



Participatory Budgeting

Community Panel Range and Level of Services

Recommendations and Report to the City of Greater Geraldton

7 April 2014



In Partnership with:



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Certification of Process by the Independent Review Committee

We, the members of the Independent Review Committee for #changesCGGcommunity, having observed and reviewed the process for Community Panel participation in the recommendations for the Range and Level of Services the City provides, including the Assessment Criteria 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 Greater Geraldton;

Panellists received the information they needed in a format they could understand to enable their decision making; and

Panellists were given the time, information and support to problem solve;

Signed:



Ian Carpenter, Mayor, City of Greater Geraldton



Neil McIlwaine, Deputy Mayor, City of Greater Geraldton



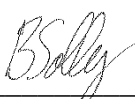
Raina Savage, Independent Review Committee Member



Dave Clare, Independent Review Committee Member



Jenny Allen, Independent Review Committee Member



Brad Solly, Independent Review Committee Member

30 March 2014

Date

Foreward

Local governments in Western Australia are facing the difficult challenge of achieving financial sustainability in an environment of increasing community expectations. Within this environment, the City of Greater Geraldton is challenged with balancing the needs and aspirations of the community with their ability to pay.

The Council has a budgeted net operating loss of \$5.97M for the 2013/14 financial year and does not expect to be in a breakeven position until the year 2022. The City of Greater Geraldton's financial position means that many community needs and aspirations are unlikely to be delivered within the short term, without significant increases in rates or reduction in expenses.

In coming up with solutions to these challenges, the City has long recognised that the best solutions are those that are made collaboratively between Council, the Community and its staff, utilising the principles of engagement and deliberative democracy.

The community of the City of Greater Geraldton have been engaged in a number of deliberative democracy projects in the past, including the 2029 and Beyond Project and precinct planning projects. The overwhelming response from the community is that they want to continue to be engaged in a more democratic way when it comes to the management of the City.

Under the banner of #changesCGGcommunity, the City is working with the Community via Community Panels to develop a priority listing of the services the City provides, make recommendations to Council on increasing, decreasing or maintaining the current level of service and to provide a framework for evaluating new services. This will provide staff with a more focused approach on the delivery of services and some level of certainty for the community about what services they can expect Council to deliver in the coming years.

The Community Panel charged with this mammoth task has worked extraordinarily well and provided the City with an invaluable contribution to developing recommendations on the range and level of services the City provides and well-crafted criteria for use in the future and we offer them our sincere thanks for their dedication to the task, their hard work and passion.



Ken Diehm

CEO, City of Greater Geraldton

Executive Summary

In September 2013, the elected Council of the City of Greater Geraldton formally approved the implementation of two stratified, random sample Participatory Budgeting (PB) Community Panels. The 1st, the 10 Year Capital Works PB, undertaken late 2013, had the task of deliberating and recommending a priority list of capital works projects to be funded, as well as a methodology to prioritise future priorities. The 2nd PB, described here, the Range and Level of Services Community Panel, undertaken in early 2014, (recommending the allocation of 100% of the City Region's operational budget of around \$70 million annually) had the following task: recommending to the Council the community desired range, level, and priority of services to achieve minimal rate increases, or reductions, within the budget limitations set by the Council's adopted Long Term Financial Plan. The Council agreed to seriously consider all recommendations, implement them where feasible, and where not, clearly community the reasons to the Panel and the broader community, but first, seek to understand the intent of that recommendation and work with Panel members to find other ways to achieve it. However, Council would retain the power of veto. Council approved the 1st Community Panel's recommendations in early 2014. The recommendations of this 2nd Panel will be forwarded to Council in April 2014.

A local demographer was given the task of eliciting a descriptively representative random sample of the local community that matched as closely as feasible the most recent Census data. Community members who agreed to participate were sent welcome information packs that outlined their task and timetable, and provided important background information. A total of 40 randomly selected people agreed to participate, 37 commenced and 35 completed the entire deliberation process. The Panel met for the 1st time in December 2013 to learn about the task and practice deliberation. They met 7 times in 2014, each Saturday over an 8 week period. Prior to each session, materials to be read were sent to all participants, sometimes with additional 'homework' to prepare. At each deliberation, an agenda outlined the purpose and the program for the day, although this was altered where needed. During each workshop, participants were seated randomly in small groups, with different seating each workshop. Following each deliberation, a hard copy of a Workshop Report of all the day's findings was distributed to each participant to take home. Between each workshop, City managers and the City Executive Group met to respond to Panel suggestions made, outlining issues relating to the suggestions' feasibility and costing. A participant evaluation survey was completed after each day's deliberation, and the results were discussed the following week. Additionally, members of an Independent Review Committee met with the participants at the end of each day's deliberation without any of the City or Curtin University support team in the room, to determine the extent to which the process had been fair, unbiased, representative, well informed and deliberative. After the final workshop, a small Panel editing group met to make final edits to their recommendations. This was sent to and later approved by the whole Panel.

Panel Recommendations

1. Given due consideration to the Panel's initial 'charge', to keep their recommendations within the budget limitations set by the Council's adopted Long Term Financial Plan, i.e. with minimal or reductions in rate increases, the Panel made the following budgetary recommendations:

Recommended Direction	Service Area
1. Service areas where an <u>INCREASE</u> in the service level is recommended.	1.1. Asset Management: Develop a rating system for assets, and monitor assets. 1.2. Land Development: Increase selling and buying of lots. 1.3. Land and Leasing: Increase building maintenance services. 1.4. Rubbish Collection: Investigate recycling options for organic waste, and educate the community about current recycling and waste reduction options.
2. Service areas where a <u>DECREASE</u> in the level of service is recommended.	2.1. Aquarena: Reduce service in winter months. 2.2. Operations Support: Review vehicle requirements. 2.3. Parks: Reduce maintenance and care of parks.
3. Service areas where there was a <u>SPLIT VOTE</u> on the service level provision.	3.1. Community Engagement 3.2. Library 3.3. Mullewa Town and Community
4. Service areas where the level of service should <u>REMAIN THE SAME with a DIFFERENT FOCUS.</u>	4.1. Planning and Design 4.2. QPT 4.3. Community Development
5. Service areas where the level of service should <u>REMAIN THE SAME.</u>	5.1. All other services

All service recommendations included specific actions to achieve the recommended direction and reasons for that action.

2. In order to remain within the budget limitations set, if there is not sufficient funding to implement the recommended *increases* in services, they have been prioritised in order of importance for implementation.
3. Additional recommendations for future budgetary decision-making processes:
 - a) Repeat the random sample Participatory Budgeting Community Panel every 2 - 4 years (prior to half term and/or full term local elections); and
 - b) In two years' time, invite back the members of this Community Panel for a day to see the outcomes of this participatory budgeting process.
 - c) Repeat the same or a similar deliberation process for future Community Panels, however a number of improvements have been suggested.
 - d) Involve the broad community in the City's budgeting process. Examples of how this might be achieved included:
 - Requesting councillors of every ward to publish a list of services they are supporting, so people can decide who to vote for, based on what services they want to increase/decrease. Broadly disseminating these views in the local

newspaper and on website. Encouraging the community to email their councillor with their issues/ideas.

- Engaging with progress associations on issues relevant to their localities.
 - Building the community's understanding of the level and range of services the City offers, informing them about the services the City offers and the longer term projects, and inviting the community to attend council meetings and make suggestions on the budget process and allocation through a variety of ways (suggestions are given).
4. A recommended aid to future budgetary decision-making - a set of weighted criteria and a prioritised list of all the City's services.
 5. Additional suggestions to improve the efficiency and effectiveness of services and suggestions for alternative funding.

Community Panel Background

Local governments in Western Australia are facing the difficult challenge of achieving financial sustainability in an environment of increasing community expectations on service delivery, performance, accountability and participation. Within this environment, the City of Greater Geraldton is challenged with balancing the needs and aspirations of the community with the City's ability to pay. The City has long recognised that the best solutions are those made collaboratively between Council, the community and its staff, utilising the principles of engagement and deliberative democracy.

Over the past 4 years, the City of Greater Geraldton, in partnership with Curtin University Sustainability Policy (CUSP) Institute, has designed, implemented and evaluated numerous deliberative democracy projects to address major challenges faced by the City. These include developing the Strategic Community Plan, their digital future, as well as City Region and precinct planning. The overwhelming response from the community is that they want to continue to be engaged in a more democratic way when it comes to the City's management.

This has led to the recent #changesCGGcommunity, an externally focused strategy that incorporates the principles of community participatory budgeting into the delivery of community infrastructure and the range and level of services provided by the Council. The #changesCGGcommunity strategy aims to provide a more transparent, accountable and democratic budgetary process that will ensure there is not only equitable representation of community interests, but that the outcomes of these participatory budgeting initiatives will empower the local people in the City's budget allocation processes.

Over the past few years, it has become clear that the City's financial position was unsustainable. For example, a recent Sporting Futures Plan, developed through community participation, has raised the community's expectation for the delivery of sport and recreation infrastructure in excess of \$100M. Other plans and policies of Council have raised similar expectations from the community in relation to the delivery of services or infrastructure. Without change, the City will be unable to meet or effectively manage the community's aspirations.

Having experienced the principles and practices of deliberative democracy over the past 4 years, the community has been clear that they want to continue to be engaged more democratically and collaboratively. Hence, when there was community outrage at the Council decision to significantly raise local rates and taxes, it was determined to involve the community more meaningfully in the budgetary decision-making process. It was determined to entrust a representative, facilitated deliberation group of ordinary community members to make recommendations on the allocation of the budget. The participatory budgeting initiatives that have resulted have radically changed the way the City makes its strategic financial decisions.

Unlike many participatory budgeting (PB) initiatives across the globe that involve only around 10% or less of the City's budget, Greater Geraldton's participatory initiatives involve 100% of the City Region budget. To deal with the complexity this encompasses, it was determined that it would not be appropriate to implement the most common PB format in which community groups develop proposals, members of the broad community then vote to

prioritise projects which are then funded. Instead, a smaller group of the local community, descriptively representative of the region's population, would need to develop a firm understanding of the City's budgeting processes as well as their functions, capital works and services in order to make considered, well-reasoned recommendations.

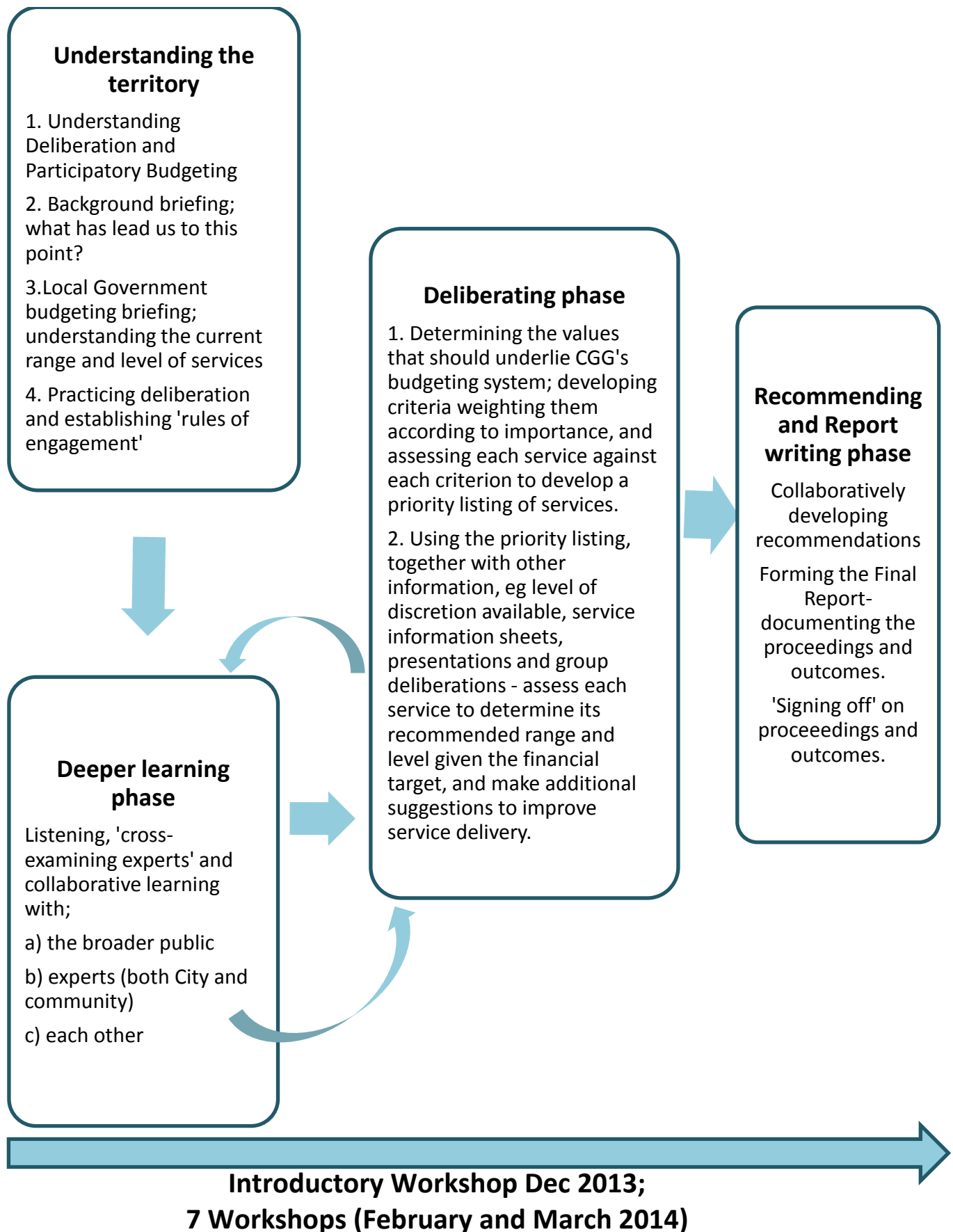
Establishing such a process had been discussed previously during the innovative three year '2029 and Beyond' deliberative democracy action research initiative. This three year project - a joint undertaking by CGG and Curtin University Sustainability Policy (CUSP) Institute - aimed to achieve greater sustainability through developing a deliberative community and collaborative governance. As part of the research process, in late 2012, the Council and City had been privileged to be the recipient of training seminars from an internationally renowned Participatory Budgeting expert who had flown to Geraldton from Portugal (at no expense to CGG). In late 2013, the new CEO of CGG strongly believed that empowered community decision-making on budgetary allocations should be a central feature of *#changesCGG*, an internal and external change management program to improve engagement, productivity, efficiency and align corporate outcomes with community expectations.

At an ordinary Council meeting in September 2013, Council formally approved the implementation of two stratified, random sample Participatory Budgeting (PB) Community Panels. The 1st, the 10 Year Capital Works PB, had the task of deliberating and recommending a priority list of capital works projects to be funded (around \$70 million over 10 years), as well as a set of criteria (used to determine that ranking), that could be used by the City for prioritising future priorities. The 2nd PB, the Range and Level of Services Community Panel (recommending the allocation of 100% of the City Region's operational budget of around \$70 million annually) had the following task: recommending to the Council the community desired range, level, and priority of services to achieve minimal rate increases, or reductions, within the budget limitations set by the Council's adopted Long Term Financial Plan.

At the same September 2013 Council meeting, the Council resolved the following regarding both Panels' recommendations: The Council will:

1. Seriously consider all recommendations made by the Community Panel;
2. Implement recommendations wherever feasible;
3. Where a recommendation or recommendations cannot be implemented, Council will clearly communicate the reasons to the Community Panel and the broader community; and
4. Where a recommendation or recommendations cannot be implemented, Council will seek to understand the intent of the recommendation/s and work with the Community Panel to find other ways to fulfil the intent.
5. Retain the power to veto any or all recommendations made by the Community Panel.

Community Panel Deliberation Process



Following the Council approval of 2nd Participatory Budgeting initiative in 2013, a local demographer elicited the random sample participants ([see Appendix 4](#) for a full description of this process). The sample was stratified to ensure a descriptively representative sample of the local community as matched to data drawn from the most recent Census. Unlike other random sampling done previously, this participant group was reasonably representative of Aboriginal people and youth. Forty participants agreed to take part in the process. An introduction day was held in December 2013 prior to the long Christmas summer break. All participants agreed to a further 6, possibly 7 full day deliberations, each Saturday (minus one Saturday in the middle, a holiday long weekend). By the 1st day of the deliberations in 2014, on 1st February, there were 37 participants. The entire deliberation process – 8 Saturdays in total, concluded with 35 participants. This very low dropout rate was extraordinary given the significant workload and intense day long deliberations involved. Nearly every Saturday ended with ‘homework’ to be completed for the following week. This was carried out methodically each week by over 2/3 of the participants. The remainder needed to try to catch up as they went, often with the additional assistance of others in their small group who came more prepared.

An Agenda was distributed to each participant at the beginning of each day’s deliberations. At the request of the group, this was often altered to suit their needs. The Agenda outlined the purpose of the day and how it would be achieved ([see Appendix 3](#)). Using the innovative CivicEvolution online platform, networked computers enabled all the small group inputs to be themed and displayed, and where appropriate, prioritised, all virtually in ‘real time’. This also enabled a Daily Report of all day’s outcomes to be distributed to each participant in hard copy at the close of each deliberation day (see Appendix 4), inserted following that day’s Agenda). For the purposes of this Final Report, each Daily Report has been summarised, or alternatively, examples of day’s process have been included.

At several points during this process, all participants completed pre-deliberation surveys. These were based on participants’ expectations both of governance and the deliberation process. Each deliberation day, all participants completed a post deliberation survey on how the day went in terms of the quality of deliberation – the relevance of the information, extent to which they could voice their views, felt heard by others, thought they were able to influence the outcomes, and so forth; as well as suggestions for improvement. At the start of the following day’s deliberation, the results of these post deliberation surveys were briefly discussed, including the improvements suggested and what would be or could be done in response (see [Appendix 9](#) for a synopsis of daily participant feedback survey). Additionally, several members of the Internal Review Committee ([See Appendix 8](#)), who had observed the proceedings during the day, making themselves available if Panel members wanted to talk with them, also met with the participants following each day’s deliberation, without any of the City or Curtin University support team in the room, to determine the extent to which the process had been fair, unbiased, representative, well informed and deliberative. Using keypads to ascertain participant responses to questions the Internal Review Committee (IRC) had developed, the IRC ensured the process was proceeding in a transparent and equitable way. The IRC members later debriefed the City/Curtin support team about what had worked well and what needed improving for the following week; and together, the debriefing group developed ways the process could be improved.

To cover out-of-pocket expenses, those participants who took part in all seven sessions in 2014, received a \$100 per-diem payment per deliberation day.

The official brief for the Participatory Budgeting Community Panel on the Range and Level of Services (i.e. allocating 100% of the City’s operational budget of approx. \$70 million) was as

follows: recommending to the Council the community desired range, level, and priority of services to achieve minimal rate increases, or reductions, within the budget limitations set by the Council's adopted Long Term Financial Plan. During the deliberations, the Mayor reaffirmed the Council's commitment to entrust this deliberating group with recommending the budget allocation

Prior to their first meeting, Panellists were provided with a background information pack including the Strategic Community Plan 2013-2023, frequently asked questions about the City strategy #changesCGGcommunity project, descriptions of a Community Panel and also the social media to be used, copies of media coverage to date, a Community Panel Agreement and other required forms. At their 1st meeting, Panelists received an additional information pack including descriptions of the recruitment methodology, more about the Community Panel, facilitation, a code for working together, a glossary of terms, the role of the Independent Review Committee and the City's Long Term Financial Plan.

During each day's deliberation, senior members of City staff with expertise in and knowledge of the City's services being deliberated that day were available to respond to questions both during plenary sessions and during small group deliberations. At the request of participants, the agenda changed to enable service managers to give a presentation at the outset of the deliberations on that service, and respond to the room's questions (rather than after initial small group discussion as originally programmed). Managers' or Directors' presentations included a description of what was involved in that service, the costs, the usage rates, the extent to which that service was discretionary and what each manager thought could be cut back or embellished. This information was also available in the service documentation participants were sent each week. The City CEO made several presentations responding to issues raised by the Panel and responded to their questions. Each week, the City responded to suggestions made by the Panel in terms of the range and level of services, including approximate costing. These responses were first written by the service managers, which were then discussed, amended if needed and approved by the City executive group. In this way, there was an ongoing two-way communication process between the Panel and the City. Importantly, the City established a highly effective support team of cross functional City staff, who facilitated at the small table deliberations, scribed where needed, provided logistics support, as well as the overall daily organisation.

The specific steps of the Panel's decision-making process were as follows:

- a) Learning about the services in each Directorate through reading, presentations and questions as plenary and small groups.
- b) Clarifying the Panel's values through an iterative process, commencing with what was important to them about living and working in Greater Geraldton; then reflecting on two sets of values developed by the community - those from the Strategic Community Plan and those developed by the 1st Participatory Budgeting Community Panel; giving reasons as to their suggestions for change or no change in services, using relevant values from the sets provided and from their own values; having those reasons grouped to form a new set of values; and finally, using this new set of values to help their decision-making for the final recommendations.
- c) After each of the services in a particular Directorate had been presented and discussed, then small groups submitted their first thoughts as to which direction that service budget should take, i.e. spend more money for more/better service, less money for lower level of service, or same money for same level service or with a different focus; with specific actions to achieve this; and reasons for this decision.

- d) Individuals submitted their vote as to whether to: spend less money on less service or more money on more/better service; or keep the same funding for the same service level; or keep the same funding with a different focus (only one choice).
- e) The room was divided into thirds, with each third starting on a different set of services within that Division. As soon as each small group had progressed through their set of services, they commenced the next set. Some groups tended to take more time deliberating each service; other groups seemed to decide more easily what they wanted to submit and moved more quickly through each set. Dividing the room enabled each group to work through their set or sets, at their own pace.
- f) All group comments were submitted to the CE platform, and were later combined, though each table's comments were clearly assigned to that table. The combined outcomes were called the Preliminary Results.
- g) The combined results were disseminated in the Workshop Report at the close of each day's deliberation.
- h) The Preliminary results were given to the Manager responsible for that service for a response regarding the feasibility of the suggested action and its approximate costing. The Manager gave his/her written response to the City Executive Group, and amendments were made if needed. The City's agreed response was then given to the room at the next workshop.
- i) At the following workshop, the Managers briefly presented the City's responses and responded to further questions asked.
- j) During the week, the Panel was given the updated combined version of all the groups' work and responses.
- k) This process was repeated with each Directorate – mostly 2 Directorates were addressed in the one day. Those few services with no discretion at all were briefly overviewed but were mostly not discussed by the Panel.
- l) Before final voting on the direction each service should take, the Panel had accumulated a number of tools to help them make these decisions:
 - A priority listing of all the City's services developed by the Panel: As a plenary, they agreed to a set of criteria (developed through their earlier work) and then individually weighted each criterion according to its importance. The small groups then assessed each service according to each criterion. The votes were immediately relayed to the room, with the City services listed in priority order.
 - Information sheets supplied throughout the process by the City, including the chart illustrating the level of discretion of each service; and the budget pie chart of all the City services.
 - The Panel's preliminary results' documenting the Panel's combined listing of directions, actions, reasons and additional suggestions.
- m) All small groups considered all services, voting firstly on their direction – i.e. to increase, decrease, keep the same or keep the same with a different focus – and then on each action and suggestion as to whether they wanted it in the final report or not.
- n) The Panel agreed that unanimous, 2/3 majority votes, and majority votes on each service's direction will be in the Final Report's main section, while minority views (less than 50% of the room) will be in the Appendix (see [Appendix 2](#))
- o) In order to ascertain whether further consensus could be obtained, close results were discussed in a plenary session, with those voting one way or the other giving their reasons, followed by a re-vote, with each table altering their votes if needed. The result was called the Final Service Result.

These steps followed the specific *purpose* of each day's agenda:

Saturday Dec 7th, 2013 - To meet other participants, share knowledge, establish working relationships, understand the underlying principles of public deliberation and PBs; and begin to build deliberative confidence.

Saturday 1st Feb, 2014 - To learn more about CGG's budgeting process & trial a budget allocation process.

Saturday 8th Feb, 2014 - To assess the range and level of Creative Communities services.

Saturday 15th Feb, 2014 - To learn more about the 'Sustainable Communities' services and budget, and determine the Panel's preferred budget allocation.

Saturday 22nd Feb, 2014 - To learn more about the 'Department of Community Infrastructure' and 'Department of Corporate and Commercial Services' - their services and budget - and determine the Panel's preferred budget allocation.

Saturday 8 March, 2014 - To revise the criteria; To prioritise each Directorate's services by rating each service against the criteria; To weight the criteria (if desired); and if time remains, To determine which recommendation group each participant would prefer to join (i.e. which services to address) and start the deliberations.

Saturday 15th March, 2014 - To determine the draft recommendations for each service; To prepare for the community participation later in the afternoon; Panel representatives to give brief presentations to the broader community on those issues the Panel determines it needs further community input; and to listen to and take notes on community suggestions and issues.

Saturday 22nd March, 2014 - To finalise the Community Panel's Final Report recommendations: To discuss the community input session and add to/change the draft recommendations if needed; To determine what recommendations will be the Final Report and what will be in the Appendix; To overview the City feedback on approximate costing; To determine the preferred direction for each service; To determine the preferential ordering in the Final Report of each service's actions to achieve the preferred direction(s), and additional suggestions; To agree to additional recommendations re future processes etc.; To determine next steps in Panel process including volunteers to present to City and Council.

A variety of public deliberation techniques were used during the deliberations. The introductory workshop included a World Café. All other sessions used the 21st Century Dialogue that relied on an innovative software platform called CivicEvolution (CE). At one workshop, a Multi Criteria Analysis (MCA) Conference was carried out, also using CE. At the meeting the Panel held with the broader community a modified version of Open Space Technology was held. (For descriptions of all techniques, see [Appendix 5](#)). Throughout, various social media platforms were utilized to include the broader community, with ongoing contributions from local people, as well as state, national and even international comments ([see Appendix 6 and 7](#)).

This process was both comprehensive and intensive. It had the advantage of a the partnership between Curtin University Sustainability Policy (CUSP) Institute (providing skilled deliberation design, lead facilitation, theme team coordination, evaluation and report writing) and a skilled Geraldton team (providing project management and coordination, expert advice, table facilitation, theme team members and logistics support). Since this process was part of an action research project, participants were surveyed at the outset and following each day's deliberation. There will

also be qualitative interviewing and quantitative survey follow-up after the process has ended. The results of participant surveys indicate the extent to which the process demonstrated high quality deliberation ([see Appendix 9](#)), and attitudinal results of participants will be compared with general population surveys. The extent to which the Community Panel influenced the Council's decision-making on the budgetary allocation for the range and level of services will also be assessed; as well as changes to City procedures that resulted. Additionally, participant's willingness to be involved in future deliberations will be assessed and the extent to which this process influenced their civic involvement. Of note, given the extensive time commitment of this Community Panel, it was extraordinary that there were only 2 people who withdrew from the process.

Since deliberative democracy aims at joint decision-making between government and ordinary citizens using collaborative problem solving, there were continuing communication feedback loops between the City and the Panel. This resulted in mutual learning. For example, after the first day, there was disagreement between the City and Panel as to the Panel's task. The CEO wanted the Panel to inform the City of the value of each service - whether an informed community wanted to spend more or less on each service and if so, in what way, or to what level. The Panel wanted to inform the City how to achieve more service for less ratepayer money through efficiency, effectiveness and different ways to fund services. The CEO told the Panel that those latter issues were for the City to resolve, (i.e. the Council had charged the CEO with delivering a 2.5% efficiency gain each year). This apparent impasse was resolved the following week by discussing the 4 different ways of potentially achieving value, and then modifying the CE platform to enable each to be addressed. While this was not the preferred outcome for some Panellists, it was accepted.

Of note, the extensive service description data provided by the City was continually modified as a result of Panel requests and suggestions. One of the most effective information improvements was the development of the service pie chart that clearly illustrated where the City's money was being spent ([See Appendix 1](#)).

The two way communication between the City and Panel was particularly effective when the City was able to rapidly respond to Panellists drafted recommendations, both in writing and through question and answer sessions. When one or two of the Panellists, who had trouble trusting the City's information, requested more detail, it was provided, often immediately and in writing. While the City sometimes found this to be onerous, it also helped them present information more clearly, to the level of detail needed.

The deliberation process was dynamic and adaptive. The task to be achieved was complex and had to be continually moulded into bite-sized chunks, so it could be easily understood and self-managed. A 100% budgeting process had not been undertaken by ordinary residents before to such breadth, depth and deliberativeness, so it was new territory for everyone. The frequent changes, at very short notice, put enormous strain on the CE platform and its designer to implement the desired software changes at very short notice. It is to the credit of this innovative platform that it has achieved sufficient flexibility to be able to cope with the often significant challenges it faced.

Recommendations on Current Range and Level of Services

Given due consideration to the Panel's initial 'charge', to keep their recommendations within the budget limitations set by the Council's adopted Long Term Financial Plan, that is, with minimal or reductions in rate increases, the Panel made the following budgetary recommendations relating to the range and level of services:

Services areas where an **INCREASE** in the service level is recommended

Service Area to be Increased	% in Favour	Specific Action to Increase the Service Level	% in Favour of the Action	Reason
Asset Management	100%	Proactive rating system of assets which more accurately targets maintenance and replacement needs thereby reducing costs. Monitor assets appropriately. Improve information entered into the asset system to save costs right across city operations and be proactive on projects.	80%	More accurately target maintenance timing and replacement needs thereby reducing costs.
Land Development	71%	Increase selling and buying of lots.	58%	An increase is achievable with the same rates funded resource level because doing more depends on existing resources producing the business cases for land development projects which are loans funded. The flow on effect creates further employment for others. Contributes to attracting new development and new residents. Funding is obtained from the sale of blocks and then creates ongoing rates revenue. Purchasing land and selling has to take into account the current market. Look at increasing percentage of sales and dispersing income throughout Council (flow on effect).

Land and Leasing		Increase maintenance services to currently leased City buildings. For example: the Original Railway Station, etc...	55%	Upgrade currently leased City owned buildings so that they don't degrade beyond repair. Well maintained buildings will provide the City with rental income.
	61%	Increase income/asset base by opening up more crown land for leasing with 21 year leasing agreement.	39%	Income will increase via lease money and when it's developed, rates revenue will also increase. For example: sporting groups would have more access to leasable land. Spaces to be leased out with discounts offered to residents and businesses from the City. Working with external market operators would assist in increasing income from Council land.
Rubbish Collection	58%	Invest in researching recycling options of organic waste (including the option of a second specific organic waste household bin). Education of community about waste reduction and current recycling options.	71%	A reduction in the amount of waste going into landfill (as regulated by state government) would extend the longevity of the site, which in turn, would result in the reduction of the City's carbon's footprint. Kerbside recycling is currently cost prohibitive so need to investigate alternate options.

Services areas where a **DECREASE** in the level of service is recommended

Service Area to be Decreased	% in Favour	Specific Action to Decrease the Service Level	% in Favour of the Action	Reason
Aquarena	100%	Reduction of operational service during winter months when attendance is traditionally lower to reduce running costs but still maintain some income. For example: only open two out of four pools.	74%	Keeping two lanes and the hydro-pool open in the winter months will cater to seniors, those exercising and physiotherapy as needed.
Operations Support	100%	Review of the number of vehicles required. Endorsement given to the new car pool system.	81%	As service levels change in other departments fleet requirements will vary. Operations support requirements are heavily dependent on staffing levels within the other service areas.
Parks	68%	Reduce the cost of maintenance and care of parks by amending planting to use more self-sustaining plants which require less maintenance, water, etc... Let the grass grow longer. Remove or change trees under power lines which will reduce the amount of maintenance required in that area and replace with shrubs. Remove big trees that have ongoing maintenance costs and replace with more suitable, smaller and attractive trees. Reduce mowing services by utilising artificial turf in certain areas for example the centre of roundabouts where mowing would require traffic management.	77%	Less maintenance provides cost savings.
		Turn less utilised parks into nature reserves. For example: planting native trees.	52%	Native plants will look after themselves and require less maintenance. So kids can play in a natural environment.

Services areas where there was a **DIVIDED VOTE** on the service level provision

Service Area of the Divided Vote	% in Favour	Specific Actions Regarding the Service Level	% in Favour of the Action	Reason
Community Engagement	48% Maintain the current level of service 52% same level of service with a different focus	Increase: free advertising avenues. Decrease: paid advertising.	74%	Reducing paid advertising will save money in the long term. By increasing the utilisation of free advertising avenues increases local knowledge as most people have access to free sources of information.
		Increase: the amount of on-line surveys and mobile app integration. Decrease: reduce the phone surveys.	71%	People who reply to online surveys provide a more personal and informed response.
		Increase: neighbourhood planning. Decrease: phone surveys.	65%	Community planning creates ownership within neighbourhoods and increases community involvement. Phone surveys are intrusive.
Library	48% reduce the level of service 48% maintain the same level of service	Close the Library and Sundays.	50%	As a minority of people use the facility on a Sunday, closing the library on Sundays will provide a cost benefit to the City.
Mullewa Town and Community	48% maintain the same level of service 42% same level of service with a different focus	Increase: Parks and gardens officer based in Mullewa. Decrease: parks and gardens officer commuting to and from Geraldton 2-3 times a week by sourcing a local employee and ensure that appropriate housing is provided.		More productive use of hours if parks and gardens officer is Mullewa based.

Service areas where the level of service should **REMAIN THE SAME with a DIFFERENT FOCUS**

Service Area to remain same different focus	% in Favour	Specific Actions to Refocus the Service Level	% in Favour of the Action	Reason
Planning and Design	87%	<p>Increase: Invest in internal staff and reduce consultants if a full time equivalent (FTE) is possible. More project planners that are local and understand local issues to reduce outsourcing. More qualified people to get the planning and design components right so overall project costs are reduced and long term asset management (maintenance and renewal) costs are reduced as well.</p> <p>Decrease: If FTE is available the cost to employ one full time staff member is less than one full time consultant.</p>	77%	By providing more design capability will provide more robust design which will reduce costly variations during construction.
QPT	84%	<p>Increase: Spend more on marketing/advertising for QPT events.</p> <p>Decrease: Remove the box office attendance during the day at the QPT and move the ticket sales to the City front desk/library. Open box office an hour prior to shows.</p>	77%	<p>More marketing exposure would increase ticket sales and attendance.</p> <p>By closing the box office would save money as the service is already being provided at the Civic Centre.</p>
Community Development	71%	<p>Increase: Midnight Basketball.</p> <p>Decrease: Indigenous cultural development.</p>	31%	Midnight Basketball is a building block for youth at risk. As the majority of the youth at risk are Indigenous, support for Midnight Basketball should therefore come from Indigenous Cultural Development.
		<p>Increase: funding for Midnight Basketball.</p> <p>Decrease: funding for sport and recreation program.</p>	38%	Inject more money into Midnight Basketball as this is a building block for at-risk youth and the community. As this is a more targeted sport related program that deals with specific issues support (funding) for the program should come from sports and recreation.

Services areas where the level of service should **REMAIN THE SAME**

Service Area to Remain the Same	% in Favour	Service Area	% in Favour
Arts and culture	100%	Development Compliance	94%
QEII	100%	Meru Landfill	84%
Building Assessment	100%	Mullewa Landfill	81%
Strategic planning	100%	Heritage	77%
Environmental Health	100%	Development Assessment	74%
Emergency Management and Fire	100%	Community Development	71%
Media & Marketing	100%	Ranger Services	71%
Works	100%	Childcare Services and Administration	68%
Major Projects and Project Support	100%	Economic and Foreign Affairs	68%
Customer services	100%	Tourism	65%
Community Grants	100%	Community Events	58%
Airport Service	97%	Sustainability	55%

Recommended Implementation Priority for the Increases in Service Level Recommendations

In order to remain within the budget limitations set, if there is not sufficient funding to implement the recommended increases in services, they have been prioritised in order of importance for implementation.

Service Area	Specific Action to Increase the Service Level	% of Points Allocated
Rubbish Collection	Invest in researching recycling options of organic waste (including the option of a second specific organic waste household bin). Education of community about waste reduction and current recycling options.	24%
Asset Management	Proactive rating system of assets which more accurately targets maintenance and replacement needs thereby reducing costs. Monitor assets appropriately. Improve information entered into the asset system to save costs right across city operations and be proactive on projects.	22%
Land Development	Increase selling and buying of lots.	20%
Land and Leasing	Increase income/asset base by opening up more crown land for leasing with 21 year leasing agreement.	18%
	Increase maintenance services to currently leased City buildings. For example: the Original Railway Station, etc...	16%
Total		100%

Additional Recommendations for future Budgetary Decision-Making Process

- a) Repeat the random sample Participatory Budgeting Community Panel every 2 - 4 years (prior to half term and/or full term local elections); and
- b) In two years' time, invite back the members of this Community Panel for a day to see the outcomes of this participatory budgeting process.
- c) Repeat the same or a similar deliberation process for future Community Panels.
Suggested improvements: advise future Panels on what the Council is responsible for and what it is not; provide more big picture context such as demographic details; provide more time for the decision-making processes; use electronic voting hand held devices if voting discussions are not necessary; reduce the work load e.g. no homework, shorter days but more sessions; use graphs wherever possible, number pages, and use version control of all documents
- d) Involve the broader community in the City's budgeting process. Examples of how this might be achieved included:

Requesting councillors of every ward to publish a list of services they are supporting, so people can decide who to vote for, based on what services they want to increase/decrease. Broadly disseminate these views in the local newspaper and on website. Encourage the community to email their councillor with their issues/ideas.

Engaging with progress associations on issues relevant to their localities.

Building the community's understanding of the level and range of services the City offers, informing them about the services the City offers and the longer term projects, and inviting the community to attend council meetings and make suggestions on the budget process and allocation. Suggested ways to achieve this include: displaying this information at a specific location; through the Council via the TAGG page in the Midwest Times; the 'what's on' website; more public interaction on social media (with the option for online community participation with regards to the budget); giving a basic, quick synopsis of the City Services pie chart, with a link to go in depth if wanted; using layman's terms instead of technical terminology; giving the community access to all the fact sheets given out during the Panel; and finding opportunities to engage youth through the City talking to schools about Council processes and procedures and other relevant information that would involve youth, including grant opportunities available, as they are the future.

- e) A recommended aid to future service budgetary decision-making - a set of weighted criteria and a prioritised list of all the City's services.

Services Prioritised by Criteria

Priority Ranking	Service Area	Unweighted Scores	Weighted Scores
1	Parks	22	22.67
2	Community Development	21.1	21.24
3	Works	19.9	21.13
4	Airport Services	19.8	20.99
5	Sustainability	20.2	20.66
6	Mullewa Town and Community	20.4	20.65
7	QE II	19.2	19.76
8	Meru Landfill	18.3	19.55
9	Tourism	18.9	19.47
10	Community Grants	18.8	19.31
11	Rubbish Collection	17.8	19.25
12	Aquarena	18.2	19.05
13	Emergency Management and Fire	17.8	18.89
14	Childcare Services and Administration	17.9	18.67
15	Community Events	18.8	18.66
16	Community Engagement	18.8	18.62
17	Land and Leasing	17.6	18.49
18	Planning and Design	17	18.41
19	Ranger Services	17.7	18.36
20	Strategic Town Planning	17.2	18.35
21	Development Assessment	17.3	18.33
22	Land Development	17.2	18.29
23	QPT	18.1	18.14
24	Local Law Compliance	17.2	17.95
25	Major Projects and Project Support	16.6	17.75
26	Asset Management	16.6	17.72
27	Customer Services	17.1	17.64
28	Building Assessment	16.5	17.62
39	Mullewa Landfill	16.1	17.57
30	Environmental Health	16.6	17.47
31	Arts and Culture	17.3	17.09
32	Library	16.9	17.07
33	Media and Marketing	16	16.44
34	Heritage	15.9	15.87
35	Development Compliance	14.6	15.49
36	Economic and Foreign Affairs	14.7	15.47
37	Operations Support	14.5	15.46

Services Assessment Criteria

Benefit Vs Cost: Community benefit compared to financial cost, taking into account who will benefit (for example: whole population? specific groups? future generations?)

Economy, thriving sustainable population: The service contributes to our healthy thriving economy that provides diverse employment opportunities and affordable living that will retain and attract new residents.

Environment, living sustainably: The service contributes to the environment - both natural and built - and our ability to live sustainably, balancing the protection of nature with community requirements/accessibility, and future requirements.

Social/sense of community lifestyle: The service contributes to our sense of community, big city amenities while retaining a small town feel, with friendly, accepting, safe, outdoor, sporting, recreational, bushland and coastal lifestyle.

Culture, creativity, learning: The service contributes to our cultural heritage, our Aboriginal and Torres Strait Islander and multicultural communities; our creativity and our life-long learning opportunities.

Community Involvement: Community Involvement (including information, awareness education) and support. Community involvement in and support for that service and its planning.

Additional suggestions to improve the efficiency, effectiveness and ways to fund each of the services

Creative Communities		
Arts and Culture	Keep doing what you are doing. Have a good mix of international and local to retain vibrancy.	87%
	Purchasing local art would be preferred over international art to support Greater Geraldton's "thriving art community". This could be sourced from local educational facilities, Arts and Cultural Development Council (ACDC), Marra Indigenous Arts. Achieve greater promotional synergy with art events. For example: tying in art exhibitions with the Tourism team to promote Geraldton.	58%
Childcare Services and Administration	Doing a great job as is.	55%
Community Development	Geraldton Street Work Aboriginal Corporation and PCYC to engage and work together on events. For example: Midnight Basketball.	88%
	City seeks additional funding from the Indigenous community or grants for the cultural development.	69%
Community Engagement	City Website: Create an information page for the councillors in their particular wards from where the community can directly email councillors. This will enable better communication between Councillors and their constituents.	97%
	Increase of visibility of City senior staff and councillors. Staff who are representing the City after-hours should be wearing identifying badges to help increase their visibility.	84%
	Advertising is essential and necessary, however the City should utilise more free advertising alternatives to reduce the service of paid advertisements whilst achieving continued community engagement through information sharing. Sources could include Radio Mamma and Everything Geraldton, Midwest Times and website coverage.	77%

Community Events	Create a signature event and call it "Wind on Water" festival. Sponsorship could be sourced from kiting brands and possibly Festivals Australia, Events Corp and local business.	71%
	Work with wind sport experts to determine the ideal time of year for such a wind sports event.	65%
	Combine some of the events into one week/event. Reduce the cost going into each event. The City's funding seems to be stretched over many events combining the events is to reduce the amount of cost that goes into it each.	61%
Heritage	Outsource parts of research process to interested community groups.	71%
	Investigate the creation of a portable interactive information service that has information on it relative to the area for example: Mammoth Cave in Margaret River.	58%
Library	Doing a great job	97%
	Keep the library open on Sundays as it is an important facility of the City and enables people to utilise the service when they are not working. Pending attendance stats for each day of the week.	50%
Mullewa Town and Community	Continue promoting the town of Mullewa, especially during wild flower season.	100%
QEII	Running very well - catering for a variety of ages, activities etc...	68%
QPT	To fill the theatre, give away tickets to radio stations (as prizes), school groups and community groups (as a thank-you or reward). Money can be made from food and drink sales. Give to kids that may not normally attend. For example: Midnight Basketball. In addition, they could be used as loyalty rewards for regular patrons. Base-line of say 20 tickets to be given away per show and where low ticket sales are a problem, increase give-away's to fill seats.	87%
	For those shows that are free - provide a donation box so that people that wish to pay for the event can do so.	87%

Sustainable Communities		
Building Assessment	Maintain the current turnaround time for permits and applications.	87%
	Council are doing a good job within the constraints of dealing with other agencies for example Water Corporation.	68%
Development Assessment	Propose an optional premium service to fast track approvals if wanted.	65%
Development Compliance	Initial notices to pool owners in regard to inspections should note that charges will be made for any additional inspections in regard to non-compliant swimming pools.	90%
	Investigate compensation from state government for the services CGG has to provide.	90%
	Local government is to put more pressure on state government to allow fee increases. This could lead to the employment of another staff member to process applications and decrease waiting time.	71%
Economic and Foreign Affairs	<p>Economic and Foreign Affairs has to be there to maintain a level of communication with potential investors.</p> <p>Communication between groups is for the good of the greater region.</p> <p>It is important!</p> <p>Make more use of Midwest Chamber of Commerce.</p> <p>Need to find more financial help from State Government.</p>	77%
Emergency Management and Fire	After the first inspection non-compliant land owners should be fined and or charged for additional inspections.	87%
	Happy with the service.	58%
Environmental Health	Display Food Star Rating in store front building windows if they want to be a part of the program. They will then be self-governing and people or customers can choose if they want to eat there.	100%
	Maintain the food star program as it cuts down on the number of times CGG has to go out to undertake inspection of premises.	100%
	Investigate sourcing external funding for example Healthways, Population Health to fund continuing the Go Gero program.	68%
Local Law and Compliance	Doing a good job with current resources and funding.	55%
Media and Marketing	Better use of social media. Liaise with Chamber of Commerce to encourage businesses to support tourists.	94%

	More efficiency - less advertising on some things and more on others as some things are over advertised.	52%
Sustainability	<p>As projects are constantly changing, evolving and being completed. Use available funding from completed projects as seed funding for new projects.</p> <p>With the increase of population, funding needs to be increased to cater for growing needs.</p>	58%
Tourism	<p>Encourage more cruise ships to promote Geraldton.</p> <p>So many people go through Geraldton up the highway and should be encouraged to stop.</p> <p>Photographic bill boards on the highways to show tourists key attractions to visit and lifestyle. For example: the Sydney Memorial, etc...</p>	94%

Community Infrastructure		
Aquarena	Seek co-funding for hydro pool from Department of Health.	100%
	Offering space for commercial opportunities. For Example: physio, etc...	97%
	Encourage attendance by offering family passes which cater to larger families.	97%
	Concessions for healthcare card holders.	94%
Meru Landfill	<ul style="list-style-type: none"> Split of waste streams into relevant areas to reduce landfill and take advantage of future recycling and reuse opportunities. Investigate charges for non-compliance of splitting waste streams. Auditing of waste stream at dumping points instead of at gate. Better signage and site planning. Refuse and recycling centre education and implementation. Investigate \$5.00 per trailer load for residential waste. 	77%
	Rate payers to receive six free Meru tokens for private household waste. Over six visits to incur \$5.00 charge.	74%
Mullewa Landfill	Mullewa is a part of the City of Greater Geraldton and the same rules for example sorting of waste should be applied. Share funding between Meru and Mullewa as offering same service.	90%
	Mullewa is part of City of Greater Geraldton and their waste should be treated the same as all waste.	87%

Parks	After holding events in parks user groups to be responsible for clean-up.	90%
	Relocate BBQs that are not being used to high usage parks.	84%
	Sell unusable or uneconomical parcels of land (parks) thereby reducing maintenance costs and increasing revenue for Council.	74%
	City to explore community groups looking after their facilities. For example: sporting groups should be responsible for the maintenance of their sporting grounds.	71%
	Offer community/sporting groups the option to contract out management of smaller parks or sports areas where it can be done more cost effectively. Win- win cost savings for clubs and CGG can be achieved by sharing cost savings through reduction in lease costs payable to CGG whilst maintaining a proportion of savings for CGG. For example: by empowering the club to manage their grounds a saving of \$3000 per annum may be achieved which would then be reflected in reduced lease fees of \$1500 to the benefit the club.	71%
Rubbish Collection	Use current profits generated by rubbish collection in the areas of education and investing in research into recycling, etc... The community needs to consider and be aware of how to recycle rather than expecting the Council to do it. Rubbish rates should not be increased.	84%
Works	<ul style="list-style-type: none"> • More cost effective options are available in the Geraldton City region to deliver the same service. Outsource to local contractors using agreed schedule of rate and/or 'Dutch Auction' (a method of selling in which the price is reduced until a buyer is found). Small works suit the Dutch auction due to contractor availability influencing price. • Reduction of street sweeping in certain areas, whereas other areas may need an increase. • Supportive of the reduction in paved walkways in place with poured concrete. • Sell left over materials e.g. old pavers as an additional revenue stream. 	77%

Corporate and Commercial Services

Customer Service	Happy with the current level of service and staffing.	77%
Community Grants	Unallocated funding at the end of the financial year should be returned to the general revenue of Council rather than being rolled over to next grant round.	87%

	Try to reach out to more community groups.	65%
	There is a need for an easier application form as it is too difficult for small organisations that want to do things for the community (too much time and effort required). Recommend a staged application form. For example: Grants up to \$5,000 to use a simpler form and more complex form for larger amounts such as \$10,000.	58%
Airport Services	Continue to pursue the project to bring a flight training school to Geraldton. Keep up the good work.	97%

Cameos of our Experience

What we've learnt from this process?

- The Council does more than we realise. Learning the shire's processes
- I came here knowing very little. I'm leaving knowing that there is still heaps to know
- Local government is almost as complex as running a small country and that decisions aren't as easy as flicking your fingers and you have to keep your finger on the pulse at all time
- The department heads spoke very well about what is involved in their departments and how committed staff and management are to the work they do
- Now we have had an insight of what goes on here we shouldn't allow ourselves to forget the hard work that is done by all the staff
- How amazing IT development is!

What we've learnt from each other?

- To listen, to respect different views/opinions, patience
- How different but similar we all are... a difference of mindset, but that is ok.
- Nice to know others value and appreciate your opinion and to open up your own way of thinking
- I understand there is more than 1 way to reach a decision

Our advice to any future Panels...

- Provide a little more time in deliberation decision making
- Listen carefully and be prepared for your brain to have total overload, bring a large sponge to soak all the info and make sure the scribe also gets a hard copy of your notes
- Provide more details; relevant information for example: staff numbers, opening hours, contracts
- Group services that are similar together for example: library, QPT, Aquarena
- Remember that no matter how hard the process is, that what we are doing is valued

Memorable and Difficult Moments...

- People I have met during the process
- Being ambushed by an environmentalist at the public QPT forum. They were passionate but misguided. Forty-five minutes of one way conversation
- One member of public upset about charge for Rubbish. Dumping not an option. What would his grand-children think?

Difficult Moments...

- Learning the process, a lot to absorb at times, sometimes left behind and dealing with the enormity of what we are doing
- When a panellist stood up in public and disagreed with the majority of the panel because of personal feelings
- Sometimes understanding what we had to do. But the speakers were very patient with us
- Trying to hear what was going on, take it all in and remember for the next week, getting my homework done in my busy life
- Making decision without all relevant facts, need more detail information on department, procedures, etc...

Acknowledgments

The City Of Greater Geraldton would like to acknowledge the Range and Level of Services Community Panel for their collaborative effort and commitment to making sure the voice of the Greater Geraldton community was heard.

Community Panel Members:

Alison Redway; Andrea Reid; Anita McEvoy; Anthony Pearce; Bobby-Lee Martin; Charlie Ricciardi; Chris Zander; Christina Pirone; Christine Smith; David Muir; Deidre Thomas; Gene Adam; Gloria Stanley-Smith; Heather May Rayner; Helen Mountford; Jean Anderson; Jeanette Radisich; Judy - Ann Watson; Karen Short; Lexley Pace; Linc Young; Mairi Quinn; Mark Harrison; Max Correy; Mena Bradfield; Nola Gregory; Peter Murphy; Rachel Baker; Rae Woodhouse; Rob Pilliner; Sam Brimson; Thomas Brieden; Timothy Watters; Tony Hooper and William Fowler.

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Independent Review Committee members:

Ian Carpenter, Mayor, City of Greater Geraldton; Cr Neil McIlwaine, Deputy Mayor, City of Greater Geraldton; Raina Savage; Dave Clare, Jenny Allen and Brad Solly.

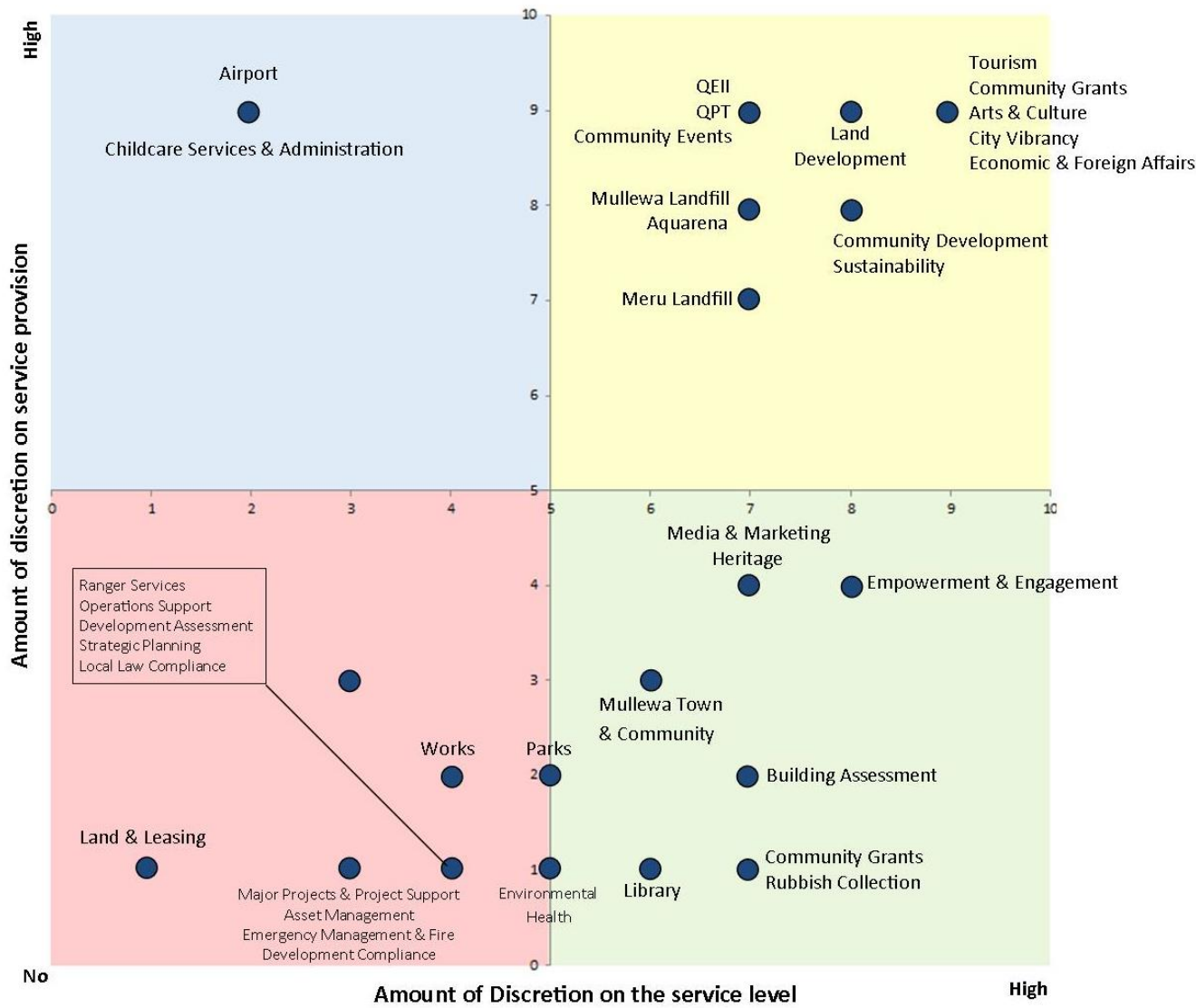
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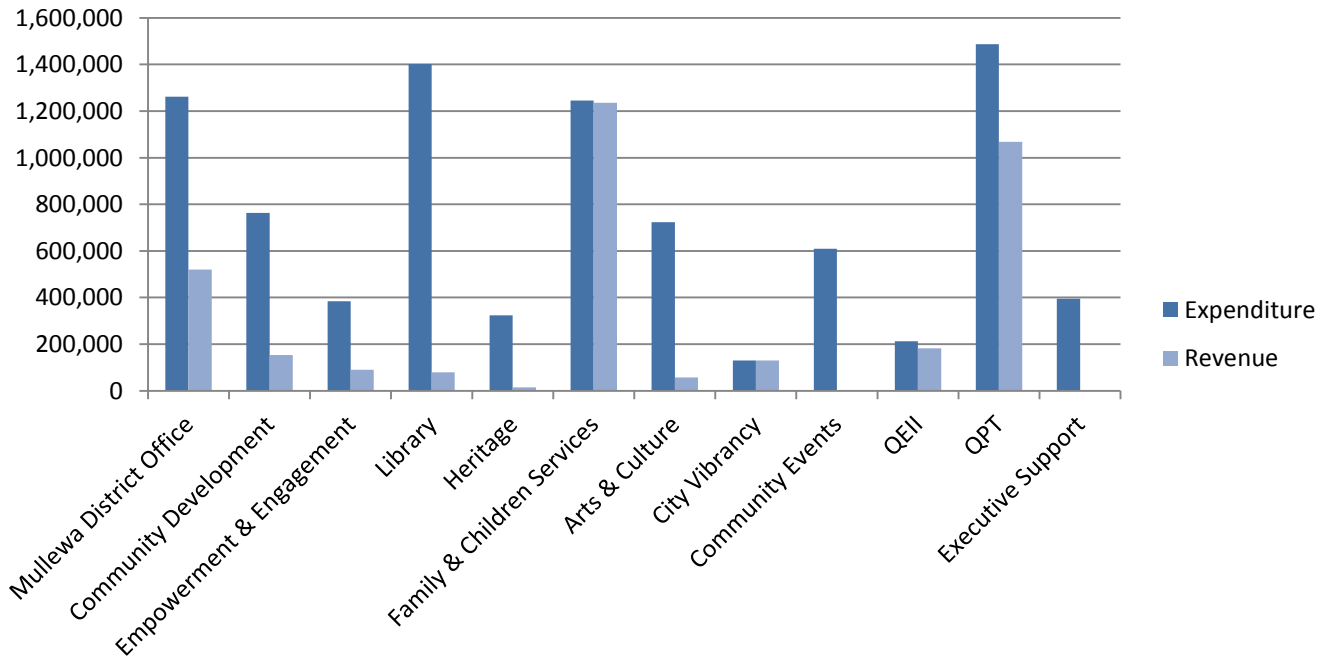
Appendix 1 - Examples of Documents Provided to Panellists to Assist the Deliberation Process

Discretion Levels of City Services



Department of Creative Communities

Creative Communities Revenue & Expenditure



Function	Operating Costs	Operating Revenue	Net Operating Position
Executive Support	\$394,643	\$0	\$-394,643
Community Development & Empowerment	\$1,146,198	\$242,853	\$-903,345
Library and Heritage	\$1,724,933	\$93,933	\$-1,631,000
Family and Children Services	\$1,245,442	\$1,235,333	\$-10,109
Arts and Culture	\$3,162,828	\$1,438,003	\$-1,724,825
Mullewa District Office	\$1,261,959	\$520,198	\$-741,761
Total operating budget	\$8,936,003	\$3,530,320	\$-5,405,683

Fact Sheet Examples

Fact Sheet: Queen Elizabeth II Seniors & Community Centre

Department: Creative Communities

Function: Community Development and Empowerment

Service Area: Queen Elizabeth II Seniors & Community Centre

Operating Cost		Operating Revenue		Net Operating Position	
\$212,266		\$182,448		\$-29,818	
Description		The Queen Elizabeth II Seniors and Community Centre provides seniors activities and amenities that promote healthy ageing including bowl, dance and exercise activities, and lounge, internet and library amenities. The Centre is also available to the community for hire.			
Discretion		Fully Discretional Service			
Justification/ Strategic Driver	Statutory		Strategic Community Plan	Issue specific strategy, plan, consultation	
			3.4.1 3.4.3	- Creative Community Plan - City Vibrancy Strategy - Positive Aging Strategy (under development)	
Range of Service		<div>- QEII's Recreation Room, Meeting Room, Lower Hall and Upper Hall are available for hire. Their capacities range from 16 (cabaret use of the Recreation Room) to 425 (theatrical use of the Upper Hall). Hire fees range from \$44.50 to \$1,894. (See seniors for programs)</div> <div>- Seniors programing including: Seniors Week Festival, Art Class, New Vogue Dancing, Bingo, Bus trips/ outings, Bowling Tournament, Computer Lessons, Craft Classes, Indoor Bowls, Euchre/ Card Games, English as Second Language Classes, Gardening Club, Geraldton Probus Club, Knitting & Crochet, Line Dancing, National Seniors Inc, Mahjong, Movie Afternoons, Orchid Club, Over 50's Gentle Gym Classes, Pensioners Games Afternoon, Pensioners Social Club Meeting, Quiz Afternoons, Rehabilitation Gym, Seniors Action Group Meeting, Seniors Online, Square Dancing Club, Table Tennis, Walk Group and Ukulele Classes. Free coffee/tea/lounge facilities, Broadband for Seniors Kiosk and a library.</div> <div>- A Seniors Resource Centre provides information on various topics such as the Seniors Card, Safety & Security Rebates, Regional Fuel Card and referrals to other senior service providers.</div> <div>Senior specific support service providers include: Association of the Blind Broadband for Seniors Kiosk Geraldton Health Service Midwest Commonwealth Respite & Carelink Centre Midwest Stroke Support Group The Centre produces the QEII Newsletter which distributes 2600 copies.</div>			
Usage/impacts / satisfaction		<div>- The Centre is open Monday- Friday from 8am – 5pm.</div> <div>- Approximately 2500 seniors use the facility per month</div> <div>- Approximately 55,000 visit the centre per annum (includes seniors and non-senior events)</div> <div>- The Centre hosts more than 1300 activities and events per annum (see</div>			

	<p>seniors program usage information)</p> <ul style="list-style-type: none"> - Membership of various groups or attendance of various programs at the Centre is approximately 15,000 - 2013 Senior's Week provided 21 various events over a one week period. 2012-13 Customer Perception Survey 97% were satisfied with the service, 95% found the service met their needs and 100% would recommend the service to others.
Relevant Operational Project/ Information	<ul style="list-style-type: none"> - Since 2004 the City of Greater Geraldton has successfully secured grant funding from the Department of Local Government and Communities to assist with the facilitation of programs and currently receives approximately \$100,000 per annum.(CPI) - In 2012 the centre was a finalist in the 2012 WA Bendigo Bank Active Ageing Leadership Award - As the QEII Centre services are provided via a City owned building a reduction in the level of services will not result in any significant savings as State Government funding subsidises the provision of services for seniors. The annual cost of maintaining the QEII may or may not be greatly impacted by a change in the level of service provided.

Fact Sheet: Building Assessment

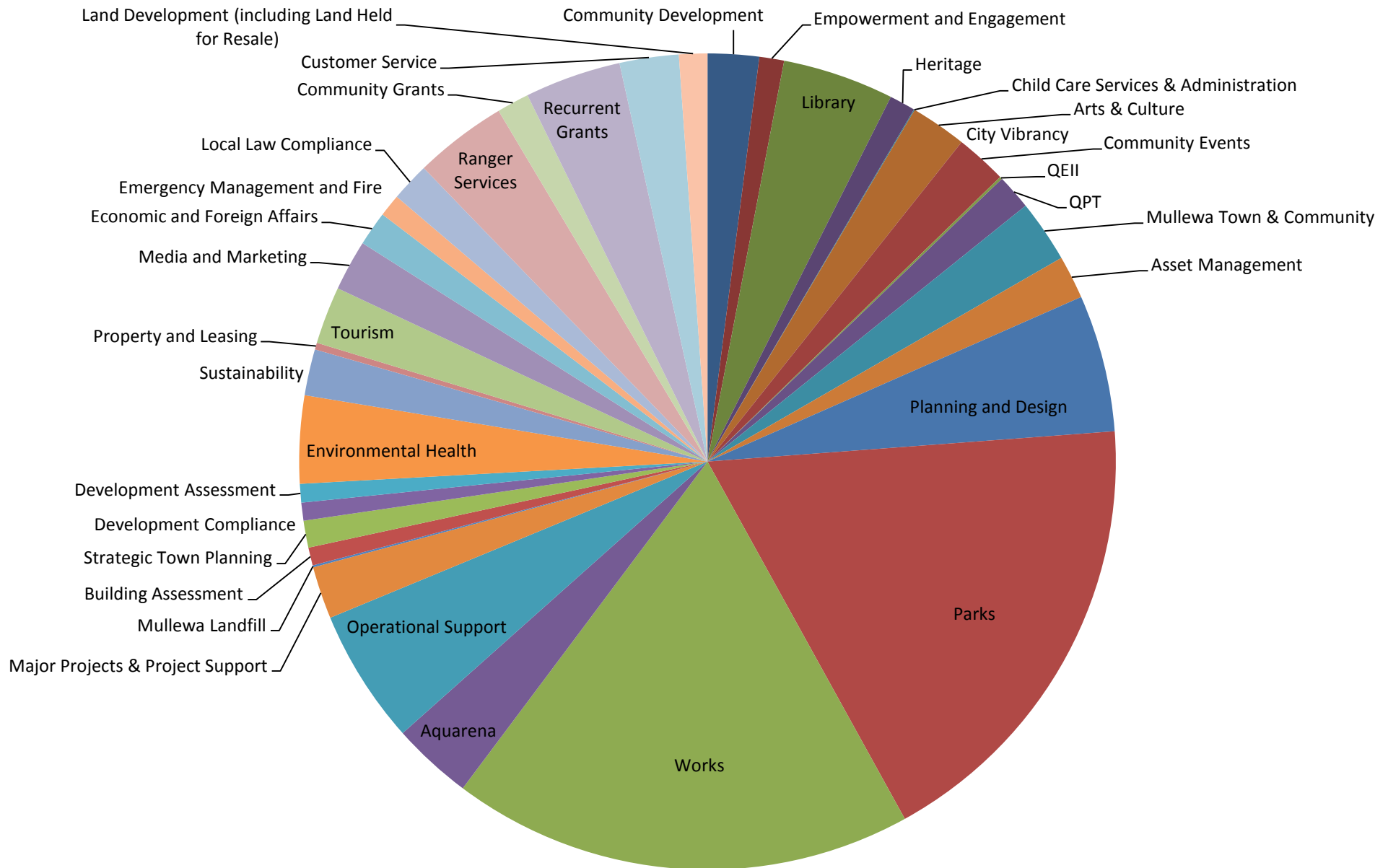
Department: Sustainable Communities

Function: Urban and Regional Development

Service Area: Building Assessment

Service Area: Building Assessment					
Operating Cost		Operating Revenue		Net Operating Position	
\$613,676		\$400,000		\$-213,676	
Description		Process building applications. Provide building certifying service. Provide building surveying advice to the public.			
Discretion		0/Low			
Justification/ Strategic Driver		Statutory	Strategic Community Plan	Issue specific strategy, plan, consultation	
		Building Act	2.3.3		
Range of Service		<u>Building permits</u> : Generally processed within 8 working days. <u>Certified building permits</u> : Generally processed within 5 working days. <u>Advice</u> : Provide quality building surveying advice on request.			
Usage/impacts/ satisfaction		1,296 building permits (inclusive of 414) dwellings were processed in 2012/13, with an estimated value in excess of \$180 million. On average 150 public enquiries handled per week with no need for specific appointments.			
Relevant Operational Project/Information					

How much the City spends to provide services



Appendix 2 – For the Record Only - Minority Report of the Service Actions, Reasons and Suggestions receiving less than 50% votes

Service	Budget Direction	Action	Reason	Suggestion	Votes %
Library	pay more for more/better			Computer game consoles	6%
Heritage	pay less for less	Decrease the amount of money spent on research of heritage buildings	Cost vs benefit	Outsource parts of research process to interested community groups	23%
Childcare Services and Administration	pay more for more/better	Spend more money to recruit more child care providers. (may be to an increase in support staff)	Expand childcare services to accommodate waiting list for services which would allow more parents to enter the workforce, thereby allowing more economic activity in the community		32%
QPT	pay the same for the same			To fill the theatre, give away tickets to radio stations (as prizes), school groups and community groups (as thank-you's or reward). Money can be made from food and drink sales. Give to kids that may not normally attend e.g. Midnight Basketball. In addition, they could be used as loyalty rewards for regular patrons. Base-line of say 20 tickets to be given away per show and where low ticket sales are a problem, increase give-away's to fill seats.	16%
Mullewa Town and Community	pay more for more/better	Increase services for youth. More activities for youth like bus trips/excursions.	Keep the children occupied and show them something different i.e. bus trip to see the football or the beach.		10%

			Entrenching their lives and broadening their horizons. A reward program, kids achieve points then get a trip.		
Development Assessment	pay less for less	Walk in enquiries no longer an option - appointment to be scheduled	Removing walk in enquiries will improve time efficiency for staff		26%
		Decrease staff hours	Currently the turnaround is well below statutory requirements		
Development Compliance	pay more for more/better	For a period of time (e.g. 2 weeks/months) contact the pool inspectors out to get them on a register. Follow up non-compliance inspectors can be made by City staff/	Have all pool assessments done in one hit therefore the City staff member designed to pools can spend more time on the non-compliant pools.		6%
Sustainability	pay more for more/better	Increase the million trees program. Increase water sources and monitoring of bores.	Helps reduce urban heat, theory that extends life of roads, helps to sustain flora and fauna. To collect base data prior to the gas industry moving into the Midwest before the fracking starts.	Will reduce the cost of running council in the long run. Nothing stays the same forever. It is necessary to become a clever city. As sustainability techniques grow within management it is skilling up staff and educating community.	45%
Ranger Services	pay more for more/better	Employ more staff (additional ranger)	Increase street presence. Another ranger to cope with the workload for the new cat and dog laws. Dog attack-to monitor and enforce law and legislation.	Increase parking costs by 20% to cover costs	29%
Land Development	pay less for less	Council not to have any improvement in land acquisition and development.	Council does not have expertise and needs to rely on advice from consultants which raises costs.		26%

		Except for essential services i.e. airport, runway extension, etc.	Should be left to Developers. Not core business of Council-scale services down.		
Land and Leasing	pay the same for the same			Presentation made by staff was excellent	39%
Tourism	pay more for more/better	Increase promotion to encourage more cruise ship to visit Geraldton. Photographic bill boards on the highways to show tourists key attractions to visit and lifestyle.	So many people go through Geraldton up the highway - should be encouraged to stop. Cruise ships bring in tourism money.		35%
		Employ another person to increase promotion/tourism	To actively promote outside and liaise with local businesses to promote Geraldton positively.	Need to advertise to increase tourists especially those driving through. The City needs to attract people here, increase awareness of what is on offer and encourages people to stay, spend money and increase positive profile of Geraldton. Suggest use of photographic billboards along Ocean road, change public perception of Geraldton to a nice place to visit. The City needs to promote what is here, i.e. free internet, Sydney Memorial, Ocean road (Geraldton does not advertise on this road), Kitesurfing (best in the world)n. Promote Marine Tourism. Farm tours. Webcam on the beach which show what Geraldton looks like (i.e New York).	
Economic and Foreign Affairs	pay less for less	Get rid of it, specifically liaising with the partner Cities	Should be left to the private enterprise and not up to local government. Have a sister City does not do anything for the city	Why does Council get involved. This is not needed. We already have groups doing this already.	23%

	pay more for more/better	More staff to apply for grants, especially state government and liaise with other councils in the mining areas to form partnerships.			10%
Planning and Design	pay more for more/better	Invest in internal staff and reduce consultants. More project planners that are local and understand local issues to reduce outsourcing. More qualified people to get the planning and design components right so overall project costs are reduced and long term assets management (maintenance and renewal) costs are reduced as well.	Providing more capability to provide more robust design, avoiding costly variations during construction.		13%
Parks	pay the same for the same	NA			32%
Rubbish Collection	pay the same for the same	Currently has a profit. Use this in areas of education and investing in research into recycling etc. The community needs to consider and be aware of how to recycle rather than expecting the Council to do it. Rate should not be increased.			42%
Meru Landfill	pay more for more/better	Contractor to supply a shredder for better compaction of materials	To prolong the life of the existing site		16%

Mullewa Landfill	pay more for more/better	Collecting waste and transferring to Meru. To man the site and begin waste separation for eventual transfer to Meru.			19%
Services Airport	pay more for more/better	Shuttle bus to airport	People without transport to gain access to airport utilising current profits.	Investigate private enterprise opportunities to provide a shuttle bus.	3%

Minority Suggestions from Majority Directions

Creative Communities		
Community Engagement	Staff should get time in lieu for the hours they attend those functions.	38%
Community Events	City to encourage universities to hold more conferences in Geraldton.	45%
	Keep doing what you are doing	29%
Heritage	Encourage the Historical Society to host more historical events in Geraldton to promote the City's and region's heritage.	35%
	Propose the relocation of the Historical society to the library and Bill Sewell complex.	29%
QPT	Whilst events are on, don't have the box office open. Instead, sell tickets at the bar.	39%

Sustainable Communities		
Development Assessment	Increase cost for fast track approval service.	48%
	Keep same service level. Running under statutory requirement. No reason for optimum premium service.	29%
	Development assessment is running well within statutory time frames. Walk in customers are your everyday people who require a service from the City and therefore should not have to wait and shouldn't need a meeting for simple questions for example to find out what their land zone is.	13%
Economic and Foreign Affairs	Why does the Council get involved, this is not needed. We already have groups doing this.	19%

Land Development	Increase selling and buying of lots.	42%
	Council should leave land development to the professionals and reduce our risk exposure	26%
Ranger Services	Doing a good job.	45%
	Increase parking costs by 20% to cover costs.	39%
	Rangers need to be seen more often on patrol. This would to increase their presence in the community.	35%
	Investigate increasing fines to recover the total cost of providing Ranger Services to the community.	16%
	Minority-impossible task to monitor Cat Law.	3%
Strategic Town Planning	Doing well with current constraints by state government.	39%
Sustainability	Water resources and monitoring of bores is not a Council responsibility. Increase community awareness regarding water tanks.	48%
	Investing in sustainability will reduce the cost of running Council in the long run. It is necessary to become a clever city. As sustainability techniques grow within management, the up-skilling of staff and educating the community is important.	45%
	With the increase of population, funding needs to be increased to cater for growing needs. The intent is that it is "index linked" to the population growth.	29%
Tourism	Happy with things and progress, tourism holding itself and occurring all through the year. Going ahead with tourism for example cruise ships. They are doing the right thing because there are more boats coming in.	42%

Community Infrastructure		
Aquarena	Consider a reduction in the opening hours whilst minimising the impact on user groups who would like to access the pool in the winter months.	39%
Planning and Design	Dependent on the full time equivalent being available.	45%
Rubbish Collection	Raise rubbish rates by small amount to cover costs. Possible revenue from waste to energy from organic waste and other streams.	29%

Corporate and Commercial Services		
Airport Services	Investigate private enterprise opportunities to provide a shuttle bus.	45%

Appendix 3 - Daily Agendas and Daily Workshop Reports

Agenda – 2013, Introductory Meeting

Participatory Budgeting Range and Level of Services Community Panel

Saturday Dec 7th, 2013

Objective: To meet other participants, share knowledge, establish working relationships, understand the underlying principles of public deliberation and PBs; and begin to build deliberative confidence

9.00am Welcome from the Mayor

Welcome to Country

Pre Workshop Survey

Introductions to Facilitator and Support Team

Official Handover of Community Panel

9.20am Introductions

9.50am Background Information

- What is deliberation and deliberative democracy?
- What is Participatory Budgeting (PB)? – video from JHK
- What is PB using a random sample panel?
- Why are we doing a PB on the range and level of services?
- Social Media and why we are using it
- Presentation by Members of the 10 year infrastructure Panel
- Canada Bay
- Overview of what will be done during the Range and Level of Service PB

Q & A

10.50am **What will we need to know?**

Outline of the information you will receive during the deliberations

World Café

- What are our concerns?
- How can we help each other succeed?
- What else will we need to know, from whom, and how can we share information?

11.30am **Conclusion**

- Where to from here?
- Any concerns, issues?
- Thank you close and lunch

Synopsis of Report of December 7th, 2013

Three things you learnt about:

1. **City Deficit and Funding:** Debt levels, current Council position, funding problems, City is broke, budget constraints, state and federal government not giving enough funding
2. **Recommendations:** Will be implemented where it can be, Council will seriously consider them.
3. **Community Engagement:** Ongoing follow up of the 2029 and Beyond project, general public seem to have more say in decisions, participatory budgeting includes the opinions/recommendations of broader community, gives non-Council employees and rate payers a say, communication and negotiation skills between community and Council.
4. **Panel and Process:** We will develop our own process, the diversity of the panel, interaction with other panel members, will need good communication skills, international and national examples
5. **City Processes:** Complexity of Council operations, Council accounting practices have changed, it's not easy, have learnt some but still have much to learn about Council processes
6. **Council Staff want change:** Council workforce survey identified 60%+ want change, city staff want change
7. **Rates:** Keep a cap on rates, the need to keep rates down for fixed income. The Aboriginal name for Geraldton

Two things you found interesting:

1. **Council Decision Making:** How the process works
2. **The Future:** Council keen to improve for future, Change by CEO and his views on Geraldton's future, Awesome that Council is standing up and looking at how to improve things realistically
3. **Budgets and Financials:** How Council expenditure is costed, budget and costings, budget including the loss, learning more about the financials of the City. Outcomes of the previous panel. The video on the place in South America was interesting as it showed the Council looked at all areas of the community

World Café

Our concerns? (Examples)

- People may not realise the value and importance of their individual opinions
- What is covered by outside funding?
- What Royalties for Regions Funding do we actually get?
- How to attract more tourists?
- How much influence do we get?
- Is the Council rebuilding confidence in the community?
- Will the youth or young members of society be ignored?
- How can we be certain our recommendations will be listened to?
- When will this come together and make sense?
- How is the budget worked out?
- Will there be lots of reading?
- Are we going to process what we know?

How we can help each other succeed (Examples)

- Explain your opinion
- Encouraging different viewpoints having an open mind
- Acknowledging people's differences and listening to each other

- Ask lots of questions
- Talk openly/honestly but fairly
- Respect each other. Encouragement
- Sharing knowledge, ideas, understanding, experiences and insights
- Listen, encourage, support, suggestions
- Communicate with each other at all levels – government, business and society.

How we share information with each other and the broader community?

- Word of mouth
- At the pub over a beer
- At work
- Conversations with friends/clubs/ with random people at bus stops
- Social media
- Sports groups
- Flyers, posters
- Media such as radio, newspapers, TV, local rags or community newspapers (Mullewa, Northampton, etc...)
- Community morning tea with seniors, everyone, youth

Agenda – 2014, Day 1

Range and Level of Service Participatory Budget Workshop 1 Saturday 1st Feb, 2014

Purpose: To learn more about CGG's budgeting process & trial a budget allocation process

8.30am	Early morning coffee
8.45am	Participants fill out pre deliberation surveys
9.00am	Welcome – Mayor Ian Carpenter
9.15am	CEO, Ken Diehm – Welcome and Presentation: Changes, opportunities and challenges at CGG (including the long term financial plan)
9.40am	Introduction to 'deliberation' and the people/roles in the room (JHK)
9.50am	Small group discussion (CE) - Table introductions – What do you value most about living in Greater Geraldton?
10.15am	Overview of the 2 nd PB Panel process, the 'charge', day 1 objectives and agenda (following the Introductory Workshop last year), and the 21 st Century Dialogue process, including short video on CivicEvolution (JHK)
10.25am	Introduction to the Local Government Context (Alison Dalziel)
10.30am	Small group discussion – What are our key questions about local government?
10.45am	Plenary – Reporting back and documenting the key questions (Alison)
10.55am	<i>Morning Tea (20 mins)</i>
11.15am	Interactive session on local government – responding to questions (Alison)
12.30pm	Feedback: What you value about living in Greater Geraldton
12.35pm	Plenary (CE): How well do the values themes cover the table conversations? Making agreed changes
12.45pm	Lunch
1.15pm	Overview of the 2 nd PB 'charge' in the context of the long term financial plan, the Strategic Community Plan, and the criteria developed by the 1 st PB Panel (Andrea Selvey) and responses to questions
1.30pm	Overview of the range and level of services allocation process (JHK)
1.40pm	Overview of the spreadsheets on the larger item issues of potential interest (Rob Weymouth and Renee Ellis) and responses to questions
2.00pm	Small group discussion (CE) – Should we keep service level the same/ increase/decrease, and reasons why? a) Groups read service description and ask questions of service manager b) Individuals in small group submit initial assessments and reasons c) Group discusses areas of similarity/differences and additional reasons d) Individuals submit individual preliminary votes on whether to make no change, increase a little, increase a lot, decrease a little, or decrease a lot
2.30pm	<i>Afternoon Tea</i>
2.50pm	Reasons are themed, votes are tallied and both are displayed to the room Plenary – How did we go? Suggestions to help/improve our work
3.10pm	Continue as above, addressing the next allocated service(s)
4.25pm	Feedback of additional themed and tallied services
4.30pm	Plenary (CE): How can we improve our decision-making and reason-giving so our methodology can be repeated by others? How would you friends understand the decisions you're making? How would the people who would lose out because of your decisions understand them? (Homework)
4.50pm	Participants fill out post deliberation surveys
5.00pm	<i>Thank you, close, and distribution of Day 1 Participant Report</i>

Synopsis of Daily Report of February 1st, 2014

(Entire Report was disseminated to each participant at the close of the day's Workshop)

What you value most about living in Greater Geraldton

- A. A range of accessible amenities with a friendly country atmosphere
 - a) How close we are to our workplaces and education from early childhood through to tertiary
 - b) Safe place to live
 - c) Amenities of a city but country feel
 - d) Upgrade of infrastructure including the foreshore area, heritage building improvement of road signs
- B. A high quality coastal environment that all can enjoy
 - a) Climate and beautiful seabreezes
 - b) Access to fishing and beaches
 - c) Beautiful seaside location
 - d) The ocean
- C. A diverse community with a deep history
 - a) indigenous culture of this city and access to language classes
 - b) history of Greenough and Abrolhos Islands is close by
 - c) Great family environment
- D. A council that makes efforts to engage and serve the whole community
 - a) Youth programs such as Midnight basketball and the Christmas party that educate and empower
 - b) Have services for aged and elders e.g. at the QEII
Services for young children especially library services and park facilities, the Aquarena events
 - c) Council provides a lot support for new immigrants from all cultures
- E. A varied economy that represents a range of job opportunities
 - a) Job opportunities, strong diverse economy

Trailing a methodology to assess 5 services

Example - Queen Elizabeth II Seniors and Community Centre service level recommendations

- A. Maintain level of service
- B. Increase hours of opening into the week nights and weekends to reach other segments of the City
- C. Broaden attendance with more diverse programming
- D. Introduce a small increase in fee for use

Example of Service Level Recommendations

Queen Elizabeth II Seniors and Community Centre service level recommendations



Agenda – 2014, Day 2

2nd PB – CGG Range and Level of Services Workshop 2 Saturday 8th Feb, 2014

Purpose: Assess the range and level of Creative Communities services

8.30am	<i>Early morning coffee; and fill out the short pre deliberation survey</i>
9.00am	Welcome and overview of the day's objectives, agenda
9.05am	Overview of participant feedback from Workshop 1 and brief discussion
9.15am	Small group discussion (CE): What did we learn from our 'homework'?
9.30am	Discussion (CEO Ken Diehm): responding to prior questions, further explanation of the Panel's 'charge', and Q&A
9.55am	Brief overview of Community Strategic Plan criteria and Capital Works PB Panel criteria; and Q&A
10.10am	<u>Part A/</u> Creative Communities service Presentations: 1/ Community Development & QEII; 2/ Community Engagement - a/ Read spreadsheet and 1 page descriptions of those 2 services (5mins) b/ Managers present (8 mins each) plus Q & A (12mins)
10.35am	<u>Part B/</u> (CE) Recommend action(s) and reasons for decision(s) i. If these were your only options, which would you choose: a) Pay more for more/better b) Pay the same for the same c) Pay less for less ii. Describe your specific suggestions for change (if you selected 1 or 3) iii. State the reason(s) why that change adds value
11.00am	Morning Tea
11.20am	<u>Part C/</u> (CE) Additional suggestions iv. Regardless of your answer to the above, do you have suggested ways for the service to be improved or expanded without increasing the net cost, or ways to reduce the net cost?
11.40am	How did we go? Any suggestions?
11.45pm	Repeat for Creative Communities services 3 & 4: 3/ Library; 4/ Heritage <u>Part A/</u> Read spreadsheet and one pagers; followed by Presentations <u>Part B/</u> Recommend action(s) and reasons for decision(s) <u>Part C/</u> (CE) Additional suggestions (regardless of your answer above)
12.10pm	<u>Part B/</u> Recommend action(s) and reasons for decision(s)
12.35pm	<u>Part C/</u> (CE) Additional suggestions (regardless of your answer above)
12.55pm	<i>Lunch</i>
1.25pm	Feedback so far
1.30pm	Repeat for Creative Communities Services 5 & 6: 5/ Childcare and family services; 6/ Arts and culture <u>Part A/</u> Read spreadsheet and one pagers; followed by Presentations <u>Part B/</u> Recommend action(s) and reasons for decision(s) <u>Part C/</u> (CE) Additional suggestions (regardless of your answer above)
1.55pm	<u>Part B/</u> Recommend action(s) and reasons for decision(s)
2.10pm	<u>Part C/</u> (CE) Additional suggestions (regardless of your answer above)
2.30pm	Repeat for Creative Communities Services 7 & 8: 7/ Community Events & City Vibrancy: 8/ Mullewa District Office and Town and Community <u>Part A/</u> Read spreadsheet and one pagers; followed by Presentations
2.55pm	Afternoon Tea
3.15pm	<u>Part B/</u> Recommend action(s) and reasons for decision(s)
3.40pm	<u>Part C/</u> (CE) Additional suggestions (regardless of your answer above)
4.00pm	Homework for next week – How can we engage the broader community?
4.15pm	Participants fill out feedback surveys
4.30pm	Feedback so far
4.40pm	Close of session and feedback to Internal Review Committee
5.00pm	Close and distribution of day 2 Participant Report

Synopsis of Daily Report of February 8th, 2014

(Entire Report was disseminated to each participant at the close of the day's Workshop)

How we would explain to others our decisions to increase or reduce services?

- A. The process is valuable and good quality information is essential to fulfil its potential
- B. That there were surprising and interesting aspects of local government operations we didn't know about
- C. Asset management and accounting questions need to be addressed
- D. that personal conversations with the community are important and we might be able to have these approaching strong local community groups

Recommendations for Creative Communities services – Results of voting for all services

Service	Pay more for more/better	Pay the same for the same	Pay less for less
Community Development and QEII	7%	43%	3%
Community Engagement	27%	45%	23%
Library	4%	52%	37%
Heritage	30%	43%	17%
Childcare and Family Services	14%	82%	0%
Arts and Culture	25%	40%	25%
Community Events and City Vibrancy	24%	60%	8%
Mullewa District Office and Town and Community	19%	62%	10%

Example of full information of one service - Community Engagement

Recommendation	Suggested change	Reason	# of Votes
Pay less for less	Reduce / cut the Million Trees project. Other groups can take this on.	Benefit Vs Cost: Another organisation can pick this service up	4
Pay less for less	Outsource the Million trees program to other community groups such as prison and private operators. Let PCYC / alternative management run the Midnight Basketball project. Council to partially back off from management operations of these projects.	Benefit Vs Cost: Other organisations could take care of these things that the City is taking responsibility for	4
Pay less for less	Surveys are important but there less undertaken	Benefit Vs Cost: Due to the cost and perhaps more people will fill out the survey if there was less	2
Pay less for less	Less paid advertising services for City projects and community events.	Benefit Vs Cost: Free alternatives could be more highly employed and reduce the service of paid advertisements.	1

Pay less for less	<i>Empowering the community to do more for themselves</i>	<i>Community Involvement: Community to be more accountable; more pride and belonging to the community; more involvement with their community; on a social aspect it is getting to know your neighbours</i>	4
Pay less for less	City should instruct sporting groups and progress associations etc. to collaborate and share information amongst each other to reduce the reliance upon the City for advice and support. Access the Department of Sport and Recreation for example.	<i>Benefit Vs Cost: This would reduce the reliance upon the City and reduce "service duplication" and increase social efficiencies by encouraging other Govt. agencies and bodies to pick up responsibilities.</i>	5
Pay less for less	Some of the workshops such as neighbourhood planning, water summit, etc. that are targeted to a specific group could be done in a more cost effective way because it doesn't benefit everyone	<i>Benefit Vs Cost: It is only a specific group whereas what we are doing here is with everybody</i>	1
Pay more for more	We should align the engagement with all events that we run so we can do the engagement at the same time and save money	<i>Benefit Vs Cost: Do the engagement at the same time and save money</i>	5
Pay more for more	Engage with multicultural programs more to serve a larger part of the demographic	<i>Harmonious, diverse community: We have a large proportion of indigenous</i>	2
Pay more for more	More services for youth.	<i>Culture, creativity, learning: Nurture the youth, will more likely retain them. Positively engaged.</i>	4
Pay more for more	More online engagement.	<i>Population retention, growth: We need to be forward thinking. Population is increasing and youth is a large sector</i>	2
Pay more for more	<i>Get out more into the community and participate in community activities, progress associations and church groups etc.</i>	<i>Community Involvement: Greater input from the community on grass roots activities. Governance, open, trusting: Shows the community the city has good leadership</i>	2
Pay more for more	Councillors and senior staff visiting the community activities	<i>Governance, open, trusting: People know and trust the council</i>	2
Pay the same for the same	If residents do work on their verges and parks then they get charged less rates. We should save money by reducing rates by less than it actually costs to provide those services by council		5

Pay the same for the same	Vouchers that go out with rates for community to get free trees to plant with conditions		5
Pay the same for the same	Increase online engagement to get access to information through regular online channels plus a new app for feedback.		5
Pay the same for the same	Utilise TAGG better for greater engagement through better headings, website links		5
Pay the same for the same	It's recommended that targeted engagements continue, e.g. with Aboriginal groups, but broaden the invitations to include other interested groups to get understanding from both sides.		1
Pay the same for the same	Get schools and businesses to plant trees, instead of the council having to do it. Also volunteer groups and sporting groups. They get grant money by planting trees.		5
Pay the same for the same	Empower different organisations to have more input into their own community		4
Pay the same for the same	The City should put out a community tender for community groups to assist or take on the delivery of projects. Partial tendering is also an option and could focus on groups or members of the community that aren't engaged in work (retirement, other interested parties etc.). Compensation for these individuals/groups could be reduced rates. This could increase community pride and efficiency		5
Pay the same for the same	City should instruct sporting groups and progress associations etc. to collaborate and share information amongst each other to reduce the reliance upon the City for advice and support. Access the Department of Sport and Recreation for example.		5
Pay the same for the same	Try and scout out some/more volunteers from the community to assist with engaging or helping other community groups in all aspects. To decrease CGG's workload.....in the long run.		4

Agenda – 2014, Day 3

CGG 2nd PB: Range and Level of Service Participatory Budget Workshop 3 Saturday 15th Feb, 2104

Purpose: To learn more about the ‘Sustainable Communities’ services and budget, and determine the Panel’s preferred budget allocation

8.30am	Early morning coffee
9.00am	Welcome, overview of the day and taking team roles based on ground rules
9.05am	Feedback from last Saturday’s deliberation
9.10am	Small group discussion: After speaking with others, what are your suggestions for involving the broader community in our deliberations?
9.30am	Feedback from ‘Creative Communities’ on the Panel’s budget suggestions
9.50am	Part A/ ‘Sustainable Communities service Presentations: 1/Building Assessment; and Development Assessment (2 combined); 2/Strategic Town Planning; 3/ Development Compliance
	<ul style="list-style-type: none"> i. Read spreadsheet and 1 page descriptions of those 3 services (5mins) ii. Managers present (8 mins each) plus Q & A (12mins)
10.30am	Part B/ (CE) Recommend action(s) and reasons for decision(s)
	<ul style="list-style-type: none"> iii. If these were your only options, which would you choose: <ul style="list-style-type: none"> a) Pay more for more/better b) Pay the same for the same c) Pay less for less d) Combined service – if 1 is ‘more for more’ & 2 is ‘less for less’ = ‘same’ iv. Describe your specific suggestions for change (if you selected a, c, or d) v. State the reason(s) why that change adds value
11.00am	Morning Tea
11.20am	Part C/ (CE) Additional suggestions
	<ul style="list-style-type: none"> vi. Regardless of your answer to the above, do you have suggested ways for the service to be improved or expanded without increasing the net cost, or ways to reduce the net cost?
11.40pm	Repeat: 4/ Environmental Health; 5/ Sustainability
	Part A/ Read spreadsheet and one pagers; followed by Presentations
12.10pm	Part B/ Recommend action(s) and reasons for decision(s)
12.35pm	Part C/ (CE) Additional suggestions (regardless of your answer above)
12.55pm	Lunch
1.20pm	Feedback so far
1.25pm	Repeat: 6/ Tourism; & Media and Marketing (2 combined); 7/ Land and Leasing; 8/Land Development
	Part A/ Read spreadsheet and one pagers; followed by Presentations
2.05pm	Part B/ Recommend action(s) and reasons for decision(s)
2.30pm	Part C/ (CE) Additional suggestions (regardless of your answer above)
2.50pm	Repeat: 9/ Economic and Foreign Affairs; 10/Ranger Services; and Local Law Compliance (2 combined); 11/ Emergency Fire Management
3.30pm	Afternoon Tea
3.45pm	Part B/ Recommend action(s) and reasons for decision(s)
4.10pm	Part C/ (CE) Additional suggestions (regardless of your answer above)
4.30pm	Participants fill out feedback surveys
4.40pm	Feedback so far
4.45pm	Close of session and feedback to Internal Review Committee
5.00pm	Close and distribution of day 2 Participant Report

Synopsis of Daily Report, February 15th, 2014

(Entire Report was disseminated to each participant at the close of the day's Workshop)

Your suggestions for involving the broader community in our deliberations

- A. Sending/ mailing out information to the community written in a plain language style
- B. Utilise online channels of communication to distribute information and provide opportunity for community members to give feedback
- C. Utilise the traditional media to distribute information e.g. Radio, TV and print
- D. Use notice boards, posters and other public display materials to disseminate information
- E. Use community events to engage face-to-face with community members
- F. Increase opportunities for users to provide feedback on services

Recommendations for Sustainable Communities services – Results of voting for all services

Service	Pay more for more/better	Pay the same for the same	Pay less for less	Split services
Building Assessment and Development Assessment	6%	82%	6%	6%
Strategic Town Planning	18%	73%	9%	0%
Development Compliance	7%	86%	7%	0%
Environmental Health	10%	84%	6%	0%
Sustainability	26%	65%	10%	0%
Tourism; & Media and Marketing	19%	65%	3%	13%
Land and Leasing	26%	74%	0%	0%
Economic and Foreign Affairs	30%	63%	7%	0%
Ranger Services and Local Law Compliance	50%	43%	3%	3%
Emergency Fire Management	13%	87%	0%	0%
Service	High service level	Same service level	Low service level	
Land Development	61%	39%	0%	

Example of full information of one service – Sustainability

Recommendation	Suggested change	Reason	No of Votes
Pay more for more	Sustainability benefits everyone. Whatever you put into, it will payback	<i>Benefit Vs Cost:</i> Payback may take some time, but eventually it will be re-cooped. <i>Social, coastal lifestyle:</i> The long term affect is far greater than not having that in place <i>Economy, thriving</i>	3
Pay more for more	Community endorsed project from 2029, established the importance. The more money spent the more we will save in the long term.	<i>Benefit Vs Cost:</i> Reduce costs in long term <i>Community Involvement:</i> Community was involved in the 2029 and these are the outcomes	4
Pay more for more	Concentrating more on sustainable - long term projects. Further grant applications.	<i>Benefit Vs Cost:</i> Long term savings vs what CGG has to invest up front.	4

Pay more for more	In areas that Sustainability has created savings in other Depts. i.e., Aqua Arena geothermal project....if Aqua Arena running costs get reduced by 10% that year, a portion of the 10% (commission) being transferred into the Sustainability area. Overall saving to council but Sustainability can pursue further improvements.	<i>Benefit Vs Cost:</i> Savings in operations long term	4
Pay more for more	Put a solar panel on top of all the street lights in new developments or when they replace old street lights. Not just light poles all local government buildings	<i>Environment, living sustainably:</i> harvesting the sun's energy in place like Geraldton that has lots of sun. Sounds more for more but in the long term it is likely to be an actual saving or break even	3
Pay more for more	Increase Million Trees project as it is really important	<i>Environment, living sustainably:</i> to reduce urban heat and supports community nursery	4
Pay more for more	Climate Change is a big issues there needs to be more monitoring on this issue to truly understand	<i>Environment, living sustainably:</i> increase the monitoring and action. more programs which encourage behaviour change in the community	3
Pay less for less	Interdepartmental budget - cost v's loss Example: Nursery supplying the parks department but not receiving revenue for them.	<i>Benefit Vs Cost:</i> Creating leave / clear budgets	3
Pay less for less	Cut back the CGG service of clean up days and put the responsibility back to business to clean up	<i>Benefit Vs Cost:</i> businesses should be more responsible for waste created by their products and services.	2
Pay less for less	Increase community involvement and education on how to make Geraldton more sustainable.	<i>Community Involvement:</i> more volunteer days, increase number stakeholders	4
Split-same	Nursery has a revenue stream - save other department money - could possibly stand alone in terms of budget & revenue	<i>Environment, heritage, accessibility:</i> It is a great initiative and creates a great opportunity to create / save cost from major retails - knowledge that the time, money & technology used is sustainable for our environment	3
Pay the same for the same	Educating now and putting in these sustainable projects in place will help with future growth of this area		3
Pay the same for the same	Promotes avenues for self-engagement and development/training e.g. prison development programs, work for the dole which will increase		5
Pay the same for the same	Can the City please investigate the planting of trees in road verge to extent life of road. There is also a thought that this will increase some safe on the road as it will reduce morning and afternoon sun.		3

Agenda – 2014, Day 4

CGG 2nd PB: Range and Level of Service Participatory Budget Workshop 4 Saturday 22nd Feb, 2014

Purpose: To learn more about the ‘**Department of Community Infrastructure**’ and ‘**Department of Corporate and Commercial Services**’ - their services and budget - and determine the Panel’s preferred budget allocation

8.30am	<i>Early morning coffee</i>
8.45am	<i>Participants fill out pre deliberation surveys</i>
9.00am	Welcome, overview of the day, and taking team roles based on ground rules
9.10am	Small group discussion: What can we do to avoid the dominant voices from dominating the results?
9.30am	Feedback from the City on plans for broader community involvement.
9.40am	Feedback from ‘Sustainable Communities’ on key Panel budget suggestions
10.00am	<u>Part A/</u> ‘Department of Community Infrastructure’ service presentations: 1/Parks; 2/Aquarena <ul style="list-style-type: none"> a) Read spreadsheet and 1 page descriptions of those 2 services (4 mins) b) Managers present (8 mins each) plus Q & A (10 mins)
10.30am	<u>Part B/</u> (CE) Recommend action(s) and reasons for decision(s) <ul style="list-style-type: none"> i. If these were your only options, which would you choose: <ul style="list-style-type: none"> a) Pay more for more/better b) Pay the same for the same c) Pay less for less d) Combined service – 1st more for more + 2nd less for less = same ii. Describe your specific suggestions for change (if you selected a, c, or d) iii. State the reason(s) why that change adds value
11.00am	Morning Tea
11.20am	<u>Part C/</u> (CE) Additional suggestions <ul style="list-style-type: none"> iv. Regardless of your answer to the above, do you have suggested ways for the service to be improved or expanded without increasing the net cost, or ways to reduce the net cost?
11.40pm	Repeat: 3/ Asset Management; 4/ Planning and Design <u>Part A/</u> Read spreadsheet and one pagers; followed by Presentations, Q&A
12.10pm	<u>Part B/</u> Recommend action(s) and reasons for decision(s)
12.35pm	<u>Part C/</u> (CE) Additional suggestions (regardless of your answer above)
12.55pm	Lunch
1.20pm	Repeat: 5/ Rubbish Collection; 6/ Meru Landfill; 7/ Mullewa Landfill Part A/ Read spreadsheet and one pagers; followed by Presentations
2.05pm	<u>Part B/</u> Recommend action(s) and reasons for decision(s)
2.30pm	<u>Part C/</u> (CE) Additional suggestions (regardless of your answer above)
2.50pm	Department of Corporate and Commercial Services presentations Repeat: 8/ Airport; 9/ Customer Service; 10/ Community Grants and Recurrent Community Grants (combined service)
3.30pm	Afternoon Tea
3.45pm	<u>Part B/</u> Recommend action(s) and reasons for decision(s)
4.10pm	<u>Part C/</u> (CE) Additional suggestions (regardless of your answer above)
4.30pm	Participants fill out feedback surveys
4.45pm	Close of session and feedback to Internal Review Committee
5.00pm	Close and distribution of day 2 Participant Report

Synopsis of Daily Report of Feb 22nd, 2014

(Entire Report was disseminated to each participant at the close of the day's Workshop)

What we can do to avoid the dominant voices from dominating the results

- Respect each other's views, listen carefully to what others have to say and be brave to express your own opinion
- Keep comments brief and focused
- Respect the passion of others
- Move people around tables to build relationship and trust
- Use a "sceptre" to give people the right to speak
- Remind people that they are here to represent the community, not lobby for personal agendas

Recommendations for Community Infrastructure's services - Results of voting for all services

Service	Pay more for more/better	Pay the same for the same	Pay less for less	Split services
Parks	7%	69%	17%	7%
Operational support	0%	75%	11%	14%
Works	7%	85%	0%	7%
Aquarena	7%	38%	55%	0%
Asset management	73%	23%	0%	4%
Planning and design	61%	39%	0%	0%
Rubbish collection	19%	81%	0%	0%
Meru landfill	26%	74%	0%	0%
Mullewa landfill	0%	100%	0%	0%
Airport	10%	90%	0%	0%
Customer service	0%	89%	11%	0%
Community grants	25%	46%	29%	0%

Example of full information of one service – Aquarena

Recommendation	Suggested change	Reason	# of Votes
Pay more for more	Keep the pool open in winter and hold more events to bring more people in	Lifestyle-outdoor amenities: Keep the youth busy during winter months.	1
Pay more for more	Rally towards and promote state carnivals to be held in the Aquarena	Benefits-vs-cost: Benefit being more people o town which filters money into the community – which out ways the cost to increase in staff members	3
Pay more for more	Charge more for entry fee	Benefit-vs-cost: Reduce the overall defer-set/running cost	3
Pay less for less	Less opening hours during the winter	Benefits-vs-cost: Cost a lot more than people taking advantage of it being open	2
Pay less for less	Reduce hours during the winter months for most services available – e.g. keeping hydrotherapy open while closing other pools	Community involvement: reduced community use during the winter months	3
Pay less for less	Partial closure of the pool during winter months	Benefits-vs-cost: Percentage of users doesn't justify the running costs	3

Pay less for less	Having the hydro pool and the two lap lane open and the rest of the pool closed during winter	Benefits-vs-cost: No one is using the damn thing. Not enough people to justify it	4
Pay less for less	Close services/pools during winter to better maintenance schedule. Leave hydrotherapy pool open for health/medical/elderly. Also have some lanes for swimmers in 25m pool for swim clubs (at reasonable profitable lease cost) to lower staff costs	Benefits-vs-cost: Less staff required to monitor pools	4
Pay less for less	Reduce pool availability during winter months i.e. only have two out of four pools open, i.e. lame swimming and hydro pool open	Benefits-vs-cost: Less cost for heating and staffing	3
Pay less for less	Seek co-funding for hydro pool from the Department of Health	Benefits-vs-cost: Will reduce operating costs of hydro pool which has wide community benefit	3
Split-same	<i>No suggestions</i>		
Pay the same for the same	Like to see what savings the geothermal system create before analysing whether to close over winter		1
Pay the same for the same	During winter months have the hydro pool and a couple of lanes open for swimmers		3
Pay the same for the same	Keep up the investigation and investing in energy efficient sources		4
Pay the same for the same	Investigate commercial options that can operate within the Aquarena area (e.g. hydro physio has office at Aquarena or a Gym, personal trainers etc.)		4
Pay the same for the same	Keep the pool open all year		3

Agenda – 2014, Day 5

CGG 2nd PB: Range and Level of Service Participatory Budget Workshop 5 Saturday 8 March, 2014

Purpose:

- a) To revise the criteria;
- b) To prioritise each Directorate's services by rating each service against the criteria;
- c) To weight the criteria (if desired); and if time remains,
- d) To determine which recommendation group each participant would prefer to join (i.e. which services to address) and start the deliberations.

9.00am	Welcome to day 5 Overview of progress so far; Brief description of the task and agenda for Day 5; Overview of Participant feedback from day 4 and suggested improvements Feedback: Dept. Community Infrastructure & Corporate & Commercial Services
9.20am	Small group discussion: How did the 'homework' go, rating each service against the Criteria. What did we learn? Do the criteria need amending/changing?
9.40am	<i>Reviewing our Criteria:</i> clarifying and editing/revising
10.00am	<i>Calibrating the scoring:</i> Small group practice session of Sustainable Communities service – Media and Marketing - & discussion in plenary
10.30am	<i>Assessing</i> - Small groups rate <u>Creative Communities</u> 5-10 services against criteria <i>Note: CGG personnel will be available to each table to respond to questions</i>
11.00am	Morning Tea
11.20am	<i>Feedback</i> – how did we go? Any suggestions or changes?
11.30am	<i>Assessing</i> – Small groups <i>continue</i> to work on Creative Communities services
12.10pm	<i>Assessing</i> - Small groups rate <u>Sustainable Communities</u> 7-14 services against criteria
12.50pm	<i>Lunch</i>
1.20pm	<i>Assessing</i> - Small groups <i>continue</i> to rate Sustainable Communities services
1.50pm	<i>Assessing</i> - Small groups rate <u>Community Infrastructure</u> 5-10 services against criteria; PLUS <u>Corporate and Commercial</u> 2-3 services against criteria
3.10pm	<i>Weighting the criteria</i> - Divide 100 points between the criteria to weight their importance. (Allocate no more than 30 points per criterion)
3.25pm	Afternoon Tea
3.40pm	Plenary – Determine the groupings for Final Recommendations
4.00pm	Small groups begin to work on their 5-7 services, to determine recommendations on Service Area; Recommended Level: Reason; Detail; Funding (2 blank columns - Council Decision to Implement Yes/No; Summary of next steps)
4.30pm	Fill out Participant Feedback forms
4.40pm	Session with Independent Review Committee to give feedback
5.00pm	Thank you and close

Synopsis of Daily Report of March 8th, 2014

(Entire Report was disseminated to each participant at the close of the day's Workshop)

How did the “homework” go, rating each service against the criteria – What did we learn? Do the criteria need amending/changing?

- A. There is difficulty in separating services with these criteria
- B. Not all criteria are applicable to all services. A lot if the criteria was not applicable to some of the topics
- C. Interpretation of what the criteria meant was tricky.
- D. Sometimes felt like we needed more information to give a good rating.
- E. A complex task that could be made easier with a computer interface.
- F. The use of wording is important
- G. An important criteria is the ‘essential –ness’ of the services.

Reviewing our Criteria: clarifying and editing/revising

- A. **Benefit Vs Cost:** Community benefit compare to financial cost, taking into account who will benefit (e.g. whole population? specific groups? future generations?)
- B. **Economy, thriving sustainable population:** The service contributes to our healthy thriving economy that provides diverse employment opportunities and affordable living that will retain and attract new residents
- C. **Environment, living sustainably:** The service contributes to the environment – both natural and built – and our ability to live sustainably. balancing the protection of nature with community requirements, accessibility, and future requirements.
- D. **Social/sense of community:** big city amenities while retaining a small town feel, with friendly, accepting safe, outdoor, sporting, recreational, bushland and coastal lifestyle.
- E. **Culture, creativity, learning:** The service contributes to our cultural heritage, our Aboriginal and Torres Strait Islanders and multicultural communities; our creativity and our life-long learning opportunities.
- F. **Community involvement, information, awareness and education:** Community involvement in the services and its planning.

Assessing Services (Average ratings)

Service	Criteria 1	Criteria 2	Criteria 3	Criteria 4	Criteria 5	Criteria 6	Total
Creative Communities							
Arts and Culture	3.1	2.6	1.9	3	3.8	2.9	17.3
Childcare Services and Administration	4.1	3.6	1.8	3.3	2.4	2.7	17.9
Community Development	4	2.8	2.9	4.3	3.5	3.6	21.1
Community Engagement	3.3	2.6	2.6	3.3	3	4	18.8
Community Events	3.4	2.6	2.1	3.7	3.3	3.7	18.8
Heritage	3.1	2	2.1	2.8	3.5	2.4	15.9
Library	3.6	2.5	1.6	3.1	3.6	2.5	16.9
Mullewa Town and Community	3.9	3.6	3.1	3.1	3.3	3.4	20.4
QEII	4.3	2.7	2.1	3.9	3.3	3	19.3
QPT	3.3	3	2.2	3.3	3.6	2.7	18.1
Sustainable Communities							
Building Assessment	3.7	3.7	2.9	2.9	1.6	1.7	16.5
Development Assessment	3.6	6.7	3.4	3.1	1.7	1.8	17.3
Development Compliance	3.5	2.5	2.7	2.5	1.8	1.6	14.6
Economic and Foreign Affairs	3.4	3.1	2.1	2.3	2.1	1.7	14.7

Emergency Management and Fire	4.3	3.2	3.3	2.8	1.5	2.7	17.8
Environmental Health	3.6	3.3	3	2.8	2	1.9	16.6
Land Development	3.9	3.7	3.3	2.6	2	1.7	17.2
Land and Leasing	3.9	3.6	2.6	3.1	1.9	2.5	17.6
Local Law Compliance	3.7	2.3	3.7	3.2	1.8	2.5	17.2
Media and Marketing	3.4	2.7	2.1	2.9	2.6	2.3	16
Ranger Services	3.6	2.9	3.3	3.3	1.7	2.9	17.7
Strategic Planning	3.9	3.6	3.3	2.9	1.7	1.8	17.2
Sustainability	3.7	3.5	3.8	3.5	2.3	3.4	20.2
Tourism	4	3.7	2.2	3.3	3	2.7	18.9
Community Infrastructure and Corporate and Commercial Services							
Aquarena	4	3.1	2.9	3.6	2.3	2.3	18.2
Asset Management	4	3.2	2.8	3	2.2	1.4	16.6
Community Grants	4	3.2	2.8	3	2.2	1.4	16.6
Customer Services	3.8	3.2	2	2.8	2.8	2.5	17.1
Major Projects and Project Support	3.9	3.4	3.1	2.8	1.6	1.8	16.6
Meru Landfill	4.3	3.6	3.7	2.9	1.7	2.1	18.3
Mullewa Landfill	4.3	3	3.5	2.5	1.5	1.3	16.1
Operational Support	3.7	2.7	2.2	2.4	2	1.5	14.5
Parks	4.3	3.7	4	4	3	3	22
Planning and Design	4.2	3.5	3.5	2.8	1.4	1.6	17
Rubbish Collection	4.5	3.3	3.7	3	1.3	2	17.8
Service Airport	4.3	3.8	4	3.8	2	2	19.9

Weighting the criteria – Divide 100 points between the criteria to weigh their importance

Criteria	%	Points
Benefit Vs Cost: Community benefit compare to financial cost, taking into account who will benefit (e.g. whole population? specific groups? future generations?)	24%	732pts
Economy, thriving sustainable population: The service contributes to our healthy thriving economy that provides diverse employment opportunities and affordable living that will retain and attract new residents	18%	555pts
Environment, living sustainably: The service contributes to the environment – both natural and built – and our ability to live sustainably. balancing the protection of nature with community requirements, accessibility, and future requirements	17%	523pts
Social/sense of community: big city amenities while retaining a small town feel, with friendly, accepting safe, outdoor, sporting, recreational, bushland and coastal lifestyle.	17%	519pts
Culture, creativity, learning: The service contributes to our cultural heritage, our Aboriginal and Torres Strait Islanders and multicultural communities; our creativity and our life-long learning opportunities.	12%	377pts
Community involvement, information, awareness and education: Community involvement in the services and its planning	12%	364pts

Services prioritized by criteria (un-weighted & weighted)

	Unweighted Panel Figures	Weighted Panel Figures
	Total	Total
Parks	22	22.67
Community Development	21.1	21.24
Works	19.9	21.13
Services/Airport	19.8	20.99
Sustainability	20.2	20.66
Mullewa Town and Community	20.4	20.65
QEII	19.3	19.76
Meru Landfill	18.3	19.55
Tourism	18.9	19.47
Community Grants	18.8	19.31
Rubbish Collection	17.8	19.25
Aquarena	18.2	19.05
Emergency Management and Fir	17.8	18.89
Childcare Services and Administration	17.9	18.67
Community Events	18.8	18.66
Community Engagement	18.8	18.62
Land and Leasing	17.6	18.49
Planning and Design	17	18.41
Ranger Services	17.7	18.36
Strategic Planning	17.2	18.35
Development Assessment	17.3	18.33
Land Development	17.2	18.29
QPT	18.1	18.14
Local law Compliance	17.2	17.95
Major Projects and Project Support	16.6	17.75
Asset Management	16.6	17.72
Customer Services	17.1	17.64
Building Assessment	16.5	17.62
Mullewa Landfill	16.1	17.57
Environmental Health	16.6	17.47
Arts and Culture	17.3	17.09
Library	16.9	17.07
Media and Marketing	16	16.44
Heritage	15.9	15.87
Development Compliance	14.6	15.49
Economic and Foreign Affairs	14.7	15.47
Operations Support	14.5	15.46

Agenda – 2014, Day 6

CGG 2nd PB: Range and Level of Service Participatory Budget Workshop 6 Saturday 15th March, 2014

Purpose:

- a) To determine the draft recommendations for each service;
- b) To prepare for the community participation later in the afternoon
- c) To suggest to the community those issues the Panel needs further community input

9.00am	Welcome to Day 6 Overview of progress so far; Brief description of the task and agenda for Day 6 Overview of Participant feedback from day 5 and suggested improvements Feedback on the Panel's priority ranking and the extent of discretion for each service
9.10am	Feedback on the City's responses to the 1 st draft recommendations
9.25am	Small group discussion: Continuing the draft recommendations from the set of services addressed the prior Saturday
9.50am	<i>Calibrating the draft recommendations:</i> Each small group reviews the set of draft recommendations of another group(s). Groups/individuals either 'accept' the recommendations as they stand, or input their own recommendations. If there is a 'split vote', individuals can 'accept' one option and others can 'accept' the other. Or if groups/individuals don't 'accept' either option, then they can 'accept' a 3rd option.
11.20am	Morning Tea (all Review Work is photocopied, one per person)
11.40am	<i>Seating in new randomly selected groups; review work disseminated to each group</i> <i>Assigning to each group a set of services for which they'll be the lead editing group</i>
11.45am	<i>Assembling/curating recommendations</i> – Lead editing groups repeat the review process on their allocated set of services, plus a/ making editing changes so each input is more clear and succinct and b/ ordering the ideas in terms of #s accepting. However, do NOT delete any ideas. If there are two or more service direction recommendations, they need to be kept until after the community input and a plenary session the following Saturday, as do all actions and suggestions.
1.15pm	Lunch (all Edited Draft Recommendations Work is photocopied, one per person)
1.45pm	<i>Determining presentations – what will be said and who will say it; and what issues the small group wants the broader community to address.</i>
2.45pm	<i>Practice Sessions – feedback from Plenary</i> - Has the presenting group adequately covered the key issues developed by the Panel? Have they selected the key issues that need to be addressed by the broad community?
3.40pm	Afternoon tea/coffee and Panelists join the Broader Community Community Participation
3.30pm	Afternoon tea/coffee biscuits and walk around to see essential background information
4.00pm	<i>Welcome to community</i> <i>Explanation:</i> Why the Range and Level of Service Participatory Budgeting Panel was formed; How it was formed; The Panel's "charge"; What will happen to the suggestions of this community session; and What will happen to the Panel's recommendations
4.15pm	1/ Creative Communities: issues and questions for community to address 2/ Sustainable Communities: issues and questions for community to address 3/ Community Infrastructure; and Corporate and Commercial Services: issues and questions for community to address
4.45pm	Community goes to the set of services area (i.e. 2 tables per Directorate), which they most want to address. As with an Open Space, individuals can move from one group to another depending on their interest. Each table is clearly marked with services and areas for discussion
5.25pm	Plenary feedback – one brief suggestion from each group
5.30pm	What happens next. Thank you. Official Close
5.35pm	Drinks and sausage sizzle

Work in Progress - Synopsis of Daily Report, March 15th, 2014

(Entire Report was disseminated to each participant at the close of the day's Workshop)

Examples of word-crafting specific actions, reasons and suggestions

Service	Budget direction	Specific action	Reason	Suggestion	Group
Sustainable Communities					
Economic and Foreign Affairs	Pay more for more	More staff time to apply for grants, especially state government and liaise with other councils in the mining areas to form partnerships	Need to have it to bring money to the region. Create better relationships and have visitors from Sister City. Need to spend money to get money. Does not generate income directly to council but promotes a more vibrant economy.		3
	Pay the same			It has to be there -	4
	Pay less for	Get rid of it	Should be left to the		4
				Why does the Council	4
Emergency	Pay the same			Happy with the service	4
				Alter the first inspection	5
				Mandatory service	4
				No comment, very	6
Environment	Pay the same			Maintain the food star	3
				Investigate sourcing	5
				Display Food Star	4
				No comment, very	6
Creative Communities					
Heritage	Pay the same			Investigate the creation	2
				Historical society,	2
				Historical society to	2
	Pay less for less	Decrease the amount of	Costs Vs Benefit		3
				Outsource parts if research process to interested community groups	3

Agenda – 2014, Day 7

CGG 2nd PB: Range and Level of Service Participatory Budget Workshop 7 Saturday 22nd March, 2014

Purpose:

- a) To finalise the Community Panel's Final Report recommendations:**
- b) To discuss the community input session and add to/change the draft recommendations if needed**
- c) To determine what recommendations will be the Final Report and what will be in the Appendix**
- d) To overview the City feedback on approximate costing**
- e) To determine the preferred direction for each service**
- f) To determine the preferential ordering in the Final Report of each service's actions to achieve the preferred direction(s), and additional suggestions**
- g) To agree to additional recommendations re future processes etc.**
- h) To determine next steps in Panel process including volunteers to present to City and Council**

9.00am	Welcome to Day; Overview of progress so far; Overview of ½ day agenda Summary of Participant feedback from day 6 and suggested improvements
9.05am	Brief discussion of community feedback session, including amending draft recommendations where needed
9.25am	Clarification of issues (CEO)
9.35am	Questions about City feedback and costing of draft recommendations
9.45am	New deliberation groups formed.
9.50am	Discussion of how to report the findings Final Report Key Recommendations - Unanimous (all/35), or 2/3 Majority (67%/23), or Split (approx. even/17:18) Appendix to Final Report – Minority views (33%/12)
10.00am	Small groups discuss and scribes input the votes for each service direction: Ask participants to consider the costing, their service priorities and discretion
10.30am	Display final directions on the screen (with scores) Plenary – Service by service, given the votes and the information to be considered, do any participants wish to change their votes? If so, scribes input new team votes for that service
11.00am	Small groups discuss and scribes input only the 'yes' votes i.e. to be included in the Final Report Key Recommendations: <ul style="list-style-type: none">a) for actions of the room's desired direction(s) for that serviceb) for all additional suggestions for that service
11.30am	Morning Tea (taken when groups decide they want their break)
12.00pm	Additional recommendations re: <ul style="list-style-type: none">a) Specific actions to enable the broad community to understand what we recommended and whyb) How the community should be involved in future budgeting. Eg: Whether this process should be repeated. If so how often? Any changes to the process?c) If not this process, other ways the community could be involved
12.20pm	Plenary – all final service recommendations are displayed on the screen and any additional changes made
12.40pm	Plenary – all final additional City budgeting process recommendations are displayed on the screen and any additional changes made
1.00pm	Volunteers for presentations to the City and Council are documented and practice session timing is arranged
1.10pm	Participant Feedback forms are filled in
1.20pm	Thank you and next steps from Mayor and IRC
1.30pm	Close and dissemination of Draft Final Report

Note: 6 sheets of butchers paper will be stuck onto the walls so when the small groups have finished their work and are waiting for others, they can go around the room and write personal comments on the sheets entitled: 1/ What we've learnt from each other; 2/ What we've learnt from this process; 3/ Funny moments, 4/ Difficult moments; 5/ Memorable moments; 6/ Our advice to any future Panels.

Synopsis of Daily Report of March 22nd, 2014

(Entire Report was disseminated to each participant at the close of the day's Workshop)

Community Panel Actions and Suggestions – Final Votes

UNANIMOUS (BUDGET DIRECTION 100%VOTES)						
Service	Direction of Budget	Vote %	Actions to reallocate the Budget	Vote %	Additional suggestions	Vote %
Arts and culture	Pay same for same	100 %			Keep doing what you are doing. Have a good mix (international/local) to retain vibrancy.	87%
					Purchasing local art would be preferred over international art to support Greater Geraldton's "thriving art community". This could be sourced from local educational facilities, ACDC, Marra Indigenous Arts. Achieve greater promotional synergy with art events; tying in exhibition with the Tourism team to promote Geraldton.	58%
QEII	Pay same for same	100 %			Running very well - catering for a variety of ages, activities etc.	68%
Building Assessment	Pay same for same	100 %			Maintain the current turnaround time for permits and applications	87%
					Council are doing a good job within the constraints of dealing with other agencies e.g. water corporation	68%
					No comment, agree with above	16%
					Agreed	16%
Strategic planning	Pay same for same	100 %			Doing well with current constraints by state government	39%
					Agreed Same for Same	16%
Environmental Health	Pay same for same	100 %			Display Food Star Rating in building/window if they want to be a part of it. They will then be self-governing and people/customers can choose if they want to eat there	100%
					Maintain the food star program - cuts down on the number of times CGG has to go out to undertake inspection of premises.	100%
QPT	Pay the same with a different mix	84%	Increase - Spend more on marketing/advertising for QPT events & Decrease - Remove the box office attendance during the day at	77%	To fill the theatre, give away tickets to radio stations (as prizes), school groups and community groups (as thank-you's or reward). Money can be made from food and drink sales. Give to kids that may not normally attend eg. Midnight Basketball. In addition, they could be used as loyalty rewards for regular patrons. Base-line of say 20 tickets to	87%

			the QPT and move the ticket sales to the City front desk/library. Open box office an hour prior to shows.		be given away per show and where low ticket sales are a problem, increase give-away's to fill seats.	
Meru Landfill	Pay same for same	84%			Split of waste streams into relevant areas to reduce landfill and take advantage of future recycling and reuse opportunities. Auditing of waste stream at dumping points instead of at gate. Better signage and site planning. Refuse and recycling centre education and implementation. Investigate \$5 per trailer load for community dumping. Investigate charges for non-compliance of splitting waste streams.	77%
Mullewa Landfill	Pay same for same	81%			Mullewa is a part of the City of Greater Geraldton and the same rules (i.e. sorting of waste) should be applied. Share funding between Meru and Mullewa as offering same service.	90%
					Mullewa is part of City of Greater Geraldton and their waste should be treated the same as all waste.	87%
Heritage	Pay same for same	77%			Outsource parts of research process to interested community groups.	71%
					Investigate the creation of a portable information service that has information on it relative to the area - for example you have a map drive around & when you get to that particular spot you press '5' that that tells you about that spot - as per Mammoth Cave in Margaret River.	58%
					Historical Society to host more historical events in Geraldton - promote the City's / regions heritage.	35%
					Historical society, relocating them to the library & Bill Sewell complex (not aware of where it is located at present).	29%
Development Assessment	Pay same for same	74%			Propose an optional premium service to fast track approvals if wanted.	65%
					Agree, increase cost for fast track approval service.	48%
					Keep it same for same running under statutory requirement no reason for optimum premium service as suggested by groups 2 and 4.	29%
					Don't agree with group 2. Feel development assessment is running well within statutory time frames and walk in customers are your everyday	13%

					people who require a service from the City and therefore would not have to wait and shouldn't need a meeting for simple questions (e.g. to find out what their land zone is).	
Community Development	Pay the same for the same	71%			Geraldton street work aboriginal corporation & PCYC to engage & work together on events – e.g. midnight basketball	88%
	Pay the same for the same with different mix		Increase midnight basketball and; Decrease indigenous cultural development	31%	City seeks additional funding from the Indigenous community or grants for the cultural development.	69%
			Increase the funding for Midnight Basketball and; Decrease funding for Sport & Recreation program	38%		
Ranger Services	Pay same for same	71%			Doing a good job.	45%
					Increase parking costs by 20% to cover costs	39%
					When there are 3 rangers in the office doing investigation there is only one ranger on the beat for the whole area. There needs a better ranger presence in the community.	35%
					Rangers are a local enforcement service. As a rate payer why should I pay (by my rates) if I am not breaking any Council laws e.g. illegal dumping. Total cost recovery for their services should be investigating higher fines for breaching the law.	16%
					Minority-impossible task to monitor Cat law	3%
Land Development	Pay more for more/better	71%	Increase selling and buying of lots	58%	As per group 4 increase selling and buying of lots, same suggestions/comments.	42%
					Council should leave land development to the professionals and reduce our risk exposure	26%
Childcare Services and Administration	Pay same for same	68%			Doing a great job as is.	55%

					For those shows that are free - provide a donation box so that people that wish to pay for the event can do so.	87%
					Whilst events are on, don't have the box office open. Instead, sell tickets at the bar.	39%
Economic and Foreign Affairs	Pay same for same	68%			It has to be there-maintain a level of communication, it is important-Communication has to be between groups and is for the good of the greater region. Make more use of Midwest chamber of commerce and need to find more financial help from State Government.	77%
					Why does the Council get involved, this is not needed. We already have groups doing this already.	19%
Parks	Pay less for less	68%	Reduce the cost of maintenance and care of parks. Amend planting to use more self-sustaining plants which require less maintenance, water etc... Remove or change trees under power lines which will reduce the amount of maintenance required in that area - replace with shrubs. Remove big trees that have ongoing maintenance cost and replacement for more suitable, smaller and attractive trees. Reduce mowing services by utilising artificial turf in certain areas (e.g. centre of roundabouts where mowing would require traffic management). Let the grass grow longer – looking into more sustainable/less	77%		

			maintenance plants.			
			Turn less utilised parks into nature reserves example planting native trees.	52%	After holding events in parks user groups to be responsible for clean-up.	90%
					Relocate BBQs that are not being used to high usage parks	84%
					Sell unusable or uneconomical parcels of land (parks) thereby reducing maintenance costs and increasing revenue for Council.	74%
					City to explore community groups looking after their facilities / sports facilities. Sporting groups should be responsible for the maintenance of their sporting ground	71%
					Offer to community/sporting groups to contract out management of smaller parks or sports areas where it can be done more cost effectively. Win- win cost savings for clubs and CGG can be achieved by sharing cost savings through reduction in lease costs payable to CGG whilst maintaining a proportion of savings for CGG (e.g. by empowering the club to manage their grounds a saving of \$3000 p/a may be achieved which would then reflected in reduced lease fees of \$1500 to the benefit the club)	71%
					Rate payers to receive 6 free Meru dumping tokens for private household waste dumping. Over six visits to incur \$5 charge.	74%

SLIGHT MAJORITY (BUDGET DIRECTION 50 - 66%)						
Service	Direction of Budget	Vote %	Actions to reallocate the Budget	Vote %	Additional suggestions	Vote %
Tourism	Pay the same for the same	65%			Encourage more cruise ships to promote Geraldton more. So many people go Geraldton up the highway though Geraldton - should be encouraged to stop. Photographic bill boards on the highways to show tourists key attractions to visit and lifestyle. Sydney Memorial etc...	94%
					Happy with things and progress, tourism holding itself and occurring all through the year. Going ahead with tourism (i.e. cruise ships) They are doing the right thing because there are more boats coming in.	42%
Land and Leasing	Pay more for more	61%	Increase service into the maintenance of current City (lease buildings) such as Railway building.	55%		
			Increase income/asset base by opening up more crown land for leasing with 21 year leasing agreement	39%		
Community Events	Pay the same for the same	58%			Call it "Wind on Water" festival. Sponsorship could be sourced from kiting brands and possibly Festivals Australia, Events Corp and local business.	71%
					Work with wind sport experts to determine the ideal time of year for such a wind sports event.	65%
					Combine some of the events into one week / event. Reduce the cost going into each event. The City's funding seems to be stretched over many events combining the events is to reduce the amount of cost that goes into it each.	61%
					Sponsorship could be sources from kiting brands. City to encourage universities to hold more conferences in	45%

					Geraldton.	
					Keep doing what you are doing	29%
Rubbish Collecti on	Pay more for more	58%	Invest in researching recycling options of organic waste (including the option of a second specific organic waste household bin). Education of community about waste reduction and current recycling options.	71%	Currently has a profit. Use this in areas of education and investing in research into recycling, etc... The community needs to consider and be aware of how to recycle rather than expecting the Council to do it. Rate should not be increased.	84%
					Raise rates by small amount to cover costs. Possible \$\$ from waste to energy from organic waste and other streams.	29%
Sustaina bility	Pay the same for the same	55%			All projects are constantly changing and evolving and being completed. The same amount of funding would be used as seed funding for new projects. With the increase of population, funding needs to be increased to cater for growing needs.	58%
					Water resources and monitoring of bores is not a Council responsibility. Community awareness re water tanks and installation.	48%
					Will reduce the cost of running council in the long run. Nothing stays the same for ever. It is necessary to become a clever city. As sustainability techniques grow within management it is skilling up staff and educating community.	45%
					Reword group 3 as it sounds like a more for more "With the increase of population, funding needs to be increased to cater for growing needs" the intent of this comment is that it is "index linked" to the population growth.	29%

Appendix 4 - Recruitment of Community Panel Members: Methods and Outcomes

The recruitment process was designed so that community panel 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 strata is filled no one else with those characteristics is invited.

Invitation to participate in the community panels was done through random dialling telephone and mobile numbers of Greater Geraldton residents. People who were contacted were invited to be on either the capital works panel or the panel on the range and level of community services. The target was 35 people recruited through this method for the panel. Another six participants per panel were selected by invitation in a manner described later.

People living in Mullewa represent only 2 per cent of the total City of Greater Geraldton adult population. Statistically it is possible that a random sample of 36 residents would not have anyone from Mullewa. However, given the importance of addressing community need in the recently amalgamated shire, a particular effort was made to ensure the panel would have one or two participants from Mullewa. Phone numbers registered to people living in Mullewa were called separately so they had a greater opportunity of being contacted. Three participants from the old Mullewa Shire were recruited through random dialling and two confirmed and one participated.

Random dialling recruitment

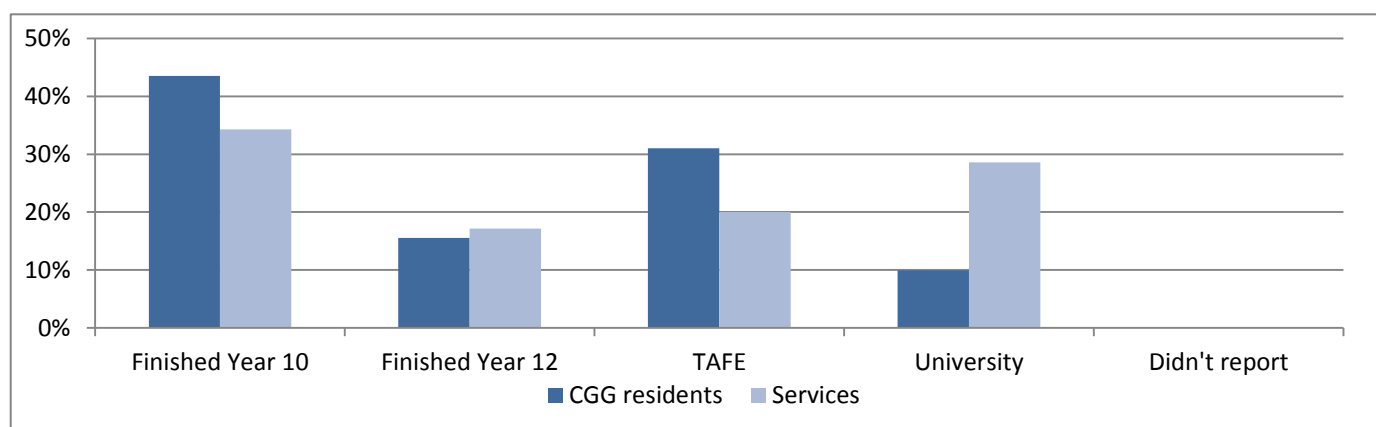
In October and November 64 approached through random dialling agreed to participate in the services panel. Of those 26 people (41 per cent) attended the first session. In late January an additional 15 people were recruited through random dialling and eight (53 per cent) attended the second session along with 23 from the original group. The participation rate for attending at least one session of the services panel was 44 per cent (35 participants divided by 79 recruits).

Members of the panel were older than the general population. In the City of Greater Geraldton 38 per cent of adults aged 18 and over were under 40. Despite much effort to contact young adults, only 28 per cent of the people recruited through random dialling were under 40. Only 18 percent of service panel participants were under 40.

Young adults were also more likely to withdraw before they attended a session. In fact, 90 per cent of those recruited who were under 30 withdrew and about 60 per cent for those in their thirties, forties or fifties withdrew. Only 35 per cent of recruits aged 60 and over withdrew. Women were more likely to withdraw than men (63 per cent compared to 54 per cent).

Figure 1. Comparison of the age and gender of participants with the CGG population.									
		Willing recruits				Participants in at least one session			
Age group	CGG residents	Males	Females	Total	Total %	Males	Females	Total	Total %
18-29	20%	3	8	11	14%	1	1	2	6%
30-39	17%	5	6	11	14%	1	3	4	13%
40-59	38%	18	20	38	49%	9	8	17	55%
60 +	24%	7	10	17	22%	6	5	11	35%
Total	100%	33	46	79	100%	17	18	35	100%
Note: The City of Greater Geraldton population distribution is derived from the usual residents reported in the 2011 census of the City of Geraldton-Greenough and Shire of Mullewa. Numbers do not add to the total because two women did not report their age.									

Figure 2. Members of the services panel had a disproportion number of people with a university degree.



The proportion of panel members born overseas also broadly reflects the City's demographics. In the census 24 per cent of usual residents reported they had been born overseas. Five out of the 26 participants (19 per cent) of the capital works panel had been born overseas: two in the United Kingdom, and one each in New Zealand, Canada and Italy. Ten of the 35 participants in the services panel had been born overseas: two each from the UK and Scotland, and one each from Cocos Islands, Germany, India, New Zealand, Sweden and the United States. As Figure 1 shows, participants came from all parts of the City, including inner suburbs, semi-rural and rural areas. Two participants in the capital works panel and one in the services panel lived within the boundaries of the former Mullewa Shire.

Figure 3. Where participants recruited through random dialling live.					
Beachlands	1	Moresby	1	Mount Tarcoola	1
Beresford	2	Strathalbyn	3	Tarcoola Beach	1
Geraldton	4	Greenough	1	Wandina	4
Karloo	1	Mullewa	1	Wonthella	3
Rangeway	1	Cape Burney	1	Walkaway	1
Spalding	1	Waggrakine	1	Woorree	2
Utakarra	2				

Non-random recruitment

It is widely recognised that conventional methods of recruiting participants may systematically miss members of certain groups, thereby resulting in a biased sample. The City considered that representation of Aboriginal people and youth between the ages of 15 and 17 on the panels was extremely important and that random dialling was not an efficient, effective or appropriate recruitment method to recruit them.

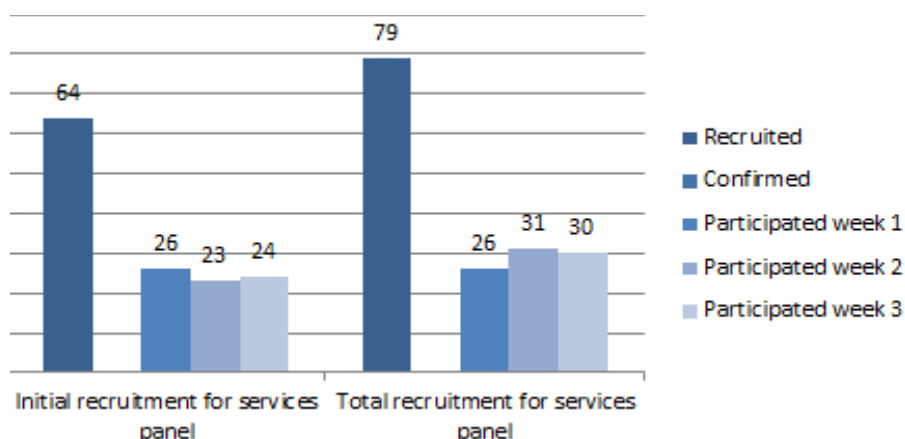
Youth were recruited through schools and youth networks. Two youth participated in the capital works panel.

Aboriginal participants were recruited through snow-balling. In consultation with the City's Aboriginal liaison officer, several leaders of the Aboriginal community were approached for recommendations of potential members. Those suggestions were followed up and frequently lead to other people who might be interested. Interest in participating among the Aboriginal people who were approached was very high. Three Aboriginal participants attended the first session, two attended the remaining sessions.

Retention

Retention rates for the first three weeks of the panel was high. Once people made it to the first workshop, they tended to remain. However, persons born outside of Australia and recruited through random dialling and invited Aboriginal participants were more likely to withdraw after attending one or two sessions.

Figure 1: Participation and retention of community panel members.



Appendix 5 – Techniques and Technologies used in the Panel Deliberations

World Café (used in the Introductory workshop) is a method to enable medium to large numbers of people to talk interactively to explore an issue of importance to them. Participants are those interested in the issue – the purpose of the meeting determines who should be there. Four or five people sit at a small Café-style table. They participate in progressive rounds of conversation of approximately 30 minutes each. A series of questions that genuinely matter to people's life, work, community are explored. Members are encouraged to write or draw key ideas on their tablecloths or note key ideas on large 'post-its' or placemats. After the initial round, one person remains at the table as the 'host' while the others serve as 'travelers' and carry the themes to their new conversations. The host shares the main themes, encourages newcomers to link ideas from their previous conversations, listening carefully and building on others' contributions. As people move through several rounds, there are opportunities for ideas, questions and themes to link and connect – resulting in cross pollination of insights. After each session, key insights can be written onto post-it notes, one idea per post-it. At the conclusion, groups can cluster the ideas into themes, 'affinity clusters', to be used for planning the next steps. Or graphics can be created, later discussed, and ideas collated. Finally, there is a whole group conversation, sharing discoveries and insights, patterns and possibilities for action.

21st Century Dialogue (adapted from AmericaSpeak's '21st Town Meeting') creates meaningful opportunities for large numbers of people to deliberate in small groups to effectively problem solve and find a coherent voice that reflects their carefully considered views and priorities.

Tables of 4 -9 participants, purposefully seated to maximise diversity in views, deliberate together about key issues. A trained facilitator at each table encourages effective team dynamics. Table participants usually take turns volunteering to act as the table scribe. At each table, a networked computer, connected by a wireless platform helps teams to submit their ideas to set questions as succinctly as possible. Then a theme team (of 4 – 8 trained members with a coordinator) synthesises the inputs from all the computers, creating themes, often illustrated by direct quotes from tables. These are projected back into the room, virtually in 'real time'. The room's priorities are determined by a more sophisticated method than keypad polling. Each participant can rank, rate, or divide points (\$s) between items. Graphs of the priorities are immediately available to be projected back into the room.

One of this technique's most empowering strategies is the dissemination at the close of each day of a participant report consisting of the day's deliberation outcomes. This avoids 'experts' trying to understand and interpret participant inputs to create a report, often not sending it back to them until sometime later. In a 21st Century Dialogue, the agreed outcomes are immediately available to participants, in their own words.

Multi Criteria Analysis Conference (MCA) is a systematic, structured decision making process that engages diverse people in an open and accountable process. In order to reach a preference (ranked priorities), this technique makes use of expert views based on technical data, as well as community value judgements. Often, planning decisions are complex and potentially contentious. The MCA addresses complexity by encouraging thorough data analysis, and tackles contentiousness by ensuring community value judgements are taken into account. Normally, the community is not privy to such decision-making processes, but through an MCA, the process is open and accountable.

The MCA process has four key components:

- A set of alternative options (in this instance, capital works projects)
- A set of criteria for comparing the alternatives (developed by participants)

- Weighting to attach a measure of importance to each criteria (developed by MCA Conference participants if required)
- A method of ranking the alternatives based on how well they satisfy the criteria (developed and implemented by the MCA Conference participants)

CivicEvolution (CE) is a computer platform that uses web, mobile, and face-to-face activities and applications to help people come together around their shared concerns in meaningful conversations, where they can understand their differences and pursue their mutual interests through practical cooperation. This approach encourages collaboration, among everyday people, and also can more effectively link community with government.

There are CE applications for community based, online-deliberation, however, in this instance; CE was used to support the face-to-face deliberation. CE provides the network for the 21st Century Dialogue that enables 'meaningful' deliberation at the small tables, and then connects the tables to theme teams and their coordinator in real time, so the theme team can work with the ideas as they are generated. Themers are provided with effective ways to browse through the ideas looking for patterns and affinities. The system makes it easy to move from themes to prioritization and then the displaying of results, all the while maintaining all of the data for instant reporting and auditing. When used for the MCA, each small group submits their team scores for each project rated against each criterion. When more than one team rates a project (for calibration purposes), the results are instantly averaged. If criteria are weighted, the scores are changed accordingly. The final list of rankings is immediately available. CE automatically generates the daily Participant Report from the outcomes of each day's deliberation. An example of the form the scribe uses to submit a group's idea and reasons.

An example of the form the scribe uses to submit a group's idea and reasons

The screenshot displays the CivicEvolution web interface. At the top, a blue header bar contains the text "CivicEvolution" and "Think together to Act together", along with a user profile icon and "Group 1". Below the header, the page is divided into a left sidebar and a main content area. The sidebar includes a "Home page" link and a blue button labeled "Add recommendation". The main content area shows a group's recommendation for "Pay less for less". It includes a "Suggested change" section with the text "Partial closure of the pools during the winter periods. Keep essential services running." and a "Reasons" section with a bullet point: "Benefit Vs Cost: Service not as utilised during this period where running costs are high." Below this, there is a form titled "Edit your recommendation" with a dropdown menu set to "Pay less for less". The form contains a text area with the same suggested change, a section for "Group members in favor" (4) and "Group members opposed" (0), and a section for "Reasons" with a dropdown menu set to "Benefit Vs Cost" and a text area with the same reason. There are also buttons for "Update", "Cancel", and "Saved".

An example of a page where scribes enter groups budget direction preferences.

CivicEvolution

Think together to Act together

Group 1

Home page

Enter recommendation for Group 1

Service: 1/ Parks

Pay more for more/better	<input type="text" value="0"/>
Pay the same for the same	<input type="text" value="3"/>
Pay less for less	<input type="text" value="1"/>
Split service-same	<input type="text" value="0"/>
Your current vote	<div>Save vote</div>

An example of a page where scribes enter additional suggestions for the budget process.

CivicEvolution

Think together to Act together

Group 1

Home page

Add a new comment

Additional Recommendations for the Budgeting Process

Comments from your group

In favor: 5, Opposed: 010 days agoTable 1

Utilise the TAGG page in the Midwest Times to inform the community about the services that the City offers. Also use this to invite the community to attend council meetings and make suggestions on budget process and allocation.

Edit

In favor: 5, Opposed: 010 days agoTable 1

A location that displays information about the City's recent activities and developments to build community understanding of the level and range of activities that the City engages in.

Edit

Enter a new comment

Enter your comment...

Group members in favor

Group members opposed

Add

Cancel

An example of a page, where word-crafting of budgetary directions and suggestions were registered.

CivicEvolution
Think together to Act together
Group 1

Draft Recommendation & Review

Service Name: Community Events

Recommend a budgetary direction: Pay more for more/better

Recommend a specific action to increase the current service level

Reason

Save
Cancel

Budget Rec	Specific Actions	Reason	Suggestion	Grp	
More for More	Create a signature event aligned with the Sunshine Festival.	To put Geraldton on the map and increase tourism. Align with festival to help with costs and attendance.		6	
More for More			Sponsorship could be sourced from kiting brands. City to encourage universities to hold more conferences in Geraldton.	2	
More for More			Call it "Wind on Water" festival. Sponsorship could be sourced from kiting brands and possibly Festivals Australia, Events Corp and local business.	5	
More for More			Work with wind sport experts to determine the ideal time of year for such a wind sports event.	5	

Appendix 6 - PB Stories in the Local Press

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What do you want?

Panel calls historic town hall meeting on what services the City should provide. **Page 3**

Friday, March 7, 2014
geraldtonguardian.com.au ■ Find us on facebook ■ 9956 1000

Guardian News 3

Tell us what you want: City

COVER STORY

■ Alex McKinnon

Should the Aquarena be closed in winter, should we have fewer or more rangers, do we need the library to expand, should the City provide a mini-bus for people leaving the Eighth Street sporting precinct, should there be more spent on youth activity and should we have kerbside recycling?

Every day the City faces the question of how many services it

■ The City has decided to open the process to make sure it has listened to what the people of Geraldton want

should provide, what services it should provide and how much it can afford.

Rather than be reactive to community backlash or opinion when something is either provided or not provided, the City has decided to open the process to make sure it

has listened to what the people of Geraldton want and that it is recognised as being a City that pays attention and is transparent.

As a result it has decided to work with a community panel to review all services.

To assist them, the panel is holding

ing a town hall-style meeting at the QPT on Saturday March 15 so the people of Geraldton can directly have their say on these important decisions.

The members of the forum panel, a group of randomly selected citizens, has been working every Saturday for the past five weeks to build the framework for the City's level and range of services.

The feedback will be assembled by that panel at a final meeting on Saturday, March 22.

It will then form a series of final recommendations to the Council for approval or rejection the following month.

Members of the public are encouraged to come and have a say, provide input, feedback or opinion as much as possible as this is a ground-setting exercise that will drive the City's services for several years ahead.

When: Saturday March 15 2014
Where: Queens Park Theatre
What Time: 3:30pm -6pm

Community panel a council game-changer

LOCAL GOVERNMENT

■ Ian Cutler

The City of Greater Geraldton says the official tabling of a draft report from the first of its randomly-selected community panels will usher in a new era.

It says the report will guide capital works and infrastructure planning for the next 10 years.

The report was presented to Tuesday's meeting of the city council by representatives of the 28-member community panel, Lee Coffey, Lewis Freer and Sunny Ridgeway.

Mayor Ian Carpenter said it was the first step in a "ground breaking process" for local government across Australia and a "huge step forward" for determining community priorities.

"Previously, budget priorities were determined by city officers and council," he said.

"We have always had community consultation but it's usually at the strategic development stage.

"Now we have a framework that enables us to share the responsibility all the way from idea to delivery."

Mr Carpenter said the participatory budgeting being run through the exchanges/GOCommunity program was a totally new way for local government to manage its decision making.

The draft report includes a works criteria and assessment framework, and recommends that the budgeting process should be adopted as council practice.

It includes the panel's rating and priority listing for 70 city-initiated capital works projects and for 45 projects proposed by the community. Top rating of the city-initiated projects was 92 per cent for mobility-impaired access upgrades, 86 per cent for a "youth hub", and



Mayor Ian Carpenter holds the draft community panel report after Lee Coffey, Lewis Freer and Sunny Ridgeway presented it to council this week. Picture: Contributed.

scores in the 80s for a youth centre, an Aboriginal centre and upgrading of family day care services in Mullewa. The community-proposed projects included the top billing of 82 per cent for a "playground for all", with a "Before I die" wall and a community garden in Wonthealla sharing the 80s.

The ratings represent 50 per cent of the final score with the City officers to add the remaining 50 per cent before preparing recommendations for presentation separately to an ordinary council meeting.

Mr Carpenter acknowledged that when the two scores were added together, the result could potentially change the priority order of projects.

"The community panel talks to us from the point of view of what is important to them; the council has to apply different themes such as legislative and compliance issues," he said.

In February, a second randomly-selected community panel will report on the range and level of services provided by the City.

TOP 5 CITY PROPOSALS

As ranked by the community panel:

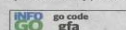
- Mobility-impaired access upgrades (92%)
- Mullewa youth centre (86%)
- Youth hub (84%)
- Upgrade to Mullewa in-venue family day care service (84%)
- Aboriginal Cultural Centre Mullewa (83%)

TOP 5 COMMUNITY PROPOSALS

As ranked by the community panel:

- Playground for all (82%)
- Before I Die Wall (81%)
- Community Garden in Wonthealla (80%)
- Shade for play area at Chapman River park, Bluff Point (79%)
- GRAMS Park development (78%)

■ For the full list of City and community proposals, as ranked by the community panel, visit ...



■ Now we have a framework that enables us to share the responsibility all the way from idea to delivery

Mayor Ian Carpenter

Geraldton residents get vocal

More than 150 people had their say on the range and level of council services at the historic 'town hall' meeting held at Queens Park Theatre last Saturday afternoon. The 'What Do You Want?' forum allowed people to share their thoughts on city services with a community panel, established as part of the City's #changesCGG program.



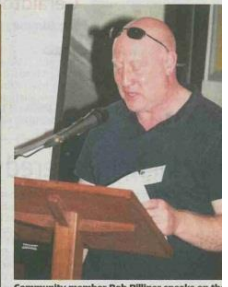
Discussion in progress. Pictures: Natasha Gilmarin



Corryne Bull and co-ordinator of community engagement Janell Kopplhuber.



Peter Murphy speaks about parks and recreation.



Community member Rob Pilliner speaks on the management of council-run businesses such as Aquarena.



Jacqui Correy and Jo Keemink.



Grady Redway with brother Dylan.



Community contributor Rae Woodhouse.



City proactive with citizens requests

OPINION
■ Lewis Freer

The City of Greater Geraldton recently held the final workshop for #changesCGGcommunity to create a set of criteria to assess capital works project for the next 10 years.

More than 30 randomly selected community members participated in four workshops over four weeks.

People have previously given the city a big rap over the knuckles for putting up rates — accusing it of empire building at ratepayers' expense — but, the people who run the city are highly-skilled and try their best to achieve great outcomes.

New CEO Ken Diehm has since overseen a major internal restructure at the city under the rationale of greater efficiency and cost effectiveness.

This has resulted in job cuts and job relocations. This — and the changes program — shows that the city is looking to improve the relationship with its citizens and move forward.

The first of the city's two Participatory Budgeting community panels wrapped up on Saturday, November 30.

The community panels are part of the City's revolutionary #changesCGGcommunity program, which follows on the heels of the internationally awarded 2020 and Beyond Program leading to the adoption of the 2 Community Stra

“This shows that the City is looking to improve the relationship with its citizens and move forward”

City mayor Ian Carpenter, speaking at the close of the fourth day of deliberations, said the project had surpassed all his expectations.

“I did initially have some reservations about how we were going to put useful measures around something as intangible as community values,” he said.

“However having watched the 30 panellists work together to do this, the outcome has been a revelation.”

During the course of the last four weeks, the community panel has developed a list of new criteria that enable council to factor social and cultural considerations for future planning.

Mr Carpenter said this would enable the development of 10-year plans that would lead to more

The greater good for the greater of the community

#changesCGGcommunity
■ City of Greater Geraldton

The 30 panellists who took part in the first community panel looking at the 10-year capital works plan as part of the City of Greater Geraldton's Participatory Budgeting process responded to a series of questions about the four week process. Their dot point responses are contained on one page under the short heading “Cameos of our Experience” and in this short space manage to illustrate the human experience of the #changesCGGcommunity program.

The questions included “what was interesting”, “what was useful”, “what was funny” and “what was learnt from others”. Here are some excerpts:

- What we found interesting:**
- Empowering myself with knowledge
 - Learning how the council works
 - That I contributed to decisions
 - The council gave us this opportunity
 - Being part of a world first process in deliberation
 - That there are diverse points of

view and how we can come to appreciate and accept everyone's values.

- What we learnt from others:**
- Everyone has an opinion and feels comfortable sharing
 - We never stop learning
 - Listening to other views has broadened my way of thinking
 - How different people take on different roles in a group
 - We got frustrated, but learnt patience and understanding along the way.

This one page is included in the 54 page report that was given to community panellists as they left at the end of the process.

There is a great deal of other information in the report which will be formally presented to council later this month but for many, the importance of the process is summed up in the human experience of learning, sharing and belonging.

These dot points aren't a bad set of principles on which to base the day-to-day actions of a community of 40,000 people. It does seem that a randomly selected group of people can truly represent the greater community.

Community-based decision-making

#CHANGESCGG
■ City of Greater Geraldton

Since the middle of October the City of Greater Geraldton has been engaged in a unique and innovative program called #changesCGGcommunity; a fundamental change in the way local government has traditionally operated.

While the progress of the program has been well reported, there has been little analysis of just why it is so newsworthy and what the implications are.

Over the years, local government has gradually picked up a vast range of responsibilities.

This was recognised in the Local government Act of 1995, which, while subjecting local government to the largest Act in the WA Government, also made allowance for greater local autonomy.

There was a growing awareness of the need to leverage business principles and the power of the community to make the dollar stretch further.

Council moved to harness the

power of its citizens through developing its community — partnering with community organisations in new and innovative ways; supporting and encouraging a legion of volunteers who work for free for their fellow citizens.

Some 20 years later, the City is turning more responsibility over to the citizens, bringing them into the organisation as partners in decision-making.

The #changesCGGcommunity Participatory Budgeting process is about quality of life.

Appendix 7 - Social Media

Why is social media important?

It's very important that people are able to be involved in the decision making processes of the City. Social media was identified as a proactive, cost effective and mechanism that enabled immediate engagement and response with the Geraldton community.

During the Participatory Budgeting programs social media was deployed to:

- monitor local perceptions and trends
- disseminate an understanding of the Community Panel process
- improve transparency and accountability
- foster an active and engaged community
- enhance positive perceptions of City services and functions
- strengthen linkages and collaboration in all aspects of community
- engage all generations of the community through using communications with which they're comfortable

The difference between 'traditional' media and 'social media'

Traditional media is generally considered to be newspapers and advertising such as posters, banners and pamphlets. Social media means everything that comes through the internet or the telephone: telephone, radio, television, email, websites, photographs, videos, mobile phones or text messaging, that is used to reach out, connect, build or create relationships and build trust within an online community.

Some examples of social media are: Facebook, Twitter, YouTube, LinkedIn, Flickr and Pinterest. We are using social media to include the broader community in our deliberations so they can interact, create, share, and exchange information and ideas in virtual communities and networks.

#changesCGGcommunity and Social Media

The participatory budgeting community panels are part of a City program called #changesCGGcommunity. The inclusion of a hashtag (#) in the title was designed to indicate that the City is keen to use all communications methods and that it will encourage conversation with the community. It has been used to encourage residents to join the conversation and debate regarding the decisions the City makes about things that matter to the people who live in Greater Geraldton. The #changesCGGcommunity social media platforms, allowed in part, for ordinary people to contribute to the conversation of the Community Panel and be part of something bigger.

Integrated online and social media presence

To facilitate the use of social media, the City established an integrated online platform, including a web page, blog, Facebook page and Twitter account. An e-news was developed but did not have any take-up when tested by sending invitations out.

The integrated platform concept has two distinct advantages:

1. Instant and ongoing dialogue. This can take several forms, including disseminating information about what's happening during an event; or responding to community comments and queries on other social media (such as Everything Geraldton and the Geraldton Guardian).

2. Access to background information. Facebook etc only allow snippets of information – it is important to support the response with links to detailed information. Most responses to Facebook queries included a link to an explanatory video, document or plan.

Using an integrated online platform can be effective in developing a culture of dialogue and deliberation as people become used to requesting and receiving responses to queries (framed in appropriate language), and learn how to find answers to their questions without having to ask an officer.

The City relaxed some of the ordinary protocols regarding media and marketing to ensure responses were immediate. The result was positive and encouraging.

Social media during the Range and Level of Services workshops

At the beginning of the workshop series (the 10 Year Capital Works) there was quite a bit of activity on the Facebook page and other online sites, much of it oppositional. Each comment was personally responded to and the responses used to feed other media.

Eventually, the only activity has been occasional comments (supportive) and 'likes'. Through the range and level of services process, the posts during the actual workshops were limited to selected vignettes, so as to not overload people. The style of the PB workshops for R&LS was quite different from the 10 year Capital Works and didn't lend itself to constant posts.

Instead we concentrated on a couple of other social media techniques:

- feeding specific information regards services onto other sites, and
- constant monitoring of trends and conversations in which the City features, with immediate responses,

Facebook sites such as Everything Geraldton and the Geraldton Guardian encouraged community input on a variety of subjects. Where the site allowed, each post was answered individually (see attached).

Short answers were developed for trending questions, particularly those where there was a need to help the community understand the City's responsibilities or capabilities.

facebook Search for people, places and things

Everything Geraldton Timeline Recent

want?

Public invited to open community forum on what services City should be providing ratepayers.

Where will your rates go this coming year?

"Every day the City faces the question of how many services it should provide, what services it should provide and how much it can afford. Rather than be reactive to community backlash or opinion when something is either provided or not provided, the City has decided to open the process to make sure it has listened to what the people of Geraldton want and that it is recognised as being a City that pays attention and is transparent."

Let your community panel know what City services you value, you need
3.30pm - 6pm, Saturday March 15
Queens Park Theatre - Lower Foyer

Unlike · Comment · Share 26

Changes CGG Community - Geraldton, Mark Canny, Howard Sutton, Geraldton Turf Farm Landscaping and 24 others like this.

View previous comments 52 of 69

Michael Jones People do realise this is an invitation to an event, right? While I'm sure the council read everything Geraldton, go to the forum and have your say!
March 11 at 12:43pm · Like · 5

Shannon Augustson Prunster I agree with Kalee Bailey. Some indoor playground like what we had here years ago "to much fun". Where kids can go play and the parents can relax with a coffee and cake! That would be very ideal I'm sure.
March 11 at 12:44pm · Like · 6

Sherie Anne Townsend For the foreshore beaches to be cleaned (tractor or something raking the sand) regularly during summer so there's less chance of people stepping on glass, syringes etc
March 11 at 12:46pm · Like · 4

Lorelle Tyler Geraldton needs more things for kids to do little ones to big ones maybe there would be less crime. We need more shop because we've only got target who has clothes for all sorts of figures and more parking without having to pay enormous money for. At times the machines never work but they still manage to put a ticket on the windscreen daylight robbery. My last bit is forgiveness sakes beautify the town up a bit. Flowers are better sometimes than shrubs that look dead most of the times. The 4 points into Geraldton are not inviting to tourists. Thanks for listening.
March 11 at 12:54pm · Like · 5

Barry Radburn We need a jetty for recreational fishing. Geraldton would be the only coastal town without a jetty.
March 11 at 12:54pm · Like · 10

facebook Search for people, places and things

Changes CGG Community - Geraldton

Overview Likes Reach Visits Posts People

Showing data from 03/11/2014 - 03/17/2014

Page Likes

316 Total Page Likes
▲ 1.3% from last week

4 New Page Likes
▼ 60%

— This week
— Last week

Post Reach

11,994 Total Reach
▲ 1,809.9% from last week

11,066 Post Reach
▲ 1,785.2%

— This week
— Last week

Engagement

175 People Engaged
▲ 32.6% from last week

37 Likes

6 Comments

23 Shares

330 Post Clicks

Your 5 Most Recent Posts

Reach: Organic / Paid Post Clicks Likes, Comments & Shares

Published	Post	Type	Targeting	Reach	Engagement	Promote
03/15/2014 5:16 pm	Community talking to community about things that have caused some robust discussion....more on the	Image	Public	172	20 12	Boost Post
03/15/2014 11:35 am	The community wants to hear from the community! http://wp.me/p45G8p-2o	Image	Public	81	2 6	Boost Post
03/13/2014 12:38 pm	The state of Town Towers and other derelict buildings was mentioned by people last week -	Image	Public	137	12 2	Boost Post
03/12/2014 2:56 pm	Everyone has an opinion in what services a city council should provide - and lots of people aren't even sure what	Image	Public	48	3 2	Boost Post
03/12/2014	Community Panel Forum	Image	Public	40	1	Boost Post

Appendix 8 - Independent Review Committee

An Independent Review Committee (IRC) was established to provide a further level of transparency and to ensure the integrity of this Participatory Budget process.

The IRC was not involved in any deliberations or influenced any of the outcomes. Their role was to oversee the process only. The Terms of Reference for the IRC were as follows:

- To oversee the Process.
- To ensure the process was fair and unbiased.
- To ensure the Community panels were representatives and that the panels got the information they need, in a format they understood, to enable their deliberations.
- To ensure panels were given the time, information and support to problem solve.
- To champion the process in the Community.
- To keep the City advised of potential and actual questions that are being asked in the community and develop possible responses.
- To determine who and how the Committee will work with and respond to the Media.
- To play an Ombudsman role – as first point of contact for any panel member if any issues arise.

At the end of each workshop two members of the IRC met with the Community Panel (in absence of all City staff) to question them on the proceedings of the day, including their feedback on the information presented by the City, the tasks the Panel was required to perform, how the facilitation was and if City staff remained neutral in the process.

After, the IRC debriefed the #changesCGGcommunity Project Management Team and Curtin University support team on their findings.

The IRC will prepare a full report on the workshop series including their findings which will be presented to Council along with the Final report from the Community Panel.

Members of the IRC were:

Ian Carpenter, Mayor, City of Greater Geraldton

Neil McIlwaine, Deputy Mayor, City of Greater Geraldton

Raina Savage, Independent Review Committee Member

Dave Clare, Independent Review Committee Member

Jenny Allen, Independent Review Committee Member

Brad Solly, Independent Review Committee Member

Appendix 9 - 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 public. Feedback on this group was gathered after every workshop through a participant survey. 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.

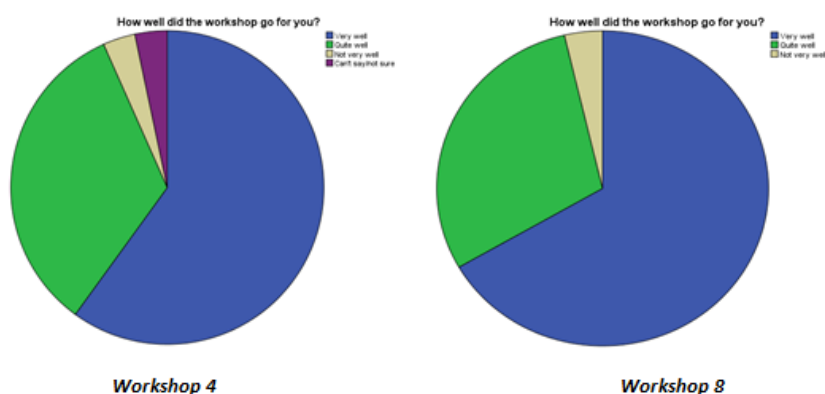
High Quality deliberation can be assessed by answering the following questions:

- Did the participants have access to useful information about the range and level of services at the City of Greater Geraldton?
- Did the participants have a range of alternatives to consider and were they able to weigh the pros and cons of the alternatives?
- Did the participants examine their underlying values?
- Did the participants consider others 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 and generalised 'yes' answer to the above questions. However, the quality of the deliberation did improve over the course of the participatory budgeting program, which is likely due to a combination of good overall design, improving group work efficacy and adaptive management of emerging issues through adjusting workshop agendas, framing and deliberative techniques.

General Satisfaction

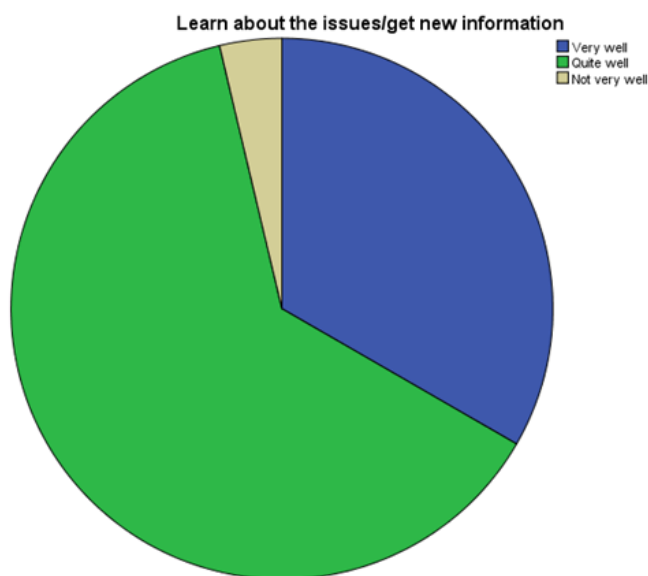
In response to the general question *"How well did the Workshop go for you?"* the vast majority of participants always felt that the workshop went either quite well or very well with the fraction of those dissenting from this opinion never greater than 15%. The approval of the workshops increased steadily over the course of the program until only a single participant felt that the workshop did not go very well by the conclusion.



Did the participants have access to useful information about the range and level of services at the City of Greater Geraldton?

Depending on the particular agenda of the day workshop participants were asked how useful they found the major parts of the agenda. In general, more than 85% of participants felt that the components of the agenda were either quite useful or very useful for them in their deliberations. The verdict on the usefulness of the information and decision-making processes enacted through the agenda became more and more unanimous as the workshops progressed.

Additionally, participants were also asked how well they were able to learn about the issues and get new information – to which the vast majority indicated they could do this quite well or very well. Once again this majority grew over time until there was near unanimity on this question.



Workshop 8 – How well did you feel that you could learn about the issues/get new information?

Did the participants have a range of alternatives to consider and were they able to weigh the pros and cons of the alternatives?

As described in earlier sections the design of the Civic Evolution software, the question framing and the timing and order of the agenda directed participants to consider 4 options in their recommendations for range and level of service, namely:

- More for More
- Same for Same
- Same for Same (different mix)
- Less for Less

as well as allowing them to make specific efficiency suggestions for each service. They were able to weigh the pros and cons through written information provided by the City and an independent financial consultant, presentations from Managers, questioning of Managers and deliberations at their own table. The Panel also endorsed and used a series of 5 criteria to formally rate the different pros and cons of service they examined.

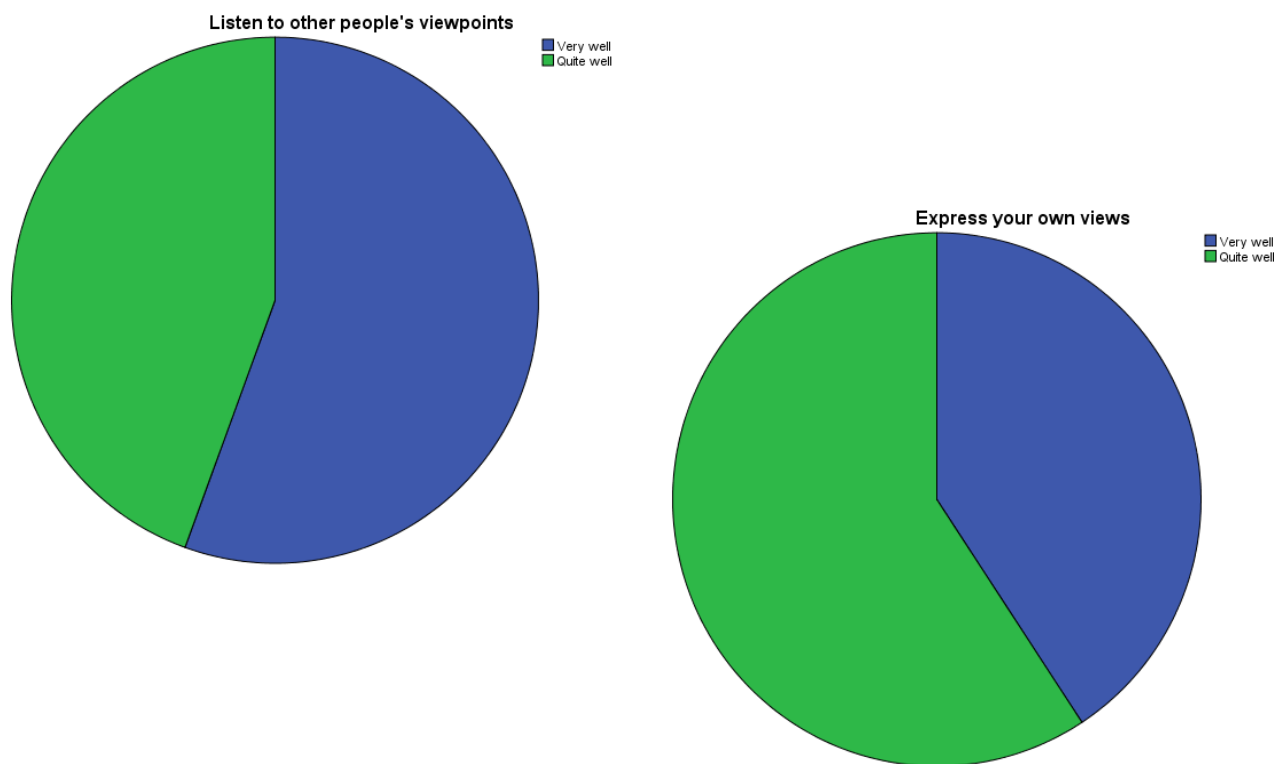
Did the participants examine their underlying values?

Values examination was strongly integrated into the process at several points. The agenda of the workshop held on the 1st of February devoted its first deliberation to identifying the values that made

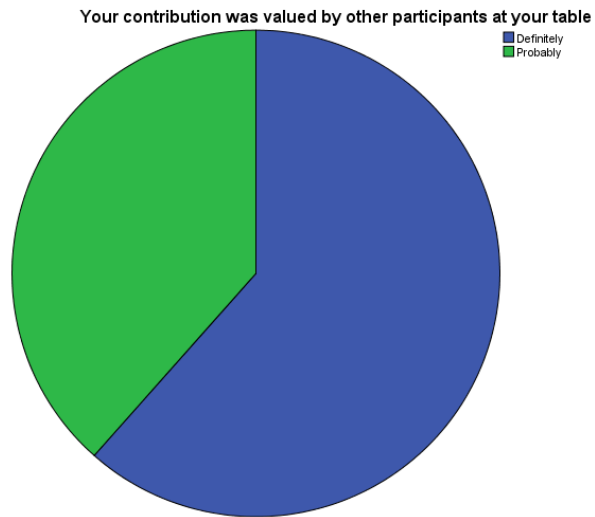
living in the community of Greater Geraldton unique. These values were then used to reflect on two other sets of values developed by the community - those from the Strategic Community Plan and those developed by the 1st Participatory Budgeting Community Panel. These values then drove the reason giving associated with the suggestions for change or no change to services, using relevant values from the sets provided and from their own values. These reasons were then grouped to form a new set of values; and finally, using this new set of values to help build their decision-making criteria for the final recommendations.

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

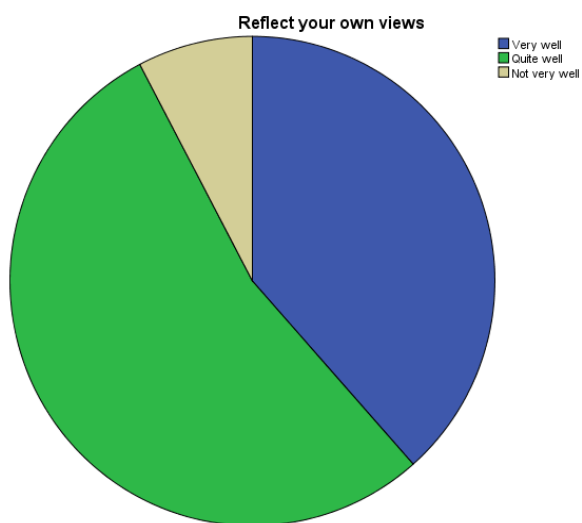
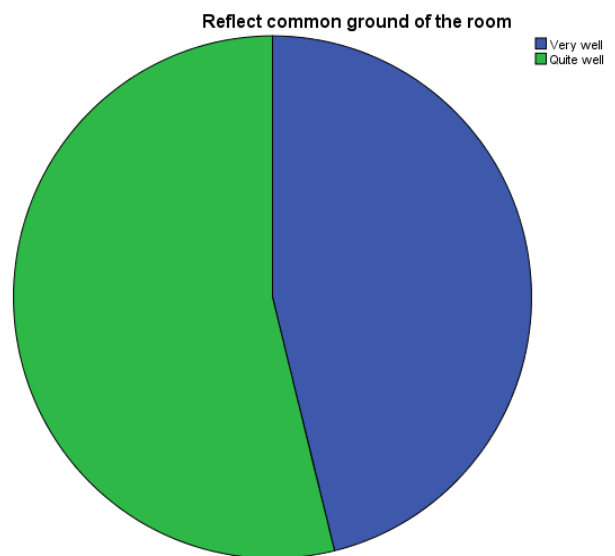
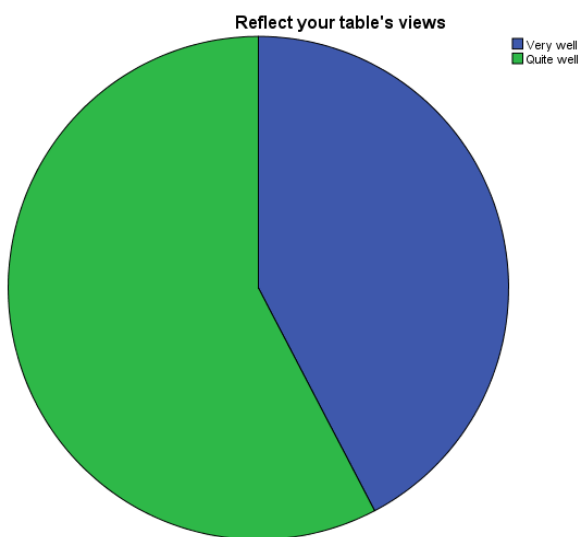
Participants were asked a series of questions that tested the interaction of their views with others.. The questions queried how well participants were able to hear from people with differing viewpoints, influence the outcomes of the workshop and express their own views. The questions also queried how 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 Workshop 8 - 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 most other deliberative markers this pattern was established in the early workshops with 2-3 participants dissenting from this view, although in some cases even these dissenters eventually shifted their perception of the inclusion of their views and others by the 8th workshop.



Workshop 8 – How well did you feel that the outcomes of the workshop...



Workshop 8 – Your contribution was valued by other participants at your table...



Workshop 8 – How well did you feel that the outcomes of the workshop...

Did the participants 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 were 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 this pattern was established early in the program with a few participants perceiving that not all parts of the topic were being covered and this slowly decreased until only a single participant felt this was the case.

Comments

In general around 10% of respondents provided comments in the space provided on the survey form. Many 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 or substandard performance by facilitators. However by the final workshop, more positive comments predominated (eg. regarding the performance of organisers, and the improvements in comfort).

Some sample comments are shown below.

Since coming here, there is a real need to connect with the council. The average person's contact with the Council is putting out the rubbish bin or a parking fine. People are missing out of knowledge and understanding
Better clarity of objectives/approach needed. e.g. looked at the level of service as the types/extent of services provided but it seems others focussed on the budget cost (which we thought was next week)
Unable to finish last 2 service areas. Had a dominant character on our table who spoke too much and too long. He could listen more and realise others have knowledge and skills too! facilitator can be more proactive in time keeping and get people to take turns and not talk over (though this was first week)
I found that this workshop worked better than previous ones but there was a rush from the facilitators when the speakers were talking
A lot of information but very well covered. Meeting between participants was very good, friendly and flowed well.
After 5 days of work another 9:00 am - 5pm is too long
My views regarding the CGG have changed greatly since attending. Thank you to all of the staff for an excellent workshop.
Presenters need to speak into mike. Sheets need numbers. Can't hear commentators
Very happy to have "dominant voices" issue addressed. Felt this week went much better.

The overall narrative created by the answers to these questions is that high quality deliberation was set up amongst the participants from the beginning of the participatory budget by the design, organisation and facilitation skills of the organisers. Issues around presentation and framing of information, comfort levels and some dominating personalities cause the organisers to adjust agendas, re-frame questions and improve training of table facilitators to counter these concerns. This constant and incremental adjustment from workshop to workshop lead to 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 Panel's recommendations as being produced by a representative, deliberative mini-public.