Moreland City Council
Customer Satisfaction Survey 2018

ANALYTICAL REPORT

Wallis Market and Social Research achieved accreditation to the International Standard ISO20252 in September 2007. The Company is committed to maintaining administrative and operational procedures which comply with these accreditation requirements and to improving its performance in all aspects of the service it delivers to its customers.

Wallis is an active participant in the market research industry, with senior staff making significant contributions to the Australian Market and Social Research Society (AMSRS) and the Association of Market and Social Research Organisations (AMSRO). As such we actively pursue the ethical objectives of the industry.

In addition to having attained the highest Industry accreditation, Wallis also participates in the Australian Achiever Awards, which recognises the customer service excellence of Australian companies. The Company has been awarded a high commendation every year since the inception of these awards in 1999.

Wallis is an acknowledged leader in data protection and privacy. Our systems are OWASP certified and we are Privacy Awareness Week partners – committed to sharing out knowledge with others.

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1.0 Introduction

This report presents the findings from the 2018 Customer Satisfaction Survey conducted by Wallis Market and Social Research on behalf of the City of Moreland. The survey methodology was compliant with the requirements set out by Local Government Victoria (LGV) to enable the inclusion of the survey data in the State-wide Local Government Community Satisfaction Survey throughout Victorian local government areas.

1.1 Background and objectives

The key objectives of the survey are to assess the performance of Moreland City Council across a range of measures and to seek insight into ways to provide improved or more effective service delivery. The survey is also designed to fulfil some of the statutory reporting requirements regarding Council performance.

1.2 Survey methodology

The survey was conducted by Computer Assisted Telephone Interviewing (CATI) among residents of the City of Moreland aged 18 years and over. A total of n=400 telephone interviews were conducted between 1st February and 20th March 2018. A team of five Wallis interviewers were briefed in person by the project team, ahead of commencing fieldwork.

A sample of landline and mobile numbers, matched to the City of Moreland area by postcode, was drawn at random from an accredited supplier of publicly available phone records that is used exclusively for market and social research. In order to improve the representation of younger and mobile-only households, the proportion of mobile phone numbers in the sample was increased to 30% from 10% in previous survey waves.

Minimum quotas of gender within age groups were applied during the fieldwork phase. The final survey sample was then weighted to match the demographic profile of Moreland City Council as determined by the most recent ABS population estimates.

The Table below shows the unweighted and weighted distribution of the final sample.

Table 1   Sample characteristics: unweighted and weighted distributions

Characteristics	Unweighted	Weighted
GENDER		
Male	43%	49%
Female	57%	51%
AGE		
18-34	15%	39%
35-49	29%	27%
50-64	32%	17%
65+	24%	17%
WARD		
North-East Ward	30%	29%
North-West Ward	42%	43%
South Ward	28%	28%

The questionnaire was based on the State-wide Local Government Community Satisfaction Survey, with some of the questions being required by the State Government ("Core" questions). Other questions were added to the survey in 2018 to measure Council's performance on a range of "Responsibility Areas", and to gather more qualitative feedback on areas requiring improvement.

The questionnaire took 12 minutes on average to administer. A copy of the questionnaire is attached at Appendix A.

1.3 Guide to this report

Index scores

Many questions ask respondents to rate Council performance on a five-point scale (from "Very good" to "Very poor", with "Don't know" also a possible response category). To enable comparison of results with the State-wide survey and historical results, an indexed mean score (or 'Index Score') has been calculated for such measures.

Following the procedure used in the State-wide survey, the Index Score is calculated and represented as a score out of 100 (on a 0 to 100 scale), with "Don't know" responses excluded from the analysis. As outlined in the Table below, 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
Don't know	1%	-	-
			INDEX SCORE: 60

Rounding

Percentages are generally rounded to whole numbers. Some totals may not add to 100 percent due to rounding.

Base sizes and reliability

Base sizes shown on the Tables and Figures indicate the number of people who answered each question. Those who gave a "don't know" response to a particular question are excluded from the calculation of results for that question.

The maximum margin of error on a sample of approximately n=400 interviews is +/-4.9% at the 95% confidence level for results around 50%. Margins of error will be larger for any sub-samples. Where sample sizes are low (less than n=50), results are indicative only and should be interpreted with caution.

Verbatim responses

Verbatim responses to the open-ended questions asked of all respondents have been reviewed and responses have been coded into themes.

2.0 Key results at a glance

Moreland City Council's Performance in 2018

Responsibility Area	Indexed Mean
Q1a. Community consultation and engagement	60
Q1b. Lobbying on behalf of the community	60
Q1c. Decisions made in the interest of the community	59
Q1d. The condition of sealed local roads in your area	62
Q1e. Informing the community	63
Q1f. The condition of local footpaths in your area	57
Q1g. Traffic management	53
Q1h. Parking facilities	52
Q1i. Enforcement of local law s	62
Q1j. Family support services	73
Q1k. Elderly support services	71

Responsibility Area	Indexed Mean
Q1l. Supporting the diversity of the Moreland community	77
Q1m. Recreational facilities	73
Q1n. Providing a range youth space options	66
Q1o. Providing arts and cultural opportunities	72
Q1p. Library services	81
Q1q. Keeping your local area generally free of litter	66
Q1r. Waste management	71
Q1s. Council's general tow n planning policy	51
Q1t. Planning for population grow th in the area	49
Q1u. Business and community development	64
Q1v. Environmental sustainability	67

Overall performance — **64**

Direction of Moreland City Council's overall performance

Improved **29%**

Stayed the same **59%**

Deteriorated **12%**
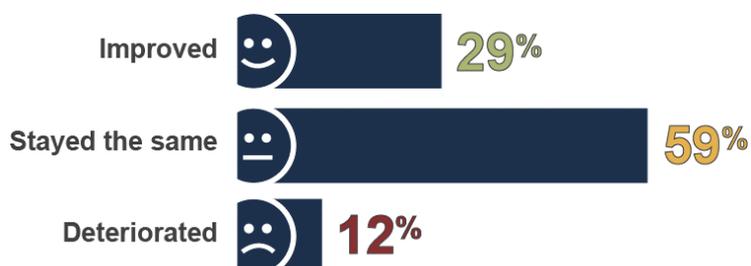
Contact with Moreland City Council's Customer Service Centre

Proportion who have had contact

66% said they have had contact with Moreland City Council

Overall Rating of contact experience

88%
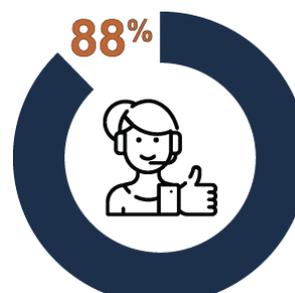
Indexed Mean: 73.4

3.0 Results in detail

3.1 Performance on responsibility areas

The Chart below shows the detailed breakdown of responses on the rating scale for each of the Responsibility Areas measured in the survey in 2018. The results have been calculated with "don't know" responses removed from the base.

Note that each measure shows a 'Relevance' score; this is the inverse of the percentage who gave a "don't know" response at each item. In other words, the item is relevant to a larger proportion of the community if fewer people are giving a "don't know" response to that item.
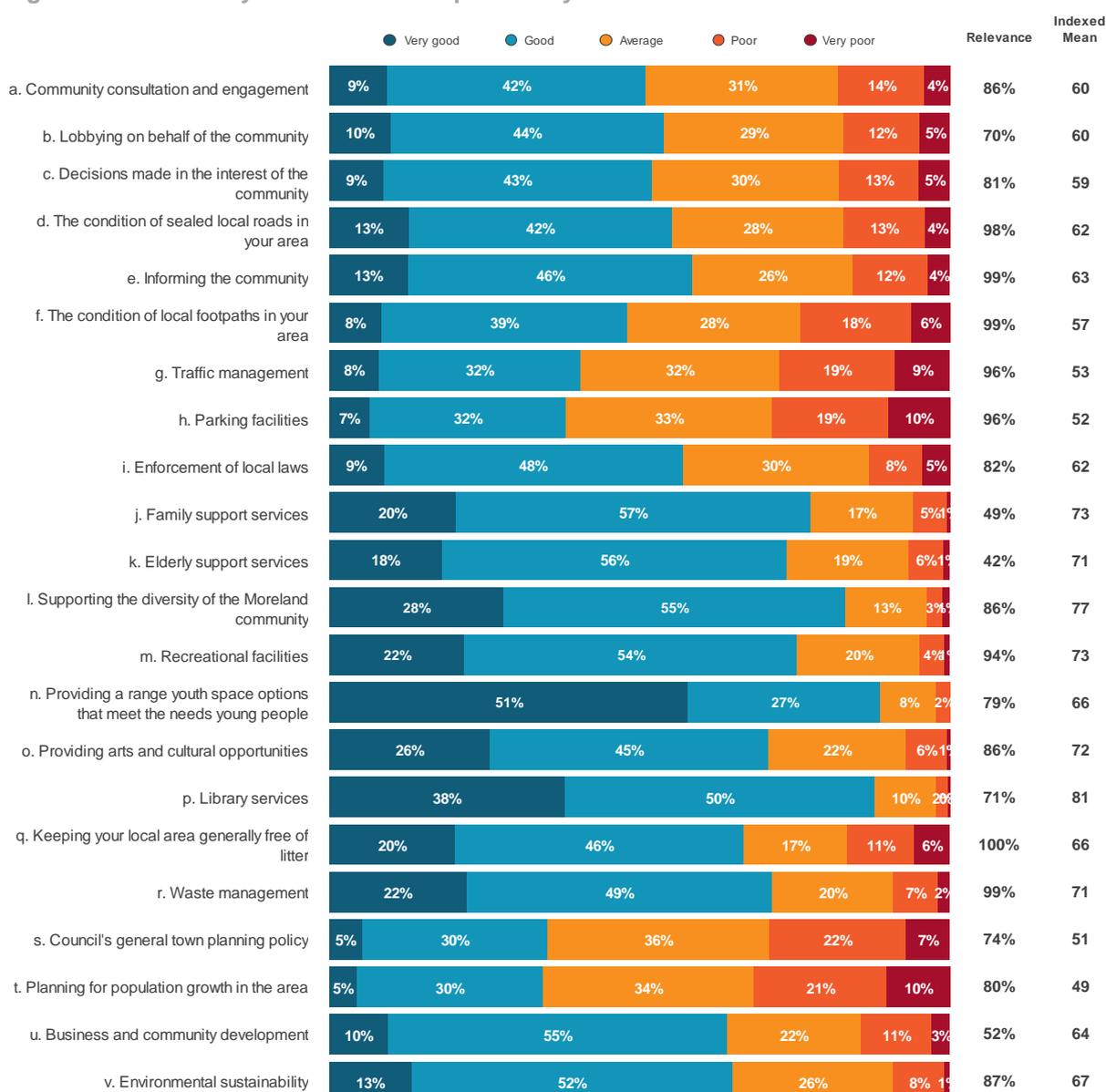
The Chart also shows the Indexed Mean for each item.

Figure 2 Summary of results for responsibility areas

	Very good	Good	Average	Poor	Very poor	Relevance	Indexed Mean
a. Community consultation and engagement	9%	42%	31%	14%	4%	86%	60
b. Lobbying on behalf of the community	10%	44%	29%	12%	5%	70%	60
c. Decisions made in the interest of the community	9%	43%	30%	13%	5%	81%	59
d. The condition of sealed local roads in your area	13%	42%	28%	13%	4%	98%	62
e. Informing the community	13%	46%	26%	12%	4%	99%	63
f. The condition of local footpaths in your area	8%	39%	28%	18%	6%	99%	57
g. Traffic management	8%	32%	32%	19%	9%	96%	53
h. Parking facilities	7%	32%	33%	19%	10%	96%	52
i. Enforcement of local laws	9%	48%	30%	8%	5%	82%	62
j. Family support services	20%	57%	17%	5%	1%	49%	73
k. Elderly support services	18%	56%	19%	6%	1%	42%	71
l. Supporting the diversity of the Moreland community	28%	55%	13%	3%		86%	77
m. Recreational facilities	22%	54%	20%	4%	1%	94%	73
n. Providing a range youth space options that meet the needs young people	51%	27%	8%	2%		79%	66
o. Providing arts and cultural opportunities	26%	45%	22%	6%	1%	86%	72
p. Library services	38%	50%	10%	2%	0%	71%	81
q. Keeping your local area generally free of litter	20%	46%	17%	11%	6%	100%	66
r. Waste management	22%	49%	20%	7%	2%	99%	71
s. Council's general town planning policy	5%	30%	36%	22%	7%	74%	51
t. Planning for population growth in the area	5%	30%	34%	21%	10%	80%	49
u. Business and community development	10%	55%	22%	11%	3%	52%	64
v. Environmental sustainability	13%	52%	26%	8%	1%	87%	67

3.2   Areas of high performance

The results indicate that Moreland City Council is rated highly on each of the following responsibility areas, all showing 70% or higher for NET "Very good / Good" ratings:

- Library services
- Supporting the diversity of the Moreland community
- Family support services
- Recreational facilities
- Elderly support services
- Waste management
- Providing arts and cultural opportunities

3.3   Areas in need of improvement

The following Responsibility Areas showed relatively high levels of NET "Very poor / Poor" ratings, with 25% or more saying Council has performed poorly:

- Planning for population growth in the area
- Council's general town planning policy
- Parking facilities
- Traffic management
- The condition of local footpaths in your area

3.4   Strategy Window: Importance vs. Performance

In allocating resources to improve services, Councils need to consider two factors:

i)   The relative importance of each service area to the community, and

ii)   The current level of performance in service provision.

For this analysis we have calculated a '**Derived Importance'** score for each attribute, determined by how well each item correlates with the overall performance rating – the extent to which a change in one influences a change in the other. The Relevance of each item is also used in the calculation. The **performance** measure is based on the percentage of people who gave a rating of "Very good" or "Good".

Figure 3 on the following page graphically identifies the four possible combinations of these two factors. The four quadrants of the improvement window inform service improvement decisions as follows:

1)   **Bottom right quadrant:** Identifies those services that are relatively important to the community in which the Council underperformed. These are the first areas to focus on improving.

2)   **Bottom left quadrant:** Identifies service areas in which the Council has performed poorly which are of relatively lower importance to the community.

3)   **Top right quadrant:** Indicates those service areas that are relatively important to the community and for which they expressed a high level of satisfaction.

4)   **Top left quadrant:** Identifies services in which the Council has performed well. Although these areas don't contribute greatly to overall satisfaction, it may be that if Council allows standards to drop then the community may attribute them with a higher level of importance in the future.

Figure 3   Strategy Window: Importance vs. Performance
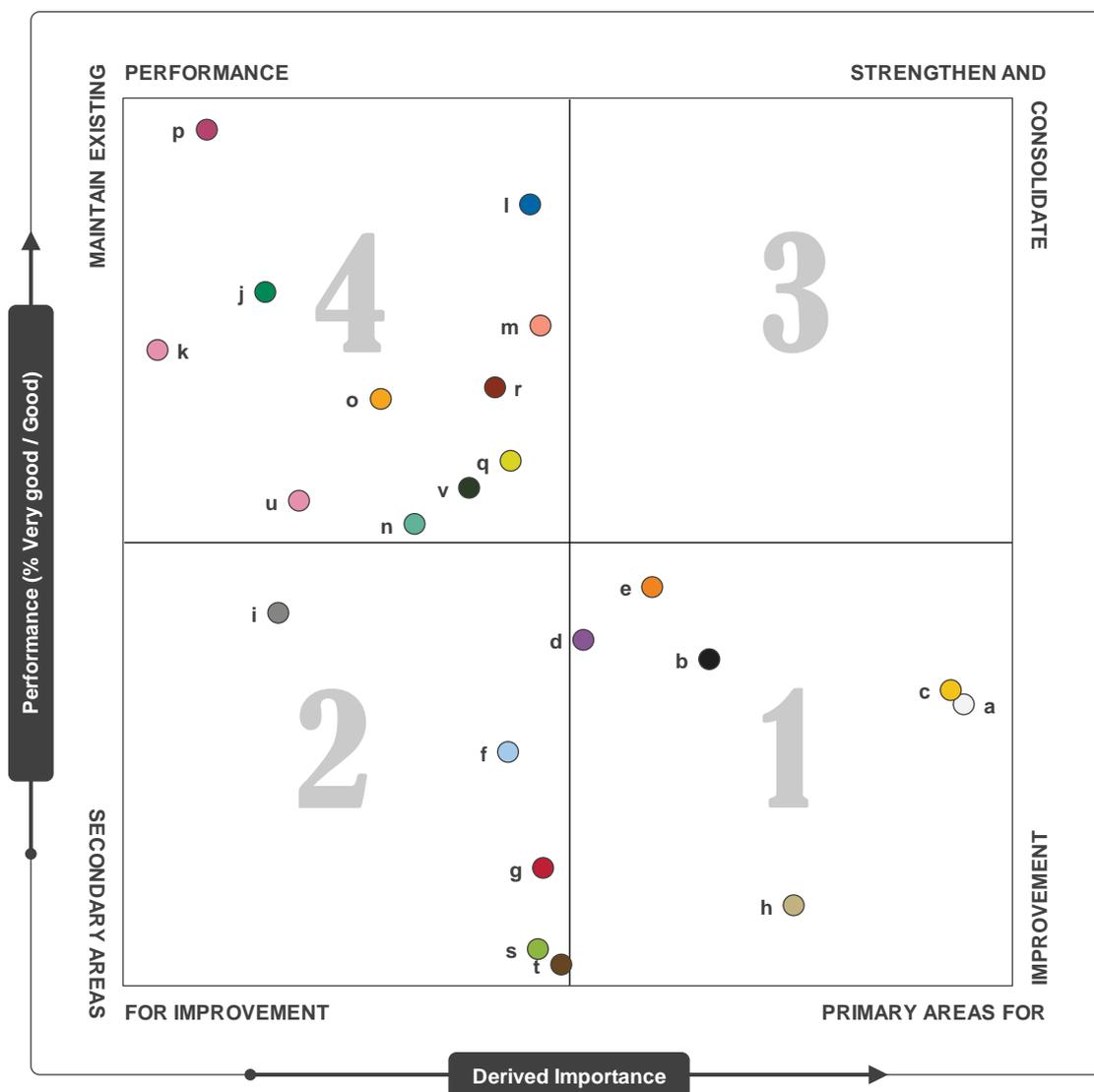
Strategy Window Key:

○	**a**	Community consultation and engagement
●	**b**	Lobbying on behalf of the community
●	**c**	Decisions made in the interest of the community
●	**d**	The condition of sealed local roads in your area
●	**e**	Informing the community
●	**f**	The condition of local footpaths in your area
●	**g**	Traffic management
●	**h**	Parking facilities
●	**i**	Enforcement of local laws
●	**j**	Family support services
●	**k**	Elderly support services
●	**l**	Supporting the diversity of the Moreland community
●	**m**	Recreational facilities
●	**n**	Providing a range youth space options that meet the needs young people
●	**o**	Providing arts and cultural opportunities
●	**p**	Library services
●	**q**	Keeping your local area generally free of litter
●	**r**	Waste management
●	**s**	Council's general town planning policy
●	**t**	Planning for population growth in the area
●	**u**	Business and community development
●	**v**	Environmental sustainability

This analysis suggests that the areas listed below should be key priorities for Council to focus on in the next 12 months. The following sections examine the reasons for poor ratings given.

- Community consultation and engagement
- Decisions made in the interest of the community
- Parking facilities
- Lobbying on behalf of the community
- Informing the community
- The condition of sealed local roads

3.5   Reasons for low performance ratings

This section of the report examines each responsibility area that was followed up with an open-ended question to ask for the reasons for "Very poor" or "Poor" ratings. The items are ordered according to the importance vs. performance analysis in the previous section.

For each item, the verbatim comments were coded into the response categories shown in each Table, which also shows the proportion of comments allocated to each category. This is followed by some examples of comments relating to the key themes identified.

3.5.1   Community consultation and engagement

Around 1 in 5 people (18%) rated Council's performance poorly on this. As shown below, the majority of comments were to do with a feeling that there has been no consultation, and these residents feel that they are not being listened to. There were also several comments relating to a lack of follow-up or response from Council when residents make contact.

Table 2   Community consultation and engagement – reasons for low ratings

Base (the number of people who gave a "Very poor" or "Poor" rating)	n=72 % of Base
There is **no** consultation / I never hear from the council	42%
Too concerned with minority or special interest groups, not the wider community	15%
Poor customer service / they never return calls	15%
There needs to be **more** consultation / communication	13%
They don't listen / they make decisions regardless of residents' concerns	13%
I'm not aware of any consultation / they need to publicise better	7%
I don't support the Australia Day changes / I wasn't consulted	5%

Example comments:

❝   *Absolutely no consultation and it's virtually impossible to communicate with the Council as a resident. The only way to do it is go to a Council meeting but you can't talk there.*

❝   *Decisions were made by Council without consulting with residents. A number of planning decisions, and for example the Australia Day decision.*

❝   *Even if we are asked the question, it seems the decision has already been made. And they just asked us as part of a tick-box process.*

❝   *Because they don't consult with the community and when you try to access the Council you can never get through to the right Department, and they never get back to you.*

❝   *There is a veggie patch going across the road and several complaints have been made to the council and yet no action has taken place or even acknowledgment of the complaint.*

❝   *Regarding specific inquiries or complaints, there is no follow up or interaction from the council. Seems unprofessional.*

3.5.2 Decisions made in the interest of the community

This service area also received 18% poor ratings. As shown below, the comments generally related to either the Australia Day decision, or town planning and development. This responsibility area is strongly linked to 'community consultation and engagement'; where the community does not feel like they are properly consulted, they also feel like decisions are not being made in their interest.

Table 3   Decisions made in the interest of the community – reasons for low ratings

Base (the number of people who gave a "Very poor" or "Poor" rating)	n=81 % of Base
I don't support the Australia Day changes / I wasn't consulted	24%
Ineffective town planning / inappropriate development	22%
There needs to be more consultation / communication	21%
They don't listen / they make decisions regardless of residents' concerns	14%
Too many problems with traffic management / parking	11%
Need better/more frequent maintenance of public amenities and spaces	8%
Poor customer service / they never return calls	5%
Too concerned with minority or special interest groups, not the wider community	5%
The Council favours one locality over others	4%

Example comments:

> *Lack of consultation. Council involving themselves in issues of national importance when they should be focusing on local issues.*

> *In regards to Australia Day, they didn't ask the community they just decided amongst themselves. The decision was taken away from us.*

> *We live in an area where we have 7-storey buildings going up around us. We have constant noise and parking is a problem. Our family can't visit without being fined.*

> *It seems to be a lot of planning permits for multiple units but nothing going through for how the area is going to sustain the extra growth of people.*

3.5.3 Parking facilities

This responsibility area was one of the lowest rated areas in the 2018 survey, with almost 1 in 3 residents (29%) giving a poor rating. As shown below, the broad theme relates to there being not enough parking available, both for residents and in general. Many residents called for increased permit parking, and some called for more enforcement of parking restrictions. A smaller number called for fewer parking restrictions and more free parking.

Table 4   Parking facilities – reasons for low ratings

Base (the number of people who gave a "Very poor" or "Poor" rating)	n=128 % of Base
Need more parking because of increased high density development in the area	32%
Need more parking specifically allocated for residents (permit parking)	23%
There is not enough parking in general	19%
Need more parking in high footfall areas	18%
Should be more parking enforcement / traffic officers	12%
Need longer parking times / more long-term parking	7%
Should have more free parking / cheaper parking (fewer private parking companies)	5%
There are too many parking restrictions / it's just revenue raising	5%
Need to have better/less confusing signage	4%
Need to have more or better disabled/elderly parking spaces	3%

Example comments:

❝ *There's been a lot of development, particularly units, with no additional parking or street parking. the only new parking areas I'm aware of have been opened by businesses rather than Council.*

❝ *Because at times I cannot park even outside my own property due to inadequate parking facilities. Instead of having wide nature strips, if there was an indent that allowed people to park there, that might solve this.*

❝ *Most of the time I can't even park in front of my place because there are so many townhouses and the families take up the spaces.*

❝ *People try to park at the station, but there isn't enough space so they park in front of residential houses and we can't even get out of our driveway.*

❝ *I routinely cannot get a park outside my own house. Cars can't move through this street because of the on street parking on both sides.*

❝ *Because I live in a street where people park on the footpaths, nature strips etc. Council has been notified repeatedly and nothing happens.*

3.5.4 Lobbying on behalf of the community

17% of residents rated Council's performance here as poor. As shown below, the comments indicate that residents are not aware of whether and how Council is lobbying on their behalf. Others commented that there is not enough lobbying on specific issues, or that lobbying is ineffective.

Table 5   Lobbying on behalf of the community – reasons for low ratings

Base (the number of people who gave a "Very poor" or "Poor" rating)	n=61 % of Base
Council does not lobby in the interests of the community	33%
Not aware of lobbying / they need to publicise better	28%
Insufficient lobbying on certain specific issues	14%
Lobbying seems to be ineffective	12%
I don't support the Australia Day ceremony changes / they didn't lobby on my behalf	11%
Should concentrate more on local issues rather than State or Federal	10%
They waste rate payers' money	4%
Too concerned with minority or special interest groups, not the wider community	4%
Needs to be more or better advocating with other levels of govt.	2%

Example comments:

❝ *There has not been communication from the Council or engagement so it's hard to know if they actually discussing issues relevant to the community.*

❝ *I don't think they adequately represent the constituency of the local area. I'm not aware of issues they've been pushing for local residents that have had a big impact on the community.*

❝ *They don't represent the local community. They represent themselves, their own political parties and self-interest and the community is left out of the picture. They only consult the community when it is time for re-election.*

❝ *I haven't heard of them doing any lobbying on our behalf. It could be a communications issue or because they are not doing enough of it.*

❝ *They are not consulting with the community and therefore they are making representations on their own personal views - not what the residents want. They can't know the residents views unless they consult.*

❝ *They seem to stick their nose in Federal business and not stick to local business. They are spending money on helping refugees (which I support) but I feel this is a Federal task and not a local Council project.*

3.5.5 Informing the community

16% of residents gave Council a poor rating on this responsibility area. As shown below, the broad theme simply relates to a perception that there is not enough communication from Council to residents; the majority said they don't feel informed, and some called for more advertising of Council activities along with more information to explain Council decisions.

Table 6   Informing the community – reasons for low ratings

Base (the number of people who gave a "Very poor" or "Poor" rating)	n=71 % of Base
There is not enough communication / I don't feel informed	47%
I have seen no communication from them	18%
There is no advertising of council information / events	11%
Too concerned with minority or special interest groups, not the wider community	8%
They do not explain their activities or decisions well	6%
They only put things in local papers, I prefer direct communication by mail / email	5%

Example comments:

❝   *We never receive anything much from them, except for stuff about rubbish collection.*

❝   *There's nothing coming by mail or email for the people who live in the area, it's only if you read something in the newspaper.*

❝   *We don't get any advertisements, we don't always get the Leader newspaper. There's nothing around, you drive around see no advertising, Council programs etc.*

❝   *Because I never hear from them. They sent out notifications that a permit was going to Council for approval. But they didn't give us the result on whether the permit was granted or not.*

3.5.6 The condition of sealed local roads in your area

This is the fifth key area of focus identified in the importance vs. performance analysis. 17% of residents gave Council a poor rating on this responsibility area. As shown below, the majority of comments were about potholes in the roads; too many and not being fixed. There were also a few comments about general road resurfacing, narrow streets and poor road markings.

Table 7   The condition of sealed local roads in your area – reasons for low ratings

Base (the number of people who gave a "Very poor" or "Poor" rating)	n=80
	% of Base
Too many potholes	60%
Poor condition of the roads (bumpy/uneven/too many cracks)	38%
More/better re-surfacing	29%
Better maintenance and cleaning of gutters and nature strips	7%
Streets to narrow / congested / lack of access	6%
Poor road markings and signage	2%

Example comments:

❝ *A lot of the roads need urgent attention - they have a lot of potholes and the roads aren't fully sealed. They patch it up and leave it.*

❝ *They come and do a new road and one month later, they dig it up to put a pipe in and it's destroyed. It's a patchwork of tar.*

❝ *They have done works in some areas, but there are some areas around where I am, between Bell Street and Munro Street, where roads are in poor condition.*

❝ *The gum trees that were planted many years ago are lifting the roads with their roots and ruining them and the footpaths.*

❝ *Because I honestly haven't seen them doing much road work at all and there are some poor potholed roads and they are not being fixed. They are only improving roads where they are building apartments.*

3.5.7 The condition of local footpaths in your area

Almost a quarter of residents (24%) rated Council's performance poorly on this. As shown below, most comments were about footpaths being uneven and a tripping hazard. There were also several comments that Council are slow to clear and repair damaged footpaths.

Table 8   The condition of local footpaths in your area – reasons for low ratings

Base (the number of people who gave a "Very poor" or "Poor" rating)	n=114 % of Base
Uneven surface of footpaths (they are a safety/tripping hazard)	71%
The council are slow to repair footpaths (slow to respond to requests for repairs)	21%
Needs better cleaning of the footpath (building materials / rubbish etc.)	14%
Badly or incorrectly repaired footpaths (grinding down instead of replacing them)	11%
Needs better vegetation maintenance around the footpaths	10%
Need better access / ramped curbs for people with disabilities/wheelchairs/prams	10%
Tree roots are buckling footpaths	10%

Example comments:

" *The footpaths around here are very uneven and people are tripping up on them.*

" *There are areas that need to be redone, and they should be inspecting rather than relying on people like me to report them. Especially around construction areas they need to inspect.*

" *Rather than repairing footpaths they get someone to grind down the cracks, they're not enforcing residents to keep greenery from hanging over the footpaths. Someone is going to get injured.*

" *The footpaths are uneven with tree roots coming up. It's a bumpy ride with a pram.*

3.5.8 Traffic management

This responsibility area was also rated poorly by 28% of residents. A variety of issues were raised, including congestion caused by growing population, construction, and narrow streets, as well as specific mentions of traffic lights, speed inhibitors, cycle lanes and visibility.

Table 9   Traffic management – reasons for low ratings

Base (the number of people who gave a "Very poor" or "Poor" rating)	n=118 % of Base
Improve traffic flow, too much congestion in general	26%
Too much congestion due to over-population / new housing	15%
Construction is causing delays	15%
Need to improve traffic management at intersections / rail crossings	12%
Streets are too narrow, need widening (cars parked on sides)	8%
Insufficient parking in general	7%
Poor condition of roads, making them unsafe	6%
Not being informed of road closure / construction	6%
Insufficient parking due to over-population / new housing	6%
Poor policing of breaking road rules	4%
Need to install more traffic lights (e.g. at dangerous intersections)	4%
Need more/better speed inhibitors (humps, barriers, traffic islands etc.)	3%
Need safer areas around schools / areas where there are kids	3%
Issue with bikes / disagree with bike lanes	3%
Improve visibility / cut down trees / trim vegetation	2%
Need better provision for cyclists	2%
More parking enforcement / people parking incorrectly	2%

Example comments:

❝ *The speed limits have been reduced everywhere and congestion has increased as a result. The traffic lights have not been adjusted to match the speed limits to allow a good flow of traffic.*

❝ *The continual congestion happening around the area. The developments going on around the area is impacting on the liveability of the area. We are thinking of leaving the area for another municipality. When you have to strategically plan when you go shopping, it is really becoming poor. Quite frankly it's killing the area, you just can't get around.*

❝ *Because it is really hard to get out of the roads now. People pay high rates. The 2030 plan for trams has been scrapped. I don't see they have a great answer. The major roads are very congested with traffic and trams. Nicholson Street has so many apartment buildings, it is impossible to drive down too. They need to make it safe for riders.*

3.5.9   Planning for population growth in the area

This responsibility area received the highest number of poor ratings, with a third of residents (32%) rating Council's performance as poor. As shown below, the comments indicate that some residents believe that high rise developments are planned poorly and are causing crowding, congestion, and reducing the availability of parking.

Table 10   Planning for population growth in the area – reasons for low ratings

Base (the number of people who gave a "Very poor" or "Poor" rating)	n=116 % of Base
Too much high density / high rise crowding (too much housing development)	36%
Parking not keeping up with population growth	25%
Traffic congestion	21%
Amenities / facilities can't keep up with population growth	20%
Roads / paths / transport can't keep up with population growth	20%
Insufficient infrastructure in general	12%
Council is not listening to residents, favouring developers / money grabs	11%
Poor construction standards	4%

Example comments:

"   *In our area alone the actual amount of multiple units is absurd. There's no open space and no extra parking or facilities for these people. Poor infrastructure. Cramming more people into smaller blocks.*

"   *High density - we're having major issues here with parking. We also have a problem with putting our bins out - where do you put them? You just have to pray no one is going to block your bin in the morning.*

"   *In terms of housing it's good but as far as public transport goes it's terrible. The tram 58 is always late and overcrowded during peak hour. It's hard to get on the first tram available.*

3.5.10 Council's general town planning policy

This responsibility area is closely related to planning for population growth, and also received a relatively high level of poor ratings (29%). The comments related to dissatisfaction with high density developments, causing issues with parking and congestion, and not being designed appropriately to fit in with the character and heritage of the area.

Table 11   Council's general town planning policy – reasons for low ratings

| Base (the number of people who gave a "Very poor" or "Poor" rating)	n=115 % of Base
Too much over-development / high density, the infrastructure can't keep up	36%
Insufficient parking provision	17%
Council should be stronger in representing community opinion	13%
Better planning policies / regulations	12%
Problems with traffic congestion	11%
Ugly / low quality / inappropriate design of developments; out of character with area	10%
More design consideration of neighbouring properties to new developments	9%
More efficient and faster approval processes, they are slow to get anything done	8%
Council always sides with developers	8%
Too few regulations in heritage areas, they are knocking down old houses	8%
Improve customer service / more helpful town planning staff	5%
Greater enforcement of / adherence to planning policies	4%
Favouring certain areas of the Council over others	2%
Road works causing delays / disrupting traffic	2%

Example comments:

" *A lot of high rise buildings that are going up and there's no more privacy because windows and apartments overlook into other people's homes. Also there's not much parking anymore because the streets are full of cars.*

" *Infrastructure not set up to manage the number of people moving in. They could have pushed for better designs and more green spaces from the developers. They let developers do what they want. The council has a reputation for being corrupt and working for the developers.*

" *Poor imbalance between supporting new developments versus giving people in the area relevant services to use.*

3.6   Council's overall performance in 2018

As one of the core questions in the State wide survey, Moreland residents were asked to evaluate Councils **overall performance** in 2018. The results are shown below in Figure 4 below; calculations exclude "Don't know" responses.

► **The Net score for Council's overall performance, based on the proportion saying "Very good", "Good", or "Average", is 90% in 2018.**

Figure 4   Ratings of Council's overall performance in 2018


Indexed Mean: 64
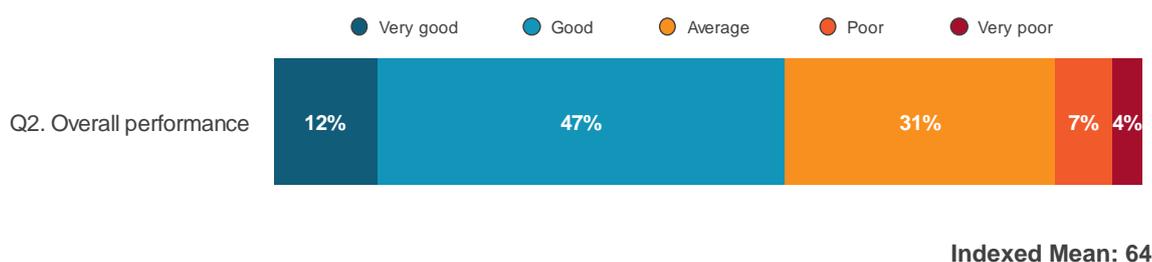
It is evident that the majority of residents are satisfied that Council is serving its constituents well or at least on par with what they would expect from their Local Council. Still, around 1 in 10 gave a poor rating here, indicating some room for improvement.

3.7   Direction of Council's overall performance

Another of the core questions in the State wide survey, asked of Moreland residents in 2018, is designed to assess how residents feel about the direction of Council's performance over the past 12 months. The results are shown below in Figure 4 below; calculations exclude "Don't know" responses.

The findings indicate that just under a third of Moreland residents think that Council's overall performance has improved in the last 12 months, and only 12% think it has deteriorated.

Figure 5   Direction of Council's overall performance

Indexed Mean: 57
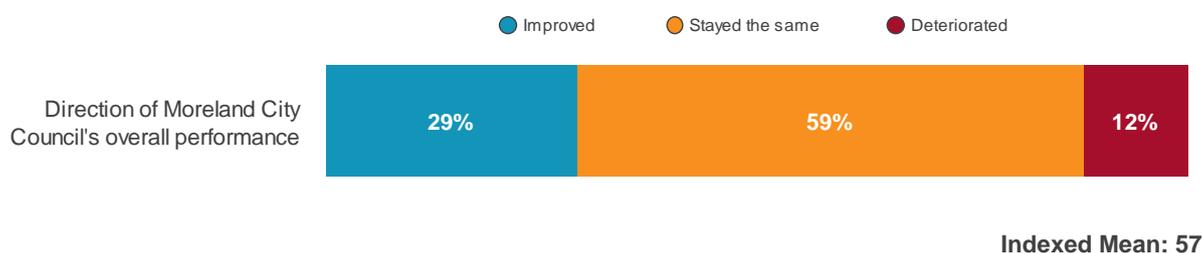
Those who said the performance has deteriorated were asked to state why they feel this way. The responses were coded into the themes shown in the Table on the following page. The analysis indicates that the majority of responses were related to either concerns about town planning and development, or a feeling that Council has become over-politicised. Other comments related to deterioration of roads and footpaths, or poor customer service from Council.

Table 12   Reasons for saying Council's performance has deteriorated

Base (the number of people who said performance has "Deteriorated"	n=62
	% of Base
Ineffective town planning / inappropriate development	28%
Too concerned with minority or special interest groups, not the wider community	24%
They have become over politicised (shouldn't be involved in State or Fed issues)	20%
General upkeep of the area	15%
Not celebrating Australia Day	13%
No response / no follow-up / issues not resolved	12%
Poor insufficient/parking	8%
Footpaths in bad condition	6%
Roads in poor condition	5%
Poor traffic management	4%
Council rates too high	4%

Example comments:

" *There wasn't much consultation with the community regarding the cancellation of Australia Day.*

" *The frustrations that I feel and have stated have only increased in the past 12 months. I feel the council is not mitigating the burden of increased population in this area.*

" *Only because we've never had to contact and complain before, and now that we have, there has been no response from Council. There wasn't even an acknowledgement of receipt of the email that we sent.*

" *Glenroy station is terrible. It's dirty and too much graffiti. They used to sweep the gutters but now they can't get in because of the cars.*

3.8 Contact with Council and customer service

Around two thirds of residents (66%) said they have had contact with Moreland City Council in the past 12 months.

Those who confirmed they have had contact were asked to rate Council's performance in terms of the customer service they received from Council. The Chart below shows the distribution of ratings.

► **The Net score for Council's customer service performance, based on the proportion saying "Very good", "Good", or "Average", is 88% in 2018.**

Figure 6   Rating of Council's customer service

Indexed Mean: 73

4.0 Discussion

The annual Community Satisfaction Survey enables Moreland City Council to 'keep a finger on the pulse' of residents' satisfaction with Council's performance, overall and for a number of distinct responsibility areas.

The survey results in 2018 indicate high levels of satisfaction on the majority of measures, with 90% of residents rating Council's overall performance as either "Very good", "Good", or "Average". Almost a third of residents (29%) said that Council's performance has improved over the past 12 months.

Although overall performance was rated highly, the survey results reveal a number of areas that require some focus on improvement. An analysis combining the importance of each responsibility area to residents with ratings of performance on each area revealed a number of key priorities for Council to focus on in the next 12 months, listed below. These responsibility areas were found to be of relatively high importance, and were given relatively low performance ratings:

- Community consultation and engagement
- Decisions made in the interest of the community
- Parking facilities
- Lobbying on behalf of the community
- Informing the community
- The condition of sealed local roads

Examining the reasons for poor ratings, the key themes that emerged related to a lack of communication from Council, low or no awareness of opportunities for community consultation, and a feeling that Council tends to make decisions based on the agenda of its Councillors rather than advocating the interests of the community.

In a related point, a relatively small but vocal proportion of residents indicated that they feel Council has become too politicised in focusing on issues that are generally seen as being the remit of Federal government.

The results indicate a need for Council ensure residents know how they can engage with Council, and to make them feel that they are part of the conversation. There is also an need to ensure residents understand the drivers of Council decisions. More widely disseminated information on how residents can get involved and have their say should go some way to improve ratings on the key measures of 'community consultation and engagement', 'decisions made in the interest of the community', and 'informing the community'.

The areas for which Council received the highest performance ratings are those that might be considered more traditional spheres for local government to focus on:

- Library services
- Supporting the diversity of the Moreland community
- Family support services
- Recreational facilities
- Elderly support services
- Waste management
- Providing arts and cultural opportunities

APPENDIX A

Questionnaire

City of Moreland
Community Satisfaction Survey

Questionnaire (1st February)

INTRO:

Good <morning/afternoon/evening>. My name is <INT_NAME> from Wallis Market and Social Research, an Australian company based in Melbourne. We're contacting you on behalf of the City of Moreland for research on how the Council can improve the services they provide in your area.

IF LANDLINE PHONE NUMBER: We'd like to speak with the youngest person who is available in the household, who is aged 18 or over, Would this be you?

IF NO: Can I please speak with this person?

(IF THE YOUNGEST PERSON CANNOT BE ACCESSED, ASK TO SPEAK TO THE NEXT YOUNGEST)

(THEN REINTRODUCE AS NECESSARY)

ALL: The survey takes about 10-15 minutes depending on your answers, and is completely confidential. No information that you provide will be linked to your name or household. The information you provide will be used by the City of Moreland to improve the services they provide in the area.

IF MOBILE PHONE NUMBER: MOBILE SAFE: I realise I am calling you on your mobile, can I just check that it's okay to talk at the moment and that you're not driving? Can I just confirm that you're 18 or older?

(IF ASKED HOW WE GOT THEIR NUMBER: Your phone number was provided to us by SamplePages, which is a list of randomly generated phone numbers we use to ensure we give everyone in the City of Moreland the chance to participate.)

May I go ahead now?

01	CONTINUE
05	Business - Not a residential number
06	Not a resident of Moreland City Council area
10	Refused - Level 1 (household)
52	Refused - Level 2 (selected respondent)
11	Language difficulties/ineligible
41	Make appointment
91	Refused - add to do not call list

M1   This call will be recorded and may be monitored for quality control purposes. If you do not want this call to be monitored, please say so now.

DO NOT READ OUT

01	Monitoring allowed
02	Monitoring NOT allowed

SCREENING

ASK ALL

S1a   We need to make sure we are speaking with people who live in the City of Moreland Council area. In which suburb of the Moreland City Council area do you live?

PROMPT IF NECESSARY

01	Brunswick	
02	Brunswick East	
03	Brunswick West	
04	Coburg	
05	Coburg North	
06	Fawkner	
14	Fitzroy North	**GO TO S1b**
07	Glenroy	
08	Gowanbrae	
09	Hadfield	
10	Oak Park	
11	Pascoe Vale	
12	Pascoe Vale South	
13	Tullamarine	**GO TO S1b**
95	Other	**GO TO CLOSE1**
98	Refused	**GO TO CLOSE1**

IF S1A=13 OR 14 ASKS1B, ELSE GO TO PRE-S2

S1b   Since that suburb crosses a local Council boundary, can you please confirm that Moreland City Council is your local Council?

01	Yes - confirmed	
02	No / don't know	**GO TO CLOSE1**
98	Refused	**GO TO CLOSE1**

PRE-S2: ASK S2 IF LANDLINE NUMBER, ELSE SKIP TO S3

S2   Also, we just wish to speak to residents, not businesses, in the City of Moreland. Can you confirm that this is a residential household?

01	Yes - confirmed	
02	No / don't know	**GO TO CLOSE1**
98	Refused	**GO TO CLOSE1**

ASK ALL

S3   Have you or has anyone in your household worked in a market research organisation or local government anywhere in the last three years?

01	Yes	**GO TO CLOSE2**
02	No	

ASK ALL

S4   (INTERVIEWER RECORD GENDER)

01	Male
02	Female

ASK ALL
S5   Which of the following age groups are you in?

READ OUT

01   Under 18   **GO TO CLOSE3**
02   18-24
03   25-34
04   35-49
05   50-64
06   65+
99   (DO NOT READ) Refused   **GO TO CLOSE3**

CHECK QUOTAS: GO TO CLOSE4 IF OVER QUOTA

CLOSE1: We need to speak to Moreland residents only for this survey, thanks for your time.

CLOSE2: Sorry, we can't include you in this research, thanks for your time

CLOSE3: Sorry, we can only speak to people aged 18 or over, and we need to know which age range people are in so we know we've spoken to a good spread of age groups. Thanks for your time.

CLOSE4: Thank you, but we have already spoken to the required number of people in your age group. Thanks for your time.

MAIN SURVEY

ASK ALL
INTROQ1 I'm going to read out a number of areas that are under the responsibility of Moreland City Council. For each area of responsibility I would like you to **rate the performance** of Moreland City Council **over the last 12 months**. Please keep in mind that the focus is on local government only.

01   CONTINUE

ASK (i) AND WHERE NECESSARY (ii) FOR EACH RESPONSIBILITY AREA, BEFORE PROCEEDING TO NEXT RESPONSIBILITY AREA. RANDOMISE.

Q1x_i   Firstly, how has the City of Moreland performed on <**INSERT FIRST RESPONSIBILITY AREA**> over the last 12 months? Would you say that their performance on this has been Very Good, Good, Average, Poor, or Very Poor?

Q1x_i   And how about <**INSERT RESPONSIBILITY AREAS IN TURN**>?

IF NECESSARY: Would you say that their performance on this has been Very Good, Good, Average, Poor or Very Poor?

PROMPT IF NECESSARY

01   Very good
02   Good
03   Average
04   Poor
05   Very poor
99   (DO NOT READ) Don't know / can't say

NOTE: FONT COLOUR MEANS FOLLOW-UP WITH OPEN-ENDER
ASK Q1x_ii FOR EACH OF Q1A/B/C/D/E/F/G/H/S/T IF CODES 04 OR 05 SELECTED AT Q1x_i

Q1x_ii. Why did you give that rating?

PROBE IF NECESSARY: What are the specific issues you have experienced in relation to this?

01   RECORD VERBATIM
99   Not sure / can't say
98   Refused

RESPONSIBILITY AREAS (CORE):
a)   **Community consultation and engagement**
(PROMPT IF NEEDED: this includes consulting and engaging directly with the community on key local issues requiring decisions by council).

b)   **Lobbying on behalf of the community**
(PROMPT IF NEEDED: this includes making representations to state and federal government and other organisations on key issues that affect the local community).

c)   **Decisions made in the interest of the community**
(PROMPT IF NEEDED: This includes all decisions made by council in the last 12 months).

d)   **The condition of sealed local roads in your area**

RESPONSIBILITY AREAS (OPTIONAL / ADDITIONAL):

e)   **Informing the community**
(PROMPT IF NEEDED: this includes communicating information on council events and programs through advertising, pamphlets, brochures, newsletters, emails and through websites).

f)   **The condition of local footpaths in your area**

g)   **Traffic management**
(PROMPT IF NEEDED: this includes congestion and local road safety for vehicles, cyclists and pedestrians).

h)   **Parking facilities**
(PROMPT IF NEEDED: this includes the provision of on-street and off street parking).

i)   **Enforcement of local laws**
(PROMPT IF NEEDED: the enforcement of local laws by rangers and council officers, including and food, health and noise laws, animal control and parking enforcement).

j)   **Family support services**
(PROMPT IF NEEDED: this includes services for children, youth and families such as maternal and child health, immunisation, family day care and support and activity groups).

k)   **Elderly support services**
(PROMPT IF NEEDED: this includes services for elderly people and their carers and families such as meals on wheels, home help and support and activity groups).

l)   **Supporting the diversity of the Moreland community**
(PROMPT IF NEEDED: This involves support from the council, to people of all backgrounds, to have equal access to council services and resources.)

m) **Recreational facilities**
(PROMPT IF NEEDED: this includes the provision of halls, sporting grounds and facilities, swimming pools, parks, reserves and playgrounds, skate parks, walking, running and cycling tracks).

n) **Providing a range of spaces that meet the needs of young people.**

o) **Providing arts and cultural opportunities**
(PROMPT IF NEEDED: this includes art exhibitions, music festivals and other council sponsored community events in parks and public spaces).

p) **Library services**

q) **Keeping your local area generally free of litter**

r) **Waste management**
(PROMPT IF NEEDED: this includes the collection of garbage, recyclables and green waste)

s) **Council's general town planning policy**.

t) **Planning for population growth in the area**.

u) **Business development and assistance**
(PROMPT IF NEEDED: this includes assistance with job creation, helping businesses with networking, and providing opportunities for learning new business skills).

v) **Environmental sustainability**
(PROMPT IF NEEDED: this includes programs focused on reducing carbon emissions and achieving sustainable environmental outcomes).

ASK ALL (CORE QUESTION):
Q2   **On balance**, for the last twelve months, how do you feel about the performance of Moreland City Council, not just on one or two issues, but **OVERALL** across all responsibility areas? Has it been…?

READ OUT

01   Very good
02   Good
03   Average
04   Poor
05   Very poor
99   (DO NOT READ) Don't know / can't say

ASK ALL
Q4   Over the last 12 months, have you or has any member of your household had any contact with Moreland City Council? This may have been in person, in writing, by telephone, by text message, by email or via their website or social media such as Facebook or Twitter.

(INTERVIEWER NOTE: If unaware of contact by another household member, use code 2)

DO NOT READ OUT

01   Yes
02   No / don't know

IF Q4=01 ASK Q6, ELSE SKIP TO Q6A
Q6   Thinking of the most recent contact, how would you rate Moreland City Council for customer service? Please keep in mind we do not mean the actual **outcome** but rather the actual **service** that was received. Was it…?

READ OUT

01   Very good
02   Good
03   Average
04   Poor
05   Very poor
99   (DO NOT READ) Don't know / can't say

ASK ALL (CORE QUESTION):
Q6a   Over the last 12 months, what is your view of the direction of Moreland City Council's overall performance? Has it…?

READ OUT

01   Improved
02   Stayed the same, or
03   Deteriorated?
99   (DO NOT READ) Don't know / can't say

IF Q6A=3 ASK Q6B, ELSE SKIP TO R1
Q6b   In what ways has Moreland City Council's overall performance deteriorated over the last 12 months?

01   RECORD VERBATIM
99   Not sure / can't say
98   Refused

RECRUITMENT

ASK ALL
R1   Moreland City Council occasionally undertakes additional in-depth research and consultation with residents. Would you be willing to be contacted in future about other research that the City of Moreland may be undertaking?

Please be assured that in line with privacy legislation we would only provide your name and contact details with your consent and that your responses to this survey would not be linked in any way to the contact information provided.

(IF NECESSARY: If you say yes today, there is no obligation for you to participate in research if you are contacted in future, research is always voluntary.)

DO NOT READ OUT

01   Yes, agree to being contacted for future research
02   No   **GO TO CLOSE**

IF R1=1 ASK R2, ELSE SKIP TO CLOSE
R2   May I have your name?

01   RECORD NAME
98   Refused   **GO TO CLOSE**

IF R1=1 ASK R3, ELSE SKIP TO CLOSE

R3   And is this the best number to contact you on? [SHOW PHONE NUMBER, RECORD NEW NUMBER IF NECESSARY]?

     01   Yes, this number
     02   No, RECORD NEW NUMBER
     98   Refused   **GO TO CLOSE**

IF R1=1 ASK R4, ELSE SKIP TO CLOSE

R4   And can I please have your email address?

     01   RECORD EMAIL ADDRESS
     02   No, don't have an email address
     98   Refused

CLOSE

Thank you that was the last question. The survey has been conducted on behalf of Moreland City Council, and we are very grateful for your time and opinions.

If you'd like to find out how we manage your personal information, you can view our Privacy Policy on our website at www.wallisgroup.com.au/privacy

(IF NECESSARY)
If you would like to provide further feedback or make a complaint you can ring the Moreland City Council contact centre, during business hours, on: (03) 9240 1111

Alternatively, you can visit http://www.moreland.vic.gov.au/about-us/your-council/contact-us/