

Shire of Narembreen Council Plan 2036

A Community of Sustainable Strength



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Introduction

This Council Plan provides an integrated strategic direction for the Shire of Narembeen to 2036.

The plan combines the Strategic Community Plan and Corporate Business Planning direction into a single framework that:

- reflects community priorities and aspirations
- supports integrated planning and reporting requirements
- strengthens alignment between strategy, delivery and accountability
- supports practical and staged implementation
- and reinforces long-term sustainability and community confidence.

The plan has been shaped through community engagement and reflects the values, strengths and priorities consistently identified throughout the Narembeen 2036 process.

This is not a growth plan for growth's sake.

It is a practical and community-centred plan focused on maintaining Narembeen as a capable, connected and sustainable community into the future.



From the Shire President and Chief Executive Officer

On behalf of Council, we are pleased to present the Shire of Narembeen Council Plan 2036 – a shared vision for our community's future.

This plan reflects the voices, ideas and priorities of the people of Narembeen. Through workshops, conversations, surveys and community engagement, our community clearly expressed what matters most: maintaining a strong and connected community, supporting local families and businesses, caring for our infrastructure, and ensuring Narembeen remains a place where people can live, stay and belong.

At the heart of this plan is the idea of Sustainable Strength – a future where Narembeen remains capable, resilient and confident, while continuing to grow in ways that are practical, sustainable and community-led.

Importantly, this plan recognises that Council cannot achieve these outcomes alone. The future of Narembeen will continue to be shaped through shared responsibility, local leadership, volunteering, partnerships and community participation. These are qualities that have always defined our community and continue to be among our greatest strengths.

This Council Plan provides a practical framework to guide decision-making, investment and advocacy over the next decade. It balances long-term planning with the need for visible progress and practical action.

We would like to sincerely thank everyone who contributed to the development of this plan. Your ideas, commitment and care for our community have helped shape a strong direction for the future.

Together, we can continue building a Narembeen that is connected, sustainable and confident in shaping its own future.



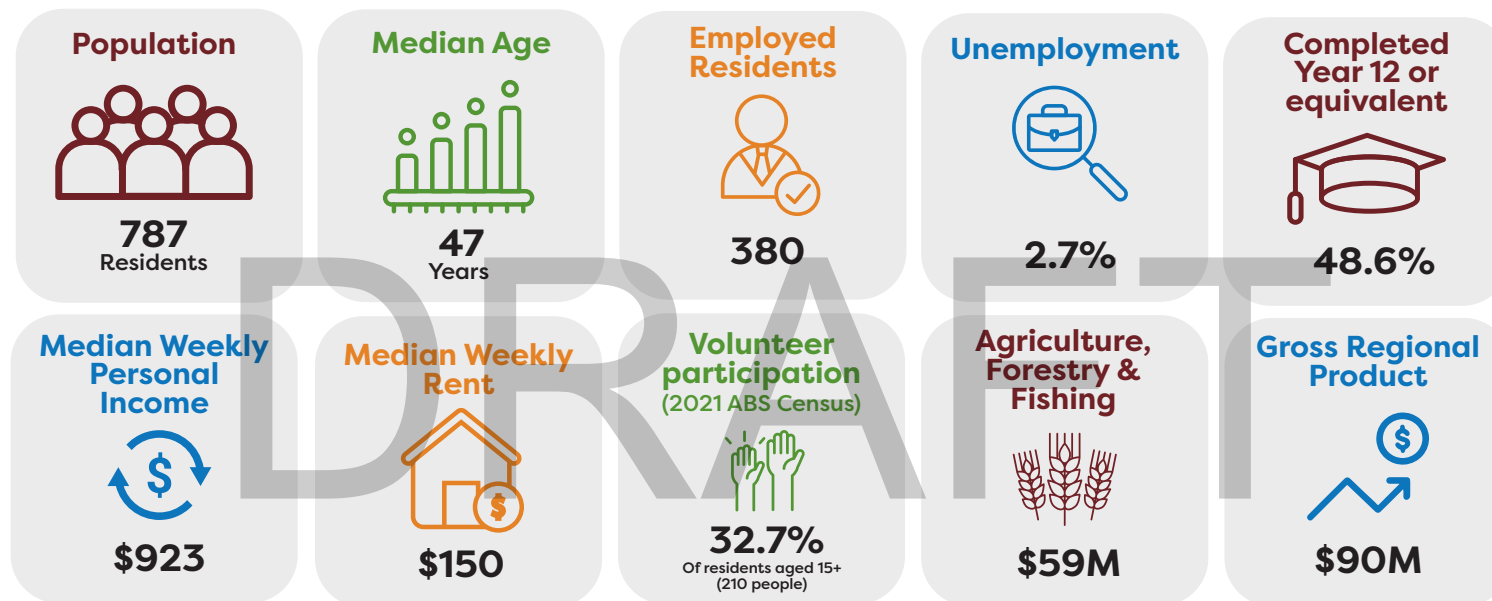
Cr Holly Cusack
Shire President

Rebecca McCall
Chief Executive Officer

Narembeen at a Glance

Narembeen is a resilient Wheatbelt community built on agriculture, practical skills and strong community participation. While geographically isolated, the Shire benefits from affordable country living, a highly skilled workforce and an exceptionally strong culture of volunteering, with 32.7% of residents aged 15 years and over (210 people) undertaking formal volunteer work in 2021—more than double the Australian average.

Agriculture remains the backbone of the local economy, supported by construction, manufacturing, transport and small business. As the community continues to adapt to an ageing population and changing workforce, key priorities include attracting and retaining residents, supporting housing and local employment, maintaining essential infrastructure and ensuring access to services that enable people to live, work and thrive in Narembeen.



Economic Strengths



Key Insights

Theme	Why it Matters	Theme	Why it Matters
Population Trend	Estimated resident population has stabilised following long-term decline, with modest growth since 2021 providing opportunities to rebuild workforce capacity and community confidence.	Strong Volunteer Culture	One in three residents volunteer - more than double the Australian average. This strong culture of volunteering supports community events, emergency services, local clubs and local leadership.
Geographic Isolation	Distance from larger regional centres increases reliance on local services, transport, digital connectivity and regional partnerships to maintain community wellbeing and economic resilience.	Housing and Workforce	Affordable housing remains a competitive advantage, although housing availability and diversity will increasingly influence workforce attraction, business growth and population retention.
Ageing Population	An older age profile reinforces the need for accessible infrastructure, healthcare, community transport, age-friendly housing and services that enable residents to remain living locally.	Economic Diversification	Tourism, visitor experiences, value-added agriculture, construction, remote work and small business present opportunities to complement the agricultural economy and improve long-term resilience.
Highly Skilled Community	Residents bring strong practical, technical and trade skills that support local businesses, agriculture, community leadership and resilience.	Infrastructure Sustainability	Maintaining roads, community facilities and essential assets will require strategic investment, sustainable funding and long-term asset management planning.

Planning Implications

- Attract and retain residents, skilled workers and families to sustain local services, schools, businesses, sporting clubs and community life
- Support a greater diversity and availability of housing to meet the needs of workers, families, older residents and new arrivals
- Recognise geographic isolation by strengthening local access to services, transport, telecommunications and regional partnerships
- Plan for workforce succession, skills development and labour shortages across agriculture, trades, health, education, local government and small business
- Protect agriculture as the economic backbone while encouraging complementary industries, innovation, tourism and value-added enterprises
- Invest in accessible infrastructure, community transport and health services to support an ageing population
- Build on Narembeen's strong culture of volunteering by supporting community organisations, leadership development, emergency services and succession planning for volunteers
- Recognise local knowledge, practical skills and community self-reliance as strategic assets that contribute to emergency preparedness, economic resilience and quality of life
- Align infrastructure renewal, community facilities and service delivery with long-term financial sustainability and asset management planning

Our Vision

Narembeen is a community of sustainable strength: capable, connected, self-determined and actively shaping its future.

The Narembeen Way

Community engagement consistently reinforced the values that underpin life in Narembeen.

We:

- act with courage and responsibility
- are for people and place
- back practical action
- contribute
- shape our own future
- show up
- work together
- value participation

These values guide how Council, community and local organisations work together.

What Sustainable Strength Means

Sustainable strength means maintaining a community that is:

- capable of supporting people across different life stages
- connected through participation, volunteering and shared leadership
- confident in shaping its own future
- financially and socially sustainable
- resilient in responding to change

The Council Plan recognises that long-term success is not measured only through population growth, but through:

- liveability
- participation
- local confidence
- economic sustainability
- the ability for people to continue building a life in Narembeen



How this Plan was developed through Community Engagement

This Council Plan was shaped through an extensive community engagement and sensemaking process undertaken across Narembeen in March 2026. The process was designed to ensure the plan reflects the lived experiences, priorities, values and aspirations of the people who know Narembeen best.

Community engagement activities included:

- community workshops and forums
- focused stakeholder sessions
- youth engagement activities
- governance and leadership discussions
- community surveys
- ongoing conversations with residents, businesses, community groups and local organisations

Across the engagement process:

- 84 individual participants attended workshops and forums
- 148 total workshop participations were recorded across multiple sessions
- 46 survey responses were received
- representing approximately 16.5% of the Shire population

The engagement process explored:

- the future people want for Narembeen
- the challenges and opportunities facing the community
- what should be prioritised over the next ten years
- and the values and strengths that continue to shape community life

The process identified strong alignment around several key priorities, including:

- housing and liveability
- maintaining essential infrastructure and services
- supporting local business and economic sustainability
- strengthening community participation and leadership
- ensuring Narembeen remains a capable, connected and self-determined community into the future

The concept of “Sustainable Strength” emerged directly from the community engagement process and became the central vision for this Council Plan. Community members consistently described a future where Narembeen remains strong, viable and resilient, with growth occurring in ways that support long-term sustainability rather than place strain on the community.

This plan reflects not only technical planning considerations, but also the values, identity and lived experience of the Narembeen community. It is grounded in the principle that Narembeen’s future will be shaped through shared responsibility, practical action and ongoing community participation.

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Progress since last Council Plan

Community

- ✓ Added shade and seating at the cemetery
- ✓ Advocated for and supported quality aged care and health services
- ✓ Celebrated the Shire's centenary and the CRC's 30th anniversary
- ✓ Completed Apex Park beautification works and signage
- ✓ Completed Town Hall repairs, structural restoration works, and foyer repainting
- ✓ Constructed the Avoca walk trails and the Walker Lake dual pathway
- ✓ Continued delivery of the SOCK initiative
- ✓ Delivered a new nature play area at Apex Park
- ✓ Delivered a range of community events and initiatives
- ✓ Facilitated the Community Benefit Funding Program
- ✓ Finalised the design for the ski lake gated system
- ✓ Implemented heritage and trail interpretive signage
- ✓ Enhanced emergency preparedness
- ✓ Improved sport lighting infrastructure
- ✓ Installed exercise equipment at Walker Lake
- ✓ Installed solar heating for the swimming pool
- ✓ Provided community donations to support local initiatives
- ✓ Strengthened school engagement, youth leadership, and youth planning initiatives
- ✓ Supported the B2B Marathon
- ✓ Supported local volunteer organisations
- ✓ Undertook repairs and restoration works at St Paul's Church
- ✓ Upgraded the information bay at Apex Park

Economy

- ✓ Advocated for the expansion of telecommunications infrastructure
- ✓ Constructed two 3x2 houses and one 4x2 house
- ✓ Commenced a review of the Town Planning Scheme
- ✓ Completed townsite improvements, including wayfinding signage and landscaping
- ✓ Continued to promote the Shire and the local area
- ✓ Contributed to the Astrotourism and Pathways to Wave Rock initiative
- ✓ Delivered the road construction and maintenance program
- ✓ Delivered pathway works on Ada, Brown and Thams Streets
- ✓ Participated in the CEACA Alliance

Environment

- ✓ Continued support for the Wadderin Wildlife Sanctuary
- ✓ Implemented water harvesting initiatives
- ✓ Improved water supply infrastructure at Gibb Rock
- ✓ Maintained effective management of the Bendering Regional Waste Site
- ✓ Maintained effective management of the transfer station
- ✓ Participated in the RoeROC Environmental Health Scheme

Leadership

- ✓ Continued advocacy on key local priorities
- ✓ Developed the Community Engagement Framework
- ✓ Improved organisational controls and systems
- ✓ Maintained active participation in RoeROC and GECZ
- ✓ Strengthened forward planning and the implementation of informing strategies
- ✓ Strengthened organisational compliance and resourcing
- ✓ Sustained sound financial management



How this plan works

This Council Plan is supported by an integrated planning and governance framework that helps ensure priorities are delivered in a practical, sustainable and accountable manner.

Supporting frameworks include:

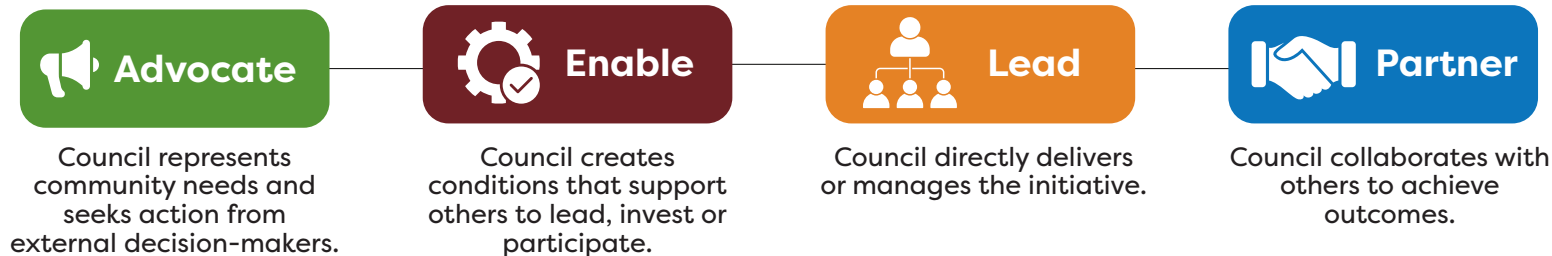
- Council Plan Implementation and Decision-Making Framework
- Organisational Sustainability and Corporate Stewardship Framework
- Asset Management and Planning
- Long-Term Financial Planning
- Workforce Planning
- Annual Budgeting
- The Shire of Narembeen annual review process

Together, these frameworks support:

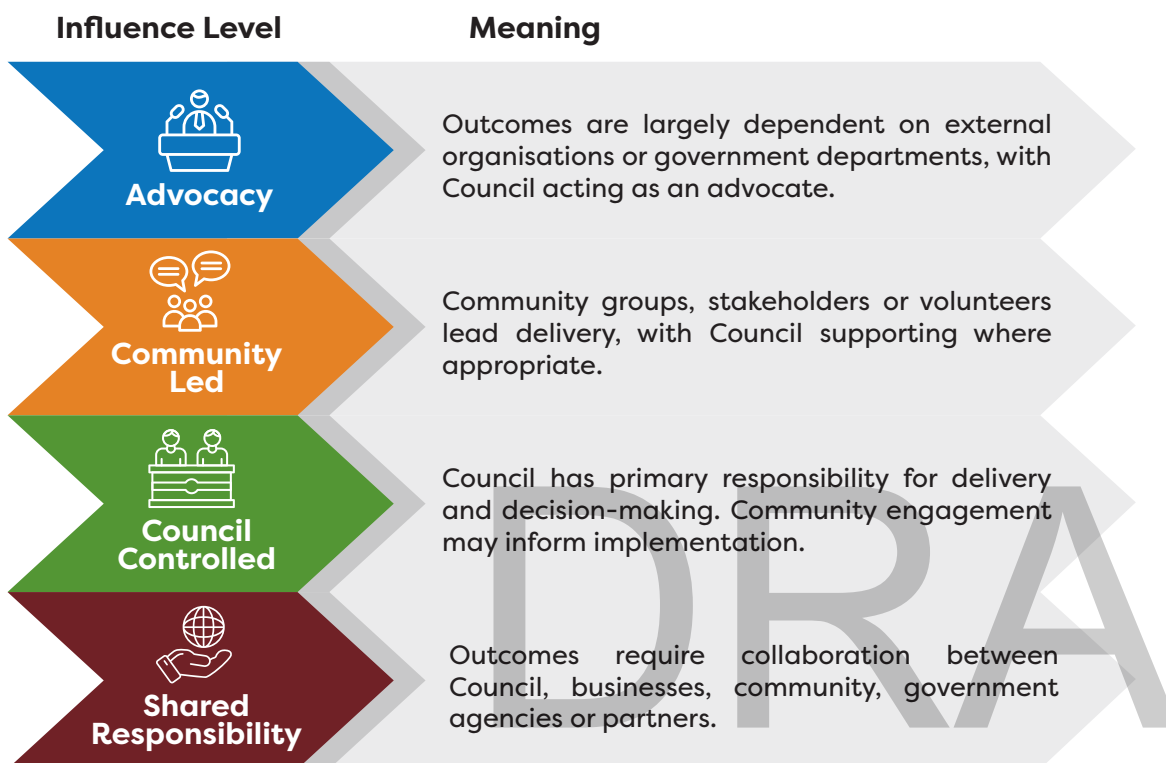
- Coordinated implementation
- Financial sustainability
- Infrastructure stewardship
- Risk management
- Service delivery
- Organisational capability
- Community engagement
- Continuous improvement

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Delivery Roles



Influence Levels



Implementation Principles

Implementation of this plan will:

- support practical and visible action
- strengthen local participation and shared responsibility
- prioritise long-term sustainability
- support partnerships and advocacy
- recognise that Council does not control every outcome
- encourage collaboration across sectors
- remain adaptive as circumstances change

Council recognises that many priorities require coordinated effort between community, business, government agencies and regional partners.

Priority Framework

The following strategic priorities reflect the long-term direction and focus areas identified through community engagement. Each priority includes:

- strategic intent
- community outcomes
- strategic actions
- Council delivery roles
- influence levels
- indicative timeframes
- key delivery partners



Core Services and Responsibilities

In addition to delivering the strategic priorities, the Shire will continue to provide a range of core services and responsibilities that support the wellbeing, liveability and sustainability of the community.



ADVOCACY

Advocating on behalf of the community to secure investment, services and opportunities that support local priorities.



PLANNING & DEVELOPMENT

Delivering strategic land use planning, building and development services.



INFRASTRUCTURE & ASSETS

Maintaining, managing and preserving community infrastructure, facilities and public assets.



PARTNERSHIPS

Maintaining strong partnerships with government agencies, businesses, neighbouring local governments and community stakeholders.



COMMUNITY PROGRAMS

Planning, coordinating and delivering community programs, initiatives and events that strengthen community connection and participation.



HOUSING

Planning, developing, maintaining and managing community and residential housing to support local housing needs.



COMMUNITY SUPPORT

Supporting community groups, volunteers and local organisations that contribute to community wellbeing and resilience.



TOURISM & ECONOMIC DEVELOPMENT

Promoting Narembeen as a desirable place to live, work, invest and visit through tourism, lifestyle and economic development initiatives.



GOVERNANCE & FINANCIAL STEWARDSHIP

Providing effective governance, leadership, customer service and financial stewardship to ensure sustainable service delivery.



ESSENTIAL SERVICES

Supporting the delivery and sustainability of essential government, community and regional services.

Council Commitment

Council is committed to delivering these core services efficiently and sustainably while continuing to advocate for improved services, housing opportunities and community outcomes. These responsibilities form the foundation for achieving the aspirations outlined in the plan and supporting a thriving and connected Narembeen community.

Priority 1

A place people can live, stay and belong

Strategic Intent

Create the conditions for people to build a life in Narembeen across all life stages.

Why This Matters

Housing and liveability emerged as the strongest and most consistent themes throughout community engagement. Without suitable housing and essential services, businesses struggle to attract workers, families struggle to settle, and long-term sustainability becomes increasingly difficult.

Key Focus Areas

- ✓ Housing activation
- ✓ Land supply
- ✓ Healthcare and childcare advocacy
- ✓ Worker accommodation
- ✓ Settlement and welcome initiatives
- ✓ Age-friendly liveability

Community Outcomes

- ✓ Increased housing opportunities
- ✓ Greater ability to attract and retain families and workers
- ✓ Improved liveability across all life stages
- ✓ Stronger settlement and community connection
- ✓ Improved confidence in long-term sustainability

How the Community Can Contribute

- ✓ Advocate for local aged care, childcare and healthcare services
- ✓ Help create an inclusive and age-friendly community
- ✓ Share housing opportunities and local knowledge
- ✓ Support local settlement and connection initiatives
- ✓ Welcome new families and residents
- ✓ Work together to strengthen local liveability

Strategic Action	Council Role	Influence Level	Timeframe	Key Partners
Review & continue implementing Housing Strategy	Lead	Shared Responsibility	Ongoing	Federal & State Government, Developers, Private Owners
Develop a Land Activation Strategy	Lead	Council Controlled	Within 12 months	Regional Development agencies, State Government
Unlock residential land opportunities	Lead	Advocacy	3-4 years	Federal & State Government
Support worker accommodation partnerships	Partner	Advocacy	Ongoing	RoeROC, Federal & State Government
Advocate for healthcare sustainability	Advocate	Advocacy	Ongoing	Rural Health Funding Alliance, WA Health, WACHS, WALGA
Advocate for childcare sustainability	Partner	Advocacy	Ongoing	REED, Federal & State Government
Establish a community welcome and settlement program	Lead	Shared Responsibility	Within 12 months	Businesses & community groups
Support aged-friendly housing opportunities	Partner	Shared Responsibility	Ongoing	CEACA Narembeen, Homes for the Aged
Identify underutilised housing stock opportunities	Partner	Shared Responsibility	1-2 years	Private owners

Priority 2

A Strong Local Economy and Future Livelihoods

Strategic Intent

Support a resilient local economy that enables people to contribute, invest and thrive.

Why This Matters

A strong local economy supports local services, employment opportunities, business confidence and long-term community sustainability.

Key Focus Areas

- ✓ Business growth and resilience
- ✓ Economic diversification
- ✓ Entrepreneurship and innovation
- ✓ Investment attraction
- ✓ Remote work and digital opportunities
- ✓ Tourism and visitation
- ✓ Workforce attraction and retention

Community Outcomes

- ✓ Stronger local business activity
- ✓ Greater economic resilience
- ✓ Increased local investment
- ✓ More employment diversity
- ✓ Increased visitation and local activity

How the Community Can Contribute

- ✓ Encourage local entrepreneurship and innovation
- ✓ Participate in local events and town activation
- ✓ Promote Narembeen positively
- ✓ Share ideas that strengthen the local economy
- ✓ Support local business and services
- ✓ Welcome visitors and new investment opportunities

Strategic Action	Council Role	Influence Level	Timeframe	Key Partners
Develop a local business support program	Partner	Shared Responsibility	1-2 years	Businesses, Go Narembeen, WBN
Prepare a business attraction prospectus	Lead	Council Controlled	3-4 years	Go Narembeen, regional agencies, investors
Support tourism activation initiatives	Partner	Shared Responsibility	Ongoing	AGO, Roe Tourism, Tourism WA
Improve town centre activation and presentation	Lead	Shared Responsibility	1-2 years	Businesses & community groups
Support entrepreneurship and remote work opportunities	Partner	Shared Responsibility	Ongoing	Go Narembeen, regional agencies, WBN
Advocate for workforce attraction initiatives	Advocate	Advocacy	Ongoing	State Government, regional agencies
Promote Narembeen's identity and visitor appeal	Lead	Shared Responsibility	Ongoing	Businesses & community Groups



Priority 3

Connected Community Life

Strategic Intent

Strengthen the social infrastructure that keeps Narembeen connected, active and resilient.

Why This Matters

Community participation, volunteering, sporting clubs, events and shared spaces are central to community wellbeing and resilience.

Key Focus Areas

- ✓ Volunteer sustainability
- ✓ Youth engagement
- ✓ Community participation
- ✓ Leadership succession
- ✓ Events and activation
- ✓ Shared community spaces

Community Outcomes

- ✓ Strong participation in community life
- ✓ Sustainable volunteer leadership
- ✓ Inclusive and active community spaces
- ✓ Increased wellbeing and belonging
- ✓ Stronger intergenerational connection

How the Community Can Contribute

- ✓ Encourage young people to get involved
- ✓ Help create welcoming and inclusive spaces
- ✓ Share knowledge, leadership and skills
- ✓ Strengthen community connections across generations
- ✓ Support community clubs, groups and local events
- ✓ Volunteer and participate in community life

Strategic Action	Council Role	Influence Level	Timeframe	Key Partners
Support volunteer and club sustainability	Partner	Community Led	Ongoing	Community groups
Develop a community participation strategy	Lead	Council Controlled	1-2 years	Community organisations
Strengthen youth engagement opportunities	Partner	Shared Responsibility	Ongoing	School
Coordinate community activation initiatives	Partner	Shared Responsibility	Ongoing	Community groups
Support inclusive community events	Partner	Shared Responsibility	Ongoing	Community groups
Improve shared community spaces and facilities	Lead	Council Controlled	Ongoing	Community
Support leadership succession planning	Partner	Shared Responsibility	Ongoing	Businesses & community

Priority 4

Infrastructure that Supports Long-Term Liveability

Strategic Intent

Maintain and invest in infrastructure that supports everyday life, confidence and long-term sustainability.

Why This Matters

Community feedback consistently reinforced the importance of maintaining core infrastructure and ensuring the basics are done well.

Key Focus Areas

- ✓ Infrastructure renewal
- ✓ Roads and drainage
- ✓ Public facilities
- ✓ Telecommunications and water advocacy
- ✓ Recreational infrastructure
- ✓ Long-term resilience and preparedness
- ✓ Sustainable service delivery

Community Outcomes

- ✓ Reliable roads and infrastructure
- ✓ Well-maintained public facilities
- ✓ Improved amenity and presentation
- ✓ Greater confidence in long-term sustainability
- ✓ Infrastructure aligned with future needs

How the Community Can Contribute

- ✓ Advocate for better services and connectivity
- ✓ Help care for local facilities and public spaces
- ✓ Participate in local preparedness and resilience efforts
- ✓ Report local infrastructure issues early
- ✓ Support community improvement projects
- ✓ Work together to maintain community pride and presentation

Strategic Action	Council Role	Influence Level	Timeframe	Key Partners
Deliver long-term infrastructure renewal planning	Lead	Council Controlled	Ongoing	Contractors, industry
Maintain local road infrastructure	Lead	Council Controlled	Ongoing	Main Roads WA
Improve drainage and town presentation	Lead	Council Controlled	Ongoing	Community groups
Improve digital and telecommunications connectivity	Advocate	Advocacy	Ongoing	Telcos, State Government
Maintain and improve recreational infrastructure	Lead	Shared Responsibility	Ongoing	Sporting clubs
Support long-term environmental and community resilience	Partner	Shared Responsibility	Ongoing	Community, regional agencies



Priority 5

Courageous Leadership and Shared Responsibility

Strategic Intent

Strengthen Narembeen's ability to act early, work together and shape its future with confidence.

Why This Matters

The community consistently identified local leadership, participation and practical action as defining strengths of Narembeen.

Key Focus Areas

- ✓ Leadership and participation
- ✓ Governance and accountability
- ✓ Strategic advocacy
- ✓ Transparency and reporting
- ✓ Partnerships and collaboration
- ✓ Continuous improvement

Community Outcomes

- ✓ Stronger collaboration and partnerships
- ✓ Greater confidence in decision-making
- ✓ Improved advocacy capability
- ✓ Stronger local leadership
- ✓ Increased participation and shared responsibility

How the Community Can Contribute

- ✓ Contribute to a positive and constructive community culture
- ✓ Encourage emerging leaders
- ✓ Participate in local decision-making and conversations
- ✓ Share ideas and help shape the future of Narembeen
- ✓ Support collaborative and practical solutions
- ✓ Work together across community groups and sectors

Strategic Action	Council Role	Influence Level	Timeframe	Key Partners
Maintain high standards of governance, stewardship and organisational accountability	Lead	Council Controlled	Ongoing	ARIC, WALGA
Establish an annual community leadership forum	Lead	Council Controlled	Within 12 months	Community leaders
Develop a shared advocacy agenda	Partner	Shared Responsibility	Within 12 months	Regional stakeholders
Support community-led initiatives and innovation	Enable	Community Led	Ongoing	Community groups
Improve community reporting and transparency	Lead	Council Controlled	Within 12 months	Community
Strengthen partnerships across sectors	Partner	Shared Responsibility	Ongoing	Industry & government
Build strategic advocacy capability	Lead	Advocacy	Ongoing	WALGA & regional alliances
Encourage collaborative planning approaches	Partner	Shared Responsibility	Ongoing	Community groups

Partnerships & Advocacy

Many outcomes within this Council Plan require partnership and advocacy.

Council will continue to work collaboratively with:

Community Groups
Local Businesses
Regional Organisations
Federal and State Government Agencies
Neighbouring Local Governments
Industry Stakeholders
Regional Service Providers

Advocacy priorities include:

Housing
Healthcare
Childcare
Water Security
Telecommunications
Workforce Attraction
Regional Service Sustainability

Early Priorities and Visible Progress

Council recognises the importance of visible progress and practical action in maintaining community confidence.

Early priorities may include:

1

Housing
Activation
Initiatives

2

Road and
Drainage
Improvements

3

Town
Presentation
Projects

4

Business
Attraction
Initiatives

5

Volunteer
Support
Programs

6

Community
Welcome
Initiatives

7

Leadership &
Engagement
Activities

8

Infrastructure
Renewal
Planning

Measures of Progress

Progress will be measured through a combination of:

- ✓ Service and infrastructure outcomes
- ✓ Financial sustainability
- ✓ Participation and engagement
- ✓ Local business activity
- ✓ Housing availability
- ✓ Community confidence
- ✓ Visible progress against strategic priorities



Council Plan Review Cycle

Council’s integrated planning framework ensures that the Council Plan and supporting informing strategies – including the Long Term Financial Plan, Asset Management Plan and Workforce Plan – are regularly reviewed, monitored and updated in accordance with the statutory Integrated Planning and Reporting requirements.



Plan	Minor Review	Major Review
Council Plan	Reviewed Annually	4 Years
Asset Management Plan	Ongoing Annual Review	4 Years
Long Term Financial Plan	Reviewed Annually (part of budget process)	4 Years
Workforce Plan	Reviewed Annually	4 Years

Delivery, Review and Adaptation

This Council Plan will be supported through:

- Strategic Delivery and Implementation Framework
- Organisational Sustainability and Corporate Stewardship Framework
- Long-Term Financial Planning
- Asset Management Planning
- Workforce Planning
- Public Health and Community Wellbeing Planning
- Annual Budgeting
- Annual Operational Planning
- Informing Strategies and Masterplans

Council will review progress annually through the State of Narembeen reporting process to ensure the plan remains practical, responsive and aligned with community priorities.