

***Shire of Yilgarn  
Plan for the Future of the  
District  
2008 and into the future***

***Shire Vision***

***“A strong, vibrant and progressive Shire that retains strength in its communities by way of continual promotion of agriculture and mining as the Shires major industries, with an added focus on tourism, to ensure that a robust economic and social base is retained for all residents”.***

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## **Introduction by the Shire President**

This shire was proclaimed in 1891 and is still going strong - we also have a great belief in our future. We are on the main east-west transport artery. We have extensive natural assets with our nature reserves, salt lakes, wildflowers and rock formations. There are opportunities for us to take advantage of these factors with tourism and employment.

The *Local Government Act 1995* requires Council to prepare a "Plan for the Future of the District". Council is required to undertake a review of the Plan every 2 years via a public consultation process. This consultation will be ongoing.

In addition, the council is pledged to continue with our strong road maintenance and construction programs and support for necessary infrastructure such as the sewerage scheme and subdivisions.

Residents of the Shire are encouraged to contribute their ideas and thoughts at any time and a form is provided at the end of the document that can be completed and returned to the Shire Office.

The Local Government industry in Western Australia is heading down a path where there will be considerable change to the overall operations of local government authorities as we know them today. As a community, we must be prepared to adapt to change, but also be vigilant to ensure that residents of the district continue to be provided with the services that they expect and deserve. You can be assured that Council will strongly represent the best interests of the residents of the district as we head towards these uncharted waters.

Another considerable impact upon our Shire in recent years has been the Fly-In Fly-Out (FIFO) operations of the mining companies, which has had a significant impact upon the permanent resident population of the Shire. Whilst this is unfortunate, it is beyond Council's control. FIFO is here to stay and therefore, Council must work with the mining companies to ensure that FIFO has a minimal impact as possible and that opportunities are afforded to mining company employees who wish to reside in the Shire.

Climate Change has become a significant discussion point for all spheres of Government in Australia and whilst we are aware of the progressive impacts that it will have on the rural landholders of our Shire, without considerable financial resources and research from the Federal and State Government's, we can only be mindful of the possible ramifications in future years if this is not addressed.

In March 2008 Council distributed a “Residents Survey” to all households in the Shire and it was pleasing to receive a 17.5% response rate with many constructive comments for Council to consider. The overall results show that Council is making progress in a number of areas and this was evident when comparing the 2004 and 2008 surveys. The results and comments provided have assisted Council in the setting of goals and strategies associated with this Plan. In the development of this Plan, Council sought input from the community via the invitation of formal written submissions and the conduct of a public workshop to discuss the content of the Plan and to invite appropriate feedback on Thursday, 5 June 2008.

When you read this Plan, bear in mind that strategic planning is about long-range planning for the future. We cannot do everything at once. However, this plan will give you a picture of the range and scope of things that we have to do in the next 5 to 10 years.

A number of the strategies in this plan will require help and commitment from businesses, members of community, clubs and community groups. We will be looking to the community to support us along the way – everyone has a part to play in the future of the shire.

CR P. R. PATRONI OAM JP  
Shire President  
June 2008

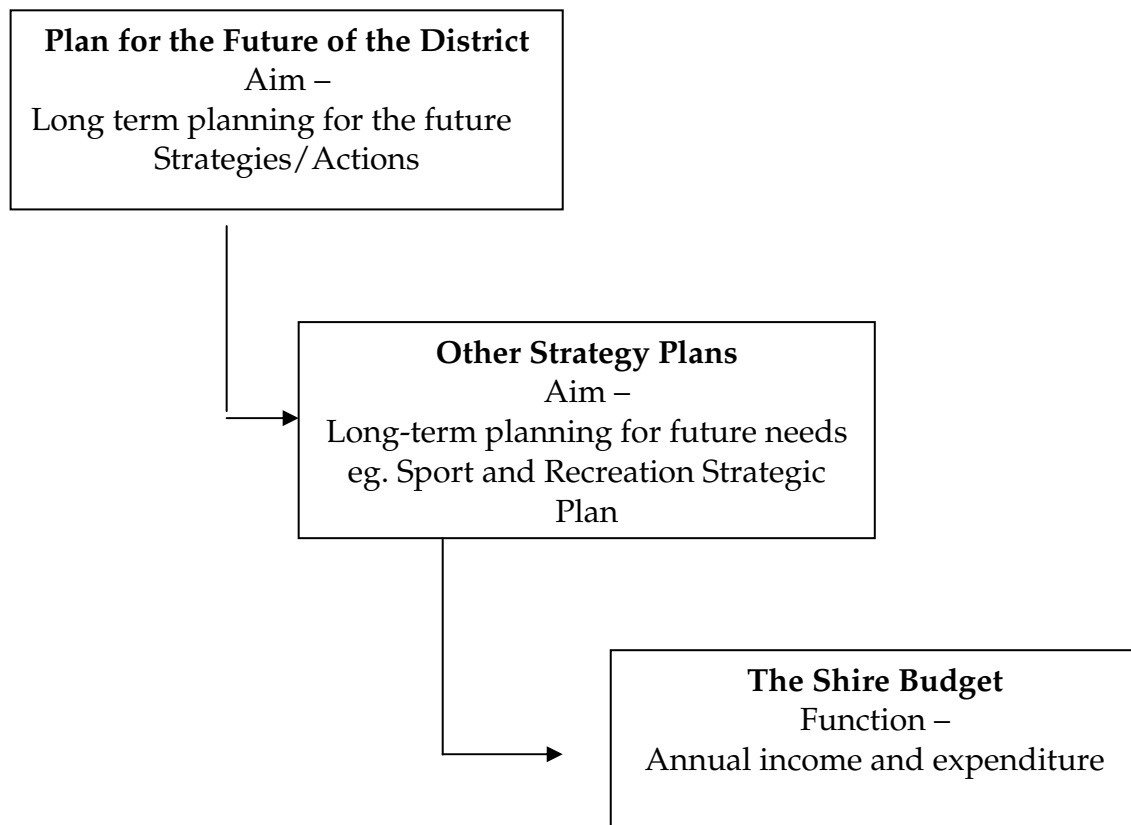
## Why have a Plan for the Future of the District?

This Plan was developed after consultation with the community and in workshops with councillors and shire staff. It is intended to be a consultative document and can be changed or modified as a result of further information becoming available.

The reason for thinking strategically is to help plan for the future. The plan sets out some long -range ideas about how the Shire is likely to develop over the next five to ten years. This will help the councillors and staff when they need to make decisions that have a long-term impact.

A major issue for the Shire is lack of funds and other resources to do all it would like to in response to community expectations. It is therefore necessary to achieve a balance between giving the community what is wanted and the obvious necessity to operate within the Shire's means.

New facilities and services or projects identified in this Plan will be funded using the Shire's long-term financial plan that looks four years ahead. In addition to this Plan, other strategy documents are developed, for example the Sport and Recreation Plan. All these strategies will require resources if they are to be achieved. To plan for this the Council has a long-term financial management plan that in turn leads into the budget setting process. A diagram of the system is shown below.



Before getting to the financial detail, the council needs to have ideas and plans for the future. This strategic plan therefore sets out the picture the council has of the future for the shire and with the help of the community how this will be achieved.

As a starting point our vision statement describes what we believe the shire will be like in five to ten years time.

### ***Vision***

***“A strong, vibrant and progressive Shire that retains strength in its communities by way of continual promotion of agriculture and mining as the Shires major industries, with an added focus on tourism, to ensure that a robust economic and social base is retained for all residents”.***

The shire has a long-term future in agriculture. Increasingly the shire will rely on the farming community with wheat crops as its key economic activity. Farms will diversify with different types of stock to mitigate inconsistent rainfall. There is likely to be further farm consolidation with fewer and more capital intensive farmers. However, there is a level of uncertainty in the farming community as to the long term viability of agriculture associated with global warming and climate change issues and whether adverse years are the one off or the norm.

The close association of mining and agriculture will continue to be a feature of the Yilgarn economy and contribute to the unique character of the district however, the community accepts the cyclical nature of the mining industry. In the future, low start up costs will attract other small to medium industries and business. Tourism will take on increased importance.

Southern Cross will continue to be the pre-eminent administration and supply centre for the district but other townsites such as Marvel Loch, Bullfinch, Bodallin and Moorine Rock will remain, but some of these communities will have lessor prominence, especially those that have lost their schools in recent years.

Population numbers will reflect the fluctuation of ongoing mining prosperity which in turn will affect service industries, the viability of community groups and schools. It is also acknowledged that changes to the above could be brought about by the increasing FIFO operations of the mining companies.

New people will move into the district, as more land becomes available and improved housing and opportunities for tourist businesses become a reality. The quiet, safe community will attract older residents – some of whom may have moved away - but will return. Increased housing choice and services for the aged will complement existing services such as the hospital.

The district will increasingly take advantage of opportunities presented by proximity to the transport spine created by the Great Eastern Highway and the east west railway. It will be recognised for its strategic location between Merredin and Kalgoorlie.

Southern Cross will be associated with the constellations and become a 'must stop' place for tourists who will be attracted by the observatory, heritage buildings, wildflowers, interesting rock formations and the large chain of salt lakes. A tourist plan will link smaller towns and an up to date caravan park will cater for travellers. The district will become known for its major events such as the Yilgarn Agricultural Show and King of the Cross Motocross event.

Our mission statement outlines the role the council will play within the community as a whole in striving to achieve the vision.

## **Mission**

We will do this by:

- providing leadership;
- promoting interest in local government;
- working in partnership with business, clubs and community groups;
- maintaining a strong liaison with political leaders; and
- maintaining our community minded approach

This values statement explains the way we will do business.

## **Values**

In pursuing our vision we will:

- work to a defined long range plan;
- have council and staff work together;
- listen and consult the community;
- be open minded; and
- have good financial management
- promote the values of honesty and integrity

These are the key result areas that we will concentrate on to build a great future for the shire over the next 5 to 10 years.

## Key result areas

In achieving our vision we have identified the following key areas that will receive added concentration and effort:

- Economic development and sustainability of existing industries
- Recreation and sport
- Quality of life and social needs
- The environment
- Local government activities

## Goals

Our goals are the broad outcomes we aim to achieve in the short, medium and longer term in order to make the vision become a reality for the whole shire.

<p><b>Goal 1 – To foster and promote economic development</b></p> <p>Scope: Tourism, employment and business, the farming sector, roads network, major events, land use planning, exploration and mining.</p>	<p><b>Goal 2 – To maintain recreation and sporting facilities</b></p> <p>Scope: Sports facilities, recreation planning, support for community groups, opportunities for youth, holiday activities.</p>
<p><b>Goal 3 – To enhance quality of life and meet social needs</b></p> <p>Scope: Medical, police presence, housing, aged care, family values.</p>	<p><b>Goal 4 – To care for and protect the environment</b></p> <p>Scope: Heritage values, rehabilitation of degraded areas, salinity, global warming/climate change initiatives, native title, special interests.</p>
<p><b>Goal 5 – To optimise local government</b></p> <p>Scope: Promote Local Government, attract and retain staff and maintain existing services and Councillor representation in light of possible implications associated with structural reform</p>	
<p><b>Goal 6 – Resourcing the Future</b></p> <p>Scope: Establish and Maintain Reserve Funds for specific projects and maximise future grant opportunities</p>	

## Objectives and strategies

The idea of a strategic plan is to allow us to reach our goals in a staged process in recognition that we will need the resources to make progress. Stages are described as objectives and strategies and are listed below.

### **Goal 1 – Economic development**

*Objective: To increase economic prosperity in the Shire by promoting the shire, increasing tourism, encouraging business and employment, maintaining the road network, supporting the agricultural base.*

### **Strategies:**

#### TOURISM

- 1.1 Increase tourism
- 1.2 Promote availability of accommodation to meet a variety of needs
- 1.3 Upgrade approaches to Southern Cross and Satellite Towns
- 1.4 Support major events

#### EMPLOYMENT GROWTH

- 1.5 Promote employment and stable business environment and attraction of new businesses
- 1.6 Promote and develop sustainable aged care facilities, child care and other additional services in the Shire
- 1.7 Support exploration and mining activities

#### ROADS AND TRANSPORT

- 1.8 Continue commitment to well maintained roads
- 1.9 Coordinate redevelopment of Southern Cross Airstrip

#### LAND AVAILABILITY

- 1.10 Support land development (including residential, industrial and agricultural)

### **Goal 2 – Recreation and sport**

*Objective: To maintain the long-term viability of sporting venues and to provide young people with activities.*

### **Strategies:**

- 2.1 Develop a long term planned approach to meeting the recreation and sporting needs of the community
- 2.2 Assist clubs to cope with change
- 2.3 Facilitate activities for young people
- 2.4 Future Facilities Planning – Yilgarn Youth, Sport & Recreation Council Strategic Plan

### **Goal 3 – To enhance quality of life and meet social needs**

Objective: *To maintain and improve on the medical services available to the community, to maintain the police presence, create a variety of housing types; increase specific services for the aged and to support families.*

#### **Strategies:**

- 3.1 Provide support for health and medical services in the shire
- 3.2 Support increased services to seniors and frail aged

### **Goal 4 – To care for the environment**

Objective: *To preserve our historical sites, ensure rehabilitation of degraded areas, address immediate and long-term salinity, promote multi use of land, promote effective waste management strategies.*

#### **Strategies:**

- 4.1 Preserve the fabric of the townsites
- 4.2 Support the farming community and actions to care for the natural environment
- 4.3 Promote effective waste management strategies
- 4.4 Promote and preserve the Historical Account of the Yilgarn district

### **Goal 5 – To optimise local government**

Objective: *To maintain an effective local government at council level and within the administration and works.*

#### **Strategies:**

- 5.1 Promote involvement in local government
- 5.2 Attract and retain quality staff
- 5.3 Maintain existing services and representation in light of implications associated with the Systemic Sustainability Study

### **Goal 6 – Resourcing the Future**

Objective: *Establish and Maintain Reserve Funds for specific projects and maximise future grant opportunities.*

#### **Strategies:**

- 5.1 Establish and maintain Reserve Funds for specific projects
- 5.2 Maximise grant opportunities

## Action Plans

### Goal 1 – Economic development

<b>Strategy 1.1</b>	<b>Increase tourism</b>	
<b>Rationale</b>	<i>There is a need to promote the shire for a variety of reasons – to increase tourism, to attract professionals, to increase population generally, to improve perceptions about the shire.</i>	
<b>Restraints to success</b>	<i>Remoteness, distances to local attractions</i>	
<b>Performance Measure</b>	<i>Visitor numbers increased, stable population with some growth.</i>	
<b>Actions</b>	<b>Co-ordination</b>	<b>By When</b>
To consult and assist the Telecentre to increase its operations, e.g. Link with tourist activities Promote business Act as an agent for Centrelink Provide government agency services	CEO and Telecentre Coordinator	Ongoing
Expand the proposal to have an observatory in Southern Cross	Council, private business interests	2009
Maintain the web site and use this to promote tourism	CEO and Administrative Services Officer	Ongoing
Link with other shires to promote the Yilgarn using signage etc	CEO, Council and other shires	Ongoing
Utilise the Wheatbelt Development Commission to assist in the promotion of the whole region.	CEO, Wheat belt Development Commission and other shires	Ongoing
Investigate displays for entry statements to townsites	Tourism Advisory Committee	Ongoing
Engage in a total redesign for the lake environs incorporating a walk trail	Council/Tourism Advisory Committee/MRWA	Ongoing
Increase signage at historical sites in Shire	Council/Tourism Advisory	Ongoing

#### Strategy 1.1 Financial Planning

<b>Actions</b>	<b>2008/2009</b>	<b>2009/2010</b>	<b>2010/2011</b>	<b>2011/2012</b>
Development of Viewing Platform over Frasers Open Cut	\$40,000 (½ funding)			
Polaris Lake Walk Trail	\$10,000			

<b>Strategy 1.2</b>	<b>Promote availability of accommodation to meet a variety of needs</b>
<b>Rationale</b>	<i>There is a need to provide for the current and future needs of people coming to the shire for short visits and longer stays</i>
<b>Restraints to success</b>	<i>Isolation deters private investment</i>
<b>Performance Measure</b>	<i>Low cost quality accommodation available and caravan park upgraded</i>

<b>Actions</b>	<b>Co-ordination</b>	<b>By When</b>
Provide a modern campers kitchen within the designated camping area at the Southern Cross Caravan Park	CEO and Council	2010-2012

<b>Strategy 1.3</b>	<b>Upgrade the appearance of the approaches to Southern Cross and Satellite Towns</b>
<b>Rationale</b>	<i>To complement other initiatives to increase tourism and the appeal of the shire.</i>
<b>Restraints to success</b>	<i>There are no identifiable restraints</i>
<b>Performance Measure</b>	<i>Visitors and residents complimentary about the appearance of the town and its surrounds.</i>

<b>Actions</b>	<b>Co-ordination</b>	<b>By When</b>
Adopt a plan for improving the approaches to Southern Cross and satellite towns with the objective of creating a well-manicured environment that raises the profile of the town.	Council/Tourism Advisory Committee	Ongoing
Replace trees along highway	Council/Tourism Advisory Committee/Community	Ongoing
Develop a forward plan for tree planting incorporating feature plantings for attractiveness	Council/Tourism Advisory Committee/Community	Ongoing

<b>Strategy 1.4</b>		<b>Support major events</b>	
<b>Rationale</b>	<i>There is lack of activities for the general community and young people, which should be addressed. Major events also bring in visitors and raise the profile of the shire.</i>		
<b>Restraints to success</b>	<i>Sometimes requires high levels of volunteer effort</i>		
<b>Performance Measure</b>	<i>Yilgarn Show and King of the Cross are well attended and enjoyed, at least one major performing arts event each year.</i>		
<b>Actions</b>	<b>Co-ordination</b>	<b>By When</b>	
Support community efforts to expand the King of the Cross motor cycle event in the shire	Council/Southern Cross Motorcycle Club	Ongoing	
Continue support for the Yilgarn Agricultural Show	Council/Yilgarn Agricultural Society	Ongoing	
Take advantage of opportunities for performing arts for the shire	CEO /Administrative Services Officer	Ongoing	

<b>Strategy 1.5</b>		<b>Promote employment and stable business environment and attraction of new businesses</b>	
<b>Rationale</b>	<i>Council recognises the uncertainties of the global economic situation that has an impact on the core agriculture and mining industries that are the key economic drivers of the shire and the need to supplement these to create a balanced employment environment.</i>		
<b>Restraints to success</b>	<i>Seasonal employment, lack of local freight companies, lack of permanent businesses, amalgamation of farms, remoteness.</i>		
<b>Performance Measure</b>	<i>Number of businesses located in shire, number of trainees in positions</i>		
<b>Actions</b>	<b>Co-ordination</b>	<b>By When</b>	
Promote the Yilgarn area as a place of high employment	Council, Wheat belt Development Commission, Wheatbelt ACC and Economic Development Committee	Ongoing	
Contact other local governments for leads to start up businesses and to encourage new business to the district	CEO	Ongoing	
Provide support to the Southern Cross Business Association to ensure that the Association continues into the future.	Council/CEO/Business Fraternity	Ongoing	
Lobby GEHA to improve and upgrade housing stock	Council	Ongoing	

<b>Strategy 1.6</b>	<b>Promote and develop sustainable aged care facilities, child care and other additional services in the Shire</b>
<b>Rationale</b>	<i>There is a need to provide services for the aged and also to improve extended child care services for those who wish to remain in the shire. Development of these services will encourage employment and aid in the retention of people in the district.</i>
<b>Restraints to success</b>	<i>Government attitude needs a long-term approach and commitment.</i>
<b>Performance Measure</b>	<i>Number of residential places available for the frail aged, number of people working in the aged care sector.</i>

<b>Actions</b>	<b>Co-ordination</b>	<b>By When</b>
Maintain a long- term strategy for recreational and social pursuits for senior citizens in Southern Cross	Senior Citizens Coordinator in consultation with community	Ongoing
Encourage residents in the district to utilise visiting specialists to the Region and promote the Patient Assistance Travel Scheme (PATS)	Council/Health Services Manager/DHAC/LHAG	Ongoing
Lobby State and Federal Governments to secure funding for full-time child care services in the district.	Council/Yilgarn Child Care/Community	Ongoing

<b>Strategy 1.7</b>	<b>Support exploration and mining activities</b>
<b>Rationale</b>	<i>There is a need to support exploration and mining activities in the Shire to sustain levels of employment in the district.</i>
<b>Restraints to success</b>	<i>Global markets</i>
<b>Performance Measure</b>	<i>Sustained levels of employment within the Shire within the mining industry and support provided to mining companies when seeking approvals for exploration and expansion proposals .</i>

<b>Actions</b>	<b>Co-ordination</b>	<b>By When</b>
Support mining companies when seeking approvals for exploration and expansion proposals.	Council	Ongoing
Work with mining companies to encourage workers to reside in the district	Council/Mining Companies/State Government	Ongoing

<b>Strategy 1.8</b>	<b>Continue commitment to well maintained roads</b>
<b>Rationale</b>	<i>Roads have an enormous impact on providing community links for employment and social activities. Well-maintained roads contribute to road safety.</i>
<b>Restraints to success</b>	<i>Maintaining a quality workforce due to population decline, environmental impacts on the roads, the high cost of adequate roads for heavy transport users, decline in funding from the government.</i>
<b>Performance Measure</b>	<i>Maintenance of the amount of funds spent on roads. Level of achievement measured against the adopted road program.</i>

<b>Actions</b>	<b>Co-ordination</b>	<b>By When</b>
Continue commitment to development of a strategic roads plan that includes reference to: School bus routes. Main arteries including grain and heavy haulage routes Tourist route	CEO/Manager for Works	Ongoing
Develop a promotion strategy designed to educate the community on the reasons to develop a road network plan and the method used to prioritise roads.	CEO/Manager for Works	Ongoing
In consultation with the EPA develop vegetation management plans and council policies relating to road reserves.	CEO, the EPA and landowners	Ongoing
Maintain lobbying to pressure the government to respond to the needs to adequately fund roads	Council	Ongoing
Council to maintain its socially responsible commitment to sustaining a council workforce.	Council	Ongoing
Maintain close liaison with CBH regarding their proposed Bin rationalisation program to ensure that the CBH strategy is in line with Council's road works program	Council/CBH	Ongoing

<b>Strategy 1.9</b>	<b>Coordinate redevelopment of Southern Cross Airstrip</b>	
<b>Rationale</b>	<i>Provision of an all-weather sealed airstrip.</i>	
<b>Restraints to success</b>	<i>Land availability</i>	
<b>Performance Measure</b>	<i>Development of airstrip by 2010</i>	
<b>Actions</b>	<b>Co-ordination</b>	<b>By When</b>
Work with St. Barbara Mines and Portman Iron Ore and associated contractors for the construction of an all-weather sealed strip with modern terminal	CEO/DCEO/Council/ Mining Industry	2010

<b>Strategy 1.10</b>	<b>Support land development (including residential, industrial and agriculture)</b>
<b>Rationale</b>	<i>Land releases needed to support opportunities for growth</i>
<b>Restraints to success</b>	<i>Much of the land is impacted by being in government ownership or under native title claim.</i>
<b>Performance Measure</b>	<i>Maintenance of the amount of funds spent on road. Level of achievement measured against the adopted road program.</i>

<b>Actions</b>	<b>Co-ordination</b>	<b>By When</b>
Develop a strategy to lobby for more land to be released for new industry for the long term when a need is established	CEO and Council	Ongoing
Develop a residential subdivision of affordable blocks in Southern Cross townsite	CEO and Council	2008- 2009
Support the provision of more industrial land within Southern Cross to support future growth	CEO, Department of Land Administration	Based on Demand
Continue the sewerage scheme reserve fund for upgrading works and extensions to the existing infrastructure	Council	Ongoing

**Strategy 1.9  
Financial Planning**

<b>Actions</b>	<b>2008/2009</b>	<b>2009/2010</b>	<b>2010/2011</b>	<b>2011/2012</b>
Transfer Funds to Land Development Reserve	\$10,000	\$10,000	\$10,000	
Development of Sirius Street Subdivision Stage I				\$80,000
Replacement of Ageing Sewerage Pumps & Installation of Alert System	\$20,000	\$55,000		
Transfer of Funds to Sewerage Reserve Fund	\$10,000			

## Action Plans

### Goal 2 – Recreation and sport

<b>Strategy 2.1</b>	<b>Develop a long term planned approach to meeting the recreation and sporting needs of the community</b>
<b>Rationale</b>	<i>Sporting facilities provide a focus for community life. The current facilities need rationalisation to meet the needs of the current and future community..</i>
<b>Restraints to success</b>	<i>Isolation in respect to regional competition, lack of young people in the teenage group to maintain previous levels of sport, clubs are reluctant to change, existing facilities are in place and cater for the needs of current membership.</i>
<b>Performance Measure</b>	<i>Viable clubs and self-sustaining facilities in convenient location.</i>

<b>Actions</b>	<b>Co-ordination</b>	<b>By When</b>
Determine desirability and economic feasibility of a multi use complex to cater for all sporting groups in a family orientated facility that can be used by all age groups. This would include the employment of a Facility Manager at the multi use complex. That should the opportunity become available in the future to secure a Liquor Licence, Council gives due consideration to procure same for the multi-use complex	Council	2008 - 2015
Create opportunities for a wider range of activities, e.g. Gymnasium Sport for seniors Walking groups/trails	Yilgarn Youth, Sport & Recreation Council, CEO, Council	2008 - 2010
Provide funds to redevelop the Southern Cross swimming pool on a staged basis	Council	2009 - 2011

#### Strategies 2.1 & 2.4 Financial Planning

<b>Actions</b>	<b>2008/2009</b>	<b>2009/2010</b>	<b>2010/2011</b>	<b>2011/2012</b>
Transfer to Sport & Recreation Reserve Fund for future projects (lighting of oval, Recreation Centre alterations etc.)	\$15,000	\$15,000	\$15,000	\$15,000
Construct new Kiosk/Change Rooms at Swimming Pool			\$1,500,000	
Installation of Hydrotherapy Pool			\$500,000	
Transfer to Swimming Pool Reserve Fund	\$80,000	\$80,000	\$80,000	

<b>Strategy 2.2</b>		<b>Assist clubs to cope with change</b>	
<b>Rationale</b>	<i>Clubs are finding it difficult to react positively to the changes in society generally and the changes that are occurring within the community due to population decline and changing attitudes to clubs and structured sport..</i>		
<b>Restraints to success</b>	<i>Lack of volunteers, time constraints imposed by employment practices, fund raising, distance to regional competition.</i>		
<b>Performance Measure</b>	<i>Strong clubs and social structures</i>		
<b>Actions</b>	<b>Co-ordination</b>	<b>By When</b>	
Assist clubs to approach the Department of Sport & Recreation for funds towards high cost of travel to regional centres for competition.	CEO/Administrative Services Officer	Ongoing	
Assist clubs to approach the Department of Sport & Recreation to run workshops for volunteers involved in clubs	Yilgarn Youth, Sport and Recreation Council	Ongoing	
Assist clubs to access funds for training on contemporary issues affecting structured sport such as roles and responsibilities of committee members, coaches etc.	Council, Yilgarn Youth, Sport and recreation Council and DSR	Ongoing	
Assist and support the Department of Sport & Recreation in the development of new zones for sporting associations for the regional coordination of sporting activities	Council, Yilgarn Youth, Sport and Recreation Council	Ongoing	

<b>Strategy 2.3</b>		<b>Provide activities for young people</b>	
<b>Rationale</b>	<i>The shire is committed to retaining young people in the shire.</i>		
<b>Restraints to success</b>	<i>Lack of participation in structured activities</i>		
<b>Performance Measure</b>	<i>Viable holiday activities program and increased participation by young people</i>		

<b>Actions</b>	<b>Co-ordination</b>	<b>By When</b>
Continue to coordinate holiday activities program	CEO/ASO/TC Co-Ord	Ongoing
Maintain contact and communicate with young people to assess the activities and facilities that would meet their needs	CEO/ASO	Ongoing

<b>Strategy 2.4</b>	<b>Future Facilities Planning – Yilgarn Youth, Sport &amp; Recreation Council Strategic Plan</b>
<b>Rationale</b>	<i>To establish planning timeframes for the development of future infrastructure and improvement of existing facilities to meet the demands and expectations of those in the community.</i>
<b>Restraints to success</b>	<i>Funding availability, decline in numbers participating in particular activities</i>
<b>Performance Measure</b>	<i>Residents participating in planning processes and achievement of viable actions</i>

<b>Actions</b>	<b>Co-ordination</b>	<b>By When</b>
Major Upgrade to Recreation Complex	YYSRC/Council	2009/2010
Installation of new lighting to Recreation Ground	YYSRC/Football Club/Council	2010/2011
Swimming Pool Upgrade – New Kiosk/Changerooms/Gym/Hydrotherapy Pool	YYSRC/Swimming Club/Council	2010/2011
Installation of Synthetic Bowling Rink within Recreation Precinct	YYSRC/Bowling Club/Council	2010-Ongoing

## Action Plans

### Goal 3 – Quality of life and social needs

<b>Strategy 3.1</b>	<b>Provide support for health and medical services in the shire</b>
<b>Rationale</b>	<i>Maintaining good health and medical services is needed because of factors relating to distance from major centres, difficulty in attracting employees and new residents, concerns about the medical centre detract from the appeal of the shire, small population, number of children in the shire, highway, risk of industrial/farming accidents.</i>
<b>Restraints to success</b>	<i>Remoteness, increases in population can exacerbate the issues, difficulties in attracting and keeping professionals.</i>
<b>Performance Measure</b>	<i>Maintenance of medical centre and hospital and number of visiting professionals</i>

<b>Actions</b>	<b>Co-ordination</b>	<b>By When</b>
Develop a strategy to make the shire more attractive to encourage visiting health care and other professionals based around the proximity to major centres such as Merredin.	Council	Ongoing
Provide the appropriate support to the Eastern District Health Advisory Committee in its objectives to establish the Merredin District Hospital to Regional Hospital status and lobby to maintain the current standard and services that are being offered by the Southern Cross District Hospital.	CEO, DHAC/LHAG Members and Council	Ongoing

<b>Strategy 3.2</b>	<b>Support increased services for seniors and frail aged</b>	
<b>Rationale</b>	<i>To retain seniors and provide services so that aged people have alternative accommodation in the shire to suit their changing needs</i>	
<b>Restraints to success</b>	<i>Funding, suitable sites</i>	
<b>Performance Measure</b>	<i>Stable demographics in the over age 55 category</i>	
<b>Actions</b>	<b>Co-ordination</b>	<b>By When</b>
Investigate suitable sites for further facilities for frail aged – possibly located close to the hospital and link with other strategies relating to developing an aged care industry.	CEO, Council, HAY Committee/LHAG	Long Term

## Action Plans

### Goal 4 – The environment

<b>Strategy 4.1</b>		<b>Preserve the fabric of the townsites</b>	
<b>Rationale</b>	<i>Promote and develop the historical significance of the townsites and continue with townscape works to create a pleasant environment for residents and increase visitor appeal.</i>		
<b>Restraints to success</b>	<i>Encouragement of private land owners to participate</i>		
<b>Performance Measure</b>	<i>Feedback form visitors and residents indicating their appreciation with the ambiance of the towns</i>		
<b>Actions</b>	<b>Co-ordination</b>	<b>By When</b>	
Continue support for townscape projects with landscaping.	CEO/Council	Ongoing	
Provide historical signage of significant sites	Council/Historical Society	Ongoing	
Prepare an inventory of sites (initially in townsites) that require removal of accumulated scrap metal in order that the visual aspect of the townsites is improved.	CEO/Manager Environmental Health & Building Services	Ongoing	
Develop strategy with mining companies and others to revegetate vacant lots in townsites where there has been a significant decline in population to improve the visual appearance of the town	Council/Manager Environmental Health & Building Services	Ongoing	

<b>Strategy 4.2</b>		<b>Support the farming community and actions to care for the natural environment</b>	
<b>Rationale</b>	<i>Develop strategies to conserve the environment and that those issues which have an adverse impact be managed effectively.</i>		
<b>Restraints to success</b>	<i>Lack of available resources and funding, seasonal weather patterns that fluctuate, reliant on volunteer effort.</i>		
<b>Performance Measure</b>	<i>Number of volunteers in fire and emergency services, progress initiatives (in consultation with appropriate bodies) relating to NRM and global warming issues</i>		
<b>Actions</b>	<b>Co-ordination</b>	<b>By When</b>	
Support landholders where possible with the implementation of Natural Resource Management initiatives	Council	Ongoing	
Continue support for Bush Fires Brigades in provision of fire fighting equipment for all areas.	Council/Fire & Emergency Services	Ongoing	
In consultation with appropriate bodies, investigate possible effects that global warming/climate change will have on long term viability of agriculture in the district	Council	Ongoing	

<b>Strategy 4.3</b>	<b>Promote Waste Management Strategies</b>
<b>Rationale</b>	<i>Develop and promote waste management strategies that will focus on the principles of “Reduce, Reuse and Recycle” .</i>
<b>Restraints to success</b>	<i>Lack of community support in recycling initiatives and the external markets determining disposability of recycled waste.</i>
<b>Performance Measure</b>	<i>Support of the community in “Reduce, Reuse and Recycle” principles.</i>

<b>Actions</b>	<b>Co-ordination</b>	<b>By When</b>
Promote waste reduction and recycling within the community	Council	Ongoing

<b>Strategy 4.4</b>	<b>Promote and preserve the Historical Account of the Yilgarn District</b>
<b>Rationale</b>	<i>Develop, promote and improve the historical account of the Yilgarn and use this as a promotional tool, but also to preserve this important information for the future generations of the district.</i>
<b>Restraints to success</b>	<i>Costs associated with research and producing quality material that will encourage residents and others to purchase this information.</i>
<b>Performance Measure</b>	<i>Progress towards obtaining funding to undertake the works and compilation of all material that could be utilised for a professional production.</i>

<b>Actions</b>	<b>Co-ordination</b>	<b>By When</b>
Progress grant funding applications to appropriate bodies.	CEO/Council/Historical Society	Ongoing
Seek appropriate professionals to advise and produce a quality production of the Historical account of the district that also incorporates a tourism aspect	CEO/Council/Working Group	Ongoing and subject to grant dependency

## Action Plans

### Goal 5 – Optimise local government services

<b>Strategy 5.1</b>	<b>Promote involvement in local government</b>
<b>Rationale</b>	<i>There is a need to attract people to stand for council.</i>
<b>Restraints to success</b>	<i>Time constraints</i>
<b>Performance Measure</b>	<i>Number of positions contested</i>

<b>Actions</b>	<b>Co-ordination</b>	<b>By When</b>
Develop strategies to enhance community consultation processes in Council decision making.	Council	Ongoing
Encourage people to become involved in council affairs	Council	Ongoing
Hold community forums prior to council elections to inform people of the merits in Standing for Councillor positions	Council	Ongoing

<b>Strategy 5.2</b>	<b>Attract and Retain Quality Staff</b>
<b>Rationale</b>	<i>To ensure value for money and quality and professionalism is attained</i>
<b>Restraints to success</b>	<i>Distances from major centres, lack of good housing</i>
<b>Performance Measure</b>	<i>Staff turnover</i>

<b>Actions</b>	<b>Co-ordination</b>	<b>By When</b>
Encourage shire tenants to purchase Council houses	CEO	Ongoing
Progressively upgrade Council's housing stock	Council	Ongoing
Provide resources to upgrade Administration Centre to create a comfortable working environment	Council	Ongoing

### Strategy 5.2 Financial Planning

<b>Actions</b>	<b>2008/2009</b>	<b>2009/2010</b>	<b>2010/2011</b>	<b>2011/2012</b>
Purchase Staff Housing			\$240,000	
Sale of old Housing Stock	\$100,000	\$60,000		

<b>Strategy 5.3</b>	<b>Maintain existing services and Representation</b>
<b>Rationale</b>	<i>To be proactive in the acceptance of change to the operational aspect of Local Government in Western Australia and mindful to maintain existing services and representation for the residents of the Yilgarn district</i>
<b>Restraints to success</b>	<i>State Government Intervention through forced amalgamations of Local Governments</i>
<b>Performance Measure</b>	<i>Continued retention of Shire of Yilgarn identity and provision of services to the residents of the Shire</i>

<b>Actions</b>	<b>Co-ordination</b>	<b>By When</b>
Maintain involvement in Wheatbelt East Regional Organisation of Councils (WERO) until definite direction on future of local government is known	Council/CEO	Ongoing
Undertake discussions with Shire of Westonia on the provision of shared services via an MOU	CEO/Shire President	Ongoing
Maintain active participation in ongoing discussions with Western Australian Local Government Association regarding Systemic Sustainability Study	Council/CEO	Ongoing

## Action Plans

### Goal 6 – Resourcing the Future

<b>Strategy 6.1</b>	<b>Establish and Maintain Reserve Funds for specific projects and maximise future grant funding opportunities</b>	
<b>Rationale</b>	<i>By providing for the future now, Council is able to conduct major projects without impact on the operating budget of any one particular year</i>	
<b>Restraints to success</b>	<i>Financial Commitments prohibiting Reserve Transfers</i>	
<b>Performance Measure</b>	<i>Level of Reserve Funds</i>	
<b>Actions</b>	<b>Co-ordination</b>	<b>By When</b>
Continue to provide for the transfer of funds into Council's Reserve Fund Portfolio	Deputy CEO	Ongoing
As new projects are identified, where appropriate, ensure new Reserve Funds are created	Council/CEO/DCEO	Ongoing
Identify Ceiling Levels for each Reserve Fund and maintain those Reserve Funds at that level	Deputy CEO	Ongoing
Maximise grant funding opportunities for projects to subsidise Reserve Funds in funding entire project	CEO/Deputy CEO	Ongoing

<b>Strategy 6.1 Financial Planning</b>			
<b>Reserve Fund</b>	<b>Estd Bal Jun 2008</b>	<b>Purpose of the Reserve</b>	<b>Floor Level</b>
Long Service Leave	\$136,000	A Reserve cash-backing Council's LSL liability	N/A
Plant Replacement	\$515,000	Enable the purchase of new Heavy Machinery/Plant	\$500,000
Buildings	\$96,000	To assist with Building Construction Costs	\$200,000
Airport	\$90,000	Fund future re-construction works at the SX Airport	\$700,000
Land Development	\$73,000	Assist in Subdivision Costs	\$150,000
Sewerage	\$92,000	Provide for replacement of Sewerage Systems	\$120,000
Computer Hardware and Software	\$2,000	Replacement of PC's when finite (nb. \$45,000 will be utilised in 2007/2008)	\$20,000
Mt Hampton/Dulyalbin Water	\$8,500	Transfers from the Sale of Water to assist in replacing aging infrastructure in the future	N/A
Recreation Facility	\$288,000	Assist in funding Major Sport and Recreation Projects	\$1,000,000
Yilgarn Homes for the Aged	\$65,000	Facility for Rental income over expenses to be collected and set aside for future maintenance	N/A
SX Refuse Disposal Site	\$100,000	Facility for Commercial Refuse Disposal Fees to be collected and set aside for future expansion works	N/A
Museum Reserve	\$10,000	Funds held on behalf of the Yilgarn History Museum	N/A

## ACHIEVEMENTS SINCE INTRODUCTION OF STRATEGIC PLAN “2003 AND INTO THE FUTURE”

Actions	Co-ordination	Year Achieved
<p><b>Strategy 1.1 – Increase Tourism</b> Allocate funding to employ a professional to create an identity for Southern Cross using the constellations <b>Comment – New logo for Shire of Yilgarn developed which incorporated constellation</b></p>	CEO/Council	2003
<p><b>Strategy 1.2 – Promote availability of accommodation to meet variety of needs</b> Identify suitable area and encourage the establishment of a backpacker style accommodation to meet the needs of people visiting and working for short terms in the Shire. <b>Comment – Secured surplus Sons of Gwalia accommodation quarters from Bullfinch and located at Caravan Park for short term accommodation</b></p>	CEO/Private Business	2003/2004
<p><b>Strategy 1.5 – Promote employment and stable business environment</b> Assist to establish and foster an Economic Development Committee with Council, business proprietors and community members <b>Comment – Southern Cross Business Association established and constituted</b></p>	CEO/Council/Business fraternity and community leaders	2004/2005
<p><b>Strategy 2.1 – Develop a long term planned approach to meeting the recreation and sporting needs of the community</b> Develop a Sport and Recreation Plan for the Yilgarn district that will compliment this Strategic Plan <b>Comment – Sport and Recreation Plan developed</b></p>	Yilgarn Youth Sport & Recreation Council/ CEO and Council	2004/2005
<p><b>Strategy 5.2 – Attract and retain Quality Staff</b> Review current housing stocks and identify older housing stock that can be disposed of. <b>Comment – Review undertaken, new homes purchased and process being undertaken to dispose of old housing stock</b></p>	CEO/ Council	2005
<p><b>Strategy 1.1 – Increase Tourism</b> Investigate suitable sites for lease or acquisition close to the Highway for an Information Bay <b>Comment – Land purchased to accommodate Information Bay</b></p>	CEO/Council	2006

<p><b>Strategy 1.1 – Increase Tourism</b> Investigate suitable sites for a Lookout on or near the Great Eastern Highway for viewing of Fraser’s Open Cut <b>Comment – In consultation with St. Barbara Mines, site located for the positioning of the Nevoria Headframe</b></p>	CEO/Council/Tourism Advisory Committee	2006
<p><b>Strategy 1.1 – Increase Tourism</b> Expand the web site and use this to promote tourism <b>Comment – Shire of Yilgarn web page now re-developed with significant emphasis on tourism</b></p>	CEO	2007
<p><b>Strategy 1.2 – Promote availability of accommodation to meet variety of needs</b> Provide private en-suite facilities at the Southern Cross Caravan Park at specific caravan parking bays <b>Comment – The establishment of the self contained Units at the Caravan Park now enures en-suite accommodation for patrons</b></p>	CEO and Council	2007
<p><b>Strategy 1.9 – Support land development</b> Develop a strategy for more land to be released for new housing <b>Comment – Two areas have now been secured for residential development within the Southern Cross townsite</b></p>	CEO and Council	2007
<p><b>Strategy 2.4- Future Facilities Planning YYSRC</b> Resurface Netball/Basketball Courts <b>Comment – Project completed</b></p>	Netball/ Basketball Clubs/Council/DSR	2007
<p><b>Strategy 2.4 – Future Facilities Planning YYSRC</b> Construct new tee boxes at Southern Cross Golf Club</p>	Golf Club/DSR/Council	2006
<p><b>Strategy 4.3 – Promote Waste Management Strategies</b> Progress the selection of potential sites for a new waste disposal facility plus the provision of a waste transfer station in the Southern Cross townsite <b>Comment – Both sites have been identified and now working on development of both sites</b></p>	Council/EPA	2007
<p><b>Strategy 3.2 – Support increased services for seniors and frail aged</b> Continue plans for senior citizens centre in Southern Cross <b>Comment – Senior Citizens Centre constructed</b></p>	Council	2007

## **Other information from the Shire that is available to the public**

The following information is available to the public from the council office:

Annual Budget  
Plant Replacement Program  
Annual Report  
Council Policies  
Local Laws  
Agenda and minutes of meetings  
List of Councillors contact details

**Feedback Sheet**

Comments on the Plan for the Future of the District are welcome at any time. Please complete this form and return it to: Chief Executive Officer, Shire of Yilgarn, Antares Street, Southern Cross.

Strategy No.	Comments

Signed.....

Contact details.....