



Camden Council

Community Satisfaction Survey 2025

Prepared by: Micromex Research
Date: November 2025



Research Objectives

In September 2025, Camden Council commissioned Micromex Research to conduct a representative community survey with residents living in the Camden Local Government Area (LGA). This research was also conducted in 2023, allowing Council to evaluate any changes across the last 2 years.

Why?

- Identify the community's perceived quality of life living in the Camden LGA
- Explore overall levels 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?

- Mixed-mode survey (phone=403, online=76) to N=479 residents
- We use a 5-point scale (e.g. 1 = not at all satisfied, 5 = very satisfied)
- Greatest margin of error +/- 4.5% at the 95% confidence level

When?

- Fieldwork conducted between 8th September – 7th October 2025

Methodology and Sample



Sample selection and error

A total of 479 resident interviews were completed, with 403 completed via telephone and 76 online through two managed online panels. Telephone respondents were chosen by means of a computer based random selection process using the Australian Marketing Lists and SamplePages.

A sample size of 479 residents provides a maximum sampling error of plus or minus 4.5% at 95% confidence. This means that if the survey was replicated with a new universe of N=479 residents, 19 times out of 20 we would expect to see the same results, i.e. +/- 4.5%. For example, that an answer such as 'yes' (50%) to a question could vary from 44.5% to 55.5%.

Interviewing

Interviewing was conducted in accordance with The Research Society Code of Professional Behaviour.

Data analysis

The data within this report was analysed using Q Professional.

Within the report, ▲▼ and blue and red font colours are used to identify statistically significant differences between groups, i.e., gender, age, etc.

Significance difference testing is a statistical test performed to evaluate the difference between two measurements. To identify the statistically significant differences between the groups of means, 'One-Way Anova tests' and 'Independent Samples T-tests' were used. 'Z Tests' were also used to determine statistically significant differences between column percentages.

Note: All percentages are calculated to the nearest whole number and therefore the total may not exactly equal 100%.

Ratings questions

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

This scale allowed us to identify different levels of importance and satisfaction across respondents.

Top 2 (T2) Box: refers to the aggregate percentage (%) score of the top two scores for importance. (i.e. important & very important)

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

Top 3 (T3) Box: refers to the aggregate percentage (%) score of the top three scores for satisfaction or support. (i.e. somewhat satisfied, satisfied & very satisfied)

We refer to T3 Box Satisfaction in order to express moderate to high levels of satisfaction in a non-discretionary category. We only report T2 Box Importance in order to provide differentiation and allow us to demonstrate the hierarchy of community priorities.

Micromex LGA Benchmark

Micromex has developed Community Satisfaction Benchmarks using normative data from over 80 unique councils, more than 200 surveys and over 100,000 interviews since 2012.

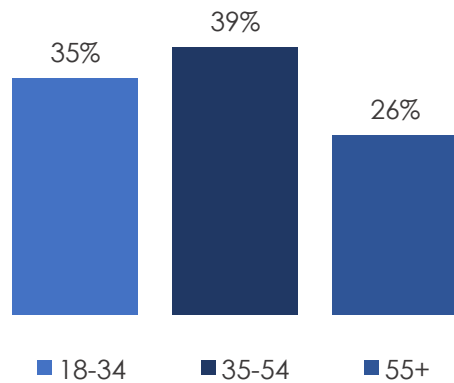
Sample Profile

The sample was weighted by age and gender to reflect the 2021 ABS Census data for Camden Council LGA.

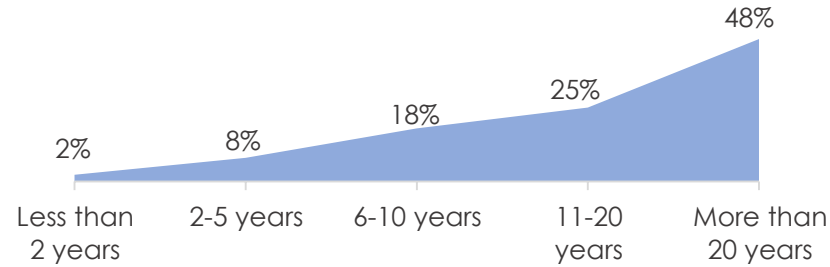
Gender



Age



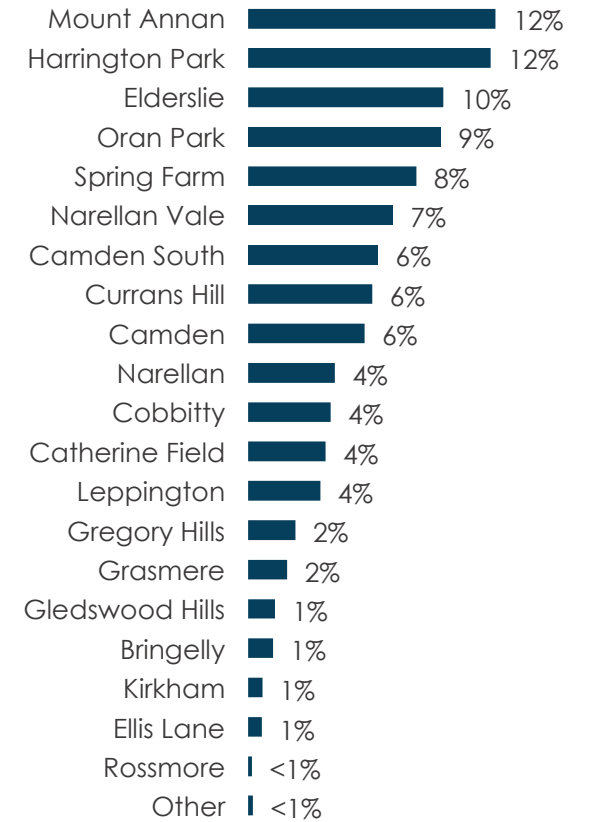
Time lived in the area



Ward



Suburb

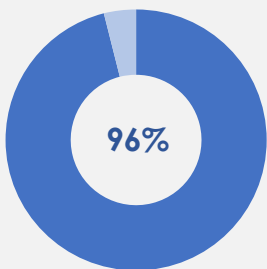




Summary Findings

Summary Stats – Results Remain Strong, In Line with 2023

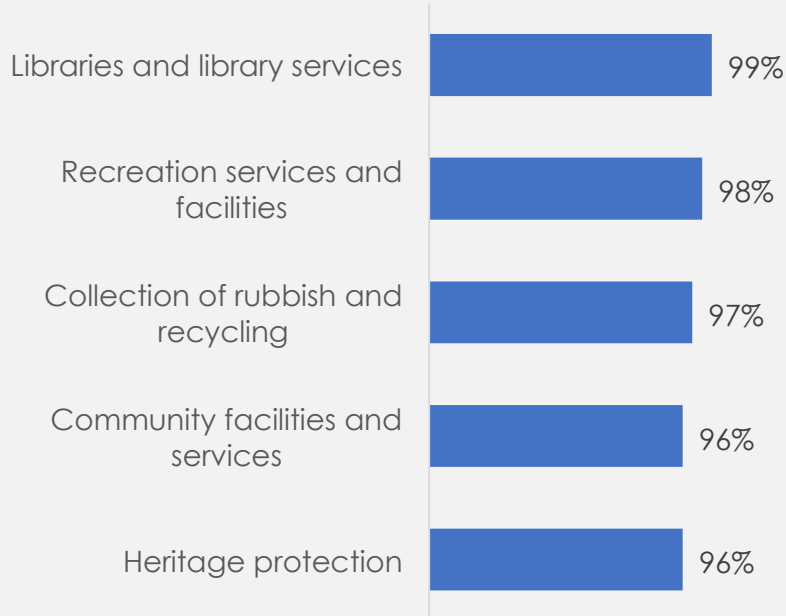
Performance of Council:



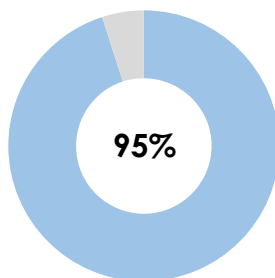
Overall Satisfaction

Overall, 96% of residents are at least somewhat satisfied with the performance of Council over the last 12 months, the same result as in 2023.

Top 5 Satisfaction Scores (T3B%) of the 30 Services/Facilities

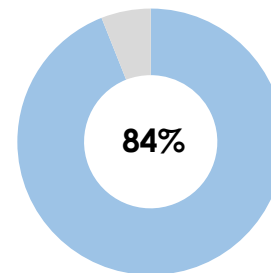


Living in the LGA



Quality of life

95% of residents rate their quality of life as good, very good or excellent (97% in 2023).



Call on a neighbour/friend/relative

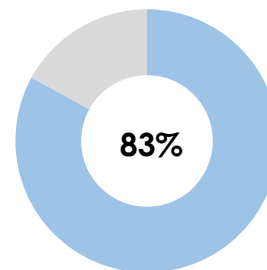
84% of residents agree they could call on a local neighbour/relative/friend if they needed assistance

Customer Experience

Approximately 7 in 10 Camden residents had contacted Council in the past 12 months

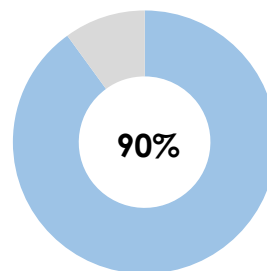


- Waste/rubbish, payments, and obtaining information are the most common reasons for contacting Council.
- Across all contact methods, it took an average of 1.7 interactions for residents to resolve their issue/s.



Satisfaction with the Outcome/Resolution

83% of residents who contacted Council are at least somewhat satisfied with the outcome/resolution of their dealings (85% in 2023).



Satisfaction with the Service Received

90% of residents who contacted Council are at least somewhat satisfied with the service from Council (89% in 2023).

Satisfaction Scorecard

27 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.

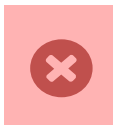
Encouragingly, there is no area that saw a satisfaction score of 60% or less.



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 | Local Economy |
| 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 | | Tourism promotion |
| Managing trees on public property | | |
| Council's policy on managing trees within residential properties | Traffic flow/management | |

Executive Summary

Quality of life has remained very high, with 95% of residents rating this as 'good' to 'excellent'.

96% of residents are at least somewhat satisfied with the performance of Council in the past 12 months, this is significantly higher than the Micromex LGA Benchmark of 88% for results in 2021 to 2025. This result is equal to in 2023, which is very encouraging, as many LGAs have experienced declines in overall satisfaction scores in recent years.

Similar to overall satisfaction, satisfaction levels with the 30 services and facilities provided by Council have remained stable compared to 2023. An advanced regression analysis determined that the top 3 drivers of overall satisfaction are:

1. Maintaining the appearance of the local area: this area is already above most other services/facilities in terms of rated importance (T2B: 88%) and satisfaction (T3B: 92%), so Council should celebrate and maintain this result.
2. Traffic flow/management: this area had the fifth highest rated importance score (T2B: 87%) but was the only service/facility to see a significant decline in satisfaction (T3B: 67% compared to 72% in 2023).
3. Council representing the community in an open and accountable way: this was also the third highest driver in 2023 and is above average (compared to other areas) in terms of residents' rated importance and satisfaction scores.

Moving forward, Council may benefit from increased communications regarding traffic flow/management initiatives and supporting current efforts to maintain the appearance of the local area.

This year we repeated an in-depth research module into customer experience. We again found that residents rated their recent experience very highly, with 90% being at least somewhat satisfied with the service they received (89% in 2023) and 83% being at least somewhat satisfied with the outcome/resolution (85%). Generally, resident's enquiries/issues were resolved in 1 to 2 interactions (an average of 1.7 for residents with enquiries/issues that have been resolved).

In terms of customer experience, every interaction is an opportunity to positively uplift residents' overall satisfaction with Council. A regression analysis for residents that contacted via phone/in person revealed that the key driver of satisfaction with the service received from Council is 'made it easy for you to interact'. However, the satisfaction is quite high for this measure. The 2nd and 3rd top drivers, 'clearly explained the next steps' and 'knowledgeable', have a similar derived importance score, but have the lowest satisfaction scores. These areas, which were the top 2 drivers and lowest satisfaction in 2023 also, have better potential to improve satisfaction if Council can lift satisfaction with these areas.

Additionally, top drivers of overall satisfaction with Council included development application processes and Council's policies on tree management, and residents had significantly lower satisfaction with the service they received (not the outcome) when contacting Council regarding these areas. While these interactions account for only 12% of recent enquiries, Council optimising the outcomes of these interactions could help to lift their already high level of overall satisfaction.

Summary – Investment Priority and Trade-Off Allocator

At the end of the survey residents were asked if they would like to be recontacted via SMS/Email to complete a final module regarding how Council should prioritise investment across 12 services/facilities. 94% (N=450) of residents agreed to be recontacted and 43% (N=206) completed the module, an excellent level of engagement.

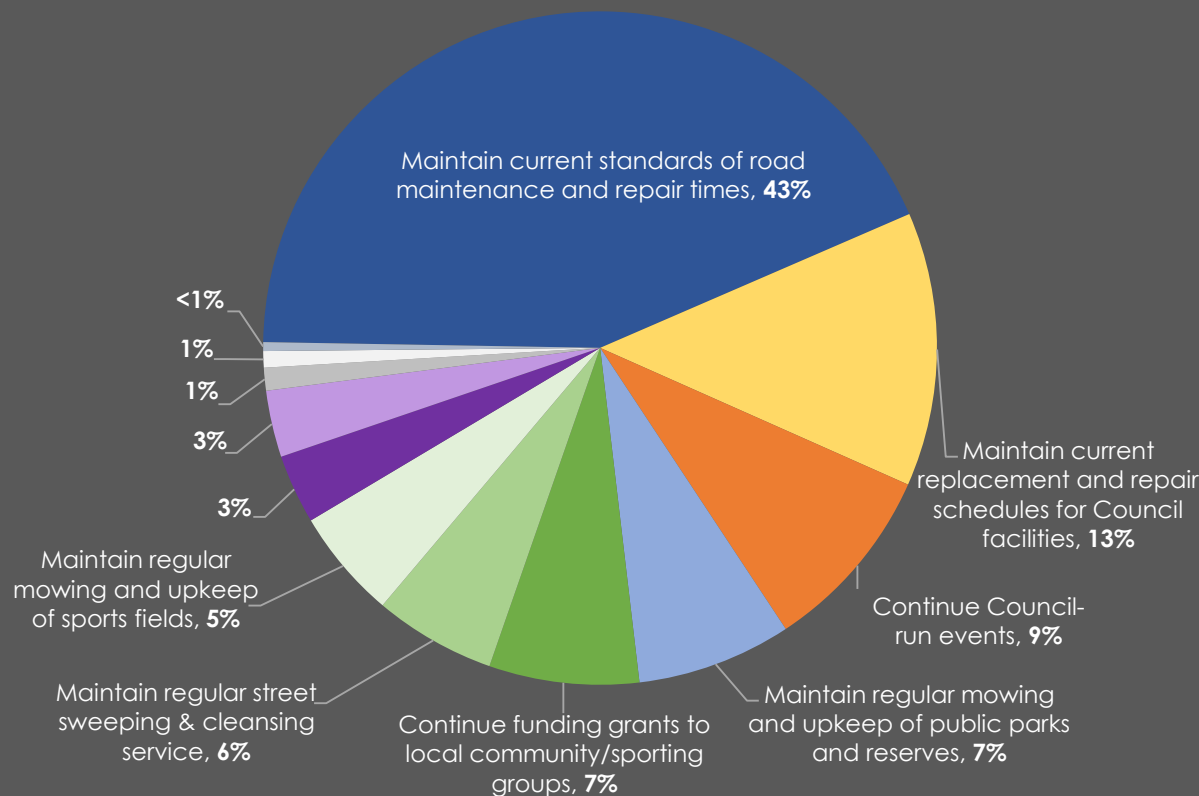
Of the 12 different service/facility areas, the highest preference was 'maintain current standards of road maintenance and repair times' and comprised of 43% of the preference share, which is more than three times the next highest preference of 'maintain current replacement and repair schedules for Council facilities' (13% preference share).

How to determine 'preference share'?

A robust approach to forcing residents to make trade-offs for the 12 different areas is to present a sub-set of options and make the resident decide which one is their highest priority and which is the lowest priority for increased investment, then this is repeated for 12 randomised rounds of different sub-set combinations.

What we want to identify with this analysis is not simply "what is a high priority", but instead "when forced to make a trade-off, what are residents' preferences". To determine this using the data collected, we use a decision modelling technique known as Hierarchical Bayesian Modelling, which models the probability of how selections are made, but more importantly can tell us the preference share out of 100% across all 12 areas. A simple way to interpret preference shares is to think of the percentages out of 100% as a way to allocate a budget in a way that optimally lines up with residents' preferences. However, as each service/facility have different financial values and levels of current investment, this should be treated with caution as simply the preferences of residents.

Preference Share (out of 100%)





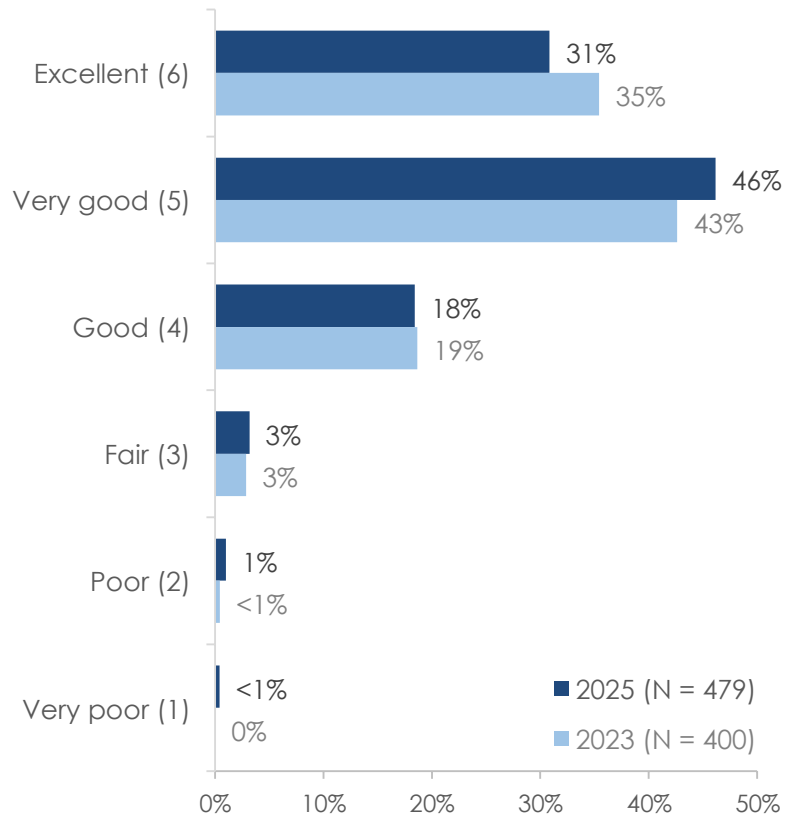
Section One: Living in Camden Council

This section examines residents' quality of life living in the Camden LGA and new metrics that measure agreement with statements relating to Council's Community Strategic Plan (CSP).

Quality of Life Living in the Camden LGA

Residents' self-rated quality of life remains very high, with 95% rating their quality of life in the Camden LGA as good to excellent, slightly above the Micromex Metro LGA Benchmark of 93%. Like in 2023, quality of life ratings did not significantly differ across demographics.

Overall, how would you rate the quality of life you have living in the Camden LGA?



| | Overall 2025 | Overall 2023 |
|-------------|--------------|--------------|
| Top 3 Box % | 95% | 97% |
| Mean rating | 5.01 | 5.10 |
| Base | 479 | 400 |

| | Overall 2025 | Micromex LGA Benchmark –Metro | |
|-------------|--------------|-------------------------------|----------|
| | | Post-2021* | Pre-2021 |
| Top 3 Box % | 95% | 93% | 93% |
| Mean rating | 5.01 | 4.97 | 4.87 |
| Base | 479 | 15,959 | 12,277 |

| | Overall 2025 | Gender | | Age | | |
|-------------|--------------|--------|--------|-------|-------|------|
| | | Male | Female | 18-34 | 35-54 | 55+ |
| Top 3 Box % | 95% | 94% | 96% | 95% | 96% | 95% |
| Mean rating | 5.01 | 4.98 | 5.04 | 5.10 | 4.96 | 4.98 |
| Base | 479 | 231 | 248 | 166 | 188 | 126 |

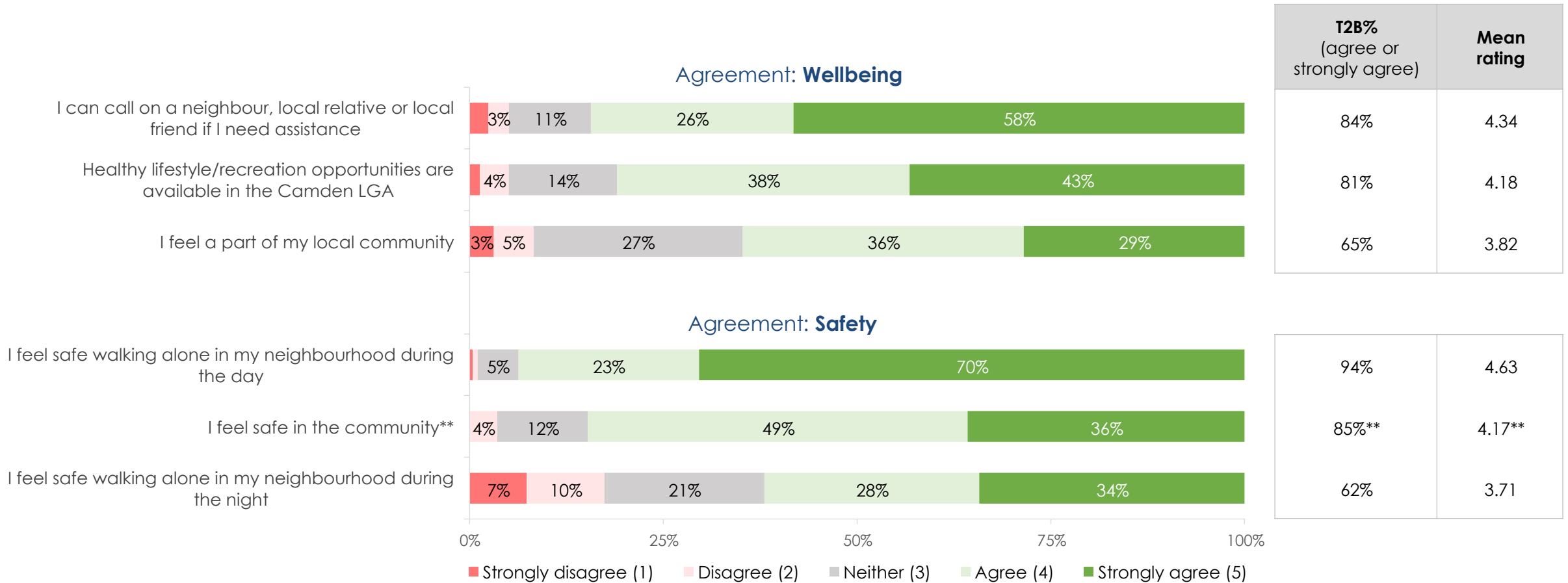
| | Overall 2025 | Time Lived in Area | | | Ward | | |
|-------------|--------------|--------------------|------------|-----------|---------|-------|-------|
| | | Up to 5 years | 6-10 years | 11+ years | Central | North | South |
| Top 3 Box % | 95% | 97% | 95% | 95% | 95% | 94% | 97% |
| Mean rating | 5.01 | 5.20 | 5.08 | 4.97 | 5.01 | 4.92 | 5.11 |
| Base | 479 | 45 | 87 | 347 | 138 | 162 | 178 |

*Post-2021 is inclusive of 2021, this is shown to distinguish pre/post Covid-19 pandemic
Scale: 1 = very poor, 6 = excellent

Wellbeing and Safety

Agreement with *Wellbeing* statements was high, with 84% of residents agreeing that they could call on a local neighbour/relative/friend if they needed assistance, while only 5% disagree. 65% agree they feel part of their local community, while only 8% disagree.

94% of residents agree that they feel safe walking alone in their neighbourhood during the day, this reduces to 62% for walking alone at night. Female residents were significantly less likely to agree they feel safe walking alone during the night (48% vs 77% for male residents).



Base: all residents (2025)

Data <3% was not shown in the chart

Q8. How strongly do you agree or disagree with the following statements:

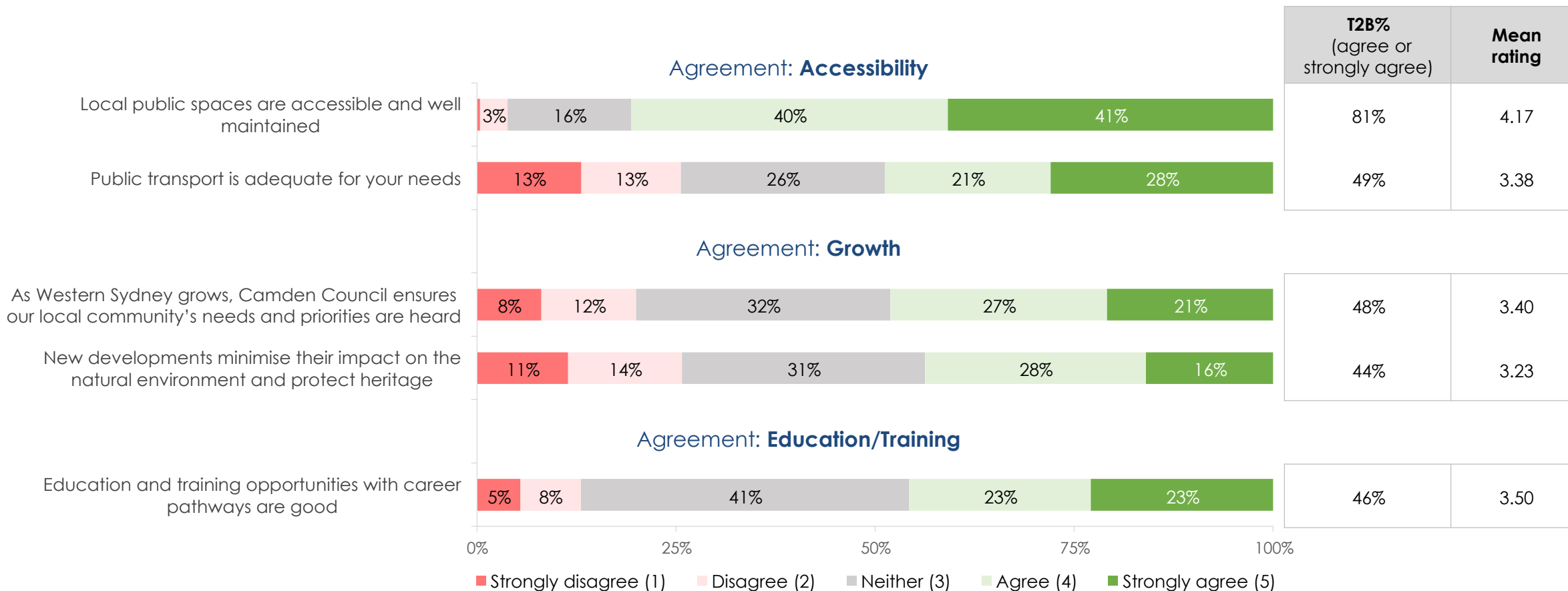
**'I feel safe in the community' was only asked of 100 residents, use only as indicative result

Scale: 1 = strongly disagree, 5 = strongly agree 12

Accessibility, Growth, and Education/Training

81% of residents agree that local public spaces are accessible and well maintained and 49% agree that public transport is adequate for their needs (26% disagree). Agreement is more polarised for the two *Growth* related statements, with 44% agreeing that new developments minimise their impact on the natural environment and protect heritage, while 25% disagree.

46% of residents agree that education and training opportunities with career pathways are good, while only 13% disagree.



Base: all residents
 Data <3% was not shown in the chart

Q8. How strongly do you agree or disagree with the following statements:

CSP Statements by Demographics

Agreement for the 3 statements regarding growth/education was significantly higher for younger residents. Across Wards, residents from the North Ward were generally less likely to agree for all statements.

| | 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 |
| I can call on a neighbour, local relative or local friend if I need assistance | 84% | 87% | 82% | 83% | 84% | 86% | 80% | 75% | 87% | 82% | 80% | 89% |
| Healthy lifestyle/recreation opportunities are available in the Camden LGA | 81% | 80% | 81% | 85% | 81% | 76% | 85% | 85% | 79% | 81% | 79% | 83% |
| I feel a part of my local community | 65% | 62% | 67% | 64% | 63% | 68% | 67% | 58% | 66% | 66% | 57% | 72% |
| I feel safe walking alone in my neighbourhood during the day | 94% | 94% | 93% | 95% | 96% | 88% | 94% | 94% | 94% | 95% | 90% | 96% |
| I feel safe in the community | 85% | 76% | 89% | 80% | 93% | 84% | 95% | 73% | 85% | 91% | 78% | 86% |
| I feel safe walking alone in my neighbourhood during the night | 62% | 77% | 48% | 65% | 70% | 45% | 60% | 64% | 62% | 66% | 57% | 63% |
| Local public spaces are accessible and well maintained | 81% | 80% | 81% | 84% | 79% | 79% | 83% | 74% | 82% | 78% | 76% | 87% |
| Public transport is adequate for your needs | 49% | 50% | 47% | 53% | 45% | 50% | 41% | 44% | 51% | 56% | 38% | 53% |
| As Western Sydney grows, Camden Council ensures our local community's needs and priorities are heard | 48% | 51% | 45% | 57% | 41% | 45% | 69% | 49% | 45% | 47% | 49% | 47% |
| New developments minimise their impact on the natural environment and protect heritage | 44% | 46% | 42% | 53% | 37% | 42% | 56% | 46% | 42% | 44% | 40% | 47% |
| Education and training opportunities with career pathways are good | 46% | 50% | 42% | 57% | 42% | 36% | 58% | 36% | 47% | 47% | 44% | 46% |
| Base | 479 | 231 | 248 | 166 | 188 | 126 | 45 | 87 | 347 | 138 | 162 | 178 |

Base: all residents (2025)

Data <3% was not shown in the chart

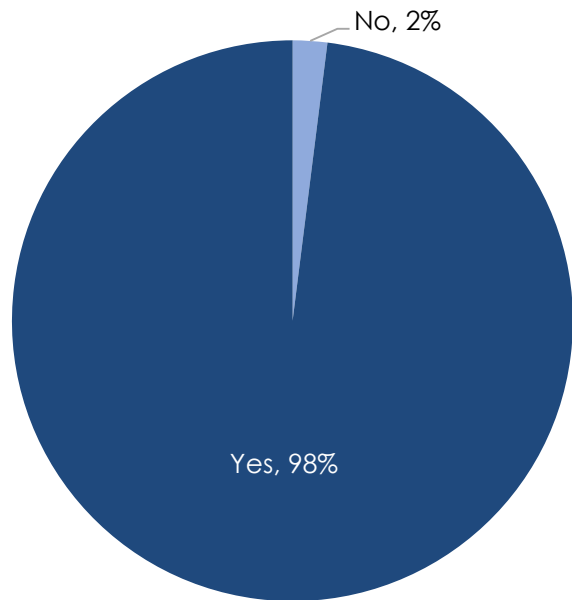
Q8. How strongly do you agree or disagree with the following statements:

Scale: 1 = strongly disagree, 5 = strongly agree
A significantly higher/lower percentage (by group)

Access to the Internet

98% of residents stated that they have access to internet if they need it. Access was high across all demographic groups, but relatively lower for residents aged 55+ (96%).

Do you have access to the internet if you need it, via a computer or a mobile device?



Base: N = 479

| | Overall | Gender | | Age | | |
|------|---------|--------|--------|-------|-------|-----|
| | | Male | Female | 18-34 | 35-54 | 55+ |
| Yes | 98% | 99% | 98% | 99% | 99% | 96% |
| Base | 479 | 231 | 248 | 166 | 188 | 126 |

| | Overall | Time Lived in Area | | | Ward | | |
|------|---------|--------------------|------------|-----------|---------|-------|-------|
| | | Up to 5 years | 6-10 years | 11+ years | Central | North | South |
| Yes | 98% | 100% | 99% | 98% | 98% | 98% | 98% |
| Base | 479 | 45 | 87 | 347 | 138 | 162 | 178 |

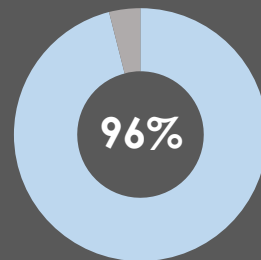


Section Two

Summary of Council Services/Facilities

This section summarises the importance and satisfaction ratings for the 30 services and facilities. In this section we explore trends to past research and comparative norms.

Summary: Performance of Council



Overall Satisfaction

96% of residents are at least somewhat satisfied with the performance of Council, the same result as in 2023.

Key drivers of overall satisfaction:

Using a regression analysis, the following areas were identified as top drivers of overall satisfaction with the performance of Council:

1. Maintaining the appearance of public areas
2. Traffic flow/management
3. Council represents the community in an open and accountable way
4. Management of natural areas and waterways
5. Encouraging community participation in local decision making

Residents believe the most important areas are:

- Collection of rubbish and recycling
- Planning for emergency events and natural disasters
- Condition/quality of local roads
- Maintaining the appearance of public areas
- Traffic flow/management

Residents are most satisfied with:

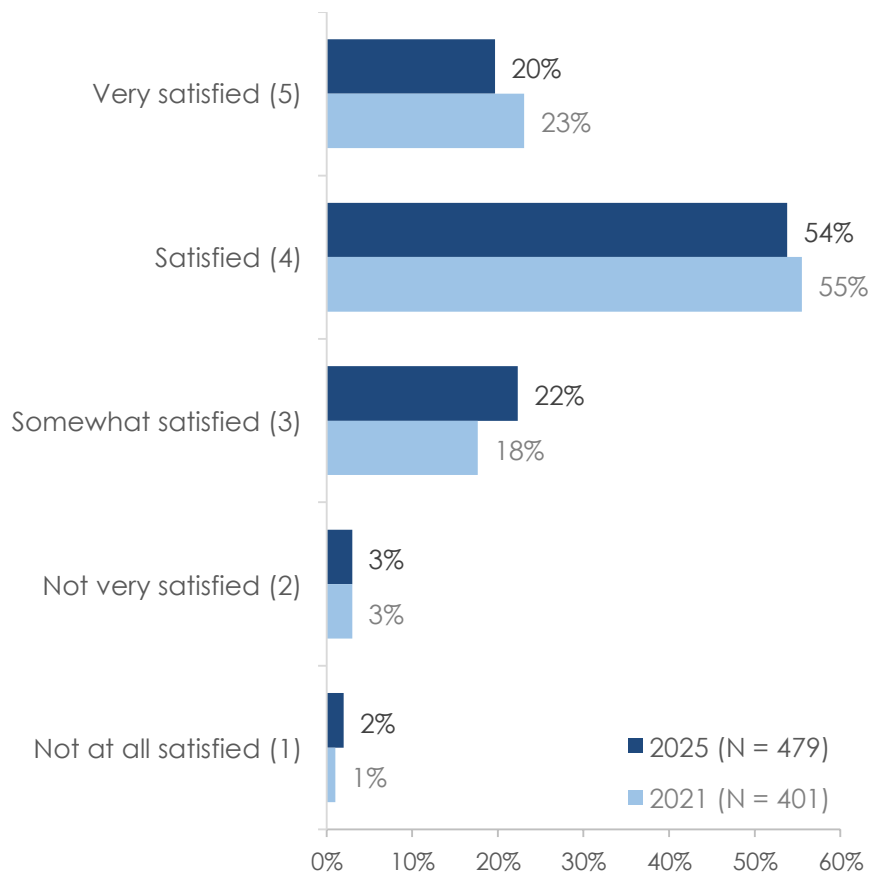
- Libraries and library services
- Recreation services and facilities
- Collection of rubbish and recycling
- Community facilities and services
- Heritage protection

Significant changes in satisfaction:

Compared to 2023, residents were significantly more satisfied with tourism promotion and recreation services and facilities, and significantly less satisfied with traffic flow/management.

Overall Satisfaction with the Performance of Council

96% of residents are at least somewhat satisfied with the performance of Council in the last 12 months. This is in line with the 2023 results and significantly higher than the comparative Micromex LGA Metro Benchmark (both pre/post 2021 benchmark scores).



| | Overall 2025 | Overall 2023 | | Overall 2025 | Micromex LGA Benchmark – Metro | |
|-------------|--------------|--------------|-------------|--------------|--------------------------------|----------|
| | | | | | Post-2021* | Pre-2021 |
| Top 3 Box % | 96% | 96% | Top 3 Box % | 96% | 88% | 90% |
| Mean rating | 3.87 | 3.97 | Mean rating | 3.87 | 3.55 | 3.57 |
| Base | 479 | 401 | Base | 479 | 20,700 | 41,013 |

| | Overall 2025 | Gender | | Age | | |
|-------------|--------------|--------|--------|-------|-------|------|
| | | Male | Female | 18-34 | 35-54 | 55+ |
| Top 3 Box % | 96% | 96% | 96% | 97% | 97% | 92% |
| Mean rating | 3.87 | 3.85 | 3.90 | 3.96 | 3.81 | 3.85 |
| Base | 479 | 231 | 248 | 166 | 188 | 126 |

| | Overall 2025 | Time Lived in Area | | | Ward | | |
|-------------|--------------|--------------------|------------|-----------|---------|-------|-------|
| | | Up to 5 years | 6-10 years | 11+ years | Central | North | South |
| Top 3 Box % | 96% | 100% | 93% | 96% | 95% | 95% | 97% |
| Mean rating | 3.87 | 4.14 | 3.75 | 3.87 | 3.90 | 3.85 | 3.88 |
| Base | 479 | 45 | 87 | 347 | 138 | 162 | 178 |

*Post-2021 is inclusive of 2021, this is shown to distinguish pre/post Covid-19 pandemic
Scale: 1 = not at all satisfied, 5 = very satisfied

A significantly higher/lower percentage/rating (by year/group/benchmark) 18

Council Services and Facilities

A major component of the 2025 Community Survey was to assess perceived Importance of, and Satisfaction with 30 Council-provided services and facilities – the equivalent of 60 separate questions!

We have utilised the following techniques to summarise and analyse these 60 questions:

Highlights and Comparison with 2023 Results



Comparison with Micromex Benchmarks



Performance Gap Analysis



Quadrant Analysis



Regression Analysis (i.e.: determine the services/
facilities that drive overall satisfaction with Council)



Importance & Satisfaction – Highest/Lowest Rated Services/Facilities

The analysis below 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 | 96% | 4.71 |
| Planning for emergency events and natural disasters, such as storms, bushfires, etc | 91% | 4.62 |
| Condition/quality of local roads | 91% | 4.57 |
| Maintaining the appearance of public areas | 88% | 4.47 |
| Traffic flow/management | 87% | 4.45 |

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

| Lower importance | T2 Box | Mean |
|--|--------|------|
| Tourism promotion, including Visitor Centre | 43% | 3.30 |
| Development approval process | 45% | 3.27 |
| Heritage protection, including providing advice to owners of heritage properties | 50% | 3.42 |
| Educating the community about environmental protection and climate change | 54% | 3.52 |
| Council's policy on managing trees within residential properties | 57% | 3.72 |

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 |
|---|--------|------|
| Libraries and library services | 99% | 4.36 |
| Recreation services and facilities | 98% | 4.17 |
| Collection of rubbish and recycling | 97% | 4.47 |
| Community facilities and services such as Camden Civic Centre, community buildings, Council-run family day care centres | 96% | 4.02 |
| Heritage protection, including providing advice to owners of heritage properties | 96% | 4.07 |

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

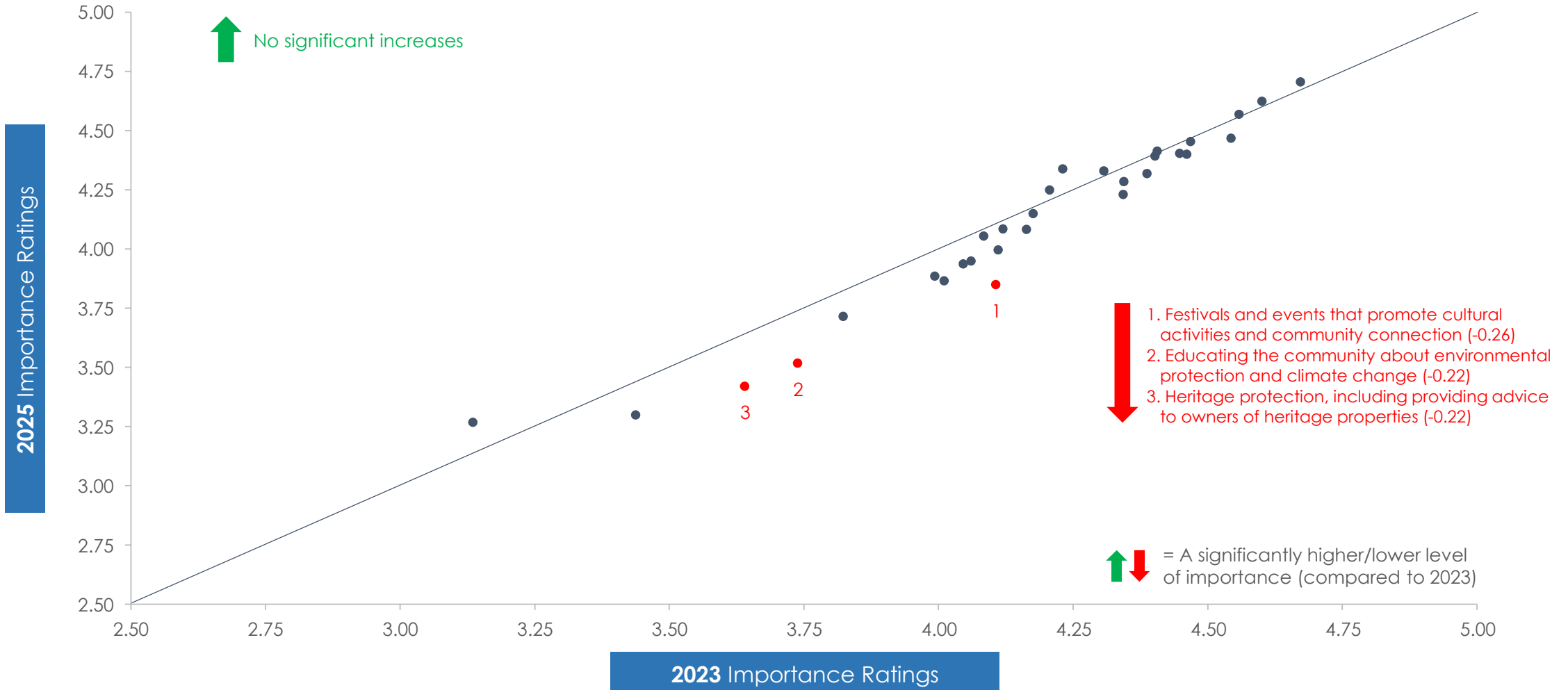
| Lower satisfaction | T3 Box | Mean |
|--|--------|------|
| Council's policy on managing trees within residential properties | 67% | 3.15 |
| Traffic flow/management | 67% | 2.99 |
| Condition/quality of local roads | 71% | 3.18 |
| Encouraging community participation in local decision making | 80% | 3.36 |
| Development approval process | 80% | 3.50 |

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

Services and Facilities – Importance: Comparison by Year

The below chart compares the mean importance ratings for 2025 vs 2023.

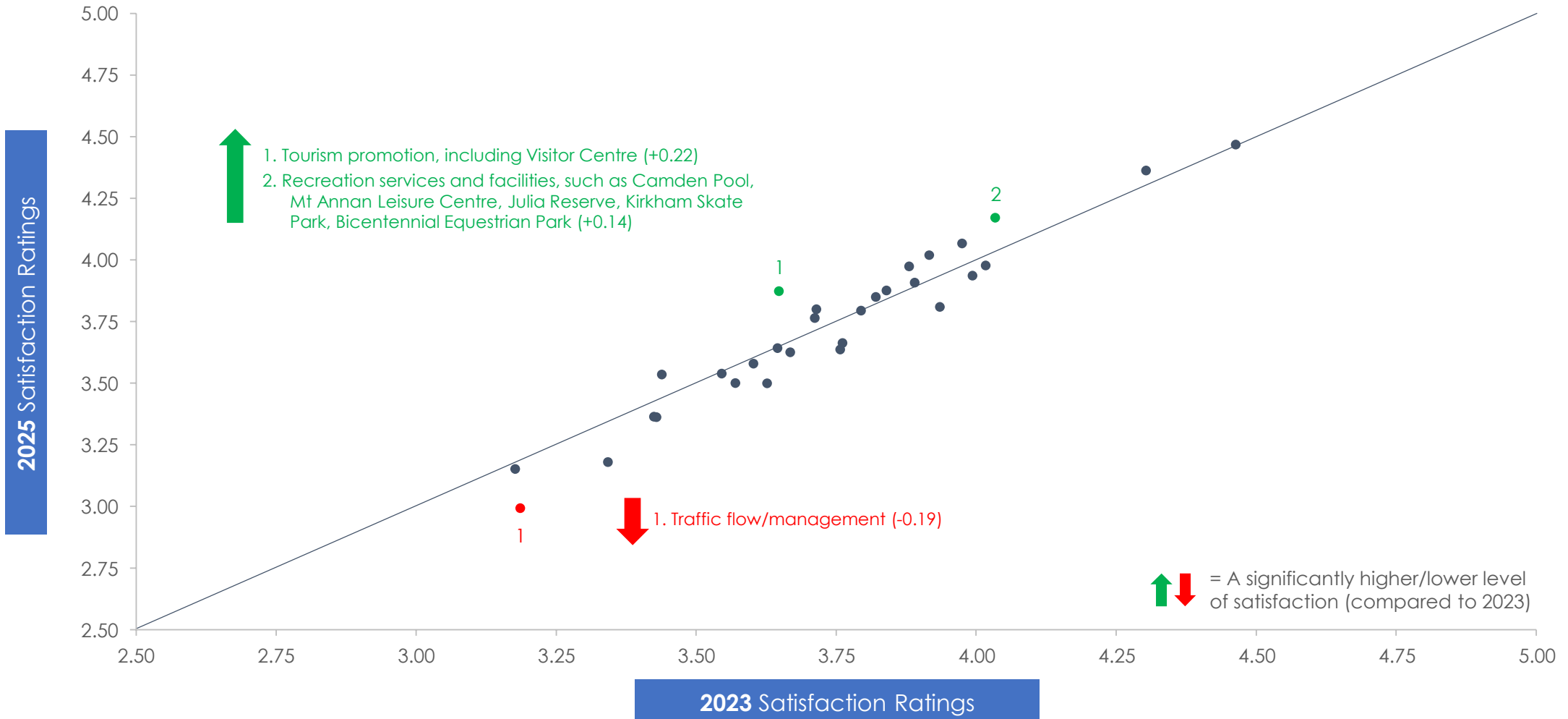
Importance did not significantly increase for any services and facilities, while there were significant decreases in importance for 3 of the 30 services and facilities. The results below give a sense that areas that were below average importance have declined, while areas of above average importance have remained stable.



Services and Facilities – Satisfaction: Comparison by Year

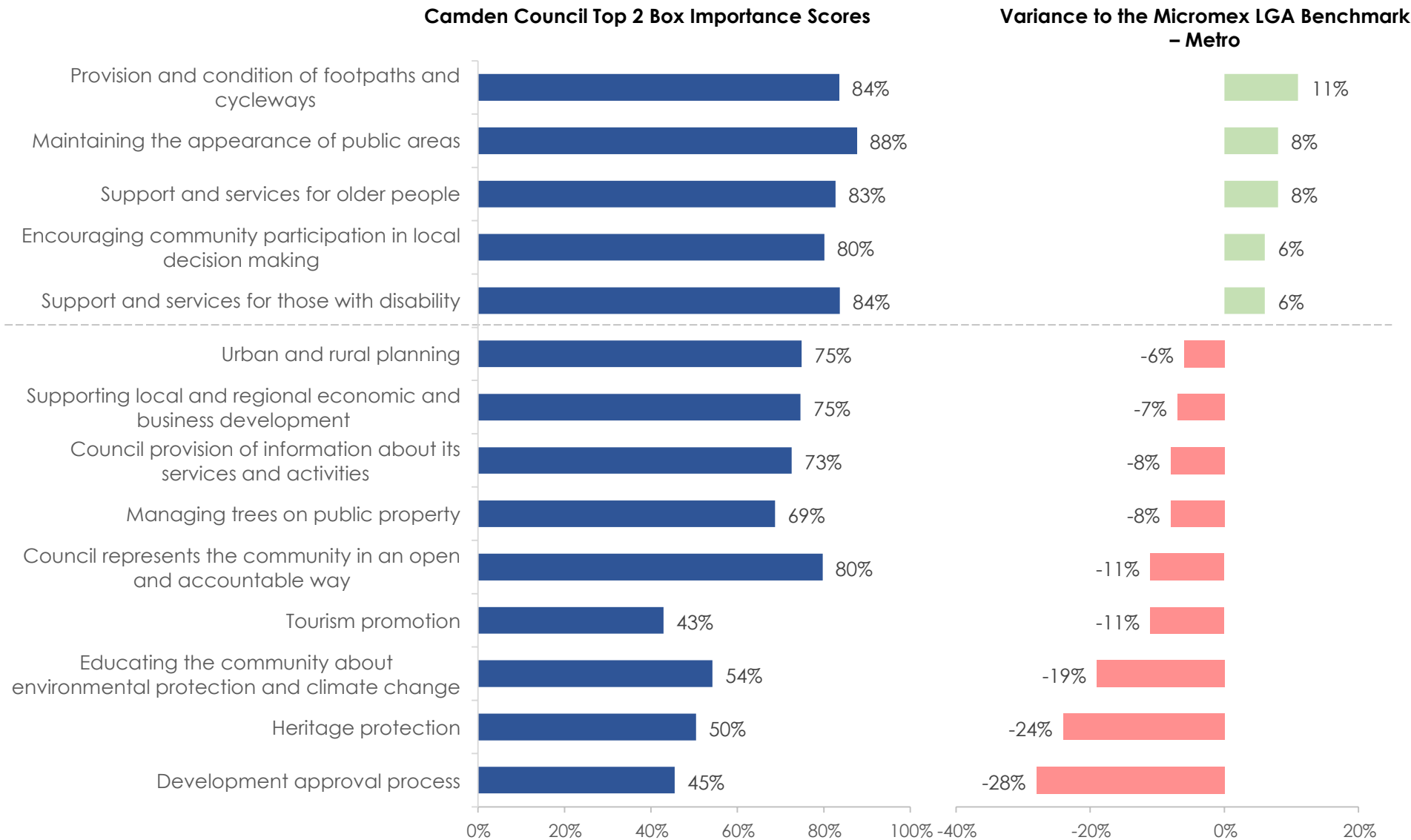
The below chart compares the mean satisfaction ratings for 2025 vs 2023.

Satisfaction significantly increased for 2 of the 30 services and facilities, there were also a significant decline in satisfaction for 1 of the 30 services and facilities.



Summary Importance Comparison to the Micromex LGA Benchmark

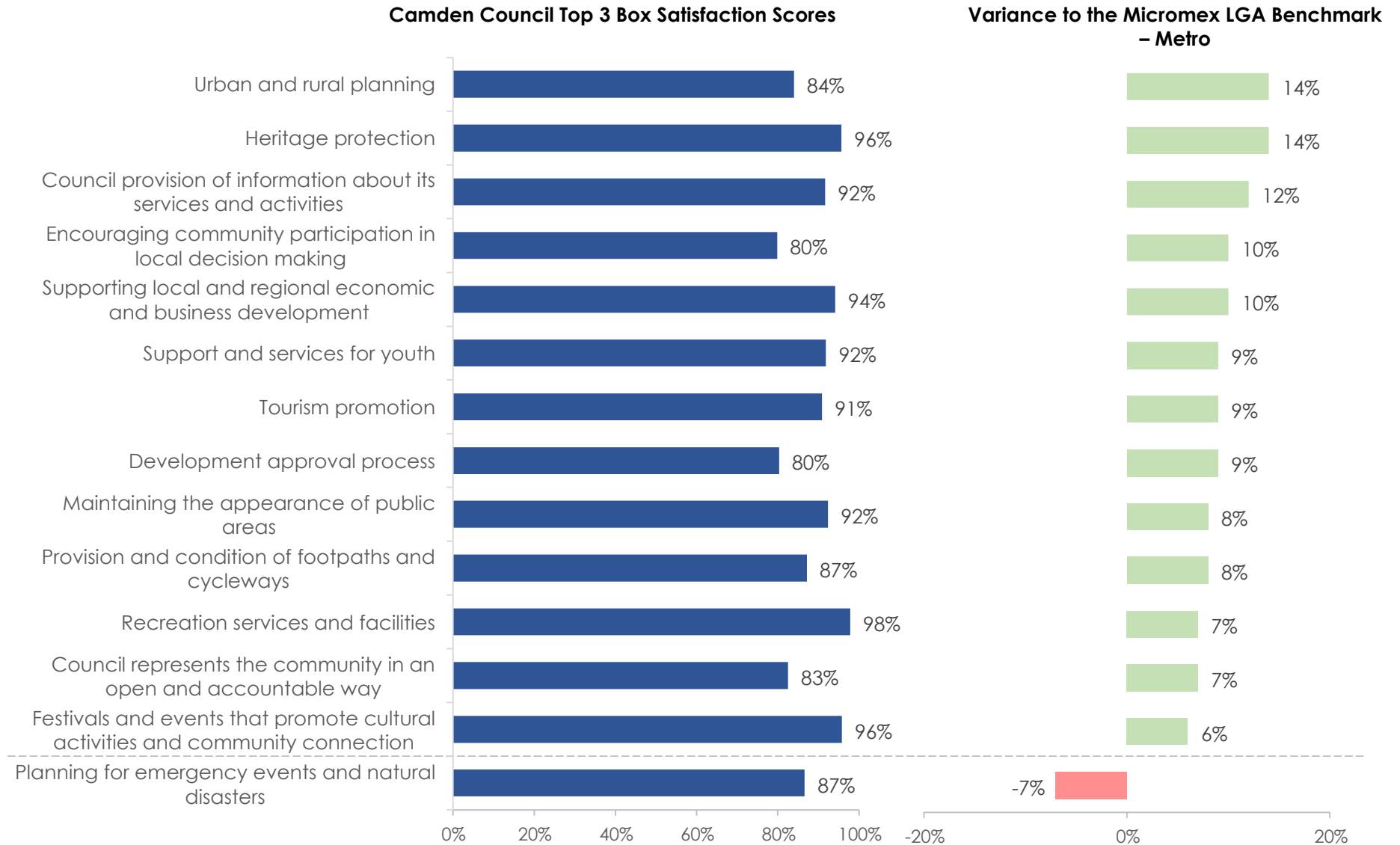
The chart to the right shows the variance between Camden Council top 2 box importance scores and the Micromex Benchmark. Services/facilities shown in the chart highlight larger positive and negative gaps.



Note: Only services/facilities with a variance of +/- 5% 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 LGA Benchmark

The chart to the right shows the variance between Camden Council top 3 satisfaction box scores and the Micromex Benchmark. Services/facilities shown in the chart to the right highlight larger positive and negative gaps.



Note: Only services/facilities with a variance of +/- 5% to the Benchmark have been shown above. Please see Appendix 1 for detailed list
 Top 3 box = at least somewhat satisfied

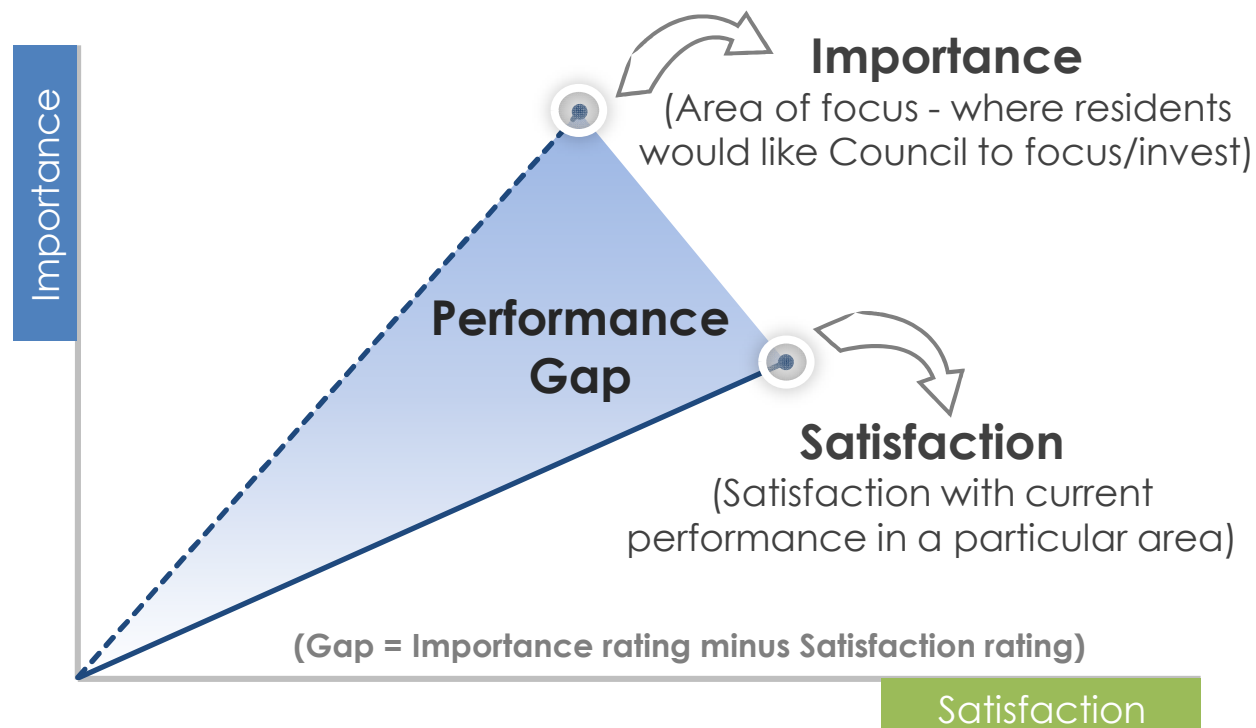
Performance Gap Analysis

PGA establishes the gap between importance and satisfaction. This is calculated by subtracting the top 3 satisfaction score from the top 2 importance score. In order to measure performance gaps, respondents are asked to rate the importance of, and their satisfaction with, each of a range of different services or facilities on a scale of 1 to 5, where 1 = low importance or satisfaction and 5 = high importance or satisfaction. These scores are aggregated at a total community level.

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

In the table on the following page, we can see the services and facilities with the largest performance gaps.

When analysing the performance gaps, it is expected that there will be some gaps in terms of resident satisfaction. Those services/facilities that have achieved a performance gap of greater than 20% may be indicative of areas requiring future optimisation.



Performance Gap Analysis

When we examine the largest performance gaps, we can identify that all of the services or facilities have been rated as high in importance, whilst resident satisfaction for all of these areas is between 67% and 87%.

The condition/quality of local roads and traffic flow/management showed, again, the largest performance gaps amongst the 30 services/facilities.

| Service/Facility | Importance T2 Box | Satisfaction T3 Box | Performance Gap (Importance – Satisfaction) | Performance Gap |
|---|-------------------|---------------------|---|-----------------|
| Condition/quality of local roads | 91% | 71% | 20% | 14% |
| Traffic flow/management | 87% | 67% | 20% | 15% |
| Planning for emergency events and natural disasters, such as storms, bushfires, etc | 91% | 87% | 4% | 3% |

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

Quadrant Analysis

Quadrant analysis is often helpful in planning future directions based on stated outcomes. It combines the stated importance of the community and assesses satisfaction with delivery in relation to these needs.

This analysis is completed by plotting the variables on x and y axes, defined by stated importance and rated satisfaction. We aggregate the top 2 box importance scores and top 3 satisfaction scores for stated importance and rated satisfaction to identify where the facility or service should be plotted.

On average, Camden Council residents rated services/facilities less important than our Benchmark, and their satisfaction was, on average, higher.

| | Camden Council 2025 | Micromex Comparable Metro Benchmark |
|----------------------|---------------------|-------------------------------------|
| Average Importance | 74% | 78% |
| Average Satisfaction | 87% | 82% |

Note: Micromex comparable benchmark only refers to like for like measures

Explaining the 4 quadrants (overleaf)

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

Attributes in the top left quadrant, **IMPROVE**, such as 'traffic flow/management' are key concerns in the eyes of your residents. In the vast majority of cases, you should aim to improve your performance in these areas to better meet the community's expectations.

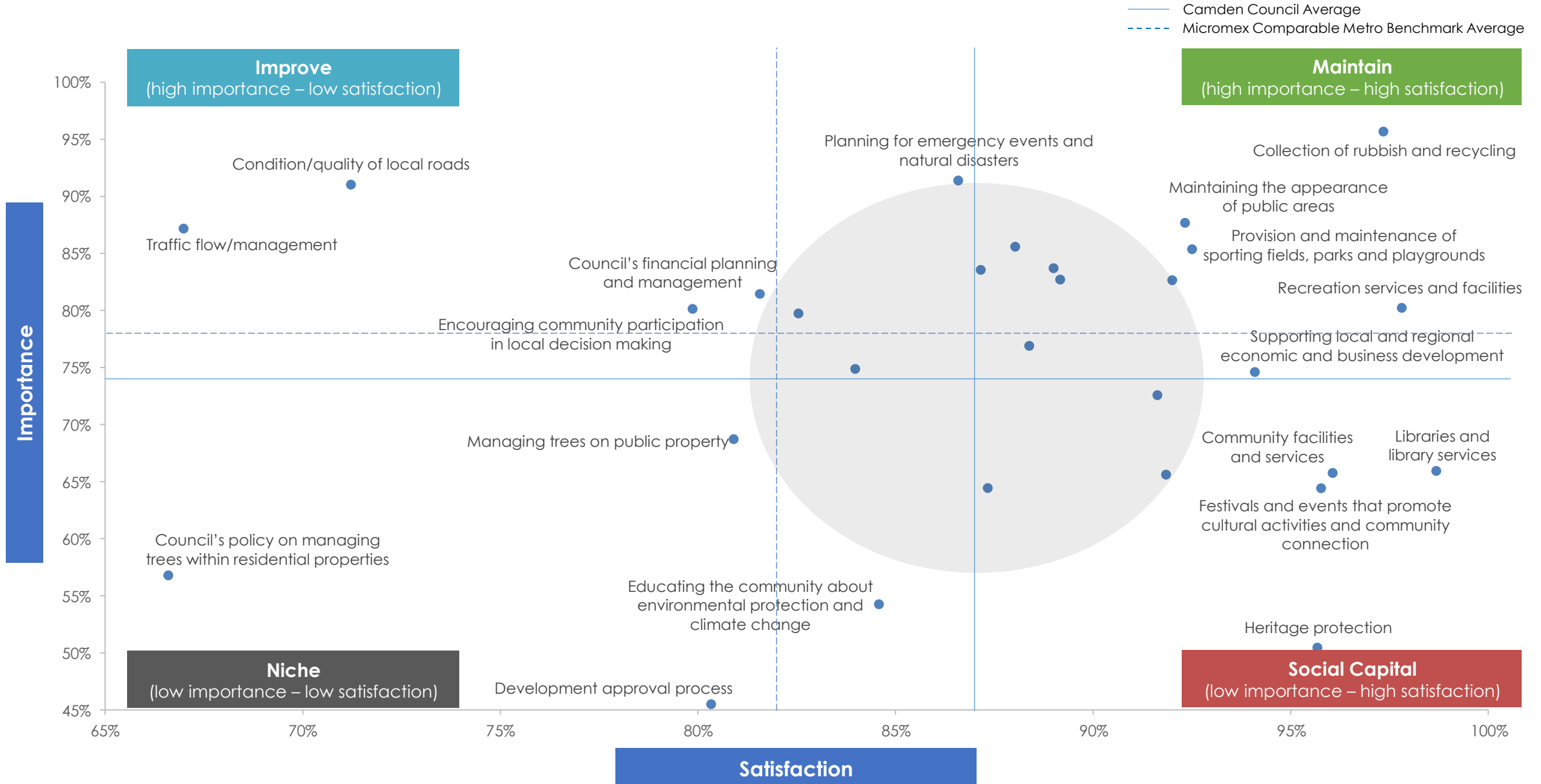
Attributes in the bottom left quadrant, **NICHE**, such as 'Council's policy on managing trees within residential properties', are of a relatively lower priority (and the word 'relatively' should be stressed – they are still important). These areas tend to be important to a particular segment of the community.

Finally, attributes in the bottom right quadrant, **SOCIAL CAPITAL**, such as 'heritage protection', are core strengths, but in relative terms they are considered less overtly important than other directly obvious areas. However, the occupants of this quadrant tend to be the sort of services and facilities that deliver to community liveability, i.e. make it a good place to live.

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

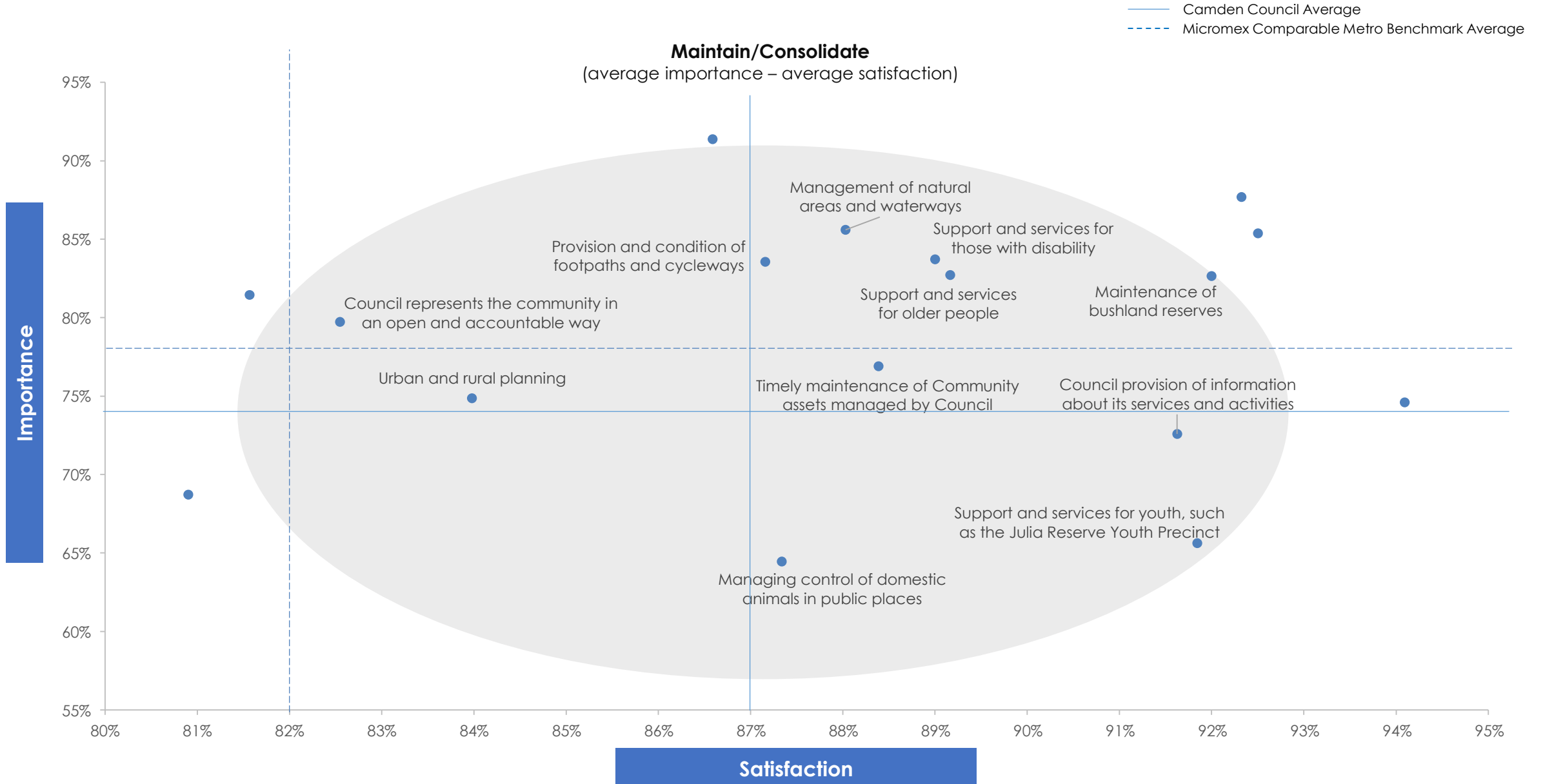
Quadrant Analysis – Mapping Priority Against Delivery

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



Quadrant Analysis – Mapping Priority Against Delivery

Following on the previous Slide, the chart below shows the measures in the 'maintain/consolidate' area.



Advanced Regression Analysis

The outcomes identified in stated importance/satisfaction analysis often tend to be obvious and challenging. No matter how much focus a council dedicates to 'condition/quality of local roads', it will often be found in the **IMPROVE** quadrant. This is because, perceptually, the condition of local roads can always be better.

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

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

Explanation of Analysis

Regression analysis is a statistical tool for investigating relationships between dependent variables and explanatory variables. Using a regression, a category model was developed. The outcomes demonstrated that increasing resident satisfaction by actioning the priorities they stated as being important would not necessarily positively impact on overall satisfaction.

What Does This Mean?

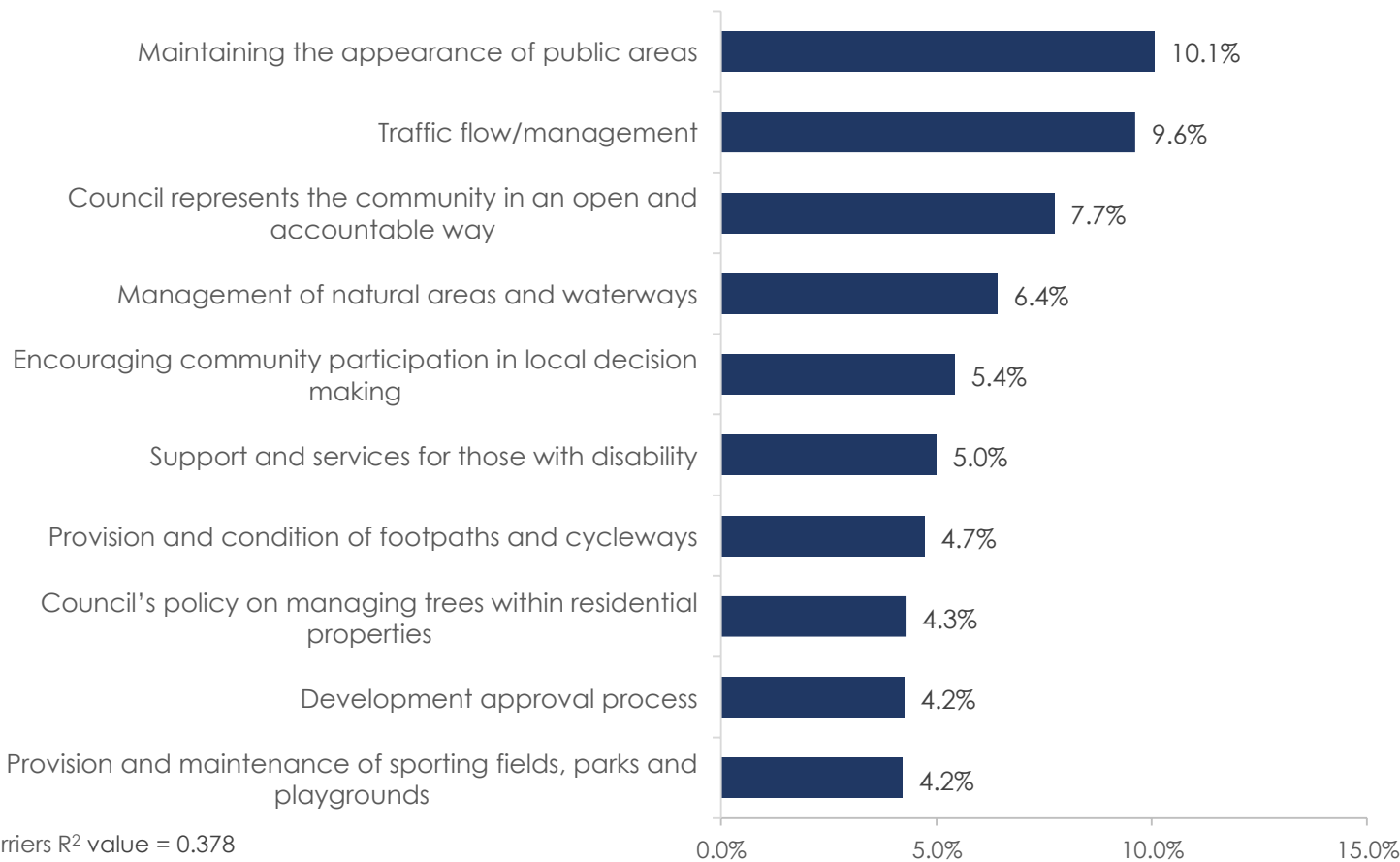
The learning is that if we only rely on the stated community priorities, we will not be allocating the appropriate resources to the actual service attributes that will improve overall community satisfaction. Using regression analysis, we can identify the attributes that essentially build overall satisfaction.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



Key Drivers of Overall Satisfaction with Council

The score assigned to each area in the chart below 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. These top 10 services/facilities below (so 33% of the 30 services/facilities) account for over 60% of the variation in overall satisfaction.

Regression Analysis: Drivers of Overall Satisfaction



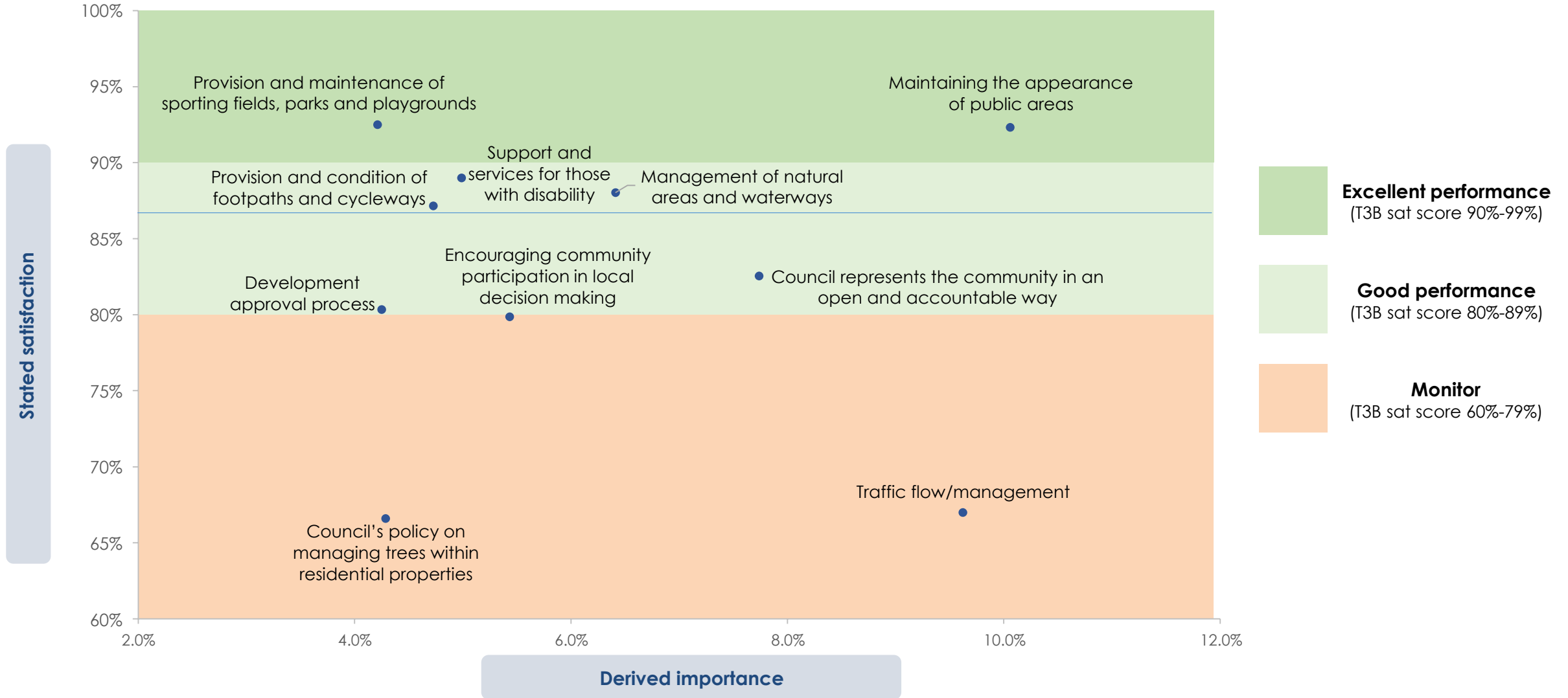
Dependent Variable: Q7. Overall, for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues, but across all responsibility areas?

Looking at the top three drivers in detail:

- 1. Maintaining the appearance of public areas** is the top driver with a derived importance of 10.1%. This aligns with the fact that it was the area with the 4th highest rated importance score of all 30 services/facilities and the 2nd highest in 2023. Although the question was removed for 2025, there were 12% of residents in 2023 that stated 'well maintained/ clean area' was one of the best things about living in Camden LGA.
- 2. Traffic flow/management**, like in 2023, is the second highest driver of overall satisfaction. In regard to residents rated importance scores, this area is 5th highest and is the only area that declined significantly in stated satisfaction.
- 3. Council represents the community in an open and accountable way**, like in 2023, is the third highest driver. This measure doesn't appear in the extremes of the prior Quadrant Analysis, but compared to other areas is above average in terms of rated importance and below average in stated satisfaction.

Mapping Stated Satisfaction and Derived Importance Identifies the Community Priority Areas

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



Note: Blue line represents the average top 3 box (at least somewhat satisfied) of all 30 measures

Key Contributors to Barriers/Optimisers

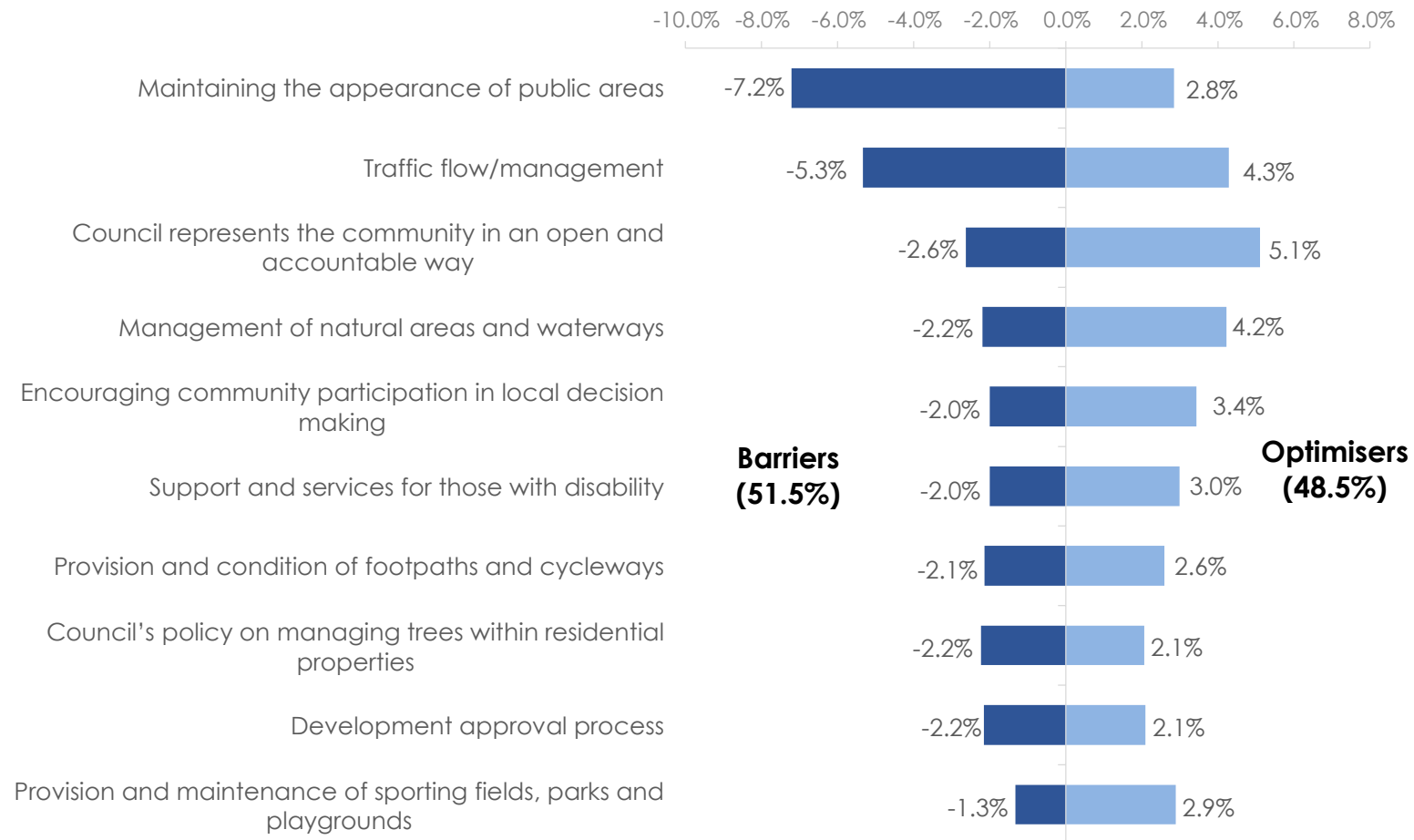
Different levers address the different levels of satisfaction across the community

The chart to the right illustrates the positive/negative contribution the key drivers provide towards overall satisfaction. Some drivers can contribute both negatively and positively depending on the overall opinion of the residents.

The scores on the negative indicate the contribution the driver makes to impeding transition towards satisfaction. If Council can address these areas, they should see a lift in future overall satisfaction results, as they positively transition residents who are currently not at all satisfied to being satisfied with Council performance.

The scores on the positive indicate the contribution the driver makes towards optimising satisfaction. If Council can improve scores in these areas, they will see a lift in future overall satisfaction results, as they will positively transition residents who are currently already 'somewhat satisfied', towards being more satisfied with Council's overall performance.

Advanced regression: Barriers (left) Vs. Optimisers (right)



Barriers R² value = 0.378

Optimisers R² value = 0.356

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?



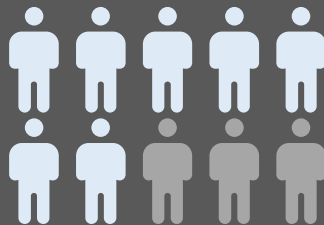
Section Three

Interaction with Camden Council

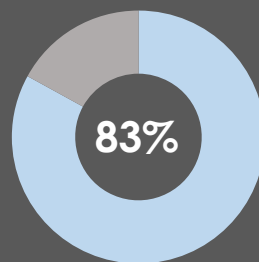
This section investigates resident's reason behind contacting Council and their satisfaction with service measures.

Summary: Interaction with Camden Council

Approximately 7 in 10 Camden residents contacted Council in the past 12 months

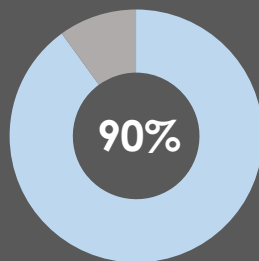


- Waste/rubbish, payments, and obtaining information are the most common reasons for contacting
- Residents usually needed an average of 1.7 interactions to resolve their issues.



Satisfaction with the Outcome/ Resolution

Of residents who contacted Council are at least somewhat satisfied with the outcome/resolution of their contact (85% in 2023).



Satisfaction with the Service Received

Of residents who contacted Council are at least somewhat satisfied with the service from Council (89% in 2023).

Satisfaction with Phone Contact, In-Person Visits, and Online Communication:

- Satisfaction was over 90% (at least somewhat satisfied) for 8 different areas asked of those who contacted by telephone or visited in person.
- Satisfaction was at least 85% (at least somewhat satisfied) for 4 different areas asked of those who contacted via email, the website, or social media.

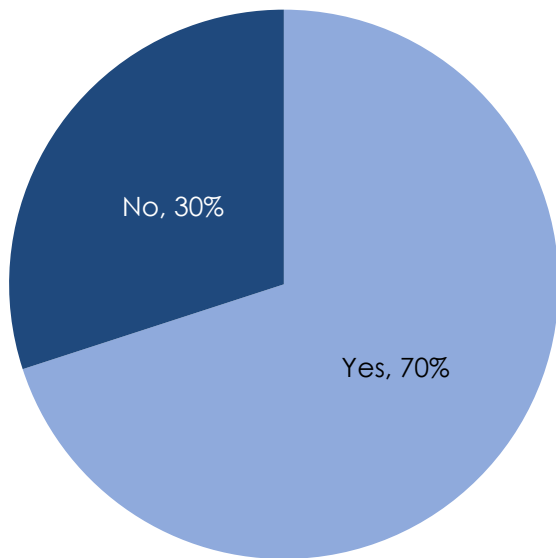
Future interactions:

- Like in 2023, email (77% of residents) is the most preferred method for residents to contact Council in the future, followed closely by telephone (74%) and website (67%).

Contact with Council

70% of residents had contacted Council in the last 12 months, slightly down from 76% in 2023 (however not statistically significant). Looking across demographics, residents aged 18-34 were less likely than older residents to state they had contacted Council in the last twelve months.

In the past 12 months, have you personally contacted or dealt with Camden Council?



Base: N = 479

| | Overall 2025 | Overall 2023 |
|------|--------------|--------------|
| %Yes | 70% | 76% |
| Base | 479 | 401 |

| | Overall | Gender | | Age | | |
|------|---------|--------|--------|-------|-------|-----|
| | | Male | Female | 18-34 | 35-54 | 55+ |
| %Yes | 70% | 67% | 73% | 59% | 75% | 76% |
| Base | 479 | 231 | 248 | 166 | 188 | 126 |

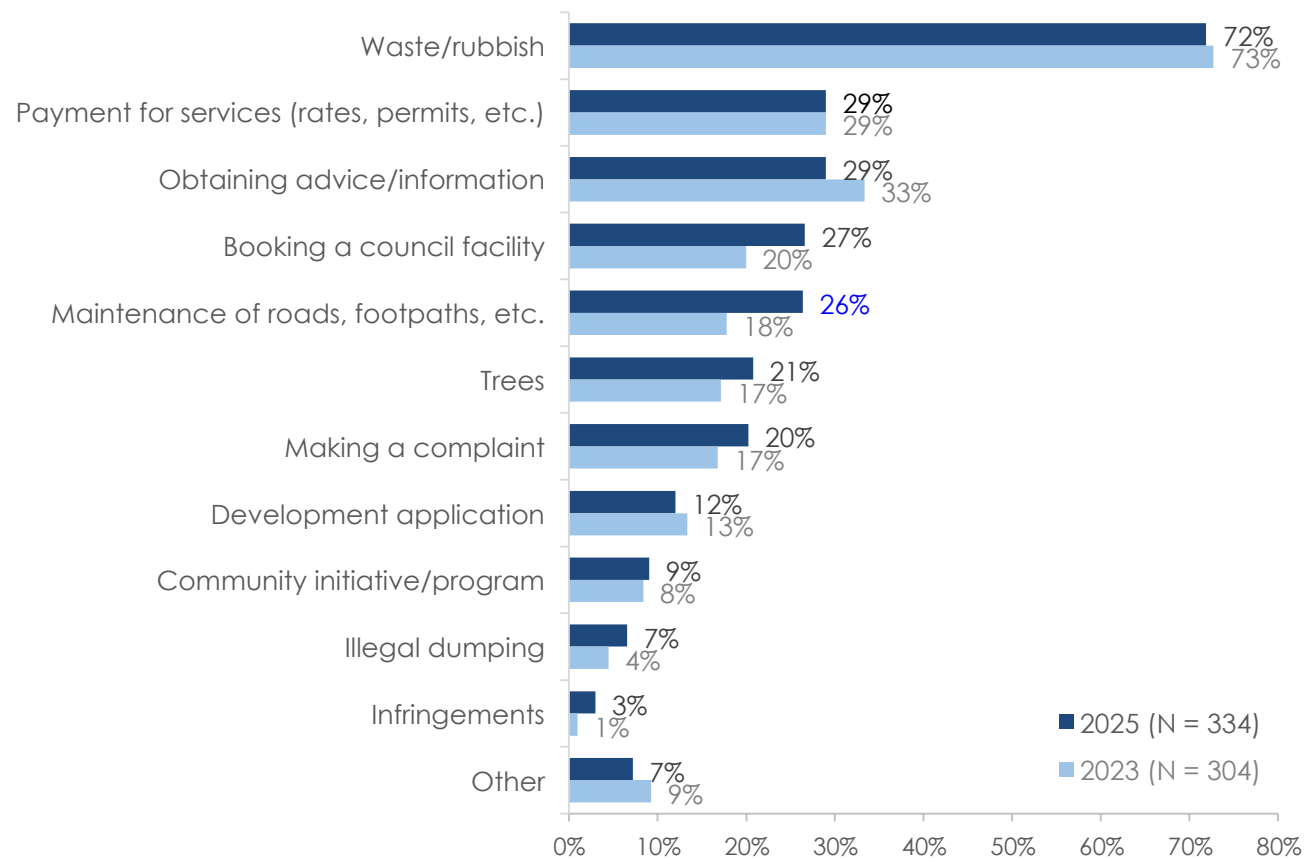
| | Overall | Time Lived in Area | | | Ward | | |
|------|---------|--------------------|------------|-----------|---------|-------|-------|
| | | Up to 5 years | 6-10 years | 11+ years | Central | North | South |
| %Yes | 3.87 | 58% | 64% | 73% | 75% | 71% | 64% |
| Base | 479 | 45 | 87 | 347 | 138 | 162 | 178 |

Base: all residents
 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?

Reasons for Contact in the Last 12 Months

The most common reason for contacting Council was waste/rubbish enquiries, followed by payment for services and obtaining information/advice. The only significant change from 2023 is an increase in the number of residents contacting regarding the maintenance of roads/footpaths (26% of those who had contacted, compared to 18% in 2023).

In the past 12 months, have you personally contacted or dealt with Camden Council for any of the following reasons?



| Other specified (2025) | Count |
|-------------------------------------|-------|
| Animal control | 9 |
| Maintenance of buildings/facilities | 7 |
| Suggestion to Council | 2 |
| Insurance claim | 1 |
| Pensioner concession transfer | 1 |
| Personal business matter | 1 |
| Reporting abandoned car | 1 |

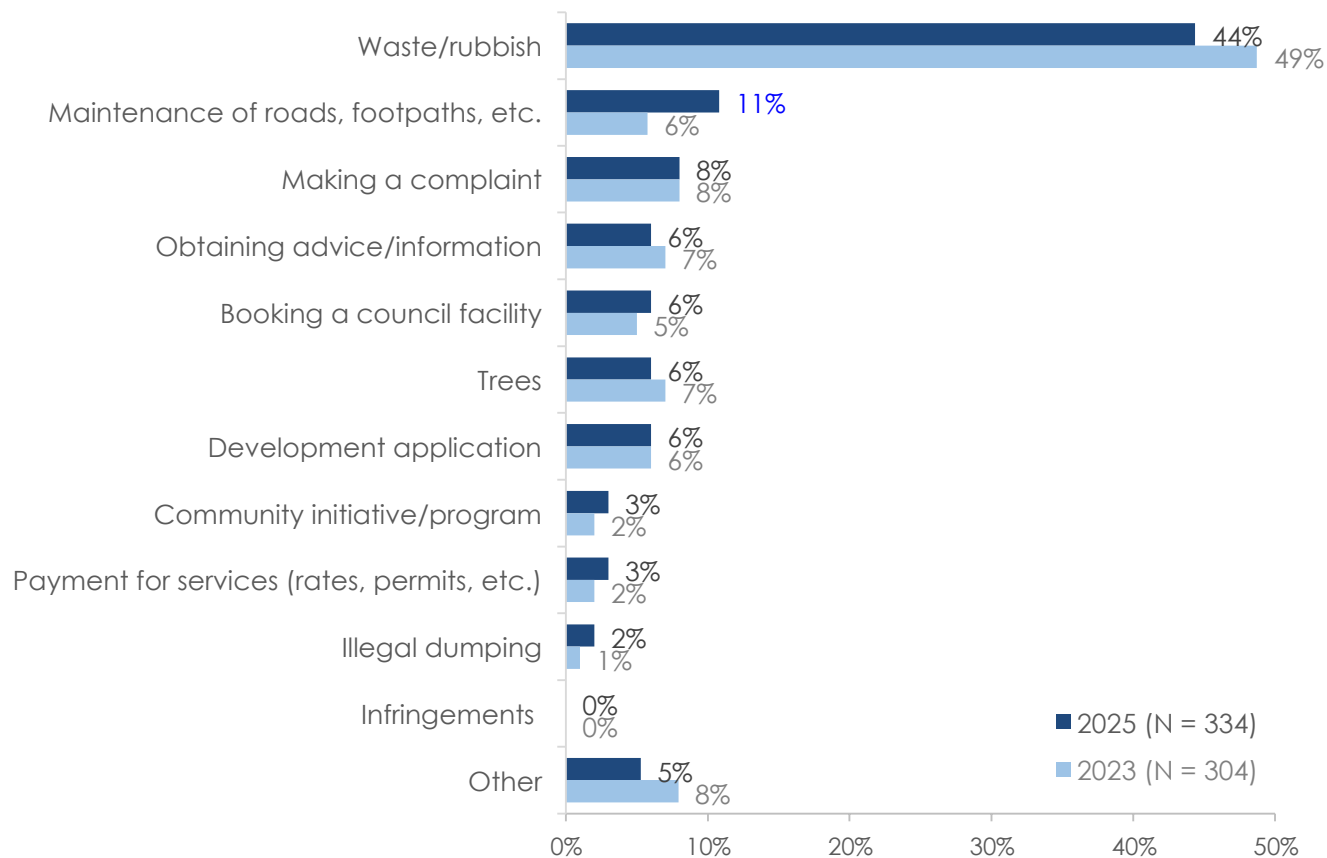
Base: Have contacted Council in the last 12 months

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?

Reasons for Most Recent Contact

Amongst those who had contact in the last 12 months, 42% most recently contacted regarding waste/rubbish, and 11% regarding the maintenance of roads/footpaths (up from 6% in 2023). Residents from the North Ward were less likely than other residents to have most recently contacted regarding waste/rubbish, while male residents were more likely to have contacted regarding roads compared to female residents (see following slide).

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



| Other specified (2025) | Count |
|-------------------------------------|-------|
| Maintenance of buildings/facilities | 2 |
| Suggestion to Council | 1 |

Base: Have contacted Council in the last 12 months
 Q4b. Which one of those issues was your most recent reason for contacting Council? (Only show and prompt for the items selected on Q4a)

Reasons for Most Recent Contact

| | 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 |
| Waste/rubbish | 44% | 41% | 47% | 45% | 48% | 38% | 51% | 44% | 44% | 48% | 36% | 49% |
| Maintenance of roads, footpaths, etc. | 11% | 16% | 6% | 9% | 11% | 11% | 0% | 7% | 13% | 9% | 13% | 10% |
| Making a complaint | 8% | 9% | 7% | 6% | 10% | 7% | 5% | 12% | 7% | 5% | 10% | 9% |
| Obtaining advice/information | 6% | 7% | 6% | 10% | 3% | 8% | 9% | 4% | 7% | 7% | 8% | 5% |
| Booking a council facility | 6% | 5% | 8% | 8% | 4% | 9% | 9% | 5% | 6% | 8% | 7% | 5% |
| Trees | 6% | 3% | 8% | 2% | 9% | 5% | 3% | 3% | 7% | 7% | 6% | 5% |
| Development application | 6% | 8% | 3% | 5% | 6% | 6% | 0% | 7% | 6% | 5% | 9% | 3% |
| Community initiative/program | 3% | 3% | 3% | 2% | 3% | 3% | 3% | 4% | 3% | 4% | 2% | 4% |
| Payment for services (rates, permits, etc.) | 3% | 2% | 4% | 3% | 2% | 4% | 10% | 2% | 2% | 2% | 2% | 3% |
| Illegal dumping | 2% | 2% | 1% | 3% | 0% | 3% | 5% | 2% | 1% | 0% | 3% | 1% |
| Infringements | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Other | 5% | 4% | 6% | 7% | 4% | 5% | 4% | 11% | 4% | 5% | 5% | 6% |
| Base (Contacted Council) | 334 | 154 | 180 | 97 | 141 | 95 | 26 | 55 | 253 | 104 | 116 | 115 |

Base: Have contacted Council in the last 12 months

Q4b. Which one of those issues was your most recent reason for contacting Council? (Only show and prompt for the items selected on Q4a)

Method of Contact

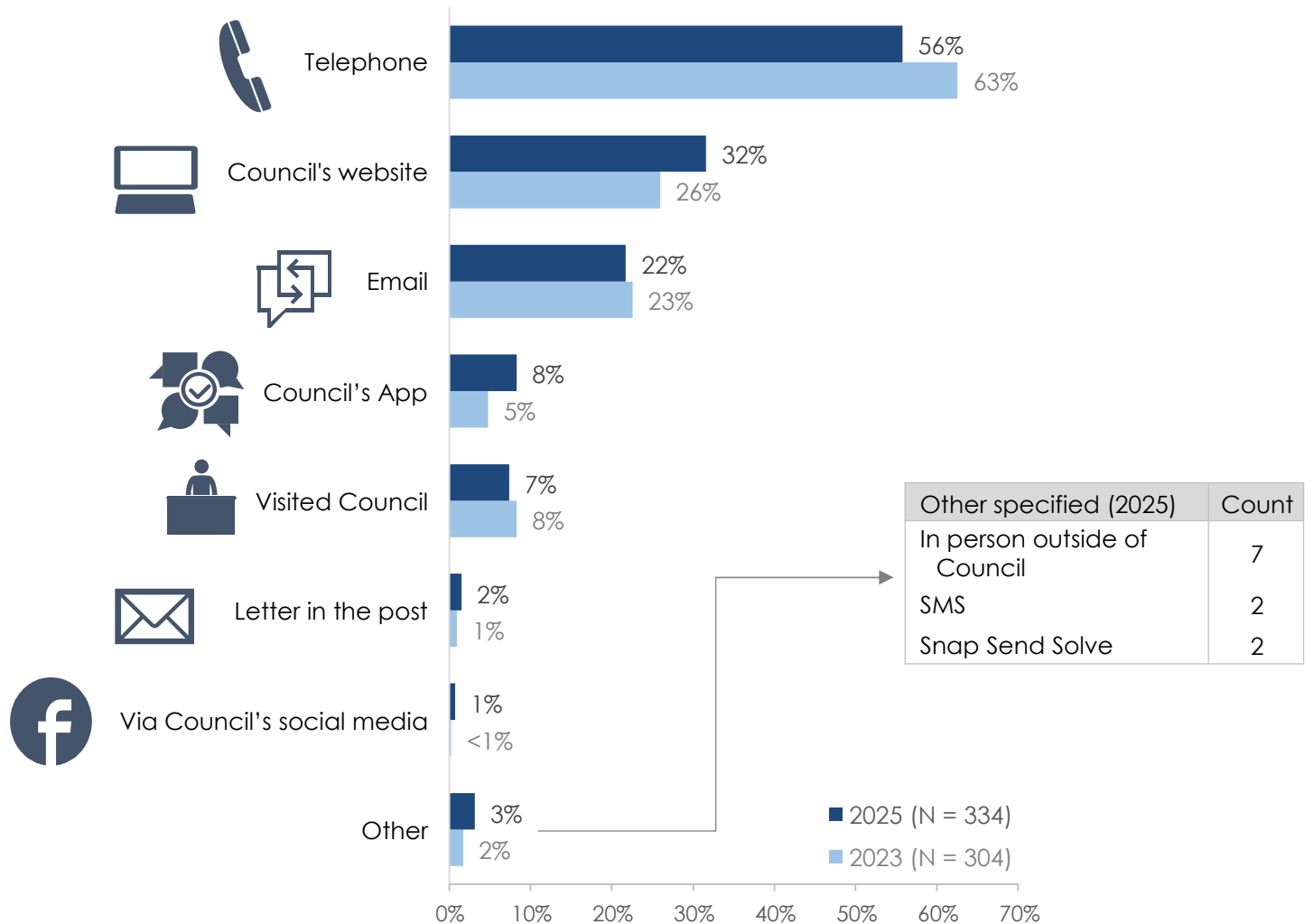
Telephone continues to be the most common method of contacting Council, with 56% using this method for their most recent contact.

Comparisons to the 2023 results shows telephone contact to have softened, while usage of the website has increased, this should be monitored in future research.

Telephone remains the most common contact method across all reasons for contact, except for development applications (majority email).

Comparisons across age groups shows usage of the website is significantly higher for those aged 18-34 (42%), and significantly lower for those aged 55 and over (18%).

Thinking of your most recent contact with Council, what method or methods of contact did you use?



Method of Contact

| | Overall | Q4b. Reason for contact | | | | | | | | | | |
|-------------------------------|---------|-------------------------|---------------------------------------|--------------------|------------------------------|----------------------------|-------|-------------------------|------------------------------|---|-----------------|-------|
| | | Waste/rubbish | Maintenance of roads, footpaths, etc. | Making a complaint | Obtaining advice/information | Booking a council facility | Trees | Development application | Community initiative/program | Payment for services (rates, permits, etc.) | Illegal dumping | Other |
| Telephone | 56% | 57% | 53% | 63% | 54% | 62% | 62% | 36% | 44% | 48% | 62% | 62% |
| Councils website | 32% | 43% | 30% | 26% | 13% | 40% | 20% | 13% | 21% | 9% | 21% | 13% |
| Email | 22% | 14% | 21% | 30% | 11% | 38% | 34% | 53% | 28% | 13% | 0% | 33% |
| Council's App | 8% | 7% | 14% | 10% | 5% | 12% | 15% | 5% | 8% | 0% | 17% | 0% |
| Visited Council | 7% | 1% | 7% | 6% | 31% | 5% | 4% | 31% | 10% | 12% | 0% | 17% |
| Letter in the post | 2% | 1% | 0% | 0% | 0% | 0% | 9% | 0% | 0% | 16% | 0% | 6% |
| Via Council's social media | 1% | 1% | 3% | 0% | 0% | 0% | 4% | 0% | 0% | 0% | 0% | 0% |
| Other | 3% | 1% | 8% | 0% | 4% | 0% | 0% | 0% | 10% | 12% | 0% | 20% |
| Base (Have contacted Council) | 334 | 148 | 36 | 27 | 21 | 21 | 20 | 19* | 10* | 9* | 5* | 18* |

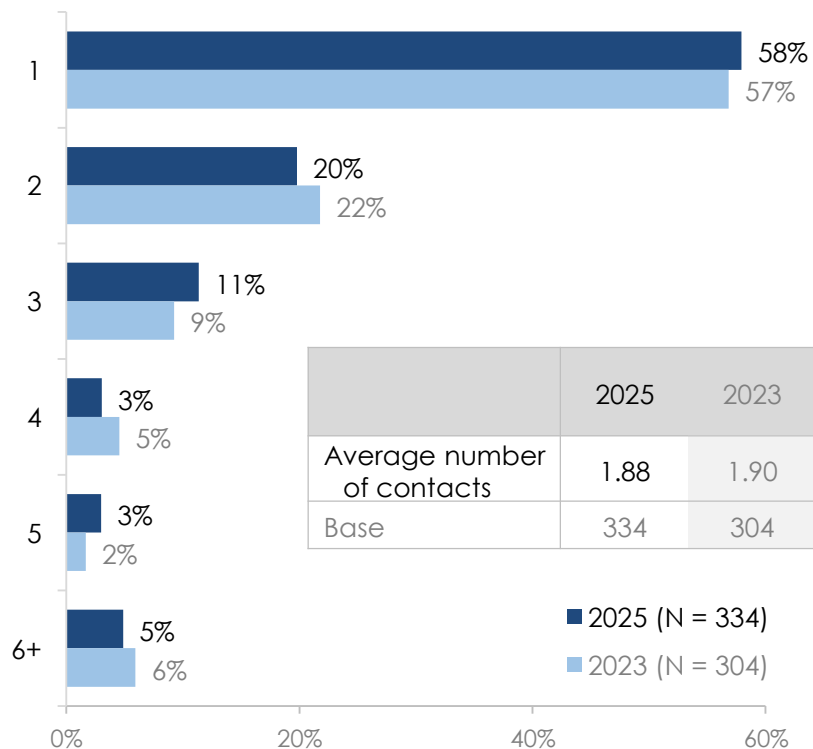
*Caution low base sizes

See Appendix 1 for results by demographic groups
A significantly higher/lower percentage (by group)Base: Have contacted Council in the last 12 months
Q4c. Thinking of your most recent contact with Council, what method or methods of contact did you use?

Number of Contacts (Resolved and Not Resolved)

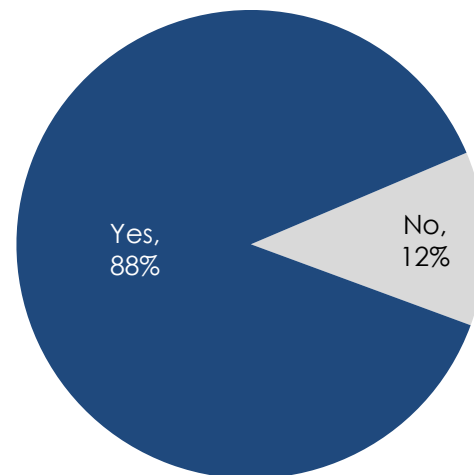
On average, the number of contacts/interactions residents have made to Council regarding their most recent issue/enquiry is 1.9, which is identical to 2023. However, 12% of residents stated that their issue was not yet resolved and they stated an average of 3.2 contacts so far with Council, this is significantly higher than the 1.7 average for those with a resolved issue/enquiry.

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



| | 2025 | 2023 |
|----------------------------|------|------|
| Average number of contacts | 1.88 | 1.90 |
| Base | 334 | 304 |

Is the issue/enquiry resolved? (2025)



| | 2025 | Issue resolved | |
|----------------------------|------|----------------|------|
| | | Yes | No |
| Average number of contacts | 1.88 | 1.71 | 3.21 |
| Base | 334 | 295 | 39 |

Base: Have contacted Council in the last 12 months

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

Q4di. How many interactions or contacts have you had with Council so far?

Number of Contacts (Resolved and Not Resolved)

Cross analysis by reason for contact shows those making a complaint or with issues/enquires regarding trees have the lowest resolution rate and an average of approximately 3 interactions with Council (resolved or not).

| | Overall 2025 | Q4b. Reason for most recent contact/dealing | | | | | | |
|--|--------------|---|---------------------------------------|--------------------|------------------------------|----------------------------|-------|-------------------------|
| | | Waste/rubbish | Maintenance of roads, footpaths, etc. | Making a complaint | Obtaining advice/information | Booking a council facility | Trees | Development application |
| % Resolved | 88% | 99% | 78% | 61% | 86% | 100% | 62% | 84% |
| Number of interactions (whether resolved or not) | 1.88 | 1.31 | 1.79 | 2.87 | 1.64 | 2.13 | 3.27 | 3.50 |
| Base | 334 | 148 | 36 | 27 | 21 | 21 | 20 | 19 |

Analysis by method of contact indicates no noticeable difference in the resolution rate, however, email contacts average more interactions at approximately 3, compared to around 2 for other methods.

| | Overall 2025 | Q4c. Method of contact for most recent contact/dealing | | | | |
|--|--------------|--|-------------------|-------|---------------|-----------------|
| | | Telephone | Council's website | Email | Council's App | Visited Council |
| % Resolved | 88% | 89% | 90% | 86% | 92% | 93% |
| Number of interactions (whether resolved or not) | 1.88 | 1.93 | 1.83 | 2.85 | 1.83 | 2.18 |
| Base | 334 | 186 | 106 | 73 | 28 | 25 |

Base: Have contacted Council in the last 12 months

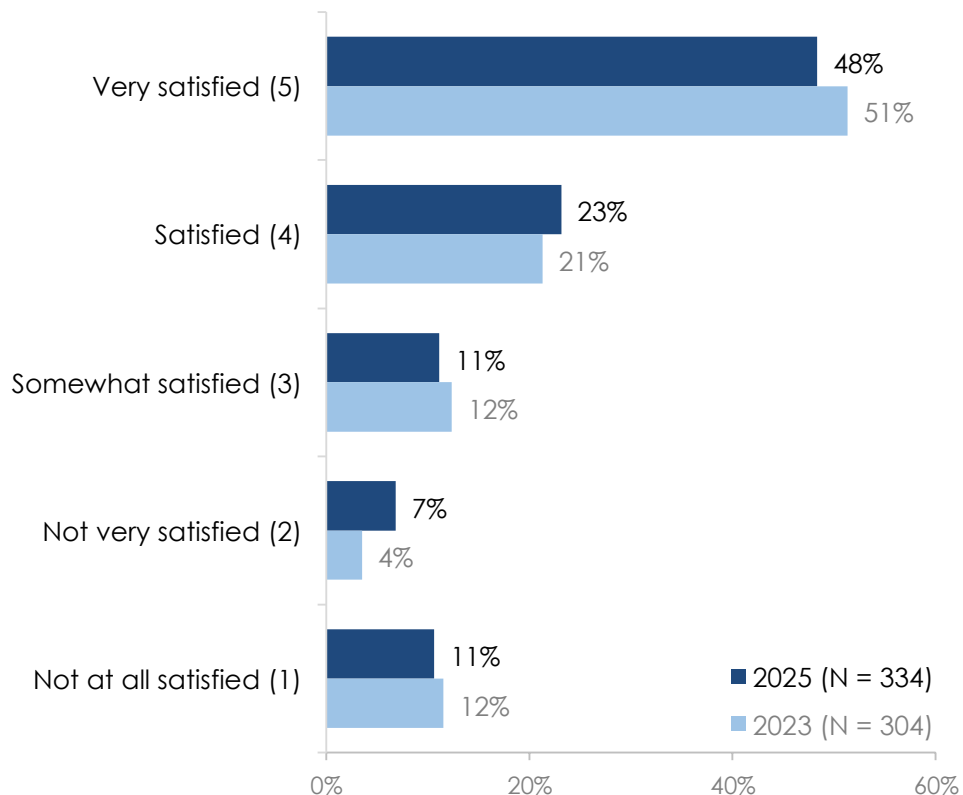
Q4d. How many interactions or contacts with Council did it take in total to resolve your issue/enquiry?

Q4di. How many interactions or contacts have you had with Council so far?

Satisfaction with Outcome of Contact

83% of residents who contacted Council were at least somewhat satisfied with the outcome/resolution of their issue/enquiry, a similar level to in 2023. Amongst those whose issue/enquiry is resolved – 92% are at least somewhat satisfied, an excellent result. Those who made contact regarding roads/footpaths, a complaint, trees, or development application, were significantly less likely to be satisfied.

Satisfaction with the outcome/resolution of the dealings with Council about the issue



| | Overall 2025 | Overall 2023 |
|-------------|--------------|--------------|
| Top 3 Box % | 83% | 85% |
| Mean rating | 3.92 | 3.97 |
| Base | 334 | 304 |

| | Overall 2025 | 4d. Issue resolved | |
|-------------|--------------|--------------------|------------|
| | | Resolved | Unresolved |
| Top 3 Box % | 83% | 92% | 14% |
| Mean rating | 3.92 | 4.24 | 1.50 |
| Base | 334 | 295 | 39 |

| | Overall 2025 | Q4c. Contact methods | | | | | Q4d. Number of contacts | | | |
|-------------|--------------|----------------------|------------------|-------|---------------|-----------------|-------------------------|------|------|------|
| | | Telephone | Councils website | Email | Council's App | Visited Council | 1 | 2 | 3 | 5+ |
| Top 3 Box % | 83% | 81% | 85% | 76% | 91% | 81% | 94% | 76% | 74% | 40% |
| Mean rating | 3.92 | 3.80 | 4.09 | 3.60 | 4.27 | 3.91 | 4.44 | 3.69 | 3.17 | 2.36 |
| Base | 334 | 186 | 106 | 73 | 28 | 25 | 193 | 66 | 38 | 37 |

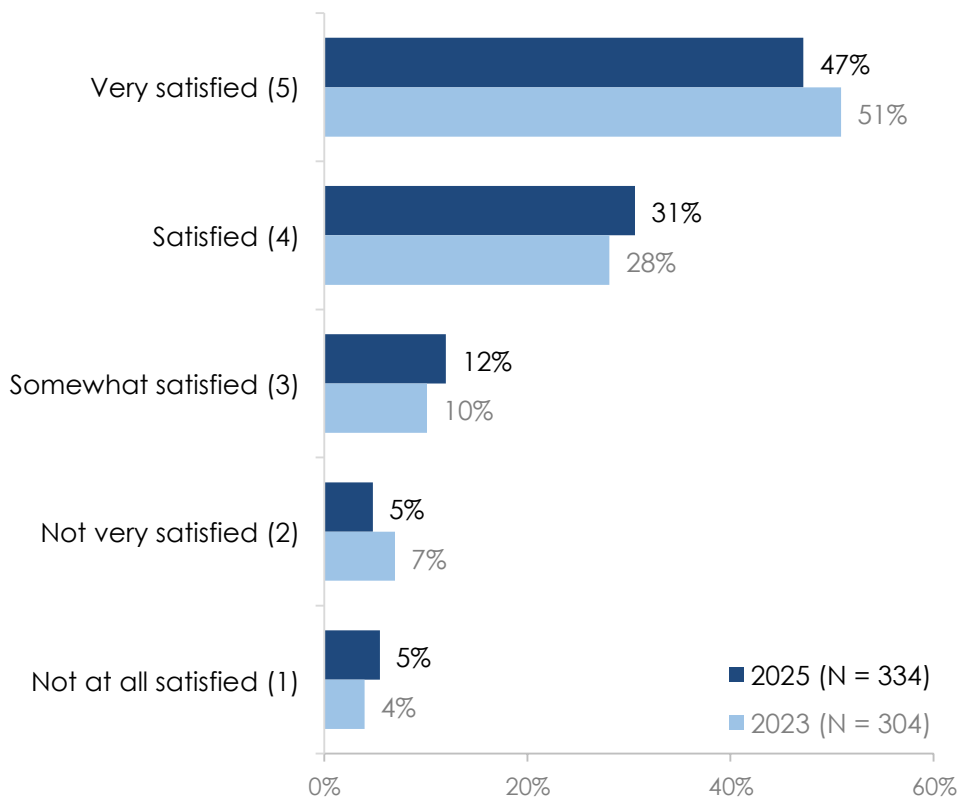
| | Overall 2025 | Q4b. Most recent reason for contacting Council* | | | | | | |
|-------------|--------------|---|---------------------------------------|--------------------|------------------------------|----------------------------|-------|-------------------------|
| | | Waste/rubbish | Maintenance of roads, footpaths, etc. | Making a complaint | Obtaining advice/information | Booking a council facility | Trees | Development application |
| Top 3 Box % | 83% | 97% | 70% | 54% | 76% | 100% | 50% | 61% |
| Mean rating | 3.92 | 4.56 | 3.22 | 2.78 | 3.70 | 4.48 | 2.44 | 3.23 |
| Base | 334 | 148 | 36 | 27 | 21 | 21 | 20 | 19 |

Scale: 1 = not at all satisfied, 5 = very satisfied
 Please see Appendix 1 for results by demographics
 A significantly higher/lower percentage (by group/year)

Satisfaction with Service Received from Council

90% of residents who contacted Council were at least somewhat satisfied with the service received from Council when dealing with their issue, a similar level to in 2023. Amongst those whose issue/enquiry is resolved – 95% are at least somewhat satisfied. Those who made contact regarding a complaint, trees, or development application, or those who made contact via email, were significantly less likely to be satisfied.

Satisfaction with the service you received from Council



| | Overall 2025 | Overall 2023 |
|-------------|--------------|--------------|
| Top 3 Box % | 90% | 89% |
| Mean rating | 4.09 | 4.15 |
| Base | 334 | 304 |

| | Overall 2025 | 4d. Issue resolved | |
|-------------|--------------|--------------------|------------|
| | | Resolved | Unresolved |
| Top 3 Box % | 83% | 95% | 49% |
| Mean rating | 3.92 | 4.30 | 2.51 |
| Base | 334 | 295 | 39 |

| | Overall 2025 | Q4c. Contact methods | | | | | Q4d. Number of contacts | | | |
|-------------|--------------|----------------------|------------------|-------|---------------|-----------------|-------------------------|------|------|------|
| | | Telephone | Councils website | Email | Council's App | Visited Council | 1 | 2 | 3 | 4+ |
| Top 3 Box % | 90% | 90% | 90% | 81% | 94% | 83% | 96% | 93% | 88% | 51% |
| Mean rating | 4.09 | 4.01 | 4.20 | 3.74 | 4.27 | 3.84 | 4.43 | 4.19 | 3.46 | 2.79 |
| Base | 334 | 186 | 106 | 73 | 28 | 25 | 193 | 66 | 38 | 37 |

| | Overall 2025 | Q4b. Most recent reason for contacting Council* | | | | | | |
|-------------|--------------|---|---------------------------------------|--------------------|------------------------------|----------------------------|-------|-------------------------|
| | | Waste/rubbish | Maintenance of roads, footpaths, etc. | Making a complaint | Obtaining advice/information | Booking a council facility | Trees | Development application |
| Top 3 Box % | 90% | 100% | 87% | 77% | 86% | 95% | 63% | 59% |
| Mean rating | 4.09 | 4.58 | 3.65 | 3.55 | 4.07 | 4.34 | 2.87 | 3.23 |
| Base | 334 | 148 | 36 | 27 | 21 | 21 | 20 | 19 |

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

Please see Appendix 1 for results by demographics

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

Base: Have contacted Council in the last 12 months

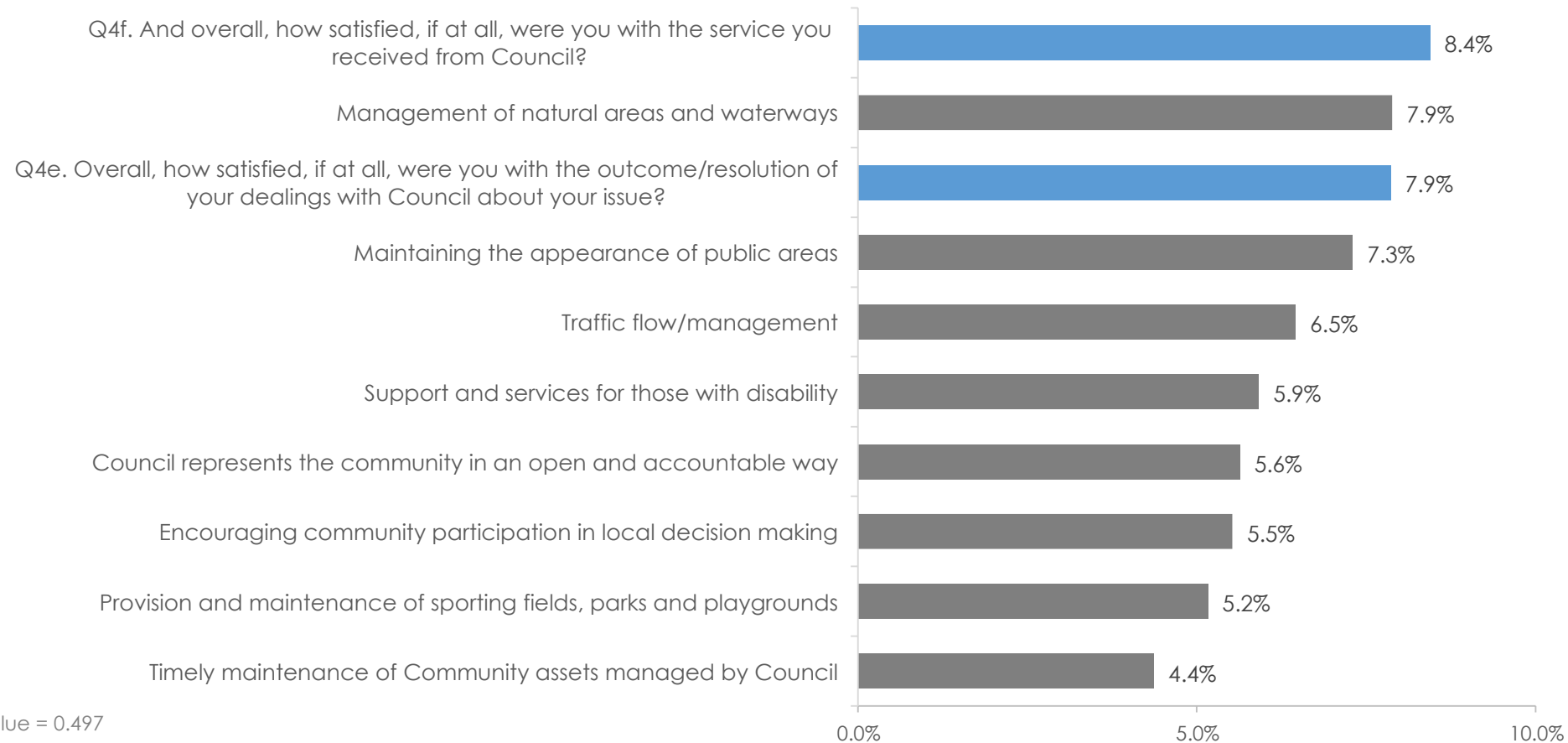
Q4f. And overall, how satisfied, if at all, were you with the service you received from Council?

Key Drivers of Overall Satisfaction – Expanded Model (Contact)

The below chart is a re-run of the key drivers contributing to overall satisfaction, but only for those who have had contact with Council in the last 12 months and expanding the model to include *satisfaction with the service received (Q4f)* and *satisfaction with the outcome/resolution (Q4e)* as potential drivers.

With this addition, for those that have had contact, we can see that interaction satisfaction is a top driver of resident's overall satisfaction with Council's performance.

Regression Analysis, Expanded Model: Drivers of Overall Satisfaction



R² value = 0.497

Base: Have contacted Council in the last 12 months

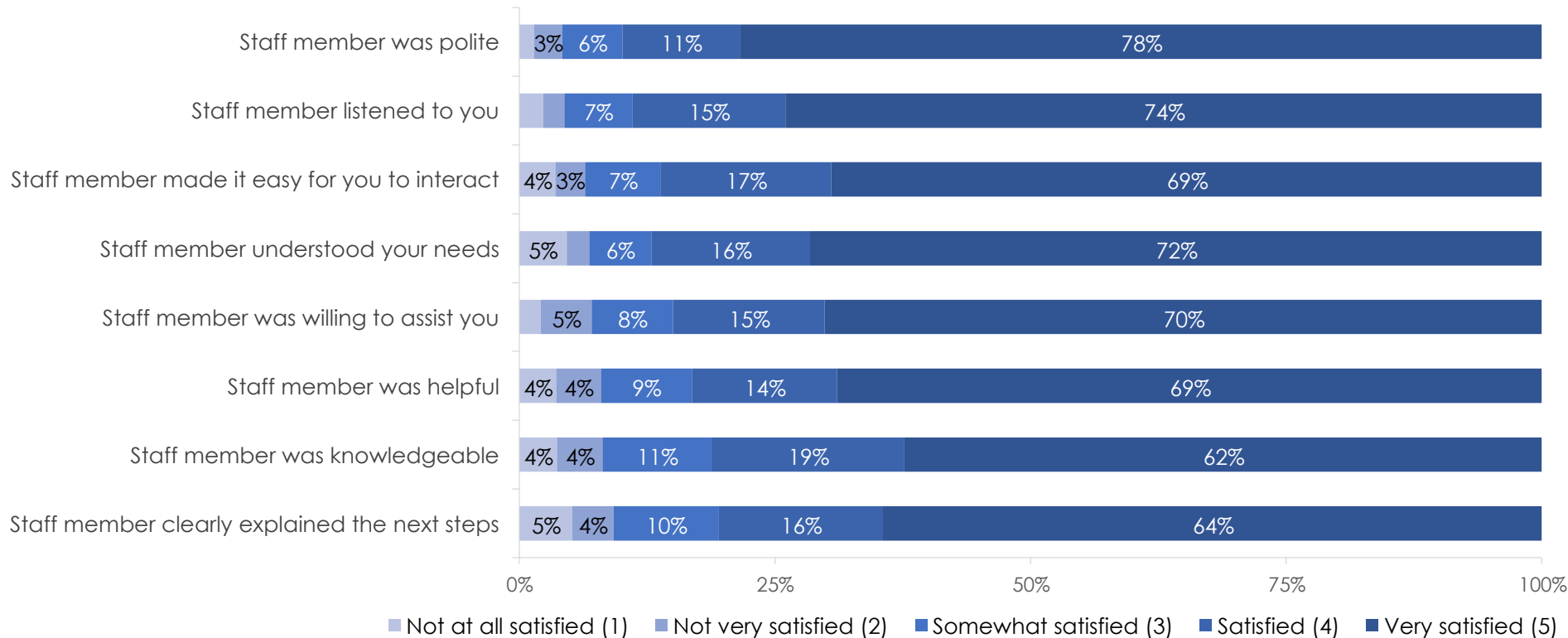
Dependent Variable: Q7. Overall, for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues, but across all responsibility areas?

Note: Please see Appendix 1 for complete list

Satisfaction with the Service Received When Contacting by Phone/Visited in Person

Residents who contacted Council via telephone or visited in person had high levels of satisfaction across 8 specific criteria, very high satisfaction for staff being polite (96%) and feeling that the staff member listened to them (96%). Comparing to 2023, there were no differences in satisfaction across the 8 criteria.

Thinking about when you phoned/visited Council, how satisfied were you with the following?



| T3B% (2025) | | T3B% (Overall) | |
|-------------|-----------|----------------|-------|
| Phone | In Person | 2025 | 2023 |
| 96% | 96% | 96% | 98% |
| 96% | 92% | 96% | 94% |
| 93% | 92% | 94% | 95% |
| 93% | 82% | 93% | 91% |
| 93% | 93% | 93% | 95% |
| 92% | 85% | 92% | 94% |
| 93% | 82% | 92% | 93% |
| 91% | 80% | 91% | 90% |
| N=186 | N=25 | N=204 | N=204 |

Base: Have contacted Council by telephone or visiting Council in person

Data <3% was not shown in the chart, 'other' methods were not shown in the chart

Q5a. Thinking about when you [phoned/visited from Q4c] Council, how satisfied were you with the following on a scale of 1 to 5, where 1 is not at all satisfied and 5 is very satisfied?

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

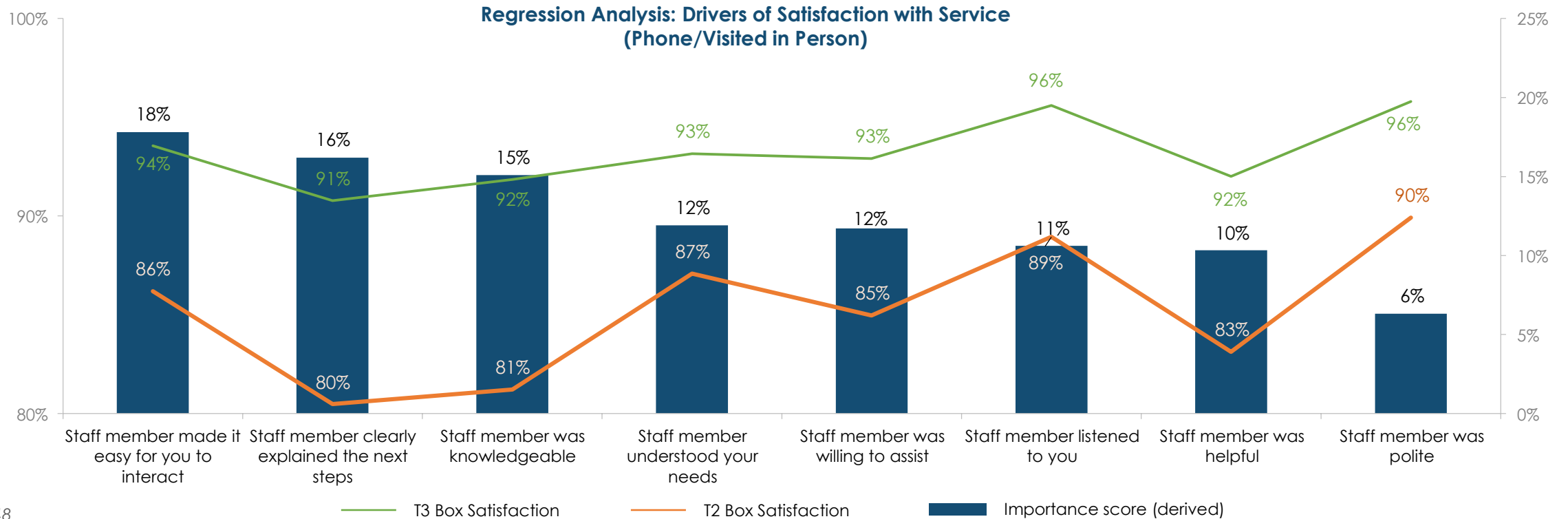
Please see Appendix 1 for results by demographics

A significantly higher/lower percentage (by method of contact) 47

Satisfaction with the Service Received When Contacting by Phone/Visited in Person

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

The key driver of contact satisfaction is 'made it easy for you to interact'. However, the T3B% satisfaction (green line) and the T2B% (orange line) are quite high for this measure. The 2nd and 3rd top drivers, 'clearly explained the next steps' and 'knowledgeable', have a similar derived importance score, but have the lowest T2B% satisfaction scores. These areas, which were the top 2 drivers and lowest T2B% satisfaction in 2023 also, have better potential to improve satisfaction if Council can lift satisfaction in these areas.



R-squared = 0.48

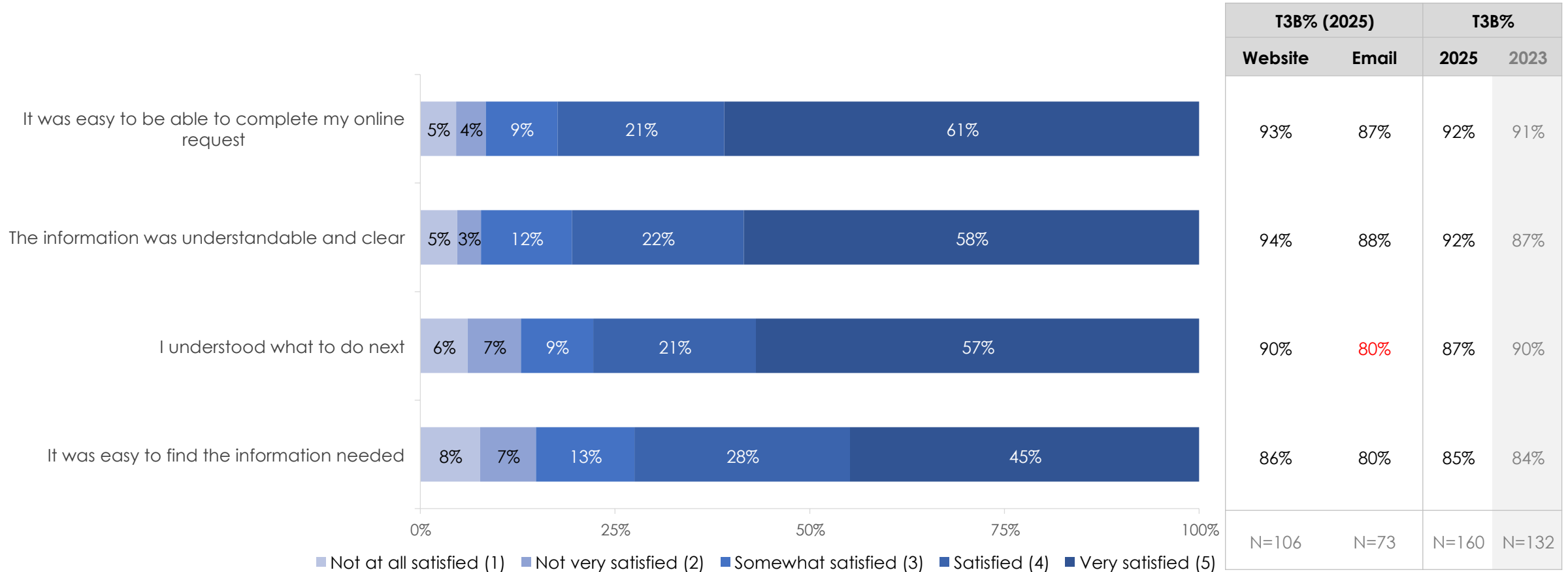
Dependent Variable: Q4f. And overall, how satisfied, if at all, were you with the service you received from Council?

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)

Satisfaction with the Service Received When Contacting by Online Methods

Residents who contacted Council online (website/email/social media) had high levels of satisfaction across all specific criteria, with results remaining in line with 2023.



Base: Have contacted Council by website, email, and/or social media

Data <3% was not shown in the chart, 'other' methods were not shown in the chart

Q5b. When you dealt with Council via (website/social media/email from Q4c), how satisfied were you with the following on a scale of 1 to 5, where 1 is not at all satisfied and 5 is very satisfied?

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

Please see Appendix 1 for results by demographics

A significantly higher/lower percentage (by method of contact) 49

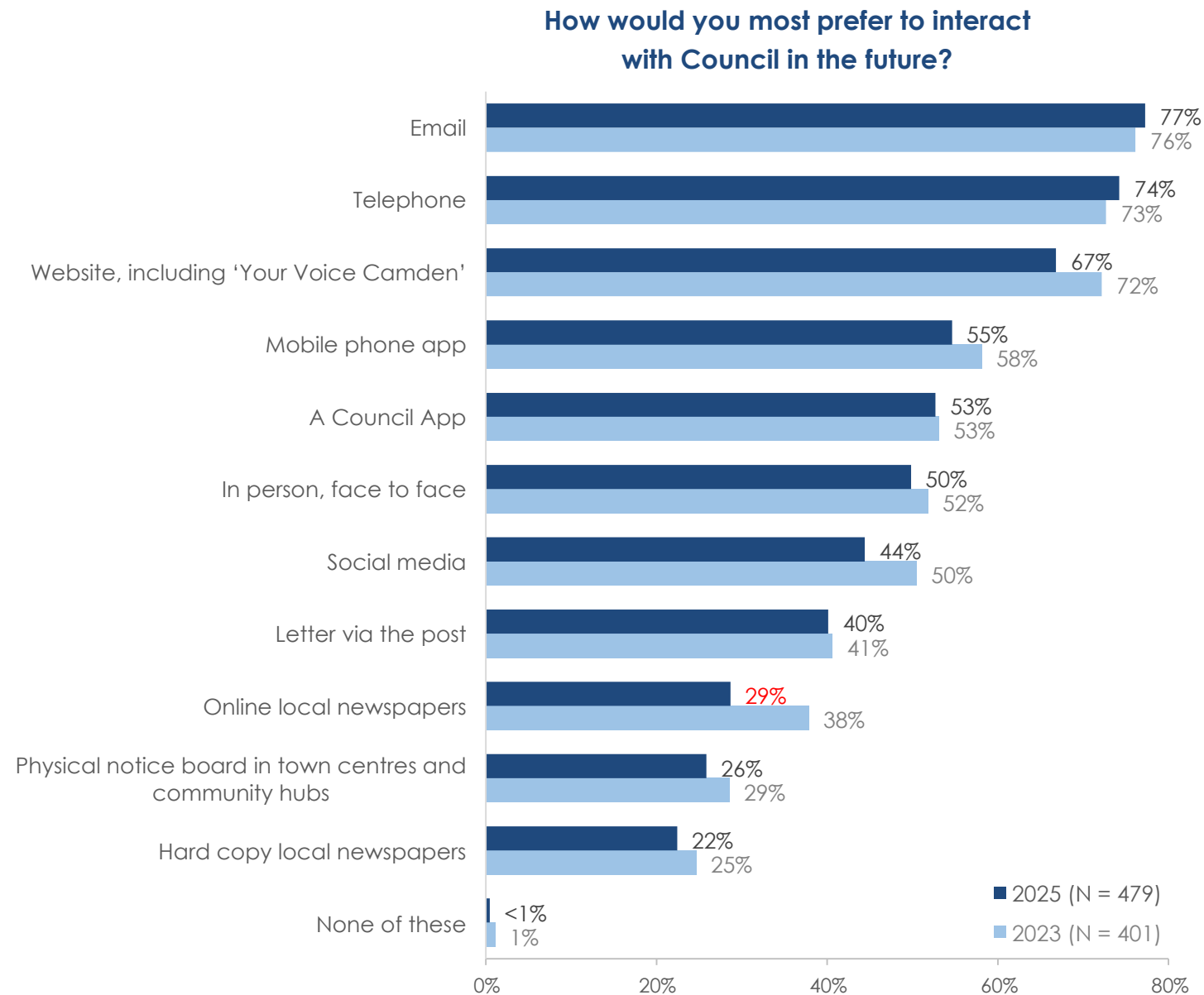
Future Interactions with Council

As in 2023, email is the most preferred method for residents to contact Council in the future, followed closely by telephone and website.

Comparing results to 2023 reveals only one significant change: residents are significantly less likely to prefer online local newspapers, declining from 38% to 29%.

Looking at results by gender, male residents are more inclined to prefer visiting Council in person, compared to female residents.

By age, residents 55 and over are more inclined to keep using traditional ways (i.e. visiting in person, letter and local newspaper) to contact Council in the future.



Base: all residents

Q6. How would you most prefer to interact with Council in the future?

A significantly higher/lower percentage (compared to 2023) 50

Future Interactions 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 | 77% | 78% | 77% | 78% | 79% | 73% | 74% | 75% | 78% | 79% | 78% | 75% |
| Telephone | 74% | 77% | 71% | 74% | 68% | 83% | 63% | 62% | 79% | 73% | 73% | 77% |
| Website, including 'Your Voice Camden' | 67% | 67% | 66% | 68% | 71% | 59% | 50% | 64% | 70% | 67% | 65% | 68% |
| Mobile phone app | 55% | 58% | 52% | 61% | 57% | 42% | 47% | 59% | 54% | 56% | 53% | 55% |
| A Council App | 53% | 51% | 54% | 54% | 59% | 42% | 51% | 57% | 52% | 56% | 47% | 56% |
| In person, face to face | 50% | 56% | 44% | 44% | 47% | 62% | 23% | 42% | 55% | 47% | 49% | 53% |
| Social media | 44% | 40% | 48% | 43% | 50% | 38% | 32% | 42% | 47% | 48% | 44% | 42% |
| Letter via the post | 40% | 43% | 37% | 33% | 40% | 51% | 27% | 41% | 42% | 36% | 46% | 39% |
| Online local newspapers | 29% | 30% | 27% | 35% | 24% | 28% | 35% | 28% | 28% | 23% | 36% | 26% |
| Physical notice board in town centres and community hubs | 26% | 27% | 25% | 32% | 17% | 31% | 26% | 24% | 26% | 27% | 30% | 21% |
| Hard copy local newspapers | 22% | 24% | 21% | 19% | 19% | 33% | 18% | 18% | 24% | 20% | 23% | 24% |
| None of these | 0% | 1% | 0% | 1% | 0% | 1% | 0% | 2% | 0% | 1% | 1% | 0% |
| Base | 479 | 231 | 248 | 166 | 188 | 126 | 45 | 87 | 347 | 138 | 162 | 178 |

Base: all residents (2025)

Q6. How would you most prefer to interact with Council in the future?



Section Four

Comparison to High Growth Benchmark

This section shows the comparison of quality of life, overall satisfaction and satisfaction of services/facilities between Camden and 8 other councils with relatively high population growth since 2016.

High Growth Benchmark Introduction

In previous sections, 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 28 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 summarised 8 comparable councils with high population growth since 2016¹ as a 'high growth' bespoke benchmark.

| | Camden 2025 | High Growth Bespoke Benchmark | | | | | | | |
|-------------------------------------|----------------|-------------------------------|------------------------|-----------------------|-----------------------|----------------------|---------------------------|-----------------------------|-------------------|
| | | Council 1 | Council 2 | Council 3 | Council 4 | Council 5 | Council 6 | Council 7 | Council 8 |
| Council Name | Camden Council | The Hills Shire | Blacktown City Council | Maitland City Council | Cessnock City Council | Penrith City Council | Wollondilly Shire Council | Wingecarribee Shire Council | Ryde City Council |
| Population Growth Rate ² | 49.6% | 18.2% | 14.9% | 14.6% | 13.0% | 8.8% | 8.7% | 7.1% | 7.0% |
| Base ³ | 479 | 1,806 | 1,805 | 1,421 | 1,622 | 1,413 | 1,617 | 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

High Growth Benchmark Introduction

Looking at the comparison between Camden and our High Growth Benchmark, residents living in the Camden LGA are significantly more likely to give higher ratings in terms of perceived quality of life and overall satisfaction with Council's performance. Interestingly, there is an even larger gap for overall satisfaction compared to what was seen for the Metro Benchmark (suggesting that high growth LGAs generally have lower satisfaction).

Further, regarding satisfaction with services/facilities, 12 measures for Camden received significantly higher satisfaction scores compared to the High Growth benchmark (11 in 2023), while only 5 measures received significantly higher satisfaction scores when comparing to the Metro Benchmark.

Interestingly, although Camden has the highest population growth factor among all councils in NSW since 2016 (and is projected to remain the highest through 2025), residents appear very positive towards their life and Council's performance/service delivery.

Quality of Life

| | Camden Council | Bespoke Benchmark |
|-------------|----------------|-------------------|
| Top 3 Box % | 95% | 92% |
| Mean rating | 5.01 | 4.83 |
| Base | 479 | 7,252 |

Overall Satisfaction

| | Camden Council | Bespoke Benchmark |
|-------------|----------------|-------------------|
| Top 3 Box % | 96% | 83% |
| Mean rating | 3.87 | 3.34 |
| Base | 479 | 12,998 |

Importance Variance

What's more important to Camden residents?

- Maintaining the appearance of public areas
- Provision and condition of footpaths and cycleways

Satisfaction Variance

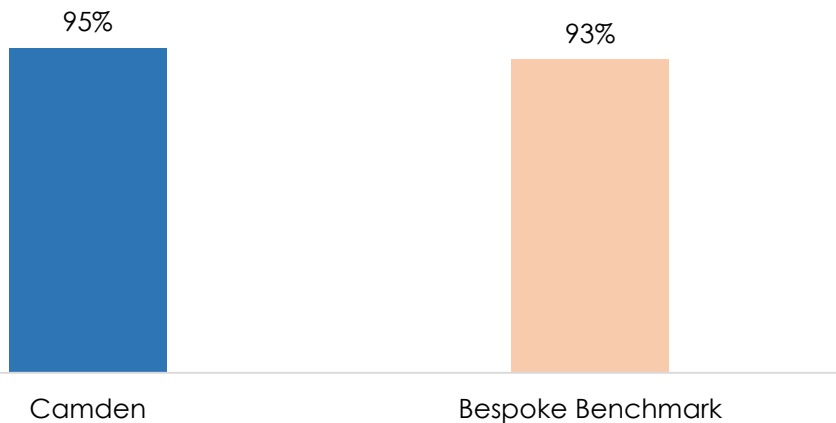
What services/facilities are Camden residents more satisfied with?

- Urban and rural planning
- Council provision of information about its services and activities
- Support and services for youth
- Encouraging community participation in local decision making
- Condition/quality of local roads
- Heritage protection
- Development approval process
- Supporting local and regional economic and business development
- Maintaining the appearance of public areas
- Maintenance of bushland reserves
- Managing trees on public property
- Recreation services and facilities

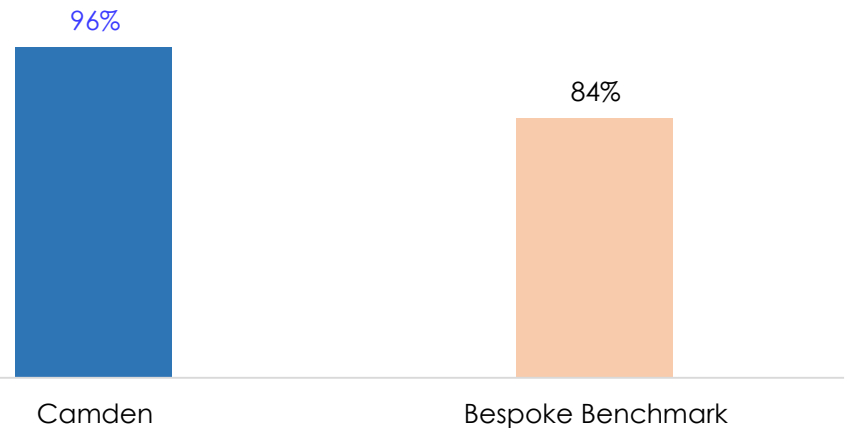
Quality of Life & Overall Satisfaction

As was seen in 2023, compared to the High Growth Benchmark, residents of the Camden LGA have significantly higher scores for quality of life and overall satisfaction with Council's performance. This is consistent with the previous results compared to the broader Micromex Metro LGA Benchmark, which indicates that residents living in the LGA have generally greater satisfaction with their quality of life and Council's overall performance compared to both Metro and High Growth Benchmarks.

**Top 3 Box Quality of Life Scores
(Good to Excellent)**



**Top 3 Box Satisfaction Scores
(Somewhat satisfied to Very satisfied)**



| | Camden | Bespoke Benchmark |
|--------------|--------|-------------------|
| Mean ratings | 5.01 | 4.83 |
| Base | 479 | 7,252 |

| | Camden | Bespoke Benchmark |
|--------------|--------|-------------------|
| Mean ratings | 3.87 | 3.34 |
| Base | 479 | 12,998 |

Q1. Overall, how would you rate the quality of life you have living in the Camden LGA?

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?

Scale for quality of life: 1 = very poor, 6 = excellent

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

A significantly higher/lower percentage/rating compared to bespoke benchmark 65

Importance Compared to Metro and High Growth Benchmarks

| Service/Facility | Camden Council T2 box importance score | Variance to High Growth Benchmark | Variance to Metro Benchmark |
|--|---|--------------------------------------|--------------------------------|
| Maintaining the appearance of public areas | 88% | 9% | 8% |
| Provision and condition of footpaths and cycleways | 84% | 7% | 11%▲ |
| Encouraging community participation in local decision making | 80% | 3% | 6% |
| Support and services for older people | 96% | 3% | 8% |
| Collection of rubbish and recycling | 83% | 3% | 2% |
| Festivals and events that promote cultural activities and community connection | 85% | 2% | 3% |
| Provision and maintenance of sporting fields, parks and playgrounds | 64% | 2% | 0% |
| Management of natural areas and waterways | 80% | 1% | 1% |
| Recreation services and facilities | 84% | 1% | 4% |
| Libraries and library services | 66% | 1% | -5% |
| Support and services for those with disability | 86% | 1% | 6% |
| Planning for emergency events and natural disasters | 91% | 1% | 2% |
| Maintenance of bushland reserves | 83% | 0% | -1% |
| Traffic flow/management | 87% | 0% | -1% |
| Managing control of domestic animals in public places | 64% | -1% | -2% |
| Condition/quality of local roads | 91% | -2% | 1% |
| Managing trees on public property | 69% | -3% | -8% |
| Council's financial planning and management | 81% | -4% | -2% |
| Support and services for youth | 66% | -5% | -1% |
| Urban and rural planning | 75% | -9% | -6% |
| Council provision of information about its services and activities | 73% | -12%▼ | -8% |
| Supporting local and regional economic and business development | 75% | -13%▼ | -7% |
| Educating the community about environmental protection and climate change | 54% | -17%▼ | -19%▼ |
| Heritage protection | 50% | -25%▼ | -24%▼ |
| Tourism promotion | 43% | -25%▼ | -11%▼ |
| Development approval process | 45% | -30%▼ | -28%▼ |

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.

Satisfaction Compared to Metro and High Growth Benchmarks

| Service/Facility | Camden Council T3 box satisfaction score | Variance to High Growth Benchmark | Variance to Metro Benchmark |
|--|---|--------------------------------------|--------------------------------|
| Urban and rural planning | 84% | 21%▲ | 14%▲ |
| Council provision of information about its services and activities | 92% | 20%▲ | 12%▲ |
| Support and services for youth | 92% | 17%▲ | 9% |
| Encouraging community participation in local decision making | 80% | 15%▲ | 10%▲ |
| Condition/quality of local roads | 71% | 15%▲ | -2% |
| Heritage protection | 96% | 14%▲ | 14%▲ |
| Development approval process | 80% | 13%▲ | 9% |
| Supporting local and regional economic and business development | 94% | 13%▲ | 10%▲ |
| Maintaining the appearance of public areas | 92% | 12%▲ | 8% |
| Maintenance of bushland reserves | 92% | 12%▲ | 5% |
| Managing trees on public property | 81% | 10%▲ | 5% |
| Recreation services and facilities | 98% | 10%▲ | 7% |
| Provision and maintenance of sporting fields, parks and playgrounds | 93% | 9% | 2% |
| Provision and condition of footpaths and cycleways | 87% | 8% | 8% |
| Collection of rubbish and recycling | 97% | 8% | 4% |
| Festivals and events that promote cultural activities and community connection | 96% | 8% | 6% |
| Support and services for those with disability | 89% | 8% | 4% |
| Educating the community about environmental protection and climate change | 85% | 7% | 5% |
| Tourism promotion | 91% | 6% | 9% |
| Libraries and library services | 99% | 6% | 5% |
| Council's financial planning and management | 82% | 6% | 4% |
| Management of natural areas and waterways | 88% | 4% | 1% |
| Traffic flow/management | 67% | 3% | -4% |
| Managing control of domestic animals in public places | 87% | 3% | 1% |
| Support and services for older people | 89% | 2% | 2% |
| Planning for emergency events and natural disasters | 87% | -2% | -7% |

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 67



Appendix 1

Additional Analyses

Method of Contact

| | 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 |
| Telephone | 56% | 56% | 56% | 55% | 56% | 56% | 65% | 54% | 55% | 57% | 54% | 56% |
| Council's website | 32% | 30% | 33% | 42% | 33% | 18% | 28% | 31% | 32% | 31% | 26% | 37% |
| Email | 22% | 20% | 23% | 27% | 21% | 18% | 24% | 27% | 20% | 20% | 26% | 19% |
| Council's App | 8% | 7% | 9% | 2% | 12% | 8% | 6% | 10% | 8% | 11% | 7% | 8% |
| Visited Council | 7% | 9% | 6% | 7% | 6% | 9% | 13% | 9% | 6% | 9% | 8% | 5% |
| Letter in the post | 2% | 1% | 2% | 3% | 1% | 1% | 5% | 2% | 1% | 2% | 2% | 1% |
| Via Council's social media | 1% | 1% | 1% | 0% | 1% | 1% | 3% | 1% | 0% | 1% | 0% | 1% |
| Other | 3% | 3% | 3% | 3% | 3% | 4% | 0% | 3% | 4% | 4% | 3% | 3% |
| Base (Have contacted Council) | 334 | 154 | 180 | 97 | 141 | 95 | 26 | 55 | 253 | 104 | 116 | 115 |

Satisfaction with Outcome of Contact/ Service Received

Q4e. Satisfaction with the outcome/resolution of the dealings with Council about the issue

| | 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 |
| Top 3 Box % | 83% | 80% | 85% | 85% | 81% | 83% | 96% | 82% | 81% | 86% | 76% | 86% |
| Mean rating | 3.92 | 3.78 | 4.03 | 4.03 | 3.84 | 3.92 | 4.36 | 3.85 | 3.89 | 4.04 | 3.72 | 4.00 |
| Base (Have contacted Council) | 334 | 154 | 180 | 97 | 141 | 95 | 26 | 55 | 253 | 104 | 116 | 115 |

Q4f. Satisfaction with the service you received from 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 |
| Top 3 Box % | 90% | 90% | 90% | 92% | 88% | 89% | 100% | 84% | 90% | 93% | 86% | 90% |
| Mean rating | 4.09 | 4.05 | 4.13 | 4.15 | 4.02 | 4.14 | 4.42 | 3.99 | 4.08 | 4.27 | 3.94 | 4.09 |
| Base (Have contacted Council) | 334 | 154 | 180 | 97 | 141 | 95 | 26 | 55 | 253 | 104 | 116 | 115 |

Base: Have contacted Council in the last 12 months

Q4e. Overall, how satisfied, if at all, were you with the outcome/resolution of your dealings with Council about your issue?

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

Scale: 1 = not at all satisfied, 5 = very satisfied
A significantly higher/lower percentage (by group)

Satisfaction with the Service Received When Contacting by Phone/Visited in Person

| T3B% | 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 |
| Staff member was polite | 96% | 98% | 94% | 94% | 96% | 97% | 94% | 95% | 96% | 99% | 94% | 94% |
| Staff member listened to you | 96% | 96% | 96% | 94% | 97% | 95% | 100% | 98% | 95% | 97% | 94% | 96% |
| Staff member made it easy for you to interact | 94% | 95% | 92% | 92% | 95% | 93% | 94% | 95% | 93% | 95% | 90% | 96% |
| Staff member understood your needs | 93% | 94% | 92% | 90% | 93% | 97% | 86% | 95% | 94% | 94% | 91% | 94% |
| Staff member was willing to assist you | 93% | 94% | 92% | 92% | 95% | 91% | 94% | 98% | 92% | 95% | 89% | 94% |
| Staff member was helpful | 92% | 94% | 90% | 92% | 94% | 89% | 94% | 95% | 91% | 92% | 89% | 94% |
| Staff member was knowledgeable | 92% | 92% | 92% | 92% | 92% | 91% | 94% | 95% | 91% | 92% | 88% | 96% |
| Staff member clearly explained the next steps | 91% | 90% | 91% | 92% | 90% | 90% | 96% | 95% | 89% | 87% | 89% | 96% |
| Base | 203 | 91 | 113 | 57 | 84 | 62 | 17 | 56 | 130 | 63 | 70 | 71 |

Base: Have contacted Council by telephone or visiting Council in person

Q5a. Thinking about when you [phoned/visited from Q4c] Council, how satisfied were you with the following on a scale of 1 to 5, where 1 is not at all satisfied and 5 is very satisfied?

Scale: 1 = not at all satisfied, 5 = very satisfied
A significantly higher/lower percentage (by group) 71

Satisfaction with the Service Received When Contacting by Online Methods

| T3B% | 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 |
| The information was understandable and clear | 92% | 89% | 95% | 91% | 93% | 91% | 89% | 93% | 92% | 91% | 88% | 97% |
| It was easy to be able to complete my online request | 92% | 90% | 93% | 98% | 88% | 88% | 100% | 90% | 91% | 98% | 90% | 88% |
| I understood what to do next | 87% | 81% | 92% | 82% | 88% | 94% | 89% | 81% | 88% | 93% | 81% | 88% |
| It was easy to find the information needed | 85% | 80% | 90% | 89% | 84% | 81% | 100% | 80% | 85% | 87% | 86% | 83% |
| Base | 160 | 72 | 88 | 57 | 71 | 32 | 10 | 28 | 122 | 46 | 55 | 59 |

Base: Have contacted Council by website, social media, and/or email

Q5b. When you dealt with Council via (website/social media/email from Q4c), how satisfied were you with the following on a scale of 1 to 5, where 1 is not at all satisfied and 5 is very satisfied?

Scale: 1 = not at all satisfied, 5 = very satisfied
A significantly higher/lower percentage (by group) 72



Appendix 2

Detailed Importance and Satisfaction

Comparison to Previous Research

| Service/Facility | Importance | | Satisfaction | | Service/Facility | Importance | | Satisfaction | |
|---|------------|------|--------------|------|--|------------|------|--------------|------|
| | 2025 | 2023 | 2025 | 2023 | | 2025 | 2023 | 2025 | 2023 |
| Development approval process | 3.27 | 3.14 | 3.50 | 3.63 | Festivals and events that promote cultural activities and community connection | 3.85 | 4.11 | 3.97 | 3.88 |
| Heritage protection | 3.42 | 3.64 | 4.07 | 3.97 | Community facilities and services | 3.87 | 4.01 | 4.02 | 3.92 |
| Urban and rural planning | 4.08 | 4.12 | 3.58 | 3.60 | Libraries and library services | 3.95 | 4.06 | 4.36 | 4.30 |
| Collection of rubbish and recycling | 4.71 | 4.67 | 4.47 | 4.46 | Council represents the community in an open and accountable way | 4.29 | 4.34 | 3.50 | 3.57 |
| Managing control of domestic animals in public places | 3.89 | 3.99 | 3.81 | 3.93 | Council's financial planning and management | 4.34 | 4.23 | 3.36 | 3.42 |
| Management of natural areas and waterways | 4.40 | 4.45 | 3.79 | 3.79 | Timely maintenance of Community assets managed by Council | 4.15 | 4.18 | 3.63 | 3.67 |
| Provision and maintenance of sporting fields, parks and playgrounds | 4.40 | 4.46 | 3.98 | 4.02 | Encouraging community participation in local decision making | 4.25 | 4.21 | 3.36 | 3.43 |
| Maintenance of bushland reserves | 4.32 | 4.39 | 3.91 | 3.89 | Council provision of information about its services and activities | 4.06 | 4.08 | 3.88 | 3.84 |
| Educating the community about environmental protection and climate change | 3.52 | 3.74 | 3.54 | 3.44 | Planning for emergency events and natural disasters | 4.62 | 4.60 | 3.76 | 3.71 |
| Maintaining the appearance of public areas | 4.47 | 4.54 | 3.94 | 3.99 | Support and services for youth | 3.94 | 4.05 | 3.85 | 3.82 |
| Supporting local and regional economic and business development | 4.08 | 4.16 | 3.80 | 3.71 | Support and services for older people | 4.39 | 4.40 | 3.66 | 3.76 |
| Tourism promotion | 3.30 | 3.44 | 3.87 | 3.65 | Support and services for those with disability | 4.41 | 4.41 | 3.64 | 3.76 |
| Provision and condition of footpaths and cycleways | 4.33 | 4.31 | 3.64 | 3.65 | Managing trees on public property | 4.00 | 4.11 | 3.54 | 3.55 |
| Condition/quality of local roads | 4.57 | 4.56 | 3.18 | 3.34 | Council's policy on managing trees within residential properties | 3.72 | 3.82 | 3.15 | 3.18 |
| Recreation services and facilities | 4.23 | 4.34 | 4.17 | 4.03 | Traffic flow/management | 4.45 | 4.47 | 2.99 | 3.19 |

Performance Gap Analysis

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

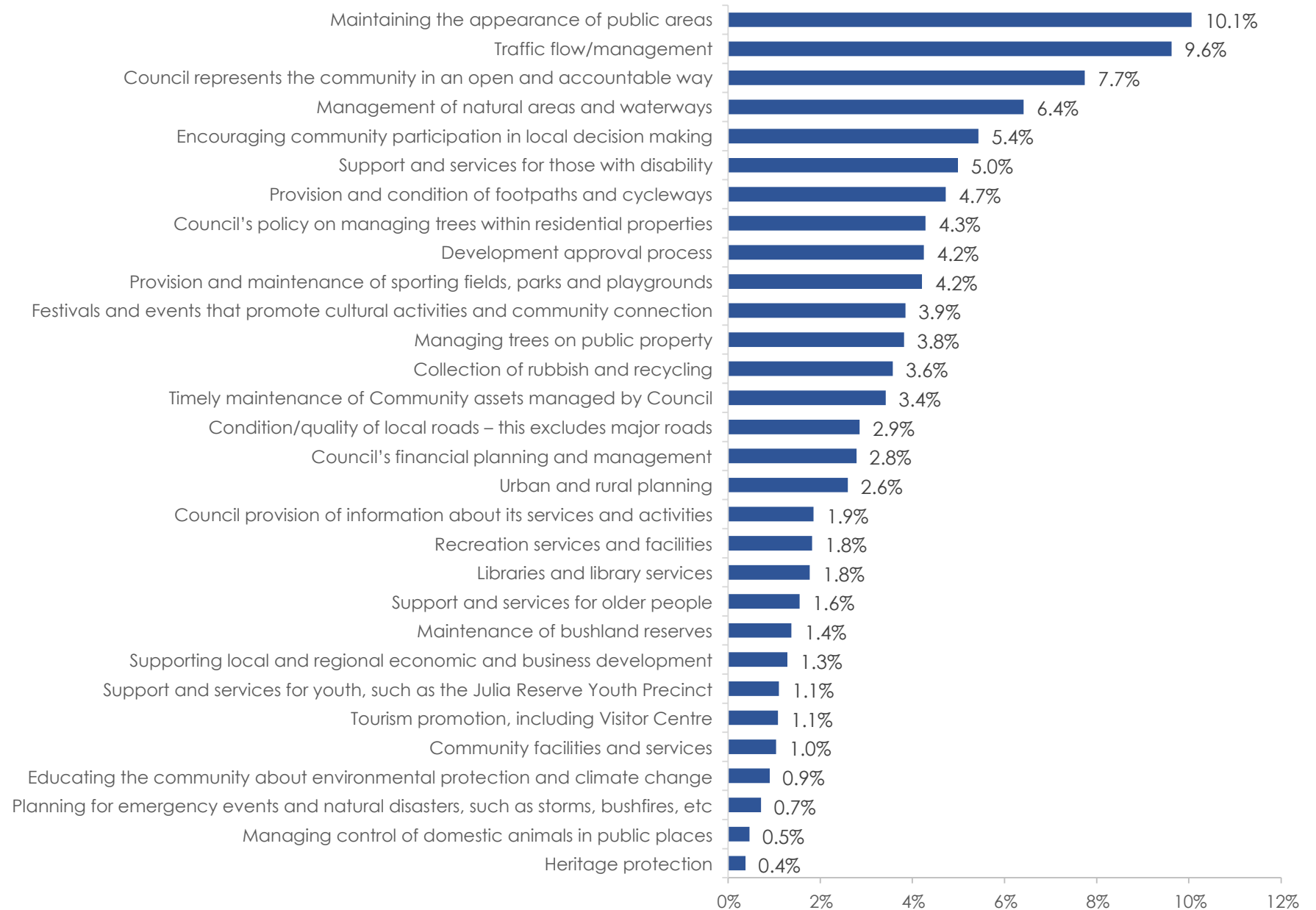
Performance Gap Ranking

| Service/Facility | Importance T2 Box | Satisfaction T3 Box | Performance Gap (Importance – Satisfaction) |
|--|-------------------|---------------------|--|
| Condition/quality of local roads | 91% | 71% | 20% |
| Traffic flow/management | 87% | 67% | 20% |
| Planning for emergency events and natural disasters | 91% | 87% | 4% |
| Encouraging community participation in local decision making | 80% | 80% | 0% |
| Council's financial planning and management | 81% | 82% | -1% |
| Collection of rubbish and recycling | 96% | 97% | -1% |
| Management of natural areas and waterways | 86% | 88% | -2% |
| Council represents the community in an open and accountable way | 80% | 83% | -3% |
| Provision and condition of footpaths and cycleways | 84% | 87% | -3% |
| Maintaining the appearance of public areas | 88% | 92% | -4% |
| Support and services for those with disability | 84% | 89% | -5% |
| Support and services for older people | 83% | 89% | -6% |
| Provision and maintenance of sporting fields, parks and playgrounds | 85% | 93% | -8% |
| Urban and rural planning | 75% | 84% | -9% |
| Maintenance of bushland reserves | 83% | 92% | -9% |
| Council's policy on managing trees within residential properties | 57% | 67% | -10% |
| Timely maintenance of Community assets managed by Council | 77% | 88% | -11% |
| Managing trees on public property | 69% | 81% | -12% |
| Recreation services and facilities | 80% | 98% | -18% |
| Supporting local and regional economic and business development | 75% | 94% | -19% |
| Council provision of information about its services and activities | 73% | 92% | -19% |
| Managing control of domestic animals in public places | 64% | 87% | -23% |
| Support and services for youth | 66% | 92% | -26% |
| Community facilities and services | 66% | 96% | -30% |
| Educating the community about environmental protection and climate change | 54% | 85% | -31% |
| Festivals and events that promote cultural activities and community connection | 64% | 96% | -32% |
| Libraries and library services | 66% | 99% | -33% |
| Development approval process | 45% | 80% | -35% |
| Heritage protection | 50% | 96% | -46% |
| Tourism promotion | 43% | 91% | -48% |

Note: T2 = important/very important
T3 = at least somewhat satisfied

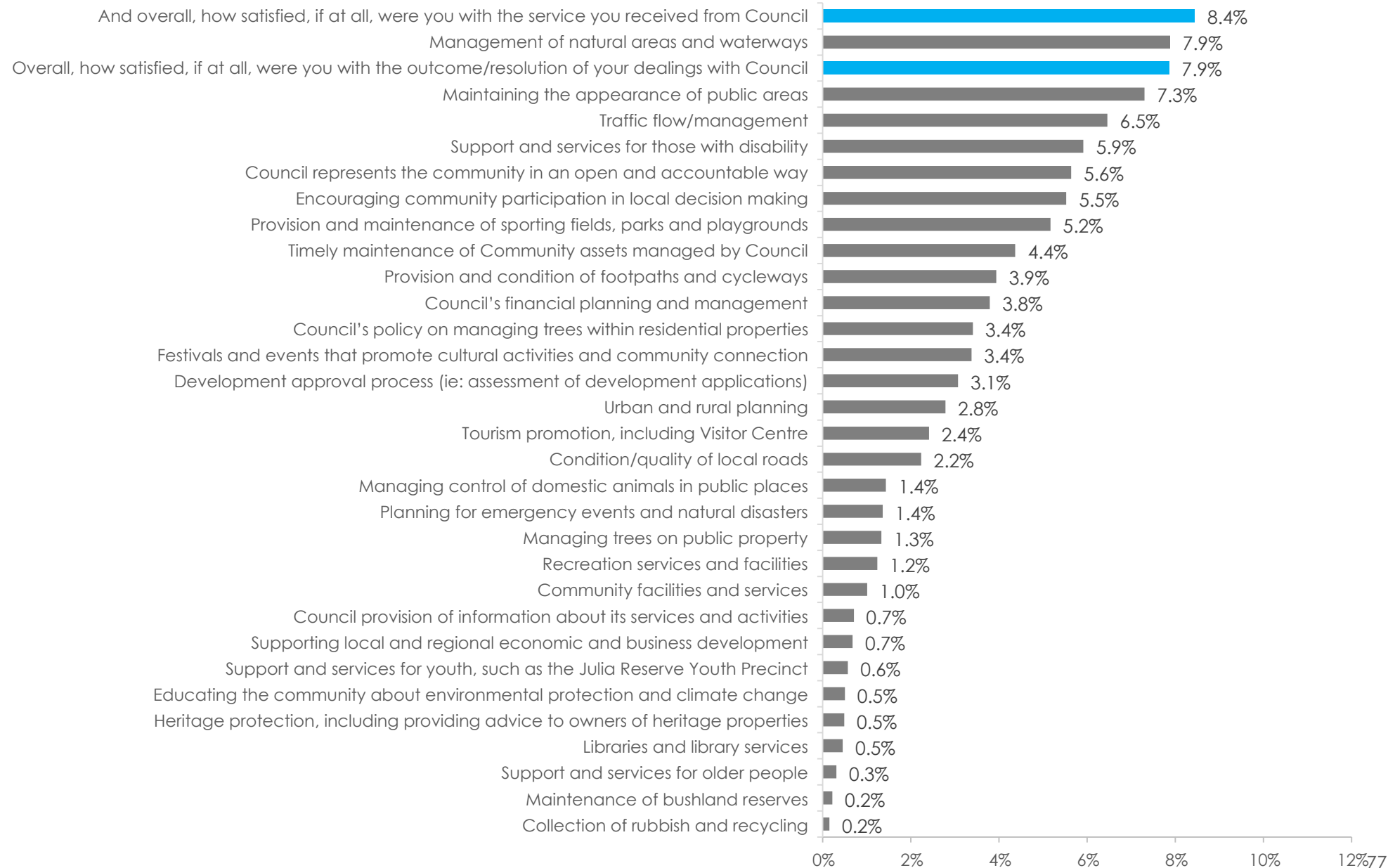
Regression Analysis – Influence on Overall Satisfaction

The chart to the right summarises the influence of the 30 facilities/services on overall satisfaction with Council's performance, based on the Advanced Regression analysis.



Key Drivers of Overall Satisfaction – Expanded Model (Contact)

The chart to the right summarises the influence of the 30 facilities/services, with the addition of 2 contact satisfaction measures, on overall satisfaction with Council's performance, based on only residents who have had contact with Council in the last 12 months.



Councils Used to Create the Micromex Metro LGA Benchmark

The Micromex Metro LGA Benchmark was composed from the Council areas listed below:

| | |
|------------------------------|-----------------------------|
| Bayside Council | Inner West Council |
| Blacktown City Council | Ku-ring-gai Council |
| Burwood Council | Lane Cove Council |
| Campbelltown City Council | Liverpool City Council |
| Canterbury-Bankstown Council | North Sydney |
| City of Canada Bay Council | Northern Beaches Council |
| City of Parramatta Council | Penrith City Council |
| City of Playford | Randwick City Council |
| City of Ryde | Sutherland Shire Council |
| Cumberland City Council | The Hills Shire Council |
| Fairfield City Council | Waverley Council |
| Georges River Council | Willoughby City Council |
| Hawkesbury City Council | Woollahra Municipal Council |
| Hunter's Hill Council | |



Appendix 3

Questionnaire

Camden Council
Community Satisfaction Survey 2025

Good morning/afternoon/evening, my name is _____ and I'm calling on behalf of Camden Council from a company called Micromex. We are conducting a survey on a range of local issues. The survey will take about 15 minutes, would you be able to assist us please?

QA1. Before we start, can I please confirm that you do live in the Camden Council area? (SCREEN)

| Code | Answers | Notes |
|------|---------|-----------|
| 1 | Yes | |
| 2 | No | Terminate |

QA2. And do you or an immediate family member work for Camden Council or are an elected Councillor? (SCREEN)

| Code | Answers | Notes |
|------|---------|-----------|
| 1 | Yes | Terminate |
| 2 | No | |

QA3. Which suburb do you live in? (SR) (Supervisor: Quotas of roughly a third per Ward)

| Code | Answers | Notes |
|------|----------------------|------------------------------|
| 1 | Bickley Vale | South |
| 2 | Bringelly (part) | North |
| 3 | Camden | South |
| 4 | Camden South | South |
| 5 | Catherine Field | North |
| 6 | Cawdor (part) | South |
| 7 | Cobbitty | North |
| 8 | Currans Hill | Central |
| 9 | Elderslie | South |
| 10 | Ellis lane | South |
| 11 | Gledswood Hills | Central |
| 12 | Grasmere | South |
| 13 | Gregory Hills (part) | Central |
| 14 | Harrington Park | North |
| 15 | Kirkham | South |
| 16 | Leppington (part) | North |
| 17 | Mount Annan (part) | Central |
| 18 | Narellan | South |
| 19 | Narellan Vale | Central |
| 20 | Oran Park | North |
| 21 | Rossmore (part) | North |
| 22 | Smeaton Grange | Central |
| 23 | Spring Farm | South |
| 24 | Other | Terminate if outside the LGA |

Section A – Quality of Life

Q1. Overall, how would you rate the quality of life you have living in the Camden LGA? Prompt (SR)

| Value | Answers | Notes |
|-------|-----------|-------|
| 6 | Excellent | |
| 5 | Very good | |
| 4 | Good | |
| 3 | Fair | |
| 2 | Poor | |
| 1 | Very poor | |

Q2. Do you have access to the internet if you need it, via a computer or a mobile device (such as a phone or tablet)?

| Value | Answers | Notes |
|-------|---------|-------|
| 1 | Yes | |
| 2 | No | |

Section B – Importance of, and Satisfaction with, Council Services

Q3. In this section I will read out different Council services or facilities. For each one could you please rate your opinion of the importance of the service/facility to you, and your level of satisfaction with Council's performance/delivery of that service. The scale is from 1 to 5, where 1 is low importance and 5 is high importance and where 1 is low satisfaction and 5 is high satisfaction. *Prompt (SCALE)*

Note: Only ask satisfaction if importance is 4 or 5

| Code | Answers | Importance | | | | | Satisfaction | | | | |
|------|---|------------|---|------|---|---|--------------|---|------|---|---|
| | | Low | | High | | | Low | | High | | |
| | | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 |
| 1 | Development approval process (ie: assessment of development applications) | | | | | | | | | | |
| 2 | Heritage protection, including providing advice to owners of heritage properties | | | | | | | | | | |
| 3 | Urban and rural planning, such as planning for quality urban design, infrastructure, community facilities, etc | | | | | | | | | | |
| 4 | Collection of rubbish and recycling | | | | | | | | | | |
| 5 | Managing control of domestic animals in public places | | | | | | | | | | |
| 6 | Management of natural areas and waterways | | | | | | | | | | |
| 7 | Provision and maintenance of sporting fields, parks and playgrounds | | | | | | | | | | |
| 8 | Maintenance of bushland reserves | | | | | | | | | | |
| 9 | Educating the community about environmental protection and climate change | | | | | | | | | | |
| 10 | Maintaining the appearance of public areas, such as well maintained town centres, roadside landscaping, graffiti removal | | | | | | | | | | |
| 11 | Supporting local and regional economic and business development | | | | | | | | | | |
| 12 | Tourism promotion, including Visitor Centre | | | | | | | | | | |
| 13 | Provision and condition of footpaths and cycleways | | | | | | | | | | |
| 14 | Condition/quality of local roads – this excludes major roads such as Camden Valley Way, Narellan Road and the Northern Road. | | | | | | | | | | |
| 15 | Recreation services and facilities, such as Camden Pool, Mt Annan Leisure Centre, Julia Reserve, Kirkham Skate Park, Bicentennial Equestrian Park | | | | | | | | | | |
| 16 | Festivals and events that promote cultural activities and community connection | | | | | | | | | | |
| 17 | Community facilities and services such as Camden Civic Centre, community buildings, Council-run family day care centres | | | | | | | | | | |
| 18 | Libraries and library services | | | | | | | | | | |
| 19 | Council represents the community in an open and accountable way | | | | | | | | | | |
| 20 | Council's financial planning and management | | | | | | | | | | |
| 21 | Timely maintenance of Community assets managed by Council | | | | | | | | | | |
| 22 | Encouraging community participation in local decision making | | | | | | | | | | |
| 23 | Council provision of information about its services and activities via website, social media, email newsletter, smartphone apps | | | | | | | | | | |

| | | | |
|----|---|--|--|
| 24 | Planning for emergency events and natural disasters, such as storms, bushfires, etc | | |
| 25 | Support and services for youth, such as the Julia Reserve Youth Precinct | | |
| 26 | Support and services for older people | | |
| 27 | Support and services for those with disability | | |
| 28 | Managing trees on public property | | |
| 29 | Council's policy on managing trees within residential properties | | |
| 30 | Traffic flow/management | | |

Section C – Interaction with Camden Council

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? Please say yes or no as I read each one. (Prompt, MR)

| Position | Answers | Notes |
|----------|---|---|
| 1 | Payment for services (rates, permits, etc.) | Programmer: Don't show on Q4b if one of multiple – see Mark |
| 2 | Waste/rubbish | |
| 3 | Trees | |
| 4 | Development application | |
| 5 | Maintenance of roads, footpaths, etc. | |
| 6 | Obtaining advice/information | |
| 7 | Booking a council facility | |
| 8 | Illegal dumping | |
| 9 | Making a complaint | |
| 10 | Infringements | |
| 11 | Community initiative/program | |
| 12 | Other (please specify) | |
| 13 | (Do NOT Prompt) None of these | (Skip to Q6) |

Q4ai. Other (Please specify). (TEXT)

| Position | Answers | Notes |
|----------|---------|---------|
| 1 | | 1 lines |

Q4b. [If more than one selected on Q4a, ask] Which one of those issues was your most recent reason for contacting Council? (Only show and prompt for the items selected on Q4a. SR)

| Position | Answers | Notes |
|----------|---|----------------|
| 1 | Payment for services (rates, permits, etc.) | |
| 2 | Waste/rubbish | |
| 3 | Trees | |
| 4 | Development application | |
| 5 | Maintenance of roads, footpaths, etc. | |
| 6 | Obtaining advice/information | |
| 7 | Booking a council facility | |
| 8 | Illegal dumping | |
| 9 | Making a complaint | |
| 10 | Infringements | |
| 11 | Community initiative/program | |
| 12 | Other (please specify) | Piped from Q4a |

Q4c. Thinking of your most recent contact with Council, what method or methods of contact did you use? (MR Prompt (MR))

| Position | Answers | Notes |
|----------|----------------------------|------------|
| 1 | Telephone | |
| 2 | Visited Council | |
| 3 | Letter in the post | |
| 4 | Email | |
| 5 | Via Council's social media | |
| 6 | Council's website | |
| 7 | Council's App | |
| 8 | Other (Please specify) | Go to Q4ci |

Q4ci. Other (Please specify). (TEXT)

| Position | Answers | Notes |
|----------|---------|---------|
| 1 | | 5 lines |

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

| Code | Answers | Notes |
|------|---------|-------|
| 1 | 1 | |
| 2 | 2 | |
| 3 | 3 | |
| 4 | 4 | |
| 5 | 5 | |
| 6 | 6+ | |

Q4di. How many interactions or contacts have you had with Council so far? (SR)

| Code | Answers | Notes |
|------|---------|-------|
| 1 | 1 | |
| 2 | 2 | |
| 3 | 3 | |
| 4 | 4 | |
| 5 | 5 | |
| 6 | 6+ | |

Q4e. Overall, how satisfied, if at all, were you with the outcome/resolution of your dealings with Council about your issue? Prompt

| Value | Answers | Notes |
|-------|----------------------|-------|
| 5 | Very satisfied | |
| 4 | Satisfied | |
| 3 | Somewhat satisfied | |
| 2 | Not very satisfied | |
| 1 | Not at all satisfied | |

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

| Value | Answers | Notes |
|-------|----------------------|-------|
| 5 | Very satisfied | |
| 4 | Satisfied | |
| 3 | Somewhat satisfied | |
| 2 | Not very satisfied | |
| 1 | Not at all satisfied | |

Q5a. (If by 'telephone' or 'visited Council' at Q4c), Thinking about when you [phoned/visited from Q4c] Council, how satisfied were you with the following on a scale of 1 to 5, where 1 is not at all satisfied and 5 is very satisfied? (Prompt, randomise)

| Code | Answers | Not at all Satisfied | | | | | Very Satisfied |
|------|---|----------------------|---|---|---|---|----------------|
| | | 1 | 2 | 3 | 4 | 5 | |
| 1 | Staff member was willing to assist | | | | | | |
| 2 | Staff member was helpful | | | | | | |
| 3 | Staff member was polite | | | | | | |
| 4 | Staff member was knowledgeable | | | | | | |
| 5 | Staff member made it easy for you to interact | | | | | | |
| 6 | Staff member listened to you | | | | | | |
| 7 | Staff member understood your needs | | | | | | |
| 8 | Staff member clearly explained the next steps | | | | | | |

Q5b. (If by 'website' 'social media' or 'email' at Q4c), When you dealt with Council via (website/social media/email from Q4c), how satisfied were you with the following on a scale of 1 to 5, where 1 is not at all satisfied and 5 is very satisfied? (Prompt, randomise)

| Code | Answers | Not at all Satisfied | | | | | Very Satisfied |
|------|--|----------------------|---|---|---|---|----------------|
| | | 1 | 2 | 3 | 4 | 5 | |
| 1 | It was easy to find the information needed | | | | | | |
| 2 | The information was understandable and clear | | | | | | |
| 3 | It was easy to be able to complete my online request | | | | | | |
| 4 | I understood what to do next | | | | | | |

Q6. [Ask All] How would you most prefer to interact with Council in the future? Please say yes or no as I read each one. (Prompt, randomise, MR)

| Code | Answers | Notes |
|------|--|-------|
| 1 | Letter via the post | |
| 2 | Social Media | |
| 3 | Mobile phone app | |
| 4 | Telephone | |
| 5 | Email | |
| 6 | Website, including 'You Voice Camden' | |
| 7 | In person, face to face | |
| 8 | A Council App | |
| 9 | Online local newspapers | |
| 10 | Hard copy local newspapers | |
| 11 | Physical notice board in town centres and community hubs | |
| 12 | None of these (Do not prompt) | |

Section D – Overall Satisfaction with Council

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? Prompt (SR)

| Value | Answers | Notes |
|-------|----------------------|-------|
| 5 | Very satisfied | |
| 4 | Satisfied | |
| 3 | Somewhat satisfied | |
| 2 | Not very satisfied | |
| 1 | Not at all satisfied | |

Section E – CSP Questions

Q8. How strongly do you agree or disagree with the following statements: Prompt (Programmer: The 'pre-labels' in the 12 attributes below (such as 'W1', 'LB2', even 'Wellbeing' at item 12) are NOT to appear in the programmed version – but are to be left in the Word version so we can tie responses back to CSP Pillars)

| Value | Answers | Notes |
|-------|-------------------|-------|
| 5 | Strongly agree | |
| 4 | Agree | |
| 3 | Neither | |
| 2 | Disagree | |
| 1 | Strongly disagree | |

| Position | Answers | Notes |
|----------|--|-------|
| 1 | W1: I feel a part of my local community | |
| 2 | W2: Healthy lifestyle/recreation opportunities are available in the Camden LGA | |
| 3 | W3: I feel safe in the community | |
| | W3: I feel safe walking alone in my neighbourhood during the day | |
| | W3b: I feel safe walking alone in my neighbourhood during the night | |
| 5 | LB2: Local public spaces are accessible and well maintained | |
| 6 | LB3: Public transport is adequate for your needs | |
| 7 | P2a: Education and training opportunities with career pathways are good | |
| | | |
| 9 | B2a: New developments minimise their impact on the natural environment and protect heritage | |
| | | |
| 11 | L1: As Western Sydney grows, Camden Council ensures our local community's needs and priorities are heard | |
| 12 | Wellbeing: I can call on a neighbour, local relative or local friend if I need assistance | |

Section F – Demographic & Profiling Questions

Q9. Please stop me when I read out your age group: (SR)

| Position | Answers | Notes |
|----------|-------------------|-------|
| 1 | 18 – 24 | |
| 2 | 25 – 34 | |
| 3 | 35 – 44 | |
| 4 | 45 – 54 | |
| 5 | 55 – 64 | |
| 6 | 65 years and over | |

Q10. How long have you lived in the Camden local government area? Prompt (SR)

| Position | Answers | Notes |
|----------|--------------------|-------|
| 1 | Less than 2 years | |
| 2 | 2 – 5 years | |
| 3 | 6 – 10 years | |
| 4 | 11 – 20 years | |
| 5 | More than 20 years | |

Q11. What is your gender? (SR, Do NOT prompt)

| Position | Answers | Notes |
|----------|---------|-------|
| 1 | Male | |
| 2 | Female | |
| 3 | Other | |

Recruitment details – Trade Off Allocator

Q12a. As part of this research, we would like to send you a follow up online survey via SMS. These final questions cannot be easily conducted via a phone call; it should only take 5-8 minutes to complete. Would you mind if we send this via SMS? (If no: Would you prefer we send it via email?)

| Position | Answers | Notes |
|----------|-------------|-------|
| 1 | SMS | |
| 2 | Email | |
| 3 | Not willing | |

Q12b. Can I confirm your contact details?

| Position | Answers | Notes |
|----------|---------|------------|
| 1 | Name | |
| 2 | Phone | If Q12a.A1 |
| 3 | Email | If Q12a.A2 |

Thank you for your time and assistance. This market research is carried out in compliance with the Privacy Act, and the information you provided will be used only for research purposes. Just to remind you, I am calling from Micromex Research on behalf of Camden Council.

The information contained herein is believed to be reliable and accurate, however, no guarantee is given as to its accuracy and reliability, and no responsibility or liability for any information, opinions or commentary contained herein, or for any consequences of its use, will be accepted by Micromex Research, or by any person involved in the preparation of this report.

OFFICIAL



micromex
research

Telephone: (02) 4352 2388
Web: www.micromex.com.au
Email: stu@micromex.com.au