

Plan for the Future

Strategic Community Plan and
Corporate Business Plan
2021 - 2031

Minor Review: Adopted 18 July 2023

Minor Review: Adopted 16 April 2024



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WELCOME



We are pleased to present the Shire of Leonora Plan for the Future: Strategic Community Plan and Corporate Business Plan 2021 – 2031. This Plan is part of the Shire of Leonora's continued commitment in maintaining a focus to ensure we strive to work with our community to meet their needs, support their aspirations, demonstrate leadership and act with fairness.

This Plan shares our vision and objectives, aligned to the community's expressed perspective and aspirations for the future. It outlines how we will, over the next decade, work towards a brighter future for the Shire of Leonora community.

This could not have been produced without the input of the local community. We are grateful to the community for their participation and especially to those who took the time to provide input into the strategic community planning process. Your responses gave us valuable insight into your vision for the future of the Shire of Leonora.

We have endeavoured to capture the community's aspirations and have reflected these in our vision and desired outcomes. As a local government we will work in partnership with the community, and other key stakeholders, to deliver these outcomes using the strategies we have detailed in this Plan.

In recent years, the Shire of Leonora has undertaken infrastructure developments which will be of ongoing benefit to our resident population, local business and visitors to the Shire of Leonora. During the development of this Plan, we recognised this progress and identified the need to ensure the Shire has sufficient resources and capacity to maintain our infrastructure and current levels of services to the community.

Peter Craig, President
Jim Epis, Chief Executive Officer

December 2021

FOREWORD



OUR VISION

A proactive, sustainable, safe and friendly place to be

OUR STRATEGIC OBJECTIVES

SOCIAL

An empowered and spirited community

How we see this... the Outcomes

- 1.1 A great sense of community
- 1.2 Engaged and supported community
- 1.3 Community health and well-being initiatives

ECONOMIC

The economic hub of the northern goldfields

How we see this... the Outcomes

- 2.1 The economic focal point for business and industry in the Northern Goldfields
- 2.2 Increased awareness of the district and regional attractions

ENVIRONMENT OBJECTIVE

Forward thinking management of the built and natural environment

How we see this... the Outcomes

- 3.1 Sustainable and effective environmental management
- 3.2 Infrastructure and services meeting the needs of our community

LEADERSHIP OBJECTIVE

An innovative and proactive local government

How we see this... the Outcomes

- 4.1 An innovative, strategically focused Council leading our community
- 4.2 An effective organisation, providing strong leadership and services

INTEGRATED PLANNING AND REPORTING

All Western Australian local governments are required to prepare a Plan for the Future for their district, comprising of two key strategic documents, a Strategic Community Plan and Corporate Business Plan. Local governments are required to have regard for the Plan for the Future when forming their annual budget.

Plan for the Future

This Plan for the Future is an integrated approach, combining the Strategic Community Plan and Corporate Business Plan into one document, reflecting their strategic alignment and integration.

Strategic Community Planning

The Strategic Community Plan is Council’s principal 10-year strategy and planning tool, guiding the remainder of the Shire’s strategic planning.

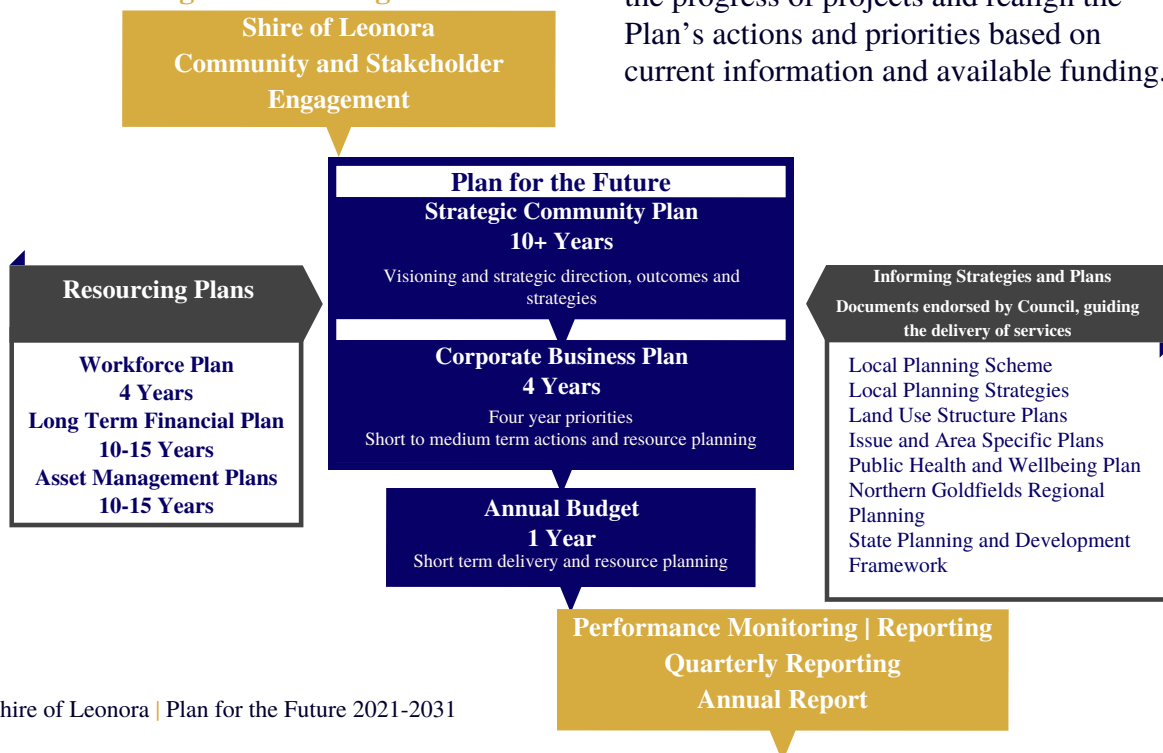
Community engagement underpins the Strategic Community Plan.

An essential element of the development process is to enable community members and stakeholders to participate in shaping the future of the community, identifying issues and solutions.

Review of the Plan

In accordance with statutory requirements, the Strategic Community Plan is reviewed and updated on a 4-year review cycle including community consultation, with a desktop review being undertaken every 2 years.

The Integrated Planning Structure



Corporate Business Planning

Achieving the community’s vision and the Shire’s strategic objectives requires development of actions to address each strategy contained within the Strategic Community Plan.

A core component of Corporate Business Planning includes a 4-year service delivery program, aligned to the strategic direction identified during the Strategic Community Planning, and accompanied by financial projections. These projections are undertaken through the long term financial planning process.

Review of the Plan

In accordance with statutory requirements, the Corporate Business Plan component of this Plan for the Future is reviewed and updated annually to assess the progress of projects and realign the Plan’s actions and priorities based on current information and available funding.



INTEGRATED PLANNING AND REPORTING

Strategic Community Planning

The Shire of Leonora intends to use the Strategic Community Plan in several ways, including:

- Guide Council's priority setting and decision making;
- Be a mechanism for the ongoing integration of local planning initiatives;
- Inform the decision making of other agencies and organisations, including community and State Government;
- Provide a rationale to pursue grants and other resources by demonstrating how specific projects align with the aspirations of our community, within the strategic direction of the Shire;
- Inform potential investors and developers of our community's key priorities, and the way we intend to grow and develop;
- Engage local businesses, community groups and residents in various ways to contribute to the Shire's future; and
- Provide a framework for monitoring progress against our vision.

Importantly, plans are only effective if adequate resources are dedicated to ensuring objectives can be delivered. The informing plans detailed next provide this more detailed level of service and resource planning.

Strategic Resourcing Plan

The Shire took a combined approach to asset management, long term financial and workforce planning processes to produce an overarching Strategic Resourcing Plan. A key objective of the Strategic Resource Plan 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 an Asset Management Plan for major asset classes in accordance with Council's Asset Management Policy. The Asset Management Plan forms a component of an overall Asset Management Strategy which addresses the Shire's current processes and sets out the steps required to continuously improve the management of Shire controlled assets.

Capital renewal requirements are contained within the Asset Management Plan and have been planned for 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 sustainable 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 Plan for the Future, the Long Term Financial Plan was considered to ensure integration, resulting in an update to the capital works program.

Workforce Planning Component

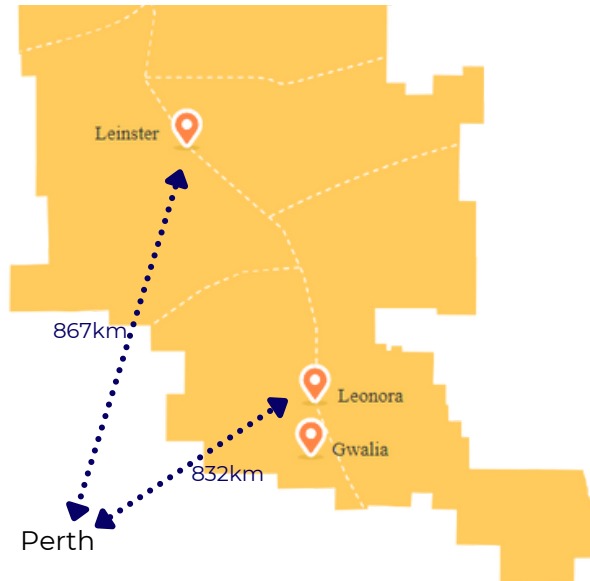
The Workforce Plan provides the workforce management and resource strategies necessary to deliver the objectives, outcomes and strategies of the Shire's Strategic Community Plan. Workforce issues have been considered during the development of this Plan for the Future.

SHIRE OF LEONORA

Landscape

In the centre of Western Australia's golden outback is the Shire of Leonora:

- **32,189** square kilometres
- **Towns:** Leonora, Leinster, Gwalia (ghost town)
- **832** kilometres north east of Perth
- **771** dwellings
- **Day time temperatures** averaging 15°C in winter to 38°C in summer



Heritage

The thriving town of Leonora grew from the resourcefulness of early gold prospectors and miners and the tenacity of pastoralists. Leonora was gazetted in 1898 and by 1899 there were three hotels, three bakeries, a wide variety of shops, post office, police and fire stations, school, banks, church and Cobb & co services.

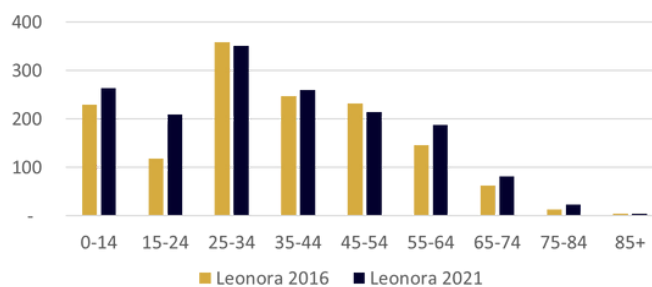
The area has an extensive Indigenous history, with a number of native title determinations approved.



People

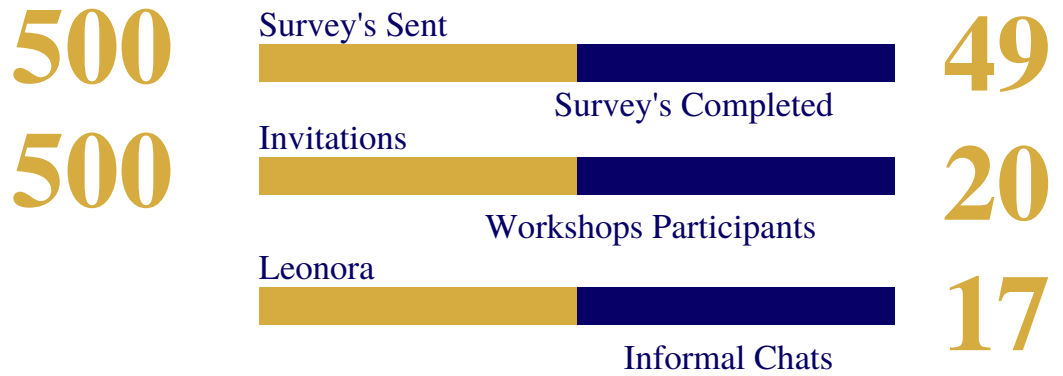
- **2,000** est. FIFO/DIDO population
- **2021** 1,596 resident population
- **2016** 1,412 resident population
- **2011** 2,512 resident population
- **Stable** population base
- **Low** unemployment rate

Resident Population by Age

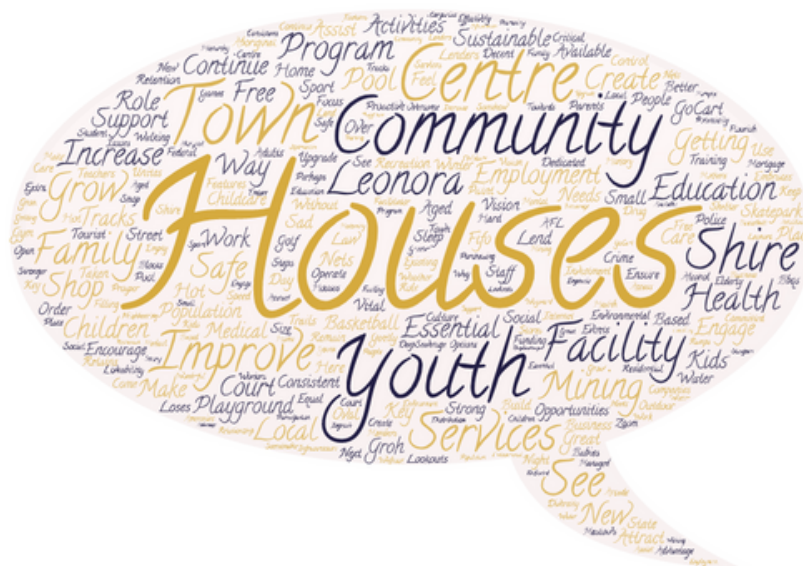


OUR COMMUNITY'S VOICE

As part of the ongoing development, progression and review of the Strategic Community Plan, broad community consultation was again undertaken in 2021, tailored to the diverse needs of our community. The feedback received was carefully considered during the major review and subsequent development of this Plan for the Future: Strategic Community Plan and Corporate Business Plan.



WE LOVE



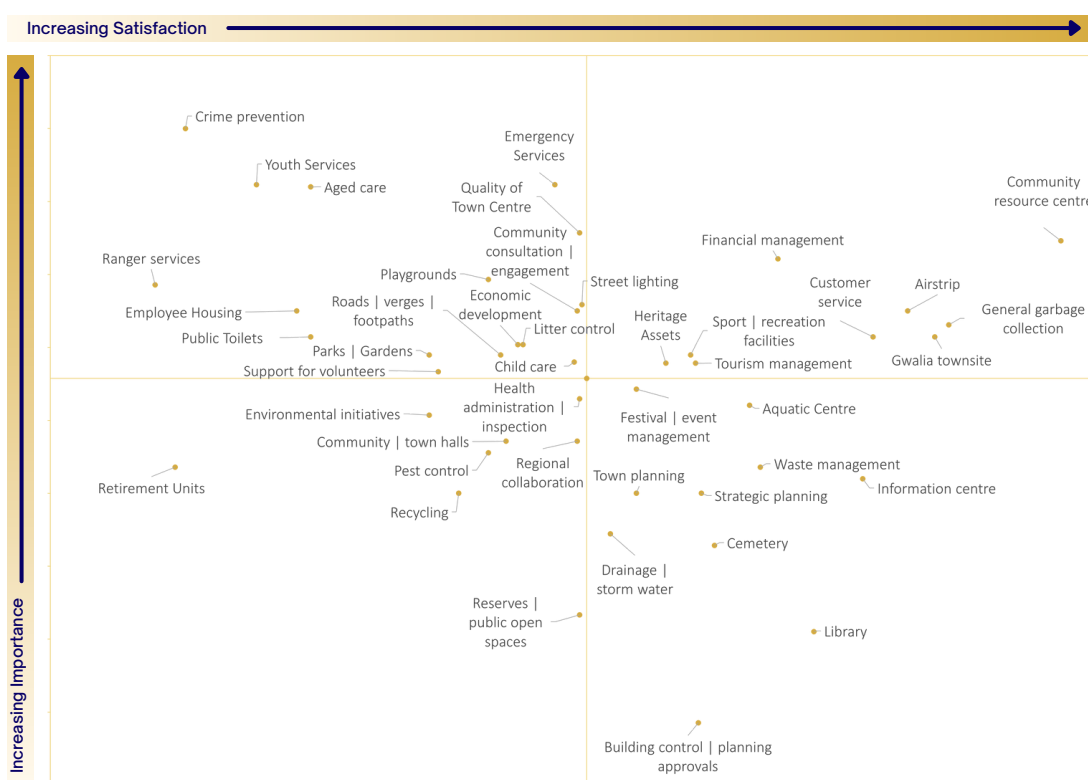
OUR WISH FOR THE FUTURE

OUR COMMUNITY'S VOICE

Survey Responses

Survey respondents rated their perspective of the importance and their level of satisfaction with current and anticipated Shire services, facilities and support. Based on the survey results, the importance and satisfaction of various Shire services, community facilities and infrastructure were determined, relative to each other.

Importance and Satisfaction with current services



COMMUNITY ENGAGEMENT

How these results are calculated:

Services and facilities with a higher than average importance to the community are reflected in the top half of the chart. Services and facilities the community is most satisfied with are reflected in the right half of the chart.

The overall satisfaction and importance averages have remained at a similar level from 2017, when a similar survey was undertaken. The ratings are also included on page 19.



THE ROAD FORWARD

The feedback received during our most recent community engagement process, continues to align with engagement responses received in 2017 during the previous iteration of the Strategic Community Plan. Our community have identified the following aspirations and values.

ASPIRATIONS AND VALUES



Sense of community and home

The strong sense of community is valued, with many active volunteer, sporting and community groups.

Appropriate services and facilities are highly important to support our strong community.

Essential health and wellbeing services, along with crime prevention and safety services are not viewed as adequate, with a keen need for state and federal government service provision to be increased in these areas.

The rich heritage and natural beauties of the region are identified as highly important to protect and retain.



Economic Prosperity

Located in an intensely rich resource area, there is great potential, and desire, to both maintain and increase the strong and diverse local economy. Maximising opportunities for mining and support services is integral to the region's future stability.

In a history rich area, including the restored ghost town of Gwalia, Hoover House and Museum, along with beautiful natural wonders and the much anticipated annual Golden Gift foot and horse races, there is growing visitor interest and a desire from the local community to attract more.



Northern Goldfields Intermodal Hub

Leonora is in an ideal location for a strategic intermodal hub for the northern goldfields, with high quality road and rail infrastructure already well established.

With well utilised air transport facilities servicing the local mining operations, business and community, there is opportunity to increase these facilities to support future growth and demand in the region.



OBJECTIVES AND DESIRED OUTCOMES

The Shire of Leonora has set out the following four key themes within this Plan as it delivers services to the community. An objective has been defined for each of our four key themes aligned with our vision and values. Each of the four objectives has a number of desired outcomes the Shire is aiming to achieve over the 10+ years of this Plan.

The following summarises the desired outcomes of working toward the strategic objectives in achieving the Shire's vision.

SOCIAL OBJECTIVE

An empowered and spirited community

Outcomes

- 1.1 A great sense of community
- 1.2 Engaged and supported community
- 1.3 Community health and well-being initiatives

ECONOMIC OBJECTIVE

The economic hub of the northern goldfields

Outcomes

- 2.1 The economic focal point for business and industry in the Northern Goldfields
- 2.2 Increased awareness of the district and regional attractions

ENVIRONMENT OBJECTIVE

Forward thinking management of the built and natural environment

Outcomes

- 3.1 Sustainable and effective environmental management
- 3.2 Infrastructure and services meeting the needs of our community

LEADERSHIP OBJECTIVE

An innovative and proactive local government

Outcomes

- 4.1 An innovative, strategically focused Council leading our community
- 4.2 An effective organisation, providing strong leadership and services

In progressing towards these desired outcomes, Council's role may vary from 'doing', to collaborating, to advocating on behalf of the community.

Strategies and detailed actions to achieve these outcomes have been developed as part of the Corporate Business Planning process and are detailed on the following pages.

The actions listed will include short, medium and long term deliverables, and in many cases will be ongoing considerations and have developing results. The community will be informed of the progress we are making with these actions through the Annual Report.



SOCIAL

An empowered and spirited community

How we see this... the Outcomes

- 1.1 A great sense of community
- 1.2 Engaged and supported community
- 1.3 Community health and well-being initiatives



Our strategies and actions to achieve these desired outcomes...

A great sense of community

Strategy 1.1.1

Exhibit the community spirit and showcase attractions of the Shire

Actions to achieve our strategy

- 1.1.1.1 | Promote and support regional and local arts, cultural and festival events
- 1.1.1.2 | Collaborate with regional tourism groups, promoting the Shire and region
- 1.1.1.3 | Enhance, develop and promote the Golden Gift

Strategy 1.1.2

Promote sense of community

Actions to achieve our strategy

- 1.1.2.1 | Advocate on behalf of the community for improved cooperation amongst State and Federal agencies, seek funding for local service provision
- 1.1.2.2 | Participate in regional forums, seeking improved cooperation amongst State and Federal agencies and funding for local service provision
- 1.1.2.3 | Communicate regularly with our community, encouraging inclusion and motivating involvement

Strategy 1.1.3

Support community in sporting, recreational and volunteering initiatives

Actions to achieve our strategy

- 1.1.3.1 | Identify and implement appropriate sport and recreation opportunities
- 1.1.3.2 | Encourage and support volunteerism
- 1.1.3.3 | Support community group access to external financial assistance grants
- 1.1.3.4 | Maintain community grant allocation program

Strategy 1.1.4

Celebrate our cultural and social diversity

Actions to achieve our strategy

- 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

KEY OBJECTIVE 1



SOCIAL

An empowered and spirited community

Our strategies and actions to achieve these desired outcomes...

Engaged and supported community

Strategy 1.2.1

Support youth engagement initiatives and programs

Actions to achieve our strategy

1.2.1.1 | Advocate for consistent social support services to help protect at risk local youth

1.2.1.2 | Seek to increase local youth services and activities

1.2.1.3 | Promote and support opportunities for local work experience

Strategy 1.2.2

Ensure appropriate infrastructure and facilities, servicing the health and social needs of our senior residents

Actions to achieve our strategy

1.2.2.1 | Continue engaging with our senior residents and relevant community agencies, develop understanding of challenges and service requirements

1.2.2.2 | Ensure appropriate management of independent living precinct

1.2.2.3 | Identify opportunities for increased access and utilisation of facilities for our senior residents

1.2.2.4 | Support senior engagement initiatives and programs

Community health and well-being initiatives

Strategy 1.3.1

Support and advocate for community health and wellbeing initiatives and provision of services to the community

Actions to achieve our strategy

1.3.1.1 | Implement Public Health Plan initiatives in line with annual budget process

1.3.1.2 | Advocate and lobby for programs and initiatives to address drug, alcohol and gambling abuse

1.3.1.3 | Facilitate the Driver Equity Program

Strategy 1.3.2

Become the regional service hub for the Northern Goldfields

Actions to achieve our strategy

1.3.2.1 | Advocate and lobby relevant government agencies, seeking to address healthcare and well-being issues within the northern goldfields region

1.3.2.2 | Promote and support the improvement of regional services in Leonora

1.3.2.3 | Advocate for improved health and associated services to the Leonora community and surrounds

1.3.2.4 | Advocate for provision of adequate social support services and facilities to protect at risk population

KEY OBJECTIVE 1



ECONOMIC

The economic hub of the northern goldfields

How we see this... the Outcomes

- 2.1 The economic focal point for business and industry in the Northern Goldfields
- 2.2 Increased awareness of the district and regional attractions



Our strategies and actions to achieve these desired outcomes...

The economic focal point for business and industry in the Northern Goldfields

Strategy 2.1.1

Attract new industry, business, investment and encourage economic diversity and growth of local business

Actions to achieve our strategy

- 2.1.1.1 | Develop Eastern Precinct Plan
- 2.1.1.2 | Communicate with education providers, seeking localised and reliable access to further education choices
- 2.1.1.3 | Develop and maintain stakeholder relationships
- 2.1.1.4 | Engage with potential investors
- 2.1.1.5 | Promote the continuation and establishment of business operations within the Shire, encouraging the local economy

Strategy 2.1.2

Develop Leonora as an intermodal transportation hub for the Northern Goldfields and alternate route to the Pilbara, Midwest and the great Australian outback

Actions to achieve our strategy

- 2.1.2.1 | Assess opportunities to attract transportation businesses to the district as part of the development of the Eastern Precinct Plan
- 2.1.2.2 | Continue to support the RRG, GEDC and other regional groups for the extension of the Goldfields Highway to the Great Northern Highway
- 2.1.2.3 | Investigate opportunities to increase road RAV access
- 2.1.2.4 | Investigate opportunities to increase rail usage

Strategy 2.1.3

Improve essential infrastructure and services to promote growth

Actions to achieve our strategy

- 2.1.3.1 | Liaise with Water Corporation to extend Leonora Townsite Sewerage Infill Program
- 2.1.3.2 | Lobby for underground power installation
- 2.1.3.3 | Support investigation of opportunities for alternative power services
- 2.1.3.4 | Continue development of liquid waste, domestic and commercial refuse site facilities and services
- 2.1.3.5 | Plan for adequate supply of residential and commercial land to meet the requirements of the community as part of the development of the Eastern Precinct Plan
- 2.1.3.6 | Source funding for development of residential and commercial land



ECONOMIC

The economic hub of the northern goldfields

Our strategies and actions to achieve these desired outcomes...

Increased awareness of the district and regional attractions

Strategy 2.2.1

Promote the northern goldfields region and assist development of tourism initiatives

Actions to achieve our strategy

2.2.1.1 | Collaborate with regional tourism groups, promoting tourism within the northern goldfields and the wider region

2.2.1.2 | Review and implement updated regional tourism strategy

2.2.1.3 | Promote Leonora as a destination

Strategy 2.2.2

Enhance and maintain local attractions and associated infrastructure

Actions to achieve our strategy

2.2.2.1 | Continue to implement asset management plans

2.2.2.2 | Maintain the walking, driving and other trails

KEY OBJECTIVE 2



ENVIRONMENT

Forward thinking management of the built and natural environment

How we see this... the Outcomes

- 3.1 Sustainable and effective environmental management
- 3.2 Infrastructure and services meeting the needs of our community



Our strategies and actions to achieve these desired outcomes...

Sustainable and effective environmental management

Strategy 3.1.1

Ensure appropriate resource recovery process and facilities

Actions to achieve our strategy

- 3.1.1.1 | Consider opportunities for resource recovery strategies

Strategy 3.1.2

Manage hazardous materials and seek waste minimisation

Actions to achieve our strategy

- 3.1.2.1 | Consider opportunities for community recycling and re-use initiatives

Strategy 3.1.3

Collaborate with mining companies, seeking reduction in adverse effects of mining activity to the townsite

Actions to achieve our strategy

- 3.1.3.1 | Continue dust mitigation on temporary northern bypass road to reduce the adverse impact of dust from the movement of heavy vehicles

Strategy 3.1.4

Support pest and weed control within the district

Actions to achieve our strategy

- 3.1.4.1 | Consider initiatives and seek funding for control of invasive weeds

Strategy 3.1.5

Protect local natural attractions

Actions to achieve our strategy

- 3.1.5.1 | Maintain approved access, signage and support infrastructure at natural attraction sites



ENVIRONMENT

Forward thinking management of the built and natural environment

Our strategies and actions to achieve these desired outcomes...

Infrastructure and services meeting the needs of our community

Strategy 3.2.1

Provide appropriate community infrastructure

Actions to achieve our strategy

3.2.1.1 | Maintain community and recreation infrastructure in line with asset management planning

Strategy 3.2.2

Pursue appropriate road, rail and air transport infrastructure network

Actions to achieve our strategy

3.2.2.1 | Maintain road infrastructure network and pursue funding opportunities to support appropriate road network service levels

3.2.2.2 | Investigate upgrade and development of airport terminal and infrastructure

3.2.2.3 | Advocate for maintenance of rail services and increased utilisation

Strategy 3.2.3

Preserve the Shire's historic heritage assets for future generations

Actions to achieve our strategy

3.2.3.1 | Seek funding for restoration and conservation of historic assets

3.2.3.2 | Investigate opportunities for heritage tourism signage

3.2.3.3 | Continue the Outback Grave Markers program, restoring and identifying our historic grave sites

Strategy 3.2.4

Ensure the Shire's historic Gwalia buildings remain for future generations by specific asset management planning

Actions to achieve our strategy

3.2.4.1 | Continue to engage heritage specialists in support of the conservation and restoration of Gwalia heritage assets

3.2.4.2 | Seek funding for the maintenance of historic assets

Strategy 3.2.5

Progress transfer of ownership of the Gwalia State Hotel to the Shire of Leonora

Actions to achieve our strategy

3.2.5.1 | Continue to progress the ownership transfer process of the Gwalia State Hotel to the Shire of Leonora

3.2.5.2 | Investigate opportunities for utilisation of restored Gwalia State Hotel

KEY OBJECTIVE 3



LEADERSHIP

An innovative and proactive local government

How we see this looking... the Outcomes

- 4.1 An innovative, strategically focused Council leading our community
- 4.2 An effective organisation, providing strong leadership and services

Our strategies and actions to achieve these desired outcomes...

An innovative, strategically focused Council leading our community

Strategy 4.1.1

Effectively represent and promote the Shire of Leonora

Actions to achieve our strategy

- 4.1.1.1 | Maintain active two way communication with the community, promoting awareness of Council initiatives
- 4.1.1.2 | Actively promoting our region and advocating on behalf of the community
- 4.1.1.3 | Participate with key stakeholders and committees

Strategy 4.1.2

Provide strategic leadership and governance

Actions to achieve our strategy

- 4.1.2.1 | Ongoing training and development for council members
- 4.1.2.2 | Maintain and support implementation of the IPR framework
- 4.1.2.3 | Encourage and support leadership within the community
- 4.1.2.4 | Provide appropriate governance and leadership to the Shire

An effective organisation, providing strong leadership and services

Strategy 4.2.1

Provide appropriate services to the community, professionally and efficiently

Actions to achieve our strategy

- 4.2.1.1 | Provide high quality customer service
- 4.2.1.2 | Maintain accountability and financial responsibility through effective planning
- 4.2.1.3 | Seek high level of compliance in organisational practices
- 4.2.1.4 | Continue to provide appropriate regulatory services

Strategy 4.2.2

Provide a positive and safe workplace

Actions to achieve our strategy

- 4.2.2.1 | Continue to provide a safe and positive workplace, ensuring WHS and mitigating risks
- 4.2.2.2 | Support training and development for employees

SERVICE DELIVERY

Services and facilities provided by the Shire have been linked with the relevant strategies identified in the Strategic Community Plan, providing a connection with the desired outcomes and community vision. The average rating of importance and satisfaction from survey respondents in 2021 is also included, with a scale of 1 being not important/satisfied, 2 being important/satisfied and 3 being very important/satisfied.

Services	Responding Strategy	Average Rating	
		Importance	Satisfaction
Facilities Infrastructure			
Aquatic centre	3.2.1	2.6	2.2
Airstrip	3.2.2	2.8	2.4
Cemetery	3.2.1	2.4	2.1
Community town halls	3.2.1	2.6	1.8
Drainage storm water	3.2.2	2.4	2.0
Employee housing	2.1.3	2.8	1.5
Gwalia townsite	3.2.4	2.7	2.5
Heritage assets	3.2.3	2.7	2.0
Library	3.2.1 4.2.1	2.3	2.3
Parks gardens	3.2.1	2.7	1.7
Playgrounds	3.2.1	2.8	1.8
Public toilets	3.2.1	2.7	1.5
Town centre	3.2.1	2.9	1.9
Reserves public open space	3.1.4 3.1.5	2.3	1.9
Retirement units	1.2.2	2.5	1.3
Roads verges footpaths	3.2.2	2.7	1.8
Sport recreation facilities	3.2.1	2.7	2.7
Street lighting	3.2.1	2.8	1.9
Shire Services			
Building control planning approvals	4.2.1	2.2	2.1
Community consultation engagement	4.1.1 4.2.1	2.8	1.9
Customer service	4.2.1	2.7	2.4
Economic development	2.1.1 2.1.2 2.1.3	2.7	1.8
Environmental initiatives	3.1.3 3.1.4	2.6	1.7
Festival event management	1.1.1	2.6	2.0
Financial management	4.1.2 4.2.1	2.8	2.2
General garbage collection	3.1.1	2.7	2.5
Health administration inspection	4.2.1	2.6	1.9
Litter control	3.1.1	2.7	1.8
Pest control	3.1.4	2.6	1.8
Ranger services	4.2.1	2.8	1.3
Recycling	3.1.4	2.5	1.7
Regional collaboration	4.1.1 4.1.2	2.6	1.9
Strategic planning	4.1.2 4.2.1	2.5	2.1
Tourism management	2.2.1	2.7	2.1
Town planning	4.1.2 4.2.1	2.5	2.0
Waste management	3.1.1	2.5	2.2
Community Support Advocacy			
Aged care	1.2.2	2.9	1.5
Child care	1.2.1 1.3.1	2.7	1.9
Community resource centre	4.2.1	2.8	2.7
Crime prevention	4.1.1	3.0	1.3
Emergency Services	1.3.1 1.3.2	2.9	1.9
Information centre	2.2.1	2.5	2.3
Support for volunteers	1.1.3	2.7	1.7
Youth Services	1.2.1	2.9	1.4



CURRENT RESOURCES

This Plan for the Future was developed with an understanding of the Shire's current resource capacity, including financial, workforce and asset resources. There are a number of projects forecast to be undertaken during the life of the Corporate Business Plan, which result in additional capital expenditure. A number of the projects are reliant on external contributions, should these not be received the project may be deferred until adequate funding is available.

As at 30 June 2022, the Shire had the following estimated current resource profile. Future resource capacity is not currently known and is partially dependent on other levels of government. The expected future resource capacity and trend was considered in the development of this Plan for the Future.

<p>Workforce</p> <p>35 FTE</p> <p>Stable</p>	<p>Infrastructure Assets</p> <p>\$82.8m</p> <p>Stable</p>	<p>Property, Plant, Equipment</p> <p>\$25.8m</p> <p>Stable</p>
<p>Cash Backed Reserves</p> <p>\$8.8m</p> <p>Stable</p>	<p>Borrowings</p> <p>Nil</p> <p>Stable</p>	<p>Annual Rates Revenue</p> <p>\$7.0m</p> <p>Stable</p>
<p>Annual Revenue (excluding Rates)</p> <p>\$5.2m</p> <p>Stable</p>	<p>Annual Expenditure (excluding Depreciation)</p> <p>\$9.1m</p> <p>Stable</p>	



KEY PERFORMANCE INDICATORS

The following key measures have been identified in line with our strategic objectives, the Shire will monitor and report our progress using these measures.

Measure	Desired Trend
Key Objective 1 Social: An empowered and spirited community	
Social Media Activity	Increase posts and engagement rate
Community participation levels in recreation activities and events	Maintain increase number of participants attendees
Recreation facilities usage rates	Increase in usage of centre
Shire attendance / participation in collaborative meetings	Maintain attendance and input
Key Objective 2 Economic: Economic hub of the northern goldfields	
Population statistics	Stable/increasing population base
Number of development approvals	Increase in usage of centre
No. building approvals	Increase
Visitor statistics	Increase
Key Objective 3 Environment: Forward thinking management of the built and natural environment	
Asset management ratios	Maintain healthy ratios
Compliance with statutory reviews required by Local Planning Framework	Maintain compliance
Key Objective 4 Leadership: Innovative and proactive Shire and Councillors	
Employee retention rates	Maintain/increase
Volunteer levels	Increase
Community and visitor awareness of Shire activities	Increase

MEASURING OUR PROGRESS



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.

External Factors

Increasing community expectations in relation to service levels and delivery

Demand for resourcing due to potential expansion in 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

Changes in mining and pastoral practices and the associated social impacts

COVID-19 Pandemic

Internal Factors

The objectives and strategies contained in the Council's current 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

The financial capacity of the Shire

Allocation of resources to achieve strategic outcomes

Maintenance of corporate records



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Acknowledgement and appreciation are expressed to the ratepayers and residents of the Shire of Leonora, for their time and effort in being a part of the community engagement process and for their invaluable input into the Strategic Community Plan.

The Shire of Leonora Plan for the Future: Strategic Community Plan and Corporate Business Plan, has been developed by engaging the community and other stakeholders. Council's elected members, management and staff also provided input to the development of the Plan. Much of the information contained in this Plan has been derived from documents in the public domain and liaison with key stakeholders and the community.

Reference to the following documents or sources were made during the preparation of the Plan for the Future:

- Shire of Leonora Strategic Community Plan 2017-2027;
- Council website: www.leonora.wa.gov.au;
- Australian Bureau of Statistics, Leonora (S) (LGA55040), 2021 Census of Population and Housing General Community Profile, viewed 4 July 2022;
- Australian Bureau of Statistics, Region Summary Leinster-Leonora SA2, viewed 24 November 2021;
- Shire of Leonora Annual Financial Report 2020-21;
- Shire of Leonora Annual Financial Report 2021-22;
- *Local Government Act 1995*, Section 5.56(1);
- Local Government (Administration) Regulations 1996, Paragraph 19BA;
- Department of Local Government, Sport and Cultural Industries, Integrated Planning and Reporting: Framework and Guidelines, September 2016;
- Shire of Leonora Prospectus 2020; and
- Northern Goldfields Region Economic and Investment Prospectus 2020

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Disclaimer

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