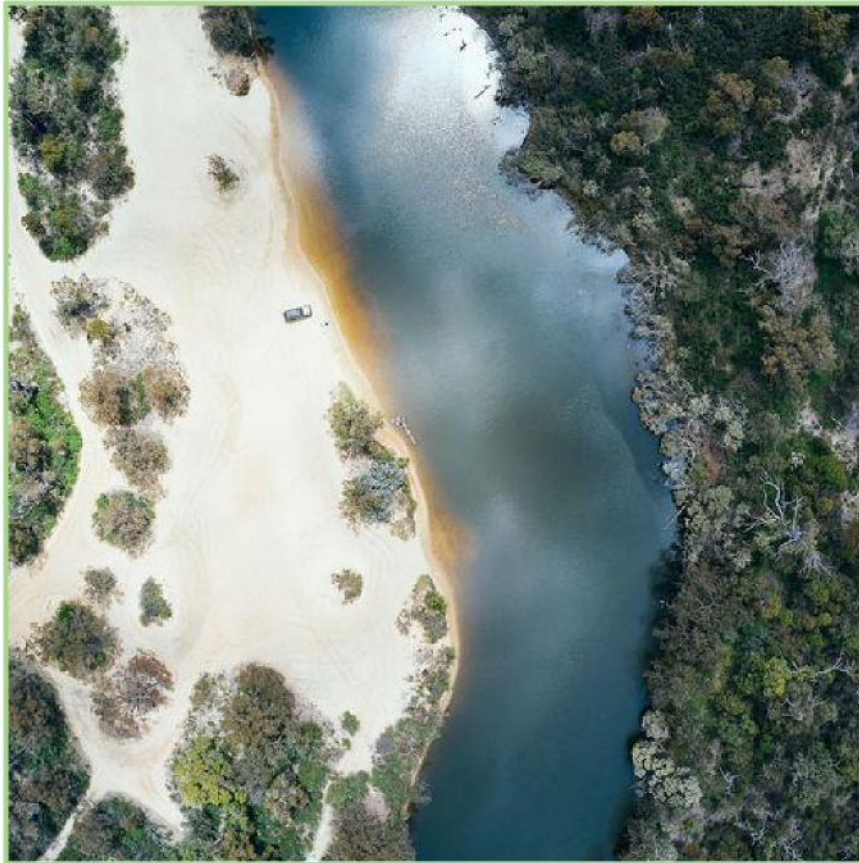




Corporate Business Plan

2022/23 – 2026/27

*Quarterly Progress Report
July to September 2025*

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Introduction

What is the Corporate Business Plan?

The Corporate Business Plan 2022/23 – 2026/27 is the Shire of Collie's four-year delivery program, aligned to the Shire's Integrated Planning and Reporting Framework, namely the Strategic Community Plan, Annual Budget and other supporting strategies.

The purpose of the Corporate Business Plan is to give effect to the community's vision and the Shire's strategic objectives through the establishment of actions that address each strategy contained within the Strategic Community Plan:

Our Community <i>Objectives:</i> • Community Health, safety and wellbeing • Community connection, engagement and participation	Our Economy <i>Objectives:</i> • Economic development • Tourism promotion and attractions
Our Built Environment <i>Objectives:</i> • Safe and well-maintained Shire owned facilities and infrastructure • Sound land planning and building strategies and schemes	Our Natural Environment <i>Objectives:</i> • A high standard of sustainable waste services • Conservation of our natural environment
Our Organisation <i>Objective:</i> • Innovative leadership, forward planning, and mutually beneficial partnerships	

The Corporate Business Plan sets out 51 actions that will give effect the 27 strategic priorities of the themes set out above.

Performance Reporting

On a quarterly basis, the Shire completes this performance report against the Corporate Business Plan. This provides an important opportunity to update Council and the community on achievements of the actions. The progressive reporting will also feed into the Annual Report as prepared for each financial year.

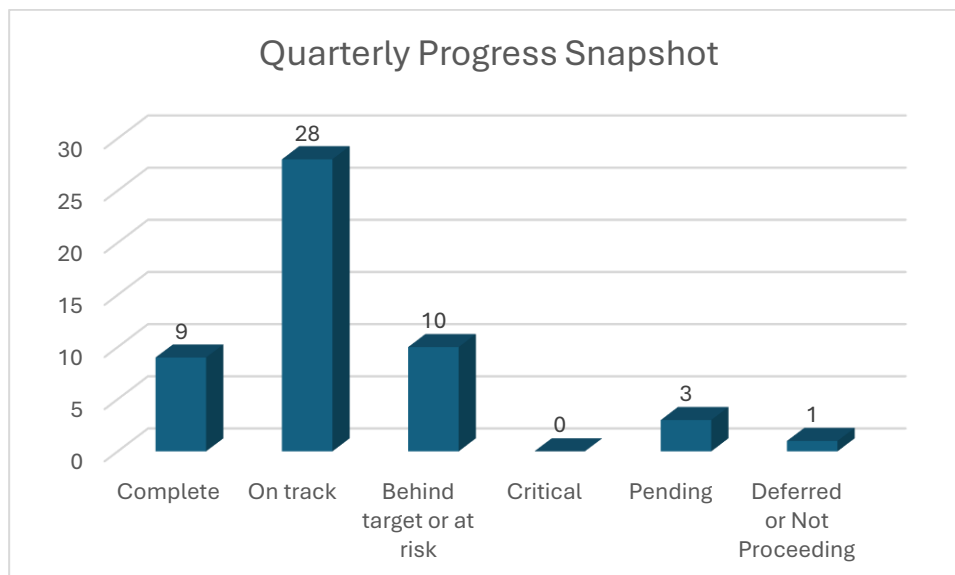
Report Structure

This report includes an overall progress snapshot where a summary of status for actions by category. This is followed by a commentary against each action.

Overall Progress of Actions

Quarterly Progress Snapshot

Progress statistics for the 51 actions during July to September 2025 are:



Refer to the following pages for description of actions and commentary against progress. Information updated since the last report is in **blue**.

No actions are identified as critical.

Action Description and Progress Commentary

The table overpage reflects the actions adopted within the Corporate Business Plan along with comment on progress. The status indicator is based on the criteria set out below:

Status		Criteria
	Complete	Action is complete.
	On track	Action is progressing as planned.
	Behind target or at risk	Minor issues have put achievement of the project due date at risk or behind target. Causes are being managed and the issues are expected to be resolved.
	Critical	Major issues have prevented the service/project from commencing or continuing. The causes for this do/will require significant action to rectify and the issues are likely to be ongoing into future reporting periods
	Pending	Work is pending commencement or waiting on completion of another project
	Deferred or Not Proceeding	Action is no longer proceeding within its planned year of the Corporate Business Plan but will be occurring within a future year of the Plan, or Action is no long proceeding within the timeframe of the current Corporate Business Plan. This may be due to a change in direction caused by external factors (eg loss of grant funding) or change of direction by Council.

Strategic Actions and Timeframes

Q3 2025 Corporate Business Plan Progress Report

OUR COMMUNITY									
Objective	Strategic Priority	#	Actions	2023	2024	2025	2026	Status	Comment
Community health, safety and wellbeing	To prepare and implement a comprehensive Open Space and Recreation Facilities Strategy	1.1.1.1	Prepare a Public Open Space and Community Recreational Facilities Strategy	✓				✓	Behind. An initial draft report will be finalised following the recruitment of a Manager Community & Recreation during 2025/26.
		1.1.1.2	Liaise with user groups to optimise facility sharing and co-location opportunities in line with adopted strategy	✓	✓			✓	Once the draft Strategy is revised and endorsed further liaison with user groups will continue. Ongoing discussion between users of the Recreation Ground, Roche Park and the hockey grounds are occurring outside of the Strategy preparation process.
	Provide a signature attraction with access for all abilities at Soldiers Park.	1.1.2.1	Develop plans and achieve grant funding for a major inclusive expanded and upgraded play facility at Soldiers Park.		✓	✓	✓	✓	Behind. Following initial design, the project scope was changed after the announcement of reallocated State Government funding. Finalisation of new funding arrangements in progress. An updated project scope has been submitted to the State Government for approval. A meeting has been held with the Local Member of Parliament.

Q3 2025 Corporate Business Plan Progress Report

OUR COMMUNITY									
Objective	Strategic Priority	#	Actions	2023	2024	2025	2026	Status	Comment
Community connection, engagement and participation	To conduct a biennial community satisfaction survey on public health and safety, services and facilities.	1.2.1.1	Formulate a community scorecard for benchmark against other local governments	✓				✓	Funding has not been allocated for involvement in a community scorecard benchmark project. A community survey will be undertaken as part of the Strategic Community Plan review.
		1.2.1.2	Implement survey of community against scorecard		✓		✓	✓	Pending completion of action 1.2.1.1.
	To work with sporting clubs and community groups to promote volunteering and increase participation	1.2.2.1	Encourage club and group involvement in community programs	✓	✓	✓	✓	✓	Everyclub program in third and final year of delivery with support of funding from DLGSC. Support has including strategic planning, workshops, newsletters, and one on one support for clubs.
		1.2.2.2	Engage clubs and groups with the annual community expo	✓	✓	✓	✓	✓	The expo was last held in October 2024. The next expo is scheduled for Feb 2026.
	Improve how we communicate with the community and other stakeholders	1.2.3.1	Progressively implement the communication methods set out in the adopted Plan	✓	✓	✓	✓	✓	Tasks are ongoing.

Q3 2025 Corporate Business Plan Progress Report

OUR ECONOMY									
Objective	Strategic Priority	#	Actions	2023	2024	2025	2026	Status	Quarterly Update
Economic Development	Support the State Government Collie's Just Transition initiatives to achieve economic diversification and sustainability	2.1.1.1	Amend Local Planning Scheme No. 6 to increase land use flexibility and appropriate zoned land	✓	✓	✓	✓	✓	An Omnibus Scheme Amendment was approved by the Minister and has been gazetted.
		2.1.1.2	Work with Development WA to prepare the South West Industrial Land Study	✓	✓			✓	The Shire has contributed to the South West Industrial Land Study. Consultants have prepared a draft report that is with DevelopmentWA.
	To work with State Government, business and landowners to ensure appropriate serviceable industrial land availability	2.1.2.1	Progress the expansion of the Light Industrial Area	✓	✓	✓	✓	✓	Rezoning of Lots 2 and 51 Patstone Road from Rural to Industrial has been approved by the Minister for Planning and is now gazetted for final approval. Rezoning at 323 Patstone Road to Light Industry has been finalised.
		2.1.2.2	Progress the Coolangatta Structure Plan in collaboration with the State Government	✓	✓			✓	The Coolangatta Industrial Estate Structure Plan is with the Western Australian Planning Commission for final approval, which is expected prior to the end of 2025 or early 2026 .

Q3 2025 Corporate Business Plan Progress Report

OUR ECONOMY									
Objective	Strategic Priority	#	Actions	2023	2024	2025	2026	Status	Quarterly Update
Economic Development cont.	To prepare the Collie airstrip site for investment by the aviation industry.	2.1.3.1	Progressively implement the terms of the master plan to enable new industry investment.	✓				✓	The Master Plan was adopted by Council in March 2024.
		2.1.3.2	Identify commercial business opportunities at the airfield through the preparation of an airport masterplan.		✓	✓		✓	The Master Plan identifies opportunities for commercial business investment. Discussions are ongoing with regards to attraction of aviation events, development and land opportunities.
Tourism promotion and attractions	To increase the tourism and marketing capability within the Shire with a focus on destination marketing.	2.2.1.1	Engage tourism and marketing resources to implement strategy actions	✓	✓			✓	A revised Tourism and Economic Development Strategy is planned in 25/26. Public consultation and a report to Council for endorsement will be part of the project. Funding for the ongoing delivery of the Strategy actions has been secured through South32.
		2.2.1.2	Collaborate with regional marketing agencies and local service providers to extend marketing reach	✓	✓	✓	✓	✓	Local tourism opportunities have been marketed through social media, BunGeo, ASW, state newspapers and radio, and Telethon in partnership with DPC CDU.

Q3 2025 Corporate Business Plan Progress Report

OUR ECONOMY									
Objective	Strategic Priority	#	Actions	2023	2024	2025	2026	Status	Quarterly Update
Tourism promotion and attractions cont.	To optimise the value to the community of the various investments in trail installation.	2.2.2.1	Optimise awareness of trail opportunities and their attraction to the community and visitors through all marketing avenues.	✓	✓	✓	✓	✓	The Shire was accredited as a Trail Town on 19 April 2024. Implementation of the accreditation plan is being promoted with Trails WA and Collie Visitor Centre.
		2.2.2.2	Implement the Collie Trails Strategy to expand the trail network	✓	✓	✓	✓	✓	Status changed from on track to complete. Collaboration has occurred with the Collie Adventure Trails Working Group in areas of trail construction, signage, marketing, trail heads, bike racks, parking at Wellington Dam, App and website development campsites etc.
	To plan for a new cultural and heritage museum to celebrate Collie's unique history	2.2.3.1	Work with the Coalfields Museum to establish long term plans for the museum	✓	✓			✓	Status changed to on track. The Shire continues to work with the Coalfields Museum to progress long term plans for the museum. This project is now aligned with the Visitor Centre expansion project, which has delayed progress. A meeting with stakeholders has been arranged to facilitate the drafting of a report to Council for December 2025 OCM.
		2.2.3.2	Assist the Coalfields Museum to design and undertake a business plan for a new museum initiatives in readiness for funding applications	✓	✓			✓	Status changed to on track. Funding was received by the Coalfields Museum for the development of a Business Plan. The Shire has received the draft Plan. Initial timelines have been delayed due to site location determination. A report was provided to Council in July 2025 with a further report scheduled for December 2025.

Q3 2025 Corporate Business Plan Progress Report

OUR BUILT ENVIRONMENT									
Objective	Strategic Priority	#	Actions	2023	2024	2025	2026	Status	Quarterly Update
Safe and well-maintained Shire owned facilities and infrastructure	To increase the Shire's capability to maintain and improve facilities and infrastructure	3.1.1.1	Progressively increase financial Reserves to provide for renewal, replacement and upgrade works	✓	✓	✓	✓	✓	A Reserve Management Strategy was adopted by Council in June 2025.
		3.1.1.2	Progressively improve management plans for all asset classes, enabling programmed maintenance and improvements	✓	✓	✓	✓	✓	Management plans for all asset classes continue to be developed and revised to inform budget allocations and works programming.
	To develop a pathway, streetscape, laneway and playground renewal program	3.1.2.1	Preparation of asset management plans for each class	✓	✓			✓	Management plans and renewal programmes continue to be developed for asset classes.
		3.1.2.2	Forecast expenditure requirements for renewal works	✓				✓	Indicative expenditure requirements are included in the Long Term Financial Plan adopted in June 2025.

Q3 2025 Corporate Business Plan Progress Report

OUR BUILT ENVIRONMENT									
Objective	Strategic Priority	#	Actions	2023	2024	2025	2026	Status	Quarterly Update
Sound land planning and building strategies and schemes	To revise the Local Planning Strategy to update the residential and industrial chapters consistent with emerging needs	3.2.1.1	Prepare a Housing Strategy for Collie		✓	✓		✓	Status changed to complete. A Housing Options Paper was completed by the Collie Delivery Unit
		3.2.1.2	Update the housing chapter of the Local Planning Strategy		✓	✓		✓	Behind The Town Planning Scheme is scheduled for review in Q1 in 2026.
		3.2.1.3	Prepare business case feasibility and demonstration projects for infill housing projects	✓	✓			✓	Work is 85% completed on 'Collie Urban Infill Toolkit' and it is expected to be completed in December and released in 25/26.
	To evaluate public/private partnerships to facilitate appropriate affordable housing	3.2.2.1	Advocate on behalf of the private sector to plan and build new housing	✓	✓	✓	✓	✓	Advocacy continuing to encourage private sector investment in housing renewal and new housing including the development of a new investment prospective through the Just Transition working groups.
		3.2.2.2	Partner with government and/or the private sector to build housing on Shire owned land	✓	✓	✓	✓	✓	The Shire's funding submission to the Federal Government was unsuccessful. Further funding opportunities will be investigated.

Q3 2025 Corporate Business Plan Progress Report

OUR BUILT ENVIRONMENT									
Objective	Strategic Priority	#	Actions	2023	2024	2025	2026	Status	Quarterly Update
Sound land planning and building strategies and schemes cont.	To prepare a car parking and access strategy addressing commercial and visitor needs in the town centre	3.2.3.1	Progress initiatives to optimise customer and visitor parking in town centre locations	✓	✓			✓	Status changed to behind Disabled parking and timed parking has been investigated and reported to Council. Further work on the parking review is scheduled for 25/26.
		3.2.3.2	Evaluate taxi and other special needs parking or pick-up/set-down areas within the town	✓	✓			✓	Taxi and special needs vehicles within the town has been investigated and reported to Council in April 2023.

Q3 2025 Corporate Business Plan Progress Report

OUR NATURAL ENVIRONMENT									
Objective	Strategic Priority	#	Actions	2023	2024	2025	2026	Status	Quarterly Update
A high standard of sustainable waste services	To integrate and optimise use of pyrolysis waste technology within Shire operations	4.1.1.1	Establish an operational agreement with Renergi to enable integrated waste management practices	✓				✓	Behind Terms of an operational agreement between the Shire and Renergi are pending commissioning of the plant. Timing is delayed due to external factors. A positive meeting has recently been held with Renergi which will enable this priority to progress to completion in the next 3-6 months.
		4.1.1.2	Evaluate opportunities to increasing waste receipt		✓	✓		✓	Status changed to behind Review of waste receipt optimisation is pending amend to Renergi Operational Agreement.
	To substantially reduce waste to landfill	4.1.2.1	Optimise redirection of waste from landfill to pyrolysis		✓	✓		✓	Status changed to behind Review of waste receipt optimisation is pending amend to Renergi Operational Agreement
	To prepare a landfill site closure plan	4.1.3.1	Prepare a landfill closure plan with optimal fill levels and staged remediation	✓	✓			✓	Landfill closure plan has been received for review.
Conservation of our natural environment	To facilitate measures to optimise the quality and amenity of the river and its surrounding environment.	4.2.1.1	Progressively implement the recommendations of the river strategy on advice of the Townscape and Environment Committee within the financial constraints of Council	✓	✓	✓	✓	✓	Status changed to complete. The Shire has entered into an arrangement with the Leschenault Catchment Council to assist with implementing the Collie River Revitalisation Strategy. The priority will be reviewed and updated through the new Strategic Community Plan.

Q3 2025 Corporate Business Plan Progress Report

OUR NATURAL ENVIRONMENT									
Objective	Strategic Priority	#	Actions	2023	2024	2025	2026	Status	Quarterly Update
Conservation of our natural environment cont.	To obtain funding and increase community capacity to remove weeds and pests on Shire reserves	4.2.2.1	Seek State and Federal government and private sector funding	✓	✓	✓	✓	✓	Funding is progressively sought on project basis to advance environmental management projects.
		4.2.2.2	Collaborate with adjacent local authorities and natural resource management agencies to deliver environmental enhancement and mitigation projects	✓	✓	✓	✓	✓	The Shire continues to work with the Leschenault Catchment Council for environmental improvements at the Collie River south branch. Collaborative partnerships are in place with other local government with regards to Blackberry eradication and fire mitigation.
		4.2.2.3	Support existing and new local community groups to undertake local open space restoration projects	✓	✓	✓	✓	✓	The Shire has entered into an arrangement with the Leschenault Catchment Council to assist with implementing the Collie River Revitalisation Strategy, which includes community engagement and the use of local community groups such as the Friends of the Collie River.

Q3 2025 Corporate Business Plan Progress Report

OUR ORGANISATION									
Objective	Strategic Priority	#	Actions	2023	2024	2025	2026	Status	Quarterly Update
Innovative leadership, forward planning, and mutually beneficial partnerships	To develop a long-term financial plan based on industry best practice	5.1.1.1	Develop an initial 10-year budget	✓				✓	A long term financial plan incorporating a 10 year budget was adopted by Council in June 2025.
		5.1.1.2	Integrate asset management plan requirements into Long Term Financial Plan		✓	✓		✓	As Plans are updated and revised they will be further integrated into the Long Term Financial Plan.
	To progressively improve the Shires financial health indicators	5.1.2.1	Financial management decisions that align with financial health index ratios	✓	✓	✓	✓	✓	Recommendations and financial decisions are referenced against financial health implications.
		5.1.2.2	Progressively increase financial Reserve balances and increase renewal expenditure	✓	✓	✓	✓	✓	Council adopted a Reserve Strategy in June 2025.
	To develop and share a quarterly achievements report against community strategic priorities	5.1.3.1	Publish quarterly progress reports	✓	✓	✓	✓	✓	Following receipt by Council, progress reports are published on the Shire website.
	To collaborate and build partnerships with the Government sector to optimise resources and service delivery	5.1.4.1	Ongoing collaboration through Just Transition initiative, southwest local governments, emergency service and community based agencies	✓	✓	✓	✓	✓	The Shire is an active participant in the Just Transition initiative, and actively collaborates with southwest local governments and agencies.

Q3 2025 Corporate Business Plan Progress Report

OUR ORGANISATION									
Objective	Strategic Priority	#	Actions	2023	2024	2025	2026	Status	Quarterly Update
Innovative leadership, forward planning, and mutually beneficial partnerships cont	To imbed our strategic priorities throughout the organisation	5.1.5.1	Incorporate strategic priorities within divisional key performance indicators	✓				✓	Status changed to complete. Strategic priorities of this plan are incorporated into key performance indicators.
		5.1.5.2	Monitor progress through regular executive meetings	✓	✓	✓	✓	✓	Structured executive meeting agendas review progress of priority actions.
	To provide Good Governance across the organisation.	5.1.6.1	Monitor compliance with statutory legislative and reporting requirements				✓	✓	Progress improvements are being made to the Shire's statutory legislative and reporting requirements. Through a restructure the role of Governance Coordinator has been created to assist with this action.
		5.1.6.2	Implement a Risk Management Governance Framework and increased risk awareness				✓	✓	Status changed to behind To be progressed by the Administration and Safety Officer through 25/26.
		5.1.6.3	Develop and implement an Information Communications Technology Plan and Cyber Security Strategy				✓	✓	Through restructure the role of ICT Coordinator has been created. To be progressed by the recently appointed ICT Coordinator.
		5.1.6.4	Integrate the Office of Auditor General Best Practice Guidelines into the Shire's operations.				✓	✓	OAG Guidelines and Audits being reviewed and informing review of systems and procedures.

Measuring Success

The intended outcome of the Plan is to align the community's vision and aspirations for the future of the Shire of Collie to the Shire's objectives. The actions set out in this plan against each strategic priority are aimed at achieving this.

For each key strategic objective, we will know when we are succeeding when:

Our Community

- The community is satisfied with the delivery of the priorities outlined in the Shire's Public Health Plan
- We collaboratively plan and respond with the LEMC and the community to emergency situations
- We provide sport and recreational facilities that support an active lifestyle
- There are a variety of meeting places and things to do which bring people together
- We are seen as a shire that effectively engages and communicates with our community
- Community events and programs are popular and well attended
- Volunteer groups are supported, leading to an increase in shire partnerships with community groups

Our Economy

- The Just Transition process ensures investment, a sustainable population and diverse economy into the future
- Economic growth is achieved by attracting investment, and through local and regional partnerships
- We have a vibrant central business district
- New investment enhances the quality of life in Collie
- Our profile is well branded and recognised
- We continue to develop and effectively promote our tourism attractions and experiences

Our Built Environment

- The maintenance, preservation and enhancement of Shire owned facilities is in line with community needs and Shire financial resources
- We deliver a safe and fit for purpose road and footpath network that continually improves connection and accessibility
- Upgrades and improvements to facilities and infrastructure are delivered to a high standard on time and on budget
- Land planning provides future opportunities for business growth and jobs
- There is a variety of housing options and rental stock to suit the future needs of the community and to attract people to Collie
- We are viewed as a great place to invest due to industrial and housing land availability and a can-do attitude towards sustainable development

Our Natural Environment

- We are widely recognised for our innovative and cutting edge approach to waste management
- We deliver strategies and facilities that reduce, reuse and recycle waste
- Management of invasive species and our nature reserves to improve biodiversity
- Our parks, gardens and streetscapes are maintained in a manner that attracts locals and visitors
- Our rivers and waterways provide a sound balance of nature based and recreational activities

Our Organisation

- We deliver sound and sustainable financial management
- We report progress against the priorities in our strategic plans
- We are recognised for our innovative and collaborative approach by local and regional stakeholders, and government agencies

Success will be measured against both quantifiable and non-quantifiable outcomes. Progressive performance assessments are intended to report against achievement of the actions set out in this plan and the outcomes that describe when we have succeeded.

Acknowledgement

The Shire of Collie acknowledges the Traditional Custodians of the land, the Wiilman and Kaniyang people of the Noongar Nation, and pays our respects to Elders, past, present and emerging. We thank them for the contributions they have made to life in the Shire of Collie and to this region.

Thanks to the community

This document has been prepared based on the input from our community through the preparation of the Strategic Community Plan and we thank those who have participated in the surveys, conversations and workshops. The Shire looks forward to continuing to engage with our community in the delivery of our vision.