



# Community Satisfaction Survey 2022

Research Report  
May 2023



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# Research Conducted

## Research Background

Central Highlands Regional Council is the Local Government Authority west of Rockhampton in Central Queensland. With a population size of around 30,000, the region is rich in minerals and agriculture.

The council has undertaken resident research to measure their performance in the eyes of residents and provide an opportunity for community feedback.

The questionnaire was completely redeveloped in 2020. The 2022 results have been compared to this previous wave.

## Objectives

The primary objective of the research is to provide robust insight into the current performance of council in the areas of responsibility and determine what drives satisfaction with council.

Specific objectives include:

- Determining council's performance across core areas of council responsibility
- Identify drivers of satisfaction with council
- Identify areas for improvement based on priority, in order to provide strategic direction to council on where improvements will yield greater outcomes on overall performance.

## Fieldwork

This report is based on quantitative telephone research involving n=400 randomly contacted residents across the Central Highlands Local Government Area (LGA) over 18 years of age.

The survey was conducted from Enhance Research's Brisbane-based call centre from 7 to 17 March 2023. The average interview length was 20 minutes. The overall response rate achieved was 13%.

Two other versions of the survey was also made available to residents. An online version was assessable through the Central Highland's Regional council Your Say website for members of the public to complete. A hard copy of the survey was also available at all of council's libraries and customer service centres. A full list of locations is included in the Appendix of the report.

Results of the online and hard copy surveys have been kept separate from the telephone research due to their non-random nature. In total, n=26 residents completed the online or hard copy version. Result can be found in the Appendix of this report.

## Post-weighting

Post-weighting is a common practice in research and is done to ensure results are representative of the population the research is being conducted on.

Enhance Research used the most accurate population information from the Australian Bureau of Statistics Census Data for the Central Highlands Local Government Area (LGA) as the basis for the post-weighting (age groups by gender).

# Report Interpretation

## General Interpretation

Please note the following when interpreting this report:

- Where questions do not sum to 100%, this is due either to rounding or multiple responses.
- In some cases, results <5% have been excluded from charts to assist in emphasising the important information.
- Please be cautious in interpreting data with base sizes of < 30.
- The base note included at the bottom of each slide shows the sample size (the number of participants who have answered the relevant question) as well as the question/s asked.

## Mean Scores

All mean scores in this report are out of 10.

## Community Support & Culture Year-On-Year Comparison

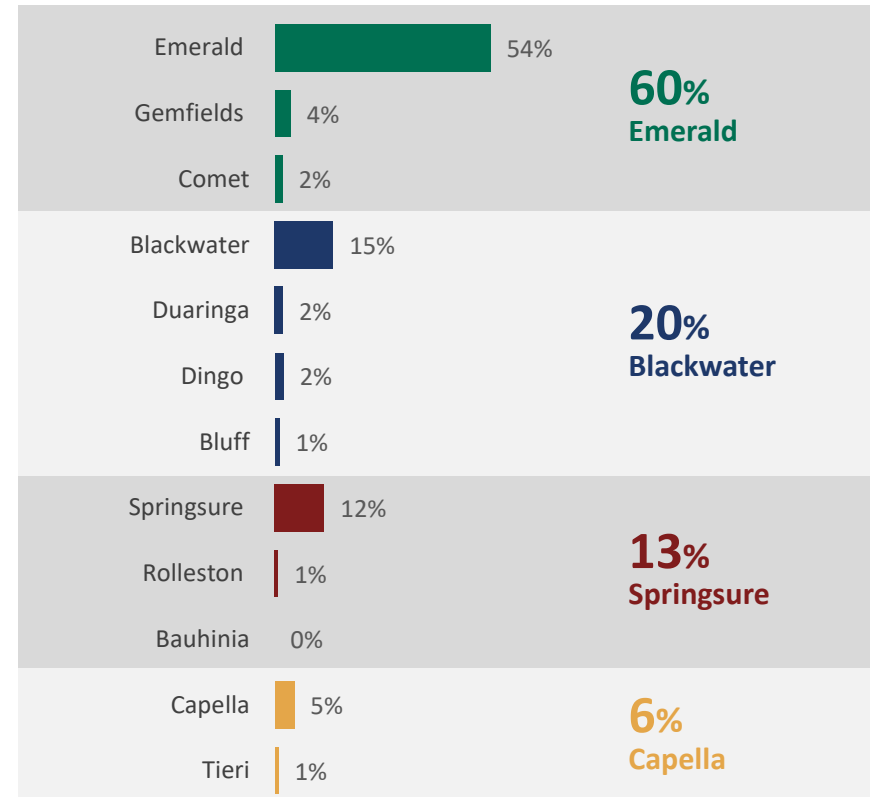
In 2020, questions in the Community Support & Culture section were only asked to a portion of respondents, and therefore, regression analysis was not conducted. This means 2020 figures are not available for comparison with the current results.

## Capella Results

The results for Capella should be interpreted with caution due to the small sample size. Significant differences between waves should also be interpreted with caution.

## Analysis Across Locations

For this report, localities in the Central Highlands Regional Council region have been grouped into four broad regions, which have been categorised as: Emerald, Blackwater, Springsure and Capella.



# Significant Differences

A statistically significant difference is when the difference between two figures is large enough that it is a 'real' difference and not just a by-product of the margin of error associated with the survey sample size.

The sample size greatly affects the difference required for two figures to be considered statistically different.

The smaller the sample size, the greater likelihood that the results are a by-product of the margin of error. This means that the difference between two figures needs to be greater to ensure that a 'real' difference has occurred.

Group 1		Group 2	
2020	2022	2020	2022
7.2	6.8	7.2	6.8
n=234	n=231	n=63	n=61

Scores with a difference of 0.4 may be significant to figures with a base of around n=230, however, for figures with a base of around n=60, the difference needed for the change to be statistically significant is around 0.9.

Figures that are not statistically different are considered the same, as it cannot be determined if there is a 'real' difference or if the difference is a by-product of the margin of error.

The following table shows the approximate differences required to detect a significant difference between mean scores.

These differences are approximations, and some exceptions apply where the base is higher after the unsure responses were excluded. Statements with a higher 'unsure' percentage have a lower base as 'unsure' responses are removed from the mean calculation.

Category	Approximate Difference Required	Original base size
Overall	<b>0.4 or greater</b>	2020 n=402, 2022 n=400
Emerald	<b>0.6 or greater</b>	2020 n=234, 2022 n=231
Blackwater	<b>0.8 or greater</b>	2020 n=83, 2022 n=79
Springsure	<b>0.9 or greater</b>	2020 n=63, 2022 n=61
Capella	<b>2.2 or greater</b>	2020 n=22, 2022 n=24

Significant differences, where they occur, have been outlined on the relevant charts and are indicated as shown below:

**GREEN** figures are significantly greater than **RED** figures

# Summary of Key Findings

## Overall Performance

Council's performance overall is moderate (6.1), with just over half of residents (50%) rating the council's performance as good (7 to 10 out of 10). Since 2020, council's overall performance has declined in Blackwater and Springsure. The rating among Emerald residents has remained stable.

Less than half of residents are likely to speak well of the Central Highlands Regional Council (46%). Over the past two years, advocacy has significantly declined, and Blackwater residents primarily drive this change.

Ratepaying residents do not feel council is providing value for money (4.1). Since 2020 residents think the value has significantly declined, particularly considering the increase in rates. Blackwater residents, in particular, feel they do not get good value for what they pay.

## Performance of Core Areas Of Responsibility

Overall, council is performing best in the areas of outdoor spaces and community buildings (6.7), water and wastewater services (6.7), customer service (6.7), and rubbish and recycling services (6.6). However, ratings for these areas are all moderate.

Councillors' performance is rated the lowest area (5.1), with only one third of residents (35%) feeling performance is good.

Council's environmental management (5.5), economic growth and regional planning (5.5), and communication and information (5.5) are also rated moderate to low.

## Drivers of Satisfaction with Council

No single core area stands out as the key driver of satisfaction with council. Instead, there are five areas that are all highly important to residents. These are:

- Outdoor spaces and community buildings
- Customer service
- Major infrastructure
- Rubbish and recycling
- Communication and information

None of these core areas are performing above a moderate level, meaning there are many opportunities for meaningful improvement. An increase in performance in some or all of these areas will strongly influence residents' overall satisfaction with council.

## Differences Between Regions

Residents outside of Emerald, particularly Blackwater residents, are significantly less satisfied with council's performance over the past two years.

According to Blackwater residents, council's performance has significantly declined in 10 of the 12 core areas since 2020. Springsure residents reported a performance drop in half of the 12 core areas.

There is also a growing frustration that council mainly focuses on Emerald, and the smaller locations are being left out and ignored.

# Highest and Lowest Performers



Highest scores include those with a mean of 7.9 or above.

## Top Performers: Areas To Maintain

The sub-areas with the highest scores across the survey include, the reliability of wheelie bin collection and the reliability of the water supply. These sub-areas are also among the highest rated across all four regions.

- The reliability of wheelie bin collection  
(Overall 8.2, Emerald 8.3, Blackwater 8.1)
- The reliability of the water supply  
(Overall 7.9, Emerald 8.0)

Lowest scores include those with a mean of 5.0 or lower.

## Lowest Performers: Areas to Improve

Sub-areas which recorded the lowest scores across the entire survey include maintaining sealed and unsealed roads, the level of engagement from local Councillors and Councillors making a difference in the local area.

- Maintaining sealed and unsealed roads  
(Overall 4.1, Blackwater 3.6, Springsure 2.9)
- Operating hours of the dump / transfer station  
(Springsure 3.5, Capella 4.1)
- The level of engagement from local Councillors  
(Overall 4.8, Blackwater 3.9)
- Councillors making a difference in the local area  
(Overall 4.9, Blackwater 4.4)
- Councillors understanding the needs of the community  
(Overall 5.0, Blackwater 4.1)
- Transparency in what Council shares with the community  
(Blackwater 4.4, Springsure 5.0)







## OVERALL KEY METRICS

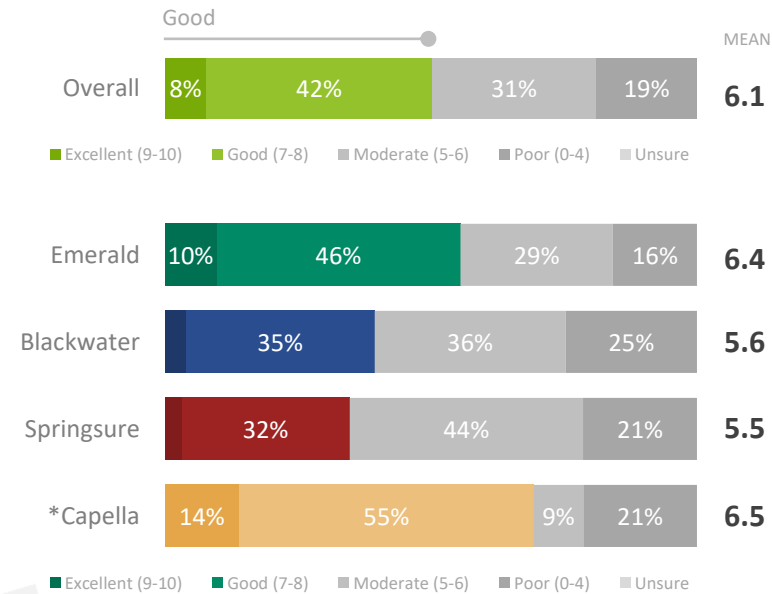




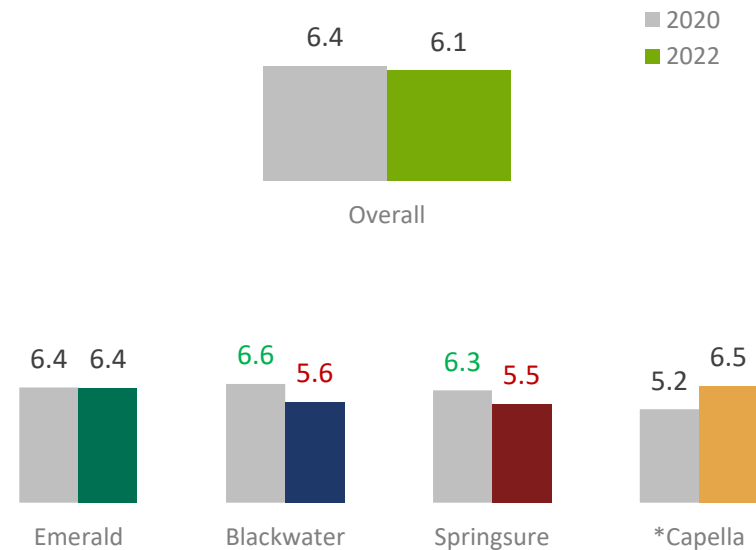
# Overall Performance

Council's performance overall is moderate, with half of residents (50%) rating the council's performance as good. Since 2020, council's overall performance has significantly declined in Blackwater and Springsure. The rating among Emerald residents has remained stable.

## 2022 Results



## Results Over Time



Base: All respondents (2020 n=402, Emerald 2020 n=234, Blackwater 2020 n=83, Springsure 2020 n=63, Capella 2020 n=22\*; 2022 n=400, Emerald 2022 n=231, Blackwater 2022 n=79, Springsure 2022 n=61, Capella 2022 n=24\*)

C1. How would you rate Central Highlands Regional Council's performance overall?

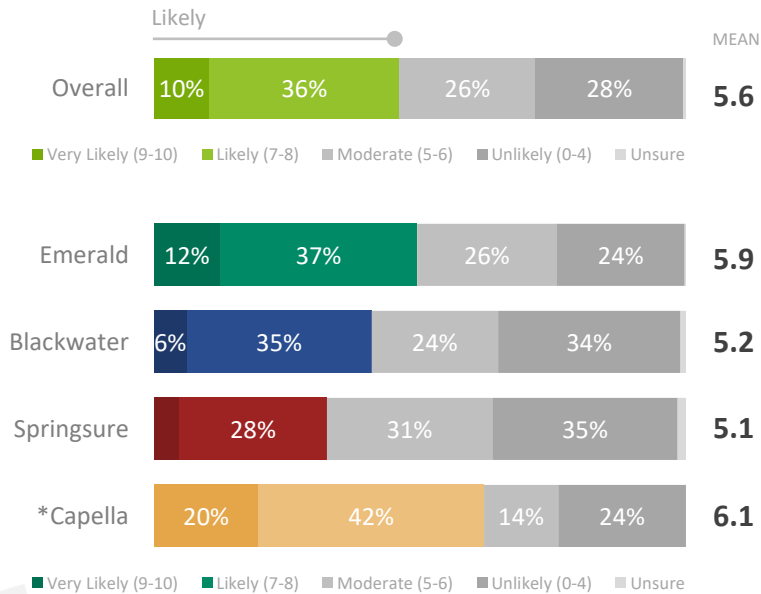
\*Caution small sample size

GREEN figures are significantly greater than RED figures

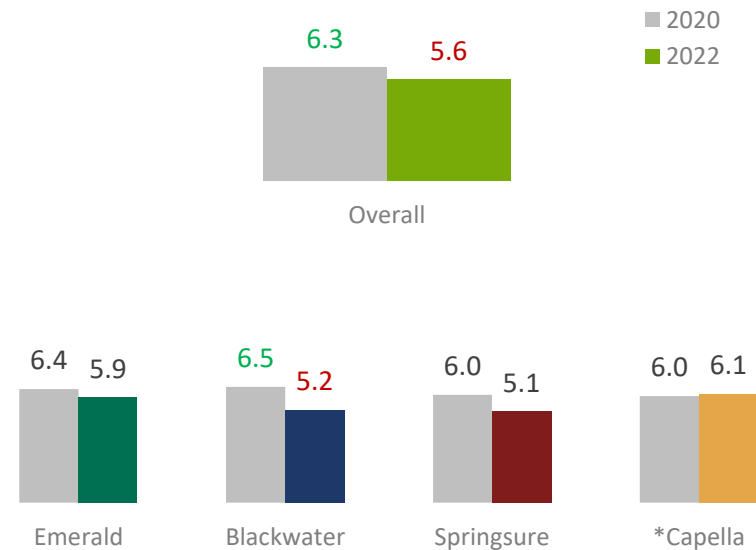
# Advocacy

Less than half of residents are likely to speak well of the Central Highlands Regional Council (46%). Over the past two years, advocacy has significantly declined, and Blackwater residents primarily drive this change.

## 2022 Results



## Results Over Time



Base: All respondents (2020 n=402, Emerald 2020 n=234, Blackwater 2020 n=83, Springsure 2020 n=63, Capella 2020 n=22\*; 2022 n=400, Emerald 2022 n=231, Blackwater 2022 n=79, Springsure 2022 n=61, Capella 2022 n=24\*)

C2. How likely would you be to speak favourably of Central Highlands Regional Council to others?

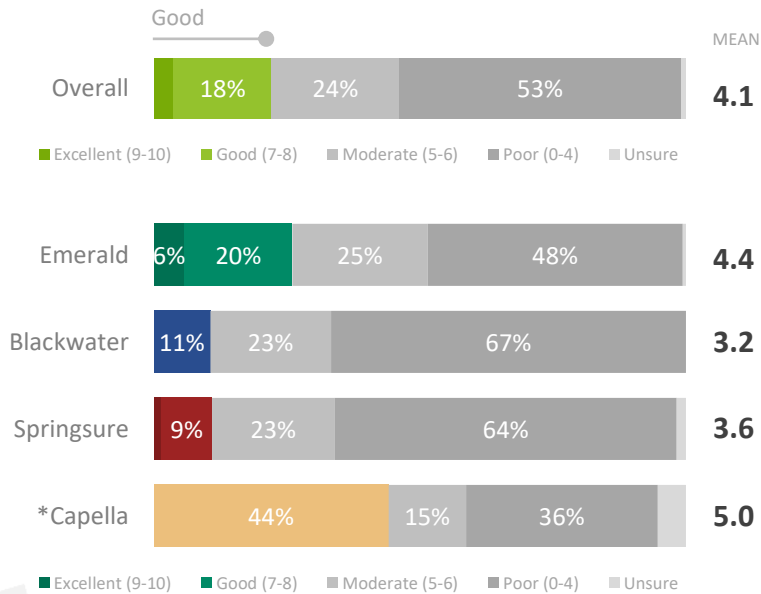
\*Caution small sample size

GREEN figures are significantly greater than RED figures

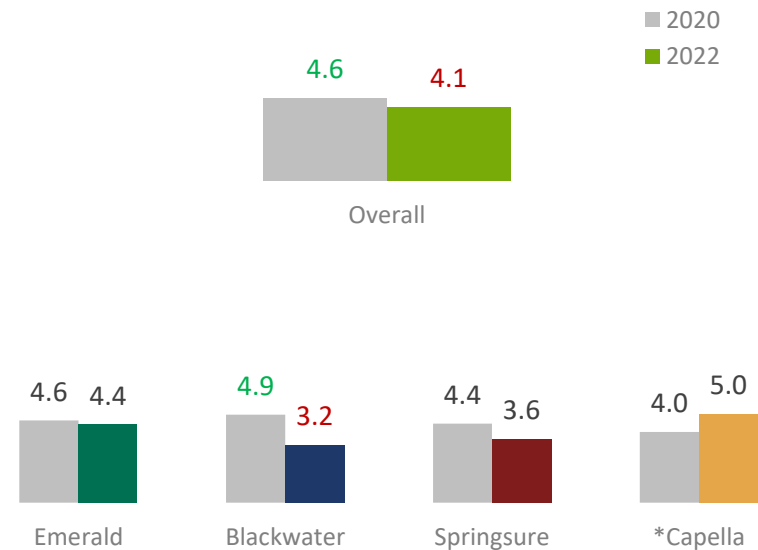
# Value for Money

Residents do not feel council is providing value for money. Over the past two years residents think the value has significantly declined, particularly in light of the increase in rates. Blackwater residents, in particular, feel they do not get good value for what they pay.

## 2022 Results



## Results Over Time



Base: Ratepayers (2020 n=310, Emerald 2020 n=186, Blackwater 2020 n=54, Springsure 2020 n=50, Capella 2020 n=20\*; 2022 n=328, Emerald 2022 n=194, Blackwater 2022 n=63, Springsure 2022 n=50, Capella 2022 n=16\*)

C3. As a ratepayer, how would you rate Council in terms of providing value for money based on what you pay for what you receive? \*Caution small sample size

GREEN figures are significantly greater than RED figures



# Value for Money

## Comments from Residents

### Not getting value for money

*"I pay \$24,000 in rates and I do not see what I get for it, or where it goes. The roads are not great, repairs need to be made especially after heavy rains."* Capella resident

*"They charge us too high for services that they never provide."*  
Emerald resident

*"We pay a lot for rates, and we don't get good value for money for what we pay, they need to manage the budget better to manage the rates, when compared to other councils around our rates are huge."*  
Emerald resident

*"Services provided is subpar, we pay an exuberant amount of funds for rates, and we don't have green waste available or access to facilities."* Emerald resident

*"They should lower the rates. We pay as much rates as they do on the Sunshine Coast. Hospital is s--t, everything is s--t."* Blackwater resident

*"They need to be able to justify our rates compared to the services in our other areas. We pay \$5000 a year, I could have a beach front house on the Gold Coast and pay less."* Emerald resident

*"We are paying \$5000 a year in rates and then comparing to people in Brisbane, there's nothing out here. We pay \$5000 in rates and then \$3000 in water. In Longreach, the pools open 12 months a year and pay less in rates."* Emerald resident

*"Compared to other regions where we have homes for what you pay for rates, we don't get anything for them."* Emerald resident

*"We pay extremely high rates, but we do not have enough infrastructure and activities in the area."* Emerald resident

*"I just think they need to give the ratepayers what we deserve with how much we pay. It would be cheaper for me to have a beachfront mansion. Council are doing less and less for us. If we could see where our money goes, we wouldn't have this to say."* Emerald resident

*"We just need better value for money, in the last 3 years, rates have quadrupled, we pay \$40,000 a year now, and all I get from the council is once a year they regrade 3 kms of road near me. We have no water, no rubbish collections, nothing."* Blackwater resident

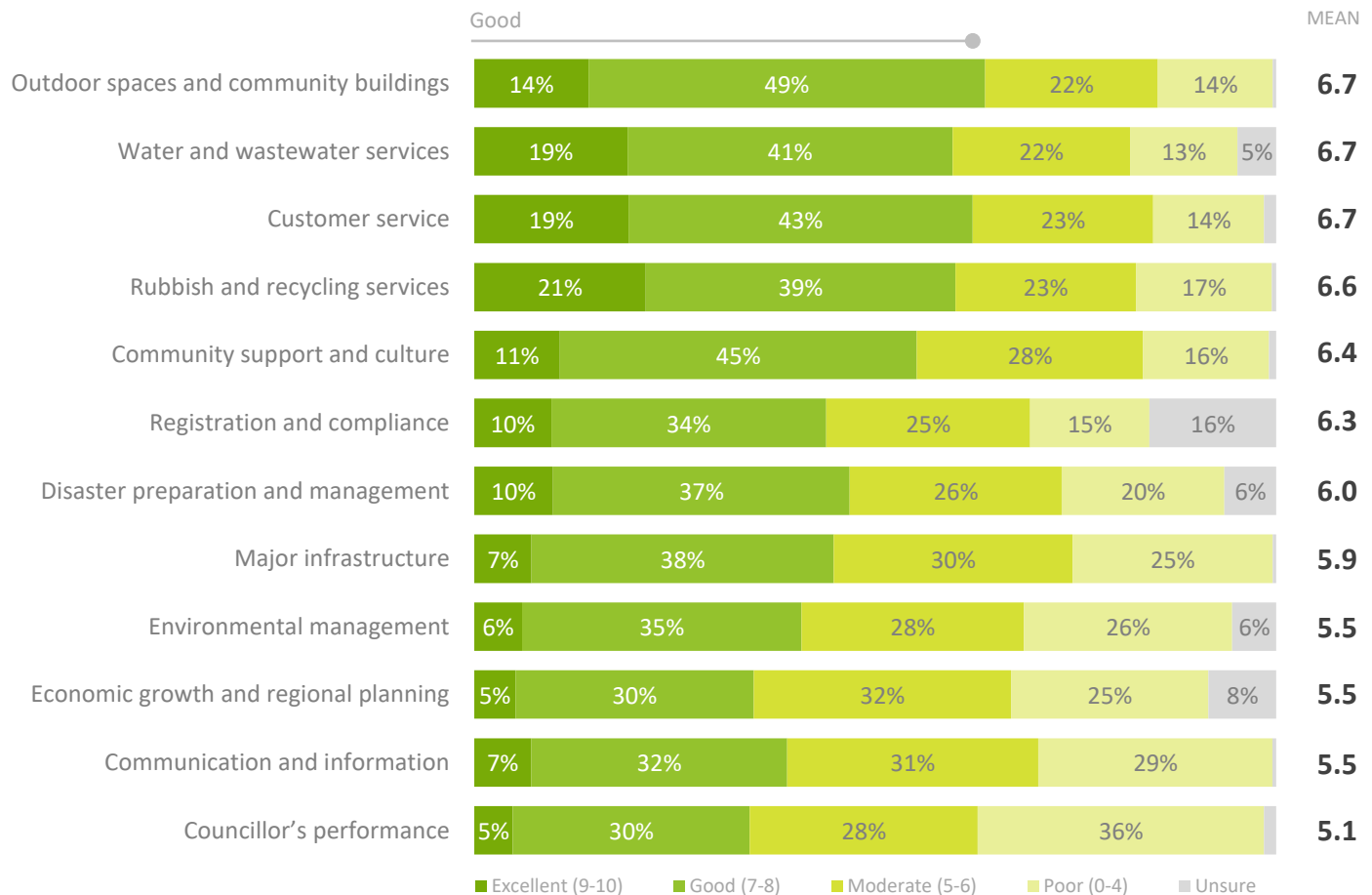


PERFORMANCE OF  
CORE AREAS OF RESPONSIBILITY

# Summary of Core Areas of Responsibility

## 2022 Performance

Overall, council is performing best in the areas of outdoor spaces and community buildings, water and wastewater services, customer service, and rubbish and recycling services. However, ratings for these areas are all moderate. Councillors' performance is rated the lowest, with only one third of residents (35%) thinking their performance is good. Council's environmental management, economic growth and regional planning, and communication and information are also rated low.



Base: All 2022 respondents (n=400)



# Summary of Core Areas of Responsibility

## Performance Over Time

Over the past two years council's performance in several core areas has significantly declined. This is especially true in Blackwater, where residents feel council's performance has dropped in almost all areas since 2020.

	Overall		Emerald		Blackwater		Springsure		Capella*	
	2020	2022	2020	2022	2020	2022	2020	2022	2020	2022
Outdoor spaces and community buildings	7.1	6.7	7.2	7.2	6.9	5.8	6.9	5.8	7.0	7.4
Water and wastewater services	6.6	6.7	6.8	7.1	6.4	6.0	6.5	6.3	6.2	6.8
Customer service	6.8	6.7	6.7	6.9	7.2	6.4	6.9	6.3	5.5	7.0
Rubbish and recycling services	6.8	6.6	7.0	6.9	7.2	6.8	5.6	5.5	4.1	6.5
Community support and culture	7.1	6.4	7.1	6.6	7.1	5.8	7.1	6.4	6.4	7.0
Registration and compliance	6.4	6.3	6.3	6.5	6.8	5.7	6.5	5.7	5.6	6.3
Disaster preparation and management	6.5	6.0	6.4	6.4	6.8	5.4	6.6	5.6	6.5	5.6
Major infrastructure	6.4	5.9	6.7	6.2	6.2	5.2	6.0	5.0	5.7	6.5
Environmental management	6.1	5.5	6.4	5.9	6.1	4.5	5.7	5.1	4.7	6.5
Economic growth and regional planning	5.8	5.5	5.7	5.8	6.2	4.9	6.0	5.1	5.2	5.7
Communication and information	5.7	5.5	5.7	5.7	5.9	4.9	6.0	5.2	5.0	6.2
Councillor's performance	5.7	5.1	5.5	5.4	6.0	4.3	6.2	5.2	5.2	5.3
	n=402	n=400	n=234	n=231	n=83	n=79	n=63	n=61	n=22*	n=24*

Base: All respondents (Bases in table)

GREEN figures are significantly greater than RED figures

\*Caution small sample size

# Outside of Emerald

## Comments from Residents

### More focus on places outside of Emerald

*“Emerald is the star town for this area, but towns like Dingo, Blackwater, Bluff, we need stuff as well, my husband travels to work at BHP and that road is shocking, it needs to be completely redone, it's all ripped up from storms at the start of the year. A small car could easily roll. The only time we hear from them is when there is an election and then all of a sudden, they care about Blackwater.”* Blackwater resident

*“Focus on small towns, not just Emerald. They took our Dump away, here in Dingo. The town looks disgusting. They do not mow the lawns.”* Blackwater resident

*“They are only interested in the cities. When we have a meeting, it is all about the cities, and nothing about what is happening here. We do not pay the rates to service the cities.”* Springsure resident

*“They need to focus on other areas besides Emerald. They need to get out and service other areas. The grass is about 6 foot high. It has been like that since Christmas.”* Springsure resident

*“They should be focusing on the smaller rural towns and not just Emerald. All the money they get is being poured into Emerald. The smaller towns are lacking in gardens and general maintenance of the smaller towns. The rural roads need regular maintenance.”* Springsure resident

*“Instead of focusing on one town, focus on other towns as well. They just focus on Emerald. It has been beautified, they get new buildings, they get new everything. Other areas like Blackwater miss out. We don't get those things that Emerald gets.”* Blackwater resident

*“Stop spending all the money in Emerald and spread the money around. Have better upgrades of other towns instead of all of it going to Emerald. Upgrades of water, roads, medium strips, more employees, better mowing, better cleaning, better pest control.”* Blackwater resident

*“When you don't live in Emerald you get the feeling that you're a third-class citizen. They only care about Emerald and don't give a sh-t about anywhere else. Even when you call them, you're diverted to Emerald. You can't even speak to someone in your own town. Even the art gallery is run out of Emerald, It is like Emerald is like the centre of the Universe and smaller towns in the region don't exist.”* Springsure resident

*“Listen to the public and the rate payers more. Stop spending all our money in Emerald and put some back into Blackwater.”* Blackwater resident

*“Keep the money in town instead of spending it elsewhere. If we pay rates out of Blackwater, put it into Blackwater. A lot of it goes to Emerald and I'm sure people in Springfield say the same.”* Blackwater resident

# Driver Analysis

Driver analysis is a statistical method used to assess the strength of the relationship between an overall variable and one or more independent variables. This analysis determines how much impact each independent variable has on the overall variable.

This technique is used in market and social research rather than simply asking respondents how important things are to them which tends to result in everything being important, which isn't a true reflection of reality.

Driver analysis looks at how much variation there is in ratings for an independent variable and how much the overall variable shifts as a result of this variation.

For this project, driver analysis has been undertaken at two levels:

1. Central Highlands Regional Council's overall performance, and how the 12 core areas of responsibility drive this
2. Council's performance in each core area and how the sub-areas within this area drive the overall rating

## FOR EXAMPLE

If water & wastewater were to **vary greatly**

but Overall Satisfaction **did not**

This would highlight that water & wastewater was having a **lesser impact** on Overall Satisfaction

If water & wastewater were to **vary greatly**

and Overall Satisfaction **does**

This would highlight that water & wastewater was having a **greater impact** on Overall Satisfaction



# Drivers of Satisfaction with Council

No single core area stands out as the key driver of satisfaction with council. Instead, there are five areas that are all highly important to residents. These are:

- Outdoor spaces and community buildings
- Customer service
- Major infrastructure
- Rubbish and recycling
- Communication and information

None of these core areas are performing above a moderate level, meaning there are many opportunities for meaningful improvement. An increase in performance in some or all of these areas will strongly influence residents' overall satisfaction with council.

Lower drivers of satisfaction include environmental management and community support and culture.

Several areas are not statistically significant drivers of satisfaction. This does not mean these areas are not important, but rather that improvements in other areas will have a greater influence over satisfaction.

	PERFORMANCE	IMPORTANCE	
Outdoor spaces and community buildings	6.7	17%	High Importance
Customer service	6.7	17%*	
Major infrastructure	5.9	16%	
Rubbish and recycling	6.6	16%	
Communication and information	5.5	15%*	
Environmental management	5.5	12%	
Community support and culture	6.4	7%	
Water and wastewater	6.7	NS	
Registration and compliance	6.3	NS	
Disaster preparation and management	6.0	NS	
Economic growth and regional planning	5.5	NS	
Councillor's performance	5.1	NS	

Model Fit 84%

\*High importance in 2020

NS means not statistically significant

# Prioritising Improvement

## PIP MAP EXPLANATION

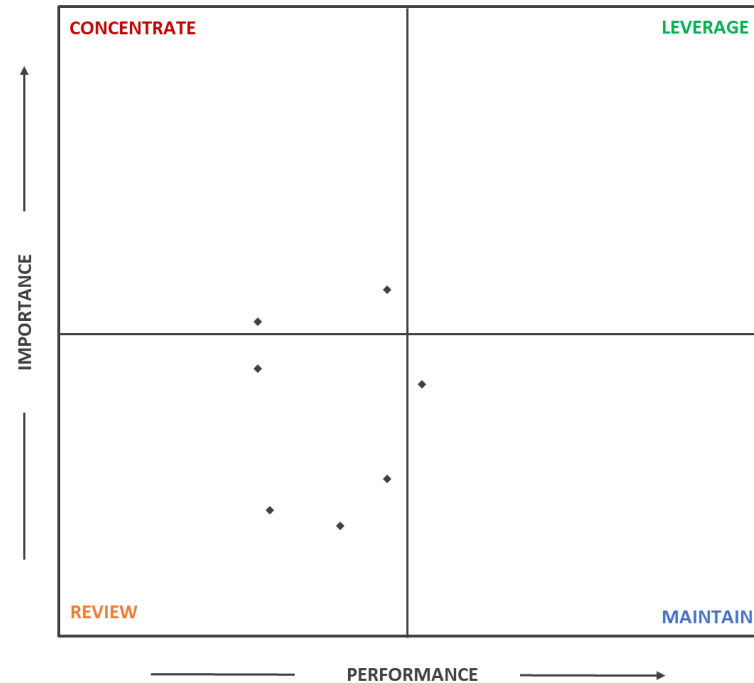
The importance-performance matrix (PIP map) is an approach to prioritise which aspects of performance should be the focus for improvement. It is based on the idea that there are two major influences in determining improvement priorities:

- The requirements of the area to customers (importance)
- The performance of the area against expectations (performance)

Both importance and performance have to be brought together before any judgement can be made as to the relative priorities for improvement. This is done using an importance-performance matrix.

*The graph plots each attribute on their performance (horizontal axis) and importance (vertical axis) relative to the other aspects in order to determine which require the most consideration.*

*Key focus should be on the **concentrate** quadrant where there is high to moderate impact on overall satisfaction, but performance is at a lower level relative to other areas.*



### CONCENTRATE

High importance, low performance  
**Primary priority for improvement**

### REVIEW

Low importance, low performance  
**Secondary priority for improvement**

### LEVERAGE

High importance, high performance  
**Promote strong performance**

### MAINTAIN

Low importance, high performance  
**Maintain good performance**

# Drivers of Satisfaction with Council

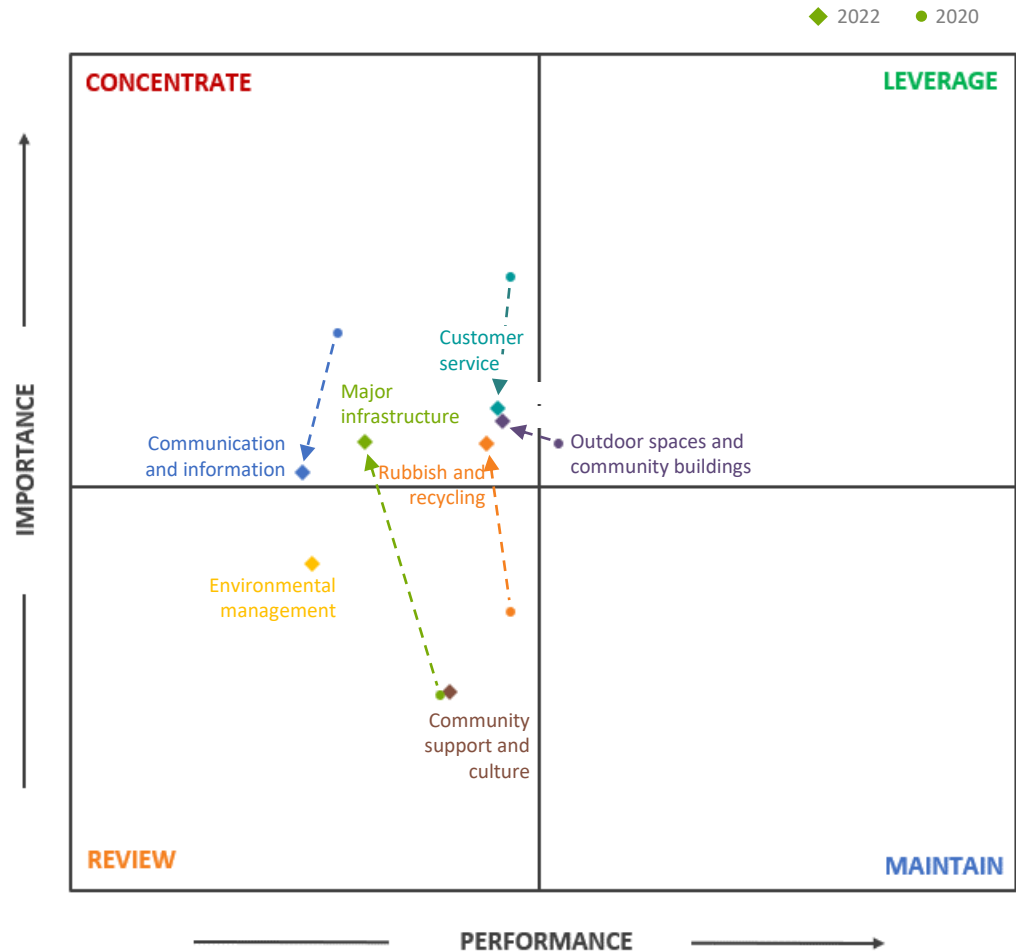
## Performance vs Importance Map

Outdoor spaces and community buildings, customer service, major infrastructure, rubbish and recycling services, and communication and information all fall within the *Concentrate* quadrant and should be the main areas of focus.

In comparison to 2020:

- Major infrastructure and rubbish and recycling have increased in importance resulting in a move from *Review* to *Concentrate*.
- The performance of outdoor spaces and community buildings has declined, moving from *Leverage* to *Concentrate*.
- Communication and information, and customer service are still important and remain in *Concentrate*.

Environmental management and community support and culture are statistically significant in 2022 and were not significant in 2020.







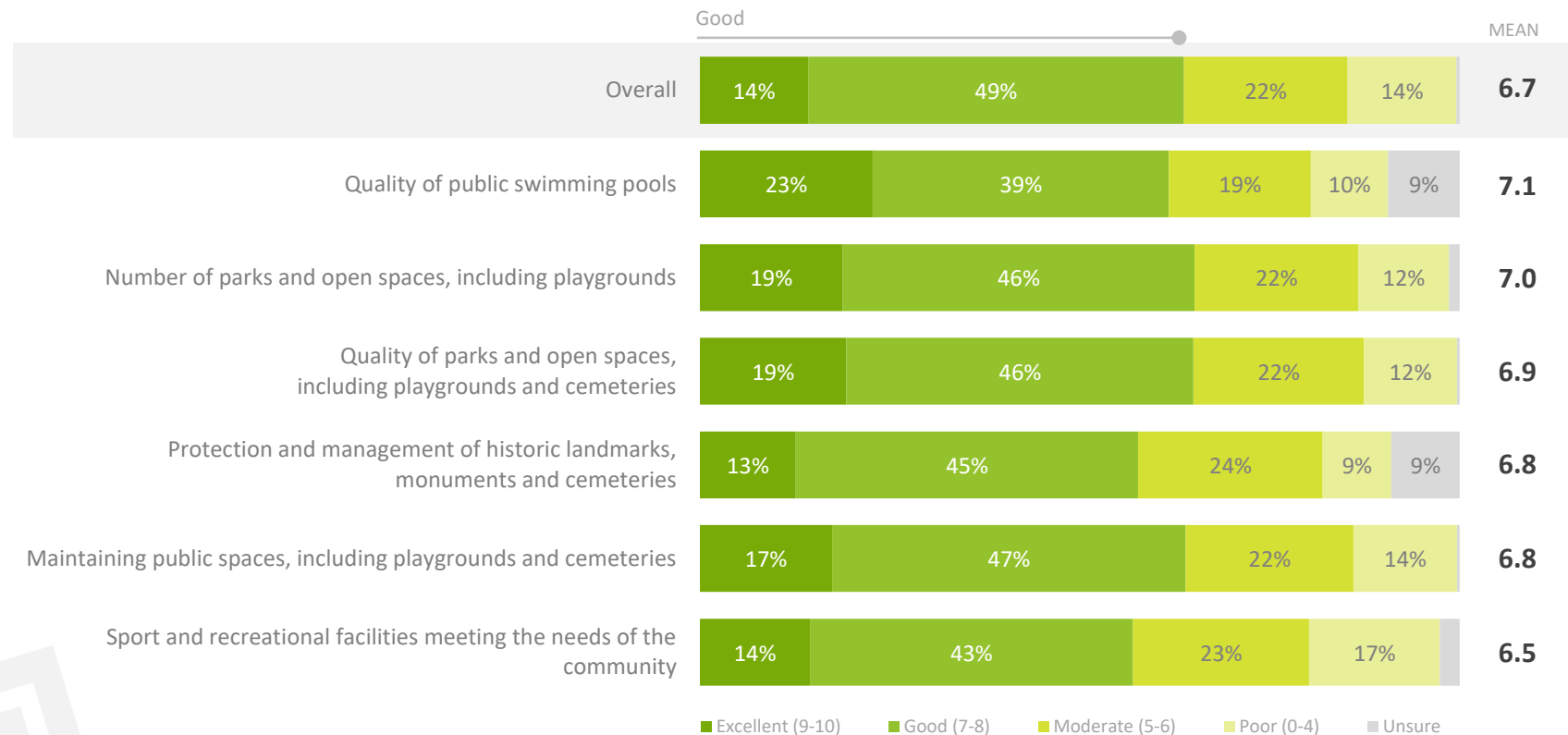
PERFORMANCE OF  
AREAS OF RESPONSIBILITY

# Outdoor Spaces & Community Buildings

## 2022 Performance

Key driver – High importance

Council's overall performance in this area is moderate, with three in five residents (63%) rating the performance as good. Two in five residents are happy with the quality of public swimming pools (62%) and the number of parks and open spaces (65%). Fewer residents feel the sport and recreational facilities meet the community's needs (57%).



Base: All 2022 respondents (n=400)

B5. How do you think Council is performing in relation to the following aspects of outdoor spaces and community buildings?

B5X. How would you rate Council's performance when it comes to outdoor spaces and community buildings overall?

# Outdoor Spaces & Community Buildings

## Performance Over Time

Key driver – High importance

Overall, there has been a significant decline in performance in most areas in the past two years. This appears to be driven by Blackwater residents and parents in particular, who feel the outdoor spaces and community buildings have declined since 2020. Council’s performance has remained stable among Emerald residents.

	Overall		Emerald		Blackwater		Springsure		Capella*	
	2020	2022	2020	2022	2020	2022	2020	2022	2020	2022
Overall performance	7.1	6.7	7.2	7.2	6.9	5.8	6.9	5.8	7.0	7.4
Quality of public swimming pools	7.6	7.1	7.6	7.2	7.9	6.9	6.3	6.0	8.7	8.2
Number of parks and open spaces, including playgrounds	7.4	7.0	7.6	7.4	6.9	6.0	7.0	6.2	8.0	7.2
Quality of parks and open spaces, including playgrounds and cemeteries	7.3	6.9	7.5	7.3	6.9	5.9	7.1	5.8	6.9	7.0
The protection and management of historic landmarks, monuments and cemeteries	7.3	6.8	7.5	7.1	7.2	6.2	6.8	6.1	7.5	7.4
Maintaining public spaces, including playgrounds and cemeteries	7.1	6.8	7.4	7.2	6.7	5.9	6.8	5.7	6.0	7.0
Sport and recreational facilities meeting the needs of the community	6.8	6.5	7.0	6.8	6.7	5.8	6.2	5.6	6.2	6.8
	n=402	n=400	n=234	n=231	n=83	n=79	n=63	n=61	n=22*	n=24*

\*Caution small sample size

Base: All respondents (Bases in table)

B5. How do you think Council is performing in relation to the following aspects of outdoor spaces and community buildings?  
 B5X. How would you rate Council’s performance when it comes to outdoor spaces and community buildings overall?

GREEN figures are significantly greater than RED figures



# Outdoor Spaces & Community Buildings

## Comments from Residents

Key driver – High importance

### Increase mowing in public spaces

*“They should do more mowing and cleaning of public spaces. I do more mowing down here than they do.”* Blackwater resident

*“The mowers have been out of action. It’s not a good look for a town that is struggling, it looks untidy.”* Springsure resident

*“Their management of the grasses around the place, like out the back of my house there’s tall grass I have four kids and it’s dangerous for snakes.”* Emerald resident

*“The parks and the surrounding areas and on the paths to the botanical gardens need mowing.”* Emerald resident

*“They don’t come out to mow the grass very often, footpaths around me and in my area seem to be overgrown far too often.”* Emerald resident

*“I would like to see that the parks are mowed. The footpaths don’t get mowed because there’s not enough staff to do it.”* Capella resident

*“Mow the grass before it gets too long.”* Blackwater resident

*“Get on top of the curbside mowing and at Miranda Heights, the overgrowth of brush and grass attracts kangaroos, and this is a hazard at night as there’s no street lighting.”* Emerald resident

### Improve the upkeep of public spaces

*“The state of maintenance in the town has dropped dramatically. We used to get awards for being the tidiest town out here, now we are the worst.”* Emerald resident

*“There’s far too many parklands that aren’t maintained to a decent standard. I’d like less parks kept to a high standard than more parks kept to a low standard.”* Emerald resident

*“Have toilets at parks the work and are clean. Sometimes they are not working or there are none at all.”* Emerald resident

*“Our town is a disgrace. They say they can’t get workers, or they need a supervisor here in town for all the parks and gardens. The young ones working for council in parks and gardens are doing what they like.”* Springsure resident

*“They created rock gardens near major roads, and they do not maintain them.”* Emerald resident

*“Presentation around town is very poor. You drive around and everything is dead. The traffic islands are all overgrown with weeds. They need to take a lot more care with the parks around Blackwater. The lawn is overgrown, and the facilities are not working. Sometimes there is a frame but there are no swings. There is just no maintenance.”* Blackwater resident

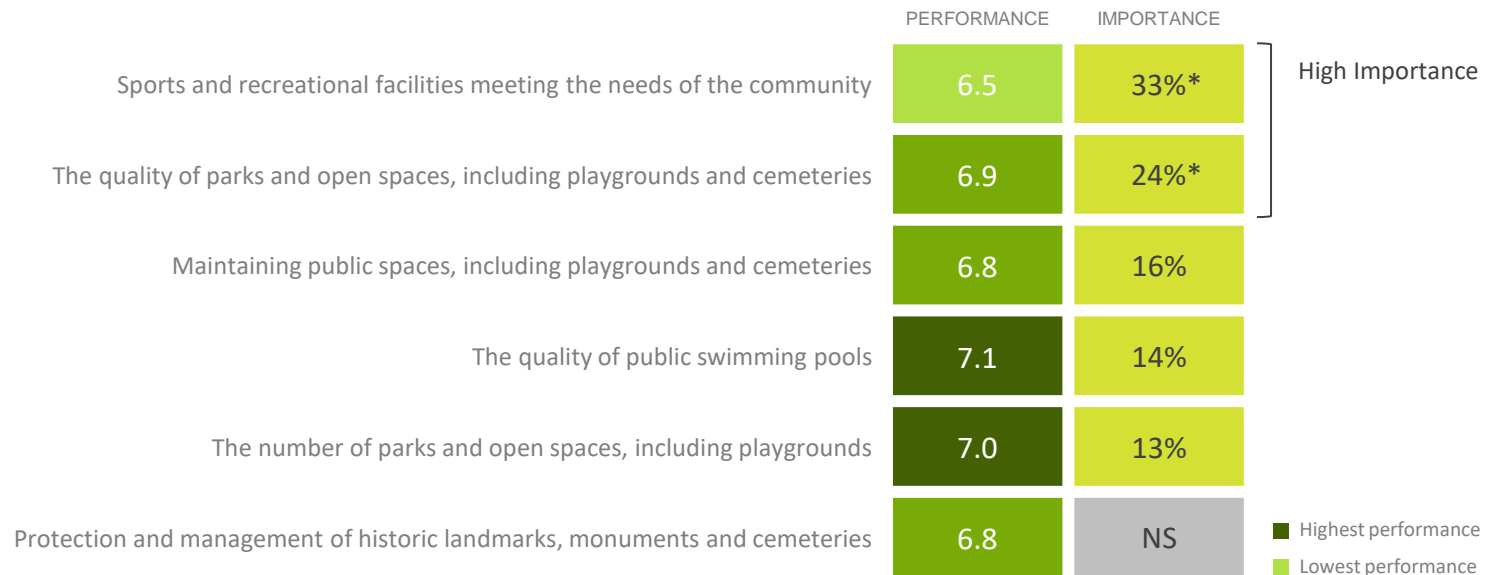


# Outdoor Spaces & Community Buildings

## Performance vs Importance

Key driver – High importance

Outdoor spaces and community buildings are a key driver of satisfaction with council. Within this area, sports and recreational facilities meeting the community's needs is highly important to residents. As this has the lowest rating and is a key driver, an increase in performance in relation to this will strongly influence residents' satisfaction in the area of outdoor spaces and community buildings and at an overall level.



Model Fit 81%

\*High importance in 2020

# Outdoor Spaces & Community Buildings

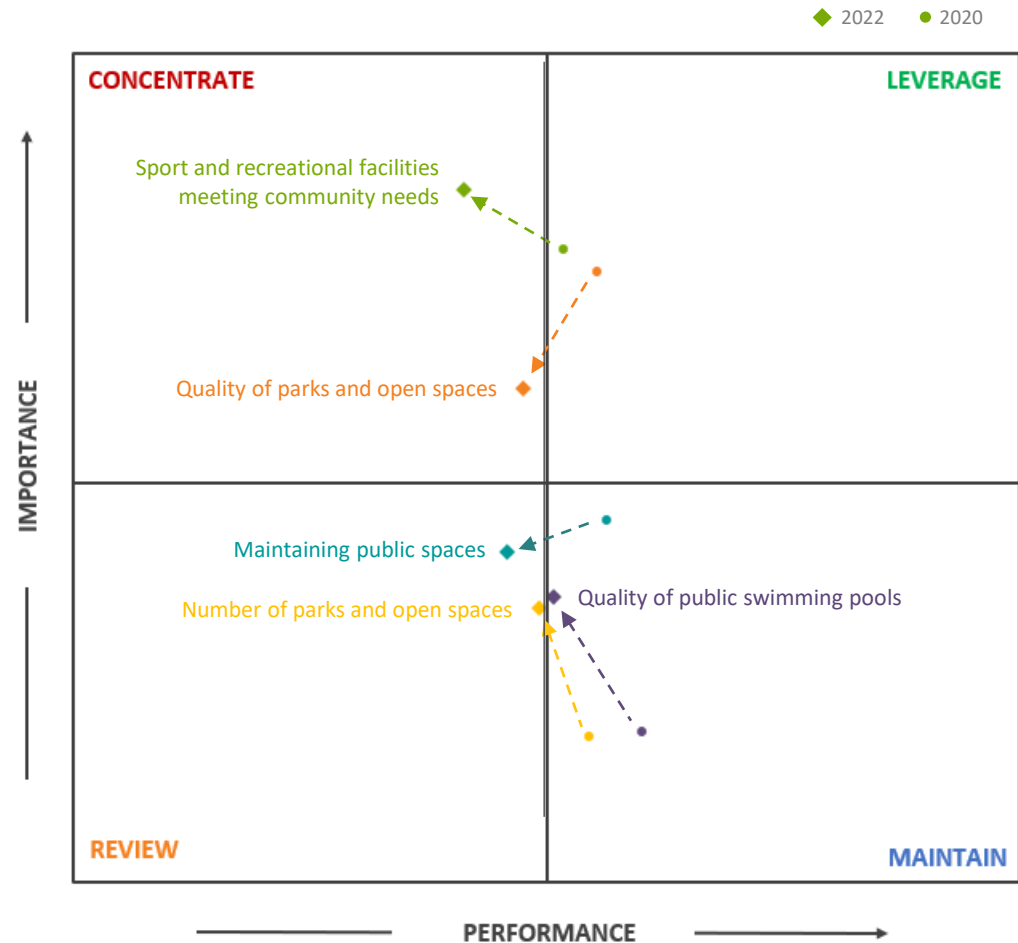
## Performance vs Importance Map

Key driver – High importance

Sport and recreational facilities meeting the community's needs and the quality of parks and open spaces fall within the *Concentrate* quadrant and are the main area of focus.

In comparison to 2020:

- Sport and recreational facilities and the quality of parks and open spaces have decreased in performance but remain important resulting in a move from *Leverage* to *Concentrate*.
- Maintaining public spaces and the number of parks and open spaces have declined in performance, resulting in a move from *Maintain* to *Review*.

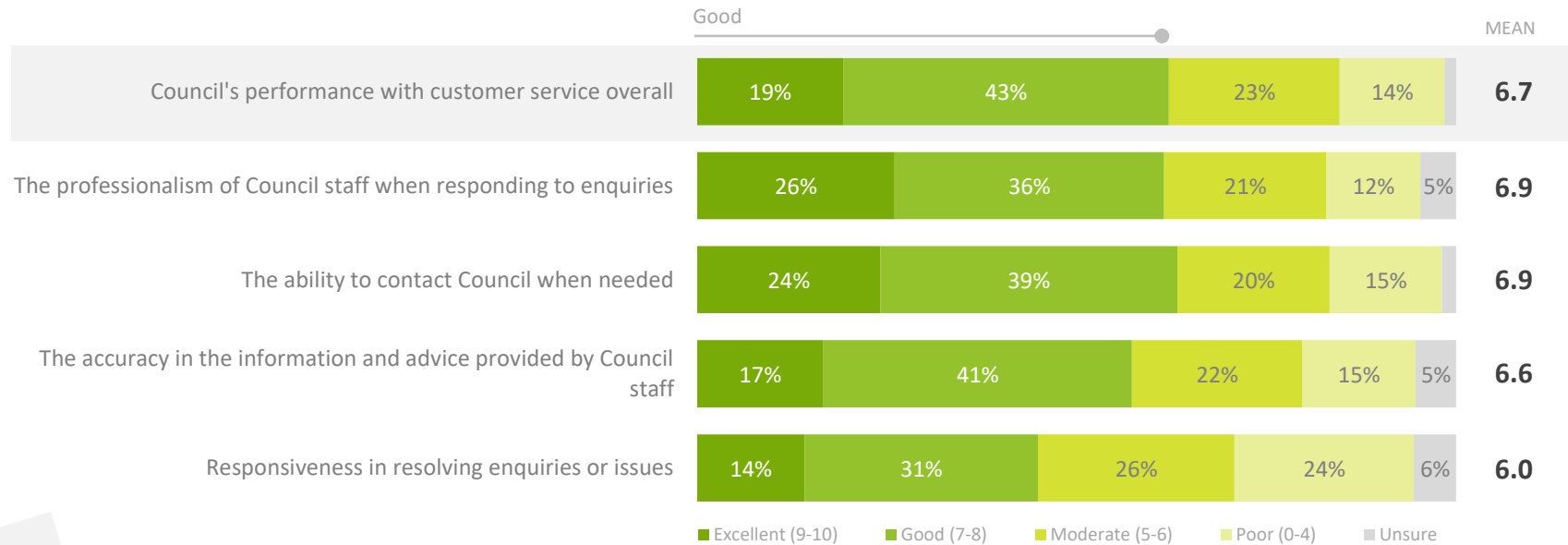


# Customer Service

## 2022 Performance

Key driver – High importance

Council's overall performance in this area is moderate, with three in five residents (62%) rating the performance as good. Two in five residents are happy with the professionalism of council staff when responding to enquiries (62%) and the ability to contact council when needed (63%). Conversely, fewer than half of residents (45%) think council's responsiveness in resolving queries or issues is good.



Base: All 2022 respondents (n=400)

B6. How do you think Council is performing in relation to the following aspects of customer service?

B6X. How would you rate Council's performance when it comes to customer service overall?

# Customer Service

## Performance Over Time

Key driver – High importance

Blackwater residents feel that over the past two years, the council's performance when it comes to customer service has significantly declined, especially in the areas of professionalism and accuracy of information. Springsure residents also feel professionalism has dropped, as well as the responsiveness in resolving enquiries or issues. The rating among Emerald residents has remained stable since 2020.

	Overall		Emerald		Blackwater		Springsure		Capella*	
	2020	2022	2020	2022	2020	2022	2020	2022	2020	2022
Overall performance	6.8	6.7	6.7	6.9	7.2	6.4	6.9	6.3	5.5	7.0
The professionalism of Council staff when responding to enquiries	7.1	6.9	7.0	7.2	7.3	6.5	7.4	6.5	6.8	7.0
The ability to contact Council when needed	6.9	6.9	6.8	7.0	7.1	6.7	6.9	6.3	6.5	7.2
The accuracy in the information and advice provided by Council staff	6.7	6.6	6.5	6.8	7.2	6.2	7.0	6.3	6.5	6.9
Responsiveness in resolving enquiries or issues	6.1	6.0	5.9	6.2	6.5	5.8	6.4	5.3	4.9	6.2
	n=402	n=400	n=234	n=231	n=83	n=79	n=63	n=61	n=22*	n=24*

\*Caution small sample size

Base: All respondents (Bases in table)

B6. How do you think Council is performing in relation to the following aspects of customer service?

B6X. How would you rate Council's performance when it comes to customer service overall?

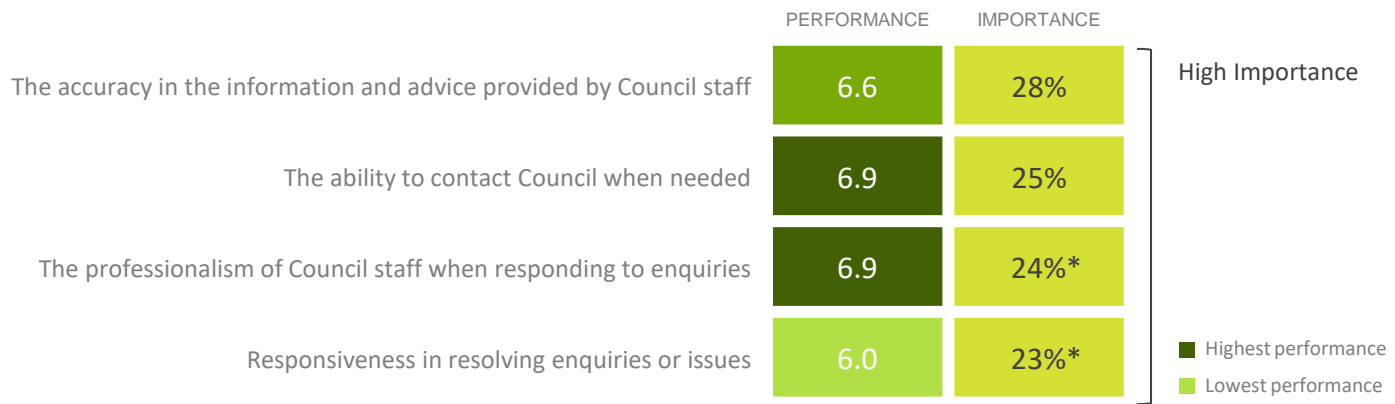
GREEN figures are significantly greater than RED figures

# Customer Service

## Performance vs Importance

Key driver – High importance

Customer service is a key driver of satisfaction with Council. All four sub-areas are highly important, and an increase in performance in any of these will increase residents' overall satisfaction with council's customer service and at an overall level.



Model Fit 87%

\*High importance in 2020



# Customer Service

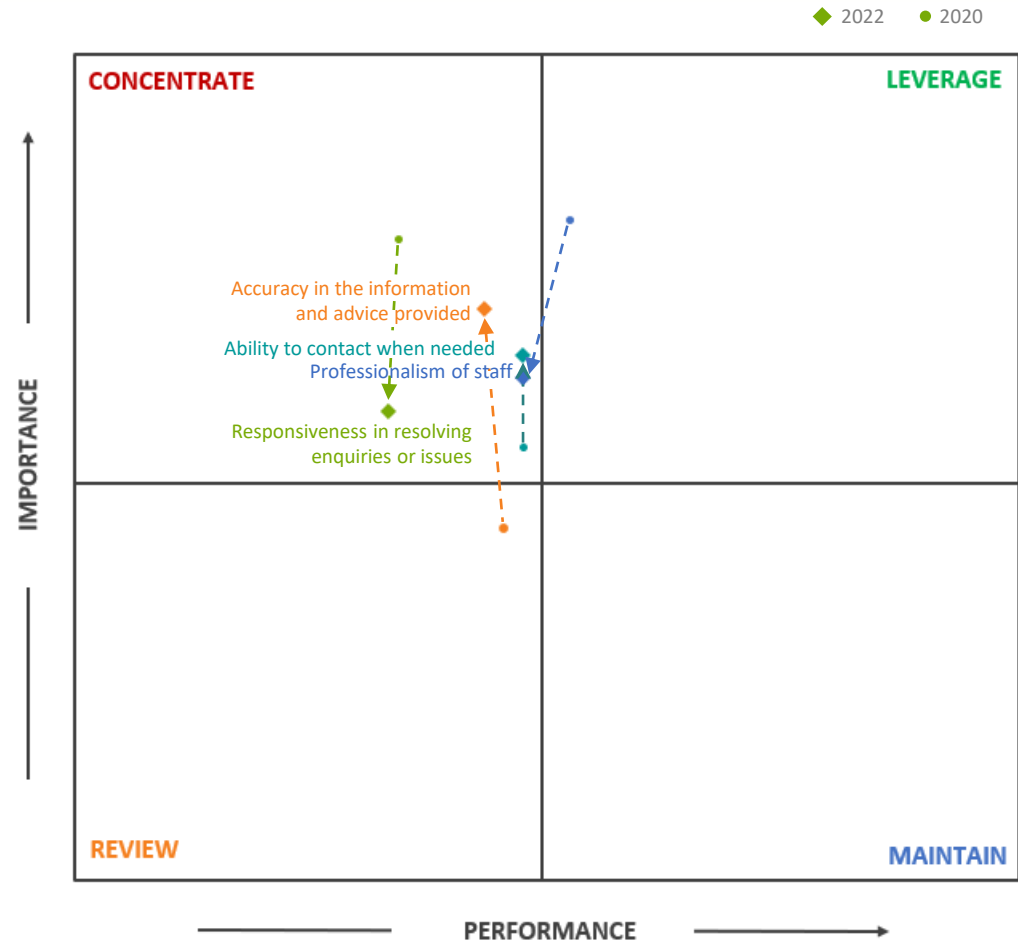
## Performance vs Importance Map

Key driver – High importance

All sub-areas fall within the *Concentrate* quadrant and should all be focused on.

In comparison to 2020:

- Accuracy in the information and advice provided has increased in importance resulting in a move from *Review* to *Concentrate*.
- Professionalism of staff has dropped in performance resulting in a move from *Leverage* to *Concentrate*.
- Responsiveness in resolving enquiries or issues and the ability to contact council when needed are still important and remain in *Concentrate*.

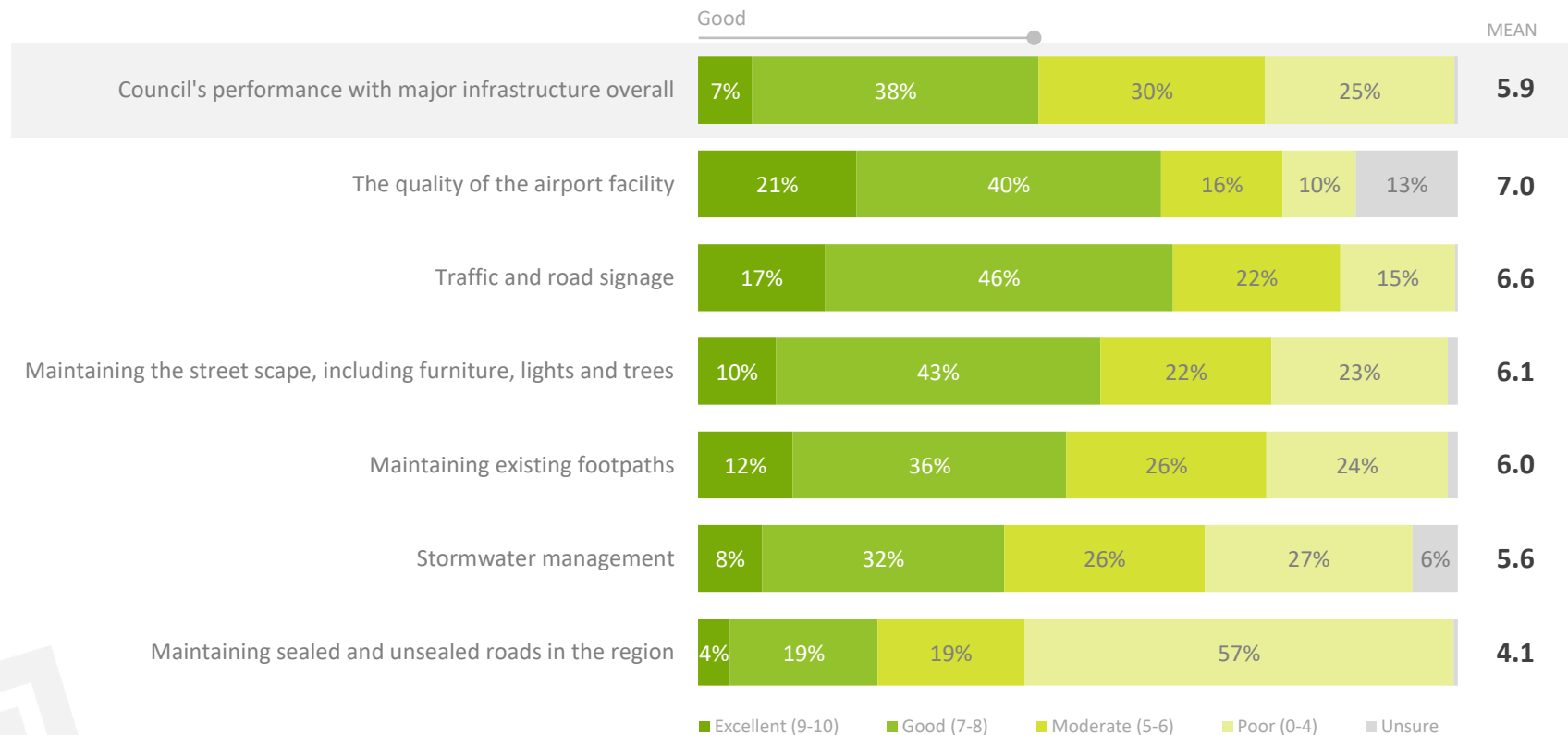


# Major Infrastructure

## 2022 Performance

Key driver – High importance

Overall performance in this area low, with less than half of residents (45%) rating the council’s performance as good. Residents do not feel council is doing a good job maintaining sealed and unsealed roads, and the rating is the lowest in the survey across all core and sub-areas. Conversely, three in five think the quality of the airport facility (61%) and traffic and road signage is good (63%).



Base: All 2022 respondents (n=400)

B1. How do you think council is performing in relation to the following aspects of major infrastructure managed by council?

B1X. How would you rate council's performance when it comes to major infrastructure overall?

# Major Infrastructure

## Performance Over Time

Key driver – High importance

Over the past two years, the council's overall performance with major infrastructure has declined in Emerald, Blackwater and Springsure. Blackwater and Springsure residents feel council's performance has declined in multiple areas relating to infrastructure since 2020.

	Overall		Emerald		Blackwater		Springsure		Capella*	
	2020	2022	2020	2022	2020	2022	2020	2022	2020	2022
Overall performance	6.4	5.9	6.7	6.2	6.2	5.2	6.0	5.0	5.7	6.5
The quality of the airport facility	7.5	7.0	7.7	7.8	6.9	4.6	7.3	6.5	8.2	7.0
Traffic and road signage	7.2	6.6	7.2	6.9	7.2	6.0	6.9	6.2	7.4	6.6
Maintaining the street scape, including furniture, lights and trees	6.8	6.1	7.1	6.6	6.1	5.2	6.5	5.3	6.6	6.7
Maintaining existing footpaths	6.4	6.0	6.5	6.5	6.1	4.9	6.5	5.0	6.4	6.3
Stormwater management	6.2	5.6	6.1	5.6	6.3	5.4	6.3	5.4	6.8	6.0
Maintaining sealed and unsealed roads	5.0	4.1	5.2	4.6	5.2	3.6	4.2	2.9	4.9	4.3
	n=402	n=400	n=234	n=231	n=83	n=79	n=63	n=61	n=22*	n=24*

\*Caution small sample size

Base: All respondents (Bases in table)

B1. How do you think council is performing in relation to the following aspects of major infrastructure managed by council?

B1X. How would you rate council's performance when it comes to major infrastructure overall?

GREEN figures are significantly greater than RED figures

# Major Infrastructure

## Comments from Residents

Key driver – High importance

### Better roads/ More road maintenance

*“They need to improve their road infrastructure. They just need to provide better quality roads. Instead of building a road and then needing to fix it every six months, they need to build their roads. ...With any weather events they seem to deteriorate very quickly. If we've got rain, they form potholes very quickly.”* Emerald resident

*“The roads around Blackwater and the road leading to the dump is very bad. Adurad Rd has really big potholes and some come out half way into the other lane.”* Blackwater resident

*“Fix the roads. The bitumen on our road has potholes when it rains. They just patch it, then when it rains again, the potholes are there again.”* Emerald resident

*“They need to improve the roads. The roads are a real mess, especially when it's raining. We cannot get into town.”* Springsure resident

*“Fix the roads in the whole region, there are still potholes in roads from three years ago and they keep getting bigger.”* Capella resident

*“The roads are horrible. Potholes, lack of storm water drainage around Mayfair estate. There is no adequate storm water drainage, so it just sits pooled up on the road.”* Emerald resident

*“They need to look at the roads. The road from Springsure to Rolestone. The road from Gindie to Wyntoon. They are falling apart.”* Springsure resident

### Improved/more footpaths

*“The footpaths need fixing. I cannot use my walking stick. I have to use a wheelie walker, and I have to walk around the footpath, through the grass.”* Capella resident

*“Have some footpaths and bus services for the elderly. I am 82 now, and I want to use my trolley to walk on the footpaths.”* Emerald resident

*“Focus on the footpaths that need repairing. They do and redo some footpaths but miss others that are badly in need of doing.”* Emerald resident

*“They need to fix up the footpaths, they are all broken and cracked, and you can't put wheelchairs down them.”* Blackwater resident

*“The foot paths are quite dangerous around some of the units, intersections and the roads.”* Emerald resident

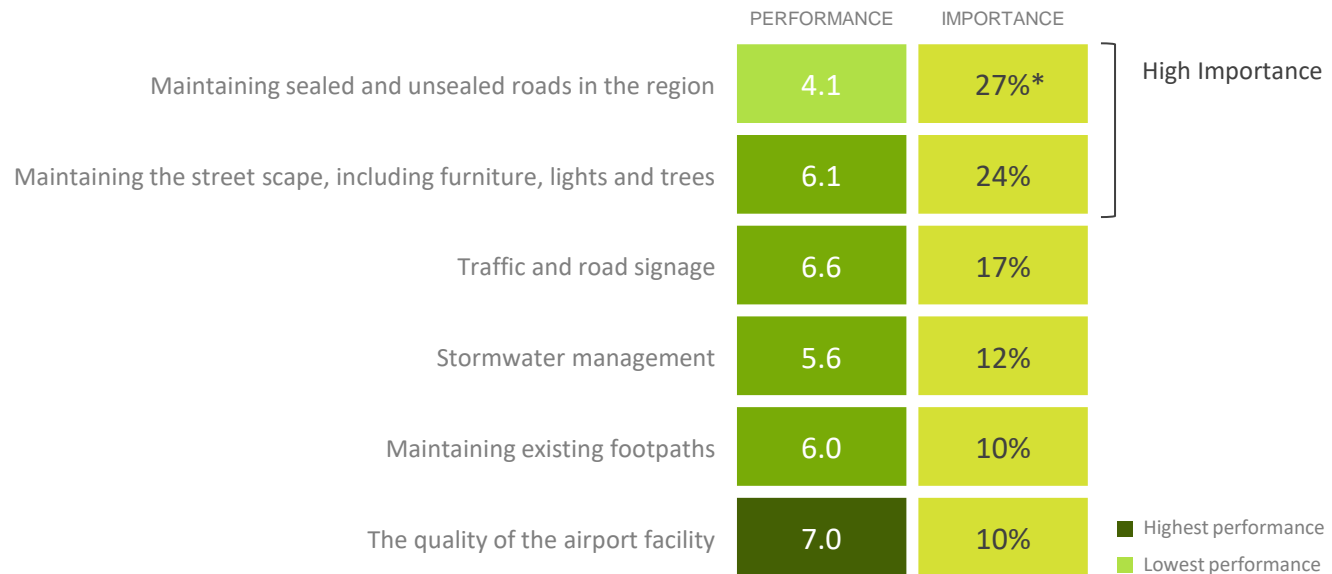
*“Quality of footpaths. You can't put a wheelchair down the footpaths because they are all broken.”* Blackwater resident

# Major Infrastructure

## Performance vs Importance

Key driver – High importance

Major infrastructure is a key driver of satisfaction with council. Within this area, the maintenance of sealed and unsealed roads and street scape are the most important to residents. As road maintenance has the lowest rating and is a key driver, an increase in performance will strongly influence residents' satisfaction in the area of infrastructure and at an overall level.



Model Fit 75%

\*High importance in 2020



# Major Infrastructure

## Performance vs Importance Map

Key driver – High importance

Maintaining sealed and unsealed roads and the street scape fall within the *Concentrate* quadrant and should be the main areas of focus.

In comparison to 2020:

- Maintaining sealed and unsealed roads is still important and remains in *Concentrate*.
- Maintaining the street scape has increased in importance resulting in a move from *Review* to *Concentrate*.
- The performance of traffic and road signage has declined and has moved from *Maintain* to *Review*.

Traffic and road signage is statistically significant in 2022 and was not significant in 2020.

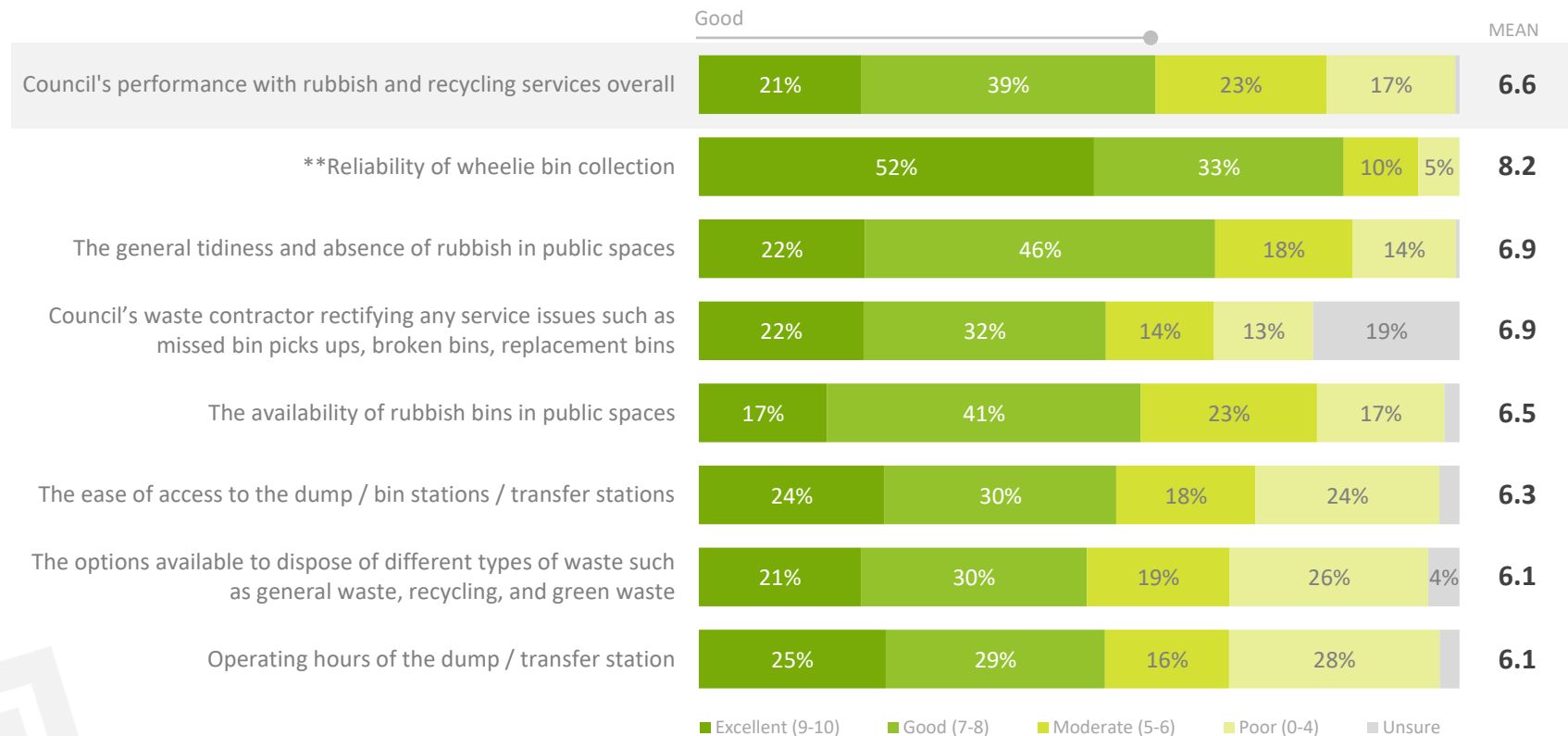


# Rubbish & Recycling

## 2022 Performance

Key driver – High importance

Rubbish and recycling services are a key driver of satisfaction with council. Overall performance is moderate, with three in five residents (60%) rating the council's performance as good. Most residents (85%) are happy with the reliability of the wheelie bin collection. This is one of the highest performing areas across the entire survey. Fewer residents are pleased with the operating hours of the dump/transfer station (54%) and options available to dispose of different types of waste (51%). This is likely a result of changes to green waste disposal.



Base: All 2022 respondents (n=400) \*\*Base: 2022 respondents with kerbside collection (n=303)  
 B3. How do you think Council is performing in relation to the following aspects of rubbish and recycling services?  
 B3X. How would you rate Council's performance when it comes to rubbish and recycling services overall?

# Rubbish & Recycling

## Performance Over Time

Key driver – High importance

Positively, Emerald residents' rating for the reliability of wheelie bin collection has significantly increased. Conversely, Emerald residents are significantly less happy with the options available to dispose of different types of waste and the ease of access to the dump/transfer stations. Again, this decline is likely due to changes to green waste disposal.

	Overall		Emerald		Blackwater		Springsure		Capella*	
	2020	2022	2020	2022	2020	2022	2020	2022	2020	2022
Overall performance	6.8	6.6	7.0	6.9	7.2	6.8	5.6	5.5	4.1	6.5
**The reliability of wheelie bin collection	7.8	8.2	7.6	8.3	8.3	8.1	8.2	7.2	8.0	9.2
The general tidiness and absence of rubbish in public spaces	7.1	6.9	7.2	7.1	7.1	6.5	7.1	6.4	6.1	7.1
Council's waste contractor rectifying service issues	7.0	6.9	7.0	7.0	7.3	6.7	6.2	5.9	7.3	7.6
The availability of rubbish bins in public spaces	6.8	6.5	6.9	6.9	6.9	6.1	6.3	5.8	6.3	6.1
The ease of access to the dump / bin stations / transfer stations	6.6	6.3	7.1	6.4	6.9	7.0	4.3	5.1	3.2	5.6
Options available to dispose of different types of waste	6.8	6.1	7.1	6.1	7.1	6.9	5.3	5.4	4.6	5.8
Operating hours of the dump / transfer station	5.9	6.1	6.5	6.6	6.4	6.9	3.4	3.5	2.8	4.1
All respondents	n=402	n=400	n=234	n=231	n=83	n=79	n=63	n=61	n=22*	n=24*
**Kerbside collection	n=237	n=303	n=154	n=193	n=55	n=68	n=15*	n=26*	n=13*	n=15*

\*Caution small sample size

Base: All respondents (Bases in table) \*\*Base: 2022 respondents with kerbside collection (Bases in table)  
 B3. How do you think Council is performing in relation to the following aspects of rubbish and recycling services?  
 B3X. How would you rate Council's performance when it comes to rubbish and recycling services overall?

GREEN figures are significantly greater than RED figures

# Rubbish & Recycling

## Comments from Residents

Key driver – High importance

### Changes to green waste disposal are an issue

*“They moved the green waste dump that was in the city centre, they moved it 13km out of town.”* Emerald resident

*“The green waste dump shut down and now we have to travel to use another green waste facility.”* Emerald resident

*“Fix the green waste dump. Re-open the green waste dump at the transfer station.”* Emerald resident

*We have to travel 15km out of town to get rid of green waste because the local dump doesn't accept it anymore, and a lot of elderly people need to rely on someone who has a trailer.”* Emerald resident

*“Give us back our dump. They took away our tip. We have to drive 40 minutes to another town, and we still get charged for it.”* Blackwater resident

*“The green waste at the dump needs to be reopened.”* Emerald resident

*“The green waste transfer station in Emerald, needs to be up and running.”* Emerald resident

*“I think green waste needs massive improvement, I think this is an ongoing issue.”* Emerald resident

### Increase the dumps operating hours

*“The dump is only open certain days a week and for certain times and if it doesn't work out you well you just got to hold onto your waste.”* Springsure resident

*“Longer hours during the week for the dump to be open.”* Springsure resident

*“The dump operating hours should take into account the schedules of working people. It should not just be open for one day in the week. As a result, people are dumping their rubbish in the rubbish bins in public spaces. There is rubbish all over the parks.”* Springsure resident

*“The dump does not offer good operating hours especially that they're closed Mondays.”* Emerald resident

*“They need to open the dump outside of work hours, we need more hours.”* Emerald resident

*“I'd like them to sort out the dump hours, I think it only opens on Sundays and Thursday for a few hours.”* Springsure resident

# Rubbish & Recycling

## Performance vs Importance

Key driver – High importance

Rubbish and recycling services are a key driver of satisfaction with council. Within this area, the options available to dispose of different types of waste and the ease of access to the dump are the most important to residents. As these areas have among the lowest ratings and are key drivers, an increase in performance here will strongly influence residents' satisfaction in the area of rubbish and recycling services and at an overall level.

	PERFORMANCE	IMPORTANCE	
The ease of access to the dump / bin stations / transfer stations	6.3	23%*	High Importance
The options available to dispose of different types of waste	6.1	18%*	
Operating hours of the dump / transfer station	6.1	15%	
The general tidiness and absence of rubbish in public spaces	6.9	14%	
The reliability of wheelie bin collection	8.2	11%	
The availability of rubbish bins in public spaces	6.5	10%*	
Council's waste contractor rectifying any service issues	6.9	8%*	

■ Highest performance  
■ Lowest performance

Model Fit 78%

\*High importance in 2020



# Rubbish & Recycling

## Performance vs Importance Map

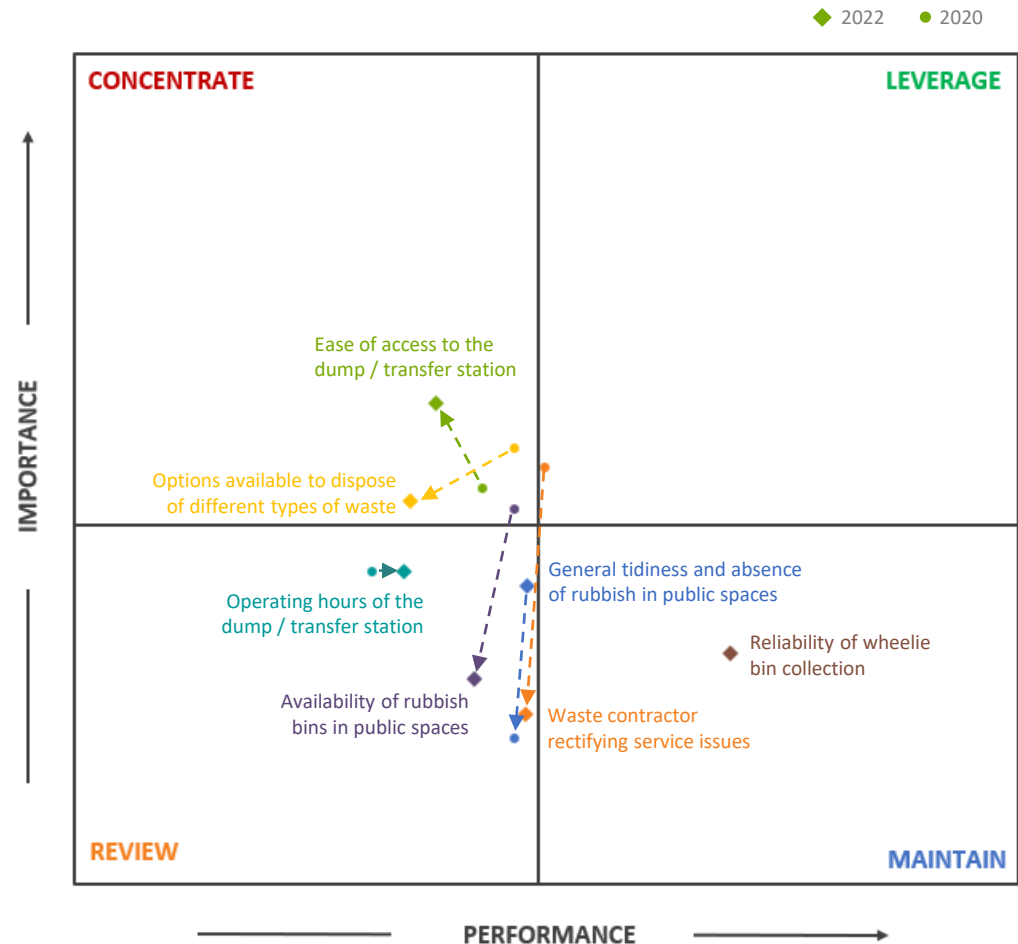
Key driver – High importance

Ease of access to the dump and options available to dispose of different types of waste fall within the *Concentrate* quadrant and should be the main areas of focus.

In comparison to 2020:

- Ease of access to the dump/transfer station and options available to dispose of different types of waste are still important and remain in *Concentrate*.
- Availability of rubbish bins in public spaces has decreased in importance resulting in a move from *Concentrate* to *Review*.
- Waste contractor rectifying service issues has decreased in importance and performance, resulting in a move from *Leverage* to *Review*.

Reliability of wheelie bin collection is statistically significant in 2022 and was not significant in 2020.

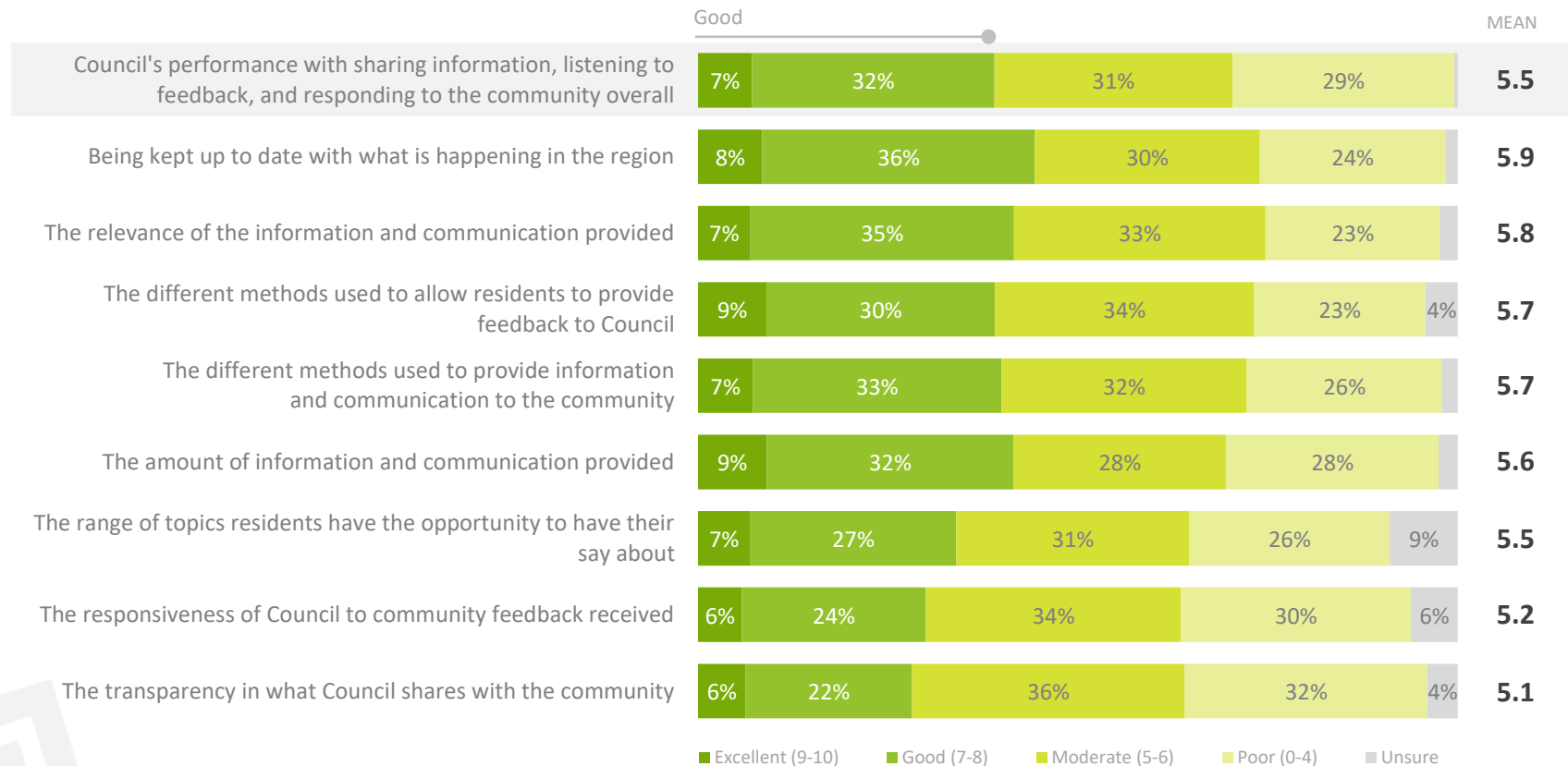


# Communication & Information

## 2022 Performance

Key driver – High importance

Overall performance in this area is low, with less than half of residents (39%) rating the council’s performance as good. Fewer than a third of residents are happy with council’s transparency (28%). Verbatim responses suggest residents are frustrated about not knowing what their rates are being spent on, particularly a perceived lack of justification for the increase.



Base: All 2022 respondents (n=400)

B2. How do you think Council is performing in relation to sharing information, listening to feedback, and responding to the community?

B2X. How would you rate Council’s performance when it comes to sharing information, listening to feedback, and responding to the community overall?

# Communication & Information

## Performance Over Time

Key driver – High importance

Over the past two years, the council's performance in most areas relating to sharing information, listening to feedback, and responding to the community has declined significantly in Blackwater. There has also been a decline in several areas and at an overall level in Springsure since 2020.

	Overall		Emerald		Blackwater		Springsure		Capella*	
	2020	2022	2020	2022	2020	2022	2020	2022	2020	2022
Overall performance	5.7	5.5	5.7	5.7	5.9	4.9	6.0	5.2	5.0	6.2
Being kept up to date with what is happening	6.0	5.9	5.9	6.0	6.0	5.2	6.2	5.8	6.4	6.8
The relevance of the information and communication provided	6.1	5.8	6.1	6.0	6.3	5.1	6.0	5.5	5.5	6.2
Different methods used to allow residents to provide feedback to Council	6.1	5.7	6.1	6.0	6.3	4.9	6.2	5.5	5.7	6.2
Different methods used to provide information and communication to the community	6.0	5.7	6.0	6.0	6.2	4.9	5.9	5.4	5.5	6.0
The amount of information and communication provided	5.9	5.6	5.8	5.9	6.1	5.0	6.2	5.2	5.6	6.4
The range of topics residents can have their say on	6.0	5.5	5.9	5.7	6.2	4.8	6.2	5.3	5.6	6.0
The responsiveness of Council to community feedback received	5.5	5.2	5.4	5.5	5.9	4.4	5.7	4.8	4.0	5.9
Transparency in what Council shares with the community	5.3	5.1	5.2	5.3	5.8	4.4	5.5	5.0	4.7	6.0
	n=402	n=400	n=234	n=231	n=83	n=79	n=63	n=61	n=22*	n=24*

Base: All respondents (Bases in table)

B2. How do you think Council is performing in relation to sharing information, listening to feedback, and responding to the community?

B2X. How would you rate Council's performance when it comes to sharing information, listening to feedback, and responding to the community overall?

GREEN figures are significantly greater than RED figures

\*Caution small sample size

# Communication & Information

## Comments from Residents

Key driver – High importance

### More transparency

*“Be a bit more transparent. Be a bit more open to the public. I feel like there's a lot of deals that go on in the background that the public is not aware of. Being the highest rates in Queensland, you wonder where the money for our rates.”* Emerald resident

*“Just greater transparency, particular about where rates go, and if there are rate increases then to provide an explanation why.”* Emerald resident

*“We need transparency. Where are they spending the money?”* Emerald resident

*“Council should let us know how much money gets spent on the different towns and parts of the region, we want to know where our rates are going.”* Blackwater resident

*“They weren't transparent about the rising in the rates.”* Emerald resident

*“Transparency, we don't really know what the council do, doesn't mean they don't do it, we just don't know.”* Emerald resident

*“The rates that we pay are significantly higher than anywhere else that I have lived. There has been a lot of questions and people want to know why that is the case.”* Emerald resident

### Improved communication with the community

*“The average person doesn't know much about what's going with the Central Highlands Regional Council. You never hear anything until they start digging the dirt.”* Emerald resident

*“Council needs to communicate to the community more to get more buy in to understand how and why things are happening.”* Emerald resident

*“We don't even see the mayor, not even in the news. Communicate more with the people.”* Emerald resident

### Use different methods to communicate

*“They don't use Facebook as much as they could for their communication. Facebook needs to be utilized more. They print a newsletter around the town. No one is going to get a printed letter.”* Emerald resident

*“Improve communication, not just modern media like social media. Give people choice.”* Emerald resident

*“Not everyone uses computers. We would like more advertising around town about what is happening. They want people to turn up to their events, but they don't advertise it. Not everyone is on the internet. They could advertise in the papers and notice boards around town.”* Blackwater resident

# Communication & Information

## Performance vs Importance

Key driver – High importance

Communication and information is a key driver of satisfaction with council. Within this area, transparency is the most important to residents. As this has the lowest rating and is a key driver, an increase in performance here will have a strong influence on improving residents' satisfaction in the area of communication and information and at an overall level.

	PERFORMANCE	IMPORTANCE	
The transparency in what Council shares with the community	5.1	28%*	} High Importance
The range of topics residents can have their say about	5.5	19%	
The different methods used to provide information and communication	5.7	17%*	
The responsiveness of Council to community feedback received	5.2	16%*	
The amount of information and communication provided	5.6	11%	
The different methods used to allow residents to provide feedback to Council	5.7	9%	
Being kept up to date with what is happening in the region	5.9	NS	
The relevance of the information and communication provided	5.8	NS	

■ Highest performance  
■ Lowest performance

Model Fit 91%

\*High importance in 2020

Base: All 2022 respondents (n=400)

B2. How do you think Council is performing in relation to sharing information, listening to feedback, and responding to the community?

NS means not statistically significant

# Communication & Information

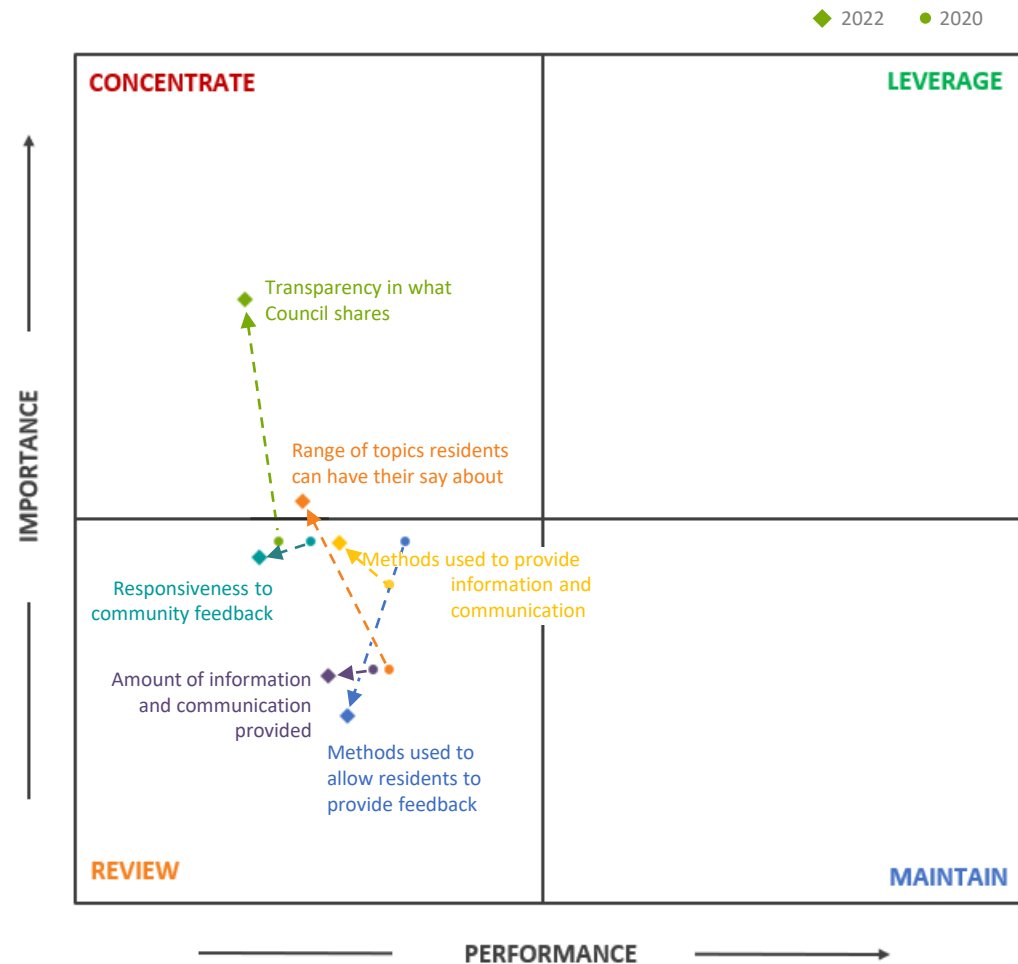
## Performance vs Importance Map

Key driver – High importance

Transparency in what council shares and the range of topics residents can have their say about fall within the *Concentrate* quadrant and should be the main areas of focus.

In comparison to 2020:

- Transparency in what council shares and the range of topics residents can have their say about have increased in importance resulting in a move from *Review* to *Concentrate*.

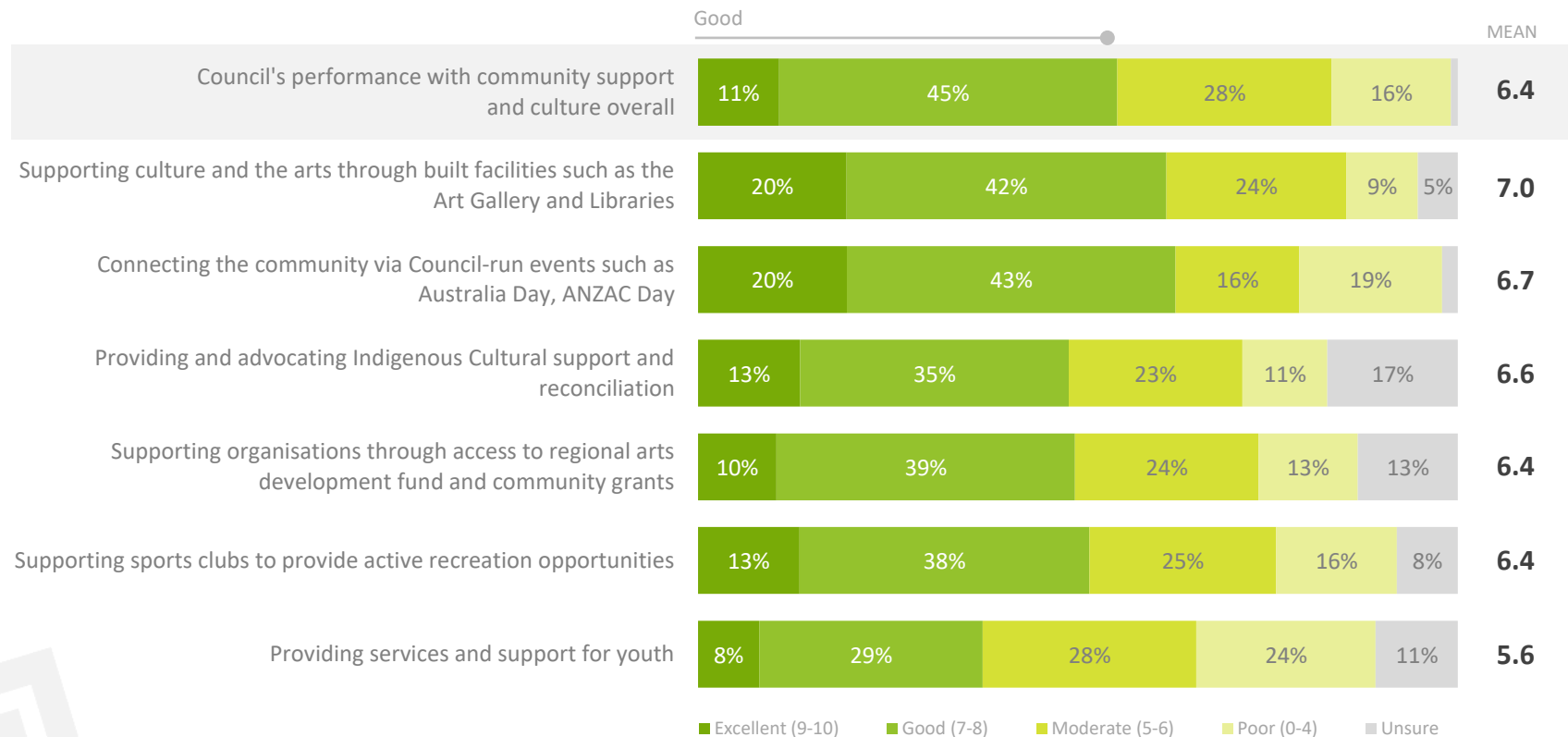




# Community Support & Culture

## 2022 Performance

Council's overall performance in this area is moderate, with around three in five residents (56%) rating the performance as good. Three in five are happy with council's support for culture and the arts through built facilities (62%) and connecting the community through council-run events (63%). Conversely, only around two in five residents (37%) think council is doing a good job providing services and support for youth in the community.



Base: All 2022 respondents (n=400)

B8. How do you think Council is performing in relation to the following aspects of community support and culture?

B8X. How would you rate Council's performance in relation to community support and culture?

# Community Support & Culture

## Performance Over Time

There has been a significant decline in council's performance in several areas concerning community support and culture and at an overall level in the past two years, especially in Emerald and Blackwater. Residents from both regions feel council's support for sports clubs has dropped since 2020.

	Overall		Emerald		Blackwater		Springsure		Capella*	
	2020	2022	2020	2022	2020	2022	2020	2022	2020	2022
Overall performance	7.1	6.4	7.1	6.6	7.1	5.8	7.1	6.4	6.4	7.0
Supporting culture and the arts through built facilities such as the Art Gallery and Libraries	7.2	7.0	7.4	7.1	6.8	6.3	7.2	7.1	6.7	7.0
Connecting the community via Council-run events such as Australia Day, ANZAC Day	7.3	6.7	7.4	6.6	7.3	6.5	6.9	7.1	6.4	6.7
Providing and advocating Indigenous Cultural support and reconciliation	7.4	6.6	7.6	6.6	7.2	6.5	7.1	6.6	6.8	6.4
Supporting organisations through access to regional arts development fund and grants	6.8	6.4	6.9	6.6	7.0	5.8	6.8	6.6	5.1	6.5
Supporting sports clubs to provide active recreation opportunities	7.2	6.4	7.5	6.7	7.1	5.7	6.6	6.1	6.1	6.6
Providing services and support for youth	6.6	5.6	6.5	5.9	6.7	5.0	6.8	4.8	6.4	6.0
	n=129	n=400	n=73	n=231	n=27*	n=79	n=22*	n=61	n=7*	n=24*

\*Caution small sample size

Base: All respondents (Bases in table) Note: Questions were only asked to a portion of respondents in 2020  
 B8. How do you think Council is performing in relation to the following aspects of community support and culture?  
 B8X. How would you rate Council's performance in relation to community support and culture?

GREEN figures are significantly greater than RED figures

# Community Support & Culture

## Comments from Residents

### More activities and support for youth

*"More activities aimed at youth, cause the town offers nothing, they used to have movie nights at the pool, you used to be able to go down to, "The Weirs" and go for a swim, but they've privatized it all. There's nothing for them to do at all and that's why crime is going up." Emerald resident*

*"Have stuff for the kids/ The crime rate is going through the roof. They need to focus on the youth." Blackwater resident*

*"Probably just supporting the youth of emerald, I'm not sure how they'll tackle it but there's a lot of suicides here." Emerald resident*

*"Services for youth. There is nothing here for them. There is limited affordable activities for them." Emerald resident*

*"Be more proactive/ Have more activities for the youth/ Create diversion from youth crime and issues." Emerald resident*

*"More support for mental health and youth." Emerald resident*

*"You need to offer more free recreational facilities for families and youth. Things like in Yagoon and Rocky. Free water parks and stuff. With the rates we pay and what council gets from the mines we should be the most amazing place in Queensland." Emerald resident*

*"More support and events and entertainment for young adults on weekends. More organised activities for high school kids." Emerald resident*

### More community events

*"Living in Emerald now you just live there for work. There is not a lot of community spirit and events." Emerald resident*

*"Not as many community events anymore like the multicultural festival and new year's events. More community engagement and community involvement becoming quite sad they don't have much on anymore." Emerald resident*

*"Emerald just doesn't seem to have the same community events." Emerald resident*

*"Come up with events, to bring the community together." Emerald resident*

*"More council run events in Blackwater. Helping the clubs getting involved in the community." Blackwater resident*

*"They don't provide events for families, like multi-cultural events, New Year's Eve, etc." Emerald resident*

# Community Support & Culture

## Performance vs Importance

Within the area of community support and culture, there are several key drivers of satisfaction. While not the lowest rated, the performance of council connecting the community via events and supporting sports clubs are only moderate. An increase in these areas may influence residents' satisfaction with community support and culture. Positively, council supporting culture and the arts through built facilities is a key driver and performing well.



# Community Support & Culture

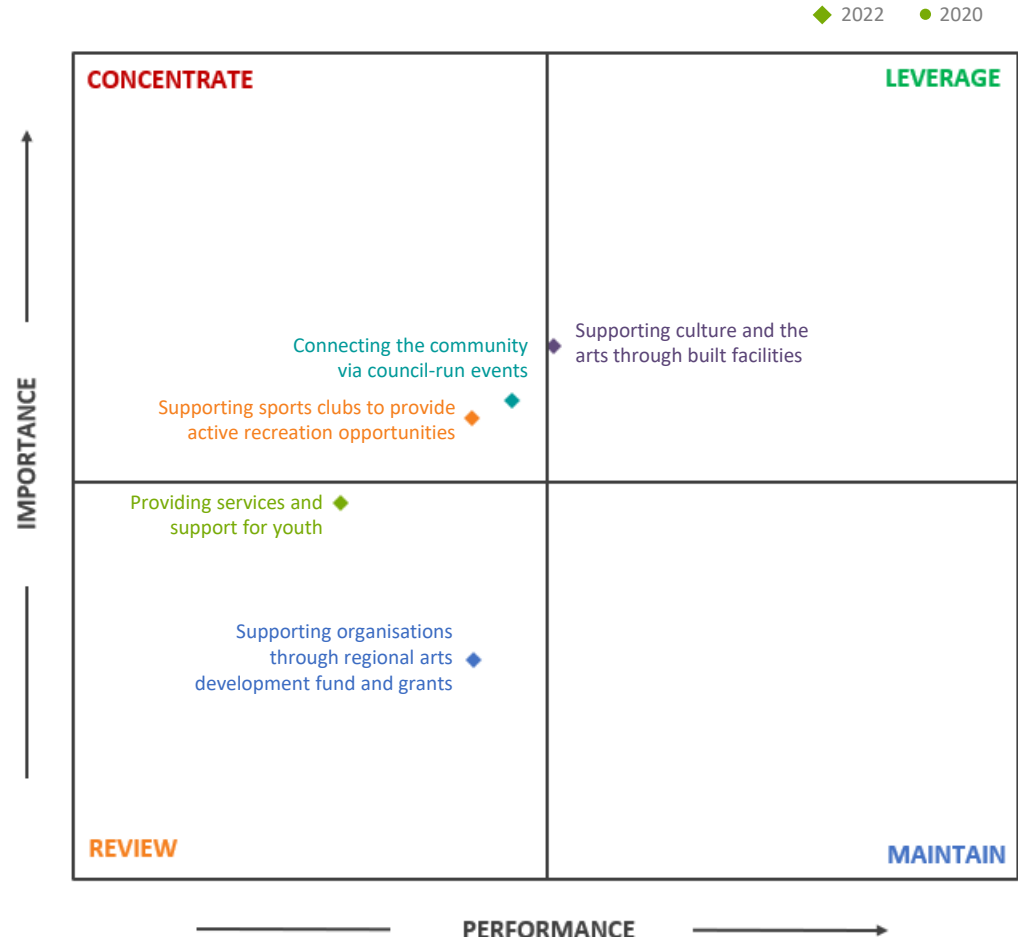
## Performance vs Importance Map

Connecting the community via council-run events and supporting sports clubs to provide active recreation opportunities fall within the *Concentrate* quadrant and should be the main area of focus.

In comparison to 2020:

- Connecting the community via council-run events and supporting sports clubs to provide active recreation opportunities are still important and remain in *Concentrate*.

Regression analysis was not conducted in 2020, as questions were only asked to a portion of respondents. Therefore 2020 results are not available for comparison.

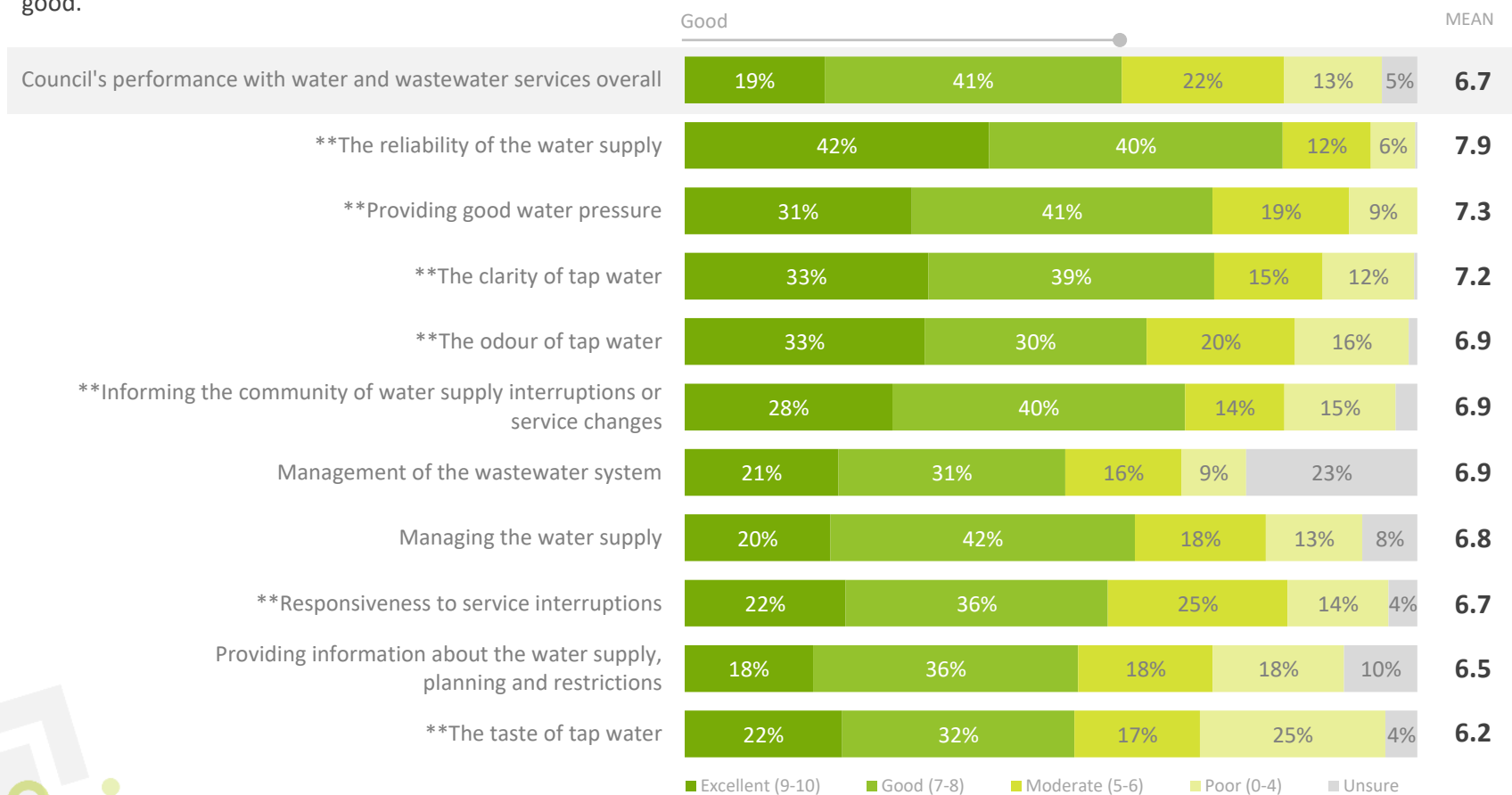


Note: Regression analysis was not conducted in 2020, as questions were only asked to a portion of respondents. Therefore 2020 results are not available for comparison.

# Water & Wastewater

## 2022 Performance

Council's overall performance in this area is moderate, with three in five residents (60%) rating the performance as good. Most residents are happy with the reliability of the water service (82%). This is one of the highest rated areas across the entire survey. Residents are also pleased with the water pressure (72%) and clarity (72%). Fewer residents are happy with the taste of the tap water, with only half (54%) rating it as good.



Base: All 2022 respondents (n=400) \*\*Base: 2022 respondents connected to Council's piped water supply (n=322)  
 B4. How do you think Council is performing in relation to the following aspects of water and wastewater services?  
 B4X. How would you rate Council's performance when it comes to water and wastewater services overall?



# Water & Wastewater

## Performance Over Time

Over the past two years, council's performance with water and wastewater services has remained stable in most areas. However, Blackwater residents feel there has been a decline in the odour of the water and council providing information about the water supply, planning and restrictions. Springsure residents think there has been a drop in the responsiveness to service interruptions since 2020.

	Overall		Emerald		Blackwater		Springsure		Capella*	
	2020	2022	2020	2022	2020	2022	2020	2022	2020	2022
Overall performance	6.6	6.7	6.8	7.1	6.4	6.0	6.5	6.3	6.2	6.8
**The reliability of the water supply	8.0	7.9	8.1	8.0	7.6	7.6	8.5	7.4	7.9	8.4
**Providing good water pressure	7.3	7.3	7.4	7.5	7.0	6.8	8.0	6.7	7.0	7.9
**The clarity of tap water	7.4	7.2	7.6	7.6	6.5	6.1	8.4	7.2	7.7	8.1
**The odour of tap water	7.2	6.9	7.4	7.3	6.7	5.9	7.4	6.6	7.3	7.8
**Informing the community of water supply interruptions or service changes	7.2	6.9	7.1	7.1	7.2	6.4	7.2	7.0	7.5	7.6
Management of the wastewater system	-	6.9	-	7.3	-	6.6	-	5.7	-	6.6
Managing the water supply	6.6	6.8	6.6	7.1	6.5	6.6	6.9	6.3	6.5	6.4
**Responsiveness to service interruptions	6.4	6.7	6.9	7.2	5.1	5.5	7.3	5.8	5.5	7.4
Providing information about the water supply, planning and restrictions	6.6	6.5	6.6	6.9	6.7	5.8	6.4	5.7	6.7	6.1
**The taste of tap water	6.6	6.2	6.8	6.5	5.9	5.3	5.6	5.2	6.8	7.0
All respondents	n=402	n=400	n=234	n=231	n=83	n=79	n=63	n=61	n=22*	n=24*
**Connected to Council's piped water supply	n=295	n=322	n=197	n=209	n=65	n=72	n=19*	n=24*	n=14*	n=15*

Base: All respondents (Bases in table) \*\*Base: 2022 respondents connected to Council's piped water supply (Bases in table)

B4. How do you think Council is performing in relation to the following aspects of water and wastewater services?

B4X. How would you rate Council's performance when it comes to water and wastewater services overall?

GREEN figures are significantly greater than RED figures

\*Caution small sample size

# Water & Wastewater

## Comments from Residents

### Poor water quality in Blackwater

*"The quality of water needs to be better. We have a lot of ageing pipes, meaning brown water in our pipes to use and drink."* Blackwater resident

*"The water here causes my wife to get boils. We have noticed when we go away the boils go away and when we come back to Blackwater the boils come back."* Blackwater resident

*"The water needs to be improved considering how much we pay. I can't drink it, it causes boils on my skin, sometimes it smells like sewage."* Blackwater resident

*"Spend money on Blackwater and not just Emerald. We are missing out. All the pipeline systems and gutters are new in Emerald. Ours are a century old. There are so many leaks everywhere."* Blackwater resident

*"They should improve the water quality. I have not drunk it for the last 20 years. People have diarrhea all the time."* Blackwater resident

*"The quality water should be improved. It is harsh. It is not good for the skin. It smells. The smell of chlorine is so strong."* Blackwater resident

# Water & Wastewater

## Performance vs Importance

Within the area of water and wastewater services, the management of the water supply is the key driver of satisfaction. While it is not the lowest rated, performance is only moderate. An increase in performance may influence residents' satisfaction with water and wastewater services.

	PERFORMANCE	IMPORTANCE	
Managing the water supply	6.8	25%	} High Importance
The reliability of the water supply	7.9	18%	
The taste of tap water	6.2	17%	
The clarity of tap water	7.2	16%*	
Responsiveness to leaks and faults	6.7	15%	
Providing good water pressure	7.3	8%	
The odour of tap water	6.9	NS	
Informing the community of water supply interruptions or service changes	6.9	NS*	
Management of the wastewater system	6.9	NS	
Providing information about the water supply, planning and restrictions	6.5	NS	

■ Highest performance  
■ Lowest performance

Model Fit 77%

\*High importance in 2020

Base: All 2022 respondents (n=400)

B4. How do you think Council is performing in relation to the following aspects of water and wastewater services?

NS means not statistically significant

# Water & Wastewater

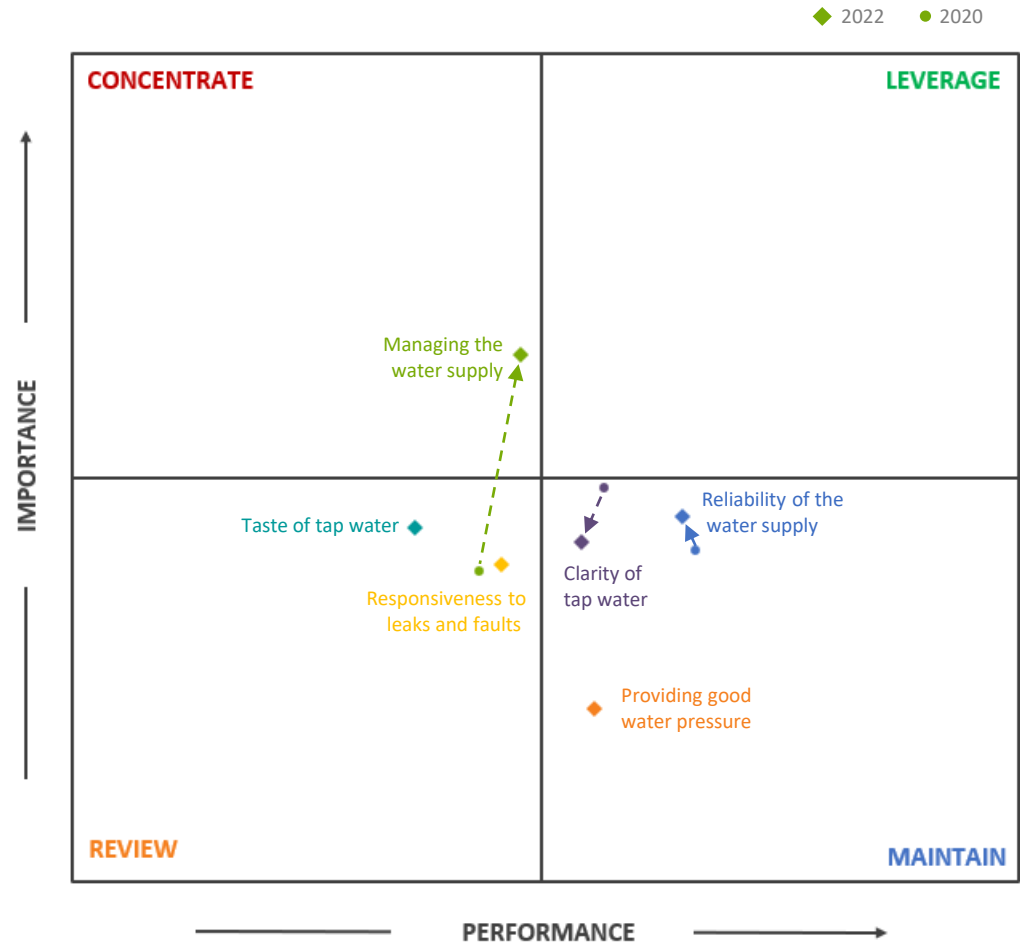
## Performance vs Importance Map

Managing the water supply falls within the *Concentrate* quadrant and should be the main areas of focus.

In comparison to 2020:

- Managing the water supply has increased in importance, resulting in a move from *Review* to *Concentrate*.

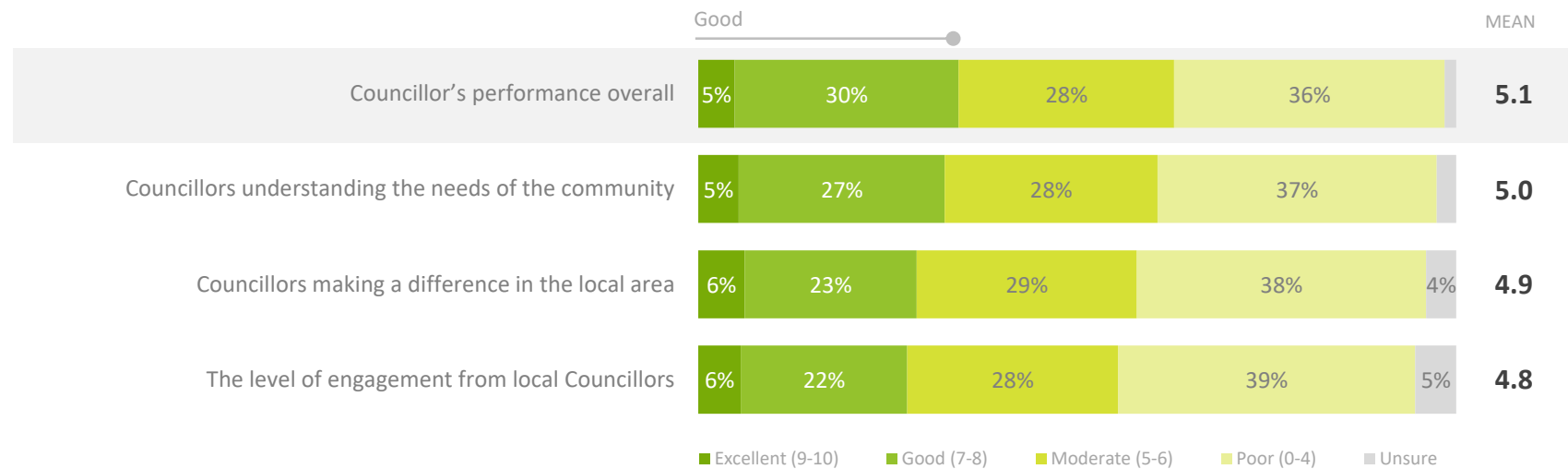
The taste of tap water, responsiveness to leaks and faults and providing good water pressure are statistically significant in 2022 and were not significant in 2020.



# Councillors

## 2022 Performance

Residents do not feel their Councillors are performing well, with only one in three (35%) rating their performance as good. Less than a third feel their Councillors are making a difference in the local area (29%) or are happy with their level of engagement (28%). These are some of the lowest ratings in the survey.



Base: All 2022 respondents (n=400)

B7. How do you think your Councillor's are performing in the following areas?

B7X. How would you rate your Councillor's performance overall?

# Councillors

## Performance Over Time

Overall, there has been a significant decline in performance in most areas in the past two years. This is primarily driven by Blackwater and Springsure residents who are unhappy with their Councillors. Blackwater residents feel their representatives do not understand the needs of the community and this rating is one of the lowest in the entire survey. The performance of Councillors has remained low but stable among Emerald residents.

	Overall		Emerald		Blackwater		Springsure		Capella*	
	2020	2022	2020	2022	2020	2022	2020	2022	2020	2022
Overall performance	5.7	5.1	5.5	5.4	6.0	4.3	6.2	5.2	5.2	5.3
Councillors understanding the needs of the community	5.6	5.0	5.5	5.2	5.8	4.1	6.2	5.1	5.1	5.3
Councillors making a difference in the local area	5.4	4.9	5.2	5.1	5.7	4.4	5.9	4.9	4.5	5.1
The level of engagement from local Councillors	5.2	4.8	4.9	5.1	5.5	3.9	5.9	4.9	4.7	4.9
	n=402	n=400	n=234	n=231	n=83	n=79	n=63	n=61	n=22*	n=24*

\*Caution small sample size

Base: All respondents (Bases in table)

B7. How do you think your Councillor's are performing in the following areas?

B7X. How would you rate your Councillor's performance overall?

GREEN figures are significantly greater than RED figures



# Councillors

## Comments from Residents

### More community engagement and communication

*"I want the councillors to be more involved with the community and accessible to the community. Just to be present."* Emerald resident

*"Have more contact with the ratepayers. We never see the Mayor, nor the Councillors."* Emerald resident

*"Be more visible and get out and about with the community and talk more about what their proposals are instead of just putting it on a website."* Emerald resident

*"Be present within the community and engage in the community and listen to people and be a person that is there for the community. They need to show that they are invested and interested in the people."* Emerald resident

*"The Councillors should have more community engagement. There is no presence of local Councillors at community or school events. We only see them during election time."* Springsure resident

*"The Councillors need to talk to the people. The local groups, us farmers. The Councillors should be present, so they know what's going on."* Capella resident

*"They need to live here, they are FIFO, they fly in and fly out and they don't live here, they don't know what it's like here."* Emerald resident

*"Have better Communication. Have a Meeting in town. Let the people know what is going on."* Blackwater resident

*"Take more interest in the community and what the community wants and not just trying to look good."* Blackwater resident

*"You can't get in contact with any of your Councillors at all, they don't take calls."* Emerald resident

*"Make an effort to keep their promises and make more public appearances, if you go to their office, you are told they aren't in for the next few months and it's just an excuse and they don't want to talk to you."* Emerald resident

*"More transparency and contact with the community and rate payers and more consultation meetings."* Emerald resident

*"People in the council should reside in the region. The guy for Central Highlands lives in Brisbane and fly's in and out."* Blackwater resident

*"The only time you hear from them is when there's an election. They need to communicate. I don't know who the Councillors are because they don't communicate with anyone."* Emerald resident

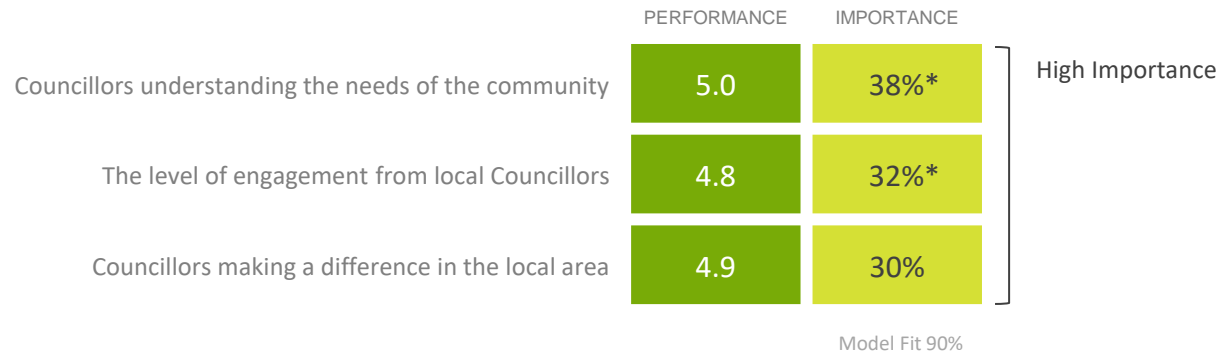
*"You ring up, no one answers your questions. No one returns your calls. They have a Facebook page, but you can't comment on it. How is that communicating?"* Emerald resident

*"They need to stop ignoring us."* Blackwater resident

# Councillors

## Performance vs Importance

All three sub-areas within this area are key drivers, and all three are performing poorly. An increase in performance in any of these will increase residents' overall satisfaction with their Councillors.



\*High importance in 2020

# Councillors

## Performance vs Importance Map

All sub-areas fall into the *Concentrate* quadrant and should be focused on.

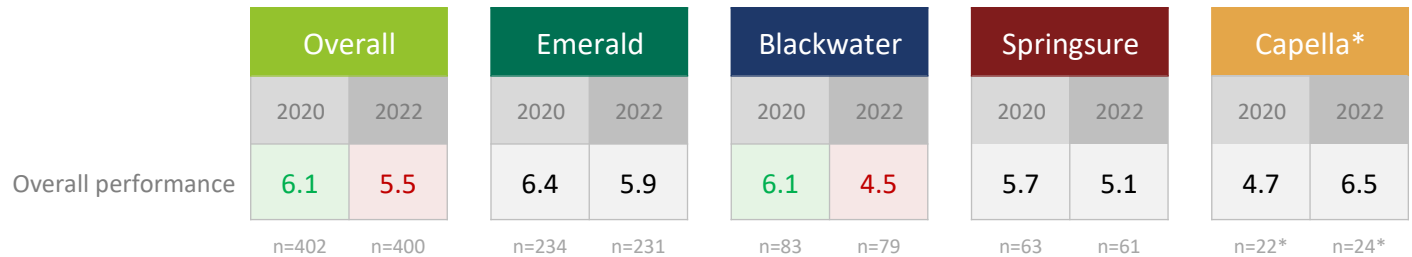
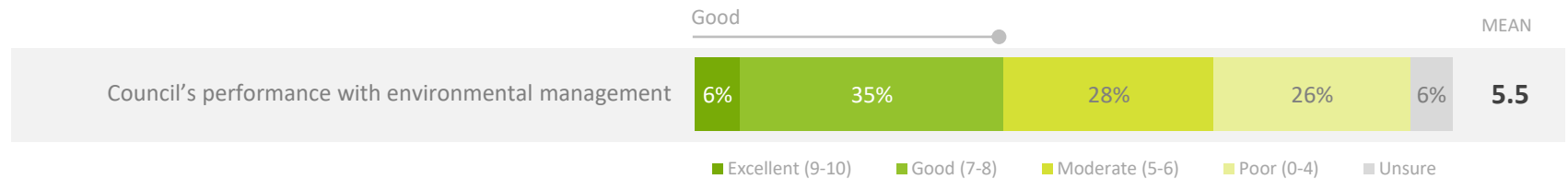
In comparison to 2020:

- All three sub-areas are still important and remain in *Concentrate*.



# Environmental Management

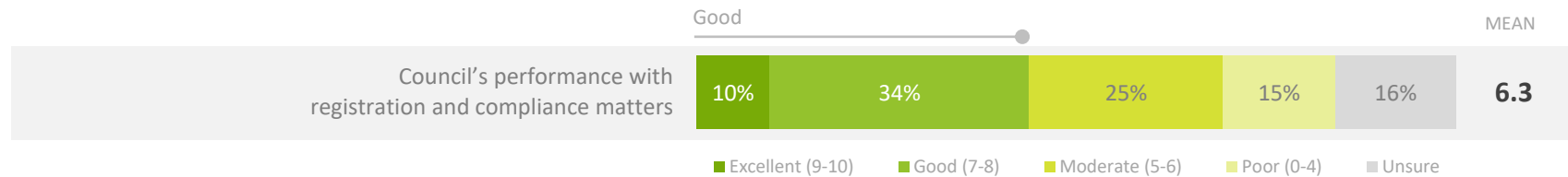
Overall, less than half of residents (41%) rate council's performance in relation to environmental management as good. Blackwater residents feel council's performance has significantly declined over the past two years, contributing to a significant decline in this area overall. The rating among Emerald and Springsure residents has remained stable since 2020.



\*Caution small sample size

# Registration & Compliance

Overall, less than half of residents (44%) rate council's performance in relation to registration and compliance matters as good. However, it must be noted that one in six residents are unsure. Blackwater residents feel council's performance has significantly declined over the past two years. The rating among Emerald and Springsure residents has remained stable.

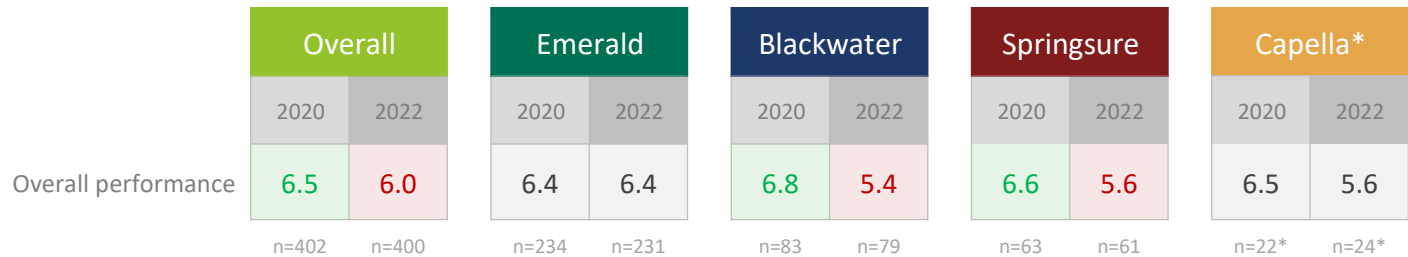
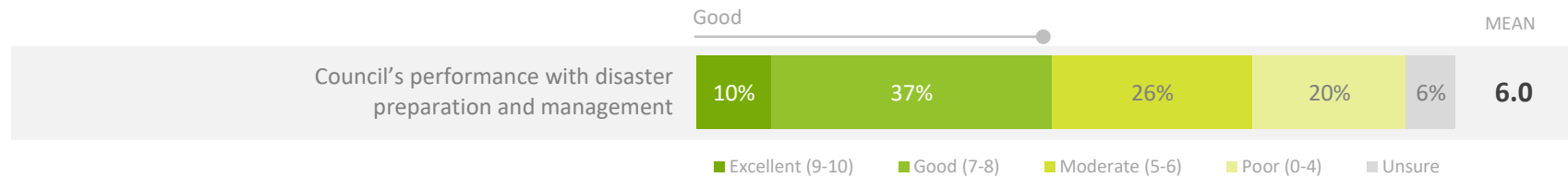


Overall performance	Overall		Emerald		Blackwater		Springsure		Capella*	
	2020	2022	2020	2022	2020	2022	2020	2022	2020	2022
	6.4	6.3	6.3	6.5	6.8	5.7	6.5	5.7	5.6	6.3
	n=402	n=400	n=234	n=231	n=83	n=79	n=63	n=61	n=22*	n=24*

\*Caution small sample size

# Disaster Preparation & Management

Overall, less than half of residents (47%) rate council's performance concerning disaster preparation and management, including flood mitigation and other weather events, as good. Blackwater and Springsure residents feel Council's performance has significantly declined over the past two years, resulting in a significant decline in this area overall. The rating among Emerald residents has remained stable.

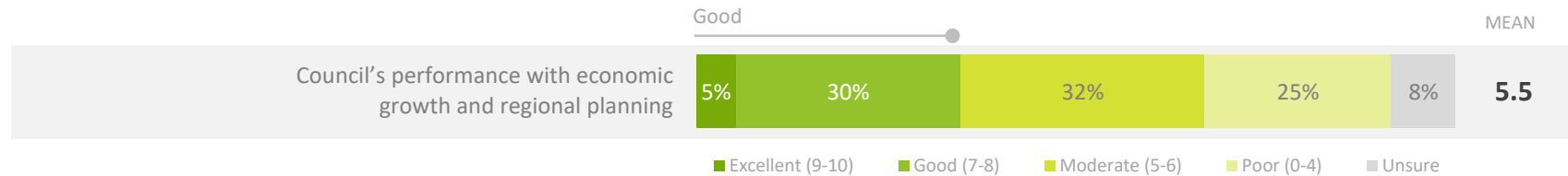


\*Caution small sample size



# Economic Growth & Regional Planning

Overall, only one in three residents (35%) rate council's performance with economic growth and regional planning as good. Blackwater and Springsure residents feel Council's performance has significantly declined over the past two years. The rating among Emerald residents has remained stable since 2020.



Overall performance	Overall		Emerald		Blackwater		Springsure		Capella*	
	2020	2022	2020	2022	2020	2022	2020	2022	2020	2022
	5.8	5.5	5.7	5.8	6.2	4.9	6.0	5.1	5.2	5.7
	n=402	n=400	n=234	n=231	n=83	n=79	n=63	n=61	n=22*	n=24*

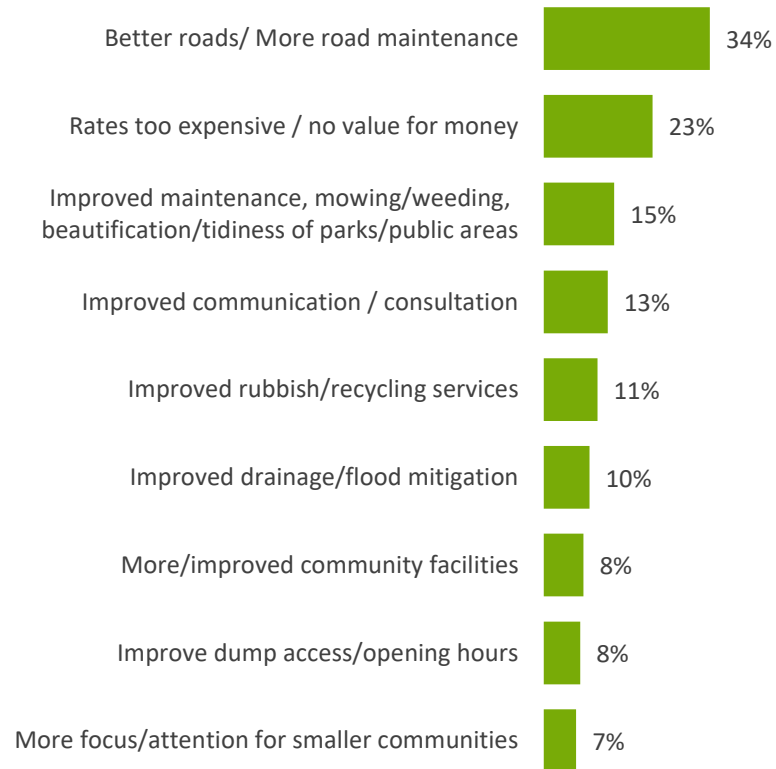
\*Caution small sample size



# SUGGESTIONS FOR IMPROVEMENT & PRIORITISING

# Suggestions for Improvement

The main area where residents would like to see council improve is the roads, followed by the cost of their rates and the value they get in exchange for what they pay. Other areas of improvement include maintaining open space, including the mowing, weeding and tidiness of parks and other public areas.



# Prioritising Areas For Improvement



- 1 Road maintenance**

The maintenance of roads has been identified as residents' number one priority for council. This is an area of high importance and is performing poorly.
- 2 Transparency around rate and council spending**

Transparency with residents, particularly around what their rates are going towards, should also be a priority for council. Residents want to see the value they are getting for the rates they pay. At present, many feel their rates are extremely expensive, and question what they get in return.
- 3 Waste disposal options**

Access to the dump/transfer stations, including operating hours, and the options available to dispose of different types of waste is also important, particularly in light of the recent changes to green waste disposal.
- 4 Quality and maintenance of public and open spaces**

The quality and maintenance of public and open spaces has also been identified as a priority area for council. This includes assessing the community needs for sports and recreational facilities and ensuring the upkeep of these facilities, including mowing and weeding.

While ratings for Councillors are low, improvement in the above areas will likely increase residents' satisfaction with their elected representatives. Residents seeing their rates being put to good use, by repairing roads, for example, may also increase their satisfaction with value for money.



# Summary of Prioritisation



## CONCENTRATE

### Major Infrastructure

- Maintaining sealed and unsealed roads
- Maintaining the street scape

### Communication & Information

- Transparency in what council shares

### Rubbish & Recycling

- Ease of access to the dump / transfer station
- Options available to dispose of different types of waste

### Outdoor Spaces & Community Buildings

- Quality of parks and open spaces
- Sport and recreational facilities meeting community needs

## LEVERAGE

## REVIEW

### Major Infrastructure

- Maintaining footpaths
- Stormwater management

### Outdoor Spaces & Community Buildings

- Maintaining public spaces

### Rubbish & Recycling

- Operating hours of the dump/transfer stations
- Availability of rubbish bins in public spaces

## MAINTAIN

### Rubbish & Recycling

- Reliability of wheelie bin collection

### Water & Wastewater

- Reliability of the water supply
- Providing good water pressure



# Comparison with Other Councils

- Generally, waste management and kerbside collection are usually rated high across councils.
- The maintenance of roads is usually one of the lowest performers across councils and is often one of the main priorities for improvement.

## In comparison the several other local Queensland council survey results publicly available...

Central Highlands Regional Council's ratings are **on par** in the following areas:

- Kerbside wheelie bin collection
- Swimming pools

Central Highlands Regional Council's ratings are **below the average** in the following areas:

- Footpaths
- Water supply and quality
- Wastewater management
- Parks and playgrounds

Central Highlands Regional Council's ratings are **well below the average** in the following areas:

- Overall satisfaction
- Maintenance of roads
- Stormwater management
- Disaster preparation and management

Councils used in this comparison include Bundaberg, Burke Shire, Logan, Mackay, Noosa, Redlands, Sunshine Coast, Toowoomba, Whitsunday.



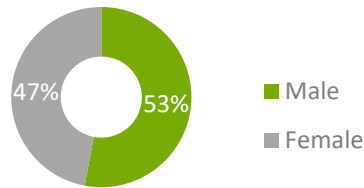


DEMOGRAPHICS

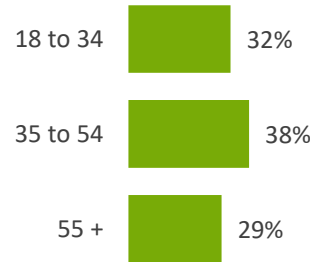


# Demographics

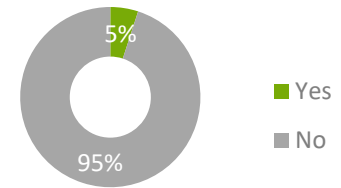
## GENDER



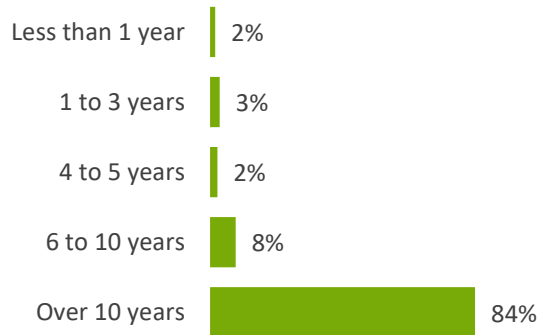
## AGE



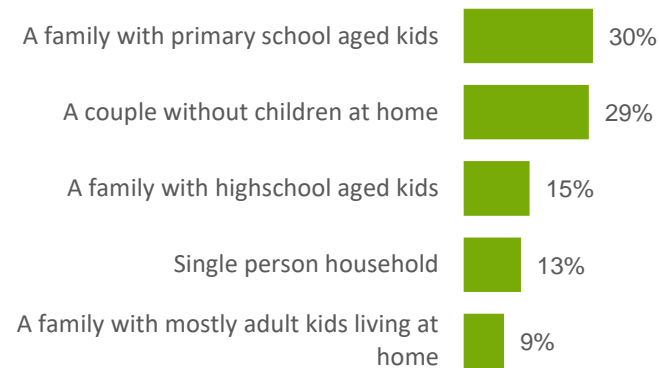
## ABORIGINAL AND TORRES STRAIT ISLANDER



## RESIDENCY LENGTH

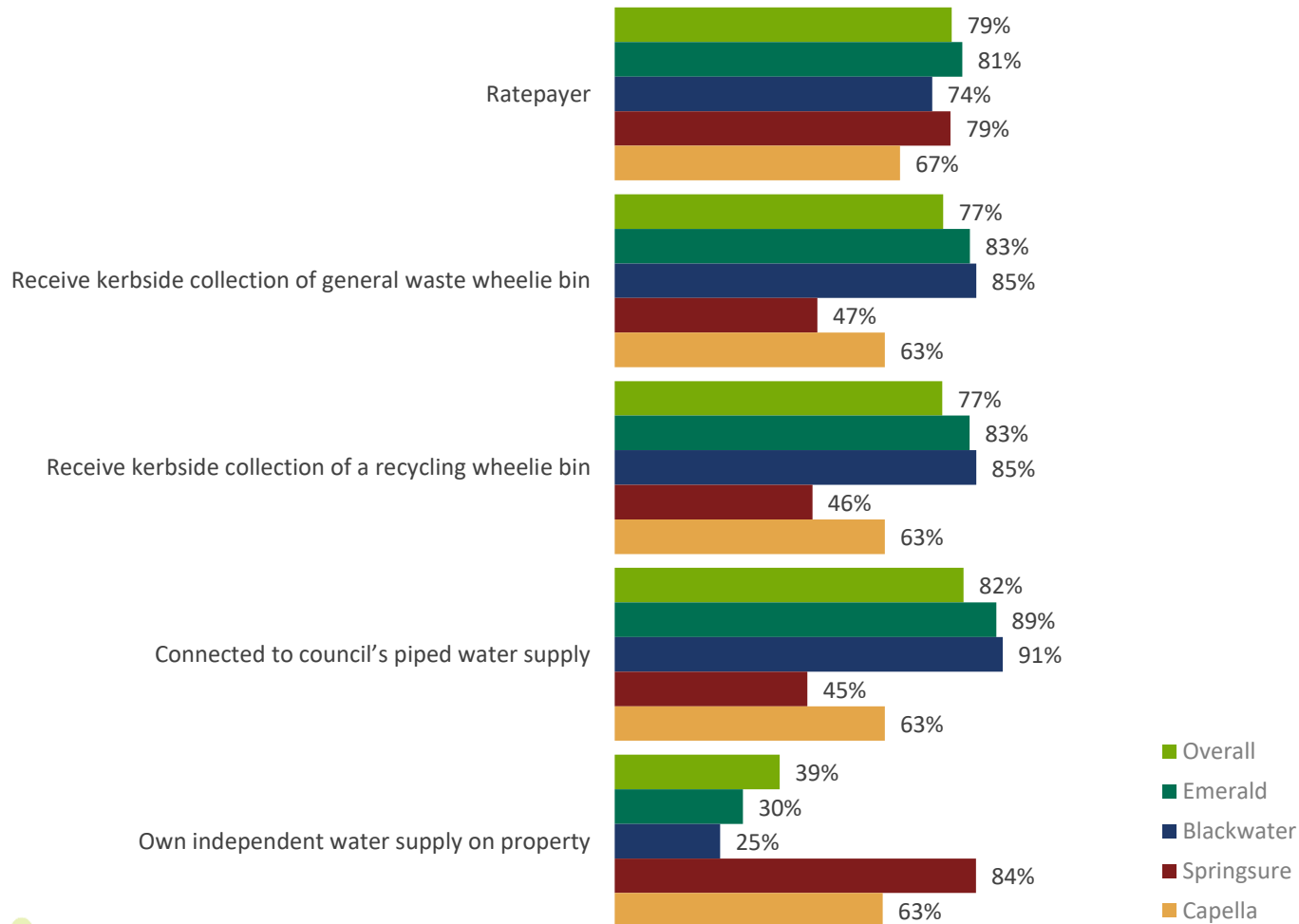


## HOUSEHOLD





# Respondent Profile



Base: All 2022 respondents (n=400, Emerald n=231, Blackwater n=79, Springsure n=61, Capella n=24\*) \*Caution small sample size  
 S5. To ensure we ask you questions that are relevant to you in this survey, can you confirm the following:



APPENDIX

# Appendix A

Paper copies of the survey were available from the following council libraries and customer service locations:

- Blackwater library
- Blackwater office
- Capella library
- Capella office
- Dingo library
- Duaringa library/office
- Emerald library
- Emerald office
- Gemfields library
- Rolleston library/transaction centre
- Springsure office
- Springsure library
- Tieri library/transaction centre

# Appendix B

The following are the result of the online and hard copy survey completed by 26 residents. The questions are identical to the phone survey and a review of the **results has shown similarity and consistency between the random telephone survey and these online results**. Online residents also express similar frustrations with the roads, councillors and less attention being paid to rural communities.

## Major Infrastructure

<b>Council's performance with major infrastructure overall</b>	<b>4.3</b>
The quality of the airport facility	6.7
Traffic and road signage	5.2
Maintaining the street scape, including furniture, lights and trees	5.2
Maintaining existing footpaths	4.6
Stormwater management	4.3
Maintaining sealed and unsealed roads in the region	3.4

## Outdoor Spaces and Community Buildings

<b>Council's performance with outdoor spaces and community buildings</b>	<b>5.2</b>
Sport and recreational facilities meeting the communities needs	5.7
Protection and management of historical landmarks, monuments and cemeteries	5.6
The number of parks and open spaces, including playgrounds	5.4
Maintaining public spaces, including playgrounds and cemeteries	5.4
The quality of parks and open spaces	5.4
The quality of public swimming pools	5.2

## Rubbish and Recycling

<b>Council's performance with rubbish and recycling services</b>	<b>4.2</b>
The reliability of wheelie bin collection	6.5
The general tidiness and absence of rubbish in public spaces	5.4
Waste contractor rectifying service issues	4.9
The availability of rubbish bins in public spaces	4.7
The ease of access to the dump / bin stations / transfer stations	4.0
Operating hours of the dump / transfer station	3.7
Options available to dispose of different types of waste	3.4

## Community Support and Culture

<b>Council's performance with community support and culture</b>	<b>5.0</b>
Supporting culture and the arts through built facilities	5.8
Providing and advocating Indigenous Cultural support and reconciliation	5.8
Supporting organisations through access to regional arts development fund and community grants	5.4
Supporting sports clubs to provide active recreation opportunities	5.4
Connecting the community via Council-run events	5.2
Providing services and support for youth	5.1

# Appendix B



## Water and Wastewater Services

<b>Council's performance with water and wastewater services</b>	<b>5.2</b>
The reliability of the water supply	6.6
Providing good water pressure	6.5
The clarity of tap water	5.6
The odour of tap water	5.5
Responsiveness to service interruptions	5.4
Informing of supply interruptions or service changes	5.3
Providing information about the supply, planning and restrictions	5.3
Management of the wastewater system	5.2
Managing the water supply	5.1
The taste of tap water	4.3

## Councillors

<b>Councillors' performance</b>	<b>3.5</b>
The level of engagement from local Councillors	3.0
Councillors understanding the needs of the community	2.9
Councillors making a difference in the local area	2.6

## Communication and Information

<b>Council's performance with communication and information</b>	<b>3.4</b>
Different methods used to provide information and communication	4.2
Being kept up to date with what is happening in the region	4.1
Different methods used to allow residents to provide feedback	4.0
The relevance of the information and communication provided	4.0
The amount of information and communication provided	3.8
The transparency in what Council shares with the community	3.2
The range of topics residents can have their say about	3.1
The responsiveness of Council to community feedback received	2.8

## Customer Service

<b>Council's performance with customer service</b>	<b>5.2</b>
The professionalism of Council staff when responding to enquiries	5.8
The ability to contact Council when needed	5.3
Accuracy in the information and advice provided by Council staff	5.1
Responsiveness in resolving enquiries or issues	4.1



# Appendix B



## Registration and Compliance

Council's performance with registration and compliance matters 5.5

## Economic Growth and Regional Planning

Council's performance with economic growth and planning 4.3

## Disaster Preparation and Management

Council's performance with disaster preparation and management 6.0

## Environmental Management

Council's performance with environmental management 4.0

## Performance Overall

Central Highlands Regional Council's performance overall 4.1

## Advocacy

Likelihood to speak favourably of Council 3.5

## Value for Money

Value based on what you pay for what you receive 2.6



# Appendix C

## Comments from Residents - Hard Copy and Online Respondents

*“Rates are far too expensive considering not everyone in this town makes top dollar. The world is becoming increasingly expensive and our wages sure as hell aren't moving. Living in this town is just too expensive and frankly no longer worth it.” Emerald resident*

*“Actually take on board feedback and implement change in a reasonable timeframe. Nothing happens in a timely matter. We pay \$16 000 a year in rates, and I am certain we don't get a service worth that much..” Springsure resident*

*“Councillors do not listen to the voting public about their needs in the community. You only seeing councillors when it is near voting time.” Emerald resident*

*The whole council is a joke, half the clowns live in Brisbane and fly in fly out. What a joke. Sack them all and start again.” Springsure resident*

*“I think you forget that you are in power so that you can serve the community.” Emerald resident*

*“Council need to actually listen to the residents of the town. We've told them what needs to happen, and nothing ever changes. Your increasing rates and everything around town stays the same. There's drains that back up after a heavy downpour because they're never cleaned out properly. Roads go over because the debris isn't cleaned away properly. Either drop the rates or start listening.” Emerald resident*

*“Too much time is wasted on long winded reports and statistics rather than actual doing.” Blackwater resident*

*“It's embarrassing the treatment the rural members of the region receive. Council needs a full change of staff starting with the CEO, mayor and councillors.” Springsure resident*

*“The council has let down rural areas.” Springsure resident*