

NOTICE OF MEETING



AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING

An Audit, Risk and Improvement Committee Meeting of Byron Shire Council will be held as follows:

Venue	Conference Room, Station Street, Mullumbimby
Date	Thursday, 14 February 2019
Time	11.30am

A handwritten signature in black ink, appearing to read 'Vanessa Adams', is located in the lower left area of the page.

Vanessa Adams
Director Corporate and Community Services

CONFLICT OF INTERESTS

What is a “Conflict of Interests” - A conflict of interests can be of two types:

Pecuniary - an interest that a person has in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to the person or another person with whom the person is associated.

Non-pecuniary – a private or personal interest that a Council official has that does not amount to a pecuniary interest as defined in the Local Government Act (eg. A friendship, membership of an association, society or trade union or involvement or interest in an activity and may include an interest of a financial nature).

Remoteness – a person does not have a pecuniary interest in a matter if the interest is so remote or insignificant that it could not reasonably be regarded as likely to influence any decision the person might make in relation to a matter or if the interest is of a kind specified in Section 448 of the Local Government Act.

Who has a Pecuniary Interest? - a person has a pecuniary interest in a matter if the pecuniary interest is the interest of the person, or another person with whom the person is associated (see below).

Relatives, Partners - a person is taken to have a pecuniary interest in a matter if:

- The person's spouse or de facto partner or a relative of the person has a pecuniary interest in the matter, or
- The person, or a nominee, partners or employer of the person, is a member of a company or other body that has a pecuniary interest in the matter.

N.B. “Relative”, in relation to a person means any of the following:

- (a) the parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descends or adopted child of the person or of the person's spouse;
- (b) the spouse or de facto partners of the person or of a person referred to in paragraph (a)

No Interest in the Matter - however, a person is not taken to have a pecuniary interest in a matter:

- If the person is unaware of the relevant pecuniary interest of the spouse, de facto partner, relative or company or other body, or
- Just because the person is a member of, or is employed by, the Council.
- Just because the person is a member of, or a delegate of the Council to, a company or other body that has a pecuniary interest in the matter provided that the person has no beneficial interest in any shares of the company or body.

Disclosure and participation in meetings

- A Councillor or a member of a Council Committee who has a pecuniary interest in any matter with which the Council is concerned and who is present at a meeting of the Council or Committee at which the matter is being considered must disclose the nature of the interest to the meeting as soon as practicable.
- The Councillor or member must not be present at, or in sight of, the meeting of the Council or Committee:
 - (a) at any time during which the matter is being considered or discussed by the Council or Committee, or
 - (b) at any time during which the Council or Committee is voting on any question in relation to the matter.

No Knowledge - a person does not breach this Clause if the person did not know and could not reasonably be expected to have known that the matter under consideration at the meeting was a matter in which he or she had a pecuniary interest.

Participation in Meetings Despite Pecuniary Interest (S 452 Act)

A Councillor is not prevented from taking part in the consideration or discussion of, or from voting on, any of the matters/questions detailed in Section 452 of the Local Government Act.

Non-pecuniary Interests - Must be disclosed in meetings.

There are a broad range of options available for managing conflicts & the option chosen will depend on an assessment of the circumstances of the matter, the nature of the interest and the significance of the issue being dealt with. Non-pecuniary conflicts of interests must be dealt with in at least one of the following ways:

- It may be appropriate that no action be taken where the potential for conflict is minimal. However, Councillors should consider providing an explanation of why they consider a conflict does not exist.
- Limit involvement if practical (eg. Participate in discussion but not in decision making or vice-versa). Care needs to be taken when exercising this option.
- Remove the source of the conflict (eg. Relinquishing or divesting the personal interest that creates the conflict)
- Have no involvement by absenting yourself from and not taking part in any debate or voting on the issue as if the provisions in S451 of the Local Government Act apply (particularly if you have a significant non-pecuniary interest)

RECORDING OF VOTING ON PLANNING MATTERS

Clause 375A of the Local Government Act 1993 – Recording of voting on planning matters

- (1) In this section, **planning decision** means a decision made in the exercise of a function of a council under the Environmental Planning and Assessment Act 1979:
 - (a) including a decision relating to a development application, an environmental planning instrument, a development control plan or a development contribution plan under that Act, but
 - (b) not including the making of an order under Division 2A of Part 6 of that Act.
- (2) The general manager is required to keep a register containing, for each planning decision made at a meeting of the council or a council committee, the names of the councillors who supported the decision and the names of any councillors who opposed (or are taken to have opposed) the decision.
- (3) For the purpose of maintaining the register, a division is required to be called whenever a motion for a planning decision is put at a meeting of the council or a council committee.
- (4) Each decision recorded in the register is to be described in the register or identified in a manner that enables the description to be obtained from another publicly available document, and is to include the information required by the regulations.
- (5) This section extends to a meeting that is closed to the public.

BYRON SHIRE COUNCIL
AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING

BUSINESS OF MEETING

1. APOLOGIES

2. DECLARATIONS OF INTEREST – PECUNIARY AND NON-PECUNIARY

3. ADOPTION OF MINUTES FROM PREVIOUS MEETINGS

3.1 Audit, Risk and Improvement Committee Meeting held on 15 November 2018

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Corporate and Community Services

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STAFF REPORTS - GENERAL MANAGER

Report No. 4.1 **2018 Community Survey**
Directorate: General Manager
5 **Report Author:** Shannon McKelvey, Executive Officer
File No: I2019/106

Summary:

Every 2 years Council contracts an independent expert consultant to conduct a community survey, to get a snapshot from a representative, statistically valid, sample of Byron Shire residents of their views on importance and satisfaction with various services Council provides, how they engage with Council and levels of satisfaction with contact with Council.

The results will be workshopped with Councillors on 7 February 2019 and will be used by staff to develop 2019/2020, and beyond, Operational Plan activities. Information on the Community Survey published on Council's website will be updated consistent with the outcomes of the Councillor Workshop. Previous Community Survey Reports have been reported to Council directly but with the broadening of the Committee's functions to include 'improvement' there is an opportunity for the Committee, should it want to, to receive and consider them. The 2018 Community Survey Report is attached for the Committee's information.

RECOMMENDATION:

That the Committee notes the 2018 Community Survey Report.

Attachments:

1 2018 Community Survey Report, E2019/6804 , page 10  

REPORT

Community surveys are conducted to measure, over time, changes in residents' views of the importance of a variety of key services Council provides and their levels of satisfaction with those services. Council also takes the opportunity when conducting the survey to get information on levels of satisfaction with customer service provided across different services as well as on methods of engagement with Council.

The survey methodology was reviewed prior to it being carried out, to ensure that the questions and services remained relevant and to identify ways to improve the value and uses of the data to Council.

The 2018 Community Survey Report is attached. With all surveys, it is important to remember that:

1. The data is just a snapshot at a point in time and no matter when a survey is conducted, there is likely to be something occurring in the community that influences the results, positively and/or negatively.
2. The results arise from the combination of the full suite of factors that influence each service area. For example, these results have been influenced by Councillor decisions, staff decisions and current projects but also community member and media influences, State Government decisions and other factors that are not within Council's control.
3. The data is an important tool Councillors and staff can use to identify potential improvement opportunities. However, it is only one source of information that has to be taken into account when making decisions and it can never be the sole driver of, or justification for, a recommendation.
4. In addition to identifying improvement opportunities, the data is also useful for a variety of other purposes e.g., for advocacy/lobbying, supporting grant applications and guiding policy and strategy development.
5. The survey report uses the word 'significant' in the context of '*statistical significance*' (which means that the result is likely to have not occurred by chance based on a statistical formula).

In discussing the results with staff, Micromex has observed:

- a) That some of the results for Byron Shire are more akin to the challenges and priorities faced by metropolitan councils. While they confirmed roads are always important across all council areas, issues such as affordability/availability of housing, managing population growth, managing tourism, public transport and traffic management are unusual to see in survey results for a regional/rural council.
- b) This survey is the first to be conducted post the extensive awareness campaign that accompanied the 2016 Special Rate Variation Application and this may have been a factor in Financial Management becoming the main barrier to satisfaction, over local roads, for the first time. So, to maintain the community's increased understanding and awareness of infrastructure needs that came from the SRV campaign and the 2018 Community Solutions Panel on Infrastructure Prioritisation, Council needs to continue to provide information to increase awareness of the actions it is taking to address those infrastructure needs.

There are a number of positives in the 2018 data, for example:

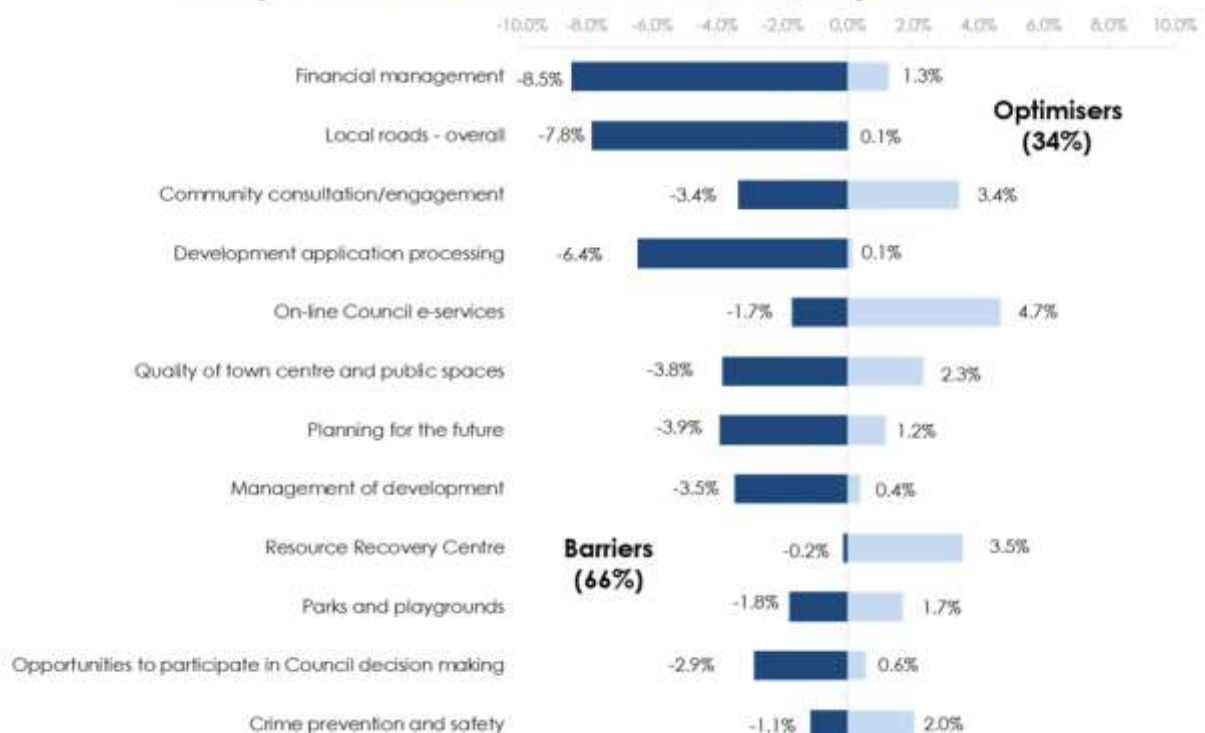
- ✓ 68% of residents were 'somewhat' to 'very' satisfied with the way their contact with Council was handled.
- ✓ 16 of the 36 services areas had a performance gap of less than 1.0, and 4 of the service areas have satisfaction levels that are exceeding expectations.
- ✓ 4 of the 36 services areas had satisfaction levels at or exceeding the NSW benchmark satisfaction levels.
- ✓ Community consultation/engagement, E-services and the Resource Recovery Centre are positive drivers of satisfaction.

However, the results also include:

- Decline in overall levels of satisfaction with Council performance generally – 2.76 (out of a scale of 0 – 5) down from 2.91 in 2016.
- Decline in levels of satisfaction in most service areas – as shown in the report.
- Increasing performance gaps (difference between importance and satisfaction levels) in some service areas.

The Survey Report provides a statistical analysis of the key barriers to or optimisers of satisfaction, shown below. The 2018 survey shows that Council has more barriers than optimisers and that is driving the decline in overall satisfaction.

Key Contributors – Barriers/Optimisers



To improve satisfaction staff will recommend Council focusses on:

- maintaining, or increasing, optimisers – these are important to ‘hold the line’ in performance in these areas; and
- develop actions focused on the top few barriers (research shows that spreading the focus too broadly reduces impact across the board whereas focusing on a few items is most efficient.)

This will be supported by actions targeted at:

- i) Performance e.g., projects, programs and actions to deliver improved services.
- ii) Information and communication generally as well as about actions to improve performance because it is critical that residents have all the necessary information to make informed judgments about importance and delivery of services.

With the barriers and optimisers in mind, Micromex has recommended a focus on:

1. Financial Management
2. Development Assessment, Future Planning and Local Roads
3. Communication and engagement.

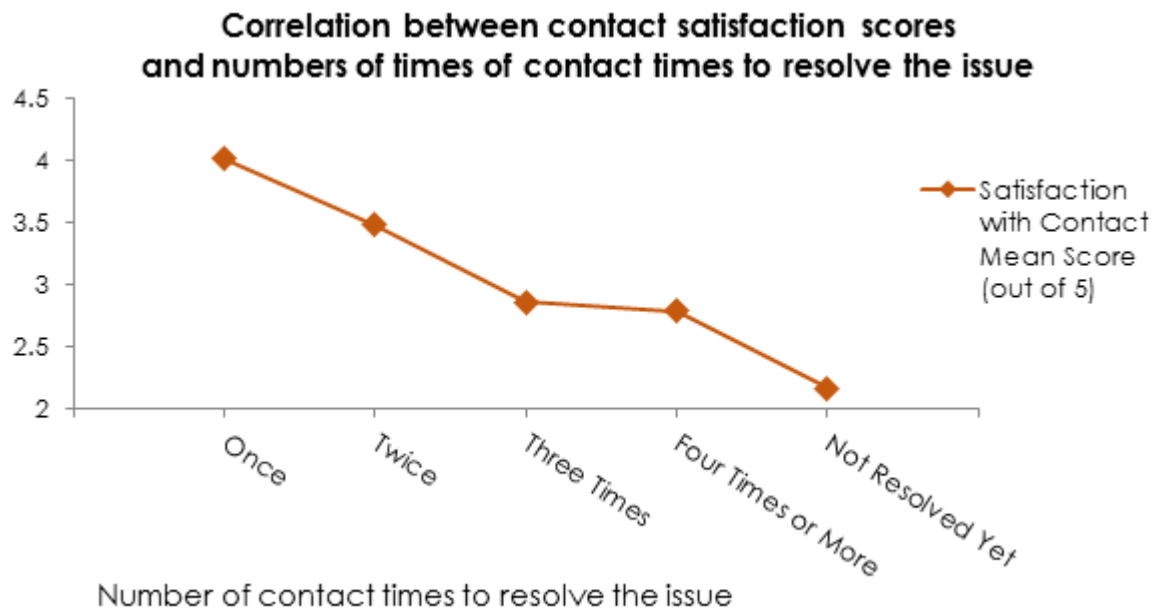
Staff from Micromex will attend the Councillor workshop on 7 February 2019 to present the results and provide their expert advice to Councillors on interpretation and use of data. They will also provide recommendations for focus areas based on their expertise.

The 2019/2020 Operational Plan is currently under development and staff will use the results to include specific actions aligned with the recommendations in the Survey Report. For example, staff will look at activities to improve transparency and availability of financial information and ‘The Byron Model’ project will deliver a framework for future engagement that will result in Operational Plan actions

Finally, for the first time in 2018, a requirement for the supply of the raw (depersonalised) data was included in the consultancy contract. This means that the raw data can now be interrogated to produce additional data, over and above that which is supplied in the Report, increasing its value to Council for no additional cost.

For example, pages 29 – 33 of the Community Survey Report include the analysis of the customer service results that are included in the standard costs for this type of work. Council staff can now at no additional cost, look at a number of additional matters, such as correlations between levels of satisfaction with service received from Council and overall satisfaction, or levels of satisfaction with resolution of contact with Council and the number of times it took to get that resolution – both of which are shown below.

Council has been increasingly using data analysis to drive evidence-based performance decisions. This survey contract is just one of many examples of how Council is improving its access to and use of data in cost efficient ways.



STRATEGIC CONSIDERATIONS

5

Community Strategic Plan and Operational Plan

CSP Objective	L2	CSP Strategy	L3	DP Action	L4	OP Activity
Community Objective 5: We have community led decision making which is open and inclusive	5.1	Engage and involve community in decision making	5.1.1	Facilitate inclusive community consultation and stakeholder engagement to inform Council decision making (SP)	5.1.1.5	Deliver customer satisfaction survey

Legal/Statutory/Policy Considerations

Not applicable

5

Reviewed by Legal Counsel: ☐

Financial Considerations

- 10 None. The Community Survey, including the workshop with Councillors, will be delivered within the allocation budget.

Reviewed by Manager Finance: ☐

15 ***Consultation and Engagement***

- 20 A communication and engagement plan was prepared and actions delivered to inform community about the survey and encourage resident involvement. For the first time Council included a mechanism in the survey to identify people who wanted to be informed of the outcome of their involvement and 43% of residents who participated asked for feedback. Council will now thank them and email a copy of the report to those residents, together with information on how Council will use the results. Community and online information will also be updated following the Councillor workshop.

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Byron Shire Council

Community Satisfaction Research

Prepared by: Micromex Research
Date: November 2018



The information contained herein is believed to be reliable and accurate. However, no guarantee is given as to its accuracy and reliability, and no responsibility or liability for any information, opinions or commentary contained herein, or for any consequences of its use, will be accepted by Micromex Research, or by any person involved in the preparation of this report.



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Summary and Recommendations

Summary and Recommendations

Summary

64% of Byron Shire residents are at least 'somewhat satisfied' with Council's performance over the last 12 months. There has been a softening compared to the 2016 results. This is possibly partially due to the introduction of a Special Rate Variation (SRV).

On a positive note, of the two thirds of residents who had contacted Council in the previous 2 years, 68% were at least 'somewhat satisfied' with the way their contact was handled.

Compared to the 2016 research results, residents have expressed a significantly higher level of satisfaction with Council's provision of 'coastline management' but a significantly lower level of satisfaction with the delivery of:

- Local roads - overall
- Planning for the future
- Management of development
- Quality of town centre and public spaces
- Tourism management
- Footpaths
- Recycling services
- Festival and event management

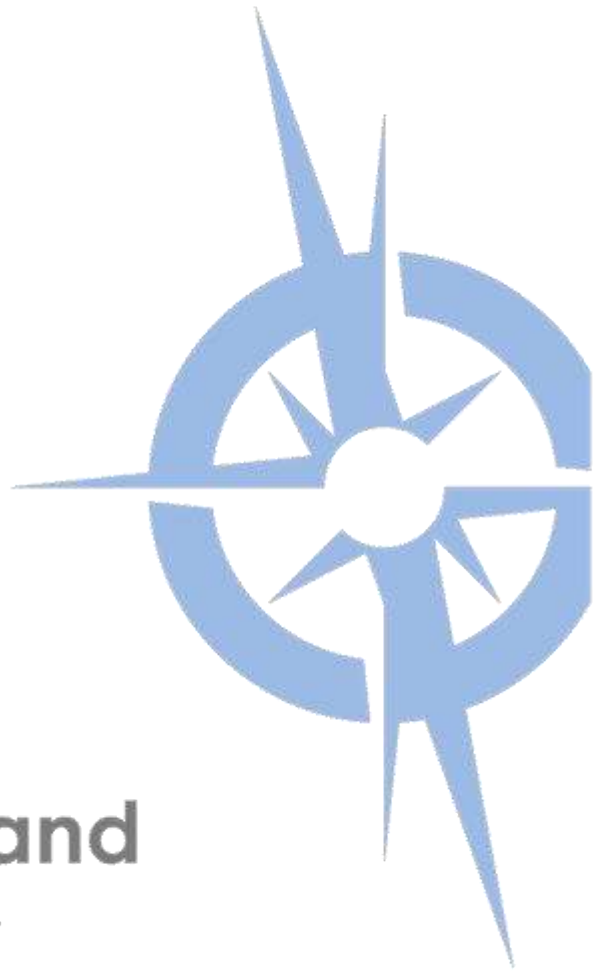
The Shapley Analysis has shown that the key drivers of overall resident satisfaction are centred on financial management, local roads, engagement and development. These results support the sense that the critical challenges of balancing development, housing affordability, tourism and the condition of public spaces and infrastructure are top of mind for many residents.

Recommendations

The results have shown that Byron Shire Council should look to address resident expectations and/or more actively inform residents of Council's position and advocacy across the following areas:

1. **Financial management** – As a key driver of overall satisfaction, Council could benefit from increased communication with the community and greater transparency regarding its financial management of the Shire, particularly around what the SRV has achieved for the LGA.
2. **Development/Planning/Roads** – Perennial issues for the LGA, 'management of development', 'development application processing', 'planning for the future' and 'local roads – overall' are key drivers of satisfaction. Often these issues are outside of Council's direct control, Council needs to continue to engage/inform the community with regard to local planning. Council's communication and advocacy in these areas will help shape better outcomes.
3. **Engagement** – With 'community consultation/engagement', 'on-line Council e-services' and 'opportunities to participate in Council decision making' accounting for 17% of overall satisfaction, a better understanding of the community's expectations regarding communication and a continued focus on these areas will assist in positively transitioning resident satisfaction.





Background and Methodology

Background and Methodology

Byron Shire Council sought to examine community attitudes and perceptions towards current and future services and facilities provided by Council. Key objectives of the research included:

- Assessing and establishing the community's priorities and satisfaction in relation to Council activities, services, and facilities
- Identifying the community's overall level of satisfaction with Council's performance
- Identifying methods of communication and engagement with Council
- Identifying top priority areas for Council to focus on
- Satisfaction with customer service levels from Council staff

To facilitate this, Micromex Research was contracted to develop a survey template that enabled Council to effectively analyse attitudes and trends within the community.

Questionnaire

Micromex Research, together with Byron Shire Council, developed the questionnaire.

A copy of the questionnaire is provided in Appendix B.

Data collection

The survey was conducted during the period 2nd – 11th October 2018 from 4:30pm to 8:30pm Monday to Friday, and from 10am to 4pm Saturday.

Survey area

Byron Shire Council Government Area.

Sample selection and error

A total of 400 resident interviews were completed. 361 of the 400 respondents were selected by means of a computer based random selection process using the electronic White Pages and SamplePages. The remaining 39 respondents were 'number harvested' via face-to-face intercept at a number of areas around the Byron Shire LGA, i.e. Ocean Shore Shopping Centre, Mullumbimby Farmers Markets and Byron Bay IGA.

A sample size of 400 residents provides a maximum sampling error of plus or minus 4.9% at 95% confidence. This means that if the survey was replicated with a new universe of N=400 residents, 19 times out of 20 we would expect to see the same results, i.e. +/- 4.9%.

For the survey under discussion the greatest margin of error is 4.9%. This means, for example, that an answer such as 'yes' (50%) to a question could vary from 45% to 55%.

The sample was weighted by age and gender to reflect the 2016 ABS Census data for Byron Shire.

Interviewing

Interviewing was conducted in accordance with the AMSRS (Australian Market and Social Research Society) Code of Professional Behaviour.



Background and Methodology

Prequalification

Participants in this survey were pre-qualified as being over the age of 18, and not working for, nor having an immediate family member working for, Byron Shire Council.

Data analysis

The data within this report was analysed using Q Professional. To identify the statistically significant differences between the groups of means, 'One-Way Anova tests' and 'Independent Samples T-tests' were used. 'Z Tests' were also used to determine statistically significant differences between column percentages.

Ratings questions

The Unipolar Scale of 1 to 5, where 1 was the lowest importance or satisfaction and 5 the highest importance or satisfaction, was used in all rating questions.

This scale allowed us to identify different levels of importance and satisfaction across respondents.

Note: Only respondents who rated services/facilities a 4 or 5 in importance were asked to rate their satisfaction with that service/facility.

Percentages

All percentages are calculated to the nearest whole number and therefore the total may not exactly equal 100%.

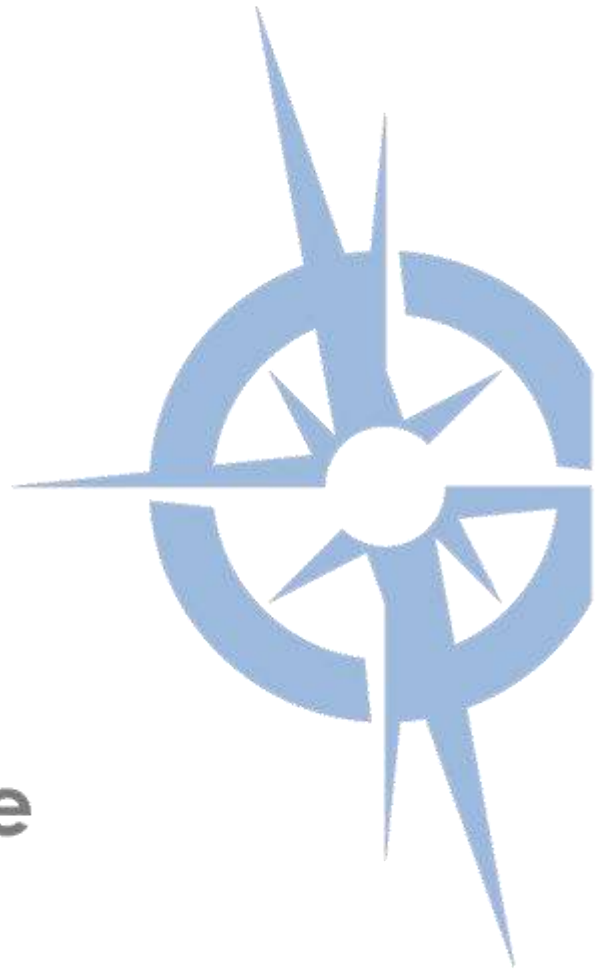
Micromex Benchmarks

These benchmarks are based on 60 LGAs that we have conducted community research for, and were revised in 2017 to ensure the most recent comparable data. Since 2008, Micromex has worked for over 70 NSW councils and conducted 100+ community satisfaction surveys across NSW.

NSW LGA Brand Scores Benchmark

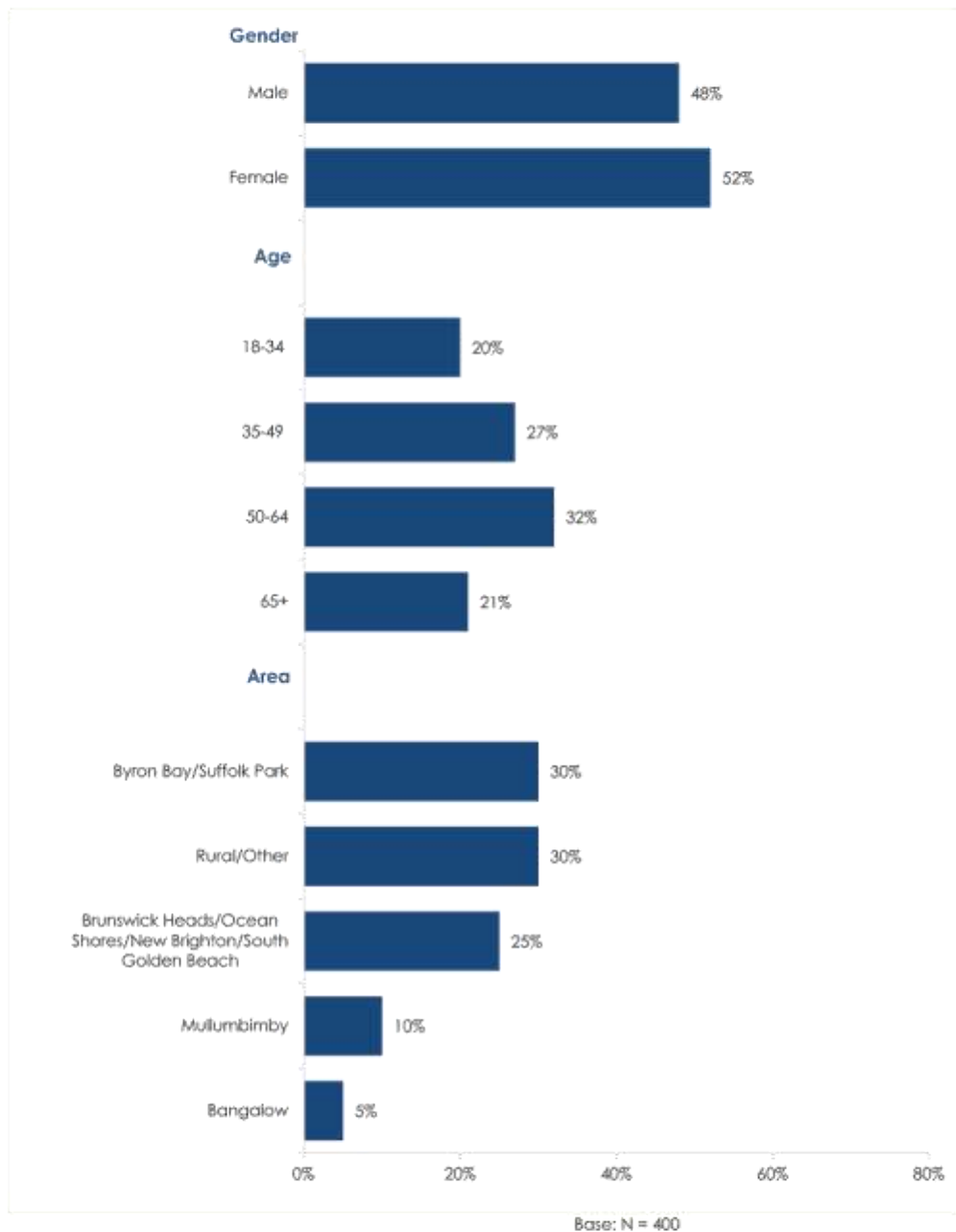
These benchmarks are based on a branding research study conducted by Micromex in 2017, in which residents from all 129 LGAs were interviewed in order to establish a normative score.





Sample Profile

Sample Profile



A sample size of 400 residents provides a maximum sampling error of plus or minus 4.9% at 95% confidence. The sample has been weighted by age and gender to reflect the 2016 ABS community profile of Byron Shire Council.



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Key Findings

Key Findings

Key Community Performance Indicators Quick Stats



Residents were at least 'moderately satisfied' with **19/39** services and facilities



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Key Findings

Overview (Overall satisfaction)

Summary

64% of residents are at least 'somewhat satisfied' with the performance of Council, overall, for the last 12 months.

Byron Shire Council has performed significantly lower than the NSW LGA 'Regional Benchmark' and the 'All of NSW' Benchmark.

Q2a. Overall for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues, but across all responsibility areas?

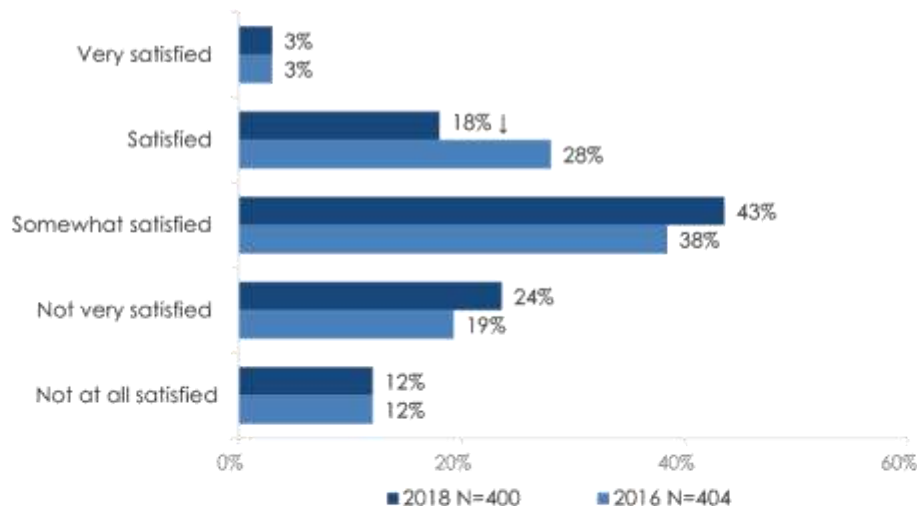
	Overall 2018	Overall 2016	Male	Female	18-34	35-49	50-64	65+
Mean ratings	2.76	2.91	2.74	2.77	2.82	2.85	2.69	2.68

	Byron Bay/Suffolk Park	Bangalow	Mullumbimby	Brunswick Heads/ Ocean Shores New Brighton/ South Golden Beach	Rural/Other
Mean ratings	2.64	2.91	2.64	2.82	2.83

NSW LGA BRAND SCORES	Regional Benchmark	All of NSW Benchmark	Byron Shire Council
Mean ratings	3.31	3.42	2.76 ↓

Scale: 1 = not at all satisfied, 5 = very satisfied

↑↓ = A significantly higher/lower level of satisfaction (by group)



Key Findings

Key Importance Trends

Compared to the previous research conducted in 2016, there were significant **decreases** in residents' levels of **importance** for 12 of the comparable 33 services and facilities provided by Council, these were:

	2018	2016
Planning for the future	4.49	4.68
Recycling services	4.47	4.68
Garbage collection	4.38	4.55
Providing access to information	4.22	4.40
Community consultation/engagement	4.19	4.43
Quality of town centre and public spaces	4.14	4.37
Parking	4.13	4.42
Vegetation and weed management	3.99	4.29
Support for volunteers	3.83	4.32
Economic development	3.78	4.09
Community halls	3.58	3.86
Parks and playgrounds	3.53	4.05

Scale: 1 = not at all important, 5 = very important

Key Satisfaction Trends

Over the same period there was an **increase** in residents' levels of **satisfaction** with 1 of the 33 comparable services and facilities provided by Council, which included:

	2018	2016
Coastline management	2.94	2.73

There was also a **decline** in residents' levels of **satisfaction** across 8 of the comparable 33 services and facilities provided by Council, these were:

	2018	2016
Recycling services	3.67	4.01
Festival and event management	3.10	3.42
Quality of town centre and public spaces	2.83	3.04
Tourism management	2.52	3.10
Footpaths	2.49	2.77
Planning for the future	2.37	2.68
Management of development	2.22	2.51
Local roads - overall	1.48	1.75

Scale: 1 = not at all satisfied, 5 = very satisfied



Key Findings

Importance

The following services/facilities received the highest importance ratings:

Top 5 for Importance	2018
Local roads - overall	4.60
Planning for the future	4.49
Recycling services	4.47
Coastline management	4.41
Garbage collection	4.38

The following services/facilities received the lowest importance ratings:

Bottom 5 for Importance	2018
Childcare services	3.14
Dog exercise areas	3.24
Sporting facilities	3.32
Public art	3.35
Swimming pools	3.37

Scale: 1 = not at all important, 5 = very important

Satisfaction

The following services/facilities received the highest satisfaction ratings:

Top 5 for Satisfaction	2018
Water supply	4.06
Libraries	4.05
Garbage collection	4.01
Sewage management services	3.71
Recycling services	3.67

The following services/facilities received the lowest satisfaction ratings:

Bottom 5 for Satisfaction	2018
Local roads - overall	1.48
Affordable housing	1.74
Public transport	1.94
Traffic planning and management	1.96
Management of development	2.22

Scale: 1 = not at all satisfied, 5 = very satisfied



Key Findings

Identifying Priorities via Specialised Analysis (Explanation)

The specified research outcomes required us to measure both community importance and community satisfaction with a range of specific service delivery areas. In order to identify core priorities, we undertook a 2-step analysis process on the stated importance and rated satisfaction data, after which we conducted a third level of analysis. This level of analysis was a Shapley Regression on the data in order to identify which facilities and services are the actual drivers of overall satisfaction with Council.

By examining both approaches to analysis we have been able to:

1. Identify and understand the hierarchy of community priorities
2. Inform the deployment of Council resources in line with community aspirations

Step 1. Performance Gap Analysis (PGA)

PGA establishes the gap between importance and satisfaction. This is calculated by subtracting the mean satisfaction score from the mean importance score. In order to measure performance gaps, respondents are asked to rate the importance of, and their satisfaction with, each of a range of different services or facilities on a scale of 1 to 5, where 1 = low importance or satisfaction and 5 = high importance or satisfaction. These scores are aggregated at a total community level.

The higher the differential between importance and satisfaction, the greater the difference is between the provision of that service by Insert client here and the expectation of the community for that service/facility.

In the table on the following page, we can see the 39 services and facilities that residents rated by importance and then by satisfaction.

When analysing the performance gaps, it is important to recognise that, for the most part, a gap of up to 1.0 is acceptable when the initial importance rating is 4.0+, as it indicates that residents consider the attribute to be of 'high' to 'extremely high' importance and that the satisfaction they have with Insert client here's performance on that same measure is 'moderate' to 'moderately high'.

For example, 'Resource Recovery Centre' was given an importance score of 4.20, which indicates that it is considered an area of 'very high' importance by residents. At the same time it was given a satisfaction score of 3.40, which indicates that residents have a 'moderate' level of satisfaction with Byron Shire Council's performance and focus on that measure.

In the case of a performance gap such as for 'libraries' (3.75 importance vs. 4.05 satisfaction), we can identify that the facility/service has 'moderately high' importance to the broader community, but for residents who feel that this facility is important, it is providing a 'high' level of satisfaction.



Key Findings

When analysing performance gap data, it is important to consider both stated satisfaction and the absolute size of the performance gap.

Performance Gap Ranking

2016 Ranking	2018 Ranking	Service/Facility	Importance mean	Satisfaction mean	Gap
1	1	Local roads - overall	4.60	1.48	3.12
N/A	2	Traffic planning and management	4.35	1.96	2.39
2	3	Affordable housing	4.04	1.74	2.30
4	4	Planning for the future*	4.49	2.37	2.12
7	5	Management of development	4.24	2.22	2.02
3	6	Public transport	3.89	1.94	1.95
6	7	Public toilets	4.19	2.33	1.86
5	8	Parking	4.13	2.31	1.82
9	9	Financial management	4.23	2.43	1.80
N/A	9	Development application processing	4.02	2.22	1.80
22	11 ↓	Tourism management	4.25	2.52	1.73
13	12	Footpaths	4.12	2.49	1.63
10	13	Opportunities to participate in Council decision making	4.05	2.52	1.53
12	14	Bikeways and bicycle facilities	3.84	2.36	1.48
8	15	Coastline management	4.41	2.94	1.47
11	16	Community consultation/engagement	4.19	2.75	1.44
19	17	Crime prevention and safety	4.36	3.02	1.34
18	18	Quality of town centre and public spaces	4.14	2.83	1.31
16	19	Vegetation and weed management	3.99	2.77	1.22
15	20	Providing access to information*	4.22	3.03	1.19
13	21	Economic development	3.78	2.73	1.05
20	22	All abilities access*	4.04	3.00	1.04
23	23	Stormwater drainage	3.99	2.97	1.02
N/A	24	Resource Recovery Centre	4.20	3.40	0.80
28	24	Recycling services	4.47	3.67	0.80
30	26	Festival and event management	3.87	3.10	0.77
24	27	Support for volunteers	3.83	3.33	0.50
26	28	Parks and playgrounds*	3.53	3.08	0.45
29	29	Garbage collection	4.38	4.01	0.37
N/A	30	Public art	3.35	3.05	0.30
N/A	31	On-line Council e-services	3.42	3.16	0.26
31	32	Sewage management services	3.96	3.71	0.25
32	33	Swimming pools	3.37	3.22	0.15
37	34	Sporting facilities	3.32	3.20	0.12
33	35	Water supply	4.12	4.06	0.06
35	36	Dog exercise areas	3.24	3.30	-0.06
38	37	Childcare services	3.14	3.22	-0.08
34	37	Community halls	3.58	3.66	-0.08
36	39	Libraries	3.75	4.05	-0.30

Scale: 1 = not at all important/not at all satisfied, 5 = very important/very satisfied

↑↓ = Significantly positive/negative shift in ranking (2018 compared to 2016)

*Note: In 2016 'parks and playgrounds' was 'parks', 'all abilities access' was 'disability access', 'planning for the future' was 'long term planning' and 'providing access to information' was 'Council provision of information'.



Key Findings

When we examine the largest performance gaps, we can identify that, with the exception of 'public transport', which was rated with 'moderate' importance, all other services or facilities have been rated with 'high' to 'extremely high' importance. Resident satisfaction for all of these areas is between 1.48 and 2.43, which indicates that their satisfaction for these measures is 'very low' to 'low'.

Ranking	Service/Facility	Importance mean	Satisfaction mean	Gap
1	Local roads - overall	4.60	1.48	3.12
2	Traffic planning and management	4.35	1.96	2.39
3	Affordable housing	4.04	1.74	2.30
4	Planning for the future	4.49	2.37	2.12
5	Management of development	4.24	2.22	2.02
6	Public transport	3.89	1.94	1.95
7	Public toilets	4.19	2.33	1.86
8	Parking	4.13	2.31	1.82
9	Financial management	4.23	2.43	1.80
	Development application processing	4.02	2.22	1.80

The key outcomes of this analysis would suggest that, while there are opportunities to improve satisfaction across a range of services/facilities, 'local roads - overall' is the area of least relative satisfaction.

Note: Performance gap is the first step in the process, we now need to identify comparative ratings across all services and facilities to get an understanding of relative importance and satisfaction at an LGA level. This is when we undertake step 2 of the analysis.



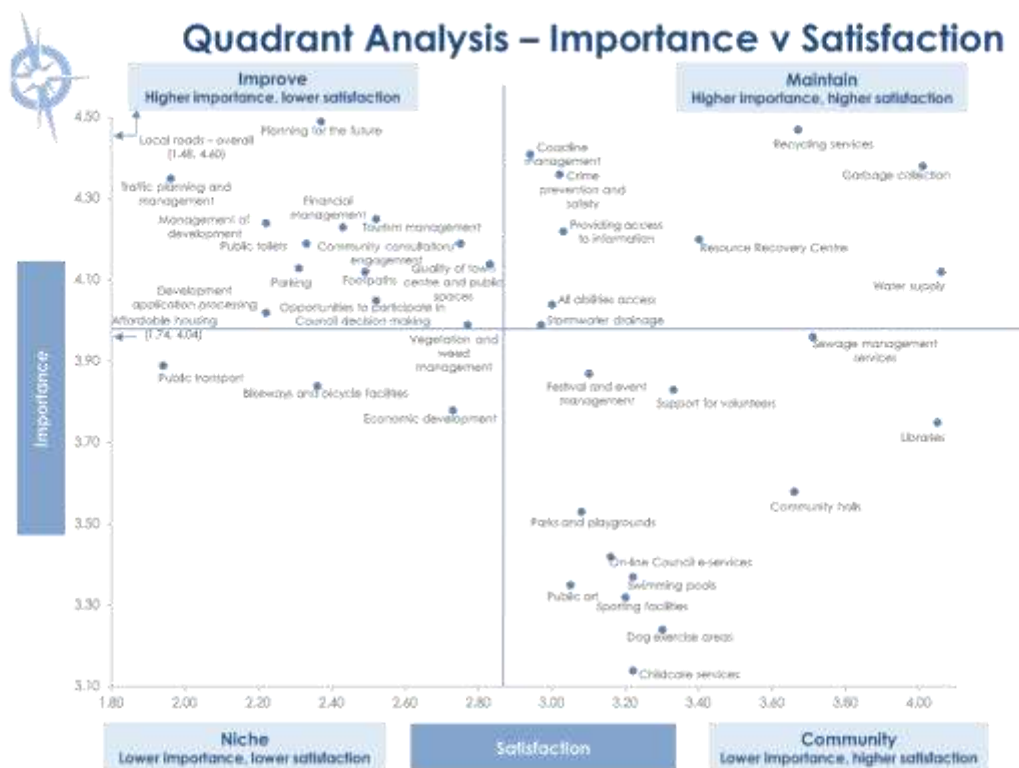
Key Findings

Quadrant Analysis

Step 2. Quadrant Analysis

Quadrant analysis is often helpful in planning future directions based on stated outcomes. It combines the stated importance of the community and assesses satisfaction with delivery in relation to these needs.

This analysis is completed by plotting the variables on x and y axes, defined by stated importance and rated satisfaction. We aggregate the mean scores for stated importance and rated satisfaction to identify where the facility or service should be plotted. For these criteria, the average stated importance score was 3.98 and the average rated satisfaction score was 2.88. Therefore, any facility or service that received a mean stated importance score of ≥ 3.98 would be plotted in the higher importance section and, conversely, any that scored < 3.98 would be plotted into the lower importance section. The same exercise is undertaken with the satisfaction ratings above, equal to or below 2.88. Each service or facility is then plotted in terms of satisfaction and importance, resulting in its placement in one of four quadrants.



Key Findings

Explaining the 4 quadrants

Attributes in the top right quadrant, **MAINTAIN**, such as 'recycling service', are Council's core strengths, and should be treated as such. Maintain, or even attempt to improve your position in these areas, as they are influential and address clear community needs.

Attributes in the top left quadrant, **IMPROVE**, such as 'local roads - overall' are key concerns in the eyes of your residents. In the vast majority of cases you should aim to improve your performance in these areas to better meet the community's expectations.

Attributes in the bottom left quadrant, **NICHE**, such as 'bikeways and bicycle facilities', are of a relatively lower priority (and the word 'relatively' should be stressed – they are still important). These areas tend to be important to a particular segment of the community.

Finally, attributes in the bottom right quadrant, **COMMUNITY**, such as 'economic development', are core strengths, but in relative terms they are deemed less overtly important than other directly obvious areas. However, the occupants of this quadrant tend to be the sort of services and facilities that deliver to community liveability, i.e. make it a good place to live.

Recommendations based only on stated importance and satisfaction have major limitations, as the actual questionnaire process essentially 'silos' facilities and services as if they are independent variables, when they are in fact all part of the broader community perception of council performance.

Residents' priorities identified in stated importance/satisfaction analysis often tend to be in areas that are problematic. No matter how much focus a council dedicates to 'local roads – overall', it will often be found in the **IMPROVE** quadrant. This is because, perceptually, the condition of local roads can always be better.

Furthermore, the outputs of stated importance and satisfaction analysis address the current dynamics of the community, they do not predict which focus areas are the most likely agents to change the community's perception of Council's overall performance.

Therefore, in order to identify how Byron Shire Council can actively drive overall community satisfaction, we conducted further analysis.

The Shapley Value Regression

This model was developed by conducting specialised analysis from over 30,000 LGA interviews conducted since 2005. In essence, it proved that increasing resident satisfaction by actioning the priorities they stated as being important does not necessarily positively impact on overall satisfaction with the council. This regression analysis is a statistical tool for investigating relationships between dependent variables and explanatory variables.

In 2014, we revised the Shapley Regression Analysis to identify the directional contribution of key services and facilities with regard to optimisers/barriers with Council's overall performance.

What Does This Mean?

The learning is that if we only rely on the stated community priorities, we will not be allocating the appropriate resources to the actual service attributes that will improve overall community satisfaction. Using regression analysis we can identify the attributes that essentially build overall satisfaction. We call the outcomes 'derived importance'.



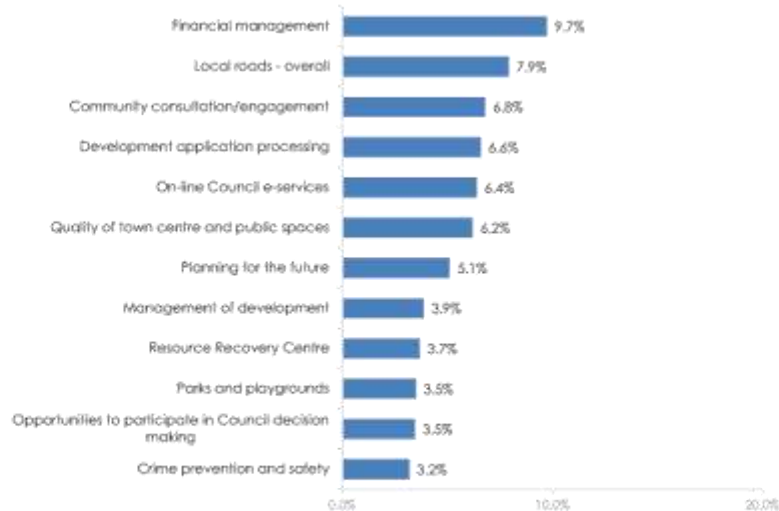
Key Findings

Key Drivers of Satisfaction with Byron Shire Council

The results in the chart below provide Byron Shire Council with a complete picture of the intrinsic community priorities and motivations, and identify what attributes are the key drivers of community satisfaction.

These top 12 services/facilities account for over 66% of overall satisfaction with Council. This indicates that the remaining 27 attributes we obtained measures on have only a limited impact on the community's satisfaction with Byron Shire Council's performance. Therefore, whilst all 39 service/facility areas are important, only a number of them are significant drivers of the community's overall satisfaction with Council.

These Top 12 Indicators Contribute to Over 66% of Overall Satisfaction with Council



The contributors to satisfaction are not to be misinterpreted as an indication of current dissatisfaction

These 12 services/facilities are the key community priorities and by addressing these, Byron Shire Council will improve overall community satisfaction. The score assigned to each area indicates the percentage of influence each attribute contributes to overall satisfaction with Council.

In the above chart, 'crime prevention and safety' contributes 3.2% towards overall satisfaction, while 'financial management' (9.7%) is a far stronger driver, contributing more than three times as much to overall satisfaction with Council.

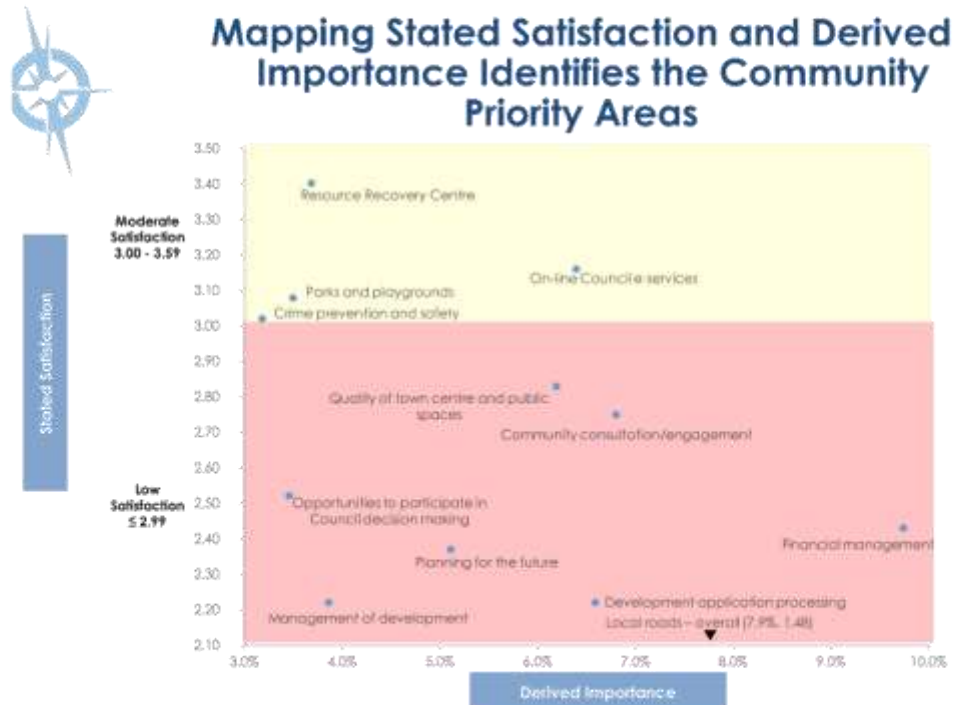


Key Findings

Clarifying Priorities

By mapping satisfaction against derived importance, we can see that, for some of the core drivers, Council is already providing 'moderate' levels of satisfaction, i.e. the 'Resource Recovery Centre', 'online Council e-services', 'parks and playgrounds' and 'crime prevention and safety'.

It is apparent that there is room to elevate satisfaction across the variables that fall in this 'moderate' region and also 'lower' satisfaction' region of the chart. If Byron Shire Council can address these core drivers, they will be able to improve resident satisfaction with their performance.



Areas such as 'local roads - overall', 'management of development', 'development application processing', 'planning for the future', 'financial management', 'opportunities to participate in Council decision making', 'community consultation/engagement' and 'quality of town centre and public spaces' are issues Council should be looking to understand resident expectations and/or more actively inform/engage residents of Council's position and advocacy across these areas.



Key Findings

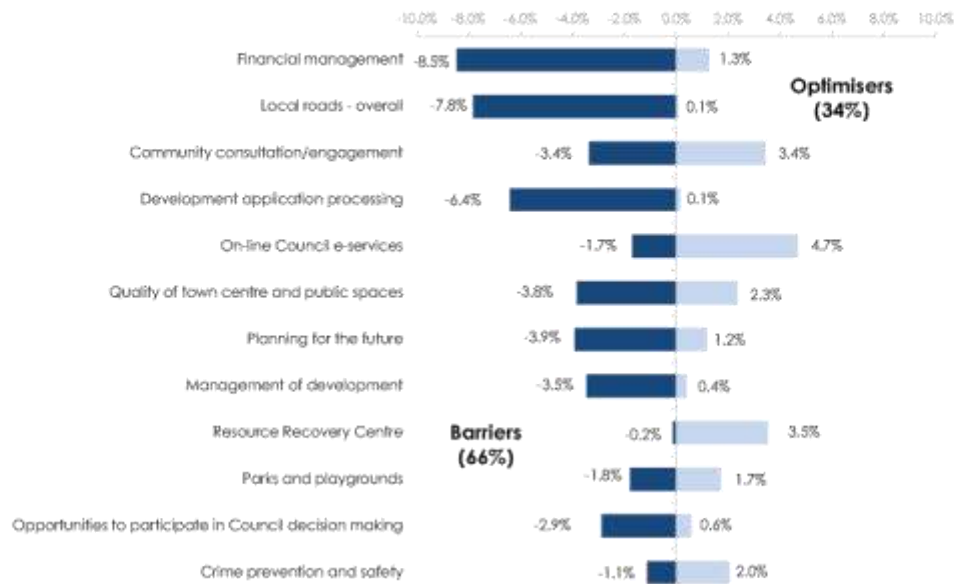
Advanced Shapley Outcomes

The chart below illustrates the positive/negative contribution the key drivers provide towards overall satisfaction. Some drivers can contribute both negatively and positively depending on the overall opinion of the residents.

The scores on the negative indicate the contribution the driver makes to impeding transition towards satisfaction. If we can address these areas we will see a lift in our future overall satisfaction results, as we will positively transition residents who are currently 'not at all satisfied' towards being 'satisfied' with Council's overall performance.

The scores on the positive indicate the contribution the driver makes towards optimising satisfaction. If we can address these areas we will see a lift in our future overall satisfaction results, as we will positively transition residents who are currently already 'somewhat satisfied', towards being more satisfied with Council's overall performance.

Key Contributors to Barriers/Optimisers

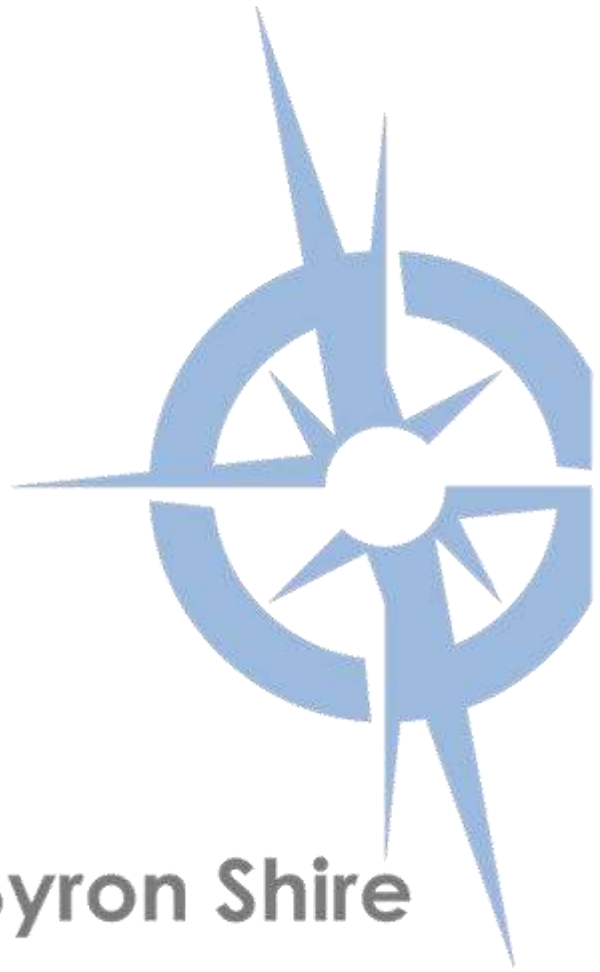


Different levers address the different levels of satisfaction across the community



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Section A – Living in the Byron Shire

+

Overall Satisfaction

Summary

64% of residents are at least 'somewhat satisfied' with the performance of Council, overall, for the last 12 months.

Byron Shire Council has performed significantly lower than the NSW LGA 'Regional Benchmark' and the 'All of NSW' Benchmark.

Whilst not significant, resident satisfaction with the performance of Council has marginally declined compared to in 2016.

There were no significant differences in results when compared by demographics.

Q2a. Overall for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues, but across all responsibility areas?

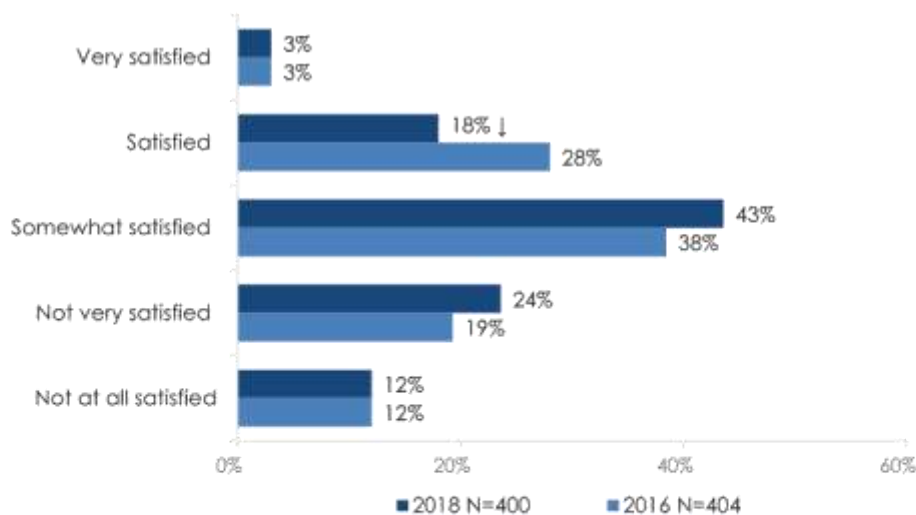
	Overall 2018	Overall 2016	Male	Female	18-34	35-49	50-64	65+
Mean ratings	2.76	2.91	2.74	2.77	2.82	2.85	2.69	2.68

	Byron Bay/Suffolk Park	Bangalow	Mullumbimby	Brunswick Heads/ Ocean Shores New Brighton/ South Golden Beach	Rural/Other
Mean ratings	2.64	2.91	2.64	2.82	2.83

NSW LGA BRAND SCORES	Regional Benchmark	All of NSW Benchmark	Byron Shire Council
Mean ratings	3.31	3.42	2.76 ↓

Scale: 1 = not at all satisfied, 5 = very satisfied

↑↓ = A significantly higher/lower level of satisfaction (by group)





Section B – Customer Service

Contact with Council in the Past 2 years

Summary

68% of residents had contacted Council in the past 2 years.

Compared to 2016, respondents in 2018 were significantly more likely to have contacted Council.

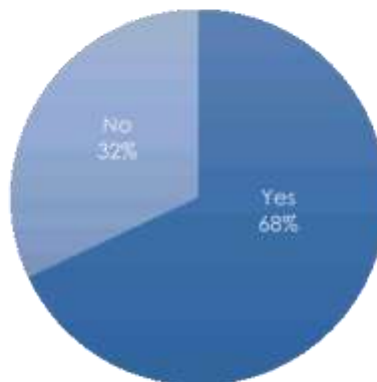
Residents aged 18-34 were significantly less likely to have contacted Council.

Q3a. Have you contacted Byron Shire Council in the last 24 months?

	Overall 2018	Overall 2016	Male	Female	18-34	35-49	50-64	65+
Yes	68% ↑	56%* ↓	68%	69%	52% ↓	74%	75%	67%
No	32%	44%	32%	31%	48%	26%	25%	33%

	Byron Bay/Suffolk Park	Bangalow	Mullumbimby	Brunswick Heads/ Ocean Shores New Brighton/ South Golden Beach	Rural/Other
Yes	65%	60%	56%	75%	71%
No	35%	40%	44%	25%	29%

↑↓ = A significantly higher/lower percentage (by year)



Base: N=400

*Note: In 2016 respondents were asked if they had contacted Council in the last 12 months. For this reason, the results of this question should be viewed from an interest point only.

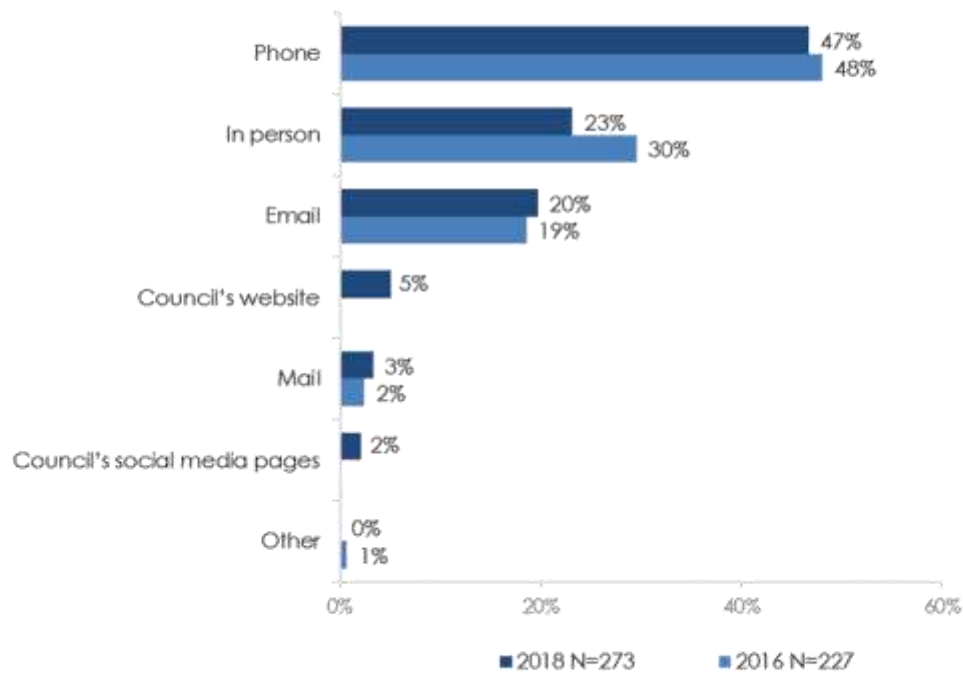


Method of Contact

Summary

Of those who had contacted Council, 47% had done so by phone, 23% in person and 20% via email.

Q3b. When you last contacted Council was it by:



Note: Please see Appendix A for the results compared by demographics

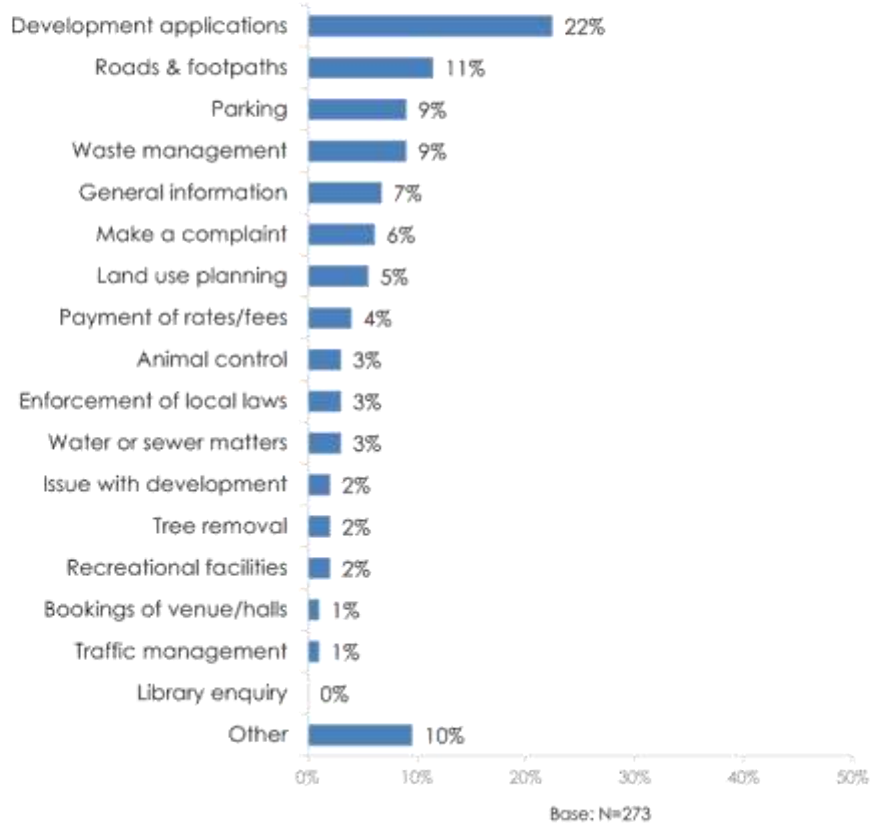


Reason for Contact

Summary

22% of residents had contacted Council about a 'development application', 11% 'roads and footpaths', 9% 'parking' and 9% 'waste management'.

Q3c. Thinking of the last time you contacted Council, what did you contact Council about?



Other (specified)	Count		Count
Food and safety licence for business	4	Changing of Australia Day	1
Dog registration	3	Denial of access to my premises	1
Attending a meeting	2	Grants workshop	1
Bus stops	2	Infrastructure	1
Busking permit	2	Permit	1
Railway level crossings	2	Rural fires	1
Signage	2	Safety of beaches	1
Beach permit	1	Work strategy	1
Bridge opening	1	Don't know/can't remember	1

Note: Please see Appendix A for the results compared by demographics



Satisfaction with Contact

Summary

68% of residents who had contacted Council, were at least 'somewhat satisfied' with the way their contact was handled.

Whilst there were no significant differences in the results when compared by demographics or with the previous research, residents who had made contact in person were significantly more satisfied with the way their contact was handled.

Reviewing the results by the reason for contact has shown those who had an issue relating to 'parking' were significantly more satisfied with the way their contact was handled and those with issues regarding 'roads & footpaths' and those making a complaint, were significantly less satisfied.

Q3d. How satisfied were you with the way your contact was handled?

	Overall 2018	Overall 2016	Male	Female	18-34	35-49	50-64	65+
Mean ratings	3.26	3.58	3.29	3.24	3.21	3.08	3.39	3.35

	Byron Bay/Suffolk Park	Bangalow	Mullumbimby	Brunswick Heads/ Ocean Shores New Brighton/ South Golden Beach	Rural/Other
Mean ratings	3.13	3.01	3.57	3.48	3.16

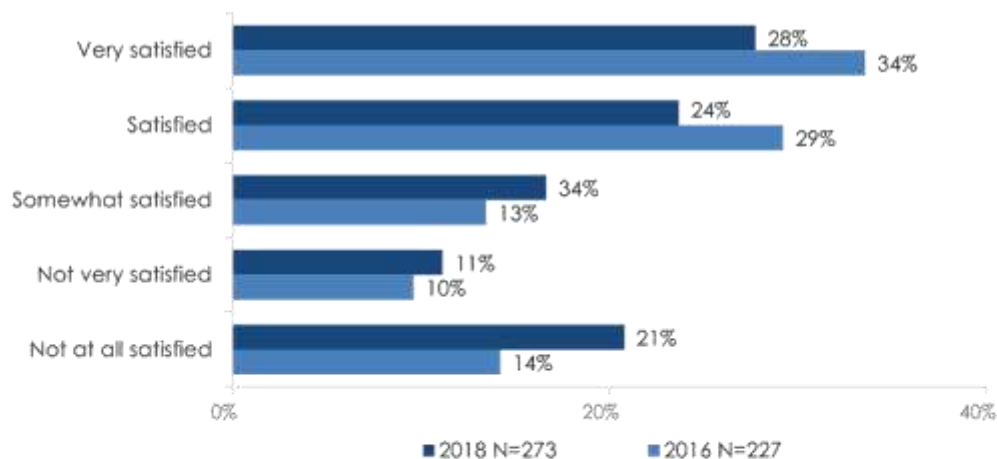
	Phone	Email	In person
Mean rating	3.24	3.05	3.66 ↑

	Development applications	Roads & footpaths	Parking	Waste management	General information	Make a complaint	Land use planning
Mean rating	3.06	2.54 ↓	4.06 ↑	3.80	3.34	2.16 ↓	3.35

Scale: 1 = not at all satisfied, 5 = very satisfied

↑↓ = A significantly higher/lower level of satisfaction (by group)

* Caution low base sizes



Resolution of the Issue

Summary

Q3e. How many times were you in contact with Council to resolve the issue?

Whilst 15% of respondents stated that their issue was still not yet resolved, 38% of those that contacted Council had their issue resolved after the first contact.

For those who had experienced a resolution to their problem, the average number of contacts required was 2.3, overall. When viewing the average number of contacts by the issue experienced, 'development applications' required significantly more contact, whilst issues regarding 'waste management' and 'parking' required significantly fewer contacts before reaching a resolution.

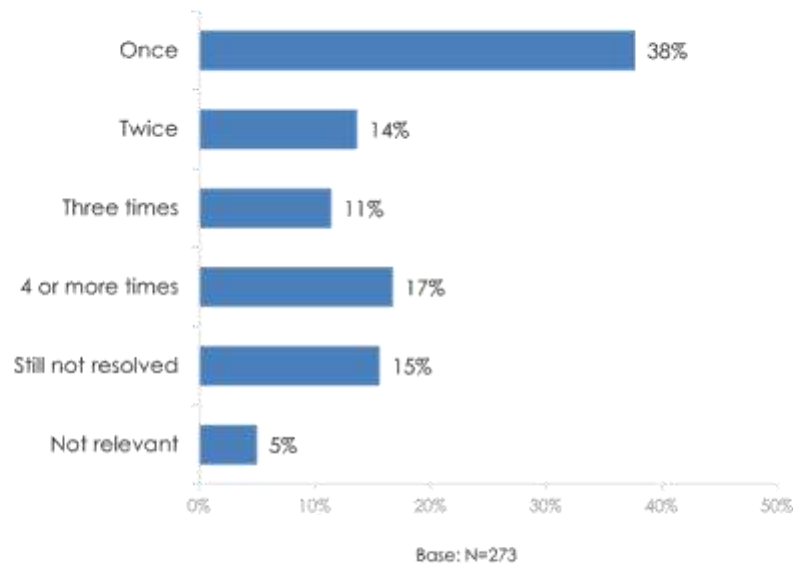
Analysis by mode of contact, revealed no significant differences by method used.

	Overall 2018	Development applications	Roads & footpaths	Parking	Waste management	General information	Make a complaint	Land use planning
Average	2.3	3.1 ↑	2.9	1.6 ↓	1.5 ↓	1.9	2.1	2.2

	Phone	Email	In person
Average	2.1	2.4	2.5

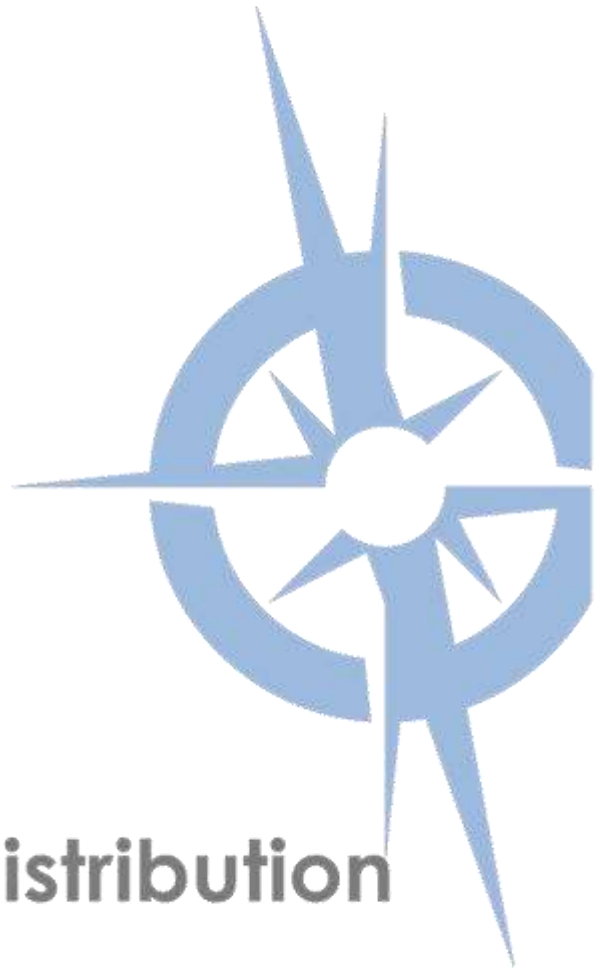
↑↓ = A significantly higher/lower number of contacts (by issue/method)

*Caution low base sizes



Note: Please see Appendix A for the results compared by demographics





Section C – Information Distribution

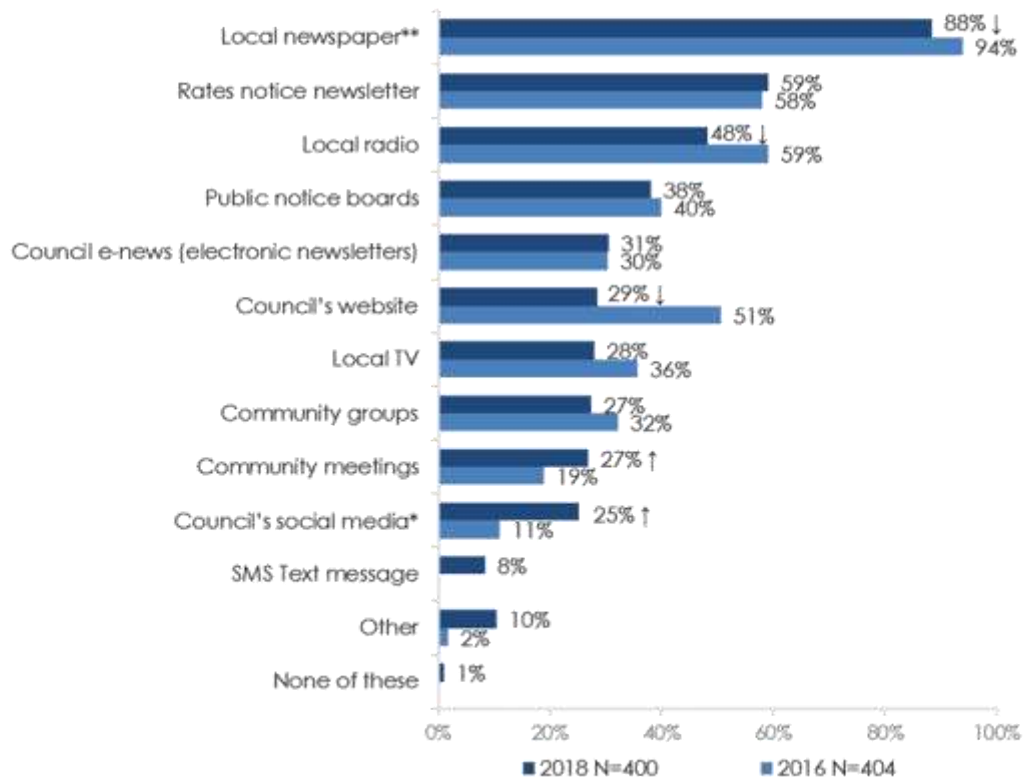
Keeping Informed of Council News and Activities

Summary

88% of residents are informed about Council news and activities via the 'local newspaper', 59% via the 'rates notice newsletter', 48% via 'local radio' and 38% via 'public notice boards'.

Residents in 2018 were significantly more likely to cite 'community meetings' and 'social media' and significantly less likely to have selected 'local newspaper', 'local radio' and 'Council's website'.

Q4a. How do you currently get informed of general council news and activities?



↑↓ = A significantly higher/lower percentage (by year)

*'Council's social media' was previously called 'Council Facebook page'.

**For the purpose of comparison, the 2016 data for 'Byron Shire Echo', 'Byron Shire News' and the 'Northern Star' have been merged to provide a 'local newspaper' result for 2016.

Other (specified)	Count
Word of mouth	24
Social media other than Council's	5
Mail	5
Email	4
Interaction with Council	4
Non-profit organisations	1
Over the phone	1

Note: Please see Appendix A for the results compared by demographics



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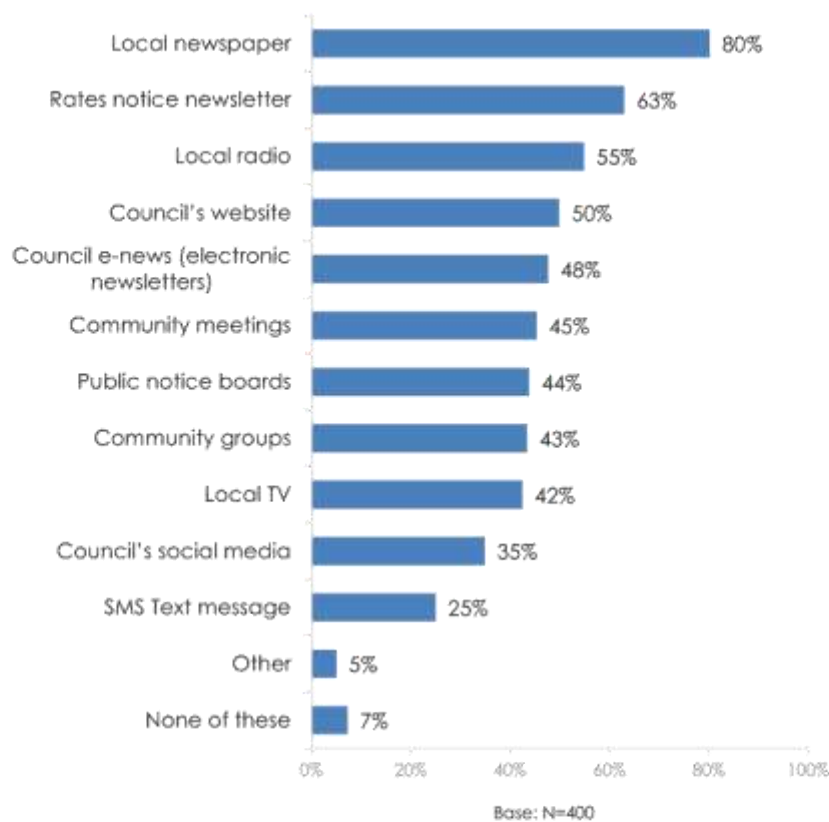
Preferred Means of Keeping Informed of Council News and Activities

Summary

Local newspaper (80%) is the most preferred method for keeping informed about general Council news and activities.

A further 63% of residents are interested in the provision of Council information via the 'rates notice newsletter', 55% the 'local radio' and 50% 'Council's website'.

Q4b. How would you like to be kept informed in future of general council news and activities?



Other (specified)	Count
Mail	7
Word of mouth	7
Email	5

Note: Please see Appendix A for the results compared by demographics





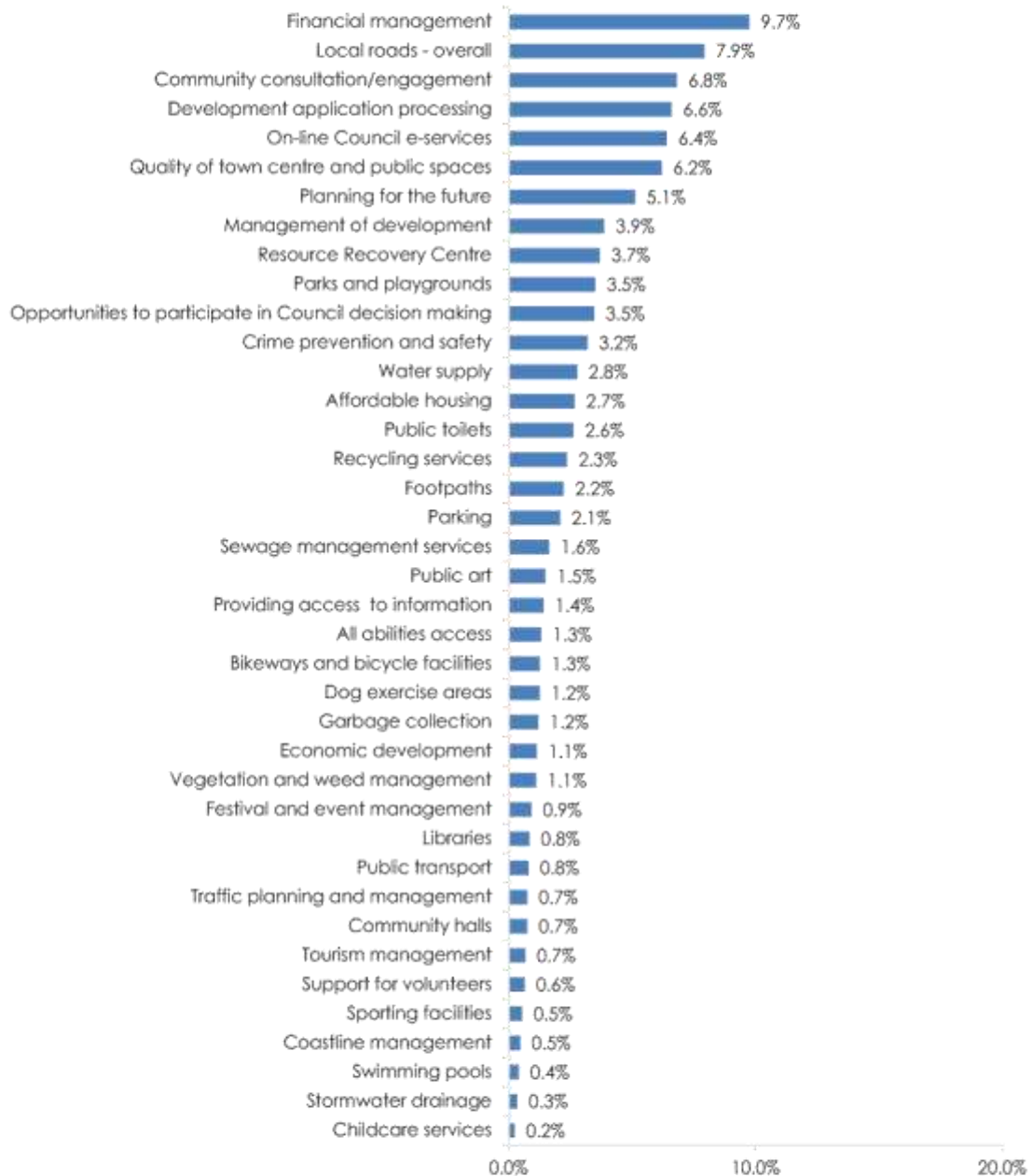
Detailed Findings –

Importance of, and Satisfaction with, Council Services & Facilities

Influence on Overall Satisfaction

A core element of this community survey was the rating of 39 facilities/services in terms of Importance and Satisfaction. This section reports the Shapley Regression analysis undertaken on these measures – and the detailed responses to the measures themselves.

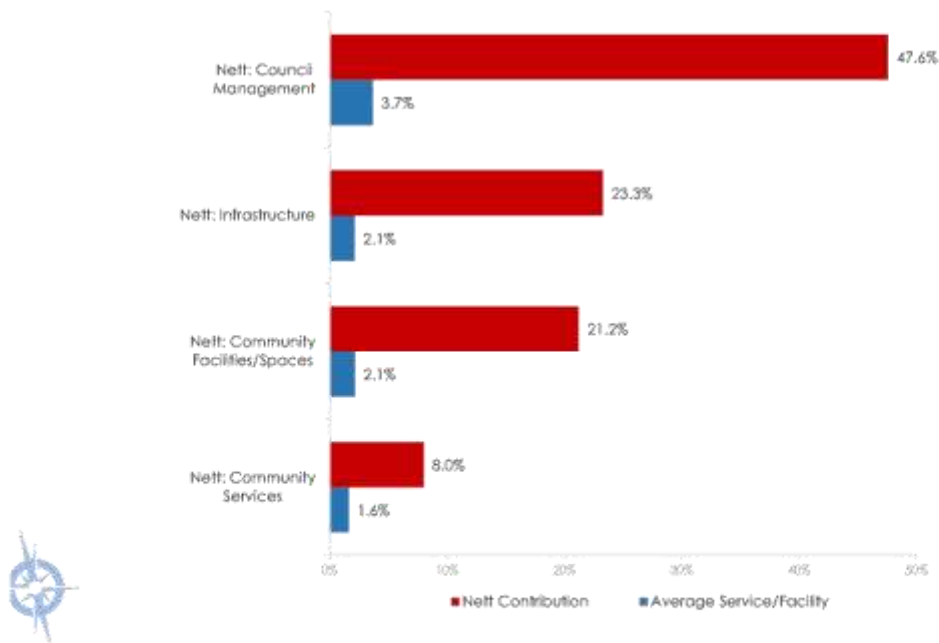
The chart below summarises the influence of the 39 facilities/services on overall satisfaction with Council's performance, based on the Shapley Regression:



Key Service Areas' Contribution to Overall Satisfaction

By combining the outcomes of the regression data, we can identify the derived importance of the different Net Priority Areas.

Contribution to Overall Satisfaction with Council's Performance



Council Management (47.6%) is the key contributor toward overall satisfaction with Council's performance, with each of the services/facilities grouped under this area averaging 3.7%.



Service Areas

Each of the 39 facilities/services were grouped into service areas as detailed below

Community Facilities/Spaces	Infrastructure
Parks and playgrounds	Local roads - overall
Sporting facilities	Parking
Libraries	Bikeways and bicycle facilities
Community halls	Public transport
Quality of town centre and public spaces	Footpaths
Swimming pools	Traffic planning and management
Dog exercise areas	Garbage collection
Public toilets	Recycling services
Public art	Sewage management services
Resource Recovery Centre	Water supply
	Stormwater drainage
Community Services	Council Management
Childcare services	Opportunities to participate in Council decision making
Support for volunteers	Management of development
All abilities access	Development application processing
Crime prevention and safety	Planning for the future
Affordable housing	Providing access to information
	Economic development
	Community consultation/engagement
	Vegetation and weed management
	Tourism management
	Coastline management
	Festival and event management
	Financial management
	On-line Council e-services

An Explanation

The following pages detail the Shapley findings for each service area, and summarise the stated importance and satisfaction ratings by key demographics.

Importance

For the stated importance ratings, residents were asked to rate how important each of the criteria was to them, on a scale of 1 to 5.

Satisfaction

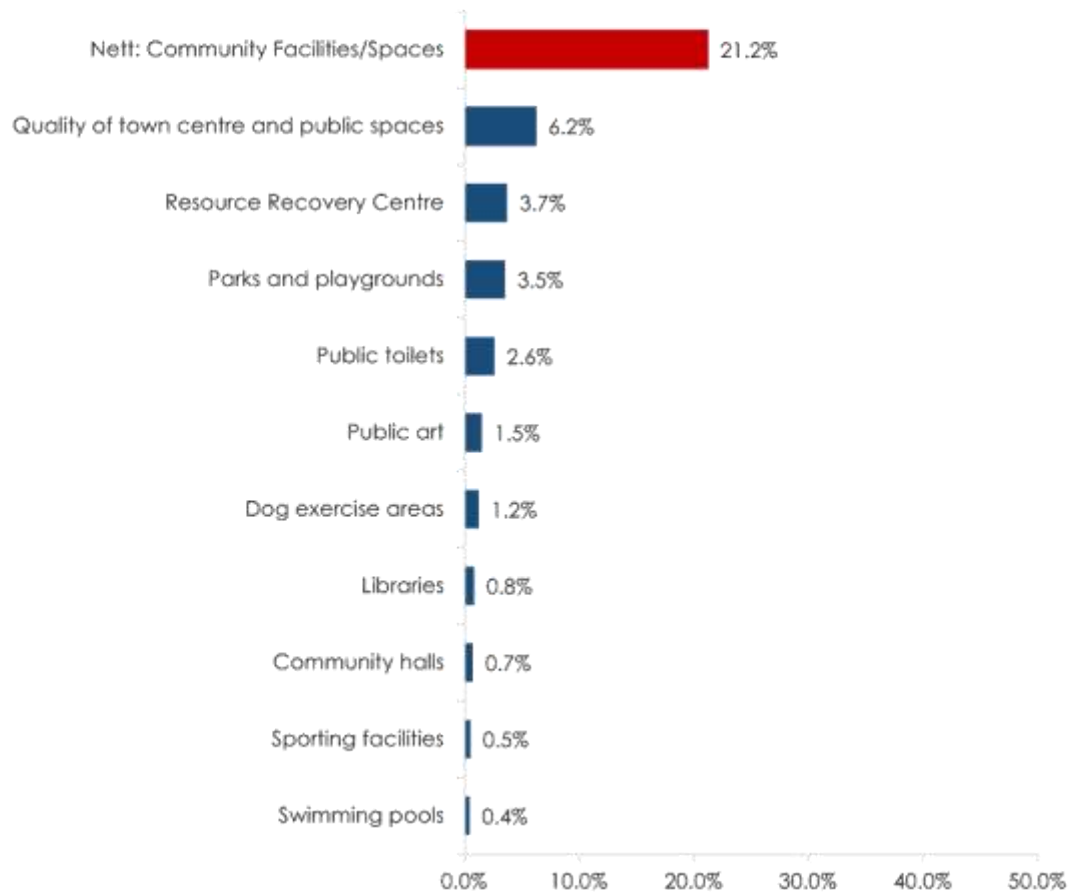
Any resident who had rated the importance of a particular criterion a 4 or 5 was then asked how satisfied they were with the performance of Council for that service or facility. There was an option for residents to answer 'don't know' to satisfaction, as they may not have personally used a particular service or facility.



Service Area 1: Community Facilities/Spaces

Shapley Regression

Contributes to Over 21% of Overall Satisfaction with Council



Service Area 1: Community Facilities/Spaces

Overview of Importance Rating Scores by Key Demographics

Residents were asked to rate the importance of the criteria.

Importance – overall

Very high	Resource Recovery Centre
High	Public toilets
	Quality of town centre and public spaces
Moderately high	Libraries
Moderate	Community halls
	Parks and playgrounds
	Swimming pools
	Public art
	Sporting facilities
	Dog exercise areas

Importance – by gender

Female residents rated the importance of the following services/facilities significantly higher in importance:

- Parks and playgrounds
- Libraries
- Quality of town centre and public spaces
- Swimming pools
- Dog exercise areas
- Public toilets
- Public art

Importance – by age

Residents aged 18-34 rated 'dog exercise areas' and 'public art' significantly more important and 'swimming pools' significantly less important.

Residents aged 50-64 rated the importance of 'swimming pools' and the 'Resource Recovery Centre' significantly higher.

Those aged 65+ rated 'parks and playgrounds', 'sporting facilities', 'quality of town centre and public spaces', 'swimming pools', 'dog exercise areas', 'public toilets' and 'public art' significantly less important.

Importance – by area

Residents of Byron Bay/Suffolk Park rated the importance of 'quality of town centre and public spaces' significantly higher while residents of Mullumbimby rated the importance of 'swimming pools' significantly higher.

Residents of Brunswick Heads/Ocean Shores/New Brighton/South Golden Beach rated 'parks and playgrounds' significantly higher in importance.

Rural/Other residents rated the importance of 'parks and playgrounds', 'sporting facilities' and 'quality of town centre and public spaces' significantly lower.

Importance – by year



Residents in 2018 placed significantly less importance on 'parks and playgrounds', 'community halls' and 'quality of town centre and public spaces'.



Service Area 1: Community Facilities/spaces

Importance Mean Scores by Key Demographics

	Overall	Male	Female	18-34	35-49	50-64	65+
Parks and playgrounds	3.53	3.31 ↓	3.74 ↑	3.71	3.67	3.52	3.21 ↓
Sporting facilities	3.32	3.28	3.36	3.34	3.45	3.39	3.03 ↓
Libraries	3.75	3.52 ↓	3.95 ↑	3.81	3.74	3.78	3.66
Community halls	3.58	3.48	3.67	3.36	3.67	3.76	3.39
Quality of town centre and public spaces	4.14	3.96 ↓	4.30 ↑	4.37	4.26	4.10	3.81 ↓
Swimming pools	3.37	3.00 ↓	3.72 ↑	2.86 ↓	3.62	3.69 ↑	3.08 ↓
Dog exercise areas	3.24	3.03 ↓	3.44 ↑	3.76 ↑	3.30	3.17	2.79 ↓
Public toilets	4.19	3.95 ↓	4.41 ↑	4.38	4.26	4.27	3.78 ↓
Public art	3.35	3.08 ↓	3.59 ↑	3.84 ↑	3.36	3.26	2.97 ↓
Resource Recovery Centre	4.20	4.17	4.23	4.00	4.12	4.47 ↑	4.10

	Byron Bay/Suffolk Park	Bangalow	Mullumbimby	Brunswick Heads/Ocean Shores/New Brighton/South Golden Beach	Rural/Other
Parks and playgrounds	3.55	3.64	3.76	3.82 ↑	3.18 ↓
Sporting facilities	3.52	3.54	3.44	3.52	2.88 ↓
Libraries	3.63	3.83	3.72	3.92	3.72
Community halls	3.40	3.75	3.87	3.54	3.65
Quality of town centre and public spaces	4.37 ↑	4.31	4.32	4.08	3.87 ↓
Swimming pools	3.44	3.16	3.78 ↑	3.28	3.28
Dog exercise areas	3.45	2.92	3.51	3.16	3.07
Public toilets	4.28	3.99	4.33	4.15	4.11
Public art	3.44	3.28	3.29	3.26	3.36
Resource Recovery Centre	4.17	4.41	4.40	4.18	4.16

Scale: 1 = not at all important, 5 = very important

↑↓ = A significantly higher/lower level of importance (by group)



Service Area 1: Community Facilities/Spaces

Detailed Overall Response for Importance

	Not at all important	Not very important	Somewhat important	Important	Very important	Base
Parks and playgrounds	12%	11%	22%	22%	33%	400
Sporting facilities	14%	15%	22%	22%	27%	400
Libraries	9%	10%	20%	20%	41%	400
Community halls	9%	10%	26%	23%	31%	400
Quality of town centre and public spaces	4%	4%	17%	24%	51%	400
Swimming pools	18%	10%	20%	20%	32%	400
Dog exercise areas	22%	12%	18%	17%	32%	400
Public toilets	5%	4%	14%	20%	57%	400
Public art	13%	16%	21%	23%	27%	400
Resource Recovery Centre	4%	3%	15%	23%	54%	400



Service Area 1: Community Facilities/Spaces

Overview of Satisfaction Rating Scores by Key Demographics

Residents were asked to rate their satisfaction with the criteria.

Satisfaction – overall

High	Libraries
Moderately high	Community halls
Moderate	Resource Recovery Centre
	Dog exercise areas
	Swimming pools
	Sporting facilities
	Parks and playgrounds
	Public art
Moderately low	Quality of town centre and public spaces
Low	Public toilets

Satisfaction – by gender

There were no significant differences by gender.

Satisfaction – by age

Residents aged 65+ were significantly more satisfied with 'community halls', whilst those aged 18-34 were significantly more satisfied with 'swimming pools'.

Residents aged 35-49 were significantly less satisfied with 'libraries'.

Satisfaction – by area

Residents from Bangalow were significantly more satisfied with 'parks and playgrounds' and 'public toilets'.

Residents from Byron Bay/Suffolk Park were significantly less satisfied with the 'quality of town centre and public spaces', whilst Rural/Other residents were significantly more satisfied.

Residents from Mullumbimby were significantly more satisfied with 'swimming pools', whilst those from Brunswick Heads/Ocean Shores/New Brighton/South Golden Beach were significantly less satisfied.

Satisfaction – by year

Compared to 2016, residents this year were significantly less satisfied with the 'quality of town centre and public spaces'.



Service Area 1: Community Facilities/Spaces

Satisfaction Mean Scores by Key Demographics

	Overall	Male	Female	18-34	35-49	50-64	65+
Parks and playgrounds	3.08	3.17	3.02	3.35	2.87	2.99	3.28
Sporting facilities	3.20	3.19	3.21	3.31	3.01	3.26	3.27
Libraries	4.05	4.02	4.07	4.16	3.73 ↓	4.13	4.20
Community halls	3.66	3.72	3.62	3.57	3.61	3.61	3.92 ↑
Quality of town centre and public spaces	2.83	2.91	2.76	2.88	2.92	2.70	2.84
Swimming pools	3.22	3.36	3.15	3.71 ↑	2.87	3.24	3.27
Dog exercise areas	3.30	3.45	3.19	3.55	3.17	3.29	3.11
Public toilets	2.33	2.42	2.25	2.62	2.16	2.23	2.38
Public art	3.05	2.91	3.13	3.18	3.16	2.86	2.97
Resource Recovery Centre	3.40	3.41	3.39	3.10	3.41	3.46	3.56

	Byron Bay/Suffolk Park	Bangalow	Mullumbimby	Brunswick Heads/Ocean Shores/New Brighton/South Golden Beach	Rural/Other
Parks and playgrounds	3.17	3.59 ↑	2.67	3.29	2.80
Sporting facilities	3.21	3.46	2.78	3.12	3.42
Libraries	4.08	3.88	3.98	4.07	4.06
Community halls	3.58	3.68	3.74	3.61	3.72
Quality of town centre and public spaces	2.52 ↓	2.87	2.87	2.90	3.12 ↑
Swimming pools	3.38	2.58	3.68 ↑	2.81 ↓	3.30
Dog exercise areas	3.19	3.08	3.03	3.45	3.44
Public toilets	2.27	2.79 ↑	2.23	2.48	2.23
Public art	2.88	3.04	3.40	3.12	3.05
Resource Recovery Centre	3.23	3.49	3.40	3.48	3.49

Scale: 1 = not at all satisfied, 5 = very satisfied

↑↓ = A significantly higher/lower level of satisfaction (by group)



Service Area 1: Community Facilities/Spaces

Detailed Overall Response for Satisfaction

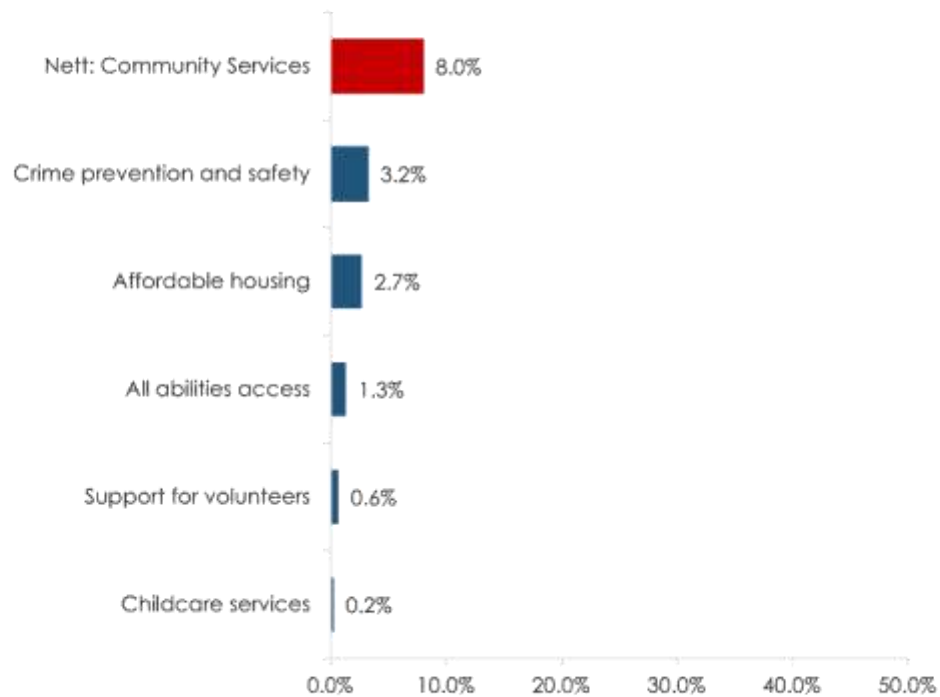
	Not at all satisfied	Not very satisfied	Somewhat satisfied	Satisfied	Very satisfied	Base
Parks and playgrounds	10%	19%	35%	24%	11%	221
Sporting facilities	5%	23%	31%	31%	11%	191
Libraries	2%	4%	19%	36%	39%	242
Community halls	2%	10%	30%	37%	21%	218
Quality of town centre and public spaces	14%	20%	41%	21%	5%	299
Swimming pools	13%	13%	24%	39%	12%	204
Dog exercise areas	10%	16%	31%	21%	22%	194
Public toilets	33%	21%	29%	13%	3%	307
Public art	8%	20%	41%	21%	10%	199
Resource Recovery Centre	6%	13%	30%	37%	14%	306



Service Area 2: Community Services

Shapley Regression

Contributes to 8% of Overall Satisfaction with Council



Service Area 2: Community Services

Overview of Importance Rating Scores by Key Demographics

Residents were asked to rate the importance of the criteria.

Importance – overall

Very high	Crime prevention and safety
High	All abilities access
	Affordable housing
Moderately high	Support for volunteers
Moderate	Childcare services

Importance – by gender

Female residents rated the importance of 'childcare services', 'all abilities access', 'crime prevention and safety' and 'affordable housing' significantly higher.

Importance – by age

Residents aged 18-34 rated the importance of 'support for volunteers' and 'affordable housing' significantly higher.

Residents aged 35-49 rated the importance of 'crime prevention and safety' significantly higher and 'support for volunteers' significantly lower.

Residents aged 50-64 rated 'affordable housing' significantly less important and those aged 65+ rated 'childcare services' significantly less important.

Importance – by area

Residents from Bangalow rated the importance of 'support for volunteers' significantly higher, whilst those from Byron Bay/Suffolk Park rated 'affordable housing' significantly higher in importance.

Rural/Other residents rated the importance of 'childcare services', 'support for volunteers' and 'affordable housing' significantly lower.

Importance – by year

Residents rated 'support for volunteers' significantly lower in importance in 2018.



Service Area 2: Community Services

Importance Mean Scores by Key Demographics

	Overall	Male	Female	18-34	35-49	50-64	65+
Childcare services	3.14	2.92 ↓	3.35 ↑	3.42	3.23	3.09	2.84 ↓
Support for volunteers	3.83	3.75	3.91	4.10 ↑	3.55 ↓	3.85	3.90
All abilities access	4.04	3.82 ↓	4.25 ↑	4.08	4.07	4.05	3.96
Crime prevention and safety	4.36	4.13 ↓	4.56 ↑	4.28	4.60 ↑	4.26	4.27
Affordable housing	4.04	3.72 ↓	4.33 ↑	4.57 ↑	4.05	3.79 ↓	3.88

	Byron Bay/Suffolk Park	Bangalow	Mullumbimby	Brunswick Heads/Ocean Shores/New Brighton/South Golden Beach	Rural/Other
Childcare services	3.28	2.95	3.57	3.29	2.77 ↓
Support for volunteers	3.87	4.30 ↑	4.13	3.90	3.56 ↓
All abilities access	4.05	4.32	4.00	4.03	4.01
Crime prevention and safety	4.40	4.50	4.38	4.45	4.20
Affordable housing	4.30 ↑	4.25	4.23	4.01	3.69 ↓

Scale: 1 = not at all important, 5 = very important

↑↓ = A significantly higher/lower level of importance (by group)

Detailed Overall Response for Importance

	Not at all important	Not very important	Somewhat important	Important	Very important	Base
Childcare services	28%	9%	17%	12%	34%	400
Support for volunteers	6%	7%	23%	25%	39%	400
All abilities access	6%	6%	16%	20%	51%	400
Crime prevention and safety	5%	2%	9%	19%	65%	400
Affordable housing	11%	4%	13%	15%	57%	400



Service Area 2: Community Services

Overview of Satisfaction Rating Scores by Key Demographics

Residents were asked to rate their satisfaction with the criteria.

Satisfaction – overall

Moderate	Support for volunteers Childcare services Crime prevention and safety All abilities access
Very low	Affordable housing

Satisfaction – by gender

There were no significant differences by gender.

Satisfaction – by age

Residents aged 18-34 were significantly more satisfied with 'support for volunteers' and 'all abilities access', whilst those aged 35-49 were significantly less satisfied.

Satisfaction – by area

Bangalow residents were significantly more satisfied with 'crime prevention and safety'.

Satisfaction – by year

There were no significant differences by year.



Service Area 2: Community Services

Satisfaction Mean Scores by Key Demographics

	Overall	Male	Female	18-34	35-49	50-64	65+
Childcare services	3.22	3.27	3.19	2.98	3.40	3.16	3.39
Support for volunteers	3.33	3.28	3.38	3.65 ↑	2.92 ↓	3.32	3.41
All abilities access	3.00	3.14	2.88	3.43 ↑	2.67 ↓	3.01	2.93
Crime prevention and safety	3.02	3.08	2.97	3.23	2.89	3.02	3.02
Affordable housing	1.74	1.77	1.73	1.86	1.54	1.73	1.88

	Byron Bay/Suffolk Park	Bangalow	Mullumbimby	Brunswick Heads/Ocean Shores/New Brighton/South Golden Beach	Rural/Other
Childcare services	3.04	3.48	3.44	3.43	3.12
Support for volunteers	3.33	3.31	3.14	3.38	3.39
All abilities access	2.90	3.23	3.10	2.89	3.10
Crime prevention and safety	3.07	3.53 ↑	2.86	2.99	2.96
Affordable housing	1.64	1.84	1.78	1.96	1.64

Scale: 1 = not at all satisfied, 5 = very satisfied

↑↓ = A significantly higher/lower level of satisfaction (by group)

Detailed Overall Response for Satisfaction

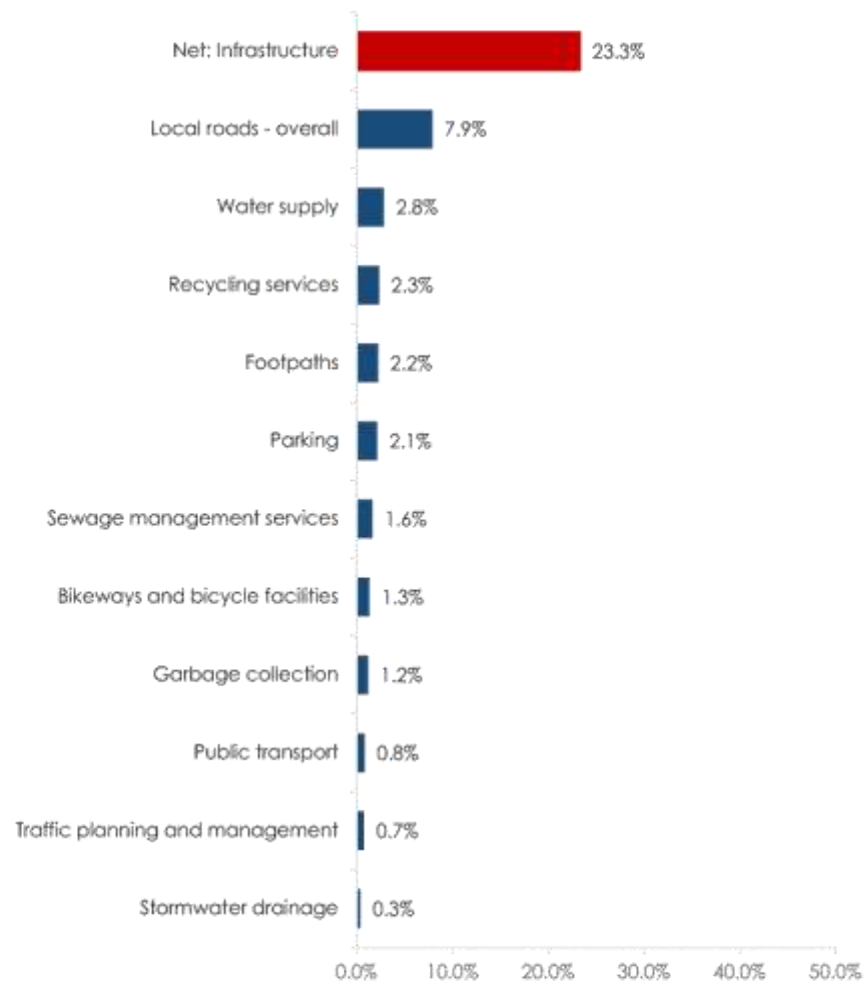
	Not at all satisfied	Not very satisfied	Somewhat satisfied	Satisfied	Very satisfied	Base
Childcare services	5%	14%	42%	29%	9%	173
Support for volunteers	3%	12%	47%	25%	13%	241
All abilities access	7%	21%	43%	22%	6%	278
Crime prevention and safety	10%	16%	42%	25%	7%	332
Affordable housing	51%	29%	14%	4%	1%	288



Service Area 3: Infrastructure

Shapley Regression

Contributes to Over 23% of Overall Satisfaction with Council



Service Area 3: Infrastructure

Overview of Importance Rating Scores by Key Demographics

Residents were asked to rate the importance of the criteria.

Importance – overall

Extremely high	Local roads - overall
Very high	Recycling services
	Garbage collection
	Traffic planning and management
High	Parking
	Footpaths
	Water supply
	Stormwater drainage
	Sewage management services
Moderately high	Public transport
	Bikeways and bicycle facilities

Importance – by gender

Female residents rated the following services/facilities significantly higher in importance:

- Parking
- Public transport
- Footpaths
- Traffic planning and management
- Garbage collection
- Sewage management services

Importance – by age

Residents aged 18-34 rated the importance of 'recycling services' and 'water supply' significantly higher.

Residents aged 50-64 rated 'parking' significantly more important.

Residents aged 65+ rated the importance of 'bikeways and bicycle facilities', 'public transport' and 'recycling services' significantly higher.

Importance – by area

Residents from Byron Bay/Suffolk Park rated the importance of 'local roads – overall', 'parking', 'bikeways and bicycle facilities', 'footpaths', 'traffic planning and management', 'garbage collection', 'sewage management services', 'water supply' and 'stormwater drainage' significantly higher.

Residents from Bangalow rated the importance of 'traffic planning and management' and 'recycling services' significantly higher.

Residents from Mullumbimby rated 'parking', 'public transport' and 'water supply' significantly higher in importance.

Residents from Brunswick Heads/Ocean Shores/New Brighton/South Golden Beach rated 'sewage management services', 'water supply' and 'stormwater drainage' significantly higher in importance.



Service Area 3: Infrastructure

Overview of Importance Rating Scores by Key Demographics

Importance – by area (Cont'd)

Residents residing in Rural/Other areas rated the importance of the following services/facilities significantly lower:

- Bikeways and bicycle facilities
- Public transport
- Footpaths
- Garbage collection
- Recycling services
- Sewage management services
- Water supply
- Stormwater drainage

Importance – by year

Residents in 2018 rated the importance of 'parking', 'garbage collection' and 'recycling services' significantly lower.



Service Area 3: Infrastructure

Importance Mean Scores by Key Demographics

	Overall	Male	Female	18-34	35-49	50-64	65+
Local roads - overall	4.60	4.52	4.68	4.56	4.55	4.74	4.52
Parking	4.13	3.88 ↓	4.36 ↑	4.15	3.96	4.31 ↑	4.06
Bikeways and bicycle facilities	3.84	3.72	3.95	4.06	3.99	3.83	3.43 ↓
Public transport	3.89	3.65 ↓	4.11 ↑	4.00	4.03	3.90	3.59 ↓
Footpaths	4.12	3.90 ↓	4.31 ↑	4.12	4.09	4.19	4.04
Traffic planning and management	4.35	4.19 ↓	4.50 ↑	4.49	4.13	4.50	4.29
Garbage collection	4.38	4.24 ↓	4.52 ↑	4.50	4.40	4.30	4.38
Recycling services	4.47	4.37	4.57	4.76 ↑	4.40	4.48	4.26 ↓
Sewage management services	3.96	3.69 ↓	4.22 ↑	4.05	3.91	4.09	3.75
Water supply	4.12	3.99	4.24	4.43 ↑	4.07	4.08	3.93
Stormwater drainage	3.99	3.85	4.11	4.12	3.82	4.13	3.84

	Byron Bay/Suffolk Park	Bangalow	Mullumbimby	Brunswick Heads/Ocean Shores/New Brighton/South Golden Beach	Rural/Other
Local roads - overall	4.80 ↑	4.67	4.75	4.46	4.47
Parking	4.33 ↑	4.37	4.40 ↑	4.01	3.90
Bikeways and bicycle facilities	4.15 ↑	3.81	3.94	3.91	3.43 ↓
Public transport	3.96	3.75	4.29 ↑	3.97	3.64 ↓
Footpaths	4.42 ↑	4.17	4.23	4.21	3.69 ↓
Traffic planning and management	4.66 ↑	4.70 ↑	4.07	4.20	4.21
Garbage collection	4.65 ↑	4.25	4.41	4.36	4.14 ↓
Recycling services	4.59	4.77 ↑	4.58	4.47	4.27 ↓
Sewage management services	4.46 ↑	4.07	4.32	4.33 ↑	3.02 ↓
Water supply	4.69 ↑	4.28	4.52 ↑	4.70 ↑	2.90 ↓
Stormwater drainage	4.36 ↑	4.13	4.33	4.33 ↑	3.18 ↓

Scale: 1 = not at all important, 5 = very important

↑↓ = A significantly higher/lower level of importance (by group)



Service Area 3: Infrastructure

Detailed Overall Response for Importance

	Not at all important	Not very important	Somewhat important	Important	Very important	Base
Local roads - overall	5%	1%	4%	12%	79%	400
Parking	6%	2%	16%	25%	51%	400
Bikeways and bicycle facilities	9%	5%	23%	20%	44%	400
Public transport	9%	6%	18%	20%	47%	400
Footpaths	6%	5%	15%	22%	53%	400
Traffic planning and management	5%	2%	10%	17%	66%	400
Garbage collection	5%	3%	8%	17%	67%	400
Recycling services	4%	2%	7%	17%	70%	400
Sewage management services	14%	5%	11%	13%	58%	400
Water supply	14%	4%	6%	9%	67%	400
Stormwater drainage	9%	6%	15%	18%	52%	400



Service Area 3: Infrastructure

Overview of Satisfaction Rating Scores by Key Demographics

Residents were asked to rate their satisfaction with the criteria.

Satisfaction – overall

High	Water supply
	Garbage collection
Moderately high	Sewage management services
	Recycling services
Moderately low	Stormwater drainage
Low	Footpaths
	Bikeways and bicycle facilities
	Parking
Very low	Traffic planning and management
	Public transport
	Local roads - overall

Satisfaction – by gender

Males respondents were significantly more satisfied with 'footpaths'.

Satisfaction – by age

Residents aged 18-34 were significantly more satisfied with 'footpaths', while those aged 50-64 were significantly less satisfied with 'traffic planning and management'.

Residents aged 65+ were significantly more satisfied with 'parking', 'garbage collection' and 'water supply'.

Satisfaction – by area

Residents of Byron Bay/Suffolk Park were significantly more satisfied with 'public transport' but significantly less satisfied with 'traffic planning and management' and 'garbage collection'.

Bangalow residents were significantly more satisfied with 'stormwater drainage' while Mullumbimby residents were significantly less satisfied with 'bikeways and bicycle facilities'.

Residents of Brunswick Heads/Ocean Shores/New Brighton/South Golden Beach were significantly more satisfied with 'traffic planning and management', 'garbage collection' and 'sewage management services'.

Rural/Other residents were significantly less satisfied with 'sewage management services'.

Satisfaction – by year

Residents in 2018 expressed significantly lower levels of satisfaction with 'local roads – overall', 'footpaths' and 'recycling services'.



Service Area 3: Infrastructure

Satisfaction Mean Scores by Key Demographics

	Overall	Male	Female	18-34	35-49	50-64	65+
Local roads - overall	1.48	1.45	1.50	1.52	1.50	1.40	1.53
Parking	2.31	2.30	2.32	2.17	2.27	2.26	2.60 ↑
Bikeways and bicycle facilities	2.36	2.44	2.29	2.54	2.20	2.31	2.46
Public transport	1.94	2.04	1.86	1.83	1.90	1.96	2.10
Footpaths	2.49	2.66 ↑	2.36 ↓	3.01 ↑	2.38	2.30	2.41
Traffic planning and management	1.96	1.95	1.96	2.12	1.97	1.80 ↓	2.02
Garbage collection	4.01	4.04	3.98	3.78	4.10	3.96	4.21 ↑
Recycling services	3.67	3.60	3.74	3.73	3.76	3.57	3.66
Sewage management services	3.71	3.71	3.71	3.77	3.78	3.60	3.76
Water supply	4.06	4.02	4.09	3.90	3.99	4.10	4.29 ↑
Stormwater drainage	2.97	3.03	2.91	2.99	3.18	2.87	2.86

	Byron Bay/Suffolk Park	Bangalow	Mullumbimby	Brunswick Heads/Ocean Shores/New Brighton/South Golden Beach	Rural/Other
Local roads - overall	1.43	1.46	1.47	1.48	1.53
Parking	2.22	2.43	2.17	2.30	2.48
Bikeways and bicycle facilities	2.38	2.41	1.93 ↓	2.54	2.32
Public transport	2.17 ↑	1.85	1.92	1.94	1.73
Footpaths	2.55	2.74	2.68	2.28	2.50
Traffic planning and management	1.59 ↓	1.88	2.07	2.42 ↑	1.99
Garbage collection	3.81 ↓	4.12	4.19	4.22 ↑	3.98
Recycling services	3.52	3.62	3.84	3.84	3.64
Sewage management services	3.78	3.99	3.57	3.95 ↑	3.25 ↓
Water supply	4.03	4.19	4.12	4.12	3.93
Stormwater drainage	3.04	3.49 ↑	2.60	3.08	2.74

Scale: 1 = not at all satisfied, 5 = very satisfied

↑↓ = A significantly higher/lower level of satisfaction (by group)



Service Area 3: Infrastructure

Detailed Overall Response for Satisfaction

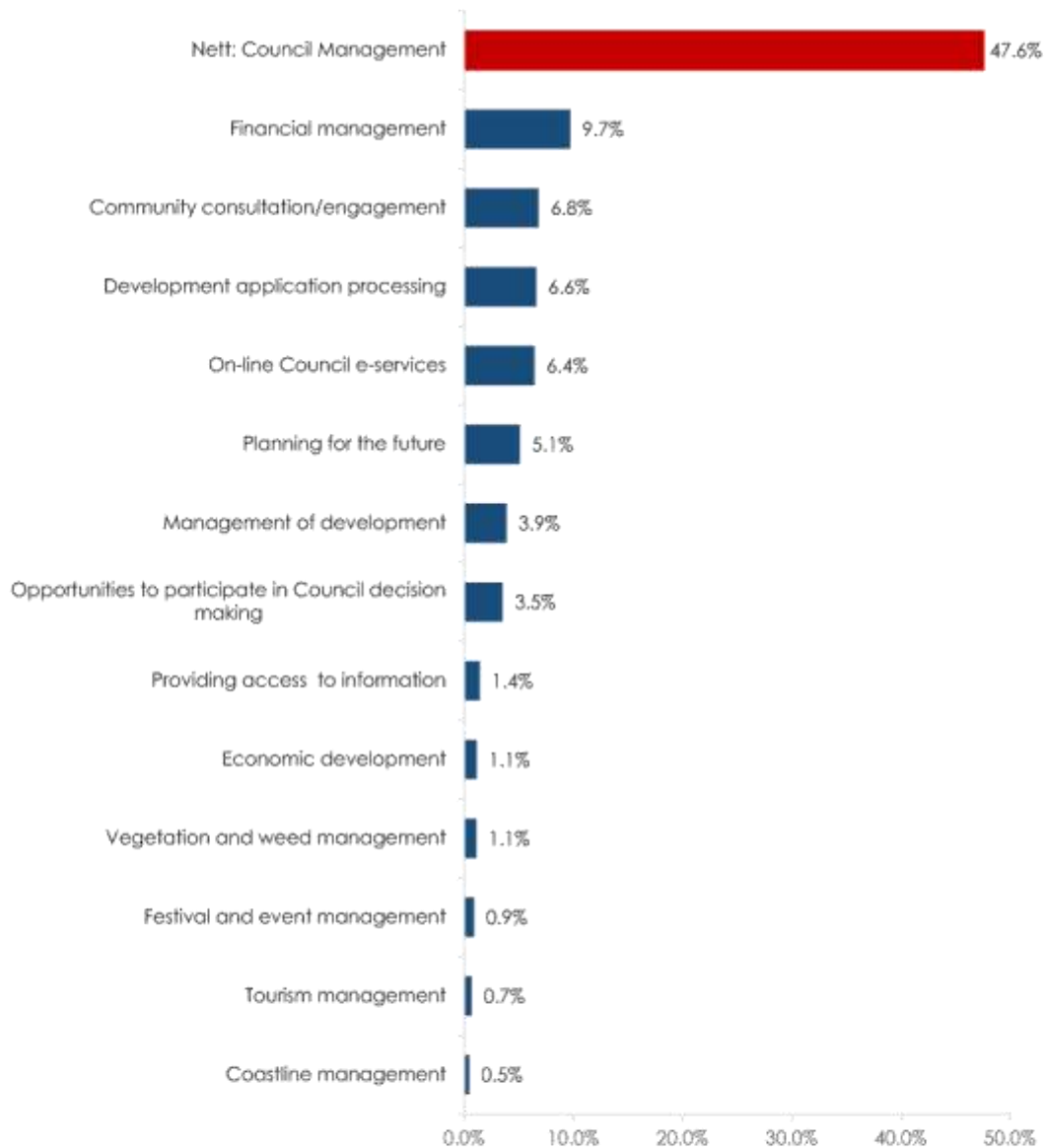
	Not at all satisfied	Not very satisfied	Somewhat satisfied	Satisfied	Very satisfied	Base
Local roads - overall	68%	20%	9%	2%	1%	365
Parking	30%	26%	29%	10%	4%	304
Bikeways and bicycle facilities	29%	26%	29%	13%	4%	251
Public transport	44%	28%	19%	5%	3%	266
Footpaths	26%	21%	34%	16%	3%	299
Traffic planning and management	40%	31%	22%	5%	1%	329
Garbage collection	5%	3%	17%	39%	37%	335
Recycling services	5%	8%	25%	36%	25%	348
Sewage management services	5%	8%	27%	32%	28%	279
Water supply	3%	5%	17%	33%	42%	300
Stormwater drainage	14%	16%	38%	22%	10%	276



Service Area 4: Council Management

Shapley Regression

Contributes to Almost 47% of Overall Satisfaction with Council



Service Area 4: Council Management

Overview of Importance Rating Scores by Key Demographics

Residents were asked to rate the importance of the criteria.

Importance – overall

Very high	Planning for the future Coastline management Tourism management Management of development Financial management
High	Providing access to information Community consultation/engagement Opportunities to participate in Council decision making Development application processing Vegetation and weed management
Moderately high	Festival and event management Economic development
Moderate	On-line Council e-services

Importance – by gender

Female residents rated 'providing access to information' and 'economic development' significantly higher in importance.

Importance – by age

Residents aged 50-64 rated the importance of the following services/facilities significantly higher:

- Management of development
- Development application processing
- Vegetation and weed management
- Financial management

Importance – by area

Residents of Byron Bay/Suffolk Park rated the importance of 'opportunities to participate in Council decision making', 'management of development', 'development application processing', 'economic development', 'tourism management', 'financial management' and 'on-line Council e-services' significantly higher.

Bangalow residents rated the importance of 'development application processing' significantly higher.

Rural/Other residents rated 'providing access to information', 'financial management' and 'on-line Council e-services' significantly lower in importance.

Importance – by year

Residents in 2018 rated the importance of 'planning for the future', 'providing access to information', 'economic development', 'community consultation/engagement' and 'vegetation and weed management' significantly lower.



Service Area 4: Council Management

Importance Mean Scores by Key Demographics

	Overall	Male	Female	18-34	35-49	50-64	65+
Opportunities to participate in Council decision making	4.05	3.93	4.16	4.07	4.03	4.17	3.89
Management of development	4.24	4.19	4.30	4.18	4.04	4.47 ↑	4.22
Development application processing	4.02	3.95	4.08	3.85	3.93	4.25 ↑	3.95
Planning for the future	4.49	4.38	4.60	4.51	4.54	4.52	4.38
Providing access to information	4.22	4.05 ↓	4.37 ↑	4.44	4.19	4.18	4.09
Economic development	3.78	3.56 ↓	3.99 ↑	3.74	3.73	3.91	3.69
Community consultation/engagement	4.19	4.09	4.28	4.15	4.08	4.30	4.21
Vegetation and weed management	3.99	3.94	4.03	3.89	3.88	4.18 ↑	3.93
Tourism management	4.25	4.17	4.33	4.27	4.19	4.30	4.22
Coastline management	4.41	4.38	4.43	4.50	4.38	4.43	4.31
Festival and event management	3.87	3.83	3.90	3.88	3.98	3.89	3.68
Financial management	4.23	4.18	4.27	3.96	4.16	4.49 ↑	4.19
On-line Council e-services	3.42	3.36	3.48	3.22	3.55	3.44	3.41

	Byron Bay/Suffolk Park	Bangalow	Mullumbimby	Brunswick Heads/Ocean Shores/New Brighton/South Golden Beach	Rural/Other
Opportunities to participate in Council decision making	4.28 ↑	4.07	4.16	3.91	3.91
Management of development	4.42 ↑	4.48	3.96	4.15	4.20
Development application processing	4.22 ↑	4.38 ↑	3.86	3.80	3.99
Planning for the future	4.63	4.67	4.40	4.43	4.42
Providing access to information	4.32	4.49	4.43	4.32	3.92 ↓
Economic development	4.01 ↑	3.80	3.78	3.78	3.55
Community consultation/engagement	4.22	4.27	4.45	4.14	4.10
Vegetation and weed management	4.08	4.12	3.92	3.90	3.97
Tourism management	4.53 ↑	4.36	4.12	4.13	4.09
Coastline management	4.49	4.54	4.14	4.46	4.34
Festival and event management	3.93	3.80	4.02	3.94	3.71
Financial management	4.48 ↑	4.46	4.43	4.15	3.94 ↓
On-line Council e-services	3.67 ↑	3.62	3.51	3.37	3.14 ↓

Scale: 1 = not at all important, 5 = very important
 ↑↓ = A significantly higher/lower level of importance (by group)



Service Area 4: Council Management

Detailed Overall Response for Importance

	Not at all important	Not very important	Somewhat important	Important	Very important	Base
Opportunities to participate in Council decision making	6%	5%	15%	24%	49%	400
Management of development	5%	4%	12%	19%	60%	400
Development application processing	6%	6%	18%	23%	48%	400
Planning for the future	4%	1%	8%	13%	73%	400
Providing access to information	4%	4%	13%	25%	54%	400
Economic development	8%	8%	20%	26%	38%	400
Community consultation/ engagement	5%	3%	15%	24%	54%	400
Vegetation and weed management	6%	4%	19%	27%	44%	400
Tourism management	4%	4%	12%	21%	58%	400
Coastline management	3%	3%	12%	16%	67%	400
Festival and event management	8%	6%	21%	23%	43%	400
Financial management	6%	4%	13%	17%	61%	400
On-line Council e-services	13%	9%	29%	19%	29%	400



Service Area 4: Council Management

Overview of Satisfaction Rating Scores by Key Demographics

Residents were asked to rate their satisfaction with the criteria.

Satisfaction – overall

Moderate	On-line Council e-services
	Festival and event management
	Providing access to information
Moderately low	Coastline management
	Vegetation and weed management
	Community consultation/engagement
	Economic development
	Tourism management
	Opportunities to participate in Council decision making
Low	Financial management
	Planning for the future
	Management of development
	Development application processing

Satisfaction – by gender

Female residents were significantly more satisfied with 'opportunities to participate in Council decision making'.

Satisfaction – by age

Residents aged 18-34 were significantly more satisfied with 'vegetation and weed management', 'tourism management', 'coastline management' and 'financial management'.

Residents aged 50-64 were significantly less satisfied with 'coastline management' and those aged 65+ were significantly less satisfied with 'festival and event management'.

Satisfaction – by area

Residents of Byron Bay/Suffolk Park were significantly more satisfied with 'vegetation and weed management' and significantly less satisfied with 'planning for the future'.

Bangalow residents were significantly more satisfied with 'economic development'.

Rural/Other residents were significantly less satisfied with 'vegetation and weed management'.

Satisfaction – by year

Compared to 2016, residents were significantly more satisfied with 'coastline management' but significantly less satisfied with 'management of development', 'planning for the future', 'tourism management' and 'festival and event management'.



Service Area 4: Council Management

Satisfaction Mean Scores by Key Demographics

	Overall	Male	Female	18-34	35-49	50-64	65+
Opportunities to participate in Council decision making	2.52	2.36 ↓	2.66 ↑	2.61	2.50	2.50	2.49
Management of development	2.22	2.15	2.28	2.48	2.23	2.10	2.18
Development application processing	2.22	2.18	2.26	2.27	2.25	2.15	2.28
Planning for the future	2.37	2.31	2.43	2.51	2.31	2.40	2.28
Providing access to information	3.03	2.93	3.11	2.99	3.12	2.98	3.04
Economic development	2.73	2.71	2.74	2.89	2.76	2.59	2.74
Community consultation/engagement	2.75	2.66	2.82	2.84	2.89	2.66	2.66
Vegetation and weed management	2.77	2.73	2.81	3.11 ↑	2.74	2.69	2.65
Tourism management	2.52	2.52	2.52	2.86 ↑	2.44	2.44	2.41
Coastline management	2.94	2.91	2.97	3.39 ↑	3.01	2.59 ↓	2.93
Festival and event management	3.10	3.02	3.17	3.38	3.01	3.22	2.78 ↓
Financial management	2.43	2.40	2.46	2.74 ↑	2.28	2.30	2.58
On-line Council e-services	3.16	3.13	3.18	3.00	3.28	3.10	3.20

	Byron Bay/Suffolk Park	Bangalow	Mullumbimby	Brunswick Heads/Ocean Shores/New Brighton/South Golden Beach	Rural/Other
Opportunities to participate in Council decision making	2.39	2.64	2.59	2.66	2.51
Management of development	2.15	2.23	2.29	2.43	2.10
Development application processing	2.18	2.45	2.19	2.32	2.16
Planning for the future	2.19 ↓	2.52	2.73	2.54	2.30
Providing access to information	3.03	3.03	2.93	3.11	3.01
Economic development	2.63	3.18 ↑	2.81	2.76	2.70
Community consultation/engagement	2.69	2.64	2.80	2.84	2.74
Vegetation and weed management	3.07 ↑	3.00	2.95	2.72	2.41 ↓
Tourism management	2.45	2.58	2.67	2.59	2.49
Coastline management	2.98	3.13	2.96	3.01	2.79
Festival and event management	3.02	3.37	3.36	3.12	3.04
Financial management	2.47	2.44	2.40	2.45	2.38
On-line Council e-services	3.14	3.34	2.85	3.26	3.17

Scale: 1 = not at all satisfied, 5 = very satisfied
 ↑↓ = A significantly higher/lower level of satisfaction (by group)



Service Area 4: Council Management

Detailed Overall Response for Satisfaction

	Not at all satisfied	Not very satisfied	Somewhat satisfied	Satisfied	Very satisfied	Base
Opportunities to participate in Council decision making	22%	27%	33%	14%	4%	292
Management of development	35%	21%	34%	9%	1%	315
Development application processing	33%	25%	31%	9%	2%	281
Planning for the future	24%	27%	38%	10%	1%	343
Providing access to information	7%	21%	38%	29%	5%	316
Economic development	9%	25%	51%	14%	1%	255
Community consultation/engagement	14%	22%	43%	17%	4%	307
Vegetation and weed management	14%	22%	40%	22%	2%	283
Tourism management	19%	29%	34%	15%	3%	317
Coastline management	10%	22%	41%	20%	8%	330
Festival and event management	14%	14%	29%	33%	10%	261
Financial management	23%	24%	41%	11%	1%	303
On-line Council e-services	7%	21%	31%	31%	10%	188



Comparison to Previous Research

Community Facilities/Spaces	Importance		Satisfaction	
	2018	2016	2018	2016
Parks and playgrounds	3.53 ↓	4.05	3.08	3.17
Sporting facilities	3.32	3.17	3.20	3.35
Libraries	3.75	3.89	4.05	4.04
Community halls	3.58 ↓	3.86	3.66	3.75
Quality of town centre and public spaces	4.14 ↓	4.37	2.83 ↓	3.04
Swimming pools	3.37	3.56	3.22	3.31
Dog exercise areas	3.24	3.08	3.30	3.16
Public toilets	4.19	4.29	2.33	2.39
Community Services				
Childcare services	3.14	3.06	3.22	3.33
Support for volunteers	3.83 ↓	4.32	3.33	3.37
All abilities access	4.04	4.16	3.00	3.01
Crime prevention and safety	4.36	4.28	3.02	3.09
Infrastructure				
Local roads - overall	4.60	4.74	1.48 ↓	1.75
Parking	4.13 ↓	4.42	2.31	2.50
Bikeways and bicycle facilities	3.84	3.99	2.36	2.45
Public transport	3.89	4.08	1.94	1.98
Footpaths	4.12	4.20	2.49 ↓	2.77
Garbage collection	4.38 ↓	4.55	4.01	4.10
Recycling services	4.47 ↓	4.68	3.67 ↓	4.01
Sewage management services	3.96	3.99	3.71	3.73
Water supply	4.12	4.19	4.06	4.03
Stormwater drainage	3.99	4.05	2.97	3.08
Council Management				
Opportunities to participate in Council decision making	4.05	4.17	2.52	2.55
Management of development	4.24	4.38	2.22 ↓	2.51
Planning for the future	4.49 ↓	4.68	2.37 ↓	2.68
Providing access to information	4.22 ↓	4.40	3.03	3.01
Economic development	3.78 ↓	4.09	2.73	2.67
Community consultation/engagement	4.19 ↓	4.43	2.75	2.86
Vegetation and weed management	3.99 ↓	4.29	2.77	2.92
Tourism management	4.25	4.09	2.52 ↓	3.10
Coastline management	4.41	4.55	2.94 ↑	2.73
Festival and event management	3.87	3.85	3.10 ↓	3.42
Financial management	4.23	4.38	2.43	2.60

Scale: 1 = not at all important/not at all satisfied, 5 = very important/very satisfied

↑↓ = A significantly higher/lower level of importance/satisfaction (by year)



Comparison to LGA Benchmarks

1 of the 32 comparable measures were rated above benchmark threshold of 0.15, this was 'water supply'.

28 of the 32 measures were rated lower than the benchmark threshold of -0.15, which can be seen in the table as follows:

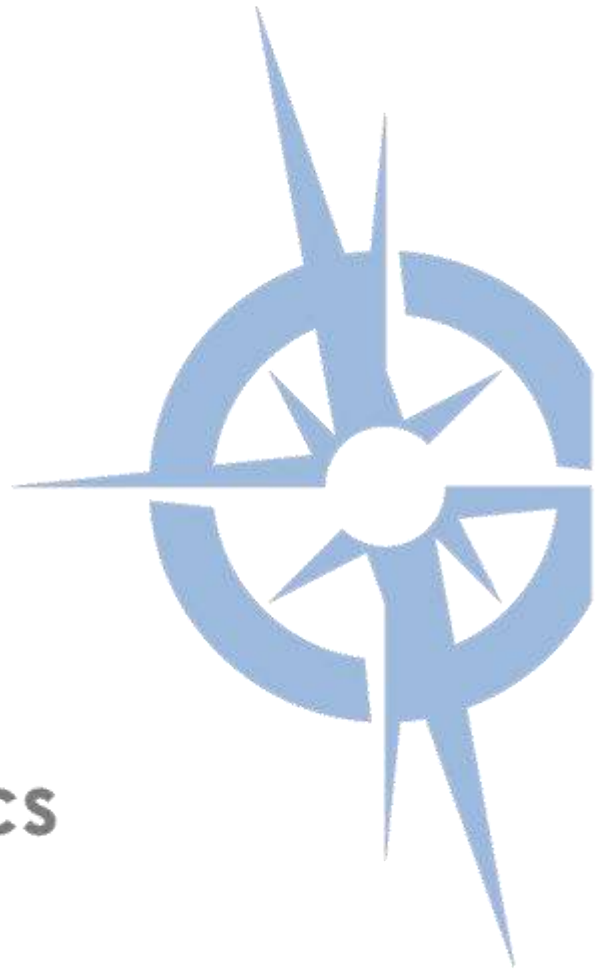
	Byron Shire Council 2018 Satisfaction Scores	Benchmark Variances
Water supply	4.06	0.33 ↑
Community halls	3.66	0.00
Garbage collection	4.01	-0.01
Libraries	4.05	-0.10
Recycling services	3.67	-0.22 ↓
Support for volunteers	3.33	-0.26 ↓
Sewage management services	3.71	-0.27 ↓
Community consultation/engagement	2.75	-0.27 ↓
Providing access to information	3.03	-0.32 ↓
Childcare services	3.22	-0.39 ↓
All abilities access	3.00	-0.39 ↓
Stormwater drainage	2.97	-0.40 ↓
Crime prevention and safety	3.02	-0.47 ↓
Opportunities to participate in Council decision making	2.52	-0.50 ↓
Swimming pools	3.22	-0.55 ↓
Footpaths	2.49	-0.59 ↓
Quality of town centre and public spaces	2.83	-0.60 ↓
Sporting facilities	3.20	-0.62 ↓
Festival and event management	3.10	-0.65 ↓
Vegetation and weed management	2.77	-0.66 ↓
Coastline management	2.94	-0.68 ↓
Parks and playgrounds	3.08	-0.69 ↓
Public art	3.05	-0.69 ↓
Planning for the future	2.37	-0.72 ↓
Parking	2.31	-0.74 ↓
Public toilets	2.33	-0.79 ↓
Bikeways and bicycle facilities	2.36	-0.87 ↓
Management of development	2.22	-0.91 ↓
Tourism management	2.52	-0.98 ↓
Traffic planning and management	1.96	-1.11 ↓
Public transport	1.94	-1.38 ↓
Local roads - overall	1.48	-1.42 ↓

Scale: 1 = not at all satisfied, 5 = very satisfied

↑↓ = positive/negative difference greater than 0.15 from LGA Benchmark

Note: Benchmark differences are based on assumed variants of +/- 0.15, with variants beyond +/- 0.15 more likely to be significant





Demographics

Demographics

QA2. Which of the following areas best describes where you live in the Byron Shire?

	%
Byron Bay/Suffolk Park	30%
Rural/Other	30%
Brunswick Heads/Ocean Shores/New Brighton/South Golden Beach	25%
Mullumbimby	10%
Bangalow	5%

Base: N=400

Q5. Please stop me when I read out your age bracket:

	%
18-34	20%
35-49	27%
50-64	32%
65+	21%

Base: N=400

Q8. Gender.

	%
Male	48%
Female	52%

Base: N=400

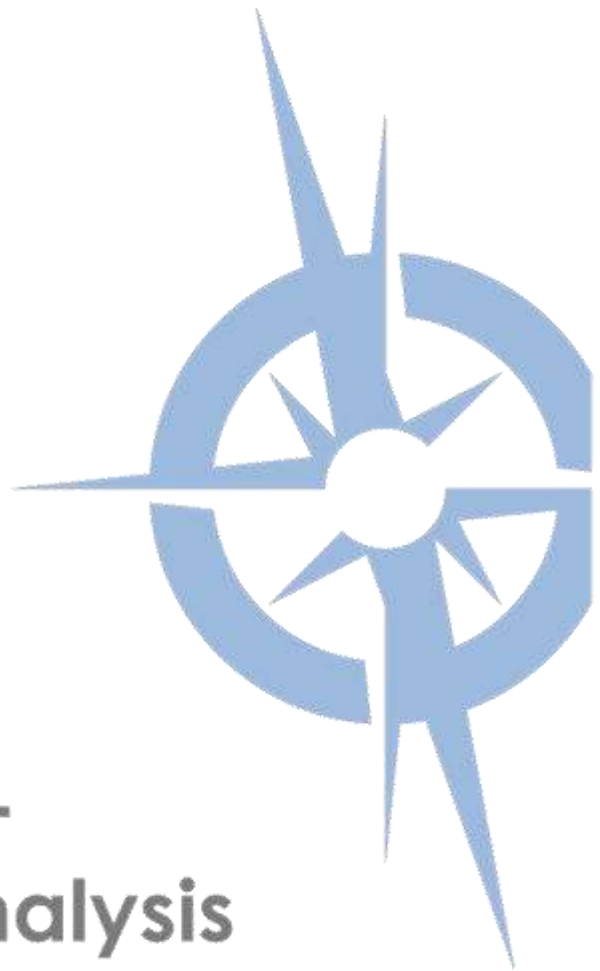
Errors: Data in this publication is subject to sampling variability because it is based on information relating to a sample of residents rather than the total number (sampling error).

In addition, non-sampling error may occur due to imperfections in reporting and errors made in processing the data. This may occur in any enumeration, whether it is a full count or sample.

Efforts have been made to reduce both sampling and non-sampling error by careful design of the sample and questionnaire, and detailed checking of completed questionnaires.

As the raw data has been weighted to reflect the real community profile of Byron Shire Council, the outcomes reported here reflect an 'effective sample size'; that is, the weighted data provides outcomes with the same level of confidence as unweighted data of a different sample size. In some cases, this effective sample size may be smaller than the true number of surveys conducted.





Appendix A – Additional Analysis

Priority Issues for the Byron Shire Local Government Area

Q2b. Thinking of the next 10 years, what do you believe will be the highest priority issue within the Byron Shire Council area?

	Base N=400
Condition and maintenance of roads	18%
Affordability/availability of housing	15%
Managing population growth (i.e. adequate infrastructure)	14%
Managing overdevelopment/developments	13%
Managing increasing tourist numbers	8%
Traffic management	8%
Environmental sustainability	3%
Increasing availability of public transport	2%
Lack of parking including disability parking	2%
Managing/stopping the West Byron project	2%
Control of floodwaters/natural hazards	1%
Employment opportunities	1%
Focusing too much on tourism rather than the needs of residents	1%
Keeping Australia Day	1%
Lack of community consultation	1%
Lack of street cleaning/general upkeep of the area	1%
Proper management of/within Council	1%
Provision of footpaths	1%
The 'green' movement	1%
To keep local character/stay as Byron Shire	1%
Use of renewable energy/electricity	1%
Addressing climate change	<1%
Adequate financial management	<1%
Brunswick River Management	<1%
Coastal management	<1%
Crime management	<1%
Keeping a happy community	<1%
Lowering homeless rates	<1%
Providing a nice area for residents	<1%
Providing quality education	<1%
Provision of community facilities	<1%
Sewerage management	<1%
Don't know/nothing	1%



Method of Contact

Q3b. When you last contacted Council was it by:

Method of Contact by Key Demographics

	Male	Female	18-34	35-49	50-64	65+
Phone	48%	45%	25% ↓	52%	51%	47%
In person	23%	23%	34%	17%	22%	25%
Email	17%	22%	22%	21%	19%	17%
Council's website	5%	5%	8%	2%	5%	8%
Council's social media pages	3%	2%	3%	5% ↑	0%	0%
Mail	4%	3%	6%	2%	3%	3%
Other	0%	0%	0%	0%	0%	0%

	Byron Bay/Suffolk Park	Bangalow	Mullumbimby	Brunswick Heads/Ocean Shores/New Brighton/South Golden Beach	Rural/Other
Phone	38%	36%	49%	53%	51%
In person	15%	36%	45% ↑	22%	24%
Email	35% ↑	15%	0% ↓	13%	18%
Council's website	8%	2%	6%	6%	2%
Council's social media pages	0%	6%	0%	7% ↑	0%
Mail	4%	6%	0%	1% ↓	5%
Other	0%	0%	0%	0%	0%

↑↓ = A significantly higher/lower percentage (by group)



Reason for Contact

Q3c. Thinking of the last time you contacted Council, what did you contact Council about?

Reason for Contact by Key Demographics

	Male	Female	18-34	35-49	50-64	65+
Development applications	28%	17%	29%	18%	26%	17%
Roads & footpaths	10%	13%	12%	11%	7%	19% ↑
Parking	7%	11%	8%	8%	10%	11%
Waste management	6%	11%	9%	17% ↑	4%	4%
General information	6%	7%	16% ↑	7%	4%	4%
Make a complaint	5%	7%	0%	9%	6%	8%
Land use planning	7%	4%	4%	5%	4%	10%
Payment of rates/fees	3%	5%	0%	2%	7%	5%
Animal control	2%	5%	0%	3%	6%	2%
Enforcement of local laws	2%	3%	0%	3%	4%	3%
Water or sewer matters	5%	1%	0%	0%	8% ↑	2%
Issue with development	0%	3%	4%	0%	2%	2%
Recreational facilities	3%	1%	0%	2%	3%	0%
Tree removal	3%	2%	0%	5%	1%	3%
Bookings of venue/halls	1%	0%	0%	0%	2%	0%
Traffic management	0%	1%	0%	2%	0%	1%
Library enquiries	0%	0%	0%	0%	0%	0%
Other	13%	6%	18%	9%	7%	9%

↑↓ = A significantly higher/lower percentage (by group)



Reason for Contact

Q3c. Thinking of the last time you contacted Council, what did you contact Council about?

Reason for Contact by Key Demographics

	Byron Bay/Suffolk Park	Bangalow	Mullumbimby	Brunswick Heads/Ocean Shores/New Brighton/South Golden Beach	Rural/Other
Development applications	22%	32%	11%	16%	30%
Roads & footpaths	8%	9%	2% ↓	17%	13%
Parking	19% ↑	14%	21%	1% ↓	3% ↓
Waste management	6%	0%	10%	12%	9%
General information	6%	14%	21% ↑	8%	1% ↓
Make a complaint	8%	6%	7%	5%	6%
Land use planning	4%	5%	0%	10%	5%
Payment of rates/fees	5%	5%	2%	5%	2%
Animal control	1% ↓	0%	7%	3%	6%
Enforcement of local laws	1%	0%	9%	2%	4%
Water or sewer matters	2%	10%	10%	3%	2%
Issue with development	6% ↑	0%	0%	0%	0%
Recreational facilities	0%	0%	0%	2%	3%
Tree removal	2%	0%	0%	3%	3%
Bookings of venue/halls	0%	0%	0%	0%	2%
Traffic management	0%	2%	0%	3% ↑	0%
Library enquiries	0%	0%	0%	0%	0%
Other	11%	5%	0%	12%	9%

↑↓ = A significantly higher/lower percentage (by group)



Resolution of the Issue

Q3e. How many times were you in contact with Council to resolve the issue?

Resolution of the Issue by Key Demographics

	Male	Female	18-34	35-49	50-64	65+
Once	38%	37%	26%	37%	44%	37%
Twice	14%	13%	25%	12%	8%	16%
Three times	8%	15%	13%	7%	14%	13%
4 or more times	20%	14%	13%	14%	19%	20%
Still not resolved	13%	18%	17%	21%	12%	13%
Not relevant	7%	3%	6%	9%	3%	2%

	Byron Bay/Suffolk Park	Bangalow	Mullumbimby	Brunswick Heads/Ocean Shores/New Brighton/South Golden Beach	Rural/Other
Once	36%	31%	32%	44%	37%
Twice	19%	12%	20%	13%	8%
Three times	8%	25%	19%	9%	12%
4 or more times	12%	16%	5%	19%	23%
Still not resolved	24% ↑	8%	7%	10%	16%
Not relevant	2%	8%	18% ↑	4%	4%

↑↓ = A significantly higher/lower percentage (by group)



Keeping Informed of Council News and Activities

Q4a. How do you currently get informed of general council news and activities?

Methods by Key Demographics

	Male	Female	18-34	35-49	50-64	65+
Local newspaper	87%	90%	83%	90%	88%	93%
Rates notice newsletter	57%	61%	34% ↓	57%	70% ↑	69% ↑
Local radio	49%	48%	56%	45%	53%	37% ↓
Public notice boards	35%	41%	52% ↑	46%	32%	24% ↓
Council e-news (electronic newsletters)	36% ↑	25% ↓	22%	25%	37%	36%
Council's website	30%	27%	25%	26%	32%	30%
Local TV	26%	29%	20%	29%	33%	27%
Community groups	23%	31%	41% ↑	19%	22%	32%
Community meetings	27%	27%	40% ↑	19%	25%	28%
Council's social media	25%	26%	42% ↑	26%	19%	17% ↓
SMS Text message	7%	10%	4%	16% ↑	6%	6%
Other	11%	10%	13%	11%	10%	8%
None of these	1%	1%	2%	2%	0%	1%

	Byron Bay/Suffolk Park	Bangalow	Mullumbimby	Brunswick Heads/Ocean Shores/New Brighton/South Golden Beach	Rural/Other
Local newspaper	87%	87%	86%	87%	91%
Rates notice newsletter	46% ↓	61%	59%	59%	73% ↑
Local radio	49%	68% ↑	49%	49%	43%
Public notice boards	37%	39%	32%	46%	35%
Council e-news (electronic newsletters)	33%	44%	24%	20% ↓	36%
Council's website	30%	45% ↑	28%	26%	27%
Local TV	31%	32%	33%	28%	23%
Community groups	32%	39%	12% ↓	28%	25%
Community meetings	27%	35%	15%	27%	30%
Council's social media	26%	37%	33%	25%	20%
SMS Text message	6%	12%	12%	13%	5%
Other	14%	12%	20%	4% ↓	9%
None of these	1%	0%	0%	2%	0%

↑↓ = A significantly higher/lower percentage (by group)



Preferred Means of Keeping Informed of Council News and Activities

Q4b. How would you like to be kept informed in future of general council news and activities?

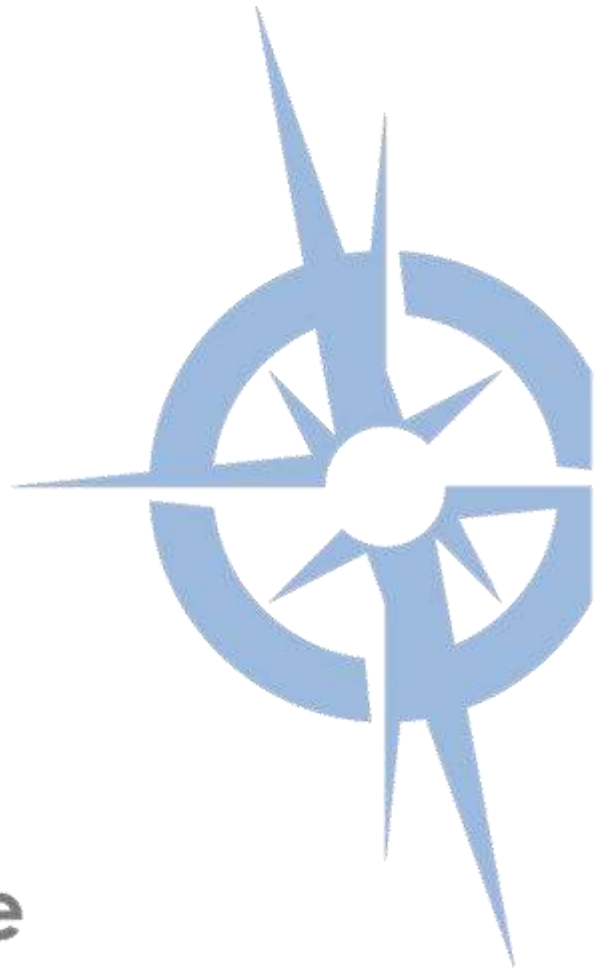
Methods by Key Demographics

	Male	Female	18-34	35-49	50-64	65+
Local newspaper	82%	78%	84%	76%	79%	84%
Rates notice newsletter	63%	63%	50% ↓	60%	69%	70%
Local radio	56%	54%	70% ↑	57%	54%	39% ↓
Council's website	54%	46%	63% ↑	48%	48%	44%
Council e-news (electronic newsletters)	54% ↑	42% ↓	54%	45%	50%	41%
Community meetings	50%	41%	68% ↑	39%	39%	41%
Public notice boards	45%	43%	65% ↑	50%	36%	27% ↓
Community groups	45%	42%	61% ↑	39%	38%	41%
Local TV	43%	42%	53%	35%	45%	37%
Council's social media	33%	37%	58% ↑	48% ↑	21% ↓	18% ↓
SMS Text message	26%	24%	35%	29%	22%	15% ↓
Other	6%	4%	2%	7%	6%	4%
None of these	5%	10%	6%	7%	9%	6%

	Byron Bay/Suffolk Park	Bangalow	Mullumbimby	Brunswick Heads/Ocean Shores/New Brighton/South Golden Beach	Rural/Other
Local newspaper	92% ↑	79%	69%	74%	78%
Rates notice newsletter	59%	54%	64%	56%	74% ↑
Local radio	56%	50%	53%	50%	60%
Council's website	57%	48%	43%	38% ↓	55%
Council e-news (electronic newsletters)	56% ↑	48%	34%	32% ↓	56%
Community meetings	58% ↑	51%	28% ↓	41%	41%
Public notice boards	52%	44%	25% ↓	41%	44%
Community groups	56% ↑	47%	19% ↓	41%	40%
Local TV	50%	40%	48%	35%	40%
Council's social media	42%	34%	36%	32%	30%
SMS Text message	28%	25%	27%	29%	17%
Other	5%	2%	4%	4%	7%
None of these	3%	17% ↑	18% ↑	3%	9%

↑↓ = A significantly higher/lower percentage (by group)





Appendix B – Questionnaire

BYRON SHIRE COUNCIL

STAFF REPORTS - GENERAL MANAGER

4.1 - ATTACHMENT 1

Byron Shire Council Community Survey September 2018

Good morning/afternoon/evening, my name is _____ from Micromex Research and we are conducting a survey on behalf of Byron Shire Council about your experiences living in this area, to help guide Council's work programs. The survey will take about 15 minutes, would you be able to assist us please?

QA1. Before we start, could I please check whether you or an immediate family member work for Byron Shire Council?

- ☐ Yes (If yes, terminate survey)
☐ No

QA2. Which of the following areas best describes where you live in the Byron Shire? SEE QUOTAS. Prompt

- ☐ Byron Bay/Suffolk Park 120
☐ Bangalow 20
☐ Mullumbimby 40
☐ Brunswick Heads/Ocean Shores/New Brighton/South Golden Beach 100
☐ Rural/Other 120

Q1. In this section I will read out different council services or facilities. For each of these could you please indicate that which best describes your opinion of the importance of the following services/facilities to you, and in the second part, your level of satisfaction with the performance of that service? The scale is from 1 to 5, where 1 is low importance and low satisfaction, and 5 is high importance and high satisfaction.

Community facilities/spaces

	Importance					Satisfaction				
	Low 1	2	3	4	High 5	Low 1	2	3	4	High 5
Parks and playgrounds	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sporting facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Libraries	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community halls	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of town centre and public spaces	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Swimming pools	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dog exercise areas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public toilets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public art	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Resource Recovery Centre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

BYRON SHIRE COUNCIL

STAFF REPORTS - GENERAL MANAGER

4.1 - ATTACHMENT 1

Community Services

	Importance					Satisfaction				
	Low 1	2	3	4	High 5	Low 1	2	3	4	High 5
Childcare services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support for volunteers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
All abilities access	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Crime prevention and safety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Affordable housing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Infrastructure

	Importance					Satisfaction				
	Low 1	2	3	4	High 5	Low 1	2	3	4	High 5
Local roads - overall	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Parking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bikeways and bicycle facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public transport	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Footpaths	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Traffic planning and management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Garbage collection	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recycling services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sewage management services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Water supply	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stormwater drainage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Council management

	Importance					Satisfaction				
	Low 1	2	3	4	High 5	Low 1	2	3	4	High 5
Opportunities to participate in Council decision making	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management of development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Development application processing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Planning for the future	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing access to information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Economic development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community consultation/engagement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vegetation and weed management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tourism management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Coastline management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Festival and event management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Online Council e-services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q2a. Overall for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues, but across all responsibility areas? Prompt

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Somewhat satisfied
- ☐ Not very satisfied
- ☐ Not at all satisfied

Q2b. Thinking of the next 10 years, what do you believe will be the highest priority issue within the Byron Shire Council area?

.....

Customer Service

Q3a. Have you contacted Byron Shire Council in the last 24 months?

- ☐ Yes
- ☐ No (If no, go to Q4a)

Q3b. When you last contacted Council was it by: Prompt

- ☐ Council's website
- ☐ Council's social media pages
- ☐ Phone
- ☐ Email
- ☐ In person
- ☐ Mail
- ☐ Other (please specify).....

Q3c. Thinking of the last time you contacted Council, what did you contact Council about?

- ☐ Waste management
- ☐ Bookings of venue/halls
- ☐ Roads & footpaths
- ☐ Development applications
- ☐ Land use planning
- ☐ Parking
- ☐ Enforcement of local laws
- ☐ Traffic management
- ☐ Payment of rates/fees
- ☐ Library enquiries
- ☐ Recreational facilities
- ☐ Water or sewer matters
- ☐ General information
- ☐ Other (please specify).....

Q3d. How satisfied were you with the way your contact was handled? Prompt

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Somewhat satisfied
- ☐ Not very satisfied
- ☐ Not at all satisfied

Q3e. How many times were you in contact with Council to resolve the issue?

- ☐ Not relevant
- ☐ Still not resolved
- ☐ Once
- ☐ Twice
- ☐ Three times
- ☐ 4 or more times

Information distribution

Q4a. How do you currently get informed of general council news and activities? *Prompt (MR)*

- ☐ Council's website
- ☐ Council's social media
- ☐ Council e-news (electronic newsletters)
- ☐ Rates notice newsletter
- ☐ Local radio
- ☐ Local TV
- ☐ Community meetings
- ☐ Community groups
- ☐ Local newspaper
- ☐ Public notice boards
- ☐ SMS Text message
- ☐ Other (please specify).....
- ☐ NONE OF THESE

Q4b. How would you like to be kept informed in future of general council news and activities?

- ☐ Council's website
- ☐ Council's social media
- ☐ Council e-news (electronic newsletters)
- ☐ Rates notice newsletter
- ☐ Local radio
- ☐ Local TV
- ☐ Community meetings
- ☐ Community groups
- ☐ Local newspaper
- ☐ Public notice boards
- ☐ SMS Text message
- ☐ Other (please specify).....
- ☐ NONE OF THESE

Demographic information

Q5. Please stop me when I read out your age bracket: *Prompt*

- ☐ 18-34
- ☐ 35-49
- ☐ 50-64
- ☐ 65+

Q6. Do you want to receive information on the outcomes of this survey?

- ☐ Yes
- ☐ No

Q7. If yes, just need to get some details from you:

Name:
Mobile:
Email:

That completes our interview. Thank you very much for your time, enjoy the rest of your day/evening.

Q8. Gender (determine by voice):

- ☐ Male
- ☐ Female

Council contact – Shannon McKelvey 02 6626 7000



STAFF REPORTS - CORPORATE AND COMMUNITY SERVICES

Report No. 4.2 **Credit Card audit**
Directorate: Corporate and Community Services
Report Author: Anna Vinfield, Manager Corporate Services
 James Brickley, Manager Finance
File No: I2019/138

Summary:

The NSW Government announced Credit Card expenditure reforms in November 2018 in response to alleged misuse of a corporate credit card by the former General Manager of Hay Shire Council.

The Minister for Local Government announced measures including requiring councils to have an Audit, Risk and Improvement Committee and mandating the NSW Auditor General to undertake a performance audit of credit card usage at local councils.


This report to the Audit, Risk and Improvement Committee outlines Council's credit card processes and notes that Council will participate in the NSW Auditor General's performance audit.

RECOMMENDATION:

That the Audit, Risk and Improvement Committee:

- 1. Notes the status of the Credit Card reforms as announced by the NSW Government in November 2018**
- 2. Notes that the NSW Auditor General will undertake an audit of Council's Credit Card processes (as outlined in their external audit plan)**
- 3. Receives further updates as the audit progresses**

Attachments:

- 1 Local Government Minister media release "Council Credit Card Use Crackdown" 20 November 2018, E2019/8540 , page 100 
- 2 Confidential - Management Procedure - Purchase of Goods and Services by Credit Card, DM582424
- 3 Confidential - Management Procedure - Purchase Cards, E2019/6971

REPORT

Background

- 5 The NSW Government announced Credit Card expenditure reforms in November 2018 in response to alleged misuse of a corporate credit card by the former General Manager of Hay Shire Council – refer to attachment 1.

- 10 The Minister for Local Government announced a number of measures and Council's status is noted in the below table:

Minister for Local Government reform:	Management comments
<ul style="list-style-type: none"> Requesting the Office of Local Government to launch a formal investigation into Hay Shire Council's credit card expenditure and accounting practices 	<ul style="list-style-type: none"> Noted
<ul style="list-style-type: none"> Requiring every council in NSW to have an audit, risk and improvement committee 	<ul style="list-style-type: none"> Complete
<ul style="list-style-type: none"> Asking the NSW Auditor-General to undertake a State wide performance audit of credit card usage at local councils 	<ul style="list-style-type: none"> Welcome audit as outlined in external audit report as a separate item to this business paper
<ul style="list-style-type: none"> Updating the standard employment contract and guidelines for the appointment of General Managers by Councillors to strengthen rules on their credit card usage 	<ul style="list-style-type: none"> Noted and will update as required
<ul style="list-style-type: none"> The Office of Local Government calls on all NSW councils to review their fraud prevention control 	<ul style="list-style-type: none"> As per 15 November 2018 meeting of ARIC, Council Fraud and Corruption Policy and Strategy endorsed outlining prevention controls

Key issues

- 15 Council currently has seven corporate credit cards and 46 purchase cards.

The cardholders include:

- 20
- Mayor
 - General Manager
 - Director Corporate and Community Services
 - Director Infrastructure Services
 - Director Sustainable Environment and Economy
 - Fleet and Depot team leader
 - Manager Finance

25

The total facility is \$185,000. This is broken down as follows:

- Six corporate cards with a facility of \$65,000 – Mayor, GM, Directors and Team Leader Fleet

- One corporate card with facility of \$20,000 – issued to Manager Finance for the purposes of renewing pay parking permits received at front counter for people not wanting to use or have a credit card. This card is only for this purpose.
- Forty Six purchase cards with a facility of \$100,000

5

A management procedure (attachment 2, DM582424 and attachment 3, E2019/6971) outlines the approved process. It is noted that the credit card procedure was last reviewed in 2006 and is therefore due to be reviewed.

10

Council's corporate credit card may be used to purchase goods and services when;

- cheaper rates for airfares and other approved items are available on the internet,
- payment in advance for accommodation or other services is required,
- payment in a foreign currency is required.
- Payment of out-of-pocket expenses on approved travel.

15

The Executive Assistant of each Department is responsible for ensuring the security of the Council credit card, and controlling its usage. Usage must be authorised by the General Manager or relevant Director for purposes other than approved travel and accommodation.

20

Next steps

Management welcomes the audit and will participate as part of the external audit plan.

25

STRATEGIC CONSIDERATIONS

Community Strategic Plan and Operational Plan

CSP Objective	L2	CSP Strategy	L3	DP Action	L4	OP Activity
Community Objective 5: We have community led decision making which is open and inclusive	5.6	Manage Council's resources sustainably	5.6.7	Develop and embed a proactive risk management culture	5.6.7.3	Implement Internal Audit, Risk and Improvement Committee functions and reporting across all business units
Community Objective 5: We have community led decision making which is open and inclusive	5.5	Manage Council's finances sustainably	5.5.2	Ensure the financial integrity and sustainability of Council through effective planning and reporting systems (SP)	5.5.2.1	Internal financial controls maintained/improved

30

Legal/Statutory/Policy Considerations

Purchase of goods and services by credit card management procedure (attachment xx, DM582424) outlines the process for using corporate credit cards.

The Fraud and Corruption Control Policy (E2018/71390) outlines Council's position towards fraud and corruption control, provides a definition and examples of each, and explains the documents relation to relevant legislation and Council's Community Strategic Plan.

5 *Financial Considerations*

Council's participation in the audit will be accommodated within existing budgets.

Consultation and Engagement

10

Staff will be consulted as part of the audit.



Gabrielle Upton
Minister for Local Government

MEDIA RELEASE

Tuesday 20 November 2018

COUNCIL CREDIT CARD USE CRACKDOWN

The NSW Government has announced sweeping new measures to ensure local councils are properly managing credit card expenditure.

Minister for Local Government Gabrielle Upton said she had serious concerns following allegations a former general manager of Hay Shire Council spent more than \$500,000 on a corporate credit card.

"These allegations are very concerning and I am taking action to get to the bottom of the matter to ensure it doesn't happen in another council," Ms Upton said.

"Councils must ensure they account for each and every ratepayer dollar."

Ms Upton said the range of measures includes:

- Requesting the Office of Local Government to launch a formal investigation into Hay Shire Council's credit card expenditure and accounting practices
- Requiring every council in NSW to have an audit, risk and improvement committee
- Asking the NSW Auditor-General to undertake a Statewide performance audit of credit card usage at local councils
- Updating the standard employment contract and guidelines for the appointment of general managers by Councillors to strengthen rules on their credit card usage
- The Office of Local Government calling on all NSW councils to review their fraud prevention controls.

"This package of measures will help ensure council credit cards are not abused and they have the right mechanisms in place to account for all expenditure and identify any irregularities," Ms Upton said.

"It's simply not good enough that Hay Shire Council failed to ensure all credit card transactions were backed up by the appropriate documentation including receipts, especially when the spending exceeded half a million dollars of ratepayers' money.

"The community rightfully expects their local council to be responsible when it comes to spending their hard-earned ratepayer dollars.

"All councils in NSW must ensure that they have proper financial management systems in place to regulate credit card expenditure by their staff."

MEDIA: Alan Gale 0418 892 778

CONFIDENTIAL REPORTS - CORPORATE AND COMMUNITY SERVICES**Report No. 5.1****CONFIDENTIAL - Update on IT actions****Directorate:**

Corporate and Community Services

Report Author:

Phil Pountney, Manager Business Systems and Technology

File No:

I2019/27

Theme:Corporate Management
Information Services**Summary:**

This report provides an update to the Audit, Risk and Improvement Committee on the status of IT risk related activities.

RECOMMENDATION:

1. That pursuant to Section 10A(2)(f) of the Local Government Act, 1993, Council resolve to move into Confidential Session to discuss the report Update on IT actions.
2. That the reasons for closing the meeting to the public to consider this item be that the report contains:
 - a) details of systems and/or arrangements that have been implemented to protect council, councillors, staff and Council property
3. That on balance it is considered that receipt and discussion of the matter in open Council would be contrary to the public interest, as:

Exposes information security risks and vulnerabilities that could assist threats in the environment to expose Council data and systems to those without authorisation.

Attachments:

- 1 Procedure: Review IT Audit Logs 2019 (DRAFT), E2019/6345

Report No. 5.2 **CONFIDENTIAL - 2018 End of Year Audit Management Letter**
Directorate: Corporate and Community Services
Report Author: James Brickley, Manager Finance
File No: I2019/139

5

Summary:

- 10 Council has received the 2018 End of Year Audit Management Letter from the External Auditor, the Audit Office of NSW, relating to the 2017/2018 financial year audit. The End of Year Audit Management Letter details ten items for management to consider and provides recommendations to improve internal controls and financial reporting processes.
- 15 Each of the audit matters raised in the 2018 End of Year Audit Management Letter has been identified in this report for consideration by the Audit, Risk and Improvement Advisory Committee.

RECOMMENDATION:

- 20
1. That pursuant to Section 10A(2)(f) of the Local Government Act, 1993, Council resolve to move into Confidential Session to discuss the report 2018 End of Year Audit Management Letter.
 - 25 2. That the reasons for closing the meeting to the public to consider this item be that the report contains:
 - a) details of systems and/or arrangements that have been implemented to protect council, councillors, staff and Council property
 - 30 3. That on balance it is considered that receipt and discussion of the matter in open Council would be contrary to the public interest, as:

as the report contains details of systems and/or arrangements that have been implemented to protect Council, Councillors, Staff and Council Property

35

Attachments:

- 1 Confidential - 2018 End of Year Audit Management Letter from Audit Office of NSW, E2019/8563

40

Report No. 5.3 **CONFIDENTIAL - Audit progress report - January 2019**

Directorate: Corporate and Community Services

Report Author: Mila Jones, Corporate Governance Coordinator
James Brickley, Manager Finance

5 **File No:** I2019/141

Theme: Corporate Management
Governance Services

10 **Summary:**

Overview of overall status of audit recommendations combining the **Internal Audit Activity** Report – January 2019 prepared by the Internal Auditor, O'Connor Marsden and Associates (OCM) and the **External Audit recommendations** prepared by the NSW Audit Office.

15

RECOMMENDATION:

20

1. That pursuant to Section 10A(2)(f) of the Local Government Act, 1993, Council resolve into Confidential Session to discuss the report Internal Activity & Progress Report - November 2018.

25

2. That the reasons for closing the meeting to the public to consider this item be that the report contains:

a) details of systems and/or arrangements that have been implemented to protect council, councillors, staff and Council property

30

3. That on balance it is considered that receipt and discussion of the matter in open Council would be contrary to the public interest, as:

details of systems and/or arrangements that have been implemented to protect council, councillors, staff and Council property.

35 **Attachments:**

1 Confidential - Internal Audit Activity Report February 2019, E2019/9812

40

Report No. 5.4 **CONFIDENTIAL - 2018/2019 External Audit Engagement Plan**
Directorate: Corporate and Community Services
Report Author: James Brickley, Manager Finance
File No: I2019/152

5

Summary:

10 This report presents the 2018/2019 External Audit Engagement Plan for Council to the Audit, Risk and Improvement Committee.

15 **RECOMMENDATION:**

1. That pursuant to Section 10A(2)(d)i of the Local Government Act, 1993, Council resolve to move into Confidential Session to discuss the report 2018/2019 External Audit Engagement Plan.
- 20 2. That the reasons for closing the meeting to the public to consider this item be that the report contains:
 - a) commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it
- 25 3. That on balance it is considered that receipt and discussion of the matter in open Council would be contrary to the public interest, as:

Potential to prejudice the commercial position of the contracted Auditor Thomas Noble and Russell undertaking the audit on behalf of the Audit Office of New South Wales and disclosure request by the Audit Office of New South Wales
- 30

Attachments:

- 35 1 Confidential - 2018/2019 External Audit Engagement Plan, E2019/9292

Report No. 5.5 **CONFIDENTIAL - Internal Audit Plan update - Cash Management Audit**
Directorate: Corporate and Community Services
Report Author: Mila Jones, Corporate Governance Coordinator
File No: I2019/137

5

Summary:

10 This report provides the Audit, Risk and Improvement Committee with an update on the Internal Audit Plan following revisions at its 15 November 2018 meeting.

Specifically this report outlines the Terms of Reference for and a brief status of the cash management audit currently underway.

15

RECOMMENDATION:

- 20 1. That pursuant to Section 10A(2)(f) of the Local Government Act, 1993, Council resolve to move into Confidential Session to discuss the report Internal Audit Plan update - Cash Management Audit.
- 25 2. That the reasons for closing the meeting to the public to consider this item be that the report contains:
a) details of systems and/or arrangements that have been implemented to protect council, councillors, staff and Council property
- 30 3. That on balance it is considered that receipt and discussion of the matter in open Council would be contrary to the public interest, as:
details of systems and/or arrangements that have been implemented to protect council, councillors, staff and council property.

35 **Attachments:**

- 1 Confidential - Cash Management Audit Terms of Reference February 2019, E2019/8798