



Council Agenda



Date: 16 May 2023
Time: 6:00 pm
Venue: Echuca Civic Centre

Photo Left to Right: Cr Tony Marwood, Cr Colleen Gates (Deputy Mayor), Cr Paul Jarman, Cr Daniel Mackrell, Cr Rob Amos (Mayor), Cr Leanne Pentreath, Cr Chrissy Weller, Cr Adrian Weston and Cr John Zobec.

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For a meeting of the Campaspe Shire Council held on Tuesday 16 May 2023, commencing at 6:00pm at the Council Chambers, Echuca Civic Centre.

Acknowledgement of Country

The Shire of Campaspe is the traditional lands of the Dja Dja Wurrung, Taungurung and Yorta Yorta Peoples.

We respect and acknowledge their unique Aboriginal cultural heritage and pay our respect to their ancestors, descendants and emerging leaders as the Traditional Owners of this Country.

We acknowledge their living culture and their unique role in the life of this region.

Opening Prayer

We pray to almighty God that our decisions as a Council be in the best interest of the people, culture and the environment of the Shire of Campaspe.

Amen

Meeting Procedures

Please ensure that all electronic devices are turned off or switched to silent.

Council meetings are broadcast live via the internet. During the meeting, members of the public may be recorded, particularly those speaking to an item. By attending this meeting, you are consenting to the possibility that your image may also be broadcast to the public. Any personal and health information voluntarily disclosed by any person at Council meetings may be broadcast live, held by Council and made available to the public for later viewing.

Those people who have requested to speak to an item will be allowed five minutes to address Council. Speakers will be notified with a bell when there is 60 seconds remaining. Speakers must only speak in relation to the subject stated on their application and shall not debate the issue with Councillors and officers. Councillors are able to ask questions of the speaker on points of clarification.

Speakers are advised that they do not enjoy any special protection from defamation arising from comments made during their presentation to Council and should refrain from voicing defamatory remarks or personal defamatory statements against any individual. Speakers will be treated with respect when addressing Council. I ask that the same respect is extended to Councillors and officers.

1 Apologies and Requests for Leave of Absence

1.1 Apologies

1.2 Leave of Absence

2 Confirmation of Minutes and Attachments

RECOMMENDATION

That the Minutes of the Campaspe Shire Council Meeting held on 18 April 2023 and 8 May 2023 be confirmed.

3 Disclosure of Conflicts of Interest

In accordance with Section 130(1)(a) of the *Local Government Act 2020* Councillors are required to disclose any conflict of interest in respect of a matter to be considered at a Council meeting.

4 Changes to the Order of Business

Once an Agenda has been published on the Council website, the Order of Business for that Council Meeting may only be altered as follows: -

- by the CEO prior to the commencement of the Council Meeting following consultation with the Mayor. Where the alteration occurs after the Agenda has been distributed to the public the alteration must be communicated to the Chair to explain the alteration at the Council Meeting under “changes to Order of Business”; or
- by the Chair during the Council Meeting; or
- by Resolution of the Council during the Council Meeting.

A change to the Order of Business after distribution of the Agenda to the public will be recorded in the Minutes of that Council Meeting.

5 Public Question Time

Question time will be available at a Council Meeting, except for an Unscheduled Meeting, to enable members of the public to address questions to Council.

All questions must: -

- be received in writing on either of the prescribed forms as outlined on Council’s website; and

- be received no later than 12:00pm (noon) on the day before the Council Meeting.

Please refer to Council's Governance Rules for further information regarding Public Question Time procedures.

6 Petitions / Joint Letters

Nil.

7 Acknowledgements / Councillor Reports

At each Ordinary Meeting, Councillors will have the opportunity to: -

- acknowledge significant community members and events. These may relate to notable achievements by community members and groups, and the offering of condolences to a person who has distinguished service in the local area.
- report on any meetings, conferences or events that they have recently attended; or
- report on any matters or progress in relation to a Delegated Committee they are part of.

The duration of any acknowledgement or report from a Councillor will be limited to two (2) minutes.

The CEO must be notified of any acknowledgment or report to be raised by a Councillor at a Council Meeting at least three (3) hours before the commencement of the Council Meeting.

8 Council Decisions

8.1 Responsible Authority Decisions

A Responsible Authority is defined under Section 13 of the *Planning & Environment Act 1987* and is responsible for administering and enforcing the planning scheme and its provisions in relation to use and development.

Nil received.

8.1.1 Planning Decision monthly update

Directorate:	Community
Responsible Officer:	Acting Manager Planning and Building
Manager:	Acting Director Community
Attachments:	Nil

1. PURPOSE

The purpose of this report is to provide information on the determined planning applications including other planning decisions as of 30 April 2023.

2. RECOMMENDATION

That Council acknowledge:

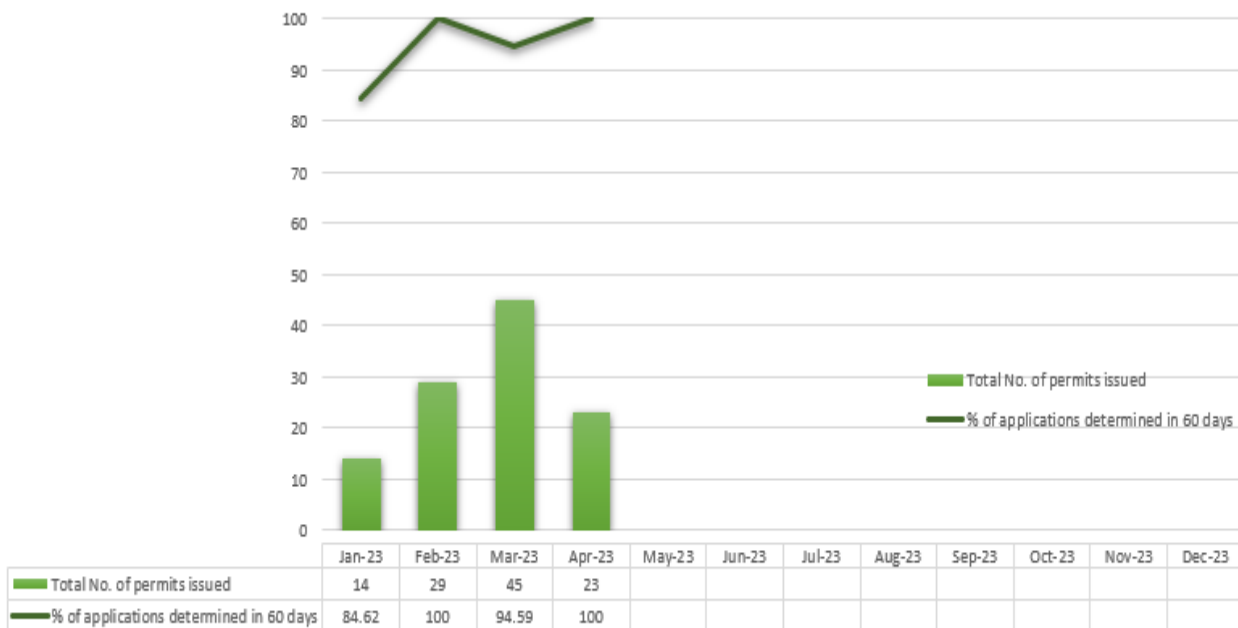
- 1. the determined planning permit applications and other planning decisions, as of 30 April 2023**

3. DISCUSSION

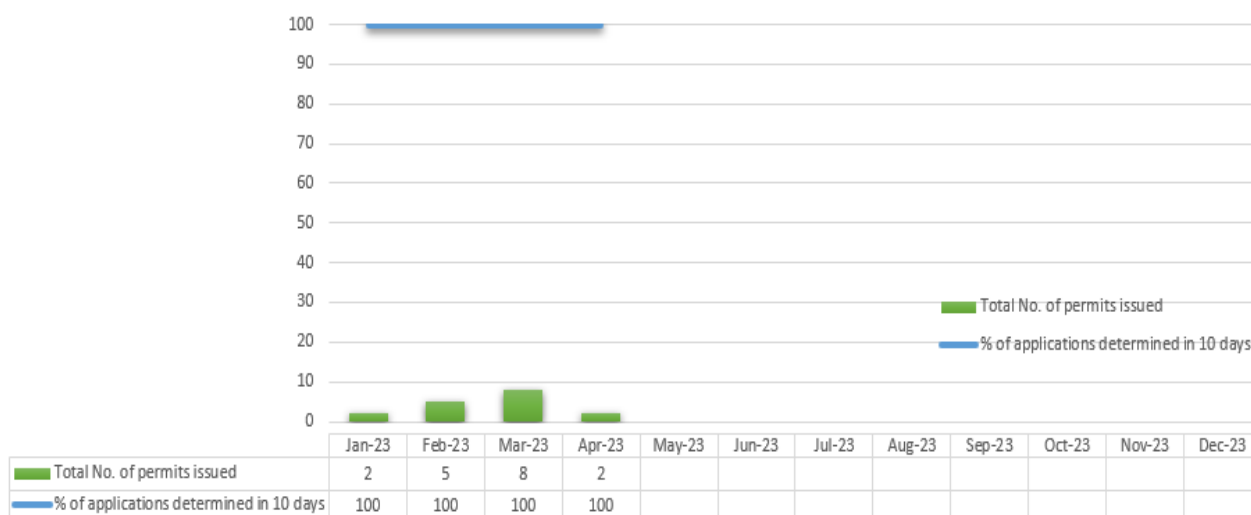
The snapshot provided below outlines the number of applications determined and processing times of determined planning permit applications for the month of April 2023. The figures provided indicated that at the end of the report period.

- 19 planning permit applications were received
- 35 applications were determined under delegation
- 23 planning permit applications were determined under delegation
- The median processing of an application to determination is 40 days

APPLICATION NOS & % of APPLICATIONS IN 60 DAYS



VICSMART APPLICATION NOS & % of APPLICATIONS IN 10 DAYS



It is noted that the statutory timeframe to determine an application within 60 days under the Planning and Environment Act 1987 includes mandated referral authority times and advertising. When reviewing the timeframes, consideration must be applied where the applicant has requested additional time to resolve matters for an improved outcome, resolving matters with referral authorities or where the additional information sought requires specialised skills.

Planning Applications are prioritised based on their complexity, being:

P1 Applications - 10 Days (VicSmart, no referrals, exempt from notice)

P2 Applications - 11 - 45 Days (referred, advertised, no objections)

P3 Applications - 46 - 60 Days (referred, advertised, received objections, consultation)

Planning Register

All planning permit applications are available on the planning register to view the progress of the application, check if further information is required, check for public notification and view decisions on applications: online www.campaspe.vic.gov.au/Plan-build/Planning/Planning-register

April Delegate Decisions

Application ID	Full Details	Property Address	Stage/Decision	Days Utilised
PLN013/2023	Buildings and works (Outbuilding, dwelling extension and external alterations) in the Urban Floodway Zone	46 Goulburn Road, ECHUCA VIC 3564	Refused	58
PLN020/2023	Buildings and Works (dwelling) in the Rural Living Zone Schedule 2	30 Curlew Drive, ECHUCA VIC 3564	Permit Issued	7
PLN023/2023	Development of the land for a telecommunication facility in the Farming Zone Schedule 1 pursuant to Clause 52.19, and creation of access to a Transport Zone 2 pursuant to Clause 52.29	Murray Valley Highway, TORRUMBARRY VIC 3562	Permit Issued	43
PLN024/2023	Boundary realignment (dwelling excision) in the Farming Zone Schedule 1 and Land Subject to Inundation Overlay	3 Wilson Road, WYUNA EAST VIC 3620	Permit Issued	54
PLN028/2022	Amendment - Pole Sign and Internally Illuminated Business Identification Signage in the Township Zone Pursuant to Clause 52.05	2594 Murray Valley Highway, TORRUMBARRY VIC 3562	Lapsed	45
PLN028/2023	Buildings and works (External Painting), and Business Identification Signage (including animated signage and internally illuminated under verandah sign) in the Commercial 1 Zone, and Heritage Overlay Schedule 203	24 Gillies Street, ROCHESTER VIC 3561	Permit Issued	58
PLN045/2023	VICSMART - Buildings and works (outbuilding) in the Farming Zone Schedule 1	81 Echuca West School Road, ECHUCA VIC 3564	Withdrawn	6

PLN053/2023	VICSMART - Buildings and Works carport and outbuilding) in the Farming Zone Schedule 1	1273 Sinclair Road, KYVALLEY VIC 3621	Permit Issued	8
PLN055/2023	Buildings and works (replacement dwelling) in the Farming Zone Schedule 2, Environmental Significance Overlay, Land Subject to Inundation Overlay and Restructure Overlay	207 Bangerang Road, ECHUCA VILLAGE VIC 3564	Permit Issued	16
PLN056/2023	VICSMART - Business Identification Signage in the Heritage Overlay Schedule HO3	366 High Street, ECHUCA VIC 3564	Permit Issued	4
PLN058/2023	Buildings and works (dwelling) in the Rural Living Zone	36 Curlew Drive, ECHUCA VIC 3564	Permit Issued	1
PLN067/2023	Buildings and works (building extension) in the Commercial 1 Zone and reduction of the car parking requirements pursuant to Clause 52.06	131 Allan Street, KYABRAM VIC 3620	Permit Issued	24
PLN069/2023	Buildings and works (swimming pool and outbuilding) in the Farming Zone Schedule 1	615 Looker Road, ECHUCA VILLAGE VIC 3564	Permit Issued	11
PLN082/2023	Sale of packaged liquor (packaged liquor license)	73-85 Murray Valley Highway, ECHUCA VIC 3564	Withdrawn	0
PLN198/2022	Removal of native vegetation (2 Trees) pursuant to Clause 52.17	169 Wharparilla Drive, ECHUCA VIC 3564	Permit Issued	57
PLN315/2022	Development of the land for two (2) additional dwellings and associated alterations to the existing dwelling in the General Residential Zone	81 Campaspe Esplanade, ECHUCA VIC 3564	Refused	42
PLN321/2022	Boundary realignment (Dwelling Excision) in the Farming Zone Schedule 1 and Land Subject to Inundation Overlay	96 Mccoll Road, GIRGARRE VIC 3624	Permit Issued	59

PLN324/2022	Use and development of the land for Group Accommodation and Buildings and works (replacement dwelling) in the Farming Zone Schedule 1	191 Mcnaught Road, PATHO VIC 3564	Permit Issued	57
PLN344/2022	Development of the land for three (3) dwellings in the General Residential Zone	129 Stawell Street, ECHUCA VIC 3564	Permit Issued	2
PLN357/2022	Development of the land for a dwelling in the Land Subject to Inundation Overlay	Scott Road, ECHUCA VILLAGE VIC 3564	Permit Issued	40
PLN361/2022	Use and Development of land for a Camping and Caravan Park in the Farming Zone Schedule 1, Bushfire Management Overlay, Environmental Significance Overlay Schedule 1, Floodway Overlay and Land Subject to Inundation Overlay and Removal of Native Vegetation pursuant to Clause 52.17	51 River Avenue, ECHUCA VILLAGE VIC 3564	Permit Issued	58
PLN374/2022	Buildings & Works (Agricultural Building) in the Farming Zone Schedule 1	115 Cooma Road, KYABRAM VIC 3620	Lapsed	5
PLN376/2022	Creation of a temporary access to a road in a Transport Zone 2 pursuant to Clause 52.29	8759 Northern Highway, ECHUCA VIC 3564	Permit Issued	57

Secondary Consent Determined			
Application ID	Full Details	Property Address	Stage/Decision
PLN018/2023	VICSMART - Buildings and Works (Agricultural shed) in the Farming Zone Schedule 1	385 Girgarre-Rushworth Road RUSHWORTH VIC 3612	PmtAmend
PLN032/2022	AMENDMENT - Boundary Realignment into two (2) lots in the General Residential Zone and Land Subject to Inundation Overlay	115 Mackay Street ROCHESTER VIC 3561	PmtAmend
Extension of Time Issued			
Application ID	Full Details	Property Address	Stage/Decision
PLN079/2021	Building and Works (partial demolition, alterations and additions to an existing dwelling) in the Heritage Overlay Schedule 128 and Land Subject to Inundation Overlay	31 Union Street KYABRAM VIC 3620	EOTCompleat
Condition Plans			
Application ID	Full Details	Property Address	Stage/Decision
PLN032/2022	AMENDMENT - Boundary Realignment into two (2) lots in the General Residential Zone and Land Subject to Inundation Overlay	115 Mackay Street ROCHESTER VIC 3561	PmtAmend
PLN284/2022	Development of the land for two (2) dwellings and subdivision of the land into two (2) lots in the General Residential Zone	9 Hare Street ECHUCA VIC 3564	Completed
PLN392/2021	Subdivision of the land into 7 lots in the General Residential Zone and removal of native vegetation	Railway Road ROCHESTER VIC	Completed

	pursuant to Clause 52.17	3561	
PLN129/2022	Subdivision of the land into four (4) lots in the Farming Zone Schedule 1 and Township Zone	22 King Street LOCKINGTON VIC 3563	Completed
PLN169/2022	Boundary re-alignment (dwelling excision) in the Farming Zone Schedule 1 and the Land Subject to Inundation Overlay	1343 Webb Road TIMMERING VIC 3561	Completed
PLN335/2022	Use and development of the land for a dwelling in the Farming Zone Schedule 2, Restructure Overlay, Land Subject to Inundation Overlay and Environmental Significance Overlay Schedule 1	153 Bangerang Road ECHUCA VILLAGE VIC 3564	Completed
PLN357/2022	Development of the land for a dwelling in the Land Subject to Inundation Overlay	Scott Road ECHUCA VILLAGE VIC 3564	Completed
PLN372/2022	Buildings & Works (extension to telecommunication tower) in the Urban Floodway Zone, Heritage Overlay - Schedule 91, and Design and Development Overlay Schedule 4	142 Anstruther Street ECHUCA VIC 3564	Completed
PLN405/2020	AMENDMENT - Subdivision of the land into 34 lots in the General Residential Zone and Land Subject to Inundation Overlay and Removal of Native Vegetation pursuant to Clause 52.17	Lake Road KYABRAM VIC 3620	Completed

8.2 Planning Authority Decisions

A Planning Authority is defined under Section 12 of the *Planning & Environment Act 1987* and is responsible for implementing the objectives of planning in Victoria and reviewing and preparing amendments to a planning scheme.

Nil received.

8.3 Office of the CEO

8.3.1 Campaspe Murray River Councils MOU

Directorate: Office of the CEO

Responsible Officer: Manager Governance & Strategy

Manager: Chief Executive Officer

Attachments: 1. Memorandum of Understanding 2023 [8.3.1.1 - 2 pages]

1. PURPOSE

To seek Council's endorsement of an updated Memorandum of Understanding between Campaspe Shire Council and Murray River Council for cross-border collaboration.

2. RECOMMENDATION

That Council:

- 1. affirms the need for a strong and collaborative working relationship with Murray River Council to support improved service delivery, strengthen the local community and develop the region's economy.**
- 2. endorses the updated Memorandum of Understanding between Campaspe Shire Council and Murray River Council.**
- 3. approves the Mayor and Chief Executive Officer to formally ratify the Memorandum of Understanding through signature.**

3. DISCUSSION

Campaspe Shire Council and Murray River Council enjoy a close relationship as a result of their unique cross-border circumstance.

The economy is primarily driven by the agriculture, food processing and healthcare sectors. Tourism is a significant driver of employment with many supporting industries such as accommodation, food services and retail trade, injecting around \$170 million into the local economy annually.

Sustained population growth, interdependent economic relationships and the complex issues of service delivery require a coordinated approach to ensure the towns of Echuca Moama and surrounding regions prosper. The Memorandum of Understanding (MoU) was first signed in

September 2019 and has recently been updated to reflect more recent priorities and to reconfirm the relationship and approach between the Councils.

The MoU remains underpinned by a number of agreed founding principles, which establish the basis for the mutual commitment between the Councils and set the focus for the ongoing management of the MoU. These principles are as follows:

- Collaboration will be outcomes focused
- That information is captured, shared and innovation supported
- A commitment to maximise service delivery opportunities that meet a common community need as well as seeking to reduce costs and eliminate duplication
- Develop an effective local platform to work with other levels of government to achieve better whole of government outcomes for the community

The MoU key focus areas for cross-border collaboration have been updated to reflect current issues impacting the communities. The updated focus areas are:

- Growing Tourism,
- Addressing workforce shortages,
- Economic Development, and
- Flood Recovery.

Whilst the Councils acknowledge the MoU is not legally enforceable it seeks to rely on the spirit of cooperation between the two local governments for the betterment of the community.

4. CONSULTATION

Internal consultation:

- Executive Management Group

Councillors:

- 02 05 2023 Council Briefing Session.

External consultation:

- Murray River Council Executive

5. STRATEGIC ALIGNMENT

Council Plan 2021-2025

Flourishing local economy

Stimulated economic activity that provides local jobs

Resilient protected and healthy natural environment

Well managed resources for a sustainable future

Growing quality of life

Effective and efficient services available locally

The MoU support improved collaboration between the Council's for the betterment of the cross-border communities. The MoU supports implementation of the Council Plan.

6. POLICIES AND RELATED COUNCIL DOCUMENTS

Nil

7. LEGAL AND STATUTORY OBLIGATIONS

Section 9(2)(a) of the *Local Government Act 2020 (Vic)* provides that Council decisions are to be made and actions taken in accordance with the relevant law.

The MoU does not bind the Councils nor remove power from either to make policy decisions.

8. FINANCIAL IMPLICATIONS

The MoU does not impose financial costs on the Council's. In-addition it acknowledges the potential for fluctuations in resourcing capability and capacity to support joint initiatives by each council from time to time.

9. ECONOMIC, SOCIAL AND ENVIRONMENTAL IMPLICATIONS

The MoU seeks to encourage the councils to contribute to joint initiatives in a matter that is reflective of the relative cost and benefit to each Council for the betterment of the community.

10. ISSUES AND RISK MANAGEMENT

Issues:

The MoU does not raise any issues, it does not bind the Councils nor remove power from either to make policy decisions. The MoU acknowledges the potential for fluctuations in resourcing capability and capacity to support joint initiatives by each council from time to time. It does encourage the councils to seek to contribute to joint initiatives in a matter that is reflective of the relative cost and benefit to each Council for the betterment of the community. It also acknowledges that while both councils have many shared objectives each also has unique points of difference.

Risk:

Risk management has been considered in the preparation of this report and no risks with a high or extreme rating have been identified in this process.

11. CONFLICT OF INTEREST

Section 130 of the *Local Government Act 2020 (Vic)* requires members of Council staff to disclose any general or material conflict of interest in matters to be considered at a Council Meeting.

Memorandum of Understanding

Campaspe Shire Council
and
Murray River Council

This Memorandum of Understanding is brought into effect this day 2023.

SIGNED on behalf of **Campaspe Shire Council**:

Mayor

Councillor Rob Amos _____

Date: / /

Chief Executive Officer

Pauline Gordon _____

Date: / /

SIGNED on behalf of **Murray River Council**:

Mayor

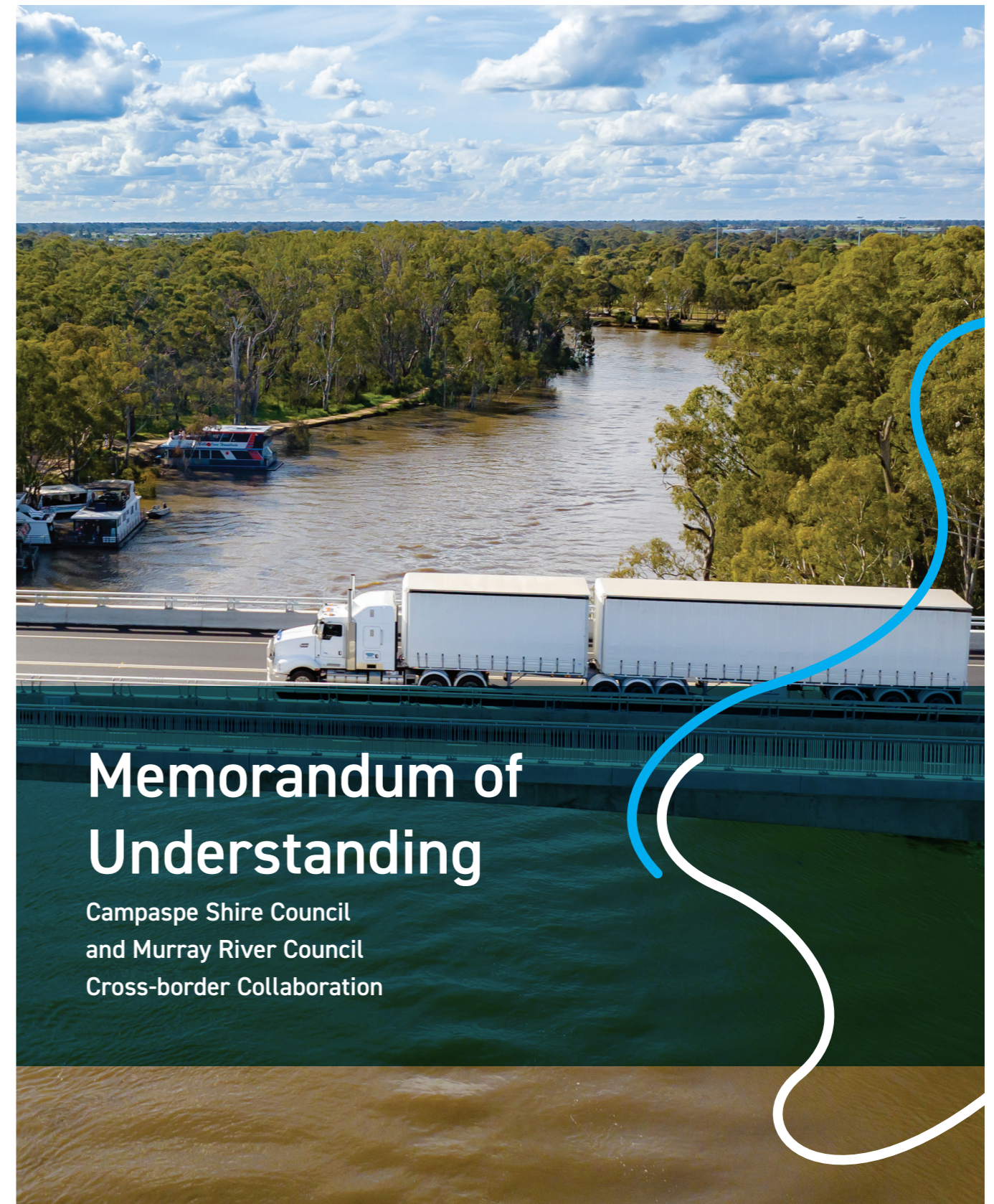
Councillor Chris Bilkey _____

Date: / /

Chief Executive Officer

Terry Dodds _____

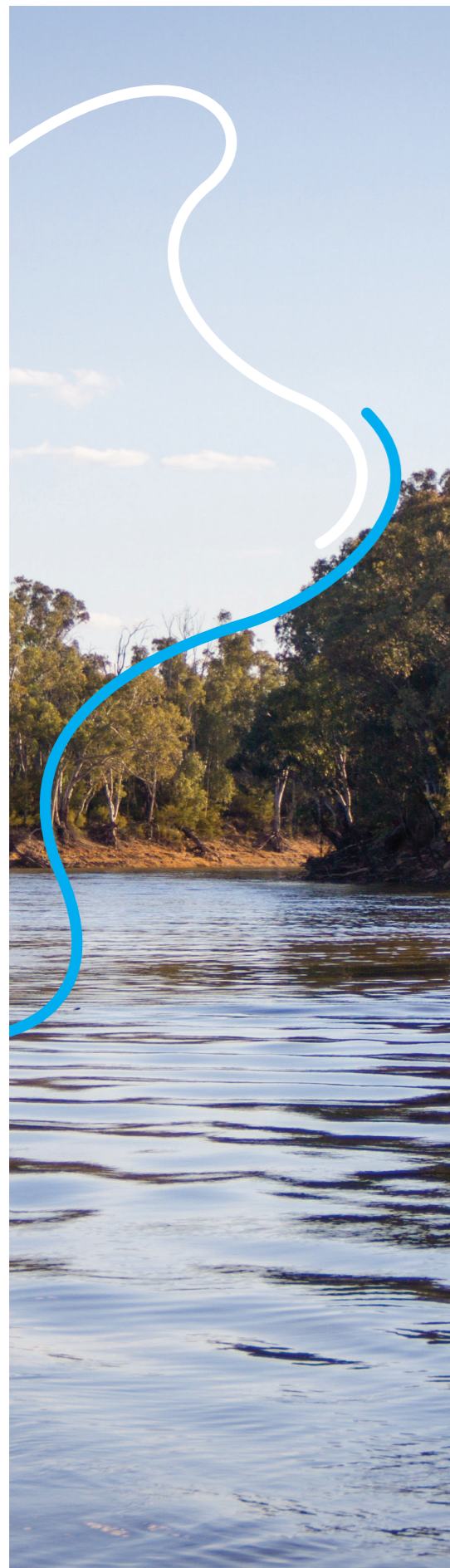
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Memorandum of Understanding

Campaspe Shire Council
and **Murray River Council**
Cross-border Collaboration





Memorandum of Understanding

Campaspe Shire Council and Murray River Council Cross-border Collaboration

Purpose

Campaspe Shire Council and Murray River Council enjoy a close relationship as a result of their unique cross border circumstance.

The Councils are keen to continue to work closely and collaboratively to improve service delivery, strengthen the local community and further develop the region economically.

Sustained population growth, interdependent economic relationships and the complex issues of service delivery require a coordinated approach to ensure the towns of Echuca Moama and surrounding regions prosper.

About Us

Echuca Moama is strategically located on either side of the Murray River, approximately 180 kilometres north of Melbourne and is classified by the Australian Bureau of Statistics as significant urban area having a combined population of over 20,000 residents.

The economy is primarily driven by the agriculture, food processing and healthcare sectors. Tourism is a significant driver of employment with many supporting industries such as accommodation, food services and retail trade, injecting around \$170 million into the local economy annually.



Principles of Cross-border Collaboration

This Memorandum of Understanding between the Councils is underpinned by a number of agreed founding principles, which establish the basis for the mutual commitment between the parties and set the focus for the ongoing management of this Agreement. These principles are as follows:

- Collaboration will be outcomes focused
- That information is captured, shared and innovation supported
- A commitment to maximise service delivery opportunities that meet a common community need as well as seeking to reduce costs and eliminate duplication
- Develop an effective local platform to work with other levels of government to achieve better whole of government outcomes for the community

Partnership Agreement Objectives

- A holistic approach to regional planning and strategy to ensure successful implementation over the long term and the achievement of identified objectives
- Maximise benefits derived from the Councils' limited capital funds by adopting a co-operative approach to planning, funding and implementing major infrastructure and facilities
- Use our combined forces to advocate for and attract investment (public and private) that brings innovation to, and strengthens the local economy
- Engage and consult our community to ensure we speak with 'one voice'
- Deliver outcomes and value for money through improved cooperation, while ensuring all initiatives provide shared benefit
- Partner with the NSW, Victorian and Commonwealth Governments to better inform decision making, infrastructure investment, service delivery and to overcome cross border issues and constraints

Key Focus Areas

The Councils agree the 2023/25 key focus areas for cross border collaboration are:

- Growing Tourism,
- Addressing workforce shortages,
- Economic Development
- Flood Recovery

Implementation of the Agreement

The responsibility for ensuring the progression and fulfilment of this MoU is held by the Chief Executive Officer Campaspe Shire Council and Chief Executive Officer Murray River Council.

Status of the Memorandum of Understanding

The Councils acknowledge the MoU is not legally enforceable but relies on the spirit of cooperation between the two local governments for the betterment of the community.

The Councils acknowledge the potential for fluctuations in resourcing capability and capacity to support joint initiatives from time to time. They will seek to contribute to joint initiatives in a matter that is reflective of the relative cost and benefit to each council for the betterment of the community.

It is acknowledged that while both councils have many shared objectives each also has unique points of difference.

This agreement is not intended to remove power from either local government to make policy decisions.

Final policy decisions remain with each Council.

Review of this Memorandum of Understanding

The MoU will be reviewed every two years including the review of key focus areas and the setting of new priorities for the upcoming period. The MoU may be amended at any time by agreement in writing of the parties.

Dispute Resolution

Where any dispute arises under this MoU, the Councils will take all necessary steps to resolve the dispute expeditiously by mutual agreement.



8.4 Corporate

8.4.1 Campaspe 2023 Community Satisfaction Survey

Directorate: Office of the CEO

Responsible Officer: Manager Governance and Strategy

Manager: Chief Executive Officer

Attachments: 1. Campaspe - 2023 Annual Community Satisfaction Survey Report [8.4.1.1 - 157 pages]

1. PURPOSE

To inform Council of the outcomes of the 2023 Community Satisfaction Survey results.

2. RECOMMENDATION

That Council:

- 1. receives the results of the 2023 Campaspe Community Satisfaction Survey.**
- 2. acknowledge areas such as Waste and Library services where scores meet or exceed industry average.**
- 3. acknowledge areas of lower scoring in customer service, local roads, drains, footpaths and amenity areas.**
- 4. authorise the Chief Executive Officer to develop an action plan to address the lower scoring results, to be developed by the end of June 2023.**

3. DISCUSSION

Local Government Victoria each year coordinates a Community Satisfaction Survey to rate the importance and performance of local government services across Victoria. While participation in the Local Government Victoria survey itself is optional, it has been Council's method of collecting and complying with our mandatory reporting obligations under the Local Government Performance Reporting Framework.

Campaspe opted out of the Local Government Victoria offering for 2023 in preference for a directly appointed contractor. Metropolis Research Pty Ltd was engaged to develop and deliver a wider and more targeted variety of questions for the Campaspe 2023 Community Satisfaction Survey.

The survey is required to ask participants to respond to a series of questions around six 'core measures. These measures are identical for all participating Victorian councils and are used for benchmarking purposes.

In addition, to these core measures the 2023 Campaspe survey seeks to better understand the importance and satisfaction of 24 individual services and facilities provided by Council, including:

- Waste Services
- Provision and maintenance of street trees, parks gardens and open spaces
- Public toilets

- Communication methods
- Youth services
- Arts and culture events, programs, and activities
- Local roads (sealed and unsealed)
- Maintenance and repair of footpaths and drains
- Library services
- Services for children, seniors, and people with a disability
- Sports ovals and other local sporting facilities
- On and off-road bike paths
- Outdoor and indoor pools
- Emergency management
- Animal management

Further the report examines Councils response and support to the community following the impact of the October 2022 floods. It also identifies the most important issues that our community believe Council should focus on to support recovery, specifically:

- Flood Mitigation
- Rebuilding roads and transport infrastructure
- Communication, consultation and engagement with the community
- Getting people back into their homes

Findings

The 2023 survey results show some small increases on the previous 2022 results across several measures and a longer-term downward trend in relation to satisfaction with sealed local roads.

Core Performance Measure	2022 Index Score*	2023 Index Score*	Comment	
Overall Performance	49	49.1		Steady
Value for Money	42	45	↑	3 Point increase
Customer Service	61	60	↓	1 Point decrease
Community Decisions	43	47	↑	4 Point increase
Consultation and Engagement	42	49	↑	7 Point increase
Sealed local roads	41	39	↓	3 Point decrease

*Index scores are out of 100.

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 represents the lowest recorded.

Recent flood events, particularly for Campaspe West was a significant negative factor underpinning the low satisfaction, although it is important to note that satisfaction with sealed local roads has been trending lower for a significant period.

This result was measurably lower than the long-term average satisfaction since 2014 of 46.

Seal Local Roads of Concern

The survey noted that whilst many of these reasons for dissatisfaction reflect the 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.

The survey provided opportunity for verbatim comment allowing the capture of specific locations or roads. The following were the most mentioned roads:

Specific Road (from Verbatim Feedback)	Mentions	Responsibility
Echuca to Kyabram Rd	7	RRV (Regional Roads Victorias)
Almost all the roads in and around Echuca	4	Campaspe Shire Council
Prairie-Rochester Rd	4	RRV
Curr Rd	2	Campaspe Shire Council
Echuca Rd	2	RRV
Echuca to Rochester	2	RRV
Haverfield St	2	Campaspe Shire Council
Huge potholes on the road to Shepparton from Echuca	2	RRV
Murray Valley Highway	2	RRV
Road between Echuca and Kyabram	2	RRV
Roads in Rochester	2	Campaspe Shire Council
Stratton Rd	2	Campaspe Shire Council
The Highway	2	RRV

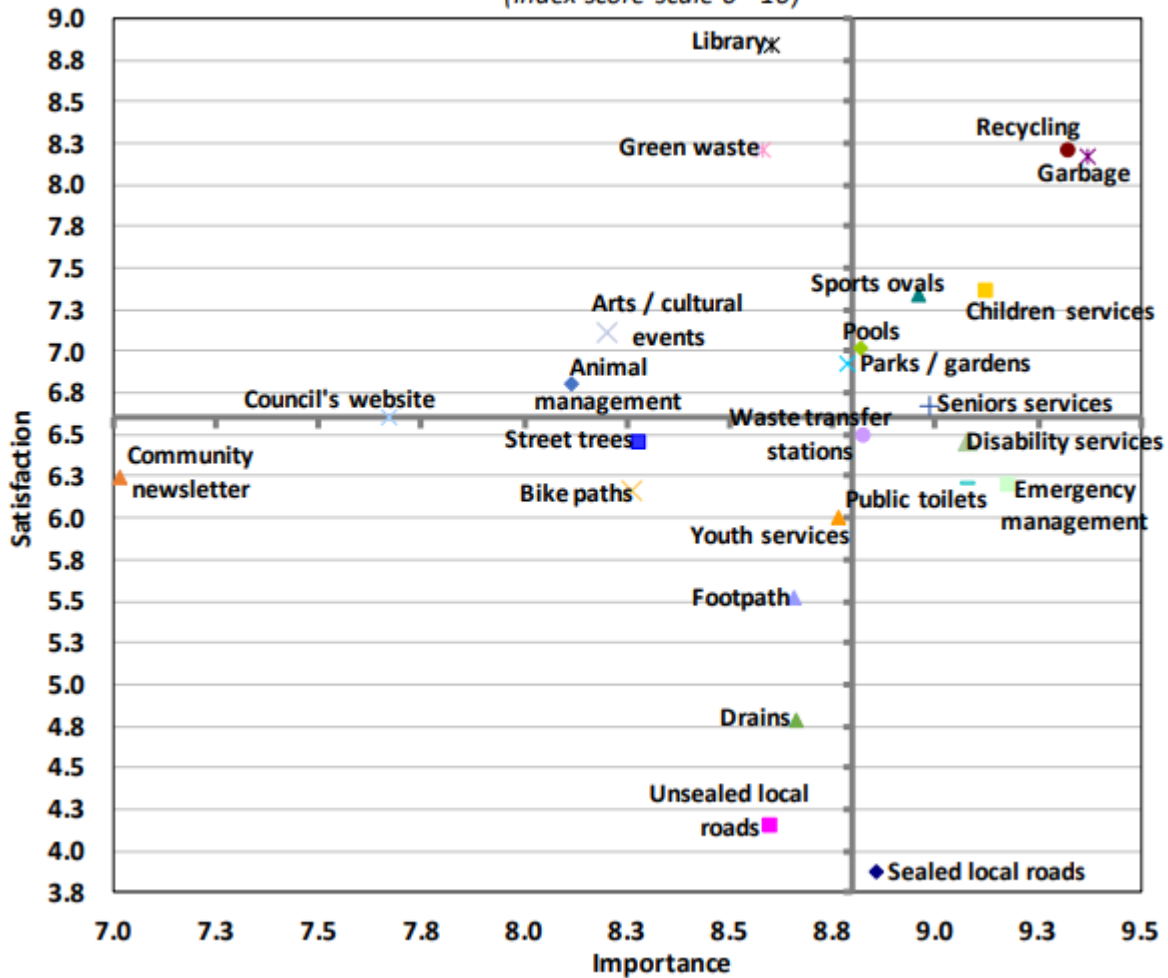
Individual Service Areas

Satisfaction with the 24 individual services and facilities surveyed 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.

The following graph demonstrates the average importance of each surveyed Council service or facility against the average satisfaction. Services and facilities located in the top right quadrant were deemed more important than average, and of higher-than-average satisfaction. Whilst services in the bottom right-hand quadrant were those of most concern and had higher-than-average importance but received lower than average satisfaction scores.

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



Of significant concern is the level of satisfaction with the maintenance and repair of both sealed and unsealed local roads, but also the provision and maintenance of drains and footpaths. Whilst 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 community newsletter.

Improvement in satisfaction in these lower performing areas is required and improvements to these areas are likely to result in improvements in overall satisfaction with Council.

Importantly the service that is delivered by Council may not require change but the method or form of communication in relation to the outcomes of the service may positively impact the result in future years.

Identification of strategies to address these individual service areas that have recorded lower public perception scores should be a specific focus.

4. CONSULTATION

Internal consultation:

- Executive Leadership Team

Councillors:

- 2 May 2023 Council Briefing Session.

5. STRATEGIC ALIGNMENT

Council Plan 2021-2025

Growing Quality of Life

- Effective and efficient services available locally

6. POLICIES AND RELATED COUNCIL DOCUMENTS

Nil.

7. LEGAL AND STATUTORY OBLIGATIONS

Section 9(2)(a) of the *Local Government Act 2020* (Vic) provides that Council decisions are to be made and actions taken in accordance with the relevant law.

The survey assists Council in meeting its reporting obligations.

8. FINANCIAL IMPLICATIONS

Section 9(2)(g) of the *Local Government Act 2020* (Vic) provides that the ongoing financial viability of the Council is to be ensured.

Providing improved levels of service for the lower performing areas is likely to have a cost impact to Council. In its draft Budget 2023-2024 Council has included funding for additional resources to increase the focus on its road and parks maintenance.

9. ECONOMIC, SOCIAL AND ENVIRONMENTAL IMPLICATIONS

The survey provides Council with a wide range of information covering community satisfaction, community sentiment, and involvement in services and facilities. The survey provides information that, together with other community engagement and feedback activities, can help Council direct its energies and resources to the issues that our community believe to be the highest priorities.

10. ISSUES AND RISK MANAGEMENT

Issues:

The 2023 Community Satisfaction Survey seeks to provide Council with a wide range of information covering community satisfaction, community sentiment, and involvement in services and facilities. The survey has highlighted several extremely low performing areas, failure to take note of the results and seek to improve satisfaction with these areas will have significant reputational impact for the organisation.

Risk:

Risk management has been considered in the preparation of this report and no risks with a high or extreme rating have been identified in this process.

11. CONFLICT OF INTEREST

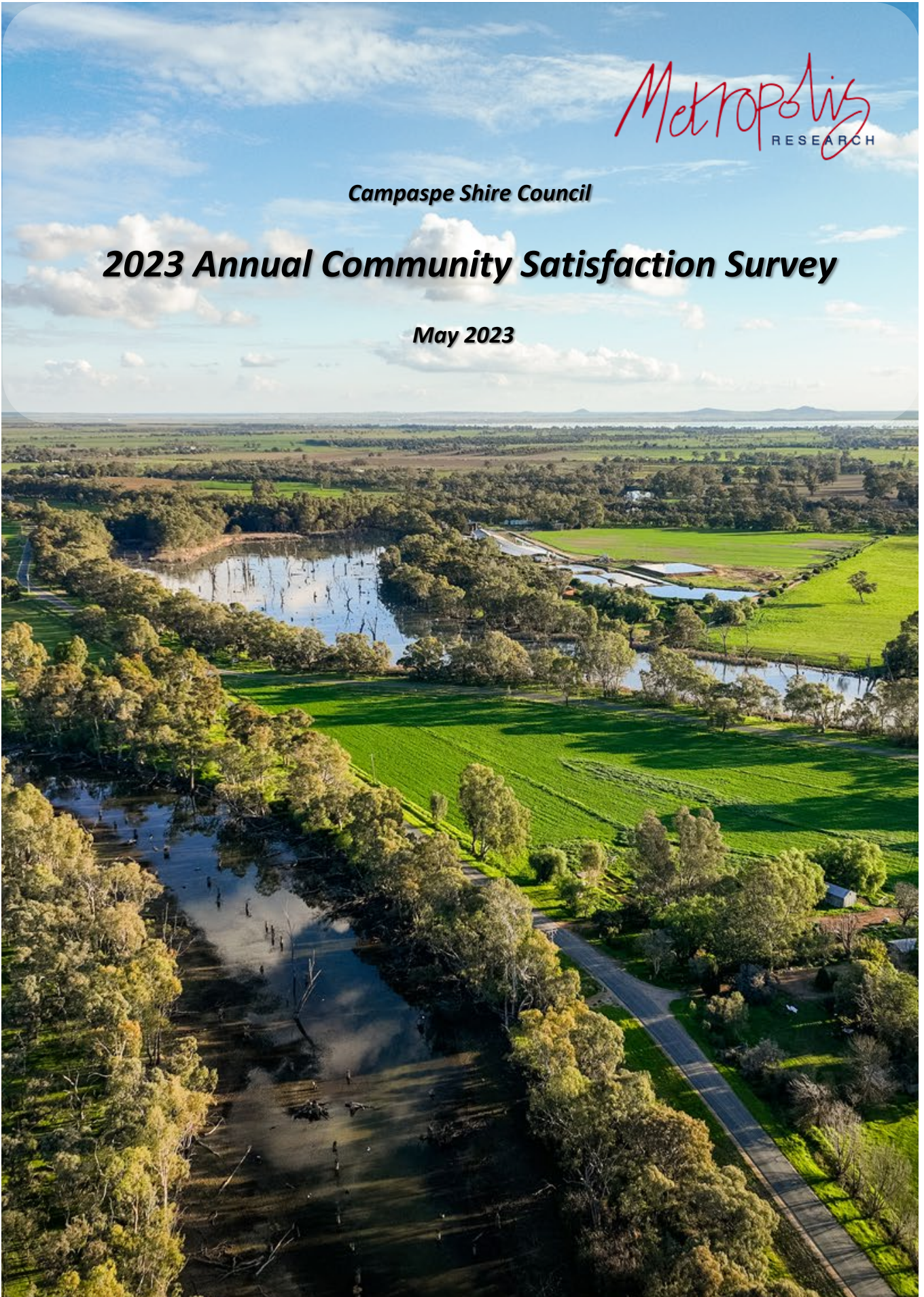
Section 130 of the *Local Government Act 2020* (Vic) requires members of Council staff to disclose any general or material conflict of interest in matters to be considered at a Council Meeting.



Campaspe Shire Council

2023 Annual Community Satisfaction Survey

May 2023



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

@Campaspe Shire Council, 2023

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Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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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.



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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.



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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).



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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.



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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.



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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)

<i>Precinct</i>	<i>District</i>	<i>Unweighted</i>	
		<i>Number</i>	<i>Percent</i>
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?”

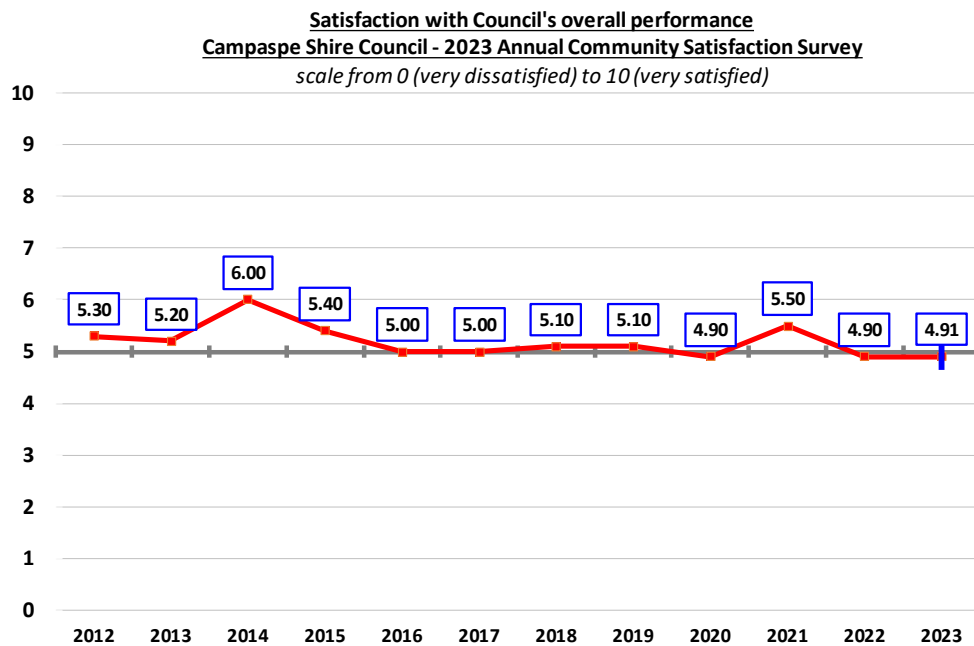
Satisfaction with the performance of Campaspe Shire Council ‘across all areas of responsibility’ or “overall performance” remained stable at 4.9 out of a potential 10.

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.



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

Overall performance by precinct and district

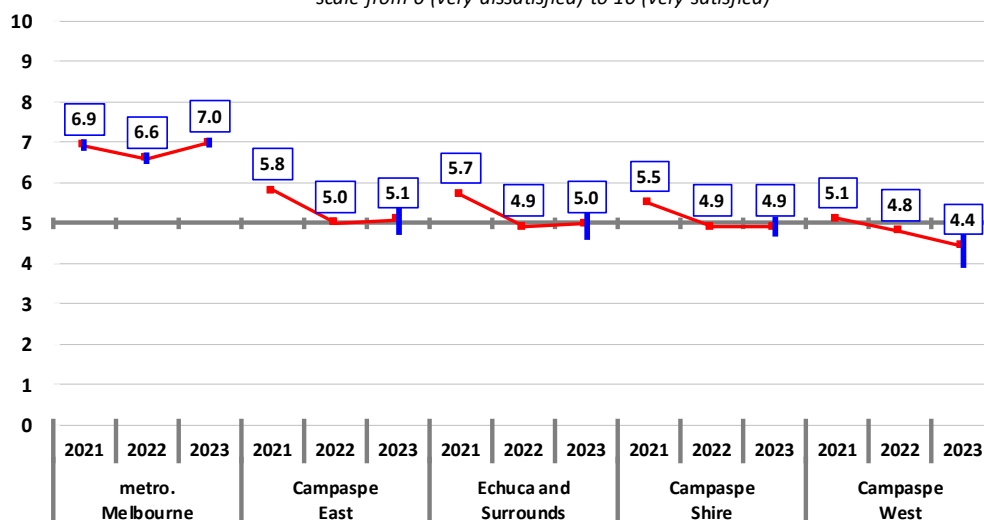
There was no statistically significant variation in satisfaction with Council’s overall performance observed across the three precincts of Campaspe, although it is noted that there was a notable decline in satisfaction of respondents from Campaspe West (down 8%).

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)

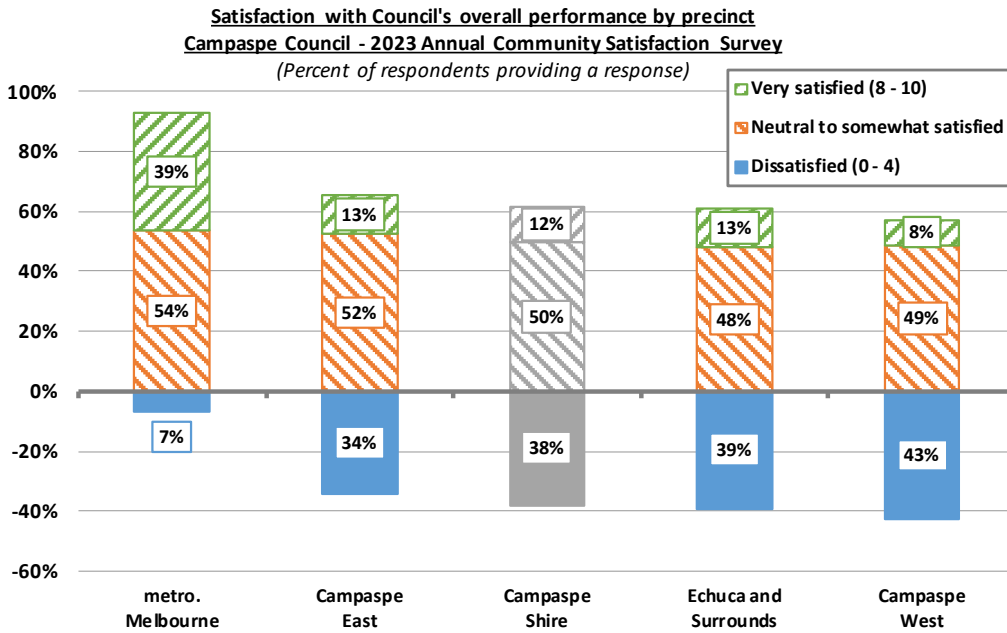


The following graph provides a breakdown of satisfaction into the proportion of respondents who were “very satisfied” (i.e., rated satisfaction at eight or more), those who were “neutral to somewhat satisfied” (i.e., rated satisfaction at five to seven), and those who were “dissatisfied” (i.e., rated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

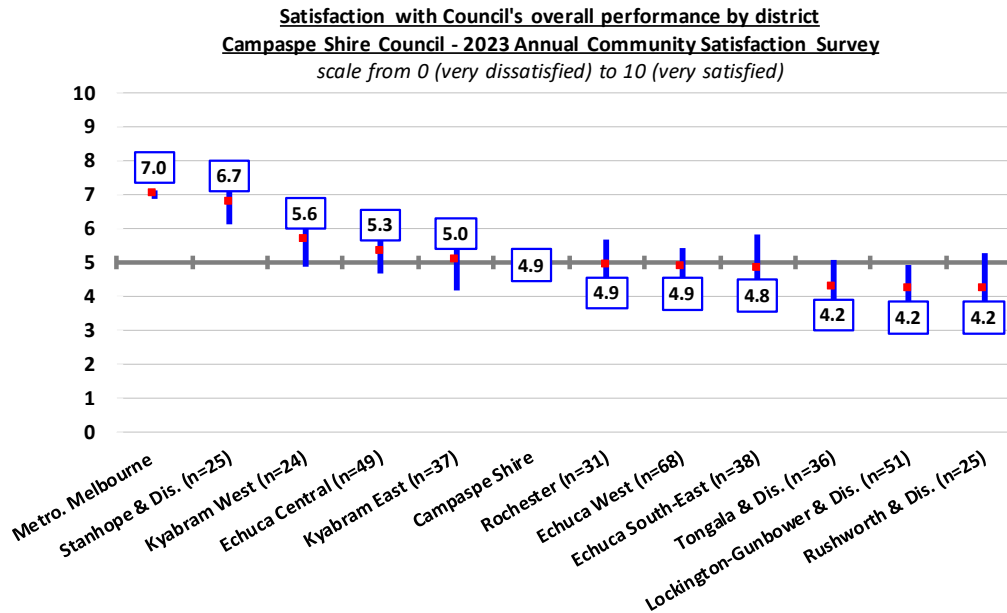
It is noted that 38% of respondents providing a satisfaction score were “dissatisfied” with Council’s overall performance, which was somewhat higher than 2022 (28%) and 2021 (19%), although the different in scale used between 2022 and 2023 maybe a factor.



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey



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.

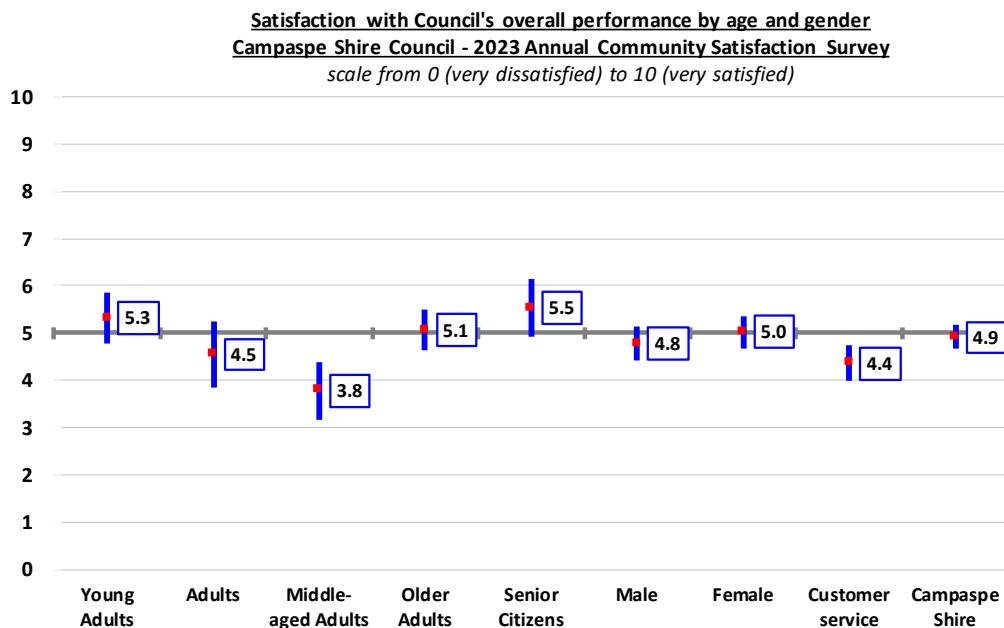


Overall performance by respondent profile

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:

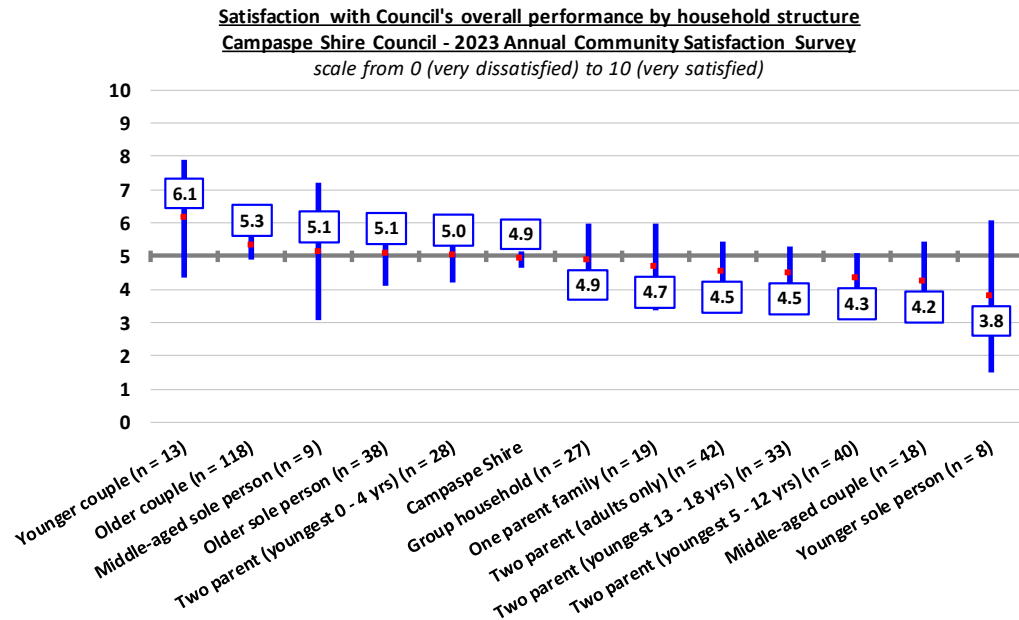
- **Notably more satisfied than the municipal average** – included young adults (aged 18 to 34 years), senior citizens (aged 75 years and over), female respondents, younger couples, older couples, newer residents (one to less than five years in the shire), and respondents from multilingual households.
- **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.

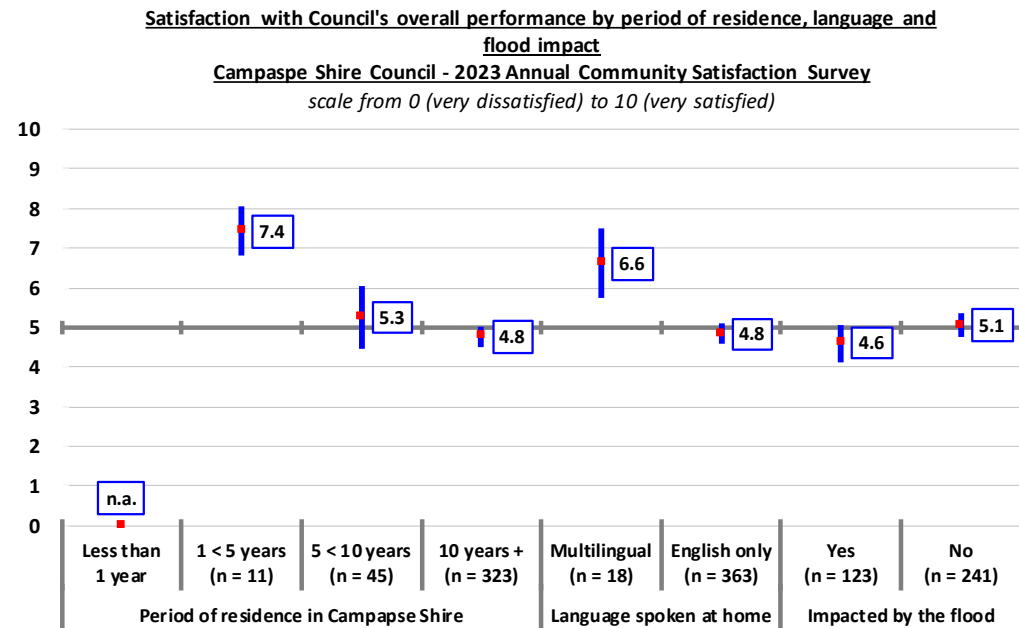


Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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.



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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.

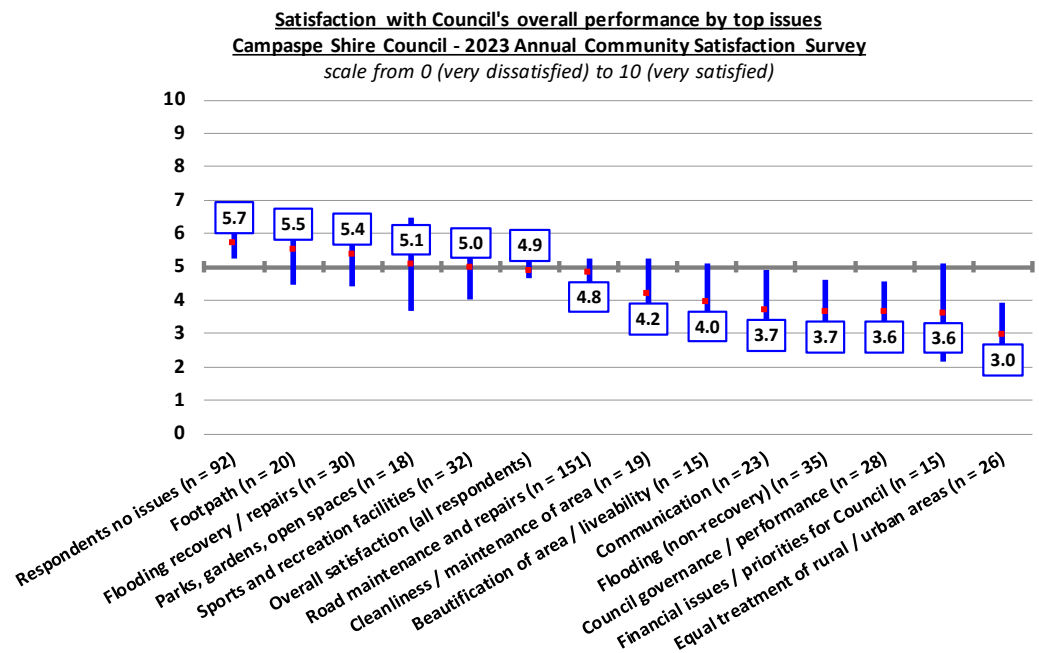
Across metropolitan Melbourne, whilst these governance and performance related aspects do appear as negative influences on overall satisfaction, issues including planning and development, parking, roads, footpaths, and communication tended to be more prominent.

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.



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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 (32 separately identified issues)	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.



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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.

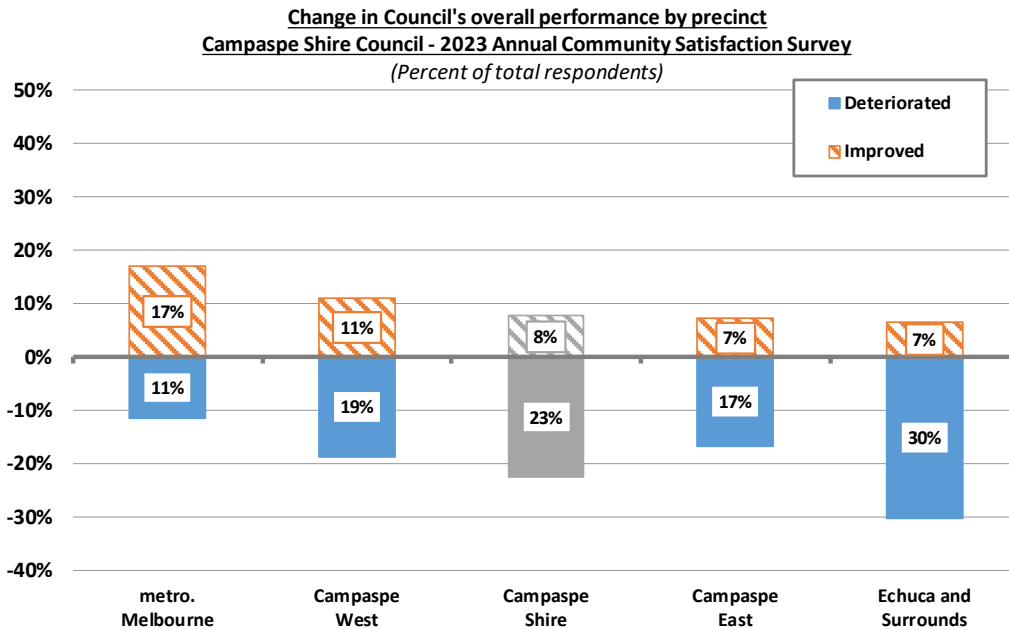
Change in overall performance
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
 (Number and percent of total respondents)

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

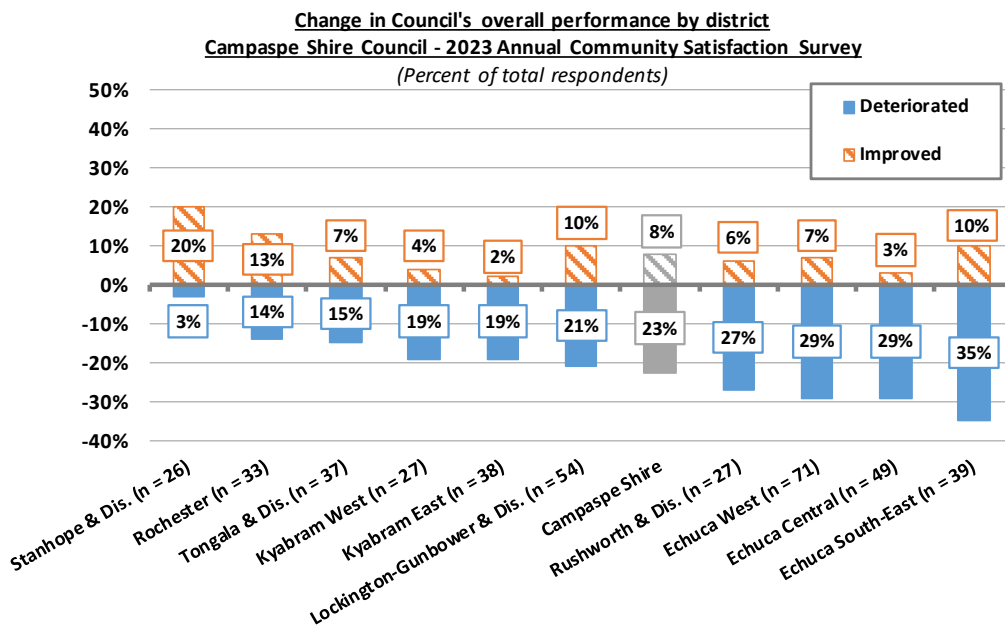


Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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:

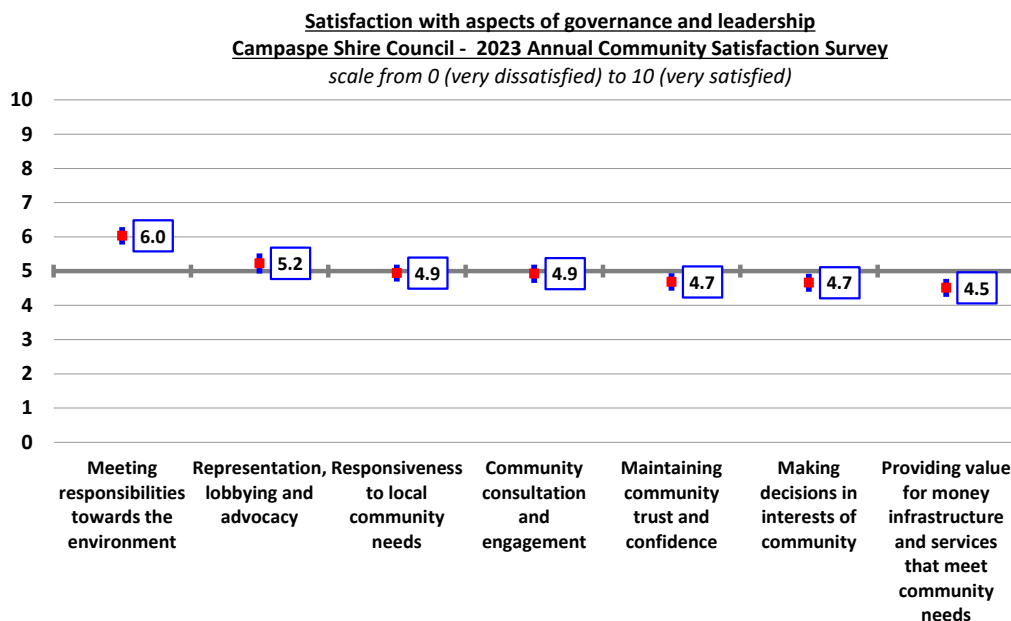
“On a scale of 0 (lowest) to 10 (highest), can you please rate your satisfaction with the following aspects of Council’s performance?”

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.



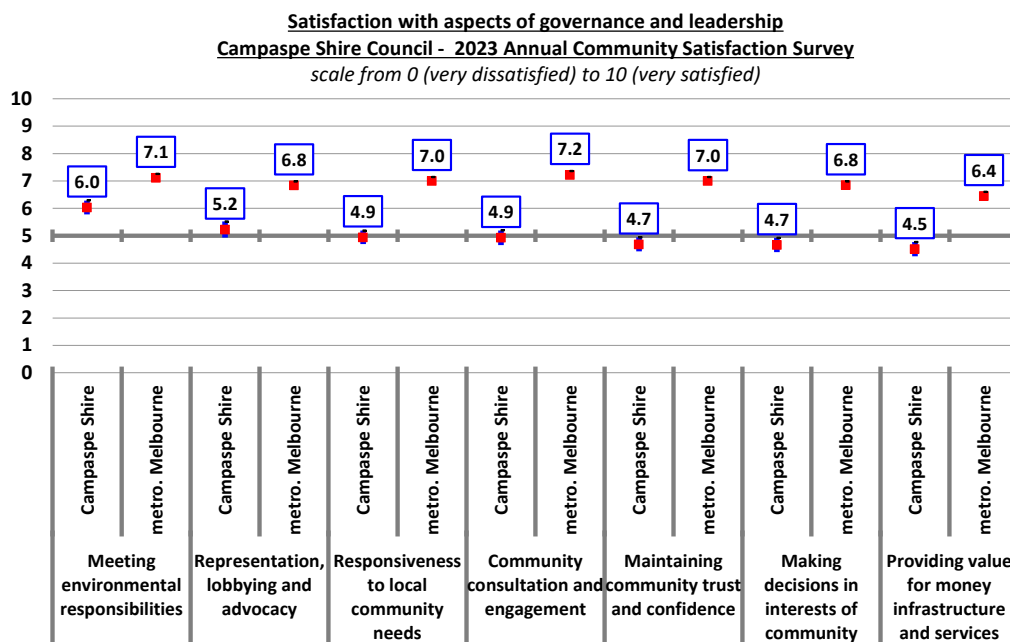
Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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).

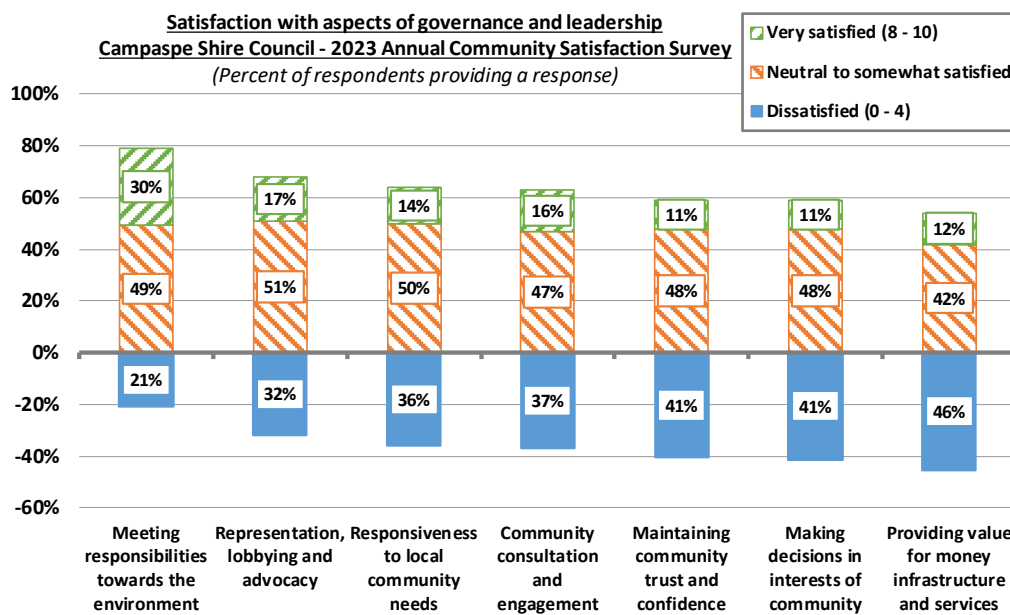


Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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

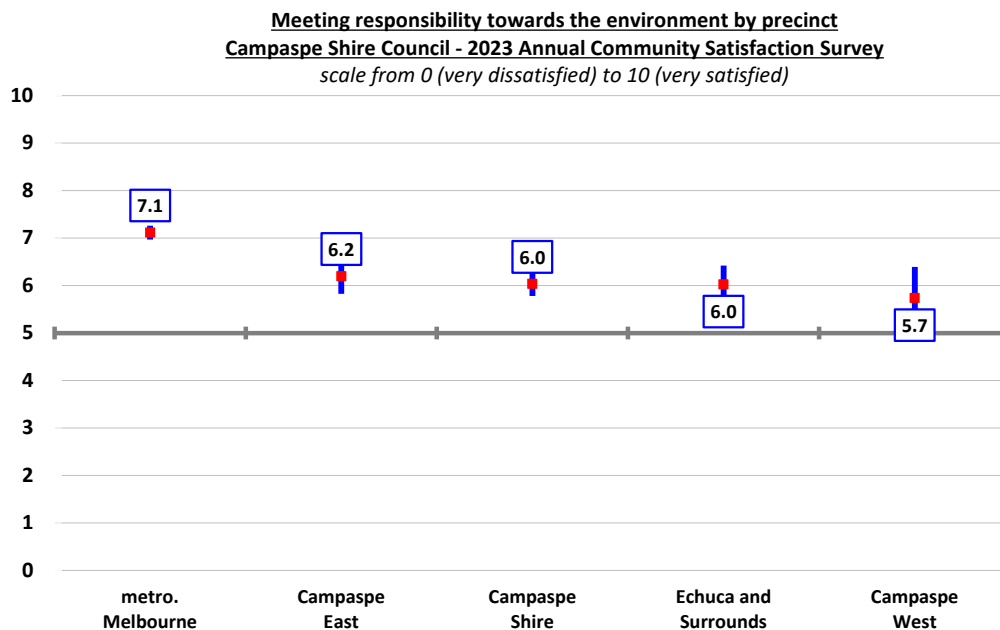
Satisfaction with council’s performance meeting its responsibilities towards the environment was a new question included in the new survey this year. The average satisfaction was 6.0 out of 10, or a “solid” level of satisfaction.

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.

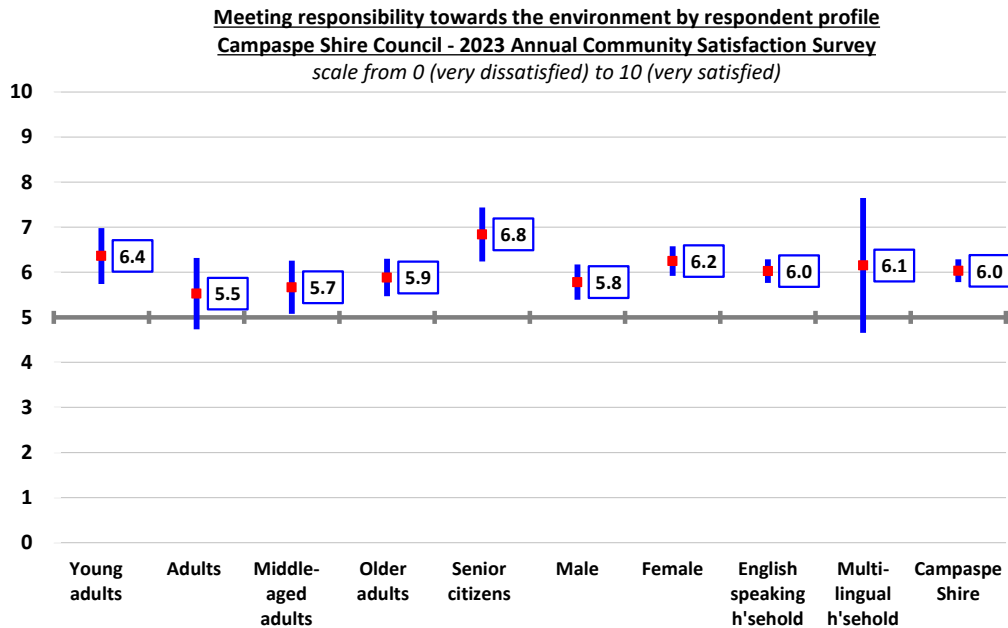


There was notable variation in satisfaction with council’s performance meeting its responsibilities towards the environment observed by respondent profile.



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

- **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.



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.



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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**

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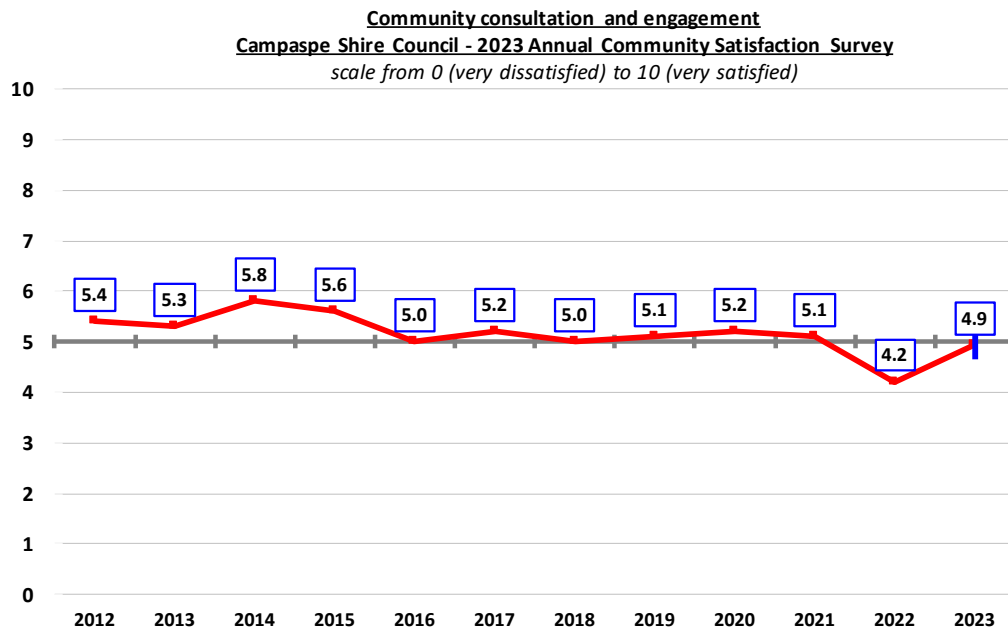

Community consultation and engagement

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.

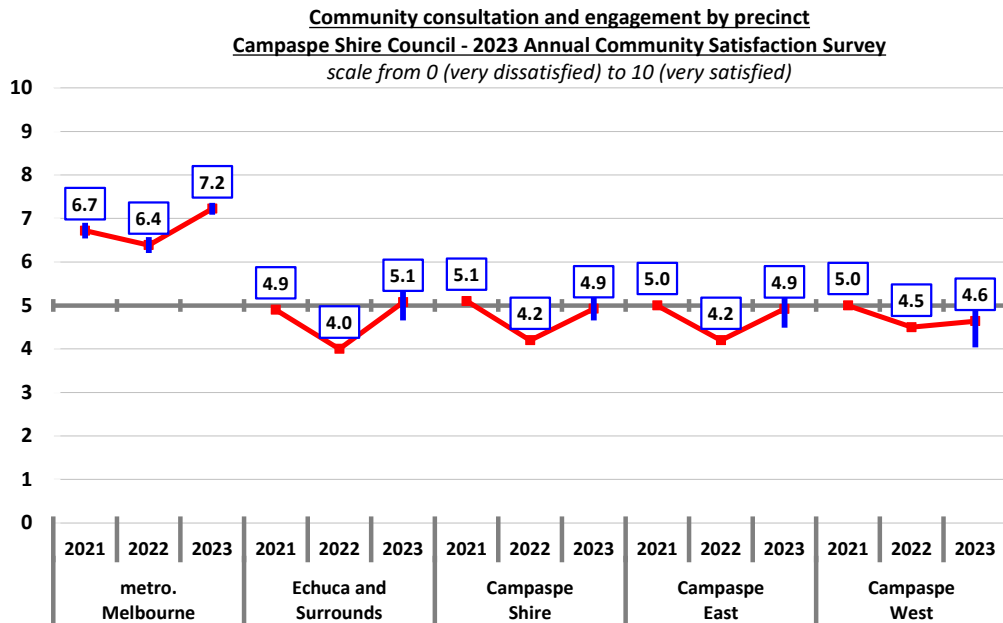
Metropolis Research notes that six percent of respondents nominated communication and consultation related issues as one of the top three [issues to address](#) for Campaspe Shire this year.



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.



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

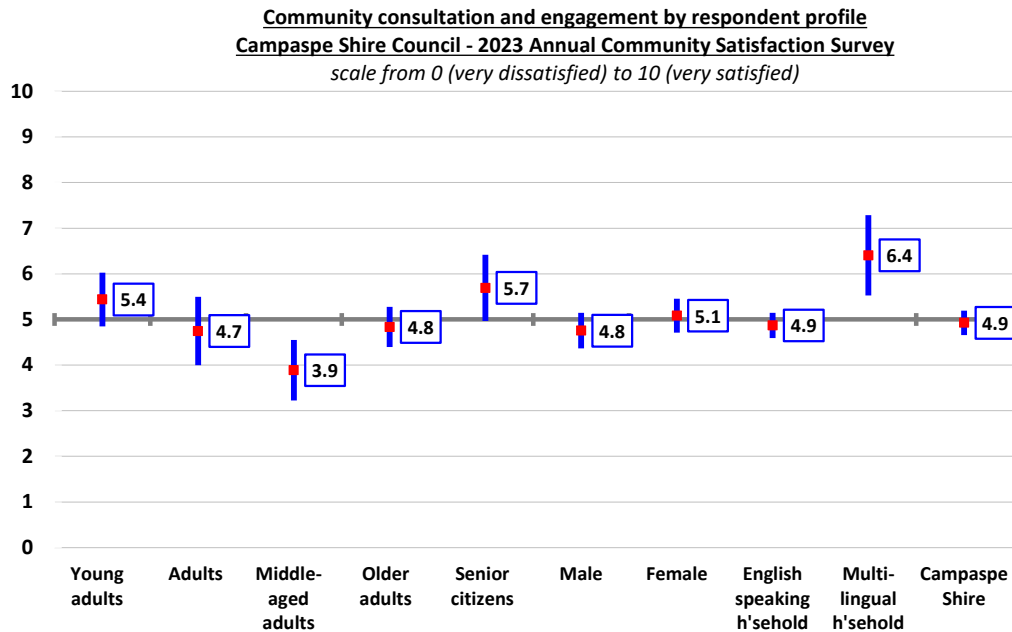


There was also notable and measurable variation in satisfaction with council’s community consultation and engagement observed by respondent profile.

- **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.



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey



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.



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

<i>Poor response to / communication through the floods</i>	
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
<i>Poor / slow response</i>	
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
<i>Lack of awareness in community about Council / Lack of accessibility / visibility</i>	
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



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

<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



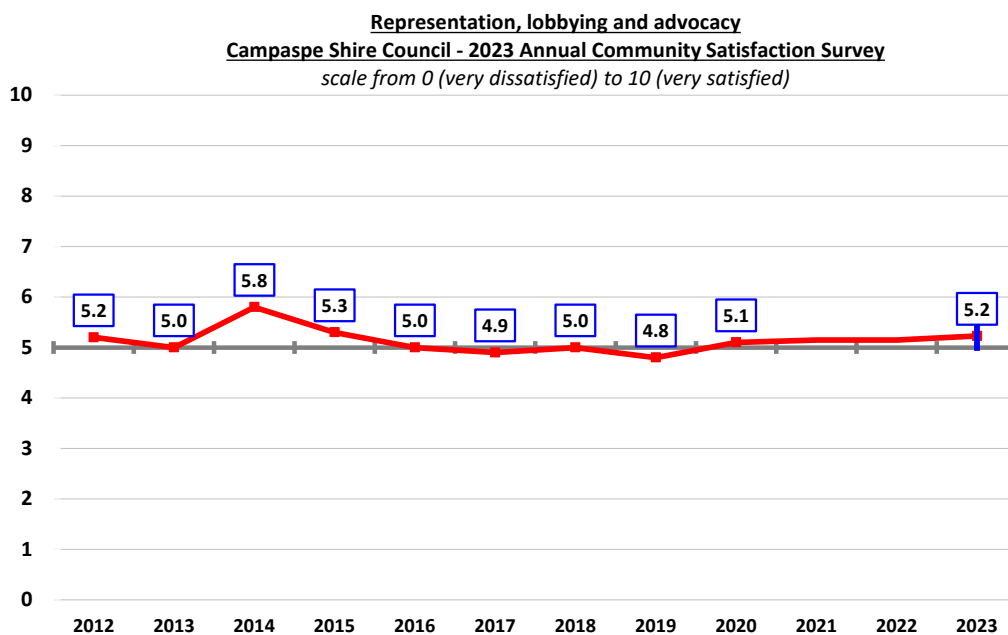
Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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.

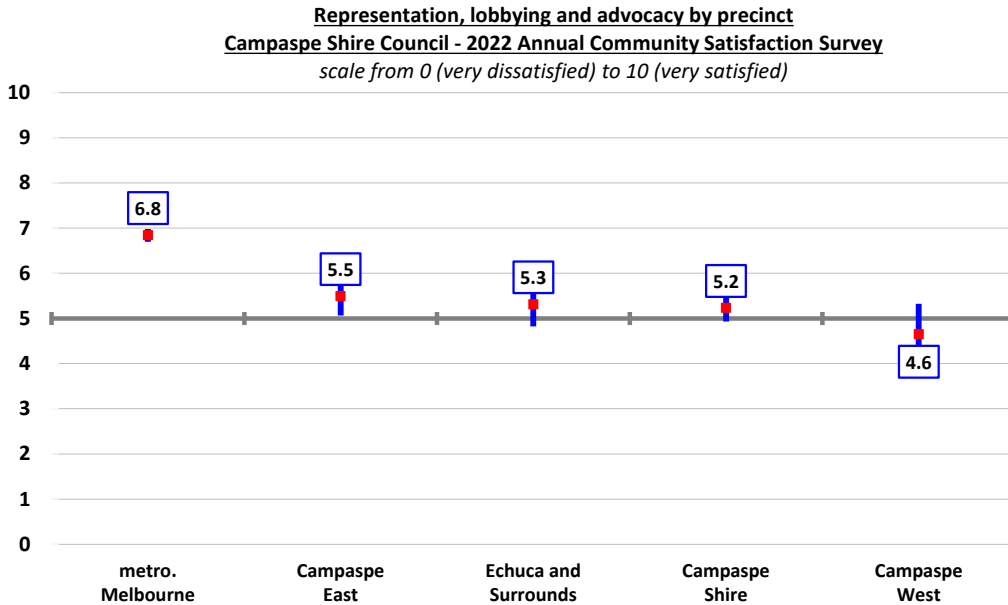
All these issues were prominent in the [Issues to Address](#) section of this report.

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.

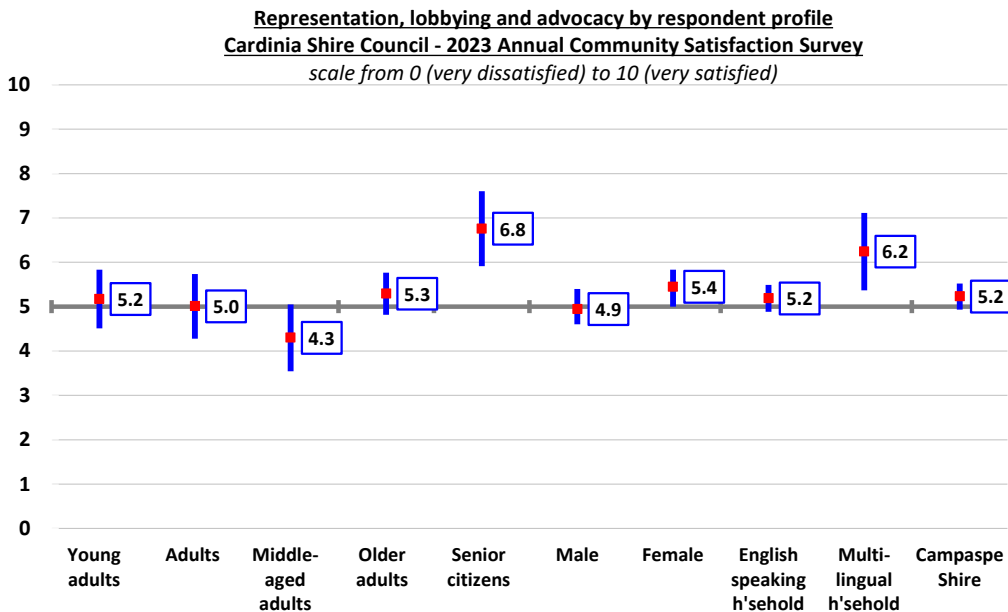


Campaspe Shire Council – 2023 Annual Community Satisfaction Survey



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.



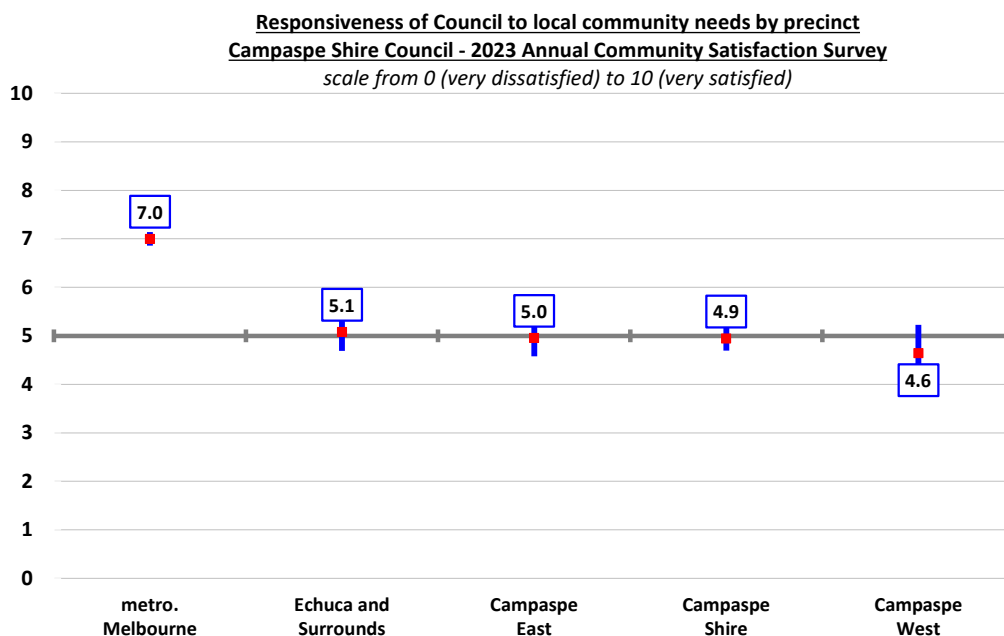
Responsiveness of Council to local community needs

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.

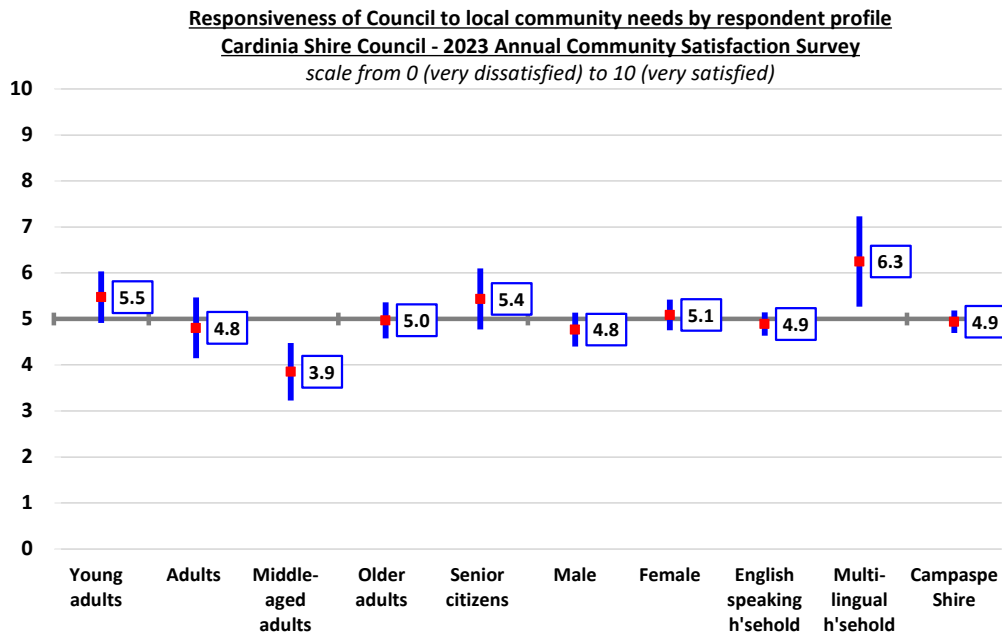


There was, however, notable, and measurable variation in satisfaction with the responsiveness of council observed by respondent profile:

- **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.



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey



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.

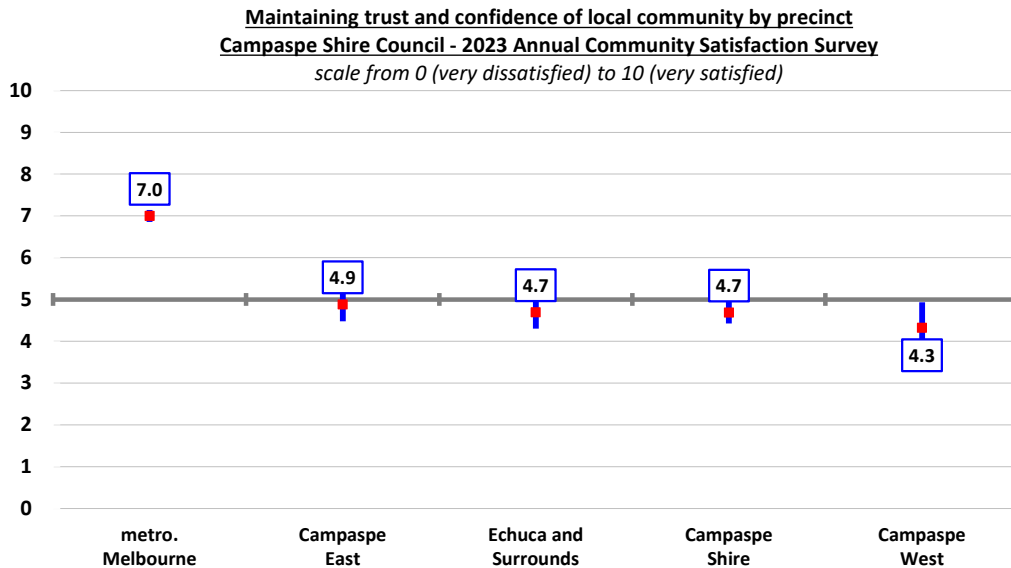
Satisfaction with this aspect of performance was 4.7 out of 10, or an “extremely poor” level of satisfaction.

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.

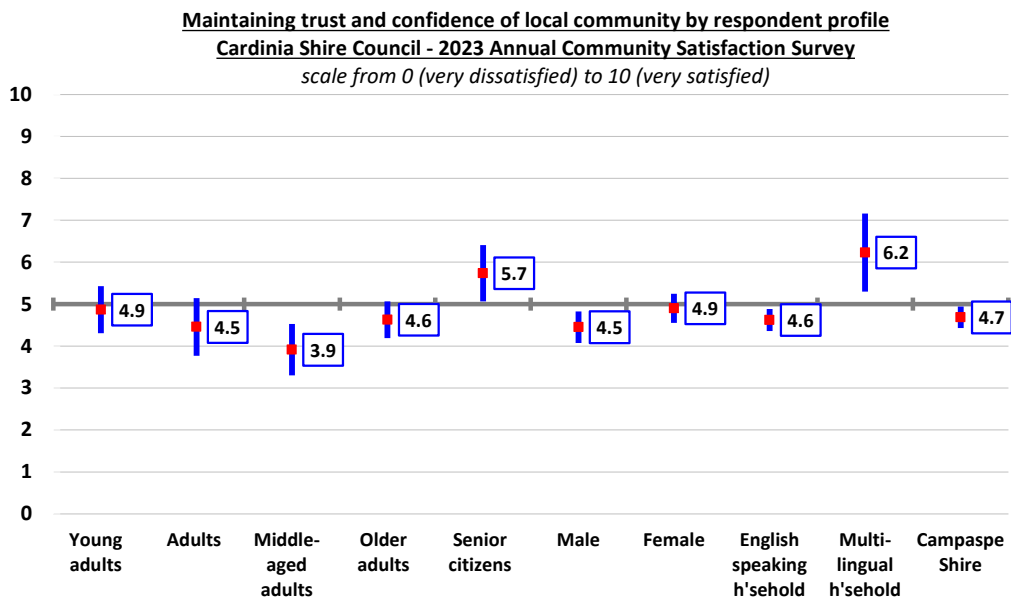


Campaspe Shire Council – 2023 Annual Community Satisfaction Survey



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.



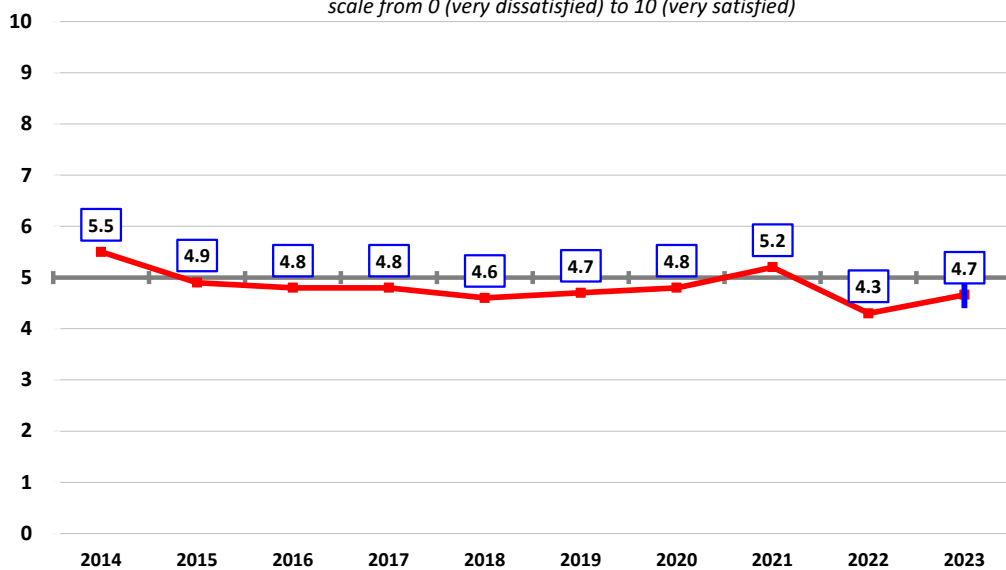
Making decisions in the interests of the community

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.

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



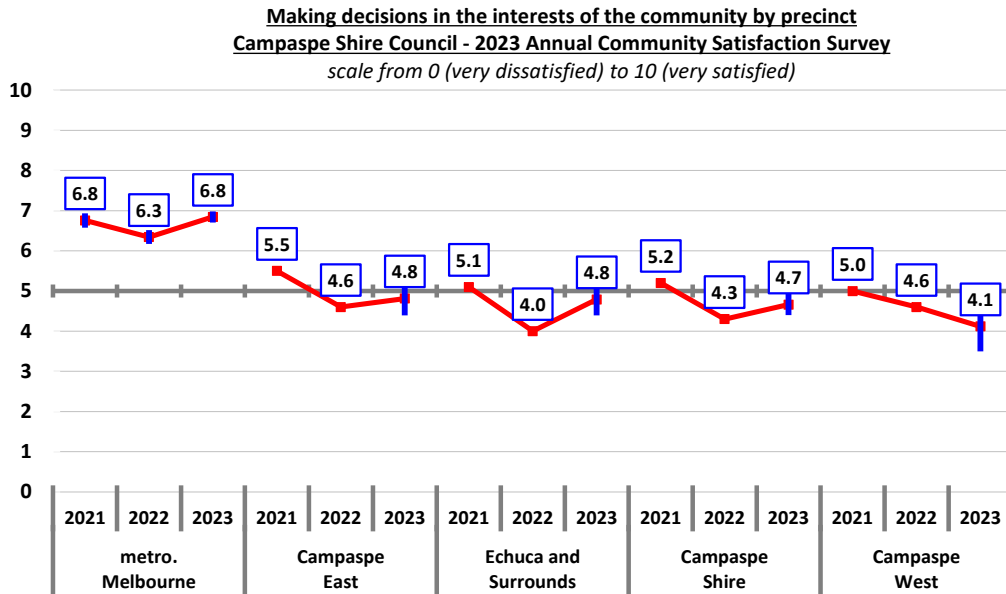
There was no statistically significant variation in satisfaction with Council’s performance maintaining the trust and confidence of the local community observed across the three precincts.

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.

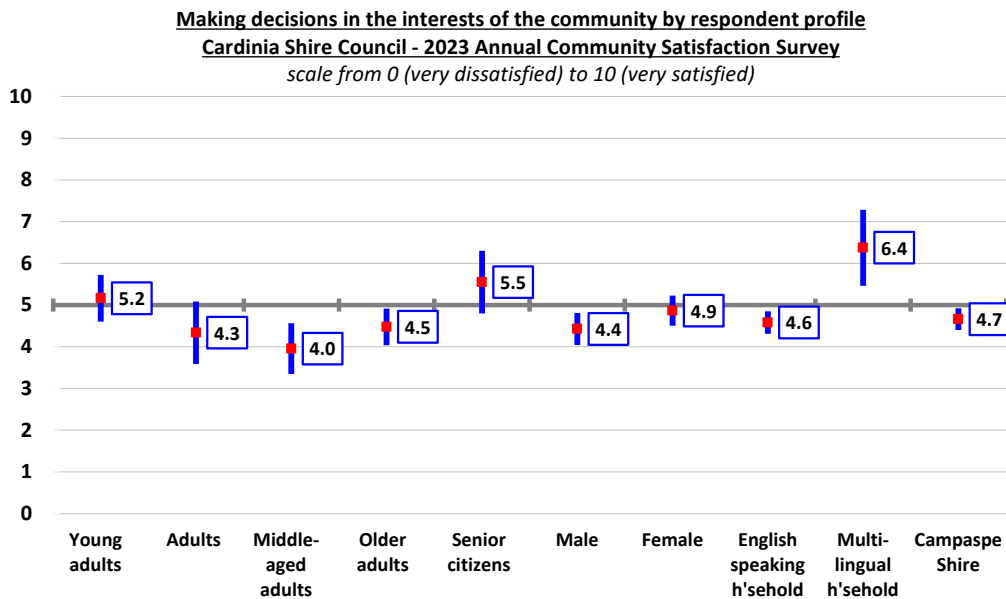


Campaspe Shire Council – 2023 Annual Community Satisfaction Survey



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.

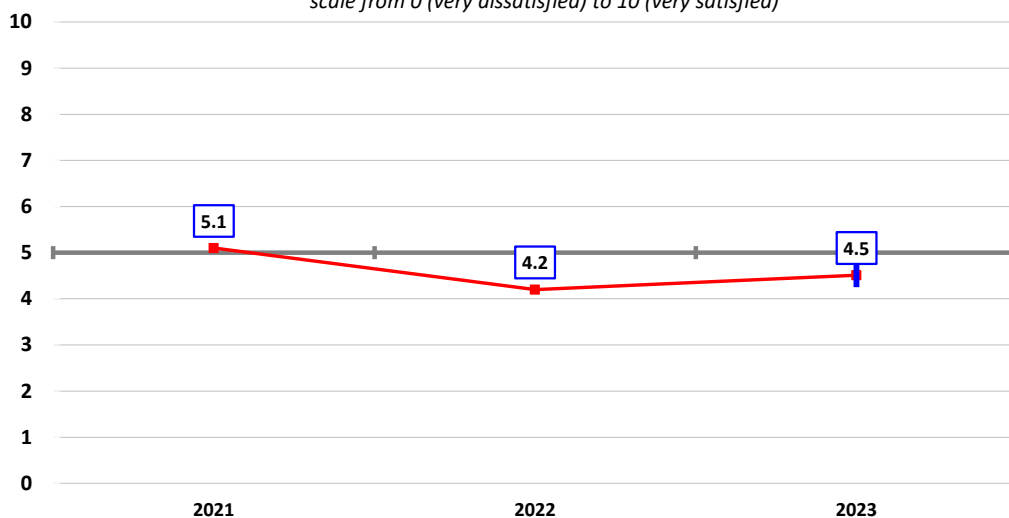


Providing value for money infrastructure and services that meet community needs

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.

Providing value for money infrastructure and services that meet community needs
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
scale from 0 (very dissatisfied) to 10 (very satisfied)



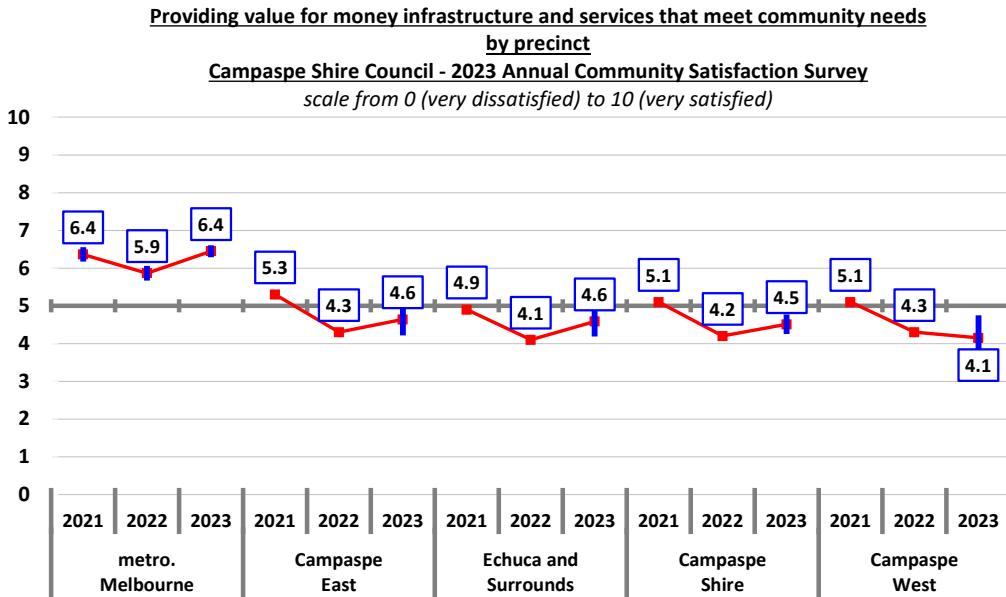
Whilst there was no statistically significant variation in this result observed across the municipality, it is noted that respondents from Campaspe West were notably less satisfied than the municipal average.

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.

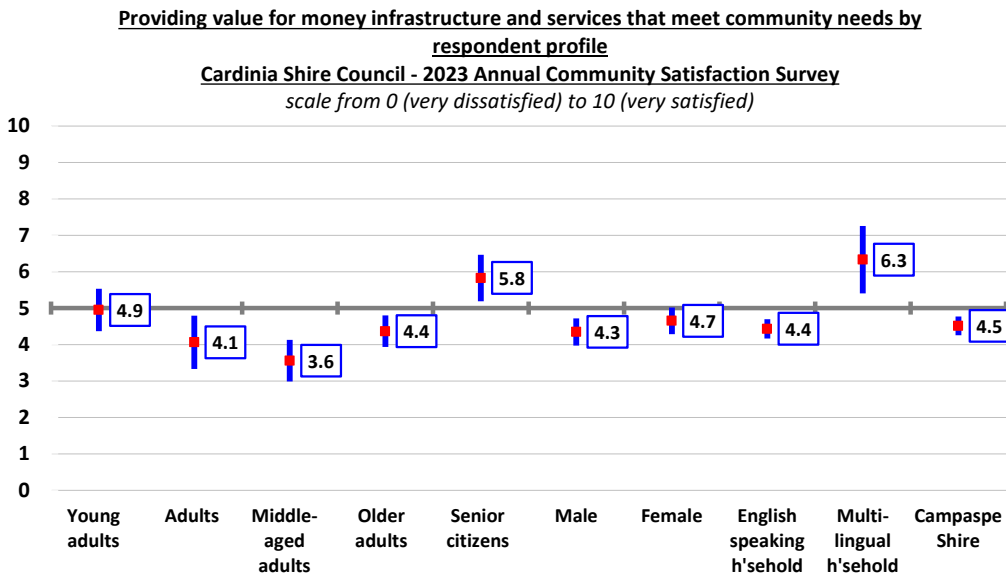


Campaspe Shire Council – 2023 Annual Community Satisfaction Survey



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.



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.



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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>	364 (91%)	

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>	146 (92%)	74 (85%)	144 (93%)	364 (91%)



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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.



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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)*

<i>Response</i>	<i>Young adults</i>	<i>Adults</i>	<i>Middle-aged adults</i>	<i>Older adults</i>	<i>Senior citizens</i>
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%)

<i>Response</i>	<i>Male</i>	<i>Female</i>	<i>English speaking</i>	<i>Multi-lingual</i>	<i>Campaspe Shire</i>
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.



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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%



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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?”

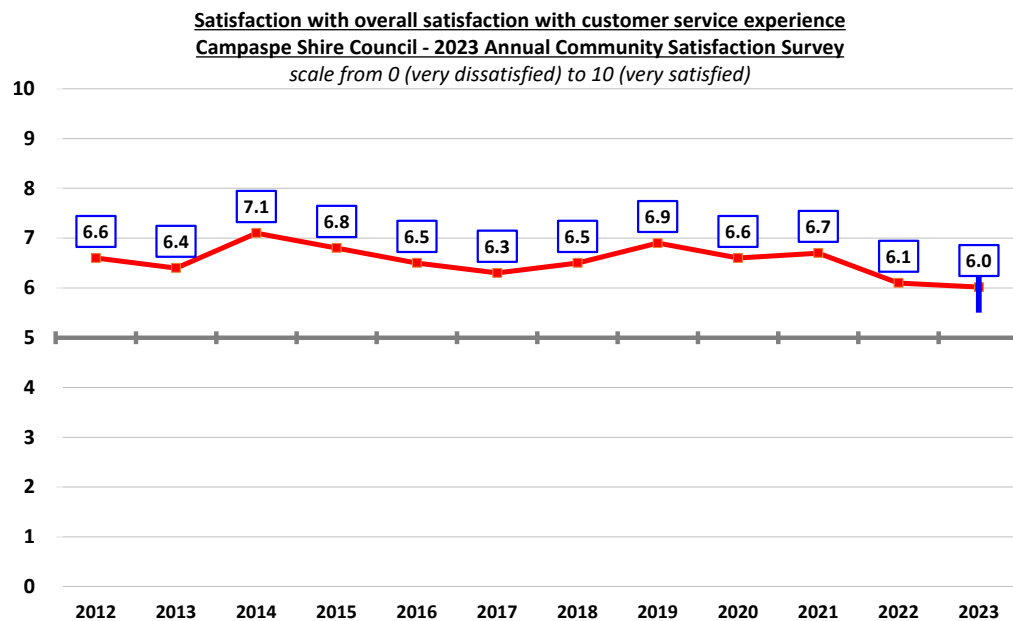
The 166 respondents who had contacted Council in the last 12 months were asked to rate their satisfaction with six aspects of customer service, including overall satisfaction with the customer service experience.

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.



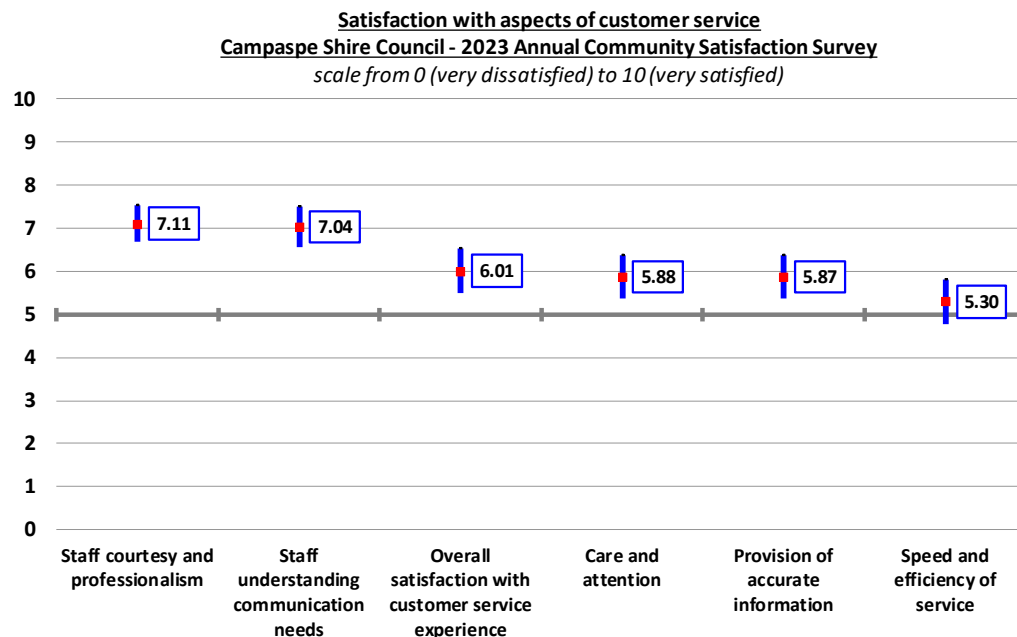
Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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.

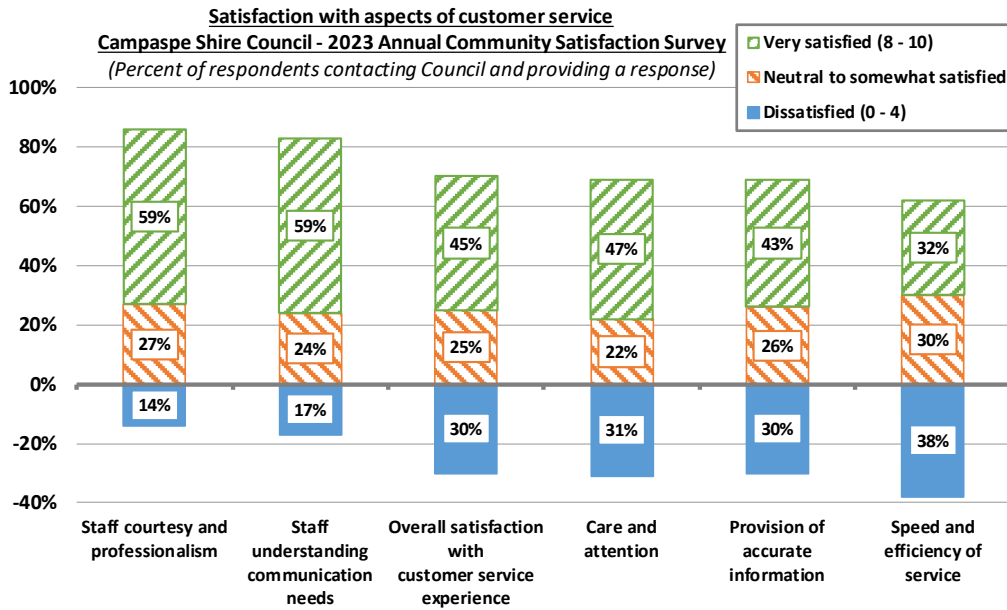
Additional efforts in relation to being seen to be attending with care and attention and providing relevant information as required will also improve satisfaction with customer service.



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).

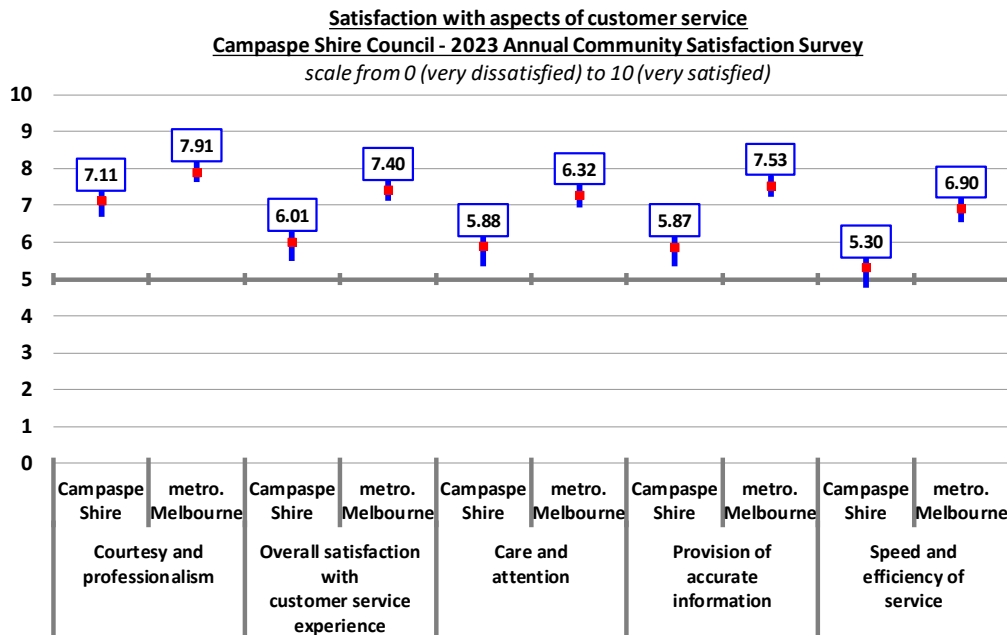


Campaspe Shire Council – 2023 Annual Community Satisfaction Survey



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.



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

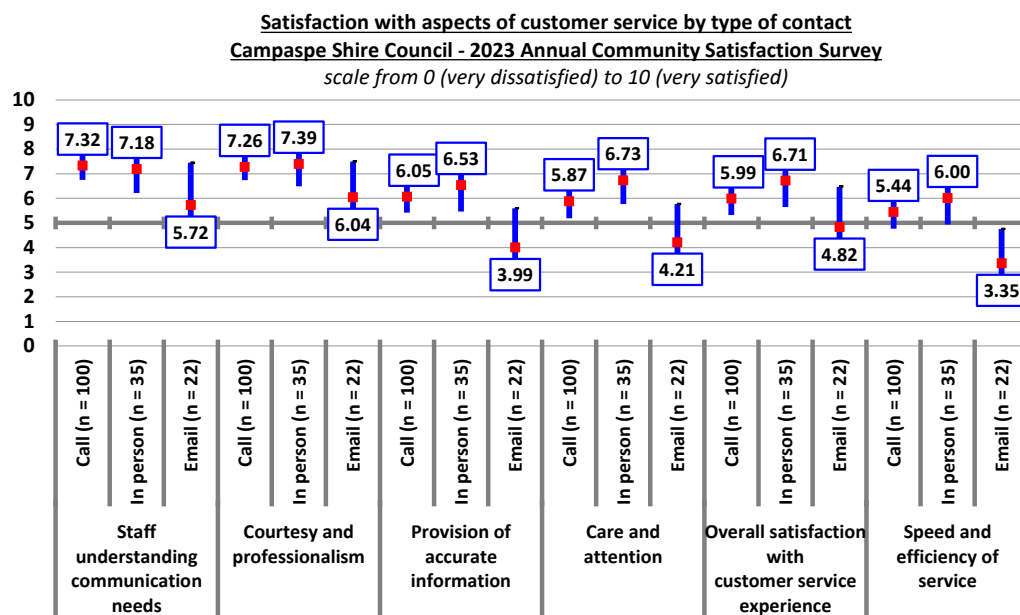
The following graph provides a comparison of satisfaction with the six aspects of customer service by the method of contacting Council.

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.

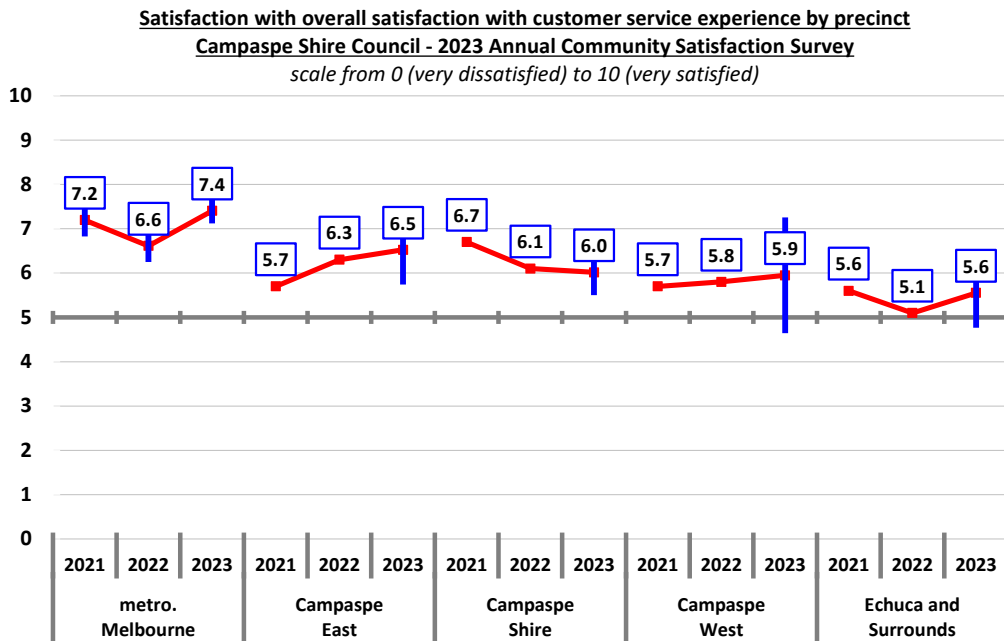


Cognisant of the smaller sample size at the precinct level, an average of approximately 50 respondents per precinct, there was no statistically significant variation in overall satisfaction with the customer service experience observed across the municipality.

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.



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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.



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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.



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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	2023			2023
			Lower	Mean	Upper	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 servic	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
Average importance of Council services			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.



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- **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
Average satisfaction	Sports ovals and other local sporting facilities	224	7.1	7.3	7.6	7.9
	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
Average importance of Council services			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"



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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)

<i>Service/facility</i>	<i>Dissatisfied</i>	<i>Neutral to somewhat satisfied</i>	<i>Very satisfied</i>	<i>Can't say</i>	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



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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.

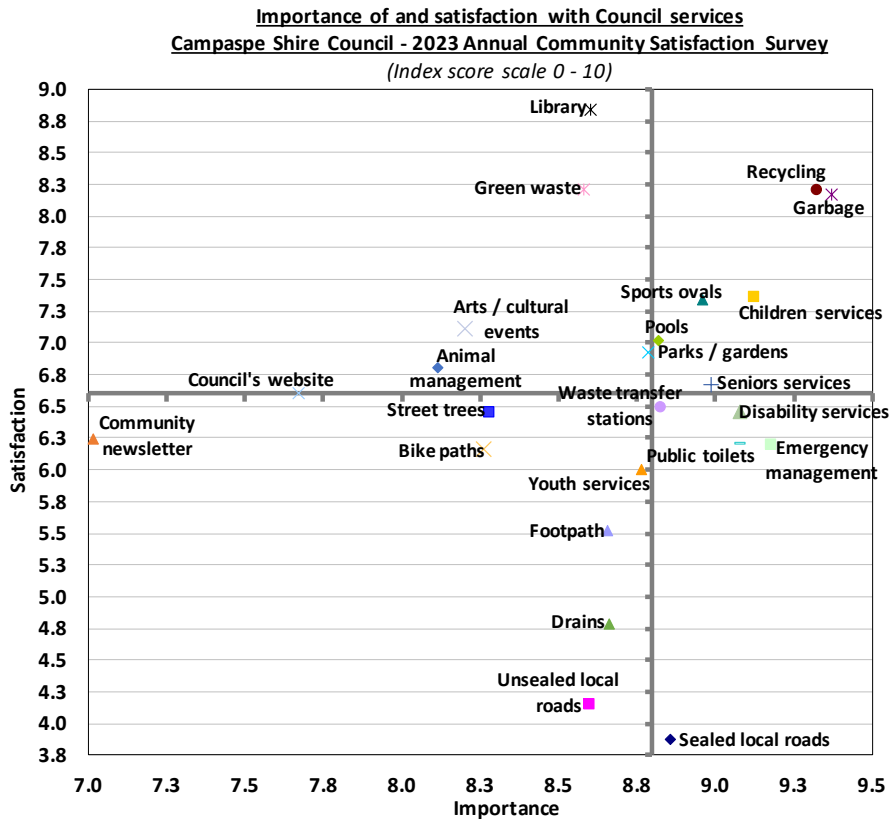
The services and facilities in the lower right-hand quadrant are those that were more important than average, but with which respondents were less satisfied than average. This quadrant represents the services and facilities of most concern.

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*.



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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.



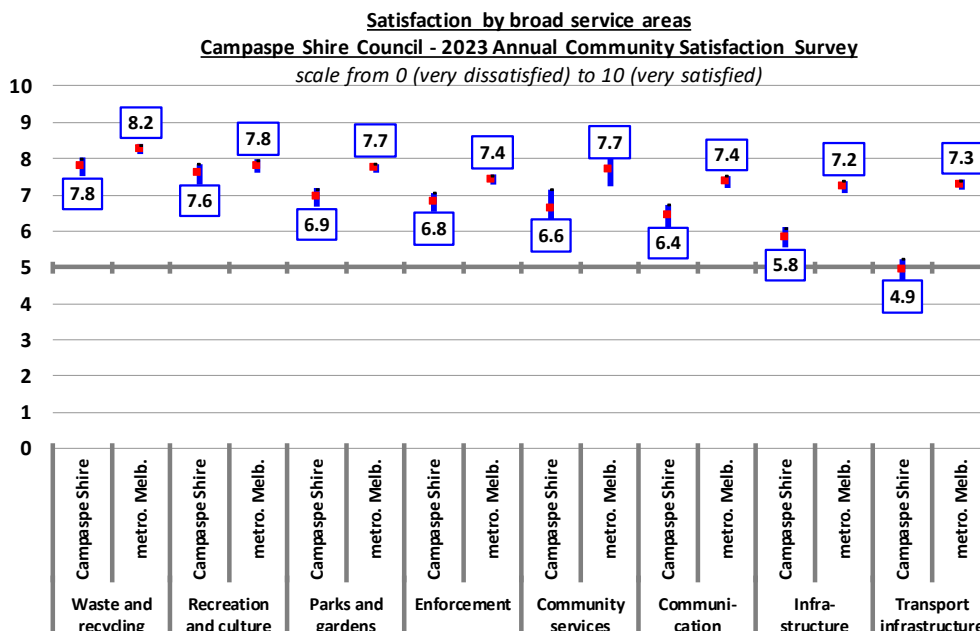
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- **Enforcement** – includes animal management.
- **Communication** – includes the *Campaspe Times* community newsletter, and Council’s website.
- **Transport infrastructure** – includes the maintenance and repair of sealed local roads, maintenance 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.

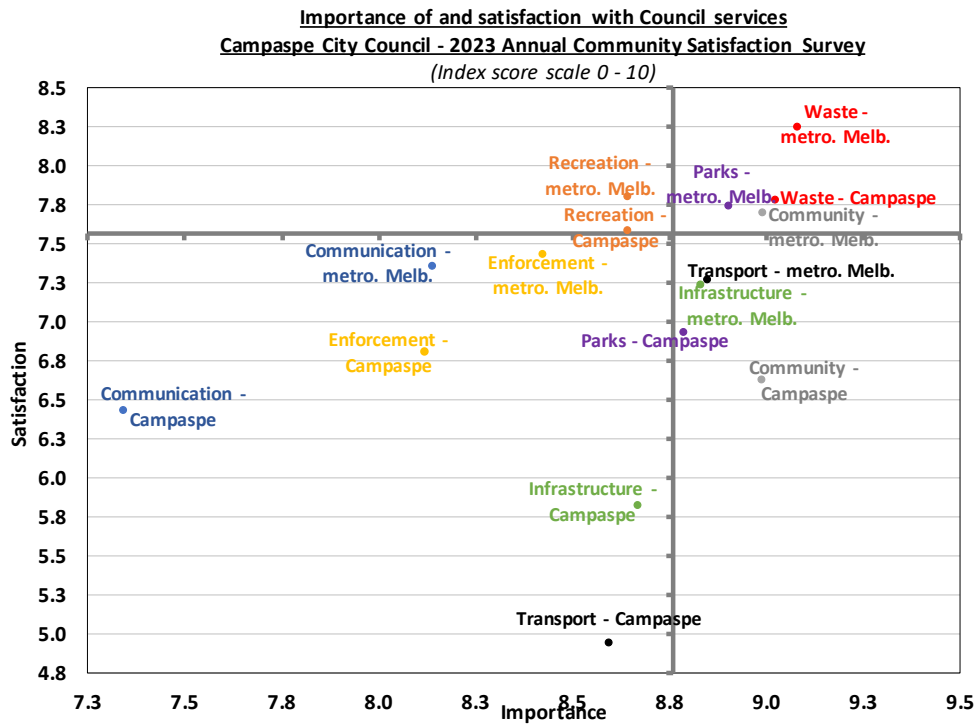
Whilst satisfaction with all eight broad service areas was lower in the Campaspe Shire than the metropolitan Melbourne average, the difference was smallest in relation to recreation and culture (3%) and waste and recycling (6% lower), and greatest in relation to infrastructure (20% lower) and transport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



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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.



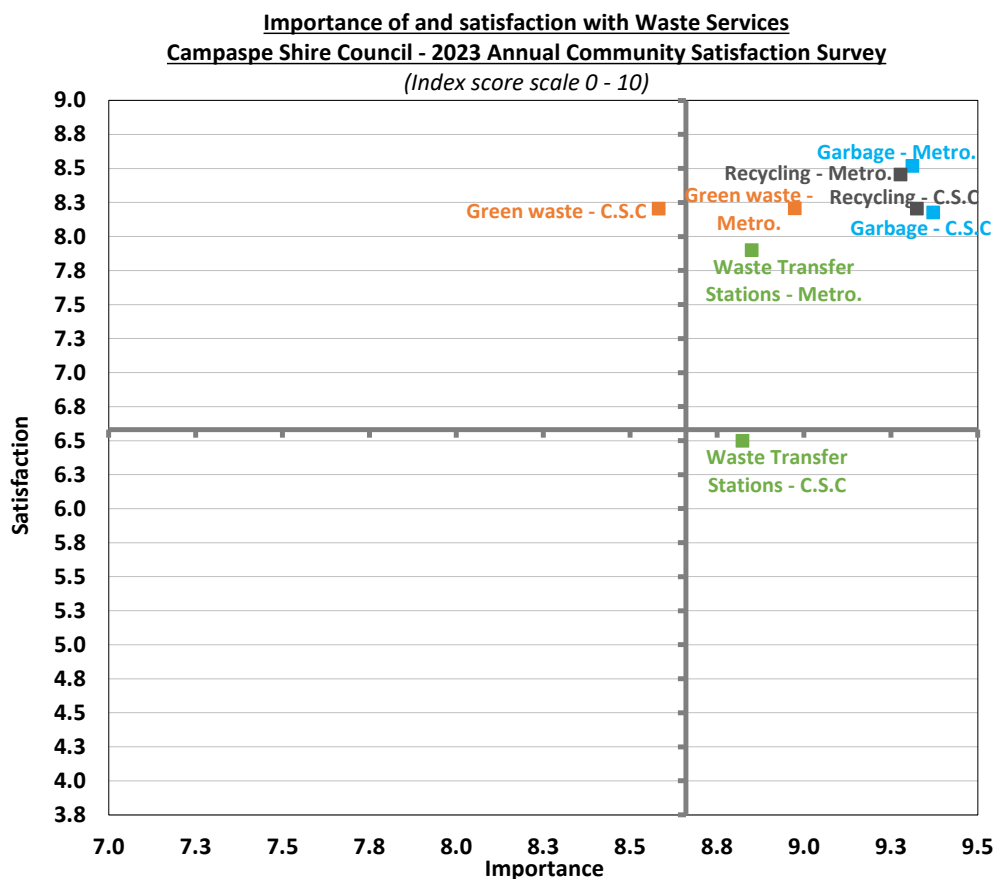
Waste Services

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).



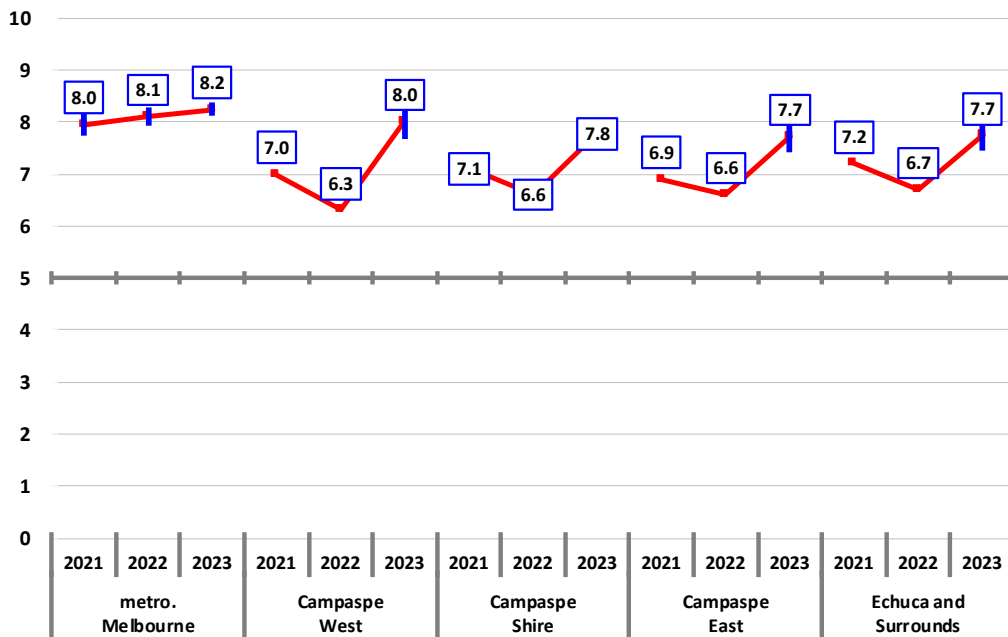
There was a measurable and significant increase in the average satisfaction with the four waste services this year, up 18% to 7.8, which is an “excellent”, up from a “good” level.



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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.

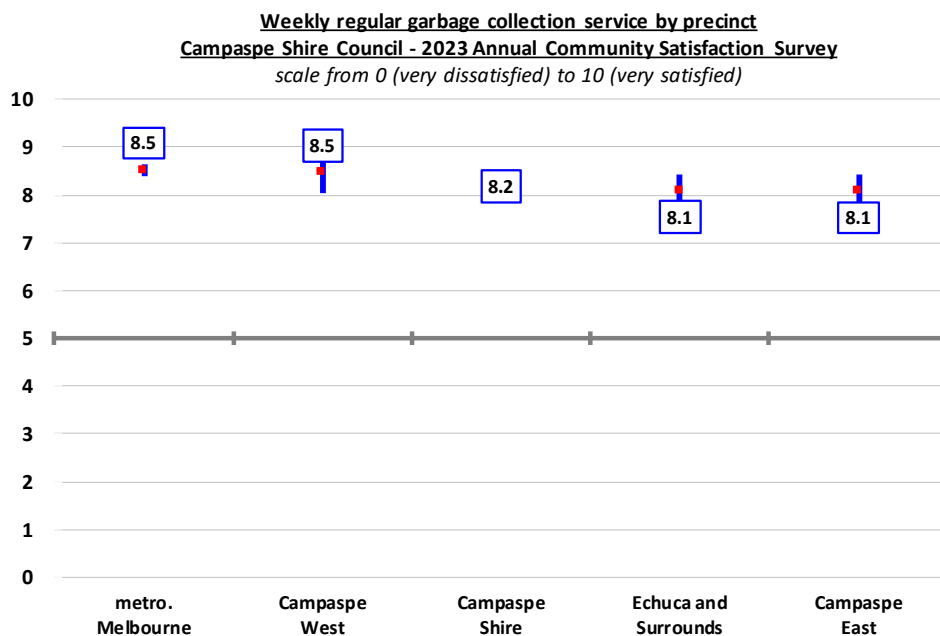
By way of comparison, this result was somewhat, but not measurably lower than the metropolitan Melbourne average satisfaction with the “regular garbage collection” of 8.5, as recorded in the 2023 *Governing Melbourne* research conducted independently by Metropolis Research in January 2023 using the door-to-door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



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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.

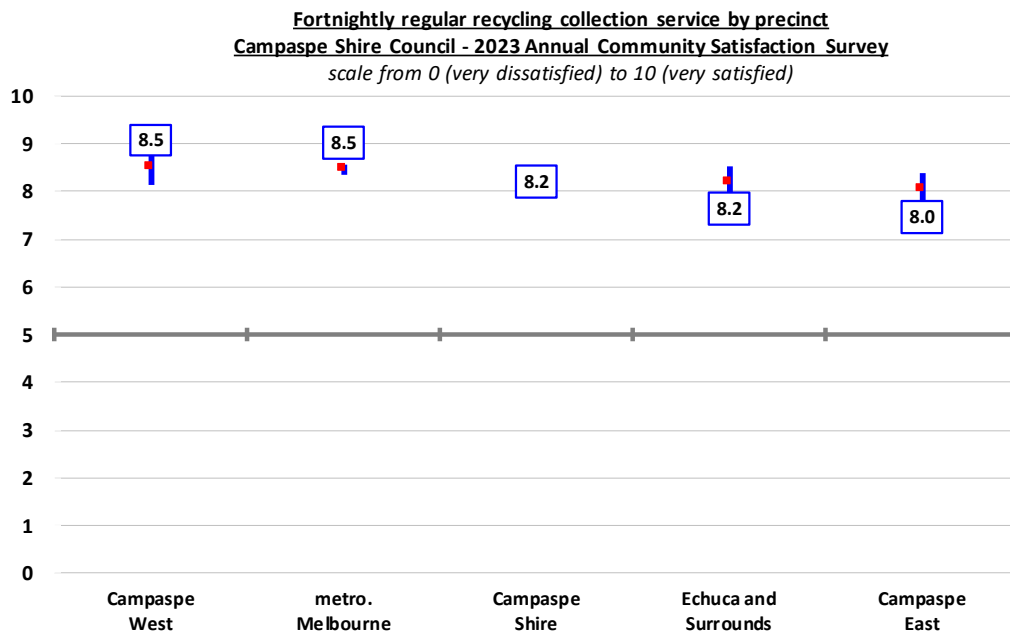
By way of comparison, this result was somewhat, but not measurably lower than the metropolitan Melbourne average satisfaction with the “regular recycling collection” of 8.5, as recorded in the 2023 *Governing Melbourne* research conducted independently by Metropolis Research in January 2023 using the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



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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.

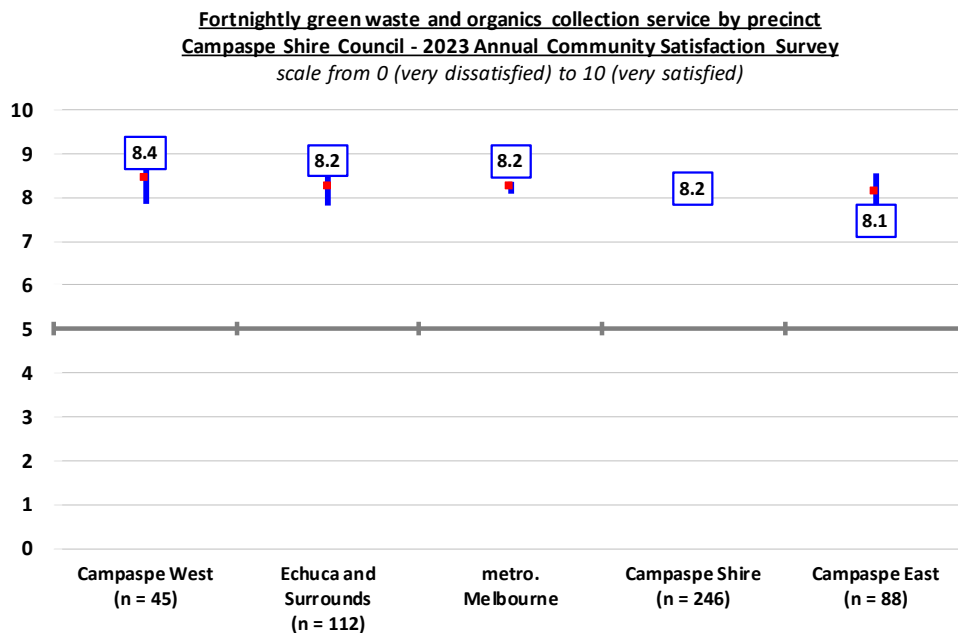


Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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.

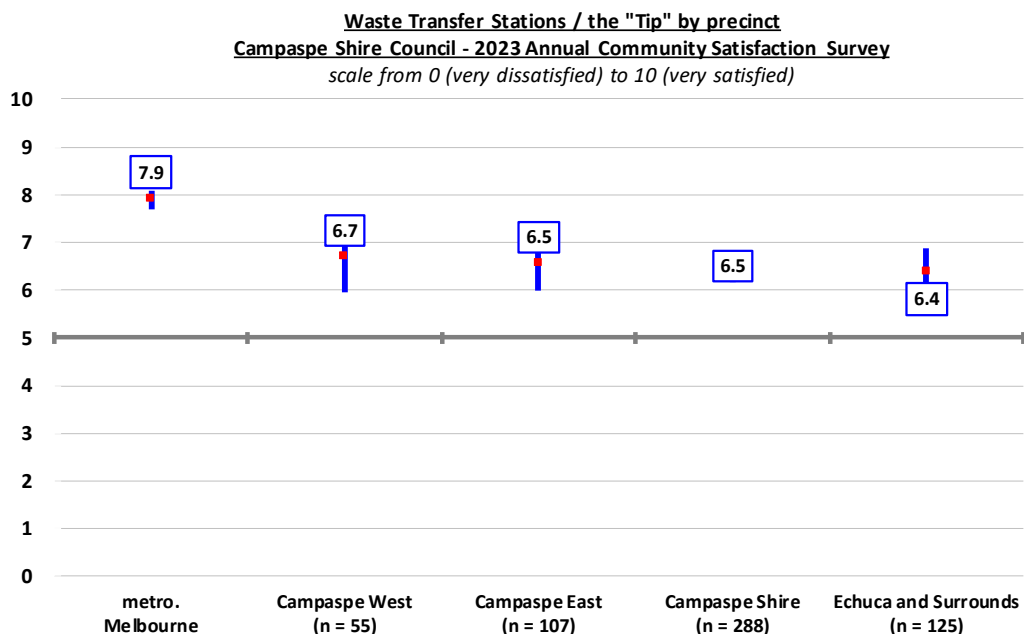


Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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.



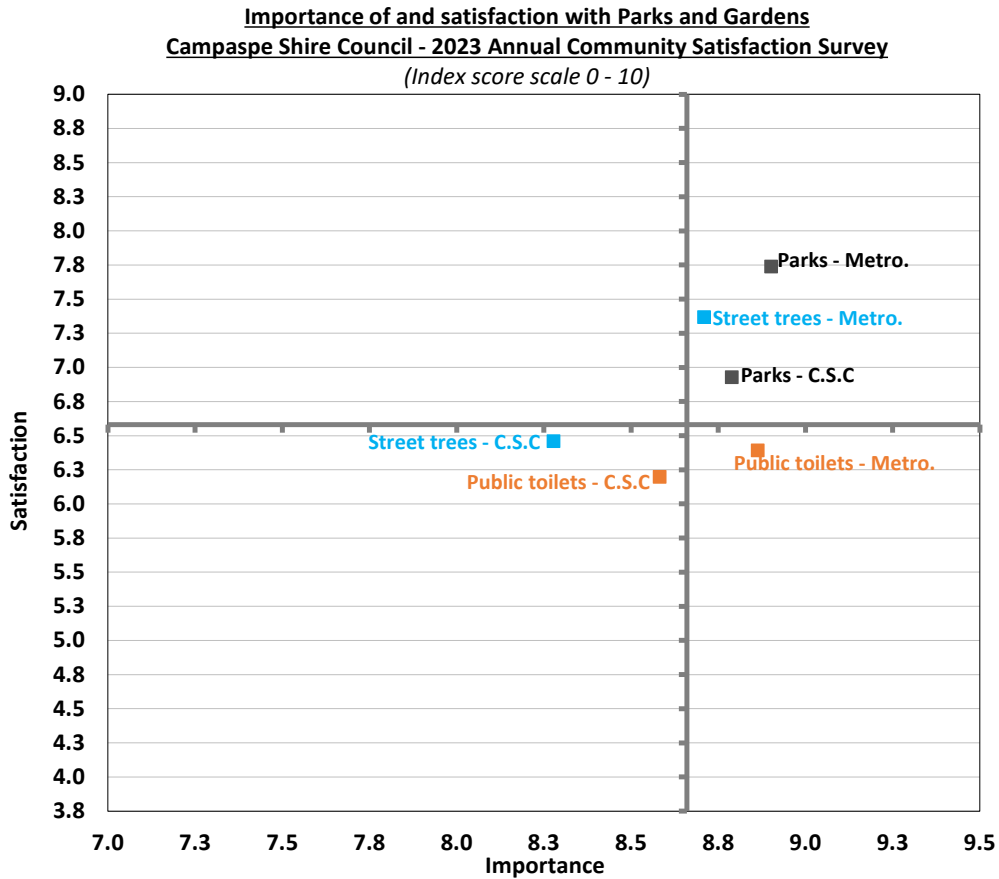
Parks and Gardens

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.



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.

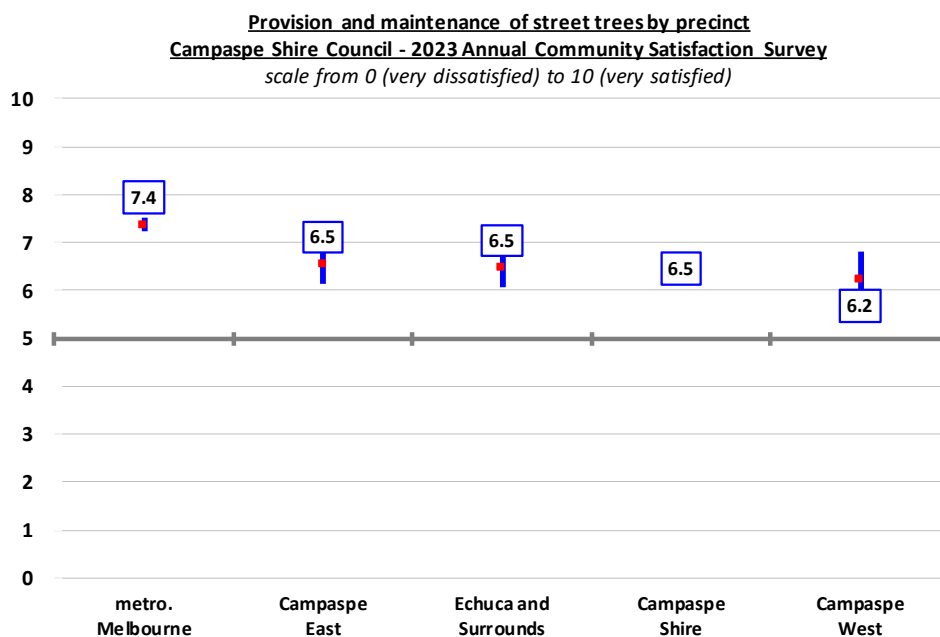
This ranks the street trees 15th in terms of satisfaction this year.

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.



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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.

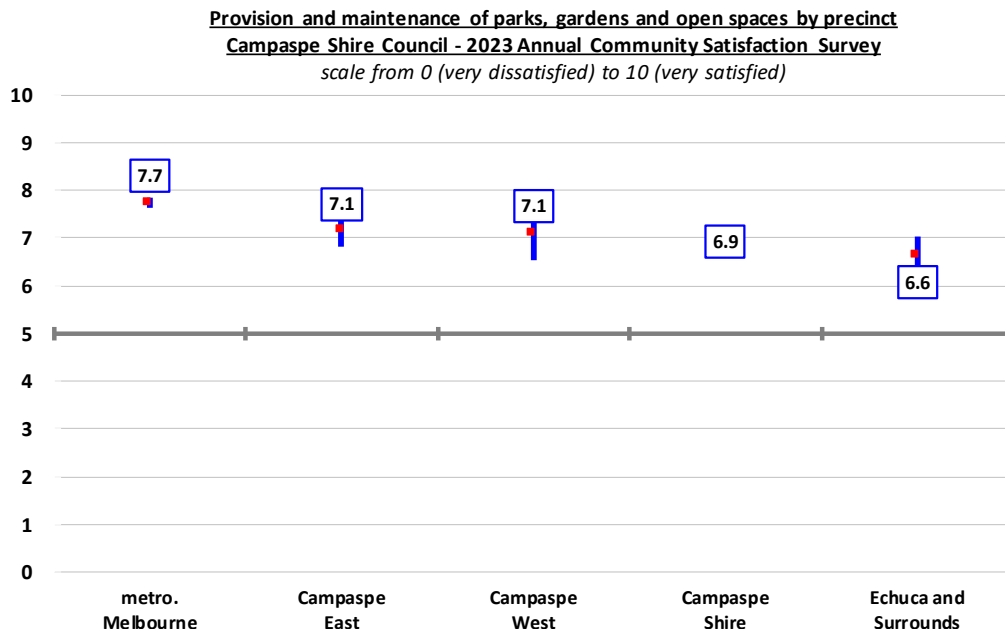
This ranks the parks, gardens, and open spaces 9th in terms of satisfaction this year.

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.

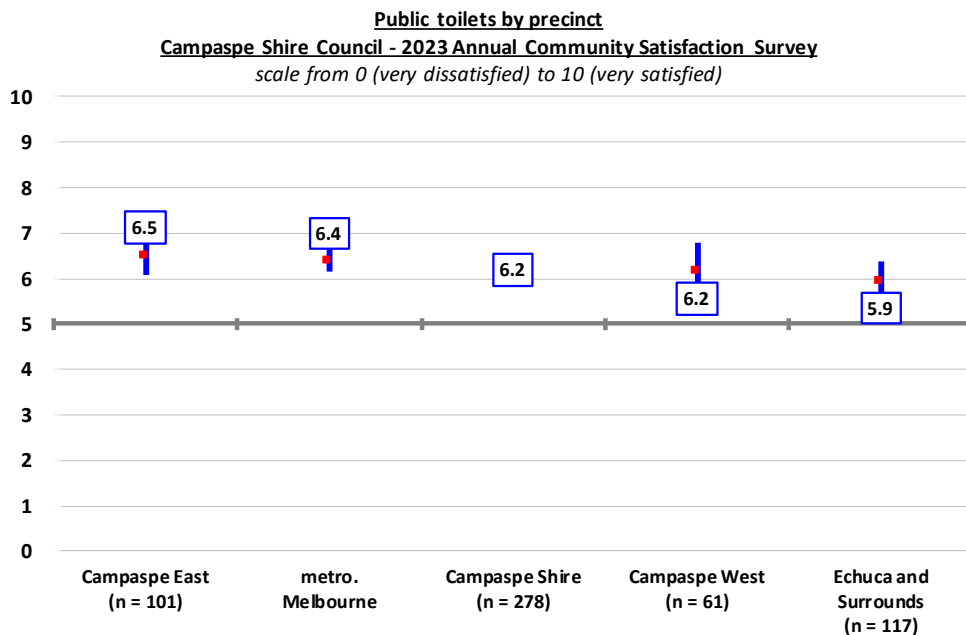
This ranks public toilets 18th in terms of satisfaction this year.

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

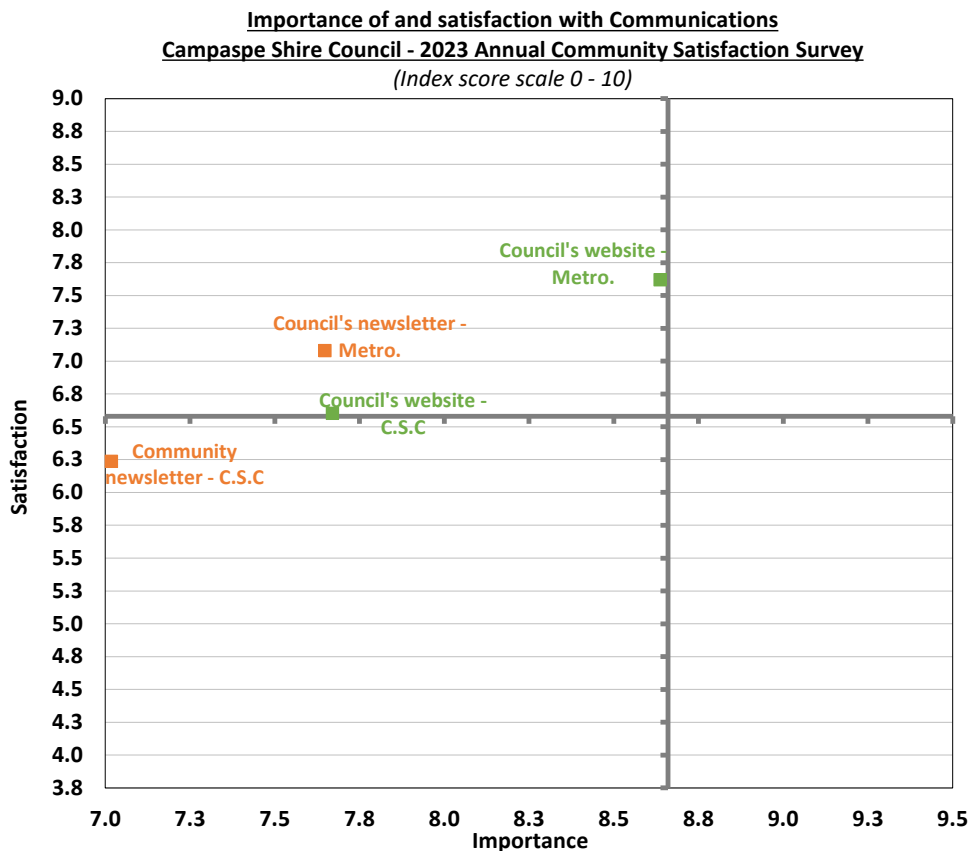
There were two services and facilities from the Communications department of Council included in the 2023 survey as outlined in the following graph.

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.

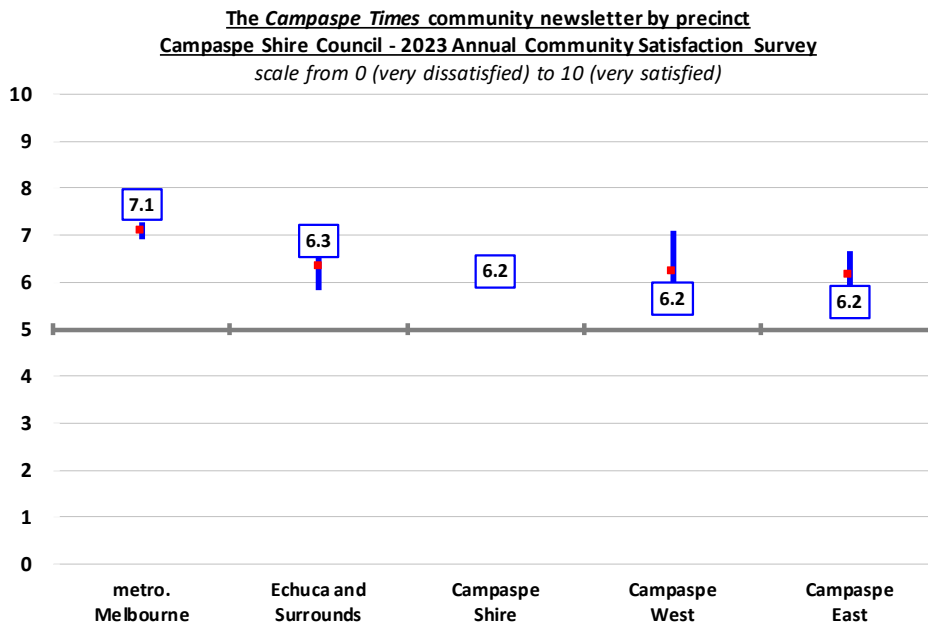
This ranks the *Campaspe Times* 16th in terms of satisfaction this year.

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.



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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.

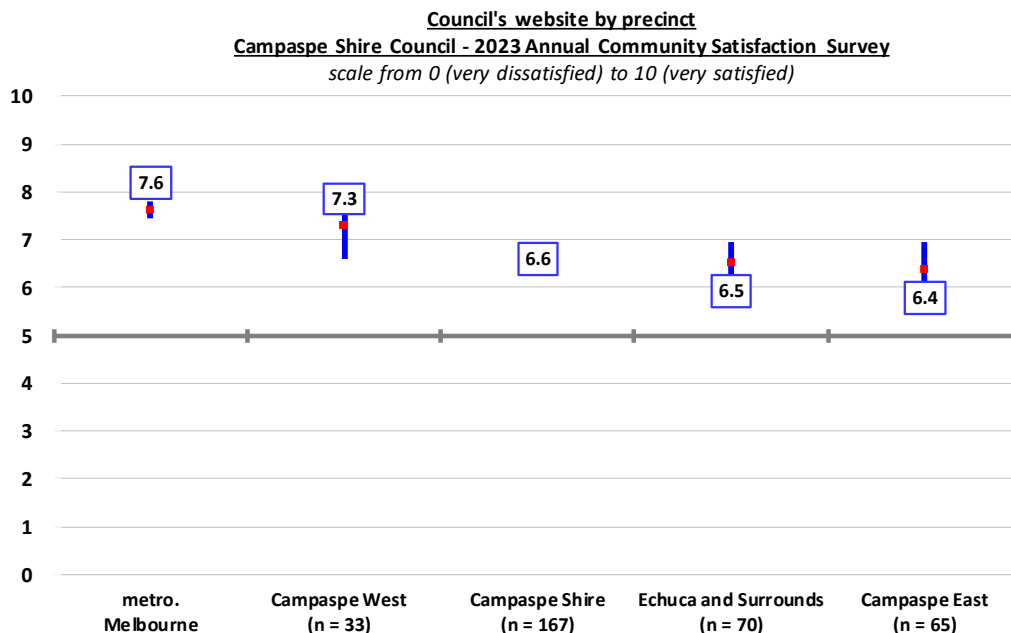
This ranks the website 12th in terms of satisfaction this year.

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

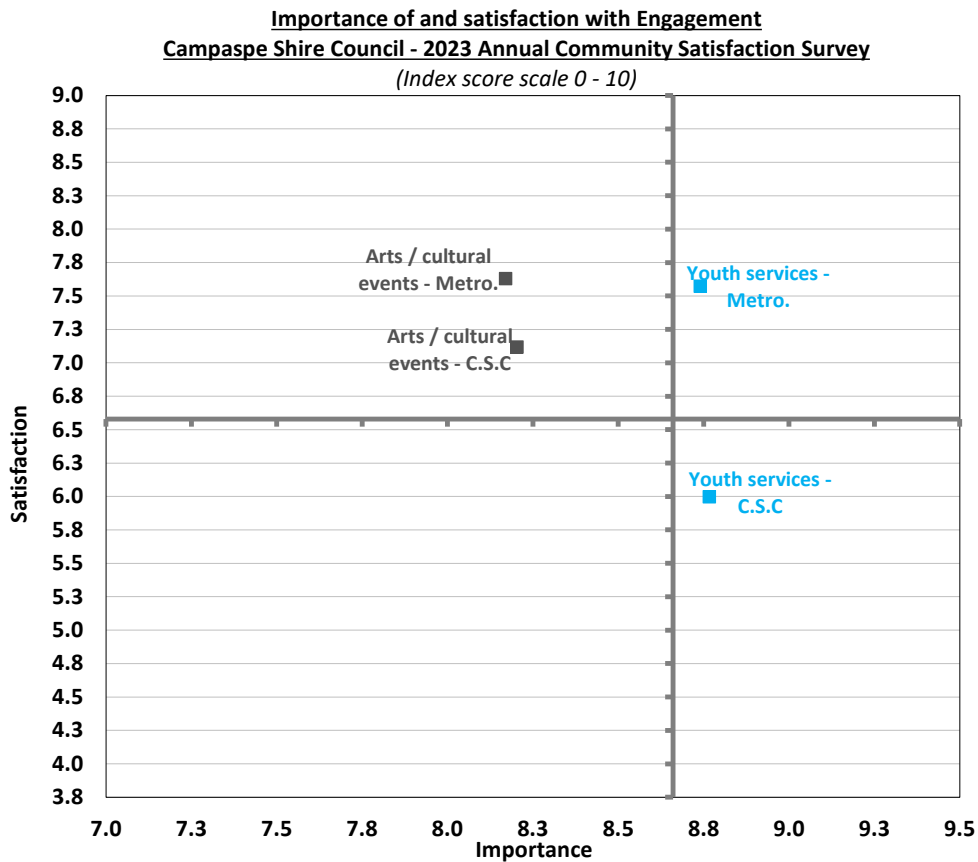
There were two services and facilities from the Engagement department of Council included in the 2023 survey as outlined in the following graph.

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.



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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.

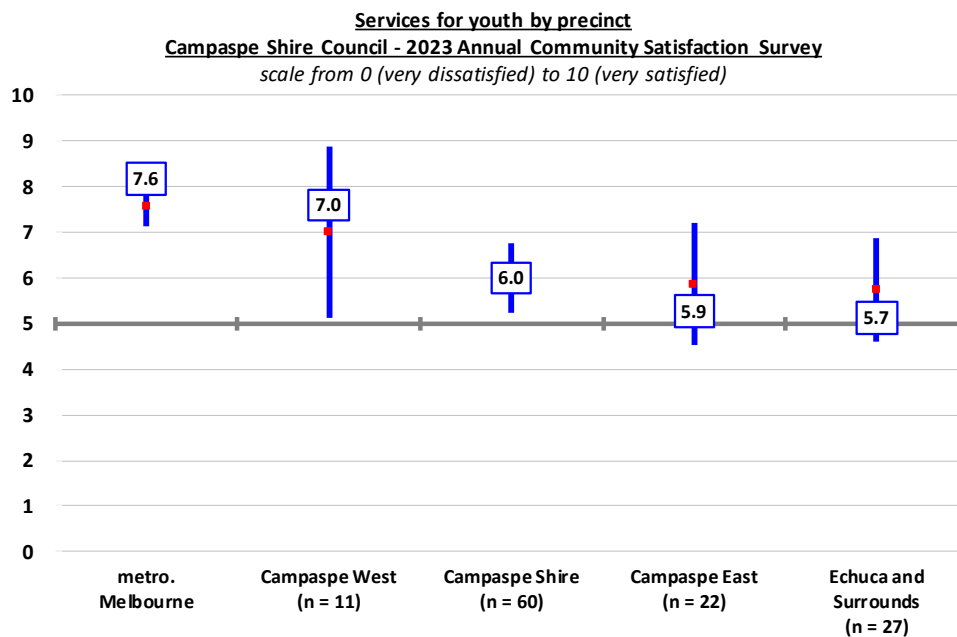
This result was comprised of 42% “very satisfied” and 29% “dissatisfied” respondents, based on a total sample of 59 of the 62 respondents (16%) from households who had used these facilities in the last 12 months.

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.



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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.

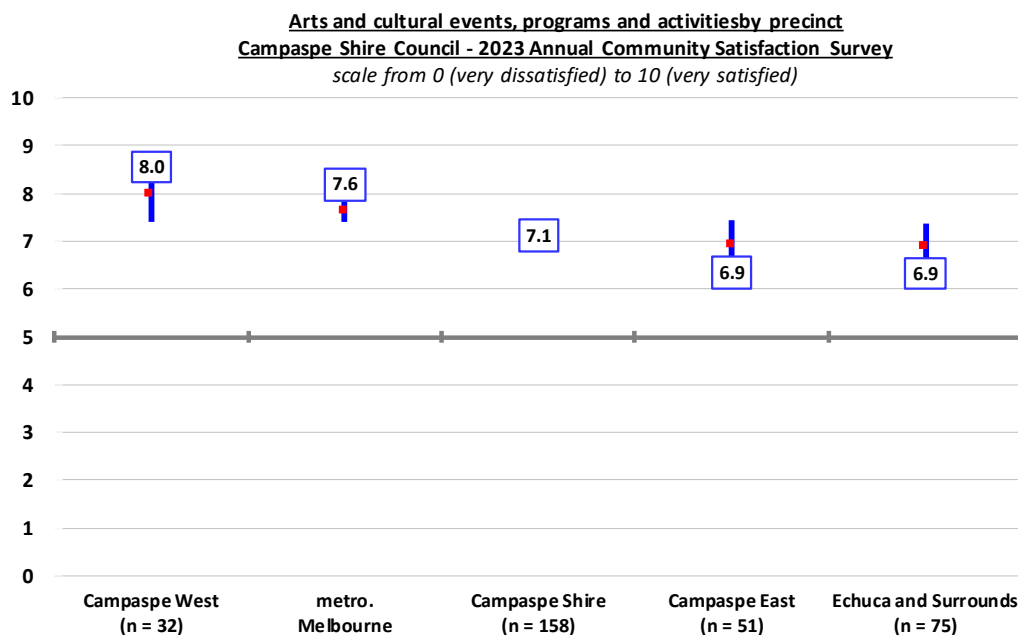
This ranks arts and cultural events, programs, and activities 7th in terms of satisfaction this year.

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

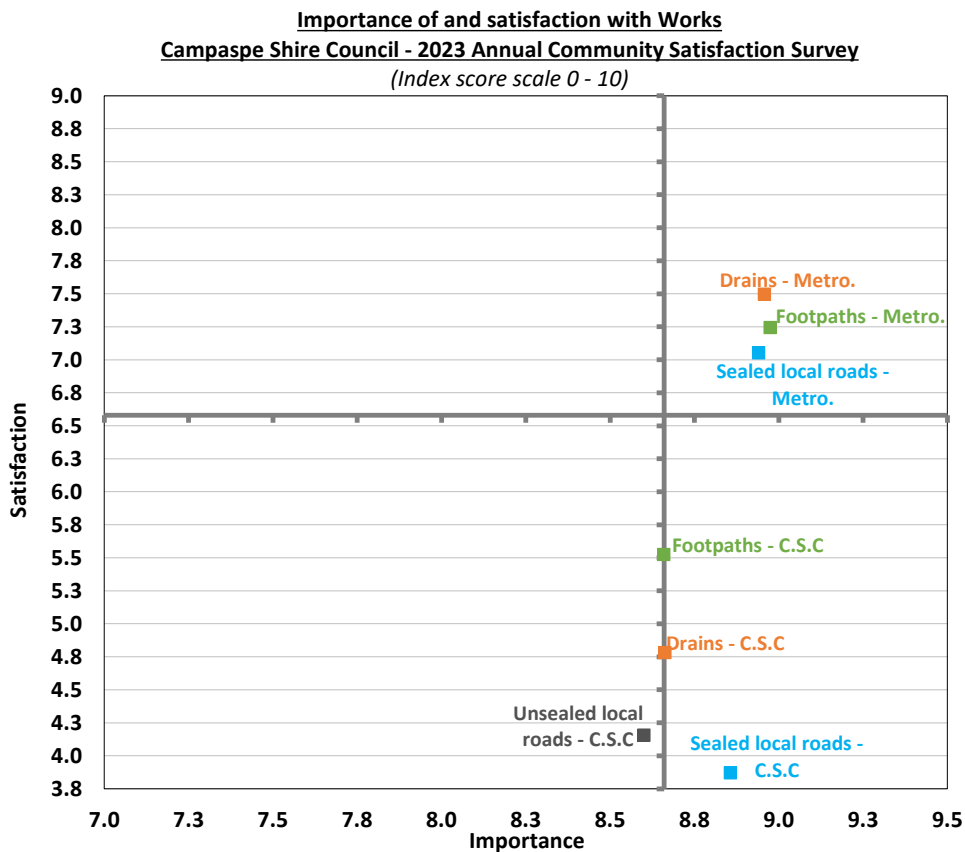
There were four services and facilities from the Works department of Council included in the 2023 survey as outlined in the following graph.

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.

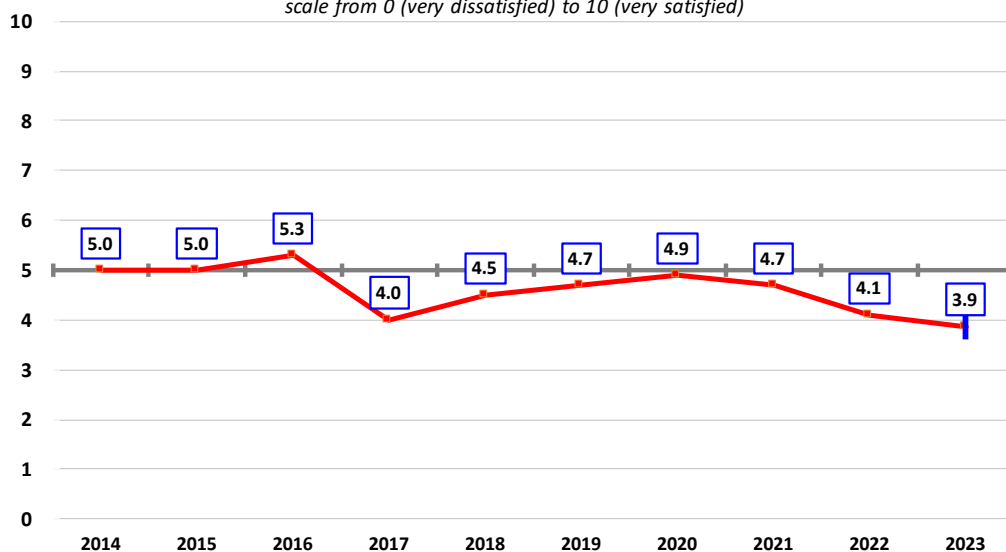
Satisfaction with sealed local roads was 3.9 out of 10, or an “extremely poor” level of satisfaction. This was the lowest satisfaction score with a major local government service or facility recorded by Metropolis Research since commencing satisfaction surveys in 2001.

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.

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



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.



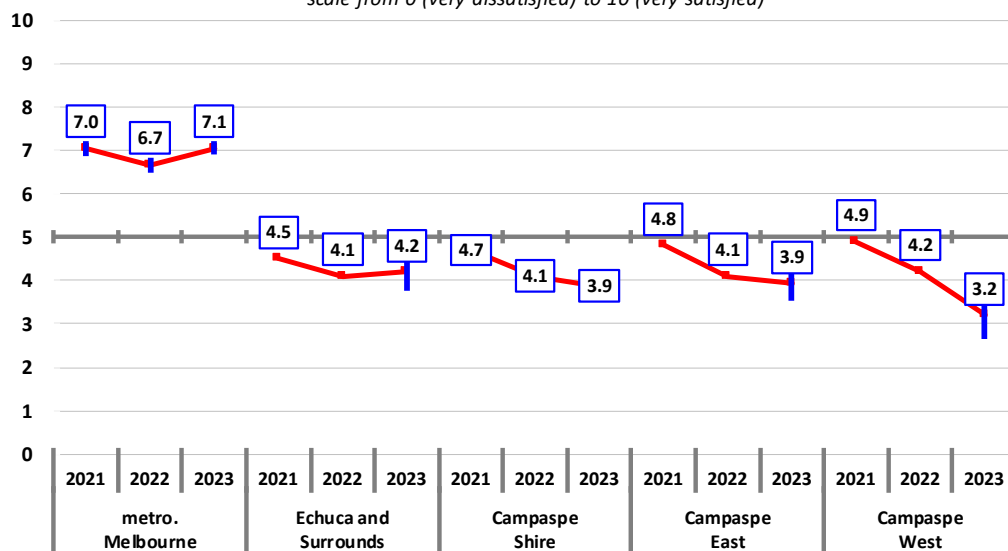
Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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.

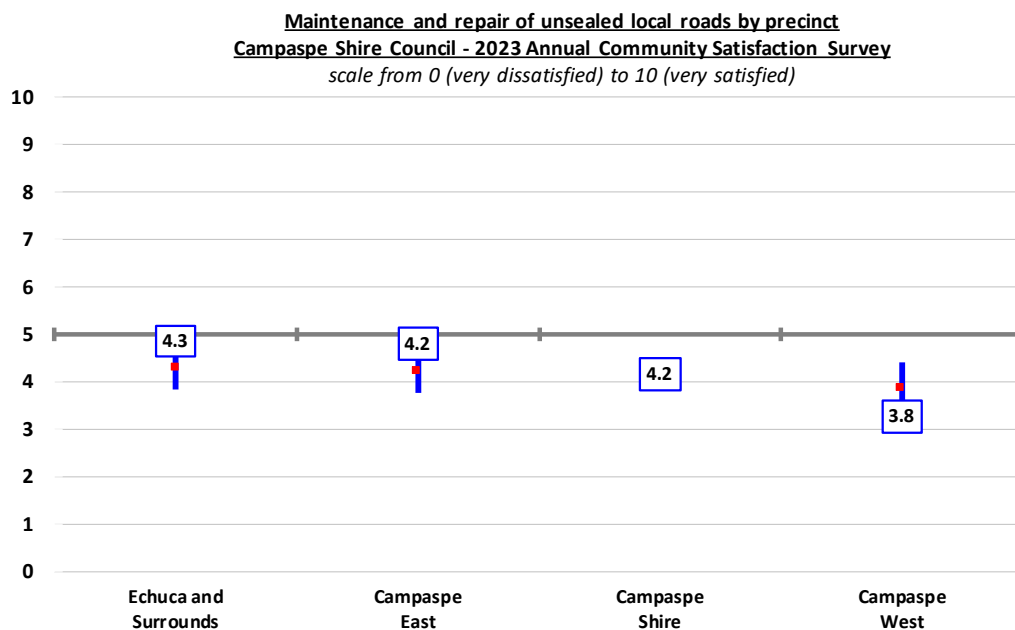
This result was comprised of 11% “very satisfied” and 49% “dissatisfied” respondents, based on a total sample of 361 of the 400 respondents who provided a satisfaction score.



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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.



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

Bond St	1
Brereton Rd	1
Brown Rd, Echuca	1
Carroll Rd	1
Darling St	1
Dickman St	1
Diggera 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



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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.

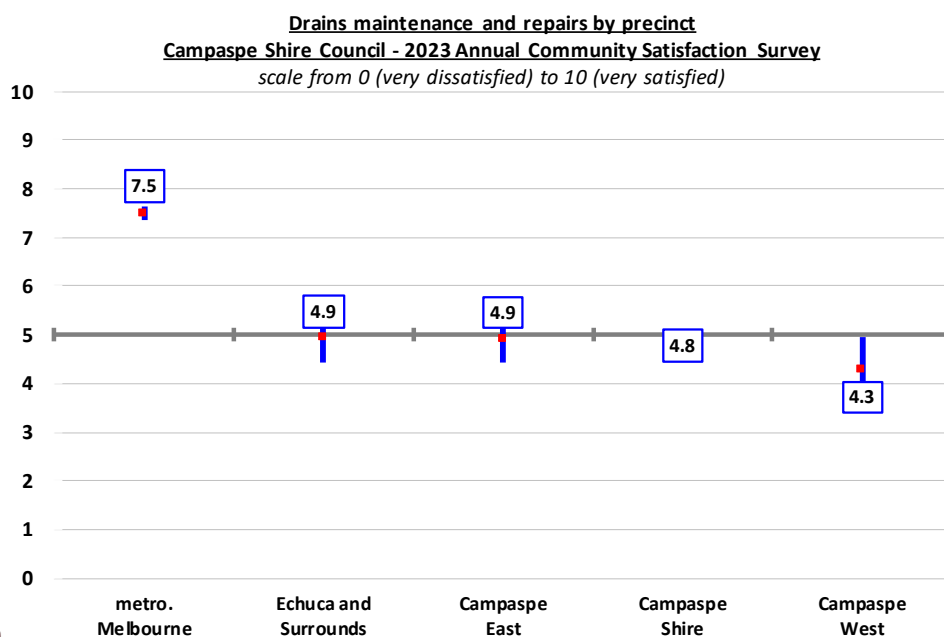
This result ranks drains 2nd in terms of satisfaction this year, and one of four to record a satisfaction score measurably lower than the average of all 24 services and facilities (6.6).

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.

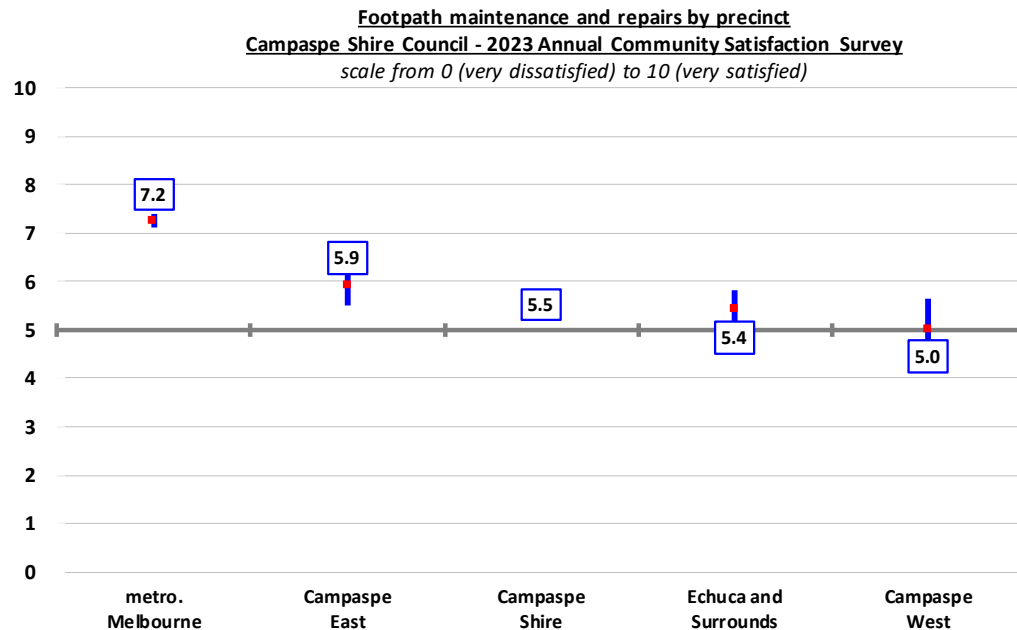
This result ranks footpaths 21st in terms of satisfaction this year, and one of four to record a satisfaction score measurably lower than the average of all 24 services and facilities (6.6).

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

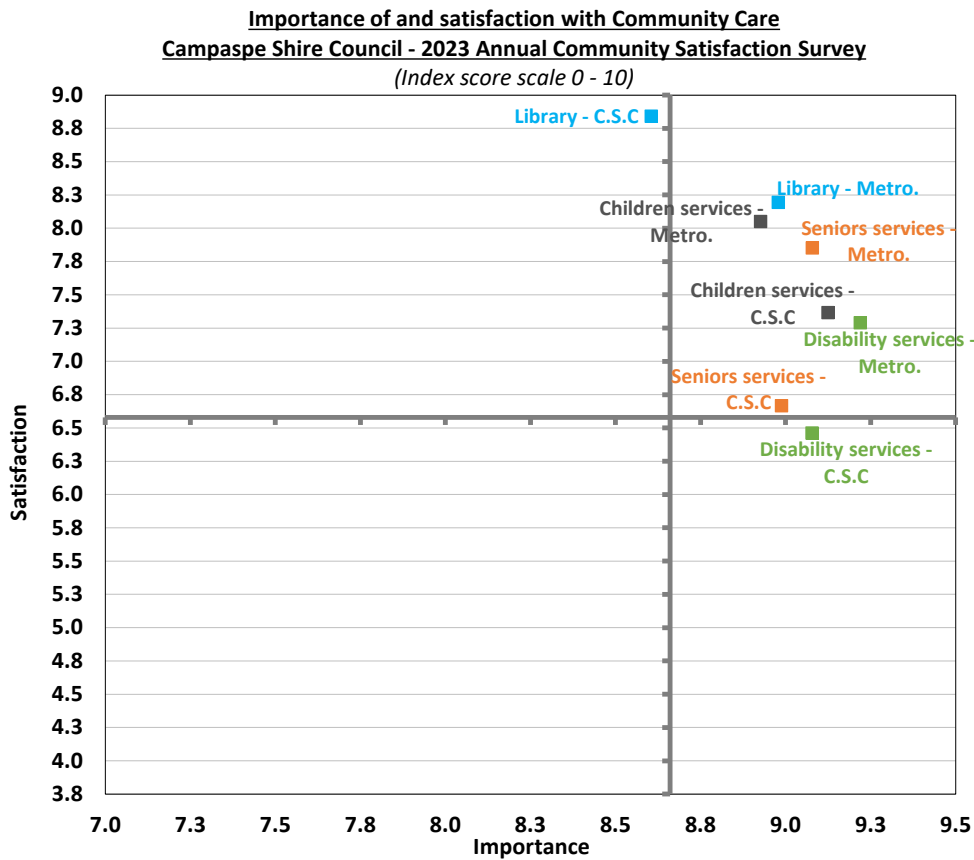
There were four services and facilities from the Community Care department of Council included in the 2023 survey as outlined in the following graph.

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.



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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.

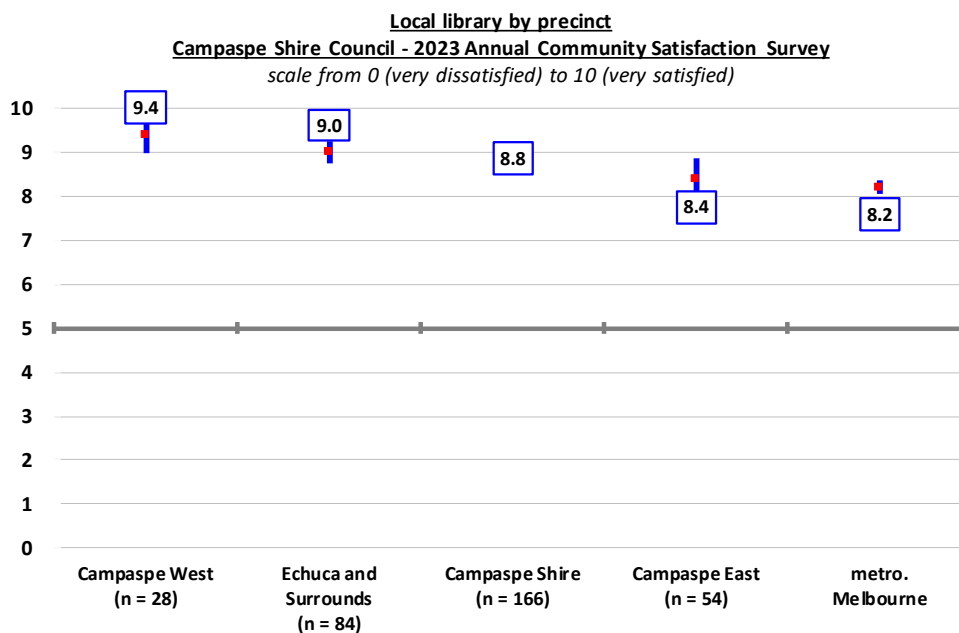
This result ranks the local library first in terms of satisfaction this year.

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.

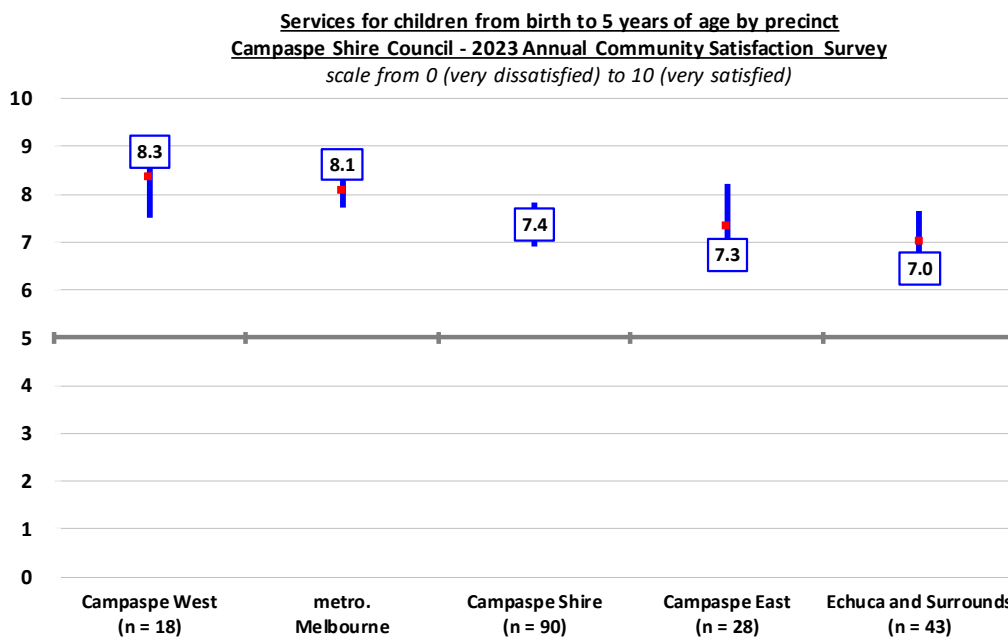
This result ranks services for children 5th in terms of satisfaction this year, and one of six that recorded a measurably higher than average satisfaction score (6.6).

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.



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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.

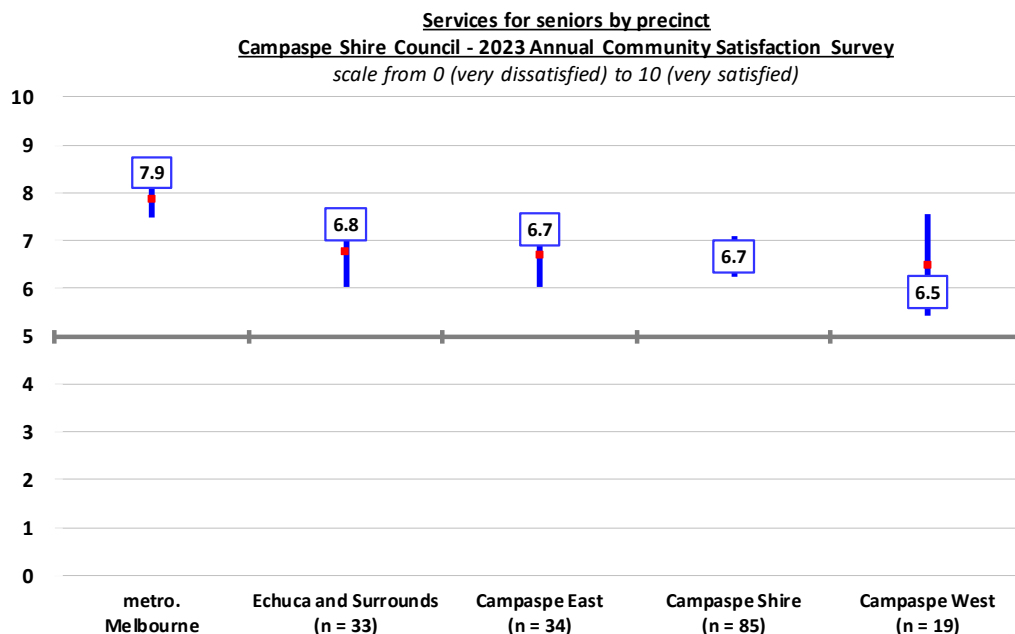
This result ranks services for seniors 11th in terms of satisfaction this year.

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.

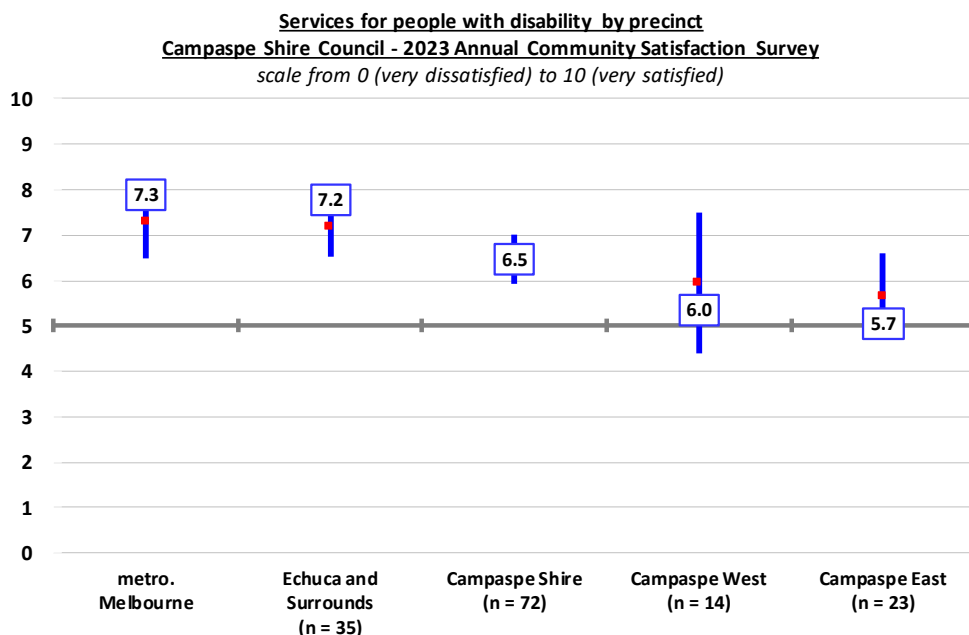
This result ranks support for people with disability 14th in terms of satisfaction this year.

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

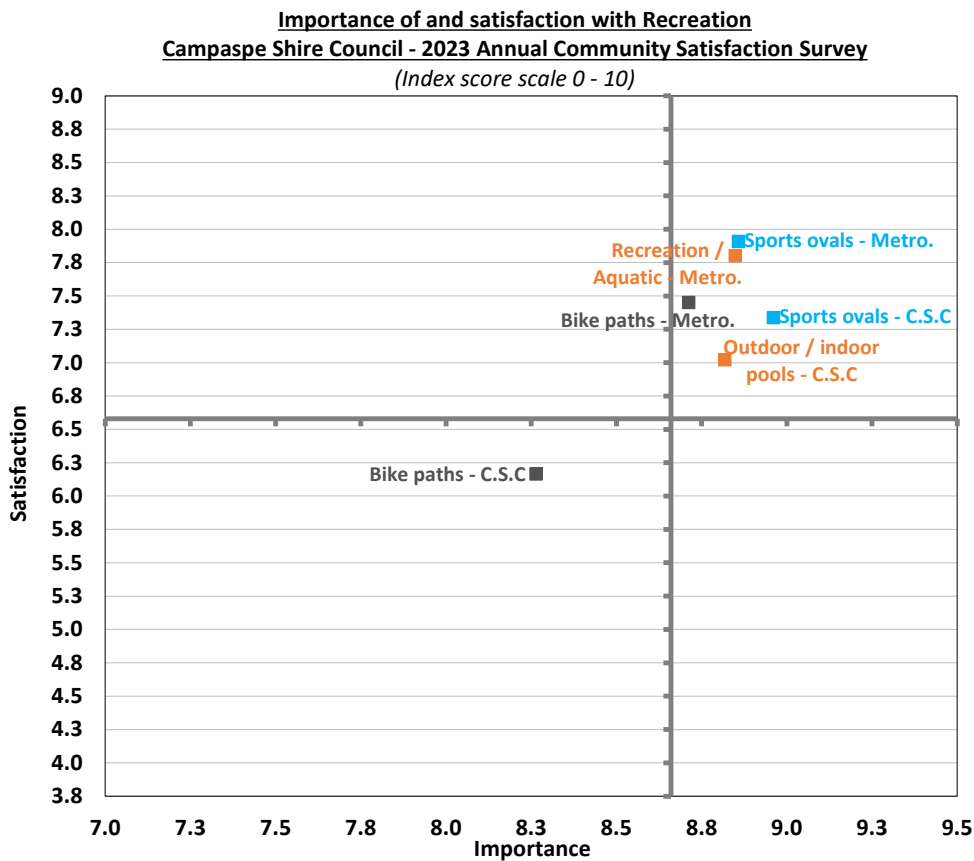
There were three services and facilities from the Recreation department of Council included in the 2023 survey as outlined in the following graph.

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.

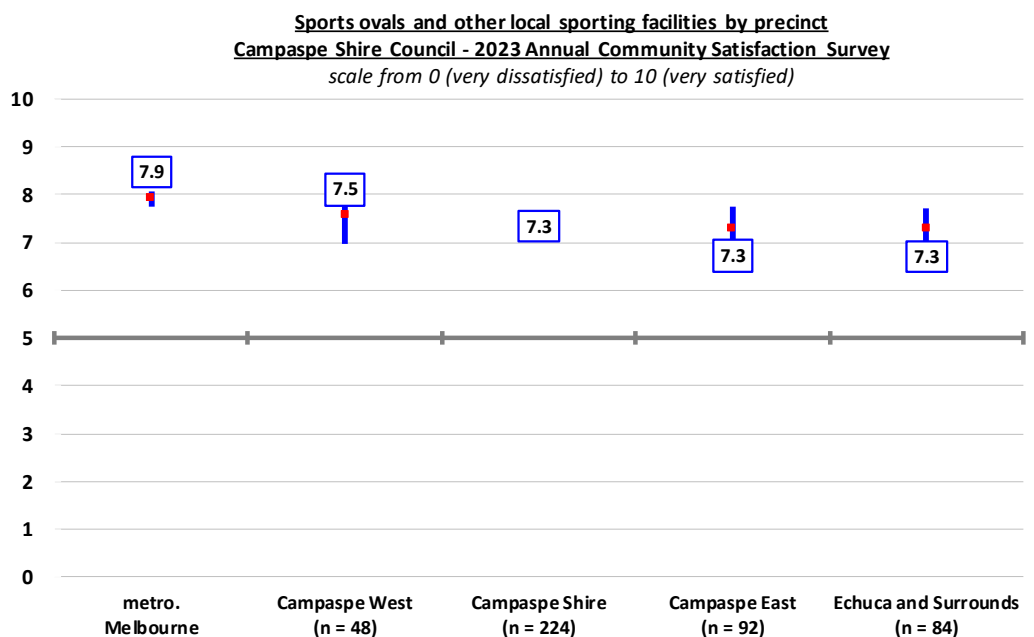
This result ranks sports ovals and sporting facilities 6th in terms of satisfaction this year, and one of six that received a satisfaction score measurably higher than the average of all 24 services and facilities (6.6).

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.

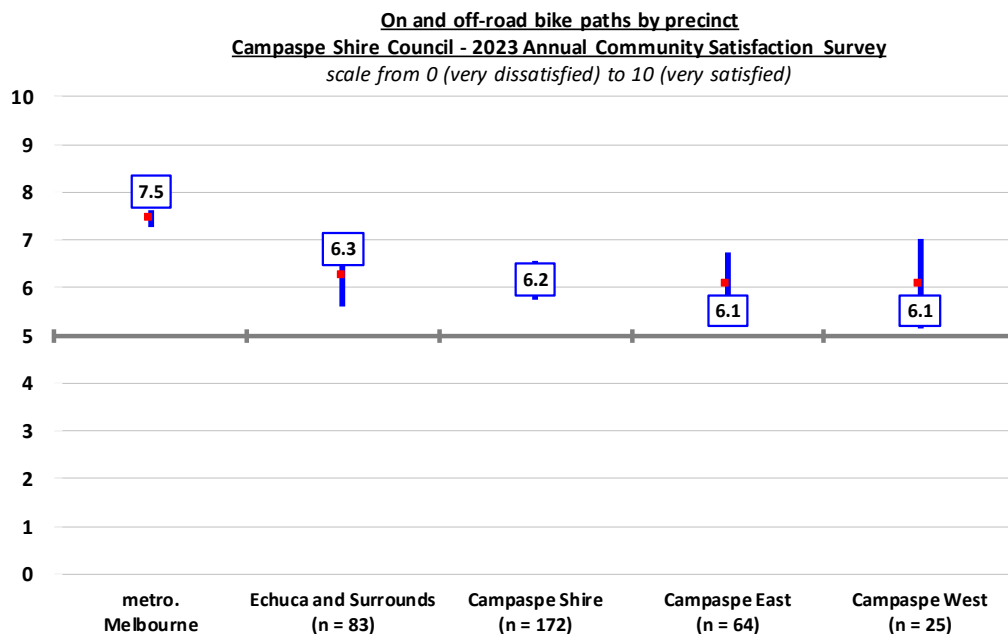
This result ranks bike paths 19th in terms of satisfaction this year.

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.

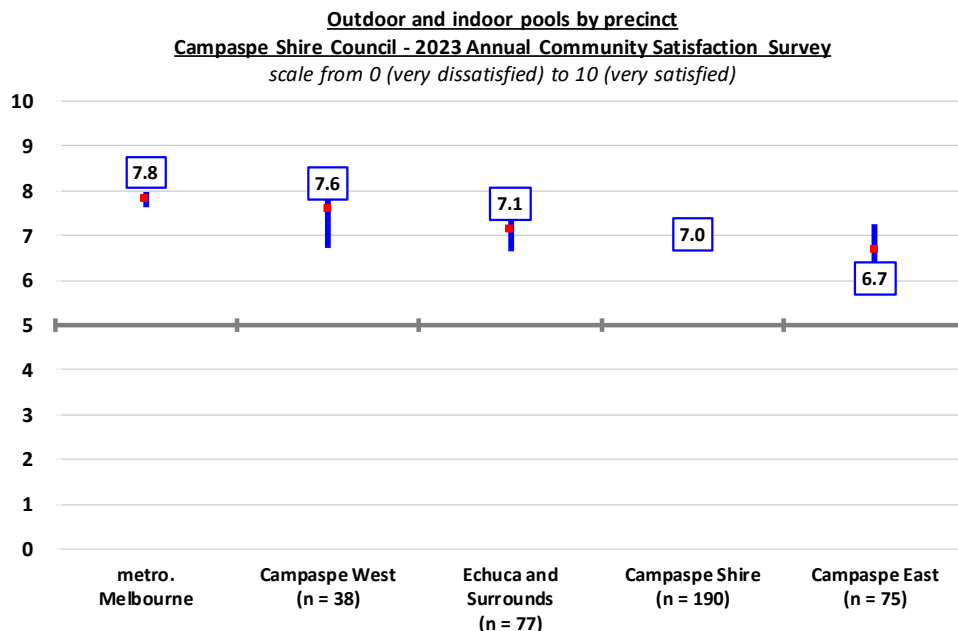
This result ranks outdoor and indoor pools 8th in terms of satisfaction this year.

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.

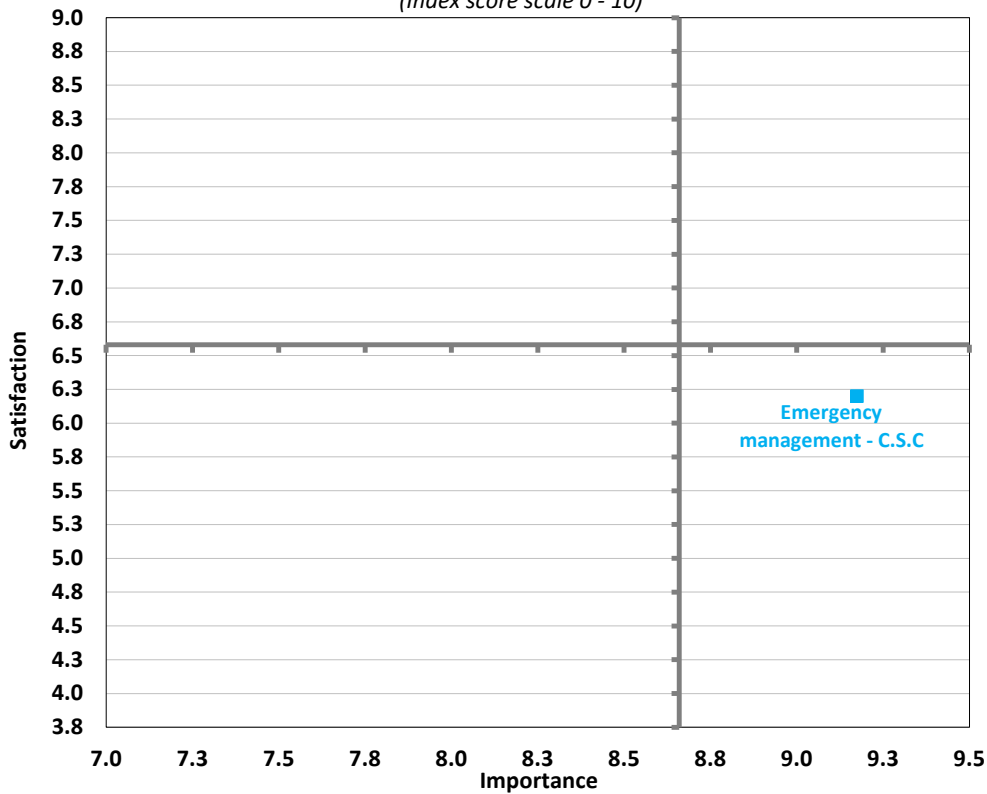
Emergency management and response was measurably more important than the average of all services and facilities (8.8) but received a marginally lower than average satisfaction score.

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).

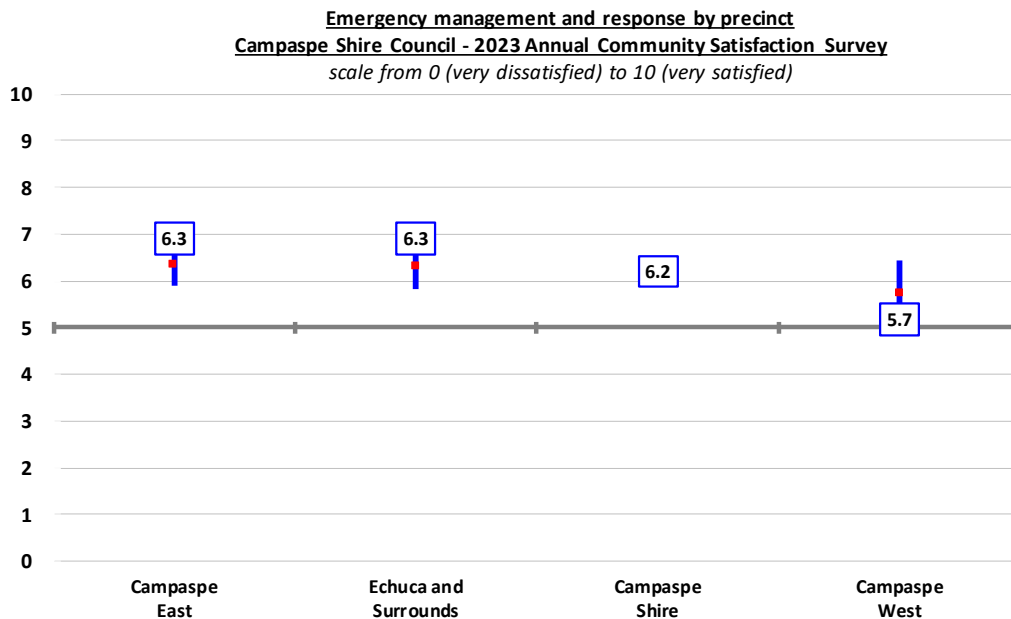
Satisfaction with these services was 6.2 out of 10, or a “solid” level of satisfaction.

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.



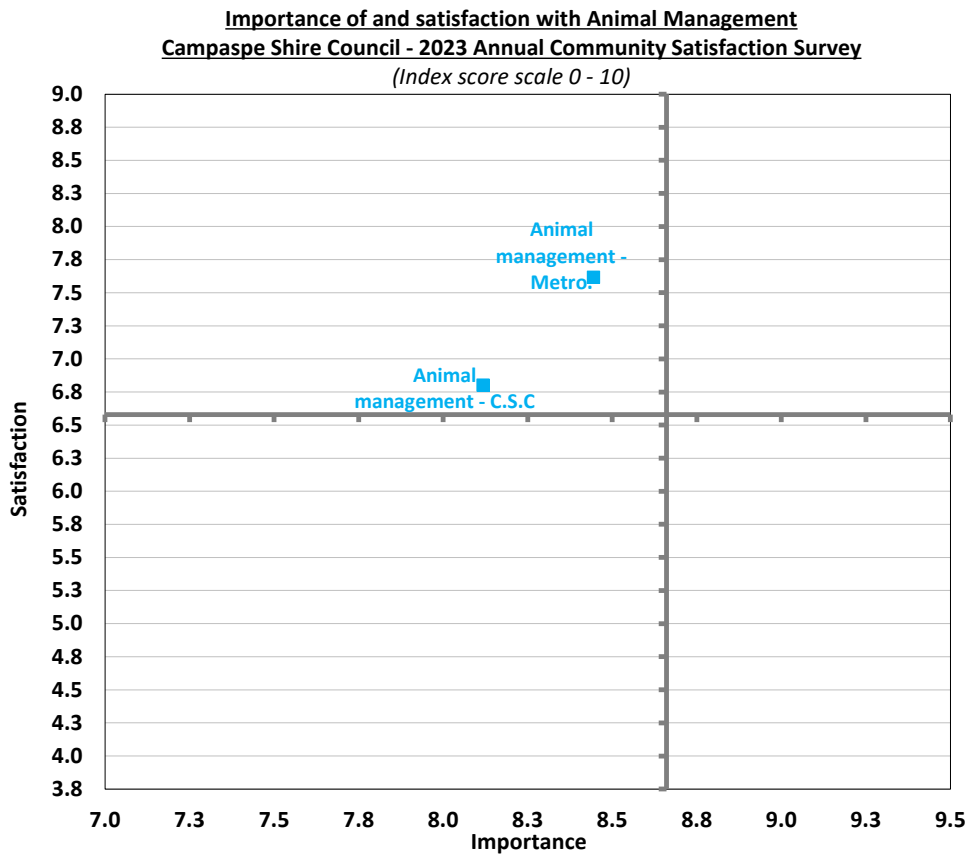
Animal management

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).

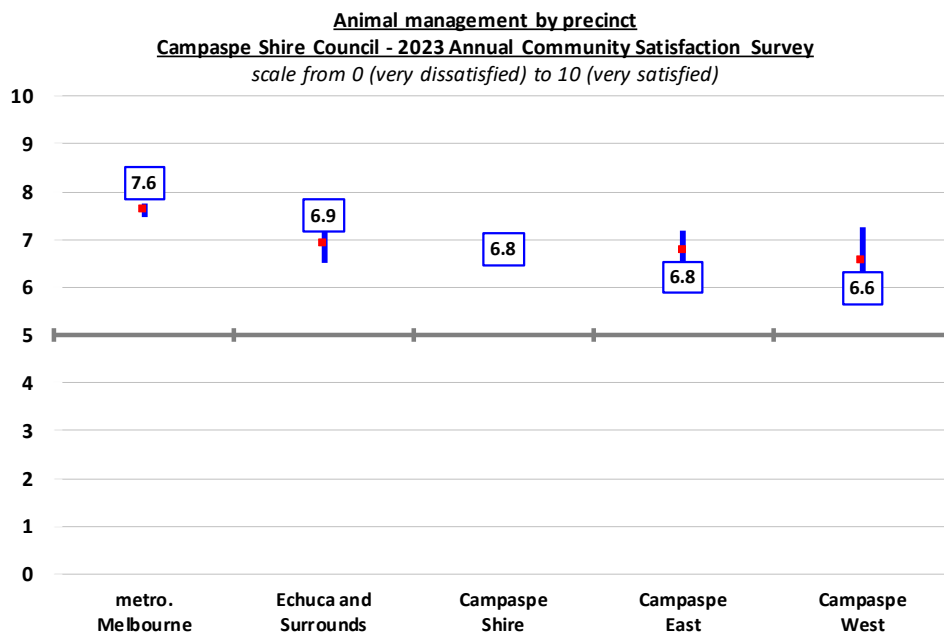
Satisfaction with these services was 6.8 out of 10, or a “good” level of satisfaction.

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.



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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.



Campaspe Shire Council – 2023 Annual 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



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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.



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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%
Respondents identifying an issue	45 (84%)	Respondents identifying an issue	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%
Respondents identifying an issue	39 (81%)	Respondents identifying an issue	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%
Respondents identifying an issue	19 (71%)	Respondents identifying an issue	33 (89%)



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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%
Respondents identifying an issue	26 (69%)	Respondents identifying an issue	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%
Respondents identifying an issue	26 (79%)	Respondents identifying an issue	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%
Respondents identifying an issue	308 (77%)	Respondents identifying an issue	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.



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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)		Adults (35 to 44 years)	
Roads maintenance and repairs	26%	Roads maintenance and repairs	35%
Sports and recreation facilities mainten	14%	Council governance, performance and acco	16%
Flooding recovery and repairs	9%	Sports and recreation facilities mainten	10%
Cleanliness and maintenance of area incl	7%	Provision and maintenance of general inf	8%
Council governance, performance and acco	5%	Equal treatment of rural / urban areas	8%
Drains maintenance and repairs	5%	Parks, gardens and open spaces	8%
Council rates / fees / charges	5%	Parking	8%
Tip	5%	Bikes, cycling / walking tracks	8%
Flooding n.f.d	5%	Cleanliness and maintenance of area incl	6%
Equal treatment of rural / urban areas	5%	Council rates / fees / charges	6%
All other issues	42%	All other issues	80%
<i>Respondents identifying an issue</i>	56 (66%)	<i>Respondents identifying an issue</i>	45 (88%)

Middle aged adults (45 to 54 years)		Older adults (55 to 74 years)	
Roads maintenance and repairs	43%	Roads maintenance and repairs	44%
Flooding recovery and repairs	11%	Council governance, performance and acco	9%
Sports and recreation facilities mainten	8%	Communication, consultation and provisio	8%
Equal treatment of rural / urban areas	8%	Sports and recreation facilities mainten	6%
Footpath maintenance and repairs	8%	Building, housing, planning and developm	6%
Provision and maintenance of general inf	6%	Flooding recovery and repairs	6%
Parks, gardens and open spaces	6%	Equal treatment of rural / urban areas	6%
Communication, consultation and provisio	5%	Footpath maintenance and repairs	6%
Council rates / fees / charges	5%	Financial issues and priorities for Coun	5%
Flooding warning, immediate response	5%	Beautification of area / liveability	5%
All other issues	68%	All other issues	63%
<i>Respondents identifying an issue</i>	51 (80%)	<i>Respondents identifying an issue</i>	111 (80%)

Senior citizens (75 years and over)		Campaspe Shire	
Roads maintenance and repairs	34%	Roads maintenance and repairs	38%
Footpath maintenance and repairs	12%	Sports and recreation facilities	8%
Parks, gardens and open spaces	9%	Flooding recovery, repairs, assistance	8%
Communication, consultation and provisio	7%	Council governance and performance	7%
Flooding recovery and repairs	7%	Equal treatment of rural / urban areas	7%
Cleanliness and maintenance of area incl	7%	Communication and consultation	6%
Financial issues and priorities for Coun	5%	Footpath maintenance and repairs	5%
Equal treatment of rural / urban areas	5%	Cleanliness and maintenance of area	5%
Beautification of area / liveability	5%	Parks, gardens and open spaces	5%
Flooding prevention (e.g. levy, banks, e	5%	Financial issues and priorities for Council	4%
All other issues	50%	All other issues	66%
<i>Respondents identifying an issue</i>	43 (75%)	<i>Respondents identifying an issue</i>	308 (77%)



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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%
Respondents identifying an issue	157 (82%)	Respondents identifying an issue	150 (74%)

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%
Respondents identifying an issue	292 (77%)	Respondents identifying an issue	14 (74%)

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.



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Roads	
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey	
<i>(Number of responses)</i>	
<i>Comment</i>	<i>Number</i>
<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



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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



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<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.



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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.



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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 diversity	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.

There was a diversity of individual 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



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

	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



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

	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



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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?”

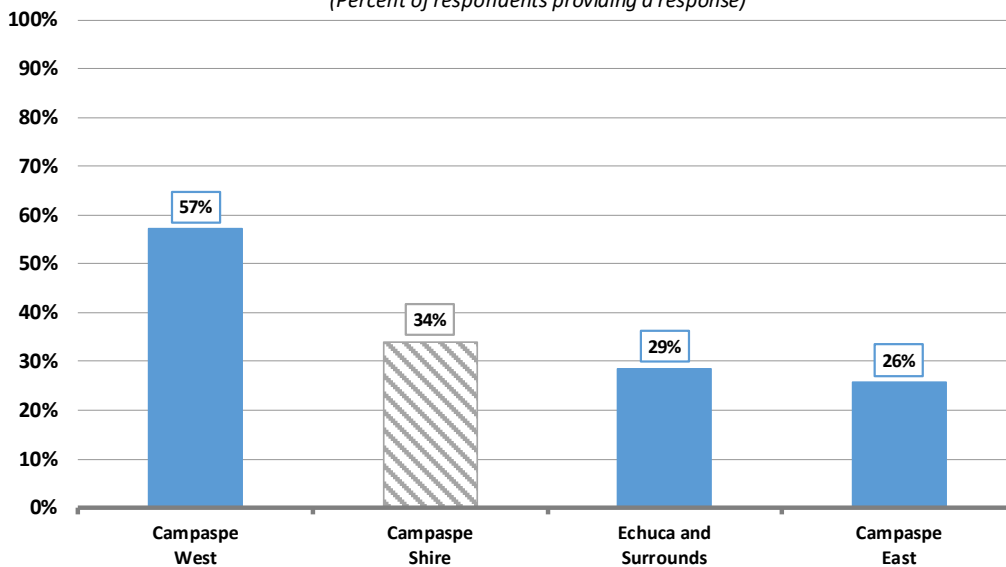
Approximately one-third (34%) of respondents reported that their residence was directly impacted by the October 2022 floods, with 25 respondents not providing a response.

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)



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

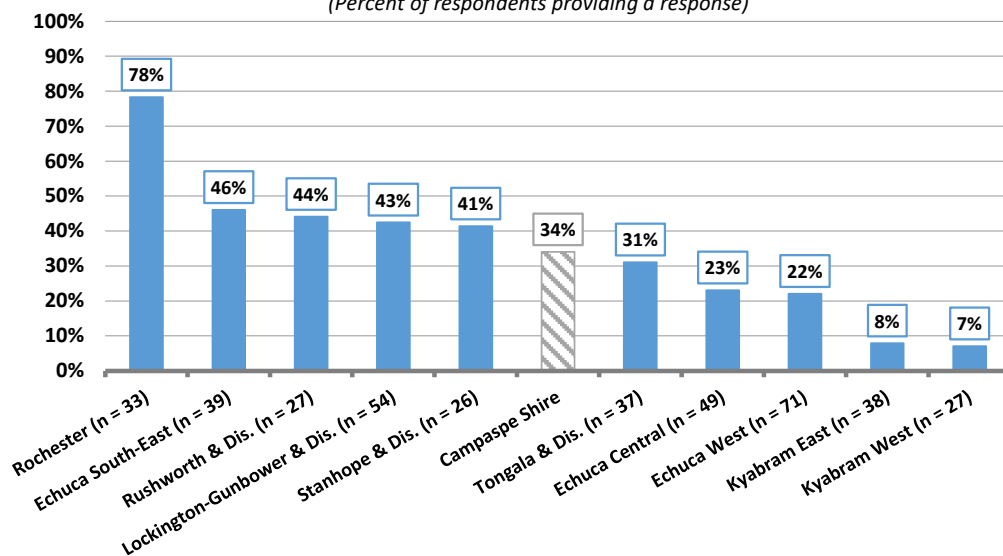
Impacted by the October 2022 floods
Campaspe Shire Council - 2023 Annual Community Satisfaction Survey
 (Number and percent of respondents providing a response)

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:

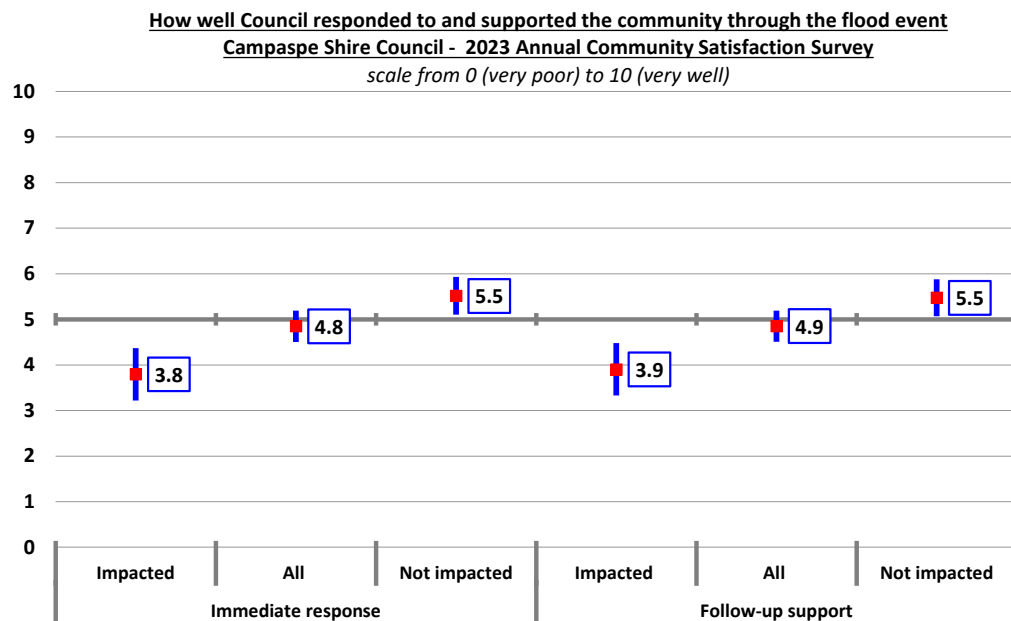
“On a scale from 0 (very poor) to 10 (very well), how well do you believe Council responded to and supported the community through the flood event?”

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.



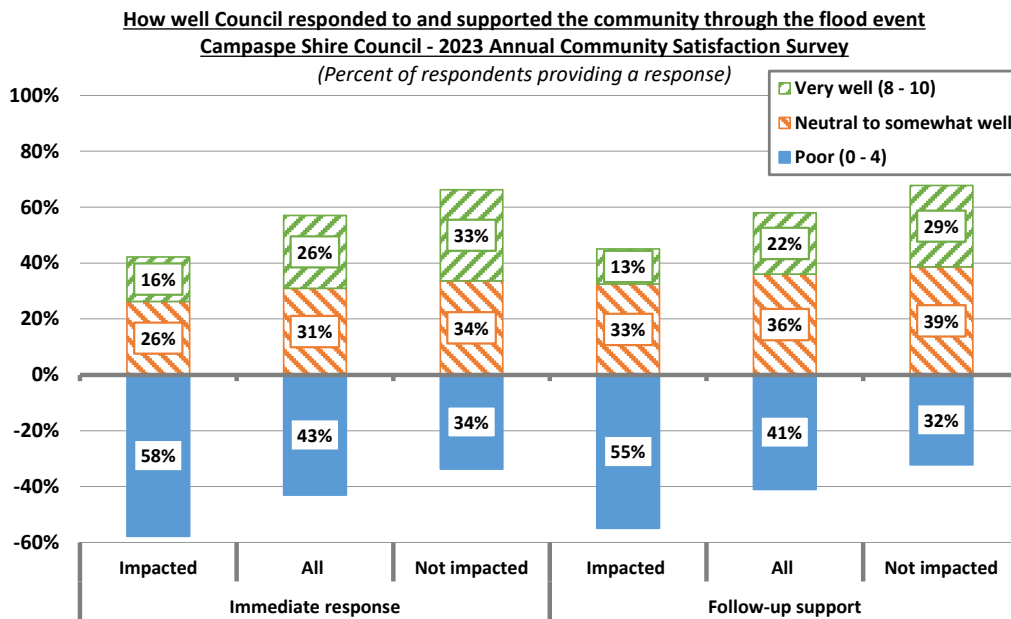
The following graph provides a breakdown of these results into the proportion of respondents who rated Council’s handling as “very well handled” (i.e., rated at eight or more), those who felt it was handled “neutral to somewhat well” (i.e., rated at five to seven), and those who felt it was handled “poor”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



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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.

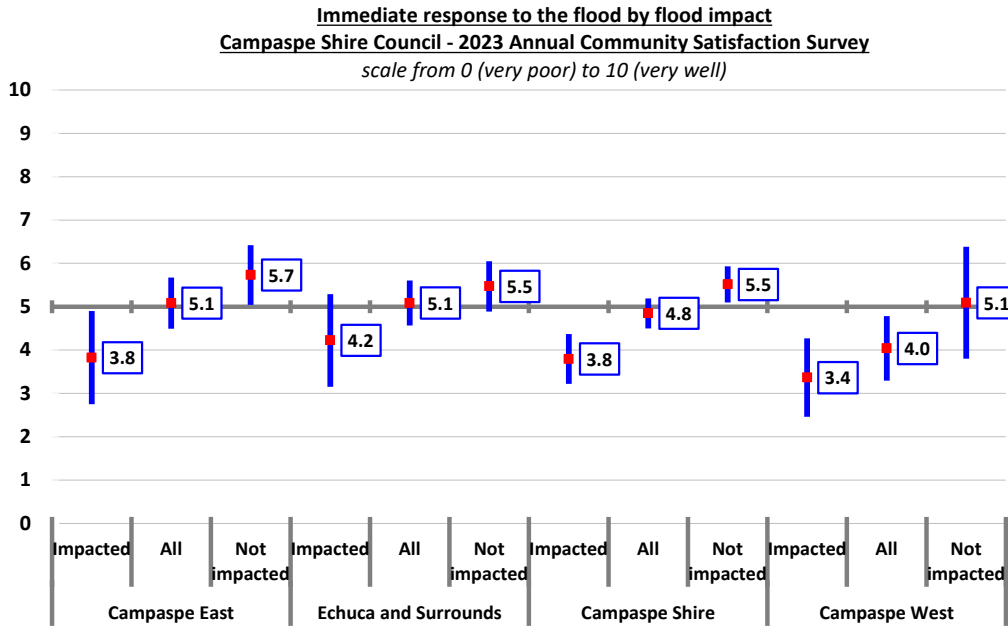
Respondents from Campaspe East were somewhat rated this higher than average (6%), with those directly impacted by the flood event reporting the same score as the municipal average.

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).

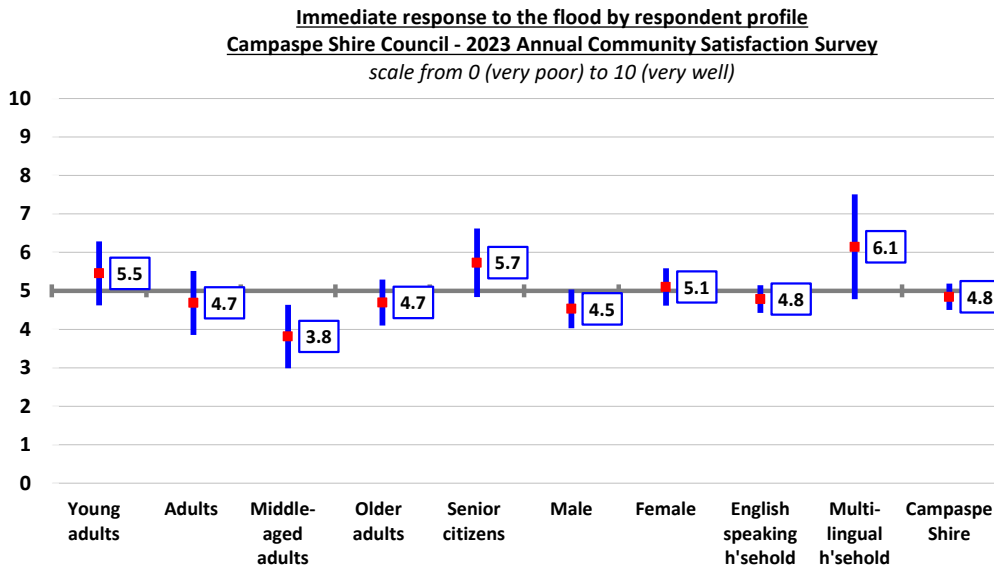


Campaspe Shire Council – 2023 Annual Community Satisfaction Survey



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.



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

Follow up support to the community

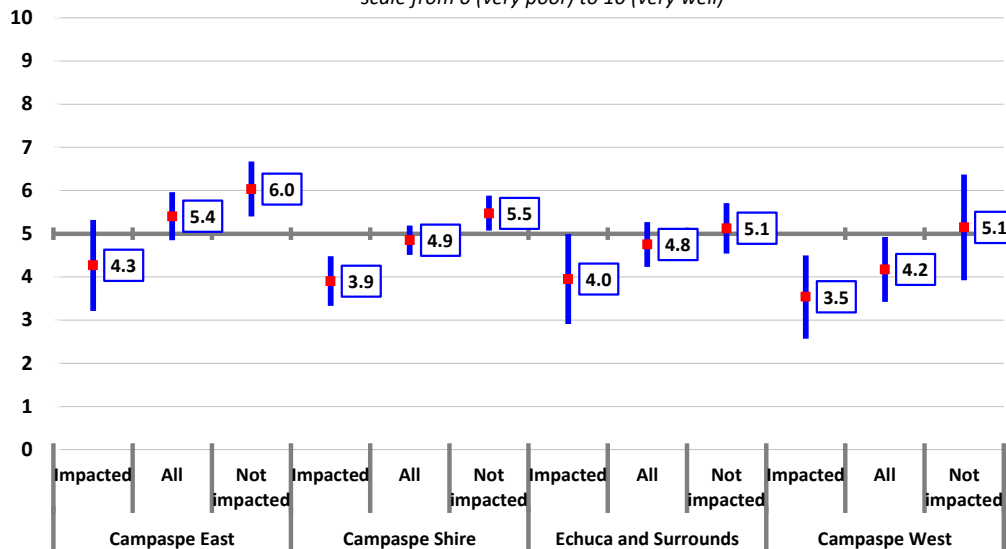
There was also notable variation in how well Council handled the follow-up support to the community through the flood event observed across the municipality, both for those directly impacted by the flood and those who were not directly impacted.

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)

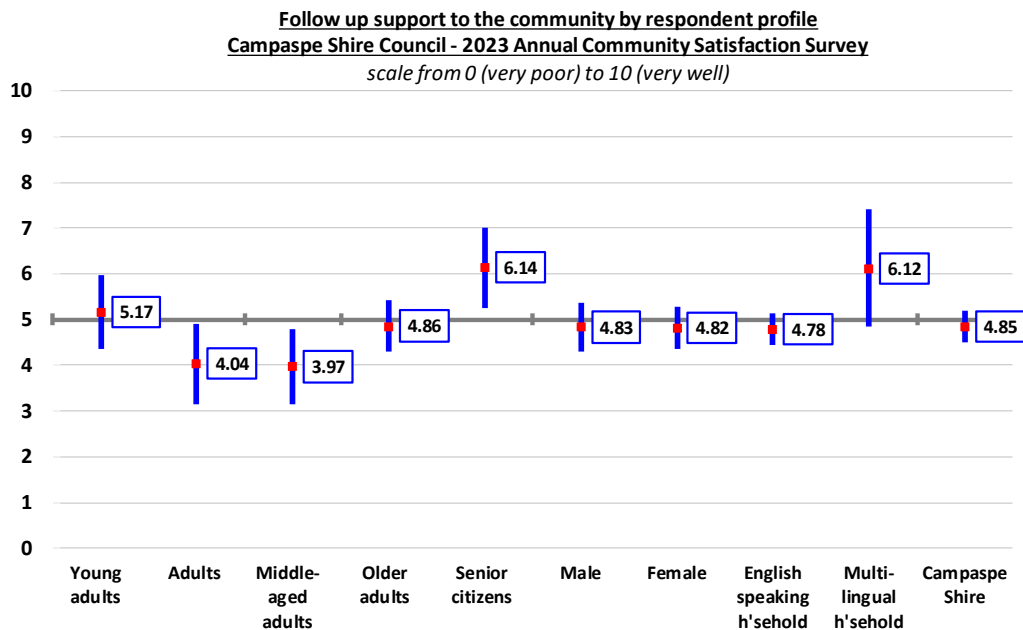


There was also notable and measurable variation in how well Council handled the follow-up support to the community through the flood event observed by respondent profile:

- **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.



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey



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.



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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	
<i>(Number of responses)</i>	
<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



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

<i>Poor communication, information, and consultation</i>	
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 them again	1
They were not listening to the community	1
They weren't enough communication	1
Total	30

<i>Inequitable distribution of support / assistance</i>	
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



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

<i>Slow response / support / assistance</i>	
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
<i>Lack of preventative measures like levy / warning</i>	
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
<i>Poor management / decision making / responsibility</i>	
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



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

<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.



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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%)



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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%



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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%
<i>youngest child 0 - 4 years</i>	28	7%
<i>youngest child 5 - 12 years</i>	40	10%
<i>youngest child 13 - 18 years</i>	33	8%
<i>adult children only</i>	42	11%
One parent family	19	5%
<i>youngest child 0 - 4 years</i>	4	1%
<i>youngest child 5 - 12 years</i>	8	2%
<i>youngest child 13 - 18 years</i>	5	1%
<i>adult children only</i>	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%



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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 facilities 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



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

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



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

<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



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

<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 staff	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



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

<i>Equal treatment of rural / urban areas</i>	
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

<i>Flood prevention, management, and response</i>	
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



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

<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



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

<i>Council services and facilities</i>	
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
<i>Rates, fees, and charges</i>	
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
<i>Community focus</i>	
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



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

<i>Roads and traffic management</i>	
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
<i>Parks, gardens, trees, and open spaces</i>	
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
<i>Financial management and priorities</i>	
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



Campaspe Shire Council – 2023 Annual Community Satisfaction Survey

<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



Campaspe Shire Council - 2023 Annual Community Satisfaction Survey



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

4

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

5

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	<input type="text"/>		

23	Do you have any further comments you would like to make?			
	<input type="text"/>			
	<input type="text"/>			
	<input type="text"/>			

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.

(c) Metropolis Research, 2023

8.4.2 Council Plan Year 2 Major Initiatives Quarter 3 Update

Directorate: Office of the CEO

Responsible Officer: Manager Governance and Strategy

Manager: Manager Governance and Strategy

Attachments: 1. Council Plan Action Update Q 3 [8.4.2.1 - 8 pages]

1. PURPOSE

To provide Council with the third quarter update on the progress and achievement of implementation of the 2022/23 Council Plan Initiatives.

2. RECOMMENDATION

That the progress and achievement of the 2022/23 Initiatives supporting implementation of the Council Plan 2021/25 be received and noted.

3. DISCUSSION

The 2021-2025 Council Plan (Plan) is Council's key strategic document for the term of the Council, which reflects the outcomes of stakeholder and community engagement. The Plan describes Council's strategic objectives, strategies for achieving the objectives and how the outcomes will be measured.

This Plan sets a vision of 'Our places are vibrant and sustainable, our people are strong and supportive'.

The Plan is supported by 87 initiatives funded in the 2022/23 Budget. Progress in relation to the implementation of the initiatives are reported to Council and the community quarterly. This report is the third quarterly report of initiatives funded under the 2022/23 budget.

As part of the first and second reports, the following 13 initiatives were completed. As they were completed in Q1 and Q2 they will not be displayed as part of the Q3 report.

Quarter 1 – Completed Initiatives

Flourishing local economy

- We will implement the Echuca West Precinct Structure Plan to encourage development of additional residential housing in Echuca.

Resilient protected and healthy natural environment

- We will complete three actions from the WickED Program.
- We will continue to consider rainwater collection, reuse and grey water harvesting, consistent with State policy in planning applications.

Quarter 2 – Completed Initiatives

Flourishing local economy

- We will implement the Commercial Strategy to encourage commercial development.
- We will establish a program to fund lifeguard training and promote this pathway.

Resilient protected and healthy natural environment

- We will implement the Victorian Auditor General's Office recommendations on offsetting native vegetation loss on private land.
- We will open up the Rural Tree Scheme to support rural landholders to increase biodiversity and spend the allocated budget on purchasing plants.

Well planned places

- We will construct Stage 2 and commit to funding for Stage 3 of the Echuca East Recreation Reserve project.
- We will pursue advocacy and funding opportunities for the redevelopment of Victoria Park in Echuca.
- We will implement changes to the Campaspe Planning Scheme from Amendment C117 and C118 which include identified 'infill' development areas, and additional zoned land to allow residential development.

Growing quality of life

- We will implement the Stephanie Alexander Kitchen Garden Program at the Rochester & District Child Care Centre.
- We will develop an online reporting platform for dog attacks.
- We will update community education material relating to dog attacks, permanent identification and the importance of desexing.

The status of implementation at the end of quarter 3 (March 2022) across these remaining initiatives was:

- 7 have not started,
- 0 need attention,
- 58 are in progress,
- 9 are completed.

4. CONSULTATION

Internal consultation:

- General Managers and Department Managers from across the organisation have been consulted in relation to the progress of initiatives funded under the 2020/21 budget.

Councillors:

- Via Email 4 May 2023

5. STRATEGIC ALIGNMENT

Council Plan 2021-2025

The Council Plan is Council's key strategic document for the term of the Council, which reflects the outcomes of stakeholder and community engagement. The Plan describes Council's strategic objectives, strategies for achieving the objectives and how the outcomes will be measured. This report relates directly to the Council Plan as it provides an update on progress towards the delivery of the objectives identified in support of Council's vision.

6. POLICIES AND RELATED COUNCIL DOCUMENTS

The requirements of Section 9(2)(c) of Local Government Act 2020 have been considered.

There are ten of the 87 Year 2 Council Plan actions that relate to changes, reviews or developments of council policy or strategy or respond to legislative requirements. This includes development of a Playground Policy, Rural Living Strategy, Campaspe Planning Scheme Amendments, Municipal Early Years Plan, Domestic Wastewater Management Plan and Fleet Policy review.

7. LEGAL AND STATUTORY OBLIGATIONS

Section 9(2)(a) of the *Local Government Act 2020* (Vic) provides that Council decisions are to be made and actions taken in accordance with the relevant law.

8. FINANCIAL IMPLICATIONS

Section 9(2)(g) of the *Local Government Act 2020* (Vic) provides that the ongoing financial viability of the Council is to be ensured.

Actions support the ongoing financial viability of Council and our community. Examples include Economic Development Strategy and Action Plan, Industrial Land Strategy, Commercial Strategy, Transport Freight Route Action Plan, Employer Forums, Port of Echuca Transition to Campaspe Port Enterprise, Delivery of Roads to Recovery Projects and development of a Regional Circular Economy Plan.

9. ECONOMIC, SOCIAL AND ENVIRONMENTAL IMPLICATIONS

Twenty-five Year 2 Council Plan actions relate to environmental sustainability, and Planning for climate change including kerbside bin and other waste programs, contaminated land management, use of recycled materials in council projects, development of an environmentally sustainable design guideline, review of green fleet options, advocacy for on-farm efficiencies and irrigation practice and modernisation, domestic waste water management plan review, waste water recycling and feasibility report, integrated water management project for Aquatic Reserve, offsets for native vegetation loss on private land, weed and pest control and other environment strategy actions.

Social implications are a key consideration of 55 of the Year 2 Council Plan actions and cover a range of areas including development of a Tourism and Events Place Based Plan, Echuca West Precinct Structure Plan for additional residential housing, vocational training and employment, completion and implementation of various recreation reserve designs and master plans, Rushworth Murchison rail trail project commencement, public wi-fi and digital connectivity and engaging with local indigenous groups.

10. ISSUES AND RISK MANAGEMENT

Issues:

The Action Plan responds to some of the key challenges that are facing not only Campaspe but also many other rural and regional communities. Over each of the four years of the 2021-2025 Council Plan a set of annual objectives is developed to address these risks and deliver Council's vision for our community.

The key challenges include:

- Water security for the agricultural industry
- High costs of inputs for industry
- Transport connectivity and access
- After-hours health care
- An ageing population
- Substance abuse
- Availability of tertiary education and training
- Cross-border regulation
- Climate change
- Waste minimisation and sustainable disposal
- Energy self-sufficiency
- Water sustainability
- Digital connectivity

Risk:

Risk management has been considered in the preparation of this report and no risks with a high or extreme rating have been identified in this process.

11. CONFLICT OF INTEREST

Section 130 of the *Local Government Act 2020* (Vic) requires members of Council staff to disclose any general or material conflict of interest in matters to be considered at a Council Meeting.

In accordance with section 130 of the *Local Government Act 2020*, the officer preparing this report declares no conflict of interest regarding this matter.

12. CHARTER OF HUMAN RIGHTS

This Report has considered and complies with the Human Rights and Responsibilities contained in the Victorian Charter of Human Rights and Responsibilities Act 2006.

13. INSTRUMENT OF DELEGATION

This report has considered and complies with the Instrument of Sub-Delegation by the Chief Executive Officer is so far as this report is not contrary to the existing policy or strategy previously adopted by Council.

Strategic Priority Area: Flourishing local economy			
Desired Outcome: Flourishing local economy			
Strategy	Major Initiative	2023_09_EOM Status	Comment for Council
A resilient long-term economy attractive to local and external investors	We will complete the Economic Development Consultancy and implement an action plan.	In Progress	Issues and Opportunities Paper currently being updated to incorporate Tourism. A consultant has been appointed to complete the Strategy in addition community engagement specialists have engaged to support engagement on the issues and Opportunity Paper and draft Strategy.
	We will develop a Tourism and Events Place Based Plan in partnership with Murray River Council. This includes a review of service level agreements associated with tourism destination marketing and visitor information services.	In Progress	Discussions between Campaspe and Murray River Council's have commenced.
	We will review Council's role in delivering industrial land and provide Council with strategic options to support economic growth.	In Progress	Report to Council 21 February 2023 (9.2.1) outlining Council's Industrial Land holdings and options for the future of these holdings that best support economic growth. Council agreed to sell the land known as stage 3 of the Echuca Industrial Estate with an active planning permit. A valuation has been received for this parcel of land \$3,990,000 excl GST. The Property team have instigated a two lot sub-division of the land in anticipation of a sale. Council agreed to investigate options for the land known as stage 4 of Echuca Industrial Estate. This action hasn't progressed. Council agreed to fund the design of the next stage of the Rochester Industrial Estate. A Project Manager will be allocated to this project in the new financial year. Planning department will prepare a supply and demand assessment of Industrial Land across Campaspe Shire to ensure that there is sufficient land to enable future growth.
	We will engage with local and state stakeholders to identify and respond to the need for freight routes.	In Progress	Regional transport network engaged in development of action plan.
	We will embed the business concierge approach to encourage and support new business.	In Progress	Work has commenced on this project, but further work needs to be undertaken to ensure that the end users experience is as user friendly as possible. The Economic Development team has had limited resources to drive this project, and requires more work to look at our internal practices and processes to ensure a streamlined and complimentary trajectory through the Council. Central to this will be the end users needs, and understanding of the various touch points within Council. Further partnering with Small Business Victoria will be considered, but work must start internally as well.

Stimulated economic activity that provides local jobs	We will engage in the development of local career pathways, including vocational training pathways, in partnership with peak bodies.	Completed	<p>Through Council's Engage! funding over 50 local youth have been provided a \$200 to support Vocational Training opportunities.</p> <p>Council has an active Partner in the CLEN (Campaspe Cohuna Local Learning and Employment Network) which support the development of career pathways for local youth.</p> <p>The Youth expo that was facilitated in Kyabram, in partnership with the CLEN and Council's FreeZa funding.</p> <p>Council staff have supported the Beacon Job Skills Readiness program for all year 9 and 10 students (estimated 600 students) across the Shire and the Beacon Leadership Forum which was facilitated in February 2023.</p>
	We will implement the Goulburn Valley Designated Area Migration Agreement (GV DAMA) with Greater Shepparton City Council and Moira Shire Council.	In Progress	DAMA implemented March 2022. Council briefing scheduled for February 2023.
	We will hold four major employer forums in various locations across the shire to improve communication between Council and employers.	In Progress	<p>2 x Farmers Forums held in response to the floods in partnership with Ag Vic, AgBiz Assist and Services Australia. One held in Tongala and the other in Gunbower.</p> <p>Working with RBN to facilitate a Business support event in June 2023.</p> <p>Consultation for the Economic Development and Tourism Strategy is being organised and will commence in June 2023.</p>
	We will support traineeships, cadetships, apprenticeships and student placements as a pathway to join Council.	Completed	<p>Over previous reporting periods we have demonstrated that Council continues to seek and engage trainees, cadets and apprentices for various roles, surpassing the measure.</p> <p>For the period 1 July to date, seven trainees have completed their placements with council mainly in the Works area. Three more trainees are due to commence their placements before the end of January 2023, two of these are in the Local Laws area and one in Works. Planning are also investigating a graduate trainee placement opportunity in their team.</p> <p>Four trainees engaged to date. Further traineeships planned.</p>

Strategic Priority Area:		Resilient protected and healthy natural environment	
Desired Outcome:		Resilient protected and healthy natural environment	
Strategy	Major Initiative	2023_09_EOM Status	Comment for Council
Well managed resources for a sustainable future	We will develop and implement a compliance program to address kerbside bin contamination.	In Progress	Program has commenced and will continue throughout 22/23 year Next iteration of guidelines being reviewed by contractor RFQ for kerbside audit prior to EOFY being developed
	We will continue to increase the number of food and garden organics kerbside bin services.	In Progress	YTD •Total new FOGO bins = 385 •Total additional FOGO bins = 26 •Total new and additional FOGO bins = 411 Q3 (Jan-March 2023) •Total new FOGO bins = 137 •Total additional FOGO bins = 9 •Total new and additional FOGO bins = 146
	We will complete investigations and develop an action plan to manage the contaminated land at the Toolleen, Colbinabbin, Tennyson and Girgarre former landfill sites.	Not Started	RFQ open for consultant to conduct testing to understand and provide options on how to mitigate risk.
	We will conduct a review of our fleet to align with business requirements	Not Started	The initial review of the car policy was commenced by the interim CEO. This policy is still under review and requires input from all stakeholders across the board, including HR. This review will happen as soon as practical. The current focus has been on budgets, new org structure and management of the flood recovery activities.
	We will investigate using recycled materials in Council projects.	In Progress	Opportunities for using more recycled materials in Council projects are continued to be explored.
	We will develop an Environmentally Sustainable Design Guideline to be applied to Council projects.	Not Started	Draft ESD Guidelines have been prepared and are presently being reviewed internally. After seeking the necessary feedback, a report will be submitted to Council for adoption.

Sustainable water and energy use	We will investigate the inclusion of 'green fleet' options into Council's fleet	Not Started	Car Policy is under review and whilst there was an initial review done by the Interim CEO, it hasn't been finalised and needs more input from other department managers and staff from across the organisation to ensure fleet is fit for purpose. The delay in completing the policy is due to other priorities, namely budgets, flood recovery services and new organisational structure. The new policy will include green options.
	We will identify and pursue advocacy and funding opportunities for on farm efficiencies in irrigation practice and modernisation.	Completed	Council has processes for approval on farm water management - through whole farm plans. Officers have worked with catchment management authorities to alter practices to simplify the process. Council has also agreed to introduced reduced fees for applications. Water sustainability, irrigation and suppl for agriculture is included in the Advocacy Plan 2021-2025.
	We will deliver a solar program for Council owned community buildings across multiple locations funded through the Local Roads and Community Infrastructure Program.	In Progress	Tenders closed and contract awarded for 9 sites. Detailed design and site planning completed. Logistics being organised. Construction / installation due to commence May / June 2023.
	We will review the Domestic Wastewater Management Plan in line with EPA Act changes.	In Progress	Review of existing plan has commenced.
	We will works with our partners in Coliban Water, DELWP, and Yorta Yorta to complete a waste water recycling feasibility report for Echuca West.	In Progress	A consultant has been engaged to prepare the feasibility study. The consultants have had initial discussions with the key stakeholders and the feasibility study has commenced.
	We will complete the Integrated Water Management project at the Aquatic Reserve.	In Progress	The tender documentation is finalised and will be open for submissions from suitably qualified contractors in May.
	We will conduct assessments for the supply of raw water or stormwater to Echuca East and Echuca South Recreation Reserves and, if appropriate, complete designs.	In Progress	Raw Water Supply Assessment to Echuca East Open Space and Echuca South Reserve has commenced with Fifteen50 competing a report with recommendations. The options will be presented to Council mid-year.
Protected natural environment	We will deliver actions in the Roadside Weeds and Pest Control Plan in line with funding received.	In Progress	Spraying and pest control is underway. A reduced program spend can be expected due to flood impacted roads and lack of spraying contractor availability. Unspent grant funds at EOFY will be carried forward into future year program
	We will implement all actions in the Environment Strategy.	In Progress	Strategy listed for adoption at the October 2022 meeting. Implementation has commenced but was delayed due to staff re-purposing during the 2022 Flood Event.
	We will engage Yorta Yorta to develop a fire and weed management program at Victoria Park and Scenic Trail in Echuca.	In Progress	Preliminary discussion held with Yorta Yorta regarding a fire and weed management program.
	We will participate in the Goulburn Murray Valley Regional Fruit Fly Program.	Completed	Attended 100% of meetings.

Strategic Priority Area:		Well planned places	
Desired Outcome:		Well planned places	
Strategy	Major Initiative	2023_09_EOM Status	Comment for Council
Attractive and useable sites of importance	We will finalise the Echuca Aquatic Reserve designs and pursue funding opportunities.	In Progress	Funding secured for stormwater project. Preliminary design completed. Tender docs are being finalised and will be advertised May / June with construction works to commence July / August 2023.
	We will finalise a review of the Victoria Park Master Plan in Echuca, design a multi-purpose facility and pursue funding opportunities.	In Progress	The Masterplan was endorsed by Council on 21 March 2023. The multipurpose building design has progressed from concept to preliminary with stakeholder support.
	We will prepare a design for the shared user path between Victoria Park and River Boat Dock in Echuca.	In Progress	EMG have supported this project for Advanced Design. Progress is subject to PM availability.
	We will support the outcomes of the Place Based Plans and Township Facility Plans to ensure local aspirations are progressed in partnership with Council.	In Progress	Place Based Planning for Colbinabbin and Tongala have been drafted and will be presented to Council prior to the end of this financial year. Engagement of the Rushworth and Rochester communities to develop their respective Place Based Plans has commenced. It is envisaged that these two documents will be completed by October 2023.
	We will transition the management of the Port of Echuca to the Campaspe Port Enterprise (CPE).	In Progress	Work is progressing towards finalising the transfer of the Port of Echuca to CPE. This should be achieved by 1 July 2023.
	We will pursue advocacy and funding opportunities for the redevelopment of the Echuca Aerodrome.	Completed	Council were successful in receiving a grant for this project.
	We will complete upgrades at the Echuca Holiday Park.	In Progress	Tenders for 2 x accessible cabins, playground and water play park have been awarded. Playground works have commenced and will be followed by the water park. The cabins will be built offsite and located onsite for final fit out and landscaping by November 2023.
	We will upgrade public seating and landscaping, and install lighting in the Port of Echuca	Not Started	The Campaspe Port Enterprise has taken over the responsibility to increase seating and lighting in the Port area.
	We will refurbish the log slip and upgrade exhibits at the Port of Echuca Discovery Centre.	In Progress	Works are progressing, however some minor delays due to Heritage Vic approvals for Log Slip and Strathmerton Station components. All other works associated with upgrade are complete
	Land and underlying infrastructure suitable for growing populations	We will engage a consultant to prepare a strategy on rural living opportunities and low density residential in identified townships.	In Progress
We will ensure kindergarten infrastructure is planned and provided for in Echuca West.		In Progress	Sandhurst Catholic Early Childhood Education & Care Limited is progressing its development, with tender stage recently opening. A further private provider has also submitted a planning application to construct a 120 place child care facility in Echuca West, which will also cater for funded kindergarten services.
We will develop and implement actions identified in the Asset Plan.		In Progress	Each action has been scheduled for completion across the next few years.
We will refurbish the Rushworth Service Centre to provide an open and accessible community space and library.		In Progress	Tender process finalised and contractor appointed. Demolition works have been completed with construction commencing in March 2023.
We will showcase a minimum of 5 capital works projects through different communications.		Completed	Five projects identified as focus of communications through a variety of methods; newsletter, social media, media, website. Reviewed and updated quarterly.

Quality, attractive recreational spaces	We will develop a playground policy in line with the Open Space Strategy.	In Progress	Officers have commenced the drafting the Playground Policy to align with the endorsed Open Space Strategy.
	We will complete Stage 1 of the Victoria Park Boat Ramp project.	In Progress	Survey and design work started (contract let) however have been impeded by 2022 floods. Survey, planning and design work have commenced first quarter 2023. Timeline reassessed and revised in consultation with funding body.
Improved walkability and cyclability within townships	We will assist the Murray River Tourism Board with advocacy and auspice the funding for the Murray River Adventure Trail.	In Progress	Funding application submitted. Awaiting application outcome.
	We will prioritise the development of a program of designs to complete missing links and shared paths and cycleways.	Completed	A list of Missing Links has been developed and pooled from multiple sources including the Active Transport Strategy, Customer requests and staff nominations. These sites will be prioritised and designed in accordance with available budget.
	We will pursue advocacy and funding opportunities to improve walking and cycling linkages.	In Progress	Advocacy plan to be developed for funding opportunities relating to walking and cycling. Officers are preparing an RFQ in relation to shared paths for our major towns to identify routes and linkages, which could be used for funding opportunities.
	We will start the Rushworth Murchison Rail Trail project.	In Progress	Community engagement and design completed. Project is currently undergoing planning consultation. Tender to be called for stage 1 works once planning approval achieved from all parties. The commencement of works will close off the item.
Ability to travel safely and easily by road and rail	We will work with the Department of Transport to prepare a Network Movement Plan to increase shared paths and connectivity to capture all walking, cycling and traffic movements for Echuca.	In Progress	Amendment C117 has identified a shared network with Echuca West. Officers will work with the Department of Transport to develop a movement network plan. Officers have drafted a project scope that will go out for quote to engage an external consultant. The scope includes developing a Movement Network Plan for the townships of Echuca, Kyabram, Rochester and Tongala.
	We will pursue advocacy and funding opportunities to improve public transport.	In Progress	Letter sent to The Hon. Jacinta Allan MP, Minister for Transport and Infrastructure seeking Support for Stage 1 of the Echuca Station Precinct Master Plan.
	We will deliver all Roads to Recovery projects under the Road Management Plan.	In Progress	Roads To Recovery projects are ongoing,. Candidates for the 22/23 Program are expected to be delivered by June 2023.
Digital connectedness maximising mobility, economic productivity, health care access and education participation	We will install public Wi-Fi at the Echuca East Community Facility and the Tongala Sound Shell.	In Progress	Scoping works and surveys have been completed for both sites. Quotes have been received and are being assessed.
	We will pursue advocacy and funding opportunities to improve digital connectivity.	In Progress	Advocacy Plan incorporates Digital Connectivity as an Enduring Local and Regional Challenge. Advocacy support has been provided to Telstra seeking funding for improved infrastructure at Toolleen and Colbinabbin as part of the Regional Connectivity Program.
	We will support community members to learn about technology through library programs.	In Progress	Library staff have assisted 244 community members with one to one technology support in Q3. Digital Literacy for Seniors program will commence in May and it is anticipated that this will increase the amount of individual and group support that can be provided.
	We will offer telehealth Maternal & Child Health consultations when physical access is not possible.	In Progress	Telephone consultations continue to be offered to families where accessing a MCH centre is difficult. A Health Direct subscription has commenced. A Telehealth policy is in draft. Staff training to be scheduled.

Strategic Priority Area:		Growing quality of life	
Desired Outcome:		Growing quality of life	
Strategy	Major Initiative	2023_09_EOM Status	Comment for Council
Communities have a say on local infrastructure and attractions that stimulate engagement and activity	We will conduct an engagement program to review aquatic services and work with communities to develop Place Based Plans and Township Facility Plans.	In Progress	Place Based Plans has been drafted for Colbinabbin and Tongala, the documents will be tabled to Council prior to the end of this financial year. Engagement has commenced for the development of the Rushworth and Rochester Place Based Plans. It is envisaged that these two documents will be finalised in October 2023.
	We will participate in the development of a Regional Circular Economy Plan and review options for implementation of new services.	Completed	Regional Circular Economy Plans (RCEP) completed by DEECA. Officers continuing to attend workshops for Circular Economy Scan project being led by Bendigo.
Effective and efficient services available locally	We will engage a consultant to conduct a review of the quarries.	Not Started	Not commenced.
	We will review the results of community feedback on Council's communications and identify areas for improvement.	Completed	Following a review of the results, communications have focused on key topics and information of high interest to the community. This has included communications on rates, activities for young people and older residents, events, major projects and other capital works updates. Information is presented in different formats, using photos, maps and other visual information to aid readability and enhance accessibility.
	We will improve our organisational performance in regards to acknowledging correspondence and telephone messages.	In Progress	Performance against Customer Service Charter reported to EMG regularly.
	We will complete the Capital Works Program by 30 June and complete the carry forward projects by 1 September.	In Progress	81% of carry over projects were completed by end March '23. Knock on effects and some delays are still being experienced due to the 2022 floods, contractor availability, supply chain issues and internal resources. Delivery of CWP based on actual spend is 38% (58% Acts & Commitments)
	We will replace Council's ICT disaster recovery solution to ensure ongoing business continuity.	In Progress	Investigation of potential solutions has been completed and a preferred solution has been identified that fits within the project and ongoing budget and meets our backup and disaster recovery objectives. Procurement is now underway and implementation is expected to be complete before June 30.
	We will develop and implement procedures that improve transparency and the use of Council's CCTV systems.	Not Started	Internal research commenced.
	We will implement recommendations from the Bushfire Mitigation Plan.	In Progress	Council Officers have now received the draft plan. Work has commenced on integrating the findings of the report into our work practices. Council Officers will use the report to better target our Fire Prevention program in future years. Discussions are also slated with CFA to determine their interest in the report and practical applications for its use in the community.

Children, young people and families healthy and well	We will review the Municipal Early Years Plan following feedback from the community.	In Progress	Consultant appointed March 2023. Stakeholder consultation scheduled to inform an interim plan that will align with commencement of next planning cycle and potential merging the Municipal Early Years Plan, Municipal Public Health and Wellbeing Plan and the Access & Inclusion Strategy.
	We will develop a multi-year action plan to deliver the objectives in the Municipal Public Health and Wellbeing Plan.	In Progress	Stakeholder meeting with relevant department representatives will be convened to develop the multiyear action plan. It is intended that the Municipal Health and Wellbeing Plan, Municipal Early Years Plan and the Access and Inclusion Strategy will merge in the next planning cycle, streamlining strategic and action planning.
	We will update the Arbovirus Management Plan to support surveillance and treatment of mosquito borne diseases.	In Progress	A review of the plan is complete, with minor changes to be incorporated. The plan will be finalised by 30 May.
	We will offer the Sleep and Settling Model of Care within the Maternal and Child Health service.	In Progress	In-home support to individual families is well progressed. An additional module has been embedded in first time parents' groups. A recording for an 'on-demand' session took place on 11 April and will be made available via Council's website.
	We will host Story Walk sessions and Walking Book Clubs at libraries to promote physical movement.	In Progress	Walk and Talk Book Club has been conducted at Echuca Library once a month (January, February, March) with consistent attendance and positive feedback. No Storywalk sessions have been offered in Q3, a number of sessions are planned for Education Week, National Simultaneous Storytime and the June/July holiday program.
	We will implement the Adolescent Vaccination Catch Up program.	In Progress	The catch-up program commenced in 2022. Changes to the Immunisation Schedule has altered the number of adolescents requiring follow up, with the focus now on ensuring one dose of HPV vaccine has been received.
Inclusive, connected, culturally diverse and safe	We will review the outcomes in the Access and Inclusion Strategy and Action Plan.	In Progress	The initial Action plan for the Access and Inclusion Strategy has been completed and a report has been developed and tabled to EMG. A new Action Plan is due in October 2022. After internal consultation with the Community Health Team, it was agreed that a shared action plan be drafted that incorporates the - Access and Inclusion Strategy - Municipal Public Health and Wellbeing Plan - Early Years Strategy and - Healthy Heart of Victoria This will ensure an integrated approach to these key strategies and initiatives, avoiding duplication in delivery and reporting.
	We will engage with Dja Dja Wurrung to establish a Statement of Intent	In Progress	Discussions between Dja Dja Wurrung Aboriginal Corporation and Council have recommenced. An updated draft Statement of Intent is currently being drafted together.
	We will engage with Taungurung Land and Waters Council to establish a Statement of Intent.	In Progress	Officers have made initial contact with management from Taungurung Land and Waters Council to establish a Statement of Intent.
	We will continue to meet and report on obligations under the Dja Dja Wurrung Recognition and Settlement Agreement and Land Use Activity Agreement.	In Progress	Council continues to implement the agreed process to ensure its compliance with the Dja Dja Wurrung Recognition and Settlement Agreement and Land Use Activity Agreement.
	We will engage with Yorta Yorta Nations Aboriginal Corporation.	In Progress	Officers have re-engagement of the Yorta Yorta Nations Aboriginal Corporation to review the current Memorandum of Understanding between Council and this agency.
We will conduct an audit on cultural safety in Maternal & Child Health services and Centre Based Care services.	In Progress	Council's services remain on a waiting list for site inspections for Cultural safety audits to be conducted. (There has been significant demand for Cultural safety audits in line with the revised Child Safe Standards which came into effect on 1 July 2022.)	

8.5 Emergency Management

8.5.1 Flood Recovery Advocacy

Directorate:	Emergency Management
Responsible Officer:	Acting Communications Manager Flood Recovery
Manager:	Director Emergency Management
Attachments:	Nil

1. PURPOSE

To inform Council of current concerns and challenges associated with government flood recovery funding administrative arrangements, and the need for certainty regarding funding and other commitments.

2. RECOMMENDATION

That Council supports collaboration with Buloke Shire Council, Gannawarra Shire Council, Loddon Shire Council and Swan Hill Rural City Council to strongly advocate for:

- 1. the resolution of a range of complexities and constraints associated with state and federal flood recovery funding and administrative arrangements as outlined in this report.**
- 2. certainty that 100% of funding claims lodged to repair flood-damaged assets will be paid to councils.**
- 3. funding to be provided in a timely and consistent manner to councils.**
- 4. the need for 'betterment' to be included within Commonwealth-State Disaster Recovery Funding Arrangements (DRFA) to reduce potential risk liability to councils.**
- 5. clarity on the timing of the Victorian Government commitment to assess the operating and infrastructure arrangements at Lake Eppalock.**

3. DISCUSSION

Council's Mayor and Chief Executive Officer have held numerous conversations with their counterparts at Buloke, Gannawarra, Loddon and Swan Hill councils about a range of shared concerns regarding government flood recovery funding.

Many of the concerns relate to the complexity and constraints associated with funding systems and processes. Other concerns relate to uncertainty about whether requested funding to repair the full scope of damaged assets will be honoured and provided in a timely fashion.

There is also a need to gain clarity around the timing of the Victorian Government's commitment to assess the operational and infrastructure arrangements at Lake Eppalock.

These concerns and challenges are broadly outlined in the below table.

#	Issue	Current Status	What We are Seeking	Why It is Important
1	Lack of certainty of requested funding	<p>Councils have been advised by government representatives that they will only receive 80% of the requested funding and will have to pay the remaining 20% out of their own budget.</p> <p>It is not viable for impacted councils to potentially pay millions of dollars for critical works; it particularly poses a high financial risk to those councils with a low-rate base.</p>	<p>Certainty that 100% of funding for claims lodged will be paid to councils.</p>	<p>The ability of councils to meet costs upfront, for example, for design and contract development, is a major concern.</p> <p>Councils need to be able to pay for upfront costs and for works as they happen without impacting on their operational budget and without detriment to ongoing service provision.</p>
2	Lack of timeliness of requested funding	<p>There is inconsistency of advance funding across councils.</p> <p>Some funding is coming through now to some councils six months after the event, but some councils are still awaiting funding.</p>	<p>Timeliness and consistency of advance funding provided to all impacted councils.</p>	<p>Councils need to expedite the repair of roads and other infrastructure to fully connect and mobilise communities, and to support the viability of the agriculture sector by reinstating transport routes, especially ahead of the upcoming harvest season.</p>
3	Systemic / process constraints	<p>Concerns/ anecdotal information suggesting that Councils are only allowed to lodge Disaster Relief Fund Australia (DRFA) claims in \$500,000 increments. This creates red tape and an inefficient use of Council resources. For instance, one council with \$40m worth of claims must lodge 80 claims.</p>	<p>Streamlining of the claim lodgments process such that councils can lodge what they need in one submission.</p> <p>It is understood that evidentiary support is needed but this should not be too onerous.</p>	<p>Systemic blockages, process delays and unreasonable 'hoops' only take Council staff resources away from where they are needed and hamper the ability of councils to manage flood recovery efficiently and effectively.</p>

		<p>Evidence requirements for DRFA funding are unreasonable and time consuming, resulting in delayed approval / commencement of work.</p> <p>Other red tape includes Emergency Recovery Victoria (ERV) wanting to approve flood recovery officer position descriptions.</p>	<p>Councils want to be trusted to use grant funding in the best interests of their communities, including determining the roles and responsibilities of dedicated flood recovery officers.</p>	
4	The need for 'betterment'	<p>Early discussions with government representatives alluded to councils being able to allow for betterment of public assets when lodging funding claims but now betterment is a 'taboo subject.'</p> <p>Councils are concerned about liability regarding betterment; for instance, constructing roads which do not align with their Road Management Plan.</p>	<p>Clarity on, and a commitment to, betterment – how can DRFA funding be optimised to take account of betterment?</p>	<p>Communities will have infrastructure that meets current standards and will therefore have greater capacity to withstand future flood events.</p> <p>Mitigate potential liability risk to councils.</p>
5	Clarity on timing of Lake Eppalock commitment	<p>In February, the Victorian Government Minister for Water the Hon. Harriet Shing committed to assessing the operating and infrastructure arrangements at Lake Eppalock.</p>	<p>Councils seek clarity on the timing of when this work will be undertaken.</p>	<p>An urgent solution is needed to mitigate against the frequency and severity of any future spilling of Lake Eppalock to avoid a repeat of the devastating impacts of the 2011 and 2022 flood events. The government's assessment of the operating infrastructure is the first critical step in achieving this outcome.</p>

As part of Council's broader flood recovery advocacy efforts, Council officers propose to work collaboratively with the five northern Victorian councils of Buloke, Campaspe, Gannawarra, Loddon and Swan Hill to call on the state and federal governments to improve the current funding arrangements as outlined in the table above. These improvements are needed to expedite the flood recovery process and enhance outcomes for communities impacted by the October 2022 flood event.

By highlighting current concerns and challenges, the councils aim to remove confusion, complexity and constraints associated with funding systems and processes, and create clarity, certainty, and consistency for councils to address urgent flood-related needs and priorities while also continuing to deliver more than 100 different services to their communities every day.

4. CONSULTATION

Internal consultation:

- Chief Executive Officer
- Director Emergency Management
- Manager Emergency Management

Councillors:

- April 2023 Councillor/ Chief Executive Officer session.

External consultation:

- Council's Mayor and Chief Executive Officer have held numerous conversations with their counterparts at Buloke, Gannawarra, Loddon and Swan Hill councils about a range of shared concerns regarding government flood recovery funding.

5. STRATEGIC ALIGNMENT

Council Plan 2021-2025

Resilient protected and healthy natural environment

Well managed resources for a sustainable future

Well planned places

Ability to travel safely and easily by road and rail

Growing quality of life

Effective and efficient services available locally

Campaspe Shire Council is committed to expediting the flood recovery process for all impacted people and communities, including improving flood preparedness and mitigation, and building sustainable community resilience.

Central to achieving these outcomes is ensuring that councils have the necessary funding and resources they need in a seamless and timely manner so that:

- damaged community infrastructure can be repaired as quickly as possible and without negatively impacting on operational budgets or business-as-usual activities

- council staff resources are used where they are most needed, supporting the community, and are not unduly taken away from service delivery because of having to deal with systemic/process blockages and red tape
- flood-impacted communities have the necessary support and resources they need to facilitate and expedite the recovery process.

6. POLICIES AND RELATED COUNCIL DOCUMENTS

Council decisions are made and actions taken in accordance with the policies and related documents.

7. LEGAL AND STATUTORY OBLIGATIONS

Section 9(2)(a) of the *Local Government Act 2020 (Vic)* provides that Council decisions are to be made and actions taken in accordance with the relevant law.

Council holds significant statutory obligations to ensure critical infrastructure is repaired and fit for purpose for users.

This advocacy speaks directly to being able to meet our statutory obligations with a number of Acts, including but not limited to:

- Road Management Act 2004
- Emergency Management Act 2013

8. FINANCIAL IMPLICATIONS

Section 9(2)(g) of the *Local Government Act 2020 (Vic)* provides that the ongoing financial viability of the Council is to be ensured.

The estimated cost to repair damaged Council-owned infrastructure alone is more than \$38 million. While Council is grateful to have so far received a \$7.44 million advance under the jointly-funded Commonwealth-State Disaster Recovery Funding arrangements towards this cost, Council needs certainty that all future flood recovery claims will be honoured to avoid any negative impact on Council's budget and service provision to the wider community.

9. ECONOMIC, SOCIAL AND ENVIRONMENTAL IMPLICATIONS

There are significant economic, social and environmental implications to a lack of adequate funding in key areas.

Communities have suffered significantly in all three areas, and surety around ongoing and appropriate funding levels will help offset those impacts.

Should appropriate and timely funding not be made available to aid recovery, we expect that communities will see decreased economic activity and erosion of social structures which provide support to community members.

Advocacy is critical to ensure these funds are injected into the municipality to aid immediate and long-term recovery efforts.

10. ISSUES AND RISK MANAGEMENT

Issues:

Potential increase in liability

Current Commonwealth-State Disaster Recovery Funding Arrangements do not allow for the 'betterment' of damaged infrastructure. If councils can only repair damaged infrastructure to the pre-flood standard of the asset, this may increase their public liability risk because the repair works may not align with their Road Management Plan which specify a higher standard.

Risk:

Continued advocacy presents little risk to Council, particularly as a coalition of Councils. This approach sharpens the Council's advocacy to key issues experienced by all Council's in this region and ensures maximum exposure.

A joint approach could dilute Campaspe's issues, however this risk is considered to be low.

This advocacy is high level, and does not impact the continued advocacy efforts around flood recovery for Council.

Should advocacy efforts not be successful, Council may be at risk of not being able to meet its obligations pursuant to the Road Management Act 2004, particularly around repair of roads and other assets.

11. CONFLICT OF INTEREST

Section 130 of the *Local Government Act 2020* (Vic) requires members of Council staff to disclose any general or material conflict of interest in matters to be considered at a Council Meeting.

Nil.

12. CHARTER OF HUMAN RIGHTS

All flood-impacted people and communities have the right to be supported in their recovery through provision adequate and timely government funding.

13. INSTRUMENT OF DELEGATION

The officer writing this report is acting within their delegation.

8.6 Council Information

8.6.1 Notes of Appreciation

Directorate: Community

Responsible Officer: Executive Assistant

Manager: Director Emergency Management

The following have been received:

- Kate O'Connor, Tongala RSL Sub Branch – some elements of positivity that the shire has direct input for:

“We are VERY appreciative of our gardener/maintenance man, Matt, who is a good bloke, & does a great job keeping our town looking tickety-boo!”

“We are extremely grateful for the favourable decision by Council to keep the Tonny pool (and others) open in the recent summer period. It is a terrific facility, the lifeguards were engaging attentive, & it is a great asset to enjoy.”

- David Lee, Shrine of Remembrance Melbourne – sincere thank you for the support shown to the Shrine of Remembrance by hosting the Changed Forever – Conflicts of Interest exhibition at the Tongala Shire Hall.
- PetRescue Ltd – a personal thank you to Kate Kemp and the Campaspe Animal Shelter for joining the PetRescue member community.

“Campaspe Shire Council is part of a network of 49 councils across Australia who receive free support and other benefits through their PetRescue membership.”

- Riverboats Music Festival

“I am writing to sincerely thank Campaspe Shire Council for their support of the 2023 Riverboats Music Festival.

There is no doubt that Riverboats 2023 will not be forgotten in a hurry! Having just emerged post-Covid, the festival faced the unprecedented challenge of having to relocate to Victoria Park due to the flooding of Aquatic Reserve just 48 hours prior to our scheduled launch.

Despite these challenges, the festival was hailed a resounding success by attendees, participating artists and the wider community. A total of 4475 people attended Riverboats 2023, and I am pleased to report that Visit Victoria concluded that the total audited economic contribution of the event was \$2,086,000. This is a phenomenal result for the local community following a particularly challenging summer tourist season, and further reinforces the importance of events such as Riverboats to Echuca-Moama’s visitor economy.

Moving a festival of the scale and complexity of Riverboats is no small task, and its relocation to Victoria Park would not have been possible without the direct support and encouragement of yourself, Cr. Chrissy Weller and CEO Pauline Gordon.

I would also like to extend my sincere thanks to Astrid O’Farrell, Keith Oberin and Belinda

Owen for their tireless work in ensuring Riverboats could proceed at Victoria Park. As organisers we were also incredibly grateful for the support received from the Echuca Cricket Club, Echuca Football Netball Club, Echuca Tennis Club, Echuca CFA and the residents of Crofton Street in the leadup to the event. Each of these groups recognised the importance of the festival to the wider community, providing feedback and encouragement that ultimately assisted in the successful delivery of the event with minimal impact to the venue and its users. Whilst the festival's temporary relocation to Victoria Park was hailed a great success, we believe it is vitally important that Riverboats is able to return to Aquatic Reserve in February 2024. With Stage 1 redevelopment works and an assessment of key infrastructure including the redgum stage yet to commence, we hope that progress can be made shortly to ensure the site has time to fully recover prior to next year.

We look forward to working with Campaspe Shire Council over the coming months to once again bring this award-winning event to Echuca-Moama in 2024.”

RECOMMENDATION

That Council acknowledge the notes of appreciation as listed.

9 Notices of Motion

10 Urgent Business

11 Confidential Business

Closure of Public Meeting

RECOMMENDATION

That pursuant to the provisions of the *Local Government Act 2020* (the Act), the meeting will now be closed to members of the public in accordance with section 66(2)(a) of the Act to enable consideration to be given to items that contain confidential information as defined in section 3(1) of the Act as follows:

11.1 Memorandum of Understanding

- a) Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released;
- g) private commercial information, being information provided by a business, commercial or financial undertaking that:
 - (i) relates to trade secrets; or
 - (ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage;

11.2 Sale of Land

- a) Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released;

Resumption of Public Meeting

12 Close Meeting

Pauline Gordon

Chief Executive Officer