



Strategic Community Plan

2022 - 2032

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Shire Vision

Together we create the opportunity to grow.

Welcome from the Shire President

I am delighted to present the revised Strategic Community Plan to guide Council's strategic direction towards 2032. The document draws directly from an extensive community consultation process in which over 180 residents shared their views in face-to-face consultations or via online surveys. We thank all participants for their important contributions. This visionary plan would not have been possible without you.

Growing the community, capturing economic opportunities and new partnerships are the cornerstones of this Plan. The goals and strategies to achieve these priorities are realistic and measurable.

I believe the Shire of Narembeen will continue to grow and prosper, we will continue to improve our infrastructure, facilitate a vibrant community lifestyle and create more opportunities for our community. The plan strives for a bright future for Narembeen.

This is truly a plan for the community, by the community, and I invite you to join us in making the vision a reality.



Cr Kellie Mortimore
Shire President

Key Aims of the Plan

- Access and activation of **sport and recreation facilities**
- **Long term approach to economic development** with the development of industrial land, continued business district improvements and coordinated approach to promotion of our community's assets and lifestyle for labour attraction
- Continuing the facilitation of **services for seniors**
- Retention of the **medical centre and allied health services**
- Supporting our **emergency services and club volunteers**
- **Road and footpath** renewal and maintenance
- Quality **Shire owned accommodation**
- **Joint planning** with key organisations and leaders in the community to help achieve our goals

Key Achievements since the 2017 - 2027 Strategic Plan

Our Shire has achieved the following since our last major Strategic Community Plan review.

- ✓ Currall Street Shared Pathway (includes bike racks at strategic locations around town, bicycle pump and repair station)
- ✓ Emu Hill Public Cemetery Re-Development
- ✓ Narembeen Emergency Service Facility (opened in 2018)
- ✓ Narembeen Precinct Upgrade (CRC & Medical Centre) (opened in 2019)
- ✓ Narembeen Lesser Hall Interpretation
- ✓ Narembeen Road Board Building restoration
- ✓ Narembeen Caravan Park upgrade
- ✓ Narembeen Apex Park upgrade
- ✓ Airstrip upgrade
- ✓ Shire rebranding

Our Demographics Tell Us

Where we are now

- **850**¹ people call Narembeen and the local government area home
- **Our population** growth rate is -0.61%
- **Median age** is 48yrs
- **Our community:** 35.8% are couple families with children, and 7.3% are one parent families. However we also have a **lot of couples with no children (55.5%)**
- **We have an ageing population:** The percentage of the resident population from 55 to 85 years and over is noticeably higher than the State average. However we average similar numbers of people, when compared to the state average, in the 0-4yrs, 25yrs – 29yrs and 30-34yrs²
- **We have varied levels of affluence in the community:** family (\$1,672) and household income (\$1332) is below WA and Australian averages, but personal weekly (\$748) income is above. Average annual income is \$42K
- **We have low unemployment:** 4.4%³ compared to state average of 7.8%
- **40% of our workforce works less hours a week** (avg 32.5hrs) than other Western Australians and Australians, but a majority of our workforce works more than 40hrs a week (61.2%)⁴
- **We have high car ownership rates:** because we have no public transport access. We like to walk to work and social activities but also our geographical isolation requires us to travel longer distances
- **We have high volunteerism:** Approximately 226 persons volunteer across the Shire, 39.9% of residents undertake voluntary work, well above the state (19%) and national average (19%)
- **A small proportion changed address in the last 5yrs:** 32.1% of the Shire population were transient (moved to a residence in the Shire or away)
- **Just over a quarter rent their residence in Narembeen**⁵ (state avg 22.4%)
- **1015 Socio-Economic Indexes for Areas (SEIFA)** which indicates minimal disadvantage in the Shire

Where we will be in 10yrs

- **Population may decline by 2031:** Predicted population of 770⁶

¹ .id National Demographic indicators 2016

² Census 2016

³ INSIGHT RAI

⁴ Census 2016

⁵ .id 2016

⁶ WA Tomorrow Band C Report 11

How We Developed this Document

Our Strategic Community Plan reinforces our commitment to the people who live, work and visit Narembeen. The purpose of this document is to provide a clear purpose and strategic direction for our Shire, and to source the funding and support required to address the community priorities detailed later in this document.

It was developed based on

- The State Government's Blueprint for the region and other relevant policies, plans and strategies from both the State and Federal Governments.
- Community engagement on what is important to the people that live within our Shire.
- Input from Elected Members and Staff based on feedback they have received and their strong desire to deliver positive outcomes for their community.
- Current partnerships and projects already being delivered.



Summary of Community Engagement

Engagement Activity	Details	Attendees
Staff Workshop	Shire employees	13
Community Workshop	Facilitated workshop	10
Councillor Workshop 1	Open discussion	6
Councillor Workshop 2	Facilitated workshop with Councillors and senior staff	11
Targeted Interviews	Narembeen CRC/Phone	17
Community Survey	On-line and Hard Copy	120
Business After Hours	Open discussion and one on ones	11
Total		188

Strategic Priorities

Community members were asked to rank the following strategic priorities in order of importance to them with the resulting order being.

	Medium Priority	High Priority
Access to, support and advocacy for local health services		
Provision and maintenance of community buildings, halls and toilets		
Access to services and facilities for indigenous and culturally diverse groups		
Access to services and facilities for people with disabilities		
Bush fire prevention and control		
Natural disaster management and adverse events planning		
Conservation and environmental management including biodiversity, climate change, weed control, water conservation		
Streetscapes, amenity improvement, lighting and development of Town Centre		
Economic and tourism development		
Facilities, services and care available for Seniors		
Delivery and support for events, arts and cultural activities by the Narembeen CRC		
Sport and Recreation activities, facilities and support		
Support for community groups, volunteers and clubs		
Heritage and conservation of history		

Safety, security and ranger services		
Services and facilities for youth		
Provision of parks, play spaces and public open space		
Provision and maintenance of roads, grading, sealing		
Services and facilities for families and early learning years		
Waste collection, minimisation, management and sustainability		
Access, support and development of housing options locally		
Provision of footpaths, cycleways and trails for access and recreation		
Consultation, engagement and communication		

Emerging issues raised by community members at the various engagement forums:

- The **friendly community spirit and care for one another** are recurring reasons that people value living in the Shire
- **Lack of opportunities and employment for young people** are a challenge identified
- There is a desire to **attract more businesses, diversify employment** and activate main street buildings that are empty
- There is a **lack of quality housing** for employees of local businesses
- The **importance of key services and the desire to maintain and retain** them in our future growth (School, Hospital, Medical Centre, Childcare Centre etc) is important
- The **importance of volunteering in the success of our community** and the potential for volunteer burnout
- The **importance of and potential for tourism** particularly in reserves and the night sky
- The **importance of agriculture** to the local economy and the need to maintain road networks
- **Care for our seniors**, facilities and services to support them

Community Priorities 2022 - 2032

STRATEGIC PRIORITIES	WE KNOW WE ARE SUCCEEDING WHEN
1. COMMUNITY: Happy, safe, healthy and inclusive community	
1.1 Together with key stakeholders identify and deliver opportunities for young people across the Shire	Develop and implement a Youth Plan
	Shire and District High School partnership delivers joint projects
1.2 Facilitate and advocate for quality health services, health facilities and programs in the Shire	Retention of the GP services, Hospital and allied health
	Seniors have access to local support services and social programs
	Develop and implement an Aged Friendly Community Plan
	Achievement of the Narembeen Community Wellbeing Plan
	Implement the Public Health Plan
1.3 Inclusive community activities, events and initiatives	Well attended local events and activities
	Shire and CRC collaborate with local groups to deliver diverse and inclusive events
	Delivery of diverse arts and culture initiatives
1.4 Recreational, social and heritage spaces are safe and encourage active and healthy lifestyles	Achievement of the Sport and Recreation Facilities Plan
	Parks, nature reserves and community spaces are green, tidy, accessible and activated
	Shire owned heritage buildings and places of interest are maintained and managed appropriately
1.5 Support local volunteer organisations through initiatives	Number of unpaid roles in the community is costed and measured

that reduce volunteer fatigue and strengthen their resilience	CRC jointly plans with and offers services that align with the needs of local groups
	Community Grant Scheme with Ramelius Resources is well subscribed and delivers worthwhile community projects
1.6 Support emergency services planning, risk mitigation, response and recovery	We collaboratively plan service delivery and respond to emergency situations (LEMC)
	Emergency service volunteers are supported and the community understands how to respond to emergencies / natural disasters

STRATEGIC PRIORITIES		WE KNOW WE ARE SUCCEEDING WHEN	
2. ECONOMY: Retain and grow existing businesses, employment and attract new industry			
2.1 Support the diverse industry across the Shire	Mainstreet upgrades completed and activation of passive sites		
	Develop and demonstrated progress towards Economic Development Plan initiatives		
	Demonstrated progress with stakeholders to facilitate industrial land identification and expansion		
2.2 Safe and efficient transport network enables economic growth	RAV Network assessment is completed		
	Achievement of the 10yr Road Plan		
	Road plant and equipment enables achievement of the 10yr Road Plan		
	Demonstrated progress towards the Footpath Asset Management Plan		
2.3 Coordinated planning and promotion of the visitor and	Visitors receive timely, accessible and accurate information about our attractions and services and facilities are maintained to a high standard		

tourist experience to increase its local economic contribution	We actively participate in Roe Tourism to maximise local benefit of the visitor economy
	Support ongoing development of the Wadderin Wildlife Sanctuary as a local tourism product
2.4 Retain and grow our local skills base	Existing shire housing stock is well maintained and new stock constructed
	Coordinated communications that promote the community, lifestyle and business opportunities available
	Apprentices and trainees are part of the Shire workforce
	The child care service is retained and adequately accommodates the needs of parents and guardians

STRATEGIC PRIORITIES		WE KNOW WE ARE SUCCEEDING WHEN	
3. ENVIRONMENT: Care and protection of the environment			
3.1 Maintain a high standard of environmental health and waste services	Participation in the Roe EHO Scheme ensures our compliance and local businesses with environmental health legislation		
	Community is educated about waste avoidance, reduction and reuse		
	Narembeen Waste Transfer Station is tidy with safe access		
	The Bending Regional Waste Site is effectively managed in collaboration with RoeROC		
3.2 Conservation of our natural environment	Community participates in the management of invasive species		
	Our natural environment is promoted to locals and visitors		
	Conservation and activation of the Wadderin Wildlife Sanctuary		

4. CIVIC LEADERSHIP: Well governed and efficiently managed Local Government

4.1 Forward planning and implementation of plans to achieve strategic priorities	Actively participate in key local and regional organisations to jointly plan for our community and region
	Engagement with the community on key projects and regular, transparent communication by the Shire
	Progress towards achievement of the Corporate Business Plan
	Achievement of our Workforce Plan strategies
	Actively participate in key local and regional organisations to jointly plan for our community and region
4.2 Compliant and resourced Local Government	External audits and reviews confirm compliance with relevant Local Government legislation
	We have sound financial and asset management policies and practices in place
	Provide a high standard of customer service in line with Customer Service Charter.
	Transparent, accountable and integrated reporting
	Elected members are supported in their role through provision of training

Strategic Risks for the Shire of Narembeen:

The following risks were identified by Council and mitigation of these risks are included in the Strategic Community Plan, Corporate Business Plan, Workforce Plan and Long Term Financial Plan.

INTERNAL RISKS	EXTERNAL RISKS
<p>Increasing compliance on local governments</p> <p>Asset management and preservation</p> <p>Attracting and Retaining qualified staff</p> <p>Reliance on external government funding</p> <p>Allocation of resources to achieve our goals</p> <p>Increasing costs of doing business e.g. water, electricity and regulatory price increases</p>	<p>Increasing costs of contractors and low availability</p> <p>Lack of critical mass in the Wheatbelt and Shire</p> <p>Geographical location of Narembeen</p> <p>Health pandemic / endemic</p> <p>Increasing reliance and compliance on volunteers</p> <p>Mine closure due to economic downturn or end of life</p> <p>Increasing competitive nature of government funds</p> <p>Decreasing and complete loss of government funding for core services in the community</p> <p>Poor telecommunications infrastructure and services</p> <p>Ageing population in Narembeen and the Wheatbelt</p> <p>Low capital return for business owners within the town site</p> <p>Mental health of the community</p> <p>Lack of job opportunities / diversity in the Shire and region</p> <p>Natural disasters</p>

REVIEW AND MONITORING

Progress Reporting

The Shire of Narembeen has adopted a traffic light based Quarterly Update to report progress against the priorities as detailed in the Corporate Business Plan which will be shared via a Council Item and on the Shire web-site. In addition, results are formally communicated to the community annually via the legislated Annual Report.

IPR Reviews

This Strategic Community Plan will be subjected to a minor review in 2024 and a major review requiring extensive community engagement in 2026 as legislated. In addition, the Corporate Business Plan will be reviewed and updated annually to reflect any changes to priorities, service levels and the budget.

