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Sent: Tuesday, 30 June 2015 4:37 PM
To: IPART Mailbox
Subject: reference: Fit for the Future - submission from Waverley Council

Dr Peter J Boxall AO
Chairman
Independent Pricing and Regulatory Tribunal

Reference: Fit for the Future - submission from Waverley Council

Dear Dr Boxall,

I write regarding the Fit For The Future submission from Waverley Council which proposes a merger with Randwick City Council.

In your evaluation of this submission, you should note that the consultation process conducted by Waverley Council was grossly deficient to the extent that it is reasonable to presume that the survey and results analysis methodologies used were designed to bias the survey toward an amalgamation outcome. I have attached the report from the research company (IRIS) for your reference.

The specific concerns with the consultation process are as follows:

1. The online, printed and telephone survey asked respondents for their most preferred option, from no amalgamation through a range of amalgamation options. When the respondent's preferred option was selected, a request was made for next and subsequent options in order of preference, essentially an optional preferential ballot. Unless a respondent chose the "prefer not to indicate a preference" response at some stage, all the options would thus be ranked in order of preference. A respondent opposed to any amalgamations would have needed to select the "no amalgamation" option as their first preference and the misleading "prefer not to indicate a preference" as their second preference to avoid having their response counted as being in favour of one or more merger options by virtue of having selected them with a lower preference.

This is a highly misleading way to conduct a survey of whether a merger was supported. An unbiased survey would have first asked for a clear yes/no indication for any kind of merger, and then evaluated which of the merger options was most preferred.

Nonetheless, the "no merger" option was the most preferred in all the surveys by a factor of 2 to 1 above the most preferred merger proposal.

2. The analysis of the responses to the ranking of merger options was also grossly misleading. Instead of performing a standard preferential ballot count, the second and subsequent preferences of all respondents were considered to have equal weight in determining the most supported option. Thus respondents whose first preference was for no merger were also counted in support of one or more merger options.

By using this process, an option (merge with Woollahra and Randwick) that received around 17% of first preference support was declared the most preferred with 75% "support" while the most popular "no merger" option ranked fourth with 66% "support".

The option selected for Waverley's IPART submission received around 70% "support", the third ranked under this bizarre method.

As the counting of preferential ballots is commonplace in government practise in Australia, it is astounding that a supposedly reputable consultant would devise some other way to determine the result and even more unlikely that a council would agree that this could in any way be a fair summary of community opinion on the amalgamation question.

3. Access to the raw survey data which would allow a more unbiased analysis of the results has been denied to residents and councillors who voted against the motion to support amalgamation with Randwick.

IPART should not place any weight on any claims by Waverley Council in its submission that its decision to opt for a merger with Randwick is supported by its community.

Yours,
Chris Maltby





Insight for
Business & Government

Waverley Amalgamation Options Survey of residents and business

Prepared for



WAVERLEY
COUNCIL

Prepared by
IRIS Research Ltd

April 2015



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Executive summary

This report presents the results of the 3 surveys undertaken on behalf of Waverley City Council's 'Fit for the Future' Survey, 2015. IRIS Research was commissioned by Council to conduct a **(1)** comprehensive telephone-based deliberative poll among the area's residents, **(2)** a telephone-based deliberative poll amongst businesses in the area using IRIS' CATI and Online platform, and **(3)** a resident's online and paper survey. Each of these surveys sought to attain the views of the community towards 6 'Fit for the Future' amalgamation options, that ranged from Waverley Council remaining as it is, to merging with a combination of neighbouring Councils.

The surveys were conducted in house using IRIS' Computer-Assisted Telephone Interviewing (CATI) system and IRIS' online survey platform during March 2015. A total of 623 interviews were conducted with residents from the Waverley Local Government Area (LGA) by telephone. The responses of 238 business owners/managers were also collected using a combination of IRIS's CATI facility and its online platform; while 647 more responses from residents were collected using IRIS' online survey platform and paper formats.

The main findings of the surveys were:

Most preferred option

Across all 3 surveys', around one in three respondents preferred for Waverley Council to remain by itself. Having Waverley merge with Woollahra and Randwick councils was the next most preferred option by respondents in both the resident's telephone and online surveys.

Graph E.1 provides a breakdown of the 'most preferred' options across the 3 survey types.

Graph E.1: Most preferred Option across the 3 Survey Types

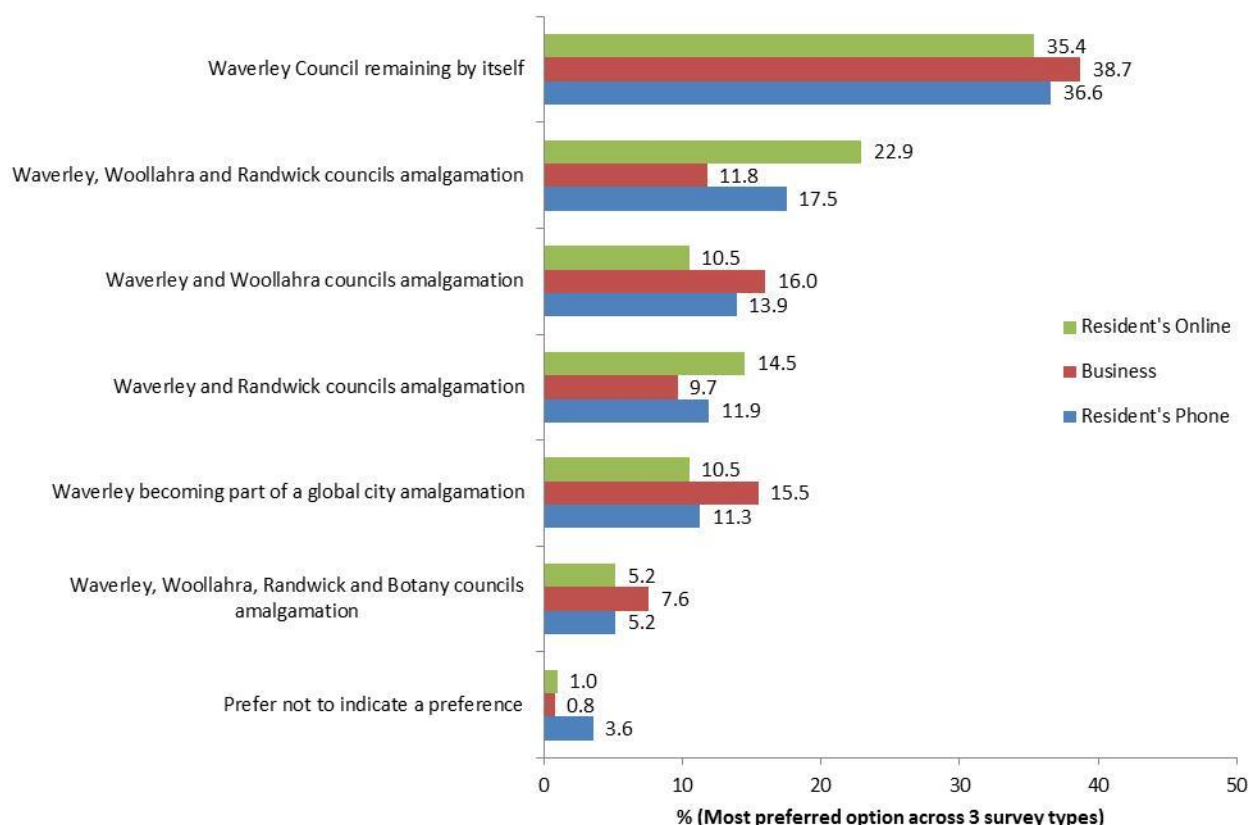


Table E.1a shows the preferred options selected by respondents (across all 3 survey types) if the option of 'Waverley Council remaining by itself' was excluded as a viable option. To calculate the table below, those residents that nominated 'Waverley Council remaining by itself' as their most preferred option, had their second preferred option reallocated to essentially become their first selection.

Table E.1a: Most preferred Option with reassignment of status quo option

	Resident's Phone Survey %	Business Survey %	Resident's Online Survey %
Waverley and Woollahra councils amalgamation	28.8	32.4	23.6
Waverley, Woollahra and Randwick councils amalgamation	20.9	14.3	26.1
Waverley and Randwick councils amalgamation	19.1	19.7	21.8
Waverley becoming part of a global city amalgamation, including City of Sydney, Waverley, Woollahra, Randwick and Botany	12.9	16.4	10.8
Waverley, Woollahra, Randwick and Botany councils amalgamation	5.3	8.8	5.5
Prefer not to indicate a preference	13.0	8.4	12.2
Sample size	623	238	647

Green coloured cell highlights most preferred option. If more than one within column they are statistically the same.

When the data was extrapolated in this way, having Waverley amalgamate with Woollahra was a preferred option across all 3 survey types. Results of the resident's online survey also showed Waverley amalgamating with Woollahra and Randwick Councils (21.8%) or 'Waverley, Woollahra and Randwick' (26.1%) was just as preferred to this group.

Table E.1b shows the preferred options selected by respondents if the option 'Waverley Council remaining by itself' and 'Waverley and Woollahra council amalgamating' were excluded as viable options. This round of data extrapolation was made as Waverley and Woollahra Councils is viewed to not fit the size and scale 'Fit for the Future' criteria.

To calculate table E.1b, those residents that preferred for 'Waverley Council remaining by itself' had their second preferred option reallocated as their first preference. If the second preferred option was 'Waverley and Woollahra council's amalgamation' then the third option would become the first. This was also carried out for those that put 'Waverley and Woollahra council's amalgamation' as their first preference.

Table E.1b: Most preferred Option with reassignment of status quo option and Waverley and Woollahra option

	Resident's Phone Survey %	Business Survey %	Resident's Online Survey %
Waverley, Woollahra and Randwick councils amalgamation	32.0	23.1	33.9
Waverley and Randwick councils amalgamation	32.0	35.3	32.3
Waverley becoming part of a global city amalgamation, including City of Sydney, Waverley, Woollahra, Randwick and Botany	13.2	16.4	12.1
Waverley, Woollahra, Randwick and Botany councils amalgamation	5.7	10.1	6.2
Prefer not to indicate a preference	17.1	15.1	15.5
Sample size	623	238	647

Green coloured cell highlights most preferred option. If more than one within column they are statistically the same.

After extrapolating the data in this way, having 'Waverley and Randwick councils amalgamate' was shown to be a preferred option by one third of respondents across the 3 survey types. Having Waverley, Woollahra and Randwick amalgamate was a

viable option for residents of both the telephone and online survey however it was less preferred amongst businesses.

1 Introduction

1.1 Background

IRIS Research was commissioned by Waverley Council to conduct research amongst the area's residents in relation to the NSW Government's 'Fit for the Future' reform program. The survey sought to attain the preferences of residents and businesses towards 6 'Fit for the Future' options, that ranged from Waverley Council remaining as it is, to merging with other Councils.

To attain the views of those that make up Waverley Local Government Area, 3 types of surveys were conducted; **(1)** a comprehensive telephone-based deliberative poll among the area's residents, **(2)** a telephone-based deliberative poll amongst businesses in the area using IRIS' CATI and Online platform, and **(3)** a resident's online and paper survey. Each of these surveys sought to attain the views of the community towards 6 'Fit for the Future' options, that ranged from Waverley Council remaining as it is, to merging with other Councils.

Waverley Council sent a brochure to all households and businesses titled 'Future of Waverley'. The brochure contained information on The NSW government Fit for the future program and what is meant for Waverley. It outlined 6 possible options for Waverley and the pros and cons of each option.

A random sample of households and business was then selected by IRIS Research for a follow up survey by telephone. The telephone surveys were only administered to those individuals and businesses who had read the information pack.

The information pack was also available online on Council's website for survey participants to download and read before completing the online and paper surveys.

1.2 Study Objectives

The objective for the resident's survey was to:

- Identify the preferred 'Fit for the Future' options amongst Waverley Local Government Area residents.

1.3 Survey Response

The table below provides the number of completed questionnaires collected from each of the 3 different methods.

	Resident's Phone Survey	Business Survey	Resident's Online Survey
Survey response	623	238	647

Both the resident's telephone and online survey response are weighted by age and gender to ensure the surveys are representative of the community of Waverley.

Survey Results

2 Resident Telephone Survey

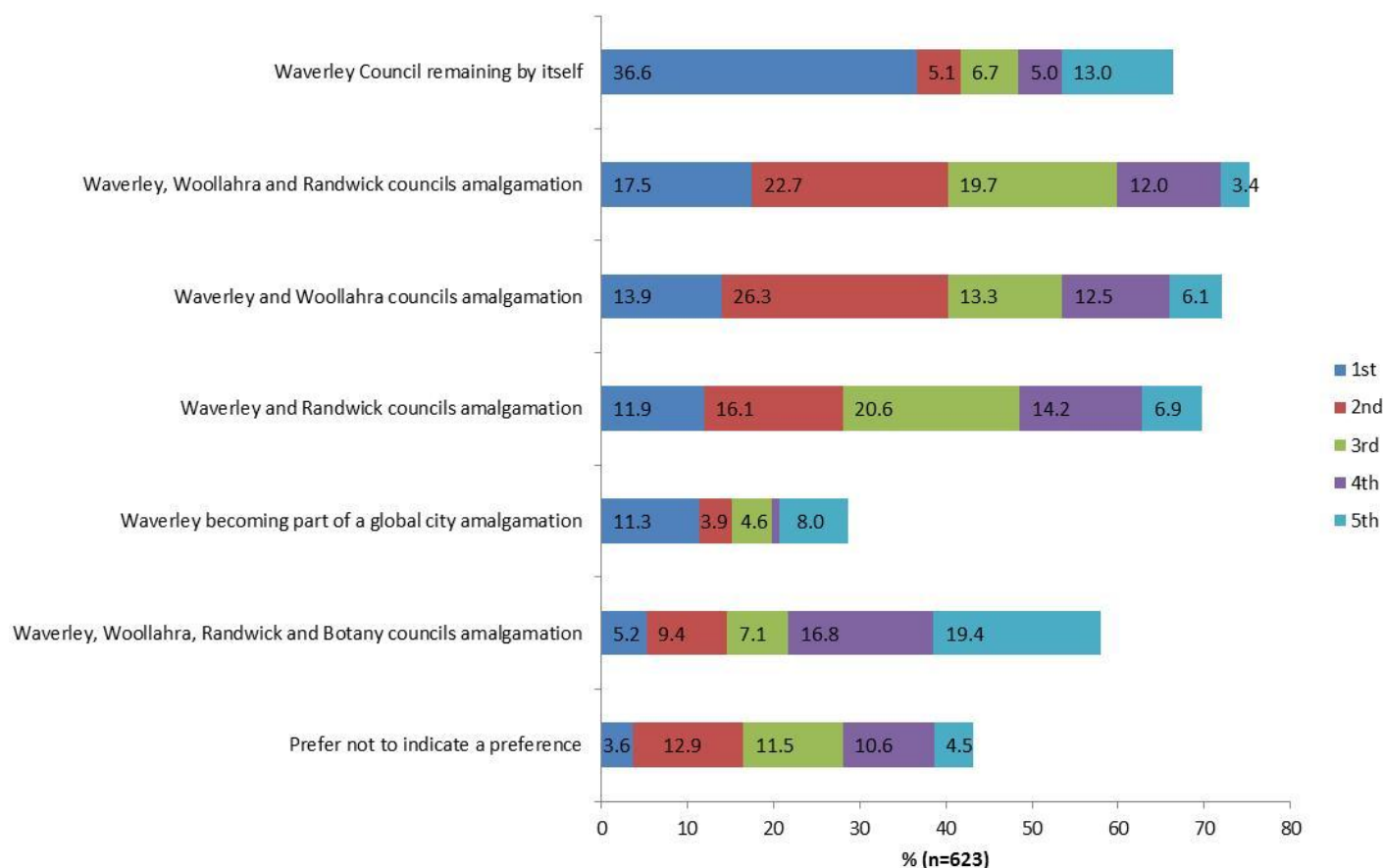
The NSW State Government released its 'Fit for the Future' program, which requires most NSW Council's to consider amalgamation options with neighbouring councils. Waverley residents were sent an information package by Council that explained the program. After reading through the information supplied by Council, residents were in an informed position to make a judgement on what they felt was best for their local council area. This section looks at the views held by Waverley Council residents as measured by IRIS' telephone survey.

2.1 Order of preferences

Section 2.1 of this report highlights the options that residents were prepared to accept with regards to the 6 possible amalgamation options they were presented with.

Question: Which is your most preferred option? Followed by 2nd, 3rd, 4th and 5th

Graph 2.1: Preferences for 'Fit for the Future' program



Question: Which is your most preferred option? Followed by 2nd, 3rd, 4th and 5th

Table 2.1: Preferences for 'Fit for the Future' program

	1 st option	1 st & 2 nd options	1 st , 2 nd & 3 rd options	1 st , 2 nd , 3 rd & 4 th options	1 st , 2 nd , 3 rd , 4 th & 5 th options
Waverley, Woollahra and Randwick councils	17.5%	40.2%	59.9%	71.9%	75.3%
Waverley and Woollahra councils	13.9%	40.2%	53.5%	66.0%	72.1%
Waverley and Randwick councils	11.9%	28.0%	48.6%	62.8%	69.7%
Waverley Council remaining by itself	36.6%	41.7%	48.4%	53.4%	66.4%
Waverley, Woollahra, Randwick and Botany	5.2%	14.6%	21.7%	38.5%	57.9%
Waverley becoming part of a global city	11.3%	15.2%	19.8%	20.6%	28.6%
Prefer not to indicate a preference	3.6%	16.5%	28.0%	38.6%	43.1%

Ranked by highest result after 3rd choice of options

Key Results:

- One third of all residents surveyed (36.6%) indicated their most preferred options were for Waverley Council to remain by itself. The second most preferred option was for Waverley, Woollahra and Randwick to amalgamate to form one Council; this was mentioned by 17.5% of residents.
- After the 3rd round of options were ranked, three out of five residents (59.9%) had included Waverley, Woollahra and Randwick councils to merge.
- When accounting for the 5 opportunities residents had to prioritise their selections for Waverley Council amalgamating with others, 75.3% of residents would be happy to some degree for Waverley, Woollahra and Randwick to amalgamate.

2.2 First Mentioned Option by Suburb – Resident Phone Survey

Table 2.1 shows the most preferred option broken up by Suburb. The suburb 'Bondi' in the table below is made up of 'North Bondi', 'Bondi Junction', 'Bondi Beach' and 'Bondi'.

Table 2.1: Most preferred Option by Suburb

Column %	Bondi	Bronte	Vaucluse	Clovelly	Dover Heights	Queens Park	Rose Bay	Tamarama	Waverley
Waverley Council remaining by itself	42.3%	23.6%	33.0%	82.8%	21.9%	49.7%	28.6%	22.9%	41.8%
Waverley becoming part of a global city amalgamation	11.4%	27.9%	12.9%	0.0%	0.0%	12.8%	2.2%	0.0%	7.8%
Waverley, Woollahra, Randwick and Botany councils amalgamation	5.6%	1.9%	2.6%	0.0%	15.0%	0.7%	0.5%	0.0%	12.2%
Waverley, Woollahra and Randwick councils amalgamation	13.4%	14.5%	15.1%	0.0%	24.5%	17.0%	27.7%	60.4%	17.2%
Waverley and Randwick councils amalgamation	11.4%	27.6%	3.2%	12.7%	6.9%	10.6%	11.4%	3.6%	3.2%
Waverley and Woollahra councils amalgamation	13.6%	2.6%	20.3%	4.4%	29.3%	8.5%	27.3%	0.0%	17.2%
Prefer not to indicate a preference	2.3%	1.8%	12.9%	0.0%	2.4%	0.7%	2.3%	13.1%	0.6%
Sample size	314	77	33	4	44	40	41	14	49

Key Results:

- With the exception of Clovelly, which has a small sample size, a high proportion of residents from Bondi (42.3%), Queens Park (49.7%) and Waverley (41.8%) preferred for 'Waverley Council remaining by itself'.
- Bronte residents were split in relation to their most preferred option, with 23.6% preferring Council to remain by itself, 27.9% in favour of Waverley becoming part of a global city amalgamation and a further 27.6% showing their support for Waverley and Randwick Councils to come together.
- Residents of Tamarama (60.4%) had a preference for Waverley, Woollahra and Randwick Council's to come together.
- Almost one third of (29.3%) residents of Dover Heights ranked Waverley and Woollahra Council's amalgamating as their preferred choice.

2.3 Telephone Residents-Excluding Status Quo and Woollahra

Table 2.2a shows the preferred options selected by Waverley residents if the option 'Waverley Council remains by itself' was excluded as a viable option. To calculate the table below, those residents that preferred for 'Waverley Council remaining by itself' (36.6%) had their second preferred option reallocated as their first preference.

Table 2.2a: Most preferred Option with reassignment of status quo option

n=623	%
Waverley and Woollahra councils amalgamation	28.8
Waverley, Woollahra and Randwick councils amalgamation	20.9
Waverley and Randwick councils amalgamation	19.1
Waverley becoming part of a global city amalgamation, including City of Sydney, Waverley, Woollahra, Randwick and Botany	12.9
Waverley, Woollahra, Randwick and Botany councils amalgamation	5.3
Prefer not to indicate a preference	13.0

Key Results:

- If the status quo was not an option, then the most preferred selection amongst residents would be for Waverley and Woollahra council's to amalgamate (28.8%).

Table 2.2b shows the preferred options selected by Waverley residents if the options 'Waverley Council remaining by itself' and 'Waverley and Woollahra council amalgamating' were excluded as viable options. This would mean subsequent options that were neither of the two would be assigned as the first preference. To calculate the table below, those residents that preferred for 'Waverley Council remaining by itself' had their second preferred option reallocated as their first preference. If the second preferred option was 'Waverley and Woollahra council's amalgamation' then the third option would become the first. This was also carried out for those that put 'Waverley and Woollahra council's amalgamation' as their first preference.

Table 2.2b: Most preferred Option with reassignment of status quo option and Waverley and Woollahra option

n=623	%
Waverley, Woollahra and Randwick councils amalgamation	32.0
Waverley and Randwick councils amalgamation	32.0
Waverley becoming part of a global city amalgamation, including City of Sydney, Waverley, Woollahra, Randwick and Botany	13.2
Waverley, Woollahra, Randwick and Botany councils amalgamation	5.7
Prefer not to indicate a preference	17.1

Key Results:

- When the data was extrapolated in this way, two options came out as equally most preferred; they were 'Waverley, Woollahra and Randwick councils amalgamating' (32.0%) and 'Waverley and Randwick councils amalgamating' (32.0%).

2.4 Main reasons for selecting 'most' preferred option – Resident Phone Survey

Question: What are the main reasons you chose your MOST preferred option?

Table 2.2: Main reasons for choosing 'Waverley Council remaining by itself'

Sample size = 228	%
Happy with status quo / Not broken so no need to fix	26.9
Local Councillors know the area / Need to have local knowledge	24.1
Would become too big and lose its local identity / Wouldn't get a 'say'	13.1
Can't see any improvement if amalgamation happens / services most likely will diminish	8.1
Smaller is better and easier to manage	3.9
Easier with status quo	3.6
Demographics and issues don't match up with other Council's / Unique area	3.1
Would become too big and would result in bigger problems	2.2
Don't want other Council's to burden Waverley	1.2
No response given	9.5
Other	4.3

Not surprising, the top responses given as to why this was the most preferred option was because residents are happy with the status quo and prefers to have local Councillors that know the area representing them and keep their local identity.

Table 2.3: Main reasons for choosing 'Waverley becoming part of a global city'

Sample size = 70	%
Need to save costs / economies of scale / financially better	38.3
Easier to have one big picture / standardised policies	22.4
Access to a bigger budget / stronger together	20.2
Like the idea of a global city	11.2
Other bigger areas run smoothly e.g. city of Sydney, Brisbane	4.9
No response given	0.9
Other	2.2

Reasons given for the 'global city' option centred on the need for Waverley Council to save costs and be financially better off. A global city was seen as being able to achieve economies of scale. Having multiple Councils amalgamate was also seen as a way of being able to have a big picture for the area which would help to standardise policies.

Table 2.4: Main reasons for choosing 'Waverley, Woollahra, Randwick and Botany

Sample size = 32	%
Need to save costs / economies of scale / financially better	53.3
Similar Council's and demographics make it ideal for amalgamation	32.6
Access to a bigger budget / stronger together	6.0
Best option / Makes sense	2.0
Would become too big and lose its local identity / Wouldn't get a 'say'	0.8
Other Councils are stringer than Waverley / Good option	0.8
Other	4.5

Over half of the respondents that preferred for Waverley to merge with Woollahra, Randwick and Botany, did so because they felt it would achieve economies of scale and be financially better off (53.3%).

Table 2.5: Main reasons for choosing 'Waverley, Woollahra and Randwick Councils'

Sample size = 109	%
Similar Council's and demographics make it ideal for amalgamation	62.4
Need to save costs / economies of scale / financially better	23.5
Best option / Makes sense	4.8
Other Councils are stringer than Waverley / Good option	3.9
Access to a bigger budget / stronger together	1.0
No response given	1.0
Other	3.5

The overwhelming reason given by respondents for preferring Waverley to merge with Woollahra and Randwick is because the Councils are of similar size and demographics, which make it ideal for amalgamation.

Table 2.6: Main reasons for choosing 'Waverley and Randwick Councils'

Sample size = 74	%
Similar Council's and demographics make it ideal for amalgamation	45.2
Best option / Makes sense	37.2
Access to a bigger budget / stronger together	8.0
Other Councils are stringer than Waverley / Good option	6.0
Need to save costs / economies of scale / financially better	2.5
No response given	0.4
Other	0.7

The top reasons given as to why Waverley should merge with Randwick are because it is a similar council, which makes it ideal for amalgamation. It is also the best option that makes the most sense.

Table 2.7: Main reasons for choosing 'Waverley and Woollahra Councils'

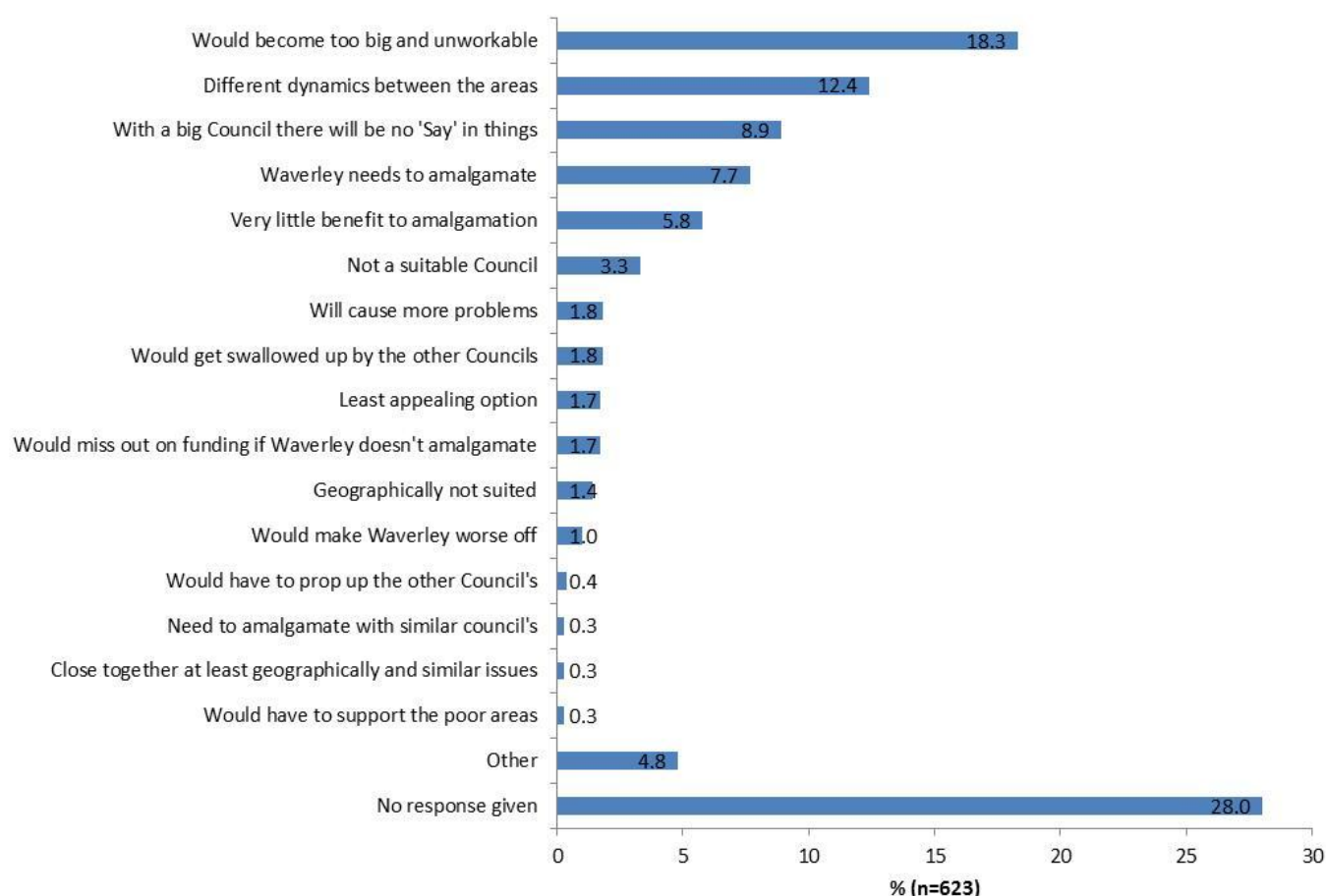
Sample size = 87	%
Similar Council's and demographics make it ideal for amalgamation	58.5
Best option / Makes sense	26.2
Other Councils are stringer than Waverley / Good option	7.0
Need to save costs / economies of scale / financially better	2.8
Access to a bigger budget / stronger together	0.3
No response given	1.2
Other	4.0

Over half of all respondents (58.5%) that felt Waverley should merge with Woollahra Council felt that it was a similar council that would facilitate a good amalgamation fit.

2.5 Main reasons for selecting 'least' preferred option – Resident Phone Survey

Question: What are the main reasons you chose your LEAST preferred option?

Table 2.9: Main reasons for LEAST preferred



Key Results:

- Close to one in five residents (18.3%) were concerned that having a number of Council's come together to become one, would result in an entity that was too big and unworkable to achieve any outcome of benefit for the amalgamated area.
- There was also a concern that Councils of differing size and demographics coming together would present significant challenges and impediments to a successful amalgamation.

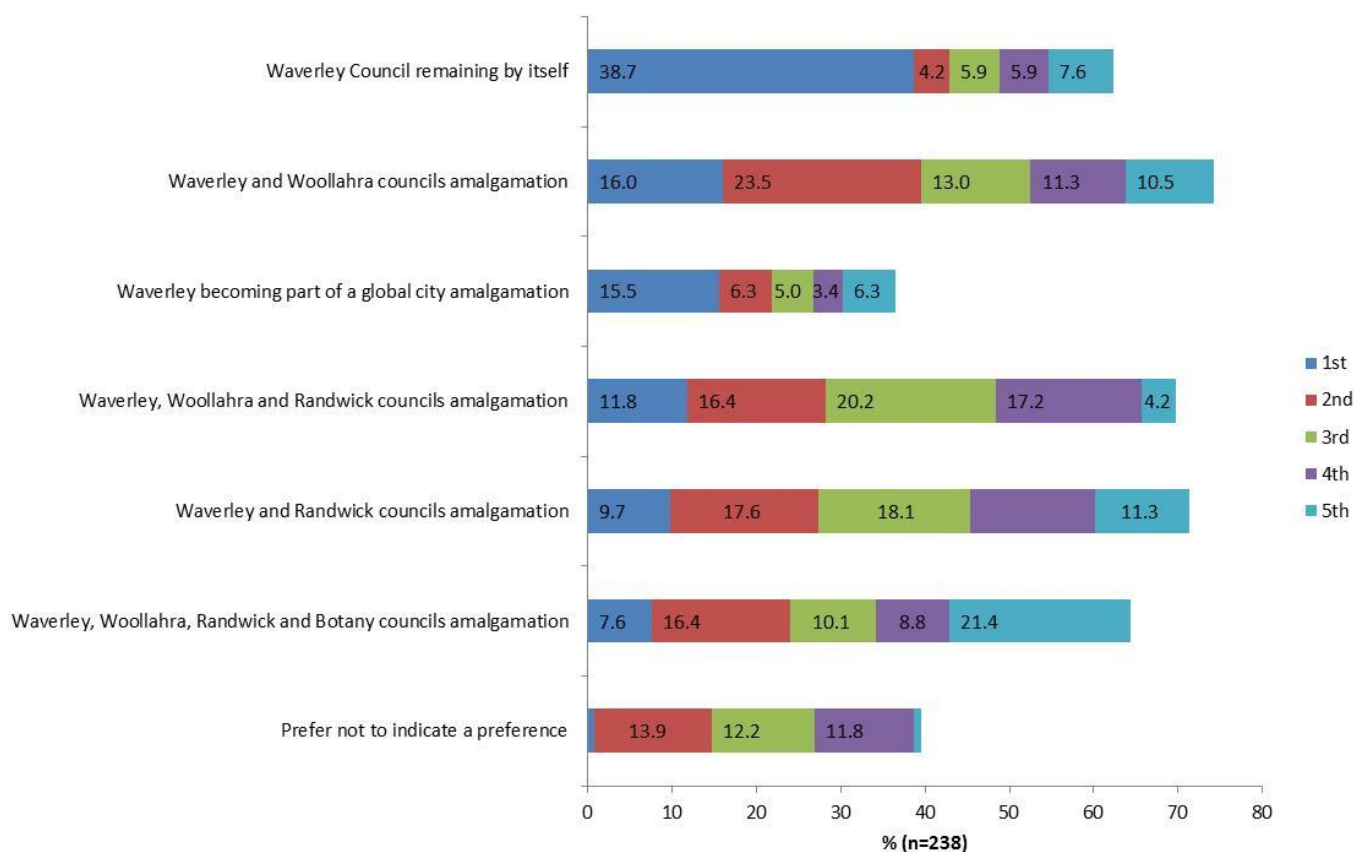
3. Business Survey

3.1 Order of preferences – Business Survey

Section 3.1 of this report highlights the options that Waverley business owners selected with regards to the 6 possible amalgamation options they were presented with.

Question: Which is your most preferred option? Followed by 2nd, 3rd, 4th and 5th

Graph 3.1: Preferences for 'Fit for the Future' program



Question: Which is your most preferred option? Followed by 2nd, 3rd, 4th and 5th

Table 3.1: Preferences for 'Fit for the Future' program

	1 st option	1 st & 2 nd options	1 st , 2 nd & 3 rd options	1 st , 2 nd , 3 rd & 4 th options	1 st , 2 nd , 3 rd , 4 th & 5 th options
Waverley and Woollahra councils	16.0%	39.5%	52.5%	63.8%	74.3%
Waverley Council remaining by itself	38.7%	42.9%	48.8%	54.7%	62.3%
Waverley, Woollahra and Randwick councils	11.8%	28.2%	48.4%	65.6%	69.8%
Waverley and Randwick councils	9.7%	27.3%	45.4%	60.1%	71.4%
Waverley, Woollahra, Randwick and Botany	7.6%	24.0%	34.1%	42.9%	64.3%
Waverley becoming part of a global city	15.5%	21.8%	26.8%	30.2%	36.5%
Prefer not to indicate a preference	0.8%	14.7%	26.9%	38.7%	39.5%

Ranked by highest result after 3rd choice of options

Key Results:

- Around two in five business owners surveyed (38.7%) indicated their most preferred options were for Waverley Council to remain by itself. This is a similar proportion as that found in the resident's telephone survey (36.6%).
- The second most preferred options were for Waverley and Woollahra councils to amalgamate (16.0%) or for Waverley to become part of a global city (15.5%).
- The first option to receive greater than 50% approval was for Waverley and Woollahra councils to amalgamate. This was achieved after the 3rd choice of options.

3.2 First Mentioned Option by Suburb – Business Survey

Table 3.1 shows the most preferred option broken up by Suburb. The suburb 'Bondi' in the table below is made up of 'North Bondi', 'Bondi Junction', 'Bondi Beach' and 'Bondi'.

Table 3.1: Most preferred Option by Suburb

Column %	Bondi	Bondi Beach	Bondi Junction	Bronte	Dover Heights	North Bondi	Queens Park	Rose Bay	Vaucluse	Waverley
Waverley Council remaining by itself	38.6%	40.0%	41.5%	35.7%	33.3%	20.0%	50.0%	28.6%	25.0%	36.4%
Waverley becoming part of a global city	22.7%	20.0%	13.8%	35.7%	11.1%	20.0%	0.0%	7.1%	0.0%	4.5%
Waverley, Woollahra, Randwick and Botany councils amalgamation	4.5%	8.0%	4.3%	14.3%	22.2%	20.0%	0.0%	7.1%	0.0%	18.2%
Waverley, Woollahra and Randwick councils amalgamation	13.6%	20.0%	8.5%	0.0%	11.1%	20.0%	25.0%	21.4%	25.0%	9.1%
Waverley and Randwick councils amalgamation	11.4%	4.0%	11.7%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	18.2%
Waverley and Woollahra councils amalgamation	9.1%	8.0%	19.1%	0.0%	22.2%	20.0%	25.0%	35.7%	50.0%	13.6%
Prefer not to indicate a preference	0.0%	0.0%	1.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Sample Size	44	25	94	14	9	5	4	14	4	22

Key Results:

- Results by businesses located across the different suburbs of Waverley LGA were quite mixed.
- Businesses located in North Bondi (20.0%), Rose Bay (28.6%) and Vaucluse (25.0%) were least likely to select the option of 'Waverley Council remaining by itself' as their preferred option.
- Businesses located in Bondi (9.1%), Bondi Beach (8.0%), Bronte (0.0%) and Waverley (13.6%) were least likely to select the option of Waverley and Woollahra councils amalgamating.

3.3 Business Survey -Excluding Status Quo and Woollahra

Table 3.2 shows the preferred options selected by Waverley businesses if the option 'Waverley Council remains by itself' was excluded as a viable option. To calculate the table below, those residents that preferred for 'Waverley Council remaining by itself' (38.7%) had their second preferred option reallocated as their first preference.

Table 3.2a: Most preferred Option

n=238	%
Waverley and Woollahra councils amalgamation	32.4%
Waverley and Randwick councils amalgamation	19.7%
Waverley becoming part of a global city amalgamation, including City of Sydney, Waverley, Woollahra, Randwick and Botany	16.4%
Waverley, Woollahra and Randwick councils amalgamation	14.3%
Waverley, Woollahra, Randwick and Botany councils amalgamation	8.8%
Prefer not to indicate a preference	8.4%

Key Results:

- If the status quo was not an option for businesses, then the most preferred selection would be for Waverley and Woollahra council's to amalgamate (32.4%). This is a similar proportion to that seen in the resident telephone survey (28.8%).

Table 3.2b shows the preferred options selected by Waverley residents if the options 'Waverley Council remains by itself' and 'Waverley and Woollahra council amalgamating' were excluded as a viable option. This would mean subsequent options that were neither of the two would be assigned as the first preference. To calculate the table below, those residents that preferred for 'Waverley Council remaining by itself' had their second preferred option reallocated as their first preference. If the second preferred option was 'Waverley and Woollahra council's amalgamation' then the third option would become the first. This was also carried out for those that put 'Waverley and Woollahra council's amalgamation' as their first preference.

Table 3.2b: Most preferred Option with reassignment of status quo option and Waverley and Woollahra option

n=238	%
Waverley and Randwick councils amalgamation	35.3%
Waverley, Woollahra and Randwick councils amalgamation	23.1%
Waverley becoming part of a global city amalgamation, including City of Sydney, Waverley, Woollahra, Randwick and Botany	16.4%
Waverley, Woollahra, Randwick and Botany councils amalgamation	10.1%
Prefer not to indicate a further preference	15.1%

Key Results:

- When the data was extrapolated in this way, the option most preferred amongst businesses was 'Waverley and Randwick councils amalgamating' (35.3%). This proportion was similar to the resident's phone survey results of 32.0%.

3.4 Main reasons for selecting 'most' preferred option – Business Survey

Question: What are the main reasons you chose your MOST preferred option?

Table 3.2: Main reasons for choosing 'Waverley Council remaining by itself'

Sample size = 92	%
Happy with status quo / Not broken so no need to fix	45.7
Would become too big and lose its local identity / Wouldn't get a 'say'	15.2
Can't see any improvement if amalgamation happens / services most likely will diminish	8.7
Local Councillors know the area / Need to have local knowledge	6.5
Don't want other Council's to burden Waverley	4.3
Easier with status quo	3.3
Smaller is better and easier to manage	3.3
Against amalgamation / Previous experience	3.3
Would become too big and would result in bigger problems	2.2
Easier to have one big picture / standardised policies	1.1
No response given	6.5

Close to half of the business owners that indicated they preferred for Waverley to remain by itself mentioned it was because they were happy with the status quo and that the current model was not broken.

Table 3.3: Main reasons for choosing 'Waverley becoming part of a global city'

Sample size = 37	%
Like the idea of a global city	40.5
Need to save costs / economies of scale / financially better	18.9
Access to a bigger budget / stronger together	10.8
Easier to have one big picture / standardised policies	10.8
Best option / Makes sense	8.1
Local Councillors know the area / Need to have local knowledge	2.7
Greater pool of expertise	2.7
No response given	5.4

Two out of five business owners that preferred for Waverley to become part of a global city indicated it was because they liked the idea of it.

Table 3.4: Main reasons for choosing 'Waverley, Woollahra, Randwick and Botany'

Sample size = 18	%
Access to a bigger budget / stronger together	16.7
Greater pool of expertise	16.7
Best option / Makes sense	11.1
Can't see any improvement if amalgamation happens / services most likely will diminish	5.6
Would become too big and would result in bigger problems	5.6
Need to save costs / economies of scale / financially better	5.6
Easier to have one big picture / standardised policies	5.6
Similar Council's and demographics make it ideal for amalgamation	5.6
No response given	22.2
Other	5.6

Reasons given for why Waverley should amalgamate with Woollahra, Randwick and Botany centred on having access to a bigger budget and that it would be a stronger proposition to merge together. Businesses also like the idea of having access to a greater pool of expertise.

Table 3.5: Main reasons for choosing 'Waverley, Woollahra and Randwick Councils'

Sample size = 28	%
Similar Council's and demographics make it ideal for amalgamation	39.3
Best option / Makes sense	21.4
Need to save costs / economies of scale / financially better	17.9
Would become too big and would result in bigger problems	3.6
Easier to have one big picture / standardised policies	3.6
Greater pool of expertise	3.6
Other Councils are stronger than Waverley / Good option	3.6
No response given	7.1

Of the business owners that mentioned Waverley should amalgamate with Woollahra and Randwick, two out five (39.3%) indicated it was because those Councils were similar in demographics and would therefore be ideal for amalgamation.

Table 3.6: Main reasons for choosing 'Waverley and Randwick Councils'

Sample size = 23	%
Similar Council's and demographics make it ideal for amalgamation	43.5
Other Councils are stronger than Waverley / Good option	17.4
Best option / Makes sense	17.4
Need to save costs / economies of scale / financially better	8.7
Smaller is better and easier to manage	4.3
Greater pool of expertise	4.3
No response given	4.3

Two out of five (43.5%) business owners that preferred for Waverley to amalgamate with Randwick indicated it was because Randwick Council is similar in demographics and would therefore be ideal for amalgamation.

Table 3.7: Main reasons for choosing 'Waverley and Woollahra Councils'

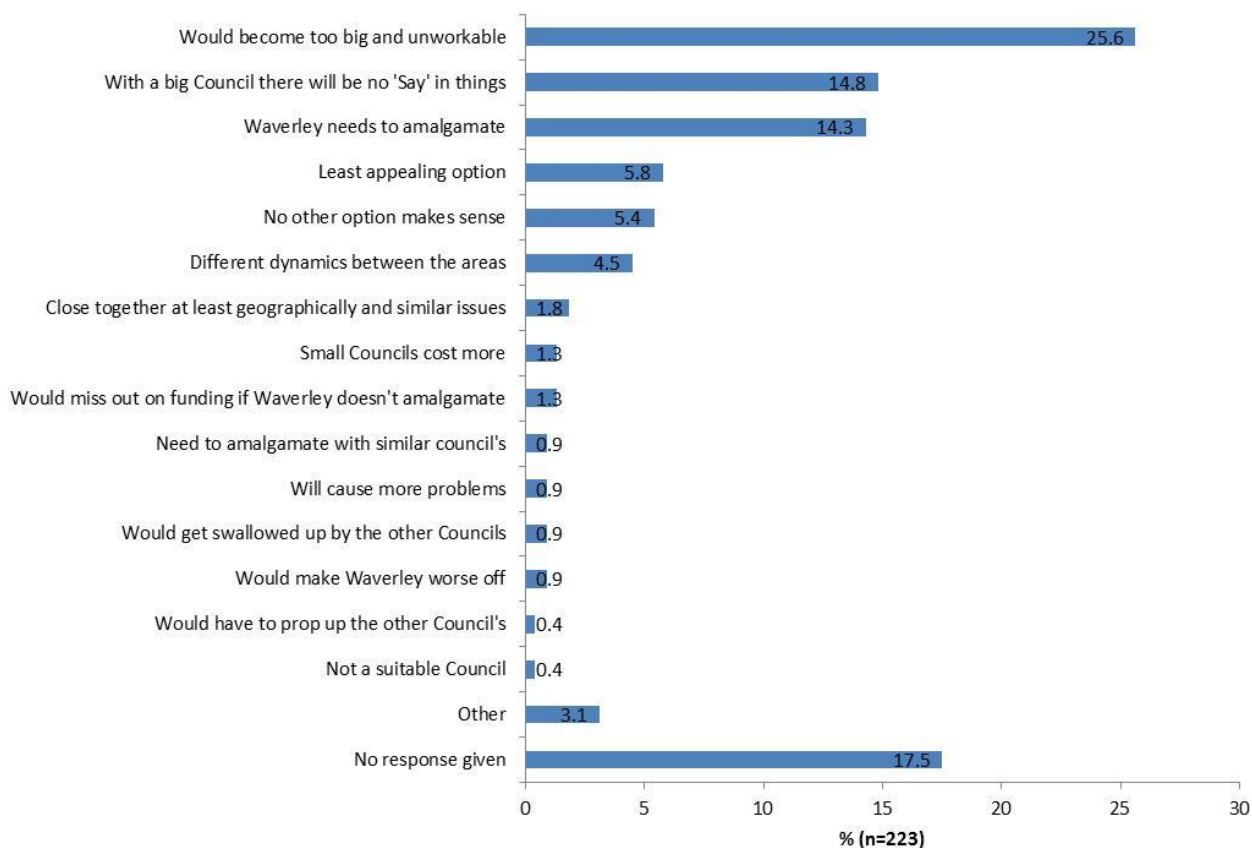
Sample size = 38	%
Similar Council's and demographics make it ideal for amalgamation	55.3
Best option / Makes sense	13.2
Need to save costs / economies of scale / financially better	10.5
Happy with status quo / Not broken so no need to fix	2.6
Would become too big and would result in bigger problems	2.6
Other Councils are stronger than Waverley / Good option	2.6
No response given	10.5
Other	2.6

Over half (55.3%) of the business owners that preferred for Waverley to amalgamate with Woollahra indicated it was because Woollahra Council is similar in demographics and would therefore be ideal for amalgamation.

3.5 Main reasons for selecting 'least' preferred option – Business Survey

Question: What are the main reasons you chose your LEAST preferred option?

Table 3.10: Main reasons for LEAST preferred



Key Results:

- One in four businesses (25.6%) were concerned that having a number of Council's come together to become one, would result in an entity that was too big and unworkable to achieve any outcome of benefit for the amalgamated area.

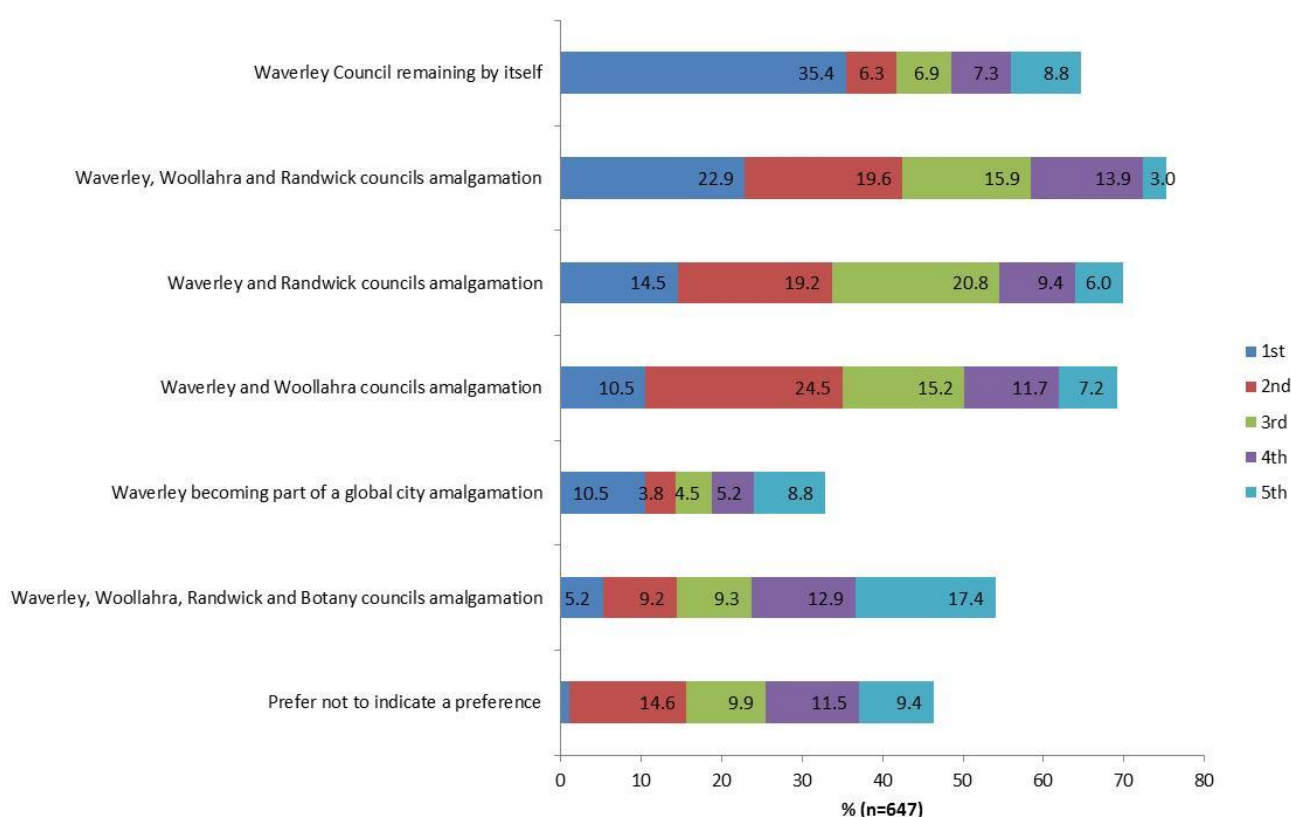
4. Residents Online/Paper survey

4.1 Order of preferences – Residents online/paper

Section 4.1 of this report highlights the options that residents completing the survey online or on paper were prepared to accept with regards to the 6 possible amalgamation options they were presented with.

Question: Which is your most preferred option? Followed by 2nd, 3rd, 4th and 5th

Graph 3.1: Preferences for 'Fit for the Future' program



Question: Which is your most preferred option? Followed by 2nd, 3rd, 4th and 5th

Table 4.1: Preferences for 'Fit for the Future' program

	1 st option	1 st & 2 nd options	1 st , 2 nd & 3 rd options	1 st , 2 nd , 3 rd & 4 th options	1 st , 2 nd , 3 rd , 4 th & 5 th options
Waverley, Woollahra and Randwick councils amalgamation	22.9%	42.5%	58.4%	72.3%	75.3%
Waverley and Randwick councils amalgamation	14.5%	33.7%	54.5%	63.9%	69.9%
Waverley and Woollahra councils amalgamation	10.5%	35.0%	50.2%	61.9%	69.1%
Waverley Council remaining by itself	35.4%	41.7%	48.6%	55.9%	64.7%
Prefer not to indicate a preference	1.0%	15.6%	25.5%	37.0%	46.4%
Waverley, Woollahra, Randwick and Botany councils amalgamation	5.2%	14.4%	23.7%	36.6%	54.0%
Waverley becoming part of a global city amalgamation	10.5%	14.3%	18.8%	24.0%	32.8%

Ranked by highest result after 3rd choice of options

Key Results:

- Around two in five business owners surveyed (35.4%) indicated their most preferred options were for Waverley Council to remain by itself. This is a similar proportion as that found in the resident's telephone survey (36.6%) and business survey (38.7%).
- The second most preferred option was for Waverley, Woollahra and Randwick Councils to amalgamate (22.9%).
- After the third round of choices, two options stood out from the rest; these were for Waverley, Woollahra and Randwick Council to amalgamate (58.4%) and Waverley and Randwick Councils to amalgamate (54.5%).

4.2 First Mentioned Option by Suburb – Residents online

Table 4.1 shows the most preferred option broken up by Suburb.

Table 4.1: Most preferred Option by Suburb

Column %	Bondi	Bondi Beach	Bondi Junction	Bronte	Charring Cross	Clovelly	Dover Heights	North Bondi	Queens Park	Rose Bay	Tamarama	Vaucluse	Waverley
Waverley Council remaining by itself	30.5%	24.6%	37.1%	47.1%	100.0%	100.0%	30.0%	12.3%	51.7%	44.0%	33.3%	40.9%	46.3%
Waverley becoming part of a global city amalgamation	11.6%	16.4%	6.2%	9.8%	0.0%	0.0%	5.0%	23.1%	6.9%	4.0%	0.0%	4.5%	3.7%
Waverley, Woollahra, Randwick and Botany councils amalgamation	8.4%	6.6%	2.1%	2.9%	0.0%	0.0%	5.0%	7.7%	3.4%	16.0%	11.1%	0.0%	9.3%
Waverley, Woollahra and Randwick councils amalgamation	20.0%	24.6%	24.7%	24.5%	0.0%	0.0%	30.0%	33.8%	27.6%	8.0%	44.4%	36.4%	14.8%
Waverley and Randwick councils amalgamation	14.7%	18.0%	11.3%	12.7%	0.0%	0.0%	15.0%	12.3%	6.9%	8.0%	0.0%	9.1%	18.5%
Waverley and Woollahra councils amalgamation	11.6%	9.8%	18.6%	2.9%	0.0%	0.0%	15.0%	9.2%	3.4%	20.0%	11.1%	9.1%	7.4%
Prefer not to indicate a preference	3.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.5%	0.0%	0.0%	0.0%	0.0%	0.0%
Sample Size	95	61	97	102	2	2	40	65	29	25	9	22	54

Key Results:

- Of the suburbs that had a sufficient sample size, Bronte (47.1%), Queens Park (51.7%), Rose Bay (44.0%) and Waverley (46.3%) were the most likely suburbs to indicate a preference for Waverley council remaining by itself.
- One in three residents of North Bondi (33.8%) and Dover Heights indicated they preferred for Waverley Council to amalgamate with both Woollahra and Randwick councils.

4.3 Excluding Status Quo and Woollahra – Residents online/paper

Table 4.2 shows the preferred options selected by Waverley residents who completed the survey online or on paper if the option 'Waverley Council remains by itself' was excluded as a viable option. To calculate the table below, those residents that preferred for 'Waverley Council remaining by itself' (34.9%) had their second preferred option reallocated as their first preference.

Table 4.2a: Most preferred Option

n=647	%
Waverley, Woollahra and Randwick councils amalgamation	26.1
Waverley and Woollahra councils amalgamation	23.6
Waverley and Randwick councils amalgamation	21.8
Waverley becoming part of a global city amalgamation, including City of Sydney, Waverley, Woollahra, Randwick and Botany	10.8
Waverley, Woollahra, Randwick and Botany councils amalgamation	5.5
Prefer not to indicate a preference	12.2

Key Results:

- After removing the status quo as an option, three alternatives emerged; 'Waverley, Woollahra and Randwick councils amalgamate' (26.1%), 'Waverley and Woollahra councils amalgamate' (23.6%) and 'Waverley and Randwick councils amalgamate' (21.8%)

Table 4.2b shows the preferred options selected by Waverley residents in the online survey if the options 'Waverley Council remains by itself' and 'Waverley and Woollahra council amalgamating' were excluded as a viable option. This would mean subsequent options that were neither of the two would be assigned as the first preference. To calculate the table below, those residents that preferred for 'Waverley Council remaining by itself' had their second preferred option reallocated as their first preference. If the second preferred option was 'Waverley and Woollahra council's amalgamation' then the third option would become the first. This was also carried out for those that put 'Waverley and Woollahra council's amalgamation' as their first preference.

Table 4.2b: Most preferred Option with reassignment of status quo option and Waverley and Woollahra option

n=647	%
Waverley, Woollahra and Randwick councils amalgamation	33.9
Waverley and Randwick councils amalgamation	32.3
Waverley becoming part of a global city amalgamation, including City of Sydney, Waverley, Woollahra, Randwick and Botany	12.1
Waverley, Woollahra, Randwick and Botany councils amalgamation	6.2
Prefer not to indicate a preference	15.5

Key Results:

- When the data was extrapolated in this way, two options came out as most preferred; they were 'Waverley, Woollahra and Randwick councils amalgamating' (33.9%) and 'Waverley and Randwick councils amalgamating' (32.3%). These proportions are almost identical to the resident's phone survey results.

4.4 Main reasons for selecting 'most' preferred option – Residents online/paper

Question: What are the main reasons you chose your MOST preferred option?

Tables 4.4 to 4.9 outline the reasons provided by residents to the online/paper survey for their most preferred option. For each option identical themes were identified as was the case in the resident's telephone survey.

Table 4.4: Main reasons for choosing 'Waverley Council remaining by itself'

Sample size = 151	%
Happy with status quo / Not broken so no need to fix	32.2
Would become too big and lose its local identity / Wouldn't get a 'say'	29.4
Local Councillors know the area / Need to have local knowledge	20.0
Can't see any improvement if amalgamation happens / services most likely will diminish	5.0
Against amalgamation / Previous experience	4.7
Demographics and issues don't match up with other Council's / Unique area	3.5
Smaller is better and easier to manage	2.8
Don't want other Council's to burden Waverley	1.9
Similar Council's and demographics make it ideal for amalgamation	0.3
Best option / Makes sense	0.3

Table 4.5: Main reasons for choosing 'Waverley becoming part of a global city'

Sample size = 60	%
Need to save costs / economies of scale / financially better	37.9
Best option / Makes sense	22.3
Access to a bigger budget / stronger together	17.2
Like the idea of a global city	11.1
Easier to have one big picture / standardised policies	6.5
Council currently not operating how it should	3.3
Demographics and issues don't match up with other Council's / Unique area	1.7

Table 4.6: Main reasons for choosing 'Waverley, Woollahra, Randwick and Botany

Sample size = 31	%
Need to save costs / economies of scale / financially better	42.4
Best option / Makes sense	24.9
Similar Council's and demographics make it ideal for amalgamation	18.7
Easier to have one big picture / standardised policies	7.7
Other Councils are stronger than Waverley / Good option	4.4
Demographics and issues don't match up with other Council's / Unique area	1.9

Table 4.7: Main reasons for choosing 'Waverley, Woollahra and Randwick Councils'

Sample size = 136	%
Similar Council's and demographics make it ideal for amalgamation	44.6
Best option / Makes sense	27.5
Need to save costs / economies of scale / financially better	15.8
Demographics and issues don't match up with other Council's / Unique area	3.3
Council currently not operating how it should	2.8
Access to a bigger budget / stronger together	2.5
Other Councils are stronger than Waverley / Good option	2.2
Would become too big and lose its local identity / Wouldn't get a 'say'	0.9
Would become too big and would result in bigger problems	0.4

Table 4.8: Main reasons for choosing 'Waverley and Randwick Councils'

Sample size = 81	%
Best option / Makes sense	45.6
Similar Council's and demographics make it ideal for amalgamation	25.9
Need to save costs / economies of scale / financially better	13.8
Other Councils are stronger than Waverley / Good option	13.1
Demographics and issues don't match up with other Council's / Unique area	1.5

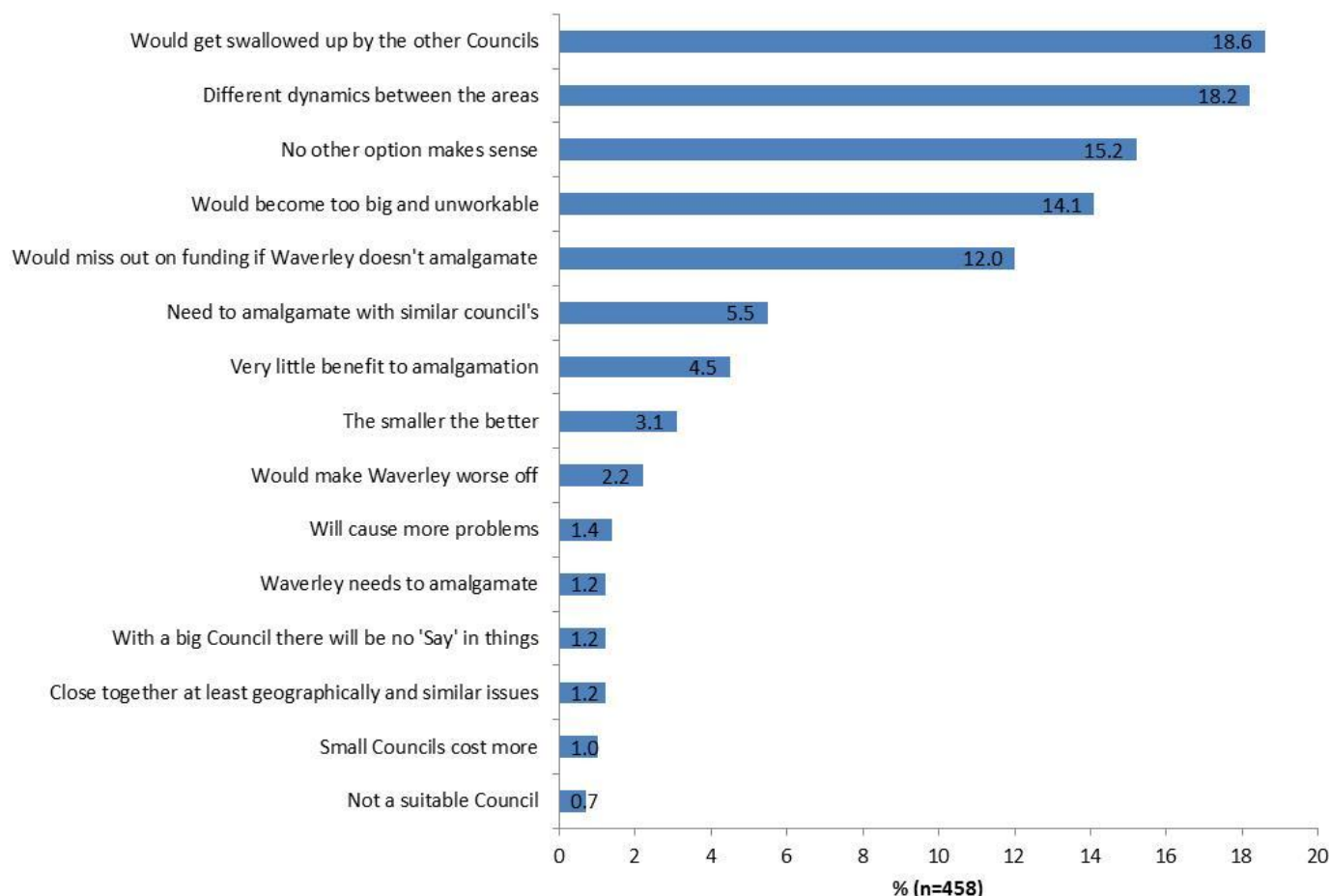
Table 4.9: Main reasons for choosing 'Waverley and Woollahra Councils'

Sample size =	%
Similar Council's and demographics make it ideal for amalgamation	47.3
Best option / Makes sense	43.7
Would become too big and would result in bigger problems	3.4
Council currently not operating how it should	2.4
Need to save costs / economies of scale / financially better	2.3
Easier to have one big picture / standardised policies	0.8

4.5 Main reasons for selecting 'least' preferred option – Residents online/paper

Question: What are the main reasons you chose your LEAST preferred option?

Table 4.11: Main reasons for LEAST preferred itself



Key Results:

- Around one in five residents (18.6%) were concerned that amalgamating with a larger Council would result in Waverley getting swallowed up and losing its identity.
- A similar proportion (18.2%) of residents highlighted that having different dynamics between council's was a concern.

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