



# Ballina Shire Council Community Research

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Prepared for:



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## Background & Methodology

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

- To assess and establish the community's priorities and satisfaction in relation to Council activities, services and facilities
- To identify the community's overall level of satisfaction with Council's performance
- To identify the community's level of satisfaction with regards to contact they have had with Council staff
- To identify trends and benchmark results against the research conducted previously

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

### Questionnaire

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

A copy of the questionnaire is provided in Appendix B.

### Data collection

The survey was conducted during the period 9<sup>th</sup> – 16<sup>th</sup> August 2012 from 4:30pm to 8:30pm, Monday to Friday, and 10am to 4pm Saturday.

### Survey area

Ballina Shire Council Local Government Area.

### Sample selection and error

The sample consisted of a total of 500 residents. The selection of respondents was by means of a computer based random selection process using the electronic White Pages.

A sample size of 500 residents provides a maximum sampling error of plus or minus 4.4% at 95% confidence.

The sample was weighted by age to reflect the 2011 ABS census data.

### Participants

Individuals in the household, 18 years or older, were selected using the 'last birthday' selection procedure.

If the person was not at home, call-backs were scheduled for a later time. Unanswered calls were retried to a maximum of three times throughout the period of the survey.

### Interviewing

Interviewing was conducted in accordance with IQCA (Interviewer Quality Control Australia) Standards and the Market Research Society Code of Professional Conduct.

### Prequalification

Participants in this survey were pre-qualified as having lived in the Ballina Shire Council area for a minimum of six months.

### Data analysis

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

### 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 for a mid range position for those who had a divided or neutral opinion.

### Mean rating explanation

Mean rating:

1.99 or less	'Very low' level of importance/satisfaction/support
2.00 – 2.49	'Low' level of importance/satisfaction/support
2.50 – 2.99	'Moderately low' level of importance/satisfaction/support
3.00 – 3.59	'Moderate' level of importance/satisfaction/support
3.60 – 3.89	'Moderately high' level of importance/satisfaction/support
3.90 – 4.19	'High' level of importance/satisfaction/support
4.20 – 4.49	'Very high' level of importance/satisfaction/support
4.50+	'Extremely high' level of importance/satisfaction/support

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

**Errors:** Data in this publication is subject to sampling variability because it is based on information relating to a sample of residents rather than the total number. This difference (sampling error) may occur due to imperfections in reporting and errors made in processing the data. This may occur in any enumeration, whether it is a full count or sample.

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

## Key Findings

### Overview (Overall satisfaction)

Overall, the research has found a generally positive result for Ballina Shire Council with 32 of the 39 services/facilities/criteria rated as being of 'moderate satisfaction' to 'very high satisfaction'.

At an overall level, residents expressed a 'moderate' level of satisfaction with the performance of Council, with just over half of the respondents giving a rating of 'satisfied'.

Residents aged 18-34 expressed a higher level of satisfaction than did those in the two older age groups (3.73 v 3.41 and 3.45).

Residents living in Alstonville were more satisfied with Council's performance than were those living in Lennox Head.

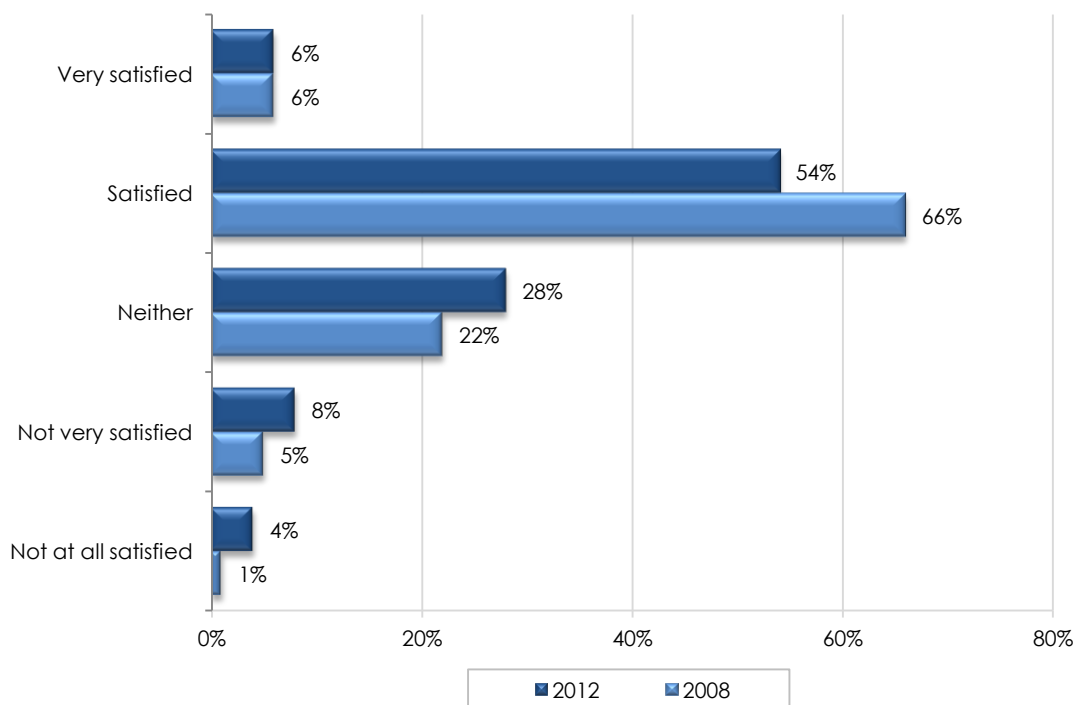
Compared with 2008, residents were less satisfied with the overall performance of Council (3.50 v 3.71).

	18 - 34	35 - 54	55+	Male	Female	2008	2012	Micromex Regional LGA Benchmark
Satisfaction mean ratings	3.73	3.41	3.45	3.50	3.50	3.71	3.50	3.5

	Alstonville	Ballina	Lennox Head	Skennars Head	Wardell	Wollongbar	Rural/Other
Satisfaction mean ratings	3.76	3.51	3.19	3.30	3.51	3.66	3.44

Mean ratings: 1 = not at all satisfied, 5 = very satisfied

■ = A significantly higher level (by group)  
■ = A significantly lower level (by group)



Base: 2008 n=600, 2012 n=500

## Key Findings

### Satisfaction with the level of communication Council has with the community

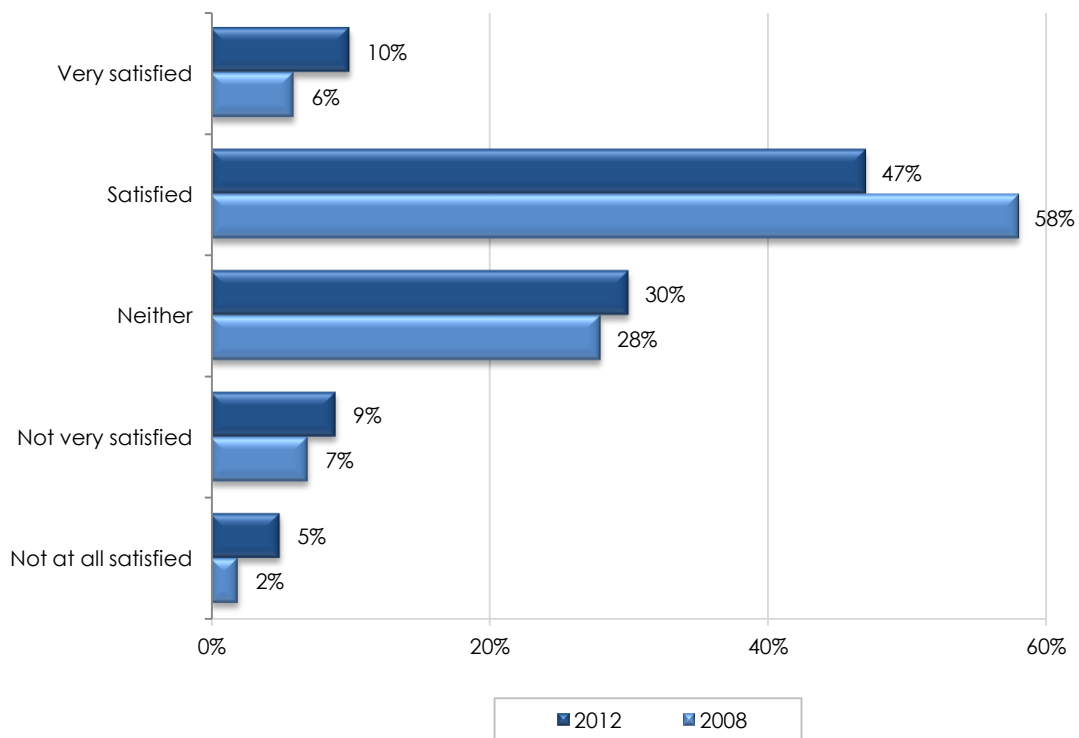
Respondents indicated a 'moderate' level of satisfaction with the level of communication Council currently has with the community, with almost half of the respondents giving a rating of 'satisfied', 10% stating they were 'very satisfied' and 14% expressing dissatisfaction.

Residents living in Alstonville were more satisfied with the level of communication Council currently has than were those living in Lennox Head (3.77 v 3.30).

	18 - 34	35 - 54	55+	Male	Female	2008	2012	Micromex Regional LGA Benchmark
Satisfaction mean ratings	3.58	3.39	3.52	3.49	3.48	3.58	3.48	3.5

	Alstonville	Ballina	Lennox Head	Skennars Head	Wardell	Wollongbar	Rural/Other
Satisfaction mean ratings	3.77	3.46	3.30	3.61	3.19	3.51	3.38

Mean ratings: 1 = not at all satisfied, 5 = very satisfied



Base: 2008 n=600, 2012 n=500

## Key Findings

### Comparison to LGA Benchmarks

Ballina Shire Council residents are more satisfied than the LGA Benchmark score for 6 of the 21 comparable measures, equal to the Benchmark for 7 measures, including 'overall satisfaction with Council' and the 'level of communication Council has with the community', and below the Benchmark for the remaining 8 comparable measures.

Service/Facility	Ballina Shire Council Satisfaction Scores	Micromex Regional LGA Benchmark
<b>Above the Benchmark</b>		
Cycleways and bicycle facilities	3.3	3.0
Overall satisfaction with the way contact was handled - In person	4.2	4.0
Overall satisfaction with the way contact was handled - Phone	4.0	3.8
Parking	3.2	3.1
Roads	2.7	2.6
Recycling options	3.9	3.8
<b>Equal to the Benchmark</b>		
Libraries	4.2	4.2
Community centres and public halls	3.6	3.6
Overall satisfaction with Council	3.5	3.5
Overall satisfaction with the level of communication Council has with the community	3.5	3.5
Drainage/flood management	3.2	3.2
Opportunities to participate in Council decision making	3.0	3.0
Youth services	2.9	3.0
<b>Below the Benchmark</b>		
Long term planning	3.0	3.1
Environmental and sustainability initiatives	3.3	3.4
General garbage collection	3.9	4.0
Aged services	3.6	3.7
Quality of town centre and public spaces	3.3	3.4
Swimming pools	3.5	3.8
Parks and sporting facilities	3.5	3.8
Heritage conservation	3.3	3.6

Mean ratings: 1 = not at all satisfied, 5 = very satisfied



### Key Satisfaction Trends

Comparisons with the research conducted in 2008 identifies that satisfaction has increased for 5 of the 42 comparable measures, decreased for 11 of the measures and remained statistically similar for the remaining 26 measures.

Overall satisfaction with Council's performance has reduced marginally from the 2008 survey.

### Increased satisfaction from 2008

- Community centres and public halls
- Parking
- Child care services
- Affordable housing
- Crime prevention and law and order initiatives

### Decreased satisfaction from 2008

- *Overall satisfaction with the performance of Council*
- Quality of town centre and public spaces
- Swimming pools
- Beaches and foreshores
- Roads
- General garbage collection
- Council's customer service
- Financial management
- Management of development
- Economic development
- Opportunities to participate in Council decision making

### Identifying Priorities via Specialised Analysis (Explanation)

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

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

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

#### Step 1. Performance Gap Analysis (PGA)

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

The higher the differential between importance and satisfaction, the greater the difference is between the provision of that service by Ballina Shire Council and the expectation of the community for that service/facility.

In the table on the following page, we can see the 50 services and facilities that residents rated by importance and then by satisfaction.

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

For example, 'drainage/flood management' was given an importance score of 4.19, which indicates that it is considered an area of 'high' importance by residents. At the same time it was given a satisfaction score of 3.19, which indicates that residents are 'moderately satisfied' with Ballina Shire Council's performance and focus on that measure.

In the case of a performance gap such as for 'libraries' (3.61 importance v 4.22 satisfaction), we can identify that the facility/service has only 'moderate' importance to the broader community, but for residents who feel that this facility is important, it is providing a 'very high' level of satisfaction.

## Key Findings

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

### Performance Gap Ranking

Ranking 2008	Ranking 2012	Service/Facility	Importance Mean	Satisfaction Mean	Performance Gap
1	1	Roads	4.71	2.70	2.01
2	2	Crime prevention and law and order initiatives	4.75	3.25	1.50
	3	Overall health of the Richmond River	4.54	3.05	1.49
6	4	Management of development	4.20	2.82	1.38
3		Affordable housing	3.97	2.59	1.38
5	6	Long term planning	4.37	3.02	1.35
12	7	Economic development	4.19	2.92	1.27
11	8	Financial management	4.34	3.09	1.25
4	9	Parking	4.35	3.22	1.13
13	10	Coastline management	4.42	3.40	1.02
10	11	Drainage/flood management	4.19	3.19	1.00
8	12	Public toilets	3.93	2.94	0.99
15	13	Opportunities to participate in Council decision making	3.94	2.97	0.97
7	14	Environmental and sustainability initiatives	4.24	3.29	0.95
9	15	Vegetation management	4.19	3.30	0.89
21	16	Tourism management	4.19	3.33	0.86
17		Quality of town centre and public spaces	4.12	3.26	0.86
16	18	Disability access	4.15	3.38	0.77
18		Heritage conservation	4.05	3.28	0.77
14	20	Support for volunteers	4.20	3.48	0.72
31	21	General garbage collection	4.60	3.90	0.70
25	22	Council's customer service	4.19	3.54	0.65
20	23	Cycleways and bicycle facilities	3.93	3.30	0.63
22	24	Youth services	3.53	2.93	0.60
19	25	Relationship with indigenous residents	3.75	3.17	0.58
30	26	Beaches and foreshores	4.51	3.94	0.57
23	27	Recycling options	4.40	3.88	0.52
24	28	Festival and event management	3.70	3.19	0.51
27	29	Aged services	4.07	3.57	0.50
29	30	Parks and sporting facilities	3.90	3.48	0.42
32	31	Ballina Byron Gateway Airport	4.29	3.92	0.37
28	32	Water supply	4.45	4.13	0.32
26	33	Sewerage management and treated effluent reuse	3.91	3.83	0.08
37	34	Swimming pools	3.56	3.53	0.03
33	35	Community halls	3.40	3.58	-0.18
34	36	Dog exercise areas	2.85	3.22	-0.37
35	37	Child care services	3.15	3.59	-0.44
N/A	38	Boating facilities (recreation/professional)	3.08	3.54	-0.46
36	39	Libraries	3.61	4.22	-0.61

Mean ratings: 1 = not at all important and not very satisfied, 5 = very important and very satisfied

## Key Findings

When we examine the 9 largest performance gaps, we can identify that all the services or facilities have been rated as 'very high' to 'extremely high' in importance. Resident satisfaction for all of these areas is between 2.59 and 3.25, which indicates that resident satisfaction for these measures is 'moderately low' to 'moderate'.

Ranking	Service/ Facility	Importance Mean	Satisfaction Mean	Performance Gap
1	Roads	4.71	2.70	2.01
2	Crime prevention and law and order initiatives	4.75	3.25	1.50
3	Overall health of the Richmond River	4.54	3.05	1.49
4	Management of development	4.20	2.82	1.38
	Affordable housing	3.97	2.59	1.38
6	Long term planning	4.37	3.02	1.35
7	Economic development	4.19	2.92	1.27
8	Financial management	4.34	3.09	1.25
9	Parking	4.35	3.22	1.13

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

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

### Step 2. Quadrant Analysis

Quadrant analysis is a useful tool for planning future directions. It combines the stated needs of the community and assesses Ballina Shire Council's performance in relation to these needs.

This analysis is completed by plotting the variables on x and y axes, defined by stated importance and rated satisfaction. We aggregate the mean scores for stated importance and rated satisfaction to identify where the facility or service should be plotted. For these criteria, the average stated importance score was 4.05 and the average rated satisfaction score was 3.36. Therefore, any facility or service that received a mean stated importance score of  $\geq 4.05$  would be plotted in the higher importance section and, conversely, any that scored  $< 4.05$  would be plotted into the lower importance section. The same exercise is undertaken with the satisfaction ratings above, equal to or below 3.36. Each service or facility is then plotted in terms of satisfaction and importance, resulting in its placement in one of four quadrants.

# Key Findings

## Quadrant Analysis

### HIGHER IMPORTANCE

LOWER SATISFACTION

**IMPROVE**

- Roads
- Crime prevention and law and order initiatives
- Overall health of the Richmond River
- Management of development
- Long term planning
- Economic development
- Financial management
- Parking
- Drainage/flood management
- Environmental and sustainability initiatives
- Vegetation management
- Tourism management
- Quality of town centre and public spaces
- Heritage conservation

**MAINTAIN**

- Coastline management
- Disability access
- Support for volunteers
- General garbage collection
- Council's customer service
- Beaches and foreshores
- Recycling options
- Aged services
- Ballina Byron Gateway Airport
- Water supply

HIGHER SATISFACTION

**NICHE**

- Affordable housing
- Public toilets
- Opportunities to participate in Council decision making
- Cycleways and bicycle facilities
- Youth services
- Relationship with indigenous residents
- Festival and event management
- Dog exercise areas

**SECONDARY**

- Parks and sporting facilities
- Sewerage management and treated effluent reuse
- Swimming pools
- Community centres and public halls
- Child care services
- Boating facilities (recreation/professional)
- Libraries

### LOWER IMPORTANCE

### Explaining the 4 quadrants

Attributes in the top right quadrant, **MAINTAIN**, such as 'coastline management', 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 'roads', are areas where Council is perceived to be currently under-performing and 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 'affordable housing', 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, **SECONDARY**, such as 'parks and sporting facilities', are core strengths, but in relative terms they are less important than other areas and Council's servicing in these areas may already be exceeding expectation. Consideration could be given to rationalising focus in these areas as they are not community priorities for improvement.

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

Residents' priorities identified in stated importance/satisfaction analysis often tend to be in areas that are problematic. No matter how much focus a Council dedicates to 'road maintenance', 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 Ballina Shire Council can actively drive overall community satisfaction, we conducted further analysis.

## Key Findings

### The Shapley Value Regression

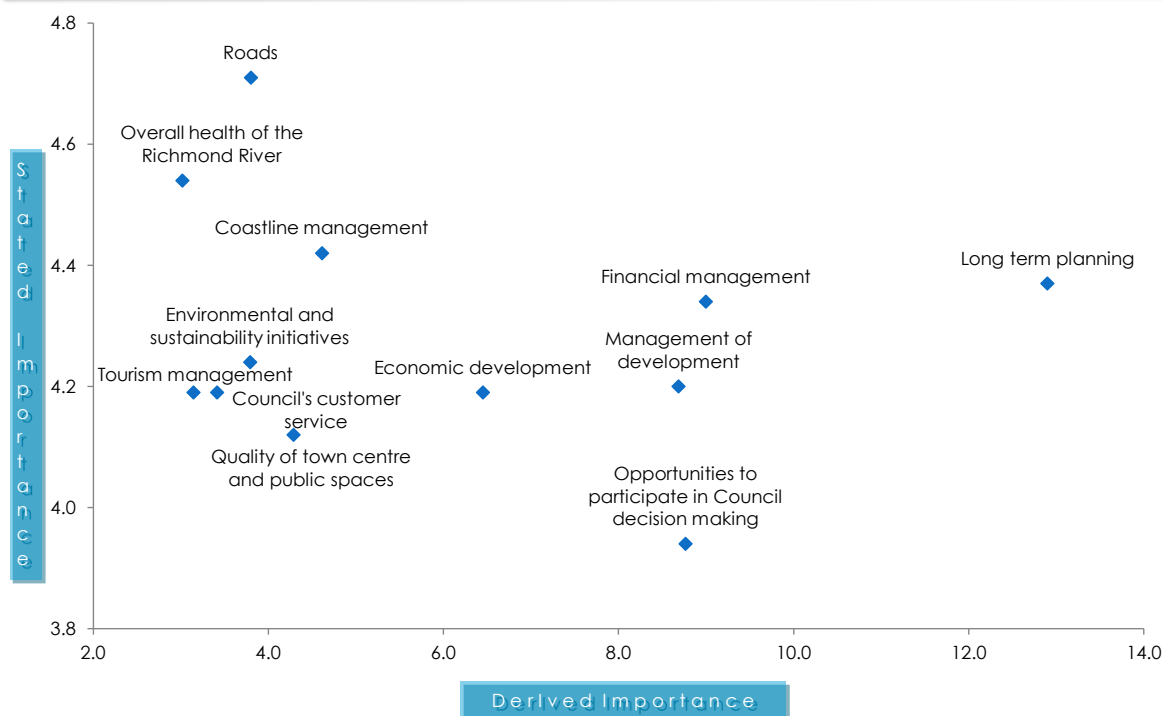
We recently finalised the development of a Council Satisfaction Model, to identify priorities that will drive overall satisfaction with Council.

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

### 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'.

## Correlation Between Stated Importance and Derived Importance Is Low



**If you only focus on stated importance, you are not focusing on the key drivers of community satisfaction**



In the chart above, on the vertical axis of 'stated importance', all the facilities/services fall in relatively close proximity to each other (i.e. between approximately 3.9 & 4.7), however, on the horizontal axis the attributes are spread between 3 and 14. The further an attribute is found to the right of the horizontal axis of 'derived importance', the more it contributes in driving overall satisfaction with Council.

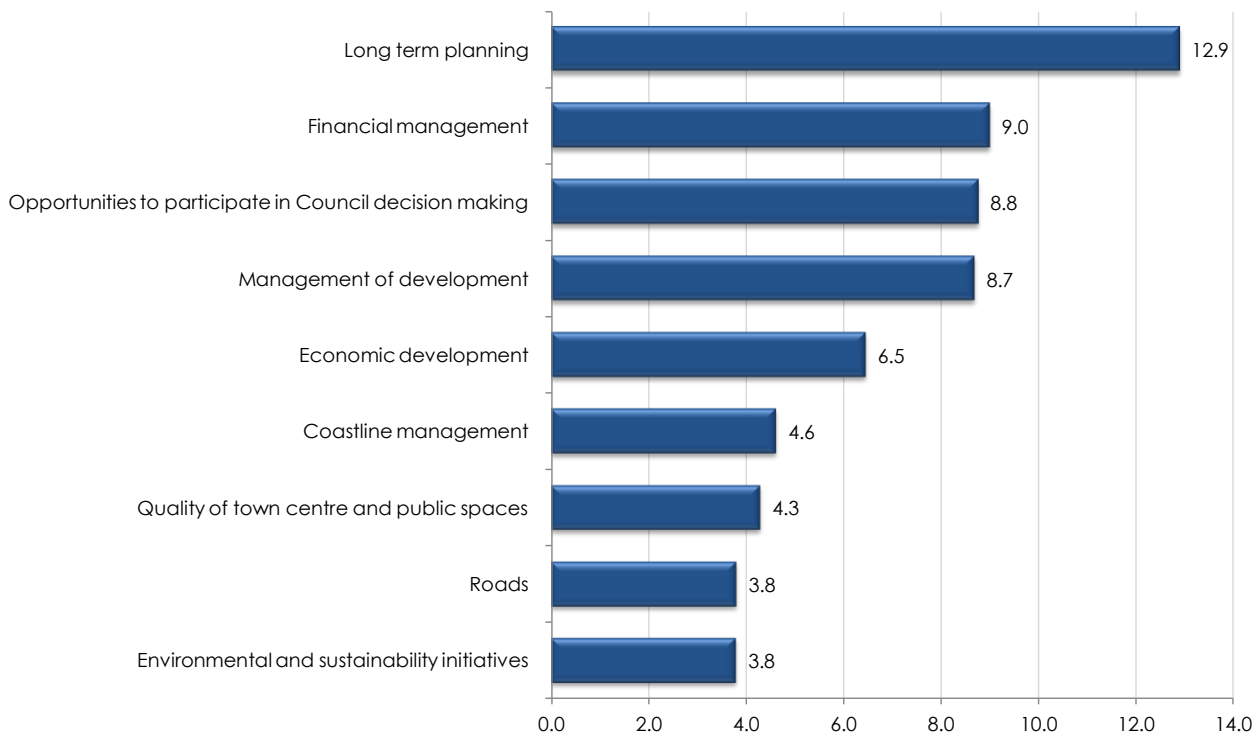
## Key Findings

### Key Drivers of Satisfaction with Ballina Shire Council

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

These top 9 services/facilities account for over 62% of overall satisfaction with Council. This indicates that the remaining 39 attributes we obtained measures on have only a limited impact on the community's satisfaction with Ballina Shire Council's performance. Therefore, whilst all 39 service/facility areas are important, only a minority of them are significant drivers of the community's overall satisfaction with Council.

### These Top 9 Indicators Account for over 62% of Overall Satisfaction with Council



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These 9 services/facilities are the key community priorities and by addressing these, Ballina 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, 'environmental and sustainability initiatives' contributes 3.8% towards overall satisfaction, while 'long term planning' (12.9%) is a far stronger driver, contributing over five times as much to overall satisfaction with Council.

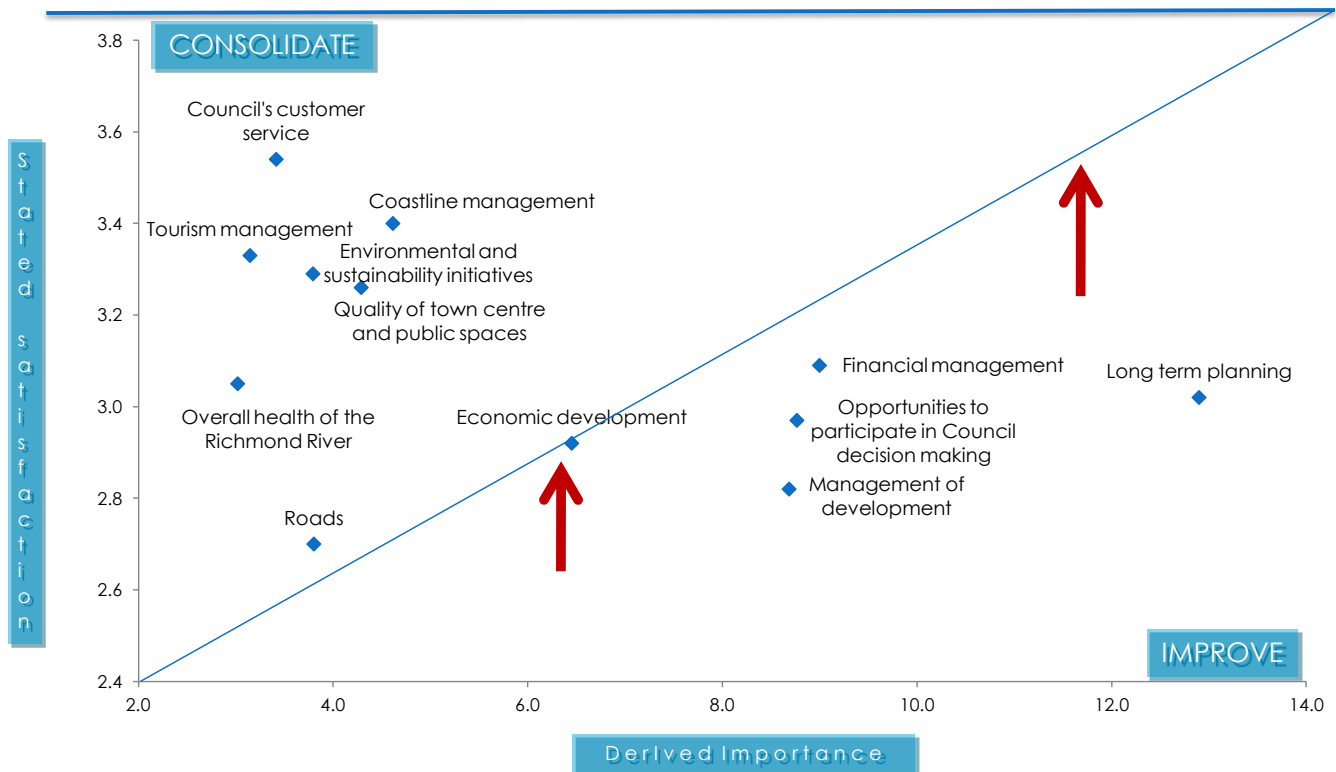


## Key Findings

### Clarifying Priorities

If Ballina Shire Council can address these core drivers, they will be able to improve resident satisfaction with their performance. In the chart below we can see that, for many of the core drivers, Council is already performing reasonably well. There are clear opportunities, however, to improve satisfaction with the services/facilities that fall below the diagonal line.

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



The key drivers of overall community satisfaction with Council all revolve around future planning, management & development, as well as having community involvement



The key outcomes of this analysis indicate that 'financial management', 'long term planning', 'opportunities to participate in Council decision making' and 'management of development' are priority areas from a resident perspective.

## Summary of critical outcomes

The summary table below combines the outcomes of the regression analysis with the stated importance and satisfaction outcomes of the performance gap and quadrant analysis.

In developing future plans and strategies, Ballina Shire Council should consider the implications raised by each form of analysis.

	Shapley's Analysis	Gap Analysis	Quadrant Analysis
Long term planning	12.9	1.35	Improve
Financial management	9.0	1.25	Improve
Opportunities to participate in Council decision making	8.8	0.97	Niche
Management of development	8.7	1.38	Improve
Economic development	6.5	1.27	Improve
Coastline management	4.6	1.02	Sustain
Quality of town centre and public spaces	4.3	0.86	Improve
Roads	3.8	2.01	Improve
Environmental and sustainability initiatives	3.8	0.95	Improve

## Recommendations

### Recommendations

Based on the key findings from this research study, there are potentially a number of areas that require action or further community consultation.

Whilst currently some of these may not be feasible, based on the outcomes of this research we recommend that Ballina Shire Council considers the following:

1. Clarify expectations/issues regarding the 4 key measures below, as these are the main issues that drive residents' overall satisfaction with Council:
  - a. Long term planning
  - b. Financial management
  - c. Management of development
  - d. Economic development
2. Communicate clearly Council's role and objectives in relation to the above measures
3. Focus on developing and maintaining Council's current consultation and engagement strategies, including the provision of community participation in Council decision making
4. Clarify community expectations in relation to participating in decision making
5. Work closely with other relevant agencies to assist in improving the provision of roads, crime prevention and law and order initiatives, as well as the overall health of the Richmond River, with these three criteria identified by the community as having the largest performance gaps
6. Communicate effectively Council's role in relation to these criteria and the work that Council does in improving their provision



# **Section A**

## **Detailed Findings**

**Importance of, and Satisfaction with,  
Council services and facilities**

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.

### Interpreting the Mean Scores

Within the report, the mean ratings for each of the criteria have been assigned a determined level of 'importance' or 'satisfaction'. This determination is based on the following groupings:

Mean rating:

1.99 or lower	'Very low' level of importance/satisfaction
2.00 – 2.49	'Low' level of importance/satisfaction
2.50 – 2.99	'Moderately low' levels of importance/satisfaction
3.00 – 3.59	'Moderate' level of importance/satisfaction
3.60 – 3.89	'Moderately high' level of importance/satisfaction
3.90 – 4.19	'High' level of importance/satisfaction
4.20 – 4.49	'Very high' level of importance/satisfaction
4.50 +	'Extreme' level of importance/satisfaction

Participants were asked to indicate which best described their opinion of the importance of the following services/facilities to them. Respondents who rated services/facilities a 4 or 5 in importance were then asked to rate their satisfaction with that service/facility.

## We Explored Resident Response to 39 Service Areas



### Community Facilities

- Parks and sporting facilities
- Libraries
- Community centres and public halls
- Quality of town centre and public spaces
- Swimming pools
- Dog exercise areas
- Public toilets
- Beaches and foreshores
- Boating facilities (recreation/professional)

### Infrastructure

- Roads
- General garbage collection
- Recycling options
- Sewerage management and treated effluent reuse
- Cycleways and bicycle facilities
- Water supply
- Parking
- Drainage/flood management
- Ballina Byron Gateway Airport
- Overall health of the Richmond River

### Human Services

- Child care services
- Youth services
- Aged services
- Relationship with indigenous residents
- Support for volunteers
- Disability access
- Affordable housing
- Crime prevention and law and order initiatives

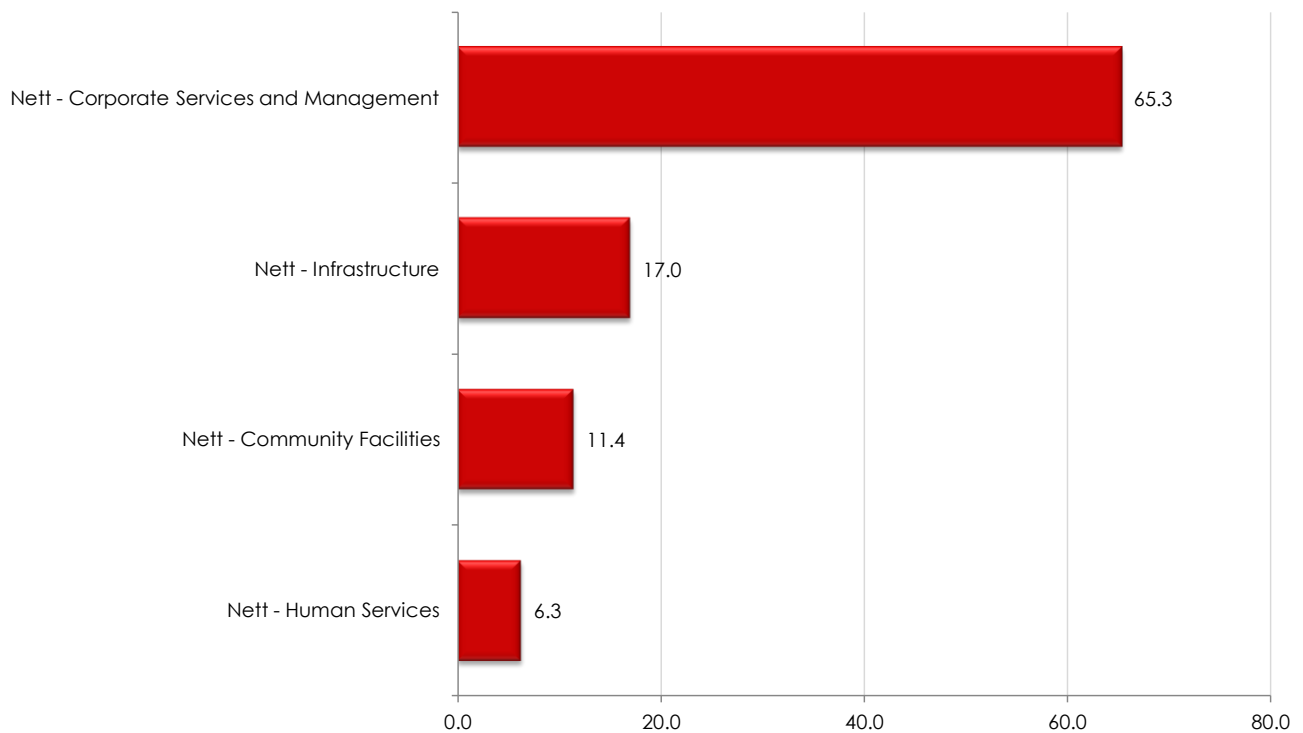
### Corporate Services and Management

- Council's customer service
- Opportunities to participate in Council decision making
- Management of development
- Economic development
- Vegetation management
- Tourism management
- Coastline management
- Financial management
- Festival and event management
- Environmental and sustainability initiatives
- Long term planning
- Heritage conservation

### Key Service Areas' Contribution to Overall Satisfaction

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

## Corporate Services and Management – Over 65% of Overall Satisfaction with Council



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research

'Corporate Services and Management' (65%) is the key contributor toward overall satisfaction with Council's performance.

The services and facilities grouped under this banner included:






- Council's customer service
- Opportunities to participate in Council decision making
- Management of development
- Economic development
- Vegetation management
- Tourism management
- Coastline management
- Financial management
- Festival and event management
- Environmental and sustainability initiatives
- Long term planning
- Heritage conservation

This is not to indicate that the other priority areas are less important, but rather that some of the services and facilities grouped under the banner of 'Corporate Services and Management' are core drivers of resident satisfaction.

### Interpreting Performance Gap

Within the report, the mean ratings for each of the criteria have been assigned a determined 'level of importance or satisfaction'. To identify the performance gap, we subtract the rated satisfaction mean score from the stated importance mean scores:

### Performance gap

1.50 or higher	Extremely high gap between importance and satisfaction
	⇒ Requires Immediate Action – Code Violet
0.90 – 1.49	Moderately high – Very high gap between importance and satisfaction
	⇒ Requires Immediate Investigation – Code Red
0.20 – 0.89	Moderately low – Moderate gap between importance and satisfaction
	⇒ Monitor – Code Grey
0.00 – 0.19	Minimal gap between importance and satisfaction
	⇒ Monitor – Code Blue
Less than Zero	Negative performance gap between importance and satisfaction
	⇒ Revisit/Reconsider Resource Allocation – Code Green

### Correlations – definitions

We have run analysis across 4 areas of interest:

- Age
- Gender
- Area
- Previous research from 2008

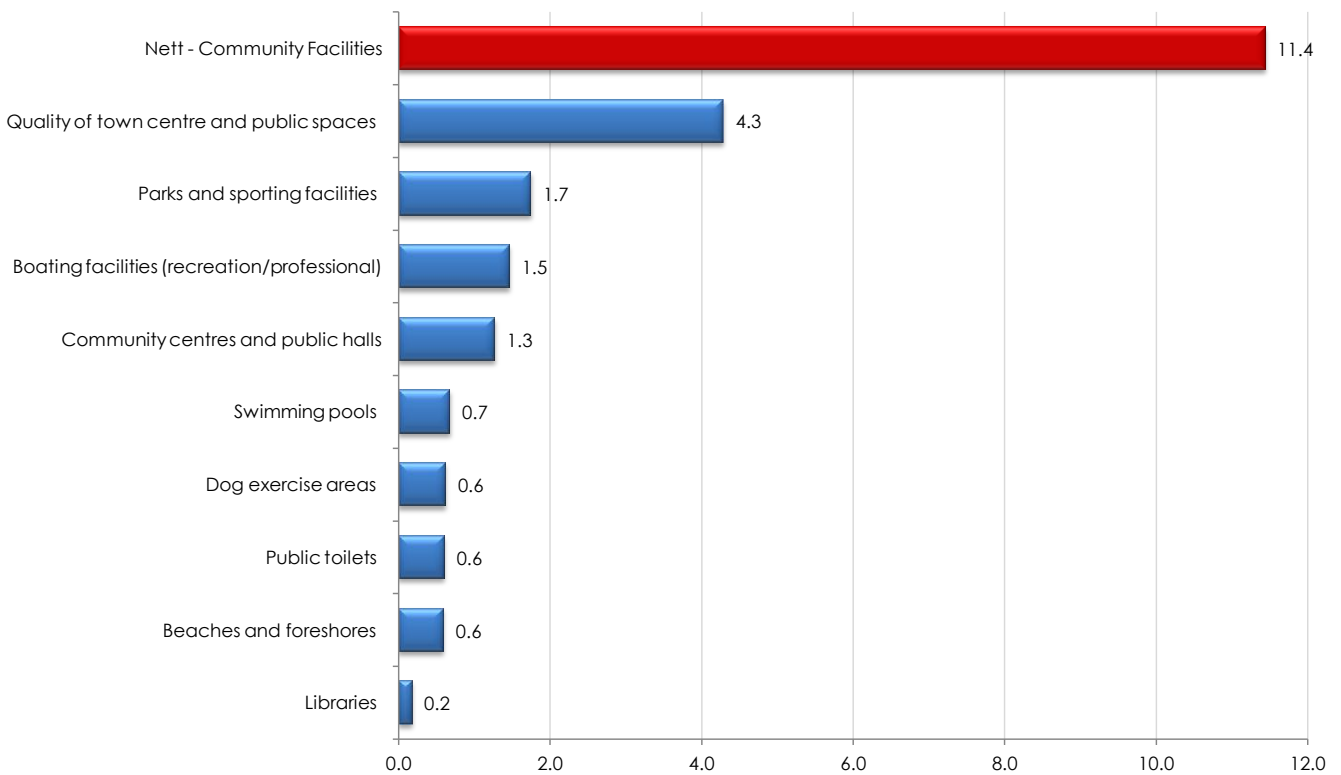
**Services and facilities explored included:**

- Parks and sporting facilities
- Libraries
- Community centres and public halls
- Quality of town centre and public spaces
- Swimming pools
- Dog exercise areas
- Public toilets
- Beaches and foreshores
- Boating facilities (recreational/professional)

**Contribution to Overall Satisfaction with Council (Regression Data)**

Council's performance in the areas below accounts for over 11% of overall satisfaction, based on the regression analysis.

Community Facilities –  
Over 11% of Overall Satisfaction with Council



## Overview of Rating Scores

### Importance – overall

Extremely high	Beaches and foreshores
High	Quality of town centre and public places Public toilets Parks and sporting facilities
Moderately high	Libraries
Moderate	Swimming pools Community centres and public halls Boating facilities (recreational/professional)
Moderately low	Dog exercise areas

### Importance – by age

Those aged 35-54 considered the importance of 'parks and sporting facilities' to be higher than did those in the 55+ age group (4.15 v 3.63).

### Importance – by gender

Females attributed higher importance ratings than did males to 6 of the 9 criteria, including:

- Libraries (3.98 v 3.20)
- Community centres and public halls (3.63 v 3.14)
- Dog exercise areas (3.08 v 2.59)
- Public toilets (4.12 v 3.71)
- Beaches and foreshores (4.61 v 4.40)
- Quality of town centre and public spaces (4.36 v 3.86)

### Importance – by area

Residents living in Lennox Head deemed the importance of 'dog exercise areas' to be higher than did those living in Alstonville, Wollongbar and Rural/Other (3.41 v 2.60, 2.51 & 2.52), and the importance of 'beaches and foreshores' to be higher than did those living in Alstonville and Ballina (4.79 v 4.35 & 4.41).

### Importance – compared to 2008

Residents deemed the importance of 'libraries' to be lower in 2012 than in 2008 (3.61 v 3.78).



## Overview of Rating Scores

### Satisfaction – overall

Very high	Libraries
High	Beaches and foreshores
Moderate	Community centres and public halls Boating facilities (recreation/professional) Swimming pools Parks and sporting facilities Quality of town centre and public spaces Dog exercise areas
Moderately low	Public toilets

### Satisfaction – by age

Residents aged 55+ expressed a higher level of satisfaction with 'libraries' than did those in the two younger age groups (4.42 v 4.04 and 4.11) and with 'public toilets' than did those aged 18-34 (3.15 v 2.63).

### Satisfaction – by gender

Males were more satisfied with 'parks and sporting facilities' than were females (3.59 v 3.37), whilst females rated 'libraries' with a higher level of satisfaction than did males (4.30 v 4.08).

### Satisfaction – by area

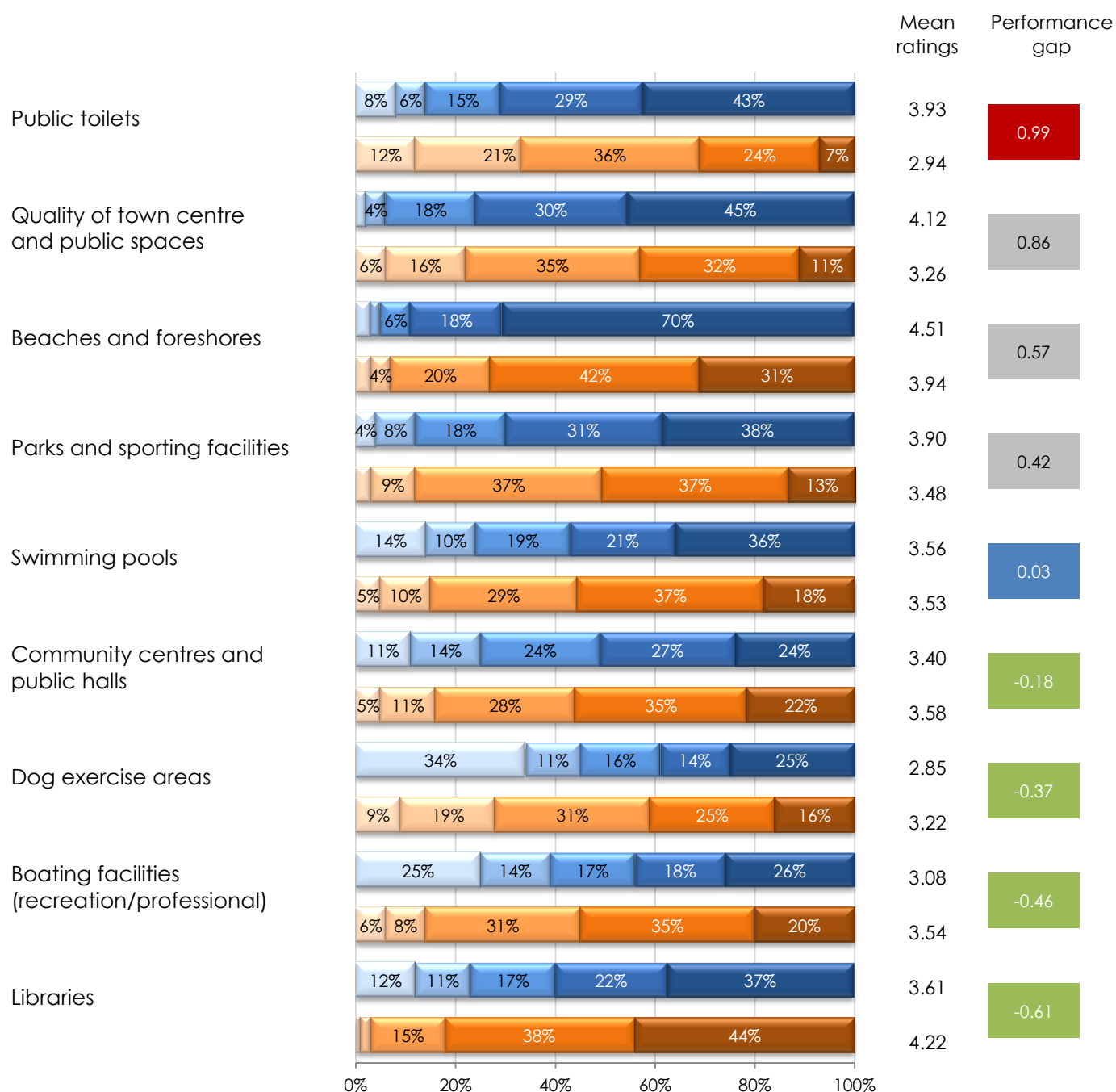
Residents living in Alstonville and Ballina were more satisfied with 'parks and sporting facilities' than were those living in Lennox Head (3.63 & 3.70 v 3.08).

Residents living in Alstonville, Ballina, Lennox Head, Skennars Head and Wollongbar were more satisfied with the 'community centres and public halls' than were those living in Rural/Other (3.83, 3.69, 3.59, 4.09 & 3.67 v 2.75).

Residents living in Alstonville were more satisfied with the 'quality of town centre and public spaces' than were those living in Lennox Head and Rural/Other (3.62 v 3.03 & 3.02), and more satisfied with 'swimming pools' than were those living in Lennox Head (3.88 v 3.24).

### Satisfaction – compared to 2008

In 2012, residents were more satisfied with 'community centres and public halls' (3.58 v 3.21), however, they were less satisfied with the 'quality of town centre and public spaces' (3.26 v 3.42), 'swimming pools' (3.53 v 3.86) and 'beaches and foreshores' (3.94 v 4.17).

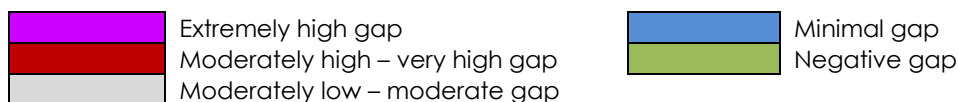


Base: Importance n=500, Satisfaction n=191-442

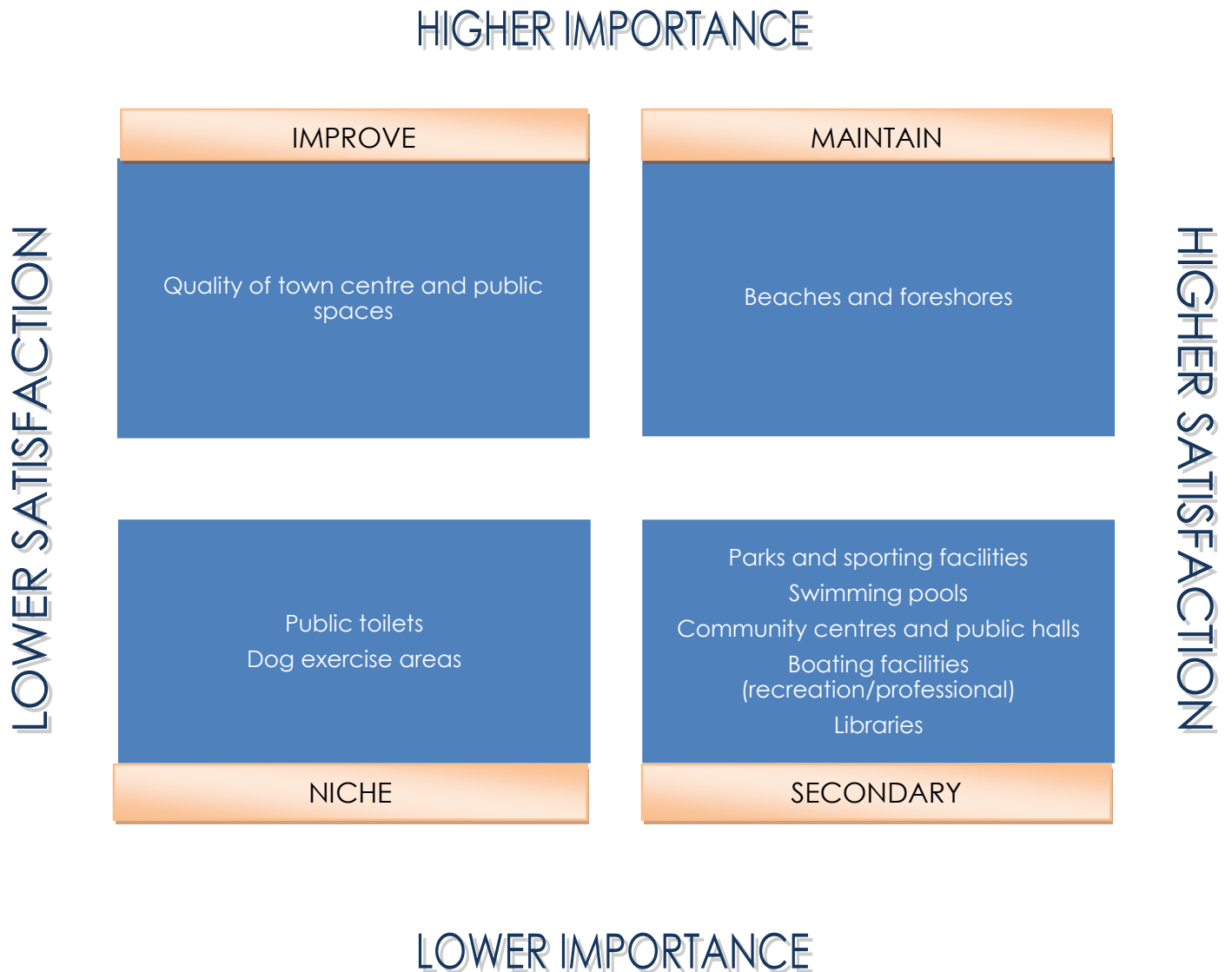
Mean ratings: 1 = not at all important and not at all satisfied  
5 = very important and very satisfied



### Performance gap



Quadrant Analysis



**Recommendations**

Based on the stated outcomes analysis, Ballina Shire Council needs to improve:

- Quality of town centre and public spaces

Ballina Shire Council also needs to maintain resident satisfaction with:

- Beaches and foreshores

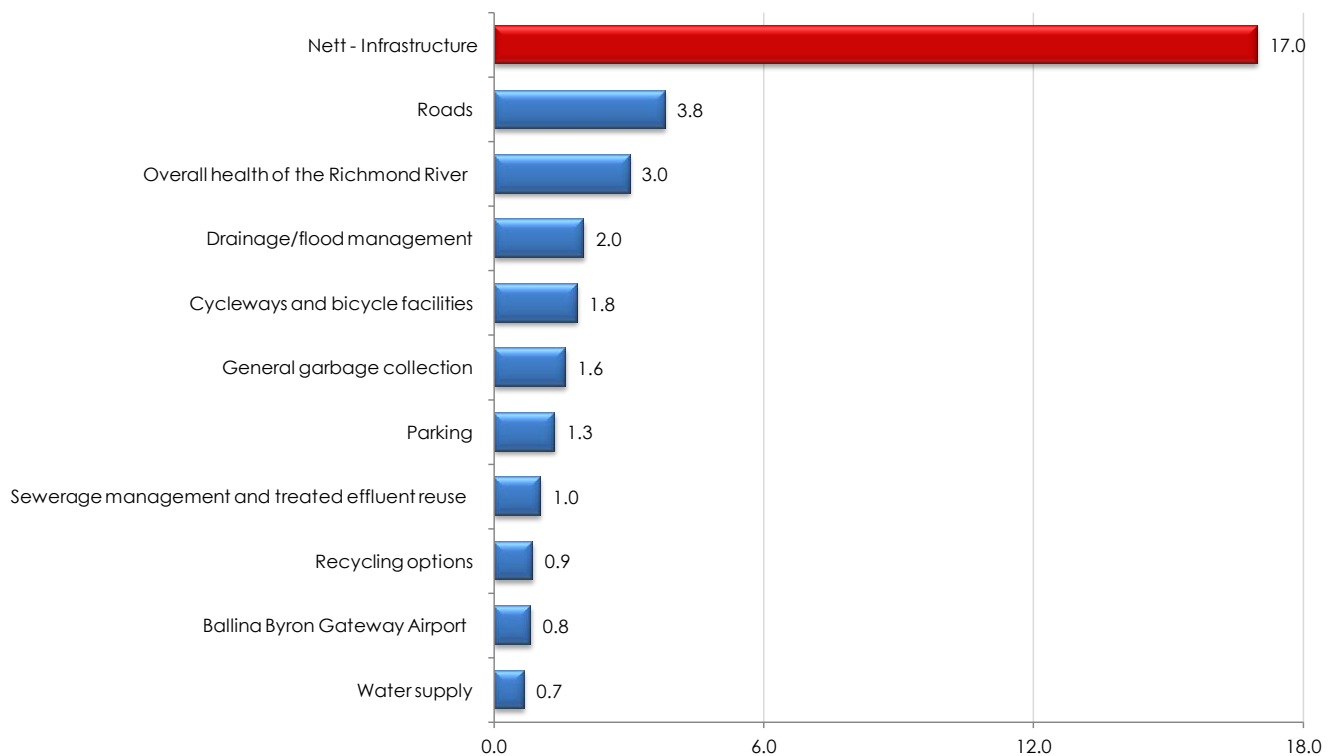
**Services and facilities explored included:**

- Roads
- General garbage collection
- Recycling options
- Sewerage management and treated effluent use
- Cycleways and bicycle facilities
- Water supply
- Parking
- Drainage/flood management
- Ballina Byron Gateway Airport
- Overall health of Richmond River

**Contribution to Overall Satisfaction with Council (Regression Data)**

Council's performance in the areas below accounts for 17% of overall satisfaction, based on the regression analysis.

Infrastructure –  
17% of Overall Satisfaction with Council



## Overview of Rating Scores

### Importance – overall

Extremely high	Roads General garbage collection Overall health of the Richmond River
Very high	Water supply Recycling options Parking
High	Ballina Byron Gateway Airport Drainage/flood management Cycleways and bicycle facilities Sewerage management and treated effluent reuse

### Importance – by age

Residents in the 35-54 age group rated the importance of 'sewerage management and treated effluent reuse' higher than did 18-34 year olds (4.06 v 3.65) and 'cycleways and bicycle facilities' higher than did those aged 55+ (4.12 v 3.71).

Those aged 55+ attributed a higher level of importance to 'Ballina Byron Gateway Airport' than did those aged 18-34 (4.44 v 3.96).

### Importance – by gender

Females attributed higher importance ratings than did males to 7 of the 10 criteria, including:

- Roads (4.78 v 4.63)
- General garbage collection (4.71 v 4.47)
- Cycleways and bicycle facilities (4.09 v 3.74)
- Water supply (4.53 v 4.35)
- Parking (4.49 v 4.19)
- Drainage/flood management (4.31 v 4.05)
- Ballina Byron Gateway Airport (4.41 v 4.15)

### Importance – by suburb

Residents living in Alstonville, Ballina, Lennox Head, Skennars Head and Wardell considered the importance of 'sewerage management and treated effluent refuse' to be higher than did those living in Rural/Other (3.84, 4.18, 4.15, 4.28 & 4.43 v 3.12).

Residents living in Ballina, Lennox Head and Skennars Head deemed 'cycleways and bicycle facilities' to be of higher importance than did those living in Alstonville (4.18, 4.12 & 4.56 v 3.46).

Residents living in Alstonville, Ballina, Lennox Head, Skennars Head and Wollongbar considered the importance of the 'water supply' to be of higher importance than did those living in Rural/Other (4.34, 4.75, 4.70, 4.71 & 4.70 v 3.56).

Residents living in Rural/Other deemed the importance of 'drainage/flood management' to be lower than did those living in Ballina (3.93 v 4.41), and the importance of the 'Ballina Byron Gateway Airport' to be lower than did those living in Alstonville (3.97 v 4.49).

### Importance – compared to 2008

Compared to 2008, residents attributed lower importance levels to 'recycling options' (4.40 v 4.59), 'sewerage management and treated effluent reuse' (3.91 v 4.21) and 'water supply' (4.45 v 4.60).

## Overview of Rating Scores

### Satisfaction – overall

High	Water supply Ballina Byron Gateway Airport General garbage collection
Moderately high	Recycling options Sewerage management and treated effluent reuse
Moderate	Cycleways and bicycle facilities Parking Drainage/flood management Overall health of the Richmond River
Moderately low	Roads

### Satisfaction – by age

Residents aged 55+ were more satisfied with 'general garbage collection' (4.08 v 3.64) and 'Ballina Byron Gateway Airport' (4.07 v 3.67) than were 18-34 year olds.

### Satisfaction – by gender

There were no significant differences between the genders.

### Satisfaction – by area

Residents living in Alstonville and Ballina were more satisfied with 'sewerage management and treated effluent refuse' than were those in Rural/Other (4.07 & 4.01 v 3.23).

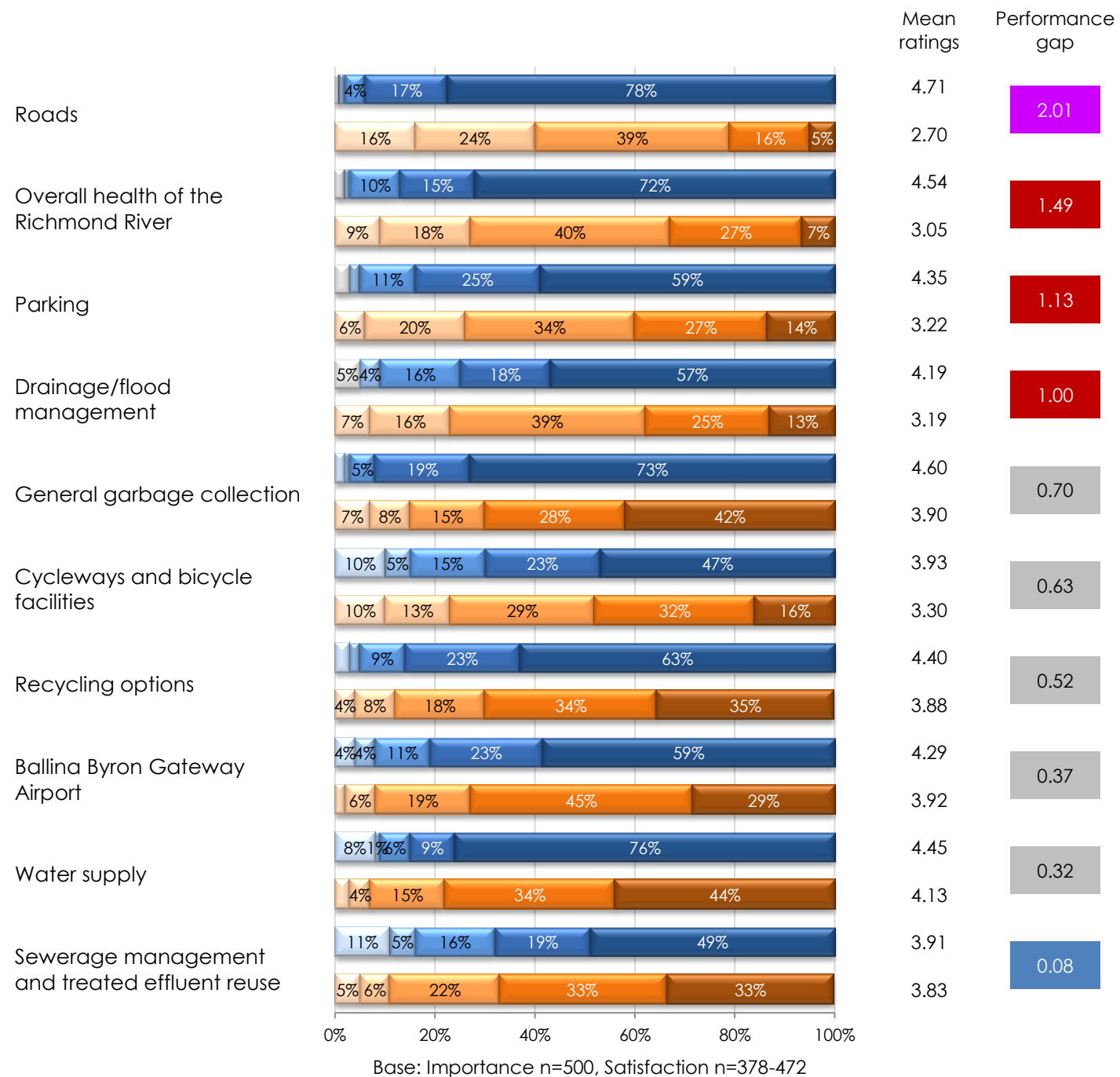
Residents living in Alstonville, Ballina, Wardell, Wollongbar and Rural/Other were more satisfied with 'cycleways and bicycle facilities' than were those living in Lennox Head and Skennars Head (3.35, 3.80, 3.87, 3.39 & 3.37 v 2.48 & 2.34).

Residents living in Alstonville were more satisfied with 'drainage/flood management' than were those living in Rural/Other (3.51 v 2.87).

Residents living in Ballina were more satisfied with the 'Ballina Byron Gateway Airport' than were those living in Skennars Head and Rural/Other (4.13 v 3.30 & 3.64).

### Satisfaction – compared to 2008

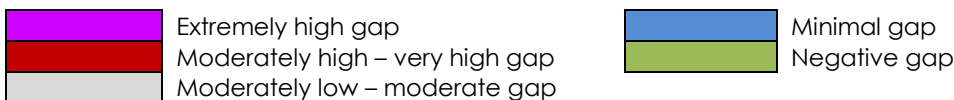
In 2012, residents were more satisfied with 'parking' (3.22 v 3.02), but less satisfied with 'roads' (2.70 v 2.84) and 'general garbage collection' (3.90 v 4.31).



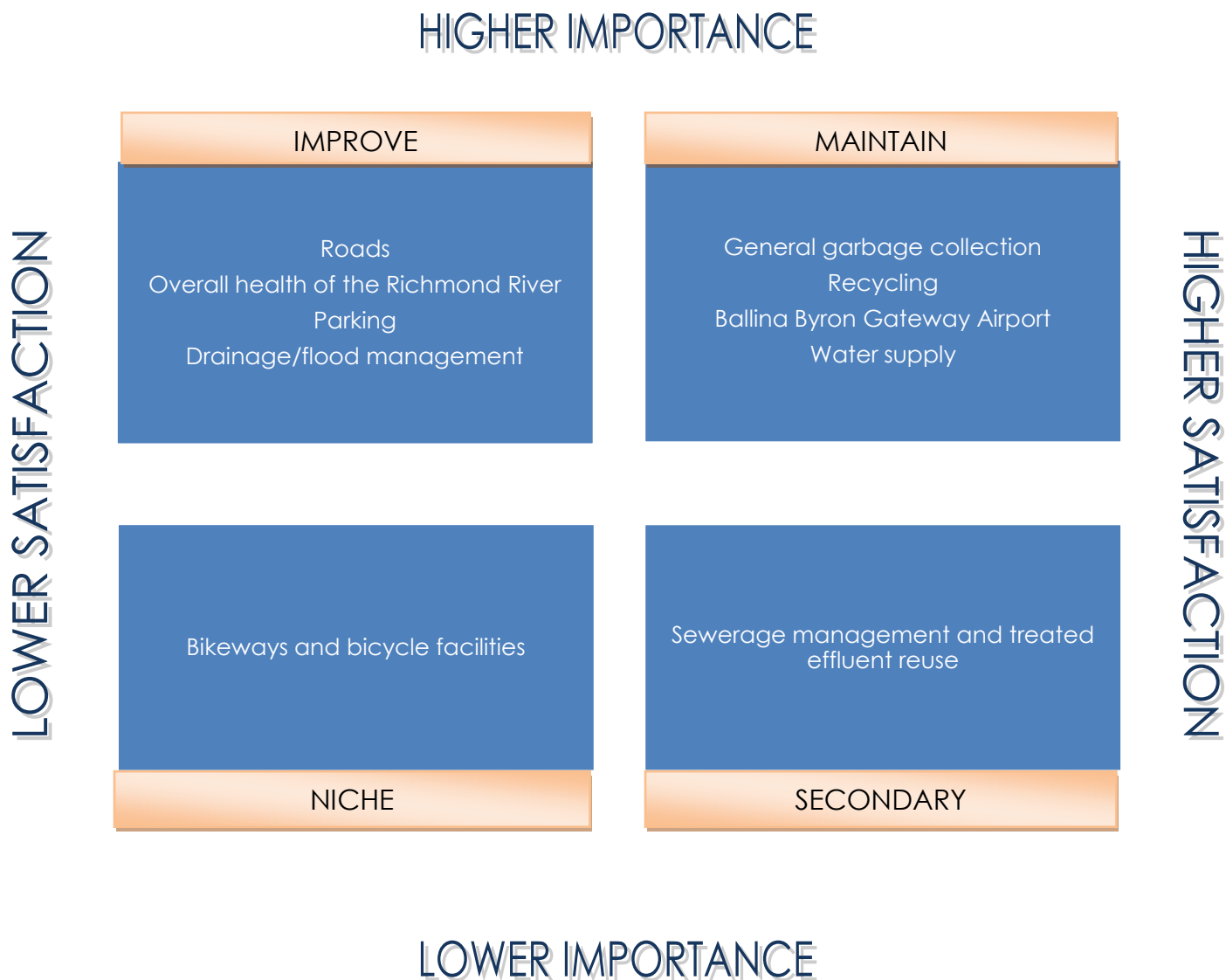
Mean ratings: 1 = not at all important and very dissatisfied  
5 = very important and very satisfied



**Performance gap**



Quadrant Analysis



**Recommendations**

Based on the stated outcomes analysis, Ballina Shire Council needs to improve:

- Roads
- Overall health of the Richmond River
- Parking
- Drainage/flood management

Ballina Shire Council also needs to maintain resident satisfaction with:

- General garbage collection
- Recycling
- Ballina Byron Gateway Airport
- Water supply



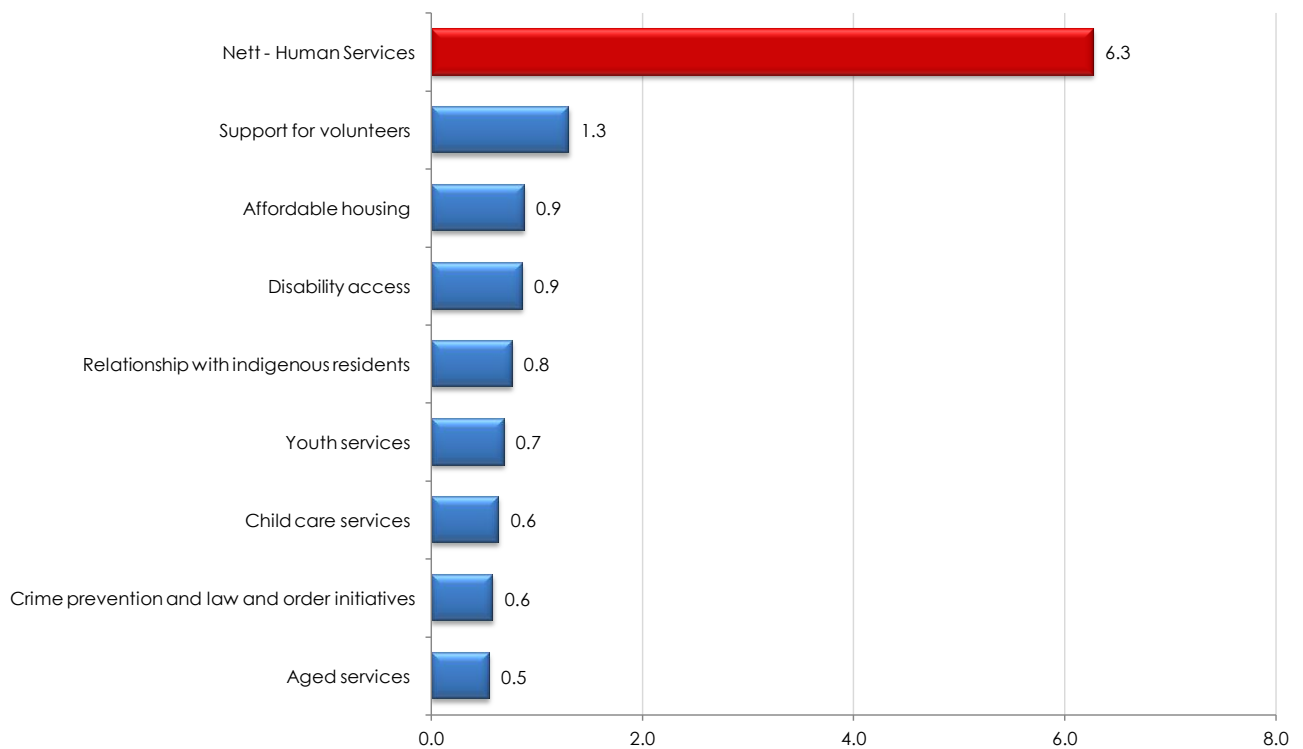
**Services and facilities explored included:**

- Child care services
- Youth services
- Aged services
- Relationship with indigenous residents
- Support for volunteers
- Disability access
- Affordable housing
- Crime prevention and law and order initiatives

**Contribution to Overall Satisfaction with Council (Regression Data)**

Council's performance in the areas below accounts for over 6% of overall satisfaction, based on the regression analysis.

Human Services –  
Over 6% of Overall Satisfaction with Council



## Overview of Rating Scores

### Importance – overall

Extremely high	Crime prevention and law and order initiatives
Very high	Support for volunteers
High	Disability access
	Aged services
	Affordable housing
Moderately high	Relationship with indigenous residents
Moderate	Youth services
	Child care services

### Importance – by age

18-34 deemed the importance of 'child care services' to be higher than did those aged 55+ (3.44 v 2.88).

Residents aged 35-54 rated the importance of 'youth services' to be higher than did those aged 55+ (3.71 v 3.35).

Those in the 55+ age group attributed a higher level of importance to 'aged services' than did those in the two younger age groups (4.40 v 3.67 and 3.96) and to 'crime prevention and law and order initiatives' than did those aged 35-54 (4.85 v 4.65).

### Importance – by gender

Female residents attributed higher levels of importance to 'youth services' (3.68 v 3.35), 'relationship with indigenous residents' (3.91 v 3.57) and 'disability access' (4.29 v 3.99).

### Importance – by area

Residents living in Ballina deemed the importance of 'relationship with indigenous residents' and 'support for volunteers' to be more important than did those living in Rural/Other (3.96 v 3.33) (4.32 v 3.93).

Residents living in Alstonville, Ballina and Wollongbar attributed higher levels of importance to 'crime prevention and law and order initiatives' than did those living in Lennox Head (4.86, 4.87 & 4.79 v 4.46).

### Importance – compared to 2008

In 2012, residents deemed the importance of 'crime prevention and law and order initiatives' to be higher (4.75 v 4.67).

## Overview of Rating Scores

### Satisfaction – overall

Moderate	Child care services Aged services Support for volunteers Disability access Crime prevention and law and order initiatives Relationship with indigenous residents
Moderately low	Youth services Affordable housing

### Satisfaction – by age

Residents aged 55+ were more satisfied with 'support for volunteers' than were those in the two younger age groups (3.67 v 3.28 and 3.38) and with 'affordable housing' than were 18-34 year olds (2.80 v 2.26).

### Satisfaction – by gender

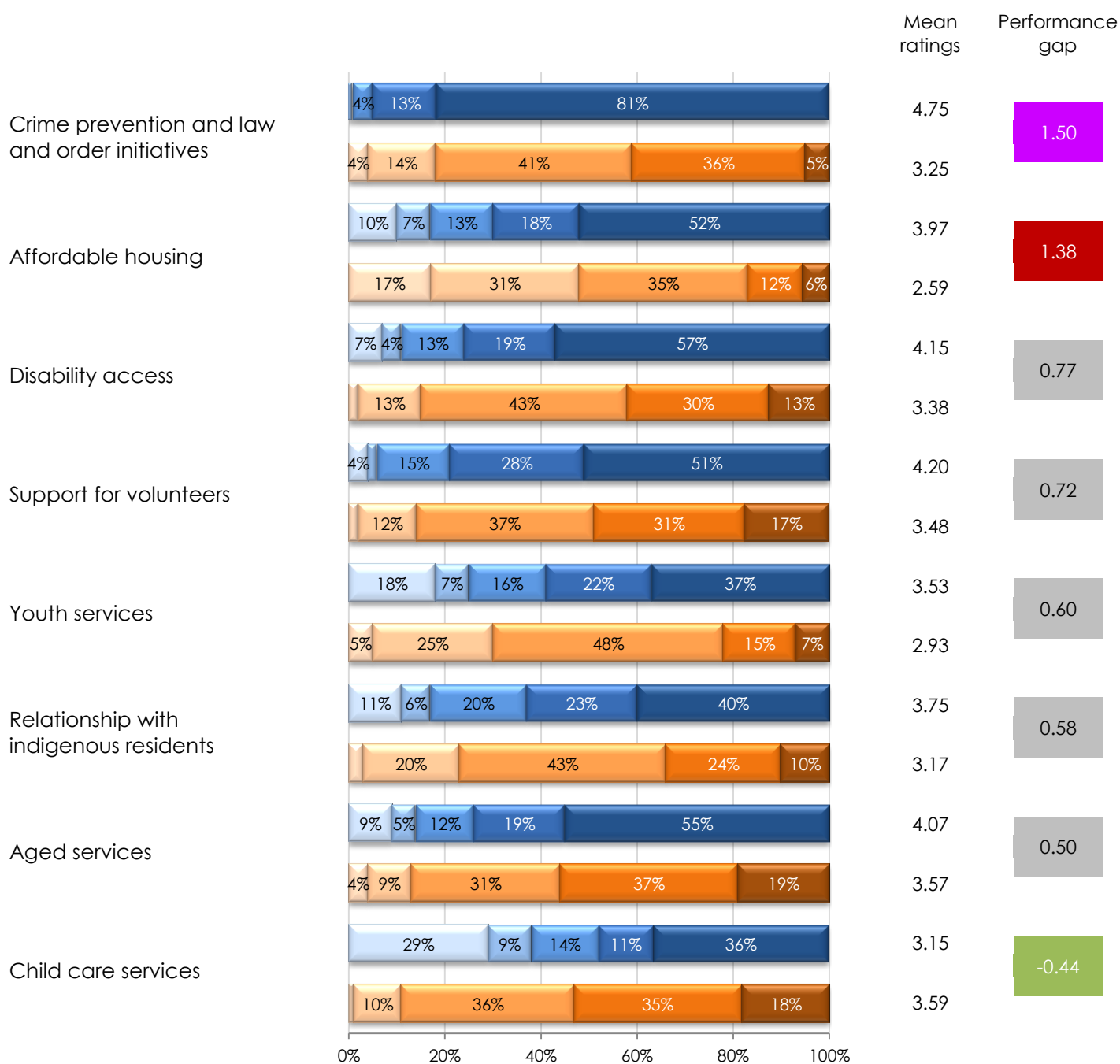
Males expressed a higher level of satisfaction with 'relationship with indigenous residents' than did females (3.33 v 3.04).

### Satisfaction – by area

Residents living in Ballina were more satisfied with 'child care services' than were those living in Alstonville (3.85 v 3.29) and more satisfied with 'aged services' than were those living in Lennox Head, Wollongbar and Rural/Other (3.91 v 3.36, 3.25 & 3.27).

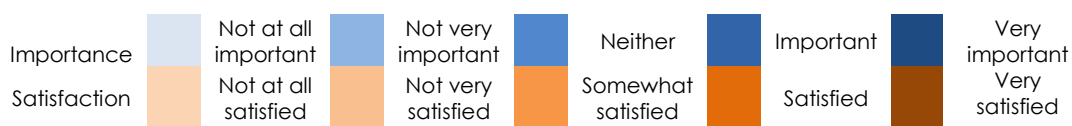
### Satisfaction – compared to 2008

Compared to 2008, residents were more satisfied with 'child care services' (3.59 v 3.40), 'affordable housing' (2.59 v 2.30) and 'crime prevention and law and order initiatives' (3.25 v 2.83).

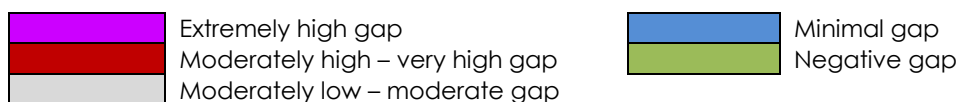


Base: Importance n=500, Satisfaction n=220-469

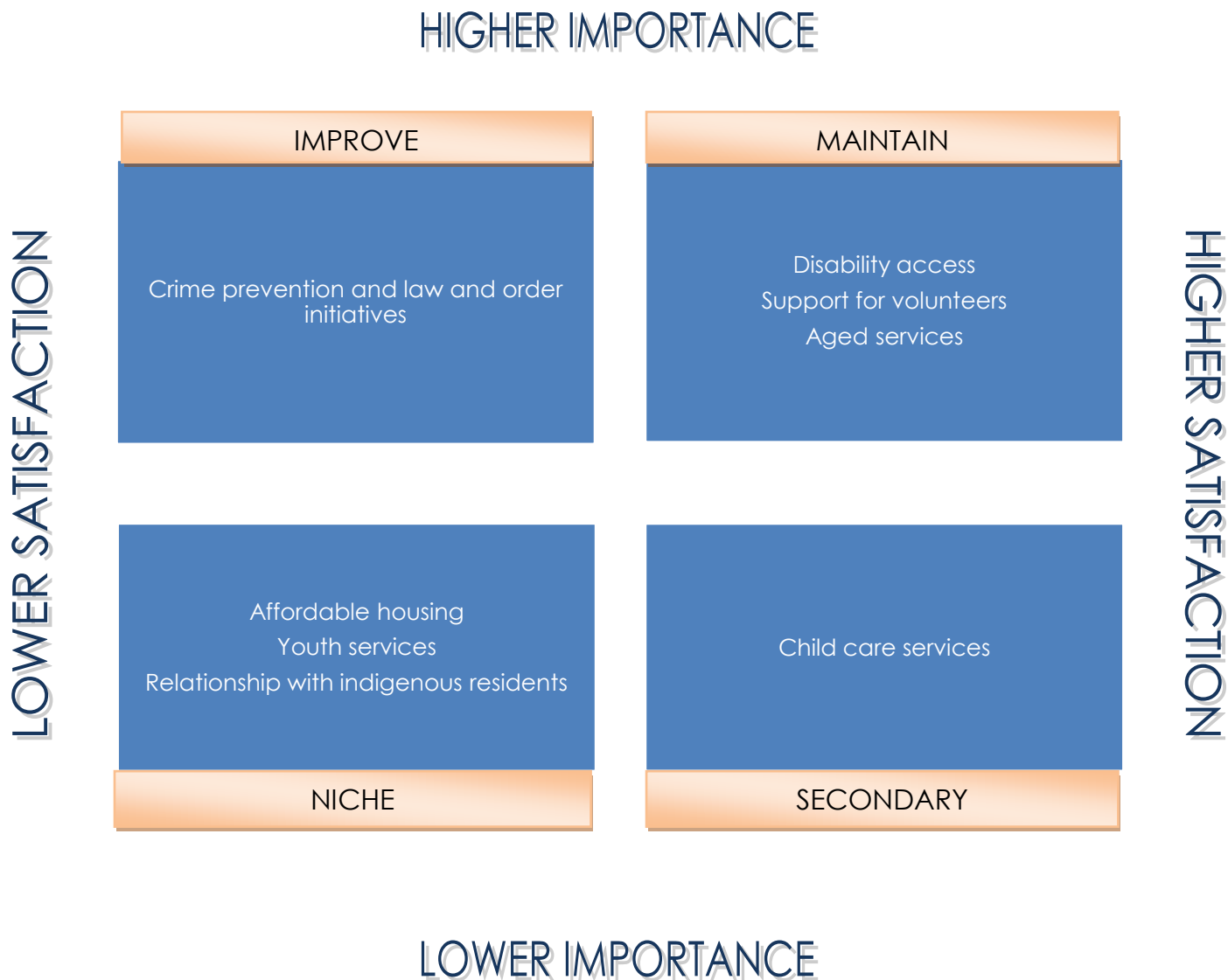
Mean ratings: 1 = not at all important and very dissatisfied  
5 = very important and very satisfied



### Performance gap



Quadrant Analysis



**Recommendations**

Based on the stated outcomes analysis, Ballina Shire Council needs to improve:

- Crime prevention and law and order initiatives

Ballina Shire Council also needs to maintain resident satisfaction with:

- Disability access
- Support for volunteers
- Aged services

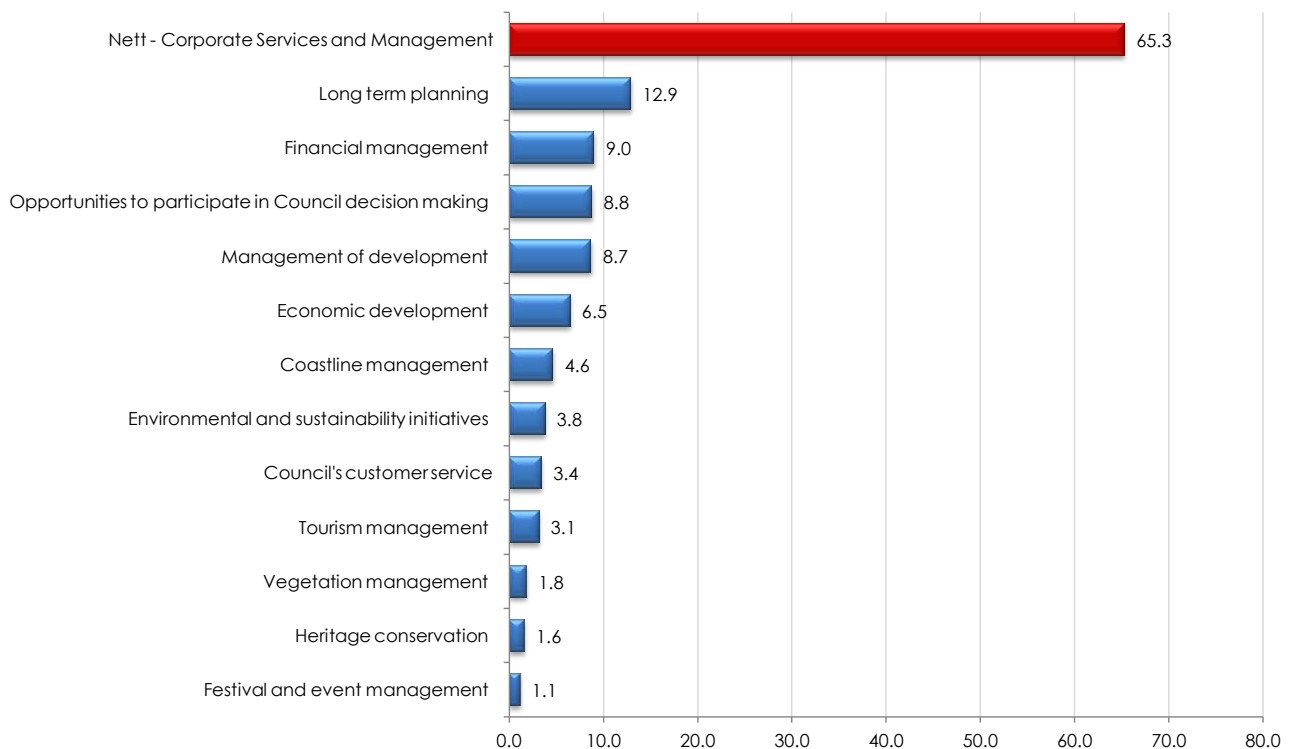
### Services and facilities explored included:

- Council's customer service
- Opportunities to participate in Council decision making
- Management of development
- Economic development
- Vegetation management
- Tourism management
- Coastline management
- Financial management
- Festival and event management
- Environmental and sustainability initiatives
- Long term planning
- Heritage conservation

### Contribution to Overall Satisfaction with Council (Regression Data)

Council's performance in the areas below accounts for over 65% of overall satisfaction, based on the regression analysis.

## Corporate Services and Management – Over 65% of Overall Satisfaction with Council



### Overview of Rating Scores

#### Importance – overall

Very high	Coastline management Long term planning Financial management Environmental and sustainability initiatives
High	Management of development Council's customer service Economic development Tourism management Vegetation management Heritage conservation Opportunities to participate in Council decision making
Moderately high	Festival and event management

#### Importance – by age

Residents aged 35+ deemed the importance of 'Council's customer service' (4.24 and 4.36), 'management of development' (4.34 and 4.26 v 3.85), 'financial management' (4.41 and 4.51 v 3.92) and 'long term planning' (4.52 and 4.43 v 3.98) higher than did those aged 18-34.

#### Importance – by gender

Females attributed higher importance ratings than did males to 7 of the 12 criteria, including:

- Management of development (4.36 v 4.03)
- Vegetation management (4.29 v 4.07)
- Tourism management (4.31 v 4.04)
- Coastline management (4.60 v 4.22)
- Festival and event management (3.88 v 3.50)
- Environmental and sustainability initiatives (4.41 v 4.05)
- Heritage conservation (4.25 v 3.82)

#### Importance – by area

There were no significant differences between the areas.

#### Importance – compared to 2008

There were no significant differences between the years.

### Overview of Rating Scores

#### Satisfaction – overall

Moderate	Council's customer service Coastline management Tourism management Vegetation management Environmental and sustainability initiatives Heritage conservation Festival and event management Financial management Long term planning
Moderately low	Opportunities to participate in Council decision making Economic development Management of development

#### Satisfaction – by age

Residents aged 18-34 were more satisfied with 'coastline management' than were those aged 55+ (3.65 v 3.30).

Those in the 55+ age group expressed a higher level of satisfaction with 'festival and event management' than did 18-34 year olds (3.38 v 2.85).

#### Satisfaction – by gender

Females were more satisfied with 'Council's customer service' than were males (3.65 v 3.40).

#### Satisfaction – by area

Residents in Alstonville expressed higher levels of satisfaction with:

- Council's customer service than did those living in Lennox Head and Wardell (3.91 v 3.37 & 2.68)
- Economic development than did those living in Rural/Other (3.20 v 2.60)
- Financial management than did those living in Rural/Other (3.36 v 2.85)
- Heritage conservation than did those living in Wollongbar (3.57 v 2.90)

Residents living in Alstonville and Ballina expressed higher levels of satisfaction with:

- Opportunities to participate in Council decision making than did those living in Lennox Head (3.32 & 3.14 v 2.62)
- Management of development than did those living in Lennox Head (3.08 & 2.99 v 2.50)
- Vegetation management than did those living in Wollongbar and Rural/Other (3.59 & 3.49 v 2.82 & 3.06)
- Long term planning than did those living in Lennox Head (3.09 & 3.28 v 2.62)

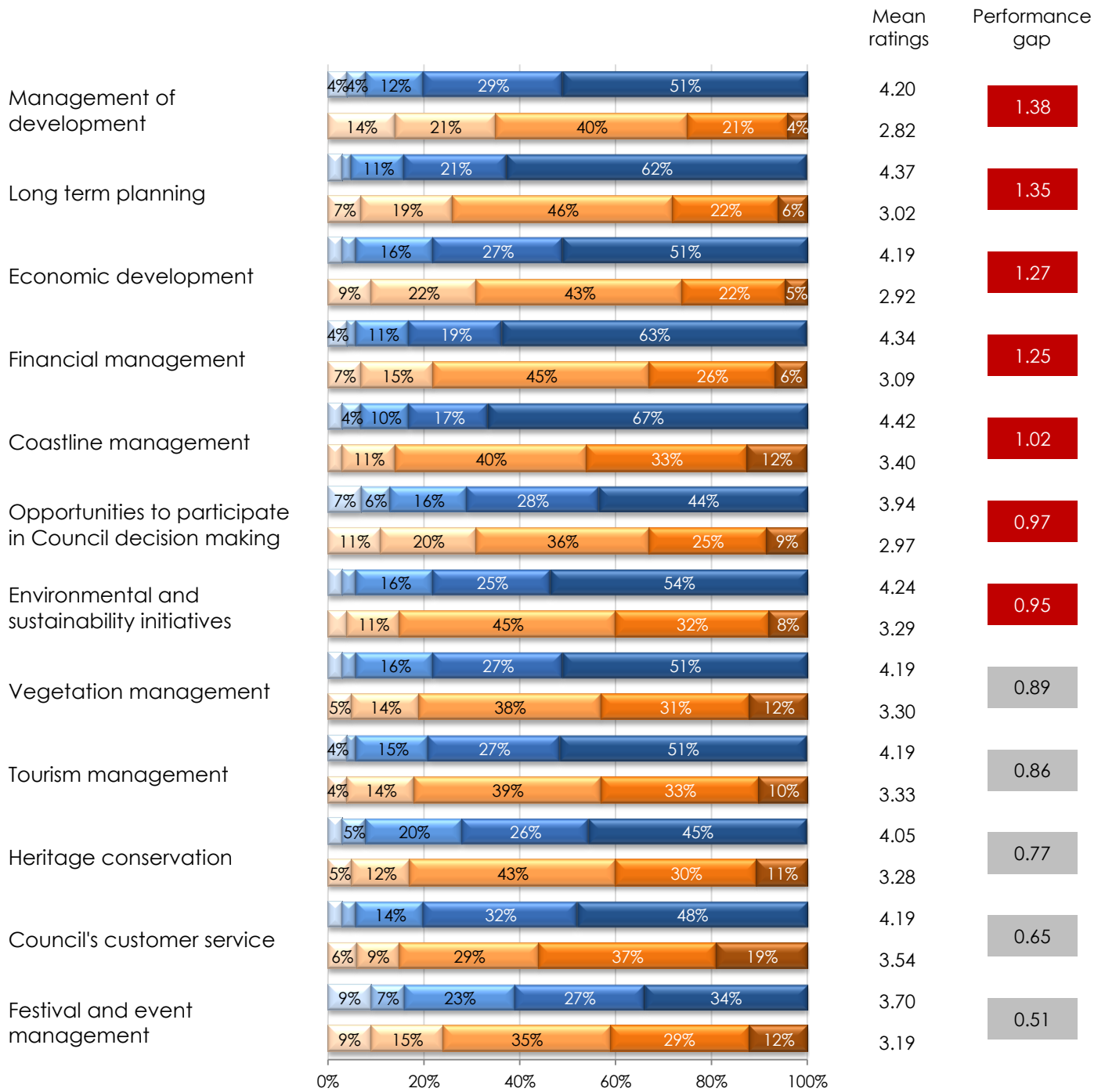
#### Satisfaction – compared to 2008

Compared with 2008, residents were less satisfied in 2012 with 'Council's customer service' (3.54 v 3.75), 'Opportunities to participate in Council decision making' (2.97 v 3.16), 'management of development' (2.82 v 3.05), 'economic development' (2.92 v 3.16) and 'financial management' (3.09 v 3.30).



# Importance of, and Satisfaction with, Council Services

## Corporate Services and Management



Base: Importance n=500, Satisfaction n=301-415

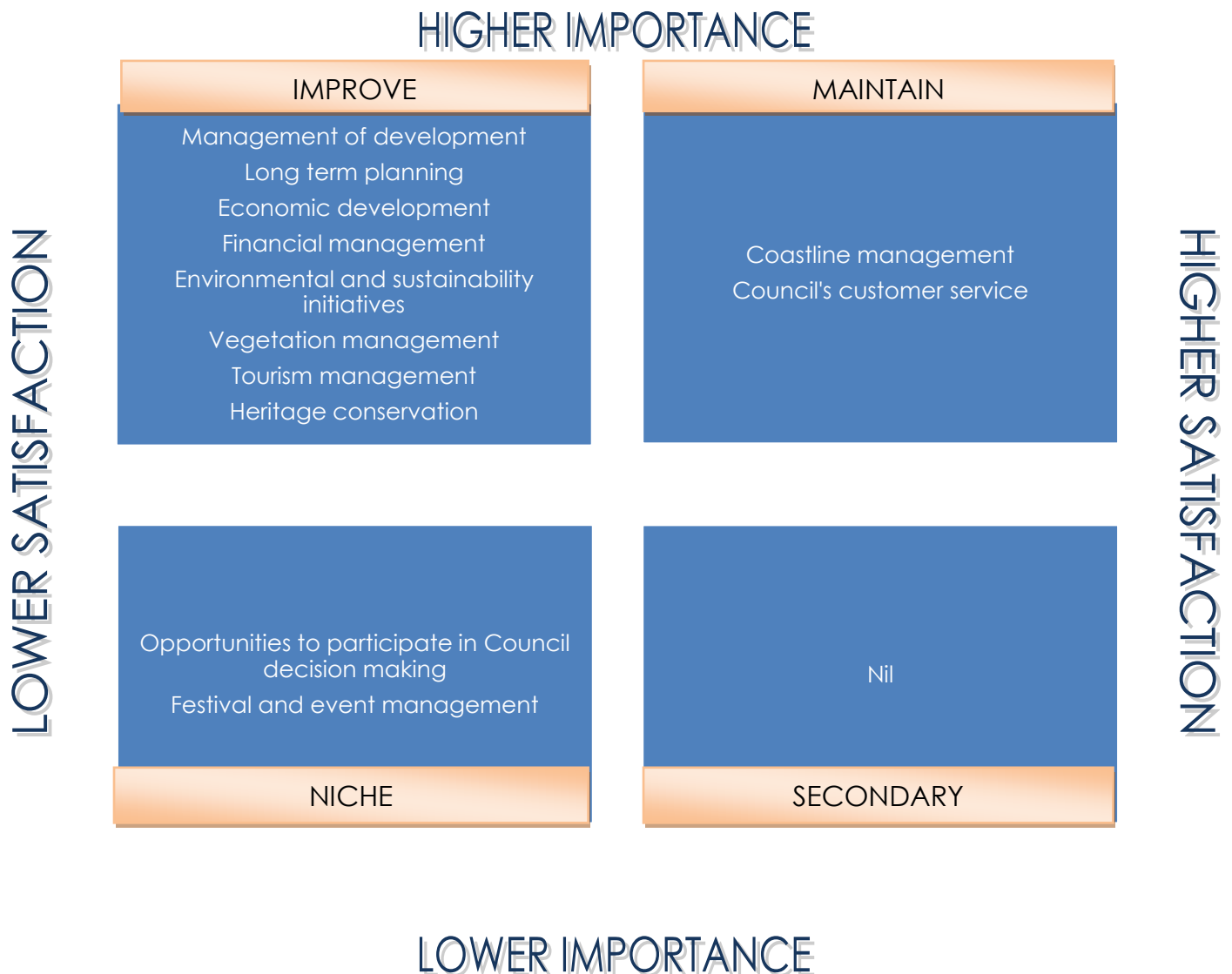
Mean ratings: 1 = not at all important and very dissatisfied  
5 = very important and very satisfied



### Performance gap



Quadrant Analysis



Recommendations

Based on the stated outcomes analysis, Ballina Shire Council needs to improve:

- Management of development
- Long term planning
- Economic development
- Financial development
- Environmental and sustainability initiatives
- Vegetation management
- Tourism management
- Heritage conservation

Ballina Shire Council also needs to maintain resident satisfaction with:

- Coastline management
- Council's customer service

## Overall Satisfaction with the Performance of Council

At an overall level, residents expressed a 'moderate' level of satisfaction with the performance of Council, with just over half of the respondents giving a rating of 'satisfied'.

Residents aged 18-34 expressed a higher level of satisfaction than did those in the two older age groups (3.73 v 3.41 and 3.45).

Residents living in Alstonville were more satisfied with Council's performance than were those living in Lennox Head.

Compared with 2008, residents were less satisfied with the overall performance of Council (3.50 v 3.71).

In a follow up question when those who expressed dissatisfaction with Council's performance were asked why, the predominant reason was 'lack of maintenance on community structures', particularly for roads and development.

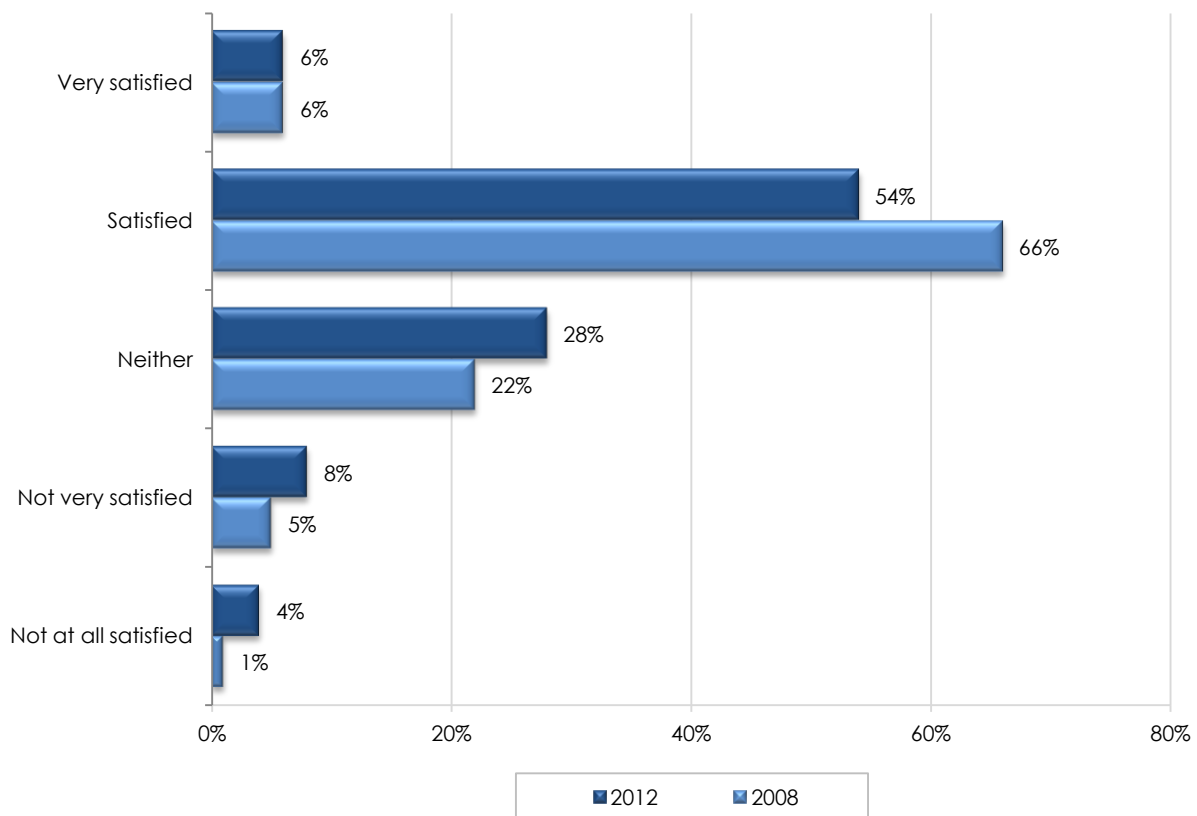
Q7a. Overall, for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues, but across all responsibility areas?

	18 - 34	35 - 54	55+	Male	Female	2008	2012	Micromex Regional LGA Benchmark
Satisfaction mean ratings	3.73	3.41	3.45	3.50	3.50	3.71	3.50	3.5

	Alstonville	Ballina	Lennox Head	Skennars Head	Wardell	Wollongbar	Rural/Other
Satisfaction mean ratings	3.76	3.51	3.19	3.30	3.51	3.66	3.44

Mean ratings: 1 = not at all satisfied, 5 = very satisfied

■ = A significantly higher level (by group)  
■ = A significantly lower level (by group)



Base: 2008 n=600, 2012 n=500

## Overall Satisfaction with the Performance of Council

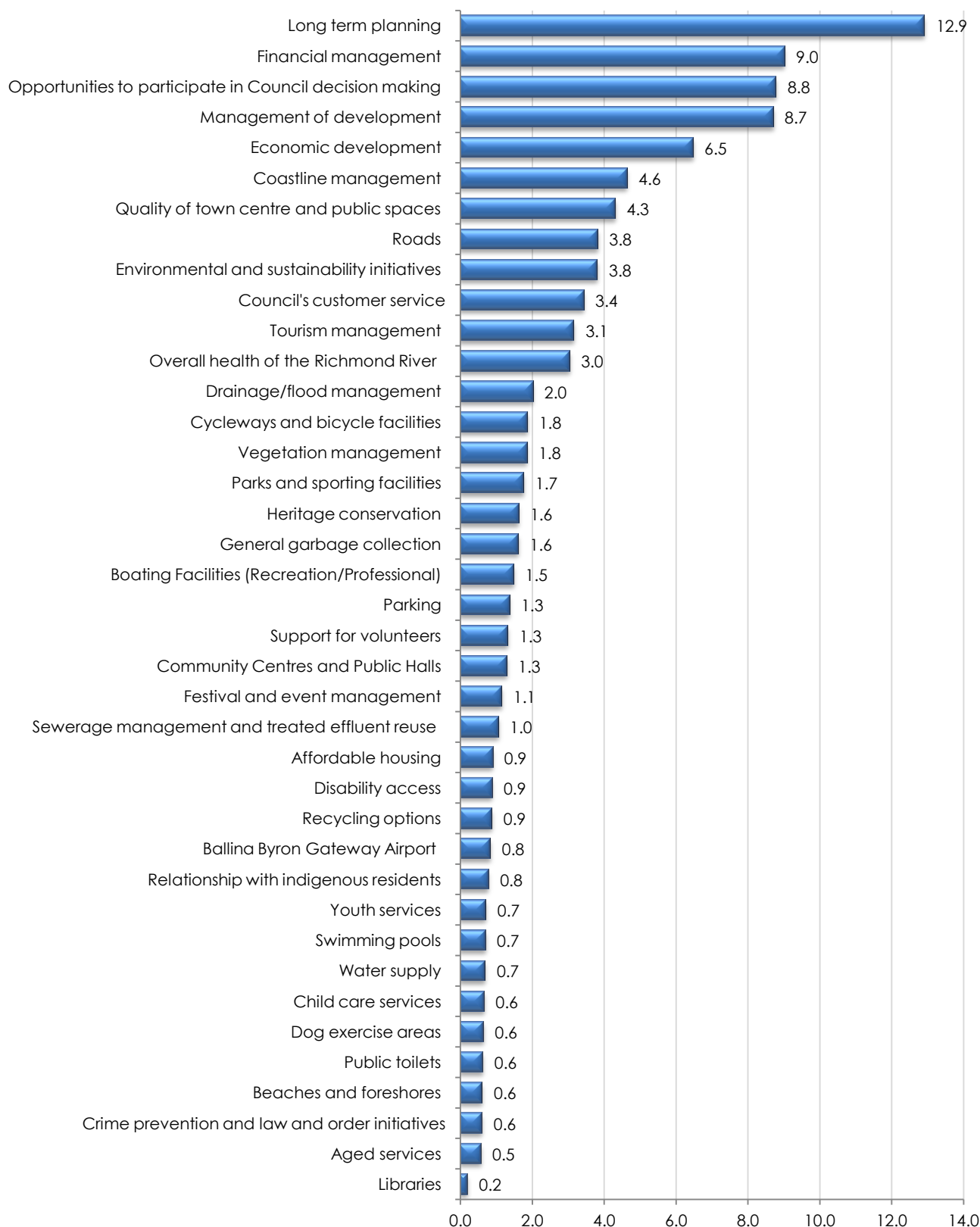
- Q7a. Overall, for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues, but across all responsibility areas?
- Q7b. (If dissatisfied or very dissatisfied), what is your main reason for feeling that way?

Lack of maintenance on community structures	16
Poor understanding of the community	7
Council is focused on the short term, rather than looking ahead	6
Lack of community infrastructure, e.g. cycleways	6
Lack of communication between Council and residents	5
Lack of funding for residential projects	5
New management needs to be introduced	4
Poor customer service	4
Poor services, e.g. waste disposal	4
Poor use of community funds	3
Council does not take community opinions into consideration	1

## How Council can Improve Satisfaction with its Performance

### Overview

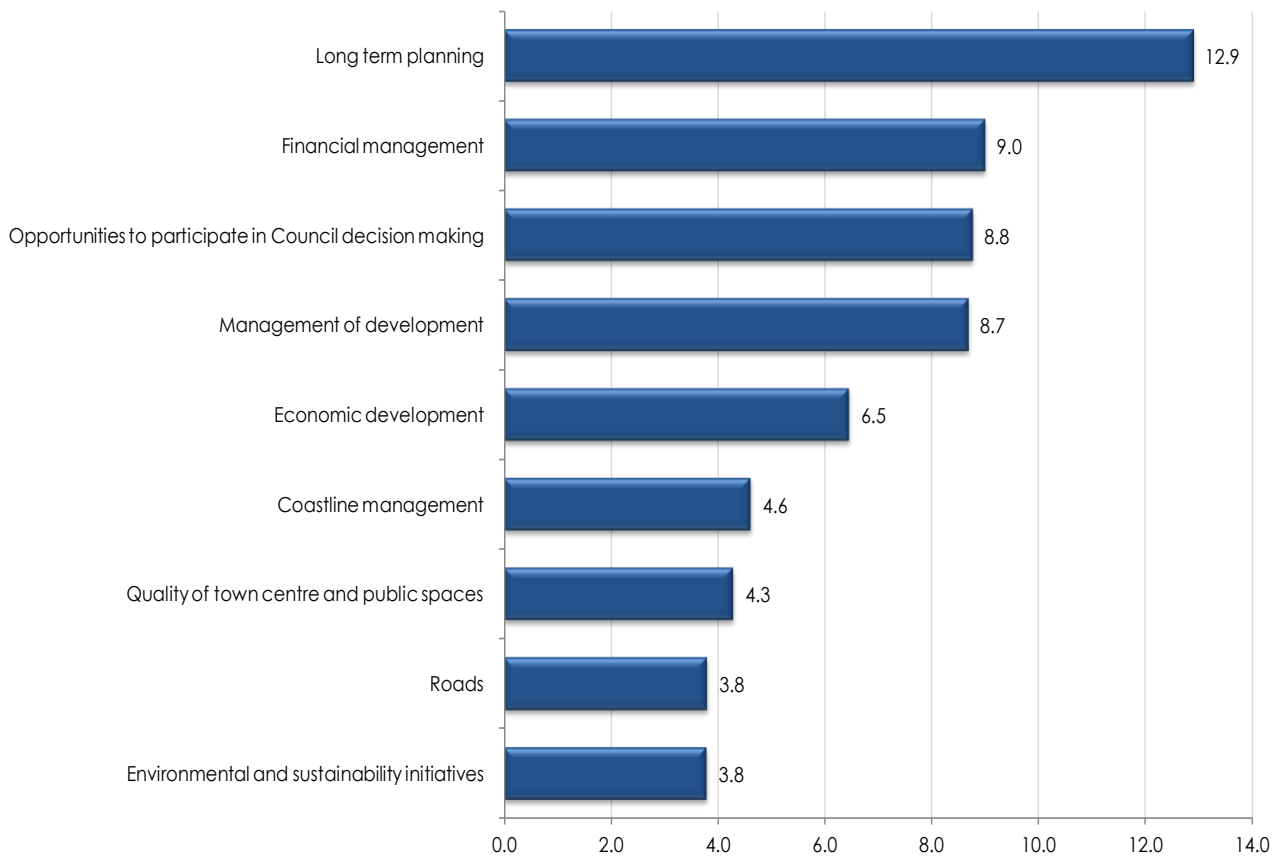
Using regression analysis, we identified the variables that have the greatest influence on driving positive overall satisfaction with Council.



## How Council can Improve Satisfaction with its Performance

These 9 services/facilities are the key community priorities and by addressing these, Ballina Shire Council will improve community satisfaction. The score assigned to each area indicates the percentage of influence each attribute contributes to overall satisfaction with Council. For example, in the chart below 'long term planning' contributes 12.9% towards overall satisfaction.

### These Top 9 Indicators Account for over 62% of Overall Satisfaction with Council



micromex  
research

Based on the regression analysis, Council performance in the areas listed above accounts for over 60% of overall satisfaction.

#### Outcome

If Ballina Shire Council can address these core drivers, they will be able to improve residents' overall satisfaction with their performance.



# **Section B**

## **Contact with Council**

# Contact with Council

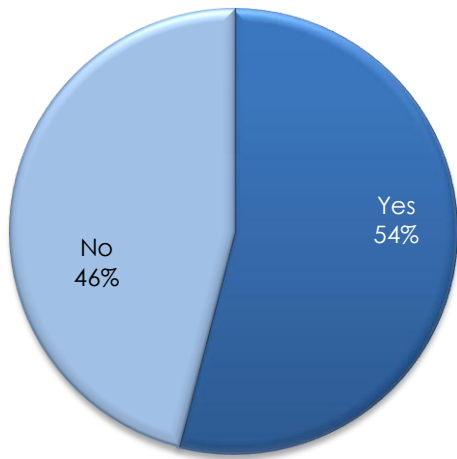
## Summary

54% of residents have been in contact with Council in the last 12 months.

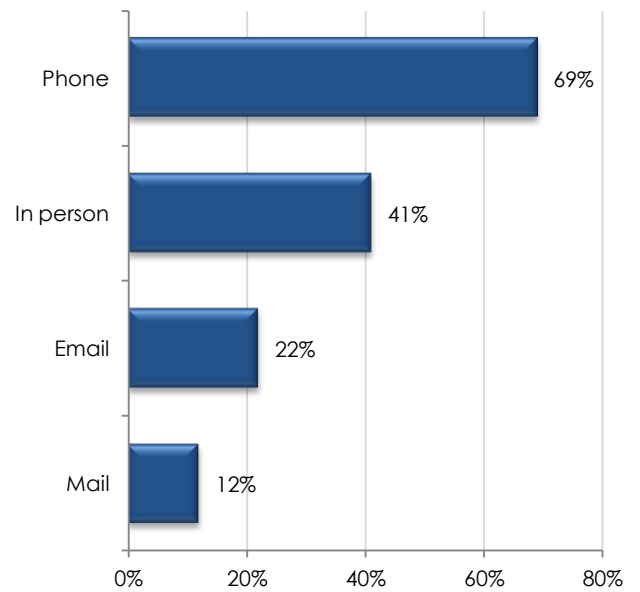
Residents aged 35+ were more likely to have made contact with Council in the last 12 months than were those in the 18-34 age group (59% and 57% v 40%).

Phone is the most common method for residents to contact Council (69%), followed by 'in person' (41%).

Q2. Have you contacted Ballina Shire Council in the last 12 months?



Q3. When you made contact with the Council staff was it by:



Base: n=270

	2008		2012	
	Count	Column %	Count	Column %
Yes	265	44%	270	54%
No	335	56%	230	46%
Total	600	100%	500	100%



## Contact with Council

### Summary

Satisfaction with the way the contact was handled was 'high' for those who had done so 'in person' and by 'phone', 'moderately high' for those who made contact via email and 'moderate' for those who had made contact by mail.

In a follow up question, residents who were dissatisfied with their contact were asked for their reasons, the most predominant given were 'poor communication between Council and residents' and 'slow reply/action in relation to my complaint'.

Residents living in Alstonville and Wollongbar were more satisfied with the way their contact was handled than were those living in Ballina (4.28 & 4.42 v 3.52).

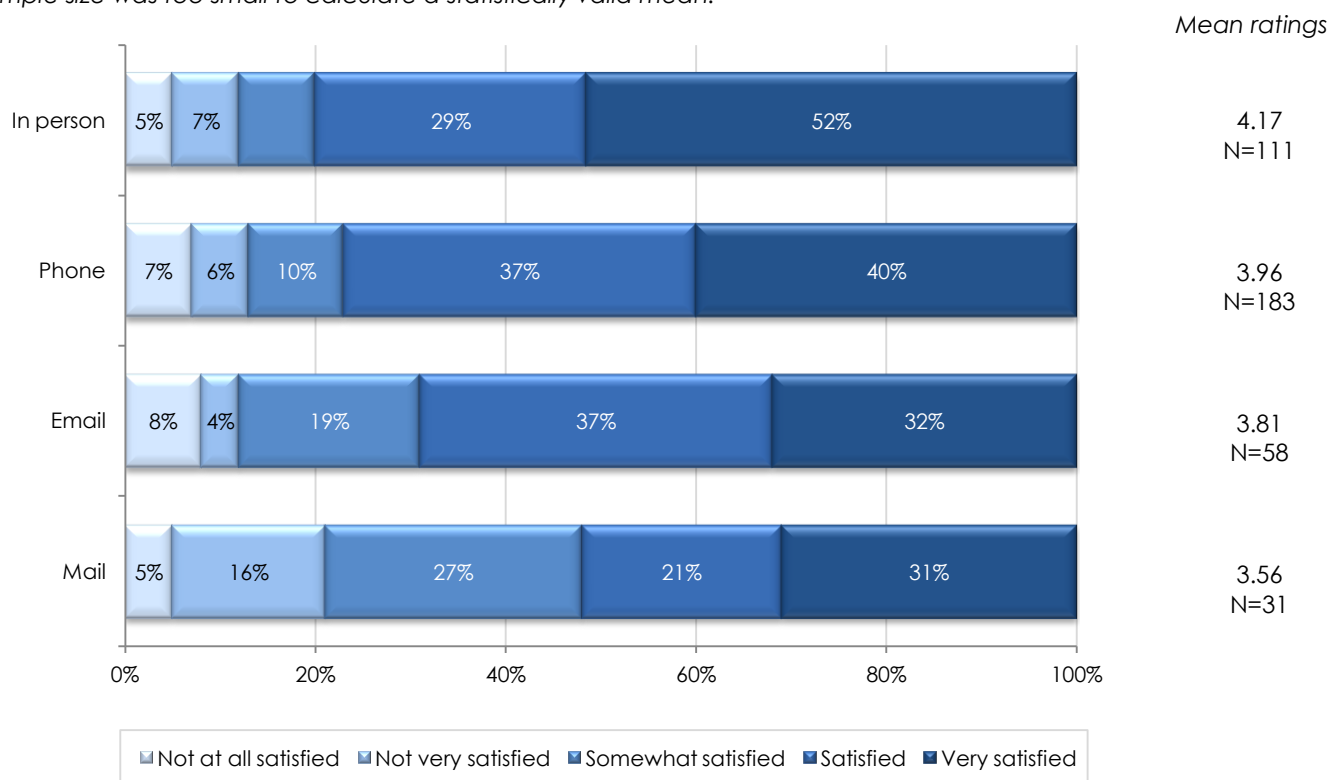
Q4a. How satisfied were you with the way your contact was handled?

	18 - 34	35 - 54	55+	Male	Female	Overall
Phone	4.17	3.88	3.99	3.99	3.94	3.96
Mail	**	**	3.43	**	**	3.56
Email	**	3.80	3.86	3.99	3.61	3.81
In person	**	4.06	4.17	4.20	4.14	4.17

	Alstonville	Ballina	Lennox Head	Skennars Head	Wardell	Wollongbar	Rural/Other
Phone	4.28	3.52	4.11	**	**	4.42	3.96
Mail	**	**	**	**		**	**
Email	**	**	**	**		**	**
In person	4.56	4.08	4.06	**	**	**	**

Mean ratings: 1 = not at all satisfied, 5 = very satisfied

\*\*Sample size was too small to calculate a statistically valid mean.



## Contact with Council

Q4a. How satisfied were you with the way your contact was handled?

Q4b. (If dissatisfied or very dissatisfied), how could the way this contact was handled have been improved?

Poor communication between Council and residents	18
Slow reply/action in relation to my complaint	18
Council members come off with a negative personality	11
Train staff to handle all types of situations	4
Lack of funding for residential projects	2
More information could have been provided to residents	1

# Communication from Council

## Summary

Respondents indicated a 'moderate' level of satisfaction with the level of communication Council currently has with the community, with almost half of the respondents giving a rating of 'satisfied', 10% stating they were 'very satisfied' and only 14% expressing dissatisfaction.

Residents living in Alstonville were more satisfied with the level of communication Council currently has than were those living in Lennox Head (3.77 v 3.30).

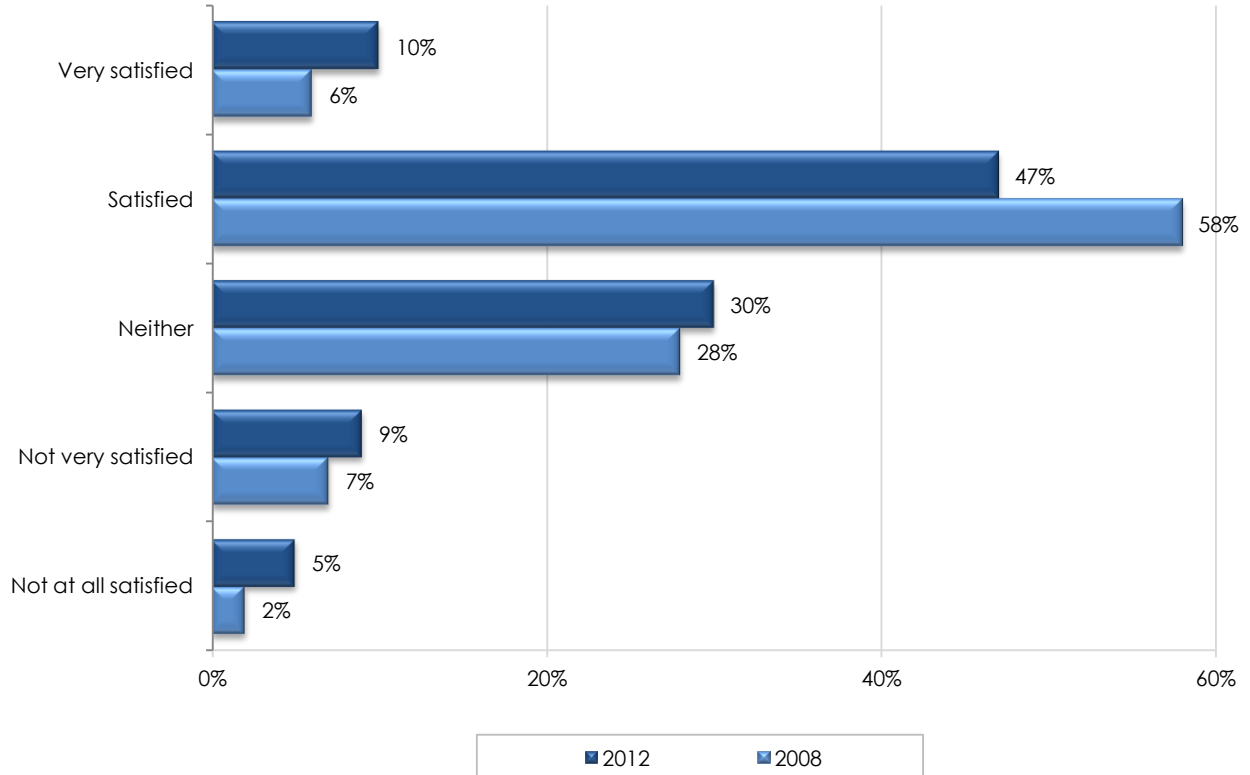
When residents who expressed dissatisfaction were asked in a follow up question how Council could improve its communication, the most predominant response given was to 'involve the community more in decisions, ask for feedback'.

Q5a. Overall, how satisfied are you with the level of communication, in all forms, that Council currently has with the community?

	18 - 34	35 - 54	55+	Male	Female	2008	2012
Satisfaction mean ratings	3.58	3.39	3.52	3.49	3.48	3.58	3.48

	Alstonville	Ballina	Lennox Head	Skennars Head	Wardell	Wollongbar	Rural/Other
Satisfaction mean ratings	3.77	3.46	3.30	3.61	3.19	3.51	3.38

Mean ratings: 1 = not at all satisfied, 5 = very satisfied



Base: 2008 n=600, 2012 n=500

## Communication from Council

- Q5a. Overall, how satisfied are you with the level of communication, in all forms, that Council currently has with the community?
- Q5b. (If dissatisfied or very dissatisfied), how do you think Council could improve its communication?

Involve the community more in decisions, ask for feedback	24
More frequent communication, particularly by letterbox drop or newspaper articles	10
Improve the speed in which complaints/enquiries are responded to	5
More community involvement in projects	4
More honesty when making decisions	4
Focus on providing good customer service	3
Have younger council members	3
Follow up on residential issues	1
Hold meetings	1
Provide more information about services/current projects	1
Train staff to be competent in more than one area	1

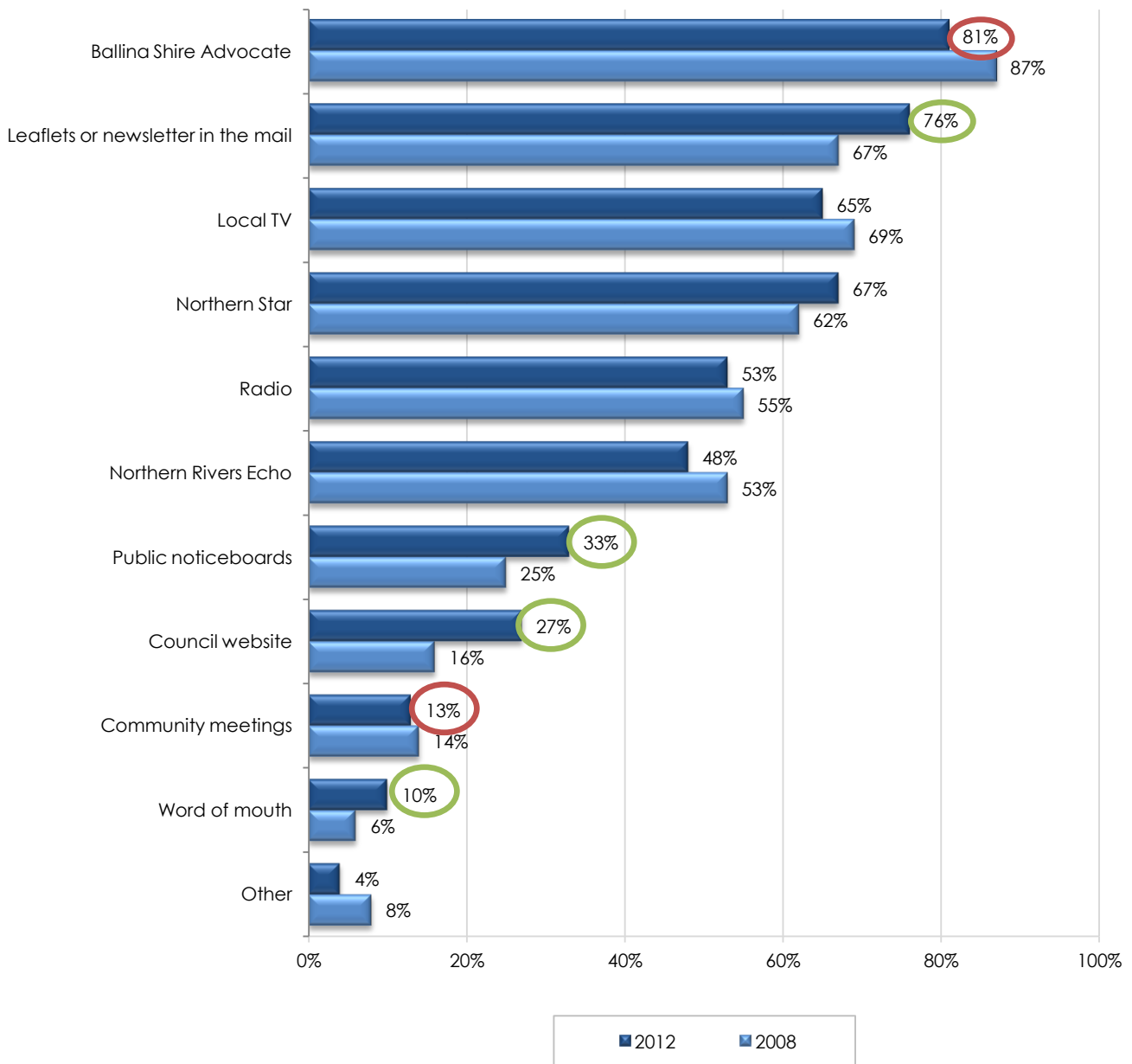
# Means of sourcing information from Council

## Summary

Residents are most likely to indicate that they currently receive information about Council through the 'Ballina Shire Advocate' (81%) or via 'leaflets or newsletters in the mail' (76%).

Compared with 2008, residents are more likely to keep informed via 'leaflets or newsletters in the mail' (76% v 67%), 'public noticeboards' (33% v 25%), 'Council website' (27% v 16%) and 'word of mouth' (10% v 6%), but less likely to keep informed via the 'Ballina Shire Advocate' (81% v 87%).

Q6. How do you keep informed of Council news and activities?



Base: 2008 n=600, 2012 n=500

○ = significantly higher than in 2008  
 ○ = significantly lower than in 2008

## Crime Prevention and Law & Order Initiatives

Q8. If you indicated you were dissatisfied or very dissatisfied with 'Crime Prevention and Law and Order Initiatives', what specifically do you believe that Ballina Shire Council could address in this area?

<b>Deterrents</b>	
Provide facilities for young people to prevent them becoming involved in crime, vandalism, etc.	15
Have CCTV in places that are known as high risk areas	9
Offenders need to know that the punishment will fit the crime, no matter the age of the offender. There are too few consequences for committing crimes	5
Better lighting	4
Curfews for our young people	4
Private security	3
Better designed public areas not near laneways	1
Preventing crime, e.g. cameras, better education, more police presence	1
Night-time safety	1
Better public lighting	1
<b>Increased police presence</b>	
Increase the police presence in the area	27
Give the police more power to do their job	4
More lobbying for police resources	2
Work closely with the police	2
Have quicker response times by police	1
It's out of their hands and should be a police matter	1
The police should be more community orientated	1
<b>Alcohol</b>	
Earlier hotel closing times	4
Preventing under-aged drinking	2
Alcohol free zones and policing of them	1
Drugs and alcohol abuse where children are involved	1
<b>Other</b>	
Be realistic about what's going on	
Clearer information about what Council is doing in the crime prevention area and the law and order initiatives	1
Council needs to provide more support for those with violence and alcohol issues, e.g. anger management classes	1
Counselling options, better youth and community services rather than heavy-handed police tactics	1
Crime needs to be reported on in the local newspaper, so that more people are aware of the issues in the area and residents are informed	1
Ex Grafton gaol criminals end up in Ballina, but other areas other than the coast should be promoted for them to live and rebuild their lives	1
Have the same rules for all residents	1
I think a new Committee for Crime Prevention should be formed in the community to rapidly improve our safety, particularly at night	1
Low cost housing initiatives	1
More empathic, compassionate involvement with the Indigenous community	1
Proper fencing around sporting fields to stop burnouts on the oval	1
Rural residents' calls for assistance need to be handled more quickly	1
The police in Ballina need to set an example for the community	1
Use a more durable type of material for bus shelters, e.g. Crimsafe	1
When residents call, please take them seriously and do not intimidate them	1



# **Section C**

## **Community Infrastructure Projects**

## Future Planned Community Infrastructure Projects

### Summary

Overall, residents expressed moderate to high levels of support for the prompted projects. In particular, support was high for the 'Ballina Coastguard Tower & Reconstruction' and moderately high for the 'Lennox Head Surf Club & Reconstruction' and 'Ballina Swimming Pool (heating, indoor facilities)'.

Those aged 35+ were more supportive of 'Ballina Coastguard Tower & Reconstruction' than were those aged 18-34 (4.02 and 4.12 v 3.67), whilst those aged 55+ were more supportive of 'Lennox Head Surf Club and Reconstruction' (3.83 v 3.46) and 'Alstonville Swimming Pool' (3.49 v 2.96) than were 18-34 year olds.

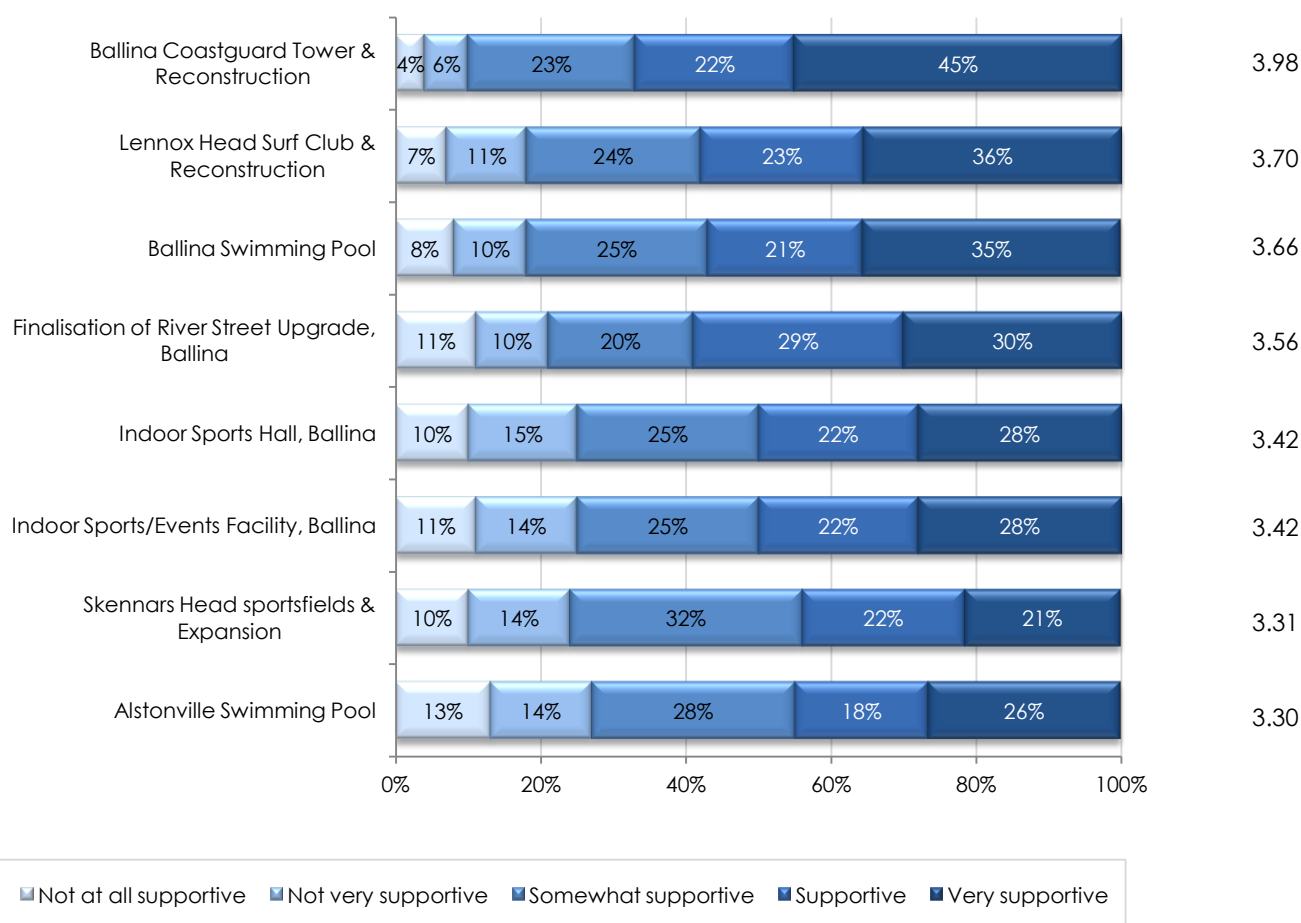
With the exception of 'Ballina Coastguard Tower & Reconstruction' and 'Alstonville Swimming Pool', females expressed higher levels of support for all of the prompted projects than did males.

Lennox Head residents were more supportive of 'Lennox Head Surf Club & Reconstruction' than residents from Alstonville, Ballina, Wardell, Wollongbar, Rural/Other' (4.48 v 3.38, 3.57, 3.22, 3.54 & 3.58).

Ballina residents were more supportive of 'Ballina Swimming Pool' than were residents from Alstonville, Lennox Head, Wollongbar and Rural/Other (4.07 v 3.50, 3.52, 3.32 & 3.38).

Q9. How supportive are you of the each of the following projects (with very approximate costs included):

Mean ratings



Base: n=500

Mean ratings: 1 = not at all supportive, 5 = very supportive





## Future Planned Community Infrastructure Projects

Q9. How supportive are you of the each of the following projects (with very approximate costs included):

	18 - 34	35 - 54	55+	Male	Female	Overall
Ballina Coastguard Tower & Reconstruction	3.67	4.02	4.12	3.99	3.97	3.98
Lennox Head Surf Club & Reconstruction	3.46	3.71	3.83	3.53	3.86	3.70
Ballina Swimming Pool	3.52	3.68	3.71	3.37	3.91	3.66
Finalisation of River Street Upgrade, Ballina	3.69	3.52	3.53	3.37	3.73	3.56
Indoor Sports Hall, Ballina	3.33	3.48	3.40	3.15	3.65	3.42
Indoor Sports/Events Facility, Ballina	3.35	3.49	3.38	3.14	3.66	3.42
Skennars Head sportsfields & Expansion	3.17	3.37	3.33	3.15	3.45	3.31
Alstonville Swimming Pool	2.96	3.29	3.49	3.18	3.40	3.30

	Alstonville	Ballina	Lennox Head	Skennars Head	Wardell	Wollongbar	Rural/Other
Ballina Coastguard Tower & Reconstruction	3.82	4.06	3.99	4.29	4.39	3.93	3.93
Lennox Head Surf Club & Reconstruction	3.38	3.57	4.48	4.12	3.22	3.54	3.58
Ballina Swimming Pool	3.50	4.07	3.52	4.19	3.31	3.32	3.38
Finalisation of River Street Upgrade, Ballina	3.52	3.87	3.28	3.34	3.47	3.42	3.49
Indoor Sports Hall, Ballina	3.23	3.72	3.40	3.65	3.05	3.27	3.22
Indoor Sports/Events Facility, Ballina	3.16	3.84	3.30	3.95	3.02	2.86	3.36
Skennars Head sportsfields & Expansion	2.96	3.39	3.86	4.12	2.73	3.05	3.07
Alstonville Swimming Pool	3.93	3.37	2.66	3.40	3.01	3.60	2.97

Mean ratings: 1 = not at all supportive, 5 = very supportive

 = A significantly higher level of support (by group)  
 = A significantly lower level of support (by group)

## Major Community Projects

Q10. Excluding work on roads, are there any major community projects you would like to see delivered during the next term of Council?

	Comments n = 305	%
Development of footpaths/cycleways in all areas	70	23%
Upgrade and improve facilities at the sporting centres and ovals	22	7%
Development of activities and play areas for youths, e.g. children's playground	18	6%
Creation of more activities to attract tourists, e.g. festivals, specialty restaurants, water park	16	5%
Upgrade the Alstonville and Ballina community pool facilities	14	5%
Increase the number of parking spots and extend parking hours	13	4%
Development of a community centre for general use, e.g. meetings, concerts	12	4%
Implementation of wildlife and environment preservation strategies	12	4%
Improvement to the waste disposal and recycling system in Ballina	12	4%
Development of the foreshore in Ballina e.g. shops	11	4%
Beautification of the Ballina area	10	3%
Upgrade community facilities in Lennox Head and Ballina, e.g. the skate park. Pines Sporting Fields	10	3%
Dredging of waterways, e.g. The Richmond River	8	3%
Upgrade the Ballina Surf Club	8	3%
Development of a marina	7	2%
Development of aged car facilities and activities	6	2%
Improve the public transport system e.g. Include more routes	6	2%
Upgrade the drainage systems to improve road safety in the wet	5	2%
Upgrade the facilities at Ballina Airport, e.g. air conditioning	5	2%

Nb. For full list, please see Appendix A.



## **Section D**

### **Priorities**

## Aspects valued most about living in Ballina Shire

Q11a. What do you value most about living in the Ballina Shire Local Government area?

Key men- tion- s		Comments n=470	%
	I am close to the beaches and the coastline	85	18%
	Easy going lifestyle	82	17%
	The area looks and feels nice	63	13%
	Natural environment	58	12%
	Great community	55	12%
	Easy access to shops/facilities/other areas	26	6%
	Pleasant climate	25	5%
	Peaceful and quiet	18	4%
	Low crime rate	13	3%
	There are available facilities	12	3%
Open spaces	9	2%	

Nb. For full list, please see Appendix A.

Q11b. Why do you say that?

### Verbatim Reasons Provided for Key Mentions

#### I am close to the beaches and the coastline

"Beaches are always clean and great for the children - it is somewhere you want to bring your children up"

"Love going to the beach and cycling alongside the ocean"

"Great to be able to get out and spending the day at the beach walking, and swimming as a family activity"

#### Easy going lifestyle

"It is like being on holidays all the time"

"I enjoy the relaxed pace of the area"

"Love living here, it's a beautiful place with a safe community environment for all ages and a pleasant climate"

#### The area looks and feels nice

"We have an area which is one of the most beautiful places to live re climate beaches and infrastructure"

"The vibrant blues and greens of the area are what visitors always love when they come here"

"People are friendly, the area is pretty and well kept and very safe"

## Aspects valued most about living in Ballina Shire

Q11a. What do you value most about living in the Ballina Shire Local Government area?

Q11b. Why do you say that?

### Natural environment

"Natural amenities that are so beautiful and plentiful, e.g. beautiful beaches and coastline, natural landscape"

"Seen the town grow but they have managed to maintain the beaches and other natural environmental areas which is very important"

"I love the diversity of the area with the coast and hinterland available to us, and also the natural and manmade environment"

### Great community

"People are nice, Council are great, they are not over political and care for the residents"

"Friendly people, familiar faces"

"There is a feeling of community spirit with the environment, with a strong volunteer focus, which makes it a safe place to bring up a family"

### Easy access to shops/facilities/other areas

"Convenient location between the coast and hinterland"

"The proximity to cities, tourist areas, smaller country areas, the beaches and the mountains"

"Easy to get around to all the facilities around here"

### Pleasant climate

"We moved up from Sydney and our health has improved"

"Good weather all year round, ideal and temperate"

"Enjoy the good weather"

### Peaceful and quiet

"Law abiding everyone is happy, safe and its quiet"

"Not interrupted by traffic and there is no antisocial behaviour where we live"

"Having come from the city, it is very satisfying to hear birds and see native animals in our backyard"

## Aspects valued most about living in Ballina Shire

Q11a. What do you value most about living in the Ballina Shire Local Government area?

Q11b. Why do you say that?

### Low crime rate

"I feel very safe in Ballina, I can walk around at night with ease, compared with Sydney where it wasn't very safe"

"The small town where I live makes me feel safe, people are nice and crime is low"

"The way it's structured makes Ballina safe for everybody"

### There are available facilities

"At our age its great living in a nice place with all the facilities we need close by"

"Close proximity to the water, shops, hospital, club as I'm in walking distance to all necessary facilities"

"Family orientated beaches parks and walkways are important and we have plenty of these"

### Open spaces

"The area has not been over developed nor should it be in the future, I came here for the open spaces and they should stay"

"Enjoy not living in a crowded environment and having plenty of natural space"

"Privacy with no neighbours close by"

# Goals for Ballina Shire over the next 10 years

Q12a. Thinking of the next 10 years, what do you believe will be the most important goal for the Ballina Shire community to achieve?

		Comments n = 450	%
Key men- tions	Promoting, improving and increasing tourism in the area	36	8%
	Improving the condition of the road network, including maintenance and the management of traffic flow	33	7%
	Controlling development and growth appropriately	25	6%
	Managing the growth of the population and providing adequate services and facilities to cater for the growth	25	6%
	Sustainability as a whole, with particular emphasis on sustainable development	25	6%
	Developing the area, keeping up with other areas in the state and promoting growth	18	4%
	Improving, maintaining and developing community infrastructure	17	4%
	Increase and promote business and industry in the area	16	4%
	It is necessary to strike a balance between development and tourism and preserving the environment	15	3%
	Provide better facilities, services, schools and activities for young people	15	3%

Nb. For full list, please see Appendix A.

Q12b. Why do you say that ?

### Verbatim Reasons Provided for Key Mentions

#### Tourism

"It brings people to the area and helps the economy"

"Tourists spending their money in our area will benefit our community and will help create more jobs"

"We have wonderful assets and tourism is the best opportunity to make the town prosperous and enjoyed by everyone"

#### Roads

"The roads are very dangerous. They are too narrow and are unsafe for vehicles and pedestrians"

"As Ballina is growing quickly, we need to keep up with the road network for the benefit of residents and for tourists visiting our area"

"Most of the roads around the Shire are in pretty poor condition and need upgrading, especially in the rural areas"

#### Controlling Development

"I live in an area that has the potential to be overdeveloped and it's a sensitive issue without adequate infrastructure"

"Infrastructure is not in place to support an increase in large numbers and the environment may not be able to support it"

"To ensure the area does not become overpopulated, but also allowing growth in the area to support businesses and the economy"

## Goals for Ballina Shire over the next 10 years

Q12a. Thinking of the next 10 years, what do you believe will be the most important goal for the Ballina Shire community to achieve?

Q12b. Why do you say that ?

### Population Growth

"It is important to provide the growing population with all of the infrastructure they need"

"It is a nice, small community as it is now"

"The community is expanding, so it's important to make sure the community is prepared for change"

### Sustainability and Sustainable Development

"It means we'll be able to look after the people who live here"

"Job protection by sustaining agricultural employment on prime land instead of developing on it"

"The local community live here for its beauty, if it becomes too built up this will be lost"

### Developing the Area

"We need to continue to grow and look to the future"

"Ballina area has the highest growth rate in NSW and needs to cope with the future population"

### Infrastructure

"As our area develops we need proper infrastructure to support the growth, e.g. transport, housing developments, water and sewer"

"Upgrades to infrastructure mean job creation for the area and an increase in tourism"

"We need the right infrastructure in place for new estates and to support population growth"

### Business Development

"To provide the community with products and services at competitive prices"

"To help keep jobs in the area"

"To make the CBD area more vibrant by having more businesses in the area"

### Balance

"Our children's future relies on it"

"We will need food production in the future, so retaining agricultural land is important"

"Both tourism and professional industries will be the best way forward for Ballina"

### Youth

"We need to encourage them so they don't cause trouble"

"Currently youth are resorting to drinking and drug abuse and crime because there is not enough for them to do"

"Children in the area need activities to keep them busy"





## **Section E Demographics**

## Demographics

Q. Age.

	2008		2012	
	Count	Column %	Count	Column %
18 - 34	91	15%	110	22%
35 - 54	244	41%	193	39%
55+	265	44%	197	39%
Total	600	100%	500	100%

Q. Area lived in.

	2008		2012	
	Count	Column %	Count	Column %
Ballina	255	43%	151	30%
Alstonville	129	22%	102	20%
Lennox Head	84	14%	92	18%
Rural/Other	47	8%	83	17%
Wollongbar	52	9%	44	9%
Skennars Head	5	1%	15	3%
Wardell	28	5%	13	3%
Total	600	100%	500	100%

Q. Gender.

	2008		2012	
	Count	Column %	Count	Column %
Male	280	47%	234	47%
Female	320	53%	266	53%
Total	600	100%	500	100%




# **Appendix**


## **Data and Correlation Tables**

Importance	18-34	35-54	55+	Male	Female	2008	2012
Parks and sporting facilities	3.94	4.15	3.63	3.80	3.99	3.92	3.90
Libraries	3.40	3.62	3.72	3.20	3.98	3.78	3.61
Community centres and public halls	3.23	3.47	3.43	3.14	3.63	3.38	3.40
Quality of town centre and public spaces	4.10	4.22	4.04	3.86	4.36	4.16	4.12
Swimming pools	3.71	3.71	3.33	3.46	3.65	3.53	3.56
Dog exercise areas	2.83	2.96	2.76	2.59	3.08	2.94	2.85
Public toilets	4.06	4.00	3.78	3.71	4.12	3.99	3.93
Beaches and foreshores	4.58	4.62	4.36	4.40	4.61	4.53	4.51
Boating facilities (recreation/professional)	3.21	3.08	3.00	3.17	3.00	N/A	3.08

Satisfaction	18-34	35-54	55+	Male	Female	2008	2012
Parks and sporting facilities	3.34	3.40	3.66	3.59	3.37	3.50	3.48
Libraries	4.04	4.11	4.42	4.08	4.30	4.10	4.22
Community centres and public halls	3.52	3.63	3.56	3.61	3.56	3.21	3.58
Quality of town centre and public spaces	3.30	3.17	3.34	3.20	3.31	3.41	3.26
Swimming pools	3.67	3.46	3.52	3.57	3.50	3.86	3.53
Dog exercise areas	2.88	3.31	3.28	3.11	3.28	3.09	3.22
Public toilets	2.63	2.93	3.15	3.00	2.89	2.94	2.94
Beaches and foreshores	3.98	3.91	3.94	3.90	3.97	4.17	3.94
Boating facilities (recreation/professional)	3.36	3.66	3.53	3.47	3.61	N/A	3.54

Mean ratings: 1 = not at all important and not very satisfied, 5 = very important and very satisfied



 = A significantly higher level of importance/satisfaction (by group)

 = A significantly lower level of importance/satisfaction (by group)

Importance	Alstonville	Ballina	Lennox Head	Skennars Head	Wardell	Wollongbar	Rural/Other
Parks and sporting facilities	3.87	3.96	4.14	4.20	3.29	3.88	3.63
Libraries	3.51	3.70	3.90	3.71	3.41	3.38	3.38
Community centres and public halls	3.41	3.38	3.63	3.58	3.77	3.41	3.09
Quality of town centre and public spaces	4.12	4.18	4.11	4.18	4.16	3.99	4.10
Swimming pools	3.85	3.55	3.43	3.90	3.19	3.59	3.38
Dog exercise areas	2.60	2.95	3.41	3.29	2.57	2.51	2.52
Public toilets	3.95	3.79	4.10	3.88	4.16	3.86	3.94
Beaches and foreshores	4.35	4.41	4.79	4.67	4.55	4.45	4.56
Boating facilities (recreation/professional)	3.01	3.17	3.11	2.96	3.44	2.70	3.11

Satisfaction	Alstonville	Ballina	Lennox Head	Skennars Head	Wardell	Wollongbar	Rural/Other
Parks and sporting facilities	3.63	3.70	3.08	3.48	2.59	3.53	3.38
Libraries	4.29	4.29	4.28	4.16	3.63	4.32	3.93
Community centres and public halls	3.83	3.69	3.59	4.09	3.24	3.67	2.75
Quality of town centre and public spaces	3.62	3.29	3.03	2.86	3.03	3.49	3.02
Swimming pools	3.88	3.45	3.24	3.09	3.18	3.65	3.54
Dog exercise areas	3.24	3.21	3.16	3.19	3.28	2.85	3.51
Public toilets	3.14	2.99	2.86	2.76	2.88	2.96	2.72
Beaches and foreshores	4.07	4.02	3.80	3.86	3.98	3.97	3.81
Boating facilities (recreation/professional)	3.68	3.62	3.40	3.00	3.46	3.72	3.44

Mean ratings: 1 = not at all important and not very satisfied, 5 = very important and very satisfied

-  = A significantly higher level of importance/satisfaction (by group)
-  = A significantly lower level of importance/satisfaction (by group)

	Not at all important		Not very important		Somewhat important		Important		Very important		Total	
	Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %
Parks and sporting facilities	21	4%	42	8%	92	18%	157	31%	188	38%	500	100%
Libraries	61	12%	56	11%	87	17%	110	22%	186	37%	500	100%
Community centres and public halls	54	11%	68	14%	122	24%	135	27%	122	24%	500	100%
Quality of town centre and public spaces	10	2%	22	4%	90	18%	152	30%	227	45%	500	100%
Swimming pools	69	14%	49	10%	95	19%	106	21%	181	36%	500	100%
Dog exercise areas	170	34%	54	11%	82	16%	69	14%	125	25%	500	100%
Public toilets	40	8%	28	6%	75	15%	145	29%	213	43%	500	100%
Beaches and foreshores	14	3%	12	2%	32	6%	91	18%	352	70%	500	100%
Boating facilities (recreation/professional)	123	25%	70	14%	83	17%	91	18%	132	26%	500	100%

	Not at all satisfied		Not very satisfied		Somewhat satisfied		Satisfied		Very satisfied		Total	
	Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %
Parks and sporting facilities	11	3%	32	9%	126	37%	127	37%	46	13%	342	100%
Libraries	4	1%	4	2%	43	15%	111	38%	129	44%	291	100%
Community centres and public halls	12	5%	27	11%	71	28%	88	35%	54	22%	251	100%
Quality of town centre and public spaces	24	6%	59	16%	134	35%	120	32%	42	11%	378	100%
Swimming pools	15	5%	30	10%	83	29%	105	37%	53	18%	286	100%
Dog exercise areas	16	9%	36	19%	59	31%	49	25%	31	16%	191	100%
Public toilets	43	12%	74	21%	129	36%	86	24%	26	7%	356	100%
Beaches and foreshores	12	3%	19	4%	90	20%	184	42%	137	31%	442	100%
Boating facilities (recreation/professional)	13	6%	19	8%	68	31%	77	35%	44	20%	221	100%

Importance	18-34	35-54	55+	Male	Female	2008	2012
Roads	4.73	4.72	4.69	4.63	4.78	4.71	4.71
General garbage collection	4.56	4.58	4.63	4.47	4.71	4.66	4.60
Recycling options	4.33	4.50	4.34	4.31	4.48	4.59	4.40
Sewerage management and treated effluent reuse	3.65	4.06	3.90	3.81	3.99	4.21	3.91
Cycleways and bicycle facilities	4.00	4.12	3.71	3.74	4.09	3.99	3.93
Water supply	4.44	4.43	4.46	4.35	4.53	4.60	4.45
Parking	4.44	4.27	4.38	4.19	4.49	4.44	4.35
Drainage/flood management	4.15	4.12	4.28	4.05	4.31	4.24	4.19
Ballina Byron Gateway Airport	3.96	4.32	4.44	4.15	4.41	4.30	4.29
Overall health of the Richmond River	4.58	4.55	4.51	4.45	4.62	N/A	4.54

Satisfaction	18-34	35-54	55+	Male	Female	2008	2012
Roads	2.67	2.66	2.74	2.75	2.65	2.84	2.70
General garbage collection	3.64	3.85	4.08	3.91	3.88	4.31	3.90
Recycling options	3.95	3.74	3.99	3.86	3.90	3.96	3.88
Sewerage management and treated effluent reuse	3.82	3.73	3.94	3.90	3.78	3.70	3.83
Cycleways and bicycle facilities	3.26	3.16	3.50	3.29	3.31	3.30	3.30
Water supply	4.23	4.01	4.19	4.08	4.17	4.15	4.13
Parking	3.20	3.29	3.17	3.32	3.15	3.02	3.22
Drainage/flood management	3.24	3.16	3.20	3.19	3.20	3.27	3.19
Ballina Byron Gateway Airport	3.67	3.88	4.07	3.93	3.92	3.96	3.92
Overall health of the Richmond River	3.14	2.99	3.06	3.02	3.08	N/A	3.05


Mean ratings: 1 = not at all important and not at all satisfied, 5 = very important and very satisfied


- = A significantly higher level of importance/satisfaction (by group)
- = A significantly lower level of importance/satisfaction (by group)

Importance	Alstonville	Ballina	Lennox Head	Skennars Head	Wardell	Wollongbar	Rural/Other
Roads	4.71	4.68	4.64	4.72	4.88	4.75	4.81
General garbage collection	4.71	4.62	4.61	4.54	4.58	4.64	4.41
Recycling options	4.19	4.47	4.44	4.65	4.34	4.63	4.33
Sewerage management and treated effluent reuse	3.84	4.18	4.15	4.28	4.43	3.84	3.12
Cycleways and bicycle facilities	3.46	4.18	4.12	4.56	3.27	3.90	3.83
Water supply	4.34	4.75	4.70	4.71	4.49	4.70	3.56
Parking	4.32	4.40	4.28	4.24	4.51	4.33	4.37
Drainage/flood management	4.14	4.41	4.16	4.17	4.69	3.96	3.93
Ballina Byron Gateway Airport	4.49	4.26	4.35	4.65	4.17	4.30	3.97
Overall health of the Richmond River	4.45	4.48	4.62	4.48	4.94	4.53	4.64

Satisfaction	Alstonville	Ballina	Lennox Head	Skennars Head	Wardell	Wollongbar	Rural/Other
Roads	2.86	2.80	2.69	2.67	2.01	2.79	2.40
General garbage collection	3.93	3.83	3.78	3.76	3.87	3.70	4.25
Recycling options	3.93	4.02	3.93	3.82	3.71	3.55	3.76
Sewerage management and treated effluent reuse	4.07	4.01	3.80	3.64	3.28	3.76	3.23
Cycleways and bicycle facilities	3.35	3.80	2.48	2.34	3.87	3.39	3.37
Water supply	4.18	4.23	4.08	4.18	4.09	4.21	3.76
Parking	3.30	3.40	3.09	2.92	3.04	3.28	3.01
Drainage/flood management	3.51	3.17	3.17	2.77	3.26	3.38	2.87
Ballina Byron Gateway Airport	4.03	4.13	3.88	3.30	4.11	3.71	3.64
Overall health of the Richmond River	3.08	3.26	2.88	3.06	2.89	2.80	3.00

Mean ratings: 1 = not at all important and not at all satisfied, 5 = very important and very satisfied

 = A significantly higher level of importance/satisfaction (by group)

 = A significantly lower level of importance/satisfaction (by group)





	Not at all important		Not very important		Somewhat important		Important		Very important		Total	
	Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %
Roads	3	1%	4	1%	18	4%	83	17%	392	78%	500	100%
General garbage collection	10	2%	5	1%	24	5%	97	19%	364	73%	500	100%
Recycling options	17	3%	9	2%	45	9%	114	23%	315	63%	500	100%
Sewerage management and treated effluent reuse	56	11%	24	5%	78	16%	94	19%	247	49%	500	100%
Cycleways and bicycle facilities	49	10%	25	5%	75	15%	116	23%	235	47%	500	100%
Water supply	38	8%	5	1%	32	6%	46	9%	379	76%	500	100%
Parking	15	3%	10	2%	55	11%	125	25%	295	59%	500	100%
Drainage/flood management	25	5%	18	4%	82	16%	89	18%	287	57%	500	100%
Ballina Byron Gateway Airport	20	4%	18	4%	54	11%	116	23%	293	59%	500	100%
Overall health of the Richmond River	9	2%	5	1%	50	10%	77	15%	359	72%	500	100%

	Not at all satisfied		Not very satisfied		Somewhat satisfied		Satisfied		Very satisfied		Total	
	Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %
Roads	77	16%	113	24%	184	39%	75	16%	24	5%	472	100%
General garbage collection	34	7%	35	8%	69	15%	131	28%	192	42%	460	100%
Recycling options	18	4%	36	8%	76	18%	147	34%	151	35%	428	100%
Sewerage management and treated effluent reuse	16	5%	21	6%	74	22%	110	33%	108	33%	328	100%
Cycleways and bicycle facilities	36	10%	45	13%	103	29%	111	32%	56	16%	351	100%
Water supply	11	3%	16	4%	65	15%	145	34%	186	44%	423	100%
Parking	26	6%	82	20%	142	34%	113	27%	57	14%	420	100%
Drainage/flood management	26	7%	61	16%	145	39%	93	25%	46	13%	372	100%
Ballina Byron Gateway Airport	8	2%	24	6%	76	19%	181	45%	116	29%	406	100%
Overall health of the Richmond River	37	9%	76	18%	169	40%	115	27%	28	7%	425	100%

Importance	18-34	35-54	55+	Male	Female	2008	2012
Child care services	3.44	3.27	2.88	3.09	3.21	3.11	3.15
Youth services	3.52	3.71	3.35	3.35	3.68	3.44	3.53
Aged services	3.67	3.96	4.40	3.95	4.17	3.97	4.07
Relationship with indigenous residents	3.75	3.89	3.62	3.57	3.91	3.82	3.75
Support for volunteers	4.06	4.16	4.31	4.14	4.26	4.24	4.20
Disability access	4.08	4.13	4.22	3.99	4.29	4.04	4.15
Affordable housing	4.10	4.05	3.81	3.88	4.05	4.06	3.97
Crime prevention and law and order initiatives	4.73	4.65	4.85	4.70	4.79	4.67	4.75

Satisfaction	18-34	35-54	55+	Male	Female	2008	2012
Child care services	3.64	3.52	3.65	3.68	3.52	3.40	3.59
Youth services	2.96	2.89	2.97	3.00	2.88	2.80	2.93
Aged services	3.59	3.53	3.59	3.63	3.51	3.50	3.57
Relationship with indigenous residents	3.11	3.09	3.28	3.33	3.04	3.12	3.17
Support for volunteers	3.28	3.38	3.67	3.51	3.45	3.41	3.48
Disability access	3.20	3.38	3.47	3.40	3.35	3.28	3.38
Affordable housing	2.26	2.59	2.80	2.60	2.59	2.30	2.59
Crime prevention and law and order initiatives	3.11	3.29	3.27	3.25	3.24	2.83	3.25



Mean ratings: 1 = not at all important and not at all satisfied, 5 = very important and very satisfied

-  = A significantly higher level of importance/satisfaction (by group)
-  = A significantly lower level of importance/satisfaction (by group)

Importance	Alstonville	Ballina	Lennox Head	Skennars Head	Wardell	Wollongbar	Rural/Other
Child care services	3.33	3.12	3.11	2.95	3.03	3.11	3.10
Youth services	3.61	3.45	3.58	3.73	3.21	4.05	3.23
Aged services	4.32	4.08	3.97	4.21	3.39	4.27	3.82
Relationship with indigenous residents	3.69	3.96	3.86	3.12	3.59	4.02	3.33
Support for volunteers	4.17	4.32	4.21	3.99	4.28	4.40	3.93
Disability access	4.25	4.14	4.06	4.51	4.35	4.27	4.00
Affordable housing	3.89	4.22	3.79	3.86	4.55	4.13	3.66
Crime prevention and law and order initiatives	4.86	4.87	4.46	4.71	4.69	4.79	4.70

Satisfaction	Alstonville	Ballina	Lennox Head	Skennars Head	Wardell	Wollongbar	Rural/Other
Child care services	3.29	3.85	3.44	3.35	3.85	3.26	3.82
Youth services	3.15	2.89	2.78	2.90	3.36	2.93	2.87
Aged services	3.61	3.91	3.36	3.47	3.60	3.25	3.27
Relationship with indigenous residents	3.17	3.38	2.90	2.77	3.34	3.11	3.08
Support for volunteers	3.55	3.66	3.49	3.19	3.36	3.20	3.24
Disability access	3.44	3.47	3.19	3.70	3.52	3.23	3.30
Affordable housing	2.52	2.84	2.36	2.31	2.55	2.82	2.29
Crime prevention and law and order initiatives	3.22	3.15	3.31	3.32	3.17	3.29	3.35

Mean ratings: 1 = not at all important and not at all satisfied, 5 = very important and very satisfied

-  = A significantly higher level of importance/satisfaction (by group)
-  = A significantly lower level of importance/satisfaction (by group)



	Not at all important		Not very important		Somewhat important		Important		Very important		Total	
	Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %
Child care services	147	29%	45	9%	72	14%	55	11%	180	36%	500	100%
Youth services	88	18%	37	7%	81	16%	111	22%	183	37%	500	100%
Aged services	44	9%	25	5%	59	12%	94	19%	277	55%	500	100%
Relationship with indigenous residents	57	11%	28	6%	99	20%	115	23%	201	40%	500	100%
Support for volunteers	21	4%	9	2%	75	15%	138	28%	257	51%	500	100%
Disability access	34	7%	21	4%	64	13%	97	19%	284	57%	500	100%
Affordable housing	49	10%	33	7%	65	13%	91	18%	262	52%	500	100%
Crime prevention and law and order initiatives	1	0%	5	1%	20	4%	67	13%	407	81%	500	100%

	Not at all satisfied		Not very satisfied		Somewhat satisfied		Satisfied		Very satisfied		Total	
	Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %
Child care services	3	1%	21	10%	79	36%	78	35%	39	18%	220	100%
Youth services	14	5%	67	25%	130	48%	40	15%	18	7%	269	100%
Aged services	15	4%	31	9%	109	31%	129	37%	65	19%	349	100%
Relationship with indigenous residents	10	3%	60	20%	127	43%	71	24%	29	10%	298	100%
Support for volunteers	9	2%	45	12%	139	37%	116	31%	62	17%	371	100%
Disability access	8	2%	46	13%	155	43%	107	30%	46	13%	362	100%
Affordable housing	57	17%	106	31%	119	35%	41	12%	20	6%	344	100%
Crime prevention and law and order initiatives	18	4%	66	14%	190	41%	169	36%	25	5%	469	100%

Importance	18-34	35-54	55+	Male	Female	2008	2012
Council's customer service	3.81	4.24	4.36	4.10	4.27	4.27	4.19
Opportunities to participate in Council decision making	3.73	3.94	4.07	3.87	4.01	3.94	3.94
Management of development	3.85	4.34	4.26	4.03	4.36	4.22	4.20
Economic development	4.00	4.27	4.22	4.10	4.27	4.10	4.19
Vegetation management	4.10	4.22	4.20	4.07	4.29	4.23	4.19
Tourism management	3.98	4.27	4.22	4.04	4.31	4.10	4.19
Coastline management	4.35	4.50	4.38	4.22	4.60	4.39	4.42
Financial management	3.92	4.41	4.51	4.25	4.41	4.26	4.34
Festival and event management	3.58	3.75	3.72	3.50	3.88	3.80	3.70
Environmental and sustainability initiatives	4.29	4.27	4.19	4.05	4.41	4.27	4.24
Long term planning	3.98	4.52	4.43	4.32	4.41	4.43	4.37
Heritage conservation	4.06	4.02	4.07	3.82	4.25	4.03	4.05

Satisfaction	18-34	35-54	55+	Male	Female	2008	2012
Council's customer service	3.67	3.42	3.59	3.40	3.65	3.75	3.54
Opportunities to participate in Council decision making	2.97	2.98	2.95	2.94	2.99	3.16	2.97
Management of development	2.91	2.79	2.80	2.87	2.78	3.05	2.82
Economic development	3.00	2.86	2.95	2.91	2.93	3.16	2.92
Vegetation management	3.26	3.29	3.33	3.28	3.32	3.25	3.30
Tourism management	3.33	3.23	3.42	3.39	3.28	3.43	3.33
Coastline management	3.65	3.38	3.30	3.40	3.41	3.48	3.40
Financial management	3.26	3.04	3.06	3.02	3.15	3.30	3.09
Festival and event management	2.85	3.19	3.38	3.22	3.18	3.27	3.19
Environmental and sustainability initiatives	3.29	3.30	3.28	3.23	3.33	3.20	3.29
Long term planning	3.13	3.00	2.99	3.01	3.03	3.06	3.02
Heritage conservation	3.39	3.28	3.21	3.19	3.34	3.29	3.28

Mean ratings: 1 = not at all important and not at all satisfied, 5 = very important and very satisfied

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

Importance	Alstonville	Ballina	Lennox Head	Skennars Head	Wardell	Wollongbar	Rural/Other
Council's customer service	4.31	4.16	4.21	4.14	4.28	4.02	4.19
Opportunities to participate in Council decision making	3.71	3.91	4.13	4.05	4.49	3.74	4.08
Management of development	4.04	4.09	4.40	4.07	4.21	4.24	4.39
Economic development	4.18	4.10	4.12	4.37	4.28	4.11	4.44
Vegetation management	4.12	4.17	4.06	4.25	4.21	4.26	4.37
Tourism management	4.31	4.15	4.24	4.60	4.35	4.13	3.96
Coastline management	4.31	4.36	4.65	4.45	4.22	4.37	4.49
Financial management	4.36	4.34	4.36	4.44	4.47	4.07	4.39
Festival and event management	3.76	3.92	3.62	3.81	3.67	3.44	3.45
Environmental and sustainability initiatives	4.15	4.22	4.25	4.65	4.09	4.16	4.39
Long term planning	4.32	4.31	4.44	4.63	4.14	4.40	4.42
Heritage conservation	3.99	4.10	4.05	3.91	3.90	4.12	4.02

Satisfaction	Alstonville	Ballina	Lennox Head	Skennars Head	Wardell	Wollongbar	Rural/Other
Council's customer service	3.91	3.51	3.37	3.32	2.68	3.51	3.48
Opportunities to participate in Council decision making	3.32	3.14	2.62	2.73	2.31	3.09	2.81
Management of development	3.08	2.99	2.50	2.57	2.89	2.82	2.64
Economic development	3.20	3.02	2.85	2.49	2.65	3.07	2.60
Vegetation management	3.59	3.49	3.21	3.07	3.07	2.82	3.06
Tourism management	3.50	3.42	3.18	3.05	3.77	3.31	3.09
Coastline management	3.48	3.54	3.35	3.07	3.43	3.22	3.29
Financial management	3.36	3.22	2.93	2.74	2.59	3.10	2.85
Festival and event management	3.55	3.17	3.09	2.51	3.00	3.17	3.12
Environmental and sustainability initiatives	3.52	3.41	3.18	3.19	3.20	3.08	3.07
Long term planning	3.09	3.28	2.62	2.75	2.93	2.96	3.06
Heritage conservation	3.57	3.44	3.14	3.18	3.24	2.90	3.05
Council's customer service	3.91	3.51	3.37	3.32	2.68	3.51	3.48

Mean ratings: 1 = not at all important and not at all satisfied, 5 = very important and very satisfied

- = A significantly higher level of importance/satisfaction (by group)
- = A significantly lower level of importance/satisfaction (by group)

	Not at all important		Not very important		Somewhat important		Important		Very important		Total	
	Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %
Council's customer service	15	3%	14	3%	71	14%	160	32%	240	48%	500	100%
Opportunities to participate in Council decision making	33	7%	31	6%	82	16%	137	27%	217	43%	500	100%
Management of development	19	4%	18	4%	62	12%	143	29%	257	51%	500	100%
Economic development	16	3%	15	3%	80	16%	133	27%	255	51%	500	100%
Vegetation management	16	3%	17	3%	78	16%	136	27%	253	51%	500	100%
Tourism management	21	4%	12	2%	76	15%	136	27%	255	51%	500	100%
Coastline management	13	3%	18	4%	49	10%	86	17%	334	67%	500	100%
Financial management	22	4%	12	2%	56	11%	95	19%	315	63%	500	100%
Festival and event management	46	9%	34	7%	114	23%	133	27%	172	34%	500	100%
Environmental and sustainability initiatives	13	3%	14	3%	81	16%	124	25%	269	54%	500	100%
Long term planning	16	3%	12	2%	57	11%	103	21%	312	62%	500	100%
Heritage conservation	15	3%	27	5%	102	20%	132	26%	224	45%	500	100%

	Not at all satisfied		Not very satisfied		Somewhat satisfied		Satisfied		Very satisfied		Total	
	Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %
Council's customer service	25	6%	35	9%	112	29%	146	37%	73	19%	391	100%
Opportunities to participate in Council decision making	39	11%	69	20%	123	36%	82	24%	27	8%	340	100%
Management of development	52	14%	83	21%	154	40%	82	21%	17	4%	389	100%
Economic development	33	9%	83	22%	162	43%	82	22%	19	5%	378	100%
Vegetation management	20	5%	54	14%	146	38%	121	31%	44	12%	385	100%
Tourism management	14	4%	53	14%	147	39%	127	33%	40	10%	381	100%
Coastline management	14	3%	45	11%	168	40%	137	33%	51	12%	415	100%
Financial management	27	7%	60	15%	176	45%	99	26%	25	6%	387	100%
Festival and event management	28	9%	44	15%	105	35%	89	29%	35	12%	301	100%
Environmental and sustainability initiatives	16	4%	42	11%	174	45%	122	32%	32	8%	386	100%
Long term planning	27	7%	75	19%	183	46%	87	22%	24	6%	397	100%
Heritage conservation	18	5%	42	12%	146	43%	101	30%	36	11%	344	100%


## Overall satisfaction with the performance of Council


Q. 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?

	18 - 34	35 - 54	55+	Male	Female	2008	2012	Micromex Regional LGA Benchmark
Satisfaction mean ratings	3.73	3.41	3.45	3.50	3.50	3.71	3.50	3.5

	Alstonville	Ballina	Lennox Head	Skennars Head	Wardell	Wollongbar	Rural/Other
Satisfaction mean ratings	3.76	3.51	3.19	3.30	3.51	3.66	3.44

Mean ratings: 1 = not at all satisfied, 5 = very satisfied

 = A significantly higher level of satisfaction (by group)

 = A significantly lower level of satisfaction (by group)

	2008		2012	
	Count	Column %	Count	Column %
Very satisfied	36	6%	30	6%
Satisfied	397	66%	269	54%
Neither	130	22%	140	28%
Not very satisfied	29	5%	42	8%
Not at all satisfied	8	1%	19	4%
Total	600	100%	500	100%





## Contact with Council

Q. Have you contacted Ballina Shire Council in the last 12 months?

	2008		2012	
	Count	Column %	Count	Column %
Yes	265	44%	270	54%
No	335	56%	230	46%
Total	600	100%	500	100%

	18 - 34		35 - 54		55+		Male		Female	
	Count	Column %	Count	Column %	Count	Column %	Count	Column %	Count	Column %
Yes	43	40%	114	59%	113	57%	125	54%	145	54%
No	66	60%	79	41%	84	43%	109	46%	121	46%
Total	110	100%	193	100%	197	100%	234	100%	266	100%

	Alstonville		Ballina		Lennox Head		Skennars Head		Wardell		Wollongbar		Rural/Other	
	Count	Column %	Count	Column %	Count	Column %	Count	Column %	Count	Column %	Count	Column %	Count	Column %
Yes	59	58%	74	49%	53	58%	10	65%	5	38%	26	58%	44	53%
No	43	42%	77	51%	39	42%	5	35%	8	62%	18	42%	39	47%
Total	102	100%	151	100%	92	100%	15	100%	13	100%	44	100%	83	100%

 = A significantly higher level (by group)  
 = A significantly lower level (by group)

Q. When you made contact with the Council staff, was it by:

	18 - 34		35 - 54		55+		Male		Female	
	Count	Column %	Count	Column %	Count	Column %	Count	Column %	Count	Column %
Phone	30	68%	85	75%	71	63%	85	68%	100	69%
In person	14	32%	45	39%	53	47%	53	42%	58	40%
Email	7	16%	29	25%	23	21%	30	24%	29	20%
Mail	2	5%	11	10%	19	16%	17	13%	15	11%
Total	43	100%	114	100%	113	100%	125	100%	145	100%

	Alstonville		Ballina		Lennox Head		Skennars Head		Wardell		Wollongbar		Rural/Other	
	Count	Column %	Count	Column %	Count	Column %	Count	Column %	Count	Column %	Count	Column %	Count	Column %
Phone	46	79%	41	55%	33	62%	8	84%	3	51%	19	74%	36	82%
In person	21	35%	37	50%	23	43%	4	44%	3	65%	9	35%	15	34%
Email	6	10%	15	20%	17	32%	4	37%	0	0%	6	25%	11	26%
Mail	2	4%	9	12%	8	14%	3	29%	0	0%	4	14%	7	15%
Total	59	100%	74	100%	53	100%	10	100%	5	100%	26	100%	44	100%

## Contact with Council

Q. Overall, how satisfied were you with the way your contact was handled?

	18 - 34	35 - 54	55+	Male	Female	Overall
Phone	4.17	3.88	3.99	3.99	3.94	3.96
Mail	**	**	3.43	**	**	3.56
Email	**	3.80	3.86	3.99	3.61	3.81
In person	**	4.06	4.17	4.20	4.14	4.17

	Alstonville	Ballina	Lennox Head	Skennars Head	Wardell	Wollongbar	Rural/Other
Phone	4.28	3.52	4.11	**	**	4.42	3.96
Mail	**	**	**	**		**	**
Email	**	**	**	**		**	**
In person	4.56	4.08	4.06	**	**	**	**

Mean ratings: 1 = not at all satisfied, 5 = very satisfied

\*\* Sample size was too small to calculate a statistically valid mean.

Nb: Due to a change in the methodology of asking this question, comparisons with 2008 are not available.

	Not at all satisfied		Not very satisfied		Somewhat satisfied		Satisfied		Very satisfied		Total	
	Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %
Phone	12	7%	12	6%	19	10%	68	37%	73	40%	183	100%
Mail	2	5%	5	16%	8	27%	7	21%	9	31%	31	100%
Email	4	8%	3	4%	11	19%	22	37%	18	32%	58	100%
In person	5	5%	8	7%	8	8%	32	29%	58	52%	111	100%



## Communication from Council

Q. How satisfied are you currently with the level of communication Council has with the community?

	18 - 34	35 - 54	55+	Male	Female	2008	2012	Micromex Regional LGA Benchmark
Satisfaction mean ratings	3.58	3.39	3.52	3.49	3.48	3.58	3.48	3.5

	Alstonville	Ballina	Lennox Head	Skennars Head	Wardell	Wollongbar	Rural/Other
Satisfaction mean ratings	3.77	3.46	3.30	3.61	3.19	3.51	3.38

Mean ratings: 1 = not at all satisfied, 5 = very satisfied

 = A significantly higher level (by group)  
 = A significantly lower level (by group)


	2008		2012	
	Count	Column %	Count	Column %
Very satisfied	34	6%	49	10%
Satisfied	346	58%	235	47%
Neither	165	28%	148	30%
Not very satisfied	42	7%	44	9%
Not at all satisfied	13	2%	24	5%
Total	600	100%	500	100%


## Keeping Informed of Council News and Activities

Q. How do you keep informed of Council news and activities?

	2008		2012	
	Count	Column %	Count	Column %
Ballina Shire Advocate	522	87%	403	81%
Leaflets or newsletter in the mail	403	67%	380	76%
Local TV	414	69%	325	65%
Northern Star	372	62%	337	67%
Radio	330	55%	267	53%
Northern Rivers Echo	318	53%	240	48%
Public noticeboards	148	25%	164	33%
Council website	94	16%	137	27%
Community meetings	85	14%	65	13%
Word of mouth	37	6%	48	10%
Other	47	8%	19	4%
Total	600	100%	500	100%

	18 - 34		35 - 54		55+		Male		Female	
	Count	Column %	Count	Column %	Count	Column %	Count	Column %	Count	Column %
Ballina Shire Advocate	80	73%	152	79%	171	87%	185	79%	217	82%
Leaflets or newsletter in the mail	73	67%	154	80%	153	78%	170	73%	210	79%
Northern Star	78	71%	134	69%	126	64%	157	67%	180	68%
Local TV	66	60%	122	63%	136	69%	147	63%	177	67%
Radio	59	54%	107	56%	101	51%	123	53%	144	54%
Northern Rivers Echo	55	50%	98	51%	87	44%	105	45%	134	50%
Public noticeboards	43	40%	58	30%	63	32%	71	30%	93	35%
Council website	30	27%	54	28%	53	27%	68	29%	69	26%
Community meetings	2	2%	26	14%	37	19%	31	13%	34	13%
Word of mouth	11	10%	17	9%	19	10%	25	11%	22	8%
Other	2	2%	7	4%	9	4%	8	4%	10	4%
Total	110	100%	193	100%	197	100%	234	100%	266	100%

 = A significantly higher level (by group)

 = A significantly lower level (by group)

## Keeping Informed of Council News and Activities

Q. How do you keep informed of Council news and activities?

	Astonville		Ballina		Lennox Head		Skennars Head		Wardell		Wollongbar		Rural/Other	
	Count	Column %	Count	Column %	Count	Column %	Count	Column %	Count	Column %	Count	Column %	Count	Column %
Ballina Shire Advocate	74	73%	141	93%	77	85%	14	94%	9	68%	39	88%	49	59%
Leaflets or newsletter in the mail	76	74%	122	81%	73	80%	12	83%	11	87%	33	76%	52	62%
Northern Star	71	70%	94	62%	60	65%	11	71%	12	93%	34	77%	56	68%
Local TV	65	64%	103	68%	55	60%	11	76%	11	87%	32	73%	46	55%
Radio	61	60%	72	48%	42	46%	8	53%	6	43%	24	56%	54	65%
Northern Rivers Echo	60	59%	53	35%	46	51%	8	54%	6	49%	30	69%	36	43%
Public noticeboards	33	33%	52	34%	23	25%	4	29%	9	67%	16	36%	27	32%
Council website	22	21%	32	21%	27	29%	5	36%	4	30%	19	42%	28	34%
Community meetings	11	11%	11	7%	18	19%	3	23%	3	26%	4	8%	15	18%
Word of mouth	8	8%	16	11%	10	11%	0	0%	0	0%	4	9%	9	10%
Other	8	8%	2	1%	4	5%	1	6%	0	0%	1	2%	3	3%
Total	102	100%	151	100%	92	100%	15	100%	13	100%	44	100%	83	100%



## Support for Future Planned Infrastructure Projects

Q. How supportive are you of each of the following projects?

	18 - 34	35 - 54	55+	Male	Female	Overall
Ballina Coastguard Tower & Reconstruction	3.67	4.02	4.12	3.99	3.97	3.98
Lennox Head Surf Club & Reconstruction	3.46	3.71	3.83	3.53	3.86	3.70
Ballina Swimming Pool	3.52	3.68	3.71	3.37	3.91	3.66
Finalisation of River Street Upgrade, Ballina	3.69	3.52	3.53	3.37	3.73	3.56
Indoor Sports Hall, Ballina	3.33	3.48	3.40	3.15	3.65	3.42
Indoor Sports/Events Facility, Ballina	3.35	3.49	3.38	3.14	3.66	3.42
Skennars Head sportsfields & Expansion	3.17	3.37	3.33	3.15	3.45	3.31
Alstonville Swimming Pool	2.96	3.29	3.49	3.18	3.40	3.30

	Alstonville	Ballina	Lennox Head	Skennars Head	Wardell	Wollongbar	Rural/Other
Ballina Coastguard Tower & Reconstruction	3.82	4.06	3.99	4.29	4.39	3.93	3.93
Lennox Head Surf Club & Reconstruction	3.38	3.57	4.48	4.12	3.22	3.54	3.58
Ballina Swimming Pool	3.50	4.07	3.52	4.19	3.31	3.32	3.38
Alstonville Swimming Pool	3.93	3.37	2.66	3.40	3.01	3.60	2.97
Finalisation of River Street Upgrade, Ballina	3.52	3.87	3.28	3.34	3.47	3.42	3.49
Indoor Sports Hall, Ballina	3.23	3.72	3.40	3.65	3.05	3.27	3.22
Indoor Sports/Events Facility, Ballina	3.16	3.84	3.30	3.95	3.02	2.86	3.36
Skennars Head sportsfields & Expansion	2.96	3.39	3.86	4.12	2.73	3.05	3.07

Mean ratings: 1 = not at all supportive, 5 = very supportive

 = A significantly higher level (by group)  
 = A significantly lower level (by group)

	Not at all supportive		Not very supportive		Somewhat supportive		Supportive		Very supportive		Total	
	Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %	Count	Row %
Ballina Coastguard Tower & Reconstruction	20	4%	31	6%	115	23%	109	22%	226	45%	500	100%
Lennox Head Surf Club & Reconstruction	34	7%	54	11%	119	24%	113	23%	180	36%	500	100%
Ballina Swimming Pool	39	8%	51	10%	127	25%	105	21%	177	35%	500	100%
Alstonville Swimming Pool	66	13%	72	14%	141	28%	90	18%	131	26%	500	100%
Finalisation of River Street Upgrade, Ballina	56	11%	50	10%	102	20%	145	29%	148	30%	500	100%
Indoor Sports Hall, Ballina	52	10%	75	15%	125	25%	110	22%	138	28%	500	100%
Indoor Sports/Events Facility, Ballina	55	11%	71	14%	126	25%	108	22%	140	28%	500	100%
Skennars Head sportsfields & Expansion	49	10%	72	14%	160	32%	112	22%	107	21%	500	100%

## Means of sourcing information from Council

Q10. Excluding work on roads, are there any major community projects you would like to see delivered during the next term of Council?

	Comments n = 305
Development of a footpath/cycleways in all areas	70
Upgrade and improve facilities at the sporting centres and ovals	22
Development of activities and play areas for youths, e.g. children's playground	18
Creation of more activities to attract tourists, e.g. festivals, specialty restaurants, water park	16
Upgrade the Alstonville and Ballina community pool facilities	14
Increase the number of parking spots and extend parking hours	13
Development of a community centre for general use, e.g. meetings, concerts	12
Implementation of wildlife and environment preservation strategies	12
Improvement to the waste disposal and recycling system in Ballina	12
Development of the foreshore in Ballina e.g. shops	11
Beautification of the Ballina area	10
Upgrade community facilities in Lennox Head and Ballina, e.g. the skate park. Pines Sporting Fields	10
Dredging of the waterways, e.g. The Richmond River	8
Upgrade the Ballina Surf Club	8
Development of a marina	7
Development of aged car facilities and activities	6
Improve the public transport system e.g. Include more routes	6
Upgrade the drainage systems to improve road safety in the wet	5
Upgrade the facilities at Ballina Airport, e.g. air conditioning	5
Beach restoration in Lennox Head	4
Install more lighting fixtures in public areas	4
Upgrade the Alstonville community preschool	4
Improved disability access in all local areas	3
Creation of more local jobs and job agencies	2
Establish a train line from Ballina to the Gold Coast	2
Improve road safety by installing speed cameras and lowering speed limits	2
Improvement of rural facilities	2
Upgrade the Ballina ferry service to include more daily trips and lower the costs	2
Upgrade the North Creek bridge	2
Upgrade the sewerage system in Alstonville	2
Development of a child care centre in Cumbalum	1
Development of a cinema in Alstonville	1
Development of a homeless/women's shelter	1
Development of a off-leash dog area	1
Development of an RV overnight spot for tourists	1
Extend opening hours of local shopping centres	1
Improve signage in public areas	1
Inclusion of a parents room in public areas	1
Increase the available housing throughout the Shire area	1
Increase the number of disabled parking spots in the Ballina area	1
Increased police presence in Alstonville	1

## Aspects valued most about living in Ballina Shire

Q11a. What do you value most about living in the Ballina Shire Local Government area?

	Comments n=470
I am close to the beaches and the coastline	85
Easy going lifestyle	82
The area looks and feels nice	63
Natural environment	58
Great community	55
Easy access to shops/facilities/other areas	26
Pleasant climate	25
Peaceful and quiet	18
Low crime rate	13
There are available facilities	12
Open spaces	9
The atmosphere is positive	7
Close to my family	6
I work here	3
Lower population rate	3
There is great community infrastructure	2
Born here	1
History of the location	1
The cost of living is lower	1



## Goals for Ballina Shire over the next 10 years

Q12a. Thinking of the next 10 years, what do you believe will be the most important goal for the Ballina Shire community to achieve?

	Comments n = 450
Promoting, improving and increasing tourism in the area	36
Improving the condition of the road network, including maintenance and the management of traffic flow	33
Controlling development and growth appropriately	25
Managing the growth of the population and providing adequate services and facilities to cater for the growth	25
Sustainability as a whole, with particular emphasis on sustainable development	25
Developing the area, keeping up with other areas in the state and promoting growth	18
Improving, maintaining and developing community infrastructure	17
Increase and promote business and industry in the area	16
It is necessary to strike a balance between development and tourism and preserving the environment	15
Provide better facilities, services, schools and activities for young people	15
Affordable housing, including the cost of land and housing estates	14
Establish community facilities, such as an Aquatic Centre, refurbishment of the surf club or meeting halls	14
Crime, security, safety and adequate police controls	13
Increased employment opportunities that keep people in the area and provide employment for youth	13
Bicycle tracks and paths that are linked and properly planned	11
Managing finances in a responsible and sustainable manner that ensures the completion of projects within the budget	11
Providing adequate aged care facilities	11
Preserving the current environmental standard, beauty and country feel of the area	10
Protecting, improving and managing the environment in a sustainable way	10
Managing the development of housing and vacant land	9
Providing community welfare services and support for marginalised groups	9
Economic development, prosperity and stability in the area	8
Beautification of the area, especially the beachfront and foreshore	7
Building a marina that promotes tourism and community involvement	7
Providing more sporting fields and facilities as well as upgrading existing facilities	7
Increasing community spirit with events, projects and awareness	6
Providing better health care facilities and improving the hospitals in the area	6
Upgrading River Street, especially the Woolworths complex	6
Cleanliness of the area, including waterways and beaches	4
Communicating with, listening to and creating harmony in the community	4
Developing a unique character for Ballina as an independent town	4
Ensuring that coal seam gas does not come into the area	4
Ensuring there is an equal distribution of resources between all of the towns and communities in Ballina	4
Keep rates at an affordable level	3
Offering more parking in Ballina	3
Completing and following through on proposed projects	2
Having a decent water supply and better water maintenance	2
Improve drainage and flood management	2
Improved public transport, such as a rail system	2
Rebuilding and revitalisation of Ballina as a town	2
Other	14



## Appendix B

**Ballina Shire Council  
Community Satisfaction Survey 2012**

**Q1 In the first part could you please give your opinion of the importance of the following services/facilities to you, and in the second part, the level of satisfaction with the performance of that service. The scale is from 1 to 5 where 1 is low and 5 is high**

**Part A**

**Community facilities**

	Importance					Satisfaction				
	Low 1	2	3	4	High 5	Low 1	2	3	4	High 5
Parks and 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 centres and public 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"/>
Beaches and foreshores	<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"/>
Boating facilities (recreation/professional)	<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
Roads	<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"/>
General 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 options	<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"/>
Sewerage management and treated effluent reuse	<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"/>
Cycleways 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"/>
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"/>
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"/>
Drainage/flood 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"/>
Ballina Byron Gateway Airport	<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"/>
Overall health of the Richmond River	<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"/>

**Human services**

	Importance					Satisfaction				
	Low		3	High		Low		3	High	
	1	2		4	5	1	2		4	5
Child care 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"/>
Youth 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"/>
Aged 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"/>
Relationship with indigenous residents	<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"/>
Disability 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"/>
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"/>
Crime prevention and law and order initiatives	<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"/>

**Corporate services and management**

	Importance					Satisfaction				
	Low		3	High		Low		3	High	
	1	2		4	5	1	2		4	5
Council's customer service	<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"/>
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"/>
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"/>
Vegetation 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"/>
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"/>
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"/>
Environmental and sustainability initiatives	<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"/>
Long term planning	<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"/>
Heritage conservation	<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"/>

**Part B**

**Q2. Have you contacted Ballina Shire Council in the last 12 months?**

Yes  No **(If no, go to 5a)**

**Q3. When you made contact with the Council staff was it by:**

Phone  Mail  Email  In person

**Q4a. How satisfied were you with the way your contact was handled? *Prompt***

Very satisfied      Satisfied      Neither      Dissatisfied      Very dissatisfied  
                                                                                       

**Q4b. (If dissatisfied or very dissatisfied), how could the way this contact was handled have been improved?**

.....

**Q5a. How satisfied are you currently with the level of communication Council has with the community? *Prompt***

Very satisfied      Satisfied      Neither      Dissatisfied      Very dissatisfied  
                                                                                       

**Q5b. (If dissatisfied or very dissatisfied), how do you think Council could improve its communication?**

.....

**Q6. How do you keep informed of Council news and activities? Prompt**

- |  |   |
|--|---|
| <input type="radio"/> Radio                  | <input type="radio"/> Council website                 |
| <input type="radio"/> Community meetings     | <input type="radio"/> Public notice boards            |
| <input type="radio"/> Local TV               | <input type="radio"/> Leaflets/newsletter in the mail |
| <input type="radio"/> Ballina Shire Advocate | <input type="radio"/> Northern Star                   |
| <input type="radio"/> Northern Rivers Echo   | <input type="radio"/> Other (please specify).....     |

**Q7a. 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             | Neither               | Dissatisfied          | Very dissatisfied     |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

**Q7b. (If dissatisfied or very dissatisfied), what is your main reason for feeling that way?**

.....

**Q8. If you indicated you were dissatisfied or very dissatisfied with "Crime Prevention and Law and Order Initiatives", what specifically do you believe that Ballina Shire Council could address in this area?**

.....

**Q9. The new Council will be reviewing a number of one off community infrastructure projects to determine what will be the major priorities for the 2012 to 2016 term. These projects are separately funded as compared to Council's normal road, drainage, water and sewer infrastructure programs, and they often require external funding support, through opportunities such as grants, therefore Council is not in a position to complete all the priorities in the one term. Current projects that fall into this category, that are already underway, include the reconstruction of the Ballina Surf Club, the development of new sports fields at Wollongbar and improvements to the Cherry to Martin Street segment of River Street, Ballina.**

Council would now like feedback from the community on the level of support for future planned community infrastructure projects and on a scale of 1-5, where 1 is not at all supportive and 5 is very supportive, how supportive are you of the each of the following projects (with very approximate costs included):

	Not at all supportive			Very supportive	
	1	2	3	4	5
Ballina Coastguard Tower – Reconstruction (\$1.7m)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lennox Head Surf Club – Reconstruction (\$3m to \$4m)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ballina Swimming Pool (Heating, Indoor Facilities) (\$4m)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Alstonville Swimming Pool (Indoor Facilities) (\$3m)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Finalisation of River Street Upgrade, Ballina (\$4m)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Indoor Sports Hall, Ballina (Four courts - \$7m)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Indoor Sports / Events Facility, Ballina (Two courts - \$10m)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Skennars Head sportsfields – Expansion (\$1.5m)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q10. Excluding work on roads, are there any major community projects you would like to see delivered during the next term of Council? Probe i.e. where, what, why, etc.**

.....

**Q11a. What do you value most about living in the Ballina Shire Local Government area?**

.....

**Q11b. Why do you say that? Probe fully (sentence answer/explanatory answer)**

.....

**Q12a. Thinking of the next 10 years, what do you believe will be the most important goal for the Ballina Shire community to achieve?**

.....

**Q12b. Why do you say that? Probe fully (sentence answer/explanatory answer)**

.....

**Part D. Demographic information**

**Q13. Please stop me when I read out your age bracket: Prompt**

- 18–34
- 35–54
- 55+

**Q14. In which of the following areas do you live? Prompt**

- Alstonville
- Ballina
- Lennox Head
- Skennars Head
- Wardell
- Wollongbar
- Rural/Other

**Gender (determine by voice):**

- Male
- Female