



Strategic Community Plan 2021- 2031



The Outback Starts Here!

A VIBRANT AND ENGAGED COMMUNITY

Our Plan

Recognises the traditional owners of the land and the history and achievements of the evolving community that has shaped the culture and heart of Yalgoo.

Our Objectives

Improving the services and amenities provided by the Shire while building on the performances of the past.

Our Aspirations

Supporting our communities to achieve a desired and sustainable lifestyle, while ensuring services to the community are equitable and accessible.



Forward

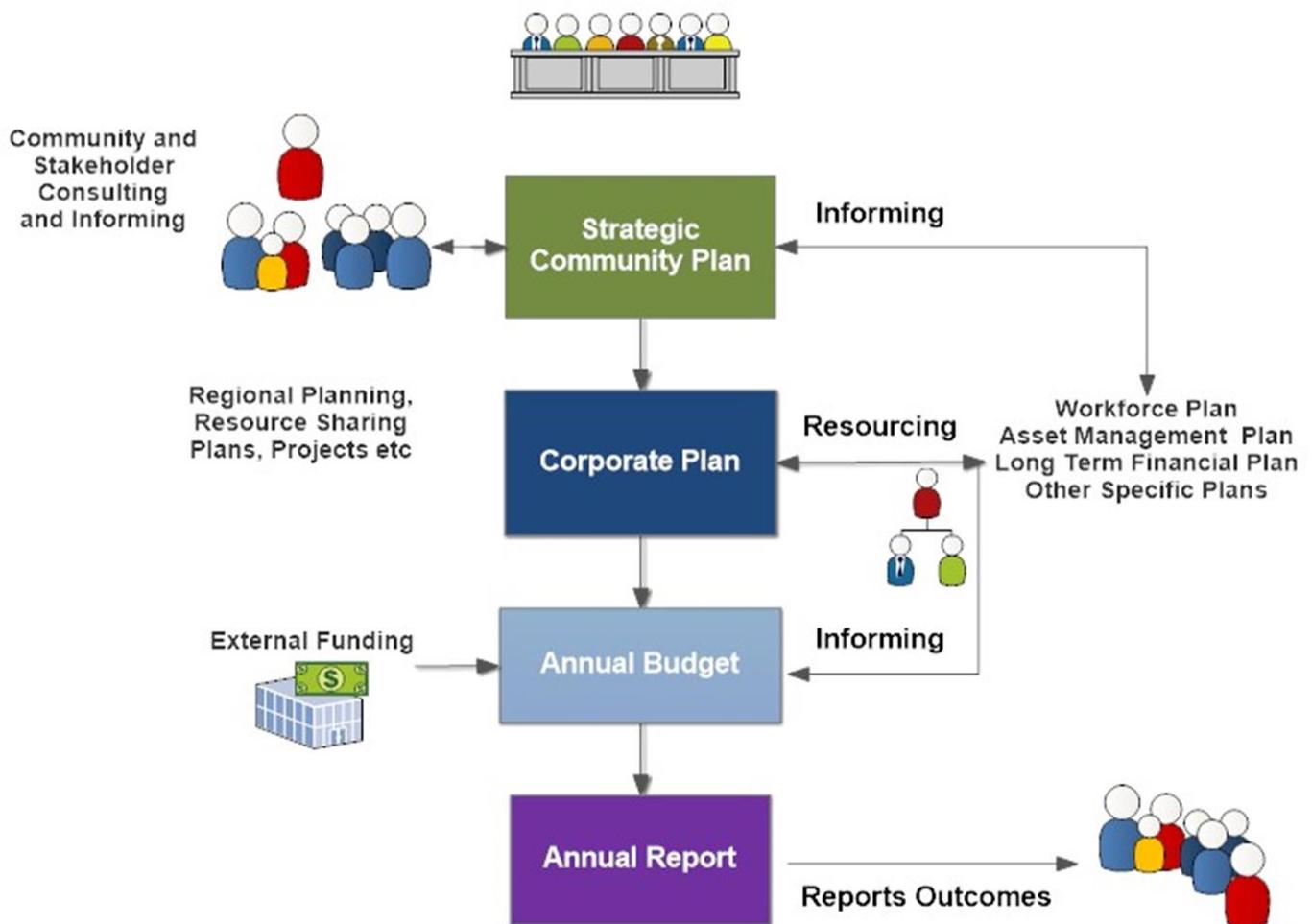
All local governments are required to prepare a Plan for the Future for their district under Section 5.56(1) of the WA Local Government Act 1995. The Plan for the Future comprises the following two key strategic documents¹

1 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 and community engagement is central to the Plan.

2 Corporate Business Plan - Council's 4-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 projections².

The Strategic Community Plan and Corporate Business Plan are informed by several other key strategy documents and processes, shown in the following diagram and they must all be integrated to ensure the planning process is resourced and there are the right skills and capacity to implement the strategies.

Integrated Planning and Reporting Framework



¹ Local Government (Administration) Regulations 1996, Paragraph 19BA. Department of Local Government and Communities, Integrated Planning and Reporting: Framework and Guidelines, September 2016.

Contents

Forward.....	3
Contents.....	4
Regional Profile	6
Population Profile.....	7
Community Vision, Aspirations and Values.....	8
Key Objectives / Outcomes	8
Timelines.....	8
What the Community said.....	9
Community's Needs and Aspirations in 2020.....	9
Community Engagement Feedback - Yalgoo.....	10
Community Engagement Feedback - Paynes Find Roadhouse	11
Community Engagement Feedback - Paynes Find Residents.....	12
Postcard Survey Outcomes.....	13
The impact of Mining on Shire Planning	15
Achievements since 2013.....	17
The Way Forward.....	19
Key Focus Objective One - Economy.....	20
Key Focus Objective Two - Environment.....	21
Key Focus Objective Three - Social.....	22
Key Principle Four - Civic.....	23
The Journey Continues Towards 2031	23
Strategies to address Key Objectives of the Strategic Community Plan 2021 - 2025.....	24
Implementation and review of the Strategic Plan	33

Setting our direction for the future



The Shire of Yalgoo's 2021 - 2031 Strategic Community Plan is the second plan developed by the Shire to lay out a long-term road map for our goals and operations, as required by legislation since 2013. This plan is an important tool when the Shire is looking for direction and is heavily influential when we are seeking grant funding for projects or opportunities to pursue.

I would like to thank everyone that contributed to the consultation that helped shape this document. This plan underpins and helps shape other vital tools and reports such as the Shires Corporate Business Plan, Long-Term Financial Plan and Workforce Development Plan.

I believe this document reflects the values and aspirations of our community and I hope that it allows us to track our achievements over the next few years.

Together with industry, State and Federal government the Shire of Yalgoo aims to deliver high quality civic leadership that results in the preservation and improvement of our infrastructure, protection of our environment and improvement of our social wellbeing.

Much like investment is required to build a company, involvement and contribution is an important part of any sustainable and prosperous community. Council is committed to working in partnership with the community and other stakeholders to progress the outcomes detailed in this Plan. I look forward to the continuation and actualization of the strategies further detailed in this plan over the next decade.

Mr Gregory Payne

Shire President

July 2021

Regional Profile

Located 497 km north of Perth, the Shire of Yalgoo covers approximately 33,257.9 square kilometres of the Murchison Goldfields area of the WA Midwest region. Access is predominately by road, and there are 115 kms of sealed roads and 1126 kms of unsealed roads maintained throughout the Shire.

Yalgoo is in the Murchison area of the Regional Development Australia's (RDA) Midwest Gascoyne* Region, that is classified by them as a region at the crossroads. In one direction lies exploiting its massive potential and in the other direction is the continuing genteel decline experienced for the last three decades, as the agricultural and fishing industries are affected by variable and changing climactic conditions.



Population losses experienced in the late 1990s when a promising resources project did not eventuate demonstrate the region's dependence on the resources sector for growth. Now the region is attempting to exploit the massive wealth under the ground to reinvent itself. Whether the region can capitalise on its potential as the second economic powerhouse of Australia, and the gateway to the first, the Pilbara remains to be seen.

The Midwest Gascoyne is one of the largest regions in Australia, covering an area of 605,000 square kilometres - almost three times the size of Victoria and three quarters of the landmass of NSW. The region is also one of the most sparsely populated of the 63,400 residents, more than half live in the regional city of Geraldton. The rest are spread along twenty-one local governments. The demographics echo the changing fortunes of key economic drivers: Agriculture has given way to mining and resources, with the accompanying urban drift and small-town population contraction. Inland farming towns are largely struggling to survive while coastal towns are growing.

Midwest projects can generate thousands of jobs during the construction and operational phases, a great growth driver for some areas, and a challenge for others. While some small towns are benefitting from the growth of the resources industry, others are reeling from years of drought or flood. Similarly, remote indigenous populations have high unemployment and few prospects unless the mining and resources industry brings with it opportunities.

The region is constantly on the cusp of either great change or slow decline. To thrive it must capitalise on its great mineral and biodiversity wealth. The last decade presented both a challenges and opportunities for the Midwest and Gascoyne as the resources boom ebbed and flowed. The future is dependent on developing and maintaining quality of life for residents and on adapting to and mitigating the effects of climate change. Climate change has already begun to affect the region which is one of the most vulnerable in Australia. Lifestyles dependent on weather patterns are under threat.

Only with as assured quality of life will residents maintain the will to reside in the region. Retaining existing industry and population as well as seeking growth in both areas is vital to sustain the services and community facilities that support industry.

The region is also challenged with unemployment, population decline, drought, and the effects of global competition, however there are some resources which can be sustainable and profitably developed. The provision of goods and services by existing regional businesses are more likely to be improved with an increase in economic activities. Community facilities in small towns are in often in need of refurbishment to be able to be used or repurposed.

Population Profile

The 2016 Yalgoo (S) (Local Government Areas) census there were 337 people living throughout the Shire. Of these 64.8% were male and 35.2% were female. 64.2% of people were born in Australia. The most common other countries of birth were New Zealand 7.1%, England 2.5%, South Africa 2.2%, France 0.9%, and China (excludes SARs and Taiwan) 0.9%. Aboriginal and / or Torres Strait Islander people made up 23.3% of the population with 31% male and 42% female gender balance. Median age was 27. Mining continues to be the largest industry in the Shire. The pastoral industry is decreasing.

Occupation <i>Employed people 15 years & over</i>	Yalgoo(S)	%	Western Australia	%	Australia	%
Machinery Operators and Drivers	54	28.4	86,392	7.5	670,106	6.3
Technicians and Trades Workers	38	20.0	187,396	16.2	1,447,414	13.5
Managers	31	16.3	139,350	12.0	1,390,047	13.0
Professionals	24	12.6	237,230	20.5	2,370,966	22.2
Labourers	18	9.5	112,599	9.7	1,011,520	9.5
Clerical and Administrative Workers	16	8.4	150,408	13.0	1,449,681	13.6
Community and Personal Service	9	4.7	122,889	10.6	1,157,003	10.8

There were 202 people who reported being in the labour force in the week before census night in Yalgoo (S) (Local Government Areas). Of these 70.8% were employed full time, 15.8% were employed part-time and 1.5% were unemployed. Since the census participants are asked to record where they were residing on census night, this includes fly in /out workers into the population count in Yalgoo as mining the main industries of the Shire. 45% in (2011) and 44% in 2016 of the population were employed in the mining industry on census night. It is estimated that Yalgoo town has a reasonably stable population of around 110 local and temporary residents and Paynes Find area has approximately 40. The 2016 census showed that in Yalgoo, of people aged 15 years and over, 41.8% did unpaid domestic work in the week before the census. During the two weeks before, 17.9% provided care for children and 5.6% assisted family members or others due to a disability, long term illness or ageing problems related. In the previous year 14.5% of people did voluntary work through an organisation or a group. The table below also shows the % of people who cared for children & aiding people with disabilities.

Unpaid work <i>People aged 15 years and over</i>	Yalgoo (S)	%	WA	%	Australia	%
Did unpaid domestic work (last week)	125	41.8	1,387,280	69.4	13,143,914	69.0
Cared for child/children (last two weeks)	55	17.9	568,406	28.5	5,259,400	27.6
Provided unpaid assistance to a person with a disability (last two weeks)	17	5.6	196,328	9.8	2,145,203	11.3
Did voluntary work through an organisation or group (last 12 months)	44	14.5	379,578	19.0	3,620,726	19.0

Dwelling count	Yalgoo (S)	%	Western Australia	%	Australia	%
Occupied private dwellings	58	80.6	866,767	86.7	8,286,073	88.8
Unoccupied private dwellings	14	19.4	132,874	13.3	1,039,874	11.2

In Yalgoo (S) (Local Government Areas), 80.6% of private dwellings were occupied and 19.4% were unoccupied.

Population Trends for the Shire of Yalgoo (2000 to 2016)

Year	2002	2003	2004	2005	2006	2007	2008	2009	2011	2016
Yalgoo	313	303	289	276	264	266	267	265	274	279

Community Vision, Aspirations and Values

Community Vision -

Inclusive and Peaceful, Prosperous and Strong

Shire Mission

To be an honest equitable and efficient Local Government delivering honest, equitable timely and appropriate services to secure economic sustainability and community wellbeing

Community Aspirations

To live in a community that has a good lifestyle, that can benefit from resource sector activities through increased employment and training opportunities; have access to community amenities and services that will support social engagement and address health and wellbeing needs and be supported in their pastoral activities through advocacy and lobbying.

Key Objectives / Outcomes

- Economy -: A modern and sustainable economy that provides for our growing community.
- Environment - An environment that is managed well and appreciated by all.
- Social: An educated, respectful, and inclusive community - a place where people feel they belong.
- Civic Leadership -To be a Shire that serves our community with leadership, accountability, and integrity.

Desired outcomes for each key focus objective have been determined from community feedback and depend on current and future affordability and capacity, demographic trends, regional cooperation strategies and funding opportunities for them to be realised.

High level strategies to meet the priority objectives have been established and will be further refined with responsibility and resources assigned in the Corporate Business Plan.

For each planning objective, there will be a summary of the foremost issues raised by the community, with examples of comments, tables of strategies to achieve the priority outcomes; and performance measures or indicators to indicate progress towards or achievement of the objectives.

A record will be kept of all community feedback and referred to for opportunities that arise to address some of the opportunistic aspirations in an affordable manner.

In the following pages, the community's feedback is outlined, and the Shire's commitments are presented in a summarised commitment register.

Timelines

In this Plan, each theme starts with the community's aspiration (planning objective) and ends with a commitment from the Shire Yalgoo to work towards realising the aspiration.

Each commitment by the Shire includes an implementation timeframe that relates to the Shire's four-year corporate planning cycle.

Short term	=	1 to 4 years	=	Corporate Plan 2020 - 2024
Medium term	=	5 to 8 years	=	Corporate Plan 2024 - 2028
Long term	=	8 to 12 years	=	Corporate Plan 2028 - 2032

What the Community said.

Community consultation carried out for the preparation this plan using several strategies that included post card surveys delivered to homes and placed around the community, a community meeting in Yalgoo, and a meeting with community representatives and the sole business owner in Payne's find.

The ensuing feedback from 11% of the population has been reviewed and forms the basis for the strategies and actions included in this plan. The Shire also key mining organisations the opportunity to meet and brief the Council on their current and future activities and the potential impact they could have on the Shires strategic planning processes and on the Community.

The previous strategic plan was reviewed, and it has been determined that feedback and strong message from the Yalgoo community has been consistent and passionate over the last seven years in the following areas:

- Desire to live in a vibrant and healthy community.
- Availability of affordable housing and employment.
- Access to health and wellbeing services.
- Increased opportunities for activities for young people to engage in to reduce social issues.
- Increased activities for people to engage in across all age groups.
- More training and education opportunities for residents.
- Improved telecommunication infrastructure and services across the Shire.
- Power and water sustainability.
- Better access to services and infrastructure.
- Improved tourism infrastructure and signage and fostering of tourism.
- Addressing cost of living factors through renewable energy.
- Managing the build and natural environment.
- Embracing the history throughout the region and improving opportunities to learn about the past.

Community's Needs and Aspirations in 2020

The feedback and strong message from the Yalgoo community has been consistent and passionate in communicating their desire to live in a healthy community, where there is better access to services and infrastructure, more housing options and improved housing stock, increased activities catering for a wider range of ages and interests, and improved employment opportunities.

These things in addition to health and wellbeing services and support will also assist in addressing some of the social issues arising from unemployment, cost of living and boredom in some sectors of the community. Reducing the sense of isolation was also seen as important in improving the quality of life for the community. More integration into the community by the mining sector was desired, with benefits being more families, businesses and social services coming to the district, and offering more local training and employment opportunities.

Feedback from the community also indicated that the community embraced the natural environment as a positive aspect of living in the Shire of Yalgoo, but some had concerns about land management, mining issues of increased truck movements, feral animals, road condition.

In the smaller community of Paynes Find* the feedback indicated priorities include increased tourism opportunities, community building, beautification of the town, growth through additional land and housing options with reliable water and power supplies, improved internet and mobile communications and better management and maintenance to ensure the preservation of the cemetery and its history.

Feedback from the mining industry gathered in an information exchange forum that was held between the local mining entities and the Shire on 7th October 2020 has provided essential information on the potential impact of their activities that needs to be considered in the strategic and operational planning processes.

**NB. The Shire of Yalgoo 2011 Paynes Find Planning Workshop Report 2011 can add further to this planning process*

Community Engagement Feedback - Yalgoo

Yalgoo SCP Workshop 6th October 2020 Key Points: Community sector representation on this night led to good discussions and the summary of them by using a red dot on the paper and to indicate the most important issue or need by using a gold dot. Outcomes as below. The outcomes were recorded on paper and they were asked indicate things that were most important to them.

Biggest issues - Housing, youth centre and activities, culture and history, advocacy to support pastoralists, toilets and barbeques at common gathering points, childcare, employment, and training.

What do you like about living in Yalgoo?	What would make it a better place to live?	Priority Vote		What would you like to see in 10 years in Yalgoo	Overall Priority
		Top	Important		
Quiet	Bigger, better shops			History is visible to tourists	1
See the stars	A bakery			History Education	
Save money	K-Mart - BigW			Bitumen road to Mt Magnet	
Less traffic	A café /coffee shop		1	History education	
Feel safe	A full basketball court			Sealing road to the lookout	
Beautiful unique Scenery	Railway station café - bakehouse	2	2	Bitumen Road to Cue for tourists and locals	1
Walking distance	Bush Tucker Garden			Full basketball court at rage cage	1
History geological, Indigenous-European	Fixing cultural gaps not commercialising them			Wayfinding signage for tourists and station visitors	
Aboriginal culture knowledge * Yamatji	A church that can fit a larger congregation			Seating/toilets barbeques at Lookout / Rage Cage.	1
Very good facilities eg. sporting, police, nursing, depot, railway buildings	Embracing tourism, cultures, history, café etc. in railway station and around		1		
Natural beauty	Employment and training opportunities	2	1		
The history	Cemetery refurbishment	1	2		
The Indigenous culture	Renewable energy (Wind and solar) to run the town				
Very neat town	Public toilets at the cemetery		1		
Family friendly	Improved social connections		1		
Good environment	More community volunteering				
	Address dis-connect (Pastoralists)				
	More housing	1	5		
	Aged housing		2		
	Family housing		1		
	Housing to bring people home				
	Keeping population				
	Council to advocate for more support for pastoral industry	2	1		
	Activate men's shed, have a women's day				
	DCPA not managing land and need to. Council to lobby and advocate. People vandalising these stations.				
	Improved communication - when businesses (pub, fuel, shop) open and have supplies				
	A back up plan for fuel outages				
	Better road signage going north through Gibbons St				
	Another shop				
	Daycare /Childcare		3		
	Youth Centre lacks specific place	1	1		
	Fix up the town hall		1		
	Beautify main street (Gibbons)				
	Solar lights at lookout and Jokers				
	Culture support and education	1			

Community Engagement Feedback – Paynes Find Roadhouse

Consultation with Owner Roadhouse Operators - 8th October 2020

These owners have operated as a 24hr shop stop for the last 2 years. From April to the end September is their main tourist season. They are progressively refurbishing the roadhouse to improve amenities and better meet visitor, tourists and trucking or other industry accommodation, hospitality and vehicle needs.

Biggest issue - hard to find and retain staff. No backpackers currently available. Need improved telecommunication infrastructure to address isolation issues for visitors and workers.

Important Priorities

- Solar subsidy - some sort of power security. Renewable energy.
- Has a reliable bore, (at the moment),x and has rainwater for domestic use. Continuity of water supply is essential to business
- Have applied for REDs grant for additional accommodation units.
- Has submitted approvals for a large diesel tank that will reduce fuel costs to public and business
- Want things to encourage tourists and visitors to spend time Paynes Find such as:
 - Prospecting patch
 - Walking trails
 - Cemetery (better looked after/signage)
 - History - interpretive signage
 - RV dump point
- Would like to see more two-acre freehold lots so there are more permanent accommodation options.
- Internet - improved reliability and bandwidth
- Dust suppression for the joint council / roadhouse pull in bay.
- Wayfinding signage for tourists and visitors
- To have the opportunity to support earthworks or firefighting in the Shire



Community Engagement Feedback – Paynes Find Residents

Residents Meeting at First Aid Post 8th October 2020

Paynes Find is on Yamaji Nation - Wajarri-Badimaya land. There are ten locals in the immediate town, eight transients who come to work their leases and twelve people on stations. There are approximately forty residents in total, including temporary residents. A local resident indicated that people are here because they like it as it is. One of the residents has a lease to run the Paynes Find Battery and adjacent historical display centre open seasonally to visitors. PILROC Wildlife Retreat and the Paynes Find Roadhouse are the only freehold properties in Paynes Find.

Paynes find has dry terrain due to being on edge of the traditional rainfall line in the region and is one of the gateway towns to the mining and pastoral lease areas and outback towns. As such it has opportunity to provide tourist and visitor information through the wayfinding signage and relevant information for traveler safety, tourism / historical opportunities, and amenities across the region. This would also encourage people to stop awhile in Paynes Find.

The residents who run the first aid post located at PILROC wildlife retreat are highly active in community services and regularly interact with temporary residents and pastoralists across the lower region of the Shire of Yalgoo. The comments and priorities listed below arise from these community people and from their own perspective of priorities and needs.

Biggest Issue -Lack of significant Paynes Find entry statement - local and wider region information and wayfinding signage/ information. Being visitor friendly and caring for the cemetery

Important Priorities

Paynes Find Town

- Paynes Find image to outsiders needs improvement.
- Statue/plaque about Paynes Find - entry statement - maybe a rock wall (natural materials) with plaque "welcome to Paynes Find".
- Better water security - rain and bore reliant.
- PF airstrip - continued management of station roads and airstrips.
- Paynes Find Prospectors lease (for locals and tourists like the Yalgoo one).
- Yalgoo-Ningan Rd - 2 bins at the pull in (shire and main roads) - not maintained well.
- Clinic runs once a month.
- Sandstone, Mt Marshall, and Mt Magnet have good relationships with PF - maybe shared opportunities.

Cemetery, Thundelarra Yalgoo Road.

- Historical for local and tourists and still actively used cemetery for burials. It was restored, but not to how it used to look. Wanted is traditional fixtures eg. to have lantern lights.
- Would like a natural rock wall for memorial plaques.
- Plaques to identify graves.

Visitor Friendly Public Facilities:

- Day Tourist Park / rest stop - possible near the Windmill (owned by water authority) with Gazebo, toilets, bbq, community noticeboard, tourist noticeboard, interpretive signage. (Not an overnight park)

For Caravanners and tourists.

- Interpretive walk trail and wildflower trail
- Gravel pit nearby that fills with water turning into a "beautiful lake" in winter. - potential tourism opportunity
- More sealed roads
- Paynes Find Prospectors lease (for locals and tourists like the one in Yalgoo)

Postcard Survey Outcomes

Post cards were circulated in the Shire to give people the opportunity to provide feedback. The subsequent review showed the following:

- Responses received from fifteen people who answered some or all questions.
- Eleven people indicated they were permanent residents, one was a visitor, one a temporary resident. Four people did not indicate residency status.
- Residency status showed three people did not respond, and of those who did, 67% were from Yalgoo, 17% from Paynes Find and 17% from the pastoral area.
- Age of respondent's shown in the graph at right.

Questions were asked about the top two priorities they would like to see happen in the community in the next four years in the next four years; and what they would most like to see or feel in their perfect community in ten years. Feedback is listed below.

What are the top two priorities you would like to see happen in your community in the next four years?

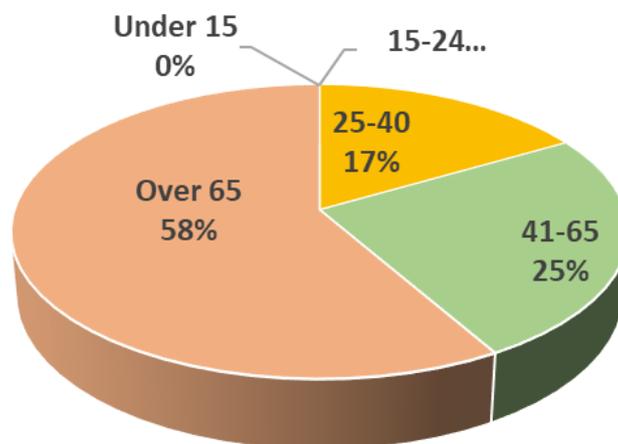
Priority

- I would like to see more houses and family moving back
- The mining potential fully realised with local and state government support - a thriving, growing town with a string, supportive industry, tourism, and infrastructure
- Self-sufficient power supply
- Better education
- Self-sufficient, self-determining
- More houses in the community
- Build a large shopping centre
- A happy community actively involved in arts, crafts, sport, culture, and tourism
- School not closing due to no children living in Yalgoo
- Men's shed up and running
- Public toilet block (PF)

Second Priority

- Housing, housing, and more housing
- More public facilities for visitors, tourists, and locals
- Upgrade railway Station to training centre/coffee shop etc
- Better sporting facilities
- Set up a solar/wind farm to generate power for the town. Affordable aged care facilities
- Upgrade the rage cage with a BBQ and toilets
- Build basketball
- Higher level of participation in sporting activities by community members of all age groups
- Better shop
- Children's Playground (PF)

Postcard Response Age Profile



Imagine your perfect community in ten years. What would you most like to see or feel?

Priority

- The mining potential fully realised with local and state government support - a thriving,
- growing town with a strong, supportive industry, tourism, and infrastructure
- Self-sufficient power supply
- Better education
- Self-sufficient, self-determining
- More houses in the community
- Build a large shopping centre
- A happy community actively involved in arts, crafts, sport, culture, and tourism
- School closing due to no children living in Yalgoo
- Men's shed up and running
- Public toilet block (PF)

Second Priority

- Men's shed up and running
- The main street to look a bit better than it is
- Build a youth centre
- An economically sustainable pastoral industry and increased tourism in the Shire of Yalgoo
- Statue of Payne or Plaque

What are the two most important issues you think the community will face in the future?

Priority

- School closing due to no children living in Yalgoo
- Water. It is exceedingly difficult for remote town to grow without a reliable, potable water source as a standard utility
- Tourism
- Job opportunities for young community members so they do not have to leave
- The cemetery
- Drug use
- Unemployment
- Upkeep of Community Centre.

Second Priority

- Covid-19 - the challenges and opportunities it represents
- Mining
- Lack of health/medical services and aged accommodation facilities
- Sealed Roads



The impact of Mining on Shire Planning

An information exchange session was held between the local mining entities and the Shire on 7th October 2020. Issues / opportunities identified in presentations from those who attended discussions are outlined below.

FIJV - Iron ore concentrate plant.

- Located 20km from Yalgoo.
- Construction starting mid 2021 - anticipate 630 permanent employees. 1200 during construction. 530 permanents based at Yalgoo - fly in/fly out. They would like to house them in town. Currently doing a feasibility study of accommodation now.
- Opportunity to utilise airstrip (upgrade current airstrip) - will need a 300-400 metre length extension.
- Project will not have a major impact on roads.

Silver Lake Resources - gold and copper mining

- WA owned and currently employ 250 people (including contract and permanent) at Deflector. Have acquired a new mine (180km by road/85km as crow flies) from Deflector.
- Opportunity to utilise Yalgoo airstrip if upgraded.
- Potential for apprentices or low entry level roles or to build employment opportunities for local farmers.

Mt Gibson Iron

- WA based iron ore operation - high grade ore Shine is new operation increasing mining activities in the region.
- Breaking ground first quarter 2021 - Start processing April-June.
- Impact on local roads will be requirement for road upgrades and looks like super quad trucks option is best with sixty movements a day on Yalgoo - Nilgan Rd and Geraldton Road. Best option/base case is northern route. Build road to Freedom Rd. Upgrade Freedom Road. Widen Yalgoo Nilgan Road. Upgrade intersection (Yalgoo, Nilgan, Mt Magnet) Intersection at Riverdeen Rail (Mullewa).

Opportunities and Issues for the Shire of Yalgoo

- Managing road infrastructure to address increasing construction and truck movements in the next two years.
- Potential for more local accommodation of some FIFO workers and land availability
- Local employment opportunities for entry level and work ready residents.
- Training opportunities are needed to upskill residents.
- More housing and accommodation required in the town for returning population if employment opportunities are available, or people servicing the mining industry.
- Opportunity to upgrade current airstrip if funding can be sourced - (will need a 300-400 metre length extension)
- Opportunity for business development in Yalgoo and Paynes Find in hospitality and general supplies.



Achievements since 2013

During 2012/13 the Shire engaged with the community to develop and draft a strategic community plan that sets out the vision, aspirations, and objectives of the community in the district. The plan was adopted by Council in September 2013. The following report shows achievements against the plan in 2018/19 and major activities planned for 2019/20

Social - An educated, respectful, and inclusive community, a place where people feel they belong

Objectives	Outcomes	Achieved 2018_19	Planned 2019_20
	<ul style="list-style-type: none"> Maintenance of completion of new community infrastructure and resources. 	<ul style="list-style-type: none"> Completion of Multi Sports Facility 	<ul style="list-style-type: none"> Progressing the renovation of the Yalgoo Community Hall
	<ul style="list-style-type: none"> Improved opportunities for education and training. 	<ul style="list-style-type: none"> Facilitating interventions targeting young people disengaged from education. Strengthening the relationship with MEEDAC, the local RJCP provider. 	<ul style="list-style-type: none"> Facilitating interventions targeting young people disengaged from education. Strengthening the relationship with MEEDAC, the local RJCP provider.
	<ul style="list-style-type: none"> Successful facilitation of wide-ranging program of community activities Improved delivery of existing or new health and support services. 	<ul style="list-style-type: none"> Continued facilitation or support for local events Continued facilitation of regular school holiday programs Continued provision of broad-ranging information, referral, and support services to the community. Lobbying health services to provide increased health services in the Shire 	<ul style="list-style-type: none"> Continued facilitation or support for local events Continued facilitation of regular school holiday programs Facilitating / supporting arts workshops Continued provision of broad-ranging information, referral, and support services to the community Lobbying health services to provide increased health services in the Shire

2.Environment: An environment that is well-managed and appreciated by all.

	<ul style="list-style-type: none"> Well maintained and improved built environments. 	<ul style="list-style-type: none"> Improvements to staff houses Security Bollards Community Park 	<ul style="list-style-type: none"> Improvement to staff housing - Solar Panels
	<ul style="list-style-type: none"> The natural environment is protected and utilised. 	<ul style="list-style-type: none"> Support for MRVC and the vermin fence 	<ul style="list-style-type: none"> Support for MRVC and the vermin fence

2.Environment: An environment that is well-managed and appreciated by all. (cont.)

	<ul style="list-style-type: none"> Indigenous cultural heritage in the landscape is protected and appreciated. 	<ul style="list-style-type: none"> Participation in cultural awareness training 	<ul style="list-style-type: none"> Participation in cultural awareness training
	<ul style="list-style-type: none"> Become a leader in remote location waste Management. 	<ul style="list-style-type: none"> Investigation of recycling options 	<ul style="list-style-type: none"> Investigation of recycling options

3.Economy: A modern and sustainable economy that provides for our growing community

	<ul style="list-style-type: none"> Increased population size. 		<ul style="list-style-type: none"> Additional staff housing Lobbying of government for additional housing
	<ul style="list-style-type: none"> Increased housing stock. 	<ul style="list-style-type: none"> Continued lobbying of government for Additional housing 	<ul style="list-style-type: none"> Continued lobbying of government for additional housing
	<ul style="list-style-type: none"> Increase in number of tourists visiting the shire. 	<ul style="list-style-type: none"> Tourism advertising campaign 	<ul style="list-style-type: none"> Tourism advertising campaign Expansion to Caravan Park Construction of self- contained accommodation units
	<ul style="list-style-type: none"> Maintained and improved services and amenities. 	<ul style="list-style-type: none"> Upgrade to Shire facilities such as the Depot and Fuel Station 	<ul style="list-style-type: none"> Upgrade to Shire facilities such as the Depot Upgrade to Paynes Find Airstrip Fence Paynes Find Beautification Shelters Jokers Tunnel and Railway Station

4. Civic: A Shire that serves the community with integrity and demonstrates good leadership

	<ul style="list-style-type: none"> An informed and participatory community. 	<ul style="list-style-type: none"> Consultants engaged to undertake a Community Survey on Shire performance 	
	<ul style="list-style-type: none"> To have our community trust and respect us. 	<ul style="list-style-type: none"> Improved community interaction through community engagement 	<ul style="list-style-type: none"> Improved community interaction through community engagement



The Way Forward

The Shire is committed to working with the community and the mining industry to address their aspirations and concerns within the resources available to support them.

Councillors and Staff will lobby for funding, services and functions in areas that fall outside the jurisdiction of a Local Government.

They will work with the State Government agencies, peak industry bodies and other businesses to look for opportunities for improved services, population growth and employment opportunities for the residents of the Shire of Yalgoo.

Regional partnerships and collaboration with key stakeholders in the town and region will be a priority in ensuring that although small, Yalgoo takes its rightful place as a strong and committed community of the Midwest Gascoyne region.

The following key focus areas will guide and support our strategic and operational planning and strategy development.



Key Focus Objective One - Economy

This key area focuses on the following inter-related challenges -

- Further affordable development of Yalgoo Airport to accommodate community needs and mining enterprises.
- Encouraging compatible business enterprises to locate within the Shire or to foster and build local business.
- Competing for Government contracts and funding in cooperation with adjoining Councils,
- Ongoing construction and maintenance of transport infrastructure to meet current and emerging needs.
- Increasing housing stock and accommodation to build population and cater for tourists, travellers and staff of Shire, business, and community services staff.
- Availability of freehold land for development.

What we aim to achieve

- Improve existing landing strip and facilities at Yalgoo Airport to enable more regular operations to meet town mining and regional needs.
- Development of business growth through supporting business opportunities and population building
- More housing for families to come home to build population and to provide accommodation to attract employees with higher skills and experience to the Shire.
- Increased tourist and visitor accommodation
- Improved pool of Local Government skills and resources within the region
- Maintain and improve where required the existing road system to required standards.
- Develop the workforce to a level of personnel and efficiency so that it is competent to bid for Government contracts.
- Maximise opportunities for Federal and State investment and infrastructure in the Shire and the region.

How will we know how well we are doing?

Indicators of progress in achieving outcomes will be -

- increased usage of Yalgoo Airport
- increased numbers of overnight stays in the shire by visitors
- through cooperation with adjoining councils, attract investment from government in the region through contract opportunities such as the Main Roads WA networks contracts.
- business growth and success within the Shire
- level of local employment and opportunities
- ensure that the current level of road funding is maintained or increased through the regional road group.
- works will be completed on time and within budget.

Key Focus Objective Two - Environment

This key area focuses on the following inter-related challenges that face the Shire and Community of Yalgoo, with new mines planned and managing the impacts of population change, we need to focus on:

- Balancing the retention of natural environment, while taking into consideration the pastoral and mining economic basis of the Shire
- Managing the natural environment as appropriate to our jurisdiction
- Encouraging recycling and waste minimisation to reduce impact on the environment.
- Raising community and tourist awareness of matters impacting directly and indirectly on the environment
- Protecting of the environment and habitats through a well-equipped and trained Volunteer Bush Fire Brigade

What we aim to achieve:

The outcomes we aim to achieve are -

- Continued progress in the management, preservation, and rehabilitation of the natural environment
- Continued participation in the Murchison regional vermin council
- Active an effective and skilled volunteer bush fire brigade
- Maintaining positive relations with the mining industry
- Appropriate town planning to meet community aspirations regarding access and lifestyle choice.

How will we know how well we are doing?

Indicators of progress in achieving outcomes will be -

- indicators of the quantity and quality of the natural environment
- community participation in NRM and environmental initiatives
- achieve an acceptable mix of bushland, pastoral, and mining activities on land.
- reduction in landfill waste through the WA Resource Recovery requirements and Zero Waste initiatives

Key Focus Objective Three - Social

Social equity is defined as having appropriate standards of governance, and reasonable access to resources, services, and facilities to address the needs and desires of all members of our community.

Challenges to be addressed:

- Recognising the requirements of a diverse population with differing needs for the aged, those with disability, youth, children
- Maintaining and supporting volunteers
- Increasing involvement of the community in arts, culture, sport, and leisure activities
- Retaining and promoting the character, history, and heritage of the shire
- Increasing accommodation levels for families and returning population
- Building skills and knowledge to assist people to be work ready when employment opportunities arise.
- Improving employment opportunities in the local community

What we aim to achieve

The outcomes we aim to achieve are -

- More local accommodation levels
- To maintain the recreation, cultural and social amenities and services provided to residents of the shire.
- To accommodate diverse lifestyles and interests
- High levels of involvement in community activities
- Preservation of the heritage and culture of the shire
- Improve the condition and use of our community facilities.

How will we know how well we are doing?

Indicators of progress in achieving outcomes will be -

- level of participation in community events
- improved condition and more use of public facilities
- improved level of employment in the Shire communities
- increased population to support businesses and volunteering.



Key Principle Four – Civic

This key area focusses on being a Shire that serves our community with leadership, accountability, and integrity.

Challenges to be addressed:

- Governance and leadership
- Sound financial management
- Structure, capacity, and capability of the Shire workforce
- Staff accommodation and training
- Provision of a safe working environment for all staff
- Equitable access to federal and state government services
- Provide accessible and accountable local government to the residents of the Shire.
- Funding sources must be maximised as the vision and expected outcomes cannot be funded solely from own resources,
- Determining the most appropriate rating levels, and equitable balance between land use types

What we aim to achieve

The outcomes we aim to achieve are -

- Maintaining a viable and efficient organisation
- A skilled, safe, and sustainable workforce
- Effective administration of the shire's operations and professional advice and support to the council
- To ensure that the services and facilities which are planned and provided, proactively address increasing and changing demand.
- Lobbying for improved federal and state services access and opportunities in the shire and the region

How will we know how well we are doing?

Indicators of progress in achieving outcomes will be -

- Integrity, openness, and accountability
- Compliance with the Local Government Act and other legislation.
- Sound financial management
- Performance in terms of the statutory compliance return and annual audit
- Resourced and capable workforce
- Residents' satisfaction with service levels, community services and facilities
- Rating levels
- Low or no level of injury or lost time due to accidents

The Journey Continues Towards 2031

The strategies on the following pages will be the guiding principles and stepping-stones to achieve the goals and objectives of the Shire of Yalgoo. The priorities for the next four years will be determined by Council. They will then be enacted and resourced through the through the Corporate Business Plan and the Long-Term Financial Plan supported by the Asset Management Plan and the Workforce Plan.

Strategies to address Key Objectives of the Strategic Community Plan 2021 – 2025

Strategic Objective One: Economy

Strategic Action	Lead Role	Partners / Alliances	2020/2021	2021/2022	2022/2023	2023/2024	Measures
<p>Strategy 1.1 Increase use of Yalgoo Airport Action 1.1.1. Seek to improve existing landing strip and facilities at Yalgoo Airport, to enable regular operation and service mine sites subject to affordability or funding support.</p> <p>Action 1.1.2 Maintenance and operation of the Yalgoo Airport</p> <ul style="list-style-type: none"> - improve trafficable surface. - improve service buildings 	Shire	Mining Sector St Johns Ambulance	✓	✓	✓	✓	
<p>Strategy 1.2 Foster and grow tourism.</p> <p>Action 1.2.1 Improve tourism and visitor infrastructure and promotion of places of interest.</p> <p>Action 1.2.3 -Upgrade railway and museum precincts to improve tourist experiences and foster business development.</p> <p>Action 1.2.4 - Increase promotion of heritage and history</p>	Shire Shire Shire	Police heritage Society RDA MWDC DBCA	✓	✓	✓	✓	
<p>Strategy 1.3 - Encourage Business and Economic Growth Action 1.3.1 Identify Federal and State investment opportunities in the Shire / Region.</p> <p>Action 1.3.2 Encouraging compatible business enterprises to locate within the shire and offer training opportunities to residents.</p> <p>Action 1.3.3 - Grow tourism businesses by building business management and vocational skills in current population.</p> <p>Action 1.3.4 Develop partnerships with mining companies in the Shire area.</p>	Shire	RDA MWDC DBCA	✓	✓	✓	✓	

Strategic Action	Lead Role	Partners / Alliances	2020/2021	2021/2022	2022/2023	2023/2024	Measures
<p>Action 1.3.5 Develop tourism / visitor experience improvement strategy for Paynes Find, building on previous plans and strategies.</p> <p>Action 1.3.6 Enhance entry statements and way-finder information in Paynes Find to encourage visitors to the region to stop for a while and plan their trip through the Shire of Yalgoo and beyond.</p>	Shire		√	√	√	√	Entry statements in place and more people stopping in Paynes Find
<p>Strategy 1.4 Compete for Government contracts and funding in cooperation with adjoining Shires.</p> <p>Action 1.4.1 Improve the pool of Local Government skills and resources within the region.</p> <p>Action 1.4.2 Promote and progress partnerships and regional development opportunities.</p> <p>Action 1.4.3 In cooperation with adjoining Shires -</p> <ul style="list-style-type: none"> - obtain long term contracts with Main Roads WA - establish a structured basis for joint economic cooperation and initiatives. <p>Action 1.4.4 Develop the workforce to a level of personnel and efficiency so that it is competent to bid for Government contracts.</p>	Shire	Midwest Regional Development Commission Main Roads WA	√	√	√	√	Increase in government funding and contracts

Strategic Action	Lead Role	Partners / Alliances	2020/2021	2021/2022	2022/2023	2023/2024	Measures
<p>Strategy 1.5. Construct and Maintain Shire Transport Infrastructure</p> <p><i>Action 1.5.1</i> improve the road system in the Shire through effective maintenance or construction where required to reach appropriate standards.</p> <p><i>Action 1.5.1</i> Maintain and build Shire plant and equipment and further develop the Shire's workforce skills.</p> <p><i>Action 1.5.2</i> Continue plant replacement program to address current and developing needs and ensure adequate funding through the reserve funds to minimise impacts of rates.</p> <p><i>Action 1.5.3</i> Determine appropriate service levels and work towards achieving them.</p>	Shire	Mining Sector	√	√	√	√	Roads improved using and improved plant management programs
<p>Strategy 1.6 Provide private works to residents, government agencies. and contractors as appropriate.</p> <p><i>Action 1.6.1</i> Determine scope of potential work, develop policy and procedures and business case.</p>	Shire		√	√	√	√	The level of increased revenue from private works conducted by the Shire teams.
<p>Strategy 1.6 Maintain and grow population and businesses.</p> <p><i>Action 1.7.1</i> Seek to build housing stock for families, single and older people, shire staff; and grow accommodation for permanent or intermittent service professionals and contractors.</p> <p><i>Action 1.7.2</i> Identify land that can be used for housing, business, or industry development purposes.</p>	Shire		√	√	√	√	Increased land available for accommodation and business development

Strategic Objective Two: Environment

Strategic Action	Lead Role	Partners / Alliances	2020/2021	2021/2022	2022/2023	2023/2024	Measures
<p>Strategy 2.1 Balance the retention of the natural environment while taking into consideration the pastoral and economic basis of the Shire.</p> <p>Action 2.1.1 Ensure appropriate town and land use planning to meet community and commercial operational aspirations regarding access and lifestyle choice.</p> <p>Action 2.1.1 Develop strategies and polices for the interface of urban, special rural and pastoral areas.</p>			√	√	√	√	Managed environments in the Shire
<p>Strategy 2.2 Manage the natural environment and wildlife habitats.</p> <p>Action 2.2.1 Continue to progress in the management, preservation, and rehabilitation of the natural environment.</p> <p>Action 2.2.2 Continued participation in the Murchison Regional Vermin Council.</p> <p>Action 2.2.3 Pursue increased State Government action to control feral animals.</p> <p>Action 2.2.4 Develop strategies for endangered species preservation on Shire controlled lands.</p>			√	√	√	√	Managed environments in the Shire with sound feral animals and weed control.

Strategic Action	Lead Role	Partners / Alliances	2020/2021	2021/2022	2022/2023	2023/2024	Measures
<p>Strategy 2.3: Encourage recycling and waste minimisation to reduce impact on the environment.</p> <p><i>Action 2.3.1</i> Aim for a reduction in landfill waste through the WA Resource Recovery requirements and zero waste initiatives.</p> <p><i>Action 2.3.2</i> Raise community awareness of matters impacting directly and indirectly on the environment.</p>	Shire		√	√	√	√	Reduced landfill and increased community awareness of how waste impacts on the environment.
<p>Strategy 2: Increase use of renewable energy to power the town for environmental purposes and to reduce energy costs for residents and businesses.</p> <p><i>Action 2.4.1</i> Seek opportunities and grant funding to use wind and solar power wherever practicable.</p>	Shire	Horizon	√	√	√	√	Increased infrastructure to support wind and solar power generation.
<p>Strategy 2.5: Protecting of the environment and habitats through a well-equipped and trained Volunteer Bush Fire Brigade</p> <p><i>Action 2.5.1</i> Develop and maintain an active an effective and skilled volunteer Bush Fire Brigade</p> <p><i>Action 2.5.2</i> Provision of vehicles, equipment, and training to committed Volunteer Bush Fire Brigade</p>	Shire	DEFS	√	√	√	√	An active, effective, and well-equipped volunteer bushfire brigade.

Strategic Action	Lead Role	Partners / Alliances	2020/2021	2021/2022	2022/2023	2023/2024	Measures
<p>Strategy 3.3: Retaining and promoting the character, history, and heritage of the Shire by promoting the layers of history Geological. Indigenous and European to encourage visitors to stay awhile in the towns and the region.</p> <p>Action 3.3.1 Review, update or refurbish the museum and upgrade historical sites within the Shire's capacity and affordability and include all layers of heritage groups in planning the precincts.</p> <p>Action 3.3.2 Make better use of the Railway Station precinct to promote history and heritage while creating potential job or volunteering opportunities</p>	Shire		√	√	√	√	
<p>Strategy 3.4: Seek to increase affordable rental accommodation opportunities for people with housing needs across the spectrum.</p> <p>Action 3.4.1 Identify potential land for development. Consider staff housing available for lease, Lobby state government to provide public housing in the Shire.</p>	Shire	Department of Communities	√	√	√	√	
<p>Strategy 3.5: Refurbish the cemetery and improve the amenities at the sites in Yalgoo and Paynes Find</p> <p>Action 3.5.1 Ensure graves are numbered and mapped.</p> <p>Action 3.5.2 Increase seating, water, and toilet amenities.</p>	Shire		√				

Strategic Action	Lead Role	Partners / Alliances	2020/2021	2021/2022	2022/2023	2023/2024	Measures
<p>Strategy 4.3 Ensure there is adequate capacity and capability in the workforce to be able to achieve the strategic and operational goals and objectives of the Shire.</p> <p><i>Action 4.3.1</i> To review current capacity and capability and develop a Workforce Plan for the next four years.</p>	Shire	Shire	√	√	√	√	
<p>Strategy 4.4 Advocate for equitable access to Federal and State Government services to enhance lifestyle in the Shire to support recruitment of skilled staff.</p> <p><i>Action 4.4 .1</i> Lobby, advocate and seek grant funding for improved social infrastructure, services, and facilities in the Shire.</p>	Shire	State and Federal Government and mining sectors	√	√	√	√	
<p>Strategy 4.5 Provision of a safe working environment for all staff</p> <p><i>Action 4.5.1</i> To ensure the Shire embraces the new Workplace Health and Safety Act and implements the legislative compliance requirements in a timely manner</p>	Shire	Commercial Partnership	√	√	√	√	
<p>Strategy 4.6: Ensuring the most appropriate rating levels, and equitable balance between land use types.</p> <p><i>Action 4 6.1</i> <i>Ongoing management and review of rating levels</i></p>	Shire		√	√	√	√	

Implementation and review of the Strategic Plan

Strategies to achieve Community aspirations and essential services were first outlined in the 2007 - 2010 Plan for the Future which was reviewed in 2011 and extended to 2012 in anticipation of the new Local Government Act regulations coming into force.

The 2013 Strategic Community Plan was completed to comply with the amended regulations relating to a "plan for the future" - S5.56(1) of the Local Government Act (1995) which states that local governments develop a Strategic Community Plan that links community aspirations with the Council's long term strategy; and that the local government has a Corporate Business Plan linking to long term financial planning that integrates asset management, workforce planning and specific council plans (Informing Strategies) with the strategic plan.

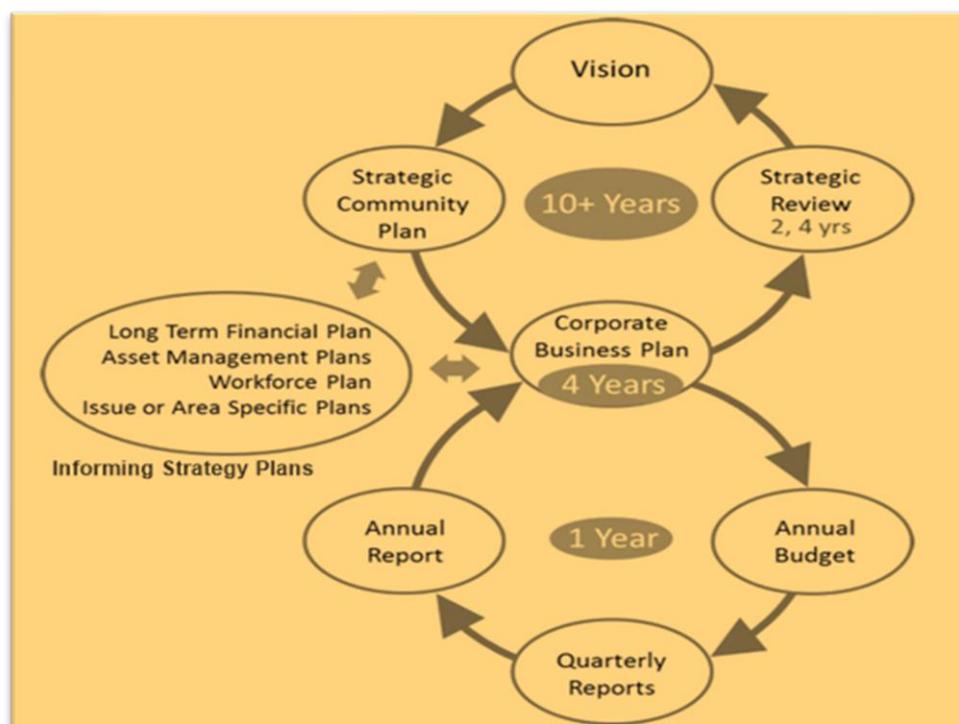
That plan was reviewed in 2014, 2018 and 2019. This plan has been updated and key focus areas and strategies will guide decision making for the next four years.

Council is committed to ensuring the best outcomes possible for the Community and as such, they have approved the current update that will build on previous plans with relevance to current and future needs, aspirations, and opportunities.

The underpinning Corporate Business Plan will resource and activate this plan for the next four years. It will be monitored and reviewed as part of the annual planning and budget cycle, with full reviews and potential adjustments on a two-yearly basis ideally in line with the election cycle. This will also serve to orientate newly Elected Members to the long-term strategic direction and strategies proposed to achieve them.

The Strategic Community Plan will be reviewed in a desk top manner in 2022 and appropriate updates or changes made and communicated to the Community. A comprehensive review with wide community consultation and engagement is planned for 2024.

In exceptional circumstances of significant internal or external factors having an impact of goals and objectives, the plan will be reviewed and replaced as appropriate.



This Strategic Community Plan will be used to guide the decision making of the Council and Management of the Shire of Yalgoo, underpinned by appropriate risk review and risk mitigation. For information or enquiries contact the administration office of the Shire in person or by emailing pa@yalgoo.wa.gov.au



Address: PO Box 40 Yalgoo WA 6635 **Telephone:** (08) 9962 8042 **Fax:** (08) 9962 8020
Email: shire@yalgoo.wa.gov.au **Website** www.yalgoo.wa.gov.au