Hawkesbury City Council

attachment 1 to Item 31

Hawkesbury Community Survey 2013

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Hawkesbury City Council Community Research

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Background and Methodology

Hawkesbury City Council sought to examine community attitudes and perceptions towards current and future services and facilities provided by Council. Key objectives of the research included:

- To assess and establish the community's priorities and satisfaction in relation to Council activities, services and facilities
- To identify the community's overall level of satisfaction with Council's performance
- To understand and measure community response to a series of long term Council resourcing options

To facilitate this, Micromex Research was contracted to develop a survey template that enabled Council to effectively analyse attitudes and trends within the community.

Questionnaire

Micromex Research, together with Hawkesbury City Council, developed the questionnaire.

A copy of the questionnaire is provided in Appendix B.

Data collection

The survey was conducted during the period 26th August to 3rd September 2013 from 4:30pm to 8:30pm, Monday to Friday.

Survey area

Hawkesbury City Council Local Government Area.

Sample selection and error

The sample consisted of a total of 400 residents. The selection of respondents was by means of a computer based random selection process using the electronic White Pages.

A sample size of 400 residents provides a maximum sampling error of plus or minus 4.9% at 95% confidence.

The sample was weighted by age to reflect the 2011 ABS census data.

Interviewing

Interviewing was conducted in accordance with IQCA (Interviewer Quality Control Australia) Standards and the Market Research Society Code of Professional Conduct.

Prequalification

Participants in this survey were pre-qualified as not having an immediate family member who works for Hawkesbury City Council.

Background and Methodology

Data analysis

The data within this report was analysed using SPSS and Q Professional. To identify the statistically significant differences between the groups of means, 'One-Way Anova tests' and 'Independent Samples T-tests' were used. 'Z Tests' were also used to determine statistically significant differences between column percentages.

Ratings questions

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

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

Mean rating explanation

Mean rating:

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

Note: Only respondents who rated services/facilities a 4 or 5 in importance were asked to rate their satisfaction with that service/facility.

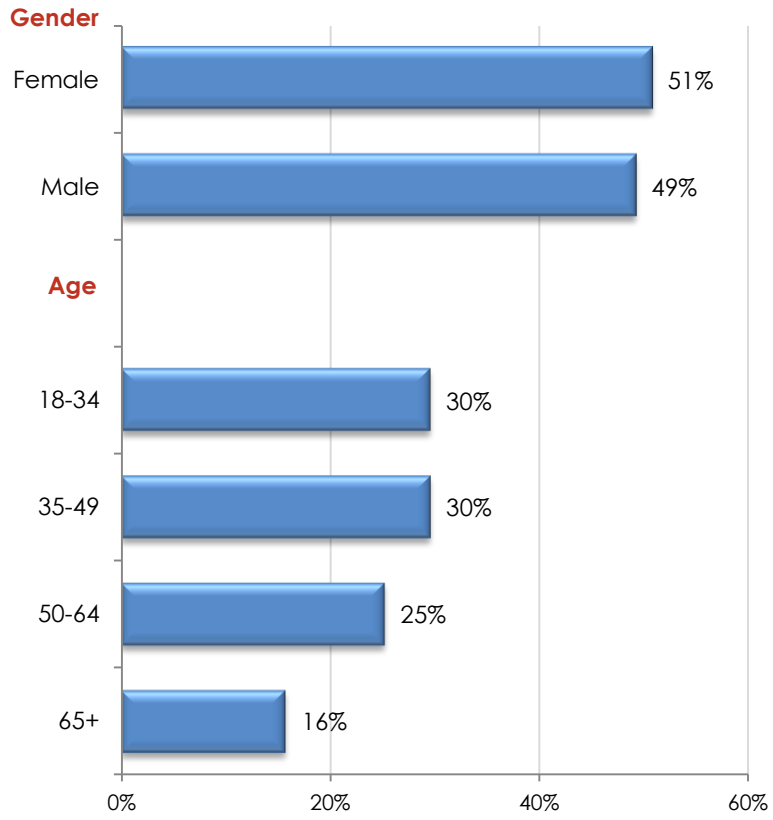
Errors: Data in this publication is subject to sampling variability because it is based on information relating to a sample of residents rather than the total number. This difference (sampling error) may occur due to imperfections in reporting and errors made in processing the data. This may occur in any enumeration, whether it is a full count or sample.

Efforts have been made to reduce the non-sampling error by careful design of the questionnaire and detailed checking of completed questionnaires.

Key Findings

Sample Profile

Note: The data has been weighted by age and gender to reflect the 2011 ABS Census data.



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Key Findings

Overview (Overall satisfaction)

Overall, the research has found a moderate result for Hawkesbury City Council, with 33 of the 49 services/facilities/criteria rated as being of 'moderate satisfaction' to 'very high satisfaction'.

At an overall level, residents expressed a 'moderate' level of satisfaction with the performance of Council, with 77% of the respondents giving a rating of 'somewhat satisfied' to 'very satisfied'.

In the last 12 months, Hawkesbury has underperformed compared to LGA satisfaction benchmarks. Council needs to identify how this can be corrected.

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

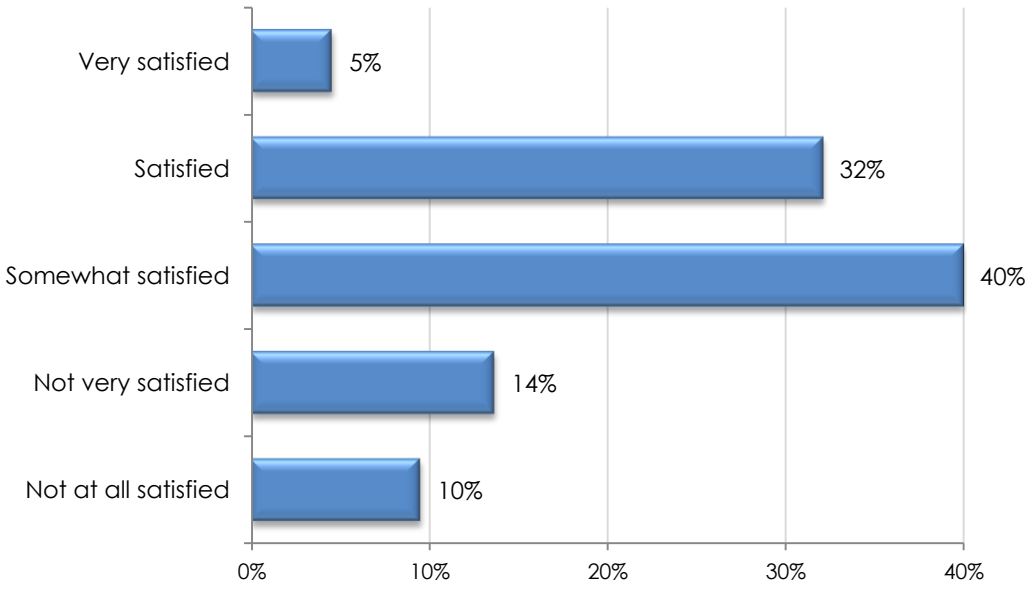
	18 - 34	35 - 49	50 - 64	65+	Male	Female	Overall
Satisfaction mean ratings	3.29	2.97	2.90	3.21	3.14	3.04	3.09

	2009	2011	2013
Mean ratings	3.35	3.31	**3.09**

NSW LGA BRAND SCORES	Metro	Regional	All of NSW
Mean ratings	**3.45**	3.22	**3.31**

Significantly higher than the average
Significantly lower than the average

Scale: 1 = not at all satisfied, 5 = very satisfied



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Satisfaction with Council's Consultation with the Community

Summary

Compared to 2011, residents were significantly more satisfied with Council's consultation with the community.

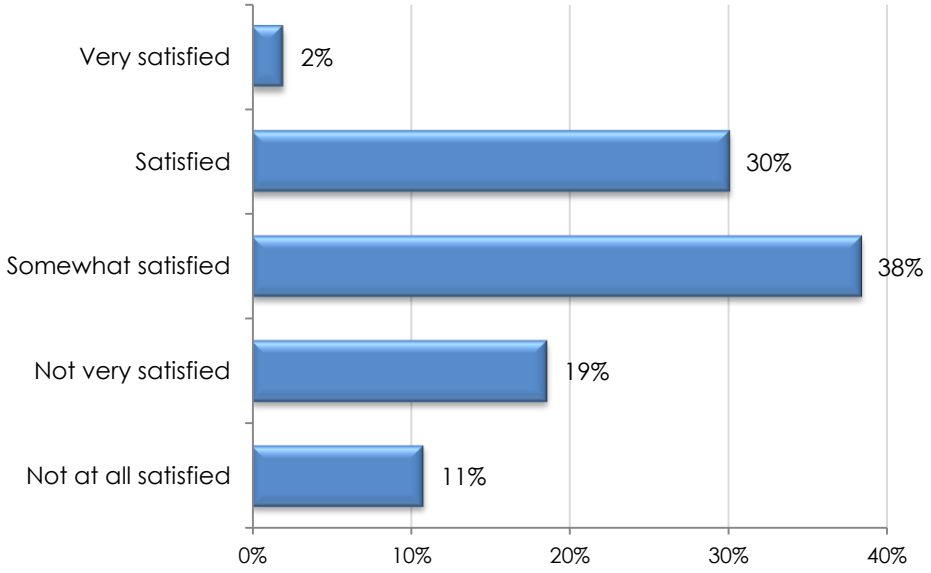
70% of residents indicated that they were at least 'somewhat satisfied' with Council's consultation with the community. Only 11% of residents indicated that they were 'not at all satisfied'.

Q. *Overall how satisfied are you with the way Council consults with the community?*

	2013	2011
Mean ratings	**3.06**	**2.87**

Significantly higher than the average
Significantly lower than the average

Scale: 1 = not at all satisfied, 5 = very satisfied



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Key Findings

Key Satisfaction Trends

Comparisons with the research results over the past year have found a significant increase in residents' levels of satisfaction with 4 of the 49 services and facilities provided by Council:

- Bus services (school and public)
- Companion animal shelter (pound) services
- Train services
- Tree preservation

Comparisons with the research results over the past year indicate a significant decline in residents' levels of satisfaction with 7 of the 49 services and facilities provided by Council:

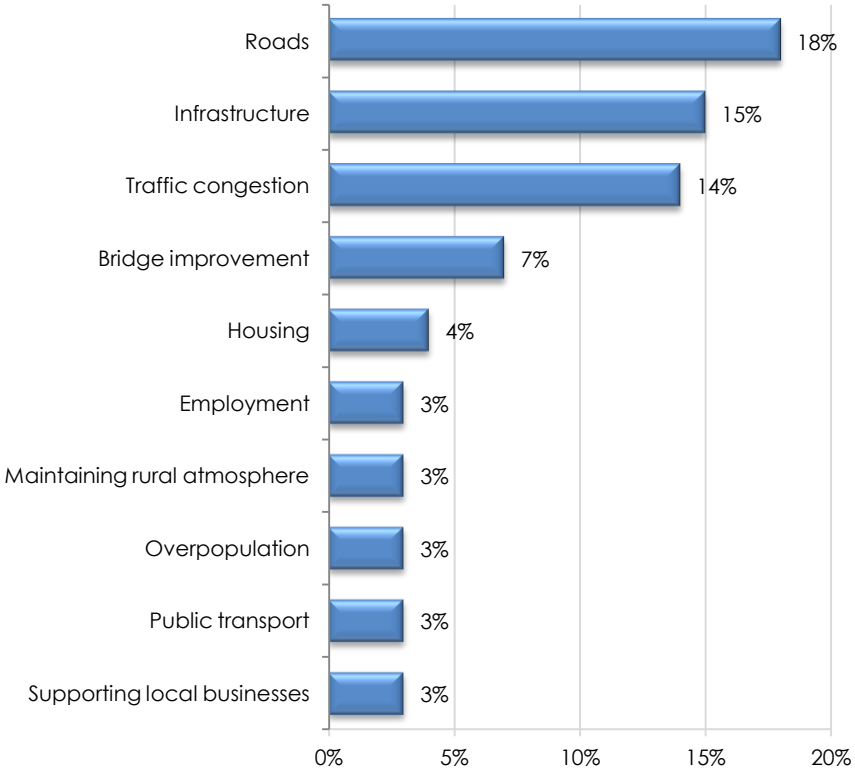
- Engaging the community in making decisions
- Gallery/Museum
- Garbage services
- Improving services and infrastructure
- Lobbying State & Federal government for improved service levels
- Providing transparent, accountable and respected leadership
- Valuing and protecting the Hawkesbury's heritage areas

Key Findings

Key Challenge Facing Hawkesbury in the Next 10 Years

Residents indicated that overpopulation and all it brings in terms of infrastructural needs are the key long term challenges that residents believe the Hawkesbury LGA needs to address.

Q. *Thinking of Hawkesbury as a whole, what would you say is the key challenge facing the area in the next 10 years?*



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Key Findings

Comparison to LGA Benchmarks

Hawkesbury City Council residents are more satisfied than the LGA Benchmark score for 3 of the 17 comparable measures, equal to 2 and below the Benchmark for the remaining 12 comparable measures.

Service/Facility	Hawkesbury City Council Satisfaction Scores	Satisfaction Benchmark
Above the Benchmark		
Car parks	3.2	3.1
Community centres and community halls	3.7	3.6
Youth centres and facilities	3.0	2.9
Equal to the Benchmark		
Libraries	4.2	4.2
Protecting bushland, open space and natural habitats	3.5	3.5
Below the Benchmark		
Road maintenance	2.2	2.6
Gallery/Museum	3.7	4.0
Garbage services	3.7	4.0
Improving air quality	3.1	3.4
Sporting and recreational facilities	3.5	3.8
Access to services and facilities for people with a disability	3.2	3.4
Parks and reserves	3.6	3.8
Public swimming pools	3.6	3.7
Senior's centre and programs	3.5	3.7
Valuing and protecting the Hawkesbury's heritage areas	3.2	3.5
Footpaths and cycleways	2.8	2.9
Recycling services	3.7	3.8

Scale: 1 = not at all satisfied, 5 = very satisfied

Key Findings

Identifying Priorities via Specialised Analysis (Explanation)

The specified research outcomes required us to measure both community importance and community satisfaction with a range of specific service delivery areas. In order to identify core priorities, we undertook a 2 step analysis process on the stated importance and rated satisfaction data, after which we conducted a third level of analysis. This level of analysis was a Shapley Regression on the data in order to identify which facilities and services are the actual drivers of overall satisfaction with Council.

By examining both approaches to analysis we have been able to:

1. Identify and understand the hierarchy of community priorities

2. Inform the deployment of Council resources in line with community aspirations

Step 1. Performance Gap Analysis (PGA)

PGA establishes the gap between importance and satisfaction. This is calculated by subtracting the mean satisfaction score from the mean importance score. In order to measure performance gaps, respondents are asked to rate the importance of, and their satisfaction with, each of a range of different services or facilities on a scale of 1 to 5, where 1 = low importance or satisfaction and 5 = high importance or satisfaction. These scores are aggregated at a total community level.

The higher the differential between importance and satisfaction, the greater the difference is between the provision of that service by Hawkesbury City Council and the expectation of the community for that service/facility.

In the table on the following page, we can see the 49 services and facilities that residents rated by importance and then by satisfaction.

When analysing the performance gaps, it is important to recognise that, for the most part, a gap of up to 1.0 is acceptable when the initial importance rating is 4.0+, as it indicates that residents consider the attribute to be of 'high' to 'very high' importance and that the satisfaction they have with Hawkesbury City Council's performance on that same measure, is 'moderate' to 'moderately high'.

For example, 'car parks' was given an importance score of 4.18, which indicates that it is considered an area of 'high' importance by residents. At the same time it was given a satisfaction score of 3.19, which indicates that residents are 'moderately satisfied' with Hawkesbury City Council's performance and focus on that measure.

In the case of a performance gap such as for the 'libraries' (3.74 importance vs. 4.24 satisfaction), we can identify that the facility/service has a 'moderately high' importance to the broader community, but for residents who feel that this facility is important, it is providing a 'very high' level of satisfaction.

Key Findings

When analysing performance gap data, it is important to consider both stated satisfaction and the absolute size of the performance gap.

Performance Gap Ranking

Ranking 2011	Ranking 2013	Service/Facility	Importance Mean	Satisfaction Mean	Performance Gap
1	1	Road maintenance	4.64	2.18	2.46
2	2	Improving services & infrastructure	4.48	2.57	1.91
6	3	Engaging the community in making decisions	4.29	2.50	1.79
5		Lobbying State & Federal government for funding and improved service levels	4.35	2.56	1.79
8	5	Providing transparent, accountable and respected leadership	4.33	2.62	1.71
4	6	Road safety	4.63	2.98	1.65
3	7	Healthy & sustainable Hawkesbury River and waterways	4.52	2.90	1.62
10	8	Supporting a wider communications network	4.32	2.76	1.56
9	9	Crime prevention	4.56	3.26	1.30
14	10	Promoting local employment opportunities	4.19	2.94	1.25
7	11	Public toilets	3.90	2.69	1.21
18	12	Footpaths and cycleways	3.96	2.77	1.19
21	13	Supporting business development	4.15	2.97	1.18
13		Valuing and protecting the Hawkesbury's heritage areas	4.35	3.17	1.18
14	15	Reducing energy consumption	4.14	2.97	1.17
11	16	Train services	4.08	2.96	1.12
18	17	Bus services (school and public)	3.95	2.92	1.03
16		Supporting training & career opportunities	4.09	3.06	1.03
26	19	Building partnerships with residents, community groups & institutions	4.02	3.01	1.01
20	20	Car parks	4.18	3.19	0.99
22	21	Stormwater management & re-use	3.87	2.90	0.97
25		Improving air quality	4.05	3.08	0.97
23	23	Supporting & valuing community organisations	4.12	3.21	0.91
23	24	Supporting & valuing volunteers	4.36	3.47	0.89
16		Emergency service planning, including flood and fire	4.60	3.71	0.89
30	26	Disabled ramps & access	4.00	3.12	0.88
32	27	Garbage services	4.57	3.72	0.85
28		Recycling services	4.52	3.67	0.85
27	29	Protecting bushland, open space and natural habitats	4.34	3.51	0.83
35		Access to services & facilities for people with a disability	4.00	3.17	0.83

Scale: 1 = not at all important/satisfied, 5 = very important/satisfied

Key Findings

When analysing performance gap data, it is important to consider both stated satisfaction and the absolute size of the performance gap.

Performance Gap Ranking

Ranking 2011	Ranking 2013	Service/Facility	Importance Mean	Satisfaction Mean	Performance Gap
29	31	Supporting rural based activities	3.82	3.02	0.80
31	32	Supporting tourism facilities & industry	4.01	3.23	0.78
33	33	Reducing water consumption	3.87	3.26	0.61
37	34	Provision of mains sewerage	3.87	3.37	0.50
40	35	Youth centres and facilities	3.42	3.01	0.41
35	36	Tree preservation	3.83	3.43	0.40
34	37	Parks and reserves	3.94	3.58	0.36
39	38	Management of sewerage waste (pump-out)	3.84	3.53	0.31
38	39	On-site health inspections such as food and septics	3.85	3.61	0.24
46	40	Seniors' centre and programs	3.66	3.45	0.21
42	41	Sporting and recreational facilities	3.46	3.47	-0.01
43	42	Programs for people from diverse cultures including Indigenous Australians	3.04	3.14	-0.10
44	43	Playgrounds	3.52	3.63	-0.11
41	44	Companion animal shelter (pound) services	3.70	3.83	-0.13
45	45	Community centres and community halls	3.38	3.65	-0.27
47	46	Public swimming pools	3.12	3.60	-0.48
48	47	Libraries	3.74	4.24	-0.50
49	48	Child care centres	3.25	3.82	-0.57
50	49	Gallery/Museum	2.91	3.74	-0.83

Scale: 1 = not at all important/satisfied, 5 = very important/satisfied

Key Findings

When we examine the 9 largest performance gaps, we can identify that all the services or facilities have been rated as 'very high' to 'extremely high' in importance. Resident satisfaction for all of these areas is between 2.18 and 2.98, which indicates that resident satisfaction for these measures is 'low' to 'moderately low'.

Ranking	Service/ Facility	Importance Mean	Satisfaction Mean	Performance Gap
1	Road maintenance	4.64	2.18	2.46
2	Improving services & infrastructure	4.48	2.57	1.91
3	Engaging the community in making decisions	4.29	2.50	1.79
4	Lobbying State & Federal government for funding and improved service levels	4.35	2.56	1.79
5	Providing transparent, accountable and respected leadership	4.33	2.62	1.71
6	Road safety	4.63	2.98	1.65
7	Healthy & sustainable Hawkesbury River and waterways	4.52	2.90	1.62
8	Supporting a wider communications network	4.32	2.76	1.56

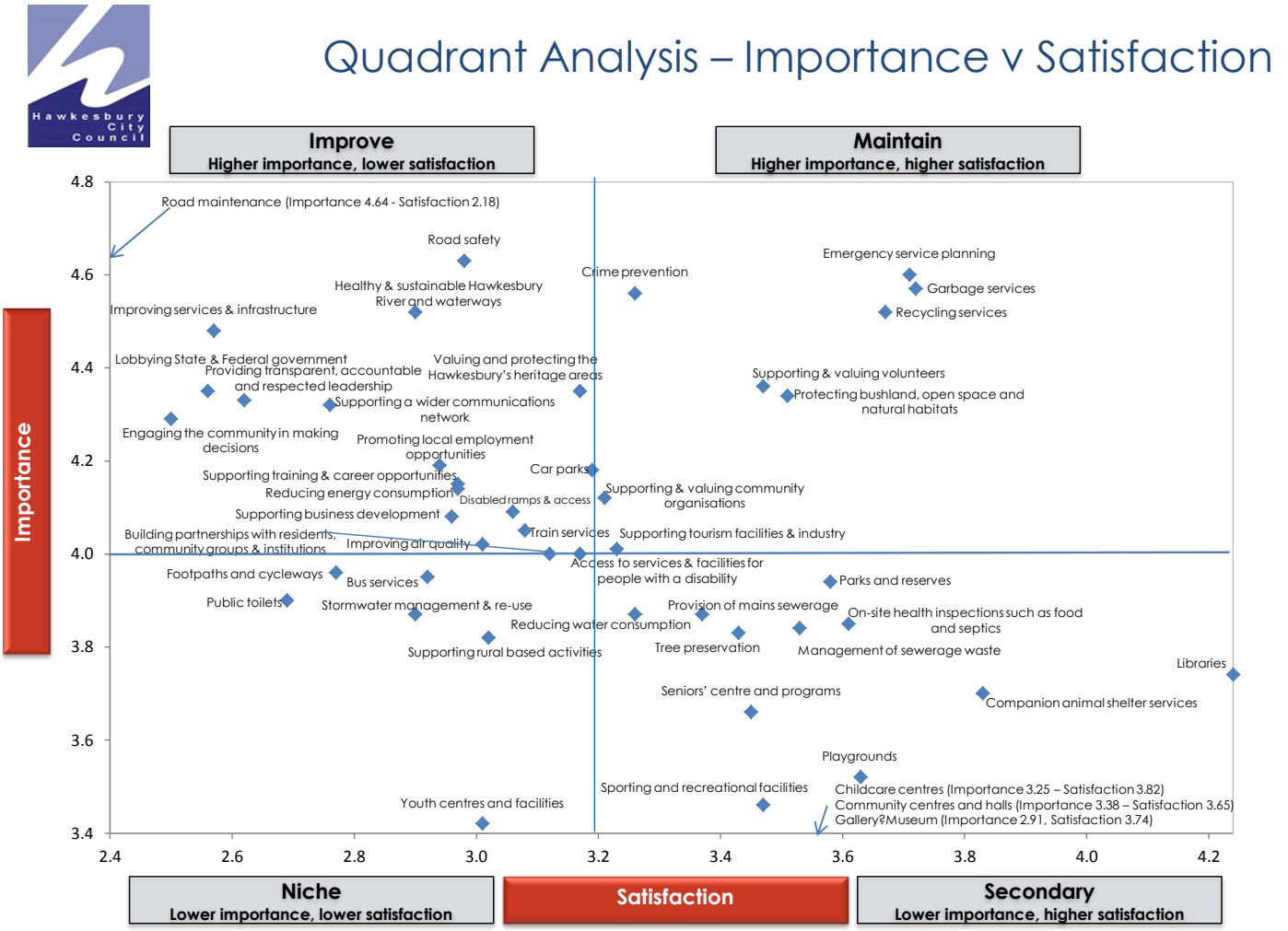
The key outcomes of this analysis would suggest that, while there are opportunities to improve satisfaction across a range of services/facilities, 'road maintenance' is the area of least relative satisfaction.

Note: Performance gap is the first step in the process, we now need to identify comparative ratings across all services and facilities to get an understanding of relative importance and satisfaction at an LGA level. This is when we undertake step 2 of the analysis.

Quadrant Analysis

Step 2. Quadrant Analysis

Quadrant analysis is a useful tool for planning future directions. It combines the stated needs of the community and assesses Hawkesbury City Council's performance in relation to these needs.



This analysis is completed by plotting the variables on x and y axes, defined by stated importance and rated satisfaction. We aggregate the mean scores for stated importance and rated satisfaction to identify where the facility or service should be plotted. For these criteria, the average stated importance score was 4.0 and the average rated satisfaction score was 3.21. Therefore, any facility or service that received a mean stated importance score of ≥4.0 would be plotted in the higher importance section and, conversely, any that scored <4.00 would be plotted into the lower importance section. The same exercise is undertaken with the satisfaction ratings above, equal to or below 3.21. Each service or facility is then plotted in terms of satisfaction and importance, resulting in its placement in one of four quadrants.

Key Findings

Explaining the 4 quadrants

Attributes in the top right quadrant, **MAINTAIN,** such as 'emergency service planning', are Council's core strengths, and should be treated as such. Maintain, or even attempt to improve your position in these areas, as they are influential and address clear community needs.

Attributes in the top left quadrant, **IMPROVE,** such as 'road maintenance', are areas where Council is perceived to be currently under-performing and are key concerns in the eyes of your residents. In the vast majority of cases you should aim to improve your performance in these areas to better meet the community's expectations.

Attributes in the bottom left quadrant, **NICHE**, such as 'youth centres and facilities', are of a relatively lower priority (and the word 'relatively' should be stressed – they are still important). These areas tend to be important to a particular segment of the community.

Finally, attributes in the bottom right quadrant, **SECONDARY**, such as 'libraries', are core strengths, but in relative terms they are less important than other areas and Council's servicing in these areas may already be exceeding expectation. Consideration could be given to rationalising focus in these areas as they are not community priorities for improvement.

Recommendations based only on stated importance and satisfaction have major limitations, as the actual questionnaire process essentially 'silos' facilities and services as if they are independent variables, when they are in fact all part of the broader community perception of Council performance.

Residents' priorities identified in stated importance/satisfaction analysis often tend to be in areas that are problematic. No matter how much focus a Council dedicates to 'road maintenance', it will often be found in the **IMPROVE** quadrant. This is because, perceptually, the condition of local roads can always be better.

Furthermore, the outputs of stated importance and satisfaction analysis address the current dynamics of the community, they do not predict which focus areas are the most likely agents to change the community's perception of Council's overall performance.

Therefore, in order to identify how Hawkesbury City Council can actively drive overall community satisfaction, we conducted further analysis.

Key Findings

The Shapley Value Regression

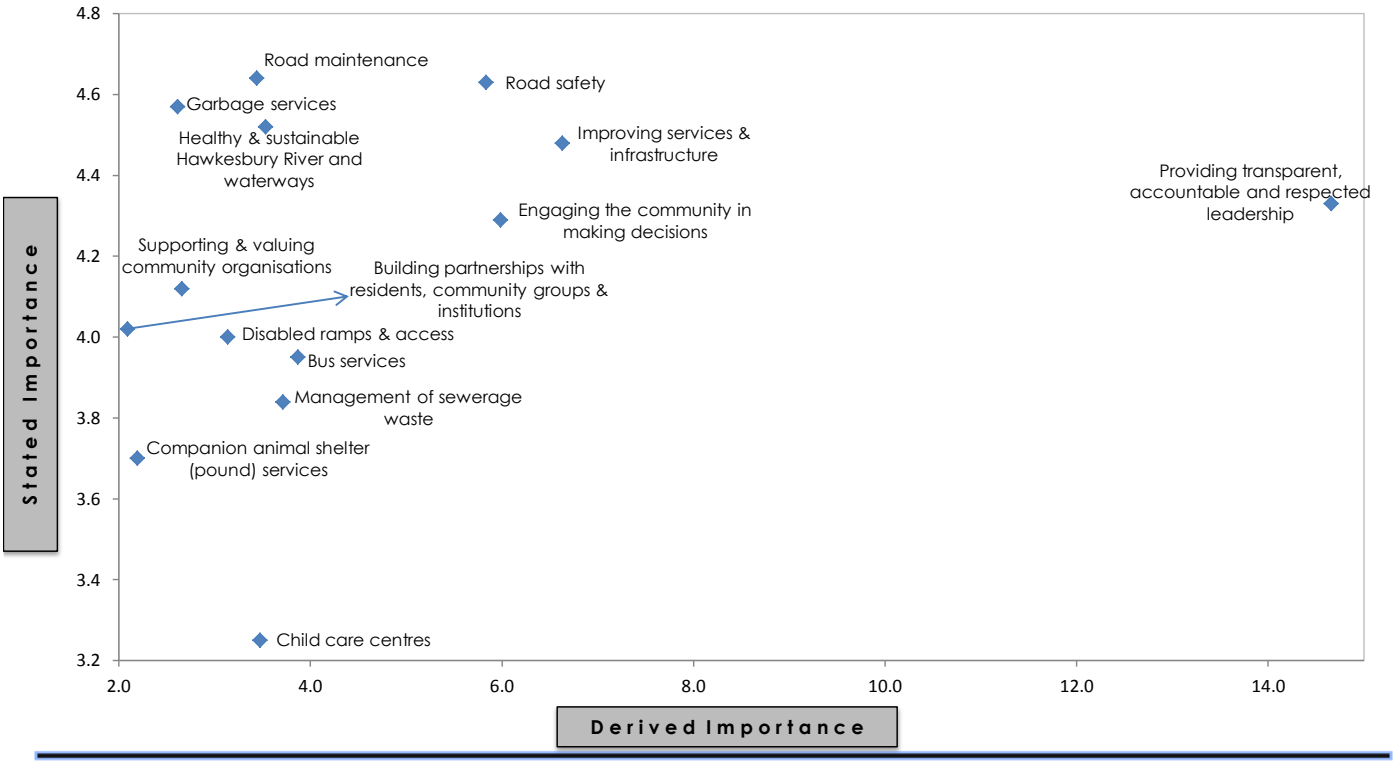
We recently finalised the development of a Council Satisfaction Model to identify priorities that will drive overall satisfaction with Council.

This model was developed by conducting specialised analysis from over 30,000 LGA interviews conducted since 2005. In essence, it proved that increasing resident satisfaction by actioning the priorities they stated as being important does not necessarily positively impact on overall satisfaction with the Council. This regression analysis is a statistical tool for investigating relationships between dependent variables and explanatory variables.

What Does This Mean?

The learning is that if we only rely on the stated community priorities, we will not be allocating the appropriate resources to the actual service attributes that will improve overall community satisfaction. Using regression analysis we can identify the attributes that essentially build overall satisfaction. We call the outcomes 'derived importance'.

Correlation Between Stated Importance and Derived Importance is Low



If you only focus on stated importance, you are not focusing on the key drivers of community satisfaction

In the chart above, on the vertical axis of 'stated importance', all the facilities/services fall in relatively close proximity to each other (i.e. between approximately 3.2 & 4.8), however, on the horizontal axis the attributes are spread between 2.0 and 15.0. The further an attribute is found to the right of the horizontal axis of 'derived importance', the more it contributes in driving overall satisfaction with Council.

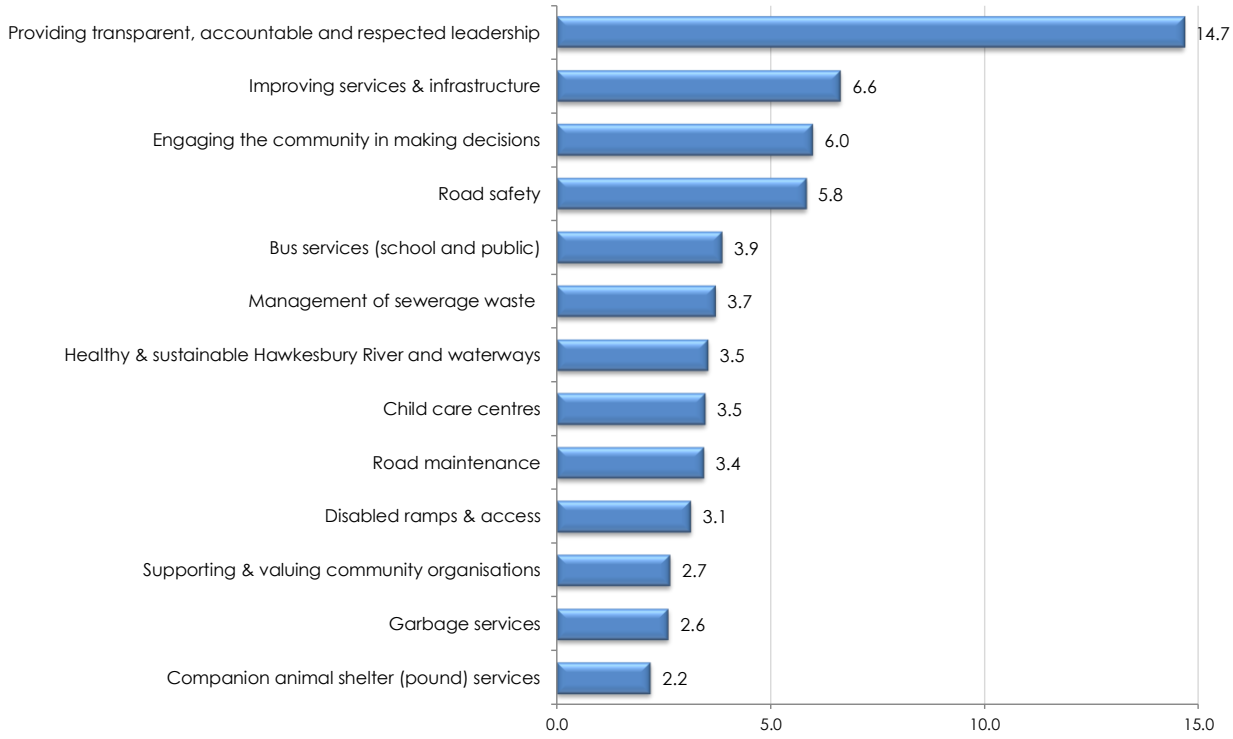
Key Findings

Key Drivers of Satisfaction with Hawkesbury City Council

The results in the chart below provide Hawkesbury City Council with a complete picture of both the extrinsic and intrinsic community priorities and motivations and identify what attributes are the key drivers of community satisfaction.

These top 13 services/facilities account for over 60% of overall satisfaction with Council. This indicates that the remaining 36 attributes we obtained measures on have only a limited impact on the community's satisfaction with Hawkesbury City Council's performance. Therefore, whilst all 49 service/facility areas are important, only a minority of them are significant drivers of the community's overall satisfaction with Council.

These Top 13 Indicators Contribute To Over 60% Of Overall Satisfaction With Council



The contributors to satisfaction are not to be misinterpreted as an indication of current dissatisfaction

These 13 services/facilities are the key community priorities and by addressing these, Hawkesbury City Council will improve overall community satisfaction. The score assigned to each area indicates the percentage of influence each attribute contributes to overall satisfaction with Council.

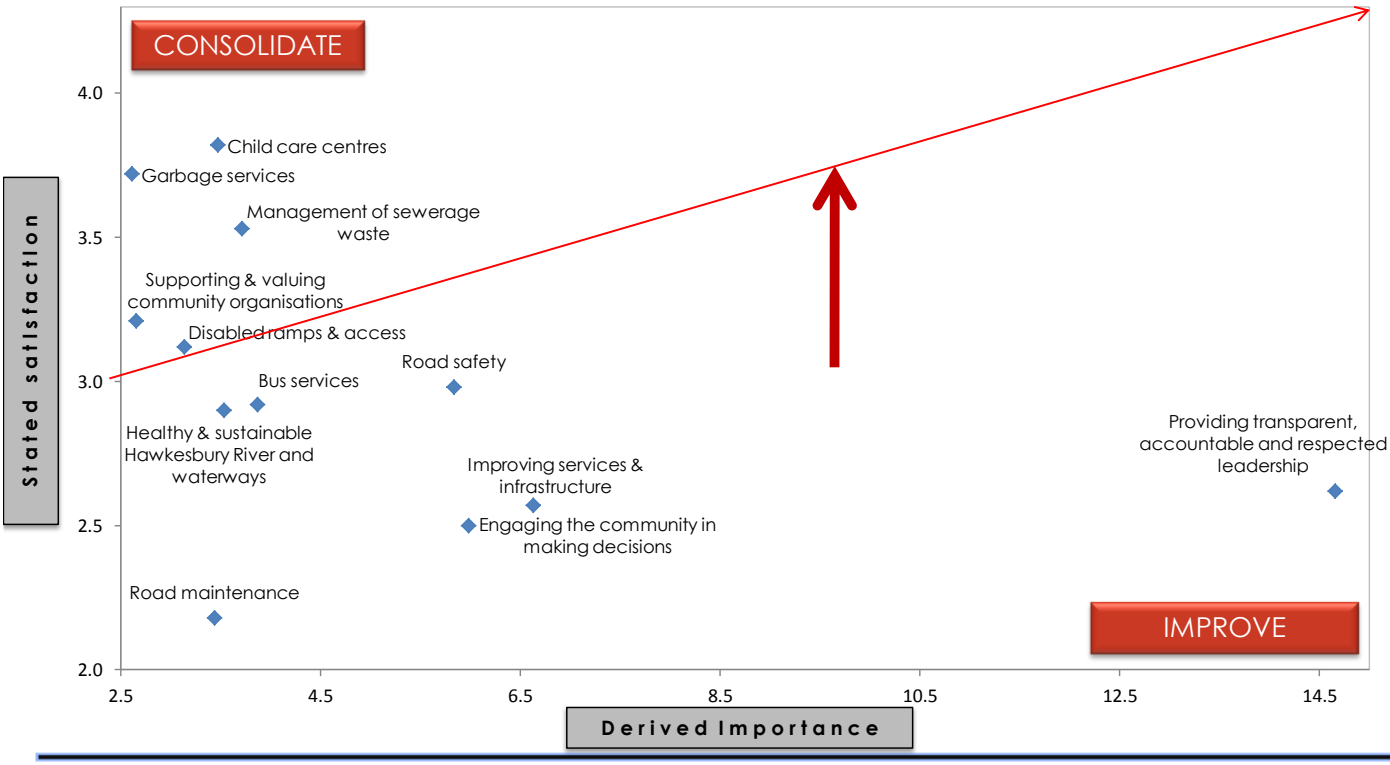
In the above chart, 'companion animal shelter (pound) services contributes 2.2% towards overall satisfaction, while 'providing transparent, accountable and respected leadership' (14.7%) is a far stronger driver, contributing almost seven times as much to overall satisfaction with Council.

Key Findings

Clarifying Priorities

If Hawkesbury City Council can address these core drivers, they will be able to improve resident satisfaction with their performance. In the chart below we can see that, for many of the core drivers, Council is already performing reasonably well. There are clear opportunities, however, to improve satisfaction with the services/facilities that fall below the diagonal line.

Mapping Stated Satisfaction And Derived Importance Identifies The Community Priority Areas



The key driver of overall community satisfaction with Council revolves around providing transparent, accountable and respected leadership

The key outcomes of this analysis indicate that 'providing transparent, accountable and respected leadership', 'improving services & infrastructure' and 'engaging the community in making decisions' are priority areas from a resident perspective.

Summary of Critical Outcomes

The summary table below combines the outcomes of the regression analysis with the stated importance and satisfaction outcomes of the performance gap and quadrant analysis.

In developing future plans and strategies, Hawkesbury City Council should consider the implications raised by each form of analysis.

	Shapley's Analysis	Gap Analysis	Quadrant Analysis
Providing transparent, accountable and respected leadership	**14.7**	1.71	Improve
Improving services & infrastructure (generally)	**6.6**	1.91	Improve
Engaging the community in making decisions	**6.0**	1.79	Improve
Road safety	**5.8**	1.65	Improve
Bus services (school and public)	**3.9**	1.03	Niche
Management of sewerage waste (pump-out)	**3.7**	0.31	Secondary
Healthy & sustainable Hawkesbury River and waterways	**3.5**	1.62	Improve
Child care centres	**3.5**	-0.57	Secondary
Road maintenance	**3.4**	2.46	Improve
Disabled ramps & access	**3.1**	0.88	Improve
Supporting & valuing community organisations	**2.7**	0.91	Maintain
Garbage services	**2.6**	0.85	Maintain

Summary & Recommendations

As with many residents living in fast growing LGAs, the primary concerns for most residents of the Hawkesbury LGA revolve around population growth and a perceived lack of supporting infrastructure and facilities, i.e. roads, bridges, parking, parks, schools and hospitals to support the area.

When prompted, 87% of the community supported Hawkesbury Council exploring 'streamlining Council organisational efficiencies'. 83% also supported 'redirecting funding to highest priority assets' and 55% supported 'selling off surplus community assets' as a method to address Council's future funding requirements.

The regression data identifies that 'providing transparent, accountable and respected leadership' is a key driver of satisfaction. 'improving services and infrastructure', 'engaging the community in making decisions', 'road safety', 'bus services' and 'management of sewerage waste' are also salient drivers of community satisfaction.

The research indicates that Council should:

1. Examine the options of streamlining Council organisational efficiencies and redirecting funding to highest priority assets as methods to address future funding requirements, or at least amplifying communications that address this issue

2. Clarify community expectations with regard to providing transparent, accountable and respected leadership and improving services & infrastructure

3. Reassess Council's current communication/consultation and engagement strategies. Seek to utilise a variety of methods and mediums that could better inform/engage/involve the community

4. Understand community requirements with regard to improving services and infrastructure

5. Explore expectations and issues regarding the condition and maintenance of the local road network

Some of these issues could be explored via qualitative community focus groups/workshops.

Section A
Detailed Findings

Importance of, and Satisfaction with, Council Services and Facilities

Importance of, and Satisfaction with, Council Services and Facilities

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

Interpreting the Mean Scores

Within the report, the mean ratings for each of the criteria have been assigned a determined level of 'importance' or 'satisfaction'. This determination is based on the following groupings:

Mean rating:	
1.99 or lower	'Very low' level of importance/satisfaction
2.00 – 2.49	'Low' level of importance/satisfaction
2.50 – 2.99	'Moderately low' levels of importance/satisfaction
3.00 – 3.59	'Moderate' level of importance/satisfaction
3.60 – 3.89	'Moderately high' level of importance/satisfaction
3.90 – 4.19	'High' level of importance/satisfaction
4.20 – 4.49	'Very high' level of importance/satisfaction
4.50 +	'Extreme' level of importance/satisfaction

Participants were asked to indicate which best described their opinion of the importance of the following services/facilities to them. Respondents who rated services/facilities a 4 or 5 in importance were then asked to rate their satisfaction with that service/facility.

We Explored Resident Responses To 49 Service Areas

Looking after People and Places
- Sporting and recreational facilities
- Parks and reserves
- Public swimming pools
- Community centres and community halls
- Libraries
- Gallery/Museum
- Public toilets
- On-site health inspections such as food and septics
- Child care centres
- Playgrounds
- Youth centres and facilities
- Seniors' centre and programs
- Access to services and facilities for people with a disability
- Programs for people from diverse cultures including Indigenous Australians
- Crime prevention
- Road safety
- Emergency service planning, including flood and fire
- Companion animal shelter (pound) services

Supporting Businesses and Local Jobs
- Promoting local employment opportunities
- Supporting business development
- Supporting rural based activities
- Supporting tourism facilities and industry
- Supporting training and career opportunities

Linking the Hawkesbury
- Footpaths and cycleways
- Disabled ramps and access
- Car parks
- Road maintenance
- Bus services
- Train services
- Supporting a wider communications network

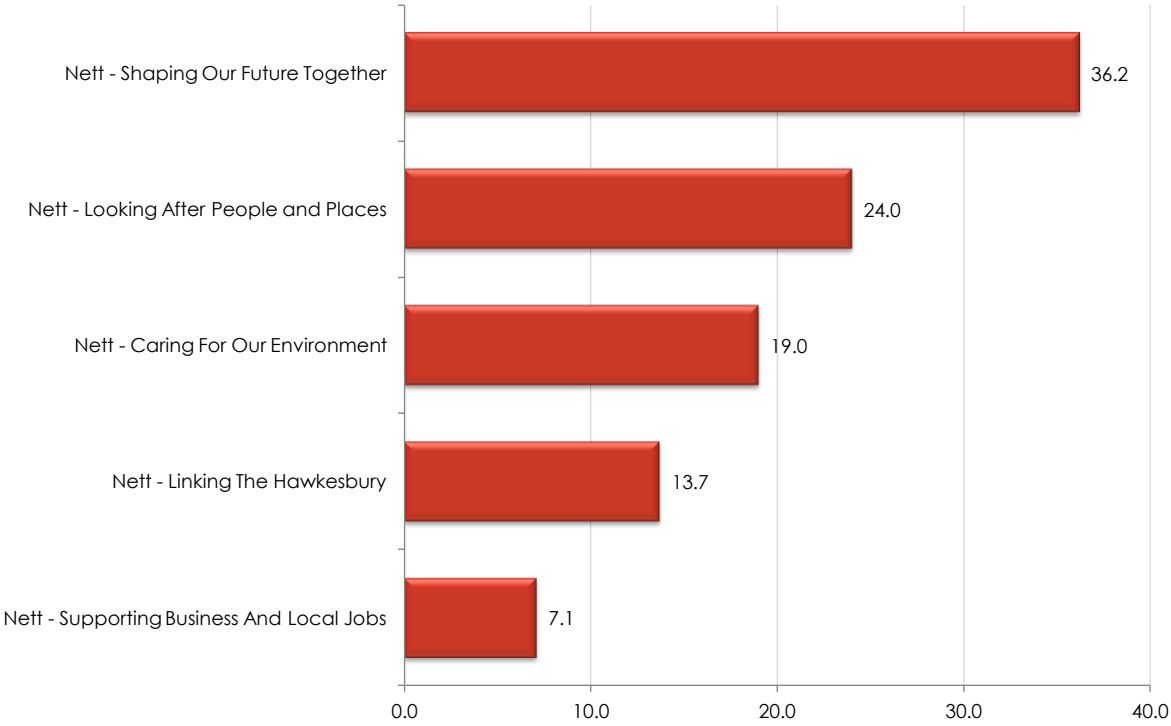
Caring for our Environment
- Healthy and sustainable Hawkesbury River and waterways
- Reducing water consumption
- Tree preservation
- Provision of mains sewerage
- Stormwater management and reuse
- Reducing energy consumption
- Improving air quality
- Garbage services
- Recycling services
- Management of sewerage waste
- Protecting bushland, open space and natural habitats

Shaping Our Future Together
- Providing transparent, accountable and respected leadership
- Supporting and valuing community organisations
- Supporting and valuing volunteers
- Engaging the community in making decisions
- Improving services and infrastructure
- Lobbying State and Federal government for funding and improved services
- Valuing and protecting the Hawkesbury's heritage areas
- Building partnerships with residents, community groups, and institutions

Key Service Areas' Contribution to Overall Satisfaction

By combining the outcomes of the regression data, we can identify the derived importance of the different Nett Priority Areas.

Contribution to Overall Satisfaction With Council's Performance



'Shaping Our Future Together' (36.2%) is the key contributor toward overall satisfaction with Council performance.

The services and facilities grouped under this banner included:

- Providing transparent, accountable and respected leadership
- Supporting & valuing community organisations
- Supporting & valuing volunteers
- Engaging the community in making decisions
- Improving services & infrastructure (generally)
- Lobbying State & Federal government for funding and improved service levels
- Valuing and protecting the Hawkesbury's heritage areas
- Building partnerships with residents, community groups & institutions

This is not to indicate that the other priority areas are less important, but rather that some of the services and facilities grouped under the banner of 'Shaping Our Future Together' are core drivers of resident satisfaction.

Importance/Satisfaction – Shaping Our Future Together

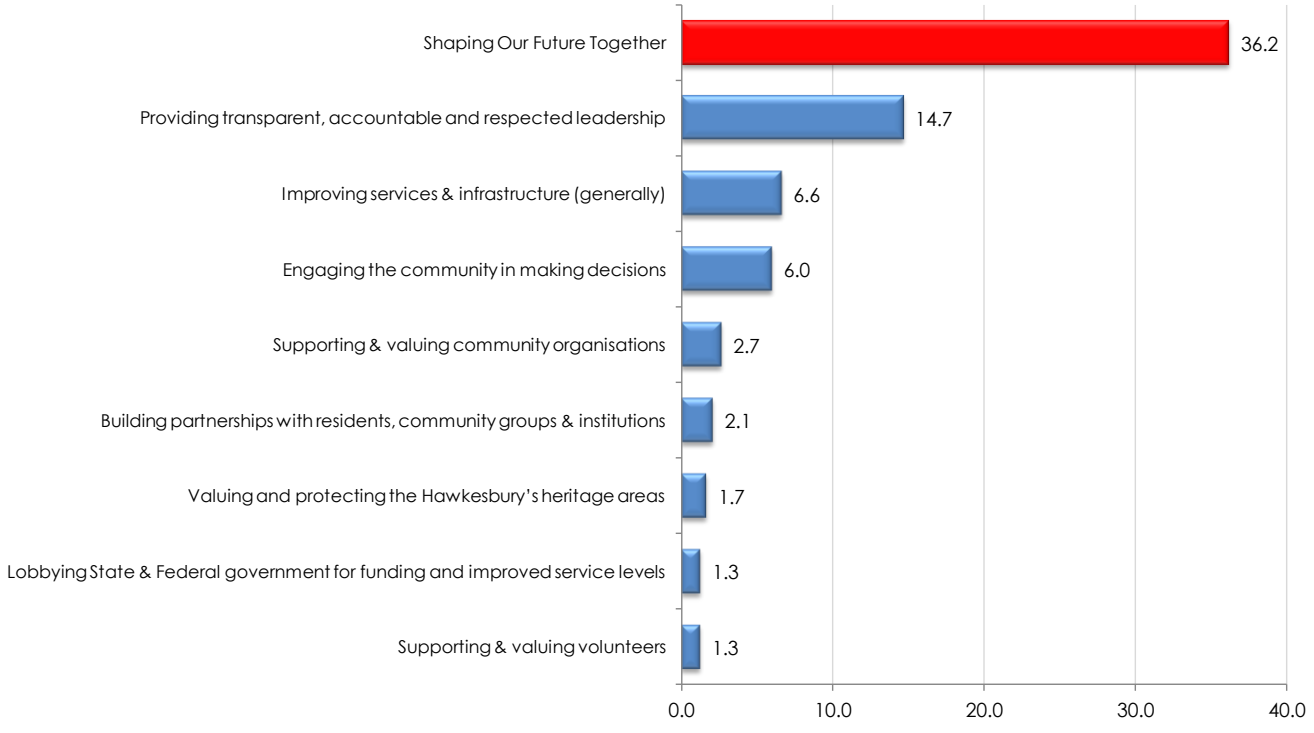
Services and facilities explored included:

- Providing transparent, accountable and respected leadership
- Supporting & valuing community organisations
- Supporting & valuing volunteers
- Engaging the community in making decisions
- Improving services & infrastructure (generally)
- Lobbying State & Federal government for funding and improved service levels
- Valuing and protecting the Hawkesbury's heritage areas
- Building partnerships with residents, community groups & institutions

Contribution to Overall Satisfaction with Council (Regression Data)

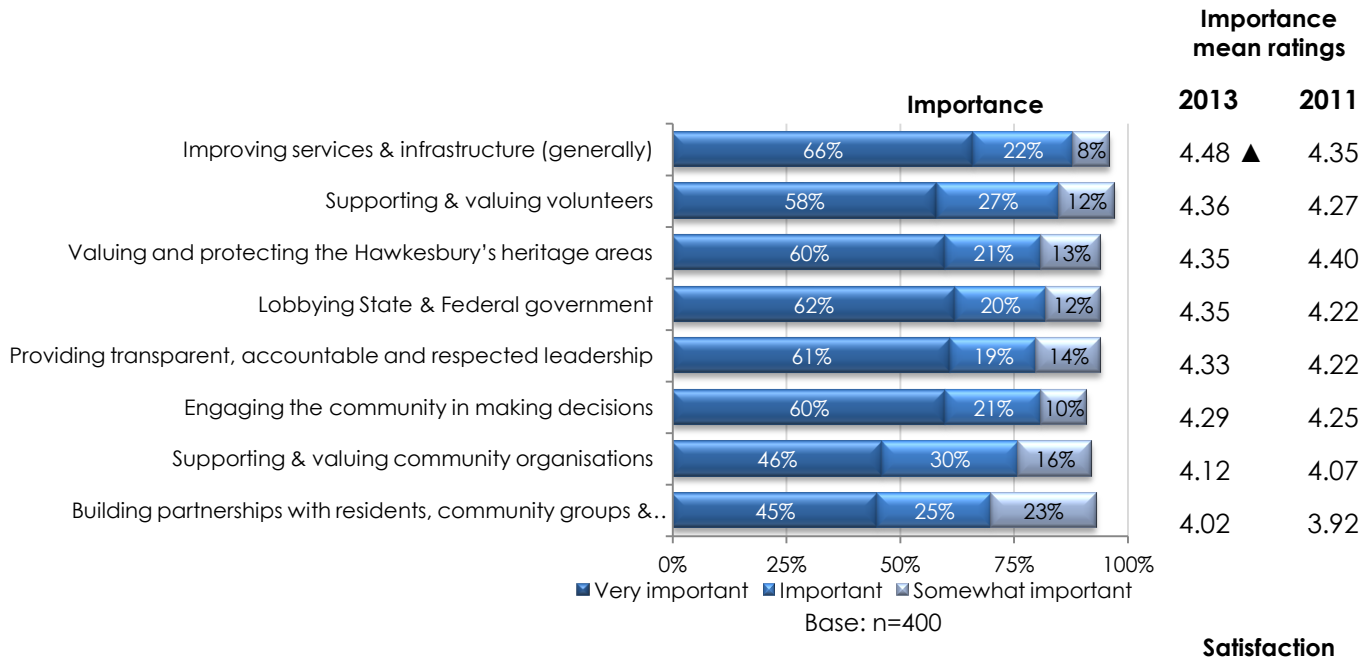
Council's performance in the areas below accounts for over 36% of overall satisfaction, based on the regression analysis.

Shaping Our Future Together – Contributes Over 36% Of Overall Satisfaction

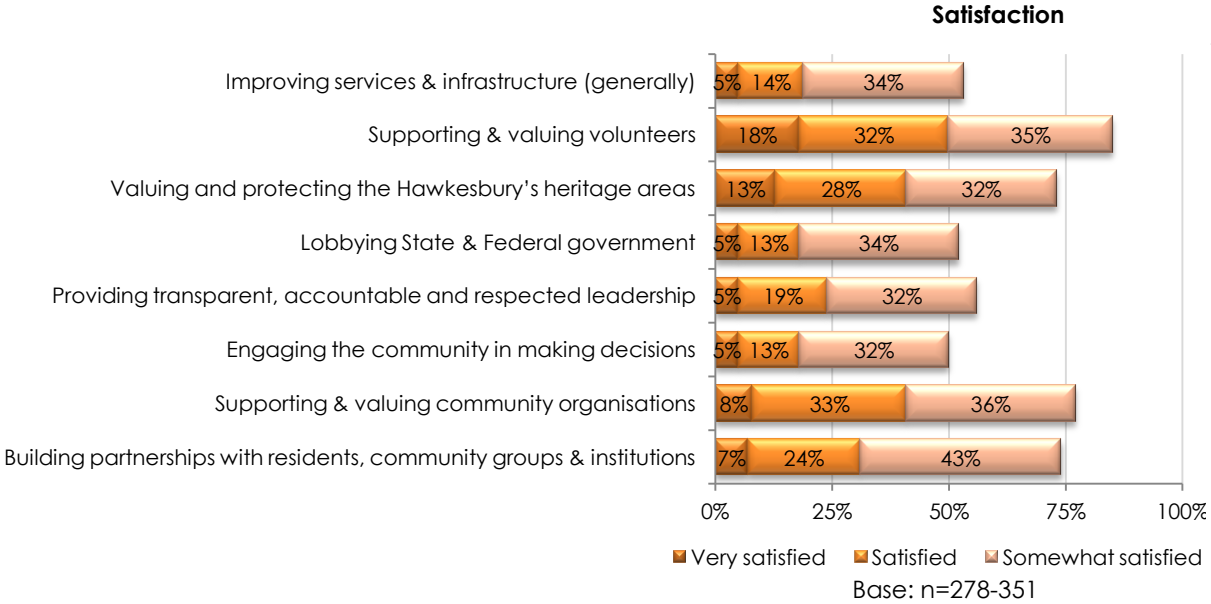


Importance/Satisfaction – Shaping Our Future Together

Note: The hierarchal sorting of each graph is relative to the mean importance rating for the current year.



Importance mean ratings	2013	2011
Improving services & infrastructure (generally)	4.48 ▲	4.35
Supporting & valuing volunteers	4.36	4.27
Valuing and protecting the Hawkesbury's heritage areas	4.35	4.40
Lobbying State & Federal government	4.35	4.22
Providing transparent, accountable and respected leadership	4.33	4.22
Engaging the community in making decisions	4.29	4.25
Supporting & valuing community organisations	4.12	4.07
Building partnerships with residents, community groups & institutions	4.02	3.92



Satisfaction mean ratings	2013	2011
Improving services & infrastructure (generally)	2.57 ▼	2.77
Supporting & valuing volunteers	3.47	3.50
Valuing and protecting the Hawkesbury's heritage areas	3.17 ▼	3.42
Lobbying State & Federal government	2.56 ▼	2.76
Providing transparent, accountable and respected leadership	2.62 ▼	2.93
Engaging the community in making decisions	2.50 ▼	2.82
Supporting & valuing community organisations	3.21	3.30
Building partnerships with residents, community groups & institutions	3.01	3.18

▲ = Significantly higher than the previous year
▼ = Significantly lower than the previous year

Scale: 1=not at all important/satisfied, 5=very important/satisfied

Importance/Satisfaction – Shaping Our Future Together

Note: The hierarchal sorting of this table is relative to the criteria's Performance Gap.

	Performance Gap		Year on year difference
	2013	2011	
Improving services & infrastructure (generally)	1.91	1.58	**-0.33**
Engaging the community in making decisions	1.79	1.43	**-0.36**
Lobbying State & Federal government for funding and improved service levels	1.79	1.46	**-0.33**
Providing transparent, accountable and respected leadership	1.71	1.29	**-0.42**
Valuing and protecting the Hawkesbury's heritage areas	1.18	0.98	-0.20
Building partnerships with residents, community groups & institutions	1.01	0.74	**-0.27**
Supporting & valuing community organisations	0.91	0.77	-0.14
Supporting & valuing volunteers	0.89	0.77	-0.12

Bold type indicates an increase/decrease of more than 0.2 from the previous reporting period.

Importance/Satisfaction – Shaping Our Future Together

Overview of Rating Scores

Importance – overall

Very high	Improving services & infrastructure Supporting & valuing volunteers Valuing and protecting the Hawkesbury's heritage areas Lobbying State & Federal government for funding and improved service levels Providing transparent, accountable and respected leadership
High	Supporting & valuing community organisations Building partnerships with residents, community groups & institutions

Importance – by age

Residents aged 65+ were significantly more likely than the average to rate 'providing transparent, accountable and respected leadership' higher than the other age groups.

Importance – by gender

There were no significant differences by gender.

Importance – compared to previous years

There were no significant differences between previous years.

Satisfaction – overall

Moderate	Supporting & valuing volunteers Supporting & valuing community organisations Valuing and protecting the Hawkesbury's heritage areas Building partnerships with residents, community groups & institutions
Moderately low	Providing transparent, accountable and respected leadership Improving services and infrastructure Lobbying State & Federal government for funding and improved services Engaging the community in making decisions

Satisfaction – by age

Residents aged 50-64 were significantly less likely than the average to be satisfied with 'supporting & valuing volunteers'.

Satisfaction – by gender

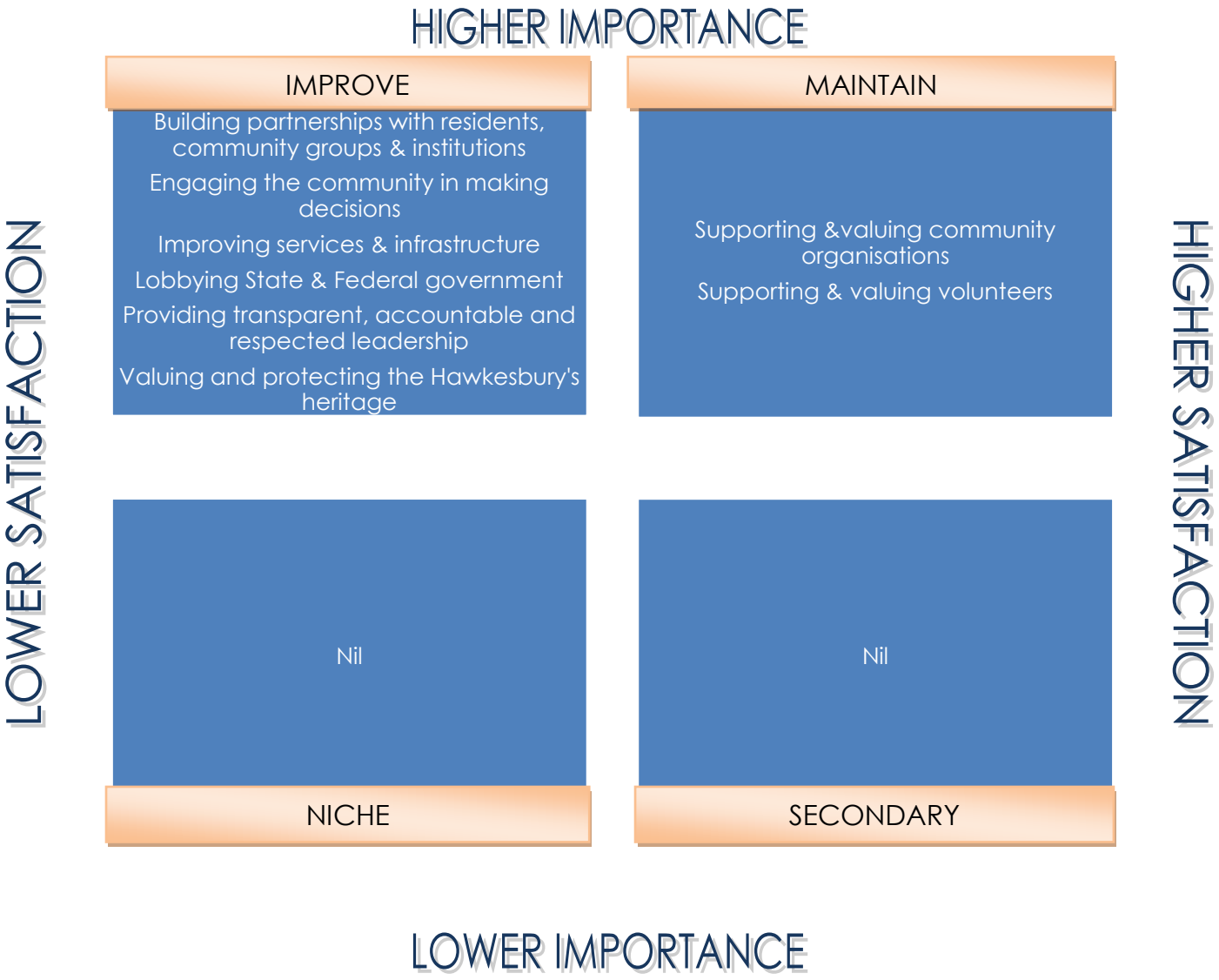
There were no significant differences by gender.

Satisfaction – compared to previous years

2013 had a significantly lower satisfaction rating than the average for 'engaging the community in making decisions'.

Importance/Satisfaction – Shaping Our Future Together

Quadrant Analysis



Recommendations

Based on the stated outcomes analysis, Hawkesbury City Council needs to improve resident satisfaction with:

- Building partnerships with residents, community groups & institutions
- Engaging the community in making decisions
- Improving services & infrastructure
- Lobbying State & Federal government
- Providing transparent, accountable and respected leadership
- Valuing and protecting the Hawkesbury's heritage

Hawkesbury City Council also needs to maintain resident satisfaction with:

- Supporting & valuing community organisations
- Supporting & valuing volunteers

Importance/Satisfaction – Looking After People and Places

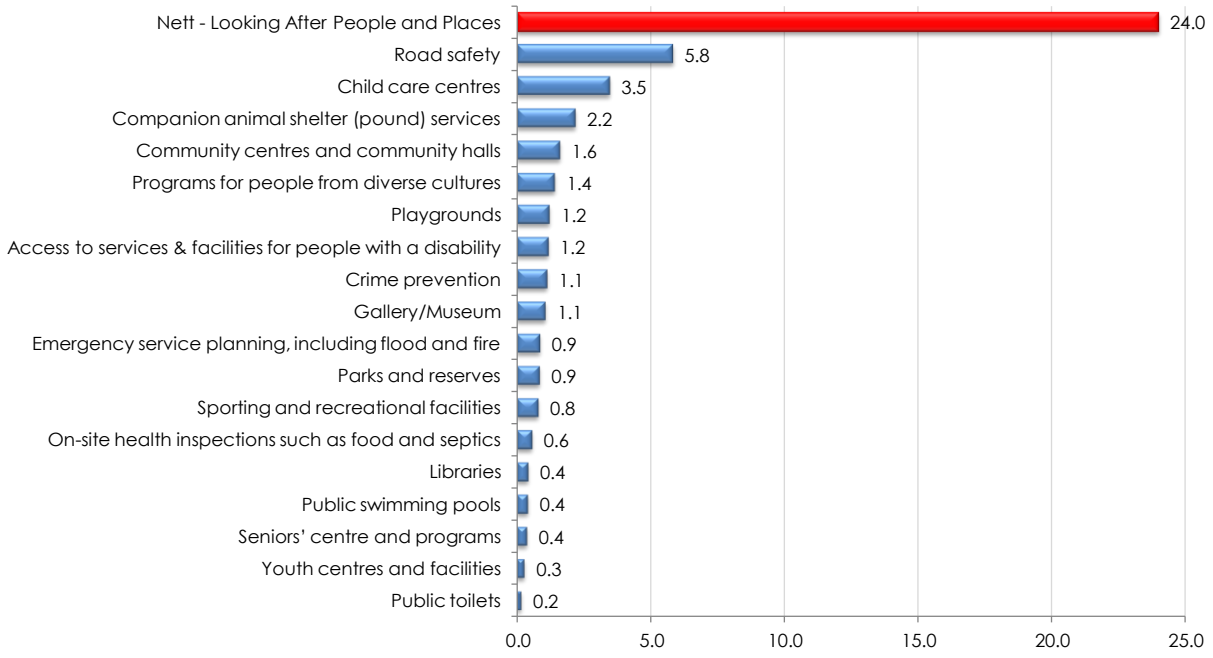
Services and facilities explored included:

- Sporting and recreational facilities
- Parks and reserves
- Public swimming pools
- Community centres and community halls
- Libraries
- Gallery/Museum
- Public toilets
- On-site health inspections such as food and septic
- Child care centres
- Playgrounds
- Youth centres and facilities
- Seniors' centre and programs
- Access to services and facilities for people with a disability
- Programs for people from diverse cultures including Indigenous Australians
- Crime prevention
- Road safety
- Emergency service planning, including flood and fire
- Companion animal shelter (pound) services

Contribution to Overall Satisfaction with Council (Regression Data)

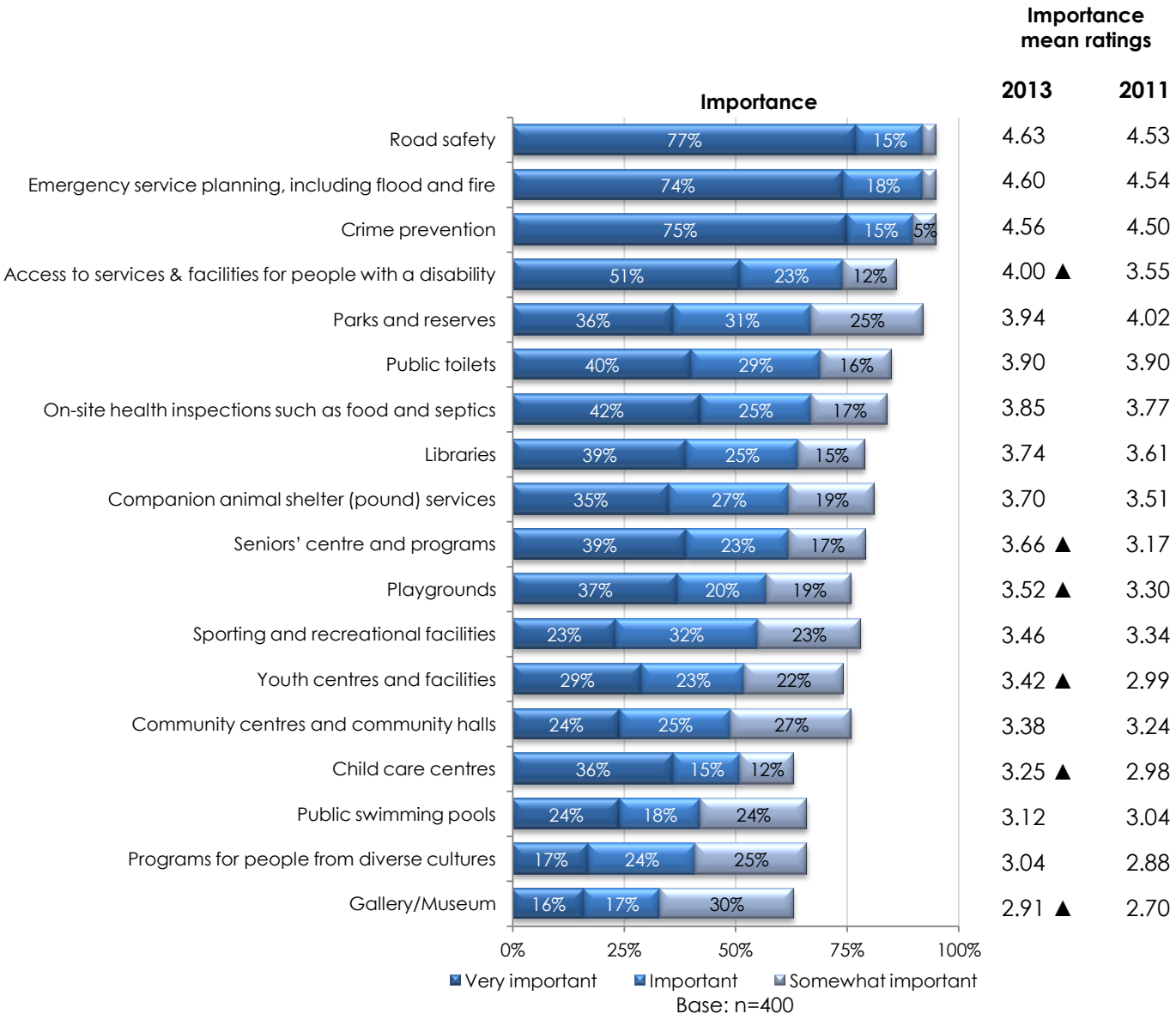
Council's performance in the areas below accounts for 24% of overall satisfaction, based on the regression analysis.

Looking After People And Places – Contributes 24% Of Overall Satisfaction



Importance/Satisfaction – Looking After People and Places

Note: The hierarchal sorting of each graph is relative to the mean importance rating for the current year.

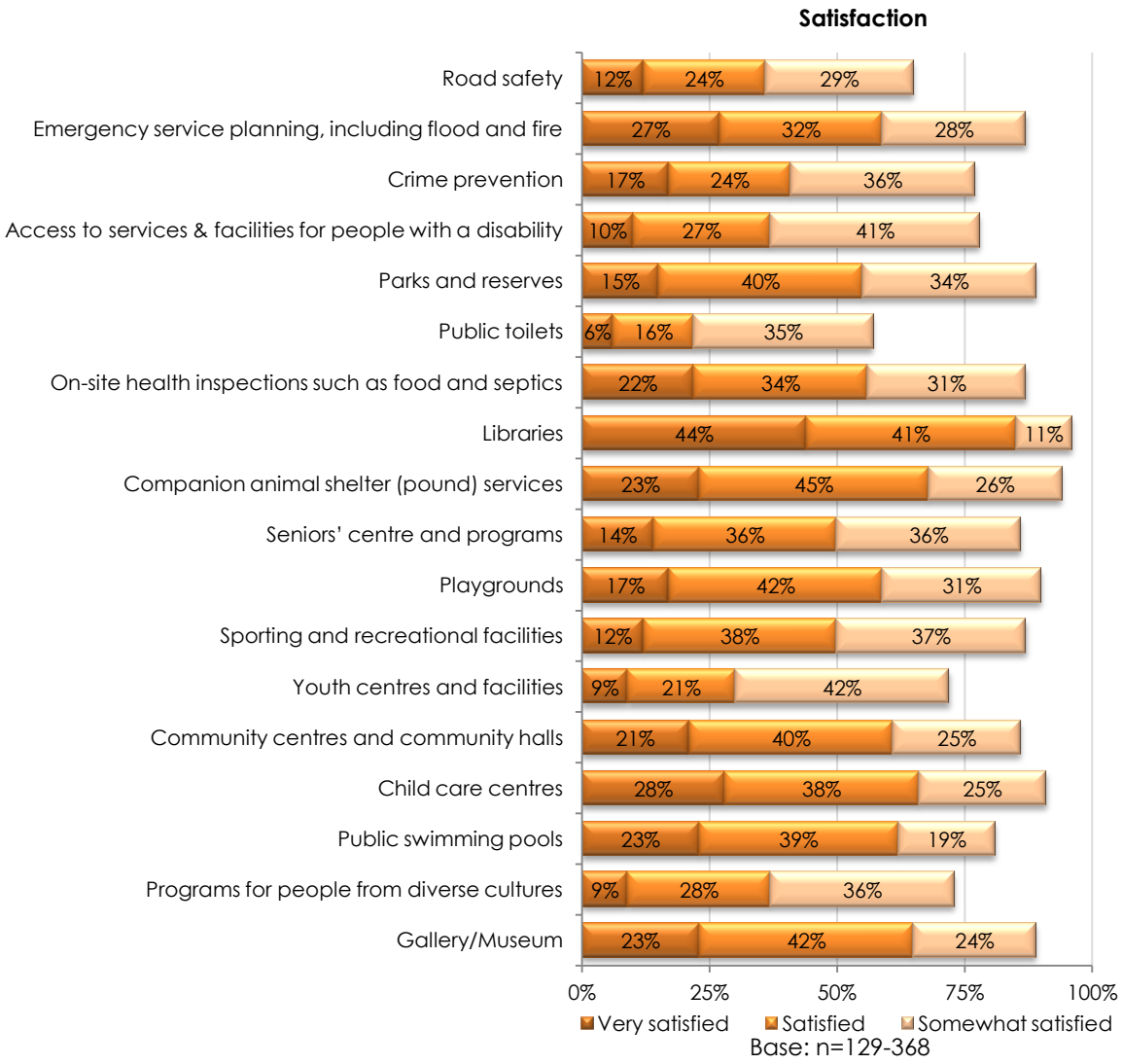


▲ = Significantly higher than the previous year
▼ = Significantly lower than the previous year

Scale: 1=not at all important/satisfied, 5=very important/satisfied

Importance/Satisfaction – Looking After People and Places

Note: The hierarchal sorting of each graph is relative to the mean importance rating for the current year.



	Satisfaction mean ratings	
	2013	2011
Road safety	2.98	3.05
Emergency service planning, including flood and fire	3.71	3.63
Crime prevention	3.26	3.23
Access to services & facilities for people with a disability	3.17	3.09
Parks and reserves	3.58	3.52
Public toilets	2.69	2.55
On-site health inspections such as food and septics	3.61	3.74
Libraries	4.24	4.17
Companion animal shelter (pound) services	3.83▲	3.62
Seniors' centre and programs	3.45	3.63
Playgrounds	3.63	3.53
Sporting and recreational facilities	3.47	3.52
Youth centres and facilities	3.01	3.02
Community centres and community halls	3.65	3.66
Child care centres	3.82	3.79
Public swimming pools	3.60	3.59
Programs for people from diverse cultures	3.14	3.08
Gallery/Museum	3.74▼	4.06

▲ = Significantly higher than the previous year
▼ = Significantly lower than the previous year

Scale: 1=not at all important/satisfied, 5=very important/satisfied

Importance/Satisfaction – Looking After People and Places

Note: The hierarchal sorting of each table is relative to the criteria's Performance Gap.

	Performance Gap		Year on year difference
	2013	2011	
Road safety	1.65	1.48	-0.17
Crime prevention	1.30	1.27	-0.03
Public toilets	1.21	1.35	+0.14
Emergency service planning, including flood and fire	0.89	0.91	+0.02
Access to services & facilities for people with a disability	0.83	0.46	**-0.37**
Youth centres and facilities	0.41	-0.03	**-0.44**
Parks and reserves	0.36	0.50	+0.14
On-site health inspections such as food and septics	0.24	0.03	**-0.21**
Seniors' centre and programs	0.21	-0.46	**-0.67**
Sporting and recreational facilities	-0.01	-0.18	-0.17
Programs for people from diverse cultures including Indigenous Australians	-0.10	-0.20	-0.10
Playgrounds	-0.11	-0.23	-0.12
Companion animal shelter (pound) services	-0.13	-0.11	+0.02
Community centres and community halls	-0.27	-0.42	-0.15
Public swimming pools	-0.48	-0.55	-0.07
Libraries	-0.50	-0.56	-0.06
Child care centres	-0.57	-0.81	**-0.24**
Gallery/Museum	-0.83	-1.36	**+0.53**

Bold type indicates an increase/decrease of more than 0.2 from the previous reporting period.

Importance/Satisfaction – Looking After People and Places

Overview of Rating Scores

Importance – overall

Extremely high	Road safety
	Emergency service planning
	Crime prevention
High	Access to services & facilities for people with a disability
	Parks and reserves
	Public toilets
Moderately high	On-site health inspections
	Libraries
	Companion animal shelter (pound) services
	Seniors' centre and programs
Moderate	Playgrounds
	Sporting and recreational facilities
	Youth centres and facilities
	Community centres and community halls
	Child care centres
	Public swimming pools
	Programs for people from diverse cultures including Indigenous Australians
Moderately low	Gallery/Museum

Importance – by age

Residents aged 35-49 were significantly more likely than the average to rate 'sporting and recreational facilities' as important than did the other age groups, whilst they were significantly less likely than the average to rate 'gallery/museum' of importance.

Residents aged 50-65 and 65+ were significantly more likely than the average to rate 'seniors' centres and programs' as important.

Importance – by gender

Females were significantly more likely than males to rate 'community centres and community halls', 'libraries', 'public toilets', 'on-site health inspections' and 'companion animal shelter services' as important.

Importance – compared to previous years

'Seniors' centre and programs' and 'access to services & facilities for people with a disability' were rated significantly higher than the average in importance in 2013 than in 2011.

Importance/Satisfaction – Looking After People and Places

Satisfaction – overall

Very high	Libraries
Moderately high	Companion animal shelter (pound) services
	Child care centres
	Gallery/Museum
	Emergency service planning, including flood and fire
	Community centres and community halls
	Playgrounds
	On-site health inspections
	Public swimming pools
Moderate	Parks and reserves
	Sporting and recreational facilities
	Seniors' centre and programs
	Crime prevention
	Access to services and facilities for people with a disability
	Programs for people from diverse cultures including Indigenous Australians
	Youth centres and facilities
Moderately low	Road safety
	Public toilets

Satisfaction – by age

Residents aged 65+ were significantly more likely than the average to be satisfied with 'parks and reserves' and 'road safety'.

Satisfaction – by gender

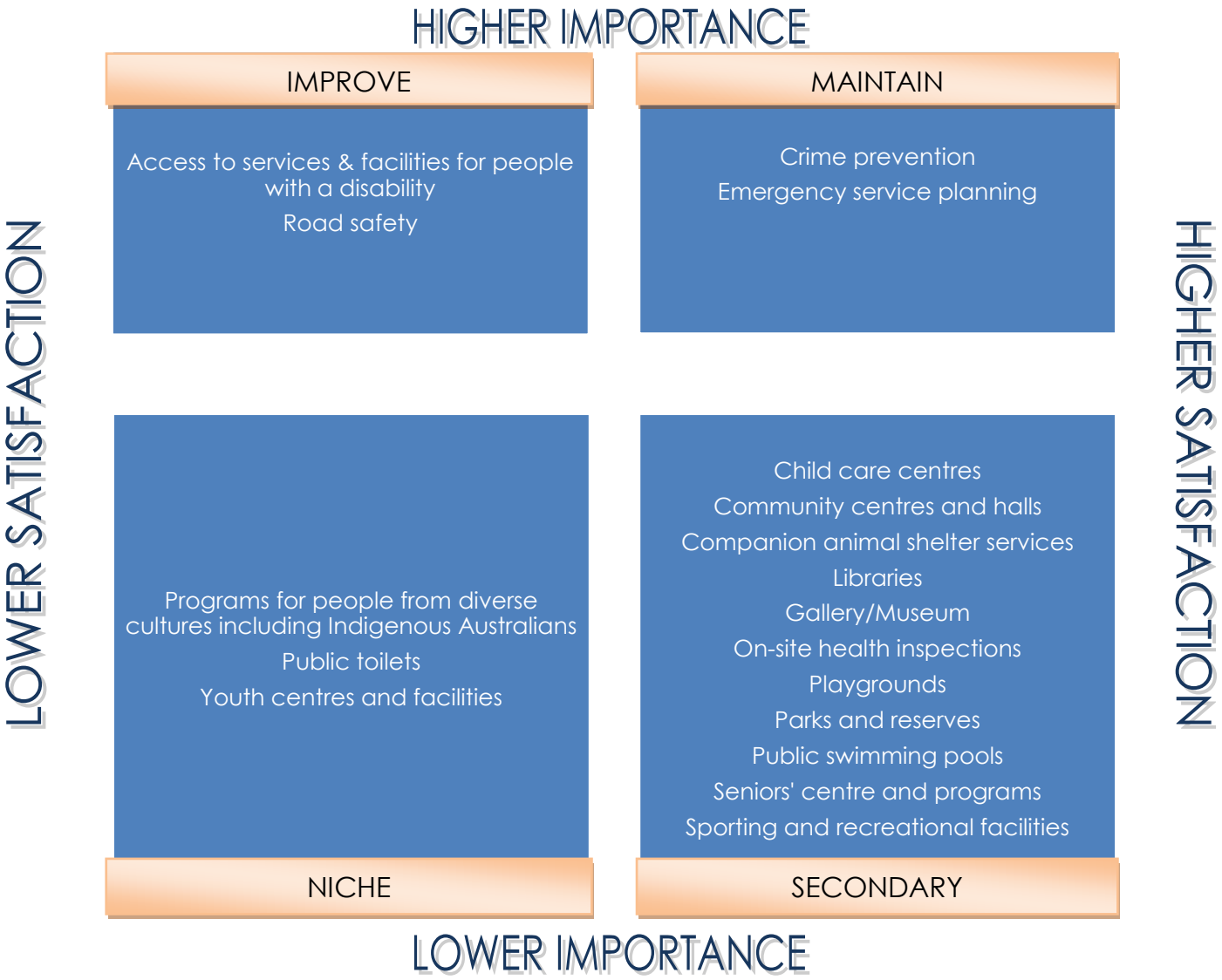
There were no significant differences by gender.

Satisfaction – compared to previous years

There were no significant differences compared to previous years.

Importance/Satisfaction – Looking After People and Places

Quadrant Analysis



Recommendations

Based on the stated outcomes analysis, Hawkesbury City Council needs to improve:

- Access to services & facilities for people with a disability
- Road safety

Hawkesbury City Council also needs to maintain resident satisfaction with:

- Crime prevention
- Emergency service planning

Importance/Satisfaction – Caring For Our Environment

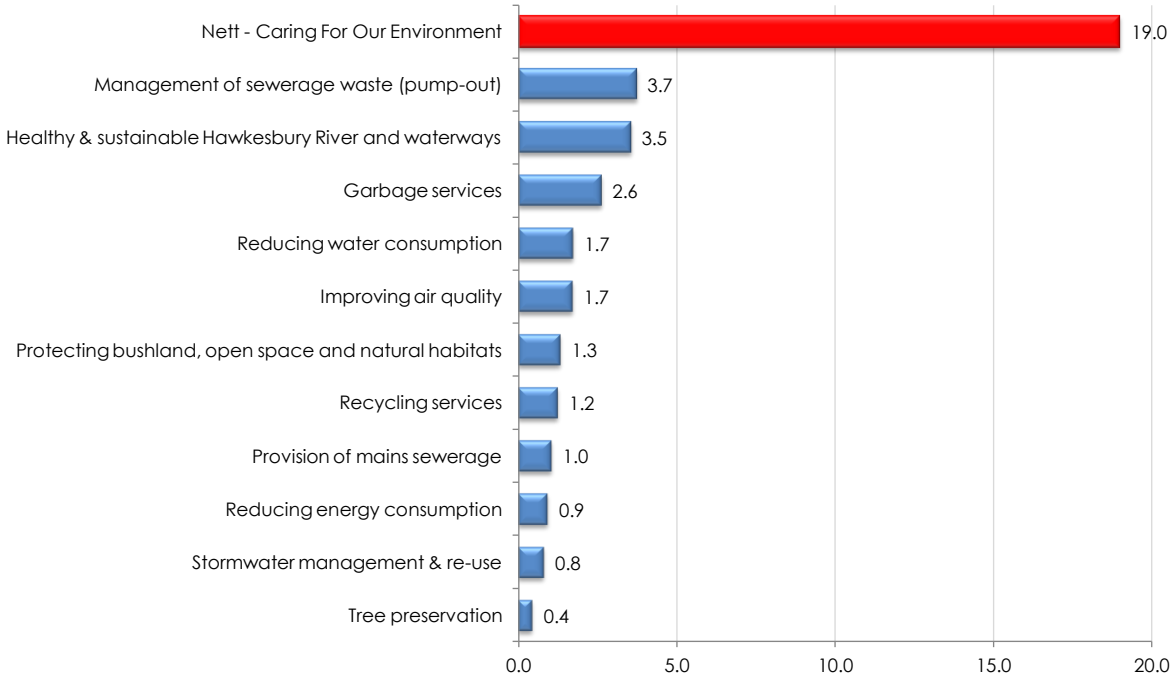
Services and facilities explored included:

- Healthy and sustainable Hawkesbury River and waterways
- Reducing water consumption
- Tree preservation
- Provision of mains sewerage
- Stormwater management and reuse
- Reducing energy consumption
- Improving air quality
- Garbage services
- Recycling services
- Management of sewerage waste
- Protecting bushland, open space and natural habitats

Contribution to Overall Satisfaction with Council (Regression Data)

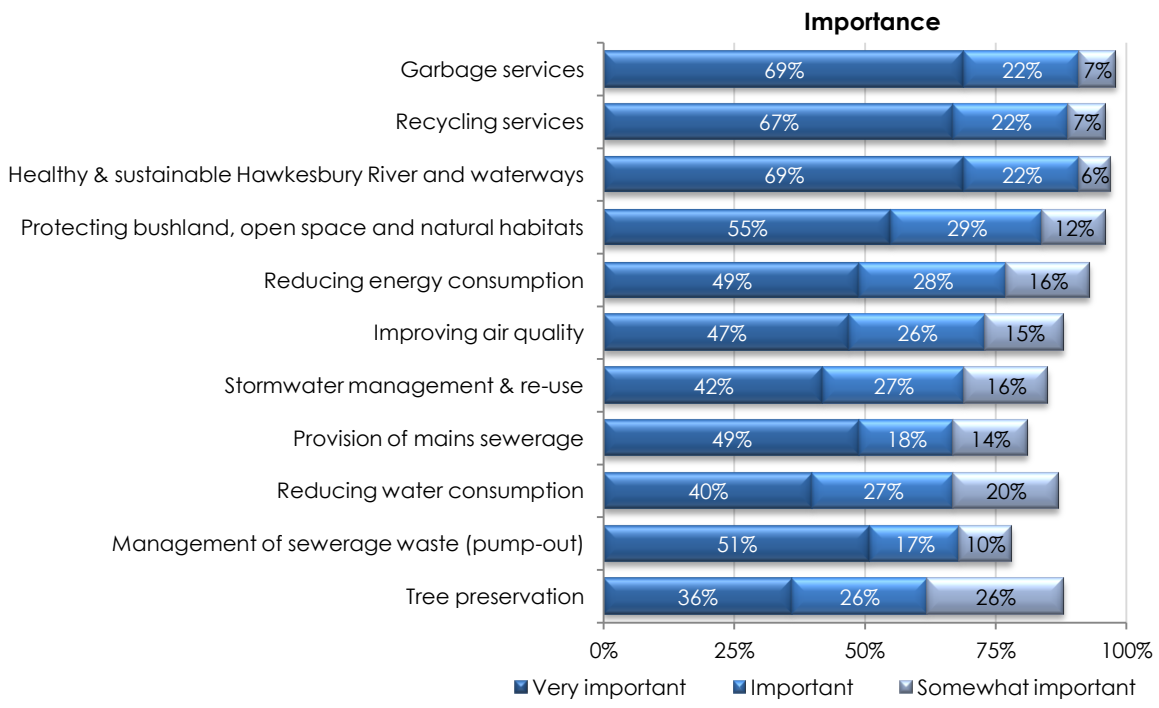
Council's performance in the areas below accounts for almost 20% of overall satisfaction, based on the regression analysis.

Caring For Our Environment – Contributes 19% Of Overall Satisfaction



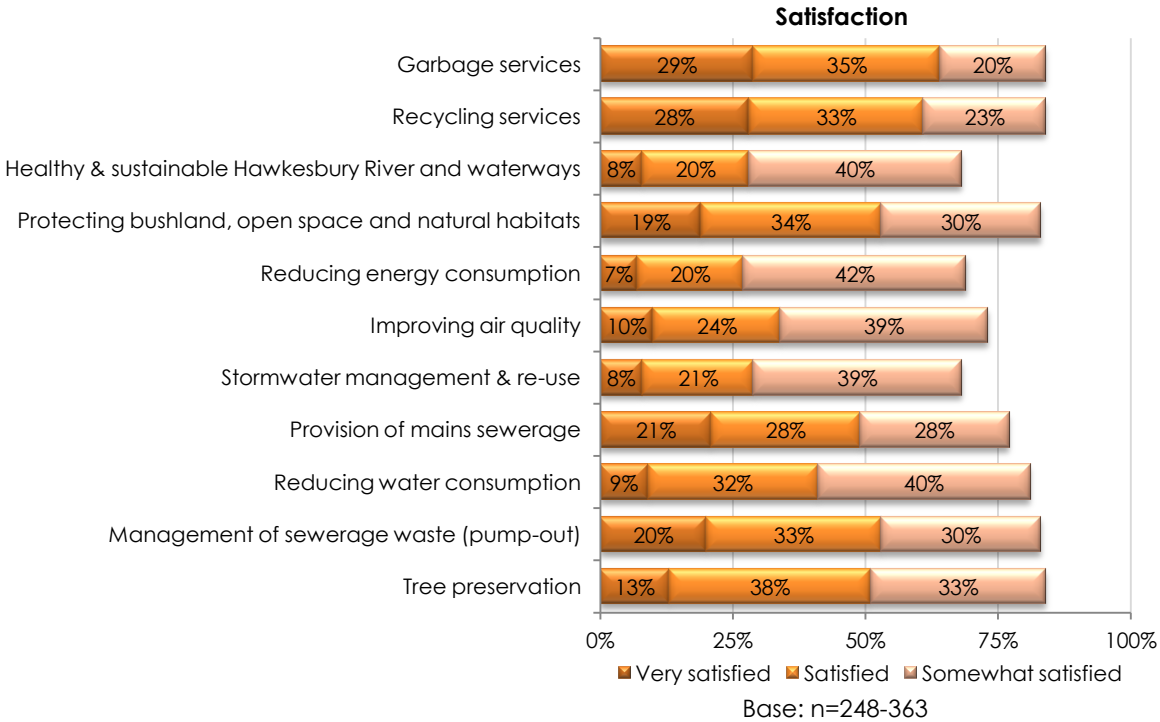
Importance/Satisfaction – Caring For Our Environment

Note: The hierarchal sorting of each graph is relative to the mean importance rating for the current year.



Importance mean ratings	2013	2011
Garbage services	4.57	4.47
Recycling services	4.52 ▲	4.40
Healthy & sustainable Hawkesbury River and waterways	4.52	4.46
Protecting bushland, open space and natural habitats	4.34	4.26
Reducing energy consumption	4.14 ▲	3.97
Improving air quality	4.05	3.94
Stormwater management & re-use	3.87	3.86
Provision of mains sewerage	3.87	3.77
Reducing water consumption	3.87	3.86
Management of sewerage waste (pump-out)	3.84 ▲	3.60
Tree preservation	3.83 ▲	3.66

Base: n=400



Satisfaction mean ratings	2013	2011
Garbage services	3.72 ▼	3.92
Recycling services	3.67	3.77
Healthy & sustainable Hawkesbury River and waterways	2.90	2.90
Protecting bushland, open space and natural habitats	3.51	3.56
Reducing energy consumption	2.97	3.00
Improving air quality	3.08	3.18
Stormwater management & re-use	2.90	3.06
Provision of mains sewerage	3.37	3.38
Reducing water consumption	3.26	3.34
Management of sewerage waste (pump-out)	3.53	3.58
Tree preservation	3.43 ▲	3.20

Base: n=248-363

▲ = Significantly higher than the previous year
▼ = Significantly lower than the previous year
Scale: 1=not at all important/satisfied, 5=very important/satisfied

Importance/Satisfaction – Caring For Our Environment

Note: The hierarchal sorting of each table is relative to the criteria's Performance Gap.

	Performance Gap		Year on year difference
	2013	2011	
Healthy & sustainable Hawkesbury River and waterways	1.62	1.56	-0.06
Reducing energy consumption	1.17	0.97	-0.20
Stormwater management & re-use	0.97	0.80	-0.17
Improving air quality	0.97	0.76	**-0.21**
Recycling services	0.85	0.63	**-0.22**
Garbage services	0.85	0.55	**-0.30**
Protecting bushland, open space and natural habitats	0.83	0.70	-0.13
Reducing water consumption	0.61	0.52	-0.09
Provision of mains sewerage	0.50	0.39	-0.11
Tree preservation	0.40	0.46	+0.06
Management of sewerage waste (pump-out)	0.31	0.02	**-0.29**

Bold type indicates an increase/decrease of more than 0.2 from the previous reporting period.

Importance/Satisfaction – Caring For Our Environment

Overview of Rating Scores

Importance – overall

Extremely high	Garbage services
	Healthy & sustainable Hawkesbury River and waterways
	Recycling services
Very high	Protecting bushland, open space and natural habitats
High	Reducing energy consumption
	Improving air quality
Moderately high	Stormwater management & re-use
	Provision of mains sewerage
	Reducing water consumption
	Management of sewerage waste
	Tree preservation

Importance – by age

Residents aged 35-49 were significantly less likely than the average to rate 'improving air quality' as important.

Residents aged 65+ were significantly more likely than the average to rate 'recycling services' as important.

Importance – by gender

Females were significantly more likely than males to rate 'reducing water consumption', 'tree preservation', 'improving air quality', 'garbage services', 'recycling services' and 'protecting our natural bushland, open space and natural habitats' of higher importance.

Importance – compared to previous years

There were no significant differences compared to previous years.

Importance/Satisfaction – Caring For Our Environment

Satisfaction – overall

Moderately high	Garbage services
	Recycling services
Moderate	Management of sewerage waste
	Protecting bushland, open space and natural habitats
	Tree preservation
	Provision of mains sewerage
	Reducing water consumption
	Improving air quality
Moderately low	Reducing energy consumption
	Stormwater management & reuse
	Health & sustainable Hawkesbury River and waterways

Satisfaction – by age

Residents aged 65+ were significantly less likely than the average to be satisfied with 'tree preservation'.

Residents aged 18-34 were significantly more likely than the average to be satisfied with 'protecting bushland, open space and natural habitats'.

Satisfaction – by gender

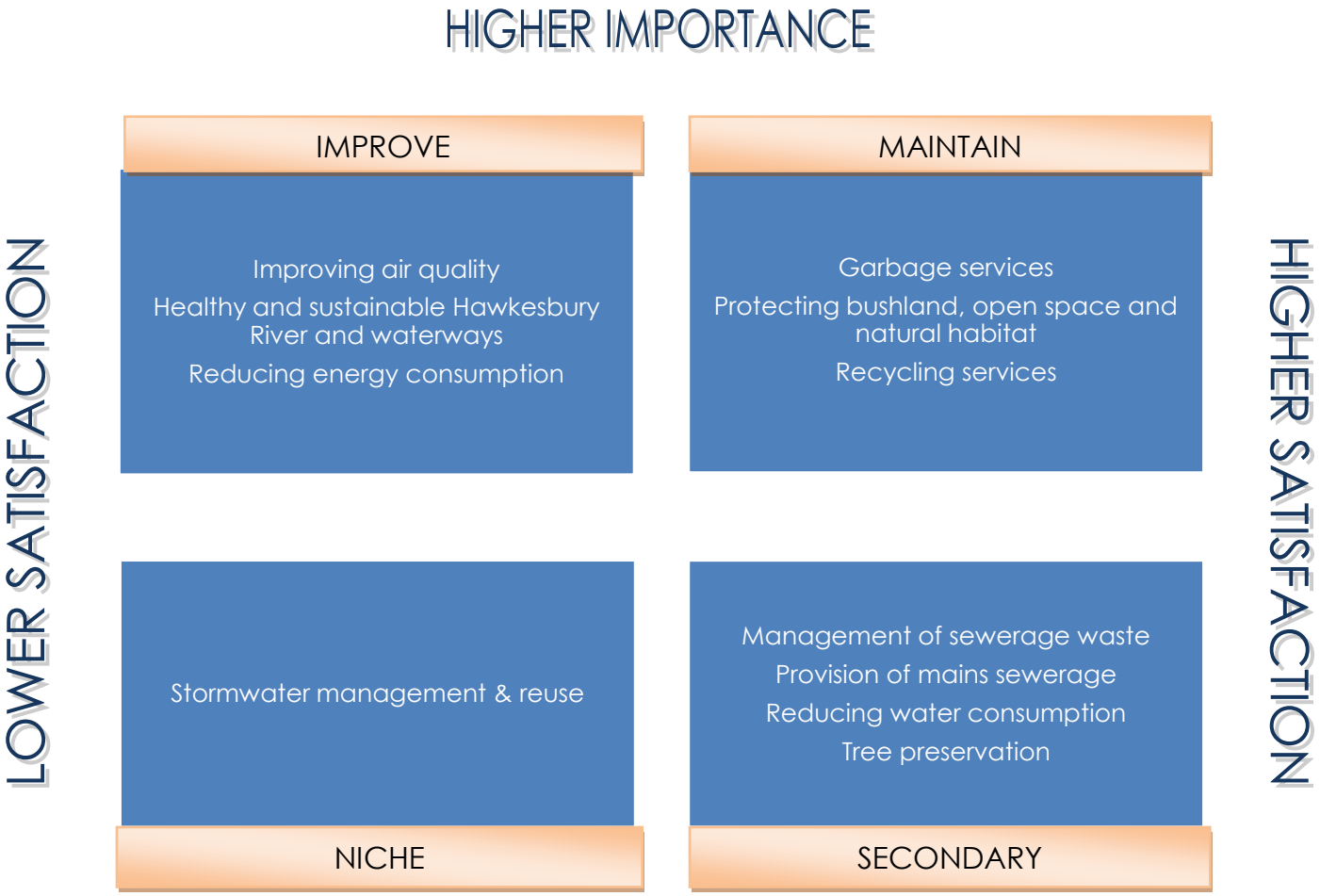
Females were significantly more likely than males to rate 'stormwater management & reuse' higher of satisfaction.

Satisfaction – compared to previous years

There were no significant differences compared to previous years.

Importance/Satisfaction – Caring For Our Environment

Quadrant Analysis



Recommendations

Based on the stated outcomes analysis, Hawkesbury City Council needs to improve:

- Improving air quality
- Healthy and sustainable Hawkesbury River and waterways
- Reducing energy consumption

Hawkesbury City Council also needs to maintain resident satisfaction with:

- Garbage services
- Protecting bushland, open space and natural habitat
- Recycling services

Importance/Satisfaction – Linking the Hawkesbury

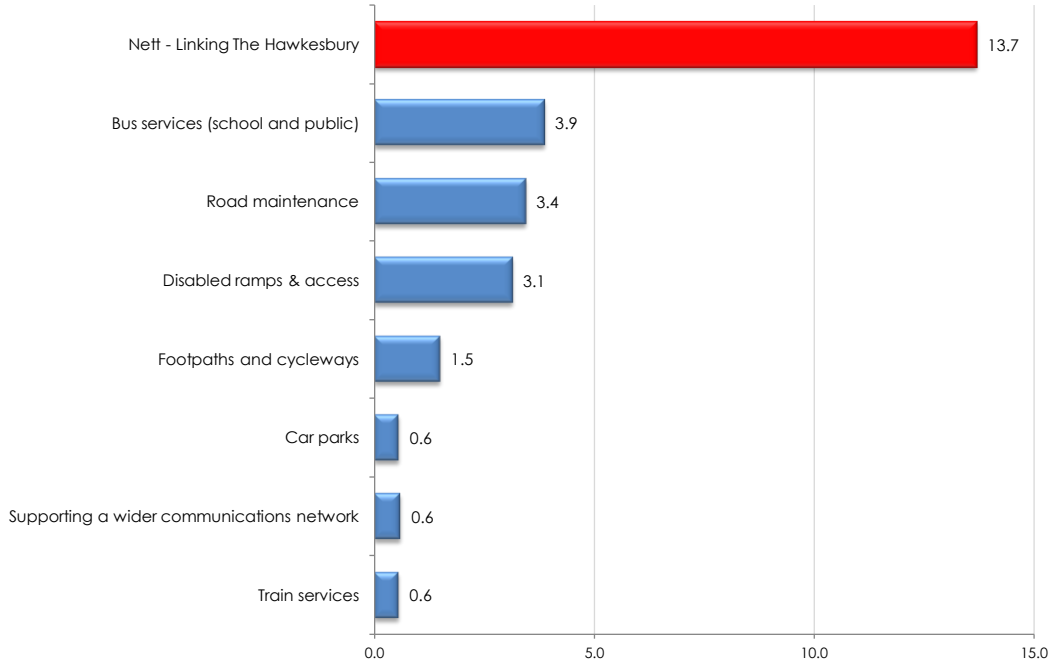
Services and facilities explored included:

- Footpaths and cycleways
- Disabled ramps and access
- Car parks
- Road maintenance
- Bus services
- Train services
- Supporting a wider communications network

Contribution to Overall Satisfaction with Council (Regression Data)

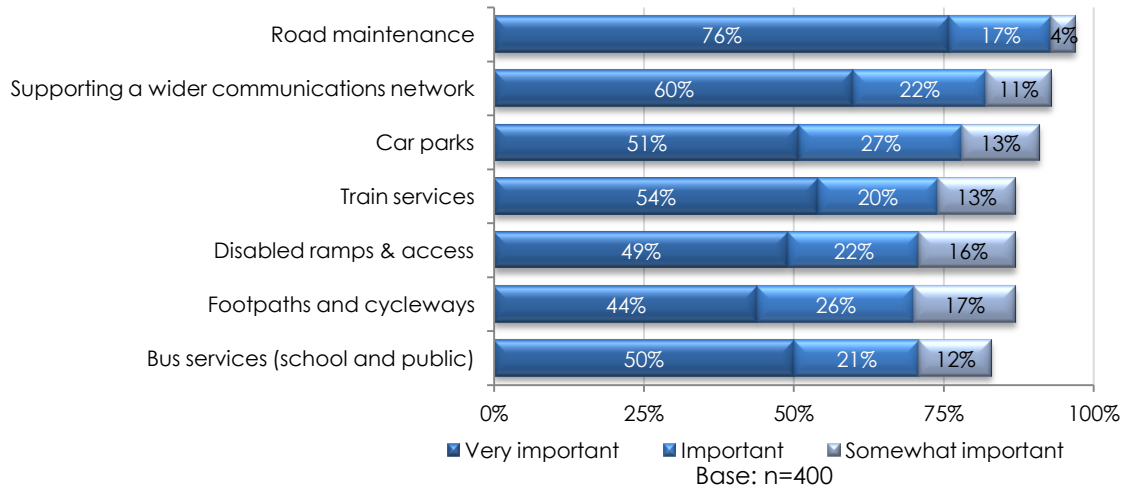
Council's performance in the areas below accounts for almost 14% of overall satisfaction, based on the regression analysis.

Linking The Hawkesbury – Contributes Almost 14% Of Overall Satisfaction



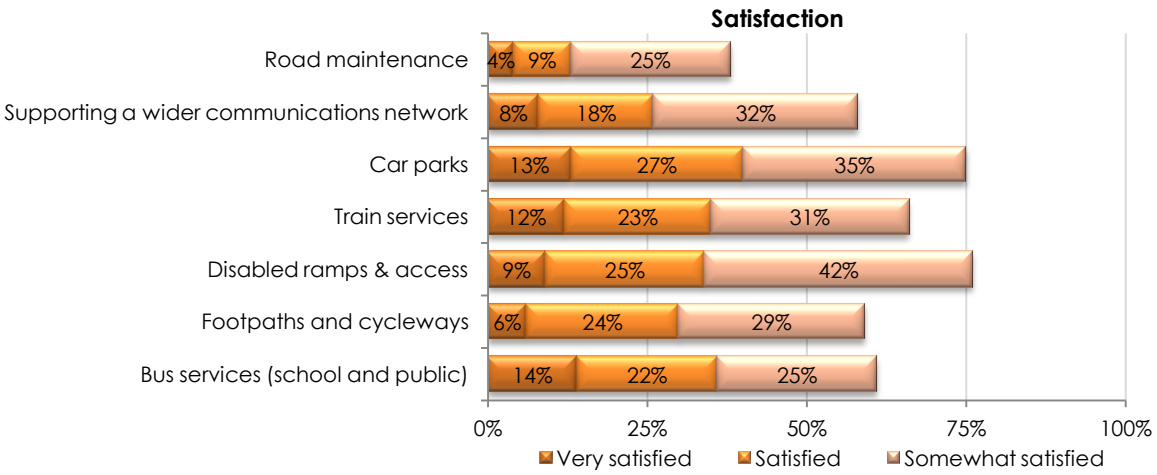
Importance/Satisfaction – Linking the Hawkesbury

Note: The hierarchal sorting of each graph is relative to the mean importance rating.



Base: n=400

Importance mean ratings	
2013	2011
4.64	4.60
4.32 ▲	3.99
4.18	4.10
4.08 ▲	3.74
4.00 ▲	3.81
3.96 ▲	3.77
3.95 ▲	3.52



Base: n=276-372

Satisfaction mean ratings	
2013	2011
2.18	2.15
2.76	2.92
3.19	3.22
2.96 ▲	2.69
3.12	3.22
2.77	2.88
2.92 ▲	2.63

▲ = Significantly higher than the previous year
▼ = Significantly lower than the previous year

Scale: 1=not at all important/satisfied, 5=very important/satisfied

Importance/Satisfaction – Linking the Hawkesbury

Note: The hierarchal sorting of the table is relative to the criteria's Performance Gap.

	Performance Gap		Year on year difference
	2013	2011	
Road maintenance	2.45	2.46	+0.01
Supporting a wider communications network	1.07	1.56	**+0.49**
Train services	1.05	1.12	+0.07
Bus services (school and public)	0.89	1.03	+0.14
Footpaths and cycleways	0.89	1.19	**+0.30**
Car parks	0.88	0.99	+0.11
Disabled ramps & access	0.59	0.88	**+0.29**

Bold type indicates an increase/decrease of more than 0.2 from the previous reporting period.

Importance/Satisfaction – Linking the Hawkesbury

Overview of Rating Scores

Importance – overall

Extremely high	Road maintenance
Very high	Supporting a wider communications network
High	Car parks
	Train services
	Disabled ramps &access
	Footpaths and cycleways
	Bus services (school and public)

Importance – by age

There were no significant differences by age.

Importance – by gender

Females were significantly more likely than males to rate 'footpaths and cycleways' of higher importance.

Importance – compared to previous years

'Bus services (school and public)' and 'supporting a wider communications network' were rated significantly higher than the average in importance in 2013.

'Supporting a wider communications network' was rated significantly higher than the average in importance in 2013 than in 2011 and 2009.

Satisfaction – overall

Moderate	Car parks
	Disabled ramps & access
Moderately low	Bus services (school & public)
	Footpaths and cycleways
	Supporting a wider communications network
	Train services
Low	Road maintenance

Satisfaction – by age

There were no significant differences by age.

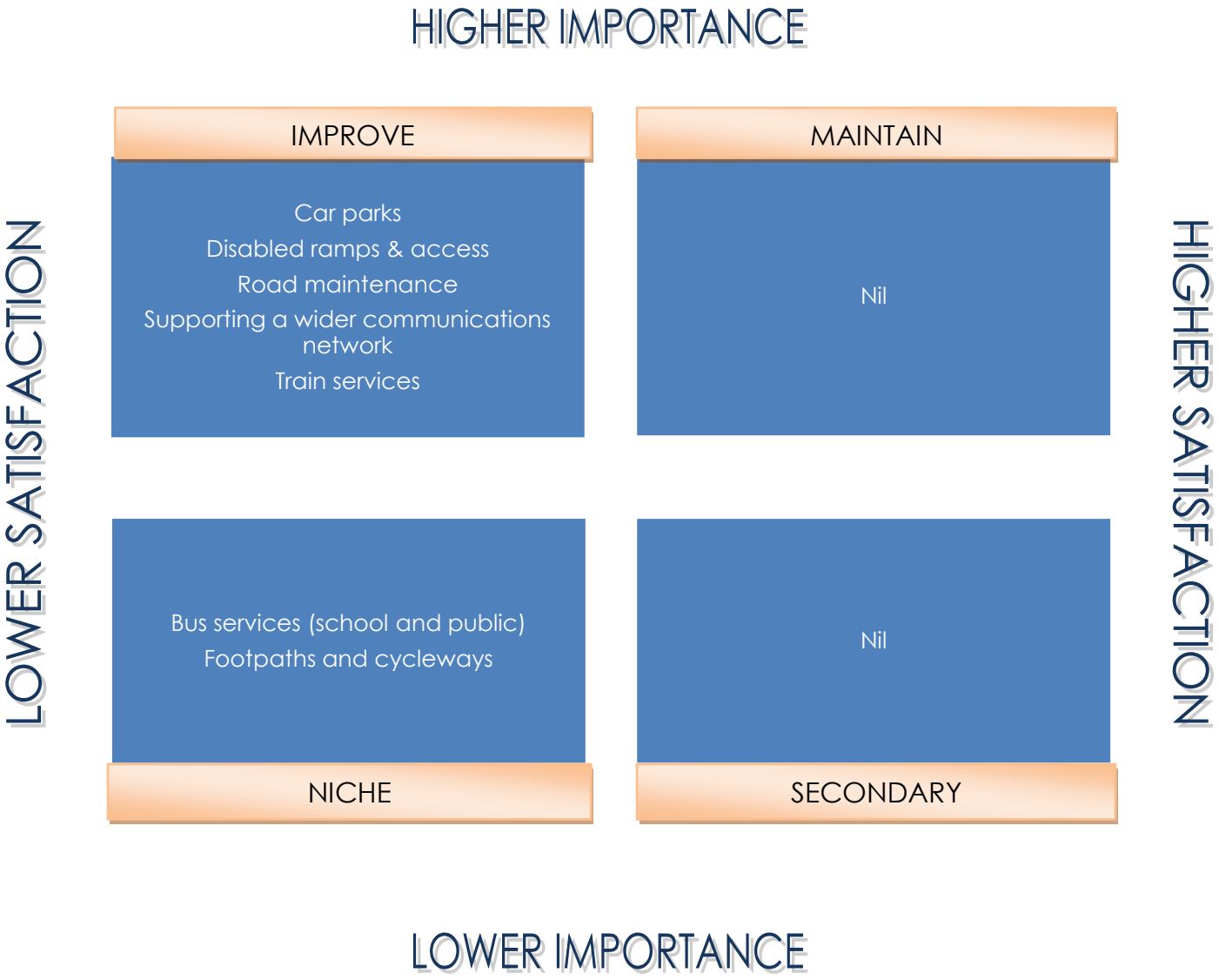
Satisfaction – by gender

There were no significant differences by gender.

Satisfaction – compared to previous years

'Bus services (school and public)' was rated significantly higher than the average in importance in 2013.

Quadrant Analysis



Recommendations

Based on the stated outcomes analysis, Hawkesbury City Council needs to improve:

- Car parks
- Disabled ramps & access
- Road maintenance
- Supporting a wider communications network
- Train services

Importance/Satisfaction – Supporting Businesses and Local Jobs

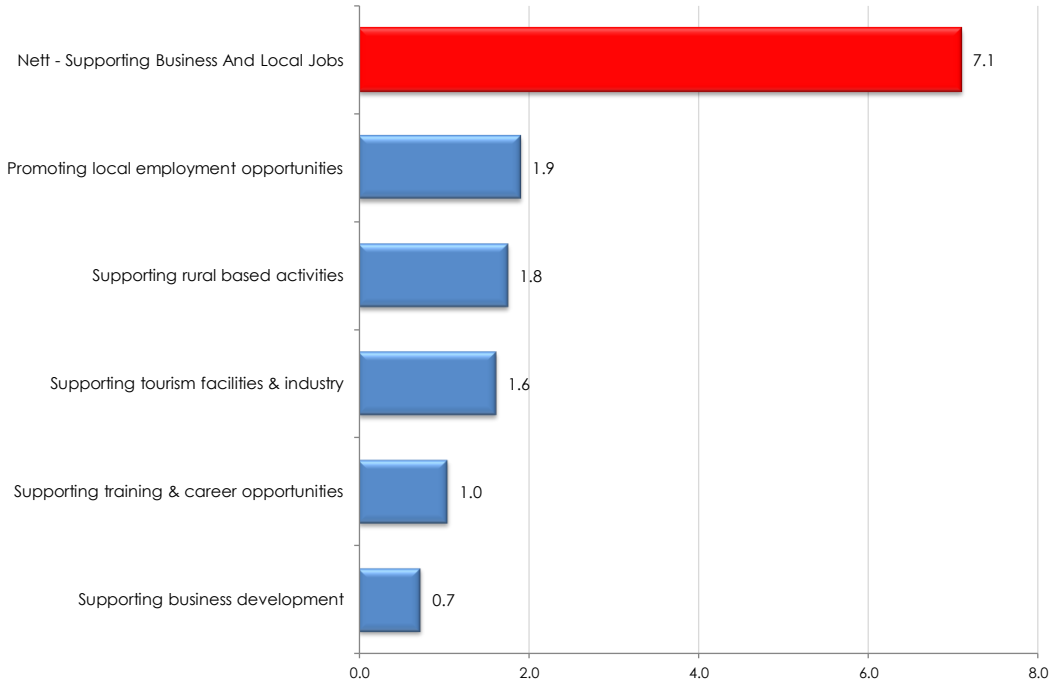
Services and facilities explored included:

- Promoting local employment opportunities
- Supporting business development
- Supporting rural based activities
- Supporting tourism facilities and industry
- Supporting training and career opportunities

Contribution to Overall Satisfaction with Council (Regression Data)

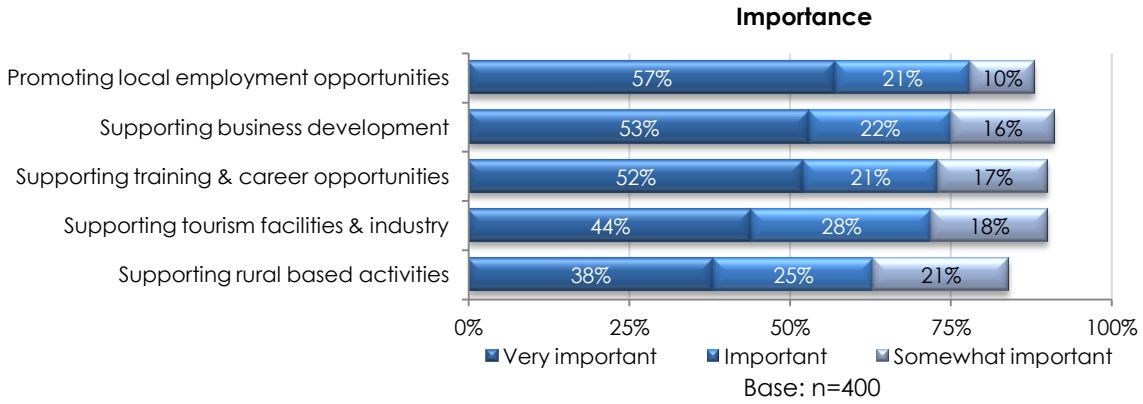
Council's performance in the areas below accounts for over 7% of overall satisfaction, based on the regression analysis.

Supporting Businesses And Local Jobs – Contributes Over 7% Of Overall Satisfaction



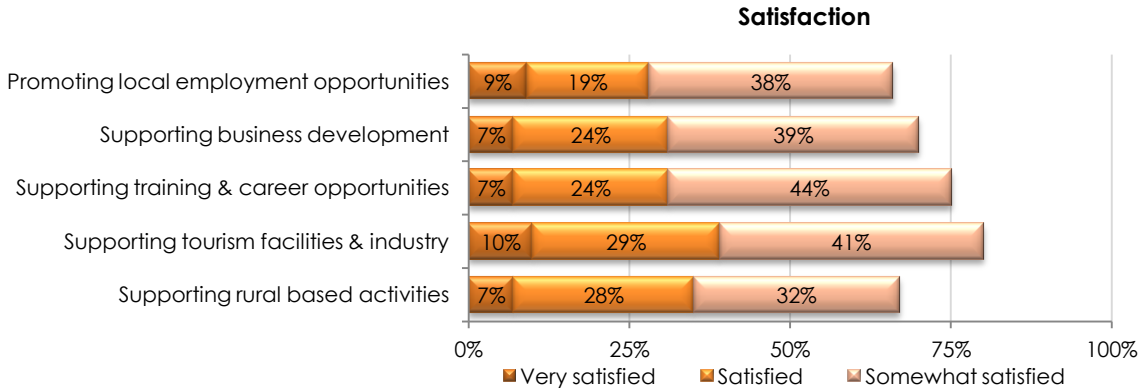
Importance/Satisfaction – Supporting Businesses and Local Jobs

Note: The hierarchal sorting of each graph is relative to the mean importance rating for the current year.



Base: n=400

Importance mean ratings	2013	2011
Promoting local employment opportunities	4.19 ▲	4.02
Supporting business development	4.15 ▲	3.97
Supporting training & career opportunities	4.09	3.95
Supporting tourism facilities & industry	4.01 ▲	3.82
Supporting rural based activities	3.82	3.75



Base: n=251-308

Satisfaction mean ratings	2013	2011
Promoting local employment opportunities	2.94	3.05
Supporting business development	2.97	3.12
Supporting training & career opportunities	3.06	3.04
Supporting tourism facilities & industry	3.23	3.24
Supporting rural based activities	3.02	3.13

▲ = Significantly higher than the previous year
▼ = Significantly lower than the previous year

Scale: 1=not at all important/satisfied, 5=very important/satisfied

Note: The hierarchal sorting of the table is relative to the criteria's Performance Gap.

	Performance Gap		Year on year
	2013	2011	difference
Promoting local employment opportunities	1.25	0.97	**-0.28**
Supporting business development	1.18	0.85	**-0.33**
Supporting training & career opportunities	1.03	0.91	-0.12
Supporting rural based activities	0.80	0.62	-0.18
Supporting rural based activities	0.80	0.62	-0.18
Supporting tourism facilities & industry	0.78	0.58	-0.20
Supporting tourism facilities & industry	0.78	0.58	-0.20

Bold type indicates an increase/decrease of more than 0.2 from the previous reporting period.

Importance/Satisfaction – Supporting Businesses and Local Jobs

Overview of Rating Scores

Importance – overall

High	Promoting local employment opportunities
	Supporting business development
	Supporting training & career opportunities
	Supporting tourism facilities & industry
Moderately high	Supporting rural based activities

Importance – by age

There were no significant differences by age.

Importance – by gender

There were no significant differences by gender.

Importance – compared to previous years

There were no significant differences compared to previous years.

Satisfaction – overall

Moderate	Supporting tourism facilities & industry
	Supporting training & career opportunities
	Supporting rural based activities
Moderately low	Supporting business development
	Promoting local employment opportunities

Satisfaction – by age

There were no significant differences by age.

Satisfaction – by gender

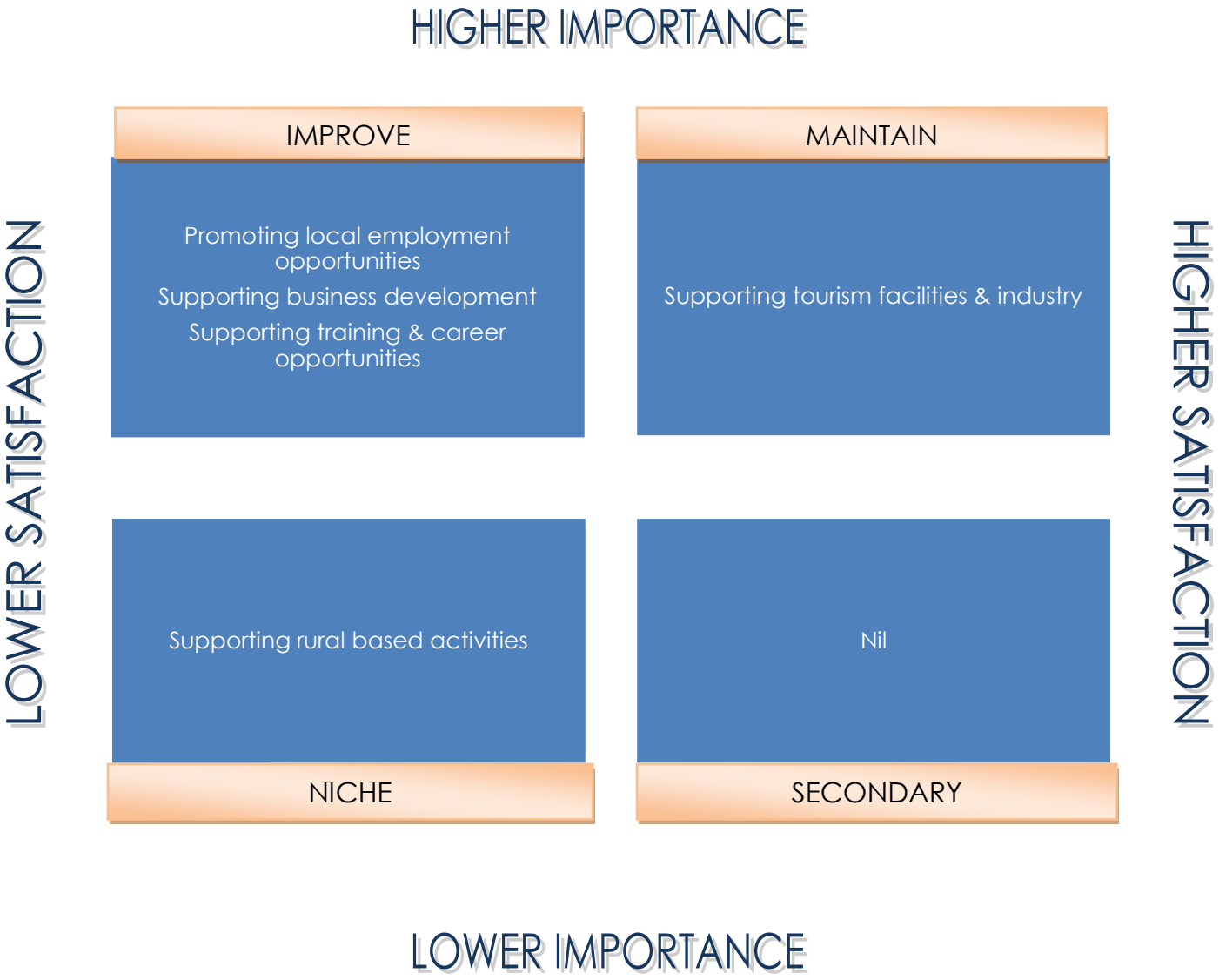
There were no significant differences by gender.

Satisfaction – compared to previous years

There were no significant differences compared to previous years.

Importance/Satisfaction – Supporting Businesses and Local Jobs

Quadrant Analysis



Recommendations

Based on the stated outcomes analysis, Hawkesbury City Council needs to improve:

- Promoting local employment opportunities
- Supporting business development
- Supporting training & career opportunities

Hawkesbury City Council also needs to maintain resident satisfaction with:

- Supporting tourism facilities and industry

Overall Satisfaction with Council's Performance

Overview (Overall satisfaction)

Overall, the research has found a moderate result for Hawkesbury City Council, with 33 of the 49 services/facilities/criteria rated as being of 'moderate satisfaction' to 'very high satisfaction'.

At an overall level, residents expressed a 'moderate' level of satisfaction with the performance of Council, with 77% of the respondents giving a rating of 'somewhat satisfied' to 'very satisfied'.

In the last 12 months, Hawkesbury has underperformed compared to LGA satisfaction benchmarks. Council needs to identify how this can be corrected.

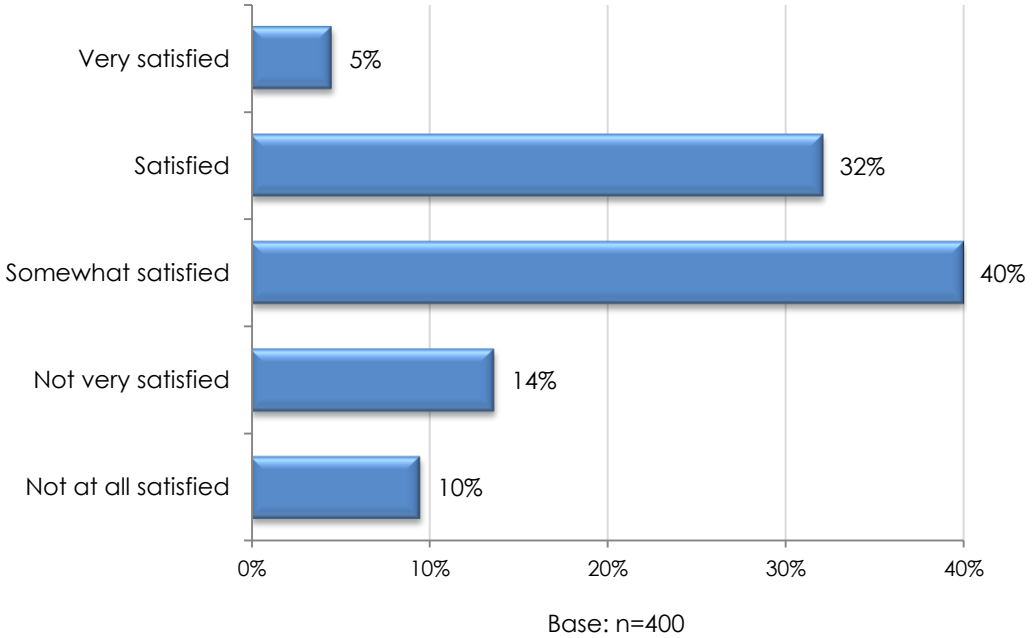
Q. *Overall for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues but across all responsibility areas?*

	18 - 34	35 - 49	50 - 64	65+	Male	Female	Overall
Satisfaction mean ratings	3.29	2.97	2.90	3.21	3.14	3.04	3.09

	2009	2011	2013
Mean ratings	3.35	3.31	**3.09**

NSW LGA BRAND SCORES	Metro	Regional	All of NSW
Mean ratings	**3.45**	3.22	**3.31**

Significantly higher than the average
Significantly lower than the average



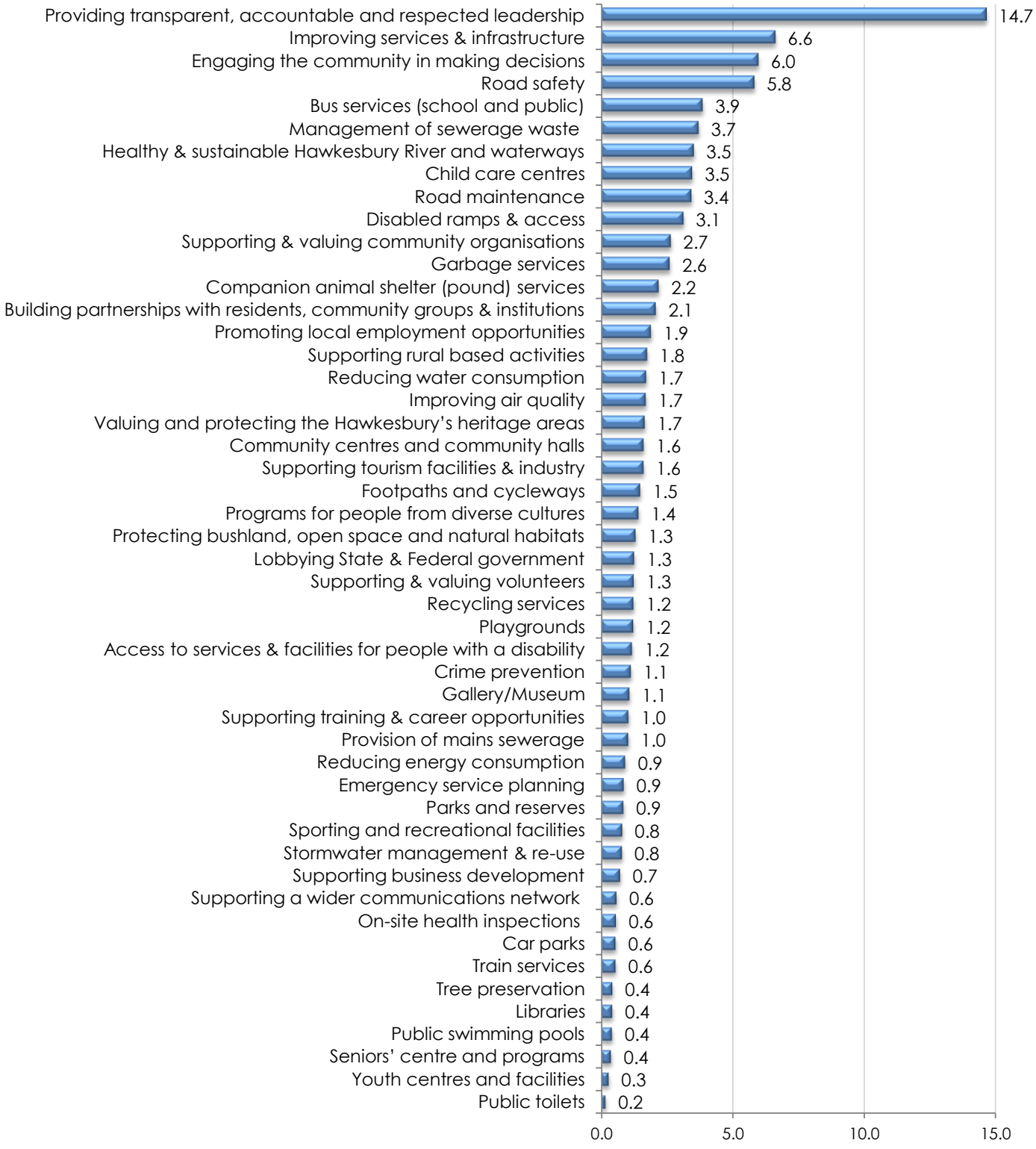
Base: n=400

Scale: 1 = not at all satisfied, 5 = very satisfied

Improving Satisfaction with Council's Performance

Overview

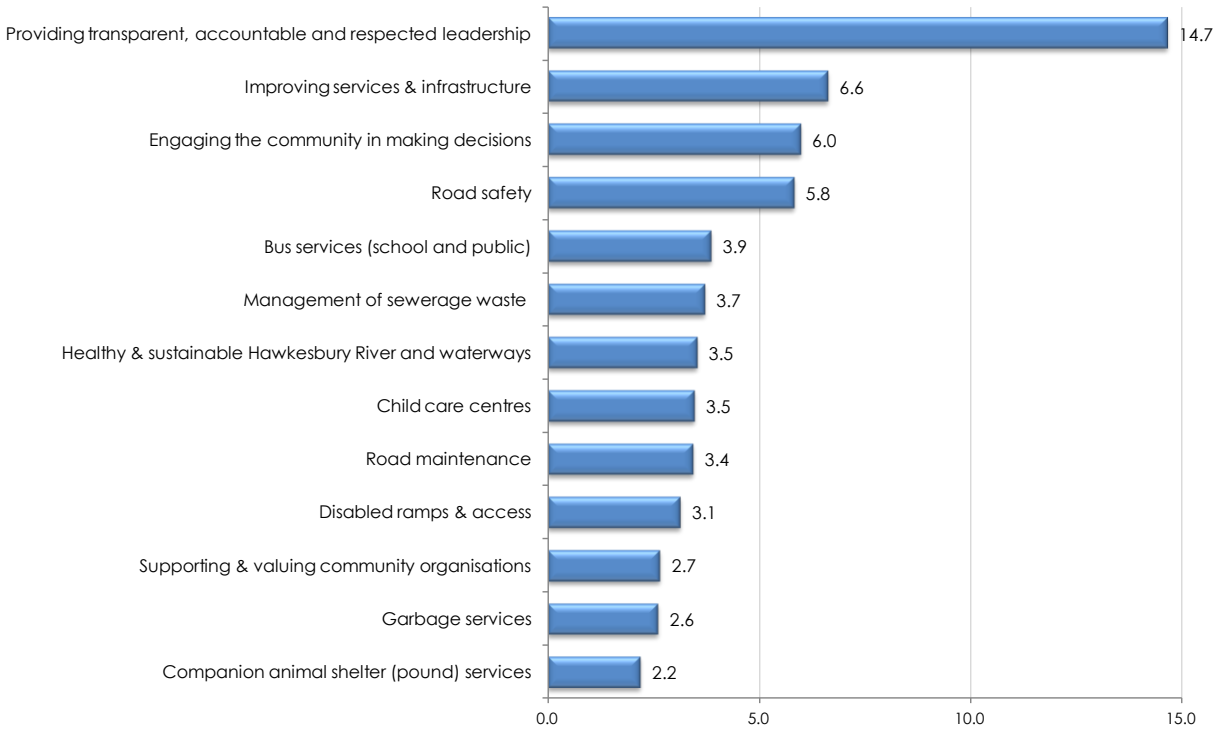
Using regression analysis, we identified the variables that have the greatest influence on driving positive overall satisfaction with Council.



Improving Satisfaction with Council's Performance

These 13 services/facilities are the key community priorities and by addressing these, Hawkesbury City Council will improve community satisfaction. The score assigned to each area indicates the percentage of influence each attribute contributes to overall satisfaction with Council. For example, in the chart below 'providing transparent, accountable and respected leadership' contributes 14.7% towards overall satisfaction.

These Top 13 Indicators Contribute To Over 60% Of Overall Satisfaction With Council



The contributors to satisfaction are not to be misinterpreted as an indication of current dissatisfaction

Based on the regression analysis, Council performance in the areas listed above accounts for over 60% of overall satisfaction.

Outcome

If Hawkesbury City Council can address these core drivers, they will be able to improve residents' overall satisfaction with their performance.

Section B
The Future of Hawkesbury

Support for Prompted Options

Summary

When prompted, 87% of the community supported Hawkesbury Council exploring 'streamlining Council organisational efficiencies', 83% also supported 'redirecting funding to highest priority assets' and 55% supported 'selling off surplus community assets' as methods to address Council's future funding requirements.

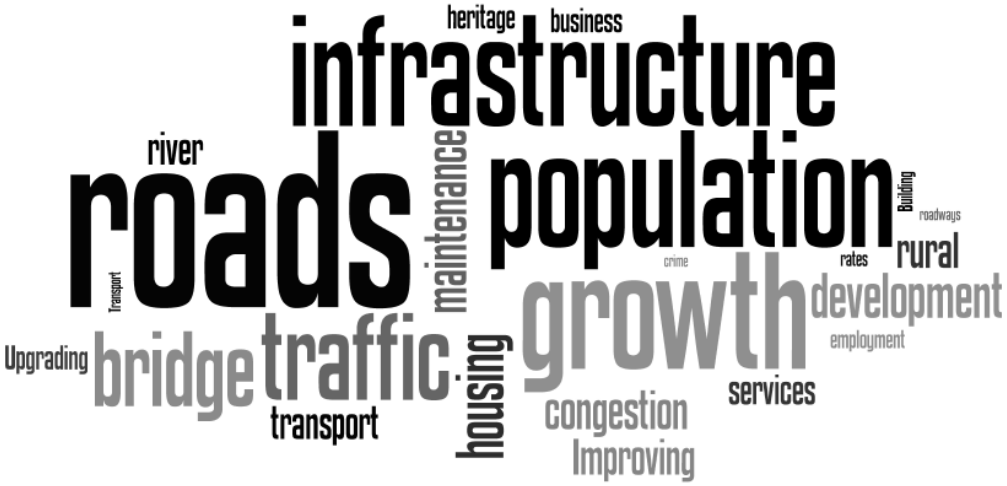
Q. *Which of the following revenue options would you support Council exploring in order to address its future funding requirements?*

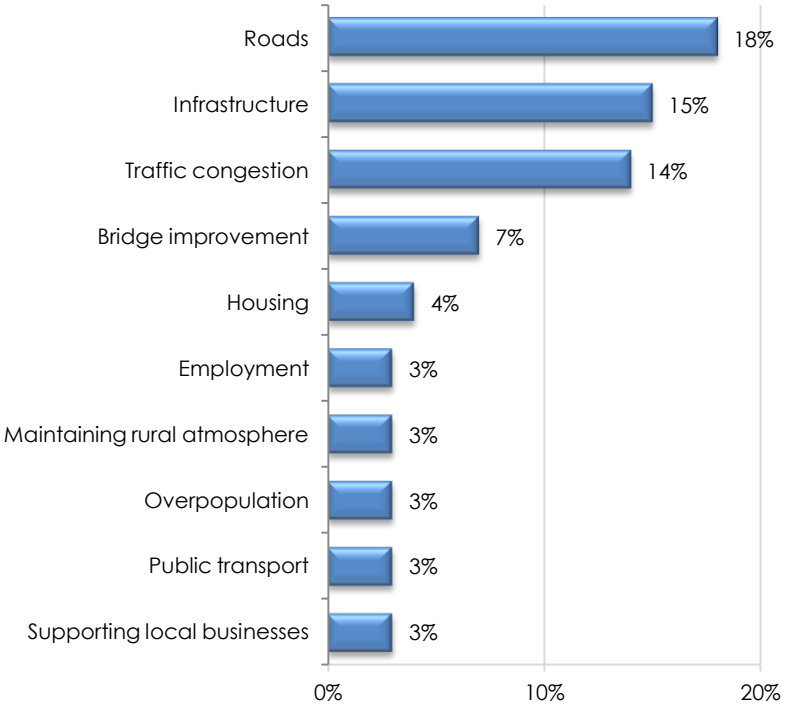
Key Challenge Facing Hawkesbury in the Next 10 Years

Summary

Residents indicated that overpopulation and all it brings in terms of infrastructural needs are the key long term challenges that residents believe the Hawkesbury LGA needs to address.

Q. *Thinking of Hawkesbury as a whole, what would you say is the key challenge facing the area in the next 10 years?*





Verbatim responses

"Adequate infrastructure with increases in the population"
"Attracting more tourism to the area"
"Bushfire prevention strategies"
"Controlling population growth"
"Creation of new jobs"
"Development of housing"
"Erect a new bridge to cater for increased traffic"
"Flood management strategies"
"Having infrastructure to support the growing population"
"Improving public transport"
"Improving tourism industry in the area"
"Keeping the area green"
"Keeping the area's rural atmosphere"
"Need more employment for youth"
"Stopping overpopulation with a lack of infrastructure"
"Planning for growth"
"Preservation of heritage listed buildings"
"Reducing crime rates"
"Road infrastructure needs to meet population growth"
"Traffic management"

Base: n=400

Section C
Council Consultation

Preference for Council communication to the community

Summary

Residents preferred to receive information about Council through a wide variety of means, the predominant being:

- Community newsletters 76%
- Local newspaper 62%
- Letters 60%

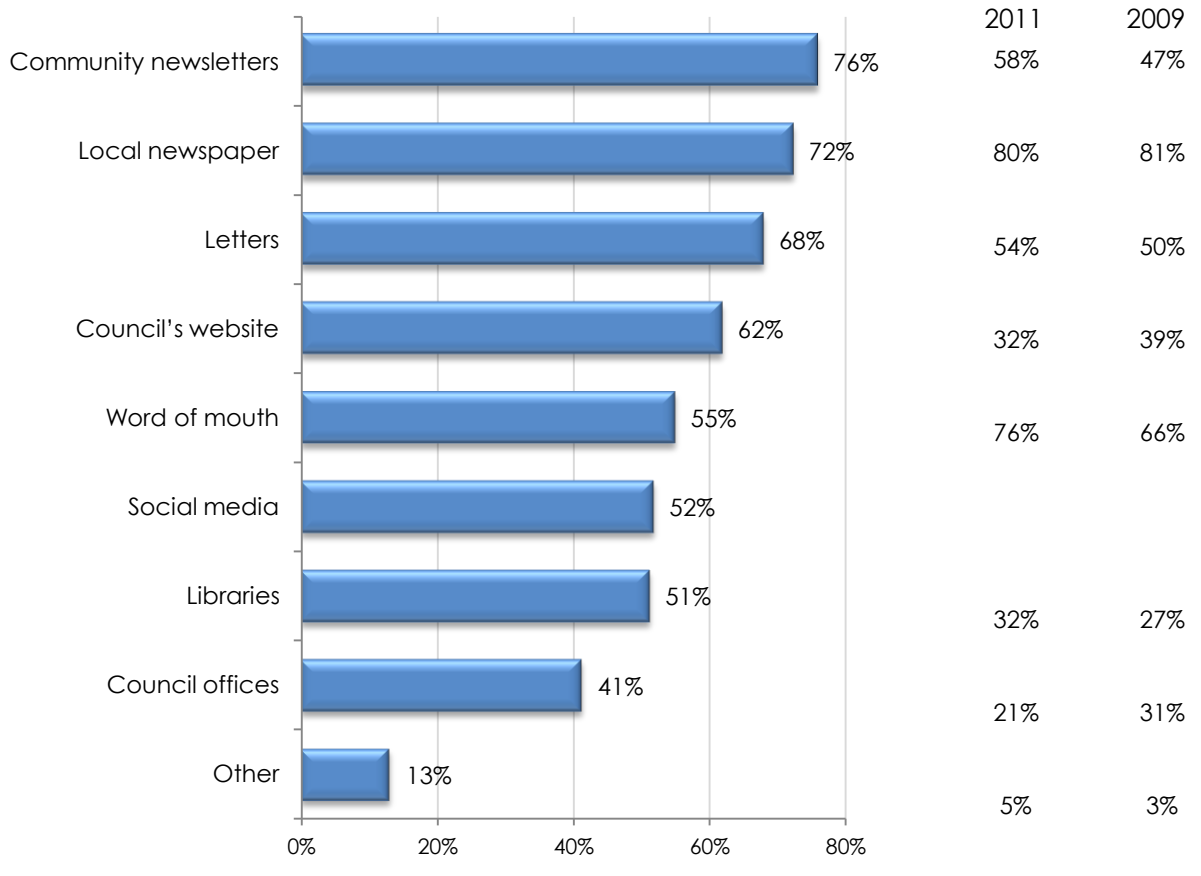
Residents aged 18-34 were significantly more likely to select 'social media' as their preferred method of contact and residents aged 50+ were significantly less likely to choose that method. Residents aged 65+ were significantly less likely to prefer 'Council's website' as their preferred option and residents aged 50-64 were significantly less likely to prefer the 'local newspaper' as their preferred option to be contacted by Council.

Females were significantly more likely to prefer 'social media', 'libraries' and 'word of mouth' as their preferred way to be contacted by Council.

Compared to 2011 there was a significant increase in residents who nominated 'Community newsletters', 'Council's website', 'libraries' and 'Council offices'.

There was also a significant decrease from 2011 in 'word of mouth' as preferred methods of contact from Council.

Q. *Please indicate from the following list how you would prefer Council to communicate with you*



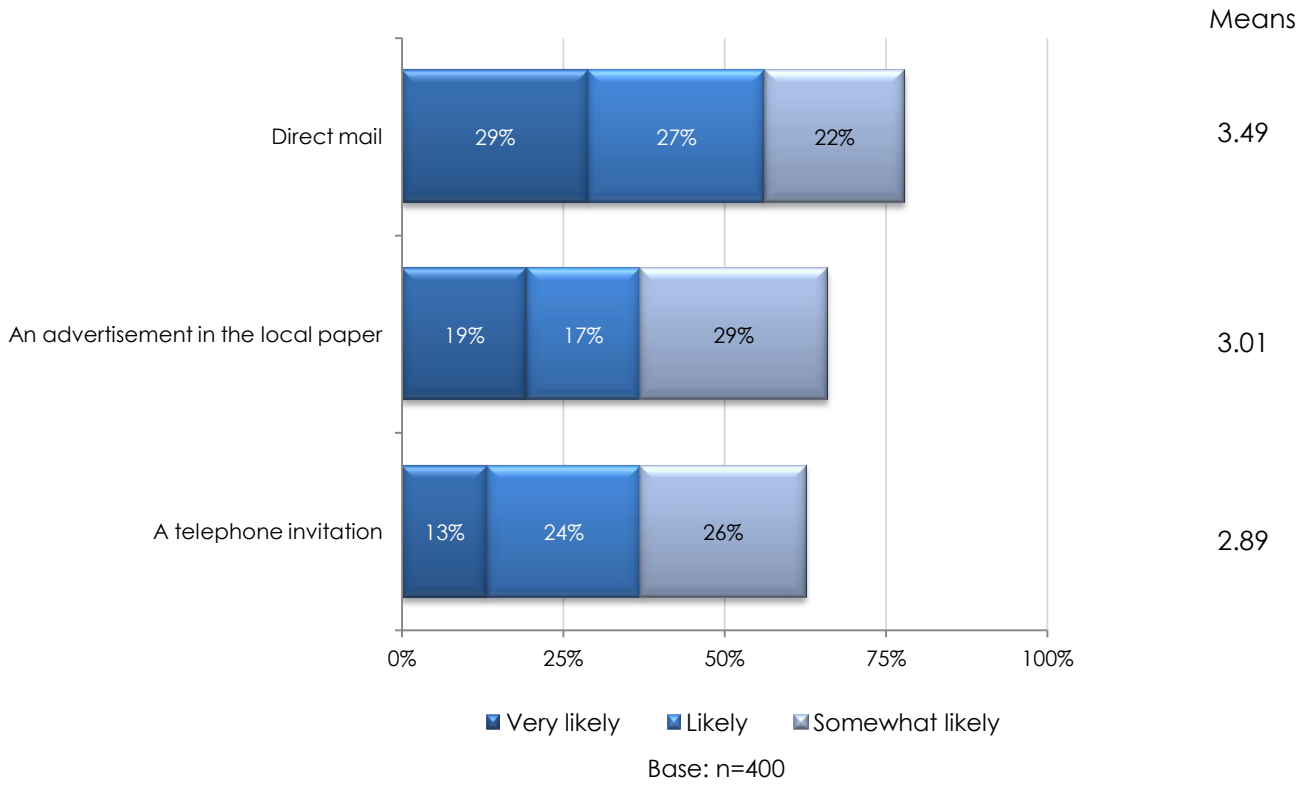
Base: n = 400

Methods to Participate in Community Consultation

Summary

Residents were most likely to indicate that 'direct mail' would encourage them to participate in community consultation about future plans for the Hawkesbury local government area followed by 'an advertisement in the local paper' and 'a telephone invitation'.

Q. *Could you please indicate how likely the following methods would be in encouraging you to participate in a community consultation about future plans for the Hawkesbury local government area.*



Base: n=400

Likeliness to Participate in Community Consultation

Summary

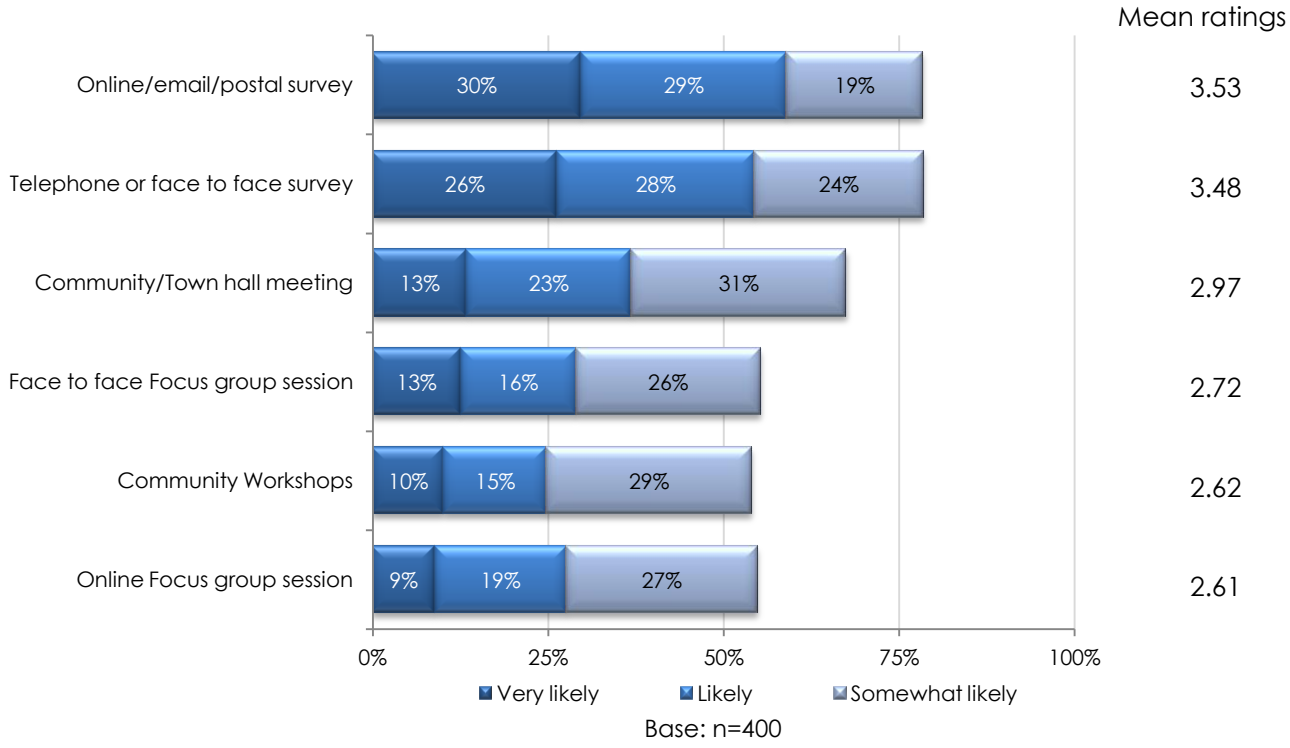
Residents were most likely to prefer an 'online/email/postal survey' (78%) or a 'telephone or face to face survey' (78%)

Residents aged 35-49 were significantly more likely to suggest they would participate in an online/email/postal survey, whilst those aged 50-64 were more likely to participate in a community workshop.

Those aged 18-24 were significantly less likely to participate in a 'face to face focus group session' or 'community workshops', whilst those aged 65 were significantly less likely to participate in an 'online/email/postal survey' or an 'online focus group'.

Females suggest they are significantly more likely to participate in an 'online/email/postal survey' and an 'online focus group session'.

Q. *Could you please indicate how likely you would be to participate in the following types of consultation approaches about future plans for the Hawkesbury local government area?*



Base: n=400

Suggestions for Methods of Participation

Summary

Residents indicated a desire for Councillors to be more visible within the community. This included having Councillors come and speak with residents in a variety of community settings such as local shops, sporting clubs, childcare centres and schools.

Residents also indicated a desire for Council to expand their methods of inviting residents to consultation. Residents indicated that a variety of methods needed to be used to reach them such as Internet, social media, radio, newspaper and direct mail and phone calls.

Q. *Do you have any suggestions about other ways you could be encouraged to participate?*

	Count
Visiting local areas to speak with residents (shops, sporting clubs, childcare, schools, etc)	9
Expand method of invitations to consultation (radio, newspaper, email, Internet, etc)	5
Social Media	4
Providing incentives	4
Improve times for working residents	3
Council open days/events	2
Improved Council visibility	2
Improve residents' ability to be heard at meetings	2
Online consultation	1
Postal referendums	1
Post-consultation feedback	1
Open ended question surveys	1

Satisfaction with Council's Consultation with the Community

Summary

Compared to 2011, residents were significantly more satisfied with Council's overall consultation with the community.

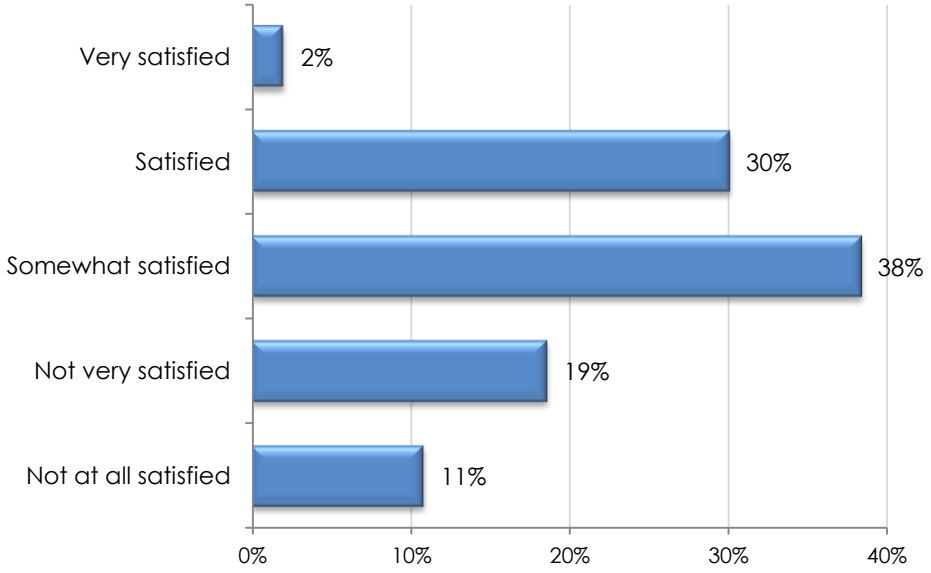
70% of residents indicated that they were at least 'somewhat satisfied' with Council's consultation with the community. Only 11% of residents indicated that they were 'not at all satisfied'.

Q. *Overall how satisfied are you with the way Council consults with the community?*

	2013	2011
Mean ratings	**3.06**	**2.87**

Significantly higher than the average
Significantly lower than the average

Scale: 1=not at all important/satisfied, 5=very important/satisfied



Section D
Contact with Council

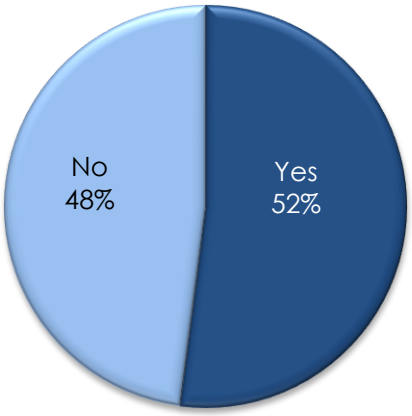
Contact with Council in the last 12 Months

Summary

52% of residents indicated that they had made contact with Council in the past 12 months.

This result is statistically similar to previous years.

Q. *Have you contacted Hawkesbury City Council in the last 12 months?*



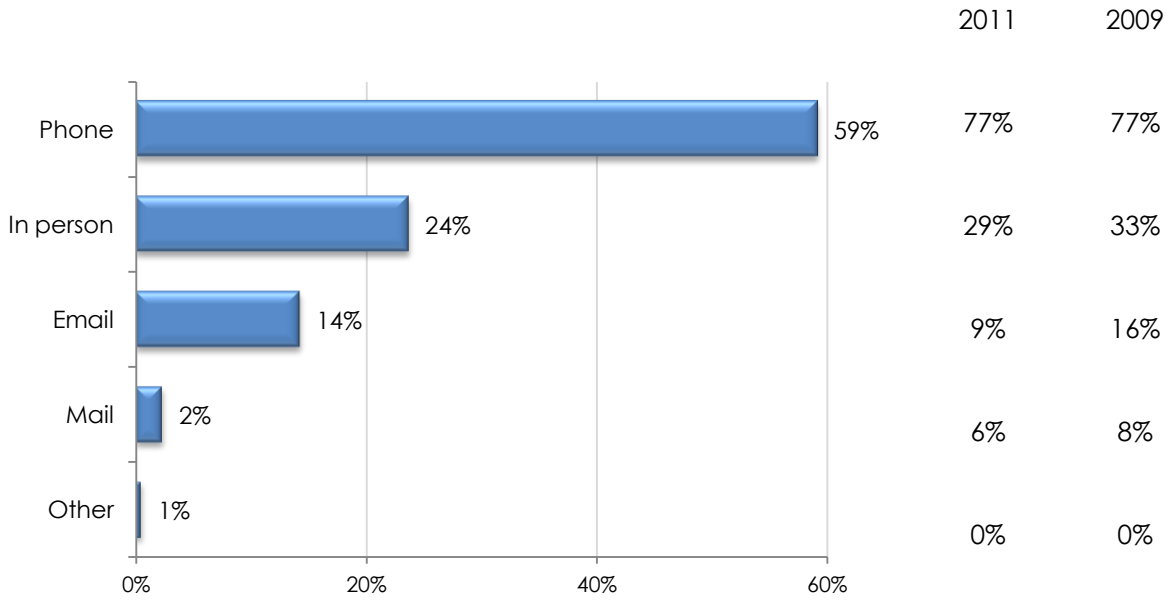
	2011		2009	
Yes	193	48%	173	43%
No	207	52%	227	52%
Total	400	100%	400	100%

Base: n = 400

Summary

Residents were most likely to make contact by 'phone' (59%), however, while remaining the most popular method of contact in 2013, contacts by phone had significantly declined from 2011 (77%) and 2009 (77%).

Q. *When you last made contact with Council was it by:*



Base: n = 209

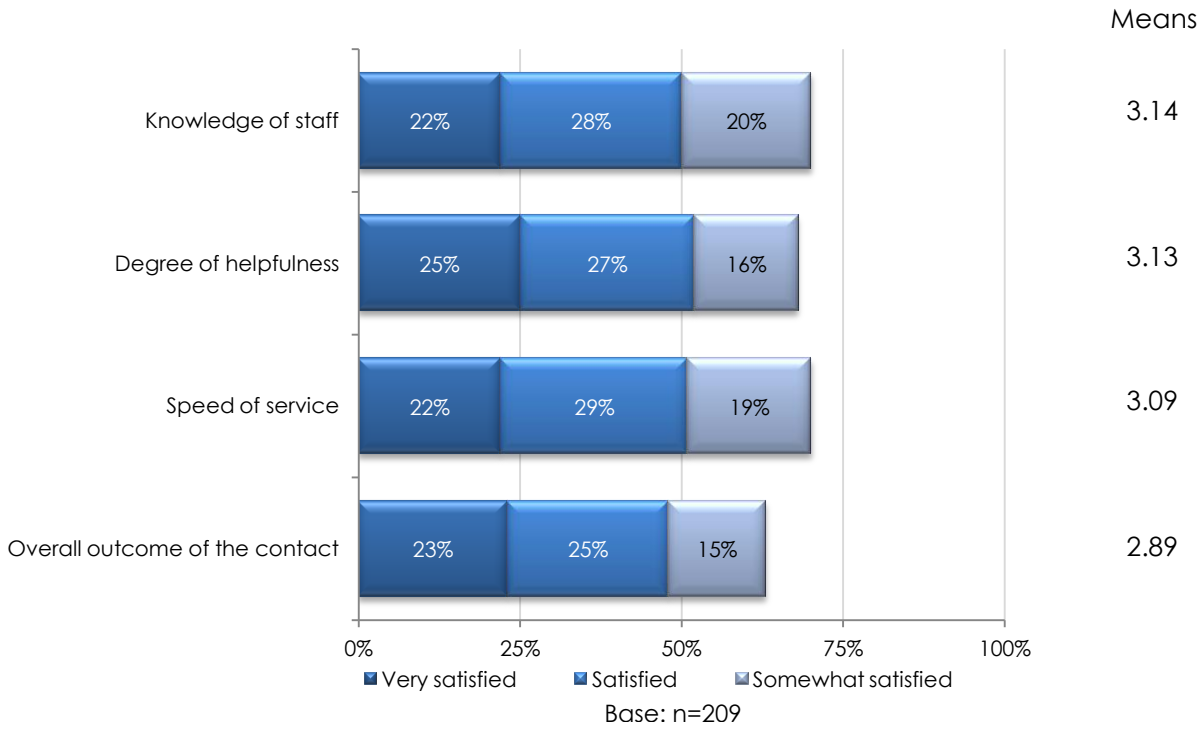
Satisfaction with the last contact with Council

Summary

Residents were most likely to be satisfied overall with 'in-person' contacts and least likely to be satisfied with 'email' contacts with Council. Overall, residents were most likely to be satisfied with the 'knowledge of staff' regarding their contact and least likely to be satisfied with the 'overall outcome of the contact.

Satisfaction means	Phone	Email	In person
Speed of Service	3.23	3.11	3.55
Knowledge of staff	3.22	3.15	3.43
Degree of helpfulness	3.28	2.92	3.59
Overall outcome of the contact	3.15	2.66	3.20

Q. *How satisfied were you with the way your contact was handed in terms of the following?*



Base: n=209

Appendix A
Data and Correlation Tables

Importance/Satisfaction – Shaping Our Future Together

Importance	18 - 34	35 - 49	50-64	65 +	Male	Female	2013	2011	2009
Providing transparent, accountable & respected leadership	4.09	4.33	4.42	4.65	4.33	4.34	4.33	4.22	4.32
Supporting & valuing community organisations	3.79	4.11	4.32	4.41	3.99	4.24	4.12	4.07	4.28
Supporting & valuing volunteers	4.11	4.34	4.55	4.57	4.26	4.45	4.36	4.27	4.41
Engaging the community in making decisions	4.07	4.31	4.42	4.48	4.18	4.40	4.29	4.25	4.34
Improving services & infrastructure	4.25	4.57	4.53	4.64	4.45	4.50	4.48	4.35	4.49
Lobby State & Federal government for funding and improved service levels	4.22	4.37	4.36	4.51	4.32	4.37	4.35	4.22	4.40
Valuing & protecting the Hawkesbury's heritage areas	4.15	4.34	4.47	4.54	4.31	4.39	4.35	4.40	4.50
Building partnerships with residents, community groups & institutions	3.77	4.02	4.17	4.28	3.84	4.20	4.02	3.92	4.11

Satisfaction	18 - 34	35 - 49	50-64	65 +	Male	Female	2013	2011	2009
Providing transparent, accountable & respected leadership	2.94	2.54	2.33	2.74	2.52	2.73	2.62	2.93	2.81
Supporting & valuing community organisations	3.44	3.12	3.02	3.30	3.18	3.23	3.21	3.30	3.27
Supporting & valuing volunteers	3.70	3.37	3.19	3.77	3.46	3.49	3.47	3.50	3.51
Engaging the community in making decisions	2.44	2.51	2.33	2.87	2.49	2.52	2.50	2.82	2.79
Improving services & infrastructure	2.85	2.44	2.35	2.69	2.53	2.60	2.57	2.77	2.83
Lobby State & Federal government for funding and improved service levels	2.76	2.35	2.40	2.79	2.46	2.65	2.56	2.76	2.78
Valuing & protecting the Hawkesbury's heritage areas	3.48	3.08	2.88	3.33	3.33	3.03	3.17	3.42	3.36
Building partnerships with residents, community groups & institutions	3.27	2.90	2.75	3.27	2.93	3.08	3.01	3.18	3.09

Scale: 1 = not at all important/satisfied, 5 = very important/satisfied

Significantly higher than the average
Significantly lower than the average

Importance/Satisfaction – Shaping Our Future Together

	Not at all important	Not very important	Somewhat important	Important	Very important	Total %	Base
Providing transparent, accountable & respected leadership	3%	3%	14%	19%	61%	100%	400
Supporting & valuing community organisations	3%	5%	16%	30%	46%	100%	400
Supporting & valuing volunteers	2%	2%	12%	27%	58%	100%	400
Engaging the community in making decisions	4%	5%	10%	21%	60%	100%	400
Improving services & infrastructure	3%	1%	8%	22%	66%	100%	400
Lobby State & Federal government for funding and improved service levels	3%	3%	12%	20%	62%	100%	400
Valuing & protecting the Hawkesbury's heritage areas	2%	4%	13%	21%	60%	100%	400
Building partnerships with residents, community groups & institutions	4%	4%	23%	25%	45%	100%	400

	Not at all satisfied	Not very satisfied	Somewhat satisfied	Satisfied	Very satisfied	Total %	Base
Providing transparent, accountable & respected leadership	22%	23%	32%	19%	5%	100%	319
Supporting & valuing community organisations	6%	17%	36%	33%	8%	100%	304
Supporting & valuing volunteers	4%	12%	35%	32%	18%	100%	334
Engaging the community in making decisions	24%	26%	32%	13%	5%	100%	324
Improving services & infrastructure	19%	28%	34%	14%	5%	100%	351
Lobby State & Federal government for funding and improved service levels	20%	28%	34%	13%	5%	100%	322
Valuing & protecting the Hawkesbury's heritage areas	11%	15%	32%	28%	13%	100%	327
Building partnerships with residents, communitygroups & institutions	10%	16%	43%	24%	7%	100%	278

Scale: 1 = not at all important/satisfied, 5 = very important/satisfied

Significantly higher than the average
Significantly lower than the average

Importance/Satisfaction – Looking After People And Places

Importance	18 - 34	35 - 49	50-64	65 +	Male	Female	2013	2011	2009
Sporting and recreational facilities	3.58	3.73	3.17	3.19	3.39	3.53	3.46	3.34	3.33
Parks and reserves	3.89	4.03	3.90	3.91	3.81	4.06	3.94	4.02	3.91
Public swimming pools	3.12	3.38	2.99	2.82	2.94	3.29	3.12	3.04	3.17
Community centres & community halls	3.25	3.29	3.51	3.55	3.18	3.57	3.38	3.24	3.39
Libraries	3.59	3.69	3.81	4.01	3.50	3.98	3.74	3.61	3.70
Gallery/Museum	2.86	2.60	3.14	3.18	2.73	3.08	2.91	2.70	2.94
Public toilets	3.90	3.72	4.02	4.02	3.65	4.13	3.90	3.90	3.88
On-site health inspections	4.02	3.76	3.79	3.77	3.62	4.06	3.85	3.77	4.06
Child care centres	3.57	3.16	3.20	2.88	3.03	3.46	3.25	2.98	3.49
Playgrounds	3.62	3.60	3.44	3.28	3.46	3.57	3.52	3.30	3.58
Youth centres and facilities	3.18	3.51	3.66	3.34	3.33	3.51	3.42	2.99	3.34
Seniors' centre and programs	3.39	3.39	4.01	4.15	3.59	3.74	3.66	3.17	3.46
Access to services & facilities for people with a disability	3.90	3.96	4.07	4.13	3.90	4.09	4.00	3.55	3.75
Programs for people from diverse cultures including Indigenous Australians	3.08	2.79	3.13	3.32	2.92	3.17	3.04	2.88	3.08
Crime prevention	4.42	4.62	4.63	4.61	4.52	4.60	4.56	4.50	4.62
Road safety	4.56	4.68	4.64	4.67	4.56	4.71	4.63	4.53	4.64
Emergency service planning	4.52	4.60	4.68	4.61	4.53	4.66	4.60	4.54	4.61
Companion animal shelter services	3.53	3.77	3.86	3.61	3.46	3.92	3.70	3.51	3.76

Significantly higher than the average
Significantly lower than the average

Scale: 1 = not at all important/satisfied, 5 = very important/satisfied

Importance/Satisfaction – Looking After People And Places

Satisfaction	18 - 34	35 - 49	50-64	65 +	Male	Female	2013	2011	2009
Sporting and recreational facilities	3.48	3.37	3.47	3.65	3.33	3.59	3.47	3.52	3.66
Parks and reserves	3.39	3.51	3.61	3.98	3.57	3.59	3.58	3.52	3.61
Public swimming pools	3.66	3.55	3.47	3.88	3.52	3.65	3.60	3.59	3.50
Community centres & community halls	3.40	3.68	3.70	3.96	3.52	3.76	3.65	3.66	3.75
Libraries	3.97	4.28	4.31	4.53	4.20	4.26	4.24	4.17	4.27
Gallery/Museum	3.56	3.57	3.92	3.84	3.55	3.87	3.74	4.06	3.91
Public toilets	2.83	2.43	2.61	3.00	2.76	2.64	2.69	2.55	2.66
On-site health inspections	3.77	3.60	3.49	3.47	3.57	3.65	3.61	3.74	3.57
Child care centres	3.99	3.86	3.57	3.80	3.75	3.88	3.82	3.79	3.86
Playgrounds	3.86	3.50	3.44	3.74	3.62	3.63	3.63	3.53	3.59
Youth centres and facilities	3.18	2.93	2.85	3.19	3.06	2.97	3.01	3.02	3.10
Seniors' centre and programs	3.54	3.40	3.24	3.68	3.42	3.48	3.45	3.63	3.56
Access to services & facilities for people with a disability	3.35	3.06	2.97	3.34	3.25	3.09	3.17	3.09	3.15
Programs for people from diverse cultures including Indigenous Australians	3.18	3.01	2.99	3.41	3.17	3.12	3.14	3.08	3.28
Crime prevention	3.47	2.97	3.22	3.52	3.26	3.27	3.26	3.23	3.25
Road safety	3.17	2.67	2.83	3.48	3.01	2.96	2.98	3.05	3.03
Emergency service planning	3.99	3.46	3.59	3.83	3.66	3.75	3.71	3.63	3.77
Companion animal shelter services	3.96	3.82	3.74	3.75	3.77	3.87	3.83	3.62	3.85

Significantly higher than the average
Significantly lower than the average

Scale: 1 = not at all important/satisfied, 5 = very important/satisfied

Importance/Satisfaction – Looking After People And Places

	Not at all important	Not very important	Somewhat important	Important	Very important	Total %	Base
Sporting and recreational facilities	11%	10%	23%	32%	23%	100%	400
Parks and reserves	3%	4%	25%	31%	36%	100%	400
Public swimming pools	20%	15%	24%	18%	24%	100%	400
Community centres & community halls	10%	14%	27%	25%	24%	100%	400
Libraries	9%	11%	15%	25%	39%	100%	400
Gallery/Museum	20%	17%	30%	17%	16%	100%	400
Public toilets	5%	9%	16%	29%	40%	100%	400
On-site health inspections	8%	9%	17%	25%	42%	100%	400
Child care centres	26%	10%	12%	15%	36%	100%	400
Playgrounds	17%	8%	19%	20%	37%	100%	400
Youth centres and facilities	14%	11%	22%	23%	29%	100%	400
Seniors' centre and programs	14%	7%	17%	23%	39%	100%	400
Access to services & facilities for people with a disability	10%	5%	12%	23%	51%	100%	400
Programs for people from diverse cultures including Indigenous Australians	18%	16%	25%	24%	17%	100%	400
Crime prevention	3%	2%	5%	15%	75%	100%	400
Road safety	3%	1%	3%	15%	77%	100%	400
Emergency service planning	2%	3%	3%	18%	74%	100%	400
Companion animal shelter services	10%	9%	19%	27%	35%	100%	400

Significantly higher than the average
Significantly lower than the average

Importance/Satisfaction – Looking After People And Places

	Not at all satisfied	Not very satisfied	Somewhat satisfied	Satisfied	Very satisfied	Total %	Base
Sporting and recreational facilities	2%	11%	37%	38%	12%	100%	222
Parks and reserves	2%	9%	34%	40%	15%	100%	273
Public swimming pools	7%	12%	19%	39%	23%	100%	165
Community centres & community halls	3%	11%	25%	40%	21%	100%	193
Libraries	1%	4%	11%	41%	44%	100%	257
Gallery/Museum	3%	8%	24%	42%	23%	100%	129
Public toilets	15%	28%	35%	16%	6%	100%	274
On-site health inspections	5%	8%	31%	34%	22%	100%	253
Child care centres	3%	6%	25%	38%	28%	100%	198
Playgrounds	2%	8%	31%	42%	17%	100%	224
Youth centres and facilities	9%	19%	42%	21%	9%	100%	212
Seniors' centre and programs	4%	11%	36%	36%	14%	100%	237
Access to services & facilities for people with a disability	7%	15%	41%	27%	10%	100%	281
Programs for people from diverse cultures including Indigenous Australians	4%	24%	36%	28%	9%	100%	157
Crime prevention	9%	14%	36%	24%	17%	100%	356
Road safety	14%	21%	29%	24%	12%	100%	368
Emergency service planning	4%	9%	28%	32%	27%	100%	368
Companion animal shelter services	1%	5%	26%	45%	23%	100%	248

Significantly higher than the average
Significantly lower than the average

Importance/Satisfaction – Caring For Our Environment

Importance	18 - 34	35 - 49	50-64	65 +	Male	Female	2013	2011	2009
Healthy & sustainable Hawkesbury River and waterways	4.41	4.51	4.60	4.63	4.44	4.60	4.52	4.46	4.61
Reducing water consumption	3.87	3.73	3.98	3.96	3.64	4.10	3.87	3.86	4.38
Tree preservation	3.83	3.62	3.92	4.06	3.63	4.02	3.83	3.66	4.02
Provision of mains sewerage	3.91	3.74	3.87	4.05	3.80	3.94	3.87	3.77	4.20
Stormwater management & reuse	3.76	3.85	4.06	3.84	3.71	4.03	3.87	3.86	4.29
Reducing energy consumption	4.05	4.08	4.20	4.33	3.99	4.29	4.14	3.97	4.32
Improving air quality	4.05	3.82	4.24	4.21	3.83	4.28	4.05	3.94	4.30
Garbage services	4.57	4.44	4.62	4.70	4.43	4.70	4.57	4.47	4.45
Recycling services	4.57	4.31	4.58	4.71	4.33	4.70	4.52	4.40	4.43
Management of sewerage waste	3.94	3.57	3.92	4.00	3.72	3.95	3.84	3.60	3.88
Protecting bushland, open space And natural habitats	4.29	4.23	4.50	4.37	4.19	4.48	4.34	4.26	4.33

Satisfaction	18 - 34	35 - 49	50-64	65 +	Male	Female	2013	2011	2009
Healthy & sustainable Hawkesbury River and waterways	2.99	2.90	2.69	3.05	2.84	2.95	2.90	2.90	2.80
Reducing water consumption	3.26	3.37	3.23	3.15	3.15	3.35	3.26	3.34	3.21
Tree preservation	3.64	3.48	3.11	3.52	3.47	3.40	3.43	3.20	3.43
Provision of mains sewerage	3.39	3.38	3.37	3.34	3.18	3.54	3.37	3.38	3.31
Stormwater management & reuse	3.27	2.69	2.80	2.80	2.58	3.16	2.90	3.06	2.84
Reducing energy consumption	3.21	2.71	2.93	3.04	2.90	3.02	2.97	3.00	3.00
Improving air quality	3.20	3.02	2.92	3.25	3.00	3.14	3.08	3.18	3.08
Garbage services	3.77	3.60	3.63	4.00	3.58	3.85	3.72	3.92	3.92
Recycling services	3.77	3.45	3.59	3.96	3.56	3.76	3.67	3.77	3.87
Management of sewerage waste	3.68	3.39	3.34	3.76	3.39	3.64	3.53	3.58	3.34
Protecting bushland, open space And natural habitats	3.90	3.34	3.24	3.56	3.47	3.55	3.51	3.56	3.57

Scale: 1 = not at all important/satisfied, 5 = very important/satisfied

Significantly higher than the average
Significantly lower than the average

Importance/Satisfaction – Caring For Our Environment

	Not at all important	Not very important	Somewhat important	Important	Very important	Total %	Base
Healthy & sustainable Hawkesbury River and waterways	2%	1%	6%	22%	69%	100%	400
Reducing water consumption	6%	8%	20%	27%	40%	100%	400
Tree preservation	4%	8%	26%	26%	36%	100%	400
Provision of mains sewerage	10%	8%	14%	18%	49%	100%	400
Stormwater management & reuse	8%	7%	16%	27%	42%	100%	400
Reducing energy consumption	3%	4%	16%	28%	49%	100%	400
Improving air quality	4%	7%	15%	26%	47%	100%	400
Garbage services	0%	2%	7%	22%	69%	100%	400
Recycling services	1%	3%	7%	22%	67%	100%	400
Management of sewerage waste	14%	8%	10%	17%	51%	100%	400
Protecting bushland, open space And natural habitats	1%	3%	12%	29%	55%	100%	400

	Not at all satisfied	Not very satisfied	Somewhat satisfied	Satisfied	Very satisfied	Total %	Base
Healthy & sustainable Hawkesbury River and waterways	13%	20%	40%	20%	8%	100%	360
Reducing water consumption	4%	14%	40%	32%	9%	100%	263
Tree preservation	6%	10%	33%	38%	13%	100%	248
Provision of mains sewerage	11%	11%	28%	28%	21%	100%	265
Stormwater management & reuse	14%	18%	39%	21%	8%	100%	273
Reducing energy consumption	8%	22%	42%	20%	7%	100%	302
Improving air quality	9%	18%	39%	24%	10%	100%	293
Garbage services	5%	11%	20%	35%	29%	100%	363
Recycling services	8%	8%	23%	33%	28%	100%	358
Management of sewerage waste	6%	10%	30%	33%	20%	100%	261
Protecting bushland, open space And natural habitats	6%	10%	30%	34%	19%	100%	331

Scale: 1 = not at all important/satisfied, 5 = very important/satisfied

Significantly higher than the average
Significantly lower than the average

Importance/Satisfaction – Linking The Hawkesbury

Importance	18 - 34	35 - 49	50-64	65 +	Male	Female	2013	2011	2009
Footpaths and cycleways	3.92	3.99	3.92	4.05	3.72	4.19	3.96	3.77	4.08
Disabled ramps & access	3.93	3.79	4.19	4.19	3.84	4.16	4.00	3.81	3.93
Car parks	3.97	4.13	4.29	4.48	4.07	4.28	4.18	4.10	4.25
Road maintenance	4.59	4.67	4.61	4.70	4.52	4.75	4.64	4.60	4.56
Bus services	3.89	3.97	4.01	3.91	3.82	4.06	3.95	3.52	3.78
Train services	3.97	4.07	4.13	4.24	3.97	4.19	4.08	3.74	3.98
Supporting a wider communications network	4.16	4.41	4.32	4.43	4.31	4.33	4.32	3.99	4.09

Satisfaction	18 - 34	35 - 49	50-64	65 +	Male	Female	2013	2011	2009
Footpaths and cycleways	2.94	2.59	2.61	3.06	2.79	2.76	2.77	2.88	2.86
Disabled ramps & access	3.26	2.99	2.92	3.39	3.17	3.07	3.12	3.22	3.08
Car parks	3.39	3.04	2.99	3.43	3.09	3.28	3.19	3.22	3.04
Road maintenance	2.34	1.98	2.17	2.31	2.14	2.22	2.18	2.15	2.32
Bus services	3.31	2.84	2.63	2.88	2.94	2.91	2.92	2.63	2.45
Train services	3.25	2.63	2.75	3.37	3.00	2.93	2.96	2.69	2.74
Supporting a wider communications network	2.82	2.58	2.66	3.13	2.64	2.88	2.76	2.92	2.90

Scale: 1 = not at all important/satisfied, 5 = very important/satisfied

Significantly higher than the average
Significantly lower than the average

Importance/Satisfaction – Linking The Hawkesbury

	Not at all important	Not very important	Somewhat important	Important	Very important	Total %	Base
Footpaths and cycleways	6%	7%	17%	26%	44%	100%	400
Disabled ramps & access	6%	7%	16%	22%	49%	100%	400
Car parks	3%	5%	13%	27%	51%	100%	400
Road maintenance	2%	1%	4%	17%	76%	100%	400
Bus services	10%	7%	12%	21%	50%	100%	400
Train services	7%	6%	13%	20%	54%	100%	400
Supporting a wider communications network	3%	4%	11%	22%	60%	100%	400

	Not at all satisfied	Not very satisfied	Somewhat satisfied	Satisfied	Very satisfied	Total %	Base
Footpaths and cycleways	19%	22%	29%	24%	6%	100%	281
Disabled ramps & access	8%	16%	42%	25%	9%	100%	276
Car parks	9%	16%	35%	27%	13%	100%	313
Road maintenance	36%	27%	25%	9%	4%	100%	372
Bus services	18%	21%	25%	22%	14%	100%	283
Train services	15%	19%	31%	23%	12%	100%	296
Supporting a wider communications network	19%	22%	32%	18%	8%	100%	329

Significantly higher than the average
Significantly lower than the average

Importance/Satisfaction – Supporting Businesses And Local Jobs

Importance	18 - 34	35 - 49	50-64	65 +	Male	Female	2013	2011	2009
Promoting local employment opportunities	3.96	4.23	4.45	4.18	4.11	4.27	4.19	4.02	4.24
Supporting business development	3.96	4.24	4.27	4.15	4.13	4.18	4.15	3.97	4.12
Supporting rural based activities	3.46	3.95	4.02	3.92	3.75	3.88	3.82	3.75	4.05
Supporting tourism facilities & industry	3.68	4.05	4.22	4.23	3.91	4.11	4.01	3.82	4.01
Supporting training & career opportunities	4.04	4.12	4.12	4.09	3.96	4.22	4.09	3.95	4.16

Satisfaction	18 - 34	35 - 49	50-64	65 +	Male	Female	2013	2011	2009
Promoting local employment opportunities	3.28	2.77	2.66	3.15	2.83	3.03	2.94	3.05	3.08
Supporting business development	3.22	2.79	2.72	3.28	2.87	3.06	2.97	3.12	3.10
Supporting rural based activities	3.38	2.79	2.84	3.26	2.99	3.04	3.02	3.13	3.18
Supporting tourism facilities & industry	3.38	3.10	3.03	3.47	3.10	3.34	3.23	3.24	3.37
Helping to create thriving town centres	3.42	2.94	2.78	3.02	2.91	3.17	3.06	3.04	3.07
Supporting training & career opportunities	3.28	2.77	2.66	3.15	2.83	3.03	2.94	3.05	3.08

Scale: 1 = not at all important/satisfied, 5 = very important/satisfied

Significantly higher than the average
Significantly lower than the average

	Not at all important	Not very important	Somewhat important	Important	Very important	Total %	Base
Promoting local employment opportunities	4%	7%	10%	21%	57%	100%	400
Supporting business development	5%	4%	16%	22%	53%	100%	400
Supporting rural based activities	5%	10%	21%	25%	38%	100%	400
Supporting tourism facilities & industry	4%	6%	18%	28%	44%	100%	400
Helping to create thriving town centres	4%	7%	17%	21%	52%	100%	400

	Not at all satisfied	Not very satisfied	Somewhat satisfied	Satisfied	Very satisfied	Total %	Base
Promoting local employment opportunities	10%	24%	38%	19%	9%	100%	308
Supporting business development	10%	20%	39%	24%	7%	100%	295
Supporting rural based activities	10%	22%	32%	28%	7%	100%	251
Supporting tourism facilities & industry	5%	15%	41%	29%	10%	100%	287
Helping to create thriving town centres	7%	18%	44%	24%	7%	100%	286

Overall Satisfaction with Council's Performance

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

	18 - 34	35 - 49	50 - 64	65+	Male	Female	Overall
Satisfaction mean ratings	3.29	2.97	2.90	3.21	3.14	3.04	3.09

	2009	2011	2013
Mean ratings	3.35	3.31	**3.09**

NSW LGA BRAND SCORES	Metro	Regional	All of NSW
Mean ratings	**3.45**	3.22	**3.31**

Scale: 1 = not at all satisfied, 5 = very satisfied

Significantly higher than the average
Significantly lower than the average

	n	%
Very satisfied	18	5%
Satisfied	128	32%
Somewhat satisfied	160	40%
Not very satisfied	55	14%
Not at all satisfied	38	10%
Total	400	100%

Support for Prompted Options

Q *Which of the following revenue options would you support Council exploring in order to address its future funding requirements?*

	18 - 34	35 - 49	50-64	65 +	Male	Female	Overall
Streamlining Council organisational efficiencies	74%	92%	93%	92%	92%	82%	87%
Redirecting funding to highest priority assets	88%	81%	79%	81%	88%	78%	83%
Selling off surplus community assets	60%	53%	47%	63%	53%	57%	55%
Increasing business rates	37%	22%	26%	19%	31%	23%	27%
Increasing parking revenue	31%	25%	23%	32%	33%	22%	27%
Increasing Council service charges	22%	26%	30%	26%	29%	22%	26%
New levies	26%	11%	17%	20%	16%	20%	18%
Increasing residential rates	8%	6%	10%	7%	8%	7%	8%
Other	10%	14%	9%	6%	9%	11%	10%
None of these	2%	0%	1%	4%	1%	2%	1%

Significantly higher than the average
Significantly lower than the average

Council communication with community

Q *Please indicate from the following list how you would prefer Council to communicate with you.*

	18 - 34	35 - 49	50-64	65 +	Male	Female	2013	2011	2009
Community newsletters	74%	71%	80%	82%	75%	76%	76%	59%	47%
Local newspaper	79%	72%	63%	73%	68%	76%	72%	81%	81%
Letters	65%	60%	72%	79%	65%	70%	68%	55%	50%
Council's website	70%	69%	55%	43%	64%	60%	62%	33%	39%
Word of mouth	65%	50%	49%	55%	48%	62%	55%	77%	66%
Social media	76%	52%	37%	30%	43%	60%	52%	0%	0%
Libraries	47%	51%	51%	59%	42%	60%	51%	32%	27%
Council offices	41%	40%	42%	43%	45%	37%	41%	21%	31%

Scale: 1 = not at all important/satisfied, 5 = very important/satisfied

Significantly higher than the average
Significantly lower than the average

Community Consultation

Q *Could you please indicate how likely the following methods would be in encouraging you to participate in a community consultation about future plans for the Hawkesbury local government area?*

	Not at all likely	Not very likely	Somewhat likely	Likely	Very likely	Total %	Base
An advertisement in the local paper	21%	13%	29%	17%	19%	100%	400
A telephone invitation	23%	14%	26%	24%	13%	100%	400
Direct mail	14%	8%	22%	27%	29%	100%	400

	18 - 34	35 - 49	50-64	65 +	Male	Female	Overall
An advertisement in the local paper	2.64	2.98	3.25	3.37	2.87	3.15	3.01
A telephone invitation	2.66	2.93	3.01	3.07	2.97	2.82	2.89
Direct mail	3.22	3.44	3.72	3.72	3.45	3.54	3.49

Q *Could you please indicate how likely that you would be to participate in the following types of consultation approaches about future plans for the Hawkesbury local government area*

	Not at all likely	Not very likely	Somewhat likely	Likely	Very likely	Total %	Base
Community/Town Hall meeting	21%	12%	31%	23%	13%	100%	400
Online/email/postal survey	14%	7%	19%	29%	30%	100%	400
Telephone or face to face survey	11%	10%	24%	28%	26%	100%	400
Face to face focus group session	25%	20%	26%	16%	13%	100%	400
Online focus group session	31%	15%	27%	19%	9%	100%	400
Community workshops	27%	19%	29%	15%	10%	100%	400

	18 - 34	35 - 49	50-64	65 +	Male	Female	Overall
Community/Town Hall meeting	2.62	3.16	3.20	2.88	2.97	2.97	2.97
Online/email/postal survey	3.56	3.90	3.42	2.94	3.34	3.71	3.53
Telephone or face to face survey	3.54	3.54	3.35	3.44	3.47	3.48	3.48
Face to face focus group session	2.27	2.91	2.94	2.85	2.76	2.68	2.72
Online focus group session	2.77	2.81	2.58	1.96	2.41	2.80	2.61
Community workshops	2.22	2.76	2.88	2.67	2.50	2.73	2.62

Scale: 1 = not at all likely, 5 = very likely

Significantly higher than the average
Significantly lower than the average

Contact with Council

Q *How satisfied are you with the way Council consults with the community?*

	18 - 34	35 - 49	50-64	65 +	Male	Female	2013	2011
Very satisfied	36%	24%	30%	31%	30%	30%	30%	37%
Satisfied	42%	40%	36%	34%	35%	42%	38%	40%
Somewhat satisfied	18%	20%	19%	16%	18%	20%	19%	18%
Not very satisfied	2%	15%	15%	13%	14%	8%	11%	4%
Not at all satisfied	2%	1%	1%	5%	3%	1%	2%	1%

	18 - 34	35 - 49	50 - 64	65+	Male	Female	2013	2011
Mean ratings	2.82	3.25	3.16	3.02	3.08	3.05	3.06	2.87

Scale: 1 = not at all important/satisfied, 5 = very important/satisfied

Q *Have you contacted Hawkesbury City Council in the last 12 months?*

	18 - 34	35 - 49	50-64	65 +	Male	Female	2013	2011	2009	Overall
Yes	46%	58%	58%	44%	47%	57%	52%	48%	43%	52%
No	54%	42%	42%	56%	53%	43%	48%	52%	57%	48%

Q *When you made contact with Council was it by:*

	18 - 34	35 - 49	50-64	65 +	Male	Female	2013	2011	2009	Overall
Phone	65%	66%	53%	44%	57%	61%	59%	77%	77%	59%
Mail	0%	3%	1%	8%	3%	2%	2%	6%	8%	2%
Email	21%	14%	15%	0%	8%	19%	14%	9%	16%	14%
In person	14%	16%	31%	48%	30%	19%	24%	29%	33%	24%
Other	0%	2%	0%	0%	1%	0%	1%	0%	0%	1%

Q *How satisfied were you with the way your contact was handled in terms of the following?*

	Not at all satisfied	Not very satisfied	Somewhat satisfied	Satisfied	Very satisfied	Total %	Base
Knowledge of staff	16%	14%	21%	27%	22%	100%	215
Speed of service	16%	14%	17%	30%	23%	100%	215
Overall outcome	27%	10%	13%	27%	23%	100%	215
Degree of helpfulness	15%	15%	16%	28%	26%	100%	215

Scale: 1 = not at all important/satisfied, 5 = very important/satisfied

Appendix B
Questionnaire

Q1. In this section of the survey, we list 50 services and facilities. Could you please indicate that which best describes your opinion of the importance of the individual services/facilities, and in the second part your level of satisfaction with the performance of that service/facility? The scale is from 1 to 5 where 1 = low importance and 5 = high importance and where 1 = low satisfaction and 5 = high satisfaction.

A. Looking after People and Places

		Importance					Satisfaction				
		Low				High	Low				High
		1	2	3	4	5	1	2	3	4	5
1.	Sporting and recreational facilities	O	O	O	O	O	O	O	O	O	O
2.	Parks and reserves	O	O	O	O	O	O	O	O	O	O
3.	Public swimming pools	O	O	O	O	O	O	O	O	O	O
4.	Community centres and community halls	O	O	O	O	O	O	O	O	O	O
5.	Libraries	O	O	O	O	O	O	O	O	O	O
6.	Gallery/Museum	O	O	O	O	O	O	O	O	O	O
7.	Public toilets	O	O	O	O	O	O	O	O	O	O
8.	On-site health inspections such as food and septics	O	O	O	O	O	O	O	O	O	O
9.	Child care centres	O	O	O	O	O	O	O	O	O	O
10.	Playgrounds	O	O	O	O	O	O	O	O	O	O
11.	Youth centres and facilities	O	O	O	O	O	O	O	O	O	O
12.	Seniors' centre and programs	O	O	O	O	O	O	O	O	O	O
13.	Access to services & facilities for people with a disability	O	O	O	O	O	O	O	O	O	O
14.	Programs for people from diverse cultures including Indigenous Australians	O	O	O	O	O	O	O	O	O	O
15.	Crime prevention	O	O	O	O	O	O	O	O	O	O
16.	Road safety	O	O	O	O	O	O	O	O	O	O
17.	Emergency service planning, including flood and fire	O	O	O	O	O	O	O	O	O	O
18.	Companion animal shelter (pound) services	O	O	O	O	O	O	O	O	O	O

B. Supporting Businesses and Local Jobs

		Importance					Satisfaction				
		Low				High	Low				High
		1	2	3	4	5	1	2	3	4	5
1.	Promoting local employment opportunities	O	O	O	O	O	O	O	O	O	O
2.	Supporting business development	O	O	O	O	O	O	O	O	O	O
3.	Supporting rural based activities	O	O	O	O	O	O	O	O	O	O
4.	Supporting tourism facilities & industry	O	O	O	O	O	O	O	O	O	O
5.	Supporting training & career opportunities	O	O	O	O	O	O	O	O	O	O

C. Linking the Hawkesbury

	Importance (Low 1 2 3 4 5 High)	Satisfaction (Low 1 2 3 4 5 High)
1. Footpaths and cycleways	○ ○ ○ ○ ○	○ ○ ○ ○ ○
2. Disabled ramps & access	○ ○ ○ ○ ○	○ ○ ○ ○ ○
3. Car parks	○ ○ ○ ○ ○	○ ○ ○ ○ ○
4. Road maintenance	○ ○ ○ ○ ○	○ ○ ○ ○ ○
5. Bus services (school and public)	○ ○ ○ ○ ○	○ ○ ○ ○ ○
6. Train services	○ ○ ○ ○ ○	○ ○ ○ ○ ○
7. Supporting a wider communications network (mobile coverage, broad-band, TV reception)	○ ○ ○ ○ ○	○ ○ ○ ○ ○

D. Caring for our Environment

	Importance (Low 1 2 3 4 5 High)	Satisfaction (Low 1 2 3 4 5 High)
1. Healthy & sustainable Hawkesbury River and waterways	○ ○ ○ ○ ○	○ ○ ○ ○ ○
2. Reducing water consumption	○ ○ ○ ○ ○	○ ○ ○ ○ ○
3. Tree preservation	○ ○ ○ ○ ○	○ ○ ○ ○ ○
4. Provision of mains sewerage	○ ○ ○ ○ ○	○ ○ ○ ○ ○
5. Stormwater management & re-use	○ ○ ○ ○ ○	○ ○ ○ ○ ○
6. Reducing energy consumption	○ ○ ○ ○ ○	○ ○ ○ ○ ○
7. Improving air quality	○ ○ ○ ○ ○	○ ○ ○ ○ ○
8. Garbage services	○ ○ ○ ○ ○	○ ○ ○ ○ ○
9. Recycling services	○ ○ ○ ○ ○	○ ○ ○ ○ ○
10. Management of sewerage waste (pump-out)	○ ○ ○ ○ ○	○ ○ ○ ○ ○
11. Protecting bushland, open space and natural habitats	○ ○ ○ ○ ○	○ ○ ○ ○ ○

E. Shaping Our Future Together

	Importance (Low 1 2 3 4 5 High)	Satisfaction (Low 1 2 3 4 5 High)
1. Providing transparent, accountable and respected leadership	○ ○ ○ ○ ○	○ ○ ○ ○ ○
2. Supporting & valuing community organisations	○ ○ ○ ○ ○	○ ○ ○ ○ ○
3. Supporting & valuing volunteers	○ ○ ○ ○ ○	○ ○ ○ ○ ○
4. Engaging the community in making decisions	○ ○ ○ ○ ○	○ ○ ○ ○ ○
5. Improving services & infrastructure	○ ○ ○ ○ ○	○ ○ ○ ○ ○
6. Lobbying State & Federal government for funding and improved service levels	○ ○ ○ ○ ○	○ ○ ○ ○ ○
7. Valuing and protecting the Hawkesbury's heritage areas	○ ○ ○ ○ ○	○ ○ ○ ○ ○
8. Building partnerships with residents, community groups & institutions	○ ○ ○ ○ ○	○ ○ ○ ○ ○

Q2. With regard to the services and facilities just listed, Council is finding that it is increasingly difficult to maintain the required level of servicing with the funds it has available. As such Council in investigating options to maintain the provision of these services.

Which of the following revenue options would you support Council exploring in order to address funding requirements? Prompt

- O Streamlining Council organisational efficiencies
- O Selling off surplus community assets (i.e. land and buildings that are no longer needed by council or community like the site of an old community facility that has been replaced elsewhere)
- O New levies
- O Increasing business rates
- O Increasing residential rates
- O Increasing parking revenue
- O Increasing Council service charges
- O Redirecting funding to highest priority assets
- O Other (specify)……..
- O None of these

Customer service

Q3a. Overall, for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues, but across all responsibility areas? Prompt

Very satisfied satisfied	Satisfied	Somewhat satisfied	Not very satisfied	Not at all satisfied
O	O	O	O	O

Q4a. Please indicate from the following list how you would prefer Council to communicate with you?

Local newspaper	O	Libraries	O
Council's website	O	Letters	O
Council offices	O	Word of mouth	O
Community newsletters	O		

Other (please specify) O……

Q4a. Could you please indicate how likely the following methods would be in encouraging you to participate in a community consultation about future plans for the Hawkesbury local government area? The scale is from 1 to 5 where 1 = Not at all likely and 5 = Very likely

	1	2	3	4	5
An advertisement in the local paper	O	O	O	O	O
A telephone invitation	O	O	O	O	O
Direct mail	O	O	O	O	O

Q4b. On the same scale could you please indicate how likely that you would be to participate in the following types of consultation approaches about future plans for the Hawkesbury local government area? The scale is from 1 to 5 where 1 = Not at all likely and 5 = Very likely

	1	2	3	4	5
Town hall meeting	O	O	O	O	O
Online/email/postal survey	O	O	O	O	O
Telephone or face to face survey	O	O	O	O	O
Face to face Focus group session	O	O	O	O	O
Online Focus group session	O	O	O	O	O

Q4c. Do you have any suggestions about other ways you could be encouraged to participate?

……

Q5. Thinking overall, how satisfied are you with the way Council consults with the community? Prompt

Very satisfied satisfied	Satisfied	Somewhat satisfied	Not Very satisfied	Not at all satisfied
O	O	O	O	O

Q6a. Have you contacted Hawkesbury City Council in the last 12 months?

Yes O No O **(If no, go to Q7a)**

Q6b. When you made contact with Council was it by:

O Phone
O Mail
O Email
O In person

Q6c. How satisfied were you with the way your contact was handled in terms of the following? The scale is from 1 to 5 where 1 = not at all satisfied and 5 is very satisfied. Prompt

	1	2	3	4	5
Speed of service	O	O	O	O	O
Knowledge of staff	O	O	O	O	O
Degree of helpfulness	O	O	O	O	O
Overall outcome of the contact	O	O	O	O	O

7a. After we analyse the results from this research we may conduct further research or consultations to better understand the community's needs and expectations.

Would you be interested in being involved in further consultations?

Yes O No O **(If no, go to Q8)**

7b. (If yes), what are your contact details?

Name .....
Telephone .....
Email .....

Demographic information

Q8. Could you please assist wth the following information? Please stop me when I read out your age group.

- O 18-34
- O 35-49
- O 50-64
- O 65+

Q9. In which suburb/town do you live?

Q10. Gender by voice.

- O Male
- O Female

That completes the survey and I thank you for your assistance. This information will assist Hawkesbury City Council in providing better services for residents.

If you have any questions with regards to this survey you may contact Hawkesbury City Council on 4560 4444 or discuss this survey with my supervisor on 02 43522388.

Thank you again for your assistance.