



CORPORATE BUSINESS PLAN 2020 - 2024

Contents

Integrated Planning and Reporting Framework	4
Forecast Statement of Funding.....	6
Capital Program	7
Service Delivery.....	8
Social Objective.....	10
Economic Objective	12
Environment Objective	14
Leadership Objective	16
Measuring Success	19
Services and Facilities	20
Strategic Risk Management	21
References and Acknowledgements.....	22

Our Vision

“A proactive, sustainable, safe, friendly and prosperous place to be.”



Integrated Planning and Reporting Framework

This Corporate Business Plan 2020-2024, together with the Strategic Community Plan 2017-2027, is the Shire of Leonora's Plan for the Future and has been prepared to achieve compliance with *the Local Government (Administration) Regulations 1996*.

Under *Local Government (Administration) Regulations 1996* Regulation 19DA (3), a Corporate Business Plan for a district is to:

- a) set out, consistently with any relevant priorities in the Strategic Community Plan, a local government's priorities for dealing with the objectives and aspirations of the community in the district; and
- b) govern a local government's internal business planning by expressing a local government's priorities by reference to operations that are within the capacity of the local government's resources; and
- c) develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.

In the preparation of the annual budget the local government is to have regard to the contents of the Plan for the Future as per Section 6.2(2) of the *Local Government Act 1995*.

Development of the Plan has also been influenced by the Department of Local Government, Sport and Cultural Industries Framework and Guidelines for Integrated Planning and Reporting.

Strategic Community Plan

The Shire of Leonora community had a strong involvement and voice in the development of the Strategic Community Plan. Commencing in February 2017, the community were invited to share their visions and aspirations for the future of the Shire of Leonora, and the Plan has subsequently been reviewed and updated to reflect the community aspirations.

This information provided a valuable insight into the key issues and aspirations, as perceived by the local community. Importantly for the Council, these views have helped establish clear priorities and shaped the visions, values, objectives and strategies contained within the Strategic Community Plan 2017 - 2027. The following four key strategic objectives are defined within the Plan.

- **Social:** An empowered and spirited community;
- **Economic:** Economic hub of the Northern Goldfields;
- **Environment:** Forward thinking management of the built and natural environment; and
- **Leadership:** Innovative and proactive Shire and Councillors.

Integrated Planning and Reporting Framework (continued)

Corporate Business Plan

Achieving the community's vision and the Shire's strategic objectives requires the development of actions to address each strategy contained within the Strategic Community Plan. Careful operational planning and prioritisation is required to achieve the outcomes due to the constraints of limited resources. This planning process is formalised by the development of this Corporate Business Plan. The Corporate Business Plan then, in turn, converts the Strategic Community Plan into action via the adoption of an Annual Budget.

Actions requiring funding will only be undertaken once approved within the statutory budget and subject to funding availability. Along with achieving the community aspirations and objectives the Corporate Business Plan draws on information contained within the following strategic documents.

Strategic Resource Plan

The Shire took a combined approach to asset management and long term financial planning processes to produce an overarching Strategic Resource Plan. A key objective of the Strategic Resource Plans is to highlight and define key long term strategies to maintain financial and asset services to the community over the long term.

Asset Management Planning Component

The Shire has developed Asset Management Plans for major asset classes in accordance with Council's Asset Management Policy. The Asset Management Plans form a component of an overall Asset Management Strategy which addresses the Shire's current asset management processes and sets out the steps required to continuously improve the management of Shire controlled assets.

Capital renewal estimates contained within the Asset Management Plans have been included to the extent the financial and workforce resources are available to enable the renewals to occur.

Long Term Financial Planning Component

The Shire of Leonora is planning for a positive and financially stable future. The Shire seeks to maintain, and where possible, improve service levels into the future while maintaining a healthy financial position.

During the development of this Corporate Business Plan, the Long Term Financial Plan was updated to confirm the financial capability to undertake the planned actions and ensure integration with this Plan. The results of this update are reflected within the Forecast Statement of Funding included within this document.

Workforce Plan

The Workforce Plan provides the workforce management and resource strategies necessary to deliver the objectives, outcomes and strategies of the Shire's Strategic Community Plan.

Workforce issues have been considered during the development of this Corporate Business Plan. A combination of workforce and financial constraints has influenced the prioritisation of actions within this Plan.

Review of Plan

In accordance with statutory requirements, the Corporate Business Plan is reviewed and updated annually. The major review of this Plan occurred following a major review of the Strategic Community Plan in 2017. A minor review of the adopted Corporate Business Plan 2018-2022 was undertaken in June 2019.

Forecast Statement of Funding

The following Forecast Statement of Funding (operations) is extracted from the Long Term Financial Plan to provide an indication of the net funding available. The forecast statement should be read in conjunction with the full Long Term Financial Plan and its underlying assumptions and predictions.

	2020-21	2021-22	2022-23	2023-24
	\$	\$	\$	\$
FUNDING FROM OPERATIONAL ACTIVITIES				
Revenues				
Rates				
Operating grants, subsidies and contributions				
Fees and charges				
Interest earnings				
Other revenue				
Expenses				
Employee costs				
Materials and contracts				
Utility charges (electricity, gas, water etc.)				
Depreciation on non-current assets				
Interest expense				
Insurance expense				
Other expenditure				
Funding Position Adjustments				
Depreciation on non-current assets				
Net Funding from Operational Activities				
FUNDING FROM CAPITAL ACTIVITIES				
Inflows				
Proceeds on disposal				
Non-operating grants, subsidies and contributions				
Outflows				
Purchase of property plant and equipment				
Purchase of infrastructure				
Net Funding from Capital Activities				
FUNDING FROM FINANCING ACTIVITIES				
Inflows				
Transfer from reserves				
New borrowings				
Outflows				
Transfer to reserves				
Repayment of past borrowings				
Net Funding from Financing Activities				
Estimated Surplus/Deficit July 1 B/Fwd				
Estimated Surplus/Deficit June 30 C/Fwd				

TO BE UPDATED ONCE SRP FINALISED

Capital Program

A number of projects are forecast to be undertaken during the life of the Plan, which result in additional capital expenditure. The projects include new, expansion, upgrade and renewal of assets and are detailed in the forecast capital expenditure provided in the Long Term Financial Plan (LTFP).

A number of the projects listed in the LTFP are reliant on external contributions, should these not be received the project may be deferred until adequate funding is available.

Action	Project	2020-21 \$	2021-22 \$	2022-23 \$	2023-24 \$
	Road Renewal RRG	410,668	421,756	433,143	
	Road Renewal R2R	403,598	403,598	403,598	
	Road Renewal	473,274	533,972	545,546	
3.2.1.1	Plant Replacement	579,642	277,034	350,349	
	Footpaths	150,000	150,000	150,000	
	Building Renewals	121,373	124,650	128,016	
	Airport Renewals/Upgrades				
3.2.2.1	Heritage Renewals	50,000	50,000	50,000	
3.2.3.1	Infrastructure (Signage)				
1.1.3.1	Recreation Renewals				
1.2.1.3	Aged Care				
3.2.1.1	Staff Housing		700,000		
Total		2,188,555	3,111,010	2,060,652	

TO BE UPDATED ONCE SRP FINALISED

Service Delivery

The Shire of Leonora delivers services to its community in line with its mission, values and four key strategic objectives as set out within the Strategic Community Plan.

The table below summarises the desired outcomes under each of the five key strategic objectives. Strategies and detailed actions to achieve these outcomes have been developed and are detailed on the following pages.

As the Shire strives to achieve these outcomes, the community will be kept informed of the progress by means of the Annual Report.

	<p>SOCIAL <i>An empowered and spirited community</i></p>	<p>1</p>	<p>Outcome 1.1 Foster a greater sense of community Outcome 1.2 Support our senior residents in their community Outcome 1.3 Encourage and support community health and well-being</p>
	<p>ECONOMIC <i>Economic hub of the Northern Goldfields</i></p>	<p>2</p>	<p>Outcome 2.1 Become the economic focal point for business and industry in the Northern Goldfields Outcome 2.2 Increase awareness of the district and region's attractions</p>
	<p>ENVIRONMENT <i>Forward thinking management of the built and natural environment</i></p>	<p>3</p>	<p>Outcome 3.1 Sustainable and effective environmental management Outcome 3.2 Plan for continuous improvement of infrastructure and services</p>
	<p>LEADERSHIP <i>Innovative and proactive Shire and Councillors</i></p>	<p>4</p>	<p>Outcome 4.1 Efficient service offerings to the Community Outcome 4.2 Effective and open engagement with all sections of the community Outcome 4.3 Innovative and safe working environment Outcome 4.4 Diversify and strengthen revenue streams Outcome 4.5 Strong leadership and planning</p>



Social Objective

An empowered and spirited community

The following tables reflect the future actions to be undertaken for each strategy. The prioritisation of the actions is reflected by a square indicating when the action is planned to be undertaken.

Outcome 1.1 Foster a greater sense of community

Strategy	Action	2020-21	2021-22	2022-23	2023-24	2024 Onwards
Exhibit the community spirit and showcase attractions of the Shire by facilitating events attracting community members and other visitors	1.1.1.1 Promote and support an annual program of arts cultural and festival events	■	■	■	■	→
	1.1.1.2 Collaborate with regional tourism groups to promote tourism within the Shire and the region	■	■	■	■	→
	1.1.1.3 Enhance, develop and promote the Golden Gift	■	■	■	■	→
	1.1.1.4 Consider opportunities to participate in competitions that promote the district	■	■	■	■	→
	1.1.1.5 Consider opportunities to recognise and celebrate outstanding community spirit and leadership	■	■	■	■	→
Promote a sense of community through encouraging and motivating citizens and advocate the coordination of relevant government agencies to provide the required services	1.1.2.1 Advocate on behalf of the community for improved coordination amongst state and federal agencies	■	■	■	■	→
	1.1.2.2 Participate in regional forums for improved coordination amongst state and federal agencies	■	■	■	■	→
Support community in sporting, recreational and volunteering initiatives through direct financial assistance, the utilisation of Shire facilities, or the leverage of Shire expertise in a mentoring role	1.1.3.1 Identify and implement the most appropriate sport and recreation opportunities for the Shire	■	■	■	■	→
	1.1.3.2 Encourage and support volunteerism by identifying successful policies, strategies and actions	■	■	■	■	→
	1.1.3.3 Support community groups to access various financial assistance grants available from external funding sources	■	■	■	■	→
	1.1.3.4 Maintain community grant allocation and process	■	■	■	■	→
Celebrate our cultural and social diversity	1.1.4.1 Consider opportunities to recognise and celebrate our culture and people	■	■	■	■	→
	1.1.4.2 Encourage and support initiatives promoting an inclusive community	■	■	■	■	→

Social Objective (continued)

Outcome 1.2 Support our senior residents in their community

Strategy	Action	2020-21	2021-22	2022-23	2023-24	2024 Onwards
Ensure there is appropriate infrastructure and facilities to service the health and social needs of the Shire's senior residents	1.2.1.1 Engage with the senior residents and relevant agencies in the community to understand their issues and service requirements	■	■	■	■	→
	1.2.1.2 Communicate to the Department of Health the issues and service requirements identified through engagement with the aged community	■	■	■	■	→
	1.2.1.3 Continue to implement the business case for the development of accommodation for the aged	■	■	■	■	→
	1.2.1.4 Encourage and promote utilisation and access by the aged to community facilities	■	■	■	■	→

Outcome 1.3 Encourage and support community health and well-being

Strategy	Action	2020-21	2021-22	2022-23	2023-24	2024 Onwards
Support and advocate for community health and wellbeing initiatives and provision of services to the community	1.3.1.1 Develop Community Health Plan	■				
	1.3.1.2 Implement Community Health Plan initiatives in line with Annual Budget process		■	■	■	→

Economic Objective

Economic hub of the Northern Goldfields

Outcome 2.1 Become the economic focal point for business and industry in the Northern Goldfields

Strategy	Action	2020-21	2021-22	2022-23	2023-24	2024 Onwards
Attract new industry, business, investment and encourage diversity whilst encouraging growth of local business	2.1.1.1 Communicate with relevant universities and TAFE organisations to provide localised access to tertiary education	■	■	■	■	→
	2.1.1.2 Consider opportunities to improve infrastructure to support Leonora as the regional hub for tertiary education	■	■	■	■	→
	2.1.1.3 Develop and maintain stakeholder relationships	■	■	■	■	→
	2.1.1.4 Engage with potential investors	■	■	■	■	→
Develop Leonora as a transportation hub for the Northern Goldfields and alternate route to the Pilbara	2.1.2.1 Assess opportunities to attract transportation businesses to the district	■	■	■	■	→
	2.1.2.2 Continue to support the RRG, GEDC and other regional groups in the extension of the Goldfields highway to Great Northern highway	■	■	■	■	→
	2.1.2.3 Investigate opportunities to increase road RAV access	■				
	2.1.2.4 Investigate opportunities to increase rail usage (eg. fuel and mining material and equipment)	■				
Become the regional service hub for the Northern Goldfields	2.1.3.1 Advocate the healthcare issues in the northern goldfields region to relevant government agencies	■	■	■	■	→
	2.1.3.2 Promote and support the improvement of regional services in Leonora	■	■	■	■	→
	2.1.3.3 Advocate for improved health services at Leonora hospital	■	■	■	■	→
	2.1.3.4 Continue development of liquid waste, domestic and commercial refuse site facilities	■	■	■	■	→
Improve essential infrastructure and services to promote growth	2.1.4.1 Liaise with Horizon Power and source funding opportunities to improve essential power infrastructure to accommodate growth	■	■	■	■	→
	2.1.4.2 Liaise with Water Corporation and source funding opportunities to extend Leonora Townsite Sewerage Infill Program	■	■	■	■	→
	2.1.4.3 Lobby for underground power installation					→
	2.1.4.4 Investigate opportunity for alternative power services (eg. gas)					→
Support the continuation and establishment of business operations within the Shire to ensure sustained economic benefit	2.1.5.1 Consider individual business cases to support the local economy	■	■	■	■	→

Economic Objective (continued)

Outcome 2.2 Increase awareness of the district and regional attractions

Strategy	Action	2020-21	2021-22	2022-23	2023-24	2024 Onwards
Promote the district and assist to develop tourism initiatives	2.2.1.1 Collaborate with regional tourism groups to promote tourism within the Shire and the region	■	■	■	■	→
	2.2.1.2 Review and implement Tourism Strategy	■	■	■	■	→
	2.2.1.3 Promote Leonora as a destination for visiting clubs (eg. 4WD, motorbike and touring clubs)	■	■	■	■	→
	2.2.1.4 Promote and raise awareness of the Shire, initiatives and projects using a variety of communication mediums	■	■	■	■	→
Enhance and maintain local attractions and associated infrastructure	2.2.2.1 Continue to implement asset management plans	■	■	■	■	→
	2.2.2.2 Develop and maintain the walk, driving and other trails	■	■	■	■	→

Environment Objective

Forward thinking management of the built and natural environment

The following tables reflect the future actions to be undertaken for each strategy. The prioritisation of the actions is reflected by a square indicating when the action is planned to be undertaken.

Outcome 3.1 Sustainable and effective environmental management

Strategy	Action	2020-21	2021-22	2022-23	2023-24	2024 Onwards
Identification and establishment of facilities for waste management to meet growing demand	3.1.1.1 Develop and implement a Regional Waste Management Strategy	■				
Identify opportunities for management of hazardous materials and waste minimisation	3.1.2.1 Consider opportunities for community recycling initiatives	■	■	■	■	→
	3.1.2.2 Maintain a register of hazardous materials such as asbestos	■	■	■	■	→
Work in conjunction with mining companies for the reduction in the adverse effects of mining activity around and near the town	3.1.3.1 Consider initiatives to reduce the adverse impact of dust from the movement of heavy vehicles	■	■	■	■	→
Support pest and weed control within the District	3.1.4.1 Consider initiatives and seek funding for control of invasive weeds and feral animals	■	■	■	■	→

Environment Objective (continued)

Outcome 3.2 Plan for continuous improvement of infrastructure and services

Strategy	Action	2020-21	2021-22	2022-23	2023-24	2024 Onwards
Continue to implement the asset management improvement plan and document the asset management policies and procedures currently undertaken	3.2.1.1 Continue to improve asset management planning practices	■	■	■	■	→
Ensure the Shire's historic Gwalia buildings remain for future generations of the community by specific asset management planning	3.2.2.1 Continue to engage heritage specialists in support of the conservation and restoration of Gwalia heritage assets	■	■	■	■	→
	3.2.2.2 Seek funding for the maintenance of historic assets	■	■	■	■	→
Ongoing assessment of services and infrastructure	3.2.3.1 Continue to monitor and identify improvements in services and infrastructure	■	■	■	■	→
	3.2.3.2 Maintain asset infrastructure information	■	■	■	■	→
Ensure the Shire's historic heritage assets remain for future generations	3.2.4.1 Seek funding for the restoration and conservation of historic assets	■	■	■	■	→
	3.2.4.2 Investigate opportunities for heritage signage	■				

Leadership Objective

Innovative and proactive Shire and Councillors

Outcome 4.1 Efficient service offerings to the Community

Strategy	Action No.	Actions	2020-21	2021-22	2022-23	2023-24	2024 Onwards
Continue to support effective delivery of services by Federal and State Government agencies by providing a shared workspace	4.1.1.1	Encourage participation to raise awareness of needs and coordinate community driven initiatives	■	■	■	■	→
	4.1.1.2	Identify and promote to agencies, stakeholders and groups for the utilisation of available facilities	■	■	■	■	→
Provide appropriate regulatory services	4.1.2.1	Continue to provide regulatory services (including health/building inspections, ranger services)	■	■	■	■	→

Outcome 4.2 Effective and open engagement with all sections of the community

Strategy	Action No.	Actions	2020-21	2021-22	2022-23	2023-24	2024 Onwards
Clearly engage and communicate with all sections of the community to promote Shire initiatives and ensure the Shire remains connected with the needs and requirements of the community	4.2.1.1	Develop and implement a community communication strategy	■	■	■	■	→
	4.2.1.2	Ensure all staff and elected members are aware of the community communication strategy and appropriately trained on the impact of the strategy	■	■	■	■	→
	4.2.1.3	Use the community communication strategy to promote the district and Shire initiatives	■	■	■	■	→

Outcome 4.3 Innovative and safe working environment

Strategy	Action No.	Actions	2020-21	2021-22	2022-23	2023-24	2024 Onwards
Create an environment that promotes and encourages best practice, with an emphasis on safety	4.3.1.1	Continue to develop policies and procedures to improve internal business practices	■	■	■	■	→
	4.3.1.2	Improve workforce planning activities, support human resourcing requirements	■	■	■	■	→
	4.3.1.3	Continued improvement of occupational safety and health practices	■	■	■	■	→

Leadership Objective (continued)

Outcome 4.4 Diversify and strengthen revenue streams

Strategy	Action No.	Actions	2020-21	2021-22	2022-23	2023-24	2024 Onwards
Endeavour to attain the maximum grant assistance available to ensure the greatest benefit to the community	4.4.1.1	Investigate opportunities for an external resource to identify available and relevant grant funding	■	■	■	■	→
	4.4.2.1	Continue to identify opportunities for release of residential and industrial land	■	■	■	■	→
	4.4.2.2	Continue to monitor the demand for residential and industrial land	■	■	■	■	→
Plan for adequate supply of residential and commercial land to meet the requirements of the community	4.4.2.3	Implement Local Planning Scheme No 2 and Local Planning Strategy	■	■	■	■	→

Outcome 4.5 Strong leadership and planning

Strategy	Action No.	Actions	2020-21	2021-22	2022-23	2023-24	2024 Onwards
Support the provision of opportunities for future leadership, develop and assist staff to reach their potential	4.5.1.1	Promote opportunities in support of professional development, career development and training for staff	■	■	■	■	→
	4.5.1.2	Identify opportunities for career progression within the existing workforce	■	■	■	■	→
	4.5.1.3	Plan for succession in relation to key roles	■	■	■	■	→
	4.5.1.4	Identify opportunities to develop local/indigenous staff	■	■	■	■	→
Support and develop Councillors (and prospective Councillors) to represent the community effectively	4.5.2.1	Host community information sessions prior to Councillor elections to increase interest and awareness of the roles and responsibilities of Councillors		■		■	→
	4.5.2.2	Provide appropriate training to Councillors for continuously improving their skills and knowledge. Consider alternative methods of delivery, local sessions (depending on content)	■	■	■	■	→
Continue to develop strategic plans and ensure legislative compliance	4.5.3.1	Maintain controls to ensure a high level of compliance throughout the organisation	■	■	■	■	→



Measuring Success

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

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

Objectives		Strategic Performance Indicators	
SOCIAL	An empowered and spirited community	Social media activity	<i>increase posts and engagement rates</i>
		Community participation levels in recreation activities and events	<i>increase number of participants / attendees</i>
		Recreation facilities usage rates	<i>increase in usage of centres</i>
		Shire attendance / participation in collaborative meetings	<i>maintain attendance input</i>
ECONOMIC	Economic hub of the Northern Goldfields	Population statistics	<i>(stable / increasing population base)</i>
		No. of development approvals	<i>(increase)</i>
		No. of building approvals	<i>(increase)</i>
		Visitor statistics	<i>(increase)</i>
ENVIRONMENT	Forward thinking management of the built and natural environment	Statutory asset management ratios	<i>(maintain healthy ratios)</i>
		Compliance with statutory reviews required by the Local Planning Framework	<i>(maintain compliance)</i>
LEADERSHIP	Innovative and proactive Shire and Councillors	Statutory financial ratios	<i>(maintain healthy ratios)</i>
		Employee retention rates	<i>(maintain / increase)</i>
		Volunteer levels	<i>(increase)</i>

Services and Facilities

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

Services/Facilities	Associated Strategic Reference	Services/Facilities	Associated Strategic Reference
Shire Services		Community Facilities	
Building control	3.2.1 3.2.3 4.4.2	Aquatic centre	1.1.3 3.2.1
Community consultation / engagement	1.1.2 1.1.3 1.2.1 4.2.1	Community / town halls	1.2.1 3.2.1
Council's customer service	4.1.1 4.2.1	Gwalia townsite	3.2.2
Economic development	2.1.1 2.1.2 2.1.3 2.1.4 2.1.5	Heritage assets	3.2.2
Environmental initiatives	3.1.1 3.1.2 3.1.3	Library	1.1.2 1.2.1
Festival / event management	1.1.1	Parks / gardens / ovals	1.1.3 3.2.1
Financial management	4.1.1 4.4.1 4.5.3	Playgrounds	1.1.3 3.2.1
General garbage collection	3.1.1	Public toilets	2.2.2 3.2.1
Governance / advocacy	4.1.1 4.2.1 4.3.1 4.4.1 4.4.2 4.5.1 4.5.2 4.5.3	Reserves / public open spaces	3.2.1
Health administration / inspection	4.1.2	Sport / recreation facilities	1.1.3 3.2.1
Landscaping	1.1.1 2.2.2		
Litter control	1.1.1 2.2.2	Infrastructure	
Long term planning	4.5.3	Airstrip	3.2.1
Maintenance - other infrastructure	3.2.1 3.2.3	Cemetery	3.2.1
Maintenance - roads	3.2.1	Drainage / storm water	3.2.1
Pest control	4.1.2	Employee housing	3.2.1 4.4.2
Ranger services	4.1.2	Quality of town centre	1.1.1 2.2.2
Recycling	3.1.2	Retirement units	1.2.1 2.1.3
Regional collaboration	1.1.1 1.1.2 1.2.1 2.1.1 2.1.2	Roads / verges / footpaths	2.1.2
Support for volunteers	1.1.2 1.1.3	Street lighting	3.2.1
Tourism management	1.1.1 2.2.1 2.2.2		
Town planning	1.2.1 4.4.2	Community Support & Services	
Waste management	3.1.1 3.1.2	Aged care	3.2.1
		Child care	3.2.1
		Community resource centre	3.2.1
		Crime prevention	1.1.2
		Information centre	3.2.1
		Youth services	3.2.1

Strategic Risk Management

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

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

External Factors
Increasing community expectations in relation to service levels and service delivery
Rapid changes in information technology changing the service delivery environment
Increased compliance requirements due to Government Policy and Legislation
Cost shifting by Federal and State Governments
Reducing external funding for infrastructure and operations
Increasing population and economic development resulting in greater pressure on the natural environment and its resources
Resource development and the associated social impacts
Increasing community expectations and regulations in relation to waste management
Native title processes and determinations
Aboriginal Heritage
Government responses in relation to social services (including itinerants)
Delivery of services to remote communities
Climate change and subsequent response

Internal Factors
The objectives and strategies contained in the Council's Strategic Community Plan
The timing and actions contained in the Council's Corporate Business Plan
Organisational size, structure, activities and location
Human resourcing levels and staff retention
Current organisational strategy and culture
The financial capacity of the Shire
Allocation of resources to achieve strategic outcomes
Maintenance of corporate records
Current organisational systems and processes

References and Acknowledgements

Reference to the following documents or sources were made during the preparation of the Corporate Business Plan:

- Shire of Leonora Strategic Community Plan 2017 – 2027 (reviewed 2019);
- Council website: www.leonora.wa.gov.au;
- Shire of Leonora Corporate Business Plan 2019-2023; and
- Shire of Leonora Strategic Resource Plan 2019.

Disclaimer

This Plan has been prepared for the exclusive use by the Shire of Leonora.

This Plan contains quantitative and qualitative statements, including projections, estimates, opinions and forecasts concerning the anticipated future performance of the Shire of Leonora, based on a large number of assumptions, and will be, subject to significant uncertainties and contingencies many, if not all, of which are outside the control of the Shire of Leonora.

This Plan is supplied in good faith for public information purposes and the Shire accepts no responsibility for any loss occasioned by any person acting or refraining from action as a result of reliance on the Plan.

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