

MARKYT **O** Community Scorecard ©

Prepared for: Shire of Esperance Prepared by: CATALYSE[®] Pty Ltd ©

March 2019



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The Study

In February-March, the Shire of Esperance administered a MARKYT[®] Community Scorecard to evaluate community priorities and measure Council's performance against key indicators in the Strategic Community Plan.

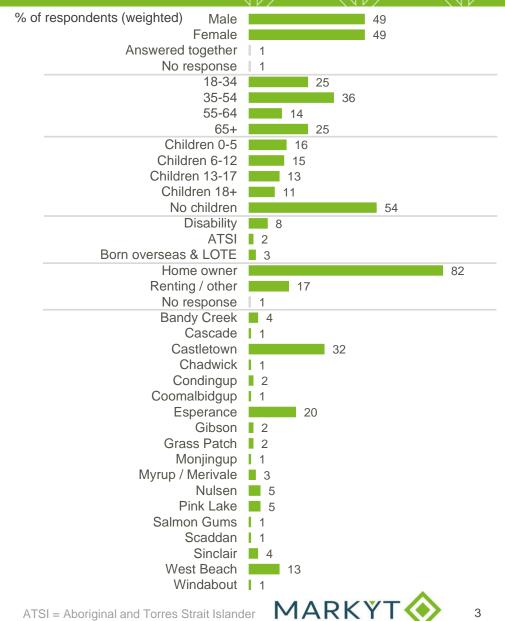
Scorecard invitations were sent to all households on Australia Post unaddressed mail routes. The Shire provided supporting promotions through its communication channels, including the website, newsletters, social media and local events.

In total, **1650 residents** submitted a response. This represents an approximated participation rate of 25% of households.*

As analysis of responses from council affiliated and nonaffiliated samples showed significant differences, results have been reported separately. The main body of the report presents responses from the non-council affiliated sample.

The study attracted a good cross section of the population aged 18 years or older. The final dataset was weighted by age and gender to match the ABS Census population profile.

Data has been analysed using SPSS. Where sub-totals add to ±1% of the parts, this is due to rounding errors to zero decimal places.



* Population base = number of households (source: 2016 Census Shire of Esperance number of private dwellings)

ATSI = Aboriginal and Torres Strait Islander LOTE = Language other than English

MARKYT Industry Standards

CATALYSE[®] has conducted MARKYT[®] Community Scorecards or Community Perceptions Surveys for close to 60 councils across WA. When three or more councils have asked a comparable question, we publish the high score to enable participating councils to recognise and learn from the industry leaders. In this report, the 'high score' is calculated from WA councils that have completed an accredited study with CATALYSE® within the past two years. Participating councils are listed below.

Metropolitan

Regional



Strategic Insights

Overall, the Shire of Esperance has seen some healthy improvements and continues to be regarded as a great place to live.

- As a **place to live**, the performance index score is **76 out of 100**, close to par with the MARKYT[®] Industry Standard and up 3 index points since 2015 and up 6 index points from 2013.
- As a place to visit, the performance index score is 76; 8 index points above the MARKYT[®] Industry Standard.
- As a governing organisation, the performance index score is 39; 17 index points below the MARKYT[®] Industry Standard.

The Shire's highest performing areas are weekly waste collections and recycling services.

Relative to the MARKYT[®] Industry Standards the Shire is **performing on par or above average in 13 measures**.

• For footpaths, trails and cycleways the Shire is 11 index points ahead of the MARKYT® Industry Standard

Since the last study, the Shire has improved in 18 performance measures. The biggest improvements were in:

- · Health and community services
- Footpaths, trails and cycleways
- Community buildings, halls and toilets
- Social media presence
- Playgrounds, parks and reserves

Moving forward the community would like Council to focus on the following priorities:

- 1. Economic development and tourism attractions, including making a decision regarding the Esperance Tanker Jetty
- 2. Governance including Council's leadership, resource management, decision making and value for money
- 3. How the community is consulted



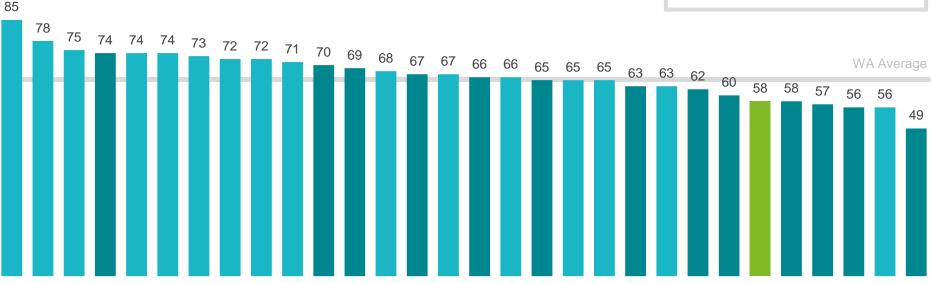
Overall Performance | industry comparisons

The 'Overall Performance Index Score' is a combined measure of the Shire of Esperance as a 'place to live' and as a 'governing organisation'. The Shire of Esperance's overall performance index score is 58 out of 100, 8 index points below the industry standard for Western Australia.

Overall Performance Index Score

average of 'place to live' and 'governing organisation'

- Shire of Esperance
- Metropolitan Councils
- Regional Councils



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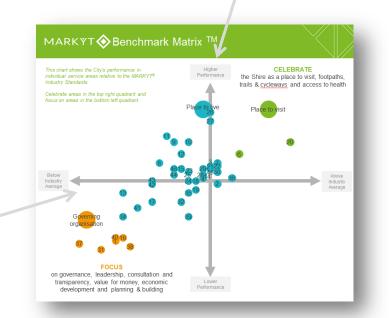


How to read the MARKYT \bigotimes Benchmark Matrix TM

The MARKYT[®] Benchmark Matrix [™] (shown in detail overleaf) illustrates how the community rates performance on individual measures, compared to how other councils are being rated by their communities.

There are two dimensions. The vertical axis maps community perceptions of performance for individual measures relative to the average score for all measures. The horizontal axis maps performance relative to the MARKYT[®] Industry Standards.

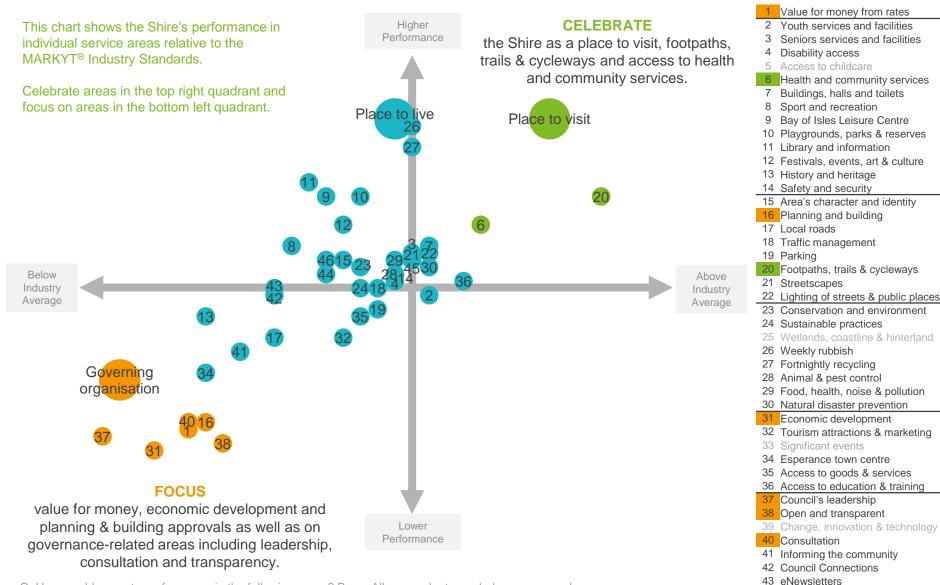
Councils aim to be on the right side of this line, with performance ABOVE the MARKYT[®] Industry Standard.



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This line represents Council's average performance for all individual measure. As it represents the average, around half of the service areas will be placed above the line, and around half will be positioned below the line.

MARKYT Senchmark Matrix TM



Q. How would you rate performance in the following areas? Base: All respondents, excludes unsure and no response. Service areas are included when MARKYT[®] Industry Standards are available.

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Light grey indicates benchmark is not available

44 Website45 Social media presence46 Customer service

In the Shire of Esperance's Community Priorities Window, detailed overleaf, most services are ideally located in Windows A + B. These are higher performing areas, receiving average ratings between okay and excellent.

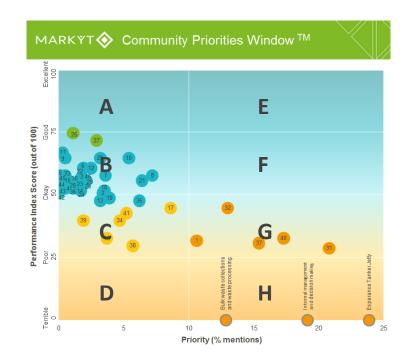
Perceived strengths include weekly waste collections and fortnightly recycling services.

The community would like Council to prioritise 3 key areas (in Windows G + H):

- 1. Economic development and tourism attractions, including the Esperance Tanker Jetty
- 2. Leadership, resource management, decision making, and value for money
- 3. How the community is consulted

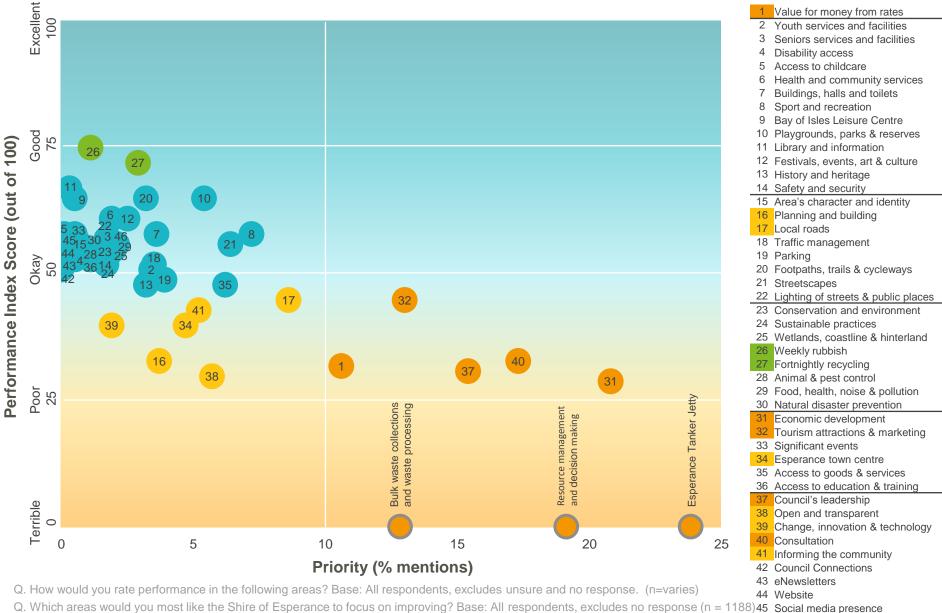
Secondary priorities (in Window C) include:

- How Esperance Town Centre is being developed
- Building and planning approvals
- Local roads
- Communications





MARKYT Community Priorities Window TM



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Priority score only. Performance not measured.

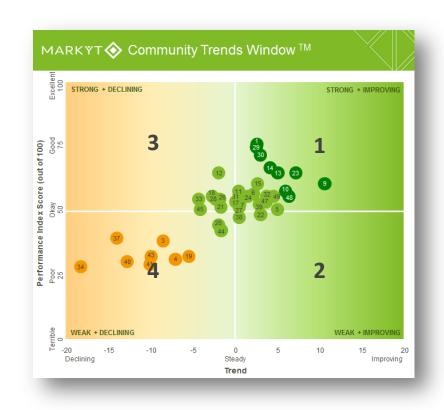
46 Customer service

In the Shire of Esperance's Community Trends Window, detailed overleaf, many services are ideally located in Window 1. They are higher performing areas that have improved. The **top 5 improvers** are:

- Health and community services (+11 index points)
- Footpaths, trails and cycleways (+7)
- Community buildings, halls and toilets (+6)
- Social media presence (+6)
- Playgrounds, parks and reserves (+5)

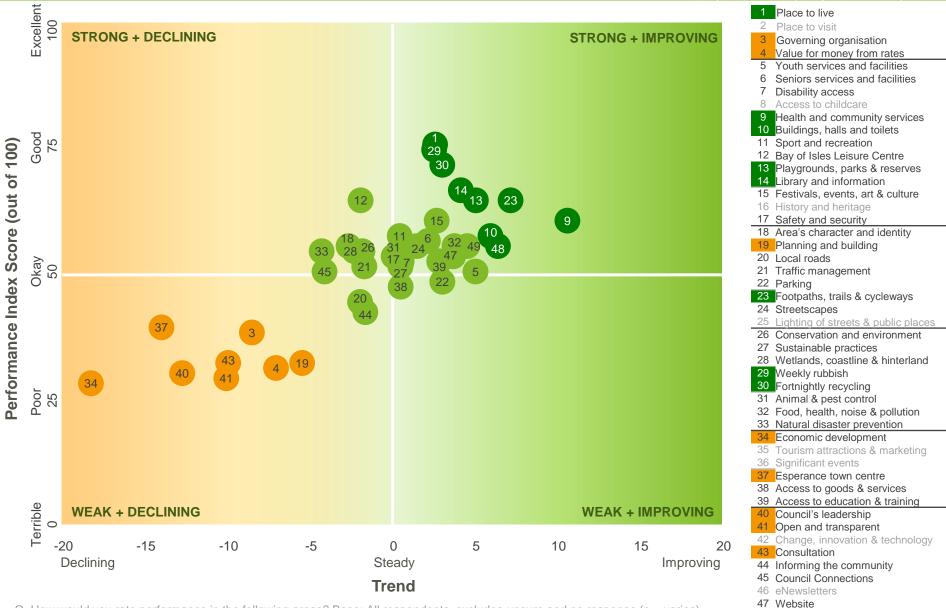
Window 4 includes lower performing areas in decline. The areas showing greatest decline are:

- Economic development (-18 index points)
- How Esperance Town Centre is being developed (-14)
- Council's leadership (-13)





MARKYT TO Community Trends Window TM



48 Social media presence

49 Customer service

Q. How would you rate performance in the following areas? Base: All respondents, excludes unsure and no response (n = varies) Copyright CATALYSE® Pty Ltd. © 2019

Overall Performance

Performance Ratings

The chart shows community perceptions of performance on a five point scale from excellent to terrible.

The **Performance Index Score** is a score out of 100 using the following formula:

```
(average score – 1)
_____ x 100
```

In effect, the Performance Index Score converts the average rating into a zero-based score out of 100.

Score	Average Rating
100	Excellent
75	Good
50	Okay
25	Poor
0	Terrible

Trend analysis shows how performance varies over time.

Please note: 2019 results use a MARKYT[®] accredited multi-channel approach with a 5 point performance scale. This is a best practice approach that enables comparison with other councils. 2011, 2013 and 2015 performance results are from postal surveys using an 11 point scale that has been converted using a MARKYT[®] Conversion Model. For the agree-disagree questions, the scale has remained consistent.



Variances across the community



Variance across the community shows how results vary across the community based on the Performance Index Score

MARKYT[®] Industry Standards show how Council is performing compared to other councils across Western Australia.

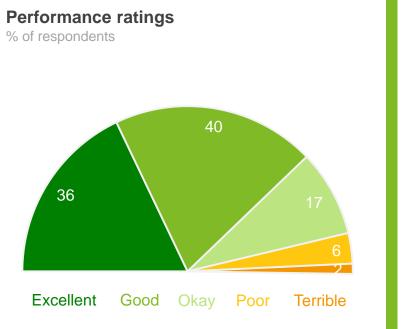
Council Score is the Council's performance index score.

Industry High is the highest score achieved by councils in WA that have completed a comparable study with CATALYSE[®] over the past two years.

Industry Standard is the average score among WA councils that have completed a comparable study with CATALYSE[®] over the past two years.



The Esperance region as a place to live



Trend Analysis Performance Index Score Excellent (100) Good (75) Okay (50) Poor (25)

NA

11

13

15

19

Terrible (0) MARKYT Industry StandardsPerformance Index ScoreIndustry High95

Industry Standard 77

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Variances across the community

Performance Index Score

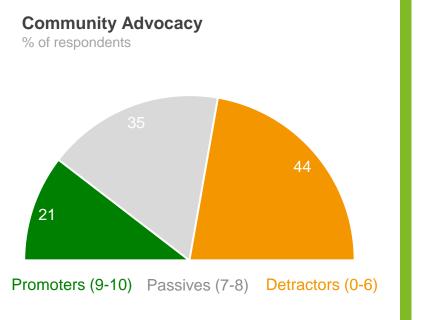
Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
76	76	76	75	76	77	75	72	75	73	74	75	77	70	75	78

Q. **How would you rate performance in the following areas?** Base: All respondents, excludes 'unsure' and 'no response' (n = 1525).

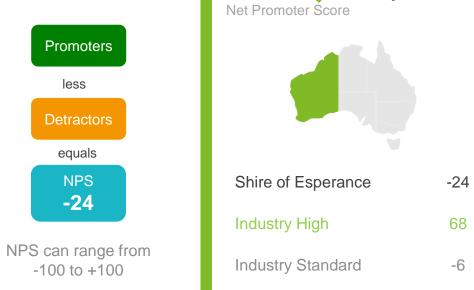


Community Advocacy

Likelihood of recommending the Shire of Esperance as a place to live



Net Promoter Score



Variances across the community

Net Promoter Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
-24	-27	-10	-30	-17	-22	-22	-35	-34	-26	-19	-30	-21	-33	-24	-20

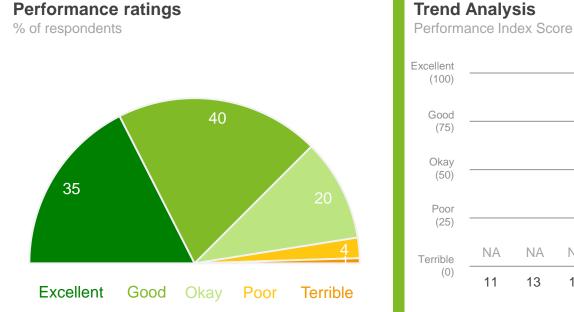
Q. How likely are you to recommend the Shire of Esperance as a place to live? Please give a rating out of 10, where 0 is not at all likely and 10 is extremely likely.

Base: All respondents, excludes 'unsure' and 'no response' (n = 1310).



MARKYT **()** Industry Standards

The Esperance region as a place to visit



-	sis dex Sco	ore		MARKYT Industry Standa	ards
			76		
				Shire of Esperance 7	6
A	NA	NA		Industry High 8	3
1	13	15	19	Industry Standard 6	8

Variances across the community

Performance Index Score

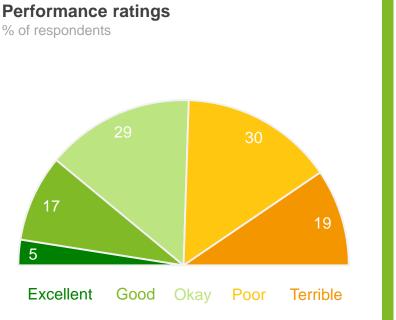
Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
76	76	79	75	77	77	75	74	76	73	75	75	78	72	76	74

Q. How would you rate performance in the following areas?

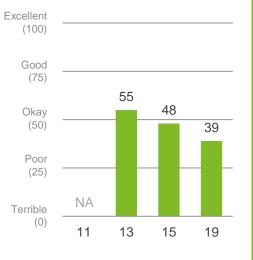
Base: All respondents, excludes 'unsure' and 'no response' (n = 1505).



The Shire of Esperance as the organisation that governs the local area



Trend Analysis Performance Index Score



MARKYT Industry Standards



Shire of Esperance	39
Industry High	74
Industry Standard	56

Variances across the community

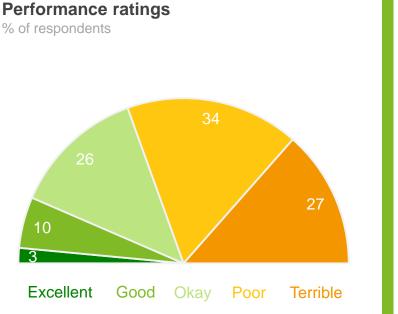
Performance Index Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
39	39	44	37	43	38	45	40	37	36	48	37	36	32	39	44

Q. How would you rate performance in the following areas? Base: All respondents, excludes 'unsure' and 'no response' (n = 1493).

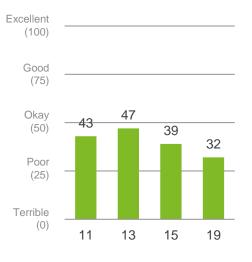
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Value for money from Council rates



Trend Analysis

Performance Index Score



MARKYT Industry Standards

Performance Index Score

Shire of Esperance

32

Industry High
64

Industry Standard
45

Variances across the community

Performance Index Score

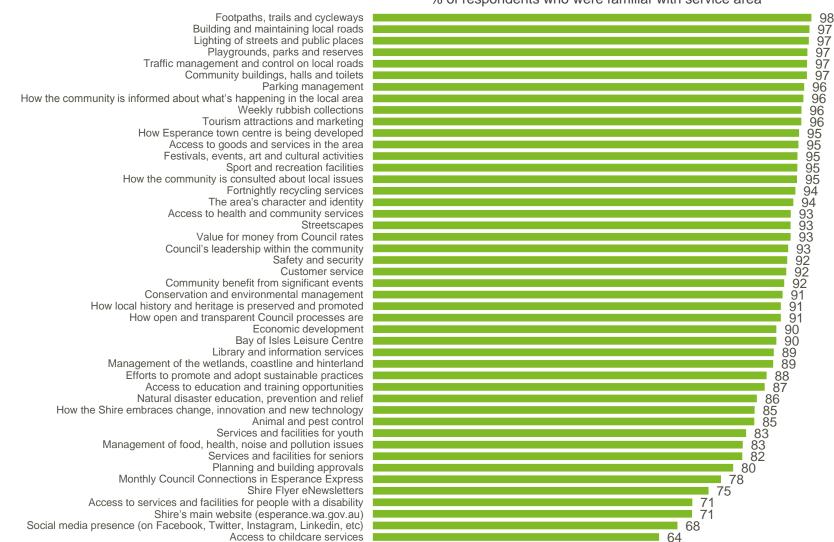
Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
32	32	33	29	35	33	32	29	30	33	34	30	33	27	32	34

Q. **How would you rate performance in the following areas?** Base: All respondents, excludes 'unsure' and 'no response' (n = 1426).



Familiarity with local services and facilities

Familiarity with local services and facilities



% of respondents who were familiar with service area

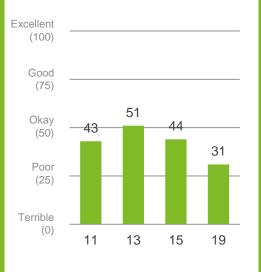


Community Leadership

Council's leadership within the community



Trend Analysis Performance Index Score



MARKYT **Industry Standards** Performance Index Score Shire of Esperance 31 **Industry High** 67 **Industry Standard**

49

24

Variances across the community

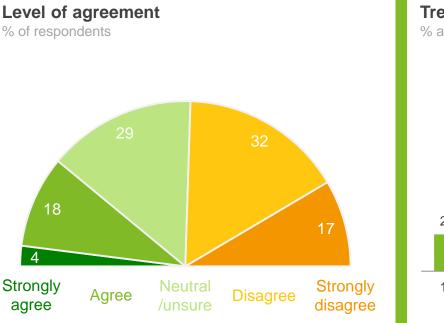
Performance Index Score

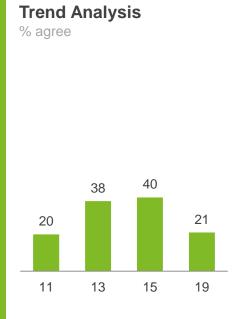
Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
31	30	36	27	34	30	34	30	30	29	40	29	27	25	30	36

Q. How would you rate performance in the following areas? Base: All respondents, excludes 'unsure' and 'no response' (n = 1418).



The Shire has developed and communicated a clear vision for the area







Variances across the community

% agree

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
21	21	25	19	24	19	28	18	20	22	27	22	17	15	21	24

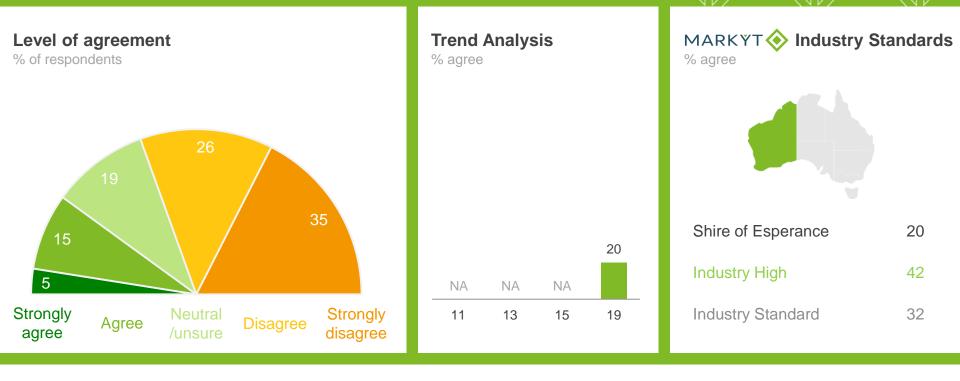
Q. How strongly do you agree or disagree with the following statements?

Base: All respondents, excludes 'no response' (n = 1509).

* The sum of agree + strongly agree is +/-1% due to rounding to 0 decimal places.



I trust the Shire to make decisions on my behalf, that are in the best interests of the community as a whole



Variances across the community

% agree

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
20	18	29	17	23	19	22	18	15	20	27	18	17	14	20	20

Q. How strongly do you agree or disagree with the following statements? Base: All respondents, excludes 'no response' (n = 1513).

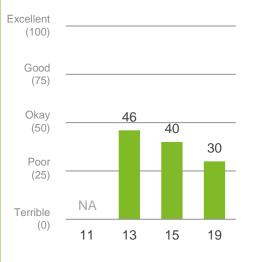


How open and transparent Council processes are



Trend Analysis

Performance Index Score



MARKYT Industry Standards Performance Index Score

Shire of Esperance	30
Industry High	54
Industry Standard	41

Variances across the community

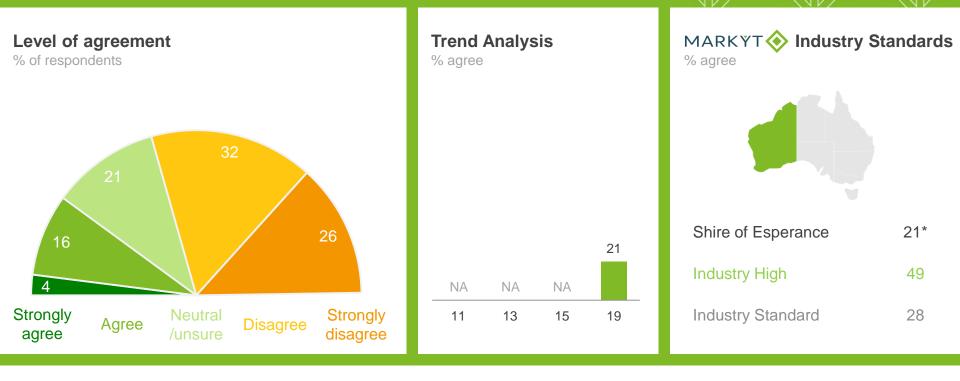
Performance Index Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
30	29	34	27	33	28	36	30	29	28	41	28	25	25	29	35

Q. **How would you rate performance in the following areas?** Base: All respondents, excludes 'unsure' and 'no response' (n = 1393).



The Shire clearly explains reasons for decisions and how residents' views have been taken into account



Variances across the community

% agree Renting/other Home owner Have child 0-5 Have child 6-12 Have child 13-17 Have child 18+ 18-34 years 35-54 years No children 55+ years Disability Female Town Total Rural Male 15 23 21 19 30 17 25 18 30 20 19 24 30 21 12 21

Q. How strongly do you agree or disagree with the following statements?

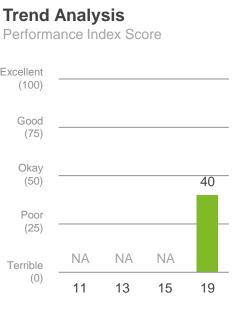
Base: All respondents, excludes 'no response' (n = 1511).

* The sum of agree + strongly agree is +/-1% due to rounding to 0 decimal places.



How the Shire embraces change, innovation and new technology





MARKYT Industry Standards Performance Index Score Shire of Esperance Industry High NA Industry Standard

Variances across the community

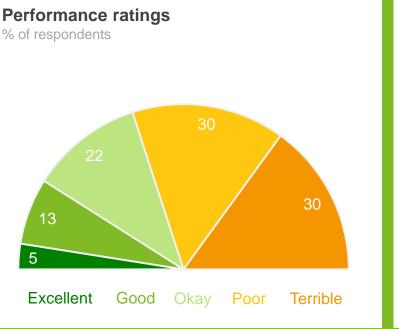
Performance Index Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
40	39	45	37	43	38	48	40	39	38	49	40	34	34	40	43

Q. **How would you rate performance in the following areas?** Base: All respondents, excludes 'unsure' and 'no response' (n = 1303).



How the community is consulted about local issues



Trend Analysis Performance Index Score Excellent (100)Good (75)Okay 47 43 (50)37 33 Poor (25)Terrible (0)11 13 15 19

 MARKYT Industry Standards

 Performance Index Score

 Shire of Esperance
 33

 Industry High
 63

Industry Standard 46

Variances across the community

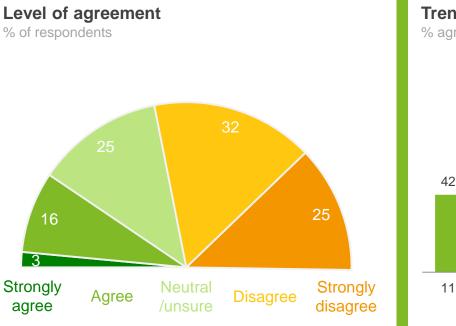
Performance Index Score

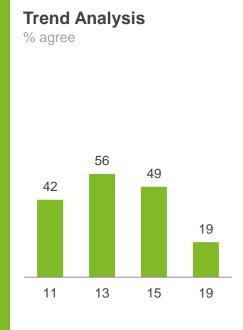
Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
33	32	40	30	36	31	39	36	33	31	44	33	27	24	32	37

Q. **How would you rate performance in the following areas?** Base: All respondents, excludes 'unsure' and 'no response' (n = 1448).

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Elected Members (the Councillors) have a good understanding of community needs





MARKYT (New Yorks)% agreeShire of Esperance19Industry High50Industry Standard31

Variances across the community

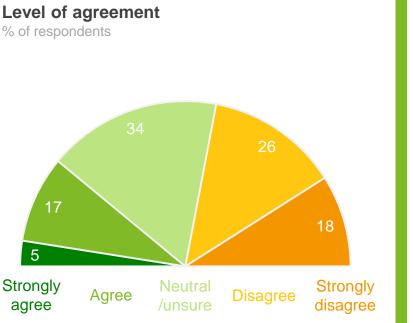
% agree

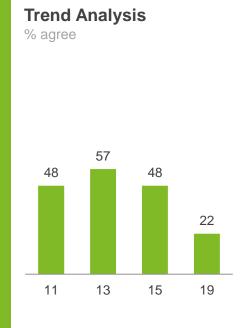
Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
19	18	22	17	21	18	21	16	17	23	22	20	16	14	17	27

Q. How strongly do you agree or disagree with the following statements? Base: All respondents, excludes 'no response' (n = 1506).



Staff have a good understanding of community needs





MARKYT Industry Standards
% agreeIndustry HighShire of EsperanceIndustry High53Industry Standard

Variances across the community

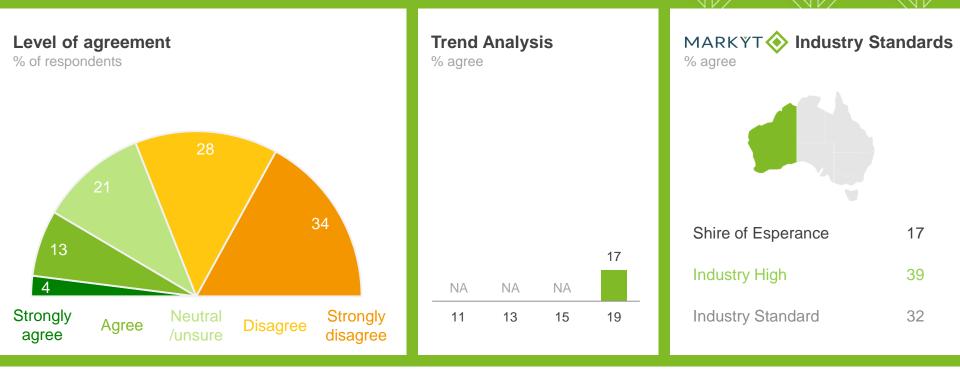
% agree

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
22	21	26	21	23	22	23	22	19	21	25	23	18	20	22	19

Q. How strongly do you agree or disagree with the following statements? Base: All respondents, excludes 'no response' (n = 1510).



The Shire listens to and respects residents' views



Variances across the community

% agree

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
17	15	25	16	18	15	21	17	16	22	24	17	12	9	17	17

Q. How strongly do you agree or disagree with the following statements? Base: All respondents, excludes 'no response' (n = 1513).



Customer service



Trend Analysis Performance Index Score



MARKYT Industry Standards Performance Index Score

Shire of Esperance	56
Industry High	79
Industry Standard	61

Variances across the community

Performance Index Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
56	56	59	53	60	56	58	55	55	57	59	56	55	54	56	57

Q. **How would you rate performance in the following areas?** Base: All respondents, excludes 'unsure' and 'no response' (n = 1411).



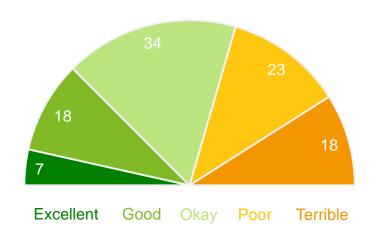
Communications

How the community is informed about what's happening

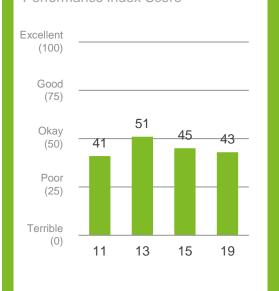
in the local area (including local issues. events, services and facilities)

Performance ratings

% of respondents



Trend Analysis Performance Index Score



MARKYT Industry Standards Performance Index Score

Shire of Esperance	43
Industry High	66
Industry Standard	53

Variances across the community

Performance Index Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
43	42	49	40	47	41	48	44	44	43	52	44	37	37	43	47



Current sources of information

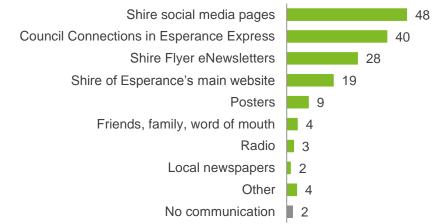
Residents mostly hear about Shire news and updates through the Shire's social media pages, followed by Council Connections in the local newspaper and the Shire's Flyer eNewsletters.

Social media is more effective among 18-34 year olds, families with children aged 0-17 years and those who are renting.

Council Connections and eNews are more effective among seniors and those with a disability or impairment.

How do you currently receive news and updates from the Shire of Esperance

% of respondents

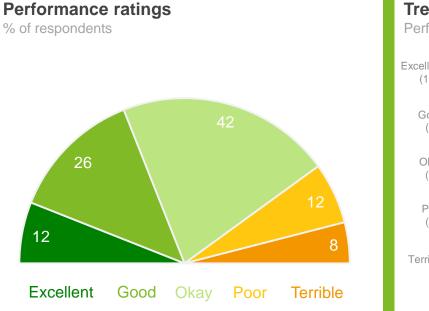


Variances across the community % of respondents	Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
Social media	48	46	58	43	53	36	72	65	67	53	76	58	21	30	48	48
Council Connections	40	43	25	44	36	47	20	29	35	39	19	33	60	49	41	36
eNews	28	30	21	28	29	32	16	18	29	33	10	29	39	36	29	27
Website	19	18	21	20	18	16	19	24	26	30	13	28	14	17	20	11
Posters	9	9	10	8	9	10	6	6	10	10	4	10	11	13	9	9

Q. How do you currently receive news and updates from the Shire of Esperance? Base: All respondents, excludes 'no response' (n = 1446).



Social media presence (Facebook, Twitter, Instagram, Linkedin, etc)





MARKYT Industry Standards Performance Index Score

Shire of Esperance	56
Industry High	65
Industry Standard	56

Variances across the community

Performance Index Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
56	55	58	53	59	52	65	55	53	54	66	55	46	40	56	57

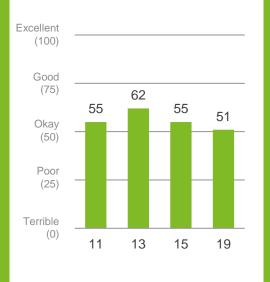
Q. **How would you rate performance in the following areas?** Base: All respondents, excludes 'unsure' and 'no response' (n = 1040).



Monthly Council Connections in Esperance Express



Trend Analysis Performance Index Score



 MARKYT Industry Standards

 Performance Index Score

 Shire of Esperance
 51

Shire of Esperance	51
Industry High	67
Industry Standard	59

Variances across the community

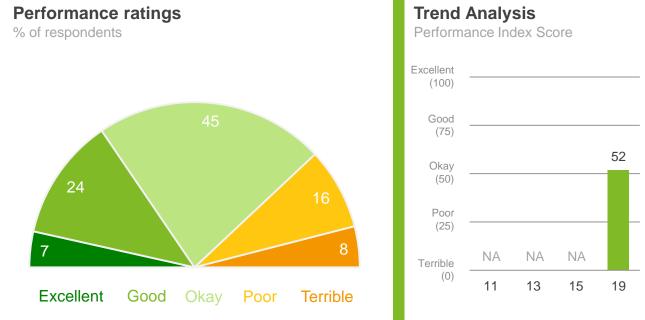
Performance Index Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
51	51	50	48	54	50	53	49	49	52	54	51	49	49	50	53

Q. **How would you rate performance in the following areas?** Base: All respondents, excludes 'unsure' and 'no response' (n = 1188).



Shire Flyer eNewsletters



MARKYT Industry Standards Performance Index Score Shire of Esperance Shire of Esperance Industry High 66 Industry Standard

Variances across the community

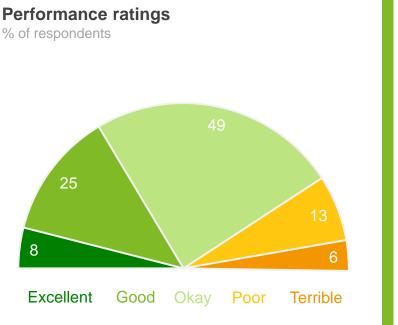
Performance Index Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
52	52	52	48	55	51	55	50	51	52	55	52	49	46	51	55

Q. **How would you rate performance in the following areas?** Base: All respondents, excludes 'unsure' and 'no response' (n = 1146).



Shire's main website (esperance.wa.gov.au)



Trend Analysis Performance Index Score Excellent (100)Good (75)55 54 53 50 Okay (50)Poor (25) Terrible (0)11 13 15 19

MARKYT (Industry Standards
Performance Index Score)Industry HighShire of Esperance54

Industry Standard 59

Variances across the community

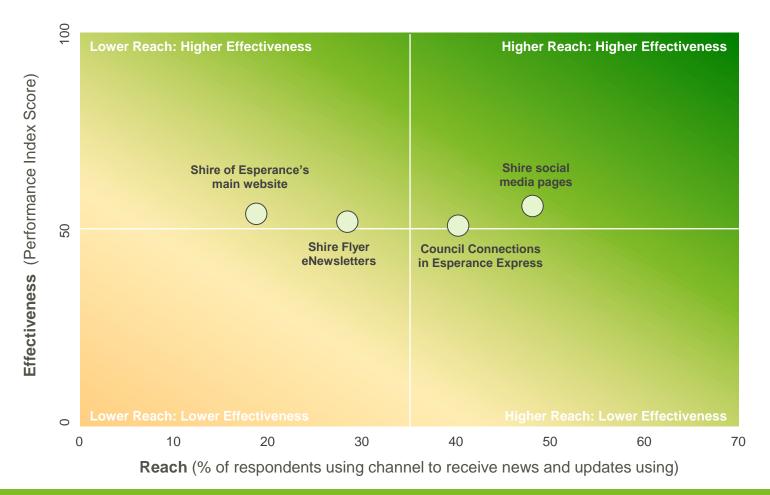
Performance Index Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
54	53	55	52	56	52	56	53	54	55	58	55	49	48	54	56

Q. **How would you rate performance in the following areas?** Base: All respondents, excludes 'unsure' and 'no response' (n = 1089).



The Shire's social media pages have the highest efficacy with the greatest reach and a performance index score of 56. Council Connections is in second place. There is room to improve effectiveness of all communication channels with an average performance rating slightly better than okay (performance index score = 51 to 56).

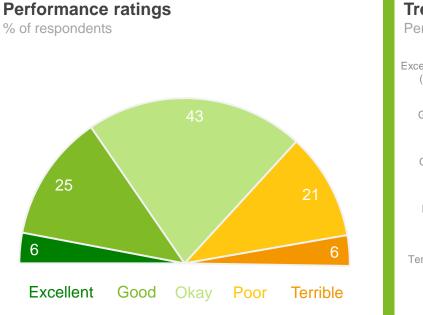


Q. How would you rate performance in the following areas? Base: All respondents, excludes 'unsure' and 'no response' (n = varies). Q. How do you currently receive news and updates from the Shire of Esperance? Base: All respondents, excludes 'no response' (n = varies).

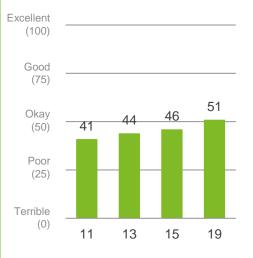
MARKYT

Community Connection

Services and facilities for youth



Trend Analysis Performance Index Score



MARKYT Industry StandardsPerformance Index ScoreIndustry HighShire of EsperanceStandards</

Industry Standard 50

Variances across the community

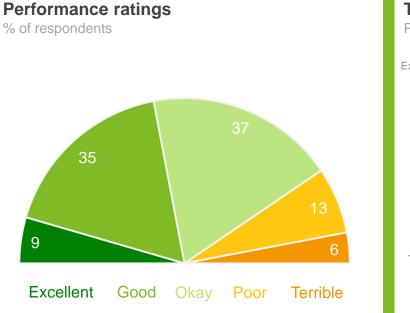
Performance Index Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
51	51	49	52	49	51	52	45	48	45	52	48	52	43	50	53

Q. **How would you rate performance in the following areas?** Base: All respondents, excludes 'unsure' and 'no response' (n = 1274).

MARKŸT�

Services and facilities for seniors



Trend Analysis Performance Index Score Excellent (100)Good (75) 59 57 56 55 Okay (50)Poor (25) Terrible (0)11 13 15 19

MARKYT Industry Standards

Performance Index Score

Shire of Esperance

Shire of Esperance

Industry High

67

Industry Standard

57

Variances across the community

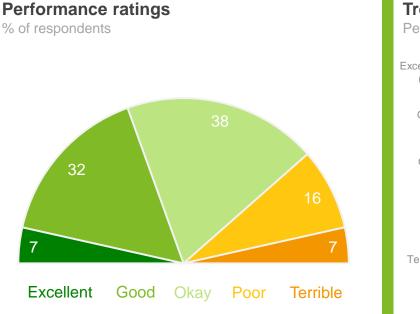
Performance Index Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
57	58	53	55	59	58	54	51	55	59	54	57	59	51	57	58

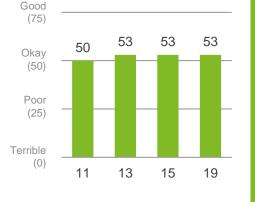
Q. **How would you rate performance in the following areas?** Base: All respondents, excludes 'unsure' and 'no response' (n = 1261).



Access to services and facilities for people with a disability



Trend Analysis Performance Index Score Excellent (100)



MARKYT Industry Standards

Performance Index Score

Shire of Esperance 53

Industry High

Industry Standard 54

Variances across the community

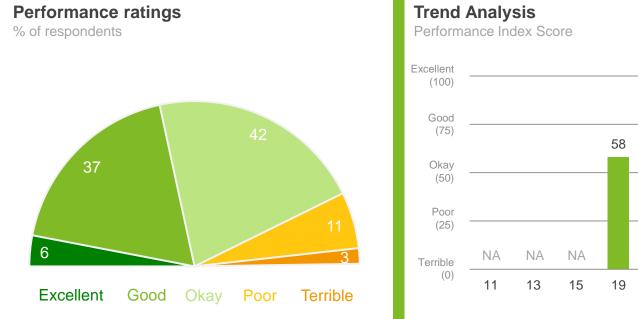
Performance Index Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
53	54	52	53	53	54	54	50	52	50	58	52	52	45	54	53

Q. **How would you rate performance in the following areas?** Base: All respondents, excludes 'unsure' and 'no response' (n = 1091).



Access to childcare services



	MARKYT Industry St Performance Index Score	andards
8		
	Shire of Esperance	58
	Industry High	NA
9	Industry Standard	NA

Variances across the community

Performance Index Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
58	58	57	55	60	57	58	56	58	56	59	57	58	57	57	59

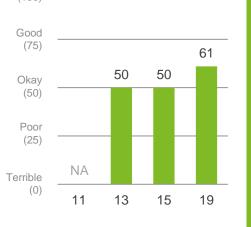
Q. **How would you rate performance in the following areas?** Base: All respondents, excludes 'unsure' and 'no response' (n = 977).



Access to health and community services



Trend Analysis Performance Index Score Excellent (100)



MARKYT Industry Standards Performance Index Score

Industry High	69
Industry Standard	57

Variances across the community

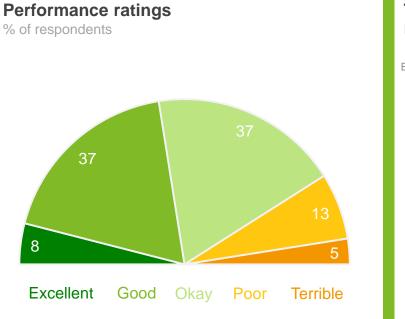
Performance Index Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
61	61	62	60	62	60	63	60	59	59	62	60	61	57	61	62

Q. **How would you rate performance in the following areas?** Base: All respondents, excludes 'unsure' and 'no response' (n = 1427).



Community buildings, halls and toilets



Trend Analysis Performance Index Score Excellent (100)Good (75)58 52 49 47 Okay (50)Poor (25) Terrible (0)

13

15

19

MARKYT Industry Standards

Performance Index Score

Shire of Esperance

58

Industry High

77

Industry Standard

57

Variances across the community

Performance Index Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
58	58	60	59	57	58	60	56	58	51	60	57	58	53	58	59

11

Q. **How would you rate performance in the following areas?** Base: All respondents, excludes 'unsure' and 'no response' (n = 1481).



Sport and recreation facilities



Trend Analysis Performance Index Score Excellent (100)Good (75) 59 58 58 57 Okay (50)Poor (25) Terrible (0)11 13 15 19

MARKYT Industry Standards

Performance Index Score

Shire of Esperance

58

Industry High

Industry Standard 65

Variances across the community

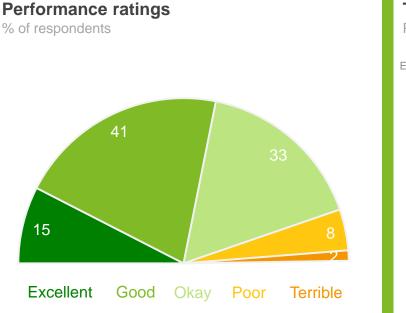
Performance Index Score

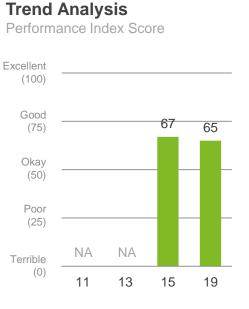
Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
58	58	59	61	56	60	56	53	54	55	57	55	63	58	58	58

Q. **How would you rate performance in the following areas?** Base: All respondents, excludes 'unsure' and 'no response' (n = 1449).



Bay of Isles Leisure Centre





MARKYT
Industry Standards

Performance Index Score

Shire of Esperance

Industry High

83

Industry Standard

70

Variances across the community

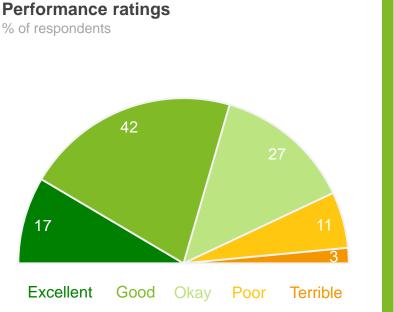
Performance Index Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
65	65	66	64	65	65	69	62	61	60	69	62	65	62	64	68

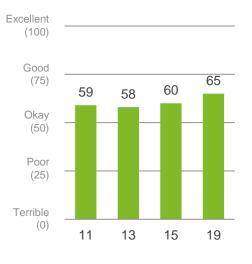
Q. **How would you rate performance in the following areas?** Base: All respondents, excludes 'unsure' and 'no response' (n = 1377).



Playgrounds, parks and reserves



Trend Analysis Performance Index Score



MARKYT Industry StandardsPerformance Index ScoreIndustry HighIndustry Standard68

Variances across the community

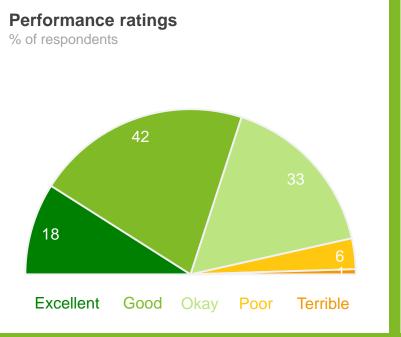
Performance Index Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
65	64	69	65	64	64	70	63	64	60	69	64	62	58	64	68

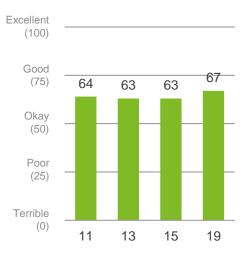
Q. **How would you rate performance in the following areas?** Base: All respondents, excludes 'unsure' and 'no response' (n = 1483).



Library and information services



Trend Analysis Performance Index Score



MARKYT Industry StandardsPerformance Index ScoreIndustry HighIndustry Standard73

Variances across the community

Performance Index Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
67	67	69	66	69	67	69	64	67	66	69	65	69	64	67	69

Q. **How would you rate performance in the following areas?** Base: All respondents, excludes 'unsure' and 'no response' (n = 1369).



Festivals, events, art and cultural activities



Trend Analysis Performance Index Score Excellent (100)Good (75) 61 59 58 58 Okay (50)Poor (25) Terrible (0)11 13 15 19

MARKYT **Industry Standards** Performance Index Score Shire of Esperance 61 **Industry High** 78 **Industry Standard** 65

Variances across the community

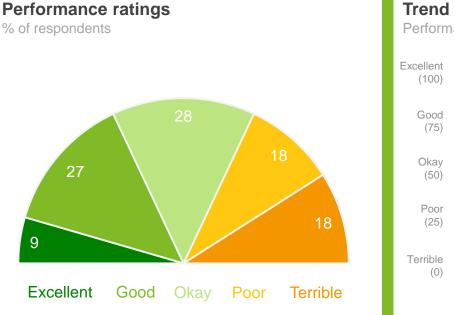
Performance Index Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
61	61	63	58	64	61	62	61	61	61	61	62	61	58	61	63

Q. How would you rate performance in the following areas? Base: All respondents, excludes 'unsure' and 'no response' (n = 1450). MARKY



How local history and heritage is preserved and promoted



MARKYT **Industry Standards Trend Analysis** Performance Index Score 48 NA NA NA 11 13 15 19

Performance Index Score Shire of Esperance 48 Industry High 79

Industry Standard 60

Variances across the community

Performance Index Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
48	47	52	45	51	48	54	45	44	41	55	45	46	45	47	51

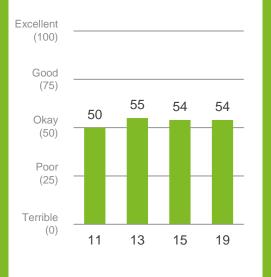
Q. How would you rate performance in the following areas? Base: All respondents, excludes 'unsure' and 'no response' (n = 1393).



Safety and security



Trend Analysis Performance Index Score



MARKYT Industry Standards Performance Index Score

Shire of Esperance	54
Industry High	75
Industry Standard	55

Variances across the community

Performance Index Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
54	54	59	53	56	53	58	55	55	52	60	53	52	45	54	57

Q. **How would you rate performance in the following areas?** Base: All respondents, excludes 'unsure' and 'no response' (n = 1414).

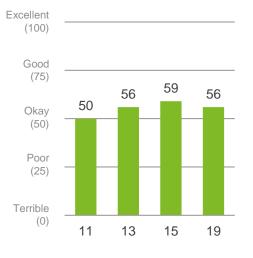


Built Environment

The area's character and identity



Trend Analysis Performance Index Score



MARKYT Industry Standards Performance Index Score

Shire of Esperance	56
Industry High	85
Industry Standard	60

Variances across the community

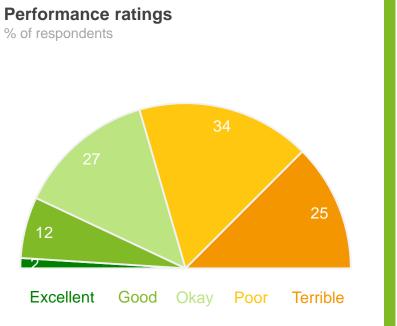
Performance Index Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
56	55	60	55	56	55	61	53	57	50	62	54	53	51	55	58

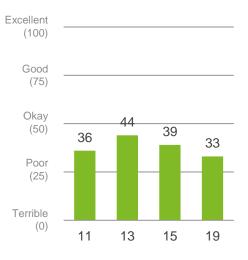
Q. **How would you rate performance in the following areas?** Base: All respondents, excludes 'unsure' and 'no response' (n = 1435).



Planning and building approvals



Trend Analysis Performance Index Score



MARKYT Industry Standards Performance Index Score

Shire of Esperance	33
Industry High	65
Industry Standard	45

Variances across the community

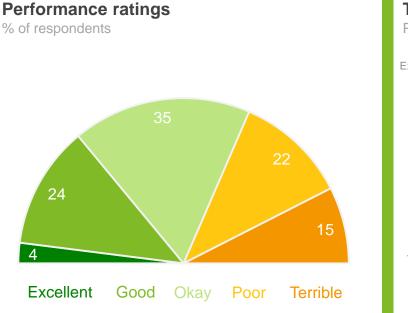
Performance Index Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
33	32	36	31	34	32	38	31	30	31	39	30	31	31	33	30

Q. **How would you rate performance in the following areas?** Base: All respondents, excludes 'unsure' and 'no response' (n = 1230).

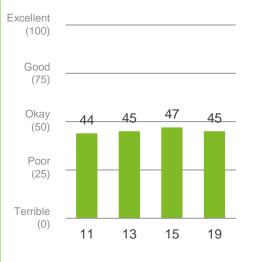


Building and maintaining local roads



Trend Analysis

Performance Index Score



MARKYT Industry Standards

Performance Index Score

Shire of Esperance

Industry High

80

Industry Standard

53

Variances across the community

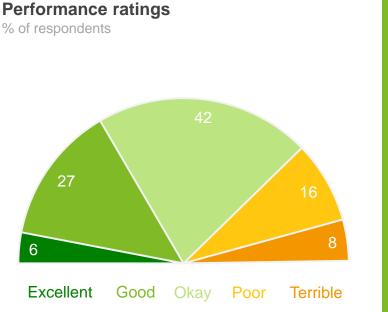
Performance Index Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
45	45	45	44	46	45	48	43	42	42	47	43	46	40	47	37

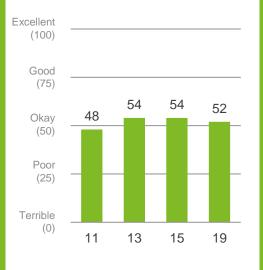
Q. **How would you rate performance in the following areas?** Base: All respondents, excludes 'unsure' and 'no response' (n = 1490).



Traffic management and control on local roads



Trend Analysis Performance Index Score



MARKYT Industry Standards Performance Index Score

Shire of Esperance	52
Industry High	67
Industry Standard	54

Variances across the community

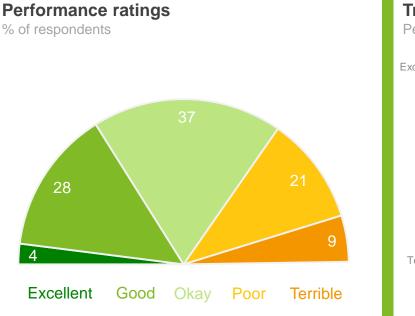
Performance Index Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
52	52	52	51	53	50	55	50	50	51	55	51	50	50	52	49

Q. **How would you rate performance in the following areas?** Base: All respondents, excludes 'unsure' and 'no response' (n = 1482).



Parking management



Trend Analysis Performance Index Score Excellent (100)Good (75) 49 Okay 46 (50)Poor (25)NA NA Terrible (0)11 13 15 19

MARKYT Industry Standards

Performance Index Score

Shire of Esperance

Industry High

64

Industry Standard

Variances across the community

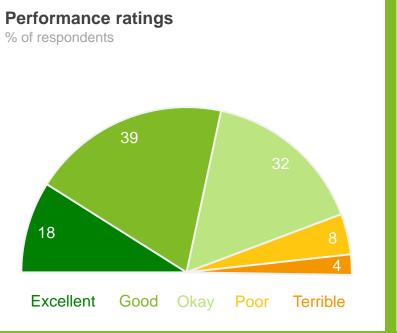
Performance Index Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
49	49	50	48	50	48	50	46	49	49	52	49	47	44	49	53

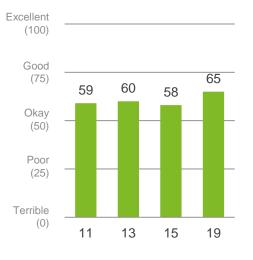
Q. **How would you rate performance in the following areas?** Base: All respondents, excludes 'unsure' and 'no response' (n = 1472).



Footpaths, trails and cycleways



Trend Analysis Performance Index Score



MARKYT Industry Standards

Performance Index Score

Shire of Esperance

Industry High

71

Industry Standard

54

Variances across the community

Performance Index Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
65	65	64	65	65	64	69	64	65	63	67	65	63	60	65	67

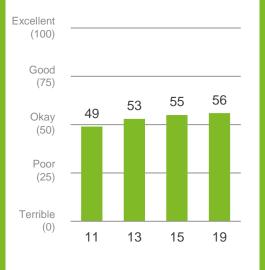
Q. **How would you rate performance in the following areas?** Base: All respondents, excludes 'unsure' and 'no response' (n = 1497).

MARKŸT�

Streetscapes



Trend Analysis Performance Index Score



MARKYT Industry StandardsPerformance Index ScoreIndustry HighIndustry Standard56

Variances across the community

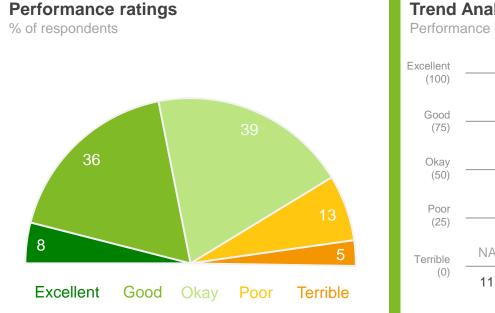
Performance Index Score

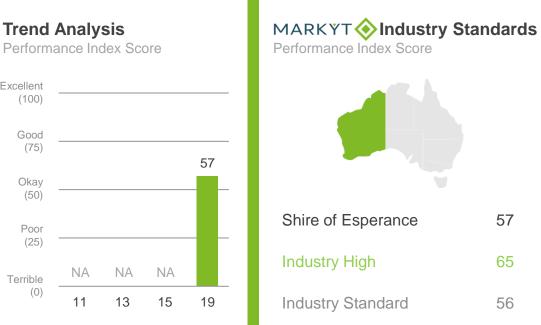
Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
56	55	59	55	56	54	60	56	59	53	61	57	51	49	55	62

Q. **How would you rate performance in the following areas?** Base: All respondents, excludes 'unsure' and 'no response' (n = 1426).



Lighting of streets and public places





Variances across the community

Performance Index Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
57	57	59	58	56	56	61	57	59	57	60	59	54	51	57	61

Q. How would you rate performance in the following areas? Base: All respondents, excludes 'unsure' and 'no response' (n = 1488).



57

65

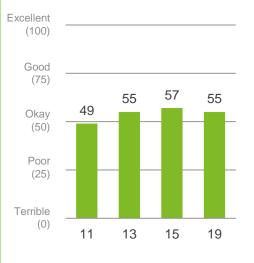
56

Natural Environment

Conservation and environmental management



Trend Analysis



MARKYT
Industry Standards

Performance Index Score

Shire of Esperance

55

Industry High

Industry Standard 5	8
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Variances across the community

Performance Index Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
55	54	60	53	57	53	62	57	57	51	64	56	49	49	55	55

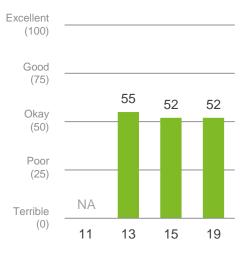
Q. **How would you rate performance in the following areas?** Base: All respondents, excludes 'unsure' and 'no response' (n = 1399).



Efforts to promote and adopt sustainable practices



Trend Analysis Performance Index Score



MARKYT Industry Standards Performance Index Score

Shire of Esperance	52			
Industry High	68			
Industry Standard	55			

MARKY

Variances across the community

Performance Index Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
52	51	58	51	54	51	56	53	54	50	60	54	46	46	52	54

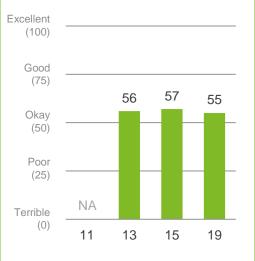
Q. **How would you rate performance in the following areas?** Base: All respondents, excludes 'unsure' and 'no response' (n = 1344).



Management of the wetlands, coastline and hinterland



Trend Analysis



MARKYT Industry Standards Performance Index Score



Shile of Esperance	55
Industry High	NA
Industry Standard	NA

Variances across the community

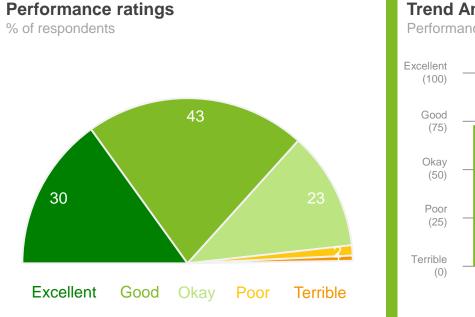
Performance Index Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
55	54	58	54	57	54	62	56	54	51	64	55	49	46	55	54

Q. **How would you rate performance in the following areas?** Base: All respondents, excludes 'unsure' and 'no response' (n = 1366).



Weekly rubbish collections



MARKYT **Industry Standards Trend Analysis** Performance Index Score Performance Index Score 75 73 73 72 Shire of Esperance **Industry High** 11 13 15 19 **Industry Standard**

Variances across the community

Performance Index Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
75	75	77	73	76	75	77	76	72	72	76	75	74	70	75	70

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 1463).



75

86

75

Fortnightly recycling services



Trend Analysis Performance Index Score Excellent (100)72 Good 69 69 68 (75)Okay (50)Poor (25)

MARKYT **Industry Standards** Performance Index Score Shire of Esperance 72 **Industry High** 84 **Industry Standard** 72

Variances across the community

Performance Index Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
72	72	72	71	73	73	71	69	67	71	72	72	72	67	73	67

(0)

11

13

15

19

Q. How would you rate performance in the following areas? Base: All respondents, excludes 'unsure' and 'no response' (n = 1442).



Animal and pest control



Trend Analysis Performance Index Score Excellent (100)Good (75)54 54 51 Okay (50) Poor (25) NA Terrible (0)11 13 15 19

MARKYT Industry Standards

Performance Index Score

Shire of Esperance

54

Industry High

69

Industry Standard

55

Variances across the community

Performance Index Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
54	54	56	52	57	52	57	57	56	52	59	55	51	47	54	53

Q. **How would you rate performance in the following areas?** Base: All respondents, excludes 'unsure' and 'no response' (n = 1302).



Management of food, health, noise and pollution issues



Good 54 52 56 Okay 49 54 52 56

MARKYT **Industry Standards**

Performance Index Score



Shire of Esperance	56
Industry High	74
Industry Standard	57

Variances across the community

Performance Index Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
56	55	58	55	57	53	62	59	57	54	62	56	51	49	55	57

11

13

15

19

Poor (25)

Terrible (0)

Q. **How would you rate performance in the following areas?** Base: All respondents, excludes 'unsure' and 'no response' (n = 1263).

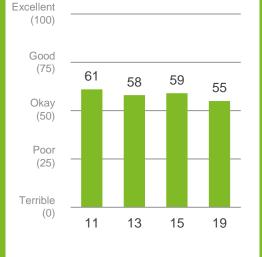


Natural disaster education, prevention and relief

(for bushfires, flooding, etc)



Trend Analysis Performance Index Score



MARKYT Industry Standards
Performance Index ScoreIndustry High55Industry Standard54

Variances across the community

Performance Index Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
55	55	57	53	58	54	56	59	58	57	58	57	52	53	55	57

Q. **How would you rate performance in the following areas?** Base: All respondents, excludes 'unsure' and 'no response' (n = 1311).



Growth and Prosperity

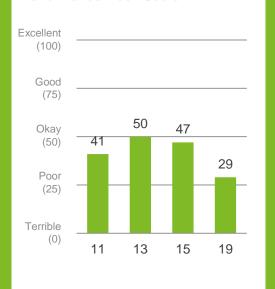
Economic development (what the Shire is doing to attract investors, attract and retain businesses, grow tourism and create more job opportunities)

Performance ratings

% of respondents



Trend Analysis Performance Index Score



MARKYT **Industry Standards**

Performance Index Score



Shire of Esperance	29
Industry High	63
Industry Standard	44

Variances across the community

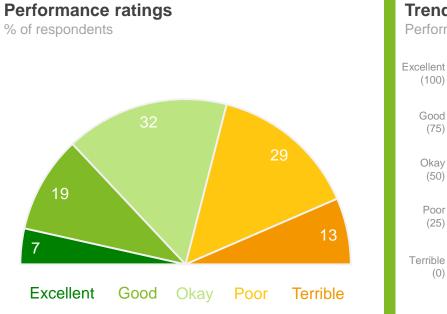
Performance Index Score

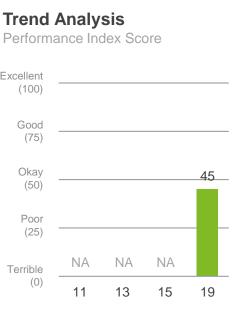
Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
29	28	34	26	33	28	34	28	27	30	35	27	27	26	28	34

Q. **How would you rate performance in the following areas?** Base: All respondents, excludes 'unsure' and 'no response' (n = 1377).



Tourism attractions and marketing







Variances across the community

Performance Index Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
45	44	47	43	47	43	51	46	45	44	51	44	41	39	45	46

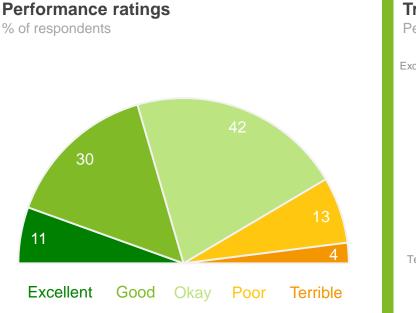
Q. **How would you rate performance in the following areas?** Base: All respondents, excludes 'unsure' and 'no response' (n = 1463).

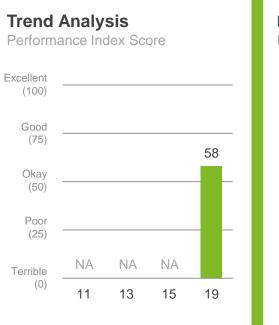


77

Community benefit from significant events

(ie. Edge of the Bay and the Christmas Pageant)





MARKYT Industry Standards
Performance Index ScoreIndustry High58Industry StandardNA

Variances across the community

Performance Index Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
58	57	61	55	62	56	65	58	58	58	63	57	56	54	58	60

Q. **How would you rate performance in the following areas?** Base: All respondents, excludes 'unsure' and 'no response' (n = 1404).



78

How Esperance town centre is being developed



Trend Analysis Performance Index Score Excellent (100)Good (75)54 52 Okay 40 (50)Poor (25)NA Terrible 11 13 15 19

MARKYT Industry Standards

Performance Index Score

Shire of Esperance

40

Industry High

69

Industry Standard

Industry Standard 5

Variances across the community

Performance Index Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
40	39	46	37	43	39	44	41	40	38	46	39	37	35	39	45

Q. **How would you rate performance in the following areas?** Base: All respondents, excludes 'unsure' and 'no response' (n = 1455).

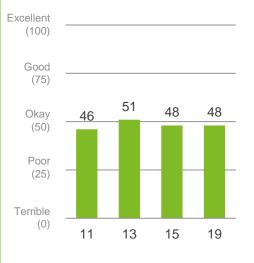


79

Access to goods and services in the area



Trend Analysis



MARKYT Industry Standards

Performance Index Score

Shire of Esperance

48

Industry High
61

Industry Standard 51

Variances across the community

Performance Index Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
48	48	49	49	48	49	50	46	44	45	52	45	50	46	48	52

Q. **How would you rate performance in the following areas?** Base: All respondents, excludes 'unsure' and 'no response' (n = 1453).



Access to education and training opportunities



Trend Analysis Performance Index Score Excellent (100)Good (75)53 53 50 Okay (50)Poor (25)NA Terrible (0)11 13 15 19

MARKYT Industry StandardsPerformance Index ScoreIndustry High63

Industry Standard 50

Variances across the community

Performance Index Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
53	54	53	54	53	55	52	48	51	50	55	50	56	51	53	56

Q. **How would you rate performance in the following areas?** Base: All respondents, excludes 'unsure' and 'no response' (n = 1337).



Overview of Community Variances

Summary of community variances

Overall Performance, Community Leadership + Community Connection

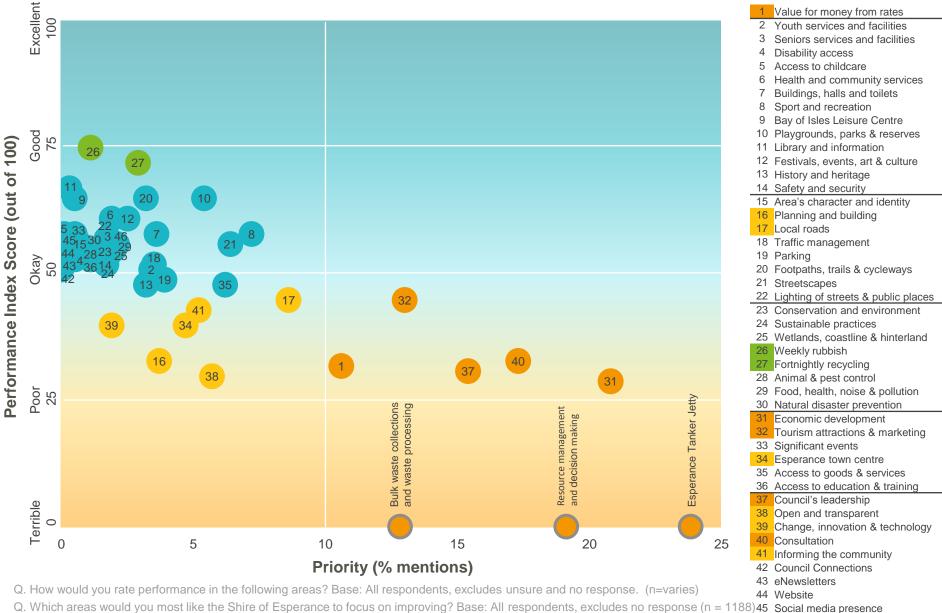
											N P /			× /		A N K
	Total	Home owner	Renting / other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
Place to live	76	76	76	75	76	77	75	72	75	73	74	75	77	70	75	78
Place to visit	76	76	79	75	77	77	75	74	76	73	75	75	78	72	76	74
Governing organisation	39	39	44	37	43	38	45	40	37	36	48	37	36	32	39	44
Value for money from rates	32	32	33	29	35	33	32	29	30	33	34	30	33	27	32	34
Council's leadership	31	30	36	27	34	30	34	30	30	29	40	29	27	25	30	36
Open and transparent	30	29	34	27	33	28	36	30	29	28	41	28	25	25	29	35
Change, innovation & technology	40	39	45	37	43	38	48	40	39	38	49	40	34	34	40	43
Consultation	33	32	40	30	36	31	39	36	33	31	44	33	27	24	32	37
Informing the community	43	42	49	40	47	41	48	44	44	43	52	44	37	37	43	47
Council Connections	51	51	50	48	54	50	53	49	49	52	54	51	49	49	50	53
eNewsletters	52	52	52	48	55	51	55	50	51	52	55	52	49	46	51	55
Website	54	53	55	52	56	52	56	53	54	55	58	55	49	48	54	56
Social media presence	56	55	58	53	59	52	65	55	53	54	66	55	46	40	56	57
Customer service	56	56	59	53	60	56	58	55	55	57	59	56	55	54	56	57
Youth services and facilities	51	51	49	52	49	51	52	45	48	45	52	48	52	43	50	53
Seniors services and facilities	57	58	53	55	59	58	54	51	55	59	54	57	59	51	57	58
Disability access	53	54	52	53	53	54	54	50	52	50	58	52	52	45	54	53
Access to childcare	58	58	57	55	60	57	58	56	58	56	59	57	58	57	57	59
Health and community services	61	61	62	60	62	60	63	60	59	59	62	60	61	57	61	62
Buildings, halls and toilets	58	58	60	59	57	58	60	56	58	51	60	57	58	53	58	59
Sport and recreation	58	58	59	61	56	60	56	53	54	55	57	55	63	58	58	58
Bay of Isles Leisure Centre	65	65	66	64	65	65	69	62	61	60	69	62	65	62	64	68
Playgrounds, parks & reserves	65	64	69	65	64	64	70	63	64	60	69	64	62	58	64	68
Library and information	67	67	69	66	69	67	69	64	67	66	69	65	69	64	67	69
Festivals, events, art & culture	61	61	63	58	64	61	62	61	61	61	61	62	61	58	61	63
History and heritage	48	47	52	45	51	48	54	45	44	41	55	45	46	45	47	51
Safety and security	54	54	59	53	56	53	58	55	55	52	60	53	52	45	54	57

Summary of community variances Built Environment, Natural Environment + Growth and Prosperity

	Total	Home owner	Renting / other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	Town	Rural
Area's character and identity	56	55	60	55	56	55	61	53	57	50	62	54	53	51	55	58
Planning and building	33	32	36	31	34	32	38	31	30	31	39	30	31	31	33	30
Local roads	45	45	45	44	46	45	48	43	42	42	47	43	46	40	47	37
Traffic management	52	52	52	51	53	50	55	50	50	51	55	51	50	50	52	49
Parking	49	49	50	48	50	48	50	46	49	49	52	49	47	44	49	53
Footpaths, trails & cycleways	65	65	64	65	65	64	69	64	65	63	67	65	63	60	65	67
Streetscapes	56	55	59	55	56	54	60	56	59	53	61	57	51	49	55	62
Lighting of streets & public places	57	57	59	58	56	56	61	57	59	57	60	59	54	51	57	61
Conservation and environment	55	54	60	53	57	53	62	57	57	51	64	56	49	49	55	55
Sustainable practices	52	51	58	51	54	51	56	53	54	50	60	54	46	46	52	54
Wetlands, coastline & hinterland	55	54	58	54	57	54	62	56	54	51	64	55	49	46	55	54
Weekly rubbish	75	75	77	73	76	75	77	76	72	72	76	75	74	70	75	70
Fortnightly recycling	72	72	72	71	73	73	71	69	67	71	72	72	72	67	73	67
Animal & pest control	54	54	56	52	57	52	57	57	56	52	59	55	51	47	54	53
Food, health, noise & pollution	56	55	58	55	57	53	62	59	57	54	62	56	51	49	55	57
Natural disaster prevention	55	55	57	53	58	54	56	59	58	57	58	57	52	53	55	57
Economic development	29	28	34	26	33	28	34	28	27	30	35	27	27	26	28	34
Tourism attractions & marketing	45	44	47	43	47	43	51	46	45	44	51	44	41	39	45	46
Significant events	58	57	61	55	62	56	65	58	58	58	63	57	56	54	58	60
Esperance town centre	40	39	46	37	43	39	44	41	40	38	46	39	37	35	39	45
Access to goods & services	48	48	49	49	48	49	50	46	44	45	52	45	50	46	48	52
Access to education & training	53	54	53	54	53	55	52	48	51	50	55	50	56	51	53	56

Community Priorities

MARKYT Community Priorities Window TM



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Priority score only. Performance not measured.

46 Customer service

Council's leadership within the community

Challenges | identified by the community

Community Voices

"Top end of management, from CEO downwards have lost touch with the community, who no longer trust the Shire Management."

"The Shire needs to be on a level playing field with all members of its community. At present there is a feeling that the Shire is above all in the community this causing tension when issues of importance arise."

"We need better leadership and transparency in this Shire, which will not be achieved with the current administration in place."

"Shire Councillors working as a team. Shire staff especially upper management providing clear and consistent leadership."

"Treating the community and community members with respect, being honest, stop the terrible bullying that goes on, encourage people, not make everything difficult. The community needs leadership and vision, not be made to feel as though everything is going to be made difficult. The Councillors, not Shire staff should be providing leadership. The Shire needs to be willing to work with the many wonderful people who live here, not against them."

"I would like to see the Shire executive and council working in constructive, respectful and transparent partnership with community organisations to facilitate, support and champion social inclusion and community development. The organisation currently seems to support a strong culture of bullying that is destructive and divisive across a variety of contexts and issues."

"A complete retraining of all Councillors and Senior Executive staff in effective community relations. There is a crying need for much more interchange between Council (and staff) with all sectors of the community. Much more listening, less bureaucratic responses and most importantly, empathy at all times!"



· Lack of vision and leadership from the Council

- Perceived conflict and lack of teamwork within the Council.
- · Limited transparency with decision-making.

Actions | suggested by the community

- 1. Demonstrate that the Council has a vision for the future.
- 2. Improve transparency and community relations through improved communication and engagement.
- 3. Provide public relations training for Councillors and Shire staff.

Value for money from council rates

Challenges | identified by the community

Community Voices

"The cost of rates - they are much too high and rising every year."

"It's getting to the stage where we can't afford rates any more. I've never seen rates go through the roof like Esperance every year."

"I think the well above CPI increases in rates was insensitive. Economically, Esperance is not faring too well and this increase continues over four years. While I greatly appreciate the wonderful services we have, it might be time to re-consider spending."

"Value for money for the ratepayer and open and accountability for expenditure."

"Management of rates - by trimming costs in Admin."

"1. Reign in outgoings. 2. Limit rate increases to max of CPI %."

"Lower rates to attract people to town not drive them out with higher rates, even if this means cutting jobs or less expenditure."

"Limit rate rises, my rural rate went up 32% in 3 years. No more than 5% rise. Council needs to set rate's and budget then council officers fit their budget to it. Not the tail wagging the dog."

"More efficient use of ratepayers funds."

"Spending ratepayers funds on needs not wants. Shire does not spend funds prudently on needs by ratepayers."

"I would like the Shire to reduce spending on non-urgent projects (unless they have a grant) and save for those projects, to perhaps reduce our rates."



- Rates are too high and continually increasing, some residents feel this is becoming unaffordable.
- Increases are not in line with local economic conditions i.e. low economic growth but rates keep going up.
- Perceived lack of accountability for rates expenditures.

Actions | suggested by the community

- 1. Reduce expenditure tied to rates.
- 2. Decrease rates or at least minimise increases to rates moving forward.
- 3. More focus on high-priority service areas to improve value for money from rates.

Resource management and decision making

Challenges | identified by the community

Community Voices

"More accountability of senior staff."

• Lack of accountability to the community.

- Overreliance on consultants for decisionmaking.
- Wasting money e.g. staff numbers too high, and too much spent on consultants.
- Bureaucracy stifling the growth of the town.
- Managing controversial issues.

Actions | suggested by the community

- 1. Spend funds more efficiently.
- 2. Employ more experienced staff to reduce the need for consultants.
- 3. Reduce number of employees.
- 4. Reduce red tape and help residents and business owners navigate compliance issues.

"Accountability to ratepayers. Councillors to make decisions for the town not Shire staff."

"Making decisions instead of employing 'consultants'."

"Less spending on consultants. Work in-house. Less red tape. Reduce the size of administration. More positive view for admin. Hopefully reduce pressure on Shire rates."

"Spending funds more efficiently. Stop wasting money on consultants. Work with the community to benefit growth of the town. Employ experienced staff with good decision making skills and relevant experience."

"Reduce staff numbers and overall salary budget to keep rates increases to a minimum."

"Reduce staffing positions. With reduction in staff, have remaining employees 'encouraged' and 'trained', where applicable, focus and identify on public communication, when necessary."

"I think the Shire should focus on their key roles and responsibilities, stop getting emotionally invested in the political debates with groups that are just anti establishment. If you are constantly defensive, people are going to think your hiding something. I admire the work happening within the Shire and there are some wonderful staff members that are approachable and pleasant to deal with. Thank you for everything you do that goes unnoticed."

"Elected members to receive extensive training to better prepare them for their role as decision makers on behalf of the community. Senior management provide balanced guidance and information to elected members to assist them in making informed decisions..."



Economic development

Challenges | identified by the community

Community Voices

- Lack of employment opportunities for younger people.
- Too much red tape discourages business and investment.
- High rents and empty shops.
- Some residents stand in the way of development.

Actions | suggested by the community

- 1. Provide support for small businesses identify common 'sticking points' and provide more assistance with the approvals process.
- 2. Look into ways to attract more investment to the town and diversify the local economy.
- 3. Support local businesses directly by purchasing from them.
- 4. Control rent prices on commercial properties and keep rates down.

"More support for local business. More opportunities for the school leavers. Create some more industries (with locals in mind)."

"It would be great to see the council help and support small local businesses. Encourage more people to have a go and open new businesses. Town centre is very poor. Too many vacant spaces. Isn't a good look for the town.

> "Reducing red tape for new and existing businesses to develop. Use more common sense during approval processes."

"Supporting local business and services would be a great start instead of sourcing goods, services and trades people from out of town."

"A ceiling put on premises in CBD or Boulevard rent, so more businesses can afford to trade and keep the town centre alive."

"Speeding up applications for new businesses with less "red tape" and taking into account we are NOT even a city so allowing people to "have -a-go" rather than just refusing applications based on by-laws more suitable to cities."

"Attracting investment and new industry and making those people welcome and fast tracking approvals and creating opportunity. We need fresh capital In this town. Commercial rates are too high - particularly were vacancies exist."

"Investment and jobs growth for the towns youth and future generations. A small minority is against any progress or any sort of industrial job creation or investors - look at the recent proposal for the industrial park - positive action/outlook would welcome industry to this town - we could have been a lithium hotspot, a tuna town. None of the big companies want to do business here... Negativity plus."



Tourism attractions and marketing

Challenges | identified by the community

- Low tourism numbers in the off-season.
- Tourism is largely based around natural attractions (beaches and national parks) that generate little income for the local community.
- Shops closing early and not open on public holidays nowhere for tourists to go when they come to town.

Actions | suggested by the community

- 1. Greater promotion of Esperance as a tourism destination.
- 2. Provide more things to do in town e.g. recreational facilities, festivals and events.
- 3. Encourage shops to open later, on weekends and public holidays.
- 4. Make the town more RV friendly.

Community Voices

"Focus on strategies for building long-term tourism opportunities and business opportunities for the Shire of Esperance."

> "Promote Esperance as a place to come for a holiday etc./ what to see and do in Esperance."

"Building a tourist plan that has more to offer than just the beaches. Something like a Music Festival during the middle of summer could bring down a larger amount of younger tourists . Or food and wine/beer/cider festivals etc."

> "Encourage tourism by relaxing/removing some of the conditions/restrictions. Better parking for long vehicles, i.e. caravans, etc. in/near shopping areas."

"Attracting more tourists, encouraging more businesses to be tourism friendly by not closing on a public holiday over summer - encouraging longer trading hours, allowing more business opportunity."

"Attracting tourists to our town. We need to take a look at other tourist destinations and see how to attract people here. It's a long way to come and we need to provide for people that do travel through hoping they will come back and bring others with them. And to resolve this jetty issue so we can finally get a jetty to use."

"Tourism - Making flights/buses more affordable. Making it easier for business to open. Tourist attractions - Shops, cafes, restaurants. Make main street a tourist/walking hub. Look at flight/accommodation/meal packages. Build more infrastructure for kids/teens, or have businesses aimed at this to entice families, i.e. indoor play centre, trampolines, water park on foreshore, hang-out area near skate park."

"Increasing tourism, not just Lucky Bay, but giving people something to come, see, do, in town, especially when the weather isn't 30 degrees C and sunny. Aside from the foreshore and skate park there are limited things for tourists and locals alike to do."

"Make the town RV friendly and better parking signage for RVs."



Esperance Tanker Jetty

Challenges | identified by the community

- Jetty is an eyesore in its current state.
- Loss of tourism opportunities.
- · Loss of recreation and fishing opportunities.
- · Polarised views: new build vs rebuild

Actions | suggested by the community

- 1. Seek resolution for this issue as soon as possible.
- 2. Provide the community with a jetty to support tourism and recreation.

Community Voices

"Get the jetty sorted ASAP for locals and tourists."

"Making a positive decision regarding the Jetty. No more money to be spent on consultants - use some common sense. This is a huge magnet for tourists as well as an extremely important piece of our history."

> "Rebuilding the Esperance Jetty as a recreational fishing outlet at the earliest opportunity."

"Fix/Build a tanker jetty as soon as possible. What is there is a blight on the beautiful foreshore development."

"Getting the jetty done so there's no more conflict and we don't have to hear about it anymore."

"Jetty - listen to the people about restoration"

- "Restoring and keeping historical jetty."
- "Fixing the jetty, refurbishment not replacement."
- "Repairing, rebuilding, reusing the Esperance Jetty."
- "The Jetty Just get rid of the old one and build a replacement."

"To focus on helping the people of Esperance and visitors in the best for all, in rebuilding a good and sustainable - low maintenance jetty."

"A new very long jetty, that looks strong and has lasting heritage values."

"We need a full length replacement jetty. Just like Busselton and other tourist attractions."



Bulk waste collections and waste processing

Challenges | identified by the community

- New tip site is unsuitable.
- Rubbish processing methods being used are not sustainable.
- Tip fees are too expensive and some residents are unable to take their bulk waste to the tip themselves.
- Illegal dumping around town.
- Public bins around town overflowing on holidays and weekends.

Actions | suggested by the community

- 1. Find a new tip site, suggested somewhere North of town.
- 2. Introduce green waste collections.
- 3. Improve recycling processes and increase collection of recyclables.
- 4. Reduce tip fees.
- 5. Bring back verge-side bulk rubbish collection.
- 6. Increase number of bins in public spaces and empty them more often.

Community Voices

"No Merivale Rd Tip - another site must be found"

"Come to their senses about a new rubbish disposal site - go north and avoid groundwater contamination."

"Recycling! After a recent visit to the recycling plant I was shocked at the lack of focus and how little was being done. Bring back verge side pick up."

"Waste management - Three bin system. Enforced fines for those doing the incorrect thing. More realistic tipping fees. Up recycling."

"Street collection of large household goods especially for seniors who don't have a partner or a trailer to transport these items to tip. Mainly female seniors who don't have family residing in Esperance if this service was available it would make life easier for me. I feel like pushing a trolley to the tip but would not make the distance its a pain."

"Cost of rubbish to be taken to tip is too high and now creating a problem of illegal dumping everywhere in the town."

"Please bring back kerbside collections. This will reduce people dumping unwanted goods in public spaces."

"One green verge pickup per year. One recycle - whitegoods pick up per year. Green waste composted and sold cheaply to ratepayers (like other shires)."

"Rethink the waste management and recycling efforts - promote free green waste or help to get the green waste back into peoples gardens as mulch"

"The emptying of public rubbish bins on the weekend and also during public holidays would be good - they are always overflowing"



How the community is consulted about local issues

Challenges | identified by the community

Community Voices

- Residents and ratepayers feel that the Shire doesn't listen to their views and concerns.
- Perception that the Shire does what they want instead of responding to community concerns.
- The views of special interest groups and consultants being prioritised over general views across the local community.

Actions | suggested by the community

- 1. Actively listen to community members when engaging with them.
- 2. Close the feedback loop to demonstrate that the Shire is taking community concerns on board and acting on them.

"I would like the Shire Council members to listen and take note of what the local people/ratepayers want."

"Listen to what the people want - more communication would be appreciated. It's just not what the Council want but the locals."

"I think that the Shire has a challenging job and its Councillors need to really listen to the majority view of the community (not the loud few) and run their own agenda."

"Taking in what the people who live here want, too often staff say this is what a out of town consultant say we should be doing. We do not live in Perth."

"Liaise with the community on what's happening. They don't listen, do their own thing. They are supposed to represent the community but they don't listen to us."

> "Active listening and responding to the majority views of the people. There is a strong perception in the community the Shire does its own "thing" and ignores the wishes of the people."

"The Shire must focus on listening to the people of this town because they don't listen there is a great frustration and disunity."

"I would like to have all employees of the Shire listen to residents' issues with an open mind. There are many who are quite approachable and others who obviously have their own agenda and are not working for the betterment of the town."

> "Listening to the community, much more explaining behind decisions the council makes..."

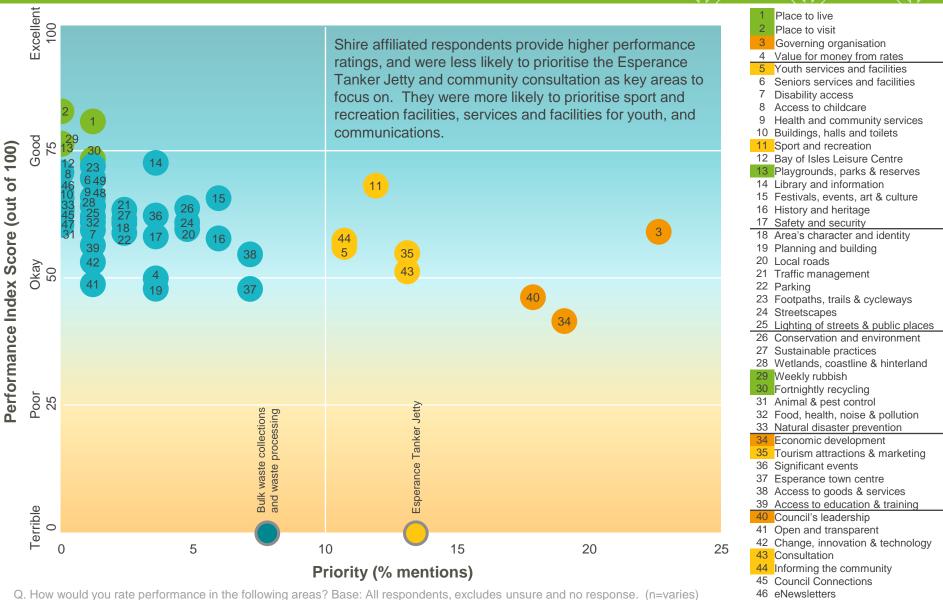
"Listening to ratepayers. Be more open and honest with their meetings and discussions."



Community priorities among Shire-affiliated respondents

MARKYT 📀 Community Priorities Window 🎹

Shire affiliated respondents



Q. Which areas would you most like the Shire of Esperance to focus on improving? Base: All respondents, excludes no response (n = 84)

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O Priority score only. Performance not measured.

measured.

47 Website48 Social media presence49 Customer service



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