



Insight for
Business & Government

Eurobodalla Community Strategic Plan



Community Engagement 2010

Prepared for



by
IRIS Research

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EXECUTIVE SUMMARY

This report presents the findings from the Community Engagement Strategy 2010 conducted for the Eurobodalla Community Strategic Plan *eurobodalla2030*. IRIS Research was commissioned by Eurobodalla Shire Council to implement a suite of community engagement activities to inform the development of the draft *eurobodalla2030*. Specifically the aim was to explore the social, economic, environmental and civic leadership values and expectations of the people who live in the Shire and to identify specific and relevant actions for improvement or advocacy by Council and others.

The Community Engagement Strategy 2010 comprises a resident telephone survey, a non-resident ratepayer telephone survey, focus groups and a one day Summit. A total of 714 people participated in these activities with 404 interviewed for the resident survey, 113 interviewed for the non-resident rate payer survey, 98 involved in one of fifteen focus groups and 99 participating in the one day Summit.

VALUES

The current engagement with residents found little change between what they valued about Eurobodalla in 2004/5 and what they currently value. Residents spoke favourably of the beaches, coastline and natural environment, qualities associated with living in a rural community including personal connections with others, feeling part of a community with opportunities to participate and volunteer, living in a caring community, quality of life values, and feeling safe.

VISION STATEMENTS

Improvements to health care remains a key priority for residents of Eurobodalla with strong support for the vision of having access to higher level health care available locally, improved standards in the provision of health care at hospitals and a wider variety of services available locally including preventative health care, allied health services and post-surgery care.

Resident's vision is for the preservation of the natural environment and, responsible and considered development. They want a prosperous local economy with growth and development that is carefully controlled and planned so that it fits the character of the area and has minimal impact on the environment.

However, these visions are less important for both residents and non-resident ratepayers than having a community that is still friendly, supportive and safe.



ISSUES AND SOLUTIONS

Key issues across the community engagement processes were health facilities and services, the protection of the natural environment from development, the standard and availability of public transport and youth facilities and services.

Unemployment/employment was identified as another key issue for Eurobodalla and at the Summit and in the youth focus groups was ranked as the number one priority issue.

Other important issues included local roads and infrastructure, lack of public transport, impact of development (overdevelopment) on the environment, and the lack of tertiary educational course options and issues in accessing tertiary educational facilities.

OBJECTIVES AND STRATEGIES

Objectives and strategies for the delivery of a sustainable economy by 2030 featured during the community engagement processes. Many of the suggestions targeted increased job opportunities, diversification of the economic base of the community and expansion of tourist industry. The creation of an eco-tourism market, additional tourist attractions around the natural environment and available all year, utilisation of existing resources (for example, waterfronts; unique local products) and incentives for new businesses were key strategies put forward.

A key direction for residents in 2010 is the preservation, protection and maintenance of the natural environment – including the marine environment. The need to provide for a growing population without compromising the natural environment and protecting the environment from inappropriate development were repeatedly highlighted. Participants also expressed their desire to retain rural lands and including forests in the protection of the natural environment. Residents envisaged a future where Eurobodalla was a leading environmentally friendly community, with residents and businesses alike putting into practice water and energy management measures aimed at protecting and conserving the natural environment.

Residents expressed their desire to retain and develop a close knit, unified, caring and cohesive community. They saw a future where the community was personally prosperous, healthy and happy with quality and affordable services and facilities accessible to all. The envisaged a community with good public transport, and options in tertiary training and increased job opportunities.

Leadership that is positive, ethical, transparent and accountable was a key direction for Eurobodalla civic leaders. Residents and non-residents suggested that Council should focus on improving and maintaining road infrastructure. Further they believed Council should play



a strong advocacy role in improving the area's health facilities. Residents placed a high priority on Council addressing the area's needs for youth facilities and services, aged care and services for older people and maintaining community parks, the beaches and public areas and amenities. Non-residents placed a high priority on the need for Council to play an active role in protection of the environment.

The community was unanimous in their support for a single regional hospital to meet local health needs. This was rated the highest priority of the major infrastructure projects discussed for the region. The upgrade of Princes and Kings Highway achieved the next highest ranking.

RESOURCING THE PLAN

Ideas for how community groups, government (federal/state/local), businesses and the community could contribute to resourcing the *eurobodalla2030* Community Strategic Plan were general in nature. It was understood that that all would need to be involved and that once the goals, objectives and strategies are agreed it would then be possible for all players to identify the resources they could contribute.

There was support for Council being fully responsible for the infrastructure and operations of key essential services such as drinking water, storm water, sewerage, waste and recycling services, public toilets, street lighting, footpaths and cycle ways and sealed roads and an acknowledgement that Council is only one player in the provision of community services and facilities, sporting fields, Regional Botanical Gardens, surf life saving, management of land, estuary and creeks, the operations of marine infrastructure, local emergency services and business support services.



1 INTRODUCTION

1.1 BACKGROUND

Eurobodalla Shire Council is required to undertake a number of tasks to develop a Community Strategic Plan for the Eurobodalla community. In October 2010 IRIS Research was commissioned by Eurobodalla Shire Council to implement a suite of Community Engagement activities to inform the development of the Draft Community Strategic Plan *eurobodalla2030* and accompanying planning documents including a Resourcing Strategy, Delivery Program (4 year), and Operational Plan (1 year) as per the NSW Department of Local Government's (DLG) Integrated Planning and Reporting (IPR) requirements.

Leading up to the implementation of the Community Engagement Strategy Council completed a scoping exercise and produced a 'state of the Shire' report on key local issues.

The Community Engagement Strategy developed by Council to inform the Draft Community Strategic Plan *eurobodalla2030* included a short community survey to identify what vision the community has for the Shire, what the community values about the Shire and what the community would like to see improved or changed. This engagement activity was undertaken by Council through distribution of a hard copy survey which was also placed on Council's website. It was completed just prior to the engagement activities undertaken by IRIS Research and the findings were used in part in the development of the telephone surveys.

The Community Engagement activities undertaken by IRIS Research included a resident telephone survey, non-resident ratepayer telephone survey, 15 focus groups and a one day Summit.

Council engaged IRIS Research to implement the Community Engagement Strategy based on the following requirements.

Purpose of the engagement process?

- Inform development of CSP

What are the outcomes required of the engagement process?

- Participants understand responsibilities and capacity of ESC
- Values that are most important to residents and non-resident rate payers are understood, acknowledged and reported
- Visions of future of ES understood, acknowledged and reported



- Ways the community, Council and other organisations could realistically achieve the values and vision are explored and reported

What are the principles underpinning the process?

- CE based on social justice principles of equity, access, participation and rights.

What activities will take place to engage with the community?

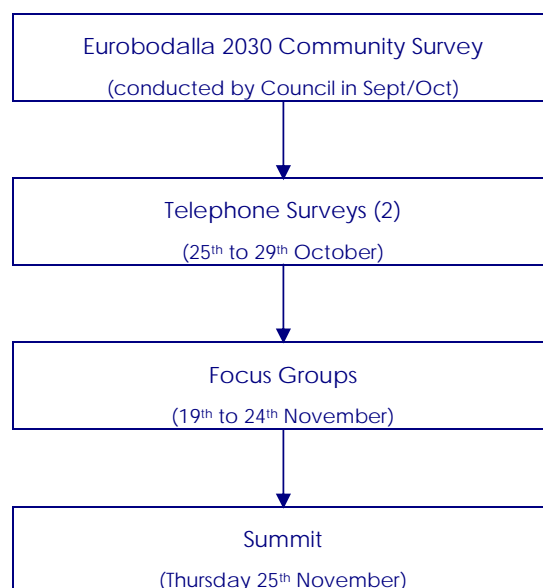
- Telephone survey of residents (400) and non-resident ratepayers (100)
- Focus groups (15)
- Summit (one day)

1.2 METHODOLOGY

The following methodology underpins the implementation of the community engagement activities. Further details on the methodology used for each activity is presented at the beginning of the section in this report dealing with the activity.

This methodology acknowledges that the Community Strategic Plan is a plan that belongs to the Eurobodalla community. Council has a role to play by developing the Plan on behalf of the community and implementing some of the objectives and strategies contained in the Plan but will not be responsible for it in its entirety.

The methodology also aims to provide a strategic approach to the engagement by holding the activities in sequential order (as shown below) so that one activity will inform the next and build on the information already collected.





1.2.1 Telephone Surveys (2)

Parameters

Random sample; 400 residents, 100 non-resident ratepayers

Cross representation based on age, gender, location (north, central and south)

Implementation

Implemented via telephone using the IRIS Research CATI (Computer Assisted Telephone Interviewing) facility.

Timeframe

To commence week beginning 25th October with analysis completed prior to commencement of the focus groups.

Aim of the Telephone Survey

- To clarify the vision the community has for Eurobodalla Shire
- To identify what they want addressed
- To identify the community's priorities for Council services and resources
- To recruit for the focus groups

Output

A clear understanding of:

- what the community most values about the Shire,
- priority issues the community want addressed,
- what the community considers to be the priority Council services in the future
- areas where Council should focus its resources.

Information that will contribute to "knowledge bank" to be presented to focus groups to enable more in-depth, informed discussion.

Focus groups recruited.

1.2.2 Focus groups

Parameters

Random sample residents

15 focus groups covering:

- Demography: youth, Aboriginal, general adult population



- Locality: north, central, south
- Issues/themes: social, economic, environment

Implementation

Implemented using trained IRIS Research facilitators /moderators

Timeframe

To be held between Friday 19th November and Wednesday 24th November, with preliminary analysis completed prior to Summit.

Aim of the Focus Groups

- To provide information on the planning process and background information to inform the discussion (State of the Shire, Council responsibilities and capacity, surveys, other relevant information)
- To allow discussion and debate on issues raised
- To identify opportunities on how to meet increasing expectations of community
- To obtain priorities for the Shire levels of service
- To develop possible objectives for inclusion in the Plan

Output

Increased understanding by the community of issues faced by those involved in developing and implementing a Community Strategic Plan that meets community expectations and can be resourced.

Information on vision, objectives, expected levels of service provision and resourcing strategies that can inform the development of a Community Strategic Plan

Information that will inform the Summit.

1.2.3 Summit

Parameters

One day; maximum 200 people

Key participants: agencies, businesses and groups

Secondary participants: residents



Implementation

Implemented using trained IRIS Research facilitator

Timeframe

To be held Thursday 25th November

Aim of the Summit

- To provide information on the planning process and background information to inform the discussion (State of the Shire, surveys, focus group outcomes)
- To allow discussion and debate on issues raised and to explore avenues for how these can be addressed
- To discuss, debate and refine the objectives put forward by the community
- To explore how the values and vision and objectives can be realistically achieved by the community, agencies, businesses and Council

Output

Higher level of understanding of participants of the community's vision for the Shire, the issues of most concern, and the level of service expected by the community in the Shire.

Validation of the vision, values and objectives to drive the Community Strategic Plan.

Expected levels of service provision.

Opportunities and suggestions for resourcing the Plan.

Information that will inform the development of a Draft Community Strategic Plan and the Resourcing Strategy.



2 RESIDENT TELEPHONE SURVEY

This section of the report presents the results of the Eurobodalla Council 2010 resident survey. IRIS Research was commissioned by Council to conduct a comprehensive telephone-based survey among the area's residents. The broad goal of the study was to measure Council's performance and provide up-to-date insights into perceptions of service delivery, as well as understanding the community's priorities in terms of resource allocation.

2.1 TELEPHONE SURVEY METHODOLOGY

The survey was conducted on the IRIS Computer-Assisted Telephone Interviewing (CATI) system on the evening of 6th November - 9th November 2010.

A total of 404 interviews were conducted with residents of the Eurobodalla Local Government Area (LGA). To qualify for an interview, respondents had to have been a resident in the Council area for at least the last 6 months and aged 18 or older.

2.1.1 Attitude Measurement

Three separate attitude scales were used in this survey to measure relative priority, importance and satisfaction.

The priority scale was an 11-point scale with a minimum of 0 and a maximum of 10. A score of 0 meant that a services or facility was a 'much lower priority' relative to other services and facilities, while a score of 10 meant that a services or facility was a 'much higher priority'.

Meanwhile, importance and satisfaction were measured using a 5-point scale, where 1 was the minimum and 5 was the maximum.

2.1.2 Data Analysis

Rating scale results have generally been presented in two basic forms. Firstly, the numeric values recorded for each attribute have been converted into an overall mean score out of ten. All respondents' answers are 'averaged' to produce an overall rating that conveniently expresses the result of scale items in a single numeric figure.

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



2.1.3 Survey Accuracy

When analysing results for the entire sample, the maximum error rate will be just under $\pm 5.0\%$ at the 95% confidence level, assuming a proportional response of 50%. Put another way, we can be confident that if the survey were to be repeated there would be a 95% chance that the new result would lie within $\pm 5.0\%$ of the result achieved in this survey.

2.2 EUROBODALLA2030

2.2.1 Awareness of the project

To start the survey, residents were asked whether they had heard about the *eurobodalla2030* project to develop a long term plan guiding the future of the Eurobodalla Shire. Table 2.1 below breaks down the results by area, gender and age.

Table 2.1 Awareness of the eurobodalla2030 project (n=404)

Variable		% Aware
Total	(n=404)	42.5%
Area	Batemans Bay and Surrounds (n=170)	42.4%
	Moruya and Surrounds (n=142)	41.5%
	Narooma and Surrounds (n=84)	45.2%
Sex	Male (n=197)	38.6%
	Female (n=208)	46.2%
Age	18 to 29 yrs (n=43)	25.6%
	30 to 49 yrs (n=121)	43.0%
	50 to 64 yrs (n=122)	41.8%

Key results

- In all, two in five residents (42.5%) have heard about the *eurobodalla2030* project.
- Younger residents (18 to 29 years) were less likely to have heard about the Eurobodalla project with results showing one in four (26%) having heard about the project compared to a higher proportion amongst those 30 years plus.
- Awareness levels across the three areas did not vary significantly nor did the results by sex.



2.2.2 Visions - Priorities for Eurobodalla

The next few sections of the survey dealt with priorities for Council action. Firstly, residents were presented with a series of vision statements for the future of the Eurobodalla area. They were asked to rate the priority they place on each vision statement in relation to any other priorities they may have for the Eurobodalla Shire.

An 11-point scale was employed, where 0 signified it was a 'much lower priority than others' and 10 signified it was a 'much higher priority than other areas'. The results are shown in Table 2.2 below, while a more detailed breakdown of the priority ratings by demographic variables is contained in Appendix A.

Table 2.2 Visions - Priorities for Eurobodalla (n=404)

Vision statements	Priority Rating (%)				Mean (Out of 10)
	Can't Say	Low (0- 3)	Med (4- 6)	High (7-10)	
Access to higher level health care available locally	0.0%	1.9%	5.5%	92.6%	8.98
A community that is still friendly, supportive & safe	0.2%	0.7%	4.8%	94.3%	8.90
Well maintained roads	0.0%	1.0%	7.5%	91.5%	8.72
More local jobs	1.1%	1.5%	11.7%	85.7%	8.61
Improved services & facilities for older people & youth	0.4%	1.1%	9.1%	89.3%	8.55
Prosperous local economy	0.4%	1.9%	11.0%	86.7%	8.25
No Gold Coast style high rise developments	0.0%	9.5%	11.1%	79.4%	8.22
Growth & development carefully controlled & planned so that it fits the character of the area & has minimal impact on the environment	1.3%	2.3%	13.0%	83.4%	8.16
Natural environment retained & protected including land, sea & waterways	0.2%	2.9%	17.1%	79.8%	7.96
The relaxed, rural lifestyle, peaceful setting & close knit community retained	0.6%	3.4%	17.0%	79.0%	7.90
Improved facilities for art, culture, leisure & marine (e.g. boating) activities	1.0%	4.7%	29.2%	65.1%	7.06
Improved shopping centres	0.7%	9.9%	36.8%	52.6%	6.59

Key results

- Health care is the main priority for residents of Eurobodalla, with this vision statement achieving a 'high' mean score of 8.98 out of ten.
- However, residents' vision for the future of Eurobodalla also places great emphasis on intangible qualities, with 94.3% of residents placing a high priority on maintaining a community that is still friendly, supportive and safe (8.90).



- Local roads (8.72) and jobs (8.61) are also high priorities for Eurobodalla residents.
- While residents desire a prosperous local economy (8.25), they do not want that to lead to high-rise developments (8.22).
- Further statistical testing showed that females were significantly more likely to give most of the vision statements a higher priority rating than males.
- Young residents (18-29 years) placed significantly lower priority on 'the relaxed, rural lifestyle, peaceful setting and close knit community retained' and 'no Gold Coast style high rise developments' than other residents.
- Residents of Narooma and surrounds placed significantly higher priority on retaining the relaxed, rural lifestyle, peaceful setting and close knit community and improved shopping centres.

2.2.3 Issues – Priority of Key Local Issues

Similarly, residents were also presented with a list of local issues that people surveyed in 2005 and 2010 that they felt were important to improve or change in Eurobodalla Shire by 2030. Using a 0-10 scale, they were again asked to rate the priority they place on each issue in relation to any other priorities they may have for the Eurobodalla Shire.

Table 2.3 Issues – Priority of Key Local Issues (n=404)

Issues	Priority Rating (%)				Mean (Out of 10)
	Can't Say	Low (0- 3)	Medium (4- 6)	High (7-10)	
Health facilities and services	0.0%	1.8%	7.3%	90.9%	8.83
Standard of local roads and infrastructure	0.4%	1.7%	10.6%	87.3%	8.36
Protection of the natural environment from development	0.2%	2.2%	16.2%	81.3%	8.14
Standard and availability of public transport	2.2%	4.6%	17.2%	76.0%	7.89
Youth facilities and services	2.5%	3.7%	13.7%	80.0%	7.84
Provision and standard of community services	1.4%	2.4%	16.5%	79.7%	7.78
Communications from Council	1.1%	4.6%	26.1%	68.2%	7.52
Provision and standard of recreation facilities	0.4%	2.8%	24.6%	72.25	7.41
Traffic congestion at peak times	2.2%	11.4%	25.35	61.2%	7.01
Retail and commercial business	1.4%	5.0%	32.6%	61.0%	6.90



Key results

- Looking at priority issues, it is again health facilities and services that rank highest with a mean score of 8.83 out of 10.
- Again, roads also stood out as a priority for residents, with 87.3% giving it a 'high' rating.
- Similar to the results of the previous question, it was retail and commercial business that was given the lowest priority, with a mean of 6.90.
- Females were significantly more likely to provide higher priority ratings than males for all local issues except traffic congestion at peak times.
- Residents aged 18-29 years and 65+ years had a significantly greater tendency to rate the standard and availability of public transport higher as a priority.

2.3 COUNCIL INFRASTRUCTURE AND SERVICES

2.3.1 Services and facilities – Importance

This survey next sought to measure the relative importance residents place on Council services and facilities. For 37 Council services and facilities, they were asked to rate how important they felt each was using a 5-point scale, where 1 meant 'not at all important' and 5 meant 'very important'.

Table 2.4 Services and Facilities - Importance (n=404)

Services and Facilities	Priority Rating (%)				Mean (Out of 5)
	Can't Say	Low (1-2)	Med (3)	High (4-5)	
Support to local emergency services	0.5%	0.9%	3.6%	95.1%	4.74
Management of drinking water	1.3%	1.5%	3.8%	93.4%	4.73
Management of sewer	2.5%	1.7%	4.9%	90.8%	4.68
Supporting volunteers	0.4%	1.1%	5.9%	92.5%	4.62
Provision of surf lifesaving services & support to volunteer life saving groups	0.4%	3.6%	5.4%	90.7%	4.61
Waste & recycling services	0.2%	1.7%	4.6%	93.5%	4.61
Provision of facilities & services for people with a disability	2.8%	2.2%	5.9%	89.0%	4.61
Provision & maintenance of public toilets	0.8%	2.0%	6.7%	90.5%	4.56
Provision & maintenance of sealed roads	0.2%	1.5%	8.9%	89.4%	4.53
Provision of services & facilities for older people	1.9%	2.6%	8.1%	87.5%	4.50
Cleanliness & maintenance of the Shire	0.0%	1.2%	10.2%	88.5%	4.48



Consultation with the community about Council plans & directions	1.0%	2.4%	9.4%	87.2%	4.47
Provision & management of stormwater drainage to limit flooding of properties	0.9%	3.6%	10.7%	84.9%	4.42
Provision & management of stormwater drainage to limit impacts on the environment	1.9%	2.7%	11.1%	84.2%	4.42
Provision & maintenance of parks & playgrounds	0.6%	2.1%	11.3%	86.0%	4.38
Management of traffic congestion & road safety	1.5%	5.5%	10.9%	82.1%	4.38
Land, estuary & creek management	2.8%	3.2%	12.0%	82.1%	4.38
Provision & maintenance of footpaths & cycle ways	0.2%	3.2%	12.5%	84.1%	4.35
Provision of children services & facilities	6.6%	6.2%	9.3%	77.9%	4.34
Management of feral animals & plants	1.1%	5.4%	13.5%	80.0%	4.26
Provision of youth services & facilities	2.9%	3.4%	14.8%	78.9%	4.26
Management of the development of residential & rural lands	2.6%	5.1%	13.3%	79.0%	4.24
Provision & maintenance of unsealed roads	4.8%	4.5%	16.1%	74.6%	4.23
Supporting businesses & attracting new investment into the Shire	0.4%	7.1%	13.7%	78.7%	4.22
Provision & maintenance of community centres, libraries & halls	0.9%	5.0%	16.9%	77.3%	4.19
Provision & maintenance of recreation facilities such as aquatic centres	2.5%	5.6%	16.9%	75.1%	4.18
Provision of library services	1.8%	6.2%	15.2%	76.9%	4.17
Provision of street lighting	1.1%	4.9%	20.2%	73.8%	4.14
Provision & maintenance of sporting grounds	1.6%	7.6%	16.9%	73.9%	4.10
Provision of Tourism Marketing & Visitor Centres	0.8%	4.9%	22.0%	72.2%	4.08
Information on Council services	0.2%	8.5%	17.1%	74.3%	4.07
Advice on renewable energy & climate change	1.4%	9.2%	18.3%	71.0%	4.06
Dog & cat control	0.7%	9.4%	19.5%	70.5%	4.05
Provision & maintenance of marine infrastructure such as boat ramps	1.6%	6.2%	23.5%	68.7%	4.04
Provision & maintenance of Regional Botanic Gardens	5.1%	14.2%	23.1%	57.5%	3.75
Tree preservation in settled areas	1.3%	15.7%	27.5%	55.5%	3.64
Provision of arts & cultural services & facilities	2.2%	14.0%	29.1%	54.7%	3.63

Key results

- Emergency services and basic utilities were identified as the Council services that residents of Eurobodalla place greatest importance on.
- Support to local emergency services ranked highest, with a mean importance score of 4.74 out of 5, while provision of surf lifesaving services and support to volunteer life saving groups came in at fifth place with a mean of 4.61.
- Meanwhile, the management of drinking water was rated as the second most important Council service (4.73), closely followed by management of sewers (4.68). Waste and recycling services attained a mean score of 4.61.



- At the other end of the spectrum, the provision of arts and cultural services received the lowest mean importance score. Only just over half of residents (54.7%) of residents gave it a 'high' rating of 4-5.
- Tree preservation in settled areas and the provision and maintenance of Regional Botanic Gardens rounded out the bottom three.
- Deeper analysis showed that generally females and older residents (65+ years) were significantly more likely to place greater importance on most services and facilities.
- For a more detailed insight into the statistically significant difference between the various demographic variables, please see Appendix A.

2.3.2 Services and facilities – Satisfaction

Residents were then asked to rate how satisfied they were with Council's delivery of each of those 37 services and facilities. A 5-point scale was again used, where 1 meant 'very dissatisfied' and 5 meant 'very satisfied'.

Table 2.5 Services and Facilities – Satisfaction (n=404)

Services and Facilities	Priority Rating (%)				Mean (Out of 5)
	Can't Say	Low (1-2)	Med (3)	High (4-5)	
Provision of library services	5.8%	9.4%	25.3%	59.5%	3.78
Waste & recycling services	0.6%	18.1%	18.8%	62.6%	3.70
Management of sewer	7.6%	16.0%	24.9%	51.5%	3.60
Provision & maintenance of community centres, libraries & halls	6.2%	13.2%	28.9%	51.65	3.55
Support to local emergency services	6.1%	14.7%	30.1%	49.1%	3.54
Cleanliness & maintenance of the Shire	0.4%	17.45	35.1%	47.2%	3.44
Provision & maintenance of sporting grounds	7.6%	16.0%	32.1%	44.3%	3.41
Provision & maintenance of Regional Botanic Gardens	17.3%	14.4%	29.1%	39.2%	3.41
Provision & maintenance of parks & playgrounds	3.1%	15.9%	36.8%	44.3%	3.40
Provision of Tourism Marketing & Visitor Centres	4.0%	12.3%	43.3%	40.5%	3.40
Provision of street lighting	3.3%	18.9%	33.6%	44.2%	3.37
Provision of children services & facilities	22.8%	9.0%	36.9%	31.3%	3.36
Management of drinking water	3.9%	22.1%	29.7%	44.4%	3.34
Supporting volunteers	5.2%	20.5%	37.5%	36.8%	3.27
Provision & maintenance of footpaths & cycle ways	1.3%	24.0%	34.1%	40.6%	3.26
Provision of services & facilities for older people	8.8%	17.3%	38.3%	35.6%	3.25
Provision of arts & cultural services & facilities	8.9%	14.4%	45.3%	31.4%	3.25
Land, estuary & creek management	6.5%	15.2%	42.2%	36.2%	3.25



Provision & maintenance of marine infrastructure such as boat ramps	7.1%	15.9%	43.4%	33.5%	3.25
Provision & management of stormwater drainage to limit flooding of properties	6.8%	23.1%	34.3%	35.8%	3.18
Provision of facilities & services for people with a disability	16.1%	18.4%	37.2%	28.2%	3.18
Provision & management of stormwater drainage to limit impacts on the environment	8.8%	23.3%	34.6%	33.4%	3.16
Dog & cat control	4.8%	24.7%	35.9%	34.6%	3.13
Tree preservation in settled areas	4.6%	24.6%	38.1%	32.8%	3.08
Management of traffic congestion & road safety	2.5%	23.0%	42.6%	31.9%	3.08
Information on Council services	2.7%	28.4%	35.7%	33.1%	3.06
Management of feral animals & plants	7.9%	24.3%	36.5%	31.3%	3.06
Provision & maintenance of public toilets	3.1%	29.9%	34.9%	32.1%	3.02
Provision & maintenance of sealed roads	0.6%	27.4%	42.5%	29.4%	3.02
Management of the development of residential & rural lands	7.8%	24.7%	44.5%	23.1%	2.96
Provision of youth services & facilities	12.3%	24.7%	42.95	20.1%	2.95
Provision & maintenance of recreation facilities such as aquatic centres	10.3%	30.0%	32.05	27.7%	2.93
Advice on renewable energy & climate change	5.0%	28.8%	45.1%	21.1%	2.90
Supporting businesses & attracting new investment into the Shire	8.4%	27.7%	43.1%	20.8%	2.90
Provision & maintenance of unsealed roads	12.0%	31.7%	35.2%	21.0%	2.82
Consultation with the community about Council plans & directions	4.5%	37.3%	40.1%	18.0%	2.72
Provision of surf lifesaving services & support to volunteer life saving groups	5.8%	43.6%	25.5%	25.2%	2.66

Key results

- It was the traditional Council services that residents were most satisfied with.
- The provision of library services came out on top, with 59.5% of residents giving it a 'high satisfaction score (4-5) resulting in a mean of 3.78 out of 5.
- Also rating highly were waste and recycling services (3.70), management of sewers (3.60) and support to local emergency services (3.66), which all also ranked highly in terms of perceived importance.
- However, while the provision of surf lifesaving services and support to volunteer life saving groups was one of the highest ranked Council services in terms of importance, it received the lowest mean satisfaction score at 2.66. Only a quarter of residents were satisfied.
- Residents also indicated that they were not particularly satisfied with Council's support of businesses and attracting new investment into the Shire (2.90), the provision and maintenance of unsealed roads (2.82) and consultation with the community about Council plans and directions (2.72).



- Again, further statistical testing revealed that females and older residents (65+ years) had a significantly greater tendency to be satisfied with Council's delivery of services and facilities.

For a more detailed insight into the statistically significant difference between the various demographic variables, please see Appendix A.

2.3.3 Satisfaction Benchmarks

Table 2.6 below compares the 2010 resident satisfaction scores against those from the 2004 resident survey.

Table 2.6 Satisfaction Benchmarks

Service/Facility (rank order)	Satisfaction	
	2010	2004
Provision of library services	3.78	-
Waste & recycling services	3.70	-
Management of sewer	3.60	-
Provision & maintenance of community centres, libraries & halls	3.55	3.43*
Support to local emergency services	3.54	-
Cleanliness & maintenance of the Shire	3.44	3.67
Provision & maintenance of the Regional Botanic Gardens	3.41	-
Provision & maintenance of sporting grounds	3.41	3.55*
Provision of Tourism Marketing & Visitor Centres	3.40	-
Provision & maintenance of parks & playgrounds	3.40	3.40*
Provision of street lighting	3.37	-
Provision of children services & facilities	3.36	3.09
Management of drinking water	3.34	-
Supporting volunteers	3.27	-
Provision & maintenance of footpaths & cycleways	3.26	2.91
Provision of services & facilities for older people	3.25	3.21
Provision & maintenance of marine infrastructure such as boat ramps	3.25	-
Provision of arts & cultural services & facilities	3.25	-
Land, estuary & creek management	3.25	2.82
Provision of facilities & services for people with a disability	3.18	-
Provision & management of stormwater drainage to limit flooding of properties	3.18	-
Provision & management of stormwater drainage to limit impacts on the environment	3.16	-
Dog & cat control	3.13	3.13
Management of traffic congestion & road safety	3.08	-
Tree preservation in settled areas	3.08	3.23



Management of feral animals & plants	3.06	-
Information on Council services	3.06	3.38
Provision & maintenance of sealed roads	3.02	3.01
Provision & maintenance of public toilets	3.02	2.94*
Management of the development of residential & rural lands	2.96	2.74
Provision of youth services & facilities	2.95	2.66
Provision & maintenance of recreation facilities such as aquatic centres	2.93	-
Supporting businesses & attracting new investment into the Shire	2.90	-
Advice on renewable energy & climate change	2.90	-
Provision & maintenance of unsealed roads	2.82	2.73
Consultation with the community about Council plans & directions	2.72	2.73
Provision of surf lifesaving services & support to volunteer life saving groups	2.66	-

*Note: 2004 mean scores marked * are for 'provision' of services and facilities only as the 2004 survey contained separate questions for 'provision' and 'maintenance'.*

For Council services where resident satisfaction was measured in both 2004 and 2010, improvements greater than 0.2 (statistically significant) were reported for;

- Provision of children services and facilities;
- Provision and maintenance of footpaths and cycle ways;
- Land, estuary and creek management;
- Management of the development of residential and rural lands; and
- Provision of youth services and facilities.

In comparison statistically falls of greater than 0.2 (statistically significant) in satisfaction were reported for:

- Cleanliness and maintenance of the shire
- Information on Council services

2.4 PRIORITISING SERVICES AND FACILITIES

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



2.4.1 Quadrant Analysis

Quadrant analysis is a useful way of simultaneously analysing the stated importance a service holds for residents against their satisfaction with the provision of that service. To do this, mean satisfaction scores are plotted against mean importance scores for each Council service or facility. In order to form the quadrants (or opportunity matrix) that separate higher and lower level priority services combined mean importance and satisfaction scores were calculated for the entire set of 37 Council services and facilities. These scores were: Importance score = 4.30 and Satisfaction score = 3.21. Thus, for example, services or facilities with a mean importance score of less than 4.30 (i.e. a score lower than the overall mean importance score), were classified as having 'lower' importance. Conversely, services or facilities with a mean score above 4.30 were classified as having 'higher' importance. The results of the quadrant analysis are displayed in Graph 2.1 and Table 2.7. Each of the four quadrants has a specific interpretation:

1. The **upper right quadrant** (high importance and high satisfaction) represents current Council service strengths.
2. The **upper left quadrant** (high importance but relatively lower satisfaction) denotes services where satisfaction should be improved.
3. The **lower left quadrant** (relatively lower importance and relatively lower satisfaction) represents lower priority services.
4. The **lower right quadrant** (relatively lower importance and high satisfaction) is often interpreted as representing 'overkill' services where effort exceeds expectations.

The attributes in the upper left quadrant are all candidates for immediate attention. Residents placed a high importance on these attributes but also reported relatively lower satisfaction.

Graph 2.1: Quadrant analysis for all services and facilities (n=404)

Note: S&F = Services and Facilities

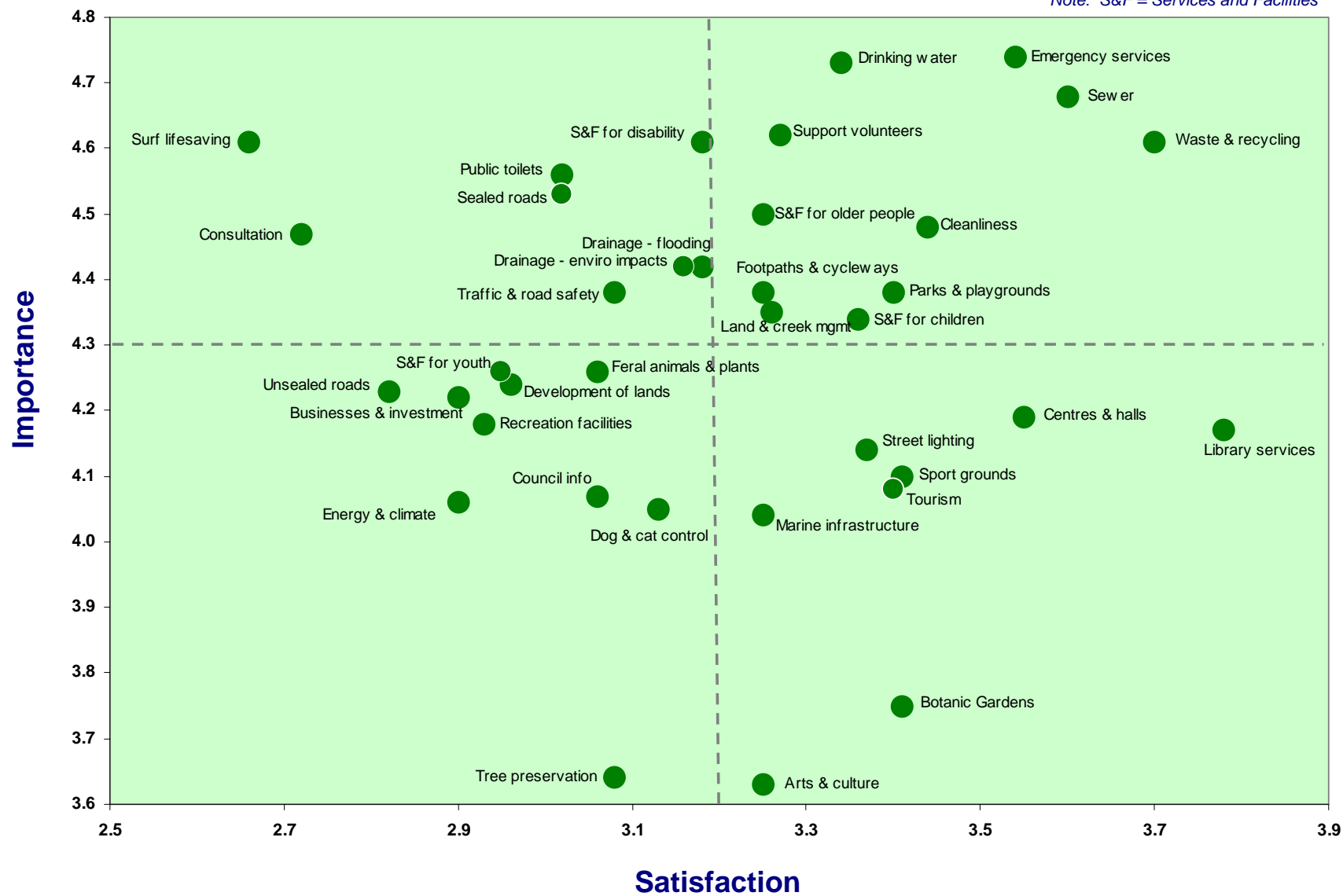




Table 2.7 Opportunities matrix for Council services and facilities (n=404)

2. HIGHER IMPORTANCE		1. HIGHER IMPORTANCE	
LOWER SATISFACTION		HIGHER SATISFACTION	
<ul style="list-style-type: none"> Provision of surf lifesaving services and support to volunteer life saving groups Provision and management of stormwater drainage to limit flooding of properties Provision and management of stormwater drainage to limit impacts on the environment Management of traffic congestion and road safety Provision and maintenance of public toilets Provision and maintenance of sealed roads Provision of facilities and services for people with a disability Consultation with the community about Council plans and directions 		<ul style="list-style-type: none"> Cleanliness and maintenance of the Shire Provision and maintenance of parks and playgrounds Provision of services and facilities for older people Waste and recycling services Provision of children services and facilities Management of drinking water Management of sewer Provision and maintenance of footpaths and cycle ways Land, estuary and creek management Support to local emergency services Supporting volunteers 	
3. LOWER IMPORTANCE		4. LOWER IMPORTANCE	
LOWER SATISFACTION		HIGHER SATISFACTION	
<ul style="list-style-type: none"> Information on Council services Provision and maintenance of recreation facilities such as aquatic centres Tree preservation in settled areas Dog and cat control Advice on renewable energy and climate change Management of feral animals and plants Provision and maintenance of unsealed roads Supporting businesses and attracting new investment into the Shire Management of the development of residential and rural lands Provision of youth services and facilities 		<ul style="list-style-type: none"> Provision and maintenance of community centres, libraries and halls Provision and maintenance of sporting grounds Provision and maintenance of the Regional Botanic Gardens Provision of library services Provision of arts and cultural services and facilities Provision of street lighting Provision and maintenance of marine infrastructure such as boat ramps Provision of Tourism Marketing and Visitor Centres 	

2.4.2 Gap Analysis

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

Consequently, gap analysis was used as the second component in analysing the results. Gap measures were calculated by subtracting the mean satisfaction score from the mean importance score for each attribute. It should be pointed out that if a respondent rated a service or facility's importance, but failed to provide a satisfaction rating i.e. 'Can't say / Don't know' they were excluded from the gap analysis. Usually, *the larger the gap between*



importance and satisfaction, the larger the gap between Council's performance in provision of a service and residents' expectations.

Gap scores are presented in Table 2.8. The table ranks services and facilities from highest gaps to lowest gaps. Those services with a gap score significantly above the mean gap score for all services ($\xi=0.95$) were given top priority (i.e. a rating of 1). These are services that should be addressed by management first as the importance of that service far outweighs the satisfaction that residents have with its provision.

Services with a gap score statistically equal to the mean gap were given second priority (rating of 2) and services with a gap score significantly below the mean gap were given third priority (rating of 3).

Table 2.8 Performance gaps for Council services and facilities (n=404)

Council services & facilities	Performance Gap*	Priority level
Counselling with the community about Council plans and directions	1.625	1
Provision of surf lifesaving services and support to volunteer lifesaving groups	1.758	1
Provision and maintenance of sealed roads	1.488	1
Provision and maintenance of public toilets	1.461	1
Management of drinking water	1.301	1
Supporting volunteers	1.220	1
Management of traffic congestion and road safety	1.252	1
Provision and maintenance of unsealed roads	1.115	1
Management of the development of residential and rural lands	1.091	1
Support to local emergency services	1.060	2
Provision and maintenance of footpaths and cycle ways	1.056	2
Supporting businesses and attracting new investment into the Shire	1.070	2
Provision and management of stormwater drainage to limit flooding of properties	1.056	2
Provision and management of stormwater drainage to limit impacts on the environment	1.050	2
Cleanliness and maintenance of the Shire	1.027	2
Provision of services and facilities for older people	1.033	2
Advice on renewable energy and climate change	1.038	2
Provision of facilities and services for people with a disability	1.015	2
Land, estuary and creek management	0.994	2
Provision of youth services and facilities	0.985	2
Management of feral animals and plants	0.984	2
Provision and maintenance of recreation facilities such as aquatic centres	0.978	2
Management of sewer	0.937	2
Information on Council services	0.929	2
Provision and maintenance of parks and playgrounds	0.908	2



Waste and recycling services	0.902	2
Dog and cat control	0.796	2
Provision of street lighting	0.700	3
Provision and maintenance of marine infrastructure such as boat ramps	0.629	3
Provision and maintenance of sporting grounds	0.525	3
Provision of Tourism Marketing and Visitor Centres	0.598	3
Provision of children services and facilities	0.486	3
Provision and maintenance of community centres, libraries and halls	0.506	3
Tree preservation in settled areas	0.461	3
Provision of library services	0.293	3
Provision of arts and cultural services and facilities	0.183	3
Provision and maintenance of the Regional Botanic Gardens	0.010	3

Table 2.9 outlines the services and facilities that were identified as not meeting resident expectations in either quadrant or gap analysis. Those that were identified in both are perhaps the most pressing issues for Council to address if it wishes to improve overall perceived satisfaction with Council performance.

Table 2.9 Quadrant and Gap analysis summary – Areas that need improving (n=404)

Council services & facilities	Identified as not meeting resident expectations in ...	
	Quadrant Analysis (Higher importance / lower satisfaction)	Gap Analysis (Higher than average gap between importance and satisfaction)
Provision of surf lifesaving services and support to volunteer life saving groups	X	X
Management of traffic congestion and road safety	X	X
Provision and maintenance of public toilets	X	X
Provision and maintenance of sealed roads	X	X
Consultation with the community about Council plans and directions	X	X
Provision and management of stormwater drainage to limit flooding of properties	X	
Provision and management of stormwater drainage to limit impacts on the environment	X	
Provision of facilities and services for people with a disability	X	
Management of drinking water		X
Supporting volunteers		X



Provision and maintenance of unsealed roads		X
Management of the development of residential and rural lands		X

2.5 RESOURCE PRIORITIES

2.5.1 Priorities for Resource Utilisation

Given the reality that Council has finite resources, residents were next asked where they felt that Council should focus those limited resources over the next four years. Residents had the opportunity to nominate up to three areas in which resources could be devoted. The flavour of the responses is shown below in Table 2.10.

It should be noted that a number of the priorities put forward by respondents are not specifically part of Council's role or responsibility. Some are provided by other levels of government or through the community services sector for example. However, this does not detract from Council's role in representing residents and lobbying for such services and facilities on behalf of the local community.

Table 2.10 Priorities for Council Resource Utilisation (n=404)

Council services & facilities		Batemans Bay & surrounds	Moruya & surrounds	Narooma & surrounds
	Overall			
Improve/maintain road infrastructure (incl. lighting, kerbs & guttering)	39.3%	40.3%	38.9%	36.0%
Improve health facilities	22.1%	21.9%	17.0%	32.1%
Youth services, activities & facilities	12.5%	11.0%	13.5%	12.4%
Maintain/increase community parks/beaches/public areas & facilities	12.1%	16.2%	10.5%	3.9%
Aged care and services for older people	11.8%	9.9%	16.2%	9.2%
Environmental & historic site conservation	11.2%	12.5%	9.6%	12.3%
Invest in more recreation facilities/sporting facilities	8.9%	8.0%	8.6%	11.8%
Promote tourism/increase tourism facilities & management	8.9%	13.1%	5.3%	7.15
Encourage business growth & commercial organisations to the area	8.3%	10.7%	7.6%	5.4%
Extend/improve pathways & cycleways	7.8%	8.2%	10.7%	2.0%
Water management / storage	7.4%	6.6%	5.9%	12.0%
Generate more employment/job creation	6.7%	11.1%	3.0%	4.8%
Improve / increase life saving services & beach patrols	6.2%	4.8%	7.2%	8.0%
Improve housing/controlled sustainable housing development	6.1%	4.2%	8.7%	6.1%
Planning for climate change-sustainable development & resource use	6.0%	6.4%	6.3%	5.1%



Improve Council /financial management (reduce internal costs)	5.8%	2.9%	6.9%	10.1%
Improve public transport	5.6%	3.0%	7.2%	8.5%
Improve overall community/emergency services & infrastructure	5.0%	5.0%	4.3%	6.6%
Improving communications with community	4.9%	3.4%	4.8%	8.6%
Improve disability services / facilities	4.3%	3.2%	5.9%	4.4%
Waste management	3.9%	4.1%	1.9%	7.3%
Develop year round aquatic centre	3.0%	6.6%	0.6%	0.0%
Improve education facilities	2.8%	2.4%	1.2%	6.6%
More childcare/playground facilities & young family support	2.7%	2.5%	3.1%	2.5%
Improve library, culture & art facilities	2.3%	1.0%	2.5%	5.1%
Enforce laws in marine parks-marine sustainability	2.1%	0.0%	5.5%	1.0%
Town Planning	1.8%	1.6%	0.0%	5.7%
Increase number of shopping centres	1.8%	1.0%	2.3%	2.9%
Stop increasing rates	1.7%	3.1%	0.6%	1.0%
Reduce difficulty & cost of new developments	1.7%	1.0%	3.0%	0.0%
Support local volunteers	1.3%	0.5%	1.3%	2.0%
Bushfire safe roads / managing bush fire risk	1.0%	2.3%	0.0%	0.0%
Reduce Council CEO and employee salaries	0.9%	1.1%	0.7%	1.0%
Other	8.6%	9.9%	7.5%	8.6%
Cant Say/ No response	30.9%	29.5%	37.0%	22.1%

Note: Total is greater than 100% as multiple responses allowed.

Key results

- When given an unprompted opportunity to suggest where Council should be devoting its resources, two in five residents nominated improving and/or maintaining road infrastructure (including lighting, kerbs and guttering).
- Overall one in four residents indicated that they would like to see more resources used to improve health facilities, although in Narooma and surrounds that proportion rose to 32.1%.
- Meanwhile, it was residents of Moruya and surrounds that were most likely to identify aged care and services for older people as a top priority for Council's resource use.

2.6 IMPORTANCE OF FUTURE PROJECTS

2.6.1 Ranked order for projects affecting the Eurobodalla area

Lastly, residents were presented with six resource funding alternatives and asked to rank them 1 to 6 in order of relative priority. The results are contained in Table 2.11 below.



Table 2.11 Importance placed on future projects (n=404)

Project	Overall Rank Order	Batemans Bay & surrounds	Moruya & surrounds	Narooma & surrounds
Single regional hospital	1st	1st	1st	1st
Upgrade of Kings and Princes Highways	2nd	2nd	2nd	2nd
Expanded tertiary education centre	3rd	3rd	3rd	3rd
Moruya airport development	4th	5th	4th	5th
Regional indoor sporting and aquatic centre	5th	4th	6th	6th
Regional waste management facility	6th	6th	5th	4th

Key results

- Reiterating the results from earlier sections of this survey, residents in all areas of Eurobodalla ranked a single regional hospital as the most important infrastructure project.

There was very little difference in rankings across the three areas, with all placing the upgrade of the Kings and Princes Highways in second and an expanded tertiary centre in third.



3 NON-RESIDENT RATEPAYER SURVEY

This section of the report presents the results of the non-residents survey. Eurobodalla is a popular holiday destination and has a high number of properties in the Shire owned by non-residents. Council determined that it was important to interview these non-resident property-owners, and ratepayers, to understand what their priorities are for the provision of services for the Eurobodalla Shire over the next 20 years.

The non-resident survey was almost identical to the resident survey, with a few additional questions relating to whether these non-resident ratepayers intend to move to the Eurobodalla Shire permanently in the future.

3.1 TELEPHONE SURVEY METHODOLOGY

The survey was conducted on the IRIS Computer-Assisted Telephone Interviewing (CATI) system on the evening of 17th November 2010.

A total of 113 interviews were conducted with non-residents who own property in the Eurobodalla Local Government Area (LGA) and pay rates on that property. To qualify for an interview, respondents had to be aged 18 or older. The survey achieved a completion rate of 65.3% which is considered a very good response for a telephone survey.

3.1.1 Attitude Measurement, Data Analysis and Survey Accuracy

The same attitude measurement and data analysis were used as for the resident telephone survey producing the same survey accuracy. Refer to Section 2.1 for details.



3.2 EUROBODALLA2030

3.2.1 Awareness of the project

To start the survey, non-residents were asked whether they had heard about the *eurobodalla2030* project to develop a long term plan guiding the future of the Eurobodalla Shire. The results are shown below, broken down by area, gender and age.

Table 3.1 Awareness of the *eurobodalla2030* project (n=113)

Variable		% Aware
Total	(n=113)	41.6%
Area	Batemans Bay and Surrounds (n=64)	31.3%
	Moruya and Surrounds (n=31)	48.4%
	Narooma and Surrounds (n=16)	62.5%
Sex	Male (n=57)	45.6%
	Female (n=56)	37.5%
Age	30 to 49 yrs (n=15)	46.7%
	50 to 64 yrs (n=47)	42.6%
	65 yrs + (n=50)	40.0%

Key results

- Around two in five (41.6%) non-resident property owners in Eurobodalla were aware of the *eurobodalla2030* project, which is a similar level of awareness to the residents (42.5%).
- While the sample was quite small, awareness appears to be highest in the Narooma and surrounds area (62.5%).
- Males generally demonstrated a slightly higher level of awareness (45.6%), as did non-residents aged 30-49 years (46.7%).



3.2.2 Visions - Priorities for Eurobodalla

The next few sections of the survey dealt with priorities for Council action. Firstly, non-residents were presented with a series of vision statements for the future of the Eurobodalla area. They were asked to rate the priority they place on each vision statement in relation to any other priorities they may have for the Eurobodalla Shire.

An 11-point scale was employed, where 0 signified it was a 'much lower priority than others' and 10 signified it was a 'much higher priority than other areas'. The results are shown below.

Table 3.2: Visions - Priorities for Eurobodalla (n=113)

Vision Statements	Priority Rating (%)				Mean (Out of 10)
	Can't Say	Low (0- 3)	Med (4- 6)	High (7-10)	
A community that is still friendly, supportive & safe	1.8%	0.0%	4.4%	93.8%	8.78
No Gold Coast style high rise developments	0.0%	5.3%	8.8%	85.8%	8.76
Access to higher level health care available locally	1.8%	0.9%	10.6%	86.7%	8.41
Natural environment retained & protected including land, sea & waterways	0.0%	1.8%	11.5%	86.7%	8.38
Growth & development carefully controlled & planned so that it fits the character of the area & has minimal impact on the environment	0.0%	2.7%	8.8%	88.5%	8.35
Well maintained roads	0.0%	0.9%	8.8%	90.3%	8.34
The relaxed, rural lifestyle, peaceful setting & close knit community retained	0.9%	2.7%	8.0%	88.5%	8.32
Prosperous local economy	2.7%	0.9%	16.8%	79.6%	8.04
More local jobs	6.2%	3.5%	12.4%	77.9%	8.01
Improved services & facilities for older people & youth	4.4%	0.9%	14.2%	80.5%	8.01
Improved facilities for art, culture, leisure & marine (e.g. boating) activities	1.8%	7.1%	25.7%	65.5%	6.96
Improved shopping centres	0.9%	12.4%	39.8%	46.9%	6.21

Key results

- It is the lifestyle qualities that non-residents rate as the greatest priority for the Eurobodalla area, with 93.8% providing a 'high' priority rating (7-10) for the vision of a community that is still friendly, supportive and safe.
- Other top priorities generally revolve around planning and controlled development, as well as the protection of the natural environment.



- A majority of non-residents also placed a relatively high priority on access to higher level health care available locally (86.7%).
- Meanwhile, just as it was with residents, improved shopping facilities was rated as the lowest priority vision for the area with a mean priority score of 6.21 out of 10.

Other priorities suggested by non-residents included:

- We should not be building on waterfronts: should leave this area free
- A quiet environment
- Accountability regarding rate payment and where it is being spent
- Botanical gardens
- Climate change issues and renewable energy be better planned for
- Coast road repaired
- Consistency with protocols
- Council providing the things they promise
- Education - I would like to see more leisure classes stimulating for all ages
- From Moruya down, the coast has been forgotten - more facilities for youth
- Garbage collection
- Improved education standards and effective teaching
- Keep beaches pristine and clean
- Keep the kangaroos
- Keeping the tourist industry low priority
- Keeping waterways clean
- Maintain the rural and country ambience of the area
- More promotion for the area to encourage tourists
- More regular up-keep of Catalina Drive
- More restaurants
- Natural parks
- No green waste tipping
- Restrictions on high rise need to be implemented to enhance beauty of the area
- Services for disability
- Sewer in the South Durras area
- Waste needs to be collected more frequently and on time
- Well maintained open areas
- Beauty of the area needs to be available to all including visitors
- Improved health care - other Batemans Bay area
- Sewerage control to be kept away from the beaches



3.2.3 Issues – Priorities for Key Local Issues

Non-residents were presented with the same list of local issues presented to residents of the telephone survey – see previous section Resident Telephone Survey. The issues were those the community had previously felt were important to improve or change in Eurobodalla Shire by 2030. Using a 0-10 scale, they were again asked to rate the priority they place on each issue in relation to any other priorities they may have for the Eurobodalla Shire.

Table 3.3: Issues - Priorities for Key Local Issues (n=113)

Issues	Priority Rating (%)				Mean (Out of 10)
	Can't Say	Low (0- 3)	Medium (4- 6)	High (7-10)	
Protection of the natural environment from development	0.0%	1.8%	6.2%	92.0%	8.58
Health facilities and services	1.8%	0.9%	5.3%	92.0%	8.44
Standard of local roads and infrastructure	0.0%	1.8%	16.8%	81.4%	7.94
Provision and standard of community services	6.2%	3.5%	18.6%	71.7%	7.63
Youth facilities and services	6.2%	6.2%	23.0%	64.6%	7.27
Standard and availability of public transport	4.4%	8.8%	23.0%	63.7%	7.25
Communications from Council	0.0%	5.3%	28.3%	66.4%	7.11
Provision and standard of recreation facilities	0.0%	4.4%	36.3%	59.3%	6.89
Traffic congestion at peak times	1.8%	15.0%	26.5%	56.6%	6.76
Retail and commercial business	2.7%	12.4%	44.2%	40.7%	5.90

Key results

- Similar to the outcomes in the resident survey, it is the issues of environment, development and health that non-resident's consider of highest priority.
- Nine in ten non-residents gave both protection of the natural environment from development and health facilities and services 'high' priority ratings, resulting in mean scores of 8.58 and 8.44 respectively.
- The standard of local roads and infrastructure also rated highly, with eight in ten non-residents providing a priority score of 7-10.
- Meanwhile, retail and commercial business received the lowest priority rating, with a mean score of 5.90 out of 10.



Other priorities suggested by non-residents included:

- We should not be building on waterfronts: should leave this area free
- Sustainable water supplied
- Street lighting in South Durras - solar lighting
- Security throughout Christmas and New Year
- Reconsider charges for green waste
- Planning design to be monitored and the foreshores need to be taken advantage of
- Peace: quite relaxation
- Not allowing business to stay open too late
- Controlled development away from the foreshores
- Communication with the ratepayer - re zoning
- Better road from Canberra
- Better direction and reasoning re DA's etc
- Beaches protected
- Administration and better communication and advice from Council
- More face to face contact and internally the Council should be more front desk communication
- Highways in the Shire
- Council should have more of a say regarding the style of buildings developed (eg style in-keeping with environment)

3.3 COUNCIL INFRASTRUCTURE AND SERVICES

3.3.1 Services and facilities – Importance

This survey next sought to measure the relative importance residents place on Council services and facilities. For 37 Council services and facilities, non-residents were asked to rate how important they felt each was using a 5-point scale, where 1 meant 'not at all important' and 5 meant 'very important'.

Table 3.4 Services and Facilities - Importance (n=113)

Service/Facility (rank order)	Importance Rating (%)				Mean (Out of 5)
	Can't Say	Low (1-2)	Med (3)	High (4-5)	
Support to local emergency services	2.7%	0.9%	2.7%	93.8%	4.71
Management of drinking water	3.5%	2.7%	5.3%	88.5%	4.58
Waste & recycling services	0.9%	1.8%	5.3%	92.0%	4.54
Management of sewer	2.7%	4.4%	8.0%	85.0%	4.51



Supporting volunteers	4.4%	0.0%	12.4%	83.2%	4.50
Provision & maintenance of public toilets	1.8%	0.0%	11.5%	86.7%	4.50
Provision of surf lifesaving services & support to volunteer life saving groups	2.7%	5.3%	6.2%	85.8%	4.49
Consultation with the community about Council plans & directions	0.9%	2.7%	10.6%	85.8%	4.38
Provision & maintenance of sealed roads	0.0%	0.0%	14.2%	85.8%	4.37
Provision & management of stormwater drainage to limit flooding of properties	4.4%	4.4%	11.5%	79.6%	4.35
Cleanliness & maintenance of the Shire	0.9%	0.9%	13.3%	85.0%	4.35
Land, estuary & creek management	4.4%	3.5%	9.7%	82.3%	4.34
Provision of services & facilities for older people	6.2%	6.2%	8.0%	79.6%	4.33
Provision of facilities & services for people with a disability	16.8%	2.7%	8.8%	71.7%	4.33
Management of the development of residential & rural lands	6.2%	2.7%	8.8%	82.3%	4.32
Provision & management of stormwater drainage to limit impacts on environment	6.2%	4.4%	10.6%	78.8%	4.31
Management of traffic congestion & road safety	3.5%	4.4%	17.7%	74.3%	4.19
Provision of street lighting	1.8%	7.1%	15.0%	76.1%	4.14
Provision & maintenance of footpaths & cycleways	1.8%	5.3%	21.2%	71.7%	4.14
Provision & maintenance of parks & playgrounds	1.8%	4.4%	16.8%	77.0%	4.13
Management of feral animals & plants	5.3%	6.2%	16.8%	71.7%	4.11
Provision & maintenance of unsealed roads	9.7%	4.4%	16.8%	69.0%	4.08
Provision of Tourism Marketing & Visitor Centres	2.7%	4.4%	24.8%	68.1%	4.06
Provision & maintenance of marine infrastructure such as boat ramps	4.4%	9.7%	15.9%	69.9%	4.04
Dog & cat control	1.8%	10.6%	18.6%	69.0%	4.00
Provision of youth services & facilities	15.0%	7.1%	15.9%	61.9%	4.00
Provision of children services & facilities	21.2%	8.8%	13.3%	56.6%	3.98
Supporting businesses & attracting new investment into the Shire	5.3%	7.1%	21.2%	66.4%	3.97
Information on Council services	2.7%	9.7%	22.1%	65.5%	3.94
Provision & maintenance of the Regional Botanic Gardens	5.3%	8.8%	23.0%	62.8%	3.91
Tree preservation in settled areas	2.7%	9.7%	23.0%	64.6%	3.90
Provision of library services	12.4%	8.8%	21.2%	57.5%	3.89
Advice on renewable energy & climate change	7.1%	15.0%	16.8%	61.1%	3.80
Provision & maintenance of community centres, libraries & halls	9.7%	13.3%	22.1%	54.9%	3.77
Provision of arts & cultural services & facilities	7.1%	15.0%	26.5%	51.3%	3.64
Provision & maintenance of sporting grounds	8.8%	15.0%	27.4%	48.7%	3.50
Provision & maintenance of recreation facilities such as aquatic centres	9.7%	19.5%	22.1%	48.7%	3.46

Key results

- Much like was the case in the resident's survey, it was emergency services and basic services and utilities that non-resident's placed greatest importance on.
- With 93.8% of non-residents providing a 'high' score of 4-5, support to local emergency services was the highest ranked Council service in terms of importance. It attained a mean importance score of 4.71 out of 5.



- Traditional Council services such as management of drinking water (4.58), waste and recycling services (4.54) and management of sewers (4.51) also ranked highly with non-residents relative to other services and facilities.
- Less 'critical' services and facilities such as recreation facilities (3.46), sporting grounds (3.50), arts and culture (3.64) and community centres, libraries and halls (3.77) were all viewed as less important in the overall scheme of things.

3.3.2 Services and facilities – Satisfaction

Non-residents were then asked to rate how satisfied they were with Council's delivery of each of those 37 services and facilities. A 5-point scale was again used, where 1 meant 'very dissatisfied' and 5 meant 'very satisfied'.

Table 3.5 Services and Facilities – Satisfaction (n=113)

Service/Facility (rank order)	Satisfaction Rating (%)				Mean (Out of 5)
	Can't Say	Low (1-2)	Med (3)	High (4-5)	
Cleanliness & maintenance of the Shire	4.4%	5.3%	20.4%	69.9%	3.86
Management of sewer	8.8%	9.7%	20.4%	61.1%	3.78
Management of drinking water	13.3%	10.6%	19.5%	56.6%	3.77
Support to local emergency services	28.3%	5.3%	21.2%	45.1%	3.70
Provision & maintenance of community centres, libraries & halls	33.6%	3.5%	23.9%	38.9%	3.69
Waste & recycling services	6.2%	16.8%	19.5%	57.5%	3.69
Provision of Tourism Marketing & Visitor Centres	15.9%	4.4%	32.7%	46.9%	3.68
Provision & maintenance of the Regional Botanic Gardens	27.4%	5.3%	29.2%	38.1%	3.68
Provision & maintenance of sporting grounds	31.0%	3.5%	23.9%	41.6%	3.68
Provision & maintenance of parks & playgrounds	8.8%	4.4%	34.5%	52.2%	3.67
Provision of children services & facilities	59.3%	2.7%	15.0%	23.0%	3.65
Supporting volunteers	37.2%	2.7%	27.4%	32.7%	3.65
Provision of library services	38.1%	2.7%	26.5%	32.7%	3.60
Provision & management of stormwater drainage to limit impacts on the environment	23.9%	10.6%	23.0%	42.5%	3.59
Provision & maintenance of sealed roads	8.0%	7.1%	38.1%	46.9%	3.56
Provision of services & facilities for older people	30.1%	8.8%	25.7%	35.4%	3.53
Provision of facilities & services for people with a disability	52.2%	5.3%	19.5%	23.0%	3.50
Provision & maintenance of footpaths & cycleways	12.4%	8.8%	38.9%	39.8%	3.48
Provision & maintenance of public toilets	12.4%	14.2%	28.3%	45.1%	3.46
Provision & management of stormwater drainage to limit flooding of properties	19.5%	15.0%	24.8%	40.7%	3.43
Provision of street lighting	9.7%	14.2%	39.8%	36.3%	3.42
Provision & maintenance of marine infrastructure such as boat ramps	18.6%	8.0%	40.7%	32.7%	3.41
Provision of surf lifesaving services & support to volunteer life saving groups	21.2%	14.2%	30.1%	34.5%	3.39



Provision of arts & cultural services & facilities	28.3%	7.1%	38.9%	25.7%	3.35
Management of traffic congestion & road safety	11.5%	12.4%	38.9%	37.2%	3.34
Management of feral animals & plants	23.0%	11.5%	33.6%	31.9%	3.33
Tree preservation in settled areas	10.6%	19.5%	31.0%	38.9%	3.33
Provision of youth services & facilities	49.6%	8.8%	23.0%	18.6%	3.32
Provision & maintenance of unsealed roads	27.4%	10.6%	33.6%	28.3%	3.30
Information on Council services	7.1%	21.2%	28.3%	43.4%	3.28
Supporting businesses & attracting new investment into the Shire	29.2%	12.4%	34.5%	23.9%	3.25
Provision & maintenance of recreation facilities such as aquatic centres	38.1%	9.7%	30.1%	22.1%	3.24
Land, estuary & creek management	20.4%	12.4%	36.3%	31.0%	3.21
Management of the development of residential & rural lands	17.7%	16.8%	36.3%	29.2%	3.19
Dog & cat control	20.4%	21.2%	31.0%	27.4%	3.17
Advice on renewable energy & climate change	28.3%	16.8%	30.1%	24.8%	3.16
Consultation with the community about Council plans & directions	10.6%	20.4%	38.1%	31.0%	3.11

Key results

- Encouragingly, it was the services that non-residents rated as most important that non-residents were most satisfied.
- Cleanliness and maintenance of the Shire topped the list with more than two thirds of non-residents satisfied, resulting in a mean of 3.86 out of 5.
- Management of sewers and management of drinking water followed with mean satisfaction scores of 3.78 and 3.77 respectively, while support to local emergency services attained a mean of 3.70.
- However, while 85.8% of non-residents considered consultation with the community about Council plans and directions to be 'highly' important, only 31.0% were satisfied with this aspect of Council's services. It was the lowest ranked in terms of satisfaction with a mean of 3.11.
- Other services to rate lowly included Advice on renewable energy and climate change (3.16), dog and cat control (3.17) and management of the development of residential and rural lands (3.19).

3.3.3 Satisfaction Benchmarks

Table 3.6 below compares the 2010 non-resident satisfaction scores against those from the 2004 non-resident survey and the 2010 resident survey.



Table 3.6 Satisfaction Benchmarks (n=113, n=374, n=404 respectively)

Service/Facility (rank order)	Satisfaction		
	Non - resident		Resident
	2010	2004	2010
Cleanliness & maintenance of the Shire	3.86	3.82	3.44
Management of sewer	3.78	-	3.60
Management of drinking water	3.77	-	3.34
Support to local emergency services	3.70	-	3.54
Waste & recycling services	3.69	-	3.70
Provision & maintenance of community centres & halls	3.69	3.19*	3.55
Provision of Tourism Marketing & Visitor Centres	3.68	-	3.40
Provision & maintenance of the Regional Botanic Gardens	3.68	-	3.41
Provision & maintenance of sporting grounds	3.68	3.37*	3.41
Provision & maintenance of parks & playgrounds	3.67	3.58*	3.40
Supporting volunteers	3.65	-	3.27
Provision of children services & facilities	3.65	3.13	3.36
Provision of library services	3.60	-	3.78
Provision & management of stormwater drainage to limit impacts on the environment	3.59	-	3.16
Provision & maintenance of sealed roads	3.56	3.37	3.02
Provision of services & facilities for older people	3.53	3.12	3.25
Provision of facilities & services for people with a disability	3.50	-	3.18
Provision & maintenance of footpaths & cycleways	3.48	3.18	3.26
Provision & maintenance of public toilets	3.46	3.15*	3.02
Provision & management of stormwater drainage to limit flooding of properties	3.43	-	3.18
Provision of street lighting	3.42	-	3.37
Provision & maintenance of marine infrastructure such as boat ramps	3.41	-	3.25
Provision of surf lifesaving services & support to volunteer life saving groups	3.39	-	2.66
Provision of arts & cultural services & facilities	3.35	-	3.25
Management of traffic congestion & road safety	3.34	-	3.08
Management of feral animals & plants	3.33	-	3.06
Tree preservation in settled areas	3.33	3.28	3.08
Provision of youth services & facilities	3.32	2.96	2.95
Provision & maintenance of unsealed roads	3.30	2.96	2.82
Information on Council services	3.28	3.29	3.06
Supporting businesses & attracting new investment into the Shire	3.25	-	2.90
Provision & maintenance of recreation facilities such as aquatic centres	3.24	-	2.93
Land, estuary & creek management	3.21	3.01	3.25
Management of the development of residential & rural lands	3.19	2.91	2.96
Dog & cat control	3.17	3.12	3.13
Advice on renewable energy & climate change	3.16	-	2.90
Consultation with the community about Council plans & directions	3.11	3.08	2.72

*Note: 2004 mean scores marked * are for 'provision' of services and facilities only as the 2004 survey contained separate questions for 'provision' and 'maintenance'.*



For Council services where non-resident satisfaction was measured in both 2004 and 2010, improvements greater than 0.2 (statistically significant) were reported for;

- Provision and maintenance of community centres, libraries and halls;
- Provision and maintenance of sporting grounds;
- Provision of children services and facilities;
- Provision and maintenance of sealed roads;
- Provision of services and facilities for older people;
- Provision and maintenance of footpaths and cycle ways;
- Provision and maintenance of public toilets;
- Provision of youth services and facilities;
- Provision and maintenance unsealed roads;
- Land, estuary and creek management; and
- Management of the development of residential and rural lands

Overall non-residents reported a higher level of satisfaction than residents for all services measured apart from provision of libraries and land, estuary and creek management.

3.4 PRIORITISING SERVICES AND FACILITIES

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

3.4.1 Quadrant Analysis

Quadrant analysis is a useful way of simultaneously analysing the stated importance a service holds for residents against their satisfaction with the provision of that service. The same method was used for the Resident survey - refer to Section 2.4.1 for details on how this is done. The results of the quadrant analysis are displayed in Graph 3.1 and Table 3.7.

The attributes in the upper left quadrant are all candidates for immediate attention. Non-residents placed a high importance on these attributes but also reported relatively lower satisfaction.

Graph 3.1: Quadrant analysis for all services and facilities (n=113)





Table 3.7 Opportunities matrix for Council services and facilities (n=113)

2. HIGHER IMPORTANCE LOWER SATISFACTION	1. HIGHER IMPORTANCE HIGHER SATISFACTION
<ul style="list-style-type: none"> Provision and maintenance of public toilets Provision of surf lifesaving services and support to volunteer life saving groups Consultation with the community about Council plans and directions Provision and management of stormwater drainage to limit flooding of properties Land, estuary and creek management Management of the development of residential and rural lands Management of traffic congestion and road safety 	<ul style="list-style-type: none"> Support to local emergency services Management of drinking water Waste and recycling services Management of sewer Supporting volunteers Provision and maintenance of sealed roads Cleanliness and maintenance of the Shire Provision of services and facilities for older people Provision of facilities and services for people with a disability Provision and management of stormwater drainage to limit impacts on the environment
3. LOWER IMPORTANCE LOWER SATISFACTION	4. LOWER IMPORTANCE HIGHER SATISFACTION
<ul style="list-style-type: none"> Provision of street lighting Management of feral animals and plants Provision and maintenance of unsealed roads Provision and maintenance of marine infrastructure such as boat ramps Provision of youth services and facilities Dog and cat control Supporting businesses and attracting new investment into the Shire Information on Council services Tree preservation in settled areas Advice on renewable energy and climate change Provision of arts and cultural services and facilities Provision and maintenance of recreation facilities such as aquatic centres 	<ul style="list-style-type: none"> Provision and maintenance of footpaths and cycleways Provision and maintenance of parks and playgrounds Provision of Tourism Marketing and Visitor Centres Provision of children services and facilities Provision and maintenance of the Regional Botanic Gardens Provision of library services Provision and maintenance of community centres, libraries and halls Provision and maintenance of sporting grounds

3.4.2 Gap Analysis

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

Consequently, gap analysis was used as the second component in analysing the results. Gap analysis was also used in the Resident survey – refer to Section 2.4.2 for details of how this is done.



Usually, *the larger the gap between importance and satisfaction, the larger the gap between Council's performance in provision of a service and residents' expectations.*

Gap scores are presented in Table 3.8. The table ranks services and facilities from highest gaps to lowest gaps. Those services with a gap score significantly above the mean gap score for all services ($\xi=0.72$) were given top priority (i.e. a rating of 1). These are services that should be addressed by management first as the importance of that service far outweighs the satisfaction that residents have with its provision.

Services with a gap score statistically equal to the mean gap were given second priority (rating of 2) and services with a gap score significantly below the mean gap were given third priority (rating of 3).

Table 3.8 Performance gaps for Council services and facilities (n=113)

Council services & facilities	Performance Gap*	Priority level
Consultation with the community about Council plans and directions	1.2772	1
Provision of surf lifesaving services and support to volunteer life saving groups	1.1348	1
Land, estuary and creek management	1.1000	1
Management of the development of residential and rural lands	1.0753	1
Provision and maintenance of public toilets	1.0202	1
Support to local emergency services	0.9877	1
Provision and management of stormwater drainage to limit flooding of properties	0.9451	2
Supporting volunteers	0.9014	2
Dog and cat control	0.8889	2
Management of traffic congestion and road safety	0.8500	2
Waste and recycling services	0.8302	2
Provision and maintenance of unsealed roads	0.8293	2
Management of drinking water	0.8163	2
Provision of facilities and services for people with a disability	0.7963	2
Provision and maintenance of sealed roads	0.7885	2
Management of feral animals and plants	0.7816	2
Provision of street lighting	0.7549	2
Management of sewer	0.7476	2
Provision and maintenance of footpaths and cycleways	0.7374	2
Provision and maintenance of marine infrastructure such as boat ramps	0.7283	2
Supporting businesses and attracting new investment into the Shire	0.7250	2
Provision of services and facilities for older people	0.7215	2
Provision and management of stormwater drainage to limit impacts on the environment	0.7059	2
Advice on renewable energy and climate change	0.7037	2
Provision of youth services and facilities	0.6491	2



Information on Council services	0.6381	2
Tree preservation in settled areas	0.5842	2
Cleanliness and maintenance of the Shire	0.4815	3
Provision and maintenance of parks and playgrounds	0.4660	3
Provision of Tourism Marketing and Visitor Centres	0.3789	3
Provision and maintenance of recreation facilities such as aquatic centres	0.3429	3
Provision of arts and cultural services and facilities	0.3333	3
Provision and maintenance of the Regional Botanic Gardens	0.2927	3
Provision of library services	0.2899	3
Provision and maintenance of community centres, libraries and halls	0.2000	3
Provision of children services and facilities	0.1957	3
Provision and maintenance of sporting grounds	-0.0641	3

Table 3.9 outlines the services and facilities that were identified as not meeting non-resident expectations in either quadrant or gap analysis. Those that were identified in both are perhaps the most pressing issues for Council to address if it wishes to improve overall perceived satisfaction with Council performance.

The services and facilities that non-residents and residents identified as the most pressing issues were:

- Provision of lifesaving services and support to volunteer life saving groups
- Provision and maintenance of public toilets
- Consultation to the community about Council plans and directions
- Provision and management of stormwater drainage to limit flooding of properties
- Management of traffic congestion and road safety
- Management of the development of residential and rural lands



Table 3.9 Quadrant and Gap analysis summary – Areas that need improving (n=113)

Council services & facilities	Identified as not meeting resident expectations in ...	
	Quadrant Analysis (Higher importance / lower satisfaction)	Gap Analysis (Higher than average gap between importance and satisfaction)
Consultation with the community about Council plans and directions	X	X
Provision of surf lifesaving services and support to volunteer life saving groups	X	X
Land, estuary and creek management	X	X
Management of the development of residential and rural lands	X	X
Provision and maintenance of public toilets	X	X
Support to local emergency services	X	X
Provision and management of stormwater drainage to limit flooding of properties	X	
Management of traffic congestion and road safety	X	

3.5 RESOURCE PRIORITIES

3.5.1 Priorities for Resource Utilisation

Given the reality that Council has finite resources, non-residents were also asked where they felt that Council should focus those limited resources over the next four years. The opportunity was given to nominate up to three areas in which resources could be devoted. A summary of the responses is shown below in Table 3.10.

It should be noted that a number of the priorities put forward by respondents are not specifically part of Council's role or responsibility. Some are provided by other levels of government or through the community services sector for example. However, this does not detract from Council's role in representing non-resident ratepayers and lobbying for such services and facilities on behalf of the local community.



Table 3.10 Priorities for Council Resource Utilisation (n=113)

Council services & facilities	% of Sample
Better road infrastructure/traffic management	25.7%
Environmental protection & sustainable living	23.0%
Improve health services & facilities	23.0%
Protect beaches, waterways & foreshores	17.7%
Controlled sustainable housing development	17.7%
Better sewerage/water/gas services	9.7%
Promote tourism/increase tourism facilities & management	8.8%
Encourage business growth (including more shops)	8.8%
Extend/improve pathways, cycleways & gutters	8.0%
Improve library, culture & art facilities	7.1%
Improve / increase life saving services & beach patrols	6.2%
Youth services, activities & facilities	5.3%
More/better maintained parks and recreational facilities	5.3%
Better long-term planning	4.4%
Better waste/garbage/recycling services	4.4%
Better consultation and information from Council	3.5%
Cheaper rates and utility bills	3.5%
Improve Council management/ financial management reducing internal costs	3.5%
Improve bushfire prevention	2.7%
Improve overall community services	2.7%
That Eurobodalla will stay the same	2.7%
Other	15.9%
Non response	41.6%

Note: Total is greater than 100% as multiple responses allowed.

Key results

- The results of the resident survey are supported by the results of this question, with similar themes emerging as the key resource priorities for non-residents.
- A quarter of those surveyed (25.7%) identified road infrastructure and traffic management as a chief candidate for resource allocation, while environmental protection and sustainable living and improved health services and facilities were each suggested by 23.0% of non-residents.



3.6 IMPORTANCE OF FUTURE PROJECTS

3.6.1 Ranked order for projects affecting the Eurobodalla area

As in the resident survey, non-residents were presented with six resource funding alternatives and asked to rank them 1 to 6 in order of relative priority. Table 3.11 contains the results.

Table 3.11 Importance placed on future projects (n=113)

Project	Overall Rank Order	Batemans Bay & surrounds	Moruya & surrounds	Narooma & surrounds
Single regional hospital	1	1	1	1
Upgrade of Kings & Princes Highways	2	2	2	2
Expanded tertiary education centre	3	3	4	3
Regional waste management facility	4	4	3	4
Moruya airport development	5	5	5	5
Regional indoor sporting & aquatic centre	6	6	6	6

Key results

- Non-residents with properties in different areas of the Eurobodalla Shire had very consistent infrastructure priorities.
- All areas rated a single regional hospital as the number one priority project, followed by the upgrade of the Kings and Princes Highways.
- Meanwhile, non-residents from all areas considered a regional indoor sporting and aquatic centre as the lowest infrastructure priority, relative to the other five options.

3.7 CONNECTION TO EUROBODALLA

3.7.1 Intention to Live in Eurobodalla Shire

To end the survey, non-residents were asked whether they are likely to live permanently in the Eurobodalla Shire sometime in the future. Those that felt they were likely to move into the area were then asked how soon they intend to make the transition. The results are shown below.



Table 3.12 Likeliness to Move to Eurobodalla (n=113)

Variable	% Sample	% Subsample
Yes	32.7%	
In next 12 months		8.1%
In 2-3 years		24.3%
In 4-5 years		29.7%
In 6-10 years		21.6%
In over 10 years		10.8%
Don't Know		5.4%
No	46.9%	
Don't Know	20.4%	

Key results

- Of the non-resident ratepayers surveyed, a third (32.7%) indicated that they intend to move permanently to the Eurobodalla Shire.
 - This is down from the 47.1% of non-resident ratepayers that intended to move to the Shire during the last survey in 2004.
- Of these, 8.1% believe that they move permanently to the area within the next 12 months, while overall nearly two thirds (62.1%) suggested that would move within the next five years.
- Nearly half (46.9%) of the respondents do not intend to permanently move to the Eurobodalla Shire and 20.4% are undecided.



4 FOCUS GROUPS

This section provides summaries from the discussions held by residents in the fifteen (15) focus groups. Each summary opens with a brief description of the focus group's responses, then provides an overview of the data collected and key results.

4.1 FOCUS GROUP METHODOLOGY

4.1.1 Recruitment

Council expressed a desire to hold fifteen (15) focus groups with residents from the northern, central and southern areas of the Shire. Council also expressed a desire to provide opportunities for 'hard to reach' groups to participate, particularly young people and the local Aboriginal community.

To enable themes to be addressed in some detail by residents in the northern, central and southern areas, focus groups based on Social, Economic and Environment themes were held in Batemans Bay, Moruya and Narooma, with Civic Leadership covered in all groups. Focus groups for young people and the local Aboriginal community were also held in Batemans Bay, Moruya and Narooma.

Recruitment targets were set at twenty people for each of the groups with the expectation, based on recruiting experience, that a number would not attend on the day. Participants were randomly recruited from the *Resident Telephone Survey 2010* respondents who indicated that they would be interested in participating in future discussions. The focus group recruitment phase was conducted using the IRIS Research computer-aided telephone interviewing (CATI) facility.

The central area focus group for young people was held at Caroll College during school hours and recruitment was undertaken by the school with representatives from Years 7 to 11. The Aboriginal Community focus groups were recruited through the local Aboriginal Land Councils located in Batemans Bay, Moruya and Narooma.

Targets established for the recruitment included equal male/female representation and equal representation between north, central and south. There were no explicit targets set for ages of participants except for the youth focus groups targeting 12 – 18 year olds at the group held at Caroll College and 16 – 24 year olds at the Batemans Bay and Narooma groups.



Table 4.1 displays the final attendance numbers achieved for each group and Table 5.2 shows the percentage (of total participant) representation for each of the 'target' groups.

Table 4.1 Focus Group Attendance

Group	Male	Female	Total
Batemans Bay			
Youth 16-24 years	1	4	5
Aboriginal Community	4	4	8
Social	3	5	8
Economic	2	4	6
Environment	3	4	7
Moruya			
Youth 12-18 years (high school)	5	11	16
Aboriginal Community	2	2	4
Social	3	4	7
Economic	2	4	6
Environment	2	3	5
Narooma			
Youth 16-24 years	0	3	3
Aboriginal Community	2	1	3
Social	6	2	8
Economic	2	2	4
Environment	5	3	8
TOTAL	42	56	98

Table 4.2 Focus Group Percentage Attendance by Target Group

Target Group	% of total
Female	57.1
Male	42.9
Young people	24.5
Aboriginal	15.3
Social	23.5
Economic	16.3
Environment	20.4
North (Batemans Bay)	34.7
Central (Moruya)	38.8
South (Narooma)	26.5

The relatively poor attendances in some groups afforded participants the opportunity to discuss the topic in more detail and this proved valuable to the outcomes.



4.1.2 Group Format

The focus groups ran for 90 minutes each to elicit as much relevant information as possible in the time available. All groups followed the same agenda. Table 4.3 outlines the basic format of the agenda. The agenda was designed to keep discussion and debate focused on the key issues requiring further investigation. It provided participants the opportunity to record their individual ideas and thoughts whilst also allowing an open and frank discussion between participants during group exercises.

Table 4.3 Example Focus Group Agenda

PRESENTATION SESSION (APPROX. 20MINS)

General introduction & outline of the focus group proceedings

Background to planning process and the CSP *eurobodalla2030*

Icebreaker – introduction of participants

Presentation: Planning themes; Council role in service delivery to achieve plan and capacity to deliver; 2005 + 2010 (community survey) values; and, 2010 (telephone survey) priority vision statements

FOCUS ON THE SHIRE – ISSUES (APPROX. 20MINS)

Discuss values & vision statements

Discuss and prioritise known key [social/economic/environmental] issues

FOCUS ON EUROBODALLA2030 (APPROX. 30MINS)

Draft objectives or provide key words for objectives for [social/economic/environmental]

Identify strategies for objectives

CIVIC LEADERSHIP – COUNCIL (APPROX. 20MINS)

Consideration of Council's role and capacity to deliver

Identify minimum level service delivery by Council

The agenda was modified for the youth and Aboriginal community focus groups to allow for discussion of social, economic and environment issues and objectives, but covering all three themes did not provide time for participants to consider the last session on Civic Leadership and Council's role and service delivery levels. In these groups, drafting of objectives and strategies was based on any issues of concern to the participants in the group regardless of



the theme. All of the focus groups ran to time except one which ran approximately 30 minutes longer.

4.2 KEY RESULTS FROM FOCUS GROUPS

This section provides summaries of the discussions held in the fifteen focus groups around the three key topics. The three key topics were:

- 1 Values and Visions for 2030; Issues
- 2 Objectives and Strategies
- 3 Council service levels

Information from the youth and Aboriginal community focus groups on 'issues' has been reported separately as issues relating specifically to these population groups were raised. All other information from these groups has been combined with the results of the other focus groups.

4.2.1 Values and Visions for 2030

To commence the discussions, participants were presented with a list of what the community said it valued about Eurobodalla. The list was drawn from community surveys undertaken in 2005 and the community survey undertaken by Council in September/October 2010. Refer Table B.1 in Appendix B for the list presented to participants. Participants were asked to discuss and comment on these values.

VALUES

Participants generally expressed their support for most of the values listed, with many discussing the characteristics and features of Eurobodalla they valued personally. Most frequently mentioned were the **beaches** for recreation, fishing and social gatherings and the beauty and tranquillity of the **natural environment**. Others spoke about how they valued living in a **small town** where **people are friendly** and **look out for each other** and feeling **safe and secure**.

On the other hand, there were some participants who stated they did feel the same about some of the values.

Some stated they did not value **employment options** in Eurobodalla because they were limited. Participants spoke of it being harder to find jobs in smaller towns; high rates of unemployment with many forced to move elsewhere to find work; limited full time jobs; few permanent jobs, with many only seasonal and casual in the tourist periods. Many young



people spoke of their plans to move away to get a career and work, only planning to return when they retire.

"I move away for winter then come back for summer. Without experience it's hard to get a job when you're over 18."

"Unless you are qualified, with a trade or similar, there isn't much out there."

"It's even harder for Aboriginal people. Local businesses don't hire Kooris."

In conjunction with employment issues, some participants questioned local **education and training choices**, stating that tertiary training is limited and courses are not happening regularly enough. Others raised issues with the cost of training and limited public transport.

"Without a car it's impossible to get to TAFE or Uni. Choices are there however don't have the infrastructure to enable the access to the training areas."

"There is limited tertiary education. Can't access a lot of resources and can't travel for excursions."

"Need better access to education facilities."

Some participants asked what was meant by **European heritage**, questioning whether Eurobodalla had any. Some considered there was no or little European heritage. Many stated they did not feel this was something they valued about Eurobodalla.

"European heritage isn't significant. Maybe for a tourism area but it's not really something we value here."

"Yes we value the Aboriginal heritage but not the European heritage."

For some the emergence of the Marine Park and fishing restrictions has made them question the value of **fishing and boating**.

"I value fishing but we aren't allowed to anymore. \$500 fine for fishing and didn't even catch anything. Not enough fishing and boating due to the marine park and the regulations."

"Fishing restrictions make it hard to practice our [Aboriginal] culture."

In contrast to many of the participants who did value the feeling of living in a safe community, some participants felt their perception of Eurobodalla being a **safe community** was diminishing.



"Don't feel as safe as I use to. Young people leaving the pubs late at night, up our roads, drunk and loud, swearing. My letterbox was smashed. I don't feel safe."

"There are safe areas within the community and you need to stick to those."

"I value safety but we don't have it as much as what it was."

Several participants raised other things they valued about living in Eurobodalla. One stated they valued the area as it promoted **close family ties**, with all living near each other and they regularly had the opportunity to get together. Several mentioned they valued the **forests** as well as the bush and beach. Several Aboriginal community participants mentioned that they valued looking after their own country.

"I value the custodianship of the land - looking after your own country. Being involved in and part of the whole environment. We are part of the land and we are carers. I value this."

VISION STATEMENTS

Overall, many participants expressed the view that the vision statements were very 'motherhood' and that it would be hard pressed to argue against any.

Some, however, did not agree with some of the vision statements. Some participants did not fully agree with the vision of **No Gold Coast style high rise developments**, stating that they would like to see development occurring in the key towns so that it would draw investment into shopping centres and the business community. Younger participants in particular appeared to be more receptive to some well positioned high rise development to cater to population growth which they welcomed.

"How can we have a prosperous economy and more employment without expanding the residential areas?"

"I would love Eurobodalla to have a place like Mooloolaba with its high rise and all the shops and entertainment. It would be great."

Some participants seemed perplexed about the meaning of the vision statement about **improved shopping centres** stating that they hoped this vision wasn't a vision for bigger malls and larger retail complexes at the expense of the smaller country style, locally owned shops which they valued highly.

For most of the Aboriginal community participants, their vision for Eurobodalla included **reconciliation** with parity, respect, understanding and appreciation between the Indigenous



and the non-Indigenous communities and access to their traditional environments to *practice their traditional culture*.

Other vision statements include improved **library facilities**, open, honest and transparent **communication** between Council and rate payers, a community with sustainable **water and energy supply and waste management**, including sewerage.

Some mentioned the need for a vision for the community that involved **embracing and providing for population growth** (across the full age not just retirees) whilst becoming a fully **self-sustaining, environmentally friendly** community by the year 2030.

"Be leaders and be the first to be a fully economically, environmentally and socially sustainable community."

4.2.2 Key Issues

Participants were presented with a list of key issues relating to the theme being discussed – the issues being drawn from the 10 key issues residents in the telephone survey were asked to rank. They were asked to discuss and comment on the issues and add to the list. Participants were then provided with (N/3) red dots to mark those they individually considered of greatest need to address.

This exercise provided the ability to cross-reference between focus groups and come up with a single prioritised list of issues for each of the themes. The analysis involved classifying issues as high, medium, low or other ('other' being issues mentioned during discussions in one group only but receiving no/least red dots).

It should be noted that participants considered all the key issues to be of importance. The rating exercise was used only to prioritise one issue over another with the 'high' rating indicating the most important issues to address.

The youth and Aboriginal focus groups were given the key issues for all themes and were asked to add to the list. The youth groups had time to prioritise the list and the results are included in the overall priorities, however, the Aboriginal groups did not. A summary of the key issues for the youth and Aboriginal community groups follows the analysis from the other focus groups.

The following are the issues rated by participants across the groups as high priority for each of the themes – economic, environmental and social. Refer to Table B.3, Appendix B for the complete listing of issues rated high, medium, low and other by themes.



Economic Issues – Highest priority

- Employment/unemployment: provision of full time jobs; lack of advanced jobs; lack of consistent/secure jobs; more local jobs needed
- Tourism issues: Tourism unfriendly; bureaucracy - acts/laws; National Parks vs recreational areas; McDonalds being 1st thing that tourists see; location of tourist information centre (in library); lack of other tourist activities eg heritage tourism.
- Economically reliant on one industry for only small period of year: tourism base for only part of year; better spread of business activity rather than just summer; few alternative key business/industry
- Size, composition and distribution of population: fragmented communities / populations; population is too small to support the full range of shops; retiree age groups with median age too high to stimulate economy
- Traffic, parking, pedestrian flow: congestion at peak times; traffic flow issues; limited parking; easier to go elsewhere; user friendly for cafes but where do you walk; no specific parking for caravans; better pedestrian access – footpaths etc
- Standard of local roads and infrastructure: lack of good basic infrastructure for health, education and so on; bureaucracy, planning not providing resources / built environment to cater to population growth

Environmental Issues – Highest priority

- Protection of the natural environment from development: appropriate regulation of the built environment distribution and size of population; impact of housing development on rural; impact of infrastructure to resource growing population
- Water supply/management: balance between water catchment (size) and other uses (zoning of catchment areas); water storage/recycling

Social Issues – Highest priority

- Health facilities and services: lack of local specialists; poor standard of local emergency care; long delays to get appointments with local GPs and dentists; no single regional hospital; minimal auxiliary health services available
- Limited public transport: not enough buses; not enough times; availability at night and weekends



- Limited tertiary educational course options: poor access (public transport)
- Overpopulation/growth without adequate planning and resourcing; uncontrolled development; need growth but not at the expense of what we value and enjoy about Eurobodalla

Key results

- The economic issue considered by most participants to be the key issue in Eurobodalla was unemployment/employment with participants raising concerns about the lack of permanent secure jobs; lack of job opportunities (minimal range of jobs); predominance of casual part-time irregular work during tourism season; and, limited advanced/professional employment options.
- A number of participants identified unemployment/employment as an issue but clarified by saying it in itself was not the issue but rather the consequence to other economic issues such as summer tourism based economy, constrained training options and poor availability of public transport.
- Other key economic issues in Eurobodalla included the tourism industry including poor standards, lack of tourist attractions/entertainment and limited tourism season; reliance on tourism and limited diversification of local business/industry; the demographic and geographic nature of the Shire; traffic congestion, lack of parking including parking for caravans, and pedestrian flows; and, standard of local roads and lack of basic infrastructure to cater for tourists and locals.
- Retail and commercial business was afforded a medium priority by participants but other lower priority issues were raised that relate such as issues with separate commercial areas in some towns (no ability to park once to do all); lack of support for business industry; escape spending; rents too high; and, prohibitive pricing during tourism period.
- Protection of the natural environment from development and water supply and management were considered the key environmental issues in Eurobodalla.
- Management of energy resources and waste management, including sewer, were raised as an issues for the Shire but were not considered as high a priority as protection of the natural environment from development or the supply and management of water.



- Global environment impacts on the Shire and the contribution of practices within Eurobodalla to global issues received a medium priority.
- Health facilities and services was considered the highest priority social issue.
- The availability of public transport, limited courses available locally at tertiary educational facilities, and adequate planning for expected population growth were also considered social issues of high priority.
- Lack of youth services and facilities, inadequate community services, limited sporting tournaments/competitions (formal and informal) and lack of some recreational facilities such as an indoor aquatic centre and cultural and performance space were all rated as medium level social issues.

Youth Focus Groups – Issues

The ranking of issues by participants in the youth focus groups was fairly similar between groups. The following are the key issues, ranked from highest priority to lowest priority (acknowledging that all were considered of importance to the young people) by participants in the school based youth focus groups. Comments provided by participants for the issues provide insight into why they consider the issue important.

Table 4.4 Youth Focus Groups – Issues (n=22)

Issue	Comments	Priority ranking
Employment	<ul style="list-style-type: none">• No full time permanent local jobs for young people• Only part time work in tourism season• Can't live here once finish high school as no work	1
Health services	<ul style="list-style-type: none">• Need to go to Canberra for proper attention in an emergency (poor standards at local hospitals)• Have to wait ages to get appointments with local dentists and doctors	2
Protection of the natural environment from development	<ul style="list-style-type: none">• Beaches are the best – need to protect• Need to keep the natural environment for the future	3
Youth facilities and services	<ul style="list-style-type: none">• Limited and only cater to specific group• Need indoor entertainment options – particularly at night and when you can't go to the beach	4
Availability of public transport	<ul style="list-style-type: none">• To get to work (if lucky to have a job), shops, TAFE, entertainment outside the Shire	5
Retail and commercial business	<ul style="list-style-type: none">• Go elsewhere to shop• Not enough good local shops• Not enough variety	6



Lack of tertiary educational options	<ul style="list-style-type: none">• Courses limited – not a great variety• Difficult to access without public transport• Lack of apprenticeships	7
Standard of local roads and infrastructure	<ul style="list-style-type: none">• Some local roads are not good and lighting is bad• Public toilets are not clean	8
Provision and standard of recreation facilities	<ul style="list-style-type: none">• No places for young people to go for indoor entertainment	9
Services and facilities to cater for population growth	<ul style="list-style-type: none">• Not worried about population growth but need to have services and facilities	10
Traffic congestion; lack of cycleways	<ul style="list-style-type: none">• Need to sort the delays with the bridge opening• Can't use bikes all the time and not enough cycleways anyway	11
Lack of sporting opportunity	<ul style="list-style-type: none">• Not enough competitions• Want to play sport but no opportunities to just turn up and play	12
Provision and standard of community services	<ul style="list-style-type: none">• Drug and alcohol services• Cheap housing options (long term, refuge/crisis) for young people	13

Key results

- Similar to the rest of the focus groups, unemployment/employment, health services and protection of the natural environment from development were the issues of highest priority for young people.
- Employment, or more specifically the lack of full time career opportunities in the Shire, was the key issue for young people. Many spoke of their plans to leave the Shire for tertiary training, careers and working lives, only returning to the Shire to retire.
- The lack of youth facilities, particularly indoor entertainment options; availability of public transport; lack of variety and quality in local shopping centres; and, limited courses at local tertiary educational facilities were also priority issues for young people.

Aboriginal Community Focus Groups – Issues

Most of the participants in the Aboriginal community focus groups agreed that the issues presented for all the themes were issues for Eurobodalla and also for the Aboriginal community. For some issues, the impact was considered more profound on the Aboriginal community for example Aboriginal community participants provided examples of Aboriginal people having to compete (unsuccessfully) against non-Indigenous people for limited local jobs.

Participants in the Aboriginal community focus groups did not rank the issues. The following are key issues (in no order of importance) for the Aboriginal community. Additional



comments provided by participants for the issues provide insight into why they consider the issue important.

Table 4.5 Aboriginal Community Focus Groups – Issues (n=15)

Issue	Additional Comments
Impact on local Aboriginal sites and places of value	<ul style="list-style-type: none">• On public and private land• From population growth• Lack of consultation with traditional owners
Lack of services for Aboriginal men –	<ul style="list-style-type: none">• Men's refuge• Psychiatric and drug and alcohol• Place for men for men's business
Unemployment/ employment	<ul style="list-style-type: none">• Particularly in caring for land and marine parks• Employment of local Indigenous people over outsiders• Need for government and local businesses to set employment targets as % of population• Aim for Indigenous employment alongside non-Indigenous in retail, business and the government sector• Aboriginal employment projects such as Aboriginal Cultural Centres with guided tour operations to provide for a self-sustaining Aboriginal community
Rights to practice traditional culture	<ul style="list-style-type: none">• Being denied access to areas to fish, gather food, camp etc• Laws are prohibiting fishing, collecting food etc• Unable to teach younger Aboriginal people their culture
Land and sea, care and management	<ul style="list-style-type: none">• Traditional owners/custodians and original people to be involved with all aspects• Improved consultative processes to high standard ethical protocols for land and sea matters• Employment of Aboriginal people in land and sea care to provide knowledge
No political representation	<ul style="list-style-type: none">• Need representation on Council and other political bodies
Lack of acknowledge of Indigenous contribution to the Shire's development	<ul style="list-style-type: none">• History needs to be told, understood, appreciated and respected by all• Increased cultural appreciation through provision of cultural centres and paying elders to go into schools to teach children and young people
Land and sea rights / title	<ul style="list-style-type: none">• Conservation rights

Key results

- Similar to the rest of the focus groups, unemployment/employment, health services (particularly specialist and drug and alcohol services) and protection of the natural environment (and sacred/valued sites) from development were issues for the Aboriginal community.
- Employment was a key issue for the Aboriginal community, particularly having the opportunity to obtain employment alongside the non-Indigenous community and not to be excluded. Employment was considered a key to addressing many other issues



faced by the Aboriginal community such as housing issues, health concerns, drug and alcohol abuse, family relationship issues, abuse, and self-respect/self-esteem.

- The focus group participants also spoke passionately about the barriers to practicing traditional culture and most importantly the issue of being able to teach young Aboriginal people their traditional culture; the issue of not being able to share their knowledge and skills in the care and management of the land and sea (and the need for an equal partnership between Indigenous and non-Indigenous in these matters).

4.2.3 Objectives and strategies

Participants were asked to put forward objectives to address issues raised. The objectives put forward by participants in the focus groups were varied and some were more strategies or actions. The objectives suggested by all the groups are provided in summary format under the themes social, economic and environment in Table B.4 in Appendix B.

The following is a summary of the key directions for objectives for each of the themes as suggested by participants.

Economic Objectives

- To have a prosperous and self-sustainable economy where there is jobs available for all.
- To diversify the economic base of the community.
- To develop and extend the tourism industry (new tourist attractions and for whole year).
- To ensure continued development and the provision of support infrastructure while maintaining firm building standards and protecting the environment.

Environment Objectives

- To be more environmentally friendly in our use and management of water and energy resources.
- To protect and maintain the natural land and marine environment.
- To provide for a growing population without compromising the natural environment.
- To partner with the Indigenous community in the care and management of land and sea.



- To protect the non-urban and urban areas from inappropriate development.

Social Objectives

- To have a close knit, unified, cohesive community where everyone is accepted, respected, understood and treated equally.
- To create and maintain a contented, healthy, happy, prosperous community.
- To improve career path opportunities and provide employment for all.
- To ensure the health and welfare needs of the community are met.
- To develop a positive community.
- To ensure quality and affordable facilities and services are accessible for all ages.

In most of the groups there was insufficient time to discuss or record detailed strategies for the objectives put forward. Any objectives with accompanying strategies have been included in this report with those put forward at the Summit – refer to Table E.1 in Appendix E.

4.2.4 Civic Leadership - Council

Participants were asked to consider what services and facilities Council should be responsible for. Time did not permit the youth or Aboriginal community focus groups undertaking this exercise however 55 participants in the remaining focus groups completed the exercise. The following is an overview of the key views of these 55 participants. This is not representative of the entire Eurobodalla population.

Key results

- Respondents tended to support Council being fully responsible for the infrastructure and operations of key essential services such as drinking water, storm water, sewerage, waste and recycling services, public toilets, street lighting, footpaths and cycle ways and sealed roads.
- Respondents also tended to support Council being fully responsible for the provision of information on Council services and consultation with the community about Council plans and directions.
- On the other hand, respondents did not necessarily consider Council should be fully responsible for the infrastructure or operations for target group community services such as children's services, disability services, aged services and youth services which



can attract support from other sources such as state/federal government, private or the general community (financially or in-kind).

- There was a significant number who felt that Council did not have to be responsible at all for the provision of arts and cultural infrastructure or operations.
- Likely acknowledging that 1) Council is not the sole provider of services and 2) the level of volunteer involvement in some service provision, respondents tended to consider that Council need only be partly responsible for the provision of sporting fields, Regional Botanical Gardens, surf life saving, youth services, children's services, services for older persons and persons with a disability, management of land, estuary and creeks, the operations of marine infrastructure, local emergency services and business support services.
- A significant number considered that Council should be fully responsible for the operations of Tourism Marketing and Visitor Centres.



5 SUMMIT

This section provides a summary of the topics discussed at the Summit.

5.1 SUMMIT METHODOLOGY

5.1.1 Recruitment

Eurobodalla Shire Council conducted the recruitment through invitations direct to local community groups and organisations, businesses and government agencies and through advertising in local papers and on its website. Shire residents contacted, but unable to attend any focus group, were invited to attend the Summit as an alternative. Council aimed to attract approximately 150 people to the Summit. Councillors were also invited and members of the Community Reference Group and Council Officers attended to both listen and assist in the running of the Summit.

The following table displays the final numbers achieved.

Table 5.1 Summit Attendance

Participant	Number
Attendees	90
Councillors	5
Community Reference Group	9
Council Staff	19
TOTAL	123

5.1.2 Summit Format

The aim of the Summit was to provide information, promote community discussion and draw views on what should be included in the Community Strategic Plan *eurobodalla2030*.

Participants were presented with information on the planning process, Council's role and capacity to deliver and background information to inform the discussion and debate (State of the Shire, surveys and focus group outcomes). The agenda provided opportunities for participants to briefly discuss vision statements for Eurobodalla, discuss and comment on what research shows the community values about Eurobodalla, discuss and debate local issues and possible solutions, define objectives and strategies for the CSP and explore how the plan's objectives can realistically be achieved.



The Summit sought to elicit as much relevant and actionable information as possible through both individual exercises and table conversations between participants during interactive sessions. Participants were asked to move to different tables with ‘new faces’ three times during the day so that they could hear different views and add their own views on different subject areas.

The following table shows the summary agenda for the Summit.

Table 5.2 Summit Agenda

WELCOME SESSION	(APPROX. 15MINS)
	General welcome, introduction and overview to the day
INFORMATION SESSION	(APPROX. 45MINS)
	Presentation by Eurobodalla Shire Council General Manager, Paul Anderson
INTERACTIVE SESSION 1	(APPROX. 60MINS)
	Values and Visions for 2030
	Focus on Issues and Solutions
INTERACTIVE SESSION 2	(APPROX. 75MINS)
	Focus on Objectives and Strategies
INTERACTIVE SESSION 3	(APPROX. 45MINS)
	Focus on Resourcing Strategies
CLOSING SESSION	(APPROX. 15MINS)
	Wrap up and closing

With numerous components in each of the three interactive sessions, the agenda for the day was tight and only $\frac{3}{4}$ hour was allocated for lunch and networking. All sessions ran relatively smoothly and the day finished on time.

More detailed transcripts of the written responses and group discussions are provided in the Appendix of this report.



5.2 KEY RESULTS FROM THE SUMMIT

This section provides summaries for the three sessions of key importance during the Summit – the interactive sessions. The three key sessions were:

- 1 Values and Visions for 2030; Issues and Solutions
- 2 Objectives and Strategies
- 3 Resourcing Strategies

Each summary opens with a brief overview; then provides a point-form record of the key feedback received and/or conversations; and finally, delivers an analytical synthesis of the key themes to emerge.

At the end of the Summit, participants were asked to submit their Participant Handbooks. Of those who attended, 76 Handbooks were submitted. Not all participants completed all sections of the Handbook.

5.2.1 Values and Visions for 2030

Participants were given a list of what the community had said it valued about Eurobodalla. The list was drawn from community surveys undertaken in 2005 and earlier in 2010 and was the same list presented at the focus groups. Participants were asked to consider these values and mark those they agreed with and those they didn't.

The following shows the top 10 values marked by 76 participants in some way showing support or agreement with the value.

Table 5.3 *What we value about Eurobodalla – top 10 (n=76)*

Values	Top 10 (1 = most supported)
Beaches, coast and marine environments	1
Natural environment	2
Lifestyle	3
Community groups and volunteering	4
Quality of life	5
Climate	6
Rural character, country atmosphere	7
Safe community	8
Small town feel	9
Scenic qualities	10



The values marked least by participants as having support or agreement are shown in the following graph.

Table 5.4 What we value about Eurobodalla – bottom 10 (n=76)

Values	Bottom 10 (1 = least supported)
European heritage	1
Parks and gardens	2
Cost of living, affordability	3
Not developed	4
Adventure and recreation	5
Proximity to other areas	6
Fishing and boating	7
Close knit community	8
Harmonious community	9
Land availability	10

Although these were the values marked least for support or agreement it does not indicate that participants did not agree with these values, just that they didn't value these as much as others.

There were however, a number of participants who crossed out or questioned values clearly indicating they did not consider these as what they personally valued about Eurobodalla. The following graph shows the values questioned most frequently by participants.

Table 5.5 Values we do not agree with – top 10 (n=76)

Values	Top 10 (1 = most frequently questioned)
European heritage	1
Not developed	2
Education and training choices	3
Employment options	4
Affordable housing	5
Close knit community	6
Small town feel	7
Land availability	8
Arts and culture	9
Access to services and facilities	10



Included in least supported list



Included in most supported list



Note: It was possible for a value, eg 'small town feel', to be in both the most supported list and in the list of values most questioned as participants were free to mark any or all of the list of values as they so wished. Some participants only marked a few while others marked all in some fashion. Therefore, 'small town feel' was marked as being supported by more participants than other values (placing it in the top most supported list) but not all participants, while a number of participants also indicated they either did not value this about Eurobodalla or questioned it by placing a ? next to the value or crossing it out.

Some participants also recorded other things they valued about Eurobodalla and these are listed in full in Table C.1 in Appendix C.

Key results

- Eurobodalla's beaches and coast, natural environment and its lifestyle are very important and are valued most by participants.
- European heritage, not developed, close knit community and land availability are not valued by as many participants and were also values that some participants did not agree with.
- Although a high proportion of participants valued Eurobodalla for its small town feel, there were also some participants who didn't agree or who questioned that Eurobodalla currently had a small town feel.

Participants were also presented the same vision statements as were presented at the focus groups and they were asked to consider how they felt about these visions statements and if they had their own individual visions in addition to those listed to write these down. The complete list of vision statements is included in Table C.2 in Appendix C. The following are the key themes included in the additional vision statements put forward by participants.

Vision statements – additional

- Improvements to **infrastructure** – eg parking, roads, highways, rail, boat ramps, park space, bicycle/walk tracks, better access to Canberra, heated pool, regional hospital, performing arts facility, bypass
- Improvement to **community services** – eg healthy arts programme, for residents with disabilities, community health centres, public transport, community involvement, shared resources, housing services, accommodation for voluntary groups, access to all regardless of their capacity, age, demographic and level of ability, aged care, youth services



- **Sustainability** – eg whatever decided it must be sustainable, sustain our community as is, sustainable food, energy and art, food sovereignty, energy neutral
- Improvements to and diversification of the **economy** – eg customer focussed ‘Aussie Host Smile’ Education Process, light industry, new industry, local investment, new investment, sustainable jobs, more locally made, more cafes and restaurants, more entertainment, tourism – sustainable and more diverse, innovative tourism product, development of commercial area, vibrant and creative ‘heart’
- The **community** – eg resilient, self- determined, empowered, cohesive, embraces lifelong learning, close intergenerational relationships, appreciates local assets, inclusive, values diversity, healthy lifestyle, socially supported, equity
- **Young people** – eg provide opportunities for young people, improved higher education, more facilities for the youth, create more reasons for them to stay, more attractive to young, retention of young people in the region, youth services and facilities

5.2.2 Issues and Solutions

Participants, in groups, were presented with a list of the 10 key issues residents in the telephone survey were asked to rank. They were asked to discuss and comment on the issues and as a group add to the list. The additional issues were compiled and five of the most commonly identified additional issues were added to the list.

Participants were seated at 15 tables and each table was allocated one of the issues. In their groups, participants were asked to discuss the issue they had been allocated and identify possible solutions.

The information supplied for each of the 15 issues is provided in full in tables in Appendix D. Participants at the Summit were given the opportunity read what others had written about all the issues and to individually add to any of the worksheets (which were displayed on walls around the room) over the lunch period and this information is also included in the tables, along with information obtained on issues and solutions in the focus groups.

There has been no analysis undertaken of this data in the tables as there are no themes or trends, merely direction information for Council to consider in preparing a draft Community Strategic Plan. The following is an example of information provided for just one of the issues.



Table 5.6 EXAMPLE Youth Facilities and Services: What is the issue? What are the solutions?

ISSUE: Youth Facilities and Services	Solutions
What exactly is the issue about?	Youth Traineeship Program. Follow on from Partners in Education.
<ul style="list-style-type: none"> Higher level education -- young people have to leave Youth feel they live in an older community -- there is not much to do socially -- limited opportunities Lack of transport facilities. Hard to get regular permanent employment 	Learning community. Helps with communication of opportunities. Integration of....
How does this issue impact on Eurobodalla Shire?	Do some research on this issue in other areas including overseas.
<ul style="list-style-type: none"> Youth leave the area. Dislocation of families. Lack of energy input from youth. 	Consultation with community groups.
Who is best placed to take charge of addressing this issue?	Involve youth in solution. ✓✓✓
<ul style="list-style-type: none"> Education and training providers -- schools, tertiary providers Parents 	Promote to youth that there are many good things available here.
Who else should be involved?	Create a better public transport for youth so they have more access to better opportunities.
<ul style="list-style-type: none"> Council Schools -- as above Services – JSAs Local employers Attract government and corporate employment 	
What do we have to help us address this issue successfully?	
<ul style="list-style-type: none"> Innovative programs. <ul style="list-style-type: none"> P. I E. (partners in industry) School based apprenticeships Cadetship programs, apprenticeships Youth committee Jobs drive, leading to new initiatives Tertiary education campus - expand, TAFE campus – trades, adult education Sporting culture, regular team sports, BMX skate park 	
What will hold us back from addressing this issue?	
<ul style="list-style-type: none"> Need mentoring structure, service support - study Centre (youth and adults) Early careers advise to all high school kids - more advisers for our youth More youth activities, live music (coastal beats /wicked/shore break) No cultural, performing arts opportunities to cater for other interests 	
Both positive and negative	
<ul style="list-style-type: none"> Better use of existing infrastructure e.g., schools out of hours adult education? 	

Participants were then provided with five (5) red dots to mark those issues they considered to be of greatest importance to address. 94 participants at the Summit allocated their priorities and the following table shows the 15 issues ranked in order of importance from the exercise (1 being of the issue of highest importance).



Table 5.7 Issues – Priority Order (n=94)

Issues	Priority (1 = highest priority)
Unemployment and employment	1
Protection of the natural environment from development	2
Health facilities and services	3
Standard and availability of public transport	4
Youth facilities and services	5
Education and training (tertiary)	6
Provision and standard of community services	7
Water management	8
Provision and standard of recreation facilities	9
Retail and commercial business	10
Business support	11
Traffic congestion at peak times	12
Standard of local roads and infrastructure	13
Communication from Council	14
Accommodation - short term/crisis	15

Key results

- Issues around employment options and high levels of unemployment, protection of the natural environment from development and the provision of health facilities and services were the three issues that participants considered to be most important to address.
- Participants considered all issues important and requiring action, as evidenced by information supplied on the issues and the solutions, but compared to some other issues, communication from Council and short term/crisis accommodation were not as important.

All additional key issues raised during the Summit are presented in Table C.3 in Appendix C.

5.2.3 Objectives and Strategies

With information on issues and possible solutions, participants were next asked to consider what they thought the objectives and strategies to be included in the Community Strategic Plan should be. As a small group exercise, participants were asked to identify objectives and strategies based on the themes for the Community Strategic Plan being social, economic,



environment and civic leadership. To assist in their deliberations, participants were provided with a summary of the objectives put forward in the focus groups – refer to Table B.4 in Appendix B.

Similar to the information presented in this report on issues and solutions, the raw data collected on objectives and strategies from the Summit is the best benefit to Council in drafting a Community Strategic Plan. All objectives and strategies are listed in full in Table E.1 in Appendix E. Strategies provided by different groups to a single objective have been kept separate for clarification purposes. The table also includes objectives and strategies obtained during the focus groups.

The following are key words/themes that were included in various objectives for each of the themes for the Community Strategic Plan.

Economic

- Improve employment opportunities
- Encourage business
- Extend economic base beyond just tourism
- Achieve financial sustainability

Environment

- Maintain and enhance natural environments
- Promote / educate / research sustainable energy use / environment issues
- Environmentally friendly Shire / sustainable living practices
- Sustainable development, conscious of the environment
- Involve traditional owners

Social

- Improve tertiary educational opportunities
- Create employment [understanding that personal financial security contributes to general well-being]

ALSO, but to a lesser extent:

- Affordable housing
- Improvements for young people



- Healthy, happy community

Civic Leadership

- Ethical, transparent, accountable
- Leadership
- Role models – across community

5.2.4 Resourcing Strategies

In the final session of the Summit participants were asked to discuss how the Community Strategic Plan might be resourced – who could contribute and how? Participants were also afforded the opportunity to identify how their own organisation might be about to contribute and other organisations it could partner with. Full details obtained are presented in Table F.1 in Appendix F.

The following are some of the key ways that community groups, government agencies, the business sector and individuals might be able to contribute as identified by participants at the Summit.

Community Groups

- Be influential, lobby
- Utilise existing infrastructure and networks.
- Give feedback, represent group, be a voice, raise issues
- Communicate and share the Plan, disseminate information
- Provide resources, share resources
- Volunteer, contribute, participate
- Bring groups together, collaborate, partner
- Bring skills, expertise, knowledge

Government agencies (Federal/State/Local)

- Funding, grants, sponsorships
- Provide infrastructure
- Provide coordination
- Assist and resource



- Access to politicians
- Lobby, represent
- Research, find out what we need to know
- Work together and gain synergy
- Collaborate
- Remove red tape
- Communicate
- Provide clear direction
- Pay more attention to OUR plans
- More government jobs, training
- Provide programs and services, promote services

Business

- Partner
- Employ
- Participate, contribute, cooperate
- Communicate, represent
- Invest
- Sponsor
- Mentor

The community

- Share skills and expertise
- Volunteer
- Networking
- Stay informed
- Support
- Raise awareness
- Be involved, volunteer, participate



5.3 PARTICIPANT ADDITIONAL COMMENTS AND EVALUATION OF THE SUMMIT

During the Summit participants were encouraged to write down any thoughts or feedback they wanted to give to Council in their Participant Handbooks. These are provided at the end of Appendix C, along with the results from the Summit Evaluation survey participants were asked to complete.



6 THEMES AND KEY OUTCOMES

6.1 ANALYSIS

The community engagement processes (resident survey, non-resident ratepayer survey, focus groups and Summit) afforded the community an opportunity to provide direction for the drafting of the *euorbodalla2030* Community Strategic Plan. This section of the report provides a comparative analysis of the findings from the engagement processes and draws out themes and key outcomes.

The analysis includes cross-referencing to the summary of the consultations undertaken in 2004 and 2005 by IRIS Research for Eurobodalla Council.¹

6.2 VALUES AND VISION

VALUES

Research conducted in 2004/5 found that:

*"The community highly values the great lifestyle and natural features that the area offers. The beaches, coastline, climate, rural character, natural environment, peaceful setting and close knit community are all aspects that require careful management for the Shire to remain a desirable place."*²

The current engagement with residents found little change between what they valued about Eurobodalla in 2004/5 and what they currently value. Participants at the focus groups spoke favourably of the beaches, coastline and natural environment and these were also highly supported by participants at the Summit. Qualities associated with living in a rural community were also valued by participants at the focus groups and Summit, including personal connections with others, feeling part of a community with opportunities to participate and volunteer, living in a caring community, quality of life values, and feeling safe.

For some participants however, they expressed their view that changes in the community were challenging the positive image of living in a small town and their perceptions of living in a safe community. They expressed concerns about the loss of small local shops to larger retail centres, the introduction of McDonalds and more traffic. Some talked about increasing

¹ IRIS Research (2005) *Making the Eurobodalla a Better Place: A Summary of Research 2004 to 2005*. Research included a resident survey, a non-resident ratepayer's survey, survey of Council Staff, resident wellbeing survey and resident workshops.

² Ibid, p.36



crime rates and increasing antisocial behaviour of those leaving hotels and clubs late at night.

Some participants did not perceive there to be much to value about local education, training and employment options with concerns expressed about the high levels of unemployment, an economy based on a limited tourist season and limited tertiary courses. Although there was strong support for local Aboriginal heritage and some support for European heritage as expressed by one person that *“everyone has a story to tell”*, there were some participants who did not consider local European heritage of any significant value.

VISION STATEMENTS

In the focus groups in 2004/5, two visions for Eurobodalla came through strongly: The preservation of the natural environment; and, responsible and considered development.

“By far the most prominent theme was the first, and this focus on environmental concerns and issues underpinned many of the focus group discussions. Participants envisaged a future where the Shire has retained its unique and natural beauty, and residents respect and cherish the natural environment. Development has been carefully controlled and planned with a visionary approach to have minimal impact on the environment. Beaches and waterways remain pristinely clean and are complemented by an abundance of untouched bush areas.

With respect to the second theme, a large proportion of respondents also envisaged a future where the built environment does not feature high rise buildings. Some medium density was seen as appropriate if sensitively interwoven into the built environment, but high rise buildings must not be a visual feature, ensuring the character and aesthetic of the Shire is maintained.”³

When asked about their priorities for the future of the Shire in the resident survey in 2004, residents clearly nominated improvements to medical services and protection of the natural environment from development as the two most important priorities for the Shire.

In the resident survey 2010, health care was again the main priority for residents of Eurobodalla with strong support for the vision of having access to higher level health care available locally. Participants in the focus groups and Summit also supported this as a vision and added that it was about improved health care generally, wishing to see improved standards in the provision of health care at hospitals and a wider variety of services available locally including preventative health care, allied health services and post-surgery care.

³ Ibid, p. 19



Like the 2004/5 consultations, in 2010 residents more so than non-resident ratepayers still want a prosperous local economy but both want no Gold Coast style high rise developments and desire growth and development that is carefully controlled and planned so that it fits the character of the area and has minimal impact on the environment. However, these visions are less important for both residents and non-resident ratepayers than having a community that is still friendly, supportive and safe.

The 2010 resident survey found young residents (18-29 years) placed significantly lower priority on 'the relaxed, rural lifestyle, peaceful setting and close knit community retained' and 'no Gold Coast style high rise developments' than other residents. In the focus groups it was found that young people were more receptive to high rise development as long as it is well placed. They associated population growth and high rise development with improved lifestyles as it would provide for increased employment opportunities, better shopping centres and more entertainment options.

For most of the Aboriginal community their vision for Eurobodalla as expressed in the 2010 focus groups included reconciliation with parity, respect, understanding and appreciation between the Indigenous and the non-Indigenous communities and access to their traditional environments to practice their traditional culture.

Just as it was in 2004/5, in 2010 residents and non-resident ratepayers did not consider improved shopping facilities as a high priority vision for the area.

6.3 ISSUES AND SOLUTIONS

In four of the 2010 community engagement processes participants were able to rank issues by priority – the resident survey and non-resident ratepayer surveys (provided a list of 10 issues to rank), the youth focus groups (provided the list of 10 and able to add to the list) and at the Summit (provided the list of 10 and able to add an additional 5 key issues). Table 6.1 provides a comparison of these priority ratings from these four engagement processes.

At the remainder of the focus groups there was no comparative list of issues to rank, however, participants in these groups identified issues of high importance against a theme or for their specific target group. In Table 6.1 those issues rated of high importance that were the same as issues put forward at the Summit are identified as "High Priority". It should be noted that a blank cell for these does not indicate the issue is not a priority but that it just wasn't as high a priority as others.



Table 6.1 Issues 2010 – priority ratings compared

Priority Rating	Resident Survey	Non-Resident Ratepayer Survey	Focus Groups	Summit	Focus Groups	
			Youth ONLY		All (except youth & Aboriginal)	Aboriginal Community
	(10 issues) n=404	(10 issues) n=113	(13 issues) n=22	(15 issues) n=94	Same issues as Summit identified as high priority	
1	Health facilities and services	Protection of the natural environment from development	Unemployment and employment	Unemployment and employment	← High priority	← High priority
2	Standard of local roads and infrastructure	Health facilities and services	Health services	Protection of the natural environment from development	← High priority	← High priority (land and sea, care and management)
3	Protection of the natural environment from development	Standard of local roads and infrastructure	Protection of the natural environment from development	Health facilities and services	← High priority	
4	Standard and availability of public transport	Provision and standard of community services	Youth facilities and services	Standard and availability of public transport	← High priority	
5	Youth facilities and services	Youth facilities and services	Availability of public transport	Youth facilities and services	← High priority	
6	Provision and standard of community services	Standard and availability of public transport	Retail and commercial business	Education and training (tertiary)	← High priority	
7	Communications from Council	Communications from Council	Lack of tertiary educational options	Provision and standard of community services		← High priority (services for Aboriginal men)
8	Provision and standard of recreation facilities	Provision and standard of recreation facilities	Standard of local roads and infrastructure	Water management	← High priority	
9	Traffic congestion at peak times	Traffic congestion at peak times	Provision and standard of recreation facilities	Provision and standard of recreation facilities		
10	Retail and commercial business	Retail and commercial business	Services and facilities to cater for population growth	Retail and commercial business		
11			Traffic congestion; lack of cycleways	Business support		
12			Lack of sporting opportunity	Traffic congestion at peak times	← High priority	
13			Provision and standard of community services	Standard of local roads and infrastructure	← High priority	
14				Communication from Council		
15				Accommodation - short term/crisis		

Note: Colours have been used to highlight issues ranked high priority across engagement processes.



Key issues across the community engagement processes were health facilities and services, the protection of the natural environment from development, the standard and availability of public transport and youth facilities and services.

Where the community engagement process provided participants the opportunity to raise and discuss issues in some depth, unemployment/employment was identified as another key issue for Eurobodalla and at the Summit and in the youth focus groups was ranked as the number one priority issue.

The issue of local roads and infrastructure was rated higher by telephone survey respondents and participants in the focus groups than by participants at the Summit who rated it less a priority than a range of other issues.

Issues with retail and commercial business were not rated as high as other issues in most of the community engagement processes, except during the youth focus groups where it was identified that better local retail outlets were needed to provide variety/competition for consumers and improved support for local businesses was needed to provide increased employment opportunities.

In comparison to the above 2010 key issues, when asked what the biggest issues facing the Shire were in 2004/5, those surveyed identified the stand-out issues to be water supply and management (in acknowledgement of the then drought conditions); planning and development; road conditions; and inadequacies in the area's health services.

As such, issues relating to planning and development and local health services remain key issues for Eurobodalla. Other key issues also identified in 2004/5 that remain a key issue for the community in 2010 are unemployment/employment, youth facilities and services, lack of public transport, impact of development (overdevelopment) on the environment, and the lack of educational facilities (identified in 2010 as being more a lack of tertiary educational course options and issues in accessing tertiary educational facilities).

6.4 OBJECTIVES AND STRATEGIES

It was in the focus groups and at the Summit that participants had the opportunity to discuss their views on what direction should be taken in Eurobodalla to achieve their visions and address local issues. The telephone surveys afforded resident and non-resident with the opportunity to highlight directions for Council and priorities for the provision of key infrastructure. The following are the findings around each of the themes, economic, environment, social and civic leadership, and for key infrastructure.



Economic Objectives

The following is an extract from the summary of research undertaken in 2004/5 in relation to priorities for the future of Eurobodalla.

"Participants in these groups saw the following as important issues:

- Tourism was identified as the backbone of the local economy but with significant need for additional enterprises/industries to support and stabilise the local economy.*
- A strong belief that there is scope for the tourism industry to improve through a more creative approach to the products and attractions on offer and improved commitment to customer service training and standards.*
- Significant community concern regarding the lack of stable employment in the area for young people. There was a strong desire to retain young people in the Shire through the creation of improved employment opportunities.*
- Expansion of light industry in the Shire was considered appropriate.*

In response to these issues, group participants made the following development-related suggestions:

- Need to create a distinct "The Nature Coast" brand for the Eurobodalla Shire, differentiating the area and its attractions from "The Sapphire Coast". Emphasise and expand "nature based" tourist attractions.*
- Expansion of "eco- tourist" accommodation options.*
- Suggested alternative industries/attractions to complement and emphasise the natural environment included - organic/biodynamic farming, aquaculture, an aquarium, a marina, boat-building, night-time waterfront markets, and 'unique' range of cafes (e.g. incorporating bookstores/galleries).*
- A role for Eurobodalla Council to develop a "clean/green Eurobodalla produce" logo and brand for local products. Combined with active promotion of the area as a source of "green" produce.*
- Eurobodalla Council could offer location incentives to light industrial enterprises to encourage establishment in The Shire. Any introduced industries should not pose any adverse environmental effect.*
- Mentoring and skill sharing of older (many highly qualified) residents with unemployed youth.*
- Secure broadband access across the Shire to support home based enterprises." ⁴*

The community engagement processes undertaken in 2010 found similar aspirations for the local economy as were reported in 2004/5. Many of the suggestions put forward in 2010 were aimed at increasing job opportunities. Similar to 2004/5, diversification of the economic

⁴ Ibid, p. 21



base of the community and expansion of tourist industry were the key directions identified in 2010.

The creation of an eco-tourism market, additional tourist attractions around the natural environment and available all year, utilisation of existing resources (for example, waterfronts; unique local products) and incentives for new businesses were key strategies identified in the focus groups and at the Summit and these were very similar to those put forward in 2004/5.

A key difference between 2004/5 and 2010 was the move from wanting a stable economy to a sustainable economy. Terms like “self-sustainable” and “self-sufficient”, “sustainable business”, “sustainable jobs”, “financial sustainability”, “sustainable tourism industry” were frequently used by participants in 2010.

Environment Objectives

In 2004/5 participants at workshops:

“..... envisaged a future where the Shire has retained its unique and natural beauty, and residents respect and cherish the natural environment. Development has been carefully controlled and planned with a visionary approach to have minimal impact on the environment. Beaches and waterways remain pristinely clean and are complemented by an abundance of untouched bush areas.” ⁵

In 2004/5 residents also sought the preservation of existing rural land whilst acknowledging the pragmatic realisation that farmers may need to sell land which is no longer economically viable.

In the 2010 focus groups and at the Summit the preservation, protection and maintenance of the natural environment was still a key direction for the local environment. The need to provide for a growing population without compromising the natural environment and protecting the environment from inappropriate development were repeatedly highlighted. Participants also expressed their desire to retain rural lands. There was greater emphasis placed on including forests in the protection of the natural environment in 2010 than in 2004/5.

There were some key differences between the research in 2004/5 and in 2010. With the advent of the local Marine Park there was much more discussion in 2010 about the need to protect the coastline, waterways and marine environment. In the Aboriginal community focus groups in particular and also at the Summit, the desire to involve traditional owners and custodians of the land in land and sea management was raised.

⁵ Ibid, p.19



A key change between 2004/5 and 2010 was the move to have Eurobodalla become a leading environmentally friendly community, with residents and businesses alike putting into practice water and energy management measures aimed at protecting and conserving the natural environment. Participants provided various strategies around the provision of ESD⁶, environmentally friendly design in homes and businesses, promoting and educating the community and researching sustainable energy use.

Social Objectives

As part of the research undertaken in 2004/5, respondents in the wellbeing survey were asked to offer suggestions for ways that residents could make their local community stronger.

*"The prominent themes that emerged were concerned with: volunteering time and effort to community organisations; being involved in local issues and decision making processes; and improving both community solidarity and amiability."*⁷

In 2010, participants at the focus groups and Summit again expressed their desire to retain and develop a close knit, unified, caring and cohesive community.

Other themes that emerged during 2010 included a desire for a healthy and happy community, with health and welfare needs being met, and equal access to quality and affordable services and facilities. Also raised frequently was the belief that personal financial security contributes to general wellbeing and to achieve a socially sustainable community in Eurobodalla it needed to be prosperous with local tertiary educational options leading to employment for all, particularly young people.

The need to address issues around entertainment options for young people aged under 18 years and provision of tertiary training and increased job opportunities to retain young people in the area was raised in 2004/5 and again in 2010. In both 2004/5 and in 2010, these issues were directly linked to the need to provide better public transport for young people in Eurobodalla.

Civic Leadership

Council is not the only organisation that will need to contribute to the *eurobodalla2030* Community Strategic Plan however, it is a key stakeholder. In the 2010 resident and non-resident ratepayer surveys respondents identified a number of key directions for Council.

In both surveys it was emergency services and basics services and utilities such as management of drinking water, waste and recycling services and management of sewers

⁶ ESD = Ecologically Sustainable Development

⁷ Ibid, p. 24



that residents and non-resident ratepayers placed greatest importance on. Less 'critical' services and facilities such as recreation facilities, community services and arts and cultural services were viewed by both residents and non-resident ratepayers to be of less importance when compared to other services and facilities.

Residents were most satisfied with library services and non-resident ratepayers were most satisfied with cleanliness and maintenance of the Shire. Both residents and non-resident ratepayers were also highly satisfied with the traditional services such as waste and recycling services, management of sewers, management of drinking water and support to local emergency services. Residents were least satisfied with surf lifesaving services and support to volunteer life saving groups. Residents and non-resident ratepayers alike were not as satisfied with Council's support of businesses and attracting new investment, provision and maintenance of unsealed roads and consultation with the community about Council plans and directions as other Council services and facilities.

The 2004 resident and non-resident ratepayer surveys did not record satisfaction levels for all services and facilities included in the 2010 surveys. However, where there was some comparative data it is clear that residents and non-residents continue to be satisfied with the overall cleanliness, maintenance and presentation of the Shire (though for residents there was a slight decrease in the level of satisfaction and for non-residents a slight increase between 2004 and 2010), provision and maintenance of ovals and sporting grounds, provision and maintenance of community centres, libraries and halls, provision and maintenance of parks and playgrounds.

For residents and non-residents they continue to be least satisfied with the provision and maintenance of public toilets (with residents scoring a lower level of satisfaction than non-residents), management of the development of residential and rural lands, provision of youth services and facilities (though both residents and non-residents scored slightly higher levels of satisfaction in 2010 than in 2004), provision and maintenance of unsealed roads (again, both scoring slightly higher levels of satisfaction than in 2004) and consultation with the community.

In the 2004 and 2010 surveys where direct comparison can be made, it was found that the levels of satisfaction increased slightly for all services and facilities for both residents and non-residents except for a slight decrease in residents level of satisfaction with the cleanliness and maintenance of the Shire, tree preservation in settled areas, information on Council services and consultation with the community about Council plans and directions, and, a minimal



drop in the level of satisfaction by non-resident ratepayers with the information on Council services.

In the 2010 surveys, both groups suggested that Council should focus on improving and maintaining road infrastructure. Further they believed Council should play a strong advocacy role in improving the areas health facilities.

Residents placed a high priority on Council addressing the areas needs for youth facilities and services, aged care and services for older people and maintaining community parks, the beaches and public areas and amenities. Non-residents placed a high priority on the need for Council to play an active role in protection of the environment.

At the Summit, participants were asked to consider civic leadership in Eurobodalla in general with no focus on Council. Themes that emerged during the discussions identified the need for leadership that is positive, ethical, transparent and accountable. There were frequent suggestions to identify and draw on role-models within the community to assist the community to achieve its goals.

Key Infrastructure

In the 2010 surveys, residents and non-residents had the opportunity to identify the priorities for the provision of key infrastructure in Eurobodalla.

The community was unanimous in their support for a single regional hospital to meet local health needs. This was rated the highest priority of the major infrastructure projects discussed for the region. The upgrade of Princes and Kings Highway achieved the next highest ranking.

6.5 RESOURCING STRATEGY

Views about the directions and priorities for Council will assist Council to develop its resourcing strategy for the *euorobodalla2030* Community Strategic Plan.

In the focus groups, participants tended to support Council being fully responsible for the infrastructure and operations of key essential services such as drinking water, storm water, sewerage, waste and recycling services, public toilets, street lighting, footpaths and cycle ways and sealed roads.

They also tended to consider Council to be only one player in the provision of community services and facilities which can attract support from other sources such as state/federal government, private or the general community (financially or in-kind) such as children's services, disability services, aged services and youth services. Other services where they tended to consider Council only a part player were in services where there is strong



community participation and volunteers such as sporting fields, Regional Botanical Gardens, surf life saving, management of land, estuary and creeks, the operations of marine infrastructure, local emergency services and business support services.

At the Summit participants were able to put forward ideas for how community groups, government (federal/state/local), businesses and the community could contribute to resourcing the strategy. Most of the ideas were very general, identifying opportunities to promote the Plan, obtain community support for the Plan, volunteer and participate and lobby where needed for resources to implement and achieve the identified outcomes. Many acknowledged the difficulty in identifying exact resourcing options at this point, stating that once the goals, objectives and strategies are agreed it would then be possible for all players to identify the resources they could contribute.



APPENDIX A

Resident Telephone Survey

(Additional Data)

RESIDENT SURVEY – Detailed Ratings (n=404)

PRIORITIES

Characteristic Sub-group Base	Gender		Age				Area of Residence			Overall
	Male	Female	18 - 29	30 - 49	50 - 64	65+	Btmns Bay	Moruya	Narooma	
Service / Facility	197	207	43	121	122	119	170	142	84	404
Priorities for future (vision)										
Natural environment retained & protected including land, sea & waterways	7.80	8.10	7.55	8.01	7.98	8.03	7.86	7.94	8.17	7.96
The relaxed, rural lifestyle, peaceful setting & close knit community retained	7.71	8.08	6.49	7.76	8.11	8.35	7.58	7.98	8.51	7.90
Growth & development carefully controlled & planned so that it fits the character of the area & has minimal impact on the environment	7.90	8.41	7.76	8.22	8.05	8.36	8.07	8.12	8.50	8.16
Well maintained roads	8.38	9.04	8.18	8.83	8.66	8.86	8.57	8.80	8.80	8.72
Prosperous local economy	8.00	8.48	8.10	8.47	8.19	8.14	8.31	8.08	8.40	8.25
Improved services & facilities for older people & youth	8.25	8.83	8.79	8.31	8.51	8.73	8.61	8.50	8.49	8.55
No Gold Coast style high rise developments	8.12	8.31	6.72	8.10	8.46	8.63	7.95	8.25	8.69	8.22
Improved facilities for art, culture, leisure & marine (eg boating) activities	6.98	7.14	7.47	7.29	6.72	7.03	7.08	6.94	7.24	7.06
A community that is still friendly, supportive & safe	8.61	9.17	9.23	8.99	8.72	8.87	8.90	8.86	8.99	8.90
Improved shopping centres	6.06	7.10	6.66	6.51	6.47	6.79	6.56	6.19	7.24	6.59
Access to higher level health care available locally	8.70	9.24	9.16	9.01	8.78	9.08	9.09	8.80	9.12	8.98
More local jobs	8.39	8.83	8.95	8.69	8.60	8.43	8.69	8.65	8.44	8.61
Priority Council Services										
Retail and commercial business opportunities	6.68	7.11	7.16	6.84	6.82	6.95	7.03	6.71	7.04	6.90
Provision and standard of recreation facilities	7.14	7.67	6.97	7.62	7.24	7.54	7.41	7.51	7.32	7.41
Communications from Council	7.18	7.84	7.28	7.54	7.48	7.62	7.64	7.37	7.50	7.52
Health facilities and services	8.47	9.18	9.07	8.63	8.92	8.86	9.12	8.61	8.66	8.83
Standard of local roads and infrastructure	8.12	8.59	8.54	8.50	8.24	8.27	8.43	8.32	8.29	8.36
Protection of the natural environment from development	7.83	8.43	7.87	8.24	7.99	8.27	8.09	8.10	8.27	8.14
Standard and availability of public transport	7.39	8.36	8.62	7.50	7.67	8.25	7.89	7.95	7.66	7.89
Youth facilities and services	7.43	8.23	8.06	7.81	7.74	7.90	8.02	7.75	7.57	7.84
Provision and standard of community services	7.33	8.20	7.05	7.83	7.87	7.89	7.94	7.71	7.60	7.78
Traffic congestion at peak times	6.68	7.32	6.50	6.88	6.73	7.64	7.77	7.01	5.25	7.01



Cells with sig. higher scores relative to yellow cells.

Cells with sig. lower scores relative to green cells.



IMPORTANCE

Service / Facility	Characteristic Sub-group Base	Gender		Age				Area of Residence			Overall
		Male	Female	18 - 29	30 - 49	50 - 64	65+	Btmns Bay	Moruya	Narooma	
		197	207	43	121	122	119	170	142	84	
Importance											
Cleanliness and maintenance of the Shire		4.40	4.56	4.32	4.58	4.41	4.51	4.55	4.42	4.41	4.48
Provision and maintenance of community centres, libraries and halls		3.99	4.38	3.59	4.27	4.14	4.39	4.20	4.18	4.20	4.19
Provision and maintenance of sporting grounds		3.97	4.22	4.09	4.18	3.95	4.18	4.04	4.19	4.05	4.10
Information on Council services		3.85	4.27	3.77	4.02	3.96	4.33	4.24	4.01	3.82	4.07
Provision of surf lifesaving services and support to volunteer life saving groups		4.42	4.79	4.85	4.68	4.48	4.58	4.65	4.67	4.40	4.61
Provision and maintenance of parks and playgrounds		4.24	4.52	4.13	4.59	4.24	4.42	4.45	4.28	4.47	4.38
Provision and maintenance of the Regional Botanic Gardens		3.48	4.00	3.09	3.68	3.63	4.17	4.03	3.64	3.40	3.75
Provision and maintenance of recreation facilities such as aquatic centres		3.90	4.44	4.30	4.34	3.96	4.19	4.15	4.18	4.22	4.18
Tree preservation in settled areas		3.52	3.75	3.51	3.67	3.41	3.89	3.63	3.65	3.72	3.64
Provision of services and facilities for older people		4.35	4.63	4.33	4.34	4.56	4.64	4.54	4.53	4.39	4.50
Dog and cat control		3.97	4.13	3.25	4.13	3.98	4.34	4.04	4.11	4.02	4.05
Waste and recycling services		4.51	4.71	4.39	4.57	4.59	4.76	4.68	4.52	4.61	4.61
Provision of children services and facilities		4.13	4.52	4.24	4.44	4.19	4.42	4.38	4.28	4.42	4.34
Advice on renewable energy and climate change		3.86	4.26	3.90	4.10	4.05	4.09	4.11	3.95	4.12	4.06
Management of drinking water		4.64	4.80	4.67	4.76	4.64	4.79	4.78	4.74	4.60	4.72
Management of sewer		4.60	4.76	4.65	4.68	4.56	4.83	4.77	4.72	4.45	4.68
Provision and management of stormwater drainage to limit flooding of properties		4.29	4.54	4.46	4.26	4.31	4.67	4.50	4.37	4.34	4.42
Provision and management of stormwater drainage to limit impacts on the environment		4.30	4.54	4.54	4.41	4.28	4.55	4.55	4.31	4.40	4.42
Management of traffic congestion and road safety		4.19	4.55	4.35	4.36	4.17	4.62	4.43	4.37	4.24	4.38
Provision of library services		3.89	4.43	3.48	4.16	4.05	4.54	4.23	4.09	4.14	4.17
Management of feral animals and plants		4.20	4.32	4.03	4.34	4.11	4.42	4.12	4.39	4.30	4.26
Provision of arts and cultural services and facilities		3.41	3.83	3.30	3.60	3.50	3.90	3.71	3.56	3.56	3.63
Provision and maintenance of public toilets		4.42	4.69	4.43	4.59	4.42	4.71	4.58	4.52	4.59	4.56
Provision and maintenance of sealed roads		4.40	4.65	4.40	4.49	4.46	4.69	4.49	4.54	4.60	4.53
Provision and maintenance of unsealed roads		4.23	4.24	4.18	4.37	4.04	4.31	4.14	4.34	4.28	4.23
Provision of facilities and services for people with a disability		4.47	4.75	4.89	4.57	4.46	4.71	4.61	4.60	4.60	4.61
Supporting businesses and attracting new investment into the Shire		4.15	4.29	4.58	4.22	4.10	4.22	4.26	4.18	4.27	4.22
Provision and maintenance of footpaths and cycleways		4.21	4.48	4.44	4.40	4.16	4.44	4.24	4.45	4.36	4.35
Provision of street lighting		3.98	4.29	4.05	3.99	3.99	4.49	4.20	4.19	3.88	4.14



Cells with sig. higher scores relative to yellow cells.

Cells with sig. lower scores relative to green cells.



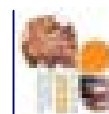
IMPORTANCE (cont.) & SATISFACTION

Service / Facility	Characteristic Sub-group Base	Gender		Age				Area of Residence			Overall
		Male	Female	18 - 29	30 - 49	50 - 64	65+	Btmns Bay	Moruya	Narooma	
		197	207	43	121	122	119	170	142	84	
Land, estuary and creek management		4.40	4.35	4.10	4.44	4.28	4.51	4.35	4.43	4.39	4.38
Management of the development of residential and rural lands		4.23	4.25	4.12	4.20	4.14	4.43	4.23	4.27	4.23	4.24
Consultation with the community about Council plans and directions		4.40	4.54	4.18	4.39	4.45	4.68	4.49	4.44	4.47	4.47
Provision of youth services and facilities		4.10	4.40	4.37	4.20	4.15	4.39	4.29	4.24	4.20	4.26
Provision and maintenance of marine infrastructure such as boat ramps		4.03	4.05	3.76	4.12	3.89	4.22	3.98	4.12	4.05	4.04
Support to local emergency services		4.64	4.84	5.00	4.75	4.64	4.74	4.74	4.77	4.67	4.74
Supporting volunteers		4.53	4.71	4.78	4.60	4.52	4.70	4.66	4.58	4.58	4.62
Provision of Tourism Marketing and Visitor Centres		4.03	4.13	3.74	4.13	3.94	4.30	4.16	4.02	4.08	4.08
SATISFACTION											
Cleanliness & maintenance of the Shire		3.35	3.53	3.15	3.33	3.52	3.58	3.41	3.56	3.33	3.44
Provision & maintenance of community centres, libraries & halls		3.48	3.62	3.64	3.46	3.52	3.65	3.60	3.51	3.51	3.55
Provision & maintenance of sporting grounds		3.32	3.50	3.38	3.32	3.35	3.59	3.38	3.45	3.46	3.41
Information on Council services		3.04	3.08	2.99	3.01	2.98	3.22	3.06	3.11	3.05	3.06
Provision of surf lifesaving services & support to volunteer life saving groups		2.52	2.80	2.77	2.39	2.60	2.99	2.74	2.69	2.46	2.66
Provision & maintenance of parks & playgrounds		3.35	3.45	3.51	3.27	3.35	3.55	3.28	3.44	3.55	3.40
Provision & maintenance of the Regional Botanic Gardens		3.30	3.52	3.49	3.34	3.22	3.63	3.48	3.37	3.30	3.41
Provision & maintenance of recreation facilities such as aquatic centres		2.97	2.88	3.40	2.69	2.83	3.10	2.71	3.00	3.20	2.93
Tree preservation in settled areas		3.10	3.06	3.10	3.05	3.00	3.18	3.01	3.12	3.17	3.08
Provision of services & facilities for older people		3.24	3.26	3.06	3.17	3.33	3.31	3.29	3.18	3.29	3.25
Dog & cat control		3.04	3.22	3.27	3.17	3.10	3.09	2.98	3.29	3.17	3.13
Waste & recycling services		3.53	3.86	3.51	3.29	3.67	4.22	3.64	3.80	3.69	3.70
Provision of children services & facilities		3.40	3.33	3.14	3.29	3.40	3.55	3.32	3.46	3.30	3.36
Advice on renewable energy & climate change		2.82	2.97	3.05	2.80	2.85	3.01	2.84	2.97	2.93	2.90
Management of drinking water		3.25	3.42	3.35	3.02	3.38	3.61	3.49	3.23	3.20	3.34
Management of sewer		3.57	3.62	3.44	3.34	3.56	3.96	3.67	3.66	3.38	3.60
Provision & management of stormwater drainage to limit flooding of properties		3.11	3.26	3.16	3.06	3.16	3.35	3.29	3.25	2.83	3.18
Provision & management of stormwater drainage to limit impacts on the environment		3.07	3.25	3.42	3.05	3.06	3.26	3.16	3.30	2.95	3.16



Cells with sig. higher scores relative to yellow cells.

Cells with sig. lower scores relative to green cells.



SATISFACTION (cont.)

Characteristic Sub-group Service / Facility	Gender	Female	Age				Area of Residence			Overall	
			Male	18 - 29	30 - 49	50 - 64	65+	Btmn Bay	Moruya		Narooma
			Base	197	207	43	121	122	119		170
Management of traffic congestion & road safety	2.90	3.24	3.02	2.91	3.07	3.28	2.91	3.20	3.22	3.08	
Provision of library services	3.74	3.82	4.14	3.69	3.64	3.93	3.79	3.68	3.92	3.78	
Management of feral animals & plants	2.98	3.14	3.45	2.96	2.82	3.30	3.21	3.03	2.85	3.06	
Provision of arts & cultural services & facilities	3.18	3.32	3.57	3.18	3.12	3.36	3.19	3.31	3.30	3.25	
Provision & maintenance of public toilets	3.13	2.91	2.47	2.92	3.05	3.28	2.99	2.97	3.17	3.02	
Provision & maintenance of sealed roads	3.02	3.03	2.81	2.87	3.05	3.23	2.99	3.07	3.02	3.02	
Provision & maintenance of unsealed roads	2.81	2.84	2.76	2.66	2.84	3.02	2.91	2.87	2.60	2.82	
Provision of facilities & services for people with a disability	3.27	3.10	2.95	3.04	3.21	3.37	3.12	3.24	3.20	3.18	
Supporting businesses & attracting new investment into the Shire	2.78	3.01	2.98	2.72	2.69	3.28	2.93	2.89	2.88	2.90	
Provision & maintenance of footpaths & cycleways	3.25	3.26	3.37	3.32	3.14	3.27	3.15	3.24	3.48	3.26	
Provision of street lighting	3.44	3.31	3.72	3.36	3.15	3.49	3.51	3.22	3.30	3.37	
Land, estuary & creek management	3.23	3.27	3.27	3.26	3.17	3.31	3.27	3.25	3.22	3.25	
Management of the development of residential & rural lands	2.82	3.09	3.46	2.70	2.84	3.19	3.03	2.93	2.83	2.96	
Consultation with the community about Council plans & directions	2.64	2.79	3.22	2.55	2.56	2.88	2.75	2.78	2.53	2.72	
Provision of youth services & facilities	2.88	3.01	2.99	2.85	2.79	3.22	2.88	3.09	2.79	2.95	
Provision & maintenance of marine infrastructure such as boat ramps	3.21	3.28	3.06	3.27	3.17	3.37	3.34	3.11	3.29	3.25	
Support to local emergency services	3.42	3.65	3.63	3.27	3.51	3.81	3.56	3.58	3.45	3.54	
Supporting volunteers	3.16	3.37	3.28	2.99	3.24	3.57	3.32	3.26	3.22	3.27	
Provision of Tourism Marketing & Visitor Centres	3.24	3.54	3.18	3.32	3.34	3.61	3.43	3.24	3.63	3.40	

Cells with sig. higher scores relative to yellow cells.
Cells with sig. lower scores relative to green cells.





APPENDIX B

Focus Groups

(Additional Data)



Table B.1 What the Community Values

What the community values	
Aboriginal culture	Harmonious community
Access to services and facilities	Land availability
Adventure and recreation	Lifestyle
Affordable housing	Natural environment
Arts and culture	Not developed
Beaches, coast and marine environments	Not overpopulated
Caring community	Opportunities to enjoy good health
Cleanliness	Opportunities to participate
Climate	Parks and gardens
Close knit community	Peaceful, quiet, tranquil
Community groups and volunteering	Proximity to other areas
Community spirit	Quality of life
Cost of living, affordability	Restaurants and cafes
Education and training choices	Rural character, country atmosphere
Employment options	Safe community
European heritage	Scenic qualities
Family friendly	Small town feel
Fishing and boating	Strong sense of community identity
Friendly people	

Table B.2 Vision Statements – Top 10 (Telephone Survey, n=404)

Top 10 Vision Statements	Mean Score
Access to higher level health care available locally	8.98
A community that is still friendly, supportive and safe	8.90
Well maintained roads	8.72
More local jobs	8.61
Improved services and facilities for older people and youth	8.55
Prosperous local economy	8.25
No Gold Coast style high rise developments	8.22
Growth and development carefully controlled and planned so that it fits the character of the area and has minimal impact on the environment	8.16
Improved facilities for art, culture, leisure and marine (e.g. boating) activities	7.06
Improved shopping centres	6.59



Table B.3 Issues – Economic, Environmental, Social

The issues have been grouped under the themes as high, medium, low or other ('other' being issues mentioned during discussions in one group only but receiving no/least red dots).

ECONOMIC ISSUES	Priority ranking
Employment/unemployment: provision of full time jobs; lack of advanced jobs; lack of consistent/secure jobs; more local jobs needed	High
Tourism issues: Tourism unfriendly; bureaucracy - acts/laws; National Parks vs recreational areas; McDonalds being 1 st thing that tourists see; location of tourist information centre (in library); lack of other tourist activities eg heritage tourism.	
Economically reliant on one industry for only small period of year: tourism base for only part of year; better spread of business activity rather than just summer; few alternative key business/industry	
Size, composition and distribution of population: fragmented communities / populations; population is too small to support the full range of shops; retiree age groups with median age too high to stimulate economy	
Traffic, parking, pedestrian flow: congestion at peak times; traffic flow issues; limited parking; easier to go elsewhere; user friendly for cafes but where do you walk; no specific parking for caravans; better pedestrian access – footpaths etc	
Standard of local roads and infrastructure: lack of good basic infrastructure for health, education and so on; bureaucracy, planning not providing resources / built environment to cater to population growth	
Retail and commercial business	Medium
Retention of youth through working lives	
Realignment of the highway; upgrade princess hwy	
Inappropriate development: heritage concerns; need development guided by visions of community; tension between protecting way of life and moving forward and appropriate development	
Separate commercial areas in some towns – no ability to park once to do all	
Not using skills/knowledge/experience of retirees	Low
Need to link economy closer to Shire lifestyle	
Training – cost high	
Lack of support network in business community	
Loss of government agencies	
Escape spending a problem	
Additional costs for freight to bring goods to area	
No/limited entertainment industry - for tourists, youth; nothing to do but fish	
Proximity to Sydney, travel time	Other
Boats bypassing Batemans Bay (sand bar)	
Rents are too high	
Absent landowners	
Prohibitive pricing at peak tourism times; impacts repeat visits from tourists and impacts locals too	
Street lighting	
Standard of man-made development	
Provision of rail service	



ENVIRONMENTAL ISSUES	Priority ranking
Protection of the natural environment from development: appropriate regulation of the built environment distribution and size of population; impact of housing development on rural; impact of infrastructure to resource growing population	High
Water supply/management; balance between water catchment (size) and other uses (zoning of catchment areas); water storage/recycling	
Retention of rural, open space, bush	Medium
Shire of Villages	
Global warming/climate change: coastal inundation; rising sea levels; AND, impacts other way: contribution of local practice to world issues; local → national → global	
Waste management	Low
Bushfire planning and control – communication; real time management	
Retention of agricultural lands	
Protection of marine environment	
Zoning	
Sources of energy	
Education of environment	Other
Whole sub divisions be designed for environment	
Electricity supply	
Sewer management	
Forest management and consultation with Forestry Dept	

SOCIAL ISSUES	Priority ranking
Health facilities and services: lack of local specialists; poor standard of local emergency care; long delays to get appointments with local GPs and dentists; no single regional hospital; minimal auxiliary health services available	High
Limited public transport: not enough buses; not enough times; availability at night and weekends	
Limited tertiary educational course options: poor access (public transport)	
Overpopulation/growth without adequate planning and resourcing; uncontrolled development; need growth but not at the expense of what we value and enjoy about Eurobodalla	
Youth facilities and services	Medium
Provision and standard of community services	
Sporting facilities	
Provision and standard of recreation facilities	
Lack of communication between Council and ratepayers	Low
Inadequate support for arts and cultural services	
Town planning	
Inadequate resourcing of libraries	Other
Communication	

Table B.4 Objectives – Economic, Environmental, Social

Social	Environment	Economic
To have a close community where acceptance and understanding is vital for a cohesive community.	To work with Indigenous knowledge and support to provide a proactive approach to environmental issues.	To generate improved employment opportunities, especially for younger people (eg subsidy for specific employees or industries).
To promote well-being.	To finalise development of the Batemans Bay bypass.	To extend the stay of tourists to enhance the local economy.
To improve career path opportunities for younger people.	To become a more environmentally friendly place.	To expand with creative thinking businesses and entertainment.
To ensure people are able to live here comfortably with jobs for all by developing opportunities to encourage tourism and provide sufficient traffic management and parking to inspire tourists to return.	To maintain and enhance a social and physical environment which embodies those non-urban features that people come to the coast to enjoy.	To support development of health and community service sector and provide local training for increased job growth in this area.
To improve and develop facilities and services for young people.	To involve traditional owners in decision-making on land and sea matters.	To extend economic base from just tourism to include other industries.
To provide quality and affordable facilities and services for all ages.	To have an unspoilt environment.	To promote local benefits of our area to those both outside and inside the area and develop eco-tourism opportunities.
To develop a better understanding, awareness and respect for the local Indigenous culture.	To protect the non-urban areas from development and urban areas from Gold Coast style high rise.	To ensure continuing development while maintaining firm building standards and protecting environmental sustainability.
To ensure access for everyone to and from services outside the Shire by developing an extended rail service south from Bomaderry.	To have stronger legislation pertaining to rezoning in relation to 'open space' (national park, reserves, public space, agricultural).	To pursue additional retail facilities and improved access to them (parking etc).
To extend town planning to accommodate 200% population increase.	To care for country by Indigenous people.	To increase local Indigenous employment rates (to better reflect % of population).
To obtain high level health care locally.	To educate the community about biodiversity.	To have a prosperous and sustainable economy where there is jobs available for all.
To increase awareness of young people of local opportunities – jobs, sport etc	To ensure the ongoing survival and maintenance of the natural surroundings.	To be self sustainable.
To be a happy community.	To work on the pollution of marine environments.	To increase cultural tourism opportunities.
To have a community where Indigenous community treated equally and reconciliation has occurred.	To have an environment that is untainted, not developed, not spoilt.	To provide opportunities for the Indigenous community to create their own sustainable economic base.



Social	Environment	Economic
To have a healthy community in all aspects (physically, socially, emotionally, spiritually).	To promote living within the natural environment rather than clearing and destroying it for human purposes.	To improve transport infrastructure (including free centralised parking, public transport etc) to and from business/tourist centre.
To have a community able to afford to live here by creating more jobs by providing more attractions to bring tourists here and to keep them here longer.	To maintain environment by planting more native species and getting rid of noxious weeds.	To have an increased number of jobs available within the Shire, catering for all age categories – leading towards stability.
To improve welfare of all people in the Shire by ensuring all have jobs by encouraging and expanding tourism.	To maintain a pristine environment, whilst still being able to use it to its full capacity.	To keep a thriving economy by subsidising businesses to expand and provide greater jobs.
To establish a more unified sense of community throughout the Shire through the support of local businesses, school and promoting positive attributes.	To be pristine, yet facilitates use by our growing community.	To raise the value of the local economy, to improve the use of small local businesses, to improve the economical growth and well-being.
To get more educational services eg universities.	To ensure water security.	To gain better health care which will provide more jobs (nursing, medicine).
To ensure there are more facilities for young people and better public transport for improved access to these.	To have consultation with Indigenous community on cultural heritage matters (and all other matters) utilising Ethical Research in Indigenous Studies guidelines, protocols and procedures.	To develop joint business ventures (eg cultural centres/tours) for a self- sustainable Indigenous community - breaking down barriers between Indigenous and non-Indigenous.
To develop a positive good feeling about where we live by improving local amenity, for example, re-model Batemans Bay city centre – not good now (2030 chaos).	To ensure the environment is sustainable and maintained for future enjoyment, living and growth of the community.	To have a diverse economy.
To be a community where everyone works together to address issues within the Indigenous community.	To ensure fire management strategy in place with strategy developed in conjunction with Indigenous community.	
To have an Indigenous community able to practice traditional culture (gather food, fish, camp, etc)		
To create and maintain a healthy, happy, close knit community.		
To promote active healthy lifestyles for the community.		
To improve local training (courses) options and provide good public transport to and from training centres.		
To improve community access (to services and facilities).		





APPENDIX C

Summit

(Additional Data)



Table C.1 Values – Additional to those listed

Best sailing area south of Sydney which properly managed could drive increased employment opportunities.
Air quality
Welcoming and inclusive community
Women employment
The beautiful beaches and more activities for the Shire's youth to participate in.
Forests
Lack of high-rise buildings. Unspoilt beaches and coastline.
Terrestrial National Parks. Natural/undeveloped bushland extending to the coastline.
Close to Canberra and influence of interesting people coming to retire at Bay and contribute to community.
Marine Park
Diversity of communities. Diverse population – people have come from many areas, mix of experiences.
Volunteers who work to keep our environment beautiful.
Passion of our Councillors for our issues, representing them back to Council. Their listening skills to our stories and interpretation skills to get the 'wheels of progress' moving. We have the stories, our Council makes the decisions.
1) Support for people (children and adults) with disabilities ie assisted accommodation and support for industry – need more to reach needs
2) Sporting facilities and grounds for all – very good.
3) Eurocare respite ✓; peer support ✓; Yumaro/special needs ✓
Progressive thinkers and action ie Slow Food, SAGE, etc
Clean unpolluted air. No heavy industry.
The opportunity to get involved or not.
Relaxed lifestyle with ease of movement.
Ability to live in an urban area but where the magnificent natural environment predominates.
Diversity of development.
Preservation of significant bushland.
Household recycling. Access to healthcare locally.
Youth activities. Youth places and facilities.
Disabled facilities and access in all areas of the Shire.
Sustainable community – in the face of climate change and peak oil ⁸ – transport, waste, energy, food security.
The great improvement in the past two years of Councils skill base and community consultation.
Beauty, freedom. But it lacks (in the Bay) regular COMMUNITY events (except for Aus Day, ANZAC Day) – nothing to do NYs eve, holiday time.

⁸ Wikipedia: "Peak oil is the point in time when the maximum rate of global petroleum extraction is reached, after which the rate of production enters terminal decline."



Table C.2 Visions

Revamp a customer focussed 'Aussie Host Smile' (words ??) Education Process for our local businesses across the shire.
More availability to parking. No emergency outlet in case of tsunami.
Appreciation of local assets eg Botanic Gardens, that transcends their commercial value ie ability to return money to Council.
Look at increasing LIGHT industry – seek incentives.
Opportunities for a high standard of education and improved outcomes for local youth.
Transparent, accountable, small Council which deals efficiently with its core responsibilities and <u>keeps out of</u> the rest of the economy.
Resilience – self determination – empowerment. Food sovereignty.
The Eurobodalla Shire needs more facilities for the youth, and needs to create more reasons for them to stay after they finish schooling.
Inclusive community that values diversity.
Plan for regional hospital.
More local produce (food etc). More locally made items such as house wares which showcase local birds, flowers. Performance Centre (Perfex) classical music festivals.
New industry – clean, sustainable that will maintain lifestyles and retain our youth in the region (new investment).
Whatever is decided it MUST be sustainable.
Improved higher education facilities. Social support/equity.
A healthy arts programme – learning for the community leads to a healthy community – physically and mentally.
More support for local business. Legal services improved – a paralegal service could be provided without much cost. Contact name and number provided.
Improved services and facilities for residents with disabilities ie special unit at Narooma Public School. Day programs in Narooma for adolescents/adults with disabilities.
Development and improvement of community health centres to support our low socio economic families in our area.
Maintain environment, trees, land for native animals
Improved demographic – need to be more attractive to young skilled and professional people.
Improved access for disabled people in all towns and villages (this will improve access issues for everyone).
Access to national North/South coastal road and rail links (freeway/VFTrain).
More local investment in sustainable jobs. Zero waste – jobs through industries based on waste recovery.
It could be better to START by agreeing on a 'vision'.
Heated pool for Batemans Bay.
Non Shire people come to the south coast to live or holiday – why? Because it maintains a country feel with access to solitary areas or busy centres like Mogo. I have a vision for our Shire to sustain this – personally because I like it! Secondly, it is a great business opportunity – retail, our characteristic buildings like the Progress Hall at Tuross – let's emphasise these great historical buildings and sites and keep our Shire in balance – moving forward and keeping our history and character.
More agriculture, aqua culture and eco tourism.
Better and improved boat ramps, also a few additional ramps. More park space in future developments. Kids need space to play other than a road.
Improved bicycle/walk tracks (continuous).
Creation of a centre for sustainable food, energy and art – the whole shire should be part of this.



More cafes and restaurants along the promenade with more alfresco dining to utilise the water and its view. More things for the youth/bands/carnivals etc. Parking in Batemans Bay.
Ensure that "Improved Services and facilities for older people and youth" includes improvement in availability to public transport. Community involvement in management of our environment and local facilities (such as community halls) to retain a sense of community ownership.
Shared community resources. More accommodation services.
Higher density of population in CBD. Community facilities to be funded by PPP ⁹ enabling have-now-pay-later housing for disadvantaged eg disabled youth
Health indoor swimming pool vital to community. Performing arts facility that is big enough for schools to use as well as performing space. New entertainment centre at Nowra great example. Development of commercial area at Surf Beach. Bypass round Batemans Bay for travellers going south and second crossing of Clyde.
Improved public transport.
Improved roads and better access to Canberra.
Would like to see accommodation for voluntary groups – a place to meet, a place to store equipment eg EuroSLUG Senior Computer Group has no home – have to rent and carry our club computers and other gear everywhere. Need a home base. We have approx 100 seniors in our group.
Everyone can enjoy all facilities regardless of their capacity, age, demographic and level of ability. Access all areas with ease regardless of ability – good transport and safe pedestrian access.
A community that provides employment and opportunities based on renewable energy, food security, community participation.
A cohesive community that embraces lifelong learning, diverse career opportunities and close intergenerational relationships.
Energy neutral. By-pass Moruya and Narooma. Cyclepaths throughout the Shire.
Aged care – transport.
Tourism – sustainable and more diverse.
Healthy lifestyle – mental and physical.
Innovative tourism product.
Vibrant, creative 'heart' in Batemans Bay – 'doorway' to Eurobodalla.

⁹ PPP = Private Public Partnership



Table C.3 Additional key issues

Supported accommodation options, people with disabilities, young homeless.
Sustainable natural environment.
Access for people with disability.
Support to improve business services quality.
Connectedness to community
Education – variety of courses to suit needs; to retain youth.
Arts eg. Perfex and performing arts facilities.
Non seasonal youth employment eg out of 17 in a particular road, 18-20's only one remains in the area.
Need to attract young professionals to the area. Broaden employment base. Keep young people in the area.
Good communications – telecommunications, technology, availability across the Shire.
Affordable housing – to help keep young people.
Promotion of Aboriginal services – to break stereotyping – need to promote positive aspects.
Sea level rise
Climate change
Facilities and access to waterways for fishers boating and shore based recreational facilities.
Shade/seating/water/children facilities.
Security of water supply/restriction severity.
Expand sustainable business diversity and secure investment.
Access/parking to CBD's and recreational facilities including beaches.
Petrol Prices.
Safety – eg Lack of police officers.
Parking – particularly in town centres.
Development land for business opportunities – many environmental and local constraints → less restrictions.
More affordable accommodation and crisis accommodation.
Access to affordable health care.
Access to affordable transport – develop strategies for a sustainable system in consideration of the environment.
Sustainable/energy efficient – affordable housing/maintaining the natural environment.
Improve access to tertiary education opportunities.
Decentralisation of Government Department's/access to Department's eg. Fisheries.
Development of public/private sector collaborations.
Local food security.
Job creation, more opportunities, not just for youth – older people as well, retain in workforce (but not at expense of what we have – environmentally/lifestyle).



Technical job – infrastructure
Ability to work remotely
National Broadband
More support/environment for local business to come here: rate incentives, start-up incentives, assist with access to Government grants. Must make sustainable.
Sell to broader communities → “Eurobodalla lifestyle”; “Cheaper to setup business here”; “Make it easier to establish”; “Push great education facilities”; “Inexperience place to operate – housing affordable etc.”; “Push business parts”; “Regional airport – good connection to Sydney and Melbourne”; “Lobby for air costs to go down”
Encourage 35-45 come here for business – retirees are a given, they’re coming here anyway.
Port Macquarie vs. Moruya (how do we get Eurobodalla to be the first choice)?
More business development investment. “No mess no dirt industries”. Not heavy industrial → yes to clean industries and business park.
Swimming Pool. Get people to use it more.
Peak oil.
Railway.
Sustainable development. In balance with protection of environment etc.
Affordable housing. Relative to the incomes in the area (regular job opportunities).
Water resources management. Supply, use, flood plans etc.
Risk management – not elimination but what community believes is acceptable.
Improved educational outcomes for youth.
Access and participation for seniors.
Economic, environmental and social sustainability.
2030 plan informing, linking to the LEP – timeframes of plan development.
Second road access north of the Bay and South over Bridge issue – gridlock.
Development needed to support community growth. Sustainable.
Protection of natural environment (minus the development).
Regular employment opportunities.
Water infrastructure to support growth/development community no’s.
How real are the predictions of flooding and their impact on development. More user friendly DA process. Less risk aversions and more friendly processes.
Facilities and services accessible to all people.
Better and more accessible educational facilities.
Enough Employment. Old people move in, young people move out.
Attracting young people back, retaining youth through education opportunities, apprenticeships – too many one man trades that can’t take on apprentices.
Career development with this area. Educational opportunities for local people. Importing skills means local people miss out. Changing career, second career or third for age of life.
Employment and education.



Availability of childcare (wait lists are long).
Economic development: In centres in Eurobodalla; allowing bigger business to set-up = more jobs; slow development but considered; prosperous community.
Improved cultural facilities - for professional artists/touring acts→access to cultural activities - Aboriginal Cultural Centre.
Encourage affluent people to spend in the Shire.
Government interaction/communication.
Unemployment (youth).
Aged Care.
Education (tertiary).
Marine Infrastructure.
Social Support.
More innovative and diverse tourism opportunities.
Need a better balance for the economy infrastructure.
Too reliant on tourism.
Need more choice – attract smaller to medium manufacturing.
Cultural precinct with adequate facilities for all levels of performance opportunities.
Aboriginal issues
Peak oil.
Future fund – sustainability.
Railway – alternative transport.
Local food security.
Higher level education.
Parking/access.
Climate change.
Tertiary education.
Tourism spread across the year.
The Councils ruling on removal of risk – say no building in 50-100 year flood plan – why can't a person build at their own risk?
Council is not user friendly.
Council risk adverse – development application fast track. Obstructionist – leading to unapproved constructions/additions. Become more user friendly.
Cultural



Other Comments Recorded by Participants

Participants were encouraged to write down any comments or feedback in their Participant Handbooks. The following comments and information was received.

- What about forest in Eurobodalla, and logging?
- No McDonalds in Moruya.
- Balance sustainable growth with retention of environment, lifestyle, characteristics we value and appreciate.
- **Environment**
 - Balanced approach to land use planning
 - Water supply
 - Waste management
 - Renewable energy options
 - Climate change considerations – sea level rise; bush fire risk

Social

- Age gap
- Youth retention
- Safe road users

Economy

- Low unemployment
- Higher average wages
- Regular work
- Strong, diverse and growing economy supported by sensitive land use planning
- I would like to see:
 - A community fund where groups can apply for funding for specific projects (not large – say \$3,000 to \$6,000) that have a direct relationship or benefit to Eurobodalla
 - A larger web page, regularly updated, easy to access to follow Shire business and issues.
 - Greater transparency in Council business.
 - No McDonalds in Moruya!!



- Need alternative entertainment/recreation facilities available at night apart from alcohol based venues.
- Points for Council:
 - Access to North/South coastal transportation – Cairns to Melbourne – freeway and VFT
 - With respect to sustainable local food production: Can't something be done to reactivate the several former dairy cooperative facilities so can produce various products locally. Probably avoid unnecessary packaging, advertising etc.
- Keep up the good work.
- Some points for Council to consider when putting in plans for maintaining infrastructure of recreation grounds:
 - I came to this Summit to represent the organisation of Special Olympics which is a non-for-profit organisation run by volunteers and on funds raised in the community and specific sporting grants (healthy lifestyle etc). Our athletes are intellectually disabled and aged 10 - ? (oldest is 60 years).
 - What I would like Council to plan for is to keep our sporting facilities up-to-scratch, to upgrade toilets and provide athlete and spectator protection on ovals and at the pool.
 - We have 52 athletes in this South Coast region – as well our volunteers go into the local schools to teach children with ID sports skills so that they might eventually joining their school in sporting events and games; and most certainly be part of the Special Olympics family when they reach 9 years of age.
 - Assisted accommodation is also going to become a most serious problem by 2030 because of aging carers of local people (children and adults) with intellectual disabilities.
 - Health issues accompany this looking crisis. Thank you.
- Promote idea of community garden.
- SLOW MONEY www.slowmoney.org
 - Local government-owned power generation? Other new income sources?
 - Philanthropy to fill government funding gaps? Slow Money philosophy.
 - Develop new industries eg food economy.
 - Vision statement – resilience, ensure empowerment, self-determination, sovereignty.
 - Protectionism – not 'quant' but 'authentic' image of the Shire.
 - Youth employment – internships on local farms.

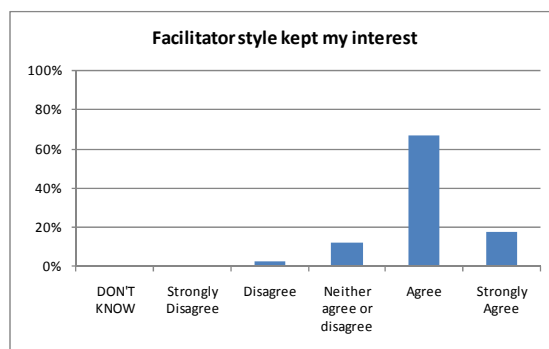
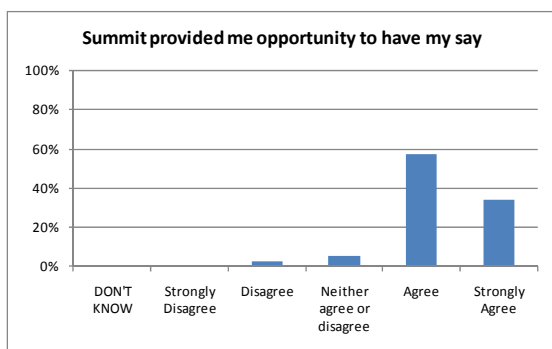
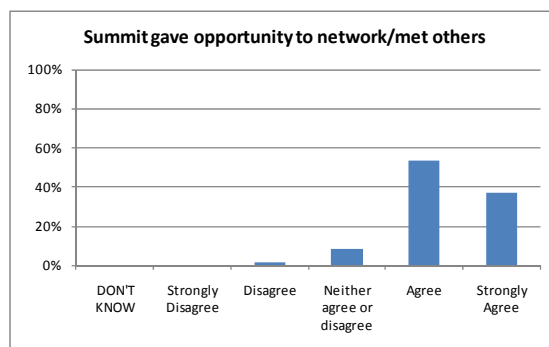
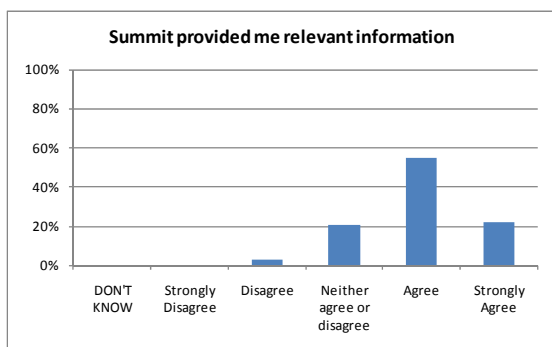
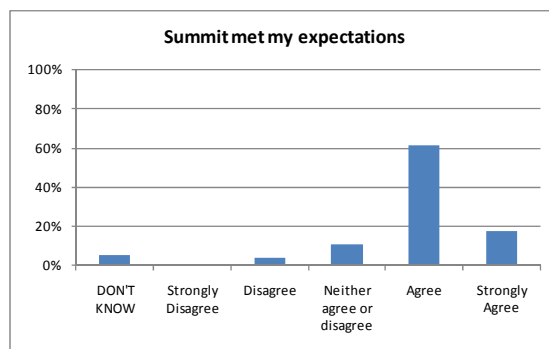
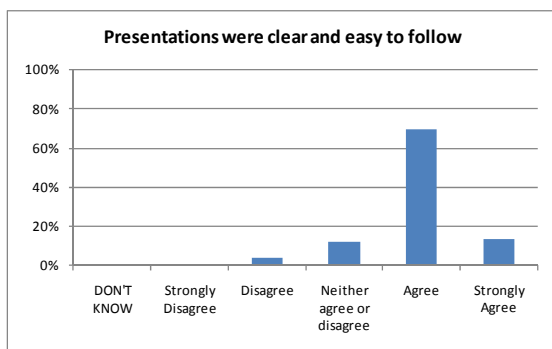


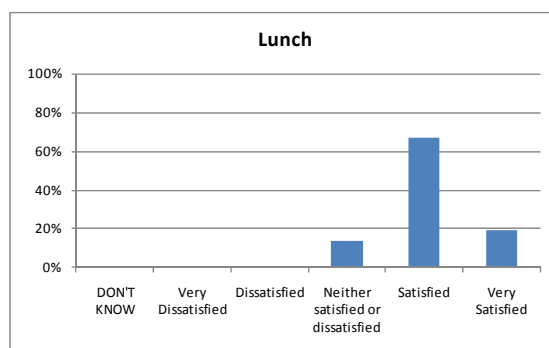
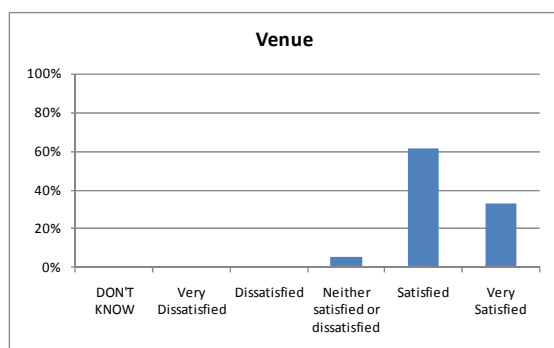
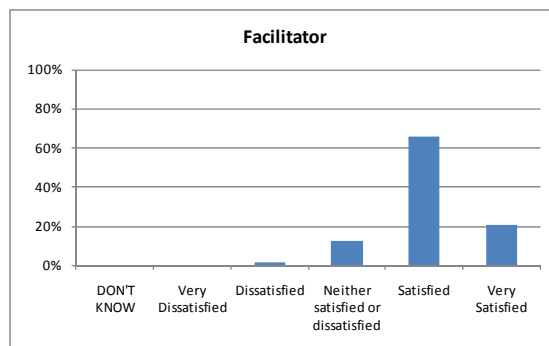
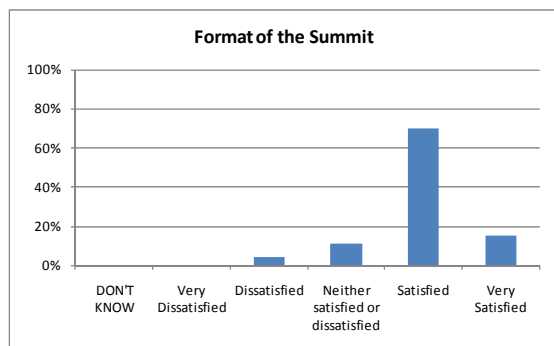
- Integration – education opportunities for socially disadvantaged and Indigenous.
- Transport – local, lack of rail, peak oil.
- Lateral thinking - eg dental care instead of fluoride in water supply.
- Review BASIX requirements for new home owners. Have tank to supply garden, laundry and toilets BUT tank never filled in 2 years (only bottom which has town supply to pump) AND every time we turn on taps also turning on pump, which runs on electricity. That is not environmentally friendly and bigger electricity bills. What's sustainability about? Why not have a system that allows tank for garden (only) and house off town supply (not through tank). How can we have system/requirement changed to be more sustainable for environment and us?
- No McDonalds in Moruya. Detrimental to local businesses and food suppliers.
- We have been working through issues on the basis that retail outlets will continue as is – however with NBN is there a likelihood that online shopping hubs get set up instead of retail outlets?
- Local (Batemans Bay)
 - Coordinated festivals/celebrations for major area eg Moruya – jazz, Narooma – oyster, Bodalla – heritage, (Eden – whales), Batemans Bay - ?? Nothing!! Bring community together to celebrate living in this place. Show-case. Also attract tourists to area.
 - Need for a performing/arts space.
 - Community 'events' notice board in the Bay.



Summit Evaluation

73 participants at the Summit completed the evaluation sheet. The questions asked and responses are shown here graphically. Any comments from participants are also provided.





Participant comments:

- Thank you for the opportunity.
- The 'aims' were never spelt out. Sound system could have been better.
- Thank you very much for the opportunity to be part of this Summit. It's been a very interesting day!
- Strongly believe that we should have started with discussing "A Vision". (Environment representation is still not adequate despite the additional member having been appointed to the 'Reference Group')
- Needs more structure in terms of relating to goal and NSW government processes and information resources
- The Summit was actually a lot better than was expected. Well done guys!
- Range of issues allocated at random made it very frustrating - didn't have chance to contribute to areas I felt I knew a lot about. I feel I could have done a lot more with a wider range of issues to look at.
- Day not orientated enough to a vision for 2030 - more like next 4 years. The issues are issues now. I think you needed to project us into the future by says eg peak oil is well and truly over - how do we live with this.
- Thank you. Please note I have warned of a bush fire danger this season - fire hazard of dead wood. It's not habitat. Please distinguish and reduce hazard.
- Great work. I didn't know what to expect today but I liked the way this was presented and run. I'm now very interested in what comes of this.



- Great opportunity but I truly hope this comes to fruition AND continues as promised. If not this will do more damage than good.
- Agenda far too ambitious: to be given 10 minutes to respond to complicated questions simply elicits motherhood statements. If the outcome is a plan for which Council has scarcely any financial resources to implement, the day is just another talk fest.
- This initiative in community consultations is a very positive step.
- It would be nice to have comment on the draft plan before it is released to the public.
- A bit frustrating.
- Hope this is not an exercise in futility.
- From a small community we were not very well represented. Though I was encouraged that my issues were duplicated through the other townships.
- Great initiative!! Council should address school children - greatest PR exercise!!
- Not enough time to address issues satisfactorily.
- Would love to see the results.
- Thank you for the opportunity.
- Once again, I didn't feel that the area of community that I wanted to represent was counted - disabled persons, especially those with an intellectual disability and their careers - these people after all are an industry - employment in disability services.
- Table size too big.
- It was a privilege to be a part of such a diverse group.
- Thank you for the opportunity to participate.
- Would have liked to keep this book as some of the information would have been valuable to keep/contemplate.
- It would have been helpful if the handbook was provided in 'large print'.
- Need for more time to consider quite a few points rather than 1-2 minutes.
- A copy of the telephone survey questions would have been useful.
- Excellent opportunity for our Shire to contribute ideas and concerns/solutions. Thank you.



APPENDIX D

Issues and Solutions



Table D.1 Issues and Solutions - from the Summit and Focus Groups

Notes: The list of issues presented below are the 15 issues identified as highest priority at the Summit.

Information about each issue is from both the Summit and at the Focus Groups.

As issues are not mutually exclusive, information provided by participants in one issue may be repeated in another issue, eg, due to the close connection between education and training (tertiary) and employment, much of the information overlaps. As the issues were identified as separate issues at the Summit they have not been combined.

ISSUE: Education and training (Tertiary)	Solutions
<p>What exactly is the issue about?</p> <ul style="list-style-type: none"> • Providing atmosphere to attract and retain young people/young professionals • Providing educational opportunities for young people • Providing skills for future employment opportunities. • Providing opportunities for lifelong learning; assist career and mobility <p>How does issue impact on Eurobodalla Shire?</p> <ul style="list-style-type: none"> • Shire needs to plan to attract business/government to the area • partnerships, Council/government/business • Decentralized government departments to Shire/region - more employment; ability to use local skills • Now is the time to tap into federal/state regional initiatives <p>Who is best placed to take charge of addressing this issue?</p> <ul style="list-style-type: none"> • Shire; Chambers of commerce; community groups; community focus groups and individuals <p>Who else should be involved?</p> <ul style="list-style-type: none"> • As above • DEEWR • RDA FSC <p>What do we have to help us address this issue successfully?</p> <ul style="list-style-type: none"> • Existing infrastructure (schools could be used for tertiary out of hours) • local expertise • Lodge youth pool available for study • existing programs for tertiary study in schools (e.g., school based apprenticeships) • Lifestyle could encourage more students wanting to study in this area <p>What will hold us back from addressing this issue?</p> <ul style="list-style-type: none"> • Lack of public transport • Lack of existing educational programs • Lack of relevant training to skill locals for local jobs • unemployment may discourage local study • Lack of light industry, - to create employment opportunities - no growth, no opportunity 	<p>Council to lobby state and federal government – funding; input from other levels of government.</p> <p>Industry – attract to area; grow existing.</p> <p>Employment – wage levels; permanent employment.</p> <p>Opportunities for primary and secondary industry.</p> <p>Demographic – older group</p> <ul style="list-style-type: none"> - Opportunity to identify as an area of excellence to develop aged care industry; special aids for aged and disabled - Use older people's abilities – U3A <p>Improve the demographic mix</p> <p>Create scholarships perhaps through philanthropy (3) to aid socially disadvantaged to access higher education.</p> <p>Use technology hubs to help access.</p>



ISSUE: Communication from Council	Solutions
<p>What exactly is the issue about?</p> <ul style="list-style-type: none"> • More communication to the community about what Council role is • Information for public is not clear and hard to understand - including cultural aspects • Consultation with traditional owners of land • People like to blame someone so blame Council - unfairly <p>How does issue impact on Eurobodalla Shire.</p> <ul style="list-style-type: none"> • Confusion • Uncertainty • Council's reputation • Distrust • Encouragement for business <p>Who is best placed to take charge of addressing this issue?</p> <ul style="list-style-type: none"> • Councillors/staff (executive) <p>Who else should be involved?</p> <ul style="list-style-type: none"> • Media <p>What do we have to help us address this issue successfully?</p> <ul style="list-style-type: none"> • Newspapers • Internet/social media • Public forums • Community radio • Depot/customer service staff • Local ABC radio • TV • Council meeting • Local Councillors in towns/villages • Written submissions. • E-mail/rates notices • Public schools (newsletter and assembly) • Public displays • Community groups • Chambers of commerce <p>What will hold us back from addressing this issue?</p> <ul style="list-style-type: none"> • Attitudes - to staff; to community • Response time • Response mechanism • People not taking responsibility • Not thinking globally • Lack of resources • Media - biased reporting, wording used • Council insulated (out of touch) 	<p>Councillors more active in community events to gain better understanding of community view.</p> <p>Improvements to info, facilities eg website.</p> <p>Open and honest community and transparent.</p> <p>Training (more) in communication skills for Councillors and staff.</p> <p>Media relationship with Council improved.</p> <p>More training in how to community with disadvantaged groups.</p> <p>More engagement with disadvantaged groups.</p> <p>Better consultation with traditional owners of land – prior to development of land – communication with specific groups.</p> <p>Knowing the difference between 'secrecy' and 'confidentiality'.</p>



ISSUE: Standard and provision of Community Services	Solutions
<p>What exactly is the issue about?</p> <ul style="list-style-type: none"> • Core responsibility of Council • Human community services • Lack of commitment by Council in providing • Council - economic emphasis, RR&R; Council cost cutting • Cost shifting (responsibility) shifting gap them and us perceived • Aged care services, children's services, youth • Libraries • Need advisory committee <p>How does this issue impact on Eurobodalla Shire?</p> <ul style="list-style-type: none"> • Well being • Keeps people happy • A real social issue • Inadequately supported services \$\$ and commitment "un-cohesiveness" • Political pressures at expense of community health and well-being • Community input into how service levels maintained <p>Who is best placed to take charge of addressing this issue?</p> <ul style="list-style-type: none"> • Council plus community advisory panel/committee, monitor standards, feedback • State government <p>Who else should be involved?</p> <ul style="list-style-type: none"> • State Government • Federal Government • Private / public partnerships - business partners • Stakeholders • Sponsors • Arts and craft workers <p>What do we have to help us address this issue successfully?</p> <ul style="list-style-type: none"> • Council community services Department is established and doing a good job • Three reasonably sized towns to allow centralising of these services and facilities along the Shire and near the beach • Current lifestyle/locality to live in - can attract staff. • A reasonably strong volunteer base. • We do waste recycling well • Great awareness of value of the natural environment • Work together well <p>What will hold us back from addressing this issue?</p> <ul style="list-style-type: none"> • Cost changes from traditional areas RR&R • Better transport access to services • Lack of social, cultural, shopping activities for attracting specialists • Not enough cultural, recreational opportunities for young families and kids (theme park, bowling alley, time zone) • Changed focus from input to outputs 	<p>Community advisory panel to provide feedback/input to advocate. Tap into users of services – involve those who know best.</p> <p>Consultation with stakeholders involved.</p> <p>Increased access to funding grants for provision of community services for marginalised groups.</p> <p>Council need to champion provision of services. Need to drive with community support and advice.</p> <p>Educate community to be more active.</p> <p>Accessible Council to listen to ideas – space on web?</p> <p>Community have easy opportunity to input into 'special areas' advisory groups.</p> <p>Young people need to be encouraged to have easy access to Council to provide ideas/input.</p> <p>Set up more spaces and facilities where people can go (including weekends) to learn valuable skills and techniques.</p> <p>Gap analysis – independent, lobby for additional funding to state and federal party.</p>



- | | |
|---|--|
| <ul style="list-style-type: none">• Lack of facilities (aquatic centres and indoor pool)• Cinemas, no choice and range of quality movies• Pools closed on Sunday• Statistically, one third of houses are empty for most of the year, means it's hard to build the "community"• Not enough population to support the services we want• Need more industry and business to build• Small rate base• Have to drive to Bega for orthopaedic specialist• Parochialism between the towns | |
|---|--|



ISSUE: Youth Facilities and Services	Solutions
What exactly is the issue about?	Youth Traineeship Program. Follow on from Partners in Education.
<ul style="list-style-type: none"> Higher level education -- young people have to leave Youth feel they live in an older community -- there is not much to do socially -- limited opportunities Lack of transport facilities. Hard to get regular permanent employment 	Learning community. Helps with communication of opportunities. Integration of....
How does this issue impact on Eurobodalla Shire?	Do some research on this issue in other areas including overseas.
<ul style="list-style-type: none"> Youth leave the area. Dislocation of families. Lack of energy input from youth. 	Consultation with community groups.
Who is best placed to take charge of addressing this issue?	Involve youth in solution. ✓✓✓
<ul style="list-style-type: none"> Education and training providers -- schools, tertiary providers Parents 	Promote to youth that there are many good things available here.
Who else should be involved?	Create a better public transport for youth so they have more access to better opportunities.
<ul style="list-style-type: none"> Council Schools -- as above Services -- JSAs Local employers Attract government and corporate employment 	
What do we have to help us address this issue successfully?	
<ul style="list-style-type: none"> Innovative programs. <ul style="list-style-type: none"> P. I E. (partners in industry) School based apprenticeships Cadetship programs, apprenticeships Youth committee Jobs drive, leading to new initiatives Tertiary education campus - expand, TAFE campus – trades, adult education Sporting culture, regular team sports, BMX skate park 	
What will hold us back from addressing this issue?	
<ul style="list-style-type: none"> Need mentoring structure, service support - study Centre (youth and adults) Early careers advise to all high school kids - more advisers for our youth More youth activities, live music, coastal beats /wicked/shorebreak No cultural, performing arts opportunities to cater for other interests 	
Both positive and negative	
<ul style="list-style-type: none"> Better use of existing infrastructure e.g., schools out of hours adult education? 	



ISSUE: Unemployment/employment	Solutions
<p>What exactly is the issue about?</p> <ul style="list-style-type: none"> Limited opportunities - dominated by too much reliance on tourism Opportunity for people of all ages who want to work – suitable for the skills/philosophies of community. <p>How does this issue impact on Eurobodalla Shire?</p> <ul style="list-style-type: none"> Too many young people leaving the Shire. High unemployment, lack of opportunity for people growing up here Type of investment you seek, type of educational courses on offer, unbalance demography Higher unemployment levels lead to socio- economic problems such as high rates of crime, alcohol/drug abuse and alienation from the community <p>Who is best placed to take charge of addressing this issue?</p> <ul style="list-style-type: none"> Council, to rethink focus Corporations Community - food security <p>Who else should be involved?</p> <ul style="list-style-type: none"> Education - University, TAFE Business groups Chamber of Commerce More cultural tourism - Performance Centre, classic music Festival, food festivals <p>What do we have to help us address this issue successfully?</p> <ul style="list-style-type: none"> Widespread recognition, general awareness TAFE addressing future needs - plan for future University of Wollongong campus local Business and organisations already moving here Have tourism Marine Park – ecotourism; natural bushland Festivals Opportunity for sporting events/tourism (off-season) Aging population - requiring supporting industries Networks in community - people know each other <p>What will hold us back from addressing this issue?</p> <ul style="list-style-type: none"> Seasonal nature of tourism employment Limitations on facilities to handle seasonal highs Funding for investment in infrastructure Remote from markets and suppliers Some businesses/industry focus on lifestyle - not so much customer focus Transport between towns and jobs 	<p>Work towards diversifying the local economy</p> <ul style="list-style-type: none"> Allotments for growing food Tour guides More small businesses doing local design and art products based on local birds and flowers <p>Explore agricultural opportunities</p> <ul style="list-style-type: none"> Grow our own food (local food security) Develop 'sage' like gardens throughout the shire <p>Priority for high speed broadband connection to facilitate IT start ups</p> <ul style="list-style-type: none"> green business local products <p>Social inclusion, employers to consider employing individuals with disabilities.</p> <p>Get TAFE and local business and Council to set sails and work together to fill authentic skills gap.</p> <p>Provision of legal services at low cost for small business. Establishment of para-legal service.</p> <p>Encourage retirees to get out and about and spend.</p> <p>Create cultural events to encourage local/interstate/over seas to be involved – flow-on effect.</p> <p>Programs for youth 'internships' in new industries eg local food production.</p> <p>Identify local business gaps – which new businesses do we need?</p> <p>Sustainable small businesses which put money back into community and have low carbon footprint.</p> <p>Contract to remove fire hazard dead trees near residential and business area.</p> <p>Employment in 'slow money'. Sustainability and food security vital.</p> <p>There is a business development function (Council) - is it focussing on the real opportunities?</p> <p>There are patches of local success eg. Riverside Park integration. Botanic gardens, Maritime Park offers opportunities. Take up on future opportunities such as these.</p> <p>"Sexy" things like hi tech (will come).</p>



ISSUE: Provision and standard recreation facilities	Solutions
<p>What exactly is the issue about?</p> <ul style="list-style-type: none"> • Is there enough recreation? • Is the infrastructure right? (eg marine infrastructure) • What have we got? What do we want? • How do we afford it? <p>How does it impact on Eurobodalla Shire?</p> <ul style="list-style-type: none"> • Lack of recreation and events coordination • Lack of focus on Marine and Bush environments • Over use and degradation of some facilities • Below standard and lack of maintenance • Population spread -- demand exceeds capacity to deliver • Need to cater for visitors in addition to local population <p>Who is best placed to take charge of addressing this issue?</p> <ul style="list-style-type: none"> • Depends on the type of facility • Community can manage some - with support and coordination <p>Who else should be involved?</p> <ul style="list-style-type: none"> • Private businesses eg kayaking, mountain biking • Coordination critical - Council role • Arts and crafts opportunities • Workshops for young people • Indoor swimming pool • Performance space <p>What do we have to help us address this issue successfully?</p> <ul style="list-style-type: none"> • Lots of party events for young people - with Council support • Beach culture - nippers and surf life saving • Boat ramps • Marine rescue organization • Volunteer rescue service • Need for performance space - strong community desire and many activities that will use space • We do have recreation facilities (but inadequate quality) • Natural environment • People skills/people power <p>What will hold us back from addressing this issue?</p> <ul style="list-style-type: none"> • Lack of support facilities • Don't take advantage of natural assets • Finding the balance • Lack of venues • Age limits • Higher costs • Red tape 	<p>Look to similar communities to see how they run things.</p> <p>Stress community ownership – encourage more local involvement – with Council support.</p> <p>Council to assist local groups working together.</p> <p>Bring together/coordinate user groups to assess/monitor use and level of maintenance required – groups may be able to raise funds collectively ie cricket and soccer etc for ovals</p> <p>Attract other funding and events – work with them to deliver - seek government funding.</p> <p>Allow easier working relationship with service clubs willing to provide structure and maintenance.</p> <p>Rationalise existing facilities – centralise.</p> <p>Use existing historical/characteristic facilities instead of pulling them down (ie Tuross Progress Hall - Scouts, Line Dancers and a lot more use this building – great resource).</p> <p>Market existing facilities better.</p> <p>Sponsors and partnerships with other community groups.</p> <p>Multi-use facilities ie open up school sports areas for community use for events or seasons.</p> <p>Coordinated community festivals to showcase 'talent' and community/areas.</p>



ISSUE: Business Support	Solutions
What exactly is the issue about?	Enable resource – recovery.
<ul style="list-style-type: none"> • Sustainability • Support ' green jobs', co-ops 	Promote culture of a proud community of many local independent businesses rather than homogenised 'usual suspects' of large brand name chains.
How does this issue impact on Eurobodalla Shire?	Nature based tourism.
<ul style="list-style-type: none"> • Create employment that suits our environment 	Allow wood collectors to remove dead wood that not habitat but fire hazard.
Who is best placed to take charge of addressing this issue?	Enhance promotion of ESC.
<ul style="list-style-type: none"> • Networking groups 	Reduce red tape for eco-tourism, and for all business.
Who else should be involved?	Provision of low cost legal service for small business.
<ul style="list-style-type: none"> • Chamber of Commerce • SERROC • RDA FSC 	Encourage shops to be senior friendly – low noise, suitable merchandise eg dresses with sleeves.
What do we have to help us address this issue successfully?	Encourage small business eco-tourism, community supported agriculture, young entrepreneurs.
<ul style="list-style-type: none"> • Location - well located geographically • Moderate climate • More businesses starting - new shops • Tourist dollars • Facility for remote/Internet offices • Retirees with dollars to support niche leisure activities • Influx of skills and experiences of retirees • Growing market with increasing population • Marine and environment lifestyle industries • Koori culture • Close community - business/community link 	Koori culture tours.
What will hold us back from addressing this issue?	Encourage businesses to create employment opportunities and to establish in Eurobodalla.
<ul style="list-style-type: none"> • Distances and lack of public transport • Unskilled customer service and/or inconsistent • Some business people perceive the environment as a negative environment • Lack of quality shops eg to buy a dress, shirt • Very bad at advertising our business assets 	Encourage businesses doing high quality designs and products based around local birds and flowers etc.
	Competitions to design suitable products celebrating our natural wealth.



ISSUE: Traffic congestion at peak times	Solutions
<p>What exactly is the issue about?</p> <ul style="list-style-type: none"> • Traffic flow, parking and pedestrian flow in town • On the highway, exacerbated by the mix of through and local traffic <p>How does this issue impact on Eurobodalla Shire?</p> <ul style="list-style-type: none"> • Difficulty in getting to work • Safety/health issue - emergency services can't get to places • Less attractive to visitors (especially elderly people) <p>Who is best placed to take charge of addressing this issue?</p> <ul style="list-style-type: none"> • RTA • Council (traffic) committee <p>Who else should be involved?</p> <ul style="list-style-type: none"> • Chamber of Commerce <p>What do we have to help us address this issue successfully?</p> <ul style="list-style-type: none"> • Space available for satellite parking • Ability to provide notice boards regarding traffic congestion • Spine/link road is planned • Ability to update traffic intersections Moruya River Bridge and by-pass South Head intersection • Revise Batemans Bay bridge raising (wharf upstream bridge) <p>What will hold us back from addressing this issue?</p> <ul style="list-style-type: none"> • No local public transport - shuttle buses • No notice boards • Lack of funding for link road and traffic bypasses • Peak tourist periods generate vastly increased traffic for short periods • Wharf versus bridge required - funding approvals 	<p>Management of King Hwy and Princes Hwy traffic intersection @ Batemans Bay roundabout.</p> <p>Ferry stop in Batemans Bay further up river to reduce need for bridge opening.</p> <p>Don't open Batemans Bay bridge during peak times.</p> <p>Restrict Perry Street traffic.</p> <p>Town by-pass (Batemans Bay, Moruya, Mogo)</p> <p>Improved road access to ACT/top of Clyde.</p> <p>Air access to Canberra.</p> <p>Additional Clyde River crossing.</p> <p>Extend railway line.</p> <p>Pedestrian crossings from Village Centre!</p>



ISSUE: Protection of the natural environment from development	Solutions
<p>What exactly is the issue about?</p> <ul style="list-style-type: none"> • How do we handle increasing population and increasing development with minimal impact - need to audit the existing infrastructure, assess where high/low environmental value is • Lack of planning at a holistic level • Tag is "nature coast" community id this as core value, lifestyle – threat from uncontrolled development • Short term vision rather than long term goal, lack of 3 x Government → cohesion/responsibility • Overdevelopment, ad hoc development - pristine areas degraded/lost • Our natural environment becoming increasingly degraded - everything (water, power, tourism depends on its health - our natural environment is more fragile than it appears to be • Rely upon in a place like Eurobodalla Shire to attract tourists, holiday makers etc • Delete words "from development" - DAs are only one threat (eg logging and trawling are not DAs) • Size and distribution of population - too many people stress environment and infrastructure <p>How does this issue impact on Eurobodalla Shire?</p> <ul style="list-style-type: none"> • Value of natural environment a high priority • Bit by bit we are losing what's valuable • Inability to retain lifestyle • Loss of biodiversity • Environmentally - natural environment, food production/farming, tourism, retirees <p>Who is best placed to take charge of addressing this issue?</p> <ul style="list-style-type: none"> • Council • Whole of government coordination within LGA boundary (including CMA and agencies) <p>Who else should be involved?</p> <ul style="list-style-type: none"> • With community • Environmental Land Care and Coast Watchers network (ESC committee) • Businesses eg rebates if using less resources <p>What do we have to help us address this issue successfully?</p> <ul style="list-style-type: none"> • Strong community • Environmentally aware • World class natural assets • Legislation for heritage protection • Cultural heritage • Funding from other government agencies <p>What will hold us back from addressing this issue?</p> <ul style="list-style-type: none"> • Lack of understanding of legislation • Lack of promotion and knowledge of cultural heritage • Poor communication from government and community • Limited resources 	<p>Not possible – sustainability is the answer.</p> <p>Remember that some issues link with others ie tourism depends on protection of the natural environment.</p> <p>This issue links into many other ie water use / transport / infrastructure/ food production – all should be based on the idea of 'sustainability'. Also biodiversity.</p> <p>Comprehensively identify and value the natural environment assets.</p> <p>Try to change attitudes of many people – need to be sustainable.</p> <p>Identify existing infrastructure and the areas than can service future development.</p> <p>Communication – publicise the process.</p> <p>Nature tourism eg Booderee style.</p> <p>Products featuring local flowers and birds eg home wares</p> <p>Transition to alternatives – 'think outside square' in relation to waste energy etc.</p> <p>Communication – community involvement and engagement.</p> <p>Integrate sustainable practices /philosophy into all Council plans/decisions.</p> <p>Encourage local food supply. "Think local".</p> <p>Establish zones protected by local or landowner covenants for designed use ie natural environment, food production, recreation etc.</p> <p>Large scale promotion of local Indigenous culture and philosophy/attitudes. Due respect.</p> <p>Education of the population with constant information by all possible means.</p> <p>Moratorium on building applications. Tasmania, local Government say "No".</p>



ISSUE: Water management	Solutions
What exactly is the issue about?	Food security depends on water.
<ul style="list-style-type: none"> • Supply versus demand • Recent droughts threaten supply • Illogical pipeline • Lack of water supply, State Government policy • Develop better water catchment technology eg catch rainwater instead of going into the ocean 	Reuse water – not just once. Integrated water cycle management.
How does this issue impact on Eurobodalla Shire?	Public education reduction/conservation of water use.
<ul style="list-style-type: none"> • May limit future development, and/or • Impose greater restrictions 	Rain water tanks – continue rebates.
Who is best placed to take charge of addressing this issue?	Water infrastructure including recycling infrastructure.
<ul style="list-style-type: none"> • Local government in partnership with community manage supply/demand 	Monitor and measure household water use
Who else should be involved?	Encourage businesses in rain water catchment technology and self sufficient housing.
<ul style="list-style-type: none"> • Absentee owners/visitors/tourists • Business and Council 	Change State policy and allow new water storages, dams and household tanks.
What do we have to help us address this issue successfully?	
<ul style="list-style-type: none"> • A population of lower water users • A recent legislation change covers the implementation of water saving devices • Good precipitation • A water supply with Deep Creek dam etc • Domestic water catchment encouraged 	
What will hold us back from addressing this issue?	
<ul style="list-style-type: none"> • Attitudes and lack of knowledge by tourists on water conservation • Will this sustain us into the future? Is there a plan? • Wasting urban storm water. Legislation? 	



ISSUE: Standard and availability of public transport	Solutions
<p>What exactly is the issue about?</p> <ul style="list-style-type: none"> • Lack of availability and standard of quality • Sustainability of transport industry • Environmental constraints • Lack of coordination of transport infrastructure • Political focus on cities at the expense of regional centres and towns. • Population distribution • History of self provision <p>How does this issue impact on Eurobodalla Shire?</p> <ul style="list-style-type: none"> • Impedes growth/investment • Increases damage to environment • Economic impact • Focus on driving at the expense of rail and bus is costly to the environment and the personal pocket • Lack of transport access • Impacts on community wellbeing - basis for good employment, health, education, social programs - in turn eliminates lifestyle, community sense of place • Poor access to medical specialists in the cities, poor access for elderly non drivers • No transport modes. Only school buses, some limited private bus services. Very limited long distance public transport. <p>Who is best placed to take charge of addressing this issue?</p> <ul style="list-style-type: none"> • Across government (three levels of government) /private sector collaboration • Federal and State Governments • Potential private (contract) operators <p>Who else should be involved?</p> <ul style="list-style-type: none"> • Community groups/communities <p>What do we have to help us address this issue successfully?</p> <ul style="list-style-type: none"> • Established services that can be built on including voluntary • Large pool of people willing to use public transport • Geographically will placed to have a spur line from VFT Sydney to Melbourne rail line • Existing marine infrastructure for water based transport • Existing and well located airport • Existing cycle ways that could linked <p>What will hold us back from addressing this issue?</p> <ul style="list-style-type: none"> • Large geographical region to cover • Level of subsidy for programs • Residential development as part of proposed airport development • Expanding the services without impacting the natural environment • Initial cost while demand grows • Cost of rail infrastructure • Cost of fuel 	<p>Explore alternative transport options eg use of water/road/air/cycles.</p> <p>Extend rail from Nowra.</p> <p>Develop more cycleways.</p> <p>Develop strategies for the decentralisation of 'service' provider delivery. Take the service to the customer.</p> <p>Explore the development of appropriate infrastructure creation of multipurpose wharf.</p> <p>Improve access to technology – utilisation of technology to minimise transport need.</p> <p>Secure parking for long term use.</p> <p>Develop shared vehicles schemes.</p> <p>Encourage more services to provide transport ie more bus companies.</p> <p>Community transport.</p> <p>Better roads, bypasses.</p> <p>New technology rail.</p> <p>Need toll road.</p> <p>Implement train service down the coast or over ranges. Public transport that dovetails in with present transport eg transport from airport bus services meeting other services.</p> <p>Contract of private provision of small mini-cabs (12 people) to service routes around towns and near environments – as in Turkey and Vanuatu. Some costs but deliver better services.</p>



ISSUE: Accommodation - short term/crisis	Solutions
<p>What exactly is the issue about?</p> <ul style="list-style-type: none"> • Providing a safe haven ie domestic violence • Respite care • Should remain community-based • Homeless - disabled and youth • Essential resource to find out information; who do you contact? • Aging carers becoming unable to care through illness etc • Young disabled people being cared for - short-term - in nursing homes for elderly <p>How does this issue impact on Eurobodalla Shire?</p> <ul style="list-style-type: none"> • Youth on the streets • Services • Prison services are shared across regions and as a result, in a crisis, families can be broken up (to receive a service elsewhere) • Homelessness (trouble in the home ie domestic violence) is a social issue, which can result in anti-social, behavioural issues - smashed bus shelters and toilets, bricks through business windows and assaults <p>Who is best placed to take charge of addressing this issue?</p> <ul style="list-style-type: none"> • Should remain community-based • Council should have some role as a central body. • Council operated help desk for all services <p>Who else should be involved?</p> <ul style="list-style-type: none"> • Hospitals, churches <p>What do we have to help us address this issue successfully?</p> <ul style="list-style-type: none"> • Service providers • Affordable accommodation is more available • We have the capacity to increase awareness of service providers • Willingness for community to help each other • Opportunity to link individuals as borders <p>What will hold us back from addressing this issue?</p> <ul style="list-style-type: none"> • Limited scope of refuges • Limitations of service providers to meet demand • Limited access to houses (support) • Restricted opportunities for access to knowledge about what is available 	<p>Find out what resources are already available.</p> <p>Educate and raise awareness.</p> <p>Connect in a central body – optimistically, through Council.</p> <p>Make sure the services meet those who need them most, realistically.</p> <p>Council intervention.</p> <p>Council to have a look at all the empty homes during the year and approach rate payers with holiday rentals for support in accommodating disadvantaged.</p> <p>Lobby state government for additional funding for homeless people – crisis, short and medium term.</p>



ISSUE: Health facilities and services	Solutions
<p>What exactly is the issue about?</p> <ul style="list-style-type: none"> Hospitals - range of services in (ie maternity) Some areas don't have GPS (ie thins out going South) Medicare Office access Lack of local specialists eg oncology, orthopaedic - distance to some specialist services Dental shortage Waiting time for GPs, specialists that are here, dental Difficulty getting services, getting into Doctors/outpatients – homecare services overbooked Limited blood donation opportunity Health problems not being addressed – elderly not getting homecare when they need it. Patients get worse when can't access health services and sometimes critical. Narooma - no hospital. No mental health care facility Drug and alcohol Lack of surgery, travel to Canberra for major surgery Lack of local follow-ups after surgery Inadequate services – hospital beds. Standard and availability of public transport Community services lack transport No money, lack of surgeons Population spread across Shire Lack of bulk billing <p>How does this issue impact on Eurobodalla Shire?</p> <ul style="list-style-type: none"> Travel for services Retirees leave to access health services Perhaps doesn't attract People without transport have to walk or rely on neighbours and friends to take them to Dr's Many people don't have own transport (this is especially pertinent to people who need to travel to Canberra for Dr's appointments – Murray's service goes to Canberra 3.10pm returns at 7.30am, meaning an overnight stay); Council only uses one car to Canberra for four people and two volunteers - clients waiting around for other patients <p>Who is best placed to take charge of addressing this issue?</p> <ul style="list-style-type: none"> Health Department - federal government - state? State/Federal Confusion about who is responsible <p>Who else should be involved?</p> <ul style="list-style-type: none"> Local Government Community groups/volunteers providing services local churches Professional bodies ie GP association/specialists, etc Utilisation of school buses in non-school hours. Clubs' bus services. Small feeder buses within villages providing frequent 	<p>Attractive lifestyle location, schools etc, to market the destination to GPs/professionals.</p> <p>GPs more accessible (GP Clinics, more services??)</p> <p>Increased personal responsibility for health.</p> <p>Keeping older people in own homes but need to address their isolation – more volunteer visitors and involve more young people.</p> <p>Local government advocacy / planning.</p> <p>More community involvement in solutions.</p> <p>(Welcoming)</p> <ul style="list-style-type: none"> education for prevention preventative programs <p>Mental health facility for short stay and treatment</p> <p>Transport to access services where none.</p> <p>Mobile services ie dental for Narooma.</p> <p>Encourage more visiting specialists and more regular – and encourage them to stay.</p> <p>Special facilities in place to attract specialists to stay full time.</p> <p>New hospital – 1 for shire + specialists + private hospital.</p> <p>Narooma disabilities special unit needed at primary school.</p> <p>Retirement villages providing transport for their residents, and Eurobodalla community transport, taxis and Prior's Bus Services.</p> <p>Bulk Billing!!</p> <p>Need smart planning to co-ordinate whole village concepts eg: access, parking</p> <p>More buses, more services.</p> <p>Helicopter services.</p> <p>More Home Care – walking, distance to immense, not enough for growing population</p> <p>Centrally based hospital with ancillary services where needed.</p> <p>Rail connection to Canberra.</p>



<p>services to major centres</p> <p>What do we have to help us address this issue successfully?</p> <ul style="list-style-type: none"> • Helicopters • Community transport • Good hospitals; dedicated staff • Number of allied health services; existing health support services eg SGPN, Katungal, community • Proximity to major hospital • Levels of customer service • Lifestyle and properties to attract professionals • Volunteers • St. John - event coverage • Strong alternative health/medicine • Encourage healthy, active lifestyles - use walk ways, cycle ways, parks, water etc • Healthy community group • Connection to community - arts, music, events • Aged care facilities and industry • Jobs in healthcare - young people, part-time <p>What will hold us back from addressing this issue?</p> <ul style="list-style-type: none"> • Opening bridges obstructing emergency vehicles • Long waiting lists to get into hospital and GPs • Lack of specialist services eg burns, dialysis, paediatric • Lack of state government financial support • Lack of agreement in government departments and federal/state/local ie BB and Moruya • Lack of dental, GP, breast screen, mental health staff and facilities, oncology • High cost – small population, low priority – others get it first • Transport • Access to extra finance • Facilities (schools, shopping, jobs etc for doctors and families) • How to plug into expertise and people who make decisions • Alcohol/social issues • Isolated hamlets/villages • Lack of infrastructure • Dependency on volunteers and on-going Council \$ for transport to Canberra 	<p>Encourage more specialists to come here. Offer some incentives. Other places supply housing and travel.</p>
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ISSUE: Standard of local roads and infrastructure	Solutions
<p>What exactly is the issue about?</p> <ul style="list-style-type: none"> Expense of maintaining existing local roads and infrastructure Inadequate for volume of traffic/freight - inadequate road structure, no alternatives (eg rail) Loss of life, lack of transport access, use of town as a through access – bypass High death toll, expensive food and infrastructure costs, wildlife loss Cut down on energy use. Create attractive and interactive shopping precincts. Make the South Coast a desirable and distinctive destination. <p>How does this issue impact on Eurobodalla Shire?</p> <ul style="list-style-type: none"> Given the size of the Shire, cost of the issue, safety of users, isolation of residents, lack of access, reduction of connectivity of communities, lack of access to basic infrastructure, environment compromised due to eg sewerage plant maintenance etc Safety of drivers and passengers Impact on industry (reliance on road freight only) <p>Who is best placed to take charge of addressing this issue?</p> <ul style="list-style-type: none"> Engineers and community (to address concerns etc), planning committee perhaps, which includes community, professionals, planners, finance State Govt (RTA) - direct funding to Council for control <p>Who else should be involved?</p> <ul style="list-style-type: none"> Appropriate qualified community members State and local government <p>What do we have to help us address this issue successfully?</p> <ul style="list-style-type: none"> Deep Creek dam pipeline - ability to transfer more water, more quickly Predicted population growth = greater population density = better use/cheaper infrastructure Roads here are better than in other areas Local government – can lean on state government for more funding for road improvements Narooma library/community centre, excellent - encourage people to use these services Shire wide <p>What will hold us back from addressing this issue?</p> <ul style="list-style-type: none"> State funding Not caring for rivers/catchments to collect water to go in the pipeline Allowing population spread = more expensive infrastructure Topography of the Shire Lack of state and federal funding - need plans in place to attract funding Inability of local Councils to fund roads to cater for non-local visitors/travellers to and through the area Number of kilometres of dirt/gravel roads versus number of rate payers to maintain roads Disputes over who maintains roads - owners/Council/forestry 	<p>Future plan / depreciation fund to address financing.</p> <p>Citizen / external review of suitably qualified residents to help direct funds to most appropriate projects eg review of advisory panel to Councillors</p> <p>Ensure alignment of Strategic Plan.</p> <p>Education process to change the way we use infrastructure eg how we have decreased our water usage therefore taking the pressure off some infrastructure.</p> <p>Attract installation of national broadband network as a priority.</p> <p>More emphasis on repair and replacements of bridges.</p> <p>Finish Batemans Bay bypass, duplicate Batemans Bay bridge.</p>



ISSUE: Retail and Commercial	Solutions
<p>What exactly is the issue about?</p> <ul style="list-style-type: none"> • Encourage new businesses to establish • Facilities to support new business (infrastructure and technology) • Flow on (Bunnings/BigW provide jobs for lower skilled people and develop them) • No specific bodies to address these specific issues? • Encourage online developments/businesses • Support new and innovative online businesses - Southern Phone? <p>How does this impact on Eurobodalla, Shire?</p> <ul style="list-style-type: none"> • Keep youth here • Middle aged to retiree employment (still in the workforce) • Not selling ourselves - still as tourism, not business • Work life/job for spouses (not just attract a professional etc provide for whole family support) <p>Who is best placed to take charge of addressing this issue?</p> <ul style="list-style-type: none"> • Council - DA's, infrastructure, business development • Existing businesses - support existing peak bodies • More coordinated approach, innovation - between Council and commercial <p>Who else should be involved?</p> <ul style="list-style-type: none"> • Simplify red tape - State government <p>What do we have to help us address this issue successfully?</p> <ul style="list-style-type: none"> • We have space • Reasonably low lease • Broadband and technology change the way business is run (might not need shops) • High unemployment • Encouraging the right kind of business (environmentally sustainable) • Vast reservoir of knowledge and experience in our retirees <p>What will hold us back from addressing this issue?</p> <ul style="list-style-type: none"> • Impact on the environment • People not willing to take risks of investing • Unfair competition • Population fluctuations • Peak tourist periods • Need strategies to spread it out • Need better town planning • And access issues <p>Other comments on sheet:</p> <ul style="list-style-type: none"> • Not so lacking service - not selling ourselves • Clean employer, clean business. • Ensuring we had areas available for expansion of businesses - L EP • Across the Shire's - major centres • Make focus of everybody - Council, industry peak bodies, business leaders - coordinated response 	<p>Coordinated approach by Council.</p> <p>Relate to creating/encouraging job opportunities.</p> <p>Use peak bodies that already exist - chambers of commerce, industry peak bodies, women in business.</p> <p>Trade shows.</p> <p>Develop innovative packages to attract eg creative industries, businesses, arts, cultural, film making.</p> <p>Clean business park – rather than dirty industrial. Develop industries.</p> <p>Push national broadband and technologies to assist/support remote business opportunities.</p> <p>Both state and federal governments – decentralisation, push to coast.</p> <p>Establish culture of many independent businesses rather than fewer large chains.</p> <p>Transport, utilisation of airport, asset revitalisation of airport precinct - distribute goods/services/products. Remote living/work opportunities.</p> <p>"Small is beautiful"</p>



APPENDIX E

Objectives and Strategies



Table E.1 Objectives and Strategies by Theme – from the Summit and Focus Groups

Notes: Various groups at the Summit and also in the Focus Groups identified objectives for economic, social, environment and civic leadership themes. Some groups had the time to also provide strategies for the objectives.

To retain the connection between objectives listed by a group, all objectives put forward by each group are listed together, along with any strategies.

Colour (and alternatively) has been used to separate each group's objectives and strategies.

The objectives put forward by some groups were given to other groups to consider and provide their own strategies. In such circumstances the strategies put forward by each group have been recorded separately next to the objective and with a line dividing the responses from the two groups.

Objective	Strategies
ECONOMIC	
Objective: Define the role of Council. Determine sustainable funding sources for that role.	<ul style="list-style-type: none"> Identify legislation that needs to be changed eg land tax to remain with Council. Lobby to change it. Explore alternative ways to fund local government other than rates. Develop a long term financial plan. Recognise local government in constitution. Encourage independent business group with less red tape.
Objective: Develop programs for youth that assist them with life skills and to get jobs – in a wide range of areas: the arts, business, industry etc.	<ul style="list-style-type: none"> Set up youth centres in the Shire's hubs. Set up assistance to small business to obtain apprenticeships and trainees (ie help with documentation etc). Assist business to form partnerships with arts organisations to foster creative programs (+ visa versa). Involve Aboriginal youth in cultural issues and involve/educate non-Indigenous youth on Indigenous issues eg NAIDOC, camps, language, medicines, bush food, shelter, etc. Support Aboriginal youth to participate in education, training and other mainstream activities with the broader community.
Objective: Involve private enterprise in Council decision making.	<ul style="list-style-type: none"> Encourage more dialogue between business and industry groups and Council (ie what does the building industry find hard about operating here; what obstacles are there in hospitality operation. Share knowledge and issues.
Objective: Generate improved employment opportunities, especially for the young people.	<ul style="list-style-type: none"> Encourage small business by promoting local produce over brought in products. Provide business management workshops for local business opportunities. Access assistance for affordable finance for local small business opportunities. Promote area as great location for retirement and living in healthy environment. Provide support in legal assistance for small business.



	<ul style="list-style-type: none"> • Encourage locally available skilled based training for school leavers. • Encourage tradesmen to take on apprentices. • Promote marine base activities in enhanced marine park environment.
Objective: Encourage local small business by providing support to promote local produce over brought in products.	<ul style="list-style-type: none"> • Provide cycleways for young people to get to employment. • Promote Eurobodalla as business and tourist destination. • Promote apprentice/training opportunities to trades people. • Diversify industry. Clean business. • Establish local broadband wireless access to encourage e-business. • Promote area as great place for business – local industrial land / small scale agri-business. • Business development manager to prioritise lobbying federal government department to relocate to ESC. • Broaden skills based training to include agricultural activities. • Make available broad scale effluent reuse to stimulate value adding agri-business. • Council to actively seek grants for setting up agri-business support by effluent irrigation.
Objective: To encourage business/career opportunities in our unique and natural environment.	<ul style="list-style-type: none"> • Identifying what makes our environment unique. • Using these identified assets to flag potential new business opportunities or career opportunities. • Encouraging partnerships with tertiary education providers for research and further education opportunities. • Networking between local business and professionals with education providers. • Industry/Council/partnerships to develop infrastructure for airport, marine infrastructure. • Employ focus person at local tourist info centre eg to promote area. • Making sure assets are known to those who may be interested ie promotion of assets. • Ensure strategies are put in place to protect these unique and natural environments to protect future business/career development. • Red tape removal. • Encourage clean/high tech business to invest in the region. • Partnership between different government agencies (National Parks, Marine National Parks, CMA etc) to employ people in skilled areas.
Objective: To achieve financial sustainability throughout the Shire.	<ul style="list-style-type: none"> • Improve IT such as NBN ASAP – be leaders. • Maximise potential of competitive advantages of Shire eg conference. • Encourage and improve transport and trade links eg



	<p>Moruya airport.</p> <ul style="list-style-type: none"> • Encourage greater sustainability of tourism based industry by working to extend season/stay. • Training/apprenticeships, mentoring/managing and supporting Certified Trades. • Build up respect through mentoring to encourage to stay after training. • Encourage and support Aboriginal business/product to be established in the Shire. • Potential for joint venture as tourism product. • Look for long term viable cohesive sustainable new ventures/industries (environmentally friendly businesses).
Objective: To extend the stay of tourists to enhance the local economy	<ul style="list-style-type: none"> • Provide more diversity of attractive activities. • Update and development of caravan park facilities. • Publicise milder coastal climate; distribute pamphlets • Provide caravan parking instead of driving through the town. • Encourage and assist tourism industry to provide guided walks and other guided activities. • Support voluntary infrastructure behind local events eg jazz festival, art and music etc, cycling and other sports. • Develop and implement strategic plan to get investment by resorts/motel etc chains (providers) to the region. • 3-5 day festivals. • Provide expos. • Encourage nature based tourism that is less seasonal than traditional tourism.
Objective: To extend economic base beyond just tourism – focus on your-round business support and encouragement.	<ul style="list-style-type: none"> • High quality communication services eg NBN. • Utilise food, sunshine, wind, tide. • Ongoing development of secondary and tertiary education. • Streamlined regulation requirements (keep the planning and regulation but make implementation efficient). • Efficient transport links to other regions (perhaps rail). • Local food production (food security) – value added products – gourmet food trail. • Develop business parks/incubators.
Objective: Break down barriers between Indigenous and non-Indigenous – self-sustainable Indigenous community.	<ul style="list-style-type: none"> • One community, education to accept all as equal. • Promote family based values to teach children – starts with parents not kids. • Support community leadership within Indigenous community. • Stronger professional Indigenous presence. • Inclusive community attitudes to all.
Objective: Streamlining of Council DA processes for business proposals – case management.	<ul style="list-style-type: none"> • Implement or grow a case management system – consistently high performance standard. • Require Council to do initial assessment of application and settle need for additional information with four days.



	<ul style="list-style-type: none"> On-line DA applications to help with tracking and identification of personnel managing DA. Access to on-line dialogue between application and Council staff member. Improve Council communication. Introduce a complying development process.
Objective: To focus on expanding existing local business – raise the value of the local economy.	<ul style="list-style-type: none"> Employ local people within our Shire. Quality retail outlets relevant to towns needs. First identify the differences between hubs and tailor outlets accordingly. Provide graduate traineeships within Council eg 1 yr tenure similar to federal government. Focus of local business on improving customer service (be polite).
Objective: To generate improved employment opportunities, especially for younger people	<ul style="list-style-type: none"> By, for example, introducing subsidy program for specific employers of industries.
Objective: To ensure continuing development while maintaining firm building standards and protecting environmental sustainability.	
Objective: To pursue additional retail facilities and improve access to them (parking etc).	
Objective: To extend the stay of tourists and enhance the local economy.	
Objective: To promote the local benefits of our area to others both outside and inside the area.	<ul style="list-style-type: none"> Eco-tourism opportunities.
Objective: To provide long term parking allocations to central CBD taking account of the increased population expectations.	
Objective: To seek decentralisation of public service offices in order to provide permanent full time employment opportunities.	
Objective: To seek additional subsidies for transport infrastructures including after hours.	
Objective: To utilise under developed areas together with S94 funds for increasing free centralised parking.	
Objective: To increase training and employment.	<ul style="list-style-type: none"> Provide rehabilitation centre for drug and alcohol affected persons. Support local counselling services.
Objective: Have an increased number of jobs available within Eurobodalla, which cater for all age categories therefore leading towards stability.	<ul style="list-style-type: none"> Increase the public transport links. Create links with bigger cities and their universities. Increased number of retail and infrastructure outlets.
Objective: Diversify the economy.	<ul style="list-style-type: none"> Provide holiday accommodation (housing). Transport to jobs. Community services (education field etc). More business opportunities.



	<ul style="list-style-type: none"> • Clean beaches and National Parks to increase tourism. • Provide parks and walkways.
Objective: To keep a thriving economy by subsidising businesses to expand, hence provide greater jobs.	<ul style="list-style-type: none"> • Get consumers to spend. • Promote local industry. • Communication – better advertising.
Objective: To gain better healthcare which at the same time is providing more jobs (nursing, medicine).	<ul style="list-style-type: none"> • More education/training (to train people to work in these job areas). • More funding for health and facilities.
Objective: To have a prosperous and sustainable economy where there is jobs available for all..	<ul style="list-style-type: none"> • Hold training for potential employees. Educational facilities. • Minimising fast food outlets. Fast food takes away from local business. • Tapping into different markets and industries to provide various work opportunities.
Objective: To raise the value of the local economy, to improve the use of small local businesses, to improve the economical growth and wellbeing in Eurobodalla.	<ul style="list-style-type: none"> • Support small businesses. • Support local farmers. • Keep the money in the area. • Use local resources. • Promote the advantages of local businesses.
Objective: Be self-sustaining.	<ul style="list-style-type: none"> • Facilitate local employment opportunities. • Community support behind local businesses. • Strengthen inter-community links. • Increase diversity of local employment. • Greater access to higher educational (tertiary/TAFE) opportunities. • Incentive for working age residents (need substantial population growth in that age group)
Objective: Expand Batemans Bay to create thriving businesses and entertainment (like Mooloolaba)	<ul style="list-style-type: none"> • Invest in a multi-purpose complex to house bands, graduations, bowling alley etc. • Refurbish the town, modernise buildings and parks etc. • Attract bowling alley, bar, retail cafe and restaurants. • More public transport to Ulladulla (small buses etc)
Objective: Create our own economic base.	<ul style="list-style-type: none"> • Provide and support community gardens.
Objective: More Aboriginal employment.	<ul style="list-style-type: none"> • Indigenous and non-Indigenous working together. • More Aboriginal teachers in local schools. • Better understanding and respect of Aboriginal culture.
ENVIRONMENT	
Objective: Improve and reward recycling and waste management.	<ul style="list-style-type: none"> • Additional recycled bins at beaches and parks. • Bin sizes increased → decreased. • Larger recycled stations in town for tourist access. • Temporary facilities for holiday season. • Research waste management national and international. • Bio-degradable options for businesses. • Domestic and business green waste (vege scraps etc) system.



	<ul style="list-style-type: none"> • Lobby for reduced packaging. • Locally grown food.
Objective: a) Involve the whole community in the preservation of the environment - Indigenous people (consultants) + the non-Indigenous Eurobodalla community.	<ul style="list-style-type: none"> • Facilitate the coming together of different social groups. • Reach some agreement on environmental issues. • Council address issues it can. • Take other issues to state and federal government for resolution.
b) Involve the Indigenous people in the preservation of the environment.	<ul style="list-style-type: none"> • Paid consultancy on land care issues. • Liaise with state and federal governments. • Involvement of traditional owners and elders. • Educate Indigenous students - career stream.
Objective: Sustainable development being conscious of the environment. Encouraging environmentally friendly industry.	<ul style="list-style-type: none"> • Ease of access. • Government support / funding. • Research environmentally friendly industries. • Involve UOW and local high school. • Independent advice. • Best overseas practices eg encourage existing service providers to continually improve and adapt to new building standards. • Take time to understand the issues. • Community support. • Utilise existing expertise in environmental groups already in operation.
Objective: Food security - reduce transport, preservation of food (seasonal), employment, reduce waste.	<ul style="list-style-type: none"> • Locally grown food. • Community gardens – seasonal produce. • Grow local markets – employment. • Preserve agricultural land from development. • Develop native fruits etc. • Diversity local food production.
Objective: To promote sustainable urban/rural/natural environments of the Shire while protecting them as well as promoting the economy. Balance required. Ability to promote eco developments.	<ul style="list-style-type: none"> • Assess and understand what the Shire has. • Implement effective and enforceable planning that is not subject to whims. • Develop resource recovery in the Shire (green jobs and reduced carbon foot print and longer life at tips). • Explore and use low carbon energy alternatives. • Build links with tertiary education bodies.
	<ul style="list-style-type: none"> • Marketing, promo, radio, TV, magazines to publicise/promote the beauty and natural environment (rural, natural). • Develop plan for access and use (Council, government, stakeholders). • Coalition of community groups eg Council, greens, National Parks, Forestry, Land Care etc. • Research existing eco opportunities, encourage eco investments (existing replanting logged forest), eco companies to operate in our area. • School based projects. • Eco tourism, volunteering, project eg Montague Island. • New businesses/career opportunities to



	<p>promote/develop.</p> <ul style="list-style-type: none"> • Promote marine park eco tours or work being undertaken by marine studies for better understanding. Better marketing for better understanding – good media coverage. • Promote terrestrial activities in National Park / Forestry areas. Spread the focus from the beach and waterways. • Promote people density (perhaps high rise in the right places) and maintain open space and avoid coastal ribbon development.
Objective: To promote community gardens – accessible to all.	<ul style="list-style-type: none"> • Provide suitable land. • Community rally – TV, media, papers etc. • Research. • Look for key stakeholders – gauge interest. • Survey community. • Cost, time, resources – budget. • Transport – how to get people there. • Someone to oversee committee. • Design – plan access. • Support from local restaurants to purchase produce. • Open days to involve people in the community. • Developing community gardens in schools. • Sponsorship from local businesses (nursery).
Objective: To promote sustainable energy and use this to attract University study and funding. By product is to benefit community by provision of alternative energy and providing economies of scale; may attract further people to the area.	<ul style="list-style-type: none"> • Surveys in community to gauge interest in bulk buying eg solar panels. • Raise community awareness and get buy-in. • Council offer rates holiday for a period to attract Unis and manufacturers. • Publicise successes to attract new residents and tourists. • Sustainable energy programs in schools. • Attract unis into region that offer environmental science courses that offer career opportunities in research and manufacture. • Adult awareness groups. • Invest in R&D for future generations. • Offer rebates. • Building of a sustainable suburb. • Setting up businesses to distribute solar panels, wind turbines, etc. • Develop a festival of solar, wind, human power. • Offer incentives for individuals eg discounts on rates, other financial incentives. • Revisit BASIX new house requirements eg need electricity to pump water from water tank – why do we have to pay extra electricity costs – not environmentally sustainable, may save water, but not electricity – paying more.
Objective: To seek alternative energy sources.	
Objective: To invest in sustainable waste management.	<ul style="list-style-type: none"> • Obtain appropriate technology, processes, services. • To provide more community based education –



	<p>packaging, storage, disposal.</p> <ul style="list-style-type: none"> • Advocate to implement a deposit system for recyclable containers. • Introduce a user-pay collection system for potentially hazardous materials. • Provide re-use, recycle, reduce waste systems to achieve zero waste landfill. • Provide incentive for businesses to collect organic waste and convert to worm farm feed – sell castings back to the public.
Objective: To minimise the 'footprint' of development, through research and best practice.	<ul style="list-style-type: none"> • Research other Australian regions and overseas (similar countries). • Review LEP to incorporate 'best practice' findings. • Ensure standard for minimal size green spaces for increased well-being, community gardens, shared space. • Encourage developers to showcase 7★ rating dwelling/commercial buildings. • Development of fresh water resources and recycling. • Encourage developers to research alternative forms of heat and cool by building design. • Affordable alternatives to footprint reduction.
Objective: To educate on all aspects of Eurobodalla – to be a knowledgeable community in sustaining a health Eurobodalla environment.	<ul style="list-style-type: none"> • Sharing of local traditional knowledge of land and water and culture. • Work through Indigenous people, individual Elders, and Councils to educate the wider community. • Encourage and support regional land and sea protection groups. • School programs on local biodiversity. • Media – paper, radio, newsletters, TV, internet: twitter, face book. • Stimulate community through awards for good sustainable environmental practice. • Create a Eurobodalla identity that is synonymous with sustainable healthy environment. • Hands on approach to actively preserve and nurture our local environment. • Support sustainable business. • Support / promote that focuses on environmental conservation. • Continue low density and low rise only development.
Objective: To be a leader in sustainable living practices (ie water practices, renewable energy, waste management etc).	<ul style="list-style-type: none"> • Education and communication and monitoring – how to build energy efficient homes. • Develop infrastructure and provide adequate funding. • Develop a planned approach with expert knowledge for best practice outcome. • Set targets to transfer to renewable energy practices. • Gap analysis of current infrastructure to determine needs for new practices. • Aim for zero waster. • Remove service charges for properties that use their own water. • Encourage development of locally grown food.



	<ul style="list-style-type: none"> • Have more incentives to become more 'green' eg better subsidies for water tanks. • Turn off beach showers. • Amend plans for development that encourage local agriculture. • Encourage businesses that develop environmentally friendly goods and services.
Objective: To ensure the environment is sustainable and maintained for future enjoyment, living and growth of community.	<ul style="list-style-type: none"> • Encourage private sector to develop alternative energy sources for the Shire. • The future development of the Shire must be done in a way which preserves the environment.
Objective: To involve traditional owners in decision making on proactive approaches to environmental issues.	<ul style="list-style-type: none"> • Identify key people who are custodians of local areas. • Support elders to train young people. • Community education for all members of society. • Review protocols. • Create partnership with Shire Council to promote awareness. • Liaise with organisations and educate them.
	<ul style="list-style-type: none"> • To tap in on Indigenous knowledge and experience. • Involve Indigenous youth. • Eradicate introduced species that destroy traditional food sources. • Return Indigenous community rights to hunt, fish, gather (includes traditional medicines and shelter) and care for their environment. • Advocate for use of organic pest control.
Objective: To conserve bio-diversity.	<ul style="list-style-type: none"> • Relate traditional knowledge to science of biodiversity conservation. • Make Eurobodalla a leader in implementing Australia's and NSW bio-diversity strategy (2010-2030). • Plan landscape connectivity Reserves within LEP. • Link to nature-based tourism. • Focus on Koala and other iconic species (eg birds, gliders, etc). • Link to carbon accounting for natural eco-systems (eg forests). • Link to water conservation.
Objective: To ensure water security	<ul style="list-style-type: none"> • To build Bodalla Dam • Incentives for existing and new housing to provide own water storage. • Determine level/allocation of usage for different user. • Different cost of water to differ users eg those making money from water, those using water for life and those using water for health care. • Water police – need to manage usage.
Objective: To maintain a pristine environment, whilst still being able to use it to its full capacity.	<ul style="list-style-type: none"> • Environmental awareness programs. • 'Clean up' initiatives. • Plant more Spinifex. • Conserve natural features. • Dune care. • Beach nourishment programs.



	<ul style="list-style-type: none"> • General 'rubbish'. • Increase knowledge of general understandings.
Objective: To ensure the ongoing survival and maintenance of the natural surroundings.	<ul style="list-style-type: none"> • Ensure no future developments are detrimental to the sustainable environment and economy. • Spreading awareness about the importance of caring for the environment through campaigns and awareness days. • Speakers come to school so awareness is spread to the younger generations.
Objective: To ensure the environment is sustainable and maintained for future enjoyment, living and growth of the community.	<ul style="list-style-type: none"> • Ensure environmental safety for wildlife. • Support programmes for endangered species. • Raise awareness of environmental issues. • Help protect National Parks. • Fund big clubs and businesses so they can get solar power etc.
Objective: To work on the pollution of marine environments.	<ul style="list-style-type: none"> • Limit usage of marine environments.
Objective: To have stronger legislation pertaining to rezoning in relation to 'open space' (eg national parks, reserves, public space, agricultural land)	<ul style="list-style-type: none"> • Public consultation when rezoning. • State government changes to rezoning require referendum.
Objective: Maintain and enhance a social and physical environment which embodies those non-urban features that people come to the coast to enjoy.	<ul style="list-style-type: none"> • Limit the size and density of residential development. • Preclude large-scale industrial/ commercial development. • Encourage small scale 'clean' enterprise.
Objective: To promote living within the natural environment rather than clearing and destroying it for human purposes.	
Objective: Educate population about biodiversity.	<ul style="list-style-type: none"> • Work with youth to determine how education should be managed. • Train the trainers • Learn how to live within our resources • Resist temptation to deal with developers – they don't live here.
Objective: To maintain our local endangered native species (animals and plants)	
Objective: To retain our current lifestyle.	
Objective: Finalise development of the Batemans Bay bypass.	<ul style="list-style-type: none"> • Assumption: Spring road planning is complete and land acquisition in place. • Canvass RTA for funding. • Lobby state and federal politicians to support funding.
Objective: Protect the non-urban areas from development and the urban areas from "gold coast style high rises"	<ul style="list-style-type: none"> • Make firm town planning decisions and stand by them. • Cost minimal, long term benefits substantiated (once bad decisions are made it's very hard to reverse the outcomes).
Objective: Untainted, unspoilt, not developed area.	<ul style="list-style-type: none"> • Promote activities/leisure opportunities that harness beauty of the environment with our developing it. • Implement strategies to better utilise existing resources eg sewerage water for irrigation.



	<ul style="list-style-type: none"> • Greater incentives for eco-friendly power.
Objective: Unspoilt.	<ul style="list-style-type: none"> • Create self sustaining tourism (eco friendly). • Each town left unspoilt (each town has its own personality).
Objective: Be pristine, yet facilitate our growing community.	<ul style="list-style-type: none"> • Ensure community activities to clean and reduce rubbish within the shire. • Promotion of leisure centres near beach eg shelters etc. • Irrigation/hydropower to limit use of resources.
Objective: Become a more Environmentally friendly place.	<ul style="list-style-type: none"> • All houses need their own rain water tanks. • More bins for cigarette butts and rubbish. • When developing industry and infrastructure, consider protecting the environment. • Advertise environmental issues and ways to fix them.
Objective: Protect mother earth	<ul style="list-style-type: none"> • Proactive approach to environmental issues along with Indigenous knowledge and support.
SOCIAL	
Objective: Have an age profile closer toward state average. Issue: this would mean less retirees and more youth but have problem with that. Good for young people to go out and have experience. Get them back sooner than when they retire.	<ul style="list-style-type: none"> • Broader range of post secondary vocational and tertiary education by convincing government to fund smaller class groups. • Assets and business growth to enable more sustainable jobs and career prospects. • Encourage decentralisation in organisations. • Promote the many positives of this area to diverse age groups. • Improve road and transport network, including public transport.
Objective: Expand the range of local educational opportunities.	<ul style="list-style-type: none"> • Exploit opportunities that on-line digital education offers. • Develop and increase interaction and partnership between tertiary and adult education providers, Unis, TAFE, Community College, AE3. • Provide and maintain opportunities for 'at risk' students to continue to participate in school education (NB young single mothers). • Coordinated approach to increasing community participation in school (primary and secondary) including artists, skilled workers, retired professionals, general support (eg literacy, numeracy). • Increase apprenticeships for young people.
Objective: Ensure available of affordable sustainable housing including crisis accommodation.	<ul style="list-style-type: none"> • Reduce economic running costs of houses. • Attract funding to convert current housing to cost effective running. • Standards for new houses being built. • Explore possible short term leasing of empty houses. • Initiatives to be introduced, in-kind rental agreements eg painting, land care, gardening. • Further funding for housing services. • Community register for affordable housing ie online database. Not controlled by real estate agents. • Encourage boarders and supported accommodation ie older resident who have a spare



	room to rent it to a younger person who could also help out around the home.
Objective: Arts – more access to community. Increase access to and participation in cultural opportunities.	<ul style="list-style-type: none"> • Promotion of the arts through improved communication. • Training (arts / performing arts school), writing workshops, tertiary arts practice, arts business • Creative industries – training for the business side. • Support for artists, places where artists can submit their works to be sold. • Programs to make art / art workshops accessible for a whole range of people (aged, disabled). • More dance classes for people over 20. • Increase opportunities for digital media art eg film making, video games, photography. • Public/private partnerships to create arts facilities. • Education opportunities in the Eurobodalla for arts. • Partnerships to help develop arts facilities to hold workshops.
Objective: To ensure people are able to live here comfortably with jobs, education, training and well-being for all.	<ul style="list-style-type: none"> • Attract tertiary facilities to Batemans Bay – extend Uni of Wollongong. • Have a Batemans Bay TAFE option. • Support franchises/businesses that provide training pathways. • Expand facilities at Moruya TAFE. • Establishment of a new regional hospital close to Moruya Airport. • Promote opportunities for developing sustainable small business in alternative industries that lead towards our long term survival. • To provide 'focal points'/times events for our community to get together to celebrate. • Increased promotion of all aspects of artistic expression. • Provide a noticeboard at Batemans Bay.
Objective: To balance sustainable growth with retention of the environmental and lifestyle characteristics that we value and appreciate.	<ul style="list-style-type: none"> • Enforce planning rules – do not adapt to suite DA that would alter what we value. • Achieve sustainable jobs through growing 'green' jobs (state and federal funding). • Engage environmental groups and community interest groups before decisions are made (Euro network). • Develop public transport systems in connecting southern parts of Shire ie South of Narooma. Explore rail. • To determine application on its own merit not standardized. • Consult with environmental and Indigenous groups to develop infrastructure. • Identify needs of all peoples who are directly affected. • Attract innovators and inventors of green tech. • Need a performance/arts venue.
Objective: To provide a variety of social opportunities for all, especially young	<ul style="list-style-type: none"> • Identify why current facilities are not used. • Improve current facilities to take into account current



people, for all seasons.	<p>failings.</p> <ul style="list-style-type: none"> • Use of local and social media to get message across. • Mentoring program – youth from senior retired business people and retired academics – needs coordination.
Objective: To develop a better understanding, awareness and respect for the local Indigenous culture.	<ul style="list-style-type: none"> • Welcome to Country – recognition of Walbunja. • Identify local significant areas eg North Heads, South Heads. • Employ Aboriginal people in retail. • Training / mentoring opportunities for young Koori. • More cultural practices identified in the community. • Using local Kooris and traditional owners to teach Aboriginal history. • Develop activities that bring Aboriginal and others together to get to know each other. • Create a library or reference manual eg food, medicinal practices, food gathering and its consideration of retaining supply. • Develop DVD/CD of local Indigenous customs, foods, sites. • To develop and promote a better awareness and understanding of our natural, Indigenous and immigrant heritage where we see ourselves as an integral part of all of it. • Promote integration between all people at very early ages. • Find positive integration stories and promote them.
Objective: Appropriately affordable level of local health care.	<ul style="list-style-type: none"> • More doctors who bulk bill. • Dentists who will treat low income people. • Casualty service which caters for the reality that people can't afford to go to doctors. • Better integration of in-home care for people with chronic condition. • Reconsider objective of single regional hospital; concentrate resources in existing hospitals. • Better care for people with substance abuse. • Clinics with Nurse Practitioners. • Additional / selective subsidy for Euro transport (concession). • Visiting specialists with suitable facilities – shared facilities. • Utilise internet for video consultancy.
Objective: High skilled work force.	<ul style="list-style-type: none"> • Skilled expert in any field be encouraged to set training portfolios. • Approach educational area to introduce studies pertinent to our demography. • Lift opportunities within the area. • Lift work ethic through government decentralisation.
Objective: Specialised secondary industries suitable to local area.	<ul style="list-style-type: none"> • Location hub for government services. • Introduce subsidy / financial incentive to home based industry. • Lobby government – better health and more experts in this field. • Research demand now for future needs and outside



	our area.
Objective: Better access in and around the community.	<ul style="list-style-type: none"> • More frequent services. • More people using transport services. • More CBD parking closer to shopping facilities. • Multi-level car parking facilities – near information centre / Clyde St / Bent St. • More long stay parking. • Better shopping/commercial facilities on north side of the Clyde River. • Fast train service – Canberra / Sydney / Melbourne. • Postal services. • Transport for disabled persons. Input from these groups. • Whole community input to development. • Higher level of education for decision makers on disabled requirements.
Objective: Shelter – target for disabled, refugees, aged (low economic)	
Four Objectives Below: These are building blocks to sustainable social policy. Objective: To improve career path opportunities and education and employment opportunities for younger people.	<ul style="list-style-type: none"> • Academic and vocational streaming at secondary level. • Apprentice / traineeships in local sustainable industry. • Local tertiary education available (UC, ANU, UW). • Create a campus based on sustainability and marine science. • Encourage local food production as job operation. • Transform big future issues into careers in zero waste, energy production.
Objective: To broaden tertiary and secondary education base in Eurobodalla (range of education/industry streams; expand UOW, UOC, ANU initiatives)	
Objective: Improved public transport across Shire (access to service/facilities; training and education; elderly; health reasons)	<ul style="list-style-type: none"> • Partnerships with organisations to provide / share transport eg Clubs/Shire buses. • Source funding for subsidies for low income / special needs. • Needs analysis for funding options. • Employment/education facilities to provide transport options. • Look of alternative learning opportunities ie video links.
Objective: Improve access to and create affordable housing options.	<ul style="list-style-type: none"> • Contact rate payers regarding crisis and medium term housing for holiday houses. • Research government funding incentive projects ie Victoria. • New housing developments in town, medium density. • Low interest – start-up loan. • Alternative accommodation options ie old motels for shared accommodation. • Dual occupancy through Housing NSW. • Lobbying state government for additional funding crisis and medium term housing. • Network/Forum – Social Housing. Facilitated by Council.



Objective: Youth	<ul style="list-style-type: none"> • More public awareness of what is available e.g. Youth unemployment, retail courses, adult education, sponsorships.
Objective: Tourism	<ul style="list-style-type: none"> • More attractions to bring people here and keep them (overnight visitors)
Objective: To have a close community where acceptance and understanding is vital for a cohesive community.	<ul style="list-style-type: none"> • Hold community events to enhance cultural understanding towards ethnic groups. • Community events to enhance community spirit and togetherness. • More youth facilities for younger generation to bond together. • Improved health facilities. • More youth activities that provide a wide variety of different activities and not simply music activities. • Improve public transport.
Objective: To ensure there are more facilities for young people, and hence, better public transport.	<ul style="list-style-type: none"> • Promote youth organisations. • Develop communal 'feeling'. • Transport. • Provide more recreational facilities. • Raise awareness, in relation to local issues/events.
Objective: To establish a more unified sense of community throughout the Eurobodalla through the support of local businesses, school and promoting positive attitudes.	
Objective: To get more educational services eg Uni's.	
Objective: Encourage and expand tourism	<ul style="list-style-type: none"> • Invitation to all cruise liners but first facilities and 'sand bar' to be addressed (more people, more money).
Objective: Re-model	<ul style="list-style-type: none"> • City centre to be re-modelled – not good now – 2030 chaos.
Objective: Develop	<ul style="list-style-type: none"> • Maybe extended rail service south from Bomaderry.
Objective: Encourage tourism and provide sufficient traffic management and parking to inspire tourist to return.	<ul style="list-style-type: none"> • Establish a joint police/community and Council committee with authority to control spending and budgeting.
Objective: To provide quality and affordable facilities and services for all ages.	
Objective: To promote active healthy lifestyles for the community.	
Objective: Extend town planning to accommodate 200% population increase.	<ul style="list-style-type: none"> • Allocate areas suitable for a variety of residential development. • Clear vision of roads, sewerage and water to accommodate increase. • Expand width of roads to incorporate alternative transports (eg bicycles, carts). • Light rail and major fast rail to access local and outer regional areas. • Tunnel under the Clyde River to accelerate push-through traffic out of town congestion and alleviate bridge raising. • Coastal walks developed to activate



	<p>physical/mental health of locals and attract visitors to utilise and experience the spectacular natural attributes of the area.</p> <ul style="list-style-type: none"> • Access walk/bridge over small water ways like Culleudulla Creek.
Objective: To change the cumbersome/obstructionist DA application process. .	<ul style="list-style-type: none"> • Work on letting applicants know how DAs will be accepted rather than it can't be done like that – be a solution provider
Objective: To provide a healthy life style	<ul style="list-style-type: none"> • Footpaths for walking and exercise, fresh air • Sports facilities needed for exercise and social contact.
Objective: To improve roads.	<ul style="list-style-type: none"> • By-pass maybe. • Bridge needs to be widened for approaching trucks. • Close entrance to Centenary Drive from right hand turning traffic.
Objective: To improve safety.	<ul style="list-style-type: none"> • Close pubs and clubs at reasonable hours would promote better family life.
Objective: To redress local social and welfare needs.	
Objective: To maintain ecological health, biodiversity and water quality	<ul style="list-style-type: none"> • Much greater recognition and action to identify where our environment is struggling and to promote environmental health.
Objective: To provide quality and affordable facilities and services for all age groups.	<ul style="list-style-type: none"> • Local access to specialists and hospital services, community and mental health services. • Promotion of social opportunities through infrastructure • Encouragement to provide an environment which provides career opportunities to enable our residents to be able to look forward to a prosperous and satisfying life – through educational opportunities and development of industry.
Objective: To improve learning opportunities	<ul style="list-style-type: none"> • Create local branches of institutes of education, more specialised than what's available already at TAFE. • High schools should be more inclusive of trades/practical hands-on training. • Library services underutilised. • School facilities underutilised – should be in use for adult education.
Objective: To promote active healthy lifestyle for the community	<ul style="list-style-type: none"> • Involve more community members by consultation.
Objective: To improve the standard of sporting facilities in areas where existing services are underutilised or non-existent.	
Objective: To build a dual lane highway between Sydney and Melbourne along the coast.	
Objective: To provide top health facilities within locality or develop rapid transfer system to facilities elsewhere.	
Objective: To improve public transport , rail, coach	



Objective: To provide local access to medical and dental specialist and encourage the development of medical centres.	
Objective: To control the population growth but ensuring that we have a good mix of age cohorts.	
Objective: Have a healthy community in all aspects (physically, socially, mentally, emotionally, spiritually)	<ul style="list-style-type: none"> • Facilitate access to higher levels of health services. • Share values of a supportive community.
Objective: Happy	<ul style="list-style-type: none"> • Provide more access to health facilities. • Provide the natural environment. • Provide work opportunities. • Provide sporting facilities. • Provide bike paths and walk ways.
Objective: Create and maintain a healthy, happy, close knit community.	<ul style="list-style-type: none"> • Provide more available sporting facilities. • Improve links between towns in Eurobodalla (transport). • Increase health facilities.
Objective: Improve and develop facilities for youth in order to draw new industry and people to the towns.	<ul style="list-style-type: none"> • Make town more attractive to the youth of today by developing services and entertainment. • Consider the under 18's bracket when developing services. • When there are events on, advertise the event more efficiently and to a wider audience. • Town curfew is really bad. 11pm lockout at pubs is not good. Should get rid of lock out. • Nightlife is nonexistent. Need options for locals in non-peak tourist times but also for peak time.
Objective: Develop excellent consultation with traditional owners on land and sea matters.	<ul style="list-style-type: none"> • Traditional owners involved in decision making. • Create pathways to employment through mentoring, work experience, contacts, career expos etc. • Improve opportunities for careers of Aboriginal people. • Increase cultural awareness.
CIVIC LEADERSHIP	
Objective: Council to take a leadership role rather than a knocking back role eg rather than point out how a project won't work (or be approved etc) focus on what can work/how to help.	
Objective: Customer service focus with ease of access and support being the emphasis of Council – helpful, transparent, ethical.	
Objective: More focus by elected representatives on community need and interest. Leadership not politics.	
Objective: To provide ethical leadership through provision of information, consultation and community development towards an economically	



and environmentally sustainable future where we can live in harmony with our natural environment and those around us.	
Objective: Respectful interaction. Less combative.	
Objective: Foster leaders who will get up and model actions in the community that are in the interests of the community – not self promoting or self interest.	
Objective: Have Council, other government agencies, business chambers act as role model for sustainable and ethical practices.	<ul style="list-style-type: none"> • Determine what sustainable and ethical practices are. • Ensure that these practices are revisited and updated regularly. • Made available to whole community and comment welcomed. • Explore practices in other communities continually. • Review regularly.
Objective: See leadership that is innovative and open to new approaches to local resilience in every aspect of the community eg economic, social and environment.	<ul style="list-style-type: none"> • Establish monthly forums with Council to hear from community groups who have prepared proposals, be guided by their advice and implement plans in partnership. • Establish follow-up monitoring and evaluation of the resulting programs. • Assist community groups in learning the correct manner in which to prepare such proposals and aid in effective and productive facilitation of such forums.
Objective: Have improved channels of communication between civil leaders and community representatives.	<ul style="list-style-type: none"> • Annual forum to promote individual groups ideas (state government). • Standard starting time for Council meetings (non-negotiable). • Project/issue description and progress reporting on website undated regularly.
Objective: Ensure there are agreed standards and ethical business practices.	
Objective: Councillors to better understand their potential role as leaders.	
Objective: Transparency and accountability in communication.	
Objective: Coordinated approach to the use of expertise in the community to achieve sustainable social, environmental and economic outcomes.	<ul style="list-style-type: none"> • Develop and maintain a database of skilled willing people. • Coordinate persons with expertise to undertake advice on specific projects. • Encourage cross fertilisation of ideas and cooperation. • Community appreciation of projects undertaken / achieved through collaboration of skilled individuals.
Objective: To embed community values in education and community life.	<ul style="list-style-type: none"> • Appoint a coordinator from Council to utilise community expertise. • Identify the areas of expertise the community could use.



	<ul style="list-style-type: none"> • Need a specific subject specialist as a convenor of a particular project. • No regular / structured time of meetings but irregular meetings when information is brought forward and it is acted upon immediately. • Convenor is to identify others with expertise to join group.
Objective: To have succession planning for community organisations in place so service organisations can continue.	<ul style="list-style-type: none"> • Employ ethic consultants to facilitate agreement of community building values. • Introduce ethic and value courses into schools. • Introduce ethic and value courses into adult community eg service clubs. • Set up award and recognition system at different age levels of actions by groups and individuals that embody community building and sustaining values.
Objective: To develop partnerships between government/private/education sectors to provide opportunity for real life experience.	
Objective: To encourage participation at all levels within community groups – could include mentorship / leadership skills development programs.	<ul style="list-style-type: none"> • Promoting the advantage of participation. • Work with appropriate providers to develop mentorship/leadership program. • Increasing awareness of opportunities. • Develop succession plans for organisations.



APPENDIX F

Resourcing Strategies



Table F.1 Resourcing Strategies - Who and how

Have you any ideas how community groups might contribute?

- Chamber of Commerce – Plans for increasing employment eg lobbying investors, organising events, festivals etc.
- Influences to develop facilities such as Centrelink office.
- Develop and facilitate collaborative initiatives.
- Groups can share resources, facilities and skills.
- Utilise existing infrastructure and networks.
- Need to be invited to contribute.
- Need to harness the resources that are out in the community eg Peter Gow Landcare.
- Giving submissions feedback so residents can voice opinions and have their say.
- Volunteering
- Create local jobs
- Saving energy
- Transporting food (less distance)
- Contribute to health
- Bringing issues to the attention of authorities.
- Facilitate change in customer service attitudes locally to ensure better business sustainability.
- Foster attitudes to support local business.
- Chambers of Commerce to actively participate in business related activities.
- Health community groups to increase scope/membership to include small and large scale agribusiness opportunities.
- Chambers of Commerce to promote towns as shopping destinations.
- Volunteer time and expertise for programs
- Groups can assist in the dissemination of the plan.
- Lobbying responsible government agencies for funding and efficient timely action.
- Community consultation working directly with Council on governance and ethical standard.
- Attending forums.
- Voice on Chamber of Commerce and other forces.
- Representation on tourism board.
- Rotary club – happy to hold member focus groups.
- Students to contribute – all schools together.
- Combine groups with common goals to provide input.
- Use school resources outside school hours.
- Coastcare can work with wide range of other groups to broaden the experience of individuals in groups.
- Use local progress association.
- Perhaps Perfex and South Coast Musical Society.
- More forums and Community involvement
- Dispersal of information through community networks.
- Using personal and group's skills and expertise.
- Communication.
- Saint Vincent de Paul (Charity) Help local community and bring people together, provide services (recycling, financial assistance, community assistance)
- Programs for school to undertake to help and promote awareness.
- Be more proactive and positive and build on what we already have.
- Art groups provide workshops and education.
- Community groups contribute skills and knowledge.
- Opening up community centres, clubs etc. To bring groups together.
- Continuous participation and involvement groups in the implementation of the plan.



- Community groups maintain interest and skills in implementation.
- Mentor younger people, via Rotary Club, Lions, U3A, Probis, View, Police.
- Partner with business groups such as Nippers.
- Sharing of plan and *eurobodalla2030* through community groups.
- Rally up people, private.
- We work together with adjacent groups. Turross and Congo.
- Festivals – Batemans Bay, Moruya, Narooma then also BIG Festival of the Shire – rotating through the three centres. To bring a focus for our communities and then also our Shire.
- Consult.
- Approach the people from the new Batemans Bay Innovation Centre to partner with Council to provide services to the people of Batemans Bay. I understand they will involve community groups at the new centre.
- By identifying issues that are stopping growth.
- By identifying issues/strategies that will result in growth and local development.
- Community groups can contribute by getting involved with programs.
- I think they already are, by definition.
- Community groups might encourage their members to better support tourist facilities such as restaurants and coffee shops.
- Being involved.
- Support local/community organisation which is acting to bring issues before Council etc.
- Celebrate our local positives, environment. Provide support where it's needed eg homeless.
- Meeting together – workshops/forums.
- Better communication between the organisations.
- On a volunteer basis.
- Through local media – internet, Council, web.
- Leadership: focus groups (consisting of specialists and experience, individuals) take lead in vision for future.
- Taskforce: Quota, Rotary.
- Use facilities, maintain cultural and heritage within the Shire.
- Rotary – service clubs – registered clubs already do.
- Through a structured system eg monthly summary of local issues given to Council staff and Councillors.
- Council facilitate the coming together of groups to discuss issues.
- Where volunteer help is sought put out to the service groups for assistance. Come together as a service body to support our Council.
- Regular updates of activities.
- Community associations to participate and promote nature based tourism and education.
- Run a segment in local papers seeking input from community groups, community members and business in general.
- Could act as mediators between Council and individuals.
- Through the reintroduction of the community development scheme.
- Koori tourism – run tours and camps (Aboriginal Land Council).
- South Coast Music Society & Perfex – music and arts venue and festival.
- Film Festivals
- Music Festivals
- Advertising – education.



- Less apathy – don't leave it to public sector.
- Community groups may have a greater contribution by having more forums with the leaders, and having the opinions that are voiced to be taken seriously.

Have you any ideas for how the Government agencies (Federal/State/Local) might contribute?

- Infrastructure for home based employment eg internet (remote jobs).
- Funding for small business and advice.
- Decentralise Government services
- Council Traineeships.
- Coordinate the promotion of who is doing what, where and when.
- Assist into resourcing initiatives.
- Cross government coordinate approach to achieving specific objectives.
- More money
- Access to Regional Minister (Federal)
- Lobby all Government agencies for a fair share.
- Find out how much we are getting compared to other regions/cities.
- Government agencies to tap into plans etc. And work together and gain synergy from plans.
- Overall, communicate – do it often and in simple language.
- State government help fund plan, more dollars input then just rate payers contribution.
- Don't be so metro-centric.
- Provide reasonably priced training in customer service skills top business.
- Remove red tape or implement processes for business operations.
- Collaborate to assist promotion of whole plan - Regional development, debt education, primary industries, seat, and fisheries.
- Training and Employment.
- Grants for agriculture and aquaculture and eco-tourism.
- Make community aware of available grants.
- Use Chamber of Commerce to form a business forum.
- 3 tiers of government should for business forum.
- Emergency services forum.
- Council promotion of its website.
- Two way contact: Council <> community and community group <> community group.
- Marine Park could sponsor some cultural tourism using local knowledge.
- Agencies associated with renewable energy should be trying to get street lighting back into the grid.
- Funding – Regional Development, Grants
- Liaison, submission writing
- Other support
- Communicate what is available
- Address students and involve them
- Using Adult Education curriculums to encourage involvement.
- Expanding on PIE Program.
- Co-ordinated marketing.
- Regionalise jobs
- Provide Funding and grants.
- Plan.
- Identify community groups of interest groups.
- More clear direction and accountability.
- More information and planning about State and federal government funding and how it is allocated.
- More local focus on researching and obtaining grants.



- Promote services better.
- Local Council need to be a portal for State and Federal Government.
- Government agencies to pay more attention to OUR plans.
- Help information clear and easy to understand and accessible.
- SEAC, Department of Education, Department of Agriculture and Fisheries.
- By utilising the knowledge that resides in local groups.
- Money – through grants. Local Government – greater communication of what they do services, help available. Less red tape.
- Anti-Discrimination Commission.
- It makes sense to access Government services in a one-stop-shop. It would also be good if they could bring services to us in our homes.
- By doing their job properly.
- Funding.
- Supporting small businesses.
- Embrace new meta-economic policies that promote decentralisation, diversification not specialisation and promotion of a business culture fostering many independent businesses rather than fewer big brand businesses not tied to the community. Focus on bottom-up approaches rather than top-down.
- Work a little more closely with developers and business people. Be more open with what they see as their objectives. Put into place people that understand business and let the planners (plan).
- Greater State and Federal investors out in the regions.
- Financial.
- Providing avenues for community consultation.
- Partnerships with local businesses.
- Local Government – ensure good planning eg main street Batemans Bay – foster independent business/diversity. State – continue to lobby for funds for use in our local area. Provide excellent service to residents of the Shire.
- Sharing expertise.
- UOW community studies.
- Partnerships and funding grants.
- Representatives at above and listen.
- Listen to focus group, training, employment, grant/funding awareness of funding, education.
- Employment
- Training
- Funding
- Economic States
- Grants to establish ---- and ---- culture projects and eco tourism in the region.
- Healthy Communities Group broader membership.
- Simplifying bureaucratic requirements and encourage – turn challenges into creative industries.
- Council deal with State disability organisations on access issues.
- Regional development grants from State and Federal Governments.
- Be more open to our issues.
- Make spaces available to arts/theatre groups for performances and exhibitions/workshops.
- Take issues from the public and deal with them without adopting an adversarial role.
- Eurobodalla Shire Council is critical to development and implementation of plan.
- Funding for community services. Facilitation of communication between community, business and Government services.
- Agencies should be very clear of funding for programmes and future funding guarantees.
- Justify Aboriginal Heritage Education and Tourism.
- Partner together and provide funding and resources.



- Create a 2030 and beyond standing committee with Councillors, Council staff, business and community to maintain momentum of the plan and cycle of plan.
- Get involved with community groups and have a good knowledge of all services. Make community groups aware of funding.
- By displaying some good will in coordinating issues eg agreeing town water access to -----.
- Longer stay parking for older residents.
- Staff parking.
- Employment.
- The government may also contribute through the providing of funds, subsidy, the encouragement of use of the services already available.
- Participate in forums and networks.

Have you any ideas for how business might contribute?

- Employment Agencies – Facilitating
- Providing feedback on current jobs and potential employees (to connect people to courses suitable for employment, basic training eg C.U. writing, interview skills etc).
- Bigger investment banks supporting local entrepreneur – already happens but develop further and offer local areas.
- Decentralise business services.
- Provide mentoring and venue opportunities.
- Sponsorship dollars and in-kind contributions.
- Promote training opportunities.
- Provide excellent customer service.
- Individual small business involvement in chamber of commerce sponsored events.
- Promote the region as a destination.
- For advisory partnerships between Council and business with expertise.
- Partnerships.
- Employment.
- Representative of businesses in discussions and cooperation.
- Form industry groups e.g. motels.
- Business groups assist with its sponsorship and partnership to feed information through.
- Chambers of Commerce, property Council of NSW.
- Big corporations – Where possible put investment back in.
- Fundraising.
- Open business space for use by community groups and Council.
- Mentoring programs.
- Encouraging employees to be community minded – annual reward and recognition.
- As small business owners, have poor time resources, make contribution easy (website group forums, small information sessions).
- Communication.
- Promote housing.
- Commercial infrastructure.
- Tourism developments.
- Create employment.
- Partner with public and private for projects.
- Contributing ideas through peak bodies.
- Businesses actively participate in work placement and training of locals.
- Business to make time to contribute with Council's assistance.
- Voluntary financial donations. Volunteer time.
- Sponsorships.
- Mentoring/develop eco tourism.
- Develop sustainable small businesses – mentoring employment especially for youth.



- Scholarships.
- Recognising excellence – publicly.
- Consult.
- Partnerships between local businesses and the arts community to create and market local handcrafted goods to the tourists.
- By identifying issues that are stopping growth.
- By identifying issues/strategies that will result in growth and local development.
- Advertising/marketing.
- Businesses can contribute by partnering up with Government to sponsor programs.
- Business will contribute through higher levels of employment, charitable acts etc only if they are supported sufficiently by civil leadership and community members. If local business is not supported and even protected from large commercial chains, they won't have the means to contribute.
- Get involved, start employing more apprentice people.
- Business owners should not park in areas that their customers can park (remote parking for staff).
- Via active involvement in Chambers of Commerce.
- Providing money and resources.
- Open up opportunities to put back into community.
- Businesses in smaller communities to come together as an organisation to support volunteer community organisations which are striving to keep environment, health, amenity up to standard in their area.
- Provide better service to encourage growth and sustainability.
- Offer sponsorships – encourage assistance to different groups.
- Get involved with local community groups.
- Advisory.
- Invitation of businesses' to get together at a conference eg. Such as today!
- Sponsor community initiative: partnership, employment.
- Employ indigenous people/develop tourism and promote indigenous marketing.
- They already do.
- Support a push for a single hospital.
- Sponsorships.
- Invest money locally – more businesses owned by locals minimise multi-nationals exporting profits.
- It's in the interest of all business that good access for all to businesses is achieved.
- Encourage our local businesses to contribute through their Chamber of Commerce/Council.
- Develop sustainable practices regarding energy, water and waste.
- Businesses could provide information to other businesses; some might be willing to mentor individuals.
- Become more aware of community needs.
- By maintaining a friendly workplace; promoting the benefits of business opportunities in our Shire.
- Local business involvement in community.
- Transport/recreation/food/vocational education.
- Wellness services/partnerships
- Schools, courses, Universities/educational
- To participate in nature and cultural tourism eg. Provide PHD ecologists to run guided and self-guided tours.
- Business people are busy, ring and communicate with them to bring them on board.
- Partner and network with other businesses.
- Keep complaining about poor council service and responsiveness.
- Nature based industries eg. Culture and education camps, bushfood, medicinal products.



- Partnerships with community projects.
- Remind customers of the issues.
- Business may also contribute through the sponsorship of groups that provide use to the community.

Have you any ideas how individuals in the community might contribute?

- Share skills and expertise.
- Volunteer.
- Fundraising.
- Supporting local enterprises.
- Retirees to be involved in provision of further education
- Department of Education to engage volunteers in similar way to Council community services.
- Join focus groups.
- Uni researchers who have a link to the area
- Survey form in information centres, library etc.
- Use blogs to provide on-going feedback.
- Use of reply paid envelopes.
- More interaction between young and old – opportunities for schools/environmental groups to work together – Council to liaise with Department of Education.
- Standard of reporting in local papers eg Narooma News.
- Councillors should all be involved.
- Individuals volunteer opportunities.
- Networking.
- Share my skills
- Become involved in solutions, community groups. PARTICIPATE!
- Raise awareness at schools
- Appreciating what we already have.
- Through my job
- Build networks, connect, build awareness of opportunities, funding.
- Taking opportunities to stay informed (e.g. Council groups)
- Join a group to make voice louder.
- Retirees, volunteers.
- By being asked.
- Batemans Bay – gateway to the Eurobodalla – promote more!! We are in the best part of Australia. We appear often to be in competition for services but we are all part of the Shire. Equitable services, funding please.
- Council could seek input from a Council of youth or Council of older Australians to focus on the key areas of concern in our community.
- Contribute ideas to planning -----.
- Volunteer for what they can do to promote to people or assist.
- Sharing ideas and skills.
- Participating.
- Get involved. Get informed.
- Individuals in the community can contribute by understanding that for us to thrive we need population growth.
- Giving time.
- Appreciate what we have – be positive.
- Support what is local.
- Participate where there is need eg mentor youth.
- Joining organisations – volunteering offering mentorship.
- On a volunteer basis.
- Representatives at above and listen.



- Participate/support in focus groups.
- To use facility for conferences, staff meeting art practices/bush skills. Stakeholders to be part of facility.
- People with professional skills and qualifications could offer them expertise.
- Already do.
- Harness skills of retired sector – via U3A.
- Every member of the community is an advocate for their local area. It is up to the individual after education to be accountable for their needs and for those who are less fortunate.
- Keep abreast of issues concerning the successful promotion of our Shire.
- Providing time and specialised expertise (voluntarily if possible).
- Volunteer.
- Feedback.
- For this to be sustainable the self interest groups need to give back to the community in which they explore their self interest. Could this be legislated for?
- By voting out the current councillors at the next election.
- Marine Park to have a Koori tourist facility.
- Get involved in local projects.
- Get involved.
- Building community requires certain altitudes and values eg volunteers/building trust vs self interest as the main motivation is modern society eg businesses building competition.
- Individuals in the community may contribute through the contribution that they provide, using different methods to voice their opinions.

How can your organisation contribute?	Can your organisation partner with others to contribute? With whom and how?
Staff volunteering, spreading information throughout the network.	Utilise local networks eg Disability Workers Network, workers with Youth.
Develop sailing as a larger sport.	Yes – Fishing Club; Sail-ability; Canberra Yacht Club, Schools.
Cheaper more efficient transport costs.	RTA/Council/Police.
Educate business, public, start initiative, be example.	Community groups, nature activist groups.
As a conduit to its memberships.	Eurobodalla Shire Council, NPWS, LandCare.
South Coast Research Group – research and policy development in relation to environment or social policies.	Yes, with groups interested in sustainable energy, waste, transport development and food security for the future.
Disseminate info. Volunteer time, ideas and expertise.	Community meetings – to plan and enable. Government/Council – for grants. Business sponsorship. Local businesses – Tourism – to promote our region.
Provide research services to assist in identifying other similar towns and how they have dealt with similar issues.	
Consult on issues affecting disabled people. Particularly blind and vision impaired.	Yes, Guide Dogs NSW/ACT, Vision Australia, Physical Disability Council.
Eurobodalla Seniors Computer Users Group.	High School children could join us and teach a senior some particular computer programme or issue.
By identifying planning/safety issues as they relate to public transport. Contribute to planning process.	Yes, other community groups and Government agencies – use of Passenger Transport Forum.



Safety issues up with traffic communities. Identifying short comings on the strategic plan on Transport.	
Being positive, fundraising, backing ideas.	
My school can contribute by setting up educational programs for some of the ideas put forth today. We can also encourage student to student ideas to the Council.	Our school can partner up with Council to get the youths opinion on the plan and to also get students to input ideas.
S.A.G.E. provides knowledge, facilities of resources available to the entire community. This organisation is already positioned to contribute to the re-establishment of what was once a strong agricultural industry and the resulting flow-on business arising from local food production.	Yes, easily. Anyone with the same or related concerns eg youth issues, employment issues. Through separate and joint meetings, forums, activities and projects, promoted and supported by local government.
Provide education and training – job placement, mentor support, employer support – employ.	Yes, community service/groups, housing, health.
Construction of Housing, commercial infrastructure, tourist development/activities.	Yes. PPP, private investors.
Being involved in process – consultation, participation.	With ADHC to provide accommodation services other services to provide hands on assistance.
Continuation of partnerships.	
Publicise aims of strategic plan to the local community and encourage them to make their interests re: their particular township known to the Community Reference Group.	
By getting involved. More team members on focus groups etc. Share information by becoming more environmentally friendly – local needs, trends etc.	Our organisation partners with industry, Council – needs to encourage growth in this area.
Sharing expertise, mentoring.	
Continue to support youth with our services.	
Research, retired business managers/----??---	
Yes, and it already does.	Council committee representation.
As a community voice/ideas/suggestions.	Yes, with Chambers of various towns, communicate.
Voice of small business. Survey members – issues. Chamber of Commerce.	Education.
To develop/initiate a business that promotes heritage and culture eg. Marketing.	The business can use State/Commonwealth/Federal funding to direct the art/cultural practices within the business eg. DEEWR.
As part of focus groups using expertise and knowledge within the groups.	Quota Rotary WIB Apex café. People with specific skills could cooperate with others from other groups to coordinate task forces for specific tasks.
Narooma Chamber of Commerce and Tourism. Is now and will be actively engaged in contributing to planning, supporting Eurobodalla Shire Council initiatives and independently seeking to advance employment opportunities in Narooma.	
As a solid volunteer organisation in this Shire, we	Yes, we do the YMCA.



already do BIG TIME! And the community in general supports us (special Olympics) extremely well – very generous, we are self funding.	
Being a healthy based organisation we are more involved in providing a better health facility and make it accessible to general public.	Yes, Council, State and Federal Government.
Department – education engage volunteers similar way to Council, involve elderly.	By encouraging commercial local food production = saving energy and creating local jobs, improving health outcomes (exercise, clean food).
TAFE – through organic horticulture courses (already started). Council – actively encourage food production through LEP.	Volunteer. Physical service, help. Opinions, ideas. Because various skills, a matter of being asked to “contribute”.
Eurobodalla Vision Impaired Group - provide firsthand knowledge of access issues in the whole Shire.	Interface with Council access committee on access issues.
I come from a home based business that employs family members. I also work part-time at preschool. Service to older members on individual basis for mentoring. Educate our families.	Yes – promote our youth activities within our community.
Retirement village residents – meet with and mentor school children – rent a Granny for primary school children.	Develop sustainable practices regarding energy, water and waste.
Mentoring younger people by drawing on their expertise, life experiences.	Rotary, Probus, Quota, other groups.
Make skills and experience available to others.	Businesses can help sponsor and promote services available to public.
By canvassing members’ opinions on a regular basis. By communicating those views to Council.	
Promote its activities and seek Council recognition for its achievements.	Garden clubs, recreation clubs, tourist groups.
Happy to advise in regard to commercial feasibility and viability of projects.	Yes, Edwards Construction cost effective/design advice of community facilities.
Education through schools on safe social behaviours (driving, alcohol, drugs), practical day.	Police/RTA/Department of Health.
Emergency accommodation drug/alcohol rehabs. Assistance with mental health/grief counselling.	Health services.
Provide nature based tourist accommodation offering additional services. Soft Adventure “Eco-Tourism” Cultural Tourists Health and Wellness services Guided bush walks	Partnerships – health and wellness National Parks and Wildlife Eco-Tourist services Businesses Aboriginal Community Cultural Tourist Bush Tracker Guided Walks



Via focus group attendance – forums and alike. Feedback by email. Commitment to reviewing the draft plan.	Yes, W.B. can partner with other Batemans Bay groups and Chambers for greater consensus of a strategic plan.
We work with marginalised people and could get their input of what's important to them within the community. Attending forums and focus groups.	We could partner with many other services to enable a stronger outcome.
By putting political pressure on Council to perform.	Other community groups with an interest in improved Council Governance.
Design and make products showcasing local plants and birds eg home wares.	Remove fire hazards from residential and business areas – dead trees – dangerous (not habitat).
Difficult, because small organisations represent specific interests and are always light on the ground for volunteers.	
Community help financially.	Work in with community health, housing, help family with financial help.
Encourage personal responsibility.	Media.
Here the youth's opinion on things what happens in the Eurobodalla.	I think that the youth committee can work with anyone who wants to hear what this part of the community has to say.
My environment and climate action group across the Shire can contribute to care of environment and sustainability action.	Yes, with local progress groups, young people can work with businesses on establishment of resource recovery hub.
It can contribute by constructing their opinions as a group and voicing them with a backing up as a group and not just individual proposals.	The organisation of the surf club can partner with other organisations such as clubs to keep providing their services through the next 20 years, as well as having opinions.
Partner and participate in networks.	Yes.



APPENDIX G

Telephone Surveys



Client: EUROBODALLA SHIRE COUNCIL

Survey: RESIDENTS SURVEY

DATE: 1 November 2010



INTRODUCTION

Hello, my name is from IRIS, a community research organisation. I am conducting a survey on behalf of Eurobodalla Shire Council on what local residents believe are the priorities for the provision of services for the shire for the next 20 years.

Could I speak to the permanent resident of this household who had the most recent birthday, and is 18 years or older? [IF NOT AT HOME ARRANGE A CALLBACK]

[IF RESPONDENT IS NOT THE FIRST CONTACT, REPEAT INTRO]

The survey will take about 17 minutes? [IF NOT, SCHEDULE A CALL BACK]

In starting the interview, I have to inform you that my supervisor may monitor this call for quality control purposes.

Before we start, I just have to make sure you are located in the Eurobodalla Shire? [IF NOT, TERMINATE]

Q1 Which town, village or rural area do you live in?

- T1 Batehaven
- T2 Batemans Bay
- T3 Bodalla
- T4 Broulee
- T5 Dalmeny
- T6 Kianga
- T7 Long Beach
- T8 Malua Bay
- T9 Moruya
- T10 Mossy Point
- T11 Narooma
- T12 Surf Beach



T13 Tomakin

T14 Tuross Head

T15 Other (specify)_____

Q2 Firstly, have you heard about the Eurobodalla2030 project to develop a long term plan guiding the future of the Eurobodalla Shire?

1. Yes
2. No
3. Don't know / Refused

Q3 Eurobodalla2030 is the community's long-term plan for Eurobodalla and Council is only one organisation of many that will need to deliver on the Plan. The first few questions are about Eurobodalla and do not relate to Council specifically.

*I am going to read out a list of statements based on the what people surveyed in 2005 and 2010 felt they **wanted** for the future of Eurobodalla. For each I read out, I want you to rate it as a priority for YOU.*

When giving a priority rating, think of how important that vision statement is in relation to any other priorities you might have for the Eurobodalla Shire. I would like you to use a scale of 0 to 10, where 0 means it is a "much lower priority than others" and 10 means it is a "much higher priority than other areas".

1. Natural environment retained and protected including land, sea and waterways
2. The relaxed, rural lifestyle, peaceful setting and close knit community retained
3. Growth and development carefully controlled and planned so that it fits the character of the area and has minimal impact on the environment
4. Well maintained roads
5. Prosperous local economy
6. Improved services and facilities for older people and youth
7. No Gold Coast style high rise developments
8. Improved facilities for art, culture, leisure and marine (eg boating) activities
9. A community that is still friendly, supportive and safe
10. Improved shopping centres
11. Access to higher level health care available locally
12. More local jobs

Is there anything else about the Shire that you value that has been missed in this list?

[INTERVIEWER TO ASK FOR RATING USED IN ABOVE LIST]

13. Other 1
14. Other 2

Q4 *I am now going to read out a list of local **issues** that people surveyed in 2005 and 2010 felt were important to improve or change in Eurobodalla Shire by 2030. They are in no particular order and remember this is not just about what Council does.*



Again for each I read out, I want you to rate it as a priority for YOU.

When giving a priority rating, think of how important that issue is in relation to any other concerns you might have for the Eurobodalla Shire. I would like you to use a scale of 0 to 10, where 0 means it is a “much lower priority than other issues” and 10 means it is a “much higher priority than other issues”.

1. Retail and commercial business opportunities
2. Provision and standard of recreation facilities
3. Communications from Council
4. Health facilities and services
5. Standard of local roads and infrastructure
6. Protection of the natural environment from development
7. Standard and availability of public transport
8. Youth facilities and services
9. Provision and standard of community services
10. Traffic congestion at peak times

Are there any other major issues you feel needs to be addressed that has been missed in this list? [INTERVIEWER TO ASK FOR RATING USED IN ABOVE LIST]

11. Other 1
12. Other 2

Q5 Council is not responsible for implementing everything in the Eurobodalla 2030 Community Strategic Plan. However, the second part of this survey is to help Council to identify areas it should concentrate on and where the community thinks it should focus its resources.

I will read out a list of service and facilities provided to the community by Eurobodalla Shire Council

For each I will ask you how **important** the service or facility is on a scale of 1 to 5. In the scale, a score of 1 means that the service is not at all important and a score of 5 means that the service is very important.

For each service or facility I will also ask you how **satisfied** you are with Council's performance. This will involve a scale of 1 to 5, where 1 means you are very dissatisfied and 5 means you are very satisfied.

1. Cleanliness and maintenance of the Shire
2. Provision and maintenance of community centres, libraries and halls
3. Provision and maintenance of sporting grounds
4. Information on Council services
5. Provision of surf lifesaving services and support to volunteer life saving groups
6. Provision and maintenance of parks and playgrounds
7. Provision and maintenance of the Regional Botanic Gardens
8. Provision and maintenance of recreation facilities such as aquatic centres
9. Tree preservation in settled areas
10. Provision of services and facilities for older people
11. Dog and cat control
12. Waste and recycling services
13. Provision of children services and facilities



14. Advice on renewable energy and climate change
15. Management of drinking water
16. Management of sewer
17. Provision and management of stormwater drainage to limit flooding of properties
18. Provision and management of stormwater drainage to limit impacts on the environment
19. Management of traffic congestion and road safety
20. Provision of library services
21. Management of feral animals and plants
22. Provision of arts and cultural services and facilities
23. Provision and maintenance of public toilets
24. Provision and maintenance of sealed roads
25. Provision and maintenance of unsealed roads
26. Provision of facilities and services for people with a disability
27. Supporting businesses and attracting new investment into the Shire
28. Provision and maintenance of footpaths and cycleways
29. Provision of street lighting
30. Land, estuary and creek management
31. Management of the development of residential and rural lands
32. Consultation with the community about Council plans and directions
33. Provision of youth services and facilities
34. Provision and maintenance of marine infrastructure such as boat ramps
35. Support to local emergency services
36. Supporting volunteers

Q6 Council has limited resources to provide all these and other services to the Eurobodalla community to help it implement the Eurobodalla2030 Plan. If you had a wish list, name up to three areas where you think Council should focus its resources over the next four years.

[RECORD THREE RESPONSES]

Q7 I am now going to read out a list of 6 major strategic infrastructure projects in no particular order for the Eurobodalla Shire. Thinking about Council's role in advocating for the future development of the projects, how would you rank their level of importance?

READ OUT ALL PROJECTS AND ASK RESPONDENT TO PROVIDE A RANKING OF 1 TO 6, WHERE 1 IS THE HIGHEST RANKED PROJECT AND 6 IS THE LOWEST RANKED PROJECT.

- ☐ Moruya airport redevelopment
- ☐ Single regional hospital
- ☐ Regional indoor sporting and aquatic centre
- ☐ Expanded tertiary education centre
- ☐ Upgrade of Kings and Princes Highways
- ☐ Regional waste management facility



SECTION 6: RESPONDENT CHARACTERISTICS

Finally, I'd just like to ask you a few questions to help qualify your responses.

SEX (ONLY ASKED IF INTERVIEWER IS UNSURE)

Hearing your voice I presume you are a:

- 1 Male
- 2 Female

AGE

Which of the following age brackets do you fall into?

- 1. 18 to 29
- 2. 30 to 49
- 3. 50 to 64
- 4. 65+
- 5. Refused to say

NAME

Can you tell me your first name as my supervisor audits 1 in 10 of my calls as part of our quality control process?

CONCLUSION

That completes our interview. As this is social research, you can be assured that it is carried out in full compliance with the Privacy Act and the information you provided is only used for research purposes.

Again, my name isand my supervisors name is ... If you have any questions about this survey, or would like further information about IRIS Research, you can call our office between 9am and 5pm weekdays on 024285-4446. Thank you for your time.

END



Client: EUROBODALLA SHIRE COUNCIL

**Survey: NON-RESIDENT SURVEY
ADDITIONAL QUESTIONS**

DATE: 15 November 2010



Non- resident survey Eurobodalla – additional questions

1. Are you likely to live permanently in the Eurobodalla Shire sometime in the future?

1. Yes (*go to question 2*)
2. No
3. Don't know

2. How soon do you intend to move to the Eurobodalla? READ OUT RESPONSES AS NECESSARY

1. In next 12 months (1 year)
2. In 2 to 3 years
3. In 4 to 5 years
4. In 6 to 10 years
5. In over 10 years
6. Don't know



Long Term Resource Planning For Eurobodalla Shire Council

Community Research Report

Prepared By: Micromex Research
Date: January 2012



Background

Background & Core Research Objectives

Eurobodalla Shire Council wanted to conduct community consultation in order to identify and inform their long term resourcing strategies for the LGA.

The broad objectives of this consultation were:

1. To engage the community in the decision making process
2. To identify community support for a range of different long term resourcing options to fund the Council services and facilities into the future
3. To provide an avenue for feedback in order for residents to express their views on the proposed long term resourcing options



Specifics of the Survey

1. Micromex initially contacted & recruited 1,050 residents and rate paying non residents and asked them to participate in a research program
2. Information packs were mailed out to allow participants to familiarise themselves with the different resourcing options
3. Micromex recontacted & recruited 733 residents and rate paying non residents and collected feedback on Eurobodalla Shire Council's proposed resourcing strategies
 - A sample size of 507 residents provides a maximum sampling error of approximately +/- 4.4% at 95% confidence
 - A sample size of 226 non residents provides a maximum sampling error of approximately +/- 6.5% at 95% confidence

- The questionnaire, of approximately 15 minutes in duration, was designed to establish current attitudes and explore community response to the proposed resource strategies

Questionnaire Structure

QA. Confirmation that documentation was read

QB. Age group

1a. Location (residents only)

1b. Number of years lived in the Shire (residents only)

1c. Location of property (non resident rate payers only)

1d. Number of years owned the property (non resident rate payers)

2. Gender

3a. Satisfaction with the quality of infrastructure and facilities currently provided

3b. Satisfaction with the quality of long term planning for local infrastructure

4. Importance of Council implementing plans and programs

READ CONCEPT – Rate Increase

6. Support of the proposed 5.5% rate increase

7. Support of the proposed 7% rate increase

8a. Support of paying additional rate above 7%

8b. Support of each of the 6 programs

9a. Importance of the Regional Aquatic Centre

9b. Importance of the Regional Performing Arts Centre

9c. Support for paying an additional special rate increase to fund these projects

10a. Home ownership status (residents only)

10b. Likelihood of moving to the Shire (non resident rate payers only)



Key Takeouts

1. Respondents' current perception of the overall performance of Council is significantly lower than the LGA benchmark. This has undoubtedly influenced the responses to the different long term resourcing strategies
2. Compared to the outcomes from other recent, similar community studies, Eurobodalla residents appear to be ambivalent as to whether or not Council should implement plans and programs that will provide better infrastructure and facilities for the Eurobodalla Shire
3. The 5.5% increase option was the most acceptable, with 62% of residents and 68% of non residents indicating that they at least somewhat supported this option. Higher level increase options were rejected.
 - Those supportive felt that the SRV was affordable and needed in order to improve local infrastructure and services
 - Those not supportive had concerns about Council's financial management, affordability and personally questioned the relevance of Council long term resourcing strategies

Council needs to look to identify current drivers of dissatisfaction and implement strategies that will address community distrust and better communicate the need to plan for the future of the LGA

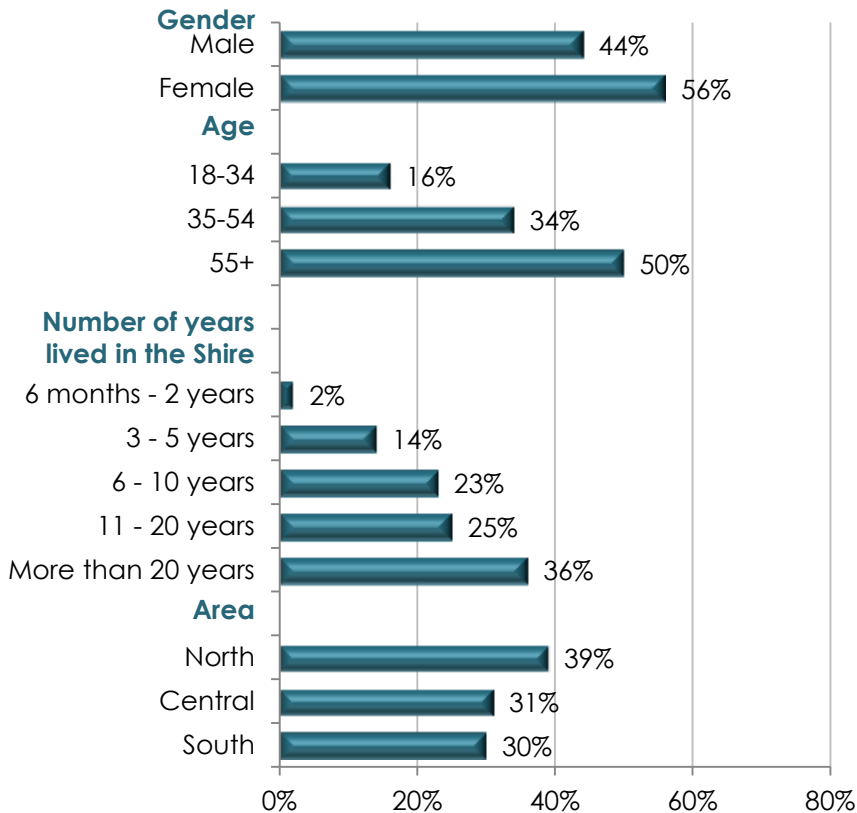


Profile of Sample

The Sample Was Weighted To Reflect The Age Demographic Of The Residents of the Eurobodalla LGA

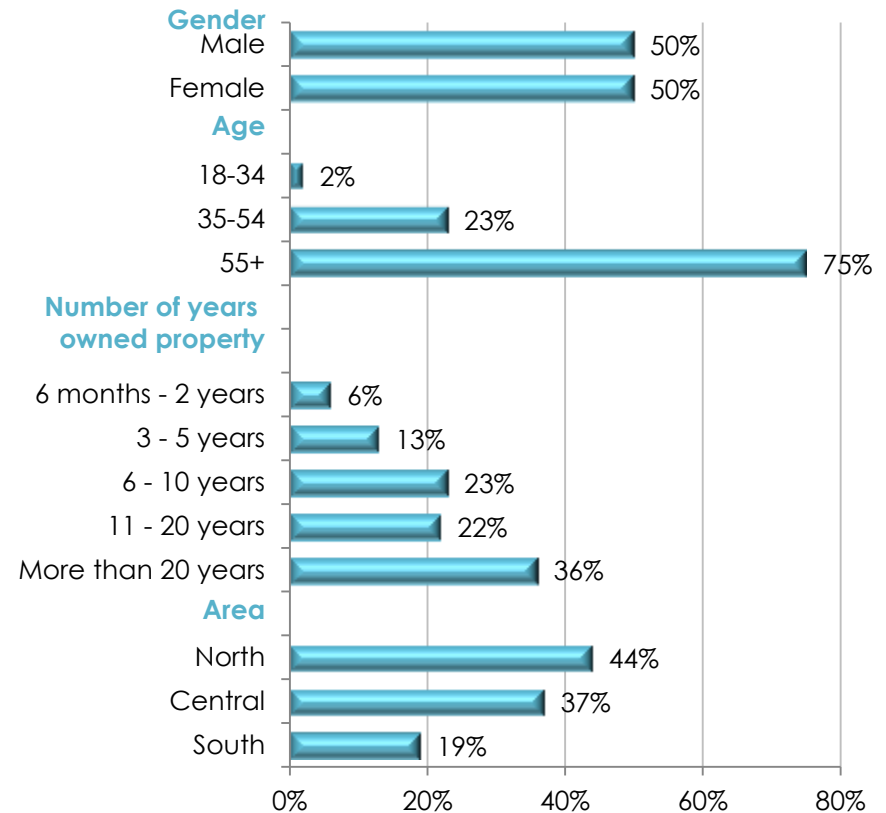


Eurobodalla Residents



Weighted Base: n = 507

Non Resident Rate Payers



Base: n = 226

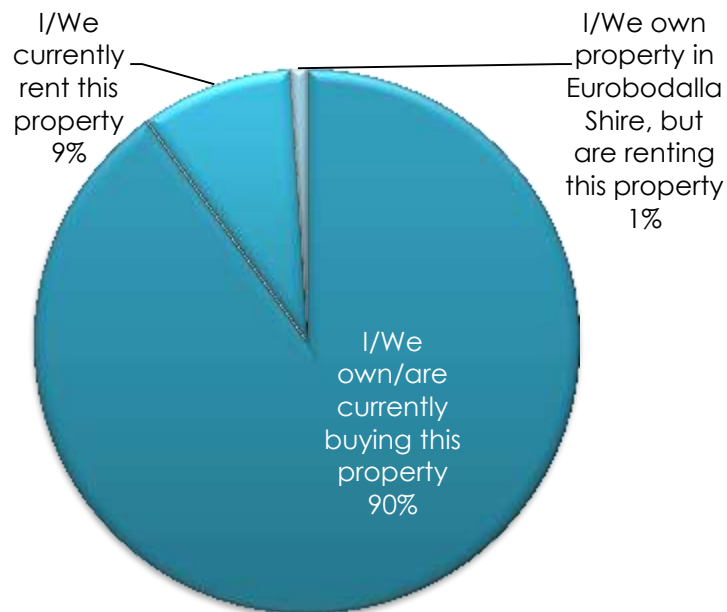
The majority of non resident ratepayers are 55 years and over

Residents Who Participated Were Very Likely To Be Living In Rate Paying Households

Q10a. Which of the following best describes the house where you are currently living?

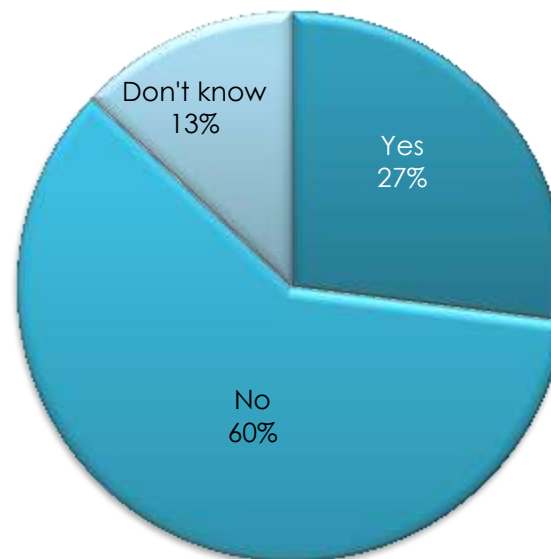
Q10b. Are you likely to move permanently to Eurobodalla Shire in the next 10 years?

Eurobodalla Residents



Weighted Base: n = 507

Non Resident Rate Payers

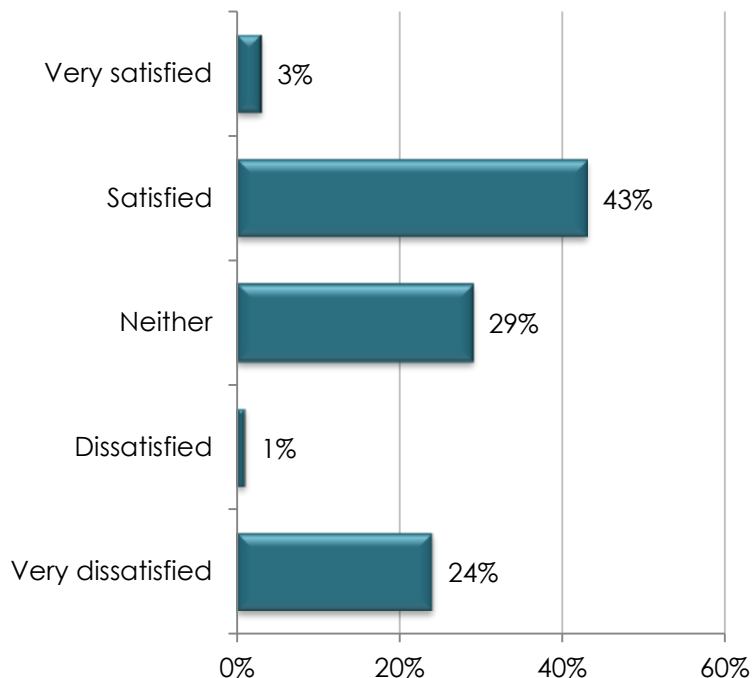


Base: n = 226

Around 30% of non residents indicated that they are likely to move to Eurobodalla in the future

Overall Opinion Of The Performance of Council

QB. Overall, for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues, but across all responsibility areas?



Base: n = 374

Compared to the Micromex LGA Benchmark of the overall performance of Council, Eurobodalla Shire Council's score is significantly lower

There is an unusually large subset of the community which is 'very dissatisfied'

Council needs to understand and address the drivers of this dissatisfaction

Eurobodalla mean 3.0

Micromex LGA Benchmark mean 3.5 based on 35,000+ interviews

The current level of dissatisfaction will undoubtedly act as a filter in how residents process the information provided about the long term resourcing strategies

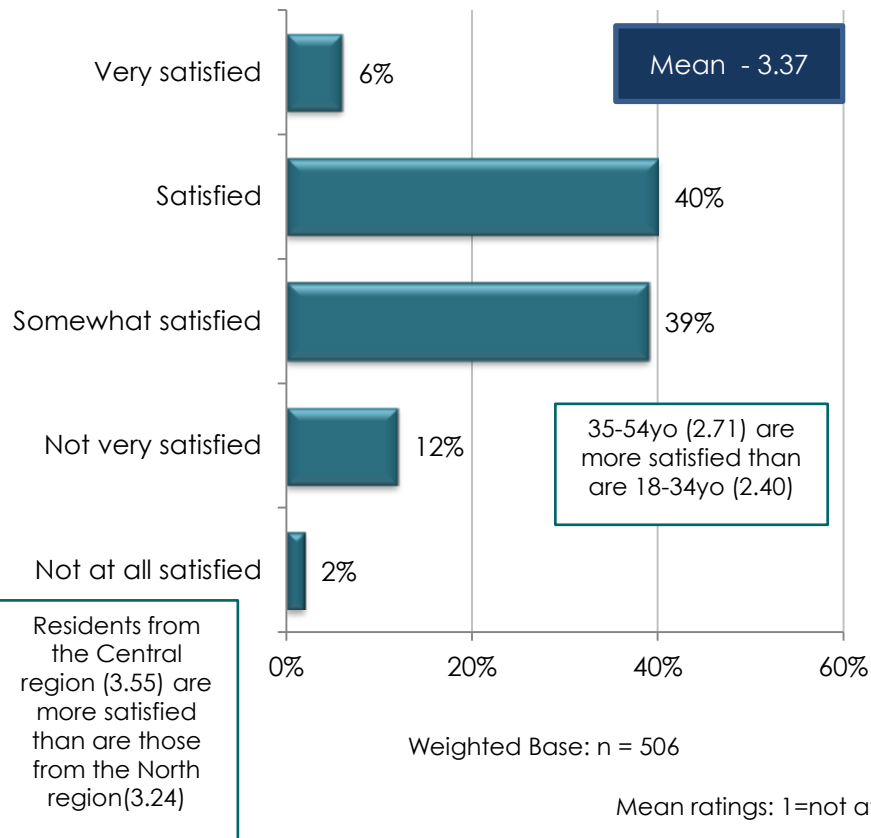


The Detailed Response

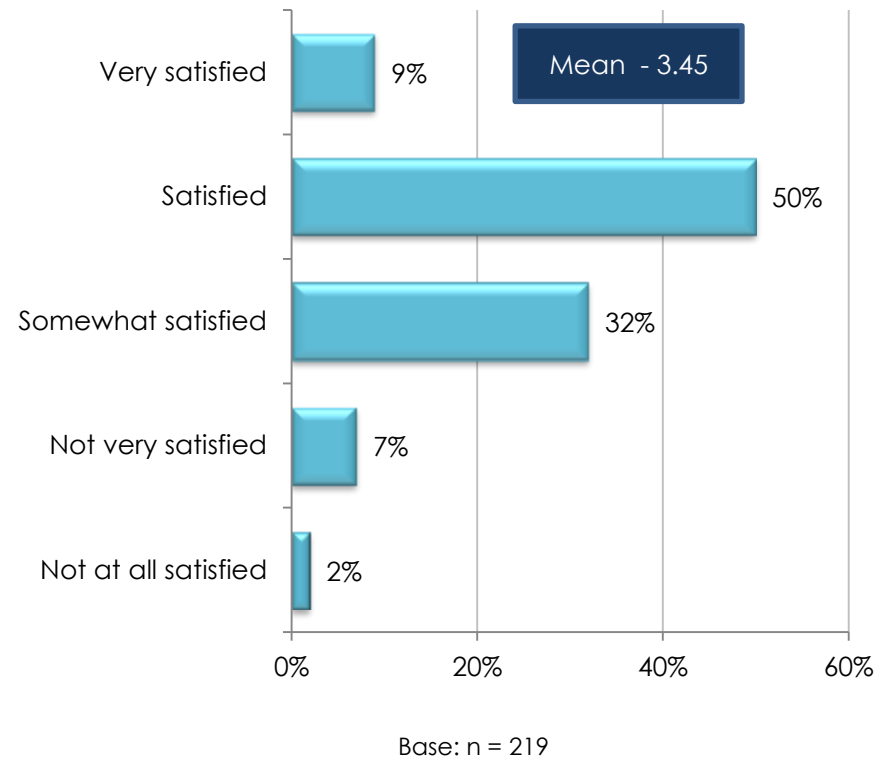
Overall Both Sets Of Participants Have Moderate Levels Of Satisfaction With The Infrastructure And Services Provided By Council

Q3a. How satisfied are you with the quality of infrastructure and facilities currently provided by Council?

Eurobodalla Residents



Non Resident Rate Payers

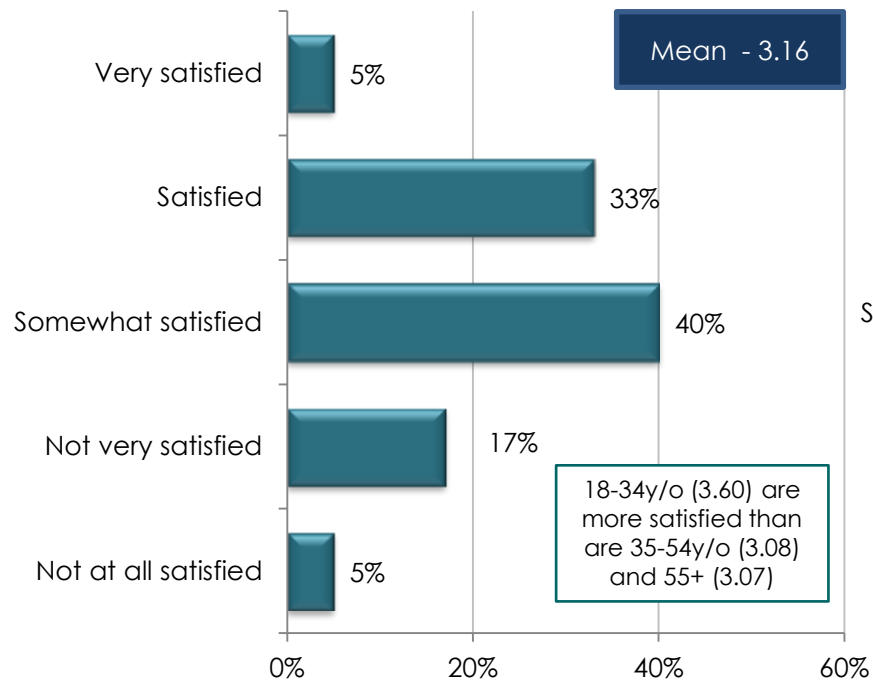


Non Residents have significantly higher levels of satisfaction

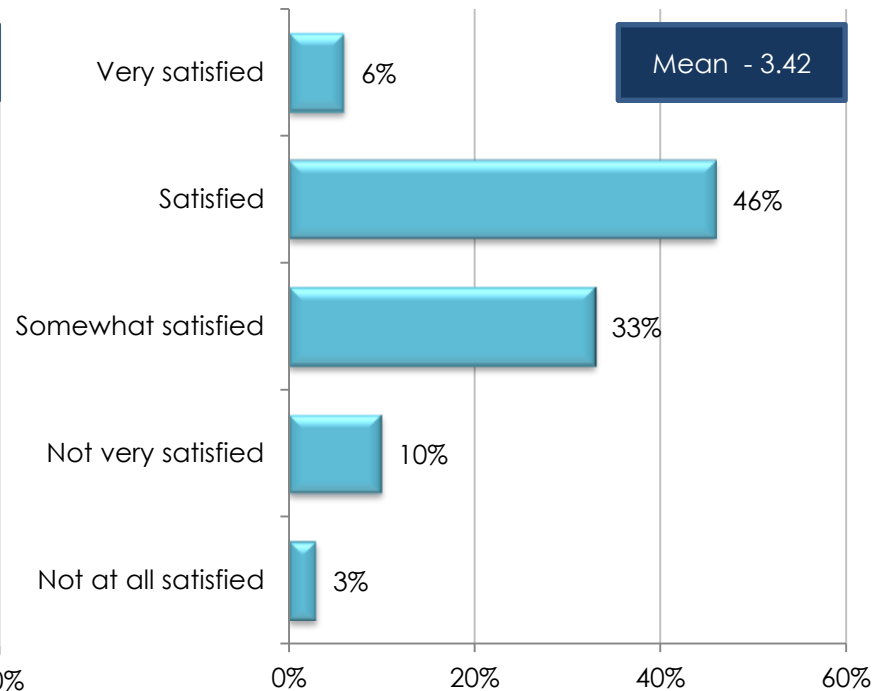
There Is Moderate Satisfaction With The Quality Of Long Term Planning Being Provided By Council

Q3b. How satisfied are you with the quality of long term planning for local infrastructure being provided by Council?

Eurobodalla Residents



Non Resident Rate Payers



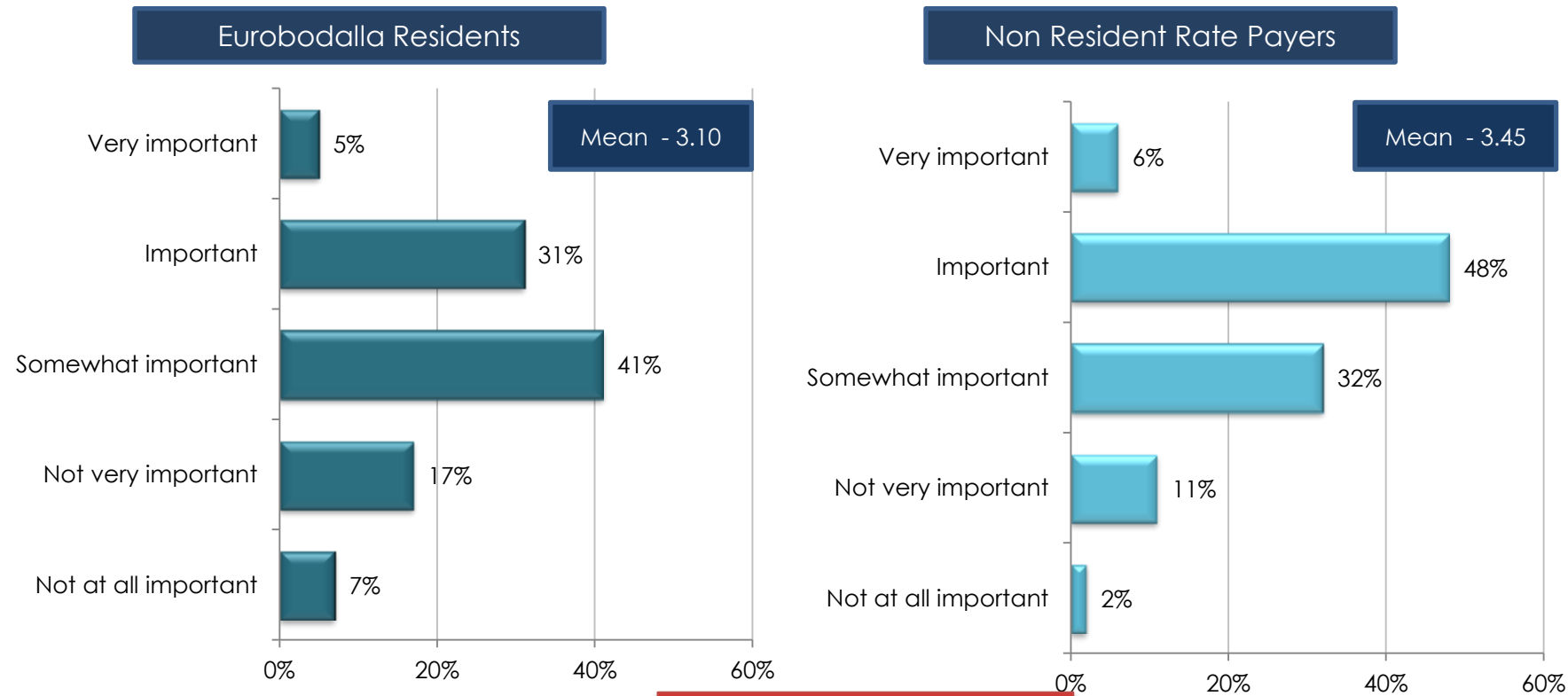
Mean ratings: 1=not at all satisfied, 5=very satisfied

Compared to non residents, residents of Eurobodalla Shire have a significantly lower level of satisfaction with long term planning for local infrastructure

Compared To Residents, Non Residents Feel It Is Significantly More Important For Council To Implement Plans And Programs That Will Provide Better Infrastructure And Facilities For The Eurobodalla Shire



Q4. How important do you believe it is for Council to implement plans and programs that will provide better infrastructure and facilities for the Eurobodalla Shire?



Weighted Base: n = 490

Base: n = 203

Comparable LGA Response
(n=400 per Study)
2011 Newcastle SRV – 4.52
2011 Maitland SRV – 4.61
2011 Auburn SRV – 4.45
2011 Pittwater SRV – 4.43

Mean ratings: 1=not at all important, 5=very important

Compared to outcomes from other recent community studies, Eurobodalla residents indicated significantly lower level of importance to this long term planning question.

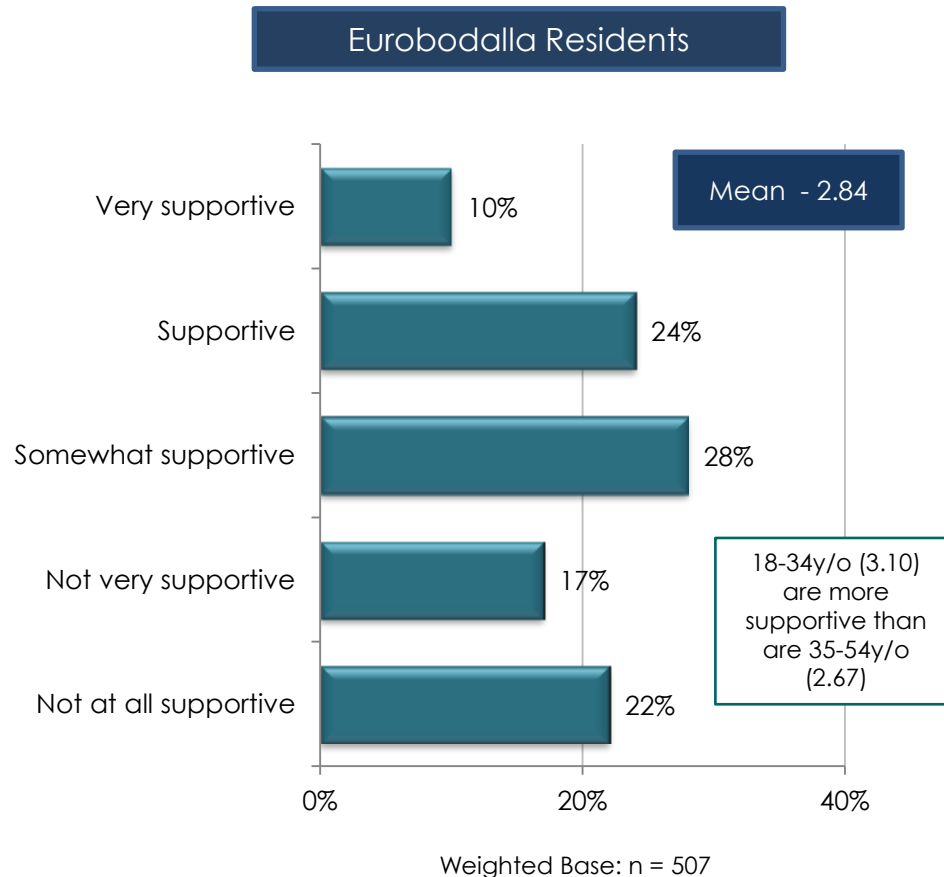




Response to the Long Term Resourcing Options

62% Of Residents Are At Least Somewhat Supportive Of The 5.5% Option

Q6a. How supportive are you of Council's proposed rate increase of 5.5% for five years towards maintaining and servicing the existing infrastructure and facilities?



Key reasons for level of support - Q6b

Supportive to very supportive: Nett 34%

- | | |
|---|------------|
| 1. This is a feasible, affordable and necessary increase | 20% |
| 2. The improvement and maintenance of infrastructure is important | 9% |

Somewhat supportive: Nett 28%

- | | |
|--|-----------|
| 3. Council needs to better manage the money they are currently receiving from ratepayers | 7% |
| 4. I am only somewhat supportive as the rate rise will cause financial hardship, especially for those on fixed incomes | 6% |

Not very to not at all supportive: Nett 39%

- | | |
|--|------------|
| 5. I am concerned about the management of money by Council and suggest an evaluation of spending | 15% |
| 6. The rate rise will cause financial hardship, especially for those on fixed incomes | 14% |

Mean ratings: 1=not at all supportive, 5=very supportive

Less than 25% absolutely rejected this potential SRV resourcing option – this is driven by a lack of trust with Council and issues of affordability

Residents Who Are Supportive Indicated That The SRV Was Affordable And Needed In Order To Improve The Quality Of Community Facilities & Services



"All prices go up and this increase will allow Council to continue maintaining what we have"

"If it means I'm getting value for money, I don't mind paying a little bit extra"

"It's hard to predict finances for the future and this amount will be just enough to maintain the status quo"

"Council has to get the money from somewhere and the works need to be done"

"I realise there is a shortfall of money and I think that 5.5% provides more funding for Council without being too expensive for ratepayers"

"Being a pensioner, this is the only option in the package we could afford"

"I think it's important to maintain the quality of the area, and the amount will be easy to manage"

"We need to do these works or we will go backwards. Our rates are very reasonable at the moment, so this small increase will not make much of a difference to me"

"I don't mind paying this smaller increase, but this is the maximum I'd contribute"

"The money has to come from somewhere and this option is affordable to us on a fixed income"

Verbatim responses from: Qualitative Open Ended Question Q6b – Supportive to very supportive 34%

Residents Who Are Somewhat Supportive Generally Understand The Need For An Increase, But They Expressed Concern About How The Money Will Be Managed



"Council has a difficult job, but this money will come out of my pocket and I have an aversion to paying more for things that I should already get in the area"

"I believe Council has wasted money that it has invested in past years and this is merely an attempt to play catch up"

"The average person is on a set wage and rates seem to go up every year, so the smallest increase is the most acceptable"

"I can't afford any increase above this amount, but I know the maintenance is required"

"Everything else is going up and to increase another bill will put financial strain on my household"

"I feel that Council has a lot of wastage and they could manage their funds a lot better"

"I don't want a rates increase, but this is the best option for me as being a pensioner and I have to watch where my money"

"I am retired and on a pension so I cannot see how I could get any additional money to pay more than the 5.5% rate increase"

"I'm not convinced that if we gave Council more money they'd use it wisely, so this option is acceptable"

Verbatim responses from: Qualitative Open Ended Question Q6b – Somewhat supportive 28%

Residents Who Are Not Supportive Had Concerns About The Efficiency Of Council's Financial Management, Or Felt The Proposed SRV Was Not Relevant To Their Needs



"They need to reduce wasteful and extravagant expenditure programs rather than increase rates"

"I believe the Council rates that are collected should be able to cover what is required"

"I can't afford them now let alone putting them up more than the CPI"

"The infrastructure is not currently being maintained and I don't feel an increase in rates is justified"

"This is an ageing Shire and I think it's unfair that Council is asking to put rates up when they can't handle their finances"

"Council needs to cut costs and save money as the normal rates should be sufficient to maintain infrastructure and they should budget accordingly"

"The area is a low socio economic environment with high levels of unemployment, therefore, many people will not be able to afford the increases"

"We're on a fixed income and can't afford any more increases"

"I am a self funded pensioner and, like many others, I would find it very difficult to pay extra above the normal increases"

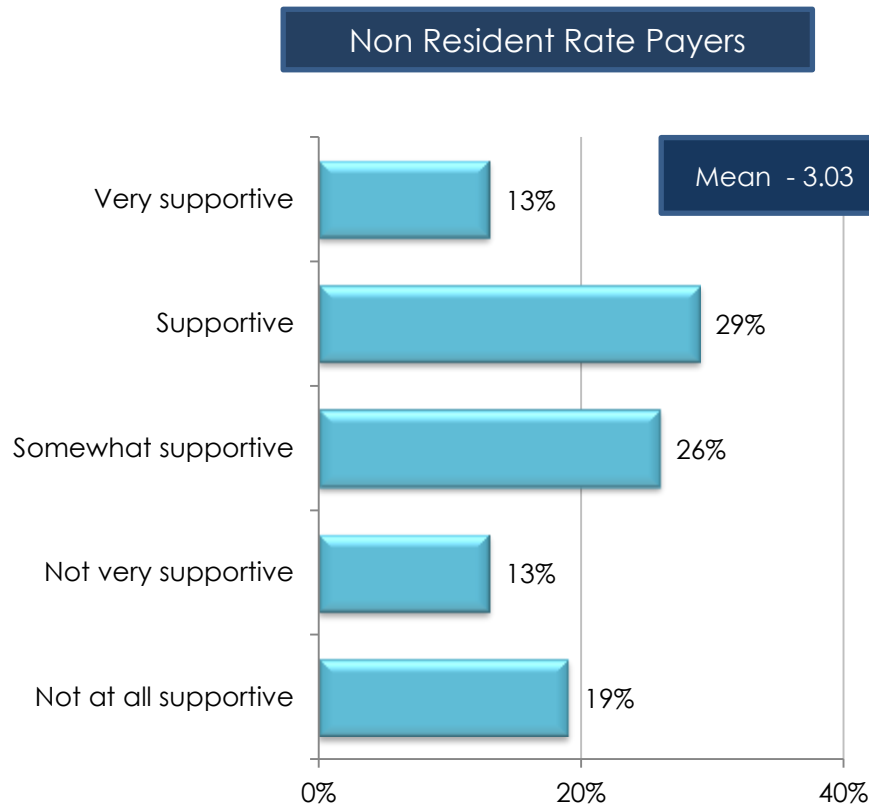
"The rates I pay are high enough yet my road floods and nothing is ever done about it"

"With all the financial hardships presently, any increase above the CPI is too much"

Verbatim responses from: Qualitative Open Ended Question Q6b – Not very to not at all supportive 39%

68% Of Non Residents Are At Least Somewhat Supportive Of The 5.5% Option

Q6a. How supportive are you of Council's proposed rate increase of 5.5% for five years towards maintaining and servicing the existing infrastructure and facilities?



Base: n = 226

Mean ratings: 1=not at all supportive, 5=very supportive

Key reasons for level of support - Q6b

Supportive to very supportive: Nett 42%

- | | |
|--|-----|
| 1. This is a feasible, affordable and necessary increase | 14% |
| 2. The increase will ensure progress and planning continue to take place | 10% |
| 3. The improvement and maintenance of infrastructure is important | 9% |

Somewhat supportive: Nett 26%

- | | |
|--|----|
| 4. This is a feasible, affordable and necessary increase | 4% |
| 4. I am only somewhat supportive as it will cause financial hardship | 4% |

Not very to not at all supportive: Nett 32%

- | | |
|--|-----|
| 5. I am concerned about the management of money by Council and suggest an evaluation of spending | 11% |
| 6. The rate rise will cause financial hardship, especially for those on fixed incomes | 7% |

Less than 20% absolutely rejected the potential SRV resourcing option

Non Residents Who Are Supportive Of The Rise Indicated That The Amount Was Affordable And Required To Face The Future



"I think the money is being spent very well to date. Council has inflation in its costs and it is a growing area"

"It is important that a Council looks to the future and without money that can't happen"

"The standards need to be met, although this amount will be as much as I can afford"

"Council needs the funds to keep these projects going, 5.5% is not much to pay"

"We all have to pay a little extra to get things done in the community"

"The population is growing and with extra demand on resources, it is necessary to upgrade infrastructure in the area. I think this amount will cover most needs in the Shire"

"I accept Council's argument for a rate increase"

"As a minimum measure, the 5.5% will slow down the rate at which things deteriorate"

"The money has to come from somewhere, so we all have to put our hands in our pockets"

"Understand that money is needed to better the community and this figure is not unreasonable"

Verbatim responses from: Qualitative Open Ended Question Q6b – Supportive to very supportive 42%

Non Residents Who Are Somewhat Supportive Expressed Concern About The Financial Impact The Rise Would Have On Them



"This increase will adversely affect a lot of residents, so I cannot be more supportive"

"I understand that some work needs to be done, but this is only a holiday house and the rates are already higher at this property than at our home"

"To maintain all infrastructure this increase is not enough, but is the one I would prefer"

"I'm prepared to see how this works for my budget"

"As we don't actually live in the Shire, whilst we want to support the infrastructure, we pay enough now in our permanent place of residence"

"We don't live there and we don't rent our unit out so I don't want to spend a fortune on facilities we will rarely use"

"I like the area the way it is and don't want anymore changes to the area"

"I am happy to pay 5.5% for a house we have in the Shire but not for our vacant block of land in the Shire"

"We know the work needs to be done, but we can't really afford the increase. Council needs to use the money wisely"

Verbatim responses from: Qualitative Open Ended Question Q6b – Somewhat supportive 26%

Non Residents Who Are Not Supportive Affordability Issues, Questioned Council's Efficiency And Had The Perception That Rates In Eurobodalla Were Higher Than Other LGAs



"I do not believe that Council has properly reduced costs elsewhere where they should have"

"I don't think that people can afford any increase in rates above the CPI rate"

"This is an investment property for us and the current rates are more than we pay for the North Shore of Sydney"

"I feel they don't spend the money on the right things in the area and this Council is the most expensive for rates in NSW"

"This amount would not be used to benefit my area of Dalmeny"

"The 5.5% will not be enough to make a difference to the area"

"Rates are high enough already without having an increase"

"We don't receive anything for the rates we pay now so why should I support any of these rises"

"I don't believe I currently get value for money from my rates so I would not be comfortable with a rate increase"

"Being a non resident, I pay my rates for a property which we don't use very much and I will not pay any more than the CPI"

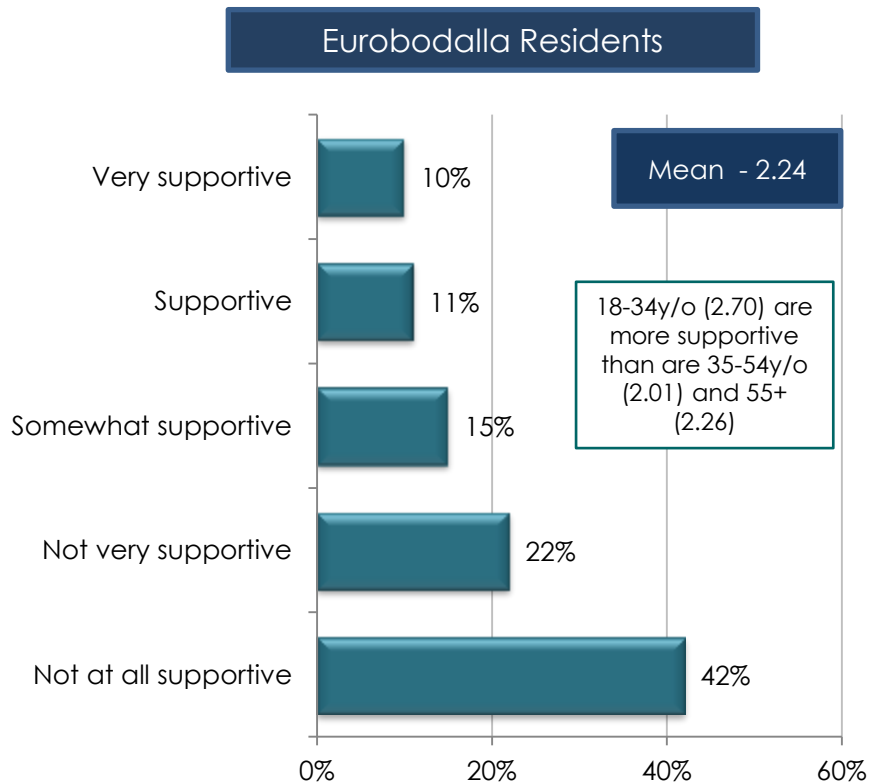
"I pay half these rates in Sydney and get more services. Why would I want to pay more for less?"

"As a non-resident paying full rates, we are paying for services we cannot use"

Verbatim responses from: Qualitative Open Ended Question Q6b – Not very to not at all supportive 32%

36% Of Residents Are At Least Somewhat Supportive Of The 7% Option

Q7a. How supportive are you of Council's proposed rate increase of 7% for five years towards maintaining and servicing the existing infrastructure and facilities?



Weighted Base: n = 507

Mean ratings: 1=not at all supportive, 5=very supportive

Key reasons for level of support - Q7b	
Supportive to very supportive: Nett 21%	
1. Council needs the money in order to ensure improvements are made	18%
Somewhat supportive: Nett 15%	
2. Rates and living expenses are high enough, so this rate increase is not affordable	4%
3. Council needs to better manage the money they are currently receiving from ratepayers	3%
Not very to not at all supportive: Nett 64%	
4. Rates and living expenses are high enough, so this rate increase is not affordable	31%
5. Council needs to better manage the money they are currently receiving from ratepayers	25%

Residents indicated a low level support for this option

Supportive Residents Accept That Council Needs To Address Declining Infrastructure



"I realise that for infrastructure to improve, Council needs to get the money from somewhere, but residents need to be fully aware of where the money is being spent"

"7% isn't a huge ask when the outcome will benefit the Shire and improve community facilities"

"Council have set out a plan to achieve their goals and this increase will address the maintenance that is required"

"I would deem all of these improvements to be very important and will support the 7% increase"

"It's necessary as the Shire is growing and facilities need to be provided, so everyone needs to contribute just that little bit more"

"This amount will cover some works but Council needs to cut back more to make ends meet"

"They do need to get funds from somewhere and if it's in the way of a rate increase, I would be willing to pay this"

"In order to do things you have to have money, so the community would have to help"

"I believe this will give Council an opportunity to produce some needed infrastructure"

"I feel there should be more work completed in the Shire, so I am prepared to pay a little extra"

"This is an affordable option and it means we will see more maintenance completed"

Verbatim responses from: Qualitative Open Ended Question Q7b – Somewhat supportive to very supportive 36%

Non Supportive Residents Do Not Trust Council To Be Fiscally Responsible And Also Feel The Requested Increase Is Personally Unaffordable



"Council needs to start looking at other ways to get revenue"

"Council has mismanaged money in the past so if rates are to be raised, I would like to believe that funds would be used for the projects mentioned, however, I don't trust this would happen"

"Council got themselves into this mess through poor investment and I don't believe the ratepayers should bear the brunt of getting them out of the mess"

"Council wastes funds when they have them, so I am not prepared to pay any more"

"Continuing financial mismanagement won't help the existing infrastructure to any increased level"

"I don't want the rates to rise any further as I am struggling now and cannot afford an increase"

"There is a large percentage of the population in the Shire who are on a pension and can't afford the increases"

"I think currently there is a lot of wastage with Councils' spending and there are a lot of areas they could explore for funding before hitting the rate payers for more"

"I believe that 7% per year is too high"

"If you are on a fixed income, you simply cannot absorb these costs"

"With all the financial hardships presently, any increase above the CPI is too much"

"Everything else is going up and to increase another bill will put financial strain on my household"

"I don't believe that external fundraising will solve the problem. Council needs to look at the structure of their staff internally before requesting more funds from the community"

"Rates don't seem to be used where they are needed most, so I'm not prepared to support this increase"

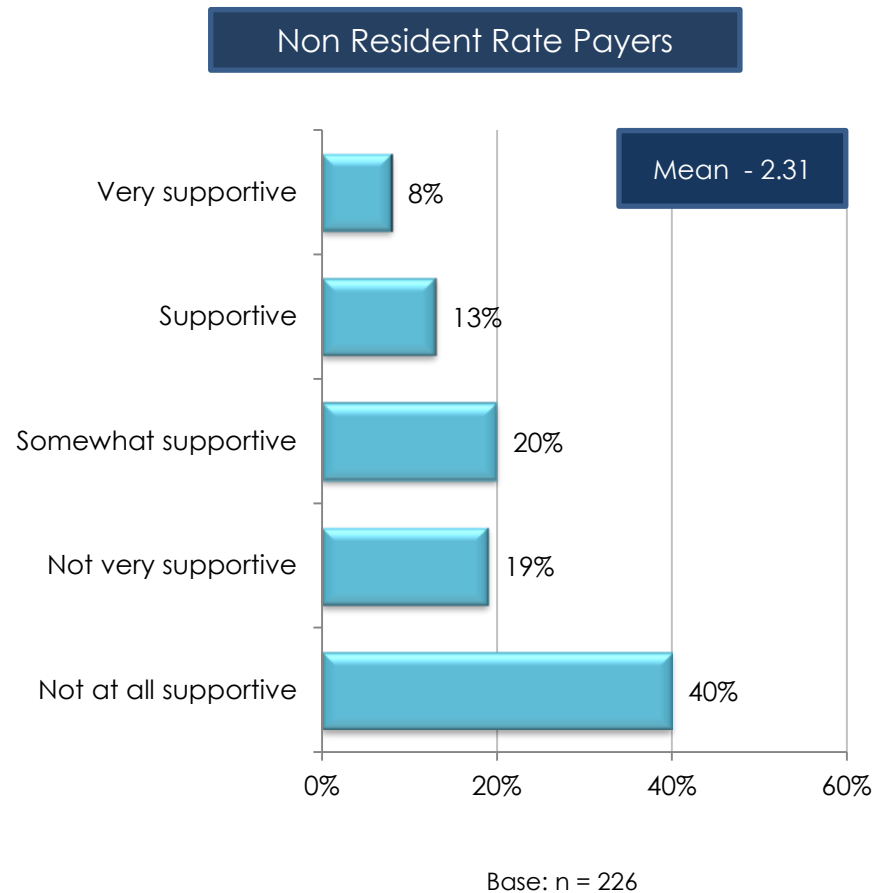
"We need to maintain the standards in the area, however, most people in the area are on a fixed income and not able to pay more"

Verbatim responses from: Qualitative Open Ended Question Q7b – Not very to not at all supportive 64%

41% Of Non Residents Are At Least Somewhat Supportive Of The 7% Option



Q7a. How supportive are you of Council's proposed rate increase of 7% for five years towards maintaining and servicing the existing infrastructure and facilities?



Key reasons for level of support - Q7b	
Supportive to very supportive: Nett 21%	
1. Council needs the money in order to ensure improvements are made	15%
Somewhat supportive: Nett 20%	
2. I support the increase, but feel 7% is too great an increase	8%
3. Council needs the money in order to ensure improvements are made	6%
Not very to not at all supportive: Nett 59%	
4. Council needs to better manage the money they are currently receiving from ratepayers	21%
5. I feel 7% is too great an increase	21%

Mean ratings: 1=not at all supportive, 5=very supportive

Non Residents also indicated a significantly lower level support for this option when compared to the 5.5% option



Supportive Non Residents Feel That The 7% Rise Is High But Necessary To Address The Needs Of Local Infrastructure



"It is important that the facilities are maintained and the 7% option better provides for that"

"I am supportive of any increase which maintains the infrastructure and would be happy to pay more to see it improve"

"These problems are not going to go away and 5.5% is not too much to bear for the average rate payer, whereas 7% will be harder for us to cope with on a fixed income"

"I would prefer to pay 7% to ensure the rural roads near my property would be fixed"

"I think 7% is going a little high as you have to remember there are a lot of pensioners who live down here"

"This increase is still affordable and would make quite a difference to the Shire"

"I understand that things are costing a lot more and how Council needs more money, but I don't want to see this go on forever"

"I realise that the area needs to keep up with the demands of the area, however, it would be nice not to have to pay more for these things"

"These problems are not going to go away and 7% is not too much to bear for my family"

"I have a property which I intend to keep for a long time and it is vital that the infrastructure is kept up to scratch"

"I am supportive of the rate rise to ensure the necessary works are done"

Verbatim responses from: Qualitative Open Ended Question Q7b – Somewhat supportive to very supportive 41%

Non Supportive Non Residents Stated That The 7% Option Is Unaffordable And Think That Council Needs To Better Manage The Monies They Have



"Council needs to revisit their own internal expenses instead"

"Council does not manage the funds they have, so what are they going to do with this extra money?"

"I believe that in Eurobodalla the rates are already much more expensive than other Councils"

"I don't think there should be any increase in rates as Council should investigate more options to save the money they have"

"It's just too high for non residents"

"I think Council should start with the lower rate of 5.5% and see how this helps before issuing a 7% increase"

"We need to maintain the standards in the area, however most people in the area are on fixed income and are not able to pay this amount at all"

"Eurobodalla has a lot of people on fixed incomes and a rise of 7% would put a lot of pressure upon these people"

"Basically it is just getting too expensive, I do not get a pay increase of 7% per year to offset my rates"

"Council receives enough money from ratepayers and they should use it more wisely"

"Council are not clearly accountable for their spending and I think they spend in the wrong areas"

"I believe we need to somehow get money back to the Council from the tourists to help pay for these needs"

Verbatim responses from: Qualitative Open Ended Question Q7b – Not very to not at all supportive 59%

Specific Projects Outlined In Scenario 3



The Eurobodalla Shire Council needs additional funds to provide six key civic projects and deliver on the 2030 community strategic plan.

These would include:

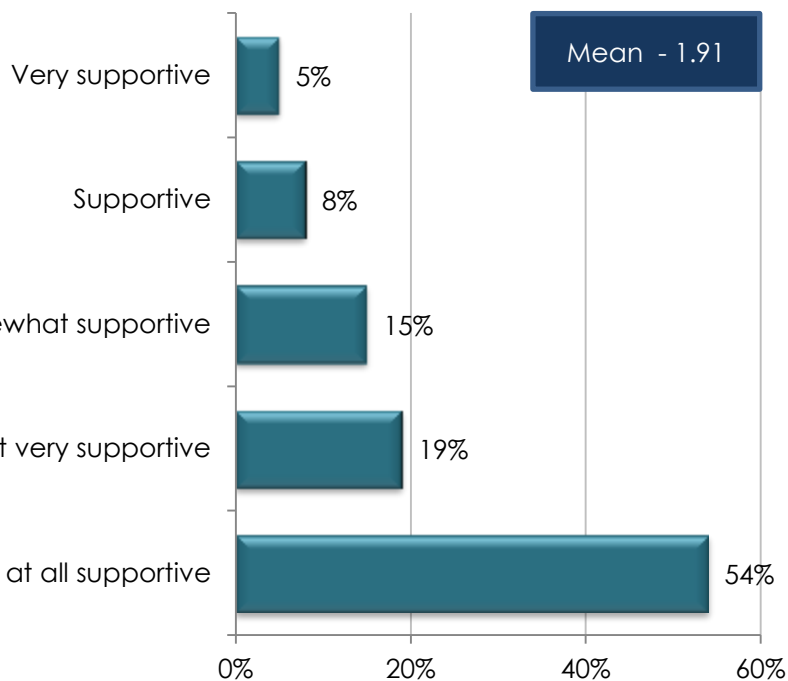
- **Transport renewal backlog (\$20.3 M)**
- **Transport enhancement works (targeted at traffic congestion, safety & economic development - \$28 M)**
- **Sporting oval extensions & upgraded amenity buildings & car parks (\$4.5 M)**
- **Hall/library extensions & improved parking, new toilet, upgraded disabled facilities (\$4.3 M)**
- **Parks & Reserve improvements (including improved parking, cycling track & underground power - \$3.6 M)**
- **Boating facilities (7 pontoons - \$1.12 M)**

Participants were provided with full details of the Long Term Resourcing concepts to ensure they felt comfortable that they understood the concept being presented to them

There Is A Robust Rejection Of A Rate Increase Greater Than 7%

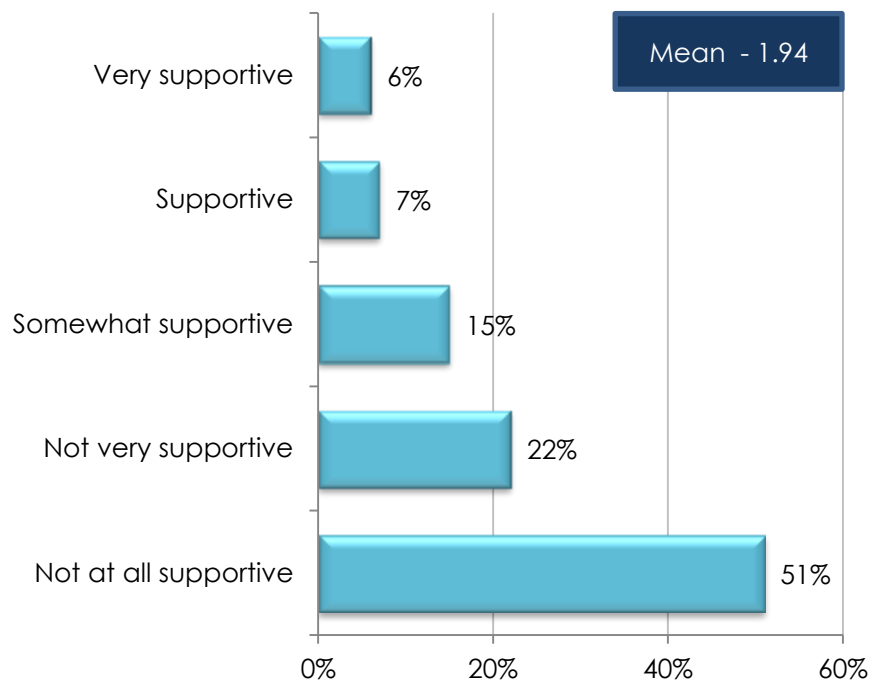
Q8a. On a scale of 1-5, where 1 is not at all supportive and 5 is very supportive, how supportive are you of paying any additional rate above the levels of 7% for five years?

Eurobodalla Residents



Weighted Base: n = 503

Non Resident Rate Payers



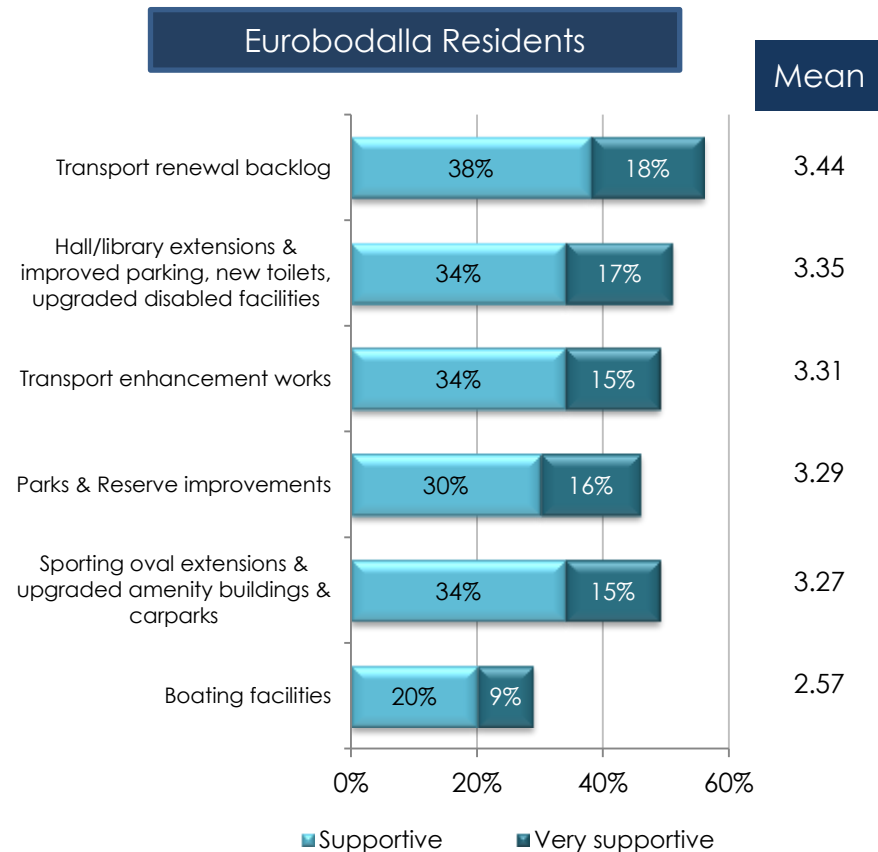
Base: n = 226

Mean ratings: 1=not at all supportive, 5=very supportive

Very few are prepared to accept a rate increase of greater than 7%

Level Of Support Of The Proposed Maintenance Programs – Residents

Q8b. On a scale of 1-5, where 1 is not at all supportive and 5 is very supportive, how supportive are you of each of following additional programs?



Weighted Base: n = 507

Mean ratings: 1=not at all supportive, 5=very supportive

- 18-34y/o (3.80) are more supportive than are those aged 35-54 (3.36) and 55+ (3.38) of the 'transport renewal backlog' program
- 18-34y/o (3.80) are more supportive than are those aged 35-54 (3.24) and 55+ (3.21) of the 'transport enhancement works' program
- 18-34y/o (4.10) are more supportive than are those aged 35-54 (3.13) and 55+ (3.10) of 'sporting oval extensions and upgraded amenity buildings and carparks'
- 18-34y/o (3.70) are more supportive than are those aged 35-54 (3.25) and 55+ (3.19) of 'parks and reserve improvements'

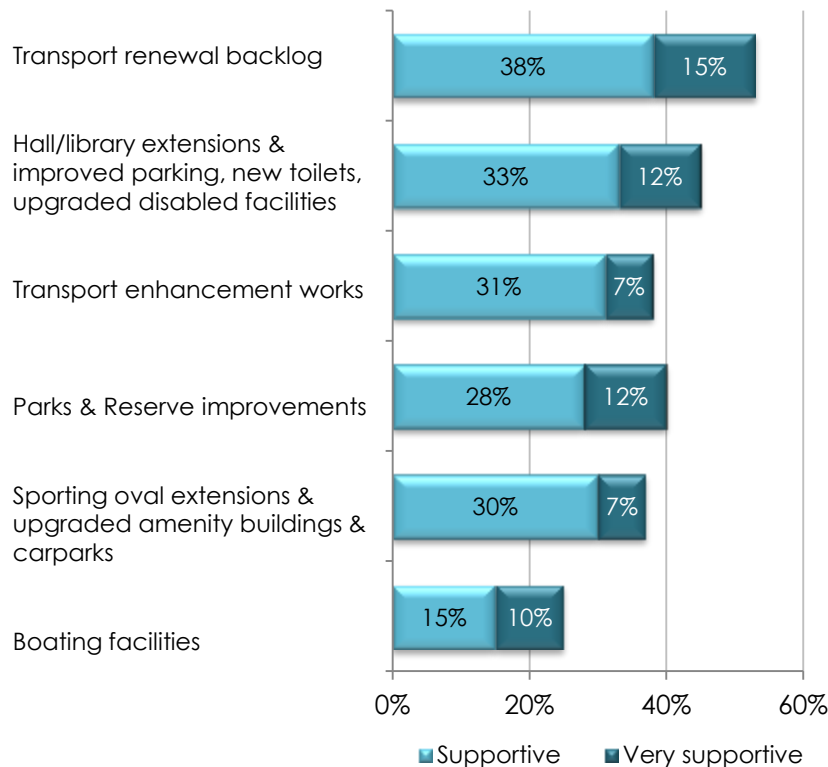
The transport renewal backlog was seen as the key priority
- Some older residents initially misunderstood this to mean public transport

Level Of Support Of The Proposed Maintenance Programs – Non Residents

Q8b. On a scale of 1-5, where 1 is not at all supportive and 5 is very supportive, how supportive are you of each of following additional programs?

Non Resident Rate Payers

Mean



Base: n = 226

3.36

3.08

3.01

2.99

2.88

2.49

• 35-54y/o (2.88) are less supportive than are those aged 55+ (2.35) of the 'boating facilities' program

• Non resident rate payers whose property is located in the Central region are more supportive than are those whose property is located in the North (2.29) of the 'boating facilities' program

Mean ratings: 1=not at all supportive, 5=very supportive

For Non Residents, the transport renewal backlog was the preeminent issue

Feedback On The Specific Projects

Q8c. Are there any comments you would like to make regarding any of these potential projects?

Transport renewal backlog/enhancement works

"Transport projects are very important, the others can wait"

"The Shire has an aging population and they should have better transport in place for the elderly"

"Transport issues and roads should be given priority over other projects as these benefit all in the Shire, not just selected target groups"

"Transport renewal is the project that should be priority over the others"

Boating facilities

"Boaters could have a fee for using these facilities, as they are not always used by locals"

"Boating and fishing licences should pay for boating facilities"

"Pontoon funding should come from fishing licences"

"Boating is a luxury hobby that the users should pay for, not the rate payers in the area"

Boating facilities should be funded by users

Sporting oval extensions/upgrading

"Sporting facilities are already well catered for"

"Sporting ovals and parks need to be improved to encourage tourism"

"Sporting facilities provide the children in the community with things to do"

"The demographic for the Shire is aged, therefore, additional funds spent on sporting arenas, does not benefit the greater community. What they have in place now is adequate for the existing needs"

"It is important that the youth have sporting facilities and that they are maintained in good order"

Feedback On The Specific Projects

Q8c. Are there any comments you would like to make regarding any of these potential projects?

Parks and reserves improvements

"Parks and reserves are critical and any funding directed toward coastal reserves, and access to the coast via these reserves, would be money well spent"

"I would like to see cycling/walking paths developed on the west side of the highway with safe access from the other side of the highway"

"More parks are required in the north of Batemans Bay"

"If the cycling track could also accommodate the use of electric scooters, this would be a great promotional tool for the Council"

"Parks at the moment are useless. Where can we walk our dog?"

"I support parks and reserves as long as they put the effort into all areas"

Hall/library extensions/upgrading

"The halls need to be maintained as Council does get an income from them"

"Libraries are being phased out due to increased mobile technology, so I don't think that there should be any increase in these resources"

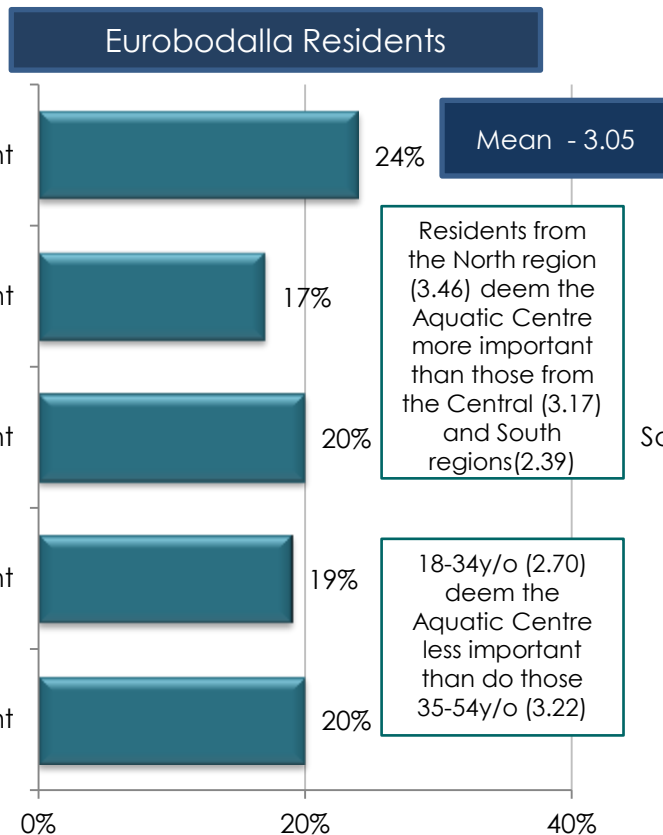
"The hall and library are already there and are working, therefore they do not need to be extended. The money should be spent elsewhere, e.g. gutters"

"Don't extend the library, just improve the quality of the books inside it"

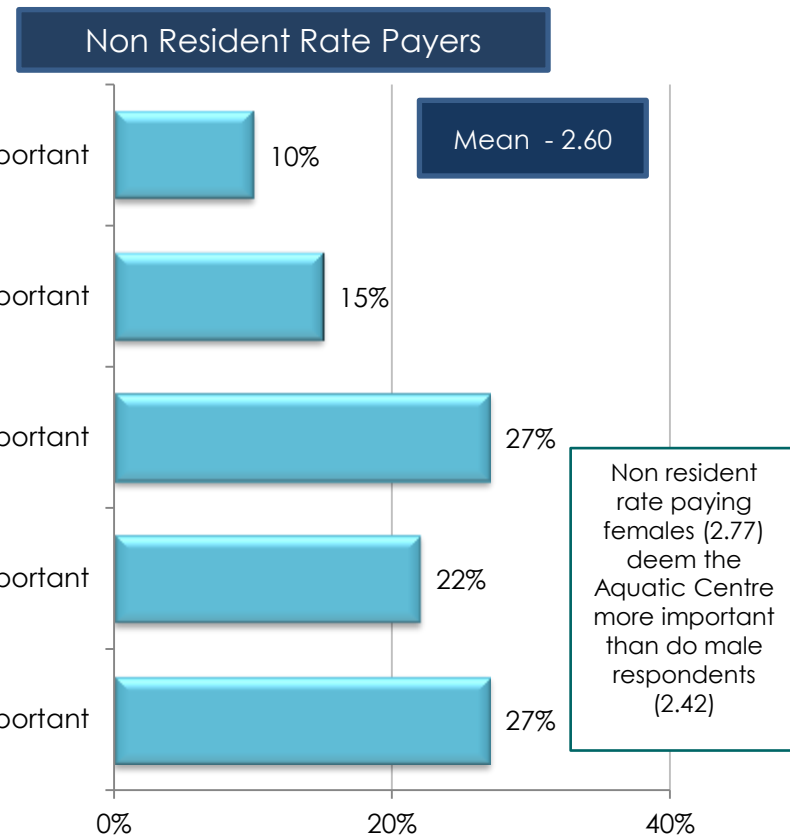
61% Of Residents And 52% Of Non Residents Indicated That It Is At Least Somewhat Important That A Regional Aquatic Centre Is Built In The Next 10 Years



Q9a. On a scale of 1 to 5, how important is it that the Regional Aquatic Centre is built in the next 10 years?



Weighted Base: n = 507



Base: n = 226

Mean ratings: 1=not at all important, 5=very important

Residents attach significantly more importance to this than do non-resident rate payers



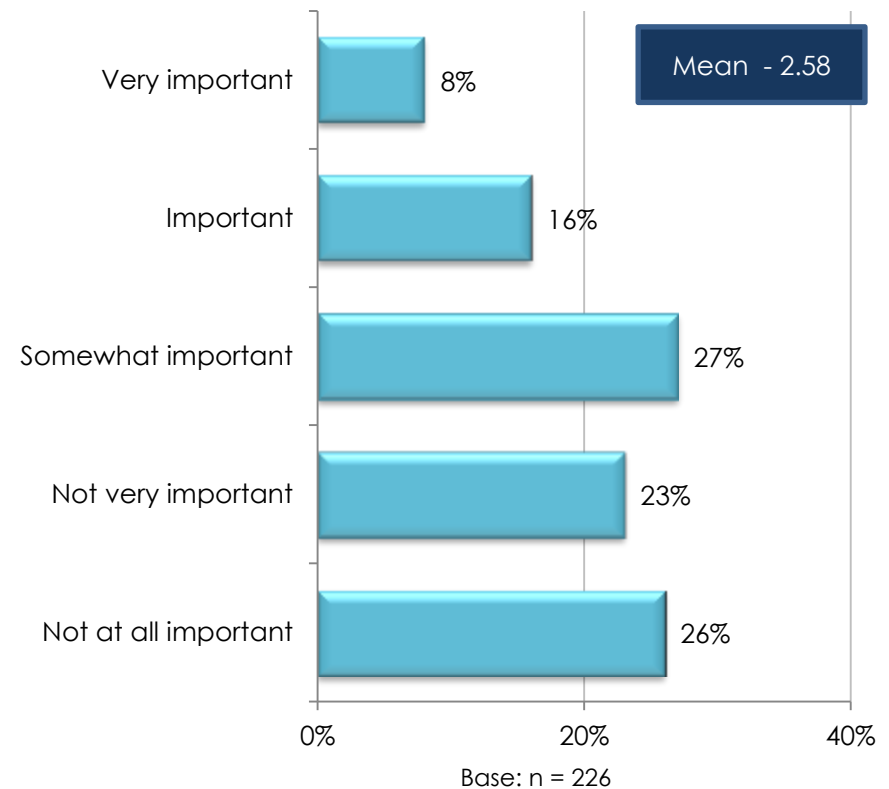
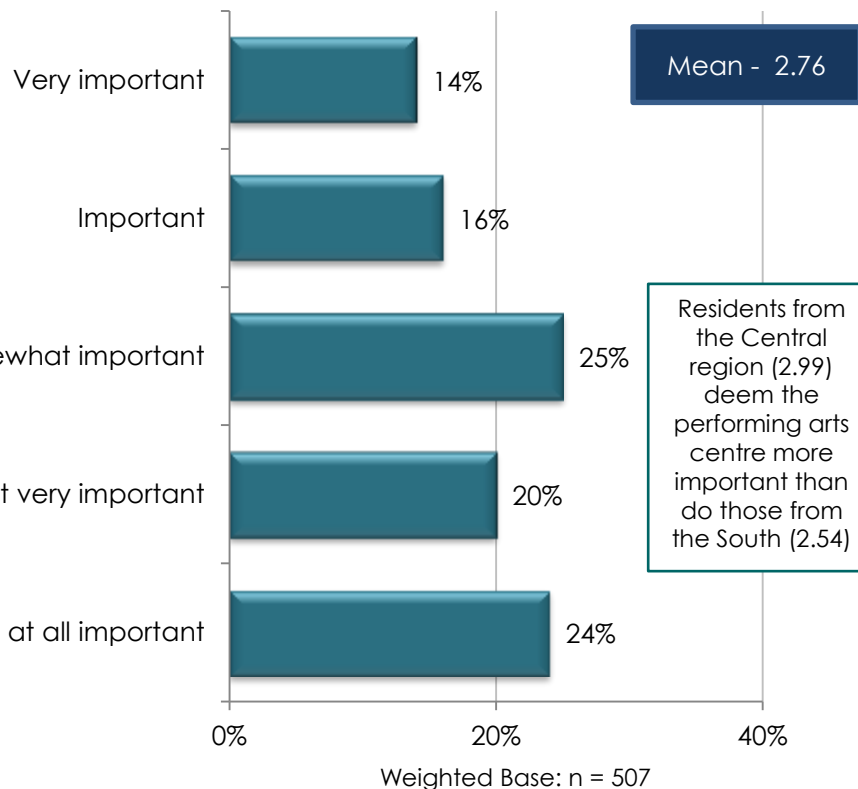
55% Of Residents And 51% Of Non Residents Indicated That It Is At Least Somewhat Important That A Regional Performing Art Centre Is Built In The Next 10 Years



Q9b. On a scale of 1 to 5, how important is it that the Regional Performing Arts Centre is built in the next 10 years?

Eurobodalla Residents

Non Resident Rate Payers



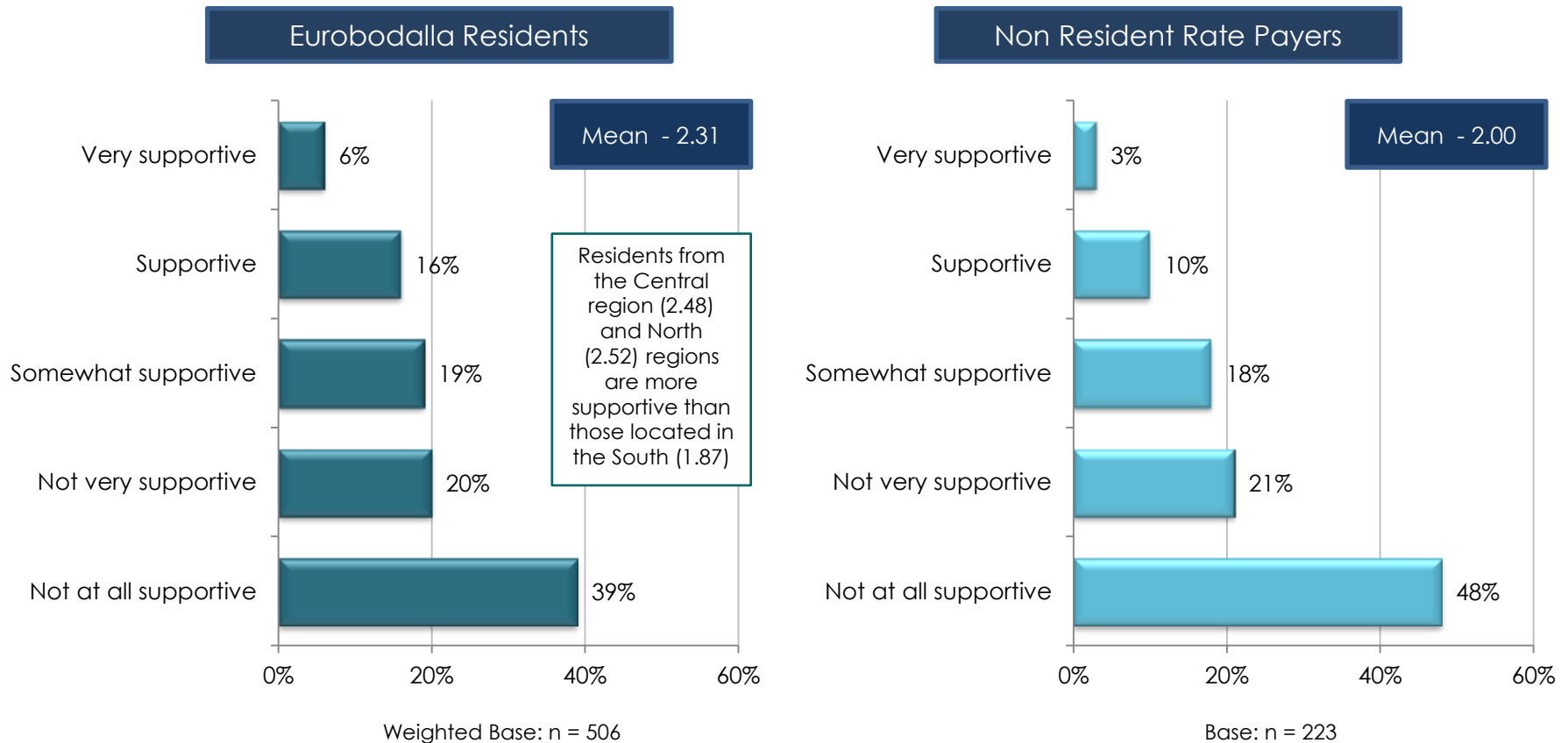
Mean ratings: 1=not at all important, 5=very important

Residents attach significantly higher importance to the provision of an aquatic centre when compared to the option of an art centre

41% Of Residents And 31% Of Non Residents Are At Least Somewhat Supportive Of Paying An Additional Rate Increase To Fund These Projects



Q9c. How supportive are you of paying an additional special rate increase to fund these projects?



Mean ratings: 1=not at all supportive, 5=very supportive

Not surprisingly, residents are more supportive than are non residents



Verbatims Regarding The Potential Projects

Q9d. Are there any comments you would like to make regarding any of these potential projects?

Building a regional performing arts centre

"A performing arts centre would be great for tourism and the youth of the Shire"

"Supporting cultural activities is as important as supporting physical activities"

"I believe the Arts Centre would be very beneficial to encourage the abilities of the artistic residents of the Shire"

Supportive of the potential projects, but not of the rate increase

"Council needs to look after the current infrastructure before expanding"

"I would prefer these funds to be spent elsewhere, such as on our roads and cycle ways"

Building a regional aquatic centre

"The Aquatic centre would be beneficial for the elderly who would make good use of a hydrotherapy pool"

"The Aquatic Centre would be great for both the older generation and the youth of the area"

"I think the Regional Aquatic Centre is an essential project for the town"

"The Aquatic Centre is needed badly in this area and should have been budgeted for a long time ago"

Supportive of both a regional performing arts centre and aquatic centre

"I would show a lot more support for the rate increase if these projects would definitely be funded"

"These two projects are required by our community and would also stimulate employment and enhance quality of life"

"I feel both of these projects are essential to this region as existing facilities are too wide spread"



Conclusion

- Respondents' current perception of the overall performance of Eurobodalla Shire Council is significantly lower than our LGA benchmark. This pre-existing attitude has undoubtedly influenced the residents' response to the different long term resourcing strategies.
- Participants had a moderate level of satisfaction with the quality of long term planning being made by Council, but curiously, they only feel that long term planning is of moderate importance. In fact, compared to the outcomes from other recent, similar community studies, Eurobodalla residents have a significantly higher than average ambivalence when it comes to thinking about the future of the LGA.
- The 5.5% increase option was the most acceptable, with 62% of residents and 68% of non residents indicating that they at least somewhat supported this option.
 - Those supportive of the 5.5% increase indicated that the SRV was affordable and needed in order to improve the quality of community facilities & services
 - Those not supportive of a 5.5% increase had concerns about the efficiency of Council's financial management and the existing rate level compared to other councils. They also cited that the increase was unaffordable, or that the program was not relevant to their needs
- Higher level increase options were strongly rejected.

- There was a moderate level of support for the proposed transport renewal backlog program, the hall/library optimisation program and the proposed transport enhancement works program.
- 61% of residents and 52% of non residents indicated that it is at least somewhat important that a Regional Aquatic Centre is built in the next 10 years. While 55% Of Residents And 51% Of Non Residents indicated that it is at least somewhat important that a Regional Art Centre is built in the next 10 years.
 - Whilst support for these programs was moderate, only 41% of residents and 31% of non residents were at least somewhat supportive of paying an additional rate increase to fund either of these.



Appendix A – Statistically Significant Correlations

Statistically Significant Correlations – Eurobodalla Residents

Q3a. How satisfied are you with the quality of infrastructure and facilities currently provided by Council?

	18-34	35-54	55+
Mean ratings	2.40	2.71	2.65

	North	Central	South
Mean ratings	3.24	3.55	3.35

Mean ratings: 1=not at all satisfied, 5=very satisfied

Q3b. How satisfied are you with the quality of long term planning for local infrastructure being provided by Council?

	18-34	35-54	55+
Mean ratings	3.60	3.08	3.07

Significantly higher by group
 Significantly lower by group

Mean ratings: 1=not at all satisfied, 5=very satisfied

Statistically Significant Correlations – Eurobodalla Residents

Q6a. How supportive are you of Council's proposed rate increase of 5.5% for five years towards maintaining and servicing the existing infrastructure and facilities?

	18-34	35-54	55+
Mean ratings	3.10	2.67	2.88

Mean ratings: 1=not at all supportive, 5=very supportive

Q7a. How supportive are you of Council's proposed rate increase of 7% for five years towards maintaining and servicing the existing infrastructure and facilities?

	18-34	35-54	55+
Mean ratings	2.70	2.01	2.26

 Significantly higher by group
  Significantly lower by group

Mean ratings: 1=not at all supportive, 5=very supportive

Statistically Significant Correlations – Eurobodalla Residents

Q8b. On a scale of 1-5, where 1 is not at all supportive and 5 is very supportive, how supportive are you of each of following additional programs?

	18-34	35-54	55+
Transport renewal backlog	3.80	3.36	3.38
Transport enhancement works	3.80	3.24	3.21
Boating facilities	2.80	2.45	2.59
Sporting oval extensions & upgraded amenity buildings & carparks	4.10	3.13	3.10
Parks & Reserve improvements	3.70	3.25	3.19
Hall/library extensions & improved parking, new toilets, upgraded disabled facilities	3.50	3.25	3.36

 Significantly higher by group  Significantly lower by group

Mean ratings: 1=not at all supportive, 5=very supportive

Statistically Significant Correlations – Eurobodalla Residents

Q9a. On a scale of 1 to 5, how important is it that the Regional Aquatic Centre is built in the next 10 years?

	18-34	35-54	55+
Mean ratings	2.70	3.22	3.04

	North	Central	South
Mean ratings	3.46	3.17	2.39

 Significantly higher by group  Significantly lower by group

Mean ratings: 1=not at all important, 5=very important

Statistically Significant Correlations – Eurobodalla Residents

Q9b. On a scale of 1 to 5, how important is it that the Regional Performing Arts Centre is built in the next 10 years?

	North	Central	South
Mean ratings	2.74	2.99	2.54

 Significantly higher by group  Significantly lower by group

Mean ratings: 1=not at all important, 5=very important

Statistically Significant Correlations – Eurobodalla Residents

Q9c. How supportive are you of paying an additional special rate increase to fund these projects?

	North	Central	South
Mean ratings	2.52	2.48	1.87

 Significantly higher by group  Significantly lower by group

Mean ratings: 1=not at all supportive, 5=very supportive

Statistically Significant Correlations – Non Resident Rate Payers

Q8b. On a scale of 1-5, where 1 is not at all supportive and 5 is very supportive, how supportive are you of each of following additional programs?

	18-34	35-54	55+
Transport renewal backlog	3.00	3.44	3.34
Transport enhancement works	3.20	3.04	3.00
Boating facilities	3.20	2.88	2.35
Sporting oval extensions & upgraded amenity buildings & carparks	3.40	3.15	2.78
Parks & Reserve improvements	3.20	3.31	2.88
Hall/library extensions & improved parking, new toilets, upgraded disabled facilities	3.20	3.13	3.05

	North	Central	South
Transport renewal backlog	3.35	3.35	3.40
Transport enhancement works	2.98	2.95	3.21
Boating facilities	2.29	2.76	2.44
Sporting oval extensions & upgraded amenity buildings & carparks	2.88	2.93	2.77
Parks & Reserve improvements	2.93	3.14	2.81
Hall/library extensions & improved parking, new toilets, upgraded disabled facilities	3.20	2.90	3.12

 Significantly higher by group
  Significantly lower by group

Mean ratings: 1=not at all supportive, 5=very supportive

Statistically Significant Correlations – Non Resident Rate Payers

Q9a. On a scale of 1 to 5, how important is it that the Regional aquatic centre is built in the next 10 years?

	Male	Female
Mean ratings	2.42	2.77

 Significantly higher by group  Significantly lower by group

Mean ratings: 1=not at all important, 5=very important



Appendix B – Information Package

Information Package

November 2011

Dear Resident / Neighbour

We are writing to you to involve you with a package of information about future funding scenarios for our future.

To recap, you will have received a telephone call from Micromex Research within the last 10 days and been invited to participate in a community survey for Eurobodalla Shire Council.

If you participate in this community survey, the results will help Council understand resident and 'stakeholder' opinions on how it should fund its obligations in the community strategy plan for the next 10 years.

It will use this information to make decisions for the whole community including for future generations, and decide the kind of expenditure options that may be required to achieve its plans. This will inform Shire Council's next four year Delivery Program.

There will then be another opportunity for members of the community to meet and comment on these decisions in May 2012, when the four year Draft Delivery Program 2012-2018 is placed on public exhibition.

The council may make a decision regarding financing that includes setting rates and charges above rate pegging. However, if it does, this would not be implemented in the first year of the plan. This will ensure that the new Council elected in September 2012 will have a chance to consider and perhaps amend these before they take effect.

We thank you for taking the time to be a part of this survey.

Yours sincerely



Angus Thomson
Mayor



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General Manager

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FUNDING OUR FUTURE 2011-2021

FUNDING OUR FUTURE 2011-2021

Under any scenario Council will continue to find ways of doing things more efficiently and do what it can to achieve the community's priorities.

Where are we now?

Over the last 10 months the community and council have worked together to develop the objectives of the Eurobodalla 2010 Community Strategy Plan. This plan is intended to map out the future vision and infrastructure of the shire in line with the priorities represented by the community.

We know that the community highly values the progress and infrastructure that council provides (2010 Community Strategy). We've listened to you and now we need your ideas.

This survey is the next step in the process which is working your ideas on how we fund infrastructure and services in the next 10 years.

Identifying funding infrastructure & services is vital to meeting the needs of the community and being able to ensure and manage these to meet future needs.

Not having sight of the fact that Council will continue to work with the community, business and other levels of government to try to achieve some of the hopes and aspirations of the community.

In this document we will explain three funding scenarios. In each scenario we will detail the cost and the benefits that the scenario will provide to the Eurobodalla community.

Three funding scenarios are:

Scenario 1: Go backwards

Infrastructure & services cannot be maintained at current levels with existing funding. State Government will engage with other levels of government or financially council will need to reduce its budget.

Scenario 2: Maintain priority services

In order to maintain the level of infrastructure, additional funding is required for increase in rates is required and 3 options are put forward for consideration.

Scenario 3: Provide for the future

Some scenarios that an additional level of funding would be required to provide for better and new facilities which the community asked for during development of the Eurobodalla 2010 Community Strategy Plan.

Funding options have not yet been prepared for this scenario as the community asked for the level of funding it would be prepared to support has not yet been explored.

More detail is provided for each scenario and the remaining questions on the following pages.

1/17 14/11

Information Package

FUNDING OUR FUTURE 2011-2021



Scenario 1

- We have included above the rate being sought to meet the funding of Council services and infrastructure
- Infrastructure & development fee maintained at current levels
- Annual average rate increase of 0.53-0.64 each year for 10 years

At our current level of funding there is a financial gap each year and every year we will be the funding of some that is required just to maintain the quality of life in our shire.

To address this gap Council will need to reduce services and spend funds on priority infrastructure and asset maintenance.

How did this happen?

Each year the State Government determines a rate pegging increase to live with the consumer price index of around 3%. This increase occurs every year and into the average inflation between 3% and 3.5% each year.

Rate & annual charges are estimated to provide with all services in the next 10 years.

The cost of local government services has been rising faster than inflation and Council's income has been reduced by State Government rate pegging to about 3.0% each year below inflation for the next 10 years.

However, even with this increase, government control rate pegs are cannot maintain the quality of the infrastructure and services you are currently provided.

The shortfall on spending to retain the infrastructure gap, with roads for instance.

- At our current level of funding we can on average only afford to rehabilitate roads every 120 years. Most roads are only designed to last a lifespan of 50 years.

- We can only afford to spend on roads every 120 years when we should do it on average every 50 years.

- We will need our roads every 120 years when we should do it every 50 years.

Each year that we don't spend what we should the gap added to the funding of work.

We need the community to agree to invest in the future of Eurobodalla shire.

While Council has been working on making savings, we recognise that without additional funding the quality of services and infrastructure will only reduce. Therefore we have suggested a number of different funding options which require us to raise the level of residential rates.

Compared to other similar sized NSW Councils our rates have significantly lower. On average our residents pay around 10% less than similar residents in other Council areas. This usually means that we don't have the financial resources that other Councils have for projects.



Design Road. On average it is government's job to maintain road infrastructure.

8/1/2011

FUNDING OUR FUTURE 2011-2021



What has Council been doing to be more efficient with its funding?

We know it is not for just to run to you without getting for own. These in order. Already we are trying to do so that we can to maintain the return on all the funding we receive.

How have we been making savings?

- In 2008 we introduced a staff freeze
- We introduced an online system for all our services, from council to the community & Council to the community
- We are strengthening our operational structure further following the review by independent consultants. This will be implemented in January 2012 and is predicted to provide cost savings.
- Increasing Efficiency Capacity - using better technology, reduced job design and work integration together with training & development will further give the capability of individuals and the overall capacity of Council's workforce.

For the year 2008, 14.4% in cost off savings and ongoing savings of over \$1 million per annum have been achieved from the above measures.

We are still actively working towards being more efficient.

Council is dedicated to achieving more savings through many measures including:

- Making Audit Program to plan from various identified savings
- Business Excellence Framework adopted in 2008 with a range of continuous improvement projects underway
- Through the Audit and Review of Council's (2008) and the Business Excellence Group opportunities for sharing resources to

without better outcomes for local communities are being required.

- We have identified a range of additional energy efficiency opportunities, targeting a 20% reduction in carbon emissions by 2015, using any dividends from water and asset businesses to fund these.

What we've been doing about the infrastructure gap

In 2008, Council introduced an Infrastructure Fund which has been successfully addressing some of the maintenance & renewal gap and funding - for instance we have been able to increase the rate at which we repair our infrastructure from once every 120 years to around once every 50 years.

Operating Deficit \$50million over 10 years if we spend to look after what we have (scenario 2)



Net Operating Deficit before capital grants & contributions 2008-2021 year including Water and Sewer which are separate businesses

8/1/2011

Information Package

FUNDING OUR FUTURE 2011-2021



Scenario 2

Looking after the infrastructure that we have is important for those of us living here today, as well as our children and generations, whom we hope will live here in the future.

For everything to stay that way we need to put \$100 million over the next 10 years. If the community wants to maintain the current infrastructure council will need to increase income as well as increasing expenses. Council wants your views on whether you would be willing to pay more to ensure that our infrastructure is maintained.

Income Options

Option 1: Rate \$10 million per ha 2014

Option 2: Rate \$15 million per ha 2014

Neither of these options will fully address the shortfall in funding, but will move us closer.

Option 1: Rate increase 8.8% (additional 1.9% increase above rate peg)

- Gradually paying to an increase to raise an extra \$10 million per year by 2014 through a 1.9% increase each year for ten years from 2012/13 (including 0% rate pegging)
- This will cost the average ratepayer between \$14 and \$21 extra each year until 2014
- This option will address about 55% of the funding shortfall for the next 10 years. We will still need to address our funding, providing the maintenance of our infrastructure and increasing the offer of Council services

Option 2: Rate increase 17% (additional 8% increase above rate peg)

- Gradually paying to an increase to raise an extra \$15 million per year by 2014 through a 7% increase each year for ten years from 2012/13 (including 0% rate pegging)
- Cutting the average ratepayer between \$44 and \$68 extra each year until 2014

- This option will address about 75% of the funding shortfall for the next 10 years. We will still need to address our funding, providing the maintenance of our infrastructure and increasing the offer of Council services

Which option of these options will show us its entrance and progress the future of our shire? How, they both will want to providing better outcomes than what will be without that means no additional funding

Would you be willing to accept either of these options?

Impact on ratepayers of these rate options

Impact on Average Ratepayer	Rate increase 8.8% (additional 1.9% above rate peg)	Rate increase 17% (additional 8% above rate peg)	Rate increase 25% (additional 15% above rate peg)
Year	Average Ratepayer Rate \$ per year	Average Ratepayer Rate \$ per year	Average Ratepayer Rate \$ per year
2012/13	100	100	100
2013/14	100	100	100
2014/15	101.9	103.8	107.5
2015/16	103.8	107.5	111.2
2016/17	105.7	111.2	114.9
2017/18	107.6	114.9	118.6
2018/19	109.5	118.6	122.3
2019/20	111.4	122.3	126.0
2020/21	113.3	126.0	129.7
2021/22	115.2	129.7	133.4

Excluding the 0% rate peg

FUNDING OUR FUTURE 2011-2021



Scenario 2 would deliver

buffer maintained infrastructure & improved safety

Council is still looking to address ongoing work on the Baylink Rd Stage 1, continuing to build pathways in partnership with the community and other pedestrian safety improvements



With the additional project which is a road improvement which will give with drainage improvements such as roadworks, planning phase above road & give roadworks for 2012



We intend to have roadworks which is a road improvement which will give with drainage improvements such as roadworks, planning phase above road & give roadworks for 2012



Looking after the road works, we will be able to provide pedestrian improvements



Looking after the road works, we will be able to provide pedestrian improvements



Looking after the road works, we will be able to provide pedestrian improvements

FUNDING OUR FUTURE 2011-2021



Scenario 3

Under the following three scenarios, it is an additional level of funding would be required to provide the building and new facilities which the community would like.

We have identified a range of priority projects & programs listed on page 10 which are aligned to Eurobodalla 2021 objectives.

The cost of building some of these can be funded by loans, grants, and developer contributions.

However, a lot more than the work put forward in Scenario 1, would be required to keep the towns and provide funding for the ongoing costs of operation, maintenance and renewal that they bring.

We really can't afford this until we have addressed our existing infrastructure priorities as explained in Scenario 2.

We can't do this until we have a level of at least 10% per annum for their own or until we reach a level of funding that would allow consideration of some of the priority projects in this scenario.

A 10% increase in rates (including rate capping) for 10 years would not be enough to allow between \$100 and \$150 million per year until 2020 and then an extra \$20 million per year until 2025.



A road improvement project for the gravel road connecting the town of Bundamba to the town of Bundamba. This would be additional under Scenario 3.

It would be nice to know if you would be prepared to pay more to fund the following enhancements and what level of support you may have for each particular program/project. Key areas identified for renewal or enhancement include:

- Transport-related lighting (2000-2400)
- Transport enhancement works (250-600) (improved or traffic congestion, safety & economic development)
- Meeting facilities (27 projects \$1,127,640)
- Sporting and recreation & upgraded amenity buildings & capacity (26.2 M)
- Parks & Reserve improvements (including improved parking, toilet facilities & underground power) (20.4 M)
- Multi-tenancy, community & improved parking, recreation, upgraded disabled facilities (20.4 M)

These projects and programs would need to be prioritised if any additional funding is required.

Under the following three scenarios, it is an additional level of funding would be required to provide the building and new facilities which the community would like.

- Regional roads works (200-600)
- Regional performing arts centre (200-300)

Would you support an even higher increase in rates that provides for infrastructure, amenity, public road safety, traffic congestion and other economic development in Eurobodalla Shire?



A road improvement project for the gravel road connecting the town of Bundamba to the town of Bundamba. This would be additional under Scenario 3.

FUNDING OUR FUTURE 2011-2021



Scenario 3 could achieve

some priority renewal works & enhancements, but we would still need to prioritise



Building priority renewal works, before a further increase in rates to fund the remaining projects.



Building priority renewal works, before a further increase in rates to fund the remaining projects.

A final word

On the next page we have provided a flow chart outlining what will be provided across the different funding options.

When the independent research agency calls you please participate in the survey.

We want to know if you would support the introduction in an increase of residential rates.

We want to know the level of support, if any, you would be willing to support.

Find out more about the economic, social, health, and the financial plan we have for the future of Eurobodalla Shire.





Appendix C – Questionnaire

Questionnaire

Eurobodalla Shire Council Community Survey 2011

Good morning/afternoon/evening, my name is _____ from Micromex Research and we are conducting a survey on behalf of Eurobodalla Shire Council.

Thank you for agreeing to assist us with the survey, which is being conducted for Council and also local residents, their opinions about the provision of local infrastructure and services and how Council can maintain these or even enhance them in the future.

RECORD FROM CALLSHEET IF RESIDENT OR NON-RESIDENT

QA. Have you had a chance to read the document we sent you?
If no, offer time to read and conduct the survey at an agreed time and day
If yes, suggest they have the document handy to refer to during the survey

Yes ☐
No ☐

QB. Can I please confirm the age bracket you gave us the first time you called?

15-34 ☐
35-44 ☐
45+ ☐

Q1A & Q1B RESIDENTS ONLY

Q1a. Where do you live?

Location list - TO BE SUPPLIED BY ESC

Q1b. How long have you lived in the Eurobodalla Shire Council area?

6 months - 2 years ☐
3 - 5 years ☐
6 - 10 years ☐
11 - 20 years ☐
More than 20 years ☐

Q1C & Q1D NON RESIDENTS ONLY

Q1c. Where is your property located in the Eurobodalla Shire Council area?

Location list - TO BE SUPPLIED BY ESC

Q1d. How long have you owned property in the Eurobodalla Shire Council area?

6 months - 2 years ☐
3 - 5 years ☐
6 - 10 years ☐
11 - 20 years ☐
More than 20 years ☐

Q2. RECORD Gender by voice:

Male ☐
Female ☐

Thinking generally about local infrastructure

micromex
research

Eurobodalla Shire Council
Long Term Resourcing Strategy Options - Community
Research
November 2011

1

Q3a. How satisfied are you with the quality of infrastructure and facilities currently provided by Council? Prompt

Very satisfied ☐
Satisfied ☐
Somewhat satisfied ☐
Not very satisfied ☐
Not at all satisfied ☐
Don't know ☐

Q3b. How satisfied are you with the quality of long term planning for local infrastructure being provided by Council? Prompt

Very satisfied ☐
Satisfied ☐
Somewhat satisfied ☐
Not very satisfied ☐
Not at all satisfied ☐
Don't know ☐

Q4. How important do you believe it is for Council to implement plans and programs that will provide better infrastructure and facilities for the Eurobodalla Shire? Prompt

Very important ☐
Important ☐
Somewhat important ☐
Not very important ☐
Not at all important ☐
Don't know ☐

READ OUT

As indicated in the information pack that was sent to you, with Council's current level of funding there is a financial gap and each and every year they are forced to add to the backlog of work required just to maintain the quality of infrastructure in the shire.

Council has been working on making savings, but recognise that without additional funding the quality of services and infrastructure will only worsen, therefore, we need to explore a number of different funding options which may require us to raise the level of residential rates.

Financial modelling has indicated that the Council's income will fall short of the cost of providing services by near \$60 million over the next 10 years. If the community wants to maintain the current infrastructure council will need to increase income as well as minimising expenses. Council wants your views on whether you would be willing to pay more to ensure that our infrastructure is maintained.

Council wants to understand your level of support for the options outlined on page 4 of the information pack.

micromex
research

Eurobodalla Shire Council
Long Term Resourcing Strategy Options - Community
Research
November 2011

2

Questionnaire

ROTATE THE ORDER OF Q6a/Q7a

Please look at Option 1 - Read Out If Required

Q6a. How supportive are you of Council's proposed rate increase of 5.5% for five years towards maintaining and servicing the existing infrastructure and facilities? Prompt

- Very supportive ☐
- Supportive ☐
- Somewhat supportive ☐
- Not very supportive ☐
- Not at all supportive ☐

Q6b. Why do you say that?

.....

Please look at Option 2 - Read Out If Required

Q7a. How supportive are you of Council's proposed rate increase of 7% for five years towards maintaining and servicing the existing infrastructure and facilities? Prompt

- Very supportive ☐
- Supportive ☐
- Somewhat supportive ☐
- Not very supportive ☐
- Not at all supportive ☐

Q7b. Why do you say that?

.....

Please turn to page 6

On page 6 of the information package Council outlines Scenario 3.

This is where some additional funding above that already talked about in scenario 2 is required. The additional funding would be for specific enhancements to deliver on some of the needs for the future.

Specific project in Scenario 3 could include:

- Transport renewal backlog (\$20.3 M)
- Transport enhancement works (\$28 M) (targeted at K&C congestion, safety & economic development)
- Sporting oval extensions & upgraded amenity buildings & car parks (\$4.5 M)
- Hall/library extensions & improved parking, new toilet, upgraded disabled facilities (\$4.3 M)
- Parks & Reserve improvements (including improved parking, cycling track & underground power) (\$3.6 M)
- Seating facilities (7 pontoons) (\$1.12 M)

For example, a 10% increase in rates for five years from 2013/14 would raise sufficient additional income in the next 10 years to maintain our infrastructure and to start looking at these sorts of additional projects for the future.

Q8a. On a scale of 1-5, where 1 is not at all supportive and 5 is very supportive, how supportive are you of paying any additional rate above the levels of 7% for five years?

- Very supportive ☐
- Supportive ☐
- Somewhat supportive ☐
- Not very supportive ☐
- Not at all supportive ☐

Thinking specifically about each of the projects mentioned

Q8b. On a scale of 1-5, where 1 is not at all supportive and 5 is very supportive, how supportive are you of each of following additional programs?

	Not at all supportive		Very supportive		
	1	2	3	4	5
Transport renewal backlog (\$20.3 M)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Transport enhancement works (\$28 M)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Boating facilities (7 pontoons) (\$1.12 M)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sporting oval extensions & upgraded amenity buildings & car parks (\$4.5 M)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Parks & Reserve improvements (including improved parking, cycling track & underground power) (\$3.6 M)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hall/library extensions & improved parking, new toilets, upgraded disabled facilities (\$4.3 M)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q8c. Are there any comments you would like to make regarding any of these potential projects?

.....

Questionnaire

Also on page 6 of the information package Council briefly discussed two major projects supported by the community in Eurobodalla 2030: They are the Regional Aquatic Centre and the Regional Performing Arts Centre.

Q9a. On a scale of one to five, how important is it that the Regional aquatic centre is built in the next 10 years?

- Very important ☐
- Important ☐
- Somewhat important ☐
- Not very important ☐
- Not at all important ☐

Q9b. On a scale of one to five, how important is it that the Regional performing arts centre is built in the next 10 years?

- Very important ☐
- Important ☐
- Somewhat important ☐
- Not very important ☐
- Not at all important ☐

Q9c. How supportive are you of paying an additional special rate increase to fund these projects?

- Very supportive ☐
- Supportive ☐
- Somewhat supportive ☐
- Not very supportive ☐
- Not at all supportive ☐

Q9d. Are there any comments you would like to make regarding any of these potential projects?

.....

ASK Q10A FOR RESIDENTS AND Q10B FOR NON-RESIDENTS

Q10a. Which of the following best describes the house where you are currently living?

- I/we own/are currently buying this property ☐
- I/we currently rent this property ☐
- I/we own property in the Eurobodalla, but are renting this property ☐

Q10b. Are you likely to move permanently to Eurobodalla Shire in the next 10 years?

- Yes ☐
- No ☐
- Don't know ☐

There may be an opportunity to assist Council with the long term resourcing strategy options through resident focus groups in early 2012.

R1. Would you be interested in participating in these focus groups?

- Yes ☐ No ☐ (If no go to end)

Q2. (If yes), what are your contact details?

Name

Telephone

Email

Thank you very much for your time, enjoy the rest of your day/evening - if you have any questions about this survey or anything in the information package please contact Sue Chittile at Eurobodalla Shire Council on 44741543 or Steve Pickett on 4474 1666.



Telephone: (02) 4352 2388 Fax: (02) 4352 2117
Web: www.micromex.com.au Email: stu@micromex.com.au

Eurobodalla Shire Council

Special Rate Variation

Prepared by: Micromex Research
Date: November 2014



Context & Methodology

Objectives

Eurobodalla Council has conducted community research survey, with the following key objectives:

1. To measure community support for the implementation of a special rate levy
2. To provide an avenue for feedback in order for residents to express their views on the proposed SRV
3. Measure satisfaction with Council and Council servicing

Data collection

Micromex Research, together with Eurobodalla Shire Council, developed the questionnaire.

Data collection period

The telephone (CATI) interviews were conducted during the period 23rd October to 1st November 2014.

Sample

N=602 interviews were conducted, a sample size of 602 provides a maximum sampling error of plus or minus 4.0% at 95% confidence.

This means that if the survey was replicated with a new universe of n=602 residents, that 19 times out of 20 we would expect to see the same results, i.e. +/- 4.0%.

Therefore, the research findings documented in this report should be interpreted by Eurobodalla Council and IPART as not just the opinions of 602 residents, but as an accurate and robust measure of the entire community's attitudes.



Background & Methodology

Interviewing

Interviewing was conducted in accordance with IQCA (Interviewer Quality Control Australia) Standards and the Market Research Society Code of Professional Conduct. Where applicable, the issues in each question were systematically rearranged for each respondent.

Data analysis

The data within this report was analysed using Q Professional.

Percentages

All percentages are calculated to the nearest whole number and therefore the total may not exactly equal 100%.

Word Frequency Tagging

Verbatim responses for open questions were collated and entered into analytical software. This analysis 'counts' the number of times a particular word or phrase appears and, based on the frequency of that word or phrase, a font size is generated. The larger the font, the more frequently the word or sentiment is mentioned.





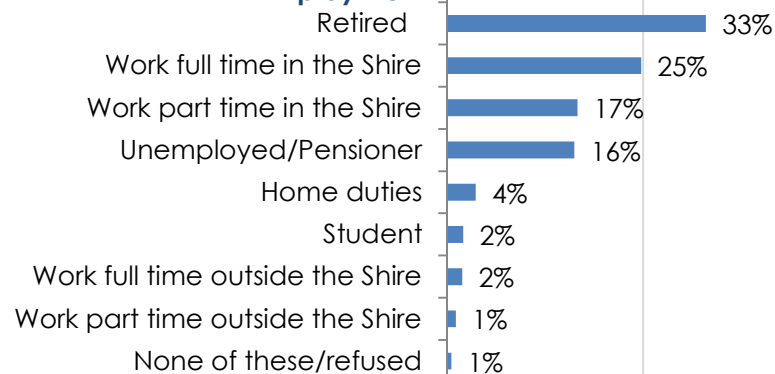
Data was weighted by age and gender using the most recent ABS census data, to ensure that all sub-groups contributed to the results in proportion to their characteristics

Sample Profile

Gender



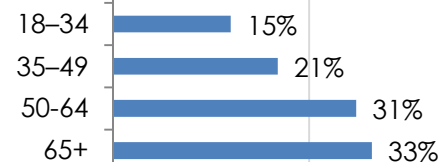
Employment



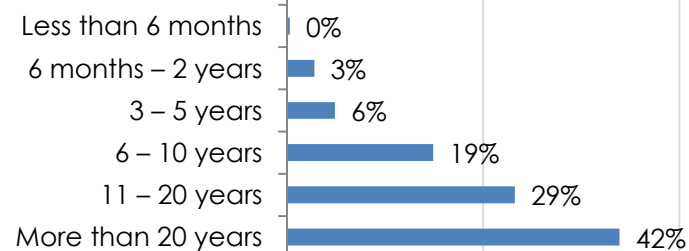
Ratepayer status



Age



Time lived in the LGA



0% 25% 50% 75% 100%

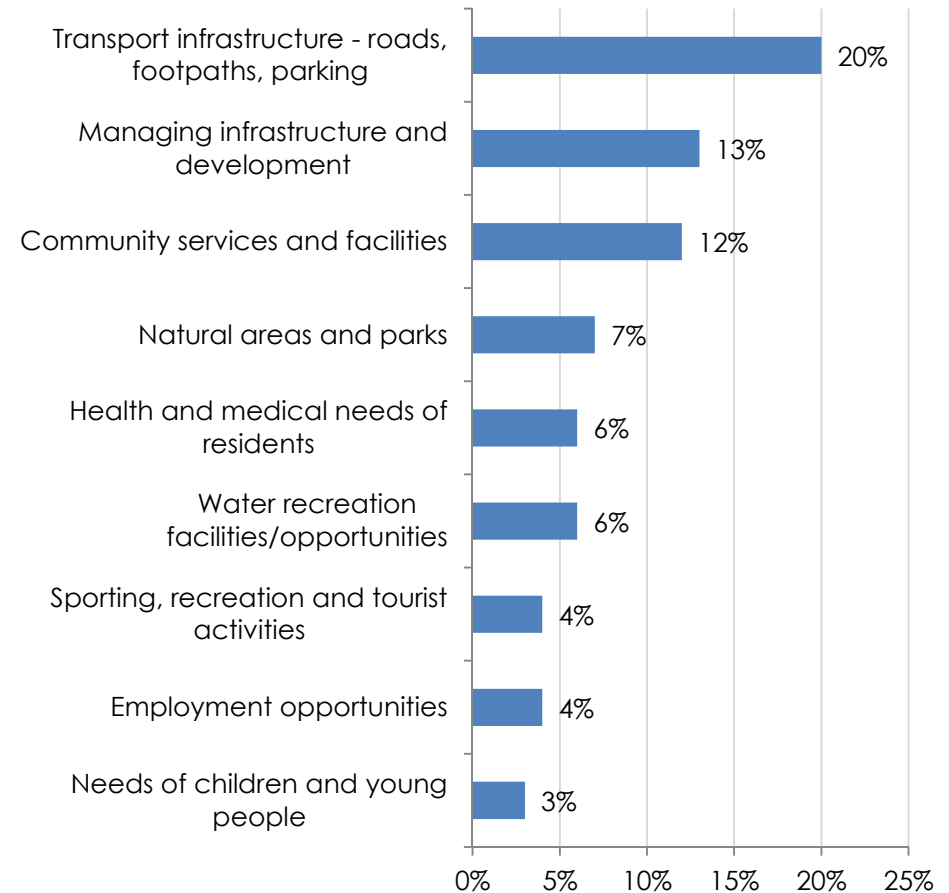
Base: n = 602

Detailed Findings



Key Priorities

Q2a. What are your key priorities for the local area? Why do you say that?

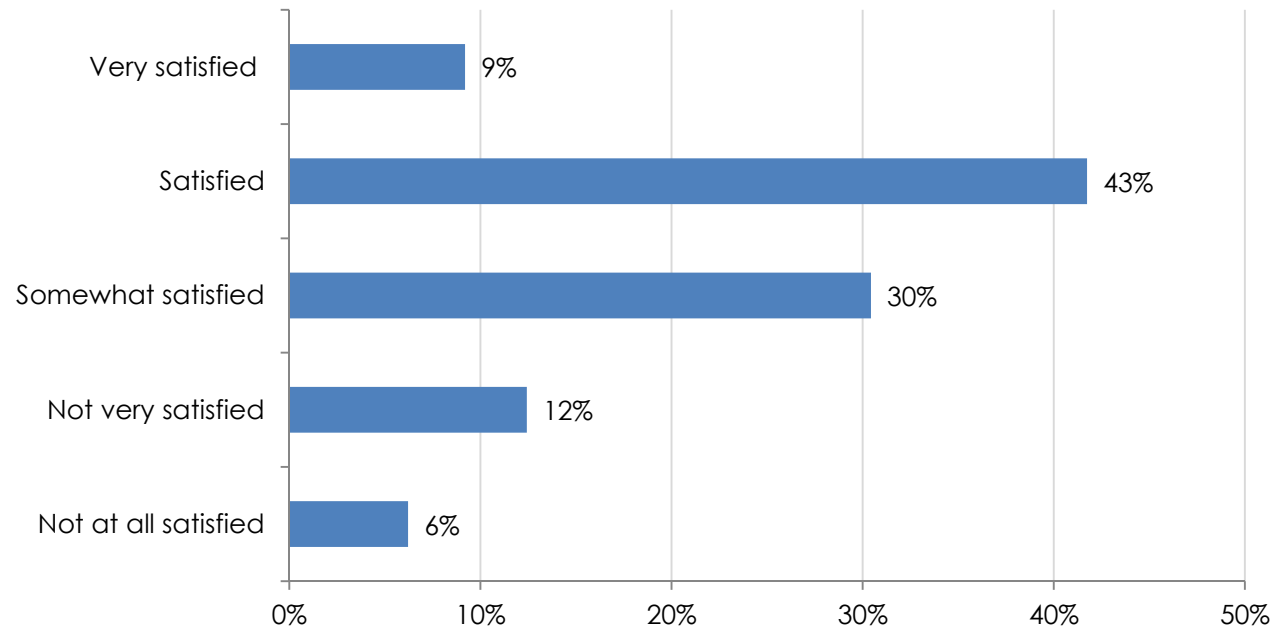


Base: n=

Transport, infrastructure and community services and facilities were the predominant priorities raised by residents for the local area

Overall Satisfaction with Council's Performance

Q2b. Overall, for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues but a cross all responsibility areas?



2014 = 3.4
2012 = 3.3

NSW LGA norm = 3.3*
NSW Metro norm = 3.5*
NSW Regional norm = 3.2*

*NSW LGA BRANDING SURVEY APRIL 2012

	Overall	18-34	35-49	50-64	65+	Male	Female	Ratepayer	Non - Ratepayer
Base	602	90	126	187	199	289	313	532	70
Overall satisfaction	3.35	3.08	3.27	3.31	3.57▲	3.26	3.44	3.34	3.46

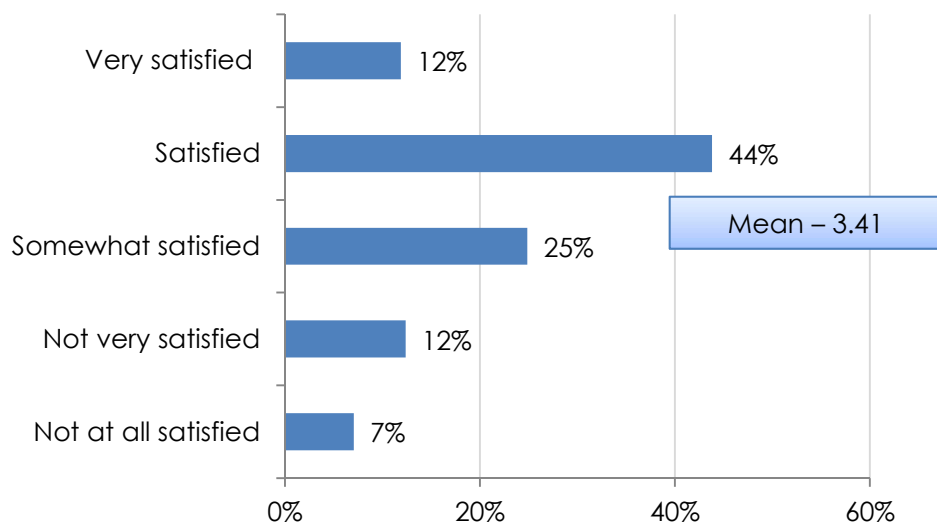
▲▼ Significantly higher/lower by group

Scale: 1 = not at all satisfied, 5 = very satisfied

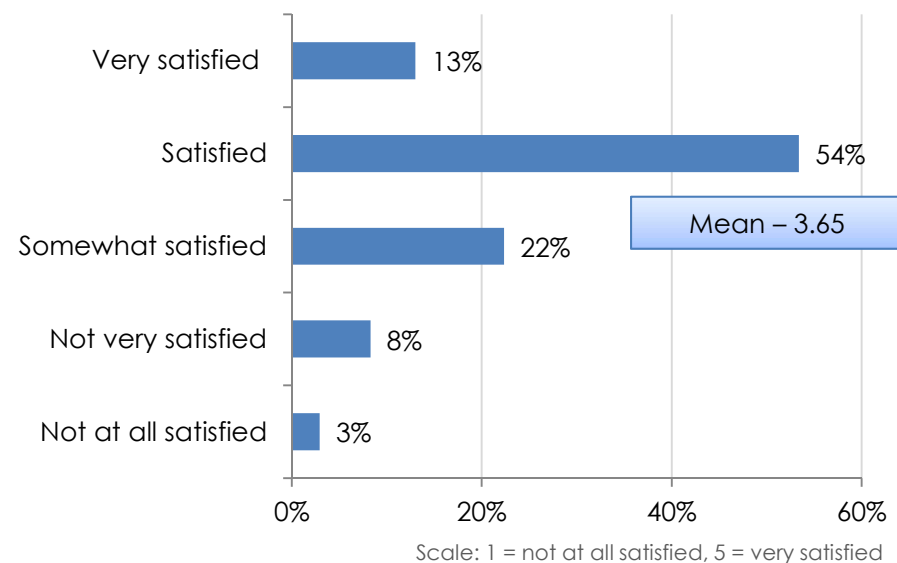
82% of residents are at least 'somewhat satisfied' with Council's performance
This result is significantly higher than our NSW Regional Benchmark

Satisfaction with Community and Transport Infrastructure, and with Council's Level of Service

Q. How satisfied are you with the level of community and transport infrastructure provided by Council in the local area?



Q. How satisfied are you with the level of service provided by Council in the local area?



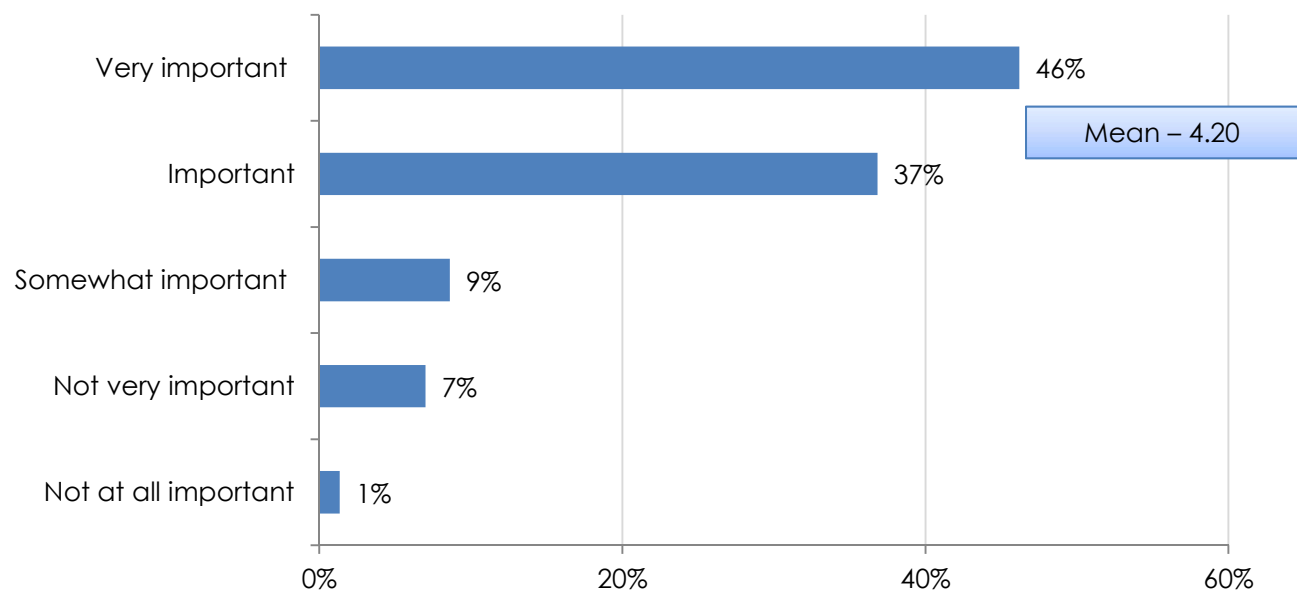
	Overall	18-34	35-49	50-64	65+	Male	Female	Ratepayer	Non - Ratepayer
Base	602	90	126	187	199	289	313	532	70
Satisfaction with the level of community & transport infrastructure	3.41	3.39	3.45	3.35	3.45	3.38	3.44	3.41	3.43
Satisfaction with the level of service provided by Council	3.65	3.50	3.74	3.56	3.75	3.61	3.69	3.65	3.70

81% of residents are at least 'somewhat satisfied' with the level of community and transport infrastructure provided by Council in the local area

89% are at least 'somewhat satisfied' with the level of service Council provides

Importance of Community & Transport Infrastructure

Q3e. How important is it for Council to improve community and transport infrastructure?



Scale: 1 = not at all important/strongly disagree, 5 = very important/strongly agree

	Overall	18–34	35–49	50–64	65+	Male	Female	Ratepayer	Non - Ratepayer
Base	602	90	126	187	199	289	313	532	70
Importance of community and transport infrastructure	4.20	4.33	4.13	4.24	4.13	3.98	4.40▲	4.18	4.33

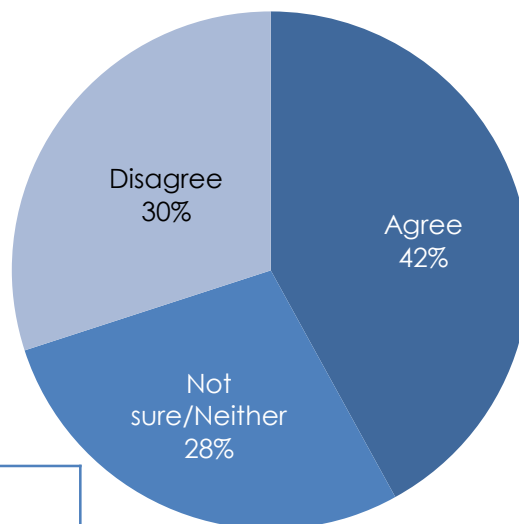
92% of residents stated that it was 'somewhat important' to 'very important' that Council improve community and transport infrastructure

Value for Rates of Community & Transport Infrastructure

Q3c. Do you currently think that the community and transport infrastructure provided by Council are good value for the rates you pay?

Q3d. What is your main reason for saying this?

Disagree - Strongly disagree (30%)	
Insufficient/poor standard of transport available	12%
Poor maintenance and provision of infrastructure - roads, footpaths, kerb and guttering, cycleways	7%
Current rates levels are too high considering the services provided	7%



Agree - Strongly agree (42%)	
Provision and maintenance of infrastructure is good	27%
Low rates/demographics of region mean Council services are acceptable	10%

Not sure/Neither (28%)	
Unable to judge value for money due to lack of knowledge of rates/transport infrastructure	17%

Please see the Appendix for the full list of reasons

	Overall	18-34	35-49	50-64	65+	Male	Female	Ratepayer	Non - Ratepayer
Base	602	90	126	187	199	289	313	532	70
Value for rates of community and transport infrastructure	3.08	2.97	3.03	3.02	3.23	3.09	3.08	3.08	3.12

Scale: 1 = not at all important/strongly disagree, 5 = very important/strongly agree

42% 'agree' to 'strongly agree' that this infrastructure is good value for the rates paid

Special Rate Variation



Concept Statement

Residents were read the following concept statement:

Financially, Council faces a number of challenges about how to continue to maintain, upgrade and build new community and transport infrastructure to a standard that meets community's expectations. The cost of managing this is increasing more than the annual rate peg increase every year, and Council faces a funding gap that grows every year.

Despite making considerable savings, and securing grants and external funds, Council is still not able to meet the needs of the community in the years ahead with its current rates income.

Council needs to make some decisions about how to meet the expectations of the community while planning for the future.

To help Council determine the best course of action, the community is being asked to have their say on the two funding options being put forward by Council.

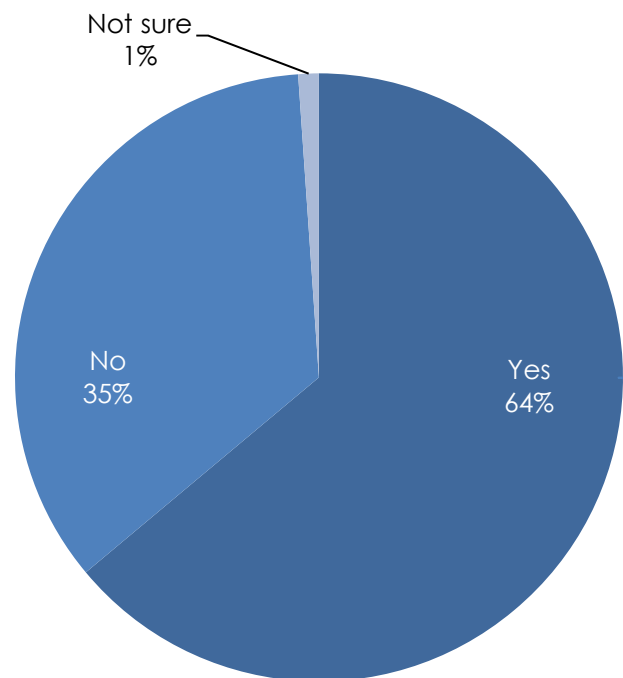
Option 1 – Continuation of current funding – No rate increase above rate peg of 3% over 3 years

Option 2 – A special rate variation – Rate increase of 5% above rate peg to 8% over 3 years



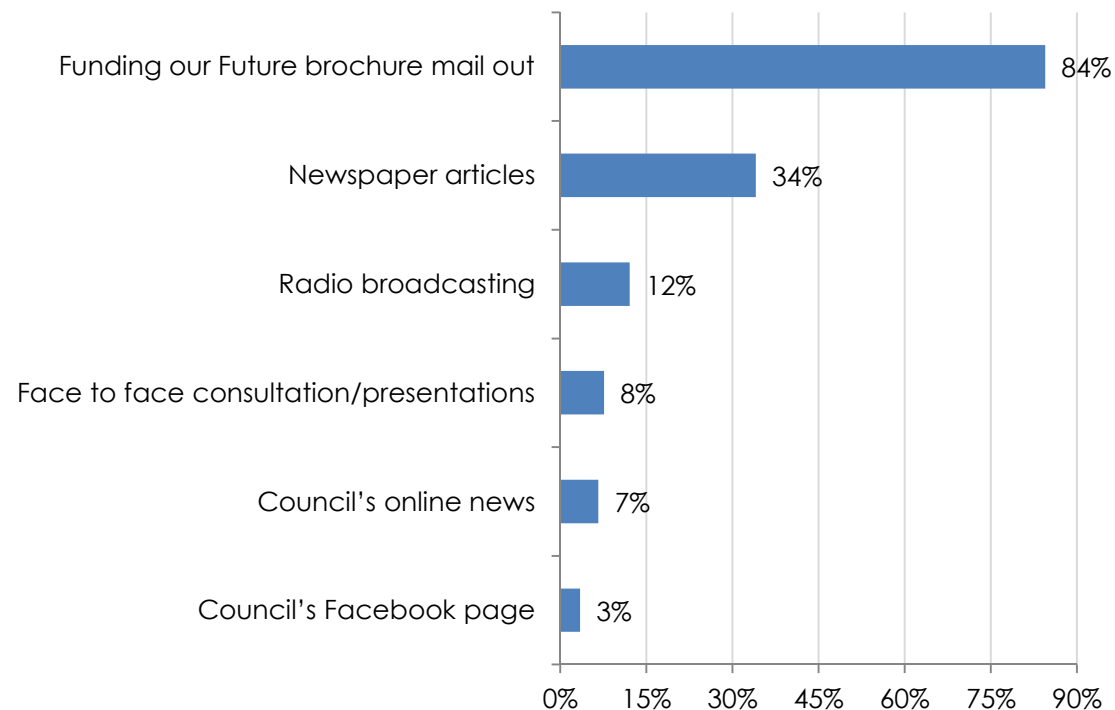
Awareness of the SRV

Q6a. Prior to this call were you aware that Council was exploring community feelings towards a Special Rate Variation?



Base: n=602

Q6b. How were you informed of the Special Rate Variation?



Base: n=405

64% of residents had prior awareness of Council's exploration of community feelings to the SRV

84% of these residents found this information in the 'Funding our Future brochure mail out'

Awareness of the SRV

Q6a. Prior to this call were you aware that Council was exploring community feelings towards a Special Rate Variation?

Q6b. How were you informed of the Special Rate Variation?

	Overall	18-34	35-49	50-64	65+	Male	Female	Ratepayer	Non - Ratepayer
Base	602	90	126	187	199	289	313	532	70
Prior awareness of the SRV									
Yes	64%	36% ▼	69% ▲	67% ▲	70% ▲	64%	64%	69% ▲	24% ▼
No	35%	64%	31%	31% ▲	27% ▼	36%	35%	30%	75%
Not sure	1%	0%	0%	1%	2%	1%	1%	1%	1%
Where information was attained	405	12	68	164	161	175	230	387	18
Funding our Future brochure mail out	84%	92%	76%	80%	91%	84%	85%	87%	33%
Newspaper articles	34%	17%	35%	35%	34%	40%	30%	34%	44%
Radio broadcasting	12%	8%	15%	16%	7%	17%	8%	11%	33%
Face to face consultation/presentations	8%	8%	12%	8%	6%	9%	7%	7%	11%
Council's online news	7%	0%	7%	9%	4%	8%	6%	7%	0%
Council's Facebook page	3%	17%	7%	2%	2%	2%	4%	3%	6%

64% of residents had prior awareness of Council's exploration of community feelings to the SRV

84% of these residents found this information in the 'Funding our Future brochure mail out'

Concept Statement

Option 1 Continuation of current funding – No rate increase above rate peg of 3% over 3 years

No rate increase above the State restricted level of around 3% per annum or 9.27% over three years. This means there would be a decline in the current standard of community and transport infrastructure and the infrastructure funding gap and backlog would remain and grow. Council would not be able provide new and upgraded infrastructure that the community has said it wants.

For the average residential ratepayer this would mean a total increase of \$75.88 over 3 years, the average farm ratepayer a total increase of \$118.66 over 3 years, and for the average business ratepayer a total increase of \$271.90 over 3 years.

Option 2 A special rate variation – Rate increase of 5% above rate peg to 8% per annum over 3 years

This option is about providing sufficient funds to:

- Reduce the annual gap in funding needed to look after our current community and transport infrastructure
- Provide a package of community and transport infrastructure projects and renewals that the community has asked us for. This includes having enough funds to maintain and plan to replace anything new built

In this option, rates would increase above the state restricted level of 3% to 8% per annum or 25.97% over three years. This increase is only on general rates so it is not applicable to water, sewerage or garbage rates.

For the average residential ratepayer this would mean a total increase of \$212.52 over 3 years, the average farm ratepayer a total increase of \$332.36 over 3 years, and for the average business ratepayer a total increase of \$761.55 over 3 years.



Concept Statement

Option 2 Continued

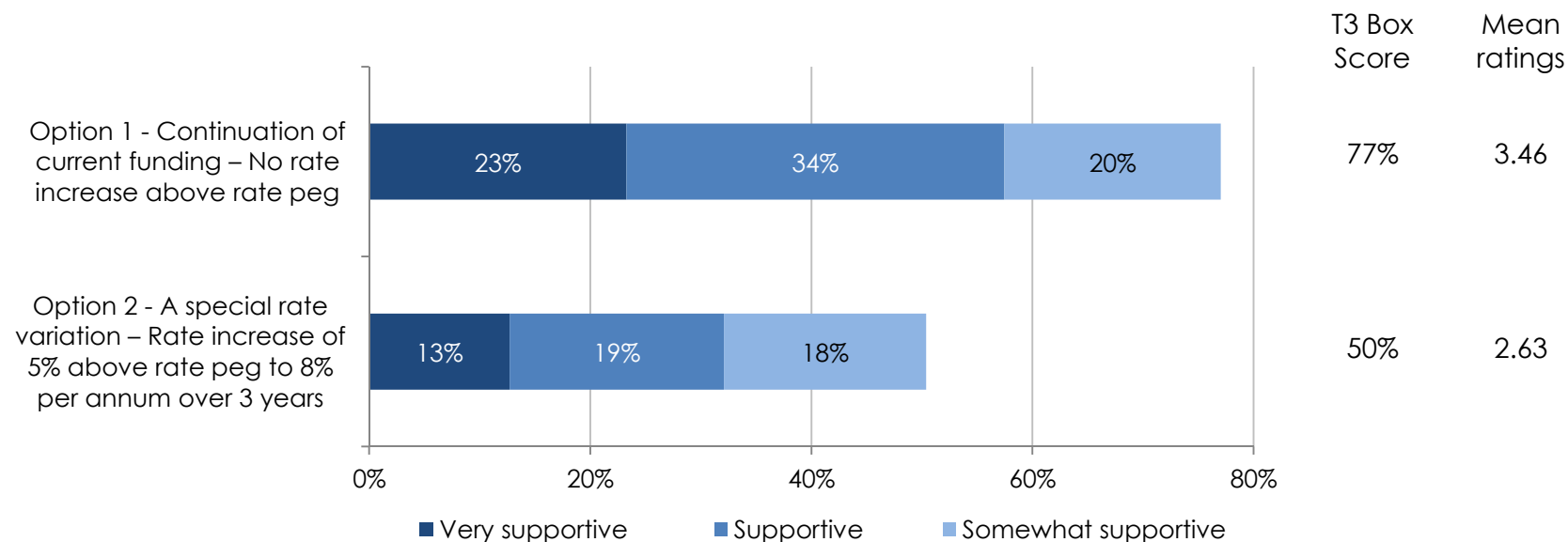
This option would allow Council to allocate:

- \$4M for upgrades and new infrastructure to sportsgrounds, local reserves and parks to improve amenities and increase year round use
- \$1.8M to create a multi-use exhibition space with meeting rooms at Moruya Library to increase community usage and support events
- \$1.25M to upgrade Batemans Bay CBD (North and Orient Street north) to increase town centre vitality
- \$560K to improve local community halls and improve amenities to increase year round use
- \$250K to upgrade Moruya airport terminal building, car park and plane holding area to improve accessibility and user amenity
- \$300K upgrade to Corrigan's Beach Reserve Batehaven, Gundary Oval Moruya and Rotary Park Narooma to include playgrounds with special accessibility elements
- \$325K for the provision of accessible toilets at high profile public sites across Eurobodalla
- \$325K for the provision of accessible viewing platforms and walks at high profile sites to improve visitor experiences and beach access
- \$6M for reconstruction and sealing of a number of higher trafficked gravel roads and upgrading of bridges and culverts
- Additionally around \$1.3M across Eurobodalla to look after community and transport infrastructure to ensure it remains in a satisfactory condition that meets community expectations



Level of Support for Options

Qs 4a & 4b. How supportive are you of Council proceeding with this option?



Scale: 1 = not at all supportive, 5 = very supportive

	Overall	18–34	35–49	50–64	65+	Male	Female	Ratepayer	Non - Ratepayer
Base	602	90	126	187	199	289	313	532	70
Option 1	3.46	3.33	3.65	3.35	3.50	3.50	3.42	3.45	3.53
Option 2	2.63	2.77	2.39	2.65	2.71	2.48	2.77	2.58	3.04

On the whole the community were more supportive of Council adopting with Option 1, 'the continuation of current funding'

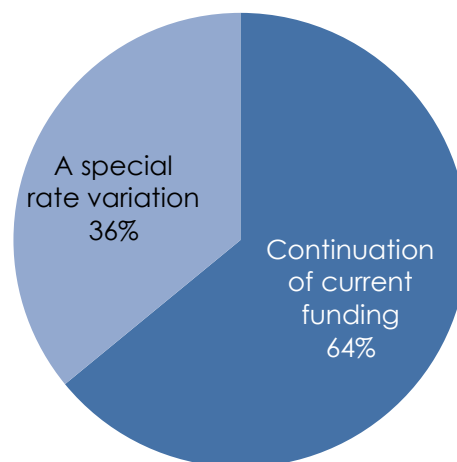
Level of Support for Options

Q5b. What is your main reason for choosing that option?

Option 2

Proposed increase is reasonable/affordable to pay for improvements	16%
Benefit to the community justifies an increase	12%
Current standard of infrastructure/services makes investment necessary	6%
Supportive of facility upgrades, but concerned about implementation/use of funds	3%

1st preference



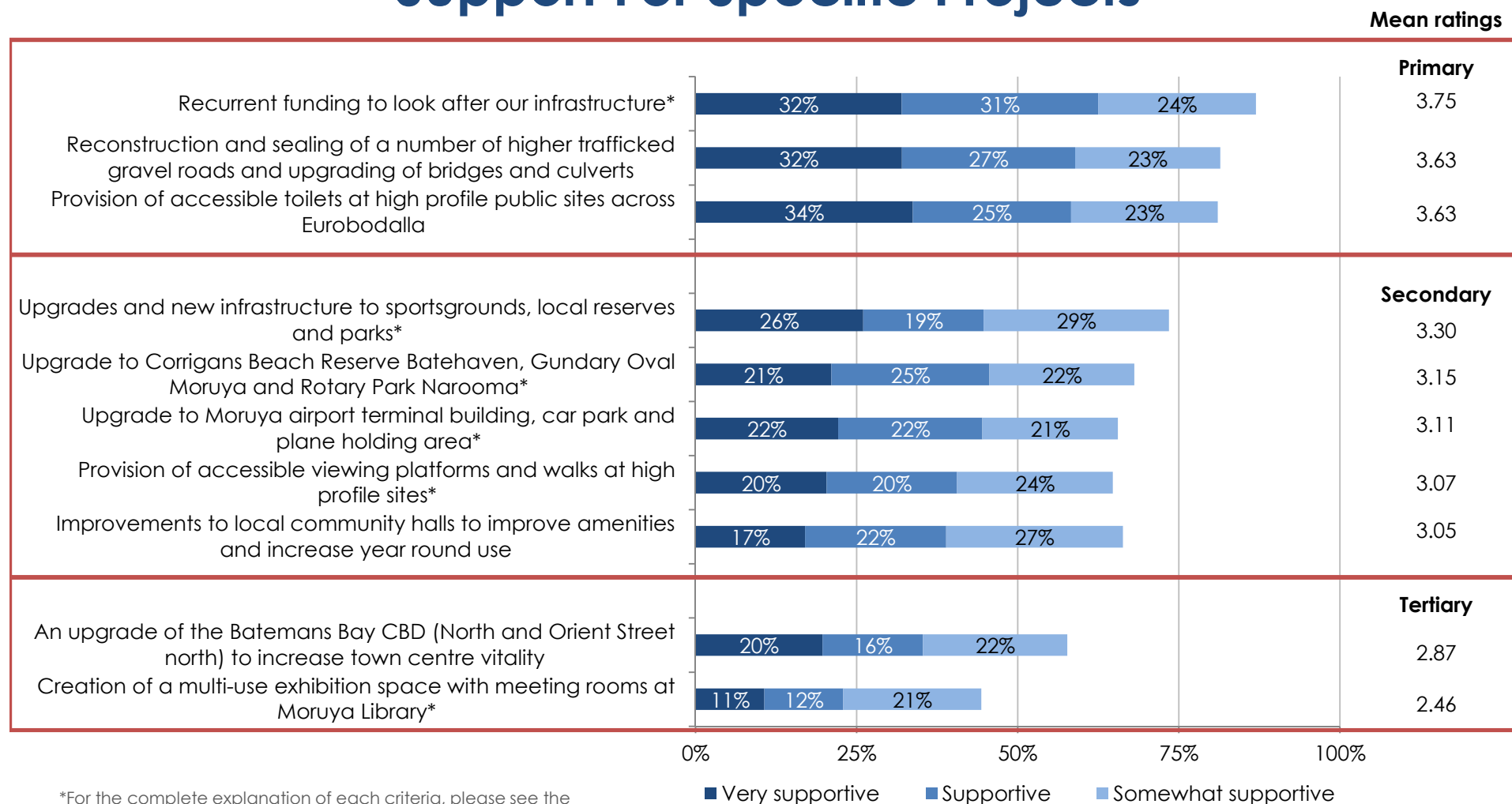
Option 1

Rate increases would not be affordable for many residents	28%
Council's financial management should improve to make rate increases unnecessary	21%
Proposed upgrades are unnecessary	7%
Existing rate levels are appropriate/too high	5%
Not convinced that proposed improvements would be made	4%
Alternative methods of increasing revenue should be explored	3%
Funding is not allocated evenly across the region	2%
Council communicates proposals poorly	1%

	Overall	18-34	35-49	50-64	65+	Male	Female	Ratepayer	Non - Ratepayer
Base	602	90	126	187	199	289	313	532	70
Option 1 as preferred selection	64%	68%	72%	61%	61%	67%	61%	65%	57%

Affordability of rate increases and improvements to Council's financial management were the predominant reasons for residents' preference for Option 1

Support For Specific Projects



*For the complete explanation of each criteria, please see the Appendix

Q6. Council would like to know if you support all, some or none of the projects identified in Option 2. How supportive are you of the following projects?

Scale: 1 = not at all supportive, 5 = very supportive

While Option 2 was not preferred there was clear support for a number of the components within the option

Conclusions



Conclusion & Recommendations

Residents have reasonably robust levels of satisfaction with the current levels of servicing and facilities provided by Council.

Residents indicated they believe it is very important that Council continues to improve its community and transport infrastructure.

64% of residents were aware that Council was exploring community sentiment towards a rate variation; the majority of whom were informed by Eurobodalla Council's mail out.

Residents were most supportive of Option 1 – Continuation of current funding

- ⇒ ***64% of residents selected Option 1 as their most preferred option as they feel rate increases would not be affordable for many residents and that Council's financial management should improve to make rate increases unnecessary***
- ⇒ ***36% selected Option 2 as their proposed option because the proposed increase is reasonable/affordable to pay for improvements and that it will benefit to the community justifies an increase***

The community was generally informed that Council was looking to explore options, however, is not convinced that rates should be increased above the rate peg to deliver the programs outlined in Option 2

- ⇒ ***Possibly an intermediate option between 1 & 2 would have more strongly resonated with residents as elements of Option 2, particularly those regarding infrastructure funding, roads and toilets were generally supported***



Appendix



Key Priorities

Verbatim responses

- "Better health care including dental"*
- "Better transport options required"*
- "Continued maintenance and improvements of local infrastructure"*
- "Desperately need public transport"*
- "Develop recreation areas such as sports fields and pools"*
- "Easy access to community shops, services and facilities"*
- "Having enough jobs in the local area to allow people to live and work in the area"*
- "Improve transport infrastructure"*
- "Improving management structures within council"*
- "Maintain infrastructure such as roads, walking paths and bike paths"*
- "Maintaining and improving all the roads and infrastructure"*
- "Maintaining the beaches and facilities"*
- "Maintenance of all services and facilities provided by Council"*
- "More footpaths around the Shire"*
- "Need to control the traffic in the area as the population continues to grow"*
- "Preservation of the natural environment"*
- "Roads and drainage around the road"*
- "Upgrading facilities and developments in the area"*
- "Would like to see community infrastructure upgraded"*



Satisfaction with Council's Performance

Satisfied - Very satisfied (52%)

N=600

Satisfactory performance - good service/facility provision, well maintained transport infrastructure/public areas, proactive, helpful	46%
Responsiveness to enquiries and community needs	3%
Overall performance is acceptable despite some operational issues	2%
Positive community atmosphere	1%
Positive attitude of Council staff	1%
Good environmental awareness	1%

Somewhat satisfied (30%)

Overall performance is acceptable despite some operational issues/potential to do more	11%
Poor financial management	6%
Lack of community consultation, responsiveness to community concerns	5%
Generally good provision of services and facilities	3%
Infrastructure maintenance has not been well managed	3%
Development application procedures should be improved	2%
Lack of transparency/integrity/communication within Council	1%
Overall provision of services has been poor	1%
Council staff not always capable/professional	1%

Not very satisfied - Not at all satisfied (18%)

Record of poor performance - ineffective, bad planning, unfair decisions, failure to deliver on policies	6%
Poor financial management	5%
Failure to maintain infrastructure/services - footpaths, trees, public toilets, library, pool, kerb and guttering, roads, parks	3%
Lack of community consultation	3%
Poor communication - lack of response, inconsistent information, internal divisions	1%
Excessive residential rates	1%
Lack of integrity/transparency	1%
Some suburbs/regions overlooked	1%
Lack of professionalism of Council staff	1%

Q2b. Overall, for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues but across all responsibility areas?

Q2c. What is your main reason for saying this?



Value for Rates of Community & Transport Infrastructure

Agree - Strongly agree (42%)

N=602

Provision and maintenance of infrastructure is good	27%
Low rates/demographics of region mean Council services are acceptable	10%
Satisfied with standard of existing community services	4%
Currently satisfied due to lack of familiarity with Council/lack of obvious problems	1%
Value for money is achieved with room for improvement in some areas	1%

Not sure/Neither (28%)

Unable to judge value for money due to lack of knowledge of rates/transport infrastructure	17%
Service provision is usually acceptable but could be improved	4%
Greater maintenance/upgrades to infrastructure are required	3%
Rates are excessive/appropriate regardless of satisfaction with services	2%
Funding is not distributed evenly throughout the region	1%

Disagree - Strongly disagree (30%)

Insufficient/poor standard of transport available	12%
Poor maintenance and provision of infrastructure - <i>roads, footpaths, kerb and guttering, cycleways</i>	7%
Current rates levels are too high considering the services provided	7%
Revenue should be spent more efficiently/on other issues	2%
Unsatisfactory attitude/inflexible approach from Council	1%

Q3c. Do you currently think that the community and transport infrastructure provided by Council are good value for the rates you pay?

Q3d. What is your main reason for saying this?



Additional Information

	N=160
Council's financial management should improve to make rate increases unnecessary	41%
Greater community consultation is required	12%
Funding should be distributed more evenly through the region	9%
Proposed SRV is acceptable if carried out as described	9%
Transport infrastructure and services need improvement	9%
More recreation facilities should be provided	8%
Would be more supportive of rate increase if rise were lower/more confident in Council ability	7%
Rate increases would be unaffordable for many residents	6%
Council should work on expanding employment and local economy	5%
Positive response to this research project	5%
Satisfied with Council and its services	4%
Alternative sources of funding should be explored	4%
Dissatisfied with performance and effectiveness of Council	3%
More community facilities need to be developed	2%
More facilities for the elderly should be provided	2%
Council procedures need to be simplified	1%
More funding needs to be directed to parks and natural areas	1%
Proposed upgrades are unnecessary	1%

Q6c. Anything else you'd like to say about this subject?



Level of Support for Projects

Q6. Council would like to know if you support all, some or none of the projects identified in Option 2. How supportive are you of the following projects?

	Overall	18-34	35-49	50-64	65+	Male	Female	Ratepayer	Non - Ratepayer
Base	602	90	126	187	199	289	313	532	70
Recurrent funding to look after our infrastructure*	3.75	4.30▲	3.64	3.62	3.69	3.68	3.81	3.74	3.81
Reconstruction & sealing of a number of higher trafficked gravel roads and upgrading of bridges and culverts	3.63	3.96	3.60	3.65	3.48	3.57	3.69	3.59	3.94
Provision of accessible toilets at high profile public sites across Eurobodalla	3.63	3.65	3.63	3.71	3.54	3.49	3.75	3.60	3.85
Upgrades and new infrastructure to sportsgrounds, local reserves & parks*	3.30	3.83	3.58	3.25	2.91▼	3.19	3.40	3.25	3.67
Upgrade to Corrigans Beach Reserve Batehaven, Gundary Oval Moruya and Rotary Park Narooma*	3.15	3.61	3.31	3.14	2.86▼	3.02	3.28	3.11	3.50
Upgrade to Moruya airport terminal building, car park & plane holding area*	3.11	3.46	2.92	3.15	3.02	2.93	3.27	3.08	3.29
Provision of accessible viewing platforms & walks at high profile sites*	3.07	3.32	3.01	3.18	2.90	3.01	3.13	3.03	3.42
Improvements to local community halls to improve amenities and increase year round use	3.05	3.25	3.02	3.06	2.98	2.96	3.14	3.04	3.12
An upgrade of the Batemans Bay CBD (North and Orient Street north) to increase town centre vitality	2.87	3.45	2.98	2.77	2.64	2.64	3.09▲	2.81	3.34
Creation of a multi-use exhibition space with meeting rooms at Moruya Library*	2.46	2.69	2.32	2.48	2.43	2.31	2.60	2.42	2.75

▲ ▼ Significantly higher/lower result by group

Scale: 1 = not at all supportive, 5 = very supportive





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Eurobodalla Shire Council Community Research

July 2012

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Background & Methodology

Eurobodalla Shire Council sought to examine community attitudes and perceptions towards current and future services and facilities provided by Council. Key objectives of the research included:

- To assess and establish the community's priorities and satisfaction in relation to Council activities, services and facilities
- To identify the community's overall level of satisfaction with Council's performance
- To identify the community's level of satisfaction with regards to contact they have had with Council staff
- To identify trends and benchmark results against the research conducted previously

To facilitate this, Micromex Research was contracted to develop a survey template that enabled Council to effectively analyse attitudes and trends within the community.

Questionnaire

Micromex Research, together with Eurobodalla Shire Council developed the questionnaire.

A copy of the questionnaire is provided in Appendix B.

Data collection

The survey was conducted during the period 28th June – 3rd July 2012 from 4:30pm to 8:30pm, Monday to Friday and 10am to 4pm on Saturday.

Survey area

Eurobodalla Shire Council Local Government Area.

Sample selection and error

The sample consisted of a total of 400 residents. The selection of respondents was by means of a computer based random selection process using the electronic White Pages.

A sample size of 400 residents provides a maximum sampling error of plus or minus 4.9% at 95% confidence.

The sample was weighted by age to reflect the 2006 ABS census data.

Participants

Individuals in the household, 18 years or older, were selected using the 'last birthday' selection procedure.

If the person was not at home, call-backs were scheduled for a later time. Unanswered calls were retried to a maximum of three times throughout the period of the survey.

Interviewing

Interviewing was conducted in accordance with IQCA (Interviewer Quality Control Australia) Standards and the Market Research Society Code of Professional Conduct.

Prequalification

Participants in this survey were pre-qualified as having lived in the Eurobodalla Shire Council area for a minimum of six months.

Data analysis

The data within this report was analysed using SPSS. To identify the statistically significant differences between the groups of means, 'One-Way Anova Test' and 'Independent Samples T-test' were used. 'Z Tests' were also used to determine statistically significant differences between column proportions.

Ratings questions

The unipolar scale of 1 to 5, where 1 was the lowest importance or satisfaction and 5 the highest importance or satisfaction, was used in all rating questions.

Mean rating explanation

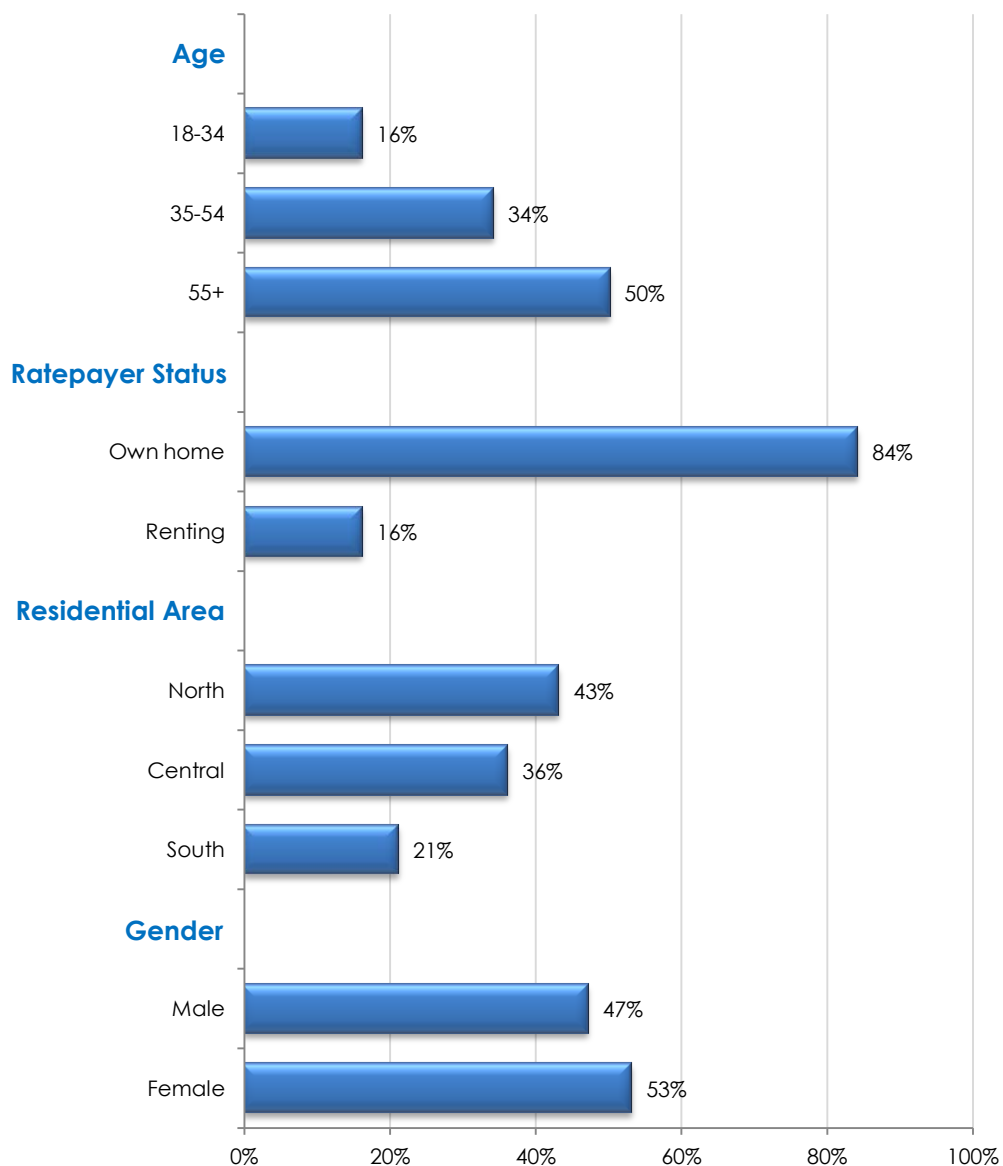
Mean rating:	1.99 or less	'Very low' level of importance/satisfaction
	2.00 – 2.49	'Low' level of importance/satisfaction
	2.50 – 2.99	'Moderately low' level of importance/satisfaction
	3.00 – 3.59	'Moderate' level of importance/satisfaction
	3.60 – 3.89	'Moderately high' level of importance/satisfaction
	3.90 – 4.19	'High' level of importance/satisfaction
	4.20 – 4.49	'Very high' level of importance/satisfaction
	4.50+	'Extremely high' level of importance/satisfaction

Note: Only respondents who rated services/facilities a 4 or 5 in importance were asked to rate their satisfaction with that service/facility.

Errors: Data in this publication is subject to sampling variability because it is based on information relating to a sample of residents rather than the total number. This difference (sampling error) may occur due to imperfections in reporting and errors made in processing the data. This may occur in any enumeration, whether it is a full count or sample.

Efforts have been made to reduce the non-sampling error by careful design of the questionnaire and detailed checking of completed questionnaires.

Sample Profile – Demographic



Base: n=400

Key Findings

Overview (Overall satisfaction)



Overall, 26 of the 40 services/facilities/criteria were rated as being of 'moderate' satisfaction, whilst 4 were rated as 'moderately high' satisfaction.

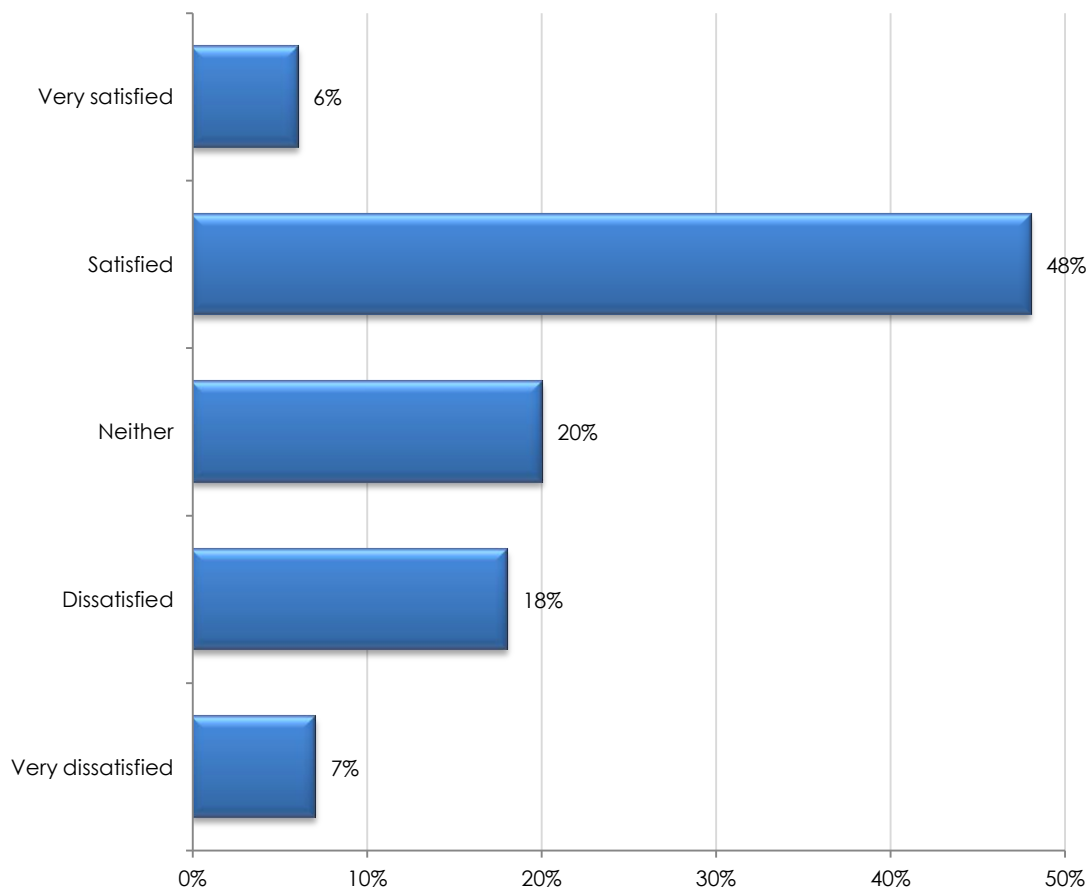
10 services/facilities/criteria were rated as being of 'moderately low' satisfaction.

At an overall level, residents expressed a 'moderate' level of satisfaction with the performance of Council, with 48% of the respondents giving a rating of 'satisfied', whilst 25% expressed dissatisfaction.

	18-34	35-54	55+	Male	Female	North	Central	South	Overall 2012
Satisfaction mean ratings	3.50	3.07	3.33	3.19	3.33	3.19	3.30	3.36	3.27

Mean ratings: 1 = very dissatisfied, 5 = very satisfied

-  = A significantly higher level of satisfaction (by group)
-  = A significantly lower level of satisfaction (by group)





Base: n=400

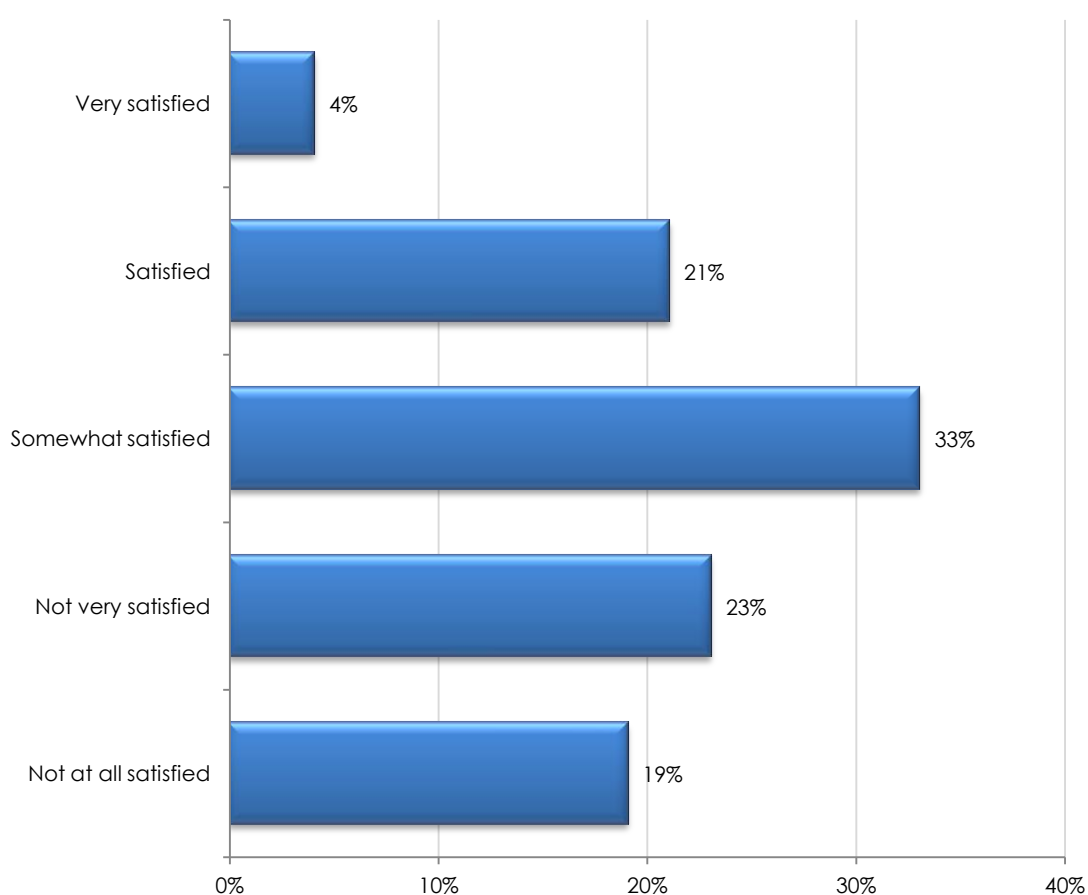
Key Findings

Overview - Satisfaction with Community Consultation in regard to Council plans and directions

At an overall level, residents expressed a 'moderately low' level of satisfaction with Community Consultation in regard to Council plans and directions, with 42% of the respondents expressing dissatisfaction.

	18-34	35-54	55+	Male	Female	North	Central	South	Overall 2012
Satisfaction mean ratings	2.73	2.66	2.70	2.60	2.77	2.68	2.65	2.79	2.69

 = A significantly higher level of satisfaction (by group)
 = A significantly lower level of satisfaction (by group)



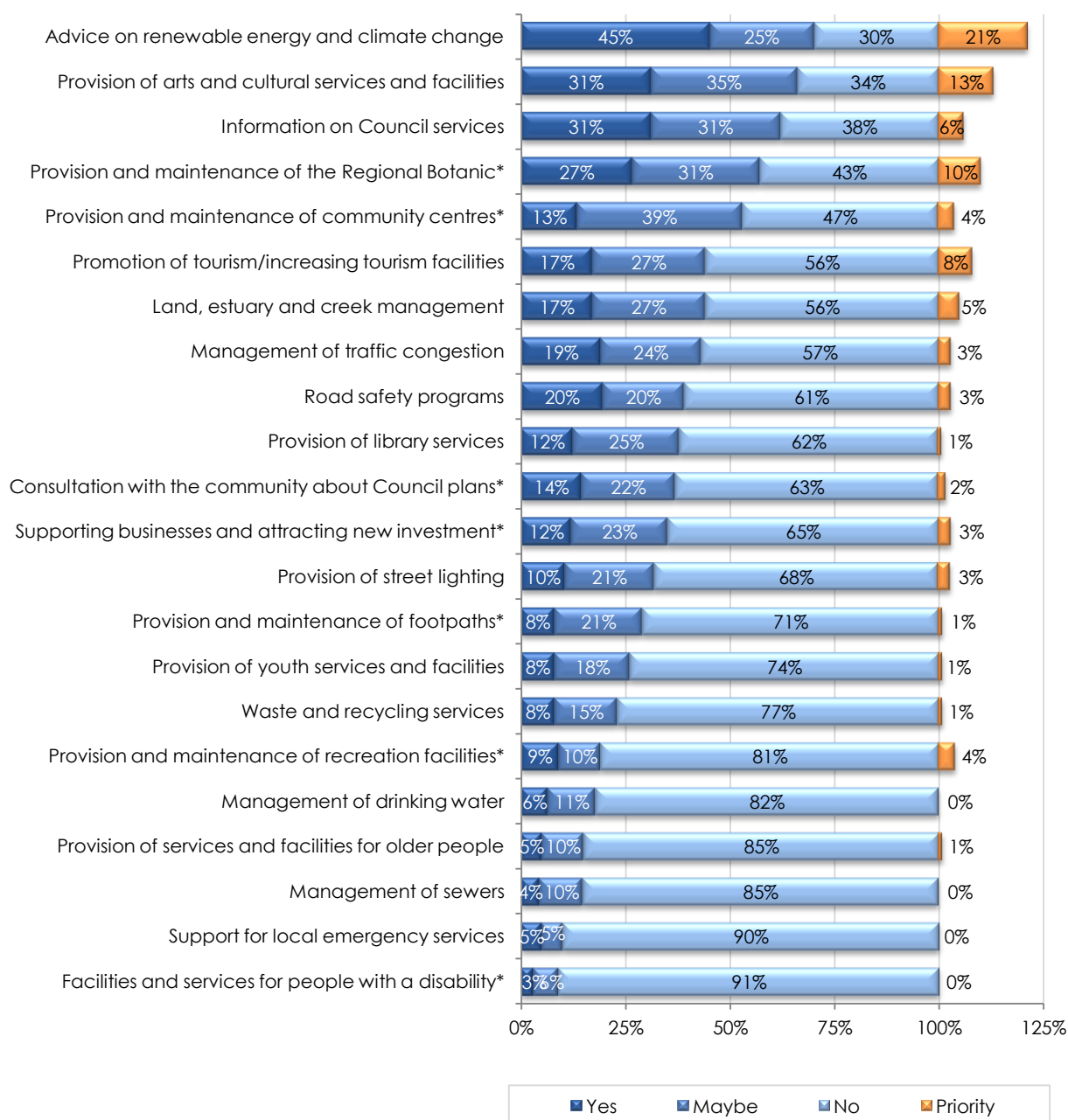
Base: n=400

Key Findings

Opportunities for service level reductions

The outcomes identify a community perception that there are opportunities for reductions in service level provision, particularly in relation to:

- Advice on renewable energy and climate change 70% yes or maybe
- Provision of arts and cultural services and facilities 66% yes or maybe
- Information on Council services 62% yes or maybe
- Provision and maintenance of the Regional Botanic Gardens 58% yes or maybe
- Provision and maintenance of community centres and halls 52% yes or maybe



Base: n=396 - 400

Key Findings

Comparison to LGA Benchmarks

Eurobodalla Shire Council residents are more satisfied than the LGA Benchmark score for 2 of the 17 comparable measures, equal to the LGA Benchmark score for 2 of the 16 comparable measures and below the Benchmark for the remaining 13 comparable measures, including 'overall satisfaction with Council' and the 'level of communication Council has with the community'.

Service/Facility	Eurobodalla Shire Council Satisfaction Scores	Satisfaction Benchmark
Above the Benchmark		
Provision and maintenance of footpaths and cycleways	3.3	2.9
Provision and maintenance of sealed roads	2.9	2.6
Equal to the Benchmark		
Provision and management of stormwater drainage to limit flooding of properties	3.2	3.2
Provision and maintenance of the Regional Botanic Gardens	3.8	3.8
Below the Benchmark		
Provision of youth services and facilities	2.9	3.0
Provision of information on Council services	3.2	3.3
Provision of facilities and services for people with a disability	3.3	3.4
Consultation with the community about Council plans and directions	2.7	3.0
Provision and maintenance of sporting grounds	3.5	3.8
Provision of library services	3.9	4.2
Provision and maintenance of parks and playgrounds	3.4	3.8
Waste and recycling services	3.6	4.0
Provision and maintenance of community centres and halls	3.2	3.6
Provision of services and facilities for older people	3.2	3.7
Provision and maintenance of recreation facilities, such as pools and aquatic centres	3.1	3.8
Provision of arts and cultural services and facilities	3.2	4.0
Overall satisfaction with Council's performance	3.3	3.5

Mean ratings: 1 = very dissatisfied, 5 = very satisfied

Key Satisfaction Trends

Overall, there was little change in the satisfaction ratings from 2010 to 2012.

Comparisons with the research conducted in 2010, identify that satisfaction ratings have increased for 3 of the 32 measurable services of facilities. These included:

- Provision of surf lifesaving services and support to volunteer life saving groups
- Provision and maintenance of the Regional Botanic Gardens
- Supporting volunteers

Satisfaction had decreased for only one measurable criteria:

- Management of the development of residential and rural lands

Identifying Priorities via Specialised Analysis (Explanation)

The specified research outcomes required us to measure both community importance and community satisfaction with a range of specific service delivery areas. In order to identify core priorities, we undertook a 2 step analysis process on the stated importance and rated satisfaction data, after which we conducted a third level of analysis. This level of analysis was a Shapley Regression on the data in order to identify which facilities and services are the actual drivers of overall satisfaction with Council.

By examining both approaches to analysis we have been able to:

1. Identify and understand the hierarchy of community priorities
2. Inform the deployment of Council resources in line with community aspirations

Step 1. Performance Gap Analysis (PGA)

PGA establishes the gap between importance and satisfaction. This is calculated by subtracting the mean satisfaction score from the mean importance score. In order to measure performance gaps, respondents are asked to rate the importance of, and their satisfaction with, each of a range of different services or facilities on a scale of 1 to 5, where 1 is low importance or satisfaction and 5 is high importance or satisfaction. These scores are aggregated at a total community level.

The higher the differential between importance and satisfaction, the greater the difference is between the provision of that service by Eurobodalla Shire Council and the expectation of the community for that service/facility.

In the table on the following page, we can see the 40 services and facilities that residents rated by importance and then by satisfaction.

When analysing the performance gaps, it is important to recognise that, for the most part, a gap of up to 1.0 is acceptable when the initial importance rating is 4.0+, as it indicates that residents consider the attribute to be of 'high' to 'very high' importance and that the satisfaction they have with Eurobodalla Shire Council's performance on that same measure, is 'moderate' to 'moderately high'.

For example, 'waste and recycling services' was given an importance score of 4.61, which indicates that it is considered an area of 'extremely high' importance by residents. At the same time it was given a satisfaction score of 3.63, which indicates that residents have a 'moderately high level of satisfaction' with Eurobodalla Shire's performance and focus on that measure.

Key Findings

When analysing performance gap data, it is important to consider both stated satisfaction and the absolute size of the performance gap.

Performance Gap Ranking

Ranking 2012	Service/Facility	Importance Mean	Satisfaction Mean	Performance Gap
1	Consultation with the community about Council plans and directions	4.39	2.69	1.70
2	Provision and maintenance of sealed roads	4.55	2.88	1.67
3	Supporting businesses and attracting new investment into the Shire	4.34	2.79	1.55
4	Provision and maintenance of public toilets	4.49	3.01	1.48
5	Provision and maintenance of unsealed roads	4.12	2.70	1.42
6	Management of the development of residential and rural lands	4.12	2.78	1.34
7	Provision of surf lifesaving services and support to volunteer life saving groups	4.49	3.25	1.24
8	Provision of youth services and facilities	4.13	2.91	1.22
9	Provision of services and facilities for older people	4.40	3.22	1.18
10	Management of traffic congestion	4.17	3.00	1.17
11	Opportunities to participate in Council decision making	3.88	2.72	1.16
12	Road safety programs	4.23	3.08	1.15
13	Provision of facilities and services for people with a disability	4.38	3.25	1.13
	Provision and management of stormwater drainage to limit flooding of properties	4.37	3.24	1.13
15	Provision and maintenance of recreation facilities, such as pools and aquatic centres	4.18	3.07	1.11
16	Support for local emergency services	4.68	3.59	1.09
	Supporting volunteers	4.56	3.47	1.09
18	Land, estuary and creek management	4.23	3.15	1.08
	Provision and maintenance of footpaths and cycleways	4.38	3.30	1.08
	Management of feral animals	4.07	2.99	1.08
21	Management of drinking water	4.56	3.50	1.06
22	Provision and management of stormwater drainage to limit impacts on the environment	4.24	3.20	1.04
23	Promotion of tourism/increasing tourism facilities	4.25	3.24	1.01
24	Waste and recycling services	4.61	3.63	0.98
25	Weed control	4.00	3.04	0.96
	Advice on renewable energy and climate change	3.79	2.83	0.96
27	Provision and maintenance of parks and playgrounds	4.36	3.44	0.92
28	Provision of street lighting	4.24	3.35	0.89
	Management of sewers	4.51	3.62	0.89
30	Provision and maintenance of marine infrastructure, such as boat ramps	4.13	3.28	0.85
31	Provision of information on Council services	4.01	3.17	0.84
32	Cleanliness and maintenance of the Shire	4.29	3.46	0.83
33	Dog and cat control	4.00	3.20	0.80
34	Provision of children's services and facilities	3.98	3.29	0.69
35	Tree preservation in settled areas	3.63	2.99	0.64
36	Provision of arts and cultural services and facilities	3.72	3.16	0.56
	Provision and maintenance of community centres and halls	3.78	3.22	0.56
38	Provision and maintenance of sporting grounds	3.99	3.47	0.52
39	Provision of library services	4.13	3.85	0.28
40	Provision and maintenance of the Regional Botanic Gardens	3.85	3.78	0.07

Mean ratings: 1 = not at all important and very dissatisfied, 5 = very important and very satisfied

Key Findings

When we examine the 8 largest performance gaps, we can identify that all the services or facilities have been rated as 'high' to 'extremely high' in importance. Resident satisfaction for all of these areas is between 2.69 and 3.25, which indicates that resident satisfaction for these measures is 'moderately low' to 'moderate'.

Ranking	Service/ Facility	Importance Mean	Satisfaction Mean	Performance Gap
1	Consultation with the community about Council plans and directions	4.39	2.69	1.70
2	Provision and maintenance of sealed roads	4.55	2.88	1.67
3	Supporting businesses and attracting new investment into the Shire	4.34	2.79	1.55
4	Provision and maintenance of public toilets	4.49	3.01	1.48
5	Provision and maintenance of unsealed roads	4.12	2.70	1.42
6	Management of the development of residential and rural lands	4.12	2.78	1.34
7	Provision of surf lifesaving services and support to volunteer life saving groups	4.49	3.25	1.24
8	Provision of youth services and facilities	4.13	2.91	1.22

The key outcomes of this analysis would suggest that, while there are opportunities to improve satisfaction across a range of services/facilities, 'consultation with the community about Council plans and directions' is the area of least relative satisfaction.

Note: Performance gap is the first step in the process, we now need to identify comparative ratings across all services and facilities to get an understanding of relative importance and satisfaction at an LGA level. This is when we undertake step 2 of the analysis.

Step 2. Quadrant Analysis

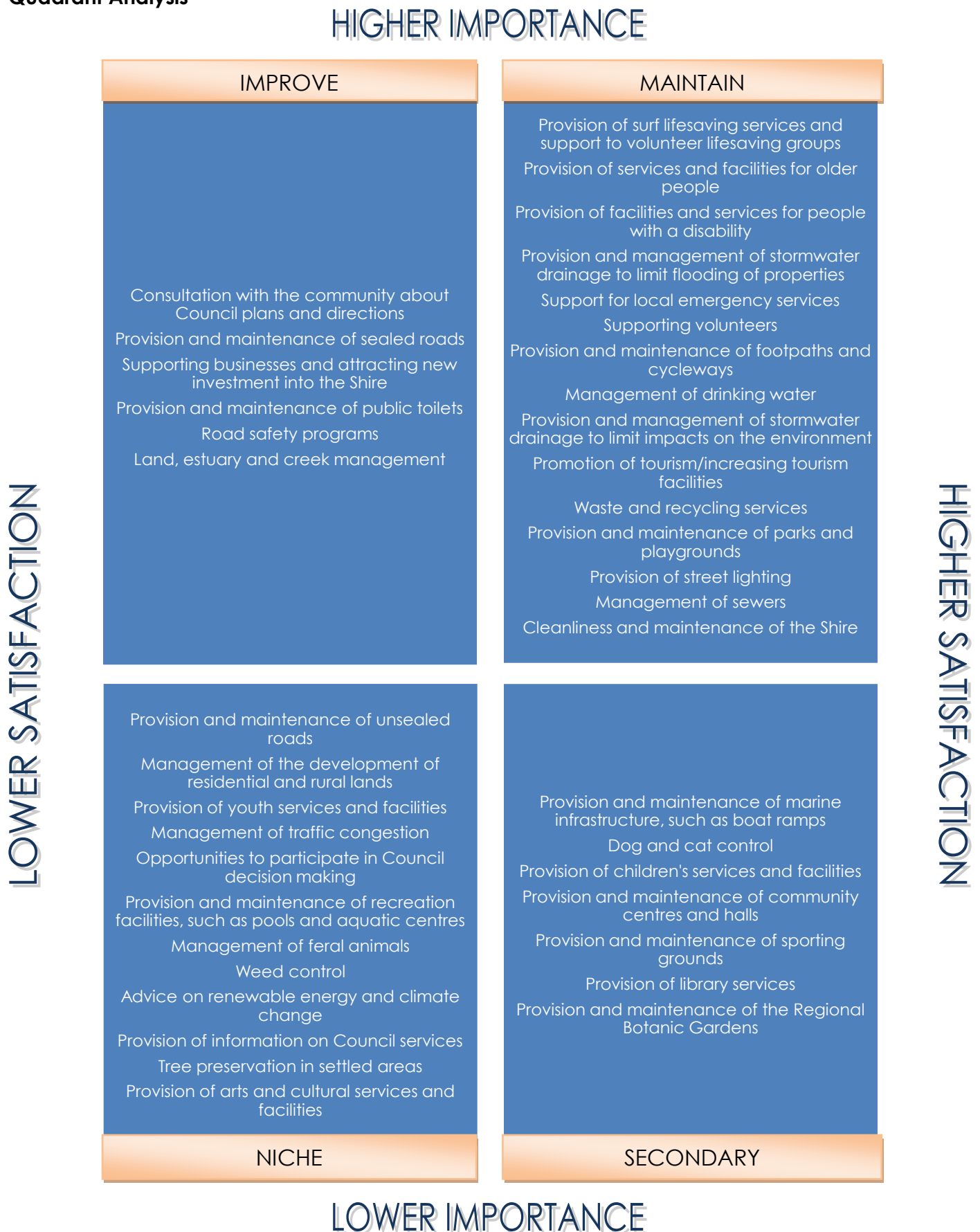
Quadrant analysis is a useful tool for planning future directions. It combines the stated needs of the community and assesses Eurobodalla Shire Council's performance in relation to these needs. This analysis is completed by plotting the variables on x and y axes, defined by stated importance and rated satisfaction. We aggregate the mean scores for stated importance and rated satisfaction to identify where the facility or service should be plotted.

For these criteria, the average stated importance score was 4.21 and the average rated satisfaction score was 3.20. Therefore, any facility or service that received a mean stated importance score of ≥ 4.21 would be plotted in the higher importance section and, conversely, any that scored < 4.21 would be plotted into the lower importance section.

The same exercise is undertaken with the satisfaction ratings above, equal to or below 3.20. Each service or facility is then plotted in terms of satisfaction and importance, resulting in its placement in one of four quadrants.

Key Findings

Quadrant Analysis



Explaining the 4 quadrants

Attributes in the top right quadrant, **MAINTAIN**, such as 'provision of surf lifesaving services and support to volunteer lifesaving groups', are Council's core strengths, and should be treated as such. Maintain, or even attempt to improve your position in these areas, as they are influential and address clear community needs.

Attributes in the top left quadrant, **IMPROVE**, such as 'consultation with the community about Council plans and directions', are areas where Council is perceived to be currently under-performing and are key concerns in the eyes of your residents. In the vast majority of cases you should aim to improve your performance in these areas to better meet the community's expectations.

Attributes in the bottom left quadrant, **NICHE**, such as 'provision and maintenance of unsealed roads', are of a relatively lower priority (and the word 'relatively' should be stressed – they are still important). These areas tend to be important to a particular segment of the community.

Finally, attributes in the bottom right quadrant, **SECONDARY**, such as 'provision and maintenance of marine infrastructure, such as boat ramps', are core strengths, but in relative terms they are less important than other areas and, Council's servicing in these areas may already be exceeding expectation. Consideration could be given to rationalising focus in these areas as they are not community priorities for improvement.

Recommendations based only on stated importance and satisfaction have major limitations, as the actual questionnaire process essentially 'silos' facilities and services as if they are independent variables, when they are in fact all part of the broader community perception of Council performance.

Residents' priorities identified in stated importance/satisfaction analysis often tend to be in areas that are problematic. No matter how much focus a Council dedicates to 'road maintenance', for example, it will often be found in the **IMPROVE** quadrant. This is because, perceptually, the condition of local roads can always be better.

Furthermore, the outputs of stated importance and satisfaction analysis address the current dynamics of the community, they do not predict which focus areas are the most likely agents to change the community's perception of Council's overall performance.

Therefore, in order to identify how Eurobodalla Shire Council can actively drive overall community satisfaction, we conducted further analysis.

Key Findings

The Shapley Value Regression

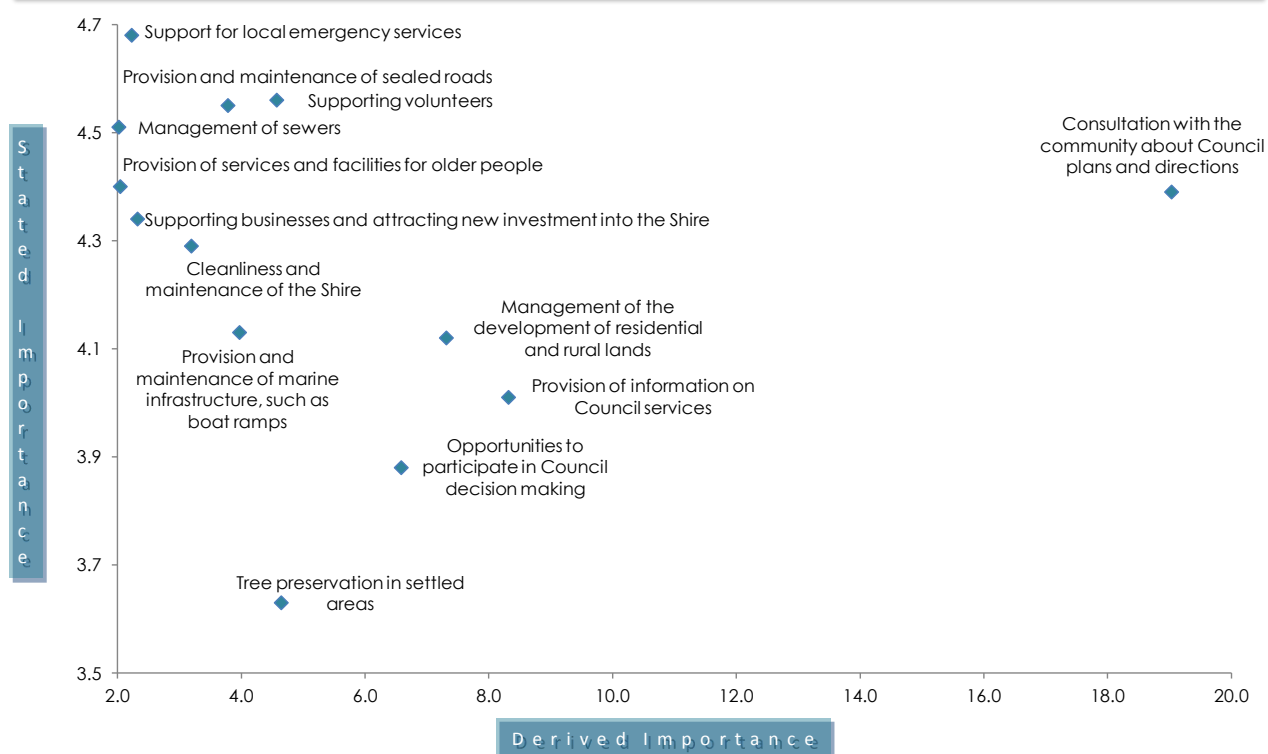
We recently finalised the development of a Council Satisfaction Model, to identify priorities that will drive overall satisfaction with Council.

This model was developed by conducting specialised analysis from over 30,000 LGA interviews conducted since 2005. In essence, it proved that increasing resident satisfaction by actioning the priorities they stated as being important does not necessarily positively impact on overall satisfaction with the Council. This regression analysis is a statistical tool for investigating relationships between dependent variables and explanatory variables.

What does this mean?

The learning is that if we only rely on the stated community priorities, we will not be allocating the appropriate resources to the actual service attributes that will improve overall community satisfaction. Using regression analysis we can identify the attributes that essentially build overall satisfaction. We call the outcomes 'derived importance'.

Correlation Between Stated Importance and Derived Importance is Low



If you only focus on stated importance, you are not focusing on the key drivers of community satisfaction



In the chart above, on the vertical axis of 'stated importance', all the facilities/services fall in relatively close proximity to each other (i.e. between approximately 3.5 & 4.7), however, on the horizontal axis the attributes are spread between 2 and 20. The further an attribute is found to the right of the horizontal axis of 'derived importance', the more it contributes in driving overall satisfaction with Council.

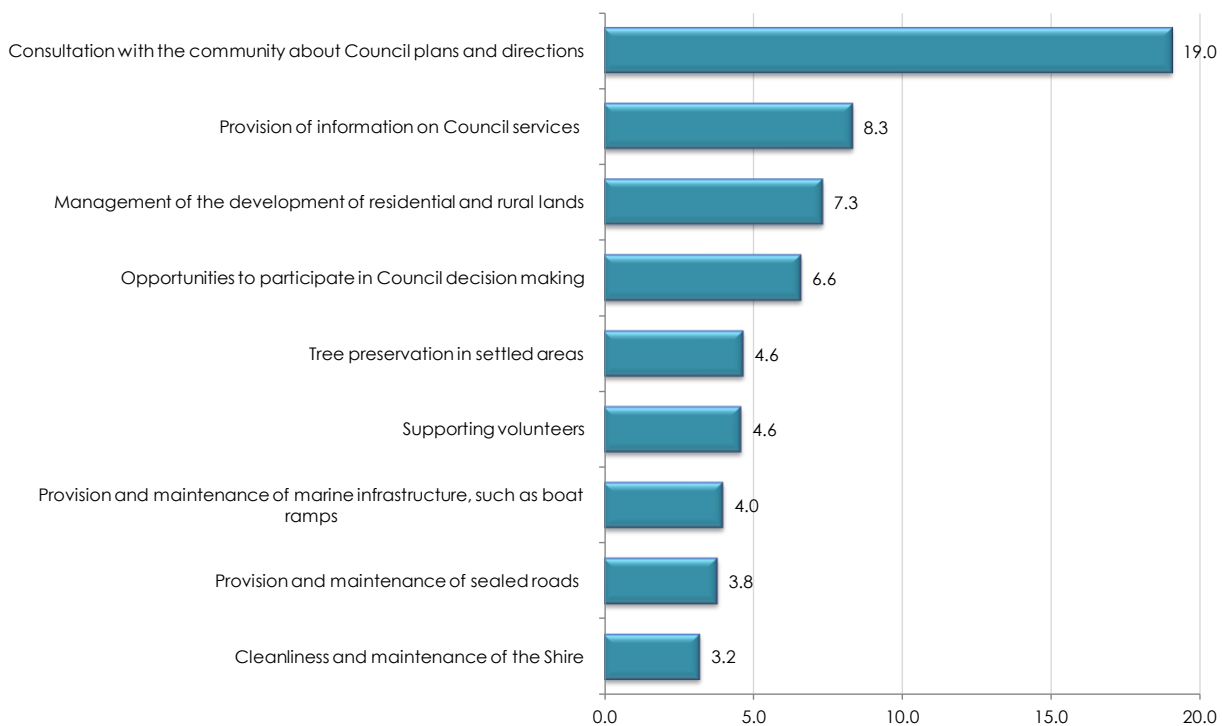
Key Findings

Key drivers of satisfaction with Eurobodalla Shire Council

The results in the chart below provide Eurobodalla Shire Council with a complete picture of both the extrinsic and intrinsic community priorities and motivations and identify which attributes are the key drivers of community satisfaction.

These top 9 services/facilities account for over 60% of overall satisfaction with Council. This indicates that the remaining 31 attributes we obtained measures on have only a limited impact on the community's satisfaction with Eurobodalla Shire Council's performance. Therefore, whilst all 40 service/facility areas are important, only a minority of them are significant drivers of the community's overall satisfaction with Council.

These Top 9 Indicators Account for 61% of Overall Satisfaction with Council



Eurobodalla Shire Council needs to concentrate on consulting with and engaging its community



These 9 services/facilities are the key community priorities and by addressing these, Eurobodalla Shire Council will improve overall community satisfaction. The score assigned to each area indicates the percentage of influence each attribute contributes to overall satisfaction with Council.

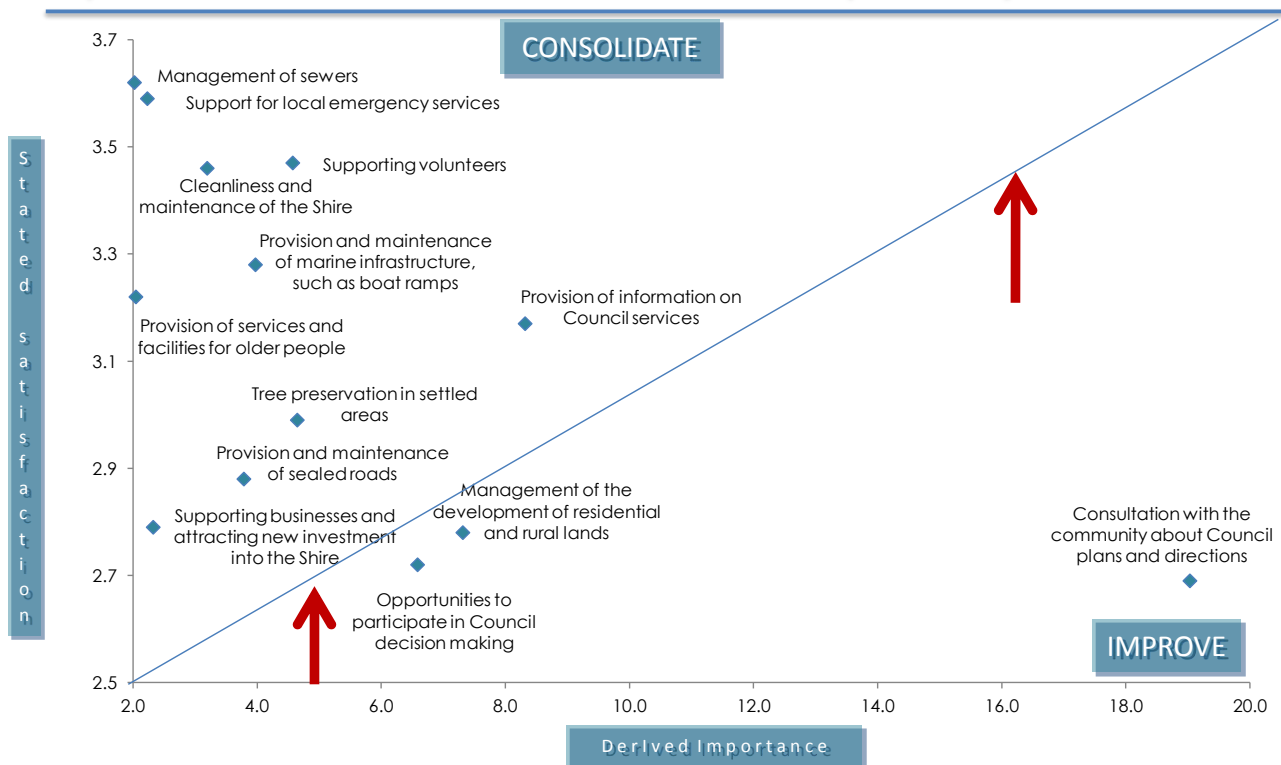
In the above chart, 'cleanliness and maintenance of the Shire' contributes 3.2% towards overall satisfaction, while 'consultation with the community about Council plans and directions' (19.0%) is a far stronger driver, contributing over five times as much to overall satisfaction with Council.

Key Findings

Clarifying priorities

If Eurobodalla Shire Council can address these core drivers, they will be able to improve resident satisfaction with their performance. In the chart below we can see that, for many of the core drivers, Council is already performing reasonably well. There are clear opportunities, however, to improve satisfaction with the services/facilities that fall below the diagonal line.

Mapping Stated Satisfaction and Derived Importance Identifies the Community Priority Areas



Consulting with the community and tree preservation in settled areas are the key drivers of overall community satisfaction with Council



The key outcomes of this analysis indicate that 'consultation with the community about Council plans and directions', 'management of the development of residential and rural lands' and 'opportunities to participate in Council decision making' are priority areas from a resident perspective.

Summary of Critical Outcomes

The summary table below combines the outcomes of the regression analysis with the stated importance and satisfaction outcomes of the performance gap and quadrant analysis.

In developing future plans and strategies, Eurobodalla Shire Council should consider the implications raised by each form of analysis.

	Shapley's Analysis	Gap Analysis	Quadrant Analysis
Consultation with the community about Council plans and directions	19.0	1.70	Improve
Provision of information on Council services	8.3	0.84	Niche
Management of the development of residential and rural lands	7.3	1.34	Niche
Opportunities to participate in Council decision making	6.6	1.16	Niche
Tree preservation in settled areas	4.6	0.64	Niche
Supporting volunteers	4.6	1.09	Maintain
Provision and maintenance of marine infrastructure, such as boat ramps	4.0	0.85	Secondary
Provision and maintenance of sealed roads	3.8	1.67	Improve
Cleanliness and maintenance of the Shire	3.2	0.83	Maintain

Recommendations

Recommendations

Based on the key findings from this research study, there are potentially a number of areas that require action or further community consultation.

Whilst currently some of these may not be feasible, based on the outcomes of this research we recommend that Eurobodalla Shire Council considers the following:

1. Focus on developing and maintaining Council's current consultation and engagement strategies, identifying methods and mediums that could better inform/engage/involve the community, as these are the main issues that drive residents' overall satisfaction with Council
2. Investigate Council's response time to requests, as well as the methods and quality of direct communication in order to better understand how to improve in this area
3. Clarify expectations/issues regarding the condition and maintenance of local infrastructure
4. Clarify expectations/issues in relation to the management of development
5. Further investigate opportunities for the revision of service level provision, in line with the outcomes of this research



Section A

Detailed Findings

**Importance of, and Satisfaction with,
Council Services and Facilities**

The Unipolar Scale of 1 to 5, where 1 was the lowest importance or satisfaction and 5 the highest importance or satisfaction, was used in all rating questions.

Interpreting the mean scores

Within the report, the mean ratings for each of the criteria have been assigned a determined level of 'importance' or 'satisfaction'. This determination is based on the following groupings:

Mean rating:

1.99 or lower	'Very low' level of importance/satisfaction
2.00 – 2.49	'Low' level of importance/satisfaction
2.50 – 2.99	'Moderately low' levels of importance/satisfaction
3.00 – 3.59	'Moderate' level of importance/satisfaction
3.60 – 3.89	'Moderately high' level of importance/satisfaction
3.90 – 4.19	'High' level of importance/satisfaction
4.20 – 4.49	'Very high' level of importance/satisfaction
4.50 +	'Extreme' level of importance/satisfaction

Participants were asked to indicate which best described their opinion of the importance of the following services/facilities to them, they were then asked to rate their satisfaction with Council's performance of that service/facility.

We Explored Resident Response To 40 Service Areas



Cleanliness and maintenance of the Shire	Road safety programs
Provision and maintenance of community centres and halls	Provision of library services
Provision and maintenance of sporting grounds	Management of feral animals
Provision of information on Council services	Weed control
Opportunities to participate in Council decision making	Provision of arts and cultural services and facilities
Provision of surf lifesaving services and support to volunteer life saving groups	Provision and maintenance of public toilets
Provision and maintenance of parks and playgrounds	Provision and maintenance of sealed roads
Provision and maintenance of the Regional Botanic Gardens	Provision and maintenance of unsealed roads
Provision and maintenance of recreation facilities, such as pools and aquatic centres	Provision of facilities and services for people with a disability
Tree preservation in settled areas	Supporting businesses and attracting new investment into the Shire
Provision of services and facilities for older people	Provision and maintenance of footpaths and cycleways
Dog and cat control	Provision of street lighting
Waste and recycling services	Land, estuary and creek management
Provision of children's services and facilities	Management of the development of residential and rural lands
Advice on renewable energy and climate change	Consultation with the community about Council plans and directions
Management of drinking water	Provision of youth services and facilities
Management of sewers	Provision and maintenance of marine infrastructure, such as boat ramps
Provision and management of stormwater drainage to limit flooding of properties	Support for local emergency services
Provision and management of stormwater drainage to limit impacts on the environment	Supporting volunteers
Management of traffic congestion	Promotion of tourism/increasing tourism facilities






Developed in conjunction with the Eurobodalla Shire Council
Project Team



Interpreting Performance Gap

Within the report, the mean ratings for each of the criteria have been assigned a determined 'level of importance or satisfaction'. To identify the performance gap, we subtract the rated satisfaction mean score from the stated importance mean scores:

Performance gap

1.50 or higher	Extremely high gap between importance and satisfaction
	⇒ Requires Immediate Action – Code Violet
0.90 – 1.49	Moderately high – Very high gap between importance and satisfaction
	⇒ Requires Immediate Investigation – Code Red
0.20 – 0.89	Moderately low – Moderate gap between importance and satisfaction
	⇒ Monitor – Code Grey
0.00 – 0.19	Minimal gap between importance and satisfaction
	⇒ Monitor – Code Blue
Less than Zero	Negative performance gap between importance and satisfaction
	⇒ Revisit/Reconsider Resource Allocation – Code Green

Correlations – definitions

We have run analysis across 4 areas of interest:

- Age
- Gender
- Area in which residents reside (North/Central/South)
- By research results from 2010

Importance of, and Satisfaction with, Council Services and Facilities

Overview of Rating Scores

Importance - overall

Of the 40 services and facilities rated, 34 were in the range 'high' to 'extremely high' in importance.

Extremely high

- Support for local emergency services
- Waste and recycling services
- Supporting volunteers
- Management of drinking water
- Provision and maintenance of sealed roads
- Management of sewers

Of lower relative importance (still rated as 'moderately high' in importance):

- Opportunities to participate in Council decision making
- Provision and maintenance of the Regional Botanic Gardens
- Advice on renewable energy and climate change
- Provision and maintenance of community centres and halls
- Provision of arts and cultural services and facilities
- Tree preservation in settled areas

Importance – by age

Residents aged 18-34 rated 10 of the 40 services or facilities to be lower in importance than respondents aged 55+, but importantly, rated the following two services/facilities as higher in importance, when compared with ratings from older residents:

- Provision and maintenance of sporting grounds
- Provision and maintenance of recreation facilities, such as pools and aquatic centres

Importance – by gender

Across the board (33 out of 40), females attributed significantly higher levels of importance to services/facilities than did males.

Importance – by area

There are no statistically significant differences in importance ratings by area with the exception of the 'Provision and maintenance of the Regional Botanic Gardens', where respondents from the South of the LGA rated this as lower in importance than those from the North or Central areas.

Importance comparisons with previous years

Comparisons with the research conducted in 2010, identify that importance ratings have decreased for 8 of the 32 measurable services/facilities. These included:

- Cleanliness and maintenance of the Shire
- Provision of children's services and facilities
- Advice on renewable energy and climate change
- Management of drinking water
- Management of sewers
- Provision and management of stormwater drainage to limit impacts on the environment
- Provision of facilities and services for people with a disability
- Land, estuary and creek management

Importance of, and Satisfaction with, Council Services and Facilities

Overview of Rating Scores

Satisfaction - overall

Overall, 26 of the 40 services/facilities/criteria were rated as being of 'moderate' satisfaction, whilst 4 were rated as 'moderately high'.

10 services/facilities/criteria were rated as being of 'moderately low' satisfaction.

Moderately high	Provision of library services Provision and maintenance of the Regional Botanic Gardens Waste and recycling services Management of sewers
Moderately low	Management of feral animals Tree preservation in settled areas Provision of youth services and facilities Provision and maintenance of sealed roads Advice on renewable energy and climate change Supporting businesses and attracting new investment into the Shire Management of the development of residential and rural lands Opportunities to participate in Council decision making Provision and maintenance of unsealed roads Consultation with the community about Council plans and directions

Satisfaction – by age

There were limited significant differences in satisfaction by age, with the following outcomes of interest noted:

Residents aged 18-34 rated 2 of the 40 services or facilities to be lower in satisfaction than respondents aged 55+. These included:

- Waste and recycling services
- Provision of library services

Residents aged 18-34 rated 5 of the 40 services or facilities to be higher in satisfaction than respondents aged 55+. These included:

- Tree preservation in settled areas
- Provision and management of stormwater drainage to limit impacts on the environment
- Weed control
- Management of feral animals
- Promotion of tourism/increasing tourism facilities

Residents aged 35-54 rated 4 of the 40 services or facilities to be lower in satisfaction than respondents aged 55+. These included:

- Provision of information on Council services
- Waste and recycling services
- Support for local emergency services
- Supporting volunteers

Importance of, and Satisfaction with, Council Services and Facilities

Satisfaction – by gender

Males rated 6 of the 40 services or facilities to be lower in satisfaction than females. These included:

- Opportunities to participate in Council decision making
- Provision and maintenance of the Regional Botanic Gardens
- Tree preservation in settled areas
- Dog and cat control
- Advice on renewable energy and climate change
- Promotion of tourism/increasing tourism facilities

Females rated 3 of the 40 services or facilities to be lower in satisfaction than males. These included:

- Management of drinking water
- Provision and maintenance of public toilets
- Provision of facilities and services for people with a disability

Satisfaction – by area

Residents in the Central area of the LGA are identified as likely to be more satisfied than other residents for 10 of the 40 services of facilities. These include:

- Cleanliness and maintenance of the Shire
- Provision and maintenance of recreation facilities, such as pools and aquatic centres
- Tree preservation in settled areas
- Management of sewers
- Provision and management of stormwater drainage to limit flooding of properties
- Provision and management of stormwater drainage to limit impacts on the environment
- Provision of library services
- Provision of arts and cultural services and facilities
- Supporting businesses and attracting new investment into the Shire
- Promotion of tourism/increasing tourism facilities

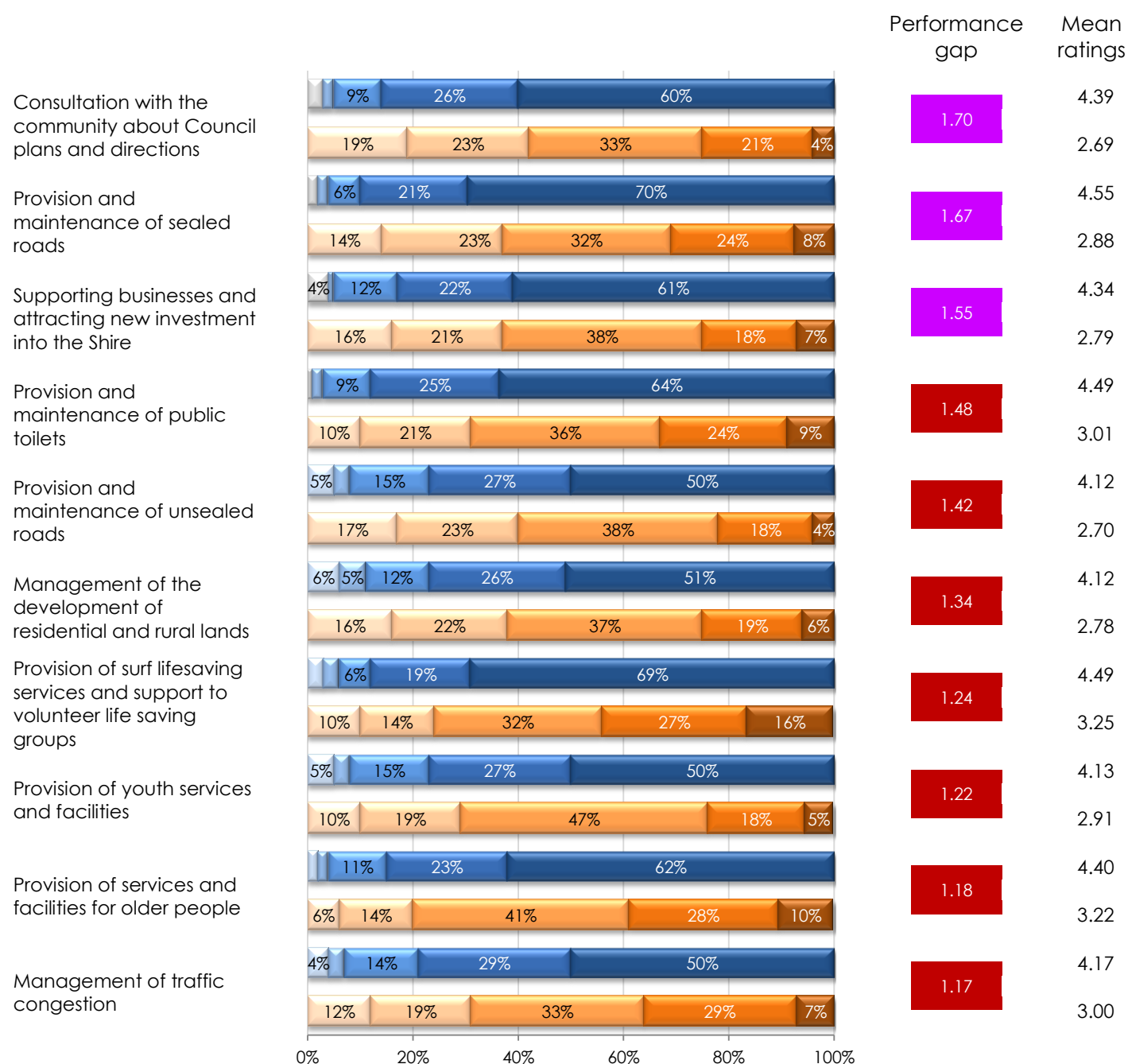
Satisfaction comparisons with previous years

Comparisons with the research conducted in 2010 identify that satisfaction ratings have increased for 3 of the 32 measurable services of facilities. These included:

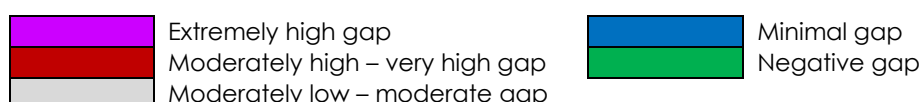
- Provision of surf lifesaving services and support to volunteer life saving groups
- Provision and maintenance of the Regional Botanic Gardens
- Supporting volunteers

Satisfaction had only decreased for one measurable criteria which was; 'Management of the development of residential and rural lands'.

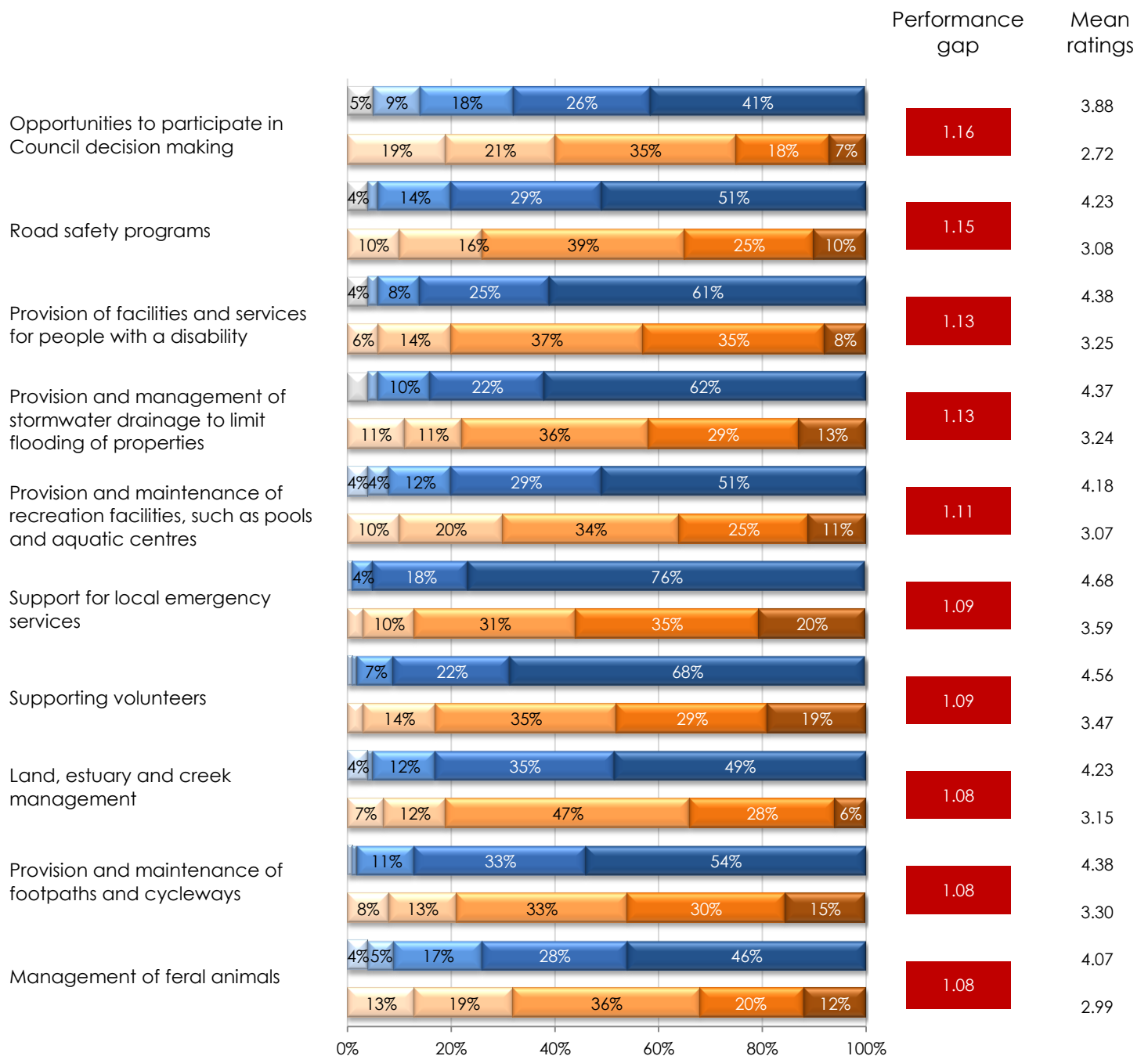
Importance of, and Satisfaction with, Council Services and Facilities



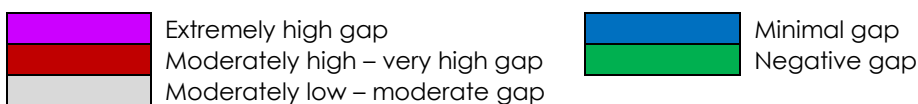
Mean ratings: 1 = not at all important and very dissatisfied
5 = very important and very satisfied



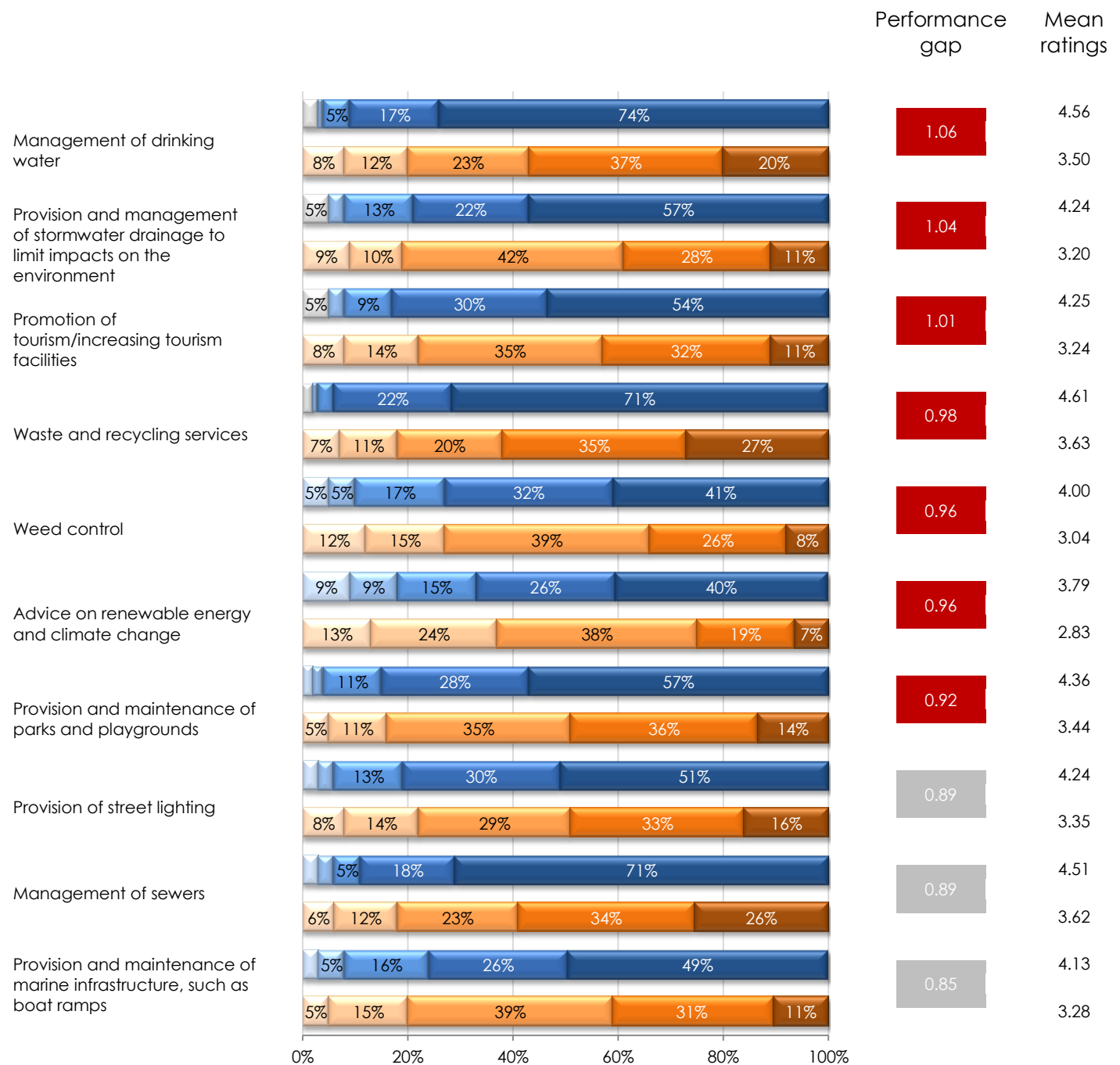
Importance of, and Satisfaction with, Council Services and Facilities



Mean ratings: 1 = not at all important and very dissatisfied
5 = very important and very satisfied



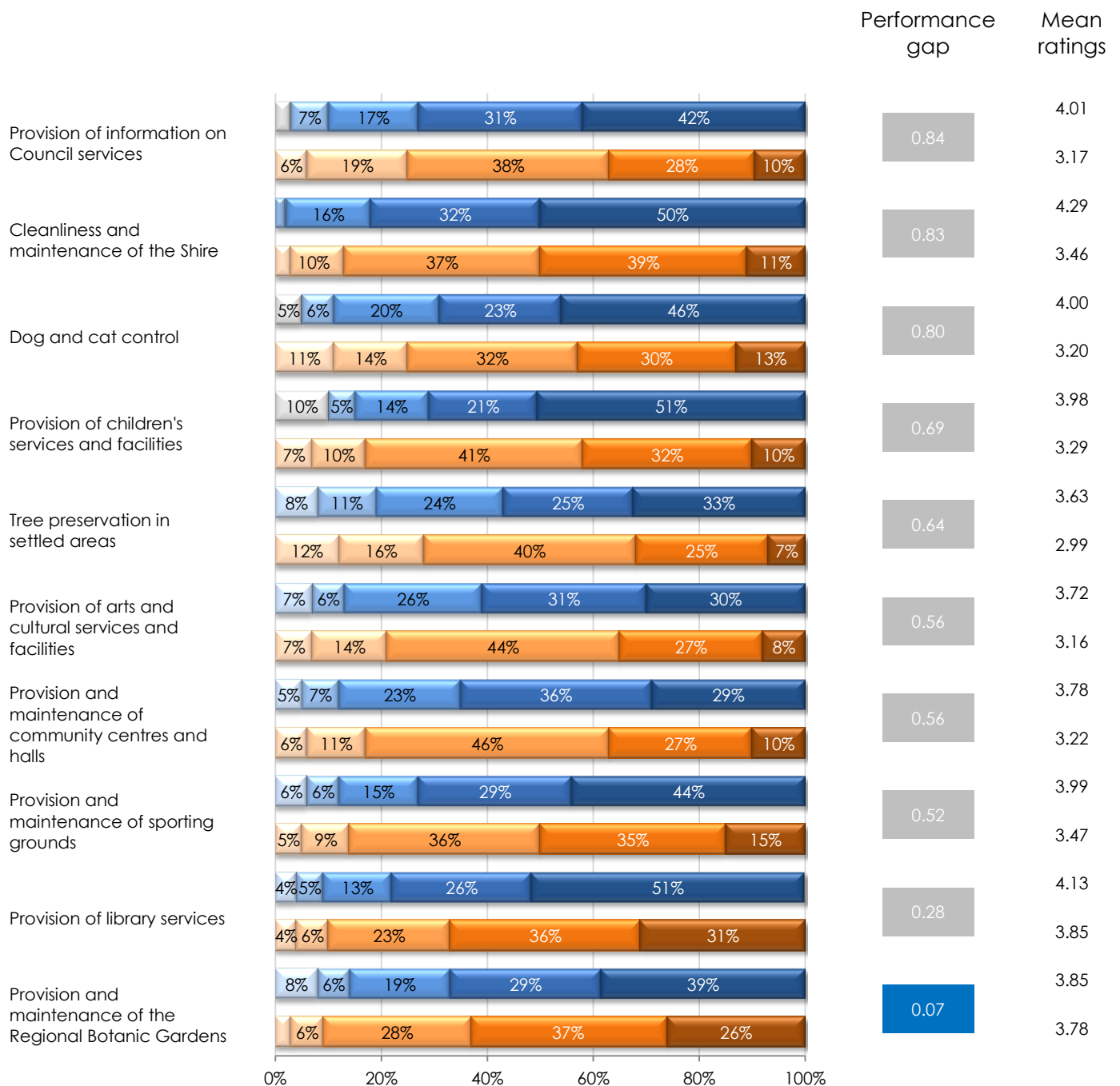
Importance of, and Satisfaction with, Council Services and Facilities



Mean ratings: 1 = not at all important and very dissatisfied
5 = very important and very satisfied



Importance of, and Satisfaction with, Council Services and Facilities



Mean ratings: 1 = not at all important and very dissatisfied
5 = very important and very satisfied



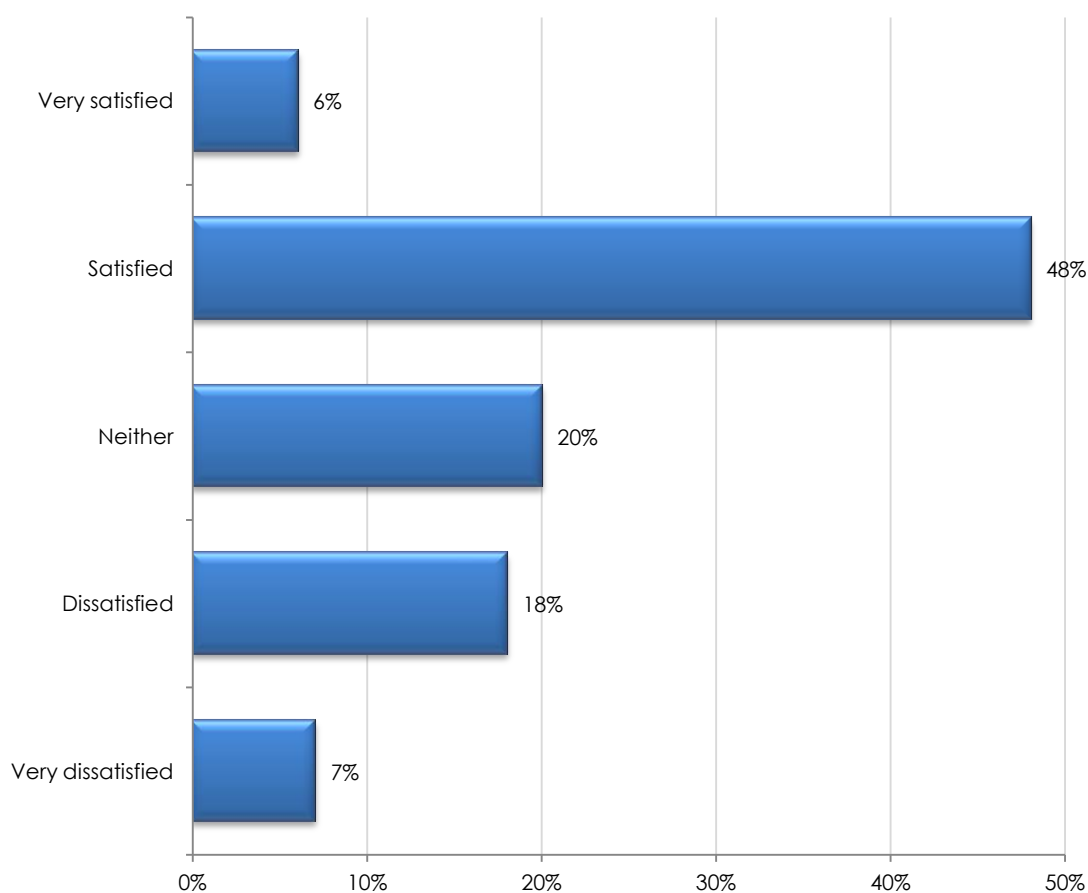
Overall Satisfaction with the Performance of Council

Q. Overall, for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues, but across all responsibility areas?

At an overall level, residents expressed a 'moderate' level of satisfaction with the performance of Council, with 48% of the respondents giving a rating of 'satisfied'.

	18-34	35-54	55+	Male	Female	North	Central	South	Overall 2012
Satisfaction mean ratings	3.50	3.07	3.33	3.19	3.33	3.19	3.30	3.36	3.27

= A significantly higher level of satisfaction (by group)
 = A significantly lower level of satisfaction (by group)



Base: n=400

Q. (If dissatisfied or very dissatisfied) What is your main reason for feeling that way?

Issues relating to infrastructure and services	32%
Issues relating to Council communication and engagement	24%
Issues relating to development applications and zoning	18%
Issues relating to Council efficiency and management	22%
Other	4%

Please see Appendix A for the detailed list

Contact with Council

Respondents who expressed dissatisfaction with Council's performance were then asked questions in regards to their recent contact with Council.

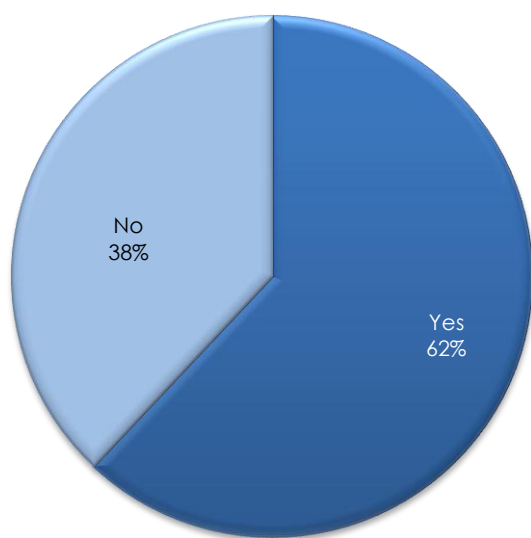
➤ ***The research identifies a requirement to improve the community's contact with Council***

Of the respondents who expressed dissatisfaction with Council's performance approximately 2/3 had communicated with Council in the previous 12 months, with the majority of this communication negatively affecting their perception of Council's performance.

The key themes in relation to these negative perceptions include:

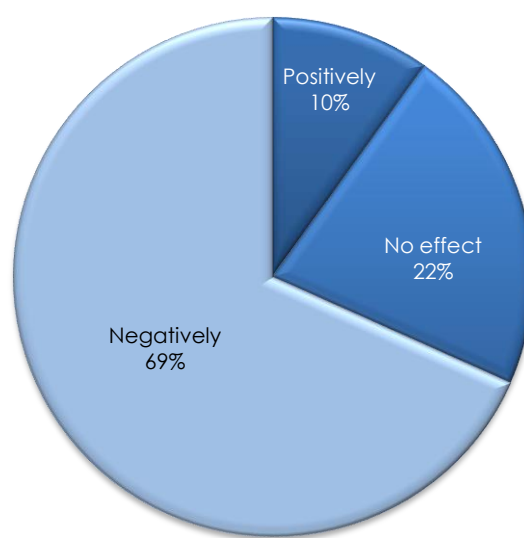
- A feeling that residents are not being listened to
- Delays in responses
- Lack of knowledge by Council staff

Q. Have you communicated with anyone at Council over the last 12 months?



Base: n=103

Q. Did this positively or negatively affect your perception of Council's performance?



Base: n=63

Contact with Council

- Q. Have you communicated with anyone at Council over the last 12 months?
 Q. Did this positively or negatively affect your perception of Council's performance?
 Q. (If negatively), why do you say that?

Complaints have been made to the Council in regard to flooding of three properties, due to lack of drainage and no response has been received or any solution provided
Council are not looking into the future and just want a quick sale of the park for money. In the future we will need that land
Council are rude and do not listen to ratepayers wishes
Council staff don't like to take personal responsibility and therefore, are reluctant to give assistance, they just pass the buck
Council staff had a lack of knowledge and care for my query
Council staff were cleaning on a Sunday, which says to me Council aren't making financial decisions correctly
Council staff were unclear on where dogs could be walked at South Head, merely providing a photocopied map which was very unclear and unhelpful
Council takes too long to reply. In my case it took six months
Council took two years to work out my development application
Council will not listen to residents opinions. They have an 'I know better' attitude
Council workers response to my concern was basically 'it is not our responsibility'. Complaints made directly to Council of this nature were met with the same response
Did not get a result from the person I spoke to
Did not receive a reply to an email sent to the Council
Expected a bit more from Council and was disappointed
Given the impression of 'thanks very much but we won't be doing much about it'. Council does not treat residents on an individual basis but instead see things in black and white
I feel that the staff are rude and unknowledgeable
I feel that they do not have time to listen to your concerns or respond in a constructive way
I felt like I was not represented fairly as a part of the community
Information supplied to residents is unhelpful particularly with approving Council plans for additions from the Council Planning Department. Council puts forward too many obstacles which ends in large costs for the residents/building owners
It was difficult to explain my point against my residential area being turned into an industrial area
Lack of community consultation and lack of support
No consistency with responses or advice from Council
Not listening to opinions during meetings
Nothing changes, cannot speak to management
Poor planning and poor customer service
Responses from Council are of a Gestapo type, in that, you are essentially told to "shut up and put up" as Council has an agenda and have absolutely no intention of listening to residents
Staff on the front counter don't know what they are talking about
Still waiting for the sewerage system after waiting at least six years
The Council have a lack of understanding of what the community needs
The Council staff at the office said they would respond to a complaint that was made, but never responded
The excuse is always justified in regards to finances which is not acceptable, as the pool is a community service
The Surf Club had issues in a building owned by Council which needed repairs, yet Council didn't want to know and were most unwilling to assist a community group who do so much for others
They need to start taking into account local businesses and listening to what the community wants and needs

Contact with Council

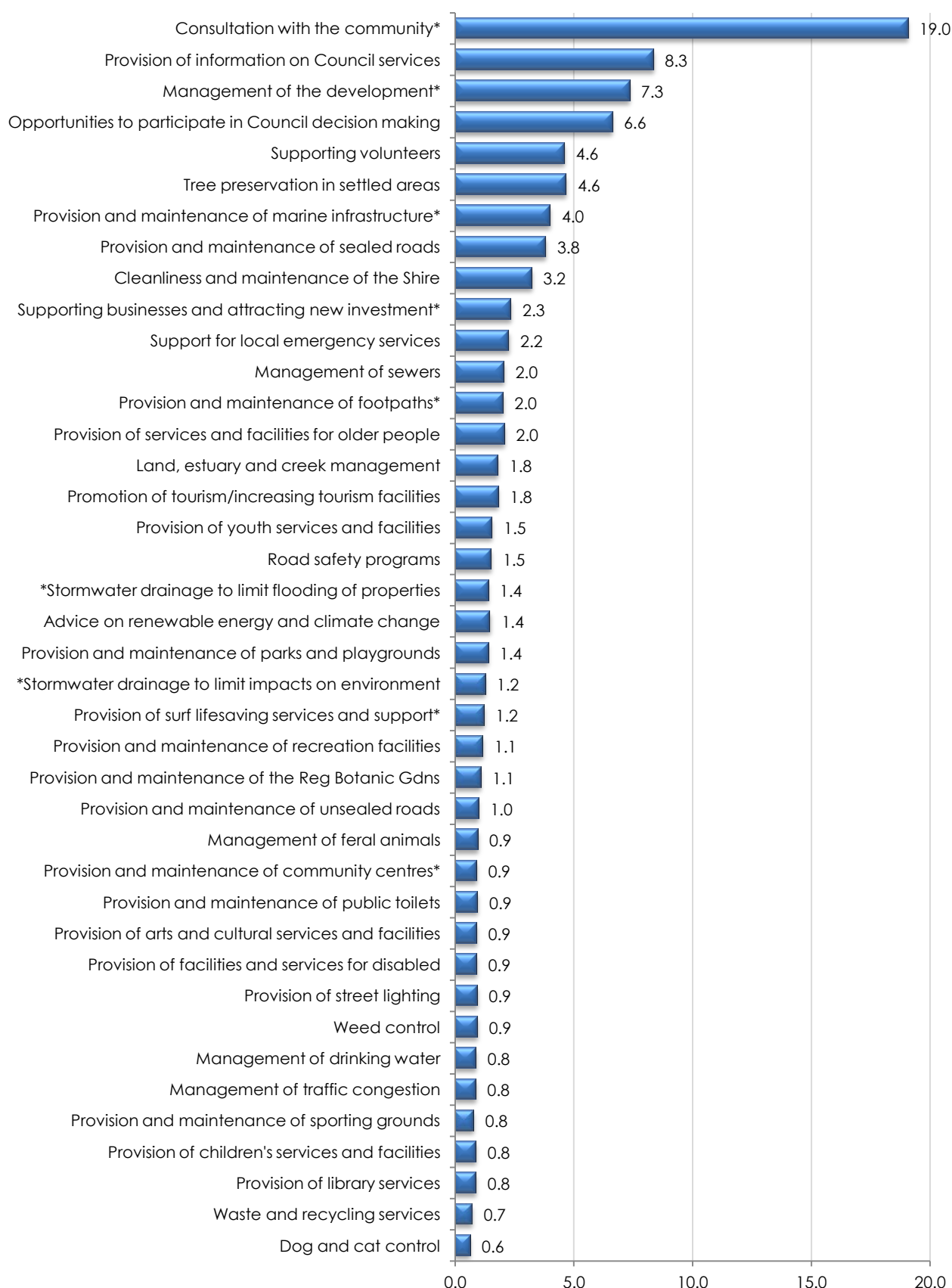
- Q. Have you communicated with anyone at Council over the last 12 months?
Q. Did this positively or negatively affect your perception of Council's performance?
Q. (If negatively), why do you say that?

They talk without listening and only take advice and opinions of their own, not the community
They were not helpful to my needs
They were of no help at all and would always put up barriers whenever trying to do anything
They would not help us with our sewage smell, which is causing headaches and major upset
Tree belongs to Council, however, they want me to fund the cost of removal as Council have no resources to do so
Unapproachable on a commonsense level
Unless you are in the 'cliquey' group of the Councillors, you do not have a leg to stand on
When asking to sub-divide my 40 acres to two 20 acre lots, Council refused to even look at my proposal
With regard to a recent large development that was passed, I understand that only three Councillors had knowledge of this application prior to submissions closing. This development affected over 100 residents in the Shire and if Councillors are not properly informed or have any knowledge of such developments, then how can residents have knowledge and voice their opinions?

How Council can Improve Satisfaction with its Performance

Overview

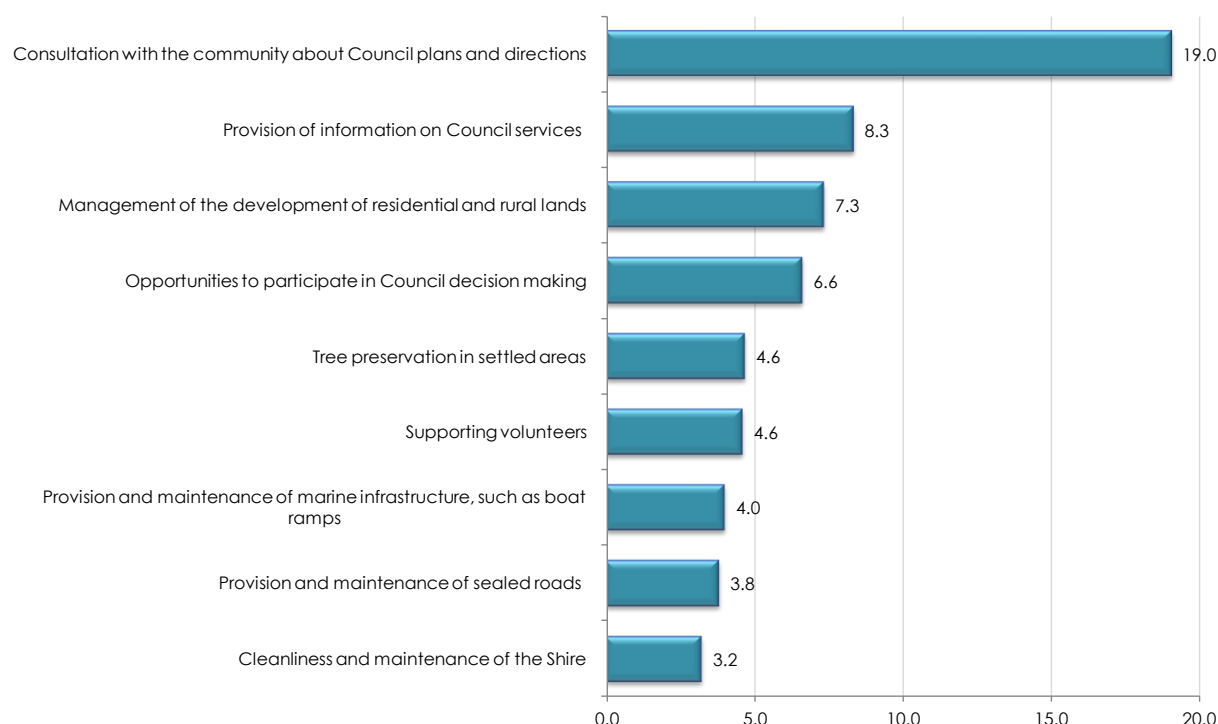
Using regression analysis, we identified the variables that have the greatest influence on driving positive overall satisfaction with Council.



How Council can Improve Satisfaction with its Performance

These 9 services/facilities are the key community priorities and by addressing these, Eurobodalla Shire Council will improve community satisfaction. The score assigned to each area indicates the percentage of influence each attribute contributes to overall satisfaction with Council. For example, in the chart below 'consultation with the community about Council plans and directions' contributes 19.0% towards overall satisfaction.

These Top 9 Indicators Account for 61% of Overall Satisfaction with Council



Eurobodalla Shire Council needs to concentrate on consulting with and engaging its community



Based on the regression analysis, Council performance in the areas listed above accounts for over 60% of overall satisfaction.

Outcome

If Eurobodalla Shire Council can address these core drivers, they will be able to improve residents' overall satisfaction with their performance.



Section B

Opportunities for Service Level Reductions

Service Level Reductions

In this section respondents were asked to identify whether they believe the provision of 22 prompted services or facilities could be reduced.

The following explanation was read to participants in order for them to make an informed decision to the next questions:

With Council's current level of funding there is an identified financial gap with financial modelling, indicating that the Council's income will fall short of the cost of providing services by nearly \$60 million over the next 10 years.

Council has been working on making savings, but would also like input from the community about specific areas where Council currently provides services and facilities, that you believe there is an opportunity for Council to reduce their current level of spending by reducing service provision or reducing the level of maintenance.

I previously asked you to rate the importance of 40 Council services and facilities and your satisfaction with Council's provision of these. What I would now like to do is read you 22 of those services again and ask that you rate whether or not you believe there may be an opportunity for Council to reduce the level of provision of that service or facility, thereby reducing their spending in this area.

Your answers will not lead directly to a reduction in service provision, but will inform Council as to where the community perceives opportunities for service reductions are available, whereupon Council may conduct further investigations.

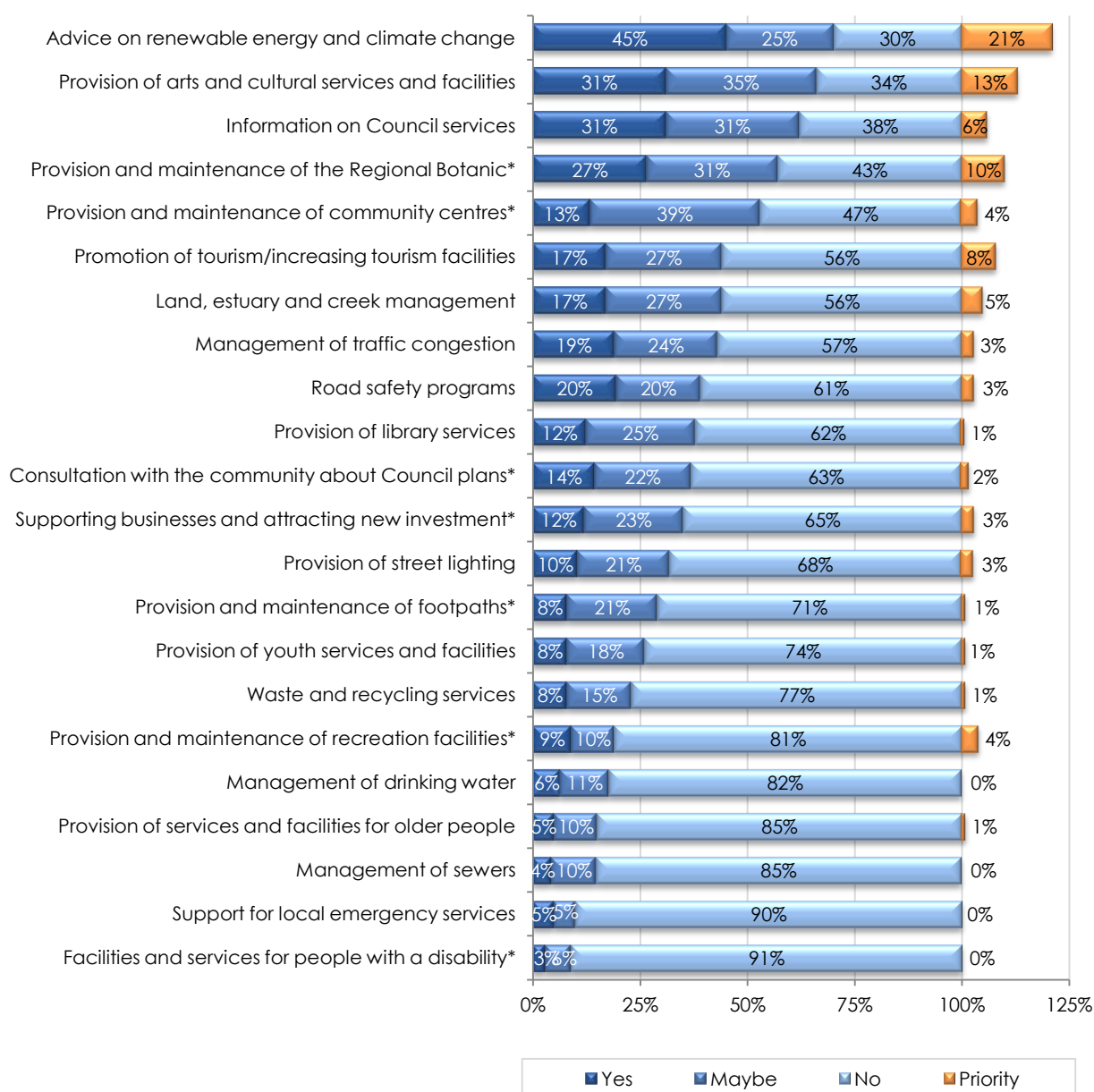
Service Level Reductions

- Q. Please answer yes, no or maybe as to whether you believe the provision of these services or facilities could be reduced.
- Q. For the services you stated there was an opportunity for Council to reduce spending, which do you think should be considered as a priority?

The outcomes identify a community perception that there are opportunities for reductions in service provision, particularly in relation to:

- Advice on renewable energy and climate change 70% yes or maybe
- Provision of arts and cultural services and facilities 66% yes or maybe
- Information on Council services 62% yes or maybe
- Provision and maintenance of the Regional Botanic Gardens 58% yes or maybe
- Provision and maintenance of community centres and halls 52% yes or maybe

Generally, residents aged 18-34 are more amenable to services or facility reductions, compared with older residents, with males also identified as more amenable than females to service and facility reductions.



Base: n=396 -400





Appendix A

Data and Correlation Tables

Importance of, and Satisfaction with, Council Services and Facilities

Importance	North	Central	South	2010	2012
Cleanliness and maintenance of the Shire	4.30	4.33	4.22	4.48	4.29
Provision and maintenance of community centres and halls	3.65	3.88	3.88	N/A	3.78
Provision and maintenance of sporting grounds	3.82	4.08	4.18	4.10	3.99
Provision of information on Council services	3.95	4.11	3.96	4.07	4.01
Opportunities to participate in Council decision making	3.79	4.05	3.78	N/A	3.88
Provision of surf lifesaving services and support to volunteer life saving groups	4.52	4.49	4.44	4.61	4.49
Provision and maintenance of parks and playgrounds	4.34	4.33	4.47	4.38	4.36
Provision and maintenance of the Regional Botanic Gardens	4.05	3.87	3.42	3.75	3.85
Provision and maintenance of recreation facilities, such as pools and aquatic centres	4.17	4.18	4.19	4.18	4.18
Tree preservation in settled areas	3.62	3.70	3.54	3.64	3.63
Provision of services and facilities for older people	4.40	4.40	4.40	4.50	4.40
Dog and cat control	3.96	4.06	3.99	4.05	4.00
Waste and recycling services	4.63	4.56	4.64	4.61	4.61
Provision of children's services and facilities	3.85	4.17	3.92	4.34	3.98
Advice on renewable energy and climate change	3.82	3.77	3.75	4.06	3.79
Management of drinking water	4.59	4.45	4.69	4.73	4.56
Management of sewers	4.59	4.38	4.55	4.68	4.51
Provision and management of stormwater drainage to limit flooding of properties	4.41	4.37	4.29	4.42	4.37
Provision and management of stormwater drainage to limit impacts on the environment	4.34	4.11	4.27	4.42	4.24
Management of traffic congestion	4.27	4.13	4.02	N/A	4.17
Road safety programs	4.32	4.20	4.11	N/A	4.23
Provision of library services	4.08	4.10	4.28	N/A	4.13
Management of feral animals	4.08	4.07	4.04	N/A	4.07
Weed control	3.98	3.97	4.09	N/A	4.00
Provision of arts and cultural services and facilities	3.76	3.77	3.57	3.63	3.72
Provision and maintenance of public toilets	4.54	4.42	4.49	4.56	4.49
Provision and maintenance of sealed roads	4.60	4.50	4.52	4.53	4.55
Provision and maintenance of unsealed roads	3.98	4.26	4.19	4.23	4.12
Provision of facilities and services for people with a disability	4.41	4.41	4.26	4.61	4.38
Supporting businesses and attracting new investment into the Shire	4.38	4.21	4.48	4.22	4.34
Provision and maintenance of footpaths and cycleways	4.35	4.39	4.41	4.35	4.38
Provision of street lighting	4.29	4.18	4.26	4.14	4.24
Land, estuary and creek management	4.28	4.18	4.21	4.38	4.23
Management of the development of residential and rural lands	4.15	4.15	4.03	4.24	4.12
Consultation with the community about Council plans and directions	4.37	4.42	4.36	4.47	4.39
Provision of youth services and facilities	4.21	4.10	4.03	4.26	4.13
Provision and maintenance of marine infrastructure, such as boat ramps	4.13	4.14	4.11	4.04	4.13
Support for local emergency services	4.74	4.60	4.68	4.74	4.68
Supporting volunteers	4.60	4.51	4.55	4.62	4.56
Promotion of tourism/increasing tourism facilities	4.24	4.24	4.30	N/A	4.25



Mean ratings: 1 = not at all important, 5 = very important

 = A significantly higher level of importance (by group)
 = A significantly lower level of importance (by group)

Importance of, and Satisfaction with, Council Services and Facilities

Importance	18-34	35-54	55+	Male	Female
Cleanliness and maintenance of the Shire	4.35	4.31	4.26	4.12	4.44
Provision and maintenance of community centres and halls	3.83	3.87	3.70	3.58	3.96
Provision and maintenance of sporting grounds	4.30	4.16	3.77	3.91	4.06
Provision of information on Council services	3.70	4.03	4.10	3.74	4.25
Opportunities to participate in Council decision making	3.83	3.91	3.88	3.80	3.95
Provision of surf lifesaving services and support to volunteer life saving groups	4.48	4.59	4.43	4.38	4.59
Provision and maintenance of parks and playgrounds	4.50	4.44	4.27	4.16	4.54
Provision and maintenance of the Regional Botanic Gardens	3.73	3.85	3.89	3.62	4.05
Provision and maintenance of recreation facilities, such as pools and aquatic centres	4.38	4.38	3.98	3.94	4.39
Tree preservation in settled areas	3.68	3.73	3.56	3.37	3.86
Provision of services and facilities for older people	4.13	4.41	4.48	4.34	4.45
Dog and cat control	3.75	3.99	4.09	3.86	4.12
Waste and recycling services	4.50	4.58	4.66	4.46	4.74
Provision of children's services and facilities	4.05	4.29	3.75	3.75	4.19
Advice on renewable energy and climate change	3.68	3.87	3.76	3.53	4.02
Management of drinking water	4.40	4.54	4.63	4.44	4.67
Management of sewers	4.25	4.52	4.58	4.45	4.55
Provision and management of stormwater drainage to limit flooding of properties	4.25	4.41	4.39	4.17	4.55
Provision and management of stormwater drainage to limit impacts on the environment	3.98	4.38	4.24	4.07	4.39
Management of traffic congestion	3.98	4.30	4.13	3.94	4.36
Road safety programs	4.18	4.26	4.23	4.09	4.36
Provision of library services	3.83	4.10	4.25	3.91	4.32
Management of feral animals	3.80	4.07	4.15	3.88	4.24
Weed control	3.48	4.02	4.15	3.90	4.09
Provision of arts and cultural services and facilities	3.55	3.76	3.76	3.53	3.90
Provision and maintenance of public toilets	4.33	4.53	4.51	4.32	4.63
Provision and maintenance of sealed roads	4.45	4.63	4.52	4.40	4.68
Provision and maintenance of unsealed roads	4.20	4.23	4.03	3.89	4.33
Provision of facilities and services for people with a disability	4.13	4.35	4.48	4.30	4.45
Supporting businesses and attracting new investment into the Shire	4.40	4.47	4.24	4.19	4.47
Provision and maintenance of footpaths and cycleways	4.15	4.46	4.39	4.20	4.53
Provision of street lighting	3.83	4.28	4.35	4.11	4.36
Land, estuary and creek management	4.15	4.27	4.23	4.11	4.34
Management of the development of residential and rural lands	3.73	4.27	4.15	3.90	4.33
Consultation with the community about Council plans and directions	4.13	4.40	4.46	4.20	4.55
Provision of youth services and facilities	4.10	4.24	4.07	3.85	4.38
Provision and maintenance of marine infrastructure, such as boat ramps	4.05	4.23	4.08	4.04	4.21
Support for local emergency services	4.60	4.68	4.70	4.53	4.80
Supporting volunteers	4.53	4.57	4.56	4.39	4.71
Promotion of tourism/increasing tourism facilities	4.10	4.41	4.19	4.08	4.40



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Importance of, and Satisfaction with, Council Services and Facilities

Satisfaction	North	Central	South	2010	2012
Cleanliness and maintenance of the Shire	3.31	3.60	3.54	3.44	3.46
Provision and maintenance of community centres and halls	3.32	3.23	3.04	N/A	3.22
Provision and maintenance of sporting grounds	3.36	3.53	3.60	3.41	3.47
Provision of information on Council services	3.07	3.29	3.16	3.06	3.17
Opportunities to participate in Council decision making	2.59	2.87	2.76	N/A	2.72
Provision of surf lifesaving services and support to volunteer life saving groups	3.29	3.27	3.12	2.66	3.25
Provision and maintenance of parks and playgrounds	3.40	3.43	3.54	3.40	3.44
Provision and maintenance of the Regional Botanic Gardens	3.75	3.83	3.75	3.41	3.78
Provision and maintenance of recreation facilities, such as pools and aquatic centres	2.80	3.35	3.19	2.93	3.07
Tree preservation in settled areas	2.99	3.14	2.75	3.08	2.99
Provision of services and facilities for older people	3.11	3.27	3.34	3.25	3.22
Dog and cat control	3.11	3.26	3.27	3.13	3.20
Waste and recycling services	3.66	3.51	3.77	3.70	3.63
Provision of children's services and facilities	3.16	3.43	3.31	3.36	3.29
Advice on renewable energy and climate change	2.78	2.91	2.79	2.90	2.83
Management of drinking water	3.49	3.61	3.34	3.34	3.50
Management of sewers	3.53	3.86	3.40	3.60	3.62
Provision and management of stormwater drainage to limit flooding of properties	3.18	3.44	3.01	3.18	3.24
Provision and management of stormwater drainage to limit impacts on the environment	3.13	3.40	3.01	3.16	3.20
Management of traffic congestion	2.84	3.13	3.13	N/A	3.00
Road safety programs	3.03	3.16	3.05	N/A	3.08
Provision of library services	3.68	3.98	3.99	N/A	3.85
Management of feral animals	2.94	3.03	3.00	N/A	2.99
Weed control	2.99	3.14	2.97	N/A	3.04
Provision of arts and cultural services and facilities	2.99	3.41	3.09	3.25	3.16
Provision and maintenance of public toilets	2.92	2.95	3.26	3.02	3.01
Provision and maintenance of sealed roads	2.76	2.94	3.03	3.02	2.88
Provision and maintenance of unsealed roads	2.70	2.73	2.67	2.82	2.70
Provision of facilities and services for people with a disability	3.17	3.37	3.22	3.18	3.25
Supporting businesses and attracting new investment into the Shire	2.68	3.02	2.63	2.90	2.79
Provision and maintenance of footpaths and cycleways	3.26	3.23	3.51	3.26	3.30
Provision of street lighting	3.39	3.39	3.19	3.37	3.35
Land, estuary and creek management	3.02	3.27	3.21	3.25	3.15
Management of the development of residential and rural lands	2.84	2.82	2.58	2.96	2.78
Consultation with the community about Council plans and directions	2.68	2.65	2.79	2.72	2.69
Provision of youth services and facilities	2.78	3.01	2.99	2.95	2.91
Provision and maintenance of marine infrastructure, such as boat ramps	3.32	3.23	3.31	3.25	3.28
Support for local emergency services	3.51	3.60	3.76	3.54	3.59
Supporting volunteers	3.42	3.51	3.53	3.27	3.47
Promotion of tourism/increasing tourism facilities	3.08	3.45	3.23	N/A	3.24



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 = A significantly higher level of satisfaction (by group)
 = A significantly lower level of satisfaction (by group)

Importance of, and Satisfaction with, Council Services and Facilities

Satisfaction	18-34	35-54	55+	Male	Female
Cleanliness and maintenance of the Shire	3.60	3.37	3.48	3.45	3.47
Provision and maintenance of community centres and halls	3.19	3.18	3.27	3.19	3.25
Provision and maintenance of sporting grounds	3.50	3.35	3.55	3.49	3.45
Provision of information on Council services	3.29	2.96	3.27	3.08	3.24
Opportunities to participate in Council decision making	2.80	2.65	2.75	2.58	2.85
Provision of surf lifesaving services and support to volunteer life saving groups	3.30	3.16	3.30	3.23	3.26
Provision and maintenance of parks and playgrounds	3.26	3.46	3.48	3.46	3.42
Provision and maintenance of the Regional Botanic Gardens	3.75	3.79	3.78	3.66	3.88
Provision and maintenance of recreation facilities, such as pools and aquatic centres	3.15	2.92	3.15	3.11	3.04
Tree preservation in settled areas	3.33	3.04	2.85	2.78	3.18
Provision of services and facilities for older people	3.39	3.13	3.23	3.26	3.18
Dog and cat control	3.24	3.29	3.12	3.07	3.31
Waste and recycling services	3.23	3.46	3.88	3.70	3.57
Provision of children's services and facilities	3.23	3.31	3.30	3.32	3.26
Advice on renewable energy and climate change	3.06	2.81	2.76	2.65	2.98
Management of drinking water	3.39	3.39	3.61	3.63	3.39
Management of sewers	3.49	3.60	3.67	3.69	3.55
Provision and management of stormwater drainage to limit flooding of properties	3.45	3.18	3.21	3.27	3.21
Provision and management of stormwater drainage to limit impacts on the environment	3.50	3.19	3.12	3.20	3.21
Management of traffic congestion	3.15	2.84	3.07	2.95	3.05
Road safety programs	3.18	2.98	3.11	3.08	3.08
Provision of library services	3.55	3.85	3.95	3.79	3.91
Management of feral animals	3.36	2.98	2.87	2.90	3.06
Weed control	3.41	3.15	2.84	3.01	3.07
Provision of arts and cultural services and facilities	3.31	3.21	3.07	3.08	3.23
Provision and maintenance of public toilets	2.78	2.96	3.12	3.14	2.89
Provision and maintenance of sealed roads	3.03	2.73	2.94	2.86	2.90
Provision and maintenance of unsealed roads	2.70	2.66	2.74	2.70	2.70
Provision of facilities and services for people with a disability	3.41	3.17	3.27	3.37	3.15
Supporting businesses and attracting new investment into the Shire	2.95	2.64	2.85	2.69	2.88
Provision and maintenance of footpaths and cycleways	3.20	3.24	3.38	3.31	3.29
Provision of street lighting	3.33	3.35	3.35	3.30	3.38
Land, estuary and creek management	3.21	3.20	3.09	3.09	3.21
Management of the development of residential and rural lands	2.97	2.81	2.70	2.75	2.81
Consultation with the community about Council plans and directions	2.73	2.66	2.70	2.60	2.77
Provision of youth services and facilities	3.10	2.76	2.94	2.98	2.84
Provision and maintenance of marine infrastructure, such as boat ramps	3.32	3.33	3.24	3.25	3.31
Support for local emergency services	3.63	3.42	3.70	3.64	3.56
Supporting volunteers	3.58	3.25	3.59	3.53	3.42
Promotion of tourism/increasing tourism facilities	3.58	3.18	3.18	3.12	3.35

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 = A significantly higher level of satisfaction (by group)
 = A significantly lower level of satisfaction (by group)

Importance of, and Satisfaction with, Council Services and Facilities

	Not at all important		Not very important		Somewhat important		Important		Very important		Total	
	Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %
Cleanliness and maintenance of the Shire	1	0%	6	2%	65	16%	127	32%	200	50%	400	100%
Provision and maintenance of community centres and halls	19	5%	29	7%	92	23%	142	36%	118	29%	400	100%
Provision and maintenance of sporting grounds	24	6%	24	6%	61	15%	116	29%	176	44%	400	100%
Provision of information on Council services	13	3%	27	7%	69	17%	124	31%	167	42%	400	100%
Opportunities to participate in Council decision making	21	5%	38	9%	73	18%	106	26%	163	41%	400	100%
Provision of surf lifesaving services and support to volunteer life saving groups	11	3%	11	3%	23	6%	78	19%	277	69%	400	100%
Provision and maintenance of parks and playgrounds	6	2%	9	2%	45	11%	112	28%	228	57%	400	100%
Provision and maintenance of the Regional Botanic Gardens	31	8%	23	6%	77	19%	114	29%	155	39%	400	100%
Provision and maintenance of recreation facilities, such as pools and aquatic centres	18	4%	15	4%	49	12%	115	29%	204	51%	400	100%
Tree preservation in settled areas	32	8%	44	11%	94	24%	98	25%	131	33%	400	100%
Provision of services and facilities for older people	8	2%	10	2%	43	11%	92	23%	247	62%	400	100%
Dog and cat control	18	5%	23	6%	81	20%	94	23%	183	46%	400	100%
Waste and recycling services	6	2%	5	1%	13	3%	90	22%	285	71%	400	100%
Provision of children's services and facilities	40	10%	19	5%	55	14%	82	21%	204	51%	400	100%
Advice on renewable energy and climate change	37	9%	37	9%	61	15%	105	26%	160	40%	400	100%
Management of drinking water	13	3%	6	1%	19	5%	68	17%	294	74%	400	100%
Management of sewers	13	3%	12	3%	18	5%	73	18%	284	71%	400	100%
Provision and management of stormwater drainage to limit flooding of properties	14	4%	9	2%	40	10%	88	22%	249	62%	400	100%
Provision and management of stormwater drainage to limit impacts on the environment	19	5%	11	3%	54	13%	88	22%	229	57%	400	100%
Management of traffic congestion	17	4%	12	3%	55	14%	116	29%	199	50%	400	100%

Importance of, and Satisfaction with, Council Services and Facilities

	Not at all important		Not very important		Somewhat important		Important		Very important		Total	
	Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %
Road safety programs	14	4%	6	2%	58	14%	116	29%	206	51%	400	100%
Provision of library services	18	4%	22	5%	53	13%	104	26%	203	51%	400	100%
Management of feral animals	17	4%	19	5%	68	17%	112	28%	184	46%	400	100%
Weed control	19	5%	21	5%	69	17%	126	32%	165	41%	400	100%
Provision of arts and cultural services and facilities	26	7%	24	6%	105	26%	124	31%	121	30%	400	100%
Provision and maintenance of public toilets	5	1%	7	2%	34	9%	99	25%	256	64%	400	100%
Provision and maintenance of sealed roads	7	2%	7	2%	23	6%	84	21%	278	70%	400	100%
Provision and maintenance of unsealed roads	22	5%	14	3%	58	15%	108	27%	199	50%	400	100%
Provision of facilities and services for people with a disability	14	4%	9	2%	34	8%	99	25%	245	61%	400	100%
Supporting businesses and attracting new investment into the Shire	18	4%	4	1%	46	12%	86	22%	245	61%	400	100%
Provision and maintenance of footpaths and cycleways	6	1%	3	1%	43	11%	131	33%	217	54%	400	100%
Provision of street lighting	10	3%	11	3%	54	13%	121	30%	204	51%	400	100%
Land, estuary and creek management	15	4%	4	1%	48	12%	138	35%	194	49%	400	100%
Management of the development of residential and rural lands	23	6%	19	5%	49	12%	103	26%	206	51%	400	100%
Consultation with the community about Council plans and directions	11	3%	9	2%	36	9%	102	26%	242	60%	400	100%
Provision of youth services and facilities	22	5%	11	3%	58	15%	108	27%	200	50%	400	100%
Provision and maintenance of marine infrastructure, such as boat ramps	13	3%	20	5%	66	16%	104	26%	197	49%	400	100%
Support for local emergency services	6	1%	1	0%	15	4%	72	18%	306	76%	400	100%
Supporting volunteers	6	1%	3	1%	28	7%	90	22%	274	68%	400	100%
Promotion of tourism/increasing tourism facilities	19	5%	12	3%	35	9%	120	30%	214	54%	400	100%

Importance of, and Satisfaction with, Council Services and Facilities

	Not at all satisfied		Not very satisfied		Somewhat satisfied		Satisfied		Very satisfied		Total	
	Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %
Cleanliness and maintenance of the Shire	11	3%	40	10%	148	37%	156	39%	46	11%	400	100%
Provision and maintenance of community centres and halls	22	6%	43	11%	172	46%	99	27%	35	10%	371	100%
Provision and maintenance of sporting grounds	18	5%	34	9%	138	36%	134	35%	57	15%	381	100%
Provision of information on Council services	23	6%	74	19%	148	38%	108	28%	38	10%	390	100%
Opportunities to participate in Council decision making	75	19%	84	21%	141	35%	71	18%	27	7%	398	100%
Provision of surf lifesaving services and support to volunteer life saving groups	39	10%	53	14%	120	32%	102	27%	61	16%	374	100%
Provision and maintenance of parks and playgrounds	19	5%	42	11%	138	35%	142	36%	56	14%	398	100%
Provision and maintenance of the Regional Botanic Gardens	9	3%	23	6%	99	28%	130	37%	94	26%	355	100%
Provision and maintenance of recreation facilities, such as pools and aquatic centres	38	10%	77	20%	132	34%	96	25%	42	11%	385	100%
Tree preservation in settled areas	47	12%	60	16%	157	40%	96	25%	28	7%	388	100%
Provision of services and facilities for older people	24	6%	54	14%	156	41%	107	28%	39	10%	380	100%
Dog and cat control	44	11%	52	14%	124	32%	115	30%	51	13%	386	100%
Waste and recycling services	28	7%	44	11%	80	20%	138	35%	106	27%	397	100%
Provision of children's services and facilities	23	7%	34	10%	143	41%	110	32%	35	10%	344	100%
Advice on renewable energy and climate change	48	13%	89	24%	144	38%	70	19%	25	7%	374	100%
Management of drinking water	31	8%	45	12%	89	23%	145	37%	79	20%	390	100%
Management of sewers	23	6%	44	12%	86	23%	128	34%	96	26%	377	100%
Provision and management of stormwater drainage to limit flooding of properties	40	11%	42	11%	135	36%	112	29%	50	13%	379	100%
Provision and management of stormwater drainage to limit impacts on the environment	35	9%	40	10%	159	42%	104	28%	41	11%	378	100%
Management of traffic congestion	48	12%	74	19%	130	33%	112	29%	29	7%	393	100%
Road safety programs	38	10%	62	16%	152	39%	96	25%	37	10%	385	100%

Importance of, and Satisfaction with, Council Services and Facilities



	Not at all satisfied		Not very satisfied		Somewhat satisfied		Satisfied		Very satisfied		Total	
	Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %
Provision of library services	14	4%	23	6%	90	23%	141	36%	119	31%	387	100%
Management of feral animals	50	13%	70	19%	137	36%	77	20%	44	12%	378	100%
Weed control	46	12%	57	15%	152	39%	101	26%	32	8%	388	100%
Provision of arts and cultural services and facilities	26	7%	52	14%	168	44%	102	27%	32	8%	380	100%
Provision and maintenance of public toilets	40	10%	82	21%	139	36%	94	24%	35	9%	391	100%
Provision and maintenance of sealed roads	56	14%	92	23%	126	32%	94	24%	31	8%	400	100%
Provision and maintenance of unsealed roads	65	17%	87	23%	144	38%	71	18%	16	4%	382	100%
Provision of facilities and services for people with a disability	22	6%	51	14%	135	37%	127	35%	30	8%	365	100%
Supporting businesses and attracting new investment into the Shire	61	16%	80	21%	145	38%	70	18%	26	7%	382	100%
Provision and maintenance of footpaths and cycleways	33	8%	53	13%	131	33%	121	30%	59	15%	397	100%
Provision of street lighting	31	8%	56	14%	115	29%	131	33%	62	16%	396	100%
Land, estuary and creek management	27	7%	46	12%	180	47%	110	28%	24	6%	387	100%
Management of the development of residential and rural lands	61	16%	84	22%	144	37%	75	19%	23	6%	386	100%
Consultation with the community about Council plans and directions	73	19%	92	23%	131	33%	82	21%	17	4%	396	100%
Provision of youth services and facilities	37	10%	70	19%	176	47%	68	18%	20	5%	371	100%
Provision and maintenance of marine infrastructure, such as boat ramps	19	5%	56	15%	150	39%	118	31%	42	11%	384	100%
Support for local emergency services	12	3%	40	10%	121	31%	136	35%	79	20%	388	100%
Supporting volunteers	12	3%	53	14%	135	35%	112	29%	74	19%	386	100%
Promotion of tourism/increasing tourism facilities	31	8%	55	14%	140	35%	128	32%	42	11%	396	100%

Overall satisfaction with the performance of Council

Q. Overall for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues, but across all responsibility areas?

	18-34	35-54	55+	Male	Female	North	Central	South	Overall 2012
Satisfaction mean ratings	3.50	3.07	3.33	3.19	3.33	3.19	3.30	3.36	3.27

Mean ratings: 1 = very dissatisfied, 5 = very satisfied

 = A significantly higher level of satisfaction (by group)
 = A significantly lower level of satisfaction (by group)

	18-34		35-54		55+		Male		Female	
	Count	Column %	Count	Column %	Count	Column %	Count	Column %	Count	Column %
Very satisfied	5	8%	3	2%	15	7%	9	5%	13	6%
Satisfied	37	58%	60	44%	96	48%	90	48%	103	48%
Neither	10	15%	31	23%	41	21%	34	18%	48	22%
Dissatisfied	11	18%	28	21%	34	17%	35	18%	39	18%
Very dissatisfied	2	3%	14	10%	13	7%	19	10%	10	5%
Total	65	100%	136	100%	199	100%	188	100%	212	100%

	North		Central		South		Overall	
	Count	Column %	Count	Column %	Count	Column %	Count	Column %
Very satisfied	6	3%	8	6%	8	10%	22	6%
Satisfied	78	45%	72	50%	43	50%	193	48%
Neither	42	25%	28	20%	11	13%	82	20%
Dissatisfied	34	20%	22	16%	17	20%	73	18%
Very dissatisfied	11	7%	12	8%	6	7%	29	7%
Total	172	100%	142	100%	86	100%	400	100%

Overall satisfaction with the performance of Council

- Q. Overall for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues, but across all responsibility areas?
- Q. (If dissatisfied), what is your main reason for feeling that way?

Issues relating to infrastructure and services

Council do not undertake enough maintenance in the Nelligen area
Council does not upgrade and maintain facilities such as local roads
Council don't clean out our storm water and lack of tree maintenance
Council have not provided facilities in our area such as sewerage and bait tables
Council needs to be consistent with the upgrading and maintenance of the local roads
Council undertaking road works that has impacted negatively upon my street and property which I now have to bear the cost of to have fixed
Gellico Road, Tuross Head, has no gutters or lighting and rain makes it dangerous. We have been promised these services for years and nothing ever happens
General maintenance of facilities is poor
Guttering in local street has not been fixed for over two years and results in flooding
High rates and there is no footpath between Batehaven and Surf Beach
I feel they are reducing their services
I live on a back road and do not have garbage service
Lack of footpath maintenance
Lack of support for emergency services
Lack of support for volunteers and volunteer organisations
Living at Duross we don't have any services to speak of at all, the only service from Council is garbage collection
Living at the Southern end of the Shire we don't seem to get much from Council
Living on a dirt road that has never been maintained by Council who refuse to do it and therefore, I have done it myself for the last 12 years
Narooma doesn't get half the money that other areas do
Need much more infrastructure to bring more tourism and growth into the area
No Youth services, education or employment
Not enough services and facilities
Poor maintenance jobs on the roads
Rates are high and aren't covering the repair and maintenance of the roads
So much work still to be done when we pay such high rates, i.e. footpaths, sewerage, street lighting, etc.
Still waiting on sewerage system
The management of the sewage pumps that keep failing and putting people's lives in danger
The roads are patched over and over again, yet they are damaged again in such a short period of time
The roads in Congo are poorly maintained
There is no infrastructure in place and nothing for young people to do in the area
Totally cut-off fresh water supplies to surf beach so we cannot shower or wash
Town is not very well looked after, e.g. mowing of parks and rubbish collection
Very few services and facilities where we live

Overall satisfaction with the performance of Council

- Q. Overall for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues, but across all responsibility areas?
- Q. (If dissatisfied), what is your main reason for feeling that way?

Issues relating to Council communication and engagement
Bureaucratic and unapproachable
Council are difficult to deal with and it is hard to understand their procedures
Council do not consult ratepayers enough
Council do not provide feedback on complaints and do not resolve problems
Council has no regard for land owners
Council makes too many decisions that do not involve the community
Council not acting on behalf of the community and representing the community's best interests
Council should communicate with residents in regard to what's happening
Council wastes rate payers money and don't want to hear the residents point of view
Don't take any notice of the community concerns
General lack of empathy and an enormous disconnection to the local community
Inability to listen to the community
Lack of communication
Lack of communication and consultation with the community
Lack of communication between Council and the rate payers
Lack of meaningful consultation regarding the local environmental plan
Lack of transparency and information provided to ratepayers
Need to attend better to ratepayers complaints and concerns as they arise
No consultation with the community on anything
Not enough input from the community
Not enough openness on Council decisions provided to the community
Not much action - all talk
The draft LEP meeting
The lack of response when contacting Council
They have very poor communication if you don't use the Internet

Overall satisfaction with the performance of Council

- Q. Overall for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues, but across all responsibility areas?
- Q. (If dissatisfied), what is your main reason for feeling that way?

Issues relating to development and zoning

Approval and supervision of development and building services is slow and makes life difficult for private and business residents wanting to upgrade
Council giving unrealistic advice on properties
Council is too severe with its DA approvals
Development building codes and applications for plans and approvals
Development difficulties when getting Council approval
Development fees for building and extensions are too high
Due to DA proposals process and lack of information given to us
Have a subdivision and every time we approached Council we received a different answer. No consistency with responses
Have had difficulties with Council approval of a DA
I am not happy with the re zoning of a lot of rural properties in the area
Inconsistency of Council to follow guidelines in relation to residential development
Issues with development restrictions being too strict
It takes too long to get plans to go ahead out of Council
Planning time should be longer to allow the public to respond and any major development should be more publicised
Poor planning
Public Housing in Bateman's Bay was not even fought by Council to be more evenly distributed rather than in one solid mass
Recent land rezoning in Narooma
The restrictions on rural land holders
Took far too long to get a development application through Council

Overall satisfaction with the performance of Council

- Q. Overall for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues, but across all responsibility areas?
- Q. (If dissatisfied), what is your main reason for feeling that way?

Issues relating to Council efficiency and management

- Corruption within the Council
- Council are simply non-progressive
- Council do not progress forward in any area for the Shire
- Council do not spend money wisely and don't look at the broad picture
- Council give lip service only and have a very low level of transparency
- Council have very poor management
- Council is too focused on spending money expanding themselves rather than spending it on the community
- Council isn't running very effectively
- Decisions made by Council are not to the benefit of residents, such as allocating money to areas where it's not needed
- Do not like the way the Council is run or the pay outs that some Councillors receive
- I don't feel our rates are being used towards the future of our community
- I feel that I see heaps of workers around but not doing much
- I think they mismanage their funds
- Increasing rates
- Instead of focusing on a few main issues they spread themselves over a lot of facilities which results in those facilities being done below par
- Local environment plan is a disaster
- The Council staffing is too overloaded and money spent on rural areas and roads is insufficient
- The LEP pushed through by this Council where only 15% of the total land used is privately owned. This is blocking growth in the area and as a result blocking employment
- The rates go up and up and yet the GM gets a pay rise and bad investments cost the residents millions of dollars
- The wages paid to councillors is too high
- They don't spend their money on things that need to be done
- They don't support local business or manage their financial responsibilities
- They keep putting the rates up and nothing happens with that money in the community

Other

- A tree marked for removal by Council on my property fell down into the lake and Council did not remove it. Now it has been declared a fish habitat and cannot be removed leaving us with no way of getting our boat into the lake
- Council should abolish the fees to the tip for pensioners as it's just too expensive
- My area does nothing to control unleashed dogs
- Not enough low income housing

Contact with Council

Q. Have you communicated with anyone at Council over the last 12 months?

	18-34		35-54		55+		Male		Female	
	Count	Column %	Count	Column %	Count	Column %	Count	Column %	Count	Column %
Yes	5	38%	28	67%	30	64%	36	67%	27	56%
No	8	63%	14	33%	17	36%	18	33%	21	44%
Total	13	100%	43	100%	47	100%	54	100%	49	100%

	North		Central		South		Overall	
	Count	Column %	Count	Column %	Count	Column %	Count	Column %
Yes	24	53%	23	69%	16	69%	63	62%
No	21	47%	11	31%	7	31%	39	38%
Total	46	100%	34	100%	23	100%	103	100%

Q. Did this positively or negatively affect your perception of Council's performance?

	18-34		35-54		55+		Male		Female	
	Count	Column %	Count	Column %	Count	Column %	Count	Column %	Count	Column %
Positively	2	33%	4	16%	0	0%	2	7%	4	14%
No effect	0	0%	6	21%	8	26%	10	29%	3	12%
Negatively	3	67%	18	63%	22	74%	23	64%	20	74%
Total	5	100%	28	100%	30	100%	36	100%	27	100%

	North		Central		South		Overall	
	Count	Column %	Count	Column %	Count	Column %	Count	Column %
Positively	1	3%	4	16%	1	10%	6	10%
No effect	6	26%	4	16%	4	24%	14	22%
Negatively	17	71%	16	68%	10	67%	44	69%
Total	24	100%	23	100%	16	100%	63	100%

Service Level Reductions

Q. Please answer yes, no or maybe as to whether you believe the provision of these services or facilities could be reduced.

	Yes		Maybe		No		Total	
	Count	Row %	Count	Row %	Count	Row %	Count	Row %
Provision and maintenance of community centres and halls	53	13%	155	39%	188	47%	396	100%
Information on Council services	123	31%	126	31%	152	38%	400	100%
Provision and maintenance of the Regional Botanic Gardens	106	27%	122	31%	171	43%	400	100%
Provision and maintenance of recreation facilities, such as pools and aquatic centres	37	9%	41	10%	322	81%	400	100%
Provision of services and facilities for older people	21	5%	39	10%	341	85%	400	100%
Waste and recycling services	33	8%	58	15%	309	77%	400	100%
Advice on renewable energy and climate change	182	45%	99	25%	119	30%	400	100%
Management of drinking water	25	6%	46	11%	330	82%	400	100%
Management of sewers	18	4%	42	10%	340	85%	400	100%
Management of traffic congestion	77	19%	96	24%	227	57%	400	100%
Road safety programs	79	20%	79	20%	243	61%	400	100%
Provision of library services	49	12%	101	25%	250	62%	400	100%
Provision of arts and cultural services and facilities	123	31%	142	35%	135	34%	400	100%
Provision of facilities and services for people with a disability	10	3%	24	6%	365	91%	400	100%
Supporting businesses and attracting new investment into the Shire	49	12%	90	23%	261	65%	400	100%
Provision and maintenance of footpaths and cycleways	32	8%	85	21%	282	71%	400	100%
Provision of street lighting	41	10%	85	21%	274	68%	400	100%
Land, estuary and creek management	68	17%	108	27%	224	56%	400	100%
Consultation with the community about Council plans and directions	58	14%	90	22%	253	63%	400	100%
Provision of youth services and facilities	31	8%	72	18%	297	74%	400	100%
Support for local emergency services	20	5%	19	5%	361	90%	400	100%
Promotion of tourism/increasing tourism facilities	68	17%	107	27%	225	56%	400	100%

Service Level Reductions

Q. For the services you stated there was an opportunity for Council to reduce spending, which do you think should be considered as a priority?

	Count	Column %
Advice on renewable energy and climate change	83	21%
Provision of arts and cultural services and facilities	52	13%
Provision and maintenance of the Regional Botanic Gardens	42	10%
Promotion of tourism/increasing tourism facilities	32	8%
Information on Council services	25	6%
Land, estuary and creek management	19	5%
Provision and maintenance of community centres and halls	17	4%
Provision and maintenance of recreation facilities, such as pools and aquatic centres	16	4%
Provision of street lighting	13	3%
Road safety programs	13	3%
Supporting businesses and attracting new investment into the Shire	12	3%
Management of traffic congestion	12	3%
Consultation with the community about Council plans and directions	8	2%
Provision of library services	6	1%
Provision and maintenance of footpaths and cycleways	5	1%
Waste and recycling services	5	1%
Provision of youth services and facilities	4	1%
Provision of services and facilities for older people	3	1%
Management of drinking water	1	0%
Support for local emergency services	1	0%
Provision of facilities and services for people with a disability	0	0%
Management of sewers	0	0%
None of these	31	8%
Total	400	100%



Appendix B

Questionnaire

1. Background:

Eurobodalla Shire Council is undertaking a survey to measure community satisfaction with its provision of local services and facilities. Council is also seeking your opinion on what its highest priorities for spending should be. The results will help Council determine funding priorities and plan for the future.

Could you please think about the delivery of the following 40 Council services and in the first part, indicate that which best describes your opinion of the importance of that service/facility and in the second part, your level of satisfaction with the performance of that service/facility.

The scale is from 1 to 5, where 1 is not at all important or very dissatisfied and 5 is very important or very satisfied.

	Importance					Satisfaction					
	Low 1	2	3	4	High 5	Low 1	2	3	4	High 5	D/K
Cleanliness and maintenance of the Shire	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provision and maintenance of community centres and halls	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provision and maintenance of sporting grounds	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provision of information on Council services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opportunities to participate in Council decision making	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provision of surf lifesaving services and support to volunteer life saving groups	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provision and maintenance of parks and playgrounds	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provision and maintenance of the Regional Botanic Gardens	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provision and maintenance of recreation facilities, such as pools and aquatic centres	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tree preservation in settled areas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provision of services and facilities for older people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dog and cat control	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Waste and recycling services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provision of children's services and facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advice on renewable energy and climate change	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management of drinking water	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management of sewers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provision and management of stormwater drainage to limit flooding of properties	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provision and management of stormwater drainage to limit impacts on the environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management of traffic congestion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Importance					Satisfaction						
	Low		3	High		Low		3	High		D/K	
	1	2		4	5	1	2		4	5		
Road safety programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Provision of library services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Management of feral animals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Weed control	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Provision of arts and cultural services and facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Provision and maintenance of public toilets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Provision and maintenance of sealed roads	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Provision and maintenance of unsealed roads	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Provision of facilities and services for people with a disability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Supporting businesses and attracting new investment into the Shire	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Provision and maintenance of footpaths and cycleways	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Provision of street lighting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Land, estuary and creek management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Management of the development of residential and rural lands	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Consultation with the community about Council plans and directions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Provision of youth services and facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Provision and maintenance of marine infrastructure, such as boat ramps	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Support for local emergency services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Supporting volunteers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Promotion of tourism/increasing tourism facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

2a. Overall, for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues, but across all responsibility areas? *Prompt*

Very satisfied

Satisfied

Neither

Dissatisfied

Very dissatisfied

☐

☐

☐

☐

☐

(If very satisfied, satisfied or neither, go to Q3a)

2b. (If dissatisfied or very dissatisfied), what is your main reason for feeling that way?

.....

2c. Have you communicated with anyone at Council over the last 12 months?

Yes ☐ No ☐ (If no go to Q3a)

2d. Did this positively or negatively affect your perception of Council's performance?

Positively ☐ (Go to Q3a)

No effect ☐ (Go to Q3a)

Negatively ☐

2e. (If negatively), why do you say that?

.....

3a. Opportunities for service level reductions

With Council's current level of funding there is an identified financial gap with financial modelling, indicating that the Council's income will fall short of the cost of providing services by nearly \$60 million over the next 10 years.

Council has been working on making savings, but would also like input from the community about specific areas where Council currently provides services and facilities, that you believe there is an opportunity for Council to reduce their current level of spending by reducing service provision or reducing the level of maintenance.

I previously asked you to rate the importance of 40 Council services and facilities and your satisfaction with Council's provision of these. What I would now like to do is read you 22 of those services again and ask that you rate whether or not you believe there may be an opportunity for Council to reduce the level of provision of that service or facility, thereby reducing their spending in this area.

Your answers will not lead directly to a reduction in service provision, but will inform Council as to where the community perceives opportunities for service reductions are available, whereupon Council may conduct further investigations.

As I read out these services and facilities, I'd like you to answer yes, maybe or no, as to whether you believe the provision of these services or facilities could be reduced.

	Yes	Maybe	No
Provision and maintenance of community centres and halls	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information on Council services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provision and maintenance of the Regional Botanic Gardens	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provision and maintenance of recreation facilities, such as pools and aquatic centres	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provision of services and facilities for older people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Waste and recycling services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advice on renewable energy and climate change	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management of drinking water	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management of sewers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management of traffic congestion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Road safety programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provision of library services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provision of arts and cultural services and facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provision of facilities and services for people with a disability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supporting businesses and attracting new investment into the Shire	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provision and maintenance of footpaths and cycleways	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provision of street lighting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Land, estuary and creek management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consultation with the community about Council plans and directions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provision of youth services and facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support for local emergency services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promotion of tourism/increasing tourism facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

- 3b. For the services you stated there was an opportunity for Council to reduce spending, which do you think should be considered as a priority? Just reminding you that you mentioned the following:
(Note: One answer only)**

Service 1.
Service 2.
Service 3.
Service 4.
Service 5.
Service 6.

- 4a. After we analyse the results from this research we will be conducting resident focus groups to assist in better understanding the research outcomes. Attendees will be remunerated for participating.**

Would you be interested in participating in these focus groups?

Yes ☐ No ☐ (If no go to Q5)

- 4b. (If yes), what are your contact details?**

Name Telephone

Email

- 4c. Would you prefer afternoon or evening?**

Afternoon ☐
Evening ☐

Thank you. We will be randomly selecting participants to ensure we get a good cross-section of the community. If you are selected you will be contacted in the next couple of weeks.

Part D – Demographic Information

The following information is used for demographic purposes only.

- 5. Please stop me when I read out the age group you are in:**

18–34 ☐
35–54 ☐
55+ ☐

- 6. Do you currently own your home or are you renting?**

Own home ☐
Renting ☐

- 7. In which suburb do you live?**

Interviewer to complete:

- 8. Gender by voice:**

Male ☐ Female ☐

Eurobodalla Shire Council

Special Rate Variation

Prepared by: Micromex Research
Date: November 2014

Context & Methodology

Objectives

Eurobodalla Council has conducted community research survey, with the following key objectives:

1. To measure community support for the implementation of a special rate levy
2. To provide an avenue for feedback in order for residents to express their views on the proposed SRV
3. Measure satisfaction with Council and Council servicing

Data collection

Micromex Research, together with Eurobodalla Shire Council, developed the questionnaire.

Data collection period

The telephone (CATI) interviews were conducted during the period 23rd October to 1st November 2014.

Sample

N=602 interviews were conducted, a sample size of 602 provides a maximum sampling error of plus or minus 4.0% at 95% confidence.

This means that if the survey was replicated with a new universe of n=602 residents, that 19 times out of 20 we would expect to see the same results, i.e. +/- 4.0%.

Therefore, the research findings documented in this report should be interpreted by Eurobodalla Council and IPART as not just the opinions of 602 residents, but as an accurate and robust measure of the entire community's attitudes.



Background & Methodology

Interviewing

Interviewing was conducted in accordance with IQCA (Interviewer Quality Control Australia) Standards and the Market Research Society Code of Professional Conduct. Where applicable, the issues in each question were systematically rearranged for each respondent.

Data analysis

The data within this report was analysed using Q Professional.

Percentages

All percentages are calculated to the nearest whole number and therefore the total may not exactly equal 100%.

Word Frequency Tagging

Verbatim responses for open questions were collated and entered into analytical software. This analysis 'counts' the number of times a particular word or phrase appears and, based on the frequency of that word or phrase, a font size is generated. The larger the font, the more frequently the word or sentiment is mentioned.





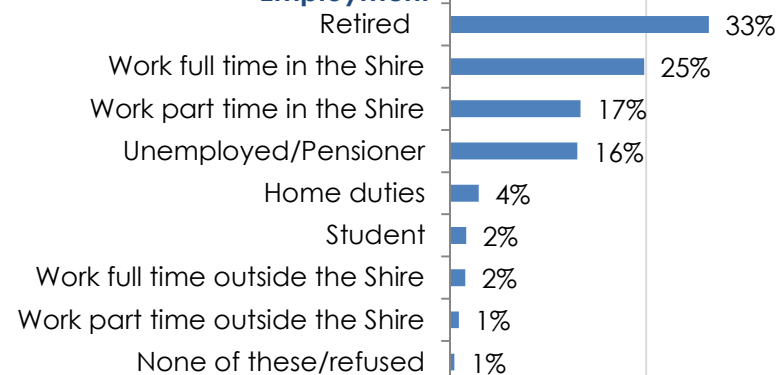
Data was weighted by age and gender using the most recent ABS census data, to ensure that all sub-groups contributed to the results in proportion to their characteristics

Sample Profile

Gender



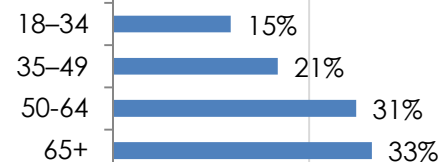
Employment



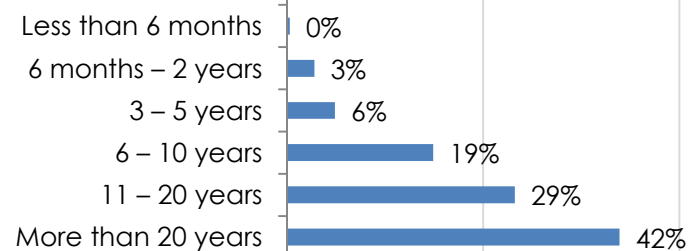
Ratepayer status



Age



Time lived in the LGA



0% 25% 50% 75% 100%

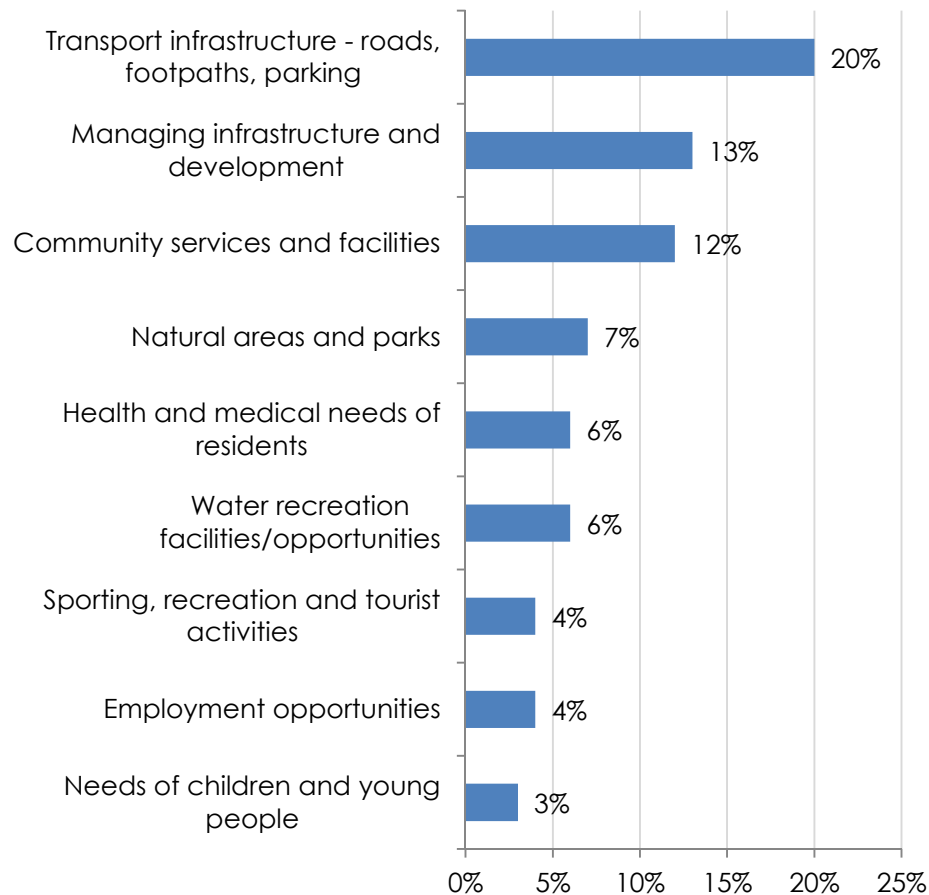
Base: n = 602

Detailed Findings



Key Priorities

Q2a. What are your key priorities for the local area? Why do you say that?

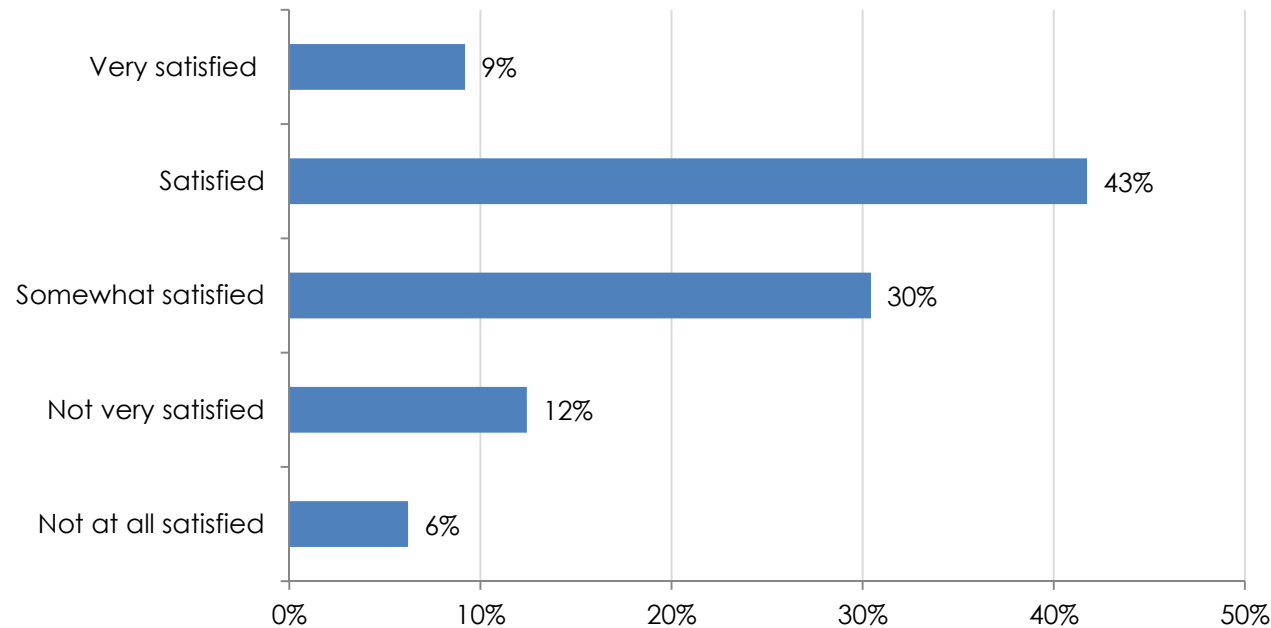


Base: n=

Transport, infrastructure and community services and facilities were the predominant priorities raised by residents for the local area

Overall Satisfaction with Council's Performance

Q2b. Overall, for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues but a cross all responsibility areas?



2014 = 3.4
2012 = 3.3

NSW LGA norm = 3.3*
NSW Metro norm = 3.5*
NSW Regional norm = 3.2*

*NSW LGA BRANDING SURVEY APRIL 2012

	Overall	18-34	35-49	50-64	65+	Male	Female	Ratepayer	Non - Ratepayer
Base	602	90	126	187	199	289	313	532	70
Overall satisfaction	3.35	3.08	3.27	3.31	3.57▲	3.26	3.44	3.34	3.46

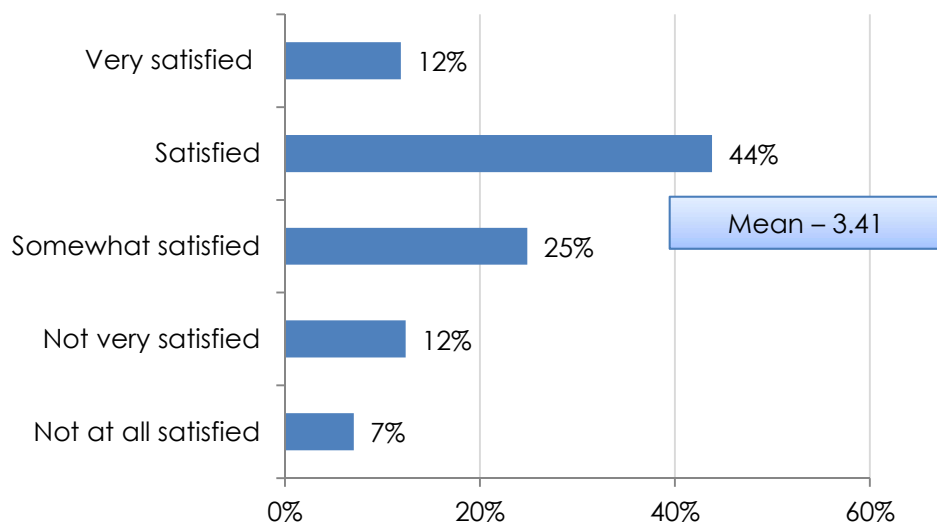
▲▼ Significantly higher/lower by group

Scale: 1 = not at all satisfied, 5 = very satisfied

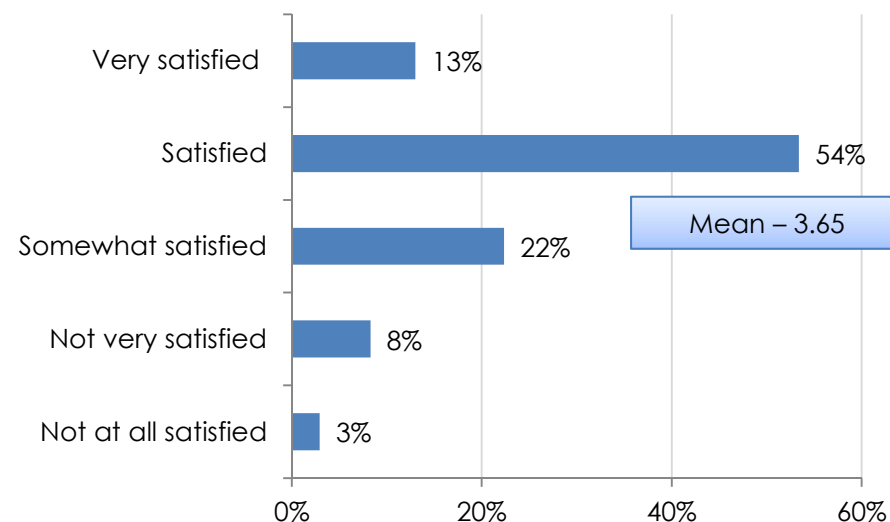
82% of residents are at least 'somewhat satisfied' with Council's performance
This result is significantly higher than our NSW Regional Benchmark

Satisfaction with Community and Transport Infrastructure, and with Council's Level of Service

Q. How satisfied are you with the level of community and transport infrastructure provided by Council in the local area?



Q. How satisfied are you with the level of service provided by Council in the local area?



Scale: 1 = not at all satisfied, 5 = very satisfied

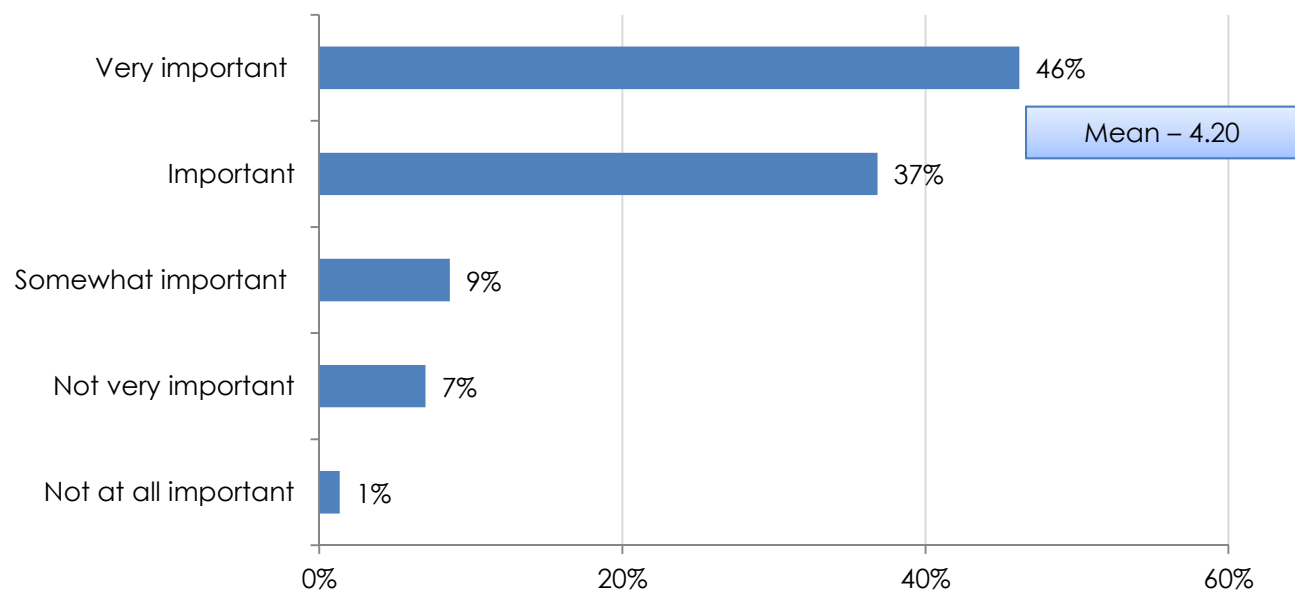
	Overall	18-34	35-49	50-64	65+	Male	Female	Ratepayer	Non - Ratepayer
Base	602	90	126	187	199	289	313	532	70
Satisfaction with the level of community & transport infrastructure	3.41	3.39	3.45	3.35	3.45	3.38	3.44	3.41	3.43
Satisfaction with the level of service provided by Council	3.65	3.50	3.74	3.56	3.75	3.61	3.69	3.65	3.70

81% of residents are at least 'somewhat satisfied' with the level of community and transport infrastructure provided by Council in the local area

89% are at least 'somewhat satisfied' with the level of service Council provides

Importance of Community & Transport Infrastructure

Q3e. How important is it for Council to improve community and transport infrastructure?



Scale: 1 = not at all important/strongly disagree, 5 = very important/strongly agree

	Overall	18–34	35–49	50–64	65+	Male	Female	Ratepayer	Non - Ratepayer
Base	602	90	126	187	199	289	313	532	70
Importance of community and transport infrastructure	4.20	4.33	4.13	4.24	4.13	3.98	4.40▲	4.18	4.33

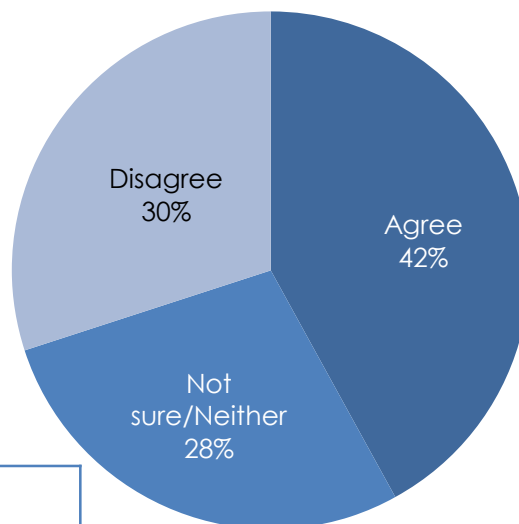
92% of residents stated that it was 'somewhat important' to 'very important' that Council improve community and transport infrastructure

Value for Rates of Community & Transport Infrastructure

Q3c. Do you currently think that the community and transport infrastructure provided by Council are good value for the rates you pay?

Q3d. What is your main reason for saying this?

Disagree - Strongly disagree (30%)	
Insufficient/poor standard of transport available	12%
Poor maintenance and provision of infrastructure - roads, footpaths, kerb and guttering, cycleways	7%
Current rates levels are too high considering the services provided	7%



Agree - Strongly agree (42%)	
Provision and maintenance of infrastructure is good	27%
Low rates/demographics of region mean Council services are acceptable	10%

Not sure/Neither (28%)	
Unable to judge value for money due to lack of knowledge of rates/transport infrastructure	17%

Please see the Appendix for the full list of reasons

	Overall	18-34	35-49	50-64	65+	Male	Female	Ratepayer	Non - Ratepayer
Base	602	90	126	187	199	289	313	532	70
Value for rates of community and transport infrastructure	3.08	2.97	3.03	3.02	3.23	3.09	3.08	3.08	3.12

Scale: 1 = not at all important/strongly disagree, 5 = very important/strongly agree

42% 'agree' to 'strongly agree' that this infrastructure is good value for the rates paid

Special Rate Variation



Concept Statement

Residents were read the following concept statement:

Financially, Council faces a number of challenges about how to continue to maintain, upgrade and build new community and transport infrastructure to a standard that meets community's expectations. The cost of managing this is increasing more than the annual rate peg increase every year, and Council faces a funding gap that grows every year.

Despite making considerable savings, and securing grants and external funds, Council is still not able to meet the needs of the community in the years ahead with its current rates income.

Council needs to make some decisions about how to meet the expectations of the community while planning for the future.

To help Council determine the best course of action, the community is being asked to have their say on the two funding options being put forward by Council.

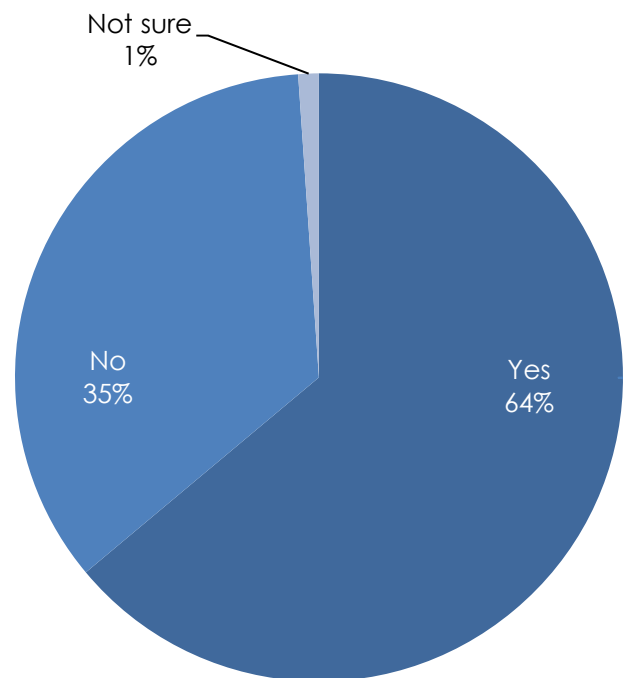
Option 1 – Continuation of current funding – No rate increase above rate peg of 3% over 3 years

Option 2 – A special rate variation – Rate increase of 5% above rate peg to 8% over 3 years



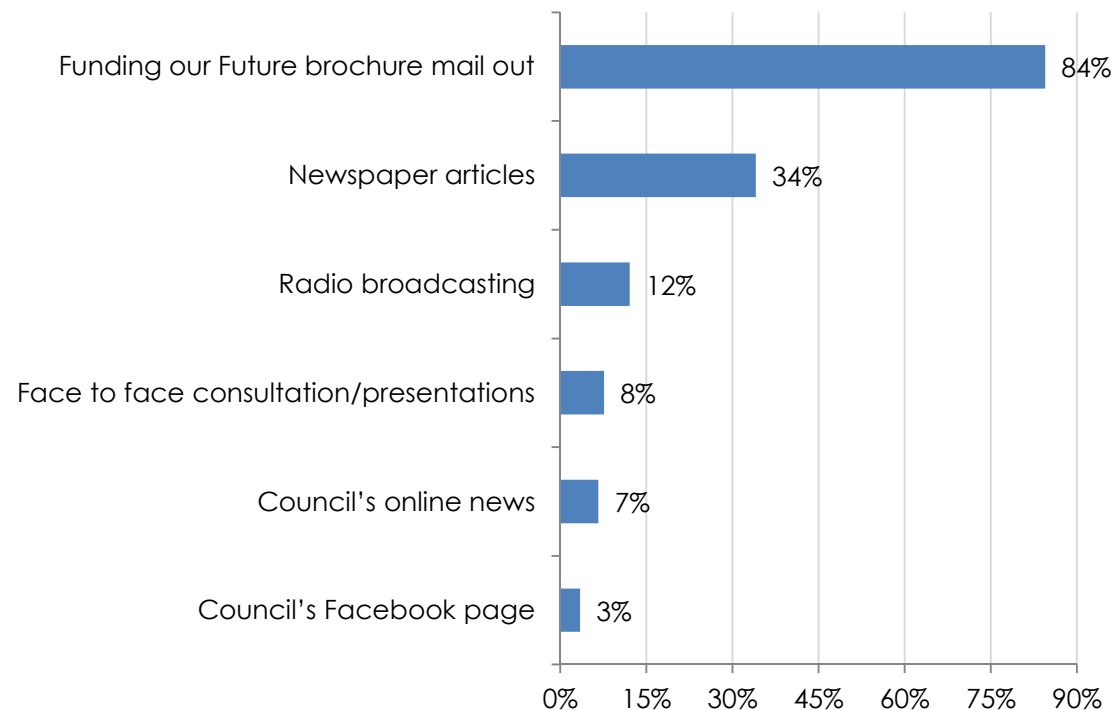
Awareness of the SRV

Q6a. Prior to this call were you aware that Council was exploring community feelings towards a Special Rate Variation?



Base: n=602

Q6b. How were you informed of the Special Rate Variation?



Base: n=405

64% of residents had prior awareness of Council's exploration of community feelings to the SRV

84% of these residents found this information in the 'Funding our Future brochure mail out'

Awareness of the SRV

Q6a. Prior to this call were you aware that Council was exploring community feelings towards a Special Rate Variation?

Q6b. How were you informed of the Special Rate Variation?

	Overall	18-34	35-49	50-64	65+	Male	Female	Ratepayer	Non - Ratepayer
Base	602	90	126	187	199	289	313	532	70
Prior awareness of the SRV									
Yes	64%	36% ▼	69% ▲	67% ▲	70% ▲	64%	64%	69% ▲	24% ▼
No	35%	64%	31%	31% ▲	27% ▼	36%	35%	30%	75%
Not sure	1%	0%	0%	1%	2%	1%	1%	1%	1%
Where information was attained	405	12	68	164	161	175	230	387	18
Funding our Future brochure mail out	84%	92%	76%	80%	91%	84%	85%	87%	33%
Newspaper articles	34%	17%	35%	35%	34%	40%	30%	34%	44%
Radio broadcasting	12%	8%	15%	16%	7%	17%	8%	11%	33%
Face to face consultation/presentations	8%	8%	12%	8%	6%	9%	7%	7%	11%
Council's online news	7%	0%	7%	9%	4%	8%	6%	7%	0%
Council's Facebook page	3%	17%	7%	2%	2%	2%	4%	3%	6%

64% of residents had prior awareness of Council's exploration of community feelings to the SRV

84% of these residents found this information in the 'Funding our Future brochure mail out'

Concept Statement

Option 1 Continuation of current funding – No rate increase above rate peg of 3% over 3 years

No rate increase above the State restricted level of around 3% per annum or 9.27% over three years. This means there would be a decline in the current standard of community and transport infrastructure and the infrastructure funding gap and backlog would remain and grow. Council would not be able provide new and upgraded infrastructure that the community has said it wants.

For the average residential ratepayer this would mean a total increase of \$75.88 over 3 years, the average farm ratepayer a total increase of \$118.66 over 3 years, and for the average business ratepayer a total increase of \$271.90 over 3 years.

Option 2 A special rate variation – Rate increase of 5% above rate peg to 8% per annum over 3 years

This option is about providing sufficient funds to:

- Reduce the annual gap in funding needed to look after our current community and transport infrastructure
- Provide a package of community and transport infrastructure projects and renewals that the community has asked us for. This includes having enough funds to maintain and plan to replace anything new built

In this option, rates would increase above the state restricted level of 3% to 8% per annum or 25.97% over three years. This increase is only on general rates so it is not applicable to water, sewerage or garbage rates.

For the average residential ratepayer this would mean a total increase of \$212.52 over 3 years, the average farm ratepayer a total increase of \$332.36 over 3 years, and for the average business ratepayer a total increase of \$761.55 over 3 years.



Concept Statement

Option 2 Continued

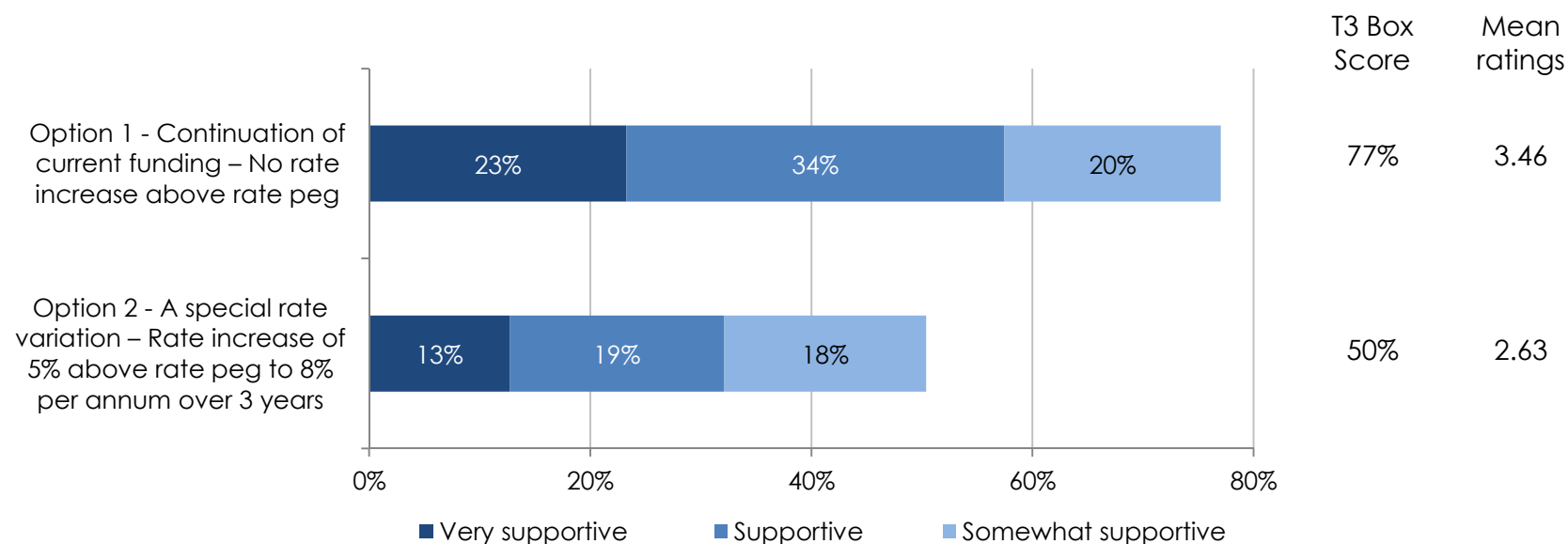
This option would allow Council to allocate:

- \$4M for upgrades and new infrastructure to sportsgrounds, local reserves and parks to improve amenities and increase year round use
- \$1.8M to create a multi-use exhibition space with meeting rooms at Moruya Library to increase community usage and support events
- \$1.25M to upgrade Batemans Bay CBD (North and Orient Street north) to increase town centre vitality
- \$560K to improve local community halls and improve amenities to increase year round use
- \$250K to upgrade Moruya airport terminal building, car park and plane holding area to improve accessibility and user amenity
- \$300K upgrade to Corrigan's Beach Reserve Batehaven, Gundry Oval Moruya and Rotary Park Narooma to include playgrounds with special accessibility elements
- \$325K for the provision of accessible toilets at high profile public sites across Eurobodalla
- \$325K for the provision of accessible viewing platforms and walks at high profile sites to improve visitor experiences and beach access
- \$6M for reconstruction and sealing of a number of higher trafficked gravel roads and upgrading of bridges and culverts
- Additionally around \$1.3M across Eurobodalla to look after community and transport infrastructure to ensure it remains in a satisfactory condition that meets community expectations



Level of Support for Options

Qs 4a & 4b. How supportive are you of Council proceeding with this option?



Scale: 1 = not at all supportive, 5 = very supportive

	Overall	18–34	35–49	50–64	65+	Male	Female	Ratepayer	Non - Ratepayer
Base	602	90	126	187	199	289	313	532	70
Option 1	3.46	3.33	3.65	3.35	3.50	3.50	3.42	3.45	3.53
Option 2	2.63	2.77	2.39	2.65	2.71	2.48	2.77	2.58	3.04

On the whole the community were more supportive of Council adopting with Option 1, 'the continuation of current funding'

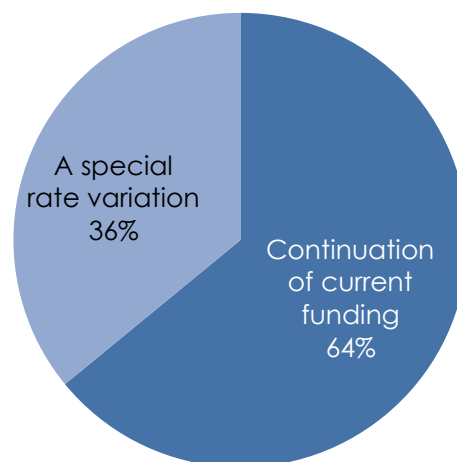
Level of Support for Options

Q5b. What is your main reason for choosing that option?

Option 2

Proposed increase is reasonable/affordable to pay for improvements	16%
Benefit to the community justifies an increase	12%
Current standard of infrastructure/services makes investment necessary	6%
Supportive of facility upgrades, but concerned about implementation/use of funds	3%

1st preference



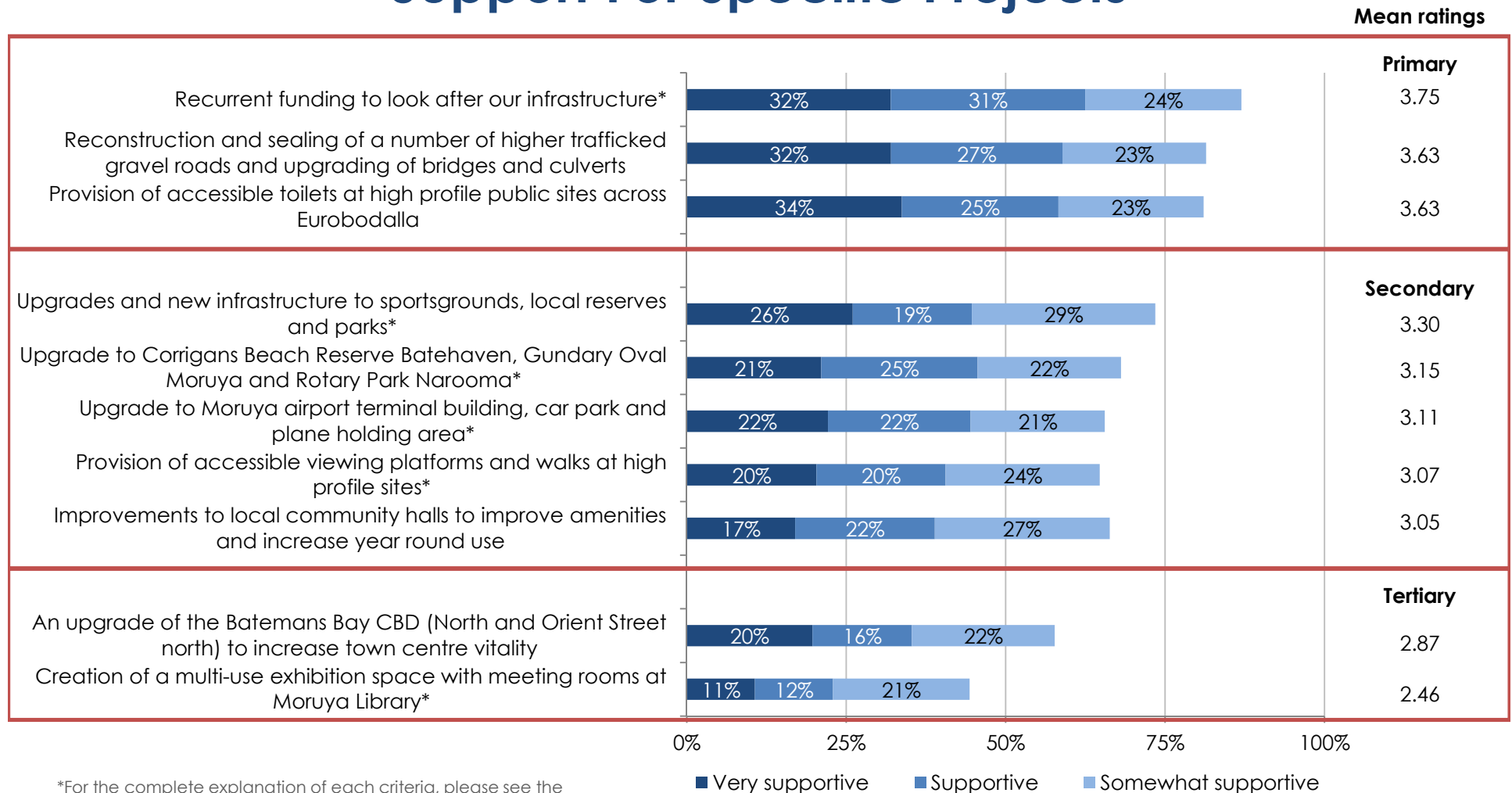
Option 1

Rate increases would not be affordable for many residents	28%
Council's financial management should improve to make rate increases unnecessary	21%
Proposed upgrades are unnecessary	7%
Existing rate levels are appropriate/too high	5%
Not convinced that proposed improvements would be made	4%
Alternative methods of increasing revenue should be explored	3%
Funding is not allocated evenly across the region	2%
Council communicates proposals poorly	1%

	Overall	18-34	35-49	50-64	65+	Male	Female	Ratepayer	Non - Ratepayer
Base	602	90	126	187	199	289	313	532	70
Option 1 as preferred selection	64%	68%	72%	61%	61%	67%	61%	65%	57%

Affordability of rate increases and improvements to Council's financial management were the predominant reasons for residents' preference for Option 1

Support For Specific Projects



*For the complete explanation of each criteria, please see the Appendix

Q6. Council would like to know if you support all, some or none of the projects identified in Option 2. How supportive are you of the following projects?

Scale: 1 = not at all supportive, 5 = very supportive



While Option 2 was not preferred there was clear support for a number of the components within the option

Conclusions



Conclusion & Recommendations

Residents have reasonably robust levels of satisfaction with the current levels of servicing and facilities provided by Council.

Residents indicated they believe it is very important that Council continues to improve its community and transport infrastructure.

64% of residents were aware that Council was exploring community sentiment towards a rate variation; the majority of whom were informed by Eurobodalla Council's mail out.

Residents were most supportive of Option 1 – Continuation of current funding

- ⇒ ***64% of residents selected Option 1 as their most preferred option as they feel rate increases would not be affordable for many residents and that Council's financial management should improve to make rate increases unnecessary***
- ⇒ ***36% selected Option 2 as their proposed option because the proposed increase is reasonable/affordable to pay for improvements and that it will benefit to the community justifies an increase***

The community was generally informed that Council was looking to explore options, however, is not convinced that rates should be increased above the rate peg to deliver the programs outlined in Option 2

- ⇒ ***Possibly an intermediate option between 1 & 2 would have more strongly resonated with residents as elements of Option 2, particularly those regarding infrastructure funding, roads and toilets were generally supported***



Appendix



Key Priorities

Verbatim responses

- "Better health care including dental"*
- "Better transport options required"*
- "Continued maintenance and improvements of local infrastructure"*
- "Desperately need public transport"*
- "Develop recreation areas such as sports fields and pools"*
- "Easy access to community shops, services and facilities"*
- "Having enough jobs in the local area to allow people to live and work in the area"*
- "Improve transport infrastructure"*
- "Improving management structures within council"*
- "Maintain infrastructure such as roads, walking paths and bike paths"*
- "Maintaining and improving all the roads and infrastructure"*
- "Maintaining the beaches and facilities"*
- "Maintenance of all services and facilities provided by Council"*
- "More footpaths around the Shire"*
- "Need to control the traffic in the area as the population continues to grow"*
- "Preservation of the natural environment"*
- "Roads and drainage around the road"*
- "Upgrading facilities and developments in the area"*
- "Would like to see community infrastructure upgraded"*



Satisfaction with Council's Performance

Satisfied - Very satisfied (52%)

N=600

Satisfactory performance - good service/facility provision, well maintained transport infrastructure/public areas, proactive, helpful	46%
Responsiveness to enquiries and community needs	3%
Overall performance is acceptable despite some operational issues	2%
Positive community atmosphere	1%
Positive attitude of Council staff	1%
Good environmental awareness	1%

Somewhat satisfied (30%)

Overall performance is acceptable despite some operational issues/potential to do more	11%
Poor financial management	6%
Lack of community consultation, responsiveness to community concerns	5%
Generally good provision of services and facilities	3%
Infrastructure maintenance has not been well managed	3%
Development application procedures should be improved	2%
Lack of transparency/integrity/communication within Council	1%
Overall provision of services has been poor	1%
Council staff not always capable/professional	1%

Not very satisfied - Not at all satisfied (18%)

Record of poor performance - ineffective, bad planning, unfair decisions, failure to deliver on policies	6%
Poor financial management	5%
Failure to maintain infrastructure/services - footpaths, trees, public toilets, library, pool, kerb and guttering, roads, parks	3%
Lack of community consultation	3%
Poor communication - lack of response, inconsistent information, internal divisions	1%
Excessive residential rates	1%
Lack of integrity/transparency	1%
Some suburbs/regions overlooked	1%
Lack of professionalism of Council staff	1%

Q2b. Overall, for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues but across all responsibility areas?

Q2c. What is your main reason for saying this?



Value for Rates of Community & Transport Infrastructure

Agree - Strongly agree (42%)

N=602

Provision and maintenance of infrastructure is good	27%
Low rates/demographics of region mean Council services are acceptable	10%
Satisfied with standard of existing community services	4%
Currently satisfied due to lack of familiarity with Council/lack of obvious problems	1%
Value for money is achieved with room for improvement in some areas	1%

Not sure/Neither (28%)

Unable to judge value for money due to lack of knowledge of rates/transport infrastructure	17%
Service provision is usually acceptable but could be improved	4%
Greater maintenance/upgrades to infrastructure are required	3%
Rates are excessive/appropriate regardless of satisfaction with services	2%
Funding is not distributed evenly throughout the region	1%

Disagree - Strongly disagree (30%)

Insufficient/poor standard of transport available	12%
Poor maintenance and provision of infrastructure - <i>roads, footpaths, kerb and guttering, cycleways</i>	7%
Current rates levels are too high considering the services provided	7%
Revenue should be spent more efficiently/on other issues	2%
Unsatisfactory attitude/inflexible approach from Council	1%

Q3c. Do you currently think that the community and transport infrastructure provided by Council are good value for the rates you pay?

Q3d. What is your main reason for saying this?



Additional Information

	N=160
Council's financial management should improve to make rate increases unnecessary	41%
Greater community consultation is required	12%
Funding should be distributed more evenly through the region	9%
Proposed SRV is acceptable if carried out as described	9%
Transport infrastructure and services need improvement	9%
More recreation facilities should be provided	8%
Would be more supportive of rate increase if rise were lower/more confident in Council ability	7%
Rate increases would be unaffordable for many residents	6%
Council should work on expanding employment and local economy	5%
Positive response to this research project	5%
Satisfied with Council and its services	4%
Alternative sources of funding should be explored	4%
Dissatisfied with performance and effectiveness of Council	3%
More community facilities need to be developed	2%
More facilities for the elderly should be provided	2%
Council procedures need to be simplified	1%
More funding needs to be directed to parks and natural areas	1%
Proposed upgrades are unnecessary	1%

Q6c. Anything else you'd like to say about this subject?



Level of Support for Projects

Q6. Council would like to know if you support all, some or none of the projects identified in Option 2. How supportive are you of the following projects?

	Overall	18-34	35-49	50-64	65+	Male	Female	Ratepayer	Non - Ratepayer
Base	602	90	126	187	199	289	313	532	70
Recurrent funding to look after our infrastructure*	3.75	4.30▲	3.64	3.62	3.69	3.68	3.81	3.74	3.81
Reconstruction & sealing of a number of higher trafficked gravel roads and upgrading of bridges and culverts	3.63	3.96	3.60	3.65	3.48	3.57	3.69	3.59	3.94
Provision of accessible toilets at high profile public sites across Eurobodalla	3.63	3.65	3.63	3.71	3.54	3.49	3.75	3.60	3.85
Upgrades and new infrastructure to sportsgrounds, local reserves & parks*	3.30	3.83	3.58	3.25	2.91▼	3.19	3.40	3.25	3.67
Upgrade to Corrigans Beach Reserve Batehaven, Gundary Oval Moruya and Rotary Park Narooma*	3.15	3.61	3.31	3.14	2.86▼	3.02	3.28	3.11	3.50
Upgrade to Moruya airport terminal building, car park & plane holding area*	3.11	3.46	2.92	3.15	3.02	2.93	3.27	3.08	3.29
Provision of accessible viewing platforms & walks at high profile sites*	3.07	3.32	3.01	3.18	2.90	3.01	3.13	3.03	3.42
Improvements to local community halls to improve amenities and increase year round use	3.05	3.25	3.02	3.06	2.98	2.96	3.14	3.04	3.12
An upgrade of the Batemans Bay CBD (North and Orient Street north) to increase town centre vitality	2.87	3.45	2.98	2.77	2.64	2.64	3.09▲	2.81	3.34
Creation of a multi-use exhibition space with meeting rooms at Moruya Library*	2.46	2.69	2.32	2.48	2.43	2.31	2.60	2.42	2.75

▲ ▼ Significantly higher/lower result by group

Scale: 1 = not at all supportive, 5 = very supportive





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