

SHIRE OF NAREMBEEN

**STRATEGIC
COMMUNITY
PLAN** 2017 – 2027

PHONE (08) 9064 7308
FAX (08) 9064 7037
EMAIL admin@narembeen.wa.gov.au
ADDRESS 1 Longhurst Street, Narembeen WA 6369
WEBSITE www.narembeen.wa.gov.au



WELCOME

It's an exciting time to live in Narembeen! I am delighted to present the revised Strategic Plan to guide Council's operations towards 2027. Drawing directly from an extensive community consultation engaging 173 residents, we have been encouraged that Council is on-track to meet the current and future aspirations of our residents.

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.

I welcome your contributions and thoughts toward achieving this Plan which is designed to inspire action and clearly articulate Council's direction over the next 10 years.

Cr Rhonda Cole
SHIRE PRESIDENT

STRATEGIC PLAN PURPOSE

The Shire of Narembeen has developed this Strategic Community Plan for the community – electors, ratepayers, permanent residents and temporary visitors.

The Strategic Community Plan was developed hand in hand with the community. It has a key place in the Shire's delivery and management of services and infrastructure, and it is important to our community because it:

- Includes a revised vision for the Shire of Narembeen which Council feels is more reflective of their direction, priorities and how they will achieve them
- Includes a clear direction for Council using a decision making criteria developed by Council
- Identifies the risks and opportunities for Council
- Establishes the direction of other integrated planning documents
- Is an easy to access and understand document that is in direct response to what Council and staff require in planning and delivering services and infrastructure, with clear targets and points of measurement
- Identifies the important role not for profit organisations in our community will play in helping the Shire to achieve its strategic goals and community outcomes as well as how the Shire will help not for profit organisations achieve their goals – it is a mutually beneficial partnership

MONITORING AND REPORTING

THE SHIRE OF NAREMBEEN WILL CONDUCT A STRATEGIC REVIEW EVERY TWO YEARS, ALTERNATING BETWEEN A MINOR STRATEGIC REVIEW AND A MAJOR STRATEGIC REVIEW.

INFORMING STRATEGIES

- Finance
- Assets
- Workforce
- Services
- Issues specific strategies

STRATEGIC PLAN

CORPORATE BUSINESS PLAN

ANNUAL BUDGET

COMMUNITY PLAN

Our Community Strategic Plan sets out our vision, aspirations, objectives and community priorities into the future and is our principal strategy and planning document.

CORPORATE BUSINESS PLAN

Our Corporate Business Plan summarises the current and future resources required to deliver services, projects and programs over the next four years to implement the Community Strategic Plan and is supported by informing strategies.

ANNUAL BUDGET

Our Annual Budget allocates the funds and resources required to deliver the aspirations outlined in the Community Strategic Plan and the commitments outlined in the Corporate Business Plan and informing strategies.

PROGRESS MADE

The Shire of Narembeen has recognised the importance in identifying progress made since its first strategic community plan in 2012, to provide a point of measurement for Council and to review growth and challenges encountered which can be learnings for the future. The following are just an overview of achievements.

Significant Infrastructure and Services Delivered:

- Increasing residential land availability
- Narembeen Recreation Centre upgrade, including synthetic bowling green
- Strategy to protect and improve our heritage
- Construction of a combined emergency service and emergency service planning
- Shire owned infrastructure such as roads, airport, cemetery maintained and improved upon
- Continued advocacy and support for essential health, safety and education services
- Energy conservation practices and solar panels installed across Shire assets
- Beautification and upgrades at the Narembeen Caravan Park
- Preserving and protecting natural environments such as Wadderin
- Improved Council communication with the community and improved internal governance systems

Areas still working towards:

- Streamlined tourism experience and improved signage
- Remodelling of the main street entrances
- Best practice stormwater recycling and use
- Investment into developing local career pathways for young people
- Improvements towards promoting our tourism products and attractions

COMMUNITY PROFILE

● WESTERN AUSTRALIAN PROFILE

- *A Point of Comparison for the Shire of Narembeen*

- Western Australia is the fourth most populous state in the nation, with 2,474,410 people, behind New South Wales, Victoria and Queensland.
- Since the 2011 census, the Australian Capital Territory, Victoria and Western Australia experienced the fast growth, each increasing their populations by approximately 11%.
- Like Australians nationally, we are an ageing population. The Western Australian median age is 37 years, one year older than the median age in the 2006 and 2011 census but a year younger than the median age for all of Australia.
- Aboriginal and Torres Strait Islander people are also older, with the median age 23 years (two years older than the median age in the 2011 census).
- 75,978 people in Western Australia identify as Aboriginal and Torres Strait Islander people, the third highest proportion of state/territory population in Australia (3.1%).
- Western Australians live in bigger homes than do most Australians; Western Australian homes are more likely to have four bedrooms and there are likely to be two vehicles in the garage.
- Nationally, the median personal income was \$662/week. In Western Australia the median personal income in August 2016 was \$724/week.

WHEATBELT PROFILE

The Shire of Narembeen is not unique to any other community in the central east sub region of the Wheatbelt in regards to additional trends being observed such as:

- INSIGHT INDEX (Regional Australia Institute) ranks the Wheatbelt overall 56/60 (poorest) in Innovation. This is heavily influenced by low business start-ups and low numbers of employees engaged in science, technology and research
- KPMG Road to Riches Report indicated Wheatbelt agribusinesses had issues with access to capital and the associated requirement to 'professionalise' the industry – more than 80% of which are currently family farms in sole proprietorship or partnership models
- Small business numbers are declining (1578 in 2006 in central eastern sub region to 1361 in 2015) however basic industry structure appears to be constant. Inhibitors to small business are largely structural e.g. headworks, telecommunications etc. (ABS, AusIndustry)
- Small business numbers have increased in financial and insurance services, healthcare and social services as well as rental, real estate and hire services (ABS, AusIndustry)
- Impact of poor telecommunications infrastructure (coverage and speed of internet) on business productivity and residents recognised in the Wheatbelt Digital Plan (RDA Wheatbelt)

Additional anecdotal observations of the region in which we operate:

- Natural environment attracts a growing number of grey nomads, visitors and tourists (statistics collected for the Wheatbelt Way self-drive route have increased substantially however statistics for Pathways to Wave Rock have not been collected)
- Low unemployment levels and limited access to large skilled pools of employees
- Lack of quality housing for new residents to the sub region
- High community leadership and volunteer rates in rural communities contributing to successful projects, cohesion etc.
- Australia currently has the 2nd highest percentage of farmers under the age of 35yrs in the world and anecdotally there are an increasing number of young farmers returning to the Shire supporting this statement (RIRDC 2015)

SHIRE OF NAREMBEEN PROFILE

The Shire of Narembreen includes the localities of **Mt Arrowsmith, Mt Walker, Narembreen (main town site), South Kumminin and Wadderin.**

MT ARROWSMITH - Located 18kms south east of the Narembreen town site. Mt Arrowsmith has a club house and hosts beautiful wildflowers during the season.

MT WALKER - Located 42kms east of the Narembreen 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.

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

It has a supermarket, post office, café, gift and pharmacy store, hardware, Community Resource Centre, hotel, hairdresser, bank, newsagency, police station, Volunteer Emergency Services, caravan park, transport, engineering and agriculture related businesses, mechanic, beauty salon, carpenter, plumber, pub, Club facility, panelbeater and roadhouse. The well recognized International Rural Exchange is also located in the Shire.

There is mobile phone coverage with ADSL internet available, so too an airstrip. A new Recreation Centre which hosts football, hockey, cricket, tennis and new bowling greens. Nearby netball

and basketball courts are adjacent to the Narembreen 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 Narembreen Progress Association, Lions Club, Community Shed (Men's Shed and Arts and Craft), religious organisations, Narembreen Club, Historical Society, singing group.

The Community Resource Centre has meeting rooms, training facilities and business services. It is located opposite the Medical Centre which has hosted a permanent GP for the past 13yrs. It also hosts a visiting female GP, primary health services including a Child Health Nurse, dietician, diabetic educator, resident Occupational Therapist and resident Physiotherapist. The Medical Centre is supported by a resident 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 allied health services including 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 Bed and Breakfast.

The heritage listed art deco town hall is an excellent example of well-known architecture.

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 also has joint venture housing for singles and families.

Narembeen has 10 retirement units for seniors, Koolberrin Lodge, Home and Community Care so too a Seniors Group and Autumn Club.

Explaurum Limited an Australian-based gold exploration company established itself in the Shire in 2015/16 with a focus on the exploration and development of the Tampia Gold Project near the township. The prospect was discovered in 1987 and an Inferred Resource of 324,000oz gold estimated in 2000. Explaurum acquired the project in September 2015. Exploration drilling has significantly increased the potential size of the project, with shallow, high grade mineralisation open in all directions.

STATISTICAL PROFILE OF THE SHIRE OF NAREMBEEN

- WAEC Electorate Roll (Sept 2016) - 538 people (2015/16 financial year was approximately 610): 165 ratepayers who do not reside in Narembeen, 344 individuals who are ratepayers who have Narembeen addresses
- Population decline: 10.51% from 904 to 809 between 2006 and 2016 (ABS, Census 2016)
- Median age: 46yrs (ABS, Census 2016)
- Indigenous proportion of the population has increased in the Shire from 2.10% to 2.35% from 2006 - 2016 (currently 19 persons in the Shire) (ABS, Census 2016)
- Median weekly income has increased from \$452 in 2006 to \$763 in 2016 (ABS, Census 2016)
- Key industries include cereal, sheep, transport, engineering, medical services, government services and organisations as well as retail

Birth Rate for the Shire of Narembeen

2013: 5	2014: 16	2015: 10	2016: 21	2017 (incomplete): 10
---------	----------	----------	----------	-----------------------

Source WA Country Health Service October 2017

CONSIDERED RISKS

Throughout the Strategic Planning process a number of internal and external risks have been discussed and presented to Council for consideration, additionally Council conducted a SWOT analysis on the organisation. The risks identified and being considered in the development of this Strategic Plan include:

INTERNAL RISKS

- Increasing compliance on local governments
- Asset management and preservation
- Attracting qualified staff
- Retaining staff
- Reliance on external government funding
- Allocation of resources to achieve our goals
- Increasing costs of doing business e.g. water, electricity and regulatory price increases

RISK MITIGATION

- Business cases to be developed, including cost benefit analysis prior to significant infrastructure and service investments
- Monitoring integrated planning documents, so too informing documents
- Annual audit and compliance checklists
- Key performance indicators in job descriptions
- Retaining qualified staff
- Rate review
- Strengthening local and regional private and NFP relationships

EXTERNAL RISKS

- Lack of critical mass in the Wheatbelt and Shire
- Geographical location of Narembeen
- "Silo's" of people / groups in the community
- Increasing reliance and compliance on volunteers, so too lower energy and engagement levels than in the past, loss of key people
- Explaurum Mine not progressing or being unprepared for opportunities
- Increasing competitive nature of government funds
- Decreasing and complete loss of government funding for core services in the community e.g. roads, health, education, policing, CRC
- Poor telecommunications infrastructure and services to enable economic and social growth
- Ageing population in Narembeen and the Wheatbelt
- Low capital return for business owners within the town site
- Lack of job opportunities / diversity in the Shire and region
- Weather conditions on agriculture and supporting industries, so too Shire infrastructure (roads)

OUR STRENGTHS

INTERNAL

- Leadership by Council
- Our staff skills and experiences
- Stable workforce
- Engagement with our community
- Utilising the CRC connection and service offering to the community
- Financially stable
- Number of young families growing
- Road infrastructure
- High standard of waste management infrastructure and services

EXTERNAL

- Leading agricultural businesses located in Narembeen
- Strong key organisations such as NBDHS, Narembeen Hospital, Police, Medical Centre
- Allied health services
- Sporting facilities and clubs
- Accommodation providers
- Role of our emergency services and new building

OUR OPPORTUNITIES

INTERNAL

- Our people – their skills, their volunteering spirit, their leadership
- Sharing our resources
- Physical location and high standard of facilities

EXTERNAL

- Our community
- Gold mine
- Wadderin Wildlife Reserve
- Avoca Land
- Participation in regional and sub regional groups
- Improving visitor numbers
- Engaging with not for profit organisations to achieve community outcomes e.g. Go Narembeen, Historical Society
- Encouraging business start ups
- Filling empty main street shops
- Childcare centre to support employment
- Airport and aviation activities (clear skies etc)
- Eco tourism

CREATING OUR STRATEGIC COMMUNITY PLAN

INFORM

- Project Plan publicised for the Strategic Community Plan
- Community Engagement Plan publicised for the process
- Media releases regarding the process – online and print
- Council introductory workshop
- Summary of all community feedback publicised online and in print

CONSULT

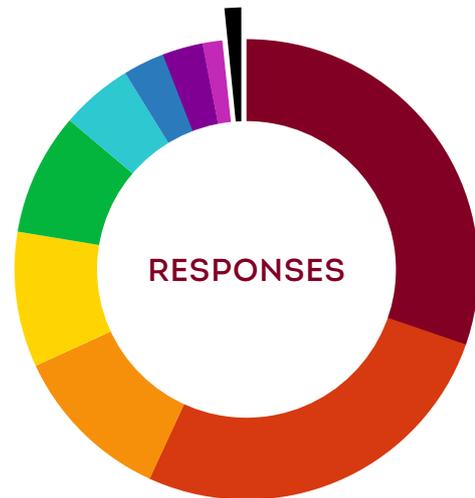
- Online and hard copy survey
- One on one Councillor interviews
- One on one phone interviews (random and structured with community leaders)
- One on one conversations with business owners
- One on one conversations with advisors to the district
- One on one conversations with key service organisations in the Shire e.g. Police, Hospital
- Community conversations

INVOLVE

- Administration and Works staff workshop
- Councillor workshops

COLLABORATE

- Strategic planning sessions with local not for profit organisations to include their goals in the Shire's plan
- Strategic Community Plan feedback period



53 Survey respondents

47 Community members that have been approached or have approached C Robinson informally to discuss forward planning (in person and phone) separate to all other groups

20 Random phone calls to ratepayers across all parts of the Shire answering a series of set questions

17 Community leaders of local clubs and associations separate to online and hard copy survey

15 Outside Works Crew toolbox meeting

9 Business owners in town site separate to any other consultation

5 Administration Staff with a follow up session to follow shortly

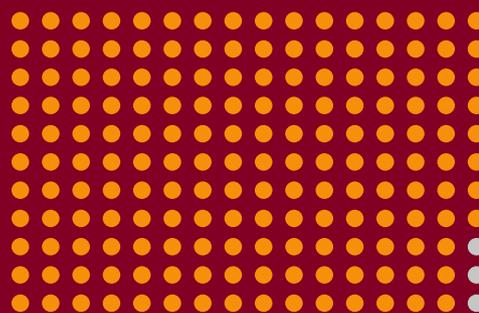
5 Shire Councillors one on one meetings plus **2** who attended the first Council workshop

3 Advisors to the district outside of the Shire of Narembeen

THE TOTAL NUMBER OF CONSULTATIONS WAS 176 WITH 173 FROM THE SHIRE OF NAREMBEEN (21.3% OF TOTAL SHIRE POPULATION).

The key priorities (based upon survey results and number of discussions in which these arose) that the community identified during the process included:

NUMBER OF RESPONDENTS



● **21.3%** of the total population of the Shire of Narembreen

● Respondents outside the Shire

● HIGH PRIORITY

- Maintenance and improvement of road infrastructure
- Keeping our community together
- Capturing the opportunity of the proposed mine
- Having a stable and increasing population
- Maintaining our facilities to a high standard
- Continuing the high standard of waste removal and management
- Improving our CBD aesthetics and access
- Growing the Wadderin experience and activities
- Education around civic leadership
- Supporting the retainment of the medical centre, police, hospital, DHS and CRC

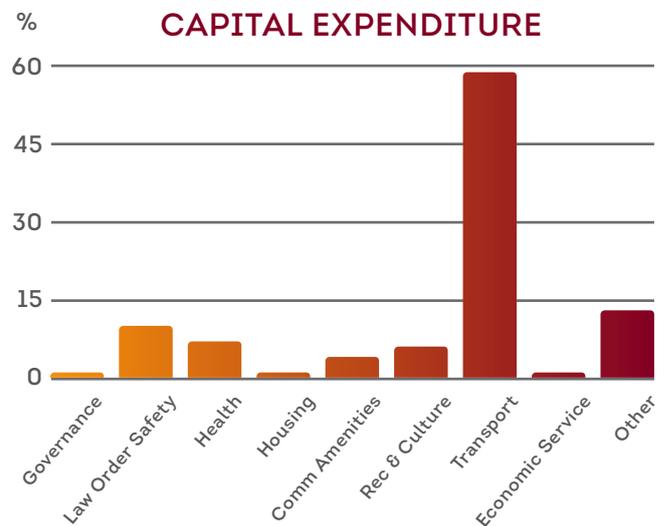
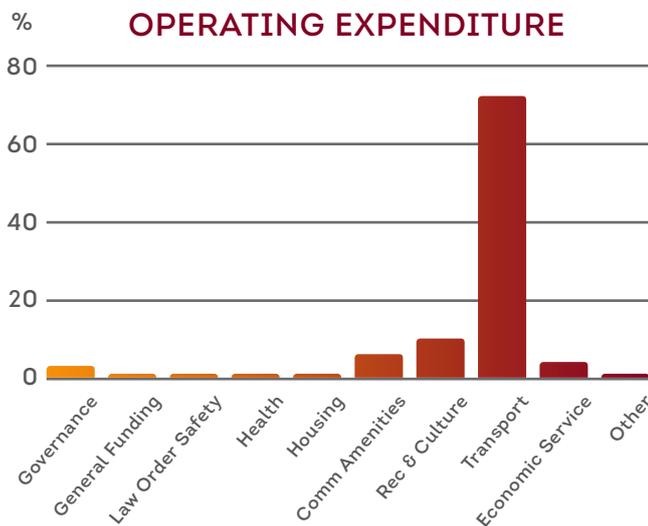
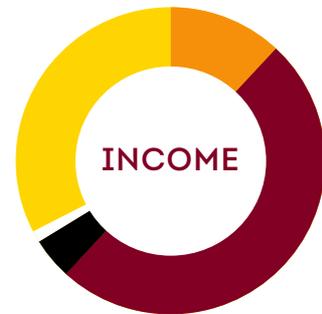
● MEDIUM PRIORITY

- Reducing anti-social behaviour
- Supporting farmers
- Appropriate financial management
- Working with neighbouring Shires

These priorities have all been reflected in the goals and strategies of our plan.

OUR PLAN FOR THE FUTURE

WHERE WE ARE NOW



WHERE WILL THE SHIRE BE IN 10 YEARS' TIME?

OUR VISION:

Together we create the opportunity to grow

HOW WILL WE GET THERE?

Council Priorities:

1. Growing our community and visitor population
2. Creating and capturing positive economic opportunities
3. Our partnerships and networks return us tangible financial, economic, social and environmental benefits

HOW WILL WE GET THERE?

Goals and Strategies to Achieve Council Priorities

What we must achieve in **1-2 years** to achieve our 10 year plan

GOAL 1: Focus upon our local economic drivers to retain and grow existing businesses, employment and to attract new industry

Council Strategy	Measurement of our Performance
<p>1.1 Performance and structure of roads are included in our annual road management plan, communicated to Council and the community</p> <p>1.2 We have a long term local gravel sourcing strategy</p> <p>1.3 We investigate group purchasing power on our plant equipment and road materials to benefit from financial discounts</p>	<p>Clear road service standards are to be developed that focus on Asset Preservation and will include km's of winter grades achieved, gravel re-sheeting and reseals</p> <p>When data has been collected benchmarks will be set</p> <p>Plant Inventory life is recorded and benchmarks set on minimum machinery operating hours</p> <p>At least one successful (cost reduced) plant group purchasing achieved (RoeROC/Other)</p> <p>Local gravel strategy adopted</p>
<p>1.4 We find partners to help investigate and seek innovative telecommunication solutions to benefit the majority and to ensure that solutions are not cost prohibitive</p>	<p>Detailed assessment of our resident and business telecommunications needs is conducted</p> <p>Telecommunications solution is developed in partnerships</p>
<p>1.5 Vacant land that will achieve our strategic goals is identified for specific purposes and industries</p> <p>1.6 It is zoned and rated appropriately in light of future industry development as well as for complementary infrastructure and services</p> <p>1.7 Shire assets are prepared for commercial and population increases</p>	<p>Rate base is diversified (measure to be developed)</p> <p>10 blocks of industrial land is planned by 2021</p> <p>Increase in population by 0.1% annually</p>
<p>1.8 We support the local child care centre with resources that enable continuous service delivery for our families</p> <p>1.9 We will work with our local businesses to plan significant central business district improvements including beautification, access and activation activities</p> <p>1.10 We will adopt a local purchasing policy that supports our local businesses to the best of our capacity</p>	<p>Narembeen Numbats service is retained at least 3 days a week</p> <p>CBD improvements include streetscape developments.</p> <p>Shire owned vacant buildings are 100% occupied throughout the year</p> <p>10% of our local procurement is sourced from within the Shire</p> <p>Unemployment rate is below the Region average</p>

GOAL 2: Internal and external relationships actively grow our Shire population and positive financial position

Council Strategy

Measurement of our Performance

2.1 Our organisational model is responsive to economic conditions, the delivery of core services and infrastructure so too the successful pursuit of economic opportunities that benefit our community

Council and staff can articulate our organisational model, relationships and reporting

Alternative income streams are increased by 5% (over a 4 year period)

2.2 We review our role and participation in current sub regional and regional groups against the achievement of our strategic goals

2.3 We are less reliant on government grants and will work regionally or embrace reforms to identify new income streams that are sound and equitable

2.4 Council will initiate new working relationships beyond traditional Shire boundaries for our key organisations and their leadership teams to benefit from

We facilitate an annual meeting of key organisations and their leadership teams

2.5 Council recognises the opportunity of partnering with Go Narembeen, works closely and supports them to help achieve their economic development projects and our strategic goals

Joint priorities are identified in a formal plan between Go Narembeen and the Shire

Joint project plan for at least two projects are developed and adopted by both organisations

2.6 We articulate in our organisational plans and service delivery model the role of the Narembeen CRC as a community hub, providing library, community activities, skill development, connections and business initiatives in turn helping to help achieve our strategic goals

Narembeen CRC is retained despite any State Government funding announcements

Shire organisational plan is developed with the CRC and articulated to Council, all senior staff

Clear economic and community roles

Increase in visitation numbers by 5%

2.7 We link the public service organisations to the community so that they are used, they remain, they are relevant and help achieve our goals for the community

Public service organisations meet biannually with Council

Police, District High School and Hospital are retained

Positive feedback from public service organisations regarding Shire facilities and services

GOAL 3: We contribute to a healthy community

Council Strategy

Measurement of our Performance

3.1 We can provide leadership and networks to our local community groups to help them achieve their goals, identify common priorities and to provide opportunities for active participation in our community

The goals of our community groups are articulated in a community plan and communicated to the CRC and Council

Number of unpaid roles in the community is costed and measured

3.2 Shire owned sport and recreation facilities enable access to competitive competitions, leisure activities for all ages and help us be physically and mentally fit

Number of play and recreation opportunities

Club participation for all sporting clubs grows by 0.5% annually

Club governance is improved

3.3 We will investigate major improvements to our sport and recreation facilities following considered cost benefit analysis models

KidSport figures are recorded

Number of emergency responses

Feasibility study completed on the Narembeen tennis and hockey surfaces

3.4 We enable and support medical and emergency services to serve in our community

GP, Dentist & Allied Health services are retained

Emergency services are co-located in new centre and VFES is established

Emergency service planning and 'Shire response after the fact' scenario conducted annually (focus is on the Shire response during and after the emergency)

Volunteer emergency services are retained

Increase in Health Services patronage

3.5 We investigate sub regional waste strategies that reduce costs on our community and environment

80% of household waste recycled etc (Avon Waste can provide these reports)

Number of waste solutions that involve more than our Shire

Shire energy cost reduces annually (solar panels etc)

OUR 10 YEAR OUTCOMES

Goals

After 10 years, we will have achieved:

1: Focus upon our local economic drivers to retain and grow existing businesses, employment and to attract new industry

Current road infrastructure is maintained and continually improved upon to meet community and business needs

Improved telecommunications data capacity and mobile coverage through innovative partnerships and advocacy

Shire assets are ready for opportunities to grow local employment

The Shire and local businesses communicate and work together to capture opportunities

We will demonstrate best practice local purchasing practices

2: Internal and external relationships actively grow our Shire population and positive financial position

Our organisational structure and partnerships deliver tangible economic results, environmental and social benefits to our community and Shire's financial position

Significant tourist, historical and the environmental projects are achieved in partnership with community groups

Our permanent and visiting population grows through our partnership with Go Narembeen

Shire service delivery is enhanced through a recognised and formal partnership with the Narembeen CRC

All public services are retained, used, relevant and have a permanent place in our community

3: We contribute to a healthy community

Shire and community owned health infrastructure and services complement the public and private health systems in the Shire. They support all life stages and attract new patronage into our community

Sport, recreation and leisure facilities are of a high standard and traditional sporting activities and seasons are extended

We own and participate in best practice waste management

Services and facilities provided by the Shire have been linked with the relevant strategies in the Strategic Community Plan in the following table. The table provides a connection between the services and facilities and the desired outcomes and community vision for the Shire of Narembeen.

Shire Service	Strategic Community Plan
Airport	1.2, 1.7, 2.1
Caravan Park and Cabin accommodation	1.7, 2.1
Cemetery	-
Community development	2.4, 2.5, 2.6, 2.7, 3.1
Community facilities (halls, recreation etc)	1.7
Community Resource Centre	1.7, 2.6, 3.1
Council leadership	2.1, 2.2, 2.3, 2.4, 2.6, 3.1
Early years support	1.7, 1.8, 3.1
Economic development	1.1, 1.4, 1.5, 1.6, 1.7, 1.9, 1.10, 2.5, 2.6, 3.1
Emergency Services	1.7, 3.1, 3.4
Environmental Health	-
Library and services	1.7
Medical Centre and medical services	1.7, 3.4
Natural Resource Management	-
Ranger services	-
Recreation and leisure	3.2, 3.3
Regional participation	2.2
Road construction, maintenance and preservation	1.1, 1.2, 1.3
Seniors support and aged accommodation	1.7, 3.1
Town beautification, parks, gardens and reserves	1.7, 1.9
Town planning	1.5, 1.6, 1.9,
Waste Management	3.5