



## Snowy Valleys Council Community Satisfaction Survey



Results from a random and statistically valid telephone survey of 405 adult residents in the SV LGA

**Client:**

Snowy Valleys Council

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*Front cover photo: From Snowy Valley Council Facebook page*



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## Executive summary

In September 2018, Snowy Valleys Council (SVC), via Common Thread Consulting, commissioned Jetty Research to conduct a random telephone survey of 400+ adult residents living within the local government area (LGA). That survey aimed to assess satisfaction with, and priorities towards different Council-managed facilities and services using a random and statistically valid sample. It was also designed to provide a comparison to the 2016 baseline data where possible.

A final sample of n=405 residents was achieved. Based on the number of SV LGA households, a random sample of 405 adult residents implies a margin for error of +/- 4.8% at the 95% confidence level. This essentially means that if we conducted a similar poll 20 times, results should reflect the views and behaviour of the overall survey population – in this case “all SV LGA adult residents excluding council employees and Councillors” - to within a +/- 4.8% margin in 19 of those 20 surveys.

For more information on survey methodology, sampling error and sample characteristics, see pages 9-11. For more detailed information on the demographic breakdown of survey respondents see pages 12-14.

### Among the survey's major conclusions:

1. Respondents were generally very satisfied with the facilities and services. Of the 27 facilities and services rated, respondents were most satisfied with libraries (scoring an average of 4.02 out of 5.0 on a satisfaction scale). Respondents rated their satisfaction with the remaining 26 facilities and services as “good” with mean scores of between 3 and 4. Encouragingly, no facilities or services were considered to be “poor” (i.e. mean <3). Comparison to comparable 2016 was limited due to the change in measures but where possible indicates improvements across all measures and, most markedly, in perception of road conditions.
2. Fourteen (of 27) facilities and services were considered to be “very high” in importance (i.e. mean score >4 out of a possible 5). The most important facilities and services were; being a well-run and managed Council (4.59 out of 5.0), providing value for money for my rates (4.46), and condition of sealed roads (4.41). Most other facilities and services were rated as “high” in importance (i.e. mean score of between 3 and 4). Those considered of lowest importance (although still very high in importance) were enforcement of building regulations (3.59), community cultural and youth events, (3.60) and footpaths in your area (3.63). Comparison to comparable 2016 measures indicates that importance with the various Council provides services and facilities has remained stable over time.
3. When placed into a quadrant-style matrix of importance vs. satisfaction and using an arbitrary 3.5 “dividing line” across both satisfaction and importance scores, the following picture emerged: Sports facilities, swimming pools, parks, reserves and playgrounds, protection of the environment, children's services, emergency and disaster management, waste management, elderly support services, and water and sewerage services rated as the most highly satisfactory and the most important of the 27 facilities and services measured.

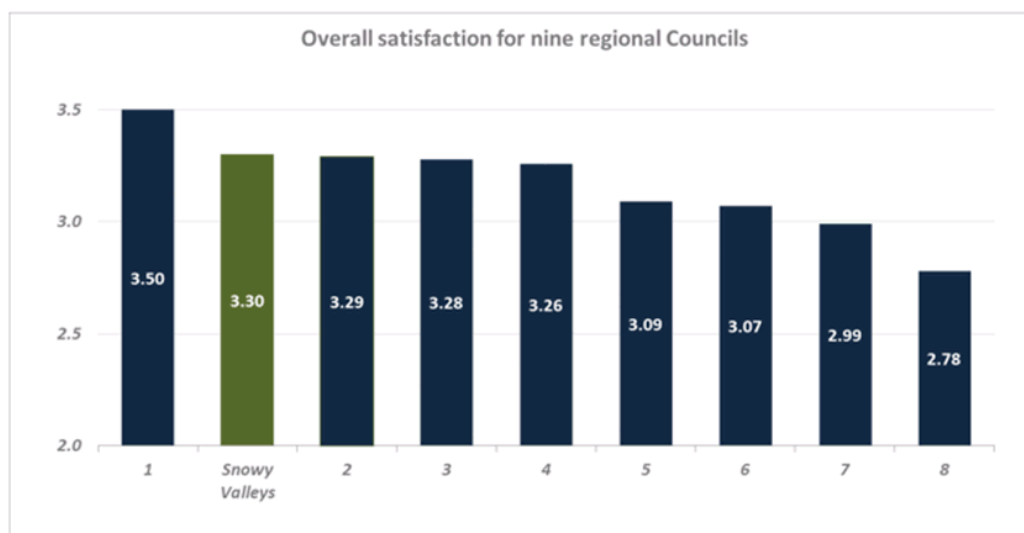
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Higher importance/lower satisfaction	Higher importance/higher satisfaction
Business and tourism development Tourism development Control of noxious weeds Maintenance of unsealed roads in your area Ease of access to local government services Having a clear vision for the future Informing the community Decisions made in the interest of the community Community consultation and listening to the views of the whole community Condition of sealed local roads Providing value for money for my rates Being a well-run and managed Council	Sports facilities Swimming pools Parks, reserves and playgrounds Protection of the environment Children's services Emergency and disaster management Waste management Elderly support services Water and sewerage services
Lower importance/lower satisfaction	Lower importance/higher satisfaction
Enforcement of building regulations Footpaths in your area Development application processing	Community cultural and youth events Enforcement of pets and stock regulation Libraries

4. Overall satisfaction with Council was reasonably positive with a net satisfaction rating of +26% (whereby 26% more residents were satisfied than dissatisfied) and a mean (average) rating of 3.30. Some 43% of respondents reported Council to be performing well (7% very good and 36% good), and 17% felt Council was performing poorly. When plotted against seven other NSW regional LGA's who have conducted similar surveys since 2016, results suggest that SVC is performing well:



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5. To drill down into the specific drivers of perceptions of overall satisfaction, we undertook a driver analysis which seeks to understand the correlations between the specific satisfaction statements and overall satisfaction with Council. The driver analysis indicated that the strongest drivers of overall satisfaction with SVC are 'being a well-run and managed Council' and 'making decisions in the interests of the community'. Results suggest that if Council were to improve in any or all of these measures, perceptions of Council's overall performance would improve significantly.
6. Respondents were also asked to rank the relative importance for future resourcing of any facilities and services they had ranked as being of "critical" importance (excluding the "known criticals" of sealed road maintenance, water supply, sewerage and waste/recycling). Elderly support services, emergency and disaster management, maintenance of unsealed roads, children's services and tourism development were ranked as the most important Council priorities according to 43%, 29%, 24%, 24% and 24% of respondents respectively.
7. A total of 40% of respondents had contacted Council within the previous 12 months for a reason other than paying rates.
8. Of most recent inquiries:
  - a. Telephone was the main form of contact, used in almost half (45%) of most recent contacts followed by face-to-face at 37%, and email at 12%.
  - b. Over two in five inquiries (41%) were resolved in one call with a further 19% being resolved in two contacts, and 9% in three or more contacts. The proportion of contacts "not yet resolved" was low at 9%.
  - c. The mean overall satisfaction score for the way the respondent's most recent inquiry was handled was 3.88 out of 5. Net satisfaction was +53%.
9. There was a direct and significant correlation between (a) the number of inquiries a resident makes over a 12-month period; and (b) the number of times an inquiry or issue takes to resolve; with (c) that person's satisfaction with Council's overall performance.
10. Council's communication with the community was the most frequently highlighted suggestion for improvement mentioned by 20% of residents. Improving roads (13%), better Council management generally (9%) and focusing on the whole region, not just Tumut (9%) were also considered areas for improvement.





## Introduction

## Background and Objectives

In September 2018 Snowy Valleys Council (SVC) commissioned Jetty Research to conduct a representative telephone survey of 400 adult residents to: (a) assess resident satisfaction; and (b) better understand the community's priorities with regard to services and facilities, using a random and statistically valid sample.

Specifically, the research sought to address the following research objectives:

1. To understand the community's priorities and level of satisfaction in relation to Council activities, services and facilities;
2. To assess the community's overall level of satisfaction with Council's performance (and benchmarking this against previous surveys);
3. To assess community satisfaction with customer service as well as additional aspects of the service experience;
4. To identify preferred means of communication and engagement;
5. To identify any suggestions for Council generally;
6. To explore how the results might vary by factors such as age, gender, region and urban/rural; and,
7. To compare against 2016 baseline scores where relevant.



## Methodology

The survey comprised a random fixed line and mobile telephone poll of 405 residents aged 18+. Respondents were selected at random from a verified random sample residential telephone database of 4,150 telephone numbers (approx. two-thirds fixed-line and one-third mobile) within the LGA<sup>1</sup>. A survey form was designed collaboratively between Council management, Common Thread Consulting and Jetty Research based on satisfying the above objectives (see Appendix 1).

Polling was conducted between October 2<sup>nd</sup> and 10<sup>th</sup> (inclusive) from Jetty Research's Coffs Harbour CATI<sup>2</sup> call centre. A team of 12 researchers called SV LGA residents on weekday evenings (excluding Friday) from 3.30 to 8pm, and Saturdays 12.30 to 5pm. Where phones went unanswered, were engaged or diverted to answering machines, researchers phoned on up to five occasions at different times of the afternoon or evening.

The poll was conducted on a purely random basis, other than ensuring an adequate mix of respondents across different sub-regions. Respondents were screened to ensure they were aged 18 or over and were not councillors or permanent Council employees.

Survey time varied from 10 to 26 minutes, with an average of 14.5 minutes. Response rate was satisfactory for an uncompensated survey of this length, with 34% of eligible households reached agreeing to participate.

Due to the nature of the survey, not all respondents answered every question. The number of respondents answering each question is marked as "n = XXX" in the graph accompanying that question. Caution should be taken in analysing some questions due to the small sample size.

Results for the CATI survey have been post-weighted to match the age and gender profile of the SV LGA as per the 2016 ABS Census (Usual Residents Profile). See Appendix 2 for details of the weighting process.

Where differences in this report are classed as significant, this implies they are statistically significant based on independent sample t-scores or other analysis of variation (or ANOVA) calculations. In statistical terms, significant differences are unlikely to have been caused by chance alone. Cross analysis was undertaken by a number of demographic and attitudinal characteristics. Only where differences by groups were statistically significant are they generally mentioned in the report commentary.

Where possible, results have been compared with the 2016 customer satisfaction survey conducted for all NSW merged councils by JWS Research.

<sup>1</sup> Postcodes sourced were 2640, 2642, 2649, 2652, 2653, 2720, 2722, 2729 and 2730 inclusive. As with any postcode-based source, some records may lie outside LGA boundaries. SamplePages, the provider of verified random residential numbers, is a respected supplier of random numbers to the market and social research industry.

<sup>2</sup> Computer-assisted telephone interviewing

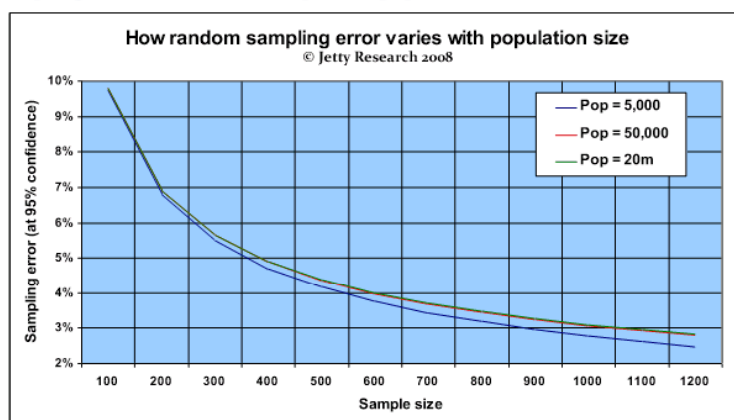


## Sampling error

According to the 2016 ABS Census (Usual Resident profile) the total population of SV LGA was 14,395. A sample of 405 implies a margin for error of  $\pm 4.8\%$  at the 95% confidence level. This means in effect that if we conducted a similar poll twenty times, results should reflect the views and behaviour of the overall survey population to within a  $\pm 4.8\%$  margin in 19 of those 20 surveys.

As graph i below shows, margin for error falls as sample size rises. Hence sub-groups within the overall sample will typically create much higher margins for error. For example using the above population sizes, a sample size of 100 exhibits a margin for error of  $\pm 9.8\%$  (again at the 95% confidence level).

**Graph i: How sampling error varies with sample and population size**



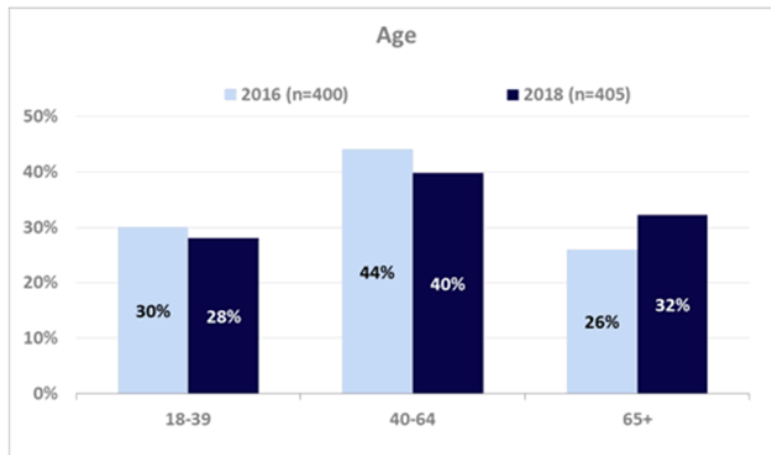
In addition to the random sampling error, above, there may also be some forms of non-random sampling error which may have affected results. These include respondents outside our sampling frame, the proportion of non-respondents (refusals, no answers etc.) and/or imperfections in the survey database. However, steps have been taken at each step of the research process to minimise non-random error wherever possible.



## Sample characteristics

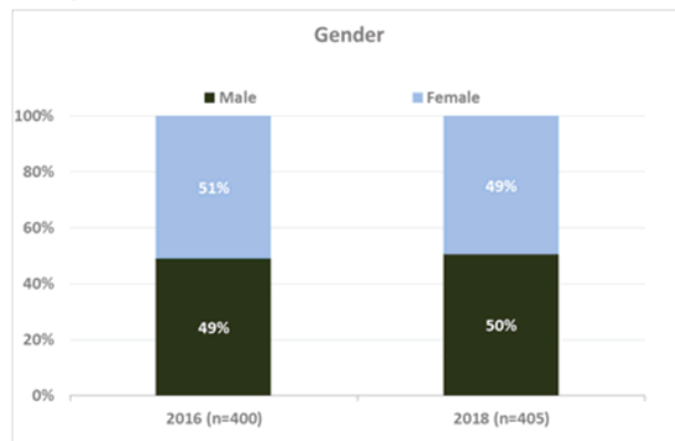
The following breaks down the (unweighted) survey sample by age, gender, household structure, length of time in the LGA, and post code:

Graph i: Sample by age



The 2018 sample was weighted to match the 2016 ABS Census on age and gender (see Appendix 2 for weighting calculations) resulting in 32% of the weighted sample being aged 65 years and over.

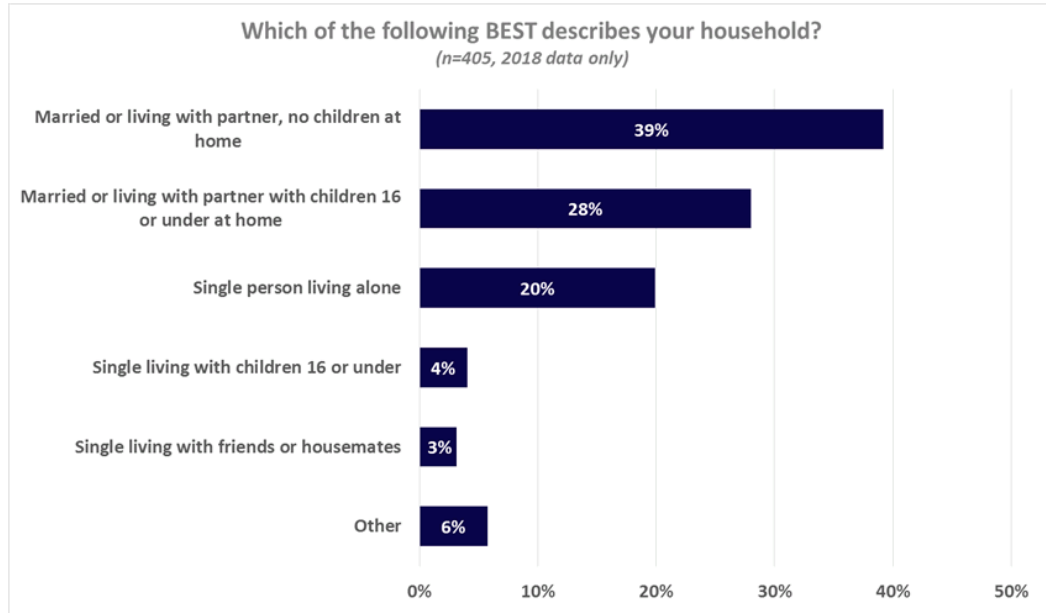
Graph ii: Gender (unweighted)



Following weighting, the sample shows an almost 50/50 split.



Graph iv: Household

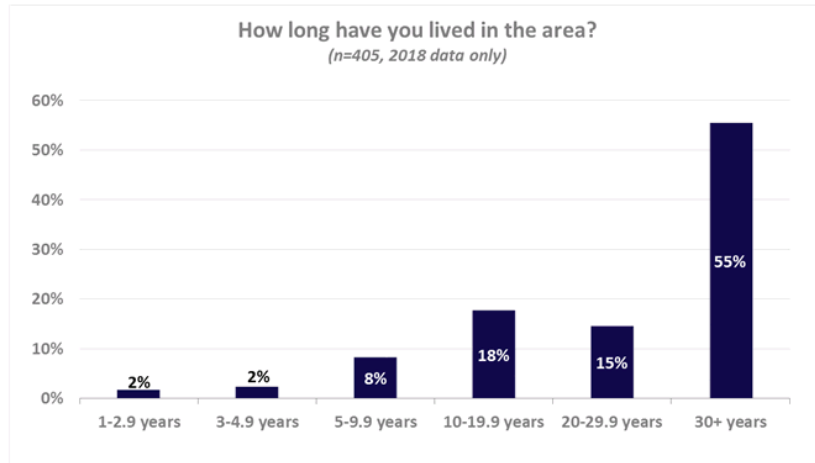


The largest proportion of respondents were partnered without children living at home. Around three in ten had children living at home (32% including 28% with both partner and children and 4% without partner but with children).

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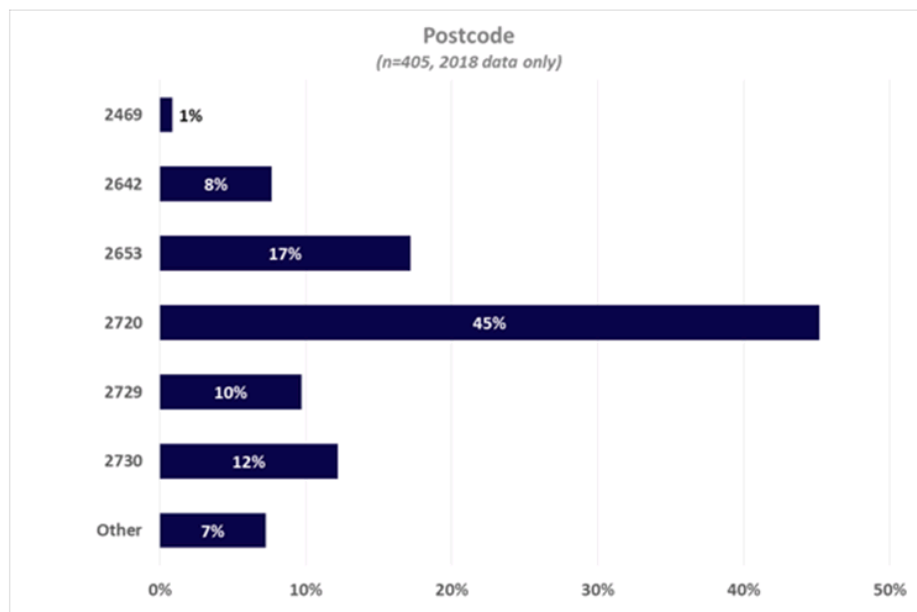


Graph iii: Length of time in the LGA



Over half of residents sampled were long-term residents, having lived in the LGA for 30 years or more.

Graph v: Postcode



The largest proportion of respondents resided in the 2720 post code (45%).



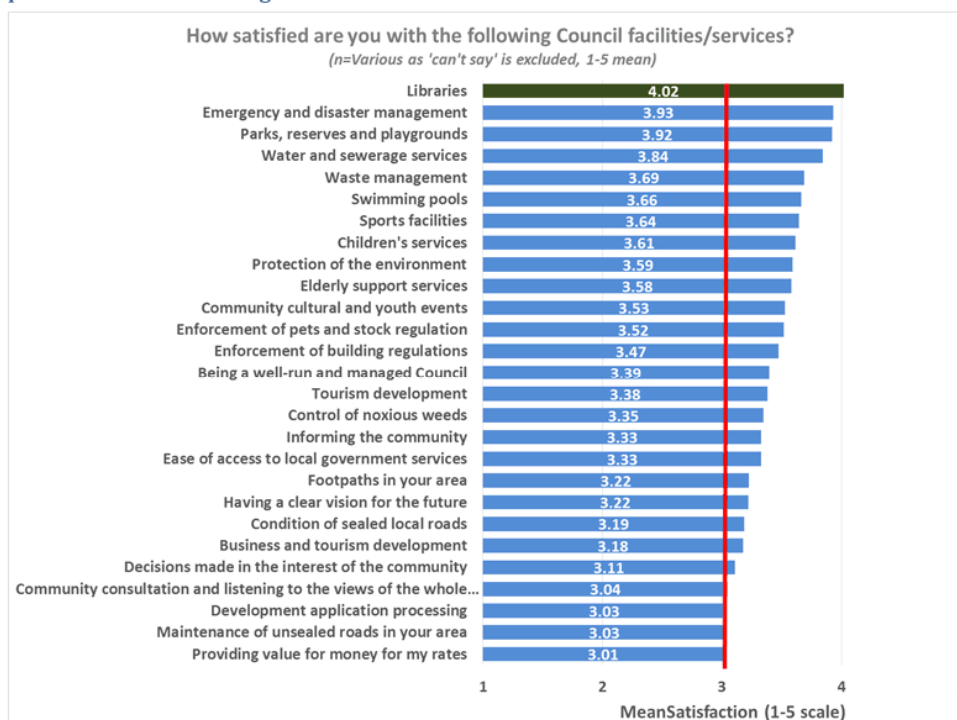


## Part 1: Satisfaction and importance with specific facilities/services

The survey commenced with residents being asked to rate their satisfaction with 27 different Council facilities and services. A rating scale of 1-5 was used, with 1 being 'very poor' and 5 being 'excellent'. (Those who had not used the facility in question were not required to provide a satisfaction score.)

The mean (i.e. average) satisfaction scores for each of the 24 facilities and services among users is shown in Graph 1.1, below:

Graph 1.1a: Satisfaction ratings



This graph shows that, of the 27 facilities and services rated, respondents were most satisfied with libraries (scoring an average of 4.02 out of 5.0 on a satisfaction scale). Satisfaction with the remaining 26 facilities and services was rated as "good", with mean scores of between 3 and 4. Encouragingly, no facilities or services were considered to be "poor" (i.e. mean <3).

Table 1.1, over page, outlines these satisfaction ratings by age, gender, region and children at home:



Table 1.1: Satisfaction ratings, by age, gender, region and children at home

COUNCIL FACILITY / SERVICE	AGE			GENDER		Region		Children	
	18-39	40-59	60+	Male	Female	2720	All other PCs	Children at home	No Children at home
Being a well-run and managed Council	3.52	3.27	3.41	3.32	3.47	3.56	3.25	3.58	3.27
Providing value for money for my rates	2.97	2.92	3.11	2.97	3.05	3.12	2.91	3.15	2.91
Having a clear vision for the future	3.27	3.14	3.26	3.19	3.25	3.30	3.15	3.34	3.12
Decisions made in the interests of the community	3.28	3.03	3.05	3.11	3.11	3.30	2.96	3.35	2.94
Informing the community	3.43	3.35	3.23	3.35	3.31	3.50	3.19	3.59	3.16
Community consultation and listening to the views of the whole community	3.12	3.09	2.94	3.06	3.03	3.24	2.88	3.32	2.87
Ease of access to services	3.31	3.32	3.34	3.33	3.33	3.45	3.23	3.49	3.24
Condition of sealed local roads in your area	2.97	3.13	3.40	3.18	3.20	3.43	2.98	3.09	3.20
Footpaths in your area	3.28	3.35	3.04	3.26	3.19	3.35	3.12	3.38	3.09
Maintenance of unsealed roads in your area	3.06	3.06	2.97	3.08	2.96	3.30	2.82	3.10	2.95
Waste management	3.64	3.70	3.72	3.67	3.71	3.77	3.62	3.73	3.66
Protection of the environment	3.76	3.54	3.50	3.60	3.59	3.68	3.51	3.73	3.50
Development application processing	3.35	2.78	3.02	3.00	3.06	3.02	3.04	3.19	2.90
Control of noxious weeds	3.48	3.37	3.21	3.39	3.30	3.44	3.27	3.52	3.24
Enforcement of pets and stock regulations	3.55	3.58	3.44	3.52	3.52	3.56	3.49	3.61	3.44
Enforcement of building regulations	3.50	3.59	3.33	3.49	3.45	3.53	3.43	3.59	3.40
Water and sewerage services	3.78	3.79	3.94	3.79	3.90	3.85	3.84	4.04	3.72
Emergency and disaster management	3.82	4.00	3.96	3.94	3.93	4.01	3.86	3.96	3.91
Elderly support services	3.52	3.57	3.64	3.67	3.50	3.63	3.54	3.60	3.54
Children's services	3.49	3.62	3.73	3.57	3.66	3.61	3.62	3.59	3.59
Community cultural and youth events	3.47	3.63	3.47	3.46	3.59	3.65	3.42	3.68	3.41
Libraries	4.09	3.96	4.03	4.04	4.00	4.13	3.93	4.11	3.94
Business development	3.38	3.10	3.09	3.15	3.20	3.14	3.21	3.25	3.08
Parks, reserves and playgrounds	4.05	3.87	3.87	3.90	3.94	4.04	3.81	4.11	3.80
Sports facilities	3.57	3.53	3.82	3.58	3.71	3.73	3.58	3.58	3.65
Tourism development	3.52	3.32	3.32	3.29	3.47	3.40	3.37	3.53	3.25
Swimming pools	3.78	3.59	3.63	3.64	3.68	3.66	3.66	3.76	3.57

This indicates that those residing in post code 2720 reported significantly higher satisfaction scores for 13 of the 27 facilities and services than other post codes sampled. Water and sewerage services and the condition of sealed roads showed the most significant differences in satisfaction ratings across postcodes.

Those with children at home were more satisfied with 14 of the 27 services than those without children at home. The greatest differences seen were in decisions made in the interest of the community, informing the community and community consultation and listening to the views of the whole community.

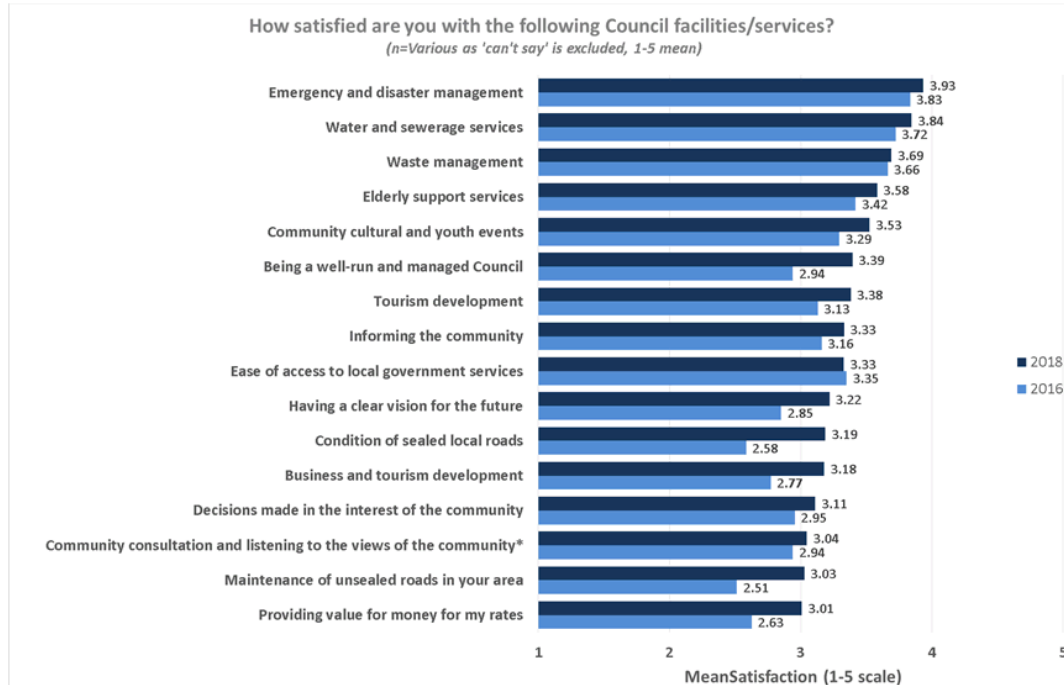
There were also differences in satisfaction with facilities and services according to age.

Comparison between the 2018 and 2016 waves of research is possible across a limited number of measures. Graph 1.1b, over page, outlines the comparable measures and indicates improvements across all measures and, most markedly, in perception of road conditions:

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Graph 1.1b: Satisfaction ratings, over time



\*The 2016 figure combines the average of *listening* and *community consultation* measures to allow comparison.

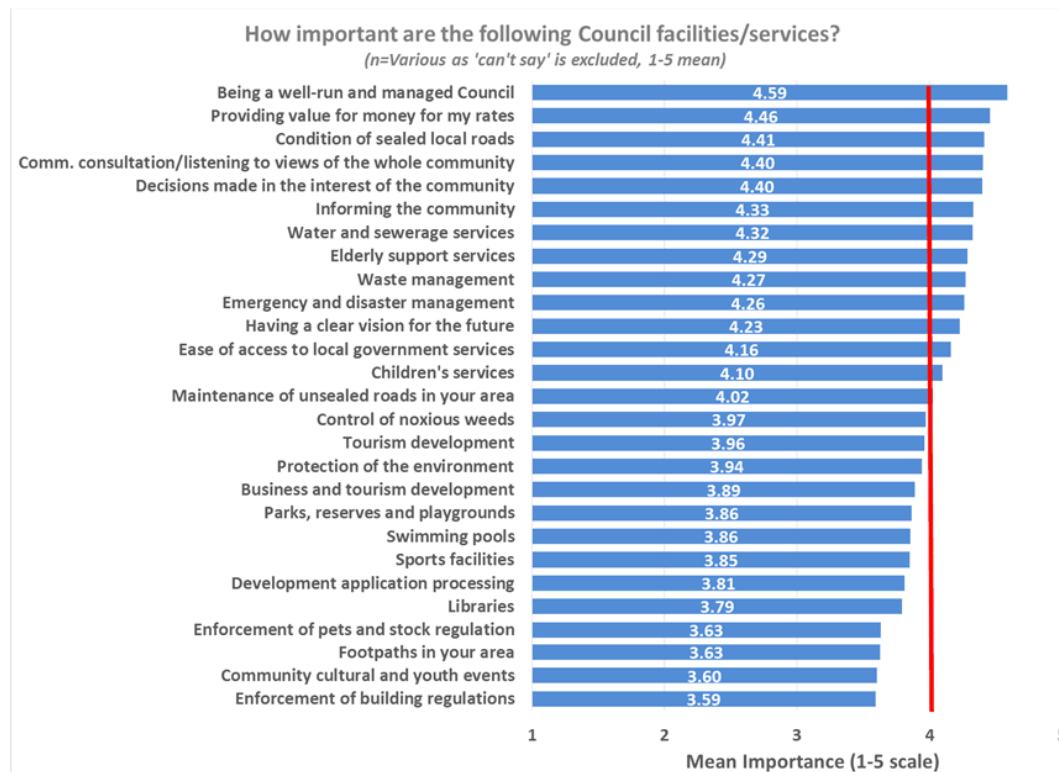
In 2016, satisfaction and importance were also analysed and displayed as an index measure. This has been recreated and outlined in Appendix 3.

Graph 1.2a (next page) shows the 2018 importance scores for all 27 facilities and services (rated by both users and non-users), ranked from highest to lowest:

(Continued over page...)



Graph 1.2a: Importance ratings



Fourteen (of 27) facilities and services were ranked “very high” in importance (i.e. mean score >4 out of a possible 5). The 3 most important services were; being a well-run and managed Council (4.59 out of 5.0), providing value for money for my rates (4.46), and condition of sealed roads (4.41). Most other facilities and services were rated as “high” in importance (i.e. mean score of between 3 and 4). Those considered of lowest importance (although still very high in importance) were enforcement of building regulations (3.59), community cultural and youth events, (3.60) and footpaths in your area (3.63).

Table 1.2, over page, outlines these importance ratings by age, gender, region and children at home and indicates that the importance of different services varies significantly by time of life (those aged 18-39 and with children at home placed significantly higher importance on a number of services than their counterparts) and gender (with females considering a number of services more important than males):

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Table 1.2: Importance ratings, by age, gender, region and children at home

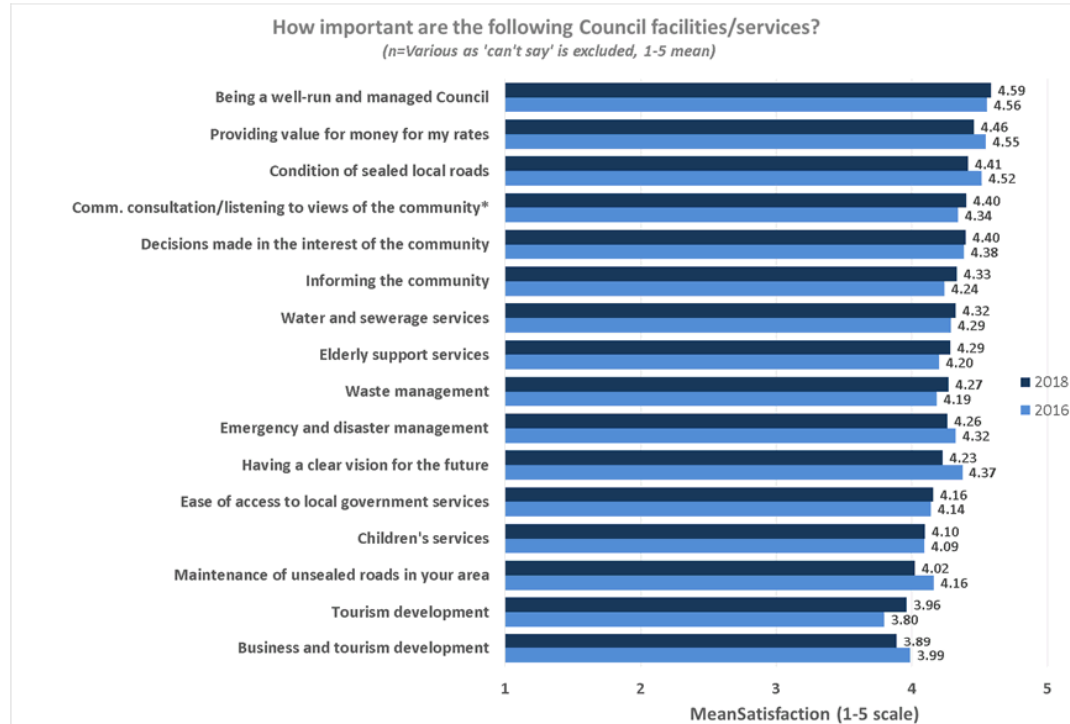
COUNCIL FACILITY / SERVICE	AGE			GENDER		Region		Children	
	18-39	40-59	60+	Male	Female	2720	All other PCs	Children at home	No Children at home
Being a well-run and managed Council	4.57	4.65	4.54	4.61	4.56	4.59	4.58	4.61	4.58
Providing value for money for my rates	4.53	4.53	4.34	4.47	4.44	4.41	4.49	4.51	4.45
Having a clear vision for the future	4.32	4.30	4.09	4.22	4.24	4.21	4.24	4.39	4.16
Decisions made in the interest of the community	4.50	4.49	4.24	4.38	4.42	4.42	4.38	4.52	4.33
Informing the community	4.50	4.37	4.17	4.26	4.40	4.31	4.35	4.47	4.26
Community consultation and listening to the views of the whole community	4.59	4.41	4.25	4.38	4.43	4.31	4.48	4.51	4.34
Ease of access to local government services	4.28	4.22	4.02	4.15	4.17	4.08	4.23	4.27	4.10
Condition of sealed local roads	4.46	4.43	4.36	4.37	4.46	4.35	4.47	4.46	4.40
Waste management	4.37	4.21	4.25	4.19	4.36	4.26	4.27	4.23	4.26
Water and sewerage services	4.34	4.31	4.33	4.20	4.46	4.35	4.30	4.26	4.36
Footpaths in your area	3.52	3.59	3.75	3.45	3.79	3.68	3.59	3.46	3.78
Maintenance of unsealed roads in your area	4.16	3.99	3.94	3.96	4.09	3.91	4.12	4.02	4.02
Protection of the environment	3.95	3.95	3.94	3.83	4.06	4.02	3.89	3.97	3.94
Development application processing	3.82	3.87	3.74	3.87	3.75	3.77	3.85	3.79	3.83
Control of noxious weeds	3.97	3.96	3.98	3.92	4.03	3.89	4.04	3.93	3.99
Enforcement of pets and stock regulation	3.53	3.61	3.74	3.59	3.67	3.64	3.63	3.59	3.68
Enforcement of building regulations	3.49	3.61	3.67	3.52	3.66	3.72	3.49	3.60	3.61
Emergency and disaster management	4.31	4.29	4.20	4.19	4.34	4.29	4.24	4.31	4.22
Elderly support services	4.24	4.37	4.24	4.20	4.38	4.29	4.28	4.34	4.29
Children's services	4.30	4.19	3.85	4.02	4.18	4.12	4.08	4.32	4.00
Community cultural and youth events	3.69	3.66	3.47	3.44	3.77	3.59	3.61	3.74	3.52
Libraries	3.74	3.77	3.86	3.64	3.95	3.81	3.78	3.83	3.81
Business and tourism development	3.88	3.99	3.80	3.80	3.97	3.96	3.83	4.01	3.85
Parks, reserves and playgrounds	3.85	3.95	3.79	3.78	3.95	3.81	3.91	3.99	3.83
Sports facilities	3.99	3.92	3.68	3.82	3.88	3.92	3.79	4.03	3.77
Tourism development	4.03	4.05	3.83	3.90	4.03	4.03	3.91	4.12	3.92
Swimming pools	3.92	3.92	3.75	3.76	3.95	3.77	3.93	3.96	3.84

Comparison between the 2018 and 2016 waves of research is possible across a limited number of measures. Graph 1.2b, over page, outlines the comparable measures and indicates that importance has remained stable over time:

(Continued over page...)



Graph 1.2b: Importance ratings, over time



\*The 2016 figure combines the average of *listening* and *community consultation* measures to allow comparison.

As mentioned previously, in 2016, satisfaction and importance were also analysed and displayed as an index measure. This has been recreated and outlined in Appendix 3.

Table 1.3 (over page) displays the satisfaction and importance ratings and the difference between the two:

(Continued over page...)





Table 1.3: Gap Analysis - difference in Importance and Satisfaction

<i>Council services/facilities</i>	<i>Overall satisfaction mean</i>	<i>Overall Importance mean</i>	<i>% difference</i>
Libraries	4.02	3.79	6%
Parks, reserves and playgrounds	3.92	3.86	1%
Community cultural and youth events	3.53	3.60	-2%
Enforcement of pets and stock regulations	3.52	3.63	-3%
Enforcement of building regulations	3.47	3.59	-3%
Swimming pools	3.66	3.86	-5%
Sports facilities	3.64	3.85	-5%
Emergency and disaster management	3.93	4.26	-8%
Protection of the environment	3.59	3.94	-9%
Water and sewerage services	3.84	4.32	-11%
Footpaths in your area	3.22	3.63	-11%
Children's services	3.61	4.10	-12%
Waste management	3.69	4.27	-14%
Tourism development	3.38	3.96	-15%
Control of noxious weeds	3.35	3.97	-16%
Elderly support services	3.58	4.29	-16%
Business development	3.18	3.89	-18%
Ease of access to services	3.33	4.16	-20%
Development application processing	3.03	3.81	-21%
Informing the community	3.33	4.33	-23%
Having a clear vision for the future	3.22	4.23	-24%
Maintenance of unsealed roads in your area	3.03	4.02	-25%
Being a well-run and managed Council	3.39	4.59	-26%
Condition of sealed local roads in your area	3.19	4.41	-28%
Decisions made in the interests of the community	3.11	4.40	-29%
Community consultation and listening to the views of the whole community	3.04	4.40	-31%
Providing value for money for my rates	3.01	4.46	-33%

The gap analysis suggests that just two of the 27 facilities and services measured are meeting resident expectations. These included two that are exceeding expectations (libraries, and parks, reserves and playgrounds) and three that are almost meeting expectations (community cultural and youth events, enforcement of pet and stock regulations, and enforcement of building regulations).

The analysis identified 'providing value for money for my rates' as being the least effective in meeting resident needs with a satisfaction rating 33% lower than the importance rating. Other services potentially under-delivering included community consultation (31% gap), decisions made in the interest of the community (29% gap) and sealed local roads (28% gap).

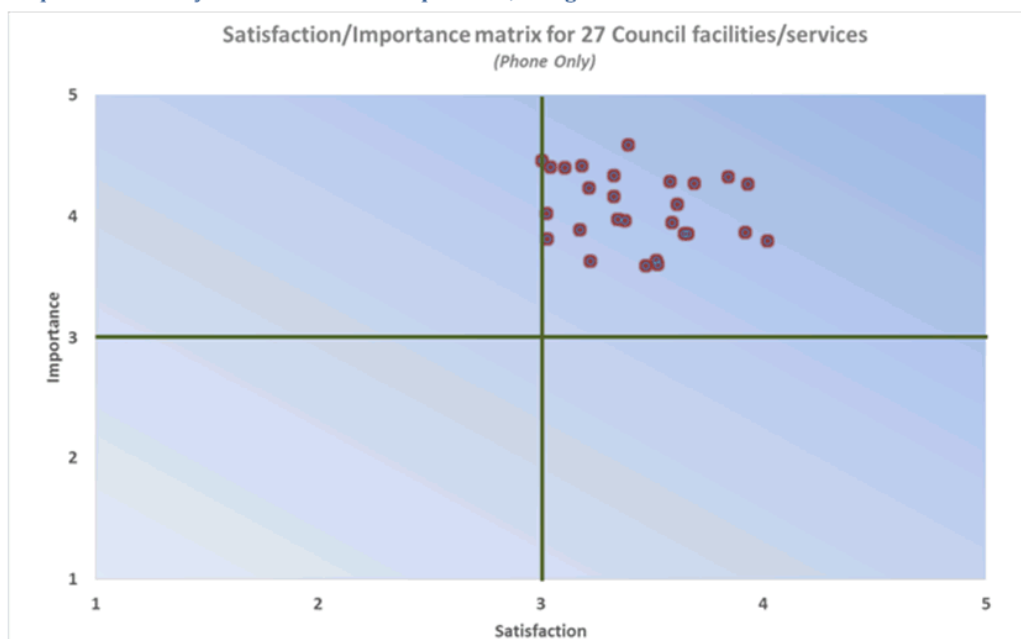
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The relationship between satisfaction and importance scores for each of the facilities and services can be clearly demonstrated in a four-quadrant matrix.

Graph 1.3 shows the 27 facilities and service in “big picture” format using the traditional 1-5 scale. Graph 1.4, using an adjusted scale, then provides a more detailed picture of where each of the facilities and services sit relative to each other.

**Graph 1.3: Summary of satisfaction and importance, set against 1-5 scale**



This graph shows that, when using an objective mid-score of 3, almost all facilities and services fall into the top-right “high satisfaction high importance” quadrant. In absolute terms, only one service (community consultation) was deemed “low satisfaction, high importance”.

This indicates that residents believe most of the facilities and services are important and they are generally happy with the way these facilities and services are being delivered.

However, we can also investigate how facilities and services were rated in *relative* terms by looking at the graph in greater detail. As this requires an adjusted scale, and an arbitrary mid-point of 3.75 for importance, results can be interpreted in the context of “higher” and “lower” (i.e. rather than “high” and “low”) importance and satisfaction:

Graph 1.4: Summary of satisfaction and importance (detail)

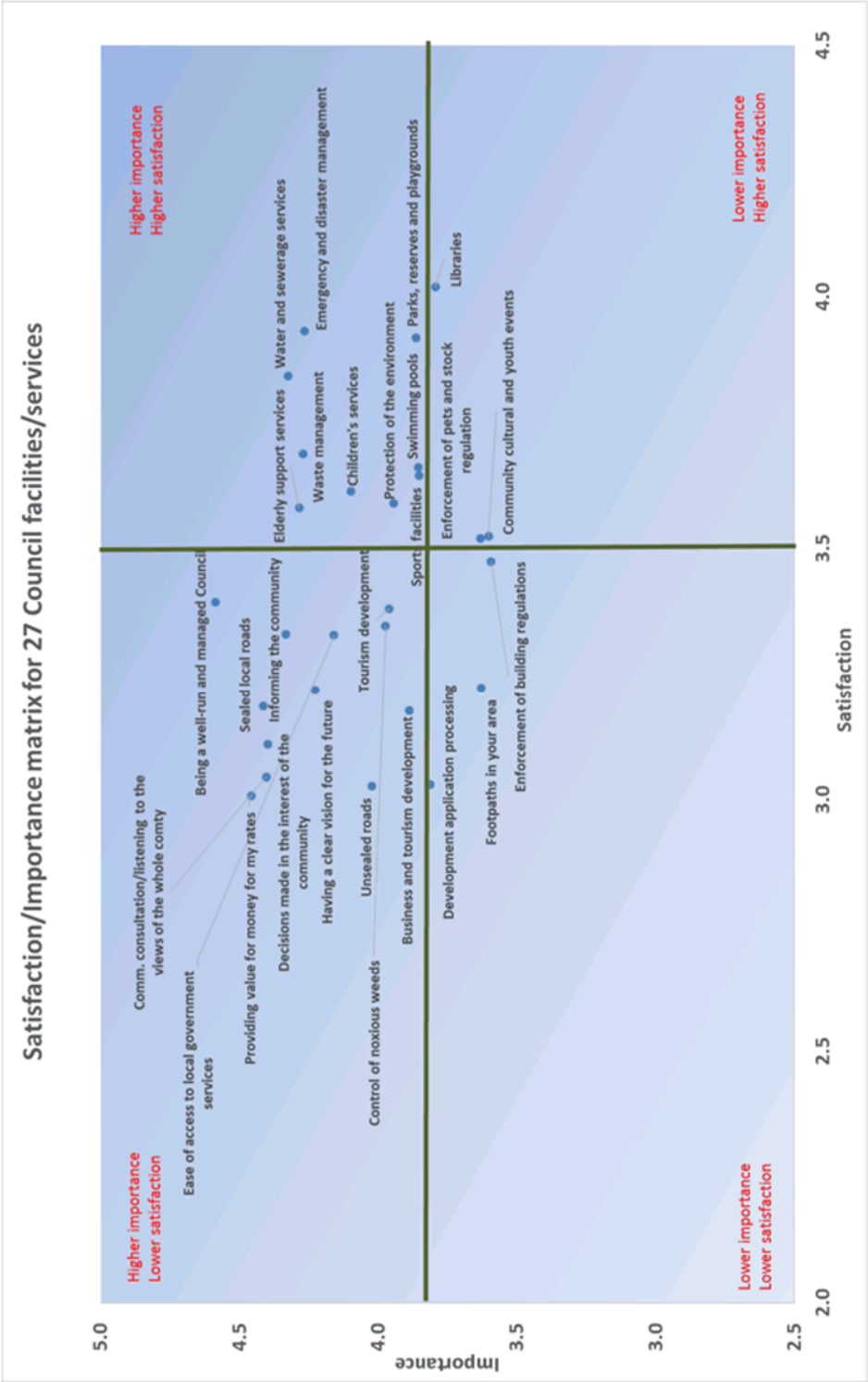




Table 1.4: Summary of satisfaction/important quadrants

Higher importance/lower satisfaction	Higher importance/higher satisfaction
Business and tourism development Tourism development Control of noxious weeds Maintenance of unsealed roads in your area Ease of access to local government services Having a clear vision for the future Informing the community Decisions made in the interest of the community Community consultation and listening to the views of the whole community Condition of sealed local roads Providing value for money for my rates Being a well-run and managed Council	Sports facilities Swimming pools Parks, reserves and playgrounds Protection of the environment Children's services Emergency and disaster management Waste management Elderly support services Water and sewerage services
Lower importance/lower satisfaction	Lower importance/higher satisfaction
Enforcement of building regulations Footpaths in your area Development application processing	Community cultural and youth events Enforcement of pets and stock regulation Libraries

This table shows that of the 27 services measured, sports facilities, swimming pools, parks, reserves and playgrounds, protection of the environment, children's services, emergency and disaster management, waste management, elderly support services, and water and sewerage services were perceived as being of highest satisfaction and highest importance.<sup>3</sup>

Conversely, services falling into the "higher importance/lower satisfaction" quadrant comprised business and tourism development, tourism development, control of noxious weeds, maintenance of unsealed roads in your area, ease of access to local government services, having a clear vision for the future, informing the community, decisions made in the interest of the community, community consultation and listening to the views of the whole community, condition of sealed local roads, providing value for money for my rates, being a well-run and managed council. This suggests that residents seek improvement in these highly important areas.

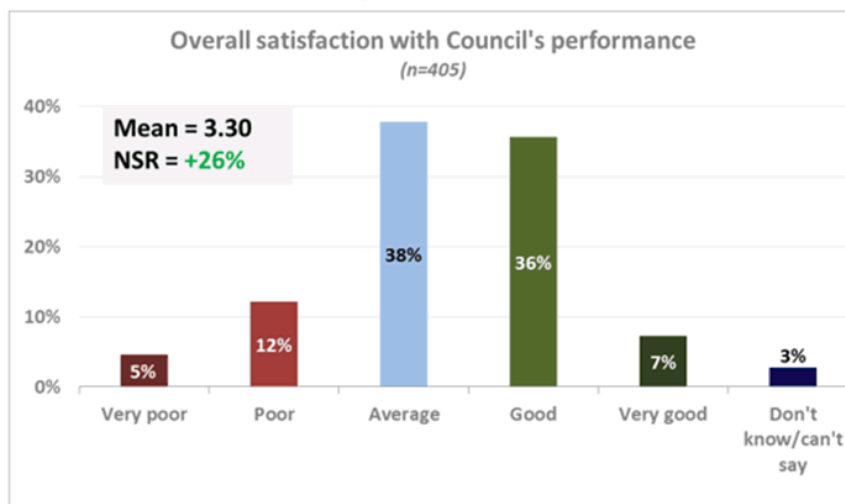
<sup>3</sup> It's important to remember that the quadrant is broken into "higher" and "lower" satisfaction/importance - not necessarily "high" or "low". The distinction is important, in that the higher/lower approach allows us to see how particular services/facilities are scored *relative to each other* - rather than being an absolute ranking based on the 1-5 scale.



## Part 2: Overall satisfaction with Council

Residents were next asked to rate their overall satisfaction with Council on a 1 to 5 scale, where 1 meant very dissatisfied and 5 meant very satisfied:

Graph 2.1: Satisfaction with Council's overall performance



Overall satisfaction with Council was reasonably positive with a net satisfaction rating<sup>4</sup> of +26% (whereby 26% more residents were satisfied than dissatisfied) and a mean (average) rating of 3.30.

Some 43% of respondents reported Council to be performing well (7% very good and 36% good) and 17% felt Council was performing poorly.

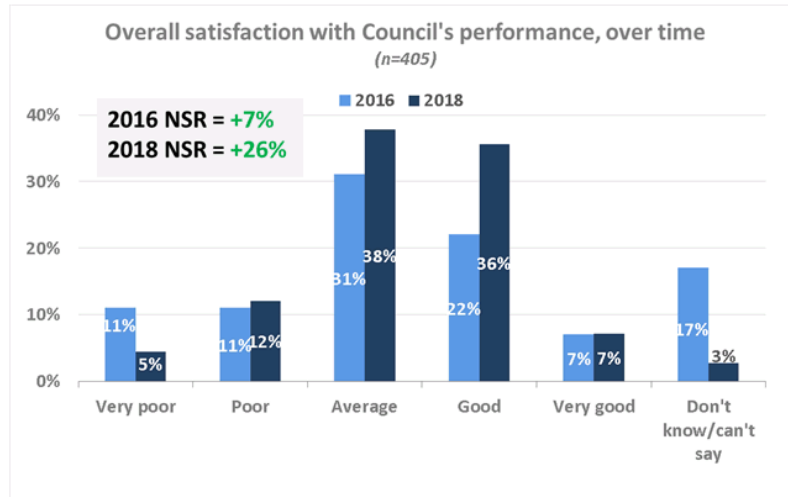
Comparisons to the same question asked in 2016 indicates an overall improvement in satisfaction with Council's performance:

(Continued over page...)

<sup>4</sup> i.e. Percentage scoring overall satisfaction 4 or 5, less percentage scoring it 1 or 2



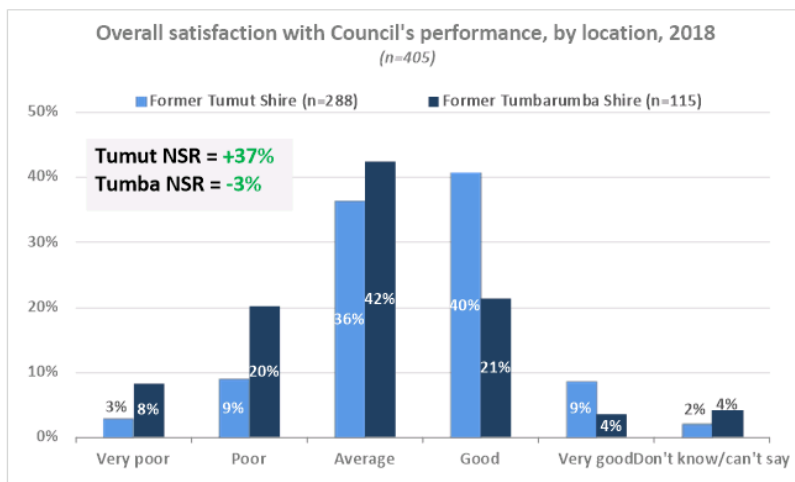
Graph 2.2: Satisfaction with Council's overall performance, by year



In 2018, significantly fewer respondents indicated that they didn't know or felt unable to rate Council's overall satisfaction (3% vs. 17% in 2016) with a concurrent increase in those rating Council as good (up from 22% in 2016 to 36% in 2018) or average (up from 31% in 2016 to 38% in 2018). This has resulted in an improvement in the net satisfaction rating (up from +7% in 2016 to +26% in 2018).

Graph 2.2b below highlights that satisfaction with residents of the former Tumbarumba Shire are significantly less satisfied than those of the former Tumut Shire.

Graph 2.2b: Satisfaction with Council's overall performance, by location

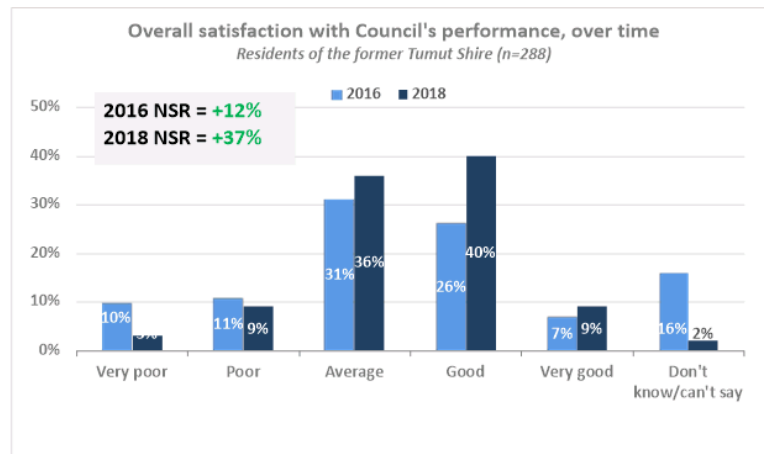




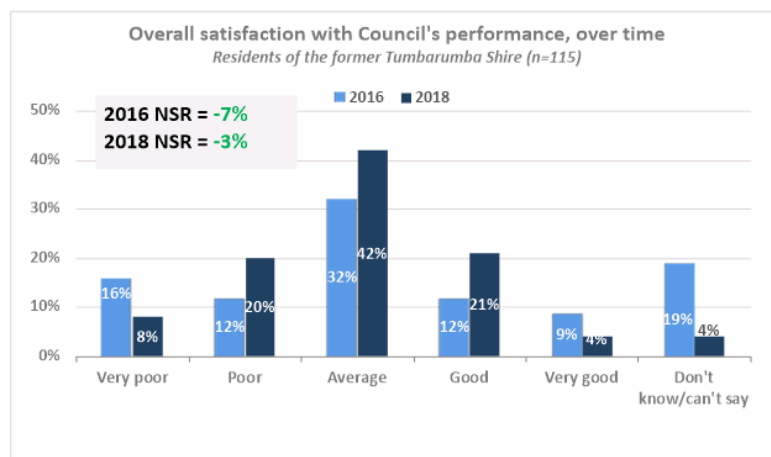


However, graphs 2.2c and 2.2d highlight that satisfaction levels are increasing across the local government area, albeit at a slower rate in the former Tumbarumba Shire compared to the former Tumut Shire.

**Graph 2.2c: Satisfaction with Council's overall performance, former Tumut Shire, over time**



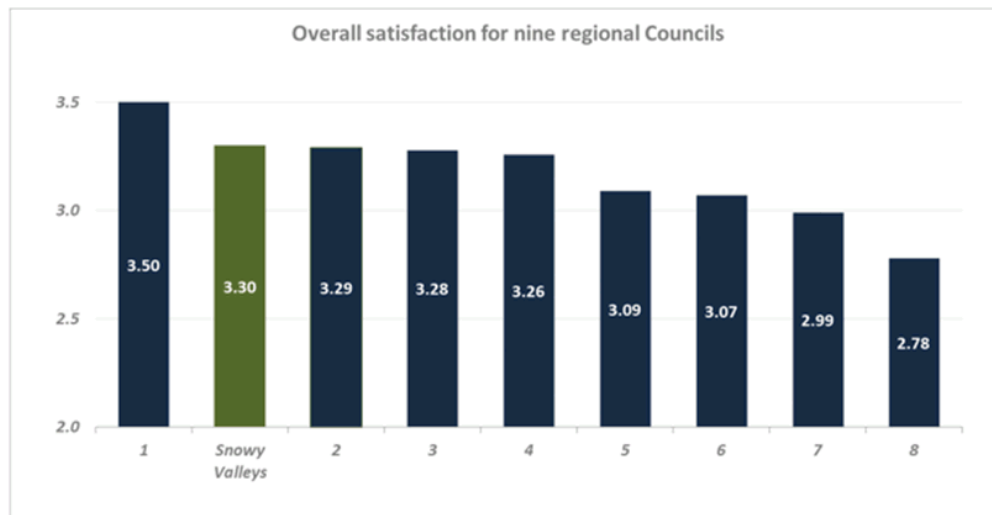
**Graph 2.2d: Satisfaction with Council's overall performance, former Tumbarumba Shire, over time**





Graph 2.3 below plots the SV overall satisfaction result against eight other NSW regional Councils' overall satisfaction results, recorded in the past two years on the same scale. The results suggest that Council is outperforming its peers:

**Graph 2.3: Satisfaction with Council's overall performance, SV vs. benchmark Councils**



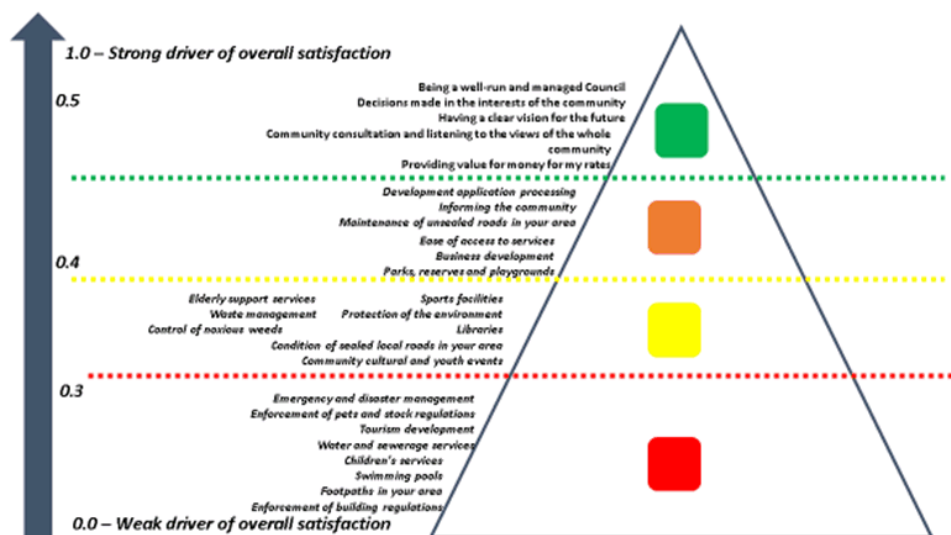
To drill down into the specific "drivers" of perceptions of overall satisfaction, we have undertaken a driver analysis. This seeks to understand the correlations between the specific satisfaction statements and overall satisfaction with Council.

Essentially the analysis outlines what some researchers refer to as the derived importance of specific service elements. This offers us an alternative way to prioritise service tasks. Some service tasks will have a greater impact on perceptions of overall satisfaction than others. Picture 2.1, over page, outlines the ranking of specific service tasks according to how influential they are on overall satisfaction. The closer the correlation coefficient is to 1.0, the stronger it is as a driver of overall satisfaction.

*(Continued over page...)*



Picture 2.1: Drivers of overall satisfaction



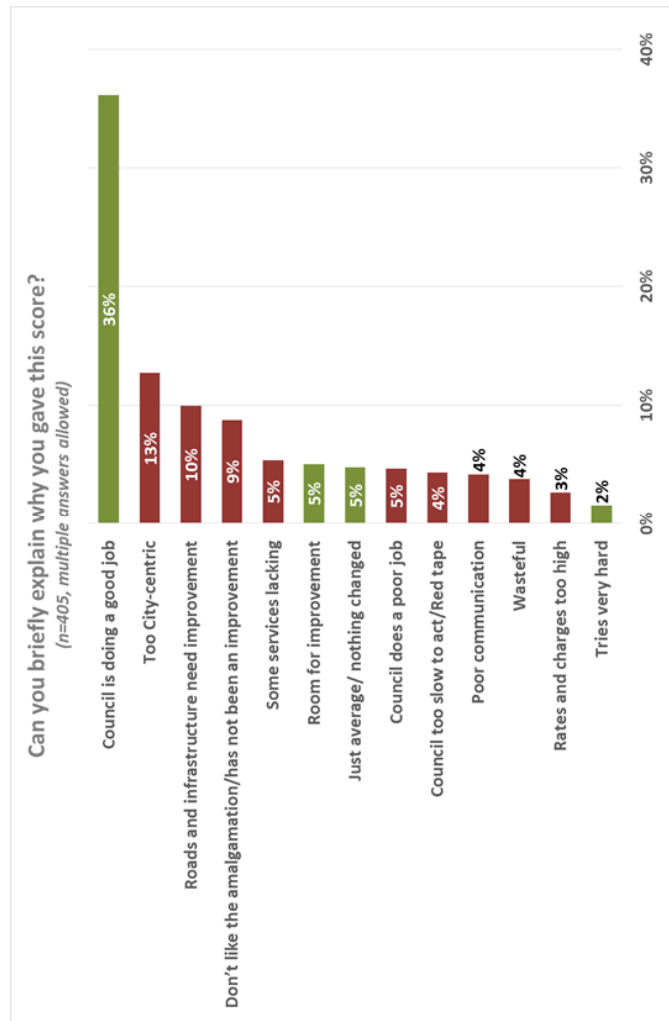
The driver analysis indicates that the strongest drivers of overall satisfaction with SVC are being a well-run and managed Council and making decisions in the interests of the community. These results suggest that if Council were to improve in any or all of these measures, perceptions of Council's overall performance would improve significantly.

Respondents were next asked to explain why they had given a particular satisfaction score. Their open-ended responses have been coded (i.e. themed), and are shown in Graph 2.4 (next page):

(Continued over page...)



Graph 2.4: Reasons for satisfaction scores



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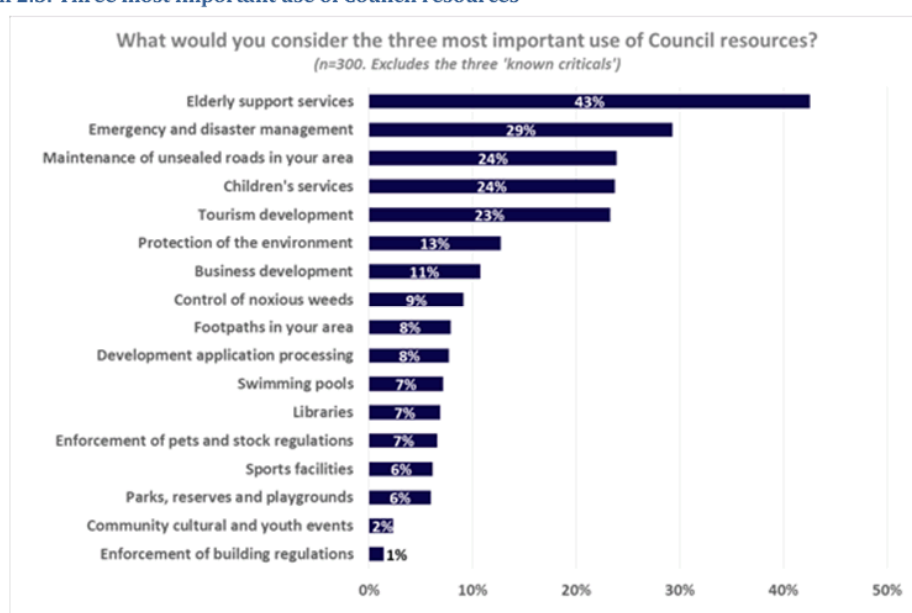
The majority of those who gave positive scores had trouble articulating specific reasons for their satisfaction, noting instead that Council did a good job generally (36%).

Others noted that Council tries very hard (2%).

On the other hand, those who gave negative comments tended to be more specific. Specifically, 13% felt Council is too city-centric, another 10% felt that roads and infrastructure need improvement, and 9% do not like the amalgamation or do not see it as an improvement.

Residents were next asked what they consider to be the three most important uses of Council resources<sup>5</sup>:

**Graph 2.5: Three most important use of Council resources**



Elderly support services, emergency and disaster management, maintenance of unsealed roads, children's services, and tourism development were considered to be top Council priorities according to 43%, 29%, 24%, 24% and 24% of respondents respectively.

Maintenance of unsealed roads and children's services were seen as most important to those aged 18-39 while, unsurprisingly, elderly support services were considered more important to older respondents. Those with children at home were more likely than those without children at home to prioritise children's services (46% vs. 16%) and enforcement of pets and stock regulation (14% vs. 4%).

<sup>5</sup> Note that this question EXCLUDED maintenance of sealed roads, water supply, sewerage and waste/recycling, as there are assumed to be critical. Inclusion would hence have swamped other, less "obvious" facilities and services.

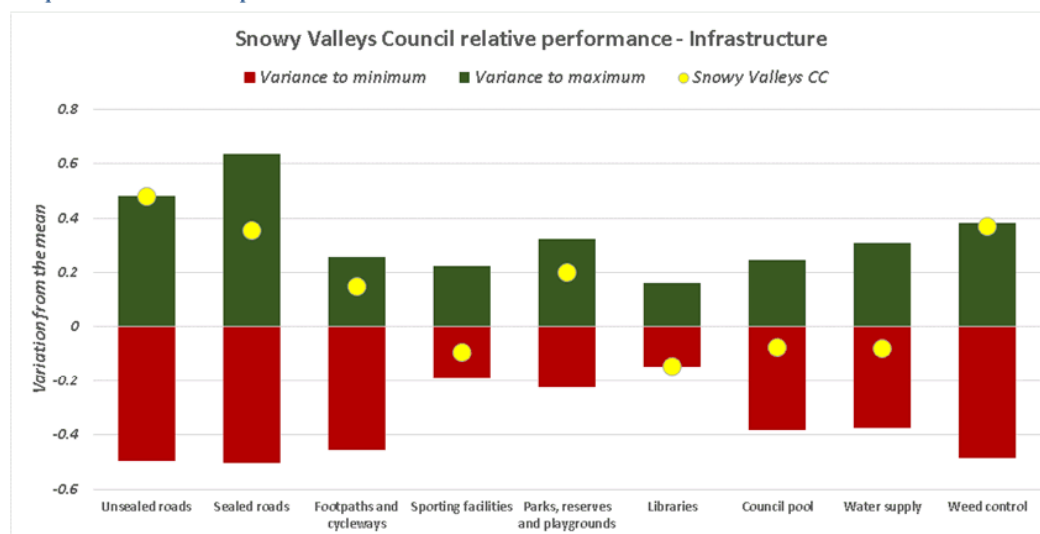


### Part 3: Performance benchmarks to other Councils

We can also see how SVC compares with eight other regional Councils in relation to those services measured in common. Divided into infrastructure and services, each indicator shows: (a) the extent of variation between minimum and maximum satisfaction scores (relative to the overall average of the eight Councils, defined here as zero); and (b) SVC's variance to the overall average.

Looking firstly at Infrastructure:

Graph 3.1: SVC relative performance - infrastructure

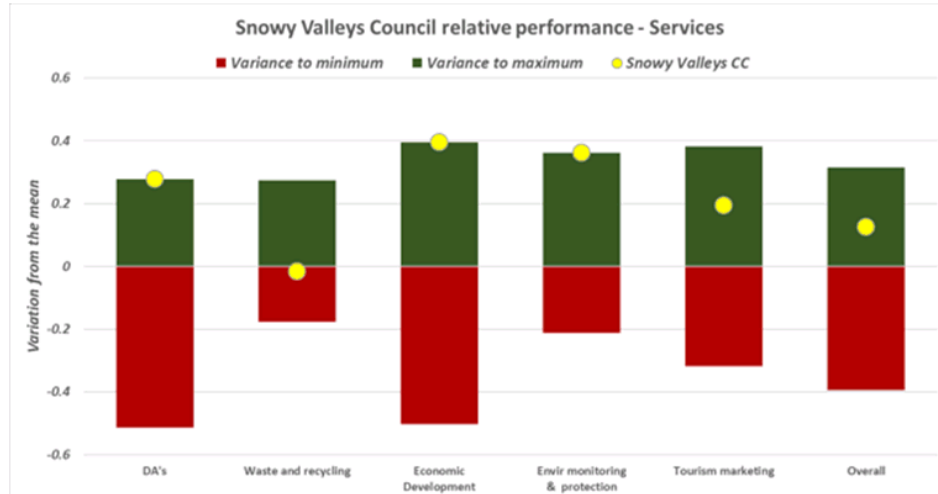


This graph suggests that relative to other Councils measured, SVC has performed well in relation to roads, parks, reserves and playgrounds, footpaths and cycleways and weed control. SVC is performing below average in relation to sporting facilities, libraries, Council pool and water supply.





Graph 3.2: SVC relative performance - services



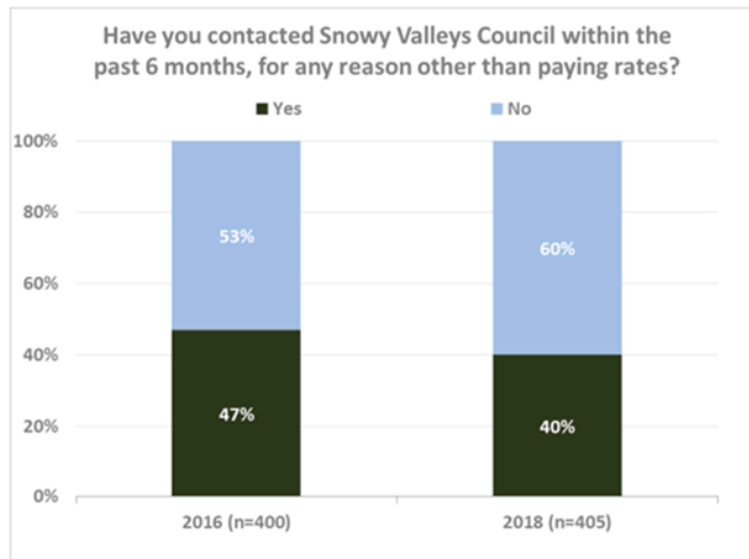
In terms of services, SVC was deemed on par with the best of its peers in all services except waste and recycling, where it compared as average.



#### Part 4: Satisfaction with Council contact

This section of the report looks at the satisfaction levels of those residents who had contacted Council (other than to pay rates) over the previous 12 months. Residents were first asked whether they had contacted Council in the past 12 months:

**Graph 4.1: Contact with Council in the past 12 months**



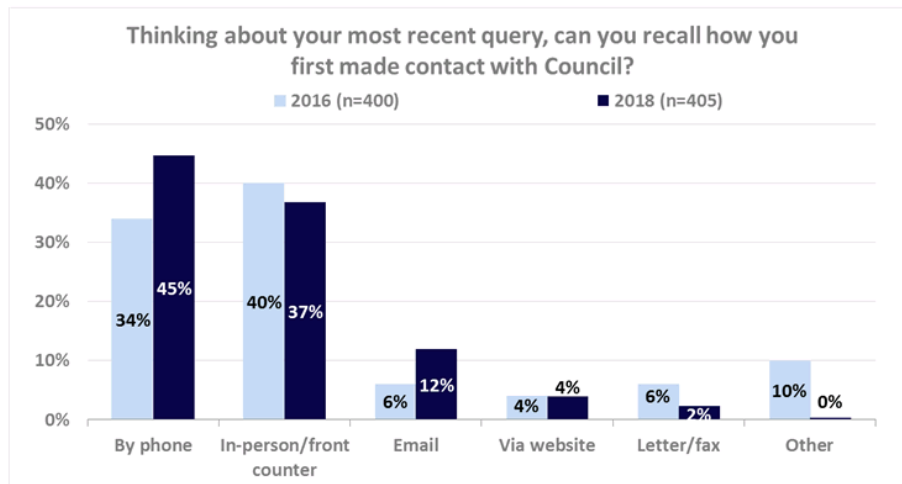
Two in five had contacted Council in the past 12 months for reasons other than to make a payment (a slight decline on 47% in 2016).

Residents were next asked to consider their most recent contact and asked how they first made contact with Council:

*(Continued over page...)*



**Graph 4.2: Thinking about your most recent query, can you recall how you first made contact with Council?**



Telephone was the main form of contact, used in almost half (45%) of most recent contacts followed by face-to-face at 37% and email at 12%.

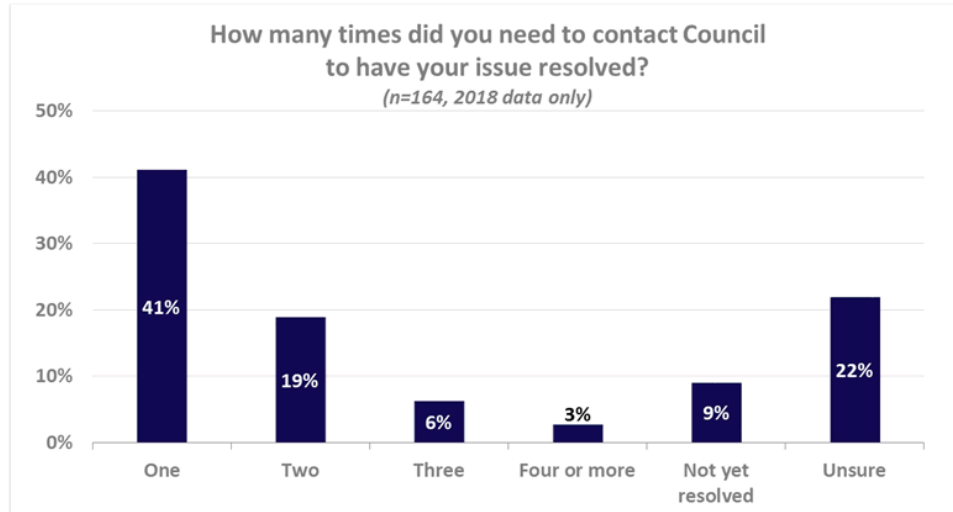
Those aged 18-39 were more likely than those aged 60 years and over to prefer phone contact with Council (56% vs. 35%) while those aged 60 years and over (and those without children at home) were more likely to prefer in-person contact than their younger counterparts (47% vs. 20%). Those aged 18-39 were also more likely to prefer email contact than those aged 40 and over (24% vs. approximately 7%).

Residents were next asked how many contacts were required to have their issue resolved:

*(Continued over page...)*



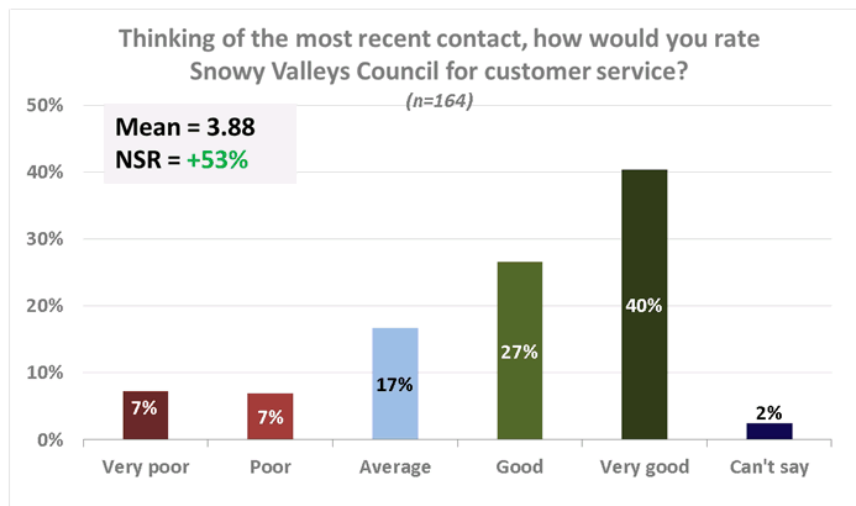
Graph 4.3: Number of contacts required to have your issue resolved



Over two in five inquiries (41%) were resolved in one call, with a further 19% being resolved in two contacts and 9% in three or more contacts. The proportion of contacts “not yet resolved” was low at 9%.

The survey continued with a request to rate overall satisfaction with the way Council handled residents’ latest enquiry:

Graph 4.7: Overall satisfaction with the way Council handled your latest inquiry



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The mean rating for overall satisfaction with the way the respondent's most recent inquiry was handled was extremely high, at 3.88 out of 5. Net satisfaction<sup>6</sup> was +53%<sup>7</sup>.

As one would expect, overall satisfaction with Council and satisfaction with the way an inquiry was handled was inversely proportional to the number of calls required to resolve it. This is shown in Table 4.1:

**Table 4.1: Satisfaction with Council and with the inquiry, by number of calls required to resolve it**

Rating of service	Times to resolve issue		
	One	Two	Three+/not yet resolved
Thinking of the most recent contact, how would you rate Snowy Valleys Council for customer service?	4.42	4.14	3.41
How do you feel about the current performance of Snowy Valleys Council?	3.38	3.37	3.10

Those for whom an issue was resolved in one call gave a satisfaction mean score of 3.38 out of 5. This compares with just 3.37 among those where two calls were required, and 3.10 among those where three or more calls were needed or the enquiry was not yet resolved. Likewise, the customer service mean score was 4.42 where the issue required one contact, 4.14 where it required two, and 3.41 where it required three or more or was yet to be resolved.

Thus, there is also an inverse relationship between the number of contacts the most recent issues took to resolve and overall satisfaction with Council.

In conclusion:

- There is clear evidence that the faster issues are resolved, the more favourably residents will assess Council's performance;
- For those residents who have interacted with Council, overall satisfaction with Council's performance is more closely aligned to how well their interactions have been handled than to satisfaction with facilities and services generally.

<sup>6</sup> Proportion scoring 4 or 5 less proportion scoring 1 or 2

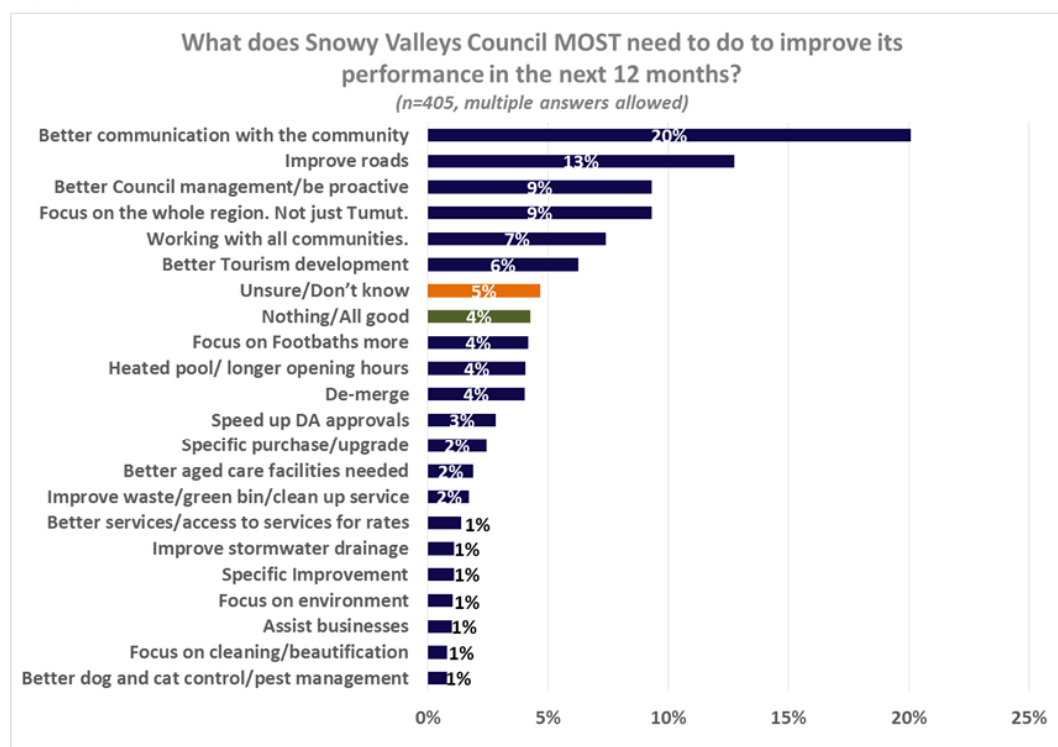
<sup>7</sup> In 2016, NSR was +56%. While this suggests a slight decline in satisfaction with Council handling of the most recent enquiry, the 2016 sample size was insufficient for drawing a valid conclusion (n<30).



## Part 5: Future Council

The survey concluded by asking residents, in two open-ended questions, what they believe Council MOST needs to improve in the next 12 months and what is the one BEST thing about SVC. Responses have been coded and quantified in Graphs 5.1 (below) and 5.2 (over page):

**Graph 5.1: What does Snowy Valleys Council MOST need to do to improve its performance in the next 12 months?**



Council's communication with the community was the most frequently highlighted suggestion for improvement (mentioned by 20% of residents). This was followed by improving roads (13%), better Council management generally (9%), and focusing on the whole region, not just Tumut (at 9%).

Other suggestions for improvement were very specific. These were identified by a smaller proportion of residents.

The full list of verbatims is available in Appendix 4.



**Graph 5.2: What is the ONE BEST thing about Snowy Valleys Council?**



While 22% were unable to think of a "best" thing about Snowy Valleys Council and a further 12% were also unsure, the remaining 66% took the opportunity to praise Council generally (15%) and across a range of services and initiatives such as their customer service (9%), maintenance of parks (8%), pool and sporting facilities (5%) and approach to keeping people informed, involved and included in their planning (4%).

The full list of verbatim responses is found in Appendix 5.



## Appendix 1: Survey questionnaire

### Version 1 Snowy\_Valleys\_CSS\_2018

Last modified: 26/09/2018 4:37:06 PM

- Q1.** Hi my name is (name), and I'm calling from Jetty Research on behalf of Snowy Valleys Council. Council is conducting a survey of residents. It will only take 10-12 minutes and the information you provide will be used to help improve services they provide in your area. Would you be willing assist Council with a short survey this afternoon/evening?

*Offer a CALL BACK if inconvenient time. Council contact is Shelley Jones 6941 2537*

Yes	1
No	555

*Answer If Attribute "No" from Q1 is SELECTED*

Q1

- Q2.** Thank you for your time. Have a great afternoon/evening. .

**NOT IN SHIRE/COUNCILLOR or STAFF:** I'm sorry in that case you don't qualify for this survey, thank you for your time and have a great afternoon/evening.

**End**

- Q3.** Thanks so much. Before we proceed can I confirm you live in the Snowy Valleys local government area?

*Must live in shire to qualify*

Yes	1	
No	555	Go to Q2

Q3

- Q4.** And are you or any immediate family members a Councillor or permanent Council employees with Snowy Valleys Council?

*Immediate family is husband, wife, child.*

Yes	1	Go to Q2
No	555	

Q4

- Q5.** May I just have your first name for the survey?

*Only so I can refer to you by name*

Q5

- Q6.** To kick things off [Q5], how do you feel about the current performance of Snowy Valleys Council, not just on one or two issues, but overall across all responsibility areas?

*PROMPTED except Don't know/can't say*

Very good	1
Good	2
Average	3
Poor	4
Very poor	5
Don't know/can't say	6

Q6

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**Q7. And can you briefly explain why you gave this score?**

Q7

**Q8. I'm going to read out a list of areas for which local government has some responsibility. For each area of responsibility I would like you to rate the importance of the area as a responsibility for Snowy Valleys Council.**

Please keep in mind that the focus is on the importance of that responsibility area for local government only, not other levels of government such as federal or state, and separate to how well you think Snowy Valleys Council is actually performing in that area.

Firstly, how important should being a well-run and managed council be for Snowy Valleys Council? Would you say this is extremely important, very important, fairly important, not that important or not at all important?

**Confirm scale if necessary**

	Extremel y importan t	Very importan t	Fairly importan t	Not that importan t	Not at all importan t	Can't say
Being a well-run and managed Council	1	2	3	4	5	666
Providing value for money for my rates	1	2	3	4	5	666
Having a clear vision for the future	1	2	3	4	5	666
Decisions made in the interest of the community	1	2	3	4	5	666
Informing the community	1	2	3	4	5	666
Community consultation and listening to the views of the whole community	1	2	3	4	5	666
Ease of access to local government services	1	2	3	4	5	666

Q8\_1

Q8\_2

Q8\_3

Q8\_4

Q8\_5

Q8\_6

Q8\_7

**Q9. I'm now going to read out a list of services for which local government has some responsibility. For each area of responsibility I would like you to rate the importance of the area as a responsibility for Snowy Valleys Council..Firstly, how important should being the condition of sealed local roads be for Snowy Valleys Council? Would you say this is extremely important, very important, fairly important, not that important or not at all important?**

	Extremel y importan t	Very importan t	Fairly importan t	Not that importan t	Not at all importan t	Can't say
Condition of sealed local roads	1	2	3	4	5	666
Waste management	1	2	3	4	5	666
Water and sewerage services	1	2	3	4	5	666

Q9\_1

Q9\_2

Q9\_3

**Q10. (List continued)**

	Extremel y importan t	Very importan t	Fairly importan t	Not that importan t	Not at all importan t	Can't say
Footpaths in your area	1	2	3	4	5	666
Maintenance of unsealed roads in your area	1	2	3	4	5	666
Protection of the environment	1	2	3	4	5	666
Development application processing	1	2	3	4	5	666
Control of noxious weeds	1	2	3	4	5	666
Enforcement of pets and stock regulation	1	2	3	4	5	666
Enforcement of building regulations	1	2	3	4	5	666
Emergency and disaster management	1	2	3	4	5	666
Elderly support services	1	2	3	4	5	666
Children's services	1	2	3	4	5	666
Community cultural and youth events	1	2	3	4	5	666
Libraries	1	2	3	4	5	666
Business and tourism development	1	2	3	4	5	666
Parks, reserves and playgrounds	1	2	3	4	5	666
Sports facilities	1	2	3	4	5	666
Tourism development	1	2	3	4	5	666

Q10\_1

Q10\_2

Q10\_3

Q10\_4

Q10\_5

Q10\_6

Q10\_7

Q10\_8

Q10\_9

Q10\_10

Q10\_11

Q10\_12

Q10\_13

Q10\_14

Q10\_15

Q10\_16

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Swimming pools

1 2 3 4 5 666



Q10\_17

**\*Q11. You rated the following services as being of extreme importance. Once I read the list back to you, could you tell me which you see as being the 3 most important uses of council resources?**

**Excludes sealed road maintenance, water supply, sewerage and waste/Recycling.If asked why these weren't read out, SAY..... We know from previous surveys that these are always critical and would like to see what else is important.**

*Answer If Attribute "Footpaths in your area" from Q10 is Extremely important*

Footpaths in your area	2	Q11_1
<i>Answer If Attribute "Maintenance of unsealed roads in your area" from Q10 is Extremely important</i>		
Maintenance of unsealed roads in your area	3	Q11_2
<i>Answer If Attribute "Protection of the environment" from Q10 is Extremely important</i>		
Protection of the environment	5	Q11_3
<i>Answer If Attribute "Development application processing" from Q10 is Extremely important</i>		
Development application processing	6	Q11_4
<i>Answer If Attribute "Control of noxious weeds" from Q10 is Extremely important</i>		
Control of noxious weeds	7	Q11_5
<i>Answer If Attribute "Enforcement of pets and stock regulation" from Q10 is Extremely important</i>		
Enforcement of pets and stock regulation	8	Q11_6
<i>Answer If Attribute "Enforcement of building regulations" from Q10 is Extremely important</i>		
Enforcement of building regulations	9	Q11_7
<i>Answer If Attribute "Emergency and disaster management" from Q10 is Extremely important</i>		
Emergency and disaster management	11	Q11_8
<i>Answer If Attribute "Elderly support services" from Q10 is Extremely important</i>		
Elderly support services	12	Q11_9
<i>Answer If Attribute "Children's services" from Q10 is Extremely important</i>		
Children's services	13	Q11_10
<i>Answer If Attribute "Community cultural and youth events" from Q10 is Extremely important</i>		
Community cultural and youth events	14	Q11_11
<i>Answer If Attribute "Libraries" from Q10 is Extremely important</i>		
Libraries	15	Q11_12
<i>Answer If Attribute "Business and tourism development" from Q10 is Extremely important</i>		
Business and tourism development	16	Q11_13
<i>Answer If Attribute "Parks, reserves and playgrounds" from Q10 is Extremely important</i>		
Parks, reserves and playgrounds	17	Q11_14
<i>Answer If Attribute "Sports facilities" from Q10 is Extremely important</i>		
Sports facilities	18	Q11_15
<i>Answer If Attribute "Tourism development" from Q10 is Extremely important</i>		
Tourism development	19	Q11_16
<i>Answer If Attribute "Swimming pools" from Q10 is Extremely important</i>		
Swimming pools	20	Q11_17

**Q12. [Q5], I'm going to read out some areas for which local government has some responsibility and for each area of responsibility I would like you to rate the RECENT PERFORMANCE of Snowy Valleys Council. Please keep in mind that the focus is on performance on that responsibility by your council.**

**Firstly, how has Snowy Valleys Council performed recently on being a well -run and managed council? Would you say their performance on this has been very good, good, average, poor or very poor?**

**PROMPT in necessary**

	Very good	Good	Average	Poor	Very poor	Can't say	
Being a well-run and managed Council	1	2	3	4	5	666	Q12_1
Providing value for money for my rates	1	2	3	4	5	666	Q12_2
Having a clear vision for the future	1	2	3	4	5	666	Q12_3
Decisions made in the interests of the community	1	2	3	4	5	666	Q12_4
Informing the community	1	2	3	4	5	666	Q12_5
Community consultation and listening to the views of the whole community	1	2	3	4	5	666	Q12_6
Ease of access to services	1	2	3	4	5	666	Q12_7

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**Q13. Likewise, thinking about the RECENT PERFORMANCE of Snowy Valleys Council. Please keep in mind that the focus is on performance on that responsibility by your council.**

**Firstly, how has Snowy Valleys Council performed recently in terms of condition of sealed local roads in your area? Would you say their performance on this has been very good, good, average, poor or very poor? .**

	Very good	Good	Average	Poor	Very poor	Can't say	
Condition of sealed local roads in your area	1	2	3	4	5	666	Q13_1
Footpaths in your area	1	2	3	4	5	666	Q13_2
Maintenance of unsealed roads in your area	1	2	3	4	5	666	Q13_3
Waste management	1	2	3	4	5	666	Q13_4
Protection of the environment	1	2	3	4	5	666	Q13_5
Development application processing	1	2	3	4	5	666	Q13_6
Control of noxious weeds	1	2	3	4	5	666	Q13_7
Enforcement of pets and stock regulations	1	2	3	4	5	666	Q13_8
Enforcement of building regulations	1	2	3	4	5	666	Q13_9
Water and sewerage services	1	2	3	4	5	666	Q13_10
Emergency and disaster management	1	2	3	4	5	666	Q13_11
Elderly support services	1	2	3	4	5	666	Q13_12
Children's services	1	2	3	4	5	666	Q13_13
Community cultural and youth events	1	2	3	4	5	666	Q13_14
Libraries	1	2	3	4	5	666	Q13_15
Business development	1	2	3	4	5	666	Q13_16
Parks, reserves and playgrounds	1	2	3	4	5	666	Q13_17
Sports facilities	1	2	3	4	5	666	Q13_18
Tourism development	1	2	3	4	5	666	Q13_19
Swimming pools	1	2	3	4	5	666	Q13_20

**Q14. Now [Q5], have you contacted Snowy Valleys Council within the past 6 months, for any reason other than paying rates?**

Yes	1						
No	555					Go to Q18	Q14

**Q15. And thinking about your most recent query, can you recall how you first made contact with Council?**

In-person/front counter	1						
By phone	2						
Email	3						
Via website	4						Q15
On social media (Facebook, Twitter etc.)	5						
Letter or fax	6						
OTHER							

**Q16. How many times did you need to contact Council to have your issue resolved?**

Once	1						
Twice	2						
Three times	3						
Four times	4						
Five or more times	5						Q16
Not yet resolved	6						

**Q17. Thinking of the most recent contact, how would you rate Snowy Valleys Council for customer service? Please keep in mind we do not mean the actual outcome, but rather the actual service that was received.**

**PROMPTED except Don't know/can't say**

Very good	1						
Good	2						
Average	3						
Poor	4						
Very poor	5						Q17

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Don't know/can't say

666



- Q18. What does Snowy Valleys Council MOST need to do to improve its performance in the next 12 months? Once again, it could be about any of the issues or services we have covered in this survey or it could be about something else altogether?**

**Record response**

Q18

- Q19. And what is the ONE BEST thing about Snowy Valleys Council? It could be about any of the issues or services we have covered in this survey or it could be about something else altogether.**

**Record response**

Q19

- Q20. Now just a few demographic questions to finish off. Firstly, how long have you lived in the area?**

**UNPROMPTED**

Less than 1 year	1
1 to less than 3 years	2
3 to less than 5 years	3
5 to less than 10 years	4
10 to less than 20 years	5
20 to less than 30 years	6
30 years or more	7
Don't know	999

Q20

- Q21. Which of the following BEST describes your household?**

**PROMPTED**

Single person living alone	1
Single living with friends or housemates	2
Single living with children 16 or under	3
Married or living with partner, no children at home	4
Married or living with partner with children 16 or under at home	5
Declined to answer	8

Q21

- Q22. And would your age range be between?.**

**PROMPTED**

18-24	1
25-29	2
30-34	3
35-39	4
40-44	5
45-49	6
50-54	7
55-59	8
60-64	9
65+	10
Declined to answer	11

Q22

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## \*Q23. Gender?

**DONT ASK**

Male	1	Q23
Female	2	

## Q24. And what is your residential postcode?

2469	1	Q24
2653	2	
2720	3	
2729	4	
2730	5	
Unsure	666	
OTHER		

**Q25. Just before we finish, [Q5], Snowy Valleys Council is inviting interested residents to continue to be part of a conversation about the way it delivers its services. Would you like to be sent some information about an online tool for residents to have a say about how the budget is allocated? The email will include information about a Community Sounding Board that Council is also establishing, in case that is of interest to you.**

Yes	1	Q25
No	555	

**Q26. If you can give us your surname and email address, Council will be in contact shortly to explain more about this process, and see if you are still keen to become part of its Online Reference Group or Community Sounding Board.**

**If necessary note they can withdraw from the group at any time, and Council will not share their email address with any third parties. Read email address back letter by letter!**

Surname	1	Q26_1_1
Email	2	

**Q27. That brings us to the end of the survey [Q5]. Snowy Valleys Council greatly appreciates your time and feedback. I just need to let you know a manager from our office may contact you as part of quality control to validate that this interview took place. Thanks again and have a great afternoon/evening.**

**End**



## Appendix 2: Weighting Calculation

It is common in random surveys such as this to weight results by age and gender. This avoids the need to sample by quota (which is far more expensive than purely random sampling), and ensures the data from under- and over-represented groups is adjusted to meet the demographic profile of the survey population.

Population weighting can only occur where the true survey population is known. In this case the population, defined as “adults 18-plus living in the SV LGA”, can be accurately measured through the 2016 ABS Census<sup>8</sup>. We can hence weight the survey data by the known population.

To do this we divide the survey sample by gender (male/female) and across three age groups (16-39, 40-59 and 60-plus.) This divides respondents into one of six age and gender categories, as shown below:

Randomly selected survey respondents by age and gender		
Age	Male	Female
18-39	4.2%	7.2%
40-59	15.3%	22.8%
60+	18.3%	32.2%

Meanwhile ABS data for the adult (16+) population of the SV LGA postcode (as per 2016 ABS census, Usual Resident profile), is shown in the following table:

SV adult population by age and gender (ABS 2016 Census data)		
Age	Male	Female
18-39	14.3%	13.3%
40-59	17.8%	17.0%
60+	18.4%	19.1%
TOTAL	50.6%	49.4%

Dividing the “true” population by the sample population for each age and gender category provides the following weighting factors:

Weighting factor by age and gender		
Age	Male	Female
18-39	3.40	1.86
40-59	1.16	0.75
60+	1.01	0.59

These weightings are then assigned to each data record based on each respondent’s age/gender profile, and the raw data for each question is adjusted accordingly.

<sup>8</sup> ABS Census for SV LGA, Usual Resident profile.





### Appendix 3: Satisfaction and Importance by Index Scores

In 2016 the customer satisfaction survey was analysed and interpreted using a series of Index scores allowing comparison to other Council and at a state and regional level.

The analysis first outlined which services and facilities required improvement using the following matrix:

**Diagram A3.1: JWS/Jetty Index Code**

INDEX SCORE	Performance implication	Importance implication
80 - 100	Council is performing very well in this service area	This service area is seen to be extremely important
60 - 80	Council is performing well in this service area, but there is room for improvement	This service area is seen to be very important
40 - 60	Council is performing satisfactorily in this service area but needs to improve	This service area is seen to be fairly important
0 - 40	Council is performing poorly in this service area	This service area is seen to be not that important

The tables below outline how the index measures have changed over time first in relation to importance (Graph A3.1) and then by satisfaction (Graph A3.2).

*(Continued over page...)*



Graph A3.1: Importance Index over time

Importance of Council service/facility	2016 Index score	2018 Index score	Difference
Enforcement of building regulations	-	65	N/A
Community cultural and youth events	63	65	2
Footpaths in your area	-	66	N/A
Enforcement of pets and stock regulation	-	66	N/A
Libraries	-	70	N/A
Development application processing	-	70	N/A
Sports facilities	-	71	N/A
Swimming pools	-	71	N/A
Parks, reserves and playgrounds	-	72	N/A
Business and tourism development	75	72	-3
Protection of the environment	-	74	N/A
Tourism development	71	74	3
Control of noxious weeds	-	74	N/A
Maintenance of unsealed roads in your area	80	76	-4
Children's services	-	77	N/A
Ease of access to local government services	80	79	-1
Having a clear vision for the future	84	81	-3
Emergency and disaster management	83	82	-1
Waste management	79	82	3
Elderly support services	81	82	1
Water and sewerage services	83	83	0
Informing the community	81	83	2
Decisions made in the interest of the community	84	85	1
Community consultation and listening to the views of the whole community	83.5	85	2
The condition of sealed local roads in your area	88	85	-3
Being a well-run and managed Council	90	86	-4
Providing value for money for my rates	89	86	-3
Community services	78	-	N/A
Condition of local streets and footpaths	81	-	N/A
Recreational facilities	74	-	N/A
Roadside slashing and weed control	73	-	N/A

(Continued over page...)





Graph A3.2: Satisfaction Index over time

Satisfaction with Council service/facility	2016 Index score	2018 Index score	Difference
Ease of access to services	59	58	-1
Waste management	67	67	0
Elderly support services	62	65	3
Water and sewerage services	68	71	3
Emergency and disaster management	70	73	3
Community consultation and listening to the views of the whole community	48	51	3
Informing the community	54	58	4
Community cultural and youth events	58	63	5
Children's services	-	65	N/A
Decisions made in the interests of the community	48	53	5
Tourism development	53	60	7
Having a clear vision for the future	47	55	8
Business development	45	54	9
Being a well-run and managed Council	49	60	11
Providing value for money for my rates	40	50	10
Maintenance of unsealed roads in your area	37	51	14
The condition of sealed local roads in your area	40	55	15
Swimming pools	-	67	N/A
Sports facilities	-	66	N/A
Roadside slashing and weed control	54	-	N/A
Recreational facilities	61	-	N/A
Protection of the environment	-	65	N/A
Parks, reserves and playgrounds	-	73	N/A
Libraries	-	76	N/A
Footpaths in your area	-	56	N/A
Enforcement of pets and stock regulations	-	63	N/A
Enforcement of building regulations	-	62	N/A
Development application processing	-	51	N/A
Control of noxious weeds	-	59	N/A
Condition of local streets and footpaths	52	-	N/A
Community services	60	-	N/A
<i>Overall satisfaction with Council's performance</i>	<i>51</i>	<i>56</i>	<i>5</i>



#### Appendix 4: Suggestions for improvement

<b>What does Snowy Valleys Council MOST need to do to improve its performance in the next 12 months?</b>
A non-amalgamation would have been better.
Acknowledge that there are other towns other than Tumut.
Actions could be a little more visible, do not receive any information from Council in how the decisions are reached. Very poor name chosen by Council.
Aged Care must be maintained properly.
All good.
All the customer wants is the maximum height and width and a metre back from the bitumen for mirror clearance.
Balance the books.
Be aware of the huge size of the council area. Be aware of how they spend the money.
Be consistent. No collaborating. Get on well in the council.
Be honest. Listen to the community.
Be more accessible to the public and transparent about what they are doing and what they are proposing to do with our money.
Be more flexible on business and development applications.
Beautification of the main street and continuous cleaning maintenance.
Better communication within the council and they need to respond much faster.
Better communication.
Better customer service and availability and stop giving the people run around.
Better maintenance of roads.
Better management.
Better services and more workers for Batlow.
Branch out into smaller towns, Council spent most of the money in the larger towns.
Building a better relationship with rate payers and close the gap by community engagement.
Business development and tourism all have to get going; our rivers and surrounding areas are great, and we don't see any development happening as far as tourism goes. We need to do that for our young.
Can always improve in business and tourism; the tip only does recycling and the swimming pool can possibly have heating installed.
Can rid of most of the council employees. Listen to people.
Can't think of anything.
Change back to Tumba council; de-merge - the merger isn't or was not a good idea for us.
Children's services are very important and needs to be improved. The roads for major transport and tourism need be continuously maintained. Brindabella Road needs to run straight through to Canberra which would be a State and Federal funded road project.
Clean out the management of the council and run it like Tumbarumba Council
Cleaner water.
Community consultation
Communication with all people
Communicate more with the community and ask us what we need. The library, green bins and toxic chemicals are sprayed in our parks and sporting grounds, cost of tip fees for taking green waste tip

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Communicate through the local paper or Facebook site
Communication with residents.
Communication with the public and water service, paying too much
Community consultation
Community consultation
Community consultation and responding to requests of correspondence
Community consultation and their needs to be more youth events
Concentrate on efficient provision of service.
Consider impartially, the whole of the council area; at the moment there seems to be a split between Tumbarumba and Tumut, council needs to address this issue. Everyone needs to get a fair go.
Constant community consultation
Continue amalgamation keep working hard at it
Continue their community updates
Continue to engage the community
Continue to listen to ratepayers.
Continue to listen to their ratepayers and help as many as they can when they require help.
Control of blackberries on properties, and do something about kangaroos and deer.
Could do more consultation with the community prior to spending money.
Could do more to maintain the roads.
Could improve their communication skills.
Could improve tourism in the shire.
Couldn't say
Council needs to do something to promote job growth, tourism would generate jobs. Children's activities, at pool for younger children. Need to look at green waste bins provisions.
Council should be more particular in terms of what responsibilities they take on from State and not end up with increased overheads.
Council should supervise demolition of burnt out house in my street, it contains asbestos and I feel it is dangerous. And another house in my street has lots of rubbish and old car bodies in the yard, and should be removed
Council wastes money on studies and do not complete the jobs the community needs
Councils need work together instead of working as 2 separate units in the area
Curb and guttering in town
Customer service and follow up could be improved
Cutting down to many trees. Some issues around town that need to be resolved
Cutting trees away from the telegraph pole with electricity in residential. Improving rules and regulations for cat control.
De merge and go back to how we were before amalgamation. Some areas are missing out on services.
De merge. I was not in favour of the amalgamation, and listen to other constituents outside the immediate Tumut area.
De-merge. Need to be in harmony with the other shires, and fairness between areas, all areas should get equal attention
Deal with weeds. Rural waste.
De-amalgamate.
De-amalgation - open discussion in Tumbarumba
De-amalgamate



Demerge from Tumbarumba. All the rates accumulated are now going towards a sporting facility. So now the council will be in debt again.
Demerge the council back to the way it was previously.
Demerging would be a good start.
Develop more walkways through the countryside. Instead of just rail trails; we have many beautiful waterfalls and areas around here and I would love to see them being utilised walk friendly as safe trails for tourism and people to visit. Camping grounds and the like also.
Difficult bureaucracy. It's hard to get through to the right people when there is an issue.
Do more to encourage development in the community.
Do more with tourism
Do not agree with Tumbarumba being overlooked since the merger. Have to now go to Tumut for most services. Keep more services local.
Do not go ahead with sports stadium at Tumut as other areas will not be able to use it. (Too far to travel) and far too expensive.
Do something for the community and for the people in it. Stop making it hard for pensioners to work because of regulations.
Don't just look after the big end of town
Drop the rates especially for retirees
Dulhunty area has many dogs, some residents think they are above the law and let their dogs out at night and now during the day... These residents think they have a special relationship with the council and can do this. Ranger did not attend illegal burn-off and lots of smoke. Current administration have officers not used to rural ways and rural people and there needs to be education of staff to brief them about the policies and also work on staff development and how to treat people; sort fact from fiction, how to put across Council's vision, it's to do with a person's training or lack of understanding about administration. If administration is done well, the customer is happy. Untold damage and harm.
Employ better bin people. They're leaving rubbish and breaking bins.
Employ more people - they are under-staffed in my area (Khancobin)
Ensure that the entire Council areas are well served with good roads, including the outer areas, not just Tumut and major centres.
Ensure their workers do their job properly.
Expand waste management services. Pay for waste removal and it isn't.
Facilitate consultation and processing of gas to help growth in the area would be of great advantage.
Fixing up the roads, need to collect dead animals on the roads (can be quite a lot of dead animals involved).
Focus on the rural roads and look at sealing the Waterfall Farm Road. A main shop to be reopened and our Country Club Khancoban.
Fully commit to developing tourism and assets
Funding for our hospital, and Talbingo to be allocated more funding.
General Managers need improvement
Get a heated swimming pool; clean the river; the weeds are bad - walking past the weeds are awful, privet etc.
Get on with the other local towns better.
Get some people skills.
Get something moving on the heated swimming pool in Tumut.
Get their finger out and start listening to us as a community and not just about Tumut and that our money that we pay is just as important as anyone else's.
Go back the way it was.



Go out and talk to the tourism businesses - it should take off with the Snowy 2.0 and council should be talking to businesses about how they can assist
Growth of the town, activities for younger and older people (sporting and fitness activities). We have no cover for the pool and the pool to be heated.
Helping local business more to keep them running and thriving.
Hospital needs upgrading. Need more permanent doctors.
I can't think of anything
I do not know.
I do not know.
I manage the Adelong bowling club and we had a whole herd of cattle stomp all over our green - we now have holes for bowls. There was no way of us to recover our costs. Adelong pool has been a disappointing process through what the committee came up with and what council did - the transparency left a lot to be decided. They then gave Tumut what they asked for which we in Adelong found disappointing - they had a closed meeting and did things without informing us - very disappointing and contrary to what was agreed upon. I live outside Adelong and there are considerable improvements that need to be done to the road - I hear/see camper trailers and trucks breaking down because of them.
I think consultation with the residents.
I think they are building a new sporting complex and swimming pool.
I think they are very poor on building applications too slow.
I think they charge a storm water levy in our rates. We have tried to fix the drains, they are very poor. We have complained but nothing has been done (corner of Clara and Emerson).
I think they have got to try to reach out to ratepayers in the outlying areas.
I think they need to improve services for the elderly.
I think they need to listen harder to the community.
I think they should not be building a huge indoor sports centre; it's not necessary and should be spending monies where needed.
I would like green waste bins please. If you do not have a season ticket you cannot get in to the pool. Open Tumut pool for longer hours so people can use.
I would like to see continuous maintenance on our local and rural roads, mainly rural roads.
I would like to see the road maintenance to take place on all roads.
If they had stuck to a small local council would have been better.
Improve both sealed and unsealed roads in the district.
Improve dog and cat control.
Improve roads around Tumut.
Improve sealed roads.
Improve the relationship with the community.
Improve the road surface and quicker response to compliments.
Improve the roads please.
Improved footpaths and walking paths in and around Tumut.
Improvement of medical services.
Improvements in environment, waterways and roads
Increase the numbers of childcare places.
Introduce a green waste bin so then it can go to a renewable energy plant, this would be a great service and we need it. Management of illegal dumping definitely needs to be looked at; also pet control as we have dogs and cats just roaming the streets.
It needs to demerge and needs to listen to the community and what we need and would like.

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It needs to pay attention to smaller villages as they are an essential core to their business.
It should be up to the townpeople to get involved so ask all - send flyer out or letters.
It should provide for all, not just Tumut.
It would be good to be informed of the changes and upgrades coming up.
It would be good to have a green waste bin service.
It's the roads.
Just looking at Wyangle Road for a school bus to go on - it needs sealing and widening.
Just to be more accountable re how they spend our rates.
Keep an eye on expenditure.
Keep improving.
Keep letting the community know what is happening through the media.
Keep progressing with road repairs and improvements.
Keep pushing for hospital and help with the elderly and get sealed roads fixed up.
Keep putting their money towards community events.
Keep the community informed of what they are doing and be more aware of how they spend rate payers money.
Keep the sides of the roads neat and mowed.
Keep up the good work.
Keep up the reasonable standard of services.
Keep up what they're doing.
Keep working hard at what they are doing.
Keeping the residents more informed and up to date.
Khancoban is going backward - local store closed and our hall isn't good, and the country club has closed as well, so community not happy
Less focus on Tumut.
Let the wider community know about upcoming local elections. I am being threatened with a fine for not voting even though I had been given no information on the election.
Let Tumbarumba be a shire on its own again.
Let Tumbarumba demerge. The wastage on consultancy is terrible and approving developments that do not need to be approved and waste more money on. The DA process has become very convoluted where it use to be a very straightforward process. We use to be able to speak to our council. This council is toxic and there is bullying in that council's work place.
Library needs to be open more if possible.
Listen more to the interests of the community.
Listen to community a little more.
Listen to community at hand I think to make sure the tourism is a priority. The town offers a lot so they really have to concentrate on the visitors that come into the area.
Listen to our community.
Listen to residents of Tumbarumba.
Listen to the community.
Listen to the community.
Listen to the community more.
Listen to the community more.
Listen to the community, think of the public more than the council themselves.
Listen to the outer communities, listen to Batlow, Tumbarumba, Kancoban etc.
Listen to the people that live in the area.

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Listen to the public. We would like a heated pool.
Listen to the rate payers, their needs.
Listen to the people. Work towards what the community wants
Listen to the views of the community. Need to be more responsive to issues raised by the community.
Listen to what people in the town are saying and take it on board.
Listen to what people want.
Local pools are not open over Christmas period. We don't have kerbside collection of large household items and we have to take our own items to the tip, which is inconvenient for elderly people.
Look after the local people.
Look after their staff better.
Look into venues that need upgrading.
Looking overall at all towns within the shire not just focusing on Tumut. Getting more input from other towns.
Main concern is to upgrade the town streets on the edge of town where the trucks go, wear and tear.
Mainly getting out there and talking to the people and listen to the output from ratepayers.
Maintaining the gravel roads.
Maintaining the roads.
Make a decision re sporting facility they are talking about (indoor basketball and netball etc).
Make sure the pool is clean and open early opening early for the year.
More activities for kids and youths.
More activities for young people to do. Heated pool. Or roller rink of skate park.
More communication with community; information should be put on website so easy to follow so we can get information we need.
More communications with the local people, so they know what needs to be done.
More community consultation.
More consultation with outlying communities.
More contact with between councils. Better communication.
More maintenance of the roads to attract more tourists.
More meetings involving more community members.
More money on roads.
More staff training in communication and relating to the public. They definitely need to have continual and regular training as staff seem incompetent in dealing with the public.
More towns in Snowy Valley than just Tumut.
N/A. Impressed with their performance.
Need more footpaths. Need more tourism promotion. Library needs to be open more than 1 day a week.
Need more footpaths and some need maintenance.
Need more footpaths in town.
Need to concentrate more on Tumut and work in harmony to Tumbarumba.
Need to demerge as they are spread too thin and it is too big a job.
Need to do more for the youth in the town and get them off the streets.
Need to focus more on all areas of the shire instead of only selected areas of the shire.
Need to focus on strategic issues.
Need to listen more. And make decisions to benefit the whole community, and not just one area. I am not very impressed with the amalgamation situation and the whole process that went with it.
Need to listen to community.

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Need to listen to majority of their ratepayers who don't want the rail trail.
Need to promote business in smaller areas for example at Batlow and also building applications. My son had to wait for 8 weeks for his house plans to be approved.
Need to provide more activities for young people. We need PCYC for the kids.
Need to pull together and look at future development and tourism.
Need to put in more footpaths and kerb a guttering.
Need to put more emphasis on the smaller towns around the shire.
Need to speak to the residents and listen to their feedback.
Need to speed DA approvals.
Need to start looking after the whole shire and start listening to the community not just all centred on Tumut.
Need to work with the Forestry Corp about pest management.
Needed a number for pothole repair and the website was not helpful at all. Roads and footpaths need more maintenance.
Needing to clean the street and beautify the main street and clean it up.
Needs maintenance of road surfaces.
Needs to be transparent on decisions and take the whole shire into account.
Needs to do what the rate payers want; they don't listen to the community.
Netball facility needs to be built. The walking track and mountain bike track needs to be done.
NSW licence rules and regulations; Victoria and NSW are different, they cannot agree on the same thing. One rule should be for all p plates.
Open up Brindabella Road to Canberra. Encourage more business into town.
Organise clean-up of roadsides. There is a lot of rubbish on the roads; looks bad as people come into the township.
People's ideas as to what they want.
Playgrounds in Batlow are poor and need work, so do the footpaths.
Positive growth in helping local business and business development.
Possibly our roads.
Probably more support to smaller towns and not just focus on Tumut. Services are being pulled away from smaller towns and moved to Tumut who gets the priority.
Promote more tourism.
Provide decent services for rates. That is, if people are not getting services, they should not have to pay rates.
Provide younger children activities in the school holidays.
Pull up their socks, listen to the people as it would solve a lot of issues going on which come from the amalgamation.
Purchase of the RSL Club in Tumut to use as a community centre. Council should have purchased the building for the Tumut community as we asked.
Put Brindabella Road through. The footpaths in Batlow. Landslide in the middle of Forster Road that has been like that since 2010 floods and is unstable.
Realise it's not just Tumut. This has been a problem for years. We seem to get ignored - all focussed on Tumut. We don't seem to matter, only our money. We have 1230, pay 1800 per year, and want to know what I get for that. Rates are far, far too high.
Really need to look at the markings and the widths and the potholes that exist on rural roads
Remember the outlying areas, not just Tumut.
Request for more heated swimming pools for elderly. Better footpaths.
Resign and start again.

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Respond better to rate payers requests.
Respond to emails, meaning good customer service.
Road and footpath maintenance.
Road maintenance in the outlying areas.
Roads.
Roads.
Roads (no overtaking lanes from the mills to the highways).
Roads need attention, a covered and heated swimming pool for year round uses.
Roadside clean ups, enforcing people to cover their loads. We have found so much rubbish alongside the roads. Perhaps road signs to enforce littering.
Separate the councils again, I do not like the amalgamation.
Share monies around.
Speed up building permissions.
Spending the money fairly across the board where it is needed and not wanted.
Sport Centre issue; I think they need to listen to the community about the sports centre.
Sporting complex - where they are building it. But it's a great idea. They are building it on a bull paddock - it should be built elsewhere.
Sporting facilities in Tumut need upgrading. And the area going from the main road to the kerb needs upgrading.
Start work on the new swimming pool at Tumut.
Stay focussed on the outer areas and keeping direct contact with the people in outer areas.
Stay the same and keep doing what they're doing.
Stop ignoring Batlow.
Stop making it so hard for businesses to develop more in town and be more helpful, proactive, and any advice they could give.
Stop the big trucks from going through the main street of Tumbarumba and provide more parking in the town centre.
Stop wasting money on things like the new sports centre.
Swimming pool opening hours Batlow and the more funding for the school, the local council could come up with initiatives.
Th Council needs to remember that they are not just Tumut Council now, there are other communities the Council needs to take into account.
The allocation of funds.
The business and tourism could be developed.
The conflict between Tumut and Tumbarumba needs to be settled so they can work together better.
The Council distribute funds evenly across the shire area so that smaller or outer areas do not miss out.
The Council does not really know what happens in the rural areas.
The council need to be a greener and environmentally aware council. More service for small villages, eg Batlow.
The Council need to ensure that the Mannus Creek remains as prosperous and returns to a pristine state with no further algae issues. The Council needs to find permanent solutions to ensure the Mannus Creek is maintained in good health.
The Council needs to be more responsive to the whole community; their input to be considered.
The Council needs to consult the community more, have their employees do the job they are paid to do, generally provide the services they receive funding for. We have one of the highest paying rate and water fees and we get no services for the rates we pay.



The Council needs to do something to help Batlow. The Council has long neglected the area; there needs to be help with business development to stop the town dying, and the Council needs to support the Caravan Park to encourage visitors. The area needs to be promoted. Most of the Council resources in support of major areas such as Tumut and Tumbarumba.
The Council needs to get more involved with the community and get on top of the roads issue.
The council needs to look at their roads, make sure they are all maintained from one end of the shire to the other, covering all areas within the council area. We all got free pool access, and they find out that Tumut is getting a new pool.
The Council needs to provide an environment that is conducive for families. The previous Council made sure that everyone had access to the pool which made sure that lower-socioeconomic families had access to learn to swim.
The Council needs to work on the unsealed road as they are not safe. We have natural warm water resources which should be used instead of building heated pools. The Council needs to be more progressive and listen to the community about how to best utilise our natural resources.
The customer gets nothing for her rates, the only thing is access to the local library. It should be free to take to the tip as they don't have the leisure that townfolk have and they pay the same rates? Forestry trucks use our roads and half of the road was gone for approx a year. There were temp traffic lights as there was a single lane. There should be free pool access and Adelong should receive more funding from council as the infrastructure is there heating; a fair allocation of funding please.
The local pool - needs works as we have an aged community and we need this to be accessible for the elderly - hydro with longer opening hours. Also, because we are an aging area, paths are important we need better footpaths for safety for our older residents. We need a green waste bin and we need one as a lot of people don't have trailers. Bigger councils have a free kerbside pickup - we don't have one in our area and we really would like to see one here.
The main thing is to keep the road between Tumbarumba and Tooma as a high priority.
The need more people with local knowledge.
The outlying areas around the town are missing out. They seem to forget us and what is happening in Tumut.
The parking is really bad. It gets congested at times in Tumut. Side streets very difficult at times.
The problem resolving process could be quicker and more streamlined.
The ranger is a distraction, bad public relations and a nasty man in Tumut. A pig of a man and nobody likes him.
The ranger needs to be replaced. Improving the foot paths.
The roads are a major part and the rates are very expensive.
The roads need to be managed.
The roads. Our pool needs to be kept open for all our community.
The services provided are proving successful to me.
The survey did not ask the right questions for rural people. Some of the questions were one directional. She thinks that the elderly and disadvantaged people need to be looked after much better. Business development needs a lot more attention to attract and keep local businesses in town.
The uneven footpaths need fixing. Blown bulbs in street lights. Too strict on domestic pets regulations. Log trucks too dangerous to be coming straight through town.
There are black and yellow gutter guards are a trip hazard, a lot of people are tipping up on them, Something needs to be done to make it safer.
There was a plan to extend the local pool to cover and indoor pool 12 months ago, but Council built a completely new sporting facility with an indoor heated pool. Why did they have to go and build a new one instead of improving what we have?
They could do more for outlying towns.



They need to communicate with the wider community, instead of listening to a particular group who do not represent the whole area. Look at other methods of communication, not just newspapers and radio.
They need to concentrate on providing activities for teens.
They need to concentrate on servicing the whole community – equity.
They need to consult more when planning things. Eg. They planned to build a multipurpose centre using half of existing cricket pitch. Promote more in the tourism area.
They need to focus on the whole region and not just Tumut.
They need to get on with things that need to be done and stop wasting money on things that are not important e.g. the swimming pool.
They need to improve on the back creek from the main bridge. Nothing has been done at the back of the units since the floods, debris in the water still. Right on the corner of the intersection on the creek, at the back of the creek where the floods came thru Adelong.
They need to improve the roads, in particular potholes in the centre of the town of Batlow.
They need to improve their DA approval speed. Get better at promoting tourism and better at promoting local business.
They need to listen to the communities' feedback and take more notice of us instead of doing the consultation and making their own decisions anyway.
They need to listen to what the community wants. Not flexible with regard to the needs of the residents.
They need to loosen up on some of the rules and regulations.
They need to put some more effort into tourism and business development.
They need to unmerge.
They need to watch finances and not overspend. I would like to see a screen of trees or shrubs around the cemetery, as the town has expanded around the cemetery. Councillors need to listen to what ratepayers want.
They need to work with people to achieve outcomes and they have to be flexible and customise the rules at times.
They should listen to the outlying towns more and not focus on Tumut. Do not agree with the merger.
They should stop employing so many people. Too many people walking dogs without leashes on.
Think about the wider area of the Snowy Valley.
Think about when they are going to upgrade, eg cricket field in the playing season.
Think council needs more workers for mowing lawns, more access.
This customer has had positive experiences with council.
To complete projects quicker and more efficiently.
To ensure outer smaller areas receive services and resources fairly.
Toilets at the duck pond.
Top heavy in management and the merger hasn't made things easier. Didn't think the tourism issue can be addressed via the National Parks.
Tourism and business development - (Batlow to) Gilmore rail trail - I am very strongly in favour of this and think it would be positive for tourism.
Tourism development. Clean up the entrances as you come in to our town.
Tourism opportunities and development in the shire.
Tourism. Industry dev
Tourism. Tumut to Canberra road.
Try and make Tumbarumba happy; the amalgamation is not good and they aren't happy. Everyone should work in together.
Understand today's environment - it is an everchanging world and council doesn't understand that.

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Unit the towns since they have been merged.
Unsealed road maintenance. More help for elderly people. More for the youth to do.
Unsealed road maintenance. The verges alongside the roads.
Update footpaths.
Updating road and facilities; having more rangers dealing with animals' rubbish; service is too expensive; 40 dollars a fortnight - rates far too high for what they offer. The roads are very dangerous and are in desperate need of fixing; tourism; rail trail extremely important.
Upgrade Brindabella Road.
Upgrade the Brungle Road.
Value for money right across the road - there is a lot of waste of councils resources.
Very poor council.
Vision regarding understanding the competitive nature of local government and the attraction of new people and business to the area.
We have no way of getting rid of our green waste, I am elderly and can't take it away. In Albury, they have 2 green bins and a bin for the kitchen. The rates are very high anyway so they should adequately cover a green bin. The high rates are an issue with me. The street sweeper is good but not needed as much as the streets are clean and money better used on a ride-on to do the nature strip.... Once a month - Tumut
We have a lot of heavy transport using our roads, it is important that the roads are maintained and safe for all users.
We need a green bin for waste.
We need a heated swimming pool in Tumut. Better services for home care and easier access to those services for people who need home care assistance.
We need a heated swimming pool, listen to the community, maintain parks and gardens, more ideas for young people, things for them to do to keep them from stealing cars and being a nuisance.
We need more footpaths in the Batlow area, it would make it safer for exercise and residents. We also need more options for when the community meetings are on as some of us work shift work.
We need personal counsellors in our area. There is a waiting list of 8 weeks, which is not good enough when we have people on suicide watch.
We need seats for elderly people out and about in the area. Provision of seats in the community for the elderly is very important.
We need work done to the footpaths and the roads improved.
We want to demerge. I cannot see it working and half the community feel the same way. We've lost a lot of people are moving to Tumut - the big picture is not looking good.
We would like some news what's happening. We don't receive anything.
Weed control road repair.
Work on the state of our roads, e.g., Capper Street.
Work together as a whole; understand that the council is huge in size and funds needs to be distributed accordingly.
Work together for the whole region and find benefit for the smaller towns like Batlow. And avoiding personal agendas.
Working better together.
Working with all communities.



## Appendix 5: One best thing about SVC

What is the ONE BEST thing about Snowy Valleys Council?
Accessibility and the parks and gardens.
Accessible.
Adding the free tip days to the waste management schedule, this would help stop dumping into the bush.
Agree with the multi-purpose council idea overall
All good
All members are motivated.
All round good job.
Amalgamation was a terrible idea; rates have increased. Not happy.
Always friendly; if walking in the door, they greet you with a smile.
Always out in the street talking to people.
Approachability.
Approachable
Because of the amalgamation, they are doing a lot of consultation with the community.
Being able to have our Tumbarumba council to do DA and things like that - not having to travel to Tumut.
Brilliant with the roads - they are all looking great and the safety issue is there, and the parks are all clean and beautiful trimmed and maintained and the admin is very friendly and are also full information and helpful. My partner passed away and they showed me how to pay things off etc they were great and also empathetic.
Cannot think of anything.
Cannot comment.
Cheap rates
Community consultation and communication.
Council has kept the area tidy and clean.
Councillors are very approachable.
Creek Scape is well done - Tumbarumba
Community approach.
Current plans for Batlow seem successful.
Customer service.
Customer service.
Customer service.
Customer service great, always approachable.
Customer service is good.
Do a bit for the community. They have ungraded things that have needed it lately.
Do a good job with parks and gardens.
Do great events.
Do keep the place clean.
doing there best
donations upgrading the pools etc
Don't know.

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Don't know.
Don't know.
Don't know.
Easy access.
Easy to talk to.
Efficient.
Excellent how the swimming pool is free.
Free entry to pools .
Free entry to Tumut swimming pool.
Free swimming pool.
Free tip day.
Free tip days.
Friendliness of their staff.
Friendly service, very helpful at the council.
Gardens.
General road infrastructure is very good.
Getting more younger people into the shire and they have a more forward looking attitude.
Getting most jobs done.
Going back to how it used to be.
Good at providing good offices for themselves but not looking or listening to the people the community about issues.
Good civil work force.
Good customer service over the counter service.
Good helpful staff.
Good plans for the town if they carry them out.
Good playgrounds and parks.
Good sporting facilities for the kids.
Good to have an office in town.
Good waste management.
Good water and waste services.
Great sense of wellbeing, safety and belonging for all age groups.
Great with trying to put things in place to better the town.
Happy they got amalgamated.
Has broader scope.
Has vastly improved from the last Council especially with the service centre.
Having a free swimming pool.
He can depend on the household garbage collected.
How they look after parks and other council services. Pretty well maintained.
I cannot think at this point.
I can't think of anything.
I can't think of anything.
I can't think right now.
I do not know.
I do not know.

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I like the way they give us free access to the swimming pools. It is good that they are continuing the program.
I live here which a very beautiful place.
I think as a team they appear to be amalgamating very well and working together well as a team.
I think the library is very good, and the library staff are very helpful.
I think they have done a great job in Khancoban with the pool, and the streetscape in Tumbarumba.
I think we attract with great interest in local issues - we are lucky to have a diverse range of interests brought to the forefront by our councillors.
If Batlow joined with Tumbarumba and Tumut went in another direction.
Improved Batlow.
Infrastructure (money being spent).
It appears as if the Council is trying to encourage tourism and all the towns are working together to encourage tourism.
It doesn't seem to have gotten worse since merger.
It is a beautiful area. Majority of areas are kept nice. Shire workers are friendly, easy to approach and hard working.
It is a friendly and nice place to live, and the waste service in Tumbarumba is very good.
It is going ahead.
It's a fresh team.
It's accessibility to the community.
It's great to have the council in the shire. Has improved from previous council.
It's legacy from Tumbarumba Council.
Its local who we are aware off who we know that are running council and makes it more personable.
It's there
Just a great group of people.
Keep roads up to date.
Keep the Adelong village tidy.
Keep the office in Tumut.
Keep the town and parks nice, roundabouts and flowers are nice.
Keep up with their involvement with the community.
Keeping parks and gardens looking good.
Knowing that they are there.
Live in God's country.
Local maintenance is very easy to work with.
Location.
Look after the community.
Look after themselves.
Looking after the people of Tumut at the expense of everyone else.
Lovely area.
Made free entry to the swimming pool. Day in the park with the dogs to be registered and vaccinated.
Maintenance of roads is good.
Maintenance of the environment.
Management of the parks and showground do a good job.
Mayor
Mayor is doing a good job.

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Most things are good here.
Moving forward.
N/A.
N/A.
N/A.
New people are getting involved in the council matters.
Not any positives that participant can see or hear.
Not having the swimming pool fees.
Not hearing any bad things.
Not seeing anything wonderful.
Once they are on the right path, things go well and smoothly.
Organisation of events in the community has been great.
Organising committees/functions.
Our parks and gardens.
Overall has great potential to do great things.
Overall they are no worse than other councils.
Overall they have a better attitude since amalgamation.
Parks and gardens.
Parks and gardens. War memorial.
Parks and playgrounds are quite good.
Parks and reserves are good in the area.
Parks are looking tidy and colourful.
Parks, gardens and sport facilities are good.
Pedestrian refuges.
People are still worrying about the amalgamation. I am quite happy with council.
Personal contact you can have with them at the council chambers, it is always good.
Pool is going to be free this year.
Pools and sports grounds and schools are good.
Praise themselves.
Pretty good at looking after the trees on the nature strips.
Probably that we have a council; I haven't seen anything fabulous worth mentioning.
Provide good service in terms of a few things overall - the workers are great; the management of the council is dismal. The amalgamation had been a total disaster. The primary thing is we have 2 ministers, so it's a state government issue and needs to be resolved. It's causing so much trouble – it's all poorly run.
Put a lot into the children's needs, eg parks and sport facilities.
Putting people first.
Really good with disability services.
Roads.
Roundabouts and main street very beautiful.
Seems to be doing the right thing.
Seems to be running pretty well.
Since amalgamation they are really trying, so all good.





Since the amalgamation council as a whole are extremely good. For example, customer service. The form on council website which is used to make comments or get things done, is very confusing and does not really work and is difficult to find on the website.
Snowy Valleys Council overall doing well for the Shire.
Some the staff.
Sporting facilities are good.
Sporting fields in the shire.
Sporting facilities are great
Staff is approachable.
Starting to upgrade services in all areas.
Statue of Mr Ryan, community shrines and activities; beautifying the place; they do a great job.
Successful tourism in the shire.
Swimming pools - hopefully they remain free.
The Council listens to the community and they are accessible.
That there's been a change in management.
The amalgamation is great. We get a lot of feedback from radio station - all good for the community.
The area it's in.
The assets in Tumbarumba are very good.
The best part of the world. I feel we have been conned, with amalgamation. Most people were opposed to this merger.
The best thing is the library. Also the aged care community car and community care is great.
The clearing that has been done - main road to packing shed. Bridges (narrow) need to be improved.
The Council area has wonderful parks, mainly maintained by Rotary.
The Council has good services and amenities.
The council is trying.
The councillors are approachable and helpful and willing to help out if can.
The countryside itself.
The current staff are wonderful.
The customer service is good.
The dedication of the Tumbarumba staff.
The employees in Tumbarumba.
The entrance to Tumut is remarkable.
The four seasons.
The geographical area, the Council seems to be working well together.
The head counsellors are open and friendly towards me when I have approached them.
The library services are good services. Outer suburbs needs attention.
The lifestyle.
The local crew are pretty good and keen on the maintenance.
The location of where we live.
The mayor and deputy mayor.
The mayor is doing a reasonable job.
The merger is the best.
The number of parks for kids.
The on the ground staff are very good, friendly, capable and approachable, e.g, the Pool, Library, Council staff are all very good.

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The overall presentation of Tumut is good.
The parks and gardens are beautiful.
The parks and gardens do a brilliant job.
The parks and reserves are beautiful.
The parks and stuff are looked after well.
The people and community.
The programs for children in the area are good.
The rivers, dams which they keep an eye on.
The staff.
The staff are excellent and very helpful.
The street cleaner should visit our street, Wynyard Street. We get leaves up the curb and gutter but the rest of the town looks great. Some trees have sharp balls falling off onto the street and can be very dangerous especially for the elderly.
The upkeep of sporting facilities and swimming pools.
The waste collection.
Their community consultation, since amalgamation.
Their Facebook page is very informative.
Their front counter staff are excellent.
Their interest in emergency management.
Their support of the Batlow community initiatives.
There are lots of things happening in Tumut, mainly they could do a lot more for Talbingo, especially our footpaths.
There is no in-fighting amongst the council.
There is none.
There is not one.
There is some improvement in Tourism initiative.
They're willing to listen.
They support the festivals in the area.
They are approachable.
They are approachable.
They are beautifying the township and are starting to listen to us as a community.
They are bringing some tourism in with Cider Fest etc.
They are doing a good job with community events, fairs and festivals, markets and the like
They are getting on with the job.
They are listening to the community about improvements to the sporting facilities.
They are looking after Tumut very well, but ignoring smaller outlying areas.
They are maintaining a high profile there is a fair bit of public information via the newspaper.
They are pretty good at keeping the place clean and tidy.
They are starting to take tourism and economic development seriously.
They are there if we need them.
They are trying and have changed their attitude - not so Tumut based (I think this is due to the community enforcement coming from Tumbarumba)
They are trying really hard considering the amalgamation, to develop good relationships.
They come up with a lot of things that excludes us, so no, cannot think of a thing.
They do a great job with parks and gardens.

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They do maintain the parks well.
They do not annoy me.
They do seem to listen to the people.
They do try to do tourism development.
They have a great streetscape and gardens look great.
They have done a lot of good things but they seem to be progressive and value for money.
They have done an excellent job with the community parks and gardens.
They have made some of the place look better.
They have made the town tidy.
They keep the roads good.
They keep the roads in reasonable condition.
They keep the streets clean
They look after Tumut VERY well! (*sarcasm intended!).
They need to put the name plaques back. There is no signage to tell travellers when they are approaching a town or area.
They push for indigenous communities.
They seem to be doing a good job with the area that has merged.
They seem to be going ok, cannot think.
They seem to be listening to our community.
They seem to be trying in the recreational areas, wetlands, river walk.
They seem to be very informative. We get the opportunity to have a say.
Thinking environmentally.
Town is going ahead.
Trying to keep people happy.
Trying to work as a team, which is great.
Usually stick to their plans.
Very hard to get information from the new Council.
Waste management is being done right.
Waste management is very good (recycling services).
We are all slightly undecided due to the large area involved.
We have a good mayor. The waste team is really good, Martine especially good.
We have a very good General Manager who came down from Atherton to become our General Manager and seems to be doing a great job.
We have beautiful parks and they keep them maintained.
We have more information about councils proceedings which we did not have before.
We have the Apple Blossom Festival - they do a great job.
We have the Roads and Maritime Service office.
Whenever I need information, they are very good, helpful and reasonable.

## Attachment 2 – Comments from Budget Allocator

### 2.1 Overall / summary comments

Rural services
I believe there should some fee charged at the pools, even a dollar coin to contribute to the ongoing costs, service and lengthening of the season.
I am willing to pay more in my rates to afford the extra services.
The service has been very good since the merger. The biggest things I have noticed are very dangerous trees in the park at Coorabel Avenue (They need to be pruned back very heavily as they are a safety risk and many children use this park), the footpaths in the town are hazardous because they are uneven and the street sweeper needs to come around more often in the minor streets in the town.
Join with DNSW on \$ for\$ funding to promote the region to encourage residential growth and tourism. Engage with RDA and other Government sectors to get the Brindabella road Shovel Ready whilst there is funding for these infrastructure projects available. This was important to everyone when community consultations were done. The people of Snowy Valleys want this road to go ahead NOW
The allocation amount of the budget for all of our shire seems to be too low. Maybe staffing levels should be looked at. Something is incorrect as the rates that you are receiving would be way way above the budget allowance. Would like to know the percentage of income to spend.
To encourage small scale entrepreneurial projects amongst young people eg market gardens, aquaponics, aquaculture, domestic fencing etc.
Increase in community grants
small rate increase
An increase of rates in line with the CPI would more than cover this budget. Additional investment in tourism infrastructure is critical to our region.
Additional funds - project manager salary increase. Income options include expanding private works capability but this requires investment in key positions.
Your descriptions made it sound like the minimum spend achieves nothing. The assumption that more money equals better service is not true. It's about using the money properly and not wasting it. I am a communitarian and strongly believe in the value of communities looking after one another, but the amount of money that SVC bleeds out of our shire through exorbitant consultant's fees putting together documents that the local community could do just as well and many times more authentically is extremely sad and frustrating. Looking at what the council spends money on, I would advocate across the board for a shift towards "Go Fund Me"-style budget allocations. i.e. we are allowed to allocate a small portion of our rates to the area we nominate. Over the years, as the culture of direct democracy grows, this portion is increased until rates themselves are optional and directed towards what we individually and collectively prefer. The role of councillors is to come up with potential projects for funding, which are then opened for "voting" (investment) by the population. Where essential services are chronically underfunded, they should where possible be funded by the users (eg petrol excise), or as a last resort, by a compulsory rate for all citizens. But as a general rule, extorting rates from citizens and then spending it on things they don't want and don't use is not an ethical, morally just or particularly good way to run a local government.
Small fee charged to access the pools
Jarrah oval amenities and canteen

I currently run the after school care building, attached to the neighbourhood centre. Council has recently come to check our building out. We have also received checks from the education dep which have deemed our building unfit. (Lots of oh&s issues) I am desperate to source some grants, or budget to be able to make this building into something that I am proud of and our community can be proud of too! (Even new fencing, a lick of paint and some resources would be amazing)
Youth mental health and support programs including suicide prevention.
Second time I have completed. Just checking if it worked the first time.
There was not option to seek internal efficiencies.
I would look at a small subsidy for pool entry fees.
Budget is just over. The biggest cost is road development. This could be supplemented with Federal grants and shared funding with the ACT government.
Thank you for the opportunity to participate in the budget allocation While I realise this budget is based on service delivery and much is hidden under various headings .One such service is the Heritage advisor here is no provision for an allocation for heritage /museums and any extras on a "wish list " One way to increase councils income could there be a minimal rate base from the state forests
I believe a well managed special rate variation would be appropriate to meet the short deficit in my budget challenge outcome. As there is a backlog there needs to be an opportunity to develop a program to reduce the backlog. Councils cannot expect to always rely grants, they should be looking to ways of generating additional income to spent on improving council-wide services efficiently.
Try to utilise grants for upgrading services and equipment for children, especially for shade over play equipment and additional toilets.

## 2.2 Comments in relation to particular services

Community Development and Events	I believe that there should be an increase in funding and support to the local indigenous culture. There are many areas that could developed for the benefit of the local community and provide support for indigenous education. The youth of Tumbarumba would benefit from additional events and cultural programs.
Economic Development	What do you spend 225k on, if you lose capacity to do everything?
Environmental Weed Management	Weed control operations are paramount to a healthy environment. Focus should be on waterways. Development of weed identification brochures/programs. Introduction of environmental services at the local schools so that future workers will be able to see for themselves, ensuring a informed and hopefully proactive community when it comes to weed management. Support and promotion of Land Care groups.
Environmental Weed Management	Be great to see increase in weed control operations and follow up as it will reduce maintenance if you can get on top of things.
Footpaths	Current level is fine assuming it includes the shared-use paths program which I believe was externally funded anyway.