



Town of Narrogin

Strategic Plan

2005-2009

Reviewed November 2007

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Vision for the Town

Prosperity and growth as a regional centre

Mission for Council

Provide opportunities for everyone

Key Principles

In achieving the Vision and Mission, we will set achievable goals and work with staff and the community to maintain a reputation of openness, honesty and accountability.

In doing so, we will:

- **Respect the points of view of individuals and groups.**
- **Build on existing community involvement.**
- **Encourage community leadership.**
- **Promote self-reliance and initiative.**
- **Recognise and celebrate achievement.**
- **Acknowledge the value of staff.**
- **Support the principles of social justice.**

Major Achievements

The last five years have been a time of significant progress for the Town of Narrogin. Key achievements of the Council and the community include:

- **The building of an international class leisure centre.**
- **Construction of a Skate Park.**
- **Advances in buildings and infrastructure, including:**
 - ◆ Reconstruction of the racecourse.
 - ◆ The link road and pedestrian mazes.
 - ◆ Provision of parking and road traffic management.
 - ◆ Redevelopment of the hospital and hostel.
 - ◆ Construction of the Integrated Oil Mallee power station.
 - ◆ Footpath and drainage construction.
 - ◆ Construction of the dementia specific adult day care facility.
 - ◆ Completion of the cultural centre feasibility study.
 - ◆ Investment of over \$30 million in infrastructure.
 - ◆ Completion of the Narrogin Skate Park.
- **Enhancements to the natural environment, including:**
 - ◆ Beautification of Gnarojin Creek.
 - ◆ The Greening Policy.
 - ◆ The Ribbons of Blue waterways program.
- **Cooperation with surrounding Councils, including:**
 - ◆ Establishing the Dryandra Country Visitor Centre and employment of a Tourism Development Officer.
 - ◆ Development of the Wheatbelt South Action Plan.
 - ◆ Involvement in LGIS Regional Risk Management Scheme.
- **Maintaining population levels against the rural trend through ongoing development of the Town as a regional centre with a wide range of services.**
- **Growth of existing businesses and attraction of new industry.**
- **Rationalisation of Council property.**
- **Provision of transport licensing services by Council.**
- **Amalgamation of the two football clubs.**
- **Appointment of a local CEO.**
- **The involvement of Councillors on community committees.**

The Advantages of the Town

The Town of Narrogin has many advantages which will underpin our future direction:

Location

Two hours from the City and coast, bordered by a reliable and diversified agricultural area.

Picturesque landscape

Situated in a valley and surrounded by timber, farmland and rolling hills, with the Dryandra State Forest 20 minutes away. You can see the stars at night, smell the fresh air, and enjoy the jacarandas and roses.

Country lifestyle

Country lifestyle free of urban sprawl and bush all the way from Armadale to Narrogin.

Modern facilities

Our wide range of amenities and facilities in health, education, sport and recreation. Narrogin is the only inland town to have a first class leisure centre with a heated pool.

Emerging equine industry

Horse racing and pacing in one facility located on the edge of Town, a pony club and a range of equine events.

Self sufficiency

Almost every type of professional and service business are located in the Town.

Friendly and caring community

Narrogin is big enough not to have the cliques of smaller communities and large enough to have the benefit from the expertise of those who are relocated to regional offices in the Town. Narrogin has a mix of different cultures.

Progressive attitude

Our progressive Council and community is focused on harnessing future opportunities.

The future direction for the Town

The long-term future for the Town will be built on our advantages and opportunities to:

Attract new residents

Attract new residents and encourage people to come here for employment, lifestyle or to retire because of our location, facilities and affordable lifestyle.

Expand learning facilities

Expand learning facilities to enhance opportunities for value adding to industry, create employment and provide health care to the region.

Develop a unique equine industry

Expand the Town's position as an equine centre to build an industry unique to WA that attracts new people, businesses and visitors to the Town.

Workforce relocation

Take advantage of enhancements in computing and telecommunications to attract people to shift their work places to Narrogin and enjoy the benefits of our country lifestyle.

Tourism development

Further develop tourism and visitor opportunities by developing short stay accommodation, quality restaurants, major events, seminar venues and indigenous cultural arts.

Develop a sport and leisure industry

Use the Town's sporting facilities to develop a sport and leisure industry, attracting state, national and international teams and events.

Business growth

Continue retail and commercial business growth. Promote and support value adding to existing industries.

Achieving the future direction

Three key strategies are critical to our future direction:

- Population increase and economic growth for the Wheatbelt South.
- Structural and funding reform to recognise our status as a regional centre to ensure the long-term financial viability of the Council and the town.
- Developing a spirit of cooperation with surrounding Councils and communities to collaboratively achieve the long-term sustainability of the region.

The challenges of the future

The key challenges for Council in achieving the future direction will be:

- Boundary alterations to make additional land available for residential and business development.
- Balancing the budget.
- Persuading surrounding Councils to recognise the benefits of the Town's regional role and to accept some responsibility for funding of regional facilities.
- Funding the operating costs of Narrogin Leisure.
- Maintaining and upgrading aging infrastructure.
- Managing quality sustainable water resources and monitoring salinity.
- Successfully lobbying to maintain and grow government services in the Town.
- Developing community knowledge and awareness of the big picture in relation to the Town's future direction.
- Continuing a focus on law and order.
- Managing the time constraints on Councillors and staff in taking leadership roles to pursue our future direction.
- Introduction of sustainable environmental practices in relation to the natural and built environment.

The future opportunity

The opportunity is to address these challenges and enable the Town to continue to prosper and grow.

Key Outcome Areas

The delivery of the Strategic Plan is based on three key outcome areas:

Economic Development

Community Services

The Natural and Built Environment

These three key outcome areas are supported by

Governance and Corporate Services

ECONOMIC DEVELOPMENT

SCOPE

Economic Development covers:

- New businesses
- Business growth
- Population growth
- Promotion of the Town
- Infrastructure for economic growth

OBJECTIVES

The objectives of Economic Development are to:

- Be proactive in attracting new business to the Town and encouraging existing businesses to grow.
- Improve the level and range of local employment opportunities.

COUNCIL'S ROLE

Council's role in achieving the Economic Development objectives is to:

- Provide leadership, partnership, guidance and advice.
- Promote lifestyle and business opportunities.
- Work closely with the Wheatbelt Development Commission and all levels of government in the region.
- Support the SBCWS, Chamber of Commerce and local businesses.
- Assist business relocation to Narrogin.
- Lobby politicians.
- Develop and maintain infrastructure for economic development.

ECONOMIC DEVELOPMENT

(continued)

PERFORMANCE MEASURES:

Performance measures for Economic Development are:

- Level of community satisfaction with Council's role in economic development.
- The extent of business growth.
- The level of increase in accommodation use and accommodation options.
- Level of increase in employment.
- Level of population growth.
- Level of growth in disposable income.

NEW INITIATIVES:

In addition to ongoing service delivery, the following new initiatives will be introduced to achieve the objectives for economic growth:

Initiative	Time	Task	Key Partnerships
1.1 Introduce a Regional Progress Association to identify and progress economic and development opportunities. ¹	Jan 2009	CEO	Elected Members, Shire Representatives, WDC, WACC, SBCWS, Chamber, Local Member.
1.2 Achieve change in the Town's boundary to increase the land available for economic development and growth.	Mar 2009	CEO	Presentation to Local Government Advisory Board.
1.3 Promote apprenticeship and traineeship opportunities.	Ongoing	CEO, DCCS, DTES	RPA, Chamber, SBCWS, NSHS, Agricultural College.
1.4 Develop a Promotion Plan for the Town.	Mar 2009	CEO	RPA, DCVC, Chamber

¹ These opportunities may include events, tourism, value added / vertical integration opportunities, businesses associated with the airstrip, and a high quality restaurant,

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4.1 Initiative	Time	Task	Key Partnerships
<p>1.5 Pursue specific business development opportunities:</p> <p style="padding-left: 40px;">Encourage the development of high quality short-stay accommodation options, including accommodation for sporting teams and event attendees.</p> <p style="padding-left: 40px;">Lobby government to support the completion and operation of the Research Power Generation Plant.</p> <p style="padding-left: 40px;">Prepare a plan for the development and promotion of the equine industry in the Town.</p> <p style="padding-left: 40px;">Develop an information centre for tourism and business (including aboriginal art and artefacts).</p> <p style="padding-left: 40px;">Lease the caravan park.</p> <p style="padding-left: 40px;">Encourage the development of a 24 hour fuel station on the link road.</p>	<p style="text-align: center;">2009</p> <p style="text-align: center;">Review progress quarterly</p> <p style="text-align: center;">2009</p> <p style="text-align: center;">2009</p> <p style="text-align: center;">2005</p> <p style="text-align: center;">2009</p>	<p style="text-align: center;">CEO</p> <p style="text-align: center;">CEO</p> <p style="text-align: center;">CEO</p> <p style="text-align: center;">CEO</p> <p style="text-align: center;">DCCS</p> <p style="text-align: center;">CEO</p>	<p>RPA, Caravan Park Lessee, sporting associations, Future Foundation, Progress Association.</p> <p>Oil Mallee Growers Assn, Western Power, WDC.</p> <p>Equine industry and associated businesses, RPA, WDC.</p> <p>DCVC, SBCWS, Chamber.</p> <p>SBCWS</p> <p>Private investors</p>
<p>1.6 Develop the Town's capacity and reputation as a venue for events and seminars:</p> <p style="padding-left: 40px;">Develop the Thomas Hogg grounds as an events venue.</p> <p style="padding-left: 40px;">Investigate developing a major sporting event to bring revenue to the Town.</p> <p style="padding-left: 40px;">Assist the further development of major choral events.</p>	<p style="text-align: center;">2006</p> <p style="text-align: center;">2005</p> <p style="text-align: center;">2006</p>	<p style="text-align: center;">CEO</p> <p style="text-align: center;">DCCS</p> <p style="text-align: center;">CDO</p>	<p>RevHeads, community groups.</p> <p>Community sporting groups</p> <p>Service clubs</p>

COMMUNITY SERVICES

SCOPE

Community Services cover:

- Health
- Education
- Youth services
- Aged care
- Disability services
- Recreation and leisure
- Housing
- Community information
- Cultural activities
- History and heritage
- Library services
- Cemetery management
- Events
- Community groups
- Indigenous services

OBJECTIVES

The objectives of Community Services are to achieve:

- A healthy, active, safe and informed community.
- Community participation and involvement.
- Affordable and accessible services that meet community expectations.
- Quality of life for the people of the Town of Narrogin.

COUNCIL'S ROLE

Council's role in achieving the Community Services objectives is to:

- Provide leadership, coordination, encouragement and facilitation.
- Develop and maintain specific facilities and services.
- Encourage community involvement and participation in community groups.

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COMMUNITY SERVICES (continued)

PERFORMANCE MEASURES

Performance measures for Community Services are:

- Level of community satisfaction with community facilities and services.
- Usage of Council's community facilities and services.
- The level of anti-social behaviour.

NEW INITIATIVES

In addition to ongoing service delivery, the following new initiatives will be introduced to achieve the objectives for Community Services:

Initiative	Time	Task	Key Partnerships
2.1 Review the Cultural Centre Feasibility Study & develop business plans for the highest priority, short-term initiatives.	2005	DCCS	Cultural groups
2.2 Assist completion of the skate park.	Dec 2007	CDO	Narrogin Youth Club
2.3 Support the introduction of the Narrogin Cinema and its availability for community events.	Jan 2005	DCCS	
2.4 Continue strategies to reduce costs to Council for Narrogin Leisure.	Quarterly review	DCCS	NLC Staff, Sporting Groups
2.5 Develop Narrogin as a centre of excellence for seniors' services.	Ongoing	DCCS	Silver Chain, Home Care, UGSFS, NCC.
2.6 Support the development of a Noongar Cultural Centre.	Ongoing	DCCS	Kooraming Community Committee
2.7 Carry out a feasibility study for a regional crematorium.	2009	DCCS	
2.8 Produce a plan for the development of the Cemetery & facilities.	Dec 2008	DCCS	
2.9 Progress the establishment of a University Campus in Narrogin.	Ongoing	DCCS	Universities, WDC, RPA, WACC
2.10 Support the expansion of the range of childcare services.	Ongoing	DCCS	Narrogin Child Minding Centre
2.11 Support the amalgamation of the Turf Racing Club and Harness Racing Club.	Ongoing	DCCS	Narrogin Harness Club, Narrogin Turf Club
2.12 Initiate the formation of an Events Committee.	July 2008	DCCS	
2.13 Encourage and support youth initiatives for 13 to 17 year olds.	Ongoing	DCCS	

NATURAL & BUILT ENVIRONMENT

SCOPE

Natural and Built Environment covers:

- **The sustainability of the natural environment including:**
 - ◆ Waste management
 - ◆ Salinity, drainage and Waterwise initiatives
 - ◆ Gnarojin Creek
- **Roads, footpaths, streetscape and lighting**
- **Traffic management and parking**
- **Council buildings and parks**
- **Town Planning and development control**
- **Building and environmental health regulation**
- **Environmental health**
- **Animal and pest control**
- **Security**

OBJECTIVES

The objectives for the Natural and Built Environment are to:

- **Maintain and enhance the natural environment, addressing risk areas.**
- **Achieve environmentally sustainable and economically viable management of waste.**
- **Achieve a quality built environment that:**
 - ◆ Enhances Narrogin's appeal for lifestyle and business development
 - ◆ Encourages energy efficiency and sustainability

COUNCIL'S ROLE

Council's role in achieving the objectives for the Natural and Built Environment is to:

- **Provide guidance, advice, facilitation and community education.**
- **Set and enforce standards and comply with statutory regulations.**
- **Monitor the sustainability of the natural and built environment.**

NATURAL & BUILT ENVIRONMENT

(continued)

PERFORMANCE MEASURES

Performance measures for the Natural and Built Environment are:

- Level of community satisfaction with Council's role in the natural and built environment.
- Quality of the natural environment, including indicators of salinity, water quality, underground water levels and creeks.
- Financial performance of Council buildings.
- The extent to which the State's waste disposal standards are met.

NEW INITIATIVES

In addition to ongoing service delivery, the following new initiatives will be introduced to achieve the objectives for the Natural and Built Environment:

Initiative	Time	Task	Key Partnerships
3.1 Develop a strategy for water management, including salinity, accessing external funds.	Ongoing	DTES	Federal and State funding bodies
3.2 Investigate and develop a regional waste facility in partnership with neighbouring Councils.	2009	DTS	Neighbouring Councils
3.3 Investigate opportunities for development of a commercially viable recycling program.	2009	DTES	Industry
3.4 Develop strategies for the use and storage of 100% of recycled effluent water.	2008	DTES	Water Corporation, DEP, Agricultural College, Golf Club.
3.5 Enhance and redevelop the railway dam for tourism and recreation (including walk trails, drainage systems and connectivity with Foxes Lair reserve).	2008	DTES	Friends of Foxes Lair, CALM. Lotus
3.6 Develop Lion's Lookout incorporating a viewing tower.	2009	DTES	Industry, service clubs.

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NATURAL & BUILT ENVIRONMENT (continued)

NEW INITIATIVES (continued)

Initiative	Time	Task	Key Partnerships
3.6 Develop infrastructure to meet community needs and business growth: Complete the railway car park project. Redevelop Smith Street. Complete the Town entry statement project. Lobby government for Stage 2 of the link road. Review and devise strategies for all old Westrail infrastructure. Prepare a Townscape Plan and gain community support.	June 2009 2009 2008 Ongoing 2008 2008	DTES DTES DTES CEO DTES DTES, DCCS	 Businesses Townscape Committee Townscape Committee
3.7 Complete the development of the Felspar Street / Forrest Street subdivision for housing.	2007	CEO	
3.8 Consolidate the viability of parks, park recreation equipment and reserves.	2009	DTES, DCCS	Service clubs
3.9 Review Local Laws and planning policy.	2008	DTES	
3.10 Prioritise the extension of the Town's footpath program.	2009	DTES	Narrogin Shire, State Government
3.11 Support development options for Narrogin Airport	2009	DTES	
3.12 Investigate suitable locations for approved off-road vehicle trails.	2009	DTES, DCCS	Service clubs
3.13 Investigate and promote opportunities to access energy efficient options.	Ongoing	DTES	SEAC

GOVERNANCE & CORPORATE SERVICES

SCOPE

Governance and Corporate Services provides Council's:

- Resource management (finances, human resources, information technology and assets)
- Administration
- Customer service
- Elections, Council meetings and Councillor support
- Statutory compliance

OBJECTIVES

The objectives of Governance and Corporate Services are to:

- Effectively resource and manage Council's activities.
- Be a customer focussed organisation.
- Ensure open and representative decision making processes.
- Achieve community support for the Town's Strategic Plan.

PERFORMANCE MEASURES

Performance measures for Governance and Corporate Services are:

- Level of community satisfaction with Council.
- The extent to which Council meets or exceeds statutory requirements.
- Level of staff satisfaction.
- Financial performance of Council.

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GOVERNANCE & CORPORATE SERVICES

(continued)

NEW INITIATIVES

In addition to ongoing service delivery, the following new initiatives will be introduced to achieve the objectives for Governance and Corporate Services:

Initiative	Time	Task	Key Partnerships
4.1 Lobby governments to achieve funding that reflects the Town's regional service delivery, including options of for: <ul style="list-style-type: none"> • Direct contribution from surrounding Local Authorities. • Increased Grants Commission allocation. 	Ongoing with quarterly review	CEO	Neighbouring Councils, Local Member, Minister.
4.2 Prepare and maintain a register of all Council assets with information on annual expenditure, income and deferred maintenance costs.	Ongoing	DTES	
4.3 Investigate a membership card for the use of the Town's facilities.	2005	CEO	
4.4 Encourage participation in Councillor and staff training and development.	Annual review	CEO & Directors	
4.5 Introduce mechanisms to gain feedback on Council's services and performance, including a Community Survey	2009	CEO & Directors	
4.6 Launch and promote the Strategic Plan to the community and provide regular reporting on progress.	2007	CEO	

Abbreviations Used

CEO	Chief Executive Officer
DTES	Director of Technical and Environmental Services
DCCS	Director of Corporate & Community Services
DCVC	Dryandra Country Visitors' Centre
Chamber	Narrogin Chamber of Commerce
NSHS	Narrogin Senior High School
RPA	Regional Progress Association
NSCC	Narrogin Senior Citizens Centre
SBCWS	Small Business Centre Wheatbelt South
TAFE	C Y O'Connor College of TAFE
UGSFS	Upper Great Southern Family Services
WACC	Wheatbelt Area Consultative Committee
WDC	Wheatbelt Development Commission
SEAC	Sustainable Environmental Advisory Committee