

June 25<sup>th</sup> 2024

Hein Basson  
General Manager  
Tenterfield Shire Council

**Sent by email: [h.basson@tenterfield.nsw.gov.au](mailto:h.basson@tenterfield.nsw.gov.au)**

Dear Hein,

## Re: Quote for TSC Community Satisfaction Survey (Our ref 7034)

Thanks so much for the opportunity to quote on providing Tenterfield Shire Council (TSC) with a community satisfaction survey to better understand community sentiment towards Council facilities and services.

Taverner Research consults to over 50 NSW Councils with research and community engagement services. As part of this, over the past few years we have conducted customer satisfaction councils for (among others) Wollongong, Shoalhaven, Bathurst, Queanbeyan, Blue Mountains, Coonamble, Snowy Valleys and Glen Innes Severn Councils. Hence we feel well equipped to assist TSC with this type of research.

### OBJECTIVES

As per your recent email, I understand you are looking to conduct a community satisfaction survey in 2024. Subject to further discussion, typical objectives for these surveys are likely to include some or all of:

- Measuring the TSC community's overall satisfaction level of Council's performance, decisions made in the interests of the community, and Councillors' representations
- Measuring community satisfaction in relation to services and facilities, and ratings on additional aspects of service experience
- Measuring the community's preferred means for communication and engagement
- Understanding how results for the above differ by factors such as age, gender, location or length of residence.

We have assumed for pricing purposes that all this should be contained within a clear and concise random telephone survey not exceeding 15 minutes average duration – while noting that TSC's 2022 survey averaged 20 minutes 33 seconds.



## PROPOSED METHODOLOGY

### Inception Meeting

The project plan and survey questionnaire would be designed collaboratively between Taverner Research and TSC, based on the objectives shown above. This would typically commence with a Teams -based inception meeting of 45-60 minutes duration, followed by ongoing communication through to questionnaire approval.

Following the inception meeting we would create a project plan that summarises objectives, methodology, timing etc – plus the first draft of the questionnaire. This is a working document that moves backwards and forward between Taverner and TSC until it is finalised and approved.

### Questionnaire design

Subject to further discussion, we assume the 2024 survey would largely replicate that conducted in 2022 (i.e. to enable strict comparability of results). However there is obviously the opportunity to remove or adapt existing questions, and/or add timely questions for which a representative sample of community views is sought.

As noted above, the 2022 survey ran at over 20 minutes. For 2024, we would strongly suggest maintaining a maximum average duration of 15 minutes. Beyond this willingness of residents to participate tends to drop alarmingly, leading to significant non-response bias. (However we have also provided a quote for an average duration of 20 minutes in case you want to maintain that survey length.)

### Phone number selection

Phone number selection would be via a postcode-specific database of verified random digit telephone numbers. The company supplying this list, Samplepages is a well-known and highly respected suppliers of randomised land line and mobile telephone numbers to the market research industry. The SamplePages phone database has over 15 million records nationally, including over 5.7 million unique landlines and 9.3 million unique mobile phone numbers.

Sample Pages also provides limited geographically-specific mobile telephone numbers, to improve reach (in particular) among renters and younger residents.

**For projects such as this we typically use a ratio of (at least) 75% mobiles to 25% landlines.**

### Fieldwork

Surveying would be conducted over 8-10 nights from our Wollongong-based CATI research centre (backed up if necessary by our facilities in Sydney and Coffs Harbour). Each of our three CATI facilities is ISO-certified to ensure strict quality control.



Residents would be phoned from 3.30-8.00 p.m. each weekday evening (Monday to Thursday), and (if necessary) on weekends from 10am to 4pm.

To maximise response rates, potential respondents will be called up to five times at different times of the afternoon and evening. Within reason, callbacks can be programmed to suit resident wishes. Taverner Research uses state-of-the-art Forsta software, which allows for sophisticated skip logic and automatically programmed callback options.

Surveying would be conducted on a purely random basis. However we would ensure any sub-regions within the LGA were appropriately sampled, and ensure a robust mix of ages and genders. If required, results would be post-weighted to match the LGA's age and gender profile as at the 2021 ABS Census (Usual Resident Profile.)

Respondents would be screened to ensure the following characteristics:

- All respondents are aged 18 years and over;
- All respondents are confirmed as living within the TSC Local Government Area;
- None of the respondents work as TSC Councillors or permanent employees;

### Sample size and sampling error

In terms of sample size, we believe a sample size of 250-300 would be realistic for TSC (given that as at 2021 Census there were only 3,948 private dwellings within the LGA). **For a sample size of n=300, random sampling error (RSE) for this sample size would be +/- 5.6% at the 95% confidence level.** (That means that if we conducted the same survey 20 times with different samples, results should be accurate for the overall target population to within +/- 5.6% in 19 of those 20 surveys.)

### (Optional) Online panel

To improve reach among younger residents, TSC may wish to access a commercial online panel for part of the overall sample. Like CATI, online panels are an opt-out methodology – avoiding any self-selection bias caused by residents trying to opt-in to the survey.

Each online panel comprises hundreds of thousands of Australians nationally who take part in online surveys for a small reward. Typically within an LGA such as TSC we would be able to achieve 20-30 online surveys, to complement the phone sample. As we use an integrated scripting platform, we can create parallel CATI and online scripts, and then merge the data at completion of both waves.

Taverner uses a number of commercial online research panels to achieve these interviews. Like Taverner, our preferred panel providers, CINT and Pure Spectrum are both ISO-20252 Certified.



There is no additional cost to this option, which can augment or replace traditional phone sample – i.e. for small online sample sizes such as this, online panels are cost-neutral with CATI interviewing. We'd be happy to discuss this option during the inception meeting, to see if it is of interest to Council.

## Analysis

Once fieldwork is complete, Taverner will undertake standard analysis techniques to:

- Produce easy-to-interpret graphs for all questions
- Deliver cross analysis by sub-groups of interest
- Benchmark to the previous surveys where relevant
- (If required) provide external benchmarking against up to 25 regional NSW Councils

Our analysis is conducted in Q, a sophisticated statistical database software which allows detailed cross-tabulations and identification of significant differences. Taverner typically undertakes detailed data interrogations including cross-analysis by a range of demographic characteristics including age, gender and sub-region.

Open comments are entered into Microsoft Excel and/or Q. These comments will also be coded, allowing us to quantify key themes.

To drive more value from the data, we will undertake a regression-based driver analysis.

**Regression analysis** allows us to test the relationship between a dependent variable (in this case overall satisfaction with Council), and a series of independent variables (in this case all the individual facilities and serviced being rated for satisfaction).

This allows us to calculate the derived importance of specific service elements, some of which will have a greater impact on perceptions of overall satisfaction than others.

**The ensuing “correlation efficient”** outlines the ranking of specific service tasks according to how influential they are on impacting overall satisfaction. The closer the correlation coefficient is to 1.0, the stronger it is as a driver of overall satisfaction. So, in this example, focussing additional resources on - or promoting Council's success in - attracting new investment will have a much higher impact on overall satisfaction than (say) weed control:



COUNCIL SERVICE/FACILITY	CORRELATION STRENGTH TO OVERALL SATISFACTION
Economic development/attracting investment	0.601
Water supply	0.592
Development applications	0.542
Tourism marketing	0.539
Sealed roads	0.501
Footpaths and cycleways	0.467
Libraries	0.423
Weed control	0.367

An **Importance/Performance Matrix**<sup>1</sup> plots services and facilities of highest and lowest priority according to community sentiment. An example of the output:



<sup>1</sup> Using derived importance – calculated by correlating the satisfaction with specific facilities and services with overall satisfaction. This produces a correlation score between 0 (no relationship) to 1 (a perfect relationship) which becomes the vertical axis of the quadrant.



From this matrix, **we can create an Importance/Performance Table** which determines areas of concern and areas of achievement:

- The upper right quadrant (high importance and high satisfaction) represents current service strengths or **‘Strengths to Maintain’**.
- The upper left quadrant (high importance but low satisfaction) denotes services where satisfaction should be improved or **‘Priorities for Council’**.
- The lower left quadrant (relatively lower importance and relatively lower satisfaction) represents lower priority service dimensions or **‘Second Order Issues’**.
- The lower right quadrant (relatively lower importance and high satisfaction) represent Council’s **‘Opportunities’**. These are services with higher satisfaction but which are not currently driving overall satisfaction. By highlighting achievements in these areas, Council may be able to increase the link between the two.

This typically shows up as a quadrant analysis such as that shown below:

PRIORITIES FOR COUNCIL	STRENGTHS TO MAINTAIN
23 - Management of trees	1 - Cleaning and appearance of villages and town centres
24 - Condition of Footpaths	2 - Sporting fields and amenities
25 - Consultation and engagement/communication with the community by Council	3 - Community centres
26 - Encouraging local industry, businesses and tourism	4 - Litter control and rubbish dumping
27 - Condition of local roads	5 - Environmental sustainability
28 - Managing parking	6 - Information on Council services
29 - Development approvals process	7 - Managing and protecting creeks, lagoons and waterways
SECOND ORDER ISSUES	OPPORTUNITIES
16 - Environmental protection & regulation	8 - Library services
17 - Facilities and services for older people	9 - Domestic waste and recycling collection service
18 - Facilities and services for youth	10 - Aquatic Centre/s
19 - Facilities and services for people with disabilities	11 - Parks and recreation areas (including playgrounds)
20 - Arts and cultural facilities	12 - Trails and tracks
21 - Condition of public toilets	13 - Managing natural bushland
22 - Bike paths	14 - Community events and festivals
	15 - Wharves and boat ramps



## Reporting

Taverner Research prides itself on the “simple, credible and useful” format of its reporting. In particular, we are always seeking better ways to graphically demonstrate data so as to provide maximum information with greatest clarity.

Our preliminary report on survey results and findings would include:

1. Executive Summary
2. Methodology
3. Results
4. Detailed analysis and charts for each question
5. External benchmarking against up to 25 regional NSW Councils (if required)
6. Any other relevant information

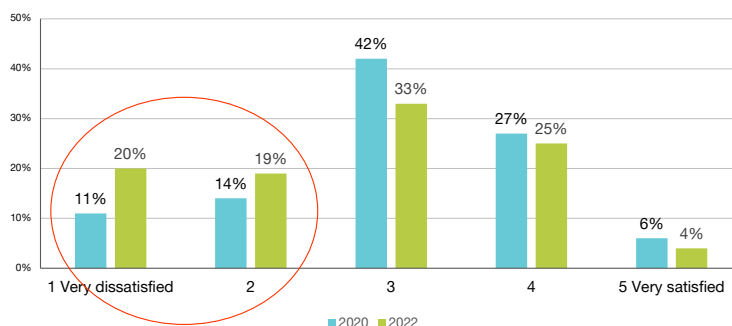
Report format requirements are a detailed report in MS Word, and a summary presentation in PowerPoint - see Section 3.9. We will also provide Council with the raw, de-identified data.

## Presentation

We will prepare and deliver a crisp, visually stimulating and insightful PowerPoint presentation to senior managers and/or Councillors. These will be delivered by national research director James Parker, who can draw on research experience with over 60 NSW and Queensland Councils.

Examples of “typical” slides (i.e. from other Council presentations) are shown below:

### Overall satisfaction with Council



In 2022, 29% of residents surveyed gave a score of 4 or 5 (33% in 2020), while 39% gave a score of 1 or 2 (25% in 2020). Mean satisfaction for 2022 was 2.73, down from 3.03 in 2020.





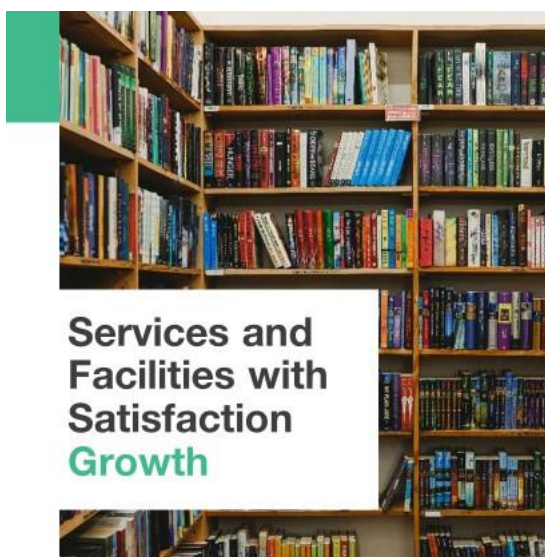
## REASONS FOR SATISFACTION



## Facilities and Services Summary (part 2)

	Satisfied	Average	Quadrant	Internal Benchmark	External Benchmark
Parks, reserves and playgrounds	52%	3.51	Strengths	↔	↔
Cultural facilities	35%	3.35	Opportunities	↔	↑
Cleanliness of streets	49%	3.27	Strengths	↓	↔
Maintenance of bridges	40%	3.13	Priorities	↓	↔
Protection of the natural environment	31%	3.12	Priorities	↔	↑
Enforcement of regulations by rangers	31%	3.02	Second order	↔	↔





Council Facilities or Services Satisfaction  
– Internal Benchmarks (mean scores  
2020 vs 2022):

+9% Youth facilities and activities

+5% Tourism Marketing

## TEAM ASSIGNED TO THIS PROJECT

The team for this project will be led by James Parker (National Research Director) supported by Craig Stuchbury (Account Manager), Sophie Philips (Field Operations Manager) and Julia Draper (Data Analyst).

Summaries of the qualifications and experience of the team members follow.

### James Parker, National Research Director

James will be the project director and major point of contact for this project.

James Parker launched Jetty Research in 2006 (part of the Taverner Research Group since early 2019). Prior to this he had 20 years commercial experience in finance, research, media and management. A Qualified Practising Researcher (QPR), James has advanced quantitative research knowledge and is also an experienced focus group facilitator and in-depth interviewer.

### Craig Stuchbury, Account Manager

Craig has almost 30 years market research experience, from call centre interviewer to data processing manager. Prior to that he was a range safety officer in the Australian Army.

Craig knows how all the moving parts of your research project relate to each other and where the risks lay. Craig has created interactive geodemographic maps for state and federal agencies and has a keen eye for detail. He has worked on dozens of local council studies in NSW, Queensland and WA.



## Sophie Philips, Field Operations Manager

Sophie will manage the fieldwork team assisting with training, safety induction and supervision.

Sophie has been actively involved in research projects for over 20 years. She brings a wealth of experience to projects in understanding specific logistical challenges and implementing real-time solutions to ensure successful completion of all projects she works on.

## Julia Draper, Data Analyst

Julia will be responsible for data processing and (if needed) for the questionnaire setups and has extensive experience leading this on our large-scale studies. She is an integral part of our fieldwork and data production and quality assurance team.

Julia holds a Diploma of Information Technology (General) from RMIT and is working towards completing a Bachelor of Information Technology through RMIT. She has been working for Taverner for over 15 years,

She is highly skilled in the set up and management of both online and face-to-face projects with complex questionnaires and detailed quota and sampling requirements and utilises several different software platforms.

## COUNCIL INVESTMENT

Re budget, the key variables for a general population such as this are survey length and sample size. However if we assume a 15 minute survey, 300-person sample size with no fixed quotas and up to 3 open-ended questions for coding, **our “start to finish” quote would be \$21,900 plus GST.**

For a 20-minute average duration survey, the quote would be \$24,600 plus GST.

If you would like a smaller sample size than the n=300 suggested, you can subtract \$45 (plus GST) per interview for the 15-minute duration, and \$54 (plus GST) for the 20-minute duration.

### In each case, our quote includes:

- Inception meeting and Project Plan
- Questionnaire design
- Purchase of random valid phone numbers
- Uploading of survey into our CATI software, and testing
- All fieldwork costs (incl. labour, telecoms, training and management)
- Online completions using a commercial online panel (if requested)
- Data cleaning, analysing and coding
- Reporting in Taverner's "simple, credible and useful" reporting format



- Online presentation to CEO/ELT and Councillors of key results
- Project management and ongoing client liaison
- ISO 20252-certified quality control

Subject to further discussion, we typically invoice 50% of the project budget up-front, with the balance on successful project completion.

Please let me know if you require additional information prior to making a decision. We can also supply references/ referees for other Councils should this be required.

In either case, I look forward to hearing from you again soon – and hopefully to working with Council on this important project.

Kind regards,

**James Parker**

NATIONAL RESEARCH DIRECTOR

Taverner Research



## ABOUT TAVERNER RESEARCH

Founded in 1995, Taverner Research Group is a full-service market and social research company with offices in Sydney, Wollongong, and Coffs Harbour. The company is highly regarded within the industry as a longstanding and high-quality supplier of fieldwork, recruitment, and research insights to government (at all three levels), academia, commercial organisations - and even other research agencies. It now includes one of Australia's largest CATI facilities (with 50 seats across the three offices) and is also among the few research suppliers to provide face-to-face interviewing services nationally.

In 2019, Taverner acquired Jetty Research, a Coffs Harbour-based consultancy with a wide base of clients in the local and state government sectors. Taverner acquired Wollongong-based IRIS Research in mid-2020. In addition to its other clients, IRIS had a dominant position in the Illawarra region and throughout southern NSW. Through these acquisitions, the Taverner Research Group now has three offices and an ISO-certified 50-seat CATI research centre across Sydney, Coffs Harbour and Wollongong.

The Taverner Research Group logo is a modernised and simplified interpretation of the original "oak tree sitting in a crown" emblem. The three peaks and merging blue and green colours symbolise the Taverner, Jetty and IRIS brands, which have come together under a unified Taverner brand.



### **ISO: 20252 Certification**

Taverner Research Group is fully accredited to ISO 20252:2012, the international standard for Market and Social Research. Our clients can feel assured that Taverner carries out research to international best practice. Our objective is to exceed the requirements of the international standard, not simply as a matter of compliance, but as a fundamental principle of project management and accountability.

(For more information on our Quality Assurance processes, see Section 9.)



## INSURANCE DETAILS

INSURANCE TYPE	INSURER	COVERAGE (PER INCIDENT)	COVERAGE (IN AGGREGATE)	POLICY NUMBER	EXPIRY DATE
<b>Public Liability Insurance</b>	Arthur J Gallagher	\$20,000,000	\$20,000,000	AMS000051	31 August 2024
<b>Product Liability Insurance</b>	Arthur J Gallagher	\$20,000,000	\$20,000,000	AMS000051	31 August 2024
<b>Professional Indemnity Insurance</b>	Arthur J Gallagher	\$10,000,000	\$10,000,000	AMS000051	31 August 2024
<b>NSW Workers Compensation Insurance</b>	icare	Unlimited	Unlimited	106576501	30 June 2024



**LLOYD'S**  
**CERTIFICATE OF CURRENCY**  
effected through



80 Pacific Highway  
North Sydney, NSW 2060  
Australia +61 2 9424 1754  
(hereinafter called the Coverholder)

*THIS IS TO CERTIFY that in accordance with the authorisation granted under Contract No. B12628W0498822 to the undersigned by Certain Underwriters at Lloyd's, whose definitive numbers and the proportions underwritten by them, which will be supplied on application, can be ascertained by reference to the said Contract, and in consideration of the premium specified herein, the said Underwriters are hereby bound, severally and not jointly, each for his own part and not one for another, their Executors and Administrators, to insure in accordance with the terms and conditions contained herein or endorsed hereon.*

**General and Products Liability Insurance**

**General Details:**

<b>Policy Number:</b>	GLAA - AMS000051		
<b>Class Of Insurance:</b>	General and Products Liability Insurance		
<b>Insured:</b>	Tobumo Pty Ltd T/as Taverner Research		
<b>Interested Parties:</b>	N/A		
<b>Principal Address:</b>	Level 2, 88 Foveaux Street Surry Hills NSW		
<b>Business:</b>	Market and Social Research activities and consultancy services		
<b>Period of Insurance:</b>	<b>From:</b>	31/08/2023 at 4.00 pm	
	<b>To:</b>	31/08/2024 at 4.00 pm	
		Local standard time at the Principal Address of the Insured stated above	
<b>Limit of Liability</b>	Public & Products Liability -	AUD \$20,000,000	for any one Occurrence and in the aggregate in respect to Products Liability
<b>Excess</b>	Public & Products Liability -	AUD \$1,000	any one Occurrence (costs Inclusive) for all claims other than:
		AUD \$25,000	any one Occurrence (costs Inclusive) for Injury to contractors, subcontractors or labour personnel

**Policy Wording Version:**

Arthur J Gallagher General and Products Liability Insurance Policy 0721

**Insurer:**

Certain Underwriters at Lloyd's (100%)

This policy is underwritten by Certain Underwriters at Lloyd's effected by Offshore Market Placements (Australia). Offshore Market Placements (Australia) operates under Arthur J. Gallagher & Co (Aus) Limited. AFSL 238312 and in arranging this policy is acting as an agent of the Insurer and not the Insured.

**Declaration:**

**Signed:**  
**Authorised By:** Stuart Finlay  
**Schedule Date:** 31/08/2023



## CERTIFICATE OF CURRENCY



Offshore Market  
Placements  
A DIVISION OF ARTHUR J. GALLAGHER

Offshore Market Placements  
Level 12, 80 Pacific Highway,  
North Sydney, NSW, Australia 2060  
Phone: +61 2 8424 1770

### COMBINED LIABILITY INSURANCE

#### General Details

**Policy Number:** AMS000051

**Policyholder:** Toburno Pty Ltd T/as Taverner Research

**Class Of Insurance:** Section 1 & 2 - Professional Indemnity and General & Products Liability

**Interested party:** Not Applicable

**Business:** Market and Social Research

**Policy Period** From: 4pm 31/08/2023  
To: 4pm 31/08/2024  
4pm Local standard time at the Principal Address of the Insured stated above

#### Limit of Indemnity:

<b>Section 1</b>	<b>Professional Indemnity:</b>	AUD \$ 10,000,000	any one claim, defence costs in addition
		\$ 20,000,000	In the Aggregate during the Period of Insurance, defence costs in addition (Reinstated Limit)
<b>Section 2</b>	<b>General Liability:</b>	AUD Not Taken	any one occurrence, defence costs in addition
	<b>Products Liability</b>	AUD Not Taken	any one occurrence and in the aggregate, defence costs in addition

#### Retention:

<b>Section 1</b>	<b>Professional Indemnity -</b>	AUD \$1,000	each and every claim excluding defence costs
<b>Section 2</b>	<b>General Liability -</b>	AUD n/a	each and every occurrence excluding defence costs
	<b>Products Liability -</b>	AUD n/a	each and every occurrence excluding defence costs

#### Other information:

**Territorial Limits:** Worldwide excluding the USA & Canada

**Jurisdiction:** Australia & New Zealand

**Retroactive Date:** Unlimited Section 1 Only

**Continuity Date:** 31/08/2013 Section 1 Only

**Wording:** Combined Liability Wording v1.8 - 2022

**Insurer:** Certain Underwriters at Lloyd's (100%)  
This policy is underwritten by Certain Underwriters at Lloyd's effected by Offshore Market Placements (Australia). Offshore Market Placements (Australia) operates under Arthur J. Gallagher AFS License 236312 and in arranging this policy is acting as an agent of the insurer and not the insured.

#### Declaration:

**Signed:**

**Authorised By:** Stuart Finlay

**Date Of Certificate:** 31/08/2023

**Important Notice:** This certificate is furnished as a matter of information only and is accurate as the date of issue. It does not constitute, in any way, an insurance contract upon which claims can be made.





Workers Insurance

# Certificate of currency

000549 1548 EMAIL  
Tracy Sant  
TOBUMO PTY LTD  
Level 2 88 Foveaux Street  
SURRY HILLS NSW 2010

Issue date:  
28/05/2023

## Statement of coverage

The following policy of insurance covers the full amount of the employer's liability under the *Workers Compensation Act 1987 (NSW)*.

<b>Employer name:</b>	<b>Policy number:</b>	<b>Valid:</b>
TOBUMO PTY LTD	106576501	30/06/2023 - 30/06/2024
<b>Business name:</b>	<b>ABN:</b>	<b>ACN:</b>
TAVERNER RESEARCH COMPANY	93 003 080 500	003 080 500

Industry classification number (WIC) <sup>3</sup>	Number of workers <sup>1</sup>	Wages/units <sup>2</sup>
785300 Market Research Services	120	\$1,848,926.10

1. Number of workers includes contractors/deemed workers
2. Total wages/units estimated for the current period
3. The policy covers all workers employed by the entity named on this certificate in the course of its primary business activity or any other activities ancillary to its primary business activity as required.

## Important information

Principals relying on this certificate should ensure it is accompanied by a statement under section 175B of the *Workers Compensation Act 1987 (NSW)*. Principals should also check and satisfy themselves that the information is correct and ensure that the proper workers compensation insurance is in place, i.e. compare the number of employees on site to the average number of employees estimated; ensure that the wages are reasonable to cover the labour component of the work being performed; and confirm that the description of the industry/industries noted is appropriate. A principal contractor may become liable for any outstanding premium of the sub-contractor if the principal has failed to obtain a statement or has accepted a statement where there was reason to believe it was false.

Yours faithfully,

Peter Meighan  
Underwriting Operations Manager  
icare Workers Insurance