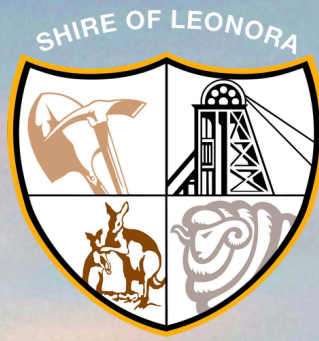




Shire of

LEONORA

COUNCIL PLAN 2025-2035

2026 REVIEW

**OUR PLAN FOR THE FUTURE: INTEGRATING OUR STRATEGIC
COMMUNITY PLAN AND CORPORATE BUSINESS PLAN**

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INTRODUCTION

We are pleased to present this 2026 review of the Shire of Leonora Council Plan 2025 -2035. This Council Plan incorporates the Strategic Community Plan and Corporate Business Plan.

This Plan is part of our continued commitment and focus on a positive and bright future for our Shire.

Sharing our vision and strategic objectives aligned to the feedback received from our community, this Plan outlines how we will continue to work towards achieving our vision over the long term.

This Plan has been developed after consideration of the valued input of the local community, and we want to express our appreciation for the response and input received.

Our community and Council recognise we care for an extensive road network and community infrastructure, essential to our community connectivity and economy along with the large number of visitors and transient workforce, and maintaining these assets remains a key focus for Council.

The community engagement feedback again highlights the strong sense of community, appreciation for our precious natural treasures and the investment of our local residents to support our broader region to strengthen our own community and economic stability.

With a small resident population and ratepayer base, Council is mindful of resource limitations and seeks whenever possible to advocate for and leverage external funding opportunities for the benefit of our district.

As a local government we will continue to work in partnership with the community, and other key stakeholders, to deliver these outcomes.

Through developing this plan, we reflected on the progress of our overall long term strategic planning. We recognise the need to continue planning with a long term focus to ensure the Shire has the required resources to maintain our infrastructure, as well as the capacity to provide appropriate levels of services to our community, well into the future.

As a Council we look forward to continue progressing our district and supporting our community.

Peter Craig
Shire President





COUNCIL PLAN

2025-2035

OUR VISION

A thriving community with economic diversity, where people feel safe, and friendly connections support sustainable growth

Our Purpose is to be

The regional hub for economic prosperity, intermodal transport, health and medical services, and sport and recreation events

Our Strategic Objectives

1. Social

A resilient community with strong voices and enthusiasm to drive connection and positive change

2. Economic

The economic hub of the Northern Goldfields

3. Environment

Strategic planning anticipating future development needs while protecting natural resources

4. Leadership

An innovative and proactive local government





COUNCIL PLAN

2025-2035

1. Social

A resilient community with strong voices and enthusiasm to drive connection and positive change

Outcome 1.1 A great sense of community

Strategy 1.1.1 Showcase our natural treasures, heritage and cultural attractions of the Shire

Actions	Term	Role
1.1.1.1 Promote and support regional and local arts, cultural and festival events	Ongoing	Partner / Deliver
1.1.1.2 Collaborate with regional tourism groups, promoting the Shire and region	Ongoing	Partner / Deliver
1.1.1.3 Enhance, develop and promote the Golden Gift event	Ongoing	Partner / Deliver
1.1.1.4 Investigate the formalisation of natural areas of interest for their protection	2026 -2028	Deliver

Strategy 1.1.3 Support community in sporting, recreational and volunteering initiatives

Actions	Term	Role
1.1.3.1 Identify and implement appropriate sport and recreation opportunities	Ongoing	Deliver
1.1.3.2 Encourage and support volunteerism	Ongoing	Partner / Deliver
1.1.3.3 Support community group access to external financial assistance grants	Ongoing	Partner
1.1.3.4 Continue to provide and promote community grants program	Ongoing	Deliver

Strategy 1.1.2 Promote our sense of community and highlight our community spirit

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

Strategy 1.1.4 Celebrate our cultural and social diversity

Actions	Term	Role
1.1.4.1 Consider opportunities to recognise and celebrate our culture and people	Ongoing	Partner / Deliver
1.1.4.2 Encourage and support initiatives promoting an inclusive community	Ongoing	Partner / Deliver
1.1.4.3 Investigate opportunity for development of cultural centre	2026 -2029	Partner / Deliver



People look out for each other, and you feel part of something bigger.

The sense of community is strong here. Whether at work or around town, people are genuinely friendly and supportive.



COUNCIL PLAN

2025-2035

1. Social

A resilient community with strong voices and enthusiasm to drive connection, and positive change

Outcome 1.2 Engaged and supported community

Strategy 1.2.1 Support youth engagement initiatives and programs

Actions	Term	Role
1.2.1.1 Support youth engagement initiatives and programs	Ongoing	Partner / Deliver
1.2.1.2 Seek to increase local youth services and activities	Ongoing	Advocate
1.2.1.3 Promote and support opportunities for local work experience	Ongoing	Advocate

Strategy 1.2.2 Ensure appropriate infrastructure and facilities, servicing the health and social needs of our community

Actions	Term	Role
1.2.2.1 Maintain engagement with our senior residents and relevant community agencies for continued responsiveness and support to service challenges and requirements	Ongoing	Partner / Deliver
1.2.2.2 Ensure appropriate management of independent living facility	Ongoing	Deliver
1.2.2.3 Identify opportunities for increased access and utilisation of facilities for all abilities	2026 -2029	Deliver
1.2.2.4 Support community engagement initiatives and programs	Ongoing	Partner / Deliver
1.2.2.5 Seek opportunities for support for families	Ongoing	Advocate

like to see more collaboration between the Shire and other agencies, collaborate and sync our efforts for better outcomes for the whole community

Outcome 1.3 Community health and well-being initiatives

Strategy 1.3.1 Support and advocate for health and well-being initiatives and provision of services to the community

Actions	Term	Role
1.3.1.1 Review local public health and well-being plan	2026 -2028	Partner / Deliver
1.3.1.2 Advocate and lobby for programs and initiatives to address drug, alcohol and gambling abuse	Ongoing	Advocate
1.3.1.3 Investigate opportunities to enhance gym facilities	2026 -2029	Partner / Deliver
1.3.1.4 Facilitate community transport programs and DOT licensing services	2026 -2027	Partner / Deliver

Strategy 1.3.2 Become the regional service hub for the Northern Goldfields

Actions	Term	Role
1.3.2.1 Advocate and lobby relevant government agencies, seeking to address healthcare and well-being issues within the Northern Goldfields region	Ongoing	Advocate
1.3.2.2 Investigate and articulate the government services delivered to Leonora, including coverage and frequency, to assist with access and advocacy efforts	2026 -2027	Advocate
1.3.2.3 Lobby for improved geographical recognition allowances for State Government employees	2026 -2029	Advocate
1.3.2.4 Promote and support the improvement of regional services in Leonora	Ongoing	Advocate
1.3.2.5 Advocate for improved health and associated services to the Leonora community and surrounds	Ongoing	Advocate
1.3.2.6 Advocate for provision of adequate social support services and facilities to protect at risk population	Ongoing	Advocate
1.3.2.7 Seek funding and advocate for facilitation of substance abuse rehabilitation services locally	2026 -2029	Advocate





COUNCIL PLAN

2025-2035

2. Economic

The economic hub of the Northern Goldfields

Outcome 2.1 Be the central economic hub 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	Term	Role
2.1.1.1 Develop Eastern Precinct Plan	2026 -2029	Deliver
2.1.1.2 Seek localised and reliable access to further education choices	2029 -2033	Advocate
2.1.1.3 Develop and maintain stakeholder relationships	Ongoing	Partner
2.1.1.4 Engage with potential investors	Ongoing	Partner
2.1.1.5 Promote the continuation and establishment of business operations within the Shire, encouraging the local economy	2026 -2029	Advocate

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	Term	Role
2.1.2.1 Assess opportunities to attract transportation businesses to the district	2026 -2027	Partner / Deliver
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	Ongoing	Partner / Deliver
2.1.2.3 Investigate opportunities to improve road RAV access	2026 -2029	Partner / Deliver
2.1.2.4 Investigate opportunities to increase rail usage	2026 -2029	Advocate

Strategy 2.1.3 Improve essential infrastructure and services to promote growth

Actions	Term	Role
2.1.3.1 Liaise with Water Corporation to extend Leonora Townsite Sewerage Infill Program	2026 -2029	Partner / Deliver
2.1.3.2 Lobby for underground power installation	2026 -2029	Advocate
2.1.3.3 Plan for adequate supply of residential and commercial land to meet the requirements of the community	2026 -2029	Advocate / Deliver
2.1.3.4 Advocate for multi use emergency services facility	2026 -2029	Advocate

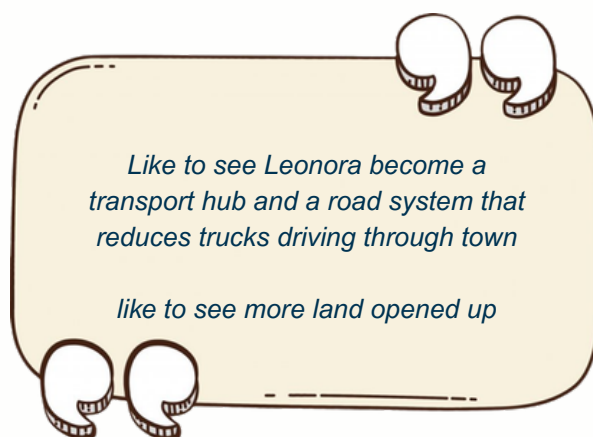
Outcome 2.2 Increased awareness of the district and regional attractions

Strategy 2.2.1 Promote the Northern Goldfields region and assist development of tourism initiatives

Actions	Term	Role
2.2.1.1 Collaborate with regional tourism groups, promoting tourism within the Northern Goldfields and the wider region	Ongoing	Partner / Deliver
2.2.1.2 Review and implement updated regional tourism strategy	2026 -2029	Partner / Deliver
2.2.1.3 Develop and implement local tourism strategy	2026 -2027	Deliver
2.2.1.4 Promote Leonora as a destination	Ongoing	Deliver

Strategy 2.2.2 Enhance and maintain local attractions and associated infrastructure

Actions	Term	Role
2.2.2.1 Continue to implement asset management plans	Ongoing	Deliver
2.2.2.2 Maintain and promote walking, driving and other trails	Ongoing	Deliver





COUNCIL PLAN

2025-2035

3. Environment

Strategic planning anticipating future development needs while protecting natural resources

Outcome 3.1 Sustainable and effective environmental management

Strategy 3.1.1 Ensure appropriate resource recovery process and facilities, seek waste minimisation

Actions	Term	Role
3.1.1.1 Consider opportunities for resource recovery strategies	2026 -2029	Deliver
3.1.1.2 Provide appropriate waste management services and facilities	Ongoing	Deliver
3.1.1.3 Continue to support community recycling and re-use initiatives	Ongoing	Partner / Deliver
3.1.1.4 Maintain and progress existing asbestos management plan and register	Ongoing	Deliver

Strategy 3.1.2 Collaborate with mining companies, seeking reduction in adverse effects of mining activity to the townsite

Actions	Term	Role
3.1.2.1 Continue dust mitigation on temporary northern bypass road to reduce the adverse impact of dust from the movement of heavy vehicles	2026 -2029	Partner / Deliver

Strategy 3.1.3 Support pest and weed control within the district

Actions	Term	Role
3.1.3.1 Consider initiatives and seek funding for control of invasive weeds and feral animals	2026 -2029	Advocate

Strategy 3.1.4 Consider climate change risks and mitigation

Actions	Term	Role
3.1.4.1 Advocate for regional ground water use strategy	2026 -2029	Advocate
3.1.4.2 Increase tree canopy and greening of Leonora	Ongoing	Partner / Deliver
3.1.4.3 Participate in GVROC climate alliance initiatives	2026 -2029	Partner / Deliver

Strategy 3.1.5 Protect local natural attractions

Actions	Term	Role
3.1.5.1 Review and enhance access, signage and support infrastructure at natural attraction sites	2026 -2029	Deliver

Plant and maintain more native trees and plants. Continue improvement on footpaths and roads.

Sporting facilities to be upgraded so groups like Blazers basketball can expand and help more children to live a healthy life



COUNCIL PLAN

2025-2035

3. Environment

Strategic planning anticipating future development needs while protecting natural resources

Outcome 3.2 Infrastructure and services meeting the needs of our community

Strategy 3.2.1 Provide appropriate community infrastructure

Actions	Term	Role
3.2.1.1 Maintain community and recreation infrastructure in line with asset management planning	Ongoing	Deliver
3.2.1.2 Investigate opportunity for dog friendly park	2026 -2029	Deliver

Strategy 3.2.2 Pursue appropriate road, rail and air transport infrastructure network

Actions	Term	Role
3.2.2.1 Maintain road infrastructure network and pursue funding opportunities to support appropriate road network service levels	Ongoing	Deliver
3.2.2.2 Investigate upgrade and development of airport terminal and infrastructure	2026 -2029	Partner / Deliver
3.2.2.3 Advocate for maintenance of rail services and increased utilisation	Ongoing	Advocate

Strategy 3.2.3 Preserve the Shire's historic heritage assets for future generations

Actions	Term	Role
3.2.3.1 Seek funding for restoration and conservation of historic assets	Ongoing	Advocate
3.2.3.2 Investigate opportunities for heritage tourism signage	2026 -2029	Partner / Deliver
3.2.3.3 Continue the Outback Grave Markers program, restoring and identifying our historic grave sites	2026 -2029	Partner / Deliver
3.2.3.4 Restore, protect and promote cobblestones on Agnew Road	Ongoing	Partner / Deliver
3.2.3.5 Plan for restoration of Barnes Theatre and investigate utilisation opportunities	2026 -2029	Partner / Deliver

Strategy 3.2.4 Ensure the Shire's historic Gwalia buildings remain for future generations through specific asset management planning

Actions	Term	Role
3.2.4.1 Continue to engage heritage specialists in support of planning for the conservation and restoration of Gwalia heritage assets	2026 -2029	Partner / Deliver
3.2.4.2 Seek funding for the maintenance and preservation of historic assets of historic assets	2026 -2029	Partner / Deliver

Strategy 3.2.5 Progress transfer of ownership of the Gwalia State Hotel to the Shire of Leonora

Actions	Term	Role
3.2.5.1 Continue the process of ownership transfer of the Gwalia State Hotel to the Shire of Leonora	2026 -2029	Partner / Deliver

love that we have these facilities available for community use.

like to see more places for families to spend the day out with BBQ facilities etc.





COUNCIL PLAN

2025-2035

4 .Leadership

An innovative and proactive local government

Outcome 4.1 An innovative, strategically focused Council leading our community

Strategy 4.1.1 Effectively represent and promote the Shire of Leonora

Actions	Term	Role
4.1.1.1 Maintain active two way communication with the community, promoting awareness of Council initiatives	Ongoing	Deliver
4.1.1.2 Actively promoting our region and advocating on behalf of the community	Ongoing	Deliver / Advocate
4.1.1.3 Participate with key stakeholders and committees	2026 -2029	Partner / Deliver

Strategy 4.1.2 Provide strategic leadership and governance

Actions	Term	Role
4.1.2.1 Ongoing training and development for council members	Ongoing	Deliver
4.1.2.2 Maintain and support implementation of the IPR framework	2026 -2029	Deliver
4.1.2.3 Encourage and support leadership within the community	Ongoing	Partner / Deliver
4.1.2.4 Provide appropriate governance and leadership to the Shire	Ongoing	Deliver

Outcome 4.2 An effective organisation, providing strong leadership and services

Strategy 4.2.1 Provide appropriate services to the community, professionally and efficiently

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

Strategy 4.2.2 Provide a positive and safe workplace

Actions	Term	Role
4.2.2.1 Continue to provide a safe and positive workplace, ensuring WHS and mitigating risks	Ongoing	Deliver
4.2.2.2 Support training and development for employees	Ongoing	Deliver



The Shire consistently ensures that streets, parks, and public areas are clean and presentable. Regular maintenance, rubbish collection, and landscaping make the town more welcoming for both residents and visitors.



PLAN STRUCTURE

Background

The following pages provide background and further detail on the community engagement and feedback received during this review.

The structure of this plan, additional context and legislative requirements are also provided for the readers information.

Council Plan Structure



Our Vision

Our Vision reflects the community feedback received during consultation undertaken in 2025.

Our vision the Shire's intent for the districts future.

Strategic Objectives and Outcomes

The community feedback received informed the development of strategic objectives and desired outcomes for the Shire to progress towards.

Strategies

Strategies to progress these objectives have been developed and the Shire will use these to guide decision making and planning into the future.

Service Delivery

The corporate business planning activities included in this Council Plan have been developed to progress our key objectives and vision.

Measuring our Progress

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

- Community satisfaction with Council services, infrastructure and facilities
- Development status and implementation of Council's Plans and Strategies
- Level of legislative compliance

Our progress will be reported in the Annual Report each year.





OUR SHIRE



31,915 sq km
Area



1,588
Shire Population



363 km Sealed
1,213 km Unsealed
Road Length



7
Council Members



Leonora, Leinster, Gwalia
Towns



40
Employees



832
Distance to Perth



399
Electors



\$10.9m
2025/26 Rates Raised



815
Dwellings



\$38.0m
Property, Plant and
Equipment Asset Value
at 30 June 2025



\$101.7m
Infrastructure Asset
Value at 30 June 2025



OUR SHIRE

The Shire of Leonora is situated in the Northern Goldfields area of Western Australia, approximately 832 km from Perth and is home to the towns of Leonora, including the historic precinct of Gwalia, and Leinster.

Covering an area of 31,915 sq km, the town of Leonora is the administrative centre for the Shire and the economic and intermodal transport hub of the Northern Goldfields.

Leonora

The Leonora area has an extensive Indigenous history, with a number of native title determinations approved. 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 today continues to be the service centre for the mining, exploration and well establish pastoral industry in the district.

Gwalia

The historic precinct of Gwalia provides a unique experience of Western Australia's rich mining history. The little settlement grew up around the Sons of Gwalia Mine in the late 1890's to a population of 1,200. The mine closed in December 1963, and the population fell to 40 in less than three weeks. Hoover House, originally occupied by Herbert Hoover, was the mine manager's house in Gwalia and has now been converted to a beautiful bed and breakfast and cafe.

Leinster

Leinster, situated 368km north of Kalgoorlie, was first established in 1976 as a company town supporting the nickel mine of the Agnew Gold Mining Company, and is now run by BHP Nickel West.

Special consideration was given to the natural environment in the development of Leinster. Built on a sand dune, local and native plants flourish with big stands of shady gum trees giving the town an oasis impression.



COMMUNITY ENGAGEMENT

As part of the ongoing development and review of the Shire's high level strategic planning activities, community consultation and engagement was again sought in 2025.

The feedback received has been taken into consideration during the major review in early 2025 and subsequent development of the Shire of Leonora's Council Plan 2025-2035.

This process included a focus on seeking the community's aspirations, vision and objectives for the future and feedback in relation to service and facilities provided by the Shire of Leonora.

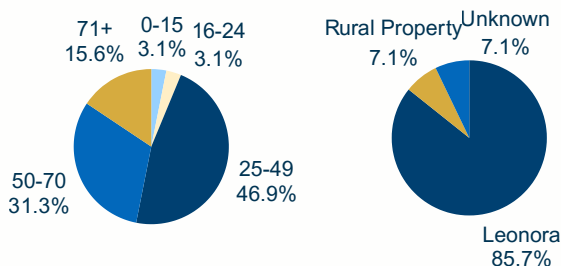
The following is a brief snapshot of some of the community input received.

Our Community Voices

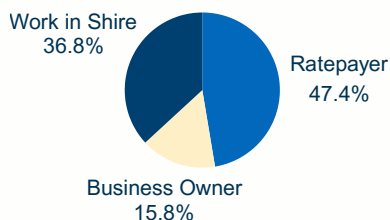


28 Surveys
64 Workshops

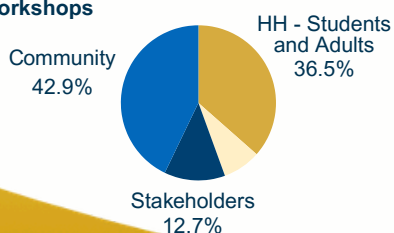
Survey Respondents by Age and Residence



Survey Respondents by Connection



Workshops



What we love about the district

"Sense of community, belonging and togetherness"

"I love the people and the lifestyle"

"The bush and the people. The history."

Our greatest wish for the future of the district

"To grow and encourage more families to live here"

"Sustainable economic growth, enhanced community services, community cohesion and engagement events"

"Increased tourism and cultural opportunities"





COMMUNITY ENGAGEMENT

Community Feedback on Aspirations and Values

The community feedback received during this review, confirmed the following aspirations and values identified during previous iterations of our long term strategic planning.

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. Services and facilities supporting our youth is highly important with a strong desire to see these further developed and supported.

Essential health and well-being 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 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.



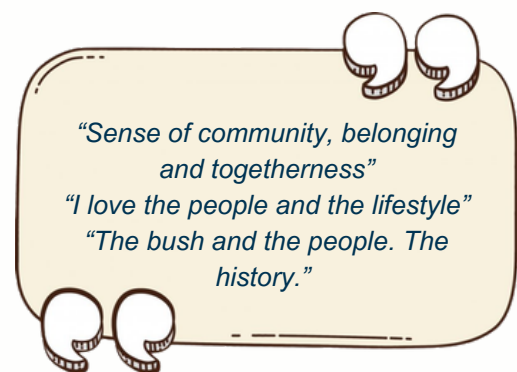
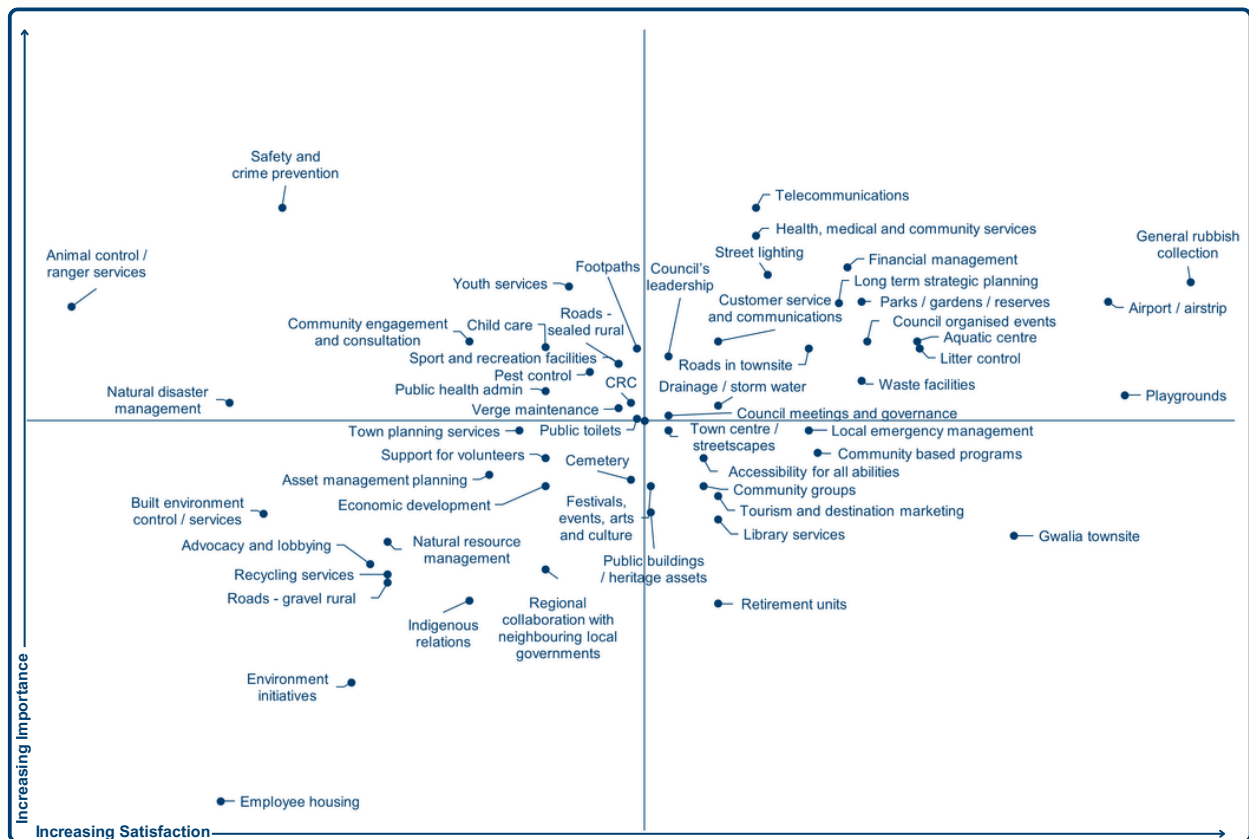


COMMUNITY ENGAGEMENT

Service Provision - Comparison Analysis

Based on the survey results, the relative importance and satisfaction of various services, community facilities and infrastructure were determined, relative to each other.

Note, some services are not services within the Shire's responsibility, however as they are important to our community, the Shire may play a vital advocacy role.



RESOURCES

This Council Plan was developed with an understanding of the Shire's current resource capacity, including financial, workforce and asset resources. The Shire has the following estimated current resource profile.

Financial Resources

Income

Rates Revenue	\$10.9m
<i>2025/26 Adopted Annual Budget</i>	

Federal Assistance Grant	\$1.0m
<i>2025/26 Allocation</i>	

Expenditure

Cash Operating	\$12.8m
<i>2025/26 Adopted Annual Budget</i>	

Depreciation	\$4.5m
<i>2025/26 Adopted Annual Budget</i>	

Capital Initiatives	\$6.7m
<i>2025/26 Adopted Annual Budget</i>	

Reserves	\$6.0m
<i>2024/25 Annual Financial Report</i>	

Borrowings	Nil
<i>2024/25 Annual Financial Report</i>	

Asset Resources

Infrastructure	\$101.7m
<i>2024/25 Annual Financial Report</i>	

Property, Plant and Equipment	\$38.0m
<i>2024/25 Annual Financial Report</i>	

Net Current Assets	\$10.8m
<i>2024/25 Annual Financial Report</i>	

Net Assets	\$148.4m
<i>2024/25 Annual Financial Report</i>	

Workforce Resources

Employees	40
<i>as at 30 June 2025</i>	

There are a number of projects forecast to be undertaken, which result in additional capital expenditure, many reliant on external contributions, should these not be received the project may be deferred until adequate funding is available.

Future resource capacity is estimated in the Shire's draft long term financial plan however, is partially dependent on other levels of government. The expected future resource capacity and trend was considered in the development of this Council Plan.

Capital Projects

A number of capital projects are planned during the term of the Corporate Business Plan, including new assets, expansions, upgrades and renewals.

Projects are detailed in the draft long term financial plan 2026-2041. Some projects are reliant on external contributions, should these not be received the project may be deferred until adequate funding is available.

Additional funding is required to adequately renew and maintain the Shire's road network. Capital projects to be undertaken will require further detailed planning within the long term financial planning process.



FORECAST RESOURCES

Long Term Financial Planning

Detailed long term financial planning to support delivery of the objectives in this plan and providing for the long term financial health of the Shire is in development.

The long term financial plan (LTFP) is a key element of the Shire delivering services and infrastructure to our community and considering potential risks and developing mitigating strategies.

The LTFP considers internal and external factors influencing the Shire's operating environment and considers trends including population forecasting and assumptions regarding inflators like CPI and the economic forecast for the wider district and state.

Estimated Forecast LTFP Trend

- Increase reserves funds
- No borrowings planned to be taken up
- Rates income is planned to increase at least in line with forecast CPI (2.5%)

Asset Management Planning

Detailed asset management planning is undertaken to monitor Shire assets current renewal, replacement and upgrade requirements.

As the Shire maintains a significant portfolio of assets, this essential planning is pivotal to continuing to deliver appropriate service levels. External funding is sought for maintenance of road infrastructure and is essential to continue to provide appropriate service levels.

Estimated Forecast AMP Trend

- Asset valuation increasing
- Road infrastructure expenditure increasing
- Property, plant and equipment maintenance required expenditure increasing
- Building maintenance required expenditure increasing

Workforce Planning

Detailed workforce planning (WFP) is a dynamic process, aligned to this strategic planning to ensure delivery of the strategic objectives identified whilst recognising the competitive employment environment.

Estimated Forecast WFP Trend

- Assumption of 2.5% CPI increase for the next four years in salaries and wages
- Continue the employee incentive program
- Employee numbers remain stable for the next four years



WIDER CONTEXT

Other levels of government and their individual strategies, plans and projects have an impact on how local governments operate.

These independent strategies, plans and projects need to be considered when planning for the future of our Shire.

In addition to foreshadowed local government legislative reforms, the following are considered highly relevant due to their potential impact on the Shire's service delivery.

State Planning Strategy 2050

A guide from which public and local authorities can express or frame their legislative responsibilities in land-use planning, land development, transport planning and related matters.

In the context of the Shire, this is relevant to achieving growth, ensuring economic advancement, social equity and ecological protection and enhancement.

State Infrastructure Strategy

Identifies the whole-of-government consideration to deliver future infrastructure needs and priorities to support Western Australia's growing population.

Local Health Plans

The WA State Government introduced the *Public Health Act 2016* for Western Australia which requires local governments to develop local public health plans.

Development of the Shire's Local Health Plan itself is unlikely to have any significant impact on the Shire's resources, however the actions and projects contained within the plan could.

WA Housing Strategy

A call to action for all sectors to work together to improve housing choices and access to suitable and affordable homes - particularly for the most vulnerable.

Western Australian Climate Change Policy

Sets out the State Government's plan for a climate-resilient community and a prosperous low-carbon future. The policy highlights their commitment to adapting to climate change and working with all sectors of the economy to achieve net zero greenhouse gas emissions by 2050.



LEGISLATIVE REQUIREMENTS

All Western Australian local governments are required by current legislation to prepare a Plan for the Future for their district, under Section 5.56 of the *Local Government Act 1995*.

The Plan for the Future is defined in the *Local Government (Admin) Regulations 1996 (19BA)* as the combination of a Strategic Community Plan and a Corporate Business Plan.

With the *Local Government Act* reform process currently underway and the *Local Government Amendment Bill 2023* being passed in May 2023, consideration was given during the development of this plan to the pending change to Section 5.56 of the *Local Government Act 1995*.

When the amendments to the *Local Government Act 1995* come into effect, Section 5.56(2) will define a council plan as a plan for (a) the future services and facilities for the district that are to be provided by the local government; and (b) any prescribed matters. At this time, regulation amendments are being drafted regarding the Council Plan and will provide further detail for the requirements of the Council Plan when released.

Currently the *Local Government (Admin) Regulations 1996 (19C)* detail what should be included in a Strategic Community Plan and the *Local Government (Admin) Regulations 1996 (19DA)* detail what should be included in a Corporate Business Plan.

The Council Plan 2025 - 2035 is an integrated approach for meeting the requirements for strategic community planning and corporate business planning, reflecting strategic alignment and integration.

The Council Plan provides the overall strategic direction for the community, Council and others who deliver services and play a part in the community.

**Shire of Leonora
Council Plan
2025-2035
Plan for the Future
Local Government Act 1995
Section 5.56**

**Combined
Strategic Community Plan &
Corporate Business Plan
Local Government (Admin) Regulations
1996 Regulation 19BA**

**Strategic
Community Plan
Local Government (Admin)
Regulations 1996
Regulation 19C**

**Corporate
Business
Plan
Local Government
(Admin)
Regulations 1996
Regulation 19DA**



STRATEGIC PLANNING

Strategic community planning is underpinned by community engagement to provide the community's vision and aspirations.

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

The Shire of Leonora intends to use the Council 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 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 on the following page provide this more detailed level of service and resource planning.

The Shire recognise the need to work collaboratively with other levels of government, neighbouring local governments and stakeholders to provide our region with a positive future.



STRATEGIC PLANNING

Corporate Business Planning

Detailing service delivery activities, aligned to the strategic direction identified during the strategic community planning and accompanied by financial projections is a core component of this planning. Financial projections are undertaken through the long term financial planning process.

These activities vary over the:

- short term | 1 - 4 years
- medium term | 5 - 8 years
- long term | 8+ years
- ongoing

These activities will be reviewed and developed annually, aimed towards ensuring alignment of the annual budget process and high level strategic direction of the Shire.

The strategic activities may refer to other adopted plans and strategies of Council and will be implemented in accordance with further detailed planning, and will be subject to the annual budget process and resource availability.

As a Shire, we will undertake a variety of roles in progressing these strategies, including:

- Deliver / Facilitate
- Advocate / Lobby
- Partner / Collaborate

Strategic Resource Planning

A combined approach to asset management, long term financial and workforce planning. A key objective is to highlight and define long term strategies to maintain financial and asset services to the community over the long term.

Asset Management Planning

Developed for major asset classes, forming a component of an overall asset management strategy, addressing the steps required to continuously improve the management of Shire controlled assets. Capital renewal requirements are detailed and planned for to the extent the financial and workforce resources are available to enable the renewals to occur.

Long Term Financial Planning

Planning for a positive future, seeking to maintain, and where possible, improve service levels while maintaining a healthy financial position. During the development of this Council Plan, the Long Term Financial Plan was considered to ensure integration, resulting in an update to the capital works program.

Workforce Planning

Provides the workforce resource strategies necessary to deliver the objectives, outcomes and strategies of this Council Plan.



STRATEGIC RISK MANAGEMENT

The Shire provides a diverse range of services and facilities to the general public and seeks to manage risks to achieve its strategic outcomes.

The Shire engages experienced and qualified personnel in areas of high risk and provides them with appropriate ongoing training and equipment to ensure they are able to undertake their roles and manage risks to the community and Shire.

It is important to consider the external and internal context in which the Shire of Leonora operates as it seeks to achieve its strategic objectives. The following internal and external factors have been recognised in connection to managing risks in delivering the strategic outcomes of this Council Plan.

Internal Factors

- The objectives and strategies contained in the Council's current Council Plan
- The timing and actions contained in the current Council 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

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
- Climate change and subsequent response
- Significant seasonal visitor and population increase and subsequent pressure on Council services
- Global economic uncertainty





REFERENCES AND THANK YOU

Acknowledgement and our 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 invaluable input into the development of this Council Plan.

The Shire of Leonora Council Plan 2025-2035 has been developed by engaging the community and other stakeholders. Council 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 stakeholders and the community.

Reference to the following documents or sources were made during the preparation:

- Shire of Leonora Plan for the Future 2021 - 2031;
- Council website:
www.leonora.wa.gov.au;
- Australian Bureau of Statistics Leonora (S) (LGA55040), 2021 Census of Population and Housing General Community Profile, viewed 23 June 2025;
- Shire of Leonora Annual Financial Report 2023-24; 2024-25;
- Shire of Leonora Adopted Annual Budget 2024-25; 2025-26;
- *Local Government Act 1995*, Section 5.56(1);
- *Local Government Act Amendment Bill 2023*;
- *Local Government (Administration) Regulations 1996*, Paragraph 19BA; and
- Department of Local Government, Industry Regulation and Safety, *Integrated Planning and Reporting: Framework and Guidelines*, September 2016.

Review of the Council Plan

This Plan has undergone a minor review in May 2026 through a strategic workshop with senior staff.

Updates to the actions were made during the review, along with consideration of current and forecast available resources.

The updated Council Plan has been adopted by Council following the review as noted below.

Document Management

Council Plan 2025 - 2035

Major review of Plan for the Future 2021-2031 (incorporating Strategic Community Plan and Corporate Business Plan)

Version: 2025-2035

Status: Final

Date of Adoption: 15 July 2025

Version: 2025-2035 | 2026 Review

Status: Final

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Disclaimer

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