



Insight for
Business & Government

2016 Shoalhaven Community Survey

Management Report

Prepared for



Prepared by
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EXECUTIVE SUMMARY

This report presents the results of the Shoalhaven Council Community Survey, 2016. IRIS Research was commissioned by Council to conduct a comprehensive telephone-based survey among the area's residents. The survey sought a range of resident attitudes and opinions as input to Council's ongoing strategic planning and quality improvement process.

The 2016 survey was conducted on the IRIS Computer-Assisted Telephone Interviewing (CATI) system during the last week of June. A total of 401 interviews were conducted with residents from the Shoalhaven Local Government Area (LGA). To qualify for an interview, respondents had to have been a resident in the Council area for at least the last 6 months and aged 18 or older. The survey achieved a completion rate of 53%, which is considered a good response for a telephone survey of this type.

The main findings of the 2016 survey are summarised under the key report headings over the next few pages.

OVERALL SATISFACTION [PG. 7-10]

Overall, 87.0% of Shoalhaven residents recorded medium to high satisfaction with the performance of Council. This resulted in a medium level mean score of 3.43 out of 5. Those aged 18 to 29 years and those 65 years and older are significantly more satisfied with Council's overall performance than those aged between 30 and 64 years.

INDIVIDUAL COUNCIL SERVICES & FACILITIES – QUADRANT ANALYSIS [PG.31-36]

Overall, results from the quadrant analysis revealed that Council is providing many of the services and facilities rated as important by residents at a satisfactory level or above as summarised in table E.1. However, there are notable exceptions. As summarised in Table E.2, analysis of derived importance and satisfaction ratings for Council services and facilities revealed a number of priorities for improvement:

Table E.1 Services/facilities that are performing well

Service/Facility
➤ Council operates in an environmentally sustainable way
➤ Communicating Shoalhaven's positives
➤ Promotion of tourism
➤ Management of waterways and lagoons
➤ Maintenance of beaches
➤ Swimming pools
➤ Operation of sewerage and quality water

Table E.2 Priorities for improvement

Service/Facility
➤ Consultation with the community by Council
➤ Informing the community of Council decisions, activities and services
➤ Managing commercial development
➤ Council responsiveness to community needs
➤ Management of local flooding
➤ Sealed rural roads
➤ Partnerships with industry, government and business
➤ Information on Council services

➤ Unsealed rural roads
➤ Public toilets
➤ Provision of footpaths and walking paths
➤ Opportunities to participate in Council decision making processes
➤ Planning with the community for the future of the area

COMMUNITY SAFETY [PG.24]

67.2% of residents indicated that they felt very safe in their home during the day with only 1.1% indicating that they felt at all unsafe. In contrast, only 21.8% of residents indicated that they felt very safe walking around their town or village during the night.

Females felt less safe walking around their town/village both during the day and at night than males while those aged 65 years and older feel less safe less safe walking around their town/village both during the day and at night than other age groups.

CONTACT WITH COUNCIL [PG.37-41]

41% of residents recalled having contact with Council staff in the last 6 months with a further 25% indicating they had made contact more than 6 months ago. 10% of residents indicated that they had never had contact with Council staff.

53% of residents who recorded never having contact or can't recall said they would be confident in knowing who to contact if required. A telephone enquiry (37%) followed by a visit to a Council office (35%) were indicated as the means by which the last contact with Council was made.

86% of residents were moderately to highly satisfied with timeliness with which the staff responded to their request while 87% of residents indicated that they were moderately to highly satisfied with the overall performance of staff in dealing with their request.

THE AUSTRALIAN UNITY PERSONAL WELL-BEING INDEX [PG.42]

Normative data from the Australian Unity Wellbeing Index indicates that the average Personal Wellbeing Index for Australians is approximately 75. The desired outcome is above 75 and trending upward. Shoalhaven LGA's Personal Wellbeing Index was calculated as being 79.44 which is considered above average for Australian communities and is trending upwards.

LIBRARY SERVICES [PG.43-48]

43% of residents indicated that they had used Shoalhaven's library services in the last 12 months with 70% of those indicating that the purpose of their visit was to borrow books.

The primary reason listed for not using the Shoalhaven library service was No need or interest (23.3%), followed by WiFi at home (21.9%) and No time (17.8%).

When asked about their awareness of services or items provided by Shoalhaven Library, these non-users identified borrowing books (60%), WiFi/Internet access (26%) and borrowing DVD's (14%) as the ones they were most familiar with.

LAND USE PLANNING [PG.51-55]

38% of residents indicated that they were aware of land use projects or initiatives in the Shoalhaven area.

When asked to name any land use planning projects or initiatives, 11% of respondents were able to name any of those on the list, with 66% unable to name any and a further 22% naming something not on the list. 6% indicated that they had participated in a land use project or initiative.

62% of residents indicated that they were moderately to very satisfied with land use planning in the Shoalhaven area.

SHOALHAVEN ATTRACTIONS [PG.54-55]

When asked about their confidence in providing information to visitors about Shoalhaven attractions, a large majority (95%) of residents indicated that they were moderately to very confident that they could do so.

When asked about the most useful sources of information about Shoalhaven's attractions, 42% favoured a dedicated web page, 31% a booklet sent out with the rates and 24% a Facebook page.

1 INTRODUCTION

1.1 BACKGROUND

This study was commissioned by Shoalhaven Council with the intention of monitoring community satisfaction with the delivery of services provided by Council. The broad goal of the study was to measure Council's performance and provide up-to-date insights into perceptions of service delivery, as well as uncovering community issues of importance. The design used for this survey represents the specific needs of Shoalhaven management and permits examination in satisfaction in a number of service areas.

1.2 Study Objectives

The specific objectives for the Community Survey were to:

- Measure the satisfaction with services and facilities provided by Council;
- Measure overall satisfaction with the performance of Council along with positive and negative influences;
- Measure certain characteristics relating to resident contact with council;
- Measure the Australia unity personal well-being index;
- Measure perceived 'community safety' amongst Shoalhaven residents;
- Measure library usage and perceptions of the service;
- Measure awareness of and satisfaction with land use planning;
- Explore options for supplying information on attractions to tourists.

1.3 ATTITUDE MEASUREMENT

The two separate attitude scales used in this survey are shown below. They are used by survey respondents to rate satisfaction and safety. In the first section of the survey, a series of 39 Council services and facilities were read out to respondents. For each, respondents were asked to give a satisfaction rating. Results from these ratings form the basis of much of the analysis in this report.

Satisfaction scale	Safety scale
1 = Very Dissatisfied	1 = Very unsafe
2 ...	2 ...
3 ...	3 ...
4 ...	4 ...
5 = Very satisfied	5 = Very safe
6 = Can't say	6 = Can't say

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 coded as a non-response (i.e. 6 = 'Can't say/ Declined').

The Australian personal wellbeing Index was calculated by asking eight questions relating to various aspects of their life and personal circumstances using the 5 point satisfaction scale.

1.4 DERIVED IMPORTANCE

'Shapely Importance' regression analysis has been used to produce derived importance scores for each of the services/facilities for which satisfaction ratings were collected. Regression analysis gives each service/facility a score according to the contribution that that service/facility is deemed to have made to residents overall satisfaction with Council. The higher the score for a particular service/facility, the more likely it is that improving residents satisfaction with that service/facility will improve residents overall satisfaction with Council.

Derived importance allows Council to see a ranked list of services/facilities, with those at the top evaluated as having the biggest impact on overall satisfaction with Council. These derived importance scores have been used in the quadrant analysis to help identify areas in need of Council attention.

1.5 DATA ANALYSIS

Results have been presented in a standardised way in this report. Rating scale results have generally been presented in two basic forms. Firstly, 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. The mean score makes data interpretation considerably easier when comparing multiple services and facilities.

On the whole, a mean score is a good measure of the overall satisfaction or priorities measured in the sample group. However, two services with the same mean score could have vastly different dispersions of opinion, leading to a gap in any interpretation of results. This potential problem can be avoided by considering the frequency distribution tables presented in this report, which serve to highlight possible differences between seemingly similar mean scores.

Analysis of the survey results was carried out by IRIS using SPSS statistical analysis software and Q. Frequency counts, cross tabulations and charts have been used to present basic descriptive results in most sections of the report. Other statistical procedures were used to conduct significance tests. Where proportions have been reported for groups of respondents (e.g. males 65% vs. females 75%) Pearson's Chi-Square was the test statistic used to determine whether group results were indeed significantly different.

As figure 1.5.2 shows, mean scores are classified into high, medium or low using the following scale.

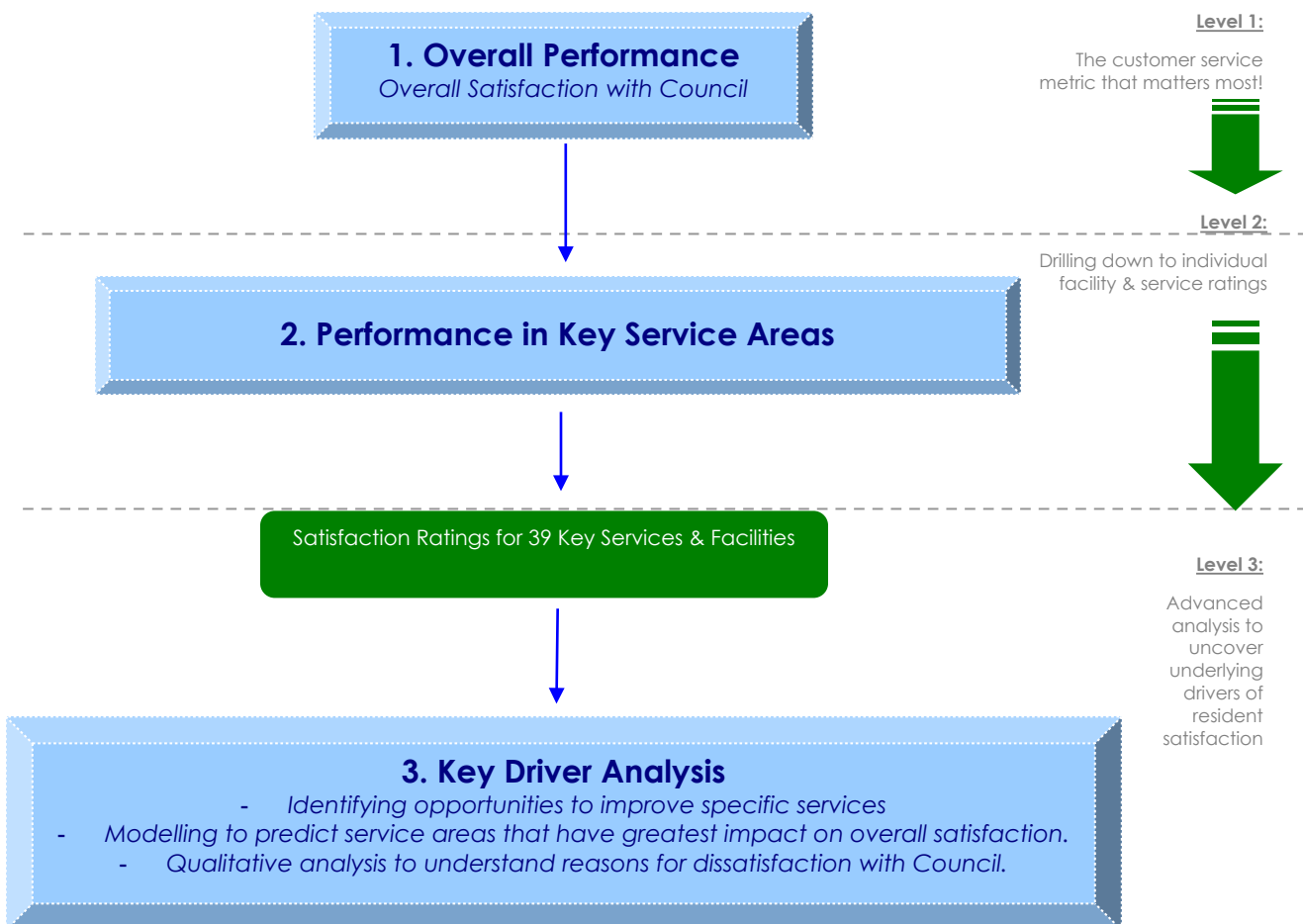
Table 1.5.2 Classification of mean scores

Scale type	Scale values		
	0-2.99	3-3.74	3.75-5
Satisfaction	Low	Medium	High

1.6 MEASURING PERCEPTIONS OF PERFORMANCE

To gain true insight into how Council is performing relative to resident expectations, the best approach is to use a “top down” analytical approach. As Figure 1.6.1 illustrates, the IRIS analytical framework is logical and sequential: first overall performance metrics (big picture); then specific aspects of Council performance in delivering key services (operational); and finally, advanced analytical techniques to uncover key drivers (diagnostic).

Figure 1.6.1 Performance Measurement – the IRIS Analytical Framework

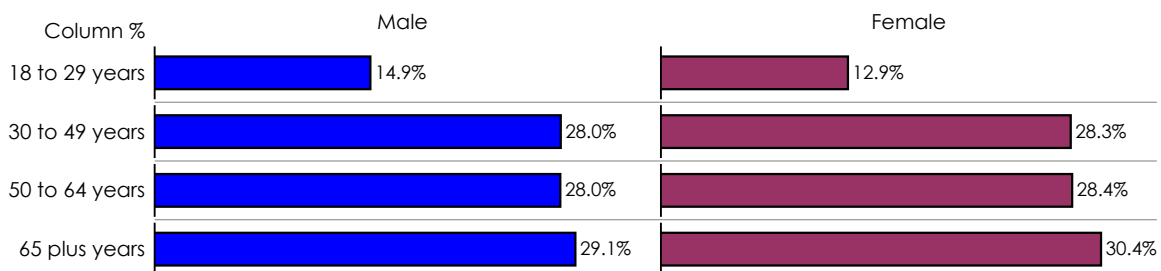


1.7 SURVEY RESPONSE

A total of 401 completed interviews were collected from a random sample of residents from throughout the Shoalhaven local government area. Strict sampling procedures ensured that characteristics of selected respondents mirrored those of the overall adult population of the area (based on Census data). Figure 1.7.1 provides an overview of the distribution of key respondent characteristics.

Figure 1.7.1 Sample Respondent Characteristics

Age by Sex:



Please refer to Appendix 1 for a detailed description of the survey methodology.

SURVEY RESULTS

2 OVERALL SATISFACTION

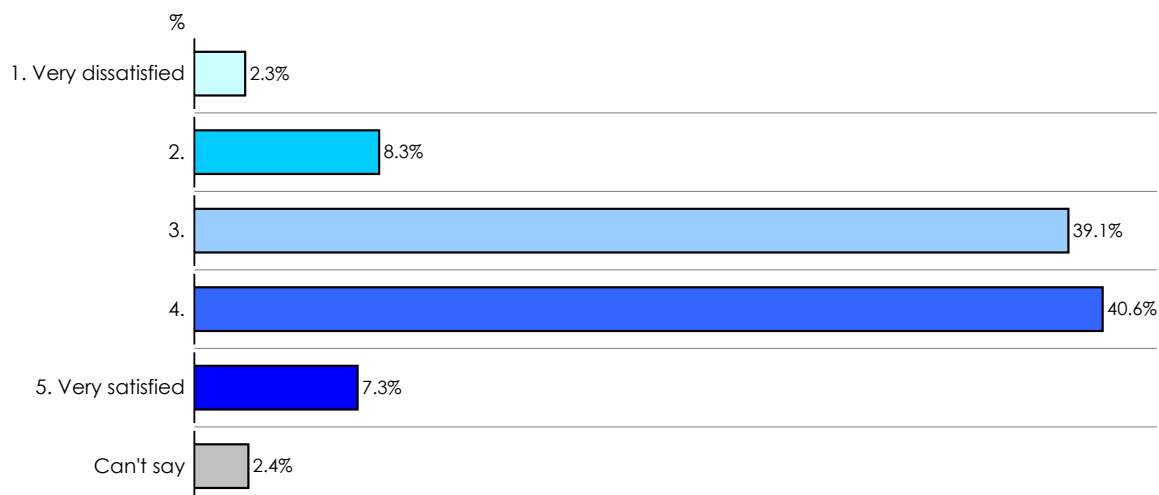
2.1 OVERALL SATISFACTION BY KEY CHARACTERISTICS

To gauge the overall performance of Council in providing services to residents, residents were asked to rate their level of satisfaction with Council's overall performance during the 12 month period preceding the survey.

How would you rate the overall performance of Shoalhaven City Council as an organisation over the past 12 months?

The results for this question are displayed in Figure 2.1.1, which shows the distribution of responses on the 5-point scale.

Figure 2.1.1 Distribution of Overall Satisfaction Ratings



Key findings:

- 87.0% of residents reported that they are moderately to highly satisfied with the overall performance of Council.
- This resulted in a medium level mean score of 3.43 out of 5.

Figure 2.1.2 Distribution of Overall Satisfaction Ratings by Sex

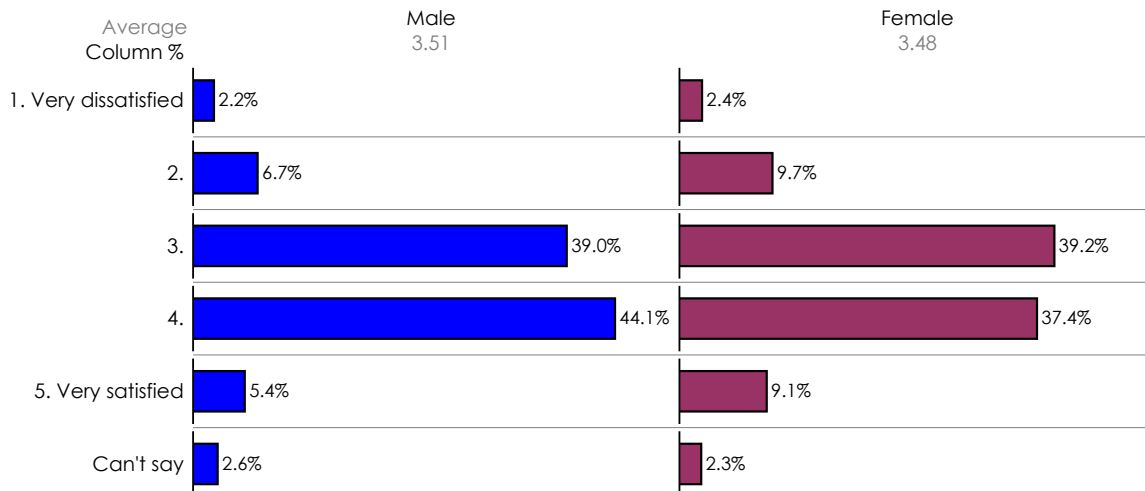
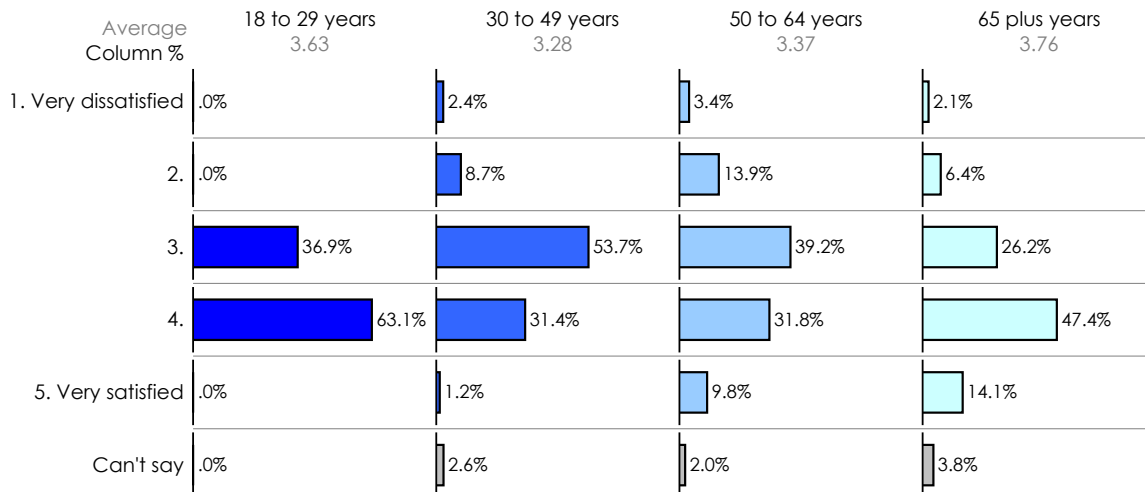


Figure 2.1.3 Distribution of Overall Satisfaction Ratings by Age



Key findings:

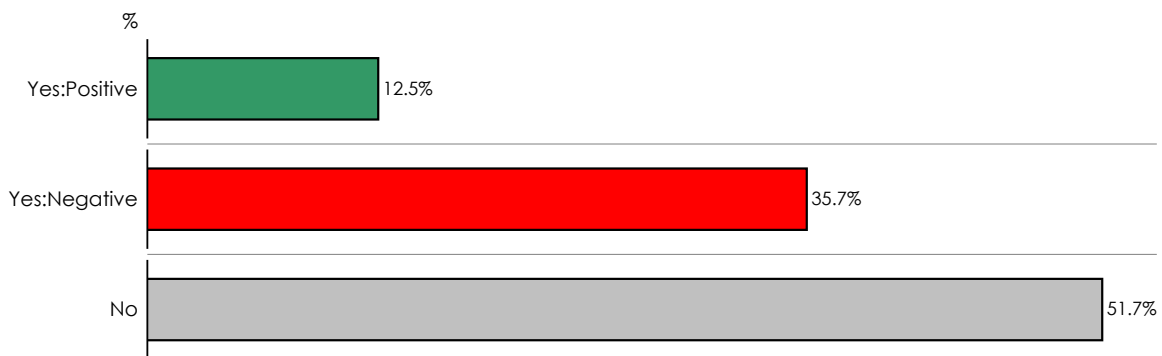
- Those aged 18 to 29 years and those 65 years and older are significantly more satisfied with Council's overall performance than those aged between 30 and 64 years.

2.2 ISSUES INFLUENCING OVERALL SATISFACTION RATINGS

In an effort to drill down to key issues influencing their overall satisfaction ratings, residents then were asked this follow-up question:

In giving your rating, has any issue strongly influenced your view, either in a positive or negative way? If Yes, what was the main influence?

Figure 2.2.1 Positive or Negative Influence on Satisfaction Rating



For the 189 respondents who stated that there was an issue, interviewers probed for detail about the specific issue of concern. Figure 2.2.3 provides a coded list of 'positive' issues and Figure 2.2.4 a coded list of 'negative' issues.

Figure 2.2.3 Positive – Issues Identified (n=51)

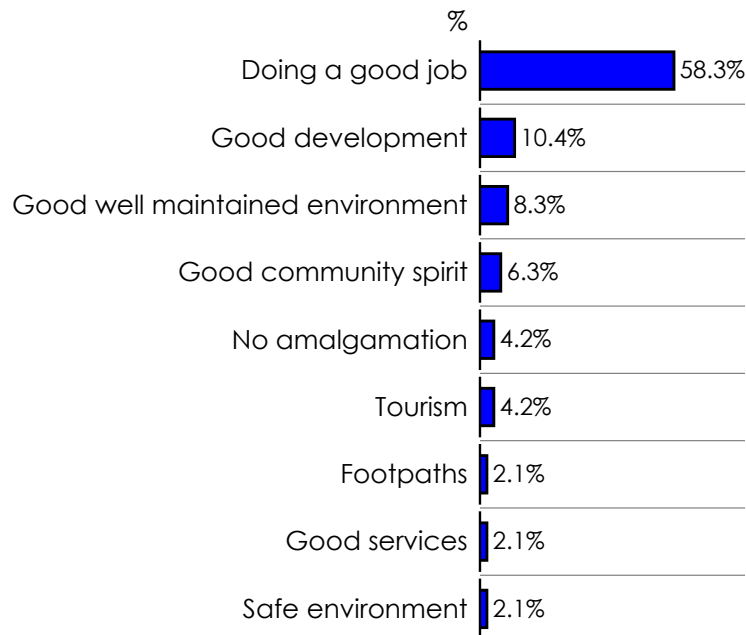
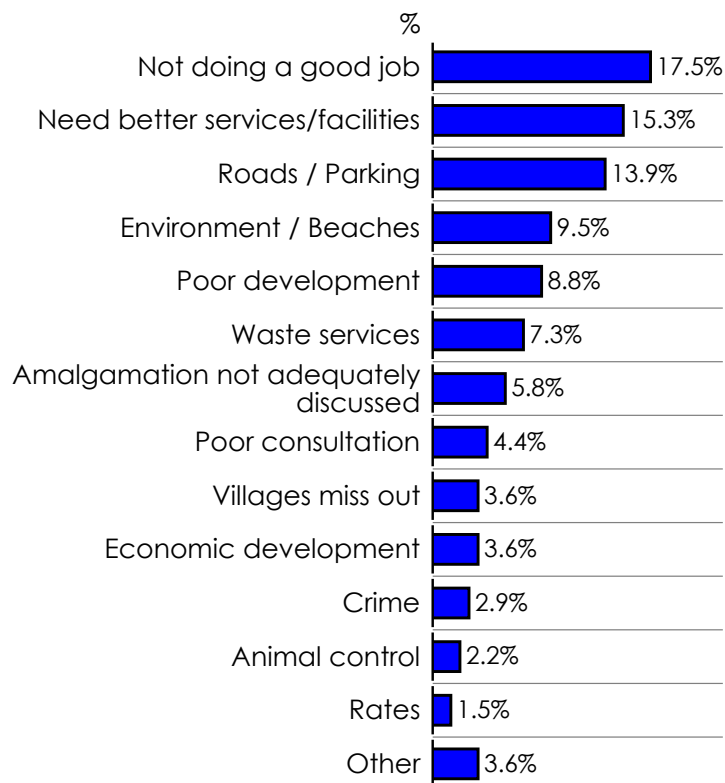


Figure 2.2.4 Negative - Issues Identified (n=138)



3 KEY SERVICE AREAS - SATISFACTION

This section presents the results for Question 1 in the survey (see questionnaire in Appendix 3), which asked respondents to rate the satisfaction of 49 key services and facilities provided by Shoalhaven Council. Services and facilities were grouped under headings relating to key result areas, which were derived in survey planning sessions held between Council management and IRIS. In all, there were five key result areas identified:

1. **Place** (e.g. bring CBD's alive and activate our waterfronts, build new road and footpath connections)
2. **People** (e.g. engage the Shoalhaven community in all we do, a safe and caring community)
3. **Prosperity** (e.g. make Shoalhaven a 'destination' for tourists, business and events, partner with industry, government and business)
4. **Leadership** (e.g. transform the organisation to 'can do', be excellent at customer services)
5. **Governance** (e.g. deliver sustainable services, continuously improve and cut red tape)

Ratings have been analysed at three levels: a) at the broad key result area level, as displayed above, b) at the key priorities and Council functions level; & c) at the individual service or facility level. At the broader level, composite scores have been derived for each key result area by calculating the mean score for all services and facilities rated under that heading.

Section 3 presents the results in terms of the resident satisfaction with the provision of these services and facilities while section 4 attempts to prioritise these services and facilities, giving Council actionable information that can be used to allocate resources and make informed policy decisions.

3.1 KEY SERVICE AREAS - COMPARISON

Residents were asked to rate their satisfaction with each of the 39 council services and facilities on a scale of 1 to 5 where 1 = 'very dissatisfied' and 5 = 'very satisfied'. Table 3.1.1 provides a summary of the principal service areas.

Table 3.1.1 Satisfaction with key result areas

Principal service area (rank order)	Mean score out of 5	Mean score out of 5	Mean score out of 5
	2014	2015	2016
People	3.69	3.59	3.64
Governance	3.27	3.39	3.42
Prosperity	3.19	3.33	3.35
Leadership	3.13	3.57	3.64
Place	3.08	3.13	3.19

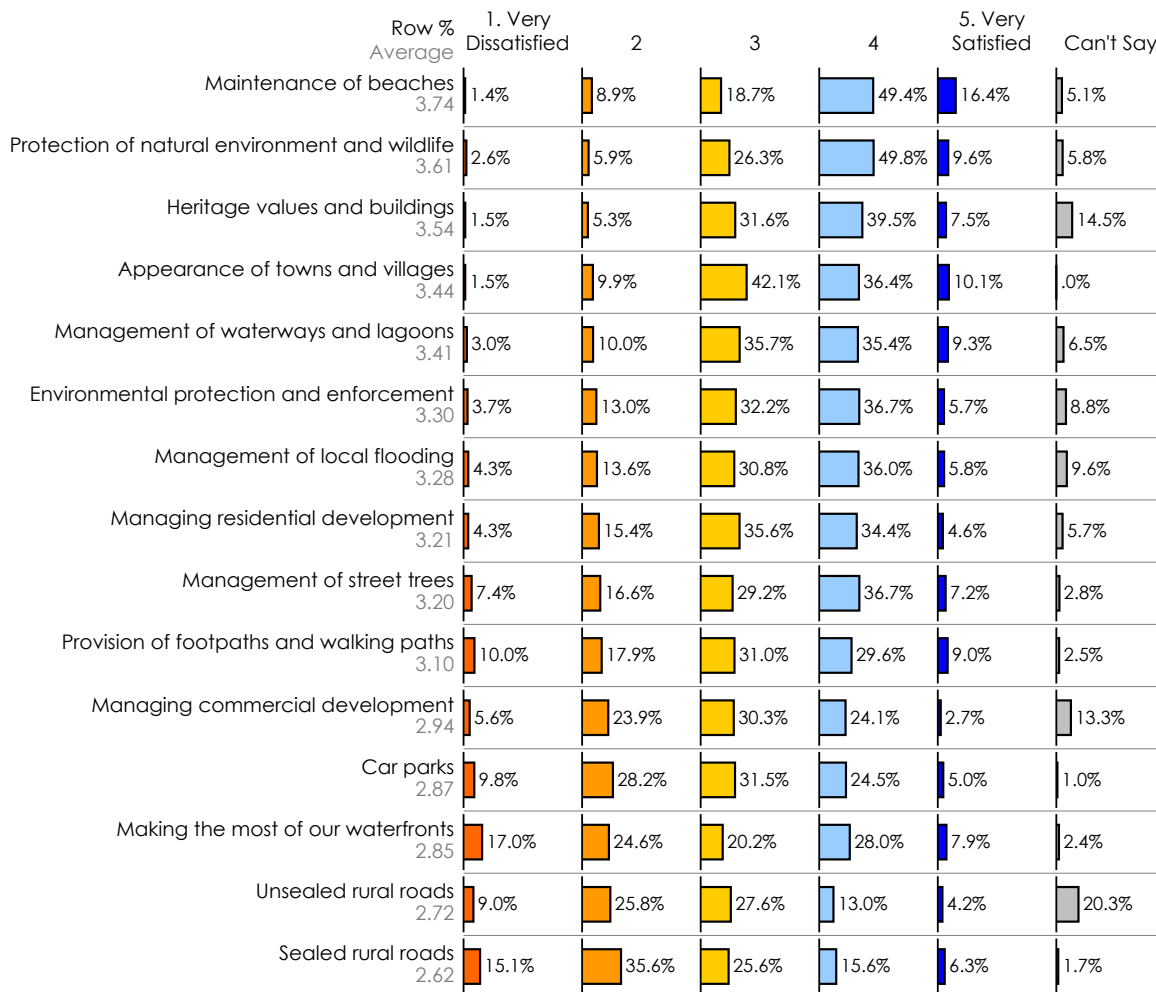
Key findings:

- As in 2014 and 2015 'People' was the key service area where residents recorded the highest level of satisfaction, with a medium level mean score of 3.64 out of 5. It has been joined at the top this year by 'Leadership' also with 3.64 out of 5.
- There were no statistically significant change from 2015.

3.2 KEY SERVICE AREA - PLACE

Individual services and facilities are broken up into their respective key priorities and council functions for in-depth examination.

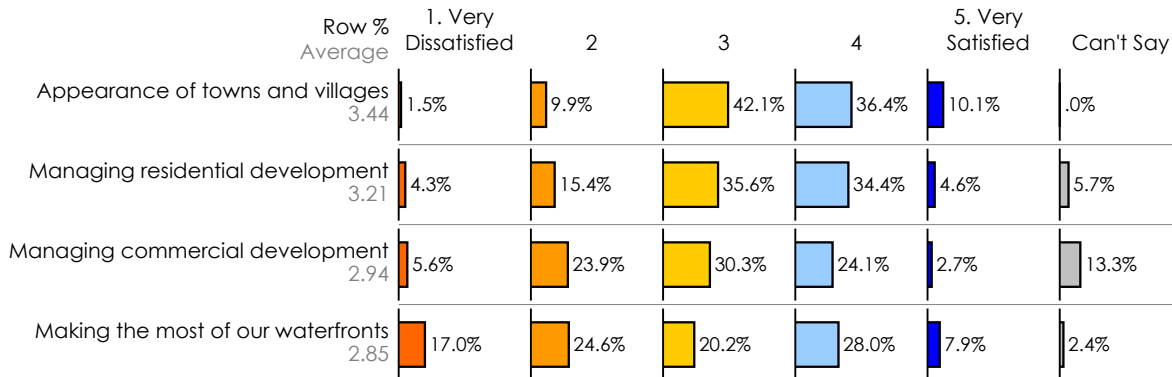
Figure 3.2.1 Key Service Area - Place



Key findings:

- Maintenance of beaches (mean score of 3.74 out of 5), heritage values and buildings (3.54) and the protection of natural environment and wildlife (3.61) were the areas where residents expressed the most satisfaction. These are all medium level satisfaction ratings.
- Several service areas registered low satisfaction ratings: Sealed rural roads (mean score 2.62 out of 5), Unsealed rural roads (2.72), Making the most of waterways (2.85), Car parks (2.87) and Managing commercial development (2.94).

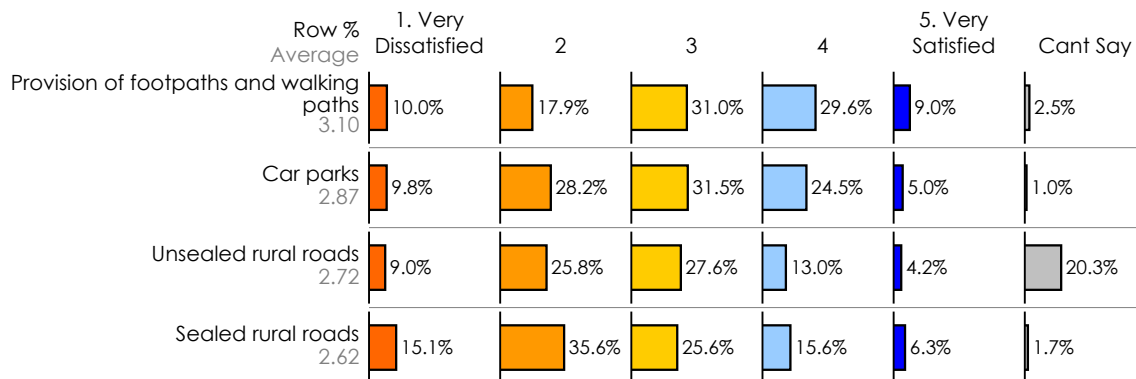
Figure 3.2.2 Place - Bring CBD's alive and activate our waterfronts



Key findings:

- Appearance of towns and villages (mean score of 3.44 out of 5) and Managing residential development (3.21) and recorded medium level satisfaction scores.
- Satisfaction with Managing commercial development (2.94) and Making the most of our waterfronts (2.85) recorded low range satisfaction scores.

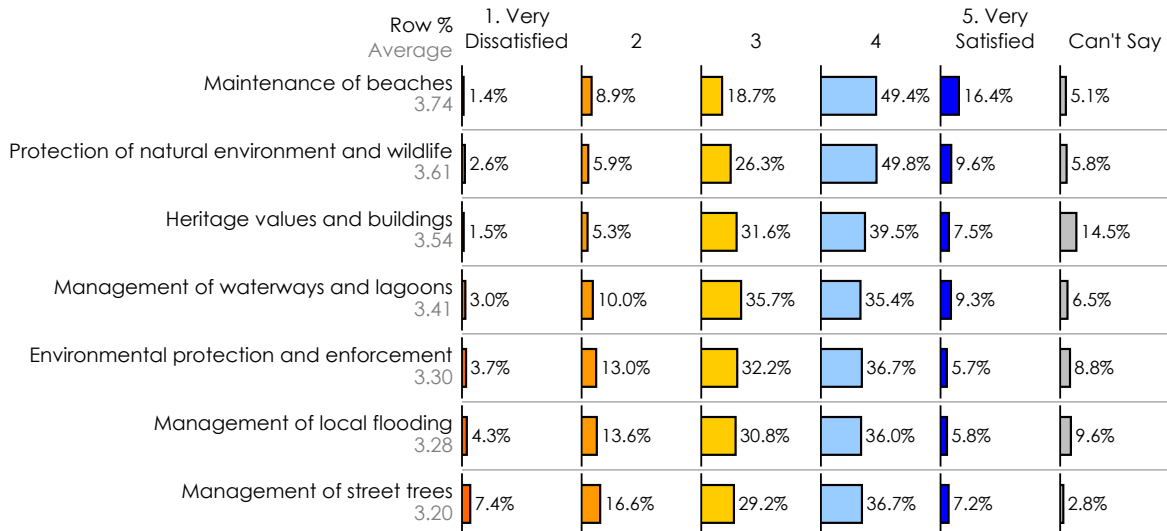
Figure 3.2.3 Place - Building new road and footpath connections



Key findings:

- Provision of footpaths and walking paths (3.10) recorded a medium level satisfaction score (mean score between 3.0 and 3.74) while the other three services in this category fell into the low satisfaction category with mean scores below 3.0 out of 5.

Figure 3.2.4 Place - Showcase our unique environment



Key findings:

- All seven services in this group were given a medium level satisfaction rating by residents with mean scores between 3.20 and 3.74 out of 5 although Maintenance of beaches (3.74) is right on the cusp of a high (3.75 and above) satisfaction rating.

Table 3.2.1 Place – Comparisons to 2014 and 2015

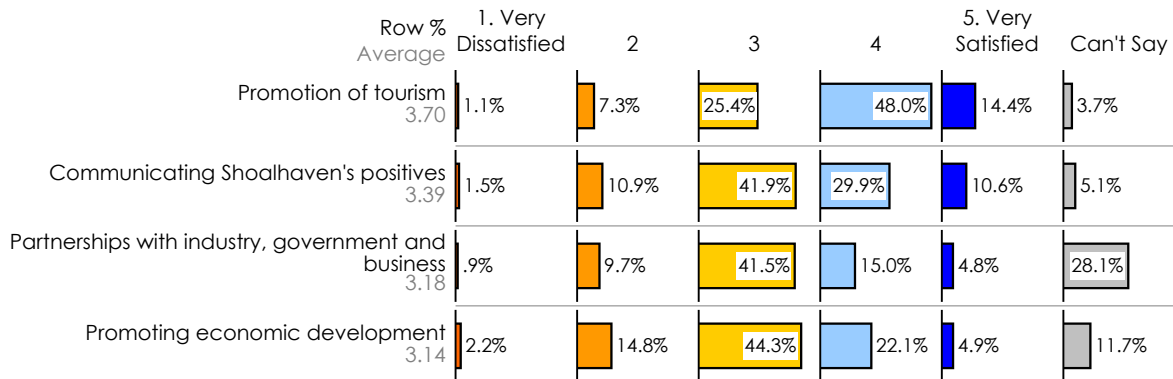
Place	2014	2015	2016
Maintenance of beaches	3.59	3.67	3.74
Protection of natural environment and wildlife	3.49	3.59	3.61
Heritage values and buildings	3.47	3.60	3.54
Appearance of towns and villages	3.37	3.39	3.44
Management of waterways and lagoons	3.17	3.37	3.41
Environmental protection and enforcement	3.27	3.29	3.30
Management of local flooding	3.21	3.25	3.28
Managing residential development	3.16	3.28	3.21
Management of street trees	3.06	3.18	3.20
Provision of footpaths and walking paths	2.82	2.82	3.10
Managing commercial development	2.85	3.05	2.94
Car parks	2.69	2.67	2.87
Making the most of our waterfronts	2.89	2.98	2.85
Unsealed rural roads	2.54	2.44	2.72
Sealed rural roads	2.51	2.48	2.62

Key findings:

- Both Car parks and Unsealed rural roads showed statistically significant improvements on their 2015 mean scores and across the board results are trending upward since the 2014 measure.

3.3 KEY SERVICE AREA - PROSPERITY

Figure 3.3.1 Individual key service areas - Prosperity



Key findings – Prosperity:

- All four services in this category recorded medium level satisfaction ratings with scores ranging from 3.14 to 3.70 out of 5.

Table 3.3.2 Prosperity – Comparisons to 2014 and 2015

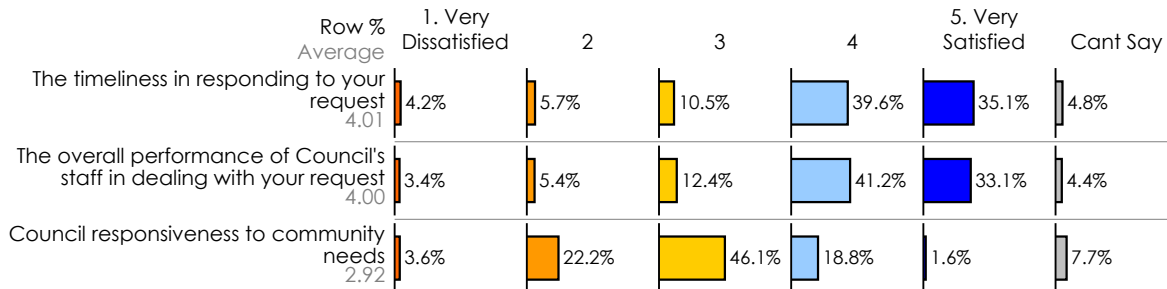
Prosperity	2014	2015	2016
Promotion of tourism	3.53	3.70	3.70
Communicating Shoalhaven's positives	3.17	3.27	3.39
Partnerships with industry, government and business	3.06	3.15	3.18
Promoting economic development	2.98	3.03	3.14

Key findings:

- There is no statistically significant change in the satisfaction ratings for these four services between 2014 and 2015 although all of the scores are continuing to trend up from the 2014 measure.

3.4 KEY SERVICE AREA - LEADERSHIP

Figure 3.4.1 Individual key service areas – Leadership



Key findings:

- Both the staff related services, The overall performance of Council staff in dealing with your request (mean 4.00) and The timeliness in responding to your request (4.01) and are results in the high satisfaction range.
- Council responsiveness to community needs (2.92) remains in low satisfaction range.

Table 3.4.1 Leadership – Comparisons to 2014 and 2015

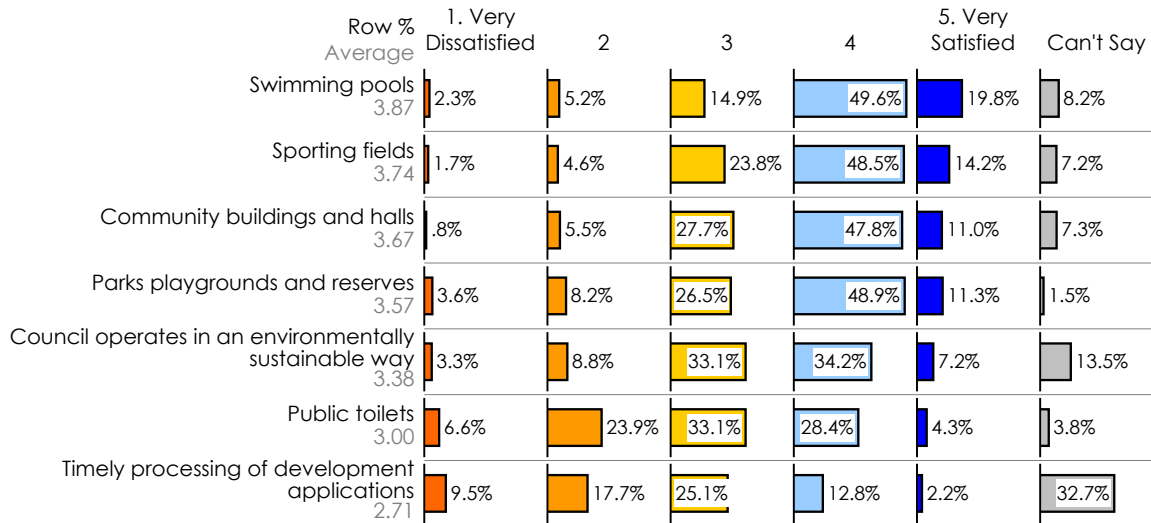
Leadership	2014	2015	2016
Timeliness in responding to your request	3.89	4.21	4.01
Overall performance of Council's staff in dealing with your request	3.86	4.19	4.00
Council responsiveness to community needs	2.75	2.90	2.92

Key findings:

- Timeliness in responding to your request (4.01) is statistically significantly lower than the 2015 result of 4.21 but is still well within the high satisfaction range.

3.5 KEY SERVICE AREA - GOVERNANCE

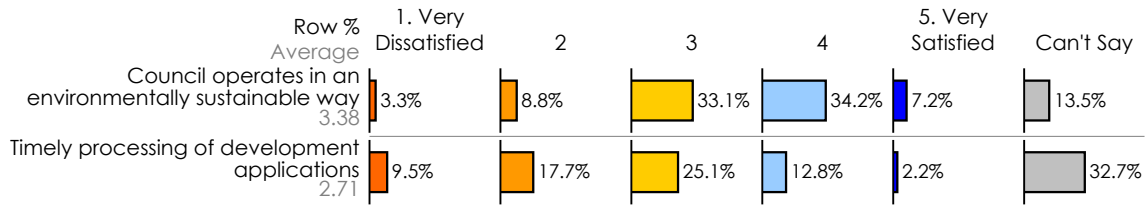
Figure 3.5.1 Individual key service areas - Governance



Key findings:

- Swimming pools (3.87) has climbed in the high satisfaction range (scores of 3.75 and above) while Timely processing of development applications (2.71) remains in the low range (scores of 2.99 and lower).
- The other five services in the category are in the medium satisfaction range with scores ranging from 3.74 to 3.00.

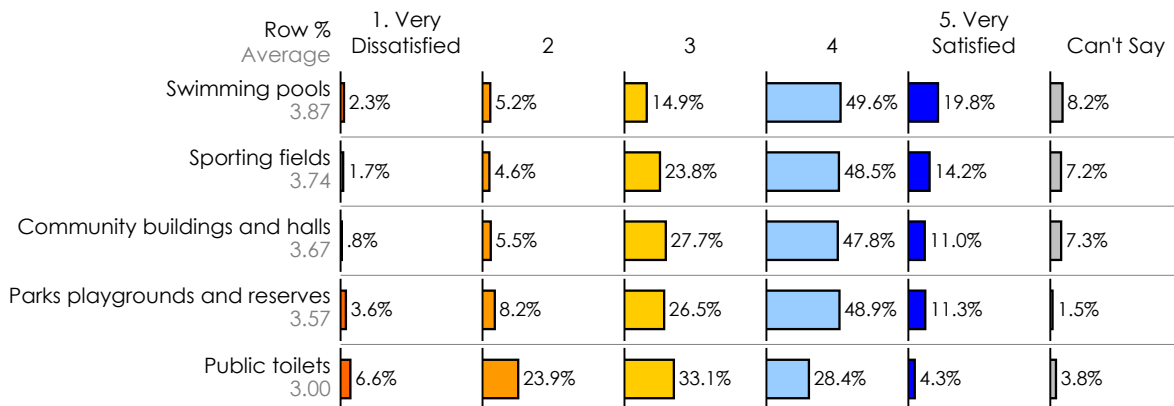
Figure 3.5.2 Governance - Deliver sustainable services and cut red tape



Key findings:

- A medium level satisfaction score has been achieved by the service, Council operates in an environmentally sustainable way (3.38 out of 5).
- Timely processing of development applications (2.71) remains in the low range (scores of 2.99 and lower).

Figure 3.5.3 Governance - Maintain our infrastructure



Key findings:

- Four of the services in this category have achieved mean satisfaction scores at the higher end of the medium range with mean scores between 3.00 and 3.74 out of 5.
- At the top end of the category, Swimming pools (3.87 out of 5), has climbed into the high satisfaction band with a score above 3.75 out of 5.

Table 3.5.1 Governance – Comparisons with 2014 and 2015

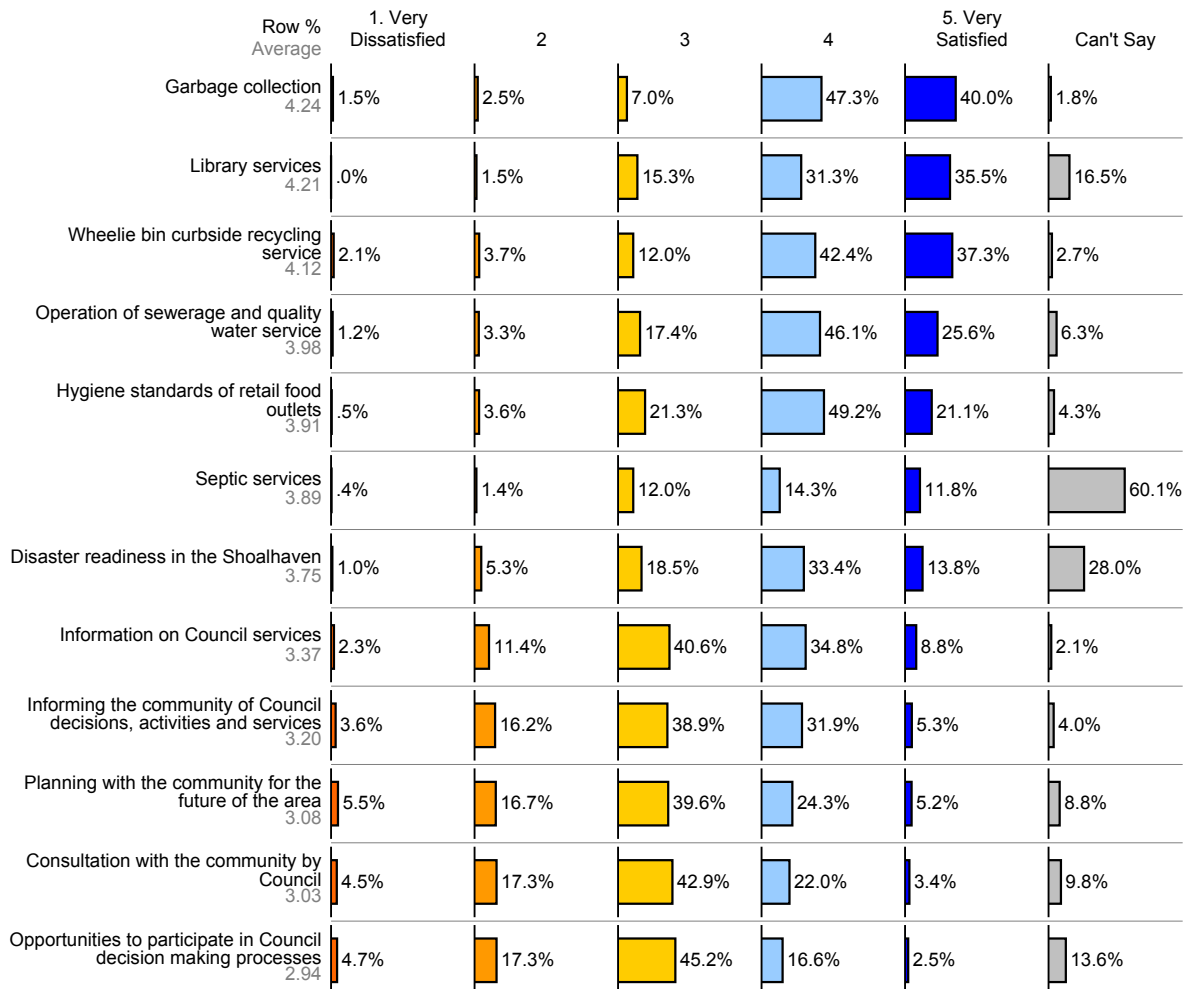
Governance	2014	2015	2016
Swimming pools	3.33	3.49	3.87
Sporting fields	3.62	3.69	3.74
Community buildings and halls	3.52	3.63	3.67
Parks playgrounds and reserves	3.45	3.52	3.57
Council operates in an environmentally sustainable way	3.18	3.44	3.38
Public toilets	2.83	2.88	3.00
Timely processing of development applications	2.77	2.97	2.71

Key findings:

- Swimming pools has recorded a statistically significant increases in resident satisfaction when compared to 2015.
- Timely processing of development applications has recorded a statistically significant drop since 2015 but is on par with the 2014 result.

3.6 KEY SERVICE AREA - PEOPLE

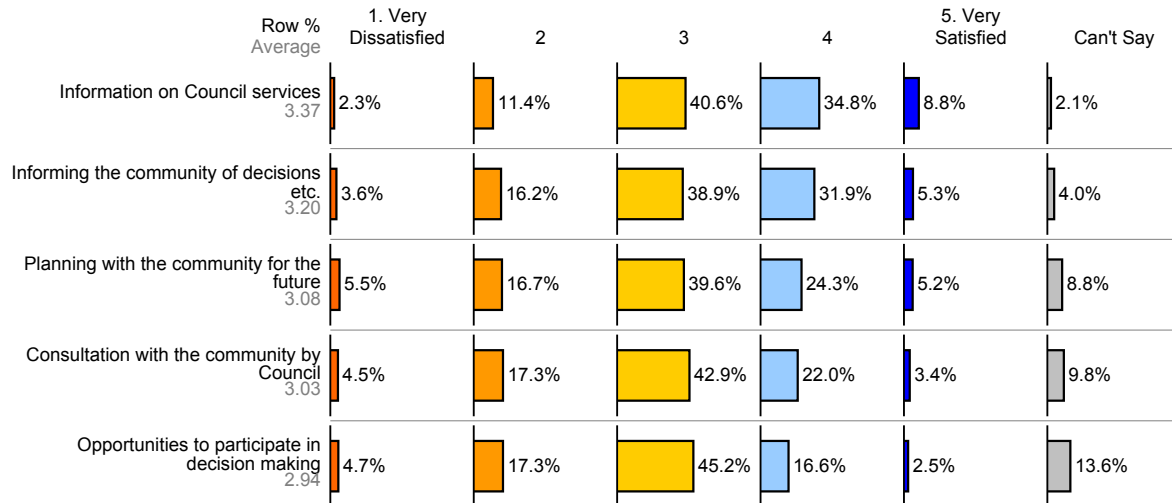
Figure 3.6.1 Individual key service areas - People



Key findings:

- Garbage collection (mean score 4.24 out of 5), Library services (4.21), Wheelie bin recycling service (4.12), Operation of sewerage and quality water service (3.89), Hygiene standards of retail food outlets (3.91), Septic services (3.89) and Disaster readiness in the Shoalhaven (3.75) have all been rated in the high (3.75 or above) satisfaction range by residents.
- Only Opportunities to participate in Council decision making processes (mean score 2.94 out of 5) was rated in the low satisfaction range.

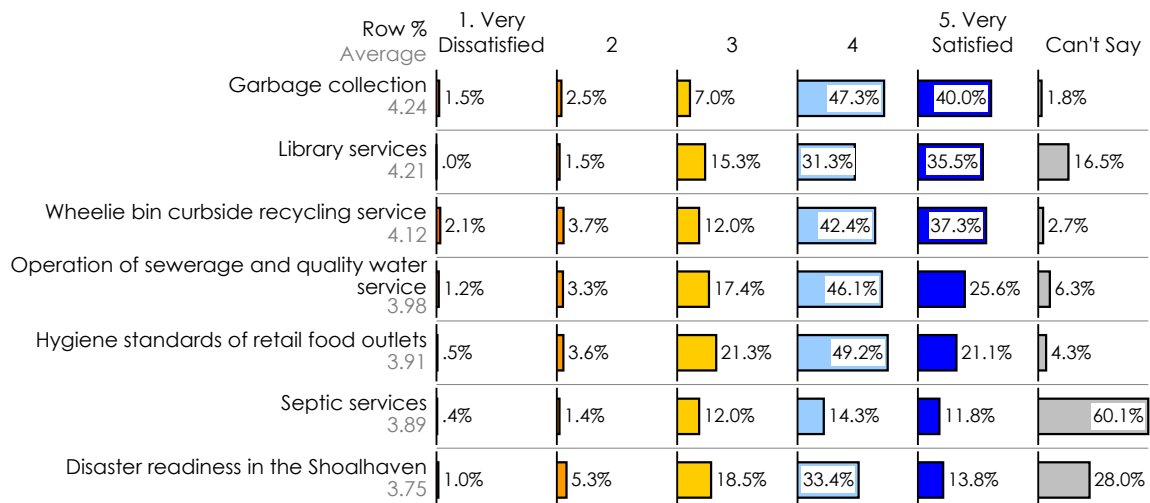
Figure 3.6.2 People - Engage the Shoalhaven community in all we do



Key findings:

- Four of the five services in this group have scored in the medium satisfaction range with scores from 3.03 to 3.37 out of 5.

Figure 3.6.3 People - A safe and caring community



Key findings:

- All services in this area have scored highly, with all mean scores in the high satisfaction range of 3.75 or above.

Table 3.6.1 People – Comparison to 2014 and 2015

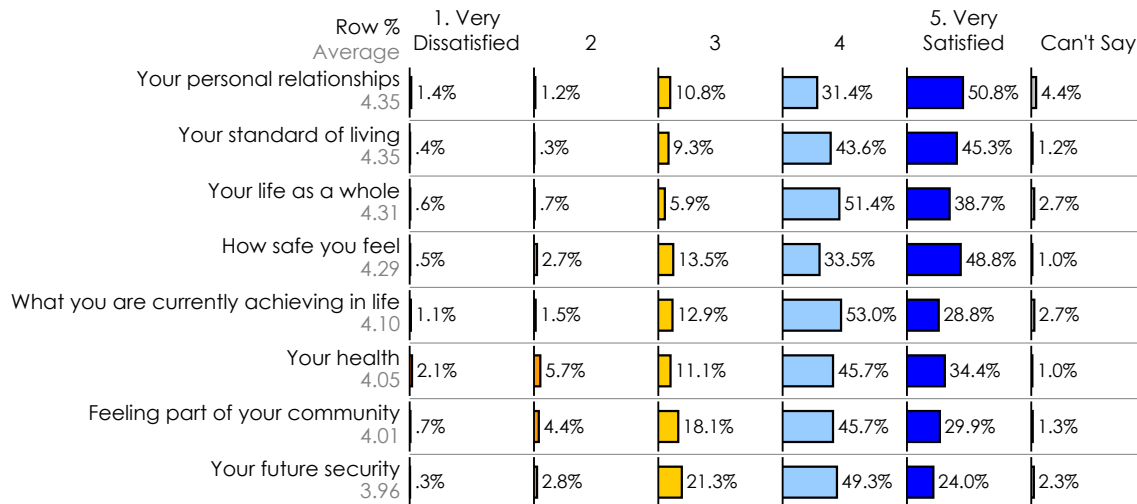
People	2014	2015	2016
Garbage collection	4.06	3.99	4.24
Library services	4.16	4.22	4.21
Wheelie bin curbside recycling service	4.09	4.03	4.12
Operation of sewerage and quality water service	3.85	3.89	3.98
Hygiene standards of retail food outlets	3.59	3.73	3.91
Septic services	3.66	3.77	3.89
Disaster readiness in the Shoalhaven	3.79	3.68	3.75
Information on Council services	3.37	3.49	3.37
Informing the community of Council decisions, activities and services	3.06	3.24	3.20
Planning with the community for the future of the area	2.91	3.07	3.08
Consultation with the community by Council	2.82	3.10	3.03
Opportunities to participate in council decision making processes		2.98	2.94

Key findings:

- Most services in the area remained statistically equivalent to their 2015 results. All are at least on par with the 2014 results with most showing a continuing upward trend.
- Garbage collection (4.24) is statistically significantly higher than the 2015 result (3.99).

Still under the principal area of 'people', respondents were asked a number of questions relating to 'aspects of life' in order to measure personal wellbeing and health of local residents.

Figure 3.6.4 Personal well-being/health – People



Key findings:

- All eight of the aspects reported in this block fall into the high satisfaction category with mean scores ranging from 3.96 to 4.35 or of 5.

Table 3.6.2 People – Aspects of Life– Comparison to 2014 and 2015

Personal Well-being	2014	2015	2016
Your personal relationships	4.32	4.33	4.35
Your standard of living	4.22	4.31	4.35
Your life as a whole	4.21	4.26	4.31
How safe you feel	4.16	4.16	4.29
What you are currently achieving in life	3.97	3.98	4.10
Your health	3.96	4.01	4.05
Feeling part of your community	3.92	4.03	4.01
Your future security	3.85	3.91	3.96

Key findings:

- There is no significant statistical difference between the measures recorded in 2015 and the results from this latest wave but all are on par or showing an upward trend since 2014.

Still under the principal area of 'people', respondents were asked the following question and presented with four attitude statements:

"Now I want to ask you a number of questions about your perceptions of your neighbourhood and the town or village where you live

on a scale of 1 to 5, where 1 is very unsafe and 5 is very safe do you feel ...

Figure 3.6.5 Community Safety - People

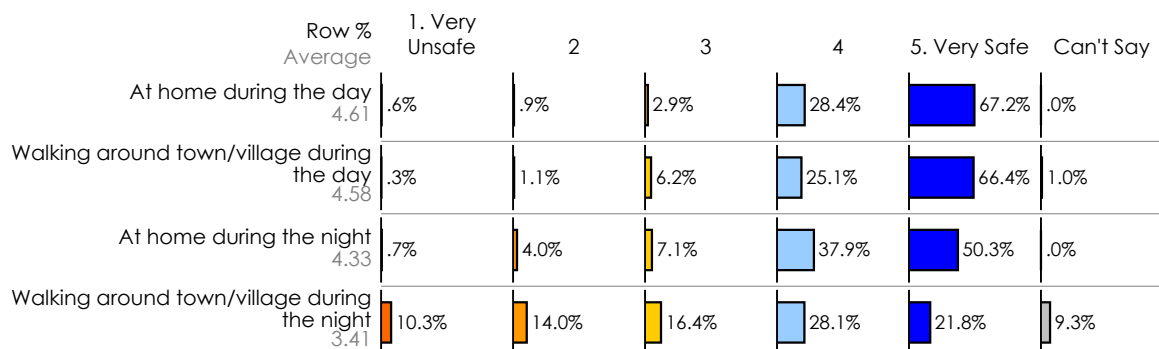


Figure 3.6.6 Community Safety by Gender - People

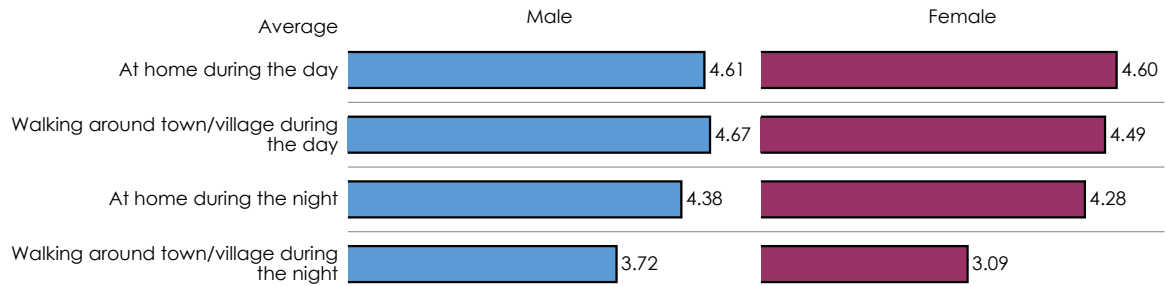
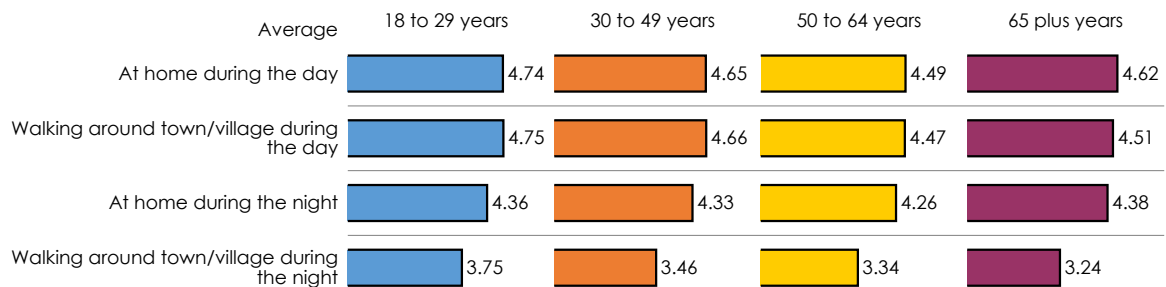


Figure 3.6.7 Community Safety by Age - People



Key findings:

- Residents reported feeling safer in their homes than walking around their town/village.
- Residents reported feeling least safe walking around their town/village at night.
- Females feel less safe walking around their town/village both during the day and at night than males.
- Those aged 65 years and older feel less safe walking around their town/village both during the day and at night than other age groups.

3.7 REASONS FOR DISSATISFACTION WITH SELECTED SERVICES/FACILITIES

For a selection of services/facilities where respondents indicated that they were dissatisfied, they were asked to identify the reasons for their dissatisfaction. The results of this further probing are presented below.

Note: Because the number of respondents for these questions is relatively small, the counts are displayed as respondent numbers and not percentages.

Figure 3.7.1 Appearance of towns and villages (n=6)

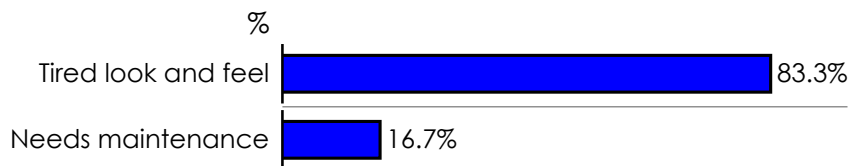


Figure 3.7.2 Managing residential development (n=8)

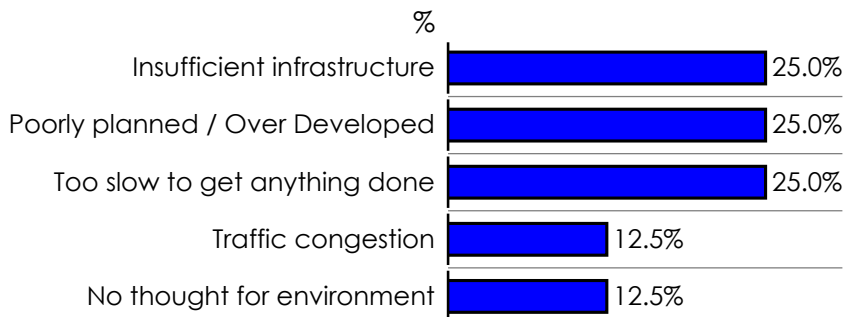


Figure 3.7.3 Making the most of our waterfronts (n=31)

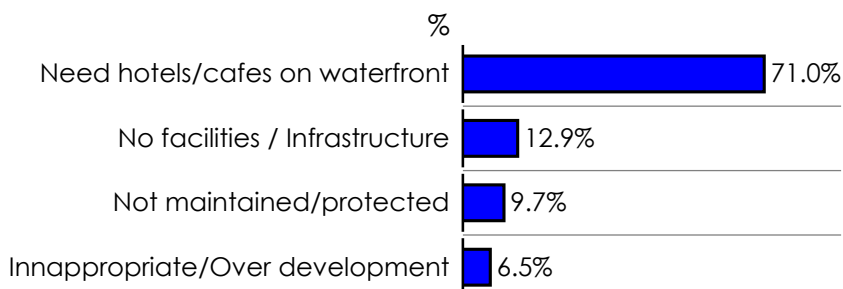


Figure 3.7.4 Sealed rural roads (n=35)



Figure 3.7.5 Unsealed rural roads (n=20)

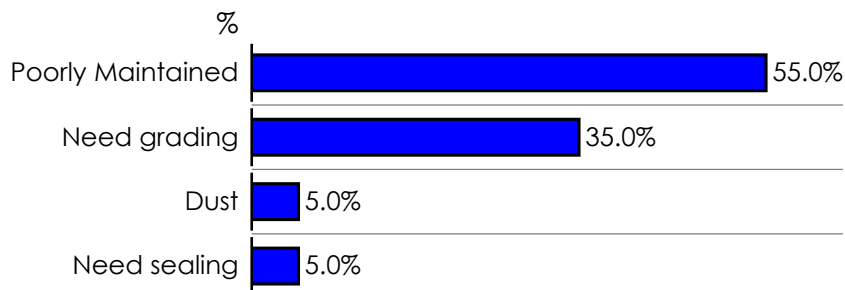


Figure 3.7.6 Provision of footpaths and walking paths (n=24)

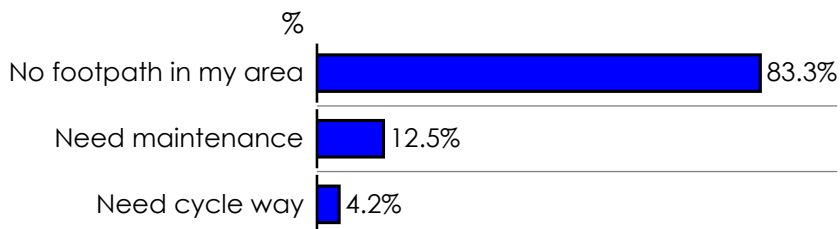


Figure 3.7.7 Environmental protection and enforcement (n=8)

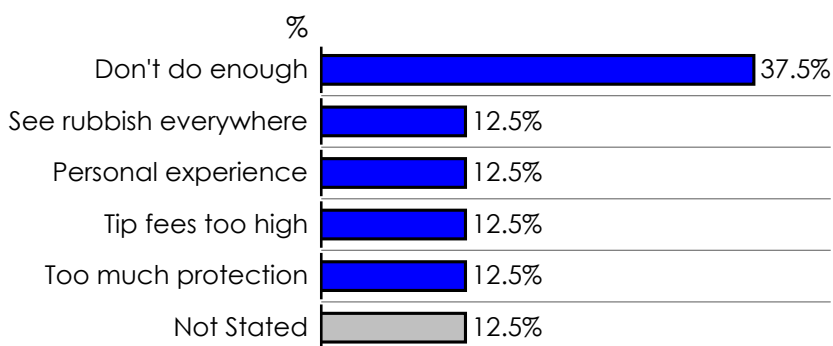


Figure 3.7.8 Management of waterways and lagoons (n=6)

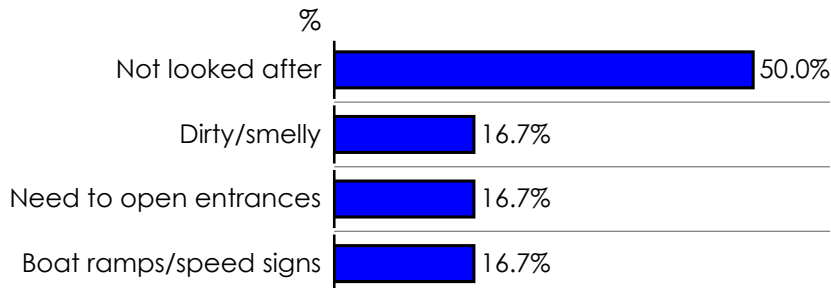


Figure 3.7.9 Management of street trees (n=15)

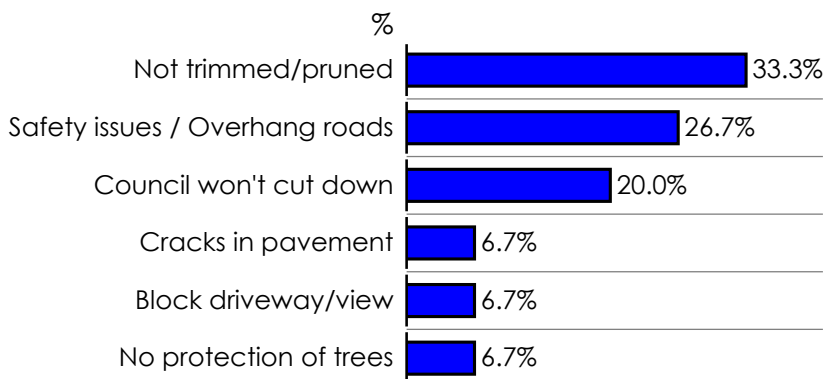


Figure 3.7.10 Partnerships with industry, government and business (n=3)



Figure 3.7.11 Communicating Shoalhaven's positives (n=9)

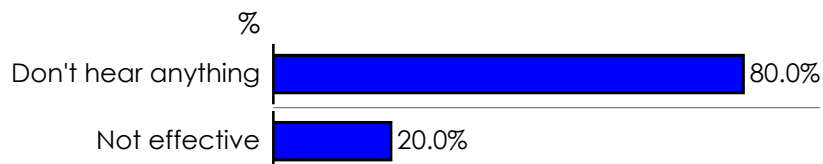


Figure 3.7.12 Timely processing of development applications (n=21)

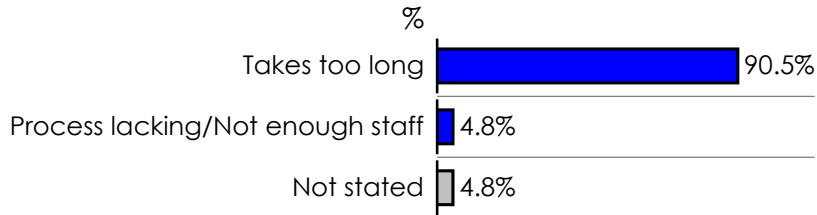


Figure 3.7.13 Consultation with the community by Council (n=16)

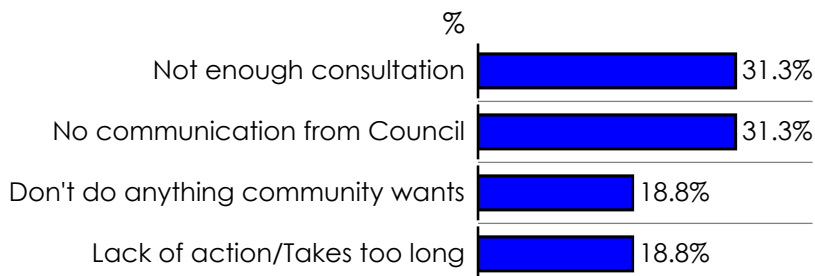


Figure 3.7.14 Council responsiveness to community needs (n=7)

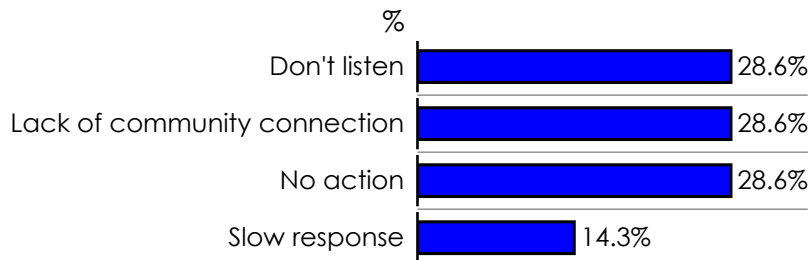


Figure 3.7.15 Opportunities to participate in Council decision making processes (n=12)

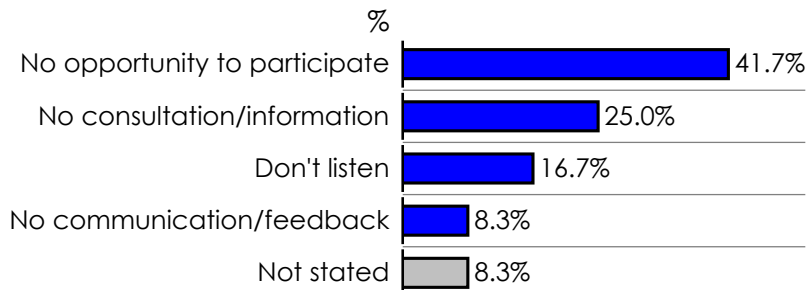


Figure 3.7.16 Information on Council services (n=4)



Figure 3.7.17 Planning with the community for the future of the area (n=12)

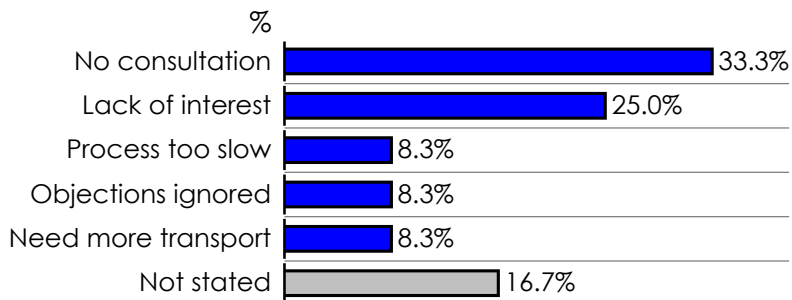
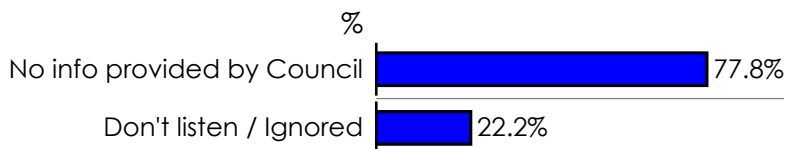


Figure 3.7.18 Informing the community of Council decisions, activities and services (n=9)



4 IDENTIFYING PRIORITIES FOR IMPROVEMENT

Given the many dimensions of customer service that need to be managed, it can often be a difficult task to prioritise where improvement is most needed. The large number of service dimensions can diffuse focus and distract attention away from the areas of critical importance to improving resident satisfaction. This section of the report aims to identify the key drivers of resident satisfaction via a deeper analysis of the opportunities for improvement that surface from the individual service dimensions reported in the previous section.

4.1 QUADRANT ANALYSIS

An analytical technique known as quadrant analysis is a useful way of simultaneously analysing the importance a service holds for residents against their satisfaction with the provision of that service. To do this, mean satisfaction scores are plotted against derived importance scores for each customer service dimension measured in the survey. In order to form the quadrant chart (or opportunity matrix, as it is sometimes called) derived importance (see note in Appendix 1 on derived vs stated importance) and stated satisfaction scores were calculated for the entire set of services. A 'Shapley Importance' model was used to determine the derived importance scores for the 39 Council services measured and this model returned an extremely high correlation factor of 93.8% meaning that the services measured are very strong contributors to overall resident satisfaction with Council. The median derived Importance score was 2.19. The average stated satisfaction score was 3.38. So, for example, services with a derived importance score of less than 2.19 (i.e. a score lower than the median derived importance score), were classified as having 'lower' importance. Conversely, services with a derived importance score above 2.19 were classified as having 'higher' importance.

The results of the quadrant analysis are displayed in Figure 4.1.1.

Each of the four quadrants in Figure 4.1.1 has a specific interpretation:

1. The **upper right** quadrant (high importance and high satisfaction) represents 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 service dimensions.
4. The **lower right** quadrant (relatively lower importance and high satisfaction) is sometimes interpreted as representing 'over-delivery'.

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

Figure 4.1.1 Quadrant Analysis – Derived Importance vs. Satisfaction

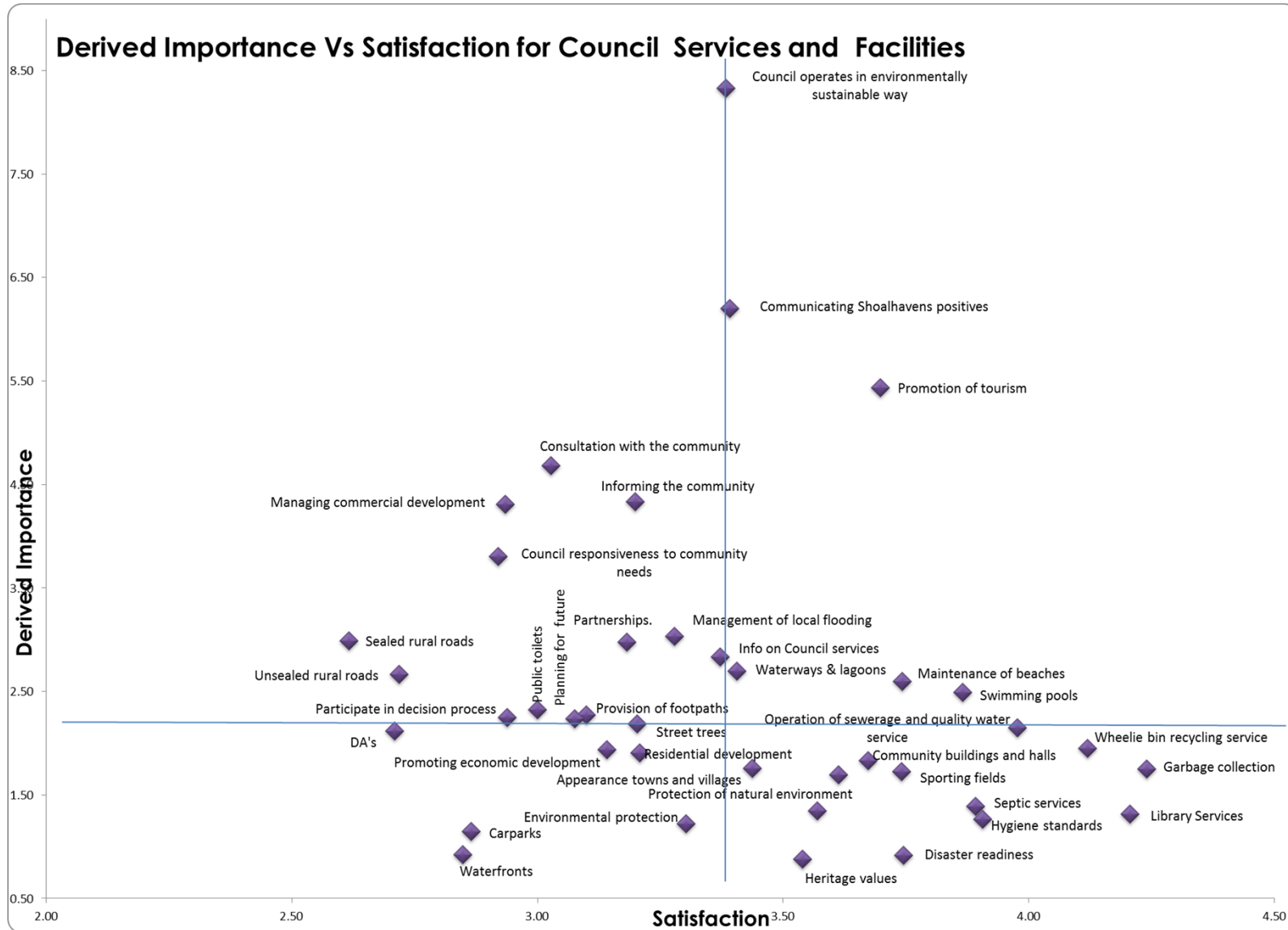


Table 4.1.1 High Performance Areas Identified by Quadrant Analysis

Service areas where Council is performing well (high satisfaction/high importance) are:

- *Council operates in an environmentally sustainable way*
- *Communicating Shoalhaven's positives*
- *Promotion of tourism*
- *Management of waterways and lagoons*
- *Maintenance of beaches*
- *Swimming pools*
- *Operation of sewerage and quality water*

Table 4.1.2 Priority Areas for Attention Identified by Quadrant Analysis

Priority service areas for improvement (low satisfaction/high derived importance) are:

- *Consultation with the community by Council*
- *Informing the community of Council decisions, activities and services*
- *Managing commercial development*
- *Council responsiveness to community needs*
- *Management of local flooding*
- *Sealed rural roads*
- *Partnerships with industry, government and business*
- *Information on Council services*
- *Unsealed rural roads*
- *Public toilets*
- *Provision of footpaths and walking paths*
- *Opportunities to participate in Council decision making processes*
- *Planning with the community for the future of the area*

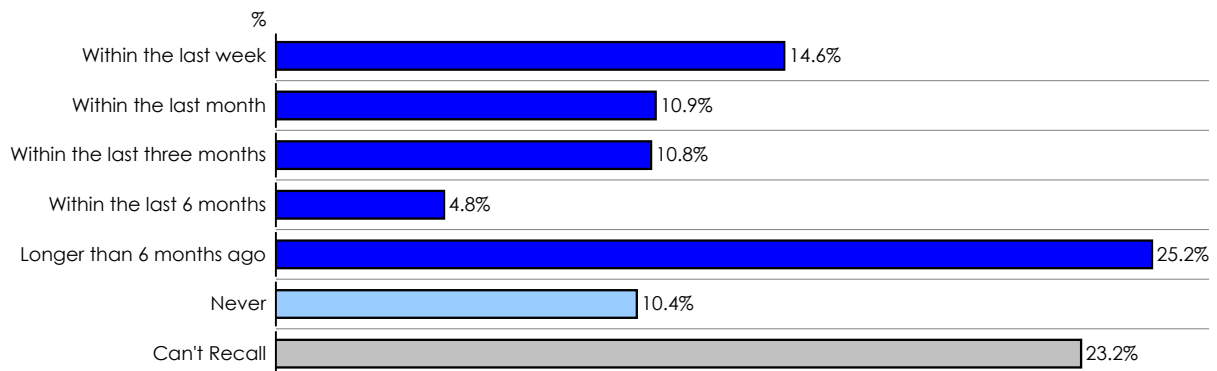
5 CONTACT WITH COUNCIL

The questionnaire also sought to measure a number of factors relating to resident contact with council staff. These included the frequency of contact, popularity of certain channels and the confidence in knowing who to contact for residents who have not had recent interaction with council staff.

5.1 INTERACTION WITH COUNCIL STAFF

“When was the last time you had contact with a Council staff member?”

Figure 5.1.1 Last Contact with Council Staff (n=401)



Key findings:

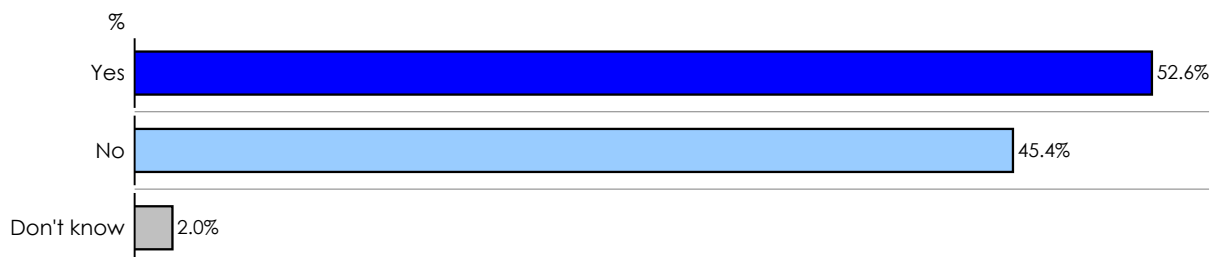
- 41.1% of residents reported contact with Council staff in the last 6 months with a further 25.2% indicating that they have had contact with Council prior to that.
- 10.4% indicated that they had never had contact with a Council staff member.

5.2 CONFIDENCE IN WHO TO CONTACT FOR REPRESENTATION

After asking about their interaction with Council staff, those residents who recorded never having contact or can't recall were asked, if required would they be confident knowing who to contact in council for representation and information.

"If required, are you confident that you would know who to contact in Council for representation and information?"

Figure 5.2.1 Confidence in knowing who to contact (n=121)



Key findings:

- 52.6% of those residents who reported no contact with Council staff or who couldn't recall any contact, indicated that they would know who to contact in Council for representation or information.

5.3 METHOD OF CONTACT

Residents who could recall having contact with Council staff were then asked a further question relating to how the resident contacted Council:

“Thinking about your last interaction with a Council employee, how did you make contact?”

Figure 5.3.1 How Contact Was Made With Council Staff (n=280)

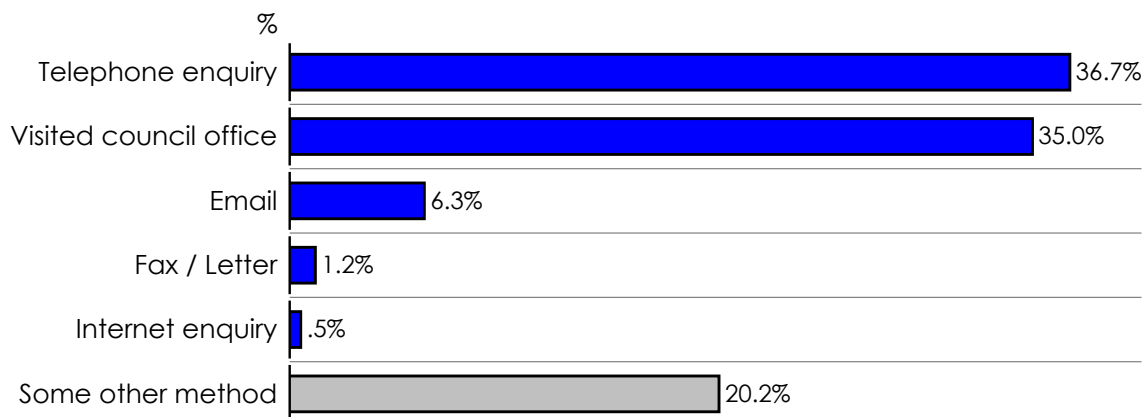
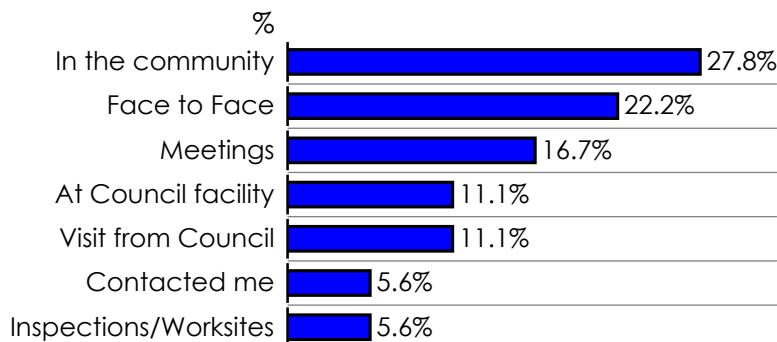


Figure 5.3.2 Other Methods of Contact (n=18)



Key findings:

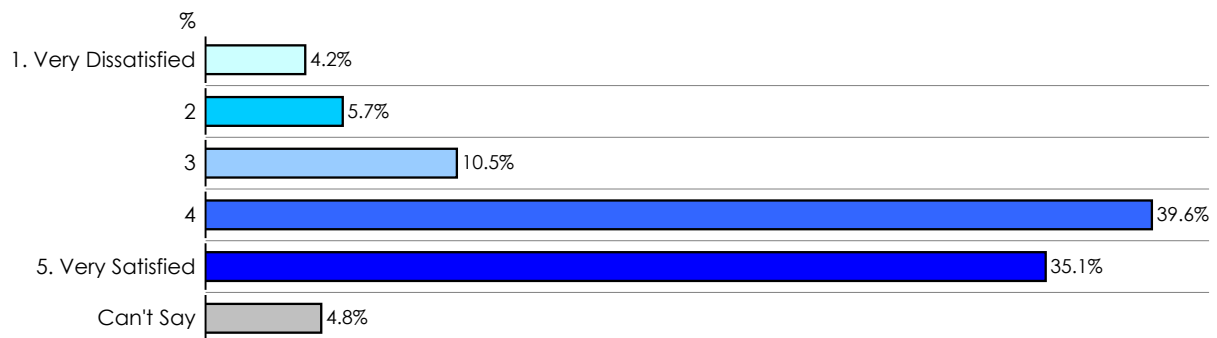
- The most frequently used method by which contact was made was Telephone enquiry (36.7%), followed by Visited council office (35.0%).

5.4 SATISFACTION WITH CONTACT

Residents who could recall having contact with Council staff were asked a further two questions about their satisfaction with the way the contact was handled by staff.

"How satisfied are you with the... timeliness in responding to your request?"

Figure 5.4.1 Timeliness in Responding to Request (n=280)



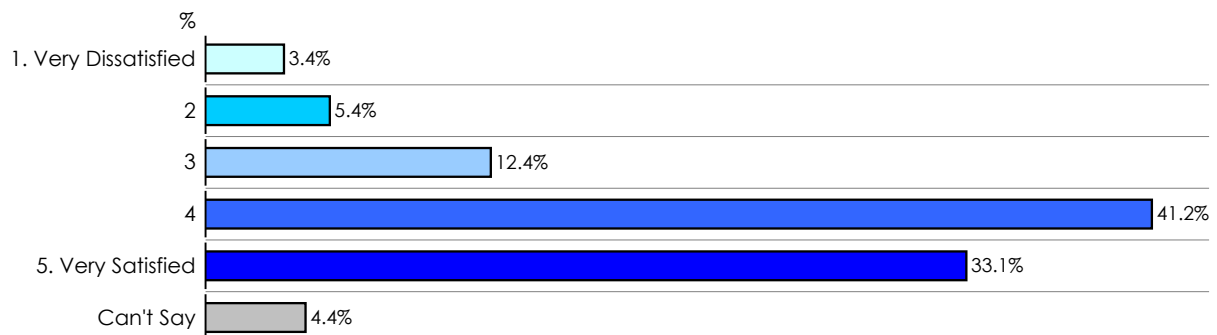
Key findings:

- 85.6% of residents indicated that they were moderately to very satisfied with the timeliness in responding to their request.
- 9.9% indicated that they were dissatisfied to some degree.

5.5 SATISFACTION WITH OVERALL STAFF PERFORMANCE

“How satisfied are you with the... overall performance of Council's Staff in dealing with your request?”

Figure 5.5.1 Overall Staff Performance in Dealing with Request (n=265)



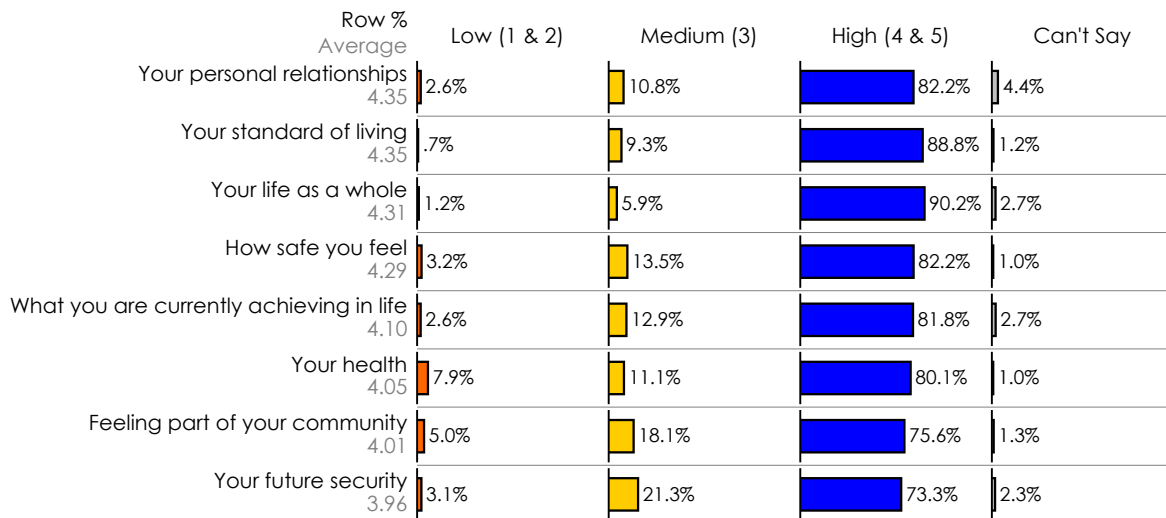
Key findings:

- 86.7% of residents indicated that they were moderately to very satisfied with the overall performance of Council staff when dealing with their request.
- 8.9% indicated that they were dissatisfied to some degree.

6 THE AUSTRALIAN UNITY PERSONAL WELLBEING INDEX

The Australian Unity Personal Wellbeing Index (AUPWI) is calculated by taking the average score of the eight items contained in Figure 6.1 and converting that score into a scale maximum score with a range of 0-100. Normative data from the Australian Unity Wellbeing Index indicates that the average Personal Wellbeing Index for Australians is approximately 75. The desired outcome is above 75 and trending upward.

Figure 6.1 Satisfaction Ratings personal well-being



Key findings:

- Shoalhaven LGA's Personal Wellbeing Index was calculated as being 79.44 which is considered above average for Australian communities.
- The Index is trending up, leaving it on par with the most recent Wollongong City Council's Personal Wellbeing Index result of 78.84.

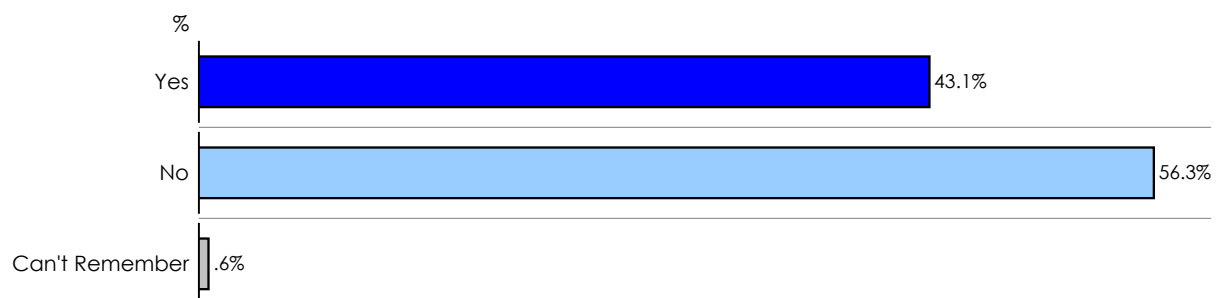
7 LIBRARY SERVICES

The questionnaire next explored resident's use of library services.

7.1 USE OF LIBRARY SERVICES

"In the last 12 months, have you used a Shoalhaven library service?"

Figure 7.1.1 Use of Library Services (n=401)



Key findings:

- 43.1% of residents (up from 37.9% in 2015) indicated that they have used Shoalhaven library service in the last 12 months.

7.2 MAIN REASON FOR USE

For those who used the service:

“What is your main reason for using Shoalhaven's library services?”

Figure 7.2.1 Reasons for Use (n=161)

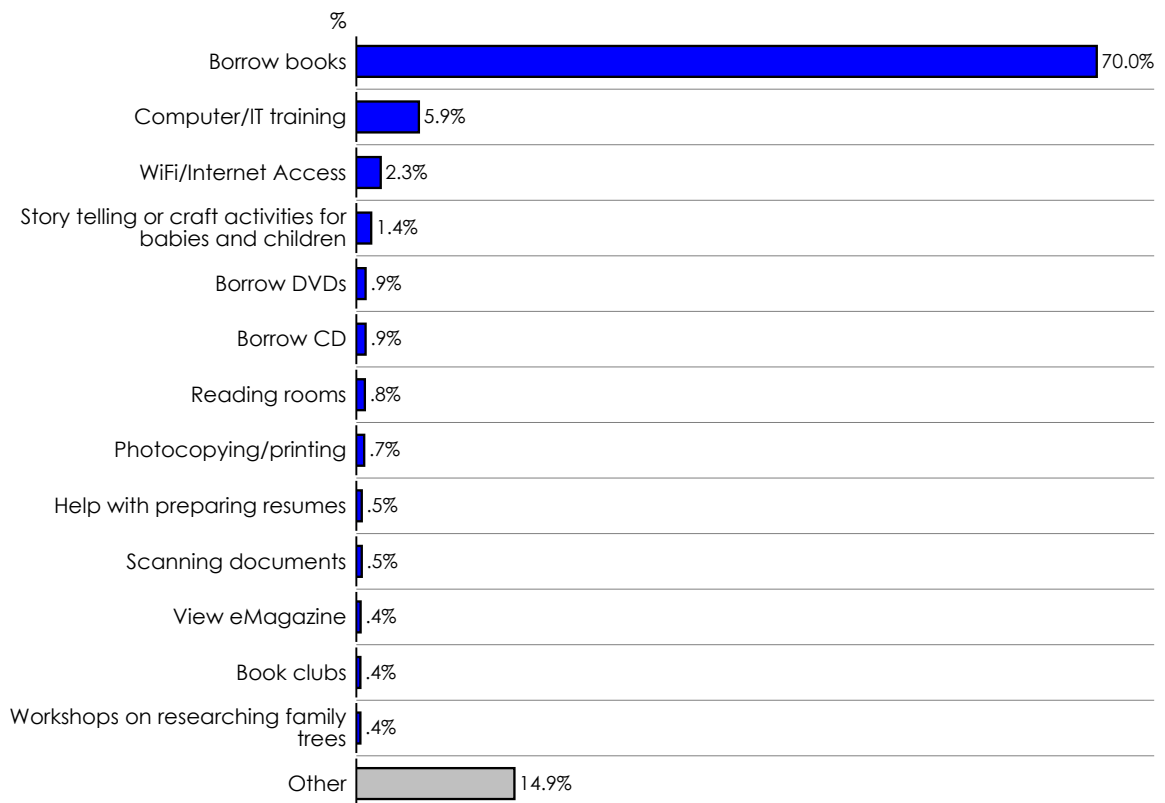
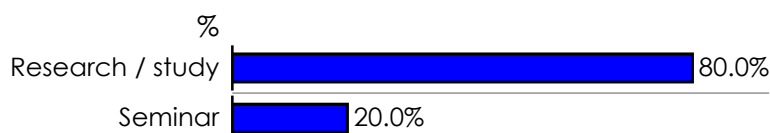


Figure 7.2.2 Reasons Identified As Other above (n=5)



Key findings:

- Borrowing books (70.0%) was overwhelmingly identified as the main reason why users had used the service in the last 12 months.
- This was followed by residents who indicated that their main reason for use was not on the list (14.9%).

7.3 OTHER REASONS FOR LIBRARY SERVICE USE

For those who used the service:

“What are your other reasons for using Shoalhavens’s library services?”

Figure 7.3.1 Other Reasons for Use (n=161)

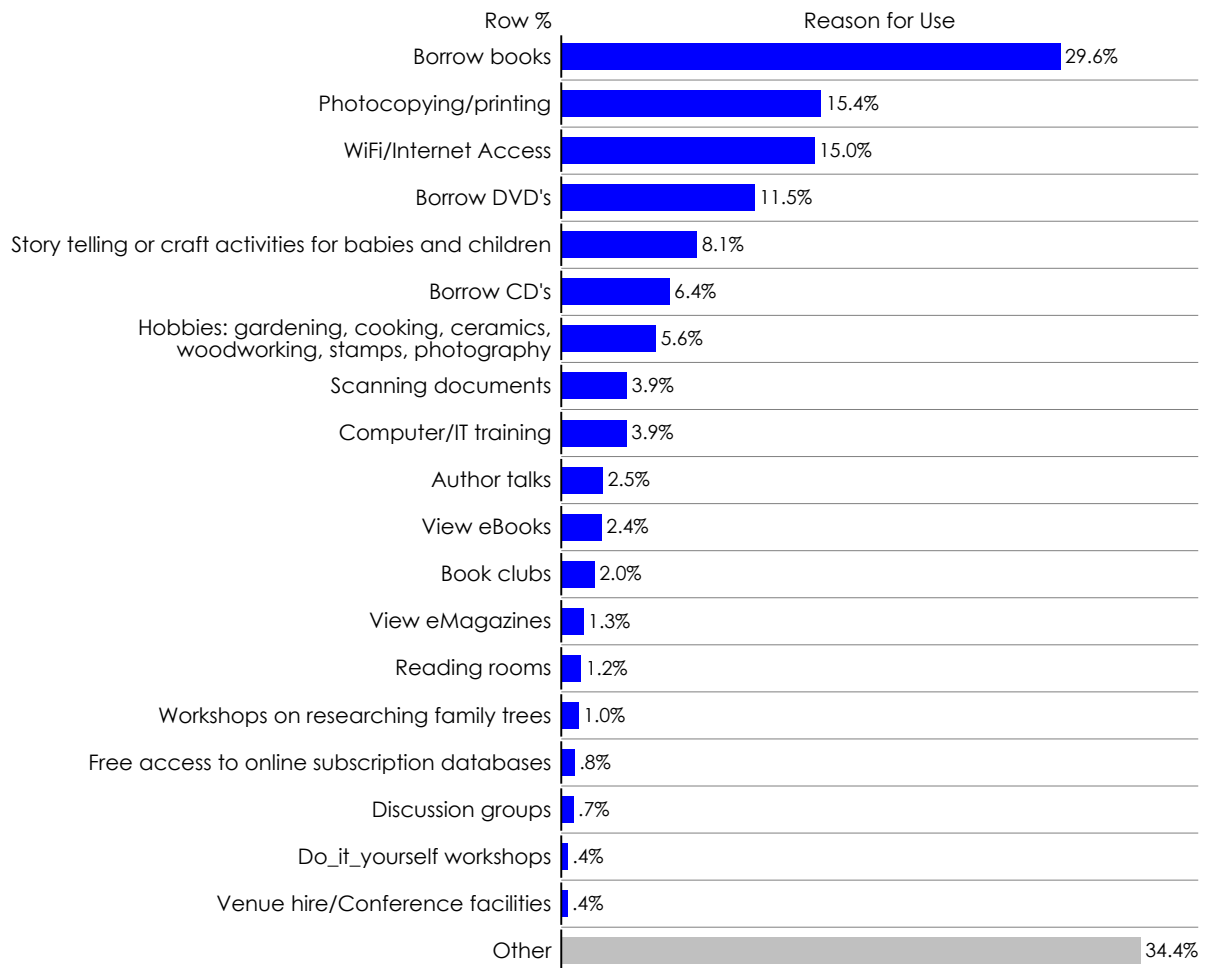
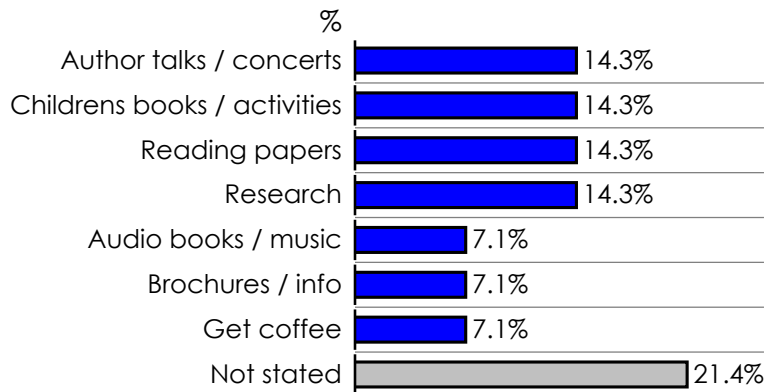


Figure 7.3.2 Reasons Identified As Other Above (n=14)



Key findings:

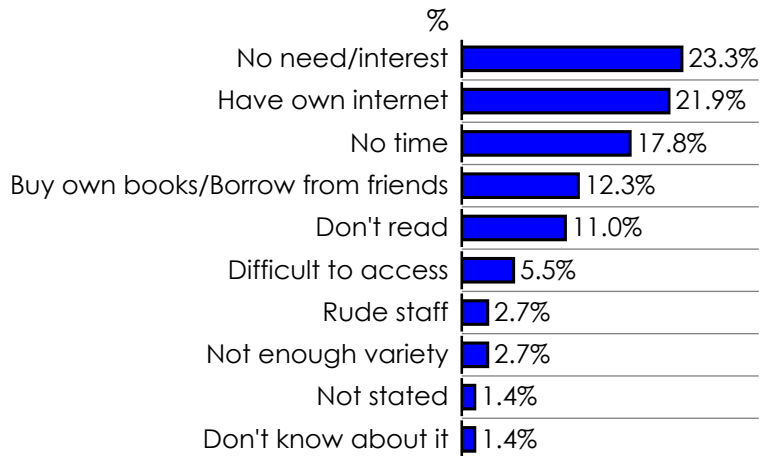
- When asked for other reasons for using the Library service, 34.4% of residents indicated that it was for a reason not in the list. When further probed, the responses for those who chose to elaborate are detailed in Figure 7.3.2 above.
- Borrowing books (29.6%), WiFi/Internet Access (15.0%) and Photocopy/Printing (15.4%) also rated highly.

7.4 REASONS FOR NOT USING LIBRARY SERVICE

For those who didn't use the service:

"What is your main reason for not using Shoalhaven's library service?"

Figure 7.4.1 Reasons for Not Using (n=240)



Key findings:

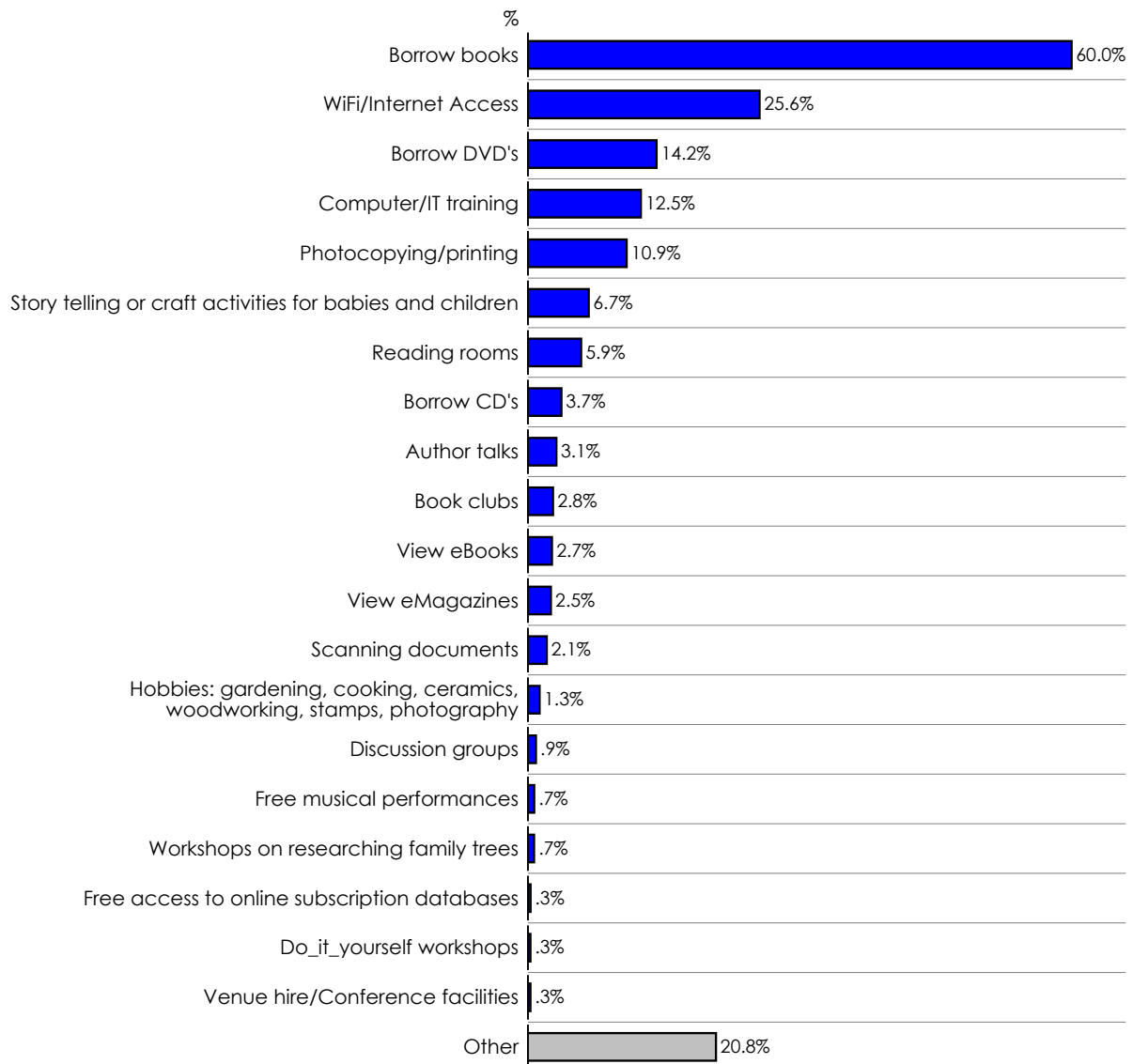
- The primary reason listed for not using the Shoalhaven library service was No need or interest (23.3%), followed by WiFi at home (21.9%) and No time (17.8%).

7.5 AWARENESS OF LIBRARY SERVICES BY NON-USERS

For those who didn't use the service:

"Can you think of any services or items that are provided by Shoalhaven library?"

Figure 7.5.1 Awareness of Services or Items provided by Shoalhaven Library (n=240)



Key findings:

- When this group of non-users was asked about their awareness of services provided by the Library Service, 60.0% identified borrowing books, 25.6% WiFi/Internet access and 14.2% borrowing DVDs.

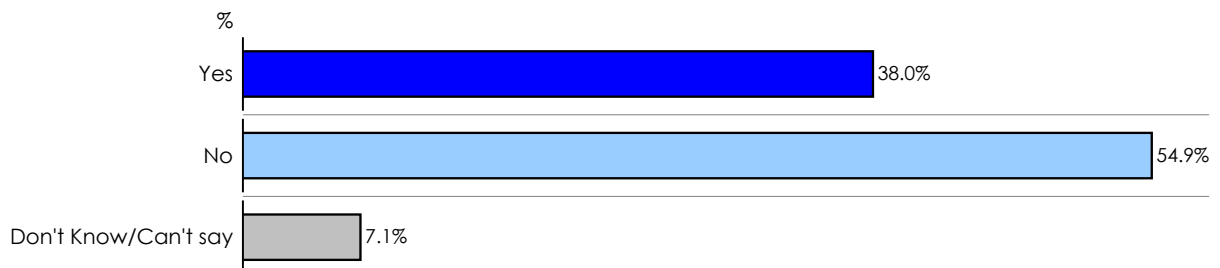
8 LANDUSE PLANNING

The questionnaire further explored resident's knowledge of and participation in, land use planning projects in the Shoalhaven.

8.1 AWARENESS OF PROJECTS AND INITIATIVES

"Are you aware of any land use planning projects or initiatives in the Shoalhaven area over the last 12 months?"

Figure 8.1.1 Awareness of Land Use Planning Projects or Initiatives (n=401)

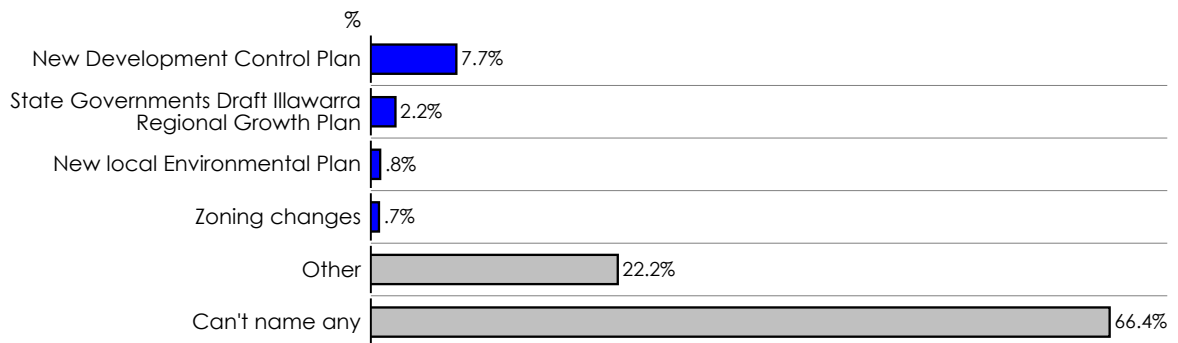


Key findings:

- 38.0% of residents indicated that that they were aware of landuse planning projects or initiatives in the Shoalhaven in the last 12 months.

“Can you name any of the land use planning projects or initiatives?”

Figure 8.1.2 Planning Projects or Initiatives Identified (n=401)



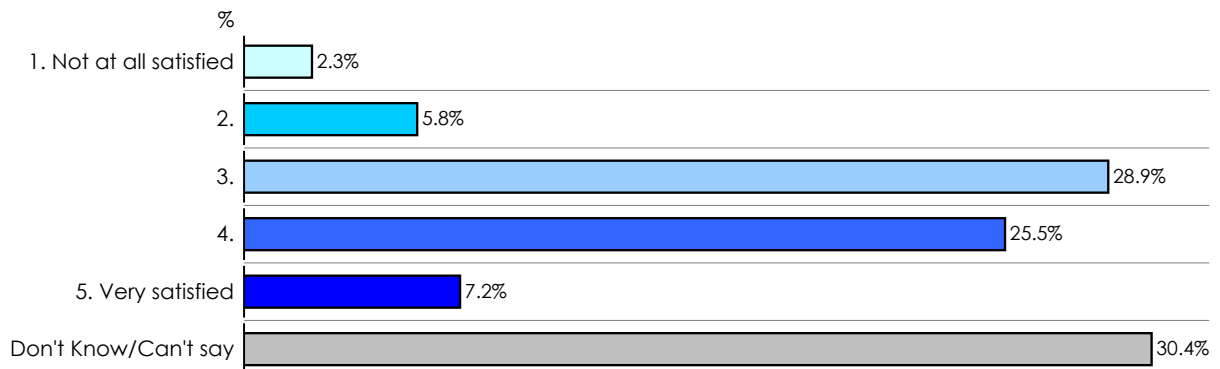
Key findings:

- 66.4% of residents were unable to name any planning project or initiative.
- 11.4% of residents were able to name one of the listed land use planning projects or initiatives.
- The ‘other’ above are mainly one off developments that are happening in the Shoalhaven.

8.2 SATISFACTION WITH LAND USE PLANNING

"How satisfied are you with land use planning in the Shoalhaven?"

Figure 8.2.1 Satisfaction with Land Use Planning (n=401)



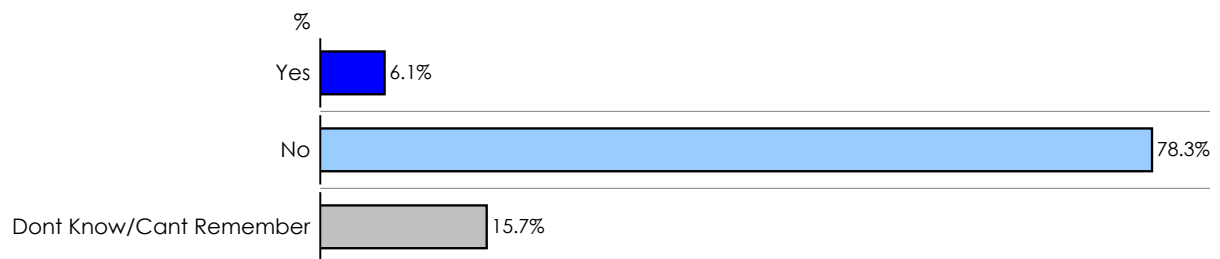
Key findings:

- 61.6% of residents indicated that they were moderately to very satisfied with land use planning in the Shoalhaven.
- A further 30.4% indicated they didn't know or couldn't say.

8.3 PARTICIPATION IN PLANNING PROJECT OR INITIATIVE

"Have you directly participated in a land use planning project or initiative before?"

Figure 8.3.1 Participated in Initiative (n=401)



Key findings:

- 6.1% of residents indicated that they had participated in a land use project or initiative.

8.4 REASON FOR NON-PARTICIPATION

For those who haven't participated:

"What is the reason you have not participated in a land use planning project or initiative before?"

Figure 8.4.1 Reason for Having Not Participated (n=373)

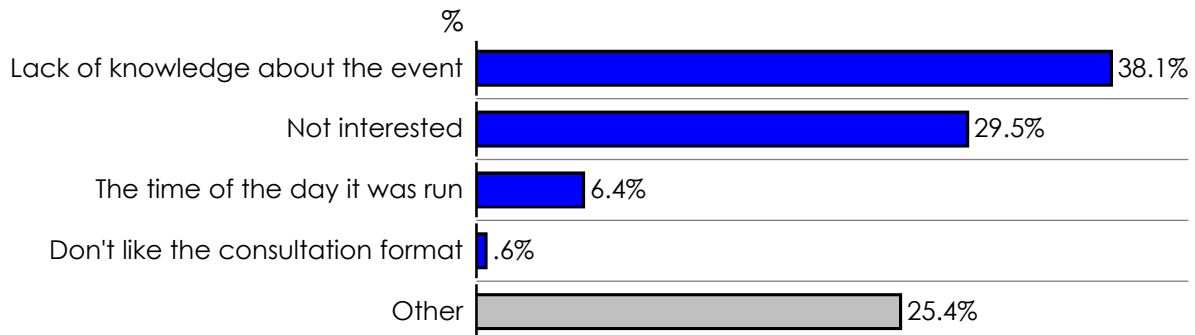
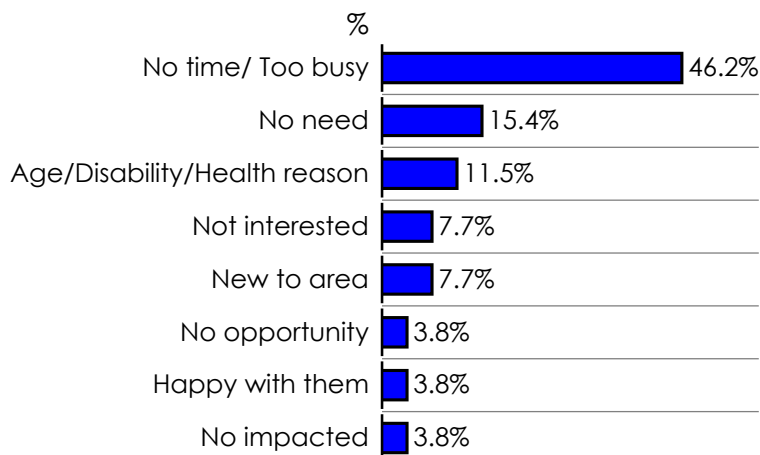


Figure 8.4.2 Reason for Having Not Participated in Other above (n=26)



Key findings:

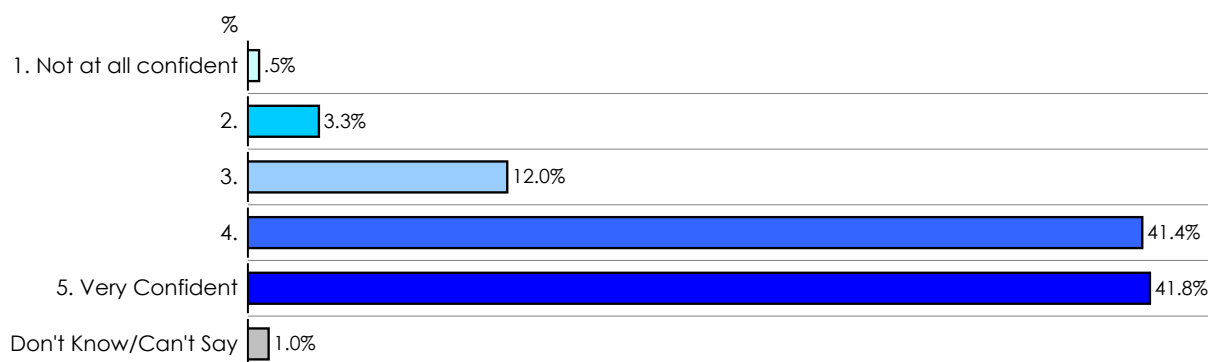
- Lack of knowledge about the event (38.1%) was listed as the main reason for not having attended an event, closely followed by not interested (29.5%).
- Of those that indicated that their main reason for not having attended an event was not on the list, when further probed reported that too busy was their main reason.

9 SHOALHAVEN ATTRACTIONS

The questionnaire further sought to understand resident's opinions on advertising Shoalhaven's attractions to potential visitors.

"How confident would you be in providing information about the Shoalhaven's attractions to those thinking about visiting?"

Figure 9.1 Confidence in Providing Information

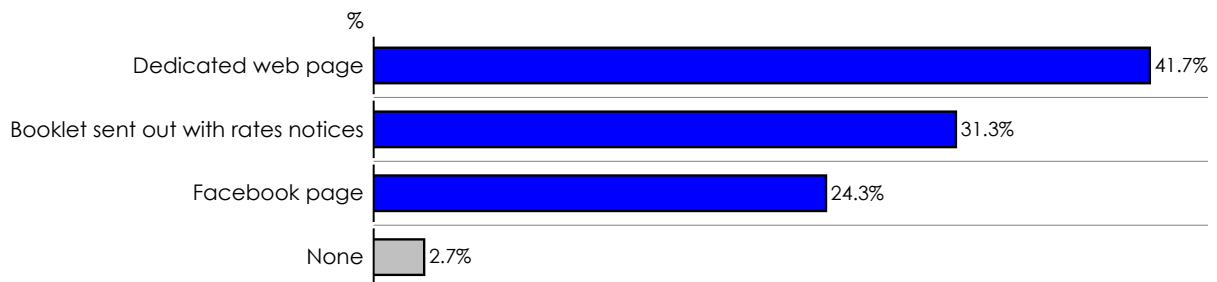


Key findings:

- When asked about their confidence in providing information to visitors about Shoalhaven attractions, 95.2% of residents indicated that they were moderately to very confident that they could do so.

“Could you tell me which of these information sources about Shoalhaven attractions would be the most useful?”

Figure 9.2 Most Useful Sources of Information



Key findings:

- When asked about the most useful sources of information about Shoalhaven's attractions, 41.7% favoured a dedicated web page, 31.3% a booklet sent out with the rates and 24.3% a Facebook page.

APPENDIX 1: SURVEY METHODOLOGY

SAMPLE DESIGN

A telephone-based survey aiming to secure a response from approximately 400 residents from throughout the Shoalhaven LGA was used. The survey unit was permanent residents of the Shoalhaven area who had lived there for 6 months or longer. Respondents also had to be aged 18 years or older to qualify for an interview. The 2011 Census was used to establish quotas to ensure a good distribution of response by age and sex.

The sample base 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 numbers listed in the telephone book and adds new and unlisted numbers using the 'half open' method. In this method, all numbers were incremented by five to create new 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 numbers had been generated, a computer program was used to randomise the database. Following this, a sequential sample (eg. 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 numbers across the whole survey area and within the three survey sub areas. 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.

DATA COLLECTION

The survey was conducted during the period 1st to 6th June 2016. During the survey process, the person from the selected household who had the **most recent birthday** was interviewed. This method eliminated respondent self-selection bias and is considered an important step in random sample surveys. If the selected person was not at home, call backs were scheduled for a later time or day. Unanswered numbers were retried three times throughout the period of the survey. These procedures ensure a good sampling process from the sample frame used. Interviews were conducted on weekday evenings between 4.30 p.m. and 8.30 p.m. The survey 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.

RESPONSE

At the end of the survey period, 401 completed interviews had been collected. Table A.1 shows that a completion rate of 52.6% was achieved. That is, of all the households contacted, 52.6% completed the survey. This is considered a good response rate for a regional district.

Table A.1 Survey Response Outcomes

Response sequence	Outcome
Completed Interviews	401
Refusals & terminated interviews	362
Valid contacts (Excludes disqualified – businesses, out of area, under 16yrs etc)	763
Completion rate	52.6%

Given the level of response to the survey and the fact that it represents a very good random cross-section of the area the findings presented in this report provide a good basis for gauging community opinion.

SURVEY ACCURACY

When analysing results for the entire sample, the maximum error rate will be about $\pm 4.9\%$ 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 $\pm 4.9\%$ of the result achieved in this survey.

ANALYSIS – STATED VS DERIVED IMPORTANCE

Stated importance is when residents are asked to explicitly rate the importance of a set of services and facilities. The strength of the method is that it delivers a measure for the relative importance for each of the services and facilities being looked at. There are weaknesses in the method in terms of the methodology used to collect the data. Firstly, respondents must give an importance rating for each service or facility as it is presented to them. They don't get the opportunity to adjust the relative importance that they have allocated once they have heard the whole list. If they start off rating services or facilities at the beginning of the list too highly, they are left with little ability to accurately indicate the true importance of services or facilities later in the list that might be of higher importance to them. This tends to lead to importance ratings that cluster at the top end with little to distinguish them from each other.

Derived importance is arrived at by using a regression model to try to understand the impact that each service or facility has on residents overall satisfaction with Council. For the 2016 analysis, IRIS Research used a 'Shapely Importance' regression model. The research into these methods is continually evolving and the 'Shapely Importance' model used this time around is considered a stronger and more robust model than the 'Linear Regression' model used in 2014 and 2015. The model delivers an ordered importance listing for the services and facilities being investigated. An incremental improvement in residents satisfaction with those services and facilities near the top of the list will have the greatest impact of residents overall satisfaction with Council.