



**FINDINGS FROM THE
INDEPENDENT PRICING
AND REGULATORY
TRIBUNAL 2013
STAKEHOLDER SURVEY**

Final report

July 31, 2013

Acknowledgments

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We would also like to thank the many stakeholders who provided feedback about IPART's regulatory processes. We thank them for their time and insights and trust that their views are adequately represented in this report.

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1. Introduction

IPART has a number of core functions, rules and access regimes that are conferred by legislation. These ensure that IPART provides an integrated system of economic and license regulation in NSW that covers both pricing and service standards for water, electricity and gas industries.

In carrying out its core functions and dealing with external stakeholders, IPART is committed to maintaining the following values:

- thinking independently
- being transparent
- providing consistency
- consulting widely
- delivering fair and balanced outcomes
- being practical
- driving excellence
- fostering innovation.

In order to measure performance, IPART regularly surveys its key stakeholders. The current survey is the sixth stakeholder survey, following on from similar surveys in 2001, 2004, 2006, 2008 and 2010. The 2013 IPART survey evaluated IPART's performance across the following key result areas:

- leadership of IPART (Tribunal members)
- professionalism of IPART's staff
- quality of IPART's consultation processes
- quality and impartiality of IPART's decisions
- quality of IPART's decision-making processes
- quality of administrative processes
- quality of IPART's reports.

The stakeholder survey has remained relatively unchanged over time so opportunities exist to follow changes in perceptions over time. The main change in the 2013 survey was the addition of a survey section measuring perceptions of the quality of IPART's administrative processes and systems.

1.1 Methodology

The stakeholder survey was delivered online. Stakeholders first received a letter from IPART advising them about the survey. Shortly thereafter, they received an email containing a personalised URL link to the online survey.

The survey was distributed according to a stakeholder contact list prepared by IPART. This original stakeholder list contained 223 stakeholders. Not all of these stakeholders

were contactable so the response rates are calculated on an adjusted list containing 186 stakeholders¹.

Respondents had the option to indicate in the survey whether they wanted to be contacted by the evaluation team to discuss their responses and suggestions further in an interview. Eighteen stakeholders opted for interviews and were followed up by email and telephone, and fourteen were subsequently interviewed. Four ended up not being available for interviews.

Overall, 89 stakeholders provided feedback, representing a response rate of 48%. By sector, the response rate varied from 27% for Regulators to 66% for Water (table 1.1). Response rates were highest among stakeholders in Water (66%), Energy and Transport (59%) and the Energy Savings Scheme (56%). The response rates were quite consistent with the 2010 survey.

Table 1. Response rates by stakeholder groups

Sector	Number of Stakeholders*	Number of respondents	Response rate
Compliance	6	2	33%
Energy and Transport	29	17	59%
Energy Savings Scheme	45	25	56%
Government	17	4	24%
Interest Groups	16	3	19%
Local Government	18	9	50%
Regulators	11	3	27%
Section 9	12	5	42%
Water	32	21	66%
TOTAL	186	89	48%

* Not including stakeholders who could not respond to the survey (see footnote).

1.1.1 Analysis

Feedback provided by interviewees was analysed together with open-ended comments provided on the self-completion questionnaire. Where one stakeholder provided comments in both the survey and the interview, these comments were analysed together.

¹ Not including stakeholders who could not respond to the survey. Reasons include:

- moved on since the stakeholder list was finalised or incorrect contact details
- declined to answer due to limited dealings with IPART
- joint responses with other stakeholders in their organisation

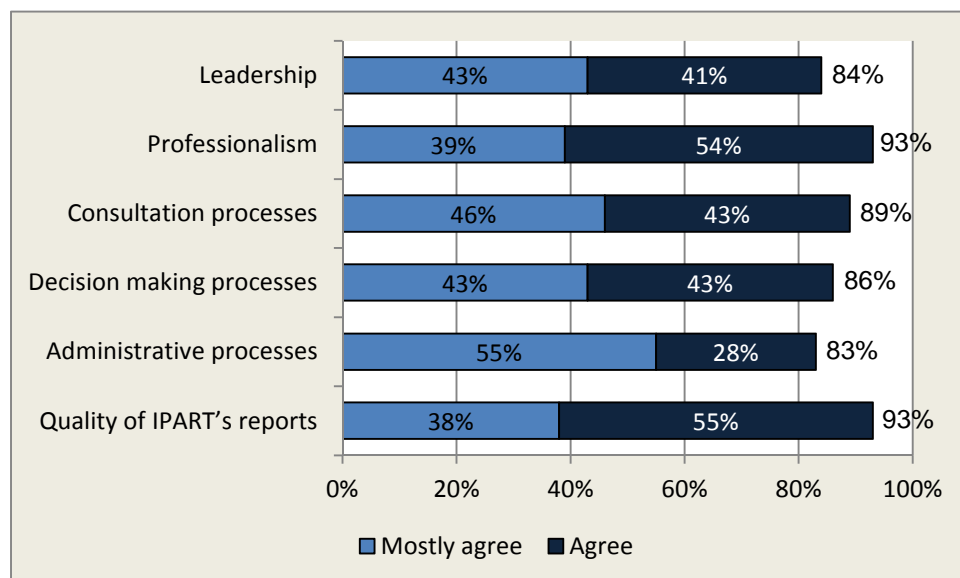
2. Key findings

Overall, stakeholders were very positive about IPART in 2013, with a high proportion providing positive responses across all the main areas investigated in the survey (Figure 1).

Perceptions of IPART's administrative processes were measured for the first time in 2013. The overall level of satisfaction was similar compared with other areas, although a slightly lower proportion of stakeholders agreed or mostly agreed (72%) that the organisation's systems make it easy to do business with IPART.

Across the stakeholder groups, the level of satisfactions was quite uniform, although ESS and Water stakeholders were slightly less positive in a few areas. EES stakeholders were less positive about consultation processes, the timeliness of decision making, IPART's systems and administrative processes. Water stakeholders were less likely to agree or mostly agree that Tribunal members promote a "light-handed" approach to regulation and that decision-making processes are fair.

Figure 1. Overall stakeholder perceptions of quality (proportion of stakeholders who rated the overall questions agree or mostly agree)



2.1 Changes over time

The first time the IPART survey was implemented, satisfaction among stakeholders varied considerably between the five areas measured in the survey. In response to these early findings, IPART implemented a range of measures to improve stakeholder satisfaction. The following three surveys saw both a steady improvement in satisfaction,

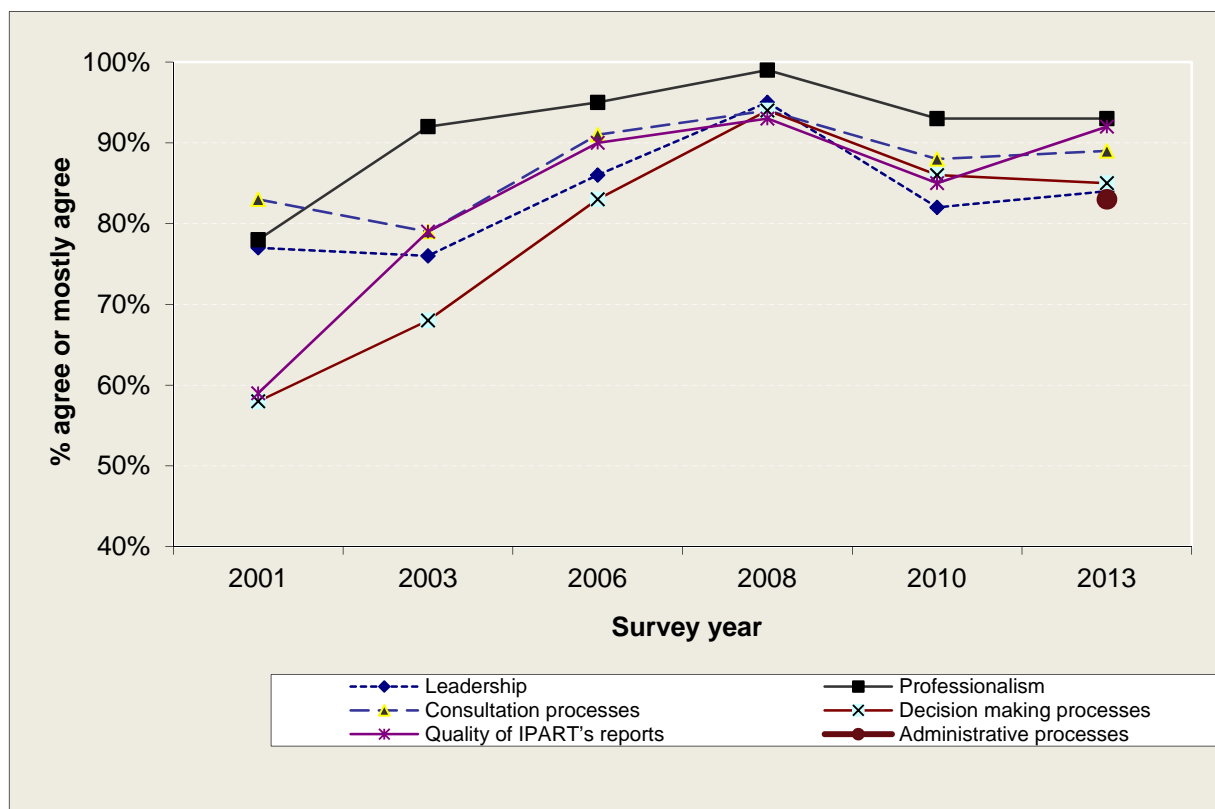
and a convergence in the five areas measured. By 2008, almost all stakeholders were positive in all areas (Figure 2).

This level of satisfaction was always going to be difficult to maintain, particularly as it is subject to changing expectations and the ever-changing regulatory environment. In 2010, slightly lower levels of satisfaction levels were achieved in all areas, although they were still high and quite uniform across the measured areas.

Between 2010 and 2013 stakeholder satisfaction has generally been maintained or improved slightly. In particular, perceptions of the quality of IPART reports have improved (see Figure 2).

When interpreting changes over time it is important to note that there is significant turn-over in the cohort of stakeholders surveyed each year. Findings also need to be interpreted in the context of the changing regulatory environment.

Figure 2. Overall stakeholder satisfaction by survey module and year (proportion of stakeholders who rated agree or tend to agree)



2.2 Stakeholder comments

Overall, the stakeholder comments were consistent with the closed responses. Although many respondents provided further feedback and suggestions about the particular subjects covered in the survey, these were usually associated with positive survey ratings.

Detailed summaries of comments are provided in each section in chapter three. A summary of the key themes that emerge from these comments are provided below. These are presented in order of importance (frequency with which they were mentioned).

Provide more information about how decisions were reached: stakeholders suggested that IPART's reports include more details about the rationale and data that were used for decision-making.

Consider the practical applications of decisions: stakeholders commented that sometimes IPART apply a one-size-fits-all approach or formula in their decision-making and do not consider the practical implications on different types and sizes of businesses.

Engage more stakeholders in consultations: stakeholders said IPART could be more flexible and accessible in their consultation processes to increase stakeholder engagement. Some stakeholders suggested having public consultations in other areas besides just Sydney, to enable more people to participate.

Respond to stakeholders in a more timely way: several stakeholders commented that there are often delays in getting a response from IPART and they would like IPART to adhere to the same expectations they have of stakeholders in regards to timeliness. Some stakeholders said this might be related to IPART not having sufficient staff.

3. Detailed findings

This section contains more detailed findings for each of the sections in the survey. More detailed survey ratings are provided in Appendix 1. A report showing survey ratings by stakeholder groups has been provided as a separate report.

3.1 IPART leadership

Overall, a high proportion (84%) of stakeholders agreed or mostly agreed that Tribunal members demonstrate leadership in implementing their legislative responsibilities. A slightly lower proportion of Water stakeholders (74%) agreed or mostly agreed.

Compared with 2010, the proportion of stakeholders who agreed or mostly agreed increased from 82% to 84% (figure 3.1). The biggest improvement was in stakeholder perceptions of whether IPART's approach to regulation is "light-handed" (Table 3.1).

Across the stakeholder groups, Water stakeholders were less likely to agree or mostly agree (55%) that Tribunal members promote a "light-handed" approach to regulation.

Figure 3. Overall perceptions of whether Tribunal members demonstrate leadership in implementing its legislative responsibilities

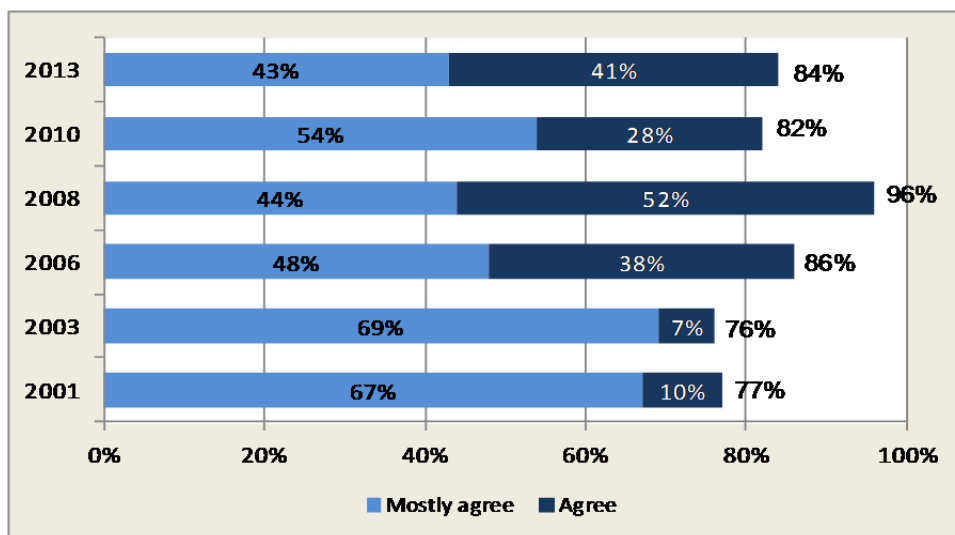


Table 2. Stakeholder perceptions of specific attributes of IPART's leadership (percent who agreed or mostly agreed)

Num	Survey question	2001	2004	2006	2008	2010	2013	Change
1_1	T.M. promote a 'light-handed' approach to regulation within their statutory obligations	58%	57%	69%	79%	63%	72%	+9%
1_2	T.M. aim for practical outcomes, that can be achieved without major operational difficulties	77%	73%	82%	91%	83%	85%	+2%
1_3	T.M. maintain their independence from government and regulated industries	73%	59%	74%	88%	84%	89%	+5%
1_4	T.M. understand significant issues affecting our agency	66%	64%	74%	78%	80%	81%	+1%
1_5	Overall, T.M. demonstrate leadership in implementing their legislative responsibilities	77%	76%	86%	95%	82%	84%	+2%

3.1.1 Stakeholder comments

Stakeholders were invited to give further feedback about IPART's leadership. Twenty stakeholders across a range of sectors did so; more than one-third of these were from the Water sector.

Of the twenty stakeholders, three commented on a lack of knowledge or understanding of the Tribunal in different areas, including financial regulatory issues, practical issues affecting specific sectors and the commercial implications of their decisions.

Three stakeholders from different sectors commented on the Tribunal's relationship with Government being 'too strong'. One of these stakeholders commented that this results in the Tribunal seeming to be reluctant to suggest changes to the legislation. Another commented that the 'perception of doing the bidding of Government is strong' and the third stakeholder commented that IPART is 'too closely tied to NSW Treasury'.

Water sector stakeholders' comments were about a range of issues. Two Water stakeholders said that IPART's framework is too rigid and applied very theoretically without consideration of the practical implications to businesses. Another Water sector stakeholder commented that there is no clear differentiation between small and large size network operators in terms of regulation with statutory obligations.

One Water sector stakeholder said they would like to see IPART take a stronger approach in cases where an agency does not provide required information set out by IPART. Another commented that they have concerns that 'major operational difficulties' are not fully conveyed by IPART staff to the Tribunal, thus influencing the Tribunal members' ability to achieve practical outcomes.

3.2 Professionalism of IPART staff

Overall, almost all stakeholders (93%) agreed or mostly agreed that IPART’s staff demonstrate a high level of professionalism. A slightly lower proportion of ESS stakeholders (75%) agreed or mostly agreed that IPART staff demonstrate a high level of professionalism.

Stakeholder perceptions of professionalism have been very positive in the last three surveys, and although it was slightly lower in 2010 and 2013 compared with 2008, it is still at a very high level (see figure 3.2). Across the attributes of staff professionalism there were only very small changes since 2010.

Figure 4. Overall perceptions of professionalism of IPART staff

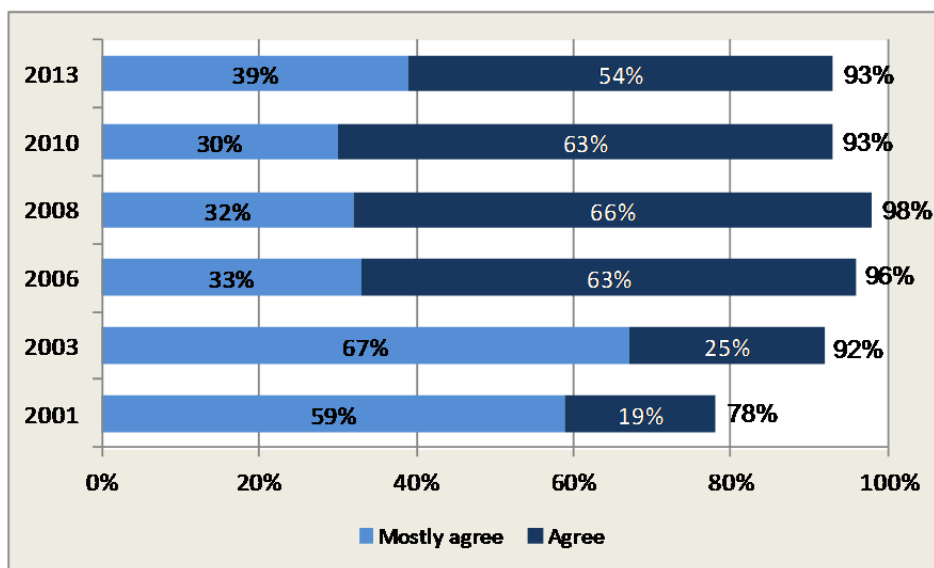


Table 3. Stakeholder perceptions of specific attributes of staff professionalism (percentage who agreed or mostly agreed)

Num	Survey question	2001	2004	2006	2008	2010	2013	Change
2_1	Staff are courteous in any dealings with our agency	100%	96%	100%	100%	97%	99%	+2%
2_2	Staff conduct their dealings with our agency with honesty and probity	91%	93%	100%	99%	99%	99%	0%
2_3	Staff conduct their dealings with our agency with diligence and efficiency	75%	88%	95%	97%	93%	93%	0%
2_4	Staff are competent to fully analyse industry, economic, financial and legal regulatory issues	63%	68%	81%	89%	86%	87%	+1%
2_5	Adequately resourced to undertake its regulatory roles and responsibilities	43%	46%	73%	87%	73%	78%	+5%
2_6	Overall, IPART’s staff demonstrate a high level of professionalism	78%	92%	95%	99%	93%	93%	+0%

3.2.1 Stakeholder comments

Thirty-five stakeholders provided additional comments about the professionalism of IPART's staff; a large portion of these were from ESS (12 stakeholders), Water (9 stakeholders) and Transport (8 stakeholders).

Almost half of the thirty-five comments were very positive. Stakeholder said IPART staff are 'professional', 'courteous', 'knowledgeable', 'rigorous', 'constructive', 'diligent' and 'efficient'. Stakeholders also said IPART staff have depth of experience, they are a pleasure to deal with, are always happy to help and add a great deal of value to policy development.

There were also some negative comments made about IPART staff professionalism; most of these were from the ESS group. Four stakeholders from this group commented that timeframes for staff to get back to them are too long and two of these said it might be due to lack of sufficient resourcing. Three stakeholders from the ESS sector commented on inconsistencies among the staff; they said they get different rulings and information from different staff members.

Stakeholders from the Water sector also made some negative comments. Two stakeholders commented on lack of staffing and this resulting in considerable delays in receiving responses to their email queries. Two people said there has been a high turnover in staff and this has led to a decrease in corporate knowledge and an increased reliance on external consultants.

3.3 Consultation processes

Overall, a high proportion (89%) of stakeholders agreed or mostly agreed that IPART’s consultation processes are of high quality. ESS stakeholders were slightly less positive about consultation processes overall (76% agreed or mostly agreed).

Compared with 2010, the proportion of stakeholders who were positive about consultation processes remained steady, although a slightly lower proportion (-7%) agreed or mostly agreed that consultation processes are accessible (Table 5).

Figure 5. Overall perceptions of whether IPART’s consultation processes are of high quality

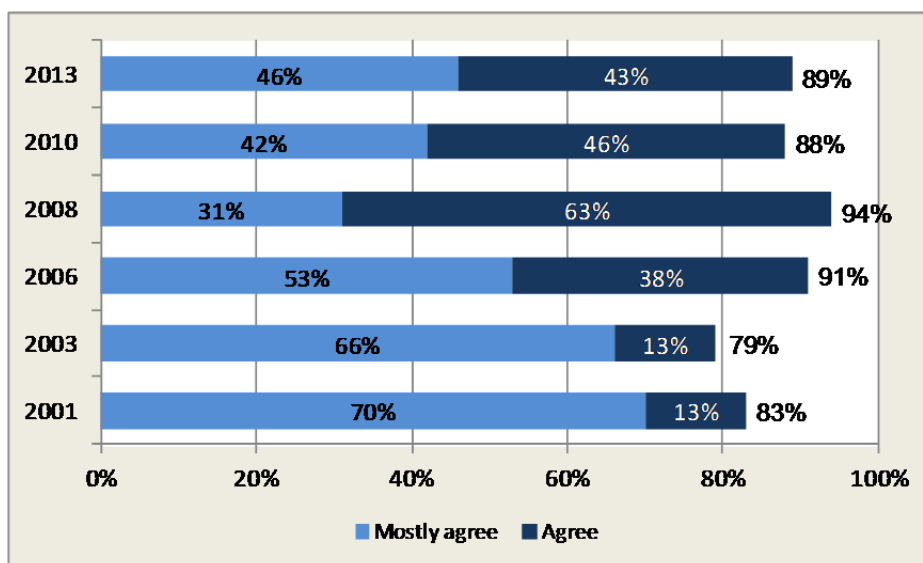


Table 4. Stakeholder perceptions of specific attributes of IPART’s consultation processes (percentage who agreed or mostly agreed)

Num	Survey question	2001	2004	2006	2008	2010	2013	Change
3_1	Consultation processes are appropriately promoted	93%	84%	89%	96%	93%	94%	1%
3_2	Consultation processes are accessible	74%	77%	89%	93%	95%	88%	-7%
3_3	Consultation processes are transparent	93%	87%	92%	95%	90%	90%	0%
3_4	Consultation processes are impartial	77%	69%	88%	91%	85%	88%	3%
3_5	Overall, IPART’s consultation processes are of high quality	83%	79%	91%	94%	88%	89%	1%

3.3.1 Stakeholder comments

Twenty-three stakeholders from five sectors provided additional feedback about IPART’s consultation processes; almost half of these were from the Water sector.

Of the twenty-three responses, about one-third (30%) were positive. Stakeholders from various groups said that IPART have well-managed consultation processes and that they

have improved over time. One said they have clear communication processes and do not use unnecessary jargon. Another said IPART has always been responsive when they have asked for feedback. Another stakeholder said IPART goes out of their way to engage stakeholders in consultations.

Although ESS stakeholders were less positive about consultation processes, only four stakeholders from this group provided additional comments and only two of these were negative comments. One comment was about decision-making rather than consultation processes; this stakeholder said there is no transparency around decision-making. The second ESS stakeholder that made a negative comment said that meetings for consultation are not set far enough in advance and are only held in Sydney, making them difficult to attend for those outside Sydney.

Water sector stakeholders provided the greatest number of comments (almost half of the twenty-three responses). Although most Water sector stakeholders were positive about IPART's consultation processes, most of their comments were negative. Four of these stakeholders commented on engagement; two said IPART does not fully engage stakeholders and one said that consumers are not engaged until outcomes have been decided on. One stakeholder said those that prefer less formal methods of providing feedback would not be engaged by IPART's formal methods such as presentations and submissions.

One Water sector stakeholder said that consultation processes have an 'us' and 'them' starting point and they are keen to break this down and develop a better working relationship with IPART. Another Water stakeholder said IPART needs to increase consultations in rural areas, as those outside of Sydney often cannot attend.

3.4 Decision-making processes

Overall, a high proportion (86%) of stakeholders agreed or mostly agreed that IPART’s decision-making processes are of high quality.

Compared with the 2010 survey, a higher proportion of stakeholders agreed or mostly agreed that decision making processes are independent (+10%) and fair (+9%), while a lower proportion found processes timely (-8%).

Across the stakeholder groups, a lower proportion of ESS stakeholders (55%) agreed or mostly agreed that processes are timely and a lower proportion of Water stakeholders (68%) that processes are fair.

Figure 6. Overall perceptions of whether IPART’s decision-making processes are of high quality

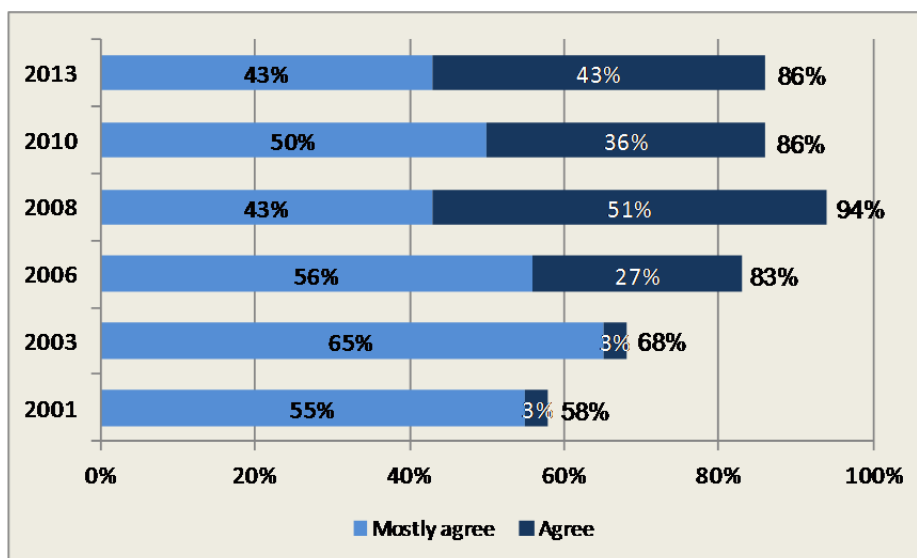


Table 5. Stakeholder perceptions of specific attributes of IPART’s decision-making processes (percentage who agreed or mostly agreed)

Num	Survey question	2001	2004	2006	2008	2010	2013	Change
4_1	Decision making processes are independent	59%	59%	81%	90%	82%	92%	+10%
4_2	Decision making processes are fair	66%	63%	73%	91%	73%	82%	+9%
4_3	Decision making processes comply with their legislative framework	85%	76%	93%	97%	95%	99%	+4%
4_4	Decision making processes are timely	52%	71%	75%	83%	88%	80%	-8%
4_4	Overall, IPART’s decision making processes are of high quality	58%	68%	83%	94%	86%	85%	-1%

3.4.1 Stakeholder comments

Twenty-three stakeholders made additional comments and almost all of these were negative or included suggestions for improvements. Most of the twenty-three comments were made by stakeholders from the Water sector (40%) and the ESS Sector (22%).

Five stakeholders raised concerns about the rigour of IPART's decision-making processes; two said they do not think IPART conducts enough data analysis before making a decision; three said they do not provide enough information about how they came to a decision and that this might indicate insufficient weighing-up of options.

Six stakeholders commented on the lack of timeliness of determinations; three of these were from the ESS group. These stakeholders said that IPART takes too long to respond to stakeholders and often they do not provide a reason for the delay. One of these stakeholders commented that the delays seem to be related to a bureaucratic decision-making system and suggested that IPART staff at lower levels should have more decision-making authority, and that less decisions should require Ministerial sign-off.

One stakeholder said that the time period between submissions and final price determinations appears unnecessarily lengthy. This stakeholder also said that they do not receive final price determinations and fact/ media sheets until the same morning as the official release date, giving them very little time to review the document before being approached by the media for comments. This stakeholder said it might be more appropriate for IPART to give senior staff at their agency a confidential briefing at least one day before the official release date.

Four stakeholders commented that IPART does not adequately balance the interests of different parties when making decisions; three of these said that IPART seems to favour retailers or agencies over consumers, one said higher weight should be given to the submission of the entity accountable for the service.

Another stakeholder said that IPART seems to place too much emphasis on the recommendations of external consultants and gives more weight to this information than to the information provided in stakeholder submissions. This stakeholder said they are not sure if consultants always have a good understanding of their business from which to make these recommendations.

3.5 Administrative processes

Administrative processes were included in the stakeholder survey for the first time in 2013. Overall, 83% of stakeholders agreed or mostly agreed that administrative processes are of high quality.

Across the stakeholder groups, ESS stakeholders were less likely to agree or mostly agree that IPART's systems make it easy to do business with IPART (52%), that IPART has a strong focus on the needs of its stakeholders (52%), that IPART continuously improves its own systems to better support stakeholders (53%) and that, overall, administrative systems are of high quality (62%).

Table 6. Stakeholder perceptions of specific attributes of IPART's administrative processes

Q no	Question	n	% positive	Agree	Mostly agree	Mostly disagree	Disagree
Q26	IPART's systems make it easy to do business with IPART (licence or ESS accreditation or local government applications, auditing, monitoring and reporting).	61	72%	28%	44%	20%	8%
Q27	IPART has a strong focus on the needs of its stakeholders	77	78%	29%	49%	16%	6%
Q28	IPART regularly reviews procedures to improve their effectiveness	53	79%	26%	53%	13%	8%
Q29	IPART continuously improves its own systems to better support its stakeholders	49	76%	29%	47%	18%	6%
Q30	Overall, IPART's administrative processes are of high quality	71	83%	28%	55%	13%	4%

3.5.1 Stakeholder comments

Nineteen stakeholders made additional comments, but only twelve were directly about IPART's administrative processes.

Most stakeholders said that they find IPART's administrative processes to be effective, especially the ease of using their website and contacting staff via both email and phone.

Four stakeholders, three of whom were from the ESS sector, commented that IPART's forms and documents are too lengthy, 'cumbersome' and 'paper-intensive', and that there are sometimes delays in responses from IPART staff to email or phone queries. Another three ESS stakeholders also commented that sometimes IPART is unreasonable in their expectations of timeframes for stakeholders to submit forms.

Two stakeholders commented that they would like different methods to communicate with IPART staff than emails and phone calls; one said they would like to meet with IPART staff in person, the other said they would like more open forums and workshops.

One stakeholder commented that IPART staff can be disorganised, misplacing forms that have been submitted. This stakeholder also commented that the website can be difficult to navigate. Another stakeholder said that IPART is too focussed on processes, timetables and legislation at the expense of flexibility in their dealings, for example with agencies that are having difficulty responding to tight timeframes.

3.6 Quality of IPART’s reports

Overall, a high proportion (93%) of stakeholders agreed or mostly agreed that IPART’s reports are of high quality.

Compared with 2010, the proportion of stakeholders who agreed or mostly agreed that IPART’s reports are of high quality overall has increased from 85% to 92%.

Figure 7. Overall perceptions of whether IPART’s regulatory reports are of high quality

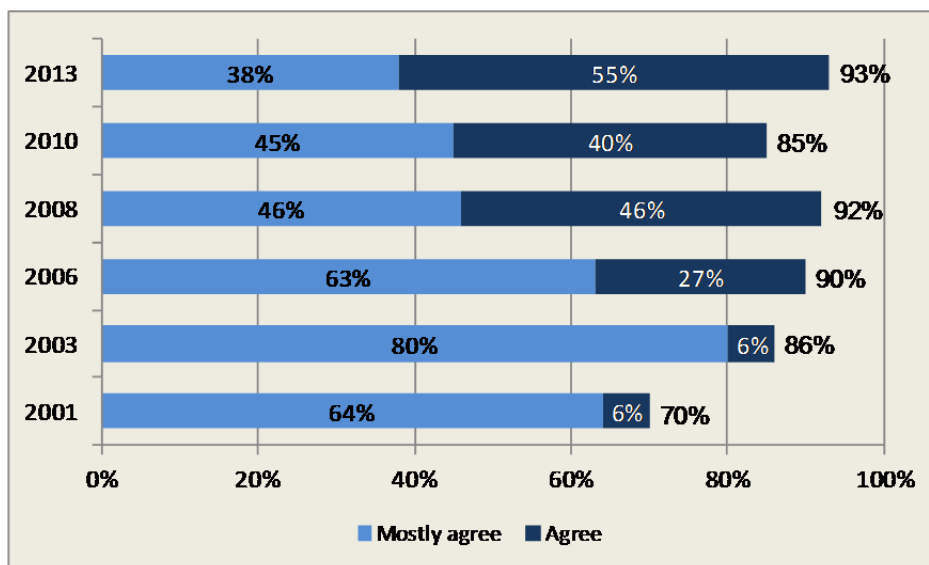


Figure 8. Stakeholder perceptions of specific attributes of IPART’s consultation processes (percentage who agreed or mostly agreed)

Q No	Survey question	2001	2004	2006	2008	2010	2013	Change
5_1	Reports are transparent	56%	76%	82%	93%	86%	90%	+4%
5_2	Reports are credible	52%	71%	78%	91%	84%	88%	+4%
5_3	Reports are easy to read and understand	70%	86%	94%	94%	84%	89%	+5%
5_4	Overall, regulatory reports are of high quality	59%	79%	90%	93%	85%	92%	+7%

3.6.1 Stakeholder comments

Twenty-two stakeholders provided additional feedback about IPART’s reports; most of these were from the Transport (38%) and Water (38%) sectors. Almost half the comments from all stakeholders were positive. Stakeholders from all groups made positive comments about IPART’s reports, saying they are ‘accessible’, ‘of a very high standard’, ‘well-written’, ‘well structured’, ‘thorough’, ‘easy to read and understand’ and ‘very readable’. A few stakeholders also commented that they rely heavily on IPART’s analysis and reporting in their work, that they are of the highest quality and they can be consistently relied upon.

Negative comments came from all stakeholder sectors. Most of these comments were about transparency of IPART's decisions; several stakeholders commented that IPART does not provide enough information in their reports to make their decision-making process transparent. Some of these said they would like to see the reasoning behind IPART's decisions explained further, rather than stating an option was 'not efficient' or 'not prudent'. One stakeholder said they would like to see more of the data that led to the decision included in the reports also.

Three stakeholders commented that IPART's reports are too detailed about technical issues and this makes them hard to read.

Appendix 1: Summary of survey responses

Q no	Question	n	% positive	Agree	Mostly agree	Mostly disagree	Disagree
Q1	Tribunal members understand significant issues affecting our agency	64	81%	28%	53%	14%	5%
Q2	Tribunal members promote a 'light-handed' approach to regulation within their statutory obligations	64	72%	23%	48%	19%	9%
Q3	Tribunal members maintain their independence from government and regulated industries	63	89%	52%	37%	10%	2%
Q4	Tribunal members aim for practical outcomes, that can be achieved without major operational difficulties	71	85%	25%	59%	8%	7%
Q5	Overall, Tribunal members demonstrate leadership in implementing their legislative responsibilities	63	84%	41%	43%	13%	3%
Q7	IPART's staff are courteous in any dealings with our agency	86	99%	69%	30%	1%	0%
Q8	IPART's staff conduct their dealings with our agency with honesty and probity	86	99%	76%	23%	1%	0%
Q9	IPART's staff conduct their dealings with our agency with diligence and efficiency	86	93%	56%	37%	5%	2%
Q10	IPART's staff are competent to fully analyse industry, economic, financial and legal regulatory issues	84	87%	40%	46%	8%	5%
Q11	IPART is adequately resourced to undertake its regulatory roles and responsibilities	73	78%	29%	49%	15%	7%
Q12	Overall, IPART's staff demonstrate a high level of professionalism	87	93%	54%	39%	5%	2%
Q14	IPART's consultation processes are appropriately promoted (all relevant stakeholders are aware of reviews and ongoing issues)	81	94%	46%	48%	4%	2%
Q15	IPART's consultation processes are accessible (stakeholders have adequate information and appropriate avenues and time to express their views)	80	88%	51%	36%	9%	4%
Q16	IPART's consultation processes are transparent (with public access to submissions and hearings)	77	90%	57%	32%	6%	4%
Q17	IPART's consultation processes are impartial (the full range of stakeholder views and all competing claims are considered)	73	88%	48%	40%	10%	3%
Q18	Overall, IPART's consultation processes are of high quality	76	89%	43%	46%	7%	4%
Q20	IPART's decision making processes are independent (competing claims are analysed without undue influence from vested interests)	75	92%	48%	44%	7%	1%
Q21	IPART's decision making processes are fair (due weight is given to competing claims to reach a balanced outcome)	72	82%	33%	49%	14%	4%
Q22	IPART's decision making processes comply with their legislative framework	77	99%	68%	31%	1%	0%

Q no	Question	n	% positive	Agree	Mostly agree	Mostly disagree	Disagree
Q23	IPART's decision making processes are timely	80	80%	41%	39%	15%	5%
Q24	Overall, IPART's decision making processes are of high quality	75	85%	43%	43%	12%	3%
Q26	IPART's systems make it easy to do business with IPART (licence or ESS accreditation or local government applications, auditing, monitoring and reporting).	61	72%	28%	44%	20%	8%
Q27	IPART has a strong focus on the needs of its stakeholders	77	78%	29%	49%	16%	6%
Q28	IPART regularly reviews procedures to improve their effectiveness	53	79%	26%	53%	13%	8%
Q29	IPART continuously improves its own systems to better support its stakeholders	49	76%	29%	47%	18%	6%
Q30	Overall, IPART's administrative processes are of high quality	71	83%	28%	55%	13%	4%
Q32	IPART's reports are transparent (the rationale for decisions are made explicit and it is clear how competing claims have been considered)	78	90%	46%	44%	6%	4%
Q33	IPART's reports are credible (decisions are convincingly argued and based on a comprehensive review of all relevant evidence)	78	88%	40%	49%	8%	4%
Q34	IPART's reports are easy to read and understand	80	89%	43%	46%	10%	1%
Q35	Overall, IPART's regulatory reports are of high quality	77	92%	55%	38%	6%	1%