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BENCHMARKING FOR PERFORMANCE EXCELLENCE



University of
South Australia



2021-2022

CAMPASPE SHIRE COUNCIL

COMMUNITY SATISFACTION PROJECT

<PHASE 2: INTERACTION & COMMUNICATION>

CERM PI

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Executive Summary

The aim of Phase 2 Study of the Community Satisfaction project for Campaspe Shire Council is to understand the views of residents on Council's interaction and communication. This report summarises the findings from the online community survey and the interviews conducted between January and March 2022.

An online questionnaire was administered to the survey panel of 261 residents of Campaspe Shire Council who are over 18 years on an opt-in basis. The survey was structured around reviewing the interaction with the Council, awareness of electoral ward and councillors, living in Campaspe Shire, Council services and communications. The survey also incorporated open-ended response questions for respondents to provide richer detail on their responses and specific suggestions. A total of 163 usable surveys were collected.

Telephone interviews were conducted with 20 residents, addressing four topics: interaction with the Council, Council services, communications and roads. While the findings of the interviews are mostly consistent with the results of the surveys (Phase 1 and 2), the findings of interviews elaborate on the findings of the surveys and provide more comprehensive understanding on the topics.

Based upon the overall data provided in this report, the following key findings for consideration emerged from the review:

- It is found that the majority of residents interact with the Council. Residents made contact with the Council mainly through phone and Council website. The two main reasons contacting the Council were issues related to waste and roads.
- Council staff were generally regarded as courteous, and positive interactions with the Council were evident from the analysis, but other comments indicate room for improvement, such as a follow-up and update on the issue more frequently, being more responsive, showing sympathy and quicker response times.
- The study shows that residents are generally well aware of their electoral ward and local Councillors. Community and environment were chosen as the best things about living in Campaspe Shire. In contrast roads, general Council service and maintenance service were not well received. Various suggestions were identified to make living in Campaspe Shire better. The three most popular suggestions were improving roads, maintaining pools, and investing in small towns.
- Overall, the respondents agreed that the Council staff are doing a good job, particularly in waste management, libraries and parks and gardens. Similarly to the previous points, roads were identified as the biggest area for improvement.
- The most common way to find out about Council news, services and announcements is local papers, followed by newsletters and social media. Social media was perceived as the best way to hear about Council news, followed by newsletter (both via email and letterbox drop) and local papers. It was noted that residents are interested to hear more Council news, particularly at planning stages of Council projects.

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1. Introduction

The Community Satisfaction project for Campaspe Shire Council aims to understand the views of residents on services provided by the Council. The project consists of four phases to be conducted over one year (2021-2022). This report is to present the results and findings of Phase 2 of the project executed between January and March 2022. Phase 2 focuses on interaction and communication.

In this report, the profile of online survey respondents and interview participants was firstly established. The review on recent interaction with the Council was provided, followed by the view on living in Campaspe Shire, and the Council's services and communication. The results of the analysis of comments to open-ended questions were also presented, providing specific suggestions and comments. Lastly, the final section of the report presents the findings from the interviews which elaborate on the findings of the survey and provide more comprehensive understanding on the topics of Phase 1 and 2 of the project.

2. Research Methodology

Based on consultations with the council, Phase 2 of the community satisfaction project consists of two stages of data collection. The first stage was a questionnaire targeting at the residents of Campaspe Shire Council, and the second stage invited the survey respondents to participate in a telephone interview.

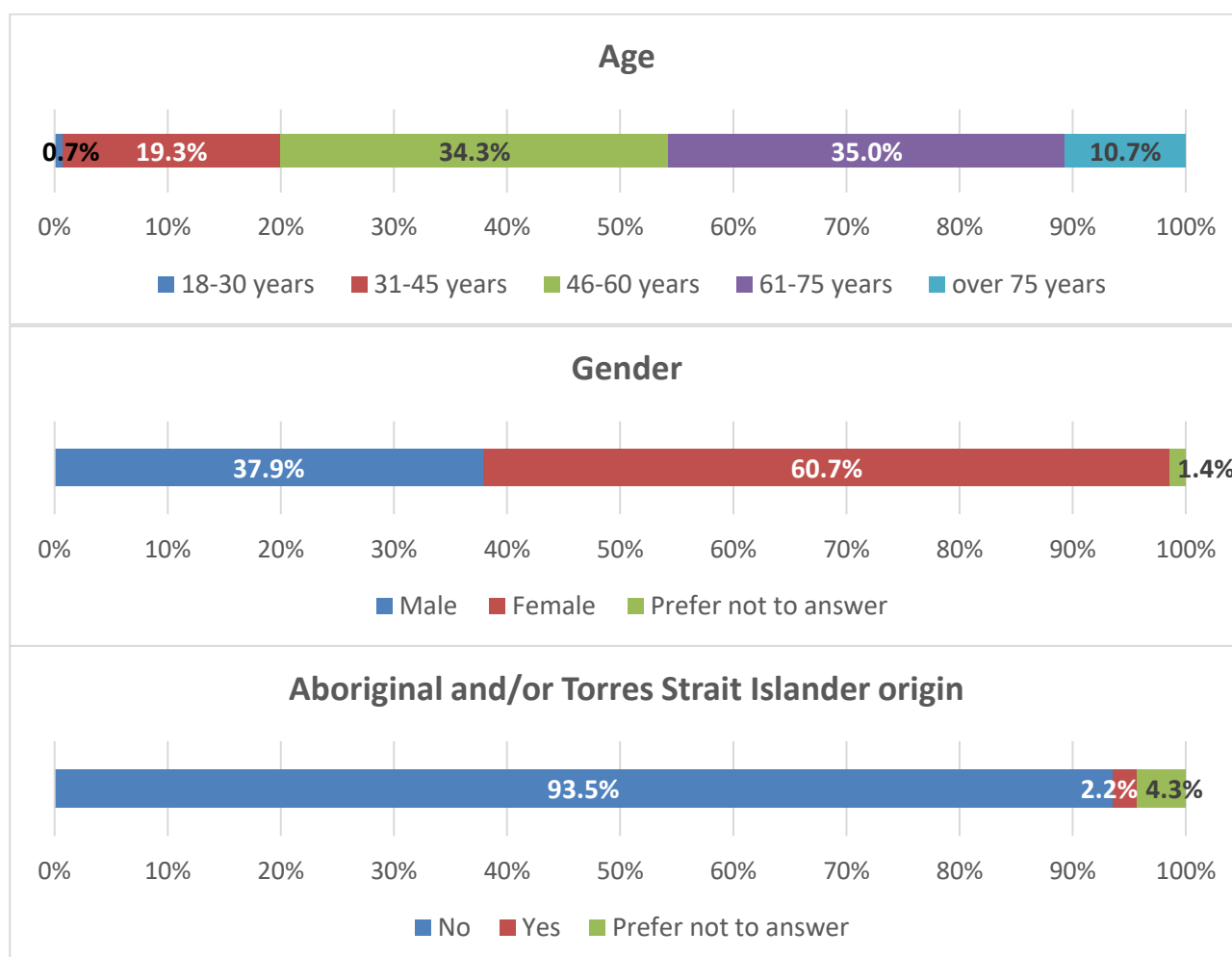
- **Data collection:** An online questionnaire survey was administrated to the survey panel of 261 residents of Campaspe Shire Council who are over 18 years on an opt-in basis. After the survey, interviews were conducted with 20 Campaspe residents who participated in the survey.
- **Study period:** The online survey was opened for a month between 24 January and 20 February 2022. The interviews were conducted between 18 February and 8 March 2022.
- **Sample size:** In total, 163 usable surveys were collected, and 20 interviews were conducted.
- **The survey** (see Appendix 1) consists of five main sections: 1) Interaction with Council; 2) Living in Campaspe Shire; 3) Council services; 4) Council's communications; and 5) demographic questions. The survey also incorporated open-ended response options, where respondents were encouraged to provide richer detail on their response to the survey items.
- **The interviews** were carried out via telephone. The interview participants were recruited through the survey; the survey respondents were asked to provide their email address at the end of the survey if they were willing to participate in the interview, and later received an invitation to an interview. The interviews aimed to verify and expand on the survey findings on the four topics: 1) Interaction with Council; 2) Council' services; 3) Council's communications; and 4) Roads and paths. The average length of 20 interviews was about 20 minutes (range = 10-38 minutes).

3. Respondent profile

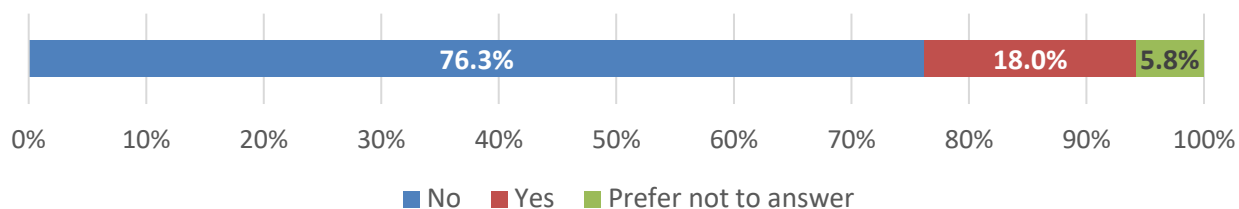
The following diagrams shows the profile of the online survey respondents of the Community Satisfaction Survey, Phase 2: Interaction and Communication, followed by the profile of interview participants.

3.1 Profile of survey respondents

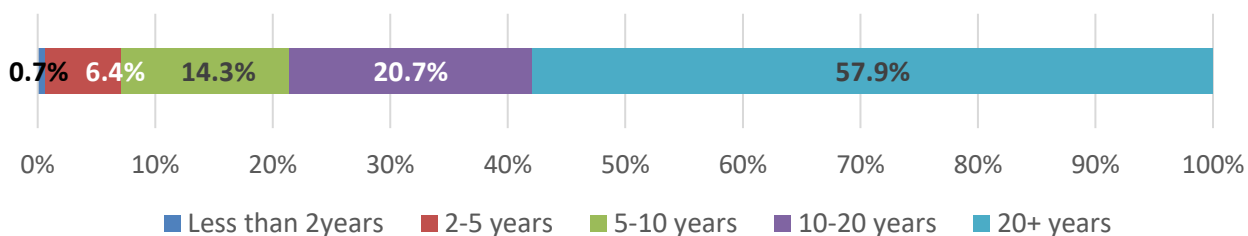
Response weighting was applied to the collected data to change the weights of Age and Gender, so that the results can reflect targeted demographics. Based on the 2016 Census data of the Campaspe Shire, Age was weighted to 12.55% for 18-30 years; 20.21% for 31-45 years; 27.74% for 46-60 years; 25.63% for 61-75 years; and 13.87% for over 75 years. Gender was weighted to 49% for male, 50% for female, and 1% for other. The original profile of 163 survey respondents before weighting is shown in the following diagrams.



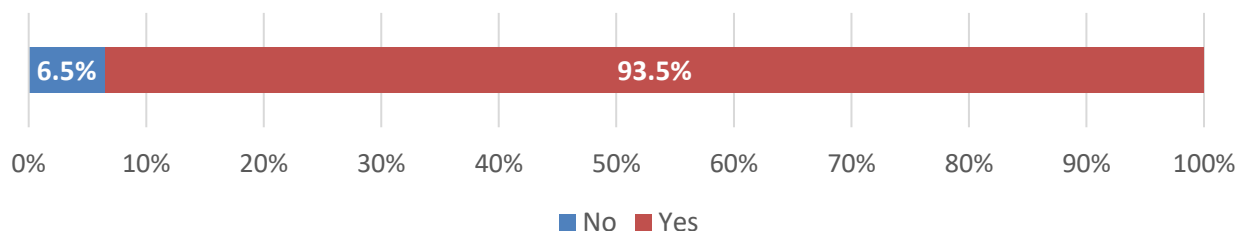
Cultural and linguistical diversity



Length of Residence in Campaspe Shire



Ratepayer



Town

Town	%	Count
Echuca	57.4%	78
Kyabram	11.8%	16
Rochester	8.1%	11
Rushworth	5.1%	7
Lockington	3.7%	5
Tongala	3.7%	5
Torrumbarry	2.2%	3
Stanhope	2.2%	3
Colbinabbin	1.5%	2
Kotta	1.5%	2
Gunbower	0.7%	1
Wyuna	0.7%	1
Bamawm	0.7%	1
Moama	0.7%	1

3.2 Profile of interview participants

A total of 20 interviews were conducted. Gender, age and length of residence were used as specific categories to balance the characteristics of the sample. A small number of participants in 18-30 years age group and those who live in Campaspe less than 2 year were recruited for interview as the survey penal has a small sample size for those categories (0.7 % each). The profile of the interview participants is shown in the tables below; the first table summarises the numbers of participants by categories, and the second table shows the profile of individual interview participants. In the presentation of results, codes were used to protect the interviewees' identity.

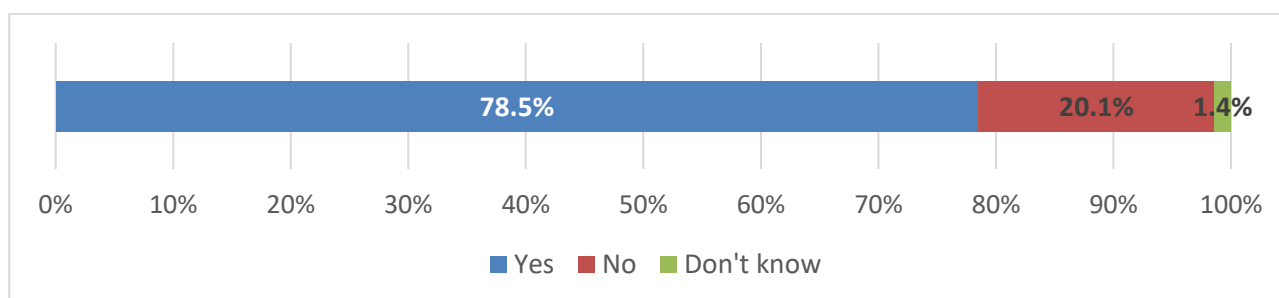
Categories	Count
Gender	
Male	9
Female	11
Age	
18-30 years	0
31-45 years	5
46-60 years	6
61-75 years	5
Over 75 years	4
Length of residence	
Less than 2 years	1
2-5 years	3
5-10 years	5
10-20 years	5
Over 20 years	6

Code	Gender	Age	Length of residence
M1	Male	Over 75 years	Over 20 years
M2	Male	61-75 years	Over 20 years
M3	Male	61-75 years	Over 20 years
M4	Male	46-60 years	Over 20 years
M5	Male	61-75 years	2-5 years
M6	Male	31-45 years	10-20 years
M7	Male	46-60 years	5-10 years
M8	Male	61-75 years	2-5 years
M9	Male	Over 75 years	Over 20 years
F1	Female	61-75 years	5-10 years
F2	Female	31-45 years	5-10 years
F3	Female	46-60 years	Less than 2 years
F4	Female	Over 75 years	10-20 years
F5	Female	Over 75 years	Over 20 years
F6	Female	46-60 years	2-5 years
F7	Female	46-60 years	10-20 years
F8	Female	31-45 years	5-10 years
F9	Female	46-60 years	10-20 years
F10	Female	31-45 years	10-20 years
F11	Female	31-45 years	5-10 years

4. Interaction with Council

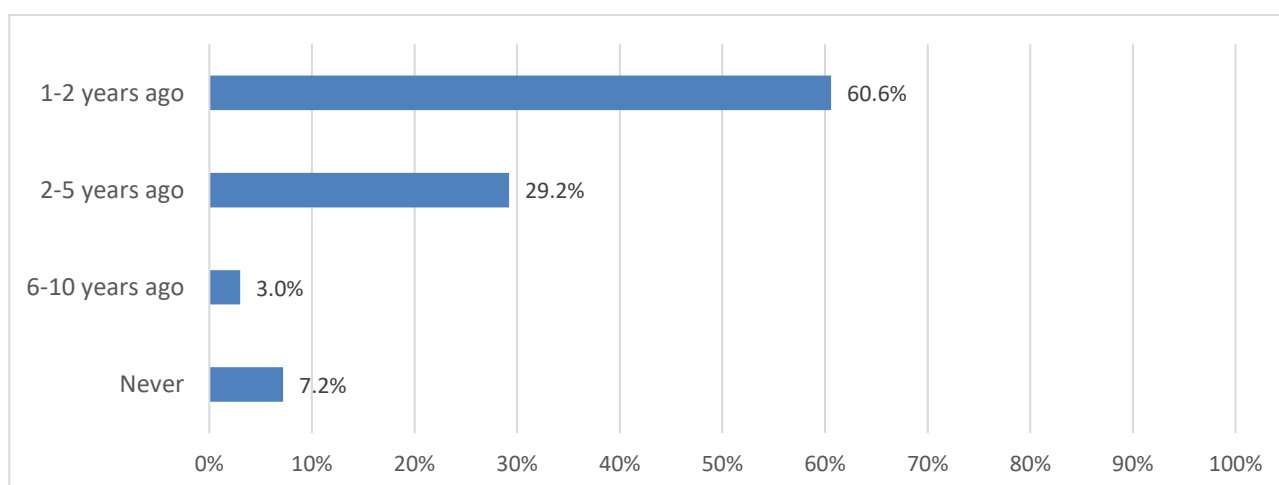
Have you had contact with Campaspe Shire Council in the last 12 months?

It was found that the majority of residents interact with the Council as the results show that almost 80% of the respondents have had contact with the Council in the last 12 months as shown in the diagram below. Further analysis found that the highest percentage of people in 46-60 years age group (85% of those the age group) have had contact with the Council, followed by those in 61-75 years age group (73%), 31-45 years age group (70%) and over 75 years (66.7%).



If you have not contacted the Council in the last 12 months, when was the last time you made contact?

Among those who had not contacted the Council in the last 12 months (n=28), more than half of them had contacted the Council one or two years ago (n=18, 60.6%) and about 7.2% of them (n=2) had never contacted the Council before.

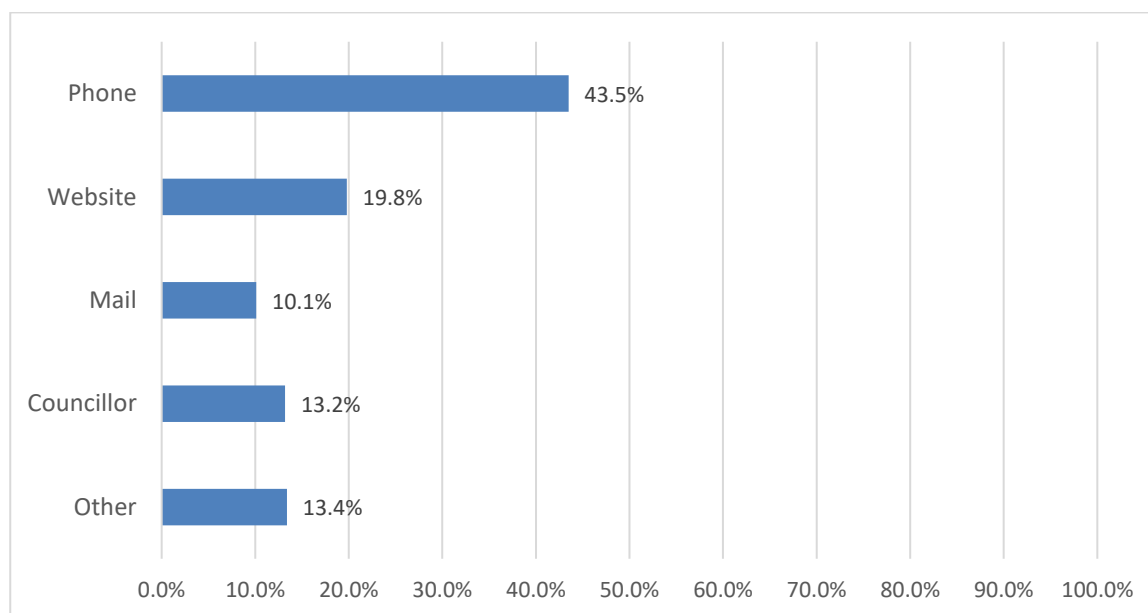


4.1 Methods of contact

How did you make contact with the Council?

The most popular method of contacting the Council was via phone as approximately 44% of the total respondents phoned (n=103) to contact the Council. The second most popular method was through website (19.8%, n= 47), followed by councillor (13.2%, n=31) and mail (10.1%, n=24).

Further analysis shows that while phone was the most popular way for all age groups, Councillor was the second most popular method for those over 75 years old which is different to other age groups whose second most popular method was website. It was also found that Councillor was a more common method of contact for those who has lived in Campaspe Shire more than 10 years, compared with those who have lived less than 10 years.



4.2 Matters for contacting Council

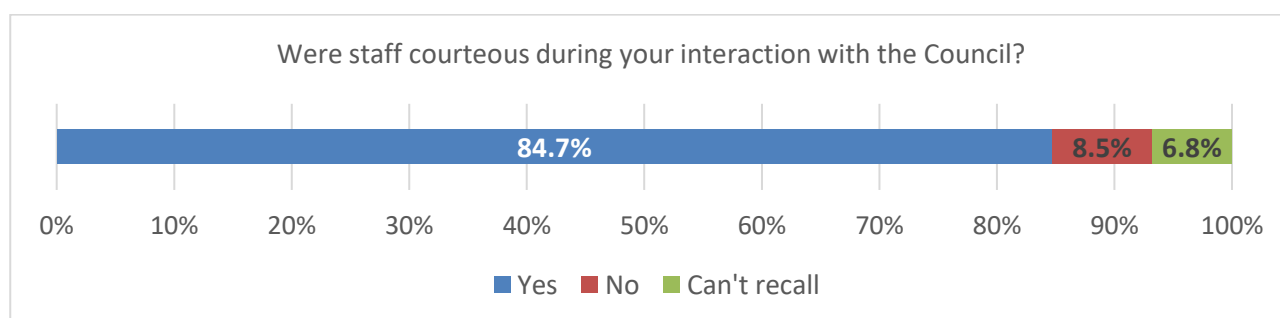
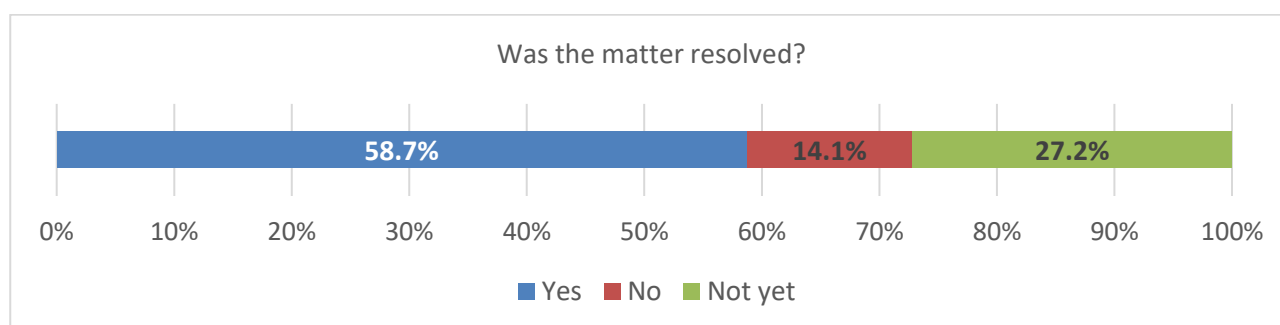
Thematic analysis of 147 comments to an open-ended question identified the common reasons for contacting the Council. The following table shows the nine most common reasons that the respondents made contact with the Council. All respondents' comments are provided in Appendix 2.

Rank	Reasons for contacting (count)	Examples of comments
1	Waste (n=25)	<ul style="list-style-type: none"> Damaged rubbish bin (Comment #25) Illegally dumped rubbish (Comment #28) Bin collection days (Comment #44) Non-collection of rubbish (Comment #85)
2	Roads and paths (n=23)	<ul style="list-style-type: none"> Dangerous intersection needing lines (Comment #52) Roadside hazard (Comment #61) Potholes in roads (Comment #67) To complain about the streetscape in Rushworth (Comment #110)
3	Rates (n=17)	<ul style="list-style-type: none"> Missing rates notice (Comment #70) Rates – needed to update banking direct debit details (Comment #72) Rates notice not being received (Comment #95) Setting up payment plan (Comment #138)
4	Pools (n=15)	<ul style="list-style-type: none"> Complaint about swimming pool closure (Comment #109) The outdoor aquatic centres closing (Comment #114) Swimming pool closure (Comment #128)
5	Trees (n=14)	<ul style="list-style-type: none"> Tree down on local road (Comment #77) Overhanging street trees in Kyabram (Comment #83) Replacement of a street tree (Comment #104)
6	Approvals and permits (n=13)	<ul style="list-style-type: none"> Building permits for house extension (Comment #23) Driveway permit (Comment #58) Parking permit (Comment #86)
7	Pet registration (n=10)	<ul style="list-style-type: none"> Dog registration (Comment #13, 49, 60)
	Animals (n=10)	<ul style="list-style-type: none"> Referrals for HAAC report of Abused/neglected animal in neighbouring property (Comment #74) Barking dogs (Comment #85) More signage and policing of dogs being kept on leads on the Campaspe Walking track (Comment #96) Animals on road (Comment #110) Cat traps (Comment #123)
9	General feedback & suggestions (n=8)	<ul style="list-style-type: none"> Community plans for improvements best suited to community needs (Comment #30) Participated in feedback session for Council strategy (Comment #48) General discussion on community activities (Comment #55) Put in EOI for a community project for consideration in the next budget (Comment #88)

Note: All respondents comments are provided in Appendix 2.

4.3 Feedback on the interaction with Council

It was reported that more than half of the total respondents resolved their matter that they contacted the Council for (58.74%, n=80), but 41% (n=56) has not resolved their issue or are still waiting for the matter to be resolved. In general, council staff were largely perceived as courteous (85%, n=110) by the respondents.



General comments about recent experience with the Council

Thematic analysis of 68 comments about their recent experience with the Council identified the five most common themes as below. All respondents' comments are provided in Appendix 3.

Rank	Theme	Examples of comments
1	Positive feedback (n=29)	<ul style="list-style-type: none"> I worked closely with the Council's Event Co-ordinator, who was very helpful and always available to assist with my enquiries. (Comment #44) Staff gave me the appropriate forms required I completed them & handed them back. I got a letter in the mail the following week notifying me it had been resolved (Comment #56) Staff and councillors are always friendly and obliging (Comment #64)
2	Lack of follow up or update (n=8)	<ul style="list-style-type: none"> They were not particularly helpful, just said they would let the people responsible know (Comment #10) One was by phone and the response immediate and courteous. The website inquiry is the typical black hole experience where you're unsure if a real person has ever picked it up and whether or not a

		<p>response comes is unknown and in reality has rarely come in a timely matter, if at all (Comment #17)</p> <ul style="list-style-type: none"> • On the fruit fly issue, I approached a councillor & was hand-passed to a staff member and nothing was achieved (Comment #60) • Never got back to me advising if idea had any merit (Comment #62)
3	Unresponsive-ness (n=8)	<ul style="list-style-type: none"> • I have a number of unanswered emails regarding necessary works in the Port of Echuca. (Comment #23) • In both instances, the council did not want to take responsibility or action. Trucks using car park were only responded to once we pointed out that the car park had only just been resurfaced. This matter was resolved externally and not by council. Noise complaint was not resolved by council. This was eventually resolved by the EPA. (Comment #31) • Never received any response (Comment #65)
4	Lack of sympathy (n=8)	<ul style="list-style-type: none"> • Lack of common-sense response (Comment #8) • Just got "that's not our policy" (Comment #23) • Most of the time staff are polite and understanding, while in other instances they can obdurate and unforgiving. (Comment #33) • Planning matter - Found it very difficult to get a pre-planning meeting with a Town Planner. The Planning Department appear to be against change and make it very difficult for anybody to operate in the Shire. (Comment #49)
5	Slow response and progress (n=7)	<ul style="list-style-type: none"> • Very slow response to emails. Get an auto reply, then a response takes weeks. They only ever send one card of tip vouchers with rates notices even though we have 2 properties. I have to go in and ask for a 2nd. (Comment #42) • Yes, very uncooperative. Took 6 months to resolve ridiculous requests for information (Comment #57) • I strongly object to residents/ratepayers being forced to make contact with the Shire in writing (short of appearing in person). The wheels of our Shire grind slowly enough as it is! (Comment #57)

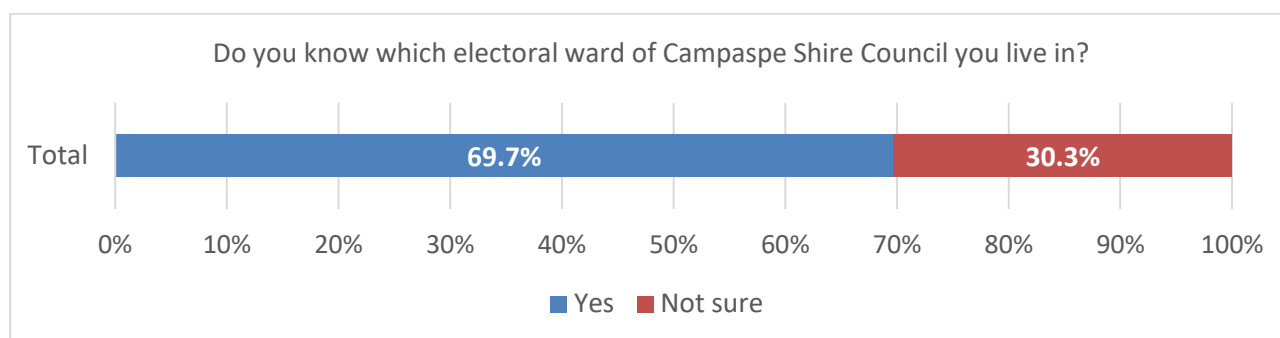
Note: All respondents' comments are provided in Appendix 3.

5. Living in Campaspe Shire

5.1 Electoral Ward and Councillor

Electoral ward of Campaspe Shire Council

Overall, almost 70% of the respondents answered that they are aware of their electoral ward. However, among those who answered that they know their electoral ward (n=97), 11% of the respondents did not provide their electoral ward correctly as their answers did not match one of the seven electoral wards of Campaspe Shire Council (see the table below).

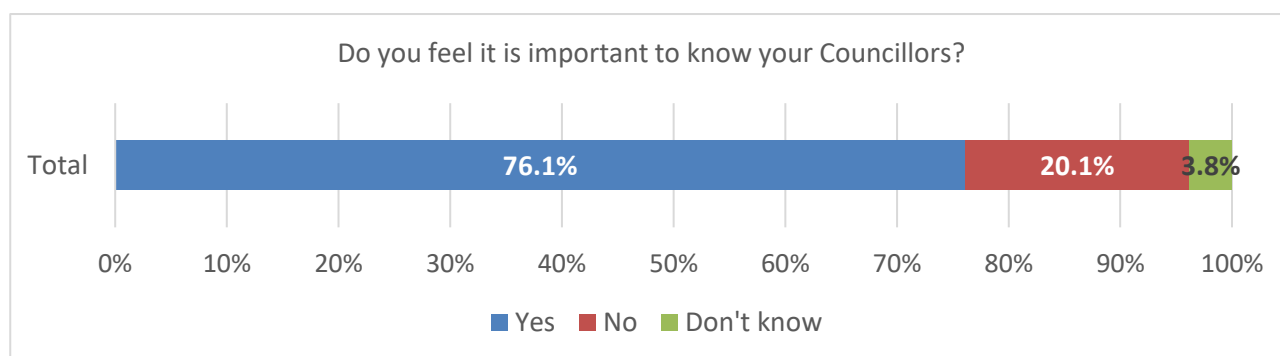


Answers	Count	%
Deakin	5	19.6
Kyabram	6	
Kyabram Deakin	8	
Echuca	47	48.5
Rochester	7	7.2
Waranga	5	5.2
Western	8	8.2
Campaspe	3	3.1
Nicholls	3	3.1
South	1	1.0
East	1	1.0
Kotta	1	1.0
Lockington	1	1.0
Murray Plains	1	1.0

Note: the responses that did not match the electoral wards of Campaspe Shire Council were highlighted in grey.

Local Councillors

A high percentage of the respondents (76.1%, n=105) believe that it is important to know their Councillors. When asked if they could name a local Councillor, about 67% of the respondents (n=108) named local councillor(s) correctly and 31% (n=50) did not name a local councillor. The answers of four people (2%) did not correspond with the current local Councillors.



Name	Count	%
Cr Chrissy Weller	42	25.9
Cr Rob Amos	15	9.3
Cr Tony Marwood	13	8.0
Cr Colleen Gates	11	6.8
Cr Daniel Mackrell	19	11.8
Cr Adrian Weston	12	7.4
Cr Paul Jarman	22	13.6
Cr Leanne Pentreath	13	8.0
Cr John Zobec	11	6.8
Annie Vickers	2	1.2
Mr Drum	2	1.2

Note: the responses that did not match the current local Councillors were highlighted in grey.

5.2 Living in Campaspe Shire

Can you please list three things about living in Campaspe Shire that you really like?

The following table shows the eleven most mentioned aspects that respondents like about living in Campaspe Shire. All respondents' comments are provided in Appendix 4.

Rank	Theme (count)	Examples of comments
1	Community and people (n=55)	<ul style="list-style-type: none"> The initiatives of the local people (Comment #52) Community spirit (Comment #59) Local community connection (Comment #66) Friendly locals (Comment #84)
2	Environment (n=47)	<ul style="list-style-type: none"> Rivers (n=47) River/Forest area (Comment #8) Natural environment (Comment #11) Fresh air (comment #94)
3	lifestyle (n=27)	<ul style="list-style-type: none"> Work and lifestyle balance (Comment #36) Relaxed lifestyle (Comment #89) Country lifestyle (Comment #101)
4	Recreation activities & sporting facilities (n=25)	<ul style="list-style-type: none"> Pools (n=9) Plenty of activities for all ages (Comment #2) Lots of activities and events (Comment #54) Sporting facilities (Comment #124)
5	Climate (n=24)	<ul style="list-style-type: none"> Weather Climate
	Amenity (n=24)	<ul style="list-style-type: none"> Restaurants, pubs and clubs (Comment #8) A good variety of shops that cover all our needs (Comment #19) Great cafes/food (Comment #39)
7	Size of town (n=19)	<ul style="list-style-type: none"> Everything is so close (Comment #19) Low population (Comment #90) No traffic (Comment #123)
8	Council services (n=17)	<ul style="list-style-type: none"> Street sweeping, weekly bin collection (Comment #10) Service to my home (i.e. rubbish collection, clean water, reliable response to faulty services) (Comment #53) Main street is kept relatively clean (Comment #71) Good response from council if any issues (Comment #108) Good facility for recycling rubbish (Comment #134) Parks and gardens are well maintained (Comment #140)
	Library (n=17)	<ul style="list-style-type: none"> Great librarians and library (Comment #83) The state-of-the-art library (Comment #93) The library – staff are amazing (Comment #106)
10	Location (n=13)	<ul style="list-style-type: none"> Easy access to Melbourne (Comment #49) Location to other major cities (Comment #51) Proximity to other interesting regional areas (Comment #119)

11	Medical facilities (n=11)	<ul style="list-style-type: none"> • Top rate medical facilities (Comment #25) • Majority of medical services available (comment #32) • Good health support (Comment #87) • Easy access to hospital and services (Comment #110)
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Note: All respondents' comments are provided in Appendix 4.

Can you please list three things about living in Campaspe Shire that you dislike?

The aspects that respondents dislike about living in Campaspe Shire were also revealed. The following table shows the ten most mentioned aspects that are not well received by the respondents. All respondents' comments are provided in Appendix 5.

Rank	Theme (count)	Examples of comments
1	Roads (n=47)	<ul style="list-style-type: none"> • Rural roads are in terrible condition and not maintained and not fixed when complaints are lodged (Comment #17) • Poor quality of roads. Even some "town roads" are not sealed! (Comment #23) • Lack of maintenance on local roads (Comment #67) • Roads need to be sealed (Comment #79)
2	General council services (n=31)	<ul style="list-style-type: none"> • The Councils attitude to progressing the Shire (Comment #4) • Lack of action from Council (Comment #55) • Unwillingness of council to provide or maintain community assets (Comment #56) • Poor treatment of Senior citizens clubs re: contract for building. (Comment #86) • Negativity of Council officers that deters development and progression (Comment #103) • Attitude towards elderly people from some council officers (Comment #111). • Bureaucratic red tape from staff (Comment #113) • Rate costs vs services provided (Comment #114) • Very difficult shire to do business with (Comment #130)
3	Council services – Maintenance (n=24)	<ul style="list-style-type: none"> • High growth of weeds at intersections – dangerous (Comment #12) • Litter on roadsides e.g. Maccas & KFC (Comment #38) • More recycling bins street and at parks even bottle bins for the people that collect them around town (Comment #77) • General upkeep: weeds, more slashing if road sides (Comment #95) • Public toilets are appalling (comment #108) • Mowing and spraying schedule could be better (Comment #110) • Some historical buildings are not kept up appropriate care (Comment #129) • Council spending our money on making things pretty instead of maintaining the things that are important to the community (Comment #142)
4	Facilities (n = 22)	<ul style="list-style-type: none"> • Threaten to close our pools (Comment #12) • Lack of facilities compared to Shepparton (Comment #13)

		<ul style="list-style-type: none"> • The lack of community places, like a town hall (Comment #41) • Council reducing the library opening hours (Comment #82) • Continual attempt to wind back council services, e.g.: Kyabram library, town swimming pools. (Comment #85) • Lack of water play park for kids (Comment #88) • Lack of playgrounds with toilets/parent room (Comment #123)
5	Imbalance across towns (n=21)	<ul style="list-style-type: none"> • Echuca centric (Comment #13) • Concentrating on leisure areas at East when the majority of growth is in the West nothing big for children to use - they sold the bike track that was constantly used (Comment #37) • Kyabram Gets left behind (Comment #61) • Too much is done in Echuca and not all areas of the Shire (Comment #66) • More money needs to be spent in smaller towns (Comment #100)
6	Bike and walking tracks (n=17)	<ul style="list-style-type: none"> • Insufficient bike paths (Comment #16) • Poor walking riding tracks along the rivers (Comment #35) • No connectivity across town for walking and cycling (Comment #40) • No new bike or walking tracks (Comment #86)
7	Community consultation and communication (n=14)	<ul style="list-style-type: none"> • Councillors not being accessible to constituents (Comment #14) • The disconnect between the Shire and people with suggestions, questions or concerns (Comment #34) • Not enough community consultation when needed - removing funding for school crossing without discussion with local community (Comment #40) • The complete lack of community involvement from council in consultations (Comment #41) • Communication between council and us regarding how rates are spent (Comment #134) • lots of complaints from local on not being heard from council (Comment #136)
	Town entrance (n=14)	<ul style="list-style-type: none"> • Poor landscaping of entrances to town (Comment #9) • Appearance of entry points into Echuca (Comment #60) • Ugly town entrances to Echuca (Comment #91) • The lack of beautification to the entrances to towns, particularly Echuca (Comment #140)
	Parking (n=14)	<ul style="list-style-type: none"> • Very little free parking (Comment #3) • As a tourist town, parking is often a problem (Comment #84) • Residents paying for parking in the main street (Comment #88) • Parking fees - I think these discourage tourists from the centre of Echuca (Comment #112)
10	Footpath (n=9)	<ul style="list-style-type: none"> • Very poor footpath maintenance (Comment #16) • Streets and Footpaths not adequate throughout the township (Comment #65) • Footpaths leading out of town need repairing (Comment #75)

Note: All respondents' comments are provided in Appendix 5.

5.3 Suggestions to making living in Campaspe better

What three things could the Council do in the next 4 years, to make living in Campaspe better for all?

While various suggestions were made to make living in Campaspe better, the 11 most mentioned areas of suggestions were listed in the following table.

Rank	Key areas (count)	Examples of comments
1	Roads (n=38)	<ul style="list-style-type: none"> Attend to narrow & pot holed roads (Comment #11) Repair and maintain roads including slashing the roadsides, especially to reduce fire hazards (Comment #15) Safer children's crossings around all schools particularly on the northern highway. (Comment #21) Improve regional roads (Comment #46)
2	Pool (n=26)	<ul style="list-style-type: none"> Solar heating and pool cover to make the pool more heated to encourage more to use it. (Comment #1) Ensure that district swimming pools are retained and maintained. (Comment #13) Increase the Pool hours (Comment #19) Leave the local pools open and let our kids learn to swim. not all council assets have to make a profit when it is for the good of the community. (Comment #24) Echuca pool could be unsafe and overcrowded inaccessible to the older residents because other town schools would need to use the pool also if some of the other town pools aren't maintained or closed (Comment #42) Continue to operate town swimming pools as a community asset rather than treating them simply as a cost burden. (Comment #83) Keep the pools and encourage use (Comment #106). Make the pools sun smart (Comment #129)
	Small town (n=26)	<ul style="list-style-type: none"> Spend in areas other than Echuca (we all deserve better facilities) (Comment #18) Spread its resources to towns other than Echuca. Develop a whole of Shire approach (Comment #41) Support activities in small communities (Comment #46) Promote the shire as a whole, we seem to promote each town not as a whole (Comment #99) Fairer distribution of rates to smaller towns (Comment #125) Pay more attention to rural needs (Comment #133)
4	Council operations (n=22)	<ul style="list-style-type: none"> More transparency of council operations (Comment #5) Improved efficiency within council office (Comment #13) Move through land development proposals quicker (Comment #16) Make it easier for people to get building permits and the smaller towns will progress. No problem with building permits in Echuca. (Comment #24)

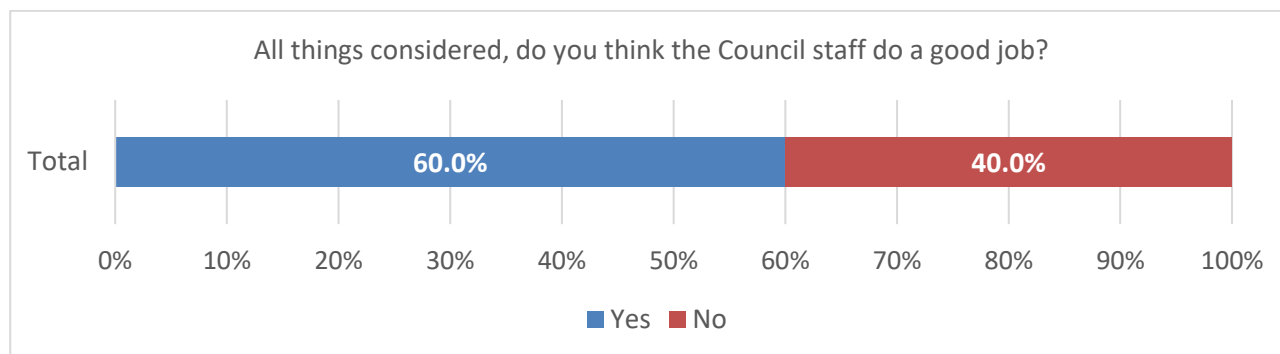
		<ul style="list-style-type: none"> • Get grants and funding like Moama council seem capable of! Moama is worlds ahead of Echuca! (Comment #37) • Improve and train Reception at Shire Office (comment #107) • More open decisions after consultation (Comment #125)
	New facilities and development (n = 22)	<ul style="list-style-type: none"> • Better tourism facilities (Comment #12) • Additional childcare facilities (Comment #15) • Shopping complex in the West to accommodate new developments in this area (Comment #82) • Water park near library (Comment #96) • Develop the riverbank area under the new bridge to provide an attractive area for both visitors and locals (Comment #97) • More sports grounds junior sport (Comment #115) • Splash park for children (Comment #118) • Playgrounds in residential areas (Comment #122)
6	Community consultation and communication (n=20)	<ul style="list-style-type: none"> • Attentive to what local citizens want (Comment #36) • Better communication via social media (Comment #47) • A Proper Consultation Process (Comment #69) • Improve newsletters (Comment #71) • Work on assisting anyone who wants to develop more tourism attractions as we can't ride on the paddle steamers anymore, we need to offer more than just them. (Comment #99) • Try engaging properly in a meaningful way (Comment #124) • send out a breakdown to rate payers so they know where their rates are going (Comment #140)
7	Events and activities (n=18)	<ul style="list-style-type: none"> • More outdoor events and activities for locals (Comment #19) • More free family entertainment (Comment #20) • Create more outdoor activities for general public to use. eg more park land. nice areas next to the river. (Comment #21) • Build some form of interactive Port Experience such as sound and light show (Comment #65) • Develop Aquatic Reserve as an outdoor entertainment precinct e.g. Day on the green, food truck festival (Comment #66) • More activities for seniors (Comment #93) • Continue to develop things for the community to do and be involved in, like variety of events, making sure we offer things on long weekends and special occasions like New Years eve. (Comment #99) • Increase opportunities in the arts- bring shows to the area at a reasonable cost (Comment #106) • Port area needs to do much better! A wonderful opportunity for council to take advantage of this and make it more accessible and welcoming to tourists and local community (Comment #82)
8	Bike and Walking tracks (n=17)	<ul style="list-style-type: none"> • Massive spending on bike/walk paths to connect town and outer areas (Comment #19) • Walking/ riding paths along the rivers (Comment #32) • Create more dedicated walking/cycling paths (Comment #72) • A connecting bike or pedestrian path from Wharparilla drive along the highway to the roundabout (Comment #95)

10		<ul style="list-style-type: none"> • Link bike paths (Comment #119)
	Facility maintenance and improvement (n=17)	<ul style="list-style-type: none"> • Improve the care and standard at the Echuca Hospital. It has a bad reputation. (Comment #24) • Install more seating at reserves and parks (Comment #28) • Better toilet facilities and park areas (Comment #34) • More outdoor seating. Predominantly older people visit and reside here. Outdoor seating near library not protected from the very hot sun and rain (Comment #42) • Put more funding into parks equipment & updating play equipment in parks (Comment #50) • Upgrade public toilets (Comment #88) • Landscape Echuca Railway Station to create a welcoming space for visitors and a recreation area for locals (Comment #97) • Public toilets in particular parent rooms (Comment #122)
	Parking (n=14)	<ul style="list-style-type: none"> • Longer parking especially near the medical and pharmacy centre accessible to all abilities (Comment #42) • Reduce cost of parking (Comment #79) • Additional parking (Comment #88) • A local's sticker for parking (Comment #90) • Provide at least some free, short term parking in CBD – e.g. near Post Office, Nish St, some in Hare St. (Comment #91) • Increase car parking spaces to cater for larger vehicles (Comment #112)
	Town entrances (n=14)	<ul style="list-style-type: none"> • Improve landscape and tidiness of all entrances to town (comment #8) • Beautify the town and entrances (Comment #65) • Make the entrance more welcoming (Comment #70) • lobby to improve entry from easterly direction (Comment #72) • Beautify the Northern Hwy entrance to town (Comment #123)

Note: All respondents' comments are provided in Appendix 6.

7. Council services

Overall, 60% of the respondents (n=60) agreed that the Council staff are doing a good job as illustrated in the figure below. Of these, only 22 respondents indicated that they have a relative (n=7) or good friend (n=16) that works for the Council.



7.1 Excellent Council services

Thematic analysis of 92 comments to an open-ended question identified excellent services delivered by the Council. The following table shows the five most commonly mentioned services which are particularly well received by the respondents. All respondents' comments are provided in Appendix 7.

Rank	Services (count)	Examples of comments
1	Waste management (n=60)	<ul style="list-style-type: none"> Rubbish collection and initiating recycling (Comment #1) Bin collection, recycle centre & Street sweeping (Comment #5) Rubbish bins are emptied frequently (Comment #39) Response to issues i.e. illegal rubbish dumping (Comment #43) Domestic and business rubbish collection (Comment #53)
2	Libraries (n=33)	<ul style="list-style-type: none"> Our library is amazing, we use it all the time and it is a beautiful community resource (Comment #71) The information centre, aquatic reserve and library are fantastic assets to our community (Comment #77)
3	Parks & Gardens (n=21)	<ul style="list-style-type: none"> Neat parks and gardens (Comment #47) Maintenance of the parks and gardens (Comment #43) Rose gardens around town & Hopwood gardens (Comment #51)
4	Health (n=11)	<ul style="list-style-type: none"> Immunisation program (Comment #11) MCH services (Comment #29) Maternal Health (Comment #30)
5	Pool (n=7)	<ul style="list-style-type: none"> Aquatic centre pool Echuca (Comment #63) Swimming pools (currently) (Comment #67)

Note: All respondents' comments are provided in Appendix 7.

7.2 Services for improvement

The respondents also identified the Council services that need to improve the most. The ten most commonly mentioned services to improve are listed in the following table. Other than the ten services, drainage (n=7) and town entrance (n=9) were also mentioned by the respondents.

Rank	Services (count)	Examples of comments
1	Roads (n=51)	<ul style="list-style-type: none"> Roads that don't come under Vic roads fix potholes and gravel roads in town (Comment #5) Sealing all roads in Echuca (Comment #9) Dangerous intersection upgrades (Comment #11) Urban unsealed road maintenance (Comment #21) Prompt response for fixing roads (Comment #33)
2	Footpath (n=25)	<ul style="list-style-type: none"> Footpath maintenance in Kyabram (Comment #76) Continue improve footpaths and roads (Comment #109) Footpath maintenance (Comment #46)
3	Consultation (n=17)	<ul style="list-style-type: none"> Listening to rate payers/ being more focused on local needs (Comment #10) Talking to older community members and their needs (Comment #31) Addressing community feedback and creating easier ways for community to submit their views (Comment #51) Community engagement to generate new ideas in improving our town (Comment #60) Community involvement in decision making (Comment #102) Listen to public not selected ones (Comment #105)
4	Facilities (n=15)	<ul style="list-style-type: none"> Recreational facilities for sporting clubs are not affordable (Comment #27) Playground opportunities (Comment #54) Some waterplay at the parks (Comment #79) EWMAC - staff are awesome, facilities generally great but so much more could be done to encourage more use and compete with private gyms (Comment #83) Outdoor play and recreation (comment #93) Public drinking fountains, upgrade Info Centre toilets (Comment #108) Events and activities for youth across the whole shire (Comment #118)
5	Services (n = 14)	<ul style="list-style-type: none"> Better scale of services for a growing community (Comment #33) Could have provided click and collect library services during lockdowns like other councils but chose not to, disappointing (Comment #34) Much quicker turn around for permits, as too many are taking far too long to get through (Comment #58) PAG service delivery to elderly & Outreach services to shut-ins from the library (Comment #90)

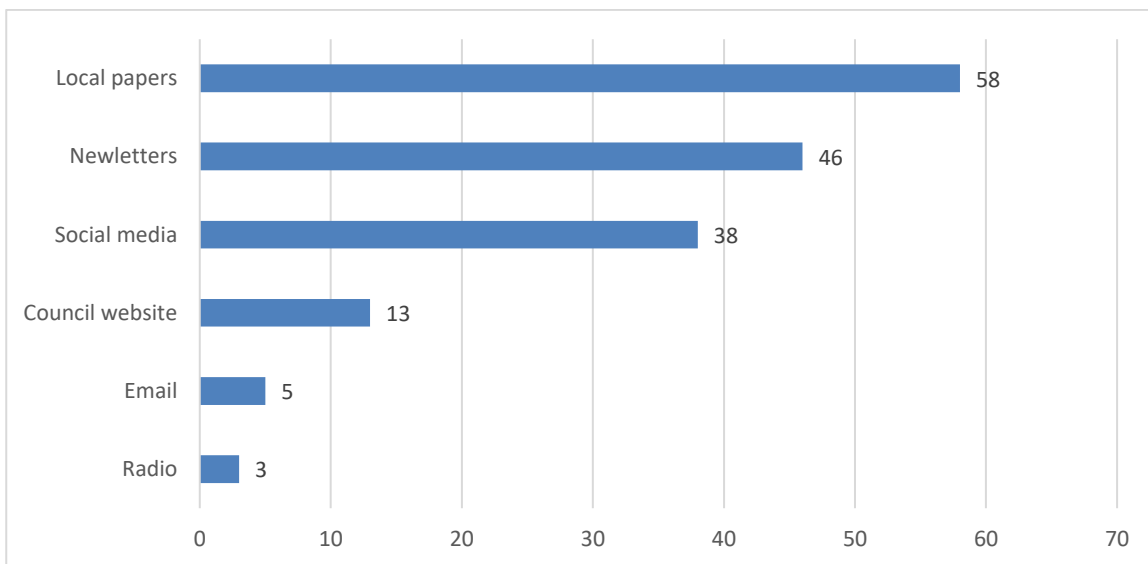
6	Communication (n=12)	<ul style="list-style-type: none"> • Mobile health (Comment #120) • Press reports could be more informative (Comment #1) • Current newsletter is a bit superficial. Focus should be on outcomes, not trivial staff stories (Comment #119) • Communication - you might provide great services but not spoken to local towns (Comment #120)
	Council staff (n=12)	<ul style="list-style-type: none"> • Reduce staff turnover (Comment #4) • Officers to improve knowledge of community needs or promote officers who do have that knowledge (Comment #7) • Compulsory Training of committees of management (Comment #8) • Staff. They have many staff in the office but when you ring, they never ask what they can do to help. (Comment #20) • Retention of staff with knowledge and not always getting new people that are not connected to the area and are just climbing the ladder (Comment #58)
	Services in small towns (n=12)	<ul style="list-style-type: none"> • Stop trying to close small towns facilities i.e. swimming pools (Comment #12) • Focus on small community needs i.e. local swimming pools preservation (Comment #50) • Spending money outside of Echuca (Comment #55) • Community support in townships not named Echuca (Comment #120)
9	Bike and walking tracks (n=11)	<ul style="list-style-type: none"> • Outdoor activities- i.e. Bike paths (Comment #16) • Bike and pedestrian crossings (Comment #77) • Connecting pedestrian and bike paths from estates towards town like Moama has (Comment #87) • Walking/cycling trails connecting towns (Comment #118)
	Parks and gardens (n=11)	<ul style="list-style-type: none"> • Parks and gardens (it would be nice to see more) (Comment #18) • More staff need to be employed to maintain parks & gardens (Comment #45) • Creation of more public gardens and spaces (Comment #65) • Parks and gardens - some areas are great, but others could be improved (Comment #83)

Note: All respondents' comments are provided in Appendix 8.

8. Communication

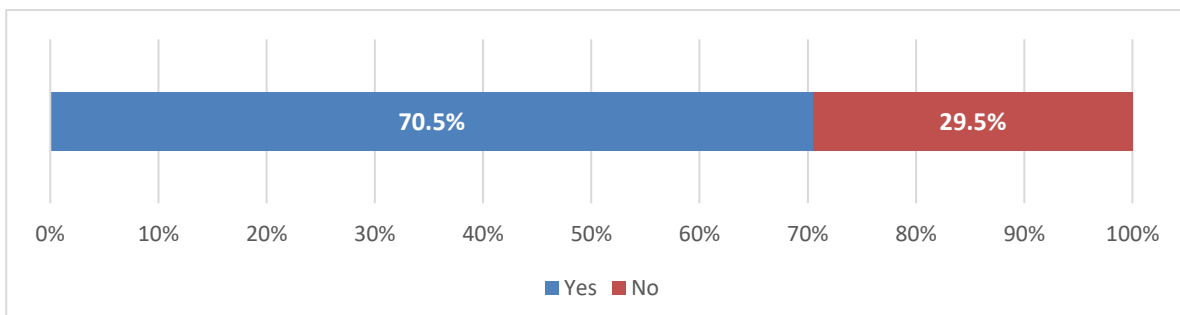
8.1 Council's Communication

It was found that the most common way to find out about Council news, services and announcements is local papers (n=58), followed by newsletters (n=46), and social media (mainly Facebook) (n=38). Radio (n=3) and email (n=5) were the least common ways to discover Council news. Full comments are provided in Appendix 9.



Would you like to hear more about Council news, services and announcements?

More than two thirds of the respondents (70.5%, n=66) showed their interest to hear more about Council news, services and announcements.



Reasons for more communication

While some comments were provided showing that the current levels of information provided by the Council are adequate (See Appendix 11), more people would like to hear more about Council news, services and announcements for mainly four reasons: 1) to have enough information at planning stages of any project for community to participate in consultations and provide feedback before the Council making decisions; 2) to overcome the limitations of current Council's communications; 3) to be aware of current services available and any changes on them; and 4) to understand how their rates are spent. Full comments are provided in Appendix 10.

Key reasons	Quotes
1. More information at planning stages	<ul style="list-style-type: none"> • So many decisions are made and often too late before anything can be done about these decisions (Comment #3) • I think if we knew more of what was going on, we would have a better understanding of the decisions that are made (Comment #29) • We find out about things after they have happened (comment #46) • Learn before decision are made not after when it is too late (Comment #67) • More information, especially at planning stages would enhance community involvement and interaction (Comment #68)
2. Limitations of current communications	<ul style="list-style-type: none"> • Communication is important. Not just on a website but get out there and speak to people. Hold a public meeting every so often and let folks hear what's going on and speak. not just council meetings (Comment #18) • I feel council is too quiet on social media and should have a more active presence (Comment #24) • Closed council meetings seem to be increasing (Comment #31) • At present information coming from Council is slow and unreliable (Comment #32) • They [Council] need to inform people of their achievements, not advertise the achievements as ratepayers are finding their advertising rhetoric (Comment #42) • Many meetings are closed, not open to the public or over internet (comment #52) • Don't hear of anything other than leaflet left in letter box saying how good they are (Comment #69)
3. Current services available and changes	<ul style="list-style-type: none"> • Would like to know available services (Comment #6) • Council needs to explain more about what they do. People know less than they ever have but the service are more important (Comment #14) • To know about services - current and new (Comment #22) • I'm interested to know what changes are coming or planned and events happening (Comment #40) • So I can learn how to live best in this area and take advantage of anything offered (Comment #51) • Always like to know about services we can tap into (Comment #54)
4. Rates	<ul style="list-style-type: none"> • More accountability (Comment #19) • How rates are being spent (Comment #49) • I like to know how the council rates are spent (Comment #55)

Note: All respondents' comments are provided in Appendix 10.

8.2 Communication preference

What would be the best way(s) for you to hear about Council news, services and announcements?

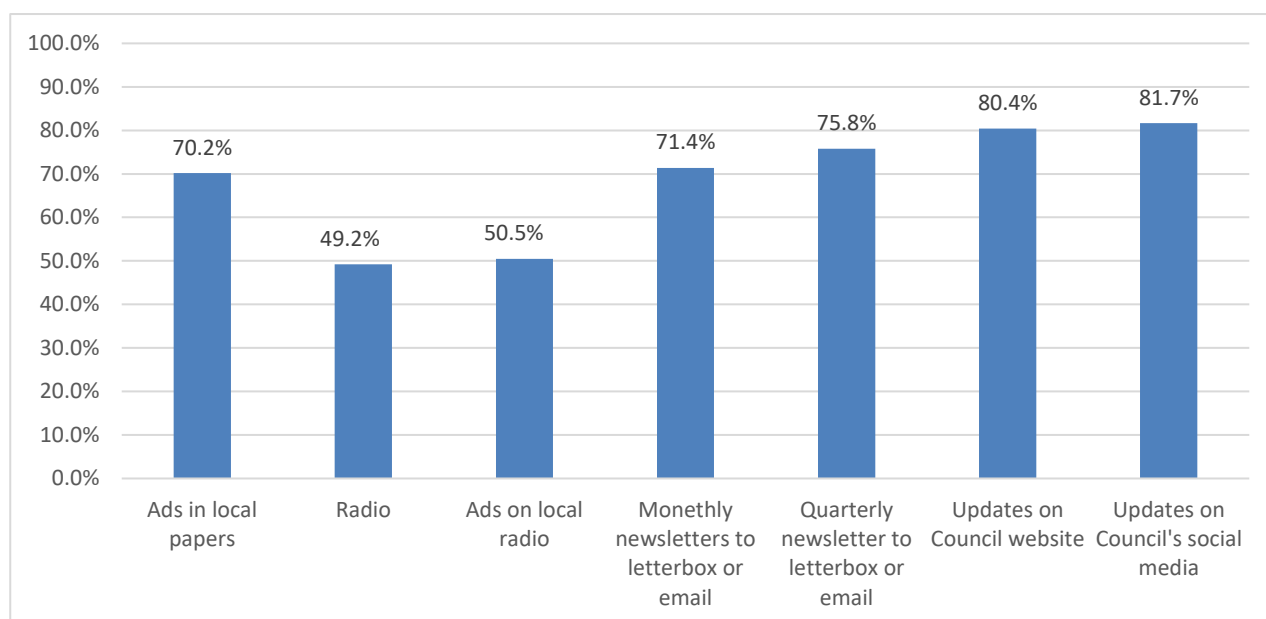
Analysis of 108 comments to an open-ended question found that social media (n=33) was perceived as the best way to hear about Council news, services and announcements, followed by newsletter (n=21) and local papers (n=20). The following table provides examples of comments for each method.

Method	Examples of comments
1. Social media (n=33)	<ul style="list-style-type: none"> Expand social media usage (Comment #37, 68) To catch the majority of people social media & print media needs to be used. For me personally I use social media (Comment #91) Need to be more prominent on Facebook through celebrating successes and acknowledge that some areas need work (comment #106)
2. Newsletter (n=21)	<ul style="list-style-type: none"> The letterbox newsletter drop is enough (Comment 1) Newsletter (maybe quarterly) (Comment #9) Through a more honest newsletter with goals set and measured (Comment #10) I don't know what method would be more beneficial. Social media is really only relevant for younger ones / newsletters delivered to your door only cost ratepayers more money (comment #18) A plain no glossy newsletter. Cheap to produce (Comment 29) Newsletter, targeted marketing i.e. sending me things that directly relate to me, family/kids programmes etc. (Comment #30) Delivered newsletters like the works one we get, detailing council meetings, future decisions etc. (Comment #37) More frequent newsletters (Comment #103)
3. Local papers (n=20)	<ul style="list-style-type: none"> Mailbox or radio, Don't but newspapers (Comment #34)
4. Email (n=12)	<ul style="list-style-type: none"> The best way is via an emailed newsletter (which can be done weekly) followed by the Council's website (Comment #53) Invite all ratepayers to be part of an electronic mailing list (reduce cost and waste of letterbox drop) (Comment #61)
5. website (n=8)	<ul style="list-style-type: none"> The website needs major attention (Comment #100)
6. Face-to-face interaction (n=6)	<ul style="list-style-type: none"> Through face-to-face interaction between local community leaders and council officers as well as Councillors (Comment #4) Would appreciate more opportunities of forums where engagement occurs between real people at an earlier enough time to influence outcomes (Comment #22) Visits from members (Comment #24) Community meetings with Council representatives maybe 3 or 4 times a year (Comment #88)
7. Radio (n=4)	<ul style="list-style-type: none"> Broadcast interviews with Mayor and local press releases (Comment #101)
8. Other	<ul style="list-style-type: none"> By seeing action on issues important to local communities. I personally would not like to see scarce resources wasted on publicity and spin (Comment #7) Information near door of supermarkets (Comment #25)

Note: All respondents' comments are provided in Appendix 12.

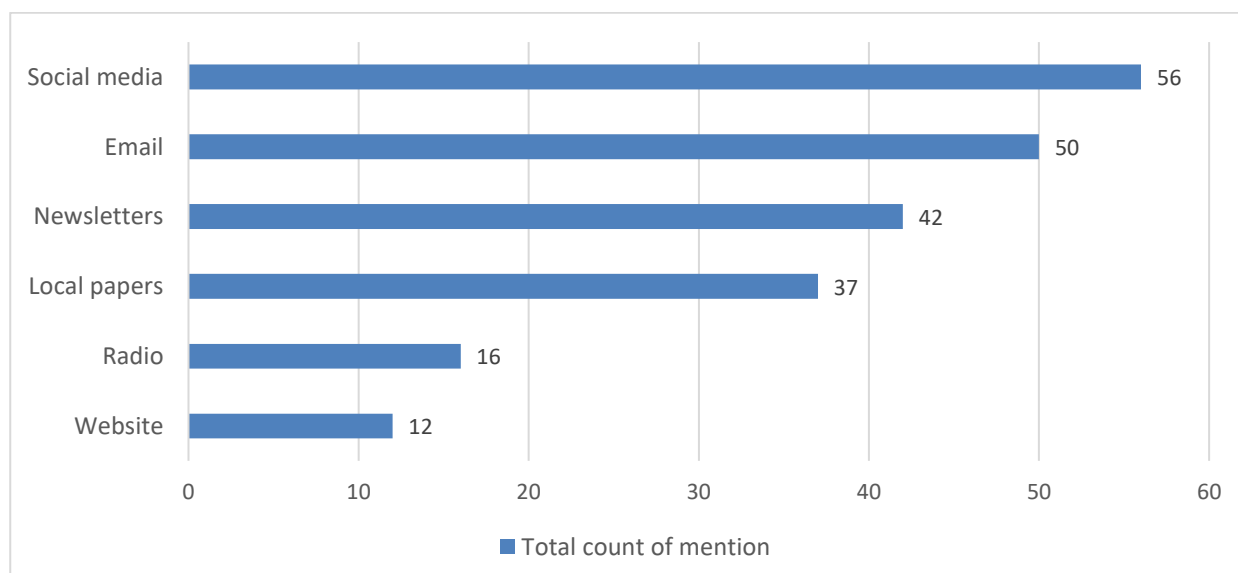
Would it help if Council used the following methods of communication?

A list of yes or no questions asked if the following six methods of communication would be helpful. Updates on Council's social media (81.7%, n=95) was perceived by the respondents as the most helpful method of communication, followed by updates on Council websites (80.4%, n=91) and quarterly newsletter to letterbox or email (75.8%, n=88). In contrast, radio (49.2%, n=53) and advertisements in local radio (50.5%, n=56) were found the least helpful forms of communication.



If you had to choose three forms of communication, which would best suit you?

An open-ended question asked respondents to indicate three forms of communication which best suit them. Social media (n=56), particularly Facebook, was the mostly mentioned method of communication, followed by email (n=50) and newsletters (n=42). Full comments are provided in Appendix 13.



9. Findings from Interviews

The interviews addressed four topics, and each topic identified several themes that commonly emerged from the interviews. While the findings of the interviews are mostly consistent with the results of the community satisfaction survey, the findings of interviews elaborate on the findings of the survey and provide more comprehensive understanding on the topics.

9.1 Interaction with the Council

The interviews further explored interactions with the Council, and how the Council can improve interactions and contacting experience. Many interview participants shared their positive experience contacting the Council. There were also a number of suggestions made by the participants in regard to the Council's customer service. For example, the flexibility of being able to negotiate over the phone, a timely follow-up or updates on the issues, quick responses, provision of direct lines to departments, and better supervision as illustrated in the quotes provided in the table below. It was also found that often issues get passed from one employee/department to another when the public are dealing with council on an issue, and inconsistency between employees/departments can be a problem.

Themes	Quotes from interviews
Customer service	<p><i>"It was about overgrown weeds along the walking track. They [the Council] didn't do the job properly. They didn't finish off the job. My point was there was no supervision making sure that the job was done properly (F5)"</i></p> <p><i>"They [the Council] emailed back saying they would follow up, but did absolutely nothing. It would have been about two and a half months ago, but they don't seem to follow up on anything." (F4)</i></p> <p><i>It [my recent contact with the Council] was regarding getting an extension of paying off the rates. I contacted them by telephone. They were not really willing to negotiate over the phone; they wanted it to be a request in writing. If you are having an issue with your mortgage, you just ring up and just say look, I'm struggling to pay and request for an extension or something, and it's done. But the council wanted me to go on their website and get the form and then send it electronically. (F9)</i></p> <p><i>I contacted a number of departments, including the governance officer, no feedback, no response at all. they took nearly three months to get response... Proper customer service training [is needed]. In any business, 48 hours to 72 hours is a reasonable response time. (M7)</i></p> <p><i>"I know that the receptionist they probably feel a lot of calls from various people for various requests. Perhaps there could be some more direct line to certain departments. Like the automated phone system directing to which department you want to go through to would be handy" (M6)</i></p>

Inconsistency between employees/departments	<p><i>"I reply to emails, but they seem to change personnel regularly, which just makes the job harder" (M4)</i></p> <p><i>"There is no consistency between what they're saying between departments. And you can't get a definitive answer." (F1)</i></p>
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9.2 Council services

Interview participants were generally positive about what the Council does and the services it delivers, particularly routine services like rubbish collection and parks and garden maintenance, and the libraries and events. The services they would like the Council to do or improve on in the next four years (to make living in Campaspe better) were also ascertained. The quotes shown in the following table illustrate the services where they would like to see improvement and changes.

Themes	Quotes from interviews
Provision of youth programs	<i>"I would like to see more activities and programs for young people. The old courthouse can be re-used as a place for young people for acoustic performance etc. Open up a place where young people can go and relax and enjoy music with their friends" (M8)</i>
New facilities	<p><i>"Even though they [the Council] are looking after the current parks and stuff well, probably maybe some more of them like where tourists and communities can utilise together. I know that there is a big push within our community for a nice outdoor area by the river. Other towns that are on the river, have beautiful parks that are well on the river. So something like that would be great for the youth to use. So, some more community spaces for the public to use particular on the river, that would be nice. (M6)</i></p> <p><i>"Also think that a water park or just a water feature for smaller kids would be nice too. It is pretty hot up here on hot days and having a park for people that can go and have a water option, not only having to swim in the river, but having this sort of park back from the river that would be very well used. I think that would get a massive positive response from the community and tourists." (F9)</i></p> <p><i>"We need more playgrounds. There's not enough playgrounds. And we probably need more programmes for elderly. We have an aging population here" (F9)</i></p>
Maintenance	<p>Lack of road maintenance was frequently mentioned in the interviews which is addressed in 9.4 Roads and paths.</p> <p><i>"We have some issues with drainage. Some drainage should be upgraded." (M1)</i></p>
Expansion of current services	<p><i>"I would like to see more maternal health service and childcare. It is hard to get a spot in Childcare" (F8)</i></p> <p><i>"More services should be available for multicultural groups as the population has been changing. For example, key information can be delivered in multiple languages. Interpreters may need to be available for essential services, like in hospitals" (M5)</i></p>

Services in smaller towns	<i>"Smaller towns are the ones that feel like they're missing out all the time... I know they've recently got millions of dollars and that could have all gone into country roads. But I believe they did sort of warm and fuzzy type of activities around the town and start putting some money into those local community." (F1)</i>
Better management on current facilities/services	<p><i>"So better management is needed for council services, rather than closing down or so, but better management implications is needed to try to fix it and improve it before closing it. (F11)</i></p> <p><i>"Senior citizens clubs are owned by the Council. The clubs received the letter last year that they would be required to pay for all the facilities and services to the club rooms which like electricity and gas, and things like that, which have always been paid for by the Council... And how the whole programme has been put on hold so that the further study can be made, and the Council be fully informed as to the circumstances. It doesn't make sense because what they are trying to do is proving costs. Senior citizens clubs' costs are quite small, compared to the cost of administration in my opinion that's where they should be proving the costs. (M9)</i></p> <p><i>"We have a community bus which runs one day a week. i don't think I've ever seen anyone if i might say one person on the greatest, waste of money. That's just an outright waste. If you don't have a bus service, you have a regular one" (M3)</i></p> <p><i>"There is no land for subdivision. That's probably our biggest problem. There are no vacant lots in this town. This is only a very small town and the cost of subdivision is so high. Set up development committee has pushed for more land to be made available. Some division costs to be made cheaper." (M9)</i></p>

9.3 Communications

The interviews explored how residents perceive Council's communication and information delivery. Interview participants also shared their view on what types of stories they would like to see more in the Council's communication.

Interview participants also reported that they have read and seen Council information/services mainly through newsletters that were delivered to their letterbox and community Facebook pages (rather than Council's Facebook) in the last few weeks. Also COVID was found not a factor that inhibits their ability to access Council information.

Themes	Quotes from interviews
Newsletters	<p><i>"Sometimes too general and not in depth. Can be more tailored to each local area as well as proving the general information." (F1)</i></p> <p><i>"Any letterbox drops or anything in town? Two years ago, we got newsletters just as a letter drop. So now we have moved, and I don't get a letterbox drop anymore. They [the council] don't do newsletter anymore of free just because we are out of town? I don't know" (F10)</i></p>

	<i>"Newsletters are good, but a person can go around the town distributing the newsletters and take some feedback. People can actually talk about what they're concerned about." (F8)</i>
Emails	<i>"Emails are good for environment, but can be considered as spam easily and missed out" (F9)</i>
Social media	<i>"Maybe doing more on Facebook. A Facebook post with a link to the e-newsletter. A Facebook post with the headlines and a just brief picture of it. and people can click on the link to take you to more information about." (M6)</i>
Lack of consultation	<p><i>"About the proposed changes to the senior citizens clubs, I spoke to our local councillor and he knew very little about this requirement... we found out through the media. There is not consultation about the changes to the swimming pool" (M9)</i></p> <p><i>"It needs to be more interaction, so that the Council can find out what's going on. One good example was the funding for the wild trial. The design of the trail is nearly completion and that will still be a public consultation shortly. So now the interaction is good but it hadn't been good in the past... High street. That wasn't enough community consultation and so the community is pretty unhappy about what's being done. I think with the closure of the swimming pool again. there was no warning to the community; that was just a decision. But the Shire decided to postpone that decision." (M8)</i></p>
Types of stories in a council's communication	<p>The following list shows various types of stories that interview participants would like to see in the Council's communication:</p> <ul style="list-style-type: none"> • The long-term plan and direction for the next 30 years • Services and programs the council provides and how to get access • Progress of current projects • Project proposals that are in discussion and rejected • The results of community consultations, surveys. For example, the Council's organisational cultural survey and the safety audit. • Events coming up • Advertisement about the meeting days that local counsellors are in town. • Analysis on the spending of our rates: <i>"I would like to see some analysis on the spending of our rates in the newsletters, like when we pay tax, we get a slip from ATO showing where they spent our tax money." (F8)</i> • Visualised information <i>"I would like to have more visualised information in the newsletters, for example, using a map to show where the upgrades are and charts, figures and photos to illustrate the changes and planning. This [visualised information] would make it [newsletters] more accessible and more interesting as they are really helpful for conveying information in a more accessible way" (F11)</i>

9.4 Roads and paths

Roads were perceived by interview participants as a major issue. Lack of maintenance of roads and road improvement were the major concern of them.

Themes	Quotes from interviews
Road maintenance	<i>"I know four years ago, they [the Council] sent out a press release saying that they weren't going to grade certain roads anymore and I thought that's a little bit backward. Anyway, there was very bad publicity when it came it... The footpaths might be a concern. I've reported a number of them. We know people have had a fall; actually i had one myself. I reported that the Council and which I went into the office and they say that you put in a report which was filed, and it was fixed within a couple of days. but it was a very nasty thing. That could have been a random set out." (M3)</i>
Road improvement	<p><i>"I think that the kids can ride safely into town, but there is no bike lane for us to ride safely. We don't live that far out of town. Because we are on the section where the pure residential area finishes, we don't have footpath to ride on. We don't have the bike lanes to ride on. We'd love to ride in and it is important to have that sustainable and active lifestyle not relying on the car all the time and doing activity, fitness and activity with the kids. But then if the roads aren't wide enough, they [the council] can't put bike lanes in. They need to widen roads first" (F10)</i></p> <p><i>"There are a lot of incomplete roads where the shoulder of the road hasn't completed. And these are right there in town frequently used and they are almost one and a half lands not quite two lanes." (M6)</i></p> <p><i>"When you are going between towns but through farming areas, there are only a single lane. Like it's only what the bitumen is only wide enough for a single pass. Hazard coming either way. You've got to go half on to the gravel. Like both of you have to go half up to the gavel to allow you to pass each other." (F10)</i></p>
Signage	<i>"There should be a signage, a clear signage before getting into the centre of town saying the parking is limited here and there are plenty of room for parking for caravans over there. Without any sign of direction they just end up in the street". (M8)</i>

Appendices

Appendix 1: Survey

Campaspe Community Satisfaction Survey Survey 2: Interaction & Communication

Your views are important because you can help inform the Council's decisions, so we look forward to hearing from you. Campaspe Shire Council is working with University of SA to understand the views of residents on services provided by the Council. Your voice is important to building your community. Your participation in this survey is completely voluntary but will be of great value to the Council in creating better strategies for residents, ratepayers, community groups, businesses, and visitors.

It is expected that the questionnaire will take less than **10 minutes** for you to complete. **Your personal information will be kept confidential and anonymous.** You have the right to refuse to answer any questions asked and may withdraw from the process at any time. Starting the survey is an indication of your consent to be a respondent in this study.

The researcher will take every care to remove responses from any identifying material as early as possible. Likewise, individual responses will be kept confidential by the researcher and not be identified in the reporting of the research. All information collected for this study will be retained for five years. Data will be stored securely in locked and password-protected folders on the University's server.

You will be given an opportunity to participate in a lucky draw to win a \$250 cash card. Please see the end of this survey for further details.

This project has been approved by the UniSA's Business School Ethics Committee. If you have any ethical concerns about the project or questions about your rights as a participant please contact the Executive Officer of this Committee, Email: BIS-Research@unisa.edu.au. If you have any concerns about the project or questions please contact the researcher, Sunny Son (sunny.son@unisa.edu.au), or Kaye Mason Executive Assistant at shire@campaspe.vic.gov.au **All responses must be received by Sunday 20th February 2022.**

About your interactions with the Council

1. Have you had contact with Campaspe Shire Council in the last 12 months?
 - ☐ Yes (Go to Question 3)
 - ☐ No
 - ☐ Don't know
2. If you have not contacted the Council in the last 12 months, when was the last time you made contact?
 - ☐ 1-2 years ago
 - ☐ 2-5 years ago
 - ☐ 6-10 years ago
 - ☐ Never (Go to Question 8)

3. How did you make contact with Council? Please select all relevant boxes that apply.

- ☐ Phone
- ☐ Website
- ☐ Mail
- ☐ Councillor
- ☐ Other

4. What was the matter you contacted the Council about?

5. Was the matter resolved?

- ☐ Yes
- ☐ No (Go to Question 7)
- ☐ Don't know

6. Were staff courteous during your interaction with the Council?

- ☐ Yes
- ☐ No
- ☐ Can't recall

7. Do you have any comments about your recent experience with the Council?

About living in Campaspe Shire

8. Do you know which electoral ward of Campaspe Shire Council you live in?

- ☐ Yes (please specify your electoral ward: _____)
- ☐ Not sure

9. Can you name a local Councillor?

10. Do you feel it is important to know your Councillors?

- ☐ Yes
- ☐ No
- ☐ Don't know

11. Can you please list 3 things about living in Campaspe Shire that you really like?

- 1) _____
- 2) _____
- 3) _____

12. Can you please list 3 things about living in Campaspe Shire that you really dislike?

- 1) _____
- 2) _____
- 3) _____

13. What three things could the Council do in the next 4 years, to make living in Campaspe better for all?

- 1) _____
- 2) _____
- 3) _____

14. All things considered, do you think the Council staff do a good job?

- ☐ Yes
 ☐ No

☐ Don't know

15. Do you have a relative or good friend that works for the Council?

- ☐ Relative

☐ Friend

☐ Neither

16. Please list 3 services you believe the Council delivers well:

- 1) _____
- 2) _____
- 3) _____

17. Please list 3 services you believe the Council needs to improve on:

- 1) _____
- 2) _____
- 3) _____

Communication

18. How do you normally find out about Council news, services and announcements?

19. Would you like to hear more about Council news, services and announcements? (Please explain why)

- ☐ Yes (please explain why: _____)

☐ No (please explain why: _____)

20. What would be the best way(s) for you to hear about Council news, services and announcements?

21. Would it help if Council used the following?

	Yes	No	Don't know
1) Advertisements in the local papers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2) Radio	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3) Advertisements on local radio	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4) Monthly newsletters delivered to your letterbox or email	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5) A quarterly (every 3 months) Council newspaper deliver to your letterbox or email	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6) Updates shared on Council website	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7) Updates shared on Council's social media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

22. If you had to choose three forms of communication, which would best suit you?

- 1) _____
- 2) _____
- 3) _____

About you...

23. My age group is

- ☐ 18-30 years ☐ 31-45 years
- ☐ 46-60 years ☐ 61-75 years
- ☐ Over 75 years

24. Which of the following do you identify with?

- ☐ Male ☐ Female
- ☐ Other ☐ Prefer not to answer

25. Do you identify as being Aboriginal and/or Torres Strait Islander origin?

- ☐ No ☐ Yes
- ☐ Prefer not to answer

26. Do you identify as culturally and linguistically diverse?

- ☐ No ☐ Yes
- ☐ Prefer not to answer

27. Years in Campaspe Shire:

- ☐ Less than 2 years ☐ 2-5 years
- ☐ 5-10 years ☐ 10-20 years
- ☐ 20 + years

28. Are you a ratepayer?

- ☐ No ☐ Yes
- ☐ Don't know

29. Which town do live in (or nearest town)? _____

Thank you for completing the questionnaire

You may choose to complete the questionnaire anonymously, however, if you wish to be entered in the prize draw to win \$250 please provide your full name and email address.

- ☐ Name: _____
- ☐ Email: _____

Your views will help guide the Council in making more informed decisions for the Shire. Would you like to refer any members from your community (over 18 years) that could take part in this or follow up surveys?

- ☐ Yes (Please list name and email of the community member: _____)
- ☐ No

University of South Australia is also conducting follow up interviews with selected participants. If interviewed, you will receive a \$30 shopping voucher from Coles. Please share you contact details below if you would like to be interviewed:

- ☐ Name: _____
- ☐ Email: _____
- ☐ Phone: _____

Appendix 2: Matters for contacting Council

What was the matter you contacted the Council about? (147 comments)

1. Asking about library programs
2. Government funding for the aquatic reserve
3. Building
4. Waste bin issue & the court resurfacing at the Lockington Recreation Reserve
5. State of the walking track around Echuca west Overgrown with weeds!
6. Tip-what could i drop off, when and price Rates- why are they so high and to pay
7. Numerous projects we are currently working on as architects within the shire.
8. Various matters - a recreational reserve that I am a volunteer at. - work related matters - grant applications
9. Various, incl Aust Day
10. Road maintenance, river moorings, planning
11. Rubbish bins
12. Rates
13. Dog registration, bin size upgrades
14. road condition
15. A Landcare issue
16. Professional contract activities
17. Gravel road grading
18. payment of rates
19. Save our pools
20. I contacted them through the Media as that seems the only way, they take any notice as they do not like adverse publicity. My first interview with the media was regarding charges they were going to make the Senior Citizens clubs pay and secondly re the proposed closure of all pools in the shire apart from Echuca. Most of these decisions are not made by the Councillors but by the senior officers, who have no idea of the feelings of the communities, particularly in the small towns, so I no longer wish to take part in any further surveys as I feel it a waste of time Thank you.
21. Waranga Rail Trail
22. Building approval, rubbish in Banyule forest and a dangerous dog.
23. Building permit for house extension

24. Lack of footpaths creating dangerous environment for the elderly and lack of parking.
25. Damaged rubbish bins and roads needing repair (potholes)
26. Unkept walkways, overgrown with weeds.
27. Lost puppy
28. Illegally dumped rubbish
29. Local swimming pool and also Bike Paths
30. Community plans for improvements best suited to community needs
31. Replacing the fallen trees on our nature strip
32. About helping me about removing my fruit trees due to fruit fly
33. Shire pools
34. I was the administrator of the Rochester Mural Festival and had to make contact with the Events Organiser, and some other departments to ensure that the event went ahead successfully. I have passed over this role now so that is why there has been no contact in the last 12 months, but my successor has had many dealings with her.
35. Registration of a pool
36. Gravel road deterioration.
37. Disability
38. Australia Day Invitation Kyvalley Tongala Library Light, Dealing with Shire Officer re Tongala History Group Room. Re occupation. & Heating & Cooling also Light in Vault
39. New nature strip and road upgrades, rec reserve issues, tree maintenance
40. Planning permit for my boss who is a Builder
41. Mainly Jess Hibbinson and on various committees together
42. Planning application procedures clarification Local street improvement request
43. Community events
44. Paying of rates. Bin collection days Purchase of green bin
45. Asking for a guest speaker at CWA conference.
46. Rural tree scheme
47. House plans and immunisation
48. Participate in feedback session for council strategy
49. Rubbish along the riverside and pet registration.
50. Bins
51. Bins for our property

52. Dangerous intersection needing lines
53. Dangerous road due to lack of maintenance
54. Service request
55. General discussion on community activities.
56. Question re grants
57. Booking a building permit inspection
58. Driveway permit
59. Expressed my disgust that a gentleman who owned geese and other birds which walked around the Port- an iconic port feature, which had been there since I was a child and was much loved by tourists and locals, was forced to euthanise them all after one of the council managers instructed for their removal (a manager who did not understand how well loved they were to Echuca residents as he had only lived here a short time)
60. Rates, garbage services pet registration
61. Roadside hazard
62. Planning approval.
63. Management of public assets
64. A significant amount of rubbish had been dumped in the bush reserve near our property and I emailed them with a photo attached for their attention.
65. Recycling bin Dog registration Council rates Sharps
66. Rates notice
67. Garbage bins, pot holes in Roads.
68. Local surrounds issues - bindi eyes, footpath issues.
69. Rubbish pick up
70. Missing rates notice
71. Poor Customer Service, lack of community consultation and questionable ranger activity. Interface with paystay needs review.
72. Rates - needed to update banking direct debit details.
73. The Lockington Plan
74. Referrals for HAAC report of abused/neglected animal in neighbouring property
75. B double Trucks using car park to load and unload trailers Excess noise (music) from business
76. Footpath
77. Tree down on local road.
78. Tongala's Beersheba Rod, Custom & Classic Car & Bike Show Community Bank Tongala's 21st Birthday Tongala Place Based Plan Tongala Swimming Pool Tree on Nature Strip

79. Wanting signs placed near a school, to warn cars children are crossing. Also to enquire about what to do with neighbour's overhanging tree branches.
80. Volunteer driving
81. 1. Raised concrete footpath tripping hazard 2. Fallen limb from tree on nature strip... Hazard
82. I have an assistance dog and have been sent notices of renewal dog registration which they have been advised I don't pay. Then on Tuesday the ranger came to collect the registration money that again was not explained to him that I don't have to pay.
83. Over hanging street trees in Kyabram Also bolts on a footbridge being loose
84. Dropping off sharps container
85. Barking dogs and non collection of rubbish
86. Went in to pick up my parking permit
87. About new regulations concerning pool owners.
88. Put in EOI for a community project for consideration in the next budget.
89. As a shire resident, local business operator and long term service provider to Campaspe Shire, unfairly NOT having our 'services' renewed in favour of a non-local and somewhat distant contractor during the midst of the Covid global pandemic as it commenced in 2020.
90. Replacement bin
91. State of the walking track around Echuca west Overgrown with weeds!
92. 1. Missed rubbish collection 2. Utilising Kyabram library service
93. Permits for house renovation
94. Pool fence compliance certificate, Tip vouchers
95. Rates notice not being received
96. More signage and policing of dogs being kept on leads on the Campaspe Walking track.
97. In planning a community event
98. The entrances to our town (which are a absolute mess). Town planning especially the one way in and one way out road system. A disaster waiting to happen
99. Pet registration
100. Animal issues
101. We wrote to the council about the state of the footpaths in our area after my husband had a fall and had to have stitches in his wrist.
102. Bins
103. Rates payment
104. Replacement of a street tree.
105. Payment of Dog registration

106. Problem at local sporting facility
107. Barking dog
108. Pets, bins, rates
109. Planning matter Organising the market Complaint about swimming pool closure
110. To complain about the streets Cape in Rushworth Rates Sharpe's container Planning/building dept Animals on road
111. Disabled parking
112. Digital rates notice. I needed it for a solar application.
113. Local Laws
114. Rochester new Play space in Rotary Park. Also in regard to the outdoor aquatic centres closing
115. Kinder enrolment
116. Spraying and maintenance of easement/creek that runs through our property
117. Illegal cot for sale at garbage station.
118. Lost dog
119. Met with 3 councillors regarding the Loco Shed project in Echuca, as part of Community group of which I am a member and Treasurer. Also one email query responded to promptly Contact with Planning Dept. Re possible works to a heritage listed building/Club of which I am a member and secretary
120. Neighbour complaint about clearing boundary fence line
121. Rec reserve issues, tree down in rec reserve, Collins st streets Cape issues
122. Vic Park and the Echuca Cricket Club
123. Cat traps and permits
124. Planning and building permits,
125. Parking fine
126. Pool registration
127. 1. Street tree lopping. 2. My rights regarding replacement of my nature strip grass to gravel. 3. Ranger re Staffy dog off lead attacking my dog. 4. Dangerous dead branch overhanging path. 5. Enquiry re laws on drinking in public. 6. Complaint (see 5. Above) re a small group of men with their off lead, hyperactive dog, spending most of each day drinking (alcohol) in one of Echuca's most picturesque locations resulting in many people avoiding the area. 7. Phoned to raise the creative way a Parks & Gardens female mowed a long stretch of grass that's interspersed with trees and shrubs adjacent to the busy Campaspe River Walk - all sweeping curves; not one straight line. 8. Rang a shire councillor in preference to the shire office to ask if/when a footpath would be laid in my street block. 9. Suggested that a continuation of one of our main streets urgently (dangerous) required line marking owing to bad street lighting and particularly the ad hoc change of parking from angle to parallel to angle. The shire later phoned to say my request was adopted but nothing has happened. (Perhaps in this year's budget?).

128. Swimming pool closure Echuca East Community hub
129. Vaccinations
130. Extreme noise from a wedding venue nearby and offensive odours from a feedlot in the locale.
131. Aust Day arrangements Fallen tree Fruit fly issues Library loans
132. Promotional Signage Opportunities within the shire - Pool fence in Echuca
133. Tourism
134. Viability of starting a monthly day trip by bus for disadvantaged people in Rochester area. This was following announcement of some grant funding from Damian Drums office.
135. Swimming pool closure, Waste fees & collection centre opening times.
136. A general catch-up with councillors, contacted the shire offices regarding the Pool closure proposal, rates notice etc.
137. Stone chip to window and hole in fly screen from council mowing activities on adjacent block.
Also I am a volunteer driver
138. Rates and setting up payment plan
139. Dust from the road
140. Sent 4 email complaining about the parking signage in car park. And haven't received any responses
141. Organising an event so needed help from Event Coordinator. This will lead to an application for financial support for the event.
142. Rail trail between LOCKINGTON to Kotta
143. Clear up of trees on shire land Damage to levy bank next to my property
144. Pool compliance.
145. Dog rego grading roads collect dead animal from road
146. Kinder enrolment, rate notices and feedback on kyabram place base plan
147. Stole rubbish bin

Appendix 3: General comments about recent experience with the Council

Do you have any comments about your recent experience with the Council? (68 comments)

1. The work carried out was only half finished. Didn't seem to be any supervision to see that the mowing etc. Was completed
2. Most staff were quite helpful however some were overly short, snippy, wouldn't listen and would not pass on information to other staff
3. The current attitude display by the shire of Campaspe planning staff is poor. They offer no advice tell you one think onsite and then change their mind... Seem not to want to assist with any project Everything is too hard.
4. Mostly courteous. Some staff have been a little more difficult.
5. Some issues take a long time to be actioned
6. Both officers were extremely helpful
7. Disappointed in the notice given, via media, to communities prior to the Council meeting.
8. Lack of common-sense response
9. 1 particular person couldn't care less (William Rolfe).
10. They were not particularly helpful, just said they would let the people responsible know.
11. The shire was caring and considerate but unfair to need to register an 8 week-old pup who was to be rehomed.
12. I sent photos and details via the website and had no response. Matter was resolved in a few days.
13. Some were wonderful and helpful, some couldn't care less what the best outcome for community would be.
14. Unsure as to policy decisions are being made by the Councillors or instigated by the admin staff
15. Councillors attended Australia Day, Councillors & Staff are pleasant to work with, as I have had contact over many years
16. Jess is fantastic to work with and organise events, she is very hard working
17. One was by phone and the response immediate / courteous The website inquiry is the typical black hole experience where you're unsure if a real person has ever picked it up and whether or not a response comes is unknown and in reality has rarely come in a timely matter, if at all.
18. The staff are fabulous to deal with even when the organisation at times has unsupportive policies
19. I use the local shire offices at Rochester where the Shire Officer is courteous, knows your name and is always willing to solve the problem or answer questions as necessary. Christine is excellent. Work asked for was completed competently.
20. They were all trying to help
21. There is a lot of talk at council and a lot of strategy documents, most written by highly paid consultants, but never any 'SMART' action plans or kpis/measurable indicators. (SMART = specific, measurable, achievable, relevant and time-bound). Less talk abs discussion, start writing action plans and delivering on them!

22. The folks just doing their job are always wonderful folks.
23. Just got your "that's not our policy" they didn't even get off there are to meet us there. Also have a number of unanswered emails regarding necessary works in the Port of Echuca.
24. Not a happy rate payer
25. Helpful staff
26. No person contact. I do find the web site a little awkward to navigate. Could be simpler.
27. Have put in 3 reports, issue still not fixed
28. In fact I had a response almost immediately and the matter was dealt with straight away. Great service thanks.
29. The service was fine- but only once would I say it felt 'warm'. The other times I felt like I was an interruption
30. Disgraceful, continued lack of communication with the public and ongoing deceptive immoral by councillors
31. In both instances, the council did not want to take responsibility or action. Trucks using car park was only responded to once we pointed out that the car park had only just been resurfaced. This matter was resolved externally and not by council. Noise complaint was not resolved by council. This was eventually resolved by the EPA.
32. Took so long and given a Friday evening on a busy weekend tourist road with fading light and Council was a going to be "about an hour" for a 20-minute drive, locals did the job with chainsaws and local manpower. The council worker arrived as we were leaving, he took some photos so that he could claim the prize that he had done the work and get his call out justified. Bit disappointing
33. Most of the time staff are polite and understanding, while in other instances they can obdurate and unforgiving.
34. They redirected me to vicroads and another website.
35. There was nothing to resolve
36. Very prompt dealing with both matters
37. THEY gave me a card with the job log number on it and then rang me
38. Rubbish was fixed promptly and well . Dogs barking not resolved yet >
39. All went fantastic staff were super
40. There was no direct contact with Council staff on this matter
41. It was easily resolved
42. Very slow response to emails. Get an auto reply, then a response takes weeks. They only ever send one card of tip vouchers with rates notices even though we have 2 properties. I have to go in and ask for a 2nd.
43. They wouldn't allow us to pay quarterly instalments, even though they couldn't prove the rates were received by us.
44. I worked closely with the Council's Event Co-ordinator, who was very helpful and always available to assist with my enquiries.
45. The interaction I have had has been with the councillor. The email I sent to the CEO has not yet been answered. They most probably did not like my certificate.

46. Staff in council office are indifferent

47. This is the second time we have asked for inappropriate, dangerous trees that do not meet current council guidelines for street trees to be replaced. On both occasions the appropriate officers have decided against replacing them without visiting the site or discussing with us the extent of the problems they are causing. The problems appear to be with the officers dealing with the request rather than the councillors.

48. The call centre staff member I spoke to was helpful and could find the answers I needed right away.

49. Planning matter - Found it very difficult to get a pre-planning meeting with a Town Planner. The Planning Department appear to be against change and make it very difficult for anybody to operate in the Shire.

50. These questions need more than a yes or no answer. Some are yes, There was no one in the planning department and the person in the department who answered the phone gave me a stupid answer. Animal control on a few occasions there has been no one available. The streetscape is a total debacle, the parking is ruined,

51. Very efficient

52. There were times when we (2 community reps) felt out of our depth without any council support but when we took a stand on things that were important to us and supported by our councillor things improved

53. Councillors were receptive and helpful Email response re other query was good Still having Club Members and an architect dealing with Planning Dept.

54. Slow at communication

55. Yes very uncooperative took 6 months to resolve ridiculous requests for information because our project would take tourists away from Echuca became a personal attack on me because I kept questioning them on their stupid responses they forget they are public servants not little hitters,

56. Staff gave me the appropriate forms required I completed them & handed them back. I got a letter in the mail the following week notifying me it had been resolved

57. I strongly object to residents/ratepayers being forced to make contact with the shire in writing (short of appearing in person). The wheels of our shire grind slowly enough as it is! With respect you assumed that the interviewee made contact with the shire only once over ONE matter. Please allow for multiple contacts and amend the page accordingly

58. Great to get email responses from 2 out of 7 councillors.

59. Council staff are generally condescending, arrogant, and unyielding. They move at glacial pace, and often do not respond at all. The higher up you go the worse it is. The single worst organization to deal with ever.

60. On the fruit fly issue, i approached a councillor & was hand-passed to a staff member and nothing was achieved

61. Staff seemed unsure of how to handle the situation; some 4 Staff were used to find the best council staffer to handle this situation - Long winded

62. Never got back to me advising if idea had any merit.

63. They are reluctant to extend the opening times of waste collection centre @ Kyabram. They did respond to the constituents concerns re closing swimming pools. But they have only given a reprieve until 2023. They did acknowledge they haven't engaged with their constituents enough.

64. Staff and councillors are always friendly and obliging

65. Never received any response

66. Over several years I have established a good relationship with the Event Coordinator. We speak as friends rather than business contacts. The personal relationship enhances all that we do and I am certain the quality of interaction enhances the final event plans.

67. Frustrating as each person contacted had a different requirement of what needed to be done

68. Having trees cleared since October. Finally came January Levy bank done next day

Appendix 4: Good things about living in Campaspe Shire

Please list 3 things about living in Campaspe Shire that you really like (140 comments)

1. Lockington Recreation Reserve	Lockington Pool	Lockington Primary School
2. Plenty of activities for all ages	Good road system	A good place to live in
3. Relaxed	Close to the river	Friendly community
4. Climate	River	Historic aspect.
5. The environment	Size of the community	The Murray River
6. Location		
7. Location	Weather	
8. River/Forest areas	Highway access - Easy to go other places	Restaurants, pubs and clubs
9. Murray River	Good events to attend	Good schools to choose from
10. Giving a reprieve re pool closure	Some Councillors responded to my email	Street sweeping, weekly bin collection
11. Climate	Friendly people	Natural environment
12. The library	Proximity to the river	Sporting facilities
13. Weather	Facilities	Murray river
14. Walk paths	People involved in Community sports	Library is wonderful
15. Open spaces	Libraries	Catchment management community groups
16. Rural lifestyle	Community spirit	
17. We have a heated 50m pool	Tourism is promoted	Weather is great
18. Rural lifestyle	Assorted shops	Great restaurants
19. A good variety of shops that cover all our needs	Everything is so close	Nice small community feel
20. Community based	Well run	Its beautiful
21. Vibrancy	Growth	Opportunity
22. The gardeners in Rochester do a great job	Rochester library staff are very helpful	Rubbish bins collected on time
23. Lifestyle	Climate	Amenities
24. No traffic lights or roundabouts where I live	Low vandalism & 'danger zones'	
25. A great shire to live in, good climate	Top rate Medical Facilities	A rural shire with a variety of industries

26. Locality	Local Produce	People
27. Lockington community is like family	Great restaurants and places to eat in Echuca, Rochester & Lockington	New bridge between Echuca and Moama
28. Services	Echuca town, neat and tidy	Progressive
29. Climate	River Murray	
30. Relationships	Purpose	Environment
31. The natural environment	The built heritage	Friendly people
32. Easy access to most entertainment facilities	Majority of medical services available	Community interaction
33. Walking tracks	Rivers- water	Green spaces
34. Open spaces	The people	Waterways
35. MCH SERVICES	Library? If they are part of it	Echuca environmental centre
36. Work and lifestyle balance	Small towns feel	Weather
37. The River	The history	The small town feel
38. Availability of health services	People in the area	
39. Great cafes/food	Friendly	Strong community
40. Rural Living	Community	How flat it is
41. Community social groups	Church run community lunches	Variety of shops
42. Weather	The River	The Port
43. Lifestyle	Natural surrounds	Great businesses, restaurants, cafes
44. Life style	Community	Nature
45. Libraries	Outdoor staff	
46. Open spaces	Casual	
47. Rural	Lifestyle	
48. The Murray & Campaspe Rivers	Love the paddle steamers	Good school choices for children
49. Clean air,	Most services are here	Easy access to Melbourne
50. Services close to home	Great schools	
51. Location to the river	Great restaurants	Location to other major cities
52. Location	The diversity of small communities	The initiatives of the local people

53. Parks and gardens	Free library services	Services to my home i.e. rubbish collection, clean water , reliable response to faulty services.
54. The nature & outdoor living	The weather	Lots of activities and events
55. Weather	Location	Medical facilities
56. Weather	River	Country area
57. Schools	Weather	Some shopping
58. Generally friendly people		
59. Easy lifestyle	Close to family	Community spirit
60. NIL- Council interaction has forced a consideration to move	Swimming Pools	
61. Cosmopolitan atmosphere	Murray River	Accessible shopping/living
62. Friendly and progress community at Lockington	Close to all amenities- hospitals etc	Relaxed lifestyle
63. Pleasant area	Good neighbours	Close to everything
64. Location	Weather	Hospital & access to health services
65. Weather	Restaurants	Proximity to Melbourne
66. Rural environment	The Murray River	Local community connection
67. Living in Tongala	The Social & Recreational Environment	History
68. Murray River	Bush tracks	Schools
69. Swimming in summer	Country atmosphere	Library facilities
70. Murray river	Events held here	Access to many cafes, entertainment venues
71. They keep the power lines free of trees	Plenty of dustbins	Main street is kept relatively clean
72. The Library	The Paddle Steamers	The Kyabram Fauna Park
73. Clean neat gardens parks	Walking to port	Great cafes wine bars
74. Friendly people	Services available	Central to most of state
75. The river	My neighbours	
76. Community spirit easy to make friends	River and weather	Cinema and Pool and Riverboats festival
77. Environment	Community	Clean
78. General safety as less crime	Less pollution or traffic congestion	Open spaces
79. Open space	Community focus	Friendly community

80. Plenty of activities for all ages	Good road system	A good place to live in
81. Using Echuca as a dining out destination.	Not too overcrowded (c/w Shepparton)	Lower crime rate than other regions
82. River access	Trees and forest walks	Small town
83. Ease of access to facilities	Bike/walking track along the Campaspe	Great librarians and library
84. River town	Good shopping	Friendly locals
85. Walking tracks	Festivals (Food & Wine, Riverboats, Blues etc)	Local restaurants and winery's
86. Access to the River	Lifestyle	Community groups
87. Good health support	The mighty Murray	Most of the people
88. Inclusion based	Entertainment	Facilities
89. Location on the river	Relaxed lifestyle	Food and entertainment
90. Pool	Rural	Low population
91. Medical services	Swimming complex	Bus service
92. Australia Day celebrations	Library	Attempt at recycling programs
93. The natural beauty	The Aquatic reserve	The state-of-the-art Library
94. Close to river	Most services	Fresh air
95. EWMAC aquatic centre	Good health services	The rivers
96. Productivity	Viability	Garden work at roundabouts, public spaces
97. Community feel	Murray river	Lifestyle
98. Lifestyle	Murray River	The people
99. Open space	Library	Weather
100. The river	Community spirit and events	Youth initiatives
101. Country lifestyle	Small towns	Recreational facilities
102. The bush	The Waranga basin	
103. My hometown retired and returned	Love the port area	Shopping area
104. Country feeling among people	Open spaces	Quiet time easy to find
105. The river	The people	The opportunity
106. The library - staff are amazing	Our vibrant community in Rochester	Small towns having a go
107. Lifestyle	Small country towns	Family is all local

108. Local library	Main St. Renovation	Response from council if any issues good
109. Relaxed lifestyle.	Affordable housing.	Within a few hours of Melbourne.
110. Easy access to hospital and services	Good local shopping	Community House Rochester
111. The tourism, & hospitality options/facilities	Bushland & Rivers & creeks	Medical facilities
112. Country living	Little traffic, no traffic lights or parking metres	Within 2 hours of Melbourne
113. Location	People	Pool
114. Lifestyle	The river	Our community sport
115. Waranga Basin	Fauna Park Kyabram	
116. Climate	Can buy everything you need,	Reasonable facilities
117. River	Many clubs around to get involved in	
118. Weather	Library	People
119. The lifestyle	Close to Rivers Murray, Campaspe, Goulburn	Proximity to other interesting regional areas
120. River	Aquatic Reserve	Weather
121. Port Area	Walking tracks near Campaspe river	
122. The rural locality	Friendly people	The two rivers
123. The River	The Country	No Traffic
124. Climate	Friendliness in small town	Closeness to Murray river
125. Events Held Here	The River & Port	Friendly atmosphere
126. The weather	The people	The sporting facilities
127. Within 2 hrs you can be in Mountains, sea or desert.	Still easy to get around district traffic wise.	Majority of our needs are available within the Shire
128. Beautiful rivers	Variety of industries	Friendly people
129. Friendly, community feel	Access to services	Rochester town centre streetscape
130. The rivers	The bush	The neighbours
131. Country open spaces	River	Outdoor activities
132. Quiet small town	Friendly	Country living
133. Country town lots of local community input	Weather	Schools
134. Neighbourhood ambience	Quality garbage collection	Good facility for recycling rubbish

135. Community	Friendliness	Services
136. Open spaces	River	Library
137. Proximity to the river	Small but has enough to cater for everything you need	Tourist location
138. Location on the river	Not too big	Progression
139. The community		
140. Parks & gardens are well maintained		

Appendix 5: Things you dislike about living in Campaspe Shire

Please list three things about living in Campaspe Shire that you dislike (143 comments)

1. Talk of closing the Lockington Pool	Ongoing issues with the resurfacing of the Lockington Recreation Reserve courts	All the money that is put into the Port of Echuca
2. Crossing the bridge can be a nightmare	Parks and gardens are dreadful. Unkempt Roadside grasses block your vision on roundabouts. Entries to town not appealing at all	As a tourist town parking is often a problem
3. Very little free parking	High cost of rates	Poor access to mental health services
4. The councils attitude to progressing the shire	Planning department.	The lack of things for the tourists to undertake
5. Blatant waste of money by the council	Lack of management of the river access	Mis management of the historic ort precinct
6. Roads	Do not consider small towns	
7. The town isn't very Neurodivergent friendly	There isn't really a lot to do here	Traffic management and road conditions are poor
8. Cost	Services	
9. Lack of native street trees and landscaping	Poor landscaping of entrances to town	Traffic congestion in CBD
10. Not enough bike lanes to ride safely on the roads	Demise of the port area	Low employment opportunities
11. Spoon drains	Living in a tourist town	The upkeep of the roads, nonexistent
12. Threaten to close our pools	Several roads require attention	High growth of weeds at intersections - dangerous
13. Echuca centric	Lack of facilities compared to Shepparton	Lack of community support
14. Councillors not being accessible to constituents	Inadequate provision/maintenance of footpaths, drainage and bike paths.	Reduction in services for ratepayers.
15. Disregard for community views by council employees	Appalling local roads that are seldom maintained	Disregard for rural areas and too much focus on the larger towns
16. Very poor footpath maintenance	Insufficient bike paths	Border anomalies
17. High rates for Rural/regional properties with nothing in return	Rural roads are in terrible condition and not maintained and not fixed when complaints are lodged.	Greenspace/Parks etc. This is the worst shire for lack of greenspace. Too much money and focus spent on the Port and not other areas of the town/shire especially smaller towns.

18. State of sporting grounds	That EDNA & EMBA pay such high costs to use facilities.	Lack of land development for housing and the time it takes.
19. Waste management costs to local residents	Excessive money spent on roads and parking	Not looking after noxious weeds in the area I E. Prickly pear
20. Echuca centric council	Lack of spending on rural roads	Councillor's not interested in their local area
21. Complete lack of Bike paths	No money spent on infrastructure for locals	So far behind Moira Shire in promoting healthy living
22. Lack of funding for essential services	Lack of public transport	?
23. Poor quality of roads. Even some "town roads" are not sealed!	Crazy expensive costs at the rubbish tip. Even for green waste. Our annual "tip tickets" do not go very far at all.	Need more outdoor activities for all ages to enjoy
24. The roads need work		
25. Terrible use of Port area	Perceived lack of Shire staff to promote development	Pathetic eastern Ogilvie Ave entry to town
26. Rough road ahead sign instead of fixing the road. They can be there for 12 months.	The fact that they are thinking of closing local pools and making all residents travel to Echuca.	The shire is Echuca and the councillors only promote Echuca and the outlying towns are often forgotten.
27. Hoon drivers	Idiots on Jetskis	Lack of focus on environment
28. Lack of public transport	Minimal public facilities	If you don't live in Echuca - you miss out on priority of works
29. Financial management	Roads slashed to late and not deep enough at corners	Not enough Christmas decorations in towns
30. Poor Roads	Council not listening to smaller towns	Echuca centric
31. Unsealed roads	Delays in fixing bad roads	Too much focus on Echuca
32. Large Warren St Roundabout not being maintained		
33. The costs placed on the Echuca south cricket club for usage of the ground are unfair and unsustainable		
34. The disconnect between the Shire and people with suggestions, questions or concerns	Speedy and regular public transport between Echuca and Bendigo / Shepparton / Melbourne	
35. Lack of investment in environment	Poor walking riding tracks along the rivers	Insufficient street trees
36. The travelling to medical appts	Council decisions such as closure of pools	Not just Echuca based decisions

37. Taking away assets from community groups that are on council land	Congestion at port area of town	Concentrating on leisure areas at East when the majority of growth is in the West nothing big for children to use - they sold the bike track that was constantly used
38. Parking meters for locals	Plan to shut small town pools	Litter on roadsides eg Maccas & KFC
39. Lack connection with locals needs	Insufficient services for locals	Insufficient promptness to fix roads etc
40. No connectivity across town for walking and cycling	Wasted money of strategy documents and policies that are never acted on	Not enough community consultation when needed - removing funding for school crossing without discussion with local community
41. The way history is being lost due to a constant desire to being modernised.	The complete lack of community involvement from council in consultations.	The lack of community places, like a town hall.
42. Summer rush	Lack of care about facilities outside Echuca	Lack of ecological incentives
43. Too Echuca-centric	Councillors out for themselves	High ranking staff thinking they are above everyone
44. Hard to find parking	Uneven dangerous pathways	Pedestrian crossings needed for High Street
45. Obstructive Shire attitude	Poor local roads and grass management	Parochial management of the Port
46. Lack of road maintenance to rural roads	If it's not the PORT of Echuca they don't care	They want to close swimming pools in rural areas
47. People who complain and do nothing	People who dump their rubbish	Distance to university
48. Lack of services	Isolation	Road maintenance
49. Country roads	Focus on things outside their area	Limited free parking
50. Poor customer service	Tourists are catered for more than the locals	High volumes of rubbish during tourist times
51. Conditions of roads	Lack of pubic parks alone the river	
52. Gardens & parks are not put as a priority compared to other towns	Drug usage in this town has increased exponentially and is not being addressed	Areas which made Echuca a thriving place are now being destroyed by too much modernising e.g. Echuca Port
53. Condition of roads	Very much white Anglo-Saxon	Narrow streets in new subdivisions
54. Lack of paths to estates out of town	Entrances to Echuca	CEO
55. Crime Rate	Lack of action from Council	Weather

56. Unwillingness of council to provide or maintain community assets	Perceived powerlessness of councillors	Expectation that all residents of the shire can and want to use services in Echuca
57. The ever-increasing shire rates	Lack of public parking spaces	Traffic congestion. It's getting slowly worse and is diabolical during holiday times.
58. Roads are ordinary	Very tourist focussed, not so much local focussed	Lack of community support or connection
59. Planning	Lost Heritage	Money not spent in outer area
60. Road maintenance	Appearance of entry points into Echuca	Congestion of main street area
61. Kyabram Gets left behind	Closing our pools possibility	Lack of progression outside of Echuca
62. Very poor road maintenance	Unhygienic washing facilities in public toilets	
63. No central playground space in kyabram	No splash parks	Echuca focused development
64. Poor Ethics	Questionable conflict of interest declarations	Overspend in councillors biased locations
65. Housing accessibility	More rail services to Melbourne	Streets and Footpaths not adequate throughout the township
66. To much is done in Echuca and not all areas of the Shire	Better use of the Port	To much growth in Echuca
67. The entrances to town are disgustingly awful	Lack of maintenance on local roads	Lack of tourism building
68. Excessively high council rates	Rubbish around main part of town	The Port is not as inviting and interesting as it used to be
69. Lack of footpaths	State of port area	Bad vibes from council executive
70. Echuca -centric	Camper's rubbish	Planning/ Building permits = Dept of NO!
71. Council's Inability to Consult Ratepayers	The Reduction of Services	Inability to Admit Mistakes
72. Rates are high	Entrance to the town	Not enough for families to do
73. Lack of consultation	No vicswim or similar	Disproportionate facilities in Echuca
74. Lack of public parkland	Scarcity of bike / walking tracks	Highway entry in Echuca from easterly direction
75. Alley ways need more maintenance	Footpaths leading out of town need repairing	No hard rubbish pickups
76. The Rubbish on side of roads	The low hanging trees	The empty shops
77. Footpaths stop start on opp side	More recycling bins street and at parks even bottle bins for the people that collect them around town	Council is no longer innovative its. No to being different new

78. Footpaths and roads poor	Drainage crap	Disconnect between large city and smaller
79. Too busy	Bad footpaths	Roads need to be sealed
80. Extremely hot weather forces me indoors	Port management	Not enough Art activities/installations
81. Small community issues	Lack of secondary schools	Entry eyesores
82. Council reducing the library opening hours!!	Some everyday costs as less competition	Less access to some services
83. Roads aren't great	Concerned about reduced services in small towns e.g. pool	Focused on Echuca
84. Crossing the bridge can be a nightmare	Parks and gardens are dreadful. Unkempt Roadside grasses block your vision on roundabouts. Entries to town not appealing at all	As a tourist town parking is often a problem
85. Continual attempt to wind back council services, eg: Kyabram library, town swimming pools.	Poor road maintenance.	Increased costs for using Kyabram tip with shorter time periods between annual vouchers being issued.
86. No new bike or walking tracks	Council planning to close community pools	Poor treatment of Senior citizens clubs re contract for building.
87. COVID border shutdowns: Vic -v- NSW	Traffic congestion	
88. Lack of water play park for kids	Residents paying for parking in the main street	Crappy street decorations for Christmas
89. Finding a park in the port precinct	Congested roads during peak Tourism period	Standard of public toilets
90. Local parking costs	State of swimming pools	Business owner cliques
91. Ugly town entrances to Echuca	Parking fees in Echuca CBD	Dog poo on all walking tracks
92. Everything is about Echuca	Road condition	
93. Poor footpaths	Attention to nature strips in suburbs	
94. Closure of swimming pools in small towns	Inability to recognise the link between volume of traffic and road maintenance	Poor resource management
95. The roads are terrible	General upkeep: weeds, more slashing if road sides	Needs more street sweeping
96. Bike paths , traffic in peak season	Not enough water parks	Parking meters and fines
97. Modernisation of the port of Echuca		
98. Waste of resources	Seemingly inactive councillors	Full on tourism season
99. Connection between council areas is not easy	Upgrade paths in many areas	Council has seemed to be anti-events

100.	Shire is too Echuca/Port focused	More money needs to be spent in smaller towns	Councillors are only in it for themselves
101.	Rangers not acting in interest of ratepayers	Timeframes of resolving issues	Council acting in areas that are not local issues
102.	Road conditions	Business support from council	Lack of parks and walking tracks
103.	How busy Echuca is - avoid the place	Useless rubbish vouchers provided to ratepayers - not for general waste disposal - no wonder there is rubbish dumped on the roadsides	Negativity of Council officers that deters development and progression
104.	The streetscape that has ruined the main street	More for the kids. Skate park is great but incorporate a bmx track	The fact that they are considering the closure of the pool
105.	Needs more things done down in port area	Some roads need fixing	Also footpaths as I had a fall
106.	Distance to medical specialists	Facilities don't match the city	Lack of varied employment
107.	Untidy entrances	No linking bicycle and walking tracks	No progressive planning that is best for the town.
108.	Public toilets are appalling. No policy	Lack of emphasis on early childhood /disabled facilities	Emphasis on money rather than community
109.	The heat	Distance to bigger cities	
110.	Maintenance of roadside could be better	Mowing schedule could be better	Spraying schedule could be better
111.	No annual hard rubbish collection.	The attitude of some business-people towards their customers.	Attitude towards elderly people from some council officers.
112.	Roads need more care	Speed limits need to be revised around towns to slow traffic down and make tenement safer	Parking fees - I think these discourage tourists from the centre of Echuca
113.	Bureaucratic red tape from staff	Barking dogs & straying cats	Litter including graffiti & dog shit
114.	Shire is Echuca focused	Rate costs vs services provided	Poor community recognition of wants and needs
115.	State of roads	Lack of shire resources	Being left out of council plans
116.	Lack of great sporting facilities	Below average roads	Traffic over busy periods
117.	Unmanned Police stations	Not enough homeless accommodation	
118.	Staff waste of money	Lack of community input,	Councillor's lack of staff control,
119.	Not many kids activities (no skate park in ECHUCA)	No splash park for kids	No outdoor pool for summer
120.	Parking	Too busy at times	Bike paths
121.	ALL town entrances	Lack of a major vibrant cultural centre	No free doggie bag stations anywhere

122.	Lack of good river access.	Too much red tape	Too many excuses
123.	Playgrounds	Lack of Murray River Walks	Lack of playgrounds with toilets/parent room
124.	Rude tourists	Untidy entrance to town	Rubbish not cleaned up in town
125.	Cross border stuff	The Council waste and largesse	The wasteland of the Port street that the council stuffed.
126.	Lack of gov't facilities	Lack of range of medical facilities	Distance from gov't decision making
127.	Single Bridge Crossing	Parking Meters	South entrance to Echuca
128.	The fact that the council does not value tourism	The lack of events the council runs	The lack of help from Council during the Covid 19 Pandemic
129.	Landscape seem to be determined by volunteer group s	Some historical buildings are not kept up appropriate care - letting groups takeover surrounding arias	
130.	VERY difficult shire to do business with	Shire to top heavy with university graduates that have limited practical knowledge, need some senior mentors.	Like most country towns losing to many local services
131.	Road maintenance	New residents have to work things out for themselves	
132.	Seemingly constant loss of public spaces	Lack of future vision outside of Echuca	Delays in new estates in Rochester opening
133.	Council employs a lot of people	Council has too many middle managers	
134.	Support for communities outside of echuca	Bike walking paths not enough	Communication between council and us regarding how rates are spent
135.	Echuca drawing as much as it can from rural areas	Slow return to replies	Draining infrastructure from small towns
136.	Not moving ahead with change	Lots of complaints from local on not being heard from council	
137.	High rates for no apparent effect	Poor roads	Prolonged decision making
138.	Red tape	Bureaucracy	Tinker taken for response
139.	Lack of diversity	Public transport	Attitude of shire council
140.	The lack of beautification to the entrances to towns, particularly Echuca	Poor infrastructure for those living on the fringe of towns	Lack of riding trails
141.	Road disrepair	Port of Echuca being let go	Lack of interest in decorating our towns for Christmas

142.	Shire not seeking community input on matters	Council spending our money on making things pretty instead of maintaining the things that are important to the community	The roads
143.	Tourism	Lack of road repairs	Echuca is seen as the 'only' town in shire

Appendix 6: Suggestions to make living in Campaspe better

What three things could the Council do in the next 4 years, to make living in Campaspe better for all? (141 comments)

1. Solar heating and pool cover to make the pool more heated to encourage more to use it.	Resurface and extend the Courts at the Recreation Ground so it is less dangerous to play on	Realise that there are towns outside of Echuca that need financial help as well
2. Shopping complex in the West to accommodate new developments in this area	Terri is road needs to be widened with a bike track to accommodate the new school and development	Port area needs to do much better! A wonderful opportunity for council to take advantage of this and make it more accessible and welcoming to tourists and local community
3. Offer more free parking	Lower rates	Improve service access for mental health
4. Hand over the reins to people and staff who are interested in progress.	Take a leaf out of Moama's book ie Lighting the Murray light shown.	Reactivate the port.
5. More transparency of council operations	Improve tourism experience especially in port precinct	Work to decrease crime and drug use
6. Consider smaller towns		
7. Keep outdoor pools open	Better prioritise rate payers money	Make the town friendly for Neurodivergent
8. Bike/walking paths to outer extent of town (e.g. Simmie Road)	Improve landscape and tidiness of all entrances to town	Maintain old town character (architecture) - old part of town and all across the urban area
9. Bike lanes and paths	Road maintenance	Project completion
10. Listen to the residents	Fix the port its a ghost town	Leave the swimming pools alone and allocate more funding
11. Keep community pools open	Attend to narrow & pot holed roads	Make intersections safer re weed growth
12. Better community support	Better consultation	Better tourism facilities
13. Ensure that district swimming pools are retained and maintained.	Improved efficiency within council office.	Upgrading drainage and footpaths where these are inadequate.
14. Attend to footpath maintenance when requested	Provide more bike paths	Remove one tier of government
15. Better greenspace/parks and gardens. This would not only increase the appearance of the towns aesthetically but also improve physical and mental health.	Actually, repair and maintain roads including slashing the roadsides especially to reduce fire hazards	Additional childcare facilities

16. Move through land development proposals quicker	Invest in sporting facilities	Maintenance of walkways etc.
17. Prove public transport	Look after roadside weed problems	Simplify the process of applying for a building permit.
18. Fix rural roads properly (no band aids)	Spend in areas other than Echuca (we all deserve better facilities)	Councillors need to be accountable to their constituents
19. Massive spending on bike/walk paths to connect town and outer areas	More outdoor events and activities for locals	Increase the Pool hours
20. Improve entry to Echuca	Improve community consultation	More free family entertainment
21. Create more outdoor activities for general public to use. Eg more park land. Nice areas next to the river.	Seal more roads	Safer children's crossings around all schools particularly on the northern highway.
22. Fix roads that really need fixing		
23. Get Port area moving	Use all due expediency with planning	Make entrance as above more appealing
24. Leave the local pools open and let our kids learn to swim. Not all council assets have to make a profit when it is for the good of the community.	Make it easier for people to get building permits and the smaller towns will progress. No problem with building permits in Echuca.	Improve the care and standard at the Echuca Hospital. It has a bad reputation.
25. Ban jet skis	Limit the size of wakeboard	Focus on the health of the river and environment
26. Upgrade community facilities	Share around more evenly funding for improvements	
27. Negotiate with Railways to upgrade & Open Seymour to Echuca Railway Passenger & Freight line	Support the smaller towns & communities as they are a large part of Campaspe	Roads & encourage Business & Factories for employment
28. Improve local roads and footpath areas	Install more seating at reserves and parks	Leave the pools alone
29. Seal all bus route roads	Introduce hard rubbish days a few times a year	More disabled car parks
30. Maintain Warren St Roundabout	Maintain local roads	
31. Improve cost share arrangements for sporting clubs to use ovals	Footpath/cycle path from warren St to Wharparilla Dve	
32. Many more street trees	Walking/ riding paths along the rivers	Clearer heritage protections
33. Remember that they cover more than Echuca		
34. More footpaths	Remove CEO	Better toilet facilities and park areas

35. Rural road maintenance	Bushwalking trails	Support communities' health services
36. Attentive to what local citizens want	Help local businesses to survive	Justify and be transparent as to what they're doing for the shire
37. Have action plans and actually implement strategies – e.g. south east rural living precinct plan, TAC walking and cycling to school report, Active transport strategy	Build shared off road paths to make 20 min neighbourhoods a reality	Get grants and funding like Moama council seem capable of! Moama is worlds ahead of Echuca!
38. LISTEN TO THE LOCALS	Construct more infrastructure for the future	Hard rubbish collection once a month.
39. Restore recycle centre from private sector to council control		
40. Continue to fund facilities (e.g. pool) in smaller towns	Provide incentives for residents to use sustainable practices, ego cloth nappies etc.	
41. Spread its resources to towns other than Echuca	Stop pouring money into projects that benefit a few, especially Councillors i.e. Port of Echuca / Aquatic Reserve	Develop a whole of Shire approach
42. More outdoor seating predominantly older people visit and reside here. Outdoor seating near library not protected from the very hot sun and rain	Longer parking especially near the medical and pharmacy centre accessible to all abilities	Echuca pool could be unsafe and overcrowded inaccessible to the older residents because other town schools would need to use the pool also if some of the other town pools aren't maintained or closed
43. Get out and listen to the people paying the rates, not just the highflyers who think they own the port area	Get the houseboats out of the port and down to Vic Park, they are NOT a fit for the port	
44. Keep rural pools open The kids need to learn to swim	Stop spending all the money on the port	More programs for Youth and Seniors,
45. Get rid of councillors, appointments by government and skill based	Close facilities not used, ie pools, and concentrate on what's viable	
46. Liaise better with communities	Support activities in small communities	Improve regional roads
47. Fix country roads	Better communication via social media	
48. Restoration of buildings across the Shire, not just Echuca	More often grading of local gravel roads	Frequent disposal of tourist rubbish
49. Better roads!	Open public leisure in Echuca along the river.	

50. Put more funding into parks & garden & maintenance of these	Put more funding into parks equipment & updating play equipment in parks	Stop destroying the heritage in the port and stop removing historical pieces
51. Improve planning laws	Make sub-divisions more community friendly	Road blitz
52. Sack the CEO and Executive Managers	Clean up entrances to Echuca	Support the community
53. Tidy up the entrances to the town	More bike & walking Tracks	More & clean public toilets around the town
54. Maintain and improve public assets in smaller towns	Keep the swimming pools	Recognise that not all people live in Echuca
55. Reduce rates. Visitors to the town are bringing in huge amounts of money but nothing is passed on to the rate payers. The businesses benefit but not the residents.	Desperately need to do something about traffic congestion.	Additional parking spaces.
56. Improve infrastructure	More support for small businesses	Community social groups / events per demographic
57. Stop pay rise's	Better roads	Heritage revival
58. Road maintenance	Make the entry points into Echuca nicer	Eliminate congestion
59. Be progressive - look after all the towns not just Echuca	Road and infrastructure maintenance in other towns	Public transport more frequent
60. Improve roads	Learn the recommended way to wash hands	
61. Central playground space in Kyabram	Central public toilets that are new in Kyabram	Splash park in Tongala
62. Replace CEO	Improve work productivity	Improved Financial Management
63. Improving housing affordability for those that need it	Enhance public transport options	Accessible footpaths throughout Echuca
64. Road maintenance - should be a priority especially rural road	Weed spraying on roadsides	Listen closer to the people living in their communities
65. Beautify the town and entrances	Build some form of interactive Port Experience such as sound and light show	Maintain the roads adequately
66. Look at other successful regional towns for new ideas to regenerate our town eg Daylesford	Install more bins especially near Aldi	Develop Aquatic Reserve as an outdoor entertainment precinct eg Day on the green, food truck festival
67. Encourage safe mobility	Encourage aquatic safety-keep pools open	Transparency

68. Address campers rubbish problem-Skip bins in busy periods	Recognise and connect with smaller towns in Shire	Streamline building/planning applications to be more timely
69. A Proper Consultation Process	A Rolling 20 Year Plan	Be Pro-active in Attracting Business & Provision for Housing
70. Water parks	Ease traffic congestion	Make the entrance more welcoming
71. Spread finances around all towns.	Improve consultation	Improve newsletters
72. Create more dedicated walking/cycling paths	Lobby to improve entry from easterly direction	Negotiate with railways to improve use of land near station
73. Stop the hooning in the street	Make more areas for children to play one skate part doesn't cut it	Address the problems of empty shops
74. KEEP POOLS OPENED	INCREASE HOURS FOR LIBRARY	Have more meet the council events
75. Improve footpaths disability access	Plant trees on Nature strip many people aren't aware can request this do a letter drop so many parts there's no shade	Work with local co op to develop aboriginal presence in the port
76. Fix infrastructure	Plan better for growth	Make plans for ALL towns
77. Fix footpaths	Seal all roads	Better lightning
78. Shade sales in the aquatic reserve esp for Riverboats festival as it gets unbearably hot	More community events	There are many roads that need bitumen
79. Protect the environment	Fix town entrances especially east	Reduce cost of parking
80. Support local businesses more, such as in my situation	Not waste the limited resources available to them	Minimise rate increases
81. Maintain services in small towns	Improve roads	Promote smaller towns
82. Shopping complex in the West to accommodate new developments in this area	Terri is road needs to be widened with a bike track to accommodate the new school and development	Port area needs to do much better! A wonderful opportunity for council to take advantage of this and make it more accessible and welcoming to tourists and local community
83. Repair the Kyabram to Echuca road!!	Support Kyabram library	Continue to operate town swimming pools as a community asset rather than treating them simply as a cost burden.
84. Safer crossings on main roads/ highways	Better access to forest tracks	Increased shopping opportunities

85. Review level of rates. We pay some of the highest rates in Victoria	Improve recycling. Separate glass out.	Look at new projects similar to those undertaken recently by Murry Shire over the bridge.
86. Provide & advertise more parks away from the central shopping district		
87. Give us a water play park!	An evening food truck festival/night market (a really good permanent/semi permanent one)	Enforce dogs on leads on Campaspe walking track. We have stopped walking because it is too traumatic for two of my children.
88. Additional parking	Bike lanes	Upgrade public toilets
89. Better planned parking	Put more pressure on RRV to improve roads. It is too easy to say, the roads belong to RRV and we cannot do anything able that- Yes the council can. Get out of the office and have a look around	Better communication between residents and council
90. A local's sticker for parking	Wheelchair access to the Murray river	Ensure school swimming happens
91. Improve town entrances - look to Mildura for inspiration!!	Provide at least some free, short term parking in CBD - eg near Post Office, Nish St, some in Hare St	Implement dog poo disposal program to clean up walking tracks in Echuca
92. Move away from supporting Echuca only	Update council owned prem to be attractive	Make shire facilities more accessible
93. More activities for seniors	More home help for seniors	
94. Keep and maintain all swimming pools open	Give roads with high traffic volume priority for maintenance	Have more community input
95. A connecting bike or pedestrian path from Wharparilla drive along the high way to the roundabout	More Maintenance of weeds along Warren street	Access to the new Wharparilla estate needs to come off the highway for safety at that intersection
96. Water park near library	Skate park	More bike paths
97. Landscape Echuca Railway Station to create a welcoming space for visitors and a recreation area for locals.	Develop the riverbank area under the new bridge to provide an attractive area for both visitors and locals	Maintain existing facilities that benefit residents like pools, parks, walking tracks, etc.
98. Increase parking in port area	Plan road closures so they are not in peak season	Seal roads to curb side
99. Continue to develop things for the community to do and be involved in, like variety of events, making sure we offer things on long	Promote the shire as a whole, we seem to promote each town not as a whole	Work on assisting anyone who wants to develop more tourism attractions as we can't ride on the paddle steamers anymore,

	weekends and special occasions like New Years eve		we need to offer more than just them.
100.	More money spent in smaller towns	No more tunnel vision, Echuca isn't the only town in the Shire	Keep ALL pools open!
101.	Listen to ratepayers	Do not let the city engineer run the place	Concentrate on rates, rubbish & roads
102.	Invest in outdoor play and rec spaces in ALL towns	Think outside the box in regards to supporting small business	Improve roads
103.	Urban hard waste collection	Change the attitude of the planning department	Keep our country pools open - find the maintenance money from other wasted areas
104.	Work with gmw to improve tourism at the basin	Roadside clean ups	Love the town don't put Rushworth on the bottom of the list for tourism
105.	Make port a bigger area	Fix roads and footpaths	
106.	Keep the pools and encourage use	Increase opportunities in the arts- bring shows to the area at a reasonable cost	Use local experts to ensure we make the most of natural resources and preserve them- indigenous experts
107.	Improve and train Reception at Shire Office	Do what is best for town's growth	Housing sub division need to more appealing.
108.	Develop a public toilet policy and upgrade all substandard toilets.	An open and transparent Council - management not councillors	Brainstorm youth for dynamic visions for the future
109.	Lower speed limit through small towns	Maintain pool better	Ban trucks from Moora rd
110.	Provide an annual hard rubbish collection.	Provide good customer service.	Respect elderly people.
111.	Create safer speed limits	Protect farm land from over development and subdivision	Encourage changes like not having to connect to gas that work to help with climate change. Encourage electric cars.
112.	Assist business/trades etc. Not hinder & hold up	More Bike trails, walking tracks & footpaths	Increase car parking spaces to cater for larger vehicles
113.	Road conditions	More focus on communities other than Echuca	Better support for volunteer organisations
114.	Keep pools open	Upgrade local roads	Listen to ratepayers
115.	Re-develop Vic Park precinct	More sports grounds junior sport	
116.	Do not close our swimming pools	More footpaths	Improve storm water drainage
117.	Listen to public not staff,	More accountability of staff,!	Better management of money,
118.	Splash park for children	Anything in the port to make it better again	Road works/ footpath upgrades
119.	More parking	Link bike paths	Cheaper/free parking

120.	A permanent multicultural centre for us all	Our own grid from solar (like Yackandandah)	More 4 kids-waterplay/puzzle trail/flying fox
121.	Better access to river	Replace Oscar W	Recognition of the importance of tourism
122.	Public toilets in particular parent rooms	More walking track options	Playgrounds in residential areas
123.	Beautify the Northern Hwy entrance to town	Have more frequent rubbish collection in CBD	Get rid of the parking metres
124.	Try engaging properly in a meaningful way	Demonstrate cost savings and productivity	Fix the Port
125.	More open decisions after consultation	Fairer distribution of rates to smaller towns	Retain pools in small towns
126.	More Port shops/activities	Fix the south town entrance	Remove houseboats from the port/murray esp
127.	Realise that tourism is important to Campaspe	Get involved in getting events to region	
128.	Less managers and more workers to keep maintenance etc up to date.	Fix the Port mess up.	Make the most of any opportunities that arise, Do not lose businesses etc to Moama.
129.	Make the pools sun smart	Have a new residents welcome day - & provide a package of things to do in the local town & broader shire.	Start designing a smart council. Encourage purchasing of electric vehicles, convert busses to electric, setup small town wifi
130.	Source further funding to maintain an develop community spaces outside of Echuca	Review and reduce internal staff operational structures to free up funds for communities	Outsource projects to community groups to reduce operational costs
131.	Keep the pools	Make sure all the basics are done well	Keep on celebrating Australia Day
132.	Improve outdoor facilities for families to use (not just Echuca)	Adult sports - Recreational	Possible community bus system
133.	Listen to and talk with rural people	Remember we are also part of Campaspe	Pay more attention to rural needs
134.	Make improvement to keep enticing tourist to region	Keep local pools open	Improve their image and listen to the population
135.	Improve the roads	Focus Council attention on residents' priorities	Hasten decision making
136.	Listen to concerns	Work with the community	Treat all communities equally
137.	Care	More community contact	Stop spending money on outsourcing consultants
138.	Improve the entrance to Echuca (Warren St)	More cycling paths that are accessible along the rivers	Better paths for Terricks Road (walking and riding)
139.	Upgrade and fix roads where needed	Improve tourist end, Port of Echuca	Bring new events to town

140.	Spend council money in other towns of the shire, not just Echuca	Bring back the maternity ward at the Kyabram hospital	Run kids swimming lesson at the shire pools, have the pools open longer, have more street bins so people don't litter, send out a breakdown to rate payers so they know where their rates are going
141.	Recognise the smaller towns eg. Rochester, Kyabram etc and spend more money on facilities there		

Appendix 7: Excellent Council services

Please list 3 services you believe the Council delivers well (92 comments)

1. Rubbish collection and initiating recycling	Initiating combined meetings with Murray Shire	Looking to the future (next thirty years) for Echuca
2. Road maintenance	Bus service	Recycling service
3. Garbage collection	Animal	Recycling centre
4. Collection of garbage		
5. Mowing & trimming lawns in Lockington	Bin collection, recycle centre & Street sweeping	Christmas decorations in town
6. Garbage Collection		
7. Rubbish collection	Child care	Sporting grounds maintenance
8. Garbage collection		
9. Library	Rubbish collection	Australia Day celebrations
10. Maternal Child Health		
11. Waste removal & recycling	Library facilities	Immunisation program
12. Rushworth Kindergarten	Rushworth community house	Emergency management
13. Anything in Echuca		
14. Waste management		
15. Swimming pool	Parks and gardens	
16. Garbage	Self promotion	
17. Bins	Library	Gardens
18. Some parks & gardens	Response to enquiries	Delivery of age care
19. Finally bowed to the completion of the rail trail	Handed over old shire depot to Rushworth Community House	
20. Friendly		
21. Cleanliness of towns	Slashing of unused areas	Communicate
22. Grants/Sponsorship	Kindergartens	Immunisations
23. Rubbish	Library	Street cleaning
24. Kerbside waste		
25. Garbage and recycling protection	Recreation services	Roads
26. Grants program	Rubbish collection and disposal	Education grants

27. Making decisions without consultation	Trying to green roundabouts and areas	Garbage collection
28. Libraries	Child & maternal health	
29. Echuca environmental centre	Rubbish collection	MCH SERVICES
30. Waste collection	Library	Maternal Health
31. Keeping up appearances		
32. Library	Bins	
33. Rates collection	Rubbish collection (Household bins only)	
34. Newsletter to letter box	Garbage collection	Parking fine service
35. Waste money on the Port	The Library is good	
36. Communications	Waste services	Immunisations
37. Support neighbourhood houses	Garbage collection	
38. Library services	Outdoor maintenance	
39. Toilets are cleaned well	Rubbish bins are emptied frequently	
40. Parks & gardens maintenance	Garbage	Library
41. Waste collection	Recycle centres	Local laws & permits
42. Rubbish collection/recycling	Library services	Assistance to active community groups
43. Rubbish collection	Maintenance of the parks and gardens	Response to issues ie illegal rubbish dumping
44. Efficient	Tourism events	Library service
45. Paying themselves	Parks and gardens	
46. Garbage	Library services	Staff friendliness
47. Library	Rubbish	Neat parks and gardens
48. Waste removal	Road maintenance	Riverboats
49. Customer Service/phone & reception	Engagement with some groups	Parks & Garden maintenance
50. Immunisations	Early Childhood	Waste and Recycling
51. Rose gardens around town	Echuca pool	Hopwood gardens
52. Rubbish collection	Library	
53. Domestic and business rubbish collection	Maintaining Echuca parks & gardens	
54. Waste & Recycling	Catering for Social/Cultural Events	Maintaining Parks & Gardens

55. Street sweepers		
56. Waste collections	Pool openings in summer	
57. Attending to hazards	Beautifying roundabouts	Library services
58. Bin collection	Cleanliness of the town	Cleanliness of facilities
59. Library Services	Rubbish Services	Park and Gardens
60. Gardens	Library	Pools
61. Sports	Libraries	
62. Toilets are good	Parks are good	
63. Irrigating the towns trees and lawns	The rubbish collection	Aquatic centre pool Echuca
64. Clean areas	Rubbish service	Rural tree scheme
65. Rubbish	Libraries	Pet registration
66. Rubbish collection and initiating recycling	Initiating combined meetings with Murray Shire	Looking to the future (next thirty years) for Echuca
67. Kerbside rubbish collection	Swimming pools (currently)	N/a
68. Rubbish for campers (free at tip)	Improvements to the port area	
69. Library		
70. Library services		
71. Our roads are well maintained.	Our library is amazing, we use it all the time and it is a beautiful community resource.	General rubbish collection.
72. Community Events	Library Services	Parks & Gardens
73. Waste management	Landscaping	Tourism
74. Waste collection	Library services	
75. Library	Garbage collection	
76. Service centre's in small towns	Libraries	Newsletter
77. The bins are emptied	Smaller towns in the shire are mostly looked after	The information centre, aquatic reserve and library are fantastic assets to our community
78. Parks		
79. Waste management	Footpaths in Echuca	Street lighting
80. Parks and gardens in public areas	Tourism advice, information centre	Library service

81. Info Centre		
82. Rubbish collection	Mental Health issues	Community grants
83. Bins and transfer station	Libraries	Immunisations
84. Council meetings	Animal welfare	Services to the elderly
85. Rubbish collection	Parks well kept	Plaza theatre Kyabram still in operation
86. Rubbish removal		
87. Waste management /recycling	Library services	Council meetings/agendas/ live streaming
88. Library	Maternal health	
89. Garbage collection	Library	Roadside Tree maintenance
90. Issuing rate notices and receipts.	Animal management.	Management of roads and footpaths.
91. Rangers	Tourism - improvements in Port area are fantastic	Reception staff and general staff
92. Waste collection & recycling	Car parks	Parks & garden maintenance

Appendix 8: Council services for improvement

Please list 3 services you believe the Council needs to improve on (128 comments)

1. Parks and gardens definitely!	Council seems to be top heavy. Cull useless positions. More hands on	Press reports could be more informative
2. Planning		
3. Planning and landscape (e.g. Drainage detention basins should be landscaped)	Entrances presentation and planting native trees (e.g. Spotted gum, lemon scented gum and Angophoras (like in Moama)	Traffic management (e.g. Pedestrian Malls on Saturdays and One way streets needed to reduce congestion)
4. Road maintenance	Employee satisfaction	Reduce staff turnover
5. Roads that don't come under Vic roads fix potholes and gravel roads in town	All entry to town needs cleaning up road side verges	More parking for caravans
6. Roads & intersections	Dog litter disposal bags at parks & sports grounds	Control of destructive birds, eg Corellas
7. Accurate communication	Council to make decisions not senior officers	Officers to improve knowledge of community needs or promote officers who do have that knowledge.
8. Community house accountability	Community house governance	Compulsory Training of committees of management
9. Bicycle paths	Sealing all roads in Echuca	Processing building approvals
10. Roads in rural areas	Listening to rate payers/ being more focused on local needs	Improved management of services
11. Services for the elderly	Dangerous intersection upgrades	Road/footpath maintenance
12. Stop trying to close small towns facilities i.e. swimming pools	Stop focusing everything on the Port that they have ruined. There are other towns that exist in the shire and get zero attention/maintenance!	Awareness of facilities/services available to rate payers.
13. Maintenance & weeding	Approving land development proposals	Scheduling road works
14. Attitude of tip staff to salvaging	Public amenities for homeless people	Local public transport away from trainlines
15. Roads	Parks/Playgrounds/Sporting facilities	Community services
16. Health and fitness services- outdoor activities- ie Bike paths	Promotion of Local events such as Echuca Triathlon	Footpaths
17. Individual Community needs	Grading of roads	Rural care for elderly

18. Parks and gardens (it would be nice to see MORE)	Christmas decorations around the town are very old and shabby	Festive celebrations in general should be celebrated more and better.
19. Planning	Tourism	Community access
20. Roads	Staff. They have many staff in the office but when you ring they never ask what they can do to help.	Finances. When they receive a quote for a job they have their preferred contractors who are always the dearest. They also take project management costs out of projects when they are already employing someone in the shire to do that job and they are getting paid, so they are double dipping.
21. Main entries into towns - poor first impressions for travellers	Urban unsealed road maintenance	Christmas decorations (particularly in Echuca)
22. Consultation with local towns	Street improvements	Native tree planting
23. Country roads graded	Bitumen road holes and edges terrible	Consultation
24. Roads	Nature strips	Public conveniences
25. Roads	Rubbish	Permits
26. Maintenance on Warren St Round about		
27. Recreational facilities for sporting clubs are not affordable	Don't close any pools	
28. Waste tipping fees, particularly for green waste		
29. More walking/ cycling paths	Environment works along rivers	More effective community engagement
30. Participation in local community events		
31. Communication with community- e.g removing local swimming pools when the drowning rate is increasing	Talking to older community members and their needs	Making more money available to library hub
32. Footpaths	Bike lanes	Arts and culture
33. Better scale of services for a growing community	Prompt response for fixing roads	Better Care for local community
34. Transfer station costs - too high and people dump rubbish	Pools - do not close the outdoor pools	Could have provided click and collect library services during lockdowns like other councils but chose not to, disappointing

35. Communication with locals	Not out pricing local businesses with leaseholds being expensive and prices rising	Wheelchair access
36. Clearing drainage ditches etc	Don't privatise services	
37. Management of Council assets	Hard rubbish collection (not red bins)	Roads
38. Cleaning drains that get blocked with debris and roadside gutters cleaned to stop flooding	Grass mowing and clean-up in all areas of the shire for safety and grass fire prevention	Community inclusion and participation support and encouragement by way of grants success to smaller community groups so they can continue supporting each other for better health and mental health outcomes .
39. Give rural rate payers value for money	Keep rural pools open	General road maintenance on rural roads
40. Road services	Recreation support	
41. Road maintenance	Services to small towns ie pools	
42. Limited parking free	Rural roads	
43. Customer service	Online booking system	
44. Roads	The port area of Echuca	
45. The port mismanagement	More staff need to be employed to maintain parks & gardens	Council needs to be more transparent to the public
46. Road maintenance	Footpath maintenance	Arts support
47. Roads and infrastructure	Parks and Gardens	Community Engagement
48. General Maintenance, Lawns, Paths Etc	Road Maintenance	Town entrances
49. Asset management and maintenance rather than allowing deterioration and then disposal	Too much beaurocracy	Inaccessibility/unaccountability for decisions of CEO and higher level managers
50. Timely responses to a variety of applications ie permits for buildings etc . They are PAINFULLY slow	Traffic flow in the CBD	Focus on small community needs ie local swimming pools preservation
51. Infrastructure	Addressing community feedback	Creating easier ways for community to submit their views
52. Footpaths and pools	Picnic areas	CBD security cameras
53. Road maintenance	Make the entry points into Echuca nicer	City congestion

54. Playground opportunities	Roads	Community infrastructure
55. Anything to do with kids in Kyabram	Spending money outside of Echuca	Kyabram town entry
56. Planning	Community consultation	Outsources CPTED, with honest procurement not the lack of transparency in place
57. Housing	Public Transport	Footpaths
58. Building permits	Retention of staff with knowledge and not always getting new people that are not connected to the area and are just climbing the ladder	Much quicker turn around for permits, as too many are taking far to long to get through.
59. Footpaths, roads and drains	Environment	Public Health
60. Community engagement to generate new ideas in improving our town	Tidy up the towns entrance and median strips	Encourage different types of businesses to town not just new gyms eg entertainment for young people (water park, bowling alley, games arcade)
61. Footpaths	Response to community	
62. Liaise with other Govt Depts to share the camp rubbish problem	Supporting district swimming pools	Care in the home for the elderly - limitations are so restrictive
63. Providing Recreational Facilities	Grading Unsealed Roads	Planning for the Future
64. Drainage	Consultation	Openness re future planning
65. Road upgrades in East Echuca	Creation of more public gardens and spaces	Inspecting footpaths for hazards
66. Road maintenance	Footpath maintenance	Staff relaying information
67. Maintain the POOLS	Keep on top of low hanging trees	Maintain footbridges
68. Recreational spaces community access	Bins around community in peak more recycling options street	Footpaths
69. Roads and footpaths	Services for growing populations	Integration of whole Shire plan
70. Footpaths	Roads	
71. The Xmas decorations	The port area	Sealing unsealed roads especially Hansen and Jarmon st
72. Money for environmental works	Removing waste voucher cost on rates	Trying to keep rates rises at or below CPI
73. Increase the library opening hours to what they were before!!		

74. Info re planning/building permits online	Local pool	Promoting smaller towns
75. Parks and gardens definitely!	Council seems to be top heavy. Cull useless positions. More hands on	Press reports could be more informative
76. Kyabram tip -- value for money	Kyabram library	Footpath maintenance in Kyabram
77. Playgrounds	Conservation reserves maintenance	Footpaths / bike and pedestrian crossings
78. Rates notices to be delivered BOTH via mail and email		
79. A hard rubbish collection once or twice a year would be good.	No dogs off leash on walking tracks, no dogs allowed at all on school ovals.	Some water play at the parks.
80. Public Toilets	Parking	Bike lanes
81. Communicate more with the residents.	Stop being so risk averse	The CEO might like to communicate more
82. Weed management	Homelessness options	Pet desexing vouchers for concession holders
83. EWMAC - staff are awesome, facilities generally great but so much more could be done to encourage more use and compete with private gyms	Parks and gardens - some areas are great, but others could be improved	
84. Aquatics & recreation	Supporting outside of Echuca	Council facilities
85. Hard collection of unwanted goods	Looking into drug problems with young people	
86. Footpaths	Road maintenance	Allocation of funding
87. Connecting pedestrian and bike paths from estates towards town like Moama has	General tidiness of entry points to town especially coming in from Swanhill or South Australia	Echuca basketball stadium
88. Roads	Recycling	Bike paths and more parks
89. Port management	Parks, gardens, streetscapes	Christmas decorations were very faded
90. PAG service delivery to elderly	Outreach services to shut-ins from the Library	
91. Pools	Communicating with the public to find out what we want our rates spent on	
92. Value for Cost of rates	Roads	More free car parking
93. Business support	Outdoor play and rec	Footpath maintenance

94. Waste	Footpaths	Drainage
95. Port area	Roads	Footpaths
96. Recycling to a high standard - re using	Public toilets - hygiene safe places	Access for disabled to all places
97. Communication	Being positive when community projects are presented	Recreation/parks & gardens
98. Pool maintenance	Road maintenance	Beautifying the smaller towns
99. Arborist cut back trees in a less savage manner.	Contractor at the rubbish tip to more helpful as to where to deposit different types of rubbish.	Council officers need to treat elderly people with greater respect.
100. Parking	Roads	
101. Cleaning - Litter, dog shit, vandalism/graffiti, weeds	Streamline council procedures by reducing needless box ticking & reducing bureaucracy/staff/wastecosts	Cycling & walking tracks/footpaths
102. Council Tip	Community involvement in decision making	Roads
103. Rubbish removal	Roads	Public amenities small towns
104. Compliance		
105. Listen to public not selected ones,	Money management,	Contract selection value for money,
106. Footpath access	Bike path access	Rubbish removal at popular spots eg east boat ramp
107. Parking	Dog barking complaints	
108. Partnering in manufacture of new Recycled products	Maximise environmentally friendly practices	Public drinking fountains, upgrade Info Centre toilets
109. Continue improve footpaths and roads	More river access	Replace Oscar W
110. Rubbish collection in CBD	Road and town planning	The Echuca Port Area
111. Productivity	Cutting the fat cats salaries	Proper communication
112. Generally, services to small towns	Support to the arts	Support to sporting orgs
113. Collection of rubbish from campers/ camping areas	Road/street repairs	Promotion of Echuca as a tourist destination
114. Tourism	Tourism	Compassion
115. Too many garbage collections	Too many large bins in town and parklands	

116. Less staff meetings and more hands on deck	Drainage and footpaths	
117. Road maintenance	Feral animal management	Engagement with constituents
118. Events and activities for youth across the whole shire	Walking/cycling trails connecting towns	Rural road maintenance
119. Entrances. Particularly from Kerang and Shepp	Current newsletter is a bit superficial. Focus should be on outcomes not trivial staff stories	
120. Community support in townships not named Echuca	Communication - you might provided great services but not spoken to local towns	Mobile health
121. Communications	Rural gravel roads	Community infrastructure eg swimming pools
122. Gardening keeping everything clean and tidy especially around road around on the outskirts of town	Harmony within the council and rate payers seeing where their money is being spent	Moving forward to keep enticing tourists to area
123. Roads	Maintenance of swimming pools	Shift emphasis from business to residential
124. Sporting facilities	Swimming pools	Community activities
125. Rubbish	Pot holes on roads	Maybe we could have more street scape
126. Roads	Paths	Infrastructure
127. Road repair		
128. Waste management	Communication	Let everyone use your services

Appendix 9: Method of communications

How do you normally find out about Council news, services and announcements? (132 comments)

1. Council newsletter	25. News paper
2. Newsletter, Facebook	26. Campaspe News regular publications & The Riv
3. The local paper	27. On line
4. Locky News, Riverine Herald, Campaspe News, and rates notice	28. Newsletter; Business Network in Rochester
5. Through the media	29. Local paper
6. Wraga News	30. Local paper
7. Riverine Herald	31. Mail
8. They send out a glossy expensive news bulletin from time to time filled with boastful claims of their achievements, most of which are meaningless.	32. Facebook, too "far" out of town to get newsletter letterbox dropped
9. Newsletter/newspaper word of mouth	33. By other people telling me
10. News or social media	34. Letters and leaflets
11. Through the newsletter and Riv newspaper	35. Newsletter to our house
12. Campaspe times newsletter	36. Website
13. Facebook	37. Newsletter local paper access to let call website
14. Local newspaper or Facebook	38. Facebook
15. Email or Facebook	39. Mail box
16. Facebook	40. Facebook, website, newspaper, newsletter
17. Facebook	41. Notifications in paper, emails, paper
18. Media, Streaming Council meetings	42. Local paper
19. By the newsletter that they put out. And the local paper	43. Facebook
20. Local press & newsletters	44. Facebook
21. Waranga news	45. Facebook, websites
22. Speaking to people, Radio, papers, and watching around me	46. Newspaper, newsletter, website
23. Local word of mouth	47. Facebook
24. Newspaper	48. Paper, brochures or word of mouth
	49. Council newsletter, newspaper articles, emails to community groups, website

50. In the shire newsletter
51. Fb and direct mail
52. Facebook
53. Facebook
54. Local paper
55. Newsletter
56. Email
57. Newsletter
58. Newsletters, local paper and sometimes from my daughter
59. I actually don't unless it is work related
60. Newsletter and Facebook page
61. Riv
62. Local paper (Riverine Herald) and Campaspe Newsletter/Flyer, Radio
63. Website
64. Newsletter delivered
65. An insufficient informative newsletter sometimes - often after the decision
66. Newsletter dropped in mailbox
67. Newsletter in Mailbox
68. Letter
69. Newsletter
70. In the letterbox
71. Riverine herald and Council newsletter
72. Facebook, staff
73. Their newsletters and local paper
74. Online
75. Riv herald
76. Council leaflet in letterbox drop as well as Kyabram Free Press
77. Facebook and newsletter

78. Local paper. Facebook. Word of mouth. Newsletter
79. Newspaper or word of mouth
80. Council newsletter in the letterbox.
81. Website
82. Riv Herald.
83. Local paper
84. Social media, local newspaper. Shire newsletter
85. Internet
86. Letterbox drop
87. Monthly newsletter, local paper
88. The Riverine Herald
89. Local newspaper, Council newsletter
90. Local newspaper, pamphlet in mail drop, website
91. Advert in Newspaper
92. I have to look it up on the website. No other real communication is given.
93. Local Paper
94. Social media
95. FB
96. From people talking
97. Local paper
98. Newsletter to letter box
99. Lacking. Needs to be more accommodating at Rate Payers and website is confusing needs simplifying
100. Facebook, mayor wrap of of council meetings, newsletter
101. Facebook
102. Waranga news
103. In the Riverine Herald or in the newsletter letter boxed.
104. Newsletter - Rochester Community Page Facebook

105.	Website word of mouth or facebook
106.	Facebook, newsletter
107.	Mail out newsletter
108.	Shire newsletter and word of mouth and local paper,
109.	Facebook posts & community newsletter that is delivered
110.	Newsletter Facebook
111.	Website, local paper newsletter
112.	Riv Herald
113.	Facebook
114.	In the local paper
115.	You don't, it's secret, only the fairy-tale of the newsletter to houses that a waste of money
116.	Mostly, newsletters - sometimes newspaper ads
117.	Radio - Newspaper (local) Social Media
118.	Your newsletter
119.	Our local paper and posted out flyer.

120.	Quarterly Campaspe newsletter, Kyabram Free Press, occasionally website
121.	Facebook
122.	From the Riv Herald and EM FM
123.	Word on street
124.	Late news letter
125.	Local newspaper the riv
126.	Newsletter, local paper
127.	Facebook. Email
128.	Don't
129.	Facebook, local paper
130.	Newspaper and social media
131.	Not very often, it's too hard trying to find anything on the website and the place base plan that was online needed to be written better. It was too hard to try and figure out what they were actually going to do
132.	Social media

Appendix 10: Need for more communications

Why would you like to hear more about Council news, services and announcements? (71 comments)

1. To know what's going on in the shire
2. Yes to find out what they are wasting our rates on.
3. So many decisions are made and often too late before anything can be done about these decisions
4. I'm better able to participate
5. To know what is going on
6. Would like to know available services
7. It would be great to hear about what they are doing in my community
8. To be more aware of what they are doing
9. To keep up to date with what's going on in the region
10. Important
11. It keeps us up to date with news of the whole shire
12. I would like to know what goes on the council
13. Good to know what is going on in the Municipality and there could be something that affects me and my family that I need to know about
14. Council needs to explain more about what they do. People know less than they ever have but the service are more important
15. Being on several community organizations you hear about council news via the grapevine if it affects you.
16. Don't always know what is available in our local area
17. Because we don't know what the council does for the shire
18. Communication is important. Not just on a website, but get out there and speak to people. Hold a public meeting every so often and let folks hear what's going on and speak. Not just council meetings.
19. More accountability
20. Nameless and faceless and seemingly constantly changing.
21. They are spending our rate money
22. To know about services - current and new.
23. Often too late when we hear
24. I feel council is too quiet on social media and should have a more active presence

25. More community consultation
26. Sick of hearing about waste
27. To see what contributions, they are making to the community with the rate payers contribution
28. So I can see how are rates are being spent.
29. I think if we knew more of what was going on we would have a better understanding of the decisions that are made
30. To know what is going on in our town
31. Closed council meetings seem to be increasing
32. At present information coming from Council is slow and unreliable
33. I would really like to know how rates are being spent.
34. So we are aware of controversial plans and WHY????
35. So I know what is happening
36. An email address that people can talk to council, with a dedicated person that will promptly reply e.g. complaints
37. E.g. planning /building permits. I find the website a bit light. I used to use Cardinia's and found that better
38. I am interested
39. Ratepayers should be kept up to date with shire news and plans.
40. I'm interested to know what changes are coming or planned and events happening
41. To make them more accountable
42. I'm sure the Council does many good things, but they aren't assisting small business as well as other Shires. They need to inform people of their achievements, not advertise the achievements as ratepayers are finding their advertising rhetoric.
43. So that I knew more of what was happening in the community.
44. It would be pleasing to see something positive come from the Shire
45. So it doesn't seem such a secret society making its own choices
46. We find out about things after they have happened
47. Sometimes residents are the last to know about changes
48. To help keep me up to date on what they're doing and what's happening
49. How rates are being spent
50. It's my town
51. So I can learn how to live best in this area and take advantage of anything offered
52. Many meetings are closed not open to the public or over internet

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53. Management needs to step up and be out in the community rather than making uninformed decisions.
54. Always like to know about services we can tap into
55. I like to know how the council rates are spent.
56. I think media has changed significantly and I get more information on line. I listen to Melbourne radio and don't buy the local paper
57. Providing information is useless we need to be involved in planning before the event
58. It helps to know what is going on
59. Keep them honest,
60. Yes keep everyone up to date.
61. Plans
62. Mostly informed by the Riverine Herald
63. Proper information
64. Need more info
65. I feel that the comms team do a great job, but it's always nice to hear more about what's happening
66. To get a better understanding of how council is helping local communities
67. Learn before decision are made not after when it is too late
68. More information, especially at planning stages would enhance community involvement and interaction.
69. Don't hear of anything other than leaflet left in letter box saying how good they are
70. I like to be informed of what is happening
71. So we as a community can know what is happening in our towns and fight for what we want
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Appendix 11: Adequate level of communications

Why would you not like to hear more about Council news, services and announcements? (31 comments)

1. Actions speak loudest or perhaps the lack of action	15. Probably already enough
2. See enough	16. It's unlikely I'd take the time to read any more than what I already receive
3. Currents levels of information are adequate.	17. Just make our town vibrant again
4. The issue is not hearing more about what the council is doing. Council employees are paid to provide the services they provide or don't provide, we don't need to be told about what they are doing.	18. Misleading and questionable content
5. It feels like it's a publicity newsletter, doesn't address a lot of what is being done. There appears to be no accountability or measures of goals.	19. I think the level of news is appropriate
6. Plenty of info available	20. I hear enough
7. The council seems to do nothing for locals	21. They spend enough on postage and sending newsletters out etc
8. They only pass over what they want you to hear so why get more news that makes them look good.	22. Information overload. If I need something, I will do my own research
9. Not really cause its not very often about Rushworth	23. Feel informed
10. Get enough	24. Monthly newsletter is adequate
11. Receive enough such general news	25. I already keep up with Council news
12. That's enough	26. I know where to access this info when I need it
13. Very detailed information provided - some people are just not interested and then complain	27. We get Newsletters & local press which is sufficient
14. Happy with social media most of the time	28. A monthly newsletter is sufficient & Facebook posts can be posted when required
	29. I get enough information
	30. Already covered
	31. I think it is adequate

Appendix 12: Best ways to hear about Council news

What would be the best way(s) for you to hear about Council news, services and announcements? (108 comments)

1. The letter box newsletter drop is enough.	22. Would appreciate more opportunities of forums where engagement occurs between real people at an earlier enough time to influence outcomes
2. Newsletter	23. Online services are the only way to go
3. Locky News, Riverine Herald, Campaspe News, and rates notice	24. Letter drops, visits from members,
4. Through face-to-face interaction between local community leaders and council officers as well as councillors.	25. Information near door of supermarkets
5. Waranga News	26. Facebook, local news, flyers
6. Emails	27. Facebook
7. By seeing action on issues important to local communities. I personally would not like to see scarce resources wasted on publicity and spin	28. Town meetings honestly would work wonders. Would return a sense of community to the place.
8. Individual letter drop	29. A plain no glossy newsletter cheap to produce
9. Social Media, website or newsletter (maybe quarterly).	30. Newsletter/newspaper, targeted marketing i.e. Sending me things that directly relate to me, family/kids programmes etc.
10. Through a more honest newsletter with goals set and measured.	31. Expanded newsletter
11. Service websites	32. Local paper
12. Facebook, newsletters	33. Social media
13. Emails	34. Mailbox or radio. Don't buy newspapers
14. Social media. Mail drops. Newspaper articles	35. Facebook, website, newspaper, community newsletter
15. Facebook or the news	36. Local paper
16. Media particularly local papers (all).	37. Expand social media usage
17. Local press	38. Social media, letter box mail outs,
18. I don't know what method would be more beneficial. Social media is really only relevant for younger ones / newsletters delivered to your door only cost ratepayers more money!	39. Newspapers, radio, website
19. Email and newsletters	40. Facebook
20. Newspapers or email as I don't have social media	41. Email
21. Mail out	42. Website, local newspapers,
	43. Newsletter through the post or email

44. Email
45. Local media
46. Social media
47. Social media
48. Online
49. Newsletter
50. Local papers, newsletters
51. Social media
52. Riv
53. The best way is via an emailed newsletter (which can be done weekly) followed by the Council's website.
54. Local newspaper
55. Newsletter OK
56. Web site and newsletter
57. Fb
58. On social media
59. Website
60. Emails. Facebook. And the local paper
61. 1. Kyabram Free Press. 2. Invite all ratepayers to be part of an electronic mailing list (reduce cost and waste of letterbox drop)
62. Facebook
63. Facebook
64. Email!
65. Instagram.
66. Local Newspaper & Social Media
67. Delivered newsletters like the works one we get, detailing council meetings, future decisions etc
68. Increased use of social media
69. Internet

70. A free newspaper weekly
71. Local news service
72. Communicating to the Riverine Herald & relevant articles
73. Facebook
74. Council newsletter
75. Social media is good but some don't use that so newspapers and flyers/pamphlet into letterboxes would be good too
76. Local Paper & Newsletter
77. Social media
78. Newsletter, BBC
79. Local paper
80. Local radio and tv and Community Facebook pages
81. Local paper. Facebook, Instagram and good old getting and meeting people the old fashioned way
82. Social media is ok
83. Facebook
84. Email
85. Riverine Herald, letter boxed newsletter.
86. Emails or on line
87. Council already use the mediums below and do it well
88. Community meetings with Council representatives maybe 3 or 4 times a year
89. Emails
90. Honest newsletter not a skite sheet for staff volunteers don't get enough recognition reason why hard to get volunteers for all organisations,
91. To catch the majority of people social media & print media needs to be used. For me personally I use social media
92. Email
93. Website

94. More information and less gloss in Newsletter
95. Facebook
96. The Riverine Herald
97. Direct mail piece
98. Greater Social Media presence
99. Weekly email
100. Social media and website - the website needs major attention
101. Broadcast interviews with Mayor and local press releases
102. Website

103. More frequent newsletters
104. Facebook
105. Facebook
106. Need to be more prominent on Facebook through celebrating successes and acknowledge that some areas need work.
107. Newspaper
108. Social media, in the newspaper or via email. Not just all the things that look good either, we need to know of the important issues as well. Otherwise council just try to do things sneaky like closing our pools without us knowing

Appendix 13: Communication preference

If you had to choose three forms of communication, which would best suit you? (136 Comments)

1. Newsletter in mail		
2. Newsletter delivered	Social media	Website
3. Local paper	Local radio	
4. Advertisements in local papers	Emailed notices	Website
5. Waranga News	Letterbox	
6. Emails	Newspaper	Newsletters
7. Observable action in addressing local needs		
8. Letter drop	Email	Radio
9. Email	Social Media	Mail
10. Newsletter	Social media	Website
11. Newsletter	Radio	Poster campaigned
12. Newsletter	Social media	Newspaper
13. Email	Newspaper	Social Media
14. Emails	Telephone	Face book
15. Newsletter	Social media	News paper
16. Social media	News	Radio
17. Local papers	Councillor / Community discussions	
18. Quarterly newsletter.	Monthly newsletter	Updates shared on social media
19. Press	Letterbox drop	Website
20. Local newspaper	Website	
21. Local Papers	Monthly newsletter in mailbox	Not required on top grade paper
22. Email	Paper letter	Newsletter
23. Newsletters via email or letterbox	Newspapers	Local radio
24. Quarterly newsletter		
25. The two above		

26. On line	Social media	3 or 6 monthly newsletter
27. Council website	Quarterly newsletter	
28. Letter drops	Newsletters	Paper
29. Local radio abc	Locky news	Newsletter
30. SMS	Email	Mail
31. Facebook	Email	Hard copy newsletter
32. Social media	In person meetings	Website
33. Email	Email	Email
34. Newsletter to mailbox	Social media sponsored ads	Newspaper content
35. Newsletter	Newspaper	Website
36. Local paper	Local radio	Social media
37. Electronic	Social media	
38. Newsletters delivered to mailbox	Radio	Website / social media
39. Social media - Facebook		
40. Email	Post	Paper
41. Social media	Local paper	
42. Email	Social media	
43. Twitter	FB	
44. Letterbox mailouts	Social media	Email
45. Email	Website	Radio
46. Social media	Email	
47. Email	Phone message	Newsletter
48. Local papers	Monthly or bi-monthly newsletter	Social media
49. Email	Post	Facebook
50. Email	Social media	Radio
51. Email	Facebook	Newsletter
52. Email		
53. Social media	Email	Community forums
54. E-mail		



55. Social media	Website	Newspaper
56. Email	Mail	Phone
57. Newsletter	Website	Social Media
58. Monthly newsletter by email	Newspaper	Radio
59. Newsletters	Newsletters quarterly	Social Media
60. Social media	Newsletter	Email
61. Paper	Website	Social media
62. Local paper (print or online)	Quarterly Newsletter	Radio announcements/ news items
63. Email	Website	
64. Email	Social Media	Local newspaper
65. Email	Newsletter	
66. Newsletter	Website	Newspaper
67. Email		
68. Monthly Newsletters in Letterbox	Local Radio	Television
69. Letter infographic	Social media	Tv
70. Email		
71. Facebook	Email	Letterbox
72. Newspaper	Updates in social media	A quarterly newsletter
73. Facebook	Website	Email
74. Given cost, perhaps less frequent newsletters than what's received now		
75. Website	Social media	Email
76. Email	Paper	Facebook
77. Email	Local Newspaper	Facebook community page
78. Facebook	Newsletter to home	Website
79. Facebook	Newspaper	Newsletter
80. Email	Post	Events
81. Instagram	Radio	Newsletter

82. Newspaper	Social Media	Radio
83. Email		
84. Text	Written letter	Email
85. Social media	Emailed newsletters	Local media - print and radio
86. Email	Facebook	Internet in general
87. Letter box drop		
88. Newsletter	Local paper	Local radio
89. Riverine Herald	TV media	Newsletter
90. Facebook	Socials	Email
91. Council newsletter	Local newspaper	
92. Website	Email	Local paper
93. Monthly newsletter to letterbox	Social media	Newspaper-not a lot read this
94. Mail	Email	Social Media
95. Newsletter	Local Paper	Email
96. Social media	Email	Text
97. FB	Email	Text
98. Monthly letterbox drop		
99. Letter box		
100. Radio	Facebook	Newspaper- use local papers
101. Personal	Local news paper	Facebook
102. Social media	Newsletters	Local paper
103. Email	Text	Facebook
104. Monthly newsletter	Local paper	Radio
105. Newspaper	Radio	TV
106. Emails	On line Facebook etc	
107. Newsletters emailed	Local press	Website
108. Face to Face	Council website	Council's local office
109. Email	Newsletter	Facebook
110. Electronic	Print	Radio

111.	Email	Sms	Socials
112.	Face to Face,	Email or written correspondence,	With a witness present,
113.	Social media	Monthly newsletter	Radio
114.	Email	Facebook	Newsletter
115.	Website		
116.	Newspaper delivered	Riv articles	
117.	Local paper	Some newsletters	
118.	To Home	Report to citizens	FB
119.	Newsletter	Paper ad	Text msg (alerting me to a source)
120.	Social Media	Email	Radio
121.	Phone		
122.	Txt		
123.	Newsletter	Local paper	
124.	Email	Text message	Newspaper
125.	Email	Letterbox newspaper/newsletter	Social media
126.	Press	Radio	Quarterly updates
127.	Website	Social	Newsletter
128.	Email	News letter	
129.	Social media	Paper	
130.	Newsletters	Newspaper	Website
131.	Facebook	Email	Free local newsletter
132.	Facebook		
133.	Social Media	Radio	Quarterly Newspaper (digital)
134.	Newspaper	Email	Social media
135.	Social media	Email	By post
136.	Social media		

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BENCHMARKING FOR PERFORMANCE EXCELLENCE

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