



Strategic Community Plan

2024-2034

MESSAGE FROM THE SHIRE PRESIDENT

Welcome to the Shire of Yilgarn Strategic Community Plan 2024 – 2034, the guiding document for the Shire of Yilgarn over the next 10 years.

It is the responsibility of all Local Governments in Western Australia to demonstrate through their strategic plan, on-going planning for the social, environmental and economic future for the whole of the Shire.

This Plan is our road map to a secure future and will provide guidance to our Council as we make important decisions on behalf of the community over the next 10 years. It incorporates our vision and our aspirations for the future and will allow the Council to prioritise service delivery and projects that have been identified as important to community members.

This Plan outlines the long-term vision and values of the community of the Shire of Yilgarn whilst also acknowledging the requirements and resourcing capabilities of the Shire. It is part of our fulfilment of the Integrated Planning and Reporting (IPR) Framework. Whilst the Strategic Community Plan is a ten- year plan, it is not fixed for ten years as it would be long out of date by then. Rather, it is a “rolling” plan which is reviewed every two years. The two- yearly reviews alternate between a minor review (updating as needed) and a major review (going through all the community consultation steps again).

The Plan could not have been produced without the involvement of the local Yilgarn community and I am very grateful to those members of the community who became involved and took the time to provide input for the plan. Your responses gave Council valuable insight towards the priorities and visions for the future of the Shire of Yilgarn.

Our Council is committed to delivering the vision outlined in this Plan and we look forward to working with the community to bring it to fruition.

The Strategic Community Plan was adopted by Council on 21 November 2024.

Cr Wayne Della Bosca

Shire President

INTRODUCTION

What is the Strategic Community Plan

The Strategic Community Plan is the highest level planning document in the Integrated Planning and reporting process. This Plan is designed to be a “living” document that guides the development of the Shire of Yilgarn community for the next ten (10) years.

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

Strategic planning is a recurring process, requiring constant refinement and review. Every second year a desktop review of this Plan is scheduled to occur which will alternate with a comprehensive review every four (4) years to ensure the Plan remains in line with the community’s vision, aspirations and objectives.

Structure of the Plan

Based on community engagement, the Plan sets out the vision for the Shire’s future and captures the community’s aspirations and values. A strategic objective has been developed for each of the four key themes of community interest, being:

- *Social: An inclusive, secure and welcoming community that encourages families, youth and the aged to remain and contribute to our Shire in the long term;*
- *Environment: Protecting, utilising and enhancing our natural environment;*
- *Economic: A prosperous future for our community; and*
- *Civic Leadership: Accountable and strong leadership guiding our community into the future.*

Desired outcomes for each objective have been determined and strategies to meet the objectives established. In undertaking the review, the Shire had regard for the community’s feedback, current and future resources, strategic performance indicators and demographic trends.

How the Plan will be used

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

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

Integrated Planning and Reporting Framework

The Integrated Planning and Reporting Framework is shown in the diagram below. The idea behind the framework is to ensure that the Council's decisions take the community's aspirations into account and deliver the best results possible with the available resources.

The Strategic Community Plan sets the scene for the whole framework – it expresses the community's vision and priorities for the future and shows how the Council and community intend to make progress over a ten-year period.

Detailed implementation for the next four years is covered in the Corporate Business Plan. The "Informing Strategies" – particularly the Long Term Financial Plan, Asset Management Plans and Workforce Plan – show how the Plan will be managed and resourced.



SHIRE PROFILE

The Shire of Yilgarn is located in Western Australia's Eastern Wheatbelt and covers a vast area of 30,720 square kilometres. Southern Cross, the main administrative centre of the Shire is located on the Great Eastern Highway, 370 kms east from the Perth metropolitan area.

The Shire has a population of approximately 1,173 (2021 ABS data) people, however it serves well over that figure due to the resources industry in the Shire and the fly in fly out / drive in drive out nature of work. The Shire is well known as the Gateway between the Wheatbelt and the Goldfields.

The name 'Yilgarn' is aboriginal for 'white stone' or 'quartz'.

The town of Southern Cross is the main business centre, and houses the administration of the Shire, however, there are numerous other smaller townsites throughout the Shire, including, Bodallin, Bullfinch, Ghooli, Koolyanobbing, Marvel Loch, Moorine Rock, Mt Hampton and Yellowdine.

In 1891, the Yilgarn Road Board was gazetted, and in 1918, it merged with the Municipality of Southern Cross. In 1961 it became the Shire of Yilgarn following the introduction of the Local Government Act 1960.

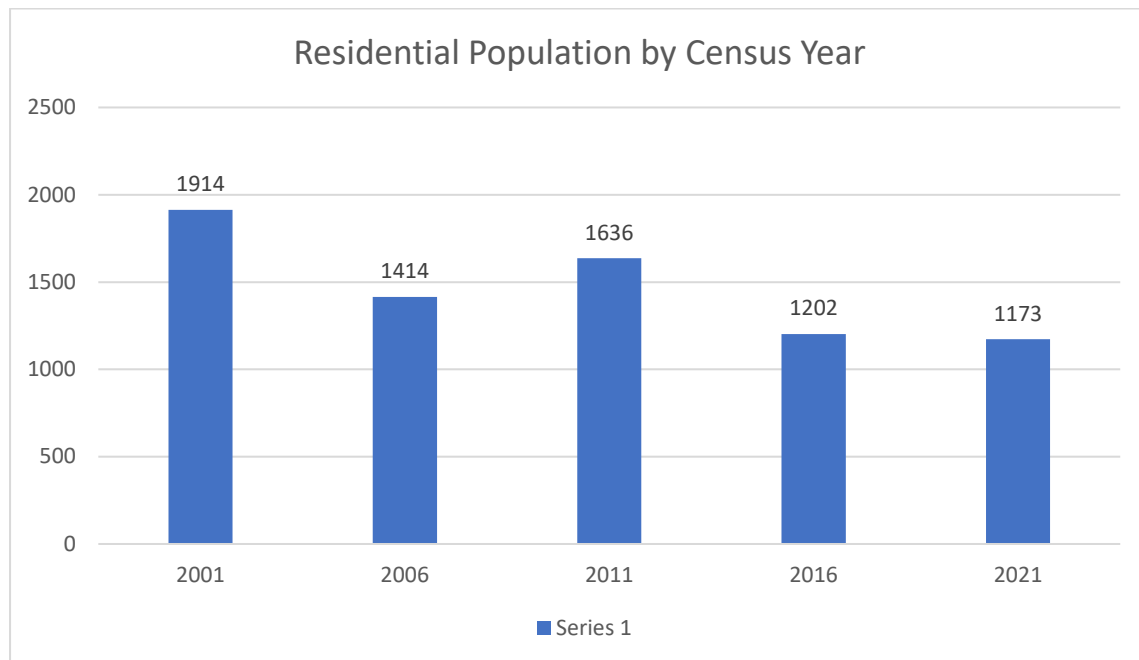
The Shire provides roads, recreational facilities, funding for medical services, parks and gardens, street lighting, and waste collection amongst other community services and infrastructure. Our elected members advocate for the interests of the community and make decisions about where and how development can occur.

Agricultural production and mining activities (gold, iron ore, lithium, and salt) are the main industries in the Shire of Yilgarn

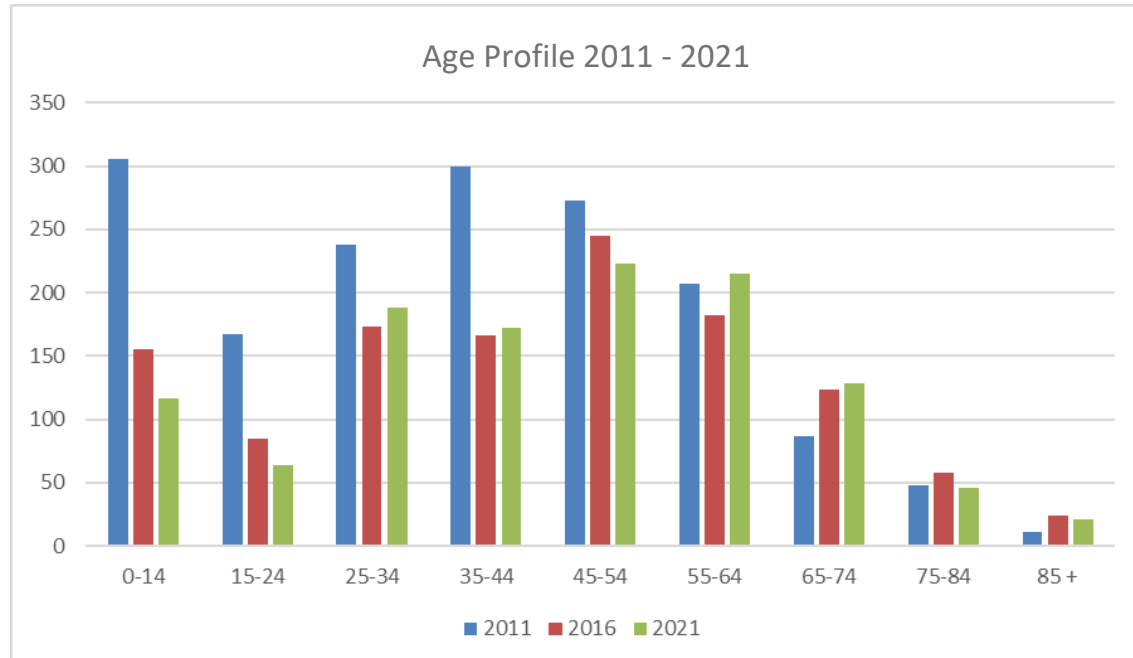
President	Shire Snapshot 23/24	
Cr Wayne Della Bosca	Total Area	30,720km²
Deputy President	Sealed Roads	338km
Cr Bryan Close	Unsealed Roads	2445km
Councillors	Number of Employees	53
Cr Gary Guerini	Number of Electors	679
Cr Lisa Granich	Rates	\$4.38m
Cr Linda Rose	Financial Assistance Grants	
Cr Bianca Bradford	General	\$2.71m
Cr Donna Newbury	Roads	\$1.90m
	Other Grants	\$1.35m
	Capital Expenditure	\$9.02m
	Operating Expenditure	\$13.35m
	Excluding Depreciation	\$8.37m
	Depreciation	\$4.98m
	Value of Assets	\$492m

COMMUNITY PROFILE

The Yilgarn community has experienced a decline in resident population over the past several years, however has experienced growth in the transient workforce. Currently, the population is at 1,173 with around 62% male and 38% female.



The age profile of the Shire of Yilgarn from 2011-2021 is as follows:



The median age of the Shire of Yilgarn population in 2021 was 47.

The Shire of Yilgarn population has an unemployment rate of 6.6% compared to the Australian unemployment rate of 6.9% (2016 ABS data). The primary employment sectors in the Yilgarn are mining, agriculture and construction.

Australian Bureau of Statistics 2021, Yilgarn (Local Government Area), Basic Community Profile

OTHER AGENCIES PLANS AND STRATEGIES

The Shire of Yilgarn does not exist in isolation and is part of the Wheatbelt region and the broader State of Western Australia. This section provides an overview of some of the key strategies and plans that influence the Shire's operating environment.

Wheatbelt Development Commission – Wheatbelt Blueprint

The Wheatbelt Blueprint was developed by the Wheatbelt Development Commission, and reviewed in 2024, as a road map to guide and assist the region to deliver its potential. The Blueprint is based on a strong analysis of existing infrastructure and services across the region.

The vision for the region outlined in the Blueprint is: "The Wheatbelt is a key contributor to Western Australia's prosperity. The region's prime location, diverse economy, clever people, vibrant communities and unique natural environment offer a high quality of life and will attract global innovators and investors."

The Blueprint is structured around the four pillars of diverse economy, clever people, vibrant communities and unique natural environment. Each pillar has a suite of aspirations and targets, outcomes, focus areas and priority actions.

Central East Sub-Regional Economic Strategy

The Central East Sub Regional Economic Strategy was commissioned by the Wheatbelt Development Commission and establishes a framework for the promotion and facilitation of economic and population growth across all towns in the sub-region.

The Strategy identifies economic opportunities for the Shire of Yilgarn in the areas of:

- *Broadacre Agriculture*
- *Mining and Support Services*
- *Population Services*

It also identifies a number of actions that the Shire of Yilgarn should undertake to effectively leverage these economic opportunities.

Regional Development Australia - Wheatbelt Youth Strategy

The Wheatbelt Youth Strategy was developed by Regional Development Australia, Wheatbelt. The framework aims to ensure that key youth stakeholders in the region have a common focus for implementing initiatives that will contribute to improving opportunities and the wellbeing of youth.

The vision guiding the framework is: “All Wheatbelt young people matter – to themselves, to the community – now and into future”. The framework is structured around four priority areas with objectives, strategies, actions and stakeholders being detailed for each of these areas:

- *responsible behaviour*
- *education, training and employment*
- *community, parenting and families*
- *health and wellbeing*

Regional Development Australia - Wheatbelt – Other relevant Strategies / Plans

- The Need for Reform – Aged Care in the Wheatbelt Region
- Entrepreneurial Innovation in the Wheatbelt
- Wheatbelt Regional Children’s Services Plan
- Youth Connections Program Legacy Document
- Y20 Wheatbelt Summit Report



School children participating in World Tree Planting Day

THE ROLE OF THE SHIRE

Local governments operate under Statute but also with some discretion. The four primary roles the Council has are:

Delivery of Facilities and Services

This role includes services like parks, gardens, roads, drainage, footpaths, recreation and cultural facilities, and events. Most services are based on infrastructure like parks and playgrounds, roads and buildings. Maintenance and renewal of these infrastructure assets is a vital part of Council's service delivery role.

Some services are non-asset based, such as events and community information.

Regulation

Local governments have specific regulatory responsibilities that are vital for community wellbeing. For example, they have a regulatory and enforcement role in public health (e.g. licensing and monitoring food premises), the appropriateness and safety of new buildings, and the use of land. These areas are subject to regulation because they have the potential to impose costs or adverse effects on others (e.g. food poisoning, injuries or hazardous activities too close to population).

In many cases the rights of those wishing to operate and the rights of those who may be affected or consider themselves to be affected is a delicate balancing act.

Civic Leadership

Council has a role as civic leader in the community. With strong leadership and community support, the Council can achieve much more than just through its own direct service delivery.

Influence

Influencing the decisions of others who do or can contribute to positive community outcomes in the Shire of Yilgarn is an important role. Advocacy to State government for recognition, funding, favourable policies or other forms of support is a good example of this role.



Shire of Yilgarn Administration Office

ACHIEVEMENTS SINCE LAST STRATEGIC PLAN REVIEW

Our Shire has achieved the following since our last review of Strategic Community Plan:

Pillar: Social	<ul style="list-style-type: none">✓ New Aquatic Centre✓ Upgrades to Constellation Park, BBQ area and skatepark✓ New playgrounds installed at each satellite town✓ Provision of subsidised annual facilities fee for sporting clubs✓ Supported REED daycare through provision of building and maintenance✓ Supported youth through CRC initiatives✓ Continued to support provision of key health services by maintaining Medical Centre and provision of GP housing✓ Continued to support locally based and visiting auxiliary health services✓ Provision of space for visiting veterinarian services✓ Retained CEACA membership, attended meetings, provision of 2 ILU's in Southern Cross✓ Continued to provide and maintain 4 Aged ILU's, installed solar panels✓ Continued to manage and maintain Council's 12 Homes for Aged, including subsidised rent✓ Provision and maintenance of CCTV at Council facilities and in the community✓ Support Bush Fire Brigades, St John's and other emergency service volunteers✓ Major review of Local Emergency Management Arrangements
Pillar: Economy	<ul style="list-style-type: none">✓ Made submissions to State and Federal Communications Inquiry✓ Provision of free Wi-Fi in main street for visitors✓ Sold 4 lots of vacant land to GROH for future housing✓ New tourism website created✓ Taken on the museum curator role through the CRC✓ Shire staff assisting covering opening hours at museum✓ The Yilgarn Tourism Committee is meeting re-established✓ Townsite walk trail with QR Codes✓ Full asset review of road network to identify what we have and what we need

**Pillar:
Environment**

- ✓ WEROC Regional Waste Strategy developed
- ✓ Maintained Southern Cross waste site
- ✓ Continued to support initiatives such as DrumMuster and recycling
- ✓ Provision of site for Containers for Change
- ✓ Undertaken initiatives such as Saltbush planting program and the National Tree Day plantings in conjunction with School
- ✓ Continuing recycled water usage and upgrade chlorine system
- ✓ Solar panels placed on aged housing and 4 residences
- ✓ Worked with private business to install EV charging stations in town

**Pillar:
Civic
Leadership**

- ✓ Implementation of changes to legislation and ensuring awareness to staff
- ✓ Training made available and budgeted for Councillors
- ✓ Staff undertaken training requirements and professional development
- ✓ Limited complaints made, indicating community satisfaction
- ✓ President, Delegate and CEO attended and actively participated in regional collaboration.
- ✓ CEO and other Senior staff attend LG Professionals Wheatbelt Branch Meetings and Annual Conference. With the CEO now the President of the Branch.



Southern Cross Aquatic Centre

HOW WE DEVELOPED OUR STRATEGIC PLAN

Community Engagement

The process to undertake a major review commenced in August 2024 and focused on obtaining feedback from the community via a community workshop (17), sporting and community groups workshop (14), resident and ratepayer online and hard copy surveys. There was a total of 63 engagements.

The consultation campaign was run through Council's website, social media, local notices on buildings, the Community Resource Centre and via local newspaper.

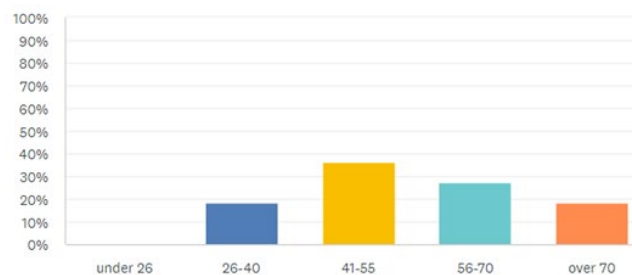
Survey Response

The online survey, via SurveyMonkey received 19 responses and there were 4 hard copies received. In addition, we received 9 hard copy surveys from Sporting and Community Groups.

The age of those completing the community survey were;

Age Group

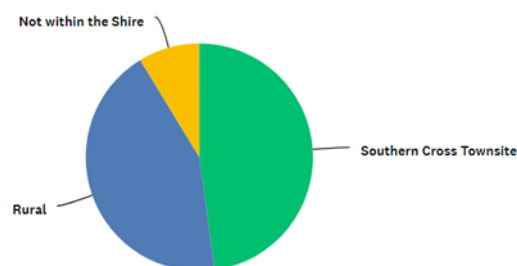
Answered: 22 Skipped: 1



The make of location of survey responses was;

Where do you reside?

Answered: 23 Skipped: 0



Workshops

A community workshop open to all residents and ratepayers was held on the 12th August 2024 with 17 participants. The Sporting and Community Groups Workshop was held on the same day with 14 participants.

STRATEGIC DIRECTION

Our Vision

We are a proud agricultural and mining based economy, providing opportunities for our residents that will build an inclusive and prosperous community in the future.

Our Mission

The Shire of Yilgarn will deliver quality services, facilities and representation in order to achieve our vision.

Our Values

We will promote and enhance the following values in all our relationships with our community;

Honesty in our dealings

Integrity in our actions

Consistency in decision making

Teamwork in our operations

Respect to others and their decisions

Caring for people in our community

Commitment to decisions and roles

Responsive to the needs of others

Effective Communication with all

Key Points of the Plan

The Council have engaged the community in setting a vision for the coming decade. This plan sees existing services and facilities continue highlighting the priorities that Council will focus on over the coming ten years to achieve the vision:

- Embracing technology
- Supporting tourism
- Supporting local businesses
- Community engagement
- Advocacy for essential services
- Maintaining a safe and reliable road network

The detailed implementation of this plan for the next four years is presented in the 4 year Corporate Business Plan.

Strategic Issues facing the community

The following issues were identified as particularly significant challenges for the community in the coming years. The participants in the community engagement process highlighted these issues and they have been taken into account in preparing this Plan:

- Management and implementation of renewable energy
- Continuous introduction of new red tape and governance and compliance requirements
- Availability of skilled staff
- Potential downturn in local industries, including mining
- Environmental and seasonal risks
- Lack of volunteers for first responder agencies
- Loss of families in the community
- Socio-economic pressures and hosting appropriate services and support in place

Pillar 1 - Community

Statement of Strategic Outcome: *An inclusive, secure and welcoming community that encourages families, youth and the aged to remain and contribute to our Shire in the long term.*

GOAL 1. Enhance resident participation in recreation, cultural, and leisure activities

STRATEGIES	OUR ROLE
1.1 Improve utilisation of Council assets through the development of an asset management plan	Deliver
1.2 Investigate opportunities for alternative youth activities outside of traditional sports with the CRC	Facilitate and Deliver
1.3 Complete the upgrade of the recreation centre	Deliver
1.4 Continue to engage with and support local sporting clubs, community groups and volunteers to deliver their activities, competitions and services	Partner and Deliver

GOAL 2. Retention and upgrade of current health and education services and infrastructure

STRATEGIES	OUR ROLE
2.1 Support the CRC and community groups to offer early years activities in the community	Partner
2.2 Advocate for and work with schools in our Shire	Advocate
2.3 Invite Wheatbelt Beyond Youth Mentoring to work in our community	Facilitate
2.4 Facilitate and advocate to retain and improve local health services, including investigating opportunities for additional ancillary visiting services	Advocate
2.5 Inform the community on progress or changes to the delivery of health services in the community	Deliver

GOAL 3. Provide and support high quality and well-maintained aged care facilities

STRATEGIES	OUR ROLE
3.1 Continue to manage and maintain the Homes for the Aged	Deliver
3.2 Actively engage in the Central East Aged Care Alliance (CEACA) and expand accommodation options in the Shire	Partner
3.3 Develop and implement actions from the Aged Friendly Community Plan	Deliver

GOAL 4. Deliver and support community activities that enhances the quality of life for all residents

STRATEGIES	OUR ROLE
4.1 Support the CRC in developing and delivering an annual events program with a focus on families, young people and social inclusion	Support and Deliver
4.2 Continue to provide subsidised use of facilities to our community	Deliver
4.3 Ensure we protect our history and heritage by continuing maintain the Yilgarn Museum and support the Committee	Deliver and Partner

GOAL 5. We have a safe and secure community

STRATEGIES	OUR ROLE
5.1 Advocate and support emergency services and facilities in the district	Advocate and Support
5.2 Expand the CCTV Network to roads and facilities beyond the Southern Cross townsite	Deliver
5.3 Improve street lighting in the Southern Cross townsite	Advocate
5.4 Undertake fire mitigation and reduction initiatives in conjunction with Bush Fire Brigades	Deliver and Partner

Pillar 2 - Economy

Statement of Strategic Outcome: A prosperous future for our community

GOAL 6. A safe and efficient transport networks

STRATEGIES	OUR ROLE
6.1 Develop, deliver and monitor a long term road management plan (minimum 10 years).	Deliver
6.2 Monitor traffic movement on the local road network to respond to significant changes to mining and industry movements	Deliver
6.3 Develop, deliver and monitor a 10 year footpath program, that implements a suitable shared path network including ramp access for all abilities	Deliver
6.4 Maintain and enhance the Southern Cross airstrip, with consideration to upgrade to a sealed runway	Deliver

GOAL 7. Essential services and infrastructure enable local economic growth

STRATEGIES	OUR ROLE
7.1 Continue to advocate for improved telecommunications infrastructure to eliminate blackspots in the Shire, including digital access	Advocate
7.2 Develop a 10-year Council housing strategy to ensure stock is maintained, improved and expanded.	Deliver
7.3 Attract external investment in housing to attract and retain professionals, workers and young people in the Shire	Partner & Deliver
7.4 Facilitate growth through residential land development	Partner & Deliver
7.5 Identify the need for light industrial land development and opportunities this can attract	Partner & Deliver

GOAL 8. Growth and diversity of the local economy

STRATEGIES	OUR ROLE
8.1 Develop a local Economic Development Strategy	Deliver
8.2 Position Yilgarn as a great place to live, work and raise a family	Deliver
8.3 Improve mechanisms to facilitate regular connection and communication with industry	Facilitate
8.4 Enhance the main street (business district) by developing a plan to include projects and upgrades in a coordinated approach	Deliver & Partner
8.5 Support existing and encourage new mining and processing industries	Advocate
8.6 Monitor and review extractive industry rating systems	Deliver

GOAL 9. Develop the visitor experience within the Shire

STRATEGIES	OUR ROLE
9.1 Complete upgrades to the Southern Cross Caravan Park	Deliver
9.2 In partnership with WEROC, promote and enhance the facilities of the self-drive trail	Partner
9.3 Enhance local visitor information and signage	Deliver
9.4 Continue to support the Southern Cross Museum experience	Deliver
9.4 Continue to promote tourism attractions and amenities	Deliver



Wimmera Hill Lookout

Pillar 3 - Environment

Statement of Strategic Outcome: *Protecting, utilising and enhancing our natural environment*

GOAL 10. Improve waste management services and facilities

STRATEGIES	OUR ROLE
10.1 Develop and implement a plan for the management of waste at satellite towns and transfer stations	Deliver
10.2 Improve public education of waste management and recycling	Deliver
10.3 Develop an effective and efficient strategy to maintain and upgrade sewerage systems in Southern Cross and Marvel Loch	Deliver

GOAL 11. Protect our natural environment

STRATEGIES	OUR ROLE
11.1 Advocate for continued investment in land care management and conservation	Advocate
11.2 Where appropriate, support local conservation and pest management initiatives	Deliver

GOAL 12. Prepare for renewable energy development in our Shire

STRATEGIES	OUR ROLE
12.1 Continue with the installation of solar panels on Council facilities (Aquatic Centre, Recreation Centre and Shire depot)	Deliver
12.2 Plan to address increased tree / carbon farming across our Shire	Advocate and Facilitate
12.3 Plan for renewable energy projects in our Shire and ensure they deliver value to the community	Deliver and Advocate

Pillar 4 – Civic Leadership

Statement of Strategic Outcome: *Accountable and strong leadership guiding our community into the future.*

GOAL 13. Regularly engage with our community and strategic partners

STRATEGIES	OUR ROLE
13.1 Develop and implement a Community Engagement Framework	Deliver
13.2 Develop and adopt a Communications Policy	Deliver
13.3 Maintain and nurture strategic partnerships with regional organisations, State and Federal governments	Partner

GOAL 14. Strong leadership and a high standard of governance

STRATEGIES	OUR ROLE
14.1 Elected members and staff complete regular training and development opportunities	Deliver
14.2 Investigate financial management systems for effective governance and administration of Council	Partner & Deliver
14.3 Investigate the provision of a new or upgraded Council Administration Office incorporating co-location opportunities	Deliver
14.4 Continue to plan Council's long term financial position inclusive of adequate reserves for future initiatives and services	Deliver



Roadworks on Koolyanobbing Road

MONITORING AND REPORTING

The Shire of Yilgarn will conduct a review every two years alternating between minor and major reviews

Services and facilities provided by the Shire have been linked to the relevant strategies in the Strategic Community Plan in the following table. The table provides a connection between the services and facilities and the desired outcomes and community vision for the Shire of Yilgarn.

Social	Economic	Environment	Civic Leadership
Medical Services (Doctor)	Museum	Animal Control	Emergency Management
Community Resource Centre	Tourism& Visitor Services	Fire Prevention & Control	Public Health
Daycare & Playgroup	Area Promotion	Pest Control (mosquitos)	Police Licencing
Senior Citizens Centre	Caravan Park and Motel	Refuse Collection & Sites	Governance
Aged Housing	Road maintenance & construction	Sewerage	Local Laws
Community Bus	Standpipes	Town Planning	
Swimming Pool;		Cemetery	
Sport and Recreation		Public Toilets	
Library		Street lighting	
Community Development		Footpaths & verges	
FM Radio Re- Broadcasting		Townscapes	
		Building control	
		Biosecurity	

Adopted:	JUNE 2020
Last Review: (Major)	November 2024
Date for next Review: (Minor)	JUNE 2026

Voices of the Community



The Shire of Yilgarn has reviewed feedback which was undertaken in August 2024 to help inform the development of the Shire's Strategic Community Plan. A summary of priorities from the community is summarised below.

ENGAGEMENT

Community workshop **17** | Sporting and Community Groups Workshop **14** | Resident and Ratepayer Survey **23** | Sporting and Community Groups Survey **9**

COMMUNITY

- Upgrade Recreation Centre playground
- Advocate and retain local health services, including Doctor, chemist, allied health, and hospital coverage
- Maintain a safe and connected community
- Increase early years and youth activities
- Continue to support our volunteers
- Retain young families in town
- Additional community events

"We want to be a sustainable and thriving community that is family friendly."

Quiet, clean, friendly and connected community.

Support stability and growth of sporting and volunteer groups.

Continue caring and providing for the aged".

ENVIRONMENT

- Improved public education for waste management and recycling
- Monitoring and respond to littering

ECONOMY

- Continue road construction and maintenance to a good standard
- Develop and maintain diverse housing options
- Extend and maintain the footpath network
- Promote tourism opportunities
- Airport upgrade (sealed – all weather)
- Support existing businesses, while advocating for new local economic opportunities
- Investigate land development - residential, rural-residential and light industrial

"Keep gravel roads maintained and accessible all year round."

Facelift to the Main Street of the town, offering incentives or grants to local businesses to improve the facade of their shop front whilst offering rate/lease incentives to encourage business startup"

CIVIC LEADERSHIP

- Stronger community engagement
- More opportunities for Council interaction with the community

"Better communication between Council and the local sporting clubs."

Make information simple, precise and informative for the community."

A copy of the draft Integrated Strategic Community Plan is available on the Shire website and in the Office for comment.

