

Strategic Community Plan 2017 – 2027

(Incorporating minor review – 24 July 2019)



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Our Vision:

“A leading regional economic driver and a socially interactive and inclusive community”

Our Mission: Provide leadership, direction and opportunities for the community.

Key Principles: In achieving the Vision and Mission, we will set achievable goals and work with 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;
- support the principles of social justice; and
- acknowledge the value of staff and volunteers.

Foreword

We are proud to present the Shire of Narrogin Strategic Community Plan 2017 - 2027. The Plan shares our visions and aspirations for the future and outlines how we will, over the next decade, work towards a brighter future for the Narrogin community.

This Plan could not have been produced without the input of the local community. We are grateful to the community for their response and especially to those who took the time to provide input into the Plan. Your responses gave us valuable insight into your aspirations for the future.

We believe we have captured the community's aspirations and have reflected these in our desired outcomes. We will work as a local government, in partnership with the community and other key stakeholders to deliver these outcomes using the strategies we have detailed in this Plan.

We look forward to continuing our focus to ensure the Narrogin community is 'A leading regional economic driver and a socially interactive and inclusive community.'



Leigh Ballard
Shire President

May 2019



Dale Stewart
Chief Executive Officer

Integrated Planning and Reporting Framework

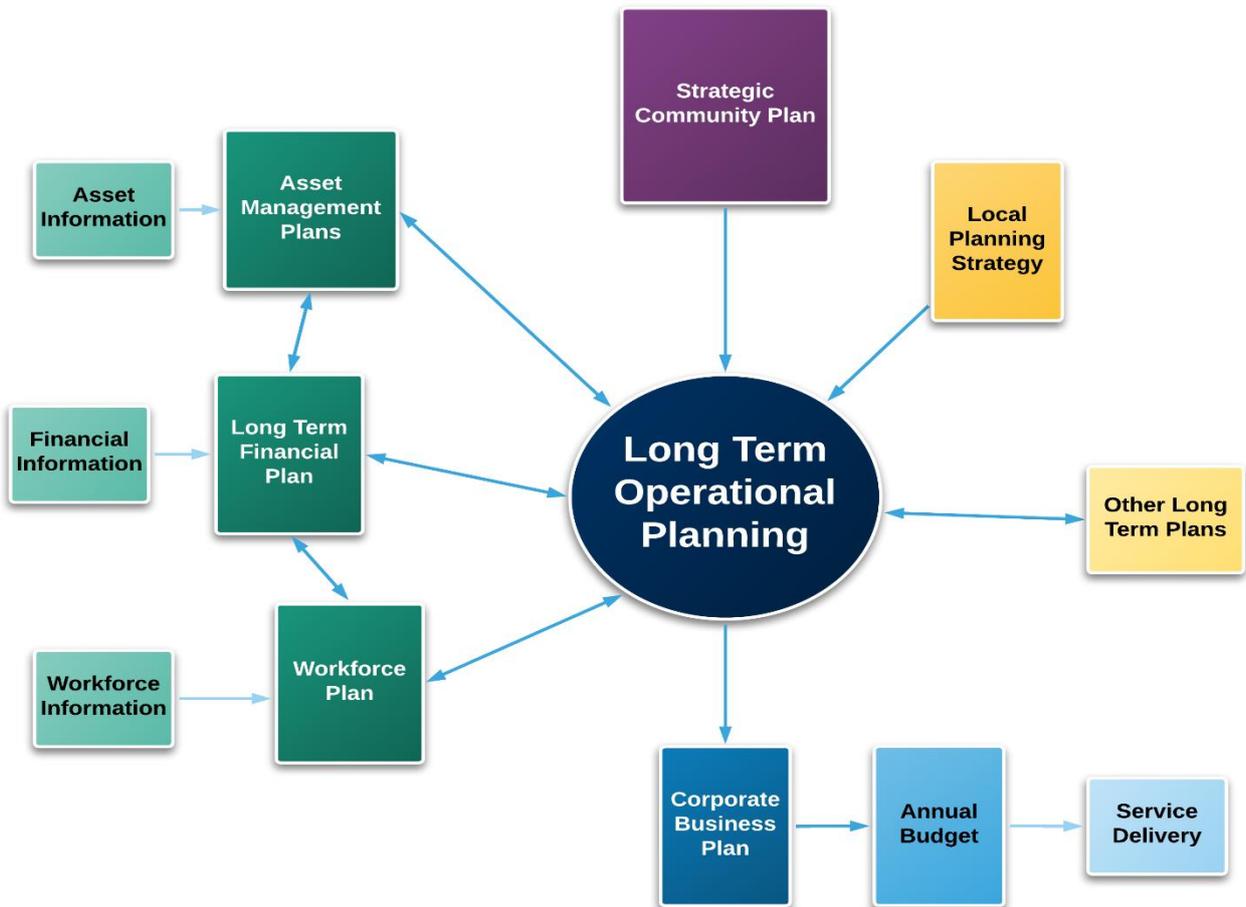
All local governments are required to prepare a Plan for the Future for their district under *Section 5.56(1) of the Local Government Act 1995*. The Plan for the Future comprises the following two key strategic documents¹:

Strategic Community Plan – Council’s principal 10-year strategy and planning tool. It is the principal guiding document for the remainder of the Shire’s strategic planning documents as community engagement is central to the Plan.²

Corporate Business Plan – Council’s four-year planning document. The core components of this Plan include a four-year delivery program, aligned to the Strategic Community Plan and accompanied by four-year financial projections.²

Importantly, the Strategic Community Plan and Corporate Business Plan are informed by several other key strategy documents and processes shown in the following diagram.

Diagram: The Strategic Planning Framework



¹Local Government (Administration) Regulations 1996, Paragraph 19BA.

²Department of Local Government and Communities, Integrated Planning and Reporting: Framework and Guidelines, September 2016

What is the Strategic Community Plan

The Strategic Community Plan is the highest level planning document in the Integrated Planning and Reporting process. This Plan is designed to be a 'living' document that guides the development of the Shire of Narrogin community for at least the next ten years.

One of the key features of the Strategic Community Plan is community engagement and the part it plays in influencing the Shire's strategic direction as it seeks to achieve the community's long term vision and aspirations.

Strategic planning is a recurring process, requiring constant refinement and review. Every second year a minor review is scheduled to occur which will alternate with a comprehensive review every four years.

Structure of the Plan

Based on community engagement, the Plan sets out the vision for the Shire's future and captures the community's aspirations and values.

A strategic objective has been developed for each of the four key themes of the community interest, being:

- **Economic:** Support growth and progress, locally and regionally;
- **Social:** To provide community facilities and promote social interaction;
- **Environment:** Protect and enhance our natural and built environment; and
- **Civic Leadership:** Continually enhance the Shire's organisational capacity to service the needs of a growing community.

Desired outcomes for each objective have been determined and strategies to meet the objectives established. This occurred after considering future demographics and the Shire's current and future resources and capacity.

For each strategic objective, the following information has been provided:

- a summary of the major issues highlighted by the community;
- a selection of community comments;
- tables of strategies to achieve the desired outcomes; and
- key performance measures to monitor achievement of desired outcomes.

The document is prepared in a manner where an objective is formed with outcomes aligned and the final step is strategies are identified.



How the Plan will be used

This Plan outlines how the Shire will, over the long term, work towards a brighter future for the Shire of Narrogin community as it seeks to achieve its vision inspired by the community's aspirations for the future.

Looking to the future, the Strategic Community Plan will influence how the Shire uses its resources to deliver services to the community. The Plan forms the primary driver for all other planning undertaken by the Shire.

The Shire of Narrogin intends to use the Strategic Community Plan in several ways, including:

- Guide Council priority-setting and decision-making;
- A mechanism for the ongoing integration of local planning initiatives;
- Inform the decision making of other agencies and organisations, including community and State Government;
- Provide a rationale to pursue grants and other resources by demonstrating how specific projects align with the aspirations of our community, within the strategic direction of the Shire;
- Inform potential investors and developers of our community's key priorities, and the way we intend to grow and develop;
- Engage local businesses, community groups and residents in various ways to contribute to the Shire's future; and
- Provide a framework for monitoring progress against our vision, values and aspirations.

Importantly, plans are only effective if adequate resources are dedicated to ensure they can be delivered.

The strategies are prioritised and actions applied (after a further assessment of available resources) through the development of a Corporate Business Plan. Key performance indicators will be used to report back to the community on the Shire's performance in achieving the outcomes.

“The Shire of Narrogin acknowledges the Noongar people as the traditional custodians of this land and their continuing connection to land and community.

We pay our respect to them, to their culture and the Elders past and present.”

This event is supported by



Shire of
Narrogin

Love the life

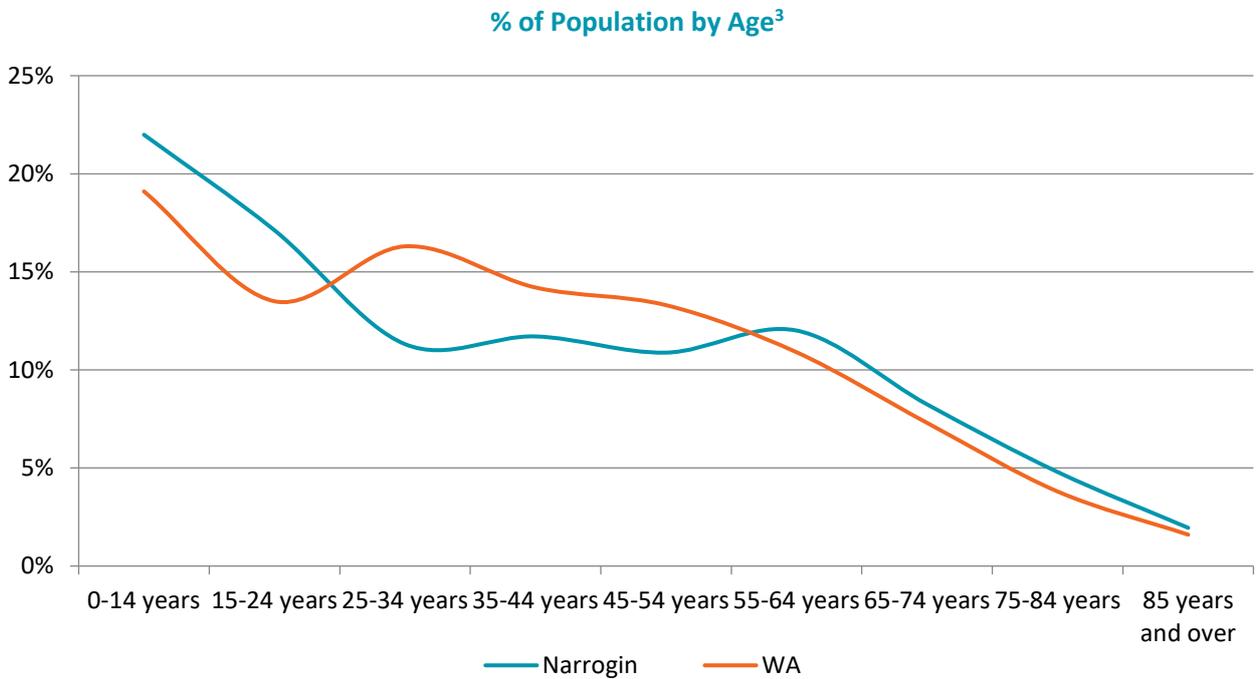


Profile of the Shire of Narrogin

Narrogin is a progressive thriving rural community in the South Central Wheatbelt Region of Western Australia, just under 200km south east of Perth. With a population of approximately 5,000 the Shire is a regional centre providing many services to other communities in the South Central Wheatbelt.

Narrogin has a diverse range of cultures within its community. The Shire of Narrogin embraces its culturally diverse community and seeks to meet the vision and aspirations of all within its community.

The chart below reflects the percentage of the estimated resident population within each age grouping for the Shire of Narrogin³ (represented by the blue line) and Western Australia (represented by the orange line). This reflects the Shire of Narrogin has a higher proportion of young people under 24 when compared to the West Australian average and a lower percentage of the population between 24 and 55. Retaining young adults within the district has been considered when formulating this Strategic Community Plan.



³ Australian Bureau of Statistics Census 2011 (Est 2014) Total for former Shire of Narrogin and Town of Narrogin

Narrogin Natural and Built Environment

The Natural Landscape

The Shire of Narrogin is located approximately 192 kilometres south east of Perth, 171 kilometres north west of Bunbury and 178 kilometres south east of Mandurah. The district is bordered by the Shires of Williams to the west, Wagin and West Arthur to the south, Wickepin to the east and Cuballing to the north.

Located in the South Central Wheatbelt Region of Western Australia, the Shire of Narrogin covers an area of 1,630km² of agricultural farmland, natural reserves, crown land and town sites. Narrogin has a Mediterranean climate characterised by hot, dry summers and cool, wet winters.

The Shire of Narrogin is located on the boundary of two botanical provinces, Dryandra Woodland (proposed National Park) and Foxes Lair Nature Reserve, and is therefore rich in species and diversity with species from the Wheatbelt and Jarrah Forest Communities living together. The Dryandra Woodland is home to over 100 bird species, 24 mammal species, including our State Emblem the Numbat, and many varieties of wildflowers. It's an excellent opportunity to view some of Western Australia's native animals in their natural habitat, including possums, echidnas, woylies and kangaroos. Foxes Lair Nature Reserve, bordering the Narrogin townsite, is a 60-hectare bushland area that's home to 300 varieties of wildflower and over 40 species of birds.

The Built Environment

Narrogin has a strong indigenous community and culture. The name Narrogin is derived from the Wilman Noongar people and was first recorded in 1869 as Narroging, meaning 'pool in this area'.

The European first settlers in the area were Sandalwood cutters or sheep herders who followed water courses and selected property suitable for grazing. Edward Hamersley took up the first pastoral and tillage lease of 5,000 acres in 1853. The lease lapsed in 1858 which may indicate that it was never stocked. It is known that Elijah Quartermaine took up and settled on 5,000 acres in 1860. A number of other settlers soon took up land.

The town started as a small group of buildings centred on the railway station on the Albany - Beverley line. The 'Father of Narrogin' Michael Brown was responsible for a great deal of building construction in the town and this in turn attracted new settlers. Narrogin was one of the largest towns on the fringe of the Wheatbelt region.

Narrogin's emergence as a regional centre for the Central South region can be traced back to the construction of the Great Southern Railway Line between Albany and Beverley in the late 1880s. Between 1905 and 1926 new railway lines were constructed to Collie, Wickepin, Kondinin, Dwarda and points beyond. Narrogin remained a major rail centre until the late 1970s when competition from road transport saw a reduction in the railways workforce from some 280 people to less than a dozen in 1995. Narrogin's previous role as a major railway junction served to attract agricultural service industries as well as government departments and agencies.

Over the years Narrogin has accumulated significant public infrastructure - mainly in the health and education areas. This infrastructure serves as the base for the modern regional centre that Narrogin has become today with several purpose-built buildings such as the highly recognised Regional Hospital and pro-active aged care services, an active Regional Library and Heritage Museum and several venues for hire. Narrogin's high standard of infrastructure including rail, sealed and unsealed road network, water supply, power and connection to the optical cable network provide a solid base for a strong vibrant economy and community.

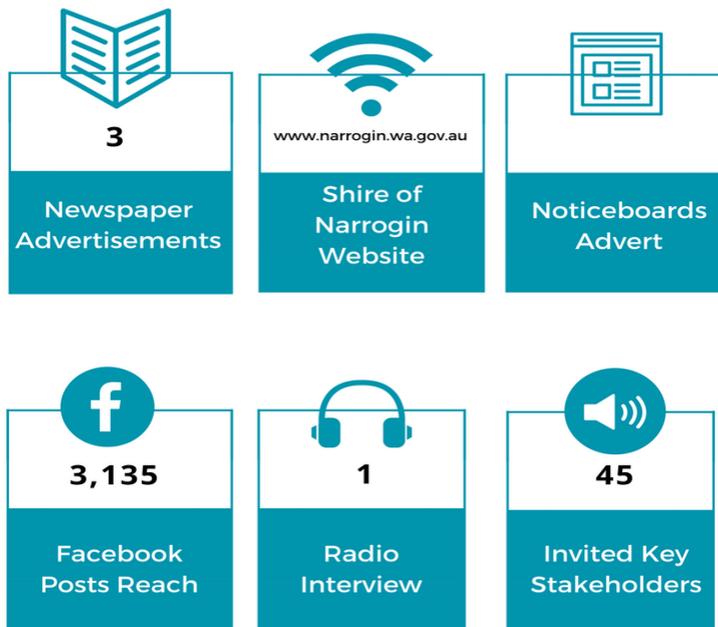
In 2016 the former Town and Shire of Narrogin Local Governments merged to form the Shire of Narrogin. Narrogin has ample shopping facilities including retail outlets, restaurants, bakeries, fast food outlets, supermarkets, specialty shops, cafes, pubs and many important Government Agencies which service the wider region. There are a range of education providers including public and private schools to year 12, a residential college, TAFE college, child care and kindergartens. The recreation and sporting facilities available in Narrogin are extensive and include a fully equipped Recreation Complex with heated indoor pool, well maintained sports grounds and sports clubs.



Community Engagement

The 2017 Strategic Community Plan review process commenced in January 2017 and focused on obtaining feedback in relation to Shire services and facilities.

The community engagement campaign was promoted and advertised in the local newspaper, The Narrogin Observer, on local notice boards, the Shire of Narrogin website and Facebook page, with a link to the electronic survey provided. A summary of the community communications and engagement which occurred is provided below.



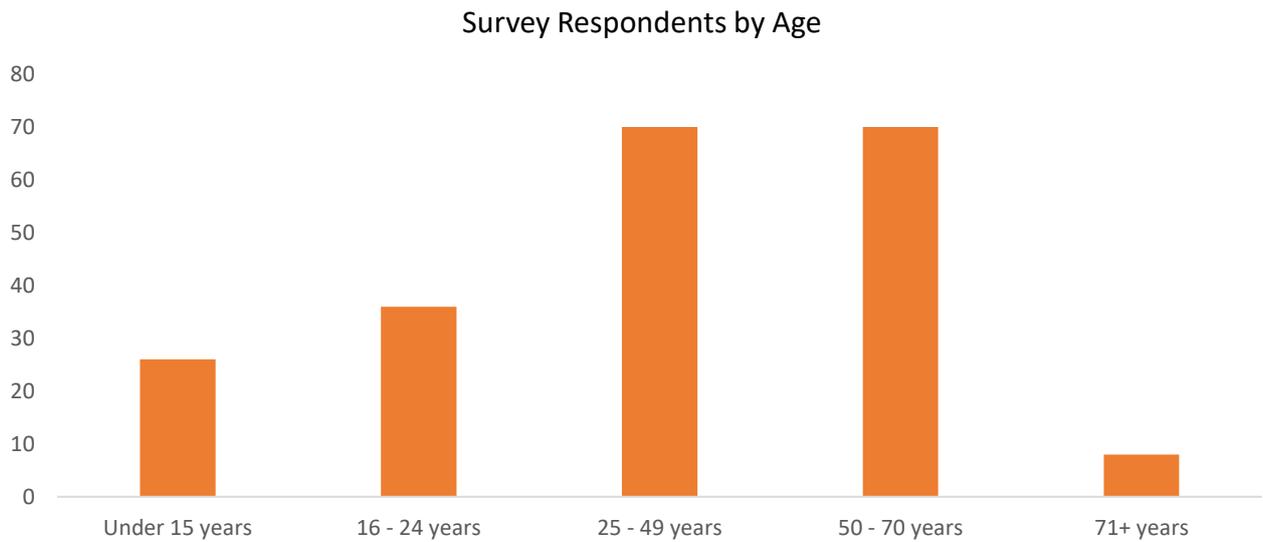
Two community workshops and a separate key stakeholder’s workshop were held 20 February 2017. This was combined with a community survey, in electronic and paper form with links available on the Shire’s website to maximise the opportunities for the community to respond. Narrogin community members were asked to share their visions and aspirations for the future. Respondents were also requested to provide their level of satisfaction with Shire services and facilities along with their views on the importance of each.



Community Response

The community engagement has provided valuable insight into the key issues and aspirations as identified by the local residents and ratepayers. Importantly for the Council, these views helped establish clear priorities and subsequently shaped the visions, values, objectives and strategies documented in this report. The community survey responses were from a range of age groups, as represented in the chart below.

The age demographic of survey respondents is reflected in the chart below.



A summary of the community responses received from the two engagement processes is provided below.

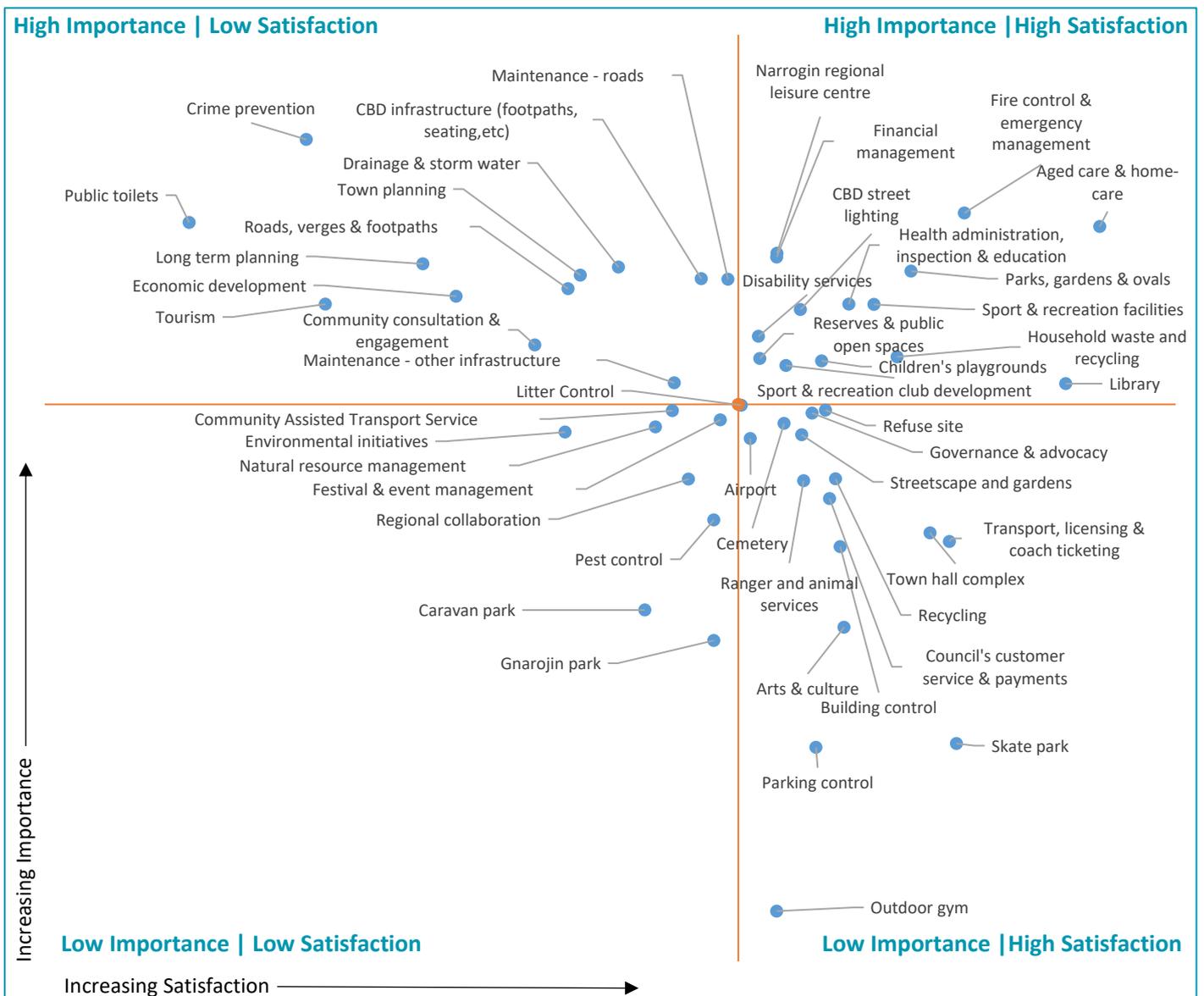


Community Response (continued)

Survey respondents rated their perspective of the importance and their level of satisfaction with current and anticipated Shire services. Based on the survey results, the relative importance and satisfaction with various Shire services, community facilities and infrastructure is presented in the chart below.

Services and facilities with a higher than average importance to the community and a lower than average level of community satisfaction are reflected in the shaded quadrant in the chart below.

Relative Importance and Satisfaction with Shire Services and Facilities





Narrogin

love the life

Objectives and Outcomes

The Shire of Narrogin has set out four key objectives within this Plan as it delivers services to the community. An objective has been defined for each of four key themes, being: Social; Economic; Environment; and Civic Leadership.

Each of the four objectives contain the desired outcomes the Shire is aiming to achieve over the 10+ years of this Plan.

The desired outcomes were developed after consideration of the community response and other external factors including available planning by other government agencies.

The following table summarises the desired outcomes of working toward the strategic objectives in achieving the Shire's vision. The tables on the following pages detail the strategies developed to achieve these desired outcomes.

| Objectives | | Outcomes |
|-------------------------|--|---|
| ECONOMIC | <i>Support growth and progress, locally and regionally</i> | <ul style="list-style-type: none"> • Growth in revenue opportunities • Increased tourism • An effective well maintained transport network • Agriculture opportunities maintained and developed |
| SOCIAL | <i>To provide community facilities and promote social interaction</i> | <ul style="list-style-type: none"> • Provision of youth services • Build a healthier and safer community • Existing strong community spirit and pride is fostered, promoted and encouraged • Cultural and heritage diversity is recognised • A broad range of quality education services and facilities servicing the region |
| ENVIRONMENT | <i>Conserve, protect and enhance our natural and built environment</i> | <ul style="list-style-type: none"> • A preserved natural environment • Effective waste services • Efficient use of resources • A well maintained built environment |
| CIVIC LEADERSHIP | <i>Continually enhance the Shire's organisational capacity to service the needs of a growing community</i> | <ul style="list-style-type: none"> • An efficient and effective organisation • An employer of choice |

Economic Objective

Support growth and progress, locally and regionally

Community Feedback

The Narrogin community values its large agricultural industry and local businesses whilst remaining open to new development and industry. The government agencies and facilities, including the medical and education services available in Narrogin are highly valued by both the community and the region.

Creating economic growth and employment opportunities is challenging for the district, with increased promotion of the region seen as a priority.

Economic Aspirations and Opportunities

The Narrogin community would like to see an increase in economic diversity with growth of education and tourism in the district. This creates many opportunities for cultural tours and eco-tourism. The development of infrastructure to support economic prosperity is viewed by the community as key to the district's future.

Retaining the youth within the district through the availability of employment opportunities is considered essential for the growth and progress of the region.

Maintaining and improving the transport network throughout the district is seen as essential to the continued economic prosperity.

Comments from the Community:

“Narrogin is a special place because it has everything you need and it will hopefully have more.”

“A peaceful, happy place to live. Economically sound and prosperous which is inviting for others...”

“To expand its economic base and employment opportunities...”

“To grow as an important regional centre for education, business, health and sport...”

“To become a vibrant regional hub that champions economic diversity and forward thinking...”

Economic Objective

Support growth and progress, locally and regionally.

The following outcomes and strategies have been identified to achieve this objective.

Outcome 1.1 Growth in revenue opportunities

- | | |
|-------|--|
| 1.1.1 | Attract new industry, business, investment and encourage diversity whilst encouraging growth of local business |
| 1.1.2 | Promote Narrogin and the Region |
| 1.1.3 | Promote Narrogin's health and aged services including aged housing |

Outcome 1.2 Increased Tourism

- | | |
|-------|---|
| 1.2.1 | Promote, develop tourism and maintain local attractions |
|-------|---|

Outcome 1.3 An effective well maintained transport network

- | | |
|-------|--|
| 1.3.1 | Maintain and improve road network in line with resource capacity |
| 1.3.2 | Review and implement the Airport Master Plan |

Outcome 1.4 Agriculture opportunities maintained and developed

- | | |
|-------|--|
| 1.4.1 | Support development of agricultural services |
|-------|--|

Social Objective

To provide community facilities and promote social interaction

Community Feedback

There is clearly a strong sense of community in the Shire of Narrogin which is highly valued. High quality regional sporting and recreational facilities available in Narrogin are well recognised and assist in the sense of community and general well-being of residents.

Narrogin's multicultural community is highly valued, with community events and groups. The arts and cultural events are important to the community, with retention and expansion of these events highlighted as important.

The social impacts of alcohol and drug abuse are of major concern to the community, including the associated level of crime and violence.

Social Aspirations and Opportunities

The Narrogin community aspires to retain strong sense of community, engage the youth to retain them in the district and minimise anti-social behaviour.

There is a strong creative culture with a significant presence of artistic and creative endeavours in the community. Potential to grow Narrogin events including sports, arts and culture, music and festivals were highlighted by the community.

These two features provide opportunities for high levels of social interaction through sporting and cultural events and showcase Narrogin's culture and community. Narrogin's multicultural community is highly valued, with the potential to increase awareness and events in this area.

Growth of both the education and health services is viewed as not only providing economic benefits but more importantly social benefits for all of the community.

Comments from the Community:

"Fresh air and friendly people."

"There is a wonderful sense of community...."

"It's a nice country community away from the hustle and bustle..."

"The regional nature of the community makes Narrogin a welcoming and comfortable place to live with all the resources and facilities needed for families."

"My vision: a place to live, work, rest and play, to raise a family in a healthy, caring community."

"My desire: retain the rural atmosphere and outlook, expand opportunities for young people."

Social Objective

To provide community facilities and promote social interaction

The following outcomes and strategies have been identified to achieve this objective.

Outcome 2.1 Provision of youth services

| | |
|-------|--|
| 2.1.1 | Develop and implement a youth strategy |
|-------|--|

Outcome 2.2 Build a healthier and safer community

| | |
|-------|---|
| 2.2.1 | Support the provision of community security services and facilities |
|-------|---|

| | |
|-------|--|
| 2.2.2 | Advocate for mental health and social support services |
|-------|--|

| | |
|-------|---|
| 2.2.3 | Continue and improve provision of in-home care services |
|-------|---|

Outcome 2.3 Existing strong community spirit and pride is fostered, promoted and encouraged

| | |
|-------|---|
| 2.3.1 | Develop and activate Sport and Recreation Master Plan |
|-------|---|

| | |
|-------|--|
| 2.3.2 | Engage and support community groups and volunteers |
|-------|--|

| | |
|-------|---|
| 2.3.3 | Facilitate and support community events |
|-------|---|

| | |
|-------|---|
| 2.3.4 | Provide improved community facilities (eg library/recreation) |
|-------|---|

| | |
|-------|---|
| 2.3.5 | Encourage and support continued development of arts and culture |
|-------|---|

Outcome 2.4 Cultural and heritage diversity is recognised

| | |
|-------|--------------------------------------|
| 2.4.1 | Maintain and enhance heritage assets |
|-------|--------------------------------------|

| | |
|-------|--|
| 2.4.2 | Support our Narrogin cultural and indigenous community |
|-------|--|

Outcome 2.5 A broad range of quality education services and facilities servicing the region

| | |
|-------|--|
| 2.5.1 | Advocate for increased education facilities for the region |
|-------|--|

| | |
|-------|---|
| 2.5.2 | Advocate for and support increased education services |
|-------|---|

Environment Objective

Conserve, protect and enhance our natural and built environment

Community Feedback

The community appreciate and value the natural environment and particularly the amazing natural reserve areas.

The town's history, in the heritage architecture and built form, is also enjoyed, largely because it is a key part of Narrogin's identity and style and gives the heritage of the area a living quality.

Environment Aspirations and Opportunities

The community aspires to protect and preserve its nature reserves and further develop walking trails, parks and gardens and sports facilities. To achieve balanced growth for the community, planning is required to ensure adequate consideration of the social and environmental impacts of future development.

There are opportunities to further develop the built environment and provide increased community facilities and services, whilst protecting the natural environment.

Comments from the Community:

"the Shire of Narrogin has many beautiful parks to visit..."

"The sporting facilities are great and encourage participation in a variety of forms..."

"My desire: retain status as a Shire with vibrant farming sector and rural hub town with a good community spirit and facilities to retain residents and service agriculture."

"to expand the natural bush land and promote it as a unique place to visit..."

Environment Objective

Conserve, protect and enhance our natural and built environment

The following outcomes and strategies have been identified to achieve this objective.

Outcome 3.1 A preserved natural environment

| | |
|-------|---|
| 3.1.1 | Conserve, enhance, promote and rehabilitate the natural environment |
|-------|---|

Outcome 3.2 Effective waste services

| | |
|-------|---|
| 3.2.1 | Support the provision of waste services |
|-------|---|

Outcome 3.3 Efficient use of resources

| | |
|-------|------------------------------------|
| 3.3.1 | Increase resource usage efficiency |
|-------|------------------------------------|

Outcome 3.4 A well maintained built environment

| | |
|-------|--|
| 3.4.1 | Improve and maintain built environment |
|-------|--|

Civic Leadership Objective

Continually enhance the Shire’s organisational capacity to service the needs of a growing community

Community Feedback

The Narrogin community values its small-town character, including a welcoming and friendly community. To retain these important traits, the community acknowledges unity is essential. Anti-social behaviour is an increasing concern and must be proactively addressed in partnership with key stakeholders and agencies.

Civic Leadership Aspirations and Opportunities

Continuing to build an efficient effective organisation with strong communication is clearly a community and Council aspiration. The community wants the Shire to continue to advocate for increased services and infrastructure on its behalf.

Comments from the Community:

“The Shire is able to maintain the level of services it provides to the community. The Shire is able to identify, develop and promote a unique identity....”

“... Shire attracts high calibre personnel, everything else will fall into place.”

“Good governance and enhanced communications”

The following outcomes and strategies have been identified to achieve the leadership objective.

Outcome 4.1 An efficient and effective organisation

| | |
|-------|---|
| 4.1.1 | Continually improve operational efficiencies and provide effective services |
| 4.1.2 | Continue to enhance communication and transparency |

Outcome 4.2 An employer of choice

| | |
|-------|---|
| 4.2.1 | Provide a positive, desirable workplace |
|-------|---|



Services and Facilities

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

| Services/Facilities | Associated Strategic Reference | Services/Facilities | Associated Strategic Reference |
|---|--|---|---|
| Community Facilities | | Shire Services | |
| Caravan park | 1.2.1 3.4.1 | Building control | 4.1.1 |
| Children's playgrounds | 2.3.4 3.4.1 | Community consultation & engagement | 2.4.2 4.1.2 |
| Gnarojin park | 1.2.1 2.3.4 3.4.1 | Council's customer service & payments | 4.1.1 |
| Library | 2.3.4 3.4.1 | Economic development | 1.1.1 1.1.2 1.1.3 1.2.1 1.4.1 3.1.1 |
| Narrogin Regional Leisure Centre | 1.1.2 1.2.1 2.3.1 3.4.1 | Environmental initiatives | 3.1.1 3.2.1 3.3.1 |
| Outdoor gym | 2.3.1 2.3.4 | Festival & event management | 2.3.3 |
| Parks, gardens & ovals | 2.3.4 3.4.1 | Financial management | 4.1.1 |
| Public toilets | 2.3.4 3.4.1 | Fire control & emergency management | 2.3.2 3.1.1 |
| Reserves & public open spaces | 1.2.1 3.1.1 | Governance & advocacy | 1.1.1 1.1.3 2.2.1 2.2.2 2.2.3 2.3.2 2.4.1 2.4.2 3.1.1 4.1.1 4.1.2 4.2.1 |
| Skate park | 2.1.1 2.3.1 2.3.4 | | |
| Sport & recreation facilities | 2.3.1 2.3.4 | Health administration, inspection & education | 4.1.1 |
| Town hall complex | 2.3.4 3.4.1 | Household waste and recycling | 3.2.1 |
| | | Litter Control | 1.2.1 3.2.1 |
| Community Support & Services | | Long term planning | 4.1.1 |
| Aged care & home-care | 1.1.3 2.2.3 | Maintenance - other infrastructure | 3.4.1 |
| Arts & culture | 1.1.2 1.2.1 2.3.2 2.3.3 2.3.5 2.4.2 | Maintenance - roads | 1.3.1 3.4.1 |
| Community Assisted Transport Service | 1.1.3 | Natural resource management | 3.1.1 |
| Crime prevention | 2.2.1 | Parking control | 1.1.2 |
| Disability services | 1.1.3 2.2.2 | Pest control | 3.1.1 4.1.1 |
| Sport & recreation club development | 2.3.1 2.3.2 2.3.3 2.3.5 | Ranger and animal services | 4.1.1 |
| | | Refuse site | 3.2.1 |
| Infrastructure | | Regional collaboration | 1.1.1 1.1.2 1.4.1 |
| Airport | 1.3.2 | Streetscape and gardens | 1.2.1 2.3.4 3.4.1 |
| CBD infrastructure (footpaths, seating, etc.) | 1.2.1 3.4.1 | Tourism | 1.2.1 |
| CBD street lighting | 3.4.1 | Town planning | 1.4.1 3.4.1 |
| Cemetery | 3.4.1 | Transport, licensing & coach ticketing | 4.1.1 |
| Drainage & storm water | 1.3.1 | | |
| Roads, verges & footpaths | 1.3.1 3.4.1 | | |

Resource Capacity

This Strategic Community Plan was developed with an understanding of our current resource capacity, both financial, workforce and asset resources. Whilst future resource capacity is not known, expectations of relative future resource capacity were considered.

Current Resource Capacity

At the 30 June 2018, the Shire had the following resource profile⁴.

| Resource | Level |
|-------------------------------|---------------|
| Workforce | 62 FTE |
| Infrastructure Assets | \$114,284,720 |
| Property, Plant and Equipment | \$57,801,337 |
| Cash Backed Reserves | \$3,956,057 |
| Borrowings | \$922,004 |
| Annual Rates Revenue | \$4,645,781 |
| Annual Revenue | \$12,254,024 |
| Annual Expenditure | \$12,286,365 |
| Population | 5,162 |

Future Resource Capacity

Future resource capacity is partially dependent on other levels of government however the following long term trends are expected in each resource level.

| Resource | Relative Future Level |
|-------------------------------|-----------------------|
| Workforce | Stable |
| Infrastructure Assets | Increasing |
| Property, Plant and Equipment | Stable |
| Cash Backed Reserves | Increasing |
| Borrowings | Reducing |
| Annual Rates Revenue | Stable |
| Annual Revenue | Stable |
| Annual Expenditure | Stable |

Review and further development of Asset Management Plans, the Workforce Plan and the Long Term Financial Plan will influence future resource levels for consideration during the Corporate Business Planning and Annual Budget processes.

⁴ Shire of Narrogin 2017-18 Annual Financial Reports

Strategic Risk Management

It is important to consider the external and internal context in which the Shire of Narrogin operates, relative to risk, in order to understand the environment in which the Shire seeks to achieve its strategic objectives.

The external and internal factors identified and considered during the preparation of this Plan are set out below:

| External Factors | Internal Factors |
|--|--|
| Increasing community expectations in relation to service levels and service delivery. | The objectives and strategies contained in the Council's current Strategic Community Plan. |
| Rapid changes in information technology changing the service delivery environment. | The timing and actions contained in the Council's Corporate Business Plan. |
| Increased compliance requirements due to Government Policy and Legislation. | Organisational size, structure, activities and location. |
| Cost shifting by Federal and State Governments. | Human resourcing levels and staff retention. |
| Reducing external funding for infrastructure and operations. | Current organisational strategy and culture. |
| Increasing population and economic development resulting in greater pressure on the natural environment and its resources. | The financial capacity of the Shire. |
| Resource development and the associated social impacts. | Allocation of resources to achieve strategic outcomes. |
| Increasing community expectations and regulations in relation to waste management. | Maintenance of corporate records. |
| Government responses in relation to social services. | Current organisational systems and processes. |
| Climate change and subsequent response. | |

Decision Making Criteria

Council takes into account when considering significant new projects or issues the following criteria. They reflect the decision-making approach to developing this Plan and will continue to be applied as it is implemented:

| Consideration | Criteria |
|---|--|
| How well does it fit our Strategic Direction? | <ul style="list-style-type: none"> Does the option help to achieve our vision and aspirations? |
| Who Benefits? | <ul style="list-style-type: none"> How are the benefits distributed across the community? Can we afford it? How well does the option fit within our Long Term Financial Plan? What do we need to do to manage the cost over the life cycle of the asset / project / service? |
| Does the Community support it? | <ul style="list-style-type: none"> How well informed is the community about the costs and benefits of the option? What is the level of community support? Is the community united or divided? What is the evidence? |
| Does it involve a tolerable risk? | <ul style="list-style-type: none"> What level of risk is associated with the option? Does the individual risk fit within our risk tolerance level(s)? |

Values

As employees we demonstrate our Values. CARE with Trust and Teamwork.

CARE

We display kindness and concern for one another and our community and...

- Are passionate about providing excellent customer relations
- Support independence, wellbeing and community connections
- Commit to providing a safe physical and mental and social environment
- Show empathy, understanding and kindness
- Display generosity, friendliness and consideration for each other

ACCOUNTABILITY

We accept responsibility for our actions and outcomes and...

- Take responsibility for the consequences of actions and decisions
- Confront controversial or difficult issues in an objective manner
- Perform duties in accordance with the laws, regulations, policies and procedures that govern us
- Demonstrate a high level of ownership and commitment to achieving results
- Conduct business in a transparent manner

RESPECT

We treat everyone how we would like to be treated and...

- Treat individuals with compassion and dignity
- Demonstrate reliability and understands interdependence
- Listen to individual needs
- Conduct business in a non-judgemental manner
- Embrace individual cultures, diversity and values

EXCELLENCE

We go the extra mile to deliver outstanding services and...

- Recognise and strive to meet corporate obligations
- Empower staff through clear guidelines, training and succession planning
- Display self-motivation to stay focused and committed to a task
- Demonstrate motivation to constantly strive for self-improvement
- Understand and accept the concept of continuous improvement

TRUST

We share without fear of consequences and...

- Display courage by talking straight and being genuine
- Understand the need to be accountable for results and being upfront about mistakes
- Display fairness and treat people justly and equitably
- Demonstrate confidentiality both at a corporate & individual level
- Share responsibility and delegate duties in accordance with policies and procedures

TEAMWORK

We work together for a common goal and...

- Commit to contributing to a happy, healthy, safe and productive workplace
- Help each other to meet obligations and deadlines
- Acknowledge we are one team working together to achieve the best results
- Predict others' needs and shares responsibilities
- Understand the need to work closely with other organisations and departments

Measuring Success

The aim of this Plan is to align the community's visions and aspirations for the future of the Shire of Narrogin to the Shire's objectives. These objectives will be measured by both quantifiable and non-quantifiable outcomes.

As part of the formulation of this Plan, the community was asked to provide feedback on the level of importance and satisfaction with the services the Shire provides.

Key performance measures provide an indication of whether the Shire is meeting the objectives and will be monitored and reported. The measures for each objective are provided in the table below.

| | Objectives | Key Performance Measures |
|-------------------------|--|--|
| ECONOMIC | <i>Support growth and progress, locally and regionally</i> | <ul style="list-style-type: none"> Population statistics No. of development approvals Assessed vacancy rates (business and residential) No. of building approvals |
| SOCIAL | <i>To provide community facilities and promote social interaction</i> | <ul style="list-style-type: none"> Social media activity Community participation levels in recreation activities and events Recreation Centre usage rates Reduction in anti-social behaviour |
| ENVIRONMENT | <i>Conserve, protect and enhance our natural and built environment</i> | <ul style="list-style-type: none"> Statutory asset management ratios Compliance with statutory reviews required by the Local Planning Framework Compliance with statutory requirements for the review of the Municipal Heritage Inventory |
| CIVIC LEADERSHIP | <i>Continually enhance the Shire's organisational capacity to service the needs of a growing community</i> | <ul style="list-style-type: none"> Statutory financial ratios Employee retention rates Volunteer levels |

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References and Acknowledgements

Acknowledgement and a thank you is made to the people of the Shire of Narrogin for their time and effort in being a part of our community engagement and for their invaluable input into our Strategic Community Plan.

The Shire of Narrogin Strategic Community Plan 2017 - 2027, has been developed by engaging the community and other stakeholders. Council's Elected Members, management and staff have also had input to the development of the Plan. Much of the information contained in this Plan has been derived from documents in the public domain and liaison with key stakeholders and the community.

Reference to the following documents or sources was made during the preparation of the Plan:

Shire of Narrogin Strategic Community Plan 2013 - 2023;

Town of Narrogin Strategic Community Plan 2011 - 2022;

Council website: www.narrogin.wa.gov.au;

Australian Bureau of Statistics;

Town of Narrogin Annual Financial Report 2015 - 2016; and

Shire of Narrogin Annual Financial Report 2015 - 2016.

Review of the Plan

In accordance with statutory requirements the Strategic Community Plan is reviewed and updated on a four-year review cycle including community consultation, with a desktop review being undertaken every two years.

Document Management

| | |
|----------------------------------|----------------------------|
| Status: | Final V4.1 |
| Date of Adoption: | 24 May 2017 |
| Minor Review (draft for comment) | 22 May 2019 - Draft V4.2 |
| Minor Review Adopted | 24 July 2019 |

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