



# Ku-ring-gai Council Asset Management

Prepared by: Micromex Research  
Date: June 2012



Background

# Background & Core Research Objectives



Ku-ring-gai Council wanted to conduct community consultation in order to identify and inform their long term resourcing strategies for the LGA.

The broad objectives of this consultation were:

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



# Methodology & Sample



1. Micromex randomly contacted & recruited n=600 residents by telephone and asked them to participate in a research program
2. Information packs were mailed out to allow participants to familiarise themselves with the different resourcing options
3. Micromex recontacted 400 residents and collected feedback on the importance and satisfaction that residents had with each of the asset classes. Additionally, residents were asked to indicate their level of support for a range of specific asset management strategies
  - A sample size of 400 residents provides a maximum sampling error of approximately +/- 4.9% at 95% confidence

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**Research was conducted in April & May 2012**



# Rating Questions



## Ratings questions






The Unipolar Scale of 1 to 5 was used in all rating questions, where 1 was the lowest importance, satisfaction or support and 5 the highest importance, satisfaction or support.

This scale allowed for a mid range position for those who had a divided or neutral opinion.

### Mean rating explanation

1.99 or less	'Very low' level of importance/satisfaction/support
2.00 – 2.49	'Low' level of importance/satisfaction/support
2.50 – 2.99	'Moderately low' level of importance/satisfaction/support
3.00 – 3.59	'Moderate' level of importance/satisfaction/support
3.60 – 3.89	'Moderately high' level of importance/satisfaction/support
3.90 – 4.19	'High' level of importance/satisfaction/support
4.20 – 4.49	'Very high' level of importance/satisfaction/support
4.50+	'Extremely high' level of importance/satisfaction/support

### Performance gap

	1.50 or higher	Extremely high gap between importance and satisfaction - requires immediate action
	0.90 – 1.49	Moderately high – Very high gap between importance and satisfaction - requires immediate investigation
	0.20 – 0.89	Moderately low – Moderate gap between importance and satisfaction - monitor
	0.00 – 0.19	Minimal gap between importance and satisfaction - monitor
	Less than Zero	Negative performance gap between importance and satisfaction - revisit/reconsider resource allocation



## Key Findings

# Key Findings



Overall satisfaction with the performance of Council has remained at 2010 levels.

- Satisfaction with footpaths, roads and parking has improved over the last 2 years

Residents feel it is important for Council to plan for the future.

Residents are generally satisfied with the current condition of infrastructure and facilities provided by Council.

- Satisfaction with local roads, footpaths, drainage, kerb & guttering, sporting facilities and council parking is moderate
- Satisfaction with community buildings, parks & playgrounds and bushland assets is moderate to moderately high

From a resident perspective, the highest priority asset classes are roads, drainage, parks & playgrounds, community buildings and footpaths.

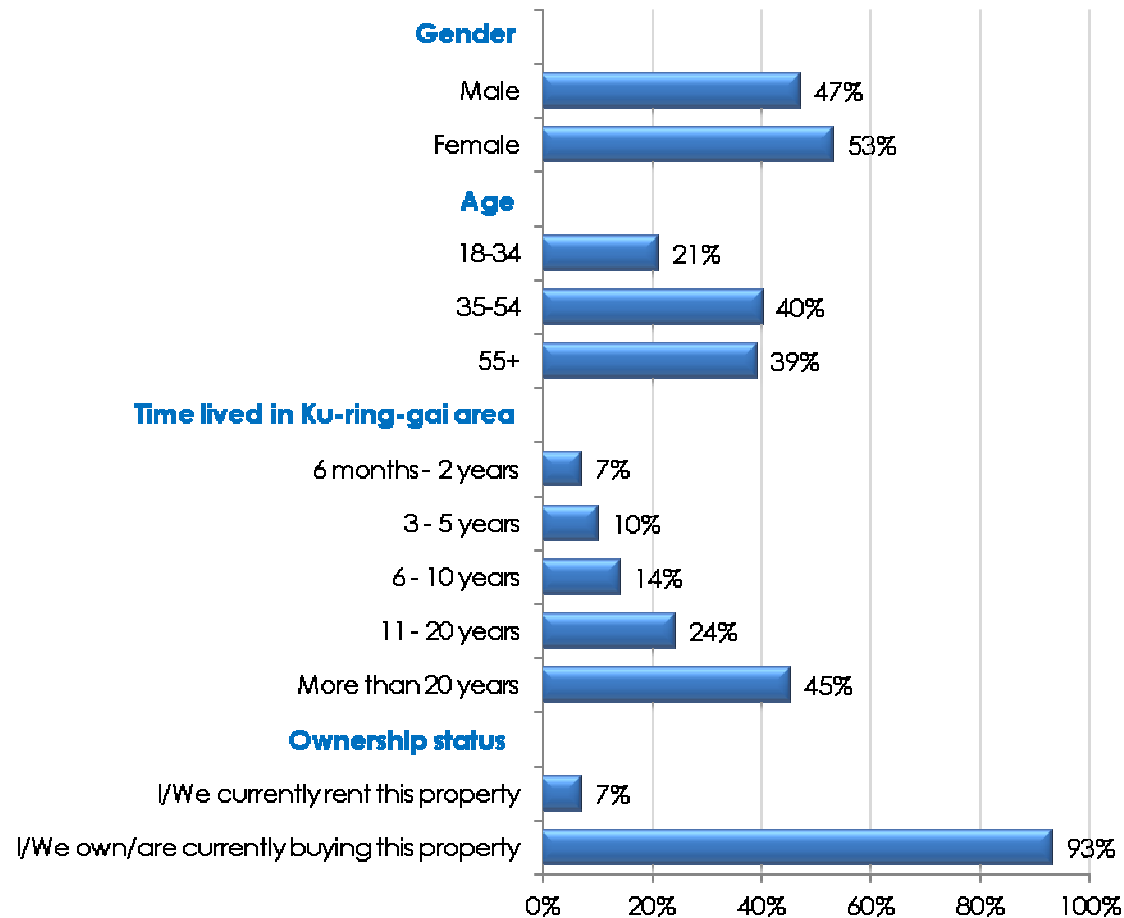
Residents indicated the following methods are appropriate for Council to target in order to address this funding shortfall:

- Streamline its organisational efficiencies – 81%
- Sell off surplus community assets – 67%
- Redirect funding towards highest priority assets – 66%
- Increasing residential or business rates – 30%



Profile of Sample

# Sample Profile



Base: 400

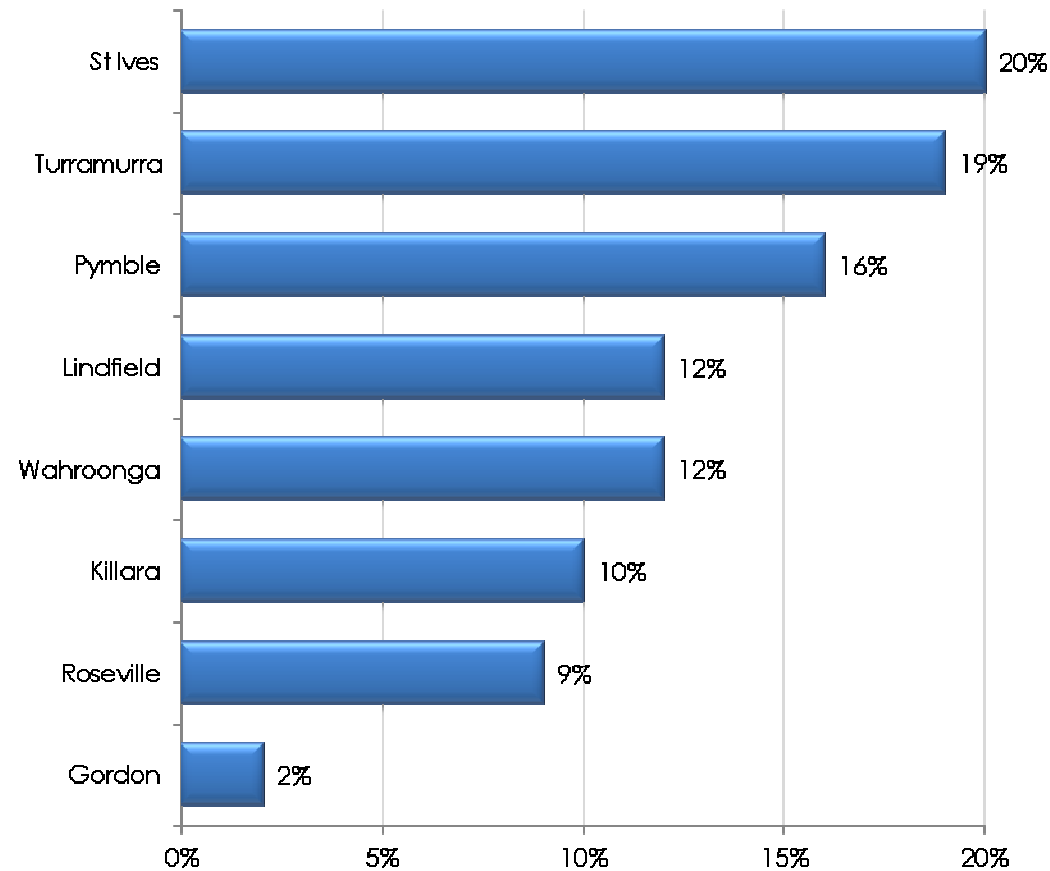
Data was weighted by age and gender using the most recent ABS census data, to ensure that all sub-groups contributed to the results in proportion to their characteristics



# Interviews Were Conducted Across All Of The LGA



Q1a. Where do you live?



Base: 399

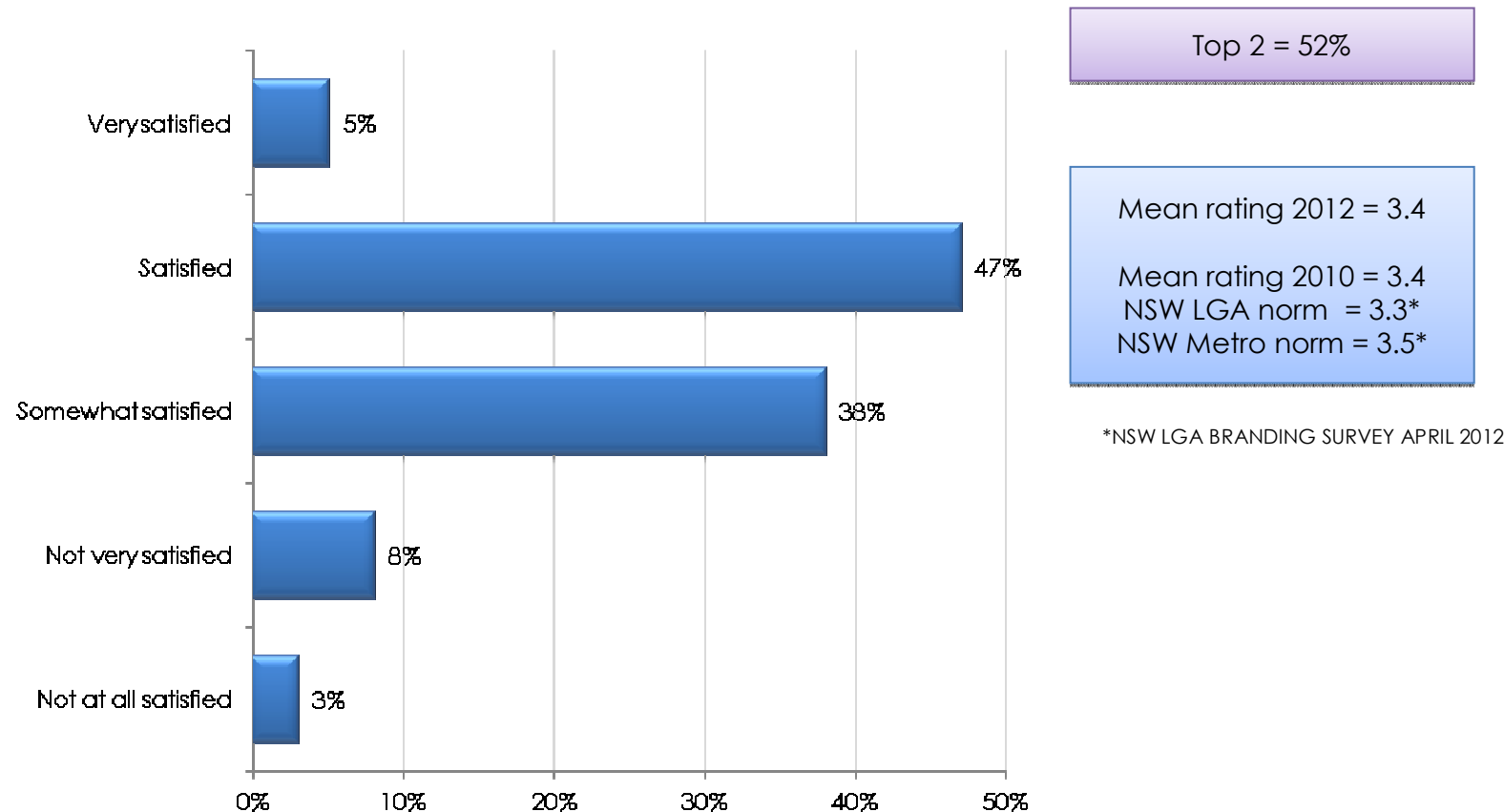


Current Attitudes

# Overall Satisfaction Has Remained At 2010 Levels



Q4. Overall for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues, but across all responsibility areas?



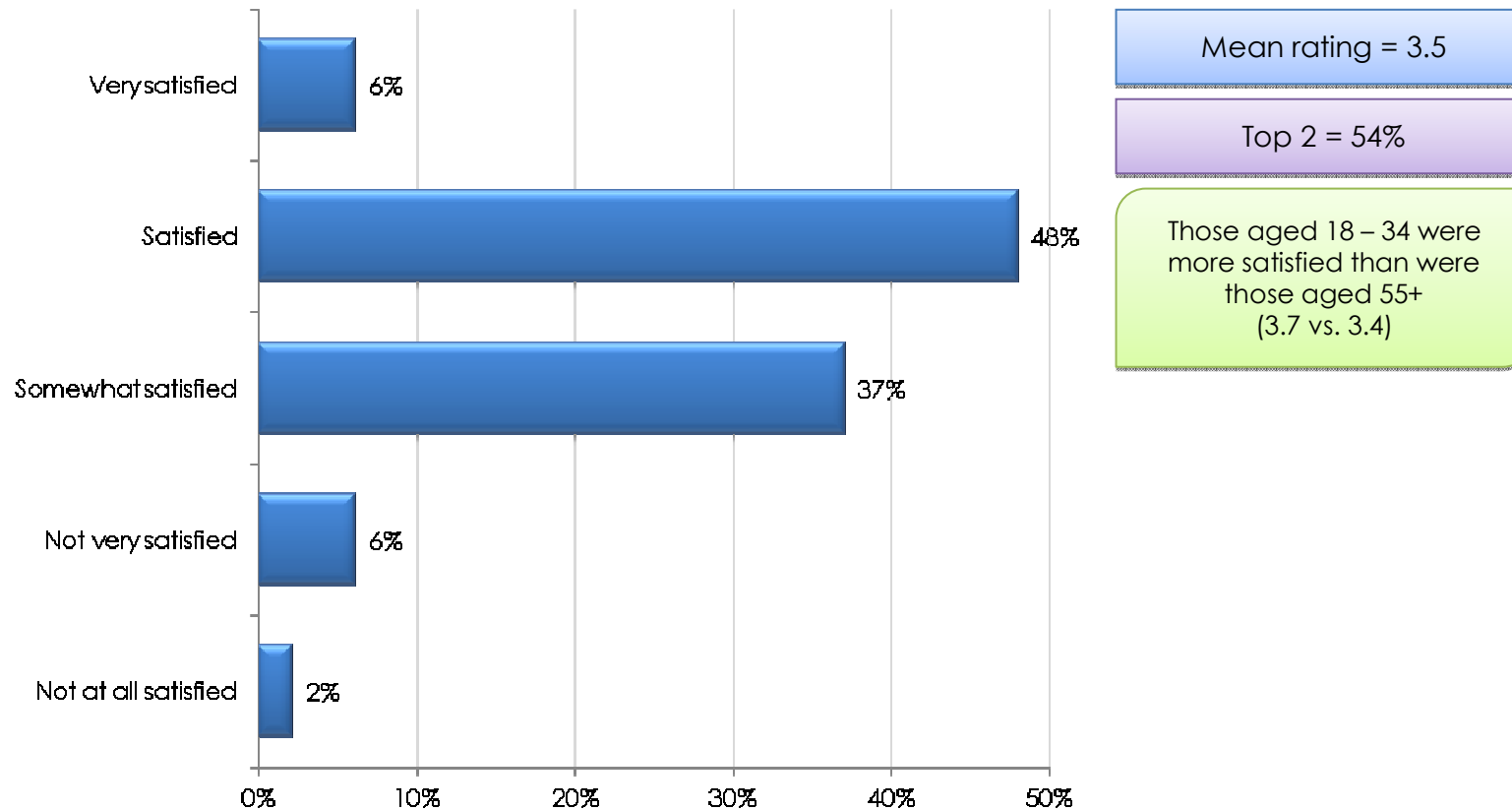
Base: 400

Overall satisfaction exceeds our NSW LGA Benchmark, however it is below our NSW Metro Benchmark

# Residents Are Generally At Least Moderately Satisfied With The Quality Of Infrastructure And Facilities Currently Provided By Council



Q3a. At an overall level, how satisfied are you with the quality of infrastructure and facilities currently provided by Council?



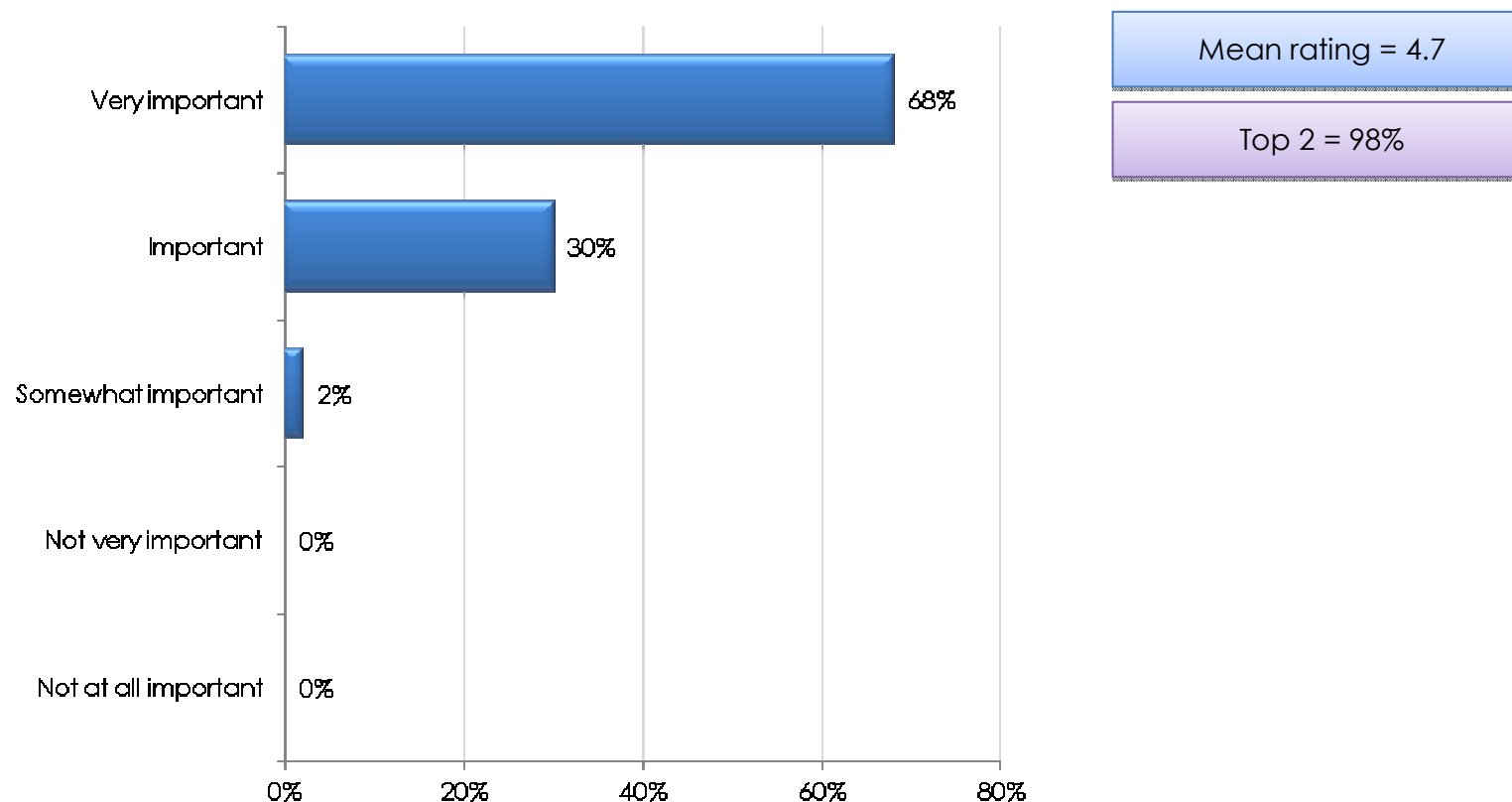
Base: 400

**Relatively low levels of resident dissatisfaction**

# It Is Extremely Important For Council To Implement Plans And Strategies That Will Maintain/Enhance Infrastructure And Facilities For The LGA



Q3b. How important do you believe it is for Council to implement plans and strategies that will maintain and enhance infrastructure and facilities for the Ku-ring-gai LGA?



Base: 400

**Residents expect Council to plan for the future**



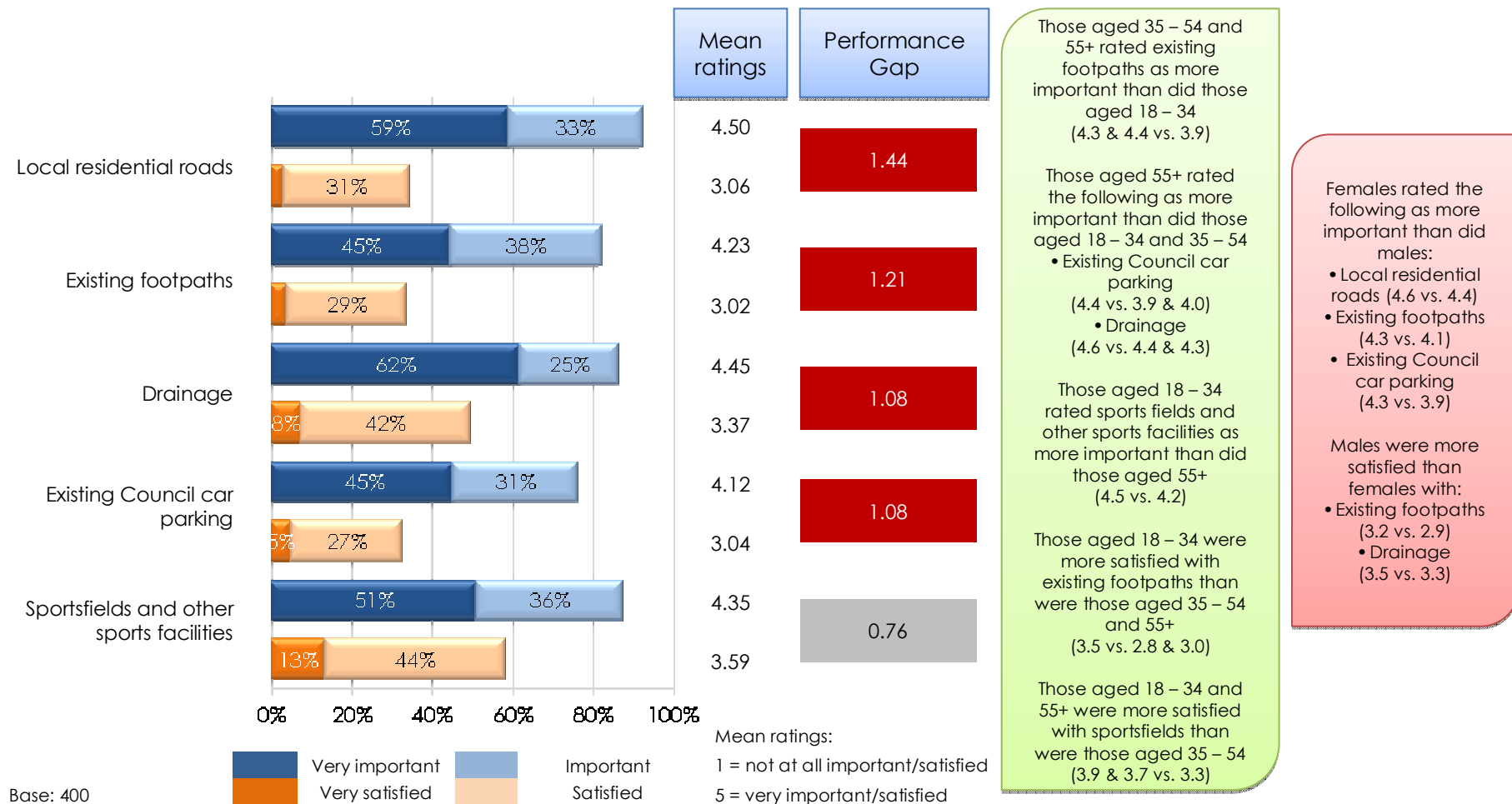


## Importance & Satisfaction With Key Assets

# The Largest Performance Gaps Are Observed In Roads, Footpaths, Drainage & Parking



Q5. How important do you believe the following assets are to the broader Ku-ring-gai community and how satisfied you are with these assets?

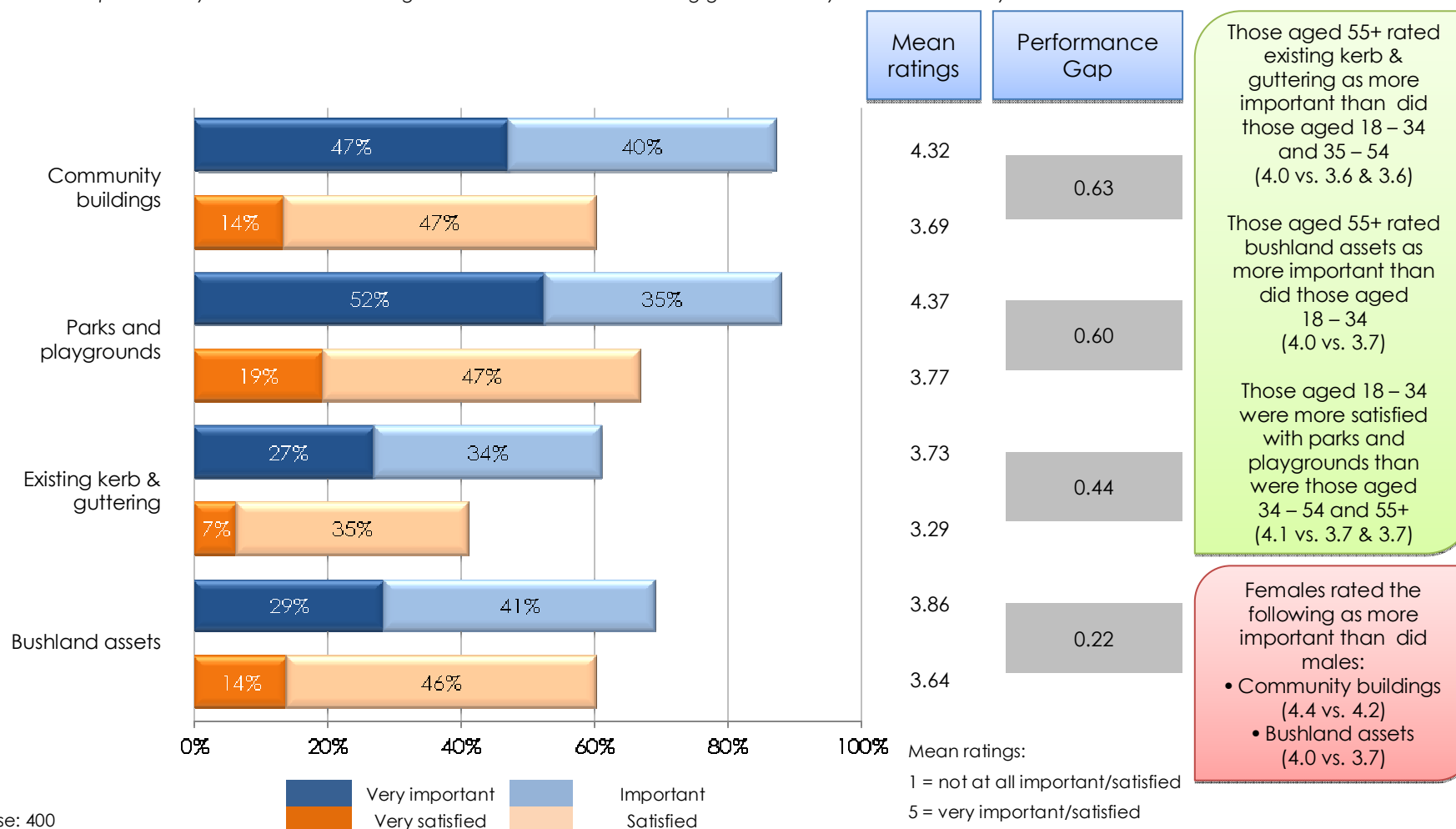


Satisfaction with roads, footpaths, drainage and parking is moderate

# Performance Gaps Across These Asset Classes Indicate That The Current Level Of Delivery Is Meeting The Needs Of Residents



Q5. How important do you believe the following assets are to the broader Ku-ring-gai community and how satisfied you are with these assets?



**Satisfaction with community buildings, parks & playgrounds, kerb & guttering and bushland assets is moderate to moderately high**

# Since 2010, Satisfaction Has Strengthened Across Many Of The Delivery Areas



Q5. How important do you believe the following assets are to the broader Ku-ring-gai community and how satisfied you are with these assets?

2012 criteria and mean ratings	Importance	Satisfaction
Local residential roads	4.50 ↑	3.06 ↑
Drainage	4.45 ↑	3.37 ↑
Parks and playgrounds	4.37 ↑	3.77 ↑
Sportsfields and other sports facilities	4.35 ↑	3.59
Community buildings	4.32	3.69
Existing footpaths	4.23	3.02 ↑
Existing Council car parking	4.12	3.04 ↑
Bushland assets	3.86 ↓	3.64 ↑
Existing kerb & guttering	3.73	3.29

2010 criteria and mean ratings	Importance	Satisfaction
Condition of local roads	4.33	2.79
Providing adequate drainage	4.23	3.20
Provision and maintenance of playgrounds	3.73	3.56
Maintenance of local parks and gardens	4.28	3.68
Provision and maintenance of sporting ovals, grounds and facilities	4.03	3.69
Quality of footpaths	4.14	2.64
Availability of car parking in the town centres	4.11	2.73
Restoration of natural bushland	4.01	3.45

↑ ↓ A significantly higher/lower level of confidence (by group)

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

**Satisfaction with footpaths, roads and parking has improved over the last 2 years**

**micromex**  
research



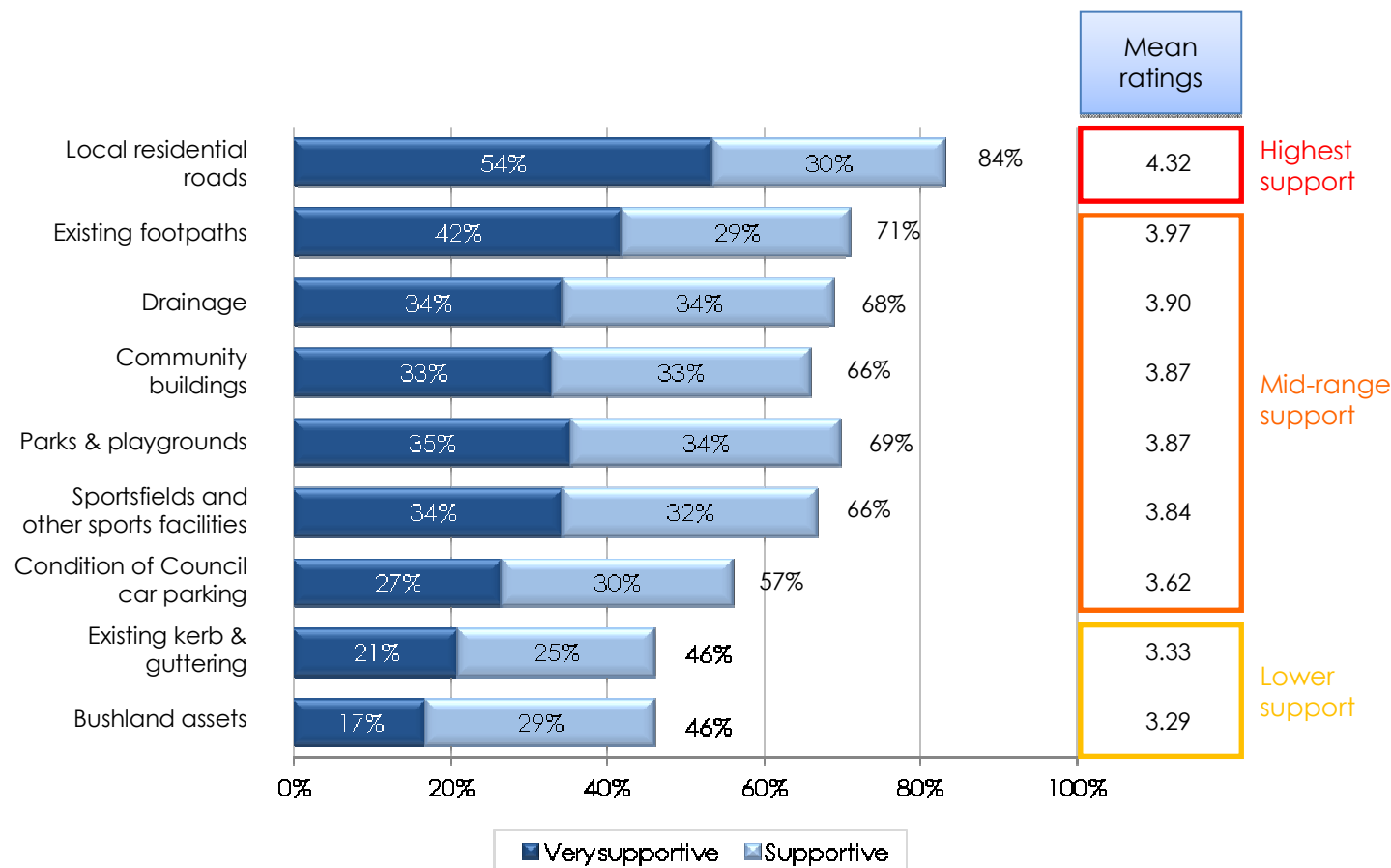
Support For The Proposed Asset  
Management Options



# Local Residential Roads Have The Highest Level Of Support



Q6. Please tell me your level of support for the following proposed strategies:



Those aged 18 – 34 were more supportive of the following than were those aged 35 – 54 and 55+:

- Community buildings (4.2 vs. 3.8 & 3.8)
- Parks and playgrounds (4.3 vs. 3.8 & 3.7)
- Sportsfields and other sporting facilities (4.3 vs. 3.8 & 3.7)

Those aged 18 – 34 were more supportive of the condition of existing Council car parking than were those aged 35 – 54 (3.9 vs. 3.4)

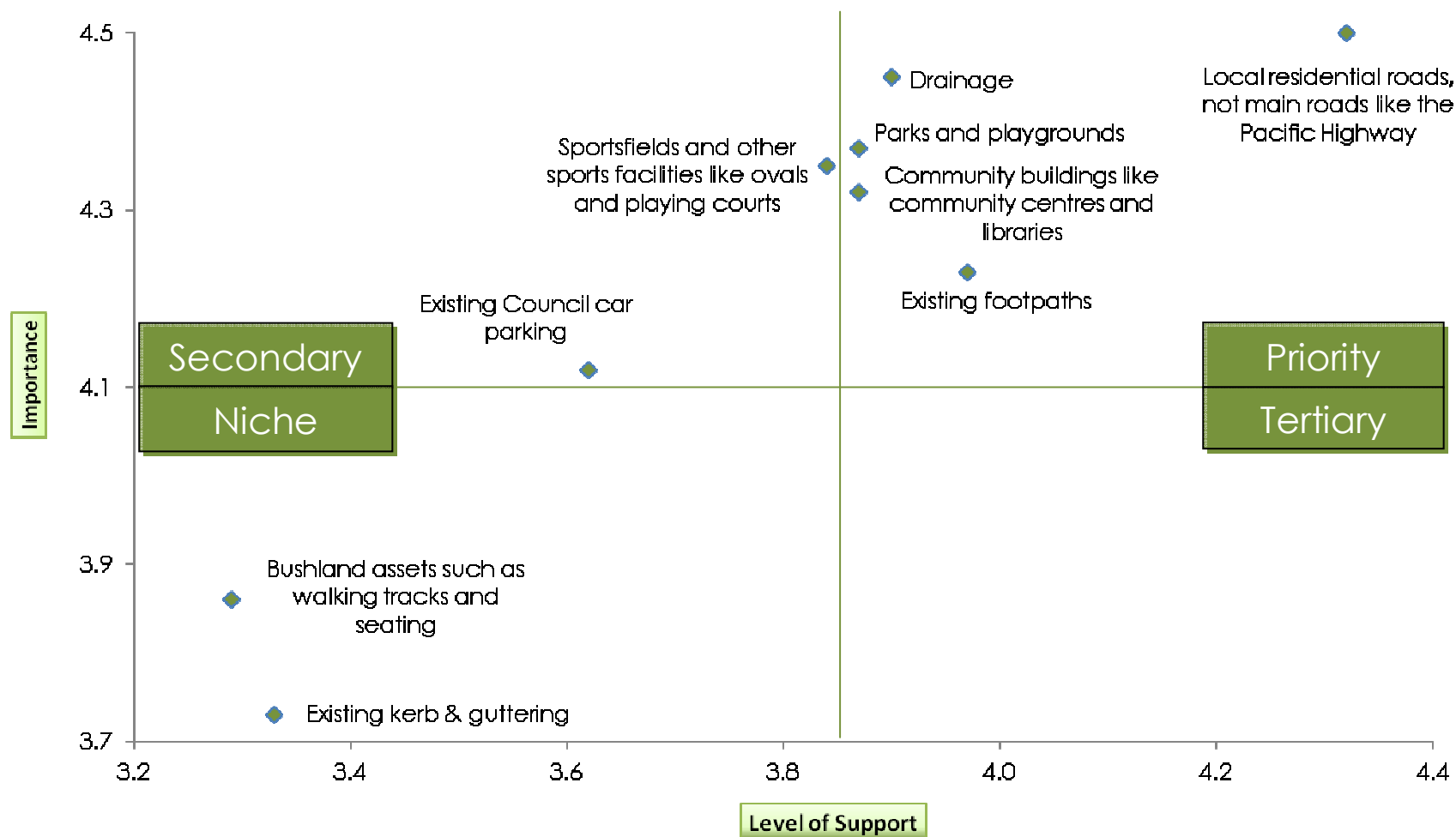
Mean ratings: 1 = not at all supportive, 5 = very supportive  
Base: 400

**18-34 y/o are far more likely to be supportive of the strategies for community buildings, parks & playgrounds and sporting facilities than are older residents**

# Quadrant Analysis: Importance Vs Support



Q6. Please tell me your level of support for the following proposed strategies:



From a resident perspective, the highest priority asset classes are roads, drainage, parks & playgrounds, community buildings and footpaths

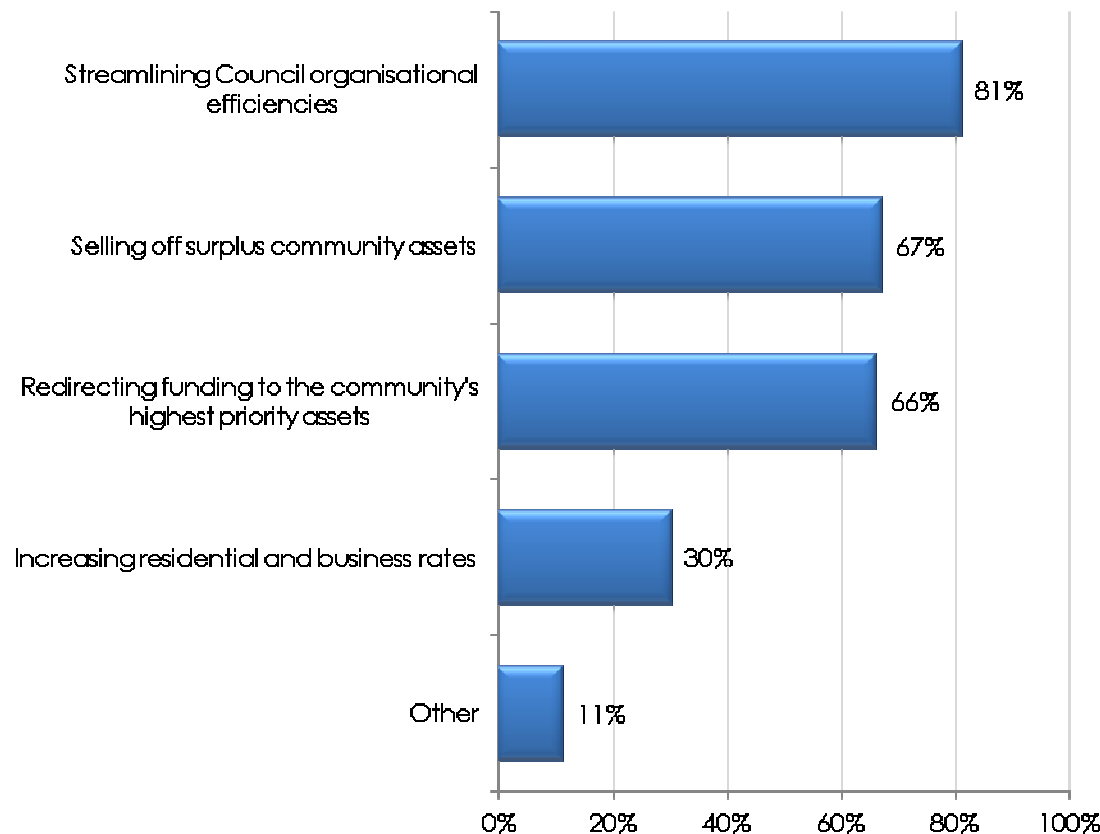


Sourcing  
Additional Funding

# The Majority Of Residents Indicated That Council Needs To Be Able To Demonstrate That It Has Streamlined Its Organisational Efficiencies



Q8. Which of the following revenue options do you believe are appropriate for Council to target in order to address this funding shortfall?



Those aged 35 – 54 and 55+ were more likely to believe it is appropriate to streamline Council organisational efficiencies than were those aged 18 – 34 (85% & 84% vs. 65%)

Males were more likely to believe it is appropriate to increase residential and business rates than were females (38% vs. 23%)

Others specified	N=49
Use external sources, such as development levies, leasing land or fundraising	18
Implement user pay schemes, such as paid library membership, parking, sports facilities	10
Apply to State and/or Federal Governments for additional funding	9
Spend less money on contesting DAs in the Land and Environment Courts	2
Other	10

Base: 400

**2/3 of residents indicated that they believe it is acceptable for Council to sell off surplus assets and/or redirect funding towards priority areas**



Conclusion



# Recommendations

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Council needs to demonstrate to the community that it is financially responsible and that it has streamlined its organisational efficiencies.

Roads, drainage, community buildings, parks and playgrounds and footpaths are significant community priorities and as such, Council needs to prioritise funding into closing the gap in these asset classes.

- Roads are the highest community priority and as such, Council needs to seek a continuation of the existing road levy

Sportsfields/sports facilities and existing council parking are secondary priorities; residents want these areas addressed, but not before the identified priority asset areas.

While still important, bushland assets and kerb & guttering have the lowest level of community support and as such, have a relatively low level of priority.

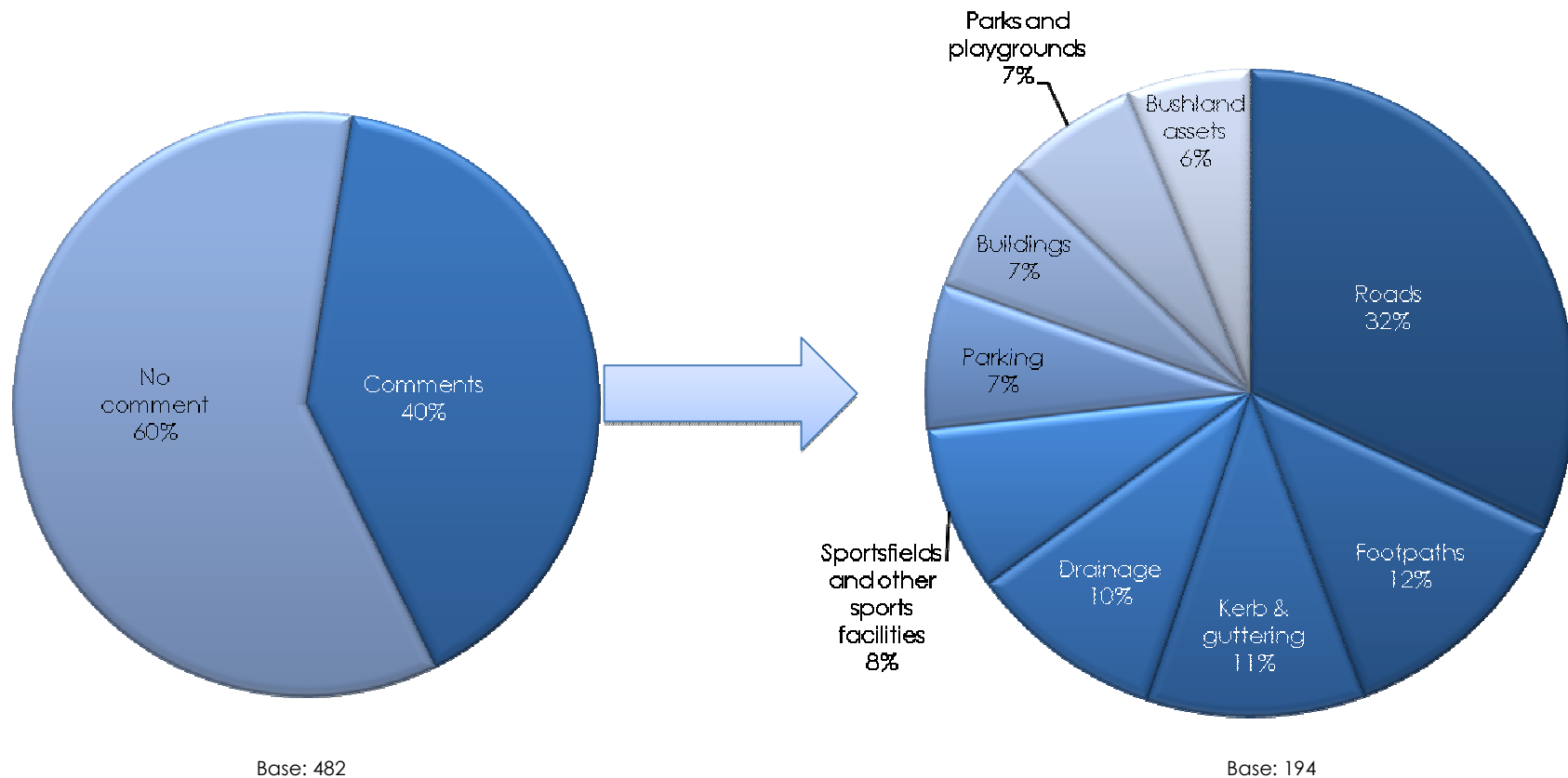


## Appendix

# Further Comment About Proposed Asset Management



Q7. Are there any further comments you would like to make regarding any of the proposed asset management?



# Comments By Asset Class



Q7. Are there any further comments you would like to make regarding any of the proposed asset management?

<b>Roads</b>	<b>N=62</b>
The roads need to be top priority and funding should be allocated to improve their condition	36
Council needs to use existing funds wisely	6
Specific roads need immediate attention, including the intersection of Junction and Grosvenor Roads, the corner of Kissing Point Road & Koomalah and Maxwell Streets Killeaton, St Ives and Woodbury Road up to Mona Vale Road	6
Developers should be held responsible for fixing any roads that are damaged during construction of buildings and developments	3
The road repairs should be done properly the first time	3
Council should focus on bringing all assets from poor to fair, before developing to a 'good' standard	2
Development in the area should be capped to enable existing infrastructure to cope	2
Cannot comment on these figures without knowing what the increase in Council's income has been, as a result of the new unit blocks in the area	1
I am impressed by the proposed management plan, whilst some of the proposed figures seem low	1
Other infrastructure needs to be maintained before residential roads	1
Signage on the roads should be improved	1

<b>Footpaths</b>	<b>N=24</b>
Footpaths should be one of the highest priorities	8
The maintenance of footpaths is important and should be included	5
Council needs to use existing funds wisely	4
New footpaths are needed where there currently aren't any	3
This amount of funding is not enough for what needs to be done	2
Footpaths should not be fixed until the people doing repairs are properly trained	1
Removal of plants, such as agapanthus, across footpaths	1

<b>Parking</b>	<b>N=14</b>
Council needs to provide more parking, especially commuter car parks at train stations	7
Car parking is a high priority area	2
This amount of funding needs to be increased to meet current need	2
Council needs to provide more parking, especially commuter car parks at train stations	1
Car parking is a high priority area	1
This amount of funding needs to be increased to meet current need	1

# Comments By Asset Class



Q7. Are there any further comments you would like to make regarding any of the proposed asset management?

<b>Kerb &amp; guttering</b>		<b>N=21</b>	<b>Drainage</b>		<b>N=19</b>
Maintenance of kerb and guttering should be paramount		4	Drainage improvement should be given a high priority		8
The funds could be better used in other areas, such as community buildings and footpaths		3	Additional funds are needed to fund the drains		3
This amount of funding is not enough for what needs to be done in the area		3	Funding needs to be redirected to other areas		2
This is far too much to invest on kerb and guttering		3	A 'fair to good standard' is not good enough		1
Council needs to use existing funds wisely		2	Council need to make sure the drains are well maintained on a day to day basis before spending extra money to improve them		1
Funds could come from elsewhere, such as business owners or DA levies		2	Council should improve this asset for the benefit of residents, not developers		1
More investment should be made in providing this infrastructure where it does not currently exist		2	Fix these to harvest the rainwater		1
A lot of these are damaged by electricity work in the area. There are signs saying that they will be repaired by Council, yet so far I have not seen any repairs carried out		1	The graph only indicates 12% in poor condition, so \$1.05M is extravagant		1
Kerb and guttering should not be fixed until the people doing repairs are properly trained		1	This should be the Water Board's responsibility		1
<b>Sportsfields and other sports facilities</b>		<b>N=16</b>			
A user pays system should be investigated/implemented for these facilities		6			
This is definitely a priority asset, with changing demographics and the low quality of current fields		4			
Drainage on all fields is important for safe play in all weather conditions		3			
There is no justification to spend this amount of money		1			
There needs to be more policing at these facilities as there is much underage drinking and vandalism		1			
Whether a playground is 1 year old or 10 years old it should be given the same level of funding if needed		1			

# Comments By Asset Class



Q7. Are there any further comments you would like to make regarding any of the proposed asset management?

<b>Buildings</b>	<b>N=13</b>
Amenity blocks need to be included in this asset, yet caution should be taken as they are at high risk of damage	3
More security or lighting should be included in this to protect these assets from vandalism	3
The quality of these assets is so low that priority should be directed here	3
Council could review the fees charged for use of these facilities and seek alternative means of funding	2
There should be better use of these buildings/their use should be evaluated prior to spending funds	2
<b>Parks and playgrounds</b>	<b>N=13</b>
Funding could be increased here	4
Include gates and fences for the safety of children	2
There needs to be a user pays system	2
Children need good places to play where they are safe	1
Equipment needs to be kept up to date so that young children are not injured when playing in the parks and on equipment	1
The graph shows that these are generally in good condition and well maintained, so there is no need to increase this amount each year	1
This needs to include weed management	1
With the increased development of apartments, the parks and green spaces should also increase	1
<b>Bushland assets</b>	<b>N=12</b>
I do not believe this asset needs additional investment	5
This should be a user pays or voluntary funded asset	3
Council should seek grants from National Parks and Wildlife	1
Most of the money spent here should be for fire trails	1
This needs to include weed management, cleaning up of creeks and vermin control	1
Very much in need of improvement	1

## Q9: Additional Comments Included As 'Other'



Q9. Are there any further comments you would like to make regarding Council's investment shortfall?

**Council should re-evaluate their investments and ensure they reflect the current market and community needs**

Council needs to build fewer new things and maintain what we have

**Council needs to improve public transport in the area**

Council should not borrow funds, however, short term loans for immediate work may be necessary

**Council needs to outlay this money now to keep up the standards, otherwise it will cost much more later on and Council may have additional unknown expenses in the future**

**Lighting in the area needs vast improvement, especially on Roseville Road**

I was surprised about the amount that Council has to pay to maintain the standards in the community

These strategies need to be looked at in context of the total Council budget

*Try to get increased community involvement, i.e. fundraising for specific areas that are important to individuals or groups rather than relying only on Council funds*

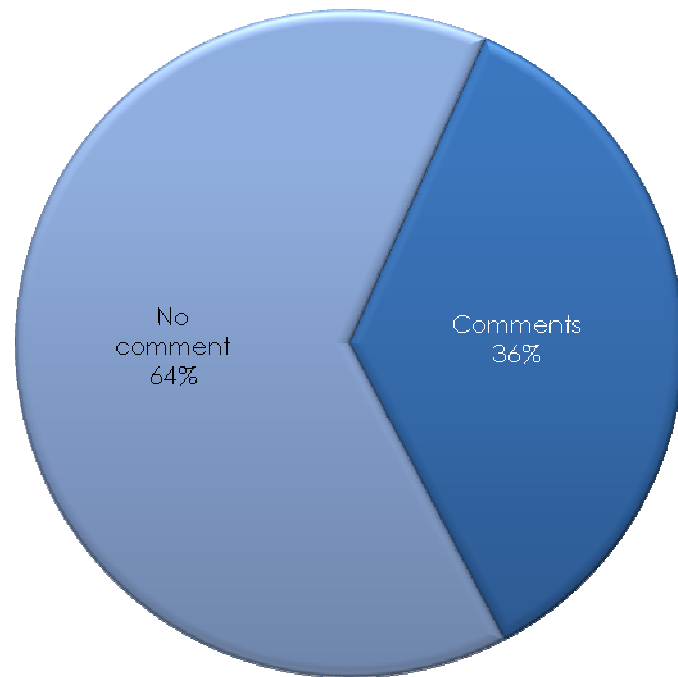
**Footpaths, particularly in Gordon, need to be fixed**



# Only 36% Of Residents Made A Comment About The Funding Shortfall



Q9. Are there any further comments you would like to make regarding Council's funding shortfall?



Base: 426



	N = 152
Council needs to spend its money wisely and re-evaluate spending priorities	27%
I do not believe community assets should be sold off/I need more information on which assets Council is intending to sell	12%
A small rate increase may be acceptable	7%
Developers should be making higher contributions/wondering why the money from recent developments is not going to fill this shortfall	7%
The roads need to be a priority and be fixed well the first time	7%
Council should not waste money on unnecessary legal battles	6%
I cannot afford a rate increase/do not want to see the rates go up	5%
Petition the Federal and State Governments for additional funding	5%
More investment and attention are needed for sporting endeavours and grounds	4%
Other	21%



Telephone: (02) 4352 2388 Fax: (02) 4352 2117  
Web: [www.micromex.com.au](http://www.micromex.com.au) Email: [stu@micromex.com.au](mailto:stu@micromex.com.au)