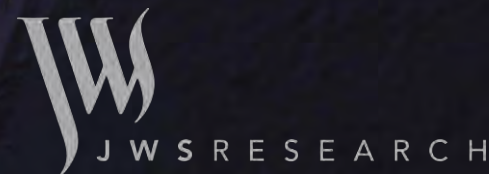




**LOCAL GOVERNMENT COMMUNITY SATISFACTION  
SURVEY  
GREATER SHEPPARTON CITY COUNCIL  
2014**

**RESEARCH REPORT**

**COORDINATED BY DEPARTMENT OF TRANSPORT, PLANNING AND LOCAL  
INFRASTRUCTURE ON BEHALF OF VICTORIAN COUNCILS**



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# BACKGROUND AND OBJECTIVES

Welcome to the report of results and recommendations for the 2014 State-wide Local Government Community Satisfaction Survey for Greater Shepparton City Council.

Each year Local Government Victoria (LGV) coordinates and auspices this State-wide Local Government Community Satisfaction Survey throughout Victorian local government areas. This coordinated approach allows for far more cost effective surveying than would be possible if councils commissioned surveys individually.

Participation in the State-wide Local Government Community Satisfaction Survey is optional and participating councils have a range of choices as to the content of the questionnaire and the sample size to be surveyed, depending on their individual strategic, financial and other considerations.

The main objectives of the survey are to assess the performance of Greater Shepparton City Council across a range of measures and to seek insight into ways to provide improved or more effective service delivery. The survey also provides councils with a means to fulfil some of their statutory reporting requirements as well as acting as a feedback mechanism to LGV.



# SURVEY METHODOLOGY AND SAMPLING

This survey was conducted by Computer Assisted Telephone Interviewing (CATI) as a representative random probability survey of residents aged 18+ years in Greater Shepparton City Council.

Survey sample matched to the Greater Shepparton City Council was purchased from an accredited supplier of publicly available phone records, including up to 10% mobile phone numbers to cater to the diversity of residents in the Council, particularly younger people.

A total of n=400 completed interviews were achieved in Greater Shepparton City Council. Survey fieldwork was conducted in the period of 31 January – 11 March 2014.

The 2013 results against which 2014 results are compared involved a total of n=400 completed interviews in Greater Shepparton City Council conducted in the period of 1 February – 24 March, 2013.

The 2012 results against which results are compared involved a total of n=400 completed interviews in Greater Shepparton City Council conducted in the period of 4 May – 30 June 2012.



# SURVEY METHODOLOGY AND SAMPLING

Minimum quotas of gender within age groups were applied during the fieldwork phase. Post survey weighting was then conducted to ensure accurate representation of the age and gender profile of the Greater Shepparton City Council area.

Any variation of +/-1% between individual results and NET scores in this report or the detailed survey tabulations is due to rounding. In reporting, '--' denotes not mentioned and '0%' denotes mentioned by less than 1% of respondents. "NET" scores refer to two or more response categories being combined into one category for simplicity of reporting.



# SURVEY METHODOLOGY AND SAMPLING

Within tables and index score charts throughout this report, statistically significant differences at the 95% confidence level are represented by upward directing blue and downward directing red arrows. Significance when noted indicates a significantly higher or lower result for the analysis group in comparison to the 'Total' result for the council for that survey question for that year. Therefore in the example below:

- The state-wide result is significantly higher than the overall result for the council.
- The result among 50-64 year olds is significantly lower than for the overall result for the council.

Further, results shown in red indicate a significantly lower result than in 2013, for example, below the result among 18-34 year olds in the council is significantly lower than the result achieved among this group in 2013. Results shown in blue indicate a significantly higher result than in 2013, for example, below the result among 35-49 year olds is significantly higher than the result achieved among this group in 2013.

## OVERALL PERFORMANCE – INDEX SCORE (EXAMPLE EXTRACT ONLY)



Note: For details on the calculations used to determine statistically significant differences, please refer to Appendix B.



# FURTHER INFORMATION

## Further Information

Further information about the report and explanations about the State-wide Local Government Community Satisfaction Survey can be found in [Appendix B](#), including:

- [Background and objectives](#)
- [Margins of error](#)
- [Analysis and reporting](#)
- [Glossary of terms](#)

## Contacts

For further queries about the conduct and reporting of the 2014 State-wide Local Government Community Satisfaction Survey, please contact JWS Research on (03) 8685 8555.

A satellite night view of the United Kingdom, showing the island's outline and the glowing network of roads and city lights. The text "KEY FINDINGS AND RECOMMENDATIONS" is overlaid in white, bold, sans-serif font on the left side of the image.

# KEY FINDINGS AND RECOMMENDATIONS



# KEY FINDINGS AND RECOMMENDATIONS

- The Greater Shepparton City Council has seen considerable **improvements** in performance on all five **core measures** tested in the past twelve months, increasing in some cases as much as 8 index points in performance ratings. *Core performance measures include job performance, council direction (improvement or deterioration in performance), consultation and engagement, advocacy, and customer service:*
  - The Council's overall performance rebounded 7 points in the past twelve months, increasing from an index score of 51 to 58 and exceeding 2012 levels (index score of 55). Residents are three times as likely to rate the council's overall performance favourably (45% net good) than unfavourably (15% net poor).
  - Residents are cognizant of improvements in Council performance over time; ratings of overall council direction increased by 8 points, increasing from an index score of 51 to 59 in the past twelve months. Residents are also twice as likely to describe council performance as improving (30%) than deteriorating (13%). Half (53%) describe council performance as staying the same over the past twelve months.



# KEY FINDINGS AND RECOMMENDATIONS

- While overall job performance ratings (index score of 58) lag slightly behind regional (59) and state (61) averages, Shepparton fares considerably better than the state-wide and regional centres averages for council direction, with an index score of 59 compared with the respective comparison of 53.
- Shepparton's ratings are highest for customer service (index score of 72). Following an index score of 68 in 2012, the Council has steadily improved by two points each year on this measure. The state (72) and other regional centres (73) fare similarly well when it comes to customer service.
- Considerable gains were also made in perceptions of Council advocacy, which increased by 8 index points in the past year from 54 to 62 (7 points overall since 2012). The Council exceeds state and regional averages by 6 points on this measure.
- Performance ratings for 'community consultation' improved by four points from 55 to 59. While consultation efforts rate lower than advocacy and customer service, Council still outperforms both the regional (+3 index points) and state-wide averages (+2) on this measure.



# KEY FINDINGS AND RECOMMENDATIONS

- There are considerable differences in attitudes by age, with seniors (aged 65+) most favourably disposed and adults aged 35 to 49 least favourable towards the Council on core performance measures.
  - For example, seniors award the Council an index score of 64 on overall performance (+13 from 2013) while adults aged 35 to 49 award the Council an index score of 52 (-1 from 2013).
  - Those aged 35 to 49 were also most likely to have contacted the Council in the past year (while seniors were least) and were least satisfied with the customer service they received.
- In addition, ratings increased significantly among women between this year and last year on almost all core performance measures, with the exclusion of customer service (whose ratings are already significantly higher than these other measures).

# KEY FINDINGS AND RECOMMENDATIONS

- An approach we recommend is to further mine the survey data to better understand the profile of these over and under-performing demographic groups. This can be achieved via additional consultation and data interrogation, or self-mining the SPSS data provided or via the dashboard portal available to the council.
- **A complimentary personal briefing by senior JWS Research representatives is also available to assist in providing both explanation and interpretation of the results. Please contact JWS Research on 03 8685 8555.**

# KEY FINDINGS AND RECOMMENDATIONS

**Highest results in  
2014**

- Customer service

**Lowest results in  
2014**

- Overall performance

**Most favourably  
disposed towards  
Council**

- Aged 65+

**Least favourably  
disposed towards  
Council**

- Ages 35-49



A satellite night view of South Africa, showing a dense network of roads and city lights. The lights are concentrated in major urban centers like Johannesburg, Cape Town, and Durban, with smaller lights scattered throughout the country. The surrounding ocean is dark, and the landmass is illuminated by the city lights.

# SUMMARY OF FINDINGS

# 2014 SUMMARY OF CORE MEASURES INDEX SCORE RESULTS

Performance Measures	Greater Shepparton 2012	Greater Shepparton 2013	Greater Shepparton 2014	Regional centres 2014	State-wide 2014
<b>OVERALL PERFORMANCE</b>	55	51	<b>58</b>	59	61
<b>COMMUNITY CONSULTATION</b> (Community consultation and engagement)	56	55	<b>59</b>	56	57
<b>ADVOCACY</b> (Lobbying on behalf of the community)	55	54	<b>62</b>	56	56
<b>CUSTOMER SERVICE</b>	68	70	<b>72</b>	73	72
<b>OVERALL COUNCIL DIRECTION</b>	51	51	<b>59</b>	53	53



# 2014 SUMMARY OF CORE MEASURES

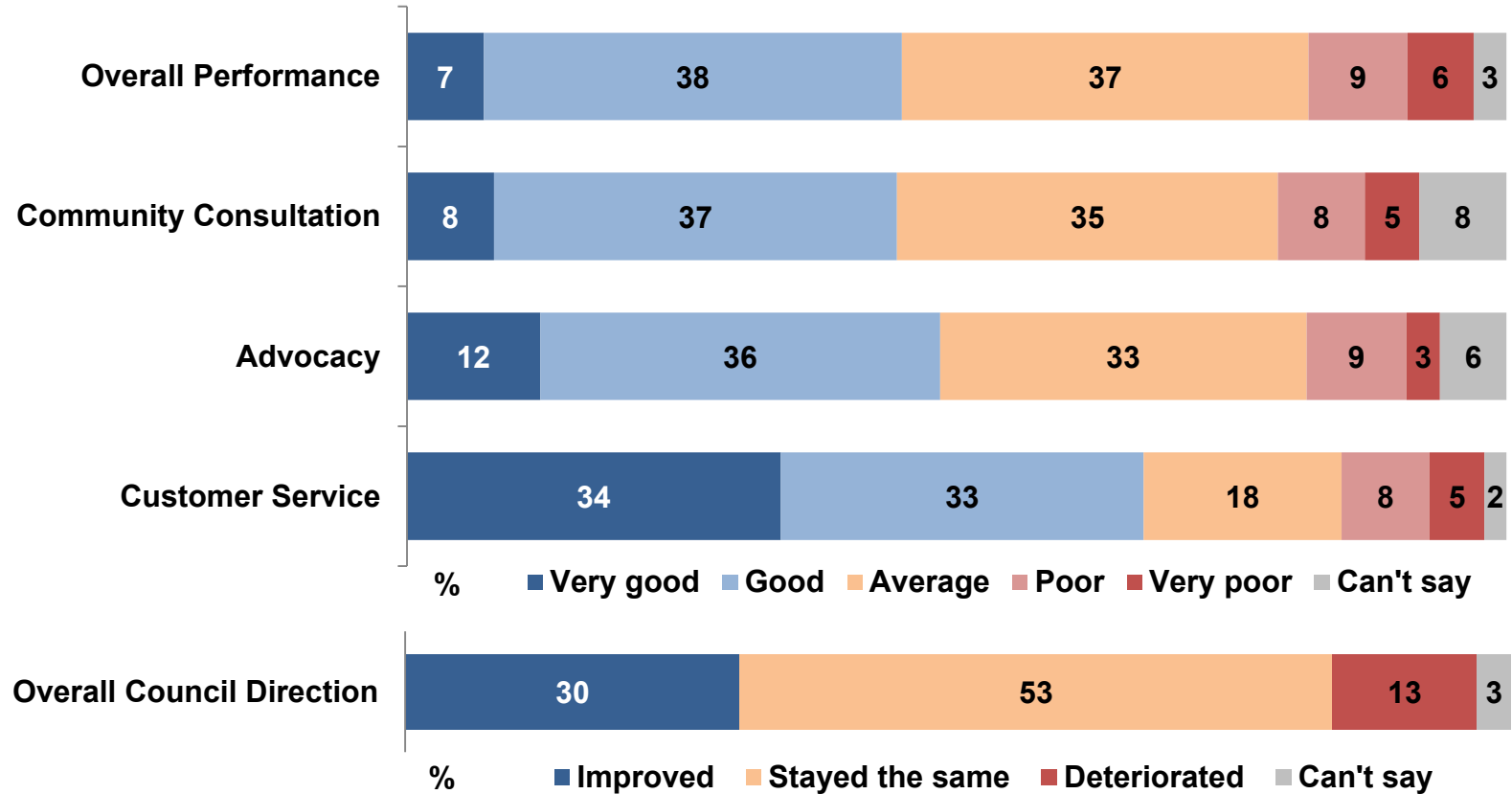
## DETAILED ANALYSIS

Performance Measures	Greater Sheppart on 2014	vs. Greater Sheppart on 2013	vs. Regional centres 2014	vs. State-wide 2014	Highest score amongst	Lowest score amongst
<b>OVERALL PERFORMANCE</b>	<b>58</b>	7 points higher	1 points lower	3 points lower	65+ year olds	35-49 year olds
<b>COMMUNITY CONSULTATION</b> (Community consultation and engagement)	<b>59</b>	4 points higher	3 points higher	2 points higher	65+ year olds	35-49 year olds
<b>ADVOCACY</b> (Lobbying on behalf of the community)	<b>62</b>	8 points higher	6 points higher	6 points higher	65+ year olds	35-49 year olds
<b>CUSTOMER SERVICE</b>	<b>72</b>	2 points higher	1 points lower	Equal	65+ year olds	35-49 year olds
<b>OVERALL COUNCIL DIRECTION</b>	<b>59</b>	8 points higher	6 points higher	6 points higher	65+ year olds	35-49 year olds





# 2014 SUMMARY OF KEY COMMUNITY SATISFACTION PERCENTAGE RESULTS



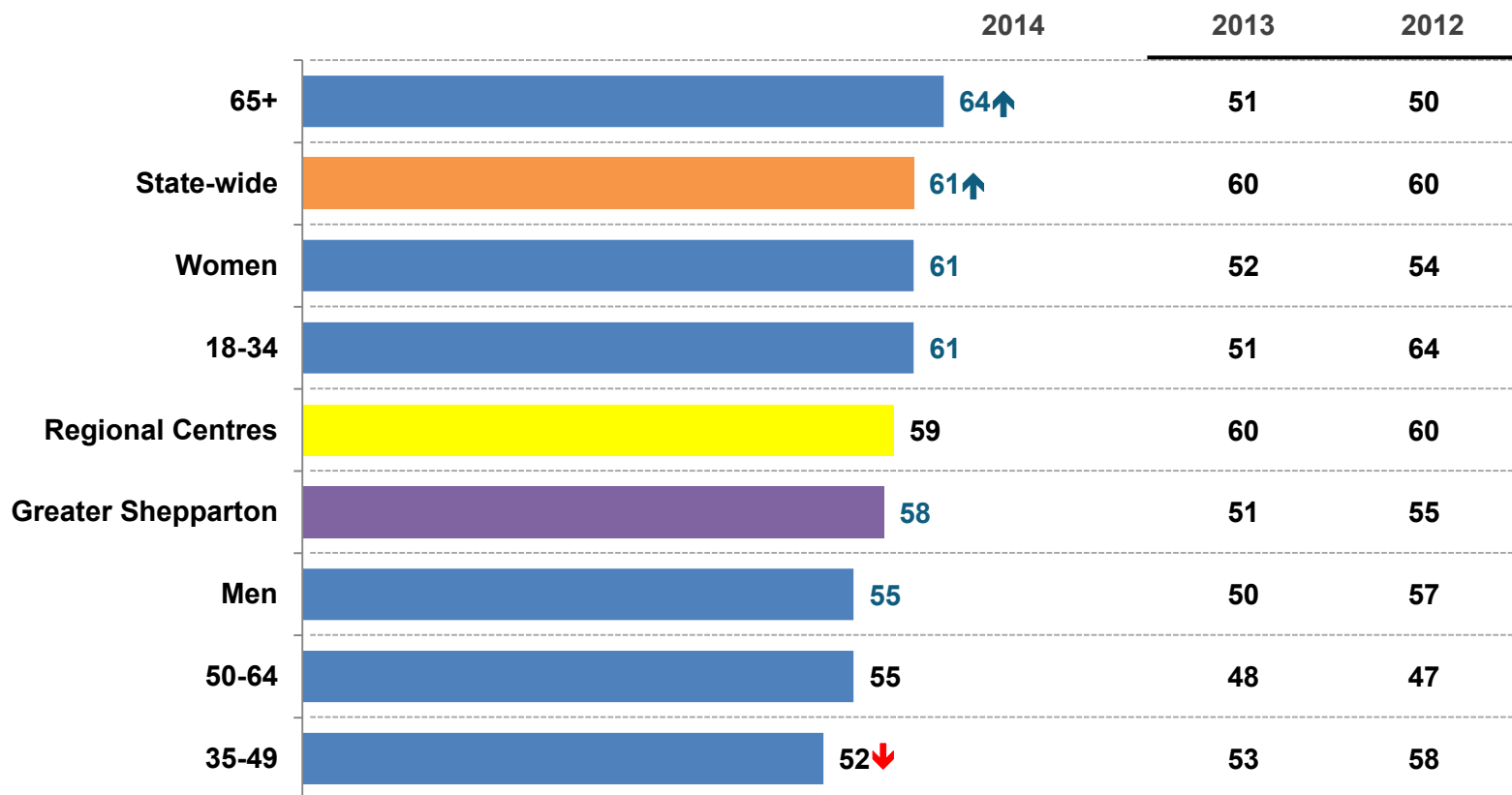
A satellite night view of South America, showing the continent's outline and the glowing lights of major cities and a dense network of roads. The lights are concentrated in the eastern and southern parts of the continent, with a particularly bright cluster in the southeast. The surrounding oceans are dark, and the text 'DETAILED FINDINGS' is overlaid in white on the left side.

# DETAILED FINDINGS

A satellite night view of South Africa, showing a dense network of roads and city lights. The text "KEY CORE MEASURE" and "OVERALL PERFORMANCE" is overlaid in white, bold, sans-serif font on the left side of the image.

**KEY CORE MEASURE**  
**OVERALL PERFORMANCE**

# OVERALL PERFORMANCE INDEX SCORES



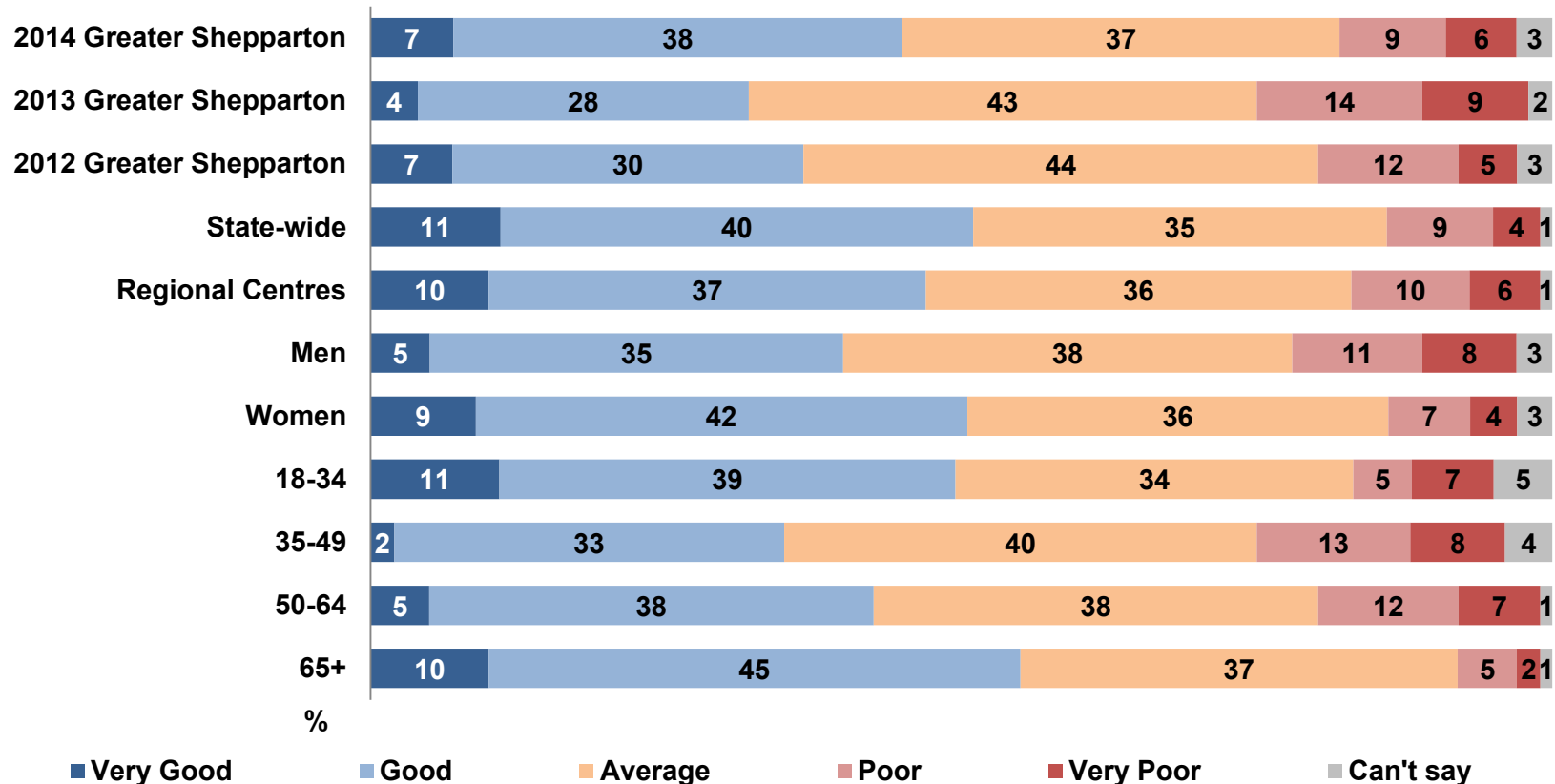
Q3. ON BALANCE, for the last twelve months, how do you feel about the performance of Greater Shepparton City Council, not just on one or two issues, BUT OVERALL across all responsibility areas? Has it been very good, good, average, poor or very poor?

Base: All respondents Councils asked statewide: 67 Councils asked group: 9



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# OVERALL PERFORMANCE DETAILED PERCENTAGES



Q3. ON BALANCE, for the last twelve months, how do you feel about the performance of Greater Shepparton City Council, not just on one or two issues, BUT OVERALL across all responsibility areas? Has it been very good, good, average, poor or very poor?

Base: All respondents Councils asked statewide: 67 Councils asked group: 9



J W S R E S E A R C H

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**KEY CORE MEASURE  
CUSTOMER SERVICE**

# CONTACT LAST 12 MONTHS SUMMARY

## Overall contact with Greater Shepparton

- 46%, down 1 point on 2013

## Most contact with Greater Shepparton

- Aged 35-49 years

## Least contact with Greater Shepparton

- Aged 65+ years

## Customer Service rating

- Index score of 72, up 2 points on 2013

## Most satisfied with Customer Service

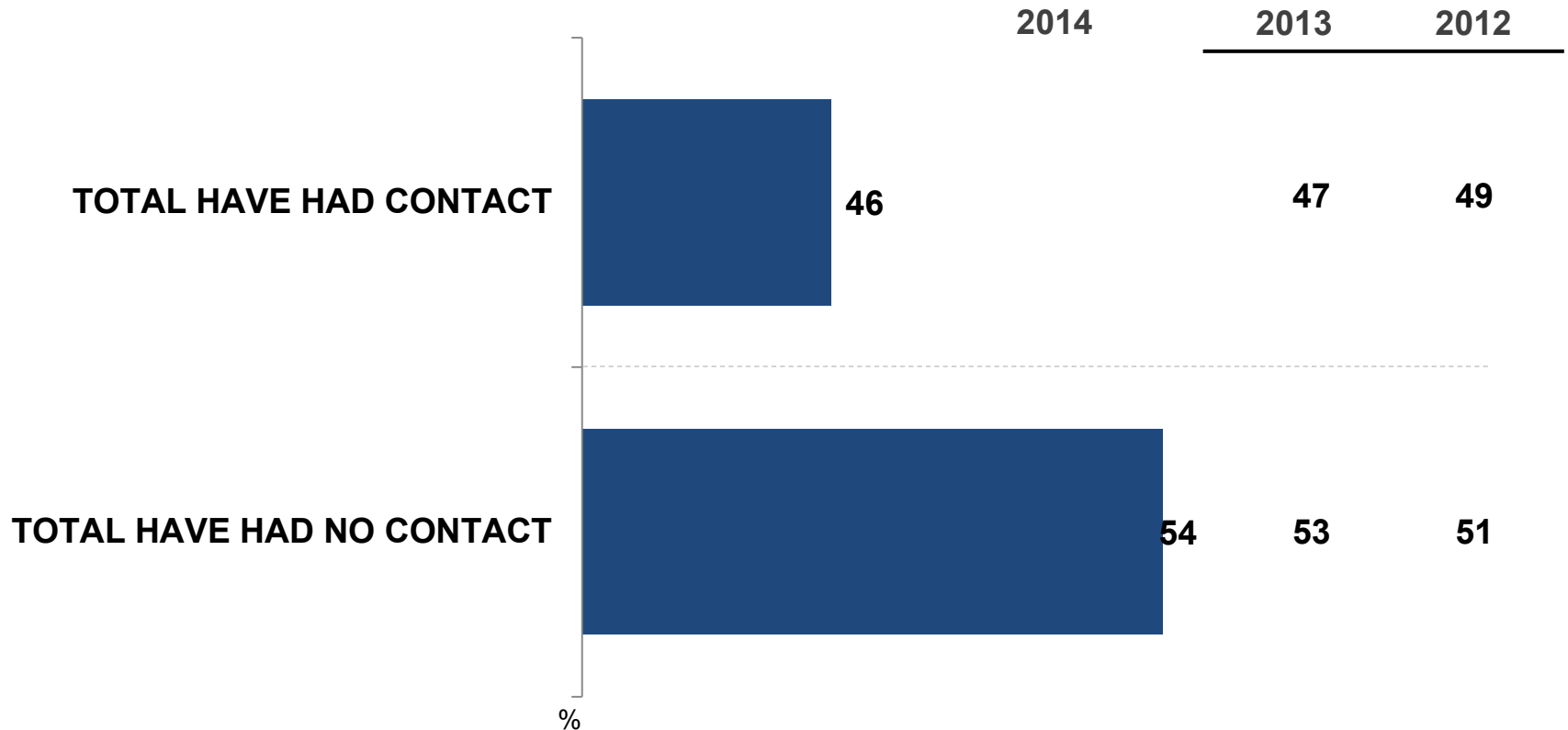
- Aged 65+ years

## Least satisfied with Customer Service

- Aged 35-49 years



# 2014 CONTACT WITH COUNCIL LAST 12 MONTHS



Q5. Over the last 12 months, have you or any member of your household had any contact with Greater Shepparton City Council? This may have been in person, in writing, by telephone conversation, by text message, by email or via their website or social media such as Facebook or Twitter?

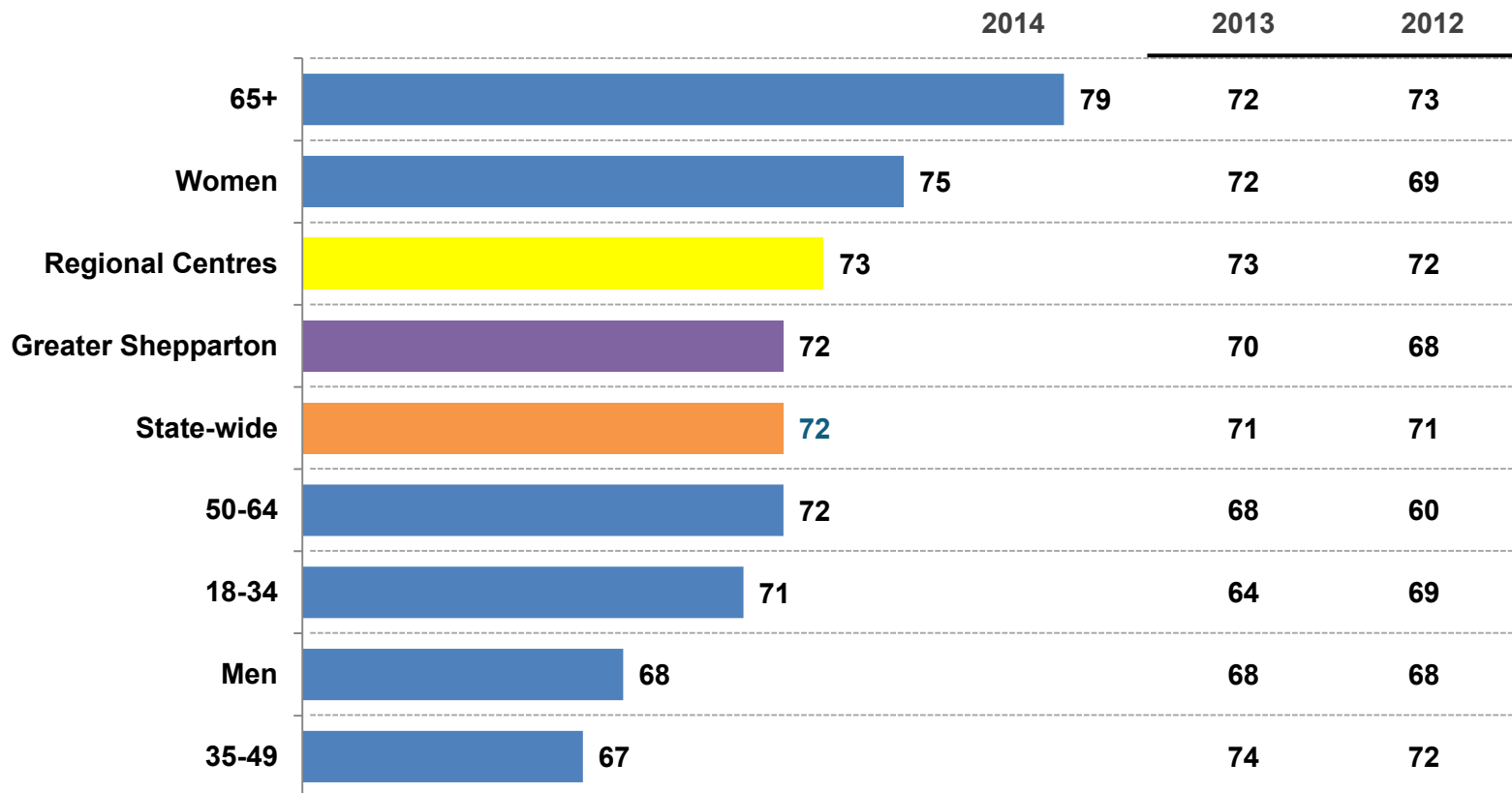
Base: All respondents. Councils asked statewide: 54 Councils asked group: 6



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# 2014 CONTACT CUSTOMER SERVICE INDEX SCORES



Q5c. Thinking of the most recent contact, how would you rate Greater Shepparton City Council for customer service? Please keep in mind we do NOT mean ACTUAL OUTCOME but rather the actual service that was received.

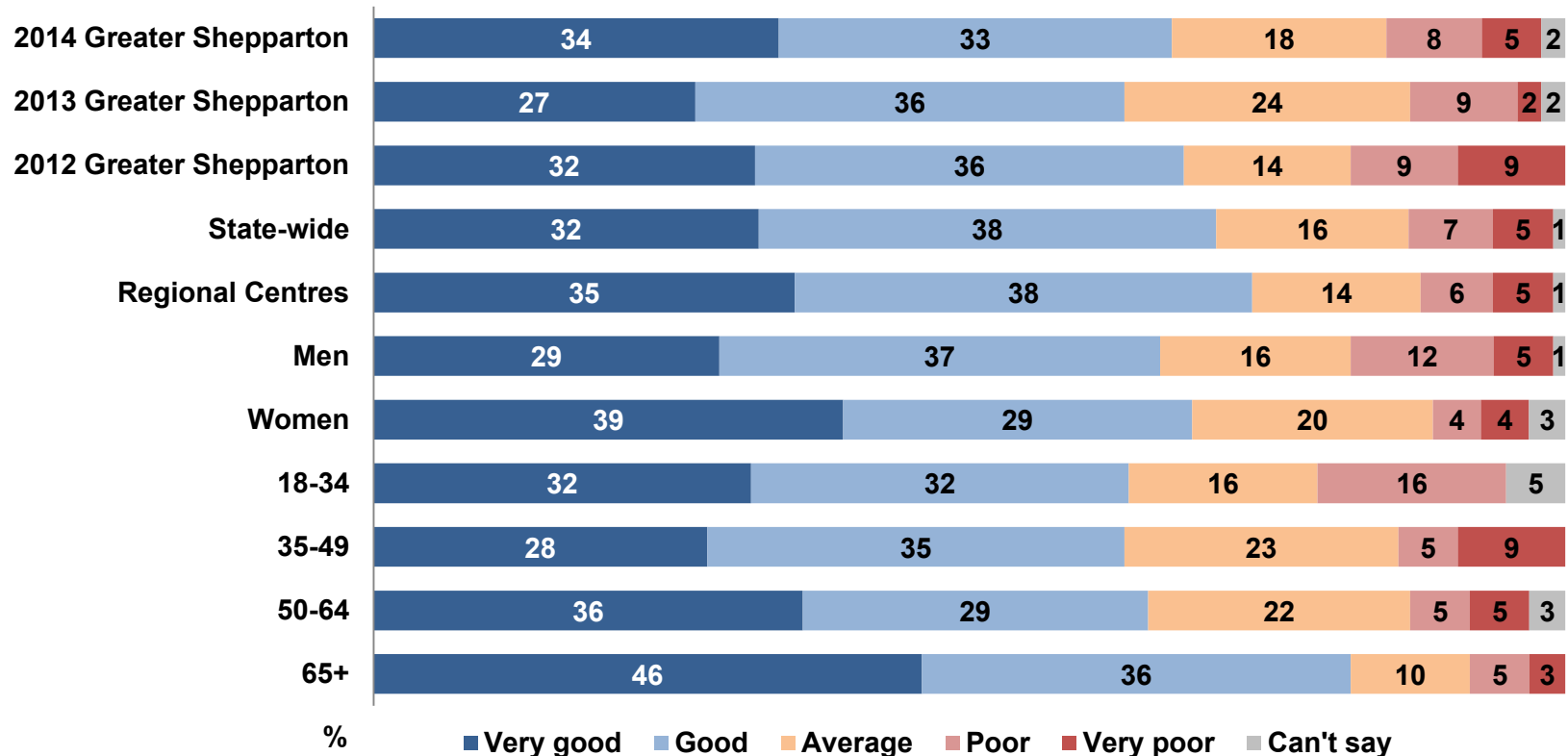
Base: All respondents who have had contact with Council in the last 12 months.

Councils asked statewide: 67 Councils asked group: 9



J W S R E S E A R C H

# 2014 CONTACT CUSTOMER SERVICE DETAILED PERCENTAGES



Q5c. Thinking of the most recent contact, how would you rate Greater Shepparton City Council for customer service? Please keep in mind we do NOT mean ACTUAL OUTCOME but rather the actual service that was received.

Base: All respondents who have had contact with Council in the last 12 months.  
Councils asked statewide: 67 Councils asked group: 9



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**KEY CORE MEASURE  
COUNCIL DIRECTION INDICATORS**

# COUNCIL DIRECTION SUMMARY

## Council Direction over last 12 months

- 53% stayed about the same, down 5 points on 2013
- 30% improved, up 11 points on 2013
- 13% deteriorated, down 5 points on 2013

## Most satisfied with Council Direction

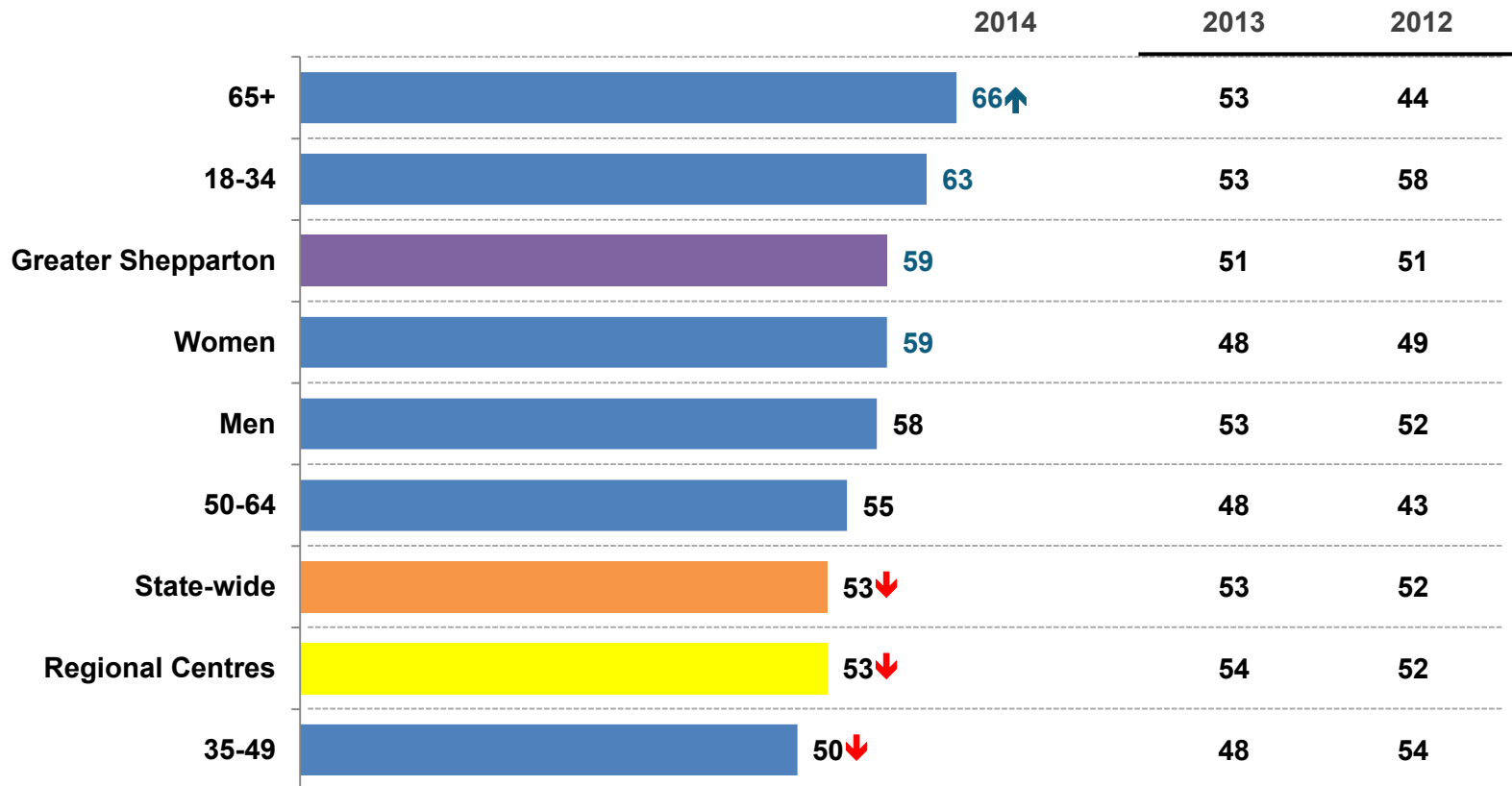
- Aged 65+ years

## Least satisfied with Council Direction

- Aged 35-49 years



# 2014 OVERALL GREATER SHEPPARTON CITY COUNCIL DIRECTION LAST 12 MONTHS INDEX SCORES



Q6. Over the last 12 months, what is your view of the direction of Greater Shepparton City Council's overall performance?

Base: All respondents. Councils asked statewide: 67 Councils asked group: 9



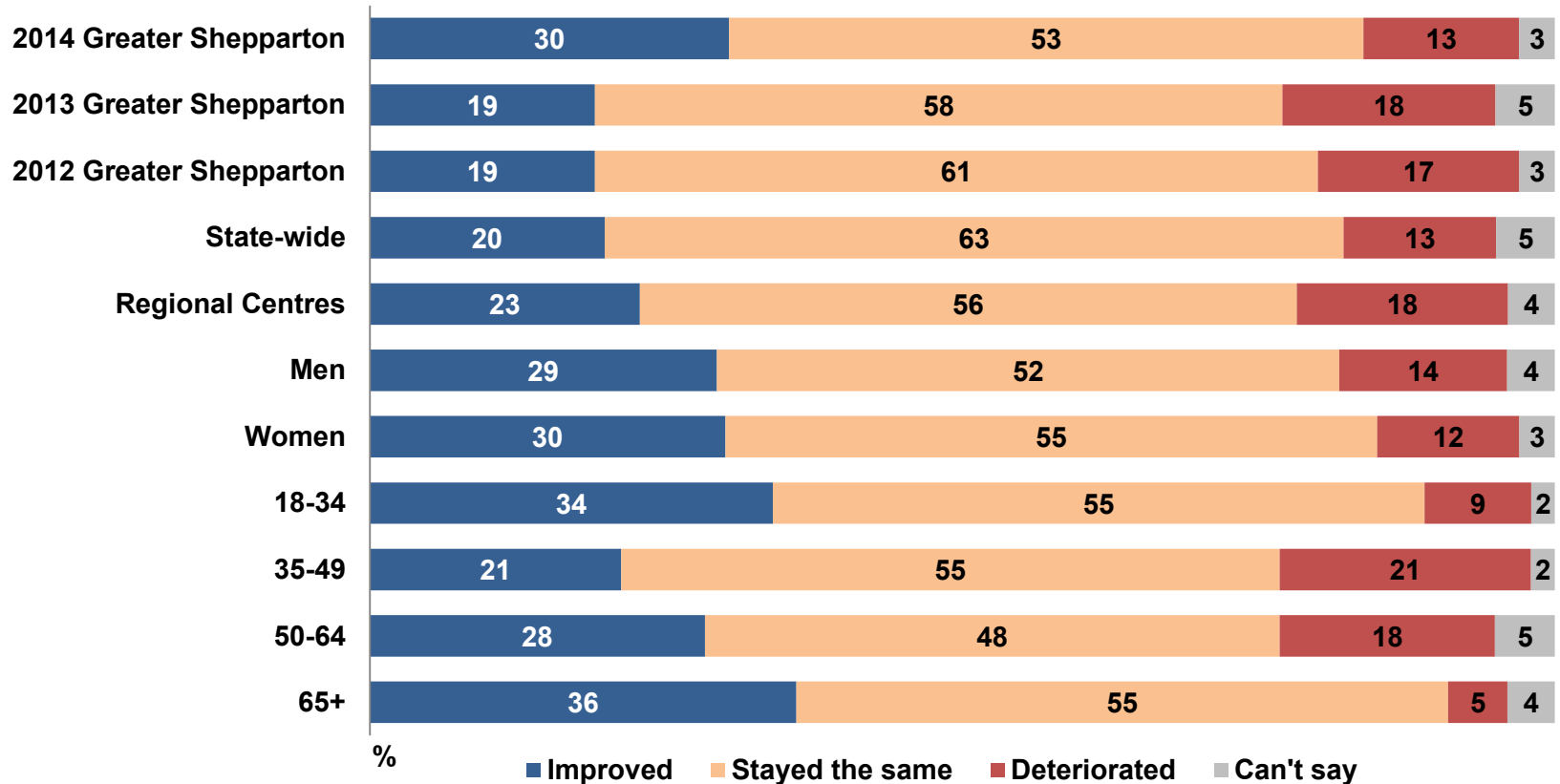
J W S R E S E A R C H

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Note: please see page 6 for explanation about significant differences

# 2014 OVERALL COUNCIL DIRECTION LAST 12 MONTHS

## DETAILED PERCENTAGES



Q6. Over the last 12 months, what is your view of the direction of Greater Shepparton City Council's overall performance?

Base: All respondents. Councils asked statewide: 67 Councils asked group: 9



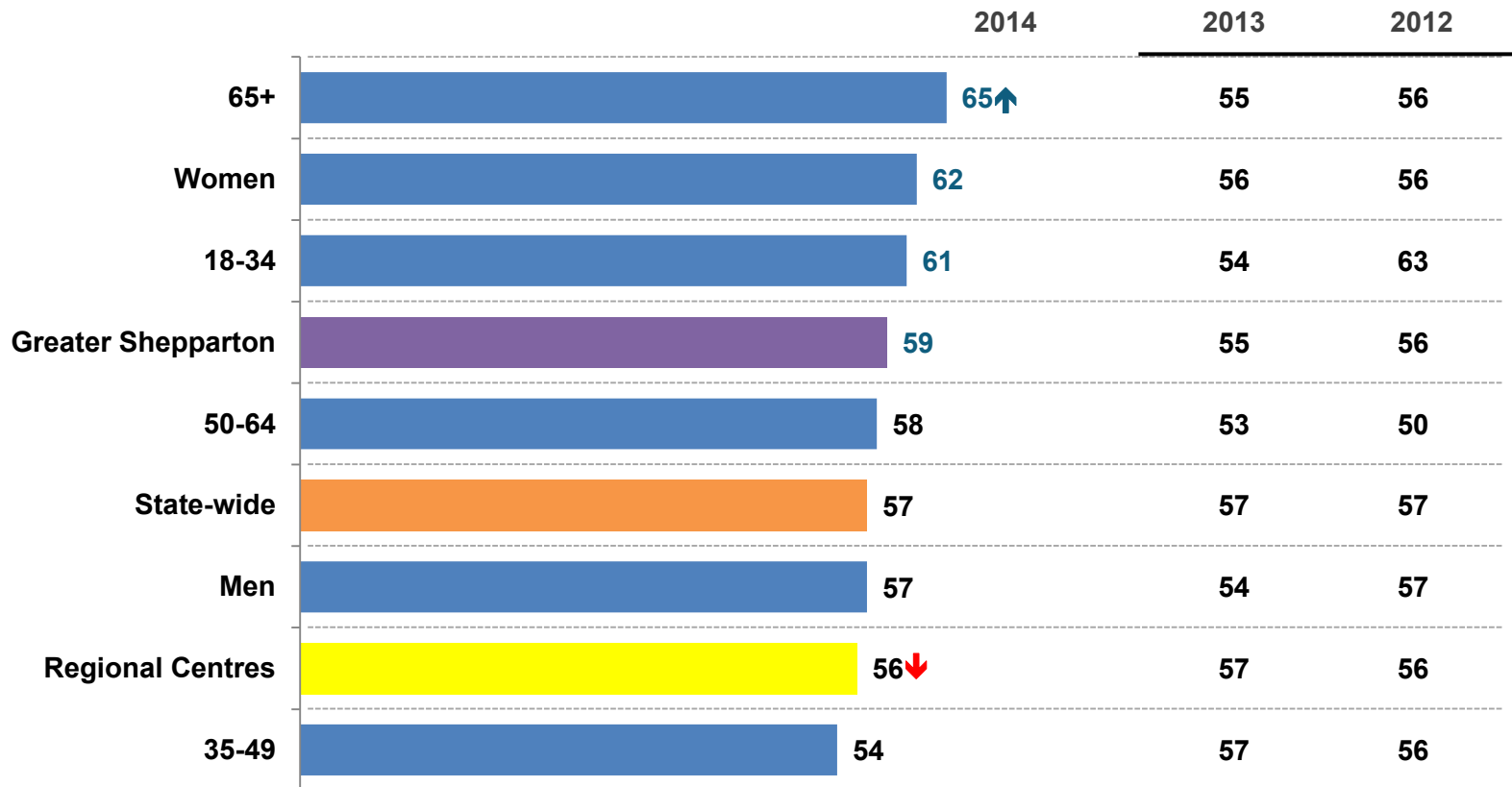
J W S R E S E A R C H

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A satellite night view of the United States, showing a dense network of glowing yellow and white lines that represent individual service areas. The lines are most concentrated in the eastern half of the country and around major metropolitan areas. The text "INDIVIDUAL SERVICE AREAS" is overlaid in the center in a bold, white, sans-serif font.

# INDIVIDUAL SERVICE AREAS

# 2014 COMMUNITY CONSULTATION AND ENGAGEMENT PERFORMANCE INDEX SCORES

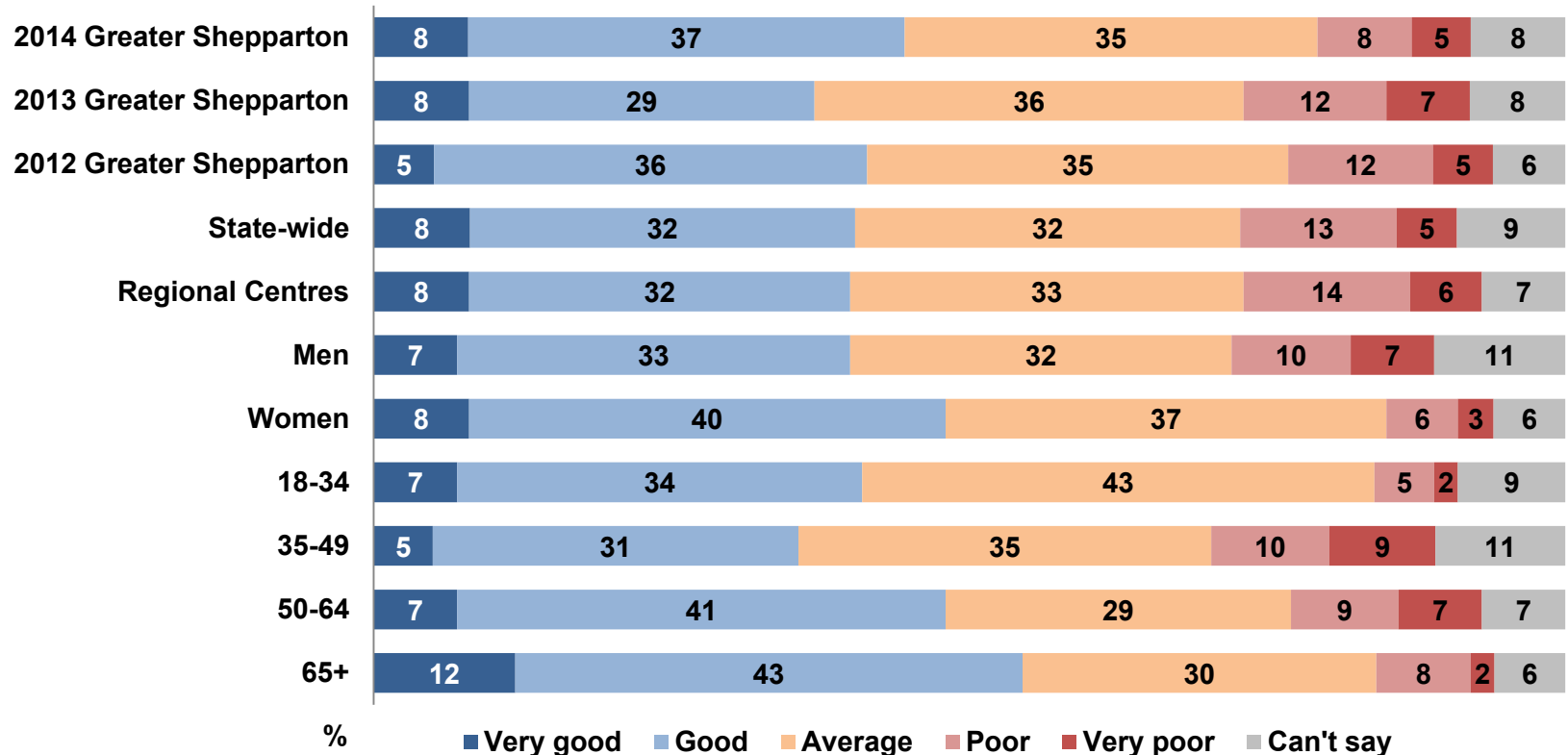


Q2. How has Greater Shepparton City Council performed on 'Community Consultation and Engagement' over the last 12 months?

Base: All respondents. Councils asked statewide: 67 Councils asked group: 9



# 2014 COMMUNITY CONSULTATION AND ENGAGEMENT PERFORMANCE DETAILED PERCENTAGES



Q2. How has Greater Shepparton City Council performed on 'Community Consultation and Engagement' over the last 12 months?

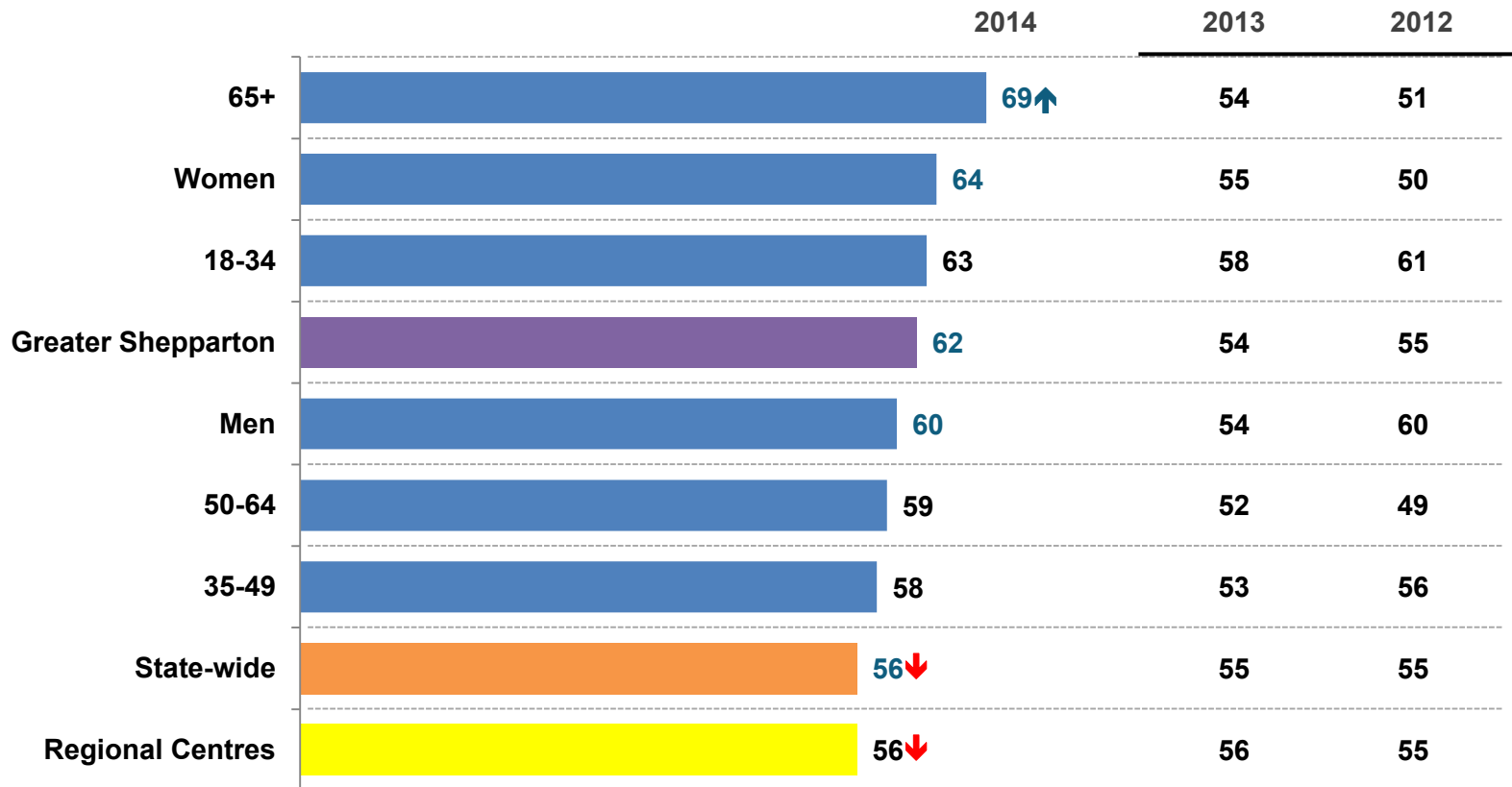
Base: All respondents. Councils asked statewide: 67 Councils asked group: 9



J W S R E S E A R C H

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# 2014 LOBBYING ON BEHALF OF THE COMMUNITY PERFORMANCE INDEX SCORES



Q2. How has Greater Shepparton City Council performed on 'Lobbying on Behalf of the Community' over the last 12 months?

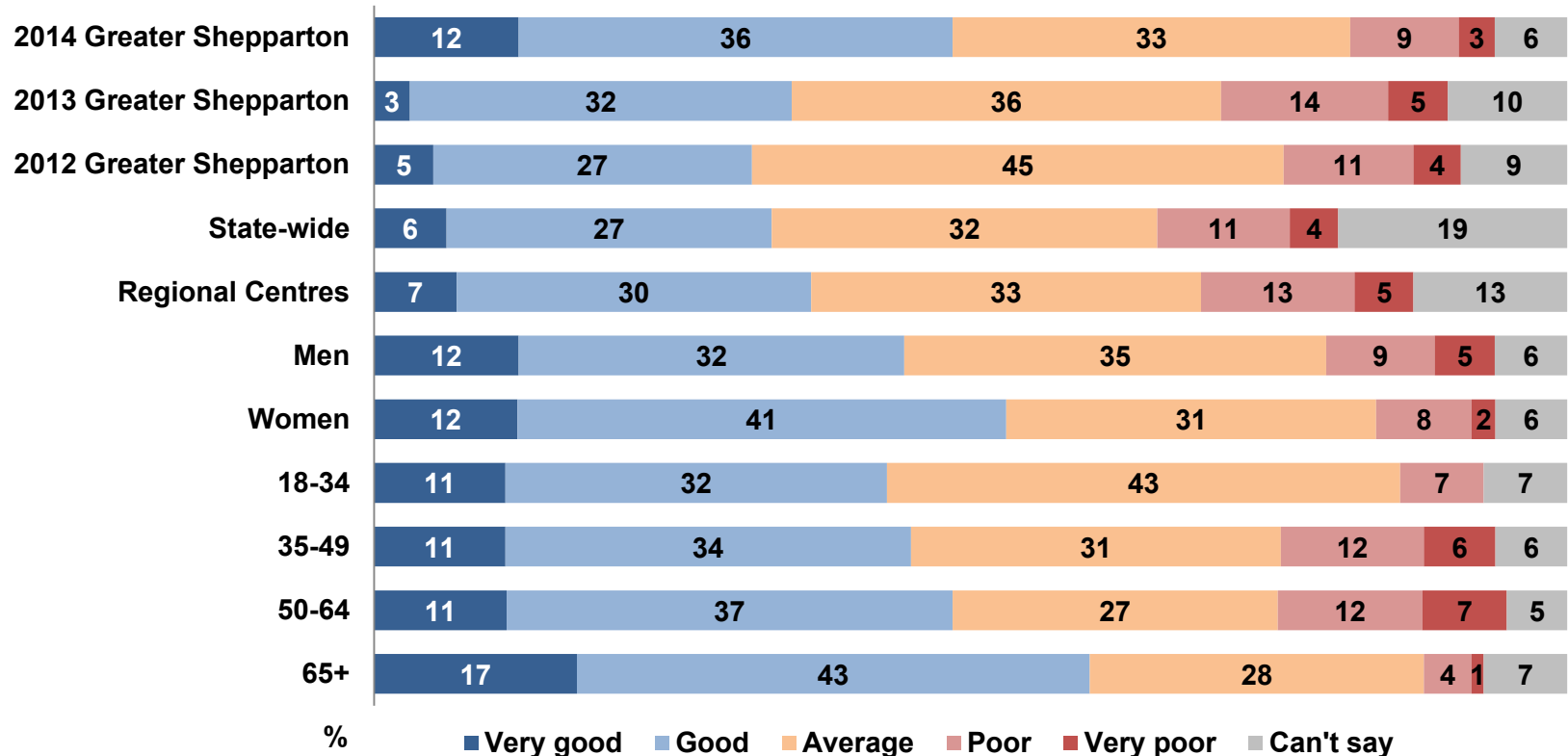
Base: All respondents. Councils asked statewide: 67 Councils asked group: 9



J W S R E S E A R C H

Note: please see page 6 for explanation about significant differences

# 2014 LOBBYING ON BEHALF OF THE COMMUNITY PERFORMANCE DETAILED PERCENTAGES



Q2. How has Greater Shepparton City Council performed on 'Lobbying on Behalf of the Community' over the last 12 months?

Base: All respondents. Councils asked statewide: 67 Councils asked group: 9



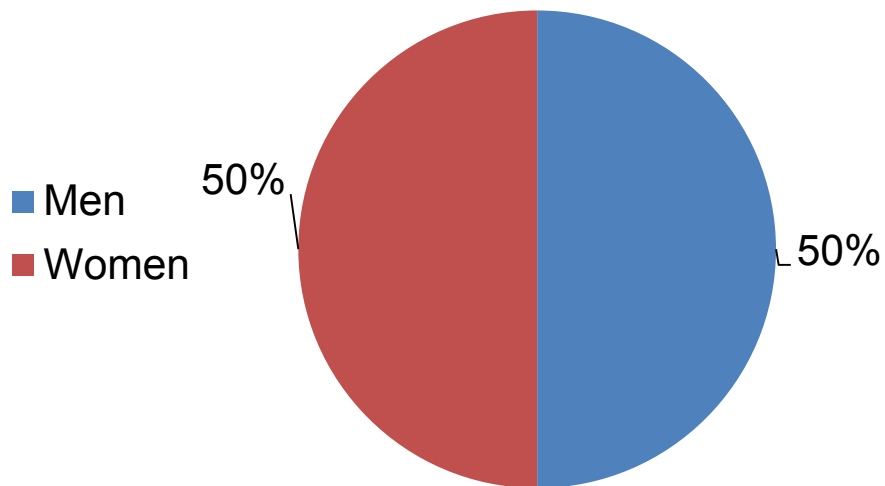
J W S R E S E A R C H

A satellite night view of South America, showing the continent's outline against the dark ocean. The landmass is illuminated by a dense network of glowing yellow and white lights, representing city lights and road networks. The lights are most concentrated in the coastal regions and major inland cities. The text "DETAILED DEMOGRAPHICS" is overlaid in white, bold, sans-serif font across the center of the continent.

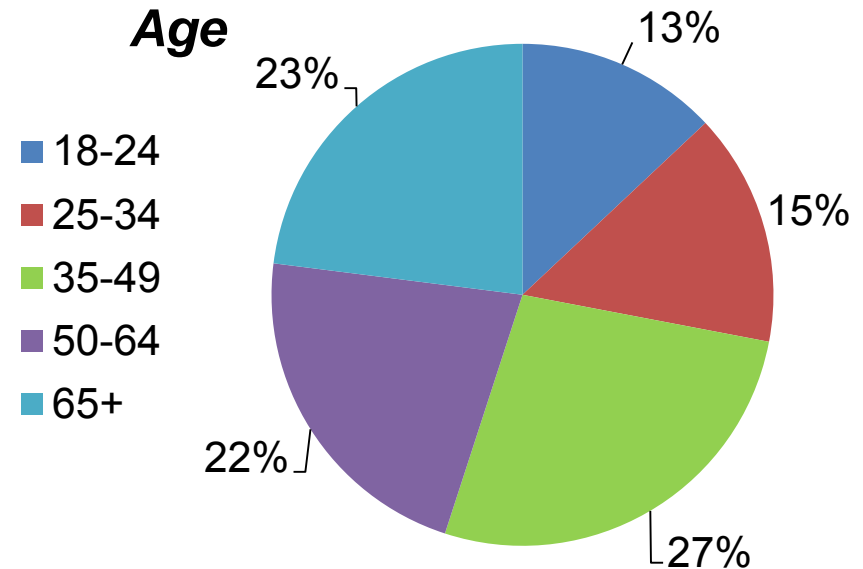
# DETAILED DEMOGRAPHICS

# 2014 GENDER AND AGE

## Gender



## Age



*Please note that for the reason of simplifying reporting, interlocking age and gender reporting has not been included in this report. Interlocking age and gender analysis is still available in the dashboard and data tables provided alongside this report.*





**APPENDIX A:  
DETAILED SURVEY TABULATIONS**

**AVAILABLE IN SUPPLIED EXCEL FILE**



**APPENDIX B:  
FURTHER PROJECT INFORMATION**

# APPENDIX B:

## BACKGROUND AND OBJECTIVES

Please note that as a result of feedback from extensive consultations with councils, in 2012 there were necessary and significant changes to the methodology and content of the survey, including:

- The survey is now conducted as a representative random probability survey of residents aged 18 years or over in local councils, whereas previously it was conducted as a 'head of household' survey.
- As part of the change to a representative resident survey, results are now weighted post survey to the known population distribution of Greater Shepparton City Council according to the most recently available Australian Bureau of Statistics population estimates, whereas the results were previously not weighted.
- The service responsibility area performance measures have changed significantly and the rating scale used to assess performance has also changed.

As such, the results of the 2012 State-wide Local Government Community Satisfaction Survey should be considered as a benchmark. Please note that comparisons should not be made with the State-wide Local Government Community Satisfaction Survey results from 2011 and prior due to the methodological and sampling changes. **Comparisons in the period 2012-2014 have been made throughout this report as appropriate.**





# APPENDIX B: MARGINS OF ERROR

The sample size for the 2014 State-wide Local Government Community Satisfaction Survey for Greater Shepparton City Council was n=400. Unless otherwise noted, this is the total sample base for all reported charts and tables.

The maximum margin of error on a sample of approximately 400 interviews is +/-4.9% at the 95% confidence level for results around 50%. Margins of error will be larger for any sub-samples.

As an example, a result of 50% can be read confidently as falling midway in the range 45.1% - 54.9%.

Maximum margins of error are listed in the table below, based on a population of 47,000 people aged 18 years or over for Greater Shepparton City Council, according to ABS estimates.

Demographic	Actual survey sample size	Weighted base	Maximum margin of error at 95% confidence interval
Greater Shepparton City Council	400	400	+/-4.9
Men	167	199	+/-7.6
Women	233	201	+/-6.4
18-34 years	44	113	+/-14.9
35-49 years	90	107	+/-10.4
50-64 years	129	87	+/-8.7
65+ years	137	92	+/-8.4



## APPENDIX B: ANALYSIS AND REPORTING

The Councils in the Regional centres group are: Ballarat, Greater Bendigo, Greater Geelong, Greater Shepparton, Horsham, Latrobe, Mildura, Wangaratta and Warrnambool. All participating Councils are listed in the State-wide report published on the DTPLI website. In 2014, 67 of the 79 Councils throughout Victoria participated in this survey.

Please note that the Councils that participated in 2012 and 2013 vary slightly to those participating in 2014.



# APPENDIX B: ANALYSIS AND REPORTING

## Council Groups

Wherever appropriate, results for Greater Shepparton City Council for this 2014 Community Satisfaction Survey have been compared against other Councils in the Regional centres group and on a State-wide basis. Greater Shepparton City Council is self-classified as a Regional centres council according to the following classification list:

- Inner metropolitan councils
- Outer metropolitan councils
- Rural cities and regional centres
- Large rural shires
- Small rural shires

# APPENDIX B: ANALYSIS AND REPORTING

## Index Scores

Many questions ask respondents to rate council performance on a five-point scale, for example, from 'very good' to 'very poor', with 'can't say' also a possible response category. To facilitate ease of reporting and comparison of results over time, starting from the 2012 benchmark survey and measured against the state-wide result and the council group, an 'Index Score' has been calculated for such measures.

The Index Score is calculated and represented as a score out of 100 (on a 0 to 100 scale), with 'can't say' responses excluded from the analysis. The '% RESULT' for each scale category is multiplied by the 'INDEX FACTOR'. This produces an 'INDEX VALUE' for each category, which are then summed to produce the 'INDEX SCORE', equating to '60' in the following example.

SCALE CATEGORIES	% RESULT	INDEX FACTOR	INDEX VALUE
Very good	9%	100	9
Good	40%	75	30
Average	37%	50	19
Poor	9%	25	2
Very poor	4%	0	0
Can't say	1%	--	INDEX SCORE 60



# APPENDIX B: ANALYSIS AND REPORTING

Similarly, an Index Score has been calculated for the Core question ‘Performance direction in the last 12 months’, based on the following scale for each performance measure category, with ‘Can’t say’ responses excluded from the calculation.

SCALE CATEGORIES	% RESULT	INDEX FACTOR	INDEX VALUE
Improved	36%	100	36
Stayed the same	40%	50	20
Deteriorated	23%	0	0
Can't say	1%	--	<b>INDEX SCORE 56</b>



# APPENDIX B: ANALYSIS AND REPORTING

## Index Scores Significant Difference Calculation

The test applied to the Indexes was an Independent Mean Test, as follows:

$$Z \text{ Score} = (\$1 - \$2) / \text{Sqrt} ((\$3^2 / \$5) + (\$4^2 / \$6))$$

Where:

- \$1 = Index Score 1
- \$2 = Index Score 2
- \$3 = unweighted sample count 1
- \$4 = unweighted sample count 2
- \$5 = standard deviation 1
- \$6 = standard deviation 2

All figures can be sourced from the detailed cross tabulations.

The test was applied at the 95% confidence interval, so if the Z Score was greater than +/- 1.954 the scores are significantly different.

# APPENDIX B: ANALYSIS AND REPORTING

## Core, Optional and Tailored Questions

Over and above necessary geographic and demographic questions required to ensure sample representativeness, a base set of questions for the 2014 State-wide Local Government Community Satisfaction Survey was designated as 'Core' and therefore compulsory inclusions for all participating Councils. These core questions comprised:

- Overall performance last 12 months (Overall performance)
- Lobbying on behalf of community (Advocacy)
- Community consultation and engagement (Consultation)
- Contact in last 12 months (Contact)
- Rating of contact (Customer service)
- Overall council direction last 12 months (Council direction)

## APPENDIX B: ANALYSIS AND REPORTING

Reporting of results for these Core questions can always be compared against other councils in the council group and against all participating councils state-wide.

Alternatively, some questions in the 2014 State-wide Local Government Community Satisfaction Survey were optional. If comparisons for Greater Shepparton City Council for some questions cannot be made against all other councils in the Regional centres group and/or all councils on a state-wide basis, this is noted for those results by a footnote of the number of councils the comparison is made against.

Councils also had the ability to ask tailored questions specific only to their council.



# APPENDIX B: ANALYSIS AND REPORTING

## Reporting

Every Council that participated in the 2014 State-wide Local Government Services Survey has received a customised report. In addition, the State Government is supplied with a Statewide summary report of the aggregate results of 'Core' and 'Optional' questions asked across all Council areas surveyed.

Tailored questions commissioned by individual Councils are reported only to the commissioning Council and not otherwise shared unless by express written approval of the commissioning Council.

The overall State-wide Local Government Services Report is available at [www.localgovernment.vic.gov.au](http://www.localgovernment.vic.gov.au).



# APPENDIX B:

## GLOSSARY OF TERMS

**Core questions:** Compulsory inclusion questions for all councils participating in the CSS.

**CSS:** 2014 Victorian Local Government Community Satisfaction Survey.

**Council group:** One of five self-classified groups, comprising: inner metropolitan councils, outer metropolitan councils, rural cities and regional centres, large rural shires and small rural shires.

**Council group average:** The average result for all participating councils in the council group.

**Highest / lowest:** The result described is the highest or lowest result across a particular demographic sub-group e.g. men, for the specific question being reported. Reference to the result for a demographic sub-group being the highest or lowest does not imply that it is significantly higher or lower, unless this is specifically mentioned.

**Index score:** A score calculated and represented as a score out of 100 (on a 0 to 100 scale). This score is sometimes reported as a figure in brackets next to the category being described, e.g. men 50+ (60).

**Optional questions:** Questions which councils had an option to include or not.

**Percentages:** Also referred to as 'detailed results', meaning the proportion of responses, expressed as a percentage.

**Sample:** The number of completed interviews, e.g. for a council or within a demographic sub-group.

**Significantly higher / lower:** The result described is significantly higher or lower than the comparison result based on a statistical significance test at the 95% confidence limit. If the result referenced is statistically higher or lower then this will be specifically mentioned, however not all significantly higher or lower results are referenced in summary reporting.

**State-wide average:** The average result for all participating councils in the State.

**Tailored questions:** Individual questions tailored by and only reported to the commissioning council.

**Weighting:** Weighting factors are applied to the sample for each council based on available age and gender proportions from ABS census information to ensure reported results are proportionate to the actual population of the council, rather than the achieved survey sample.

