

# Community Engagement Strategy



**BYRON**  
SHIRE  
COUNCIL

## Purpose



**Local Government Act 1993 s402(5):** *Following an ordinary election of councillors, the council must review the community strategic plan before 30 June following the election. The council may endorse the existing plan, endorse amendments to the existing plan or develop and endorse a new community strategic plan, as appropriate to ensure that the area has a community strategic plan covering at least the next 10 years.*

All councils must adopt their suite of Integrated Planning and Reporting (IPR) documents by 30 June 2022.

The Integrated Planning and Reporting (IPR) Framework includes:

- 10 year **Community Strategic Plan** reflecting the aspirations, needs, and priorities of the local community
- The **Resourcing Strategy**, addressing sustainable long term financial, asset management and workforce planning;
- A four year **Delivery Program** outlining Council's activities planned for the period to the end of the Council term.
- Annual **Operational Plan** consisting of actions identified to be undertaken each year to meet the Delivery Program commitments; together with the related financial, capital works program, budget, and other details;

"Integration" is the key concept of the IPR Framework and guides Council, staff, our community and stakeholders in working together to meet the challenges and opportunities of the next ten years.

Byron Shire Council will embark on the development of these plans in consultation and partnership with its community following the 2021 Local Government Election.

IPR is underpinned by strong community engagement. The purpose of this engagement strategy is to ensure the framework is developed in close consultation and collaboration with our local community.

# Integrated Planning and Reporting

## Community Strategic Plan

Leading the Council's planning hierarchy, the Community Strategic Plan will capture the community's vision, aspirations, and expectations for the future. It will identify key social, economic, and environmental priorities and long term strategies to achieve these goals over the next 10 years.

Robust engagement with the community about their desires and expectations will guide the long term future planning to meet the needs and aspirations of the community.

## Delivery Program

The delivery program translates the community strategic plan goals into actions. It is each newly elected Council's commitment to the community, outlining what it intends to do toward achieving the goals of the community strategic plan during its term of office. It becomes the single point of reference for all principal activities undertaken by Council. All plans, projects, activities and funding allocations must be directly linked to the four-year delivery program.

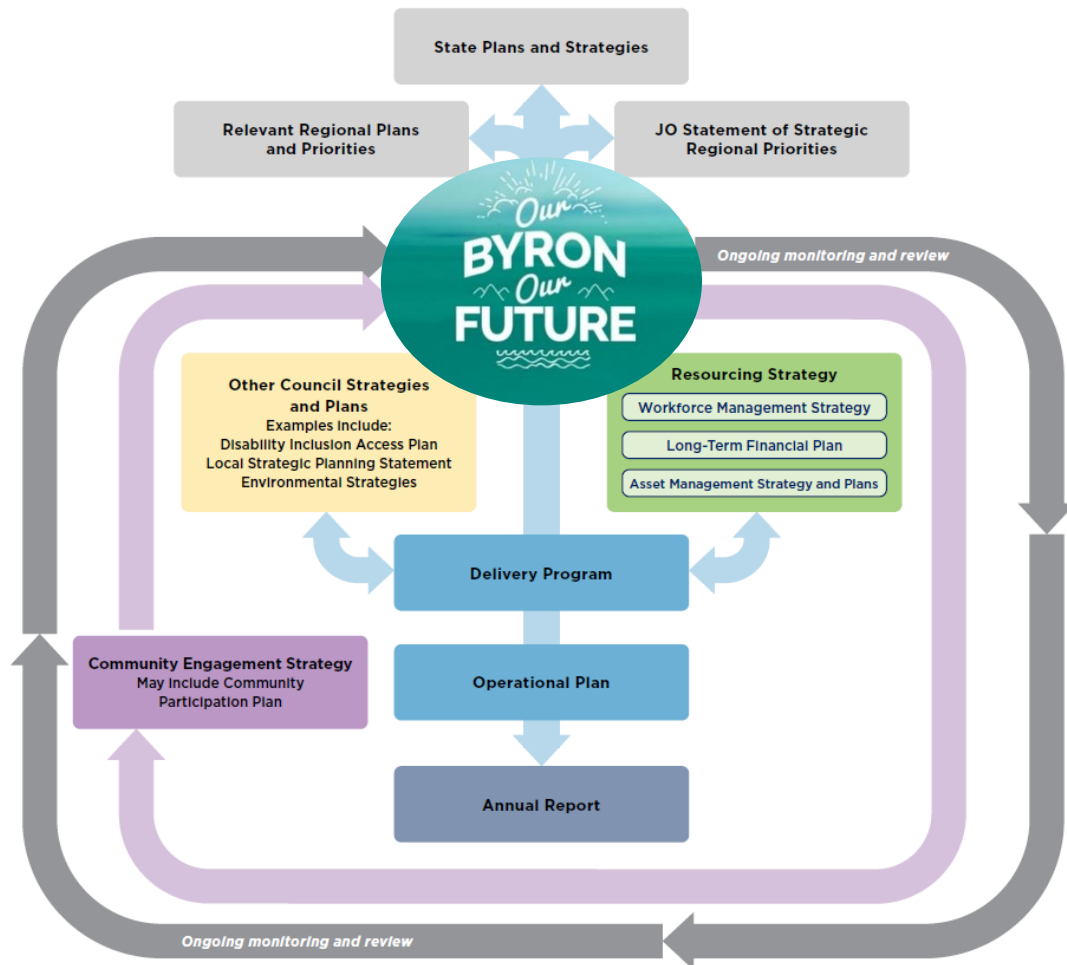
## Operational Plan

The delivery program is supported by an annual operational plan which details the individual projects and activities that will be undertaken each year to achieve the commitments of the delivery program. The operational plan is supported by a detailed budget and a statement of revenue policy, which also sets the fees and charges for that year.

## Resourcing Strategy

The resourcing strategy addresses the sustainable long term financial, asset management, and workforce planning requirements. This is the point where council assists the community by sorting out who is responsible for what, in terms of the issues identified in the Community Strategic Plan.

*The Community Strategic Plan identifies the community's main priorities and aspirations for the future. While Council has a custodial role in initiating, preparing, and maintaining the Community Strategic Plan, it is the community's plan.*



## Community Engagement Strategy

**Local Government Act 1993 s402(4):** *The council must establish and implement a strategy (its community engagement strategy), based on social justice principles, for engagement with the local community when developing the community strategic plan.*

Councils must prepare and implement a community engagement strategy for engagement with the local community in the development and review of the community strategic plan and other plans, policies and programs. The community engagement strategy must be based on the social justice principles of access, equity, participation and rights.

The engagement strategy outlines the stakeholders to be engaged, proposes a range of engagement approaches, and presents key timelines to assist in the delivery of the Community Strategic Plan.

# Community Engagement



Each council is required to create a strategy for how they will engage the community in creating and reviewing their Community Strategic Plan. This engagement strategy:

- is based on the **social justice principles** of access, equity, participation, and rights
- identifies **relevant stakeholder groups** in the community and outlines the methods that Council will use to engage each of these groups.
- demonstrates how Council will engage with the community on **key issues** and use the findings to review Byron Shire Council’s Community Strategic Plan and associated plans and programs
- allows **sufficient time** to effectively undertake the engagement

This strategy is one element of Council’s wider community engagement framework. The relationship between this strategy and this wider framework is show in the diagram below.



## Engagement Strategies

Broad and effective consultation is required to engage the community in decisions made by Council. The level of community consultation should correspond to the potential level of community impact or concern, and should be tailored to the nature, complexity and impact of the issue, plan or policy.

Council endeavours to inform, consult, involve, collaborate, and empower the community through a variety of engagement methods. Each of the techniques to be employed by Council is explained in this document.

### iap2 public participation spectrum

*Increasing Level of Public Impact*



	Inform	Consult	Involve	Collaborate	Empower
Public Participation Goal	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.	To obtain public feedback on analysis, alternatives and/or decision.	To work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.	To work directly with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.

# Guiding Principles of Community Engagement

Council's *Community Engagement Policy* provides the following principles that inform all engagement activities:

1. Council will improve understanding of communities through engaging with them in **new and different ways** that reflect community diversity
2. Information is **accessible, timely, relevant, balanced, and easy to understand**.
3. Identify and seek contributions, feedback and ideas from people/groups that may have an **interest in specific issues**.
4. Ensure everyone **understands the purpose** of each engagement and **how their contributions will be considered**.
5. **Inform people about Council's decisions**, how and why they were made and how community input was considered.
6. **Regularly review and update Council's engagement techniques** to learn and improve.

## Goals

- Engage with the community to review the Community Strategic Plan and inform the new Council on the visions and aspirations of the community
- Obtain input into the development of strategies and actions for the Delivery Program and Operational Plan
- Educate the community and stakeholders on the Integrated Planning and Reporting Framework

## Objectives

- Maximise community understanding of the challenges faced by Council in delivering robust, transparent, and effective projects and services
- Enable community members to easily inform the development of the Community Strategic Plan
- Provide opportunities for community input to the Delivery Program and Operational Plan
- Engage with a broad cross section of the community that is representative and inclusive of the Shire's demographics

## What our community have told us?

Byron Shire has a diverse community with a great mix of people that share geographic locations, characteristics or interests. Each person in our community has the potential to be a stakeholder in our engagement activities at some time.

In developing this strategy and our approach to engagement, we have taken on board the feedback we received from the community through the “Byron Model”.

The “Byron Model” was a deliberative engagement process that considered the question: **“How do we want to make democratic decisions in Byron Shire that can be widely supported?”**

The Byron Model panel provided Council with its [Final Recommendations Report](#). The report sets out the panel’s conclusion and outlines that there are three key issues “lacking in the current council structure and approach to engage community” and frames the recommendations around these three themes, which are: *identity, culture and diversity; communication; and trust*.

Specific recommendations from the panel that have been incorporated into this engagement strategy include:

### **Trust**

- Transparency on wins and losses
- Include ‘trustworthiness’ in Council’s values

### **Communication**

- Timeliness in engagement and closing the loop

### **Identity, Culture, and Diversity**

- Commitment to engage across Shire demographics
- Location specific consultation



## Our Stakeholders

Council, in its engagement activities, will make every effort to ensure that all perspectives are considered. We aim to attract and reach a cross section of the community using a wide range of methods and invite specific targeted community groups. We are committed to accommodating specific needs to ensure our engagement activities are accessible to all members of our community.

### Target Demographics:

- Local Aboriginal community
- Children and families
- Youth (12-25 year old)
  - *Byron Shire YouthSay*
  - Local schools
  - Byron Youth Activities Centre
- Women
- Older people
- People from culturally and linguistically diverse backgrounds
- People with disability (including *Access Consultative Working Group*)
- People experiencing vulnerability

### Stakeholders:

- Community representatives through the *Community Roundtable*, existing residents' associations, and Citizen Lottery
- The business community through individual *Chambers of Commerce*
- Community groups and organisations such as:
  - Mullumbimby and District Neighbourhood Centre
  - Byron Community Centre
  - Surf lifesaving clubs
  - Sporting clubs
  - Landcare groups
  - Religious groups
  - P&C Associations
  - Political groups
- Environmental groups such as:
  - Brunswick Valley Landcare
  - Resilient Byron
  - Bangalow Koalas

- Community sector (Non-Government Organisations)
- Council Committees and Panels:
  - Audit, Risk, and Improvement Committee
  - Arakwal MOU Advisory Committee
  - Biodiversity Advisory Committee
  - Coastal Estuary Catchment Panel
  - Communications Panel
  - Finance Advisory Committee
  - Floodplain Risk Management Advisory Committee
  - Local Traffic Committee
  - Public Art Panel
  - Sustainability and Emissions Reduction Advisory Committee
  - Strategic Business Panel
  - Transport and Infrastructure Advisory Committee
  - Water, Waste, and Sewer Advisory Committee
  - Section 355 Committees and Boards of Management
- Regional bodies and neighbouring councils
  - Richmond-Tweed Regional Library Committee
  - Rous County Council
  - Northern Rivers Joint Organisation
  - Arts Northern Rivers
- State Government Departments in particular:
  - Department of Communities and Justice
  - Transport for NSW

## Our commitment to working with indigenous stakeholders

Byron Shire acknowledges and is committed to working with the Bundjalung of Byron Bay – Arakwal People as the traditional custodians of land in the Shire. Council also recognises the Widjabal and Mindjungbul people as traditional custodians within the Shire. Building and maintaining strong, respectful partnerships with Aboriginal owners and the organisations that represent them is a key component of engagement activities undertaken by Council.

DRAFT

## Internal Engagement

Internal engagement is a key component of the strategy.

A range of staff and councillor workshops will be carried out as part of the engagement process. This will allow for the development of necessary background information and utilise the valuable knowledge of staff and councillors.

### Roles

#### Councillors

A Councillor's role in community engagement is to participate as an elected member, listen to the views of the community, and consider these views when making decisions at Council.

Community engagement provides valuable opportunities for Councillors to hear and understand the voice of the community and ensure that this voice is properly represented when Council meet and make decisions which impact the future of our community.

#### Council Staff

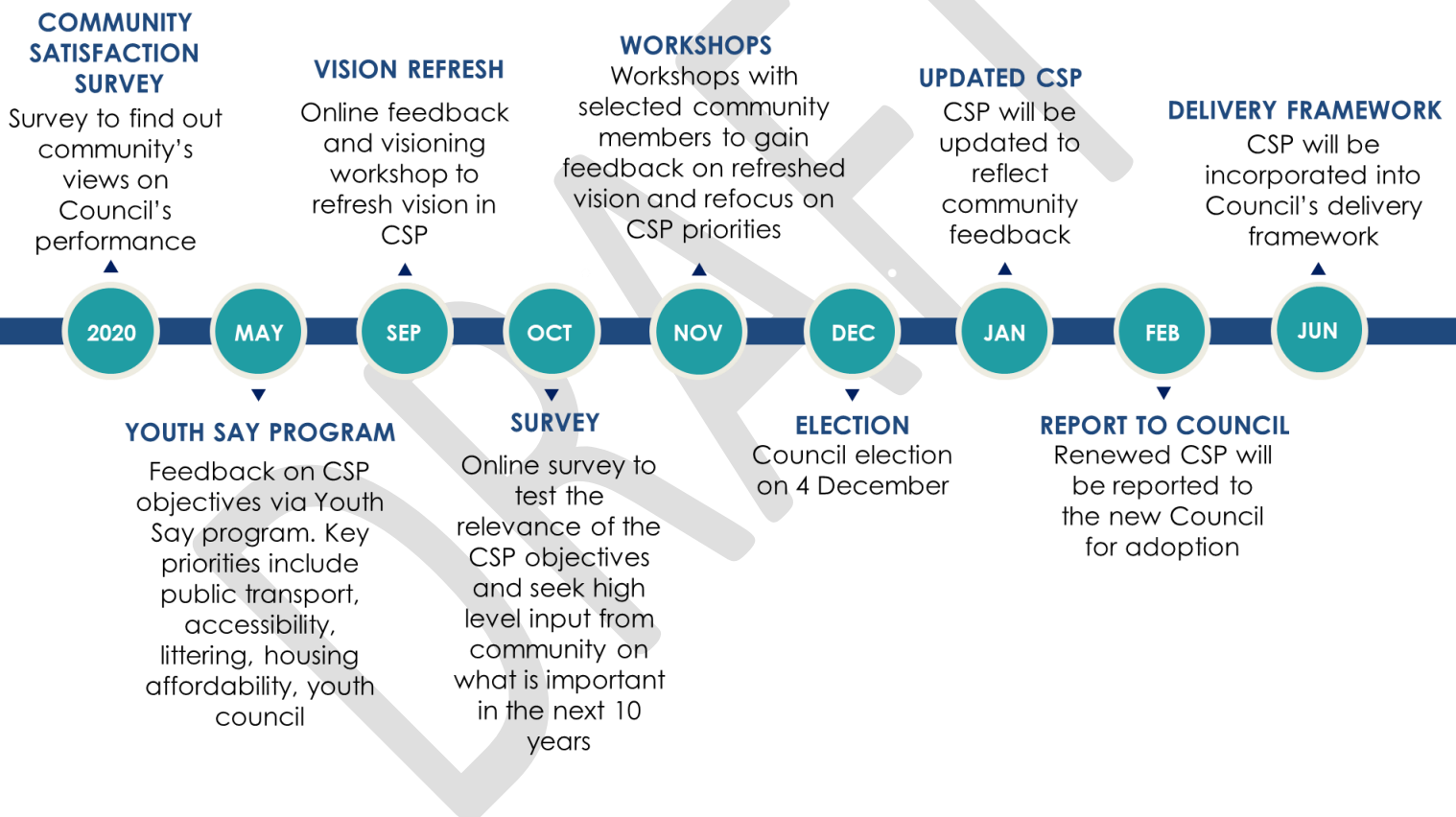
A Council staff member's role in community engagement is to organise and facilitate the discussion, record, provide feedback, evaluate the engagement, and consider the community's views when making recommendations to Council.

# Review of Community Strategic Plan



Community strategic planning is the process by which a council, with its community, establishes a vision for the future of the local government area, and develops goals, objectives, strategies and actions to achieve that future.

The following processes and activities will be undertaken throughout the Community Engagement Process to ensure valuable, useful, and accurate information is given and received.



The detailed results of each engagement process are provided as Appendices.

**Appendix 1 - Community Satisfaction Survey Results - E2020/39439**

**Appendix 2 – YouthSay 2021 Report - E2021/96529**

**Appendix 3 – CSP Community Survey Results - E2021/149161**

**Appendix 4 – CSP Refresh Community Workshops - E2021/149164**

## Community Engagement Process

Level of Engagement	Method	Information	Dates
Involve	YouthSay program	<p>The Byron Shire YouthSay program was developed to provide an innovative and effective engagement program specifically targeting young people.</p> <p>Seven students from Mullumbimby High School participated in the program over five sessions, in May 2021. They prepared a report on their priorities for the Community Engagement Strategy.</p>	5 sessions in May 2021
Consult	YourSay Page	<p>Online hub for information and engagement opportunities</p> <p><a href="#">Our Byron Our Future - Vision for 2032</a></p>	Launch online on 2 August
Inform	Foyer Display	Physical hub for information in the Council administration building foyer	Launch 2 August 2021
Consult	Community Survey	A community survey to test the community objectives was completed by 118 people. The results from this survey were used by the Community Workshop participants to inform their discussions.	2-30 August 2021
Involve	Vision Workshop	A small panel were selected from the Citizen Lottery and invited to a vision workshop run in conjunction with the <i>Branding Strategy</i> project.	4 August 2021 5-6.30pm
Consult	DIAP development	<p>To ensure that the voice of lived experience is heard, a process of Community Consultation was co-designed with Council's Access Consultative Working Group (ACWG) and our internal DIAP Working Group.</p> <p>As a result, we undertook a community survey, community conversations, and a staff survey.</p>	September 2021
Collaborate	Community Workshops - Citizen Panel	Two community workshops with participants selected from the Citizen Lottery were be tasked with determining revised strategy areas under each of the CSP themes, as well as indicating desired service levels and the expectations of Council's role in supporting each of these priority areas.	November 2022
Empower	Councillors	A co-design approach, with Councillors, to develop their priorities and actions for the Delivery Plan.	February / March 2022

# Review of Community Strategic Plan – Outcomes

The review of the Community Strategic Plan is an evolution of 2028 Community Strategic Plan. The review led to a revised ‘vision’ and redefined the five community objectives.

The community objectives, while retaining the 5 original themes, have been refreshed to enhance their relevance, based on feedback from the community.

The inclusion of values-based terminology at the heading level seeks to better reflect the community values and aspirations. Connected, Inclusive, Protected, Ethical, and Effective.

## Community Objective 1



### *Our Effective Leadership*

We have effective decision making and community leadership that is open and informed

The former ‘governance’ objective 5 has been rewritten to focus on leadership and encompass capacity building and empowered communities. This is further clarified at the strategy level.

#### **Governance**

We have community led decision making which is open and inclusive



#### **Our Effective Leadership**

We have effective decision making and community leadership that is open and informed

The three separate strategies of finance management, resource management, and asset management, have been combined and redefined to two strategies – ‘ethical and efficient management of resources’ capturing finance, IT, fleet, and asset type resources, and ‘enhance organisation capability through innovative practices and regional partnerships’ to capture workforce and intergovernmental relationships.

The new ‘Empowered Communities’ is distinct from community engagement on Council decisions and is founded on subsidiarity principles, giving community the tools and supports to effectively ‘do for themselves.’ This will capture some of the important work Council does in capacity building and collaboration with community organisations as well as direct funding of community initiatives through various grant programs.

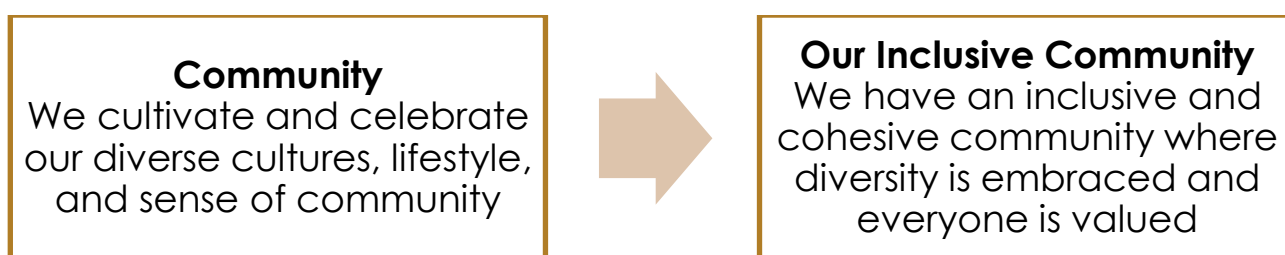
## Community Objective 2



### *Our Inclusive Community*

We have an inclusive and active community where diversity is embraced and everyone is valued

The 'community' objective 2 has been rewritten to shift the emphasis to inclusive communities and focus on social justice principles. The former (left) wording was more 'celebratory' and didn't appropriately represent the work addressing social disadvantage and social impact. The new wording better reflects the depth and breadth of the work in the 'community' space.



There was a significant refinement of the underlying strategies to more appropriately reflect the work we do and the needs of the community. 'Culture and creativity' has been redefined to 'arts and cultural activity' and will capture the range of artistic and creative priorities such as public art, Lone Goat Gallery, events, place activation and heritage of villages at the Delivery Program.

Community safety continues to be captured, with community feedback indicating they would like to see some emphasis on health and wellbeing. This has been captured in the strategy 'Enhance safety and contribute to the physical, mental, and spiritual health and wellbeing of our people'.

Aboriginal communities have been highlighted by bringing this up to the strategy level. This seeks to ensure that caring for Country, native title, and other significant Aboriginal knowledge and projects do not get overshadowed in the generalised concept of 'culture' above.

Lifelong education and young people has also been brought up to the strategy level. Council is responsible for and/or is partnering to deliver some important work in this space. This will allow the Delivery Program to clearly define the priorities and key projects in this space. It also ensures services like child care and libraries are represented.

## Community Objective 3



### *Our Protected Environment*

We protect and enhance our natural environment

The environment objective 3 has not changed at the objective level.

The strategy 'sustainable community' has been redefined as 'environmental protection' and now also captures the regenerative agriculture priorities. 'Farming' no longer sits as a standalone strategy.

A new strategy 'climate change' is described as 'support and empower our community to adapt to, and mitigate our impact on climate change.' This has been guided by the [Climate Change IP&R Package Update](#) and captures both adaptation and mitigation measures.

Waste and recycling has been moved to this Community Objective (from "infrastructure") to reflect the intended outcomes of the work in resource recovery, it has also been renamed to 'Minimise waste and encourage recycling and resource recovery practices'.

## Community Objective 4



### *Our Ethical Growth*

We manage growth and change responsibly

The growth and change objective 4 has not changed at the objective level. The word 'ethical' has been included as the values based description following community feedback.

Changes to the terminology used to define and describe the strategies provides greater clarity to the aspirations of the community and the role of Council. There is no material change to the intent of the strategies.

- Place-based planning = place and space planning (to better align with the NSW Government's [Design and Place State Environmental Planning Policy](#))
- Housing diversity – now specifically includes 'housing insecurity' to address attainability, affordability, and security of housing for our community
- Business, education, and employment is redefined as economic growth
- Tourism and events
- Community resilience and adapting to change



## Community Objective 5



### **Our *Connected* Infrastructure**

**We have connected infrastructure, transport, and facilities that are safe, accessible, and reliable.**

Following feedback primarily from community, the word **connected** has been included in infrastructure objective 1. For clarity the word 'services' has also been replaced with 'facilities'.

The underlying strategies for this community objective have been revised to combine the common transport themes into two streams 'transport network' and 'transport services'.

A new theme emerged regarding renewable energy and emerging technologies (from an infrastructure perspective) and has been captured here.

Community facilities and open spaces have also been moved to this section to reflect align theme more closely with 'provision of', rather than 'use of' principles.

Lastly, the change to the strategy regarding water and sewer was removal of the word 'urban' to ensure the needs of the entire community in terms of water security and sanitation are captured.

## Development of Delivery Program



As the Council works to develop its Delivery Program and associated Resourcing Strategy, there will be opportunities to check-in with the community about their expectations and priorities. The table below outlines a program of engagement activities to be undertaken from February 2022 to the adoption of the final Plans.

Level of Engagement	Method	Information	Dates	Venue
Empower	Councillors	A co-design approach, with Councillors, to develop their priorities and actions	18 and 21 February 2022	Cavanbah Centre
Involve	Listening Tour	Councillors will have an opportunity to participate in a Shire-wide 'Listening Tour'	Tentative dates and venues for each location listed below	
		Bangalow	Held over the weeks 7 – 18 March	Bangalow A&I Hall
		Brunswick Heads		Brunswick Heads Memorial Hall
		Byron Bay		Cavanbah Centre
		Federal		Jasper Hall
		Mullumbimby		Council Chamber
Ocean Shores	Ocean Shores Community Centre			
Involve	Committee input	Council's advisory committees can have input at each of their first meetings in 2022	Various	Conference Room, Council Administration Building
Involve	Online 'Community Conversation'	Two online community conversations will be scheduled during the exhibition period	April / May	Online

## Public Exhibition



***Local Government Act 1993 s402(6)*** A draft community strategic plan or amendment of a community strategic plan must be placed on public exhibition for a period of at least 28 days and submissions received by the council must be considered by the council before the plan or amendment is endorsed by the council.

## Submissions

The draft Community Strategic Plan will go on public exhibition following endorsement by Council at the 24 February Ordinary Meeting. This will enable the community to consider the proposed 10-year plan and provide informed input into the development at the Delivery Program.

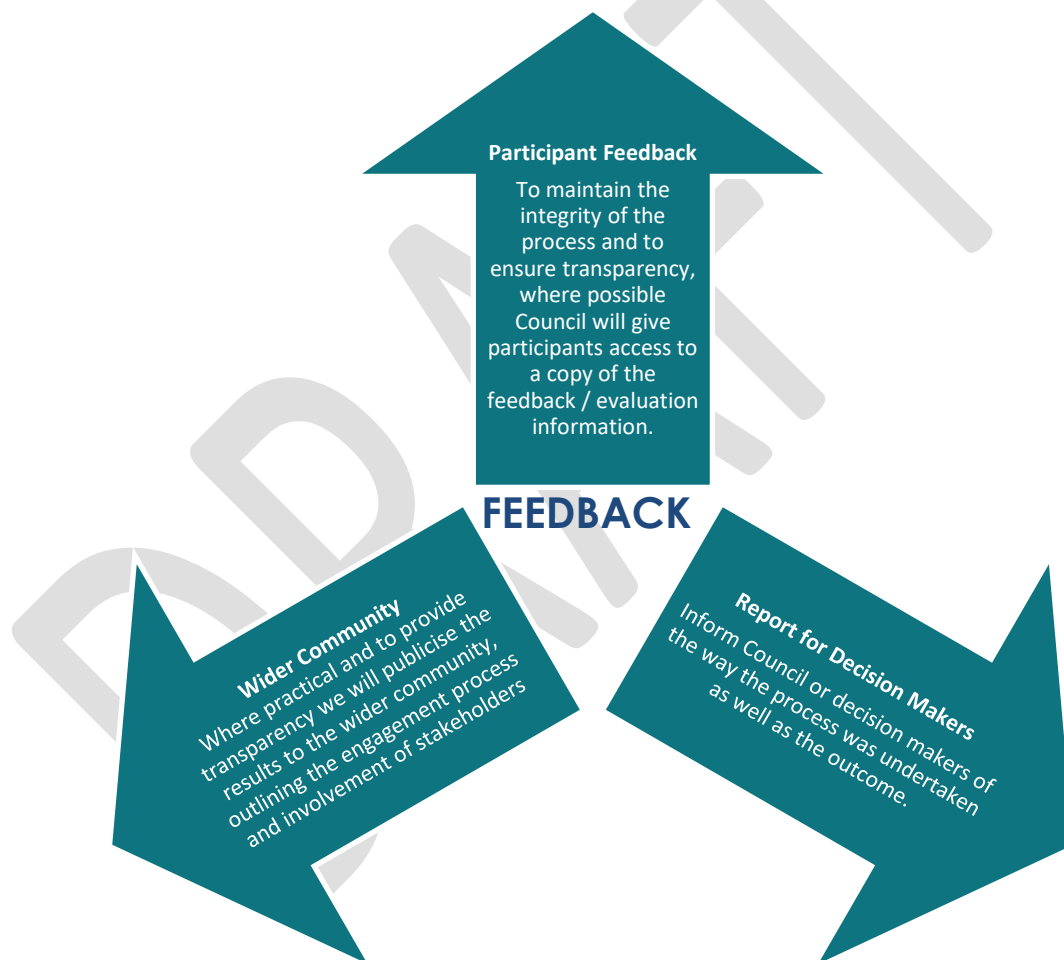
The full suite of documents will go on public exhibition in April, enabling a 28-day exhibition period and time following the exhibition period to consider and incorporate community feedback and submissions.

## Review and Feedback

When specific community engagement activities are undertaken, participant contributions will be utilised and feedback will be provided. This will allow Council to provide transparency and encourage continued engagement of the community.

Council will:

- Provide outcomes from the activity and communicate these to all participants
- Information will be provided more broadly to the community outlining the community engagement outcomes, considerations, and recommendations made by Council
- Formal reports will contain a statement about how we engaged with the community



## Evaluation

Council will measure the success of the process by:

1. An increased level of community involvement and feedback on the CSP.
2. Demographic representation from throughout the Shire

# Appendices

**Appendix 1** - Community Satisfaction Survey Results - E2020/39439

**Appendix 2** – YouthSay 2021 Report - E2021/96529

**Appendix 3** – CSP Community Survey Results - E2021/149161

**Appendix 4** – CSP Refresh Community Workshops - E2021/149164



**BYRON**  
SHIRE  
COUNCIL

# Byron Shire Council

## Community Satisfaction Research

Prepared by: Micromex Research

Date: April 2020



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# Background and Methodology





# Background & Methodology

## Why?

- Understand and identify the highest priority issues for the Byron Shire LGA
- Identify the community's overall level of satisfaction with Council performance
- Assess and establish the community's priorities and satisfaction in relation to Council activities, services, and facilities
- Identify methods of communication and engagement with Council

## How?

- Telephone survey (landline and mobile) to N=408 households
- 22 acquired through number harvesting
- We use a 5 point scale (e.g. 1 = not at all satisfied, 5 = very satisfied)
- Greatest margin of error +/- 5%

## When?

Implementation 23<sup>rd</sup> – 27<sup>th</sup> March 2020

*Please note: Interviews were conducted during the COVID-19 pandemic, after social distancing and other related restrictions were in place, therefore this was top of mind for a lot of residents, however, the report highlights increases in many importance scores across services/facilities suggesting that residents are even more reliant on their local Council at the moment*

Please see Appendix B for detailed methodology



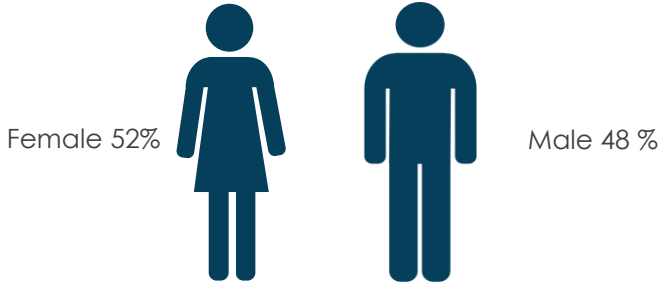
# Sample Profile



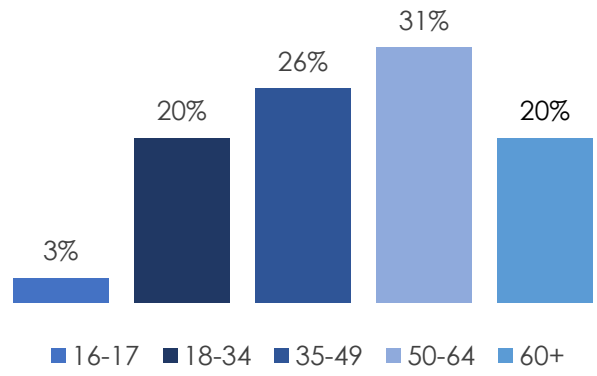
# Sample Profile

The sample was weighted by age and gender to reflect the 2016 ABS community profile of Byron Shire Council.

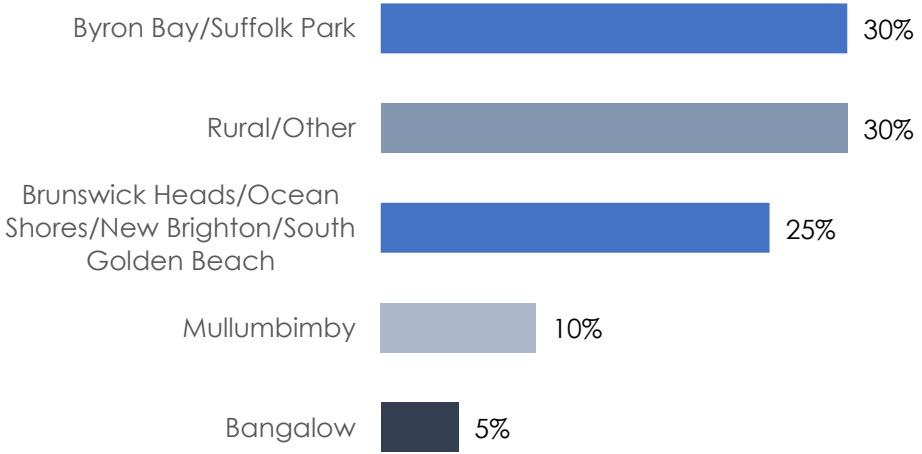
## Gender



## Age



## Location in Byron Bay



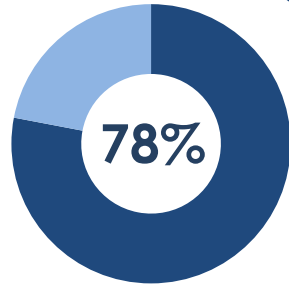
N=408  
Telephone  
Interviews with  
Byron Shire  
Council  
Residents

# Key Findings



# Key Findings

## Overall Satisfaction

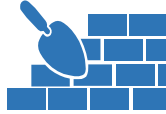


Of residents were at least somewhat satisfied with the performance of Byron Shire Council in the last 12 months, a significant increase from 2018 results.

## Top Drivers of Overall Satisfaction



Planning for the future



Coastline management



Financial management



Management of development

## Contact With Council



**73%** of those who had contacted Council were at least somewhat satisfied with the way their contact was handled, and **42%** had their issue resolved after the first contact.



Local newspapers and local radio were the most preferred methods of being informed.

## Highest Priority Issues



Condition and maintenance of roads



Affordability/availability of housing and land



Managing overdevelopment/developments

# Summary and Recommendations

## Key areas for engagement

### Council's Leadership, Communication and Future Planning



The way Council manage, lead and plan for the future appeared to be top of mind for residents in the Byron Shire Council area.

- The service area 'Council Management' contributed towards more than 50% of overall satisfaction alone, and 7 of the top 11 strongest drivers were a part of this service area, with 'planning for the future' being the top driver.
- 4 of the top 10 most important services/facilities were a part of the 'Council management' service area, and 3 of the measures with the largest performance gaps were also a part of this.
- Satisfaction with 8 'Council management' services/facilities has significantly increased since 2018, including; Community consultation/engagement, economic development, opportunities to participate in Council decision making, tourism management, financial management, planning for the future, development application processing, and management of development – a positive note for Council.

The significant increases in importance scores also demonstrate that the community is seeking leadership and consultation from Council and it is imperative, especially in times of uncertainty such as the current COVID-19 pandemic, that Council continues to actively consult their community about planning for the future of their local area.



# Summary and Recommendations

## Key areas for engagement - Continued

### Local Roads, Infrastructure and Development



As with many other Councils, roads and infrastructure appear to be an area of concern for residents in the Byron Shire LGA.

- 3 of the top 5 most important measures are a part of the 'Infrastructure' service area, and 5 of the top 10 measures with the largest performance gaps are also a part of this area.
- 3 of the strongest drivers of overall satisfaction are also infrastructure related (local roads, traffic planning and management, and parking).
- When asked about priorities in the area, 18% of residents suggested 'condition and maintenance of local roads' as the issue of greatest concern.
- Although a significant increase from 2018, 'local roads – overall' was the lowest rated service/facility in terms of satisfaction, and this measure demonstrated the largest negative variance to our benchmark norms.

### **Managing development was also top of mind for Byron Shire residents.**

- 11% of residents suggested managing overdevelopment/developments as the highest priority issue for the area.
- 'Management of development' appeared in the bottom 5 in terms of satisfaction, and was one of the top 5 services/facilities with the largest performance gaps.
- 'Management of development' was one of the top 4 strongest drivers of overall satisfaction.



# Summary and Recommendations

## Key areas for engagement - Continued

### Housing Affordability



Whilst not a strong driver of overall satisfaction, housing affordability in the area appeared to be a community wide issue.

- 'Affordable housing' was the second lowest rated service/facility in terms of satisfaction, and also demonstrated the second largest gap in performance (between importance and satisfaction scores).
- Byron Shire residents placed more importance (than regional benchmark norms) on 'affordable housing'.
- When asked about the highest priority issues for the area, 16% of residents suggested 'affordability/availability of housing and land' and as the biggest area of concern.





# Recommendations

Based on the above listed key areas of engagement, we recommend that Council:

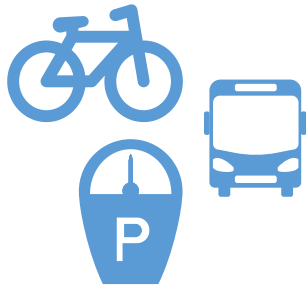
1. Continue to engage with the community about the future of the area, and understand community expectations in relation to Council's leadership. Engagement and consultation with the community is essential, now more than ever in times of uncertainty, such as the COVID-19 pandemic.
2. Clarify service level expectations regarding infrastructure in the area, and continue to address the issue of roads.
3. Understand resident needs in terms of the affordability of housing in the area.



# Unique Differences

As a point of interest, compared to our benchmarks we have identified unique aspects of Byron Shire compared to other Regional councils, these include:

- Byron Shire residents place a higher level of importance on **infrastructure**. The following services/facilities demonstrated higher importance scores than the benchmark norms.



- Bikeways and bicycle facilities
  - Public transport
  - Recycling services
- Sewerage management services
  - Parking



- Residents also appeared to be more satisfied with **community facilities**, for example 'dog exercise areas', 'community halls', 'sporting facilities' and 'libraries' all demonstrated higher satisfaction scores than our benchmark norms.

# Results

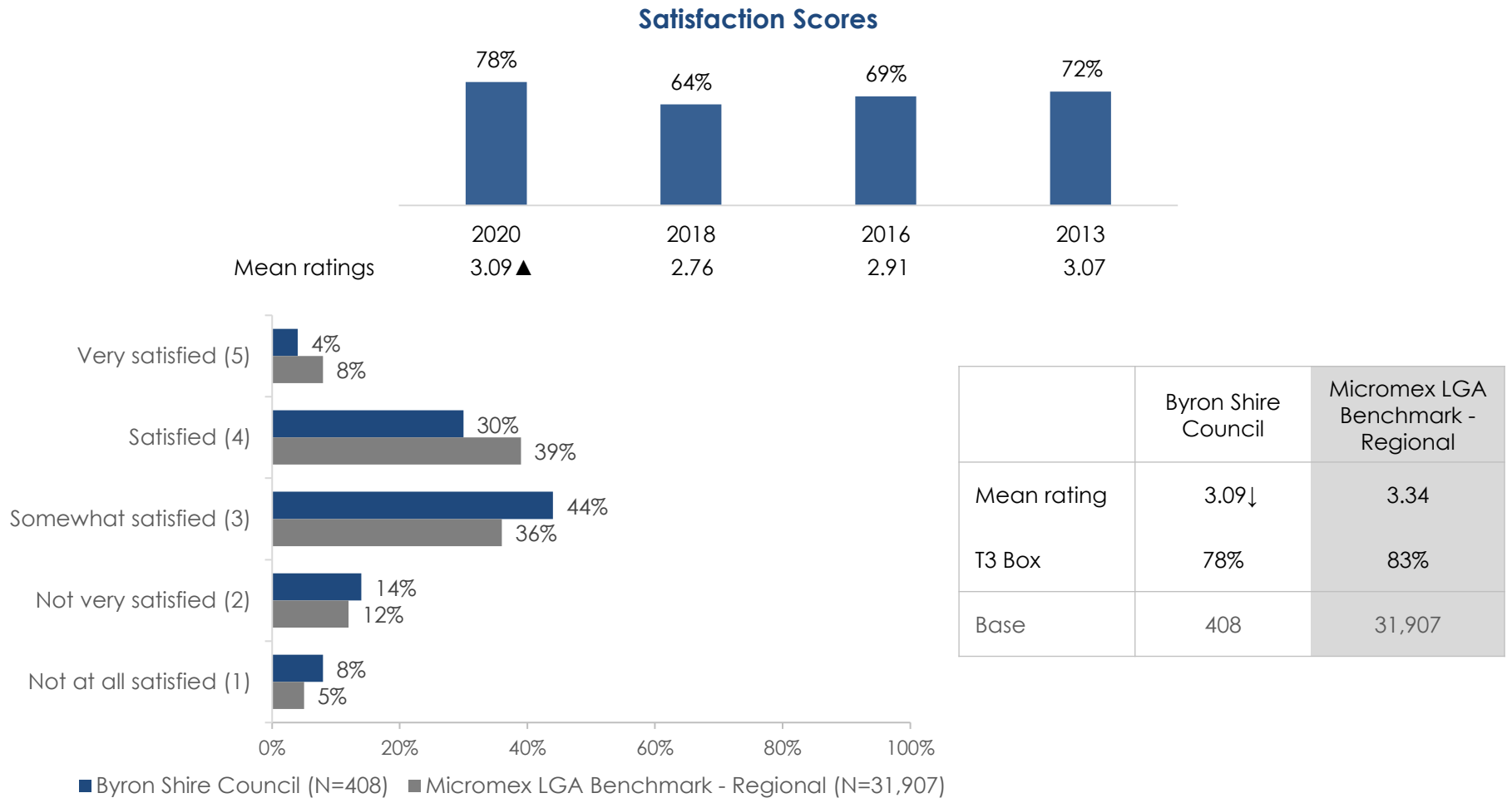


# Performance of Council



# Overview – Overall Satisfaction

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?



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

▲▼ = A significantly higher/lower level of satisfaction (compared to 2018)

↑↓ = A significantly higher/lower level of satisfaction (compared to the benchmark)

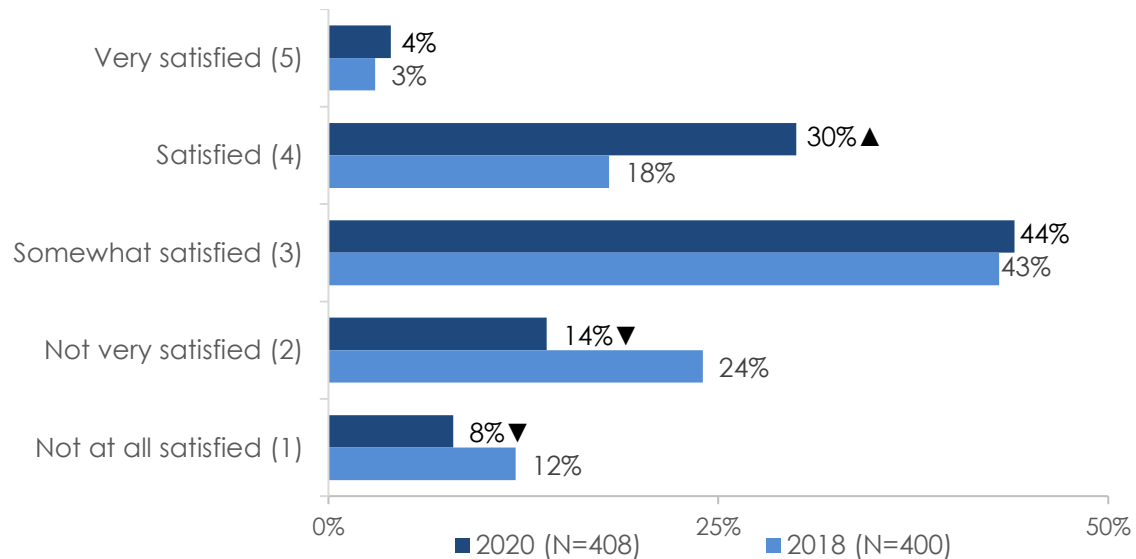
**78% of residents are at least somewhat satisfied with the performance of Council in the last 12 months. Although results are below the regional benchmark, the mean rating of 3.09 is a significant increase from 2018 results (2.76).**

# Overview - Overall Satisfaction

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 2020	Overall 2018	Male	Female	16-34	35-49	50-64	65+
Mean rating	3.09▲	2.76	3.06	3.11	3.26	3.04	3.09	2.96
Base	408	400	195	213	92	107	126	84

	Byron Bay/Suffolk Park	Bangalow	Mullumbimby	Brunswick Heads/Ocean Shores/New Brighton/South Golden Beach	Rural/Other
Mean rating	3.19	3.31	2.91	3.05	3.03
Base	122	20	41	102	122



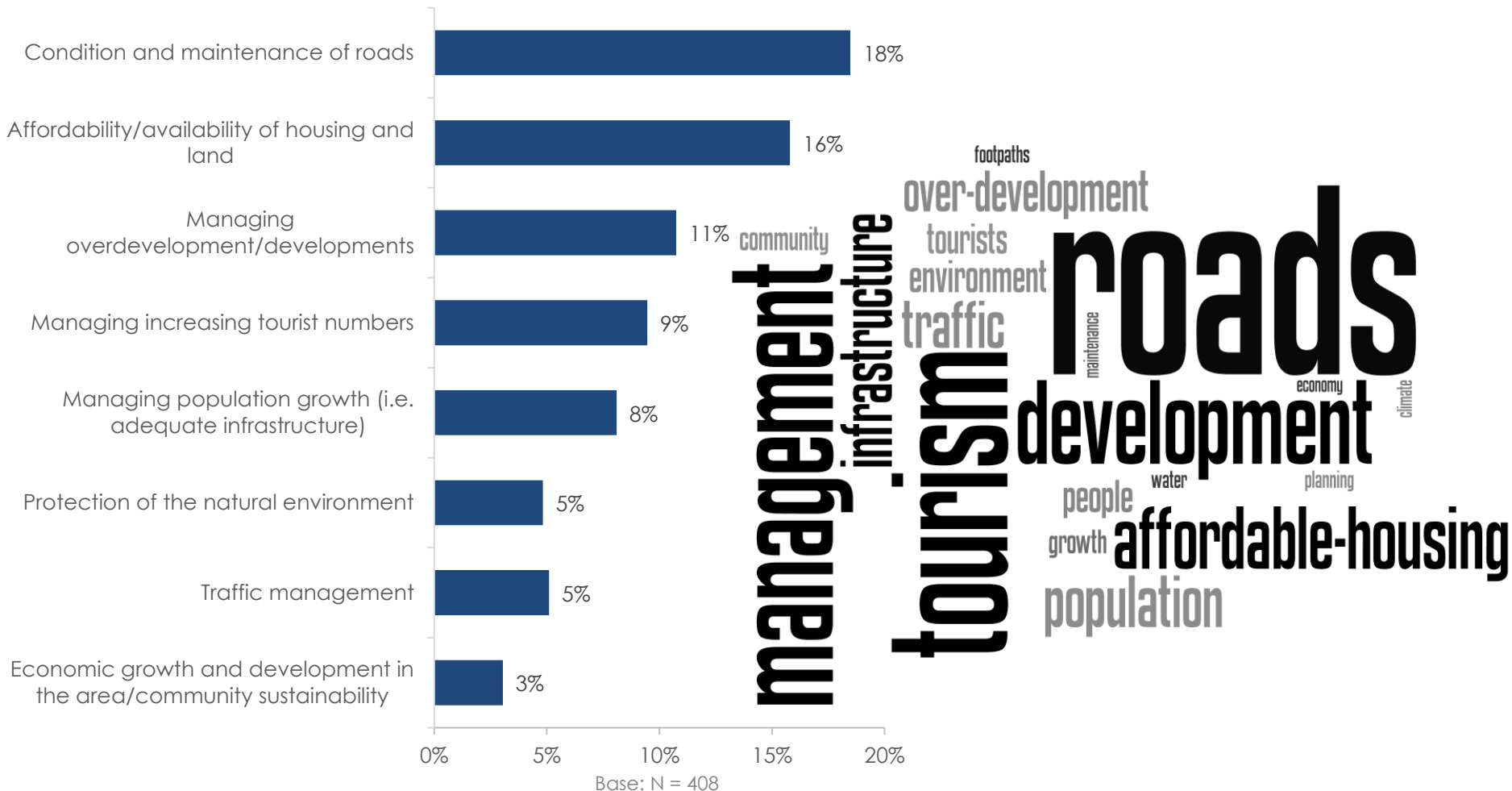
▲ ▼ = A significantly higher/lower level of satisfaction (compared to 2018)

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

**Satisfaction with the overall performance of Council has significantly increased compared to 2018 results. Although no differences amongst demographics were significant, older residents (65+) expressed lower levels of satisfaction than younger residents (16-34) and across areas, satisfaction was lowest in Mullumbimby.**

# Priority Issues

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



Please see Appendix A for full list of responses



When asked about the highest priority issues in the area, 18% of residents suggested 'condition and maintenance of roads' as the biggest area of concern. 'Affordability/availability of housing and land' and 'managing overdevelopment/developments' were also frequently mentioned.

# Summary of Council Services & Facilities





# Overview – Importance

## Key Importance Trends

Compared to the previous research conducted in 2018, there were significant **increases** in residents' levels of **importance** for 30 of the comparable 39 services and facilities provided by Council, these were:

	2020	2018		2020	2018
Recycling services	4.74	4.47	Vegetation and weed management	4.34	3.99
Planning for the future	4.73	4.49	All abilities access	4.31	4.04
Garbage collection	4.69	4.38	Footpaths	4.31	4.12
Coastline management	4.60	4.41	Development application processing	4.24	4.02
Providing access to information	4.54	4.22	Public transport	4.17	3.89
Water supply	4.50	4.12	Festival and event management	4.10	3.87
Financial management	4.48	4.23	Economic development	4.07	3.78
Tourism management	4.43	4.25	Bikeways and bicycle facilities	4.07	3.84
Management of development	4.42	4.24	Libraries	3.95	3.75
Sewage management services	4.41	3.96	On-line Council e-services	3.91	3.42
Stormwater drainage	4.41	3.99	Parks and playgrounds	3.89	3.53
Community consultation/engagement	4.40	4.19	Community halls	3.88	3.58
Parking	4.38	4.13	Childcare services	3.71	3.14
Affordable housing	4.36	4.04	Swimming pools	3.65	3.37
Support for volunteers	4.36	3.83	Sporting facilities	3.57	3.32

There were no significant **declines** in residents' level of importance.

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

A core element of this community survey was the rating of 39 facilities/services in terms of Importance and Satisfaction. The above analysis identifies the key importance trends when compared to the 2018 research.

# Overview – Satisfaction

## Key Satisfaction Trends

Over the same period there was an increase in residents' levels of satisfaction across 37 out of 39 comparable services/facilities provided by Council, with **significant increases** in 19 of these, including:

	2020	2018
Childcare services	3.72	3.22
Sporting facilities	3.59	3.20
Online Council e-services	3.48	3.16
Parks and playgrounds	3.43	3.08
Crime prevention and safety	3.33	3.02
Quality of town centre and public spaces	3.23	2.83
All abilities access	3.22	3.00
Community consultation/engagement	3.06	2.75
Economic development	2.99	2.73
Opportunities to participate in Council decision making	2.86	2.52
Tourism management	2.77	2.52
Financial management	2.71	2.43
Planning for the future	2.66	2.37
Parking	2.62	2.31
Bikeways and bicycle facilities	2.61	2.36
Development application processing	2.55	2.22
Management of development	2.48	2.22
Traffic planning and management	2.36	1.96
Local roads - overall	1.69	1.48

There was also a significant **decline** in residents' levels of **satisfaction** with 'stormwater drainage'.

	2020	2018
Stormwater drainage	2.73	2.97

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

The above analysis identifies the key satisfaction trends when compared to the 2018 research. Since 2018, resident satisfaction has increased across almost all services/facilities, a very positive result.

# Overview – Importance & Satisfaction

## Importance

The following services/facilities received the highest importance mean ratings:

Top 5 for importance	Mean	
Recycling services	4.74	96%
Planning for the future	4.73	95%
Local roads - overall	4.72	96%
Garbage collection	4.69	94%
Coastline management	4.60	89%

The following services/facilities received the lowest importance mean ratings:

Bottom 5 for importance	Mean	
Public art	3.36	49%
Dog exercise areas	3.39	54%
Sporting facilities	3.57	57%
Swimming pools	3.65	59%
Childcare services	3.71	65%

## Satisfaction

The following services/facilities received the highest satisfaction mean ratings:

Top 5 for satisfaction	Mean	
Libraries	4.18	94%
Water supply	4.14	92%
Garbage collection	4.05	92%
Community halls	3.84	92%
Sewage management services	3.78	87%

The following services/facilities received the lowest satisfaction mean ratings:

Bottom 5 for satisfaction	Mean	
Local roads - overall	1.69	17%
Affordable housing	1.90	26%
Public transport	2.08	32%
Traffic planning and management	2.36	45%
Management of development	2.48	49%

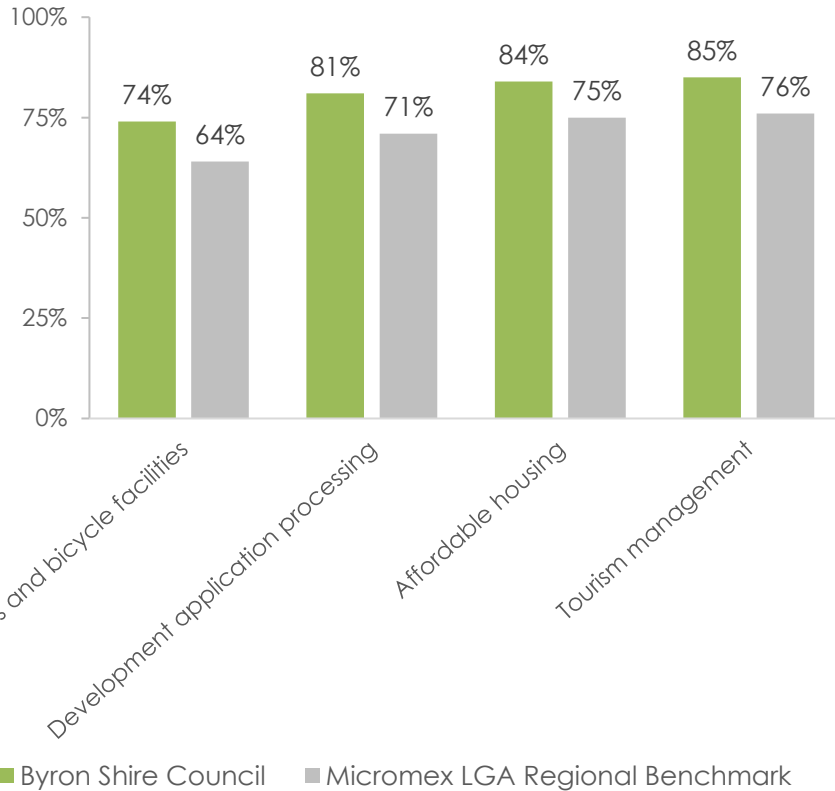
Scale: 1 = not at all important, 5 = very important

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

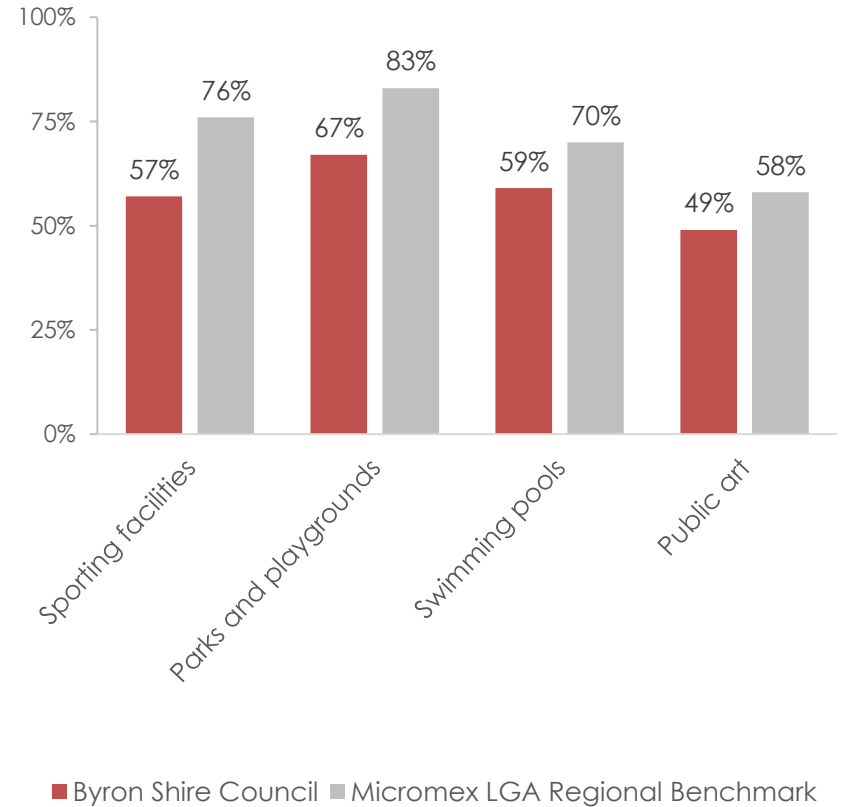
**The above analysis identifies the highest and lowest rated services/facilities in terms of importance and satisfaction. 3 of the top 5 most important services/facilities are a part of the 'infrastructure' service area, and 3 of the lowest rated in terms of satisfaction are also a part of the infrastructure theme.**

# Comparison to the Micromex LGA Benchmark – Largest Importance Gaps

High community priorities  
(compared to Benchmark norms)



Low community priorities  
(compared to Benchmark norms)



The charts displayed above demonstrate the largest variances in importance scores when comparing Byron Shire Council's top 2 box % to the Micromex LGA Regional Benchmark. Byron Shire residents placed significantly higher levels of importance (than benchmark norms) on 'bikeways and bicycle facilities' and 'development application processing'.

# Comparison to the Micromex LGA Regional Benchmark - Importance

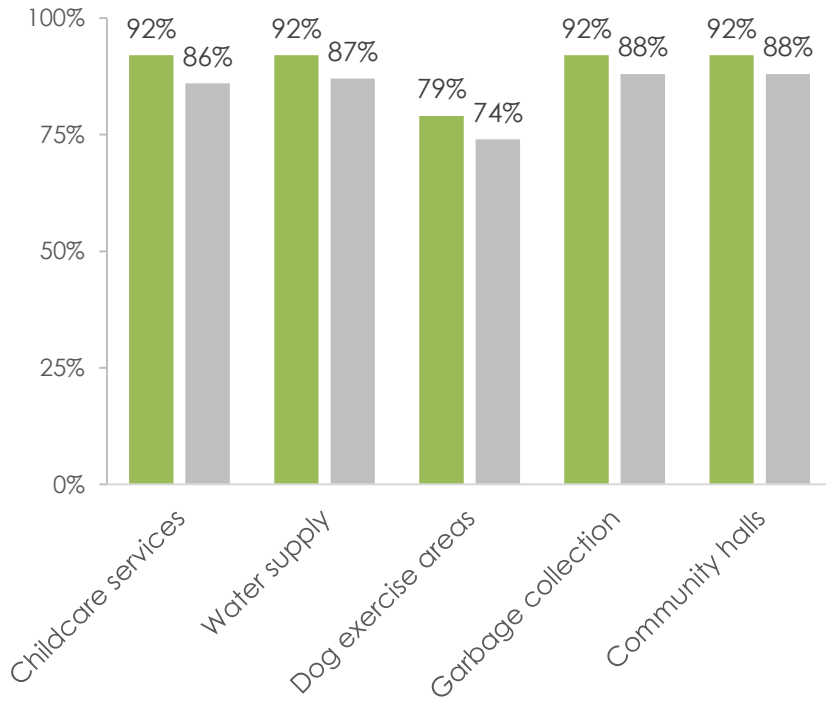
The table below shows the biggest variances between Byron Shire Council's top 2 box importance scores and the Micromex LGA Benchmark. For those that are lower than Benchmark norms, 3 services, 'swimming pools', 'parks and playgrounds', and 'sporting facilities' experienced a variance of  $\geq 10\%$ .

Service/Facility	Byron Shire Council importance score	Micromex LGA Benchmark – Regional importance score	Variance
Bikeways and bicycle facilities	74%	64%	10%▲
Development application processing	81%	71%	10%▲
Affordable housing	84%	75%	9%
Tourism management	85%	76%	9%
Dog exercise areas	54%	46%	8%
Providing access to information	90%	82%	8%
Economic development	74%	79%	-5%
Public art	49%	58%	-9%
Swimming pools	59%	70%	-11%▼
Parks and playgrounds	67%	83%	-16%▼
Sporting facilities	57%	76%	-19%▼

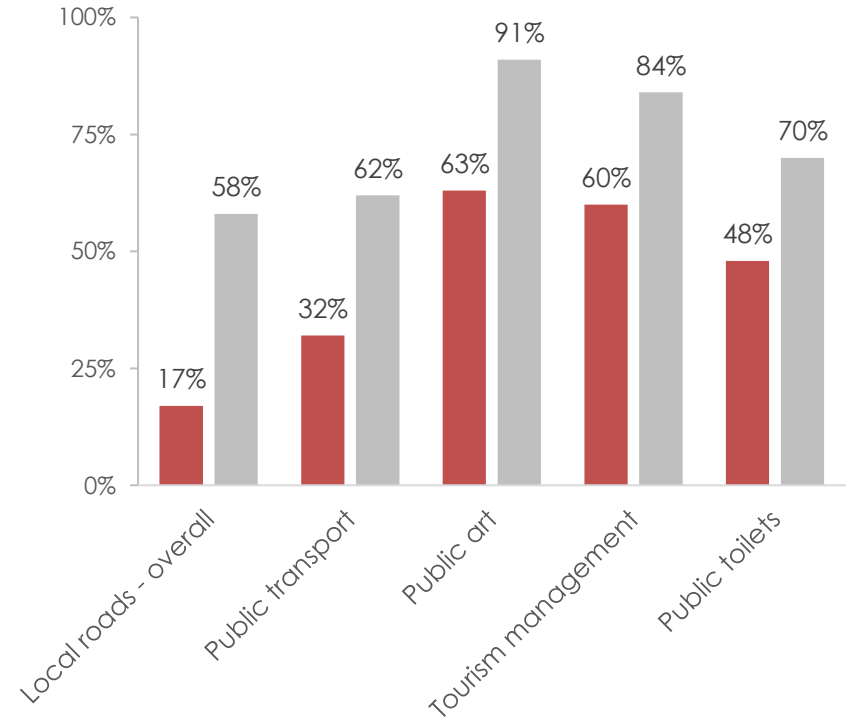
**Note:** Benchmark differences are based on assumed variants of +/- 10%, with variants beyond +/- 10% more likely to be significant  
▲/▼ = positive/negative difference equal to/greater than 10% from Benchmark  
Please see Appendix A for full list of benchmark comparisons.

# Comparison to the Micromex LGA Benchmark – Largest Satisfaction Gaps

High performers  
(compared to the Benchmark)



Low performers  
(compared to the Benchmark)



■ Byron Shire Council ■ Micromex LGA Regional Benchmark

■ Byron Shire Council ■ Micromex LGA Regional Benchmark

The above charts display the largest variances between Byron Shire Council's top 3 box satisfaction scores and the Micromex LGA Regional Benchmark. 'Childcare services', 'water supply' and 'dog exercise areas' were the 3 services/facilities that demonstrated the highest positive variances to the benchmark scores.

# Comparison to the Micromex LGA Regional Benchmark - Satisfaction

The table below shows the biggest variances between Byron Shire Council's top 3 box satisfaction scores and the Micromex LGA Regional Benchmark. For those that are lower than Benchmark norms, 16 services, experienced a variance of ≥10%.

Service/Facility	Byron Shire Council satisfaction score	Micromex LGA Benchmark – Regional satisfaction score	Variance
Childcare services	92%	86%	6%
Water supply	92%	87%	5%
Dog exercise areas	79%	74%	5%
Garbage collection	92%	88%	4%
Community halls	92%	88%	4%
Resource Recovery Centre	81%	78%	3%
Affordable housing	26%	47%	-21% ▼
Traffic planning and management	45%	66%	-21% ▼
Public toilets	48%	70%	-22% ▼
Tourism management	60%	84%	-24% ▼
Public art	63%	91%	-28% ▼
Public transport	32%	62%	-30% ▼
Local roads - overall	17%	58%	-41% ▼

**Note:** Benchmark differences are based on assumed variants of +/- 10%, with variants beyond +/- 10% more likely to be significant

▲/▼ = positive/negative difference equal to/greater than 10% from Benchmark

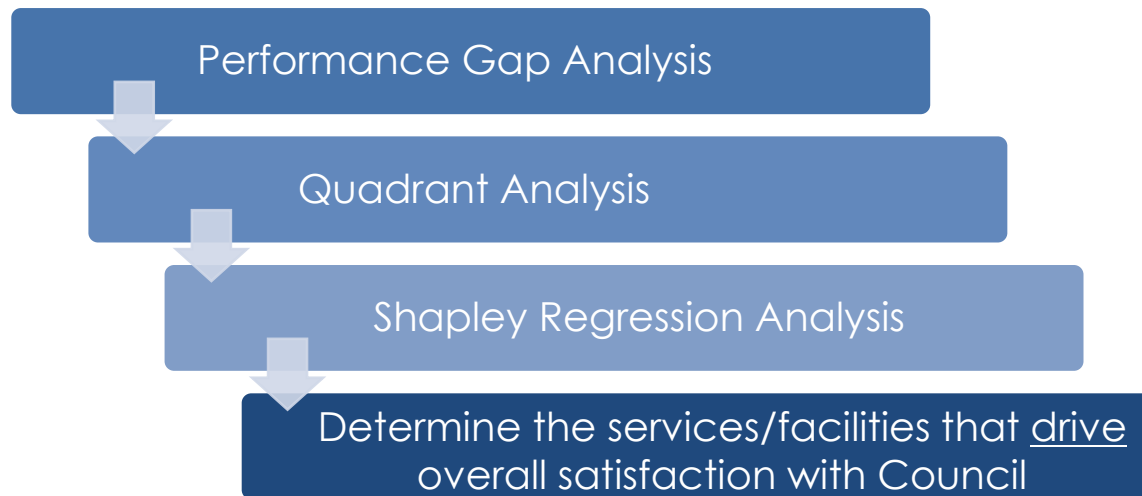
Please see Appendix A for full list of benchmark comparisons

# Identifying Priorities via Specialised Analysis

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 these approaches to analysis, we have been able to:

- Identify and understand the hierarchy of community priorities
- 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 top 3 satisfaction score from the top 2 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 Byron Shire Council and the expectation of the community for that service/facility.

In the table on the following page, we can see the services and facilities with the largest performance gaps.

When analysing the performance gaps, it is expected that there will be some gaps in terms of resident satisfaction. Those services/facilities that have achieved a performance gap of greater than 20% may be indicative of areas requiring future optimisation.



# Performance Gap Analysis

When we examine the largest performance gaps, we can identify that all of the services or facilities have been rated as high in importance, whilst resident satisfaction for all of these areas is between 17% and 59%.

Service/Facility	Importance	Satisfaction	Performance Gap (Importance – Satisfaction)
Local roads - overall	96%	17%	79%
Affordable housing	84%	26%	58%
Public transport	77%	32%	45%
Traffic planning and management	86%	45%	41%
Management of development	87%	49%	38%
Planning for the future	95%	59%	36%
Public toilets	84%	48%	36%
Parking	88%	56%	32%
Footpaths	82%	54%	28%
Development application processing	81%	54%	27%

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.

5 of the top 10 measures with the largest performance gaps were a part of the 'infrastructure' service area.

**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.

# 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 top 2 box importance scores and top 3 satisfaction scores for stated importance and rated satisfaction to identify where the facility or service should be plotted. On average, Byron Shire Council residents rated services/facilities slightly more important compared to our Benchmarks, but their satisfaction was lower.

	Byron Shire Council	Micromex Regional Benchmark
Average Importance	79%	77%
Average Satisfaction	69%	78%

### Explaining the 4 quadrants (overleaf)

Attributes in the top right quadrant, **MAINTAIN**, such as 'recycling services', 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 'dog exercise areas', 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 'childcare services', are core strengths, but in relative terms they are considered 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.

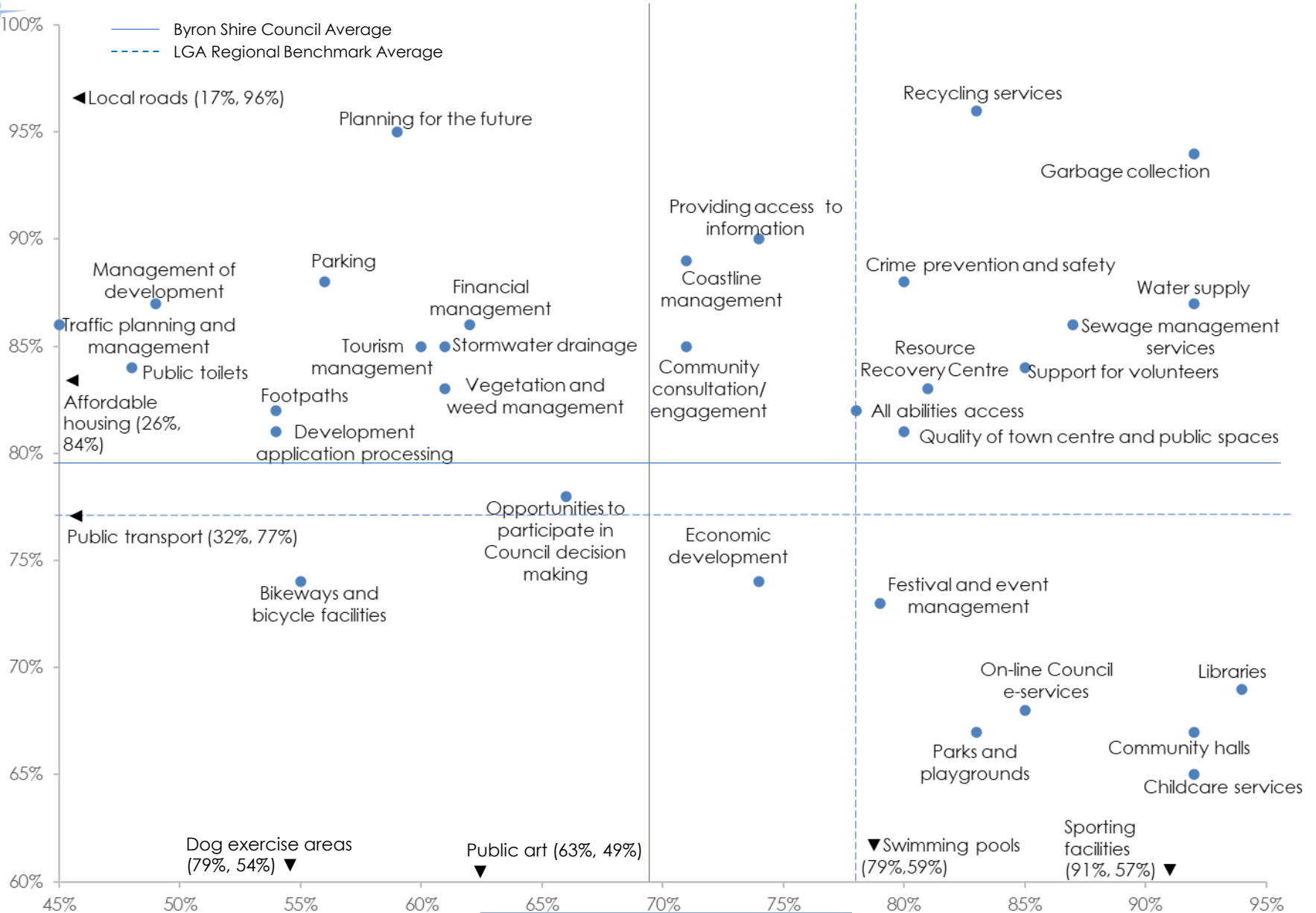
Recommendations based only on stated importance and satisfaction have major limitations, as the actual questionnaire process essentially 'silos' facilities and services as if they are independent variables, when they are in fact all part of the broader community perception of council performance.



**Improve**  
Higher importance, lower satisfaction

**Maintain**  
Higher importance, higher satisfaction

Importance



**Niche**  
Lower importance, lower satisfaction

**Satisfaction**

**Community**  
Lower importance, higher satisfaction

# The Shapley Value Regression

## Step 3. The Shapley Value Regression

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

### Explanation of Analysis

Regression analysis is a statistical tool for investigating relationships between dependent variables and explanatory variables. Using a Shapley regression, a category model was developed. The outcomes demonstrated that increasing resident satisfaction by actioning the priorities they stated as being important would not necessarily positively impact on overall satisfaction.

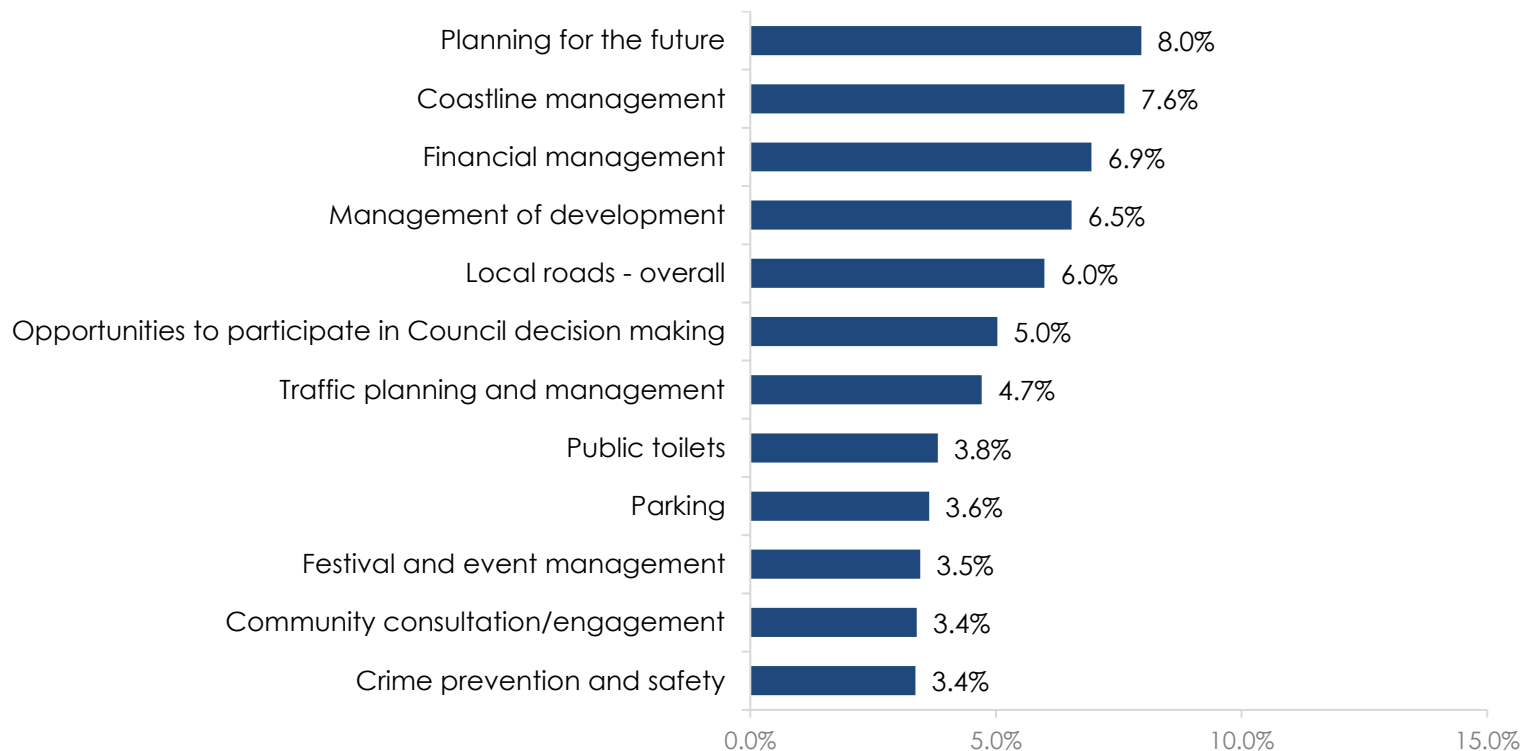
### What Does This Mean?

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 Drivers of Overall Satisfaction with Council

*Dependent variable: 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?*



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

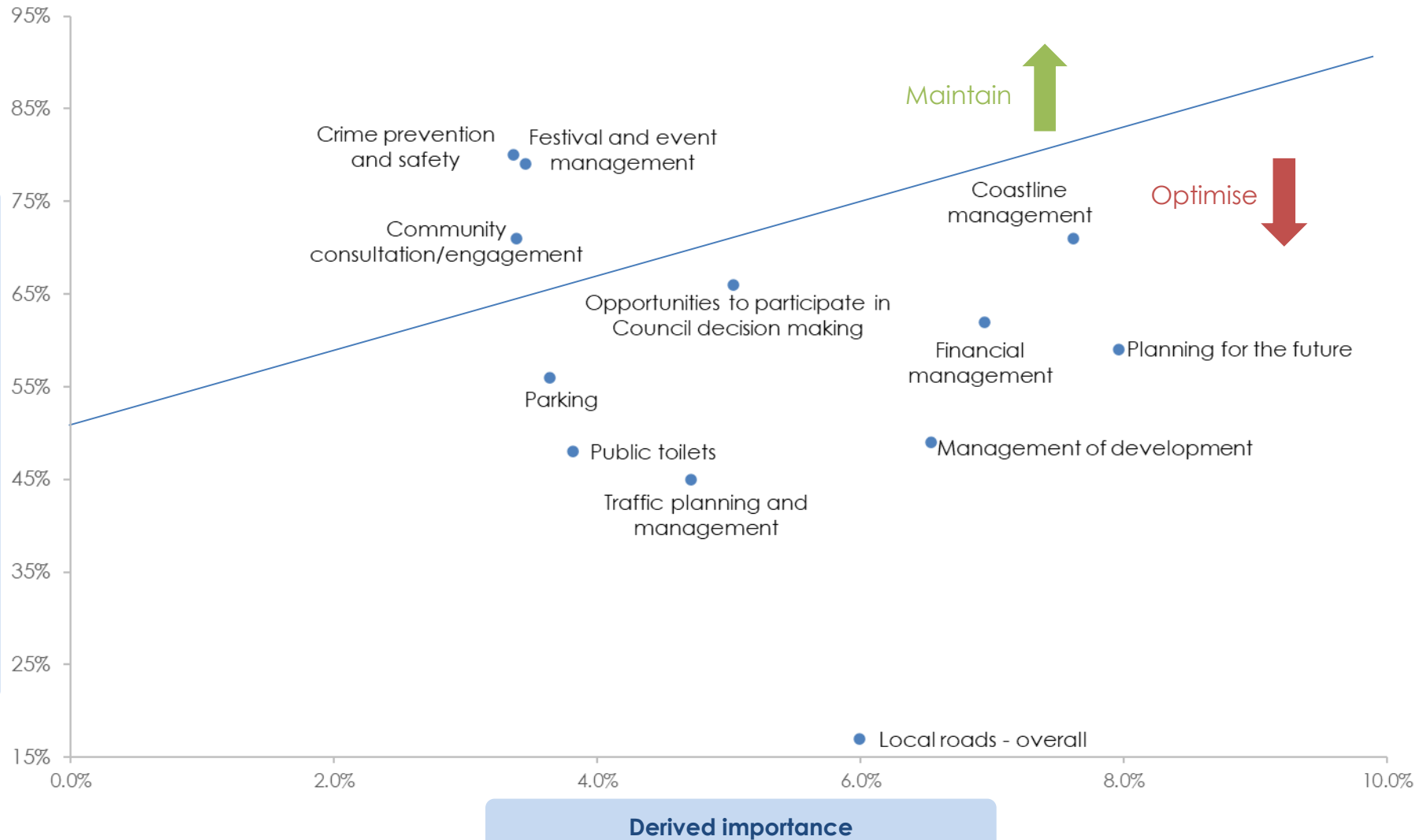
These top 12 services areas (so 31% of the 39 services areas) account for over 60% of the variation in overall satisfaction. Therefore, whilst all 39 services areas are important, only a number of them are key drivers of satisfaction – although if resident satisfaction with them was to suddenly change they may have more immediate impact on satisfaction.

Note: Please see Appendix A for the derived importance of the remaining services areas

**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 3.4% towards overall satisfaction, while 'planning for the future' (8.0%) is a far stronger driver, contributing more than twice as much to overall satisfaction with Council.**

# Mapping Stated Satisfaction and Derived Importance Identifies the Community Priority Areas



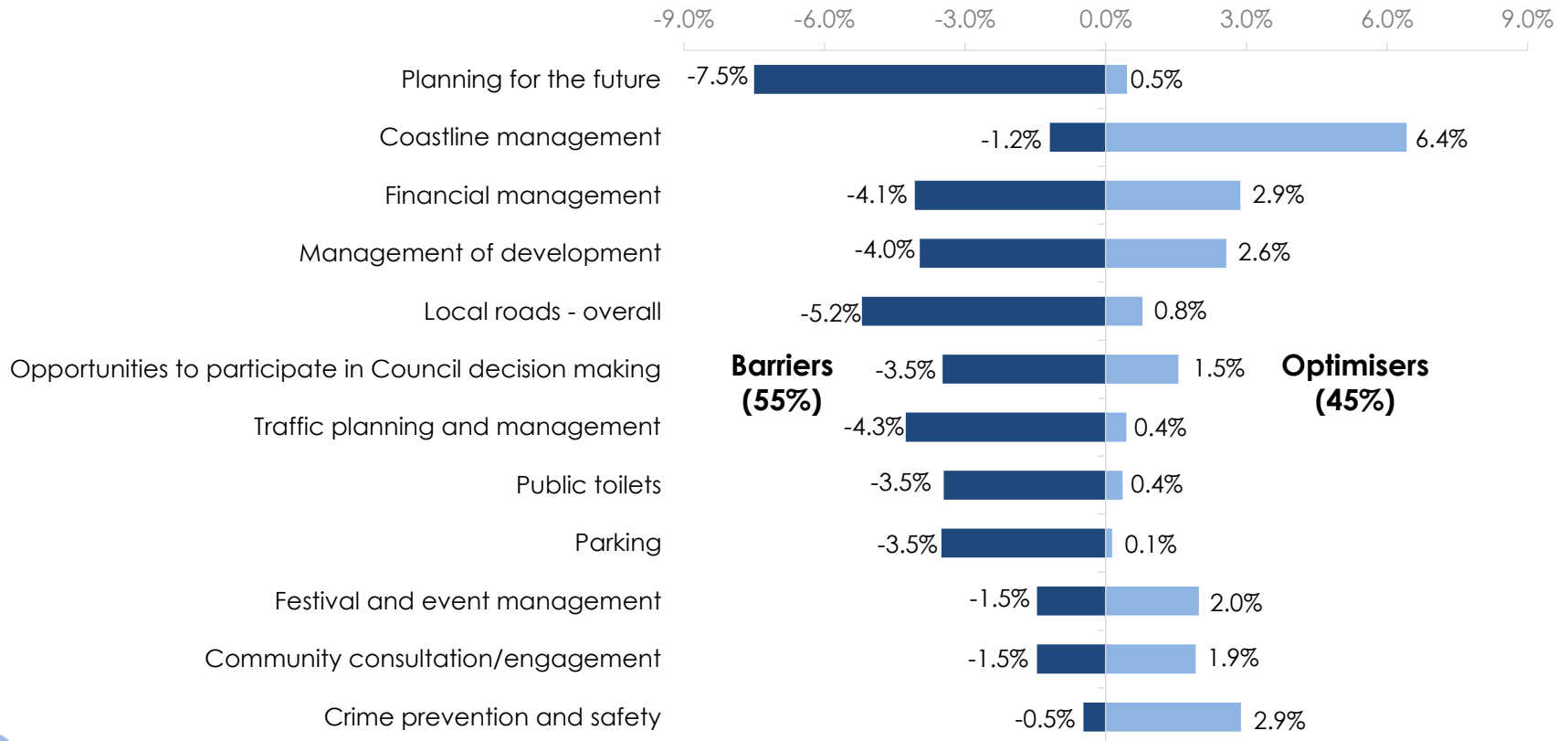
The above chart looks at the relationship between stated satisfaction (top 3 box) and derived importance (Shapley result) to identify the level of contribution of each measure. Any services/facilities below the blue line (shown above) could potentially be benchmarked to target in future research to elevate satisfaction levels in these areas.

# Key Contributors to Barriers/Optimisers

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 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 the overall performance of Council.

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.



Different levers address the different levels of satisfaction across the community



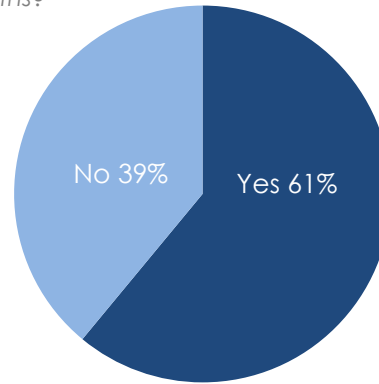
# Customer Service





# Contact with Council

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



Base: N = 408

	2020	2018	Male	Female	16-34	35-49	50-64	65+
Yes	61%	68%	62%	60%	32%▼	68%	74%▲	63%
Base	408	400	195	213	92	107	126	84

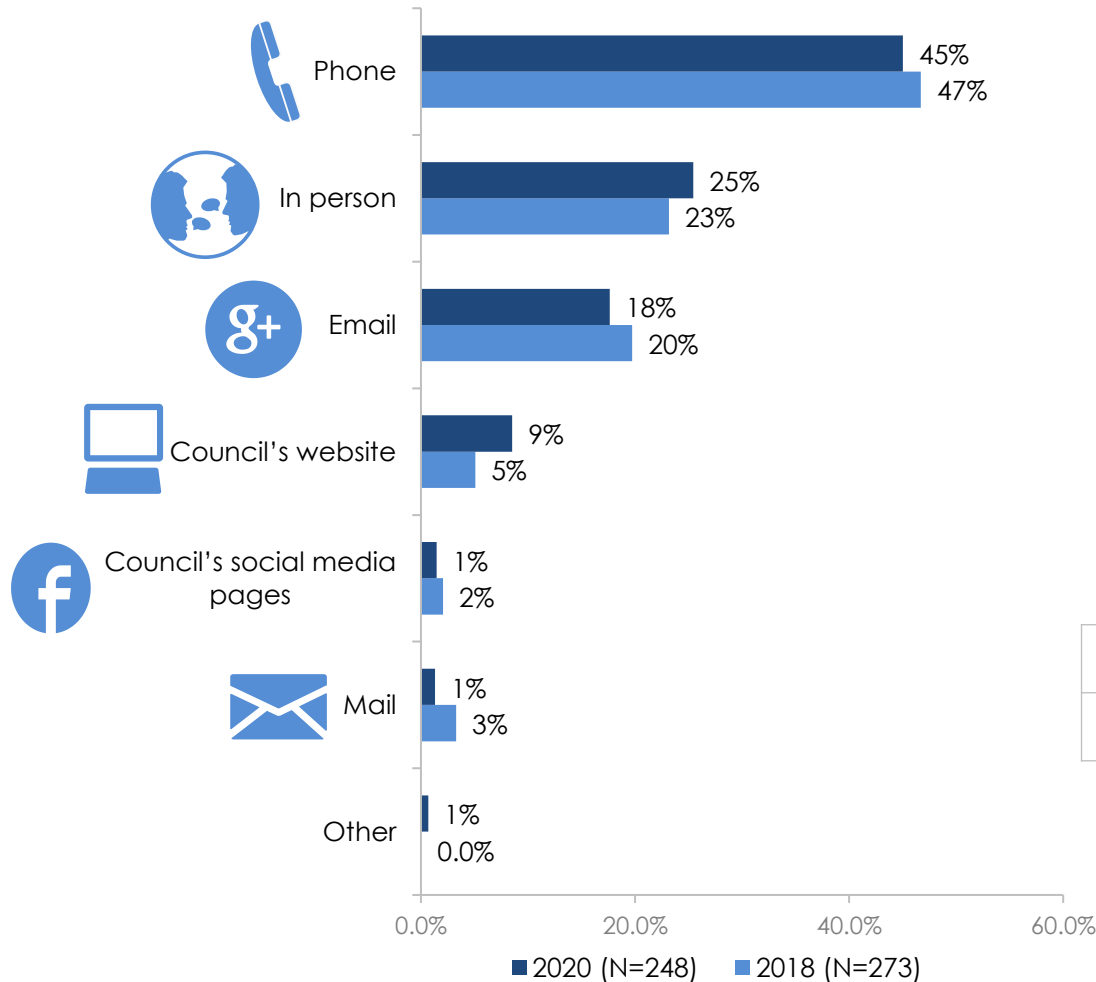
	Byron Bay/Suffolk Park	Bangalow	Mullumbimby	Brunswick Heads/Ocean Shores/New Brighton/South Golden Beach	Rural/Other
Yes	67%	52%	51%	60%	60%
Base	122	20	41	102	122

▲▼ = A significantly higher/lower percentage (by group)

**61% of residents stated they had contacted Council within the last 24 months. The 50-64 age group were significantly more likely to have made contact and the 16-34 age group were significantly less likely.**

# Contact with Council

Q3b. (If yes on Q3a) When you contacted Council was it by:



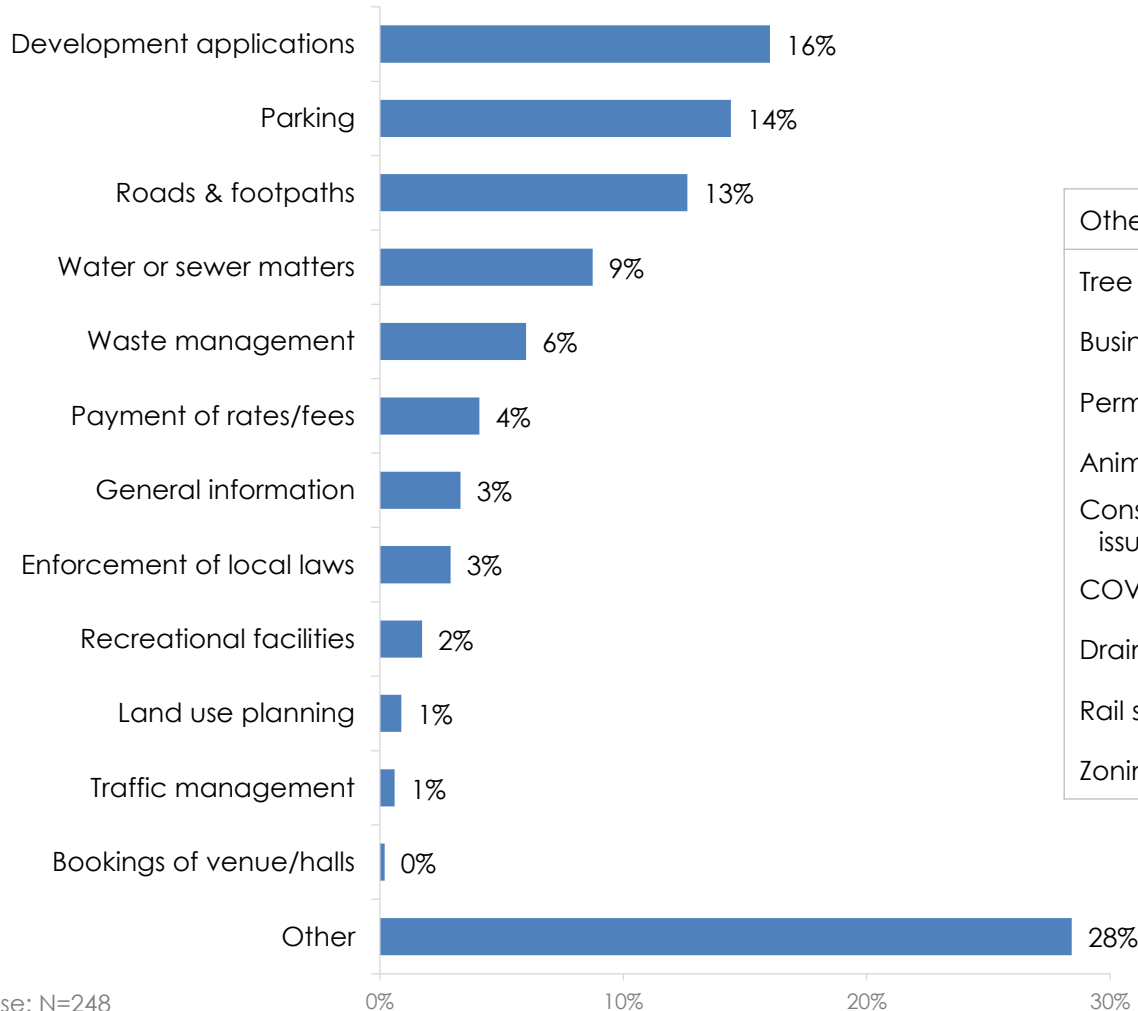
Other (specified)	Count
Snap Send Solve	1

Note: Please see Appendix A for results by demographics

Phone continues to be the preferred method of contacting Council. The number of people using Council's website as their method of contact has increased since 2018. Those in the 16-34 age group were more likely to use Council's social media pages, and those aged 65+ were more likely to use mail. Those in the Byron Bay/Suffolk Park area were significantly less likely to make contact in person.

# Reasons for Contacting with Council

Q3c. (If yes on Q3a) Thinking of the last time you contacted Council, what did you contact Council about?



Other specified	Count
Tree maintenance	11
Business enquiry	4
Permits	4
Animal control/pound	3
Construction/development issues/building enquiries	3
COVID-19	3
Drainage issues	3
Rail study/transport survey	3
Zoning/subdivision	3

Base: N=248

\*Brunswick Heads region includes: Brunswick Heads, Ocean Shores, New Brighton and South Golden Beach

Please see Appendix A for results by demographics, and full list of 'other specified' responses

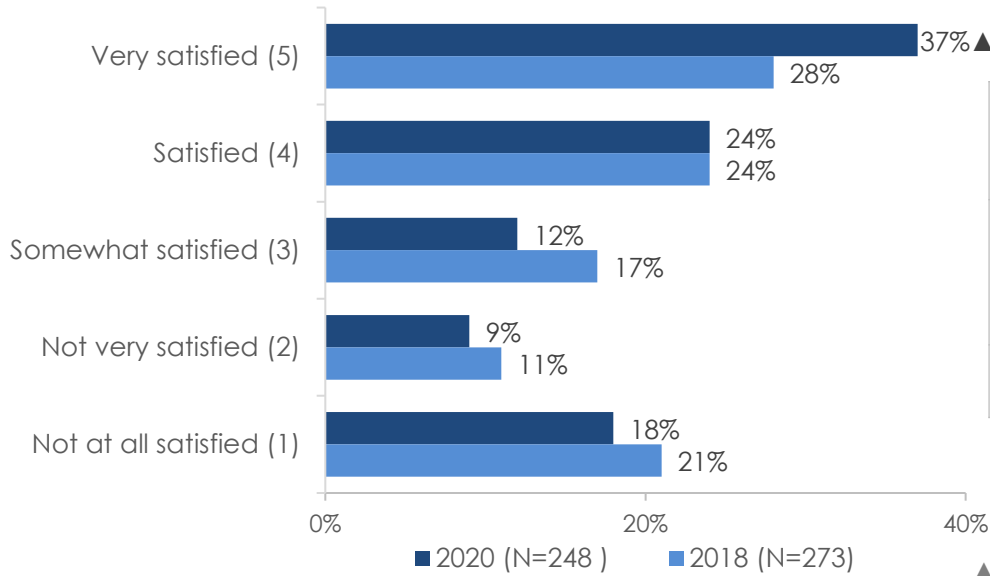
**For those that had made contact with Council, 'development applications' (16%) and 'parking' (14%) were the most common reasons for contact. Those aged 65+ were significantly more likely to make contact about waste and traffic management, and males were more likely to make contact about roads and footpaths. Those in Byron Bay/Suffolk Park were more likely to contact Council about 'parking' and those in rural/other areas were more likely to contact about development applications. Residents in the Brunswick Heads\* region were significantly more likely to make contact about water or sewer matters.**

# Satisfaction with Contact

Q3d. (If yes on Q3a) How satisfied were you with the way your contact was handled?

	Overall 2020	Overall 2018	Male	Female	16-34	35-49	50-64	65+
Mean ratings	3.52	3.26	3.34	3.69	3.78	3.72	3.34	3.43
Base	248	273	120	128	30	73	93	53

	Byron Bay/Suffolk Park	Bangalow	Mullumbimby	Brunswick Heads/Ocean Shores/New Brighton/South Golden Beach	Rural/Other
Mean ratings	3.52	4.02	3.19	3.52	3.55
Base	83	11	21	61	73



	Byron Shire Council	Micromex LGA Benchmark
Mean rating	3.52	3.77
T3 Box	73%	80%
Base	248	23,641

▲ ▼ = A significantly higher/lower level percentage (compared to 2018)

**73% of those that had contacted Council were at least somewhat satisfied with the way their contact was handled, an increase from 2018. This result is below the Micromex LGA benchmark score.**

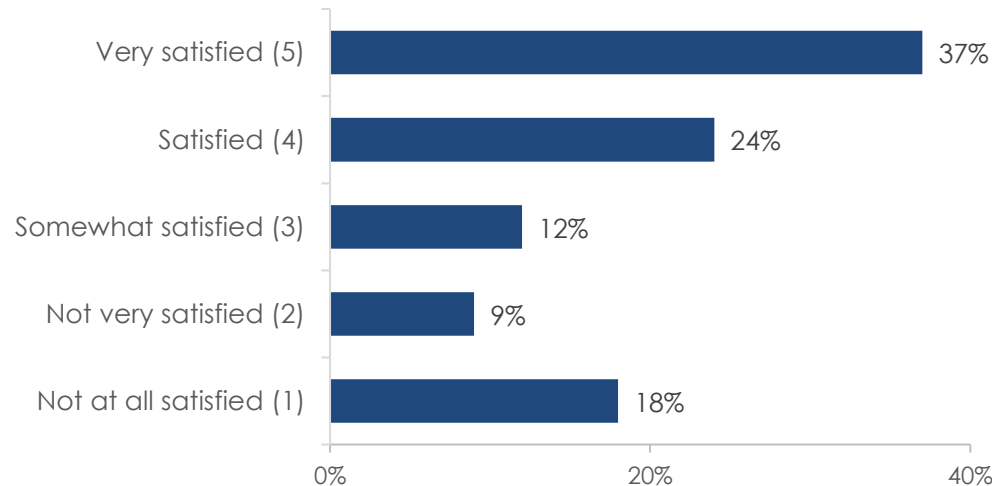
# Satisfaction with Contact

Q3d. (If yes on Q3a) How satisfied were you with the way your contact was handled?

## Satisfaction by Method of Contact and Reason for Contact

	Overall 2020	Overall 2018	Council's Website	Phone	Email	In person
Mean rating	3.52	3.26	3.99	3.35	3.49	3.69
Base	248	273	21	112	44	63

	Development applications	Parking	Roads & footpaths	Water or sewer matters	Waste Management	Payment of rates/fees	General Information
Mean rating	3.50	4.21 ▲	2.79 ▼	3.24	3.60	4.04	3.61
Base	40	36	31	22	15	10	8*



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

\*Caution: Low base size

Base: N=248

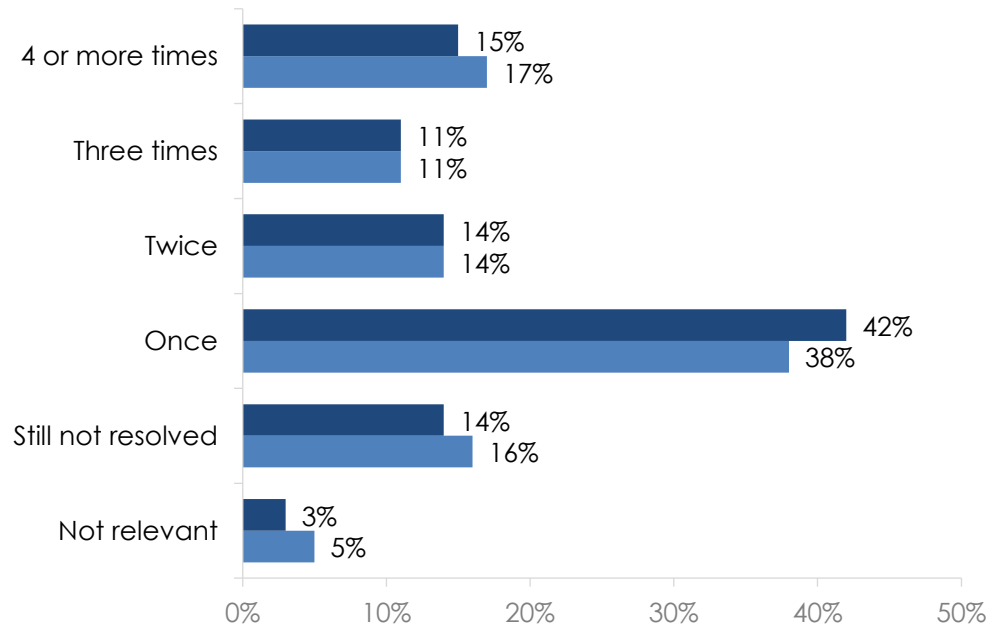
▲ ▼ = A significantly higher/lower level of satisfaction (by group)

Although not significant, those who made contact via Council's website demonstrated higher levels of satisfaction with the way their contact was handled. Those who made contact for reasons related to 'parking' demonstrated significantly higher levels of satisfaction, and those who made contact regarding 'roads & footpaths' were significantly less satisfied with the way their contact was handled.

# Resolution of the Issue

Q3e. (If yes on Q3a) How many times were you in contact with Council to resolve the issue?

	Overall 2020	Overall 2018	Council's website	Council's social media	Phone	Email	In person	Mail
Average number of contacts	2.2	2.3	1.4▼	1.0▼	2.3	2.2	2.3	1.0▼
Base	205	217	18	4*	91	33	57	2*



Note: 'Still not resolved' and 'not relevant' were not included in the mean calculation of number of contacts. Please see Appendix A for results by demographics

■ 2020 (N=248) ■ 2018 (N=273)

▲ ▼ = A significantly higher/lower number of contacts  
\*Caution – low base size

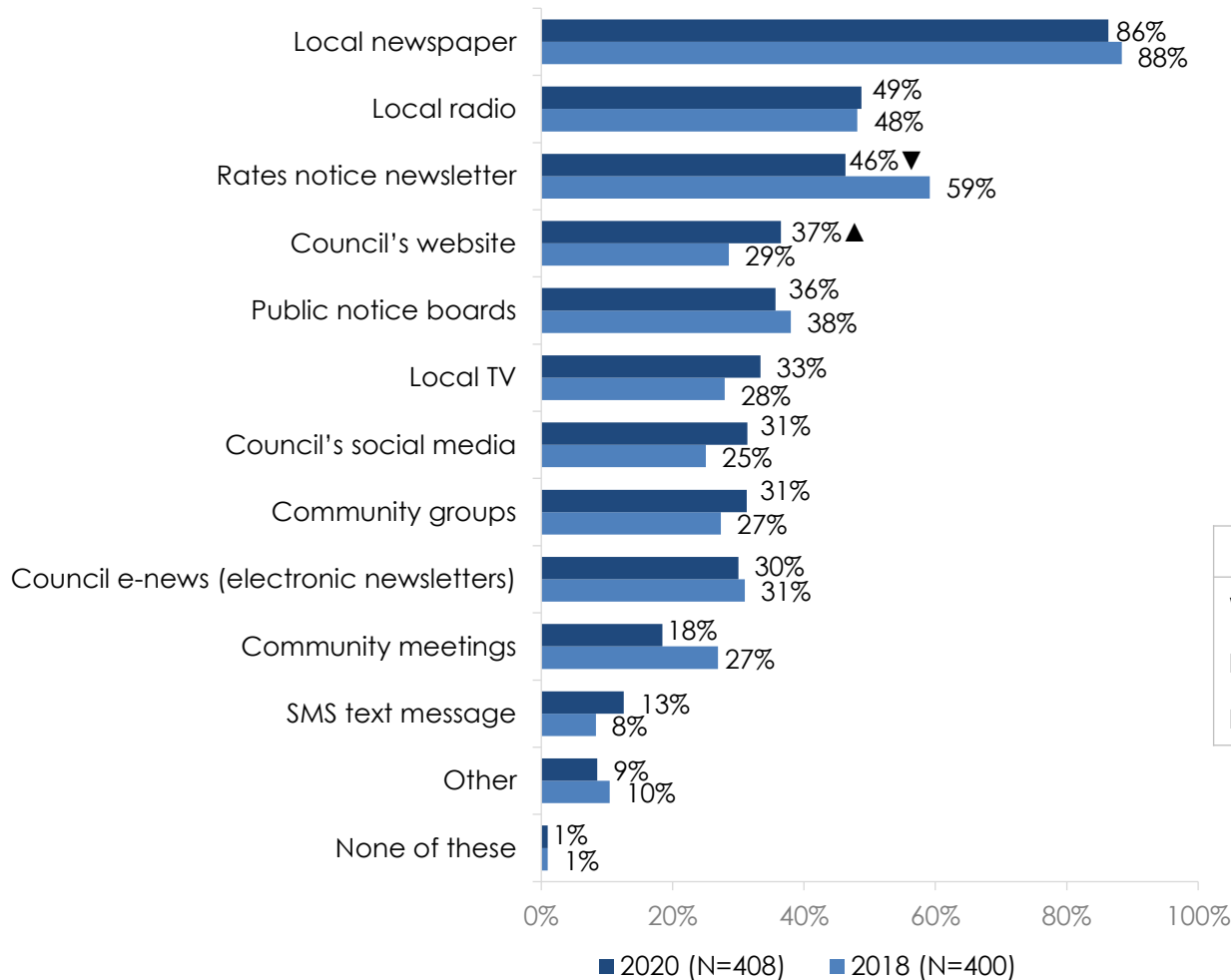
**42% of those who had contacted Council had their issue resolved after the first contact. The average number of contacts required overall was 2.2. Those that made contact via Council's website required significantly fewer contacts to resolve their issue. Those in the 65+ age group were significantly more likely to suggest their issue was still not resolved.**

# Information Distribution



# Keeping Informed of Council News and Activities

Q4a. How do you currently get informed of general Council news and events?



Other (specified)	Count
Word of mouth	25
Email	8
Direct mail	2

Note: Please see Appendix A for results by demographics

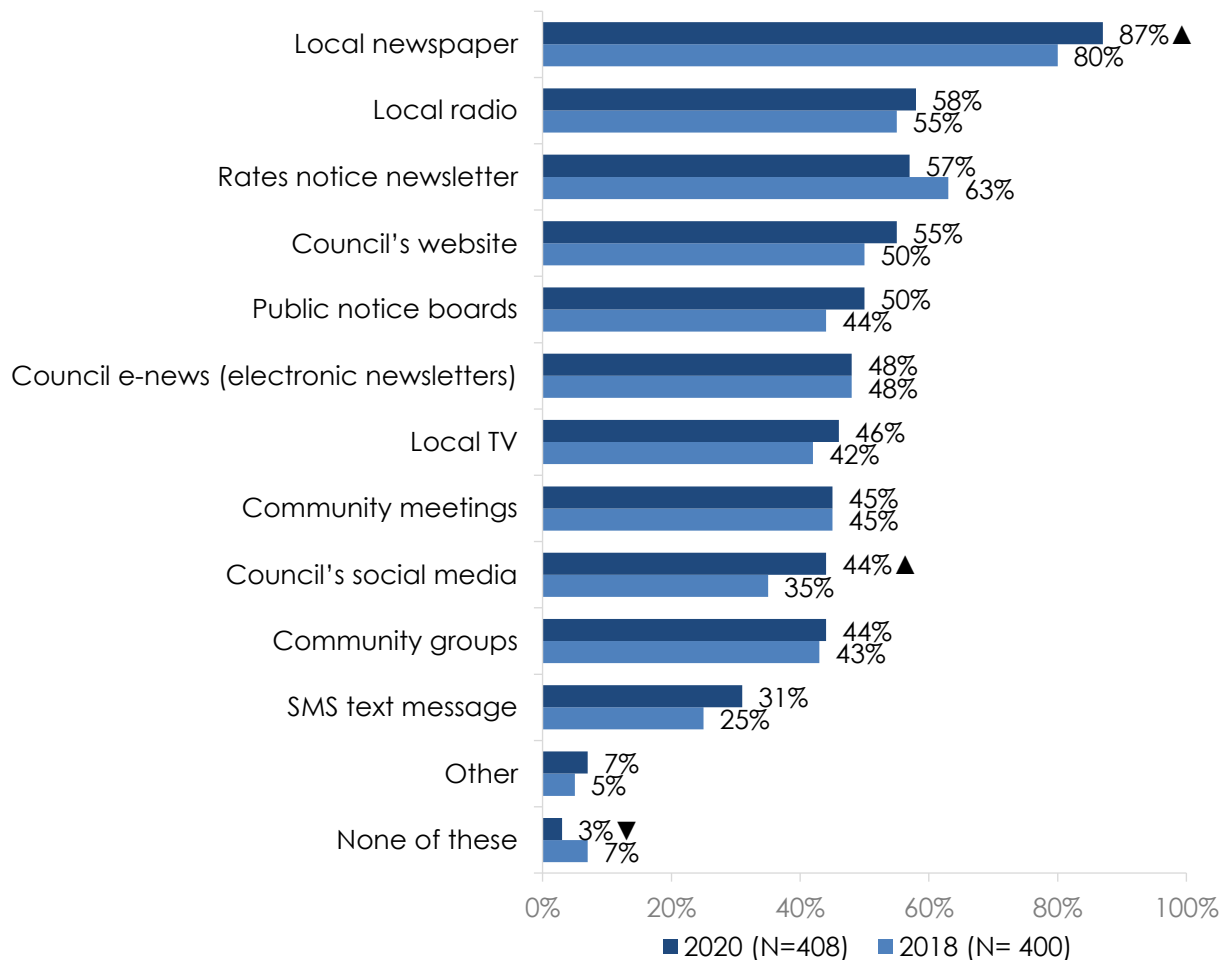
▲ ▼ = A significantly higher/lower percentage (compared to 2018)

**The local newspaper continues to be the most common method of being informed of general Council news and events. Local radio (49%), and rates notice newsletters (46%) are also common methods, although residents in 2020 were significantly less likely to select the 'rates notice newsletter' option. The number of people using the Council website to stay informed has significantly increased since 2018.**



# 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 events?



Other (specified)	Count
Emails	14
Letters in the mail	5
Word of mouth	2
App	2
Telephone	2
In person	1
Pamphlet with rates notice	1
Public committees	1

Note: Please see Appendix A for results by demographics

▲ ▼ = A significantly higher/lower percentage (compared to 2018)

**87% of residents suggested local newspapers as their preferred method of being informed of future Council news and events. Females were significantly more likely to prefer local newspapers and Council's social media as a way of being informed. The 65+ age group were more likely to prefer being informed via rates notice newsletters.**

# Importance of, and Satisfaction with, Council Services & Facilities



# Service Areas

A core element of this community survey was the rating of 39 facilities/services in terms of Importance and Satisfaction. Each of the 39 facilities/services were grouped into service areas as detailed below:

Community Services
Childcare services
Support for volunteers
All abilities access
Crime prevention and safety
Affordable housing

Community facilities/spaces
Parks and playgrounds
Sporting facilities
Libraries
Community halls
Quality of town centre and public spaces
Swimming pools
Dog exercise areas
Public toilets
Public art

Infrastructure
Local roads – overall
Parking
Bikeways and bicycle facilities
Public transport
Footpaths
Traffic planning and management
Garbage collection
Recycling services
Sewerage management services
Water supply
Stormwater drainage

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

## An Explanation

The following pages detail the Shapley findings for each service area, make comparisons to the Micromex LGA Benchmark and identify the stated importance and satisfaction ratings by key demographics.

### Importance

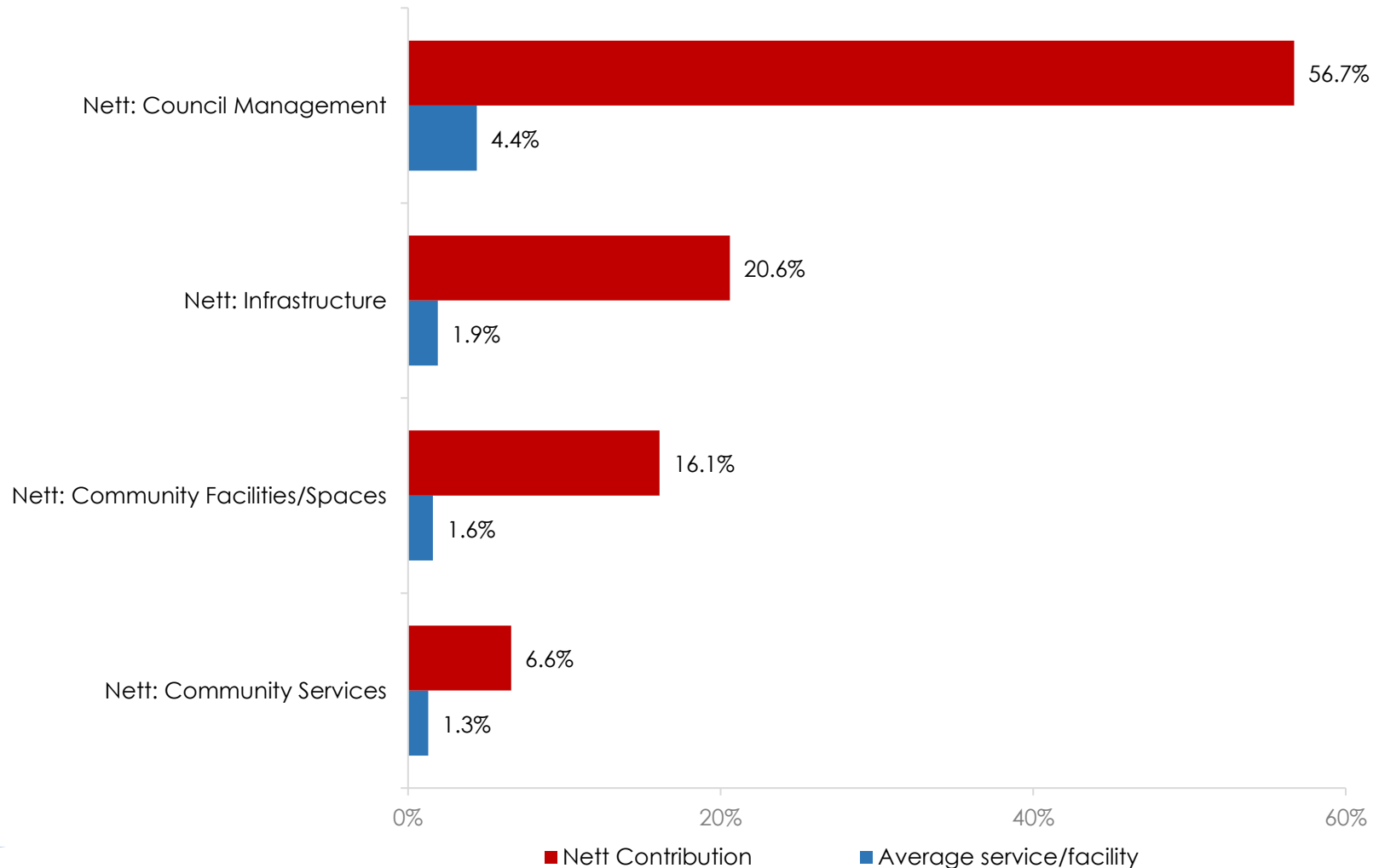
For the stated importance ratings, residents were asked to rate how important each of the criteria was to them, on a scale of 1 to 5.

### 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.

# Contribution to Overall Satisfaction with Council's Performance

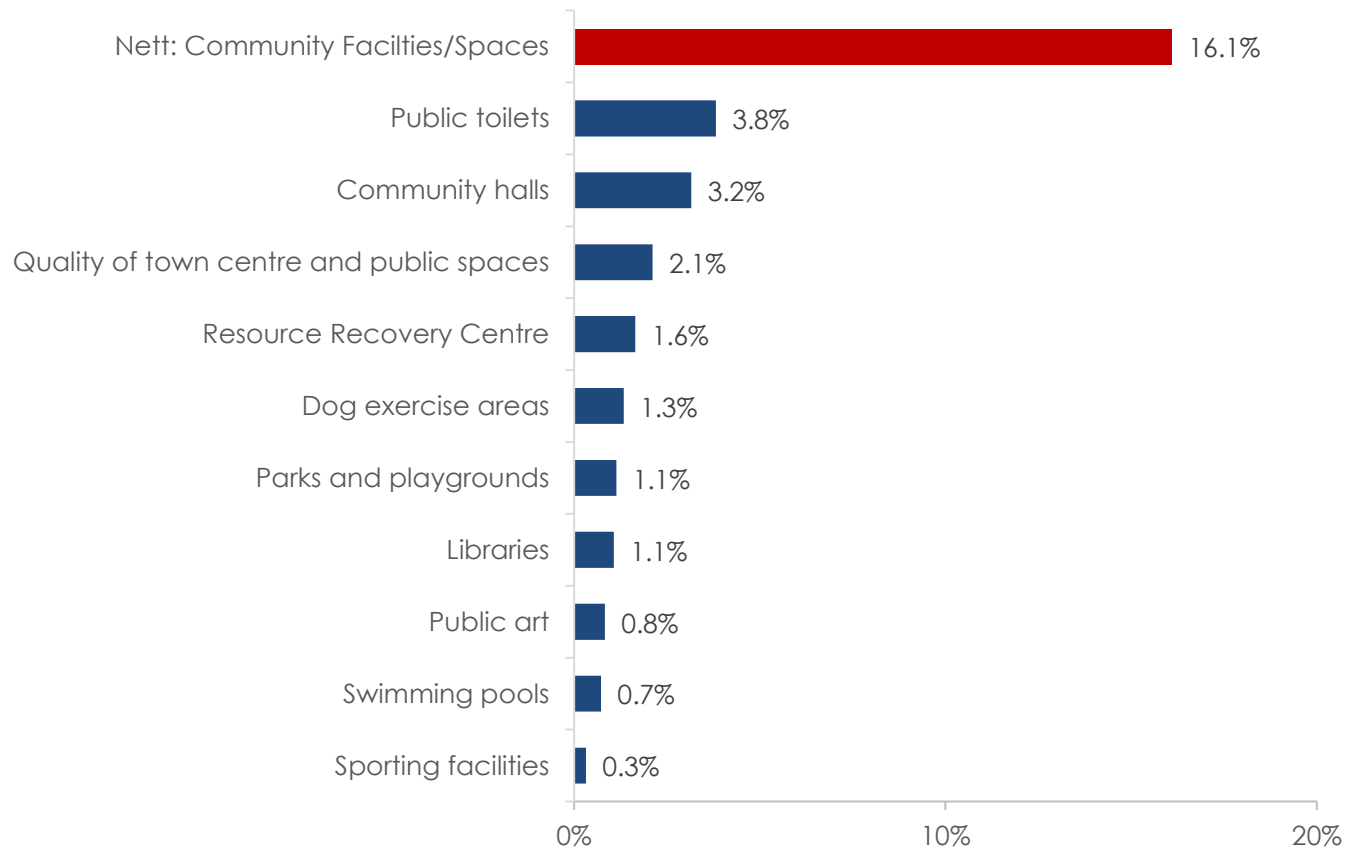
By combining the outcomes of the regression data, we can identify the derived importance of the different Nett Priority Areas. 'Council Management' (57%) is the key contributor toward overall satisfaction with Council's performance, and each of the services/facilities grouped under this area averages 4.4%.



# Service Area 1: Community Facilities/Spaces

Shapley Regression

Contributes to Over 16% of Overall Satisfaction with Council



# Service Area 1: Community Facilities/Spaces

## Hierarchy of Services/Facilities – Importance

Service/Facility (Ranked high – low)	Importance	LGA Benchmark
Public toilets	84%	82%
Resource Recovery Centre	83%	78%
Quality of town centre and public spaces	81%	80%
Libraries	69%	70%
Parks and playgrounds	67%	83%
Community halls	67%	67%
Swimming pools	59%	70%
Sporting facilities	57%	76%
Dog exercise areas	54%	46%
Public art	49%	58%

Within the 'Community Facilities/Spaces' service area, in terms of importance, 'public toilets' is considered to be the most important, whilst 'public art' is the facility of least relative importance.

# Service Area 1: Community Facilities/Spaces

## Importance Mean Scores by Key Demographics

	Overall	Male	Female	16-34	35-49	50-64	65+
Parks and playgrounds	3.89	3.71	4.06	3.87	4.12	3.75	3.84
Sporting facilities	3.57	3.45	3.68	3.65	3.89	3.40	3.32
Libraries	3.95	3.64	4.24	3.64	4.06	4.02	4.07
Community halls	3.88	3.70	4.04	3.70	3.98	3.94	3.84
Quality of town centre and public spaces	4.28	4.15	4.40	4.41	4.42	4.16	4.15
Swimming pools	3.65	3.38	3.89	3.30	4.05	3.60	3.59
Dog exercise areas	3.39	3.25	3.52	3.36	3.44	3.36	3.41
Public toilets	4.35	4.15	4.53	4.11	4.56	4.41	4.26
Public art	3.36	3.10	3.60	3.41	3.46	3.35	3.22
Resource Recovery Centre	4.32	4.27	4.37	4.13	4.38	4.55	4.12

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



# Service Area 1: Community Facilities/Spaces

## Importance Mean Scores by Key Demographics

	Byron Bay/Suffolk Park	Bangalow	Mullumbimby	Brunswick Heads/Ocean Shores/New Brighton/South Golden Beach	Rural/other
Parks and playgrounds	4.05	3.53	3.91	4.05	3.66
Sporting facilities	3.71	3.51	3.90	3.72	3.20
Libraries	3.96	3.87	4.30	3.97	3.83
Community halls	3.74	3.90	3.92	3.92	3.97
Quality of town centre and public spaces	4.38	3.97	4.53	4.14	4.27
Swimming pools	3.76	3.67	3.97	3.67	3.40
Dog exercise areas	3.59	3.72	3.58	3.54	2.96
Public toilets	4.25	4.29	4.30	4.49	4.36
Public art	3.33	3.20	3.49	3.37	3.38
Resource Recovery Centre	4.13	4.58	4.36	4.26	4.52

Scale: 1 = not at all important, 5 = very important  
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	7%	8%	18%	23%	44%	408
Sporting facilities	11%	10%	22%	26%	31%	408
Libraries	7%	7%	17%	22%	47%	408
Community halls	5%	9%	19%	26%	41%	408
Quality of town centre and public spaces	2%	4%	13%	27%	54%	408
Swimming pools	9%	12%	20%	22%	37%	408
Dog exercise areas	20%	11%	16%	17%	37%	408
Public toilets	4%	3%	8%	22%	62%	408
Public art	14%	11%	26%	24%	25%	408
Resource Recovery Centre	2%	4%	11%	25%	58%	408



# Service Area 1: Community Facilities/Spaces

## Hierarchy of Services/Facilities – Satisfaction

Service/Facility (Ranked high – low)	Satisfaction	LGA Benchmark
Libraries	94%	95%
Community halls	92%	88%
Sporting facilities	91%	90%
Parks and playgrounds	83%	86%
Resource Recovery Centre	81%	78%
Quality of town centre and public spaces	80%	82%
Swimming pools	79%	85%
Dog exercise areas	79%	74%
Public art	63%	91%
Public toilets	48%	70%

In terms of satisfaction, residents are most satisfied with 'libraries' and least satisfied with 'public toilets' within the 'Community Facilities/Spaces' service area.

# Service Area 1: Community Facilities/Spaces

## Satisfaction Mean Scores by Key Demographics

	Overall	Male	Female	16-34	35-49	50-64	65+
Parks and playgrounds	3.43	3.35	3.49	3.46	3.20	3.51	3.61
Sporting facilities	3.59	3.52	3.66	3.59	3.52	3.54	3.83
Libraries	4.18	4.12	4.23	3.73	4.21	4.30	4.37
Community halls	3.84	3.73	3.92	3.61	3.95	3.85	3.92
Quality of town centre and public spaces	3.23	3.20	3.26	3.32	3.21	3.23	3.17
Swimming pools	3.47	3.47	3.46	3.44	3.24	3.61	3.64
Dog exercise areas	3.41	3.28	3.53	3.63	3.52	3.20	3.35
Public toilets	2.49	2.47	2.50	2.70	2.34	2.46	2.50
Public art	2.90	2.92	2.89	2.99	2.68	2.87	3.11
Resource Recovery Centre	3.46	3.39	3.52	3.13	3.53	3.38	3.85

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



# Service Area 1: Community Facilities/Spaces

## Satisfaction Mean Scores by Key Demographics

	Byron Bay/Suffolk Park	Bangalow	Mullumbimby	Brunswick Heads/Ocean Shores/New Brighton/South Golden Beach	Rural/other
Parks and playgrounds	3.59	2.88	3.26	3.46	3.32
Sporting facilities	3.46	3.75	3.57	3.54	3.83
Libraries	4.54	3.50	4.31	3.70	4.34
Community halls	3.79	3.89	4.08	3.77	3.86
Quality of town centre and public spaces	3.15	3.44	3.46	3.30	3.15
Swimming pools	3.33	2.62	4.04	3.46	3.53
Dog exercise areas	3.64	3.63	3.25	3.38	3.14
Public toilets	2.80	2.67	2.01	2.60	2.20
Public art	3.14	2.68	3.03	2.98	2.60
Resource Recovery Centre	3.46	3.56	3.38	3.35	3.55

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



# Service Area 1: Community Facilities/Spaces

## Detailed Overall Response for Satisfaction

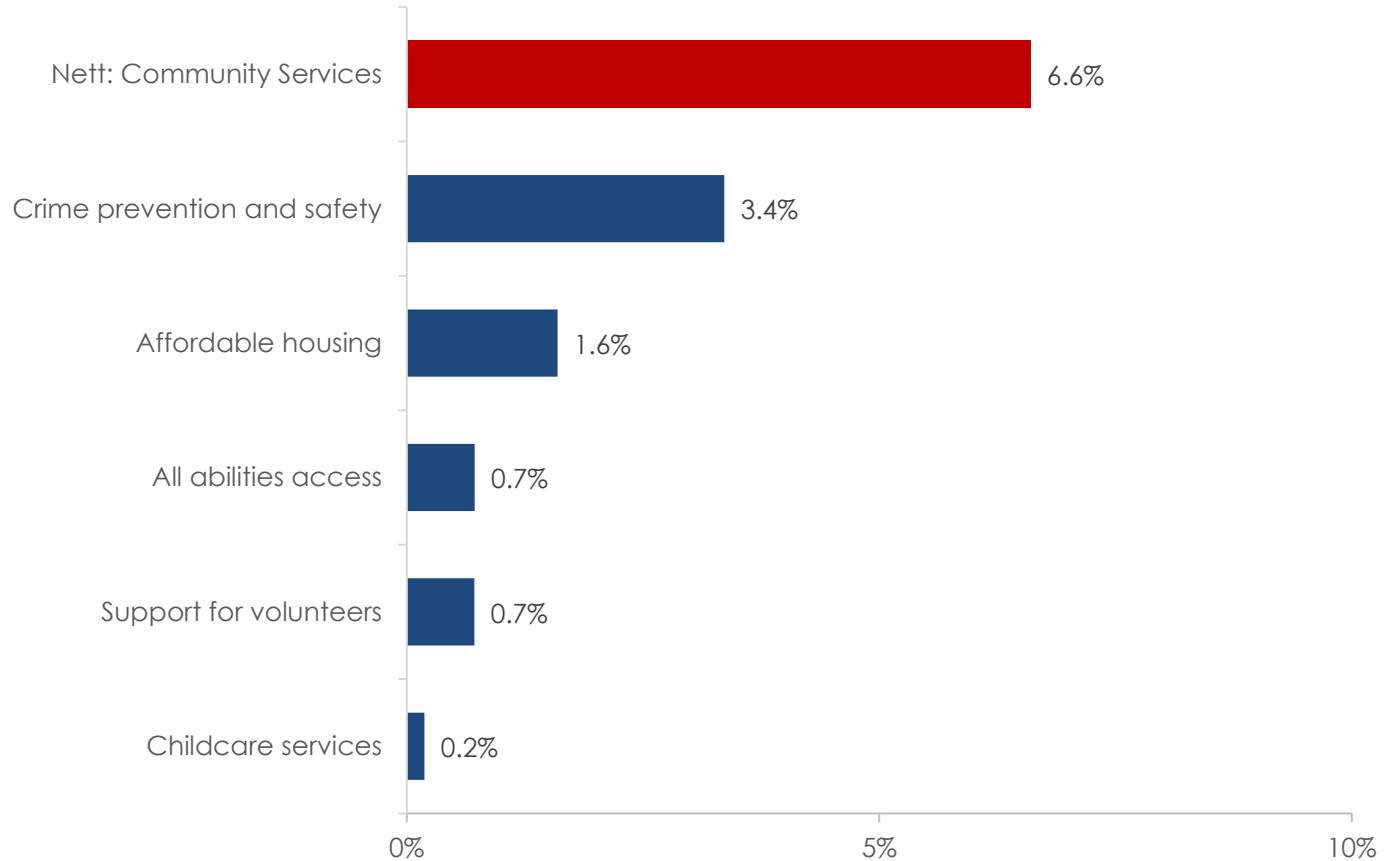
	Not at all satisfied	Not very satisfied	Somewhat satisfied	Satisfied	Very satisfied	Base
Parks and playgrounds	5%	12%	33%	35%	15%	272
Sporting facilities	3%	6%	35%	41%	15%	231
Libraries	2%	3%	13%	37%	44%	276
Community halls	2%	7%	24%	41%	27%	271
Quality of town centre and public spaces	5%	15%	40%	32%	8%	330
Swimming pools	10%	12%	21%	37%	21%	234
Dog exercise areas	10%	10%	29%	29%	21%	213
Public toilets	23%	29%	29%	15%	4%	339
Public art	9%	28%	34%	22%	7%	200
Resource Recovery Centre	6%	13%	29%	33%	19%	325



# Service Area 2: Community Services

Shapley Regression

Contributes to Over 5% of Overall Satisfaction with Council



# Service Area 2: Community Services

## Hierarchy of Services/Facilities – Importance

Service/Facility (Ranked high – low)	Importance	LGA Benchmark
Crime prevention and safety	88%	90%
Affordable housing	84%	75%
Support for volunteers	84%	79%
All abilities access	82%	80%
Childcare services	65%	60%

Within the 'Community Services' service area, in terms of importance, 'crime prevention and safety' is considered to be the most important, whilst 'childcare services' is the facility of least relative importance.

# Service Area 2: Community Services

## Importance Mean Scores by Key Demographics

	Overall	Male	Female	16-34	35-49	50-64	65+
Childcare services	3.71	3.64	3.78	4.31	4.01	3.27	3.33
Support for volunteers	4.36	4.13	4.56	4.28	4.41	4.39	4.32
All abilities access	4.31	4.25	4.37	4.33	4.53	4.18	4.21
Crime prevention and safety	4.48	4.32	4.63	4.54	4.46	4.40	4.56
Affordable housing	4.36	4.23	4.48	4.63	4.55	4.15	4.13

	Byron Bay/Suffolk Park	Bangalow	Mullumbimby	Brunswick Heads/Ocean Shores/New Brighton/South Golden Beach	Rural/other
Childcare services	3.73	3.67	4.14	3.83	3.45
Support for volunteers	4.30	4.41	4.36	4.45	4.32
All abilities access	4.15	4.52	4.42	4.46	4.28
Crime prevention and safety	4.74	4.08	4.46	4.42	4.34
Affordable housing	4.22	4.53	4.51	4.55	4.26

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





# Service Area 2: Community Services

## Detailed Overall Response for Importance

	Not at all important	Not very important	Somewhat important	Important	Very important	Base
Childcare services	19%	6%	10%	15%	50%	408
Support for volunteers	3%	2%	10%	25%	59%	408
All abilities access	4%	3%	11%	21%	61%	408
Crime prevention and safety	2%	3%	7%	21%	67%	408
Affordable housing	6%	4%	7%	16%	68%	408



# Service Area 2: Community Services

## Hierarchy of Services/Facilities – Satisfaction

Service/Facility (Ranked high – low)	Satisfaction	LGA Benchmark
Childcare services	92%	86%
Support for volunteers	85%	86%
Crime prevention and safety	80%	82%
All abilities access	78%	80%
Affordable housing	26%	47%

In terms of satisfaction, residents are most satisfied with 'childcare services' and least satisfied with 'affordable housing' within the 'Community Services' service area.

# Service Area 2: Community Services

## Satisfaction Mean Scores by Key Demographics

	Overall	Male	Female	16-34	35-49	50-64	65+
Childcare services	3.72	3.62	3.81	3.71	3.75	3.61	3.89
Support for volunteers	3.49	3.56	3.43	3.54	3.34	3.47	3.63
All abilities access	3.22	3.31	3.14	3.26	3.18	3.10	3.39
Crime prevention and safety	3.33	3.32	3.33	3.49	3.08	3.33	3.44
Affordable housing	1.90	1.86	1.92	1.72	1.74	2.07	2.11

	Byron Bay/Suffolk Park	Bangalow	Mullumbimby	Brunswick Heads/Ocean Shores/New Brighton/South Golden Beach	Rural/other
Childcare services	3.58	4.10	4.21	3.62	3.69
Support for volunteers	3.59	3.42	3.51	3.44	3.45
All abilities access	3.18	3.26	3.21	3.16	3.31
Crime prevention and safety	3.31	3.29	3.45	3.36	3.27
Affordable housing	1.91	2.03	1.79	1.92	1.87

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



# Service Area 2: Community Services

## Detailed Overall Response for Satisfaction

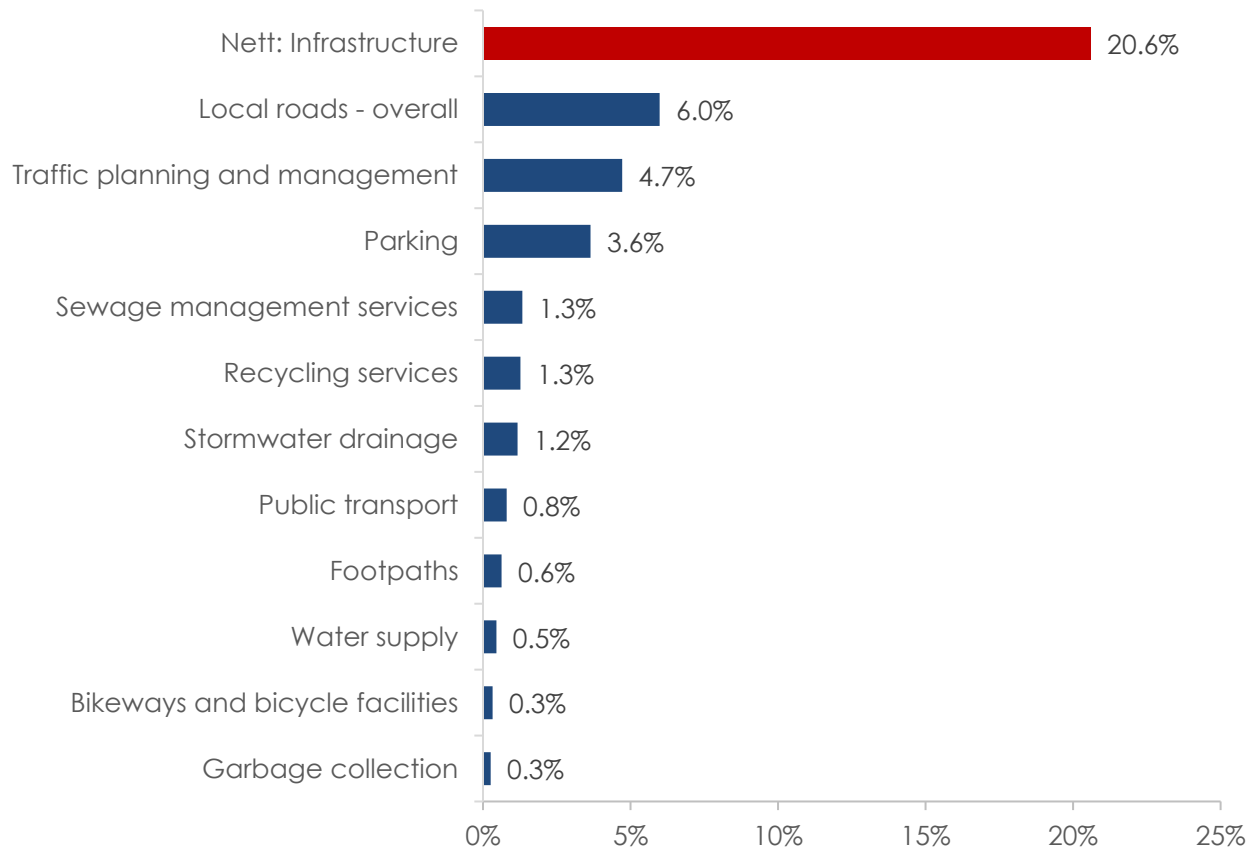
	Not at all satisfied	Not very satisfied	Somewhat satisfied	Satisfied	Very satisfied	Base
Childcare services	4%	4%	32%	37%	23%	219
Support for volunteers	2%	12%	36%	33%	16%	297
All abilities access	5%	18%	38%	31%	9%	305
Crime prevention and safety	5%	15%	37%	27%	16%	352
Affordable housing	43%	32%	21%	4%	1%	333



# Service Area 3: Infrastructure

Shapley Regression

Contributes to Over 20% of Overall Satisfaction with Council



# Service Area 3: Infrastructure

## Hierarchy of Services/Facilities – Importance

Service/Facility (Ranked high – low)	Importance	LGA Benchmark
Local roads - overall	96%	93%
Recycling services	96%	90%
Garbage collection	94%	92%
Parking	88%	82%
Water supply	87%	87%
Sewage management services	86%	80%
Traffic planning and management	86%	86%
Stormwater drainage	85%	81%
Footpaths	82%	81%
Public transport	77%	70%
Bikeways and bicycle facilities	74%	64%

Within the 'Infrastructure' service area, in terms of importance, 'local roads – overall' and 'recycling services' are considered to be the most important, whilst bikeways and bicycle facilities' is the facility of least relative importance.

# Service Area 3: Infrastructure

## Importance Mean Scores by Key Demographics

	Overall	Male	Female	16-34	35-49	50-64	65+
Local roads - overall	4.72	4.68	4.77	4.72	4.78	4.71	4.69
Parking	4.38	4.30	4.44	4.53	4.50	4.22	4.28
Bikeways and bicycle facilities	4.07	3.94	4.18	4.12	4.22	4.17	3.66
Public transport	4.17	4.02	4.30	4.25	4.28	4.09	4.06
Footpaths	4.31	4.10	4.50	4.26	4.32	4.29	4.38
Traffic planning and management	4.40	4.43	4.38	4.28	4.38	4.49	4.44
Garbage collection	4.69	4.56	4.80	4.62	4.71	4.69	4.74
Recycling services	4.74	4.64	4.82	4.76	4.81	4.72	4.64
Sewage management services	4.41	4.31	4.51	4.48	4.52	4.33	4.34
Water supply	4.50	4.43	4.57	4.67	4.59	4.37	4.42
Stormwater drainage	4.41	4.31	4.50	4.36	4.54	4.34	4.40

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



# Service Area 3: Infrastructure

## Importance Mean Scores by Key Demographics

	Byron Bay/Suffolk Park	Bangalow	Mullumbimby	Brunswick Heads/Ocean Shores/New Brighton/South Golden Beach	Rural/other
Local roads - overall	4.70	4.56	4.68	4.70	4.82
Parking	4.45	4.20	4.35	4.37	4.34
Bikeways and bicycle facilities	4.19	3.68	4.20	4.17	3.88
Public transport	4.10	4.35	4.31	4.44	3.92
Footpaths	4.57	4.09	4.25	4.39	4.05
Traffic planning and management	4.57	4.36	4.23	4.24	4.44
Garbage collection	4.79	4.60	4.68	4.74	4.56
Recycling services	4.64	4.86	4.72	4.80	4.75
Sewage management services	4.69	4.24	4.65	4.75	3.82
Water supply	4.84	4.47	4.76	4.84	3.81
Stormwater drainage	4.73	4.20	4.46	4.67	3.89

Scale: 1 = not at all important, 5 = very important  
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	1%	<1%	3%	17%	79%	408
Parking	2%	2%	9%	31%	57%	408
Bikeways and bicycle facilities	6%	5%	16%	25%	49%	408
Public transport	7%	5%	11%	18%	59%	408
Footpaths	3%	3%	12%	24%	58%	408
Traffic planning and management	2%	3%	9%	25%	61%	408
Garbage collection	<1%	1%	5%	17%	77%	408
Recycling services	1%	<1%	2%	16%	80%	408
Sewage management services	7%	2%	5%	14%	72%	408
Water supply	7%	1%	4%	8%	79%	408
Stormwater drainage	5%	2%	8%	18%	67%	408



# Service Area 3: Infrastructure

## Hierarchy of Services/Facilities – Satisfaction

Service/Facility (Ranked high – low)	Satisfaction	LGA Benchmark
Garbage collection	92%	88%
Water supply	92%	87%
Sewage management services	87%	91%
Recycling services	83%	89%
Stormwater drainage	61%	78%
Parking	56%	69%
Bikeways and bicycle facilities	55%	71%
Footpaths	54%	67%
Traffic planning and management	45%	66%
Public transport	32%	62%
Local roads - overall	17%	58%

In terms of satisfaction, residents are most satisfied with 'garbage collection' and 'water supply' and least satisfied with 'local roads - overall' within the 'Infrastructure' service area.

# Service Area 3: Infrastructure

## Satisfaction Mean Scores by Key Demographics

	Overall	Male	Female	16-34	35-49	50-64	65+
Local roads - overall	1.69	1.69	1.69	1.69	1.70	1.65	1.73
Parking	2.62	2.59	2.65	2.44	2.58	2.78	2.66
Bikeways and bicycle facilities	2.61	2.63	2.59	2.70	2.58	2.56	2.62
Public transport	2.08	2.18	1.99	2.11	2.09	1.92	2.25
Footpaths	2.60	2.70	2.52	2.77	2.70	2.42	2.56
Traffic planning and management	2.36	2.27	2.45	2.45	2.25	2.33	2.47
Garbage collection	4.05	3.99	4.10	3.98	3.91	4.11	4.21
Recycling services	3.68	3.64	3.72	3.58	3.48	3.80	3.90
Sewage management services	3.78	3.83	3.75	3.98	3.73	3.62	3.85
Water supply	4.14	4.04	4.23	4.14	4.06	4.07	4.37
Stormwater drainage	2.73	2.70	2.75	3.24	2.54	2.51	2.75

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



# Service Area 3: Infrastructure

## Satisfaction Mean Scores by Key Demographics

	Byron Bay/Suffolk Park	Bangalow	Mullumbimby	Brunswick Heads/Ocean Shores/New Brighton/South Golden Beach	Rural/other
Local roads - overall	1.87	1.83	1.48	1.69	1.56
Parking	2.87	2.47	2.36	2.47	2.60
Bikeways and bicycle facilities	2.99	2.06	2.28	2.60	2.36
Public transport	2.60	1.90	1.88	1.93	1.80
Footpaths	2.76	2.60	2.78	2.53	2.40
Traffic planning and management	2.31	2.05	2.55	2.60	2.23
Garbage collection	4.08	4.11	3.93	4.09	4.02
Recycling services	3.77	3.62	3.68	3.82	3.49
Sewage management services	4.14	3.87	3.45	3.76	3.44
Water supply	4.38	3.77	4.19	4.22	3.71
Stormwater drainage	2.91	2.71	2.73	2.60	2.61

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



# Service Area 3: Infrastructure

## Detailed Overall Response for Satisfaction

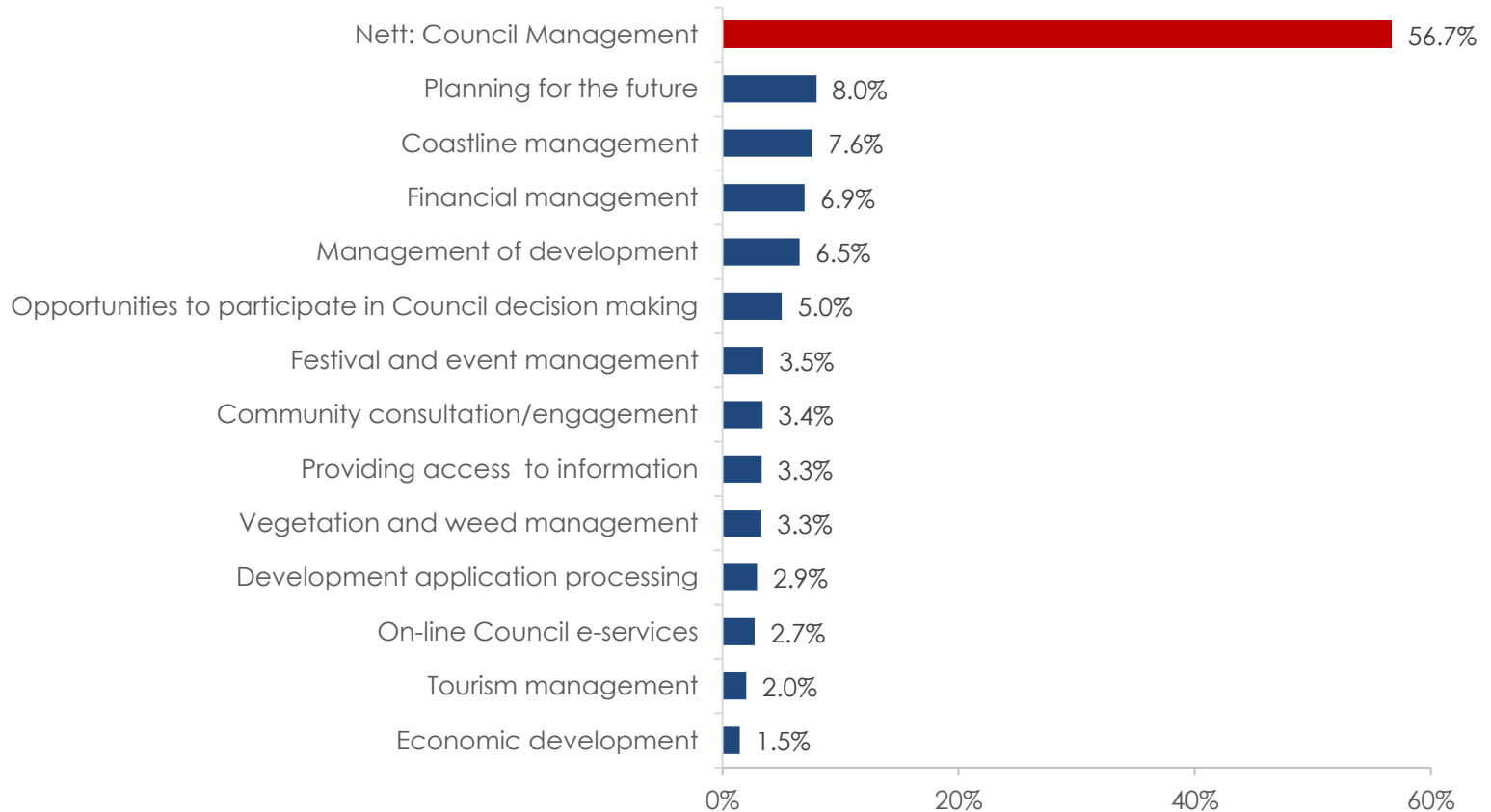
	Not at all satisfied	Not very satisfied	Somewhat satisfied	Satisfied	Very satisfied	Base
Local roads - overall	51%	32%	14%	2%	1%	391
Parking	20%	24%	35%	15%	6%	356
Bikeways and bicycle facilities	21%	24%	34%	16%	5%	297
Public transport	39%	29%	22%	6%	4%	312
Footpaths	21%	25%	31%	18%	5%	333
Traffic planning and management	25%	30%	32%	11%	2%	349
Garbage collection	3%	6%	15%	37%	40%	382
Recycling services	6%	12%	20%	35%	28%	388
Sewage management services	5%	7%	24%	31%	32%	327
Water supply	2%	6%	14%	33%	45%	341
Stormwater drainage	19%	20%	35%	19%	7%	342



# Service Area 4: Council Management

## Shapley Regression

Contributes to Over 50% of Overall Satisfaction with Council



# Service Area 4: Council Management

## Hierarchy of Services/Facilities – Importance

Service/Facility (Ranked high – low)	Importance T2B	LGA Benchmark T2B
Planning for the future	95%	89%
Providing access to information	90%	82%
Coastline management	89%	87%
Management of development	87%	81%
Financial management	86%	86%
Community consultation/engagement	85%	83%
Tourism management	85%	76%
Vegetation and weed management	83%	78%
Development application processing	81%	71%
Opportunities to participate in Council decision making	78%	72%
Economic development	74%	79%
Festival and event management	73%	70%
On-line Council e-services	68%	61%

Within the 'Council Management' service area, in terms of importance, 'planning for the future' is considered to be the most important, whilst 'online council e-services' is the facility of least relative importance.

# Service Area 4: Council Management

## Importance Mean Scores by Key Demographics

	Overall	Male	Female	16-34	35-49	50-64	65+
Opportunities to participate in Council decision making	4.18	4.15	4.21	4.14	4.25	4.17	4.17
Management of development	4.42	4.36	4.49	4.27	4.45	4.39	4.61
Development application processing	4.24	4.23	4.25	4.06	4.32	4.23	4.35
Planning for the future	4.73	4.70	4.75	4.70	4.84	4.68	4.70
Providing access to information	4.54	4.47	4.60	4.50	4.63	4.50	4.53
Economic development	4.07	3.91	4.22	3.93	4.13	4.05	4.18
Community consultation/engagement	4.40	4.35	4.44	4.28	4.44	4.43	4.42
Vegetation and weed management	4.34	4.17	4.50	4.13	4.43	4.39	4.37
Tourism management	4.43	4.35	4.51	4.37	4.53	4.48	4.32
Coastline management	4.60	4.57	4.62	4.72	4.62	4.57	4.48
Festival and event management	4.10	3.87	4.30	4.34	4.11	3.94	4.05
Financial management	4.48	4.44	4.51	4.29	4.49	4.51	4.62
On-line Council e-services	3.91	3.84	3.98	3.88	4.02	3.97	3.73

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





# Service Area 4: Council Management

## Importance Mean Scores by Key Demographics

	Byron Bay/Suffolk Park	Bangalow	Mullumbimby	Brunswick Heads/Ocean Shores/New Brighton/South Golden Beach	Rural/other
Opportunities to participate in Council decision making	4.16	4.23	4.10	4.36	4.07
Management of development	4.51	4.48	4.09	4.52	4.37
Development application processing	4.34	4.51	4.08	4.24	4.15
Planning for the future	4.77	4.80	4.74	4.75	4.66
Providing access to information	4.54	4.68	4.53	4.56	4.50
Economic development	4.27	4.70	3.93	4.10	3.79
Community consultation/engagement	4.37	4.70	4.34	4.49	4.31
Vegetation and weed management	4.35	4.25	4.37	4.24	4.41
Tourism management	4.59	4.72	4.07	4.47	4.32
Coastline management	4.59	4.74	4.45	4.64	4.60
Festival and event management	4.07	4.18	4.05	4.32	3.94
Financial management	4.56	4.56	4.39	4.39	4.48
On-line Council e-services	4.06	4.19	3.69	3.90	3.81

Scale: 1 = not at all important, 5 = very important  
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	3%	5%	13%	27%	51%	408
Management of development	2%	2%	10%	25%	62%	408
Development application processing	5%	3%	11%	25%	56%	408
Planning for the future	<1%	1%	4%	15%	80%	408
Providing access to information	1%	<1%	9%	24%	66%	408
Economic development	4%	5%	17%	27%	47%	408
Community consultation/engagement	1%	2%	12%	26%	59%	408
Vegetation and weed management	1%	3%	13%	26%	57%	408
Tourism management	2%	2%	11%	21%	64%	408
Coastline management	1%	2%	8%	16%	73%	408
Festival and event management	5%	3%	19%	24%	49%	408
Financial management	1%	2%	11%	20%	66%	408
On-line Council e-services	6%	5%	21%	27%	41%	408



# Service Area 4: Council Management

## Hierarchy of Services/Facilities – Satisfaction

Service/Facility (Ranked high – low)	Satisfaction T3B	LGA Benchmark T3B
On-line Council e-services	85%	NA
Festival and event management	79%	88%
Providing access to information	74%	75%
Economic development	74%	74%
Coastline management	71%	88%
Community consultation/engagement	71%	69%
Opportunities to participate in Council decision making	66%	65%
Financial management	62%	71%
Vegetation and weed management	61%	76%
Tourism management	60%	84%
Planning for the future	59%	71%
Development application processing	54%	69%
Management of development	49%	68%

In terms of satisfaction, residents are most satisfied with 'online Council e-services' and least satisfied with 'management of development' within the 'Council Management' service area.

# Service Area 4: Council Management

## Satisfaction Mean Scores by Key Demographics

	Overall	Male	Female	16-34	35-49	50-64	65+
Opportunities to participate in Council decision making	2.86	2.77	2.95	3.01	2.83	2.82	2.79
Management of development	2.48	2.44	2.52	2.68	2.52	2.37	2.40
Development application processing	2.55	2.49	2.61	2.55	2.51	2.56	2.59
Planning for the future	2.66	2.54	2.78	2.90	2.70	2.47	2.63
Providing access to information	3.09	2.98	3.18	3.06	3.08	3.08	3.13
Economic development	2.99	2.97	3.00	3.23	3.10	2.79	2.88
Community consultation/engagement	3.06	3.01	3.11	3.36	3.01	2.96	2.99
Vegetation and weed management	2.81	2.83	2.79	3.01	2.80	2.73	2.72
Tourism management	2.77	2.78	2.76	3.07	2.83	2.54	2.70
Coastline management	3.05	3.00	3.09	3.30	3.04	2.96	2.91
Festival and event management	3.32	3.23	3.40	3.54	3.32	3.20	3.23
Financial management	2.71	2.63	2.79	3.00	2.69	2.53	2.75
On-line Council e-services	3.48	3.36	3.59	3.61	3.34	3.56	3.40

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



# Service Area 4: Council Management

## Satisfaction Mean Scores by Key Demographics

	Byron Bay/Suffolk Park	Bangalow	Mullumbimby	Brunswick Heads/Ocean Shores/New Brighton/South Golden Beach	Rural/other
Opportunities to participate in Council decision making	3.19	2.63	2.85	2.70	2.69
Management of development	2.65	2.45	2.30	2.50	2.36
Development application processing	2.76	2.31	2.16	2.55	2.51
Planning for the future	2.88	2.90	2.77	2.52	2.49
Providing access to information	3.31	2.85	3.21	2.90	3.01
Economic development	2.97	3.07	3.05	3.04	2.92
Community consultation/engagement	3.24	3.08	2.94	2.98	3.00
Vegetation and weed management	3.12	2.62	2.61	2.75	2.64
Tourism management	2.82	2.95	2.92	2.80	2.60
Coastline management	3.10	3.32	3.21	2.92	3.02
Festival and event management	3.36	3.55	3.56	3.15	3.33
Financial management	2.78	2.94	3.01	2.60	2.60
On-line Council e-services	3.65	3.43	3.32	3.45	3.37

Scale: 1 = not at all satisfied, 5 = very satisfied  
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	11%	24%	41%	17%	8%	311
Management of development	21%	29%	33%	12%	4%	348
Development application processing	23%	24%	35%	13%	6%	304
Planning for the future	15%	25%	42%	13%	4%	377
Providing access to information	7%	19%	39%	27%	8%	358
Economic development	8%	18%	45%	24%	5%	294
Community consultation/engagement	8%	22%	38%	23%	10%	339
Vegetation and weed management	17%	21%	32%	24%	5%	334
Tourism management	15%	25%	34%	20%	6%	342
Coastline management	8%	21%	37%	26%	8%	361
Festival and event management	9%	12%	35%	25%	19%	297
Financial management	18%	20%	39%	19%	4%	331
On-line Council e-services	4%	11%	31%	42%	12%	257



# Comparison to Previous Research



# Comparison to Previous Research

Service/Facility	Importance		Satisfaction	
	2020	2018	2020	2018
Parks and playgrounds	3.89▲	3.53	3.43▲	3.08
Sporting facilities	3.57▲	3.32	3.59▲	3.20
Libraries	3.95▲	3.75	4.18	4.05
Community halls	3.88▲	3.58	3.84	3.66
Quality of town centre and public spaces	4.28	4.14	3.23▲	2.83
Swimming pools	3.65▲	3.37	3.47	3.22
Dog exercise areas	3.39	3.24	3.41	3.30
Public toilets	4.35	4.19	2.49	2.33
Public art	3.36	3.35	2.90	3.05
Resource Recovery Centre	4.32	4.20	3.46	3.40
Childcare services	3.71▲	3.14	3.72▲	3.22
Support for volunteers	4.36▲	3.83	3.49	3.33
All abilities access	4.31▲	4.04	3.22▲	3.00
Crime prevention and safety	4.48	4.36	3.33▲	3.02
Affordable housing	4.36▲	4.04	1.90	1.74
Local roads - overall	4.72	4.60	1.69▲	1.48
Parking	4.38▲	4.13	2.62▲	2.31
Bikeways and bicycle facilities	4.07▲	3.84	2.61▲	2.36
Public transport	4.17▲	3.89	2.08	1.94
Footpaths	4.31▲	4.12	2.60	2.49

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

▲▼ = A significantly higher level of importance/satisfaction (by year)



# Comparison to Previous Research - Continued

Service/Facility	Importance		Satisfaction	
	2020	2018	2020	2018
Traffic planning and management	4.40	4.35	2.36▲	1.96
Garbage collection	4.69▲	4.38	4.05	4.01
Recycling services	4.74▲	4.47	3.68	3.67
Sewage management services	4.41▲	3.96	3.78	3.71
Water supply	4.50▲	4.12	4.14	4.06
Stormwater drainage	4.41▲	3.99	2.73▼	2.97
Opportunities to participate in Council decision making	4.18	4.05	2.86▲	2.52
Management of development	4.42▲	4.24	2.48▲	2.22
Development application processing	4.24▲	4.02	2.55▲	2.22
Planning for the future	4.73▲	4.49	2.66▲	2.37
Providing access to information	4.54▲	4.22	3.09	3.03
Economic development	4.07▲	3.78	2.99▲	2.73
Community consultation/engagement	4.40▲	4.19	3.06▲	2.75
Vegetation and weed management	4.34▲	3.99	2.81	2.77
Tourism management	4.43▲	4.25	2.77▲	2.52
Coastline management	4.60▲	4.41	3.05	2.94
Festival and event management	4.10▲	3.87	3.32	3.10
Financial management	4.48▲	4.23	2.71▲	2.43
On-line Council e-services	3.91▲	3.42	3.48▲	3.16

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

▲▼ = A significantly higher level of importance/satisfaction (by year)

# Appendix A: Additional Analyses



# Importance & Satisfaction

The following table shows the hierarchy of the 39 services/facilities ranked by the top 2 box importance ratings, as well as residents' corresponding top 3 box satisfaction ratings. The services/facilities ranked most important by residents are 'recycling services' and 'local roads – overall', with top 2 box importance scores of 96%. For the most part, the majority of services/facilities provided by Byron Shire Council are considered highly important, with only 4 measures falling below a 60% T2B rating.

Service/Facility (Ranked by importance)	Importance T2B	Satisfaction T3B
Recycling services	96%	83%
Local roads - overall	96%	17%
Planning for the future	95%	59%
Garbage collection	94%	92%
Providing access to information	90%	74%
Coastline management	89%	71%
Crime prevention and safety	88%	80%
Parking	88%	56%
Water supply	87%	92%
Management of development	87%	49%
Sewage management services	86%	87%
Financial management	86%	62%
Traffic planning and management	86%	45%
Stormwater drainage	85%	61%
Community consultation/engagement	85%	71%
Tourism management	85%	60%
Support for volunteers	84%	85%
Public toilets	84%	48%
Affordable housing	84%	26%
Resource Recovery Centre	83%	81%

# Importance & Satisfaction - Continued

Service/Facility (Ranked by importance)	Importance T2B	Satisfaction T3B
Vegetation and weed management	83%	61%
All abilities access	82%	78%
Footpaths	82%	54%
Quality of town centre and public spaces	81%	80%
Development application processing	81%	54%
Opportunities to participate in Council decision making	78%	66%
Public transport	77%	32%
Economic development	74%	74%
Bikeways and bicycle facilities	74%	55%
Festival and event management	73%	79%
Libraries	69%	94%
On-line Council e-services	68%	85%
Community halls	67%	92%
Parks and playgrounds	67%	83%
Childcare services	65%	92%
Swimming pools	59%	79%
Sporting facilities	57%	91%
Dog exercise areas	54%	79%
Public art	49%	63%

# Comparison to the Micromex LGA Regional Benchmark - Importance

The table below shows the variance between Byron Shire Council's top 2 box importance scores and the Micromex LGA Benchmark. We can see that for 30 of the comparable services/facilities, residents' top 2 box scores are higher than, or equal to the Benchmark score. For those that are lower than Benchmark norms, 3 services, 'swimming pools', 'parks and playgrounds', and 'sporting facilities' experienced a variance of  $\geq 10\%$ .

Service/Facility	Byron Shire Council importance score	Micromex LGA Benchmark – Regional importance score	Variance
Bikeways and bicycle facilities	74%	64%	10%▲
Development application processing	81%	71%	10%▲
Affordable housing	84%	75%	9%
Tourism management	85%	76%	9%
Dog exercise areas	54%	46%	8%
Providing access to information	90%	82%	8%
Public transport	77%	70%	7%
On-line Council e-services	68%	61%	7%
Management of development	87%	81%	6%
Recycling services	96%	90%	6%
Sewage management services	86%	80%	6%
Parking	88%	82%	6%
Opportunities to participate in Council decision making	78%	72%	6%
Planning for the future	95%	89%	6%
Vegetation and weed management	83%	78%	5%
Resource Recovery Centre	83%	78%	5%
Childcare services	65%	60%	5%
Support for volunteers	84%	79%	5%
Stormwater drainage	85%	81%	4%
Local roads - overall	96%	93%	3%

**Note:** Benchmark differences are based on assumed variants of +/- 10%, with variants beyond +/- 10% more likely to be significant  
▲/▼ = positive/negative difference equal to/greater than 10% from Benchmark

# Comparison to the Micromex LGA Regional Benchmark – Importance - Continued

Service/Facility	Byron Shire Council importance score	Micromex LGA Benchmark – Regional Importance score	Variance
Festival and event management	73%	70%	3%
Garbage collection	94%	92%	2%
All abilities access	82%	80%	2%
Community consultation/engagement	85%	83%	2%
Public toilets	84%	82%	2%
Coastline management	89%	87%	2%
Footpaths	82%	81%	1%
Quality of town centre and public spaces	81%	80%	1%
Financial management	86%	86%	0%
Water supply	87%	87%	0%
Traffic planning and management	86%	86%	0%
Community halls	67%	67%	0%
Libraries	69%	70%	-1%
Crime prevention and safety	88%	90%	-2%
Economic development	74%	79%	-5%
Public art	49%	58%	-9%
Swimming pools	59%	70%	-11%▼
Parks and playgrounds	67%	83%	-16%▼
Sporting facilities	57%	76%	-19%▼

**Note:** Benchmark differences are based on assumed variants of +/- 10%, with variants beyond +/- 10% more likely to be significant  
▲/▼ = positive/negative difference equal to/greater than 10% from Benchmark

# Comparison to the Micromex LGA Regional Benchmark - Satisfaction

The table below shows the variance between Byron Shire Council's top 3 box satisfaction scores and the Micromex LGA Benchmark. We can see that for 9 of the comparable services/facilities, residents' top 3 box scores are higher than, or equal to the Benchmark score. For those that are lower than Benchmark norms, 16 services, experienced a variance of  $\geq 10\%$ .

Service/Facility	Byron Shire Council satisfaction score	Micromex LGA Benchmark – Regional satisfaction score	Variance
Childcare services	92%	86%	6%
Water supply	92%	87%	5%
Dog exercise areas	79%	74%	5%
Garbage collection	92%	88%	4%
Community halls	92%	88%	4%
Resource Recovery Centre	81%	78%	3%
Community consultation/engagement	71%	69%	2%
Sporting facilities	91%	90%	1%
Opportunities to participate in Council decision making	66%	65%	1%
Online Council e-services	85%	85%	0%
Economic development	74%	74%	0%
Libraries	94%	95%	-1%
Support for volunteers	85%	86%	-1%
Providing access to information	74%	75%	-1%
All abilities access	78%	80%	-2%
Quality of town centre and public spaces	80%	82%	-2%
Crime prevention and safety	80%	82%	-2%
Parks and playgrounds	83%	86%	-3%
Sewage management services	87%	91%	-4%
Recycling services	83%	89%	-6%

**Note:** Benchmark differences are based on assumed variants of +/- 10%, with variants beyond +/- 10% more likely to be significant  
 ▲/▼ = positive/negative difference equal to/greater than 10% from Benchmark

# Comparison to the Micromex LGA Regional Benchmark – Satisfaction - Continued

Service/Facility	Byron Shire Council satisfaction score	Micromex LGA Benchmark – Regional satisfaction score	Variance
Swimming pools	79%	85%	-6%
Financial management	62%	71%	-9%
Festival and event management	79%	88%	-9%
Planning for the future	59%	71%	-12%▼
Footpaths	54%	67%	-13%▼
Parking	56%	69%	-13%▼
Vegetation and weed management	61%	76%	-15%▼
Development application processing	54%	69%	-15%▼
Bikeways and bicycle facilities	55%	71%	-16%▼
Coastline management	71%	88%	-17%▼
Stormwater drainage	61%	78%	-17%▼
Management of development	49%	68%	-19%▼
Affordable housing	26%	47%	-21%▼
Traffic planning and management	45%	66%	-21%▼
Public toilets	48%	70%	-22%▼
Tourism management	60%	84%	-24%▼
Public art	63%	91%	-28%▼
Public transport	32%	62%	-30%▼
Local roads - overall	17%	58%	-41%▼

**Note:** Benchmark differences are based on assumed variants of +/- 10%, with variants beyond +/- 10% more likely to be significant  
▲/▼ = positive/negative difference equal to/greater than 10% from Benchmark



# Performance Gap Analysis

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

## Performance Gap Ranking

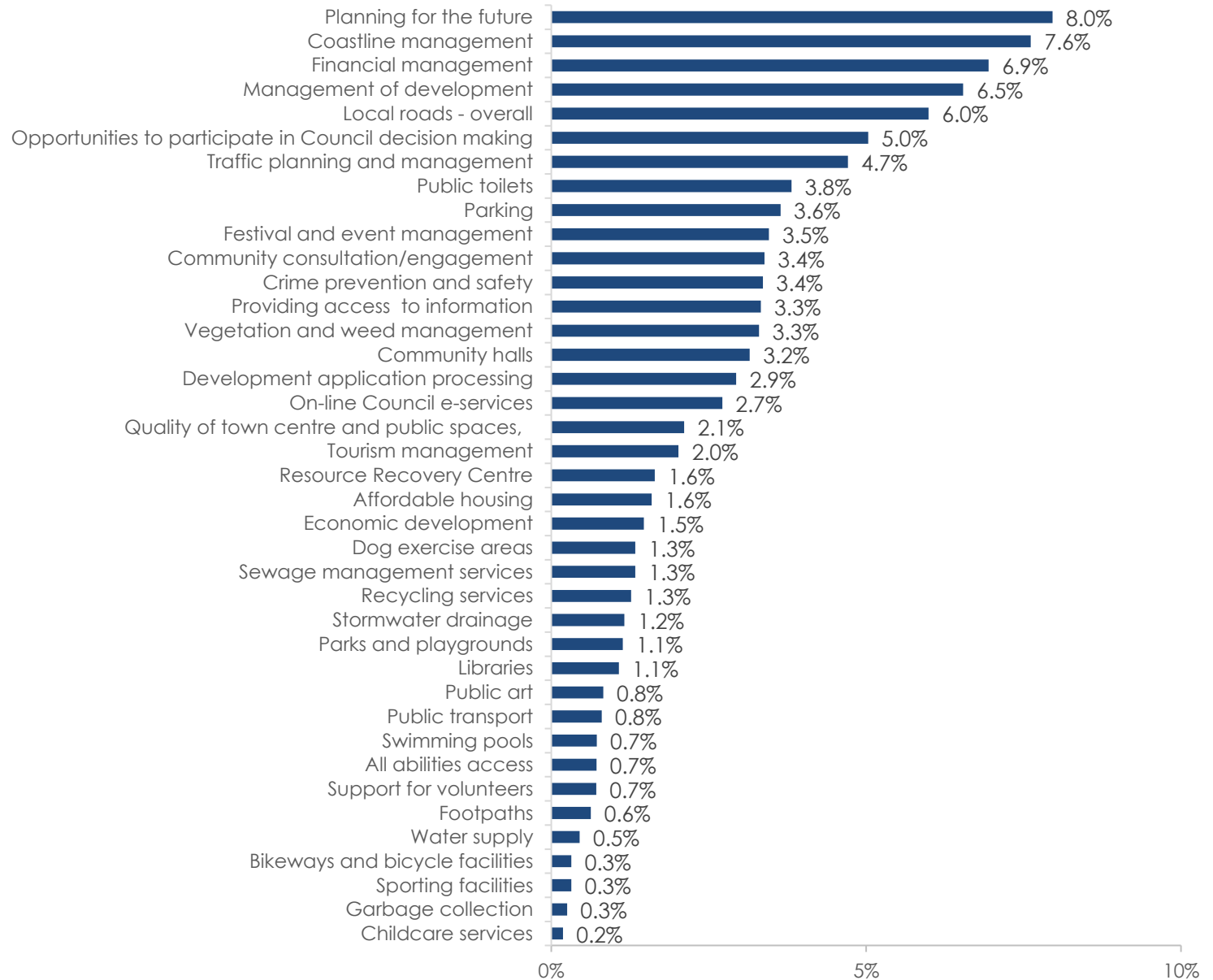
Service/Facility	Importance	Satisfaction	Performance Gap (Importance – Satisfaction)
Local roads - overall	96%	17%	79%
Affordable housing	84%	26%	58%
Public transport	77%	32%	45%
Traffic planning and management	86%	45%	41%
Management of development	87%	49%	38%
Planning for the future	95%	59%	36%
Public toilets	84%	48%	36%
Parking	88%	56%	32%
Footpaths	82%	54%	28%
Development application processing	81%	54%	27%
Tourism management	85%	60%	25%
Financial management	86%	62%	24%
Stormwater drainage	85%	61%	24%
Vegetation and weed management	83%	61%	22%
Bikeways and bicycle facilities	74%	55%	19%
Coastline management	89%	71%	18%
Providing access to information	90%	74%	16%
Community consultation/engagement	85%	71%	14%
Recycling services	96%	83%	13%
Opportunities to participate in Council decision making	78%	66%	12%

# Performance Gap Analysis - Continued

Service/Facility	Importance	Satisfaction	Performance Gap (Importance – Satisfaction)
Crime prevention and safety	88%	80%	8%
All abilities access	82%	78%	4%
Garbage collection	94%	92%	2%
Resource Recovery Centre	83%	81%	2%
Quality of town centre and public spaces	81%	80%	1%
Economic development	74%	74%	0%
Sewage management services	86%	87%	-1%
Support for volunteers	84%	85%	-1%
Water supply	87%	92%	-5%
Festival and event management	73%	79%	-6%
Public art	49%	63%	-14%
Parks and playgrounds	67%	83%	-16%
On-line Council e-services	68%	85%	-17%
Swimming pools	59%	79%	-20%
Libraries	69%	94%	-25%
Dog exercise areas	54%	79%	-25%
Community halls	67%	92%	-25%
Childcare services	65%	92%	-27%
Sporting facilities	57%	91%	-34%

# Influence on Overall Satisfaction

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



# Priority Issues

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

Priority Issue	N=408	Priority Issue	N=408
Condition and maintenance of roads	18%	Lowering homeless rates	1%
Affordability/availability of housing and land	16%	Management of Airbnb's	1%
Managing overdevelopment/developments	11%	Managing the impacts of COVID-19	1%
Managing increasing tourist numbers	9%	Managing/stopping the West Byron project	1%
Managing population growth (i.e. adequate infrastructure)	8%	Prevention of bushfires/natural disasters	1%
Protection of the natural environment	5%	Provision of footpaths and cycleways	1%
Traffic management	5%	To keep local character/stay as Byron Shire	1%
Economic growth and development in the area/community sustainability	3%	Waste management	1%
Addressing climate change	2%	Availability of parks/recreation areas	<1%
Increasing availability of public transport	2%	Completing a road by-pass at Byron Bay to ease traffic congestion	<1%
Management and supply of water	2%	Lack of affordable accommodation in the area	<1%
Adequate financial management	1%	Lack of street cleaning/general upkeep of the area	<1%
Coastal management	1%	Managing festivals	<1%
Employment opportunities	1%	More signage in the area	<1%
Encouraging tourists to the area	1%	Proper management of/within Council	<1%
Lack of community consultation/engagement	1%	Support for local farmers	<1%
Lack of parking including disability parking	1%	Too many cell phone towers and radiation	<1%
Long-term planning in the area	1%	Zoning	<1%
Looking after local people/encouraging youth to stay in the area	1%	Don't know/nothing	1%



# Contact with Council

## Results by Demographics

Q3b. When you contacted Council was it by:

	Overall	Male	Female	16-34	35-49	50-64	65+
Phone	45%	42%	48%	39%	43%	48%	47%
In person	25%	28%	23%	28%	22%	29%	23%
Email	18%	21%	15%	14%	18%	18%	18%
Council's website	9%	9%	8%	13%	14%	4%	6%
Council's social media pages	1%	0%	2%	7%▲	2%	0%	1%
Mail	1%	0%	2%	0%	0%	1%	5%▲
Other	1%	0%	1%	0%	2%	0%	0%
Base	248	120	128	30	73	93	53

	Byron Bay/Suffolk Park	Bangalow	Mullumbimby	Brunswick Heads/Ocean Shores/New Brighton/South Golden Beach	Rural/Other
Phone	50%	51%	45%	44%	40%
In person	16%▼	9%	32%	33%	31%
Email	17%	10%	18%	16%	21%
Council's website	11%	25%	5%	5%	7%
Council's social media pages	4%▲	4%	0%	0%	0%
Mail	2%	0%	0%	1%	2%
Other	1%	0%	0%	0%	0%
Base	83	11	21	61	73

▲ ▼ = A significantly higher/lower percentage (by group)



# Reasons for Contacting with Council

## Results by Demographics

Q3c. (If yes on Q3a) Thinking of the last time you contacted Council, what did you contact Council about?

	Overall	Male	Female	16-34	35-49	50-64	65+
Development applications	16%	18%	14%	14%	13%	22%	11%
Parking	14%	12%	17%	26%	13%	12%	14%
Roads & footpaths	13%	18%▲	8%	7%	10%	18%	10%
Water or sewer matters	9%	9%	9%	7%	8%	9%	11%
Waste management	6%	9%	3%	6%	3%	4%	13%▲
Payment of rates/fees	4%	3%	5%	7%	6%	3%	2%
Enforcement of local laws	3%	3%	3%	0%	3%	4%	2%
General information	3%	4%	3%	0%	5%	3%	4%
Enforcement of local laws	3%	3%	3%	0%	3%	4%	2%
Recreational facilities	2%	1%	2%	0%	2%	3%	1%
Land use planning	1%	0%	1%	0%	0%	1%	2%
Traffic management	1%	0%	1%	0%	0%	0%	3%▲
Bookings of venue/halls	<1%	0%	0%	0%	0%	0%	1%
Other	28%	23%	34%	34%	37%	21%	27%
Base	248	120	128	30	73	93	53

▲ ▼ = A significantly higher/lower percentage (by group)



# Reasons for Contacting with Council

## Results by Demographics

Q3c. (If yes on Q3a) Thinking of the last time you contacted Council, what did you contact Council about?

	Byron Bay/Suffolk Park	Bangalow	Mullumbimby	Brunswick Heads/Ocean Shores/New Brighton/South Golden Beach	Rural/Other
Development applications	12%	22%	13%	9%	26%▲
Parking	22%▲	13%	0%	8%	16%
Roads & footpaths	7%	10%	15%	8%	23%▲
Water or sewer matters	7%	4%	7%	20%▲	3%▼
Waste management	6%	4%	0%	9%	5%
Payment of rates/fees	7%	0%	11%	3%	0%
General information	5%	0%	0%	4%	2%
Enforcement of local laws	6%	0%	0%	2%	2%
Recreational facilities	4%	0%	0%	2%	0%
Land use planning	0%	0%	0%	1%	2%
Traffic management	1%	0%	0%	1%	1%
Bookings of venue/halls	0%	4%▲	0%	0%	0%
Other	24%	41%	54%▲	33%	21%
Base	83	11*	21	61	73

\*Caution – low base size

▲ ▼ = A significantly higher/lower percentage (by group)



# Reasons for Contacting with Council

## Results by Demographics

Q3c. (If yes on Q3a) Thinking of the last time you contacted Council, what did you contact Council about?

Other specified	Count	Other specified	Count
Tree maintenance	11	Environmental issues	1
Business enquiry	4	Food and safety issues at local businesses	1
Permits	4	Height restrictions	1
Animal control/pound	3	Local sticker for car	1
Construction/development issues/building enquiries	3	Noise complaint	1
COVID-19	3	Protecting heritage land	1
Drainage issues	3	Protection of Koala habitat	1
Rail study/transport survey	3	Public space maintenance	1
Zoning/subdivision	3	Roundabout maintenance	1
Byron West movement	2	Signage in the area	1
Fire and flood management	2	Stolen rubbish bin	1
Neighbourhood issues	2	Stolen vehicle	1
Residential planning	2	Surf club	1
Approval for water truck	1	Telstra tower	1
Attending meeting	1	Vandalism	1
Broken street light	1	Weed management	1
Damage to bushland	1	Don't know/can't remember	3
Dog registration	1		





# Resolution of the Issue

## Results by Demographics

Q3e. (If yes on Q3a) How many times were you in contact with Council to resolve the issue?

	Overall	Male	Female	16-34	35-49	50-64	65+
Not relevant	3%	3%	2%	7%	2%	3%	2%
Still not resolved	14%	18%	11%	0%	10%	19%	22%▲
Once	42%	34%▼	50%	58%	47%	36%	37%
Twice	14%	17%	12%	7%	17%	12%	19%
Three times	11%	12%	10%	14%	11%	12%	8%
4 or more times	15%	16%	14%	14%	14%	18%	12%
Base	248	120	128	30	73	93	53

	Byron Bay/Suffolk Park	Bangalow	Mullumbimby	Brunswick Heads/Ocean Shores/New Brighton/South Golden Beach	Rural/Other
Not relevant	2%	11%	2%	6%	0%
Still not resolved	13%	0%	10%	13%	21%
Once	47%	53%	39%	38%	39%
Twice	15%	0%	15%	18%	11%
Three times	11%	15%	5%	11%	12%
4 or more times	12%	22%	29%	14%	16%
Base	83	11*	21	61	73

\*Caution – low base size

▲ ▼ = A significantly higher/lower percentage (by group)



# Keeping informed of Council News and Activities

## Results by Demographics

Q4a. How do you currently get informed of general Council news and events?

	Overall	Male	Female	16-34	35-49	50-64	65+
Local newspaper	86%	84%	88%	85%	81%	89%	91%
Local radio	49%	46%	51%	60%	56%	42%	37%▼
Rates notice newsletter	46%	45%	47%	29%▼	33%▼	58%▲	65%▲
Council's website	37%	39%	35%	30%	42%	41%	30%
Public notice boards	36%	33%	38%	55%▲	41%	23%▼	26%▼
Local TV	33%	34%	32%	41%	33%	31%	29%
Council's social media	31%	31%	32%	43%▲	34%	31%	16%▼
Community groups	31%	34%	29%	42%	36%	28%	18%▼
Council e-news (electronic newsletters)	30%	30%	31%	24%	31%	36%	29%
Community meetings	18%	16%	20%	16%	19%	24%	14%
SMS text message	13%	10%	15%	18%	12%	9%	12%
Other	9%	8%	9%	16%▲	8%	6%	5%
None of these	1%	1%	1%	0%	0%	2%▲	1%
Base	408	195	213	92	107	126	84

▲ ▼ = A significantly higher/lower percentage (by group)



# Keeping informed of Council News and Activities

## Results by Demographics

Q4a. How do you currently get informed of general Council news and events?

	Byron Bay/Suffolk Park	Bangalow	Mullumbimby	Brunswick Heads/Ocean Shores/New Brighton/South Golden Beach	Rural/Other
Local newspaper	86%	79%	89%	80%	92%▲
Local radio	45%	56%	57%	38%▼	58%▲
Rates notice newsletter	50%	47%	35%	42%	50%
Council's website	38%	38%	28%	33%	40%
Public notice boards	30%	21%	34%	39%	41%
Local TV	39%	34%	30%	32%	30%
Council's social media	40%▲	42%	34%	29%	22%▼
Community groups	30%	50%	30%	30%	31%
Council e-news (electronic newsletters)	39%▲	35%	27%	19%▼	32%
Community meetings	19%	24%	23%	13%	20%
SMS text message	12%	8%	9%	16%	12%
Other	12%	2%	14%	4%	9%
None of these	0%	2%	0%	3%▲	0%
Base	122	20	41	102	122

▲ ▼ = A significantly higher/lower percentage (by group)



# Preferred Means of Keeping Informed of Council News and Activities

## Results by Demographics

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

	Overall	Male	Female	16-34	35-49	50-64	65+
Local newspaper	87%	83%	90%▲	89%	86%	86%	86%
Local radio	58%	54%	61%	79%▲	58%	52%	44%▼
Rates notice newsletter	57%	59%	55%	47%	49%	63%	69%▲
Council's website	55%	56%	55%	68%▲	62%	50%	41%▼
Public notice boards	50%	45%	54%	69%▲	52%	45%	34%▼
Council e-news (electronic newsletters)	48%	48%	48%	41%	51%	58%▲	39%▼
Local TV	46%	45%	47%	64%▲	42%	40%	42%
Community meetings	45%	46%	43%	55%	54%▲	42%	26%▼
Council's social media	44%	38%	50%▲	67%▲	50%	38%	21%▼
Community groups	44%	46%	42%	63%▲	48%	39%	25%▼
SMS text message	31%	29%	33%	30%	44%▲	30%	17%▼
Other	7%	6%	8%	2%	8%	9%	8%
None of these	3%	4%	2%	0%	3%	4%	4%
Base	408	195	213	92	107	126	84

▲ ▼ = A significantly higher/lower percentage (by group)



# Preferred Means of Keeping Informed of Council News and Activities

## Results by Demographics

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

	Byron Bay/Suffolk Park	Bangalow	Mullumbimby	Brunswick Heads/Ocean Shores/New Brighton/South Golden Beach	Rural/Other
Local newspaper	85%	90%	89%	85%	88%
Local radio	54%	72%	71%	47%▼	64%
Rates notice newsletter	51%	48%	49%	62%	62%
Council's website	56%	40%	60%	49%	61%
Public notice boards	42%	45%	61%	50%	55%
Council e-news (electronic newsletters)	52%	43%	43%	43%	51%
Local TV	51%	58%	46%	40%	45%
Community meetings	40%	60%	48%	41%	49%
Council's social media	48%	46%	52%	39%	42%
Community groups	41%	60%	49%	38%	48%
SMS text message	37%	28%	27%	25%	32%
Other	11%	5%	5%	7%	5%
None of these	3%	0%	0%	2%	5%
Base	122	20	41	102	122

▲ ▼ = A significantly higher/lower percentage (by group)



# Appendix B: Methodology & Demographics



# Background & Methodology

## Sample selection and error

A total of 408 resident interviews were completed. 386 of the 408 respondents were selected by means of a computer based random selection process using the electronic White Pages. The remaining 22 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, Byron Bay IGA and Mullumbimby Farmers Markets.

A sample size of 408 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=408 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 Council area.

## Interviewing

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

## Prequalification

Participants in this survey were pre-qualified as being aged 16 or over, 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.

Significance difference testing is a statistical test performed to evaluate the difference between two measurements. 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.

Within the report, ▲▼ and blue and red font colours are used to identify statistically significant differences between groups, i.e., gender, age, residential location.



# Background & Methodology

## 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.

**Top 2 Box:** refers to the aggregate percentage (%) score of the top two scores for importance. (i.e. important & very important)

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

**Top 3 Box:** refers to the aggregate percentage (%) score of the top three scores for satisfaction or support. (i.e. somewhat satisfied, satisfied & very satisfied)

## Percentages

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

## Micromex LGA Benchmark

Micromex has developed Community Satisfaction Benchmarks using normative data from over 60 unique councils, more than 120 surveys and over 68,000 interviews since 2012.

## Word Frequency Tagging

Verbatim responses for this question were collated and entered into analytical software. This analysis 'counts' the number of times a particular word or phrase appears and, based on the frequency of that word or phrase, a font size is generated. The larger the font, the more frequently the word or sentiment is mentioned.





# Appendix C: Questionnaire



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 (Terminate survey)  
 No

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

	Quotas
<input type="radio"/> Byron Bay/Suffolk Park	120
<input type="radio"/> Bangalow	20
<input type="radio"/> Mullumbimby	40
<input type="radio"/> Brunswick Heads/Ocean Shores/New Brighton/South Golden Beach	100
<input type="radio"/> 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"/>	<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"/>

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"/>
On-line 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 (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? Prompt if necessary**

- 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? 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

**Demographic information**

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

- 16-17
- 18-34
- 35-49
- 50-64
- 65+

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

- Yes
- No (Go to Q8)

**Q7. I just need to get some details from you:**

Name: .....  
Mobile: .....  
Email: .....

**Q8. Gender (determine by voice):**

- Male
- Female

**Thank you for your time and assistance. This market research is carried out in compliance with the Privacy Act, and the information you provided will be used only for research purposes. Just to remind you, I am calling from Micromex Research on behalf of Byron Shire Council (our number is 1800 639 599; Council contact is Shannon McKelvey 02 6626 7000).**

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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**Report from the**  
**Byron Shire YouthSay**  
May 2021

# Introduction

Our names are Darci, Estar, Jemimiah, John, Klare, May, and Safiya.

We are students from Mullumbimby High School in year 9 and 10.

We have been working with Council through the YouthSay program over 4 weeks.

In this report we have identified our top 5 priorities for the next 10 years, one for each of the Community Objectives in the Community Strategic Plan:





# Public Transport

*Young people need access to safe and reliable public transport in and around the Byron Shire. Public transport is not currently available at times that it is needed.*

## **Current situation:**

There are public transport options available in Byron Shire, primarily through bus services, but there is not enough and the times are irregular. For example there are no buses in the middle of the day on Saturdays and they do not run on Sundays at all.

Issues caused by lack of public transport:

- Safety issues – hitchhiking, transport at night, etc
- Accessibility
- Lack of public transport impedes employment opportunities
- Tourists and backpackers don't have transport options
- Privatisation of public transport is driving costs up
- Byron Shire has the highest level of drink driving in the State.

This problem also affects others in the Shire, not just youth.

There are other issues with transport north of the Byron Shire, where people need to access services, employment, and education outside of the Shire, but our biggest priority at this stage is transport within Byron Shire itself.

## **What do we want for the future:**

Reliable and safe public transport in and around the Byron Shire.

## **Our recommendation:**

- Council to make representation on behalf of youth to bus companies and the State Government to improve the bus schedules
- Survey young people aged 12-25 to explore the public transport issues and find out what solutions might be available. Provide evidence of demand to bus companies.
- Investigate the [on-demand public transport](#) trial that is happening in Alstonville to see if this is something that could work in the Byron Shire





# Accessibility

*Young people want to ensure that the Byron Shire is accessible for all people.*

## **Current situation:**

Accessibility for people with disability is an issue in the Byron Shire, particularly in relation to pathways for people with mobility aids.

Shops and establishments are not always accessible, with doorways, steps, tables and chairs on footpaths, and other barriers that restrict people with disability from accessing services and shops.

1,384 people or 4.4% of the population in Byron Shire in 2016, reported needing help in their day-to-day lives due to disability.

## **What do we want for the future:**

An accessible Byron Shire with improved footpaths, in particular linkages with key services for people with disability (such as respite centres) and accessible beaches.

## **Our recommendation:**

- Educate business and people in the community about accessibility and discrimination
- Acknowledge the [Pedestrian Access Mobility Plan](#) and that work has been undertaken and will continue to be delivered to improve accessibility of footpaths in the Shire
- Investigate opportunities to make beaches more accessible in the Byron Shire



# Littering

*Many parts of the world face littering problems and we would like to see a litter free Byron Shire.*

## **Current situation:**

There is a lot of illegal dumping and littering throughout the Shire, in particular from campers and people visiting the Shire.

We recognise that some of the possible solutions may create other problems, such as the costs associated with additional bin collection services, or that by making the lids smaller to stop people putting household waste in may just result in more illegal dumping. But we would like Council to look at more solutions to fix this problem.

## **What do we want for the future:**

A litter free Byron Shire.

## **Our recommendation:**

- Investigate the options such as increasing public bin collections throughout the week, or putting more bins in certain locations
- Work with youth to organise regular volunteer clean up days
- [Education programs](#)



# Housing Affordability

*There is a high rate of homelessness in the Byron Shire, which is in part due to the housing affordability crisis.*

## **Current situation:**

We know this is a challenge that is facing our community and that the Council is working hard to come up with solutions that will work for everyone.

There seems to be a dilemma in the community about housing affordability v development and we have seen that some parts of the community don't want development near them that might help solve the problem. We think that the community should reduce the stigma of affordable housing and work together to solve this difficult problem.

## **What do we want for the future:**

To be able to live and work in the Byron Shire.

## **Our recommendation:**

- Reduce AirBnBs so that those houses are returned to the available housing stock
- Include affordable housing requirements in development



# Youth Council

*Young people in the Byron Shire would like to have their voices heard.*

**Current situation:** There is currently no Youth Council in the Byron Shire. We are looking for ways to have our voices heard. Young people have unique views and want to be involved in decisions that affect them.

We believe that a Youth Council will give us a platform and direct link to make representation to the Byron Shire Council about things that are important to us.

## **What do we want for the future:**

We would like an inclusive Youth Council, or similar platform, established to help us have a voice about decisions that affect us in the Byron Shire.

## **Our recommendation:**

- Investigate opportunities to work with a partner such as the Byron Youth Activities Centre
- Establish a Youth Council that meets regularly to allow young people to have input into decisions that are being made by Council

## **Tips for Success:**

- Incentivise attendance at meetings with food
- YAC works with young people who have left the education system
- Select representatives based on an application process
- Advertise in local newspapers and online
- Make meetings available via Zoom to tackle the transport barriers
- Collaborate with the [Regional Youth Taskforce](#). They may be able to work with Council and explore opportunities with the Minister to identify funding opportunities.



*Our*  
**BYRON**  
*Our*  
**FUTURE**



**Community Survey Results**

**2021**

## Our Byron Shire is...

bursting with that Byron Feeling  
struggling to resist the tides  
You can't buy what we have  
is losing its identity as a community, due to overdevelopment  
At the Crossroads

the key to our future aspirations and experiences  
A beautiful place requiring preservation  
World heritage worthy  
A Green sustainable village with caps on commercial development  
Paradise poised

safe for pedestrians and bicyclists in and between the towns.  
A unique place worth fighting for  
The beauty of Byron Shire deserves love, care and respects  
a model of joyful living  
The Byron way of things

Byron Bay paradise  
Inclusive equity  
Rich in culture  
Is open and accepting of all  
A rip off

Byron Shire - where nature is first  
A place of great natural beauty and vibrant alternative community  
A gathering place  
Paradise Lost  
Loved, but not overrun

Our Byron Shire is a Joy to Live In  
Housing Shortage and AirBnB  
Airbnb is decimating our community  
Protection of our precious community  
The great divide.

Geographically beautiful - keep it that way!  
I love where I'm from



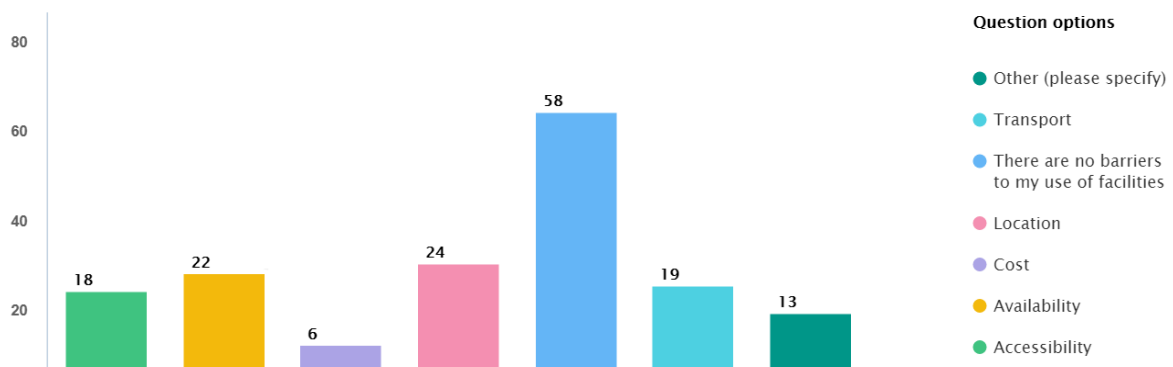
# Community Objective 1:

We have infrastructure, transport, and services which meet our expectations

Please rank the facilities listed below in order from those that that you use most (1) to least (10)

1. Beach amenities
2. Parks and open spaces
3. Cycleways and bicycle facilities
4. Public toilets
5. Libraries
6. Community halls
7. Public swimming pools
8. Playgrounds
9. Sports fields (excluding Cavanbah Centre)
10. Cavanbah Centre

Do any of the following limit or prevent your use of these facilities?





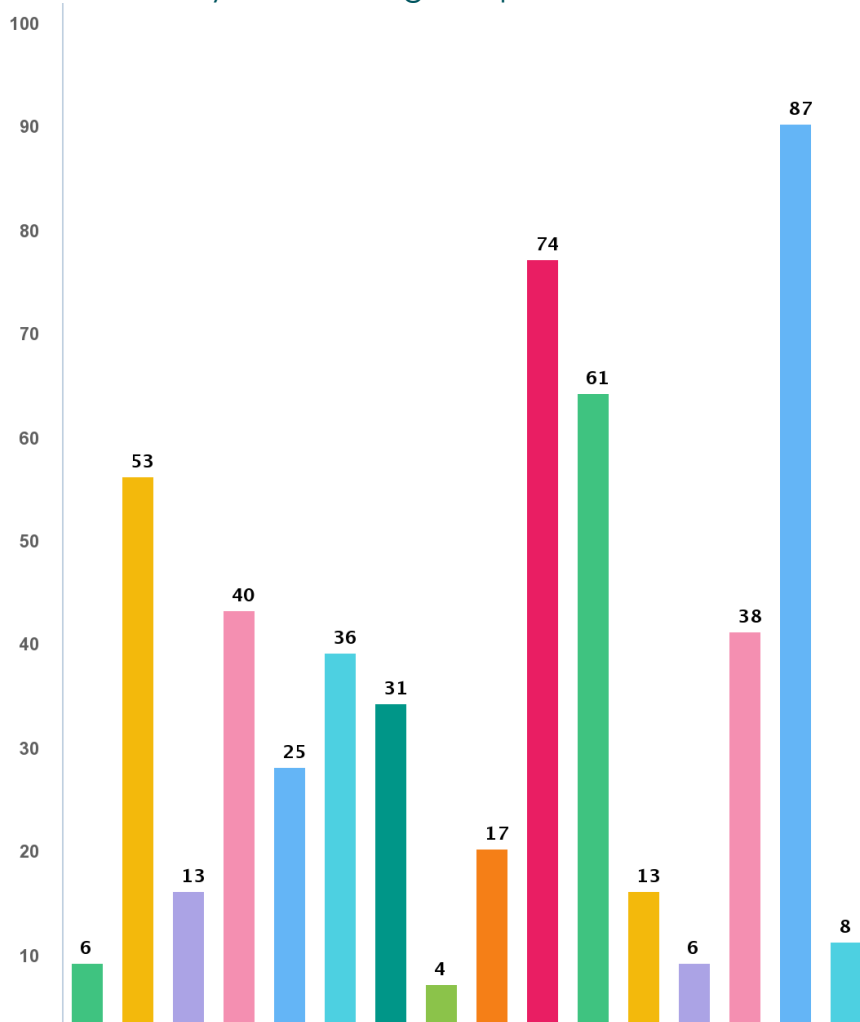
## Are there any other public facilities you would like to see in the Byron Shire?

- Arts and Culture
  - Art Galley
  - Historical museum
  - Cultural centre
  - Open amphitheatre
  - Public art
- Adventure sports
- Major community sports events
- Another pump track
- Cycle paths
  - A walk and cycle way connecting Byron, Brunswick Heads and Mullumbimby
  - Cycle way on train track
  - Rail trail
- Bush walking trails
  - walking trails in Hinterland
  - Public access to Mount Jerusalem National Park
- Bigger carpark at The Pass
- Better quality footpaths
- Public transport
  - Hydrogen/electric free bus service
- Good well built roads
- Drop-in centre for those experiencing homelessness
- More needle disposal sites
- Available public housing for at-risk women and children
- Public campgrounds
- Indigenous cultural centre/hub
- Community Gardens
- Swap centres
- Public space amenities
  - More seating with armrests suitable for the aged on the beachfront and in parks
  - More drinking fountains
- Inclusive all ages and abilities playground features
- Rubbish drop off (with fee)
- Powered and sewered sites for those living in tiny homes caravans and cars
- Rail service
- Swimming pools
  - in Bangalow
  - Heated pool
  - Indoor pool
- Horse riding trails
- Outdoor rotundas
- Dog park
- Covered outdoor sheds in parks
- Rainforest Research, Education & Visitors Centre
- Respite Centre
- Indoor entertainment area for families

## Community Objective 2:

We cultivate and celebrate our diverse cultures, lifestyle, and sense of community

What makes Byron Shire a great place to live?



### Question options

(Click items to hide)

- Other (please specify)    Natural environment    Sense of community
- Tourism and visitors    Sports and recreation    Location    Lifestyle
- History and heritage    Facilities    Events and entertainment
- Community groups and volunteerism    Cultural diversity    Character and amenity
- Businesses    Arts and creativity    Access to services

\*please note, read from right to left in order of this list i.e. 'Other' is the last bar

### Other Responses:

Low density living.

Climate, access to medical support, friends, none of these are as a result of council action.

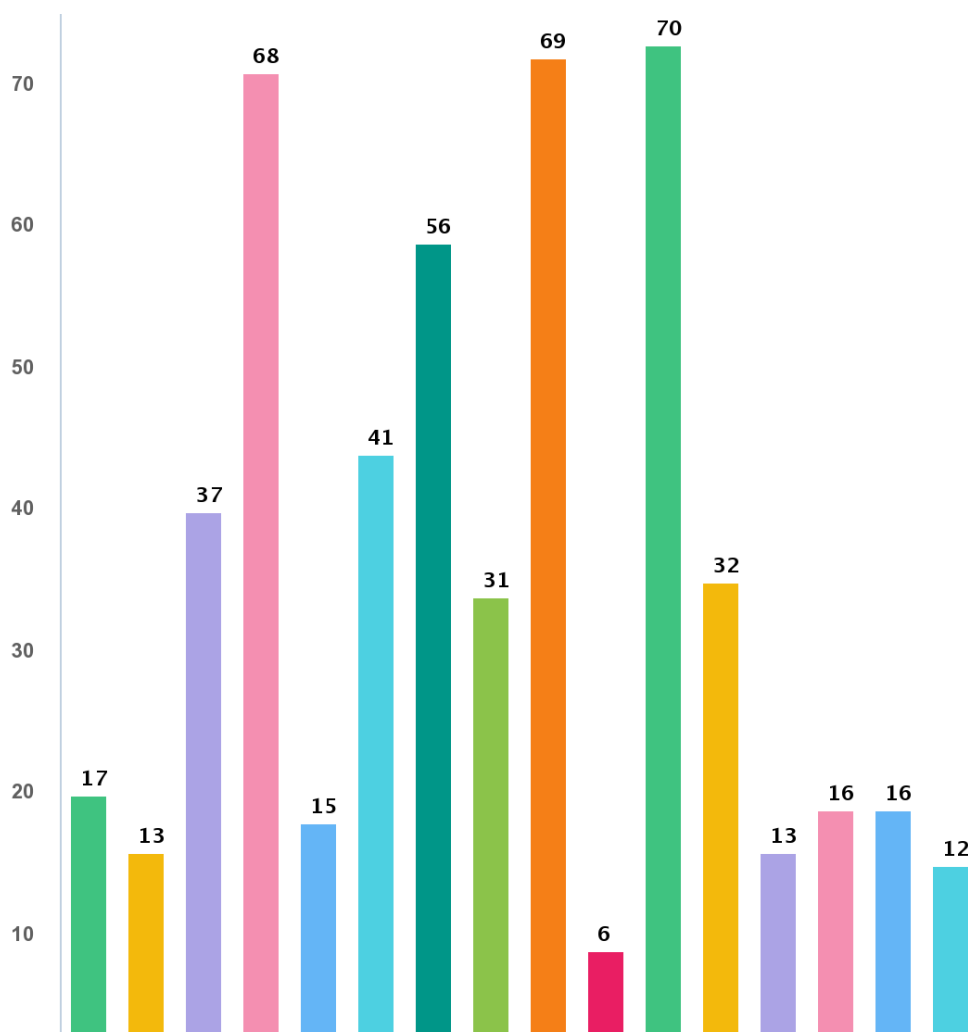
The easy going people

Absolutely none of the above.

The yet to be developed Northern Rivers Rail Trail

Local fresh food

## What do you think are the main challenges facing our community?



### Question options

(Click items to hide)

- Other (please specify)    Protecting Aboriginal culture and heritage    Waste management
- Natural disasters    Transport options    Housing affordability
- Impacts and management of COVID-19    Land use and planning    Jobs and employment
- Environmental sustainability    Climate adaptation    Community safety and crime prevention
- Changing demographics and size    Access to health services and support
- Ageing population    Access to further education and training

## Other Responses:

Homelessness - working people trying to live close to work and that is not possible in Byron for office and hospitality workers, nurses, etc.

Maintenance and upgrade of roads, walk and cycle ways

Affordability, and the costs of living

Effective Enforcement of established rules / Secure emergency place for victims of domestic violence

Lack of safe cycling and pedestrian routes within and between towns

The community embracing the potential of the Northern Rivers Rail Trail for everyone.

Gentrification

Community attitudes (which can often escalate to nastiness & disrespect of differences)

Tourism - an overload of visitors and AirBNB without the owner present. It shouldn't be allowed.

The state of the roads

Airbnb

Border closures.

Supply chain issues being in a regional area.

## Community Objective 3:

# We protect and enhance our natural environment

What is the single most important thing we can do to protect our natural environment in the Byron Shire?

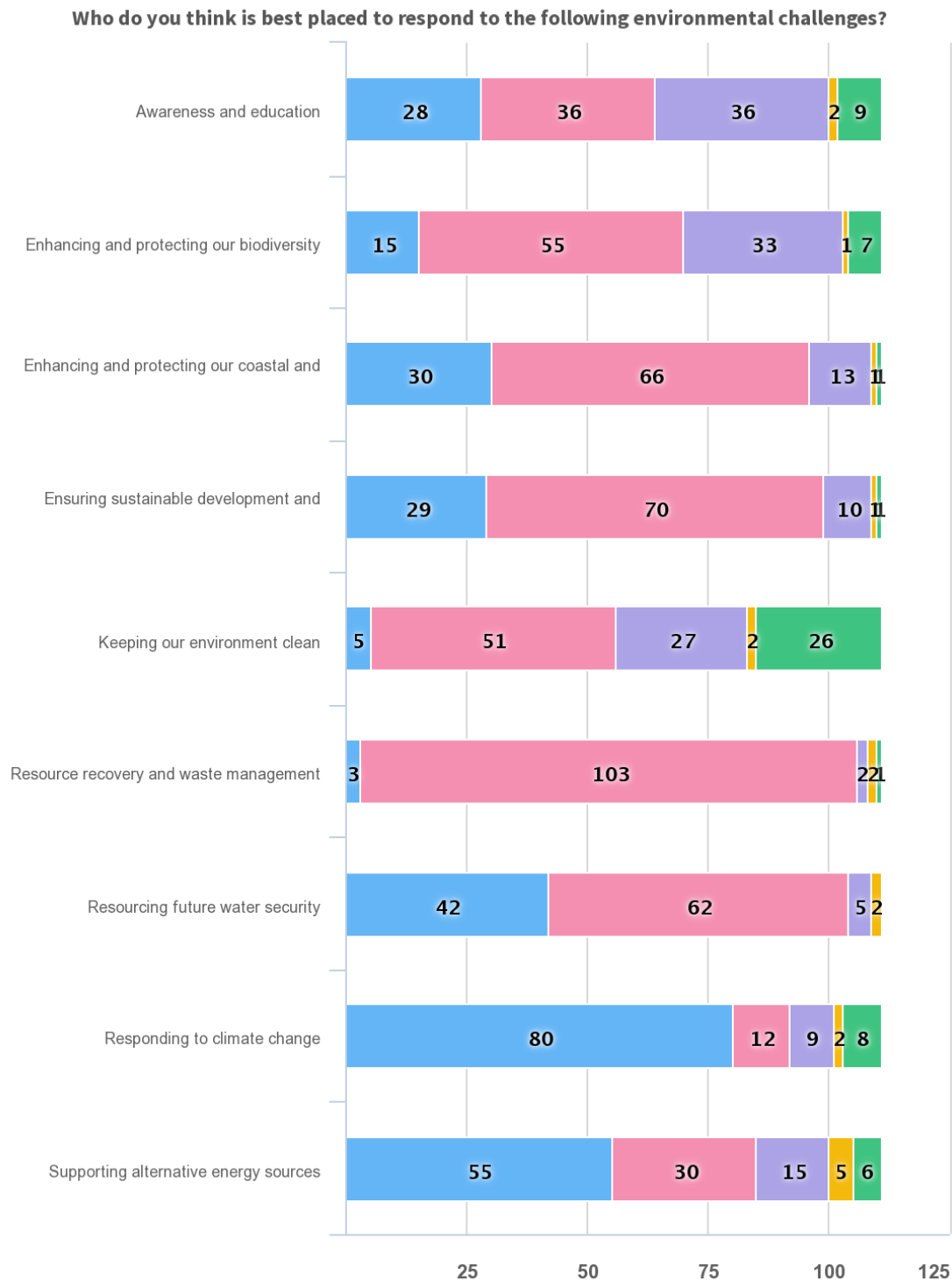


- Support affordable housing, and reject gentrification; push back on govt imposed population growth
- Protect green spaces & areas from over-development/development
- allow landowners more flexibility in how they manage their land
- compliance with community agreed planning limits
- Don't build up. But out. Allow sale of land for eco dwellings and people who will care for the land and soils
- Limit the growth of towns, and therefore the population.
- Restrict the number of people who live here
- Better residential planning
- Decrease the growth of residential areas encroaching into the rural and increasing residential areas.
- have a meaningful policy to protect and enhance our special biodiversity
- Properly manage tourism to avoid overcrowding.
- educate, educate, educate
- Remind visitors to protect our natural environment
- Local government initiatives
- Our long term water needs, transport and environmental issues concern me. I think population growth should reflect these concerns
- Limit development
- We need to transition quickly to using renewables.
- Appropriate land usage and management, encouraging businesses and individuals through incentives to reduce impact and in supporting legitimate eco/green businesses and industries.
- consult with all parties and experts
- Build carefully, ban large developments and have toll roads for visitors.

- Limit the number of residents and visitors to our shire
- Encourage cleanliness and tidiness from all residents.
- Be aware of how much our presence affects Byron Shire
- respect it and help the homeless find places to live - not in our natural environment
- partner landholders to create biodiversity habitats and be rewarded for it, or contracts that allow farm forestry investments without fear of being prevented from harvesting in the future.
- Clamp down on inappropriate land use
- Enforce the Planning Regulations
- Stay low key. No to large developments and rampant consumerism.
- Prevent further development and clearing of vital Koala corridors and habitat
- Adapt, limit development, consult with community.
- Look after our beach and coastline
- Reduce the dependence on cars. Promote the use of personal active transport such as the humble bicycle.
- Flood mitigation
- Minimal development
- Have rangers patrolling beaches and parks and fining people for misuse.
- Limit development
- Limit human access
- It's too late
- Get rid of homeless bums
- Tougher restrictions on development
- Constrain development
- planning and infrastructure to support the scale of tourism in the area
- Education through programmes which focus on awareness and examples.
- Encourage rainforest rehabilitation in appropriate large land holdings. Limit rural developments outside of towns and villages, and encourage density and development along a new growth corridor from Mullum - Byron along the railway corridor
- Encourage EV, support Enove, solar farm
- Protect our bushland. Keep pets out of the National Park. Stop excessive development.
- place conservation arrangements on critical land like West Byron and Belongil catchment areas - don't develop these areas. Restrict future development
- Ask every visitor/tourist to pay a bed tax per night and use it to install a water catchment facility for every single house (from roof into an underground water tank, for example).
- Rewild the area. Plant trees and don't cut them down.. Stop the use of chemicals in farming and in every single household. Stop the use of plastics. Fisherman should retrieve any lines and sinkers lost in the ocean. Less cars. Tread lightly
- Reduce car use.
- Slow development which in turn will slow tourism which contributes to a loss of amenity.
- Stop development
- Establish the Northern Rivers Rail trail Byron segment.
- Stop development
- Sort out the excess water from sewage system flooding Belongil and Tallow Lake
- Elect a different council
- I am not sure - people seem to cause the most issues with it.
- limit number of tourists!
- Tourism will always have a detrimental effect on the environment- let's educate them better. Accommodations insisting on certain behaviours to keep this place in good condition
- Set a higher standard for businesses and individuals in responding to climate change
- Zero emissions
- Individual responsibility
- Stop using fossil fuels
- Better planning decisions, and proper enforcement. Better education of visitors to the shire, could be bullet point signs along Ewingsdale rd while in the traffic jam.

- Reduce the visitor numbers
- Stop overdevelopment
- Tree protection including not clearing tops of watersheds but also maintaining healthy vegetated areas across a large portion of the shire
- Have enough locals and support community organisations to complete restorations and protection
- Put a cap on tourist numbers
- limiting development
- Stop inappropriate development and protect historical buildings.
- Cap population
- Planting trees, no 3 story buildings keep town from too much spread and over development
- Integrate planning with NPWS and other land managers
- Cap the number of people Here
- No more large developments
- Tree planting/paddock to forest conversion incentives and agricultural management.
- Provide 100% recyclable service for recycled waste.
- Stop breeding
- Educate the many members of the community who will fully choose to ignore restrictions to protect the coast (ie traipse through San dunes, hold beach fires, take dogs into areas where domestic pets are prohibited)
- Manage waste
- Tourist tariff
- Reduce car traffic
- Protect agricultural land from housing and tourism development
- Limit developers who just want to make a quick dollar.
- Careful of future development. The 'low rise' idea is a waste of space. Try to rewind some areas. More education and shared community spirit of green practices and local & invasive species. Mandate certain waste habits.
- climate adaption
- remove single use plastic and educate the community about recycling to help the environment
- save beach
- Less airbnb. It's killing us.
- Increase green space by planting trees, not increasing footprints of holiday parks and marinas, require all dwellings to have gardens and streets to have trees.
- Fix the roads please
- Provide fence dog parks
- bed tax! to pay for the works needed and trains
- Ensure we take scientific advice on the long term directions to enhance and grow out natural environment.
- Have stricter and non negotiable environment focussed planning instruments.
- Limit development
- Stop development of housing and retail. Over population of Byron bay particularly is not good for the environment. Green spaces and forest is disappearing and being impacted negatively.
- Saving the beach
- Stop climate change by getting rid of fossil fuel use
- Attempt to balance the developments with the infrastructure
- Maintain the strong culture of environmentalism that is part of the shires history.
- Make shops more sustainable, no plastic and access to environmental education
- Value it, educate as to how to protect it.
- Reduce tourism to a reasonable level
- Stop development
- Limit number of people through all aspects of planning
- slow down the spread of large developments
- Improved waste management

## Who do you think is best placed to respond to the following environmental challenges?



### Question options

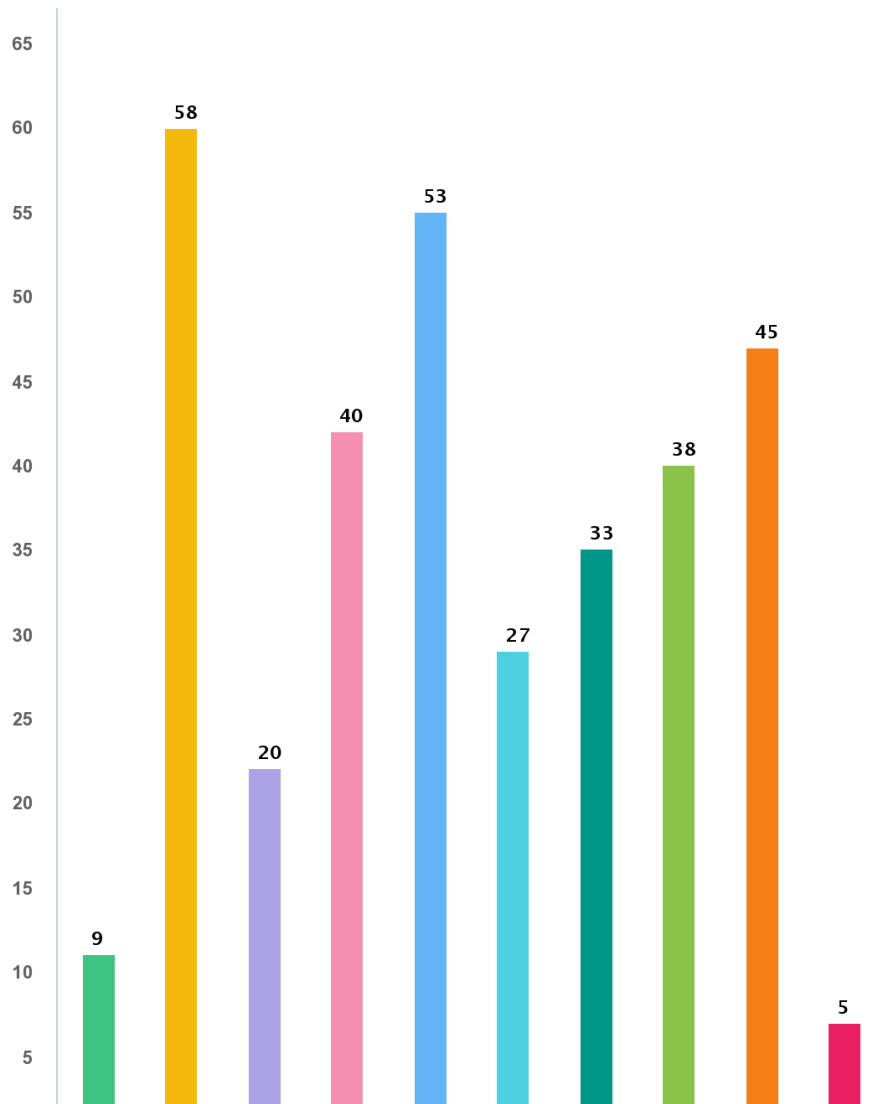
(Click items to hide)

- Other levels of Government
- Local Government
- Community
- Private sector
- Individuals

# Community Objective 4: We manage growth and change responsibly

What are the top 3 challenges for the responsible management of growth in Byron Shire?

What are the top 3 challenges for the responsible management of growth in Byron Shire?



### Question options

(Click items to hide)

- Other (please specify)
- Land use and planning
- Retaining local identity and culture
- Resourcing future infrastructure needs
- Impacts of tourism
- Impact of short term holiday letting (e.g. Air BnBs)
- Impact on the environment
- Employment opportunities
- Housing affordability
- Attraction of business and industry

## Other Responses:

The beaches

Over-dependence on cars.

Realise the advantages for transport, health, mobility, community connection, etc with the development of the Northern Rivers Rail Trail.

Roads are dangerous.

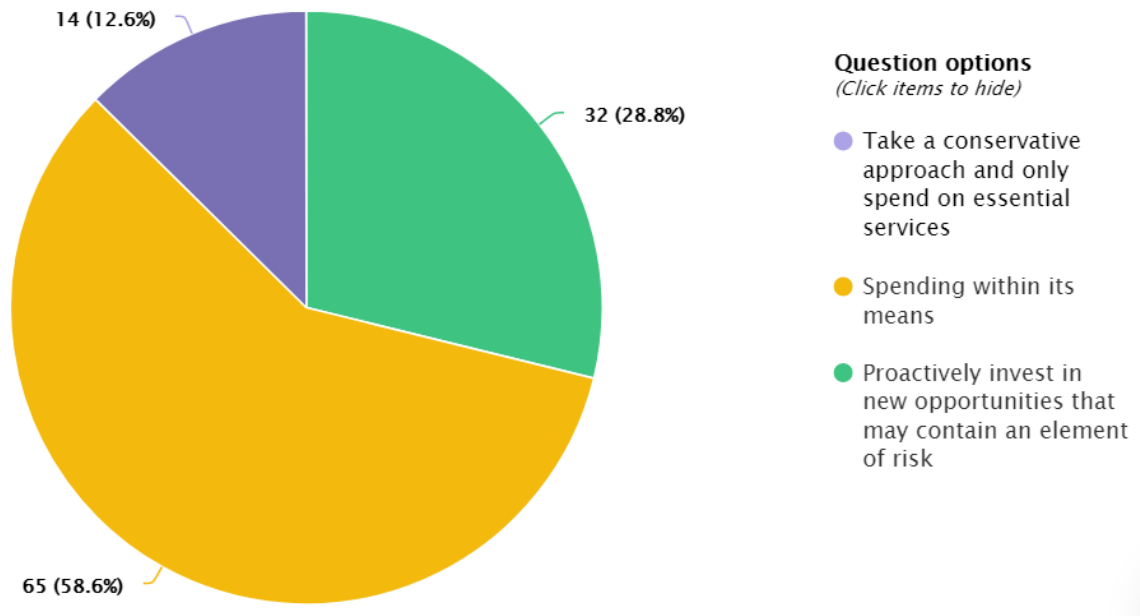
transport options for kids and teens. Safety through more transport options



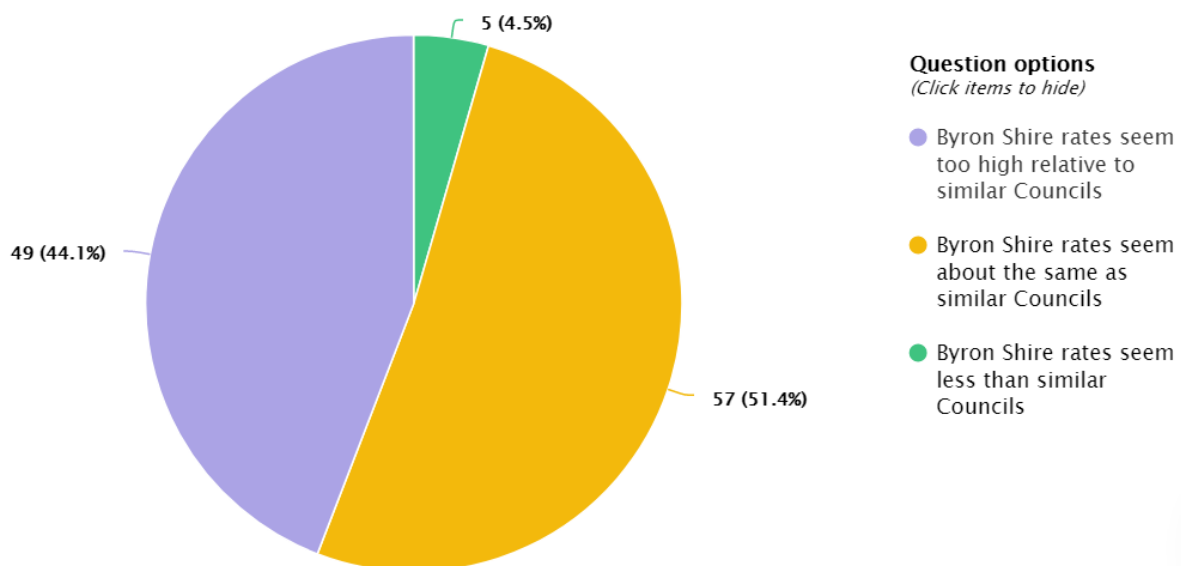
## Community Objective 5:

We have community led decision making which is open and inclusive

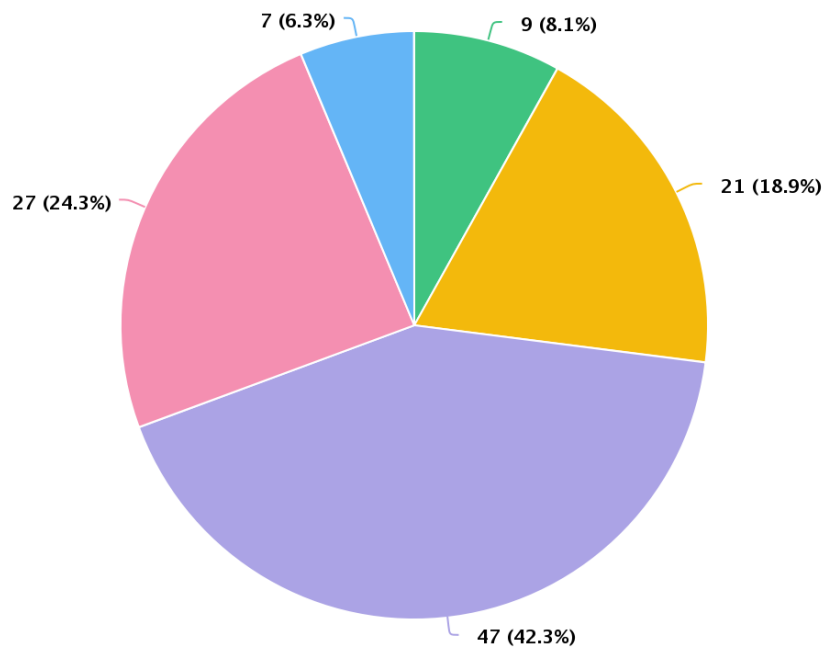
How would you like Council to approach financial management?



How do you feel Byron Shire average rates compare to the average rates of other similar Councils?



I would rate Council's current approach to risk, in general, as:

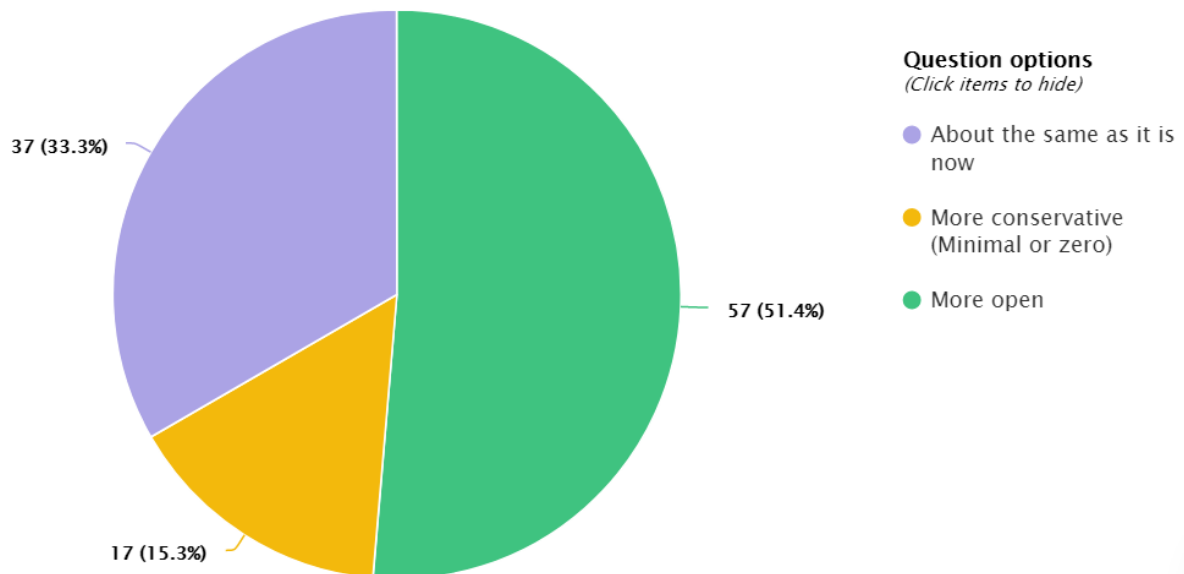


**Question options**

*(Click items to hide)*

- Seeking opportunity - Enthusiasm for innovation leading to preference for higher rewards despite greater inherent risk
- Open - willing to consider all options with a preference for prudent options and an acceptable level of reward
- Moderate - preference for safe options with low degree of residual risk and limited potential for reward
- Minimal - preference for options that avoid risk or have low inherent risk
- Zero - no tolerance for accepting risk

In future I would prefer to see Council's approach to risk be:



**Question options**

*(Click items to hide)*

- About the same as it is now
- More conservative (Minimal or zero)
- More open

# How strongly do you agree with the following statements?

How strongly do you agree with the following statements?



### Question options

(Click items to hide)

- Definitely disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Definitely agree

# Byron Shire Council



## Community Strategic Plan Review Engagement Report

December 2021

*We acknowledge the traditional custodians of the land where we carried out this project: the Arakwal people, the Widjabul-Wia-bal people and the Minjungbal people of the Bundjalung Nation and we pay respect to their elders – past, present and emerging.*

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## Document Control

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Client: Byron Shire Council

Job Contact: Heather Sills – Corporate Planning and Improvement Coordinator

Document Name: Byron Community Strategic Plan Review – Engagement Report

Version	Date	Authors / Approved	Reviewer
1	24.11.2021	Keelan Birch / Emma Broomfield	Emma Broomfield
2	02.12.2021	Keelan Birch / Emma Broomfield	Emma Broomfield

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# 1. Consultation overview

## 1.1 Community Strategic Plan

The Byron Shire Council (Council) *Community Strategic Plan 2028: Our Byron, Our Future* (CSP) is a collective vision that guides Council activities over a ten year period. It has been developed as part of a suite of strategic plans under Council's Integrated Planning and Reporting Framework and involved in-depth community feedback that sought to understand the vision, objectives and strategies for the whole of the Byron Shire.

While Council has a custodial role in initiating, preparing and maintaining the CSP, it may not be wholly responsible for its implementation. Many outcomes are achieved in collaboration with the community, private sector, individuals and other levels of government.

## 1.2 CSP review process

Council first adopted the CSP in 2012 with a minor review conducted in 2016-2017 and another major review occurring in 2018. Council is currently undertaking another refresh in anticipation of the new Council being elected in December. This has included the following consultation activities:

- 2020 - Community Satisfaction Survey
- May 2021 - Youth Say Program
- September 2021 – Online feedback and visioning workshop
- October 2021 – Online survey
- November 2021 – Community workshops

## 1.3 Purpose of this report

This Community Engagement Report (the Report) documents the outcomes of two community workshops that were held at the Byron Community Centre on:

- 17 November 2021 - 2:00pm – 7:00pm (9 participants)
- 20 November 2021 - 9:00am – 2:00pm (15 participants)

The focus of the workshops was to receive feedback on specific components of the CSP including:

- two draft renewed visions for the Byron Shire
- the current community objectives and strategies
- who is responsible for the implementation of each strategy

The workshops were facilitated by Emma Broomfield from Locale Consulting, with assistance from Keelan Birch also from Locale Consulting and four Council staff. Megan Weier from the Centre of Social Impact was also in attendance to observe discussions and to integrate findings into the Social Progress Index project which will measure the outcomes in the CSP.

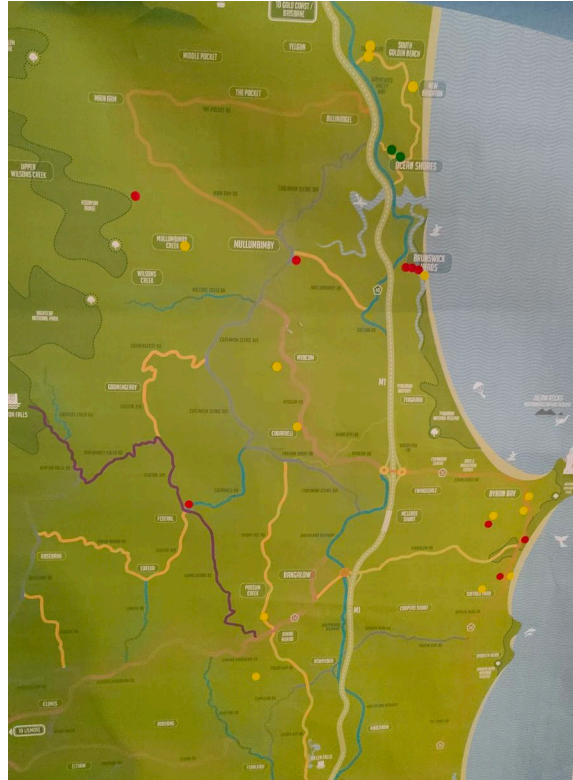
## 1.4 Selection process for participation

Participants were selected through a stratified random selection from Council's existing Citizen Lottery. To further encourage and incentivise participation, alternative days and times were offered to accommodate diverse commitments. Additionally, participants were provided with an allowance of \$100 for attending a session.

Despite this, there were challenges in encouraging participants. Following several selections, there were 181 invitations extended to registered participants.

In total, 24 citizens participated in the two workshops. Community members came from a diverse range of locations across the Byron Shire as can be seen in the adjacent map with:

- red dots being Wednesday participants
- yellow dots being Saturday participants
- green dots being Council staff



## 1.5 Workshop process

Each workshop was five hours with a mix of opportunities for community members to provide individual and collective feedback on the vision, community objectives and strategies.

Council also shared information with community members about the CSP history and framework and gave an overview of the work being carried out by the Centre for Social Impact in respect to developing a social progress index for the Byron Shire.





## 2. Renewed vision

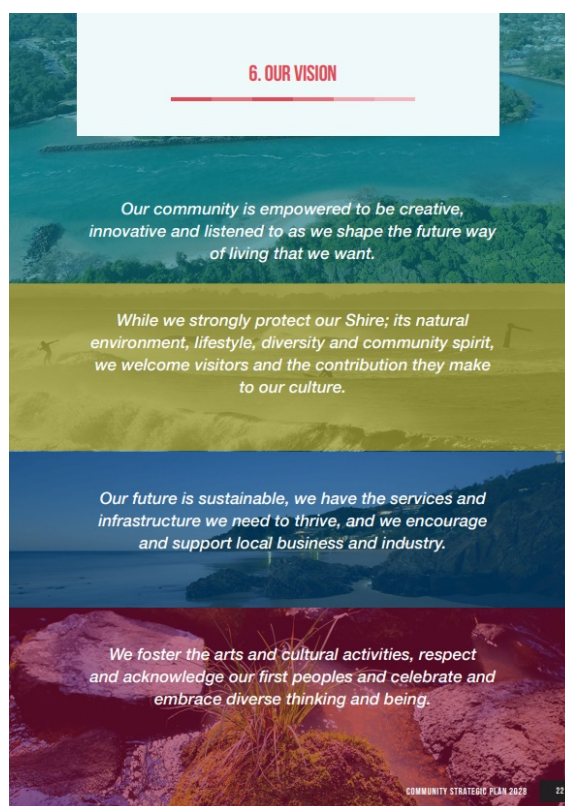
### 2.1 Context

The community vision is the overarching aspiration for the Byron Shire over the next 10 years.

The current vision in *Our Byron Our Future* had been identified by Council staff as requiring review. This was supported by community feedback obtained in the community survey.

As part of a branding strategy project, two possible vision statements had been prepared for further community input. These statements were presented at the workshops and feedback was sought from community members through individuals providing written, and then collective, comments.

Below is a high-level summary of the feedback.



### 2.2 Version 1

*A caring supportive community alive with its diversity that embraces, harnesses and protects our Indigenous heritage, our natural environment, creative energy and our inspiring communities. A welcoming place that truly brings people together to imagine and create a prosperous, inclusive and sustainable future that can be shared by all.*

Most community members agreed that this vision was too long or too wordy with some specifically indicating that it was one sentence too long. There was some agreement that the vision captured key elements that the community would like to see in the vision for the Byron Shire but overall this version did not resonate strongly with the community.

Many community members questioned the meaning of certain phrases such as 'inspiring communities' and 'shared by all' and some felt it was persuasive as opposed to visionary. Other keywords that were consistently identified for inclusion were "interconnected, unique, accepting, diverse, culture, inclusive, sustainable, proactive, affordable".

## 2.3 Version 2

*To bring people together and balance the needs of 'country' and 'community' in ways that ensures the heart and soul of Byron Shire not only thrives but is accessible to all people of our diverse communities.*

Most community members found this revised vision to be ambiguous, bland and not reflective of the Byron Shire character. Some community members pointed out that this vision could apply to any council in NSW and does not highlight what is important or special about the Byron Shire. Many people commented that 'heart and soul' is vague and perhaps 'spirit' is a better fit and that capturing the shared identity across all communities is key.

Similarly, many felt it is unclear what 'country' and 'community' refers to and that the phrase 'accessible to all' is not accurate given current house prices across the Shire. However, some felt that the vision was succinct and the appropriate word length for the vision.

Other keywords that were consistently identified for inclusion were "natural environment, protect, commerce, creative energy, sustainable development".

### 3. Community objectives and strategies

Feedback on each of the five community objectives in the CSP and their underlying strategies was sought from the community through a 'World Café' style workshop. Groups of 2-4 community members spent 15-20 minutes with a facilitator on each objective and related strategies discussing their relevance, duplication, success and if anything was missing.

Facilitators then presented a summary of this process back to the community members. Community members then individually identified who was responsible for each strategy, noting that responsibility could be allocated to multiple agencies. This feedback is summarised below and further detailed in Appendix A and Appendix B.

#### 3.1 Community Objective 1

*We have infrastructure, transport and services which meet our expectations*

This objective is currently supported by six strategies:

Strategy 1.1 - Provide a **road network** which is safe, accessible and maintained to an acceptable level of service

Strategy 1.2 - Provide **essential services and reliable infrastructure** which meet an acceptable community standard

Strategy 1.3 - Support, through partnership, a network of integrated sustainable **transport options**

Strategy 1.4 - Provide a regular and acceptable **waste and recycling** service

Strategy 1.5 - Provide continuous urban **water and sewerage** services within the Shire

Strategy 1.6 - Manage **traffic and parking** in an efficient manner

Community members agreed with the appropriateness of the objective description and that all the six strategies are relevant. Although it was also noted that some were unclear or had synergies between them. Many felt that the six strategies are underpinned by sustainability outcomes and together they will lead to a connected Shire. A common theme was connectivity and the importance of linking communities in the Shire and connecting people to services they need. There was discussion that strategies were potentially missing from the list. This included 'technology' and the need to be 'future focussed'

Many felt that the transport network (i.e. infrastructure) and transport services strategies should continue to be separated, yet both need to be safe, reliable and accessible while creatively catering for alternative transportation needs. There was a focus on 'cars out'

principles and support for investigating alternative methods of transport. Some comments related to transport needs being destination driven and when planning the transport network there needs to be consideration about the needs of the users and their purpose of travel. For example, when planning the road network Council needs to consider whether there is adequate parking provided at the destination. Another example is further connecting the Byron-Mullumbimby-Bangalow triangle.

In conjunction with the traffic and parking strategy, these strategies were identified as being key for managing the impacts of tourism. Although many supported paid parking in Byron Bay for tourists, some felt that exemptions for local residents of the Byron Shire need to be strongly considered. It was also observed that strategies 1.3 and 1.6 could be incorporated together.

There was particular interest in ensuring there is adequate planning and provisioning for new and emerging transport options, such as the increased uptake of electric bikes and hybridisation of vehicles. These types of technologies are changing the way people are using the transport network and need to be considered in a long term plan such as the CSP.

It was also identified that Council may have a role in providing or advocating for increased public transport services, through electric shuttle buses and the like to meet the needs of the growing population.

Community members felt that the scope of 'essential services and reliable infrastructure' is vague and requires further definition. It also must keep up with changing technology. There were some potential gaps in identifying the future infrastructure needs of the community. This may relate to technology and communications infrastructure, among others.

Strategies such as waste and recycling were identified as being linked to objective 3 and specific environmental strategies. Some comments pointed out that the strategy about water and sewer only refers to urban needs and the needs of rural communities should not be forgotten.

Council was identified as being primarily responsible for the delivery of each of these six strategies. Many identified that other levels of government do have a significant responsibility such as providing roads, essential infrastructure and services and transport options (e.g. Transport for NSW). The private sector was also noted as potentially playing a role in providing transport options as well as waste and recycling.

## 3.2 Community Objective 2

*We cultivate and celebrate our diverse cultures, lifestyle and sense of community*

This objective is currently supported by five strategies:

Strategy 2.1 - Support and encourage our **vibrant culture and creativity**

Strategy 2.2 - Support access to a wide range of services and activities that contribute to the **wellbeing** of all members of the Byron Shire community

Strategy 2.3 - Provide accessible, local **community spaces and facilities**

Strategy 2.4 - Enhance **community safety and amenity** while respecting our shared values

Strategy 2.5 - Encourage community appreciation of **cultural vitality and diversity**

Generally, participants agreed with the broader statement for this objective, although some were not sure of the wording 'diverse cultures'. Many felt that this objective is a defining characteristic of the Byron Shire. A general comment across the various strategies was that youth are missing and that it needs to deal with changing community needs.

A number of strategies in this objective were identified as needing refining. Most clearly was the overlap between strategies 2.1 and 2.5. Many felt these two strategies, particularly strategy 2.5, are poorly defined, vague and are referring to the same outcome.

Questions arose around what 'encourage / appreciation' in strategy 2.5 looks like and whether this can be meaningful. They indicated that they felt it was not possible to actually achieve this and suggested alternative wording such as 'support' would be more appropriate. Many people thought this strategy referred to inclusivity, connected communities and engaging with all voices. Some felt heritage, both Indigenous and non-Indigenous, was not acknowledged and missing from both 2.1 and 2.5 with words such as promote, recognise and celebrate heritage could be used. Numerous community members mentioned that each village in the Byron Shire has its own unique culture that needs to be captured and embedded within strategy 2.1 or 2.5.

Feedback was given that there needs to be more learning opportunities/programs to support different groups/people in the community so everyone is able to participate and feel heard (e.g. people with disability, people experiencing homelessness, youth, Aboriginal and Torres Strait Islander peoples etc.). This is to ensure they are not forgotten and all are seen and heard, and not left out of conversations.

Participants pointed out that health is not currently captured in strategy 2.2 and needs to be explicitly stated. They also identified the need to capture all lifestyles and practices, including alternative ways of living and the wording needs adjusting. Complex issues such as homelessness and the appropriate provision of health services were identified as fitting in strategy 2.2. Many felt that these services are lacking in the Byron Shire and more advocacy is needed, although this is exacerbated by the level of wealth in Byron Bay.

It was generally agreed by community members that strategy 2.3 is appropriate as long as it is proportional to population change and levels. Some comments related to keeping the hiring of community halls affordable with the ability to allow a variety of uses. It was also highlighted in this strategy that community spaces and facilities need to be provided across the different localities/villages in the Shire (and not just having services in Byron town but being aware of the different areas within/across the Shire and where things may be required).

Numerous community members thought that the phrase 'respecting our shared values' in strategy 2.4 was vague and confusing, although it is acknowledged that community safety and amenity is important and deserving of a separate strategy. Youth was identified as potentially missing from strategy 2.4 and that environmental emergency responses should not sit under this strategy 2.4. Comments related to the fact that it is difficult to manage who or why people come to the Byron Shire and the impacts this has on community safety, particularly during peak tourist season.

While Council was identified as having a key role in actualising this objective, this was closely followed by the community especially in relation to strategies 2.1 and 2.5 that directly related to culture. Strategy 2.1 was thought to require a greater level of collaboration to achieve its objectives with strategy 2.3 least involving other groups or agencies besides Council.



### 3.3 Community Objective 3

*We protect and enhance our natural environment*

This objective is currently supported by four strategies:

Strategy 3.1 - Partner to protect and enhance our **biodiversity, ecosystems and ecology**

Strategy 3.2 - Strive to become a **sustainable community**

Strategy 3.3 - Partner to protect and enhance the health of the Shires **coastlines, estuaries, waterways and catchments**

Strategy 3.4 - Support and secure our **farming** future

Most community members agreed with the broader description for this objective and that education is key and needs embedding across all four strategies. This objective was commonly identified as a growing and pressing issue with broad links to the growth and change tensions of community objective 4. Two key topics not captured in this objective that potentially could be explicitly stated, or have a separate strategy, were caring for country from an Indigenous perspective and climate change including natural disasters and adopting a global perspective.

Continuing to partner with the community and other agencies was identified as key for strategies 3.1 and 3.3 with tangible regeneration of the landscape seen as a primary measure of success. For example, through wildlife corridors or regeneration of existing farmlands. These two strategies were noted as being strongly linked to community objective 4 and that the level of growth and change directly impacts the ability to achieve successful outcomes for these strategies. Greater visibility and opportunity for the community to be involved in environmental projects relating to strategies 3.1 and 3.3 were noted as being important.

Many felt that the word 'sustainable' in strategy 3.2 is a buzzword and questioned what a sustainable community actually means. From a community perspective, being a leader in sustainability outcomes was important and should be explicitly stated as it is reflective of the progressive nature of the Byron Shire. Promoting sustainable outcomes through adding incentives and pathways are core to achieving strategy 3.2. Key links of strategy 3.2 to waste, sewerage, recycling transport and farming were identified by community members.

Community members thought farming in strategy 3.4 was a current hot topic and that the word farming is not appropriate as the definition is too narrow. Likewise, secure and support was not agreed as the right wording with words such as develop, encourage, foster and protect identified as being more relevant. Regenerative agriculture, small scale farming and paddock to plate ideas were thought to be strong emerging trends that strategy 3.4 currently does not cover. Sustainable, safe and innovative agricultural practices should be encouraged and broadly balanced with development needs. There was a strong desire for the Shire to have local food sources. The links from strategy 2.4 to housing development, tourism and jobs were all noted and need to be considered.

Responsibility for implementation was again generally assigned to Council, although in some strategies, particularly strategy 2.2 'sustainable community', the community was identified as playing an equally important role. Other levels of government and the private sector were also identified as being important to partner with Council in delivering outcomes.

### 3.4 Community Objective 4

*We manage growth and change responsibly.*

This objective is currently supported by five strategies:

Strategy 4.1 - Support the visions and aspirations of local communities through **place-based planning** and management

Strategy 4.2 - Support **housing diversity** in appropriate locations across the Shire

Strategy 4.3 - Promote and support local **business development, education and employment** opportunities

Strategy 4.4 - Support **tourism and events** that reflect our culture and lifestyle

Strategy 4.5 - Work to improve **community resilience** in our changing environment

It was generally agreed by community members that this objective broadly underpins many of the other CSP strategies and needs to align with the overarching vision for the Byron Shire. The word ethically was identified as potentially needing to be included in the objective description. All five strategies were thought to be still relevant, although a number of people felt that the challenge of creating solutions to manage Short Term Rental Accommodation is deserving of its own strategy.

The word 'placed-based planning' in strategy 4.1 was consistently seen as meaningless and a buzzword. Instead, this strategy was thought to reflect the protection of community identity,



character and heritage through innovative and sympathetic design. Many also felt that a different set of rules were being applied for individuals and developers and that consistent application of the planning rules needs to be adhered to otherwise penalties would apply. The need for advocacy often showed up in 4.1 particularly in relation to development approvals.

Housing in strategy 4.2 was recognised as a major topic and should explicitly state affordability as this is the top housing issue. There was deep discussion about the variety of housing that is required. Affordable was a key "type" mentioned but tiny homes, high density housing, multiple occupancies and secondary dwellings, were all also frequently mentioned as being important. Providing housing for diverse and changing needs (e.g. homelessness) was important as well as ensuring future development protects local character and heritage values. Homelessness was identified as missing from the strategy and almost all community members wanted to see it show up in 4.2.

The planning system and State objectives were identified by the community as a key barrier to achieving this strategy. Many felt that the 90 day Short term Rental Accommodation will need to be well policed to be effective. Core links between housing and tourism and to planning, transport and infrastructure were identified, as well as access to community services and employment.

Business development in strategy 4.3 and tourism and events in strategy 4.4 were identified as having a natural synergy although business innovation and diversification (e.g. environmental / Indigenous tourism and creative arts) was highlighted as an important, separate consideration. Some felt that greater collaboration with the business community, particularly the Aboriginal and Torres Strait Islander communities, is needed. The need for a focus on ethical businesses was also highlighted.

Managing tourism and events was frequently raised by participants and the need to find the balance between local and visitor needs. Sustainable and ethical tourism that reflects and respects local community desires was thought to be key. A strong link between tourism and paid parking in Byron Bay was made yet there is a need to look into other avenues for managing tourism.

Questions arose as to what community resilience means and that this is another buzzword. Many felt that the word crisis should be included in this strategy and that it has a strong link to the impacts of climate change and natural disasters. It also related strongly to mental health and COVID-19 with more partnerships with not-for-profits and agencies essential to prepare and recover and build resilience. It was suggested this strategy could read "Supporting a resilient community that can adapt and respond to change."

In terms of assigning responsibility, most felt that strategy 4.1 sat primarily with Council, although all other strategies were fairly well distributed. Importantly, for strategies 4.3 and 4.4, the private sector was more frequently assigned responsibility ahead of Council. It was also recognised that success in this objective will require collaboration across all levels of government, the community, and the business sector.

### 3.5 Community Objective 5

*We have community led decision making which is open and inclusive*

This objective is currently supported by six strategies:

Strategy 5.1 - **Engage and involve community** in decision making

Strategy 5.2 - Create a **culture of trust** with the community by being open, genuine and transparent

Strategy 5.3 - Deliver a high level of **customer service**

Strategy 5.4 - Manage Council's **assets** and allocate resources in a fair and holistic manner

Strategy 5.5 - Manage Council's **finances** sustainably

Strategy 5.6 - Manage Council's **resources** sustainably

While participants felt that all the strategies in this objective were relevant, many questioned the overarching description of the objective. Some felt that the strategies relate more to governance issues and questioned if the community actually does, or even should, lead decision making, as they are represented by the elected body.

Many acknowledged that even with community involvement in decision making, this does not always result in outcomes that satisfy everyone. 'Community informed' was suggested as a more appropriate objective description. It was suggested that consideration be given to rewording this objective slightly to encompass all of the strategies better.

In terms of the strategies, there was a consensus that financial and resource management could combine into one strategy as 'resource management' was a term unclear to most, but could include finance and people. It could potentially be collapsed further to include asset management in strategy 5.4. Although some felt asset management should remain as a separate strategy that could also be considered under the infrastructure objective.

Some questioned the meaning of sustainable management and that ethical management is a more important and appropriate term. Prioritisation of assets and efficiency was highlighted as needing to be built into the strategy and that the word holistic is not a suitable fit.

Community participants identified that for strategy 5.1 Council could engage in a variety of contemporary ways and this needs to capture all diverse community perspectives in an equitable way. Increasing access to information and connections to Councillors / Mayor was seen as important by the community.

Many felt that trust in Council stems from effective community engagement and despite being aspirational, strategy 5.2 is imperative. Clear and regular communication with communities was identified as a contributor to the success of strategy 5.2. Some identified that despite this, decisions can be overridden by the Land & Environment Court for example, leading people to mistakenly distrust Council.

Customer service in strategy 5.3 was identified as relevant with it needing to be respectful, accessible and responsive. Building accountability into strategy 5.3 was seen as important as well as having confidence in Council staff to do their job - a key link between strategy 5.3 to strategy 5.2. Some felt that strategy 5.3 was not strategic enough to warrant its own separate strategy and may be best placed at the Delivery Program level, although this comment was not shared by all.

Out of all the objectives, this objective was assigned most firmly with Council which is consistent with the intent of each of the strategies. While many assigned the community as responsible in strategy 5.1 as part of the decision making process, the community was not assigned as much as a number of other strategies in the CSP. Other groups or agencies were assigned little to no involvement for most of the objective.

## 4. Conclusion

The workshops provided in-depth and meaningful feedback from the community on the two draft renewed visions for the Byron Shire and the current CSP objectives and strategies.

Overall, neither of the two draft revised visions resonated strongly with most community members, although elements of each were recognised as being important. Many felt that draft renewed vision one was too long and wordy, yet it was acknowledged that it reflects most of the key visioning elements. While draft renewed vision two was generally agreed to be of appropriate length, it was seen as being too ambiguous, bland and contained poorly worded phrases that don't effectively capture the uniqueness of the Byron Shire.

All five community objectives were identified as still being relevant with the broader description of community objective 5 needing revision as well as keywords in objectives 2 and 4. A number of potential strategies were consistently identified by community members as being missing, overlapping or requiring amendment in the refresh of the CSP.

Overall, Council is seen to have a lead role in implementing many of the strategies in CSP. However, it is worth noting that this perception is stronger for some objectives than others and for many, successful implementation will require collaboration with the community, private sector and other levels of government.

## **Appendix A – Feedback on community objectives & strategies**

# Community Objective 1

## Strategy 1.1 - Roads

- Also relates to the provision of cycleways / pedestrians that encourages locals not to use cars
- Needs to be safe, reliable and accessible
- Hybridisation of the road network is important (i.e. cater for electric cars and bikes)
- Measured by ability to meet current needs and reduced congestion

## Strategy 1.2 – Essential services and infrastructure

- Vague definition on what this strategy means and refers to
- Services and infrastructures need to be appropriate to suit changing needs and must keep up with changing technology
- Could be measured by lighting and safety

## Strategy 1.3 – Transport options

- Needs to be an integrated network with diverse options and choices that suits changing transport needs
- Cycle and footpaths
- Connects the Byron-Mullumbimby-Bangalow triangle
- Transparent bus stops and services
- Caters, and plans, for electric bikes
- Strong consideration of a rail trail
- Destination driven
- Plays a key role managing the impact of tourism
- Financially sustainable and viable business models

## Strategy 1.4 – Waste and recycling

- Strong links to environmental outcomes and community objective 3
- Free recycling and kerbside pickup
- Accessible alternatives for disposing of large items
- Can be measured through means such as managing soft plastics, packaging and reduced illegal dumping

## Strategy 1.5 – Water and sewerage

- Strong links to environmental outcomes and community objective 3
- Must be sustainable to meet current needs
- “Urban” component of the strategy excludes the needs of rural communities and the environmental considerations of rural water and sewer provision and disposal
- Council to promote water security (e.g. water tanks and those not on town water)
- Consider the environmental impacts of ongoing upgrades

- Existing sewerage systems is reaching capacity
- Decrease electricity by using solar

### **Strategy 1.6 – Traffic and parking**

- Make parking more accessible
- Different pay parking system for tourists and locals with locals being exempt
- Pay parking is a means to an end
- Reduce congestion in Byron Bay by having a cap of car numbers in town
- What is managing parking in an efficient manner?
- Traffic issues in Byron industrial area

### **Additional Notes**

- Technology and being future focussed is potentially a missing strategy that through the provision of IT, communication systems and other facilities results in workplace changes and physical infrastructure provision.
- Sustainability outcomes underpin all six strategies
- Together, the six strategies lead to a more connected Byron Shire

## **Community Objective 2**

### **Strategy 2.1 – Culture and creativity**

- Combine with strategy 2.5 or further define each strategy
- Additional words such as promote, recognise and celebrate culture could be used
- Indigenous and non-indigenous heritage is missing from this strategy
- Embed multiculturalism in this strategy
- Celebrate diverse interests and needs
- Accessibility for festivals / events
- Funding opportunities for creative industries
- Develop a centrally located Art Centre
- Mentoring opportunities for youth

### **Strategy 2.2 – Wellbeing**

- Strategy needs to explicitly state health
- Alternative lifestyles and practices need to be captured
- Current wording of wellbeing is vague and is used as a buzzword
- How do you measure 'wellbeing' as an outcome?
- Rough sleeping, homelessness, domestic violence and addressing drugs / alcohol are all issues that could fit here
- Access to services is important and there is a lack of health and mental health services in the Byron Shire with more advocacy needed
- Aged care, medical services, social services and other facilities not located in Byron which is exacerbated by the wealth in the Byron Shire

- Council can partner with others to deliver services

### **Strategy 2.3 – Community spaces and facilities**

- Agree with strategy
- Provision needs to be proportion to the population
- Relates to infrastructure (e.g. footpaths)
- Keep halls affordable and allow a variety of uses
- Arts Precinct

### **Strategy 2.4 – Community safety and amenity**

- ‘Respecting our shared values’ is vague and confusing. How does it relate to this strategy?
- How do we manage who or why people come to the Shire and how this impacts community safety?
- More things needed for youth – related to community safety
- Youth missing from these strategies
- Support networks
- Environmental emergency responses should not sit under this strategy

### **Strategy 2.5 – Cultural vitality and diversity**

- Combine with strategy 2.1 or further define each strategy
- Vague how ‘encourage appreciation’ can be achieved or measured
- Relates to inclusiveness and capturing all voices
- Equity, respect and connected communities
- Concern about voices not being heard
- Catering for differing experiences
- Accepting and celebrating culture
- Mitigating against the extreme left and right views
- Connect to First Nations education opportunities and shared learning
- Measuring this relates to participation, employment, death rate, school participation, festivals, satisfaction survey and use of services

## **Community Objective 3**

### **Strategy 3.1 – Biodiversity, ecosystems and ecology**

- Strong links to community objective 4
- Level of growth and change impacts achieving the strategy outcomes
- Council to continue to partner with communities and other agencies
- Enhance could be replaced with the word improve
- Greater opportunity to be involved and visibility of environmental projects
- Eco-centres for visitors and residents in west Byron
- Regenerate old farming land



- Reduce weeds and invasive species
- Access to more walking tracks in the hinterland
- Develop wildlife corridors, no logging and reduce Campher Laurel trees
- No pollution (e.g litter)

### **Strategy 3.2 – Sustainable community**

- What does sustainable mean? Buzzword
- Strong links to waste, recycling, sewerage transport and farming
- Being a leader and becoming an example is important for the Byron Shire
- Promoting sustainable practices and adding incentives and pathways
- Need planning controls that support sustainable housing
- Development controls on coastline to maintain access
- Encourage local food sources and farmer markets
- No logging or pollution of fossil fuels
- Measures include litter levels, plastics, promoting water tanks, reduce soil degradation and appropriate development to the environment
- Net emission targets for the Shire and Council assets
- Outcomes aligned with COP26 agreement

### **Strategy 3.3 – Coastlines, estuaries, waterways and catchments**

- Strong links to community objective 4
- Level of growth and change impacts achieving the strategy outcomes
- Council to continue to partner with communities and other agencies
- Greater opportunity to be involved and visibility of environmental projects
- Council working better with Crown Lands and State agencies
- Provide ongoing access
- Links to infrastructure provision
- Speed restrictions in waterways
- More dune regeneration and less erosion degradation
- No pollution (e.g detergents)

### **Strategy 3.4 – Farming**

- Secure and support wording is not as important as develop, foster and protect
- Farming not the appropriate word as definition is too narrow
- Regenerative agriculture is growing and needs to be incorporated into the strategy
- Practices need to be sustainable and safe and considered against housing pressures
- Best and innovative farming practices
- Small scale farming
- Relates to tourism and jobs
- Type of farming is important
- No Community Title on agricultural land and tiny, small eco dwellings on farmland
- Improved access to markets for farmers, paddock to plate and local food bowl
- Create local food source

### **Additional notes**

- Broadly links to the 'tensions' of community objective 4
- Education is key across all four strategies
- Caring for country from an Indigenous perspective is potentially missing
- Climate change, natural disasters and adopting a global perspective is potentially missing

## **Community Objective 4**

### **Strategy 4.1 – Placed-based planning**

- What does 'place-based planning' mean? Buzzword
- Balance with population growth and demographics
- Different rules for developers and individuals
- Consistent application of the planning rules is needed
- Need for advocacy with State and Federal government
- Design needs to be respectful of heritage values, innovative and sympathetic
- Protecting community identity and uniqueness
- Penalties for DA breaches
- Links to roads and traffic

### **Strategy 4.2 – Housing diversity**

- Police 90 day Short Term Rental Accommodation limit
- Links to tourism, planning, transport, access to community services and infrastructure
- Diverse needs are missing – link to homelessness
- There are heritage values in the unique housing look and feel
- Protect the local character of each town
- Mix of housing including affordable and equitable housing for everyone
- Planning system – barrier to achieving this strategy
- 21<sup>st</sup> Century households have 3-4 cars
- Eco-dwellings on rural lands
- Essential workers have access to housing

### **Strategy 4.3 – Business development, education and employment**

- Business and tourism have a natural synergy
- Innovation and business diversification matters
- Losing businesses due to high rental prices
- Greater collaboration and engagement with the business community, particularly the Aboriginal and Torres Strait Islander communities
- Sponsored workshops and employment opportunities

- Arts, creative business is important
- Links to markets and development of a food bowl
- Measured by lower job vacancies and more jobs for young people

#### **Strategy 4.4 – Tourism and events**

- Needs to be in line with community expectations
- Links to sustainable and ethical
- Local community desires are reflected and respected
- Need to find a balance between local and visitor needs
- Arts and Culture Hub
- Welcome package for visitors – the Byron Pledge
- Establishment of a local currency
- Reduce the party town image
- Environmental tourism increases
- Tourism better managed or decreased
- Parking in Byron Bay key issue
- Balance with the NSW Governments tourism campaign
- Needs to be appropriate to each location

#### **Strategy 4.5 – Community resilience**

- What does resilience mean? Buzzword
- Potential to include the word crisis in the strategy description
- Links to climate change impacts and natural disasters
- Link to community objective 3
- Relates to mental health, covid-19
- Need for follow up after emergencies
- More partnership to assist in preparation and recovery

#### **Additional notes**

- Create solutions to limit Short Term Rental Accommodation is potentially a missing strategy
- Ethical growth and change is important

## **Community Objective 5**

#### **Strategy 5.1 – Community engagement**

- Many ways Council can engage including contemporary and varied ways
- Engaging all communities is key
- Equitable and innovative engagement
- Feedback surveys
- Increased access to information
- Informal methods (e.g. meet the mayor and fireside chats)

- Rating community sentiment

### **Strategy 5.2 - Trust**

- Clear and regular communication with communities
- Despite this Council decisions can be overridden by Land & Environment Court
- Aspirational but important strategy

### **Strategy 5.3 – Customer service**

- Respectful and specialist knowledge
- Varied experiences with Council staff
- Build in accountability into this strategy
- Confidence in Council staff to do their job
- Not at strategic level
- More about accessible ways to provide a service
- Customer satisfaction
- Responsive, polite interactions and get answers

### **Strategy 5.4 – Asset management**

- Agree with being done in a fair manner but don't like the word holistic
- Potentially combine with strategy 5.5 and strategy 5.6
- Prioritisation and efficiency need to be built into this strategy
- Publish audits

### **Strategy 5.5 – Financial management**

- Combine with strategy 5.6 and potentially with strategy 5.4
- Define what sustainable management means
- Ethical management is more important

### **Strategy 5.6 – Resource management**

- Combine with strategy 5.5 and potentially with strategy 5.4
- Define what sustainable management means
- Ethical management is more important
- What does resource management refer to?

### **Additional notes**

- Objective description does not reflective of the strategies which are governance and community informed decision making related

## **Appendix B - Assignment of strategy responsibility**

Note: The maximum number of responses for assigning responsibility next to each agency is 24.

Responsibility of Strategy	Council	Community	Private Sector	Individuals	Other levels of government
<b>CSP Strategy</b>					
<b>Community Objective 1 – We have infrastructure, transport and services which meet our expectations</b>					
Strategy 1.1 – Road network	22	1	2	0	17
Strategy 1.2 – Essential services and infrastructure	21	2	8	0	16
Strategy 1.3 – Transport	19	4	14	2	19
Strategy 1.4 – Waste and recycling	22	4	10	3	8
Strategy 1.5 – Water and sewerage	22	2	4	3	10
Strategy 1.6 – Traffic and parking	21	3	4	3	5
<b>Community Objective 2 – We cultivate and celebrate our diverse cultures, lifestyle and sense of community</b>					
Strategy 2.1 – Vibrant culture and community	21	22	16	14	8
Strategy 2.2 – Wellbeing	19	17	15	11	9
Strategy 2.3 – Community Spaces and facilities	22	11	11	2	4
Strategy 2.4 – Community safety and amenity	21	13	9	8	10
Strategy 2.5 – Cultural vitality and diversity	20	20	11	18	7
<b>Community Objective 3 – We protect and enhance our natural environment</b>					
Strategy 3.1 – Biodiversity, ecosystems and ecology	20	18	17	11	16
Strategy 3.2 – Sustainable community	20	20	15	15	9

Responsibility of Strategy	Council	Community	Private Sector	Individuals	Other levels of government
<b>CSP Strategy</b>					
<b>Strategy 3.3 – Coastlines, estuaries, waterways and catchments</b>	21	16	11	11	15
<b>Strategy 3.4 – Farming</b>	20	14	17	11	13
<b>Community Objective 4 – We manage growth and change responsibly</b>					
<b>Strategy 4.1 – Place-based planning</b>	20	11	9	9	9
<b>Strategy 4.2 – Housing diversity</b>	20	13	18	9	19
<b>Strategy 4.3 – Business development, education and employment</b>	16	12	20	10	16
<b>Strategy 4.4 – Tourism and events</b>	18	16	20	13	15
<b>Strategy 4.5 – Community resilience</b>	19	19	9	11	10
<b>Community Objective 5 – We have community led decision making which is open and inclusive</b>					
<b>Strategy 5.1 – Community engagement</b>	22	15	7	12	5
<b>Strategy 5.2 – Trust</b>	22	10	6	5	5
<b>Strategy 5.3 – Customer service</b>	23	3	3	1	3
<b>Strategy 5.4 – Asset management</b>	23	2	1	0	2
<b>Strategy 5.5 – Financial management</b>	23	2	1	0	4
<b>Strategy 5.6 – Resource management</b>	22	2	1	0	2

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