Public toilets	10	3%	2%
Bikes, cycling / walking tracks	10	3%	3%
Flooding - prevention (e.g. levy, banks, etc)	10	3%	n.a.
Provision and maintenance of street trees	9	2%	7%
Parking	8	2%	6%
Quality and provision of community services	8	2%	0%
Community support	8	2%	1%
Safety, policing, crime	7	2%	5%
Council customer service / responsiveness	6	2%	1%
Public transport	5	1%	5%
Children activities and facilities	5	1%	2%
Youth activities, services and facilities	5	1%	0%
Elderly services and facilities	4	1%	2%
Environment, sustainability and climate change	4	1%	3%
Green waste collection / compost bins	4	1%	2%
Street lighting	4	1%	3%
Housing availability / affordability	4	1%	0%
Economic development of area	4	1%	0%
All other issues (22 separately identified issues)	44	11%	44%
Total responses	625		1,061
<i>Respondents identifying at least one issue</i>	308 (77%)		558 (70%)

(*) 2023 metropolitan Melbourne average from Governing Melbourne



Issues by precinct

Whilst cognisant of the relatively small sample size at the precinct level, there was some variation in the top issues for Campaspe Shire observed across the precincts, as follows:

- **Echuca and surrounds** – respondents were somewhat more likely than average to nominate cleanliness and maintenance, and flooding n.f.d. related issues.
- **Campaspe West** – respondents were somewhat more likely than average to nominate road maintenance and repairs, flooding recovery and repairs, Council governance and performance, provision and maintenance of general infrastructure, community support, and consultation and engagement.
- **Campaspe East** – respondents were somewhat more likely than average to nominate equal treatment of urban and rural areas.

The impact of the flooding event was clear in these precinct level results, particularly for Campaspe West.

Top issues for Campaspe Shire at the moment by precinct
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
(Number and percent of total respondents)

Echuca and Surrounds		Campaspe West	
Roads maintenance and repairs	33%	Roads maintenance and repairs	43%
Sports and recreation facilities	9%	Flooding recovery and repairs	15%
Beautification of area / liveability	8%	Council governance and performance	10%
Cleanliness and maintenance of area	8%	Sports and recreation facilities	7%
Parks, gardens and open spaces	6%	Footpath maintenance and repairs	6%
Flooding n.f.d	6%	Provision / maint. of general infrastructure	6%
Flooding recovery, repairs, assistance	6%	Community support	6%
Footpath maintenance and repairs	5%	Parks, gardens and open spaces	5%
Council governance and performance	5%	Communication, consultation, prov. of info.	5%
Council rates / fees / charges	4%	Council rates / fees / charges	5%
All other issues	65%	All other issues	67%
<i>Respondents identifying an issue</i>	<i>121</i>	<i>Respondents identifying an issue</i>	<i>71</i>
	<i>(77%)</i>		<i>(82%)</i>

Campaspe East		Campaspe Shire	
Roads maintenance and repairs	40%	Roads maintenance and repairs	38%
Equal treatment of rural / urban areas	11%	Sports and recreation facilities	8%
Communication, consultation, prov. of info.	8%	Flooding recovery, repairs, assistance	8%
Sports and recreation facilities	8%	Council governance and performance	7%
Council governance and performance	7%	Equal treatment of rural / urban areas	7%
Footpath maintenance and repairs	5%	Communication and consultation	6%
Tip	5%	Footpath maintenance and repairs	5%
Flooding recovery and repairs	5%	Cleanliness and maintenance of area	5%
Building, housing, planning, development	4%	Parks, gardens and open spaces	5%
Financial issues and priorities for Council	4%	Financial issues and priorities for Council	4%
All other issues	55%	All other issues	66%
<i>Respondents identifying an issue</i>	<i>115</i>	<i>Respondents identifying an issue</i>	<i>308</i>
	<i>(74%)</i>		<i>(77%)</i>



Issues by district

The following tables provide a comparison of the top issues for Campaspe Shire for respondents from each of the 10 districts comprising the municipality.

Attention is drawn to the very small sample size for these individual districts, which means caution should be exercised in over-interpreting variation in the issues results at the district level.

These results have been provided to allow for some analysis of the finer-grain variation in the prominence of these issues across the Shire, with attention drawn to the following:

- **Lockington-Gunbower and district** (54 respondents) – were somewhat more likely than average to nominate roads, flooding recovery, and Council performance and governance.
- **Echuca West** (65 respondents) – were somewhat more likely than average to nominate sports and recreation facilities.
- **Echuca Central** (49 respondents) - were somewhat more likely than average to nominate flooding recovery.
- **Echuca Southeast** (38 respondents) – were somewhat more likely than average to nominate beautification of the area, and flood warning and response.
- **Rushworth and district** (30 respondents) – were somewhat more likely than average to nominate equal treatment of rural / urban areas, communication and consultation, and financial issues and priorities for Council.
- **Tongala and district** (40 respondents) – were somewhat more likely than average to nominate roads, communication and consultation, Council performance and governance, and sports and recreation facilities.
- **Kyabram East** (37 respondents) – were somewhat more likely than average to nominate equal treatment of rural / urban areas, planning and development, and provision and maintenance of general infrastructure.
- **Kyabram West** (29 respondents) – were somewhat more likely than average to nominate equal treatment of rural / urban areas, planning and development, and provision and maintenance of general infrastructure.
- **Rochester** (32 respondents) – were somewhat more likely than average to nominate flooding recovery, footpaths, sports and recreation facilities, communication and consultation, provision and maintenance of general infrastructure, public toilets, and services and facilities for the elderly.
- **Stanhope and district** (26 respondents) – were somewhat more likely than average to nominate sports and recreation facilities, and flooding recovery.



Top issues for Campaspe Shire at the moment by district
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
 (Number and percent of total respondents)

Lockington-Gunbower and District		Echuca West	
Roads maintenance and repairs	46%	Roads maintenance and repairs	31%
Flooding recovery and repairs	13%	Sports and recreation facilities mainten	15%
Council governance, performance and acco	11%	Cleanliness and maintenance of area incl	8%
Parks, gardens and open spaces	7%	Flooding n.f.d	8%
Equal treatment of rural / urban areas	7%	Parks, gardens and open spaces	7%
Cleanliness and maintenance of area incl	6%	Beautification of area / liveability	7%
Council rates / fees / charges	6%	Council rates / fees / charges	6%
Community support	6%	Council governance, performance and acco	6%
Sports and recreation facilities mainten	6%	Parking	4%
Parking	4%	Building, housing, planning and developm	4%
All other issues	67%	All other issues	49%
<i>Respondents identifying an issue</i>	45 (84%)	<i>Respondents identifying an issue</i>	54 (76%)

Echuca Central		Echuca South-East	
Roads maintenance and repairs	33%	Roads maintenance and repairs	36%
Flooding recovery and repairs	16%	Beautification of area / liveability	15%
Footpath maintenance and repairs	8%	Flooding warning, immediate response	10%
Financial issues and priorities for Coun	8%	Cleanliness and maintenance of area incl	8%
Provision and maintenance of street tree	8%	Flooding prevention (e.g. levy, banks, e	8%
Parks, gardens and open spaces	6%	Drains maintenance and repairs	5%
Parking	6%	Council rates / fees / charges	5%
Drains maintenance and repairs	6%	Environment, sustainability & climate ch	5%
Cleanliness and maintenance of area incl	6%	Footpath maintenance and repairs	5%
Communication, consultation and provisio	6%	Council governance, performance and acco	5%
All other issues	78%	All other issues	51%
<i>Respondents identifying an issue</i>	39 (81%)	<i>Respondents identifying an issue</i>	28 (72%)

Rushworth and District		Tongala and District	
Roads maintenance and repairs	37%	Roads maintenance and repairs	51%
Equal treatment of rural / urban areas	19%	Communication, consultation and provisio	11%
Communication, consultation and provisio	15%	Council governance, performance and acco	11%
Financial issues and priorities for Coun	15%	Sports and recreation facilities mainten	11%
Footpath maintenance and repairs	7%	Public transport	8%
Drains maintenance and repairs	4%	Tip	8%
Council rates / fees / charges	4%	Equal treatment of rural / urban areas	8%
Building, housing, planning and developm	4%	Building, housing, planning and developm	5%
Safety, policing, crime	4%	Footpath maintenance and repairs	5%
Quality and provision of community servi	4%	Youth activities, services and facilitie	5%
All other issues	48%	All other issues	54%
<i>Respondents identifying an issue</i>	19 (71%)	<i>Respondents identifying an issue</i>	33 (89%)



Top issues for Campaspe Shire at the moment by district
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
 (Number and percent of total respondents)

Kyabram East		Kyabram West	
Roads maintenance and repairs	32%	Roads maintenance and repairs	32%
Equal treatment of rural / urban areas	11%	Equal treatment of rural / urban areas	11%
Building, housing, planning and developm	8%	Building, housing, planning and developm	8%
Provision and maintenance of general inf	8%	Provision and maintenance of general inf	8%
Sports and recreation facilities mainten	8%	Sports and recreation facilities mainten	8%
Drains maintenance and repairs	5%	Drains maintenance and repairs	5%
Cleanliness and maintenance of area incl	5%	Cleanliness and maintenance of area incl	5%
Provision and maintenance of community f	5%	Provision and maintenance of community f	5%
Council governance, performance and acco	5%	Council governance, performance and acco	5%
Flooding prevention (e.g. levy, banks, e	5%	Flooding prevention (e.g. levy, banks, e	5%
All other issues	47%	All other issues	47%
<i>Respondents identifying an issue</i>	26 (69%)	<i>Respondents identifying an issue</i>	23 (86%)

Rochester		Stanhope and District	
Roads maintenance and repairs	33%	Roads maintenance and repairs	31%
Flooding recovery and repairs	18%	Sports and recreation facilities mainten	12%
Footpath maintenance and repairs	12%	Flooding recovery and repairs	12%
Sports and recreation facilities mainten	12%	Parks, gardens and open spaces	8%
Communication, consultation and provisio	9%	Communication, consultation and provisio	8%
Provision and maintenance of general inf	9%	Flooding n.f.d	8%
Council governance, performance and acco	9%	Bushfire / emergency issues	8%
Public toilets	9%	Building, housing, planning and developm	4%
Elderly services and facilities	9%	Public transport	4%
Drains maintenance and repairs	6%	Financial issues and priorities for Coun	4%
All other issues	45%	All other issues	12%
<i>Respondents identifying an issue</i>	26 (79%)	<i>Respondents identifying an issue</i>	14 (54%)

Campaspe Shire		Metropolitan Melbourne	
Roads maintenance and repairs	38%	Traffic management	13%
Sports and recreation facilities	8%	Roads maintenance and repairs	10%
Flooding recovery, repairs, assistance	8%	Parks, gardens and open space	9%
Council governance and performance	7%	Footpath maintenance and repairs	7%
Equal treatment of rural / urban areas	7%	Street trees / nature strips	7%
Communication and consultation	6%	Car parking	6%
Footpath maintenance and repairs	5%	Rubbish and waste issues	6%
Cleanliness and maintenance of area	5%	Safety, policing and crime	5%
Parks, gardens and open spaces	5%	Public transport	5%
Financial issues and priorities for Council	4%	Cleanliness and maintenance of area	5%
All other issues	66%	All other issues	61%
<i>Respondents identifying an issue</i>	308 (77%)	<i>Respondents identifying an issue</i>	558 (69.8%)



Issues by respondent profile

There was also some notable variation in the top issues for Campaspe Shire observed by respondent profile, including age structure, gender, and language spoken at home, as follows:

- **Male** – respondents were somewhat more likely than female respondents to nominate roads maintenance and repairs, and sports and recreation facilities.
- **Female** – respondents were somewhat more likely than male respondents to nominate flooding recovery and repairs.
- **English speaking household** – respondents were somewhat more likely than respondents from multilingual households to nominate roads maintenance and repairs, Council governance and performance, and communication and consultation.
- **Multilingual household** (19 respondents) – respondents were somewhat more likely than respondents from English speaking respondents to nominate sports and recreation facilities, parks, gardens, and open spaces, public transport, cycling and walking tracks, and bushfire / emergency management issues.
- **Young adults (aged 18 to 34 years)** – respondents were somewhat more likely than average to nominate sports and recreation facilities.
- **Adults (aged 35 to 44 years)** – respondents were somewhat more likely than average to nominate Council governance and performance, sports and recreation facilities, and the provision and maintenance of general infrastructure.
- **Middle-aged adults (aged 45 to 59 years)** – respondents were somewhat more likely than average to nominate road maintenance and repairs, and flooding recovery and repairs.
- **Older adults (aged 60 to 74 years)** – respondents were somewhat more likely than average to nominate road maintenance and repairs.
- **Senior citizens (aged 75 years and over)** – respondents were somewhat more likely than average to nominate footpath maintenance and repairs, and parks, gardens, and open spaces.



Top issues for Campaspe Shire at the moment by respondent profile
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
 (Number and percent of total respondents)

Young adults (18 to 34 years)	
Roads maintenance and repairs	26%
Sports and recreation facilities mainten	14%
Flooding recovery and repairs	9%
Cleanliness and maintenance of area incl	7%
Council governance, performance and acco	5%
Drains maintenance and repairs	5%
Council rates / fees / charges	5%
Tip	5%
Flooding n.f.d	5%
Equal treatment of rural / urban areas	5%
All other issues	42%
<i>Respondents identifying an issue</i>	56 (66%)

Adults (35 to 44 years)	
Roads maintenance and repairs	35%
Council governance, performance and acco	16%
Sports and recreation facilities mainten	10%
Provision and maintenance of general inf	8%
Equal treatment of rural / urban areas	8%
Parks, gardens and open spaces	8%
Parking	8%
Bikes, cycling / walking tracks	8%
Cleanliness and maintenance of area incl	6%
Council rates / fees / charges	6%
All other issues	80%
<i>Respondents identifying an issue</i>	45 (88%)

Middle aged adults (45 to 54 years)	
Roads maintenance and repairs	43%
Flooding recovery and repairs	11%
Sports and recreation facilities mainten	8%
Equal treatment of rural / urban areas	8%
Footpath maintenance and repairs	8%
Provision and maintenance of general inf	6%
Parks, gardens and open spaces	6%
Communication, consultation and provisio	5%
Council rates / fees / charges	5%
Flooding warning, immediate response	5%
All other issues	68%
<i>Respondents identifying an issue</i>	51 (80%)

Older adults (55 to 74 years)	
Roads maintenance and repairs	44%
Council governance, performance and acco	9%
Communication, consultation and provisio	8%
Sports and recreation facilities mainten	6%
Building, housing, planning and developm	6%
Flooding recovery and repairs	6%
Equal treatment of rural / urban areas	6%
Footpath maintenance and repairs	6%
Financial issues and priorities for Coun	5%
Beautification of area / liveability	5%
All other issues	63%
<i>Respondents identifying an issue</i>	111 (80%)

Senior citizens (75 years and over)	
Roads maintenance and repairs	34%
Footpath maintenance and repairs	12%
Parks, gardens and open spaces	9%
Communication, consultation and provisio	7%
Flooding recovery and repairs	7%
Cleanliness and maintenance of area incl	7%
Financial issues and priorities for Coun	5%
Equal treatment of rural / urban areas	5%
Beautification of area / liveability	5%
Flooding prevention (e.g. levy, banks, e	5%
All other issues	50%
<i>Respondents identifying an issue</i>	43 (75%)

Campaspe Shire	
Roads maintenance and repairs	38%
Sports and recreation facilities	8%
Flooding recovery, repairs, assistance	8%
Council governance and performance	7%
Equal treatment of rural / urban areas	7%
Communication and consultation	6%
Footpath maintenance and repairs	5%
Cleanliness and maintenance of area	5%
Parks, gardens and open spaces	5%
Financial issues and priorities for Council	4%
All other issues	66%
<i>Respondents identifying an issue</i>	308 (77%)



Top issues for Campaspe Shire at the moment by respondent profile
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
 (Number and percent of total respondents)

Male		Female	
Roads maintenance and repairs	41%	Roads maintenance and repairs	35%
Sports and recreation facilities mainten	10%	Flooding recovery and repairs	9%
Council governance, performance and acco	8%	Equal treatment of rural / urban areas	7%
Tip	6%	Communication, consultation and provisio	6%
Equal treatment of rural / urban areas	6%	Sports and recreation facilities mainten	6%
Provision and maintenance of general inf	5%	Council governance, performance and acco	6%
Communication, consultation and provisio	5%	Cleanliness and maintenance of area incl	6%
Flooding recovery and repairs	5%	Footpath maintenance and repairs	5%
Drains maintenance and repairs	5%	Parks, gardens and open spaces	5%
Footpath maintenance and repairs	5%	Financial issues and priorities for Coun	4%
All other issues	67%	All other issues	64%
<i>Respondents identifying an issue</i>	<i>157</i> <i>(82%)</i>	<i>Respondents identifying an issue</i>	<i>150</i> <i>(74%)</i>

English speaking		Multi-lingual	
Roads maintenance and repairs	39%	Sports and recreation facilities mainten	21%
Flooding recovery and repairs	8%	Roads maintenance and repairs	16%
Sports and recreation facilities mainten	7%	Parks, gardens and open spaces	11%
Council governance, performance and acco	7%	Public transport	11%
Equal treatment of rural / urban areas	7%	Bikes, cycling / walking tracks	11%
Communication, consultation and provisio	6%	Bushfire / emergency issues	11%
Footpath maintenance and repairs	5%	Disabled services and facilities	5%
Cleanliness and maintenance of area incl	5%	Council rates / fees / charges	5%
Parks, gardens and open spaces	4%	Environment, sustainability & climate ch	5%
Financial issues and priorities for Coun	4%	Street lighting	5%
All other issues	66%	All other issues	42%
<i>Respondents identifying an issue</i>	<i>292</i> <i>(77%)</i>	<i>Respondents identifying an issue</i>	<i>14</i> <i>(74%)</i>

Road maintenance and repair issues

The following table outlines the 164 verbatim comments categorised as “road maintenance and repairs”.

Given the dominance of these issues in these results this year, the full list of verbatim comments was considered useful, to provide more detail around the range of specific road related issues that were in the minds of respondents.

These include primarily feedback on the maintenance of roads and the need for or impact of roadworks, as well as more general comments about roads, negative comments about roads, comments about potholes and similar issues, as well as some comments about the impact of flooding on roads.



Roads
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
 (Number of responses)

Comment	Number
<i>General maintenance and repairs</i>	
Maintenance and repair of roads	47
Maintenance of roads and footpaths	8
Fix the roads	5
Roads need improvement / attention	3
The roads are not fixed. They are only patched up	2
Improving roads out on Council borders	1
More roadwork is needed on the sealed roads since they need maintenance	1
Road conditions - things that could make the roads last longer aren't being done	1
Road management and maintenance needed	1
Road recovery	1
Roads - repairing them and keeping them safe	1
Road maintenance and development	1
Roads need to get repaired or rebuilt	1
Rushworth Rd repairs	1
The Northern Highway Rd needs maintenance	1
The road between Echuca and Kyabram needs to be maintained	1
The roads in this area especially Johnson Rd	1
The Warren St and its entrances should be maintained	1
We need better maintenance of our roads, and we need better promotion of our city to attract more people to want to live work and shops here	1
Zero road maintenance on Rochester area and Milloo	1
Roads and footpaths are unsafe. Very slippery	1
Total	81
<i>Roads / roadwork</i>	
Roads	24
Roads and bike paths	1
Roads and services for the youth	1
Roadwork	1
The roadworks are everywhere and its awkward for older people to park	1
Total	28
<i>General negative</i>	
Roads are bad / terrible / undriveable	9
Roads need to be better / improved	3
The roads need more attention	2
Basic facilities like roads and footpaths	1
Roads are dangerous	1
Roads in Echuca are terrible	1
Roads in Rochester need to be fixed urgently	1
Roads out of towns are appalling	1



Road quality is poor	1
The roads all over are ridiculous. They should act on that	1
The roads are the main issue	1
Warren St is a bit inadequate	1
Total	23

Potholes

Potholes on roads	2
The roads are filled with potholes in Rochester and pretty much all the surrounding area	2
Road management because there are a lot of holes	1
Fixing the potholes from Echuca to Kyabram	1
Roads are disgusting, potholes are bad, and fixes aren't permanent	1
Potholes and the edges are breaking away	1
Road damage, lot of holes and dips	1
Roads that are outside of town heading towards Shepperton needs to be fixed in terms of potholes	1
Total	10

Issues with roads due to floods and drainage

Roads and drainage maintenance required	1
Road safety after the floods	1
Roads and side of roads after flooding need fixing	1
Roads are absolute disgrace, maintenance of roads, because of the floods they are really damaged	1
Roads cleaned after the floods	1
Roads. Potholes after the floods	1
The Echuca-Mitiamo Rd, it has a lot of potholes and haven't fixed it after the floods	1
Better maintenance of roads and drains	1
Total	8

Road infrastructure / planning

Road infrastructure	2
Planning of road infrastructure	1
The road infrastructure is not keeping up with growing population	1
Total	4

Rural roads

Rural roads around the farms need better	1
Rural roads maintenance	1
Roads need maintenance and repair as well as footpaths in smaller country towns	1
Country roads are terrible	1
Total	4



<i>Grading and maintenance of unsealed roads</i>	
Grading roads properly	1
Gravelling of unsealed roads - Restdown Rd	1
Road maintenance - unsealed roads	1
Total	3
<i>Other</i>	
Maintaining the cultural heritage of the community and sticking to the guidelines	1
Side of the roads where the grasses grow really high and blocking our view especially when turning	1
Parkview isn't maintained and grass has big holes	1
Total	3
Total	164

Most important thing Council should do to improve its performance

Respondents were asked:

“What is the most important thing Campaspe Shire Council should do to improve its performance?”

This question relating to the most important thing that Council should do to improve its performance was not included in the previous survey program and therefore no time series results are available. This question was also not included in the 2023 *Governing Melbourne* research.

A total of 281 of the 400 respondents nominated at least one thing Council should do, with the three most prominent areas being improved communication and consultation (31%), road maintenance and repairs (14%), and Council governance and performance (14%).

Metropolis Research notes that these results reflect the top issues as reported in the [Issues to Address](#) section of this report, although it is noteworthy that road related issues were only nominated as the most important thing Council should do by 14% of respondents, compared to 38% who nominated it as a top three issue.

The prominence of suggestions around Council performance, accountability, communication, consultation, financial priorities, equal treatment of rural / urban areas do highlight the importance some in the community place on these aspects of Council performance.

This is a theme developed in many sections of this report, including the low satisfaction with overall performance, low satisfaction with aspects of governance and leadership, the prominence of these in the issues to address section, and their prominence in the reasons for dissatisfaction with Council’s overall performance.



Most important thing Campaspe Shire Council should do to improve its performance

Campaspe Shire Council - 2023 Annual Community Satisfaction Survey

(Number and percent of total respondents)

Response	2023	
	Number	Percent
Communication, consultation and provision of information	88	31%
Roads maintenance and repairs	39	14%
Council governance, performance and accountability	39	14%
Financial issues and priorities for Council	18	6%
Equal treatment of rural / urban areas	12	4%
Council customer service / responsiveness	8	3%
Flooding recovery, repairs, assistance	7	2%
Cleanliness and maintenance of area incl. rubbish, litter	7	2%
Look after community / community needs	5	2%
Council visibility / presence	5	2%
Sports and recreation facilities maintenance	5	2%
Provision and maintenance of street trees	3	1%
Youth activities, services and facilities	3	1%
Quality and provision of community services	3	1%
Beautification of area / liveability	3	1%
Flooding - prevention (e.g. levy, banks, etc)	3	1%
Council rates / fees / charges	2	1%
Community support	2	1%
Parking	2	1%
Public transport	2	1%
Drug and alcohol issues	2	1%
Diversity / multicultural issues	2	1%
Drains maintenance and repairs	2	1%
Parks, gardens and open spaces	2	1%
General positive	1	0%
Wild life management	1	0%
Footpath maintenance and repairs	1	0%
Support for local business	1	0%
Building, housing, planning and development issues	1	0%
Employment and job creation	1	0%
Environment, sustainability, climate change, conservation	1	0%
Green waste collection / compost bins	1	0%
Heritage protection / character	1	0%
Provision and maintenance of general infrastructure	1	0%
Flooding n.f.d	1	0%
Flooding warning, immediate response	1	0%
Public toilets	1	0%
Collaboration with State Government	1	0%
Disability services and facilities	1	0%
Other issues	2	1%
Not stated	119	
Total	400	100%



Council's role in supporting tourism

Respondents were asked:

“What, if anything, do you believe Council should do to support tourism and to increase the number of visitors to the Shire?”

Respondents were asked what they believe Council should do to support tourism and to increase the number of visitors to the Shire.

A total of 162 of the 400 respondents (40%) provided a total of 226 responses to this question, which have been broadly categorised as outlined in the following table.

These have been left relatively disaggregated to allow for an exploration of the range of specific suggestions made by respondents.

Metropolis Research notes that with just 40% of respondents providing a response to this question, there was clearly a proportion of the community who did not feel that Council should be doing more to support tourism and to increase the number of visitors to the Shire.

A specific question was not included asking respondents the degree to which they wanted to see increased tourism and visitation to the Shire, and Metropolis Research suggests that this would be a useful and important question to include in the 2024 survey.

The most common suggestions as to what Council should do to support tourism and increase the number of visitors to the Shire were advertising, promotion, and marketing of the area (9%), beautification of the area / town entrance (5%), and cleanliness and maintenance of the area (4%).

There was some variation in these results observed across the Shire, as follows:

- **Echuca and surrounds** – respondents were a little more likely than average to focus on beautification of the area and the town entrance.
- **Campaspe West** – respondents were a little more likely than average to focus on support for the other areas and other small towns rather than just on Echuca, as well as improving roads.
- **Campaspe East** – respondents were a little more likely than average to focus on advertising, promotion, and marketing of the area, and more focus on and support for other smaller towns.



Thing that Council should do to support tourism and to increase the number of visitors to the Shire

Campaspe Shire Council - 2023 Annual Community Satisfaction Survey

(Number and percent of total respondents)

Response	2023		Echuca & Surrounds	Campaspe West	Campaspe East
	Number	Percent			
Advertising, promotion and marketing of area	36	9%	8%	6%	12%
Beautification of area / town entrance	20	5%	9%	5%	1%
Cleanliness and maintenance of area	14	4%	4%	3%	3%
Parking cost / availability	13	3%	4%	1%	3%
More focus / support of other smaller towns	11	3%	1%	5%	5%
Parks / gardens and green spaces	10	3%	4%	3%	1%
Issues relating to the port	10	3%	4%	2%	1%
Local events / activities / arts	10	3%	3%	2%	2%
Better infrastructure / facilities	8	2%	0%	3%	4%
Improve roads	8	2%	2%	5%	1%
Creation of tourist attractions / support tourism	8	2%	3%	0%	2%
More tourist friendly facilities and services	7	2%	1%	2%	1%
Support / promotion of local businesses	6	2%	2%	0%	3%
Better / more bike paths and facilities	5	1%	1%	1%	1%
Local heritage maintenance	5	1%	3%	2%	0%
Shops, restaurants, bars, entertainment venue	5	1%	2%	1%	1%
Provision, maintenance of camping / caravan areas	4	1%	2%	0%	1%
Sports and recreation facilities maintenance	4	1%	1%	0%	3%
Better communication / listen to community	3	1%	1%	0%	1%
Better financial management / allocation of funds	3	1%	1%	0%	1%
More public toilets	3	1%	1%	1%	0%
Safety, policing, crime	3	1%	1%	0%	1%
Council management and governance	3	1%	2%	1%	0%
Cleanliness and maintenance of river	3	1%	1%	1%	1%
Better waste management	3	1%	0%	0%	2%
Rail trails	2	1%	0%	0%	1%
Reopening rivers for camping	2	1%	1%	0%	1%
Better outdoor facilities	1	0%	1%	0%	0%
More diversitiy	1	0%	0%	1%	0%
Lobbying State government	1	0%	0%	0%	1%
All other aspects	14	4%	2%	2%	6%
Total responses	226		101	40	87
<i>Respondents identifying at least one aspect</i>	<i>162</i> <i>(40%)</i>		<i>71</i> <i>(45%)</i>	<i>30</i> <i>(34%)</i>	<i>61</i> <i>(39%)</i>



Council’s role in supporting economic development

Respondents were asked:

“What, if anything, do you believe Council should do to support economic development and increase economic activity in the Shire?”

There were 195 responses received from respondents as to what they believed Council should do to support economic development and increase economic activity in the Shire.

The verbatim comments are outlined in the following table, broken down by precinct.

These was a diversity of individuals responses provided, covering a wide range of issues, with only a few issues more prominent. These are discussed below. These results have not been categorised as some other open-ended questions, as it was felt that the responses covered a very wide of issues raised by just one or two respondents, and it was felt better to provide a more detailed table to explore the variety of views among the community across the three precincts.

The most common responses were general in nature suggesting that Council support local business more.

It is noted that in Campaspe West, there were more suggestions focused on repair of the local roads.

There were a wide range of individual suggestions made, with some around the perception that Council was not investing appropriately or effectively, with some of these suggesting that Council spending should be reduced.

There were comments suggesting various forms of reduction in the cost of doing business, including rates, as well as permit costs, and a range of other financial issues. Notable among these were comments across the municipality in relation to the need to limit rent increases in the municipality.

There were also some suggestions around the need to support farming in the municipality, as well as comments focusing on the need to assist business across the Shire, and to not focus solely on Echuca and the port.

Suggestions for Council to support economic development and increase economic activity in the Shire
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
(Number of responses)

<i>Precinct</i>	<i>Response</i>	<i>Number</i>
Echuca and Surrounds	Support the local businesses more	6
	Easier development process and subsidized rates for start ups	3
	More communication with businesses needed	3



	Spend money in appropriate areas and stop wasting money on useless things	3
	Encouraging industry to the town and support	2
	Focus on other areas other than Murray and port	2
	Local business promotion / provide business grants and offers	2
	Planning of infrastructure and building	2
	Rates are disproportionate to the facilities provided	2
	Reduce the rates	2
	Support small businesses in terms of rent	2
	Affordability of land particularly commercial land	1
	Attract businesses and attract more jobs	1
	Be more productive	1
	Bring in more manufacturing businesses to the town	1
	Cleaning up the town	1
	Cut back on spending needed	1
	Development in the port	1
	Ease of doing business with the Council	1
	Establishment of more industrial land	1
	Exploit the assets available	1
	Improve tourism by beautifying the place, it will lead to economic development	1
	Improve customer service for the businesses in the Shire	1
	Improve education	1
	Improving building permit service and provide land property to right developers	1
	Increase the activities in the area to attract a market	1
	Invest more into local business	1
	Look at the Census to look at latest growth and partnerships with other Councils	1
	Look at what are the business opportunities	1
	More hangars at the airport	1
	More supermarkets needed and more food chains needed	1
	More support businesses needed, a business survey like this also needed	1
	Opening up industrial areas like what Murray Shire did	1
	Organize community fairs giving local business opportunity	1
	Put more effort into their actions and take notice of what the community wants	1
	Put more money into town projects	1
	Reduce rates for businesses	1
	Spend more money developing the infrastructure of the town	1
	Spend money wisely, there are far too many people employed in the Council	1
	Stop thinking about themselves and think about the community more	1
	Supply more parking for the hospital	1
	Sustainability needed	1
	They need to not be involved themselves in business	1
	They should develop the aquatic reserves	1
	They should talk more with trade industries and help them for their needs	1
	Track more businesses all over the town	1

Campaspe West	Repair the roads and improve road maintenance	5
	Support for local businesses & economy	4
	Easier access to the Council for business needs	2
	Look after the locals, they are the ones paying the rates	2
	Minimise rates	2
	Reduce the amount of red tape so that operations become easier	2
	Support existing businesses and keep them going strong	2



	Support small businesses as much as they can	2
	Advertisement	1
	Clean up the area first	1
	Encourage bank to install more ATMs	1
	Facilities for younger people	1
	Focus less on tourism	1
	Incentive programs	1
	Look at their housing permit structure	1
	Maintain prosperity	1
	Maintain the street trees	1
	Maintenance of high standards	1
	Make planning and decision easier for rural development	1
	More arts and festival needed	1
	More concern about surrounding	1
	More diversity	1
	More involvement of the whole community	1
	More land available for Rochester	1
	Open the river more quickly that's killing business	1
	Promote local businesses	1
	Put more on the plate instead of thinking about themselves	1
	Reintroduce the dedicated business body to negotiate with the Council regarding economic needs of local businesses	1
	Should be more open with their spending	1
	Spend the rates wisely	1
	Stop deforestation	1
	Support businesses impacted by the floods	1
	Support farms	1
	The Council should put more money into it and dedicate more resources	1
	They should protect the local heritage	1
	To run business applications run smoothly	1
	Tourism should be increased for the business to grow	1

Campaspe East	Fix the roads infrastructure	3
	Increase tourism to support local businesses	3
	Support local business	5
	Be more helpful to businesses and startups	2
	Communicate with the town	2
	Events too expensive, support groups that want to hold events	2
	Help promote and support smaller towns outside of Echuca	2
	Increasing the speed and approval of the building and permit process	2
	Forums and markets so people can be aware about local industry and business	2
	Infrastructure to invite businesses	2
	Need to upgrade facilities in the area	2
	Offer grants and incentives for industrial development	2
	Prioritise infrastructure development	2
	Stop wasting money	2
	Be more responsive to the needs of businesses within the Shire	1
	Better transportation systems available to the public	1
	Change the zoning laws about building	1
	Cost of living too high	1



Council should take pay cut, redirect the funds to developing small businesses	1
Depends on the folks isn't it	1
Don't cancel events	1
Eliminate unpaid work for students	1
Finish the industrial estate	1
Get rid of red tape	1
Hear opportunities for exporting	1
Improve the roads towards tourist attractions	1
Improve zoning so that businesses could move into smaller town	1
Introduce traineeships	1
Look for more government funding	1
Love Kyabram like the Council loves Echuca	1
Make it easier to get the support	1
Make it more affordable to run businesses	1
Making people aware of services communication and accessibility	1
Help develop some sort of overnight stop for people travelling to other cities	1
More building in Echuca rather going into the west	1
More jobs	1
More promotion on the town	1
Movie nights at the pool	1
NA - keep their scope small	1
Need a whole re-education program. They are not there to be empire builders	1
Nestle factory can be brought to running	1
Paint silos	1
Provide basic services to increase activities in the Shire	1
Rebuilding the houses and helping recover businesses	1
Reopen factories that closed during COVID	1
Secular economy	1
Should come out of their rates	1
Show interest in other areas	1
Staff efficiency, top heavy	1
Subdivision of farmlands	1
Support local Echuca community	1
Support small businesses do not allow landlords to raise rents	1
Support smaller communities get development	1
Support youth going into areas where they can be retained locally	1
Supporting flood victims	1
Supporting local farmers and agricultural sector	1
The Council should be more involvement with the chamber of commerce	1
They make Kyabram more economically attractive	1
Try to encourage more manufacturing in the area, there are lands that does not have sufficient water	1
Upgrading the local parks and pools	1
We need more developments and shopping centres, and more parking facilities	1
We need more housing	1



Flood event

Impacted by the October 2022 floods

Respondents were asked:

“Was your residence directly impacted by the October 2022 floods?”

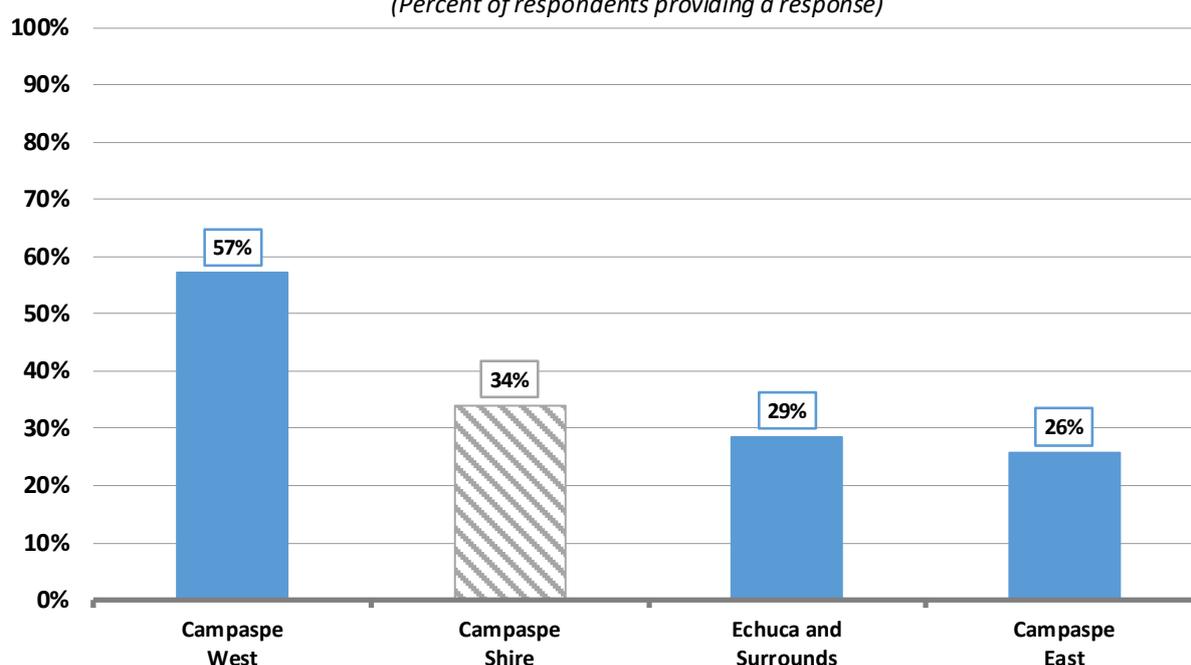
Approximately one-third (34%) of respondents reported that their residence was directly impacted by the October 2022 floods, with 25 respondents not providing a response.

Residence was directly impacted by the October 2022 floods
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
(Number and percent of respondents providing a response)

Response	2023	
	Number	Percent
Yes	126	34%
No	249	66%
Not stated	25	
Total	400	100%

There was significant variation in this result observed across the municipality, with 57% of respondents from Campaspe West reporting that they had been directly affected, compared to a little more than one-quarter of respondents from Campaspe East and Echuca and surrounds.

Residence was directly impacted by the October 2022 floods by precinct
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
(Percent of respondents providing a response)



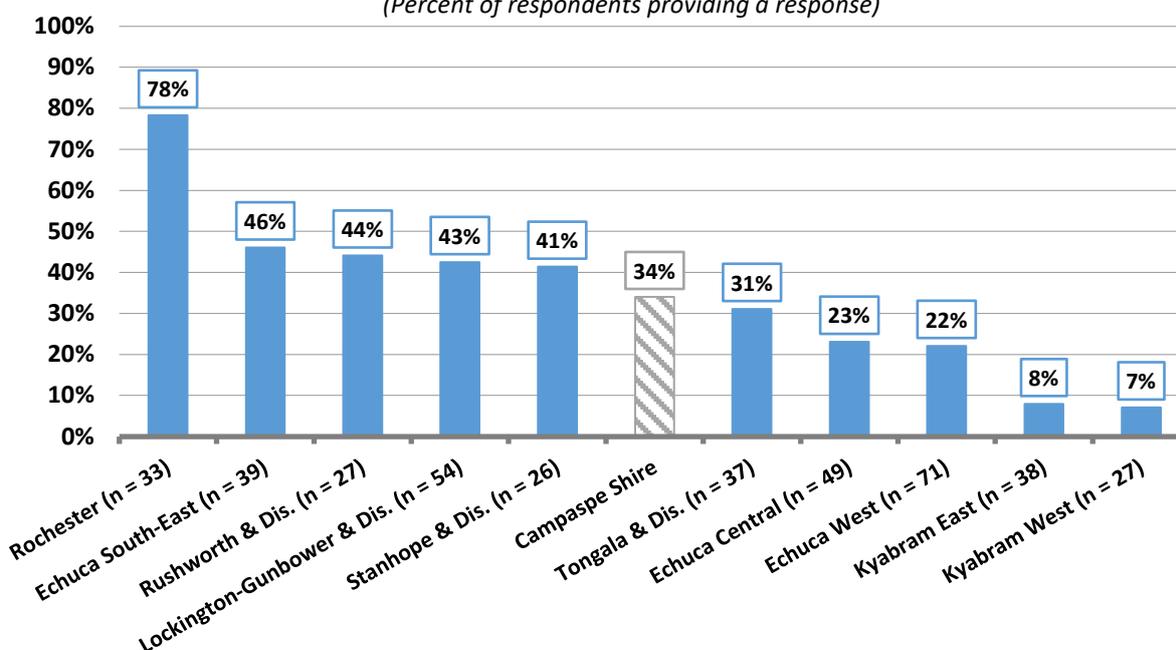
Impacted by the October 2022 floods
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
(Number and percent of respondents providing a response)

Response	2023	
	Number	Percent
Echuca and Surrounds (impacted by flood)	43	11%
Echuca and Surrounds (not impacted by flood)	107	29%
Campaspe West (impacted by flood)	46	12%
Campaspe West (not impacted by flood)	34	9%
Campaspe East (impacted by flood)	37	10%
Campaspe East (not impacted by flood)	108	29%
Not stated	25	
Total	400	100%

Whilst cognisant of the small sample size at the district level, it is noted that the 33 respondents from Rochester were significantly more likely to have been directly impacted by the flood event, with a higher-than-average proportion from Echuca Southeast, Rushworth and district, Lockington-Gunbower and district, and Stanhope and district also directly impacted.

Respondents from Kyabram East and West were measurably and significantly less likely to have been directly impacted by the flood event than respondents in other districts.

Residence was directly impacted by the October 2022 floods by district
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
(Percent of respondents providing a response)



Council’s response and support to the community

Respondents were asked:

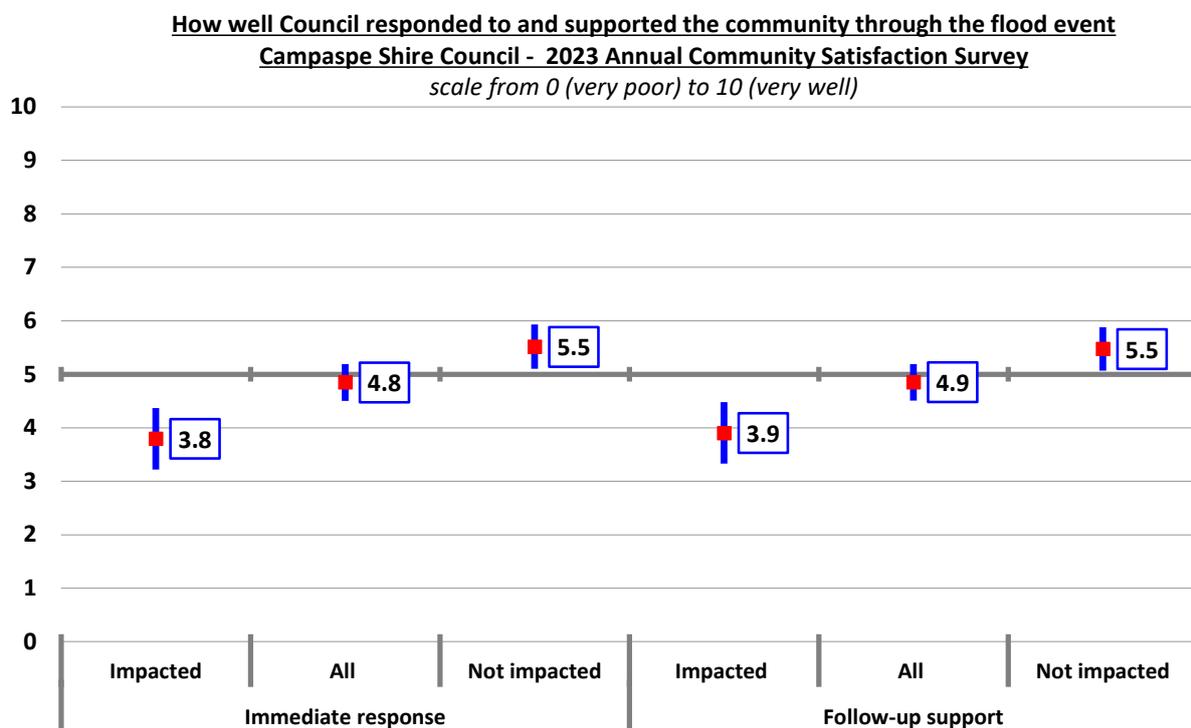
“On a scale from 0 (very poor) to 10 (very well), how well do you believe Council responded to and supported the community through the flood event?”

Respondents were asked to rate how well Council responded to and supported the community through the flood event.

Respondents rated both how well Council handled the response to the flood event and support to the community through the flood event as “poor”, with scores of less than five out of 10.

There was measurable and significant variation in this result observed between the 126 respondents who were directly impacted by the flood event and the 249 respondents who were not directly impacted.

Attention is drawn to the fact that respondents who were directly impacted by the flood rated how well Council managed its immediate response (3.8) and follow-up support (3.9) as “poor”, with scores of less than four out of 10, measurably and significantly lower than respondents who were not impacted.

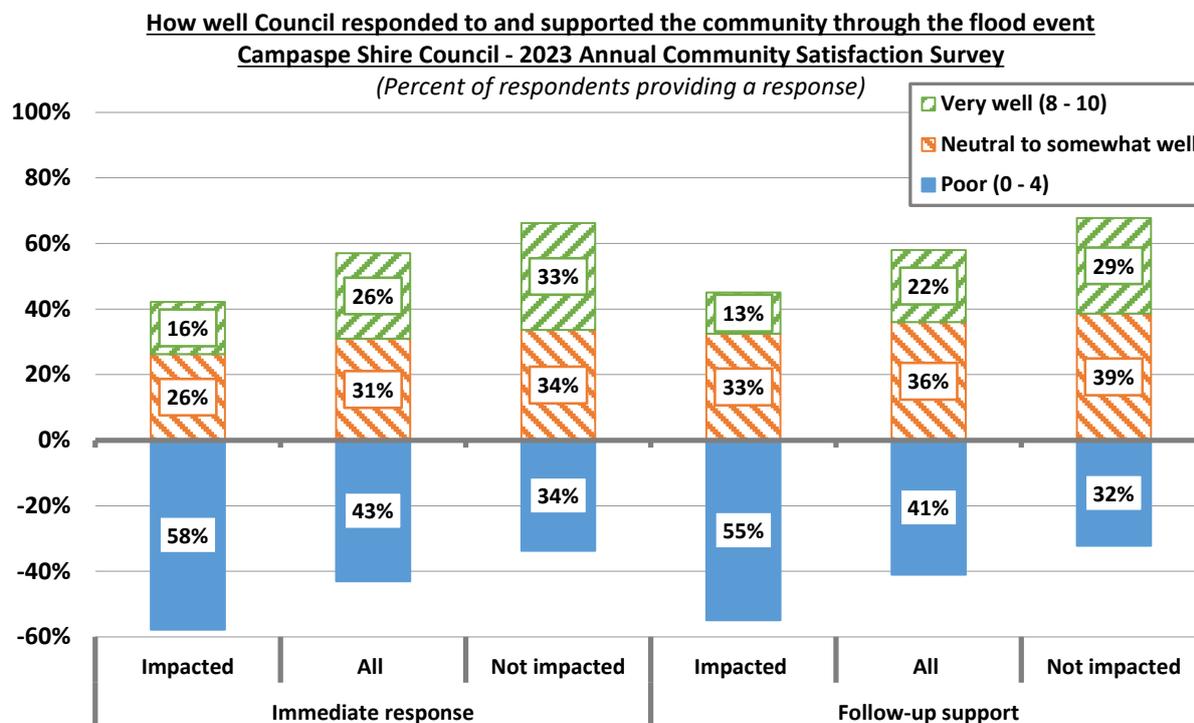


The following graph provides a breakdown of these results into the proportion of respondents who rated Council’s handling as “very well handled” (i.e., rated at eight or more), those who felt it was handled “neutral to somewhat well” (i.e., rated at five to seven), and those who felt it was handled “poor” (i.e., rated satisfaction at less than five).



Consistent with the low scores, approximately one-quarter of respondents rated Council’s immediate response and follow-up support as “very well”, whilst a little less than half of the respondents providing a score rated it “poor”.

Attention is drawn to the fact that more than half of the respondents who reported that their residence was directly impacted by the flood event Council’s immediate response and to the follow-up support to the community as “poor”.



Immediate response to the flood

There was notable variation in how well Council handled the immediate response to the flood event observed across the municipality, both for those directly impacted by the flood and those who were not directly impacted. The variation was not, however, statistically significant given the relatively small sample size at the precinct level.

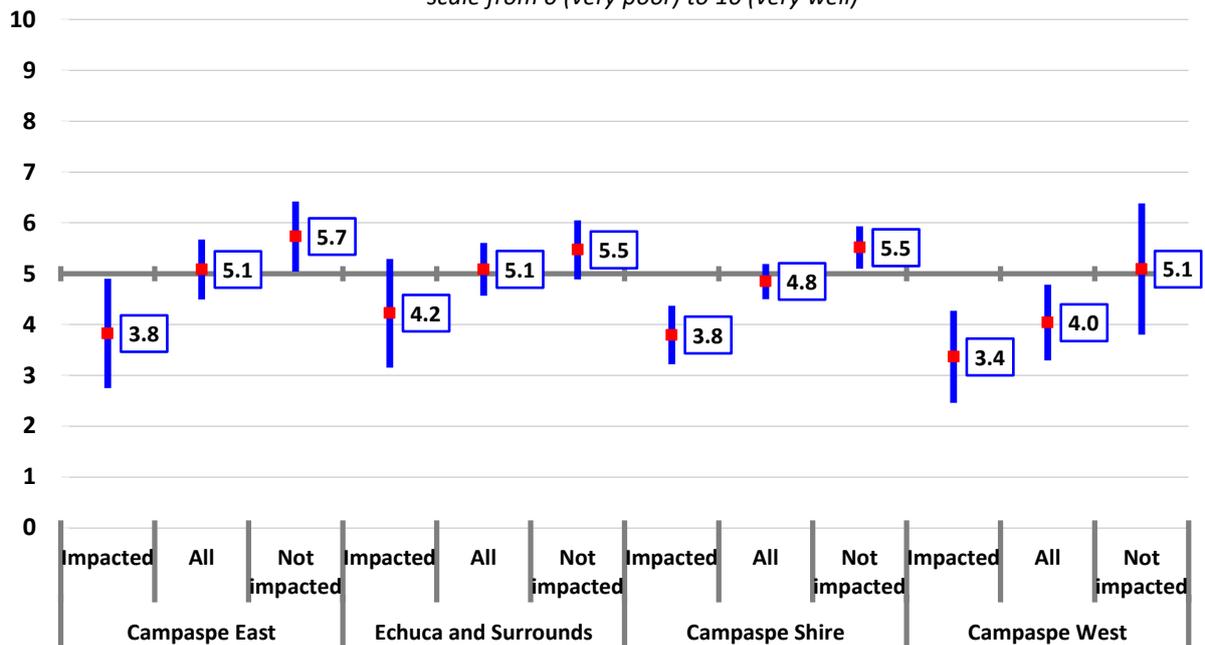
Respondents from Campaspe East were somewhat rated this higher than average (6%), with those directly impacted by the flood event reporting the same score as the municipal average.

By contrast, the smaller sample of 80 respondents from Campaspe West rated it notably (17%) lower than average overall.

Those respondents not directly impacted by the flood event in Campaspe West rated Council’s immediate response seven percent than the municipal average (5.1 compared to 5.5), whilst those who were directly impacted rated it 11% lower than the municipal average of respondents who were directly impacted by the flood event (3.4 compared to 3.8).



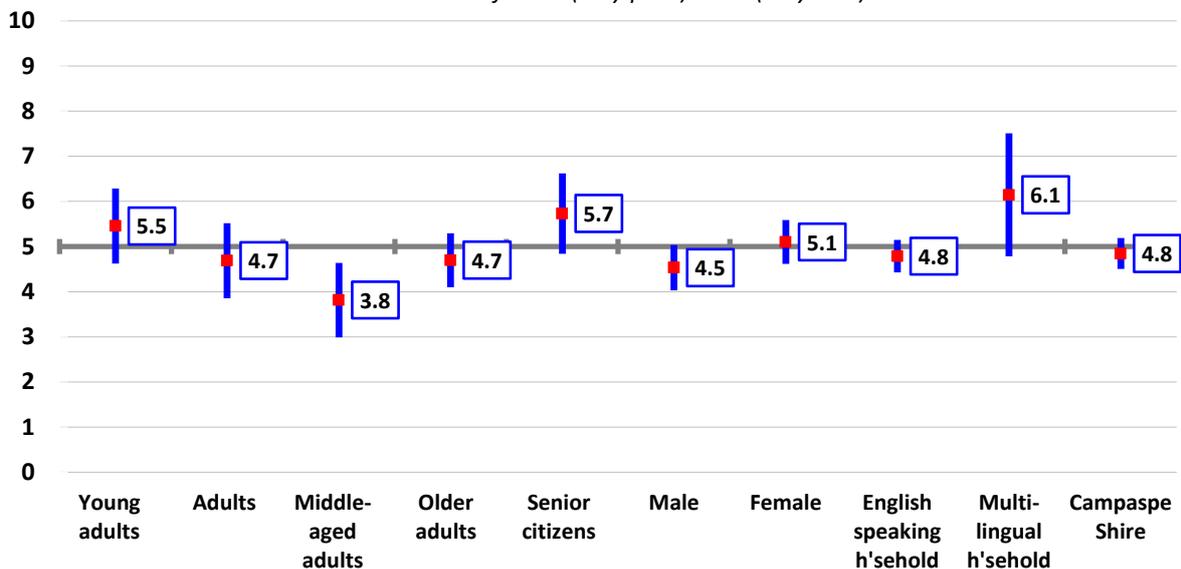
Immediate response to the flood by flood impact
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
 scale from 0 (very poor) to 10 (very well)



There was significant variation in how well Council handled the immediate response to the flood event observed by respondent profile, as follows:

- **Young adults (aged 18 to 34 years) and senior citizens (aged 75 years and over)** – respondents were notably more satisfied than average.
- **Middle-aged adults (aged 45 to 59 years)** – were notably less satisfied than average.
- **Gender** – female respondents were somewhat more satisfied than male respondents.
- **Language spoken at home** – the 19 respondents from multilingual households were notably more satisfied than respondents from English speaking households.

Immediate response to the flood by respondent profile
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
 scale from 0 (very poor) to 10 (very well)



Follow up support to the community

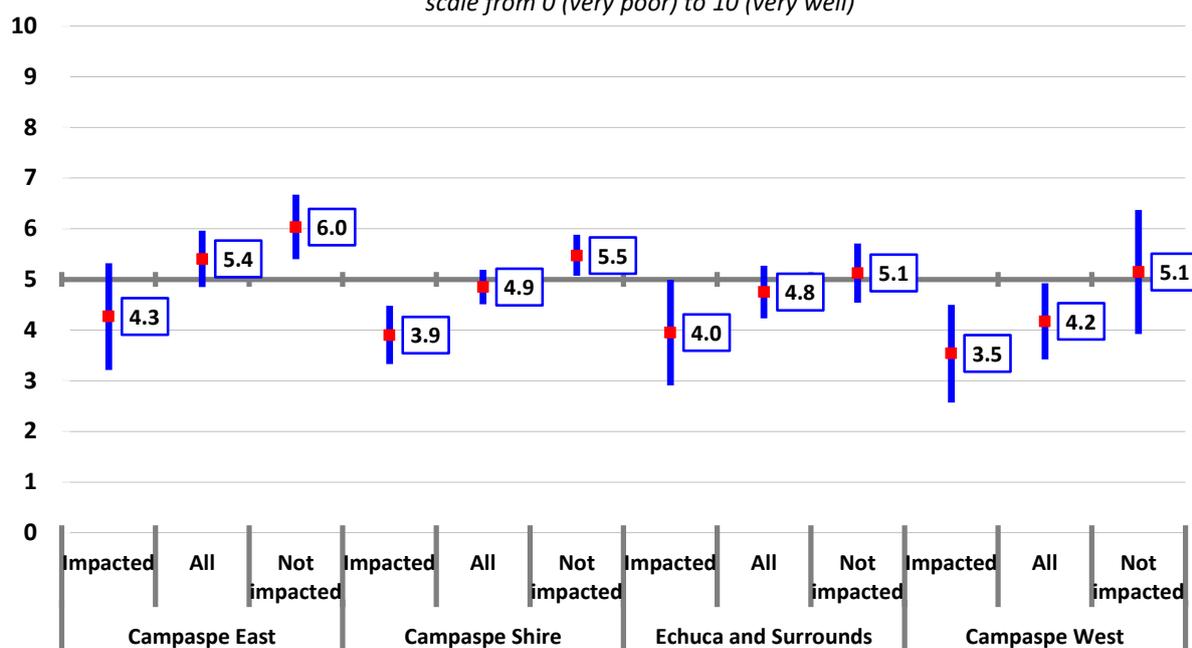
There was also notable variation in how well Council handled the follow-up support to the community through the flood event observed across the municipality, both for those directly impacted by the flood and those who were not directly impacted.

Respondents from Campaspe East rated Council’s follow-up support notably (10%) higher than average, both those directly impacted and those not directly impacted.

By contrast, the smaller sample of 80 respondents from Campaspe West rated it notably (13%) lower than average, and respondents from Echuca and surrounds marginally (2%) lower than the municipal average.

Those respondents not directly impacted by the flood event in Campaspe West rated Council’s immediate response seven percent lower than the municipal average (5.1 compared to 5.5), whilst those who were directly impacted rated it 11% lower than the municipal average of respondents who were directly impacted by the flood event (3.4 compared to 3.8).

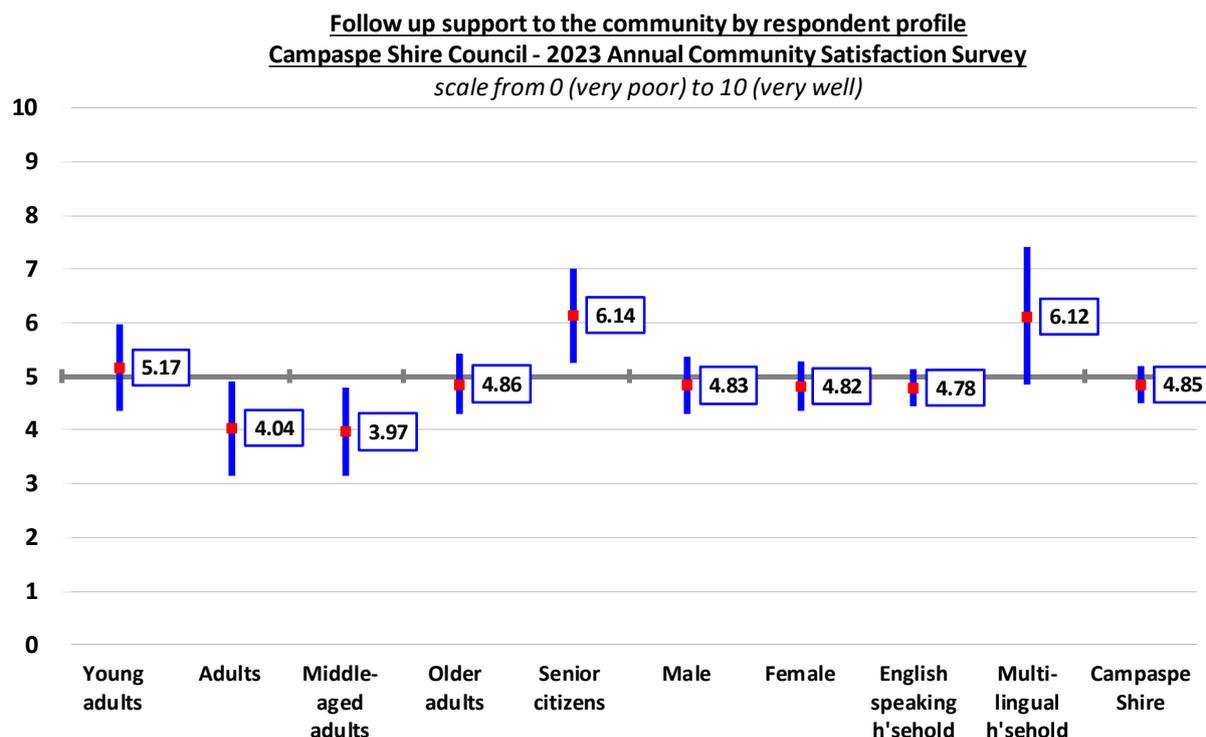
Follow up support to the community by flood impact
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
scale from 0 (very poor) to 10 (very well)



There was also notable and measurable variation in how well Council handled the follow-up support to the community through the flood event observed by respondent profile:

- **Adults and middle-aged adults (aged 35 to 59 years)** – respondents were notably less satisfied than the municipal average.
- **Senior citizens (aged 75 years and over)** – respondents were measurably more satisfied than average.
- **Language spoken at home** – the 19 respondents from multilingual households were notably more satisfied than respondents from English speaking households.





Reasons why or how Council didn't handle the immediate response / follow-support well

There were 173 separate comments received from the respondents who did not feel Council handled either the immediate response or follow-up support to the community through the flooding event well.

These have been broadly categorised, as follows:

- Council didn't do anything / no action taken / no Council visibility - 69 comments.
- Poor communication, information, and consultation - 30 comments.
- Unequal distribution of support / assistance - 17 comments.
- Slow response, support, and assistance - 17 comments.
- Lack of preventative measures like levy / warning - 12 comments.
- Poor management / decision making / responsibility - 8 comments.
- Community response better than Council response - 7 comments.
- General negative - 7 comments.
- Other - 6 comments.

These results clearly indicate concern by a notable proportion of the Campaspe community around the perception of Council's response to the flood event.



Reasons why or how Council didn't handle the immediate response and follow up support of the community through the flood event well

Campaspe Shire Council - 2023 Annual Community Satisfaction Survey

(Number of responses)

<i>Reason</i>	<i>Number</i>
<i>Council didn't do anything / no action taken / no Council visibility</i>	
No Council action / support / help	18
The was no follow up support	8
They have not done anything for anyone	4
Didn't see anyone from the Council / no involvement of Council	3
Just lack of Council on the ground for support when people needed them	2
No one was helping us. We were left on our own	2
Response was very poor to the floods	2
The Council disappeared / did not exist	2
There was no response	2
5 months we haven't seen them, and we haven't seen anything	1
Council is not visible towards the response	1
Didn't really see anything down here	1
Had a lot of damage and couldn't get any help at all	1
I didn't see any sort of support in my local community	1
I don't think there was any support and Council clean up	1
I had to help personal friends of mine because Council did nothing	1
I have not been able to move back into my house as there is no support for Council for repairs and being back the broken infrastructure	1
I know of people that were not contacted and left to fend for themselves	1
I was happy with some aspect like the Council providing sandbags during the floods but there is a lot more they still need to do like relocation of displaced people	1
I'm still not back in my house	1
Lots of people who were impacted could have had more help to clean up	1
No immediate response from the Council. We were only contacted by the SES	1
No one came to check if we were ok	1
No senior staff visited any of the damaged area	1
Nothing ever got done about the damage. Haven't seen follow up support	1
Nothing happened nothing was done	1
Our friends were badly affected, and Council didn't do anything to help	1
The Council did not do enough	1
The immediate response was not done by the Council	1
The roads are still a mess. People are still displaced	1
There is still rubbish swept from the flood is still around in the areas	1
There is still a lot of displaced people that need help	1
They are still things which haven't been cleaned	1
They did not help us at all. I am waiting for their help for 6 months now	1
They say the floods coming and still didn't respond good enough and could have done better	1
Total	69



Poor communication, information, and consultation

Lack of communication by the Council	6
I haven't heard of any support given by them	2
No communication during the flood and miscommunication	2
Community meetings	1
Council had little understanding what was happening in the community, and they ended up doing what they think is right instead of consulting with the community	1
Did not communicate with the people that were affected	1
Everything they told us was wrong	1
I didn't see Council engaging in the community or flooded areas	1
I don't really hear much about it	1
Immediate response was very confusing, and more communication should have been done	1
Information received by Council was confusing, Council was reactive but not proactive	1
It wasn't the Council who contacted us. Haven't heard anything from the Shire	1
Lack of communication. People didn't know what to do and from where to get help.	1
Lack of information on the flood levels and no consultation	1
More discussion with those affected at time	1
More professional consultation	1
People are not contacted right after the flood	1
People isolated and no communication from the Council to them at all	1
There was no follow up and when we evacuated, we had no support afterwards and we were cut off from the rest of the town.	1
They need to actually listen to the communities needs and fulfil those needs	1
They take our call, and we never hear from then again	1
They were not listening to the community	1
They weren't enough communication	1
Total	30

Inequitable distribution of support / assistance

It was mainly focused on Echuca region / no real support outside of Echuca	3
Not much support / resources to people outside of town	2
Because they spent all their time in Echuca rather than looking after the small communities	1
Council did not assist Rochester police with anything until 72 hours post flooding	1
I was affected by the flood, but I was not given financial support because the water did not enter my house. I was unable to go to work because of the flood	1
No help provided on farms	1
Rochester really struggled and did not get as much support as Echuca	1
Rural areas were ignored	1
The services were divided throughout the community	1
There was no real support to us individuals in surrounding towns	1
They only focus on one area and neglects others	1
They seem to only focus on people living in the towns and forget about the country people	1
They told all the locals that they will repay all but not a cent was given	1
Those who weren't in Echuca were left to themselves	1
Total	17



Slow response / support / assistance

The response was slow	4
It took them long to get on the ground after the impact	1
Only a few residents received assistance	1
People were let down by delayed support	1
Recent support was a bit late. Response was delayed	1
Services were not done immediately	1
Slow response, missing response	1
The Council had nothing to do with it. All decisions are made in Melbourne. The process was too slow	1
The immediate response to floods was slow	1
There was no aid in Rochester for the first 5 days	1
They could have moved faster	1
They waited until it was an emergency situation. Could've done it earlier	1
Too late and wasn't good enough	1
Took a very long time to get things in order	1
Total	17

Lack of preventative measures like levy / warning

Could have made a levy	1
Given plenty of notice of floods, didn't act	1
I didn't see Council looking after our levy banks	1
Left houses in the flood zone. Put levy on wrong side of houses	1
No one warned us and we're close to town	1
The Council was allocated some money a few years ago to prevent floods and they spent it on other rubbish	1
The Council was given money to build a levy bank back in 1993 and didn't do anything	1
The money used to develop the port instead of building the levy	1
They did not barricade all the houses	1
They knew it before it was coming but they didn't do enough to prevent it	1
They should have thought about the impact earlier	1
Took so long to get rid of levy banks	1
Total	12

Poor management / decision making / responsibility

They took no responsibility for the event	2
It was poor management	1
Messed up management. Never get their job done	1
They could've done better in decision making	1
They were not only them to support as there were two other parties. So, Council should take more responsibility	1
They were too slow in making decision	1
Whatever they did they did without much idea about it	1
Total	8



<i>Community response better than Council</i>	
They really did nothing it was the community that came together and supported each other	2
Local community responded first. Council wasn't involved in any of it	1
More community rather than Council	1
The community did more than the Council after the floods	1
The community was the one who handled the flood themselves	1
They did nothing for the community we did everything on our own	1
Total	7
<i>General negative</i>	
Could have done better	1
It wasn't very good. More support from outside of the Shire	1
It's mostly NGO's and other organisations that are doing the work	1
Some of them are really upset about it	1
There are still very unhappy people	1
They destroyed every property, and they didn't care to fix it. They told the community to do it themselves	1
They responded in they the wrong way and half done their works	1
Total	7
<i>Other</i>	
New rules and regulation made no sense	1
No compassion showed towards the impacted people	1
The insurance companies were not cooperative, and Council did not assist	1
The public and private sector mainly	1
They could have lowered rates for the year	1
They haven't picked up our wastes until now	1
Total	6
Total	173



Most important issues Council should focus on to support recovery

Respondents were asked:

“What are the most important issues that you believe Council should focus on to support recovery?”

Respondents were asked what are the most important issues that they believe Council should focus on to support recovery from the flood event.

A total of 223 (56%) of the 400 respondents provided a response, which have been broadly categorised as outlined in the following table.

The most important issues that respondents believed Council should focus on are future flood mitigation (9%), rebuilding roads and transport infrastructure (8%), communication, consultation, and engagement with the community (7%), and getting people back into their homes (6%).

As is clear from the table, there were a wide range of issues raised by just a small number of respondents.

These have been left disaggregated in this format to allow for a deeper exploration of the range of issues of importance to the community recovering from the flood event.

There was some variation in these results observed across the municipality, with attention drawn to the following:

- ***Echuca and surrounds*** – respondents were a little more likely than average to focus on future flood mitigation, communication, consultation, and engagement, and support and accommodation for displaced / homeless residents.
- ***Campaspe West*** – respondents were a little more likely than average to focus on rebuilding roads and transport infrastructure, getting people back into their homes, the provision of mental health check ups and counselling services, and rebuilding infrastructure.
- ***Campaspe East*** – there was no specific focus from respondents from Campaspe East.



Most important issues that Council should focus on to support recovery
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
 (Number and percent of total respondents)

Response	2023		Echuca & Surrounds	Campaspe West	Campaspe East
	Number	Percent			
Future flood mitigation	35	9%	11%	8%	6%
Rebuild roads / transport infrastructure	30	8%	7%	11%	6%
Communication, consultation and engagement	28	7%	9%	5%	6%
Getting people back to their houses / relocation	22	6%	4%	7%	6%
Clean-up town, river, affected areas	21	5%	6%	5%	5%
Support and accommodation for displaced / homeless residents	16	4%	8%	1%	2%
Provision of mental health check-up and counselling services	15	4%	3%	8%	2%
Rebuilding infrastructure	14	4%	3%	6%	3%
Look after / assist people	11	3%	2%	3%	3%
Support for struggling businesses	8	2%	2%	2%	1%
Drainage maintenance and repairs	7	2%	3%	0%	2%
Ensure sufficient housing	6	2%	1%	1%	3%
Maintenance and repairs	6	2%	3%	2%	0%
Increase tourism	6	2%	2%	2%	1%
Support in insurance claim	6	2%	3%	1%	1%
Increase flood relief / financial support	5	1%	1%	2%	1%
Better emergency management	5	1%	1%	3%	1%
Open caravan park	5	1%	3%	0%	0%
Do something / anything	4	1%	1%	1%	1%
Support for surrounding towns	4	1%	0%	3%	1%
Lower rates	3	1%	0%	1%	1%
Better financial management	3	1%	0%	0%	2%
Quick / better response	3	1%	0%	3%	1%
Checking in on locals / visibility	2	1%	0%	1%	1%
Provide public utilities and facilities	2	1%	0%	1%	1%
Support to get rid of flood waste	2	1%	0%	1%	1%
Rehabilitation of farmlands	2	1%	0%	0%	1%
Support for elderly / people with disability	1	0%	0%	1%	0%
Advertise recovery support materials	1	0%	0%	0%	1%
Checking of buildings and infrastructure	1	0%	1%	0%	0%
Prevent deforestation	1	0%	0%	1%	0%
Fix / clean-up the footpaths	1	0%	0%	1%	0%
Lobby with state government	1	0%	1%	0%	1%
More investment in flood affected areas	1	0%	0%	0%	1%
Accessibility of services	1	0%	1%	0%	0%
Improve liveability	1	0%	0%	1%	0%
Animal management	1	0%	1%	0%	0%
Teaching skills such as sandbagging	1	0%	0%	0%	1%
Property buy-backs	1	0%	0%	1%	0%
All other issues	8	2%	3%	3%	1%
Total responses	291		118	78	91
<i>Respondents identifying at least one issue</i>	223 (56%)		93 (59%)	55 (63%)	75 (48%)



Respondent profile

The following section provides the demographic profile of respondents to the *Campaspe Shire Council – 2023 Annual Community Satisfaction Survey*.

The sample provides a meaningful reflection of the underlying Campaspe community, necessary to provide insight into the views of the underlying community.

Age structure

The sample of 400 respondents was weighted by age and gender to reflect the 2021 *Census* age and gender profile.

Age structure
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
(Number and percent of respondents providing a response)

Age	2023 (unweighted)		2023 (weighted)
	Number	Percent	
Young adults (18 - 34 years)	43	11%	22%
Adults (35 - 44 years)	58	15%	13%
Middle-aged adults (45 - 54 yrs)	68	17%	16%
Older adults (55 - 74 years)	161	41%	35%
Senior citizens (75 years and over)	67	17%	15%
Not stated	3		3
Total	400	100%	400

Gender

The sample of 400 respondents was weighted by age and gender to reflect the 2021 *Census* age and gender profile, and the unweighted sample achieved a very good gender split.

Gender
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
(Number and percent of respondents providing a response)

Gender	2023 (unweighted)		2023 (weighted)
	Number	Percent	
Man / Male	183	46%	49%
Women / Female	213	54%	51%
Non-binary	0	0%	0%
Prefer not to say / not stated	4		4
Total	400	100%	400



Language spoken at home

Consistent with the 2021 *Census* results, approximately five percent of respondents were from households that spoke a language other than English at home.

Language spoken at home
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
(Number and percent of respondents providing a response)

Language	2023	
	Number	Percent
English	378	95%
Hindi	3	1%
French	2	1%
German	2	1%
Tamil	2	1%
Mandarin	2	1%
Punjabi	2	1%
Auslan	1	0%
Indonesian	1	0%
Malayalam	1	0%
Maltese	1	0%
Japanese	1	0%
Other Languages n.f.d.	2	1%
Not stated	2	
Total	400	100%

Period of residence

The overwhelming majority (85%) of respondents providing a response had lived in Campaspe Shire for 10 years or more, with just two respondents who had lived in the municipality for less than one year.

Period of residence in the Shire of Campaspe
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
(Number and percent of respondents providing a response)

Period	2023	
	Number	Percent
Less than 1 year	2	1%
1 to less than 5 years	12	3%
5 to less than 10 years	46	12%
10 years or more	337	85%
Not stated	3	
Total	400	100%



Previous Council / location

Of the 14 respondents who had lived in the municipality for less than five years, eight provided a previous location of residence, of whom four had moved to Campaspe from interstate, two from Casey in eastern Melbourne, one from overseas, and Greater Bendigo.

Previous Council
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
(Number of respondents living in the Shire of Campaspe for less than 5 yrs)

Council	2023	
	Number	Percent
Interstate	4	49%
Casey	2	24%
International	1	15%
Greater Bendigo	1	12%
Not stated	6	
Total	14	100%

Household structure

The sample included a good cross section of household structure, including 37% couple households without children (including a mix of younger and older couples), 36% two-parent families (with a mix of age of children), 14% sole person households, and five percent one-parent families (with a mix of ages of children).

Household structure
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
(Number and percent of respondents providing a response)

Structure	2023	
	Number	Percent
Two parent family total	143	36%
youngest child 0 - 4 years	28	7%
youngest child 5 - 12 years	40	10%
youngest child 13 - 18 years	33	8%
adult children only	42	11%
One parent family	19	5%
youngest child 0 - 4 years	4	1%
youngest child 5 - 12 years	8	2%
youngest child 13 - 18 years	5	1%
adult children only	2	1%
Couple only household	148	37%
Group household	27	7%
Sole person household	55	14%
Extended or multiple families	4	1%
Not stated	4	
Total	400	100%



General comments

The following tables outline the general comments received from respondents at the conclusion of the survey this year.

The most common responses related to specific Council services and facilities, communication and consultation, and roads.

General comments
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
(Number and percent of total responses)

Comment	2023	
	Number	Percent
Community facilities / services / activities	8	17%
Communication, consultation and engagement	7	15%
Roads	4	9%
Council governance and management	3	6%
General positive comments	3	6%
Parks, gardens, open spaces and tree maintenances	3	6%
Rates / financial management	3	6%
Comments relating to this survey	2	4%
Sports / ovals / leisure centres	2	4%
Waste management	2	4%
Animal management	1	2%
Bikes and walking paths	1	2%
Cleanliness and aesthetics of area	1	2%
Environment, climate change and bio-diversity	1	2%
Equal treatment of rural / urban areas	1	2%
Footpaths	1	2%
Parking	1	2%
Planning and development issues	1	2%
Other	2	4%
Total	47	100%

The following table outlines the verbatim comments received from respondents this year.

General comments
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
(Number of responses)

Comment	Number
<i>Community facilities / services / activities</i>	
Get back to the basics	1
Promote faculties for the aged	1
Public toilets are below standards. They should be modernised and be made more accessible	1
Support persons with disability and make it inclusive	1



The maternal services are not enough for what they are now. There needs to be more face-to-face services	1
There is not enough capacity for kinder	1
These are just basic services which Council need to focus. It's not much that we are asking for as we people are paying tax	1
They should look after the people more	1
Total	8

Communication, consultation, and engagement

Council needs to come out to the community and see what they need to do. Not just doing this survey which does not cover everything	1
Go and listen to public and residence. Also, with business owners for the improvement	1
I think the communication officer did a good job. Dealing with the media needs to be as straight forward as possible that there is no misinformation	1
Respond to our enquiries	1
The Council should be more interactive	1
The website should be updated	1
They need to get back to me for my complaint	1
Total	7

Roads

Roads, roads, roads,	1
Do the roads properly the first time do them properly. The unsealed roads should be sealed	1
Get the roads ready	1
Speed up maintenance of roads	1
Total	4

Council governance and management

I think our Council is one of the most corrupt organisations I have come across	1
I think we should move to Shepparton Shire	1
Less politics and more action needed	1
Total	3

General positive comments

Generally satisfied with the Council	1
The area has improved over the years	1
We would just like to say we know the Shire is doing the best they can	1
Total	3



<i>Parks, gardens, open spaces, and tree maintenances</i>	
Speed up maintenance of parks	1
Weed control on local roads is inadequate	1
Footpath and gutter are raised by tree and is making driveway flood when it rains	1
Total	3
<i>Rates / financial management</i>	
Flexibility in paying the rates	1
Lower the rates	1
The incredibly high rates	1
Total	3
<i>Comments relating to this survey</i>	
I was pleased with the interviewer	1
Shorten the survey	1
Total	2
<i>Sports / ovals / leisure centres</i>	
Keep the pools open especially in Stanhope and our small towns within the shire	1
Save the pool	1
Total	2
<i>Waste management</i>	
Introduce a hard rubbish day now and again; more frequent	1
People have been dumping hard rubbish in the bushes in the last few days	1
Total	2
<i>Animal management</i>	
Do something about the animals in the open	1
Total	1
<i>Bikes / walking paths</i>	
Bike paths around the town should be improved	1
Total	1
<i>Cleanliness and aesthetics of area</i>	
I would like to see streets clean and maintained in this Shire	1
Total	1



<i>Environment, climate change and biodiversity</i>	
A lot of people do not believe in climate change. Renewable energy. Example, solar panel plans are taking up farms	1
Total	1
<i>Equal treatment of rural / urban areas</i>	
Look out for small towns	1
Total	1
<i>Footpaths</i>	
Dangerous footpath needs maintenance	1
Total	1
<i>Parking</i>	
Free parking around the town and port needed. They should look for high-rise car parking facilities	1
Total	1
<i>Planning and development issues</i>	
Speed up maintenance of buildings	1
Total	1
<i>Other</i>	
We need more indigenous stuff	1
A helpful group of young people helped me up to fix the drainage system around my house	1
Total	2
Total	47



Appendix One: verbatim reasons for dissatisfaction with Council’s overall performance

The following table displays the verbatim comments received from respondents who were dissatisfied with Council’s overall performance.

The comments are discussed in more detail in the [Reasons for dissatisfaction with overall performance](#) section of this report.

Reasons for dissatisfaction with Council's overall performance
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
(Number of responses)

<i>Reason</i>	<i>Number</i>
<i>Communication, engagement, visibility</i>	
I have no idea on what the Council gets up to	2
They don't communicate with the community	2
They don't really listen to the community	2
You don't see any action and you don't hear from them	2
A lot of miscommunications with the vaccination	1
Be more proactive, start listening to community	1
Community views not considered	1
Gap between Council and communities understanding	1
I submitted questions for the town meeting, and they were dismissed for no reason	1
More engagement with community	1
Never hear and see them	1
Never seen them would be good for them to check around	1
No consultation and services	1
Not very visible	1
Overall perception of the Council is hard to engage	1
They do not communicate with the people of Kyabram	1
They don't consult with the community, and they end up wasting money	1
They don't listen to the community they don't act on what we communicate for them to improve and work on and just don't care	1
They don't perform to their promise	1
Zero community engagement	1
Total	24



Equal treatment of rural / urban areas

Council should focus on the whole Shire instead of Echuca. Outlying areas don't get prioritised	5
I feel like the Council focuses more on the bigger towns and the smaller towns get looked over	3
Kyabram is on the edge and gets forgotten	2
We don't see much of what the Council does for us they mainly just focus on Echuca	2
A lot of the focus goes to Echuca. We in Kyabram are neglected	1
I don't think they do enough to certain towns	1
In Echuca the services and facilities are better, and Kyabram does not get the attention needed	1
It's very Echuca centric. It's hard for outer towns to get service. It's very inequitable	1
Money is more directed to Echuca	1
Rural areas are not provided support	1
Some parts of Echuca are neglected by the Council	1
The Council is only focused in one area	1
They only care about Echuca. They run their only business and leave after everything is done	1
They only care about where the tourists go and not surrounding local towns	1
We don't get better services like the bigger towns even though we pay the same rates	1
Total	23

Flood prevention, management, and response

Flood response was terrible	3
Because we're in the flood area and haven't had much representation / seen anyone	2
Because in our flooded areas we were cut off and the help from the Council wasn't there	1
Council needs to speed up recovery for flood victims	1
Disastrous performance during and post floods	1
Flood management	1
Flood mitigation	1
I have friends who have had long term damage done to their homes from the floods and they haven't heard a word from the Council	1
I think they need to better prepare for floods and actually investigate why we are flooding and take steps to prevent it	1
It is really in bad situation in recovery	1
Mainly due to the floods as money was allocated to the levy time ago and still didn't do anything about it	1
Not handled what happened during the flood and untidiness	1
Post floods, no focus on development	1
Screwed all over the place right after the flood	1
Since the floods nothing has been cleaned	1
The drainage is poor and no one with the Council wants to help	1
The floods	1
The way they manage things after the floods is terrible	1
Their flood management plan not having the levy bank implies to those impacted	1
Their handling of October flood was very poor. Poor customer service at their office	1
Total	23



<i>General negative</i>	
They do nothing	3
They just don't seem to care	3
I'm not happy with the Council	2
A lot of Council departments hinder people	1
Doing very little, can't see Council doing anything	1
It's in the media	1
Our Council is lacking compared to the neighbouring Council other side of the river	1
The Council is just horrible	1
They are in each other's pockets '	1
They didn't do enough all you hear is complaints on all the things we have an issue with	1
They don't seem to maintain anything other than the bins	1
They seem to be more concerned in lining up their own pockets instead of putting the money into developing our infrastructure	1
They set up their own little community for themselves	1
They tend to meet the satisfaction of some and not all	1
They're very average	1
Too much importance put on stuff the Council can't control and a waste of time on stuff like indigenous culture	1
Total	21

<i>Council governance, management</i>	
Council isn't doing enough	2
The Council doesn't do much / no action	2
Very poor performance	2
Completely off target	1
Incompetence, they don't really address rural problems	1
Incompetent Council	1
Lack of execution	1
More transparency	1
Nothing seems to change	1
Operation of Council is non-existent. We have got 22,000 population but we don't have any planning	1
Someone else needs to take control	1
The Council performance very poorly and they take a lot of money and don't provide the facility according to that	1
There's too much bureaucracy in there	1
Total	16



Council services and facilities

A lot of it has to do with the pools and other facilities. Didn't act on what they said	1
Action on responding on community services. Projects that aren't implemented in local area	1
Basic amenities are inadequate, like ramps for disabled people	1
I just want the gutter drained in front of my house	1
No activities being done at the moment	1
No services provided, not even garbage collection	1
Services need to be accessible to all ages	1
Should work more for the kids	1
Slow response, limited in services	1
The Council is outsourcing all services to private vendors	1
The pool is very concerning	1
They are gutting the library before Easter heritage festival	1
They don't provide the services that we actually need	1
We get no service at all	1
Total	14

Rates, fees, and charges

The rates are too high	3
Paid a lot of rates and not getting what I'm supposed to get	2
A lot of wastage of our rates. There's a lot of things to be improved	1
I do not receive mail, get my rubbish collected or have any roads but pay full rates	1
I pay \$2,000 a year for rates, and I get next to no value	1
They have high rates but don't provide services according to that	1
We paid the rates, yet no facilities provided	1
We used to pay our rates by instalments and now we have to go down to the service centre to pay and its pretty **** poor to do that	1
Total	11

Community focus

Don't think that they serve the community enough	2
Council is more worried about money than community	1
Council doesn't seem to be very nice with the community	1
I feel they don't do anything for the community and only serve a small group of elite people	1
It's not focused on the community	1
They are just focused on tourism and not the local community	1
They do a lot of stuff to bring in tourists but not enough for the actual community that lives here	1
They don't really do much for the residents of the Shire	1
They don't seem to think we exist. We receive very little support	1
They focus more on big businesses and not on us as individuals	1
Total	11



Roads and traffic management

Hard to get the road graded. Huge wait times	2
Council needs to be more active and do the maintenance of roads	1
Has not been graded or fixed to this day	1
Lack of road maintenance	1
Roads never gets graded unless we complain	1
Roads should be improved massively	1
The roads is a big problem after the floods	1
They always could do better. Mainly the roads	1
They re-did our whole street and made a whole debacle	1
Total	10

Parks, gardens, trees, and open spaces

Been fighting for a park only for park equipment to be taken away	1
Council needs to be more active and do the maintenance of parks	1
I complained about the tree on my nature strip being too big. The branches fall on cars, and they could fall on a person. But they don't seem to be able to do anything about it	1
More initiatives to improve family friendliness for planning the parks and garden	1
Parks, gardens are worst	1
We don't have any progress in the city at all. The parks and gardens all are disgrace	1
Total	6

Financial management and priorities

Lack of resources or funding	1
The funding is lesser, and maintenance of amenities are poor in the last 10 years	1
They are not putting money in needed areas and focuses on areas that are already good enough	1
They don't do anything, and they spend money and there is nothing to show for what we pay	1
They spend money on irrelevant things	1
They waste a lot of money on the main street of town. The whole vibe of town has changed	1
Total	6



<i>Cleanliness, maintenance, and beautification</i>	
The general upkeep of town is terrible	2
Have to clean up litter on the road on my own	1
We pay a lot of money in tax, but the maintenance is too slow	1
Echuca maintenance is poor	1
If you drive into Echuca the tip looks better, the front nature strip used as a car dump area with vulgar languages written on them all the Council cares about is the port	1
Nothing looks right in town	1
The presentation of Echuca	1
Echuca maintenance is poor	1
If you drive into Echuca the tip looks better, the front nature strip used as a car dump area with vulgar languages written on them all the Council cares about is the port	1
Nothing looks right in town	1
The presentation of Echuca	1
Total	12
<i>Council customer service and responsiveness</i>	
Council dismisses our needs whenever we approach them	1
The Council takes too long to respond	1
They never help you do anything and when you ask, they still do nothing	1
Total	3
<i>Planning, housing, and development</i>	
Hard to get permits. Huge wait times	1
Poor planning department	1
Total	2
<i>Other</i>	
Footpaths are slippery, especially at Hare St	1
Bin collection been a nightmare since they changed the contractors	1
Cut a lot of businesses	1
Lack of encouragement in community	1
More could be done	1
The structure of the Shire is bit expensive with the 500,000 living. It is more than Melbourne	1
They focus too much on the ports and not developing infrastructure	1
Total	7
Total	189



Appendix Two: survey form



Hi my name is _____ from Metropolis Research and I am here on behalf of Campaspe Shire Council.

Council is required, under government regulations to conduct a community satisfaction survey every year, and we would welcome your feedback on the performance of Council.

We would like to invite someone in your household to participate in the survey.

The survey will take approximately 15 mins to complete, is completely confidential and voluntary.

We are hoping to speak to people aged between 15-34 to ensure we have good representation of all age groups within our community, but are happy to speak to anyone in the household.

1

Have you contacted Campaspe Shire Council in the last 12 months?

Yes (continue) 1 No (go to Q.4) 2

2

When you last contacted the Council, was it?

(Please circle one only)

Visit in person	1	Social media (e.g. Facebook)	6
Telephone (during office hours)	2	Webchat	7
Telephone (after hours service)	3	Directly with a Councillor	8
Mail	4	Website	9
Email	5		

3

On a scale of 0 (lowest) to 10 (highest), how satisfied were you with the following aspects of how you were served when you last interacted with Campaspe Shire Council?

1. Care and attention to you and your enquiry	0	1	2	3	4	5	6	7	8	9	10	99
2. The provision of accurate information or referred to relevant officer	0	1	2	3	4	5	6	7	8	9	10	99
3. The speed and efficiency of service	0	1	2	3	4	5	6	7	8	9	10	99
4. Staff courtesy and professionalism	0	1	2	3	4	5	6	7	8	9	10	99
5. Staff understanding of your communication needs or requirements	0	1	2	3	4	5	6	7	8	9	10	99
6. Overall satisfaction with the customer service experience	0	1	2	3	4	5	6	7	8	9	10	99

On a scale of 0 (lowest) to 10 (highest), please rate the importance to the community, and then your personal level of satisfaction with each of the following Council provided services and facilities.

1. Maintenance and repairs of sealed local roads	Importance	0	1	2	3	4	5	6	7	8	9	10	99
	Satisfaction	0	1	2	3	4	5	6	7	8	9	10	99
<i>Are there any roads of particular concern?:</i>													
2. Maintenance and repairs of unsealed local roads	Importance	0	1	2	3	4	5	6	7	8	9	10	99
	Satisfaction	0	1	2	3	4	5	6	7	8	9	10	99
3. Drains maintenance and repairs	Importance	0	1	2	3	4	5	6	7	8	9	10	99
	Satisfaction	0	1	2	3	4	5	6	7	8	9	10	99
4. Footpath maintenance and repairs	Importance	0	1	2	3	4	5	6	7	8	9	10	99
	Satisfaction	0	1	2	3	4	5	6	7	8	9	10	99
5. Weekly regular garbage collection service (Red bin)	Importance	0	1	2	3	4	5	6	7	8	9	10	99
	Satisfaction	0	1	2	3	4	5	6	7	8	9	10	99
6. Fortnightly regular recycling collection service (Yellow bin)	Importance	0	1	2	3	4	5	6	7	8	9	10	99
	Satisfaction	0	1	2	3	4	5	6	7	8	9	10	99
7. Provision and maintenance of street trees	Importance	0	1	2	3	4	5	6	7	8	9	10	99
	Satisfaction	0	1	2	3	4	5	6	7	8	9	10	99
8. Provision and maintenance of parks, gardens, and open spaces	Importance	0	1	2	3	4	5	6	7	8	9	10	99
	Satisfaction	0	1	2	3	4	5	6	7	8	9	10	99
9. Animal management	Importance	0	1	2	3	4	5	6	7	8	9	10	99
	Satisfaction	0	1	2	3	4	5	6	7	8	9	10	99
10. Emergency management and response (e.g., Council response to Fire, Flood, Drought emergencies)	Importance	0	1	2	3	4	5	6	7	8	9	10	99
	Satisfaction	0	1	2	3	4	5	6	7	8	9	10	99
11. The Campaspe Times community newsletter	Importance	0	1	2	3	4	5	6	7	8	9	10	99
	Satisfaction	0	1	2	3	4	5	6	7	8	9	10	99

On a scale of 0 (lowest) to 10 (highest), please rate the importance of the following services to the community, followed by your personal level of satisfaction with only the services you or a family member has used in the past 12 months?

(Survey note: Ask importance, then use, then satisfaction only if service has been used in last 12 months)

1. Council's website	Importance	0	1	2	3	4	5	6	7	8	9	10	99	
	Used	Yes					No							
	Satisfaction	0	1	2	3	4	5	6	7	8	9	10	99	
2. Fortnightly green waste and organics collection service (Green bin)	Importance	0	1	2	3	4	5	6	7	8	9	10	99	
	Used	Yes					No							
	Satisfaction	0	1	2	3	4	5	6	7	8	9	10	99	
3. Waste Transfer Stations / the 'Tip'	Importance	0	1	2	3	4	5	6	7	8	9	10	99	
	Used	Yes					No							
	Satisfaction	0	1	2	3	4	5	6	7	8	9	10	99	
4. Local library	Importance	0	1	2	3	4	5	6	7	8	9	10	99	
	Used	Yes					No							
	Satisfaction	0	1	2	3	4	5	6	7	8	9	10	99	
5. Sports ovals and other local sporting facilities (including activities)	Importance	0	1	2	3	4	5	6	7	8	9	10	99	
	Used	Yes					No							
	Satisfaction	0	1	2	3	4	5	6	7	8	9	10	99	
6. Public toilets	Importance	0	1	2	3	4	5	6	7	8	9	10	99	
	Used	Yes					No							
	Satisfaction	0	1	2	3	4	5	6	7	8	9	10	99	
7. On and off-road bike paths (including shared pathways)	Importance	0	1	2	3	4	5	6	7	8	9	10	99	
	Used	Yes					No							
	Satisfaction	0	1	2	3	4	5	6	7	8	9	10	99	
8. Outdoor and indoor pools	Importance	0	1	2	3	4	5	6	7	8	9	10	99	
	Used	Yes					No							
	Satisfaction	0	1	2	3	4	5	6	7	8	9	10	99	
9. Services for children from birth to 5 years of age (e.g. Maternal & Child Health, immunisation, playgroups, kinder)	Importance	0	1	2	3	4	5	6	7	8	9	10	99	
	Used	Yes					No							
	Satisfaction	0	1	2	3	4	5	6	7	8	9	10	99	
10. Services for youth	Importance	0	1	2	3	4	5	6	7	8	9	10	99	
	Used	Yes					No							
	Satisfaction	0	1	2	3	4	5	6	7	8	9	10	99	
11. Services for seniors (e.g. Day Care Program, Senior Citizens, respite, personal or domestic care, home maintenance)	Importance	0	1	2	3	4	5	6	7	8	9	10	99	
	Used	Yes					No							
	Satisfaction	0	1	2	3	4	5	6	7	8	9	10	99	

5

12. Services for people with disability	Importance	0	1	2	3	4	5	6	7	8	9	10	99
	Used	Yes					No						
	Satisfaction	0	1	2	3	4	5	6	7	8	9	10	99
13. Arts and cultural events, programs and activities	Importance	0	1	2	3	4	5	6	7	8	9	10	99
	Used	Yes					No						
	Satisfaction	0	1	2	3	4	5	6	7	8	9	10	99

6

On a scale of 0 (lowest) to 10 (highest), can you please rate your satisfaction with each of the following?

1. Council meeting its responsibilities towards the environment	0	1	2	3	4	5	6	7	8	9	10	99
<i>Reasons for rating satisfaction less than 6:</i>												
2. Council's performance in community consultation and engagement	0	1	2	3	4	5	6	7	8	9	10	99
<i>Reasons for rating satisfaction less than 6:</i>												
3. Council's representation, lobbying and advocacy on behalf of the community with other levels of government and private organisations on key issues	0	1	2	3	4	5	6	7	8	9	10	99
4. The responsiveness of Council to local community needs	0	1	2	3	4	5	6	7	8	9	10	99
5. Council's performance in maintaining the trust and confidence of the local community	0	1	2	3	4	5	6	7	8	9	10	99
6. Council making and implementing decisions in the interests of the community	0	1	2	3	4	5	6	7	8	9	10	99
7. Council's performance in providing value for money infrastructure and services that meet the needs of the whole community	0	1	2	3	4	5	6	7	8	9	10	99

7

And on the same scale, please rate your satisfaction with the performance of Council across all areas of responsibility.

1. Overall performance	0	1	2	3	4	5	6	7	8	9	10	99
If satisfaction rated less than 6, why do you say that?												

8

Over the past 12 months, do you think Council's overall performance has?

Improved	1	Deteriorated	3
Stayed the same	2	Don't know, can't say	9

9 Can you please list what you consider to be the top three issues for the Campaspe Shire at the moment?

Issue One:	
Issue Two:	
Issue Three:	

10 What is the most important thing Campaspe Shire Council should do to improve its performance?

Improvement:	

11 What, if any, are all the ways you would prefer Council to communicate and inform you about council news, information, and events?

(please circle as many as appropriate)

- | | | | |
|---|----------|--------------------------|----------|
| Social media (e.g., Facebook) | 1 | SMS / text messages | 5 |
| A printed newsletter delivered via the mail | 2 | Council's website | 6 |
| A newsletter delivered via email | 3 | Public forums / meetings | 7 |
| Advertising in the local newspapers | 4 | Other: _____ | 8 |

12 What, if anything, do you believe Council should do to support tourism and to increase the number of visitors to the Shire?

One:	
Two:	
Three:	

13 What, if anything, do you believe Council should do to support economic development and increase economic activity in the shire?

One:	
Two:	
Three:	

14**Was your residence directly impacted by the October 2022 floods?**

Yes 1 No 2

15**On a scale from 0 (very poor) to 10 (very well), how well do you believe Council responded to and supported the community through the flood event?**

1. Immediate response to the flood	0	1	2	3	4	5	6	7	8	9	10	99
2. Follow up support to the community	0	1	2	3	4	5	6	7	8	9	10	99

If satisfaction rated less than 6, why do you say that?

16**What are the most important issues that you believe Council should focus on to support recovery?**

One:	
Two:	
Three:	

17**Please indicate which of the following best describes you.**

15 - 19 Years	1	45 - 54 Years	4
20 - 34 Years	2	55 - 74 Years	5
35- 44 Years	3	75 Years or Over	6

18**With which gender do you identify?**

Male	1	Other term: _____	4
Female	2	Prefer not to say	9
Non-binary	3		

19**Do any members of this household speak a language other than English at home?**

English only 1 Other _____ 2

20**What is the structure of this household?**

Two parent family (<i>youngest 0 - 4 yrs</i>)	1	One parent family (<i>youngest 13-18</i>)	7
Two parent family (<i>youngest 5 – 12 yrs</i>)	2	One parent family (<i>adult child only</i>)	8
Two parent family (<i>youngest 13 - 18 yrs</i>)	3	Group household	9
Two parent family (<i>adult child only</i>)	4	Sole person household	10
One parent family (<i>youngest 0 - 4 yrs</i>)	5	Couple only household	11
One parent family (<i>youngest 5 – 12 yrs</i>)	6	Other (<i>specify</i>): _____	12

21

Which of the following best describes the current housing situation of this household?

- | | | | |
|--|----------|-------------------|----------|
| Own this home / mortgage (paying off home) | 1 | Other arrangement | 3 |
| Renting this home | 2 | | |

22

How long have you lived in the Campaspe Shire?

- | | | | |
|------------------------|----------|-------------------------|----------|
| Less than 1 year | 1 | 5 to less than 10 years | 3 |
| 1 to less than 5 years | 2 | 10 years or more | 4 |

If less than 5 years, what was your previous Council

23

Do you have any further comments you would like to make?

**Thank you for your time
Your feedback is most appreciated**

Council will publish the full results of this survey on its website, following detailed analysis and discussion with Councillors and senior officers.