



Shire of Menzies

Council Plan 2025-2035

**Our integrated Strategic Community Plan and
Corporate Business Plan**

Take a look around!





Contents

Introduction	Page 1
Vision, Aspirations and Outcomes	Page 3
Our Community Objective	Page 5
Local Economy Objective	Page 7
Our Environment Objective	Page 9
Leadership Objective	Page 11
Our Delivery	Page 13
Background	Page 17
Shire of Menzies	Page 18
Community Feedback	Page 19
Broader Context	Page 22
Legislative Requirements	Page 23
Strategic Community Planning	Page 24
Risk Management	Page 26
References and Acknowledgements	Page 28



Introduction

We are pleased to present the Shire of Menzies Council Plan 2025-2035, incorporating 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 work towards achieving our vision over the next decade.

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 along with essential community infrastructure, supporting connectivity in our community along with our economy and the large number of transient workers and visitors to our region, and maintaining these assets remains a key focus for Council.

The community engagement results highlight a strong sense of community and value of the small and friendly lifestyle in a place of varied and interesting natural landscapes and history.

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.

During the development of this Plan, we reflected on our progress since the development of our Strategic Community Plan 2021-2031 and recognise the need to ensure the Shire has the resources and capacity to provide appropriate levels of services to the community and to maintain our infrastructure.

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

Paul Warner
Shire President



Our vision for the Shire of Menzies is to be

An inclusive and welcoming community, celebrating our heritage and place

	Our Aspirations	Desired Outcomes
Our Community	A vibrant and inclusive community	<ol style="list-style-type: none">1. An engaged and inclusive community2. A healthy and safe community
Local Economy	A prosperous local economy	<ol style="list-style-type: none">3. An innovative, diverse and prosperous economy4. An attractive destination for visitors
Our Environment	Enhance and maintain our built infrastructure and natural environment	<ol style="list-style-type: none">5. A well maintained attractive built environment servicing the needs of the community6. A natural environment for the benefit and enjoyment of current and future generations
Leadership	Responsible management and good governance, leading an empowered community	<ol style="list-style-type: none">7. A strategically focused Council, leading our community8. An efficient and effective organisation

Yilpa • Belonging

Achievement



Our Community

A vibrant and inclusive community

Community Feedback

Our community highly values their heritage and the sense of home, family and community.

There is a strong desire to protect and retain the heritage and traditions of the area and increase awareness of this history, both to residents and visitors.

A variety of community events and activities promoting and supporting inclusion, connectivity and well-being are desired.

Core services and facilities are essential and maintaining these into the future are seen as a priority.

people are friendly and love the lifestyle living in a remote regional area

keep providing essential services for locals and visitors

love... the sense of community

Desired Outcomes

Of our aspirations:

1. An engaged and inclusive community
2. A healthy and safe community

Our Strategies

Our strategies to progress these aspirations and outcomes:

- 1.1 Facilitate, encourage and support community volunteers, groups, events and initiatives
- 1.2 Welcoming to all residents, strengthen community cohesiveness and participation
- 1.3 Provide, maintain and improve community facilities
- 2.1 Support provision of emergency and essential services
- 2.2. Advocate for appropriate medical and health services
- 2.3 Support community health and well-being initiatives



Local Economy

A prosperous local economy

Community Feedback

The community understands the important role the mining industry plays in the economic prosperity of the district, however identified this does not always extend to support of local small business and community.

There is a desire for further development of local business and industry, encouraging greater employment opportunities, however the community recognise the remote location, transport and the associated high cost of living are critical issues to these operators.

greatest wish... economic and tourism development

hope to see more infrastructure development

love... feel secure here

Desired Outcomes

Of our aspirations:

3. An innovative, diverse and prosperous economy
4. An attractive destination for visitors

Our Strategies

Our strategies to progress these aspirations and outcomes:

- 3.1 Support and facilitate opportunities for new business development
- 3.2 Continue to work with industry and stakeholders for the economic development of the district
- 3.3 Advocate for reliable essential utility services to the district
- 4.1 Promote our natural attractions and heritage sites as part of a regional approach
- 4.2 Maintain and enhance our local attractions
- 4.3 Continue to provide and maintain visitor support services



Our Environment

Enhance and maintain our built infrastructure and natural environment

Community Feedback

The community values its location and precious heritage and is committed to help protect these into the future.

The heritage buildings and community facilities were identified as important to retain.

Maintaining a welcoming look and streetscape of the town is viewed as highly desirable, whilst recognising this needs to be a joint endeavour.

Opportunities to improve the built environment exist, increasing amenities within the townsite and at natural attractions.

a fascinating place to spend time

have more opportunities for youth to do sport, social activities and work

love... the history, the country and the vastness

Desired Outcomes

Of our aspirations:

- 5. A well maintained attractive built environment servicing the needs of the community
- 6. A natural environment for the benefit and enjoyment of current and future generations

Our Strategies

Our strategies to progress these aspirations and outcomes:

- 5.1 Maintain the integrity of our cultural and heritage assets and places
- 5.2 Maintain and enhance our roads, built infrastructure, parks and reserves
- 6.1 Encourage community and visitors to keep our district clean and tidy
- 6.2 Promote reduced environmental impact within the Shire
- 6.3 Effective biosecurity management within the Shire



Leadership

Responsible management and good governance, leading an empowered community

Community Feedback

The community would like the Shire to continue to service the needs of the district and advocate for essential services and facilities.

A committed, strategic thinking Council, working together to provide good leadership is seen as key to maintaining our community and place.

Regular communication of what's happening within the district is desired by the community, supporting inclusion and connectivity along with building confidence in Council's leadership.

doing well... the town is well kept, clean and tidy

like to see... investment in more infrastructure

desire... upgrade facilities - airstrip, hotel, cafes

Desired Outcomes

Of our aspirations:

- 7. A strategically focused Council, leading our community
- 8. An efficient and effective organisation

Our Strategies

Our strategies to progress these aspirations and outcomes:

- 7.1 Provide strategic leadership and governance
- 7.2 Effectively represent, promote and advocate for the community and district
- 7.3 Encourage and support community engagement and collaboration
- 8.1 Maintain a high level of corporate governance, responsibility and accountability
- 8.2 Provide appropriate services to the community in a professional and efficient manner
- 8.3 Provide a positive and safe workplace



Our Delivery

The following planned timing and role of the Shire for the activities to progress our plan are identified below.

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

Planned Delivery Indicators:
S - Short Term | 1-4 years
M - Medium Term | 5-8 years
L - Long Term | 8+ years
O - Ongoing

The Shire's role:
D - Deliver / Facilitate
A - Advocate / Lobby
P - Partner / Collaborate

Activities	Term Role	
1.1.1 Encourage and support community initiatives	S	P
1.1.2 Provide opportunities for local volunteer skills to be utilised and acknowledged	S	D
1.1.3 Actively promote and support local events and activities	S	P
1.1.4 Articulate options to support cultural experiences within events held within the Shire	S	A
1.2.1 Review and development of welcome package for new residents	S	D
1.3.1 Maintain recreation facilities in line with asset management planning	S	D
1.3.2 Provide support for the community resource centre	S	D
1.3.3 Implement the capital building plan for community facilities	O	D
2.1.1 Work with key stakeholders and community to recognise and support volunteers	S	P
2.1.2 Maintain Local Emergency Management Arrangements	O	D
2.1.3 Actively cooperate and work with volunteer and district emergency service providers	O	P
2.2.1 Lobby to maintain adequate access to health services	S	A
2.2.2 Facilitate improved regional health and education services	S	P
2.3.1 Advocate for appropriate health and well-being services within the district	S	A
2.3.2 Support and deliver community activities and opportunities	S	P
3.1.1 Review land availability for industrial or residential development and current demand level	S	P
3.1.2 Collaborate and support local emerging industries for mutual benefits to our community	S	P

Our Delivery

Activities	Term Role	
3.1.3 Actively promote local business development	S	P
3.1.4 Work with mining industry to leverage opportunities for the towns and local business	S	P
3.2.1 Encourage locally based industries to support primary industry	S	A
3.3.1 Advocate for appropriate power, water and infrastructure services	S	A
3.3.2 Develop water and waste water program policy	S	D
3.3.3 Work with energy providers towards the 100% renewable target for the town of Menzies	O	P
4.1.2 Maintain 'place making' and community art/ garden initiatives	S	P
4.2.2 Manage and maintain the Niagara Dam and camping area	O	D
4.2.3 Maintain Lake Ballard sculptures and information boards in consultation with the artist	O	D
4.3.1 Support the local visitor centre	O	P
4.3.2 Provision and growth of caravan and camping facilities	S	D
5.1.1 Maintain cultural and heritage infrastructure assets in line with asset management plan	O	D
5.1.2 Support outback grave markers initiative	S	P
5.2.1 Maintain and renew infrastructure in line with the asset management planning	O	D
5.2.2 Review land use strategy and policies	S	D
5.2.3 Continue to develop and maintain the main street in Menzies	O	D
5.2.4 Maintain transport infrastructure in line with asset management planning	O	D
5.2.5 Prioritise Menzies North-West and Evanston roads in asset management planning to provide all season's access	S	D
6.1.1 Continue to maintain public facilities	O	D
6.1.2 Seek recognition of our tidy town (Tidy Towns awards)	S	A
6.2.1 Maintain restricted vehicle access to fragile areas within the district	O	D
6.2.2 Work with industry and key stakeholders, supporting initiatives to reduce environmental impact through effective waste management	O	P
6.2.3 Plan for mitigating risks associated with climate change in line with incoming legislative requirements	O	D

Our Delivery

Activities	Term Role	
6.3.1 Effective management of cactus, domestic animals and stray stock	O	P
6.3.2 Support programs to eradicate pest plants and animals	O	P
6.3.3 Seek and lobby for external funding for pest and weed control	O	A
7.1.1 Develop, maintain and implement strategic planning and effective policies	O	D
7.1.2 Participation with key stakeholders and committees	O	A
7.2.1 Effectively represent and promote the Shire of Menzies	O	D
7.2.2 Lobby and advocate for appropriate services, infrastructure and access for the community	O	A
7.2.3 Collaborate with regional partners, key stakeholders and organisations to enhance community services and infrastructure	O	A
7.2.4 Lobby for regular and appropriate support of volunteers	O	A
7.3.1 Regular communication and engagement with community, including Aboriginal people	O	D
7.3.2 Implement processes to communicate and promote the availability of Shire support to the community	O	D
8.1.1 Develop and maintain strategic plans, effective policies, procedures and practices	O	D
8.1.2 Demonstrate sound financial planning and management, seeking a high level of legislative compliance and effective internal controls	O	D
8.2.1 Provide quality regulatory services	O	D
8.2.2 Provide opportunities for service delivery training and professional development for employees	O	D
8.3.1 Review and maintain effective workforce planning, with a key focus on attraction and retention	S	D
8.3.2 Acknowledge responsibilities in relation to workplace health and safety	O	D
8.3.3 Implement continual improvements as identified in the review of the Shire's safety management systems	S	D
8.3.4 Develop meaningful recognition and appreciation for our workforce, supporting development and upskilling	S	D



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



Vision and Aspirations

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

Our vision, aspirations and outcomes articulate our intended direction for the district's future.

Desired Outcomes

The community feedback received informed the development of desired outcomes for the Shire.

Strategies

Strategies to progress these aspirations and outcomes 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 strategies.

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.

Shire of Menzies



124,110 sq km
Area



524
Shire Population



105 km Sealed
2,075 km Unsealed
Road Length



132
Dwellings



7
Council Members



19
Employees



\$4.8m
2024/25 Rates Raised



\$175.8m
Infrastructure Asset
Value at 30 June 2024



\$13.1m
Property, Plant and
Equipment Asset
Value at 30 June 2024

Located in the Eastern Goldfields of Western Australia, the Shire of Menzies' administration centre in the town of Menzies is 730km east of Perth.

The economy of the district is largely reliant on mining and pastoral enterprises.

The town of Menzies today is a tight nit small community, valuing its place and showcasing its history. The pub at Kookynie is also a reminder of a once thriving community, and still attracts many visitors.

The current community is serviced by ancillary medical services, a local school offering pre-primary to Year 7 and distance education for high school, a community hall, meeting rooms and sport and recreational facilities.

With a significant increase in population during tourist season, along with prospecting, vital tourist accommodation is provided by a caravan park in Menzies and a hotel in Kookynie.

Within the Shire of Menzies is the Tjuntjuntjara Community near the South Australian border with an approximate resident population of 150.

Community Feedback

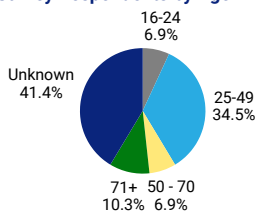
As part of the ongoing development and review of the Shire's high level strategic planning activities, community consultation and engagement was again sought in 2025.

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

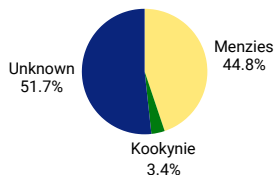
Community Voices

 **29 Surveys**
24 at 3 events

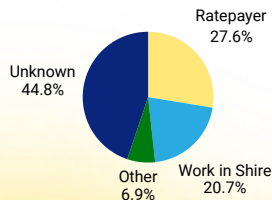
Survey Respondents by Age



Survey Respondents by Residence



Survey Respondents by Connection



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 Menzies.

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

Love about the district

so welcoming and very beautiful

the history, the country and the vastness

a fascinating place to spend time

Greatest wish for the future of the district

More... park, shades, tree planting, outdoor entertainment areas

to expand and grow and encourage young families to stay and work/live in Menzies

heritage buildings preserved for future

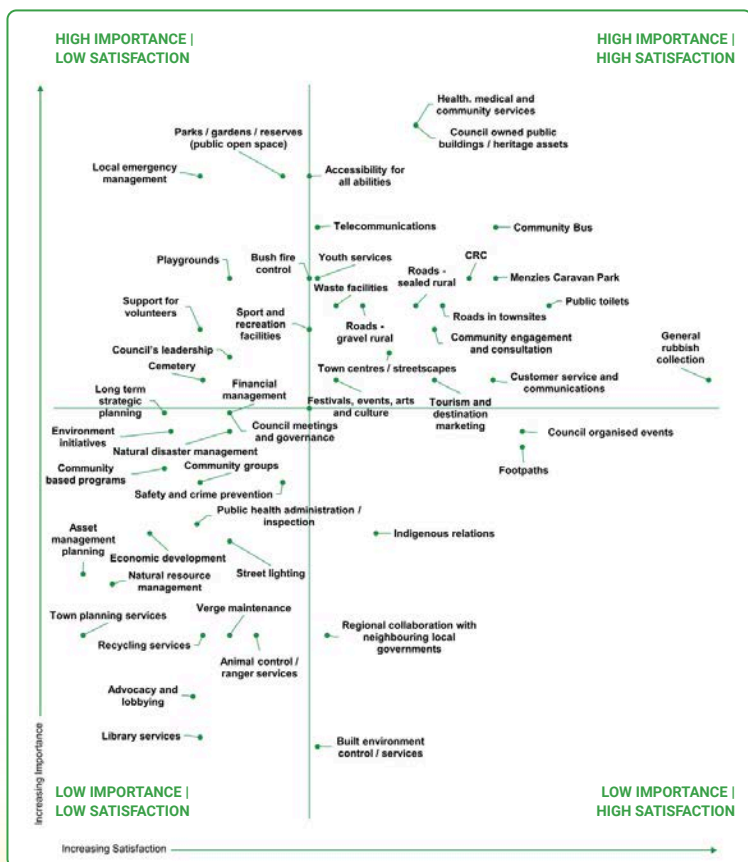


Community Engagement Feedback

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.



Broader 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 Menzies 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 Community 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 Menzies' future, identifying issues and solutions.

The Shire of Menzies 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.



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.

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 Menzies operates as it seeks to achieve its strategic objectives. The following 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 Acknowledgements

Acknowledgement and our appreciation are expressed to the ratepayers and residents of the Shire of Menzies, 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 Menzies 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 Menzies Strategic Community Plan 2021 - 2031;
- Shire of Menzies Corporate Business Plan 2024 - 2028;
- Council website: www.menzies.wa.gov.au;
- Australian Bureau of Statistics Menzies (S) (LGA55390), 2021 Census of Population and Housing General Community Profile, viewed 15 May 2024;
- Shire of Menzies Annual Financial Report 2023-24;
- Shire of Menzies Adopted Annual Budget 2024-25;
- MCA Photography;
- 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, Sport and Cultural Industries, Integrated Planning and Reporting: Framework and Guidelines, September 2016.

Document Management

Council Plan 2025 - 2035
Major review of the Strategic Community Plan 2021-2031 and Corporate Business Plan 2024-2028

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Disclaimer

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