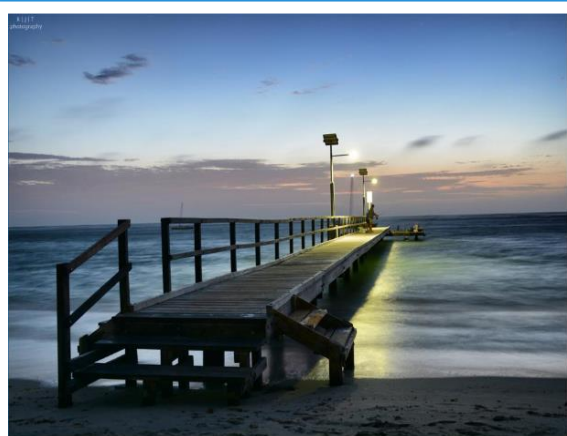
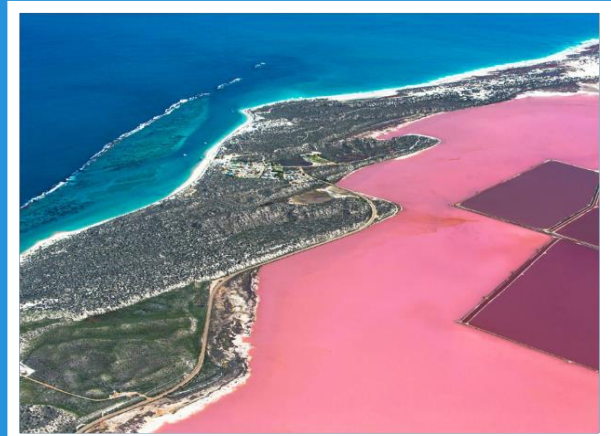




# STRATEGIC COMMUNITY PLAN



2020-2030



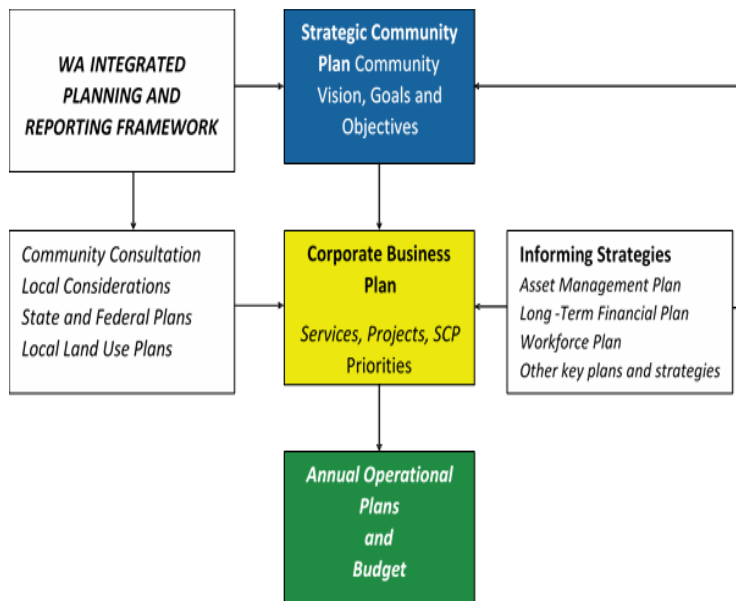


This plan that will serve as a key planning and decision-making tool developed through a comprehensive community engagement process undertaken across the Shire of Northampton.

We appreciate and thank those who were actively involved in this process. All community feedback has been recorded, and consequently Council have determined five focus areas and the 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 4 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 annually. 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”**. They 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 each local government ‘to plan for the future of the district’ by developing plans in accordance with the 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 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. CBP identifies what could be achieved in the short term, and the steps to be taken that will enable us all to monitor and review progress to achieve the aspirations.

# Table of Contents

The Strategic Planning Context .....	1
Our Location .....	3
Our History .....	3
Our Population .....	3
Our Economy .....	3
Developing the Plan .....	4
Survey questions:.....	4
Common themes identified:.....	4
Key Focus Areas.....	6
Key Imperatives .....	7
Key Outcome Areas .....	8
.....	11
Measures of Our Success .....	11
Plan Development and Implementation.....	12
Strategy Development .....	12
Funding Community Desires and Aspirations .....	13
Appendix 1 Community Engagement Survey Data Whole of Shire .....	14
Appendix Two Community Engagement Survey Data Trends in Towns and Locations .....	15

## Our Location

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

## Our History

Recorded history of this area dates back to 1629 when the Dutch ship Batavia was wrecked in the area with two men marooned at the mouth of the Murchison River. Lead was discovered in the area in 1847, followed by copper discovered by Drummonds Shepherd in 1854. The convict hiring station 'Lynton' was established at Port Gregory from 1853-1856 and the first railway commenced in 1874 which ran from Geraldton to Northampton and was later extended to Ajana in 1913. With the advent of a railway, activity expanded with more lead and copper mines being opened. The areas sown to cereal crops (mainly wheat) increased together with sheep flocks. Northampton was first 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 district of Northampton began in 1871 and 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, and 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 is known as the "Allen Centre" and was opened in 1992.

## Our Population

The Australian Bureau of Statistics Census figures from 2016 list the Shire's population as 3,319 at that time. The current population comprises 52% of males and 48% of females with a median age of 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 providing education to Year 12 level and Northampton's district high school provides education to Year 10 level. There is a daily bus service for School children from Northampton to attend schools in Geraldton.

## Our Economy

Predominant industries in the Shire are diverse and include broad acre agriculture, fishing and tourism, garnet mining, and beta carotene production. The Shire is also a popular base for fly-in fly-out mine workers, their families and active retirees choosing to relocate from the north of the State.

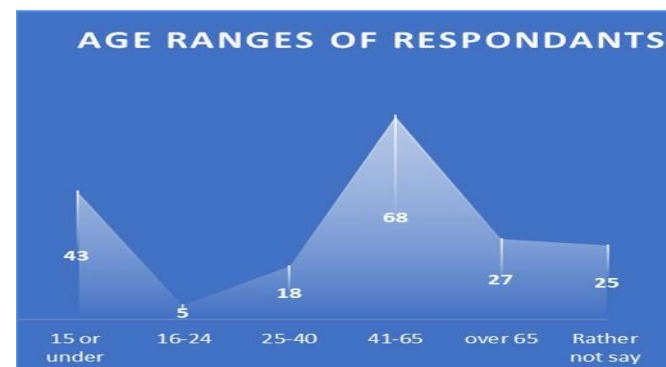


## Developing the Plan

The SCP was developed in accordance with the IPR framework and guidelines and includes a long-term plan that reflects the vision and aspirations of the Community and includes key focus areas, objectives, and strategies. These were formulated after receiving feedback and discussion with the Community in March 2020. The Community responded to a questionnaire/survey mailed to 1200 residents, employees, business, and visitors 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 responses 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 these workshops 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 when 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.

### Survey 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 system 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

### Common themes identified:

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

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

- Beautification of 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, 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 of Shire, are included in the graphs on pages 13 to 18 of this plan.

Workshop 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 for children

**Northampton Seniors:** Permanent Doctor, and community bus to Geraldton for medical appointments

**Northampton Community:** Continuity of doctors, adequate general health, and mental health services, addressing the effect of people going to medical appointments 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:** Toilets and pathways at the Pink Lake, 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
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.

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

<b>2</b>	<b><i>Our Natural Environment</i></b>			
<b>2.1</b>	<b>To support environmental protection and maintenance within Council jurisdiction, and form positive relationships government agencies, landowners, developers, and business enterprises.</b>			
	<b>Key Outcomes</b>	<b>Objectives</b>	<b>Success Measures</b>	<b>Timelines</b>
<b>2.1.1</b>	<b>Natural environment and biodiversity are conserved and protected</b>	<b>Protection of coastal land by managing access with designated entry and exit points</b> <b>Managing camping and litter</b>	<b>Well-managed environments that are protected and enjoyed by residents and visitors</b>	<b>Ongoing</b>
<b>2.1.2</b>	<b>Regional cooperation in land management and maintenance</b>	<b>A regional approach to showcasing the natural environment while supporting enterprise development and environmental conservation</b>	<b>Growth in eco-tourism and cooperative land management through a regional approach</b>	<b>Ongoing</b>
<b>2.1.3</b>	<b>Positive relationships with key environmental stakeholders</b>	<b>Working with key agencies and landowners for a common cause</b>	<b>Cooperation and collaboration across all stakeholder groups</b>	<b>Ongoing</b>

<b>3.</b>	<b><i>Our People</i></b>			
<b>3.1</b>	<b>To support our local communities in a place management approach to services, facilities, and lifestyle enhancement</b>			
	<b>Key Outcomes</b>	<b>Objectives</b>	<b>Success Measures</b>	<b>Timelines</b>
<b>3.1</b>	<b>Providing community and recreation facilities within budget constraints</b>	<b>Asset development and management plans in place</b>	<b>Community satisfaction and level of facility use</b>	<b>Ongoing</b>
<b>3.2</b>	<b>Support community action groups wherever practicable to achieve positive outcomes in their locality to enhance lifestyle</b>	<b>Each community has a progress or community association that is supported by Council</b>	<b>Level of activity or number of community projects in each locality</b>	<b>Annually reviewed</b>
<b>3.3</b>	<b>Advocate for services or facilities the Shire cannot provide</b>	<b>Increased services or facilities</b>	<b>Reduction of the gaps in services or facilities</b>	<b>Review 2-yearly</b>

<b>4.</b>	<b>Our Built Environment</b>			
<b>4.1</b>	<b>To provide quality in built assets, roads, and other infrastructure for continuity of services to the community</b>			
<b>4.</b>	<b>Key Outcomes</b>	<b>Objectives</b>	<b>Success Measures</b>	<b>Timelines</b>
<b>4.1.1</b>	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
<b>4.1.2</b>	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
<b>4.1.3</b>	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

<b>5.</b>	<b>Our Leadership</b>			
<b>5.1</b>	<b>To be accountable for good governance, strong stewardship and leadership with proactive communication and consultation</b>			
	<b>Key Outcomes</b>	<b>Objectives</b>	<b>Success Measures</b>	<b>Timelines</b>
<b>5.1.1</b>	To maintain and expand capacity and capability in the Shire workforce as required for ongoing good governance, accountability,	A retained and developed workforce and effective recruitment in staff turnover	Stable workforce and successful recruitment	Ongoing
<b>5.1.2</b>	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
<b>5.1.3</b>	To demonstrate a proactive approach to community and 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.

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



## 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.

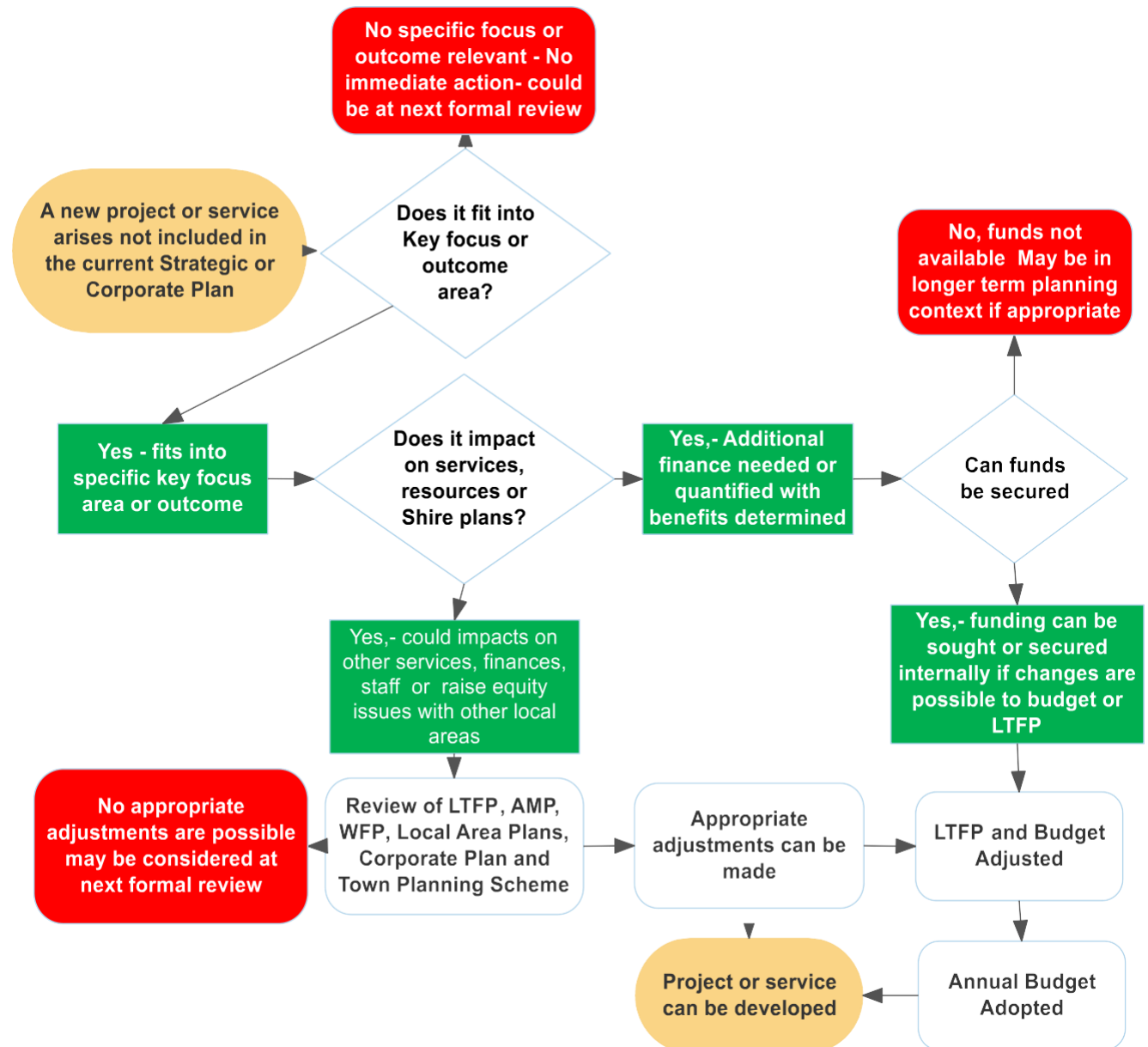
Many of these are dependent on population growth, funding availability and affordability or Council having jurisdiction. Strategies and resources are planned accordingly.

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.

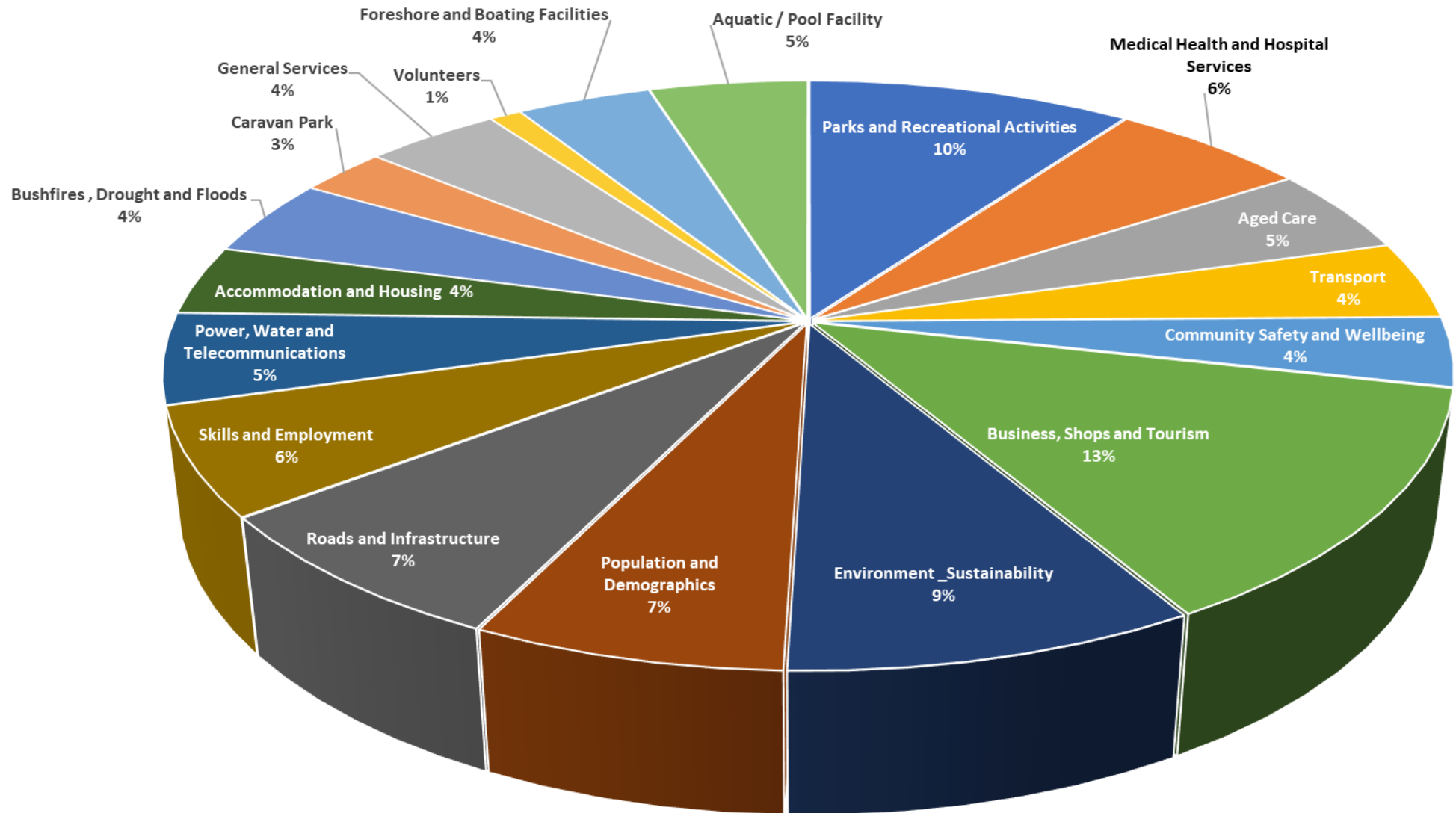
The response to such requests will go through a formal decision-making process as outlined in the diagram at right.

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



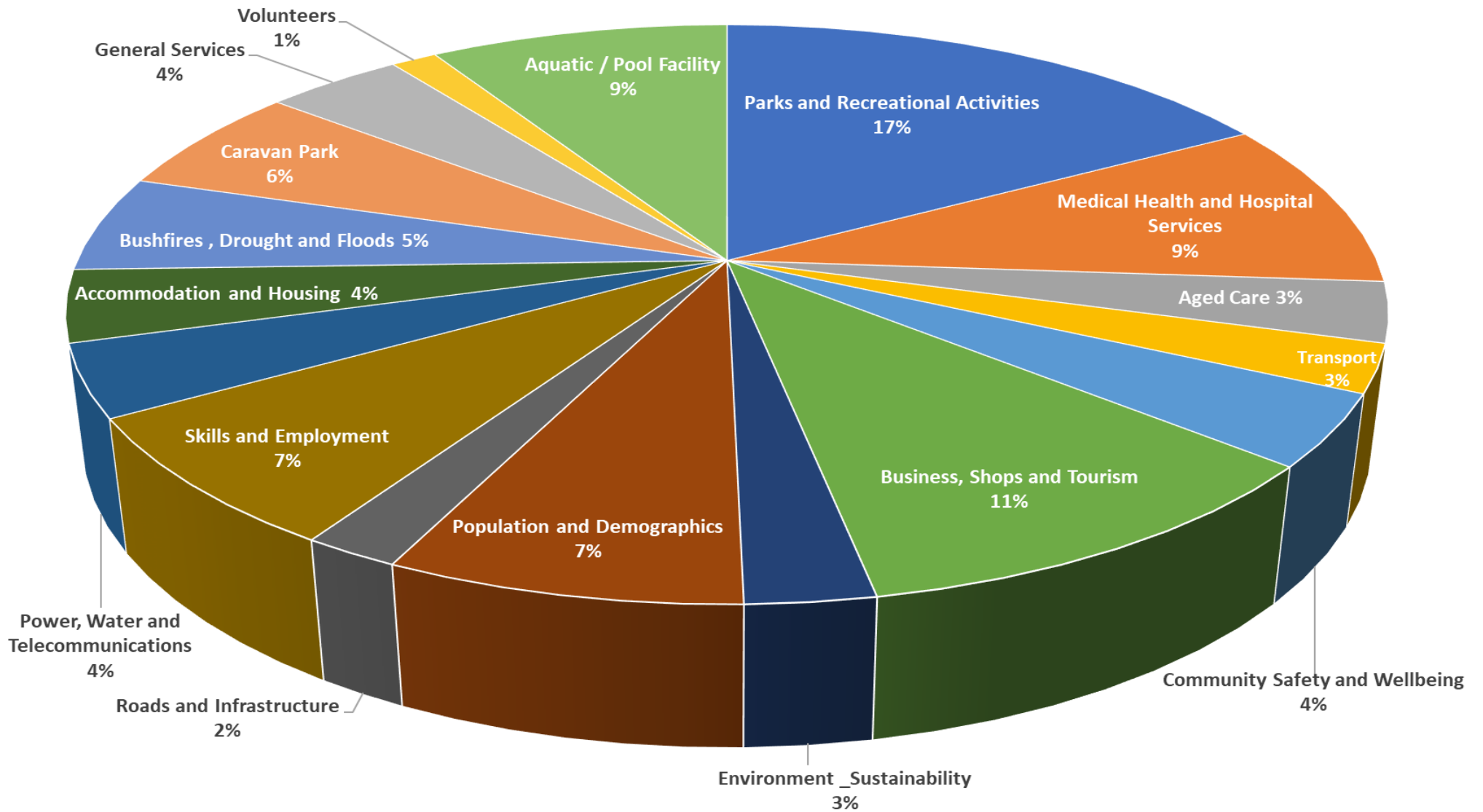
## Appendix 1 Community Engagement Survey Data Whole of Shire

### Whole of Shire Survey Trends 2020

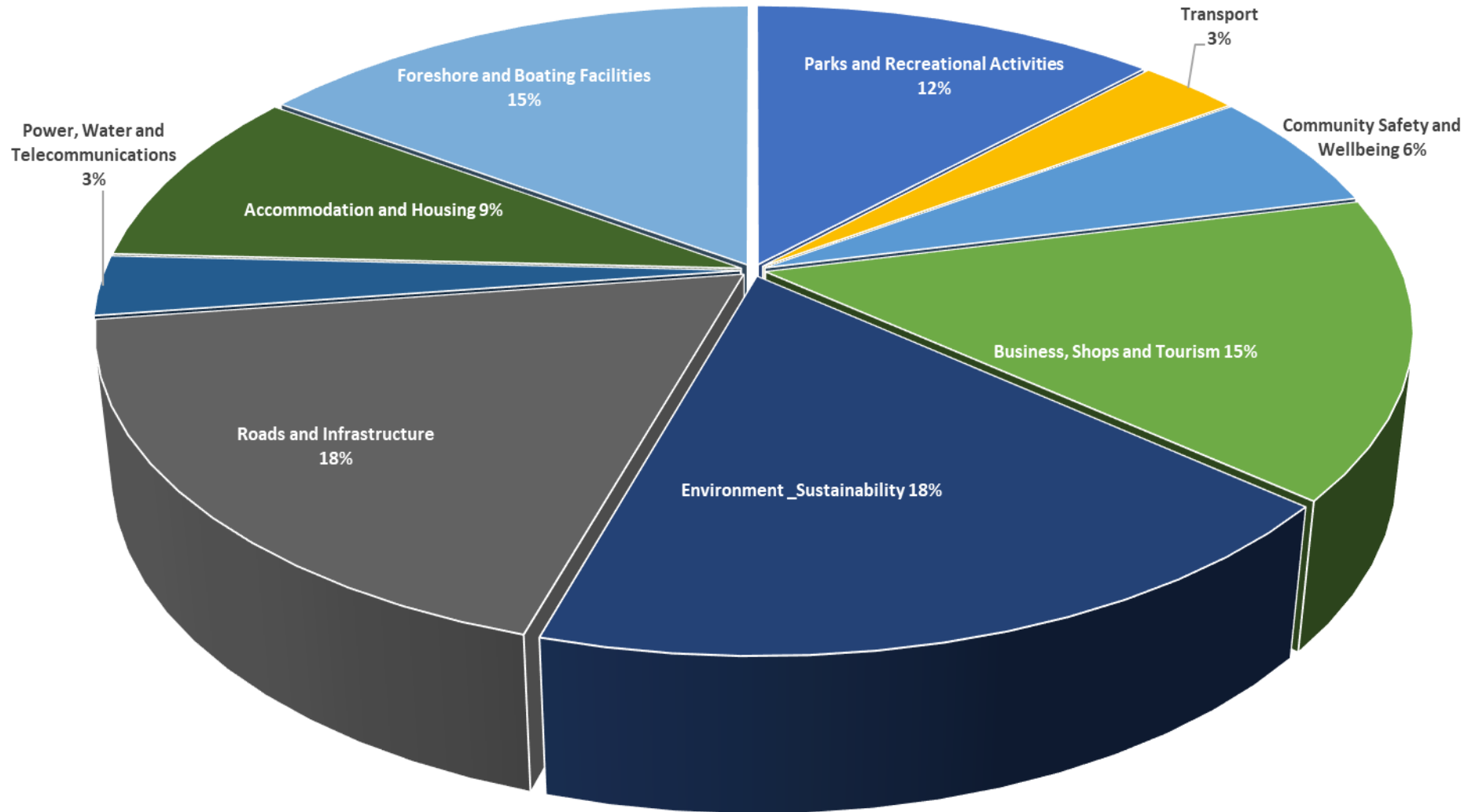


## Appendix Two Community Engagement Survey Data Trends in Towns and Locations

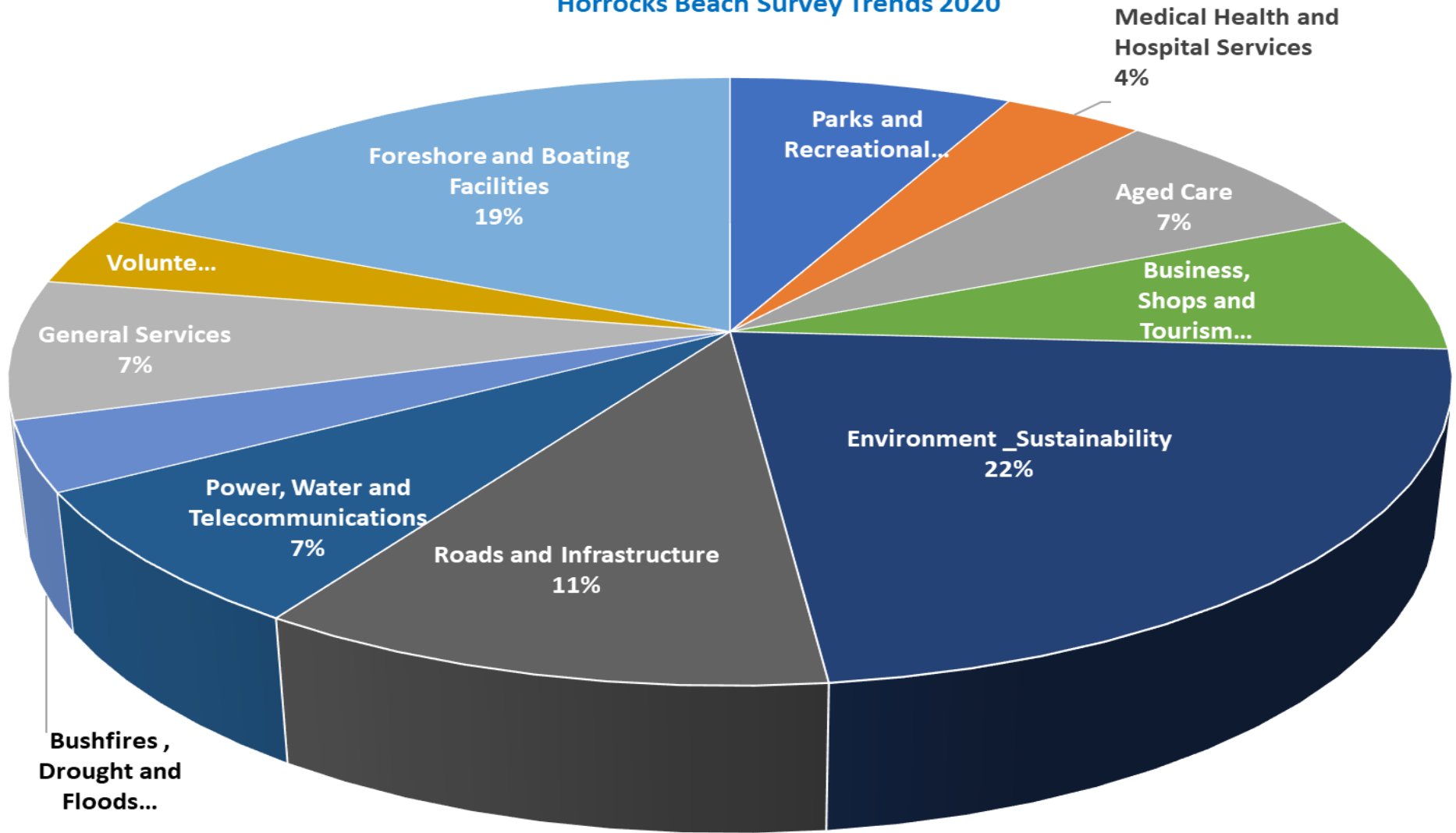
### Northampton Survey Trends 2020



## Port Gregory Survey Trends 2020

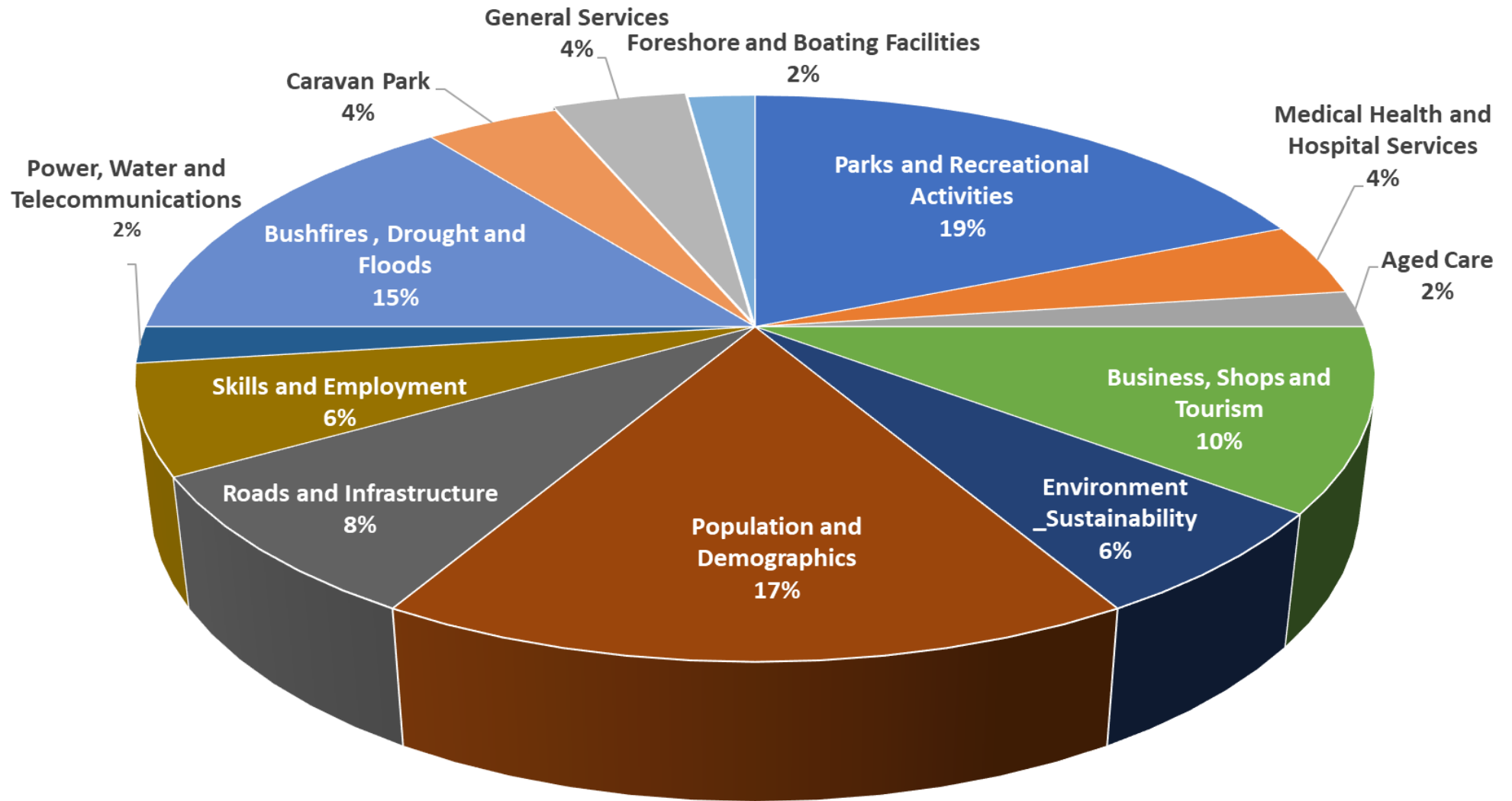


### Horrocks Beach Survey Trends 2020

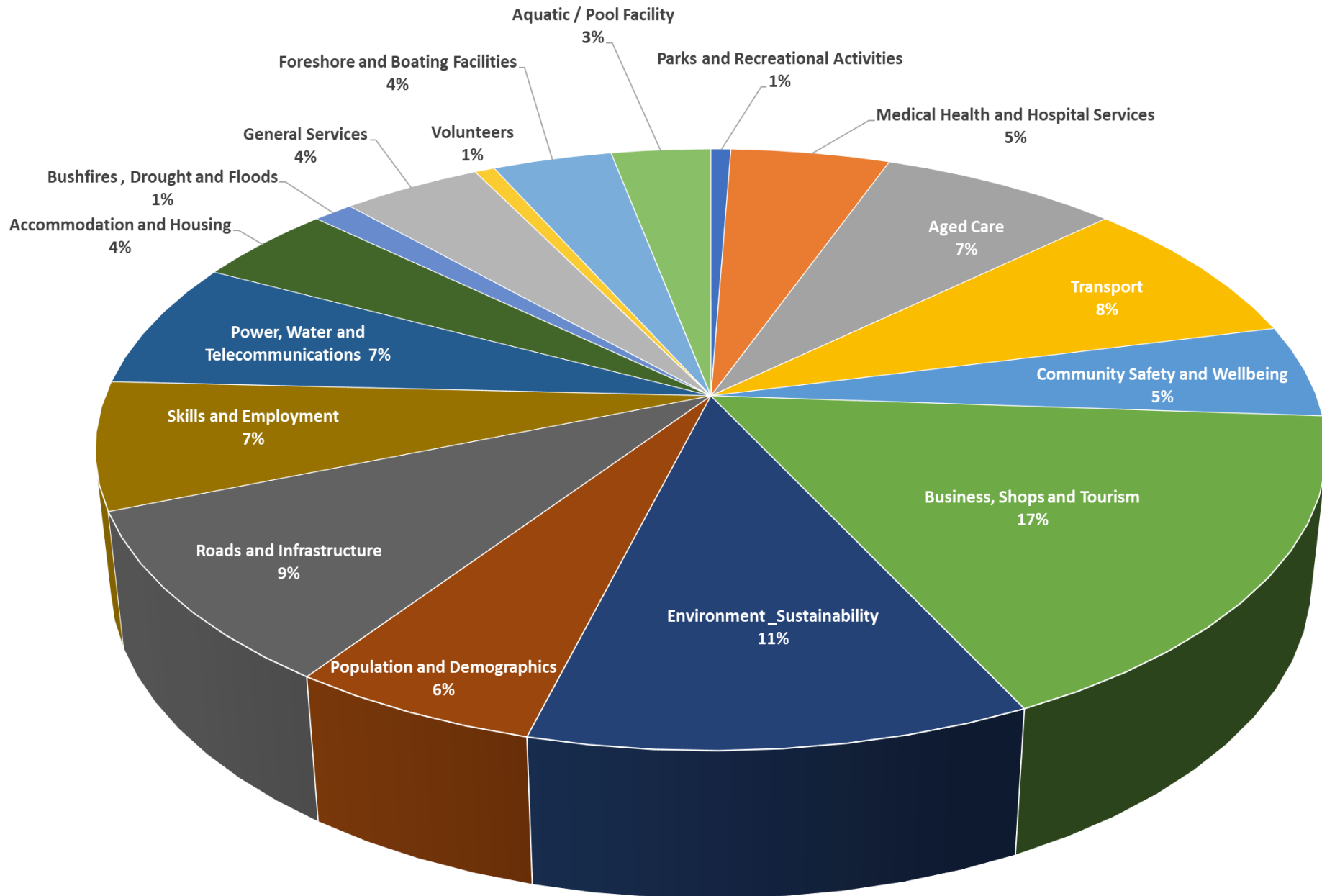




**Binnu / Rural Survey Trends 2020**



### Kalbarri Survey Date Trends 2020



**This page intentionally left blank**



For more information please contact the Shire of Northampton Office

Chief Executive Officer

PO Box 61 Northampton WA 6535

Ph (08) 9934 1202

Fax (08) 9934 1072

Email [council@northampton.wa.gov.au](mailto:council@northampton.wa.gov.au)

Web [www.northampton.wa.gov.au](http://www.northampton.wa.gov.au)