

Shire of Narembeen Corporate Business Plan 2015/16 – 2018/19



Delivering upon the Shire of Narembeen Strategic Plan
2013 - 2023

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Introduction

The Corporate Business Plan is an internal business planning tool that translates the Council's priorities from the Strategic Community Plan 2013 -2023 into operations within the resources available, over a 4yr period of time. This is the Shire's second Corporate Business Plan.

The Shire of Narembeen Strategic Community Plan establishes key themes, strategies and actions to achieve them and measurable performance indicators to enable Council and the Community to review progress.

The Corporate Business Plan 2015/16 – 2018/19 is designed to meet the requirements of the Department of Local Government integrated planning guidelines and Local Government Act 1995. Specifically it will assist in guiding the delivery of community aspirations from the Strategic Community Plan and the integration of resources including asset management, workforce planning and long term financial planning.

The Corporate Business Plan 2015/16 – 2018/19 should be read in conjunction with the Shire's Strategic Community Plan 2013 -2023 (available from the Shire's website). This will allow the reader a better appreciation of the Shire's and its community's strategic direction and aspirations.

The Plan revolves around the four themes of social, economic, environment and civic leadership which come directly from the Strategic Community Plan.

Plans supporting this Corporate Business Plan 2015/16 – 2018/19 include the Forward Capital Works Plan, Long Term Financial Plan, Workforce Development Plan and Asset Management Plan.

Cr Kellie Mortimore

Chris Jackson, CEO

Part One

Our Vision

A Great Place to Live

Our Values

We will conduct our business with;

Respect

- Value people and places and the contribution they make to the Shire
- Develop an environment of respect for different cultures
- Be appreciative of the aspirations of the community and what it does for itself

Inclusiveness

- Be receptive, proactive and responsive as an organisation
- Exist to help a community that has the capacity for self help
- Demonstrate leadership by promoting Council and community teamwork

Fairness and equity

- Maintain a 'whole of Shire' outlook, but recognise that each community is unique and likely to have variations on their needs
- Provide services for a variety of ages and needs
- Respond to the community in a fair and equal way depending on need

Communication

- Create opportunities for consultation with the broad community
- Demonstrate leadership by promoting Council and community teamwork

Community Expectations

The community expects the following attributes of the council:

- Progressive and proactive
- Timely and efficient
- Open, honest and transparent
- Leading by example
- Accountable
- Do it once, do it right

Our Shire

The Shire of Narembeen covers an area of 3,821km² in the Wheatbelt of Western Australia and has a Shire population of approximately 812 (ABS, Census, 2011). The Shire comprises of four localities, those being Mt Arrowsmith, Mt Walker, Narembeen and South Kumminin.

- The Shire includes 293 km of sealed roads and 1,147 km of unsealed roads
- The total number of dwellings within the Shire is 435
- Within Shire households there are 36.75% family households with children, 55.3% couples with no children and 8% one parent families
- Median weekly income \$961
- Median age in the Shire is 44yrs
- Key industries include cereal, sheep, transport, engineering, medical services, government services and organisations as well as retail.

(ABS, Census, 2011)

Mt Arrowsmith

Located 18 kms south east the Narembeen town site. Mt Arrowsmith has a tennis club and hosts beautiful wildflowers during the season.

Mt Walker

Located 42 kms east of the Narembeen town site, Mt Walker has a wheat bin and sports club with tennis courts and 18 hole golf course. Mt Walker also has tourist attractions including Roe Dam and Hidden Hollow.

Narembeen

Located 286 kms east of Perth, Narembeen is the main town site in the Shire. It has a variety of industries and is surrounded by grains, sheep and cattle farming.

The town itself has a supermarket, post office, café, gift and pharmacy store, hardware, Community Resource Centre, hotel, hairdresser and beauty salon, bank, newsagency, police station, Volunteer Emergency Services, caravan park, transport, engineering and agriculture related businesses, furniture manufacturer, mechanic, carpenter, panelbeater and roadhouse. The well recognized International Rural Exchange is also located in the Shire. There is mobile phone coverage with ADSL internet available, and an airstrip.

Narembeen boasts great recreation facilities including the new Recreation Centre (2015) which hosts football, hockey, cricket and tennis. Nearby netball and basketball courts are adjacent to the Narembeen Aquatic Centre, which hosts swimming lessons, an Amateur Swim Club and family recreation space. An 18 hole golf course is located near Wadderin and a ski lake east of the town site.

The Shire has a range of community organisations, including but not limited to the Go Narembeen Progress Association, Lions Club, Community Shed (Men's Shed and Arts and Craft), religious organisations, Narembeen Club, Historical Society, singing group and Buffs.

The Narembeen Community Resource Centre incorporates visitor servicing, meeting rooms,



training facilities and business services. It is located opposite the Medical Centre which has hosted a permanent GP for the past 12yrs. It also hosts a visiting female GP, primary health services including a Child Health Nurse, dietician and diabetic educator. The Medical Centre is supported by a dentist and a District Hospital which provides services in ante/post natal care, emergency, geriatric, medical – acute, medical – general, paediatrics and palliative care. It also hosts visiting primary health services including an occupational therapist, physiotherapist, counsellors and podiatrist. A Gym and Health Centre is located opposite the Hospital.

There are a variety of tourism experiences in the Shire, including but not limited to the Narembeen Grain Discovery Centre, town centre historical walk trail, Wadderin Wildlife Sanctuary and Reserve and Roe Lookout. The Shire is well supported with accommodation at the Caravan Park, Motel, Hotel and B and B.

Narembeen has an occasional Child Care Centre, Library and Toy Library. The Narembeen District High School is an independent public school and offers classes up to Yr 10. It plays a key role in educating youth in the Shire and surrounding Shires. Narembeen has 10 retirement units for seniors, Koolberrin Lodge, Home and Community Care so too a Seniors Group and Autumn Club.

South Kumminin

South Kumminin is located 6 kms south of the Narembeen town site. It is located along the Merredin – Kondinin railway line and it has a wheat bin.

What is Integrated Planning and Reporting?

Integrated Planning is a new framework for planning and reporting currently being introduced by Local Governments across Western Australia. It aims to assist Councils become better at reflecting community aspirations within their activity base. In order to ensure that this occurs, a new approach is being taken to how Councils develop their budgets and programs on an annual basis. Integrated Planning takes a longer term (10 year) outlook and is based around a Community Strategic Plan that reflects the community's aspirations. The aim of the new integrated planning model is to ensure that Councils are taking a strategic long-term approach to their activities and that these activities reflect the desires of the communities they represent. In order to ensure this occurs the Integrated Planning Model advocates a 'three tier' hierarchy of plans consisting of a Strategic Community Plan, a Corporate Business Plan and Annual Budget.

The Corporate Business Plan 2015/16 – 2018/19 is an internal business planning tool that translates Council priorities into operations within the resources available. The plan details the services, operations and projects the Shire of Narembeen will deliver within a defined period. It also includes the processes for delivering these and the costs associated.

The Plan identifies the Shire's current position in relation to the delivery of Corporate Business Plan priorities. It prioritises services, projects or other operations to respond to changes in the community, business and environment or available resources and it allows for an evolving and rolling Corporate Business Plan which generates an Annual Budget.

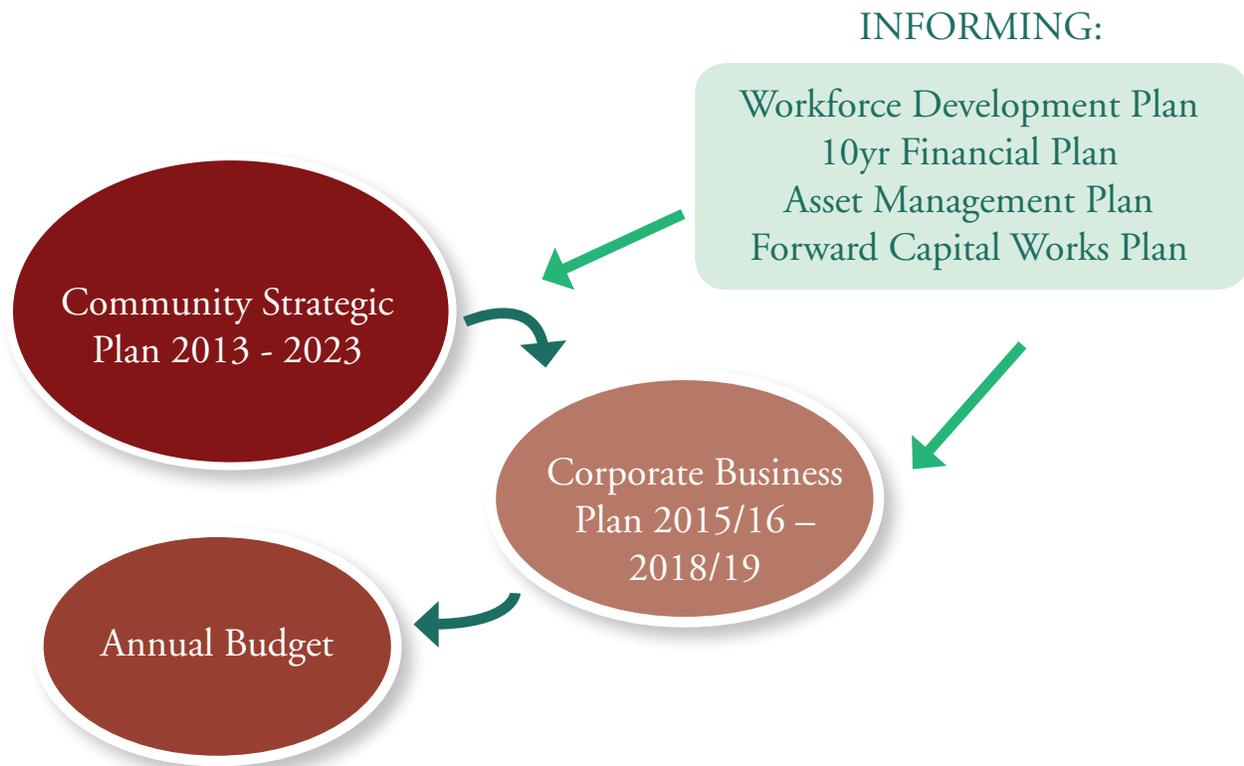
Council has adopted the Strategic Community Plan 2013 – 2023 and has set the strategic priorities that will drive the operation of the Shire of Narembeen over the short (12months) to medium term (4yrs).

The Shire of Narembeen is a local government body established under the Local Government Act to deliver services and infrastructure to its communities. The roles and responsibilities of Local Government differ across the state, but the Shire of Narembeen actively services its community in a variety of ways namely:

- Infrastructure and associated services, including local roads, footpaths, drainage, waste collection and management
- Provision of recreation facilities, such as parks and gardens, sports fields, golf courses, swimming pools, Recreation Centres, Town Halls and caravan parks
- Care of the environment
- Health services such as water and food inspection, toilet facilities, noise control and animal control
- Community services, such as child care, aged care and accommodation, community care, community transport, emergency services and welfare services
- Building services, including inspections, licensing, certification and enforcement
- Carrying out government and private sector works,
- Tourism promotion and development

- Access to land, planning and development approvals, Administration of facilities, such as airports, cemeteries and street parking; cultural facilities and services, such as libraries,
- Lobbying and working with State and Federal Government, regional organisations and agencies,
- Advocating for local needs whilst operating in a regional context, and
- Corporate Governance to ensure it delivers good decision making, leadership and professional management.

Integrated Planning Relationships



Our Councillors

Shire President

Cr KJ (Kellie) Mortimore Expires 2015

Deputy President

Cr RM (Rhonda) Cole Expires 2017

Councillors

Cr SC (Stephen) Padfield Expires 2017

Cr RD (Gina) DeLuis Expires 2017

Cr SR (Syd) Parsons Expires 2017

Cr BR (Barry) Cole Expires 2015

Cr GM (Greg) Vaughan Expires 2015

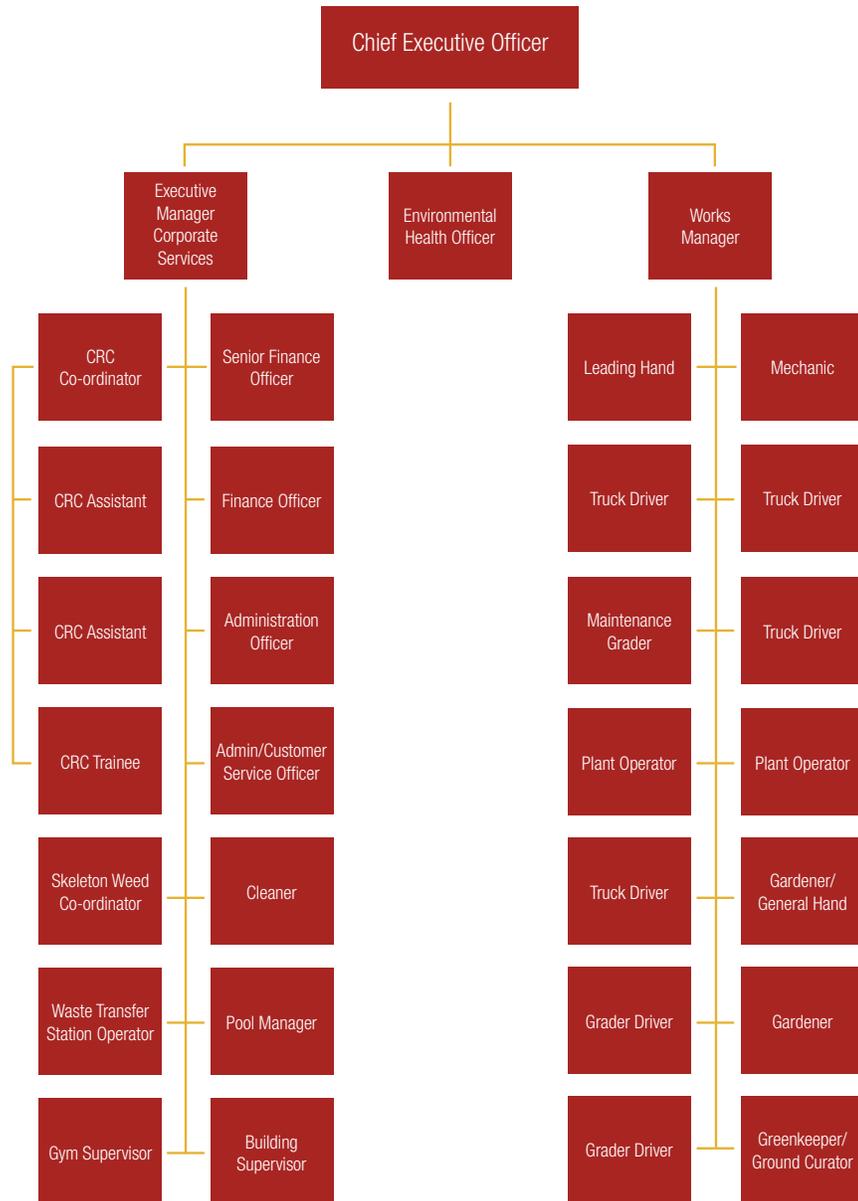
Cr BR (Bevan) Thomas Expires 2015

Cr WD (Bill) Cowan Expires 2015

The sub committees of Council include an Audit Committee, a CRC Strategic Management Committee as well as council representation on various community groups.

The Councillors, the Chief Executive Officer, the Executive Management Team and the staff through a combined effort are responsible for successfully leading and managing the Shire of Narembeen. The organisation feels accountable to its community and publishes the performance reports annually through an annual report for review by its community.

Shire of Narembeen Workforce



The Council is responsible for setting the Shire's strategic direction which the Shire's administration then implements.

Chief Executive Officer

- Effectively, efficiently and innovatively implement the strategic plan and manage the activities and resources of the Council
- Adhere to all relevant statutes, regulations and policy directions of the Council
- Coordinate the Council's activities and liaise with the Shire President, Presiding Members of Committees and members of the Council
- Develop and maintain a suitable organisational structure
- Resource the activities of the Council
- Publicly represent the Council within limits determined by policy.

Total: 30

Executive Manager of Corporate Services

- Effective management, monitoring and evaluation of the Shire's financial and administrative functions in accordance with the requirements of relevant Acts, Regulations, and local laws
- Develop, support and maintain an effective outcome-focussed work team
- Contribute to the development and achievement of the Shire's policy initiatives and business plans
- Demonstrate strong leadership in driving best practice in finance and public administration and implementing systems for continual improvement and evaluation of program effectiveness.

Works Supervisor

- Sound financial management and delivery of the road program and plant replacement program
- Workforce development amongst the works team and occupational health and safety compliance

Environmental Health Officer

- Waste management, public health and food hygiene
- Disability services and occupational health and safety compliance
- Environmental management
- Compliance with local laws

Council Meetings

Council meetings are held in the Council Chambers at 1 Longhurst St on the third Wednesday of every month except January, commencing at 2.30pm. The Council Agendas and Minutes are published every month and are available on the Council's website for public view at www.narembeen.wa.gov.au

The Shire of Narembeen will review and update as necessary the Corporate Business Plan and ensure the Shire remains adaptive and responsive to the changing Wheatbelt environment and community needs. It will drive the annual budget.

In addition, the Shire of Narembeen Executive Team will be responsible for providing quarterly reports on the Corporate Business Plan to Council that demonstrates appropriate responsibilities, timeframes, measures and progress that are accounted for. These reports will track the performance against the plan and also identify additional actions to be pursued to take corrective and preventative action. Similarly when the Corporate Business Plan is reviewed on an annual basis, the Executive Team will report on the key measures and targets that have been achieved each year as per the Action Plan.

When reading the Corporate Business Plan, Council has developed some overall measures of success, however in the Delivery Table the 'Measures and Targets' column is a clear description of what will clearly demonstrate the key action has been achieved.

Financial Management

Council's financial management is governed by the Local Government Act 1995, the Local Government Act Financial Regulations 1996 and other relevant Regulations.

Council receives Monthly Financial Statements for the consideration of Elected Members at each Ordinary Meeting. Council has an Annual Budget and Forward Capital Works Program.

The Corporate Business Plan interacts with the Long Term Financial Plan and the Annual Budget. Actions are aligned annually with the Shire's budget.

Council has also developed a list of new capital expenditure over a four year period for the purposes of this Plan, all other measures and targets in this Corporate Business Plan are business as usual for the Shire of Narembeen.

Council has also developed a 10yr Long Term Financial Plan beginning in the 2013/14 financial year as part of its Integrated Planning process.

Part Three

Impacts and issues around the Corporate Business Plan

The Corporate Business Plan details the programs and services Council will undertake over a four year period to achieve the objectives of the Strategic Community Plan. The Corporate Business Plan provides direction and a road map for the Council to achieve strategies identified in the Strategic Community Plan. It is an internal business planning document identifying key priorities.

There are a number of impacts and issues surround the delivery of the Corporate Business Plan, including:

- Consecutive poor agricultural seasons and the instability of the agricultural sector
- Access to telecommunications
- Availability of State and Federal funding opportunities, and a perceived lack of State and Federal Government support
- Population diversity and decline
- Provision of medical services, and the retention of the hospital
- Provision of education facilities and access to quality teaching professionals
- Attraction and retention of families
- Local Government structural reform
- Employment and career opportunities in the Shire
- Aged care facilities and services
- Attracting and retaining Shire staff and community members, specifically young people and families as well as business into the community
- Providing and maintaining Shire infrastructure that meets the expectations of the community
- Attracting funding for Shire projects from national, state and regional organisations who prioritise regional projects
- Increasing governance and accountability within Council

How to read the Corporate Business Plan

The Corporate Business Plan:

- Addresses directly the outcomes and responses contained within the Strategic Community Plan and identifies specific activities that Council will undertake over the next four years
- Is informed by financial, asset management and workforce strategies to allow strategic priorities to be set and delivered within resourcing capabilities
- Addresses the full range of Council services
- Allocates responsibilities for each program and activities within programs
- Includes a method of assessment

Strategic Priorities of the Shire of Narembeen

The Strategic Community Plan covers a time frame of 10 years, and incorporates the outcomes of extensive community consultation undertaken in shaping the Shire's future.

The main components of the strategic community plan include:

- Our Aspiration
- Our Themes around social, economic, environment and civic leadership
- Our Strategies which describe what each theme is all about and are matched with key actions to achieve the strategies

The Strategies of the Strategic Community Plan include:

Theme: SOCIAL

1. A sense of place and pride in who we are
2. A Shire of excellence in accessible infrastructure and services
3. Connected communities through a safe and efficient transport network throughout the Shire

Theme: ECONOMY

4. An economy that is well prepared for the future
5. A positive tourism experience
6. Access to lifelong learning for all stages of life

Theme: ENVIRONMENT

7. A Shire that leads in the care of its environment
8. A protected and valued natural environment

Theme: CIVIC LEADERSHIP

9. Provide good strategic decision making, governance, leadership and professional management

The Corporate Business Plan 2015/16 – 2018/19 will implement the prioritised strategies, objectives and actions from the Strategic Community Plan over a 4yr period.

Enabling Services

The Shire of Narembeen has a number of enabling services which they deliver to help achieve the strategic priorities of the community. Including:

- Community Resource Centre – 1 FTE, 1 Trainee, 2 x part time
- Library (internal administration)
- Narembeen Caravan Park
- Waste Transfer Station
- Airport

And the following shared services:

- RoeROC Environmental Health Officer
- Ranger (monthly service)
- Roe Tourism
- First Health Medical Practise Management
- RoeROC Business Development (WBN)

Critical Assumptions

- Increase in the ability of the Shire to attract additional state and national grants
- Major capital works programs or new services are full cost recovery-exception is the new Recreation Centre (2015 completion)
- Grants Commission increase with current staff resources for enterprising projects
- Continuance of major road funding e.g. Black Spot Funding, Roads to Recovery etc
- Road Construction Index of 3% per annum
- Reserve Funds increasing
- Forecast population to go against WA Planning predictions (WA Tomorrow) however no substantial increase in rate income over the next 4yrs
- The average CPI forecast is 3% over the 4 year period
- Workforce maintain at current levels
- Shire of Narembeen working in the RoeROC group to gain additional workforce, service and plant efficiencies
- Operating in line with its current risk appetite and unnecessary exposure to risk is minimised

Part Four

Strategy	Our Actions		Measures and Targets	Responsible Manager	2015/16	2016/17	2017/18	2018/19
SOCIAL								
1 A sense of place and pride in who we are	1.1 An inclusive, safe, considerate and welcoming community	1.1.1	Consistent branding across Shire of Narembeen communications (marketing, notices, presentations, internal material etc)	EMCS				
		1.1.2	Articles in local magazines to keep the community informed	EMCS				
		1.1.3	Maintain currency, accessibility and interactivity of Council's website	EMCS				
		1.1.4	Maintain Shire branding across tourism publications	EMCS				
		1.1.5	Community service directories	CRC				
		1.1.6	Generate positive media stories that promote the innovation, leadership, projects and stories of the Shire	EMCS CRC				
		1.1.7	Work with the Narembeen CRC to continue to update the Welcome to Town pack	CRC				
		1.1.8	Work with Heartlands WA to promote the Shire of Narembeen lifestyle, business opportunities and tourism broadly (other regions, metropolitan, eastern states etc)	EMCS				
		1.1.9	Work with the Wheatbelt Business Network to promote the lifestyle and business opportunities in the Shire	EMCS CRC				
		1.1.10	Continue to host an annual Australia Day, awards and Welcome to New Residents event	CRC				
		1.1.11	When feasible participate in Keep Australia Beautiful campaigns or activities that improve the aesthetics of the whole Shire	EMCS				
		1.1.12	Continue to improve the central business district aesthetics of Narembeen, access and landscape by regular street cleaning, watering of plants, signage and provision of clean and accessible footpaths	WM				
		1.1.13	Protect the heritage across the Shire of Narembeen	EMCS				
		1.1.14	Support the Narembeen Historical Society as well as other groups to capture and protect the stories of the community, subject to the annual budget	CRC				
		1.1.15	Advocate to maintain the current Police service in the Shire	CEO				

Strategy	Our Actions		Measures and Targets	Responsible Manager	2015/16	2016/17	2017/18	2018/19
		1.1.16	Participate in crime prevention activities across the Shire, when applicable	CRC				
		1.1.17	Continue to educate the community and ensure compliancy with local laws	EHO				
		1.1.18	Coordinate and liaise with St John's, FESA and the Police to provide an effective multi-agency response during times of emergency and natural disaster and the implementation of appropriate emergency plans,as well as maintenance of emergency equipment as required	CEO				
		1.1.19	Continue to participate in the regional Ranger service, subject to the annual budget	CEO				
		1.1.20	Apply for Disability Services Commission funding to upgrade identified community facilities for equitable access on an as needs basis and subject to the annual budget	EMCS				
	1.2 A community that supports and provides opportunities for our families	1.2.1	With the school and CRC work on providing youth and family friendly events, workshops and activities throughout the year	CRC				
		1.2.2	Support the Naremben Numbats in providing a quality occasional day care service for parents	CEO				
		1.2.3	Hold an annual event to thank all community volunteers	CRC				
		1.2.4	Continue to provide support, either in kind or financially to community groups in the Shire of Naremben that promotes volunteerism, participation in sport, recreation and culture, education, enterprise, the environment and community spirit	CEO				
		1.2.5	Investigate a combined emergency service centre	CEO				
	1.3 A creative community accompanied by engaging and innovative events and celebrations	1.3.1	Support local groups such as the Arts and Crafts, Community Shed, school groups etc in developing creative spaces and exhibitions	CRC				
		1.3.2	Subject to the annual budget, provide a venue for Country Arts WA artist performances as well as other individuals or groups that approach the Shire (town hall, Club and/or recreation centre)	CRC				
		1.3.3	With the assistance of community organisations and the CRC develop a 6 monthly community calendar of events	CRC				

Strategy	Our Actions		Measures and Targets	Responsible Manager	2015/16	2016/17	2017/18	2018/19
2. A Shire of excellence in accessible infrastructure and services	2.1 Inclusive sport and recreation participation, with diverse activities and facilities	2.1.1	Complete the upgrade to the Narembeen Recreation Centre (including co-location of the bowling greens)	CEO				
		2.1.2	Maintain the Aquatic Centre to a high standard and consider additional infrastructure to enhance the social and recreational benefits to the community	CEO				
		2.1.3	Maintain and upgrade where necessary, playing surfaces across the Shire	CEO WM				
		2.1.4	Maintain the Town Hall and demolish the Lesser Hall	CEO				
		2.1.5	Continue to maintain and enhance, subject to the annual budget the various playgrounds, Apex Park, Walker Lake, Ski Lake and skate park	WM				
	2.2 Medical infrastructure and services that support a healthy community	2.2.1	Ensure a high standard of health and medical access and services for residents at the Narembeen Medical Centre and Narembeen Dentist	CEO				
		2.2.2	Continue to be an attractive place for health professionals to live	CEO				
		2.2.3	Maintain and upgrade medical equipment when necessary	CEO				
		2.2.4	Complete the building upgrade to the Narembeen Medical Centre	CEO				
		2.2.5	Work with public health agencies to ensure a high standard of health and medical care occurs at the Narembeen Hospital	CEO				
		2.2.6	Work with public health agencies as well as private providers for a diverse array of allied health services (visiting, telehealth or permanent) within the Shire including HACC, Central AgCare etc	CEO				
		2.2.7	Advocate for positive mental health in Shire and subject to the budget, support non government services to do so	CEO				
		2.2.8	Advocate for dementia care services in the Shire	CEO				
		2.2.9	Subject to the budget and SiHi program, provide a lifestyle package for the local GP and Dentist to assist in attraction and retention of high quality services	CEO				
		2.2.10	Continue health inspections and licensing of premises in the Shire of Narembeen	EHO				
		2.2.11	Support the continuance of the gym, subject to the annual budget	CEO				
		2.2.12	Continue to provide preventative health services e.g. Mosquito Control	WM				

Strategy	Our Actions		Measures and Targets	Responsible Manager	2015/16	2016/17	2017/18	2018/19
	2.3 Infrastructure and services that create our community identity and facilitate growth	2.3.1	Promote the Cheetham Way subdivision	CEO				
		2.3.2	Develop the Avoca Farm residential subdivision and promote it appropriately	CEO				
		2.3.3	Support the single units in the Shire, and maintain Shire housing subject to the annual budget	CEO				
		2.3.4	Investigate the need and demand for additional industrial lots in the Shire	CEO				
		2.3.5	Advocate for reliable, consistent and expanding utility services (power, water, gas)	CEO				
		2.3.6	Support the development of aged care units and the provision of best practice aged care services, including the current support of the aged units in the town site	CEO				
		2.3.7	Work towards being an age friendly Shire	EMCS				
		2.3.8	Work with regional partners to supply quality aged accommodation in the Shire	CEO				
		2.3.9	Continue to promote and where appropriate support seniors activities	CRC				
		2.3.10	Continue to enhance and maintain the cemetery	WM				
3. Connected communities through a safe and efficient transport network throughout the Shire	3.1 All residents and visitors are able to move around the Shire in safety and with ease	3.1.1	Annually review Shire roads	CEO WM				
		3.1.2	Advocate for agricultural access to rail and continue to leverage funds from the Grain Freight Network	CEO				
		3.1.3	Complete upgrades to regionally significant roads and maintain gravel roads to a high standard	WM				
		3.1.4	Remodel the entrance to the Naremben town site (eastern end)	WM				
		3.1.5	Upgrade and improve directional signage in the Naremben town site and where required, across the Shire	WM				
		3.1.6	Continue to access Black Spot funding, Roads to Recovery funding and Regional Road Group funding	CEO				
		3.1.7	Participate in RoadWise and road safety campaigns, child restraint and the crash car trailer	CRC				
		3.1.8	Improve the safety and reduce the costs of maintaining roads by preventing damage caused by overloaded vehicles	CEO				

Strategy	Our Actions		Measures and Targets	Responsible Manager	2015/16	2016/17	2017/18	2018/19
		3.1.9	Maintain the Narembeen Airstrip with a view to future infrastructure upgrades	WM				
		3.1.10	Continue the provision of a Community bus	CEO				
		3.1.11	Investigate the current public transport routes to the Shire and act accordingly	CEO				
		3.1.12	Continue the Shire footpath plan	WM				
		3.1.13	Where required, install ramps along streets and in community facilities to ensure equitable access	WM				

MEASURES OF SUCCESS

Events and activities delivered target a variety of demographics
 Key government services are retained eg. police, school stc
 Compliancy with local laws
 Improved accessibility to facilities and services
 Upgrades completed to the Recreation Centre and Community Precinct Centre
 Doctor and dentist retained
 Diverse housing choice and availability
 Safe and connected roads

Strategy	Our Actions		Measures and Targets	Responsible Manager	2015/16	2016/17	2017/18	2018/19
ECONOMIC								
4. An economy that is well prepared for the future	4.1 A diverse economic base that supports local business	4.1.1	Through various initiatives support agribusiness in the Shire, subject to the annual budget	CEO				
		4.1.2	Through the Wheatbelt Business Network and Go Narembeen work to support and grow existing businesses in the Shire	CRC				
		4.1.3	Review and continually address Shire of Narembeen buy local policies	EMCS				
		4.1.4	Lead by example in service and business innovation as well as an entrepreneurial culture	Council				
		4.1.5	Continue to be accessible for businesses in the Shire	CEO				
		4.1.6	Investigate a common trade centre	EMCS				
		4.1.7	Maintain and enhance the current factory units	CEO				
	4.2 Attract new industry and business to the Shire	4.2.1	Negotiate and provide opportunities for new industry / businesses in the Shire of Narembeen	CEO				
		4.2.2	Work with internal and external stakeholders to promote business opportunities in the Shire e.g. Wheatbelt Business Network, Heartlands WA, Go Narembeen and to develop long term strategies to attract new industry	CEO CRC				
		4.2.3	Advocate for reduced headwork charges	CEO				
		4.2.4	Maintain and continue to upgrade Shire owned retail buildings in the main street of Narembeen	CEO				
		4.2.5	Construct an executive house to attract staff to the Shire, whilst maintaining and enhancing current Shire housing stock	CEO				
		4.2.6	Review Town Planning as and when required	CEO				
		4.2.7	Encourage the positive presentation of public housing in the Shire	CEO				
	4.3 Advocate for infrastructure that meets the needs of contemporary business	4.3.1	Advocate to improve mobile coverage and internet access and speeds across the Shire through Telstra Countrywide, Wheatbelt Development Commission and the Wheatbelt Digital Action Plan	CEO				
		4.3.2	Continue to develop and formalize relationships with local, state and Federal partners that benefit local business	CEO				

Strategy	Our Actions		Measures and Targets	Responsible Manager	2015/16	2016/17	2017/18	2018/19
5 A positive tourism experience	5.1 Work towards providing a high quality and integrated tourism experience to extend the length of stay	5.1.1	Encourage Shire and CRC staff to have a good awareness and knowledge of tourist and visitor attractions across the Shire and along Pathways to Wave Rock	EMCS CRC				
		5.1.2	Encourage Shire and CRC staff to recognize the importance of tourism to the Shire and to local businesses	EMCS CRC				
		5.1.3	Together with the CRC, Wheatbelt Business Network and Roe Tourism work to promote the value and importance of tourism to local businesses	CRC				
		5.1.4	Support Go Naremben to investigate eco-tourism initiatives	CRC				
		5.1.5	Maintain the Caravan Park	CEO				
		5.1.6	Maintain RV Friendly status	EMCS				
		5.1.7	Continue membership and active participation in Roe Tourism and Australia's Golden Outback	EMCS				
		5.1.8	Continue to add value (attraction, accommodation, amenities, accessibility, awareness) to the Pathways to Wave Rock	EMCS CRC				
		5.1.9	Maintain visitor rest points / toilets	WM				
6 Access to lifelong learning for all stages of life	6.1 The local economy is growing and prosperous, offering a diverse range of job opportunities	6.1.1	With the support of business and community, seek to promote apprenticeship and traineeship opportunities internally within the Shire of Naremben	EMCS				
		6.1.2	Continue to support the vision of the Naremben DHS	Council				
		6.1.3	Continue to support, financially and in kind the Naremben Numbats as well as Toy Library, school holiday programs and other youth groups, subject to the annual budget	CRC				
		6.1.4	Continue to provide a library service as well as encouraging greater participation in this service	EMCS CRC				
		6.1.5	Investigate education scholarships	EMCS				
		6.1.6	Continue to support the Naremben DHS Awards	Council				
		6.1.7	Work with local community, environment, enterprise and sporting clubs to assist in developing leadership skills for youth	CRC				
		6.1.8	Complete the upgrade to the Naremben Community Precinct which may include the library co-location	EMCS				

Strategy	Our Actions		Measures and Targets	Responsible Manager	2015/16	2016/17	2017/18	2018/19
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MEASURES OF SUCCESS

Increased visitation to the Shire of Narembeen
 Increased accommodation occupancy in the Shire of Narembeen
 Unemployment rates below the Wheatbelt and State average
 Increase in the diversity of local employment opportunities
 Improved mobile phone coverage and increased internet speed through the NBN
 Increase in the access to education and learning opportunities locally

Strategy	Our Actions		Measures and Targets	Responsible Manager	2015/16	2016/17	2017/18	2018/19
ENVIRONMENT								
7. A Shire that leads in the care of its environment	7.1 Preserve and protect our native flora and fauna	7.1.1	Work with the Water Corporation and Wadderdin Wildlife Reserve Committee to preserve the Wadderdin Wildlife Reserve	CEO				
		7.1.2	Promote the registration of companion animals	EHO				
		7.1.3	Continue the management of weeds and pests in the Shire of Narembeen (fox program, wild cats etc)	CEO/WM				
		7.1.4	Participate in Department of Agriculture and Food weed management / Skeleweed control, subject to the budget	EMCS				
		7.1.5	Protect the natural environment and walk trails through appropriate signage, pedestrian / vehicle access	WM				
		7.1.6	Shire of Narembeen gardens to incorporate water wise plants and drought tolerant species	WM				
		7.1.7	Preserve and enhance roadside vegetation	WM				
		7.1.8	Continue tree planting across the Shire, upon recommendations by appropriate NRM personnel	WM				
	7.2 Encourage the community to be involved in the preservation and enhancement of the environment	7.2.1	Together with the Wadderdin Wildlife Reserve Committee investigate the possibility of a local tour guides to educate the community and visitors about the importance of biodiversity	CRC				
		7.2.2	Encourage Narembeen DHS students to engage with the volunteers of the Wadderdin Wildlife Reserve	CRC				
8 A protected and valued natural environment	8.1 High standards in water conservation and protection	8.1.1	Capture and reuse storm water through appropriate storm water design and layout throughout the Shire (including on buildings)	WM				
		8.1.2	Investigate funding for renewable energy sources to Council facilities.	EMCS				
		8.1.3	Work with best practice providers and neighbouring Shires to tackle salinity	CEO				
		8.1.4	Work with the Water Corp to ensure ageing infrastructure is replaced and is available for new residences and industry	CEO				
		8.1.5	Provide access to stand pipes during emergency situations	CEO				

Strategy	Our Actions		Measures and Targets	Responsible Manager	2015/16	2016/17	2017/18	2018/19
	8.2 Sustainable waste management focusing on waste minimization and resource recovery	8.2.1	Continue to participate in the RoeROC Environmental Health Officer and Building Control services, subject to the budget	CEO				
		8.2.2	Provide power and water services to the Narembeen Waste Transfer Site	CEO WM				
		8.2.3	Maintain Waste Transfer Site	WM				
		8.2.4	Maintain the plant and equipment at the waste transfer site	CEO WM				
		8.2.5	Continue to support the Bending Regional Waste Site (RoeROC)	CEO				
		8.2.6	Continue to provide a waste pick up and recycling service	CEO				
		8.2.7	Continue to provide commercial waste services	CEO				
		8.2.8	Continue to promote the community's involvement in Drum Muster	CEO CRC				
		8.2.9	Conduct public campaigns on littering, waste management and recycling	EHO				

MEASURES OF SUCCESS

Shire activities do not impact the environment in a negative manner
Clean and green Shire leadership
Best practice waste and recycling management
Impact of weed and feral animal control is reduced
Recognition of best practice endangered species and reserve management at Wadderin

Strategy	Our Actions		Measures and Targets	Responsible Manager	2015/16	2016/17	2017/18	2018/19
CIVIC LEADERSHIP								
9. Provide good strategic decision making, governance, leadership and professional management	9.1 Develop leadership skills and behaviours that enhance the knowledge, skills and experience of the Shire staff and Council	9.1.1	Provision for Council Sitting Fees, travelling and reimbursements	CEO				
		9.1.2	Provide opportunities for governance training of Council	President CEO				
		9.1.3	Conduct annual performance review of Council (as a whole or individually)	President				
		9.1.4	Provide pre employment medicals where necessary	EMCS				
		9.1.5	Develop and maintain Human Resource Management policies, guidelines and practices to ensure staff are adequately resourced, trained, supported and valued in the delivery of high quality responsive services to the community	EMCS				
		9.1.6	Continue to induct all new staff on their commencement as well as providing necessary uniforms and equipment for work purposes	CEO EMCS				
		9.1.7	Provide professional development opportunities for staff	CEO				
		9.1.8	Regular meetings between staff and managers	CEO				
		9.1.9	Conduct annual performance appraisals of all staff	Council, CEO EMCS				
		9.1.10	Keep staff turnover below industry standards	CEO				
	9.2 Manage the organisation in a responsible, accountable and consultative manner	9.2.1	Maintain and continue to improve communication amongst Council and staff enhance customer service levels	Council CEO				
		9.2.2	Continue to provide opportunities for the community to engage in Council's decision making process	CEO				
		9.2.3	Encourage the community to regularly communicate their ideas and projects to Council	CEO				

Strategy	Our Actions		Measures and Targets	Responsible Manager	2015/16	2016/17	2017/18	2018/19
	9.3 Deliver services that meet the current and future needs and expectations of the community, whilst maintaining statutory compliance	9.3.1	Review integrated planning documents when and as required, according to the Department of Local Government guidelines and meet compliance	CEO	Yellow	White	Yellow	White
		9.3.2	Adhere to the Community Engagement policy	CEO	Red	Red	Red	Red
		9.3.3	Provide relevant information on structural reform	CEO	Yellow	Yellow	Yellow	Yellow
		9.3.4	Manage all elements of contract services for the effective provision of goods and services for major procurement tenders and contracts	CEO	Red	Red	Red	Red
		9.3.5	Continue sub committees of Council and ensure reporting requirements and obligations are met	Council	Yellow	Yellow	Yellow	Yellow
		9.3.6	Continue to upgrade and maintain IT equipment	EMCS	Yellow	Yellow	Yellow	Yellow
		9.3.7	Manage and provide an efficient plant and vehicle fleet that allows for the effective delivery of Council's services and works programs	CEO	Red	Red	Red	Red
		9.3.9	Develop a community survey inline with integrated planning and continually improve on ratings	EMCS	White	Red	White	Red
		9.3.10	Annually review the Forward Capital Works Plan	CEO	Yellow	White	Yellow	White
		9.3.11	Continue to seek grants and external funding opportunities	CEO, EMCS	Red	Red	Red	Red
		9.3.12	Continue to participate in regional groups such as ROE ROC and WALGA Zone Meetings	Council, CEO	Yellow	Yellow	Yellow	Yellow
		9.3.13	Foster shared services with RoerOC	CEO	Red	Red	Red	Red
		9.3.14	Continue to participate in Wheatbelt Development Commission and Regional Development Australia (Wheatbelt) regional projects, where applicable and subject to the availability of staff / Council and the budget	Council, CEO	Yellow	Yellow	Yellow	Yellow
		9.3.15	Establish and maintain an effective records management system	EMCS	Red	Red	Red	Red

Strategy	Our Actions		Measures and Targets	Responsible Manager	2015/16	2016/17	2017/18	2018/19
		9.3.16	Maintain employee records, remuneration, training and development, recruitment policies, workers' compensation insurance, rehabilitation and safe work practices for the Council	EMCS				
		9.3.17	Allow for ongoing development and succession planning, with consideration towards career progression by implementing training plans for all staff	CEO				
		9.3.18	Develop and implement risk management plans, strategies, equipment, insurances and audits to identify and ameliorate risks to Council and staff	CEO				
		9.3.19	Implement and regularly review Occupational Health and Safety Plan	CEO				
		9.3.20	Continue to update Community and Council Emergency Management Plans	CEO				

MEASURES OF SUCCESS

Community confidence and trust in Council
 Evidence based decision making
 Openness and transparency in Council decisions
 Community is aware of how they can involve themselves in Council
 A high satisfaction level with services and facilities
 Effective communication with the community
 Independent yet regionally connected Shire
 Identifying and managing risk