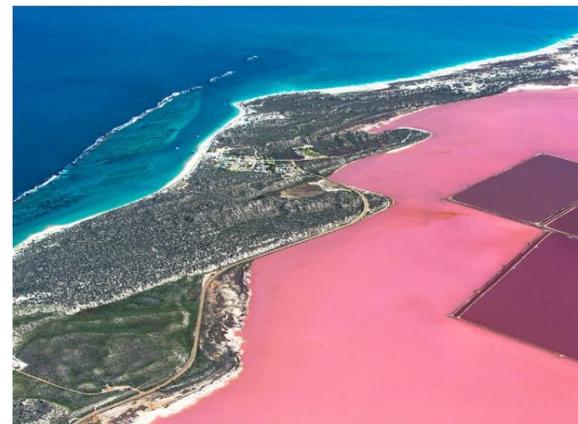




STRATEGIC COMMUNITY PLAN



2020-2030





This plan that will serve as a key planning and decision-making tool has been developed through a comprehensive community engagement process across the Shire of Northampton.

We appreciate and thank those who were involved in this process. All community feedback has been recorded, and as a consequence Council has determined the five focus areas and key objectives and strategies to support and enhance the **Vision** of the Shire of Northampton - "**a proud and unique community recognising the past and creating the future**"

Priorities have been determined for the first four years, with service delivery teams within the Shire responsible for establishing strategies as outlined in the Corporate Business Plan (CBP) that will address the desired outcomes. The Strategic Community Plan (SCP) will be reviewed bi-annually as required by legislation to ensure that the strategies remain relevant and appropriately resourced when funding availability is realised. Progress will be measured and reported in the Shire’s Annual Report. When implementing this plan, the Shire will continue to deliver services within their remit and represent the Community in areas that are not within their jurisdiction or control by advocacy or lobbying as appropriate.

The Council and Officers will work with regional groups and government agencies where practicable to achieve their **Mission: "to provide community leadership by modelling and supporting economic and social development within the Shire"** and will continue to work for the community guided by the five values of **Honesty and Integrity - Proactive Approach - Dialogue - Environmental Responsibility - Diligence**

The Strategic Planning Context

Planning for the Future - Section 5.56 (1) and (2) of the Local Government Act, requires that each local government is ‘to plan for the future of the district’ by developing plans in accordance with regulations. Council is required to have a Strategic Community Plan (SCP) and a Corporate Business Plan (CBP) developed in accordance with the Integrated Planning and Reporting (IPR) Guidelines developed by the Department of Local Government.

The SCP is a visionary document of Council's developed for the next ten years, and is based on community input and research to ensure a sustainable future can be achieved. It is recognised that not all outcomes can be delivered immediately however the SCP will guide decisions over the next decade. The CBP identifies what could be achieve in the shorter term, and the steps to be taken that will enable us all to monitor and review progress in order to achieve the aspirations.

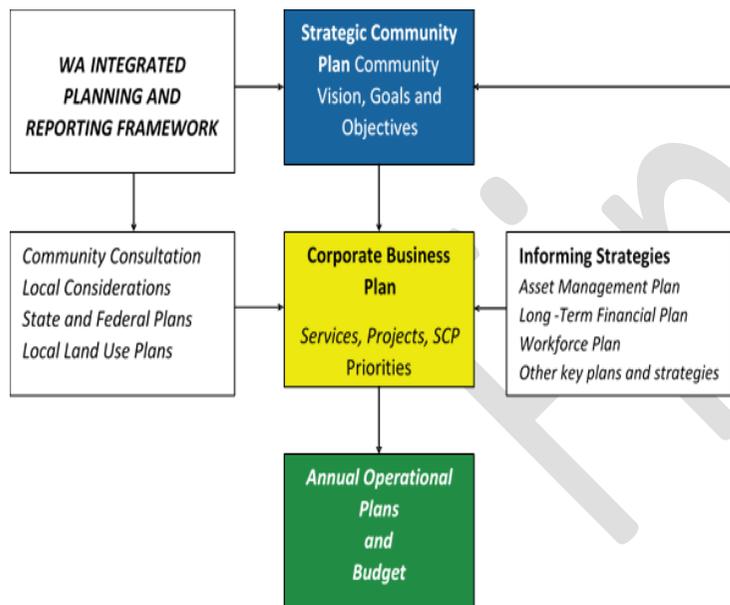


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Our Location

The Shire of Northampton is located in the Midwest region of Western Australia, 475 kilometres north of Perth and has an area of 12,499 square kilometers. The Shire's main administration office is located in the town of Northampton, 50kms north of Geraldton. There are two main town centres, Northampton and Kalbarri. With a beautiful stretch of coastline are the coastal towns of Horrocks, Port Gregory and Kalbarri. The smaller towns or rural hubs are Binu, Isseka, Ajana and Horrocks.

Our History

Recorded history of this area dates back to 1629 with the wrecked Dutch ship Batavia and two men being marooned at the mouth of the Murchison River. Lead was first discovered in the area in 1847, followed by copper discovered by Drummonds Shepherd in 1854. A convict hiring station "Lynton" was established near Port Gregory and operated from 1853 to 1856. The first railway commenced in 1874 which operated from Geraldton to Northampton and was later being extended to Ajana in 1913. With the railway came the expansion of the district's mining and agriculture, more lead and copper mines opened, cereal crops (mainly wheat) were increasing as did sheep numbers. Northampton was known as the "The Mines" until 1864, when the townsite was gazetted and became known as Northampton. The town has long been known by its aboriginal name "*Mooniemia*." The Local Government commenced in 1871, its boundaries were prescribed from the north by a line that ran east from the mouth of the Murchison River then west to the Indian Ocean, south by a line running east from the mouth of the Buller river, with no eastern boundary included. The first local government office was built in 1898 in Northampton, followed by new offices built in 1957 that were extended and modified in 1984 and again in 2001. The administration centre at Kalbarri known as the "Allen Centre", was opened in 1992.

Our Population

The Australian Bureau of Statistics figures from 2016 list the Shire's population as 3,319 at that time. The population in 2016 comprises 52% males and 48% females with a median age is 51 years, which is significantly higher than the State average of 36 years. It is estimated that the population will remain stable over the next ten years although forecast changes in age structure and cultural diversity of residents will pose significant challenges in the management of current and future demands for quality lifestyles. Kalbarri has a district high school to year 12 with Northampton's to year 10. There is a daily bus service for school children from Northampton to attend schools in Geraldton.

Our Economy

The predominant industries in the Shire are diverse and include broad acre agriculture, fishing and tourism, Garnet mining and Betocarotene production. The Shire is also a popular base for fly-in fly-out mine workers and their families and for active retirees relocating from the north of the State.

Developing

the

Plan

The SCP was developed in accordance with the IPR framework and guidelines and long-term plan which reflects the vision and aspirations of the Community and includes key focus areas, objectives, and strategies. These were formulated after receiving feedback and discussion from the Community in March 2020. The Community responded to a questionnaire/survey mailed to 1200 residents, employees, businesses within the Shire. 400 Postcards in the same survey format were strategically placed across the Shire and made available on the Shire's website. A total of 190 were received from the survey. 38 people attended workshops held across the Shire and shared their vision, identified issues and potential solutions, and actively worked to discuss and share their views. The COVID-19 pandemic greatly impacted the workshops and as a consequence attendance was lower than expected. The CEO and various Councillors attended the workshops to listen to the Community and observe the process and provide information as required. Discussions were held with business proprietors over the same time further enhancing the opportunity to receive wide ranging community feedback to inform the planning process.

In the Survey we asked the following questions:

- What do you like about living in, working in or visiting the Shire of Northampton?
- What two things would you like to see happen in your local community in the next 4 years?
- If you could imagine your perfect community in 10-15 years what would it look like?
- What are the two most important issues you think the community will face in the future?
- We also gave space for any other comments



Attendees at the workshops were asked to identify issues or concerns and any potential solutions. A personalised voting was then used to prioritise feedback. This engagement identified that residents have pride in their unique communities, their history, and their willingness to be part of creating their future with active community groups and committees in place. Despite there being some areas of concern identified, there was a general satisfaction demonstrated on how the Shire was being governed and managed and appreciation for the current infrastructure and facilities

Some common themes across all areas were:

- Appreciation of safe, friendly, and peaceful communities
- Gaps and constraints in medical and aged care services
- Business viability and ability to sustain them
- Community bus / transport to Geraldton / air services
- Maintaining school populations and increasing youth activities
- Water, power and telecommunications
- Retention and addition of families with increased job opportunities
- Environment appreciation and management
- Ambience of foreshores and town centres
- Strong community spirit

Actions/Projects identified to progress in the next four years included (but were not limited to):

- Beautification of the main streets and more businesses and tourism across some parts of the Shire
- Re-opening of Northampton Caravan Park
- Increase in recreation centre activities especially for young people, consider after-hours access gym and courts, skateparks and playgrounds
- More consistency in medical services; more aged care services and accommodation for people to age in place
- Local bus service to Geraldton
- Upkeep of historical buildings to enhance tourism
- More events / markets
- Environmental initiatives such as recycling, increase in tree planting and foreshore and dune management
- Bypass around Northampton
- Access to pool or aquatic activities for learn to swim or fitness activities
- More employment opportunities, housing and tourist accommodation

There were 5 workshops carried out across the Shire and the summary of issues or aspirations identified compliment the trends of the feedback from each town and location, along with the trends for the whole the of Shire, are included in the graphs on pages 13 to 18 of this plan.

Workshops participants identified a range of actions that were a priority or most important and they included:

Kalbarri: Air services, recycling, kerbing, footpaths and retirement /aged care facilities as a progression from independent living

Horrocks Beach: Disability access to the beach, long term maintenance of the jetty, walkway to lookout, fire management and control; and pump/bike track

Northampton Seniors: Permanent Doctor and Community bus to Geraldton for medical appointments

Northampton Community: Continuity with doctors, general health and mental health services, addressing the impact of people going to medical appointments in Geraldton and tending to shop there which impacts on local businesses, youth programs and activities for youth. No reliable NBN access at the high school

Port Gregory: Pink lake toilets and pathways, structured pathways in dunes, repurpose old tennis courts, improve community communication channels; and jetty upgrade - dredging of sand build-up.

Key Focus Areas



Key Imperatives

The Council determined the most important issues, ambitions or projects that may have an impact on the achievement of the Strategic Community Plan objectives derived from community feedback in the strategic planning process. In many cases Local Governments do not have the ability to deliver major infrastructure or services that attract and maintain population, employment, or tourism, but it is important to play their role within jurisdiction and affordability. The table below indicates Council's role in each area.

Key Issues, Aspirations or Projects	Key Stakeholders or Drivers
Regular passenger airline service to Kalbarri	Owned by Shire - Airlines control flight paths Governments may provide incentives
Proposed Oakajee Port and Industrial Estate Project	State Government and Investors
Development of a heavy haulage route around Northampton	Main Roads Department
Installation of artificial reefs along coast to promote safer recreational fishing	Department of Transport Jurisdiction Council can support and lobby as appropriate
Strategic relationships with mining companies and developers.	Council
Expansion of the role of the Council as a lobbyist for service provision to the Shire.	Council
Further development of residential and industrial land in the Shire.	Council through Town Planning Strategy
Achieving sustainable development in new land and residential projects.	Council through Town Planning Strategy
Protecting the existing broad acre farming industry and the unique lifestyle opportunities available within the Shire	Council through Rural Planning Strategy
Developing the Kalbarri to Shark Bay Road (4WD Tourism Trail)	Council and relevant stakeholders
Formation of regional alliances with neighbouring Local Governments to address common service or infrastructure needs	Council

Key Outcome Areas

Given the current environment relating to the economic environment and COVID-19 impacts, Local Governments must work within tight budgets and reduced grant funding. This impacts on project activity and community development activities, so it is expected that for the foreseeable future the Shire will be in a consolidation phase where ongoing strategies and regional cooperation will continue within affordability; and Council & Officers will engage in lobbying and advocacy strategies in areas that are out of the jurisdiction of the Shire.

1 Our Economy				
1.1 To maintain or grow our population through land development to attract and support residents, visitors and business initiatives.				
	Key Outcomes	Objectives	Success Measures	Timelines
1.1.1	Population maintenance and growth through diversity in land zoning reflecting the diverse nature of residential needs	Population remains stable or increases	Population Data School Enrolments	Ongoing
1.1.2	Provision of effective town planning scheme to support visitor expectations or needs and appropriate business development support for local business initiatives	Maintained or increased businesses across towns and locations of the Shire for economic and employment benefits	Trends and the Number of businesses at each Census period	Ongoing
1.1.3	To maintain a tourism strategy within budget possibilities to have tourist facilities of the highest standard that the Council can afford.	Increase in numbers of visitors accessing local businesses and tourist attractions	Trends in visitor numbers and tourist enterprises operating	Ongoing
1.3.4	Support for visitor attraction and for community driven events-based and tourism	Increase of events that attract overseas, regional and local people to support the local economy.	Increase or decrease of visitors and number of events held.	Ongoing

2	<i>Our Natural Environment</i>			
2.1	To support environmental protection and maintenance within Council jurisdiction; and form positive relationships government agencies, landowners, developers, and business enterprises.			
	Key Outcomes	Objectives	Success Measures	Timelines
2.1.1	Natural environment and biodiversity are conserved and protected	Protection of coastal land by managing access with designated entry and exit points, managing camping and litter,	Well-managed environments that are protected and enjoyed by residents and visitors	Ongoing
2.1.2	Regional cooperation in land management and maintenance	A regional approach to showcasing the natural environment while supporting enterprise development and environmental conservation	Growth in eco-tourism and cooperative land management through a regional approach	Ongoing
2.1.3	Positive relationships with key environmental stakeholders	Working with key agencies and landowners for a common cause	Cooperation and collaboration across all stakeholder groups	Ongoing
3.	<i>Our People</i>			
3.1	To support our local communities in a place management approach to services, facilities, and lifestyle enhancement			
	Key Outcomes	Objectives	Success Measures	Timelines
3.1	Providing community and recreation facilities within budget constraints	Asset development and management plans in place	Community satisfaction and level of facility use	Ongoing
3.2	Support community action groups wherever practicable to achieve positive outcomes in their locality to enhance lifestyle	Each community has a progress or community association that is supported by Council	Level of activity or number of community projects in each locality	Annually reviewed
3.3	Advocate for services or facilities the Shire cannot provide	Increased services or facilities	Reduction of the gaps in services or facilities	Review 2- yearly

4.	Our Built Environment			
4.1	To provide quality in built assets, roads and other infrastructure for continuity of services to the community			
4.	Key Outcomes	Objectives	Success Measures	Timelines
4.1.1	Continue with our comprehensive strategy for managing sealed and unsealed roads, foot paths and parking facilities	Safe and reasonable roads, footpaths and parking facilities within budget affordability	Level of community and visitor satisfaction	Ongoing
4.1.2	Continue to develop and maintain our comprehensive asset management plan and ensure linkages to our long-term financial plan	Asset management and long-term financial plan in place and reviewed annually	Plans meet objectives and legislative compliance	Ongoing
4.1.3	To ensure the built assets enhance the ambience of each town or location	Each town and location maintain their own unique characteristics	Community satisfaction	Ongoing

5.	Our Leadership			
5.1	To be accountable for good governance, strong stewardship and leadership with proactive communication and consultation			
	Key Outcomes	Objectives	Success Measures	Timelines
5.1.1	To maintain and expand capacity and capability in the Shire workforce as required for ongoing good governance, accountability, and transparency.	A retained and developed workforce and effective recruitment in staff turnover	Stable workforce and successful recruitment	Ongoing
5.1.2	To maintain best practice in all areas of Council operations incorporating appropriate risk management strategies	Policy and procedure manuals reviewed and updated as required; risk management strategies embedded in planning and operations	Satisfied Community and Employees	Ongoing
5.1.3	To demonstrate a proactive approach to community, economic development, and service delivery	Community engagement strategies in place and positive relationships with business and service providers	Community satisfaction levels and level of interaction with business owners and service providers	Ongoing

Measures of Our Success

For each Key Outcome Area, we have assigned a general measure of the Shire's performance against the objectives that we will report to the community in the Annual Report.

Key Outcome Areas	Measure of Success
Our Economy	Population, ratepayer growth or decline and visitor trends
Our Natural Environment	Well-managed environments that are protected while still being enjoyed by residents and visitors
Our People	Community lifestyle facility and services developed, increased or improved
Our Build Environment	Progression of our Asset Management Plan and community satisfaction rate
Our Leadership	Satisfied Community and Shire Workforce



Plan Development and Implementation

This rolling ten-year Strategic Plan was originally adopted by Council in 2009 and has been reviewed and updated every four years to ensure the directions set for the Shire of Northampton remain relevant and responsive to external environment changes. The key objective of the plan is to provide a framework and strategic direction that informs the Council in decision making and resource allocation. Strategies will be implemented through the Corporate Business Plan that will address the priorities identified by Council in each four-year cycle. In developing this plan, the Council has considered the following internal and external informing and resourcing strategies and plans.

Internal	External
Asset Management Plan	State Planning Strategy
Workforce Plan	Health Department Strategy
Disability Access and Inclusion Plan	Midwest Regional Development Commission
Town Planning Strategies	Traditional Landowners
Long Term Financial Plan	Department of Transport
Horrocks Beach Local Planning Strategy	Tourism WA

Strategy Development

Feedback on community aspirations from the engagement process has been recorded and, where possible, items have been clustered and linked to strategies. It must be understood however, that no formal commitment is given, nor should it be taken, that any item will be implemented simply because it is mentioned in the strategy. This plan will be implemented after formal adoption by Council in July 2020

Funding Community Desires and Aspirations

In consulting with the community, there were desires and aspirations for the Towns and Locations of Northampton Shire which Council heard and acknowledged.

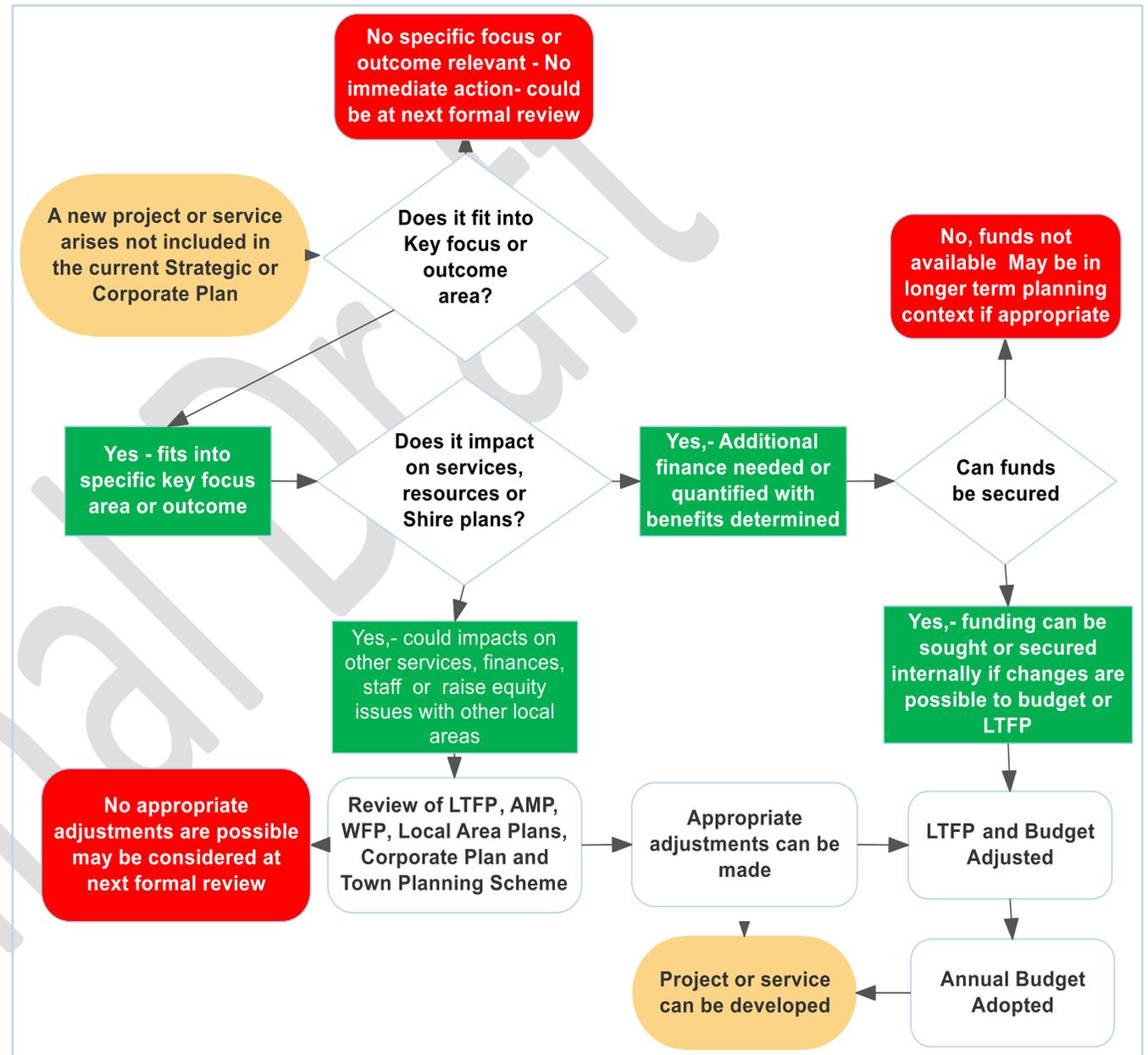
Many of these are dependent on population growth, funding availability and affordability or Council having jurisdiction. Strategies and resources are planned accordingly.

This Strategic Plan is fully reviewed with comprehensive community consultation every four years, with internal review / adjustment by Council two years into each four-year cycle.

New needs and aspirations arise between planning timeframes. The Integrated Planning and Reporting Framework is not so inflexible for new ideas not to be considered, but the timing for Council to consider new requests or ideas is prior to the annual budget review.

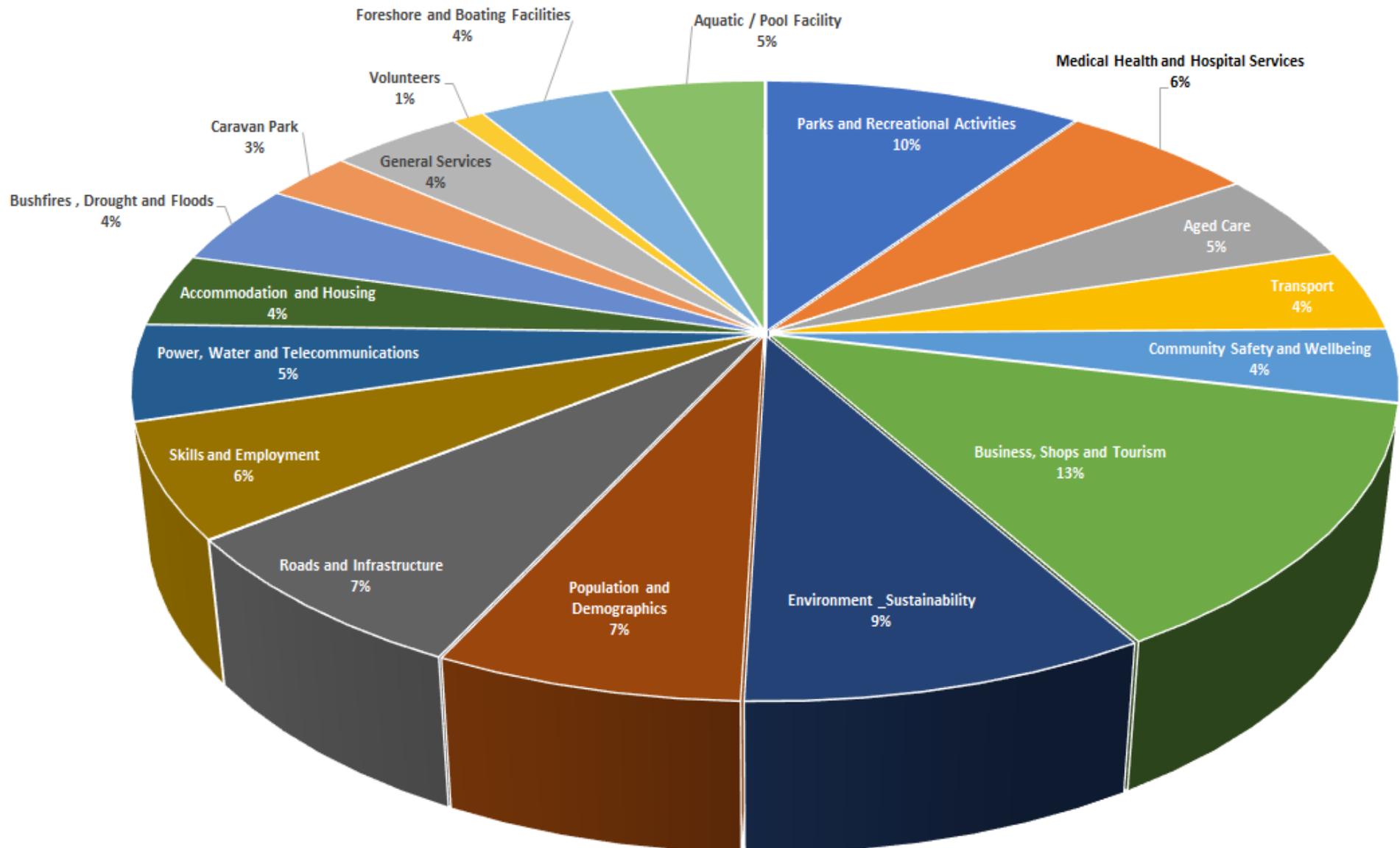
The response to such requests will go through a formal decision-making process as outlined in the diagram at right.

This will ensure an understanding of the implications of the new idea, project or service are known before decisions are made.



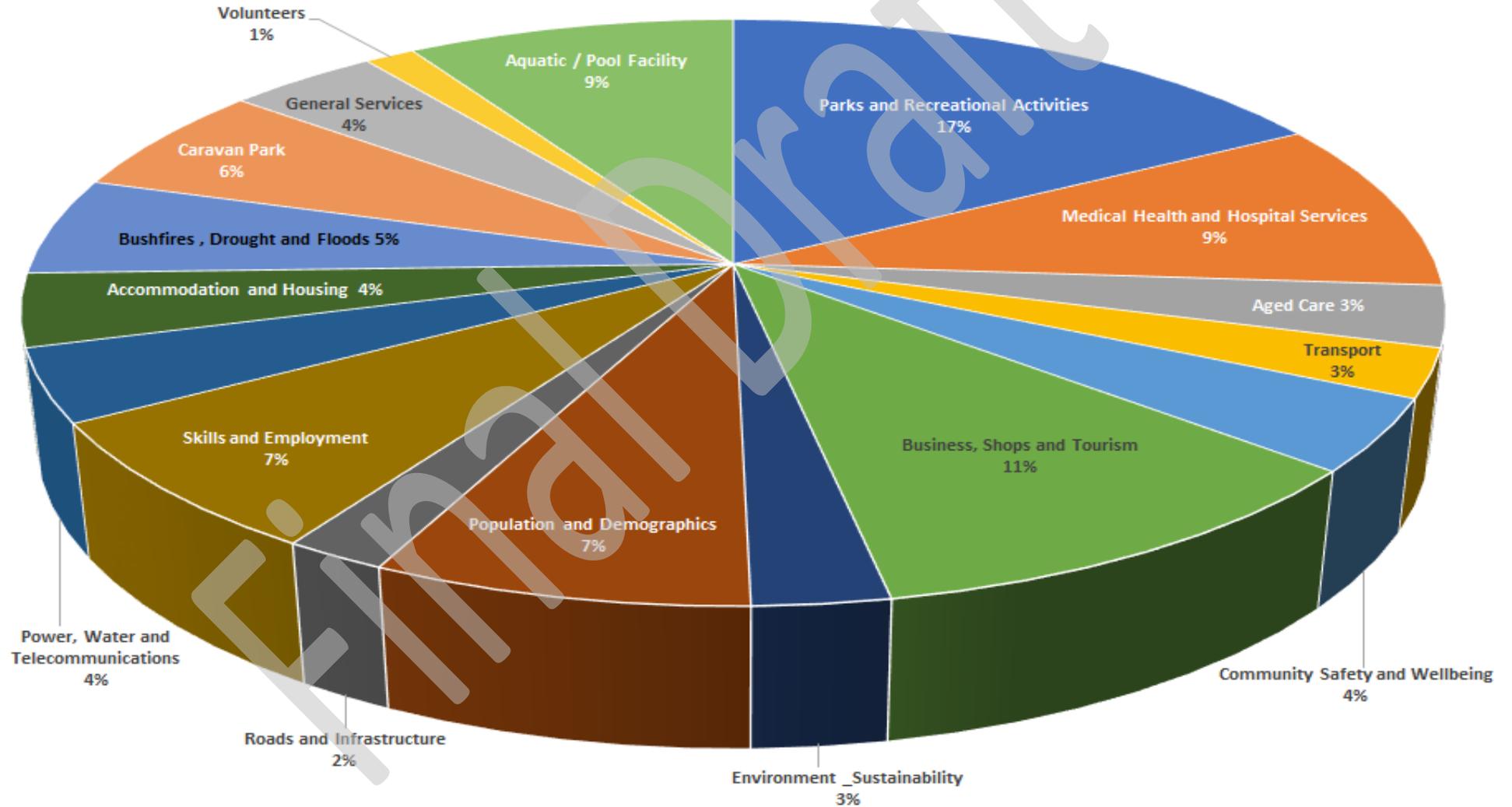
Appendix 1 Community Engagement Survey Data

Whole of Shire Survey Trends 2020

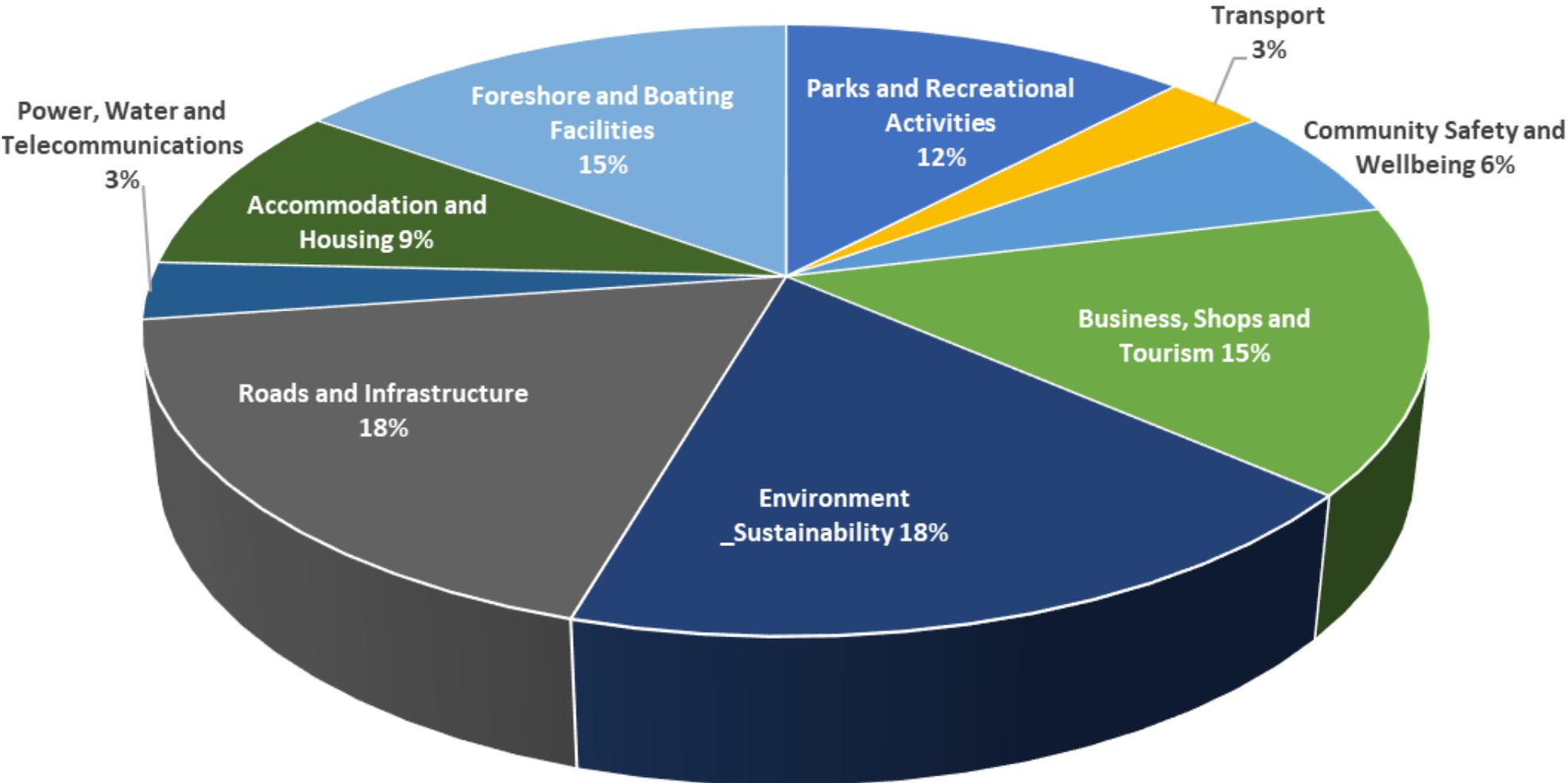


Community Engagement Survey Data Trends in Towns and Locations

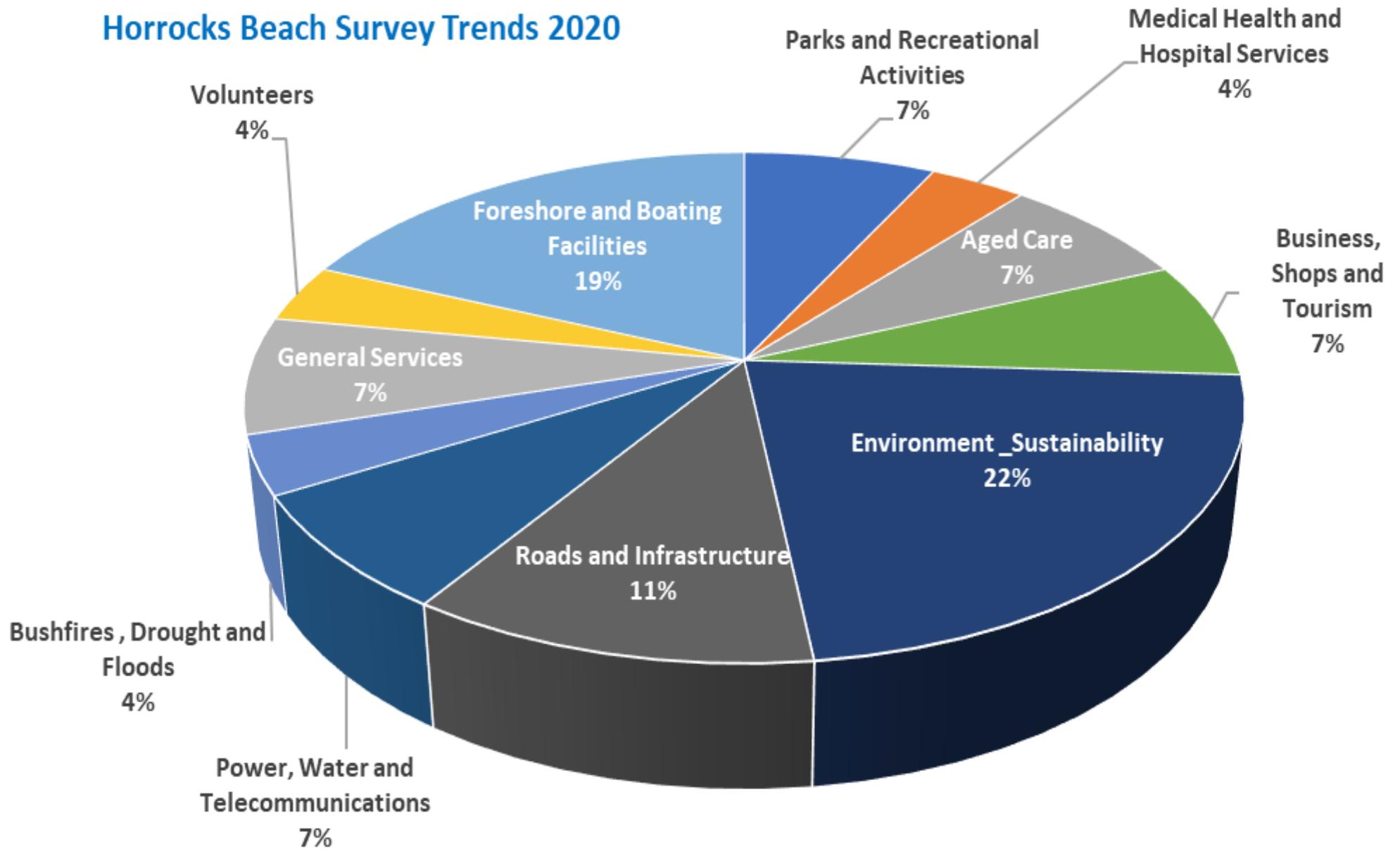
Northampton Survey Trends 2020



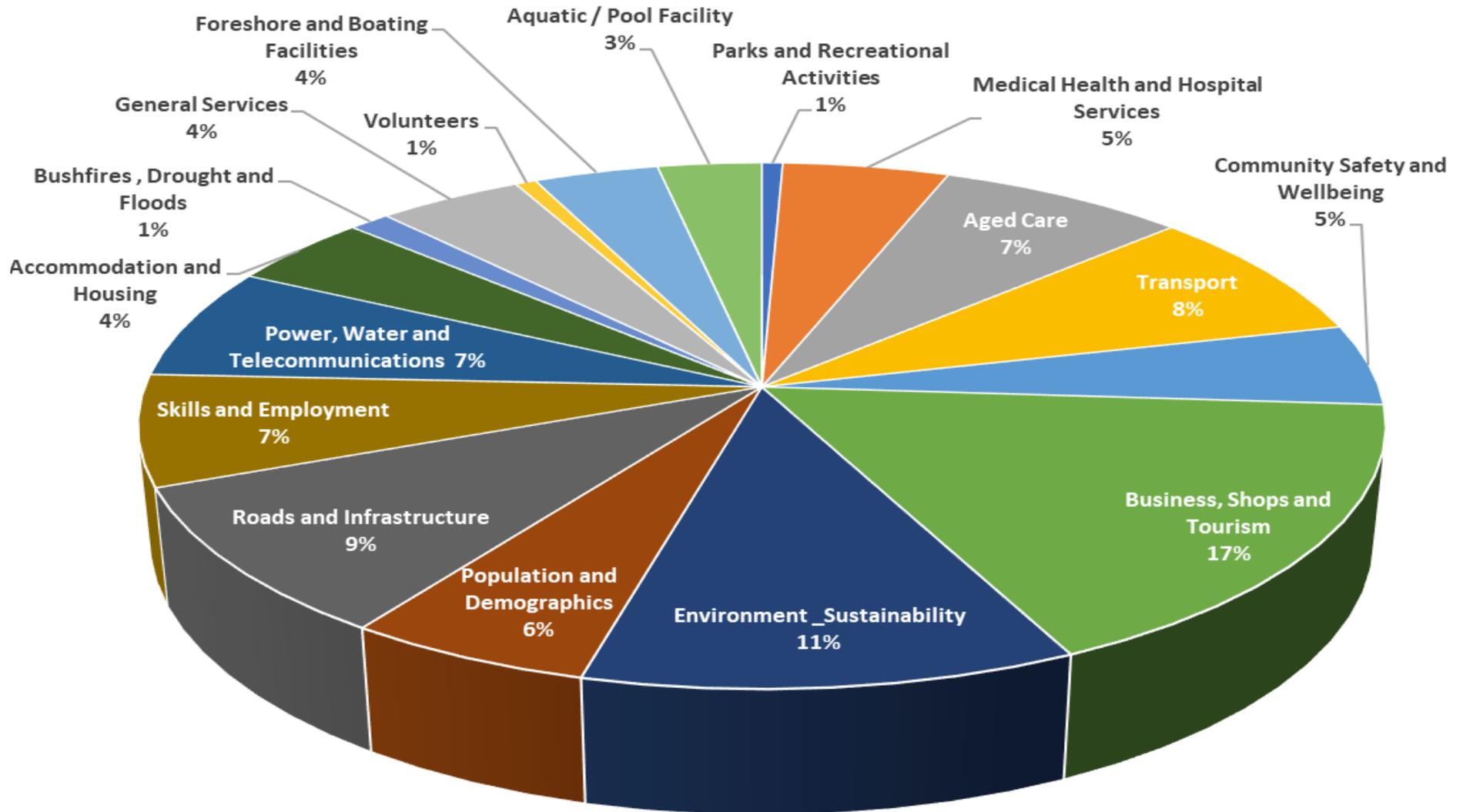
Port Gregory Survey Trends 2020



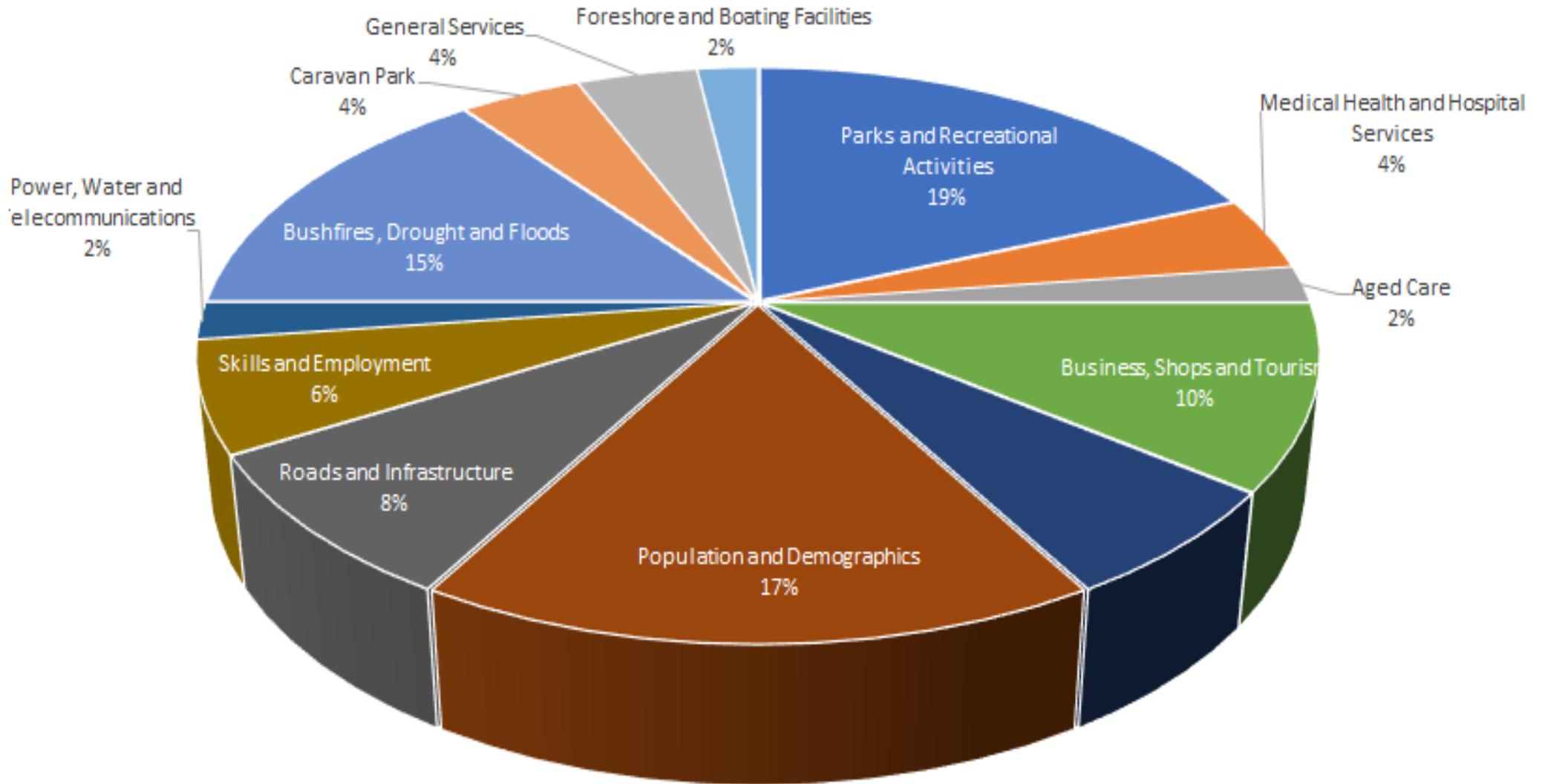
Horrocks Beach Survey Trends 2020



Kalbarri Survey Date Trends 2020



Binu / Rural Survey Trends 2020



Final Draft

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