

20/March/2020

# Community Voice Project

## Range and Level of Services Review Report



TRIM Reference: D-20- 037619

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## Certification of Process by the Independent Review Committee

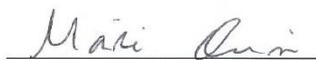
We, the members of the Independent Review Committee for Community Voice Project, having observed and reviewed the process for Citizen Jury participation in developing a services assessment criteria, prioritising services and developing recommendations regarding the Range and Level of Services the City provides, certify that this initiative and workshop series has, to the best of our knowledge, met the following requirements:

- The process was fair and unbiased;
- The Citizen Jury was representative of the community of Greater Geraldton;
- Jurors received the information they needed in a format they could understand to enable their decision making; and
- Jurors were given the time, information and support to problem solve.

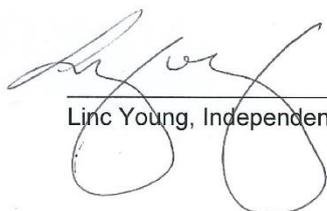
Signed:



Rachel Baker, Independent Review Committee Member



Mairi Quinn, Independent Review Committee Member



Linc Young, Independent Review Committee Member

18 March 2020

Date

**COMMUNITY  
Voice**  
Shaping **our** future

## Executive Summary

In November 2019, the City of Greater Geraldton Council formally endorsed the implementation of a deliberative democracy initiative called the Community Voice Project. In December 2019, the City launched the Community Voice Project which began with a community perceptions survey followed by a series of workshops to review the range and level of services the City provides.

In February 2020, a Citizens Jury of 30 randomly selected members of the City of Greater Geraldton (the City) community, who demographically represented residents, came together to review the range and level of service the City provides. The Jurors were asked to participate in a deliberative process and provide the City and Council with carefully considered recommendations regarding the future delivery of 35 forward facing City services within budget limitations set by the Long Term Financial Plan. The workshop process was guided by an external facilitator.

At the outset of the process, and to ensure legitimacy, accountability and transparency, the Council publicly committed to the extent of influence the Jury's findings will have.

An Independent Review Committee was also established comprising representatives from the 2014 Range and Level of Services Community Panel who oversaw the four part workshop process and independently evaluated its overall outcomes at its conclusion.

The Community Voice Citizens Jury met for the first time on 20 February 2020 for a 2.5 hour introductory session to learn about Local Government and the City/Council budget process. During the session they also reviewed the services assessment criteria developed by the 2014 Range and Level of Services Panel and developed their own criteria. At the end of the session jurors were given the City's Range and Level of Services booklet and asked to review its contents before the next workshop.

The first workshop, held on 22 February 2020, focused on learning about the services the City provides. Through a series of videos, question and answer sessions with senior staff and bus tours to various City facilities, Jurors were able to gain a better understanding of the range and level of City services. At the end of the workshop they were given a link to an online polling platform and were asked to assess the 35 services against their criteria and to take a straw poll regarding service levels. The poll gave options to either pay more for an increased level of service, pay less for a decreased level or service or for the service to remain unchanged. They were also able to submit questions and provide comments on services. The City provided written responses to submitted questions to the jurors before the second workshop.

The second workshop, held on 7 March 2020, began the process of deliberating on services. Jurors were presented with the results of the Community Voice and Youth Surveys and compared these with the results of Straw Poll 1. Jurors reviewed the 11 services identified for potential changes and were able to seek further clarification on these services from senior City staff. A Mini Straw Poll followed which further narrowed the number of services for a potential change to nine. Jurors were requested to take a second straw poll before the final workshop. The poll enabled Jurors to assess the 35 services against their criteria and gave options to either pay more for an increased level of service, pay less for a decreased level or service or for the service to remain unchanged for the nine identified services for potential change. They were also able provide comments about why they wanted the service level change. Straw Poll 2 reduced the proposals for change from nine to five services.

The third workshop, held on 14 March 2020, focused on final deliberations and determining recommendations. Following a review of Straw Poll 2 results, the Jury discussed and agreed which specific ideas for changes to a service would be deliberated. Senior City staff provided

responses to their chosen ideas for change before final deliberations began. A final Poll followed the deliberations in which all 35 services were assessed against the criteria and Jurors chose to either increase, decrease or leave the five remaining services they had previously identified for change. The results narrowed the five potential services for change to three.

The group then examined a list of 11 potential new services, narrowed it to four and then prioritised them for suggested implementation.

Jurors then reviewed the lists of improvements and efficiencies submitted via the Straw Poll process. They identified 12 areas where they believed the City might be able to do a better job within the existing resource or reduce costs without significant impact on the overall level of service.

## Service Level Change Recommendations

The Jury has agreed to the following recommendations.

### Increase Level of Service

#### a) Rubbish Collection and Sanitation

Recommendations:

- Two yearly verge side collection to replace skip bin system.
- City wide roll out of FOGO (subject to successful trial).

#### b) Youth Development

Recommendation:

Do more for the target group of at risk young people, having regard to knowledge of what is most effective and where increased resources would make the most difference.

### Decrease Level of Service

#### Geraldton Visitor Centre

Recommendations:

- Reduce hours overall, taking into consideration visitor data and a balance of online, in-person and kiosk services, including kiosk service in one or more other locations with longer hours.
- Cease gift shop (use space for more effective display/promotion of attractions).
- Cease memberships.

### Services to Remain the Same

Recommendation: The level of service for the other 32 services to remain unchanged.

### Priority List of Potential New Services

1. Recycling processing plant.
2. Homelessness plan and implementation.
3. Recycling education.
4. Snake/reptile removal service.

### Suggested Service Improvements and Efficiencies

- Fewer, bigger events (with some existing events combined).
- Increase fees for commercial waste and regulated waste (to increase revenue and incentivise recycling).
- Investigate more user-pays/financial input from sports clubs.
- Grow commercial prospects of the community nursery, including more public sales and possible tourism opportunities.
- Annual Arts Market Day for local artists.

- Co-location/combining services within other venues/facilities.
- 'Pride In Our City' gardening competition.
- Better promotion of free parking options (especially for visitors).
- Improved signage and promotion of visitor services and attractions.
- Better retrieval of items out of waste stream for tip shop.
- Review zoning of coastal areas (to prevent unsustainable residential development which becomes a future liability for the City).
- Computer literacy for seniors – ensure effective promotion.

#### Services Prioritised by Assessment Criteria

Rank	Service Area	Score
1	Geraldton Airport Services	291
2	Rubbish Collection and Sanitation	282
3	Emergency Management and Fire	275
4	QEII Seniors and Community Centre	267
5	Library Services	266
6	Waste Management Facilities	261
7	Sport and Leisure Planning	260
8	Community Engagement	258
9	Queens Park Theatre	255
10	Community Funding Programs	255
11	Asset Management	253
12	Aquatic Facilities	253
13	Project Delivery	250
14	Environmental Health	250
15	Mullewa Community Services	250
16	Parks, Reserves and Sports Grounds	249
17	Ranger Services	248
18	Community Events	246
19	Youth Development	246
20	City Precinct	245
21	Land Development	245
22	Community Development	243
23	Works	242
24	Economic Development and Tourism	240
25	Communications	240
26	Heritage Services	237
27	Fleet Services	235
28	Planning and Design	235
29	Town Planning	234
30	Natural and Coastal Areas	233
31	Building Surveying	233
32	Customer Service: Contact Centre	233
33	Land and Property Services	229
34	Gallery and Public Art	226
35	Geraldton Visitor Centre	211

## Community Voice Project Background

The City of Greater Geraldton and the Greater Geraldton community have been working together for ten years to strengthen and deepen democracy. Involving the community in the Budget has been a crucial step in furthering this commitment to collaborative problem solving and decision-making, which continues build trust between the Council and community.

In November 2019, the City of Greater Geraldton Council formally endorsed a large scale deliberative democracy initiative, called the Community Voice Project, to engage the community on the services the City provides. In December 2019, the project was launched with a community perceptions survey. The survey was followed by a series of workshops in February and March 2020 to review the City's range and level of services.

The Community Voice Range and Level of Services Review involved engaging with the community in a Participatory Budgeting (PB) process. The project utilised a Citizens Jury of randomly selected members of the Greater Geraldton community, who demographically represented residents. The Jury came together over a series of four workshops, to learn about and deliberate the future delivery of 35 forward facing City services. Their task was to understand the issues involved in the budgetary process and to gain an in-depth understanding of the range and level of services the City provides. The objectives of the Jury were:

- a) To review the range and level of services the City provides.
- b) Make recommendations regarding the range and level of City services for Council's consideration in future Budgets.

PB processes are not new to the City and Council. In the past seven years, the City has implemented four PB processes: 10 Year Capital Works Community Panel in 2013, Range and Level of Services Community Panel in 2014, the Community Summit in 2015 and the Mullewa Services Summit in 2016.

One of the recommendations of the Range and Level of Services Community Panel was for the City and Council to repeat a randomly selected PB Citizens Jury every two to four years to review services.

Since these PB processes took place, there have been a number of changes in the City and with Council. The 2019 Local Government Election was the first following the former Council's abolishment of the ward system of representation. Further changes included a reduction in the number of Councillors from 14 to 12 and it was also a Mayoral election year. The City also underwent two organisational restructures, ceased or dramatically reduced services and reduced staff by 20%. The City also recently achieved an operational surplus despite a downturn in the local economy.

The City and Council also recognise the community's desire for rate rises to be kept at manageable levels while still providing services that best align with community priorities. The Community Voice workshop series was developed to provide an opportunity for the community to have informed and considered input regarding the current range and level of services. Ensuring they still align with Council's objectives, are providing good value for money and continue to reflect the community's wants and needs along with their willingness to pay for them within budget limitations set by the Long Term Financial Plan.

The PB process will also enable new and returning Councillors the opportunity to engage with the community at the beginning of their four-year term on the things that matter most, namely, how the money is spent.

## Process Outcomes

The primary outcomes from the workshop series were:

- A criteria for assessing services.
- A prioritised list of City services.
- Considered recommendations for future actions or directions on the range and level of services the City provides to the community.
- A priority list of potential new services for consideration.
- A list of suggested service improvements and efficiencies.

## Principles

Both mandatory and non-mandatory, forward facing services were included in the process.

The whole cost of each of the 35 forward facing services was considered, including staff wages, superannuation, annual leave and training, materials and contractors, annual depreciation of assets associated with the service, governance, office equipment and supplies, uniforms, pool vehicles, plant, etc.

## Process Overview

The process involved a randomly sampled, demographically stratified Citizens Jury of 30 people, who collaborated in an intensive deliberative process to provide Council with carefully considered recommendations regarding the range and level of the services the City provides. The workshop process was guided by an external facilitator to ensure the process was open, transparent and free from bias. The workshop process involved one, 2.5 hour introductory session, and three full day workshops to learn about and review the City's range and level of services. Jury deliberations involved the following phases:

- Learning about local government and the City/Council budget process.
- Reviewing the existing assessment criteria developed by the 2014 Range and Level of Services Community Panel.
- Learning about services.
- Investigating challenges and opportunities regarding the range and level of services.
- Developing recommendations.
- Identifying and prioritising potential new services for consideration.
- Identifying possible improvements/efficiencies for service delivery.
- Submitting a final report on their findings and recommendations to Council and the broader community.

## Council's Commitment to the Process

The commitment sought from Council was that they will:

- Seriously consider all recommendations made by the Citizens Jury.
- Implement recommendations wherever possible.
- Where a recommendation, or recommendations, cannot be implemented, Council will clearly communicate the reasons to the Citizens Jury.
- Where a recommendation, or recommendations, cannot be implemented, Council will seek to understand the intent of the recommendation, or recommendations, and work with the Citizens Jury to find other ways to fulfil the intent.

\*Council retains the power to veto any or all recommendations made by the Citizens Jury.

## Tools of Engagement

1. City of Greater Geraldton Services Booklet containing service descriptions, facts and highlights, the cost of the service, any income the service may generate and the net cost or net return to provide a service.
2. Spreadsheet detailing expense, income, net cost and net return of the 35 services.
3. Pie chart demonstrating net cost to provide services.
4. Table and pie chart demonstrating where the City/Council receives its operating income.
5. Assessment criteria developed by 2014 Range and Level of Services Community Panel.
6. Online platform to rank services, vote for service changes, submit questions/comments regarding services and identify potential new services.

## Jury Recruitment

A consultant was tasked with recruiting 30 members of the community for the Citizens Jury. Jury members had to demographically represent the broader Geraldton community in terms of age, cultural background, gender and geographic location of residence. Although the workshop series began with 30 Jurors, unforeseen events and circumstances resulted in four Jurors being unable to continue participation in the workshop series. (See Appendix 1: Citizens Jury Recruitment Methodology - page 16)

## Incentives

The City covered all reasonable expenses associated with attendance at the workshops such as travel and provided all meals during the workshops. All participants received sitting fees for workshops they attended. The fees were \$50 for the introductory session and \$100 per workshop for each full workshop day attended. Jurors also received a certificate of recognition for their participation.

## The Independent Review Committee

An Independent Review Committee (IRC) was established to ensure transparency and integrity of the Citizen Jury process. The IRC was not involved in the deliberations of the Jury nor did it influence the outcomes. The role of the IRC was to:

- Oversee the process.
- Ensure the process was not (and could not be seen to be) biased or unfair.
- Ensure the Citizens Jury was representative of the broader community.
- Ensure Jurors got the information they needed, in a format they understood, to enable their deliberations and given the time, information and support they needed to problem solve.
- Play an Ombudsman role – as first point of contact for any panel member if any issues arose. All contact with IRC members was confidential.

At the end of the introductory session and the three workshop, the IRC met independently with Jurors for an informal debrief before they left. City staff and the workshop facilitator were not present during the debrief.

IRC members asked the Jurors a range of questions regarding the neutrality of the workshop delivery team, if they felt their opinions were being heard, if they understood what was happening and what they were expected to do and if they thought the process on the day was fair, transparent and they were free to deliberate without being influenced.

The IRC then reported Jury responses anonymously to the workshop delivery team so issues or concerns raised by the Jury could be addressed before the next workshop.

## Detailed Workshop Process

### Introductory Session: Laying the Foundation

#### Objectives:

- Learn about local government and the City's budget process.
- Review/revise the existing assessment criteria developed by the Community Panels.

#### Process

Following final registration, the 30 Jurors were seated at six tables in small groups of five.

The Mayor welcomed the Jurors and explained how the current Budget is at a breakeven point thanks in part to the work and recommendations made by the 2014 Range and Level of Services Community Panel. He also stated current costs could be cut if services levels were reduced and alternatively, service levels could also be improved but at the cost of rate increases.

He encouraged Jurors to take their roles seriously, but to also have fun in the process. He also outlined the importance of community input into Council decision making processes and that Council has a strong commitment to real democratic participation. He then presented Council's commitment to the results. (See page 7: *Council's Commitment to the Process*)

The CEO also welcomed jurors, provided a brief history of how participatory budgeting has been used in the past to inform budget decision making and in particular the City's range and level of services. He explained that checks and balances were in place to ensure the process would be open and transparent and that the overall objectives of the workshop series were to:

- a) Review the range and level of services the City provides.
- b) Make recommendations regarding the range and level of City services for Council's consideration in future budgets.

This was followed by an explanation of the role of the Independent Review Committee and an introduction of the Committee members. (See page 8: *The Independent Review Committee*)

The next session involved a presentation on the service level recommendations made by the 2014 Range and Level of Service Community Panel and how they had been implemented by the City and Council.

Jurors were then invited to 'break the ice' by introducing themselves to the group, say where they lived and state one interesting thing about themselves other Jurors wouldn't know.

The following session presented a series of explanations around:

- What is meant by service levels.
- What is meant by more of, less of, and the same of, in relation to services.
- The roles and responsibilities of local government.
- The integrated planning and reporting cycle.
- Local government expenditure and funding sources.

Following a short break, Jurors reviewed the assessment criteria developed by the 2014 Range and Level of Services Community Panel and at their tables and discussed what was important to them and what they valued. A plenary session followed where they developed a draft assessment criteria. (See Appendix 2: Services Assessment Criteria - page 18)

Jurors were then given the opportunity to test the online voting platform they would be utilising throughout the workshop series by taking a short poll. Laptops and assistance using them were provided to Jurors who wanted or required additional support.

**Homework:** At the end of the workshop, Jurors were given the City of Greater Geraldton Services booklet. They were instructed to review all 35 services and make note of any questions relating to these services they had in preparation for the next workshop.

## Workshop 1: Getting to Know Services

### Objectives:

- Deepen Juror knowledge and understanding of City services.
- Finalise services assessment criteria.

### Process

Workshop 1 utilised a series of videos featuring descriptions and interesting facts and figures of the 35 services, questions and answer sessions with senior City staff members and bus tours to City facilities to deepen Juror understanding and knowledge of City services.

The workshop began at the Civic Centre where the Jury viewed the video:

- **Arts and Culture** featuring: Community Events, Heritage Services, Library Services, Gallery and Public Art and the QPT.

Following the video, senior City staff who provide these services answered questions from Jurors relating to the services featured in the video.

Jurors then walked to the QPT where they took a short tour of the facility before being seated in the auditorium. They then viewed two more videos, followed by question and answer sessions with senior City staff who provide these services. The two videos viewed were:

- **Roads and Rubbish** featuring: Rubbish Collection, Waste Management, Land and Property, Works and Asset Management.
- **Community, Sport and Recreation Services** featuring: Community Development, Youth Development, QEII Seniors and Community Centre, Sports and Leisure Planning and Aquatic Facilities.

Jurors then boarded a bus that took them to the City Depot, located on the eastern boundary of the City. Following a drive through tour of the depot, the bus continued onto the Meru Waste Facility then back into the CBD via Point Moore and onto the Geraldton Multipurpose Centre (GMC) for lunch.

During the morning bus tour, managers provided information on projects, programs and services associated with the various buildings or facilities passed along the way including:

- Durlacher and Maitland Streets Roundabout project.
- Eighth Street Sporting Precinct.
- New Animal Management Facility.
- The Depot.
- FOGO trial.
- Meru's new Cell 5 and the Tip Shop.
- Point Moore leases.
- Cruise ship tourism.

Senior City staff members also answered any questions Jurors had during the tour.

The afternoon program began with the viewing of two videos at the GMC followed by questions and answer sessions with the senior City staff providing these services. The two videos viewed were:

- **Economy** featuring: Economic Development, Geraldton Visitor Centre, Land Development, City Precinct and the Geraldton Airport.
- **Environment Natural & Built** featuring Natural & Coastal Areas, Planning & Design, Town Planning, Parks & Reserves and Project Delivery.

Jurors then boarded a bus that took them to the Community Nursery via the Beresford Foreshore, St Georges Beach and Spalding Park. They then took a guided tour of the Community Nursery before returning to the Civic Centre via the Mitchell Street Community Centre, Railway Street, Chapman Road and Marine Terrace.

During the tour senior staff provided information on projects, programs and services associated with the various buildings or facilities passed along the way including:

- Foreshore activation.
- Beresford Foreshore project.
- St Georges Beach and Rundle Park improvements.
- Spalding Park improvements.
- Mitchell Street Community Garden.
- Railway Street Safe Active Streets project.
- Public art on the Beresford Foreshore.
- The Rocks Laneway Project.
- Cathedral Avenue Sanford Street Roundabout project.

Senior City staff members also answered any questions Jurors had during the tour.

At the Civic Centre Jurors watched the remaining two videos followed by question and answer sessions with the senior City staff providing these services. The two videos viewed were:

- **Law and Order** featuring: Ranger Services, Building Surveying, Environmental Health, Emergency Fire Management.
- **Communications and Customer Services** featuring: Communications, Community Engagement, Customer Service - Contact Centre, Community Funding Programs and Mullewa Community Services.

\*The seven service videos are available on the City's YouTube channel.

The final session of the day involved a review of the draft assessment criteria to ensure it reflected Juror values.

**Homework:** Jurors were instructed to take an online straw poll during the week in preparation for Workshop 2. Jurors who wanted or required assistance with the online poll were able to visit City facilities to use the computers. Straw Poll 1 involved:

- Assessing all 35 services against their criteria.
- Choosing to either increase, decrease or leave the service unchanged.
- Submitting comments and questions regarding services.
- Identifying potential new services.

The City provided Jurors with written responses to questions they submitted via Straw Poll 1 prior to Workshop 2.

## Workshop 2: Deliberation

### Objectives:

- Gain an understanding of how the broader community values services.
- Gain insight into services identified for change (increase/decrease) in Straw Poll 1.
- Review prioritisation of services.
- Refine list of services identified for change.
- Practise deliberating services.

### Process

Jurors were seated at six tables in groups of five.

The workshop began with a 'clearing house' session where Jurors were able to share their reflections on the introductory session and Workshop 1. They also discussed any challenges they had with Straw Poll 1 such as applying the criteria to assess services.

The first session of the day was a presentation on the results of the Community Voice Survey and Youth Survey followed by a question and answer session regarding the surveys. (See Appendix 3: Community Voice Survey and Youth Survey Presentation - page 19).

Jurors were then given the results of Straw Poll 1 and asked to compare survey results with the results of the poll. They then shared their findings with the group. (See Appendix 4: Straw Poll 1 Results - page 22)

In the final morning session, Jurors were asked to discuss at their tables the 11 service areas they identified for potential change and record any further questions they may have regarding these services. During the lunch break, City senior staff members were given the recorded questions to review.

The afternoon began with senior City staff providing responses to questions Jurors had submitted. At the end of the session, Jurors took a mini straw poll to see if the additional information they received had resulted in any changes to the list of services previously identified for change. (See Appendix 5: Mini Straw Poll Results - page 23).

The Mini Straw Poll resulted in a further refining of the list from 11 potential changes in services to the following nine.

- Increase in services to: Library Services; Rubbish Collection and Sanitation; Waste Management Facilities; Works; Youth Development; Economic Development and Tourism.
- Decrease in service to: Gallery and Public Art and the Geraldton Visitor Centre.
- Split results for Natural and Coastal areas.
- Other 25 services to remain the same.

These were the services where:

- a) The majority had voted for a change to either increase or decrease the service level (Gallery and Public Art, Rubbish Collection and Sanitation, Geraldton Visitor Centre and Economic Development & Tourism).
- b) 30% or more of Jurors voted to either increase or decrease a service level despite the majority having voted for the service to remain the same (Library Services, Waste Management Services, Works, the Geraldton Visitor Centre and Natural and Coastal Areas).

The workshop concluded with a practice deliberation session where each table was given one of the services they would be deliberating during the next workshop and asked to discuss the pros and cons of either increasing or decreasing the service level. During a plenary session they shared their initial thoughts with the group.

**Homework:** Jurors were instructed to take the online Straw Poll 2 during the week in preparation for the final workshop. Jurors who wanted or required assistance with the online poll were able to visit City facilities to use the computers. Straw Poll 2 involved:

- Assessing all 35 services against their criteria.
- Choosing to either increase, decrease or leave the service unchanged for the eight remaining services.
- Submitting suggestions/reasons for changing the level of services.
- Identifying potential new services.

### Workshop 3: Deliberating Services and Formulating Final Recommendations

#### Objectives:

- Finalise priority list of services.
- Finalise list of services identified for change.
- Finalise service level change recommendations.
- Determine and prioritise potential new services for recommendation.
- Select service improvements and efficiencies to be submitted as suggestions.

#### Process

Jurors were allocated seating at six tables in groups of four or five. Seating was allocated to ensure diversity (age, gender, cultural background) of Jury members at each table. It also enabled Jurors who hadn't previously sat together to hear fellow Jurors' points of view.

The Workshop began with a 'clearing house' session where Jurors were able to share their reflections on the previous workshops and process to date. They also discussed any challenges they had with Straw Poll 2.

In the first session of the day, Jurors were presented with the results of Straw Poll 2. (See Appendix 6: Straw Poll 2 Results - page 24) The results showed of the nine services identified for change in the Mini Straw Poll, five remained.

- Rubbish Collection and Sanitation.
- Economic Development and Tourism.
- Gallery and Public Art.
- Youth Development.
- Geraldton Visitor Centre.

The group then reviewed the comments and/or specific proposals regarding the desired service level change for each of the five remaining services. They then agreed which of the specific proposals for changes they would deliberate.

The afternoon began with Juror seating being reallocated. This ensured diversity of Jury members at each table and enabled Jurors who hadn't previously sat together to hear fellow Jurors' points of view.

The first afternoon session began with senior City staff providing responses to the specific proposals. They also responded to additional questions from Jurors seeking further clarity on the service under discussion. Jurors then deliberated the five services at their tables and reported their findings back to the group.

Before the Final Poll was taken, the group was asked if they had changed their mind about any of the services they had previously voted to remain the same and would like to revisit. The group agreed there were none. The Final Poll involved:

- Assessing all 35 services against their criteria.
- Choosing to either increase, decrease or leave the service unchanged for the five remaining services.

In the next session, the group examined the list of 11 potential new services identified via the straw poll process. They then narrowed the list to four services and then prioritised them for recommended implementation. (See Appendix 7: Suggestions For New Services - page 25) The priority list of potential new services is:

1. Recycling processing plant.
2. Homelessness plan and implementation.
3. Recycling education.
4. Snake/reptile removal service.

In the final session of the day, Jurors reviewed the combined list of service improvements or service efficiency ideas submitted in Straw Polls 1 and 2. (See Appendix 9: Service Improvement or Efficiency Ideas – page 25) Ideas for improvements or efficiencies were identified for all services except:

- Asset Management.
- Planning and Design.
- Building Surveying.
- Mullewa Community Services.

At their tables, Jurors were asked to identify up to six ideas for prioritisation by the group. This generated a list of 12 ideas. During the plenary discussion the group agreed to suggest all 12 service improvements or service efficiencies in their report. These are:

- Fewer, bigger events (with some existing events combined).
- Increase fees for commercial waste and regulated waste (to increase revenue and incentivise recycling).
- Investigate more user-pays/financial input from sports clubs.
- Grow commercial prospects of the community nursery, including more public sales and possible tourism opportunities.
- Annual Arts Market Day for local artists.
- Co-location/combining services within other venues/facilities (e.g. combine Visitors and Heritage services in QEII).
- 'Pride In Our City' (gardening) competition.
- Better promotion of free parking options (especially for visitors).
- Improved signage and promotion of visitor services and attractions.
- Better retrieval of items out of waste stream for tip shop.
- Review zoning of coastal areas (to prevent unsustainable residential development which becomes a future liability for the City).
- Computer literacy for seniors – ensure effective promotion

The Workshop concluded with the results of the Final Poll revealed to the group as follows:

- Increase level of service for Rubbish Collection and Sanitation and Youth Development Services.
- Decrease the level of service for the Geraldton Visitor Centre.
- No change to Economic Development and Tourism.
- Split vote for Gallery and Public Art with 10 votes to decrease the service and 10 votes for it to remain the same.

To resolve the split vote on Gallery and Public Art, a short group discussion regarding the service was held before the Jury voted again (by show of hands) to either increase/decrease or for the service to remain the same. The majority voted to leave the service unchanged. (See Appendix 8: Final Straw Poll Results – page 25)

**Photos Below:**

Citizen Jurors learning about and deliberating the City's range and level of services.



## APPENDICES

### Appendix 1: Citizens Jury Recruitment Methodology

The process of selecting a broadly representative jury was designed to minimise participation bias in terms of geographic and population characteristics. Self-selecting panels (and other forms of engagement such as surveys and community workshops etc.) generally favour older age groups from an Anglo-Saxon background, particularly women. The selection method set quotas for the different characteristics sought and the recruiters persevered to achieve the desired mix. The provision of incentives (\$100 per day for the workshops and \$50 for the introductory session) was important to attracting and enabling a more diverse group of people to participate. The process 'over recruited' to help ensure the final jury size would be around 25-30 people.

#### **Screeners Items**

The screener employed by Thinkfield elicited the following information from potential jury members to ensure they were eligible and that the final selection was representative of the geographic and population demographics in the community.

Panellists were expected to participate in an introductory workshop plus 3 full-day workshops, with some light homework (e.g. reading and surveys) between the sessions. An understanding of local government or local government finance was not required. All the panellists needed to do was bring an open and enquiring mind and a willingness to share their views.

The screener covered the following items.

1. Interest and ability to commit to the workshop dates and times.
2. Confirmation of being a resident of the City of Greater Geraldton
3. Specific location (to ensure geographic spread)
4. Gender
5. Any current or recent experience as an employee or elected member of the City of Greater Geraldton (excluded)
6. Age group
7. Household status
8. Employment status
9. Renter or home owner (to ensure a mix)
10. Do you speak a language other than English at home?
11. What is your country of birth?
12. Aboriginal or Torres strait Islander descent
13. Digital confidence (to ensure there was assistance available to use voting technology if needed)
14. Dietary requirements

#### **Quotas**

All quotas were met or exceeded.

- Gender
  - Approximately 15 M and 15 F
- Age
  - 16 to 24 approximately: 5
  - 25 to 34 approximately: 5
  - 35 to 44 approximately: 5
  - 45 to 54 approximately: 6
  - 55 to 64 approximately: 5

- 65 to 74 approximately: 3
- 75+ approximately: 2
- Total 30
- Owner/Renter
  - Owner 21
  - Renter 9
- Aboriginal and Torres Strait Islander
  - Minimum approximately: 3
- Culturally and Linguistically Diverse (note highest CaLD populations are Philippines and India)
  - Minimum approximately: 2

### **Specific Localities/Suburbs**

The bulk of the population is in Geraldton, Spalding, Mount Tarcoola, Waggrakine and Wandina. Most of the jury were expected to reside in these areas. The City wanted to ensure that the following specific communities were represented. These were minimum numbers, not a cap.

- Mullewa: 2 (1 Aboriginal, 1 non-Aboriginal)
- Walkaway: 1
- Rangeway, Karloo or Utakarra: 1

### **Recruitment Pool**

The pool of potential jury members came from three sources:

- a) Thinkfield Panel: a panel of people over 30 years, recruited to the panel after completing random surveys, using telephone and face to face interviewing. 513 panel members were contacted, of which 142 people expressed an interest in taking part. 27 were screened over the phone and booked. Six of these cancelled.
- b) A further list was purchased from Sample Pages. Sample Pages is the industry-preferred provider of telephone samples. The numbers are totally random, generated from the supplied Post codes. 1003 people on this list were called. 771 were called once; 29 twice; and seven three times all of which did not answer. Six were call backs that didn't answer again. 67 refused and 112 did not pass the screening (e.g. not available, not in area, no one in age group being filled, etc.). Ultimately, 11 were booked from the sample page list, of which one cancelled.
- c) The City helped to identify one person in a hard to reach group, being an Aboriginal community member from Mullewa.

## Appendix 2: Services Assessment Criteria

Area	Considerations
Number of Benefits	Economic outcomes <ul style="list-style-type: none"> <li>• Contribution to a thriving economy and jobs</li> </ul>
	Environmental outcomes <ul style="list-style-type: none"> <li>• Contribution to the natural environment and sustainable living</li> </ul>
	Social outcomes <ul style="list-style-type: none"> <li>• Contribution to a cohesive, active, and safe community</li> </ul>
	Culture and heritage outcomes <ul style="list-style-type: none"> <li>• Contribution to a culturally rich community, which acknowledges its Aboriginal and non-Aboriginal heritage</li> </ul>
	Number of the above outcomes achieved and the extent to which the benefits are mutually reinforcing across the outcomes
	Contribution to future-proofing – does it provide long term benefits, avoid/reduce future costs and/or mitigate future risks?
	Number of people that benefit
	Benefit to specific groups in the population (e.g. particular age groups, cultural background, disability, socio-economic etc...)
	Extent to which it is an appropriate activity for local government/fills a gap that otherwise wouldn't be filled
Costs	Cost to ratepayers
	“Spillover” costs – e.g. negative impacts on any of the outcomes identified above
Risks	<ul style="list-style-type: none"> <li>• Ability to meet minimum acceptable standards</li> <li>• Financial</li> <li>• Legal</li> <li>• Reputation</li> </ul>

## Appendix 3: Community Voice and Youth Survey Results Presentation

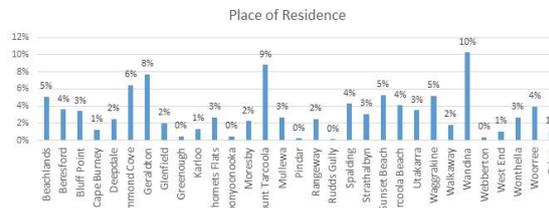
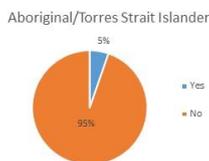
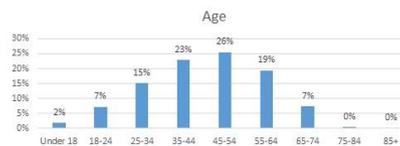
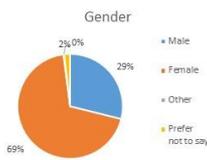
### Survey Stats

- 1215 Community Survey responses
- 43 Youth Survey responses
- Assets/facilities
- Mandatory/Non- Mandatory services (public use)
- Rated: Very important-very unimportant
- Can't say
- Top facility/service
- Future Priorities

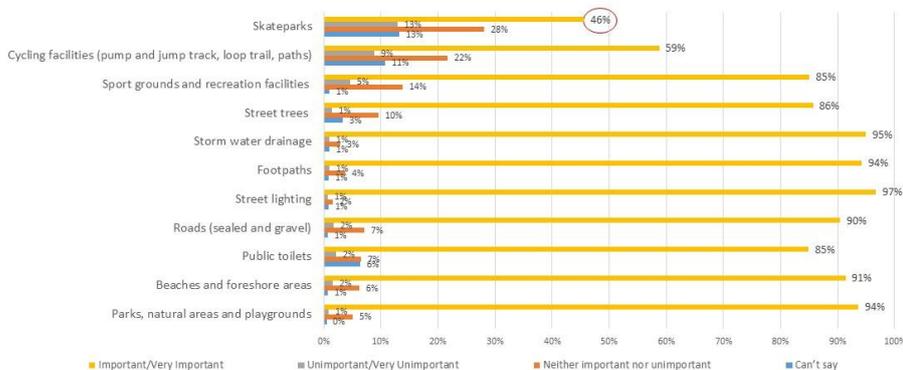
**COMMUNITY  
Voice**  
Shaping **our** future



### Demographics



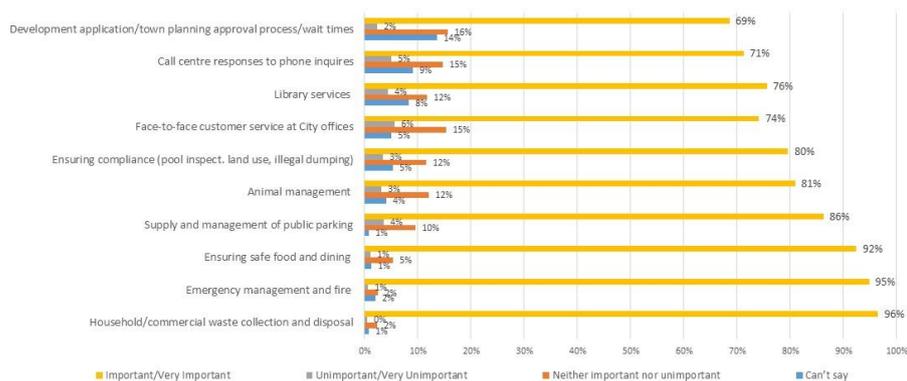
### Public Assets: Importance to the Community



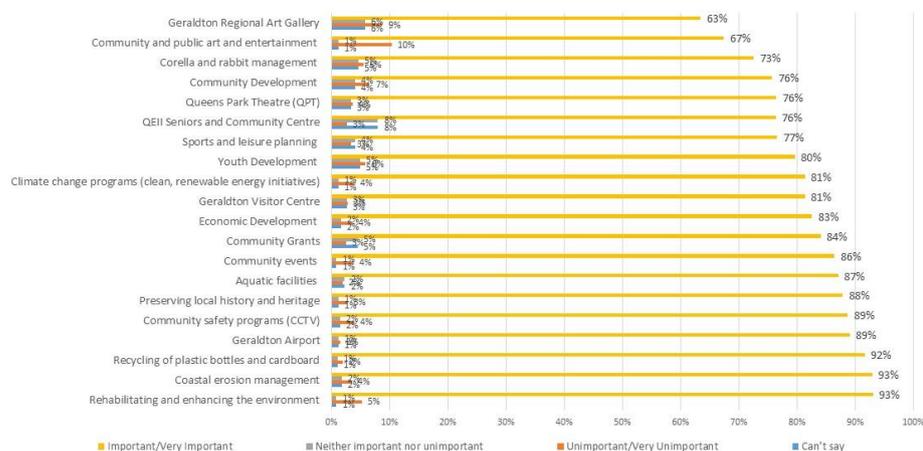
## Public Assets: Importance to Youth



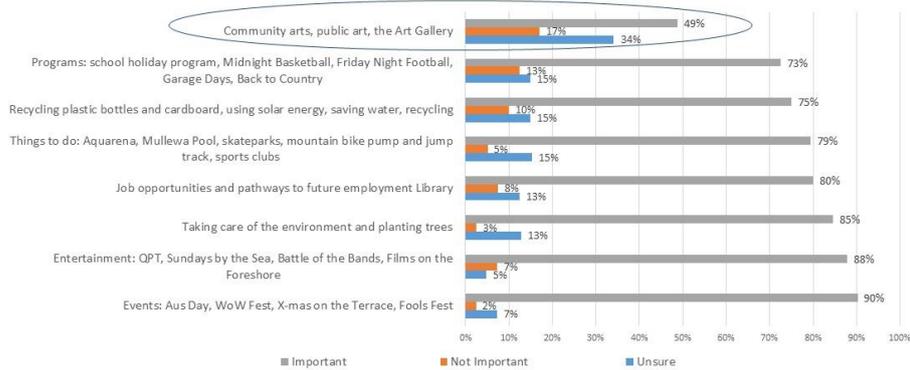
## Mandatory Services: Importance to the Community



## Non-Mandatory Services: Importance to the Community



## Services: Importance to Youth



## Top Facilities or Services

1. Beresford Foreshore, Foreshore	11. Free parking
2. Events	12. Youth/children activities
3. Clean and tidy presentation of City	13. Improved liveability
4. Parks and playgrounds	14. Family entertainment
5. Beautification of the City	15. Rocks Laneway
6. Getting the job done	16. Library
7. Friendly customer service	17. Beaches
8. Engaging/listening to the community	18. Leadership
9. Aquatic facilities	19. Cycling facilities (paths, tracks, trails)
10. Improved footpaths	20. Family friendly City



## Future Priorities

32%	<b>Economic Development:</b> Growing population, local employment, promoting city/tourism, CBD revitalisation, vibrancy, Abrolhos Island tourism, addressing derelict buildings and empty shops
31%	<b>Recycling</b>
19.1%	<b>Investing in outer suburbs:</b> Beautification, more footpaths, better street lighting, more parks, more playgrounds, more toilets, revitalise foreshores
17.3%	<b>Community Safety:</b> Reducing crime, more CCTV, addressing antisocial behaviour
17%	<b>Climate Change:</b> Coastal management, emission reductions, renewable energy, sustainability
12.3%	<b>Environment:</b> Managing invasive species, planting trees, revegetation, protecting biodiversity
8.6%	<b>Rates:</b> Lower rates/no more rates increases
7.6%	<b>Roads:</b> Improve road surfaces, better verge maintenance, improve City entrances
7%	<b>Youth:</b> Improved services, more activities, more engagement
6.6%	<b>Events and Entertainment:</b> More family/community activities initiative support



## Appendix 4: Straw Poll 1 Results

Service	Benefits	Costs	Risks	Total
Community Events	88	68	69	225
Heritage Services	80	68	79	227
Library Services	96	68	77	241
Gallery and Public Art	75	66	77	218
Queens Park Theatre	86	69	74	229
Asset Management	87	74	71	232
Fleet Services	79	64	72	215
Rubbish Collection and Sanitation	89	84	71	244
Waste Management Facilities	88	82	70	240
Works	82	58	68	208
Community Development	83	71	72	226
Youth Development	84	73	70	227
QEII Seniors and Community Centre	89	86	80	255
Land and Property Services	81	68	75	224
Sport and Leisure Planning	86	73	75	234
Aquatic Facilities	91	71	73	235
City Precinct	79	71	71	221
Geraldton Visitor Centre	79	69	73	221
Economic Development and Tourism	87	69	73	229
Geraldton Airport Services	89	87	74	250
Land Development	76	74	68	218
Natural and Coastal Areas	83	70	67	220
Town Planning	79	68	70	217
Parks, Reserves and Sports Grounds	89	66	78	233
Planning and Design	78	68	72	218
Project Delivery	82	77	73	232
Ranger Services	86	71	67	224
Environmental Health	86	77	71	234
Building Surveying	77	74	69	220
Emergency Management and Fire	94	83	75	252
Communications	86	79	81	246
Community Engagement	81	80	79	240
Customer Service: Contact Centre	79	67	72	218
Community Funding Programs	83	75	74	232
Mullewa Community Services	83	71	69	223

### KEY

More of

Less of

Split

Same of

## Appendix 5: Mini Straw Poll Results

Service	More	Less	Same
Community Events	3	4	16
Heritage Services	3	7	12
Library Services	8	1	14
Gallery and Public Art	2	11	10
Queens Park Theatre	1	1	21
Asset Management	6	2	15
Fleet Services	1	6	16
Rubbish Collection and Sanitation	15	0	8
Waste Management Facilities	8	0	15
Works	10	1	12
Community Development	2	3	18
Youth Development	10	7	6
QEII Seniors and Community Centre	0	3	20
Land and Property Services	0	6	17
Sport and Leisure Planning	5	6	12
Aquatic Facilities	1	0	22
City Precinct	3	2	18
Geraldton Visitor Centre	0	11	12
Economic Development and Tourism	15	2	6
Geraldton Airport Services	2	2	19
Land Development	0	3	20
Natural and Coastal Areas	7	5	11
Town Planning	1	0	22
Parks, Reserves and Sports Grounds	7	4	12
Planning and Design	1	3	19
Project Delivery	2	1	20
Ranger Services	1	3	19
Environmental Health	5	1	17
Building Surveying	0	1	22
Emergency Management and Fire	3	1	19
Communications	1	5	17
Community Engagement	1	3	19
Customer Service: Contact Centre	1	7	15
Community Funding Programs	1	3	19
Mullewa Community Services	5	3	15

### KEY

More of

Less of

30% of jurors want service change

Same of

## Appendix 6: Straw Poll 2 Results

Service	Benefits	Costs	Risks	Total
Geraldton Airport Services	94	90	83	267
Library Services	99	81	87	267
QEI Seniors and Community Centre	94	85	85	264
Sport and Leisure Planning	94	84	82	260
Queens Park Theatre	91	79	85	255
Asset Management	93	81	77	251
Parks, Reserves and Sports Grounds	100	73	78	251
Environmental Health	92	82	77	251
Rubbish Collection and Sanitation	90	88	72	250
Mullewa Community Services	91	81	76	248
Waste Management Facilities	90	84	72	246
Economic Development and Tourism	92	73	81	246
Community Engagement	84	82	77	243
Aquatic Facilities	94	72	75	241
Community Events	92	72	74	238
Fleet Services	85	75	78	238
Community Development	89	72	75	236
City Precinct	89	74	73	236
Land Development	78	81	77	236
Project Delivery	80	77	79	236
Heritage Services	82	72	81	235
Communications	84	74	77	235
Planning and Design	87	69	78	234
Emergency Management and Fire	89	77	68	234
Community Funding Programs	81	79	74	234
Natural and Coastal Areas	96	71	66	233
Gallery and Public Art	80	71	78	229
Works	92	66	70	228
Town Planning	83	69	74	226
Ranger Services	86	70	70	226
Building Surveying	76	72	74	222
Youth Development	83	72	65	220
Customer Service: Contact Centre	81	64	71	216
Land and Property Services	78	62	70	210
Geraldton Visitor Centre	74	61	69	204

### KEY

More of

Less of

Split

Same of

## Appendix 7: Suggestions for New Services

New services
Recycling
Elder spaces to gather and talk away from youth (e.g. there is a spit of land behind the showers/toilets/cafe where solid seats could be placed for elders to gather. They gather along the pathway wall already. Provide more solid seats so they can face each other, sing and tell tales.)
Implementation of a homelessness plan, utilising the Rock's laneway during winter as a place for people experiencing homelessness to shelter.
Tourism at Abrolhos Islands
Short term affordable accommodation those who are in Geraldton for funerals, medical reasons etc.
Community health services
Providing tenancies rent free to start-up businesses in vacant premises
Snake/reptile removal service
A tourist railway subject to government funding
Transform vacant blocks of land into mini nature reserves
Nature reserve for cockatoos outside of town. The cockatoos moved from Ellendale Pool into town, so they can move. Suggest a study into why they left the pool, could be a valuable lesson.

## Appendix 8: Final Straw Poll Results

Service	More	Less	Same	No. of Respondents
Gallery and Public Art	3	10	10	23
Rubbish Collection and Sanitation	16	1	6	23
Youth Development	12	5	6	23
Geraldton Visitor Centre	1	12	10	23
Economic Development & Tourism	9	3	11	23

### Split Vote: Show of Hands Poll Results

Service	More	Less	Same	No. of Respondents
Gallery and Public Art	0	11	12	23

#### Key

More of	Split
Less of	Same of

## Appendix 9: Service Improvements or Efficiency Ideas

Service	Ideas for delivering better (for the same cost) or for a lower cost (with no loss of service)
Community Events	<p>Less events and/or combine similar events; support community groups running them rather than council provide</p> <p>Join events together that will attract a variety of people - whole families - events for outdoor activities coincide with indoor events, male oriented events coincide with female events. Also put events on over a weekend so that people will come and use accommodation</p> <p>Provide events that attract smaller groups simultaneously in close proximity with a view to attracting whole families. And perhaps running events consecutively over a weekend to attract overnight stays</p> <p>Less of them but combine similar events wherever possible to save on double-up costs e.g. toilet provision, road closures etc.</p> <p>Wider appeal to attract larger audiences</p> <p>More publicity</p> <p>More external sponsorship</p>

	Outsource the hiring of equipment at a bulk rate e.g. how much for 13 events for 2020, or for a cheaper rate 2 or 3 year contract
Heritage Services	Incorporate into Library, historical societies or similar Move into like venues e.g. operate out of Library and or QE Centre to reduce operating costs
Library Services	Recruit more volunteers to help Amalgamate with visitors centre Possibly adjust hours to open later one day but stay open later that evening to allow for students etc.
Gallery and Public Art	The town could hold a once a year public art market day, where local artist could pay \$10 for a space to display their art work which could be purchased at the market. It would give painters, sewers, knitters, clay sculptors, musicians, instrument makers, jewellery makers and many more the opportunity once a year to display and sell their art work and get their names out in the community. The arts curator could also mail a speech on the day about how important art is to the community and how broad and encompassing art is. Maybe time their events with larger community events to get more people in - admission charge? More art directed for average people. Beautiful, inspiring art, not cerebral art. Get a group of interested volunteers to judge suitability and cost of proposed art Reduce hours and/or have events and promote to coincide with bigger community events so more people are aware/access facilities; possibly promote as a meeting venue/to demonstrate works etc. Merge with visitors centre
Queens Park Theatre	Queens Park Theatre
Asset Management	Nil
Fleet Services	Reassess buying vs leasing policy Hire out vehicles and plant if not used to enable a cash flow to offset expenses More economical vehicles, utilise motorised bikes or walking for CBD jobs, less modified vehicles More of the vehicles to be shared use Continue to reduce the light vehicles and cars for office staff and Councillor use in line with state and federal government Happy to see the modern changes, carpooling is the future. A rationalisation of current equipment As ongoing service should the City own its own garbage trucks not subcontract out?
Rubbish Collection and Sanitation	Roll out FOGO trial to all; incentive free mulch to those contributing to recycling; verge side collection every 2nd year at least to encourage recycling and less pressure on landfill. Incentivise local businesses who have community support with recycling e.g. reduce rate in return for keeping stuff out of landfill. Council could also buy/be given and use some of the products made e.g. the pavers or statues Get residents to commit to paying a further \$5 per week if they require the green collection. This project could be self-funding. Tourist spots like the giant next to the police station need more rubbish care if we want tourists visiting them happily. See if possible to get a return on the items recycled.
Waste Management Facilities	Charging for the disposal of refrigerators so not to break Artick regulations Increase commercial tipping fees Let people pick over the tip. Ask people to give things that might be good to tip shop and let the shop pick over too, but they don't pick up half of what people want, so let them search. So much that could have been reused is wasted Good allocations at dump Explore what is required so that exporting our waste is not a necessity. Lead the way in Council waste disposal. Good start with the great facility we have. Let's build on that. Apply for state funding. Whatever works, other Councils will want to use or copy of us.
Works	Less works on roundabouts, not replacing roads that are fine. Higher quality works to extend assets' life. Use recycled. Demand it! Create it!
Community Development	Streamline and remove double-up; incentivise businesses to open in empty shops not just decorate (and therefore create jobs). Universal planning and facilities will benefit the entire community. Inclusive ideology has proven to be exclusive and highlights the need of a small target group to have special needs - and costs more for a limited benefit. Let's start planning for universal facilities that everyone/anyone can use and then no one is excluded Try to offer inclusive events rather than catering for just individual sectors of our society Maybe look into chance of obtaining grants or funding
Youth Development	Offer equally to youth of all backgrounds. Combine some of the youth events as part of larger community events rather than stand alone at extra cost Investigate the number of youths who actually attend some activities - if poor support, drop these. More partnership with other government and non-government agencies Apply for more grants. Current projects are effective, but only to a small target group of at risk youth. More funds from corrective services and government departments like child protection may

	help reduce cost to ratepayers. While ratepayers are paying for projects, they are not witnessing a reduction in property crime and assaults which they expect to see from these youth projects
QEII Seniors and Community Centre	Maybe use the space as central hub from which to operate Visitor Centre and Heritage Centre? Utilise facilities better e.g. move heritage service and/or Visitor Centre to operate from here and reduce operating costs across the board. Having more volunteers Asking for donations More delivery of senior online training to empower seniors to access our digital world
Land and Property Services	Mandatory but some savings by looking into the amount it costs to manage caravan parks etc. vs what income they actually generate. Reconsider the need to manage caravan parks Manage sporting ground leases on top of other assistance
Sport and Leisure Planning	Earning no income and some of these services could be outsourced to other community organisations Plan events to result in overnight stays, and whole families attending
Aquatic Facilities	Ongoing monitoring of the energy usage compared to the output of the solar panels, can the excess energy from other city buildings be used at the Aquarena? Investigate cost of installing battery packs to store solar power generated from the solar panels in order to reduce costs
City Precinct	Rethink the weekly care etc. of croquet lawns is just one e.g. of a saving here. Recent enhancements have seen massive areas of lawn put in on the foreshore areas at huge cost for installation and maintenance, which has not been a good planning move for future expenditure. Continue to engage with landlords to reduce rents to increase business usage
Geraldton Visitor Centre	Useful service but could be run from central building e.g. QE Centre; installation of e kiosk (but maintenance could be an issue if not inside a venue e.g. library) Move service to other venue e.g. QE2; offer services online or via kiosk located e.g. at QE2. Biggest problem with current location, from our camping perspective, is the lack of clear signage re location and the lack of space to park larger vehicles (not problems when at Bill Sewell Complex) Co-locate with the library. Merge with gallery Make it more visible. Have been asked where it is dozens of times. Contract out elements to private contractors Have the gift shop on a suppliers risk basis, to digital Amalgamate with library Increase social media input
Economic Development and Tourism	May need to spend to earn here - focus on TV campaign rather than just social media and signs; also encourage tourists (cruise ships) to spend in town by staying there for a while; actively encourage businesses to open and/or occupy stores in City as job creation (e.g. reduced rates for period of time conditional on them remaining open and employing people). This is an area heading in all the wrong directions as seen recently with the corona virus. We seem to be stuck on putting all our eggs into one basket or another - currently the Abrolhos Islands - and less thought is given to our regular traffic of tourists who are repeat visitors. Attracting wealthy tourists is not always the way to get people to visit. Improving what we have and making it a friendly and happy experience is a large part of tourism. More affordable and more broadly attractive facilities would be a great start - a modern and bright affordable van and RV park - close to the town centre - more RV and van parking where the walk into town is not huge to cart stores from the supermarket etc. - thought into town planning for that to happen - behind McDonalds? Beach side car parks that allow vans and RVs - not like the tiny new car twisty car park opposite Mitchell and Brown - because people are afraid to leave their vehicles with their worldly possessions where they can't see them. Many tourists are seniors who don't have hiking in their activity list any more. Develop a pride in our City competition in several categories e.g. best kept garden, best kept suburb with prizes sourced from business sectors. Recommend focus on local businesses and provision of jobs; incentives to open and retain business and develop empty shops. Actively encourage tourists to remain in City centre at least part of day to spend. Encourage RV/free camping as, as a camper myself, I am more likely to stay and spend in places which allow this. Unoccupied shops to be made available rent free to start-up businesses. Government finance required. More RV parking, with signage to show where it is. Maybe a map in the caravan parks showing RV facilities?
Geraldton Airport Services	Nil
Land Development	Not mandatory - don't spend more than maintenance until economy picks up; sell off what is clearly not required by Council to developers to create employment Continue to put pressure on state housing to update and improve properties. Also to be aware that "dumping" of problem or antisocial families in concentrated areas does not benefit Geraldton Recommend sell of unneeded land once market allows and use funds for other projects e.g. verge side collection rollout. Move inland more?
Natural and Coastal Areas	Financial commitment to Community Nursery could be looked at and possibly reduced now it is up and running? Look at what we have done, accept that it has impacted further down the coast and do not do it again. No more artificial beaches. They are not natural if man affects them. The coast is the coast, the same as any coast on any island - it will move consistently and at will. You will only ever control one small area just to have another area move because you have affected that area. It was asked in the workshop why Council allowed development on the coast, and the

	answer was that it was in the hands of developers. But it can only be so if Council zones it so. Council could just as easily zone the coastline non-residential and leave it as public space. No more controlling the coastline and rate payers expecting their houses to be rescued in the future. Promote nursery and purchase plants. Make improvements to the community nursery. Grow more plants and develop as a site for tourism. Develop tourism opportunities at the Chapman River including fishing. TAFE could stock the river with fish. Stop zoning coastal land for housing, move inland.
Town Planning	Maybe streamline basic inquiry process via e kiosk or similar Bus stops with solid seating, shade would be nice, in the outer suburbs.
Parks, Reserves and Sports Grounds	Mandatory but the huge cost of maintaining the sporting precincts could be investigated and maybe clubs do some of the financial lifting here Seek more financial input from sporting clubs - e.g. football clubs don't benefit the entire community, only those personally invested in playing/spectating football. Transition to more "user pays" for sporting clubs.
Planning and Design	Nil
Project Delivery	Many projects e.g. Rocks Laneway Project are "nice to have" but not essential in current economic downturn. Recommend considering projects e.g. resurfacing roads, lighting, expanded pound as priorities over things that look good but have minimal practical addition to the local community and what it offers in terms of safety etc.
Ranger Services	Inquiries could be handled via developed e kiosk- report via that and be followed up. Compare staffing costs to monitor paid parking, and if economically sound, increase free parking to decrease staffing costs. Less hours/half days. This is an area where Council attempts to raise revenue. It makes the town unfriendly to community members from out of town and visitors to the town who do not expect a country town to have parking fees, especially when there is so little parking available. While Council says parking is available in the vacant lot near the library, visitors who are retired - and those in vans and caravans - mothers with prams and toddlers in tow, people with disability and people carrying shopping - do not want to/cannot manage to walk to the supermarket or the mall from there. Free parking. Rangers have more than enough to do with their other duties, they do those areas of their work well.
Environmental Health	I can't see savings here, given changes in regulations- we need to really consider likely cost impacts of these when making our recommendations. Bike paths, with drinking fountains along them, rest stops with shade. Enforce the cats indoors rule. Savings from any cuts in other services could be absorbed into increased requirements here with changing state requirements. Stop letting people know an inspection is coming. A lot of mess can be covered up in just a single afternoon.
Building Surveying	Nil
Emergency Management and Fire	Recuperating cost for fires caused by lack of maintenance of utilities
Communications	Significant savings to be made e.g. reduce number of sites and social media; earns no income and costs \$\$\$ Communications definitely streamline number and breadth of communication platforms e.g. websites and Facebook as can still have same effect with less labour hours.
Community Engagement	Mandatory but maybe too much - could be cut back or done in cheaper, more cost-effective manner. Could reduce costs by either offering less services or combining with other avenues/do more through combined community meetings rather than multiple.
Customer Service: Contact Centre	Lessen the hours that the contact centre is open. Rethink opening hours, e kiosk etc. Open Saturdays and closed Wednesday/Thursday? Much is available via online means and for those who desire face to face, perhaps adjusting hours may be more convenient. For example, open later one day but add hours into Saturday morning to allow those who work office hrs to be able to access. Decrease face-to-face opening hours to busiest times. More digital, have a frequently asked Q&A Continue to train staff in addressing different sectors of society to be more inclusive
Mullewa Community Services	Nil
General comments	Encourage the recycling business. Set the example and use its products/get businesses using it. It has got to start somewhere. Cooperation with Geraldton recycling businesses to expand their and towns capacities. Value good staff and they perform better. Training of weaker areas. Keep staff keen and eager to service Geraldton to their best abilities. Advertise for more volunteers. Like the idea of garden prizes for each suburb. May bring down the rubbish burden. May lead to water wise gardens and garden tourism. See Stan Maley for more on community gardening etc. Gardens bring people together.

# COMMUNITY Voice

Shaping  our future