



*Inclusive and peaceful  
prosperous and strong*



***THE OUTBACK STARTS HERE***

# **Strategic Community Plan 2013- 2023**



# TABLE OF CONTENTS

MESSAGE FROM THE SHIRE PRESIDENT .....	3
MESSAGE FROM THE CEO .....	4
INTRODUCTION.....	5
SHIRE PROFILE.....	6
TODAY - A REGION AT THE CROSSROADS? .....	8
COMMUNITY ENGAGEMENT AND CONSULTATION .....	10
COMMUNITY VISION, ASPIRATIONS AND VALUES .....	12
THE FOUR PLANNING CATEGORIES.....	13
1. SOCIAL .....	13
2. ENVIRONMENT.....	16
3. ECONOMY .....	18
4. CIVIC LEADERSHIP .....	20
SUMMARY OF VALUES, OBJECTIVES AND OUTCOMES .....	22
MEASURING OUR PROGRESS.....	23
REVIEW TIMETABLE .....	24
ACRONYMS .....	25



## Acknowledgement of Traditional Custodians

The Shire of Yalgoo acknowledges the traditional custodians of this land, people of the Yamatji and Badimia nations on whose land this plan was produced. As we share knowledge and learning of this plan we pay respect to the knowledge embedded forever within the Aboriginal custodianship of country

## Message from the Shire President

The Shire of Yalgoo developed a Plan for the Future in 2007 together with the community and other local stakeholders to enable Council to better understand and respond to the diverse range of aspirations held within the community. The Plan for the Future was a four year Plan and identified a strong desire for a sustainable future for the various communities living and working in the Shire. The Plan identified the primary outcomes of a prosperous economy, environmental integrity, social equity and community wellbeing as being paramount to the entire Yalgoo community.



Now, in 2013 and as a result of the changes to legislation, all Western Australian Local Governments are required, through an integrated planning process, to develop Strategic Community Plans that underpins a Corporate Business Plan, Long-Term Financial Plan and Workforce Development Plan.

It is with pleasure I welcome you to our 2013 - 2023 Strategic Community Plan.

For those who contributed to the consultation process I thank you for your participation and commitment to the Plan's development. The Strategic Community Plan confirms that our vision, values, aspirations and objectives are well on track with the achievements we have made in recent years. Our priorities of the past are consistent with the current priorities as identified by the community's input into this new Plan. The Plan though documents in further detail the range of activities that the Council intends to undertake over the next ten years.

Council is committed to continue working in partnership with the community and other stakeholders to progress the outcomes detailed in the Plan. I look forward to the on-going contributions from all sections of our diverse community to improve the work of Council and assist us to make the Shire of Yalgoo sustainable and prosperous into the future.

Terry Iturbide

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President





## Message from the CEO

The Shire of Yalgoo’s Strategic Community Plan 2013-2023 marks the culmination of many years of community consultation and planning for the years ahead. The Strategic Community Plan maps out a progressive, achievable and optimistic future for the Shire, a future that realises our vision of creating a community that is *“Inclusive and Peaceful, Prosperous and Strong”*.

Together, with industry, state and federal government and of course the community as partners, the Shire of Yalgoo aims to deliver high quality civic leadership; build the economy; protect and utilise the natural and built environment and most importantly enhance social well-being for all who live and work in the Shire.

The Strategic Community Plan is the basic building block that informs our decision making over the next ten years. The Strategic Community Plan and the Corporate Business Plan are informed by the Asset Management Plan, Long-Term Financial Plan and Workforce Development Plan, all of which define the ‘nuts and bolts’ of daily shire activity, now and into the future. The Strategic Community Plan is a ‘living’ plan, designed to be refined and improved to suit community aspirations over the next ten years and as such the Shire will be reviewing the Plan every two years, seeking the views of the community and improving the Plan to reflect community aspirations.

This is the Shire’s first Strategic Community Plan and as such it marks a new era of transparency and cooperation between the Shire and the community. It is genuinely anticipated that over the next ten years the Strategic Community Plan will guide and encourage high quality community engagement resulting in decision making that truly reflects the community’s vision for the future.

Sharon Daishe

A handwritten signature in black ink, appearing to be 'S. Daishe', with a long horizontal line extending to the right.

CEO



## Introduction

The Shire of Yalgoo Strategic Community Plan sets out the vision, aspirations and objectives for the Yalgoo community over the next 10 years. The Strategic Community Plan has been prepared as required under Section 5.56 of the Local Government Act 1995 (Specifically **The Local Government (Administration) Regulations 1996**) and in accordance with the WA Department of Local Government, Integrated Planning and Reporting Guidelines.

The Strategic Community Plan is the principal planning document within the Shire's planning process. Consistent with the objectives of the Integrated Planning and Reporting Guidelines, the Shire's other principle planning documents, the Corporate Plan; the Long Term Financial Plan; Asset Management Plan and Workforce Development Plan are all integrated with the vision, aspirations and objectives of the Yalgoo community as documented in the Strategic Community Plan.

The Shire chose to use the established planning categories, or 'quadruple bottom line' of Economy, Social, Environment and Civic Leadership, to structure the plan and guide the discussions during the community engagement and consultation processes. Detailed sections follow on each of the four planning categories. Each section includes an overarching objective; a summary of community feedback; a values statement; outcomes envisaged over the ten year life of the plan and the current or future strategies embraced by the shire that aim to progress or achieve the community's aspirations.



## Shire Profile

Boasting the most impressive entrance statements in the region, the Shire of Yalgoo is located in the Midwest of Western Australia, approximately 500 Kilometres North of Perth. It is approximately 220 kilometres from the regional centre Geraldton and covers a total area of 28,216 square kilometres, making it one of the larger shires in area in the region. The Shire of Yalgoo is bordered to the North by the Shires of Murchison and Cue, South by Perenjori and Dalwallinu, West by the Shires of Mullewa - Greater Geraldton and Morawa and East by the Shires of Mount Magnet and Sandstone.



The population of the Shire of Yalgoo at the 2011 census was 406, indicating a very small reduction in the overall population over the last decade as the population was 429 at the 2001 census.

171 people or 42.4% of the population were under age 30 years. 94 people or 23% of the population identified as Aboriginal which is a much higher proportion than within the Western Australian population which is 3.1%. The majority of Yalgoo's usual resident population were born in Australia (69%), with New Zealand being the next highest at 4.7% and then the United Kingdom at 3%.



It should be noted that according to the 2011 ABS census data 95 people or 38.8% of the population identified Metal Ore Mining as their industry of employment. It is fair to say that due to the locality of the commercial mines in the Yalgoo local government area, (LGA), almost all of these people live in mine camps and have little, if any, connection with the township of Yalgoo or the community of Paynes Find. The impact of these 95 people on the statistical profile of Yalgoo is significant. For example, 2011 census

data lists 68.7% of the population of Yalgoo

LGA as male and 31.3% female, compared with 50.3% and 49.7% respectively for the whole of Western Australia. The presence of the miners in the statistics also creates anomalies with the statistical results relating to age distribution, employment status, total hours worked per week, medium income and so on.

The 94 Aboriginal residents of the Shire are predominantly from the Yamatji and Badimia people and almost all live in the township of Yalgoo which has the highest concentration of residents in the Shire with approximately 120 people. Approximately 40% of the total town population is under 18 years of age.

## History

Yalgoo is a very small settlement on the road from Geraldton to Mount Magnet. The appeal of the town is that it is genuinely historic. There's very little left of the once thriving town and what does remain is old and in many instances untouched. There is some confusion over the origin of the town/shire name with some sources claiming that it is derived from an Aboriginal word yalguru meaning blood, thus suggesting that the area was connected with initiation rites. Other sources, however, suggest that the name comes from Eyalgru the name given to a local plant, bloodwood.

Europeans passed through the area as early as 1854 but it wasn't until the 1870s that pastoralists moved in with sheep and cattle. Before it was settled as a town the Yalgoo area was used as grazing land for European settlers including the Morrissey and Broad families. Flocks of sheep were herded onto the rich pastures during the wet growing season and driven back to coastal properties for shearing before summer. Over time the graziers saw the value in the Yalgoo land and began to establish the first sheep stations in the area.

The area was first settled in the early 1890s when prospectors travelled through the region on their way to the Murchison gold rush towns of Cue and Mount Magnet. In 1892 five prospectors - Knight, Parsons, Rice, Moxon and Evans - discovered gold at Yalgoo and established the fabulously rich Emerald Reward Mine on a site which is now just behind the Shire Council offices. Yalgoo was declared a separate goldfield in 1895 and by the following year it had become a thriving town with seven hotels serving a vast tent city.

The town continued to grow. In 1898 the railway line from Mullewa to Yalgoo was opened. It closed in 1978 but the station (on the south side of town) is still in near-perfect condition and is used regularly for functions, events

and civic activities. The town continued to prosper until about 1903 when the gold started to dwindle. In 1908 the Emerald Reward mine was closed down. Since then it has been steadily in decline so that now it is a tiny settlement based around a shire office which administers nearly 3.5 million hectares of country where large sheep stations and mining operations are the major industries.



**Camel teamsters with a donkey team in the background Yalgoo c.1920**  
Image courtesy G. Bowra

## Today - A Region at the Crossroads?

The Shire of Yalgoo is situated in Regional Development Australia's (RDA) Midwest – Gascoyne Region. RDA has described the region as being at the “crossroads”. The following is an edited extract from the RDA publication, **Midwest Gascoyne Gearing for Growth Regional Plan 2012-13**. The extract provides insights into the external economic and social factors and complexities impacting on the Shire of Yalgoo and its Midwest Gascoyne neighbours.

*The Midwest Gascoyne region is at a crossroads. In one direction lies the possibility of exploiting its massive mineral wealth and in the other direction is the possibility of continuing decline as has been experienced over the last three decades.*

*The boom years of the resources sector appear, at least for the time being, to have faded, the agricultural and fishing industries are affected by variable and changing climatic and global economic conditions and the population losses that were experienced in the late 1990s when a promising resources project didn't eventuate, all demonstrate the region's dependence on the resources sector for growth.*

*Today, the region continues in its attempt 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 New South Wales. 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 21 local government authorities. 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.*

*It is hoped that current and future planned Midwest projects will 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 mining brings with it new training and employment opportunities.*

*The region is on the cusp of either great change or slow decline. In order to thrive it must capitalise on its great mineral and biodiversity wealth, and seriously consider its role as the “the next Pilbara”*





## The Challenge

*The next decade presents both a challenge and an opportunity for the Midwest and Gascoyne. However one thing is certain whichever path the region takes 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, particularly those living in the pastoral context. It will only be with the perception of a good quality of life and reasonable access to services and amenities that residents will maintain the desire to stay in the region.*

*Retaining existing industry is vital, so is exploiting the huge potential that the region has: mining and processing of minerals; agricultural and pastoral activities; and the significant services and community facilities that support industry. It is recognised that the sustainability of industries which are allied to mineral extraction and processing may be limited without alternate activities to accommodate future market downturn.*

*Mineral resources are discovered but they are of course, finite. The resources sector can be unpredictable, existing mining operations may reduce or cease operations or conversely, they may commission new projects that grow beyond expectations. The success of mining operations is closely linked to national and global economic growth and the region therefore needs to broaden economic activity to withstand the inevitable downturns in the resources industries.*

*The region is challenged with unemployment, skills shortages, population decline, drought and the effects of global competition. Adding to this is the current understanding that alternate resources that are sustainable and that can be profitably developed are limited within the region.*

*Major new investments can take many years from start up before net profitability is realised. The region will need to continue to focus on broadening its economic base where new industries will support a more stable workforce; a broader range of skills will become available; and training and development opportunities are more likely to emerge in response to employment demands.*

*The provision of goods and services by existing regional businesses are more likely to be improved with an increase in economic activities. Community facilities are likely to be more sustainable in a growing population, the region is more likely to achieve its economic, environmental and social objectives if new investment opportunities are realised.*



## Community Engagement and Consultation

The Shire of Yalgoo has a strong history of consulting its community on planning matters. In the years leading up to the introduction of Integrated Planning requirements, the Shire undertook or commissioned a number of consultative programs all of which inform this plan. They include,



- Shire of Yalgoo (SoY) – Plan for the Future: SoY - 2007
- Paynes Find Strategic Planning Workshop: Greg Rowe and Associates - July 2011
- Yalgoo Community and Youth Centre – Concept Planning Consultations: June 2011
- Yalgoo Community and Youth Centre – Architectural Planning Consultations: June 2011
- Shire of Yalgoo Community Survey – Dr Amma Buckley: February 2012
- Shire of Yalgoo – Meeting with Electors: SoY – December 2012

In 2013, a new round of consultations was conducted, employing various methodologies, to inform Council specifically for the development of the Strategic Community Plan. Consultations included,

- Yalgoo Focus group x 2: 9 April 2013
- Workshop with local primary age school children: 10 April 2013
- Paynes Find Focus group: 16 April 2013
- Survey distribution and collation: 16 April – 10 June 2013
- Direct intercept interviews: 29 April – 10 June 2013
- Workshop held with Shire works crew and administration staff: 6 June 2013

This Plan has been prepared with reference to the Department of Local Government Integrated Planning Guidelines, the documents listed above and the consultations that have occurred in 2013.

In total 63 people participated in the consultations for the development of the Community Strategic Plan that have taken place in 2013. This equates to approximately 15% of the entire population of the Shire.

The feedback and strong message from the Yalgoo community, through both the past and most recent consultations, has been a consistent and passionate expression of their desire to live in a vibrant, healthy and growing community. Broadly, the community aspires to be a larger town with more and improved housing stock, increased community infrastructure, better access to services and consumer goods, townscape beautification, increased community/cultural activities catering for a wider range of ages and interests; and improved employment, education and training opportunities, particularly for the younger members of the community.



Of course it is entirely reasonable for an under-resourced community such as Yalgoo to seek improvements to these basics of modern life. Improvements in this regard along with the provision

of adequate health, well-being and support services would be expected to address some of the social issues arising from unemployment, cost of living, substance misuse and boredom issues that exist for some members of the community.

In the smaller community of Paynes Find the general consensus amongst community members is that economic development through increased tourism and stop-overs by the haulage industry is paramount. Townscape beautification, town growth through additional land and housing options with supporting utilities such as a sewerage system, electricity and mobile telephone communications were also considered priorities for the long-term sustainability of the community.



The roof of the new covered sports facility being lifted into place, April 2013

Pastoralists lament the decline in their industry and the resultant reduction in social engagement amongst peers. Feral animals, particularly dogs, continue to ravage livestock and cause those on the land to invest significant amounts of time and money to build and maintain adequate fencing and to bait and trap dogs.

The Shire of Yalgoo is committed to working with the entire shire community to address either directly or indirectly the known aspirations and concerns, utilising existing and seeking new, untapped resources. The Shire will also continue to provide advocacy and lobbying for services and functions in areas that fall outside the jurisdiction of local government, particularly in the land management, education and health services sectors.

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 day of the big lift



New playground installed in the under cover sports facility

## Community Vision, Aspirations and Values

### Community Vision

**Inclusive and peaceful, prosperous and strong**

### Community Aspirations and Values

**Economic - Challenge, Achievement and Sustainability**

**Social - Education, Respect and Belongingness**

**Environmental - Appreciation and Balance**

**Civic – Service, Leadership and Integrity**

### Shire Mission

**To be a standard bearer for honest, equitable and efficient local government, delivering innovative, timely and appropriate services to secure economic sustainability and community wellbeing**

## The Four Planning Categories

### 1. SOCIAL

**Our objective: An educated, respectful and inclusive community - a place where people feel they belong**

New, purpose built infrastructure for educational, cultural and social use was the predominant aspiration of the Yalgoo community.

In summary the community of Yalgoo township volunteered the following aspirations,

- Build the planned community hub and include provision for a men’s shed, a women’s group, an environment centre and a place for educational and indigenous cultural activities
- Establish vocational education and training opportunities within Yalgoo for the young people
- Ensure there are sufficient services for older people such as Home and Community Care and Community Aged Care Packages
- Improve sporting facilities including a football oval
- Establish sports activities/teams such as netball
- Build a swimming pool
- Children’s playgroup should operate 5 days per week
- There should be more done to tackle drug and alcohol issues
- Run regular social events for all ages

Feedback from Paynes Find included,

- The hope that mobile phone reception might be possible
- That there should be visiting health services
- That fly-ins and other special events would be positive contribution to the community



#### VALUES STATEMENT

**Education** was highlighted as a value of primary significance by the Yalgoo community. In recognising the high proportion of children and young people in the shire and the limited educational opportunities, education was highlighted as not only a current issue of concern but importantly, also as a primary and highly regarded aspirational value.

The values of **belongingness** and **respect** arose out of a great pride of community inclusiveness and sense of place in both Yalgoo and Paynes Find. Many felt that the shire communities are quiet and peaceful places where residents and visitors are respected regardless of their background.



## 1. SOCIAL: AN EDUCATED, RESPECTFUL AND INCLUSIVE COMMUNITY - A PLACE WHERE PEOPLE FEEL THEY BELONG

### What we plan to do

#### Outcome 1.1 Maintenance of existing and development of new community infrastructure and resources

Item	Strategy	Partners
1.1.1	Complete covered sports facility	DSR, DRD, Variety
1.1.2	Build sports oval	RDA, MWDC, R4R, DSR
1.1.3	Build multi-purpose Community Hub	DAA, DRD, LWA
1.1.4	Maintain Yalgoo and Paynes Find community halls	
1.1.5	Improve and beautify shire cemeteries	
1.1.6	Maintain a community bus to support community activities	LWA

#### Outcome 1.2 Improved opportunities for education and training

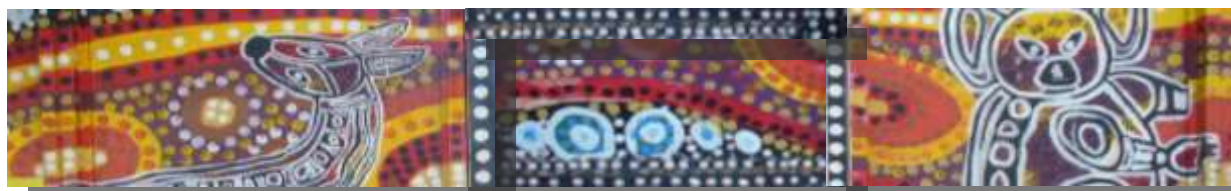
Item	Strategy	Partners
1.2.1	Lobby for new or improved educational services	DET, TAFE
1.2.2	Maintain networks and high quality relationships with VET providers	RJCP
1.2.3	Prepare for and recruit an Aboriginal Community Development Trainee	TDWD
1.2.4	Research, encourage and implement innovative youth and adult education programs	RJCP, CANWA, TDWD

#### Outcome 1.3 Successful facilitation of wide ranging program of community activities

Item	Strategy	Partners
1.3.1	Run or facilitate regular sport and recreation activities for all ages	DSR, SCBF
1.3.2	Run a range of social activities and events to suit all ages	SCBF
1.3.3	Prepare a Cultural Development Plan	CANWA
1.3.4	Undertake a review of children's services and activities	DCP
1.3.5	Develop an aged care strategy	DoHA
1.3.6	Help establish a men's shed and a women's group	DOH, WAMSA
1.3.7	Run regular children and youth programs incl. holiday camps away	ICV, CV, EotR, SCBF
1.3.8	Run programs that specifically target anti-social/criminal behaviour	WAP

**Outcome 1.4 Improved delivery of existing or new health and support services**

Item	Strategy	Partners
1.4.1	Investigate opportunities for health services to visit Paynes Find	DOH
1.4.2	Re-establish and maintain a Local Drug Action Group	LDAG
1.4.3	Lobby for HACC and CACP programs in Yalgoo	DOH, DoHA
1.4.4	Maintain and service the Yalgoo Interagency	Multiple
1.4.5	Lobby for new and improved health services	DOH, DoHA
1.4.6	Implement mosquito control program in Yalgoo and Paynes Find on a needs basis	DOH
1.4.7	Provide advice to householders on pest management practices when requested	DOH



## The Four Planning Categories

# 2. ENVIRONMENT

**Our objective: An environment that is managed well and appreciated by all**

For the purposes of this plan 'Environment' includes both built and natural environment

Three major themes emerged during the consultations relating to the environment. The feral animal problem, particularly dogs, was seen as a critical issue. Secondly, an appreciation of 'the bush' as a place of learning and cultural significance and finally, that care should be taken to balance the work of the resources sector with the conservation of the environment.

Feedback from the Yalgoo community also included,

- A desire for a centralised sewerage system
- A hope that one day power lines would go underground
- Town beautification should be 'stepped up'
- More footpaths
- Old mine sites should be cleaned up
- Restoration of historical building

Feedback from pastoralists included,

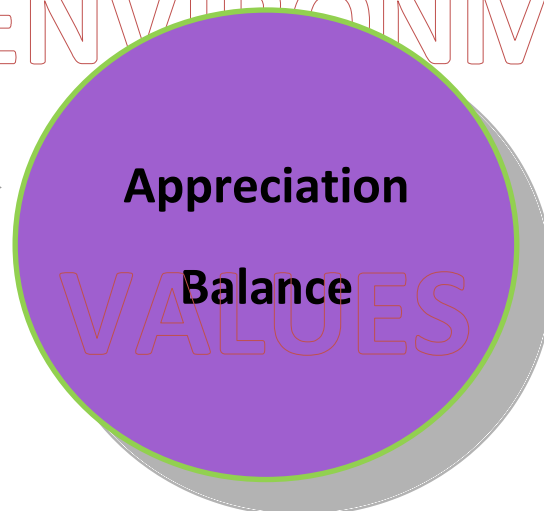
- DEC managed stations need to do more with land management practices, particularly relating to feral animals

Feedback from Paynes Find included,

- Dust suppression strategies need to be undertaken
- There should be a local Shire gardener
- Develop a wildlife sanctuary



ENVIRONMENT



### VALUES STATEMENT

**Appreciation** of the environment was identified as an extremely important value, particularly amongst the indigenous community of Yalgoo. This undoubtedly is because there are still strong ties to the land, particularly for hunting but also because of an understanding of sacred sites and traditional story telling. There is a strong desire shared by many older indigenous people to expose their young people to the traditions of the bush.

Although the natural environment of the shire is predominantly a tough one, with extremes of dry and wet, hot and cold, some **appreciate** our environment to the point of advocating for a wildlife sanctuary.

**Appreciation** and **balance** were also identified as significant values with regard to the mining sector where there is recognition of the sector's importance to the local economy. It was however recognised that mining interests need to be **balanced** with maintaining the integrity and protection of the natural environment



## 2. ENVIRONMENT: AN ENVIRONMENT THAT IS MANAGED WELL AND APPRECIATED BY ALL

### What we plan to do

#### Outcome 2.1 Well maintained and improved built environments

Item	Strategy	Partners
2.1.1	Improve community infrastructure	DRD, MWDC, R4R
2.1.2	Undertake townscape revitalisation projects in Yalgoo and Paynes Find	DOP, UP
2.1.3	Develop a signage plan	TWA, MWDC
2.1.4	Explore significance of nearby old mine sites	SHO
2.1.5	Develop schedule and seek funding for heritage building restoration	SHO
2.1.6	Maintain a watching brief for power lines to go underground	HP
2.1.7	Maintain weed control program on road verges	DAF

#### Outcome 2.2 The natural environment is protected and utilised

Item	Strategy	Partners
2.2.1	Liaise with pastoralists, DEC and Gundawa on environmental bio-security and undertake vermin and pest control activities where appropriate	DEC, Gundawa
2.2.2	Ensure environmental checks and balances are instigated with mining operations	Mining COs
2.2.3	Ensure Bush Fire control standards are maintained to a high level	DFES
2.2.4	Investigate establishing 'eco' and indigenous heritage trails for tourist use	TWA

#### Outcome 2.3 Indigenous cultural heritage in the landscape is protected and appreciated

Item	Strategy	Partners
2.3.1	Undertake research audit of significant indigenous sites	DAA
2.3.2	Undertake education and marketing program on indigenous sites	DAA
2.3.3	Seek protection and recognition of sites where appropriate	DAA

#### Outcome 2.4 Become a leader in remote location waste management strategies

Item	Strategy	Partners
2.4.1	Establish and implement a waste management plan	WAWA
2.4.2	Instigate a community wide waste management education program	WAWA
2.4.3	Lobby for the introduction of a comprehensive recycling program in the Midwest	WAWA

## The Four Planning Categories

### 3. ECONOMY

ECONOMY

**Our objective: A modern and sustainable economy that provides for our growing community**



Participants of the community consultations contributed more thoughts and suggestions related to the economy section than any of the other planning categories.

In Yalgoo, the key issues that arose included,

- A strong desire for town population growth and more shops
- More accommodation options for tourists
- A belief that tourism can be a growth industry in the area
- A shop should exist that sells coffee and fresh food and that is open throughout daylight hours
- A roadhouse
- A need for increased housing for existing and new residents
- Development of local employment opportunities so that young people stay
- Mobile phone reception is long overdue
- Basic services such as water and sewerage should be improved
- Maintenance of roads including the eventual sealing of all roads to neighbouring towns

In Paynes Find, the key issues that arose included,

- A desire for town water and power supply from the grid
- A belief that tourism can be a growth industry in the area
- Sealing the surface of the truck bay
- Installing solar lighting for night traffic
- Upgrading the airstrip for fly-ins and tourism development
- Land releases for new development and an increase in residents

#### VALUES STATEMENT

The values of **challenge**, **achievement** and **sustainability** are drawn from the widely shared belief that the future of Yalgoo is dependent on a healthy economy. There is a common understanding that the resources industry can be volatile in the short to medium term and finite in the long term and that government financial support is variable over time, neither should be relied upon entirely.

Accordingly, there is recognition that as a community, Yalgoo needs to rise to the **challenge**, by exploring and discovering opportunities for a more diversified and modern economy and **achieve** results that will deliver a **sustainable** economy over the long term.



### 3. ECONOMY: A MODERN AND SUSTAINABLE ECONOMY THAT PROVIDES FOR OUR GROWING COMMUNITY

#### What we plan to do

##### Outcome 3.1 Increased population size

Item	Strategy	Partners
3.1.1	Ensure land is available to suit a variety of residential and business purposes	LG, DOP
3.1.2	Encourage mining companies to establish town camps	DOP, Mining COs
3.1.3	Undertake research on housing demand of traditional Yalgoo families	FaHCSIA, DHW
3.1.4	Foster community cultural development	CANWA

##### Outcome 3.2 Increased housing stock

Item	Strategy	Partners
3.2.1	Lobby Department of Housing to build new housing	DHW
3.2.2	Commence land release town planning processes for Yalgoo and Paynes Find	DOP, UP
3.2.3	Seek state government support for new housing	DHW
3.2.4	Build new housing for shire staff as necessary	DRD, MWDC, R4R

##### Outcome 3.3 Increase in number of tourists visiting the Shire

Item	Strategy	Partners
3.3.1	Pursue a regional tourism blueprint	TWA, DRD, MWDC, R4R
3.3.2	Formalise a strategy for the marketing of tourism	TWA
3.3.3	Continue town beautification / revitalisation projects	DRD, MWDC, R4R, UP, DOP
3.3.4	Ensure amenities for tourists are well maintained	
3.3.5	Continue to support existing events and create new ones	EC, SCBF
3.3.6	Investigate strategies to increase visitor accommodation options	TWA, MWDC

##### Outcome 3.4 Maintained and improved services and amenities

Item	Strategy	Partners
3.4.1	Maintain a continuous improvement program and/or lobby for improvements for transport infrastructure	DOT, MRWA
3.4.2	Maintain a continuous improvement program and/or lobby for improvements to power, water and sewerage utilities	WC, DoW, DoH, EPA, HP
3.4.3	Maintain a continuous improvement program and/or lobby for improvements for information communications and technology (TV, radio, broadband)	MWDC, NBN, Telstra
3.4.4	Research/lobby for a roadhouse to be developed in Yalgoo	DRD, MWDC, R4R
3.4.5	Provide for a range of government licencing services in Yalgoo	DoT

## The Four Planning Categories

### 4. CIVIC LEADERSHIP

**Our objective: To be a Shire that serves our community with integrity and leadership**

The primary feedback on civic leadership related to the need for the Shire to better communicate and engage with the community.

There was broad recognition that the Shire is the natural, indeed the only institution that provides a broad range of services that can provide leadership to the community. Accordingly it was generally felt that the Shire needed to make a substantial effort to listen to and understand the needs of all sections of the community.

Some made the observation that the Shire did not adequately represent the interests of all members of the community equally and that this was an area that could be improved.

There was however general consensus that the Shire’s delivery of new community infrastructure and services and activities has been a great positive for the community.



#### VALUES STATEMENT

**Leadership** is a value that is naturally expected of an organisation that has a strong influence in the lives of community members. This was reflected during the Strategic Community Plan consultations along with the additional belief that **integrity** is a fundamental value if the highest quality **leadership** is to be achieved.



## 4. CIVIC LEADERSHIP: TO BE A SHIRE THAT SERVES OUR COMMUNITY WITH INTEGRITY AND LEADERSHIP

### What we plan to do

#### Outcome 4.1 An informed and participatory community

Item	Strategy	Partners
4.1.1	Establish an innovative and culturally appropriate community engagement strategy, that targets the Yalgoo community, Paynes Find community, pastoralists and the mining companies	
4.1.2	Form and support a young leaders group	DLG
4.1.3	Continue to provide donations to and/or support community and educational groups	SCBF
4.1.4	Improve the quality of information and communication inputs and outputs	

#### Outcome 4.2 To have our community trust and respect us

Item	Strategy	Partners
4.2.1	Foster high quality customer services focus through training	WALGA
4.2.2	Provide a support and advocacy role to community members when appropriate	
4.2.3	Continue to provide Elected Member training and development	WALGA

#### Outcome 4.3 High quality integrated planning and legislative compliance

Item	Strategy	Partners
4.3.1	Develop, implement and monitor and review the Long Term Financial Plan, Workforce Development Plan, Asset Management Plan, Corporate Business Plan and Disability Access and Inclusion Plan	DLG
4.3.2	Ensure compliance with all relevant legislation relating to local government and its activities	DLG
4.3.3	Provide environmental health and building surveying services to comply with relevant legislation	DoH, DoP
4.3.4	Provide ranger services to comply with relevant legislation	DLG

#### Outcome 4.4 High quality strategic partnerships

Item	Strategy	Partners
4.4.1	Maintain effective collaboration and shared services with other Local, State and Federal Government agencies, industry and community organisations	



## Summary of Values, Objectives and Outcomes

Values and Objectives		#	Outcomes
Social	<b>Education, Respect and Belongness</b>	1.1	Maintenance of existing and development of new community infrastructure and resources
		1.2	Improved opportunities for education and training
	An educated, respectful and inclusive community - a place where people feel they belong	1.3	Successful facilitation of wide ranging program of community activities
		1.4	Improved delivery of existing or new health and support services
Environment	<b>Appreciation and Balance</b>	2.1	Well maintained and improved built environments
		2.2	The natural environment is protected and utilised
	An environment that is managed well and appreciated by all	2.3	Indigenous cultural heritage in the landscape is protected and appreciated
		2.4	Become a leader in remote location waste management
Economic	<b>Challenge, Achievement and Sustainability</b>	3.1	Increased population size
		3.2	Increased housing stock
	A modern and sustainable economy that provides for our growing community	3.3	Increase in number of tourists visiting the shire
		3.4	Maintained and improved services and amenities
Civic	<b>Service, Leadership and Integrity</b>	4.1	An informed and participatory community
		4.2	To have our community trust and respect us
	To be a Shire that serves our community with integrity and leadership	4.3	High quality integrated planning and compliance
		4.4	High quality strategic partnerships



## Measuring our Progress

The Shire of Yalgoo will undertake to measure the progress of the strategies documented in this plan, over the life of the Plan. This will be achieved through a number of means, both qualitative and quantitative. Some will be straight forward and numerical, others will be more anecdotal and empirical in nature. The table below lists examples of key performance measures that are tied to the outcomes as stated in this plan.

Outcomes		Measures	
<b>Social</b>	1.1	Maintenance of existing and development of new community infrastructure and resources	<ul style="list-style-type: none"> <li>Quality audits of existing infrastructure</li> <li>Amount and type of new infrastructure</li> </ul>
	1.2	Improved opportunities for education and training	<ul style="list-style-type: none"> <li>Reduced disengagement from education</li> <li>Number of people accessing new opportunities</li> </ul>
	1.3	Successful facilitation of wide ranging program of community activities	<ul style="list-style-type: none"> <li>Demonstrated range of community activities undertaken</li> <li>Community/participant satisfaction surveys</li> </ul>
	1.4	Improved delivery of existing or new health and support services	<ul style="list-style-type: none"> <li>Number of new services offered</li> <li>Uptake of services offered</li> </ul>
<b>Environment</b>	2.1	Well maintained and improved built environments	<ul style="list-style-type: none"> <li>Works program successfully completed</li> </ul>
	2.2	The natural environment is protected and utilised	<ul style="list-style-type: none"> <li>Documented adherence to fire control standards</li> <li>Number of meetings and documented actions relating to feral animal control</li> <li>Conservation clauses in DAs with mining companies</li> </ul>
	2.3	Indigenous cultural heritage in the landscape is protected and appreciated	<ul style="list-style-type: none"> <li>Work on this project commences</li> </ul>
	2.4	Become a leader in remote location waste management	<ul style="list-style-type: none"> <li>Development of Waste Management Plan</li> </ul>
<b>Economic</b>	3.1	Increased population size	<ul style="list-style-type: none"> <li>Population statistics</li> </ul>
	3.2	Increased housing stock	<ul style="list-style-type: none"> <li>Number of new houses built</li> </ul>
	3.3	Increase in number of tourists visiting the Shire	<ul style="list-style-type: none"> <li>Number of visitors using caravan park</li> <li>Crowd estimates at annual events</li> </ul>
	3.4	Maintained and improved services and amenities	<ul style="list-style-type: none"> <li>Documented works and development progress</li> </ul>
<b>Civic</b>	4.1	An informed and participatory community	<ul style="list-style-type: none"> <li>Community satisfaction surveys</li> </ul>
	4.2	To have our community trust and respect us	<ul style="list-style-type: none"> <li>Community satisfaction surveys</li> </ul>
	4.3	High quality integrated planning and compliance	<ul style="list-style-type: none"> <li>Long-term financial viability</li> <li>Asset sustainability</li> <li>Shire staff retention</li> </ul>
	4.4	High quality strategic partnerships	<ul style="list-style-type: none"> <li>Progress with projects involving partners</li> </ul>

## Review Timetable

The Shire of Yalgoo will review the Strategic Community Plan to the following timetable. The Shire will however remain flexible and proactive and undertake to review and make improvements to the Plan independent of this timetable if and when necessary or appropriate.

Commence	Detail	Completion
1 April 2015	Year 2: Desktop review of Strategic Community Plan	1 July 2015
1 April 2017	Year 4: Full review incorporating: <ul style="list-style-type: none"> <li>• Comprehensive community consultations</li> <li>• Analysis of changed and emerging trends</li> <li>• Executive integrated planning workshops</li> </ul>	1 July 2017
1 June 2019	Year 6: Desktop review of Strategic Community Plan	1 July 2019
1 April 2021	Year 8: Full review including: <ul style="list-style-type: none"> <li>• Comprehensive community consultations</li> <li>• Analysis of changed and emerging trends</li> <li>• Executive integrated planning workshops</li> </ul>	1 July 2021
December 2022	Full tenth year review including: <ul style="list-style-type: none"> <li>• New round of comprehensive community consultations</li> <li>• Executive integrated planning workshops</li> <li>• Analysis of changed and emerging trends</li> <li>• Production of new ten year Community Strategic Plan</li> </ul>	1 July 2023





## Acronyms

<b>CANWA</b>	Community Arts Network of Western Australia	<a href="http://www.canwa.com.au">www.canwa.com.au</a>
<b>CCYP</b>	Commissioner for Children and Young People	<a href="http://www.ccyp.wa.gov.au">www.ccyp.wa.gov.au</a>
<b>CV</b>	Curtin University Volunteers	
<b>DAs</b>	Development Applications	
<b>DAA</b>	Department of Aboriginal Affairs	<a href="http://www.daa.wa.gov.au">www.daa.wa.gov.au</a>
<b>DAF</b>	Department of Agriculture and Food	<a href="http://www.agric.wa.gov.au">www.agric.wa.gov.au</a>
<b>DCA</b>	Department of Culture and the Arts	<a href="http://www.dca.wa.gov.au">www.dca.wa.gov.au</a>
<b>DCP</b>	Department of Child Protection & Family Support	<a href="http://www.dcp.wa.gov.au">www.dcp.wa.gov.au</a>
<b>DCD</b>	Department for Communities	<a href="http://www.communities.wa.gov.au">www.communities.wa.gov.au</a>
<b>DEC</b>	Department of Environment and Conservation	<a href="http://www.dec.wa.gov.au">www.dec.wa.gov.au</a>
<b>DET</b>	Department of Education	<a href="http://www.det.wa.edu.au">www.det.wa.edu.au</a>
<b>DFES</b>	Department of Fire and Emergency Services	<a href="http://www.dfes.wa.gov.au">www.dfes.wa.gov.au</a>
<b>DRD</b>	Department of Regional Development	<a href="http://www.drd.wa.gov.au">www.drd.wa.gov.au</a>
<b>DTWD</b>	Department of Training and Workforce Development	<a href="http://www.dfwd.wa.gov.au">www.dfwd.wa.gov.au</a>
<b>DIA</b>	Department of Indigenous Affairs	<a href="http://www.dia.wa.gov.au">www.dia.wa.gov.au</a>
<b>DLG</b>	Department of Local Government and Communities	<a href="http://www.dlg.wa.gov.au">www.dlg.wa.gov.au</a>
<b>DHW</b>	Department of Housing	<a href="http://www.housing.wa.gov.au">www.housing.wa.gov.au</a>
<b>DoHA</b>	Department of Health and Ageing	<a href="http://www.health.gov.au">www.health.gov.au</a>
<b>DOT</b>	Department of Transport	<a href="http://www.transport.wa.gov.au">www.transport.wa.gov.au</a>
<b>DoW</b>	Department of Water	<a href="http://www.water.wa.gov.au">www.water.wa.gov.au</a>
<b>DSR</b>	Department of Sport and Recreation	<a href="http://www.dsr.wa.gov.au">www.dsr.wa.gov.au</a>
<b>EC</b>	Events Corp	<a href="http://www.eventscorp.com.au">www.eventscorp.com.au</a>
<b>EotR</b>	Eddy on the Road (Youth volunteers)	
<b>EPA</b>	Environmental Protection Authority	<a href="http://www.epa.wa.gov.au">www.epa.wa.gov.au</a>
<b>FaHCSIA</b>	Dept of Families, Housing, Community Services & Indigenous Affairs	<a href="http://www.fahcsia.gov.au">www.fahcsia.gov.au</a>
<b>HP</b>	Horizon Power	<a href="http://www.horizonpower.com.au">www.horizonpower.com.au</a>

<b>ICV</b>	<b>Indigenous Community Volunteers</b>	<a href="http://www.icv.com.au">www.icv.com.au</a>
<b>LC</b>	Landcorp	<a href="http://www.landcorp.com.au">www.landcorp.com.au</a>
<b>LDAG</b>	Local Drug Action Groups Inc	<a href="http://www.localdrugaction.com.au">www.localdrugaction.com.au</a>
<b>LG</b>	Landgate	<a href="http://www.landgate.wa.gov.au">www.landgate.wa.gov.au</a>
<b>LWA</b>	Lotteries West	<a href="http://www.lotterywest.wa.gov.au">www.lotterywest.wa.gov.au</a>
<b>MEG</b>	Murchison Executive Group	N/A
<b>MEITA</b>	Morawa Education, Industry and Training Alliance	<a href="http://www.meita.com.au">www.meita.com.au</a>
<b>MGM</b>	Mount Gibson Mining	<a href="http://www.mtgibsoniron.com.au">www.mtgibsoniron.com.au</a>
<b>MMG</b>	Mineral Metals Group	<a href="http://www.mmg.com">www.mmg.com</a>
<b>MRWA</b>	Main Roads WA	<a href="http://www.mainroads.wa.gov.au">www.mainroads.wa.gov.au</a>
<b>MWDC</b>	Midwest Development Commission	<a href="http://www.mwdc.wa.gov.au">www.mwdc.wa.gov.au</a>
<b>MWRC</b>	Midwest Regional Council	<a href="http://www.mwrc.wa.gov.au">www.mwrc.wa.gov.au</a>
<b>NBN</b>	National Broadband Network	<a href="http://www.nbnco.com.au">www.nbnco.com.au</a>
<b>RDA</b>	Regional Development Australia	<a href="http://www.rdamwg.com.au">www.rdamwg.com.au</a>
<b>RJCP</b>	Remote Jobs and Communities Program	<a href="http://www.deewr.gov.au">www.deewr.gov.au</a>
<b>SCBF</b>	Shire Community Benefit Fund	<a href="http://www.community.wa.gov.au">www.community.wa.gov.au</a>
<b>SMC</b>	Sinosteel MidWest Corporation	<a href="http://www.smcl.com.au">www.smcl.com.au</a>
<b>SoY</b>	Shire of Yalgoo	<a href="http://www.yalgoo.wa.gov.au">www.yalgoo.wa.gov.au</a>
<b>SHO</b>	State Heritage Office	<a href="http://stateheritage.wa.gov.au">stateheritage.wa.gov.au</a>
<b>TWA</b>	Tourism WA	<a href="http://www.westernaustralia.com">www.westernaustralia.com</a>
<b>UP</b>	Urbis Planning	<a href="http://www.urbis.com.au">www.urbis.com.au</a>
<b>WALGA</b>	Western Australian Local Government Association	<a href="http://www.walga.asn.au">www.walga.asn.au</a>
<b>WAMSA</b>	Western Australian Men's Shed Association	<a href="http://www.wamsa.org.au">www.wamsa.org.au</a>
<b>WAP</b>	Western Australian Police	
<b>WAWA</b>	Waste Authority Western Australia	<a href="http://www.wasteauthority.wa.gov.au">www.wasteauthority.wa.gov.au</a>
<b>WC</b>	Water Corporation	<a href="http://www.watercorporation.com.au">www.watercorporation.com.au</a>
<b>VET</b>	Vocation, Education and Training	
<b>YPS</b>	Yalgoo Primary School	