

City of Wagga Wagga Community Survey Report

October 2010



City of
Wagga Wagga

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1. Detailed report

Introduction

Survey objectives

Insync Surveys was engaged by City of Wagga Wagga to conduct a Community Survey during the period of October 2010 to measure the views, ideas and suggestions and community members. This is the third Community Survey conducted by Insync Surveys for City of Wagga Wagga, with the first survey conducted in August 2006.

The objectives of the Community Survey are to:

- Provide the community with the opportunity to communicate openly and candidly with the Management Team & Council staff of City of Wagga Wagga
- Identify key issues for City of Wagga Wagga residents
- Measure performance across key areas for City of Wagga Wagga
- Use the information from the community survey in a meaningful way to build a stronger and more satisfied community.

Survey Process

City of Wagga Wagga community members were given the opportunity to participate in the survey conducted during October 2010. Participation in the survey was completely anonymous, thus improving the potential for community's concerns to be captured and identified. The survey was distributed to a representative sample of 4000 City of Wagga Wagga community members via the post and also made available as an online survey via the City of Wagga Wagga website. From this sample, 365 survey forms were received, along with 142 online responses. Wagga Wagga's final number of responses was 507. This is a satisfactory sample which allows for confidence in interpreting the results; we have a 95% level of confidence (with between 5-10% margin of error) that results in this survey can be generalised to the population.

The Survey comprised of five sections:

Section 1 and 3 asked community members to rate how **important** each of the statements is to them, on a scale of 1 to 7, where 1=Low and 7=High. Community members were then asked to rate (on the same scale) how they felt City of Wagga Wagga was **performing** with regard to each statement.

Section 2 asked community members to respond to questions in relation to how they interact with the Council.

Section 4 asked community members to respond to questions in regard to their community connectedness.

Section 5 asked community members to provide some broad demographic information; including locality, gender, ownership status (i.e., owner, tenant, visitor), age, computer access, access to the internet, employment status, and length of residency in the City of Wagga Wagga.

Response statistics

City of Wagga Wagga achieved 507 completed surveys, made up of 365 paper and 142 online responses. This is slightly higher than the results achieved in 2009, where 443 responses were achieved. These results have captured valuable information and insights into the opinions of City of Wagga Wagga community members.

The following table details the number of survey forms received from each of the demographics in the survey. A number of community members did not specify their demographic information, and these forms have consequently been classified as 'unspecified'.

Insync Surveys received a total of 507 completed surveys. As can be seen in the response statistics table below:

- The majority of the respondents are from Kooringal (12%), followed by Lake Albert (includes Lakehaven Estate) also at 12%. 9% of respondents are from Glenfield Park
- The majority of respondents are Owners (74%). 50% of respondents have also lived in the local government area for more than 20 years
- Most respondents are over the age of 35, with 27% aged 35-50 years and 33% 51-65 years
- A majority of community members have access to a computer at home at (35%), and 35% also having access to the internet at home and work
- The gender ratio was quite even with 49% female and 46% male
- Respondents are mostly working full time (36%) or retired/pensioners (26%)

City of Wagga Wagga Community Survey Results, October 2010 Response Statistics	
Total	507
Suburb / Locality / Village	
Ashmont	28
Bomen/Cartwrights Hill	5
Bourkelands (includes Hilltop Estate)	21
Central Wagga	29
Collingullie	8
Currawarna	0
Estella (includes Boorooma)	23
Forest Hill	5
Galore	1
Glenfield Park	48
Humula	5
Koorringal	63
Ladysmith	9
Lake Albert (includes Lakehaven Estate)	60
Lloyd	16
Mangoplah	6
Mount Austin	30
North Wagga Wagga	11
Oura	6
San Isidore (includes Kapooka)	8
Springvale (includes Glenoak Estate)	20
Tarcutta	5
Tatton	20
Tolland	13
Turvey Park	23
Uranquinty	10
Other, please specify	1
<i>Unspecified</i>	33
Status	
Owner	377
Tenant	50
Visitor	1
<i>Unspecified</i>	79
Age	
18 years and under	1
19 to 34 years	75
35 to 50 years	135
51 to 65 years	171
Over 65 years	105
<i>Unspecified</i>	20
Do you have access to the internet?	
At home	177
At work	36
At home and at work	178
None	64
<i>Unspecified</i>	52
Length of time living in the Wagga Wagga LGA	
Less than 3 years	31
3 to 5 years	39
6 to 10 years	55
11 to 20 years	82
More than 20 years	258
<i>Unspecified</i>	42
Gender	
Female	246
Male	234
<i>Unspecified</i>	27
Do you have access to a computer at home?	
Yes	399
No	71
<i>Unspecified</i>	37
Employment Status	
Self-employed	67
Working full-time, not a student	181
Working part-time, not a student	49
Student	9
Household duties	29
Retired/Pensioner	131
Other, please specify	12
<i>Unspecified</i>	29

Section 1: What is on your mind and how are we doing?

What the community feel is important

The five highest ranked importance variables for City of Wagga Wagga community members (listed in descending priority order) for **Section 1** are reported in the table below, along with the results from February 2009 and August 2006.

October 2010 Top 5 importance	Mean	February 2009 Top 5 importance	Mean	August 2006 Top 5 importance	Mean
Council's financial management	6.25	Council's financial management	6.37	Council's financial management	6.37
Appearance of the CBD	6.14	Timeliness/responsiveness to customer enquiries or requests	6.27	Appearance of your neighbourhood/district	6.13
Friendliness of staff in the Council	6.13	Consistency of information provided by Council staff	6.18	Consistency of information provided by Council staff	6.06
Consistency of information provided by Council staff	6.13	Appearance of your neighbourhood/district	6.18	Timeliness/responsiveness to customer enquiries or requests	6.06
Knowledge and experience of staff at the Council	6.10	Appearance of the CBD	6.17	Council support of local industry and business	6.04

- Common to October 2010, February 2009 and August 2006

Council's financial management is the most important factor in 2010 and it also appears as most important in 2009 and 2006. *Consistency of information provided by Council staff* remains one of the top five important factors over this time.

The areas of high importance for City of Wagga Wagga community members in 2010 also include factors related to the friendliness, knowledge and experience of Council staff and the appearance of the CBD. All five statements attracted mean importance scores above six from a possible score of seven, indicating high levels of importance for community members.

The factors *Timeliness/responsiveness to customer enquires or requests* and *Appearance of your neighbourhood/district* have fallen out of the top 5 importance list for 2010. Both of these factors previously appeared in the top five importance tables in 2009 and 2006.

How the community feel City of Wagga Wagga is performing

The table below reports, in descending order, the five variables ranked highest in performance by City of Wagga Wagga community members for **Section 1**.

October 2010 Top 5 performance	Mean	February 2009 Top 5 performance	Mean	August 2006 Top 5 performance	Mean
Friendliness of staff in the Council*	5.15	Friendliness of staff at the Council	5.03	Friendliness of staff at the Council	4.70
Appearance of the CBD*	4.86	Appearance of the CBD	4.77	Appearance of the CBD	4.62
Knowledge and experience of staff at the Council*	4.37	Traffic movement throughout the City	4.42	Traffic movement throughout the City	4.12
Council management of the environment	4.29	Council reporting to the community through publications and meetings	4.36	Knowledge and experience of staff at the Council	4.03
After hours service provision by Council	4.27	Knowledge and experience of staff at the Council	4.26	After hours service provision by Council	3.96

- * Also identified in the top five importance list
- Common to October 2010, February 2009 and August 2006

The top five performance list contains three variables from the top five importance list, namely:

- *Friendliness of staff at the Council*
- *Appearance of the CBD*
- *Knowledge and experience of staff at the Council*

These issues can be seen as the strengths of the Council, with community members identifying them as both important **and** performing better than the remaining variables. Furthermore, a score over five for *Friendliness of staff at the Council* on a seven-point scales identifies an area of particularly high performance.

The top five performance list also contains three variables included in the top five performance list from the 2009 and 2006 survey. The mean scores of these three variables have improved slightly since the previous community surveys in 2009 and 2006.

At the other end of the scale are the lowest performing variables. This table shows the five variables given the lowest performance rankings by City of Wagga Wagga community members for **Section 1**.

Please note that the lowest performing variable appears first on the list.

October 2010 Lowest 5 performance	Mean	February 2009 Lowest 5 performance	Mean	August 2006 Lowest 5 performance	Mean
Town Planning Policy	3.35	Town Planning Policy	3.39	Council's financial management	2.35
Opportunities for the community to participate in decision-making	3.54	Opportunities for the community to participate in decision-making	3.41	Opportunities for the community to participate in decision-making	2.89
Council support of local industry and business	3.55	Council's financial management	3.48	Council's Leadership within the community	2.94
Council's financial management*	3.67	Elected member representation of community issues	3.62	Elected member representation of community issues	3.17
Elected member representation of community issues	3.68	Council's Leadership within the community	3.64	Town Planning Policy	3.21

* Also identified in the top five importance list

■ Common to October 2010, February 2009 and August 2006

The lowest five performing areas relate to planning policy, opportunities for participation in decision-making, Council support of local industry and business, financial management and elected member representation of community issues.

As can be noted from the above table, one low performing factor is common to the top five importance list, *Council's financial management*. Community members perceive this variable to be important, yet have rated Council's performance as poor.

The list has four variables in common with the 2009 and 2006 surveys, as community members continue to rate these factors as low performing. The factor *Council's Leadership within the community* is no longer in the top five lowest performing, indicating that there may have been improvement over the survey periods.

Where Community members Feel City of Wagga Wagga can improve

In identifying factors for improvement, Insync Surveys analyses the perceived difference – or “gap” – between the importance and performance score for each variable. These gaps indicate areas of frustration or dissatisfaction for community members and thus represent improvement opportunities. Based on our research, gaps of or above 2.00 are considered significant, with a gap score of 3.00 or higher generally pointing to widespread dissatisfaction. For the purpose of business improvement, it is important to keep in mind that a larger gap does not indicate a larger problem, rather it indicates an increase in certainty that the variable is indeed of some level of concern.

The table below reports the five variables with the highest gap scores for **Section 1** of the 2010, 2009 and 2006 surveys.

October 2010 Top 5 gaps	Mean	February 2009 Top 5 gaps	Mean	August 2006 Top 5 gaps	Mean
Town Planning Policy	2.65	Council's financial management	2.89	Council's financial management	4.02
Council's financial management*	2.57	Town Planning Policy	2.60	Opportunities for the community to participate in decision making	2.90
Council support of local industry and business	2.49	Opportunities for the community to participate in decision making	2.48	Council's Leadership within the community	2.85
Opportunities for the community to participate in decision making	2.19	Council support of local industry and business	2.38	Town Planning Policy	2.79
Ease in contacting the right person in Council	2.18	Timeliness/responsiveness to customer enquiries or requests	2.33	Council support of local industry and business	2.61

* Also identified in the top five importance list

■ Common to October 2010, February 2009 and August 2006

A review of the results across all 19 variables from the 2010 survey identified gap scores of 2.00 or higher for seven factors.

The gap scores for *Town Planning Policy* and *Council support of local industry and business* has increased since the previous community survey in 2009, while the gaps for *Council's financial management* and *Opportunities for the community to participate in decision making* has decreased.

These four factors have also consistently appeared in the top five gaps over the three surveys conducted since 2006.

The top five improvement opportunities list also contains one variable from the top five importance list. The area of *Council's financial management* presents Council with an improvement opportunity as it is important to community members, but is not perceived to be performing as well as other areas.

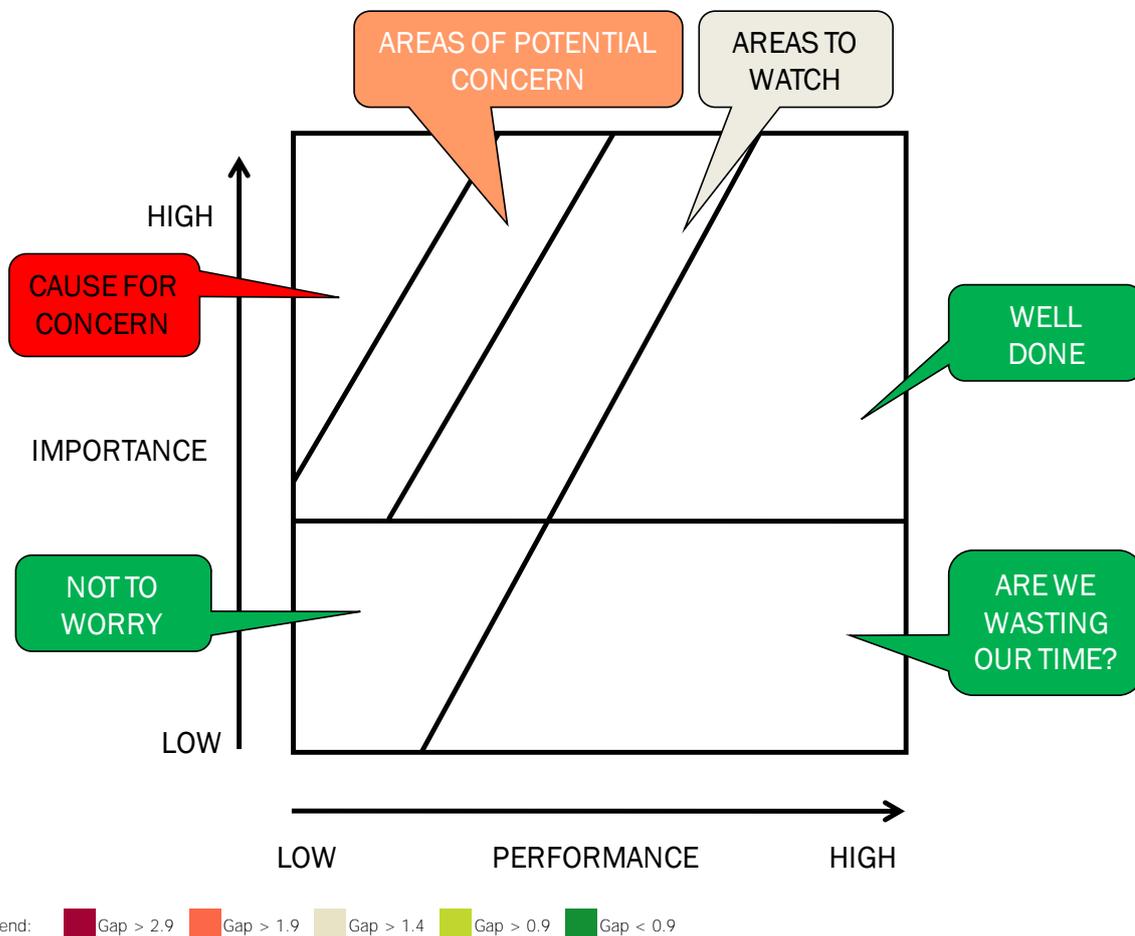
Prioritising improvement opportunities – gap grid analysis

Analysis of these gaps enables City of Wagga Wagga to prioritise strategies for improvement, in terms of those factors considered most pressing by community members.

For an issue to be considered in need of attention, it must have both a gap score above 2.00 and be of high importance. A significant gap score together with a low importance score does not indicate an issue for community members. Conversely, a significant gap score together with a high importance score suggests an area of concern. It is important to note that a larger gap does not indicate a larger problem. It rather indicates an increase in certainty that the variable is indeed of some level of concern.

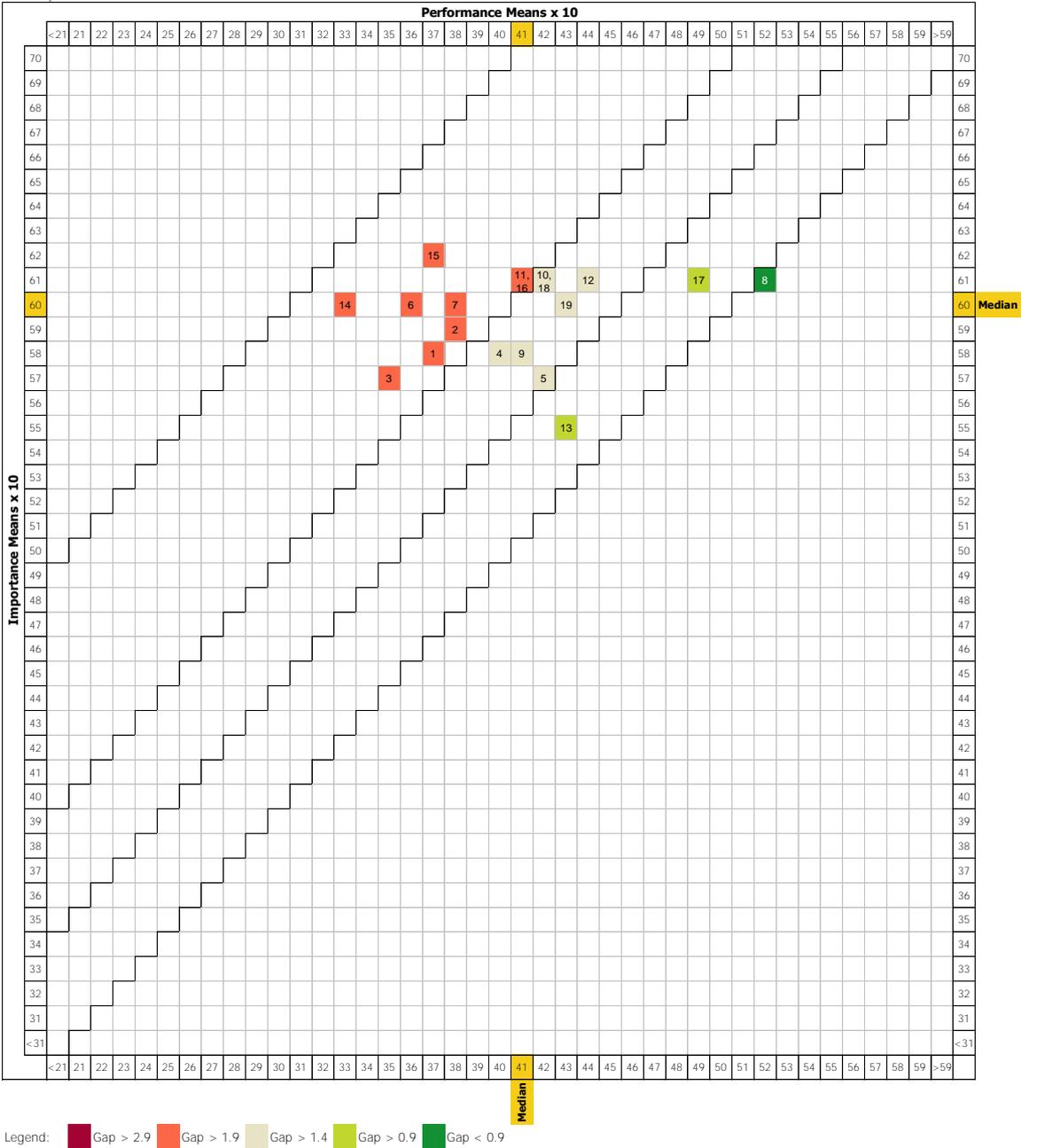
This information is calculated by and reported in the gap grid. It is a unique visual tool that allows you to see several key pieces of information within the one diagram. For each survey variable it shows the performance score (horizontal axis), the importance score (vertical axis) and the gap score (colour coded).

Using this information, the factors that should be prioritised as improvement opportunities can be identified. The gap grid is a highly effective tool at an aggregate level and also at a specific demographic level.



City of Wagga Wagga Community Survey Results, October 2010

507 Responses



Statements	
1	Elected member representation of community issues
2	Council's Leadership within the community
3	Opportunities for the community to participate in decision-making
4	Council as a good corporate citizen
5	Council reporting to the community through publications and meetings
6	Council support of local industry and business
7	Ease in contacting the right person in Council
8	Friendliness of staff in the Council
9	Continuity of Council staff (same Council officer handling your issue)
10	Consistency of information provided by Council staff

11	Timeliness/responsiveness of customer enquiries or requests
12	Knowledge and experience of staff at the Council
13	After hours service provision by Council
14	Town Planning Policy
15	Council's financial management
16	Appearance of your neighbourhood/district
17	Appearance of the CBD
18	Traffic movement throughout the City
19	Council management of the environment

With this in mind, a review of the organisation-wide gap grid has identified the following priority improvement opportunities for City of Wagga Wagga:

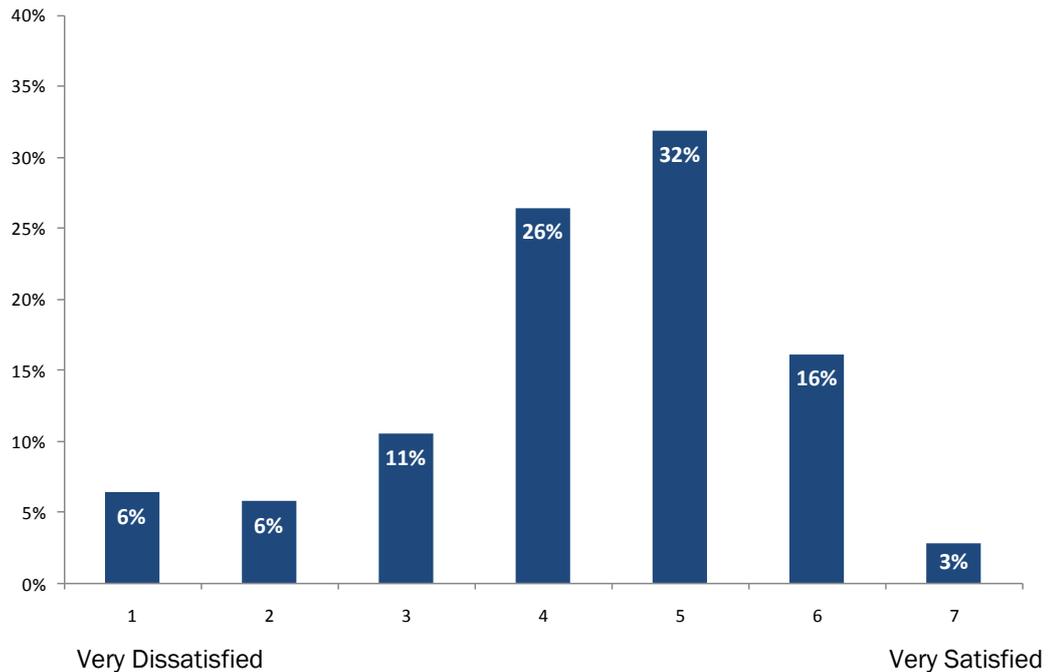
- *Council's financial management*
- *Council support of local industry and business*
- *Ease in contacting the right person in Council*

The following factors should also be monitored, as they also obtained a gap score of 2.00 or above and may be of future concern to City of Wagga Wagga.

- *Town Planning Policy*
- *Opportunities for the community to participate in decision making*
- *Elected member representation of community issues*
- *Council's leadership within the community*

Overall satisfaction with Council

The following graph illustrates the community’s overall satisfaction in regards to their interaction with Council, where 1 = Low, and 7 = High. Community members were asked for a rating between 1 and 7. As shown below, a majority of respondents rate their satisfaction as either 4 out of 7 (26%) or 5 out of 7 (32%).



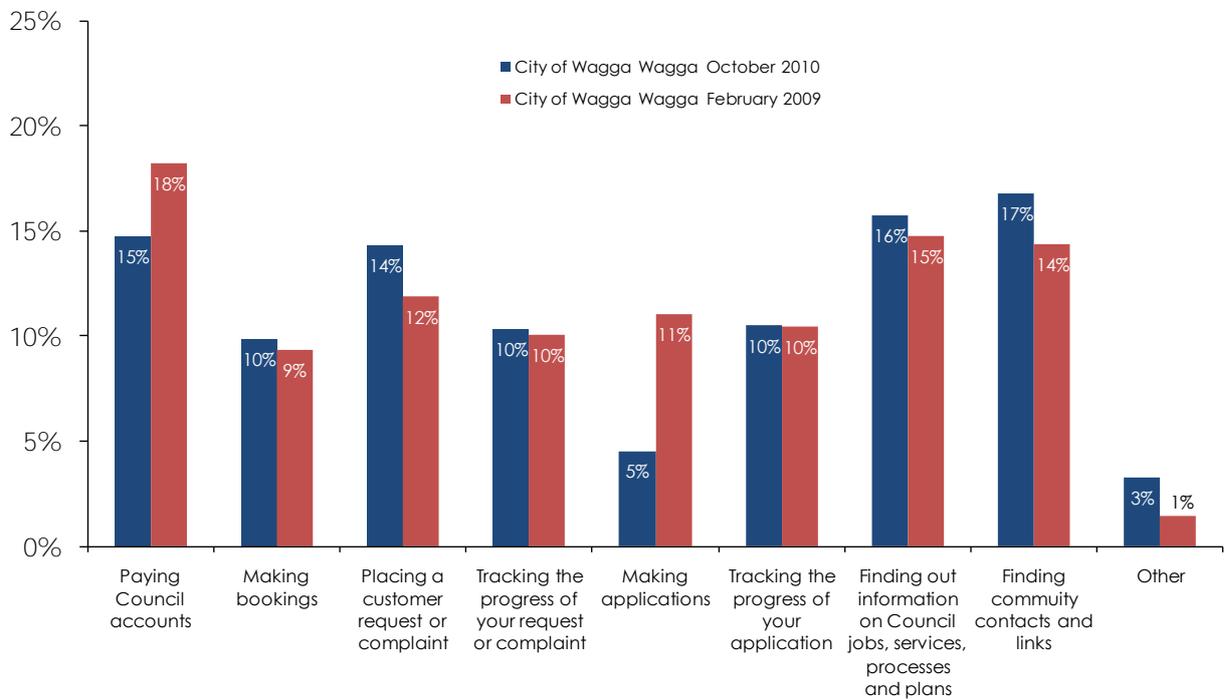
The overall average satisfaction for the City of Wagga Wagga is 4.31 out of 7, suggesting that community members are not entirely unsatisfied with their interaction with Council, but that there is room to make improvements.

Section 2: How do you interact with Council?

Would you use Council’s website for any of the following services?

33% of community members use the Council’s website to find out information about Council jobs, service, process, plans (16%) and to find community contacts and links (17%).

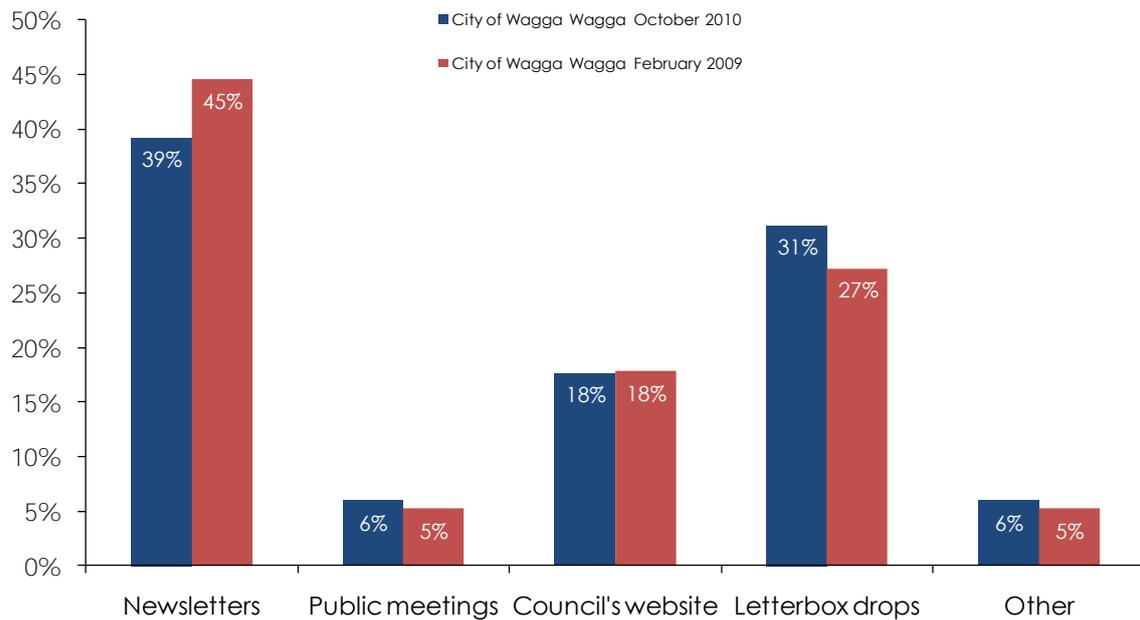
In 2009, community members were most likely to use the Council’s website for *Paying Council accounts* (18%). The 2010 results indicate that 15% currently use the website for this service.



What is your preferred method of receiving information from the Council?

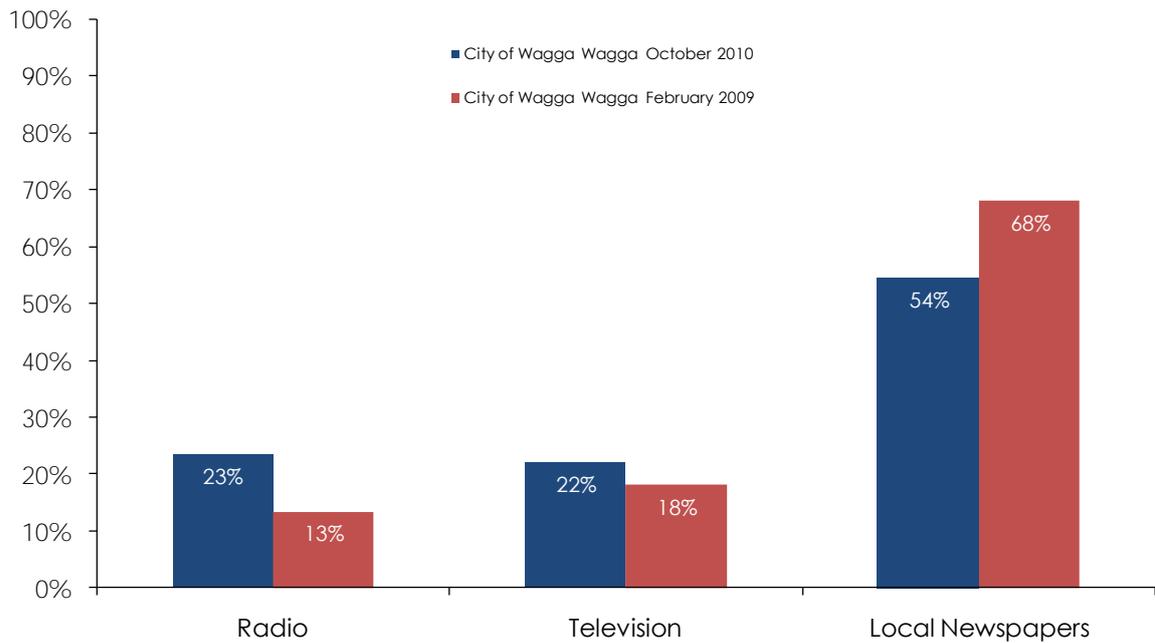
Community members were also asked to indicate how they preferred to receive information from the City of Wagga Wagga. The majority of respondents preferred newsletters (39%) and letterbox drops (31%).

This is similar to the results from 2009, with the majority (45%) preferring newsletters and (27%) preferring letterbox drops.



Community members were also asked about other sources of information from City of Wagga Wagga. 54% of respondents preferred local newspapers, as opposed to radio and television.

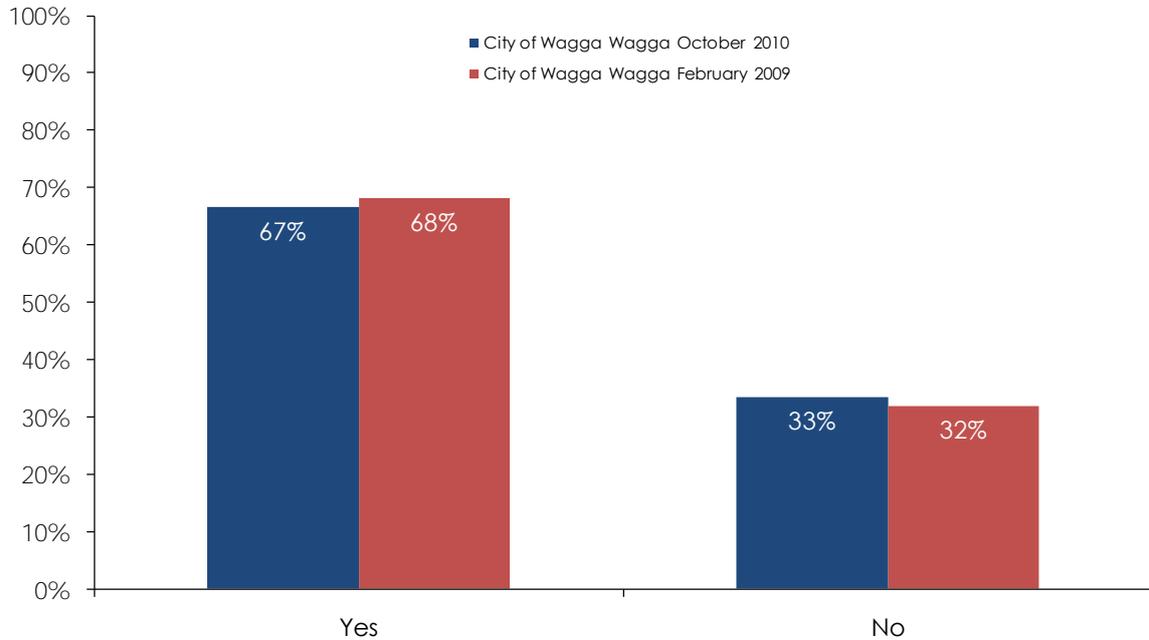
This is similar to 2009 results where Local newspapers were also the most popular method of receiving information from Council. 2009 results have been combined, The Riverina Leader and The Daily Advertiser to make up 'Local newspapers'. Local newspapers were the preferred source of information in 2009 and 2010.



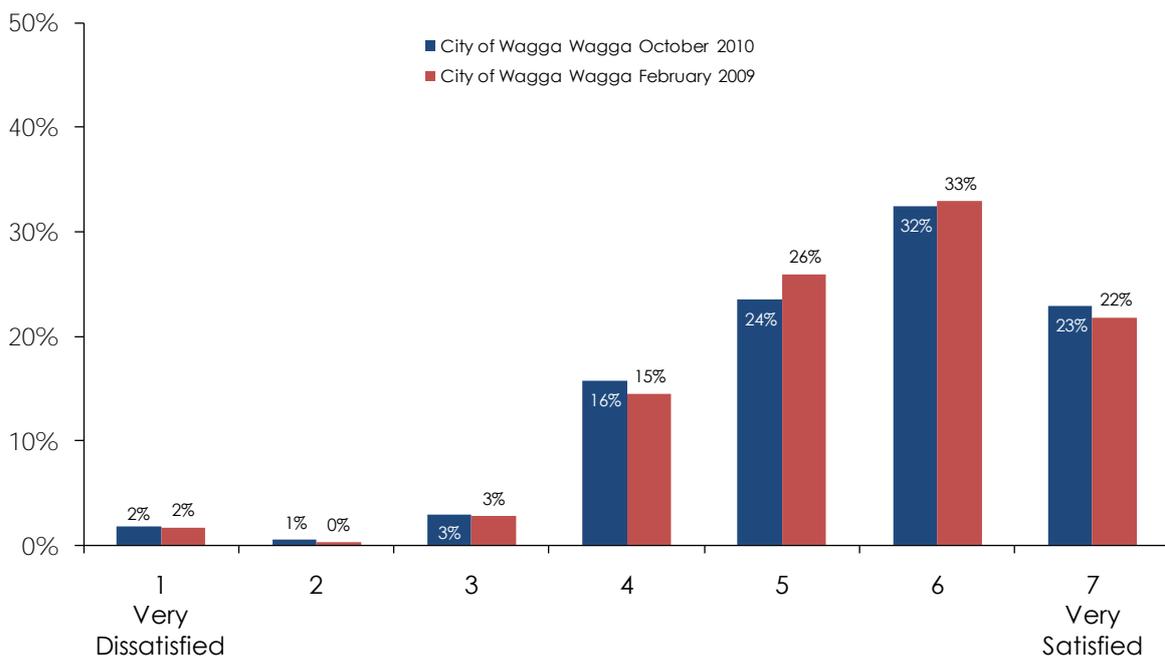
^ February 2009 "Local Newspapers" have combined *The Riverina Leader* and *The Daily Advertiser*

Have you used the Civic Centre in the last 12 months?

Community members were asked whether they had used the Civic Centre in the last year. A majority (67%) had used the Civic Centre, similar to the 68% user result from 2009.

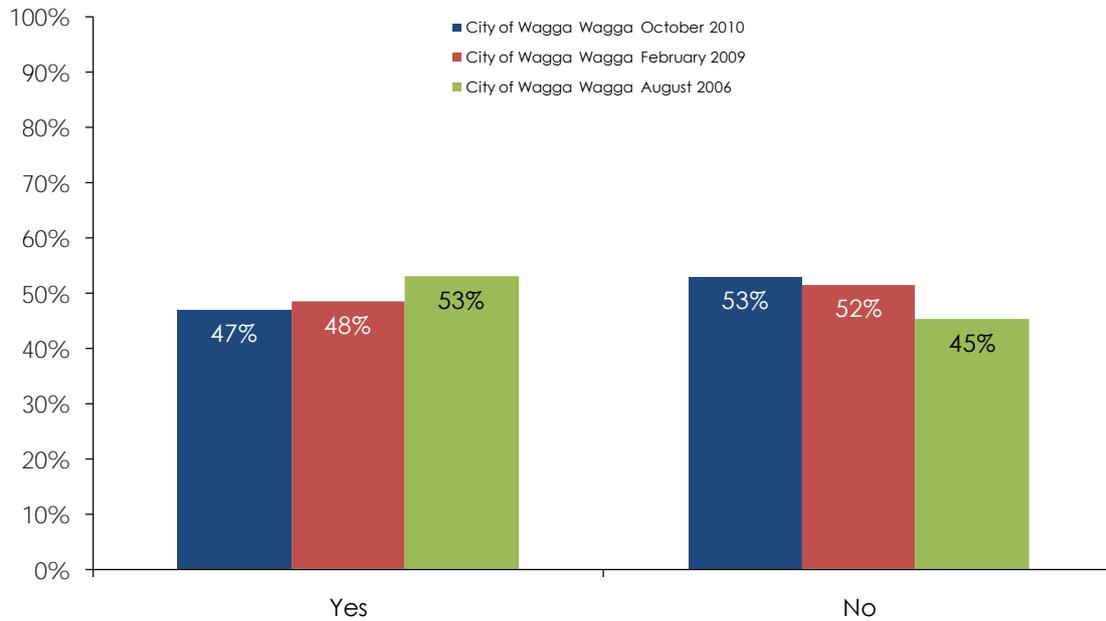


Those who had used the Civic Centre were also asked about their satisfaction with it. The result of 55% (score of 6 and 7) in 2010 is similar to 2009, where there were also 55% of highly satisfied (scoring 6 and 7) users of the Civic Centre.

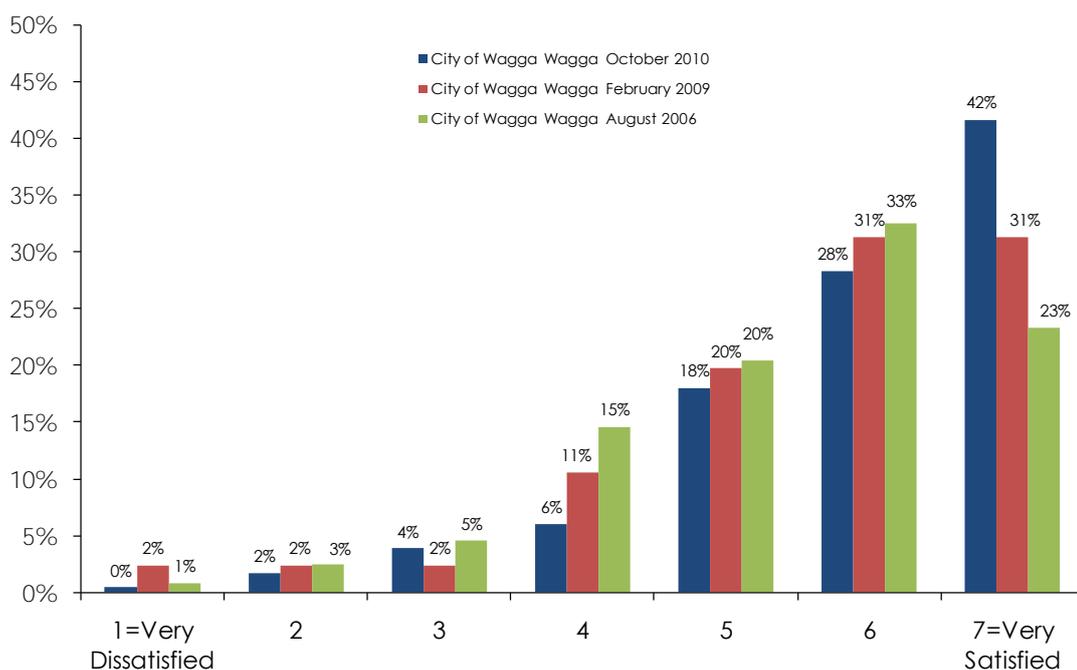


Have you used the Visitor Information Centre in the past 12 months?

The use of the Visitor Information Centre was also measured for the past 12 months. 47% indicated they had used it, similar to 2009 (48%) and 2006 results (53%). This does not illustrate a great change in use over the past few years.

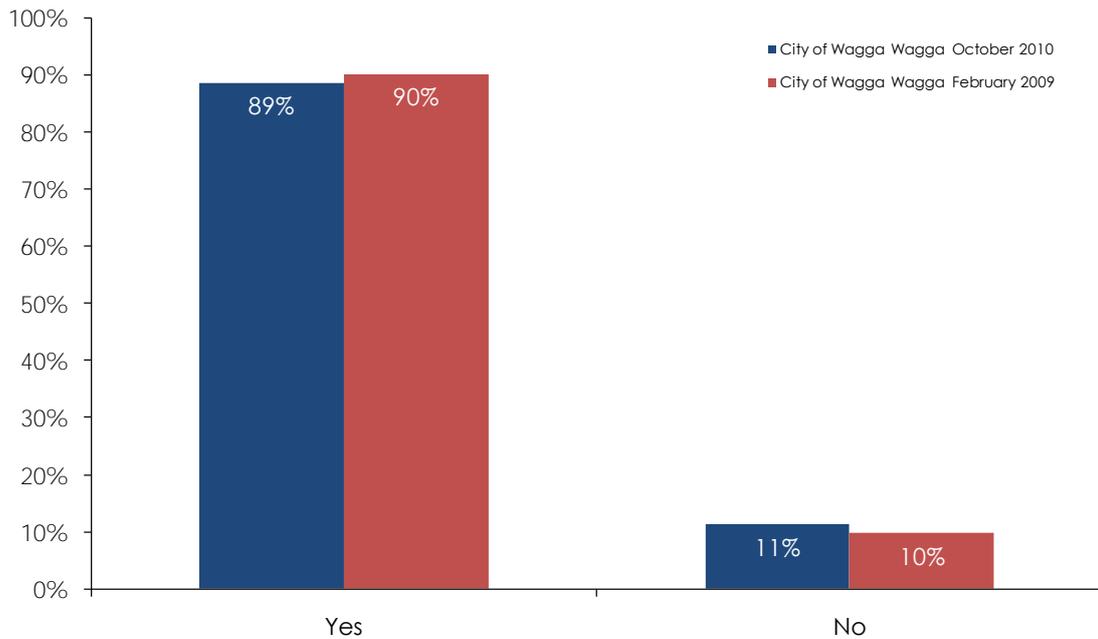


Of those who had used the Visitor Information Centre in 2010, 42% were very satisfied with it by giving a rating of 7. This is encouraging when compared to 2009 (31%) and 2006 (23%) results with an increase in *Very satisfied* users.

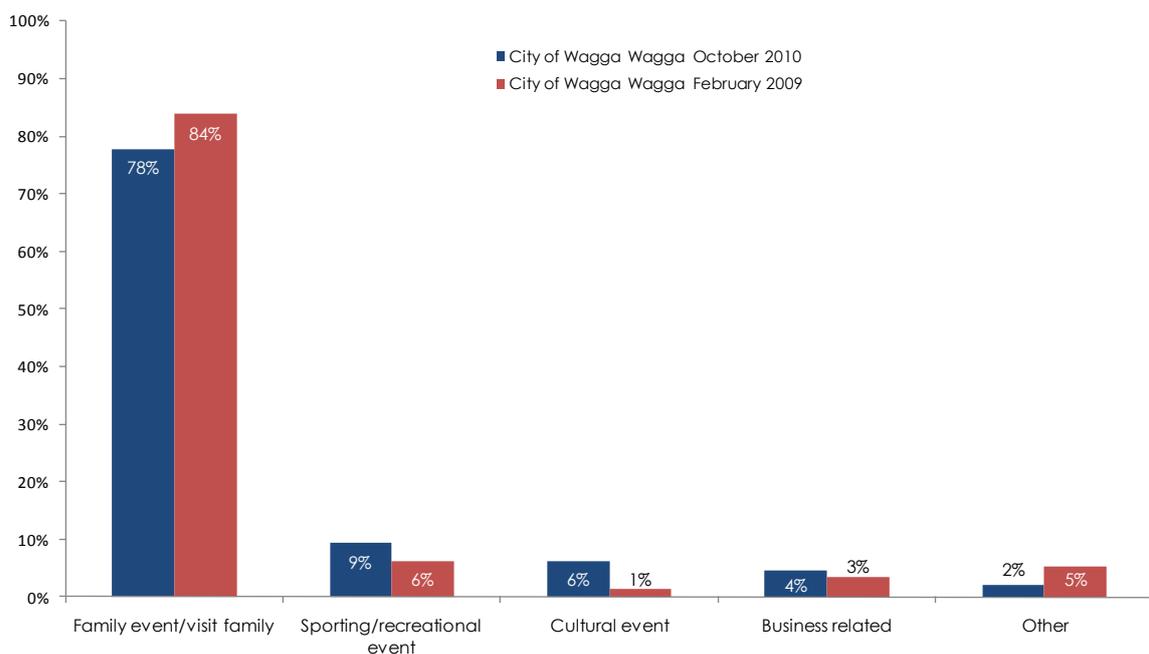


In the last 12 months have you had a friend or relative visiting Wagga Wagga?

89% of community members indicated that either a friend or relative had visited Wagga Wagga in the last year. This is consistent with responses from 2009, where 90% of community members also had family or friends visit Wagga Wagga.



Of those who did have guests in 2010, the majority (78%) were in Wagga Wagga for a family event or visit, which is also consistent with the most popular response in 2009 (84%).



Section 3: Council facilities and services

What the community feel is important

The five highest ranked **importance** variables for City of Wagga Wagga residents for **Section 3** (listed in descending priority order) are reported in the table below, along with the results from 2009 and 2006.

October 2010 Top 5 importance	Mean	February 2009 Top 5 importance	Mean	August 2006 Top 5 importance	Mean
Management of traffic flow (e.g. lights, roundabouts, street signs)	6.22	Garbage collection service	6.17	Garbage collection services	6.21
Availability of parking in the CBD area	6.19	Urban roads	6.15	Street signage	6.08
Efficiency of the Council's customer service	6.17	Parks and gardens	6.14	Urban roads	6.08
Condition of urban roads	6.17	Handling of enquiries by City Council staff	6.13	Management of traffic flow (e.g. lights, roundabouts, street signs)	6.08
Parks and gardens	6.17	Street signage	6.10	Street lighting	6.07

■ Common to October 2010, February 2009 and August 2006

The top five importance list contains two variables consistent with the previous survey from February 2009. *Garbage collection services* has fallen out of the top five after being rated the most important in 2009 and 2006.

Within the top five importance list, City of Wagga Wagga community members have identified multiple statements from the category of Roads and Traffic as most important to them. This includes the management of traffic flow, availability of parking in the CBD and the condition of urban roads.

All five variables attracted mean importance scores above six from a possible score of seven, indicating high levels of importance for community members.

How the community feel City of Wagga Wagga is performing

The table below reports, in descending order, the five variables ranked highest in performance by City of Wagga Wagga community members for **Section 3**.

October 2010 Top 5 performance	Mean	February 2009 Top 5 performance	Mean	August 2006 Top 5 performance	Mean
Library and mobile library, their events and programs	5.53	Botanic Gardens	5.49	Botanic Gardens	5.48
Cemeteries and crematorium	5.53	Airport facilities	5.40	Garbage collection services	5.40
Airport facilities	5.51	Garbage collection services	5.32	Sewer Services	5.32
Urban garbage services	5.48	Civic Theatre and performance program	5.23	Library and mobile library, their events and programs	5.23
Art Galleries, exhibitions and public programs	5.42	Sewer service	5.20	Cemeteries and crematorium	5.20

- * Also identified in the top five importance list
- Common to October 2010, February 2009 and August 2006

The top five performance list does not contain any of the variables found in the top five importance list. This may be a concern to City of Wagga Wagga as community members have not identified any of the top five important factors as high performing. However, scores of five and above on a seven point scale does suggest these areas are performing well.

Community members have identified multiple public facilities and amenities provided by Council as high performers, such as Library and mobile library, cemeteries and airport facilities.

The variable *Airport facilities* appears in both the 2010 and 2009 top performer table, which indicates continual high performance, a positive result for the City of Wagga Wagga.

At the other end of the scale are the lowest performing variables. This table shows the five variables given the lowest rankings by City of Wagga Wagga community members in 2010 as compared with those ranked lowest in 2009 for **Section 3**. Please note that the lowest performing variable appears first on the list.

October 2010 Lowest 5 performance	Mean	February 2009 Lowest 5 performance	Mean	August 2006 Lowest 5 performance	Mean
Development Services (applications, construction certificates, inspections)	3.40	Lake Albert, River reserves and nature reserves	2.88	Exhibition Centre (Equex)	2.99
Condition of unsealed rural roads	3.61	Development Services (applications, construction certificates, inspections)	3.50	Lake Albert, River reserves and nature reserves	3.22
Condition of sealed rural roads	3.77	Footpaths	3.70	Rural roads	3.46
Services for young people	3.79	Rural roads	3.82	Development Services (applications, construction certificates, inspections)	3.48
Weed Control	3.89	Public Toilet Amenities	3.86	Oasis Regional Aquatic Centre	3.59

- * Also identified in the top five importance list
- Common to October 2010, February 2009 and August 2006

The lowest five performing areas relate to Council services – *Development Services* and *Services for young people*; Roads and Traffic – *Condition of unsealed rural roads*, *Condition of sealed rural roads* and Environmental Management and Maintenance – *Weed Control*.

Additionally, *Development Services* continues to be identified as a low performer, appearing in 2006, 2009 and 2010. However, *Lake Albert, River reserves and nature reserves* is no longer in the top five, after appearing in 2009 and 2006. This suggests improvement in performance against other areas over this period of time.

As can be noted from the above table, none of the lowest performing variables are common to the top five importance list, which is a positive result.

Where Community members Feel City of Wagga Wagga can improve

In identifying factors for improvement, Insync Surveys analyses the perceived difference – or “gap” – between the importance and performance score for each variable. These gaps indicate areas of frustration or dissatisfaction for community members and thus represent improvement opportunities. Based on our research, gaps of or above 2.00 are considered significant, with a gap score of 3.00 or higher generally pointing to widespread dissatisfaction. For the purpose of business improvement, then it is important to keep in mind that a larger gap does not indicate a larger problem, rather it indicates an increase in certainty that the variable is indeed of some level of concern.

The table below reports the five variables with the highest gap scores for **Section 3** of the 2010, 2009 and 2006 surveys.

October 2010 Top 5 gaps	Mean	February 2009 Top 5 gaps	Mean	August 2006 Top 5 gaps	Mean
Condition of sealed rural roads	2.34	Lake Albert, River reserves and nature reserves	3.17	Lake Albert, River reserves and nature reserves	2.58
Development Services (applications, construction certificates, inspections)	2.25	Footpaths	2.24	Public Toilet Amenities	2.27
Condition of urban roads*	2.22	Development Services (applications, construction certificates, inspections)	2.21	Rural roads	2.26
Condition of unsealed rural roads	2.11	Public Toilet Amenities	2.14	Urban roads	2.23
Availability of parking in the CBD areas*	2.09	Efforts by the Council to promote and market Wagga Wagga City	2.12	Footpaths	2.20

* Also identified in the top five importance list

■ Common to October 2010, February 2009 and August 2006

Of the 58 statements, seven registered gap scores of 2.00 or above.

The majority of gaps in the top five are factors from the area of Roads and Traffic – *Condition of sealed rural roads, Condition of urban roads, Condition of unsealed rural roads and Availability of parking in the CBD areas.*

The top five improvement opportunities list contains two variables from the top five importance list. These areas represent the Council with improvement opportunities as they are important to community members, but are not perceived to be performing as well as other areas:

- *Condition of urban roads*
- *Availability of parking in the CBD areas*

Prioritising improvement opportunities – gap grid analysis

A review of the gap grid has identified the following priority improvement opportunities for City of Wagga Wagga for **Section 3**:

- *Conditions of urban roads*
- *Availability of parking in the CBD areas*

The following factors should also be monitored as they have scored a gap score of or above 2.00.

- *Condition of sealed rural roads*
- *Development services*
- *Condition of unsealed roads*
- *Weed control*
- *Ease of conducting business with the city council*

Statements		
1	Ease of conducting business with the City Council	30 Street trees
2	Handling of enquiries by City Council staff	31 Management of traffic flow (e.g. lights, roundabouts, street signs)
3	After hours service	32 Availability of parking in the CBD areas
4	Attention given by the City Council staff to complaints by residents	33 Community programs and projects
5	Availability of information about services provided by Council	34 Development Services (applications, construction certificates, inspections)
6	Efforts by the Council to promote and market the City of Wagga Wagga	35 Applications (e.g. dog registrations, sewer, tree pruning, tree removal etc)
7	Efficiency of the Council's customer service	36 Services for Seniors and the aged
8	Responsiveness of Council staff	37 Family Day Care Service
9	Meeting my service expectations	38 Ranger Services - animal management (includes Glenfield Rd Animal Shelter)
10	Parks and gardens	39 Ranger Services - parking management
11	Cemeteries and crematorium	40 Services for people with disabilities
12	Wiradjuri Reserve and Wagga Beach	41 Services for young people
13	Public toilet amenities (in parks, community amenities, excluding Shopping Centre)	42 Monitoring of environmental issues (e.g. water, air quality, salinity)
14	Playground equipment	43 Weed Control
15	Library and mobile library, their events and programs	44 Lake Albert, river reserves and nature reserves
16	Council's Community Centres	45 Stormwater Services
17	Council buildings and resources provided for community use (e.g. public halls)	46 Access to waste depots and waste transfer stations
18	Immunisation Clinics	47 Rural garbage services
19	Senior Community Centre	48 Urban garbage services
20	Airport facilities	49 Landfill operations
21	Livestock Marketing Centre	50 Litter control
22	Condition of sealed rural roads	51 Sewer services
23	Condition of unsealed rural roads	52 Sport facilities, recreation
24	Condition of urban roads	53 Oasis Regional Aquatic Centre
25	Roadside management (e.g. trees, slashing, litter)	54 Art Galleries, exhibitions and public programs
26	Condition of footpaths	55 Civic Theatre and performance program
27	Cycleways/walking tracks	56 Councils annual grants program
28	Street lighting	57 Major and Community Events
29	Street signage	58 Museum of the Riverina

Written comments: Section 3

Community members were invited to add their own comments in response to the service and interaction they had with City of Wagga Wagga Council staff.

In reference to the statements ‘Responsiveness of Council staff’ and ‘Meeting my service expectations’, please provide further details of services where expectations were not met.

Following below are a sample of comments submitted by community members. One of the most frequent comments made is in relation to the difficulties encountered with Planning and Development Applications. Often the length of time to gain approval and complexity of the application process is most frustrating for respondents.

“Two DA’s have been lodged by myself. One for business which was slow, disorganised and painstaking. The other was for my home and the council inspectors couldn’t care less. Such as weary experience. Waste of time dealing with this greedy, lazy council”

“Planning and building plans are extremely slow. A very manual approach less than ideal”

“Poor office handling of paperwork for DA’s. Information always getting lost. Having to resubmit paperwork”

“Slowness in processing DAs. 3-4 months is not unusual but not acceptable”

“DA approval too long a process – availability of building inspectors to carry out inspections not satisfactory”

Community members are also frustrated by the level of follow up they have received once Council has been contacted. The comments indicate frustration with getting in touch with the right individual and having requests met once they are made. Dissatisfaction with customer service is another issue raised by respondents.

“Public enquiries should be handled by appropriate staff at point of enquiry – not have to make appointments for interviews of phone calls”

“Calls not returned. Receipt of letters not acknowledged”

“Very poor service provision – often requests are not responded to. Communication with the community is very poor”

“Returning phone calls and providing essential information which only council has”

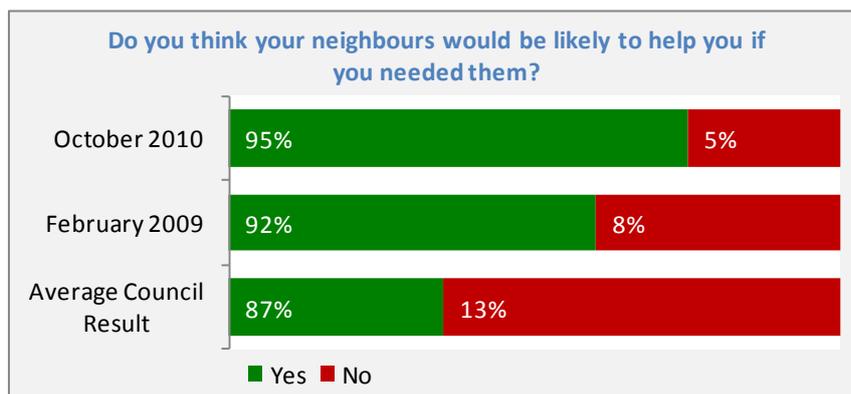
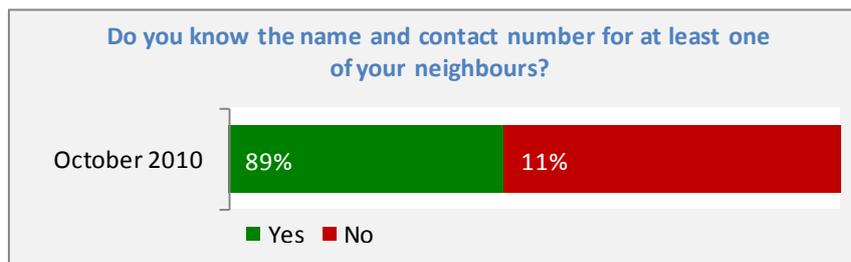
“Hate accessing the Customer Service Centre in person or by phone – they have little knowledge, give incorrect advice, redirect to incorrect staff (then have to repeat myself several times). Too many staff try to handle things they don’t understand. Go back to the old system of handling enquiries, when you access the people you need to access”

Generally, community members are concerned with the promptness of the response from Council when an enquiry or application is made. It is often frustrating to be directed to the wrong contact person, receive incorrect information or to not receive a response at all.

Section 4: Community connectedness

Statements in relation to City of Wagga Wagga Community

The graphs below show community members responses to eleven statements about their community. The percentages of Yes and No responses to each question were recorded and compared to results from February 2009. Also provided, where possible, are the average results from Councils who have also conducted a Community Survey over the past three years.

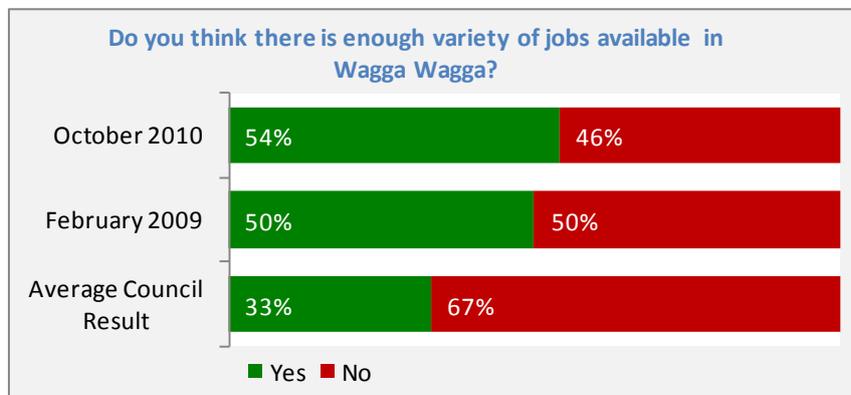
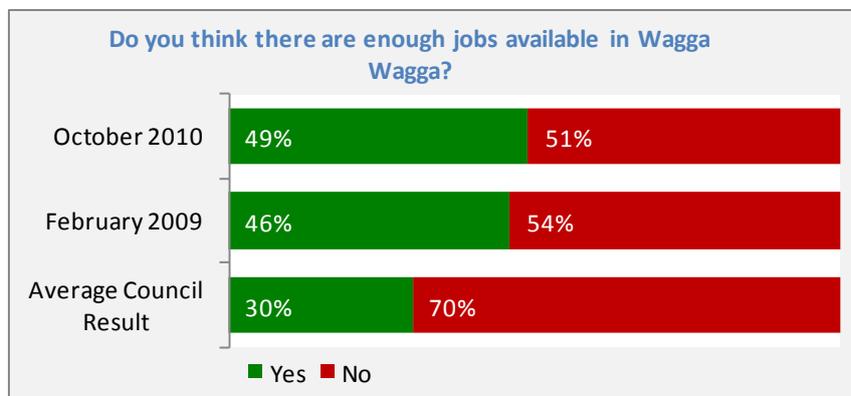


As seen by the graphs above, a majority (89% Yes) of community members know the names and contacts for at least one of their neighbours. 95% also believe that their neighbours would help when needed, an improvement on 2009 results (92% Yes) and above the average result (87% Yes). This is a positive result for City of Wagga Wagga community members.

In 2010, community members mostly disagreed with the following variables:

- *Do you think there are enough jobs available in Wagga Wagga?* (No: 51%)
- *Public transport available to meet your needs?* (No: 50%)

However, agreement for the variable *Do you think there are enough jobs available in Wagga Wagga* (49% Yes) is higher than the Average Council Result (30% Yes). *Do you think there is enough variety of jobs available in Wagga Wagga* (54% Yes) is also performing above the Average Council Result (33% Yes).



Over the same period, the following variables in relation to housing have seen a decrease of those in agreement:

- Do you think land and housing is affordable in Wagga Wagga?*
From 70% agreement in 2009 to 64% agreement in 2010
- Do you think there is good choice and availability of housing options in Wagga Wagga?*
From 72% agreement in 2009 to 69% agreement in 2010

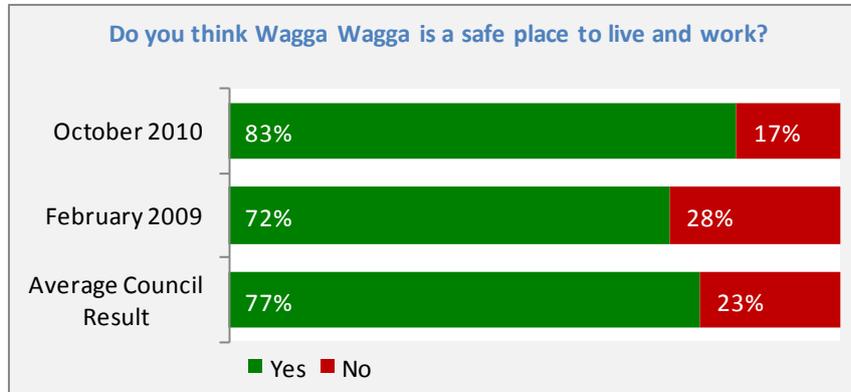


The Average Council Results are also higher in agreement for both statements in comparison to the results from October 2010.



The majority of residents believe that Wagga Wagga is a leading regional city (79%). The level of agreement is higher than the result from 2009 (69%) and the average council result (53%).

A majority of community members believe that Wagga Wagga is a safe place to live and work (83% Yes) and that Wagga Wagga is a healthy community (78% Yes). These results are higher than the Average Council Result (77% and 76% respectively).



Nine of the eleven statements received a greater than 50% Yes response. In examining previous results, it appears that agreement has increased for a number of variables, which suggests that community members believe that there has been positive change in Wagga Wagga.

- *Do you think your neighbours would be likely to help if you needed them?*
- *Do you consider Wagga Wagga to be a leading Regional City?*
- *Do you think there is enough variety of jobs available in Wagga Wagga?*
- *Do you think Wagga Wagga is a safe place to live and work?*
- *Do you think Wagga Wagga is a healthy community?*

City of Wagga Wagga results compare favourably to the Average Council Results, especially statements concerning the availability and variety of jobs, safety in the area and the regional leadership position of Wagga Wagga. Land and housing availability in Wagga Wagga however, is a concern; along with public transport which are both below the Average Council result.

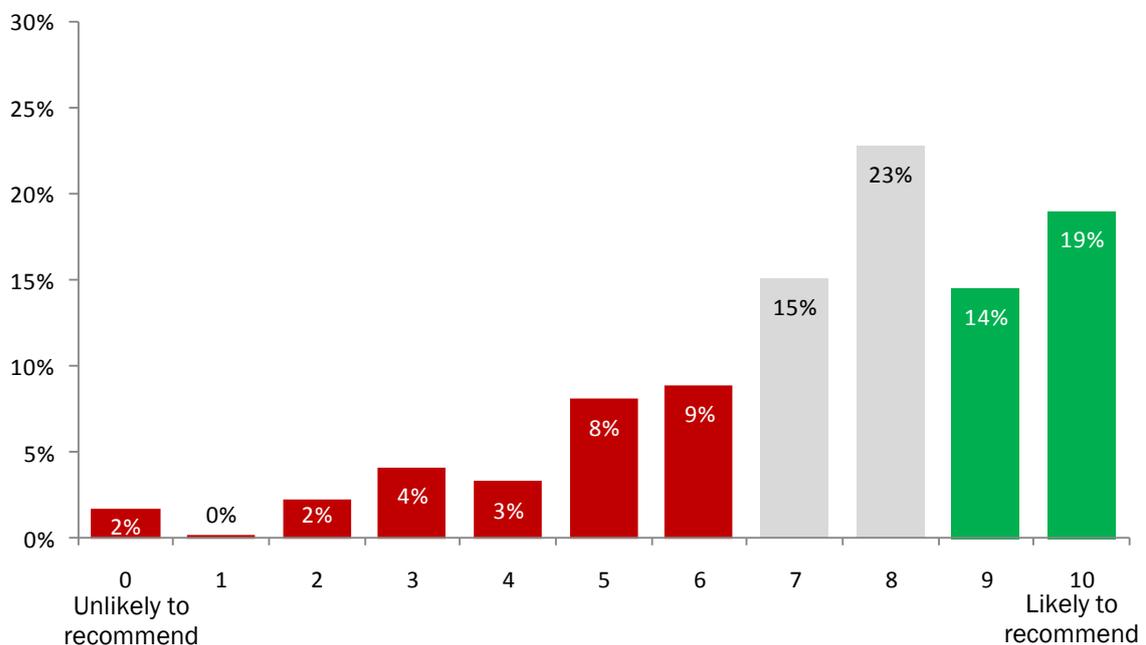
Overall, the 2010 results show that there are perceptions of gradual improvement to the manner in which respondents view and understand their local community.

The Net Promoter Score: How likely are you to recommend the City of Wagga Wagga as a place to live?

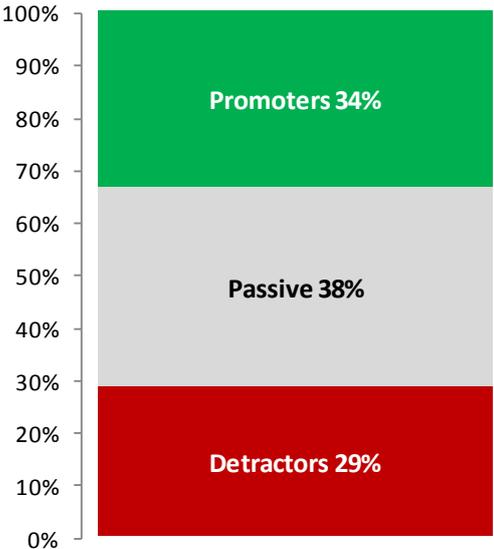
Community members were asked to indicate how likely it would be for them to recommend the City of Wagga Wagga as a place to live.

The Net Promoter Score has traditionally been used in customer research. However, its relevance to has increased recently – it is reasoned that a satisfied individual may tell one friend about their experiences while an unsatisfied individual may tell 10 friends. Using Reichheld’s Net Promoter Score® (NPS) methodology, responses to this question are clustered into three groups:

- **Promoters (likely to recommend):** A rating of nine or ten are from ‘promoters’. They are typically the source of positive word-of-mouth.
- **Passively satisfied:** Respondents who rated the City of Wagga Wagga a seven or eight (grey in the chart below), are ‘passively satisfied’. Their propensity to recommend is typically lower than that of those of the promoters.
- **Detractors (unlikely to recommend):** Detractors’, with ratings from zero to six make up the third group. Detractors typically account for a vast majority of negative word-of mouth.



A combined 34% of community members indicated that they would be likely to promote the City of Wagga Wagga as a place to live. Conversely, a combined 29% would be unlikely to recommend Wagga Wagga as a place to live.



	=	% Promoters	–	% Detractors
Net Promoter Score (NPS)	=	34	–	29
	=			+5

The responses to the net promoter question were tallied to obtain a metric known as the Net Promoter Score (NPS). The NPS is the percentage of promoters minus the percentage of detractors. The City of Wagga Wagga’s NPS was **+5**. The percentage of promoters outweighs the percentage of detractors.

Comments by Net Promoter Score Categories

A variety of responses were received for the question of “How likely are you to recommend the City of Wagga Wagga as a place to live?”, however there are still some common themes that emerged. The following comments have been separated into Promoters, Passive and Detractors.

Comments from PROMOTERS - Likely to recommend City of Wagga Wagga as a place to live (9-10)

Theme	Comment
Balance between city and country living	<p><i>“Big enough to provide good selection of shops, hospital, restaurants, schools etc. Small enough to have country living benefits – fresh air, very short commute times, cheaper housing than big cities”</i></p> <p><i>“Wagga Wagga has city living and facilities without having to live in an anonymous city, on the whole people here and friendly and helpful”</i></p> <p><i>“Country attitude with facilities to a city well connected to Sydney, Canberra, Melbourne”</i></p> <p><i>“Wagga Wagga is a city with life and activity. It has activities – culture provided by big cities with the advantages of country life”</i></p> <p><i>“A country town with all of the amenities if a larger city. A growing community with lots of business opportunity and a great place to bring up kids”</i></p>
Family environment	<p><i>“Great family community – affordable housing, good job prospects, choice of schooling”</i></p> <p><i>“Wagga is an excellent community for its natural beauty, provision of most necessary services, outstanding educational opportunities, lifestyle options (including housing). It is also a community I feel safe in with my family”</i></p> <p><i>“It is a community oriented city with mostly helpful and friendly residents. It is a relatively safe city and the ideal place to raise young children. Wagga is also a very beautiful city.”</i></p>
Facilities	<p><i>“It is a beautiful city, good education/schools, easy to facilitate shopping needs, excellent library, fantastic aged care facilities / caring people</i></p> <p><i>“Affordable, attractive, things to do, amenities, close to cities, within proximity to snowfields and the coast”</i></p>

Comments from PASSIVES – Neutral (7-8)

Theme	Comment
<p>Balance between city and country living</p>	<p><i>“City with plenty of facilities but rural setting with fresh air, handy to other large and small centres, no traffic problems to speak of”</i></p> <p><i>“Wagga is a beautiful city and has everything the big cities have but all the freedom to relax”</i></p>
<p>Facilities and environment</p>	<p><i>“Wagga is a great place for a family, good schools, shops and services for children. Coffee shops and restaurants are finally starting to improve but still a bit further to go”</i></p> <p><i>Good schools, ease of movement in city, proximity of health services, affordable housing, safe environment generally for aged and young, good cemetery”</i></p> <p><i>Clean air, schools, parks, rising but mostly affordable housing, adequate shopping. Good health services”</i></p>

Comments from DETRACTORS - Unlikely to recommend City of Wagga Wagga as place to live (0-6)

Theme	Comment
<p>Lack of progress and future planning</p>	<p><i>“Public facilities poorly maintained; city has not kept up to date with current requirements for roads, public amenities, recreation facilities”</i></p> <p><i>“Regularly seeing other centres, particularly Albury progress in leaps and bounds because WWCC sits on its hands or makes things too difficult for developers etc. To bother to proceed in Wagga, WWCC seems more concerned with itself and how to make money than Wagga Wagga”</i></p> <p><i>“There has been a lack of forward planning. The inability to see and plan beyond 10 years will kills the city”</i></p>

Lack of entertainment

“The city lacks a variety of entertainment for all ages. The focus of entertainment is the CBD and late night all entertainment is focused on the pub and night club”

“Not enough entertainment – major music bands / no outdoor water slide activity / not enough young people entertainment / better sporting venues”

“Lack of new business to create jobs, not enough tourism wise for families, nothing to do if not wine, museums, horse racing. Need something for families”

Crime and safety

“Wagga is not that safe over weekend periods in the CBD area. We NEVER go out over weekends in Wagga anymore”

“Try to walk down this street after dark, without being abused, based or have uncontrollable youth swearing at yourself and family”

Please provide any other general comments you may have about the City of Wagga Wagga.

Community members were asked to provide additional comments about the City of Wagga Wagga. A variety of themes and issues were raised and following below are a sample of these comments.

There is concern over the manner in which Council has planned for the future, including their approach to new businesses, development and industry to the area. Many respondents acknowledge the potential Wagga Wagga has as a leading regional city, however more must be done to ensure that the City continues to grow and accommodate for the needs of local business and industry.

“Wagga is currently a passenger in all areas instead of a driver, we follow and slide along in a reactive manner. This will continue until strong leadership with strong goals, values, community ownership is adopted”

“Wagga’s potential is only being very lightly exploited. It needs a push. Start thinking like Australia’s premier regional city and it will happen. If you attract them they will come (industries, population, culture, sports...). All of the major capitals are unaffordable and congested. Most Capitals have major infrastructure issues. Wagga has the opportunity to take growth from these capitals by being an affordable, pleasant place to be. A place that is going ahead. People love to be in places that have a feeling or energy of progress, use this to Wagga’s advantage and start to really growing the city”

“The red tape involved for new and existing businesses for Wagga is giving places like Albury a vast majority of our business”

“Needs to be proactive at attracting business/manufacturing. Needs to provide assistance to future industry”

“Council does not do enough to welcome, encourage new business to the city. Makes it hard for people to operate businesses”

“It is not helping or promoting small business like other regional towns who go out of their way to cut through red tape to assist developers of business. WWCC is, on a whole a nightmare to deal with and most disorganised. It has been an expensive and frustrating process having opened a business and put on an extension at home. What a joke!”

“I feel Wagga Council has done a great job to become a regional leader – however should not rest on its laurels – other towns are catching up”

“The City must be allowed by Council to grow at a faster rate as in new business ventures. At the moment red tape is holding the city back”

This concern extended to the availability of appropriate recreational facilities for locals and tourists in Wagga Wagga. In addition to encouraging local business, this was seen as an opportunity for the City to promote itself as a desirable place to live and visit.

“Wagga needs more things for young people to do that doesn’t cost the earth”

“I think more recreation and tourism opportunities as well as more industries in Wagga is needed to make this great town continue to be a leading regional city”

“I enjoy accessing services here, but when my friends visit for a long weekend – nothing is open on a Monday – the gallery and museums are both closed so we often go out of town for things to do – this is not good for commercial interests here”

“The only downside is the lack of recreational facilities for children and teens during school holidays. One needs to leave the city in order to find entertainment. Skating rinks, bowling alleys, safer skateboard parks, cycling paths or parks, a variety of party venues will also benefit residents”

“Need to open up more land to build. More activities for teenagers to do (indoor skate park, bowling alley, rock climbing, timezone)”

“I would not like to see us create kitsch tourist 'attractions'. Rather, let us continue to have and enhance a beautiful environment and a broad range of things we can justify outside their tourist value. Then, by all means let us promote our real attractions to tourists.”

The maintenance of existing local facilities and infrastructure was also raised as a potential concern. Sporting grounds and parks were identified, as well as the conditions of roads and the availability of parking in the CBD.

“It is good to have new playgrounds etc. but, existing infrastructure is badly neglected, more attention should be given to this”

“Please upgrade hockey grandstand at Jubilee. Other sporting grounds need more seating. Decent security for Jubilee oval complex, fix up drainage under pathways”

“Current sport facilities need improvement / maintenance e.g. croquet facilities / equestrian. Peak hour traffic congestion e.g. Lake Albert Rd & Glenfield Rd

“City seems focussed on major sporting venues rather than spending on a range of sporting and recreational facilities e.g. bikeways, public reserves and parks”

“Too much emphasis on sporting venues and far too little expansion on city roads network to outer suburbs for increased traffic flow to new estates. Very poor”

“Definitely not enough all day parking for CBD workers with parking rangers too free with their tickets”

“Little all day parking in the CBD”

“On the city streets in CBD parking spaces desperately needed to increase parking of cars etc. On street – many 2 cars in 3 car space”

“Road conditions are poor, many road require permanent repair not just patch repair”

Generally, community members think that the City of Wagga Wagga is a safe place to live and to raise a family. However, there is increasing concern about safety after dark and the possible link this has with alcohol and with the lack of recreation activities in Wagga Wagga.

“Too many drunks in the street at night. Liquor laws need to be policed and hotel hours to be reduced”

“Safety is my greatest concern. Too many homes/business break and enters. Too much youth vandalism. Alcohol related crimes. Vehicle break ins, if Council can assist in safety areas, city image will benefit and this will be a great reflection on Council. Please”

“Not safe in the CBD after 9 or 10 pm, hooligans seem to rule”

“It would be a great help to the City of Wagga to achieve earlier pub closing times – it would prevent crime, damage, violence on the streets of Wagga Wagga”

“Night life in Wagga Wagga can be dangerous. Please find a way to stop this damage”

“Wagga is not that safe over weekend periods in the CBD area. We NEVER go out over weekends in Wagga anymore”

“When do we get our CCTV to really make us as the community feel safe at night, also business would love to have less vandalism at night times”

Community members have used this opportunity to outline a few of their concerns and views on how the City of Wagga Wagga is progressing. Overall, there is a sense that Wagga Wagga may not be meeting its potential as a leading regional centre; however, there is opportunity for improvement.

2. Summary and Discussion

Summary

Overall, 507 City of Wagga Wagga community members completed the Community Survey during October 2010. The results have captured valuable information and insights into the opinions of community members of Wagga Wagga. The majority of respondents to the Community Survey were from Koorinal and Lake Albert (including Lakehaven Estate) at 12% each.

Summary of Section 1: What is on your mind and how are we doing?

Areas of high importance for City of Wagga Wagga community members relate to Council's financial management, friendliness of Council staff, knowledge and experience of Council staff, consistency of information from staff and the appearance of the CBD. Two out of the five top importance areas also appeared in 2009 and 2006.

Of the top five performing areas of the City of Wagga, three relate to customer service: friendliness, knowledge and experience of staff and the provision of afterhours service. Three of the top variables are also common to the top five importance list, *friendliness of staff at the Council*, *appearance of the CBD* and *knowledge and experience of staff at the Council*. This is a positive result for the Council with community members identifying these areas as important **and** performing better than the remaining variables.

Out of the 19 variables, 7 gained gap scores of or over 2.00. The variable *Council's financial management* presents Council with the greatest opportunity for improvement as it has been identified as an area a high importance to community members but perceived to be performing poorly. Analysis of the gap grid also indicates that *Council's support of local industry and business* and *ease in contacting the right person in Council* should also be monitored closely.

Overall, approximately 48% of respondents indicated fairly high satisfaction with the Council, providing ratings of five or six out of seven. A further 3% indicated a high level of satisfaction with the Council (a rating of seven).

Summary of Section 2: How do you interact with the Council?

The Council website is mostly used to find out information about Council jobs, service, process, plans (16%) and to find community contacts and links (17%). Currently 15% of community members used the website to for *Paying Council accounts*, whereas in 2009 18% used the website for this service.

The preferred method of receiving information from the City of Wagga Wagga was through newsletter (39%) and letterbox drops (31%). This is similar to results from 2009 with the preference for newsletter at 45% and letter box drops at 27%.

The Civic Centre was used by 67% of respondents in 2010, similar to 2009 (68%). Of those that had used the Centre, 79% also indicated that they were very satisfied (scores of five and above out of seven) with the Centre. The Visitor Information Centre has also been used by 47% of community members in 2010. Once again this is a result similar to 2009, with 48% using the Information Centre. Satisfaction was also positive, with a combined 88% scoring five and above out of seven in 2010.

For those community members who had visitors to Wagga Wagga (89%), the majority were in the City to visit family or for a family event (78%). This continues to be the most frequent response, as in 2009 84% of visits were due to the same reason.

Summary of Section 3: Council Facilities and Services

Priorities for City of Wagga Wagga community members include the management of traffic flow and parking the in CBD, efficiency of Council's customer service, conditions of urban roads and parks and gardens.

The top five performing areas identified by respondents include *Library and mobile library, their events and programs; Cemeteries and crematoriums; Airport facilities; Urban garbage services and Art Galleries, exhibitions and public programs.*

Community members have not identified any of the top five performers as high importance, however their scores of five and above out of seven suggest they are areas of high performance. The lowest performers relate to the categories of Council Services, Roads and Traffic and Environmental Management and Maintenance.

There are seven significant gap scores (2.00 and above) in the October 2010 survey. The variables *Conditions of urban roads* and *Availability of parking in the CBD areas* were identified in both the top five gaps and top five importance, presenting Council with two opportunities for improvement.

Summary of Section 4: You and Your Community

The following statements received a majority of Yes responses:

- *Are you a member of a community, social, sporting or religious group?*
80% Yes
- *Do you know the name and contact number for at least one of your neighbours?*
89% Yes
- *Do you think your neighbours would be likely to help you if you needed them?*
95% Yes (increase 3% since 2009)
- *Do you consider Wagga Wagga to be a leading Regional City?*
79% Yes (increase 10% since 2009)
- *Do you think land and housing in Wagga Wagga is affordable?*
64% Yes (decrease 6% since 2009)
- *Do you think there is good choice and availability of housing options in Wagga Wagga?*
69% Yes (decrease 3% since 2009)
- *Do you think Wagga Wagga is a safe place to live and work?*
83% Yes (increase 11% since 2009)
- *Do you think Wagga Wagga is a healthy community?*
78% Yes (increase 9% since 2009)

The following statements received a majority of No responses:

- *Do you think there are enough jobs available in Wagga Wagga?*
51% No (decrease 3% since 2009)
- *Public transport is available to meet your needs?*
50% No (decrease 6% since 2009)

The statements which received a majority of No responses have both seen a decrease in the number of community members who have answered in the negative. This is a good result as it suggests that there may have been slight improvement in these areas.

In answering the question “How likely are you to recommend the City of Wagga Wagga as a place to live?” on an eleven point scale, 34% of community members indicated they would promote the City

(score of 9-10), with 29% unlikely to recommend (score 0-6). Overall, positive word of mouth outweighs the negative and City of Wagga Wagga received a NPS score of **+5**.

Written Comments

In addition to the quantitative data obtained in the study, a number of open-ended questions were also asked. This provided respondents with the opportunity to extend on issues addressed in the survey or bring new issues to the attention of the Council.

In response to the **likelihood of recommending Wagga Wagga as a place to live**, the balance of country and city life was frequently cited as an advantage. The family environment and facilities available were also provided as reasons for recommending the City of Wagga Wagga. Those unlikely to recommend see the city as falling behind other regional areas, with the Council not doing enough to secure the future of the city.

Community members also provided further details of **services where expectations were not met**. An area of great frustration is in the Planning and Development Application area, whether it be from the length of time or amount of difficulties that arise. Also, the level of follow up received once contact is made with Council is an area that many respondents are unhappy with.

There was also the opportunity to provide **general comments** about the City of Wagga Wagga. Many community members recognise that Wagga Wagga has the potential to be a leading regional city, but believe that change is needed to encourage business, tourists and locals to the area. The maintenance of local facilities and roads has been mentioned as possible areas for improvement to achieve this.

Conclusion

In summary, it is important that City of Wagga Wagga is open to discussing the results of this study with the community. Furthermore, Council should use these discussions to highlight positive aspects of Wagga Wagga, help identify and understand key community issues, and develop improvement plans. This also provides the Council with an opportunity to increase community involvement and improve community perception in the process. Planning for the way forward is not limited to the findings and methods discussed above. A number of other areas also require consideration. For instance, there may be areas that the community have identified as low in importance but are high priority in Council strategy. These should be reviewed. As well as examining the overall results, it is also important to consider issues unique to different demographics. When prioritising issues for action, it is recommended that a combination of the provided analyses, comments and focus groups be used to gain a more in-depth understanding of that which underpins or drives community concerns. This study has highlighted some key areas that the council is currently performing well in and also areas that the council can improve in.

Wherever possible, this study has used comparative data to track the performance of the council in the eyes of the community over the survey periods. Council can follow the mood and concerns of community members over time and whether they have been meeting expectations.

Report glossary

Gap Grid: The gap grid is a unique visual tool that allows you to see several key pieces of information within the one diagram. For each survey variable it shows the performance score (horizontal axis), the importance score (vertical axis) and the gap score (colour coded). The gap grid is a highly effective tool at an aggregate level and also at a specific demographic level.

Mean: The mean is the term used to describe the average. The mean is defined as the total of the scores divided by the number of scores.

Median: Defined as the value that lies in the middle of the distribution when the data is arranged in numerical order – in other words, it is the value that divides the distribution in half.

Significance: Refers to a gap score above 2.00, yet does not dictate true statistical 'significance'.