



Shire of Carnarvon

Strategic Community Plan for 2022 - 2032



Acknowledgement of Country

The Shire of Carnarvon acknowledges the Inggarda people as the Traditional Owners of the land on which the Shire stands today and pays its respects to the Inggarda, Baiyunga, Thalanji, Malgana and Thudgarr people, and their Elders both past and present.

Foreword

Local governments in Western Australia are face the difficult challenge of achieving sustainable and thriving communities in an environment of increasing expectations from those communities. This is no more true than in regional Western Australia and the Shire of Carnarvon is challenged with first, understanding the needs and aspirations of its community and then working with them to try and achieve these aspirations.

The main document that will guide the Shire in responding to the challenges of the future is the Community Strategic Plan. To create this document the Shire recognises that the best solutions are those that are made collaboratively between Council, staff and the Community, utilising the principles of engagement and partnership.

To truly work in partnership with the Carnarvon community the Shire has empowered a Community Jury of everyday residents to develop the comprehensive roadmap before you now. The Jury was informed by a survey that was sent out to all households within the Shire and engagement with local high school students. They also worked with Councillors and staff members in developing Big Ideas for the future.

This Plan will provide Councillors and staff with a focused approach to guide their decisions and deliver services in the coming years. It will also provide some level of certainty for the community about what how they can expect the Shire to act in the future.

We offer the Jury, students and survey respondents our sincere thanks for their dedication to the task, their hard work and passion.

Eddie Smith, Shire President

Andrea Selvey, Chief Executive Officer

Shire of Carnarvon



Our Values

The Values that Carnarvon holds dear are:

Respect
Integrity
Sustainability
Unified
Communication
Harmonious



“2029 will mark 200 years since the foundation of WA. The Shire should start now, caucusing people for what they think the bicentenary should be like. If it’s successful Carnarvon will surely be on the map in 2040.”

Tony, Jurist

Our Vision for the Future

Carnarvon will be a place where:

Our community is safe and harmonious.

Our livelihoods are thriving.

Our lifestyles are sustainable.

Our health and learning opportunities serve our community.

Our places nurture our past, present and future.

Our community is engaged, inclusive and supportive.

We Grow Our Horizons.



“We are planning a long and difficult journey, to do this we must fix our Vehicle - our means of making that journey successfully. I liken this to planning a long trip around Australia with a Vehicle and a Caravan.

So, we must prepare the Vehicle and the Caravan for the Trip. We need to ensure everything is in good order, parts repaired or replaced as necessary and prepare with maps, advice, and plan our journey wisely.

The same with our Town – Carnarvon; this is our vehicle; we need to fix any problems before setting off into 2030 and 2040.”

Phil, Juror

Our Objectives

To make our Vision for the future of 6701 a reality, a more descriptive and detailed set of objectives that spring from the Vision are needed. These are our Objectives:

In 2040 Carnarvon is a place where:

- *Our equitable community is actively involved in and are responsible for developing innovative, local solutions that transcend our region for a safe and unified 6701.*
- *Our economy fosters investment and productivity in industries befitting Carnarvon's physical and natural environment and that grow our horizons.*
- *Our sustainable livelihoods create a community that can flourish into the future.*
- *Our holistic health care facilities provide services from the womb to the grave.*
- *Our educational opportunities from early childhood to adulthood are tailored and relevant to the individual.*
- *Our infrastructure, housing and amenities are high quality and accessible.*
- *Our community acknowledges our history and celebrates our diverse cultures.*
- *Our community is engaged, inclusive and supportive.*

“It’s 2040 and we have created a wonderful future for Carnarvon...”

What must we focus on? (What must we get right)?

- A. We need to deal with anti-social behaviour by engaging with the community to figure out permanent solutions; encourage school attendance, engage with parents and promote positive examples rather than chasing up the negative.**
- B. We need access to childcare facilities, including before and after school care to increase employment opportunities for both parents.
- C. We need to create a safer community.**
- D. We need to focus on improving the availability, accessibility, quality and liveability of housing and take measures to increase protection from natural disasters.
- E. We need to focus on creating more and different job opportunities for a variety of skills and education levels.**
- F. We must focus on better community engagement and communication between shire and residents, by allowing more community involvement in the decision-making process of the town, so our plans for the future are community supported and culturally appropriate.
- G. We need localised government health assistance and improved access to specialised medical services.**
- H. We need to encourage tourism by more activities and opportunities to access coastal sites, beaches, fishing etc.
- I. We need to encourage new businesses and support already existing ones by encouraging people to stay in town for longer.**
- J. We need to focus on bringing respect and cultural awareness to the forefront by considering and celebrating our history and culture.
- K. We need more and diverse educational/training opportunities in town (face-to-face and online) that are supported by local businesses.**
- L. We need to encourage collaboration between government and non-government agencies to tackle problems.
- M. We need to focus on improving and protecting public amenities in town (e.g. quality and number of public toilets, local rubbish bins, street lights etc).**
- N. We need to focus on creating a community for each and every one of us as we are all part of the story.

“It’s 2040 and we have created a wonderful future for Carnarvon...”

What must we protect? (What must we keep and look after)?

- A. Our environment, fisheries, and wildlife**
- B. Our elderly citizens - elderly people are not feeling safe
- C. Our children and youth, and give them a future**
- D. Local businesses - encourage them, and increase local employment
- E. Existing facilities such as the Library and Art Gallery, Space and Technology Museum, and One Mile Jetty Museum**
- F. The coastline, including beaches and sand dunes, and rejuvenate them
- G. Our local community, and maintain our integrity as a small town**
- H. Our heritage and culture - we are multicultural
- I. Tourism, and expand it, while protecting the local environment and community.**
- J. Educational activities, and expand them
- K. Family support services and children’s activities.**
- L. Locals’ opportunities to enjoy Carnarvon’s destinations and events
- M. The community by doing something about the issue of public drinking within the Town environs.**

“It’s 2040 and we have created a wonderful future for Carnarvon...”

What must we change? (What must we alter or fix)?

- A. We need to change the attitude towards crime and anti-social behaviour by teaching values, respect and repercussions rather than focusing on punishment. We also need to make offenders accountable and have more enforcement of the rules.**
- B. We need to change the way we engage and support families and parents with juvenile offenders, parents need to be given the rights back to raise the children how they were traditionally raised to regain the control of their children.**
- C. We need to better promote and improve the appearance and appeal of Carnarvon and Coral Bay as a tourist destination including the town's appearance and appeal by public artwork, tree planting, visible advertising, maintaining clean public amenities etc.**
- D. Better police communication and involvement in the community.**
- E. We need improved and better supported emergency, rangers and childcare services.**
- F. We need to increase childcare options in town to improve quality, access and affordability.**
- G. We need more and better public facilities such as new playgrounds for both kids and youth (e.g. water or adventure), skatepark, basketball courts, barbecues, outdoor exercise equipment etc.**
- H. We need to fix communication and respect within the community.**
- I. Increased school attendance and review and improve truancy programmes.**
- J. We need to change the public opinion towards the shire by more transparent interactions and education.**



Big Ideas for the future of Carnarvon

We think that these Big Ideas can make a significant difference to achieving our Vision for the future of Carnarvon in the Short Term (1-3 years) or Long Term (8-15 years). Some are under Shire control and some the Shire can influence and advocate for. They are listed in priority order.

SHORT TERM

Carnarvon Youth Patrol and Hostel / Safe Place:

Short Term

Description

A youth patrol combined with a temporary accommodation facility to provide options for young people engaged in antisocial behaviour at night. This will allow for at-risk children to have a safe place to sleep either short-term or long-term. Requires cooperation between Shire, State Departments, schools and youth programs to and passionate stakeholders who have deep experience.

Proposed Benefits

Increased sense of safety in general community at night. Decreased litter and vandalism. Enriched lives of young people by having a safe and secure place to stay to improve physical health, cleanliness, mental wellbeing and opportunities to develop life skills through attached programs. Improved school attendance and employment opportunities.

First Steps...

Create a business plan with passionate stakeholders who have deep experience in this area. Apply for funding to the state and federal governments. Investigate use of empty rooms at old schools to reduce initial costs and assist with implementation.

Rangers & Indigenous Rangers

Short Term

Description

Introduce the Indigenous Rangers program to look after Country. Committed, reliable rangers can help educate tourists and school children, assist planning, pest control and facilities maintenance.

Proposed Benefits

Local face to face caring for country with traditional knowledge. Influx of funding to local community, improving employment, tourism and agricultural production. Improvement in local environment and conservation.

First Steps...

Investigate and advocate to Government owners of Ranger program. Develop a relationship between our education system and local Indigenous people with support from the Shire. This will likely become a multi-agency initiative including DBCA, Dept of Fisheries, DPIRD etc.

Massey Bay Rejuvenation and Coastal Attractions:

Short and Long Term

Description

Improve the untidy old tip site at Massey Bay to increase the number of sites around Carnarvon for land-based fishing that is accessible to all. Redesign might include improved paths and fishing points with signage and design to reflect local history and use of recycled products in design and operation. Install a boat ramp in Violet Creek and give access to Teggs Channel. Upgrade the roads to Bush Bay and New beach. In the longer term upgrade the road to Miaboolya Beach and extend the road further north.

Proposed Benefits

These projects would give locals and tourists a bigger choice for camping, fishing and sightseeing. Would bring more visitors to town and boost the local economy. No environmental impact as these areas are already developed and only need improving.

First Steps...

Investigate capital works and maintenance costs for work in Massey Bay and roads. Conduct soil/environmental site study. Remove existing litter and install rubbish bins at most popular sites. Explore grant funding from DBCA, Tourism, REDS and possible corporate sponsorship.

Carnarvon Childcare Centre:

Short Term

Description

Build a childcare centre that offers long day care and out of school care. It can also become a site for collaboration between CCC & TAFE for work experience and hospitality/childcare certificates, youth worker certificates. Also, a site for NGALA, PCYC & Youth Hub for their young parent and after school programs. Can provide secured childcare spots for non-local workers, to assist long-term employment. Will also require more industry workers, greater government subsidies and conversations with existing provider.

Proposed Benefits

People will be able to stay in Carnarvon longer term as they and their partners will be able to work full time and add to the local economy and amenity. TAFE and high school could offer youth and ECE qualifications. Children would be provided with early intervention opportunities. Gives pregnant teenagers support and education before and after becoming a parent through Young Parents Program to help 'break the cycle'.

First Steps...

Continue to talk with existing provider. Investigate/advocate for funding from Federal/State Government and Shire provision/upgrades of venues. Surveys to parents regarding childcare requirements. See full proposal for extensive action plan.

Carnarvon RV Friendly Park:

Short Term

Description

Convert part of the Town Oval into a long vehicle and RV friendly space for day parking to encourage lingering in town. Parking will be spaced out and surrounded by playgrounds, EV charger, waterwise plantings, amenities, and tourist information about local features and upcoming local events. After community consultation on design there will be significant communication and advertising with the travelling/RV community.

Proposed Benefits

Increased business and tourism activity. Increased amenity for local community with improved Oval space. Increased activation of art gallery and library. Cost-saving of approx. \$41,400 in current annual maintenance as well as saving in water use. Existing services to Oval as opposed to Van Dongen Park drainage site will reduce costs.

First Steps...

Investigate capital works and maintenance costs for conversion. Explore grant funding from DBCA, Tourism etc. to support project. Create design to maximise social value of project to locals.

Whitlock Island Development & Fascine Waterway:

Short and Long Term

Description

Continue the Fascine development including boat harbour spit, Pelican Point spit, overall dredging, improvement of the area adjacent to the Northwater Brockman area towards the causeway. These improvements can occur step by step starting immediately. Combine with redevelopment of Whitlock Island to a luxury resort with accommodation, restaurants, a golf course and gated residential community (equivalent to Cable Beach as a premiere beach front destination).

Proposed Benefits

Increase revenue across the region by increasing tourism and population growth.

First Steps...

Break project into distinct short-term and long-term stages and investigate capital works and maintenance costs. Communicate clearly to community the advantages and disadvantages of the both stages. Advocate and solicit interest in private and government involvement in development of Whitlock Island stage.



LONG TERM

Aim toward 100% Renewable Energy:

Long Term

Description

The Shire to aim towards using 100% renewable energy plan in all its operations. Probably through multiple mechanisms such as executing a contract with Horizon Power to only use energy from renewable sources for lighting, facilities temperature control, pumping etc. Other routes might involve funding electric fleet or hybrid vehicles or installing solar panels to run specific buildings such as the aquatic centre.

Proposed Benefits

Decrease in fossil fuel usage and hence carbon emissions from electrical power sources.

First Steps...

Determine payback time on investment. Determine feasibility of contracts and other routes to achieving the goal of this Big Idea.

Carnarvon Industrial/Manufacturing Precinct/Hub

Long Term

Description

To set up manufacturing in Carnarvon to produce value and build future global value for in-demand products using rapidly advancing technologies. Utilise renewable power/hydrogen from Province, metals from Hastings, mineral sands from Strandline, industrial salt from Lake Macleod, natural gas from pipeline and proposed deep-water port/international airport facilities. [State/Federal] Government to come on board with private companies.

Proposed Benefits

Long-term, high-quality jobs and increased economic activity in town to support increased population and support industries.

Would be in line with best practice sustainable development.

First Steps...

Determine interest and support from interested parties in this project. Explore the role that the Shire can effectively have in the long term.



Recycling and Processing Centre

Long Term

Description

Develop a business structure for a recycling plant to process and repurpose materials based on models of sustainable recycling facilities already existing (e.g. composting, metals, rubber, paper etc.) Empty trucks moving to and from mining sites can reduce transport costs of moving recycled material to utilization points. Operational facilities to be run through sustainable, renewable energy.

Proposed Benefits

Mining companies can demonstrate environmental responsibility by assisting in transport of recycled materials. Jobs and innovation can be produced – particularly for indigenous people wanting to look after country. More so if upcycling and value is added to the raw materials. Reduced land fill management and waste in our waterways as well as appearance of a tidy town is possible.

First Steps...

Start discussions with other local governments who have implemented recycling systems on challenges, start-up costs and needs (e.g. coloured bin system contingent). Discuss learnings from Containers for Change regarding incentives for recycling and nature and economics of different types of materials that can be recycled and how to upcycle or reuse them.

Gascoyne River Path and Parks

Long Term

Description

Convert the land beside the Gascoyne River at Chinamans and all along to a tourist and resident friendly space with amenities. Put park benches inside the area, fix the roads, make a bike trail, make it an inviting space that people want to visit for picnics, afternoon walks etc. Work with Bushfire Brigade and Tree Society to create functional tracks for tourist use and compliment bushfire mitigation (i.e. 'Safe' Fire pit areas, Fire Danger Rating signage). Add toilets (self-contained/environmentally friendly) and interpretive signage regarding flora/fauna/cultural significance. Use sustainable materials on trails to prevent erosion, but also have no impact on river system if flooded.

Proposed Benefits

People will be able to enjoy the mighty Gascoyne in a safe place that isn't overgrown and dangerous. Economically it will encourage more people to stay in town a bit longer and enjoy our natural resources. Reduced fire hazard to have overgrown space cleaned up. Tourists and locals might picnic, fish, swim, or enjoy afternoon walks in a safer space.

First Steps...

Investigate mechanisms to subsidize cost through automated ticketing like at national parks. Start discussions with partners such as Tree Society and Bushfire Brigade. Determine costs of various proposed designs and preparation work.

Airport Relocation and Upgrade:

Long Term

Description

Upgrade the airport to accommodate larger 737/A320 type aircraft. This will include the airport in the Australian aviation network and open up the Gascoyne to travel, FIFO from Carnarvon and export to overseas and domestic markets.

The current site can be developed to satisfy residential housing and commercial demand right near the centre of town due to its locations services and developed ground.

The project will require significant community support through the provision of accurate information and effective communication of reasons for the project. It will also require the development of relationships with federal and state governments and private enterprise.

Proposed Benefits

Satisfy demand for housing. Increased export and tourism opportunities. Resolves existing issue of maintaining safety of existing airport design.

First Steps...

Full and updated studies for feasibility and planning of airport relocation. Environmental cultural assessments on alternative sites. Advocate for funding from State and Federal Governments for such a project.

Bejaling Multiuser Port:

Long Term

Description

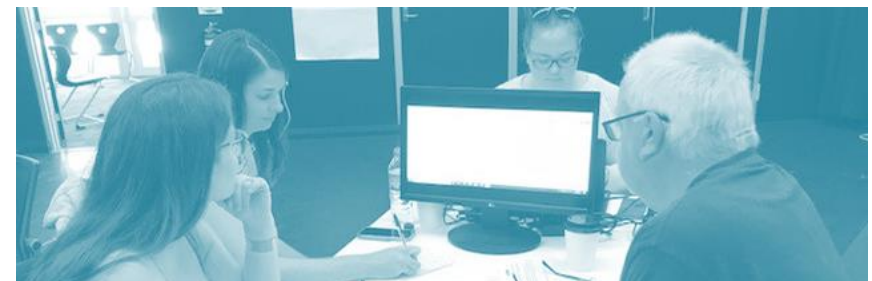
Construction of a port that can accommodate cape-size vessels at Bejaling as an alternative for Cape Cuvier. Would build on studies and projections showing such a port would be useful to assist expansion of Rio Tinto's Lake McLeod salt mining production, FMG, Total Eren/Province, Rio Tinto, Sand mining, Jack Hills projects as well as proposed renewable and hydrogen proposals. Would require Environmental & Cultural impact assessment & secure funding/investment.

Proposed Benefits

Job creation and general local economic expansion. Generally enabling of large projects that have export potential making Carnarvon generally more attractive for investment.

First Steps...

Conduct Environmental & Cultural impact assessment for potential site. Investigate potential grant funding from GDC, REDS, JETSI funds to support the cost of pulling all the stakeholders and users of this project together.



Judging activities that help achieve our Vision.

To assist the Shire using its scarce resources effectively and exploring ways to improve the overall value of projects that will realise our Vision we suggest the following Social, Economic and Environmental criteria be used to judge their contribution:

Social	Social
Creates an improved sense of community – driven by a growing population in a safe, liveable environment – that is immediate and ongoing.	Contributes to the town's reputation, encouraging a positive outlook and appeal as a place to live, work, play and invest.
Economic	Economic
Community benefit and satisfaction vs financial costs (CAP and Ongoing for life of asset).	Boosts local economy and creates sustainable long-term local employment opportunities for the lifespan of the big idea.
Environment	Environment
Respects and protects native culture, wildlife and environmental heritage, maintaining the region's beauty, and encourages educational opportunities and accessibility.	Sustains natural environments balancing historic, current and future community use while minimising environmental negative impacts.



Additional Focal Areas

Several additional focus areas were required to round out and complete the Strategic Community Plan. Suggested actions that might assist in these areas are shown below:

Additional area: CORAL BAY & SURROUNDS

Nature of Issue: How best to support the needs of areas outside the Township of Carnarvon?

Suggested Actions

- *Improve the living conditions for the workers and business owners of Coral Bay*
- *Improve road safety on regional roads out of Carnarvon.*

Community's role in Actions

- *Difficulties involving community from Carnarvon but Coral Bay residents must advocate strongly for their basic rights.*
- *Motorists/tourists to drive more safely – particularly being aware of hazards in regional areas.*

Shire's role in Actions

- *Shire to advocate for improvement of facilities/general living conditions for the workers and businesses of Coral Bay to other levels of government.*
- *Shire to advocate for greater police presence and assistance to help keep order in Coral Bay.*
- *Advocate for increased visits by fly-in doctor to Coral Bay (currently no doctor at all).*
- *When grading station roads make them wider for cattle, kangaroos and fire - keep the sides clear of plants for better visibility.*

Additional area: YOUTH

Nature of Issue: How best to support the needs of youth in Carnarvon?

Suggested Actions

- *Identify engage with the Elders specific to each family of young offenders/at risk. Elders need to reconnect youth to country.*
- *Parents need to be made accountable for their kids' actions (e.g. restorative justice).*
- *Utilise in-school suspensions instead of sending kids home whilst suspended.*
- *Institute a "no school - no entry" policy to encourage school attendance.*
- *Have positive reinforcement for good behaviour - not just attention and rewards for bad behaviour.*

Community's role in Actions

- *All businesses to support and enforce the "no school - no entry" policy.*
- *WA Police increase engagement towards truancy.*
- *Increase sexual health education in schools.*
- *Local AMS needs to be more involved in youth health education and issues.*

Shire's role in Actions

- *Open the Youth Hub and increase educational programmes.*
- *Bar entry to the Hub if you didn't go to school.*
- *Consider No School - No Pool programme but beware of removing safe spaces because of unintended consequences this might have.*

Additional area: IMPROVING TRUST BETWEEN CITIZENS AND THE SHIRE

Nature of Issue: How best to improve the trust between citizens and the Shire Carnarvon?

Suggested Actions

- *Host regular (monthly?) community engagement nights to allow the Shire to present their key focuses for the past month and the next month, then allow the community to provide feedback – a Q&A but relaxed, similar to the business after-hours in accessible places. Have one focus of the night to be decided via Facebook poll or similar in advance.*

Community's role in Actions

- *PARTICIPATE!! Provide constructive feedback and help brainstorm solutions. Don't just be a negative Nelly or keyboard warrior.*

Shire's role in Actions

- *Facilitate and provide transparency.*
- *Act on the feedback and help find suitable solutions to local issues through open communication.*
- *Do what you say you're going to do and if something isn't possible inform and educate the community - don't just blame external agencies.*
- *Information and communication to be accessible and easy to understand (layman's terms).*
- *Use multiple communication platforms to engage.*
- *Improve education throughout the community on where they can find information relevant to them.*
- *Seeing small actions happening will build credibility.*



Additional area: DRUG AND ALCOHOL PROBLEMS

Nature of Issue: How deal with the abuse of Drug and Alcohol and subsequent problems?

Suggested Actions

- *Support drug and alcohol education programs for Carnarvon youth. It might be useful to separate these issues as they have different effects on different groups.*
- *Minimise effect of restrictions for the whole community.*
- *Possibly change container types to reduce glass damage and litter.*
- *Examine the issue of trouble spots occurring around pub closure times. Potential of a community bus to disperse groups and provide safe transport home.*

Community's role in Actions

- *Support the Shire education programme targeting youth (e.g. victims, families, former abusers/addicts can talk about the damage drugs and alcohol do).*
- *Support a "Banned Drinker Register", to limit or restrict the amount of alcohol served to a select few instead of the whole community enduring restrictions.*

Shire's role in this Action?

- *More advocacy and advertising of drug and alcohol support agencies that are currently available in Carnarvon.*
- *Develop a drug and alcohol education programme for schools to teach negative impact of drug and alcohol use and abuse - and where to get help.*
- *Investigate viability of container changes to reduce damage/litter.*
- *Investigate viability of Community Bus to diffuse trouble spots.*



Additional areas: MONITORING THE IMPLEMENTATION OF OUR COMMUNITY STRATEGIC PLAN.

Nature of Issue: How monitor the implementation of our Community Strategic Plan?

Suggested Actions

- *The Shire to provide six monthly project status updates for the next four years, including action plans, timeframes and budgets.*

Community's role in Actions

- *Review reports and feedback.*

Shire's role in Actions

- *Set expectations about what is reasonable time frames for the rollout of our Strategic Community Plan. Within 3 months have a schedule and a Corporate Business Plan.*
- *Provide reports and updates every six months.*
- *Providing one page summaries (Not too resource intensive):*
 - *High level milestones*
 - *Due dates - whether the project is on track.*
 - *Department responsible for delivery.*
 - *Budget to date.*
 - *Any constraints or issues.*
 - *Achievements.*
 - *Objectives for the next six months.*

“Planning, need solid plans that are actionable with identified persons, departments, and council for their actions. Who is going to what by when!”

Damien, Jurist



How Carnarvon Created its Strategic Community Plan.

A Strategic Community Plan is the long-term document that sets out our community's vision and hopes for the future. It also sets out the key strategies and actions required to achieve these aspirations. The Strategic Community Plan identifies how we will get from where we are now to where we want to be.

In December 2021, the elected Council of the Shire of Carnarvon formally approved the process for developing the Shire of Carnarvon Strategic Community Plan, including the plan for partnering with Carnarvon's diverse community.

The Strategic Community Planning process illustrated by this diagram:



The components of this Strategic Community Planning process were:

- 1. Involving the Young People**
(High School students at the Carnarvon Community College)
10 young people were trained in facilitation and analysis. Every high school student submitted suggestions regarding what mattered to them, what they wanted to keep and to change. From this information, senior students created a short list of recommendations to present to Council.



2. Involving the Shire Council and Shire Leadership Team (Elected Members and Leadership Team workshop at the Woolshed)

This group was asked for the Big Ideas they thought could transform Carnarvon to enable it to reach its potential. They presented their ideas at a workshop, responded to questions, developed criteria to measure those ideas, weighted the criteria, and then rated each Big Idea against each criterion.



3. Involving all Residents (All residences within the Shire)

A hard copy survey was sent out to all Carnarvon residents, with the option of submitting responses online. The survey questioned what mattered most to residents, and how they rated the Shire's services. 356 residents filled out and submitted the survey. This represents around 10% of all residences.



4. Involving a Representative Group of Residents in a Community Jury

The 'charge' or purpose of the Jury was to determine:
"What is our 2040 Vision for 6701, and what Principles, Priority Plans and Actions will help us to achieve it?"
 Council resolved to publicly announce what aspects of the Strategic Community Plan the Jury recommended it would accept and which aspects, if any, it would not accept including the reasons why they were not accepted.

A Community Jury is based on 3 core principles – Representativeness, Deliberativeness and Influence:

- a) Representativeness - The Jury members are descriptively representative of the community that will be affected.
- b) Deliberativeness - The Jury members have the time and place to deliberate the issues, ie. understand the issues from different points of view, weigh up the pros and cons, consider the trade-offs, and develop smart, carefully reasoned decisions, which they recommend to the decision-makers.
- c) Influence - The Council and the Shire leadership agree that the Community Jury Report will have a significant level of influence – where possible the recommendations will be adopted; and where not feasible, reasons will be given publicly.



The Community survey and an invitation to join the Jury was sent to all households in the Shire region as well as canvassing through social media posts, personal invitations from Shire staff at stalls in the main street and shopping centres and personal invitations to contacts within Coral Bay. Those invited to join the Jury were randomly drawn from those who nominated but stratified to ensure a descriptively representative sample of the local community (matched to the most recent Census). There were particular efforts made to invite difficult to reach groups such as Aboriginal people and youth.

A total of 53 residents agreed to participate, 27 randomly selected people commenced and 24 completed the entire deliberation process. The Jury met on Sunday the 15th, 22nd and 29th of May 2022 over a 3-week period. They deliberated on their charge and integrated the information from the preceding phases of the Community Strategic Planning process and produced a Report and Recommendations. An independent ombudsman group certified this process as fair and unbiased; that the Community Jury was representative of the community of Carnarvon; that Jurists received the information they needed in a format they could understand to enable their decision making; and Jurists were given the time, information and support to problem solve. Further details of the Jury process and the full deliberations of the Jury are contained in the Jury Report on the Shire of Carnarvon website.

Community Survey

The Community Survey that was posted to all households was conducted by Orima Research of Canberra. The following is a summary of the results of the survey.



Shire of Carnarvon 2022 Community Survey - Summary

This Shire of Carnarvon Community Survey was conducted in April 2022. All members of the community were invited to participate in the survey via hard copy surveys delivered to all households, or through an online version. A total of 356 completed surveys were received. The data was weighted to population proportions on age and gender for the statistical analysis.

Perceptions of Carnarvon as a place to live

On a scale from 0 to 10, **on average respondents rated the Carnarvon region 6.2/10 as a place to live.** 50% rated it as 7/10 or higher, while 13% rated it 3/10 or lower.

However, there is a strong sense that the Carnarvon region is getting worse as a place to live. Overall, 71% of respondents thought Carnarvon was getting worse as a place to live over the last 3-5 years, including 40% that felt it was getting *much worse*. Those people who rated it lowest as a place to live were also the most likely to say it was getting worse.

In the survey **12% of respondents expect not to be living in the Carnarvon region in 12 months, and 31% expect to have moved away within 5 years.** As would be expected, those who rate the area lowest as a place to live now, and those who feel it is getting worse as a place to live, are the most likely to expect to move away.

The best and worst aspects of living in the Carnarvon region

Residents of Carnarvon clearly feel that liveability factors are the best features of the Carnarvon region, but that crime and antisocial behaviours are the things that most need attention.

Top 5 strengths of the region		Top 5 things stopping the region achieve its potential	
Climate	77%	Crime and anti-social behaviour	72%
Lifestyle	63%	Some of the young children causing problems and damage in the community	64%
River, ocean and beaches	50%	Not making the most of tourism opportunities	26%
Local fresh food and produce	49%	Not enough shops and entertainment options	26%
Small town feel	32%	Not enough government investment in the area	26%

Services

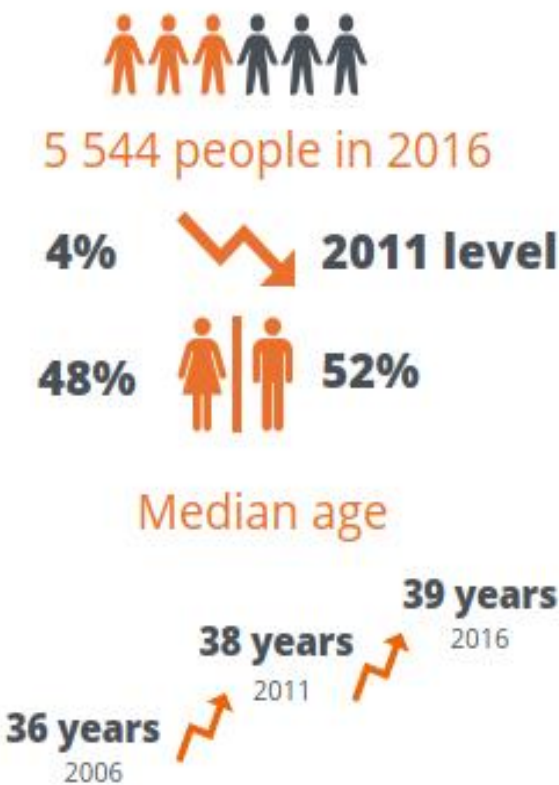
Many Shire services were considered at least quite important by over 90% of respondents, and a number were rated as *very important* by more than 60% - emergency services (78%); roads, drainage and bridges (66%); town centre, Fascine waterfront and Town Beach (64%); economic development and tourism (63%); and the airport (61%).

Satisfaction with service delivery varied considerably. Satisfaction was highest with the library and art gallery; with emergency services; and with the airport. The services that are currently rated high in importance but low in satisfaction are: Roads, drainage and bridges; Economic development and tourism; Fascine entrance and waterways management; and Footpaths and verges. Parks and gardens are considered moderately important and also had only moderate satisfaction, while youth services are lower in importance, but very low in current satisfaction.

Basic Facts about the Carnarvon Region

Population

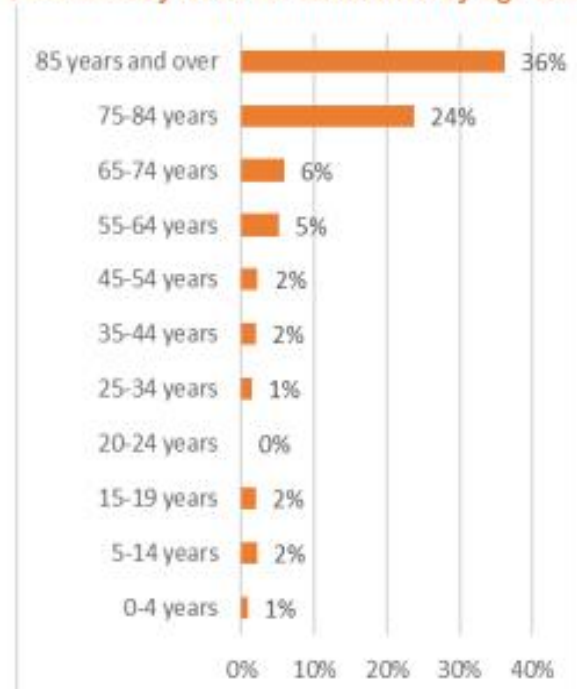
Shire of Carnarvon is located 902 kilometres north of Perth, occupying approximately 46000 km² land area. Situated on the edge of WA's Coral Coast, in the centre of the Shark Bay and Ningaloo World Heritage areas, the Shire includes the localities of Carnarvon and Coral Bay.



About two thirds of the Shire's total population lives permanently within the Shire boundaries, which forms the base for establishing good community spirit.

The chart below shows the share of people in the community who need help or assistance in activities such as self-care, mobility and/or communication because of disability, sickness or old age. Such help could be provided by family, friends, neighbours, and/or various community, government and/or professional organisations.

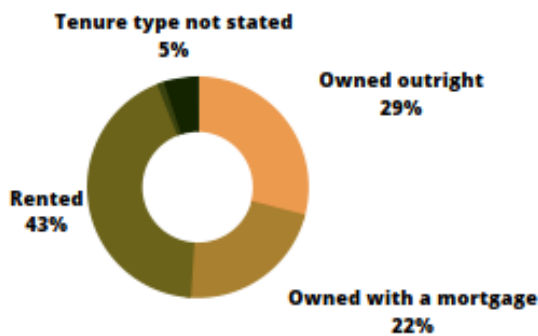
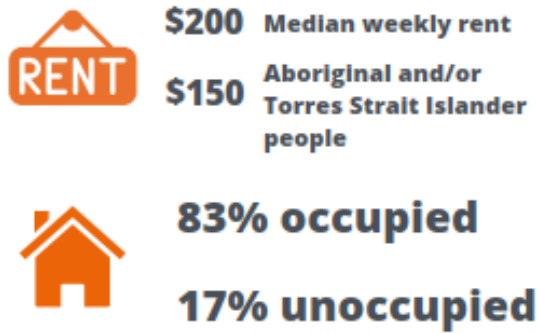
Core Activity Need for Assistance by Age Group



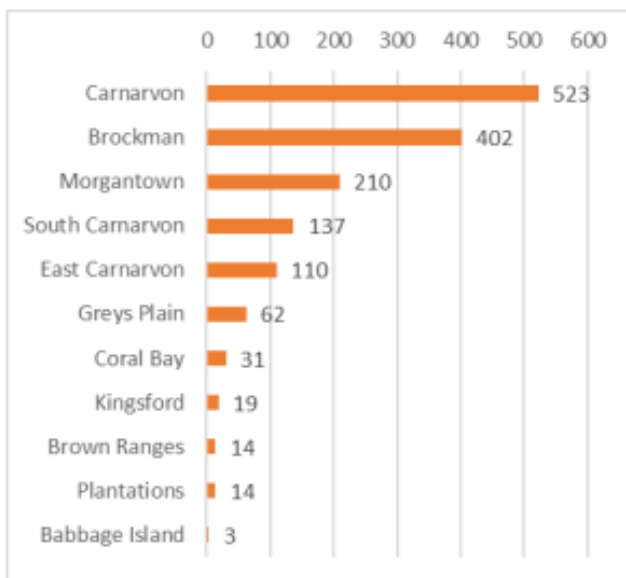
Private dwellings and income



**The statistical information presented in this briefing document is sourced from the 2016 Census data available via the Australian Bureau of Statistics (ABS) website, except mentioned otherwise.*



Number of offences per financial year 2021/22YTD, by suburb



Source: WAPF, 2022

A total of 1525 offences have been reported to police so far for the 2021/22 financial year. Most common crimes include property damage, stealing, burglary and anti-social behaviour.

Social Capital and Diversity



Shire of Carnarvon maintains a good level of volunteers – on average every fifth resident aged 15 and over, takes part in volunteering activities within the community.



About 20% or nearly 1000 of the Shire's residents identify themselves as Aboriginal and/or Torres Strait Islander people (4% in Western Australia).

The Shire of Carnarvon acknowledges the Yinggarda people as the traditional owners of Carnarvon and the Baiyungu people as the traditional owners of Coral Bay and respects the deep connection they have to the land and waters of these areas.

We also respect the many other Aboriginal people who also call Carnarvon home.



Another 20% of the Shire's residents are born overseas, in countries such as England, Vietnam, Portugal, Croatia, Italy, India, the Philippines and New Zealand among others.

Education



Shire of Carnarvon is a home to two high schools from (pre-kindergarten to year 12); a primary school, school of the air, a non-for-profit childcare service and a local TAFE branch.

Carnarvon's TAFE WA branch currently offers 15 courses locally, providing training in areas such as education, social and community services, agriculture, retail and hospitality, environmental management as well general education for adults and conversational English.

Carnarvon Community College is the largest school in the Shire. Over the last 6 years (2017 – 2022) the number of students enrolled in the public school has been decreasing. Keeping students at school and maintaining regular attendance has been a challenge the school authorities face.

22% drop in enrolments
over the last 6 years
Between 60 and 65%
of the students enrolled
will attend school**

This means that on a regular school day about six/seven out of ten students will be in the classroom.

How do people make a living in Carnarvon?



The Carnarvon Horticulture District, located along the fertile delta of the Gascoyne River, is one of the most productive in Western Australia for horticulture. The dry sub-tropical climate makes Carnarvon suitable to grow a wide range of produce across the seasons.



The Shire is in the middle of the Gascoyne Coast Bioregion, which has been identified as one of 18 world tropical reef hotspots and the second most diverse marine environment in the world in terms of tropical reef species. A thriving prawn, scallop, crab and fishing industry also operates from Carnarvon.



The pastoral stations within the Shire represent more than just an industry to the local people, it is a way of life that characterises Shire's contemporary history and people. The primary production from the pastoral stations currently includes beef and free-range goats.



Carnarvon is the launchpad for many unique tourist experiences such as the Gnaraloo and Quobba station and the iconic Red Bluff, Coral Bay, Kennedy Range National Park, Mt Augustus National Park to name a few.

**Source: Department of Education, WA, 2022

***Source: Shire's estimate based on most recent projections

Main sectors providing
employment for two thirds
of the local workforce



The largest share of people
work in the agriculture,
forestry and fishing sector
(17%)



Mining is also a growing industry that contributes to the Shire's economy. Salt constitutes the main mining activity from Rio Tinto's Dampier Salt harvesting operation at Lake MacLeod.

Shire of Carnarvon unemployment trend

Over the last 20 years, unemployment rate within the Shire follows the trend for Western Australia however it has always remained slightly lower than the state's average.

Current unemployment
rate is estimated to sit
around 4.1%***

Key social issues the local community is currently facing

- School attendance
- Appropriate training and employment opportunities for local youth
- Housing availability
- Crime and anti-social behaviour

Carnarvon's location, unique advantages and economic futures

Carnarvon's unique geographic location and climate provide prospects for the development of renewable and clean energy projects.



Abundant sunshine



Easy to access landscape



Proximity to existing infrastructure



Access to sea



Minimal rainfall



4th windiest location in WA

These local specifics are already attracting the attention of companies, such as Province Resources and Fortescue Future Industries, looking to invest in the development of renewable and clean energy projects such as renewable green hydrogen.



Things your Shire does



Community

- Youth Services
- Community Development and Engagement
- Aboriginal Engagement and Reconciliation
- Festivals and Events
- Civic Centre
- Library and Art Gallery
- Sport and Recreation
- Environmental Health
- Ranger Services
- Emergency Services



Planning and buildings

- Planning and Building Services
- Town Centre, Fascine Waterfront and Town Beach
- Parks and Gardens
- Aquatic Centre



Roads and infrastructure

- Airport
- Fascine Entrance and Waterways Management
- Footpaths and Verges
- Roads, Drainage and Bridges
- Waste Management

The information presented in this Briefing Document has been sourced from:

ASB Quick Stats and Community Profile Data <https://www.abs.gov.au/census/find-census-data/search-by-area>

The National Skills Commission, Small Area Labour Markets (SALM) Data <https://www.nationalskillscommission.gov.au/topics/small-area-labour-markets>

Gascoyne Development Commission <https://www.gdc.wa.gov.au/>

Carnarvon Chamber of Commerce <https://www.carnarvonchamber.org.au/>

Western Australia Police Force (WAPF) Crime statistics <https://www.police.wa.gov.au/crime/crimestatistics#/>

Information and documents provided by the Shire of Carnarvon

What happens now

Council endorsed the recommendations of the Jury unanimously on the 21st June 2022 and used them to create this Strategic Community Plan.

Detailed implementation of the

- Our Vision for the Future.
- The Values that make our Vision meaningful.
- Our Objectives that guide us to the Vision.
- Our Values that underlie all that is involved.
- What we must Focus on to create a wonderful future.
- What we must Protect to create a wonderful future.
- What we must Focus on to create a wonderful future.
- Big Ideas that could make a significant difference for the Shire.

Over the next four years will be covered in a Corporate Business Plan. The managing and resourcing of the Plan is also covered in the “Informing Strategies” – particularly the Long Term Financial Plan, Asset Management Plans and Workforce Plan. The Annual Budget will fund a single year of the Corporate Business Plan, with any necessary adjustments made through the Annual Budget process.

