



SHIRE OF CARNARVON

MINUTES

SPECIAL COUNCIL MEETING

THURSDAY 2 JUNE 2022

CONFIRMATION OF MINUTES

These minutes were confirmed by the Council on

.....
as a true and accurate record

.....
Chairman

Council Chambers, Stuart Street

CARNARVON, West Australia

Phone: (08) 9941 0000

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Website – www.carnarvon.wa.gov.au

DISCLAIMER

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In particular and without derogating in any way from the broad disclaimer above, in any discussion regarding any planning application or application for a licence, any statement or limitation of approval made by a member or officer of the Shire of Carnarvon during the course of any meeting is not intended to be and is not taken as notice of approval from the Shire of Carnarvon. The Shire of Carnarvon warns that anyone who has an application lodged with the Shire of Carnarvon must obtain and only should rely on WRITTEN CONFIRMATION of the outcome of the application, and any conditions attaching to the decision made by the Shire of Carnarvon in respect of the application.

To be noted that, in accordance with Regulation 11 of the Local Government (Administration) Regulations 1996, the minutes of the Council Meeting are a record of the decisions of the Council, any additional officers' advice, and explanatory notes as required. The minutes contain a summary of questions asked by members of the public and the answers given. The minutes are not a transcript of the proceedings of the meetings.

INFORMATION ON PUBLIC QUESTION TIME

The following information is provided should you wish to ask a question of Council at the Ordinary Meetings held on a monthly basis.

Please note that questions that have not been filled out on the Submission Form will not be accepted.

- The Local Government Act 1995 allows members of the public to ask questions in regard to any issue relating to the Shire.
- A maximum of 15 minutes will be allowed for public question time and the Presiding Member will allow a maximum of three (3) verbal/written questions per person.
- Prior to asking a question, the speaker must state his/her name and address.
- Members of the public are discouraged from asking questions which contain defamatory remarks, offensive language or questioning the competency of staff or Council members.
- The Presiding Member may nominate a member or officer to answer the question and may also determine that any complex questions requiring research be taken on notice and answered in writing.
- No debate or discussion is allowed to take place on any question or answer.
- A summary of each question asked and the response given will be included in the minutes of the meeting –

Local Government (Administration) Regulations 1996 – Pt 2, r.11 – (in part reads -)

11. Minutes, content of (Act s.5.25(1)(f))

The content of minutes of a meeting of a council or a committee is to include –

(e) a summary of each question raised by members of the public at the meeting and a summary of the response to the question.

Responses to questions that are taken on notice will be responded to as soon as possible.

- If you wish to ask a question, please complete the Public Question Time Submission Form at the back of this information sheet. Alternatively, questions can be submitted in writing to the Shire of Carnarvon 3 days prior to the meeting.

SPECIAL MEETINGS OF COUNCIL

Members of the public are welcome to attend a Special Meeting of Council if open, and ask questions of the Council within the allotted public question time ***subject to the questions being asked only relating to the purpose of the Special Meeting*** (s5.23 of the Act and regulation 12 (4) of the Local Government (Administration) Regulations 1996, the Department of Local Government and Communities Guide to Meetings and Governance Bulletin April 2014 and Guideline No. 3 Managing Public Question Time.)

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1.0 ATTENDANCES , APOLOGIES & APPROVED LEAVE OF ABSENCE

(The Local Government Act 1995 Section 2.25 provides that a Council may, by resolution, grant leave of absence to a member for Ordinary Council Meetings. The leave cannot be granted retrospectively and an apology for non-attendance at a meeting is not an application for leave of absence.)

2.0 PUBLIC QUESTION TIME

(In accordance with Section 5.24 of the Local Government Act 1995, a 15 minute public question time is made available to allow members of the public the opportunity of questioning Council on matters concerning them. All questions are to be provided on the Public Question Time Submission Form.)

3.0 DECLARATIONS OF INTEREST

(Councillors and Staff are reminded of the requirements of Section 5.65 of the Local Government Act 1995, to disclose any interest during the meeting or when the matter is to be discussed.)

4.0 ITEMS FOR DISCUSSION

4.1 Presentation – Strategic Community Plan

The Community Jury will be presenting Council with their recommendations and report for the Strategic Community Plan for 2022-2026

5.0 MATTERS FOR WHICH MEETING TO BE CLOSED TO MEMBERS OF THE PUBLIC

6.0 CLOSURE



**MINUTES OF THE SPECIAL MEETING OF COUNCIL HELD IN THE COUNCIL CHAMBERS, STUART STREET,
CARNARVON ON THURSDAY 2 JUNE 2022**

The meeting was declared open by the Presiding Member at 4.35pm

The Shire of Carnarvon acknowledges the Yinggarda people as the Traditional Custodians of this land which we work and live on. We pay our respects to their Elders past, present and future and extend this respect to all Aboriginal people and their ongoing connection to this Country.

1.0 ATTENDANCES, APOLOGIES AND APPROVED LEAVE OF ABSENCE

Cr E Smith.....Presiding Member/Shire President
Cr B Maslen..... Councillor, Gascoyne/Minilya Ward
Cr L Skender Councillor, Town Ward
Cr A Fullarton Councillor, Town Ward
Cr M Ferreirinha.....Councillor, Plantation Ward

Mrs A Selvey..... Chief Executive Officer
Mr D Nielsen Executive Manager, Infrastructure Services
Mrs Leighton HR Business Manager
Mrs D HillSenior Executive Officer

Apologies

Cr T Langley..... Councillor, Town Ward
Cr L Vandeleur..... Councillor, Town Ward
Cr A Cottrell..... Councillor, Coral Bay Ward

Leave of Absence Nil

Observers25

2.0 PUBLIC QUESTION TIME

(In accordance with Section 5.24 of the Local Government Act 1995, a 15 minute public question time is made available to allow members of the public the opportunity of questioning Council on matters concerning them. All questions are to be provided on the Public Question Time Submission Form.)

Public Question Time commenced at 4.36pm

Public Question Time closed at 4.36pm

3.0 DECLARATIONS OF INTEREST

(Councillors and Staff are reminded of the requirements of Section 5.65 of the Local Government Act 1995, to disclose any interest during the meeting or when the matter is to be discussed.)

Nil

4.0 ITEMS FOR DISCUSSION

4.1 Presentation – Community Jury – Strategic Community Plan 2022-2026

The Community Jury presented Council with their recommendations and report for the Strategic Community Plan 2022-2026. A copy of the Community Jury Report is attached to these minutes.

The following topics were covered in the presentation -

- Our Vision
- Our Objectives
- Priorities for what to focus on
- Priorities for what we need to keep and Protect
- What has to Change
- Big Ideas
 - Short Term Big Ideas
 - Long Term Big Ideas
- Additional things to look at
 - Additional Actions Youth
 - Additional Actions Coral Bay
 - Additional Actions Drugs/Drink
 - Additional Actions – Trust in Shire
 - Additional Actions – Tracking the Plan

The Shire President thanked the Community Jury for their dedication and efforts over the 3 workshops in which they participated. Their exceptional work in the process involved and their contributions towards the Strategic Community Plan are commended.

The Shire President also acknowledged and thanked Professor Janette Hartz-Karp and Dr Rob Weymouth for their guidance and facilitation on the process.

5.0 MATTERS FOR WHICH MEETING TO BE CLOSED TO MEMBERS OF THE PUBLIC

Nil

6.0 CLOSURE:

The Presiding Member declared the meeting closed at 5.12pm



Community Jury

on
the Strategic Community Plan
for 2022 - 2026

Recommendations and Report to the Shire of Carnarvon

29th May 2022





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Certification of Process by the Independent Review Ombudsman

We, the Independent Review Ombudsmen for the Community Jury, having observed and reviewed the process for Community Jury participation in the recommendations for the Strategic Community Plan certify that this initiative has, to the best of our knowledge, met the following requirements:

The process was fair and unbiased;

The Community Panel was representative of the community of Carnarvon;

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;

Signed:

Kate Allen,

Ben Vandeleur

30 May 2022

Date





Foreword

Local governments in Western Australia are faced 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.

In coming up with solutions to these challenges, the Shire recognises that the best solutions are those that are made collaboratively between Council, the Community and its staff, utilising the principles of engagement and partnership.

The main document that will guide the Shire in responding to the challenges of the future is the Community Strategic Plan. The Plan is a roadmap that charts a path through and around the challenges of the future. To truly work in partnership with the Carnarvon community the Shire has empowered a Community Jury of everyday residents to develop a comprehensive roadmap that includes:

- 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 Change to create a wonderful future.
- Some Big Ideas that could make a significant difference for the Shire.
- Criteria or ways of measuring what's important to the community.
- Assessments of the Big Ideas using these Criteria.

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 coming years.

The Community Jury charged with this mammoth task has worked extraordinarily well and provided the Shire with a comprehensive Report that will be the core of our Community Strategic Plan and we offer them 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



Community Jury Background and Purpose

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.

At the same December 2021 Council meeting, the Council resolved to publicly announce what aspects of the recommended Strategic Community Plan it would accept and which aspects, if any, it would not accept including the reasons why they were not accepted.

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?”

The Jury was the focal point of a larger process illustrated by this diagram:



The components of this process were:



1. **Involving the Young People**
(High School students at the Carnarvon Community College)
10 young people were trained in facilitation. 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 as 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.
4. **Involving a Representative Group of Residents in a Community Jury**
(A community jury is based on 3 core principles – Representativeness, Deliberativeness and Influence)
 1. The Jury members are descriptively representative of the community that will be affected.
 2. 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.
 3. 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.

As part of the survey an invitation to join the Jury was sent to all households in the Shire region. Those who were 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 – see Appendix 5 - Recruitment of Community Jury Members: Methods and Outcomes). There were particular efforts made to invite difficult to reach groups such as Aboriginal people and youth.

Community members who agreed to participate were sent welcome information packs that outlined their task, timetable and provided important background information. A total of 53 randomly selected people agreed to participate, 27 commenced and 24 completed the entire deliberation process. The Panel met on Sunday the 15th, 22nd and 29th of May 2022 over a 3-week period. To cover out-of-pocket expenses, those participants who took part in all three sessions, received a \$100 per-diem payment per deliberation day.

At each session, an agenda outlined the purpose and the program for the day, although this was altered where needed (see Appendix 3 - Daily Agendas). During each workshop, participants were seated randomly in small groups, with different seating each workshop. Following each deliberation, a copy of the day's findings was distributed to each participant via email. A participant evaluation survey was completed after each day's deliberation, and the results were discussed the following week (Appendix 10 - Synopsis of Daily Participant Feedback Surveys). Additionally, members of an Independent Review Ombudsmen met with the participants at the end of each day's deliberation without any of the Shire staff or support team in the room, to determine the extent to which the process had been fair, unbiased, representative, well informed and deliberative (Appendix 9 - Independent Review Ombudsmen).

Prior to their first meeting, Panellists were provided with a background information pack including a briefing paper on the Region (Appendix 7 - Briefing Paper), a summary of the results of the recent Community Survey (Appendix 6 - Community Survey Results Summary) and descriptions of the Community Jury's purpose and Agendas. During every meeting, two facilitators were present to manage the process and enable quality deliberation as well as the Shire CEO and executive staff on site to provide accurate information as necessary.





Our Vision

The Jury was asked to create a Vision for the Carnarvon of the future. The entire Jury created the elements and ideas that should be in this Vision and a smaller group of jurists formed a word-smithing team to craft the following statement:

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.

This Vision was unanimously endorsed by the entire Jury. Further details about the process that led to this Vision as well as all the elements that led to this Vision is contained in Appendix 1 - Developing a Vision, Objectives and Values for a Future Carnarvon.

“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 Objectives

To make the Vision for 6701 a reality, a more descriptive and detailed set of objectives are required. In a similar process to that used to generate the Vision, the word-smithing team proposed the following Objectives that mirror the Vision:

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.*

These Objectives were unanimously endorsed by the entire Jury. Further details about the process that led to these Objectives is described in Appendix 1 - Developing a Vision, Objectives and Values for a Future Carnarvon.



Our Values

Objectives are very useful in working toward the Vision, but equally important are the Values that Carnarvon holds dear. The Jury examined Values from previous Strategic Community Plans as well as adding their own and then individually selected their top two most important from this list. The top ranked values were:

Respect
Integrity
Sustainability
Unified
Communication
Harmonious

These Values were unanimously endorsed by the entire Jury. Further details about the process that led to these Values is described in Appendix 1 - Developing a Vision, Objectives and Values for a Future Carnarvon.



"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



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

With this as a framing statement Jurists were asked to consider three elaborating questions: *What must we focus on? What must we protect? What must we change?*

This produced the following action areas;

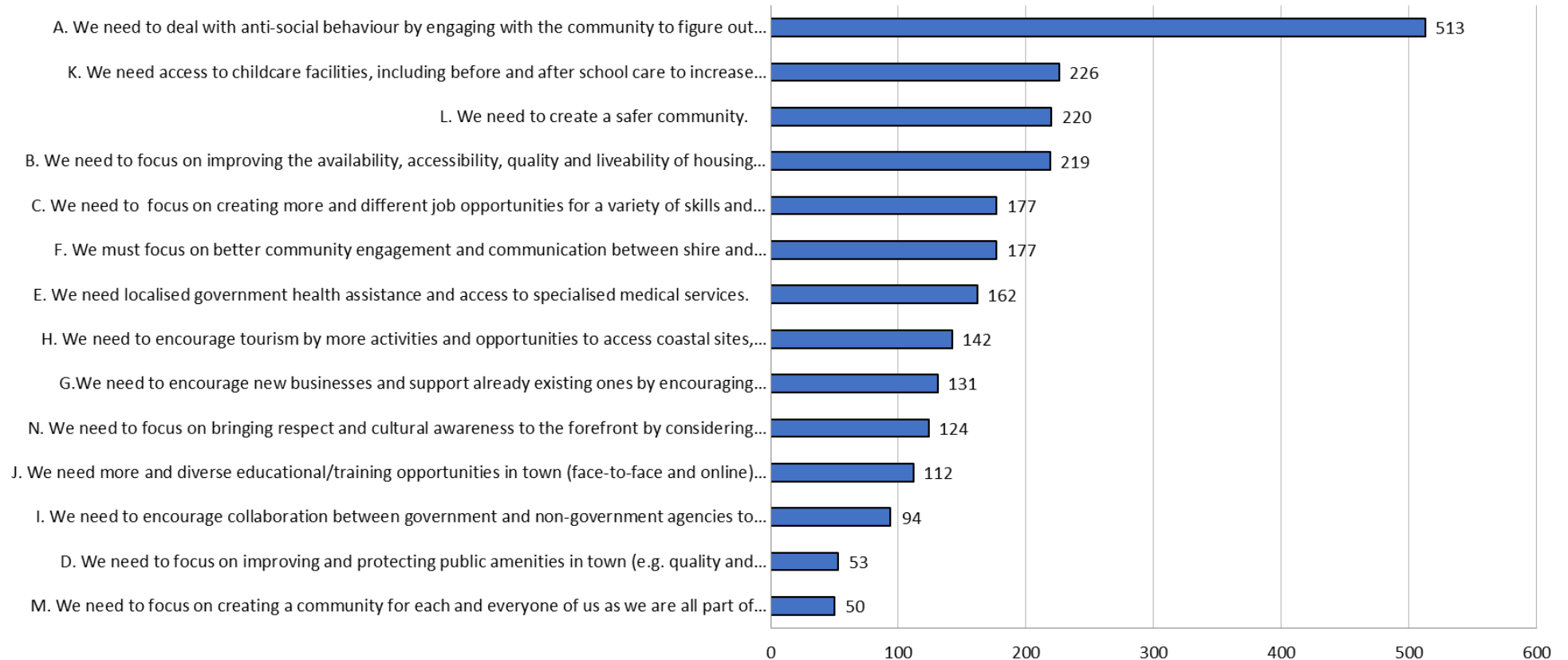
What must we focus on? (What must we get right)?

- 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 to focus on improving the availability, accessibility, quality and liveability of housing and take measures to increase protection from natural disasters.**
- C. We need to focus on creating more and different job opportunities for a variety of skills and education levels.**
- D. 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).**
- E. We need localised government health assistance and access to specialised medical services.**
- 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 to encourage new businesses and support already existing ones by encouraging people to stay in town for longer.**
- H. We need to encourage tourism by more activities and opportunities to access coastal sites, beaches, fishing etc.**
- I. We need to encourage collaboration between government and non-government agencies to tackle problems.**
- J. We need more and diverse educational/training opportunities in town (face-to-face and online) that are supported by local businesses.**
- K. We need access to childcare facilities, including before and after school care to increase employment opportunities for both parents.**
- L. We need to create a safer community.**
- M. We need to focus on creating a community for each and everyone of us as we are all part of the story.**
- N. We need to focus on bringing respect and cultural awareness to the forefront by considering and celebrating our history and culture.**



Jurists were asked to prioritise the things that Carnarvon needs to Focus on by allocating '100 points' amongst the ideas they thought were most important. The following ranking emerged;

Things we need to focus on





What must we protect?

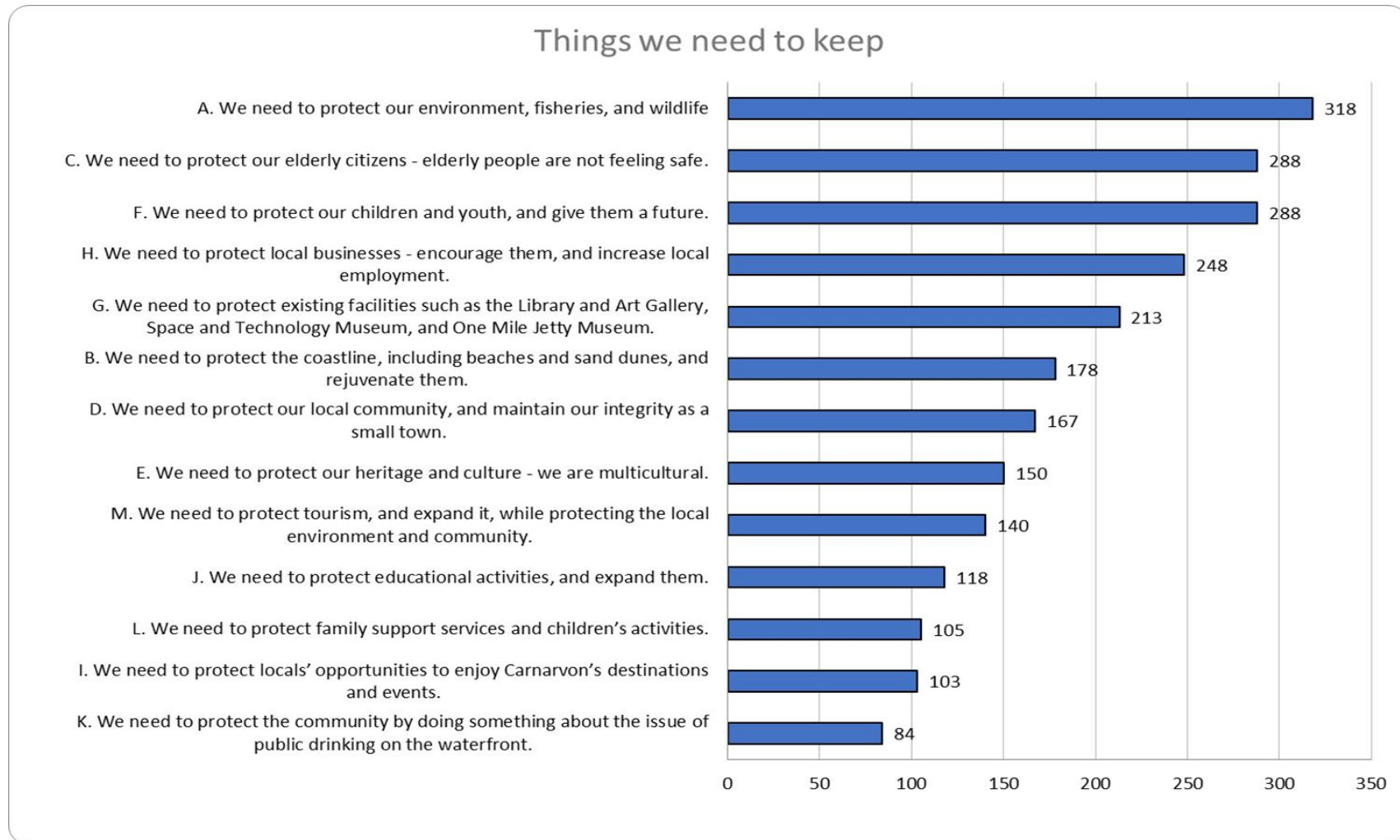
(What must we keep and look after)?

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

Further details about the process that led to these action areas is described in Appendix 2 –Action Areas to Focus on/Protect/Change.



Jurists were asked to prioritise the things that Carnarvon needs to Protect by allocating '100 points' amongst the ideas they thought were most important. The following ranking emerged;





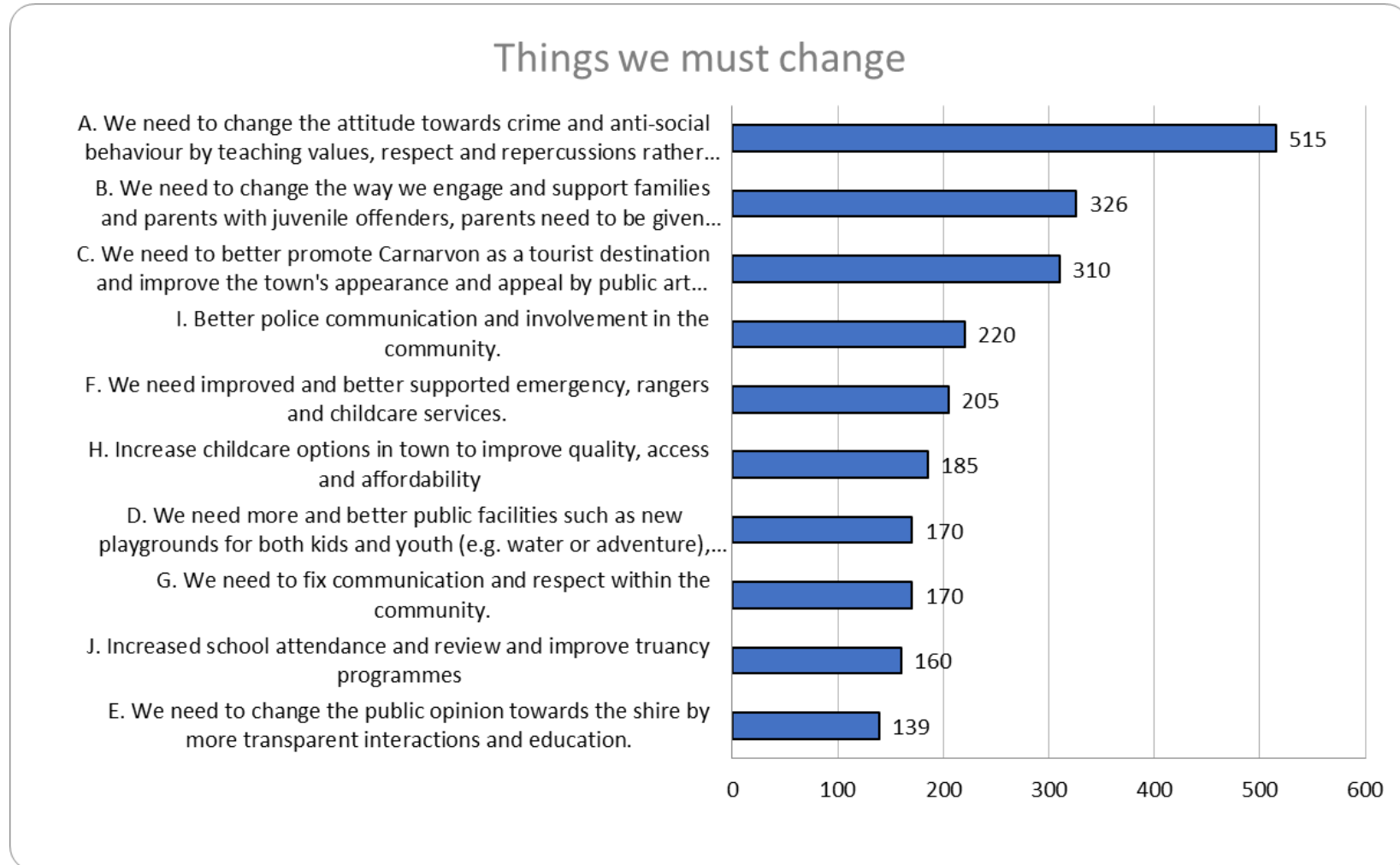
What must we change? (What must we alter or fix)?

- 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 Carnarvon as a tourist destination and improve the town's appearance and appeal by public artwork, tree planting, visible advertising, maintaining clean public amenities etc.**
- D. 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.
- E. We need to change the public opinion towards the shire by more transparent interactions and education.**
- F. We need improved and better supported emergency, rangers and childcare services.
- G. We need to fix communication and respect within the community.**

Further details about the process that led to these action areas is described in Appendix 2 –Action Areas to Focus on/Protect/Change.



Jurists were asked to prioritise the things that Carnarvon needs to Change by allocating '100 points' amongst the ideas they thought were most important. The following ranking emerged;



Further details about the process that led to these Areas and Prioritisations is described in Appendix 2 –Action Areas to Focus on/Protect/Change.

“Big Ideas for the future of Carnarvon...”

Members of the Jury as well as Councillors and Staff members were asked to propose any Big Ideas that would make a significant difference to the future of Carnarvon. The Ideas that emerged were classified as either Short Term (able to be realised in the next 1-3 years) or Long Term (able to be realised in the next 8-15 years). All Ideas were subject to commentary from Shire specialists and other Jurists to allow the proponents to improve and modify their proposals if they wished. Further details about the process that led to these Big Ideas and the improvement is described in Appendix 4 - Big Ideas. The 12 Big Ideas are:

Whitlock Island Development & Fascine Waterway:

Eddie Smith/Amanda Leighton

Description

Continued 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.

Includes 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).

Create a Committee to advocate and prepare for the project by putting out survey to broad community, providing governance and advise on community buy-in and involvement.

Expected Benefits

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

Expected Costs

Based on research of similar projects, ~ \$50 million from a potential combination of private investors, government grants and local government investments.

Shire Role (Control/Influence/Advocacy)

Advocacy by establishing Committee of Traditional Owners, DBCA, DWER, DoT, GDC, Youth and general community.

Timeframe

Long term –but consultation can begin immediately.

Community Role

Join the Committee, assist with broader community engagement and information and dissemination to ensure project becomes community driven.

Massey Bay Rejuvenation and Coastal Attractions:

Kathy Donald/Ray Ellis

Description

- Improve the old tip site at Massey Bay to increase the number of sites around Carnarvon for land-based fishing that is accessible to all – particularly older residents/Grey Nomads. 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 Chanel. Upgrade the roads to Bush Bay and New beach. Upgrade the road to Miaboolya Beach and extend the road further north. Install new parking areas on this new road.
- The beach north of Miaboolya is world class, this beach north to the Blowholes is mostly inaccessible and would be a huge attraction.

Expected 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.

Expected Costs

- Cost estimate for capital works in Massey Bay~ \$1million with annual cost of ~ \$30,000 to maintain and renewal of signage etc every 10 to 15 years ~ \$50,000. Funds potentially sourced through grant funding from DBCA, Tourism, REDS and possible corporate sponsorship.
- Cost for road upgrades depends on options but is around ~\$150 000/km.

Shire Role (Control/Influence/Advocacy)

Shire control but will require some negotiation with Traditional Owners.

Timeframe

Short term –1-3 years for upgrades on existing roads. Long term –5-10 years for northern road extensions and facilities/camp host program.

Community Role

Potential local business advertising and local busy bees to reduce costs.

Carnarvon RV Friendly Park:

Kieran Coomey

Description

Convert 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 there will be significant communication and advertising with the travelling/RV community.

Expected Benefits

Increased business and tourism activity. Increased amenity for local community. Increased activation of art gallery and library. Cost-saving of approx. \$41,400 in current annual maintenance. Saving in water use.

Expected Costs

Cost estimate for capital works ~ \$1 million. Annual cost for maintenance ~ \$30,000. Renewal of bitumen and signage etc every 10 to 15 years ~ \$50,000. Funds potentially sourced through grant funding from DBCA, Tourism, REDS

Shire Role (Control/Influence/Advocacy)

Control – Town Oval is crown reserve, vested in Shire.

Timeframe

Short term – within 4 years.

Community Role

Community groups could work together to create interpretive signage such as the Chamber of Commerce, Visitor Centre, One Mile Jetty & Space and Technology museum.

Airport Relocation and Upgrade:

Eddie Smith

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 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

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.

Expected Benefits

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

Expected Costs

Studies for feasibility and planning of airport relocation ~ \$400,000. Capital costs to build facility~ \$45 - \$50 million. Funding likely to be sourced from State and Federal Governments.

Shire Role (Control/Influence/Advocacy)

Advocacy and Influence to State and Federal Governments and Private Enterprise.

Timeframe

Medium term –5 -10 years.

Community Role

Support the project.

100% Renewable Energy:

Tom Langley

Description

The Shire to use 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.

Expected Benefits

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

Expected Costs

Unlikely to have any capital upfront costs due to change in contracts and existing lease agreements. Likely to have small or positive impact on operational costs. Potential grant funding for future state initiatives such as electric or hybrid vehicles.

Shire Role (Control/Influence/Advocacy)

Mostly Shire control since concerns Shire operations and facilities.

Timeframe

Short term –1-5 years.

Bejaling Multiuser Port:

Lex Fullarton

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.

Expected Benefits

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

Expected Costs

Cost estimate for capital works ~ \$2 billion to be borne by private investors and State/Commonwealth Governments. Cost for the Shire would involve lobbying, advocacy and documentation that supports these efforts ~ \$400,000. Potential grant funding to support this cost would come from GDC, REDS, JETSI funds.

Shire Role (Control/Influence/Advocacy)

Minimal Shire control – limited to advocacy for the project to the partners.

Timeframe

Long term –10-30 years.

Community Role

Gascoyne River Path and Parks

Melanie Schmitz

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 to create functional tracks for tourist use and compliment bushfire mitigation (ie. '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.
- It will make for less fire hazard to have that overgrown space cleaned up, will not mean being destructive to the natural area but will allow the natural environment to shine.
- Tourists might picnic or fish there. Locals could fish when the water is in, swim, enjoy afternoon walks in a safer space.

Proposed Costs

- I am not sure what the costs would be. A small charge of say \$2 per night to every caravan that stays in town and could be put back into our tourism building ideas and covering costs.

Shire Role (Control/Influence/Advocacy)

Influence and advocacy with DBCA, DWER, and traditional owners.

Timeframe

Short term (Design ~ 6-12 months, then ordering and installation ~ 2 months). Work could be done now but will need approvals before it can start.

Community Role

Suggest trails, interpretive signage and concepts for community feedback.

Carnarvon Childcare Centre

Melanie Schmitz

Description

- Build a childcare centre that not only offers long day care but also Out of School Care as well.
- Becomes a site for CCC & TAFE collaboration to give certificates in hospitality/childcare for workers/students.
- early childhood education certificates, youth worker certificates and also work experience for school students working in this facility.
- Allows NGALA, PCYC & Youth Hub a site for use in their young parent and after school programmes.
- Through cooperation, Dept of Education/Health/Housing etc, WA Police, Shire can have secured spots in childcare for workers, to assist long-term employment in Carnarvon.

Proposed Benefits

- People will be able to stay in Carnarvon longer term as they will be able to work full time as will their partners. TAFE and high school could offer youth and ECE qualifications. By staying in town longer, will buy houses, shop local, pay taxes and rates etc and be part of the community.
- Locals could make a home here long term and could build up the work force. Children would be provided with early intervention opportunities.
- Gives pregnant teenagers support and education before and after becoming a parent through Young Parents Programme to help 'break the cycle'.

Proposed Costs

- Unsure of full costs.
- Funding potentially provided by Dept of Communities, Federal/State Government.
- Shire provision of venue/upgrades.

Shire Role (Control/Influence/Advocacy)

Control through use of Shire buildings, Influence and Advocate in conjunction with CCC, PCYC, youth hub, TAFE and Ngala.

Timeframe

Short term (Operating ~ 12 months in temporary existing facility, while permanent purpose-built facility is constructed (~18 months).

Community Role

Interest surveys for pre-enrollments with the Shire, CCC, and other schools.

Recycling and Processing Centre

Donna Goodman

Description

- Develop a business structure for recycling plant to process and repurpose materials – Models of sustainable recycling facilities already exist – using their model for 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 – particularly for indigenous people wanting to look after country. More so if upcycling and value is added to the raw materials.
- Environmental land fill management and waste in our waterways as well as appearance of a tidy town.

Proposed Costs

- Unsure but likely to be large scale and could funded via government grants as recycling is a national wide problem.

Shire Role (Control/Influence/Advocacy)

Advocacy to the Gascoyne Development Commission, but also to mining companies with transport capacity. Control through research to other shires and areas already doing this model (eg. operation details, costing factors, bin colour and structure).

Timeframe

Long term.

Community Role

Discuss project with community to ensure there is support and utilization of programme.

Rangers & Indigenous Rangers

Tracey Tonga

Description

Introduce the Indigenous Rangers program to look after Country (eg. Fish for the Future). Also help educate tourists and school children, assist planning, pest control and facilities maintenance. Will require committed, reliable rangers willing to be active and advocate for country and sea.

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.

Proposed Costs

- State funded program. Current ~\$22 million boost to Aboriginal Ranger program. Estimate ~ 12 full-time Ranger's on shifts needed.
- Limited risk or cost to Shire other than promotion and advocacy.

Shire Role (Control/Influence/Advocacy)

Influence and advocacy through joint venture with local aboriginal native title, local government, Parks and Wildlife, education department and fisheries department. Potential use of existing local government facilities.

Timeframe

Short term – less than 4 years.

Community Role

Advertise, promote, and communicate project with community to ensure there is support and utilization of programme. Gather local history in preparation for programme. Respond to expressions of interest for the programme.

Carnarvon Youth Patrol and Hostel / Safe Place

Martin Baston/Kay Mongoo

Description

A youth patrol combined with a temporary accommodation facility to provide options for young people engaged in antisocial behaviour at night. This facility will allow for at-risk children to have a safe place to sleep either short-term or long-term. Should be a multifaceted approach that allows for cooperation between Shire, DCP, Ministry of Justice, local schools and youth programmes to be the most effective.

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.
- Increased employment opportunities.

Proposed Costs

- ~ \$800,000 p/a potentially from Federal/State funding to pay at ~ 6 full-time shift workers and operational costs.
- Potential use of empty rooms at old Carnarvon Community College, or old Carnarvon Primary school to reduce initial costs and assist with immediate implementation.

Shire Role (Control/Influence/Advocacy)

Control through the Shire running program and providing of resources (buses, youth hub). Influence and advocacy for state and federal funding.

Timeframe

Short term – less than 2 years.

Community Role

Requires community engagement to build support. Potential opportunities for volunteer support of program as well as donations of clothing/uniforms/food/bedding.

Carnarvon Industrial/Manufacturing Precinct/Hub

Carlo Polinelli

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 deepwater port/international airport facilities [State/Federal] Government to come on board with private companies.

Proposed Benefits

- Long term, high quality jobs.
- Increased economic activity in town to support increased population and support industries.
- Would be in line with best practice sustainable development.

Proposed Costs

- Likely very large (\$ millions) from State/Federal government and private investors.

Shire Role (Control/Influence/Advocacy)

Minimal Shire control (unless based on Shire land), positive influence, Advocate for local manufacturing instead of exporting.

Timeframe

Long term –10-30 years.

Community Role

Requires community engagement to build support. Keep informed and provide feedback.

Judging the Big Ideas – Criteria and Score.

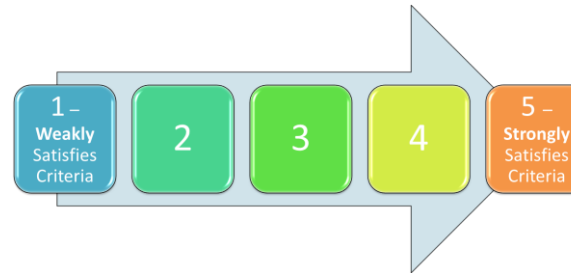
To assist the Shire using its scarce resources effectively and exploring ways to improve the holistic value of the Big Ideas, the Jury created a number of Criteria that they could use to judge the Big Ideas along the following dimensions:

- Social
- Economic
- Environmental

The Jurists were asked to prioritise the two most effective criteria in each of these categories so they could be used to rate the effectiveness of the Big Ideas. Their endorsed Criteria are shown below:

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.

The Jurists then scored every Big Idea against each of these Criteria using the following 5-point scale:



The final scores are shown below

SHORT TERM IDEAS	SOCIAL	ECONOMIC	ENVIRONMENTAL	SUM
Massey Bay & Coastal Attractions	159	153	186	498
RV Friendly Park	160	153	146	459
Youth Patrol and Hostel/Safe House	209	168	159	536
Rangers and Indigenous Rangers	184	164	190	538
Carnarvon Childcare	197	178	129	504
Whitlock Island Development & Fascine Waterways	154	152	144	450

LONG-TERM IDEAS	SOCIAL	ECONOMIC	ENVIRONMENTAL	SUM
Carnarvon Industrial Manufacturing Precinct (Hub)	166	189	159	514
Airport Relocation	145	160	159	464
Gascoyne River Path & Parks	156	149	189	494
Recycling and Processing Centre	161	164	186	511
Bejaling Port	137	149	118	404
Aim towards 100% Renewable	190	207	217	614

These results were then subject to discussion and comments from the Jury regarding what the scoring implied about the strengths and weaknesses of the Big Idea and the first steps that should be taken in light of this. This is shown on the following pages:



	Overall Comments	First Steps
SHORT TERM IDEAS		
Massey Bay & Coastal Attractions	<i>Low scores socially & economically as it is not a well known area and potentially only benefits a select few (local fisherman and a small number of tourists). We all agree though that Massey Bay is an unattractive site that detracts from the town as a whole.</i>	<i>Clean up the area. Remove litter and install rubbish bins at most popular sites. Conduct soil/environmental study.</i>
RV Friendly Park	<i>Beneficial to tourists but not specifically to community, social benefit vs financial costs don't compare easily.</i>	<i>Parking currently being built but requires assessment of environment, suitability, and costing - may have some economic benefit? Can we enhance the area beyond woolshed to accomplish some of the things the proposal does? Van Dongen Park does not have services to it and is the main drainage site for the town. Try to also use the Town Oval to have more social benefit for locals - don't use all of the Oval. Van Dongen Park to be revitalised with Garden Club.</i>
Youth Patrol and Hostel/Safe House	<i>Relevant to every person in the community. This initiative can help resolve many other local issues. No negative impact/down sides to the community. Save a lot of money in the long run. (e.g. insurance rates going down, less damage to repair)</i>	<i>Create a business plan with passionate stakeholders who have deep experience in this area. Work with other organisations that have common interests in this. Apply for funding to the state and federal governments.</i>
Rangers and Indigenous Rangers	<i>To be introduced at school aged level (Junior Ranger Program). Great benefit to ensure the sustainability of our local culture/heritage and environment. Rotate Between Coral Bay/Carnarvon.</i>	<i>Create a program to develop a relationship between our education system and local Indigenous people with support from the Shire. This will become a multi-agency initiative including DBCA, Dept of Fisheries, DPIRD etc.</i>
Carnarvon Childcare	<i>Doesn't pertain to the environmental side of things at all. There is a question about whether the childcare is affordable. This is distinct from the fact that more childcare is needed. Program to be established over a period of time.</i>	<i>More industry workers required. Higher government subsidies for the industry in general. Surveys to parents regarding possible improvements/agendas for childcare. Possible involvement from the education department for school-based facilities. Continue to talk with existing provider. See proposal for extensive action plan.</i>
Whitlock Island Development & Fascine Waterways	<i>These should be two different Big Ideas - one is for waterway versus the resort. Aspects such as cultural significance and the natural environment (i.e. burrowing bees) need elaboration.)</i>	<i>Break it down in stages to fairly rate the ideas and communicate it to the community better.</i>

	Overall Comments	First Steps
LONG-TERM IDEAS		
Carnarvon Industrial Manufacturing Precinct (Hub)	<i>Big scale, long term, relies on funding more industry in the Gascoyne region. More resources need to be found. Relies on bigger companies as well as other Gascoyne towns cooperating and benefitting from it. 100 % Australian-owned and operated essential.</i>	<i>Consultation with all involved parties.</i>
Airport Relocation	<i>Would be excellent for the economy with local industry benefitting. Socially beneficial as well as it would improve accessibility to Carnarvon allowing locals and visitors to move more freely/cheaply. Mines can use airport for local FIFO workers making this a residential hub for local FIFO workers - again adding to local economy. Carnarvon would however need a higher population and higher import/export rate to justify the outlay required for a new airport.</i>	<i>Cost analysis needs to be had prior to idea being explored further. Environmental impact needs to be assessed as habitat destruction will occur. Is their potential for profit vs cost of implementation.</i>
Gascoyne River Path & Parks	<i>Easy to establish and maintain with minimal capital investment. Positive community/social benefit with minimal effort.</i>	<i>Involve schools with design and commissioning. Talk to Tree society as a resource.</i>
Recycling and Processing Centre	<i>This can be in conjunction with the industrial hub and 100% renewables. Different colour bins - and different colours in the street.</i>	<i>Start-up coloured bin system contingent on discussion with places with existing programs. Contact existing recycling centres to discuss start-up costs and needs - talk to Containers for Change government incentives for recycling - discuss all different types of materials that can be recycled and how to upcycle or reuse them.</i>
Bejaling Port	<i>Negative social impact due to increase in population/visitors. Economic benefits would be very high. Environmental concerns exist.</i>	<i>Conduct Environmental & Cultural impact assessment & secure funding/investment.</i>
Aim towards 100% Renewable	<i>Scored highly as it is essential for the betterment of the environment and continuation of our way of life. Potential obstacle of collaboration with Horizon Power. Reframe to 'Aim toward to 100%'</i>	<i>Look for private investment to minimise \$\$\$ taken away from other local necessities. Uncertain time for return on investment to go to 100% renewable. Likely to be long?</i>

Additional Focal Areas

Several additional focus areas were required to round out and complete the Strategic Community Plan. This included: Concerns about the lack of attention to Coral Bay and surrounding areas; insufficient attention to Youth issues; Drug and Alcohol misuse; improving Trust between citizens and the Shire; How best to monitor the implementation of the Strategic Community Plan. Groups of Jurists considered each additional area, suggesting potential actions and the role of the community and Shire in the action. If there had been related ideas that had emerged previously during a Jury meeting it was provided to the group for their information. The groups then presented their actions to the full Jury in plenary session for commentary and adjustment.

These additional areas and associated actions are detailed below.

Additional areas: CORAL BAY & SURROUNDING AREAS

Actions that will make a positive difference to the issues of CORAL BAY

Describe the Action in less than 50 words:

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

What is the community's role in this Action?

- *Hard to involve community from Carnarvon but Coral Bay residents must advocate for it as implementation of basic rights of living.*
- *Motorists/tourists to drive more safely- be aware of hazards in regional areas.*

What Is the Shire's role in this Action?

- *Shire must advocate for improvement of facilities/general living conditions for the workers and business of Coral Bay.*
- *Shire should advocate for police presence and assistance to help keep order in town.*
- *Increased visits by fly-in doctor (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 areas: YOUTH

IDEAS ALREADY DISCUSSED:

- 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.
- We need to focus on creating more and different job opportunities for a variety of skills and education levels.
- We need more and diverse educational/training opportunities in town (face-to-face and online) that are supported by local businesses.
- We need access to childcare facilities, including before and after school care to increase employment opportunities for both parents.
- We need to focus on creating a community for each and everyone of us as we are all part of the story.
- 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.
- 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.
- Increased school attendance and review and improve truancy programmes
- We need to protect our children & youth and give them a future.
- We need to protect educational activities and expand them.
- We need to protect the community by doing something about the issue of public drinking on the waterfront.

Actions that will make a positive difference to the issues of YOUTH

Describe the Action in less than 50 words:

- *Identify 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 - restorative justice.*
- *In-school suspensions instead of sending kids home whilst suspended.*

What is the community's role in this Action?

- *All businesses to implement and enforce the "no school - no entry" policy.*
- *WAPOL engagement towards truancy.*
- *More sexual health education in schools.*
- *Local AMS needs to be more involved in youth health education and issues.*

What Is the Shire's role in this Action?

- Reopen the youth hub and do more educational programmes.
- No entry to the hub if you didn't go to school.
- Consider no school - no pool programme.

Plenary Commentary

- *Have positive reinforcement for good behaviour - not just attention and rewards for bad behaviour.*
- *Beware of removing safe spaces – it may have unintended consequences.*

Additional areas: DRUG AND ALCOHOL PROBLEMS

RELATED IDEAS ALREADY DISCUSSED:

- 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.
- We need to focus on creating a community for each and every one of us as we are all part of the story.
- 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.
- 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.
- We need to protect our children & youth and give them a future.
- We need to protect the community by doing something about the issue of public drinking on the waterfront.

Actions that will make a positive difference to DRUG AND ALCOHOL PROBLEMS

Describe the Action in less than 50 words:

Support education programs for Carnarvon youth.

Minimise restrictions for the whole community.

What is the community's role in this Action?

- *Support the Shire education programme targeting youth - for example victims, families, former abusers/addicts to 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.*

What Is the 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 going into schools to teach negative impact of drug and alcohol use and abuse - and where to get help.*

Plenary Commentary

- *It might be more useful to separate these issues as they have different effects on different groups.*
- *There is the possibility of changing containers 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.*

Additional areas: IMPROVING TRUST BETWEEN CITIZENS AND THE SHIRE

RELATED IDEAS ALREADY DISCUSSED:

- 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.
- We need to encourage collaboration between government and non-government agencies to tackle problems
- We need to change the public opinion towards the shire by more transparent interactions and education.

Actions that will make a positive difference to IMPROVING TRUST BETWEEN CITIZENS AND THE SHIRE.

Describe the Action in less than 50 words:

- *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 - Q&A but relaxed, similar to the business after-hours. Have one focus of the night to be decided via Facebook poll or similar in advance.*

What is the community's role in this Action?

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

What Is the Shire's role in this Action?

- *Facilitate and provide transparency.*
- *Act on the feedback and help find suitable solutions to local issues through an 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.*

Other key notes from group:

- *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.*

Plenary Commentary

- *Have information sessions out in the community in accessible places.*
- *Seeing small actions happening will build credibility.*

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

Actions that will enable the effective MONITORING OF THE IMPLEMENTATION OF OUR COMMUNITY STRATEGIC PLAN.

Describe the Action in less than 50 words:

- *The strategic community plan will provide an overview of projects for the next four years – The Shire to provide six monthly project status updates, including action plan timeframes and budgets.*

What is the Community's role in this Action?

- *Review reports and email feedback.*

What Is the Shire's role in this Action?

- *Provide reports and updates every six months.*
- *Providing one page total (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*

Plenary Commentary

- *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.*

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

Damian, Jurist



Acknowledgments

The Shire of Carnarvon would like to acknowledge the Community Jury for their collaborative effort and commitment to making sure the voice of the Carnarvon community was heard.

Community Jury Members:

Leticia Andreoli; Naomi McMahon; Damian Priest; Elaine Grundy; Rennee Turner; Kay Mongoo; Iesha Pugh; Jessica Babun; Tracey Tonga; Debbie Willis; Holly Turner-Weberling; Martin Baston; Carlo Polinelli; David S; Ray Ellis; Tony Cheetham; Phillip Halse; Des Williamson; Ben Robins; Darryl Leeson; Natasha Richards; Donna L Goodman; Nataniel Stephenson; Rob Butler; Marion Crowe; Melanie Schmitz.



The Shire would also like to acknowledge the many others who provided the support that ensured the Community Jury sittings produced such outstanding results.

Deliberative Democracy team:

Emeritus Prof. Janette Harz-Karp, Dr Rob Weymouth, Dr Svetla Petrova and Dr Margaret Gollagher

Independent Review Ombudsmen:

Kate Allen and Ben Vandeleur.

Carnarvon Community College

Calvin D'Sylva, Associate Principal Secondary

Appendix 1 - Developing a Vision, Objectives and Values for a Future Carnarvon.

Raw Ideas to be in the Vision and Objectives

These are the unfiltered elements that the Jury wanted to have represented in a Vision for the Strategic Community Plan.

Number	Description		
1	Better Parenting	42	Childcare
2	Educational Engagement	43	No pollution/litter
3	Horticulture Export	44	Fascine properly developed
4	New Airport	45	Babbage Housing estate
5	Carnarvon Casino	46	Profitable tourism/thriving
6	Sustainable Living & Biodiversity - Gascoyne Honey	47	Busy shopping district
7	Oyster Farms (Infrastructure) Only Carnarvon, tanks to grow the oysters	48	Busy + successful schools
8	Fascine Open	49	Families staying + contributing to Carnarvon - Generationally.
9	Spa Baths/Pool at Bibbawarra Bore	50	More foot traffic than car traffic downtown
10	Population 10,000	51	Better public transport
11	Amazing Community Spirit - United & Thriving	52	Feels like home rather than stepping stone
12	All the projects this group agrees to ie: if the airport/port go ahead are successful and do not negatively impact the community of the environment	53	Keeping elderly in touch/aged care
13	Great employment opportunities	54	Sandhurst with trees
14	Education Opportunities	55	Higher employment rate and opportunity
16	Oasis for travellers	56	International Airport
17	attractive streets, parks & waterways	57	More hands-on involvement with youth
18	Maccas	58	Improved school attendance
19	Respect	59	Fascine fully functional
20	Reconciliation	60	Cruise ships
21	Better facilities & fascine parks	61	International import/exports
22	Positive community vibes	62	More Green space
23	A safer community for our children, elderly and everyone!	63	Retirement Village
24	No derelict empty buildings	64	More TAFE/ATAR face to face education
25	Unity	65	Local businesses supporting PD in workplace
26	Kmart	66	More playgrounds
27	Bunnings	67	No derelict houses
28	Better Community engagement	68	Fabulous Woolies parking lot
29	Understanding	69	No empty commercial or government buildings
30	Safe Space for children	70	People not shifting blame "not our problem"
31	Big Leisureplex	71	Easy access to medical specialists
32	Be a hub/ one stop shop	72	Large and functioning Maternity Ward
33	Bring back regional offices [state gov departments]	73	Incentive for skilled + trained staff to stay
34	Increased population	74	Entertainment brought to town
35	Less racial tension	75	Dual Carriageway out to Ampol
36	4th floor apartment overlooking Pelican Point	76	RV facilities
37	Sustainability Hydro	77	More/Expanded museums/Cultural centre
38	Sustainability Wind	78	State of the art indoor/outdoor pool heated
39	Sustainability Solar	79	Less government bureaucracy
40	Sustainability 100% renewable	80	More youth leadership
41	Thriving horticulture	81	More mental health resources
		82	Dance classes
		83	No purple circles

84	More Smiles	141	Better streetlights
85	More shade area on beaches	142	More Rangers
86	Benches/Shade on paths	143	Better hospital facilities
87	No bitchiness	144	Less Government Paperwork
88	More opportunities to get out of the house for stay-at-home mums	145	Population 9850
89	Lots of affordable and safe housing	146	Cultural understanding/respect
90	Happy children	147	24-hour mental health facilities
91	More aged care	148	95-100% School attendance
92	Fresh vegetables and meat (cheaper)	149	Bush tucker sold from cultural centre
93	Lower rates	150	Cultural tours
94	No crime rate	151	Better Caravan Parks
95	People are safe in their homes	152	Overflow campgrounds
96	School attendance 100%	153	AU Gold
97	Respect for everyone	154	Higher education facilities
98	KFC	155	Higher involvement youth programs
99	Canning factory for excess fruit (too much waste)	156	Emergency Services - Climate resilience
100	More public parking	157	Opportunities for professional/personal development
101	Heated pool for elderly	158	More signage (tourism)
102	Waterpark	159	One Mile Jetty rebuilt
103	More race meetings	160	Carnarvon on the fore front of eco-friendly tourism
104	Better streaming	161	Value add to all industries/processing
105	Local market quality product to be sold locally	162	Carbon neutral
106	Carnarvon being more the hub of WA	163	Improved Evacuation Centres
107	Clean streets litter and glass free	164	Sustainable Fishing is still good
108	Higher employment for all ages	165	Improved cost of living
109	A great/Safer place to retire	166	Restaurants
110	A Place full of activity for all ages	167	Brewery
111	No need for Cable Beach resorts	168	Move wastewater treatment plant away from town
112	No liquor restrictions	169	Food security
113	Free beer	170	Temporary accommodation hotels/motels
114	Local food bowl should stay	171	Improved Hospital facilities
115	Get abattoir	172	More produce exported
116	River gums, palm trees, landscaped - shades - ponds - botanical	173	Development of niche industry exports (snow crabs)
117	A really good place to visit	174	Port operating
118	Mini Gold Coast	175	Airport booming
119	Resort	176	Hydrogen
120	Manufacturing wind towers	177	Grow and diverse economy
121	6701 has its own services	178	Living in peace
122	If airport moves, dual carriageway	179	Outstanding lifestyle
123	Reopen/divide learning centre, separate from high school	180	Beautify roads, especially in town Robinson Street
124	Positive/Active youth drop-in centre and accommodation	181	Crime rate decreased
125	Coral Bay - Given to Shire rather than private	182	Population increased sustainably
126	Coral Bay Housing (real houses)	183	Jury meetings have free beer
127	Coral Bay Police Prescence	184	Love and kisses
128	Community Garden	185	Aquaculture exists
129	More community involvement	186	Strong and consistent after school program
130	Horticulture/Agriculture School with boarding facility	187	Repurpose Reuse Recycle
131	Upgraded Infrastructure - Footpath/Bike paths	188	Cultural history taught and celebrated through bush camps
132	Strong business staying in Carnarvon, based in Carnarvon	189	Lowest crime rates in a century
133	Improvement of economy	190	Luxury accommodation
134	Sporting in Carnarvon is thinning	191	Tourism peaks in 2040
135	Carnarvon based support services	192	Strong sense of community
136	More houses (better)	193	Community sports are thriving
137	Blowholes limited camping	194	Multifaceted approach to revenue
138	Safer community	195	Tourism/Horticulture/Aquaculture
139	More support for families/kids	196	Growers striving for success
140	More night patrols		Repurpose current airport site into canals and housing

Prioritisation – the ‘Gold Star’ Ideas

Jurists were asked to select 3 elements they thought were most important and add 3 ‘gold star’ stickers on them. The table below shows the sticker ‘votes’. It also shows the themes that were created by Dr Svetla Petrova who searched for commonalities amongst the elements that received votes. This list was endorsed by the greater Jury during the 2nd sitting. This list was then used to generate draft Vision and Objectives statements in the Strategic Community Plan.

Number	Description	Gold Stickers	Number of times this idea appeared on another page	Ideas Grouped by Themes	Total Gold stickers per theme
89	Lots of affordable and safe housing	1	1	Affordable housing	1
74	Entertainment brought to town	2	1	Better Social Life	3
193	Community sports are thriving	1			
63	Retirement Village	2	1	Care for the Elderly	3
91	More aged care	1			
42	Childcare	4	3	Childcare	4
43	No pollution/litter	1		Clean environment	1
87	No bitchiness	1		Cultural/social	2
188	Cultural history taught and celebrated through bush camps	1			
165	Improved cost of living	1		Better lifestyle	1
194	Multifaceted approach to revenue	7	1	Economy local Local Social	13
3	Tourism/Horticulture/Aquaculture	2	1		
105	Horticulture Export	2			
5	Local market quality product to be sold locally	1	2		
7	Carnarvon Casino	1	1		
130	Oyster Farms (Infrastructure) Only Carnarvon, tanks to grow the oysters	6	1	Educational opportunities	8
64	Horticulture/Agriculture School with boarding facility	2	1		
156	More TAFE/ATAR face to face education	1			
2	Emergency Services - Climate resilience	1	1		
162	Educational Engagement	1			
168	Carbon neutral	1		Environment Economy	2
143	Move wastewater treatment plant away from town	1		Environment	
147	Better hospital facilities	3		Health care	10
71	Easy access to medical specialists	2			
147	24 hour mental health facilities	2			
171	Improved Hospital facilities	2			
72	Large and functioning Maternity Ward	1	1		
8	Fascine Open	1	2	Infrastructure	3
131	Upgraded Infrastructure - Footpath/Bike paths	1			
12	All the projects this group agrees to ie: if the airport/port go ahead are successful and do not negatively impact the community of the environment	1			
1	Better Parenting	2	1	Better Parenting	2
94	No crime rate	5	1	Safer community	11
181	Crime rate decreased	5			
23	A safer community for our children, elderly and everyone!	1		Social amenities	1
124	Positive/Active youth drop in centre and accomodation	1	1		
6	Sustainable Living & Biodiversity - Gascoyne Honey	4		Sustainability Env	4
37	Sustainability Hydro	1		Sustainability Energy	2
38	Sustainability Wind	1		Sustainability Enery	
164	Sustainable Fishing is still good	6		Sustainability Fisheries	6
16	Oasis for travellers	1		Tourism	2
150	Cultural tours	1	1		
62	More Green space	1		Urban amenities	3
68	Fabulous Woolies parking lot	1			
78	State of the art indoor/outdoor pool heated	1	1		

Word-smithing Vision and Objectives – Draft

A smaller team of ‘word-smithing’ volunteers from the Jury met between the 1st and 2nd, and 2nd and 3rd sitting days to draft and word-smith Vision and Objective statements based on the elements shown above. This team was made up of Calvin D’Sylva, Donna Goodman, Jessica Willis, Ilesha Pugh, and Debbie Willis. The first drafts (presented at the 2nd session) were:

Vision:

Carnarvon will be a place where:

Our community is safe and harmonious.

Our life and livings are sustainable.

Our health and learning are all that they can be.

Our places nurture our past, present and future.

We act, belong and commit to each other

Our Horizons keep Growing.

Objectives:

In 2040 Carnarvon is a place where:

*An engaged community is actively involved in developing and **owning (?)** innovative, local solutions that transcend our region for a safe and unified 6701.*

We foster investment and productivity in industries befitting Carnarvon’s physical and natural environment and that ‘Grow Our Horizons’.

*Our holistic health care facilities provide services from the womb to the grave. Our educational opportunities from **early childhood** to adult are customised and relevant to the individual.*

*Sustainable living **housing?** and industries create an equitable community that can endure into the future.*

*Quality and accessible infrastructure **safety?housing?** and amenities, which build on existing properties, assets that celebrates history and culture.*

*We are a community that acts, belongs and commits (**? Trademark? Cliché?**) to each other in our sporting and cultural events.*

6701!

(**red text** indicates suggestions that were made in plenary during the 2nd sitting).

Values

During the 3rd sitting of the Jury a plenary session generated answers to the question: “What Values should underlie our Vision and Objectives?”.

The following Values from the previous Strategic Community Plan were also provided to the Jury for their consideration. These Values were:

- *Courage*
- *Authenticity*
- *Excellence*
- *Respect and inclusion*
- *Humility*
- *Passion*
- *Cohesion*

All Jurists were asked to nominate 2 of the Values they proposed that were the most important. The associated votes are shown after each Value:

- A. *Authenticity* - 2
- B. *Communication* - 5
- C. *Integrity* - 9
- D. *Harmonious* - 3
- E. *Respect* - 13
- F. *Unified* - 7
- G. *Sustainability* - 7
- H. *Passion* - 0
- I. *Open mindedness* - 1
- J. *Proactive* - 1
- K. *Humour* - 1
- L. *Resilience* – 0

The Jury decided by consent to include the **red** coded Values in the Strategic Community Plan.

Appendix 2 –Action Areas to Focus on/Protect/Change.

This Appendix describes the details and shows supporting information related to the action areas of Focus, Protect and Change.

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

Listed below are the table level scores of the ‘Things we must focus on’ as well as the table level consensus on whether the action areas are generally Social, Economic or Environmental.

	Theme	Table 1	Table 2	Table 3	Table 4	Table 5	Table 6	Total	Social	Economic	Environmental
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.	100	70	85	78	90	90	513	✓	✓	✓
B	We need to focus on improving the availability, accessibility, quality and liveability of housing and take measures to increase protection from natural disasters.	20	65	50	34	30	20	219	✓	✓	✓
C	We need to focus on creating more and different job opportunities for a variety of skills and education levels.	18	40	5	34	50	30	177	✓	✓	□
D	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).	1	20	5	17	10	0	53	✓	✓	✓
E	We need localised government health assistance and access to specialised medical services.	65	30	10	37	20	0	162	✓	✓	□
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.	20	20	60	37	10	30	177	✓	✓	✓
G	We need to encourage new businesses and support already existing ones by encouraging people to stay in town for longer.	21	30	15	25	10	30	131	✓	✓	□
H	We need to encourage tourism by more activities and opportunities to access coastal sites, beaches, fishing etc.	45	30	0	17	40	10	142	✓	✓	✓
I	We need to encourage collaboration between government and non-government agencies to tackle problems.	7	0	40	7	20	20	94	✓	✓	□
J	We need more and diverse educational/training opportunities in town (face-to-face and online) that are supported by local businesses.	30	0	15	7	30	30	112	✓	✓	□
K	We need access to childcare facilities, including before and after school care to increase employment opportunities for both parents.	6	25	60	35	40	60	226	✓	✓	□
L	We need to create a safer community.	37	50	25	58	10	40	220	✓	✓	□
M	We need to focus on creating a community for each and everyone of us as we are all part of the story.	8	15	10	7	10	0	50	✓	✓	✓
N	We need to focus on bringing respect and cultural awareness to the forefront by considering and celebrating our history and culture	22	5	20	7	30	40	124	✓	✓	□

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

Listed below are the table level scores of the 'Things we must Protect' as well as the table level consensus whether the action areas are generally Social, Economic or Environmental.

	Theme	Table 1	Table 2	Table 3	Table 4	Table 5	Table 6	Total	Social	Economic	Environmental
A	We need to protect our environment, fisheries, and wildlife	50	80	85	28	40	35	318	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
B	We need to protect the coastline, including beaches and sand dunes, and rejuvenate them.	40	0	0	33	60	45	178	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
C	We need to protect our elderly citizens - elderly people are not feeling safe.	40	55	40	58	60	35	288	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D	We need to protect our local community, and maintain our integrity as a small town.	13	60	10	44	20	20	167	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
E	We need to protect our heritage and culture - we are multicultural.	37	0	55	18	0	40	150	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
F	We need to protect our children and youth, and give them a future.	50	35	35	28	60	80	288	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
G	We need to protect existing facilities such as the Library and Art Gallery, Space and Technology Museum, and One Mile Jetty Museum.	35	30	35	48	50	15	213	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
H	We need to protect local businesses - encourage them, and increase local employment.	55	45	40	38	30	40	248	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
I	We need to protect locals' opportunities to enjoy Carnarvon's destinations and events.	40	0	20	8	20	15	103	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
J	We need to protect educational activities, and expand them.	20	20	20	18	0	40	118	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
K	We need to protect the community by doing something about the issue of public drinking on the waterfront.	1	30	0	28	20	5	84	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
L	We need to protect family support services and children's activities.	7	0	20	28	20	30	105	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
M	We need to protect tourism, and expand it, while protecting the local environment and community.	12	45	40	23	20	0	140	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

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

Listed below are the table level scores of the 'Things we must Change' as well as the table level consensus whether the action areas are generally Social, Economic or Environmental.

	Theme	T1	T2	T3	T4	T5	T6	Total	Social	Economic	Environmental
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.	70	85	80	70	90	120	515	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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.	36	80	80	30	60	40	326	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
C	We need to better promote Carnarvon as a tourist destination and improve the town's appearance and appeal by public art work, tree planting, visible advertising, maintaining clean public amenities etc.	60	80	40	60	30	40	310	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
D	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.	40	30	30	40	0	30	170	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
E	We need to change the public opinion towards the shire by more transparent interactions and education.	39	20	25	45	10	0	139	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
F	We need improved and better supported emergency, rangers and childcare services.	40	20	50	45	20	30	205	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
G	We need to fix communication and respect within the community.	45	25	30	40	20	10	170	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H	Increase childcare options in town to improve quality, access and affordability	20	0	35	20	70	40	185	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I	Better police communication and involvement in the community.	30	50	10	30	50	50	220	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
J	Increased school attendance and review and improve truancy programmes	20	10	20	20	50	40	160	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Appendix 3 - Daily Agendas

Agenda – 1st Sitting

Sunday 15th May, 2022

a/ To understand deliberation, our charge and our present

How are we going to work together? What we have to do. Where are we now.

b/ To determine what to focus on, protect and change

Where should we focus? What should we protect? What needs to change?

c/ To understand the Big Ideas for Carnarvon Shire already proposed

Big Ideas that could make a significant difference over time

d/ To begin creating our 2040 Vision

How can we express our view of the future?

Agenda – 2nd Sitting

Sunday 22nd May, 2022

a/ To discuss our 1st Draft 2040 Vision

b/ To further understand our Big Ideas, Existing and New

c/ To suggest changes, and some implementation suggestions for the Big Ideas

d/ To check the Focus, Keep and Change lists, itemise whether each idea is Social Economic or Environmental; and add ideas if there are none or very few in a category

e/ To prioritise new lists under Focus, Keep and Change

f/ To suggest Evaluation Criteria (Social, Environmental and Economic)

g/ To determine the process for our Participant Report to be written and agreed

Agenda – 3rd Sitting

Sunday 29th May, 2022

a) To review our Draft Participant Report so far.

b) To finalise our Vision, Objectives and Values.

c) To rate our Shorter-term and Longer-term Big Ideas against our criteria.

d) To develop specific additional suggestions in each of 5 Focus Issues raised:

1. Youth 2. Drug and Alcohol problems 3. Coral Bay and areas outside Carnarvon township 4. Improving Trust between the people and the Local Govt 5. Monitoring Implementation of Participant Report/CSP.

e) To decide our process to get 'sign off' on the Participant Report

f) To decide which participants will present recommendations to the Council.

g) To check-out

h) To meet with Ombudsmen to inform whether process was fair and open

i) Thank all Jurors for participation and hard work. Invitation to presentation.

Appendix 4 - Big Ideas Development

The Big Ideas interrogated and rated by the Jury came from two sources: Council and staff proposals and Jurist proposals. Council and staff proposals were generated and assessed at a separate workshop that used a similar process to that the Jury used and occurred two weeks prior to the Jury sitting. An excerpt from this workshop is shown below for comparative purposes.

EXCERPT FROM ELECTED MEMBER AND STAFF WORKSHOP;

The criteria for rating the Big Ideas were prioritized by the group as:

Social

Creates an improved sense of community – driven by a growing population in a safe, liveable environment – that is immediate and ongoing.

Amalgamates a diverse community with a sense of place, identity and culture in a very liveable environment.

Environment

Sustains natural environments balancing historic current and future community use while minimising environmental negative impacts.

Creates environments that make you want to be there.

Economic

Community benefit and satisfaction vs financial costs (CAP and Ongoing for life of asset).

Makes a material impact on the local economy for the lifespan of the Big Idea.

WEIGHTING

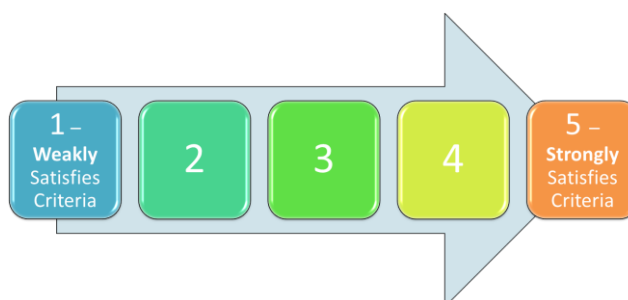
Since different people can value the social, environmental and economic realms differently at different times and in different contexts, it is important that this be incorporated to the scoring system. This process is called 'weighting' In this case each participant was asked to divide 10 points among the 6 criteria with no more than 4 points per criteria after common discussions about their individual perspectives on this question. The points were individually entered into an online spreadsheet and averaged across the whole room to provide the following weightings for each criterion.

Social	<i>Creates an improved sense of community – driven by a growing population in a safe, liveable environment – that is immediate and ongoing.</i>	2.5
Social	<i>Amalgamates a diverse community with a sense of place, identity and culture in a very liveable environment.</i>	0.8
Economic	<i>Community benefit and satisfaction vs financial costs (CAP and Ongoing for life of asset).</i>	2.0
Economic	<i>Makes a material impact on the local economy for the lifespan of the Big Idea.</i>	1.6
Environmental	<i>Sustains natural environments balancing historic current and future community use while minimising environmental negative impacts.</i>	2.0
Environmental	<i>Creates environments that make you want to be there.</i>	1.1

Interestingly, this is a roughly even split (on average across the room) of the 10 points amongst the three categories of social, economic and environmental. At the same time there is strong preference within the categories for one of the two criteria that have been selected.

SCORING

The final stage of the workshop involved the actual rating of the Big Ideas using the 6 criteria developed by the participants (modified by the weighting of each criterion developed in the previous session). After discussion amongst 6 groups of three around laptops each individual entered their score for each criterion for each Big Idea using the following 5 point scale.

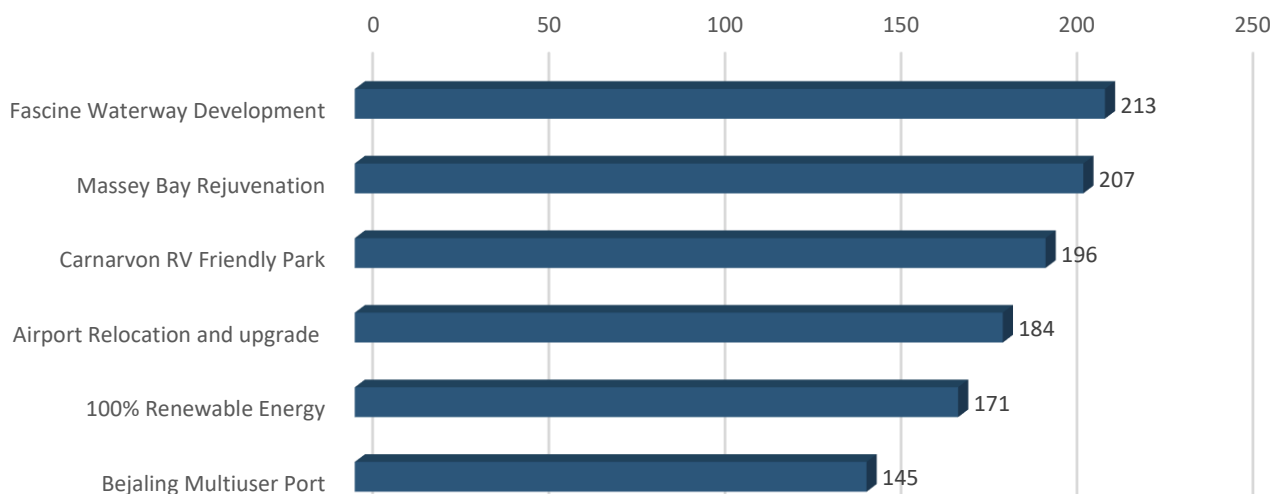


The scores were weighted for each criterion then summed for each group. All the groups were then summed to give the total score for the Big Idea. The following table summarises these results:

	Group Number						TOTAL
	1	2	3	4	5	6	
<i>Fascine Waterway Development</i>	36	47	27	17	47	39	213
<i>Massey Bay Rejuvenation</i>	39	29	36	32	26	46	207
<i>Carnarvon RV Friendly Park</i>	32	31	38	36	25	35	196
<i>Airport Relocation and upgrade</i>	27	36	33	10	43	35	184
<i>100% Renewable Energy</i>	29	19	41	16	29	39	171
<i>Bejaling Multiuser Port</i>	20	32	26	11	31	25	145

And this bar graph graphically summarizes these results:

Big Ideas Workshop - Final Weighted Group Scores



Although the Whitlock Island Development & Fascine Waterway ranked highest, the difference in scores between the top 3 is relatively small implying they were all well regarded by participants. The results support verbal feedback at the end of the workshop. Namely, that the more achievable, imminent projects rated more highly and longer term, larger projects ranked after this by a small amount. The Port idea was generally down rated due to its size and notional nature as well as insufficient information for proper assessment.



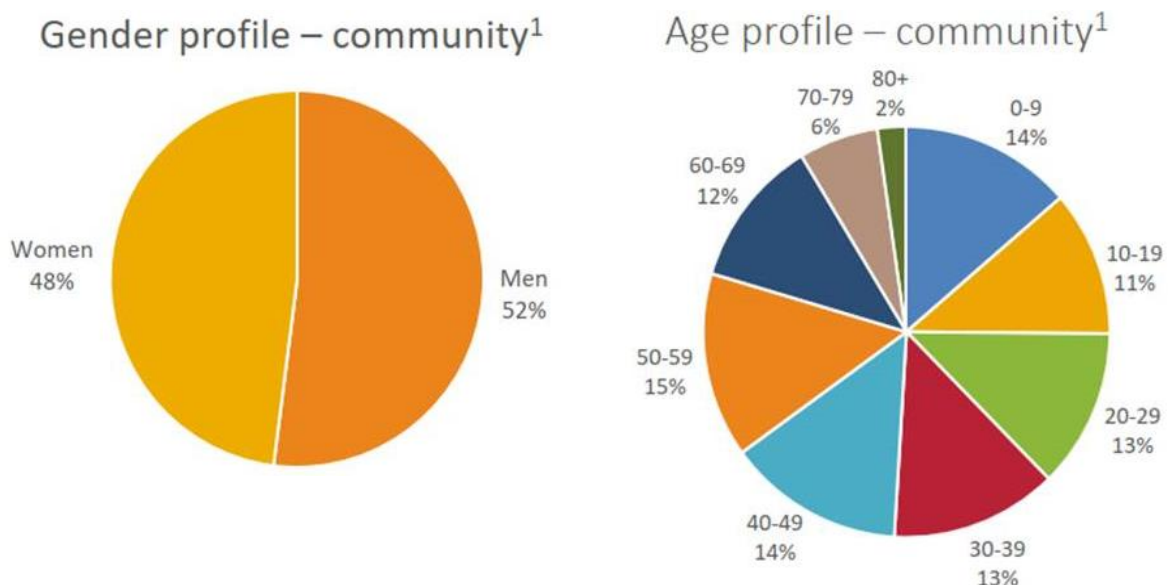
Appendix 5 - Recruitment of Community Jury Members: Methods and Outcomes

The recruitment process was designed so that Community Jury participants were a broad, representative cross-section of the community. Worldwide, the preferred method to achieve a representative panel is through stratified random selection. That requires using a list of all potentially eligible people and inviting a random sample of people on that list to participate. Stratification means that the selection is done on certain criteria, usually age and gender, so the final sample has the same proportion in that group as is in the total population. While recruiting, once a stratum is filled, no one else with those characteristics is invited.

Invitation to participate in the Community Jury was done through the following routes:

- Mail out to all residential addresses in the Shire with the Community Survey.
- Social media posts.
- Personal invitations from Shire staff at stalls in the main street and shopping centres
- Personal invitations to contacts within Coral Bay.

At the closing date for applications around 50 applications had been received. Random draws were then conducted to try and duplicate the gender and age breakdown of the Carnarvon Region¹;



The gender recruitment achieved was 50% male and 50% female – within a 5% margin of the Census value. Members of the Jury generally matched the age profile revealed by the Census within the 5% margin except in two categories: There were no Jurists under 17, despite specific efforts to recruit this group. The number of Jurors over 65 was 10% higher than that in the general population. Four Jurists were indigenous, however there were no male indigenous people.

Retention rates for the first three weeks of the panel was high. Once people made it to the first workshop, they tended to remain. Two participants departed without explanation after the first workshop and one participant was unable to attend for the final workshop because of COVID isolation.

¹ Based on the 2016 Census. At this time no more recent census information was available.

Appendix 6 - Community Survey Results Summary



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.

Appendix 7 - Briefing Paper

A briefing paper on basic, but important facts about the Carnarvon Region was prepared by Dr Svetla Petrova for the Jury and used during the first Session. It is reproduced below.

Shire of Carnarvon

6701: Growing Our Horizons Community Jury Briefing Document



To help you prepare for your work as a juror, we produced this short briefing document to provide you with some basic factual information that might be helpful for your discussions. We hope that you will find this useful when deciding the future of Carnarvon's strategic community directions.

Basic Facts about your Home*

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.



5 544 people in 2016

4%  2011 level

48%  52%

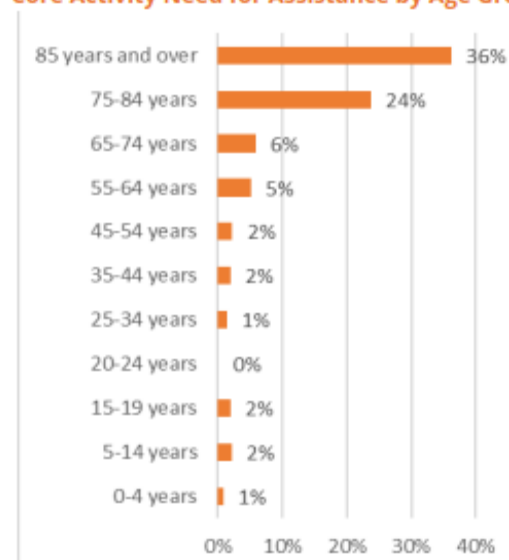
Median age

36 years 2006  38 years 2011  39 years 2016

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



\$1,258

Median weekly household income

\$964

Aboriginal and/or Torres Strait Islander people

*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.



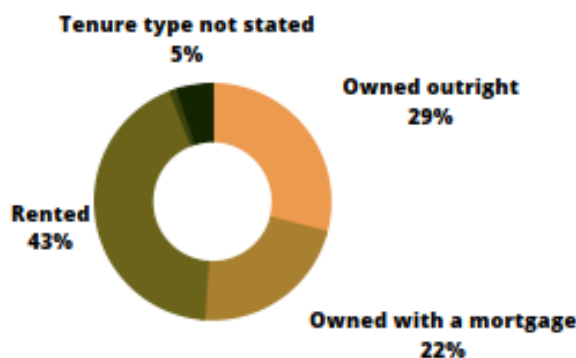
\$200 Median weekly rent

\$150 Aboriginal and/or Torres Strait Islander people

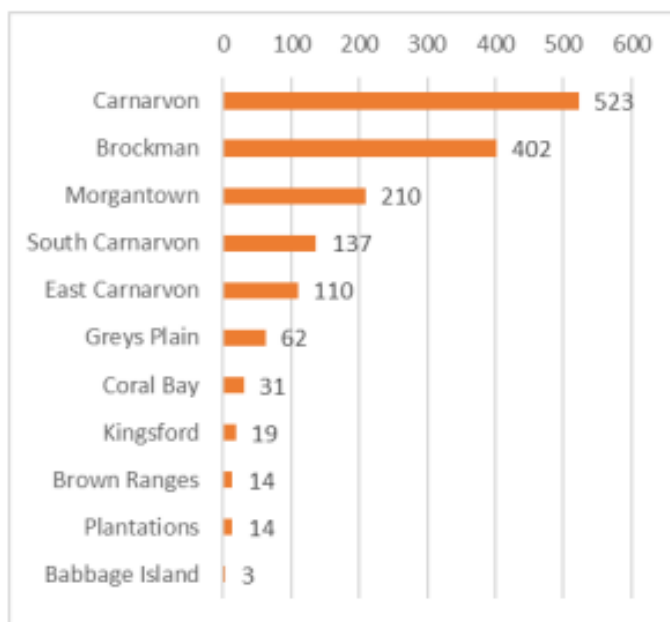


83% occupied

17% unoccupied



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 Gnarlaloo and Quobba station and the iconic Red Bluff, Coral Bay, Kennedy Range National Park, Mt. Augustus National Park to name a few.

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%***

**Source: Department of Education, WA, 2022

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

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

Appendix 8 - Youth Engagement

It's 2030 and Carnarvon is an excellent place we want to live in

Themes from Youth

The following are themes that emerged in response to the statement: *"It's 2030 and Carnarvon is an excellent place we want to live in"*.

Initial responses came from students in Years 9-12 at Carnarvon Community College. A smaller group of year 12 students crafted the themes below from these responses by looking for consistent ideas in the responses.

Job and Educational opportunities:

Carnarvon youth want access to broader educational pathways aligned to their interests that will lead them to a successful career. This includes technical, non-technical trades and tertiary professionals in STEM, Health, and Sport.

Sport and Recreation:

Carnarvon youth want opportunities for sport to be played all year around. Expansion of both summer and winter sporting facilities.

Our ocean, rivers, farmlands and bush:

Carnarvon youth want coastal rehabilitation programs including erosion prevention, keeping the ocean and coast clean and free of litter.

Our roads, and anything we can build:

The youth would like Carnarvon to build better, smoother, wider roads without holes, with more trees lining the streets and more streetlights and signs, especially coming into Carnarvon, including road safety signs.

Our relationships between people and feelings of safety:

The youth would like to feel safer in the town, when playing outside or walking at night.

Appendix 9 - Independent Review Ombudsmen

Independent Review Ombudsmen were established to provide a further level of transparency and to ensure the integrity of this Community Jury process. The Terms of Reference for the role is shown below:

Independent Review Ombudsman (IRO) for the Carnarvon Strategic Community Planning Process

Role expectations

The role of the Independent Review Ombudsman (IRO) is to oversee the public deliberation processes for the 2022 Carnarvon Strategic Community Plan to ensure they are fair, transparent and accountable; and that they maximise opportunities for inclusion, deliberation and influence

The Ombudsman does not participate in the public deliberations in terms of their content, direction or outcomes. Instead, their oversight role is to:

- *Ensure the Community Jury process is fair and unbiased.*
- *Ensure participation in each Jury:*
 - a/ is representative of the population of the Shire,*
 - b/ has access to comprehensive, readily understood information*
 - c/ is given sufficient time and support to deliberate, collaboratively problem solve, and co-create ways forward.*
 - d/ has the opportunity to formally report their findings to decision-makers, and to promote their outcomes to the wider community.*
- *Support and champion the Jury in the wider community*
- *Work with the Shire to respond to any issues arising in the community related to the Jury processes or outcomes, including relevant mainstream and social media issues*
- *Play the traditional role of Ombudsman if Jury participants seek independent resolution to issues that have arisen during the Jury process.*

The proposed mechanisms for achieving these goals are:

- *Conduct a desktop review of the Jury Agendas, reports and attendance demographics.*
- *Conduct group interviews with Jurists following Jury sittings to assess their opinions on whether they received neutral and useful information in a manner that allowed them to deliberate sensibly on the Jury remit.*
- *Be available to receive and address issues or complaints that require resolving in the course of the Jury process.*
- *Write a short statement assessing the execution of above mechanisms and an overall assessment of whole process at the conclusion of the Jury.*

At the end of the 1st and 3rd workshops two Ombudsmen met with the Community Jury (in absence of all Shire staff) to question them on the proceedings of the day, including their feedback on the information presented, the tasks they were required to perform, how the facilitation was and if staff remained neutral in the process. Afterwards the Ombudsmen debriefed the CEO and facilitators on their findings.

Appendix 10 - Synopsis of Daily Participant Feedback Surveys

Panel participants are constituted as a 'mini-public' – an educative forum where representative group of citizens can have deliberations on subjects of concern to the broader community. Feedback on this group was gathered after every workshop through a participant survey (Workshop 1 – 27 forms, Workshop 2 – 24 forms, Workshop 3 – 24 forms). The survey queried general satisfaction with the workshop as well as the effectiveness of particular parts of the agenda. In addition to these general enquiries, questions were asked to assess whether the public deliberation was of high quality.

High Quality deliberation can be assessed by answering the following questions:

- Did the participants have access to useful information about the Shire and the region of Carnarvon?
- Did the participants have sufficient time to deliberate and consider information?
- Did the participants consider other participants' views when making their decisions and could all equally participate in deliberations?
- Did the participants make decisions that were informed and not coerced?

The following analysis points to an emphatic overall 'yes' answer to the above questions. However, the quality of the deliberation did improve over the course of the Jury, which is likely due to a combination of good overall design, improving group work efficacy, and adjusting the amount of time available for deliberation through adjusting workshop agendas, framing and deliberative techniques.

General Satisfaction

In response to the general question *"How well did the Workshop go for you?"* all Jurists always felt that the workshop went either quite well or very well with single exception of a single Jurist at the end of the second workshop who felt the workshop did not go well at all, though no reasons were given.

Did the Jurists have access to useful information about the issues affecting the Carnarvon region?

Jurors were asked whether they were able to:

- understand the key issues under discussion,
- get more information on the key issues,
- play an active role in deliberation,
- and influence the outcomes of the deliberation.

All jurists indicated they could do this quite well or very well in all workshops. The exceptions to this occurred in the first workshop when 5 jurors felt they could not do this very well and the second workshop where the afore-mentioned single juror rated these negatively. The issue in the first workshop seems to

be based on inadequate time to ask questions and understand new information based qualitative comments on the survey and the questions in the next section on available time.

Did the Jurists have time to deliberate?

In general, across all workshops jurors thought that the amount of time given to various parts of the agenda was about right or was too much – which should provide a good basis for quality deliberation. However, there were 5 jurors who believed there wasn't sufficient time in the first and second workshops for elements of the agenda – which could potentially impede good deliberation. These concerns appear to have been resolved by the third workshop when all jurors thought there was enough time to accomplish the agenda.

Did the Jurists consider other Jurists views when making their decisions and could all equally participate in deliberations?

Jurors were asked a series of questions that tested the interaction of their views with others. The questions queried how well Jurors were able to hear from people with differing viewpoints, influence the outcomes of the workshop and express their own views. The questions also queried how much participants believed their participation was utilised and valued and the outcomes of the workshop reflected the views of the room and their table. These questions were particularly significant in the third workshop - the final workshop where final recommendations were generated and endorsed. There was general agreement that participants were able to consider the views of others quite well or very well and that the outcomes of the program reflected the views of their table and the entire room well. As with the other deliberative markers discussed, the early workshops had 2-3 participants dissenting from this view – mostly around their confidence that the outcomes of their deliberations would have real influence. In all cases these dissenters eventually shifted their perception of the inclusion of their views and others by the final workshop.

Did the Jurists make decisions that were informed and not coerced?

There are several ways that decisions might be perverted through the control of information. These strategies might include incomplete covering of relevant issues, biased processes and biased facilitators or officials. There was near universal agreement by participants that the process was fair, the facilitators were neutral and the range and level of services were comprehensively covered. Once again, early in the Jury, one jurist perceived that not all parts of the topic were being covered and the facilitation was not neutral, but these concerns disappeared by the final workshop.

Did the Jurists change or broaden their views?

The final test of whether a deliberative environment has been created was whether the Jurists changed or broadened their views. The 3rd workshop saw all Jurists saying that their views had shifted a lot or quite a lot. Previous workshops had around 30% of all Jurists saying that their views had not changed much or at all. This pattern is common in deliberations, with views and attitudes responding gradually to new information and learning.

Comments

In general, around 10% of respondents provided comments in the space provided on the survey form. Most of these comments reinforced quantitative findings from elsewhere in the survey such as the desire for more time for information absorption and deliberation at the tables particularly in the early workshops. The early workshops also featured comments about dissatisfaction with particular group dynamics and

facilitation. However, by the final workshop, there were predominantly positive comments, particularly regarding the performance of organisers, and the overall experience).

Comments

The general narrative created by the answers to these questions was that from the beginning, high quality deliberation between participants was enabled by the design, organisation and facilitation skills of the organisers. Issues around presentation and framing of information, comfort levels and some dominating personalities caused the organisers to adjust the agendas and deliberation techniques accordingly. This constant and incremental adjustment from workshop to workshop led to a steady improvement in quality of deliberation indicators, general satisfaction and decline in negative comments.

This narrative provides evidence that strengthens the case for the legitimacy of the Community Jury's recommendations as being produced by a representative, deliberative mini-public.