



RESEARCH REPORT

COMMUNITY SATISFACTION SURVEY 2021

Snowy Valleys Council

June 2021





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EXECUTIVE SUMMARY



Snowy Valleys Council (SVC) has commissioned Jetty Research to conduct a random telephone survey of adult SVC residents to measure their satisfaction with Council facilities and services. The 2021 survey continued a format employed in 2016 and 2018, to ensure comparability over time. This latest wave of research was conducted from April 19th to May 1st, and involved interviews with 400 residents.

Key Findings from the Research

Overall, residents had low levels of satisfaction with Council, with an average overall satisfaction rating of 2.3 out of 5.

- In total, 14% of residents rated Council's overall performance good or very good, while 53% rated Council poor or very poor.
- The average score of 2.3 is significantly lower than the previous study in 2018 (3.3) and is below the comparable Council benchmark (also 3.3).
- The main drivers of dissatisfaction amongst residents were around the management of Council – dissatisfaction with Council/management of Council, rates too expensive/ no value for money and negative perceptions of the amalgamation.
- Residents have also rated the performance of Councillors a low average satisfaction rating (2.4 out of 5).

Most services and facilities returned low to medium levels of satisfaction.

- Libraries were the top performing service and facility, and was the only one that returned a high (i.e. >3.75) average satisfaction score (of 3.9).
- There were ten services and facilities that returned a medium average satisfaction score (3.0-3.74).
- There were sixteen services and facilities that returned a low average satisfaction rating (<3.0).
- Ratepayers played a role in driving lower satisfaction, recording significantly lower scores across eight services and facilities, compared to non-ratepayers.

- From the 27 services and facilities that Council has measured, 24 have recorded a statistically significant decrease in satisfaction compared to 2018. Only swimming pools, libraries and sport facilities remain statistically in-line with the previous year's results.
- From the 20 services and facilities that had comparable data from the Jetty benchmark database, there were only two that performed statistically in-line with comparable NSW councils. These services were enforcement of pets and stock, and swimming pools.

One service and facility was the driver of positive community satisfaction and is considered strengths to maintain for Council.

Elderly support services was the sole service and facility that had a strong impact on creating positive overall satisfaction with Snowy Valleys Council. It is currently outperforming average satisfaction ratings for residents.

Six services had a negative impact on overall satisfaction and are considered strategic priorities for Council.

These services also have a strong impact on creating overall satisfaction but are currently performing below-average satisfaction for residents:

- Being a well-run and managed Council
- Providing value for money for my rates
- Having a clear vision for the future
- Decisions made in the interests of the community
- Informing the community
- Condition of sealed local roads in your area.

EXECUTIVE SUMMARY



The community has been actively contacting Council.

- Forty-nine percent (49%) of residents have contacted Council in the past six months, which has significantly increased from 2018 (35%).
- Residents have been primarily making contact via phone (52%) and in-person (27%). There has been a significant shift in their main method compared to previous years: phone contact has decreased (2018 - 68%) and in-person contact has increased (2018 - 13%).
- Three out of five residents (60%) have had their issue resolved, with just under half (28%) stating it was resolved after their initial contact. However, the number of contacts needed to resolve the issue has risen since 2018, in addition to the amount of residents whose matter is yet to be resolved.
- Residents who contacted Council in the past six months rated its customer service performance a medium score of 3.3. This is statistically in-line with the previous year's results.

Residents would prefer to receive communication from Council through letterbox drop/mail, email and local newspaper.

- Residents rated low levels of satisfaction with Council's level of communication (2.5 from 5). This suggests that Council may need to increase its level of communication through the desired methods.

Other findings:

- Four out of five residents (79%) were aware of a possible special rate variation.

- Attracting new industries to the area (49%) and upgrading roads and bridges (48%) were the two top areas that residents selected for Council to lobby the State and Federal Government. This was followed closely by environmental improvements such as weed control, and improving tourism facilities and services (both 42%).

Recommendations for Council

- Council uses this Community Satisfaction survey data and insights to inform its strategic planning.
- The research has identified that ratepayers are less satisfied, which suggests they may not feel they are getting a sufficient return on the rates they are paying. Further community consultation would be beneficial to understand how Council can move forward and improve the experience for residents.
- It is possible that Council (like many of its peers) need to do a better job of communicating achievements, to shift results in areas where there may be a large gap between perceptions and reality.
- Finally, it need to be recognised that this survey was conducted at a difficult time for Council (i.e. given ongoing and destabilising demerger talks). This has almost certainly affected community mood – and hence satisfaction scores – in this latest review.

INTRODUCTION



Jetty Research was commissioned by Snowy Valleys Council to conduct its Community Satisfaction Survey in 2021. The survey, conducted every two to three years, tracks Council's performance in service delivery, identifies priority areas and evaluates Council's customer services, communication and community priorities

The objectives for the Community Satisfaction Survey 2021 process were to:

- Assess and establish community priorities and satisfaction in relation to Council's services, and facilities.
- Identify overall community satisfaction with Council's performance and create a benchmark for future surveys.
- Identify community satisfaction with Council's customer service and rate their experience.
- Identify preferred means of communication and engagement.
- Identify future improvement ideas.
- Understand how results differ by factors such as age, gender, ratepayer status and location.

This project was carried out in compliance with
ISO 20252 – Market and Social Research Management.
Certification No. 93003080500M



RESEARCH DESIGN



The Snowy Valleys Council Community Satisfaction Survey 2021 collected 400 completed responses from a random sample of adult residents in the Snowy Valleys local government area. The reported results have a margin of error of ± 4.9 percent at the 95 percent confidence level. This means that if the survey was repeated 100 times, in 95 times the results will be within 4.9 percent of the true population value. This is a robust sample and reliable for Council's planning and reporting activities.

Computer-Assisted Telephone Interviews

A telephone-based (CATI) survey was used to secure a response from 400 residents throughout the Snowy Valleys local government area.

In total, 201 responses were collected from mobile phones (50% percent of the total telephone interviews). In order to qualify for an interview, residents had to be 18 years or older and not be an employee or Councillor of Snowy Valleys Council. The 2016 ABS Census was used to establish quotas to ensure a statistically robust distribution of responses by age and gender.

Interviews were conducted from 19 April to 1 May 2021. Calls were made between 4.30pm and 8.30pm during weekdays, and on Saturdays from midday to 5pm. Eighteen interviewers conducted interviews over the course of the data collection period. The survey was implemented under Interviewer Quality Control Australia (IQCA) quality guidelines.

Table 0.1 Final Sample

TELEPHONY	%	#
Landlines	50%	199
Mobiles	50%	201
Total		400

Online surveys

A version of the survey was made available online for all residents to complete. Council promoted it on social media and 329 completed responses were collected in total.

The survey was available online from 26 April to 9 May 2021. To avoid confusion, online results were shared with Council in a separate report and do not form part of the data and analysis reported here.

RESEARCH DESIGN



Survey Weighting

The collected data often cannot mirror the exact age/sex distribution of the region, due to the voluntary nature of this survey, availability of individuals and other issues. In order to correct for this, the collected data set is weighted to bring it back to the ideal age/sex distribution. Table 0.2 reports the weighting factors for the sample.

Table 0.2 Data Weighting Factors – Services & Facilities

POPULATION			IDEAL		ACTUAL		WEIGHTS	
Age	Male	Female	Male	Female	Male	Female	Male	Female
18 to 39	1,534	1,414	54	50	22	28	2.5	1.8
40 to 59	1,952	1,916	69	68	58	84	1.2	0.8
60+	2,210	2,237	79	80	91	112	0.9	0.7
Total	5,696	5,567	202	198	171	224		

Internal Benchmarks

Where possible, comparisons have been made with previous survey results (2018) to track Snowy Valleys Council progress in all aspects measured in the Community Satisfaction Survey 2021.

External Benchmarks

Where possible, results for the Community Satisfaction Survey 2021 have been benchmarked and compared with comparable New South Wales councils in the Jetty database. This analysis highlights areas where Council is outperforming, underperforming or performing in-line with comparable councils. Average satisfaction ratings are benchmarked out of five, in-line with the scales used for the Community Satisfaction Survey 2021. Comparable councils refers to those similar in locality and size.

Subgroups

Comparison tests are used to test if there are statistically significant differences in survey results based on the demographic profile of respondents. Appendix 1 (pp.35 **Error! Bookmark not defined.**) contains subgroup analysis for all questions not included in the main report of the Community Satisfaction Survey 2021.

Subgroup analysis was conducted using the following demographic questions:

- Gender
- Age
- Length of time lived in the Snowy Valleys Council area
- Ratepayer Status
- Children in Household

RESEARCH DESIGN



Sample Profile

To obtain a clear view of the sample's profile and to conduct comparison tests, demographic characteristics including gender, age, division, ratepayer status and time lived in Snowy Valleys Council were collected. Table 0.3 details the weighted sample profile for this survey.

Table 0.3 Sample Profile

GENDER	%	#
Male	50%	199
Female	50%	201
AGE	%	#
18 to 39 years	26%	104
40 to 59 years	34%	136
60+ years	40%	160
CHILDREN IN HOUSEHOLD	%	#
Children in household	30%	120
No children in household	70%	2808

RATEPAYER STATUS	%	#
Ratepayer	93%	374
Non-ratepayer	7%	26
LENGTH OF TIME IN SVC	%	#
<10years	2%	8
11 to 20 years	10%	35
20+ years	88%	357

RESEARCH DESIGN



Table 0.4 provides a summary of the regions of suburbs of respondents.

Table 0.4 Location

LOCATION	%	#
Tumut	46%	188
Tumbarumba	22%	85
Batlow	11%	42
Adelong	8%	33
Khancoban	3%	13
Talbingo	2%	8
Rosewood	2%	7
Gilmore	1%	5
Tooma	1%	4
Brindabella	1%	4
Maragle	1%	2
Brungle	1%	3
Goobarragandra	1%	3

1. COMMUNITY SATISFACTION



This section of the report covers Snowy Valleys residents' overall satisfaction with the services and facilities provided by Snowy Valleys Council. This measure is compared with Council's previous results.

Overall Satisfaction

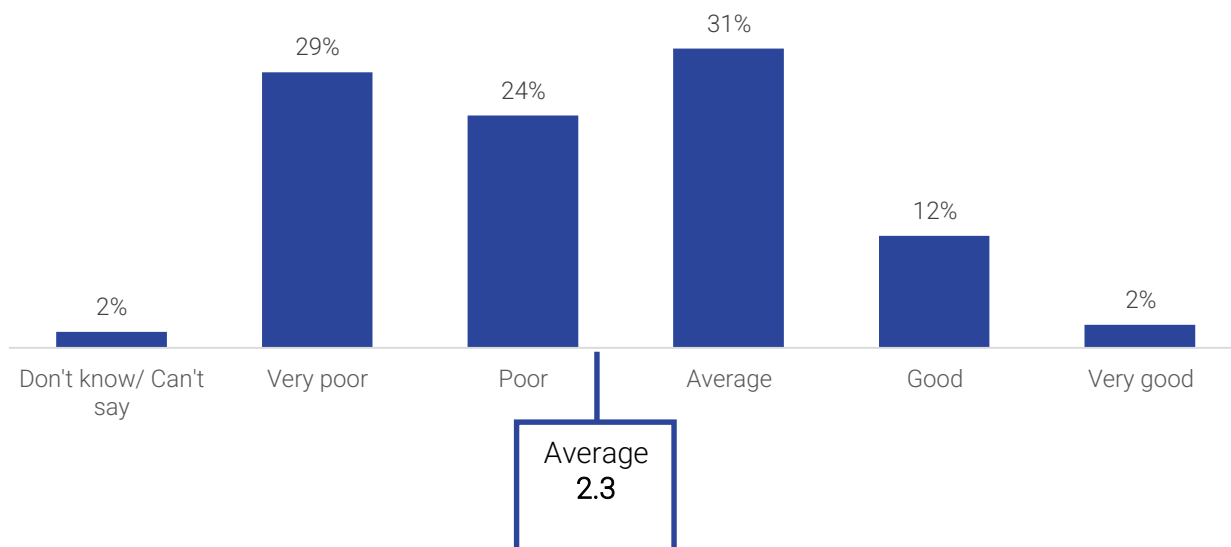
Respondents were asked to indicate their overall satisfaction with Council's services and facilities using a 5-point scale from 'very poor' to 'very good'.

Overall, 14 percent of residents rated their satisfaction with Council either good or very good. Just under one third (31%) rated Council average, while fifty-three percent (53%) rated Council either poor or very poor.

Non-ratepayers were significantly more satisfied with Council overall compared to non-ratepayers (2.8 vs 2.3). Residents from Adelong were significantly more satisfied compared to residents in Tumbarumba (2.7 vs 1.8).

These results combined for a low average satisfaction score of 2.3.

Figure 1.1 Overall Satisfaction



Base: All respondents (n=400)

Q: Now on a scale of 1 to 5, where 1 is very poor and 5 is very good, how do you feel about the current performance of Snowy Valleys Council, not just on one or two issues, but overall across all responsibility areas?

COMMUNITY SATISFACTION



Internal Benchmarks

Figure 1.2 compares the breakdown of satisfaction ratings with the previous results since 2018. A change in average satisfaction of +/- 0.20 pts indicates there is a statistically significant change compared to the previous year.

There has been a decrease in the proportion of residents who rated Council good or very good, dropping from 43% in 2018 to 14% in 2021. Furthermore, there has been a significant shift of residents into the poor/very poor group, increasing from 17% to 53% in 2021. With the change in shift from very good/good to poor/very poor there has been a significant decrease in the average satisfaction score, dropping by 1.0 pts from 3.3 to 2.3.

Figure 1.2 Overall Satisfaction – Comparison with previous years

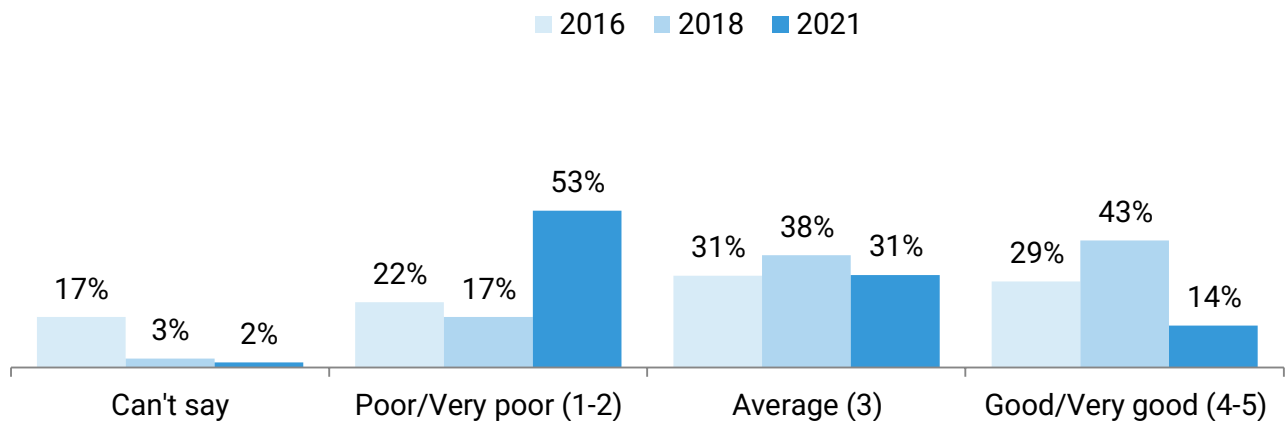
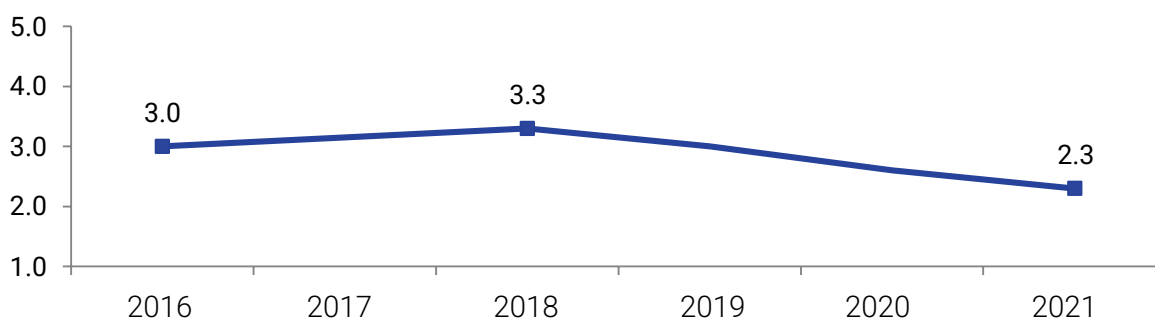


Figure 1.3 Overall Satisfaction – Internal Benchmarks



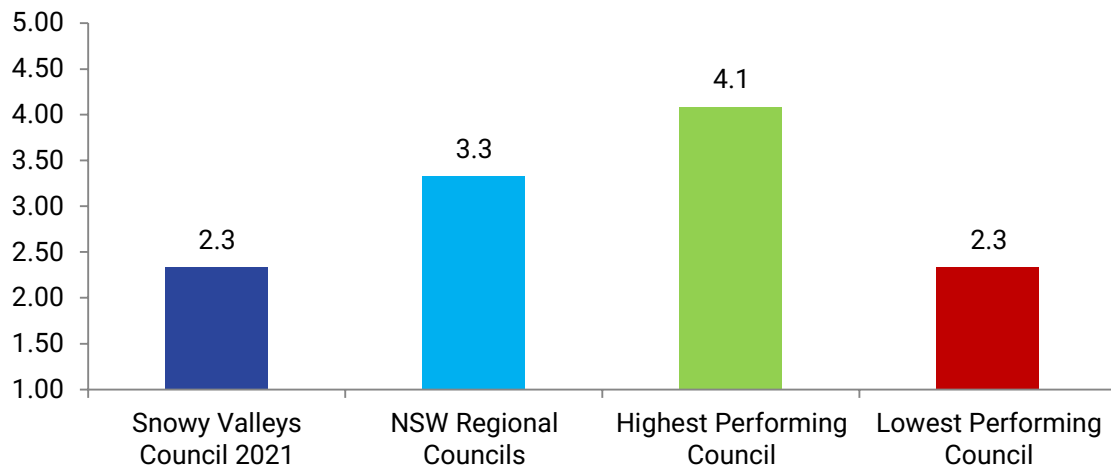
COMMUNITY SATISFACTION



External Benchmarks

Figure 1.4 shows the external benchmark results for Snowy Valleys Council. An average score is calculated in order to be able to compare Council, which uses a 5-point scale, with other councils. Snowy Valleys Council has rated below the NSW Regional Council average and is the lowest performing Council in the database.

Figure 1.4 Overall Satisfaction – External Benchmarks



COMMUNITY SATISFACTION



Reasons for Satisfaction

Residents were asked 'What is the main reason for feeling that way?' in regard to overall satisfaction. The responses have been separated into three areas; Good (4-5), Average (3), Poor (1-2).

Fourteen percent (14%) of residents provided a rating of "good" or "very good" when asked to rate their satisfaction with Council's performance overall. The main theme for residents' satisfaction with Council was the management of Council (62%). This included their overall satisfaction with Council's efforts (45%), in addition to dissatisfaction with Council/management of (7%). This was followed by services and facilities (32%), which included maintenance of services and facilities (12%) and natural disaster recovery efforts (12%). There were also negative mentions towards the amalgamation of Tumbarumba Shire Council and the Tumut Shire Council (13%).

Table 1.1 Reasons for Satisfaction – Good (4-5) 14%

CATEGORY	%
Management of Council	62%
Satisfied with Council's efforts	45%
Dissatisfaction with Council/management of Council	7%
Room for improvement	6%
Other	6%
Services & Facilities	32%
Maintenance of services and facilities	12%
Natural disaster recovery efforts	10%
Need for upgrading and repairs of roads	6%
Other	4%
Perceptions of Council	18%
Negative perception of the amalgamation	13%
Unbalanced focus on main areas/Tumut	4%
Other	1%
Community involvement	10%
Lack of communication/consultation with the community	5%
Active communication with residents	6%
Other	1%
Investment/support for local economy	8%
Jobs	5%
Tourism	3%
Unsure/no comment	0%
Other	1%

Base: Satisfied with Council (4-5) (n=58)

Q: And can you briefly explain why you gave this score?

COMMUNITY SATISFACTION



Thirty-one percent (31%) of residents provided a rating of neutral when asked to rate their satisfaction with Council's performance overall. The theme driving this rating was management of Council (52%). This included dissatisfaction with the rates increase (22%), with Council/ management of Council (14%) and general room for improvement (13%). This was followed by the theme perceptions of Council, which encompassed negative mentions around the amalgamation and its impact on the community (12%) and the unbalanced focus on some areas/Tumut (10%). Services and facilities (23%) was also mentioned, with the focus around upgrades and repairs of roads (7%) and the maintenance of services and facilities (6%).

Table 1.2 Reasons for Satisfaction – Neutral (3) 31%

CATEGORY	%
Management of Council	52%
Rates too expensive (25%+ increase)/ no value for money	22%
Dissatisfaction with Council/management of Council	14%
Room for improvement	13%
Poor management of Council funds/visibility of Council funds	7%
Satisfied with Council's efforts	6%
Other	1%
Perceptions of Council	28%
Negative perception of the amalgamation	12%
Unbalanced focus on some areas/Tumut	10%
Other	8%
Services & Facilities	23%
Need for upgrading and repairs of roads	7%
Maintenance of services and facilities	6%
Sport and leisure facilities (inc. walkways and parks)	5%
Other	8%
Community involvement	13%
Lack of communication/consultation with the community	10%
Other	3%
Investment/support for local economy	8%
Tourism	5%
Other	6%
Unsure/no comment	1%
Other	4%

Base: Neutral Satisfaction Council (3) (n=128)

Q: And can you briefly explain why you gave this score?

COMMUNITY SATISFACTION



Fifty-three percent (53%) of residents provided a rating of poor or very poor when asked to rate their satisfaction with Council's performance overall. Management of Council was the theme driving this group of residents (62%). This included dissatisfaction with Council/management of Council (26%), rates too expensive/ no value for money (22%) and poor management of Council fund/visibility of Council funds (19%). This was followed by perceptions of Council (32%), which included negative perceptions around the amalgamation and its impact on the community (16%) and the unbalanced focus on some areas/Tumut (14%). There were also mention of services and facilities (23%) – upgrading and repairs of roads (8%), natural disaster recovery efforts (7%) and maintenance of services and facilities (6%), and lack of communication or consultation with the community (15%).

Table 1.3 Reasons for Satisfaction – Dissatisfied (1-2) 53%

CATEGORY	%
Management of Council	61%
Dissatisfaction with Council/management of Council	26%
Rates too expensive (25% increase)/ no value for money	22%
Poor management of Council funds/visibility of Council funds	19%
Perceptions of Council	32%
Negative perception of the amalgamation	16%
Unbalanced focus on some areas/Tumut	14%
Perception that Council doesn't care about residents/ have best interest at heart	5%
Other	1%
Services & Facilities	23%
Need for upgrading and repairs of roads	8%
Natural disaster recovery efforts	7%
Maintenance of services and facilities	6%
Other	7%
Community involvement	15%
Lack of communication/consultation with the community	15%
Unsure/no comment	1%
Other	5%

Base: Dissatisfaction with Council (1-2) (n=217)

Q: And can you briefly explain why you gave this score?

2. COUNCIL SERVICES AND FACILITIES RATING



This section of the report covers the services and facilities provided by Snowy Valleys Council. This includes analysis of community satisfaction with these services and facilities as well as comparisons with previous results and other councils with similar characteristics to Snowy Valleys Council.

[Council Services & Facilities Rating](#)

COUNCIL SERVICES AND FACILITIES RATING



Figure 2.1 displays the satisfaction rating for Council's services and facilities (see page 17). Respondents were asked to rate their satisfaction with services and facilities using a 5-point scale from "very poor" to "very good".

Libraries was the top performing service and facility for Snowy Valley Council, and was the only service or facility that returned a high (i.e. >3.75 out of a possible 5) average satisfaction score of 3.9. There were ten services and facilities that returned a medium average satisfaction score (3.00-3.74). Sport and leisure facilities were the next highest rating services and facilities, swimming pool (3.7), parks, reserves and playgrounds (3.5) and sports facilities (3.5).

There were sixteen services and facilities that returned a low average satisfaction rating (<3.00). Development application processing, providing value for money for my rates, community consultation and listening to the views of the whole community, were the lowest rating services and facilities, all rating 2.1.

There were a number of services and facilities that experienced polarising results, with just as many residents satisfied with the service or facility as dissatisfied: community cultural and youth events (3.0), protection of the environment (3.0), tourism development (2.9), footpaths in your area (2.9), elderly support services (2.9), enforcement of building regulations (2.9), ease of access to services (2.9).

There was low familiarity among a range of services and facilities, with a number of residents unable to provide a satisfaction score. While some of these services and facilities may be used less due to their niche nature, it also suggests that some residents may not be aware of this service or facility being offered.

There were a number of differences in average satisfaction rating by subgroup. The full data from this analysis can be found in the appendix (pp. 35).

- Males were significantly more satisfied with informing the community (2.7 vs 2.4), community consultation and listening to the views of the whole community (2.2 vs 2.0) and maintenance of unsealed roads in your area (2.5 vs 2.2). Females were significantly more satisfied with libraries (4.0 vs 3.8).
- Residents aged 60+ were significantly more satisfied with maintenance of local sealed roads compared to those under the age of 60 (2.8 vs 2.4).
- Residents who have resided in the area for 20 years or less were significantly more satisfied with being a well-run and managed Council compared to those who have resided in the area for more than 20 years (2.7 vs 2.3).
- Residents with children in the household were significantly less satisfied with providing value for money for my rates (1.8 vs 2.3) and waste management (2.9 vs 3.3).
- Ratepayers were significantly less satisfied with being a well-run and managed Council (2.3 vs 3.0), having a clear vision for the future (2.3 vs 3.0), waste management (3.1 vs 4.0), water and sewerage services (3.4 vs 3.9), emergency and disaster management (3.2 vs 3.9), children's services (3.1 vs 3.6), sports facilities (3.4 vs 3.9) and swimming pools (3.7 vs 4.1).

COUNCIL SERVICES AND FACILITIES RATING



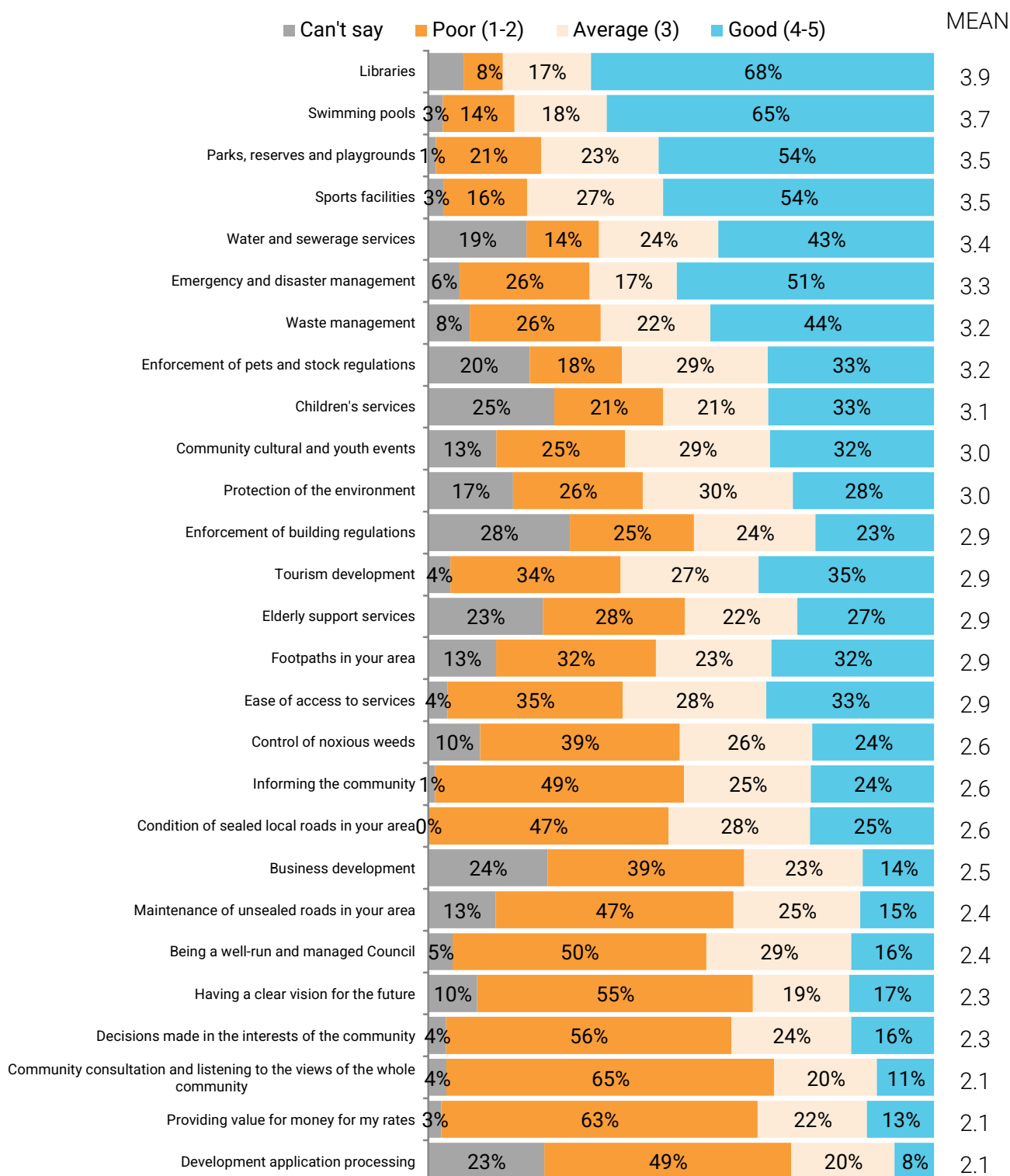
- Residents of Adelong were significantly more satisfied across eight services and facilities compared to residents of Tumbarumba: being a well-run and managed Council (2.7 vs 1.9), having a clear vision for the future (2.8 vs 1.8), decisions made in the interests of the community (2.5 vs 1.7), community cultural and youth events (3.6 vs 2.7), community consultation and listening to the views of the whole community (2.5 vs 1.7), ease of access to services (3.0 vs 2.5), waste management (3.7 vs 2.8) and enforcement of pets and stock regulations (3.4 vs 2.9).
- Residents of Tumut were significantly more satisfied across ten services and facilities compared to residents of Tumbarumba: providing value for money for my rates (2.3 vs 1.7), decisions made in the interests of the community (2.5 vs 1.7), ease of access to services (3.0 vs 2.5), waste management (3.4 vs 2.8), water and sewerage services (3.6 vs 2.9), emergency and disaster management (3.7 vs 2.6), elderly support services (3.2 vs 2.5), community cultural and youth events (3.2 vs 2.7), libraries (4.1 vs 3.5) and swimming pools (4.0 vs 3.3).
- Residents of Tumut were significantly more satisfied across two services and facilities compared to residents of Batlow: control of noxious weeds (2.9 vs 2.0) and parks, reserves and playgrounds (3.8 vs 3.0).

(Continued next page...)

COUNCIL SERVICES AND FACILITIES RATING



Figure 2.1 Satisfaction for Services and Facilities



Base: All respondents (n=400)

Q: I would like you to rate the RECENT PERFORMANCE of Snowy Valleys Council. Please keep in mind that the focus is on performance on that responsibility by your council. On a scale of 1 to 5, where 1 is very poor and 5 is very good, how would you rate the performance of

COUNCIL SERVICES AND FACILITIES RATING



Internal Benchmarks

Table 2.1 compares the breakdown of satisfaction ratings with the previous results since 2018. Most of the services and facilities satisfaction ratings have experienced a significant decrease in 2021.

Swimming pools, libraries and sports facilities are the only services and facilities that remain in-line with the previous results. Having a clear vision for the future, development application processing and being a well-run and managed Council have experienced the largest decline, dropping significantly since 2018.

Table 2.1 Council Services & Facilities Rating – Internal Benchmark

SERVICE/FACILITIES	2018	2021	CHANGE SINCE 2018
Swimming pools	3.7	3.7	0.0
Libraries	4.0	3.9	-0.1
Sports facilities	3.6	3.5	-0.2
Footpaths in your area	3.2	2.9	-0.3
Enforcement of pets and stock regulations	3.5	3.2	-0.3
Water and sewerage services	3.8	3.4	-0.4
Parks, reserves and playgrounds	3.9	3.5	-0.4
Tourism development	3.4	2.9	-0.5
Ease of access to services	3.3	2.9	-0.5
Children's services	3.6	3.1	-0.5
Community cultural and youth events	3.5	3.0	-0.5
Waste management	3.7	3.2	-0.5
Enforcement of building regulations	3.5	2.9	-0.5
Protection of the environment	3.6	3.0	-0.6
Condition of sealed local roads in your area	3.2	2.6	-0.6
Maintenance of unsealed roads in your area	3.0	2.4	-0.6
Emergency and disaster management	3.9	3.3	-0.6
Elderly support services	3.6	2.9	-0.7
Business development	3.2	2.5	-0.7
Control of noxious weeds	3.4	2.6	-0.7
Informing the community	3.3	2.6	-0.8
Decisions made in the interests of the community	3.1	2.3	-0.9
Providing value for money for my rates	3.0	2.1	-0.9
Community consultation and listening to the views of	3.0	2.1	-0.9
Having a clear vision for the future	3.2	2.3	-0.9
Development application processing	3.0	2.1	-1.0
Being a well-run and managed Council	3.4	2.4	-1.0

COUNCIL SERVICES AND FACILITIES RATING



External Benchmarks

Satisfaction results for services and facilities have been benchmarked to allow for comparisons with other councils. Table 2.2 compares Council with the best and worst performing councils as well as an average of comparable councils in New South Wales. Not all services could be benchmarked as some are only applicable to Snowy Valleys Council. A difference of 0.20 pts indicates a significant difference between Council and the comparable council.

There were 20 services and facilities that were able to be benchmarked. Two of Council's services and facilities, enforcement of pets and stock regulations and swimming pools, were statistically in-line with the comparable council average rating. All other services and facilities fell below the comparable council average.

Table 2.2 Council Services & Facilities Rating – External Benchmarks

	SNOWY VALLEYS COUNCIL	COMPARABLE COUNCILS	HIGHEST PERFORMING COUNCIL	LOWEST PERFORMING COUNCIL
Condition of sealed local roads in your area	2.3	3.0	3.9	2.3
Being a well-run and managed Council	2.4	3.1	3.4	2.4
Development application processing	2.4	2.9	4.0	2.2
Decisions made in the interest of the community	2.5	3.0	3.3	2.5
Business development	2.6	2.9	3.7	2.3
Informing the community	2.6	3.2	3.5	2.6
Control of noxious weeds	2.6	2.9	3.3	2.4
Elderly support services	2.9	3.5	4.4	2.9
Tourism marketing (incl VICs)	2.9	3.4	4.2	2.8
Enforcement of local building regulations	2.9	3.1	3.6	2.9
Protection of the environment	3.0	3.3	3.9	3.0
Community cultural and youth events	3.0	3.5	4.0	3.0
Children's services	3.1	3.6	4.0	3.1
Enforcement of pets and stock	3.2	3.2	3.8	2.8
Water and sewerage services	3.2	3.7	4.2	3.2
Waste management	3.4	3.8	4.3	2.8
Sports facilities	3.5	3.9	4.4	3.5
Parks, reserves and playgrounds	3.5	3.9	4.4	3.3
Swimming pools	3.7	3.9	4.3	3.4
Libraries	3.9	4.2	4.4	3.9

3. PRIORITISING SERVICES & FACILITIES



This section of the report aims to identify the key drivers of community satisfaction via a deeper analysis of the relationship between overall satisfaction with Snowy Valleys Council's services and facilities and satisfaction with individual services and facilities as reported in the previous section.

Quadrant Analysis

Quadrant analysis simultaneously analyses the importance of a service in terms of driving overall satisfaction and the performance of services in terms of resident satisfaction. To do this, mean satisfaction scores are plotted against derived importance scores for each Council service. Importance scores are derived from regression analysis. The derived importance score is determined by using regression analysis. This a statistical technique measures the strength of each individual service and facility's relationship with overall satisfaction.

To form quadrants, the average derived importance score and average satisfaction score across all services and facilities were calculated. Services and facilities with a mean satisfaction score less than the overall average were classified as 'low' performing while those with a mean score above the average were classified as 'high' performing. Similarly, services and facilities have 'high' or 'low' importance depending on their position above or below the overall average.

These scores do not suggest the service or facility is not important in the personal lives of residents. It strictly relates to importance in creating overall satisfaction with Council. Areas of personal importance are analysed in Section 6.4 'Reasons for satisfaction'.

Figure 3.1 (over-page) is Council's performance/importance quadrant.

1. The upper right quadrant (high importance and high satisfaction) represents current service strengths or **'Strengths to Maintain'**.
2. The upper left quadrant (high importance but low satisfaction) denotes services where satisfaction should be improved or **'Priorities for Council'**.
3. The lower left quadrant (relatively lower importance and relatively lower satisfaction) represents lower priority service dimensions or **'Second Order Issues'**.
4. The lower right quadrant (relatively lower importance and high satisfaction) represent Council's **'Differentiators'**.

PRIORITISING SERVICES & FACILITIES



Figure 3.1 Quadrant Analysis

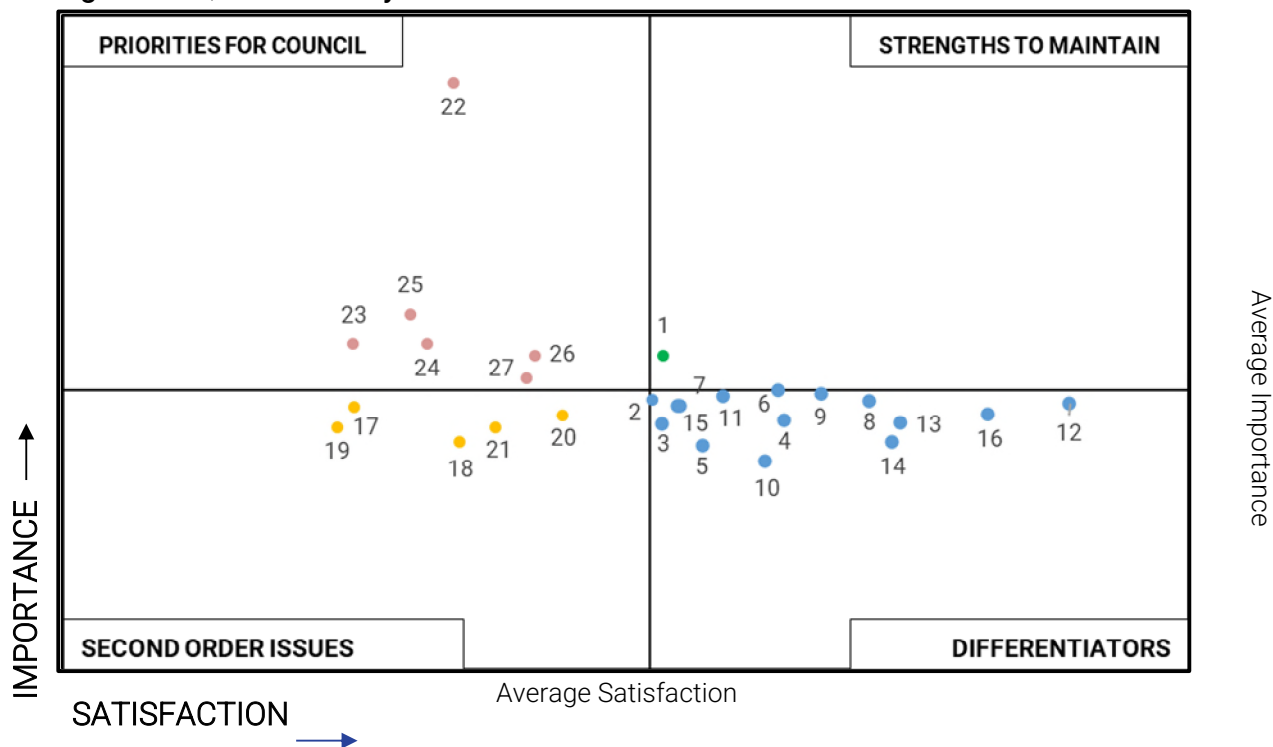


Table 3.1 Strategic Locations of Services and Facilities

PRIORITIES FOR COUNCIL	STRENGTHS TO MAINTAIN
22 – Being a well-run and managed Council 23 – Providing value for money for my rates 24 – Having a clear vision for the future 25 – Decisions made in the interests of the community 26 – Informing the community 27 – Condition of sealed local roads in your area	1 – Elderly support services
SECOND ORDER ISSUES	DIFFERENTIATORS
17 – Community consultation and listening to the views of the whole community 18 – Maintenance of unsealed roads in your area 19 – Development application processing 20 – Control of noxious weeds 21 – Business development	2 – Ease of access to services 3 – Footpaths in your area 4 – Waste management 5 – Protection of the environment 6 – Enforcement of pets and stock regulations 7 – Enforcement of building regulations 8 – Water and sewerage services 9 – Emergency and disaster management 10 – Children's services 11 – Community cultural and youth events 12 – Libraries 13 – Parks, reserves and playgrounds 14 – Sports facilities 15 – Tourism development 16 – Swimming pools

PRIORITISING SERVICES & FACILITIES



Services and facilities in the upper right quadrant are **Strategic Advantages** – these have an important impact on creating overall satisfaction with Snowy Valleys Council and their performance is above average.

Council's one Strength to Maintain is:

- Elderly support services

Services and facilities in the upper left quadrant are **Priorities for Council** – services that have an important impact on creating overall satisfaction but are performing below average. These services are regarded as Council's **foremost** priorities.

- Being a well-run and managed Council
- Providing value for money for my rates
- Having a clear vision for the future
- Decisions made in the interests of the community
- Informing the community
- Condition of sealed local roads in your area

All other services are classified as **Differentiators** or **Second Order Issues** based on whether they are performing above or below average, respectively. While these are important to Council's business, additional effort to improve these services will not have a large, significant impact on overall satisfaction with Council.

PRIORITISING SERVICES & FACILITIES



Satisfaction with Council Services by Overall Satisfaction Rating

Table 3.2 (over page) compares average satisfaction with Council services and facilities across groups of residents that provided low, neutral and high overall satisfaction ratings. The five highest and lowest performing services for each level have been highlighted to demonstrate which services are high and low performing among all residents and which are high and low performing among particular overall satisfaction rating groups.

The top four performing services and facilities are consistent across all residents regardless of their overall satisfaction rating, and are:

- Libraries
- Swimming pools
- Parks, reserves and playgrounds
- Sports facilities

The one service ranked lowest among all groups were:

- Community consultation and listening to the views of the whole community

PRIORITISING SERVICES & FACILITIES



Table 3.2 Satisfaction with Council Services by Overall Satisfaction Rating

COUNCIL SERVICES & FACILITIES	OVERALL SATISFACTION RATING		
	Dissatisfied (1-2)	Neutral (3)	Satisfied (4-5)
Libraries	3.6	4.1	4.5
Swimming pools	3.3	4.1	4.4
Parks, reserves and playgrounds	3.0	3.8	4.4
Sports facilities	3.1	3.6	4.3
Water and sewerage services	3.0	3.6	4.2
Emergency and disaster management	2.7	3.7	4.3
Waste management	2.8	3.4	4.1
Enforcement of pets and stock regulations	2.8	3.3	3.9
Children's services	2.7	3.4	4.1
Community cultural and youth events	2.6	3.4	4.1
Protection of the environment	2.6	3.2	4.0
Enforcement of building regulations	2.6	3.1	3.9
Tourism development	2.5	3.2	4.0
Elderly support services	2.4	3.2	4.3
Footpaths in your area	2.6	3.0	3.5
Ease of access to services	2.3	3.3	3.9
Control of noxious weeds	2.3	2.9	3.3
Informing the community	2.0	3.0	3.8
Condition of sealed local roads in your area	2.2	2.8	3.4
Business development	2.0	2.8	3.6
Maintenance of unsealed roads in your area	2.1	2.5	3.3
Being a well-run and managed Council	1.7	2.9	3.9
Having a clear vision for the future	1.6	2.8	3.8
Decisions made in the interests of the community	1.6	2.7	3.8
Community consultation and listening to the views of the whole community	1.6	2.4	3.5
Providing value for money for my rates	1.5	2.6	3.5
Development application processing	1.7	2.5	2.6

  Top five (green) and lowest five (red) performing services.

4. COUNCIL CUSTOMER SERVICES



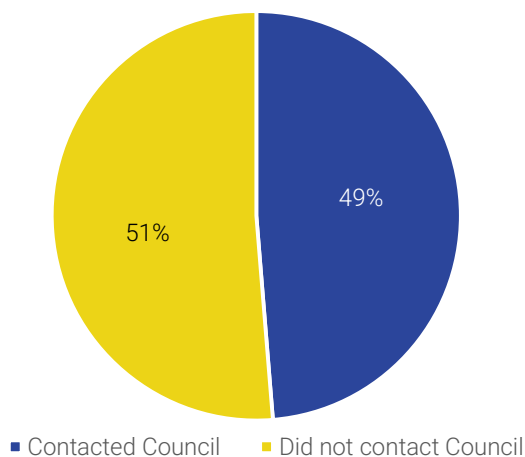
This section of the report covers Council's customer services. This includes method of contact, reason for contact and overall satisfaction with the customer service experience.

Recent Contact with Council

Residents were asked if they had contacted Snowy Valleys Council within the past 6 months, for any reason other than paying rates.

Just under half of residents (49%) had contacted Council in the past six months. This has increased significantly since 2018, by 17%. Households with children were significantly more likely to have made contact, than those without children (58% vs 45%).

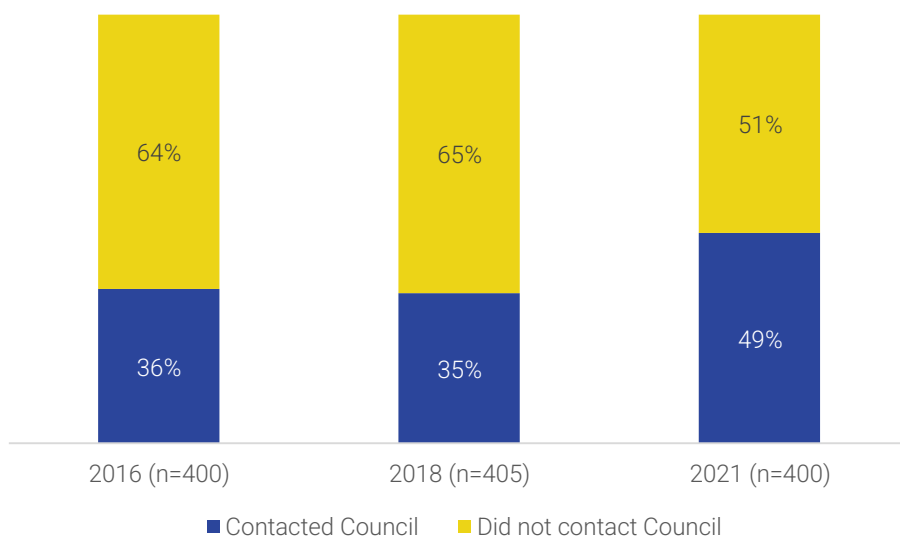
Figure 4.1 Recent Contact with Council within Past Six Months



Base: All respondents (n=400)

Q: Have you contacted Snowy Valleys Council within the past 6 months, for any reason other than paying rates?

Figure 4.2 Recent Contact with Council within Past Six Months – Previous Years Comparison



COUNCIL CUSTOMER SERVICES



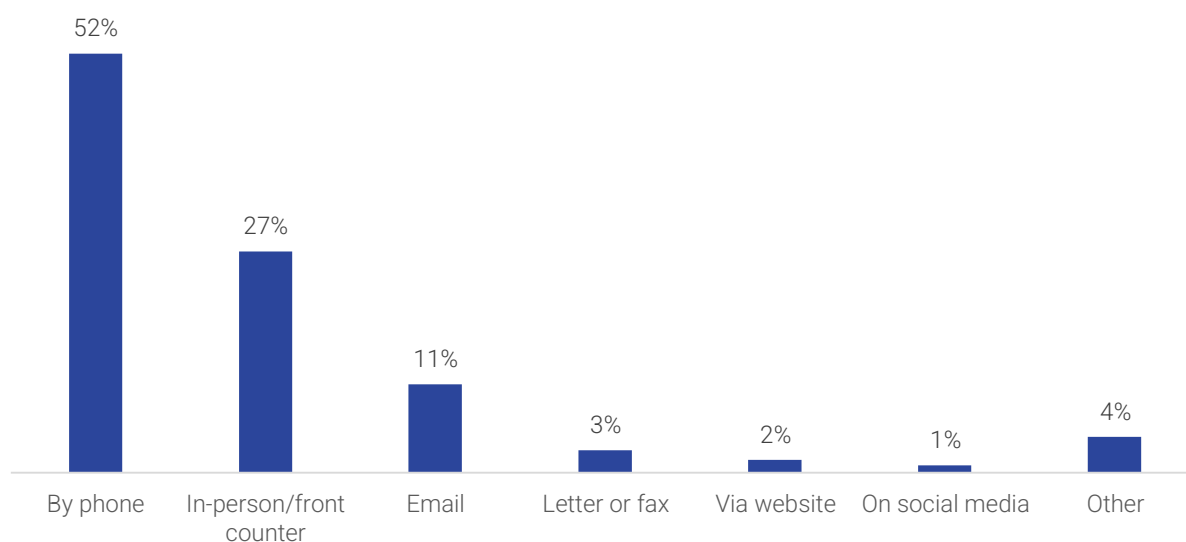
Method of Contact with Council

Residents who had contacted Council within the last six months, were asked to recall how they first contacted Council.

Residents who had contacted Council in the past six months did so by phone (52%), followed by in-person (27%) and email (11%). The use of telephone has decreased in 2021, dropping from 68% in 2018 to 52% in 2021. This decrease in telephone, has been replaced by an increase for in-person, rising from 13% in 2018 to 27% in 2021.

Residents with children in their household were more likely to have phoned Council, compared to those without children in their household (63% vs 46%), while those aged 60+ were more likely to have written or faxed than those under 60 (8% vs 0%).

Figure 4.3 Method of Contact with Council



Base: Respondents who contacted Council in past 6 months (n=200)

Q: And thinking about your most recent query, can you recall how you first made contact with Council?

Table 4.1 Method of Contact with Council – Previous Years Comparison

METHOD	2016	2018	2021
Telephone	64%	68%	52%
Face-to-face	20%	13%	27%
Letter or fax	6%	3%	3%
Digital (email, website, social media)	9%	15%	13%
Unsure	1%	1%	4%

COUNCIL CUSTOMER SERVICES

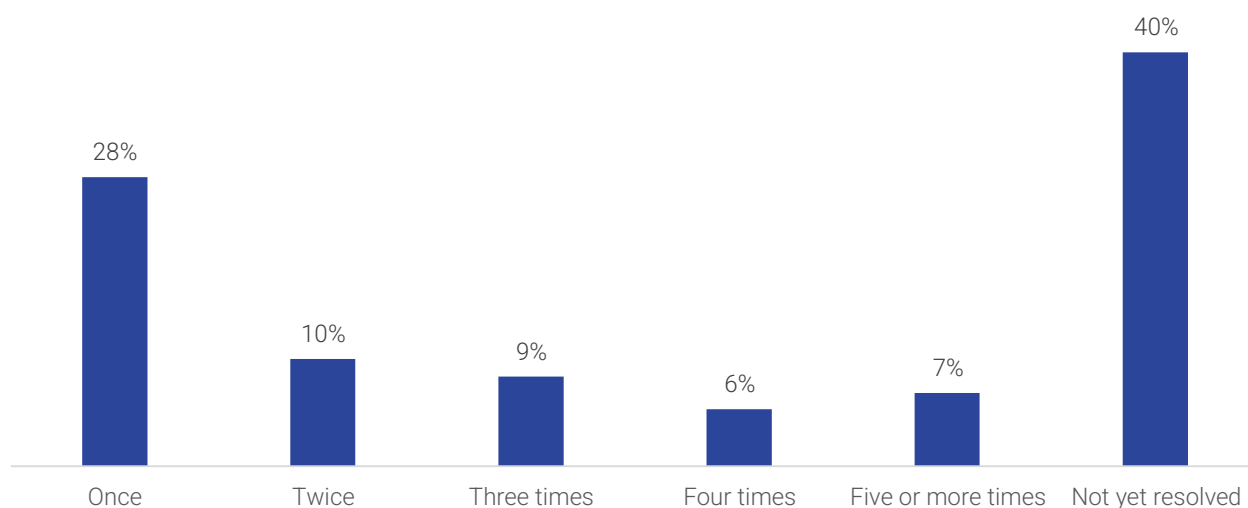


Number of Contacts Required to have Issue Resolved

Residents who had contacted Council within the last six months, were asked how many times they needed to contact Council to have their issue resolved.

Sixty percent (60%) of residents claimed their matter has been resolved, with just under half of those (28%) stating they only had to make contact once. This decreased from 2018, where 43% of residents claimed their issue was resolved after one contact. Forty percent (40%) of residents claimed their issue was still outstanding: this has risen by 9% since 2018. People who had resided in the area for longer than 11 years were more likely to have contacted two to three times, compared to those who had lived in the area for 10 years or less.

Figure 4.4 Number of Contacts Required to have their Issue Resolved



Base: Respondents who contacted Council in past 6 months (n=200)

Q: How many times did you need to contact Council to have your issue resolved?

Table 4.2 Number of Contacts Required to have their Issue Resolved – Previous Years Comparison

NUMBER	2016	2018	2021
One	38%	43%	28%
Two	18%	16%	10%
Three	6%	6%	9%
Four+	6%	3%	13%
Not yet resolved	31%	31%	40%
Unsure	2%	0%	0%

COUNCIL CUSTOMER SERVICES



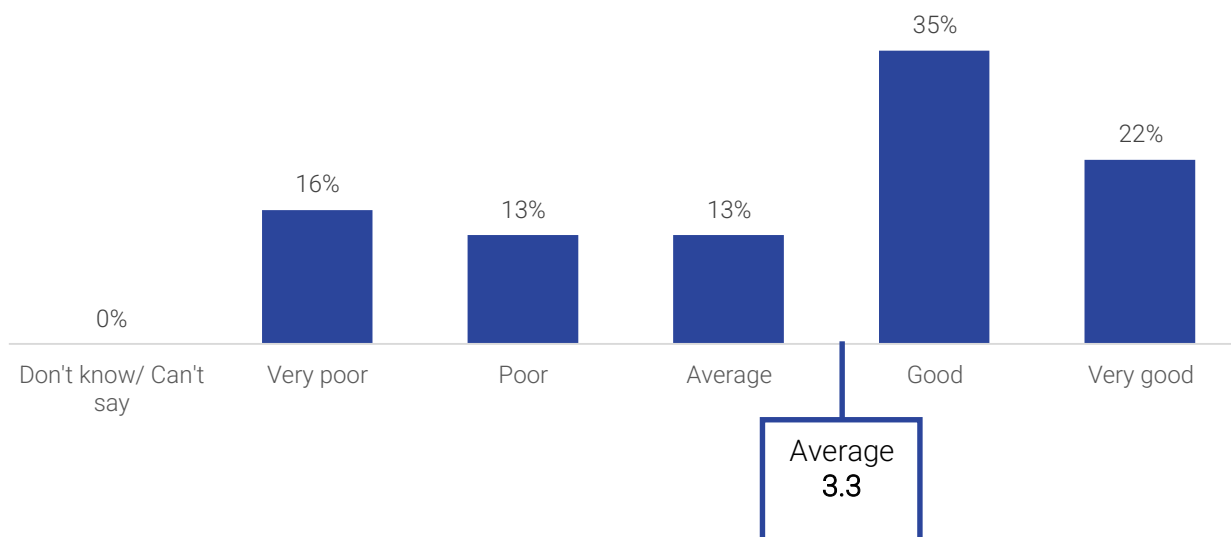
Satisfaction with Council's Customer Service

Respondents who contacted Council within the past six months were asked to indicate their satisfaction with Council's services and facilities using a 5-point scale from 'very poor' to 'very good'.

Fifty-seven percent (57%) of residents claimed to have had a positive experience when interacting with Council, with 22% rating the experience very good. Twenty-nine percent (29%) claimed to have had a poor experience, with 16% rating it very poor. This remained statistically in-line with the results of the previous year.

These results combined for a medium average satisfaction score of 3.3

Figure 4.5 Satisfaction with Council's Customer Service



Base: Respondents who contacted Council in the past 6 months (n=200)

Q: Thinking of the most recent contact, on a scale of 1 to 5 where 1 is very poor and 5 is very good, how would you rate Snowy Valleys Council for customer service? Please keep in mind we do not mean the outcome, but rather the service that you received.

COUNCIL CUSTOMER SERVICES



Figure 4.6 Satisfaction with Council's Customer Service – Comparison with Previous Years

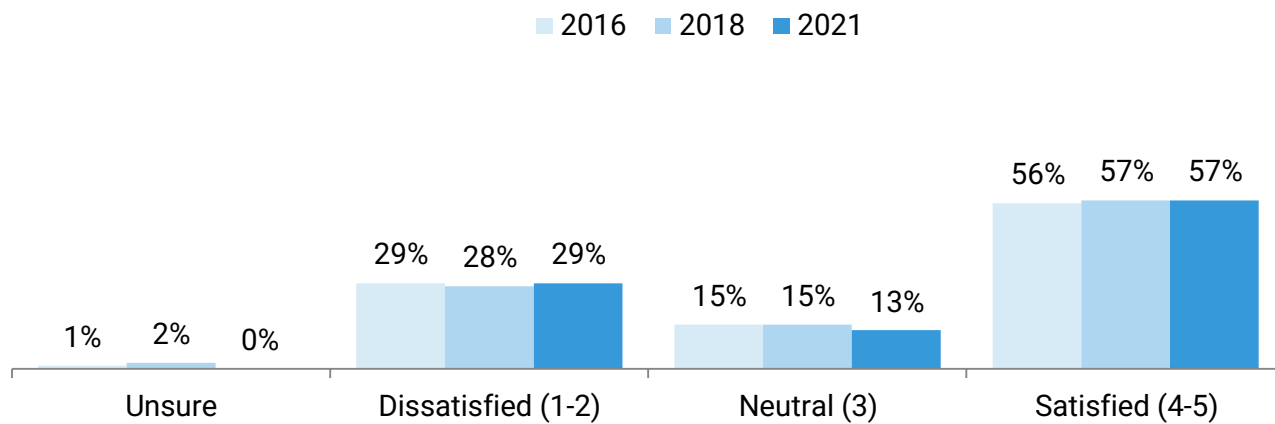
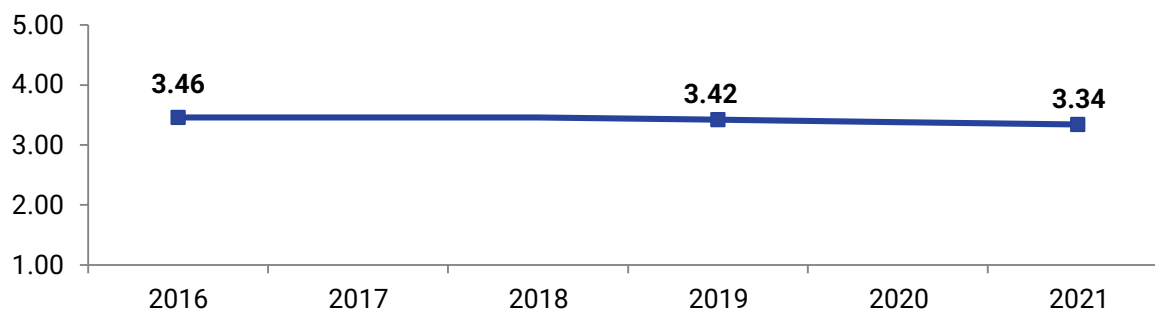


Figure 4.7 Satisfaction with Council's Customer Service – Average Satisfaction Rating



5. COMMUNICATION WITH RESIDENTS

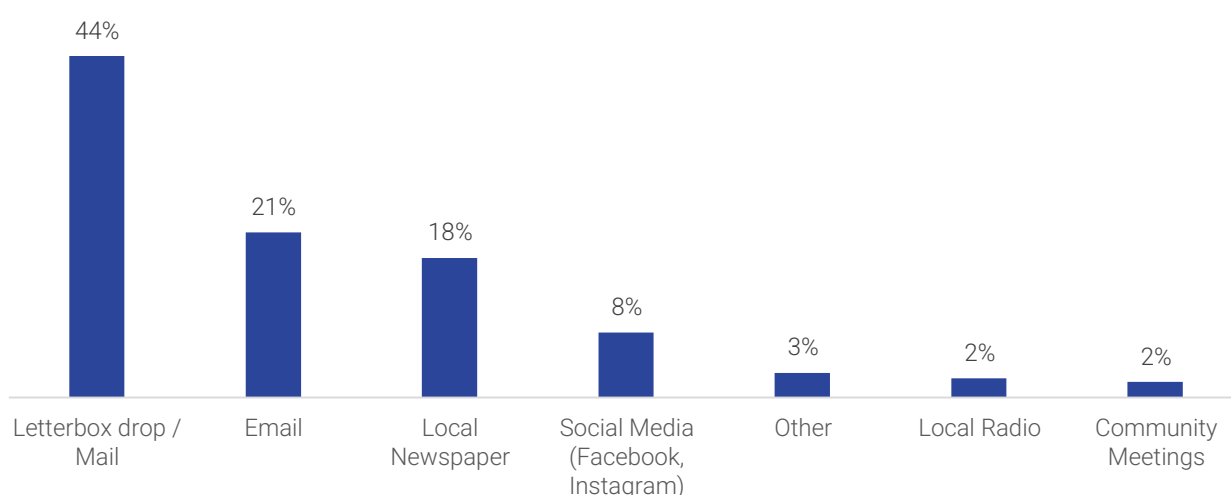


Preferred Method of Contact with Residents

Respondents were also asked to select their preferred methods of receiving information from Council and they were only allowed to select one option. This was the first time this question was asked and therefore there is no comparative data available.

Just under half of residents (44%) stated they preferred to receive communication by letterbox drop/mail and this was consistently the most preferred method across all subgroups. This was followed by email (21%) and local newspaper (18%).

Figure 5.1 Preferred Method of Contact



Base: All Respondents (n=400)

Q: How do you prefer to receive information from Council?

Table 5.1 Preferred Method of Contact – Segmentation

Male 18-39	Male 40-59	Male 60+
1. Letterbox drop / Mail	1. Letterbox drop / Mail	1. Letterbox drop / Mail
2. Email	2. Email	2. Local Newspaper
3. Local Newspaper	3. Local Newspaper	3. Email
Female 18-39	Female 40-59	Female 60+
1. Letterbox drop / Mail	1. Letterbox drop / Mail	1. Letterbox drop / Mail
2. Email	2. Email	2. Local Newspaper
3. Social Media (Facebook, Instagram)	3. Local Newspaper	3. Email

COMMUNICATION WITH RESIDENTS



Satisfaction with Level of Communication from Council

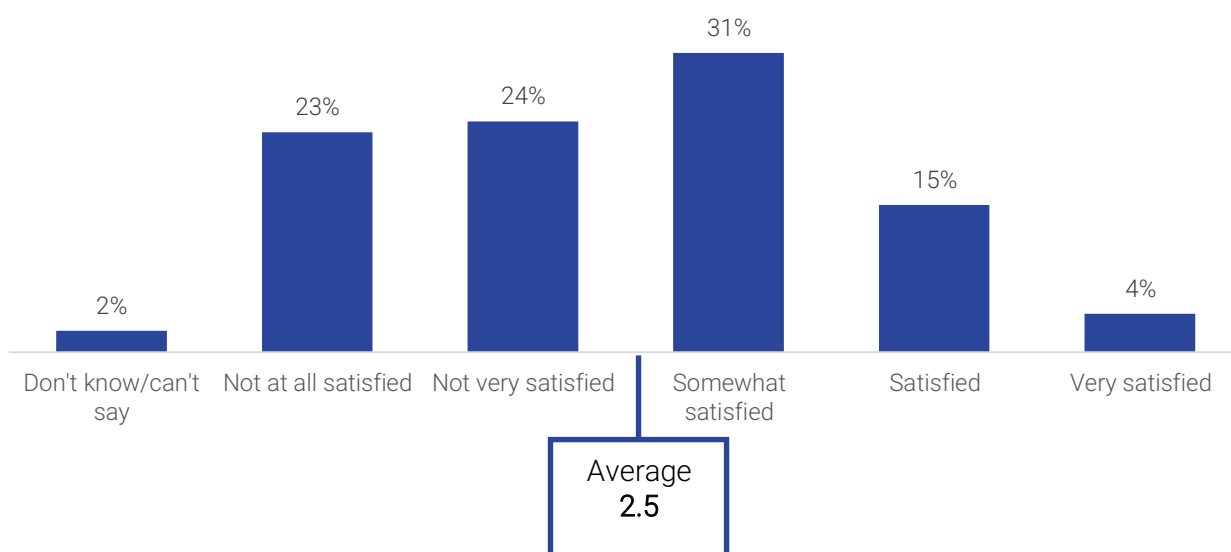
Respondents were asked to indicate their satisfaction with level of communication from Council using a 5-point scale from “not at all satisfied” to “very satisfied”. This was the first time this question was asked and hence there is no comparative data available.

Fifty-one percent (51%) of residents stated they were at least somewhat satisfied, with only 4% selecting the highest rating of very satisfied. Forty-seven percent (47%) of residents stated they were not at all or not very satisfied with Council's level of communication. Non ratepayers were significantly more satisfied with Council's level of communication, compared to ratepayers (3.0 vs 2.5).

Residents in Tumut and Adelong were significantly more satisfied with the level of communication compared to those who reside in Tumbarumba (Adelong 3.0 and Tumut 2.6 vs Tumbarumba 2.1).

These results combined for a medium average satisfaction score of 2.5

Figure 5.2 Satisfaction with Level of Communication from Council



Base: All Respondents (n=400)

Q: On a scale from 1 to 5, where 1 is not at all satisfied and 5 is very satisfied, how satisfied are you with the level of communication that Council provides to the Community?

6. SATISFACTION WITH PERFORMANCE OF COUNCILLORS

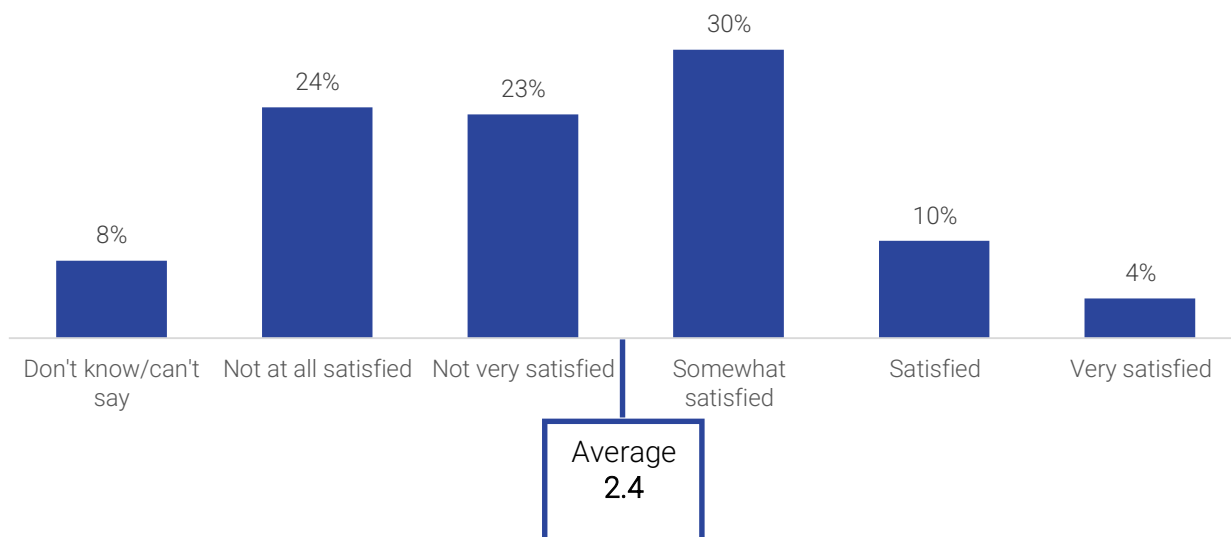


Respondents were asked to indicate their overall satisfaction with performance of Councillors using a 5-point scale from “not at all satisfied” to “very satisfied”. This was the first time this question was asked and hence there is no comparative data available.

Forty-four percent (44%) of residents stated they were at least somewhat satisfied, with only 4% selecting the highest rating of very satisfied. Forty-eight percent (48%) of residents stated they were not at all or not very satisfied with the performance of Councillors. Residents who do not pay rates were significantly more satisfied with the performance of councillors, compared to ratepayers (3.1 vs 2.4).

These results combined for a medium average satisfaction score of 2.4

Figure 6.1 Satisfaction with Performance of Councillors



Base: All respondents (n=400)

Q: And using a scale from 1 to 5, where 1 is not at all satisfied and 5 is very satisfied, how satisfied are you overall with the performance of Councillors?

7. AWARENESS OF SPECIAL RATE VARIATION

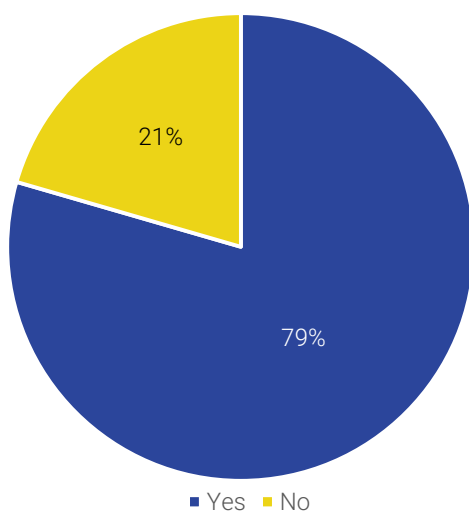


Residents were asked to rate their awareness of the option for Council to investigate a Special Rate Variation, to increase rates from 2022. Further context was given to residents if they had any questions.

This was the first time this question was asked and therefore there is no comparative data available.

Eight from ten residents of Snowy Valleys Council stated they were aware of the Special Rate Variation. Unsurprisingly ratepayers stated a significantly higher level of awareness compared to non-ratepayers (71% vs 60%).

Figure 7.1 Awareness of Special Rate Variation



Base: All respondents (n=400)

Q: Are you aware that Council has included an option in its Long Term Financial Plan to investigate a Special Rate Variation to increase rates from 2022?

8. AREAS OF ADDITIONAL FUNDING AND SERVICES

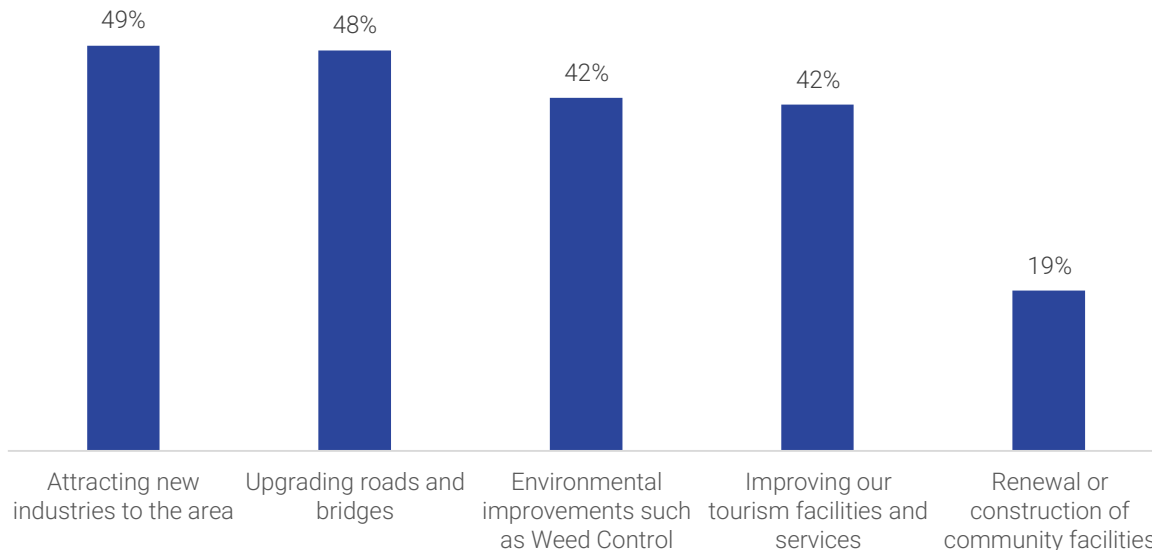


Residents were read out five different areas in which Council can lobby the State and Federal Government. Residents were asked to select two they believed were **the most important priorities** for Council. This was the first time this question was asked and hence there is no comparative data available.

The top selected areas of additional funding and services were **attracting new industries to the area** (49%) and **upgrading roads and bridges** (48%). This was followed by environmental improvements such as weed control and improving or tourism facilities and services (both 42%).

Residents that have lived in the area more than 20 years preferred Council to focus on upgrading of roads and bridges, significantly more so than those who have lived in the area for under 20 years (53% vs 33%). Residents with children in their household were significantly more likely to have selected renewal or construction of community facilities (27% vs 16%), while those without children were more likely to have selected environmental improvements such as Weed Control (46% vs 33%). Ratepayers were significantly more likely to have preferred attracting new industries to the area compared to non-ratepayers (50% vs 25%). Residents in Tumbarumba and Adelong were significantly more likely to have selected upgrading roads and bridges compared to residents in Tumut and Batlow (Adelong 74%, Tumbarumba 55% vs Tumut 44%, Batlow 28%).

Figure 8.1 Areas of Additional Funding and Services



Base: All Respondents (n=400)

Q: Which you think are the TWO most important priorities for this region?

9. APPENDIX

		Total	Gender		Age		
			Male	Female	18-39	40-59	60+
Services/Facilities means rated (1-5)	Being a well-run and managed Council	2.4	2.3	2.4	2.4	2.5	2.3
	Providing value for money for my rates	2.1	2.1	2.1	1.9	2.1	2.3
	Having a clear vision for the future	2.3	2.4	2.3	2.2	2.4	2.3
	Decisions made in the interests of the community	2.3	2.4	2.1	2.2	2.3	2.3
	Informing the community	2.6	2.7	2.4	2.7	2.7	2.4
	Community consultation and listening to the views of the whole community	2.1	2.2	2.0	2.0	2.3	2.1
	Ease of access to services	2.9	2.8	2.9	2.8	2.9	2.9
	Condition of sealed local roads in your area	2.6	2.6	2.5	2.4	2.4	2.8
	Footpaths in your area	2.9	3.0	2.8	3.1	2.8	2.7
	Maintenance of unsealed roads in your area	2.4	2.5	2.2	2.4	2.4	2.3
	Waste management	3.2	3.2	3.2	3.1	3.1	3.4
	Protection of the environment	3.0	3.0	3.0	3.1	2.9	3.0
	Development application processing	2.1	2.1	2.1	2.3	2.0	2.1
	Control of noxious weeds	2.6	2.7	2.5	2.9	2.6	2.5
	Enforcement of pets and stock regulations	3.2	3.2	3.2	3.4	3.1	3.1
	Enforcement of building regulations	2.9	2.9	2.9	3.0	3.1	2.8
	Water and sewerage services	3.4	3.5	3.3	3.4	3.3	3.5
	Emergency and disaster management	3.3	3.3	3.2	3.3	3.3	3.2
	Elderly support services	2.9	2.9	2.8	2.9	2.8	3.0
	Children's services	3.1	3.2	3.0	3.0	3.1	3.3
	Community cultural and youth events	3.0	3.0	3.0	3.0	3.0	3.1
	Libraries	3.9	3.8	4.0	3.8	3.9	4.0
	Business development	2.5	2.4	2.6	2.6	2.4	2.5
	Parks, reserves and playgrounds	3.5	3.4	3.5	3.5	3.5	3.5
	Sports facilities	3.5	3.5	3.4	3.4	3.4	3.6
	Tourism development	2.9	2.9	3.0	3.0	2.9	2.9
	Swimming pools	3.7	3.8	3.6	3.7	3.8	3.6
Overall means rated (1-5)	Overall performance	2.3	2.3	2.3	2.2	2.5	2.3
Overall satisfaction	% scoring Council 'Good' or 'Very good' in their Overall satisfaction	14%	13%	15%	12%	12%	18%
Customer service	Means rating 1-5	3.3	3.4	3.2	2.9	3.6	3.4
Level of communication	Means rating 1-5	2.5	2.6	2.5	2.5	2.6	2.4

APPENDIX



		Total	Length of time in LGA			Children in household		Ratepayer	
			<10 years	11 to 20 years	More than 20 years	Children in household	No children in household	Yes	No
Services/Facilities means rated (1-5)	Being a well-run and managed Council	2.4	2.7	2.7	2.3	2.3	2.4	2.3	3.0
	Providing value for money for my rates	2.1	2.2	2.4	2.0	1.8	2.3	2.1	2.3
	Having a clear vision for the future	2.3	2.6	2.6	2.2	2.2	2.4	2.3	3.0
	Decisions made in the interests of the community	2.3	2.3	2.5	2.2	2.2	2.3	2.3	2.4
	Informing the community	2.6	2.5	2.9	2.5	2.6	2.6	2.6	2.7
	Community consultation and listening to the views of the whole community	2.1	2.1	2.3	2.1	2.0	2.2	2.1	2.5
	Ease of access to services	2.9	3.0	3.2	2.8	2.8	2.9	2.9	3.1
	Condition of sealed local roads in your area	2.6	2.9	2.7	2.5	2.4	2.6	2.6	2.3
	Footpaths in your area	2.9	3.3	2.8	2.8	3.0	2.9	2.9	3.3
	Maintenance of unsealed roads in your area	2.4	2.6	2.6	2.3	2.4	2.4	2.4	2.4
	Waste management	3.2	3.3	3.1	3.2	2.9	3.3	3.1	4.0
	Protection of the environment	3.0	2.9	3.0	3.0	3.0	3.0	3.0	3.4
	Development application processing	2.1	2.3	2.3	2.0	2.1	2.1	2.1	2.2
	Control of noxious weeds	2.6	2.7	2.9	2.6	2.6	2.6	2.6	2.9
	Enforcement of pets and stock regulations	3.2	3.2	3.3	3.1	3.1	3.2	3.2	3.5
	Enforcement of building regulations	2.9	3.0	2.7	3.0	2.9	3.0	2.9	3.1
	Water and sewerage services	3.4	3.5	3.4	3.4	3.3	3.4	3.4	3.9
	Emergency and disaster management	3.3	3.1	3.3	3.3	3.3	3.3	3.2	3.9
	Elderly support services	2.9	3.1	3.1	2.8	2.9	2.9	2.9	3.0
	Children's services	3.1	3.1	3.1	3.2	3.0	3.2	3.1	3.6
	Community cultural and youth events	3.0	3.1	3.2	3.0	3.0	3.0	3.0	3.3
	Libraries	3.9	4.1	3.9	3.9	3.9	3.9	3.9	4.1
	Business development	2.5	2.5	2.7	2.4	2.4	2.5	2.4	3.0
	Parks, reserves and playgrounds	3.5	3.5	3.5	3.5	3.4	3.5	3.5	3.6
	Sports facilities	3.5	3.3	3.5	3.5	3.3	3.5	3.4	3.9
Tourism development	2.9	2.9	3.1	2.9	2.8	3.0	2.9	3.3	
Swimming pools	3.7	3.8	3.7	3.7	3.8	3.7	3.7	4.1	
Overall means rated (1-5)	Overall performance	2.3	2.4	2.6	2.3	2.3	2.4	2.3	2.8
Overall satisfaction	% scoring Council 'Good' or 'Very good' in their Overall satisfaction	14%	9%	20%	14%	8%	17%	14%	19%
Customer service	Means rating 1-5	3.3	3.4	3.6	3.3	3.3	3.4	3.3	3.3
Level of communication	Means rating 1-5	2.5	2.5	2.8	2.5	2.6	2.5	2.5	3.0

APPENDIX



		Locations				
		Tumut	Tumbarumba	Batlow	Adelong	Other
Services/Facilities means rated (1-5)	Being a well-run and managed Council	2.58	1.88	2.32	2.74	2.29
	Providing value for money for my rates	2.30	1.69	2.20	2.14	2.17
	Having a clear vision for the future	2.55	1.80	2.08	2.83	2.19
	Decisions made in the interests of the community	2.52	1.73	2.12	2.52	2.18
	Informing the community	2.64	2.30	2.53	2.92	2.61
	Community consultation and listening to the views of the whole community	2.23	1.74	2.16	2.46	2.17
	Ease of access to services	3.04	2.51	2.95	3.05	2.65
	Condition of sealed local roads in your area	2.75	2.51	2.29	2.24	2.35
	Footpaths in your area	3.03	3.08	2.59	2.55	2.46
	Maintenance of unsealed roads in your area	2.52	2.20	2.35	2.11	2.52
	Waste management	3.39	2.75	3.00	3.68	3.09
	Protection of the environment	3.09	2.79	2.93	3.37	2.75
	Development application processing	2.18	1.87	2.17	1.98	2.02
	Control of noxious weeds	2.91	2.46	2.02	2.49	2.67
	Enforcement of pets and stock regulations	3.32	2.86	2.90	3.36	3.21
	Enforcement of building regulations	3.04	2.69	3.00	3.08	2.65
	Water and sewerage services	3.62	2.92	3.53	3.18	3.28
	Emergency and disaster management	3.73	2.56	2.65	3.58	3.40
	Elderly support services	3.15	2.47	2.89	3.13	2.57
	Children's services	3.19	3.04	3.18	3.36	2.99
	Community cultural and youth events	3.22	2.74	2.76	3.59	2.77
	Libraries	4.14	3.51	3.85	3.86	3.81
	Business development	2.69	2.22	1.99	2.75	2.32
	Parks, reserves and playgrounds	3.78	3.06	3.00	3.64	3.43
	Sports facilities	3.66	3.29	3.06	3.70	3.19
	Tourism development	2.98	2.98	2.41	3.18	2.98
	Swimming pools	3.96	3.31	3.50	3.79	3.52
Overall means rated (1-5)	Overall performance	2.58	1.81	2.25	2.70	2.16
Overall satisfaction	% scoring Council 'Good' or 'Very good' in their Overall satisfaction	17%	6%	11%	26%	11%
Customer service	Means rating 1-5	3.43	2.95	3.27	3.81	3.52
Level of communication	Means rating 1-5	2.60	2.13	2.45	3.03	2.65

