



# Camden Council

## Community Satisfaction Survey – 2023

Prepared by: Micromex Research  
Date: January 22, 2024



## Research Objectives

In October 2023, Camden Council commissioned Micromex Research to conduct a random telephone survey with residents living in the Camden Local Government Area (LGA).

### Why?

- Understand the best things about living in Camden and changes that the community would like to see
- Identify the community's perceived quality of life living in Camden and overall level of satisfaction with Council's performance
- Assess and establish the community's satisfaction in relation to activities, services, and facilities
- Determine the community's satisfaction with contact and preferred methods of contact

### How?

- Telephone survey (mobiles=346, landlines=55) to N=401 residents
- We use a 5 point scale (e.g. 1 = not at all satisfied, 5 = very satisfied)
- Greatest margin of error +/- 4.9% at the 95% confidence level

### When?

- Fieldwork conducted between 12th – 18th October 2023

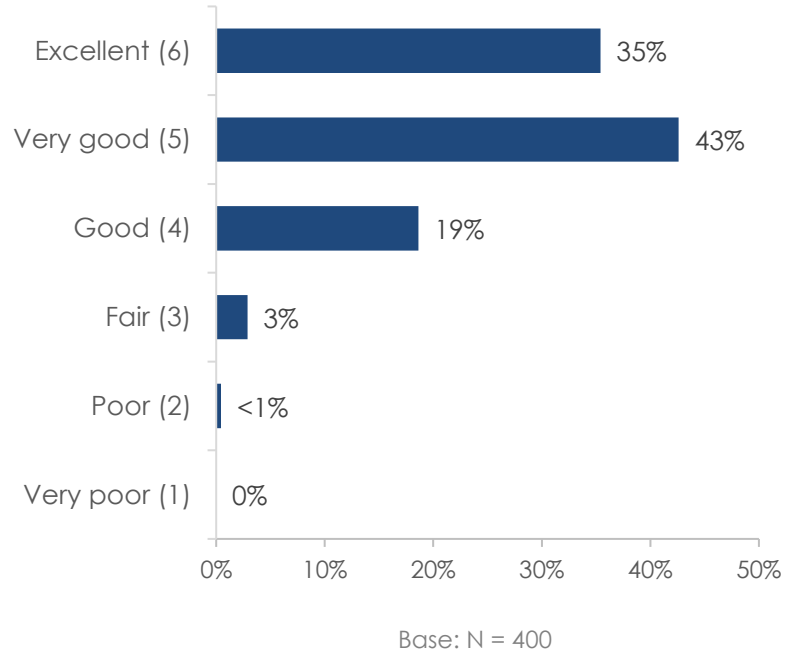




# Living in Camden Council

# Quality of Life

97% of residents rated their quality of life in the Camden LGA as good to excellent, which is significantly higher than our Metro LGA Benchmark of 93%. With an Overall Sample score so high, it is no surprise that results by key demographics do not differ greatly.



	Camden	Micromex LGA Benchmark – Metro
Top 3 Box %	97%	93%
Mean rating	5.10	4.92
Base	400	17,469

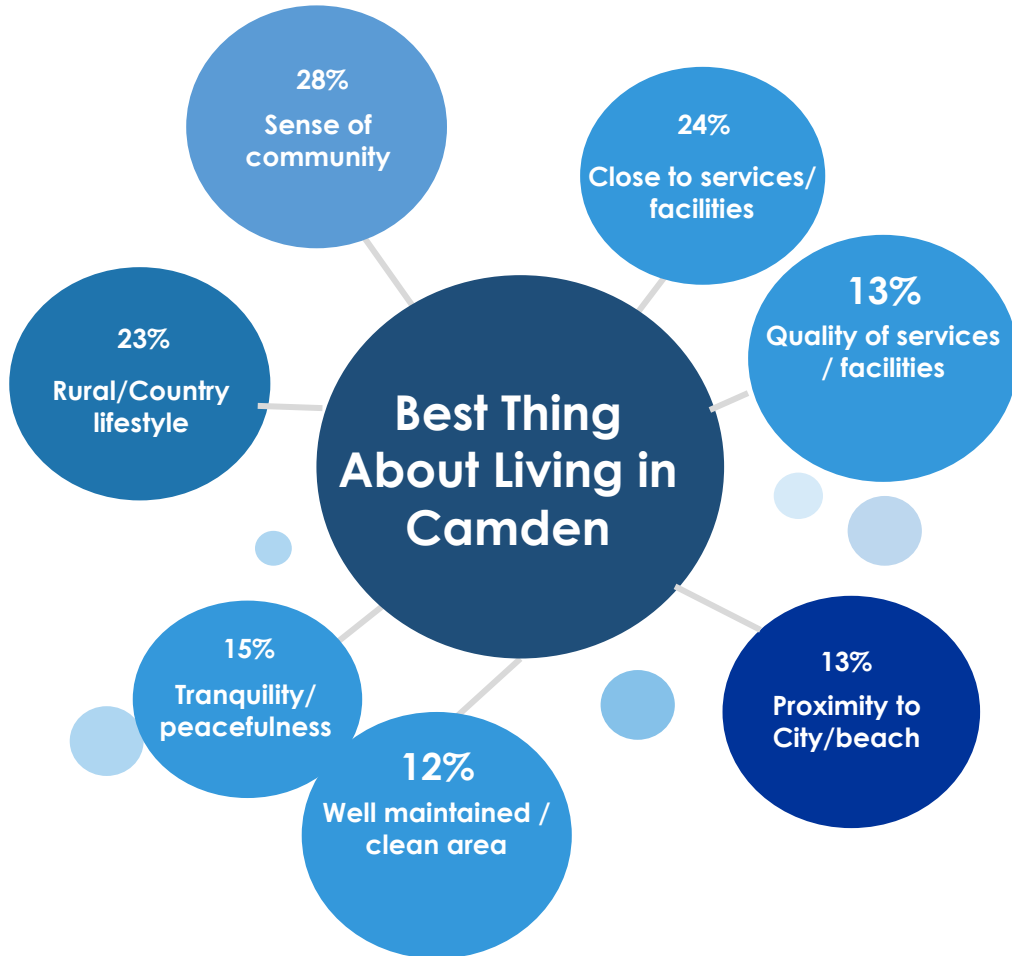
	Overall	Gender		Age		
		Male	Female	18-34	35-54	55+
Top 3 Box %	97%	96%	97%	97%	97%	96%
Mean rating	5.10	5.10	5.09	5.18	5.10	4.99
Base	400	192	208	139	157	104

	Overall	Time Lived in Area			Ward		
		Up to 5 years	6-10 years	11+ years	Central	North	South
Top 3 Box %	97%	97%	97%	96%	98%	95%	97%
Mean rating	5.10	4.98	5.16	5.09	5.13	5.10	5.07
Base	400	45	108	247	120	129	151

# Living in the Camden Council Area

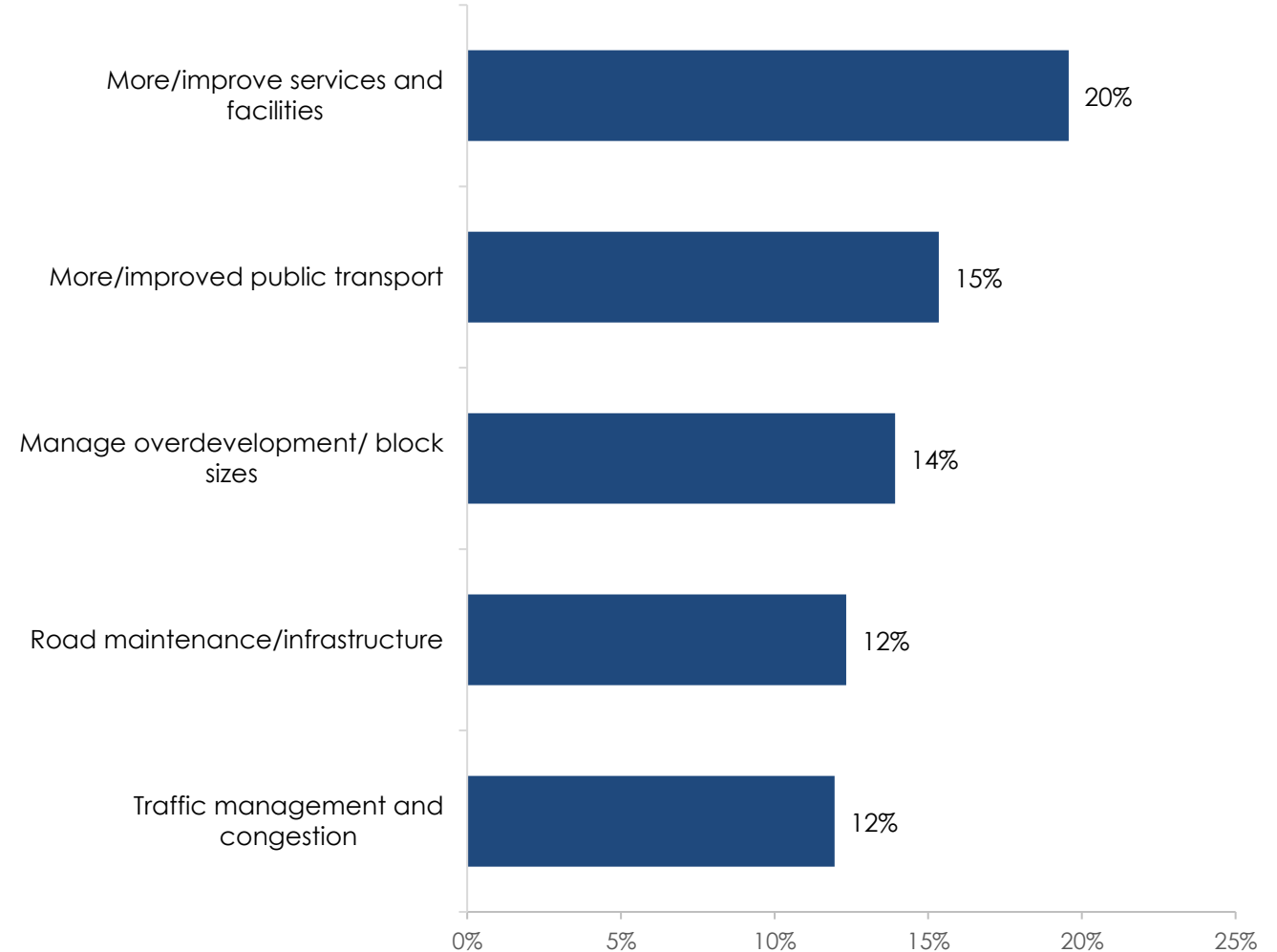
## Love

Q2a. Thinking generally about living in the Camden Council area, what do you feel is the best thing about living here?



## Change

Q2b. In the next 10 years is there anything you would change or would like to see changed in the Camden Council area?







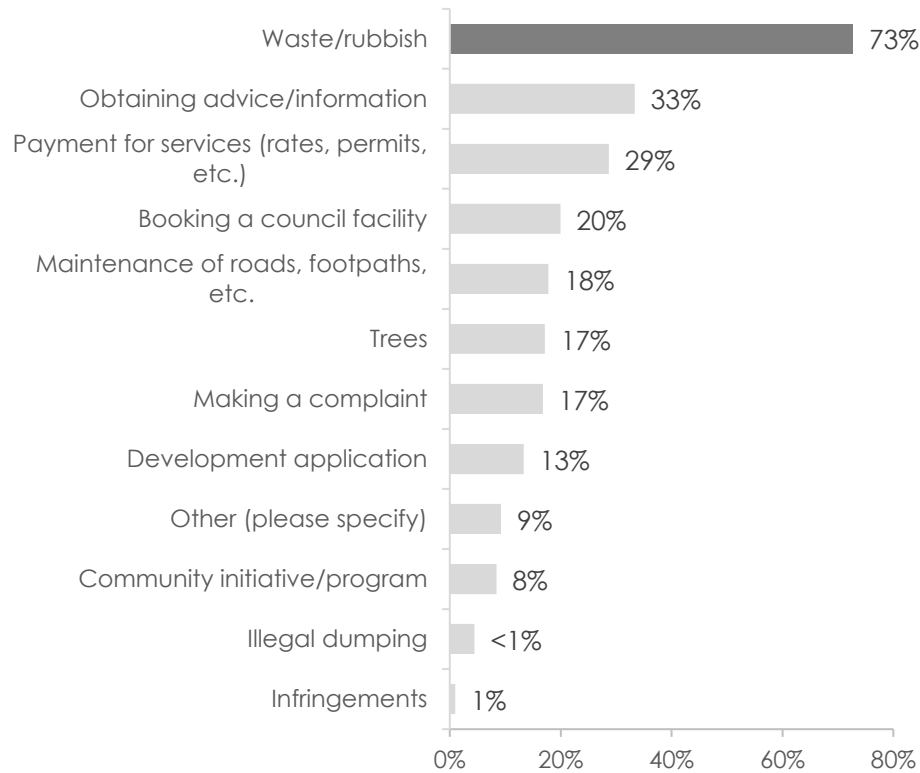
## Interaction with Camden Council

# Reasons for Contact

Of the 304 residents who had contacted Council at all in the past 12 months, estimated average number of reasons for contacts (not necessarily actual contacts) is almost 2.4 per person/household in a 12 month period (i.e.: total of all reasons provided in the left-hand chart is 238%).

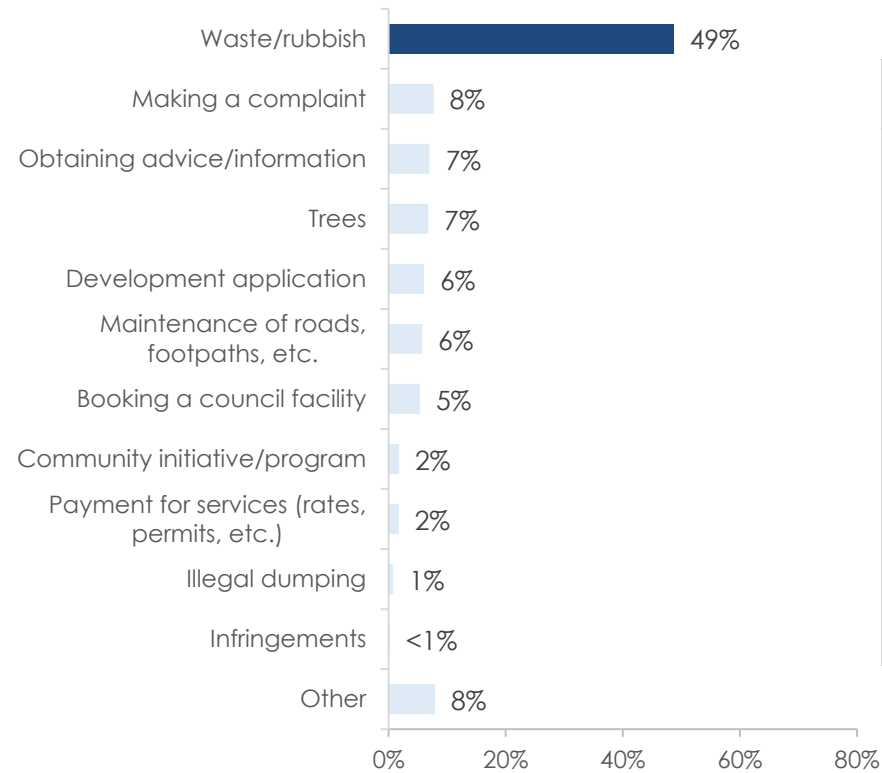
Waste-related issues clearly dominate.

Reasons of contact



Base: Have contacted Council, N = 304

Most recent reasons of contact



Base: Have contacted Council, N = 304

Other specified	Count
Animal control	13
Maintenance of buildings/facilities	5
Traffic management	3
Park/ playground maintenance	3
Justice of the Peace	2
Pool fence inspection	1
Reporting abandoned car	1
Cemetery	1

Q4a. In the past 12 months, have you personally contacted or dealt with Camden Council – be it in person, over the phone, or online/via email – for any of the following issues or reasons?

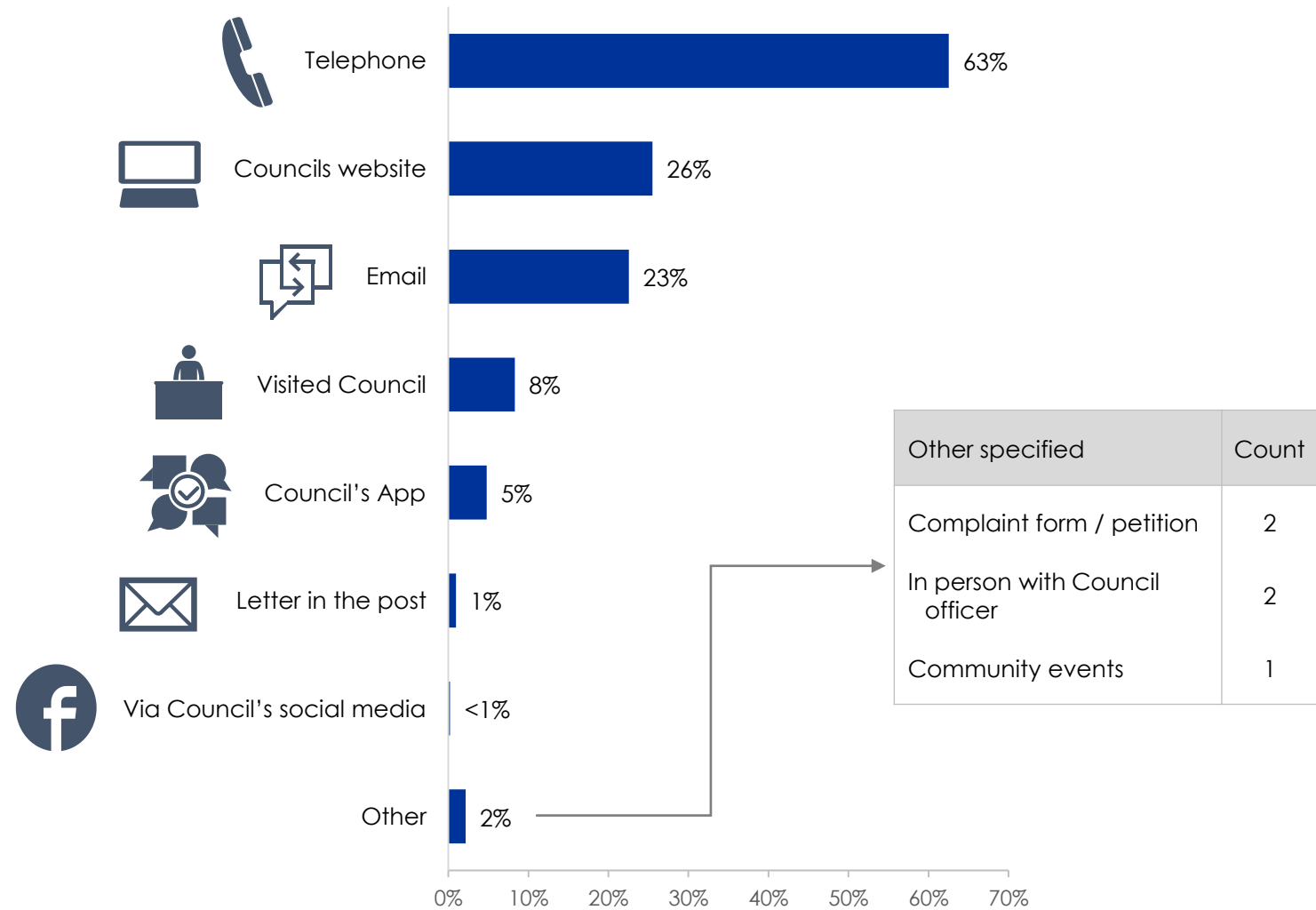
Q4b. Which one of those issues was your most recent reason for contacting Council?

# Method of Contact

Of the 304 residents who had contacted Council at all in the past 12 months, estimated average number of contact methods per enquiry type (not necessarily actual contacts) is almost 1.3 per person/household in a 12 month period (i.e.: total of all contact types provided is 128%).

Telephone was the dominant contact channel for residents (63%), followed by Council's website (26%) and Email (23%).

Based on individual demographics (see next page), younger residents (18-34) are more likely to use online channels (i.e. website, Email and APP) to contact Council, whereas older residents (55+) are more likely to contact Council via telephone.





# Number of Contacts

By crossing with the reason of contacting, on average, waste/rubbish issues and enquiries about obtaining advice/information can be resolved in about 1.3 times of contact, which is significantly lower than the time of contact to resolve other enquiry/issue, however, making a complaint and tree-related issues often took significantly more contacts to be resolved.

	Overall	Q4b. Which one of those issues was your most recent reason for contacting Council?							
		Waste/ rubbish	Making a complaint	Obtaining advice/ information	Trees	Development application	Maintenance of roads, footpaths, etc.	Booking a council facility	Other
Average number of contacts	1.9*	1.3	3.0	1.3	2.8	2.7	1.8	2.8	2.5
Base (Have contacted Council)	304	148	24	21	21	19	17	16	38

Note: 4% of respondents stated their issues had not been solved.

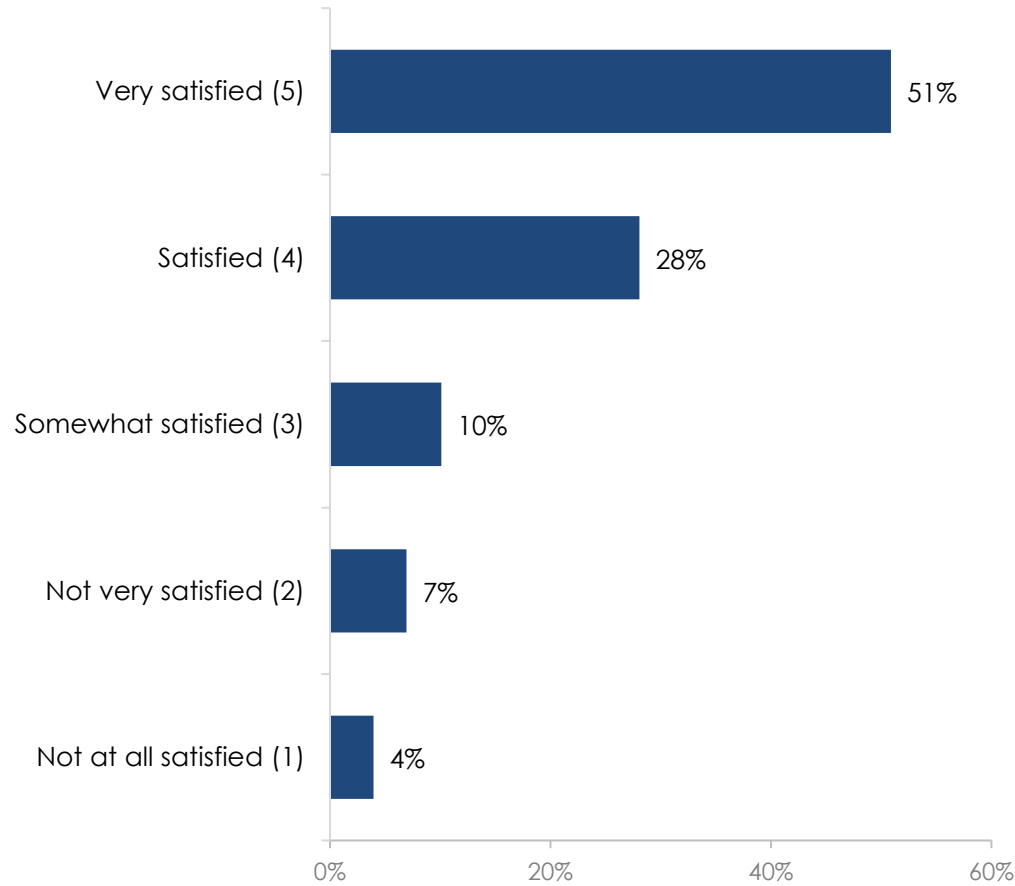
6+ was deemed as 6 when calculating average number of contacts.

Q4d. How many interactions or contacts with Council did it take in total to resolve your issue/enquiry?

A significantly higher/lower average number of contacts (by group) 9

# Satisfaction with Service Received from Council

89% of residents who contacted Council in the past 12 months are at least somewhat satisfied with the service they received from Council. Once again, our closest benchmark (based on a similar question about satisfaction with the way contact was handled) is 80%, suggesting Camden's score of 89% is favourable.



	Overall	Gender		Age		
		Male	Female	18-34	35-54	55+
Top 3 Box %	89%	91%	88%	88%	90%	89%
Mean rating	4.15	4.16	4.14	4.11	4.17	4.16
Base (Have contacted Council)	304	135	170	95	129	79

	Overall	Time Lived in Area			Ward		
		Up to 5 years	6-10 years	11+ years	Central	North	South
Top 3 Box %	89%	86%	92%	88%	90%	88%	89%
Mean rating	4.15	4.08	4.39	4.06	4.22	4.12	4.12
Base (Have contacted Council)	304	29	80	196	90	101	113

Base: Have contacted Council, N = 304

Q4f. And overall, how satisfied, if at all, were you with the service you received from Council?

A significantly higher/lower percentage/rating (by group)

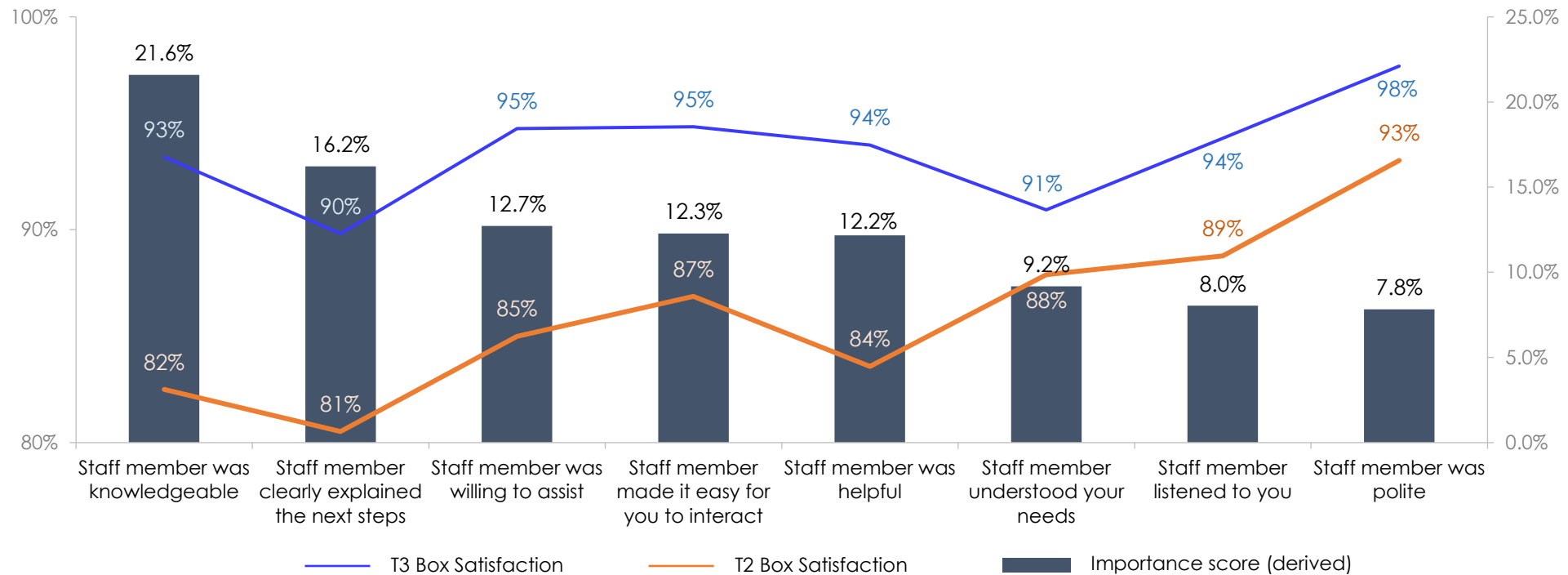
Scale: 1 = not at all satisfied, 5 = very satisfied 10

# Regression Analysis – Influence on Contact Satisfaction (By Phone or Visited in Person)

The chart below shows a regression of residents' satisfaction with each of the eight specific contact metrics (by phone/in person) against satisfaction with service received (the bars).

The key driver of contact satisfaction is 'staff member was knowledgeable'. However, whilst the T3B% for this attribute is quite high (blue line), the T2B% result was the second lowest (orange line). This suggests there is potential for improving satisfaction with service received by increasing resident perceptions of staff members' knowledge.

Similarly, 'staff member clearly explained the next step' was the second largest driver of satisfaction with service received, while it has the lowest T2B% of satisfaction.



R<sup>2</sup> = 0.50

Dependent Variable: Q4f. And overall, how satisfied, if at all, were you with the service you received from Council?

Note: T2B% refers to the aggregate percentage (%) score of the top two scores for satisfaction (i.e. satisfied & very satisfied);

T3B% refers to the aggregate percentage (%) score of the top three scores for satisfaction. (i.e. somewhat satisfied, satisfied & very satisfied)

Scale: 1 = not at all satisfied, 5 = very satisfied 11



# Future Contact with Council

	Overall	Gender		Age			Time Lived in Area			Ward		
		Male	Female	18-34	35-54	55+	Up to 5 years	6-10 years	11+ years	Central	North	South
Email	76%	69%	83%	80%	78%	69%	76%	76%	76%	76%	82%	72%
Telephone	73%	74%	72%	67%	74%	79%	77%	76%	70%	70%	79%	69%
Website, including 'Your Voice Camden'	72%	69%	75%	84%	72%	57%	73%	76%	71%	66%	76%	73%
Mobile phone app	58%	53%	63%	72%	62%	35%	57%	65%	55%	50%	62%	61%
A Council App	53%	47%	59%	68%	58%	27%	57%	60%	49%	46%	57%	56%
In person, face to face	52%	60%	44%	48%	48%	62%	39%	55%	53%	47%	62%	47%
Social media	50%	40%	61%	65%	54%	25%	46%	59%	48%	48%	54%	49%
Letter via the post	41%	42%	39%	35%	40%	49%	46%	42%	39%	39%	45%	38%
Online local newspapers	38%	37%	39%	42%	35%	36%	38%	40%	37%	38%	38%	37%
Physical notice board in town centres and community hubs	29%	29%	28%	35%	21%	32%	28%	31%	28%	23%	32%	30%
Hard copy local newspapers	25%	25%	25%	20%	18%	41%	21%	23%	26%	25%	28%	22%
None of these	1%	2%	1%	1%	<1%	2%	4%	0%	1%	2%	0%	1%
Base	401	193	208	139	157	105	46	108	247	120	130	151

Base: N = 401

Q6. [Ask All] How would you most prefer to interact with Council in the future?

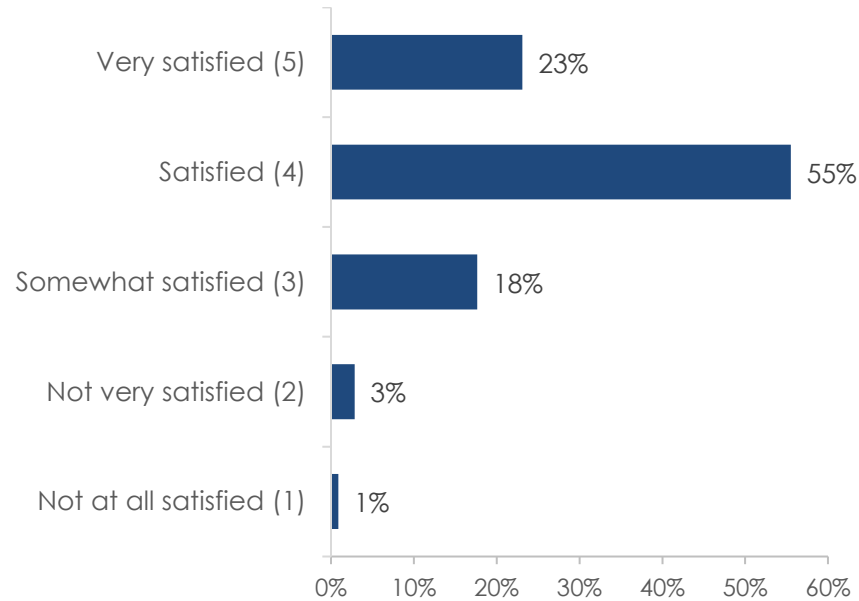
A significantly higher/lower percentage (by group) 12



## Summary of Council Services/Facilities

# Overall Satisfaction with Council's Performance

96% of residents are at least somewhat satisfied with Council's performance, which is significantly higher compared to our Metro Benchmark. Once again, with an Overall Sample score so high, it is no surprise that results by key demographics do not differ greatly – although there is some sense that older residents/those who have lived in the Camden LGA longer are marginally less positive.



Base: N = 401

	Camden	Micromex LGA Benchmark – Metro
Top 3 Box %	96%	90%
Mean rating	3.97	3.59
Base	401	45,633

	Overall	Gender		Age		
		Male	Female	18-34	35-54	55+
Top 3 Box %	96%	97%	96%	97%	97%	94%
Mean rating	3.97	3.96	3.98	4.02	3.98	3.90
Base	401	193	208	139	157	105

	Overall	Time Lived in Area			Ward		
		Up to 5 years	6-10 years	11+ years	Central	North	South
Top 3 Box %	96%	100%	96%	96%	96%	95%	98%
Mean rating	3.97	4.08	4.09	3.90	3.97	3.95	3.99
Base	401	46	108	247	120	130	151



# Importance & Satisfaction – Highest/Lowest Rated Services/Facilities

A core element of this community survey was the rating of 30 facilities/services in terms of Importance and Satisfaction. The below analysis identifies the highest and lowest rated services/facilities in terms of importance and satisfaction.

## Importance

The following services/facilities received the highest T2 box importance ratings:

Higher importance	T2 Box	Mean
Collection of rubbish and recycling	93%	4.67
Maintaining the appearance of public areas	92%	4.54
Planning for emergency events and natural disasters, such as storms, bushfires, etc	90%	4.60
Condition/quality of local roads	90%	4.56
Traffic flow/management	88%	4.47

The following services/facilities received the lowest T2 box importance ratings:

Lower importance	T2 Box	Mean
Development approval process	39%	3.14
Tourism promotion, including Visitor Centre	46%	3.44
Heritage protection	59%	3.64
Educating the community about environmental protection and climate change	61%	3.74
Council's policy on managing trees within residential properties	61%	3.82

T2B = important/very important  
Scale: 1 = not at all important, 5 = very important

## Satisfaction

The following services/facilities received the highest T3 box satisfaction ratings:

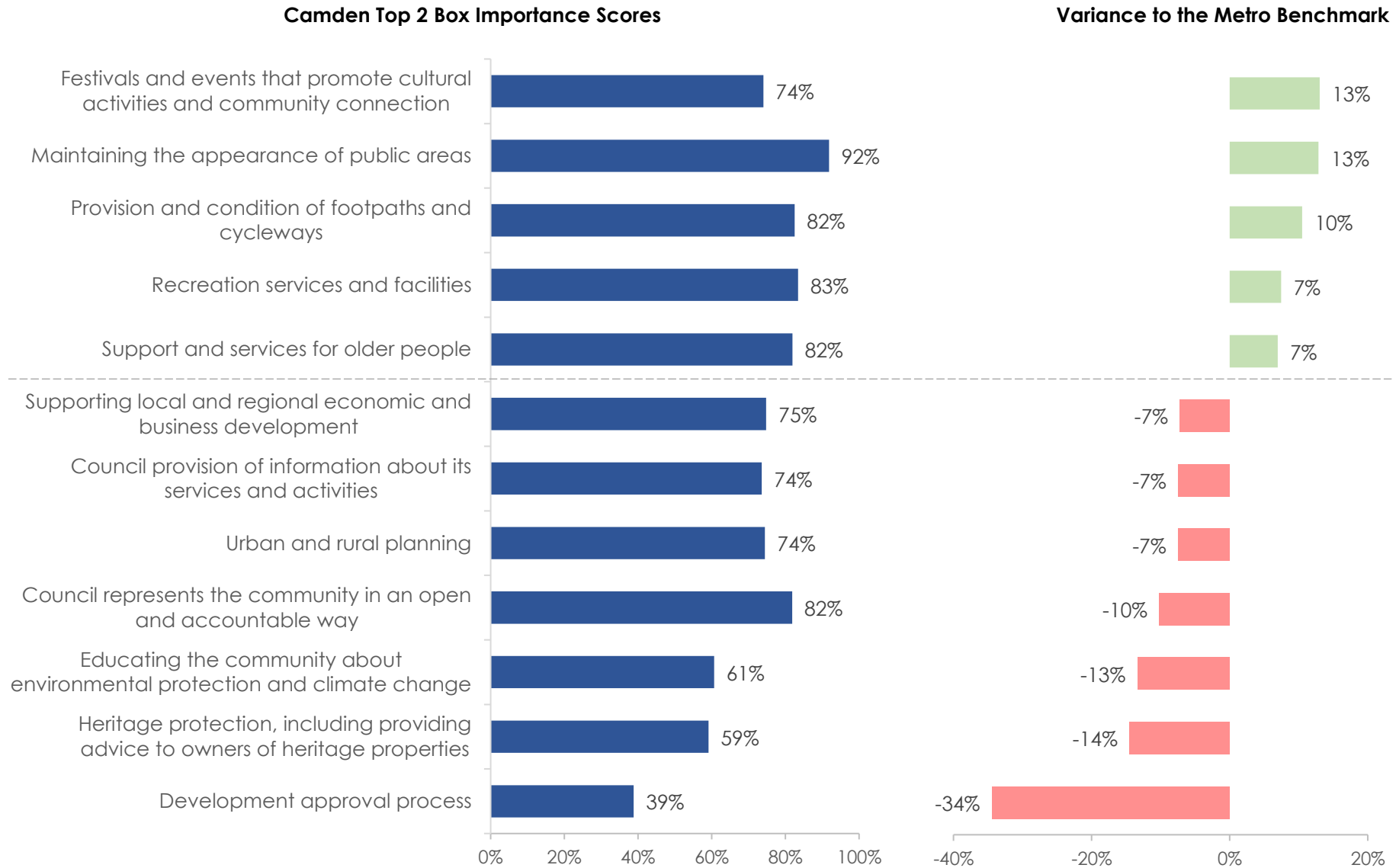
Higher satisfaction	T3 Box	Mean
Collection of rubbish and recycling	98%	4.46
Recreation services and facilities	96%	4.03
Libraries and library services	95%	4.30
Maintaining the appearance of public areas	95%	3.99
Heritage protection	95%	3.97

The following services/facilities received the lowest T3 box satisfaction ratings:

Lower satisfaction	T3 Box	Mean
Council's policy on managing trees within residential properties	71%	3.18
Traffic flow/management	72%	3.19
Condition/quality of local roads	76%	3.34
Managing trees on public property	79%	3.55
Encouraging community participation in local decision making	82%	3.43

T3B = somewhat satisfied/satisfied/very satisfied  
Scale: 1 = not at all satisfied, 5 = very satisfied

# Summary Importance Comparison to the Micromex Benchmark



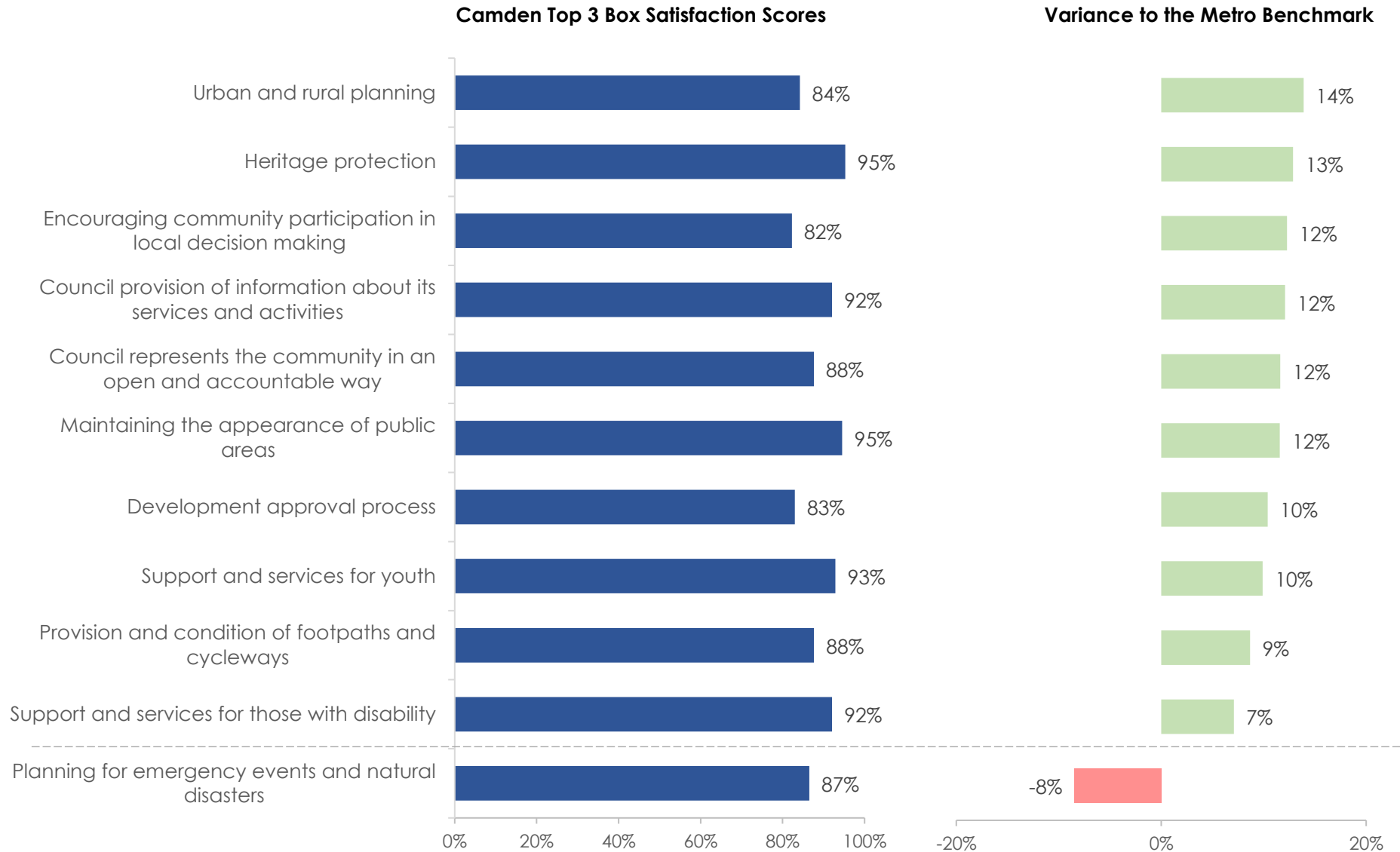
Note: Only services/facilities with a variance of +/- 7% to the Benchmark have been shown above. Please see Appendix 1 for detailed list  
 Top 2 box = important/very important

# Summary Satisfaction Comparison to the Micromex Benchmark

The chart at right shows the variance between Camden top 3 box satisfaction scores and the Micromex Benchmark, focussing on the 11 largest differences (see Appendix 1 for the full list).

There is only one area where Council has scored at least 7% below our corresponding satisfaction benchmark, and that is for 'Planning for emergency events and natural disasters'.

In contrast, Council has scored 7% or more above our satisfaction benchmarks for ten attributes.



Note: Only services/facilities with a variance of +/- 7% to the Benchmark have been shown above. Please see Appendix 1 for detailed list  
 Top 3 box = at least somewhat satisfied



# High Growth Benchmark Introduction

On previous slides, we investigated Camden's performance in terms of residents' perceived quality of life living in LGA, their overall satisfaction with Council's performance and satisfaction with 27 comparable services/facilities measures compared to our Micromex Metro Benchmark (based on 22 other Metro Councils in NSW), which showed results from a macro view. Camden has experienced the largest recent population growth of any NSW LGA, so we summarized 8 comparable Councils with high population growth since 2016<sup>1</sup> as a 'high growth' bespoke benchmark.

	Camden 2023	High Growth Bespoke Benchmark							
		Council 1	Council 2	Council 3	Council 4	Council 5	Council 6	Council 7	Council 8
Council Name	<b>Camden</b>	<b>The Hills</b>	<b>Blacktown</b>	<b>Maitland</b>	<b>Cessnock</b>	<b>Penrith</b>	<b>Wollondilly</b>	<b>Wingecarribee</b>	<b>Ryde</b>
Population Growth Rate <sup>2</sup>	49.6%	18.2%	14.9%	14.6%	13.0%	8.8%	8.7%	7.1%	7.0%
Base <sup>3</sup>	401	1,806	1,805	1,421	1,220	1,413	1,210	2,418	904

Note:

1. All data was sourced from the 2021 ABS Census data
2. Average population growth from 2016 to 2021
3. Number of interviews conducted by Micromex since 2016

# Importance Compared to Both Benchmarks

Service/Facility	Camden T2 box importance score	Variance to High Growth Benchmark	Variance to Metro Benchmark
Maintaining the appearance of public areas	92%	13%▲	13%▲
Festivals and events that promote cultural activities and community connection	74%	12%▲	13%▲
Libraries and library services	73%	8%	1%
Provision and condition of footpaths and cycleways	82%	6%	10%▲
Recreation services and facilities	83%	5%	7%
Urban and rural planning	74%	-10%▼	-7%
Educating the community about environmental protection and climate change	61%	-11%▼	-13%▼
Council provision of information about its services and activities	74%	-11%▼	-7%
Supporting local and regional economic and business development	75%	-13%▼	-7%
Heritage protection	59%	-16%▼	-14%▼
Tourism promotion	46%	-22%▼	-6%
Development approval process	39%	-36%▼	-34%▼

**Note:** Benchmark differences are based on assumed variants of +/- 10%, with variants beyond +/- 10% more likely to be significant  
▲/▼ = positive/negative difference equal to/greater than 10% from Benchmark.

**Note:** T2 = important/very important 19

# Satisfaction Compared to Both Benchmarks

Service/Facility	Camden T3 box satisfaction score	Variance to High Growth Benchmark	Variance to Metro Benchmark
Condition/quality of local roads	76%	21%▲	1%
Urban and rural planning	84%	21%▲	14%▲
Council provision of information about its services and activities	92%	20%▲	12%▲
Encouraging community participation in local decision making	82%	18%▲	12%▲
Support and services for youth	93%	17%▲	10%▲
Development approval process	83%	16%▲	10%▲
Maintaining the appearance of public areas	95%	15%▲	12%▲
Heritage protection	95%	14%▲	13%▲
Maintenance of bushland reserves	93%	13%▲	6%
Support and services for those with disability	92%	11%▲	7%
Supporting local and regional economic and business development	90%	10%▲	5%

**Note:** Benchmark differences are based on assumed variants of +/- 10%, with variants beyond +/- 10% more likely to be significant  
▲/▼ = positive/negative difference equal to/greater than 10% from Benchmark.

**Note:** T3 = at least somewhat satisfied 20

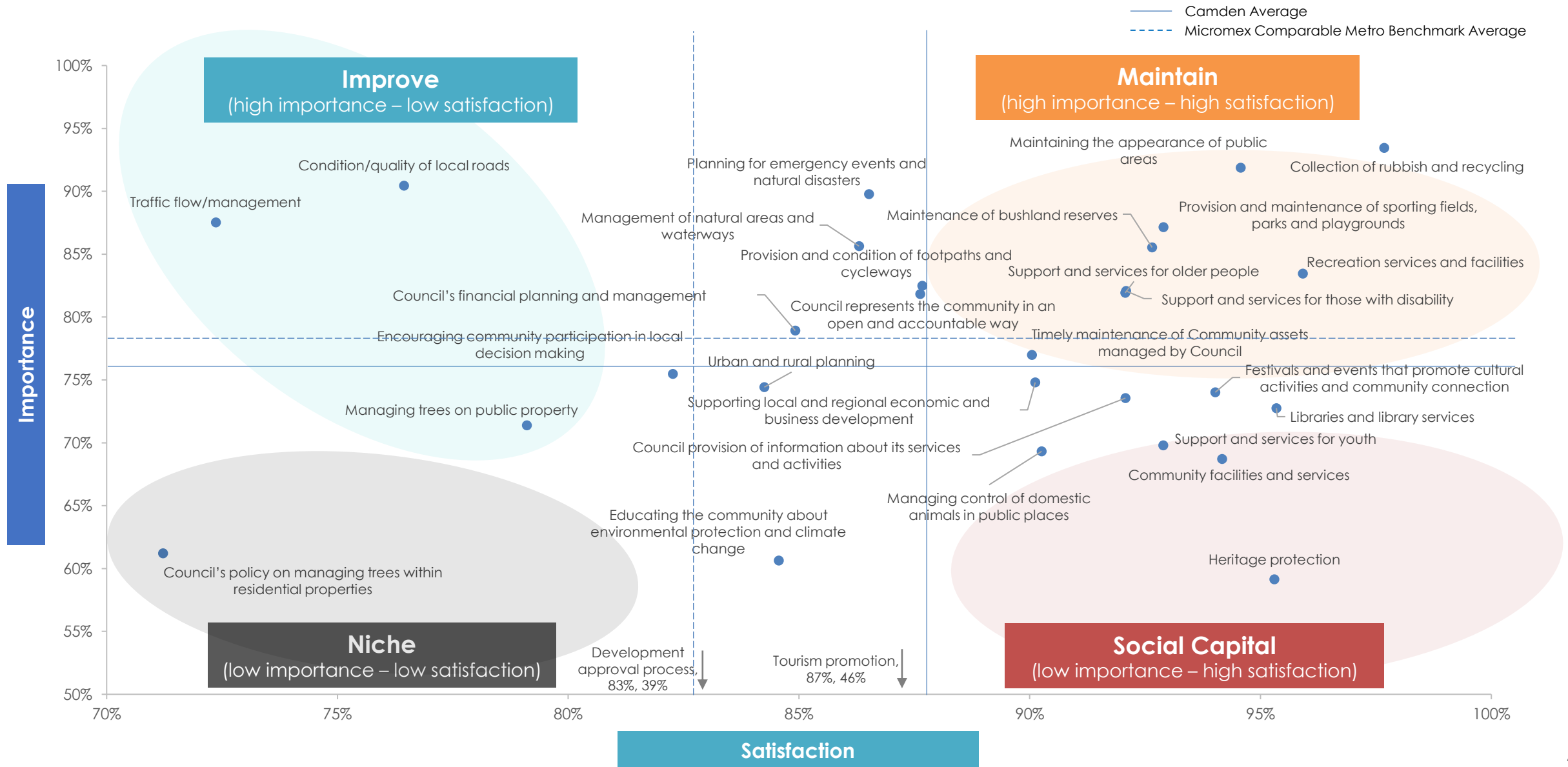


# Performance Gap Analysis

Service/Facility	Importance T2 Box	Satisfaction T3 Box	Performance Gap (Importance – Satisfaction)
Traffic flow/management	88%	72%	15%
Condition/quality of local roads	90%	76%	14%
Planning for emergency events and natural disasters, such as storms, bushfires, etc	90%	87%	3%

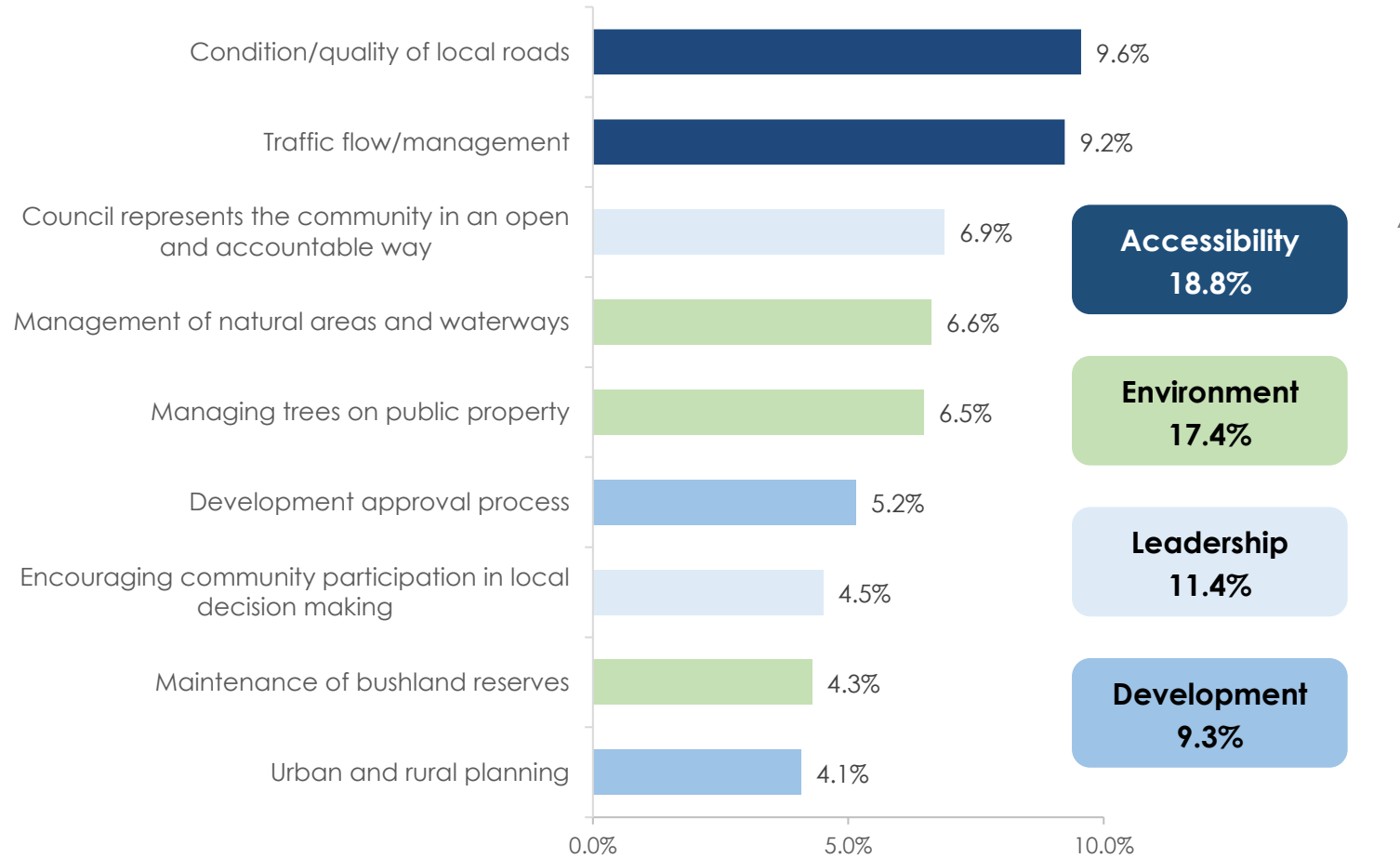
# Quadrant Analysis – Importance VS Satisfaction

The chart below shows the satisfaction (T3B%) with service/facilities measures plotted against importance (T2B%).



# Key Drivers of Overall Satisfaction with Council

The score assigned to each area is not a measure of satisfaction/dissatisfaction – rather, it indicates the percentage of influence each measure contributes to overall satisfaction with Council. All services/facilities are important – but if Council can increase satisfaction in these key driver areas, they will likely see an improvement in overall community satisfaction.



We have categorized these key drivers into four themes (see different colours), accessibility is the most important driver category – and as shown on Slide 36, accessibility issues currently have the largest performance gaps (high importance but relatively low satisfaction), which suggests that there is potential for Camden to lift overall satisfaction by improving transportation.

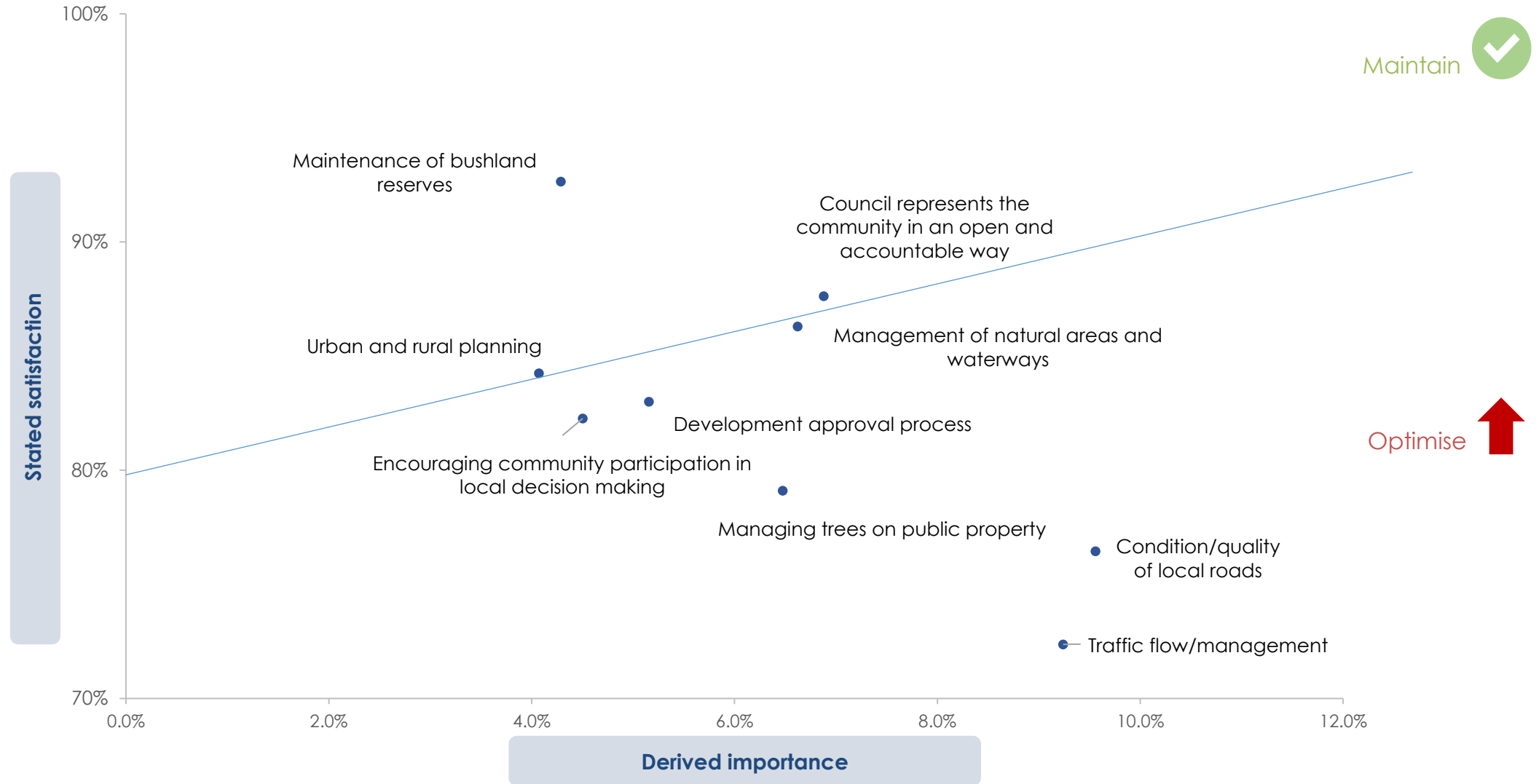
In addition, environment, Council's leadership and development management are also important drivers.

Barriers R<sup>2</sup> value = 0.33  
 Optimisers R<sup>2</sup> value = 0.32

Dependent Variable: Q7. Overall, for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues, but across all responsibility areas?

# Mapping Stated Satisfaction and Derived Importance Identifies the Community Priority Areas

The below chart looks at the relationship between stated satisfaction (top 3 box, vertical axis) and derived importance (Regression result, horizontal axis) to identify the level of contribution of each measure. Any services/facilities below the blue line (which is the average stated satisfaction score for Camden based on all 30 services/facilities) could potentially be benchmarked to target in future research to elevate satisfaction levels in these areas.



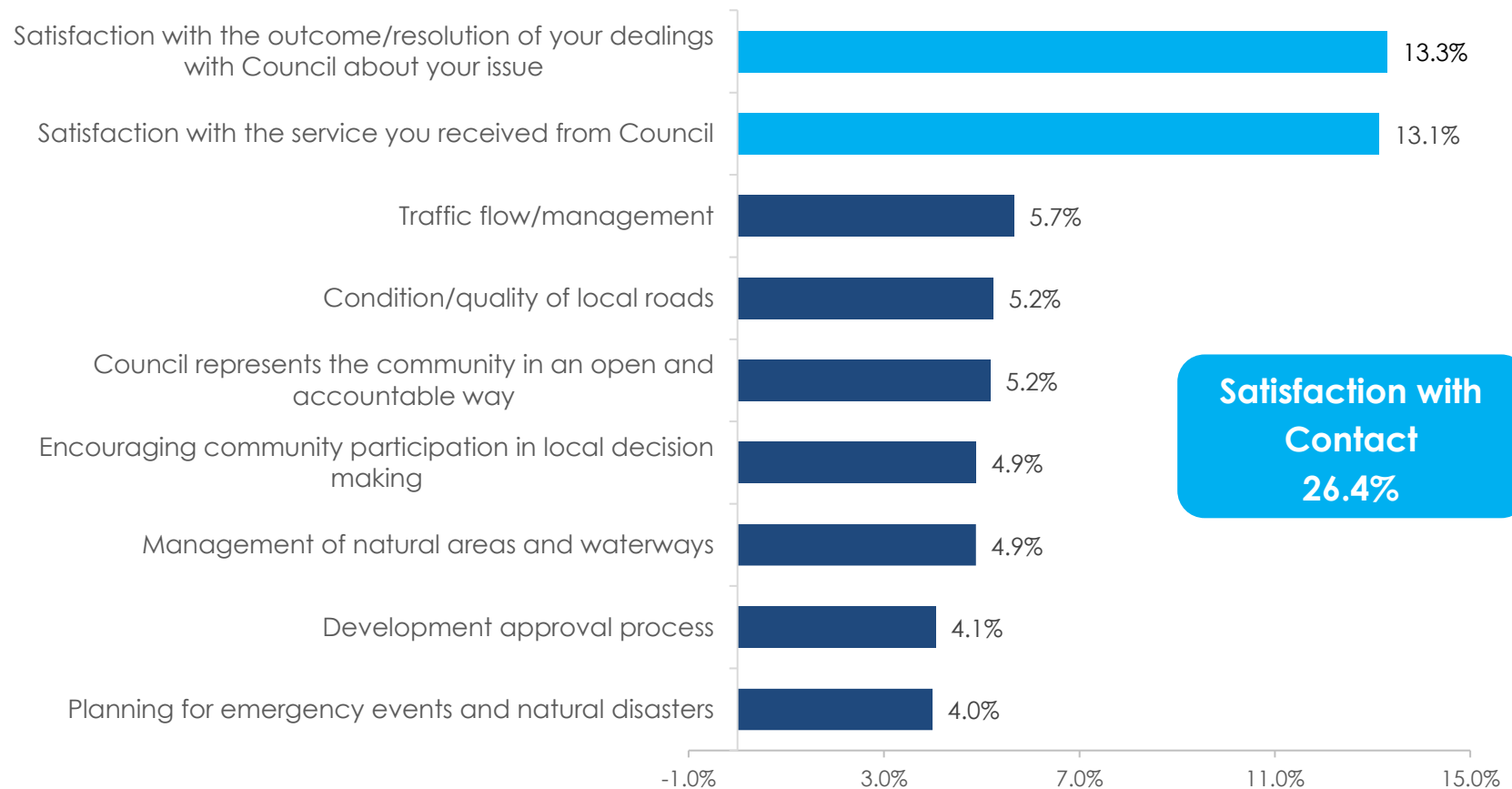


# Key Drivers of Overall Satisfaction with Council – Expanded Model

The below chart is a re-run of the key drivers contributing to overall satisfaction but expanded to include “Q4e. Overall, how satisfied, if at all, were you with the outcome/resolution of your dealings with Council about your issue?” and “Q4f. And overall, how satisfied, if at all, were you with the service you received from Council?” as potential drivers (only for those who had contacted Council in the past 12 months).

Both satisfaction with the outcome/resolution and service from Council are key drivers of overall satisfaction with Council's performance!

**Drivers of Overall Satisfaction: Two Drivers from Satisfaction with Contact added**



Barriers R<sup>2</sup> value = 0.43  
 Optimisers R<sup>2</sup> value = 0.36

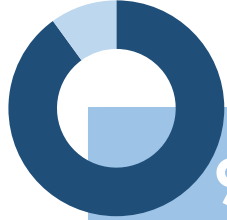
Dependent Variable: Q7. Overall, for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues, but across all responsibility areas?

Note: Please see Appendix 1 for complete list

# Summary Findings:



# Key Summary



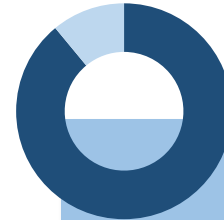
97%

Rated their quality of life living in the Camden LGA as good to excellent.



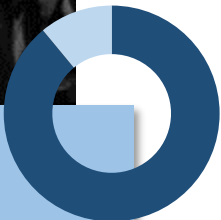
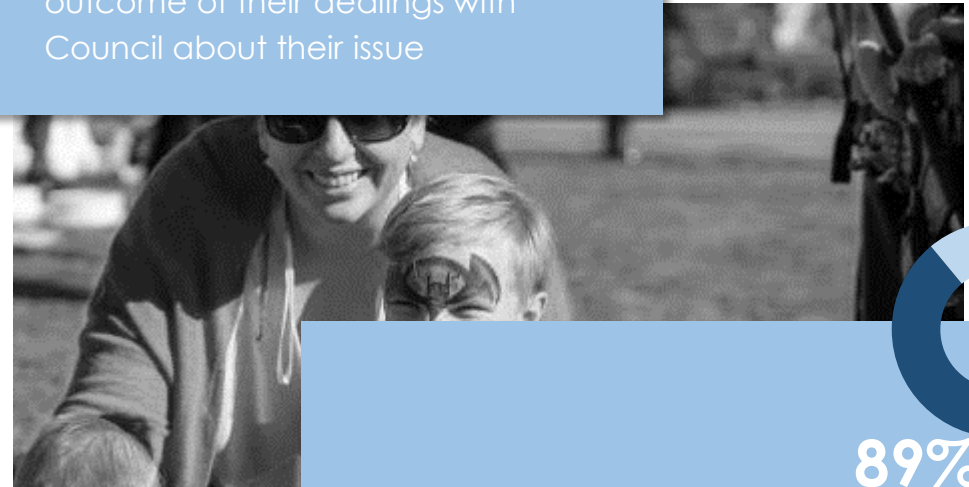
96%

Of residents were at least somewhat satisfied with Council's performance.



85%

At least somewhat satisfied with the outcome of their dealings with Council about their issue



89%

At least somewhat satisfied with the service they received from Council when they contacted a Staff member

# Overview: Satisfaction Scorecard

26 of the 30 service/facilities received a 'good performance' score, with 80% or more of residents at least somewhat satisfied with Council's performance in that area.

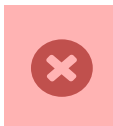
Encouragingly, there is no area that had a satisfaction score of 60% or less.



**Good performance**  
(T3B sat score ≥80%)



**Monitor**  
(T3B sat score 60%-79%)



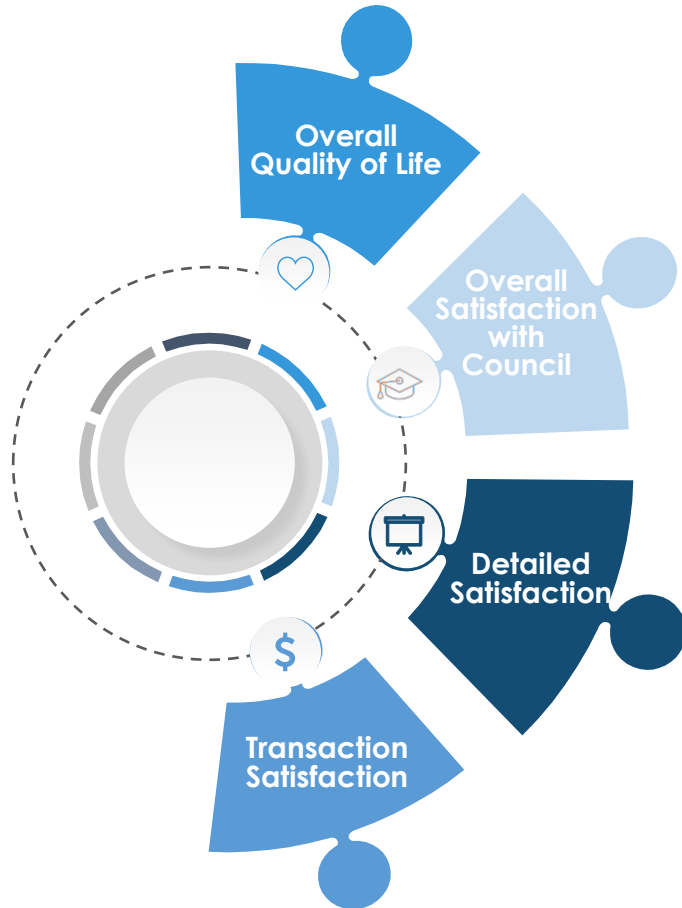
**Needs improvement**  
(T3B sat score <60%)

Development and Sustainability	Council Service and Infrastructure	Council Leadership
Development approval process	Provision and condition of footpaths and cycleways	Council represents the community in an open and accountable way
Heritage protection	Condition/quality of local roads	Council's financial planning and management
Urban and rural planning	Recreation services and facilities	Timely maintenance of Community assets managed by Council
Collection of rubbish and recycling	Festivals and events that promote cultural activities and community connection	Encouraging community participation in local decision making
Managing control of domestic animals in public places	Community facilities and services	Council provision of information about its services and activities
Management of natural areas and waterways	Libraries and library services	Planning for emergency events and natural disasters
Provision and maintenance of sporting fields, parks and playgrounds	Support and services for youth	
Maintenance of bushland reserves	Support and services for older people	<b>Local Economy</b>
Educating the community about environmental protection and climate change	Support and services for those with disability	Supporting local and regional economic and business development
Maintaining the appearance of public areas	Traffic flow/management	Tourism promotion
Managing trees on public property		
Council's policy on managing trees within residential properties		



# Overview: KPI's

Overall, Camden Council has performed strongly as evidenced by the comparison of results against our benchmarks provided below:



Community Survey				
Areas	Measures	Camden 2023 Overall	Micromex Metropolitan Benchmark	Micromex Bespoke Benchmark**
Quality of Life	T3B%	97%	93%	93%
	Mean rating	5.10	4.92	4.82
Overall Satisfaction	T3B%	96%	90%	84%
	Mean rating	3.97	3.59	3.36
Average Satisfaction Scores – all 30 services/facilities (T3B%)		88%	83%	78%
Satisfaction with OUTCOME of Contact with Council – T3B%		85%	80%	N/A
Satisfaction with SERVICE RECEIVED from Council – T3B%		89%	80%	N/A

\*\*The bespoke benchmark for Camden Council was created based on eight Councils with relatively high population growth since 2016 (The Hills, Blacktown, Maitland, Cessnock, Penrith, Wollondilly, Wingecarribee, and Ryde Councils).



micromex  
research

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