

A large, stylized letter 'W' in a dark blue color. The interior of the 'W' is filled with a satellite map of Australia, showing the coastline and internal road networks. The map is oriented with the top of the 'W' pointing towards the top right of the page.

# **2025 Local Government Community Satisfaction Survey**

## **Horsham Rural City Council**

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



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## Background and objectives

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**The Victorian Community Satisfaction Survey (CSS) creates a vital interface between the council and their community.**

**Held annually, the CSS asks the opinions of local people about the place they live, work and play and provides confidence for councils in their efforts and abilities.**

Now in its twenty-sixth year, this survey provides insight into the community's views on:

- councils' overall performance, with benchmarking against State-wide and council group results
- value for money in services and infrastructure
- community consultation and engagement
- decisions made in the interest of the community
- customer service, local infrastructure, facilities, services and
- overall council direction.

When coupled with previous data, the survey provides a reliable historical source of the community's views since 1998. A selection of results from the last ten years shows that councils in Victoria continue to provide services that meet the public's expectations.

### Serving Victoria for 26 years

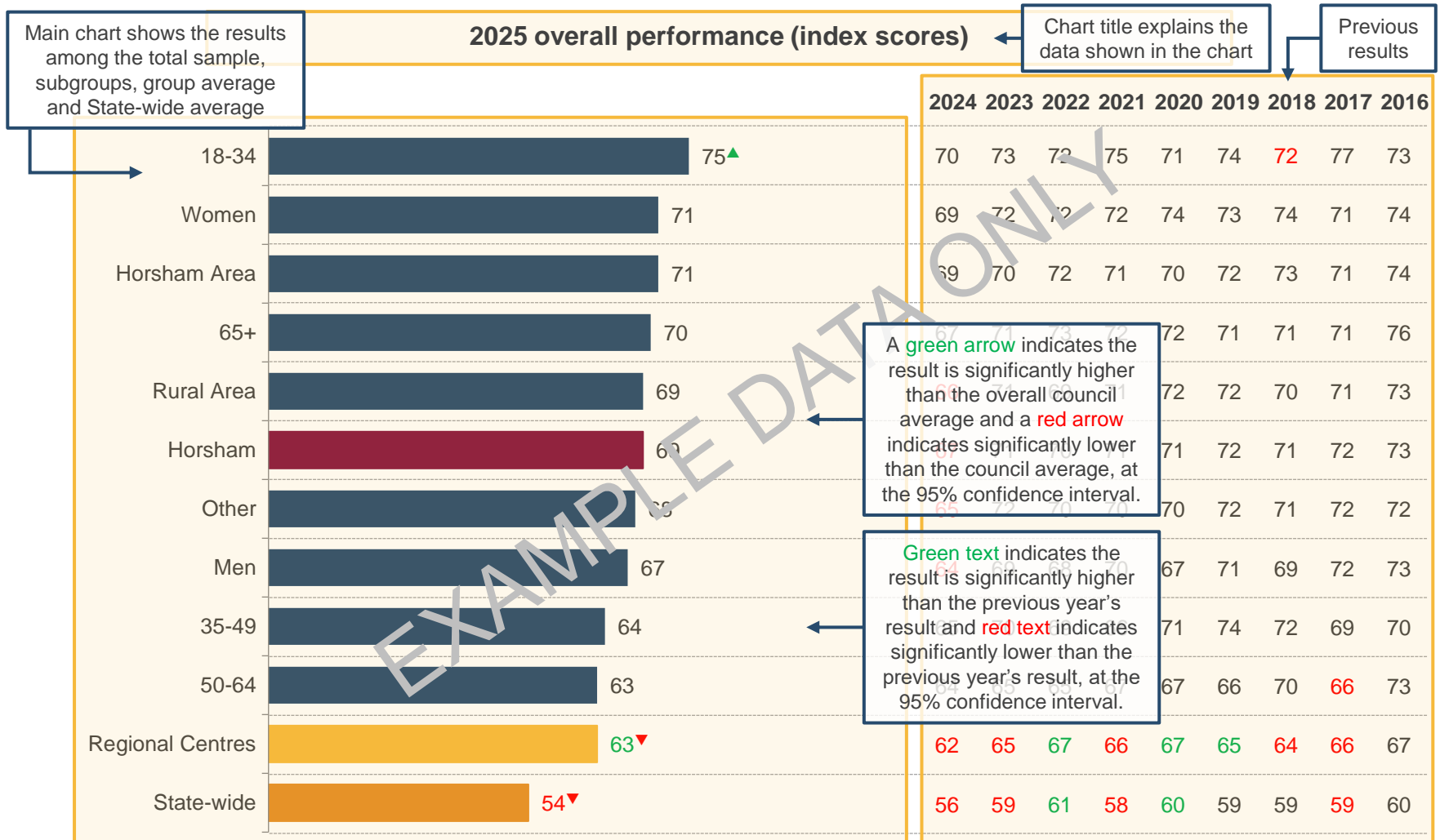
Each year the CSS data is used to develop this State-wide report which contains all of the aggregated results, analysis and data. Moreover, with 26 years of results, the CSS offers councils a long-term measure of how they are performing – essential for councils that work over the long term to provide valuable services and infrastructure to their communities.

Participation in the State-wide Local Government Community Satisfaction Survey is optional.

Participating councils have various choices as to the content of the questionnaire and the sample size to be surveyed, depending on their individual strategic, financial and other considerations.



# How to read index score charts in this report



Question asked and base size(s)

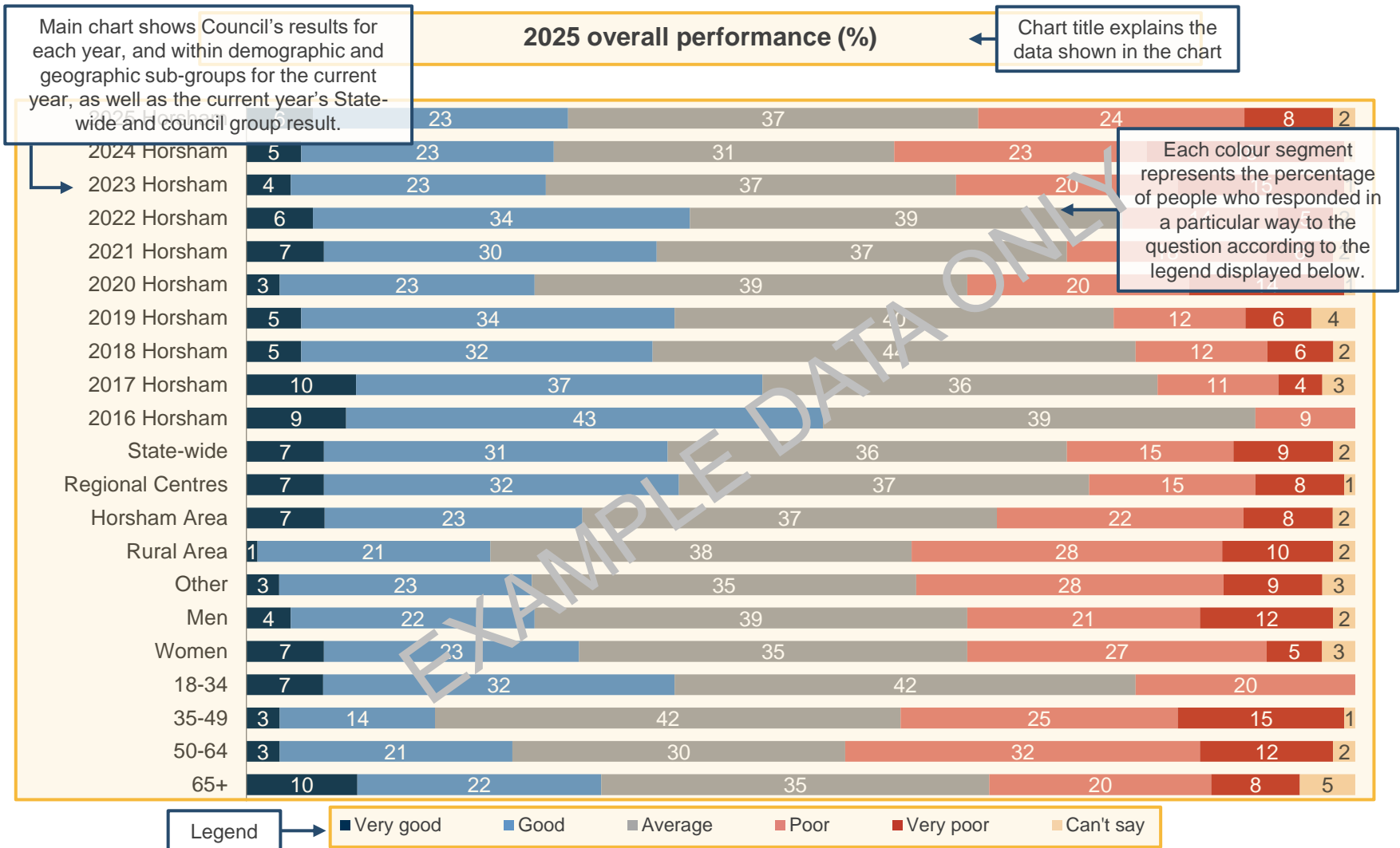
Q3. ON BALANCE, for the last twelve months, how do you feel about the performance of Horsham Rural City Council, not just on one or two issues, BUT OVERALL across all responsibility areas? Has it been very good, good, average, poor or very poor?

Base: All respondents. Councils asked State-wide: 56 Councils asked group: 9

Note: Please see Appendix A for explanation of significant differences.



## How to read stacked bar charts in this report



Q3. ON BALANCE, for the last twelve months, how do you feel about the performance of Horsham Rural City Council, not just on one or two issues, BUT OVERALL across all responsibility areas? Has it been very good, good, average, poor or very poor?  
Base: All respondents. Councils asked State-wide: 56 Councils asked group: 9

A large, dark blue, stylized letter 'W' graphic that spans the right side of the page. It has a glowing, network-like pattern of white lines and nodes, resembling a map or a data visualization, overlaid on its structure.

## **Key findings and recommendations**



# Horsham Rural City Council – at a glance

## Overall council performance

Results shown are index scores out of 100.



Horsham 48



Regional Centres 54



State-wide 53

## Council performance compared to group average

### Highest performing area



Waste management

= on par

### Lowest performing area



Unsealed roads

= on par



Customer service

= on par



# Summary of core measures

## Index scores

  
Overall  
Performance

  
Value for  
money

  
Community  
Consultation

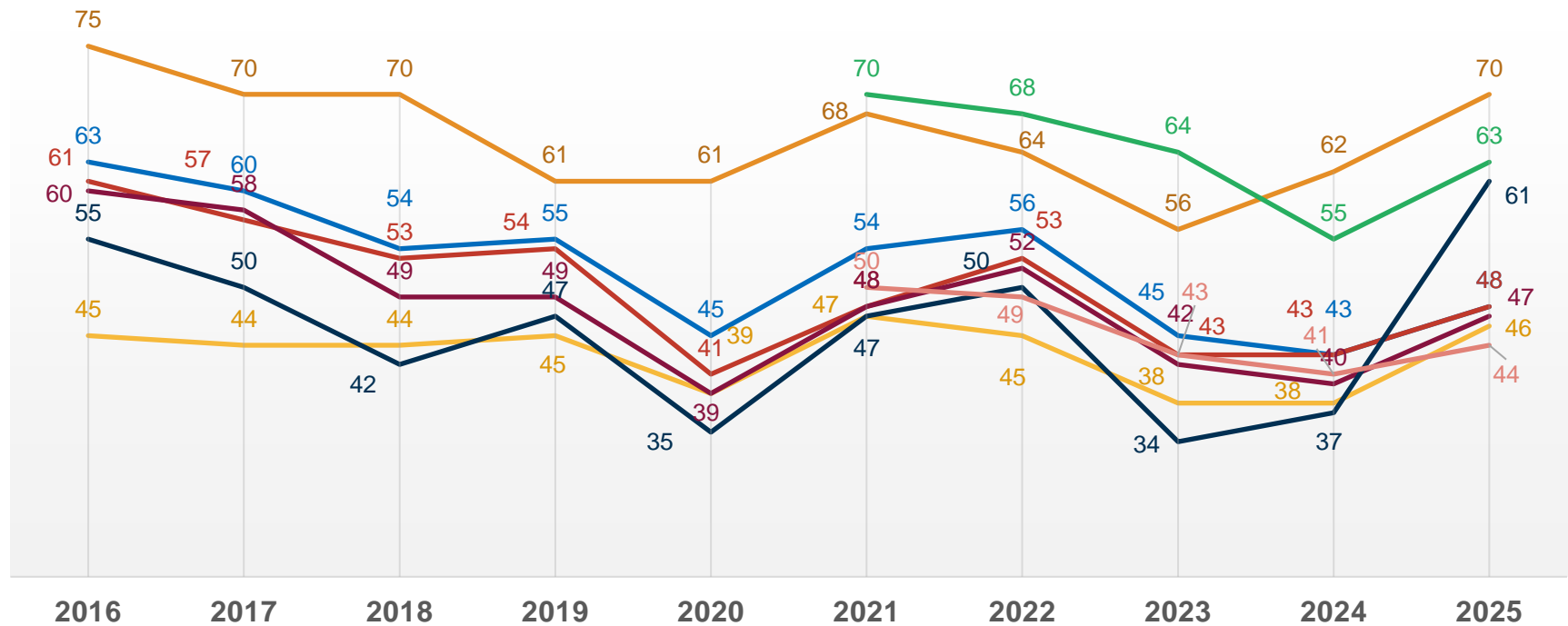
  
Making  
Community  
Decisions

  
Sealed  
Local  
Roads

  
Waste  
management

  
Customer  
Service

  
Overall  
Council  
Direction

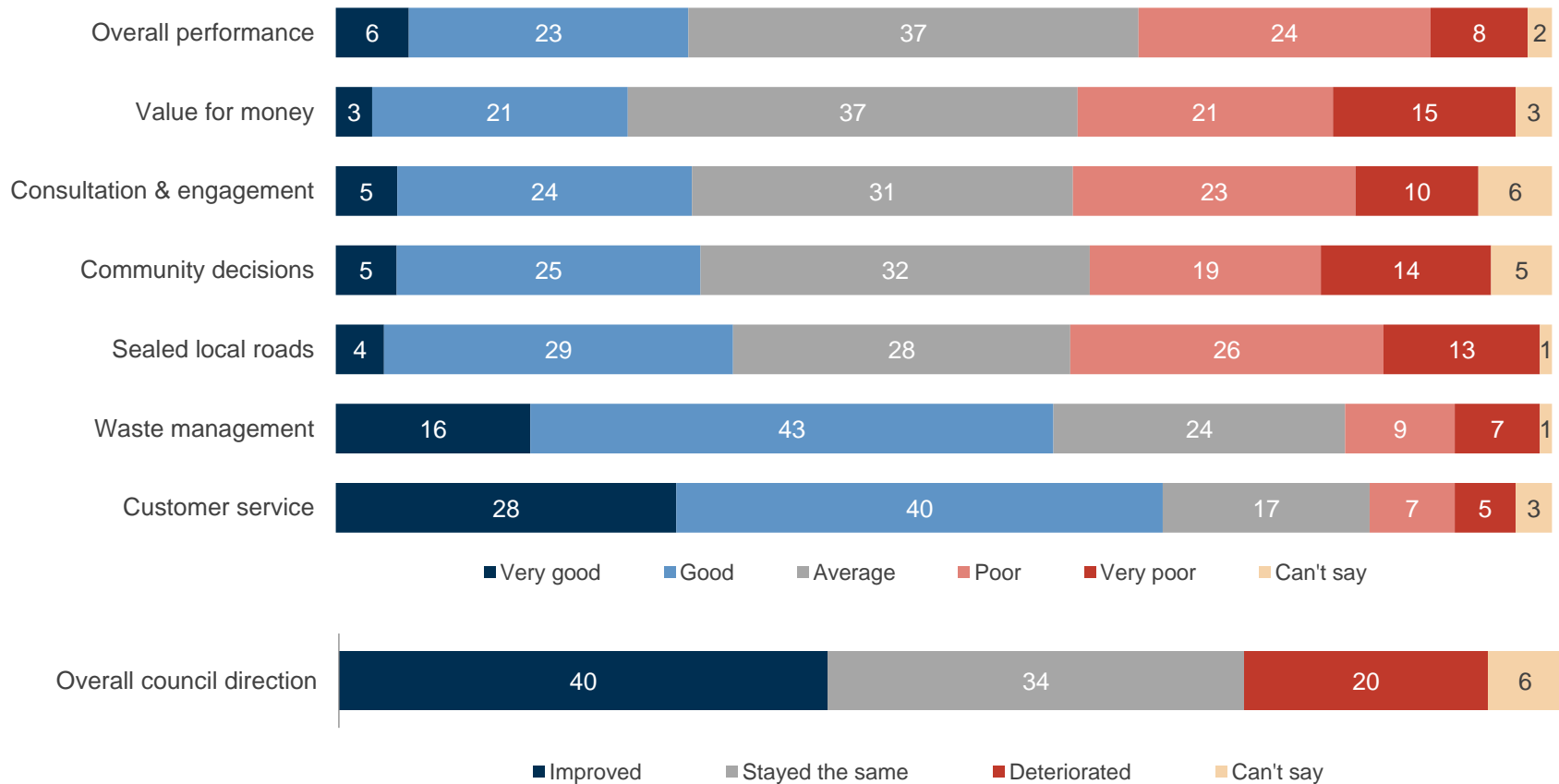















## Summary of core measures

### Core measures summary results (%)





# Summary of Horsham Rural City Council performance

Services		Horsham 2025	Horsham 2024	Regional Centres 2025	State-wide 2025	Highest score	Lowest score
	Overall performance	48	43	54	53	18-34 years	35-49 years
	Value for money	44	41	47	47	18-34 years	35-49 years
	Overall council direction	61	37	48	46	65+ years	50-64 years
	Customer service	70	62	68	66	18-34 years	35-49 years
	Waste management	63	55	65	65	65+ years	Rural Area residents
	Consultation & engagement	48	43	49	50	18-34 years	35-49 years
	Community decisions	47	40	48	49	18-34 years, 65+ years	35-49 years
	Sealed local roads	46	38	46	45	18-34 years	35-49 years
	Unsealed roads	36	33	39	38	18-34 years	35-49 years, Rural Area residents



## Focus areas for the next 12 months

### Overview

Perceptions of Horsham Rural City Council's overall performance, customer service and overall direction improved significantly in the last 12 months, the latter measure reaching a record-high rating. Performance ratings of waste management, consultation and engagement, making decisions in the community's interest and sealed local roads also increased significantly. However, continued efforts are needed on consultation which is mentioned by almost one in three residents as the area Council most needs to improve.

### Focus areas

Improved performance in most areas means Council is showing signs of recovery from record or near record low ratings in these areas over the past two years. Council should seek to maintain and build upon these gains. Unsealed roads, however, remains Council's lowest-performing area, with little improvement since measurement began in 2024 (index score of 36 in 2025, up slightly – but not significantly – from 33). Increased attention in this area is warranted over the next 12 months to improve perceptions.

### Comparison to state and area grouping

Council performs significantly higher than the Regional Centres group and State-wide averages on overall direction, but significantly lower than both groups on overall performance and value for money. In all five individual service areas evaluated, Council rates in-line with the Regional Centres group and State-wide averages. On customer service, Council performs significantly higher than the State-wide average and in-line with councils in the Regional Centres group.

### Cohorts where ratings are consistently low require attention

Residents aged 34 to 49 years and those in the Rural Area are the most critical of Council's performance across many areas (despite some significant gains among Rural Area residents this year). Targeted efforts toward these groups over the next 12 months are recommended. These groups rate community decisions and Council's consultation and engagement efforts the lowest, indicating potential opportunity for some targeted activities to ensure they feel heard on local issues.

# DETAILED FINDINGS



# **Overall performance**



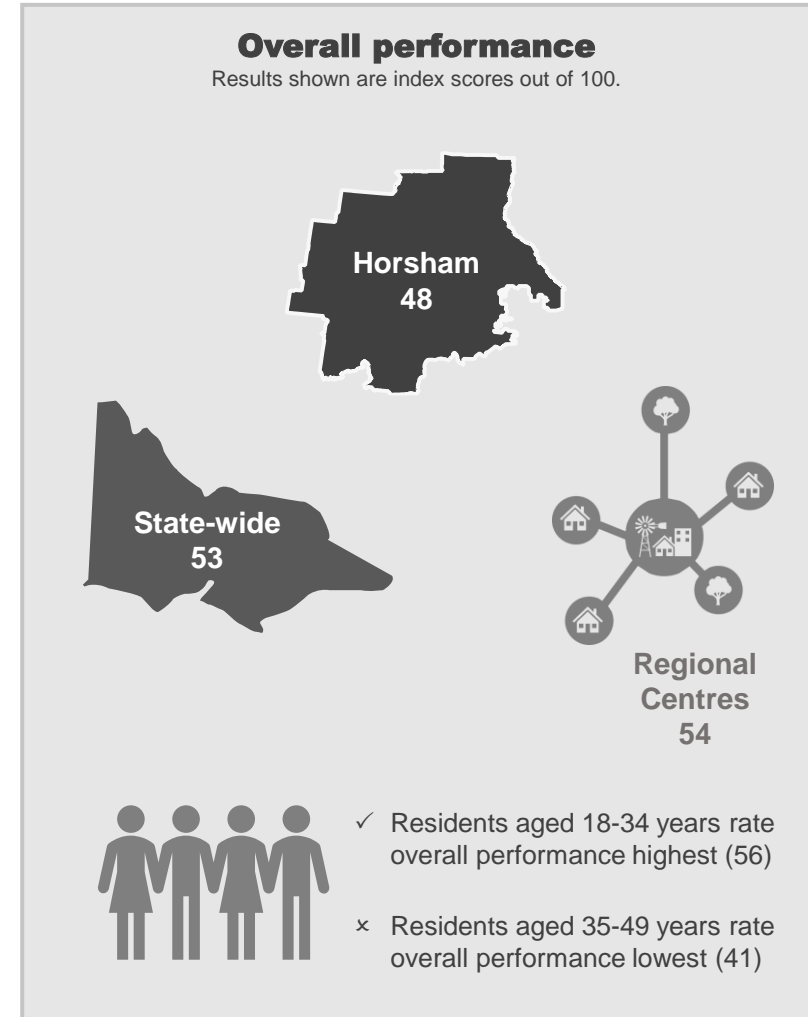
## Overall performance

The overall performance index score of 48 for Horsham Rural City Council is a significant, five-point increase on the 2024 result. Perceptions of Council's overall performance are starting to rebound from a significant, 11-point decline in 2023, but are still below largely higher ratings recorded from 2016 to 2022.

Council's overall performance is rated statistically significantly lower (at the 95% confidence interval) than both the Regional Centres group and State-wide averages (index scores of 54 and 53 respectively).

- Perceptions of overall performance increased significantly among residents of the Rural Area (index score of 44, up 12 points), people aged 65 years and over (51, up seven points) and women (50, up six points).
- Ratings of overall performance are highest among residents aged 18 to 34 years (index score of 56, significantly higher than average) and lowest among those aged 35 to 49 years (41, significantly below average).

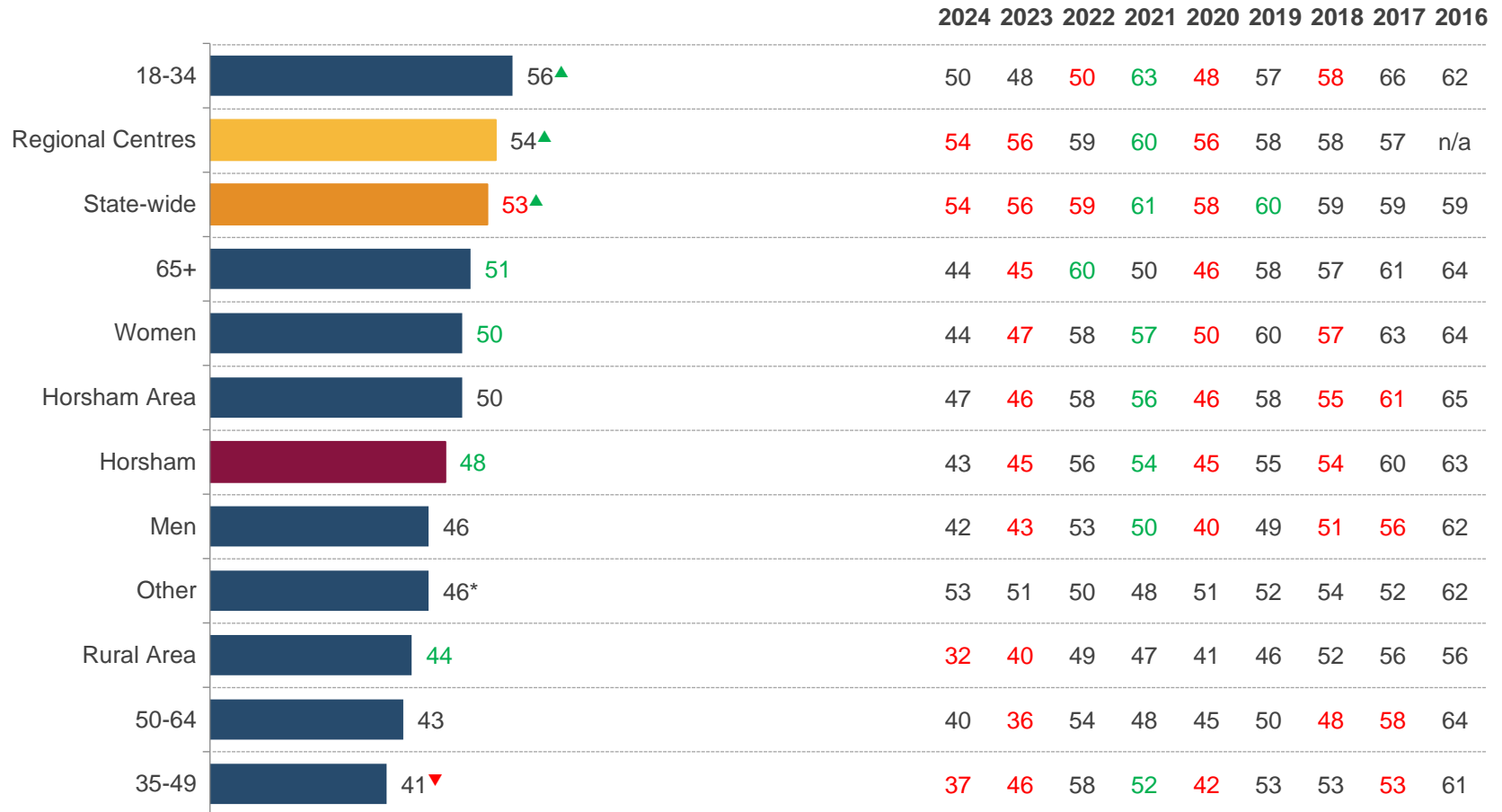
One in four residents (24%) rate the value for money they receive from Council in infrastructure and services as 'very good' or 'good', while 37% rate is as 'average'. Fewer residents this year (36%, down six percentage points) rate value for money as 'very poor' or 'poor'.





# Overall performance

## 2025 overall performance (index scores)



Q3. ON BALANCE, for the last twelve months, how do you feel about the performance of Horsham Rural City Council, not just on one or two issues, BUT OVERALL across all responsibility areas? Has it been very good, good, average, poor or very poor?

Base: All respondents. Councils asked State-wide: 56 Councils asked group: 9

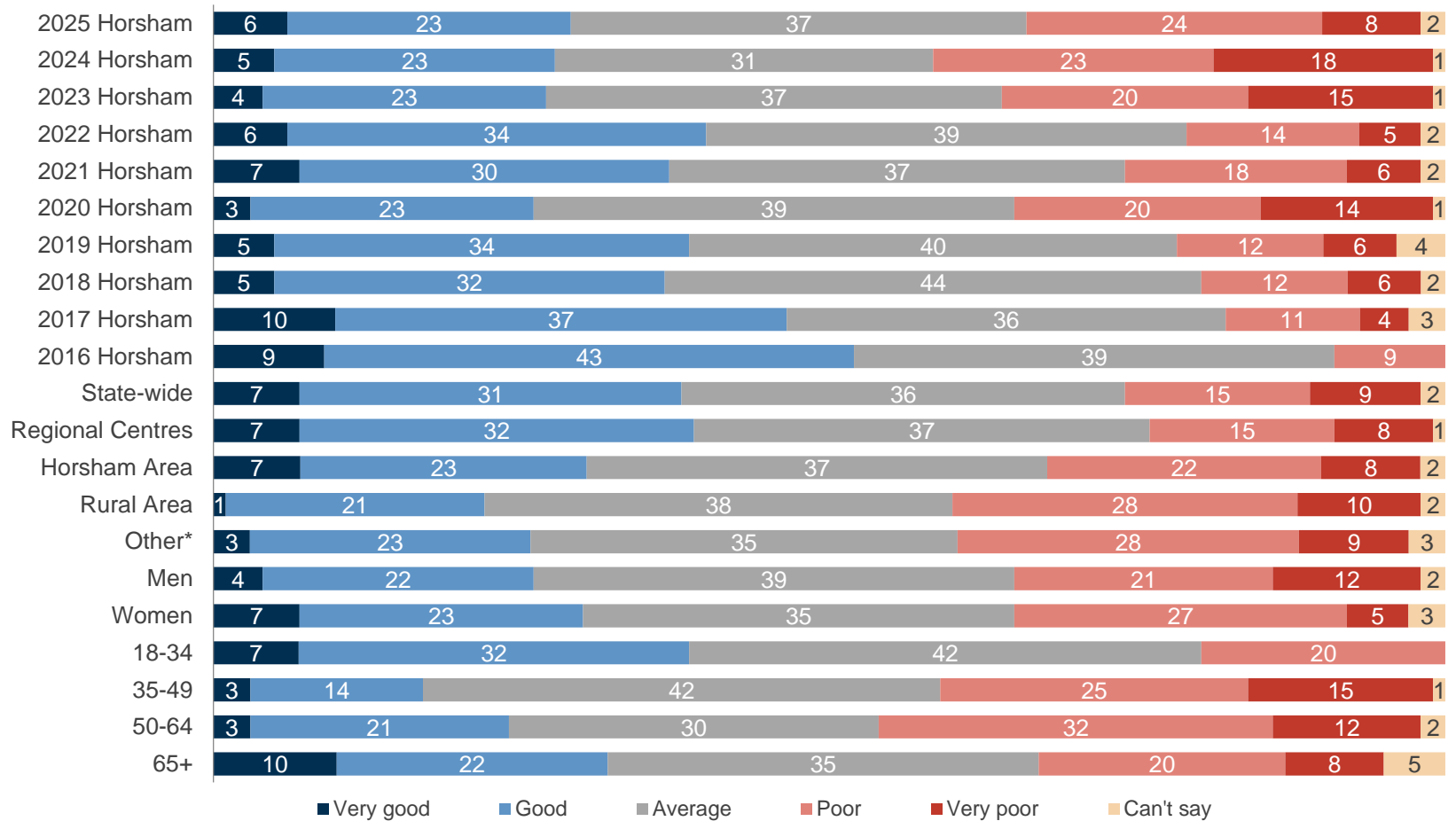
Note: Please see Appendix A for explanation of significant differences.

\*Caution: small sample size < n=30



# Overall performance

## 2025 overall performance (%)



Q3. ON BALANCE, for the last twelve months, how do you feel about the performance of Horsham Rural City Council, not just on one or two issues, BUT OVERALL across all responsibility areas? Has it been very good, good, average, poor or very poor?

Base: All respondents. Councils asked State-wide: 56 Councils asked group: 9

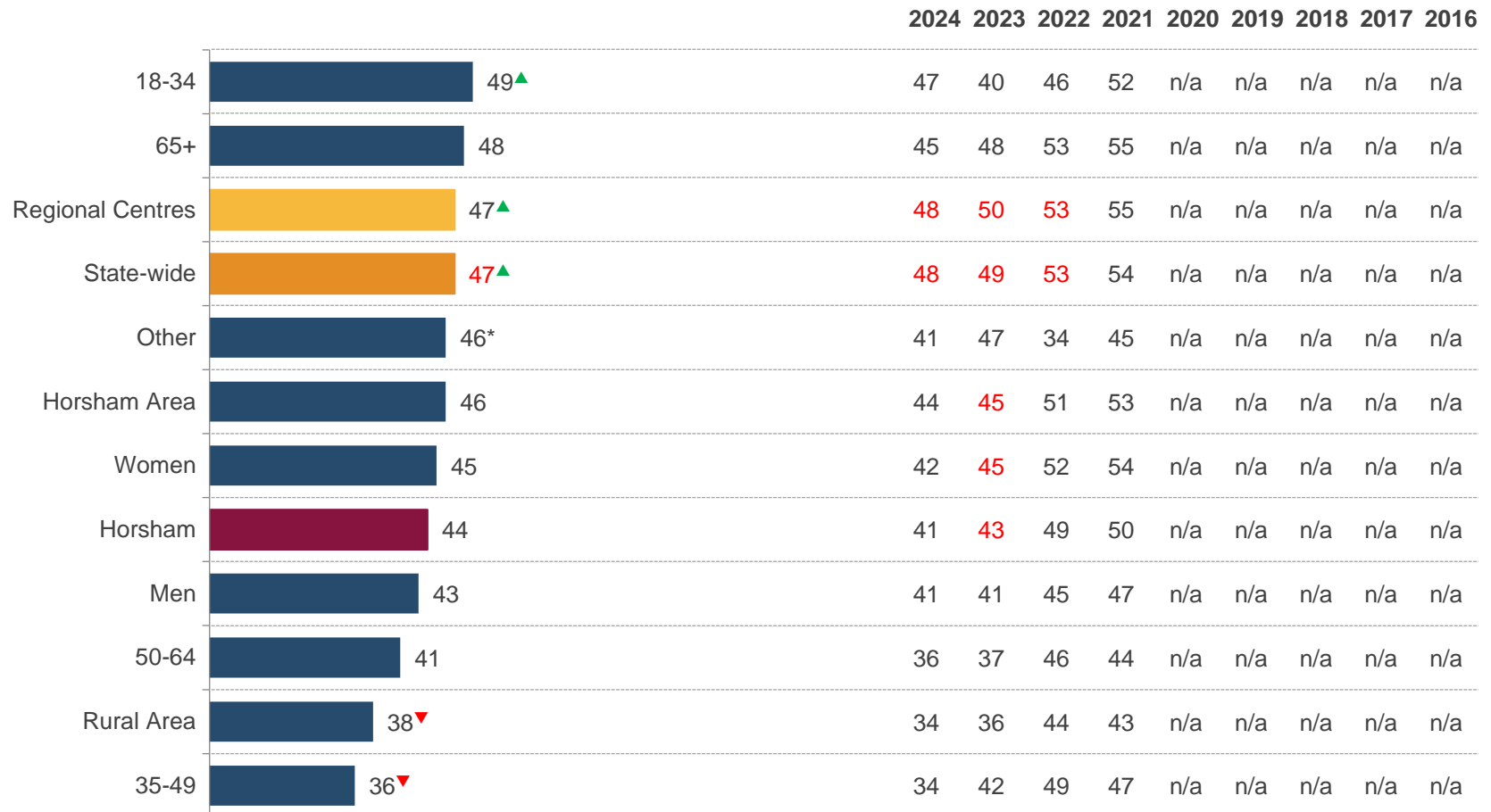
\*Caution: small sample size < n=30





# Value for money in services and infrastructure

## 2025 value for money (index scores)



Q3b. How would you rate Horsham Rural City Council at providing good value for money in infrastructure and services provided to your community?

Base: All respondents. Councils asked State-wide: 55 Councils asked group: 9

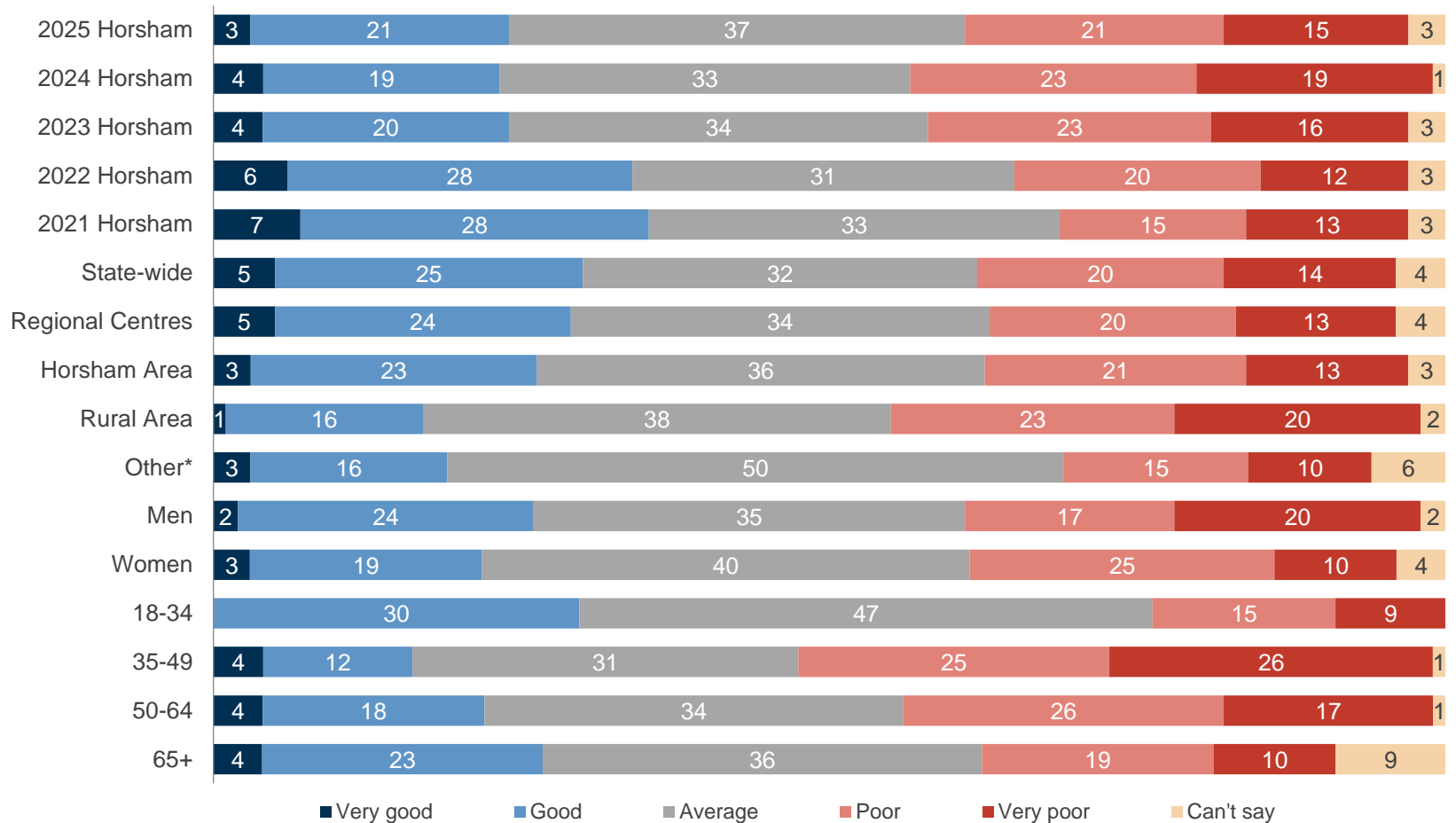
Note: Please see Appendix A for explanation of significant differences.

\*Caution: small sample size < n=30



## Value for money in services and infrastructure

### 2025 value for money (%)



Q3b. How would you rate Horsham Rural City Council at providing good value for money in infrastructure and services provided to your community?

Base: All respondents. Councils asked State-wide: 55 Councils asked group: 9

\*Caution: small sample size < n=30



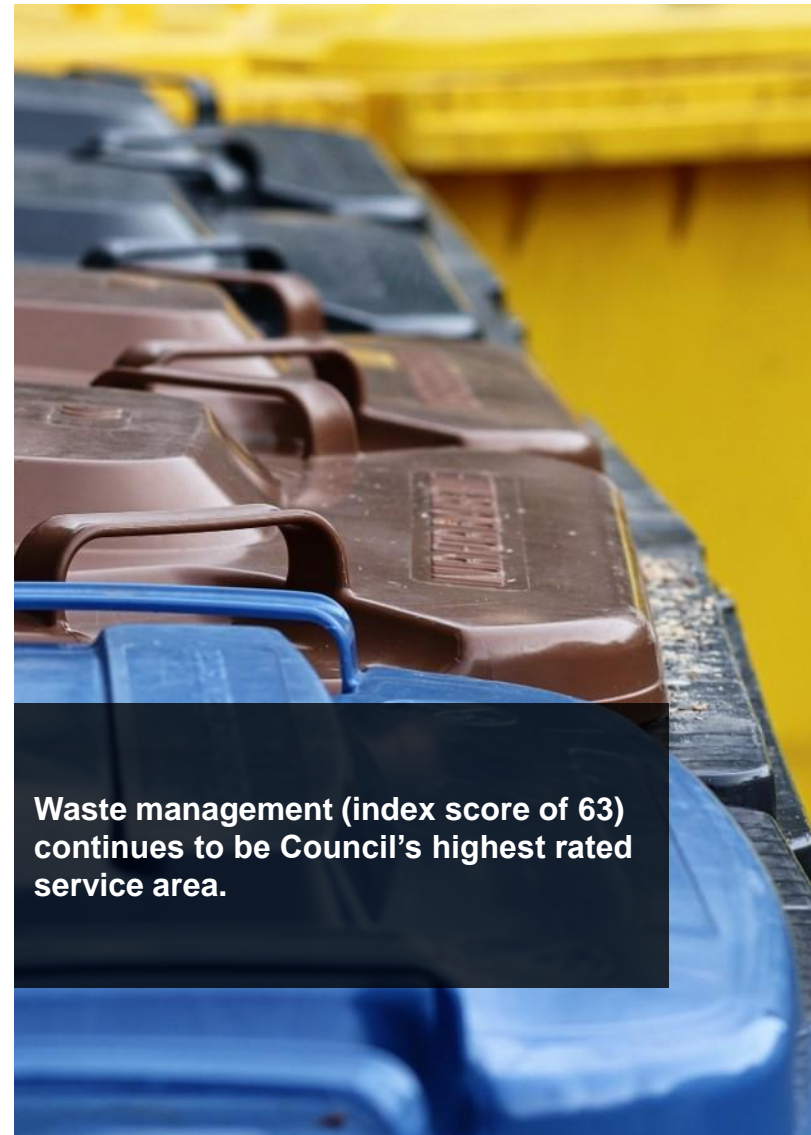
## Top performing service area

Waste management (index score of 63) remains Council's top performing service area, with ratings increasing significantly from 2024 (up eight index points).

Perceptions of waste management are showing signs of recovery after two consecutive years of significant deterioration.

Council now performs in line with the Regional Centres group and State-wide averages on waste management (index score of 65 for both).

- All groups increased significantly in their perceptions of waste management, with the exception of residents aged 18 to 34 years and those in the 'Other'\* area. The largest gains are among those aged 35 to 64 years and Rural Area residents; a strong result given these are the cohorts where ratings declined the most in 2024.
- Ratings of waste management are significantly higher than average among residents aged 65 years.



**Waste management (index score of 63) continues to be Council's highest rated service area.**



## Low performing service areas



Council's lowest performing area continues to be unsealed roads (index score of 36), where perceptions have improved slightly – but not significantly – in the last 12 months (up three points).

However, ratings of Council's other lower performing areas have increased significantly this year, following sharp declines in 2023, which did not improve at last year's evaluation. These include sealed roads (index score of 46, up eight index points from 2024), making decisions in the community's interest (47, up seven points) and consultation and engagement (48, up five points).

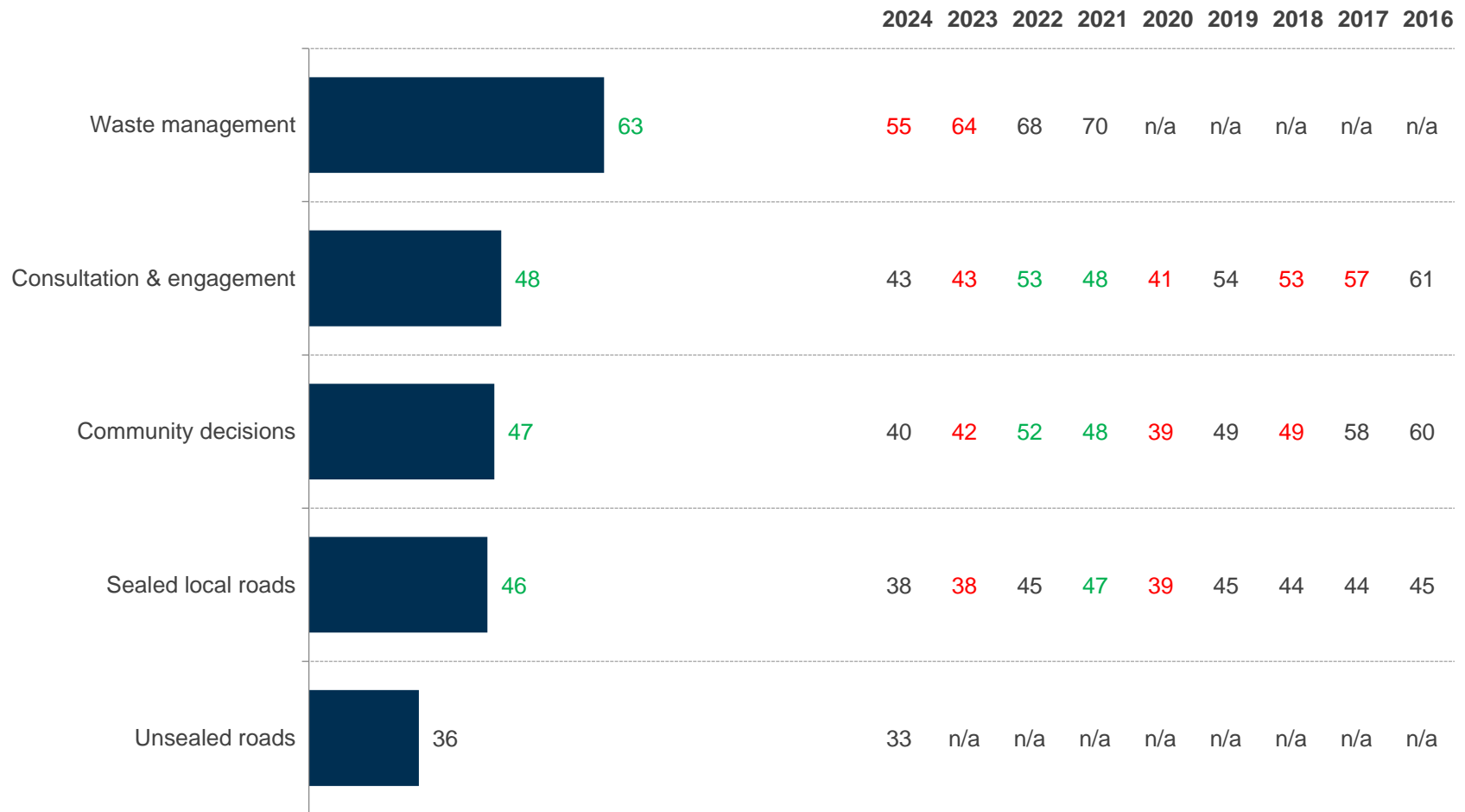
There remains room for further improvement here with community consultation (32%) and sealed road maintenance (15%) leading the areas cited by residents as most needing improvement, followed by financial management (14%).

- Council rates in-line with the Regional Centres and State-wide averages in these four service areas.
- Demographically, ratings are lowest for these areas among residents aged 35 to 49 years.
- Geographically, residents in the Horsham Area provide relatively higher ratings for unsealed and sealed roads than those in the Rural Area.



# Individual service area performance

## 2025 individual service area performance (index scores)



Q2. How has Council performed on [RESPONSIBILITY AREA] over the last 12 months?

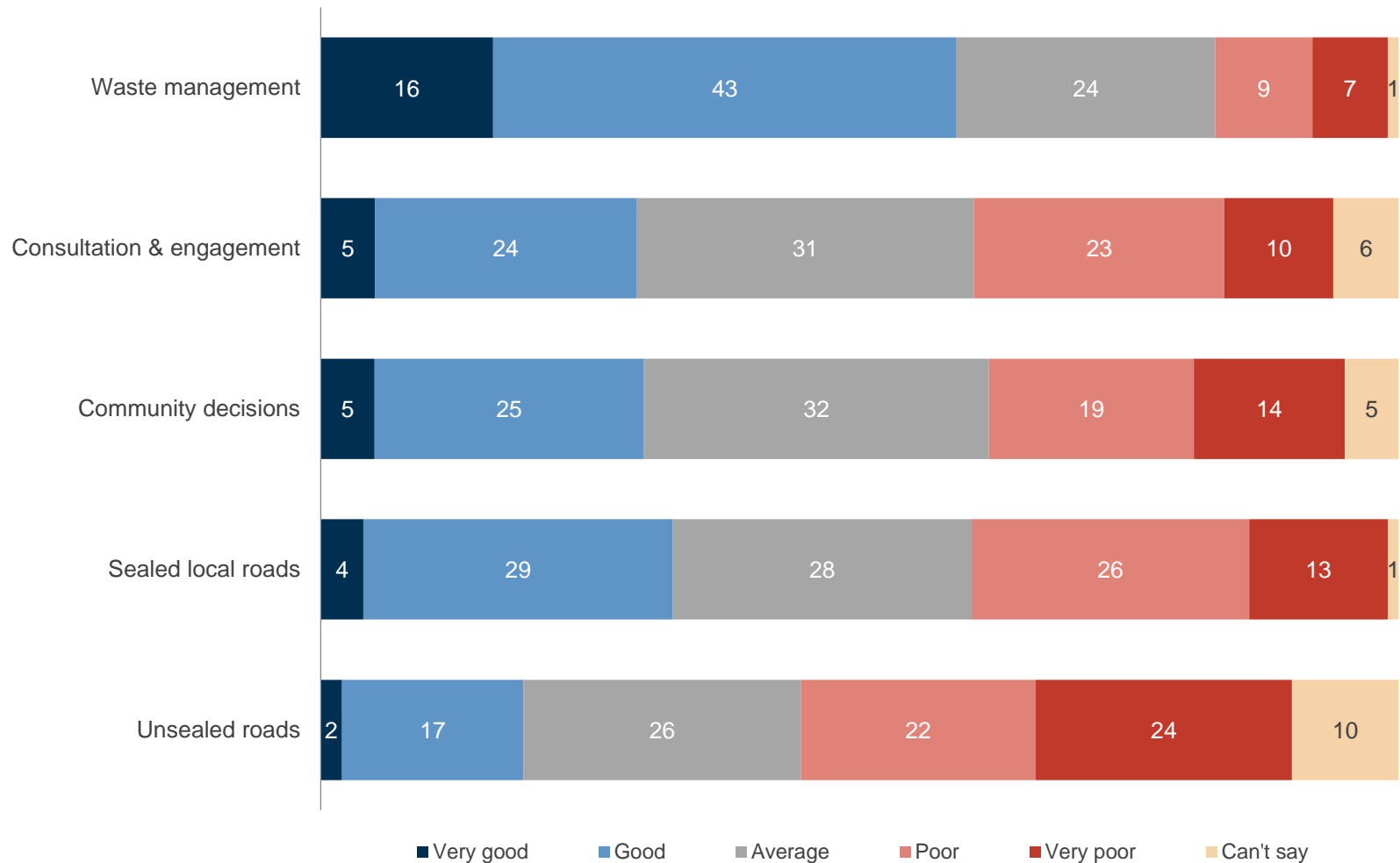
Base: All respondents. Councils asked State-wide: 56 Councils asked group: 9

Note: Please see Appendix A for explanation of significant differences.



# Individual service area performance

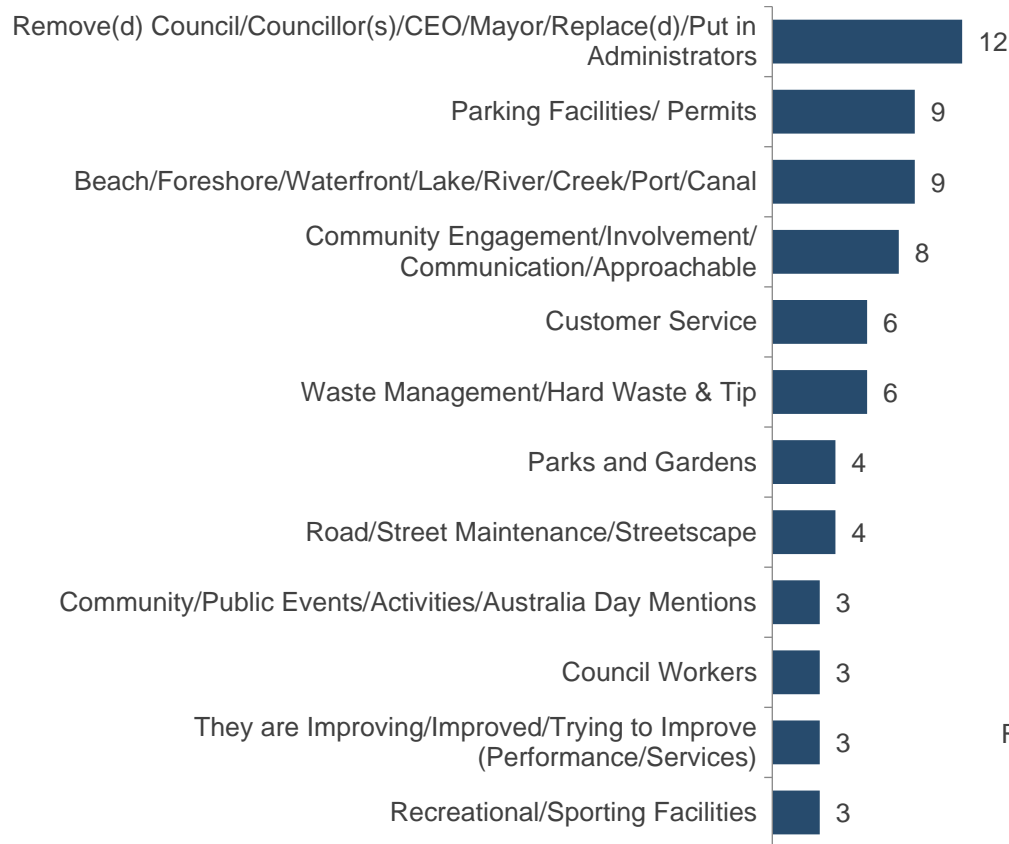
2025 individual service area performance (%)



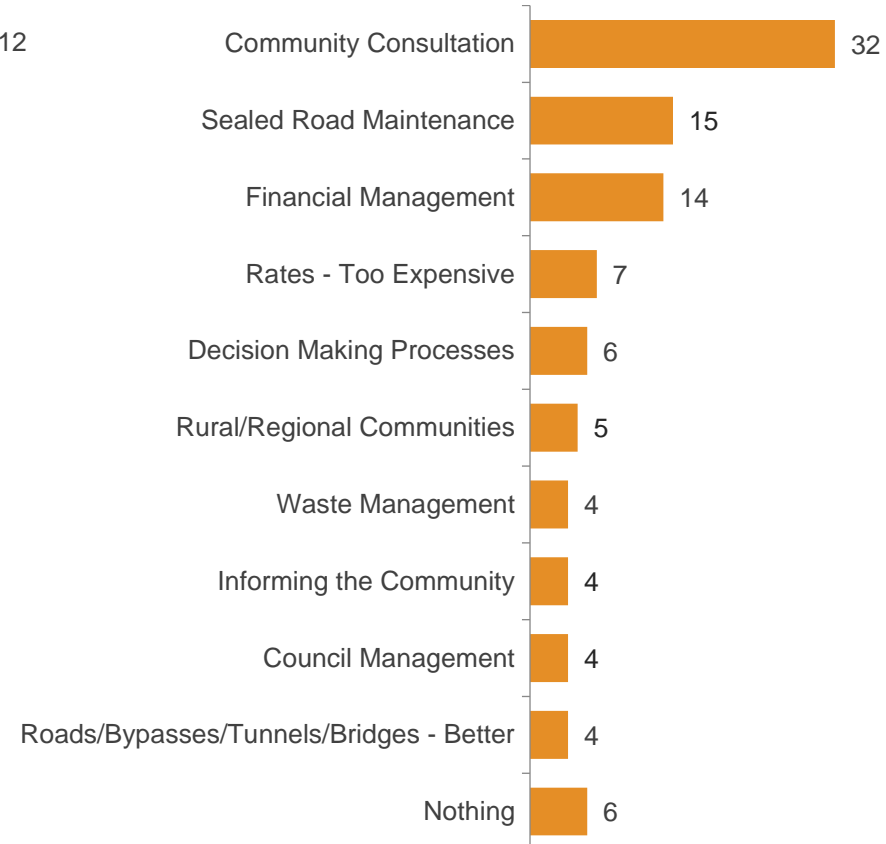


# Best things about Council and areas for improvement

**2025 best things about Council (%)**  
- Top mentions only -



**2025 areas for improvement (%)**  
- Top mentions only -



Q16. Please tell me what is the ONE BEST thing about Horsham Rural City Council? It could be about any of the issues or services we have covered in this survey or it could be about something else altogether?

Base: All respondents. Councils asked State-wide: 29 Councils asked group: 4

Q17. What does Horsham Rural City Council MOST need to do to improve its performance?

Base: All respondents. Councils asked State-wide: 44 Councils asked group: 9

A verbatim listing of responses to these questions can be found in the accompanying dashboard.





# **Customer service**





# Contact with council and customer service

## Contact with council

More than six in ten residents (63%) had contact with Council in the last 12 months.

Rate of contact has increased by nine percentage points since 2023 and is now at its highest level recorded.

- Rate of contact among residents aged 65 years and over is significantly lower than average (50%).



**Among those residents who have had contact with Council, 68% provide a positive customer service rating of 'very good' or 'good', including 28% of residents who rate Council's customer service as 'very good'.**

## Customer service

Council's customer service index of 70 is a significant, eight-point increase on the 2024 result. Impressions of customer service interactions have improved significantly over the past two years since experiencing a decline in 2023. This is a positive result for Council, returning to the higher rating last seen in 2017/2018.

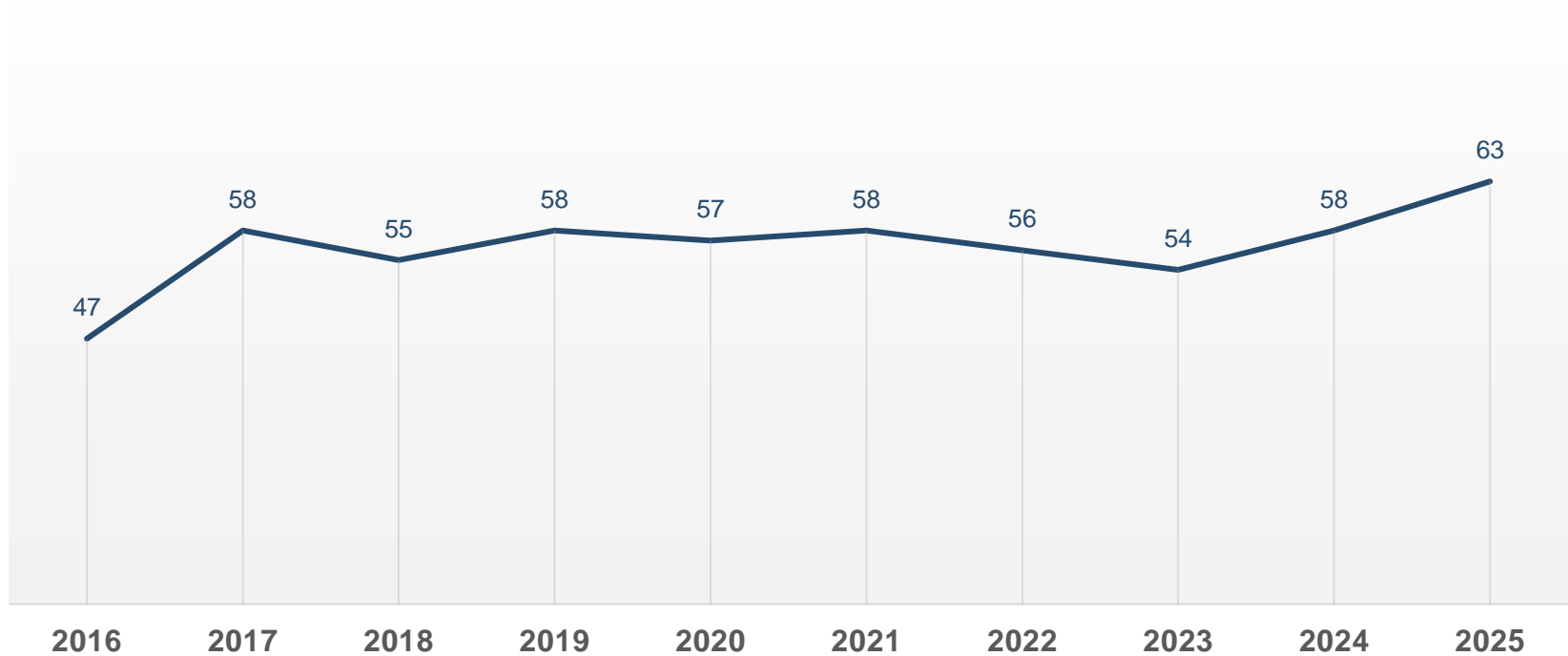
Customer service rates in line with the Regional Centres group, but significantly lower than the State-wide average (index scores of 68 and 66 respectively).

- Ratings of customer service are most improved among Rural Area residents (index score of 68, up 14 points) and people aged 50 to 64 years (70, up 12 points).
- Residents aged 18 to 34 years rate customer service the highest and significantly above average (index score of 77). This is a strong result, given this age group has a high rate of contact with Council (68%).
- Residents aged 35 to 49 years rate this relatively lower (index score of 63) and should be a priority for customer service improvements, given their high rate of contact with Council (67%).



## Contact with council

2025 contact with council (%)  
Have had contact



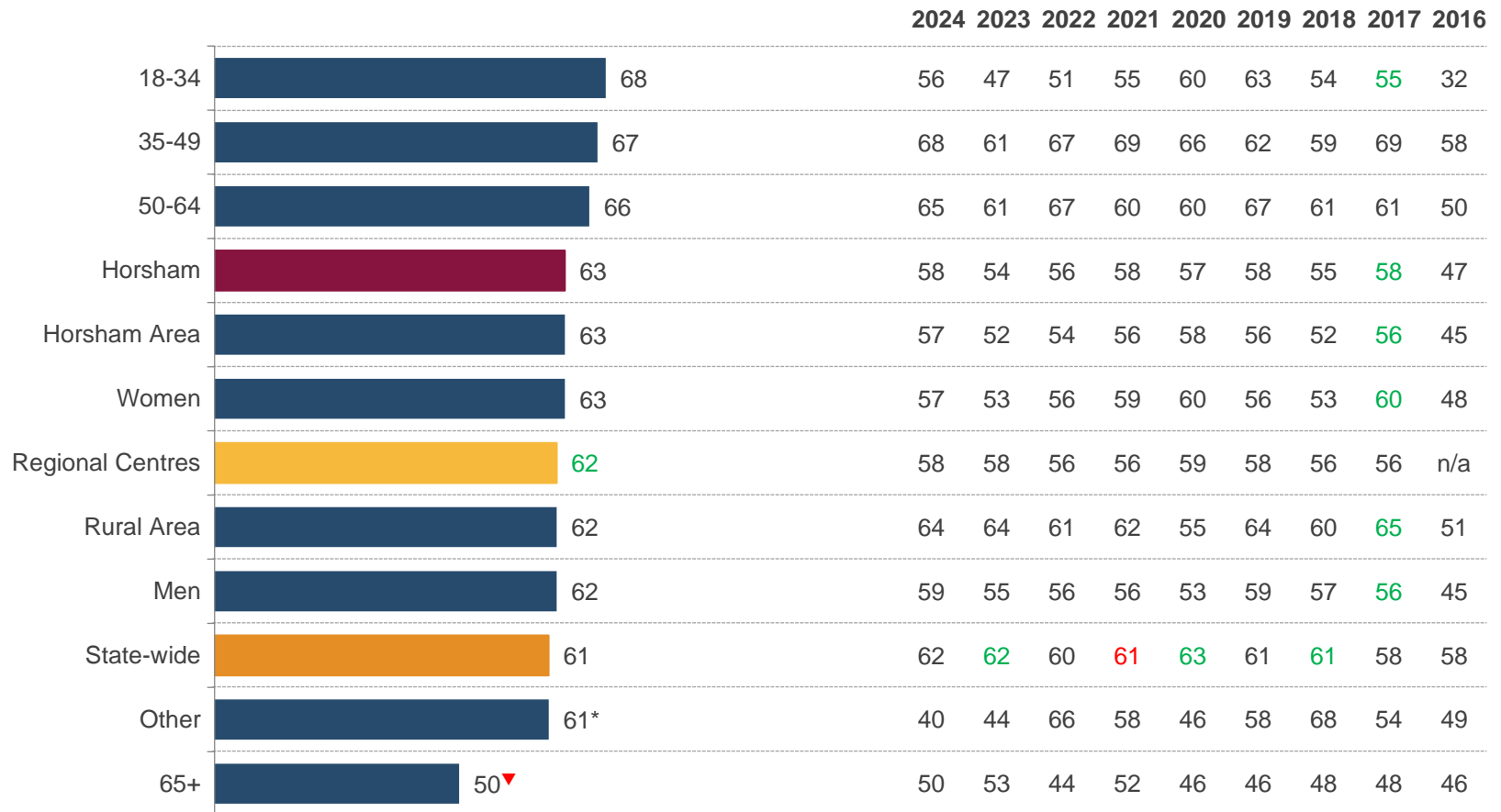
Q5. Over the last 12 months, have you or any member of your household had any contact with Horsham Rural City Council? This may have been in person, in writing, by telephone conversation, by text message, by email or via their website or social media such as Facebook or Twitter?

Base: All respondents. Councils asked State-wide: 32 Councils asked group: 4



# Contact with council

## 2025 contact with council (%)



Q5. Over the last 12 months, have you or any member of your household had any contact with Horsham Rural City Council?  
This may have been in person, in writing, by telephone conversation, by text message, by email or via their website or social media such as Facebook or Twitter?

Base: All respondents. Councils asked State-wide: 32 Councils asked group: 4

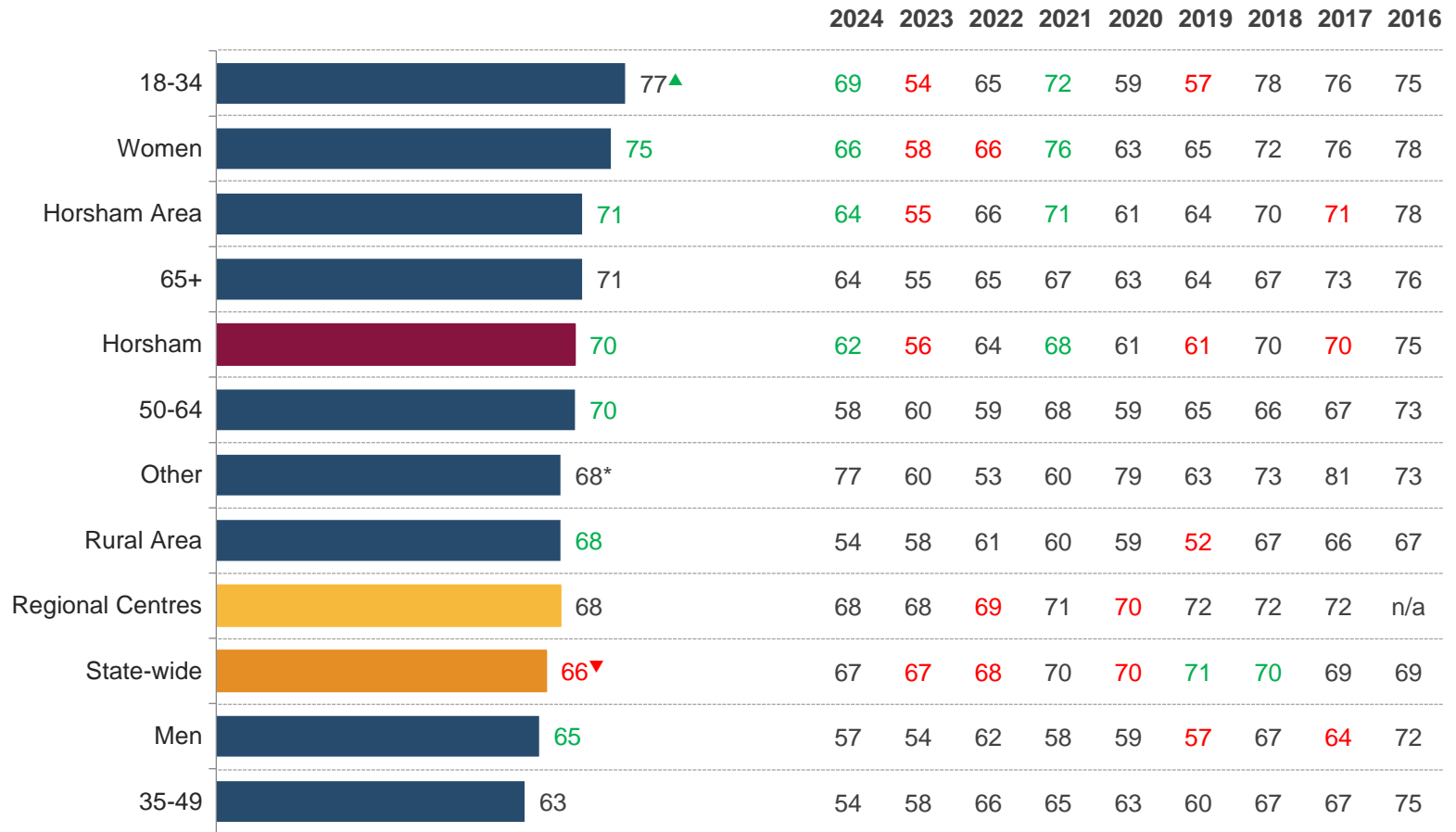
Note: Please see Appendix A for explanation of significant differences.

\*Caution: small sample size < n=30



# Customer service rating

## 2025 customer service rating (index scores)



Q5c. Thinking of the most recent contact, how would you rate Horsham Rural City Council for customer service?

Please keep in mind we do not mean the actual outcome but rather the actual service that was received.

Base: All respondents who have had contact with Council in the last 12 months.

Councils asked State-wide: 56 Councils asked group: 9

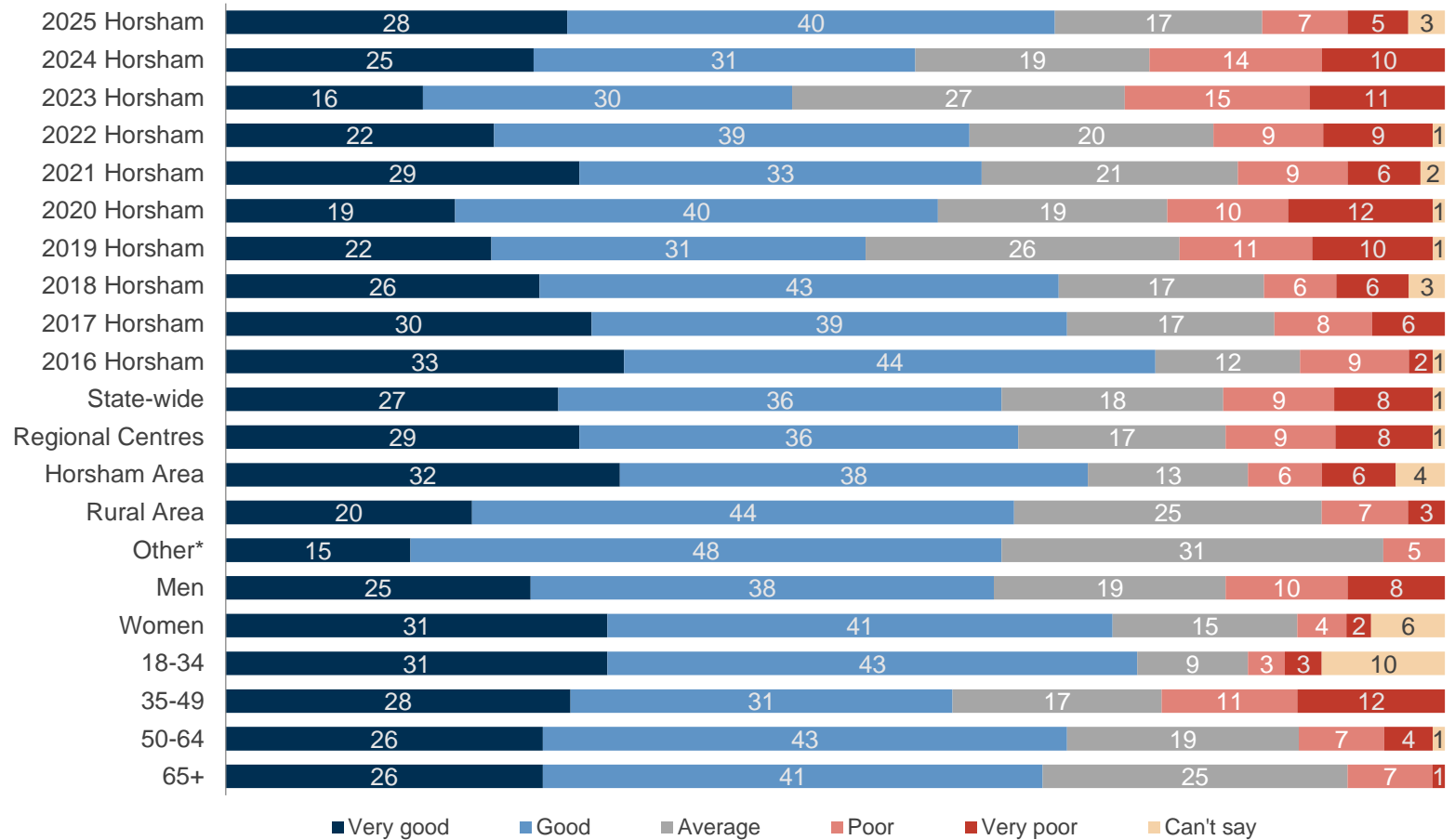
Note: Please see Appendix A for explanation of significant differences.

\*Caution: small sample size < n=30



# Customer service rating

## 2025 customer service rating (%)



Q5c. Thinking of the most recent contact, how would you rate Horsham Rural City Council for customer service? Please keep in mind we do not mean the actual outcome but rather the actual service that was received.

Base: All respondents who have had contact with Council in the last 12 months.

Councils asked State-wide: 56 Councils asked group: 9

\*Caution: small sample size < n=30



# Communication

## Communication

A Council newsletter sent via email (31%) continues to be the leading preference for learning about news and information and upcoming events. The popularity of this method has increased by 11 percentage points since 2020 and is now at a series high. Social media (20%, up six percentage points from 2024) has overtaken a newsletter sent via mail (14%, down seven percentage points) as the next most preferred form of communication.

While the top communication preference is aligned across age groups, beyond this, preferences differ.

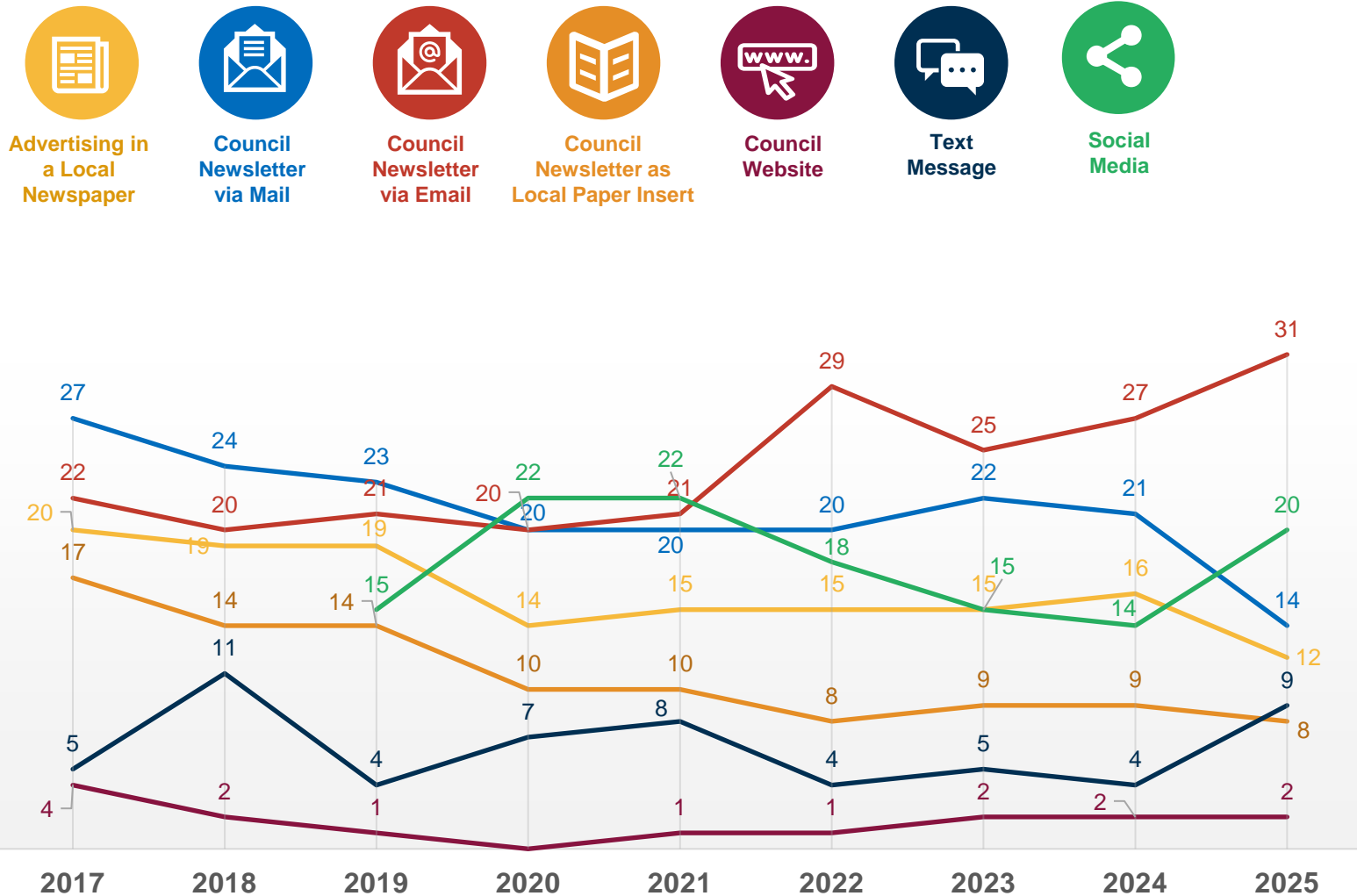
- Those aged under 50 years prefer a Council newsletter sent via email (33%, up five percentage points) and social media contact (28%, up seven points) as the best forms of communication, ahead of a newsletter sent via mail (12%, down six points) and text message (12%, up seven points).
- Those aged 50 years or older prefer a Council newsletter sent via email (29%), followed by advertising in a local newspaper (20%). Preference for a newsletter sent via mail declined in the last 12 months to its lowest level (now 17%, down six percentage points), while social media preference increased this year to an all time high (12%, up five points).





# Best form of communication

2025 best form of communication (%)



Q13. If Horsham Rural City Council was going to get in touch with you to inform you about Council news and information and upcoming events, which ONE of the following is the BEST way to communicate with you?

Base: All respondents. Councils asked State-wide: 33 Councils asked group: 6

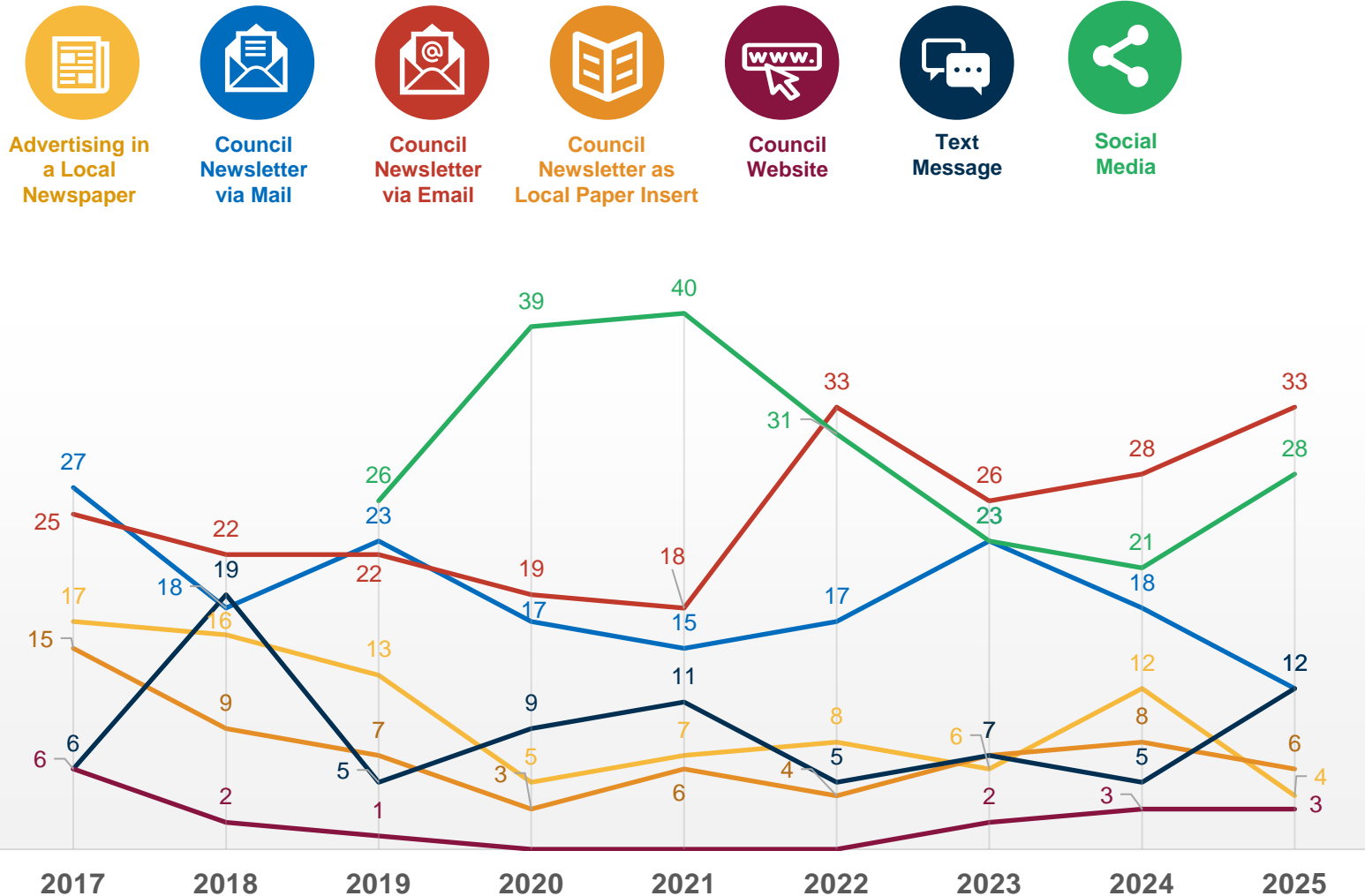
Note: 'Social Media' was included in 2019.





## Best form of communication: under 50s

2025 under 50s best form of communication (%)



Q13. If Horsham Rural City Council was going to get in touch with you to inform you about Council news and information and upcoming events, which ONE of the following is the BEST way to communicate with you?

Base: All respondents aged under 50. Councils asked State-wide: 33 Councils asked group: 6

Note: 'Social Media' was included in 2019.



## Best form of communication: 50+ years

2025 50+ years best form of communication (%)



Advertising in  
a Local  
Newspaper



Council  
Newsletter  
via Mail



Council  
Newsletter  
via Email



Council  
Newsletter as  
Local Paper Insert



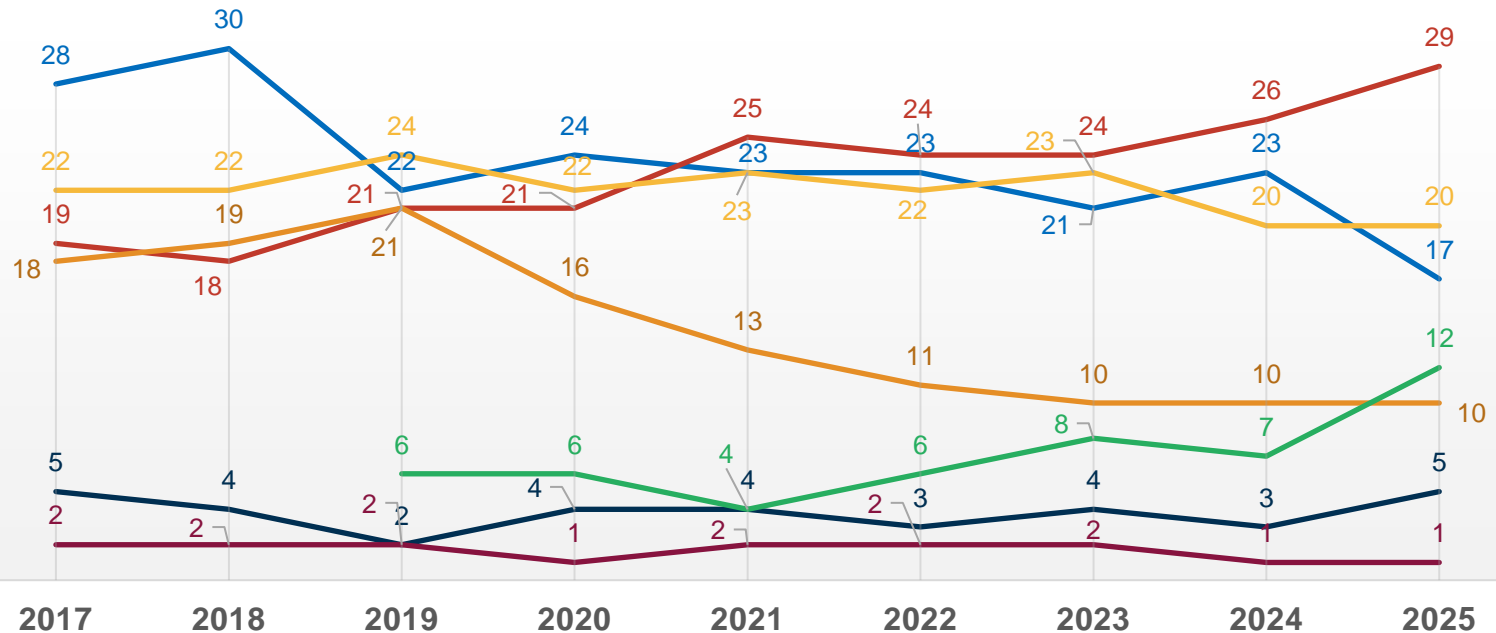
Council  
Website



Text  
Message



Social  
Media



Q13. If Horsham Rural City Council was going to get in touch with you to inform you about Council news and information and upcoming events, which ONE of the following is the BEST way to communicate with you?

Base: All respondents aged 50+ years. Councils asked State-wide: 33 Councils asked group: 6

Note: 'Social Media' was included in 2019.



# **Council direction**



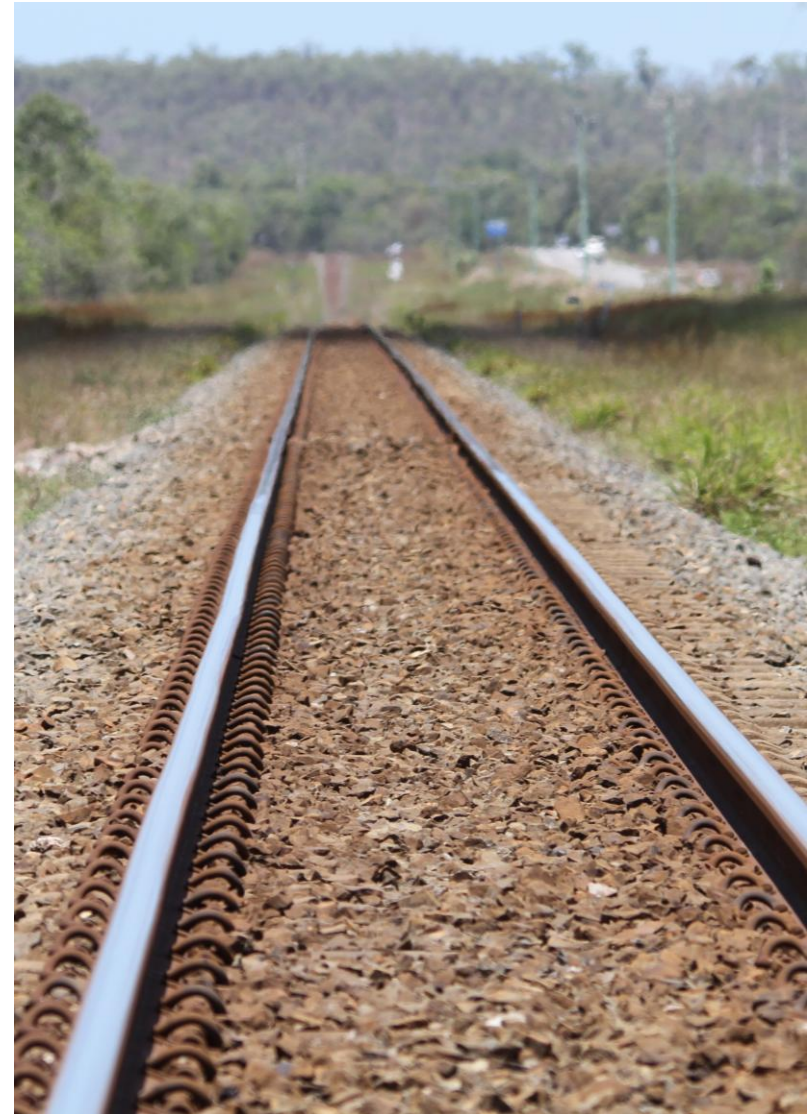
## Council direction

Over the last 12 months, perceptions of the direction of Council's overall performance increased significantly to an index score of 61 (up 24 points on last year's result). This is the highest rating ever recorded for this measure and a strong result for Council, especially considering the lowest rating for overall direction was recorded only two years ago (34 in 2023).

- This result reflects significant increases in overall direction ratings across all geographic and demographic cohorts. The greatest gains have been among residents aged 65 years and over (index score of 73, up 35 points and significantly higher than average) and those in the Rural Area (58, up 30 points). All other cohorts recorded increases of between 12 and 27 index points.

Council is now rated significantly higher than both the State-wide and Regional Centres group averages (index scores of 46 and 48 respectively).

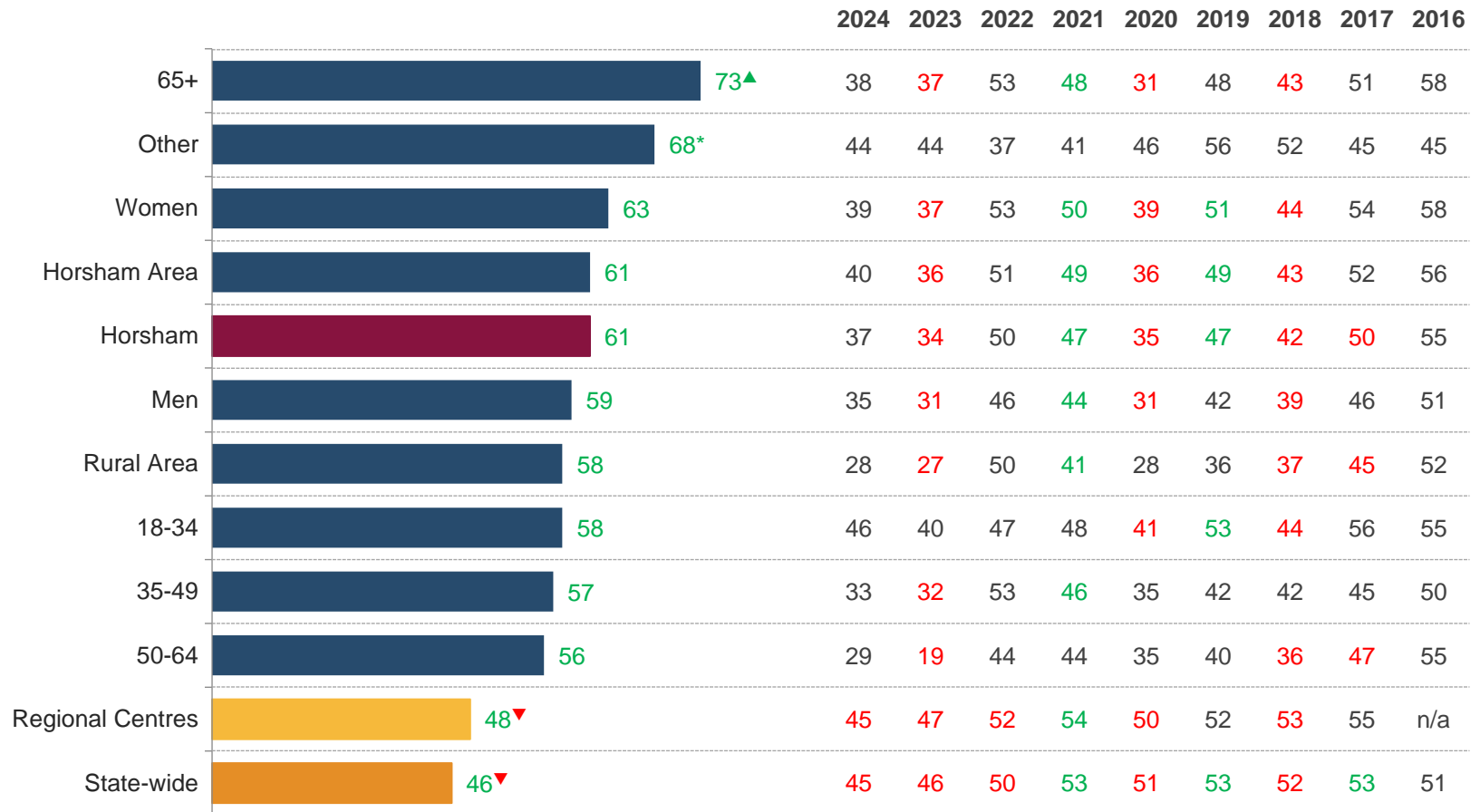
Four in ten residents (40%, up 27 percentage points) believe the direction of Council's overall performance has improved from 12 months ago. The proportion who think it has deteriorated has nearly halved (20%, down from 38%), while one in three (34%) believe it has stayed the same.





# Overall council direction last 12 months

## 2025 overall council direction (index scores)



Q6. Over the last 12 months, what is your view of the direction of Horsham Rural City Council's overall performance?

Base: All respondents. Councils asked State-wide: 56 Councils asked group: 9

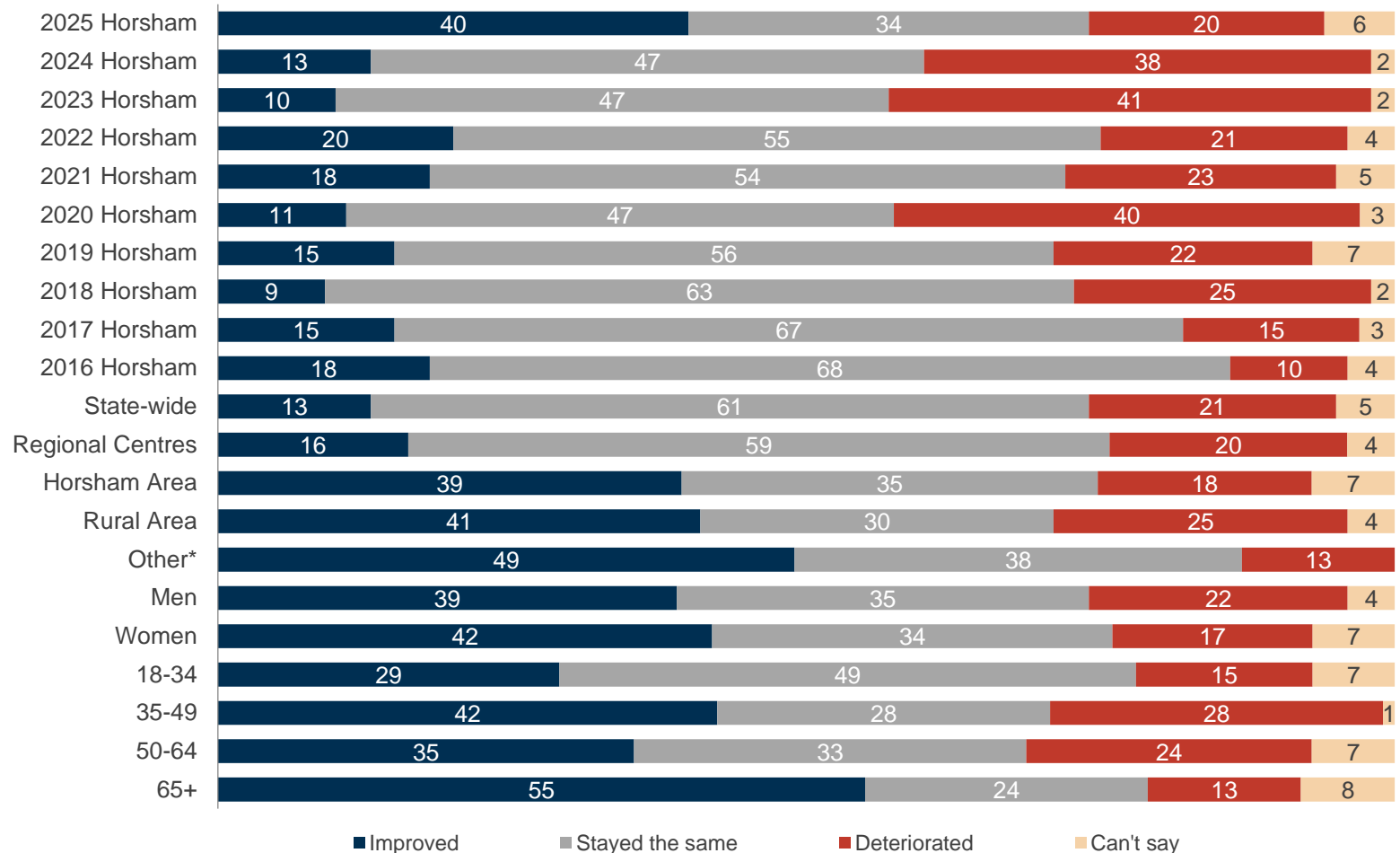
Note: Please see Appendix A for explanation of significant differences.

\*Caution: small sample size < n=30



## Overall council direction last 12 months

### 2025 overall council direction (%)



Q6. Over the last 12 months, what is your view of the direction of Horsham Rural City Council's overall performance?

Base: All respondents. Councils asked State-wide: 56 Councils asked group: 9

\*Caution: small sample size < n=30



A large, dark blue, stylized letter 'W' graphic that spans the right side of the slide. It has a glowing, network-like pattern of white lines and nodes within its structure, resembling a map or a data network.

# **Individual service areas**



# Community consultation and engagement performance



## 2025 consultation and engagement performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
18-34	51	52	46	50	50	44	58	59	62	61
State-wide	50	51	52	54	56	55	56	55	55	54
65+	50	41	44	55	46	38	56	53	59	63
Regional Centres	49	49	50	54	54	51	54	55	54	n/a
Other	49*	44	52	40	38	52	47	46	58	73
Horsham Area	48	47	44	55	50	42	56	54	57	61
Men	48	42	41	50	44	37	51	51	55	58
Horsham	48	43	43	53	48	41	54	53	57	61
Women	48	44	46	55	52	44	56	55	59	63
50-64	46	36	35	50	44	38	47	49	54	62
Rural Area	45	31	38	49	44	35	47	51	57	58
35-49	44	38	44	56	52	43	50	49	53	56

Q2. How has Council performed on 'Community consultation and engagement' over the last 12 months?

Base: All respondents. Councils asked State-wide: 56 Councils asked group: 9

Note: Please see Appendix A for explanation of significant differences.

\*Caution: small sample size < n=30

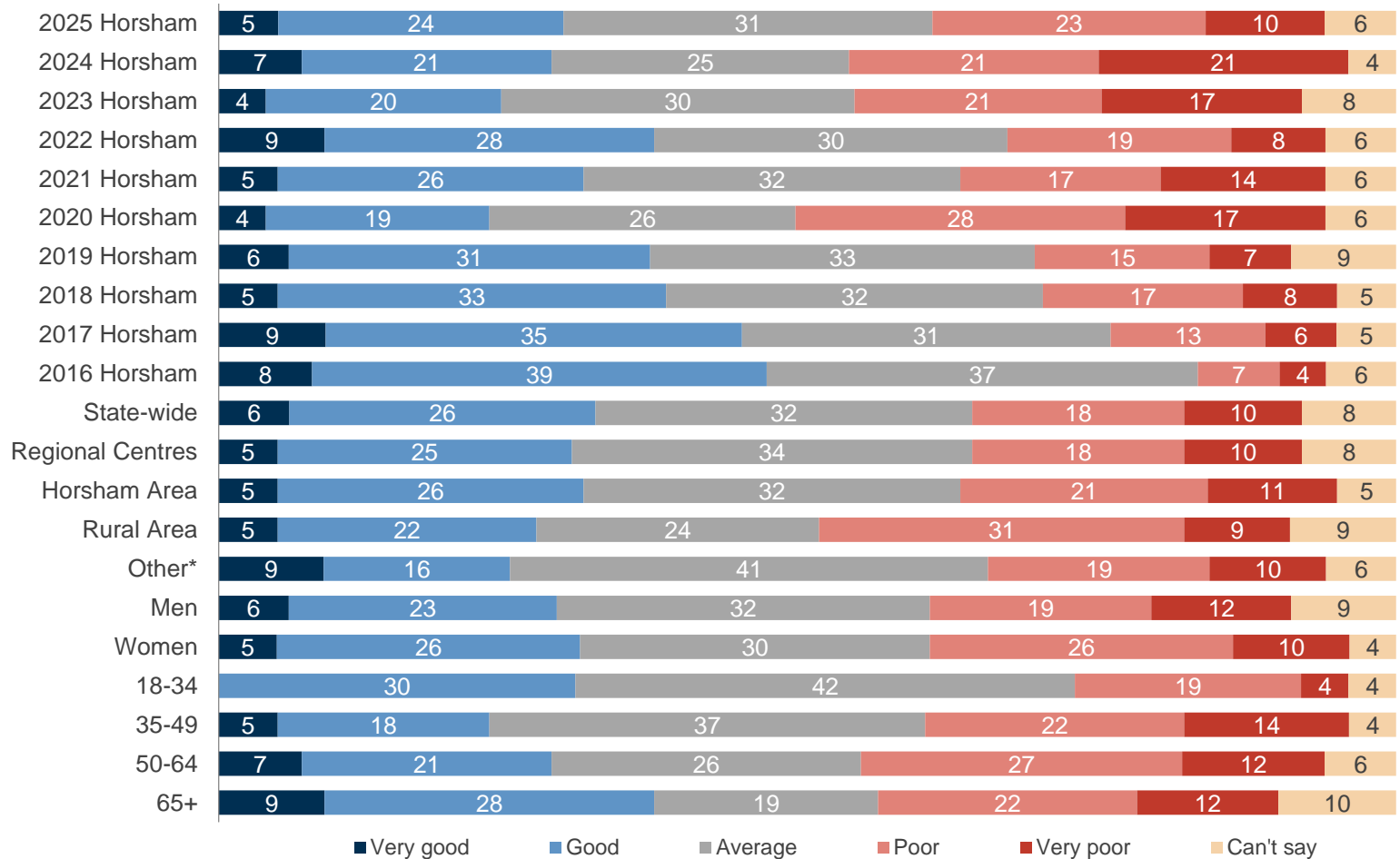




# Community consultation and engagement performance



## 2025 consultation and engagement performance (%)



Q2. How has Council performed on 'Community consultation and engagement' over the last 12 months?

Base: All respondents. Councils asked State-wide: 56 Councils asked group: 9

\*Caution: small sample size < n=30

# Decisions made in the interest of the community performance



## 2025 community decisions made performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
18-34	51	45	46	52	55	43	51	48	64	62
65+	51	42	43	54	47	41	51	52	59	63
State-wide	49	50	51	54	56	53	55	54	54	54
Horsham Area	48	43	43	54	52	40	52	51	59	62
Regional Centres	48	48	50	54	54	50	52	52	52	n/a
Women	48	42	44	54	54	43	53	50	62	64
Horsham	47	40	42	52	48	39	49	49	58	60
Men	46	38	39	50	43	35	45	48	54	57
Other	45*	44	47	46	39	48	48	54	54	55
50-64	44	35	30	48	43	38	46	47	55	59
Rural Area	42	32	36	47	41	36	40	44	55	54
35-49	39▼	33	43	54	47	34	48	51	53	56

Q2. How has Council performed on 'Decisions made in the interest of the community' over the last 12 months?

Base: All respondents. Councils asked State-wide: 56 Councils asked group: 9

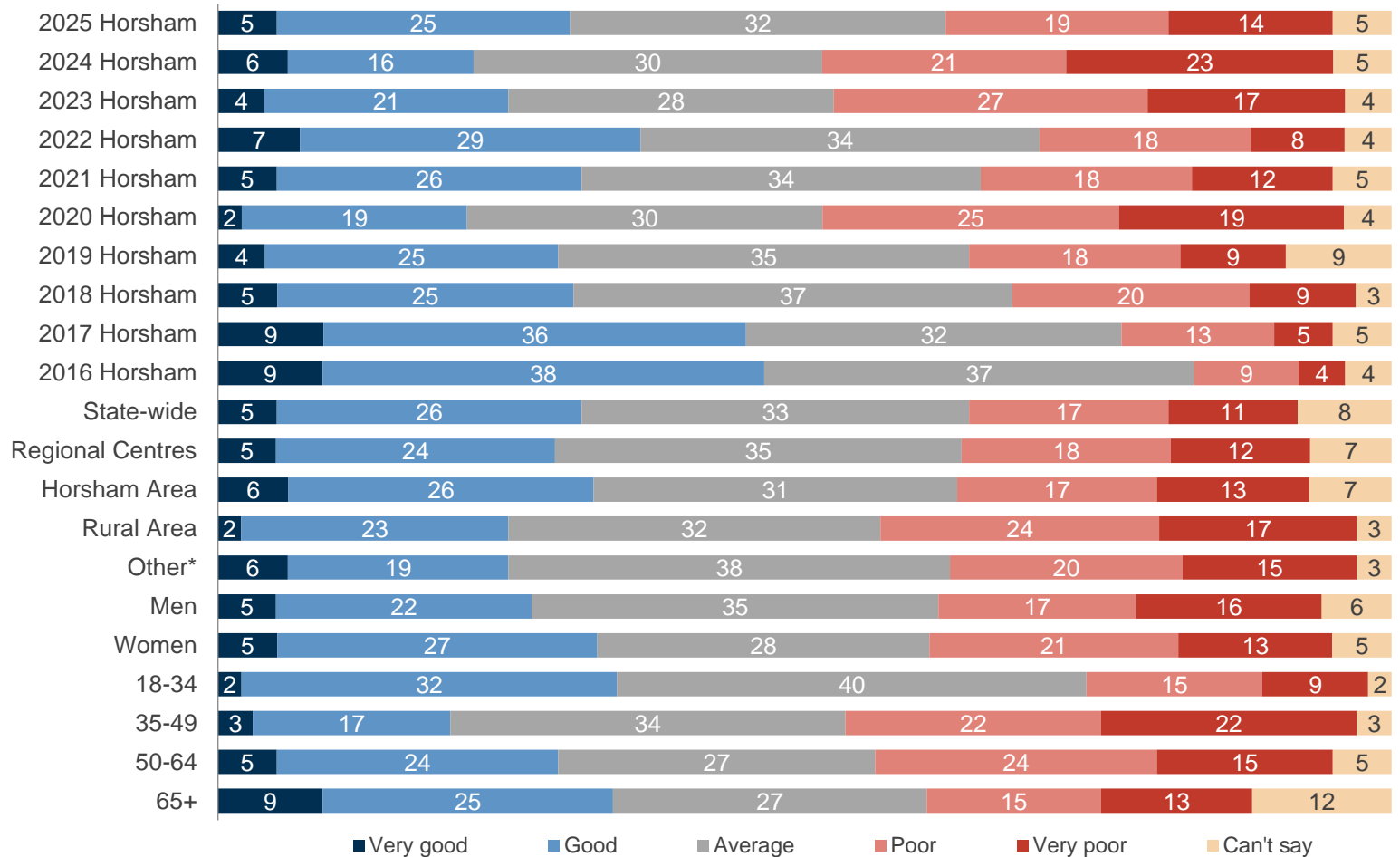
Note: Please see Appendix A for explanation of significant differences.

\*Caution: small sample size < n=30

# Decisions made in the interest of the community performance



## 2025 community decisions made performance (%)



Q2. How has Council performed on 'Decisions made in the interest of the community' over the last 12 months?

Base: All respondents. Councils asked State-wide: 56 Councils asked group: 9

\*Caution: small sample size < n=30

# The condition of sealed local roads in your area performance



## 2025 sealed local roads performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
18-34	55▲	35	33	40	44	34	43	46	43	44
Horsham Area	47	42	40	48	51	40	48	47	46	49
Regional Centres	46	46	49	54	60	55	57	54	53	n/a
Women	46	41	40	48	51	43	48	45	46	47
65+	46	42	44	53	53	48	50	47	46	53
Horsham	46	38	38	45	47	39	45	44	44	45
Men	45	35	36	42	42	35	41	42	41	44
State-wide	45	45	48	53	57	54	56	53	53	54
Rural Area	43	30	30	40	36	33	35	36	36	40
50-64	42	41	30	45	43	36	45	39	44	42
Other	40*	38	45	28	27	40	42	34	42	25
35-49	39▼	34	39	42	41	35	39	41	40	41

Q2. How has Council performed on 'The condition of sealed local roads in your area' over the last 12 months?

Base: All respondents. Councils asked State-wide: 56 Councils asked group: 9

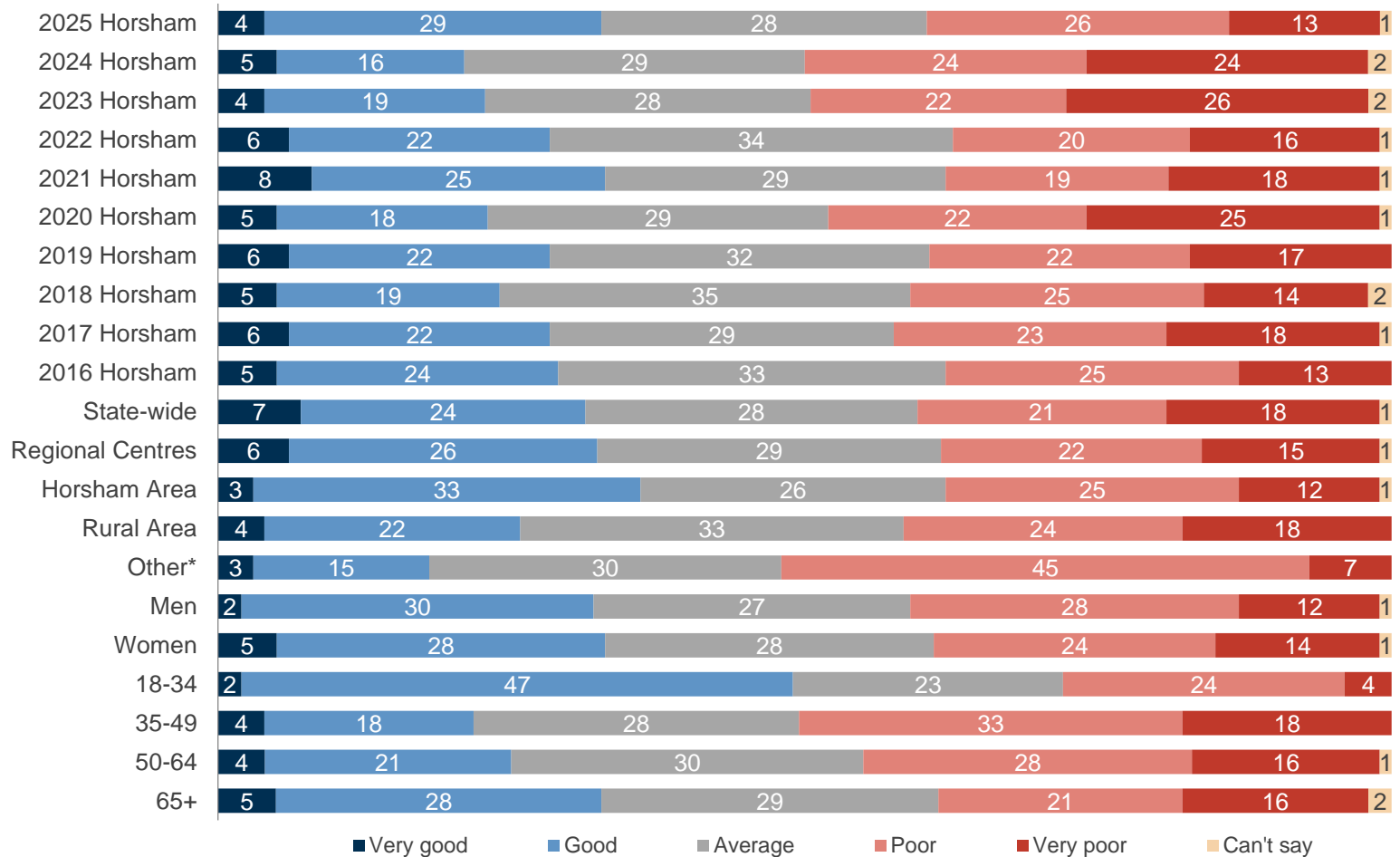
Note: Please see Appendix A for explanation of significant differences.

\*Caution: small sample size < n=30

# The condition of sealed local roads in your area performance



## 2025 sealed local roads performance (%)



Q2. How has Council performed on 'The condition of sealed local roads in your area' over the last 12 months?

Base: All respondents. Councils asked State-wide: 56 Councils asked group: 9

\*Caution: small sample size < n=30



# Waste management performance



## 2025 waste management performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
Other	71*	68	73	59	50	n/a	n/a	n/a	n/a	n/a
65+	69▲	60	68	74	73	n/a	n/a	n/a	n/a	n/a
Horsham Area	66	58	65	69	73	n/a	n/a	n/a	n/a	n/a
18-34	66	60	63	63	72	n/a	n/a	n/a	n/a	n/a
State-wide	65	67	66	68	69	65	68	70	71	70
Regional Centres	65	66	67	68	69	66	68	70	69	n/a
Women	64	55	64	69	73	n/a	n/a	n/a	n/a	n/a
Horsham	63	55	64	68	70	n/a	n/a	n/a	n/a	n/a
Men	63	54	65	67	66	n/a	n/a	n/a	n/a	n/a
50-64	61	47	58	70	60	n/a	n/a	n/a	n/a	n/a
35-49	57	47	62	65	68	n/a	n/a	n/a	n/a	n/a
Rural Area	53▼	43	60	66	65	n/a	n/a	n/a	n/a	n/a

Q2. How has Council performed on 'Waste management' over the last 12 months?

Base: All respondents. Councils asked State-wide: 56 Councils asked group: 9

Note: Please see Appendix A for explanation of significant differences.

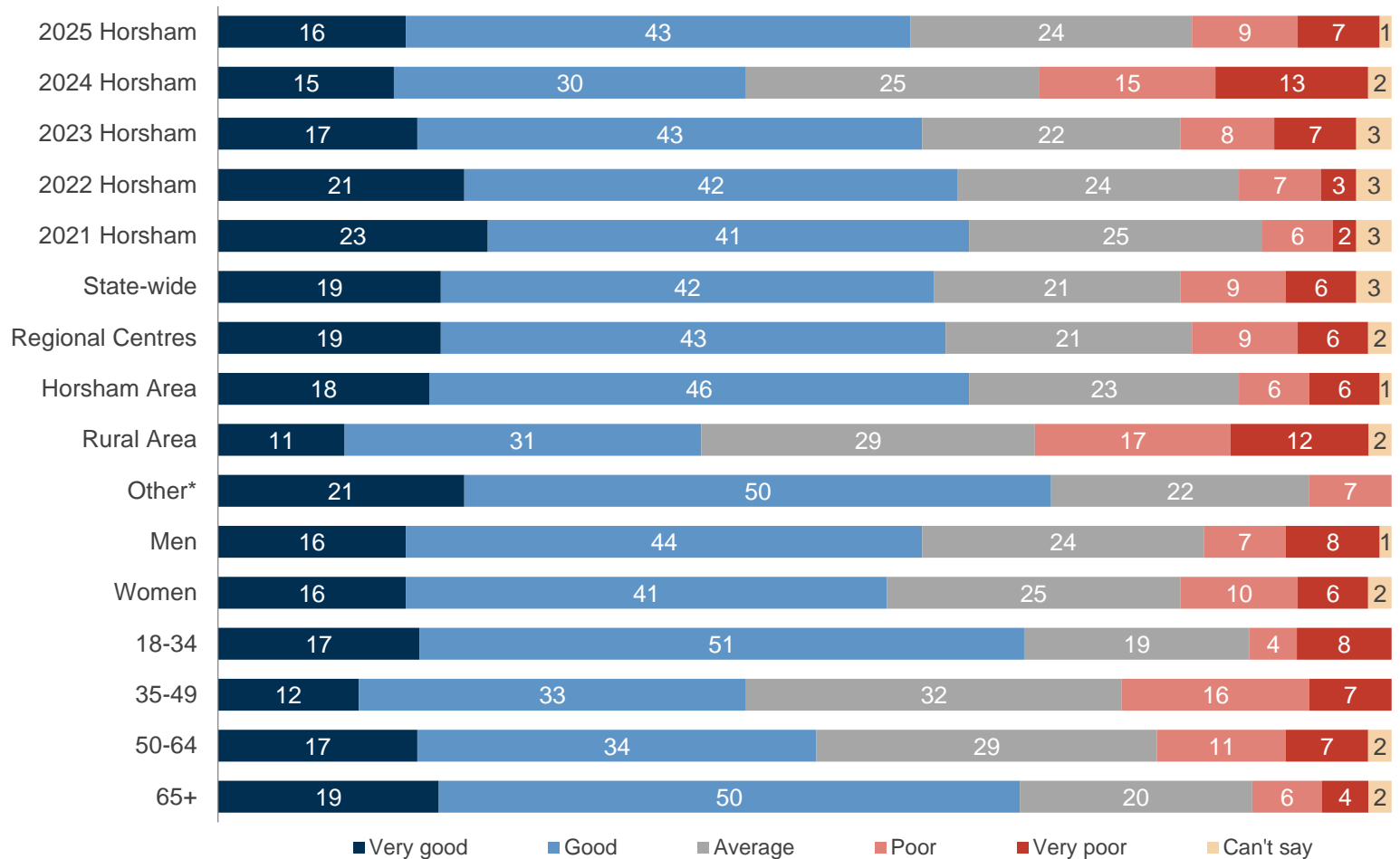
\*Caution: small sample size < n=30



# Waste management performance



## 2025 waste management performance (%)



Q2. How has Council performed on 'Waste management' over the last 12 months?

Base: All respondents. Councils asked State-wide: 56 Councils asked group: 9

\*Caution: small sample size < n=30



# Maintenance of unsealed roads in your area performance



## 2025 unsealed roads performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
18-34	41	33	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
65+	39	36	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Regional Centres	39	40	45	46	53	55	52	52	52	n/a
Horsham Area	39	37	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
State-wide	38	36	37	41	45	44	44	43	44	43
Women	37	35	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Horsham	36	33	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Other	36*	21	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Men	36	31	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
50-64	34	32	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Rural Area	31	24	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
35-49	31	29	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Q2. How has Council performed on 'Maintenance of unsealed roads in your area' over the last 12 months?

Base: All respondents. Councils asked State-wide: 28 Councils asked group: 5

Note: Please see Appendix A for explanation of significant differences.

\*Caution: small sample size < n=30

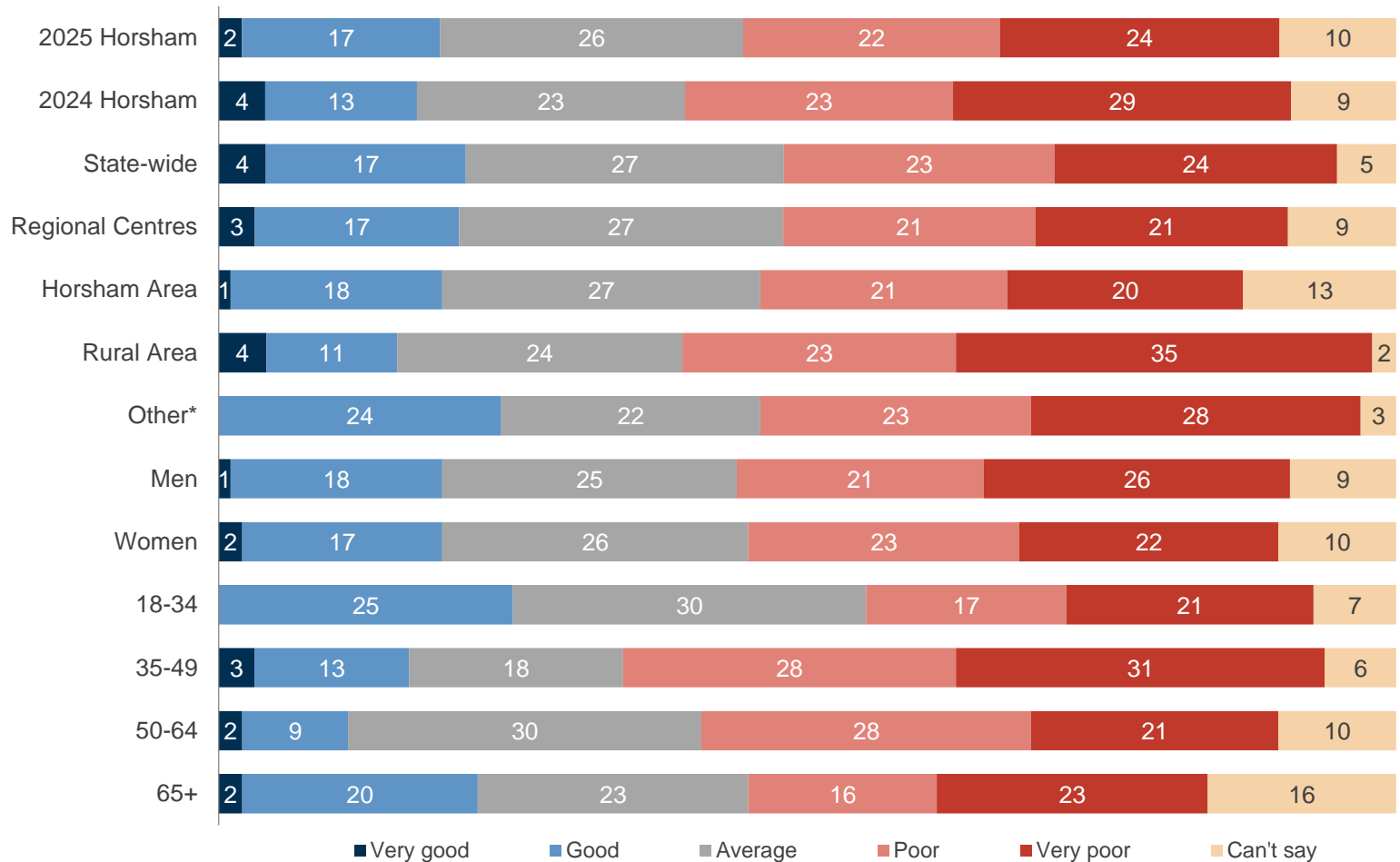




# Maintenance of unsealed roads in your area performance



## 2025 unsealed roads performance (%)



Q2. How has Council performed on 'Maintenance of unsealed roads in your area' over the last 12 months?

Base: All respondents. Councils asked State-wide: 28 Councils asked group: 5

\*Caution: small sample size < n=30

A large, stylized, dark blue 'W' graphic that spans the right side of the page. Inside the 'W', there is a blurred image of a crowd of people, possibly at a sporting event or a public gathering. The background of the entire page is white.

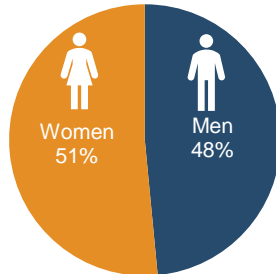
# **Detailed demographics**



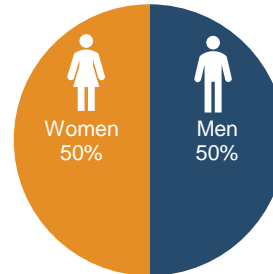
# Gender and age profile

## 2025 gender

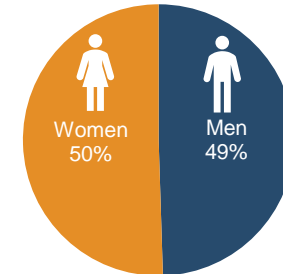
Horsham



Regional Centres

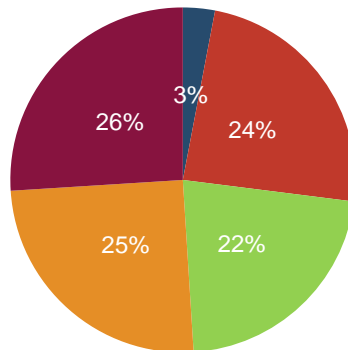


State-wide

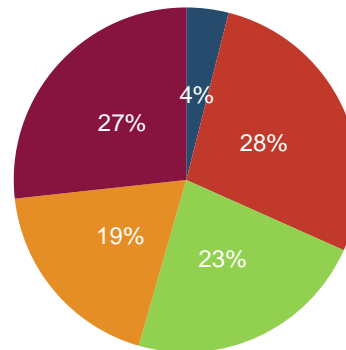


## 2025 age

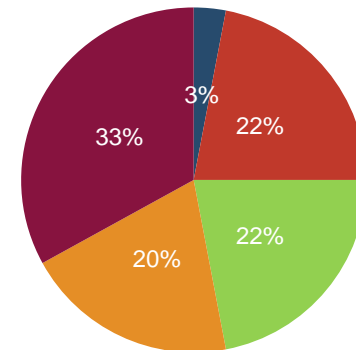
Horsham



Regional Centres



State-wide



■ 18-24 ■ 25-34 ■ 35-49 ■ 50-64 ■ 65+

■ 18-24 ■ 25-34 ■ 35-49 ■ 50-64 ■ 65+


■ 18-24 ■ 25-34 ■ 35-49 ■ 50-64 ■ 65+

S3. How would you describe your gender? / S4. To which of the following age groups do you belong?

Base: All respondents. Councils asked State-wide: 56 Councils asked group: 9

An "Other" option has been included for gender, hence the results may not add to 100%.

Please note that for the reason of simplifying reporting, interlocking age and gender reporting has not been included in this report. Interlocking age and gender analysis is still available in the dashboard and data tables provided alongside this report.



# **Appendix A: Index scores, margins of error and significant differences**



## Appendix A: Index Scores

### Index Scores

Many questions ask respondents to rate council performance on a five-point scale, for example, from 'very good' to 'very poor', with 'can't say' also a possible response category. To facilitate ease of reporting and comparison of results over time, starting from the 2012 survey and measured against the state-wide result and the council group, an 'Index Score' has been calculated for such measures.

The Index Score is calculated and represented as a score out of 100 (on a 0 to 100 scale), with 'can't say' responses excluded from the analysis. The '% RESULT' for each scale category is multiplied by the 'INDEX FACTOR'. This produces an 'INDEX VALUE' for each category, which are then summed to produce the 'INDEX SCORE', equating to '60' in the following example.

Similarly, an Index Score has been calculated for the Core question 'Performance direction in the last 12 months', based on the following scale for each performance measure category, with 'Can't say' responses excluded from the calculation.

SCALE CATEGORIES	% RESULT	INDEX FACTOR	INDEX VALUE
Very good	9%	100	9
Good	40%	75	30
Average	37%	50	19
Poor	9%	25	2
Very poor	4%	0	0
Can't say	1%	--	INDEX SCORE 60

SCALE CATEGORIES	% RESULT	INDEX FACTOR	INDEX VALUE
Improved	36%	100	36
Stayed the same	40%	50	20
Deteriorated	23%	0	0
Can't say	1%	--	INDEX SCORE 56

*Please note that the horizontal (x) axis of the index score bar charts in this report is displayed on a scale from 20 to 100.*



## Appendix A: Margins of error

The sample size for the 2025 State-wide Local Government Community Satisfaction Survey for Horsham Rural City Council was n=400. Unless otherwise noted, this is the total sample base for all reported charts and tables.

The maximum margin of error on a sample of approximately n=400 interviews is +/-4.8% at the 95% confidence level for results around 50%. Margins of error will be larger for any sub-samples. As an example, a result of 50% can be read confidently as falling midway in the range 45.2% - 54.8%.

Maximum margins of error are listed in the table below, based on a population of 15,900 people aged 18 years or over for Horsham Rural City Council, according to ABS estimates.

Demographic	Actual survey sample size	Weighted base	Maximum margin of error at 95% confidence interval
<b>Horsham Rural City Council</b>	400	400	+/-4.8
<b>Men</b>	209	194	+/-6.8
<b>Women</b>	190	206	+/-7.1
<b>Horsham Area</b>	271	282	+/-5.9
<b>Rural Area</b>	102	92	+/-9.7
<b>Other</b>	27	26	+/-19.2
<b>18-34 years</b>	47	106	+/-14.4
<b>35-49 years</b>	78	87	+/-11.1
<b>50-64 years</b>	136	102	+/-8.4
<b>65+ years</b>	139	105	+/-8.3



## Appendix A: Index score significant difference calculation

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The test applied to the Indexes was an Independent Mean Test, as follows:

$$Z \text{ Score} = (\$1 - \$2) / \text{Sqrt} ((\$5^2 / \$3) + (\$6^2 / \$4))$$

Where:

- \$1 = Index Score 1
- \$2 = Index Score 2
- \$3 = unweighted sample count 1
- \$4 = unweighted sample count 2
- \$5 = standard deviation 1
- \$6 = standard deviation 2

All figures can be sourced from the detailed cross tabulations.

The test was applied at the 95% confidence interval, so if the Z Score was greater than +/- 1.954 the scores are significantly different.



## **Appendix B: Further project information**





## Appendix B: Further information

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Further information about the report and explanations about the State-wide Local Government Community Satisfaction Survey can be found in this section including:

- Background and objectives
- Analysis and reporting
- Glossary of terms

### Detailed survey tabulations

Detailed survey tabulations are available in supplied Excel file.

### Contacts

For further queries about the conduct and reporting of the 2025 State-wide Local Government Community Satisfaction Survey, please contact JWS Research on

**(03) 8685 8555** or via email:

**[admin@jwsresearch.com](mailto:admin@jwsresearch.com)**



## Appendix B: Survey methodology and sampling

The 2025 results are compared with previous years, as detailed below:

- 2024, n=400 completed interviews, conducted across four quarters from 1<sup>st</sup> June 2023 – 18<sup>th</sup> March 2024.
- 2023, n=400 completed interviews, conducted in the period of 27<sup>th</sup> January – 19<sup>th</sup> March.
- 2022, n=400 completed interviews, conducted in the period of 27<sup>th</sup> January – 24<sup>th</sup> March.
- 2021, n=400 completed interviews, conducted in the period of 28<sup>th</sup> January – 18<sup>th</sup> March.
- 2020, n=401 completed interviews, conducted in the period of 30<sup>th</sup> January – 22<sup>nd</sup> March.
- 2019, n=400 completed interviews, conducted in the period of 1<sup>st</sup> February – 30<sup>th</sup> March.
- 2018, n=400 completed interviews, conducted in the period of 1<sup>st</sup> February – 30<sup>th</sup> March.
- 2017, n=400 completed interviews, conducted in the period of 1<sup>st</sup> February – 30<sup>th</sup> March.
- 2016, n=400 completed interviews, conducted in the period of 1<sup>st</sup> February – 30<sup>th</sup> March.

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

Any variation of +/-1% between individual results and net scores in this report or the detailed survey tabulations is due to rounding. In reporting, ‘—’ denotes not mentioned and ‘0%’ denotes mentioned by less than 1% of respondents. ‘Net’ scores refer to two or more response categories being combined into one category for simplicity of reporting.

This survey was conducted by Computer Assisted Telephone Interviewing (CATI) as a representative random probability survey of residents aged 18+ years in Horsham Rural City Council.

Survey sample matched to the demographic profile of Horsham Rural City Council as determined by the most recent ABS population estimates was purchased from an accredited supplier of publicly available phone records, including up to 44% mobile phone numbers to cater to the diversity of residents within Horsham Rural City Council, particularly younger people.

A total of n=400 completed interviews were achieved in Horsham Rural City Council. Survey fieldwork was conducted in the period of 28<sup>th</sup> January – 16<sup>th</sup> March, 2025.



## Appendix B: Analysis and reporting

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All participating councils are listed in the State-wide report published on the DGS website. In 2025, 56 of the 79 Councils throughout Victoria participated in this survey. For consistency of analysis and reporting across all projects, Local Government Victoria has aligned its presentation of data to use standard council groupings. Accordingly, the council reports for the community satisfaction survey provide analysis using these standard council groupings. Please note that councils participating across 2012-2025 vary slightly.

### Council Groups

Horsham Rural City Council is classified as a Regional Centres council according to the following classification list:

- Metropolitan, Interface, Regional Centres, Large Rural & Small Rural.

Councils participating in the Regional Centres group are:

- Ballarat, Greater Bendigo, Greater Geelong, Horsham, Latrobe, Mildura, Wangaratta, Warrnambool and Wodonga.

Wherever appropriate, results for Horsham Rural City Council for this 2025 State-wide Local Government Community Satisfaction Survey have been compared against other participating councils in the Regional Centres group and on a state-wide basis. Please note that council groupings changed for 2015, and as such comparisons to council group results before that time can not be made within the reported charts.



## Appendix B:

# Core, optional and tailored questions

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### Core, optional and tailored questions

Over and above necessary geographic and demographic questions required to ensure sample representativeness, a base set of questions for the 2025 State-wide Local Government Community Satisfaction Survey was designated as 'Core' and therefore compulsory inclusions for all participating Councils.

These core questions comprised:

- Overall performance last 12 months (Overall performance)
- Value for money in services and infrastructure (Value for money)
- Contact in last 12 months (Contact)
- Rating of contact (Customer service)
- Overall council direction last 12 months (Council direction)
- Community consultation and engagement (Consultation)
- Decisions made in the interest of the community (Making community decisions)
- Condition of sealed local roads (Sealed local roads)
- Waste management

Reporting of results for these core questions can always be compared against other participating councils in the council group and against all participating councils state-wide. Alternatively, some questions in the 2025 State-wide Local Government Community Satisfaction Survey were optional. Councils also had the ability to ask tailored questions specific only to their council.



## Appendix B: Analysis and reporting

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### Reporting

Every council that participated in the 2025 State-wide Local Government Community Satisfaction Survey receives a customised report. In addition, the State government is supplied with this State-wide summary report of the aggregate results of 'Core' and 'Optional' questions asked across all council areas surveyed, which is available at:

<https://www.localgovernment.vic.gov.au/our-programs/council-community-satisfaction-survey>

Tailored questions commissioned by individual councils are reported only to the commissioning council and not otherwise shared unless by express written approval of the commissioning council.



## Appendix B: Glossary of terms

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**Core questions:** Compulsory inclusion questions for all councils participating in the CSS.

**CSS:** 2025 Victorian Local Government Community Satisfaction Survey.

**Council group:** One of five classified groups, comprising: metropolitan, interface, regional centres, large rural and small rural.

**Council group average:** The average result for all participating councils in the council group.

**Highest / lowest:** The result described is the highest or lowest result across a particular demographic sub-group e.g. men, for the specific question being reported. Reference to the result for a demographic sub-group being the highest or lowest does not imply that it is significantly higher or lower, unless this is specifically mentioned.

**Index score:** A score calculated and represented as a score out of 100 (on a 0 to 100 scale). This score is sometimes reported as a figure in brackets next to the category being described, e.g. men 50+ (60).

**Optional questions:** Questions which councils had an option to include or not.

**Percentages:** Also referred to as 'detailed results', meaning the proportion of responses, expressed as a percentage.

**Sample:** The number of completed interviews, e.g. for a council or within a demographic sub-group.

**Significantly higher / lower:** The result described is significantly higher or lower than the comparison result based on a statistical significance test at the 95% confidence limit. If the result referenced is statistically higher or lower then this will be specifically mentioned, however not all significantly higher or lower results are referenced in summary reporting.

**State-wide average:** The average result for all participating councils in the State.

**Tailored questions:** Individual questions tailored by and only reported to the commissioning council.

**Weighting:** Weighting factors are applied to the sample for each council based on available age and gender proportions from ABS census information to ensure reported results are proportionate to the actual population of the council, rather than the achieved survey sample.

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