



Insight for
Business & Government

2011 Junee Shire Council Community Survey Management Report

Prepared for



Prepared by
IRIS Research Ltd

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Table of contents

1	Introduction	5
1.1	Background	5
1.2	Study objectives	5
1.3	Attitude measurement	5
1.4	Survey response	7
2	Prioritising services and facilities	9
2.1	Quadrant analysis	9
2.2	Gap analysis	13
2.3	Regression analysis	15
2.4	Bringing it all together	16
3	Council services and facilities	17
3.1	Importance scores	17
3.2	Satisfaction scores	19
3.3	Summary of importance ratings by area	20
3.4	Summary of satisfaction scores	21
4	Council performance	22
4.1	Overall satisfaction	22
4.2	Dissatisfied with Council's performance	24
5	Value for money	25
5.1	Rates and charges versus value	25

6	Council finances	27
6.1	Statements concerning Council finances	27
6.2	Special rates variation	29
7	Methodology	31
7.1	Sample design	31
7.2	Data collection	32
7.3	Response performance	32
7.4	Sample characteristics	33
7.5	Survey accuracy	34
8	Appendix	35
8.1	Benchmark data	35

Executive summary

Overall satisfaction with Council performance

The level of satisfaction amongst the community with Council's performance is impressive. Seventy six percent indicated Council's performance was high, 18% suggested it was medium and 6% provided a low rating. An overall mean score of 3.96 out of five was achieved which remains statistically unchanged from the 2006 measure of 4.0. Generally those people aged 65+ had a significantly higher level of satisfaction compared to other age groups, whilst 18 to 29 year olds had the lowest levels of satisfaction towards Council's performance.

Prioritising services and facilities

Given the range of services and facilities that Council has to manage, it can often be a difficult task to prioritise amongst them. One of the main objectives of this report was to identify the key drivers of resident satisfaction via a deeper analysis of the importance and satisfaction data provided by residents on 24 Council services and facilities. The raw data was passed through 3 forms of analysis, 1) quadrant, 2) gap, and 3) regression. By passing the data through the three forms of analysis it acts as filter, which captures the services and facilities that Council should focus on first.

Table E1 highlights the 9 services and facilities that were picked up by each form of analysis. Of these 9 that were identified, 3 overlapped in all forms of analysis, providing confirmation that Council should give priority to investing in these 3 services and facilities: maintaining town roads, consulting with the community, and Council leadership and advocacy.

Table E1 Quadrant, Gap & Regression summary – Services & facilities that need improving

	Identified as not meeting resident expectations in		
	Quadrant Analysis (Higher importance / lower satisfaction)	Gap Analysis (Higher than average gap between importance and satisfaction)	Regression (Identified as a driver of overall satisfaction)
Maintaining town roads	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Consulting with the community	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Council leadership and advocacy	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Provision of services and facilities for youth	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Informing the community of Council decisions	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Promoting economic development		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Maintaining sealed rural roads		<input checked="" type="checkbox"/>	
Maintaining unsealed rural roads		<input checked="" type="checkbox"/>	
Provision of services and facilities for older people		<input checked="" type="checkbox"/>	

Value for money

Overall, 52.8% of residents felt they received good value for their rate money, one third (33.0%) had an ok perception of their value for rate money and 12% rated a poor value level. The perception of value for money has fallen significantly since the last measure in 2006, where 62.6% felt they were getting good value for money.

Local Government Financing

The issue of trading off reduced services for halting rate rises was not supported. A majority of people agreed (52.4%) they would be happy to pay a little more in Council rates to fund essential improvements in services and facilities. This options was found to be the preferred option of the three.

The proportion of people that agreed highly with the statement ‘I would rather see Council rates rise than see cuts in local services’ has fallen significantly from the 2006 measure where 50.6% of residents preferred this option, compared to 38.2% in 2011.

Special rates variation

In all, three out of four (74.9%) June Shire residents are not opposed to the idea of moderately increasing rates to maintain services and facilities in the LGA.

1 Introduction

Background

This survey was commissioned by Junee Shire Council to provide an on-going community assessment of Council's performance in the delivery of key services and facilities. Overall, the survey aimed to provide Council with an understanding of the perceptions and needs of the local community with respect to both Council's services and facilities and to customer service.

Study Objectives

The broad objectives for the community survey process were to:

- To measure the importance of and satisfaction with services and facilities provided by Council;
- Compare levels of satisfaction for Council's services, facilities and customer service with similar sized Councils;
- To assist Council in identifying service use priorities for the community.
- To determine whether ratepayers are willing to pay more rates and charges for an improved range of services and facilities in their local area.
- To assess whether ratepayers are happy with paying less rates and charges with the knowledge that cuts in services and facilities in their local area will occur.

Attitude Measurement

In the first section of the questionnaire, a series of 24 Council services and facilities were read out to respondents. For each, respondents were asked to give both an importance and satisfaction rating. Results from these ratings form the basis of much of the analysis in this report. The importance and satisfaction rating scales used in the survey are exhibited on the next page:

Importance scale

- 1 = Not at all important
- 2 ...
- 3 ...
- 4 ...
- 5 = Very important

Satisfaction scale

- 1 = Not at all satisfied
- 2 ...
- 3 ...
- 4 ...
- 5 = Very satisfied

For all rating scales, those respondents who could not provide a rating, either because the question did not apply to them or they had no opinion, were entered as a 'Can't say' or a rating of 6. Rating scale results have generally been presented in two basic forms. Firstly, the results have been presented in terms of the proportion (%) of respondents giving a particular rating for a specific service or facility. These results are presented in collapsed category tables, where proportions have been assigned to one of the following categories:

Table 1.3.1: Collapsed rating scores

	<i>Can't say</i>	<i>Low</i> importance / satisfaction	<i>Medium</i> importance / satisfaction	<i>High</i> importance / satisfaction
Rating score given	6	1 & 2	3	4 & 5

Secondly, the numeric values recorded for each attribute have been converted into an *overall mean score* out of five. To derive the mean score for an attribute, all respondents' answers are 'averaged' to produce an overall rating that conveniently expresses the result of scale items in a single numeric figure. This makes data interpretation considerably easier when comparing multiple services and facilities. The mean score excludes those respondents who could not give a valid rating (i.e. 'Can't Say').

Given that IRIS undertakes many community surveys such as this; we are able to benchmark mean scores. As such, mean importance and satisfaction scores can be further classified as being a low, medium or high score based on this experience. Table 1.3.2 highlights the mean classifications.

Table 1.3.2: Classification of mean scores

Mean importance scores		Mean satisfaction scores	
0 – 2.99	Low	0 – 2.99	Low
3.00 – 3.99	Medium	3.00 – 3.74	Medium
4.00 – 5.00	High	3.75 – 5.00	High

Survey Response

A total of 502 completed interviews were collected from a random sample of residents from throughout Junee Shire Council area. Sampling procedures ensured that the selected respondent was 18 years and older and a key adult household decision maker or ratepayer. Target respondent quotas were set to ensure respondent characteristics mirror those of the adult population of the area. The data were weighted according to the age/sex distribution of the Junee LGA.

A research imperative was to enable Council to compare the attitudes and perceptions of residents in the Junee Township to those in village or rural areas. Hence to achieve large enough samples for meaningful comparisons a geographically disproportionate stratified sampling technique was employed. Consequently, weighting factors were applied to the final data. These factors are shown in Table 1.3.3. The weights were applied to the analysis when grouping the two geographical units together to form the overall Council area.

Table 1.3.3 Weights Applied to Final Data

Survey Unit	Population %	Sample Achieved %	Weighting factor
Junee Township	72.5	78.7	0.9213
Rural Area	27.5	21.3	1.2905
Total	100.0	100.0	

* Weighting is based on 2006 census data

Survey Results

2 Prioritising services and facilities

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

2.1 Quadrant Analysis

Quadrant analysis is a useful way of simultaneously analysing the stated importance a service holds for residents against their satisfaction with the provision of that service. To do this, mean satisfaction scores are plotted against mean importance scores for each Council service or facility. In order to form the quadrants (or opportunity matrix) that separate higher and lower level priority services, combined mean importance and satisfaction scores were calculated for the entire set of 24 council services and facilities. These scores were: Importance score = 4.34 and Satisfaction score = 3.78. Thus for example, services or facilities with a mean importance score of less than 4.34 (i.e. a score lower than the overall mean importance score), were classified as having 'lower' importance relative to the other services and facilities measured. Conversely, services or facilities with a mean score above 4.34 were classified as having 'higher' importance relative to the other services and facilities. The results of the quadrant analysis are displayed in Graph 2.1.1 and Table 2.1.1.

Each of the four quadrants has a specific interpretation:

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

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

Graph 2.1.1 plots each of the 24 services and facilities using their mean importance score and mean satisfaction score as coordinates for where they lie relative to each other. The vertical axis represents the mean importance scores for each service and facility while also highlighting the overall average importance for all 24 services and facilities. The horizontal axis is used to plot the mean satisfaction scores for each service and facility as well as plotting the overall satisfaction score. The graph provides an excellent visual representation of how each service performs relative to one another.

Graph 2.1.1: Quadrant analysis for all services and facilities

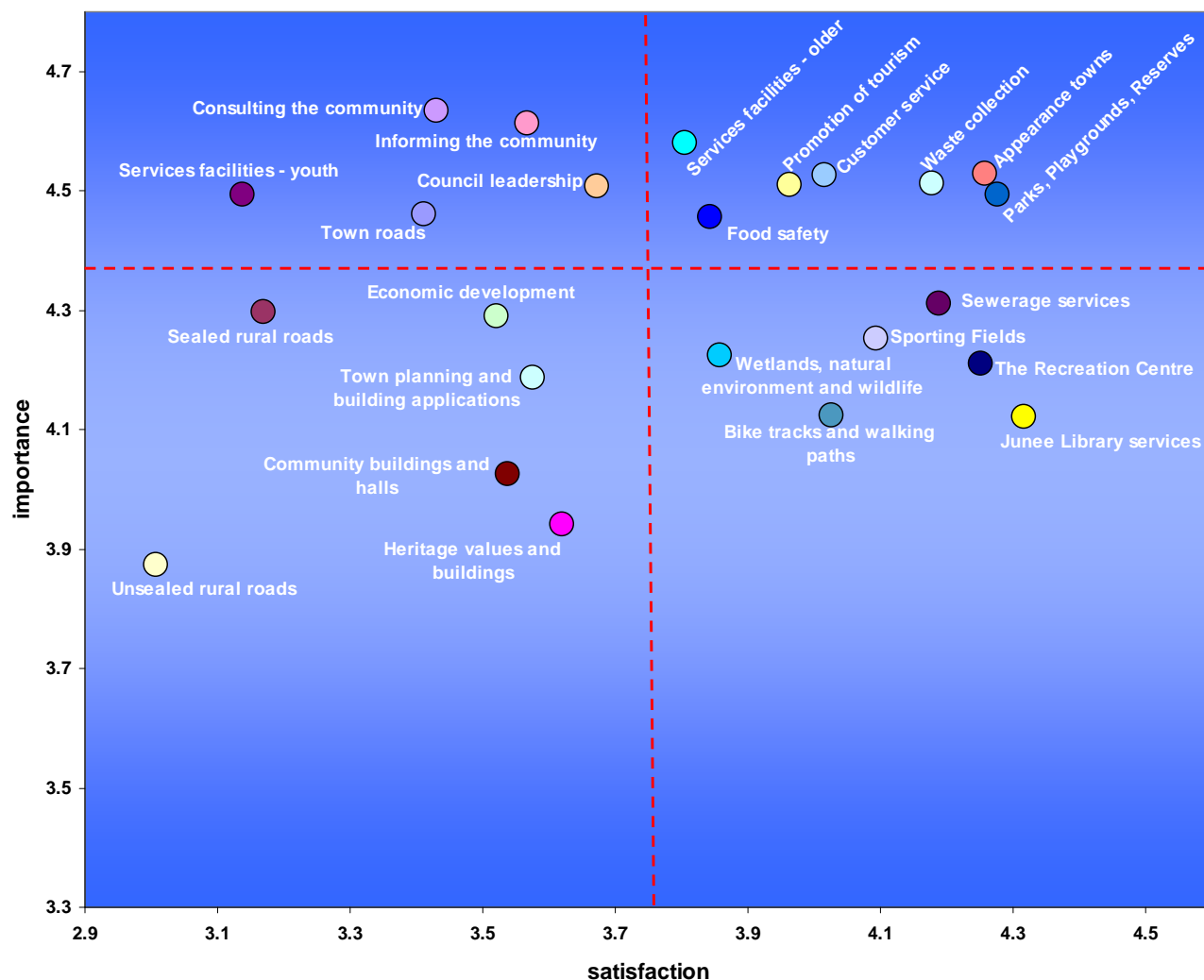


Table 2.1.1: Opportunities Matrix for Council Services and Facilities

2. HIGHER IMPORTANCE LOWER SATISFACTION	1. HIGHER IMPORTANCE HIGHER SATISFACTION
<ul style="list-style-type: none"> ▪ Maintaining town roads ▪ Provision of services and facilities for youth ▪ Informing the community of Council decisions ▪ Consulting with the community ▪ Council leadership and advocacy 	<ul style="list-style-type: none"> ▪ Waste collection ▪ Appearance of towns and villages ▪ Provision and maintenance of parks, playgrounds and reserves ▪ Provision of services and facilities for older people ▪ Food safety in local eateries and restaurants ▪ Promotion of tourism ▪ Customer service provided to residents by Council staff
3. LOWER IMPORTANCE LOWER SATISFACTION	4. LOWER IMPORTANCE HIGHER SATISFACTION
<ul style="list-style-type: none"> ▪ Maintaining sealed rural roads ▪ Maintaining unsealed rural roads ▪ Protection of heritage values and buildings ▪ Provision of community buildings and halls ▪ Town planning and timely processing of building applications ▪ Promoting economic development 	<ul style="list-style-type: none"> ▪ Repairs and maintenance of sewerage services ▪ Provision and maintenance of sporting fields ▪ The Recreation Centre (Pool - Stadium - Gymnasium) ▪ June library services ▪ Provision of bike tracks and walking paths ▪ Protection of wetlands, natural environment and wildlife

Key results:

- The results of the quadrant analysis showed 5 Council services and facilities that registered relatively higher importance, but relatively lower satisfaction. The following services and facilities were highlighted: maintaining town roads, provision of services and facilities for youth, informing the community of Council decisions, consulting with the community, and Council leadership and advocacy.

2.2 Gap analysis

Despite its usefulness, quadrant analysis is not a complete priority assessment tool. For example, it does not explicitly identify the gaps between importance and satisfaction. It is possible that a large gap could exist between importance and satisfaction, even though a service or facility appeared in the 'high importance and high satisfaction' quadrant. One such example in this report is 'Provision of services and facilities for older people'.

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

Gap scores are presented in Table 2.2.1. The table ranks services and facilities from highest gaps to lowest gaps. Those services with a gap score significantly above the mean gap score for all services ($\xi=0.617$) were given top priority (i.e. a rating of 1).

These are services that should be addressed by management first as the importance of that service far outweighs the satisfaction that residents have with its provision.

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

Table 2.2.1: Performance Gaps for Council Services and Facilities

Council Services & Facilities	Performance Gap*	Priority Level
Provision of services and facilities for youth	1.40	1
Consulting with the community	1.22	1
Informing the community of Council decisions	1.05	1
Maintaining sealed rural roads	1.14	1
Maintaining town roads	1.06	1
Council leadership and advocacy	0.85	1
Maintaining unsealed rural roads	0.95	1
Promoting economic development	0.83	1
Provision of services and facilities for older people	0.81	1
Town planning and timely processing of building applications	0.66	2
Food safety in local eateries and restaurants	0.62	2
Promotion of tourism	0.59	2
Provision of community buildings and halls	0.54	2
Customer service provided to residents by Council staff	0.52	3
Waste collection	0.50	3
Protection of wetlands, natural environment and wildlife	0.43	3
Repairs and maintenance of sewerage services	0.40	3
Protection of heritage values and buildings	0.36	3
Appearance of towns and villages	0.27	3
Provision and maintenance of parks, playgrounds and reserves	0.22	3
Provision of bike tracks and walking paths	0.14	3
Provision and maintenance of sporting fields	0.21	3
The Recreation Centre (Pool - Stadium - Gymnasium)	0.12	3
June library services	-0.11	3

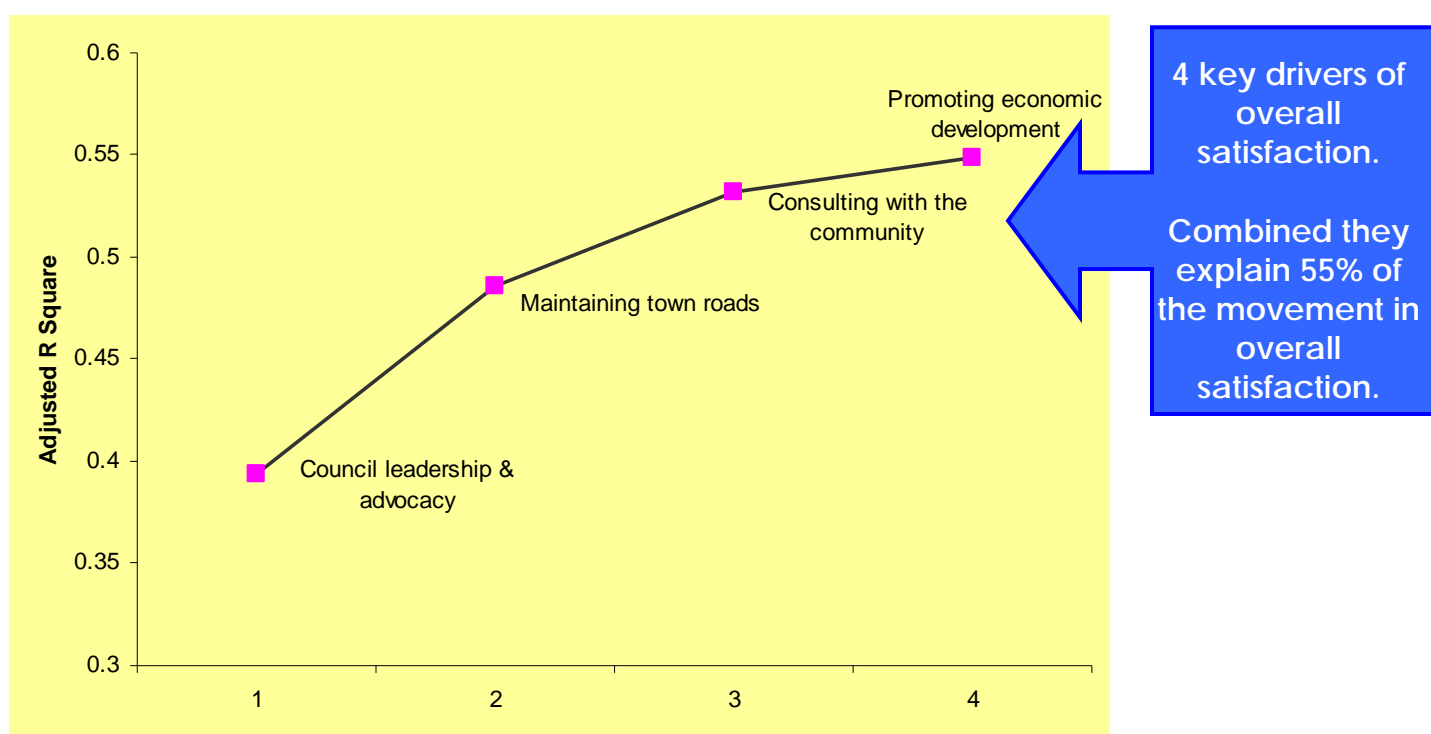
Key results:

- Gap analysis found that the average gap between importance and satisfaction was 0.617. This average gap result is significantly smaller than similar Councils that IRIS has done work for, indicating that the gap between Council's performance in the provision of services and residents' expectations are smaller than that of other Councils.
- The analysis found that 9 Council services and facilities attained gap scores that were significantly larger than 0.617. These were: provision of services and facilities for youth, consulting with the community, informing the community of Council decisions, maintaining sealed rural roads, maintaining town roads, Council leadership and advocacy, maintaining unsealed rural roads, promoting economic development, and provision of services and facilities for older people.

2.3 Regression analysis

Performing quadrant and gap analysis is important because it shows residents 'stated' importance of services and facilities and the impact on overall satisfaction. Regression analysis allows us to uncover the 'derived' importance of service and facilities and the impact on overall satisfaction. Through regression analysis we quantify what the key drivers of overall satisfaction are.

Graph 2.3.1 Regression analysis



Key results:

- Regression analysis found that Council leadership and advocacy, maintaining town roads, consulting with the community, and promoting economic development accounted for 55% of the variance in overall satisfaction. An adjusted R Square of 55% is indicative of a strong model.

2.4 Bringing it Together

Initially there were 24 services and facilities measured in this survey, however after applying all 3 forms of analysis (gap, quadrant and regression analysis) the results highlighted 9 as being a priority. Of these 9 that were identified, 3 overlapped in all forms of analysis, providing confirmation that Council should give priority to investing in these 3 services and facilities. Table 2.4.1 outlines the services and facilities that were identified as not meeting resident expectations in either quadrant or gap analysis as well as the ones identified as drivers of overall satisfaction using regression analysis.

Table 2.4.1 Quadrant, Gap & Regression summary – Services & facilities that need improving

	Identified as not meeting resident expectations in ...		
	Quadrant Analysis (Higher importance / lower satisfaction)	Gap Analysis (Higher than average gap between importance and satisfaction)	Regression (Identified as a driver of overall satisfaction)
Maintaining town roads	☑	☑	☑
Consulting with the community	☑	☑	☑
Council leadership and advocacy	☑	☑	☑
Provision of services and facilities for youth	☑	☑	
Informing the community of Council decisions	☑	☑	
Promoting economic development		☑	☑
Maintaining sealed rural roads		☑	
Maintaining unsealed rural roads		☑	
Provision of services and facilities for older people		☑	

In IRIS' experience the most commonly occurring services that feature as priority areas for Councils in general have to do with local roads, such as maintenance and safety, being able to inform the community about Council services and facilities and lastly consulting the community and asking for their input. As can be seen this is the case with Junee Shire Council.

3 Council services and facilities

This section presents the results for section 3, which asked residents to firstly rate the importance of 24 key services and facilities provided by Junee Shire Council, and then to rate their satisfaction with Council's provision of these services and facilities.

3.1 Importance scores

Table 3.1.1 outlines how Junee Shire residents rated the importance of each of the 24 Council services and facilities. Importance was measured on a 5 point scale with the results collapsed into low, medium and high importance categories. As was mentioned in section 2.1, the average importance for all 24 Council services and facilities was calculated at 4.34, that means services and facilities that attained a mean importance score greater than 4.34 were considered above average in importance relative to the other services and facilities. Those with a mean importance score less than 4.34 were considered to have a relatively lower mean importance score.

Table 3.1.1 Importance ratings provided by June Shire residents

	% Importance					
	Can't say	Low (1 & 2)	Medium (3)	High (4 & 5)	Mean 2011	
Consulting with the community	0.7	1.9	5.0	92.4	4.63	Above average importance
Informing the Community of Council decisions	0.6	0.8	5.3	93.3	4.61	
Provision of services and facilities for older people	2.5	3.2	6.0	88.3	4.58	
Appearance of towns and villages	0.0	1.2	9.1	89.7	4.53	
Customer service provided to residents by Council staff	0.9	3.4	5.7	90.0	4.53	
Waste collection	4.2	6.3	4.2	85.3	4.51	
Promotion of tourism	0.7	3.3	5.9	90.1	4.51	
Council Leadership and Advocacy	1.5	2.5	6.3	89.7	4.51	
Provision & Maintenance of Parks, Playgrounds & Reserves	0.2	2.2	8.6	89.0	4.49	
Provision of services and facilities for youth	3.2	3.0	8.5	85.3	4.49	
Maintaining town roads	0.2	1.7	14.1	84.1	4.46	
Food safety in local eateries and restaurants	0.8	4.0	9.4	85.8	4.46	
Average importance of all 24 Council services and facilities						4.34
Repairs and maintenance of sewerage services	9.5	10.2	4.6	75.7	4.31	Below average importance
Maintaining sealed rural roads	0.7	5.1	13.9	80.3	4.30	
Promoting economic development	3.6	5.5	10.7	80.2	4.29	
Provision and Maintenance of Sporting Fields	2.0	7.5	11.6	79.0	4.25	
Protection of wetlands, natural environment and wildlife	0.2	6.6	14.7	78.5	4.22	
The Recreation Centre (Pool - Stadium - Gymnasium)	2.5	10.2	9.5	77.8	4.21	
Town planning & timely processing of building applications	6.2	7.4	10.8	75.6	4.19	
June Library services	2.1	11.2	11.7	75.0	4.12	
Provision of bike tracks and walking paths	0.9	7.5	15.0	76.7	4.12	
Provision of community buildings and halls	1.2	6.0	17.7	75.0	4.02	
Protection of heritage values and buildings	0.7	11.1	21.6	66.7	3.94	
Maintaining unsealed rural roads	3.2	13.8	20.6	62.5	3.87	

3.2 Satisfaction scores

Table 3.2.1 outlines how Junee Shire residents rated the satisfaction of each of the 24 Council services and facilities. Satisfaction was measured on a 5 point scale with the results collapsed into low, medium and high satisfaction categories. As was mentioned in section 2.1, the average satisfaction for all 24 Council services and facilities was calculated at 3.78, that means services and facilities that attained a mean satisfaction score greater than 3.78 were considered above average in satisfaction relative to the other services and facilities. Those with a mean satisfaction score less than 3.78 were considered to have a relatively lower mean satisfaction score.

Table 3.2.1 Satisfaction ratings provided by Junee Shire residents



	% Satisfaction					
	Can't say	Low (1 & 2)	Medium (3)	High (4 & 5)	Mean 2011	
Junee Library services	8.1	2.8	13.0	76.1	4.32	Above average satisfaction
Provision & Maintenance of Parks, Playgrounds & Reserves	0.6	3.5	14.3	81.5	4.28	
Appearance of towns and villages	0.3	4.5	13.6	81.6	4.26	
The Recreation Centre (Pool - Stadium - Gymnasium)	9.7	4.5	13.4	72.4	4.25	
Repairs and maintenance of sewerage services	21.2	4.7	12.6	61.4	4.19	
Waste collection	9.2	9.4	10.3	71.1	4.18	
Provision and Maintenance of Sporting Fields	5.7	3.7	19.0	71.6	4.09	
Provision of bike tracks and walking paths	5.6	5.1	22.5	66.8	4.03	
Customer service provided to residents by Council staff	2.6	6.6	21.9	69.0	4.01	
Promotion of tourism	2.9	6.5	20.8	69.8	3.96	
Protection of wetlands, natural environment and wildlife	3.7	5.4	27.7	63.2	3.86	
Food safety in local eateries and restaurants	3.7	7.1	26.2	63.0	3.84	
Provision of services and facilities for older people	15.2	6.7	24.9	53.2	3.81	
Average satisfaction of all 24 Council services and facilities						3.78
Council Leadership and Advocacy	3.5	10.8	29.9	55.8	3.67	Below average satisfaction
Protection of heritage values and buildings	4.7	10.0	33.2	52.1	3.62	
Town planning & timely processing of building applications	17.5	12.2	26.9	43.4	3.58	
Informing the Community of Council decisions	2.1	13.4	32.6	51.9	3.57	
Provision of community buildings and halls	6.2	8.2	38.3	47.4	3.54	
Promoting economic development	11.7	9.8	34.0	44.6	3.52	
Consulting with the community	3.2	16.6	33.8	46.4	3.43	
Maintaining town roads	0.5	17.0	33.7	48.8	3.41	
Maintaining sealed rural roads	2.8	23.9	36.1	37.2	3.17	
Provision of services and facilities for youth	12.1	24.4	32.5	31.0	3.14	
Maintaining unsealed rural roads	11.1	24.7	37.2	27.1	3.01	

3.3 Summary of Importance ratings by area

Table 3.3.1 outlines the mean importance scores calculated for residents living in the rural areas of June Shire Council as well as those from the June Township itself. Analysis was used to compare the mean scores of both groups in order to identify whether any differences exist regarding the importance placed on each of the 24 Council services and facilities by where residents live.

Table 3.3.1: Summary of importance ratings by area

	Mean Importance (out of 5)		
	Rural (n=107)	June Township (n=395)	Overall (n=502)
Consulting with the community	4.61	4.64	4.63
Informing the Community of Council decisions	4.53	4.64	4.61
Provision of services and facilities for older people	4.48	4.62	4.58
Appearance of towns and villages	4.36	4.59	4.53
Customer service provided to residents by Council staff	4.45	4.56	4.53
Waste collection	3.96	4.69	4.51
Promotion of tourism	4.38	4.56	4.51
Council Leadership and Advocacy	4.44	4.53	4.51
Provision & Maintenance of Parks, Playgrounds & Reserves	4.38	4.54	4.49
Provision of services and facilities for youth	4.34	4.55	4.49
Maintaining town roads	4.41	4.48	4.46
Food safety in local eateries and restaurants	4.36	4.49	4.46
Repairs and maintenance of sewerage services	3.07	4.65	4.31
Maintaining sealed rural roads	4.73	4.13	4.30
Promoting economic development	4.44	4.23	4.29
Provision and Maintenance of Sporting Fields	4.06	4.32	4.25
Protection of wetlands, natural environment and wildlife	4.01	4.31	4.22
The Recreation Centre (Pool - Stadium - Gymnasium)	3.84	4.35	4.21
Town planning & timely processing of building applications	4.05	4.24	4.19
June Library services	3.70	4.28	4.12
Provision of bike tracks and walking paths	3.59	4.32	4.12
Provision of community buildings and halls	3.99	4.04	4.02
Protection of heritage values and buildings	3.79	4.00	3.94
Maintaining unsealed rural roads	4.58	3.60	3.87

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

Key results:



- After analysing the data by area, it was found that 15 of the 24 Council services and facilities differed significantly in terms of importance.

3.4 Summary of Satisfaction ratings by area

Table 3.4.1 outlines the mean satisfaction scores calculated for residents living in the rural areas of June Shire Council as well as those from the June Township itself. The data was analysed to compare the mean scores of both groups in order to identify whether any differences exist regarding the levels of satisfaction with each of the 24 Council services and facilities by where residents live.

Table 3.4.1: Summary of satisfaction ratings by area

	Mean Satisfaction (out of 5)		
	Rural (n=107)	June Township (n=395)	Overall (n=502)
June Library services	4.13	4.38	4.32
Provision & Maintenance of Parks, Playgrounds & Reserves	4.23	4.29	4.28
Appearance of towns and villages	4.04	4.34	4.26
The Recreation Centre (Pool - Stadium - Gymnasium)	4.22	4.26	4.25
Repairs and maintenance of sewerage services	3.50	4.32	4.19
Waste collection	3.89	4.26	4.18
Provision and Maintenance of Sporting Fields	3.98	4.13	4.09
Provision of bike tracks and walking paths	3.63	4.15	4.03
Customer service provided to residents by Council staff	4.04	4.00	4.01
Promotion of tourism	3.94	3.97	3.96
Protection of wetlands, natural environment and wildlife	3.74	3.90	3.86
Food safety in local eateries and restaurants	3.75	3.88	3.84
Provision of services and facilities for older people	3.74	3.83	3.81
Council Leadership and Advocacy	3.83	3.61	3.67
Protection of heritage values and buildings	3.55	3.65	3.62
Town planning & timely processing of building applications	3.66	3.55	3.58
Informing the Community of Council decisions	3.61	3.55	3.57
Provision of community buildings and halls	3.52	3.54	3.54
Promoting economic development	3.68	3.46	3.52
Consulting with the community	3.42	3.43	3.43
Maintaining town roads	3.52	3.37	3.41
Maintaining sealed rural roads	3.14	3.18	3.17
Provision of services and facilities for youth	3.27	3.09	3.14
Maintaining unsealed rural roads	3.05	2.99	3.01

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

Key results:

- Through analysis by area, it was determined that 10 of the 24 Council services and facilities differed significantly with regards to the level of satisfaction provided by residents from 'Rural' and those from 'June Township'.

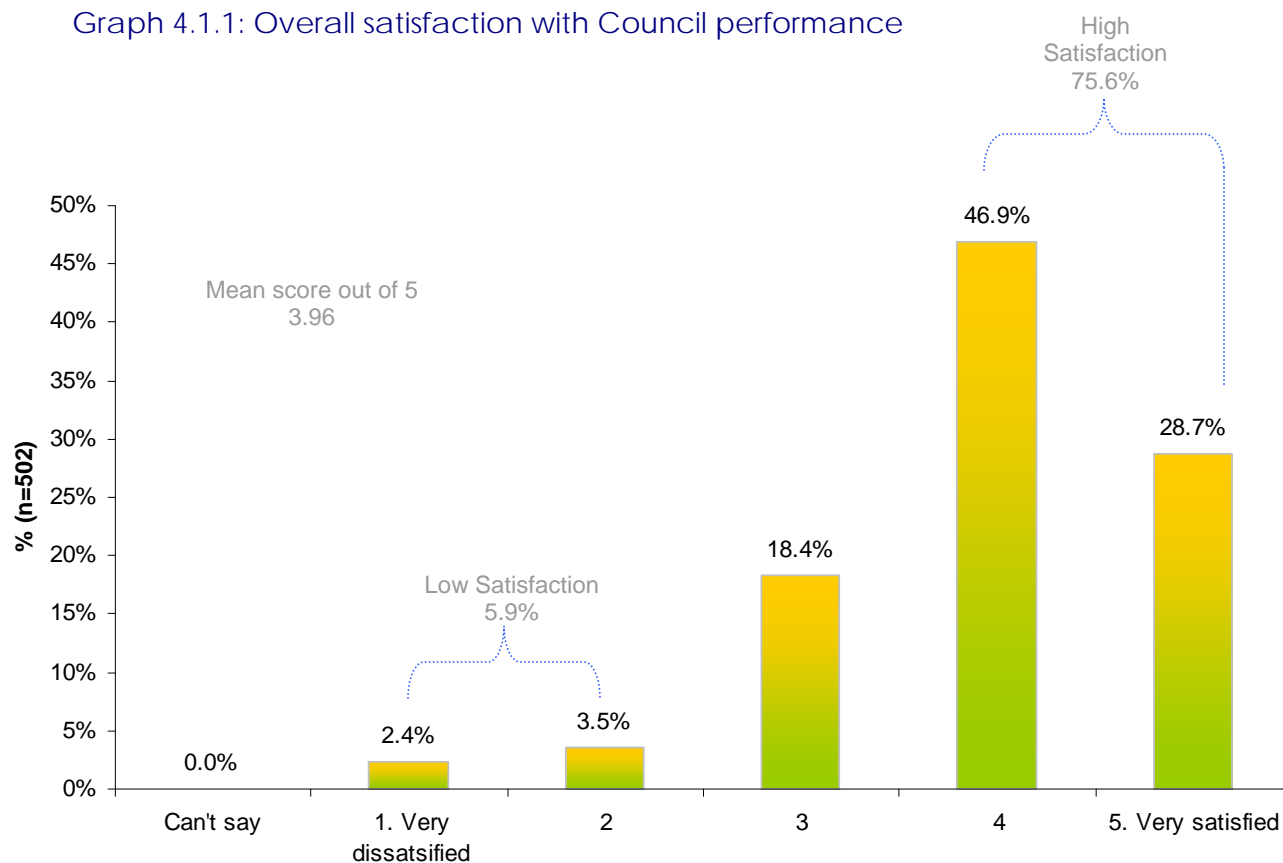
4 Council performance

After residents rated the importance of, and subsequent satisfaction with, the delivery of each of the 24 services and facilities provided by Council, residents were asked to rate the overall performance of June Shire Council as an organisation.

4.1 Overall Satisfaction

Question: Given the answers you have just provided, how would you rate your overall satisfaction with June Shire Council as an organisation?

Graph 4.1.1: Overall satisfaction with Council performance



Key results:

- Results showed that three out of four Junee Shire Council residents (75.6%) were either satisfied (46.9%) or very satisfied (28.7%) with Junee Shire Council's overall performance.
- A very small proportion of residents (5.9%) were dissatisfied with the performance of Council.
- About one in five residents (18.4%) was found to be neither satisfied nor dissatisfied.
- Given the experience that IRIS has with community surveys and in particular satisfaction research, the mean satisfaction score for Junee Shire Council of 3.96 is considered to be a 'high' level satisfaction score.
- Resident satisfaction levels in 2011 (3.96), with regards to the overall performance of Junee Shire Council, is statistically the same as the 2006 measure of 4.0.

Table 4.1.2: Overall satisfaction with Council performance – by area

	Mean Satisfaction (out of 5)		
	Rural (n=107)	June Township (n=395)	Overall (n=502)
Overall satisfaction with Council's performance	3.97	3.96	3.96



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

Key results:

- Through further analysis it was determined that there were no significant differences in the level of satisfaction with Council's overall performance amongst 'Rural' residents and those residing in Junee Township.

4.2 Reason for being dissatisfied with Council's performance

As shown in graph 4.1.1, 5.9% of residents were dissatisfied with the performance of June Shire Council as an organisation. This group of residents were then asked what the main reason was for feeling that way. The verbatim responses are shown in the table below.

Table 4.2.1: Reasons given for being dissatisfied with Council

We have complained about guttering. Nothing done. Problem with roads.
Too many potholes in the roads
Have become stale need to change with a fresh set of eyes
They spend money on themselves and not the town eg potholes in roads
They could give us a green waste bin. More work on township roads and guttering
The roads are the most important and they are not being looked after properly.
The council makes decisions and bullies others to accept them.
Spending money that we do not have. We are 10 years ahead of ourselves
Rural residents are being neglected with services and consultation
Roads are in terrible condition. No sewerage services. No waste services
Road maintenance in the Marina is very poor
Public pool closes at weekend too early. Theatre needs more funds for youth.
Our residential street does not provide for a disabled partner(Regent street):
No parking to go to local shops so forced to go to other townships
No foresight and lack of pro-active action
Lack of maintenance. There is very little road markings and they fade away
Lack of assistance and support for surrounding villages
Felt as though I was being palmed off to some one else
Don't look after other streets other than main streets
Don't consult with the community and are dishonest
Don't act on complaints
Do not stick to plans as they should
Curbing and guttering in Thomas St left for years
Council doesn't consult with the community enough
Complaints fall on deaf ears eg. roads nothing done until accident occurs
They were the only government that got an extra 12% rates rise above the 8% that the state allowed

Key results:

- Multiple comments were received regarding the condition and maintenance of roads and the capacity of June Shire Council to consult with residents.

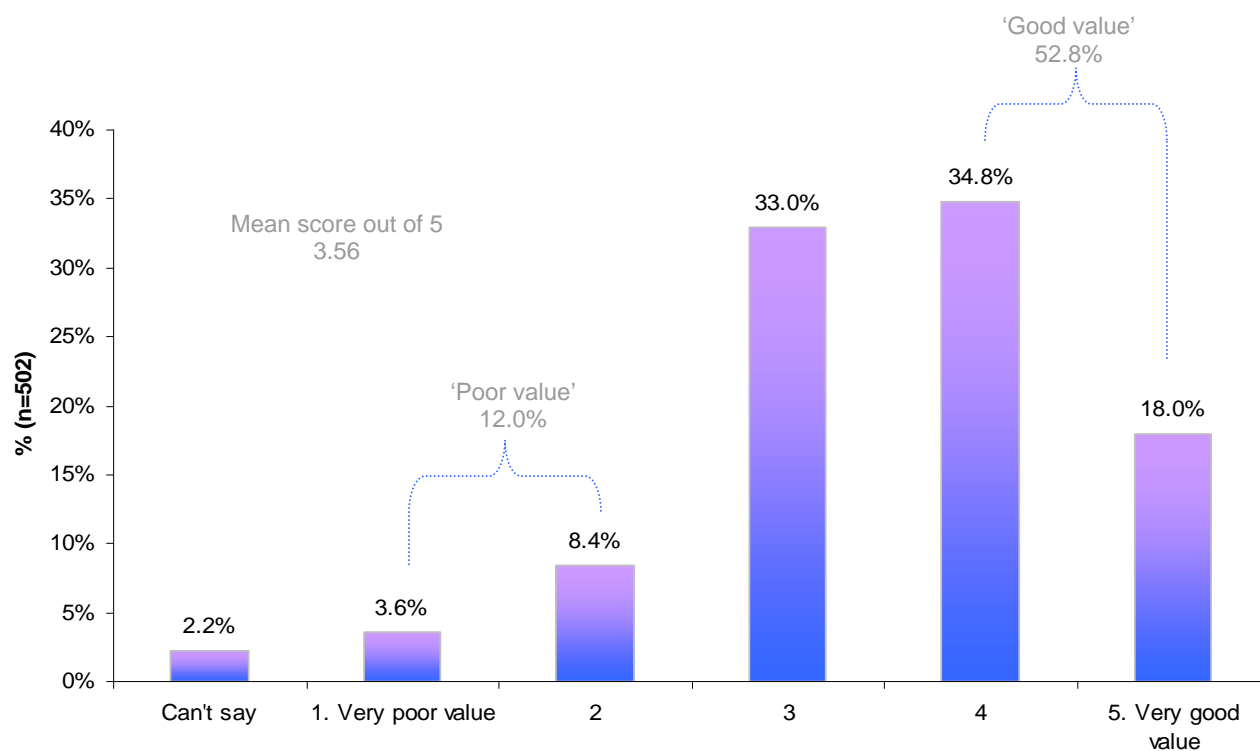
5 Value for money

Residents were asked whether they felt the services and facilities provided by Junee Shire Council offered value for money with regards to what their household pays in rates and other Council charges. Residents were asked to use a 1 to 5 scale, anchored by 1 being 'very poor value' and 5 'very good value'.

5.1 Council rates and charges versus value for money

Question: Please tell me if you think the services and facilities provided by Junee Shire Council are value for money in terms of what your household pays in rates and other Council charges?

Graph 5.1.1: Value for money



Key results:

- Results showed that half of all June Shire Council residents (52.8%) felt that the Council rates they pay are 'good value' for money with regards to the services and facilities provided by Council. Compared to the 2006 result of 62.6%, the result has fallen significantly and this has also been reflected in the lower mean score of 3.56, as opposed to the 3.79 reported in 2006.
- One in ten residents (12.0%) felt that the Council rates they were charged offered 'poor value' for money.
- One in three residents (33.0%) was ambivalent on the issue of value for money versus Council rates.

Table 5.1.2: Value for money – by area

	Mean score (out of 5)		
	Rural (n=107)	June Township (n=395)	Overall (n=502)
Value for money	3.51	3.58	3.56



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

Key results:

- Through further analysis it was determined that there were no significant differences with regards to Council rates and value for money amongst 'Rural' residents and those residing in June Township. In other words, both groups felt that Council rates represented the same value for money irrespective of where they live.



6 Council finances

This section is concerned with the perceptions held by residents towards the financing of services and facilities by June Shire Council. Residents were read three statements and asked to rate the level of agreement with each on a scale of 1 to 5, where 1 meant they strongly disagreed with the statement and 5 meant they strongly agreed with it.

6.1 Statements concerning Council finances

Table 6.1.1: Council finances

	% Agreement					
	Can't say	Low (1 & 2)	Medium (3)	High (4 & 5)	Mean 2011	Mean 2006
I would be happy to pay a little more Council rates to fund essential improvements in services and facilities	0.6	19.8	27.2	52.4	3.40	3.48
I would rather see Council rates rise than see cuts in local services	1.8	25.4	34.6	38.2	3.14	3.43
Council rate rises should be kept to a minimum even if it means that local services are cut	1.9	44.8	28.0	25.3	2.74	2.75

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



Key results:

- Just over half of all June Shire residents (52.4%) displayed a 'high' level of agreement towards the statement 'I would be happy to pay a little more in Council rates to fund essential improvements in services and facilities'. Based on the experience that IRIS has with community surveys, the mean agreement score of 3.40 would fall into a 'medium' level agreement category. By conducting further analysis it was found that significantly more residents were in favour of this outcome, than the other two that were put to them. The 2011 result is statistically the same as the result obtained in 2006.

- About two in five residents (38.2%) gave a high agreement score to the statement 'I would rather see Council rates rise than see cuts in local services'. The number of people providing a high agreement rating has fallen significantly from 2006, where just on half of all residents (50.6%) provided the same rating.
- Results showed that the least popular action for Council to take was to keep Council rate rises to a minimum even if it meant that local services would need to be cut.

Table 6.1.2: Council finances – by area

	Mean score (out of 5)		
	Rural (n=107)	June Township (n=395)	Overall (n=502)
I would be happy to pay a little more Council rates to fund essential improvements in services and facilities	3.31	3.44	3.40
I would rather see Council rates rise than see cuts in local services	2.94	3.21	3.14
Council rate rises should be kept to a minimum even if it means that local services are cut	2.69	2.77	2.74

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

Key results:

- By conducting further analysis by area it was determined that the only significant difference in opinion came for the statement, 'I would rather see Council rates rise than see cuts in local services' where 'rural' residents were significantly less in favour of this outcome (2.94) compared to residents from the township itself (3.21).

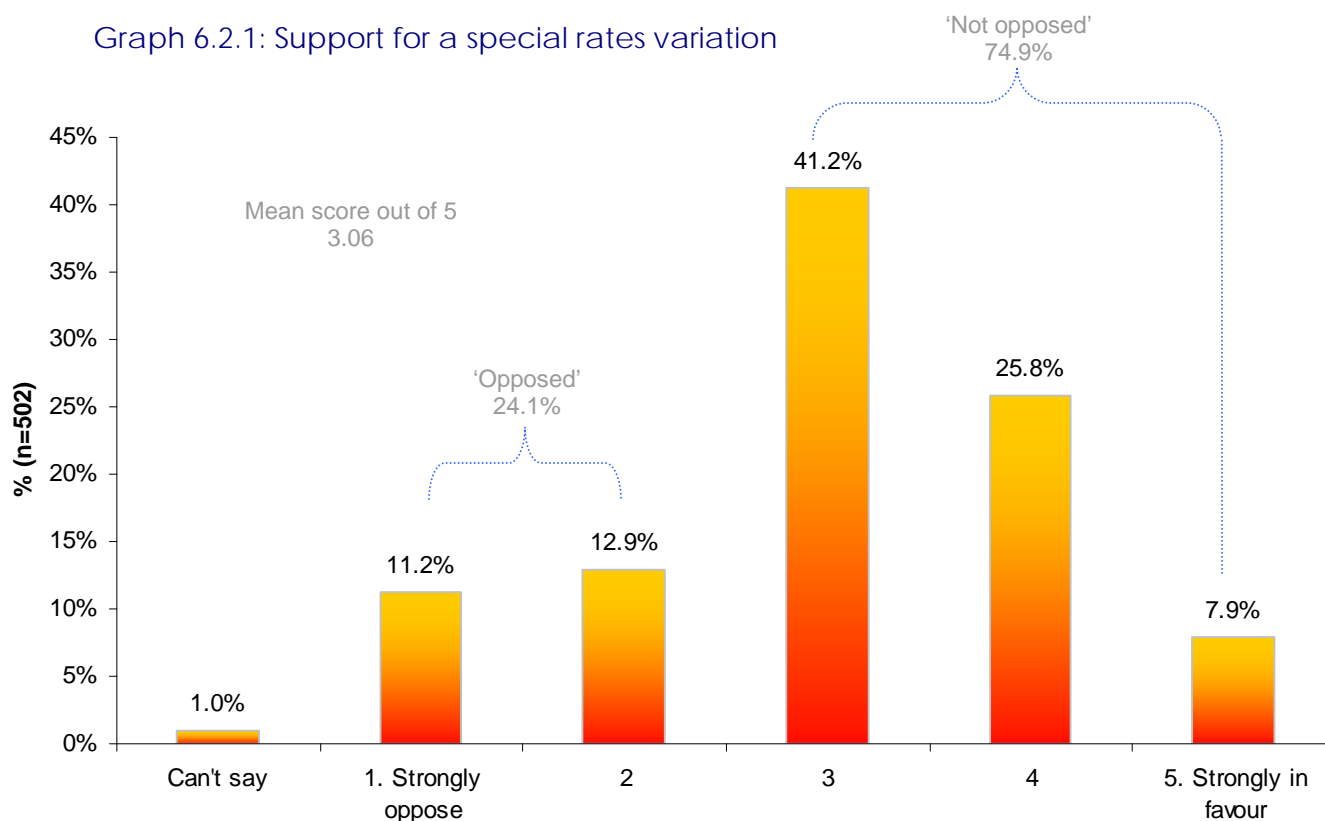
6.2 Special rates variation

Like many Councils in New South Wales, Junee Shire Council is facing significant challenges in continuing to provide the required level of services, facilities and infrastructure across the shire. This section is concerned with gauging resident support for a special rates variation so that Council can continue to maintain services and facilities. Residents were asked to rate their support for a special rates variation using a 1 to 5 scale, anchored with 1 'strongly oppose' and 5 'strongly in favour'.

A special rate variation is where rates undergo a moderate increase above the rate peg set by the Independent Pricing and Regulatory Tribunal.

Question: How would you rate your support for a series of special rate increases to allow Council to maintain roads, footpaths, storm water drains, cycle ways and other community infrastructure at an acceptable level?

Graph 6.2.1: Support for a special rates variation



Key results:

- In all, three out of four (74.9%) June Shire residents are not opposed to the idea of moderately increasing rates to maintain services and facilities in the LGA.
- Results showed that one in four June Shire residents (24.1%) is opposed to the idea of a special rates variation.

Table 6.2.1: Support for a special rates variation – by area

	Mean score (out of 5)		
	Rural (n=107)	June Township (n=395)	Overall (n=502)
Support for a special rates variation	2.92	3.12	3.06



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

Key results:

- Through conducting further analysis it was found that residents living in June Township were significantly more in favour of the special rates variation than residents from the 'rural' areas. The mean score of 2.92 attributed to 'rural' residents is in IRIS' opinion considered to be a 'low' mean score.

7 Methodology

7.1 Sample design

A telephone-based survey, aiming to secure a response from approximately 500 residents (around 138 from village and rural areas and 362 from June Township) from throughout the June Shire Local Government area, was used. The sampling unit was permanent residents of the June Shire Local Government area who have lived in the area for 6 months or longer. Respondents also had to be aged 18 years or older to qualify for an interview. The 2006 Census was used to establish quotas to ensure a good distribution of responses by age and sex.

The sample frame for the survey was the electronic White Pages. This sample is known to be sub optimal, as the churn of telephone numbers due to people moving and new numbers being added as dwellings are occupied affects about 12% to 15% of possible numbers. Furthermore, from previous research we know that the proportion of silent numbers is increasing and can be as high as 25-30% in some areas. To deal with these issues, IRIS uses a technique that starts with the population of telephone numbers listed in the telephone book and adds new and unlisted numbers using the 'half open' method. In this method, all telephone numbers were incremented by five to create new telephone numbers in the 'gaps' between the listed numbers. The resultant universe of numbers was then de-duplicated to remove any numbers that may be repeated. This process was replicated five times to create a new theoretical universe of telephone numbers. This provided the opportunity for all potential numbers to be selected in the sample. This equal and known opportunity for selection is the first criterion of good random sampling.

Once the potential universe of telephone numbers had been generated, a computer program was used to randomise the database. Following this, a sequential sample (e.g. every 110th number) was extracted from the database. The sample was geographically stratified and evenly distributed within strata. This process gave a very even distribution of potential telephone numbers across the whole survey area. Every household therefore had an equal and known chance

of selection and every part of the survey area received a fair proportional representation in the final sample drawn.

7.2 Data Collection

Interviews were conducted over 3 evenings commencing from the 12th September 2011 and concluding on the 14th September 2011. Calls were made between 4.30 and 8.30 p.m. If the selected person was unavailable at that time to do the interview, call backs were scheduled for a later time or day. Unanswered phone numbers were retried three times throughout the period of the survey. These procedures ensure a good sampling process from the sample frame used so that statistical inferences could be made about the entire resident population.

Non-private telephone numbers and faxes reached during the selection process were excluded from the sample.

Data collection was implemented under IQCA quality guidelines. Interviews were conducted using our computer-aided telephone interviewing (CATI) system. Continuous interviewer monitoring was used and post interview validations were conducted within five days of the close of the survey.

7.3 Response Performance

At the end of the survey period, 502 completed interviews had been collected. The table below shows the compliance rate achieved for the entire sample. The compliance rate is the number of refusals as a proportion of completed interviews plus refusals. A compliance rate of 80% is a very good result.

Table 7.1.1 Survey compliance rate

Response sequence	Outcome
Interviews	502
Refusals	124
<i>Valid contacts (Excludes disqualified – businesses, out of area, under 16yrs etc)</i>	626
Compliance rate	80%

7.4 Sample Characteristics

At the end of the data collection period, 502 completed interviews had been collected. Table 7.1.2 illustrates a breakdown of response by geographical location of respondent. When compared to ABS 2006 Census figures, this breakdown broadly reflects the general population distribution in the LGA.

Table 7.1.2 Regional stratification of sample

Sample groups	Sample collected	Sample %	Population %
June Township	395	79%	72%
Rural	107	21%	28%
Total	502	100%	100%

As can be seen by Table 7.1.2 the sample that was collected in each areas was in line with the actual population distribution. To make the data at the area level more robust for area comparisons, a weighting factor was applied to the data set so that it would mirror the actual population distribution.

Table 7.1.2 shows the sex and age composition of the sample compared to the ABS 2006 Census figures. The table demonstrates a very good age by sex distribution was achieved. Given the level of response to the survey and the fact that it represents a good random cross-section of the Council area the findings presented in this report provide a sound basis for gauging community opinion.

Table 7.1.2 June Shire Council area - Age by Sex Distribution

Age	Proportions (%)					
	Males		Females		Total	
	Sample	Census	Sample	Census	Sample	Census
18-29 years	3%	7%	4%	7%	7%	14%
30-49 years	13%	21%	19%	21%	32%	42%
50-64 years	18%	13%	18%	12%	36%	25%
65+ years	11%	8%	14%	11%	25%	19%
Total	45%	49%	55%	51%	100%	100%

7.5 Survey Accuracy

When analysing results for the entire sample, the maximum error rate will be about $\pm 4.4\%$ at the 95% confidence level, assuming a proportional response of 50%. Put another way, we can be confident that if the survey were to be repeated there would be a 95% chance that the new result would lie within $\pm 4.4\%$ of the result achieved in this survey.

8 Appendix

8.1 Benchmark data

Benchmark Index

IRIS has compiled data on the performance of Councils which are comparable (Rural/Regional Councils) to Junee Shire Council and are included in the graphs below. Where appropriate results include how Junee Shire Council compares with the (1) worst performing Council (2) best performing Council and (3) comparable Councils. For a service or facility to be considered significantly different to the benchmark, IRIS recommends a 10 percentage point differential be present between Junee's index result and any of the other 3 measures provided in the graph.

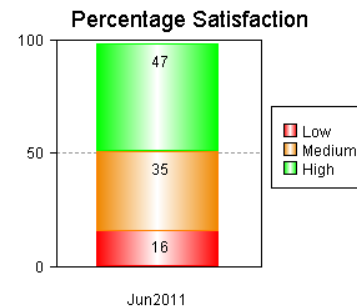
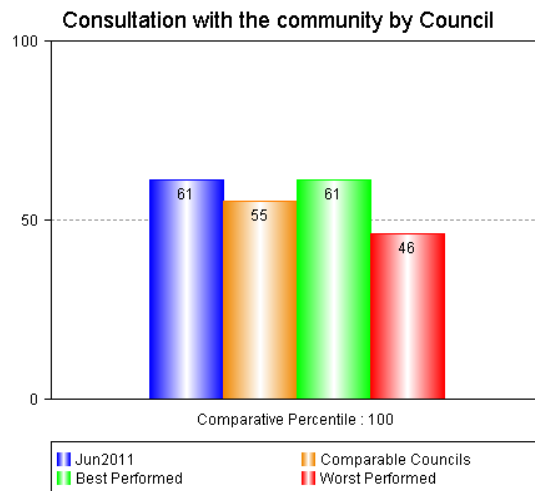
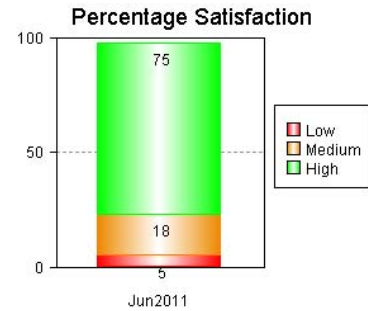
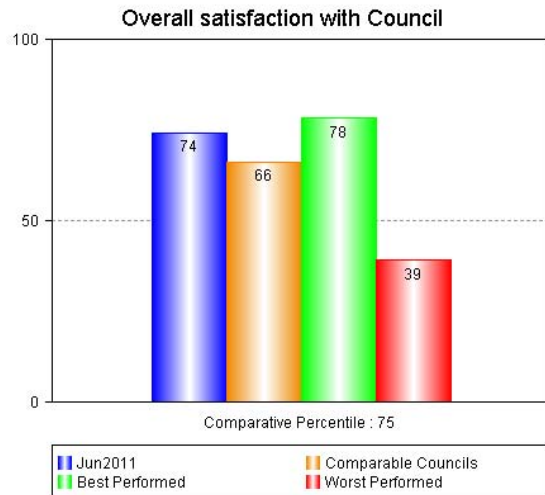
On occasions individual Councils use variations on the 5 point rating scale including 7 and 11 point scales. In order to facilitate ease of comparison the benchmark data has been standardised to an index score out of 100.

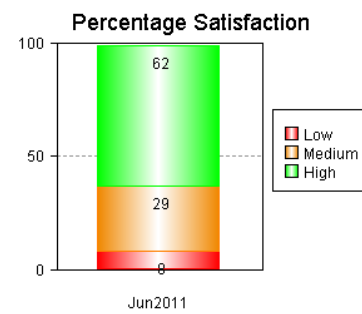
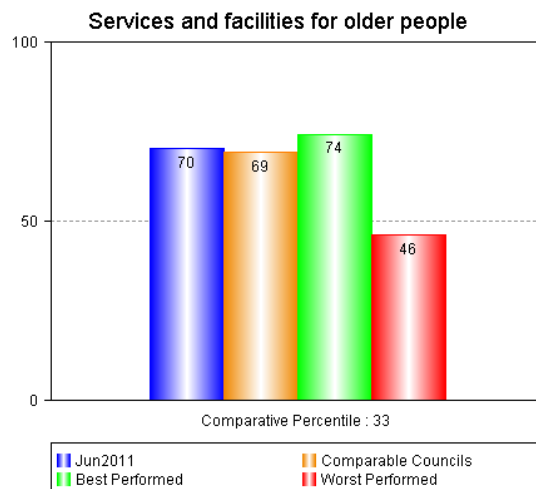
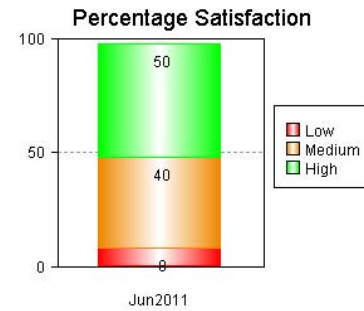
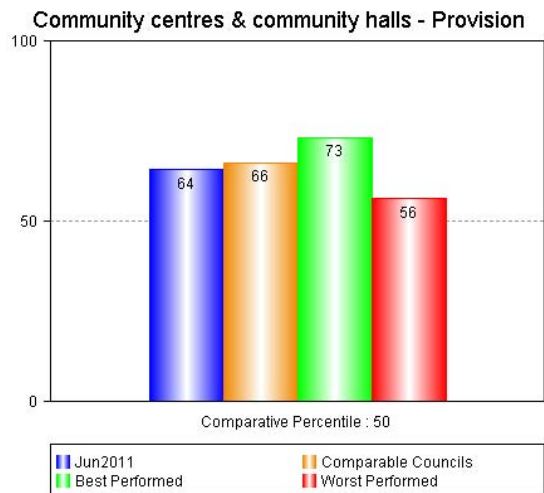
The benchmark comparisons commencing with graph 12.1 can be interpreted as follows: In terms of overall satisfaction, Junee Shire Council received an index satisfaction score of 74%. Given Junee Shire Council's result is within the plus or minus 10 percentage points of the index achieved by comparable Councils (76%) we can say that Junee Shire Council is performing on par compared to this benchmark group. Junee Shire Council is performing significantly better than the worst Council on the IRIS database (39%), and is on par with the best performing Council (78%).

All other graphs can be interpreted in this same manner.

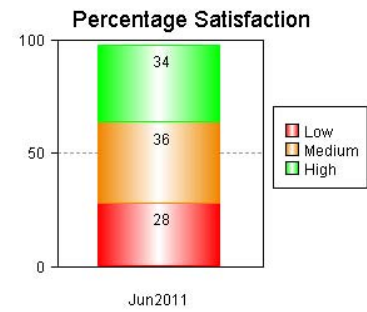
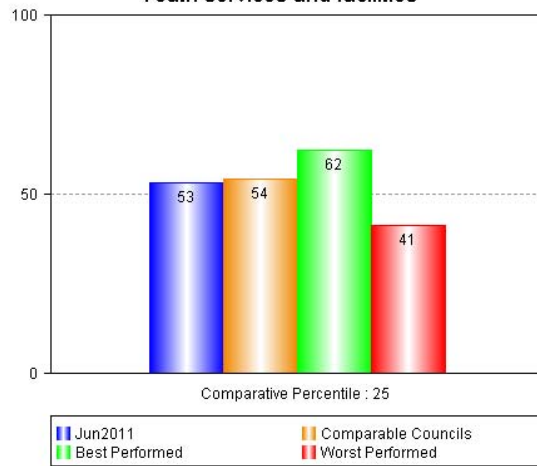
Percentage Satisfaction Graph

In addition the proportion of Junee Shire Council residents that rated their satisfaction as being high (rating points 4 and 5), medium (rating point 3) and low (rating point 1 and 2) is provided as a summary measure titled 'Percentage satisfaction'.

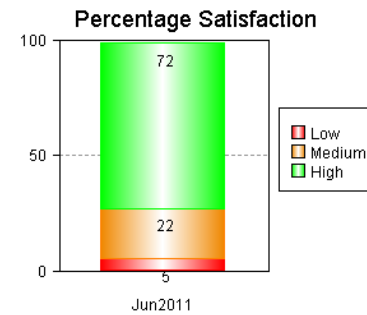
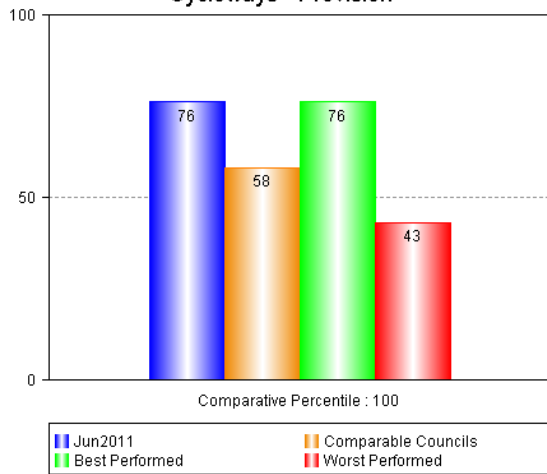




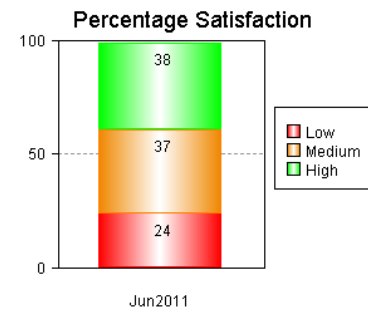
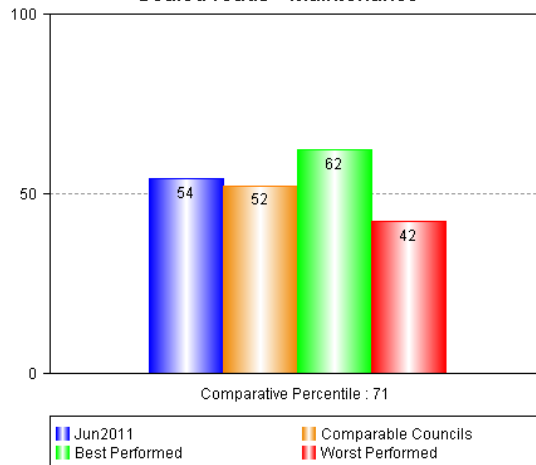
Youth services and facilities



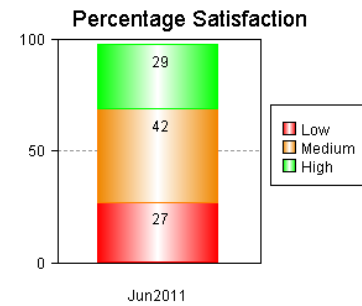
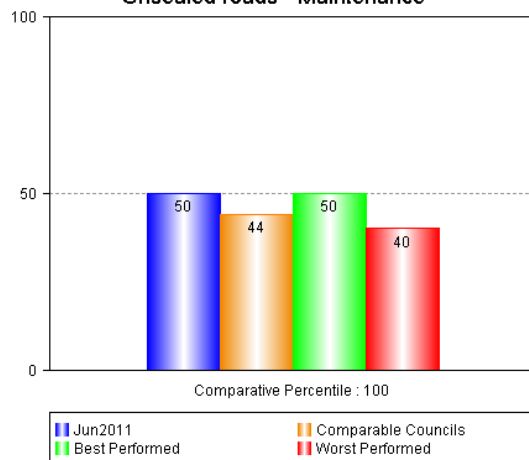
Cycleways - Provision



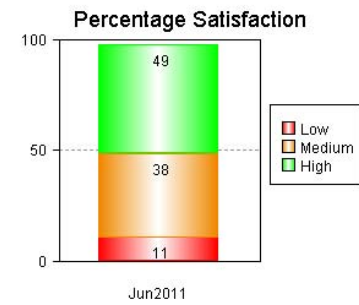
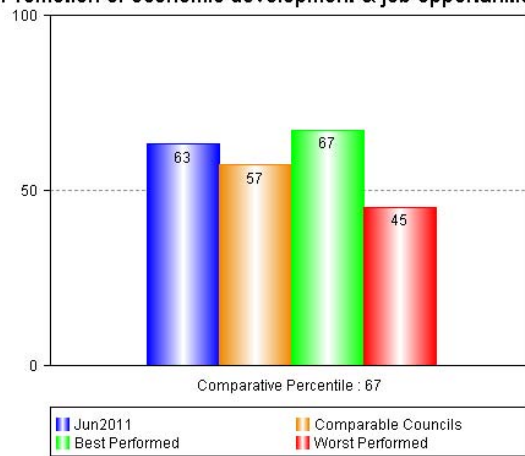
Sealed roads - Maintenance



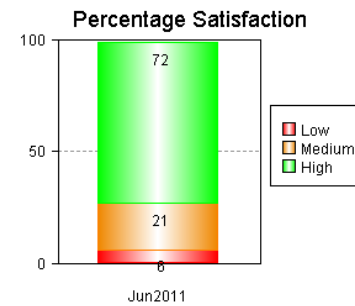
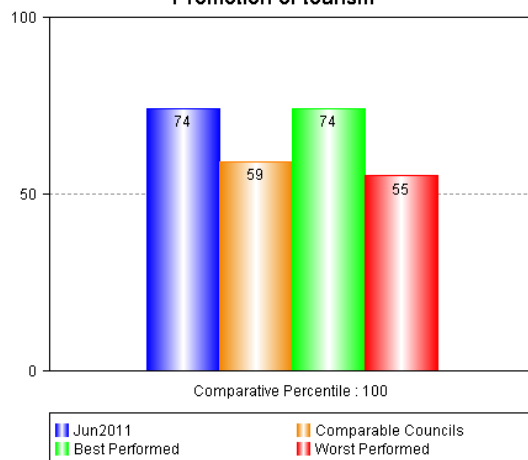
Unsealed roads - Maintenance



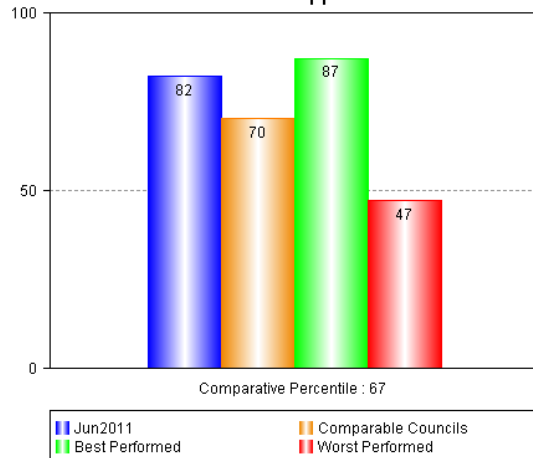
Promotion of economic development & job opportunities



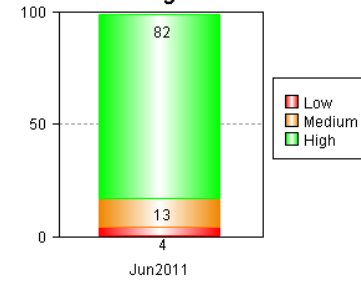
Promotion of tourism



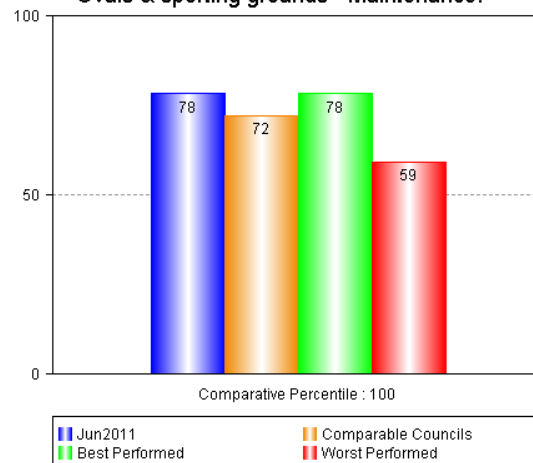
Town Centres - Appearance



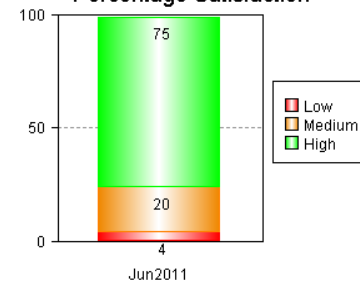
Percentage Satisfaction

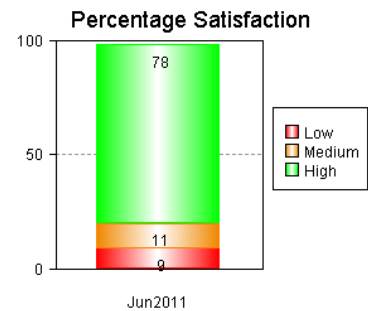
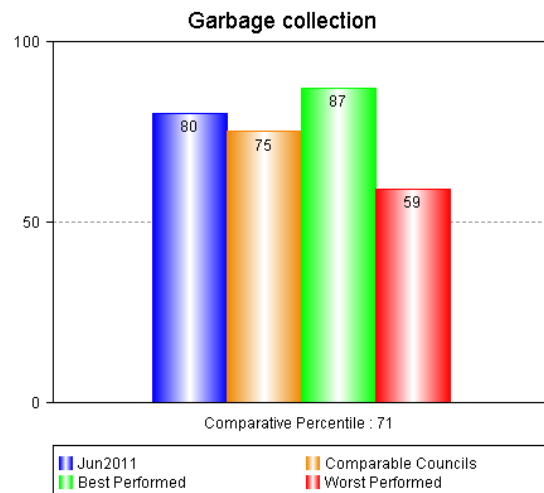
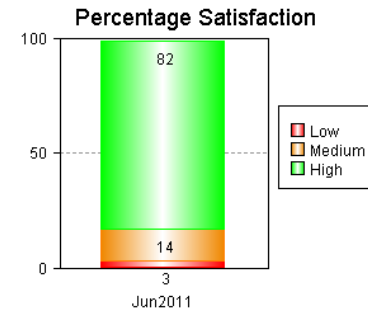
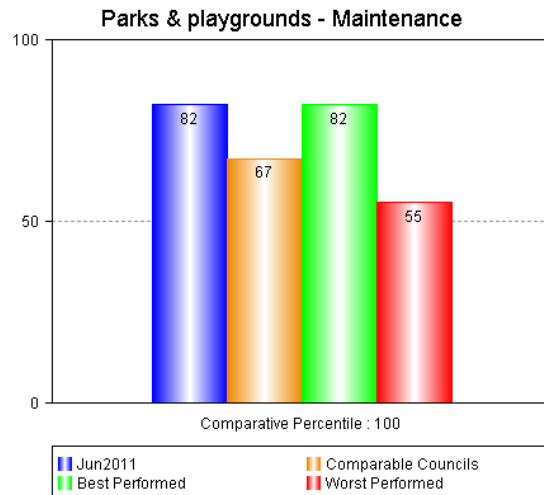


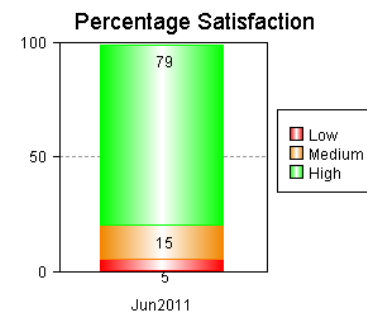
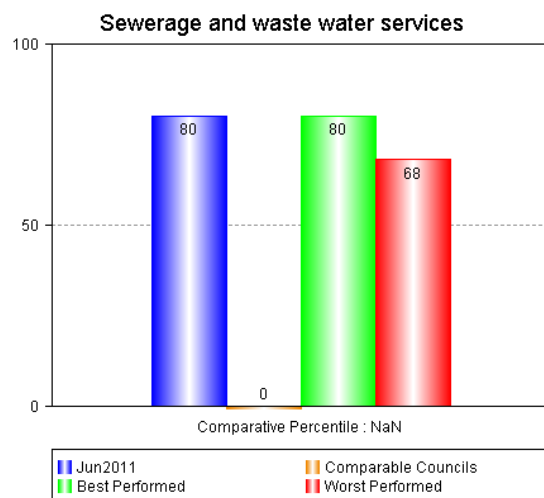
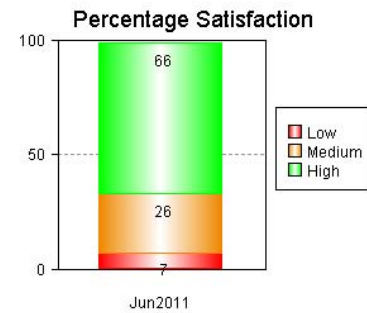
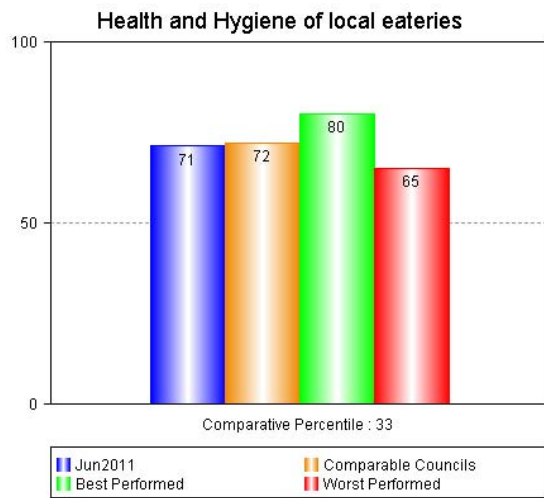
Ovals & sporting grounds - Maintenance.



Percentage Satisfaction











8.2 Anova – Satisfaction

Characteristic Sub-group	Gender		Age				Overall
	Male	Female	18 to 29	30 to 49	50 to 64	65+	
	Base						
Service / Facility	248	254	73	208	125	96	502
Maintaining town roads	3.37	3.45	2.85	3.46	3.39	3.75	3.37
Maintaining sealed rural roads	3.16	3.18	2.78	3.17	3.15	3.53	3.18
Maintaining unsealed rural roads	3.01	3.00	2.85	2.95	2.99	3.32	2.99
Waste collection	4.11	4.23	4.03	4.05	4.29	4.43	4.26
Repairs and maintenance of sewerage services	4.03	4.34	4.07	4.07	4.23	4.53	4.32
Appearance of towns and villages	4.17	4.34	4.04	4.20	4.35	4.43	4.34
Provision and Maintenance of Parks, Playgrounds and Reserves	4.16	4.39	4.16	4.17	4.36	4.49	4.29
Provision and Maintenance of Sporting Fields	3.98	4.22	3.90	4.09	4.12	4.22	4.13
The Recreation Centre (Pool - Stadium - Gymnasium)	4.15	4.34	4.07	4.25	4.19	4.51	4.26
Protection of heritage values and buildings	3.51	3.73	3.46	3.63	3.60	3.74	3.65
June Library services	4.14	4.47	3.88	4.33	4.42	4.52	4.38
Provision of services and facilities for older people	3.68	3.93	3.50	3.73	3.71	4.29	3.83
Provision of services and facilities for youth	3.18	3.09	3.08	3.01	3.10	3.59	3.09
Provision of community buildings and halls	3.49	3.58	3.52	3.50	3.49	3.72	3.54
Provision of bike tracks and walking paths	3.87	4.17	3.89	3.99	4.05	4.21	4.15
Food safety in local eateries and restaurants	3.76	3.92	3.86	3.68	3.91	4.11	3.88
Protection of wetlands, natural environment and wildlife	3.75	3.97	3.70	3.89	3.77	4.04	3.90
Town planning and timely processing of building applications	3.48	3.68	3.30	3.56	3.71	3.65	3.55
Promoting economic development	3.43	3.62	3.44	3.47	3.48	3.76	3.46
Promotion of tourism	3.85	4.07	3.74	3.89	3.94	4.32	3.97
Customer service provided to residents by Council staff	3.87	4.16	3.49	3.98	4.10	4.37	4.00
Informing the Community of Council decisions	3.39	3.75	3.22	3.52	3.59	3.91	3.55
Consulting with the community	3.32	3.54	3.29	3.36	3.41	3.73	3.43
Council Leadership and Advocacy	3.56	3.78	3.49	3.56	3.74	3.96	3.61

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

8.3 Anova – Importance

Characteristic Sub-group	Gender		Age				Overall
	Male	Female	18 to 29	30 to 49	50 to 64	65+	
	Base						
Service / Facility							
Maintaining town roads	4.34	4.59	4.62	4.47	4.36	4.45	4.48
Maintaining sealed rural roads	4.16	4.43	4.21	4.29	4.45	4.18	4.13
Maintaining unsealed rural roads	3.67	4.08	3.84	3.79	3.95	4.00	3.60
Waste collection	4.32	4.70	4.07	4.59	4.61	4.55	4.69
Repairs and maintenance of sewerage services	4.10	4.51	4.30	4.29	4.22	4.48	4.65
Appearance of towns and villages	4.42	4.64	4.20	4.49	4.65	4.70	4.59
Provision and Maintenance of Parks, Playgrounds and Reserves	4.37	4.62	4.08	4.55	4.54	4.63	4.54
Provision and Maintenance of Sporting Fields	4.27	4.24	3.97	4.38	4.20	4.24	4.32
The Recreation Centre (Pool - Stadium - Gymnasium)	4.04	4.37	3.94	4.24	4.23	4.33	4.35
Protection of heritage values and buildings	3.85	4.03	3.63	3.94	4.04	4.07	4.00
June Library services	3.88	4.35	3.56	4.12	4.23	4.43	4.28
Provision of services and facilities for older people	4.59	4.58	4.14	4.60	4.65	4.78	4.62
Provision of services and facilities for youth	4.40	4.58	4.33	4.62	4.36	4.53	4.55
Provision of community buildings and halls	3.97	4.07	3.78	4.06	4.09	4.06	4.04
Provision of bike tracks and walking paths	3.89	4.35	3.76	4.18	4.14	4.27	4.32
Food safety in local eateries and restaurants	4.28	4.63	4.50	4.36	4.49	4.59	4.49
Protection of wetlands, natural environment and wildlife	4.11	4.33	4.17	4.21	4.23	4.28	4.31
Town planning and timely processing of building applications	4.16	4.21	3.90	4.24	4.28	4.17	4.24
Promoting economic development	4.24	4.34	3.86	4.28	4.45	4.45	4.23
Promotion of tourism	4.43	4.59	4.31	4.45	4.62	4.67	4.56
Customer service provided to residents by Council staff	4.43	4.62	4.16	4.46	4.65	4.78	4.56
Informing the Community of Council decisions	4.56	4.67	4.36	4.65	4.64	4.67	4.64
Consulting with the community	4.56	4.71	4.57	4.65	4.65	4.64	4.64
Council Leadership and Advocacy	4.43	4.59	4.24	4.50	4.62	4.60	4.53

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

8.4 Anova – Overall satisfaction

Characteristic	Gender		Age				Overall
	Male	Female	18 to 29	30 to 49	50 to 64	65+	
Sub-group							
Base	248	254	73	208	125	96	502
Service / Facility							
Overall satisfaction	3.88	4.05	3.65	3.90	4.01	4.26	3.96



Cells with sig. higher scores relative to yellow cells.

Cells with sig. lower scores relative to green cells.