

Horsham Rural City Council

Community Satisfaction Report 2026

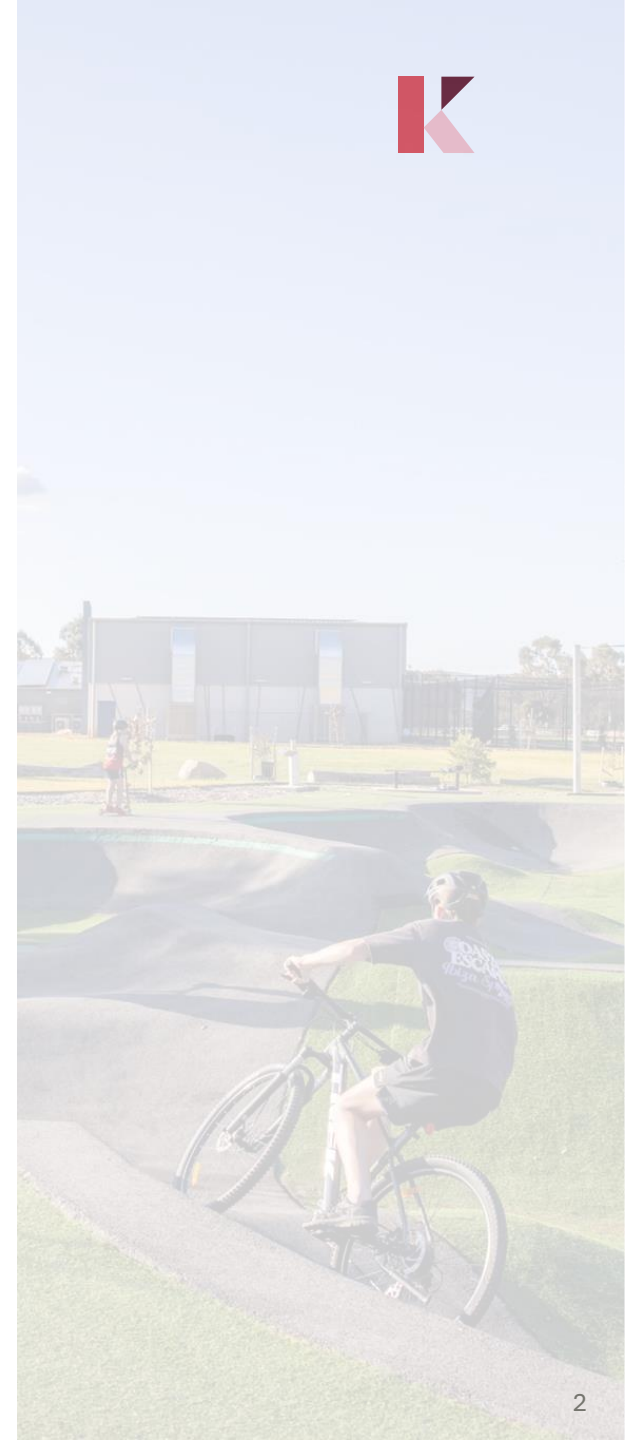


klein

Coordinated by the Department of Government
Services on behalf of Victorian councils

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Executive Summary



Horsham Rural City Council Community Satisfaction

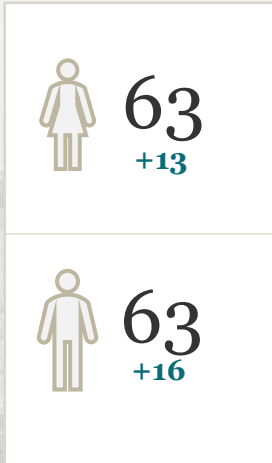


Key Takeouts

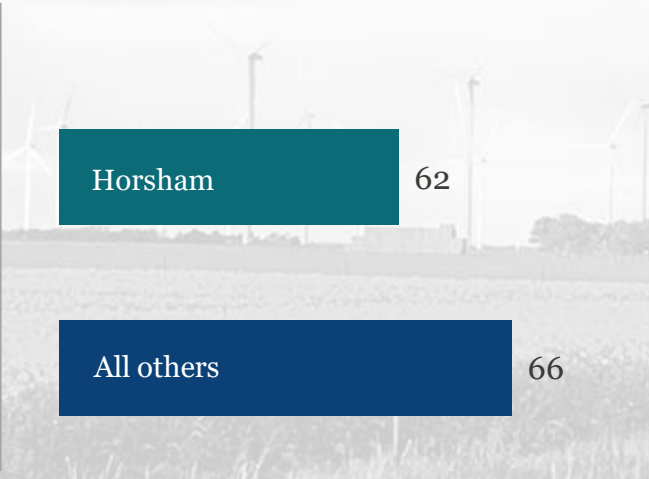
Horsham Rural City Council achieved an overall score of 63, a significant increase of 15 points from 2025. The increased performance was driven primarily by improved sentiment amongst residents aged 35+.

Top performing areas

- 70 Customer service
- 70 Waste management*



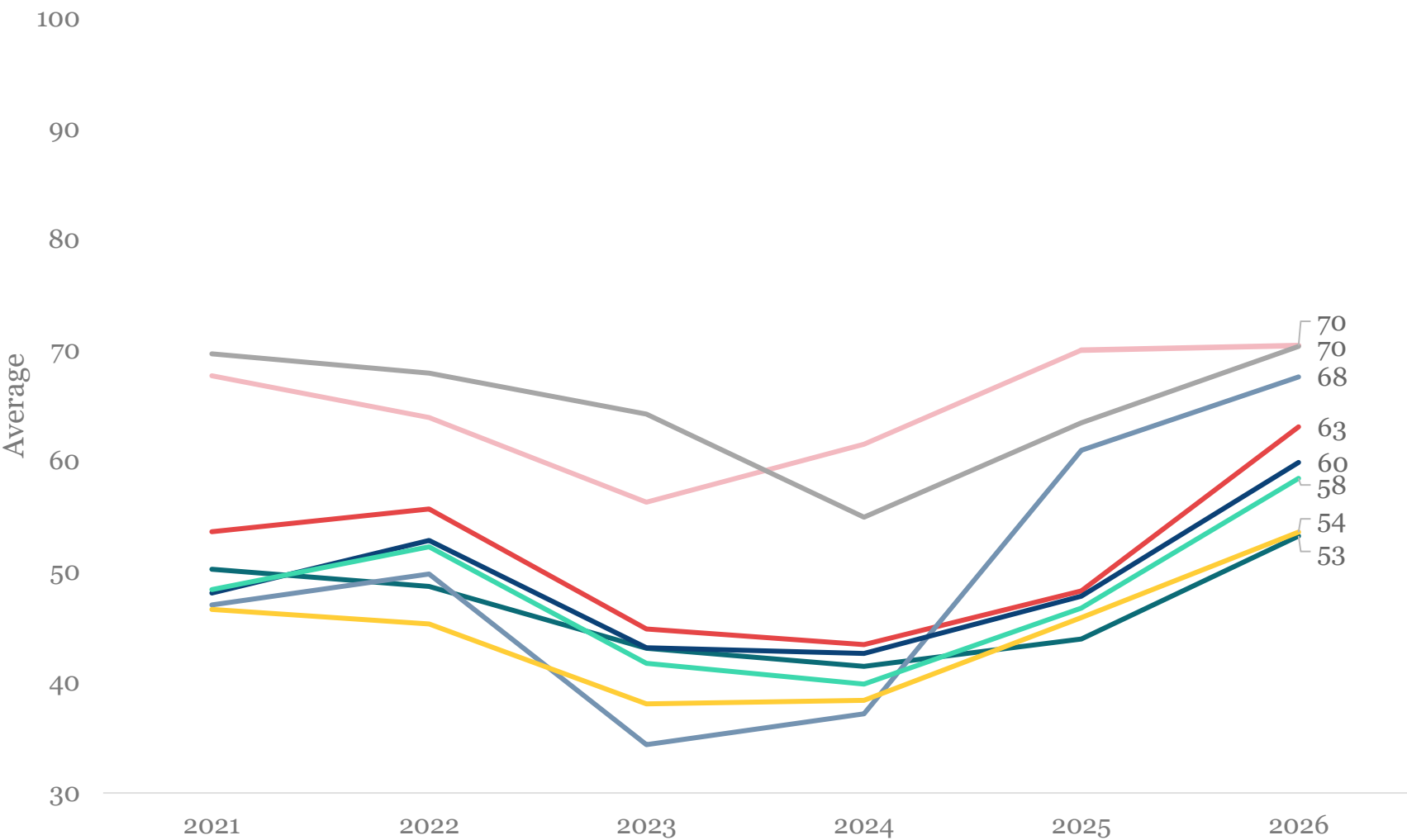
Aged 18-34	58 +2
Aged 35-49	60 +19
Aged 50-64	65 +23
Aged 65+	68 +17



Lowest performing areas

- 54 Sealed local streets*
- 58 Making decisions*
- 60 Opportunities to give feedback*

Core Measures by Year



Change on Previous Year

+15	Overall Performance	
+9	Spending Public Funds*	
+7	Direction of council	
-	Customer Service	
+12	Opportunities to give feedback*	
+7	Waste Management*	
+12	Making Decisions*	
+8	Sealed local Streets*	

Changed questions are marked with an asterisk.

LGV Core Summary



		Horsham RCC 2026	Chg vs 2025	State 2026	Chg vs 2025	Regional City 2026	Chg vs 2025
Overall Performance <i>Overall Performance of Council</i>		63	+15	58	+4	57	+4
Spending Public Funds* <i>Spending public funds... in ways that benefit the community</i>		53	+9	51	+4	50	+3
General Direction <i>Views on direction of council's performance</i>		68	+7	48	+2	49	+1
Customer Service <i>...on most recent contact, rate Council for Customer Service</i>		70	-	68	+2	71	+3
Opportunities to Give Feedback* <i>Opportunities offered by Council to give your feedback on key local issues</i>		60	+12	55	+5	56	+7
Waste management* <i>Waste Management including garbage, recyclables and green waste</i>		70	+7	72	+6	71	+6
Making decisions* <i>Making decisions in the interest of the community</i>		58	+12	52	+3	53	+5
Sealed local streets* <i>Condition of sealed local streets</i>		54	+8	54	+9	51	+4

Performance of Council Services – Summary by Service Area

Governance, Engagement & Advocacy			Infrastructure & Maintenance			Community Services & Support		
Service	2026	VS LY	Service	2026	VS LY	Service	2026	VS LY
Opportunities to give feedback*	60	+12	Condition of sealed local streets*	54	+8	Waste management*	70	+7
Making decisions in the interest of the community*	58	+12	Maintenance of unsealed roads	46	+9			

Changed questions are marked with an asterisk.

Executive Summary – Key Strengths of Horsham Rural City Council



Overall performance



Horsham Rural City Council's overall performance score of 63 is a significant increase of fifteen points from 2025, and is now five points above the State benchmark and six points above the Regional City group. The increase in overall performance is a substantial achievement and reflects a continuation of the trend.

Decisions in the interest of the community



Making decisions in the interest of the community is six points above the State benchmark and five points above the Regional City group, and has lifted twelve points year-on-year. This is a particularly meaningful result given community decision-making is one of the strongest drivers of overall satisfaction.

Opportunities to give feedback



Providing opportunities to give feedback on key local issues is five points above the State benchmark and four points above the Regional City group, having improved twelve points year-on-year. Residents aged 65 and over rate this most positively, and every sub-group recorded a significant uplift on prior year.

Executive Summary – Key Opportunities for Council to Address



Waste management

Waste management is the only service measured in this report that sits below both the State and Regional City benchmarks - performance at 70 is two points below State and one point below the Regional City group. Residents aged 35 to 49 are notably less positive than older residents, suggesting the gap is concentrated among working-age households. We acknowledge the improvement made this year and encourage Horsham to continue this good work.



Condition of sealed local streets

The condition of sealed local streets is the lowest-scoring service among the importance-ranked items in this report, while also carrying the highest importance rating of any service measured. Residents aged 18 to 34 are notably less positive, and perception in that cohort has slipped against an otherwise improving trend.



Reach of community engagement

The proportion of residents who have contacted Council in the past twelve months sits at 49 percent, thirteen points below the State average and eight points below the Regional City group — the widest engagement-reach gap measured against benchmarks in this report. Residents aged 18 to 34 are reached least, indicating a structural rather than service-specific shortfall.



Spending public funds

Spending public funds shows the narrowest positive benchmark gap among the headline measures — two points above State and three points above the Regional City group — and is the lowest-scoring headline measure in absolute terms at 53. Among the four key performance measures, this is the area where Council's relative advantage is thinnest.

Summary of Approach



About the LGV CSS program

What the program is

Program overview

The **LGV Community Satisfaction Survey (CSS)** is a state-wide program that measures how residents rate the performance of their local council. It provides councils with an independent, consistent and comparable view of community perceptions across key service and performance areas, helping them to:

Understand strengths
and areas for improvement

1

Track performance
over time

3

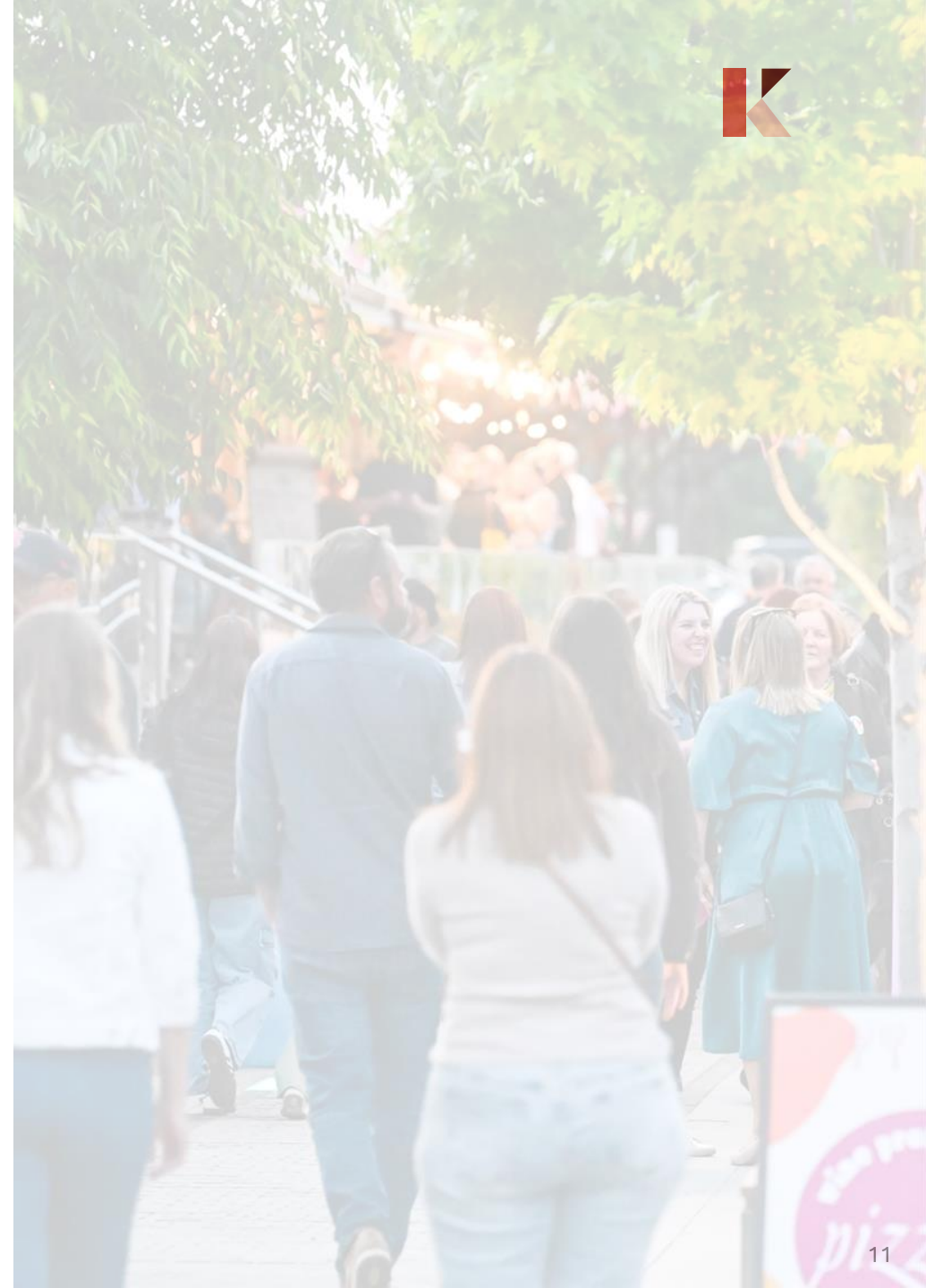
Benchmark against similar
councils and the wider sector

2

Support planning, service
improvement and community
accountability

4

The LGV CSS program provides a common framework for understanding and benchmarking council performance from the community perspective.



About Klein

What the program is and Klein's role in its next phase

Klein's appointment to the program

Klein is the newly appointed and Government-endorsed provider for the LGV CSS program. Our appointment through a robust and competitive procurement process provides confidence in the strength of the approach and the quality of delivery.



A new phase for the program

As the new provider, Klein brings energy, curiosity and a modern perspective — helping to refresh the program while maintaining the integrity, comparability and credibility that councils rely on.

Independent. Comparable. Credible. Refreshed for the program's next phase.

The LGV CSS program provides a common framework for understanding and benchmarking council performance from the community perspective.



About Klein

- 30 years' experience in community and customer satisfaction tracking.
- Diverse expertise in public-sector, local-government and stakeholder engagement, as well as commercial clients.
- Proven in managing large tracking programs.
- A “safe set of hands” - independent, transparent, and responsive.

Explanation of Survey Metrics

How the key survey measures should be interpreted



Key metrics included in this report

This report includes a range of measures to understand how residents view Council's performance, services and role in the community.

Key Performance: Measures overall views of Council, including overall performance, value for money and direction.

Core measures: Covers key areas such as decision-making in the interests of the community, waste management, opportunities to give feedback, and the condition of sealed local streets.

Importance of council services: Measures how important different services are to residents.

Performance: Measures how residents rate Council's performance in each area over the past 12 months.

Experience: Measures whether residents or anyone in their household has used particular services in the past 12 months.



Service reporting categories

For ease of interpretation, service results are grouped into the following categories

Governance, Engagement & Advocacy

Infrastructure & Maintenance

Community Facilities & Recreation

Community Services & Support

Planning & Growth



Note on interpretation

Residents may rate Council based on either direct experience or broader perceptions. Both are valuable, as they help show not only how services are experienced, but also how Council is seen by the wider community.

This report includes a range of measures to understand how residents view Council's performance, services and role in the community.



How results are reported

Results are typically shown for

Total Council sample

Demographic sub-groups within the Council such as age, gender and region

Similar councils for benchmarking

State-wide results for broader comparison



Benchmarking and comparison

How Council's results are interpreted in context

Why Benchmarking matters	Benchmarking helps put Council's results into context by comparing performance with relevant peers, historical results and key resident groups.
What it helps show	Benchmarking helps answer four key questions: • How is Council performing overall? • How is Council performing compared with all participating councils? • How is Council performing compared with similar councils? • Which results reflect Council-specific issues versus broader sector-wide patterns?
Important note	Comparisons are based on a common methodology and question set. Where differences are observed, significance testing is used to identify whether Council is <i>meaningfully above or below</i> benchmark.

Benchmark comparisons used in reporting

Comparator	What it helps show
State-wide average	How Council compares with all participating councils across the program
Council group average	How Council compares with similar councils, providing the most relevant peer context
Previous years	Whether performance is improving, stable or declining over time
Resident sub-groups	Which groups score higher or lower, and where perceptions differ across the community



Wodonga City Council is classified as a **Regional City** council. The **Regional City** group includes: Ballarat City Council, Latrobe City Council, Mildura Rural City Council, Warrnambool City Council and Wodonga City Council.

Enhanced Questions

Question wording review and comparability assessment

CORE MEASURES



In consultation with Local Government Victoria and participating councils, a number of questions used in the Community Satisfaction Survey were reviewed and updated to improve clarity and relevance.

As wording changes can affect comparability with historical results, a split-sample approach was used to assess the impact of the main revisions. One group received the historic wording and another received the enhanced wording.

The following table summarises the changes made and the extent to which the revised wording affected results.

Enhanced Wording	Historic Wording	Estimated Impact	Outcome
How would you rate [COUNCIL.NAME] at spending public funds on infrastructure and services in ways that benefit the community	How would you rate [COUNCIL.NAME] at providing good value for money in infrastructure and services provided to your community?	N/A	Not tested. The historic question focused on perceptions of value for money, while the revised measure assesses perceptions of how effectively council directs public funds to generate community benefit. As these are related but not equivalent concepts, direct trend comparability was not assumed.
The opportunities offered by [NAME OF COUNCIL] to give your feedback or engage on key local issues.	Community consultation and engagement	+1pts	No material impact detected. Results are considered comparable.
Condition of sealed local streets in your area. This includes local streets but does NOT include highways and major arterial roads such as [INSERT UP THREE LOCAL EXAMPLES].	The condition of suburban sealed local roads in your area. This includes local streets and roads managed by your council but excluding highways and main roads that are managed by VicRoads.	+2pts	No material impact detected. Added specificity does not appear to have materially changed responses.
Waste management including the collection of garbage, recyclables and green waste	Waste management	+6pts	Material impact detected; revised wording appears to have increased positive ratings likely by making the measure more concrete and inclusive.
Making decisions in the interest of the community	Decisions made in the interest of the community	-1pt	No material impact detected. Results are considered comparable.
Advocating for, and representing the community to government and other organisations	Lobbying on behalf of the community	+2pts	No material impact detected. Results are considered comparable.
Developing and promoting local tourism	Tourism Development	-3pts	No material impact detected. Movement appears within expected variation.
Developing and promoting the local economy	Business and community development	-3pts	No material impact detected. Movement appears within expected variation.
Enforcement of local laws and Council regulations	Enforcement of local laws	-5pts	Potential material impact detected. Expanded reference to “Council regulations” may have broadened respondents’ frame of reference and contributed to lower ratings.
The condition of footpaths in your area	The condition of local streets and footpaths in your area	+2pts	No material impact detected. Revised wording appears comparable.
Keeping the community informed on council services, events and programs	Informing the community	+3pts	No material impact detected. Revised wording appears comparable.

Changed questions are marked with an asterisk.

Enhanced Methodology

The incorporation of Online and comparability assessment



In 2026, the LGV CSS program expanded beyond its traditional CATI (telephone interviewing) approach, with online surveying via social media recruitment available as an option for councils.

This reflected a desire to modernise the program while retaining the consistency and comparability of the long-standing methodology.

Where used, online broadened participation and improved the representativeness of the sample, particularly by improving access to younger, digitally engaged and other harder-to-reach residents.

Index Score	Score Impact	Impact of including Online
Overall Performance	0 pts	No material impact detected. Movement appears within expected variation
Spending Public Funds	-1 pts	No material impact detected. Movement appears within expected variation
General Direction	-1 pts	No material impact detected. Movement appears within expected variation
Customer Service	-1 pts	No material impact detected. Movement appears within expected variation
Consultation/ Engagement	-1 pts	Material impact detected; the introduction of online approach may have allowed respondents to be more critical.
Waste management	0 pts	No material impact detected. Movement appears within expected variation
Making decisions	-2 pts	Material impact detected; the introduction of online approach may have allowed respondents to be more critical.
Sealed local streets	0 pts	No material impact detected. Movement appears within expected variation



After weighting for demographic differences, CATI and online results were broadly aligned.

Any remaining differences were generally small and mostly within expected variation.
Importantly, the differences observed are generally small and not statistically significant, supporting a combined dataset that improves reach while maintaining comparability.

How to interpret results

Statistical significance and margin of error

Statistical significance

Statistical significance testing at the 95% confidence level has been applied to key comparisons in this report.

Where a difference is highlighted, it is unlikely to be due to chance alone. Where no difference is highlighted, the results should be treated as broadly similar.

95%

Reading the charts and tables



Up arrow or green text = significantly higher



Down arrow or red text = significantly lower



Circle / marker or black text = not statistically significant, but may still be noteworthy

Approximate margins of error used in this report

All survey results are subject to a margin of error, which varies depending on sample size.

Sub-Group	Sample	Margin of error
Horsham RCC	400	+/-4.9 pts
State	17,730	+/-0.7 pts
Regional City	2,616	+/-1.9 pts
18 to 34	45	+/-14.6 pts
35 to 49	112	+/-9.3 pts
50 to 64	119	+/-9.0 pts
65+	124	+/-8.8 pts
Male	197	+/-7.0 pts
Female	203	+/-6.9 pts
Horsham	274	+/-5.9 pts
All Others	126	+/-8.7 pts

Larger groups have a smaller margin of error; smaller groups have a larger one.

Why the sample size is appropriate

Understanding the Sample



Sample size

This survey includes enough interviews to give a reliable overall picture of community views.



Margin of error

All surveys have a small amount of natural variation. A bigger sample reduces this (and Councils have the option to increase sample size), but the improvement in accuracy becomes smaller as sample size increases.



Confidence level

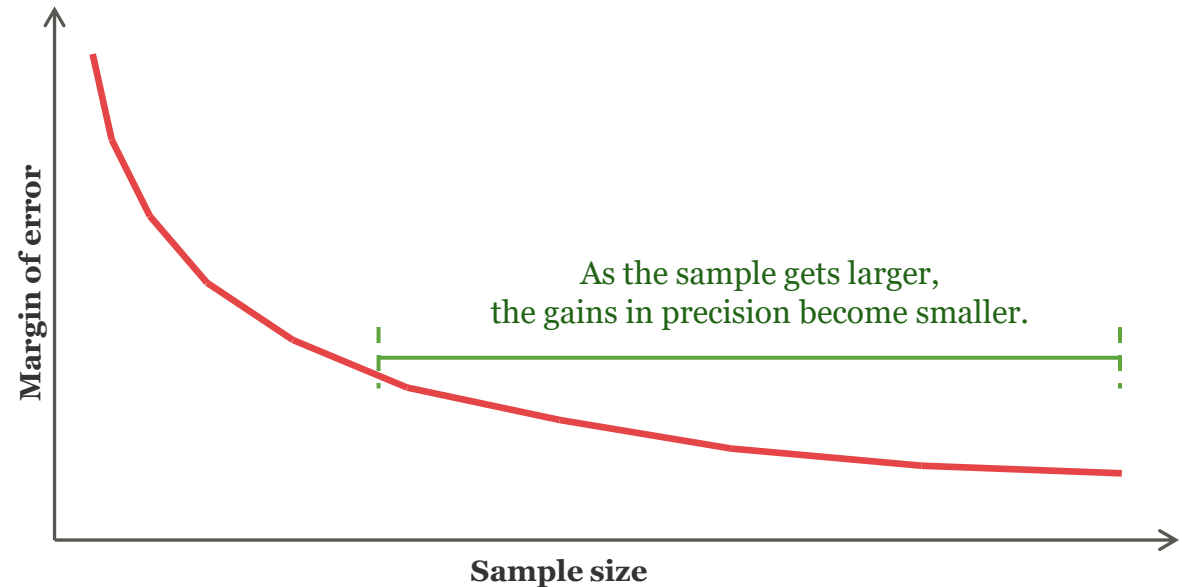
We use the standard "95% confidence level". In simple terms, this means we can be highly confident the survey gives a trustworthy picture of wider community views.



Statistical significance

In our analysis, we test whether differences and movements in scores are large enough to be meaningful, rather than just normal survey variation. These are highlighted through the report.

How sample size affects precision



What this means

Larger samples can improve precision, but after a point they are unlikely to materially change the overall story.

How weighting is used

What weighting does

Weighting adjusts the final results so the achieved sample more closely reflects the actual community profile.

Why it matters

Some groups can be a little over- or under-represented in the raw sample. Weighting helps ensure no group has too much or too little influence on the final results.

How to read the table

“Unweighted” shows the profile of the achieved sample. “Weighted” shows the profile after adjustment. Each council receives its own weighting table.

Sample weighting

Age	Unweighted	Weighted
18-24	3%	6%
25-34	9%	20%
35-49	28%	22%
50-64	30%	26%
65+	31%	27%
NET	100%	100%

Gender	Unweighted	Weighted
Male	49%	48%
Female	51%	52%
NET	100%	100%

Weighting improves representativeness, but it does not change what respondents said. It simply helps ensure that each group is reflected in the right proportion in the final results.

Comparative Benchmarks



In addition to the core LGV questions, each council was able to select additional service areas to assess. As a result, the number of councils in the benchmark for each questions varies. The following are the number of councils for each service area assessed within this report. Where there is only one other council in the benchmark, we have not provided a benchmark and labelled it as NA.

Performance	State	Regional City
Condition of sealed local streets*	38	6
Decisions in the interest of the community*	38	6
Opportunities to give feedback on key local issues*	38	6
Maintenance of unsealed roads	15	3
Waste management*	38	6

Importance	State	Regional City
Maintenance of unsealed roads in your area	7	2
The condition of sealed local streets*	9	3

How Performance Index Scores are Calculated

A simple guide to how 5-point ratings are converted into a 0 to 100 index

In simple terms

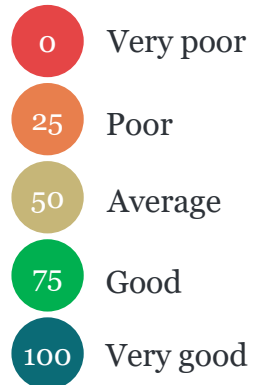
Performance is asked on a 5-point scale from Very poor to Very good.

Responses are then converted into an index from 0 to 100 so results can be compared consistently.

Scale



Index Values



Can't say is excluded from the calculation

Worked example

Each response ‘% share’ is multiplied by its index value. The contributions are then summed to create the score.

Response	Index Value	Share	Contribution
Very good	100	25%	25.0
Good	75	30%	22.5
Average	50	20%	10.0
Poor	25	10%	2.5
Very poor	0	10%	0.0
Can't say	-	5%	Excluded
Total index score		100%	60.0

How to interpret scores

Higher scores indicate stronger performance.

Band	Interpretation
85+	Very strong performance
75-84	Positive performance
50-74	Mixed or passable performance
40-49	Underperforming
<40	Clear community dissatisfaction

Direction in the past 12 months

The same principle is used for the Direction metric: Improved = 100, Stayed the same = 50, Deteriorated = 0. “Can't say” responses are excluded.

How to read the results slide - Performance Distribution



Guide to reading results

What this slide shows

This slide shows the overall result, the distribution of responses, and how results vary across benchmarks and key sub-groups.

It helps the reader see:

- How Council is performing overall
- How the result compares with key benchmarks
- Which groups score higher or lower
- Whether the result has improved or declined over time

What the table categories mean

Council - result for this Council

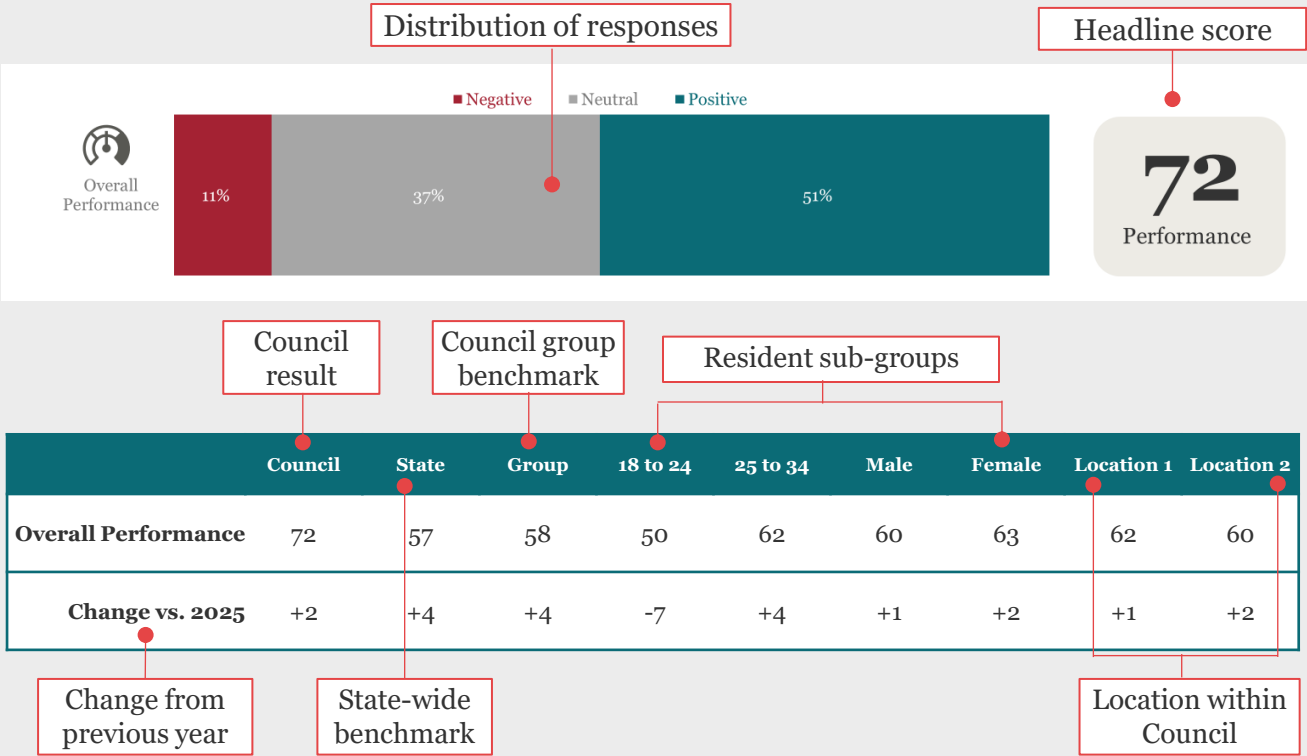
State - average across all participating Councils

Group - average for similar councils

Age / gender / location columns - results for key sub-groups within the Council area

Change vs. previous year - movement since last year

Annotated example



How to read the line chart slide - Importance and Performance



Guide to reading results

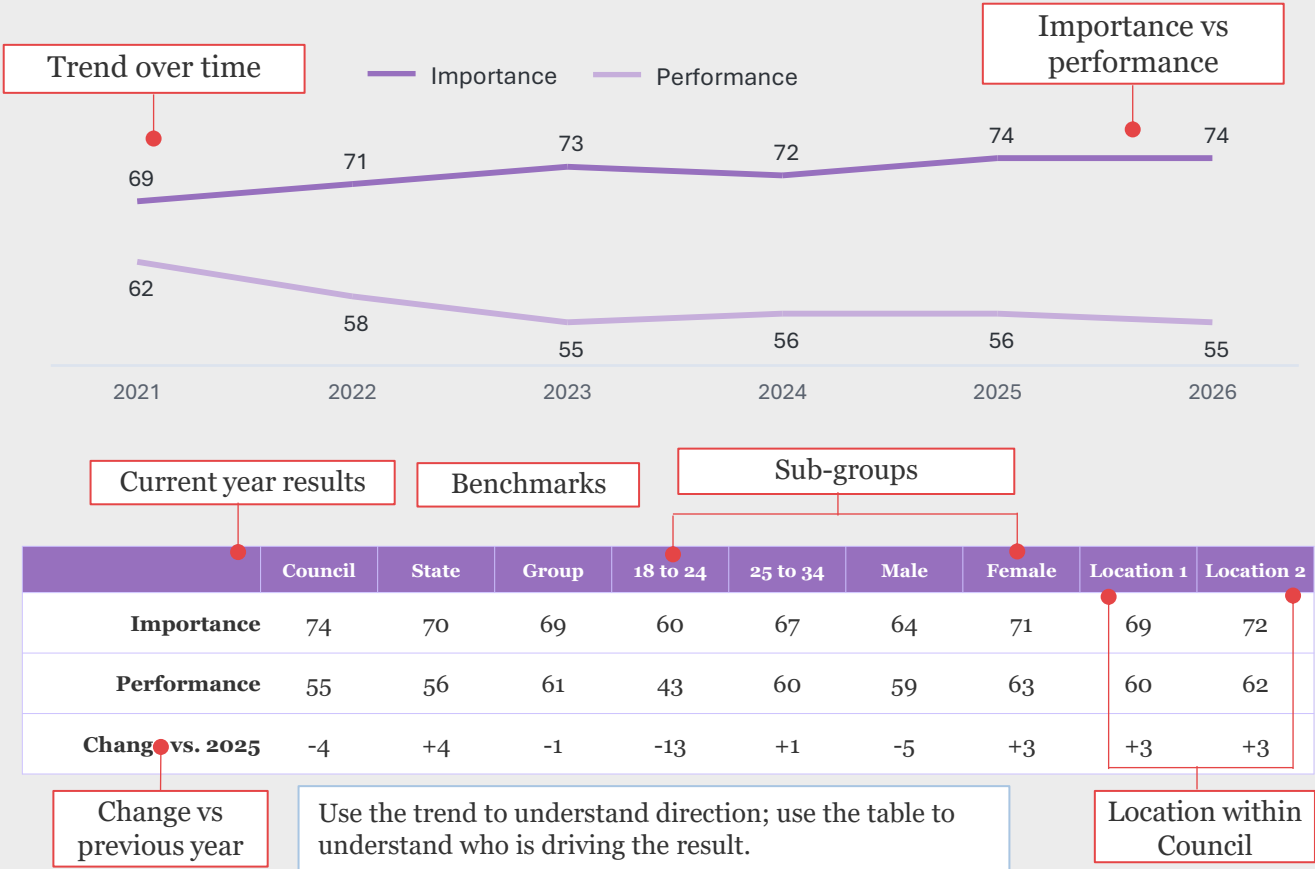
What this slide shows

- These slides show how importance and performance have changed over time, and how the current year result varies across benchmarks and sub-groups.
- The top chart shows the trend over time.
- The table below shows the current year results by benchmark and sub-group.
- The change table shows movement compared with the previous year.
- Importance = how much the area matters to the community
- Performance = how residents rate Council on that area

Table categories

Council, State and Group provide benchmarks; age, gender and location columns show resident sub-groups.

Annotated example



Fieldwork Summary

Who?

Residents of Horsham Rural City Council aged 18+
Minimum quotas of gender within age groups were applied during fieldwork. Post-survey weighting was then conducted to ensure accurate representation of the ABS age and gender profile of the council area.

What?

6-minute survey
Conducted by Telephone and Online

Who?

n=400 Telephone recruited from sourced residential sample list

When?

Fieldwork conducted February/March 2026



Key Performance Measures



Overall Council Performance



Overview



This section provides a summary of overall community perceptions of Council performance. It presents key headline metrics and a high-level view of how Council is performing across the municipality.

Specifically, this section includes:

- Overall performance score
- Perceptions of Council direction
- Views on how well Council spends public funds
- Benchmark comparisons (where applicable)
- Results by key subgroups (e.g. age, location)

Together, these results provide a clear snapshot of overall community sentiment and set the foundation for the deeper insights that follow in the report.

Summary of results

Key measures:

- Community views of overall performance were dramatically more positive in 2026, with the result increasing by 15 points to 63.
- Residents were more positive about Council direction in 2026, with the result increasing by 7 points to 68.
- Compared with 2025, spending public funds to benefit the community increased by 9 points to 53.

Vs. Benchmarks

- Overall performance score sits above both the State (58) and Regional City (57) benchmarks.
- Council direction score is well above both the State (48) and Regional City (49) benchmarks.
- Spending public funds to benefit the community scores 53, rising marginally above the State (51) and Regional City (50) benchmarks.

Sub-group differences:

- Residents aged 65+ were more positive on overall performance, Council direction, and spending public funds to benefit the community.
- Residents aged 35-49 were relatively more critical of overall performance, Council direction, and spending public funds to benefit the community.

Performance Summary – At a Glance



Council performance summary.

Results shown are index scores out of 100.



63 ↑

Overall
Performance



68 ↑

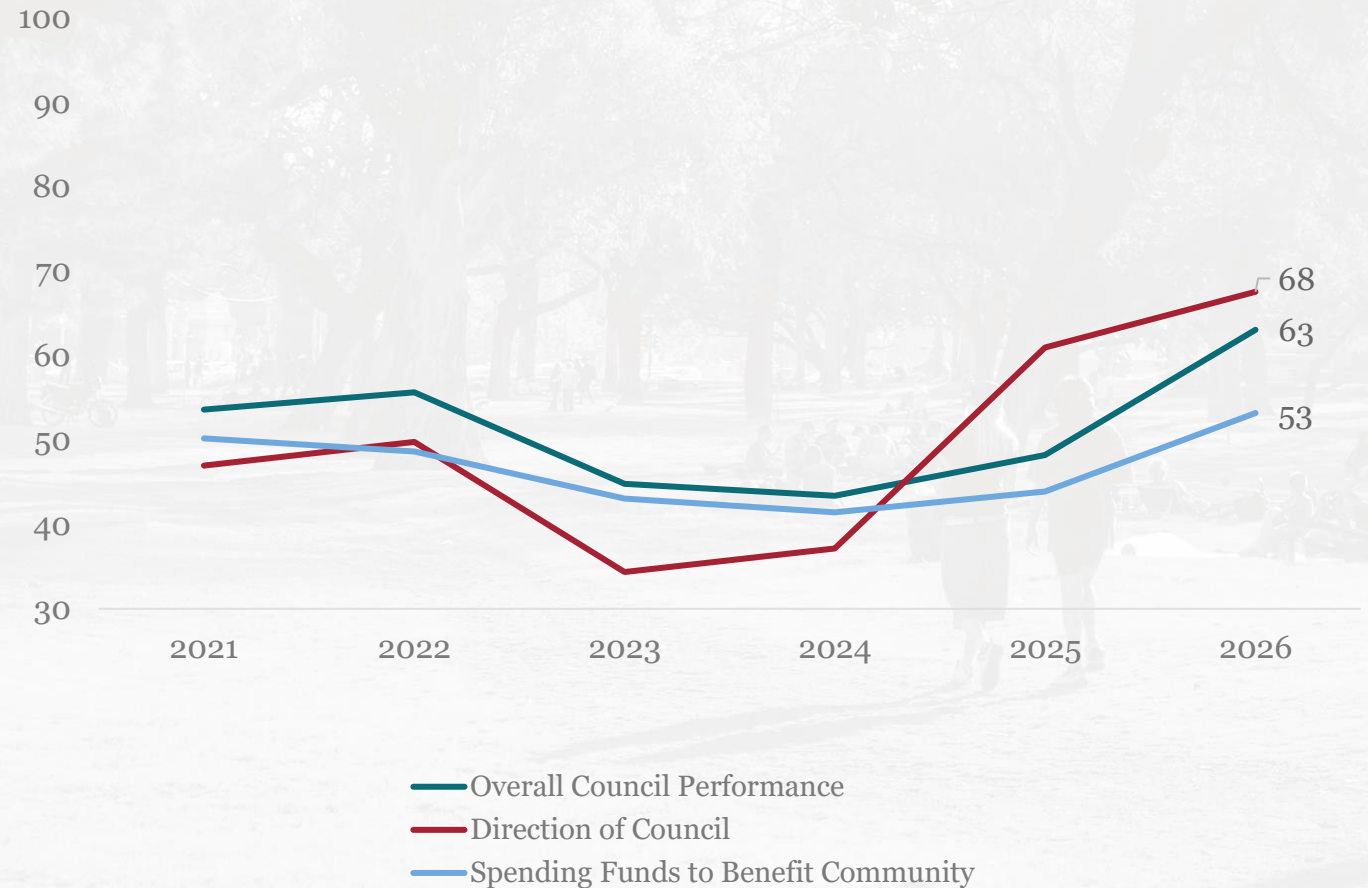
Direction
of Council



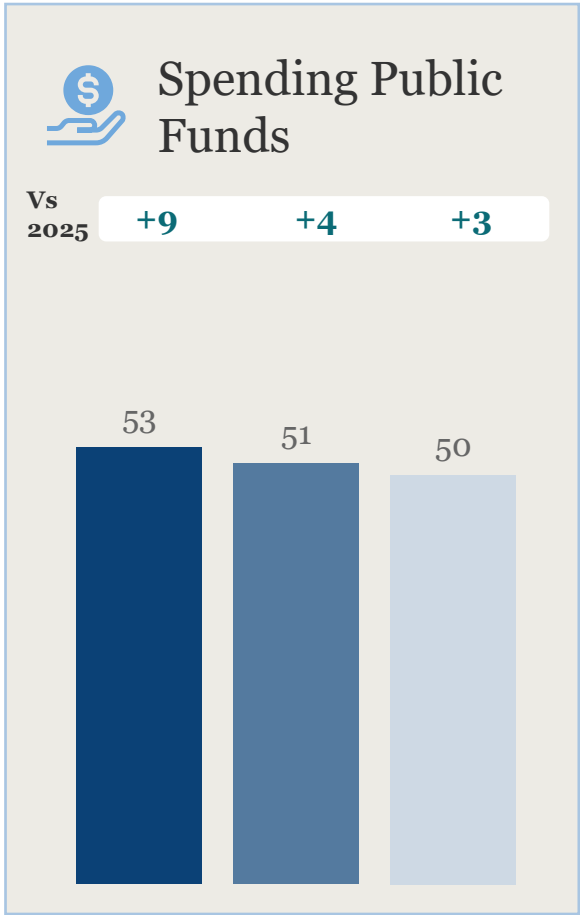
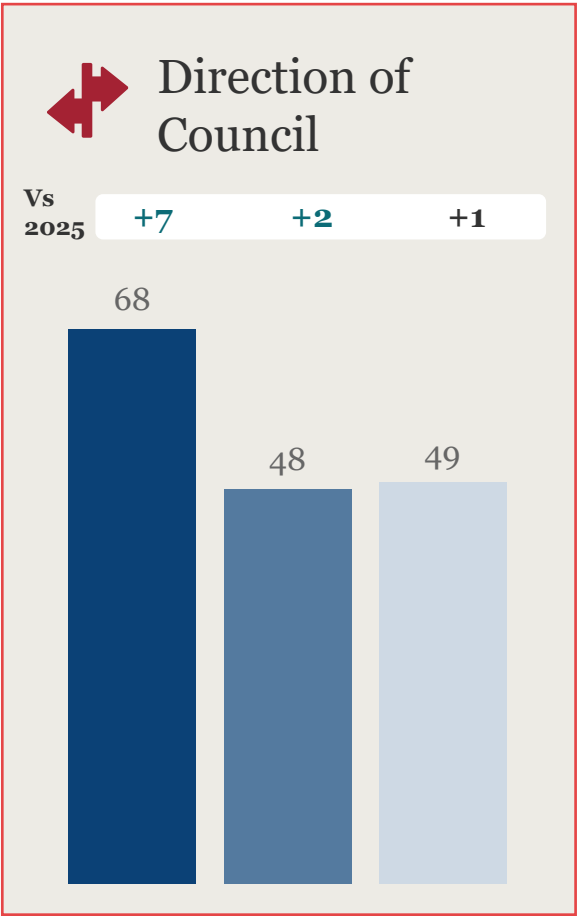
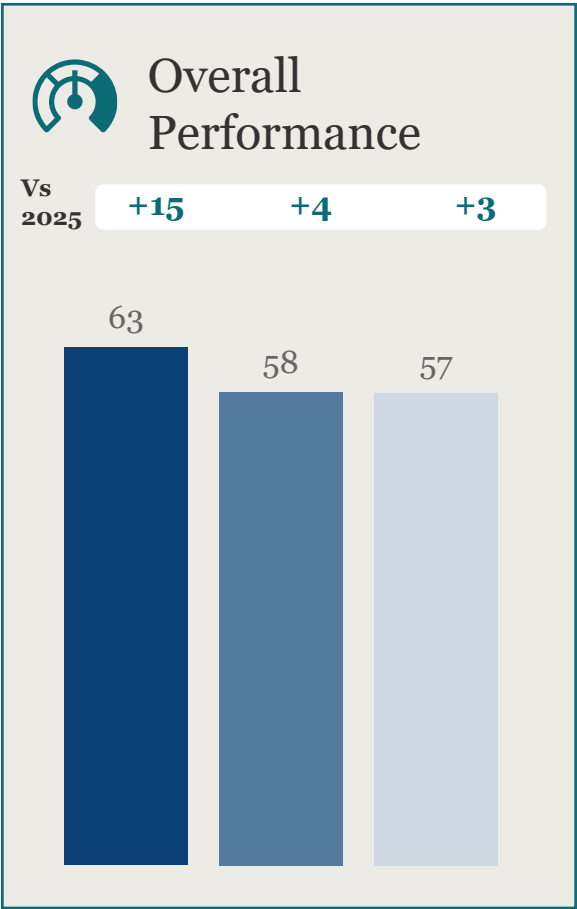
53 ↑

Spending Public
Funds

Council Performance by Year



Overall Performance – Council vs. Benchmarks

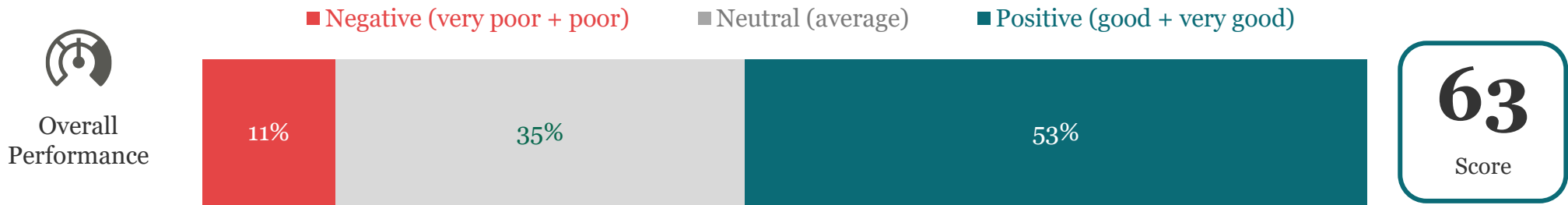


■ Horsham ■ State ■ Regional City

Overall Performance – Distribution of Results 2026



These results show the distribution of responses for **Overall Performance** (categorized into negative, neutral and positive), and by sub-group to give deeper insight into community perceptions



	Horsham RCC	State	Regional City	18 to 34	35 to 49	50 to 64	65+	Male	Female	Horsham	All Others
Overall Performance	63	58	57	58	60	65	68	63	63	62	66
Change vs. 2025	+15	+4	+4	+2	+19	+23	+17	+16	+13	+12	+22

Direction of Council – Distribution of Results 2026



These results show the distribution of responses for **Direction of Council** (improved, stayed the same, deteriorated), and by sub-group to give deeper insight into community perceptions



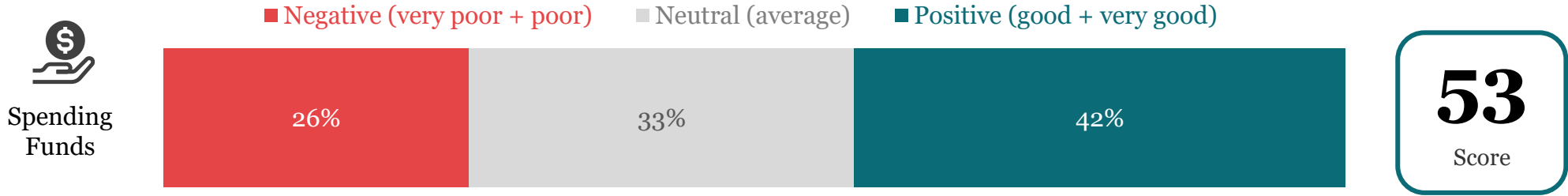
	Horsham RCC	State	Regional City	18 to 34	35 to 49	50 to 64	65+	Male	Female	Horsham	All Others
Direction of Council	68	48	49	65	62	67	75	68	67	67	70
Change vs. 2025	+7	+2	+1	+7	+5	+11	+2	+10	+3	+5	+9

Q6. Over the last 12 months, what is your view of the direction of Council’s overall performance? For base sizes, please refer to slide 17.

Spending Public Funds to Benefit Community – Distribution of Results 2026



These results show the distribution of responses for **Spending Public Funds** (categorised into positive, natural and negative), and by sub-group to give deeper insight into community perceptions



	Horsham RCC	State	Regional City	18 to 34	35 to 49	50 to 64	65+	Male	Female	Horsham	All Others
Spending Funds	53	51	50	52	48	55	57	51	56	53	54
Change vs. 2025	+9	+4	+3	+3	+12	+14	+9	+8	+10	+7	+14

Q3b. How would you rate Council at spending public funds on infrastructure and services in ways that benefit the community? For base sizes, please refer to slide 17.

Performance of Council Services



Performance of Council Services



Overview



This section provides a summary of community perceptions of performance across key Council service areas. It highlights how well residents believe Council is delivering services and where performance is strongest or may require improvement.

Specifically, this section includes:

- Performance ratings of Council services
- Trends over time

Council service areas are grouped into five key categories:

- Governance, Engagement & Advocacy
- Infrastructure, Waste & Maintenance
- Community Facilities & Recreation
- Community Services & Support
- Planning, Development and Growth

Summary of results

Key measures:

- Waste management was the strongest performing service area, scoring 70, followed by opportunities to give feedback on key local issues (60).
- Maintenance of unsealed roads and condition of sealed local streets had lower service results, scoring 46 and 54 respectively.
- Vs. 2025, opportunities to give feedback on key local issues and decisions in the interest of the community improved the most, increasing by 12 points respectively.

Vs. Benchmarks

- Compared with the State and Regional City, decisions in the interest of the community performed more strongly for Council (58 vs 52 and 53 respectively).
- Other services had mixed results compared to State and Regional City.

Sub-group differences:

- 65+ year old residents were more positive on decisions in the interest of the community, opportunities to give feedback on key local issues, and waste management.
- Residents aged 35-49 were less positive on decisions in the interest of the community and waste management

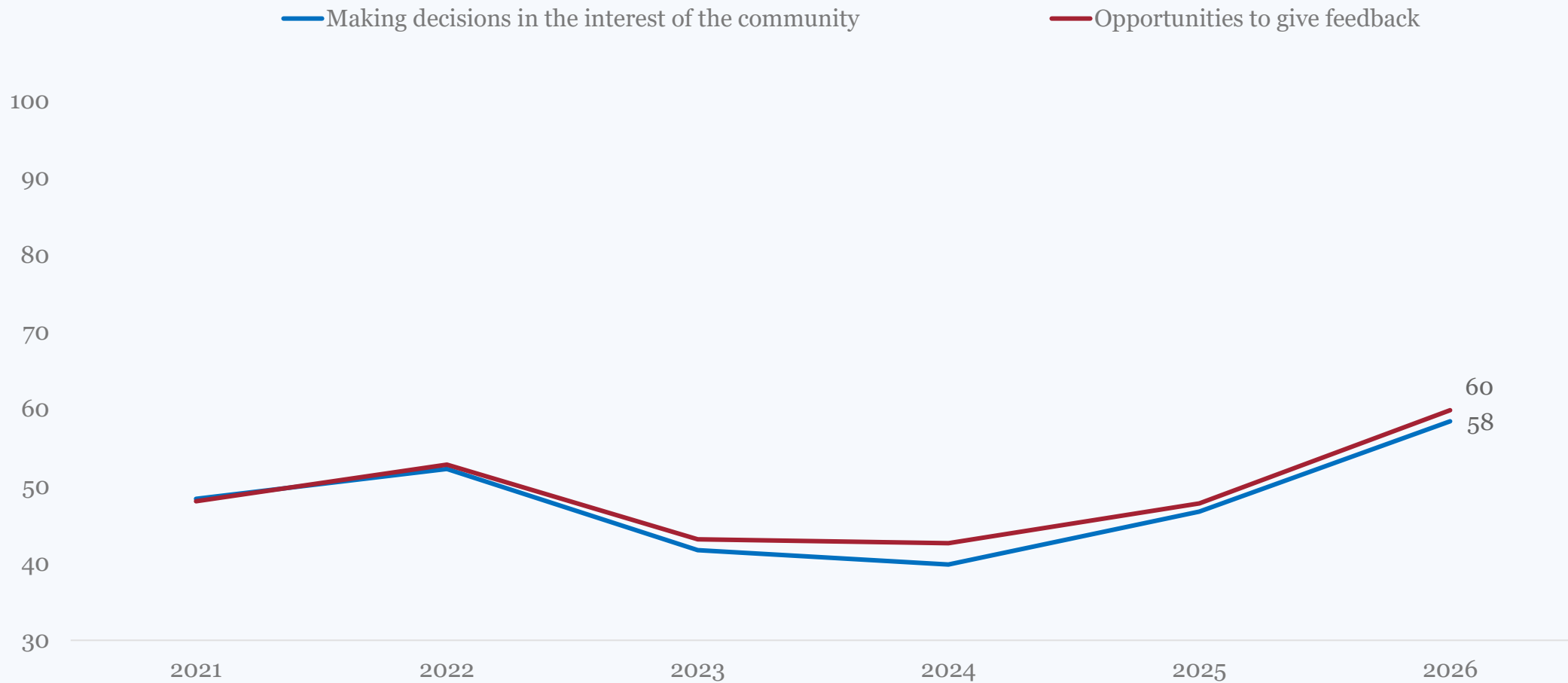
Performance of Council Services – by Year



	Horsham RCC 2026	Chg vs 2025	State 2026	Chg vs 2025	Regional City 2026	Chg vs 2025
Waste management*	70	+7	72	+6	71	+6
Opportunities to give feedback on key local issues*	60	+12	55	+5	56	+7
Decisions in the interest of the community*	58	+12	52	+3	53	+5
Condition of sealed local streets*	54	+8	54	+9	51	+4
Maintenance of unsealed roads	46	+9	42	+4	45	+5

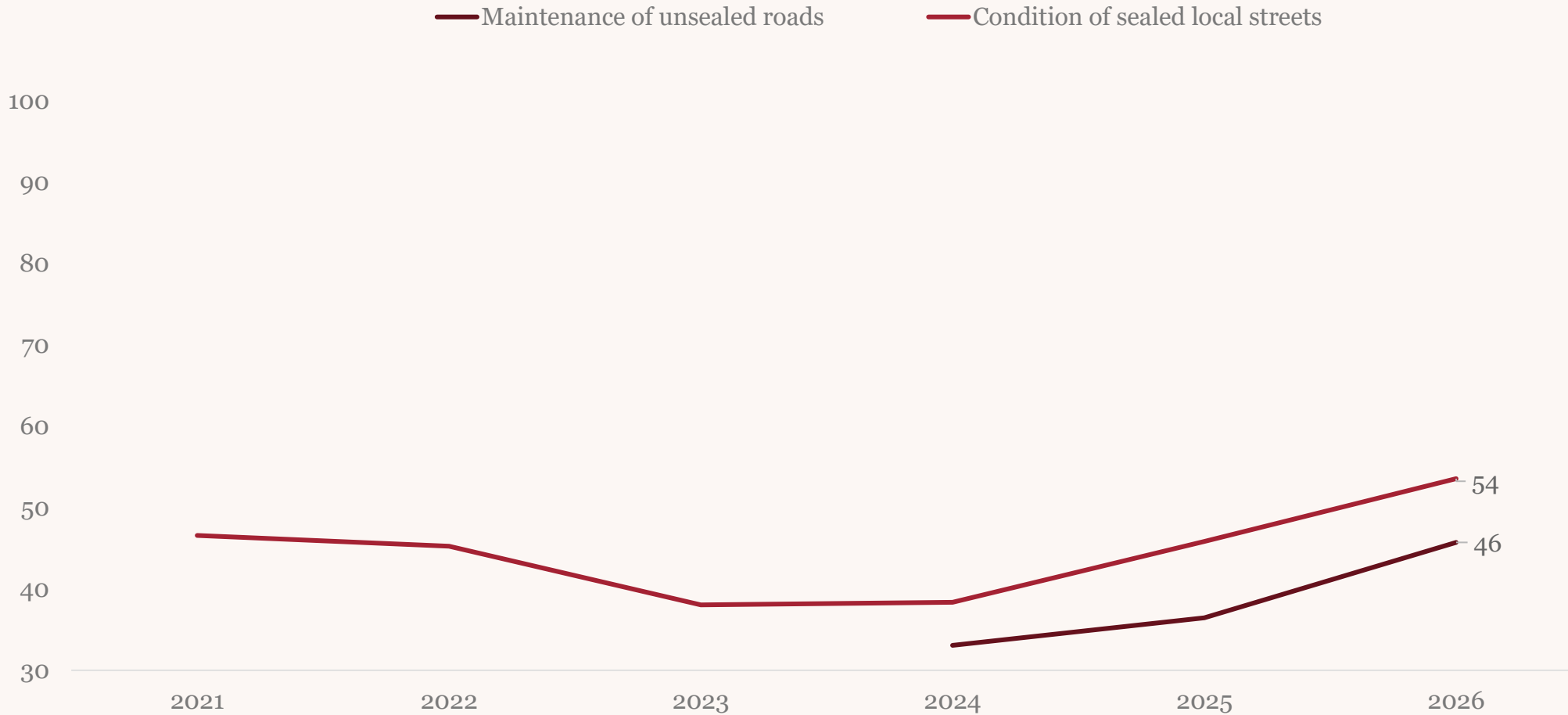
Q2. I would now like you to rate the performance of Council over the last 12 months. Firstly, how has Council performed on [SERVICE] over the last 12 months? For base sizes, please refer to slide 17.

Performance of Council Services – Governance, Engagement & Advocacy



Q2. I would now like you to rate the performance of Council over the last 12 months. Firstly, how has Council performed on [SERVICE] over the last 12 months? For base sizes, please refer to slide 17.

Performance of Council Services – Infrastructure & Maintenance



Q2. I would now like you to rate the performance of Council over the last 12 months. Firstly, how has Council performed on [SERVICE] over the last 12 months? For base sizes, please refer to slide 17.

Performance of Council Services – Community Services & Support



Q2. I would now like you to rate the performance of Council over the last 12 months. Firstly, how has Council performed on [SERVICE] over the last 12 months? For base sizes, please refer to slide 17.

Influence-Performance Matrix

Analysis Framework

How to read the Matrix

The influence-performance matrix helps show which areas matter most, and where improvement is likely to have the greatest impact.

- **Influence**

is based on regression analysis, this indicates which attributes matter most to overall satisfaction. Derived influence is often preferred over asking directly (stated importance) because it uncovers subconscious drivers, hidden priorities, and actual behaviour. All aspects are important; some are more powerful at driving overall sentiment.

- **Performance**

is based on respondents' ratings of Council on each attribute.

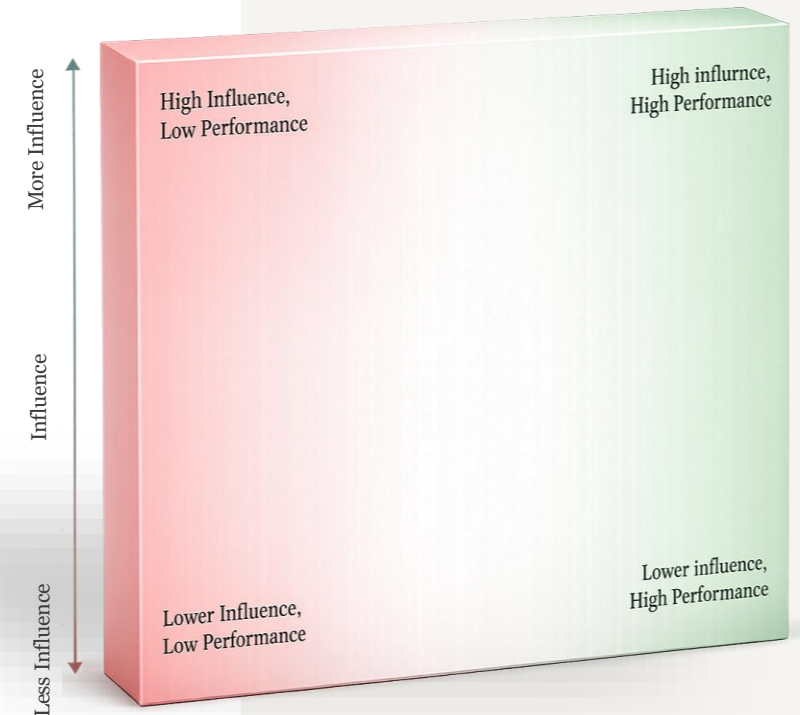
Together, these dimensions help identify priorities for action.

High influence, high performance - important areas where Council is performing well

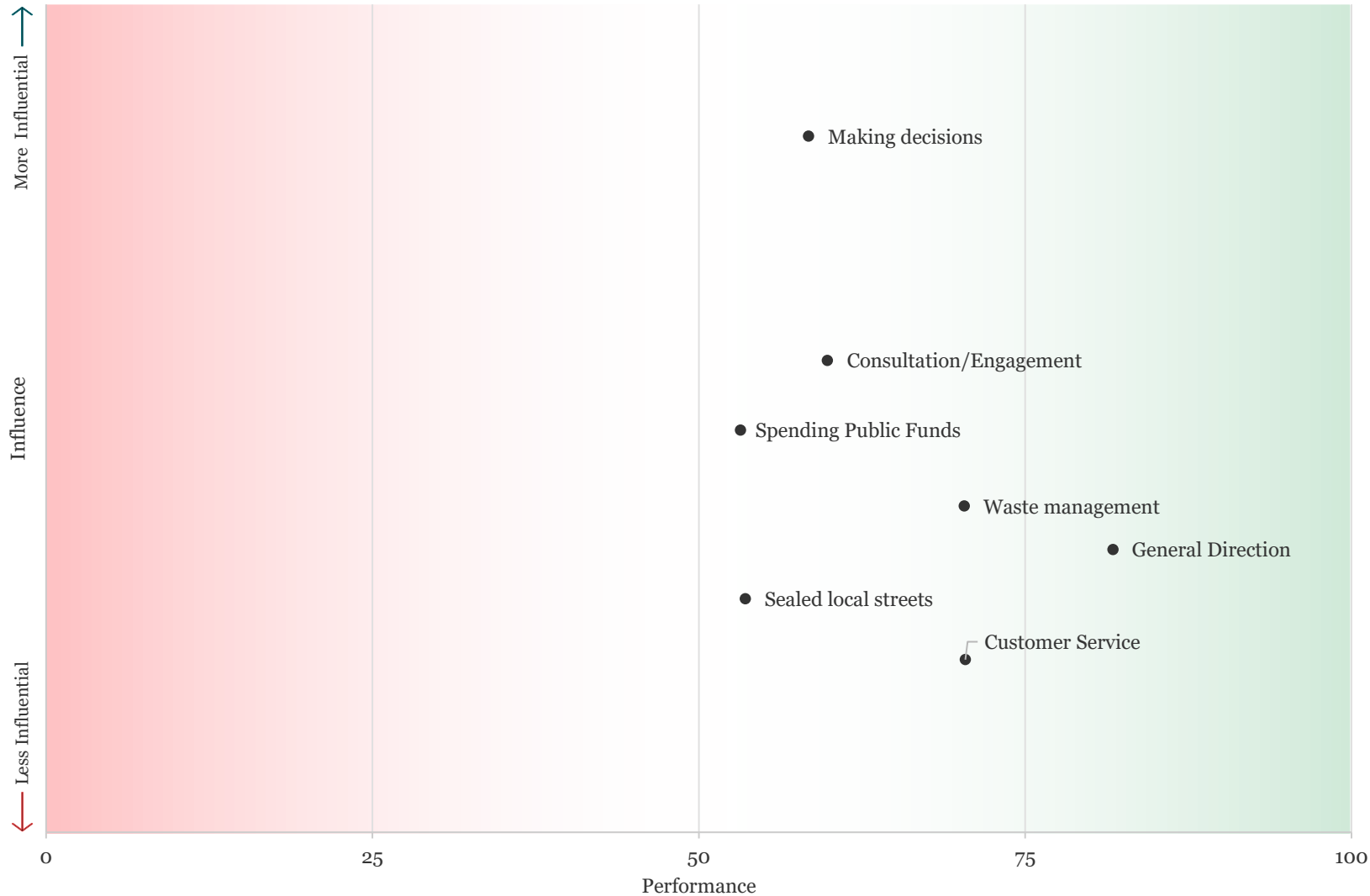
High influence, lower performance - highest priorities for improvement.

Lower influence, high performance - performing well, but less influential overall.

Lower influence, lower performance - lower priority areas for improvement.



Influence vs. Performance – Service Delivery 2026



The influence analysis shifts the focus from performance levels alone to the areas most likely to change overall sentiment.

The strongest improvement levers are:

- Making decisions in the interest of the community
- Consultation and engagement with the community
- Spending public funds

By contrast, the overall direction of council and customer service should be maintained, but appear to be less central improvement levers.

The lower score for the condition of sealed local streets is largely offset by its lower influence in community sentiment.

Importance of Council Service Areas



Importance of Service Areas

Overview



This section provides a summary of the importance placed on key Council service areas by the community. It highlights which services residents value most and how these priorities are evolving over time.

Specifically, this section includes:

- Importance ratings of Council services
- Trends over time

Council service areas are grouped into five key categories:

- Governance, Engagement & Advocacy
- Infrastructure, Waste & Maintenance
- Community Facilities & Recreation
- Community Services & Support
- Planning, Development and Growth



Summary of results

Key measures:

- The condition of sealed local streets remains the highest-importance service area, scoring 80, followed by maintenance of unsealed roads in your area at 79.

Vs. Benchmarks

- Importance is generally broadly in line with the State and Regional City benchmarks, with no large relative differences evident.

Sub-group differences:

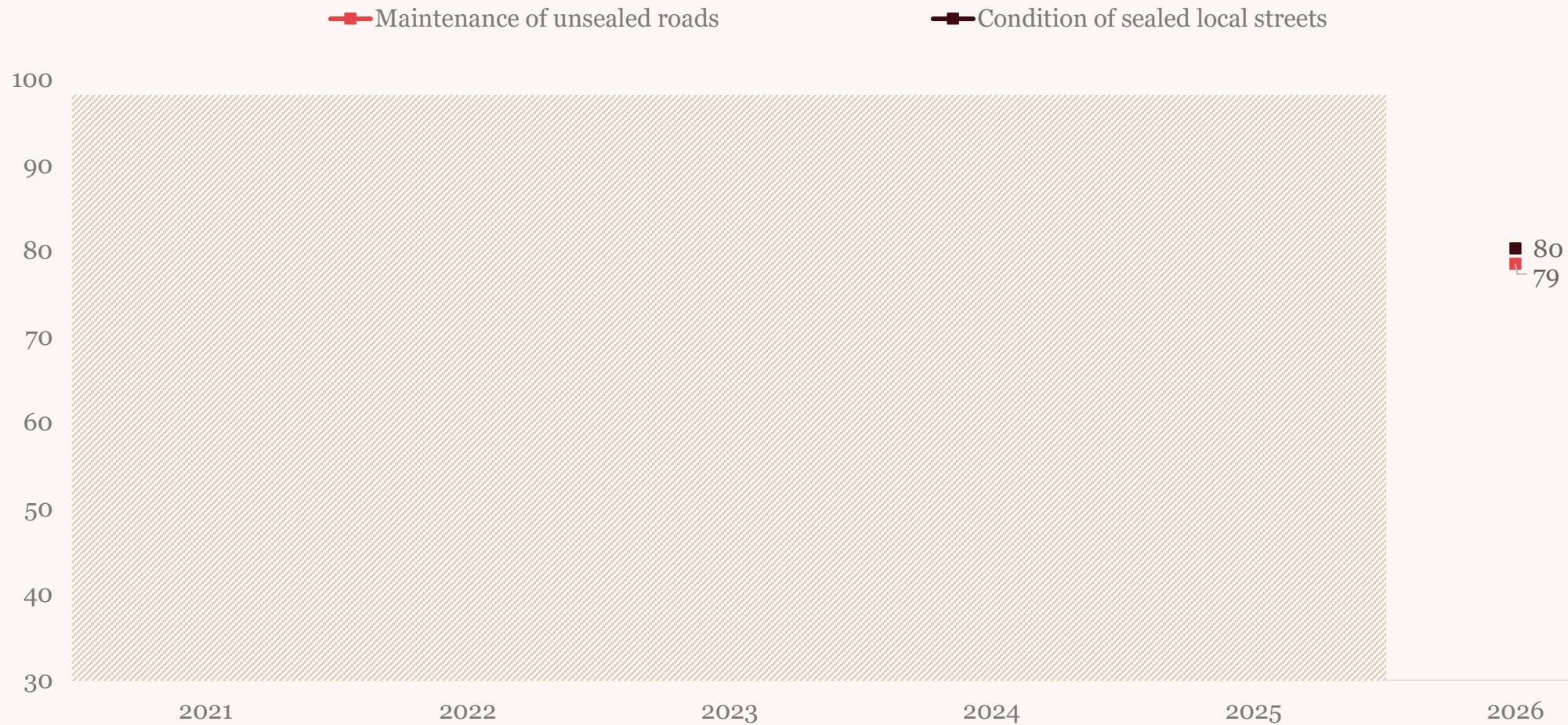
- Residents aged 18-34 felt the condition of sealed local streets was comparatively more important.
- Condition of sealed local streets and maintenance of unsealed roads were relatively less important to residents aged 65+.

Importance of Council Services – by Year



	Horsham RCC 2026	Chg vs 2025	State 2026	Chg vs 2025	Regional City 2026	Chg vs 2025
The condition of sealed local streets*	80	NA	80	-3	78	-3
Maintenance of unsealed roads in your area	79	NA	80	-3	78	-3

Importance of Council Services – Infrastructure & Maintenance



Q1. I would like you to rate the importance of areas for which Council has some responsibility. Firstly, how important should [SERVICE] be as a responsibility for Council? For base sizes, please refer to slide 17.

Engagement with Council



Engagement with Council



Overview



This section provides an overview of how residents engage with Council services and their experiences when doing so. It highlights the extent of contact with Council, satisfaction with customer service, and how engagement differs across the community.

Specifically, this section includes:

- Contact with the Council in the last 12 months
- Satisfaction with customer service
- Importance and performance ratings, with comparisons between those who have contacted Council and those who have not
- Subgroup differences
- Preferred channels for accessing information

Together, these insights provide a clear view of how residents interact with Council, the effectiveness of current service delivery, and opportunities to enhance the customer experience.

Summary of results

Key Performance:

- Just under half of residents had contact with Council in the past 12 months (49%), decreasing by 13 points from 2025.
- The customer service rating remained stable at 70, indicating no shift in the quality of service experience.

Vs. Benchmarks

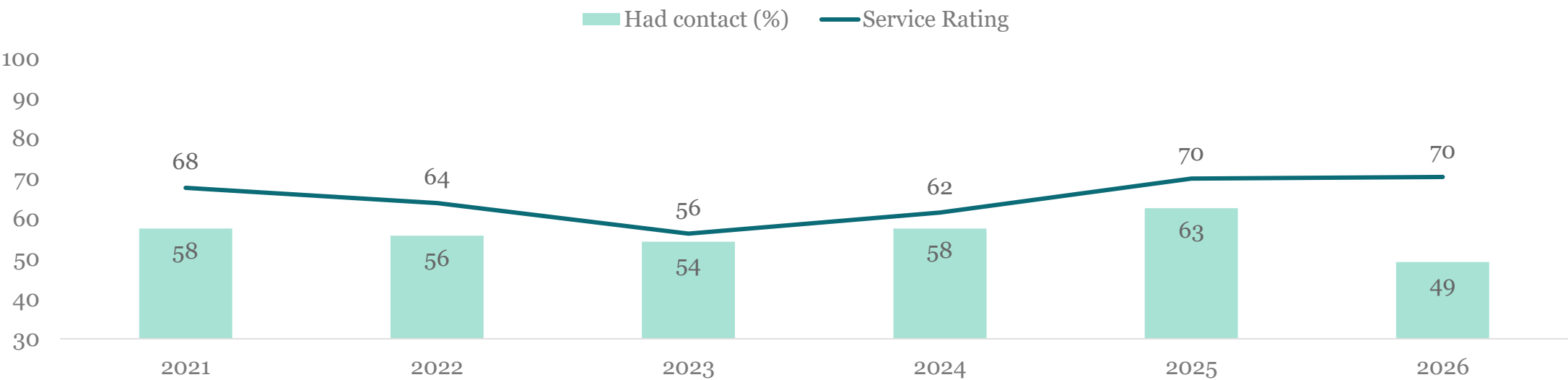
- Council's contact rate decline of 13 points was greater than State (-5) and Regional City (-8).
- State (+3) and Regional City (+2) grew by more than Council's service rating, which was unchanged from 2025.

Sub-group differences:

- 18-34 year olds had far less contact but a service rating relatively even to other age groups.
- Females had more contact with Council and rated service better than Males.



Contact with Council and Satisfaction with Service During Contact



Contact with Council and Customer Service Rating: 2026 by Demographic Groups

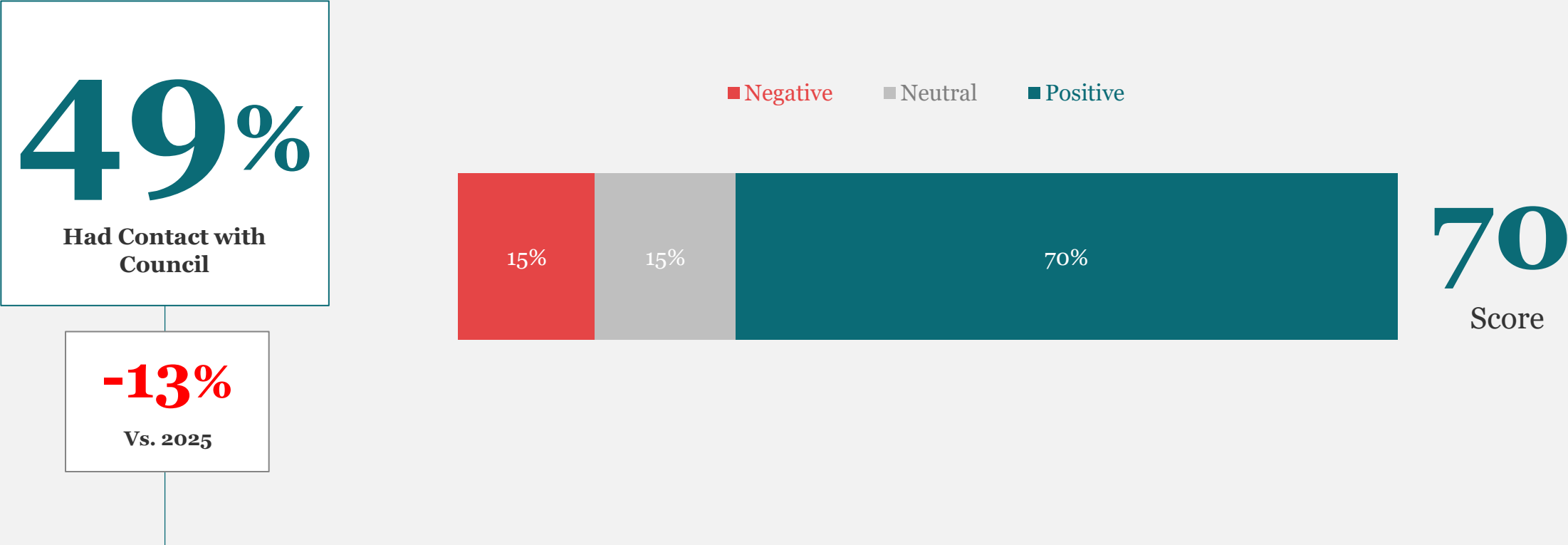
Average	Horsham RCC	State	Regional City	18 to 34	35 to 49	50 to 64	65+	Male	Female	Horsham	All Others
Had contact (%)	49	58	55	29	51	58	60	46	52	47	55
Service Rating	70	68	71	69	70	72	69	66	74	71	69

Difference 2026 vs. 2025

Had contact (%)	-13	-5	-8	-40	-16	-8	+9	-16	-11	-16	-7
Service Rating	-	+2	+3	-8	+7	+2	-2	+1	-1	+1	NA

Q5. Over the last 12 months, have you or any member of your household had any contact with [INSERT COUNCIL NAME]? Q5A. Over the last 12 months, have you or any member of your household had any contact with Council in any of the following ways? Q5C. Thinking of the most recent contact, how would you rate Council for customer service? Please keep in mind we do NOT mean the ACTUAL OUTCOME. For base sizes, please refer to slide 17.

Satisfaction with Customer Service During Contact



Q5C. Thinking of the most recent contact, how would you rate Council for customer service? Please keep in mind we do NOT mean the ACTUAL OUTCOME. For base sizes, please refer to slide 17.

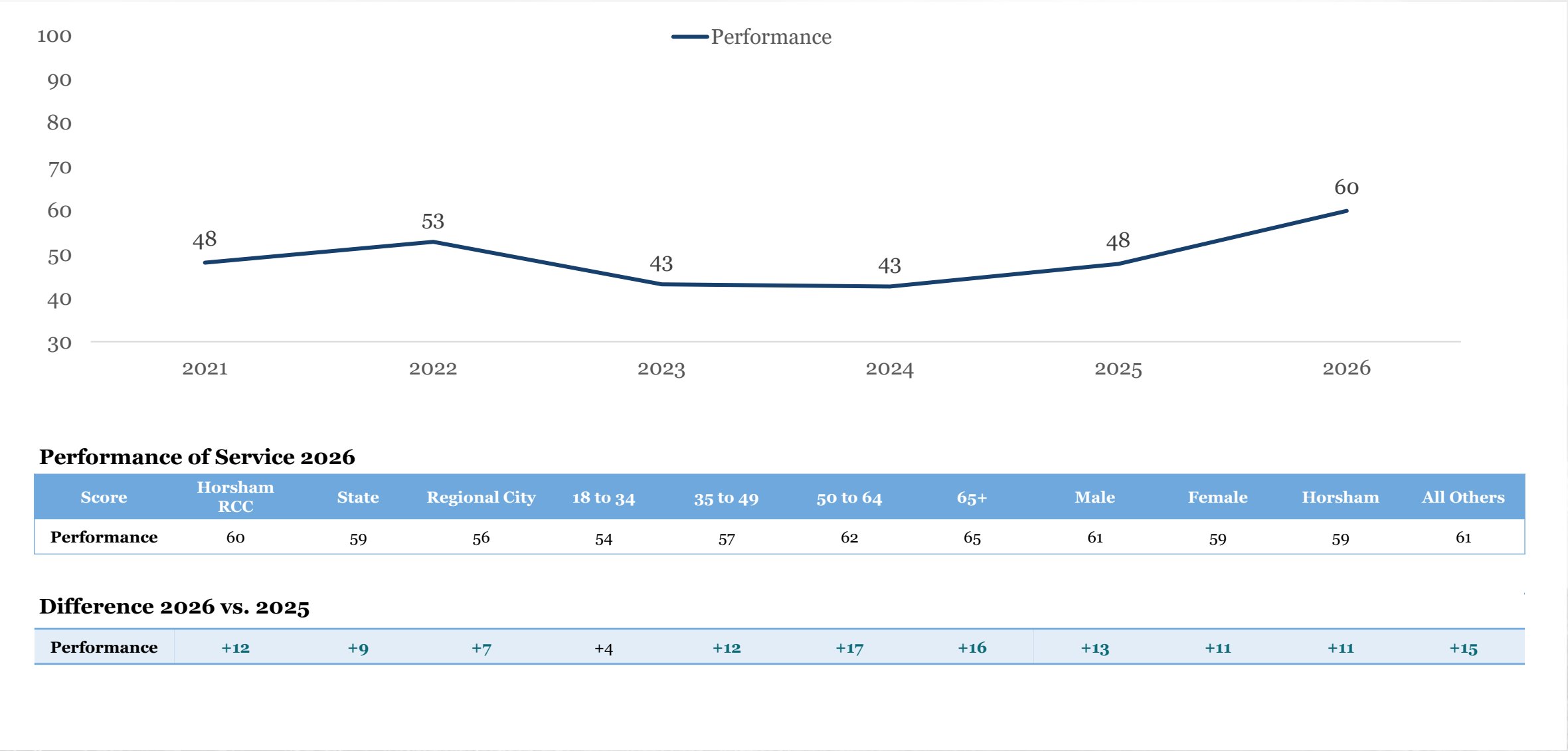


Council Service Areas

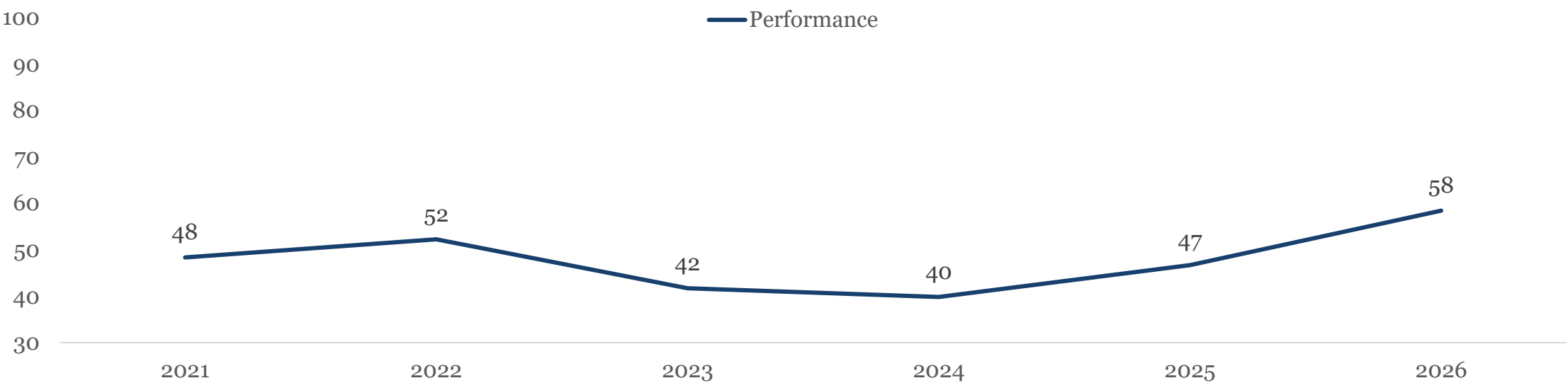
Importance and Performance by Year and Demographic Groups



Council Services – Opportunities to Give Feedback on Key Local Issues



Council Services – Making Decisions in Interest of Community



Performance of Service 2026

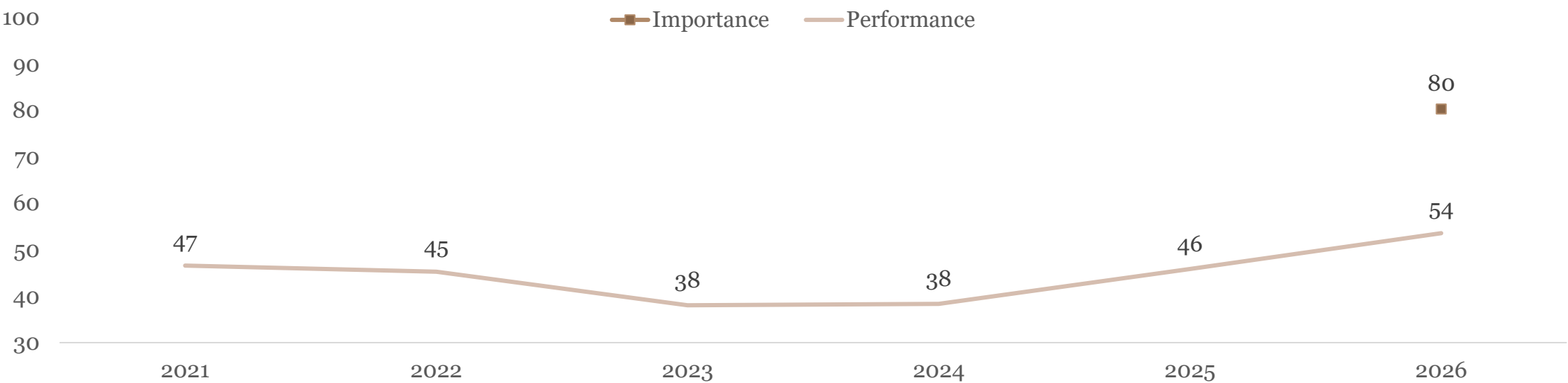
Score	Horsham RCC	State	Regional City	18 to 34	35 to 49	50 to 64	65+	Male	Female	Horsham	All Others
Performance	58	52	53	55	53	59	65	59	58	57	61

Difference 2026 vs. 2025

Performance	+12	+3	+5	+3	+14	+15	+14	+13	+11	+9	+18
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Q1. How important should this be as a responsibility for Council? Q2. how has Council performed on this over the last 12 months? Making decisions in the interest of the community. For base sizes, please refer to slide 17.

Council Services – Condition of Sealed Local Streets



Importance and Performance of Service 2026

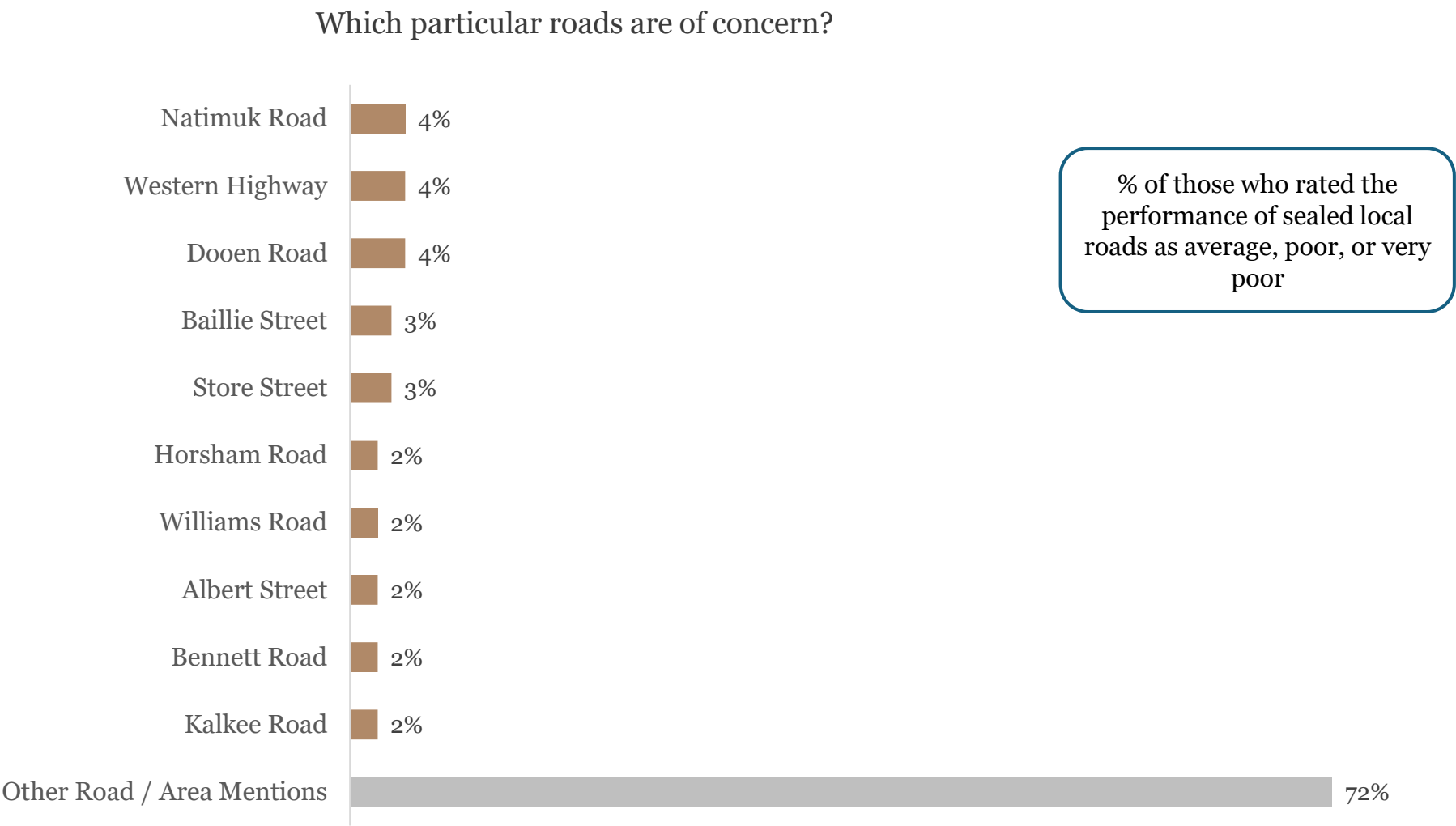
Score	Horsham RCC	State	Regional City	18 to 34	35 to 49	50 to 64	65+	Male	Female	Horsham	All Others
Importance	80	80	78	84	81	81	75	78	83	80	81
Performance	54	56	51	51	53	54	56	55	52	54	53

Difference 2026 vs. 2025

Performance	+8	+11	+4	-4	+14	+12	+10	+10	+6	+6	+11
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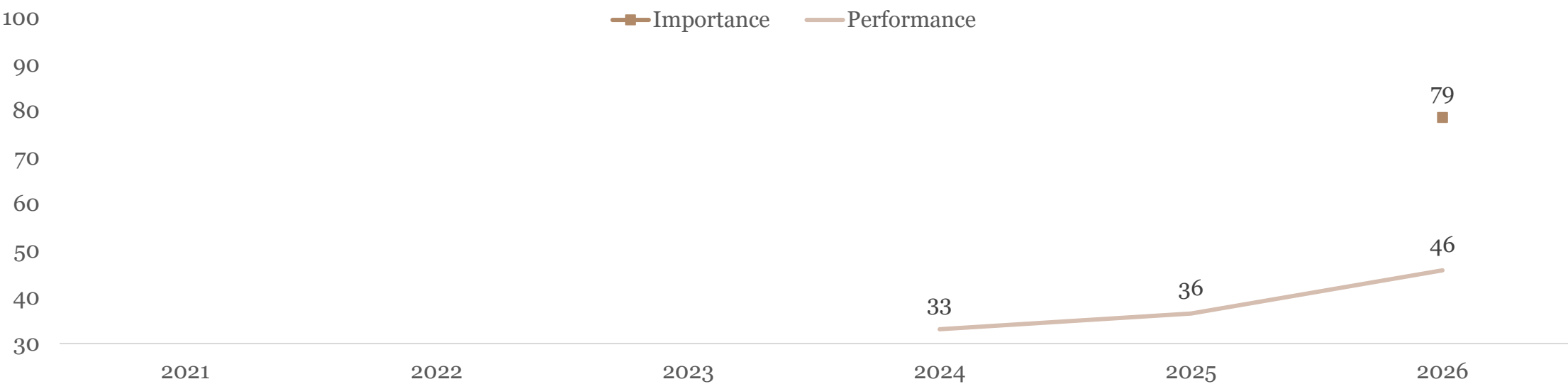
Q1. How important should this be as a responsibility for Council? Q2. how has Council performed on this over the last 12 months? Condition of sealed local streets in your area. For base sizes, please refer to slide 17.

Roads of Most Concern



BS7 - You earlier rated the performance of local sealed roads in your area as [average/ poor/ very poor], can you specify which particular local roads are of concern? n=99

Council Services – Maintenance of Unsealed Roads



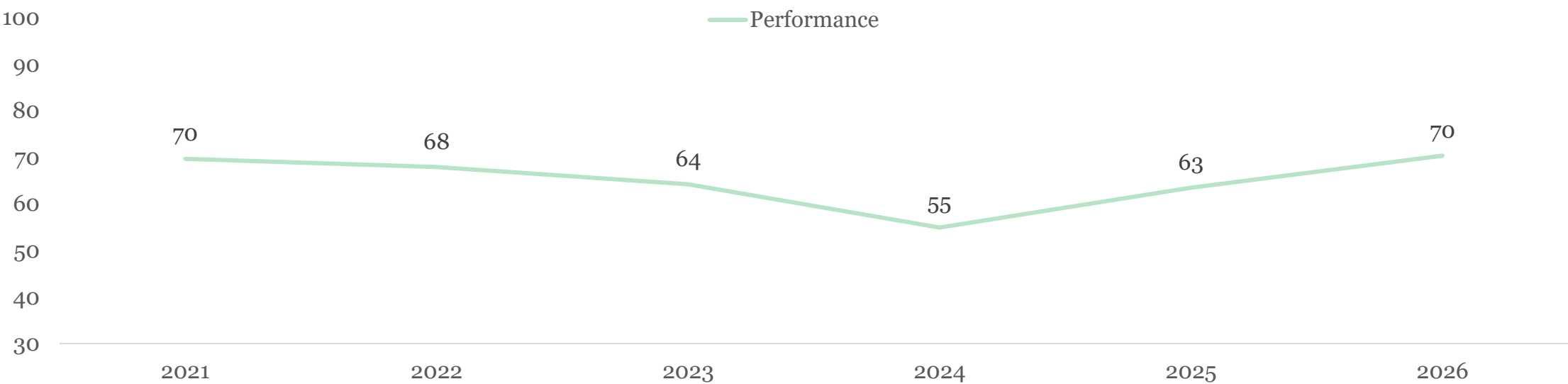
Importance and Performance of Service 2026

Score	Horsham RCC	State	Regional City	18 to 34	35 to 49	50 to 64	65+	Male	Female	Horsham	All Others
Importance	79	80	78	78	80	81	76	79	78	79	78
Performance	46	41	45	47	47	44	45	49	42	47	42

Difference 2026 vs. 2025

Performance	+9	+3	+5	+6	+17	+10	+6	+14	+5	+9	+10
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Q1. How important should this be as a responsibility for Council? Q2. how has Council performed on this over the last 12 months? Maintenance of unsealed roads in your area. For base sizes, please refer to slide 17.



Performance of Service 2026

Score	Horsham RCC	State	Regional City	18 to 34	35 to 49	50 to 64	65+	Male	Female	Horsham	All Others
Performance	70	73	71	71	67	69	74	71	69	70	72

Difference 2026 vs. 2025

Performance	+7	+8	+6	+5	+10	+8	+5	+8	+6	+4	+15
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Thank you

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