

Ordinary Council Meeting

12 May 2026

APPENDICES

Reference	Title
8.1.A	Minutes of the Ordinary Council Meeting 14 April 2026
11.1.A	Strategic Community Plan 2026/27-2035/36
11.2.A	Corporate Business Plan 2026/27-2029/30
11.3.A	Long Term Financial Plan 2026/27-2035/36
11.4.A	Draft 2026/27 Annual Budget
11.5.A	Corporate Business Plan 2022/23-2026/27 - Quarterly Progress Report January to March 2026
13.1.A	Site Plan - Lot 900 No. 73 Preston Road - Proposed Outbuilding
13.1.B	Elevation Drawings - Lot 900 No. 73 Preston Road - Proposed Outbuilding
13.2.A	Draft Local Planning Policy CP3-001 Workforce Accommodation Proceed
13.2.B	Draft Local Planning Policy CP3-001 - Workforce Accommodation - Showing Change
13.2.C	Draft Local Planning Policy CP3-001 - Workforce Accommodation - Schedule of Submissions
14.1.A	CP2-006 Privacy and Responsible Information Sharing Policy
14.2.A	Financial Management Report - March 2026
14.3.A	List of Accounts 16 March to 15 April 2026
19.1.A	Council Resolutions – Closed Since Last Meeting
19.1.B	Council Resolutions - Open



Shire of
Collie

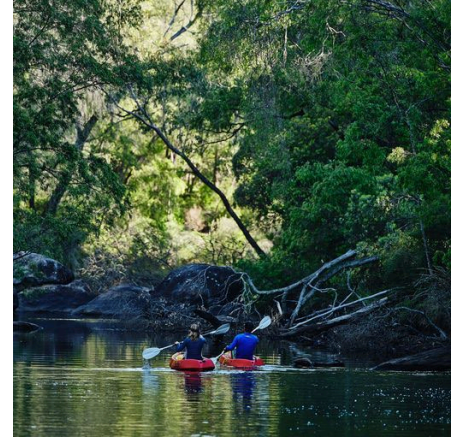
MINUTES

of the

ORDINARY MEETING OF COUNCIL

held on

Tuesday, 14 April 2026



Our Vision

Collie - *A progressive community, rich in opportunities and as diverse as its heritage and landscape.*

Our Values

The core values at the heart of the Council's commitment to the community are:

Integrity

Transparency

Accountability

Collaboration

Respect

Our Commitment to Community

We will lead the delivery of our vision

We will support local business wherever possible

We will consult and engage with our community on issues that affect them

We will encourage, welcome and value feedback

We will encourage, support and advocate for our community

Acknowledgement of Country

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.

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Minutes of the Ordinary Meeting of the Collie Shire Council held in the Council Chambers, 87 Throssell Street Collie, on Tuesday, 14 April 2026.

The Shire President declared the meeting open at 6:01pm and welcomed councillors, staff, press and those attending as public gallery.

1. OPENING/ATTENDANCE/APOLOGIES & LEAVE OF ABSENCE

PRESENT:	Ian Miffing OAM JP	Councillor (Presiding Member)
	Joe Italiano	Councillor (Deputy Member)
	Gary Faries	Councillor
	Dale Hill-Power JP	Councillor
	John Kearney	Councillor
	Brett Hansen	Councillor
	Paul Moyses	Councillor
	Michelle Smith	Councillor
	Rob Wells	Councillor
	Phil Anastasakis	Chief Executive Officer
	Brad Grinter	Director Operations
	Alex Wiese	Director Development Services
	Geoff Lawrence	Acting Director Corporate Services
	David Quelch	Manager Planning and Development (left 8.04pm)
	Nicole Wasmann	Governance Coordinator

APOLOGY: Nil.

VISITORS: Nil.

PRESS: 1 member of the press attended

GALLERY: 6 members of the public attended

1.1 Councillors granted Leave of Absence at previous meeting/s

Nil.

1.2 Councillors requesting Leave of Absence for future Ordinary Meetings of Council

Nil.

1.3 Councillors who are applying for Leave of Absence for this Ordinary Meeting of Council

Nil.

2. PUBLIC QUESTION TIME

Mr Peter Farmer

Question – Mr Farmer asked a question in relation to what action Council could take in relation to persons squatting on the deck of a property next door to his residence. He expressed concerns regarding the behaviour shown by the people and the negative impact this was having on his quality of life.

Mr Farmer also raised concerns about damage to a palm tree, which he indicated had potential to fall onto his property, as well as the condition of the premises. Mr Farmer tabled two photographs depicting the tree and the property concerned.

Response – The Shire President thanked Mr Farmer for his question and expressed sympathy for his situation. He noted that Council staff had commenced investigations and invited the Director Development Services to provide an update to Council and Mr Farmer on the current status and proposed course of action.

The Director Development Services, Mr Alex Wiese, advised that rangers had carried out a preliminary inspection of the property, which showed that the property was unfit for habitation. He further advised that notices would be served and mechanisms put in place to ensure the property is not occupied.

Mr Wiese noted that, should the property owner fail to take the necessary action, that the matter may be brought before Council for consideration to act in default.

The Shire President asked Mr Wiese to keep Mr Farmer informed.

3. RESPONSES TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE

Nil.

4. DISCLOSURE OF FINANCIAL INTEREST

Nil.

5. PETITIONS/DEPUTATIONS/PRESENTATIONS/SUBMISSIONS

5.1 Collie Groundwater Investigation Project

Mr Clarrie Green, Manager Groundwater Science South, Department of Water and Environmental Regulation, provided a presentation regarding the Collie groundwater investigation project.

5.2 Planned Focus – Proposed Structure Plan Lot 1119 Prinsep St North Collie

Ms Kanella Hope, Director/Principal Planner, Planned Focus, provided a deputation in relation to Item 13.1 Proposed Structure Plan Lot 1119 Prinsep St North Collie.

6. NOTIFICATION OF MATTERS FOR WHICH THE MEETING MAY BE CLOSED TO THE PUBLIC

Nil

7. ITEMS BROUGHT FORWARD DUE TO INTEREST BY ATTENDING PERSONS

Items 13.1 and 13.2 were brought forward due to interest of people attending.

13.1 Proposed Structure Plan Lot 1119 Prinsep Street North, Collie	
Reporting Department:	Development Services
Reporting Officer:	David Quelch – Manager Planning & Development
Accountable Manager:	Alex Wiese – Director Development Services
Legislation	<i>Planning and Development Act 2005</i>
File Number:	A6039
Appendices:	Appendix 13.1.A – Structure Plan Appendix 13.1.B – Schedule of Public and Referral Agency Submissions
Voting Requirement	Simple Majority

For Council to consider and provide a recommendation to the Western Australian Planning Commission regarding a proposed Structure Plan at Lot 1119 Prinsep Street North, Collie.

Officer's Recommendation/Council Decision:

Resolution: 9752

Moved: Cr Italiano

Seconded: Cr Hill-Power

That Council:

1. *Pursuant to Schedule 2 Part 4 Clause 20 of the Planning and Development (Local Planning Schemes) Regulations 2015 recommend to the Western Australian Planning Commission that the proposed Lot 1119 Prinsep Street North, Collie Structure Plan within Appendix 13.1.A not be approved.*
2. *Forward to the Western Australian Planning Commission the recommendation together with items following:*
 - a) *A list of the submissions considered by the local government, as outlined within the Schedule of Submissions contained in Appendix 13.1.B;*
 - b) *The local government's assessment of the proposal based on appropriate planning principles, as contained within this Council report; and*
 - c) *This recommendation by the local government as contained within this Council resolution.*
3. *Request the CEO to prepare a report on options for the development of a single new Structure Plan for the area in North Collie bounded by Prinsep Street North, Booth Street, Atkinson Street North, Annesley Drive and Ewing Street, but excluding land within the Rural residential zone.*
4. *Note that the Structure Plan report referenced in recommendation 2. above will be provided to Council in 2026.*

Carried: 6/3

For: Cr Miffing, Cr Italiano, Cr Hill-Power, Cr Kearney, Cr Smith, Cr Wells.

Against: Cr Faries, Cr Moyses Cr Hansen

Background:

An application for a Structure Plan (refer Appendix 13.1.A) has been lodged with the Shire by Planned Focus, on behalf of Marc and Richelle Pike, owners of Lot 1119 Prinsep Street North, Collie. The application was fully lodged with payment on 2 October 2025.

Also note that an application has been lodged with the Western Australian Planning Commission to subdivide the subject site into two lots. The proposed subdivision boundaries are consistent with the boundaries shown on the North Collie Structure Plan.

Proposal

The purpose of the Structure Plan (refer to Figure 1) is to guide and facilitate subdivision of the land for residential purposes. This is proposed in two stages, the short-term and initial stage consisting of only a 2 lot subdivision. The longer-term outlook relies on the availability of sewer, however has been designed to enable a residential density of R10* (Refer to Table 1). Subdivision of the land for both stages is subject to separate application through the Western Australian Planning Commission. The proposed Structure Plan, if approved, will supersede the North Collie Structure Plan where it applies to this lot.

* Structure Plan was amended on 25 February 2026 with the number of future lots for Lot 1 reduced from 9 down to 6 and number of building envelopes reduced from 4 down to 1. This resulted in the overall number of future lots being reduced from 19 down to 16 and R-Code density reduced from R15 down to R10.

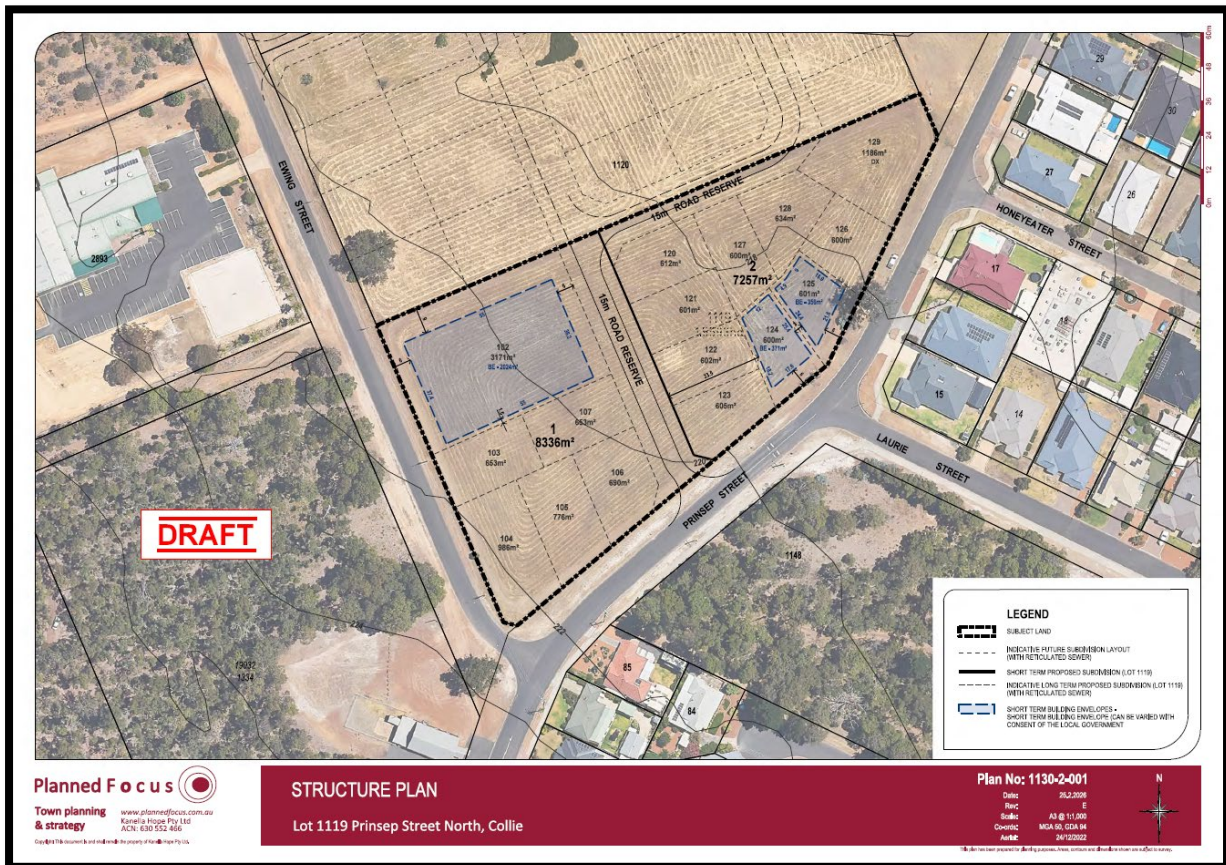


Figure 1 – Structure Plan – Aerial

Item	Data	
Total area covered by the Structure Plan	1.5593 hectares	
Estimated number of dwellings	Short Term	2 dwellings
	Long Term (with reticulated sewer)	16+ dwellings
Estimated residential site density	10.26 dwellings per hectare (minimum 16 lots created, excluding additional group dwellings)	
Estimated population (at 2.5 persons / dwelling)	40 persons (minimum 16 lots created + grouped dwellings)	

Table 1 – Development Summary

Site Description

The subject site has an area of 1.5593ha and is located approximately 2km to the north-east of the Collie townsite. The subject site has a 110m frontage to Ewing Street and 225m frontage to Prinsep Street. Surrounding land includes rural residential style lots in the vicinity of 1ha to the north; Private community purposes (sewer pump station) and Civic and community (mostly bushland) zoned land to the west and residential development and public open space (bushland) to the east. The site is vacant and has historically been cleared for animal grazing and only features one tree adjacent to the Prinsep Street North frontage.

The lot is currently serviced by a reticulated power and water supply. While the subject site is not currently connected to reticulated sewer, the residential properties to the south and east (on the opposite side of Prinsep Street North) are serviced by reticulated sewer.

Environment

The site is predominantly cleared of vegetation. The site is not prone to flooding and is located approximately 1km from the Collie River. The site is located within a Bushfire Prone Area and therefore an assessment against SPP3.7 – Bushfire is required.

Site and Soil Evaluation

A site and soil evaluation (SSE) and Geotechnical Report has been undertaken for the subject site. Fieldwork for the SSE was undertaken in August 2024 confirms that the site can contain onsite wastewater disposal. The Geotechnical report also concludes that the site is capable of development subject to certain requirements at the time of development.

Shire of Collie Local Planning Strategy 2020 (The Strategy)

The Strategy identifies the subject land as Urban Development with recognition of its inclusion within the North Collie Structure Plan.

The Strategy notes that the area was subdivided into mostly 1ha residential lots, resulting in rural residential land close to the town, which represents an under-utilisation of land that would be more appropriately used for denser residential subdivision (e.g. R15).

Clause 6.2 of the Strategy includes the following planning implications for the subject land:

- Land use constraints result in an urban growth front to the north of Collie.
- Existing Urban Development zones are to be used for Residential (i.e. R15) and not for low-density residential or rural residential.

Clause 6.3 of the Strategy includes the following planning response:

Support the subdivision/development of land identified as urban development subject to proponents satisfying relevant zoning, structure planning, environmental, fire management and other planning considerations.

The proposed indicative long-term subdivision creates 16 lots over an area of 1.5593 hectares, resulting in 10.26 dwellings per hectare or a R-Code density of R10. Consequently, the proposed Structure Plan does not meet the intent of the Strategy, which seeks to achieve a residential density of R15 in the North Collie Structure Plan area.

North Collie Structure Plan (NCSP)

The NCSP refers to future planning and requires that subdivision at a higher density will require comprehensive structure planning to address future road networks, infrastructure and public open space. Subdivision applications are also required to be accompanied by a geotechnical report demonstrating the capacity of the land to accommodate further development.

It is important to note that the expiry date for the NCSP has been extended by the WAPC to 19 October 2027, despite submissions from the Shire of Collie that it should have expired in 2025, along with several other structure plans. This Shire submission to WAPC was based on the fact the old (and since extended NCSP) is not consistent with the objectives of the Strategy or the Urban Development zoning and therefore an updated Structure Plan is required.

Statutory and Policy Implications:

Planning and Development (Local Planning Schemes) Regulations 2015

- Schedule 2, Part 4 - Structure Plans

Shire of Collie Local Planning Scheme No.6

Part 3 - Zones & Objectives – Urban Development Zone

Part 4 - General Development Requirements - 33.7 Urban Development Zone Requirements.

State Planning Policies

- State Planning Policy 3.0 Urban Growth and Settlement
- Operational Policy 2.2 Residential Subdivision
- Draft Liveable Neighbourhoods 2015
- Residential Design Codes - Volume 1 2024

Urban Development Zone

The objectives of the Urban Development Zone seek:

- *To provide an intention of future land use and a basis for more detailed structure planning in accordance with the provisions of this Scheme.*
- *To provide for a range of residential densities to encourage a variety of residential accommodation.*
- *To provide for the progressive and planned development of future urban areas for residential purposes and for commercial and other uses normally associated with residential development.*

Clause 33.7 – Urban Development Zone Requirements

This provision states *Subdivision and development in the Urban Development zone shall be in accordance with a structure plan prepared and approved in accordance with Part 4 of the Deemed Provisions, unless the proposed subdivision and development is approved by the decision-maker in accordance with Part 4, clause 27(2) of the Deemed Provisions.*

Budget Implications:

There are no direct financial implications associated with the officer's recommendation.

Budget – Whole of Life Cost:

As this report does not propose new assets, there are no direct whole of life or ongoing cost implications.

Communications / Consultation Requirements:

The proposal has been advertised in accordance with Schedule 2, Part Cl.18 of *Planning and Development (Local Planning Schemes) Regulations 2015*.

The public advertising was for a period of 42 days from 6 November 2025 to 18 December 2025 and communications were made in the following ways:

- An advertisement in the local newspaper on 6 November 2025;
- Letters mailed to adjoining land owners in the locality;
- Email to relevant government agencies.

A total of four (4) submissions were received as a result of the public advertising period and seven (7) were received from government agencies and service providers. A summary of the submissions is detailed in Appendix 13.1.B.

Strategic Implications:

STRATEGIC COMMUNITY PLAN AND CORPORATE BUSINESS PLAN		
GOAL:	3	Our Built Environment
Objective:	3.2	Sound land planning and building strategies and schemes

Relevant Precedents:

The Shire has previously considered similar proposals at 177 Booth Street and 327 Prinsep Street North, Collie. These Structure Plans and subsequent 2 lot subdivisions have been endorsed by the Shire and approved by the Western Australian Planning Commission.

Risk Assessment:

The Risk Management Governance Framework has been considered in arriving at the Officer Recommendation.

TIER 2 – ‘Low’ or ‘Moderate’ Inherent Risk.	
Risk Event	Proposed Structure Plan – Recommendation to the Western Australian Planning Commission
Inherent Risk Rating (prior to treatment or control)	Moderate (5 - 11)
Risk Action Plan (treatment or controls proposed)	The proposed Structure Plan has the potential to significantly impact on the Council’s finances. Future development of Lots 1 and 2 could prejudice the long term R15 subdivision potential of the site and surrounding area. This could greatly reduce lot yield and in turn revenue from rates. Therefore, it is recommended that the proposed Structure Plan is not supported.
Residual Risk Rating (after treatment or controls)	Low (1 - 4)

TIER 2 – ‘Low’ or ‘Moderate’ Inherent Risk.

<p>Risk Category Assessed Against (Health, Financial Impact, Service Interruption, Legal and Compliance, Reputational, Environmental, Property)</p>	Health	Nil
	Financial	Financial Impact - The North Collie Structure Plan area (excluding land zoned Rural residential) has an area of 37.28ha. Based on R15 density code with an average lots size of 666m ² , the yield would be 559 lots/dwellings. The proposed Structure Plan achieves a R10 density code with an average of lot size of 1000m ² , the yield would be 372 lots/dwellings. This results in a low level of development and lower rates revenue in the medium to long term. It is also considered that the current proposal will negatively impact future development in the NCPS area as a whole, making it less likely to be achieved.
	Service Interruption	Nil
	Legal and Compliance	The proposed structure plan does not comply with the Shire’s Local Planning Strategy and presents an ad hoc approach. Council maintains a low tolerance for non-adherence to scheme provisions and strategies, particularly where such departures are assessed to have negative impacts on future urban development, the environment, supporting infrastructure, sustainability, or the integration of the community.
	Reputational	Nil.
	Environmental	Nil
	Property	Nil

Comment:

The role of the Local Government in the determination of Structure Plans is firstly to ensure that all information as referred to in Schedule 2, Part 4, Cl. 16 of the *Deemed Provisions* has been provided. Once all the information is provided, the Local Government is to accept the Structure Plan for assessment and advertising. The Structure Plan must then be advertised (which includes referral to government agencies) for 42 days. Following advertising, the Local Government is to consider the submissions received and prepare a report for the Western Australian Planning Commission, including a recommendation on modifications to the Structure Plan and on whether it should be approved by the Commission.

Advertising and Referrals Responses

The responses from most agencies are generally consistent with the short-term 2-lot subdivision proposed in line with the existing NCSP, while noting that a higher-density subdivision would require additional planning and infrastructure provision in line with the proposed structure if approved.

However, the Department of Health (DoH) does not support the proposal, stating that further information is required regarding wastewater disposal. DoH does not support the inclusion of Short-Term Building Envelopes in Stage 1 and Stage 2 (19 lots at R15 density – average lot size approx. 665m²), as this would require all lots to be connected to deep sewerage (located on the opposite side of Prinsep Street). DoH requires demonstration that Stage 2 can be connected to deep sewerage before any further development proceeds.

The applicant has responded to DoH comments by stating that sewer is not available to the subject land and the existing Structure Plan anticipated 2 unsewered lots in this location. Applicant also states that purpose of new Structure Plan is to demonstrate the future R15 potential as per the Urban Development Zone and Local Planning Strategy (LPS) while the submitted Site and Soil Evaluation demonstrates each lot in Stage 1 can readily accommodate on-site wastewater disposal in accordance with Australian Standards.

Further to the above, the Water Corporation has stated that the proposed structure plan is located within the Collie Sewer District and in relation to Stage 1 as the lots are greater than 2000m², reticulated sewer will not be required to satisfy sewer condition. Regarding the ultimate proposal, the planning for this area shows that this area gravitates north-easterly to a proposed wastewater pump station however is currently not in the Water Corporation's 5-Year Capital Program.

The Department of Fire and Emergency Services (DFES) acknowledge the minor modification in the updated BMP (Version 2, dated 3 March 2026), has resulted in the amalgamation of four lots into one, however does not resolve the issues in relation to non-compliance with Elements 2 (Siting and Design) and 3 (Vehicular Access).

Submissions from nearby residents raised issues regarding higher density subdivision, increased traffic volumes and provision of infrastructure. There is concern that the proposed Structure Plan will be detrimental to maintaining the rural residential character and amenity of the local area. However, the subject site is located within the Urban Development zone which seeks to provide for a range of residential densities to encourage a variety of residential accommodation. Further, the Shires adopted Strategy and Local Planning Scheme recognise that the North Collie Structure Plan area represents an under-utilisation of land which would be more appropriately used for denser residential subdivision (e.g. R15) and that it is critical for the future growth of Collie.

Subdivision of Subject Site into Two Lots

The applicant has lodged an application with the Western Australian Planning Commission (WAPC) to subdivide the subject site into two lots, which is consistent with the boundaries shown on the extended NCSP shown in Figure 2 below. The WPCA is the decision-maker for subdivisions, and it is anticipated that the application will be supported as it complies with the extended NCSP.

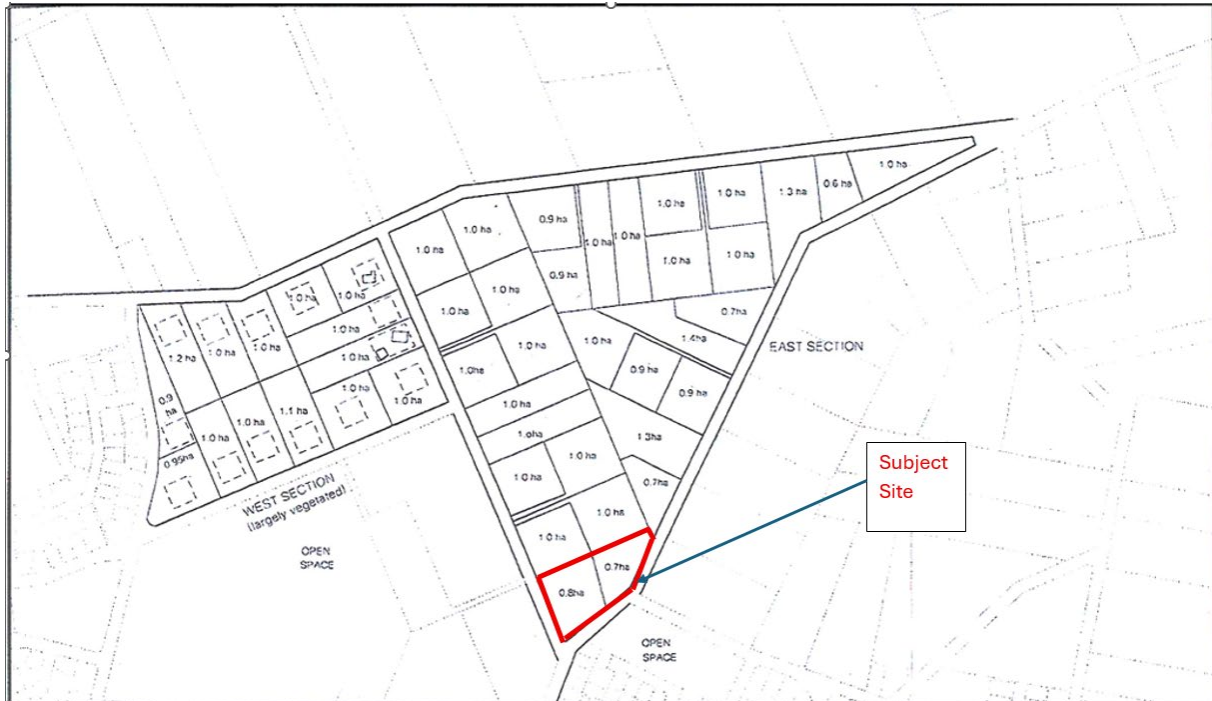


Figure 2 – North Collie Structure Plan

Future Development of a Single House on the Subject Site

'Clause 17 – Zoning table' states that a 'Single house' is a 'P' (permitted) use in the Urban Development Zone. Therefore, development approval is not required to construct a single house on the subject site provided this meets the 'Schedule 1 – Zone Development Requirements' (Urban Development) which states development shall be in accordance with R10 of the Residential Design Codes and clause 26 – Modification of R-Codes 'Schedule 1 – Zone Development Requirements' (Urban Development).

Given the subject site has an area of 1.5593 hectares and the R10 minimum lot size is 875m², then the subject site could easily be developed with a single house without requiring development approval. Further, if should the proposed two lot subdivision be approved by WAPC, then the 0.7ha and 0.8ha sized lots would also be able to easily meet the R10 requirements. Subsequently, the proposed Structure Plan is not required to allow the owner to construct a single house on the subject site.

Development of Grouped Dwelling Not Permitted

'Clause 17 – Zoning table' also states that a 'Grouped dwelling' is a 'X' use in the Urban Development Zone which means that the use is not permitted by this scheme. It is therefore unclear why the proposed structure plan shows two short term building envelopes on Lot 2 which infers a grouped dwelling development which is not permitted by the scheme.

Multiple Structure Plans vs One Structure Plan

The subject site is located within the Urban Development Zone (UDZ) and North Collie Structure Plan (NCSP) area as shown in Figure 3 below. The UDZ section of the NCSP area comprises of 29 lots, including the subject site and lots created by the recently approved structure plans/subdivisions at 177 Booth Street and 327 Prinsep Street North, Collie.

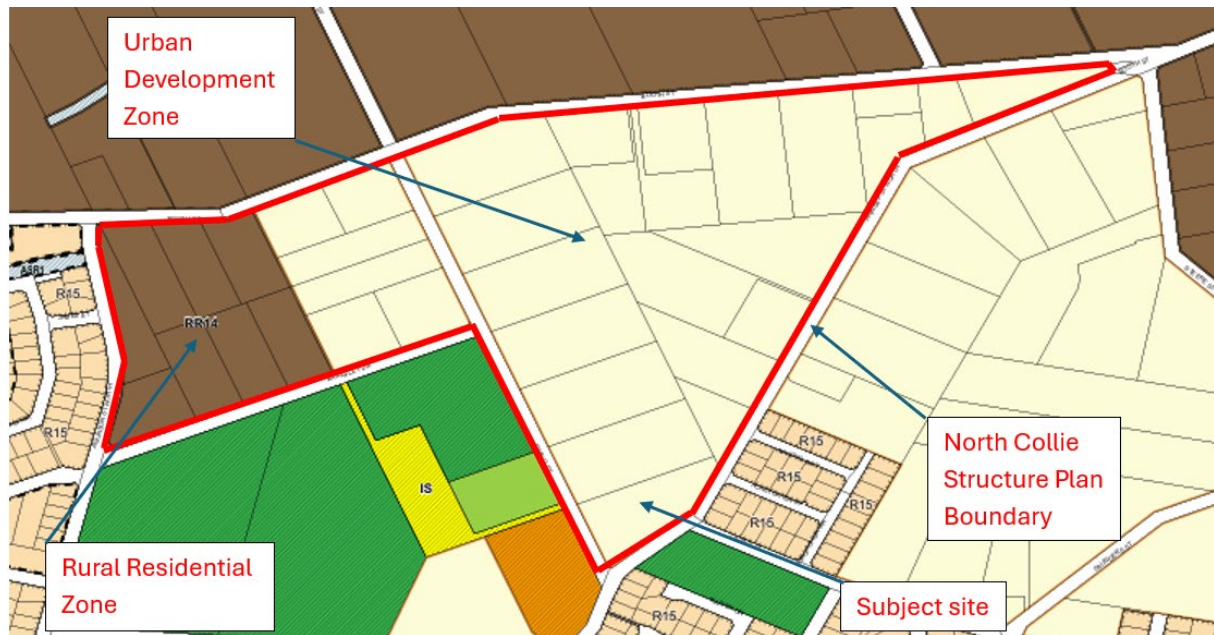


Figure 3 – Zoning Map

Should the same pattern of structure plan approval proceed as the recent approvals and the current proposal, then there is potential for a total of 27 structure plans (i.e. one structure plan per individual lot minus the two lots that have already been created from recent subdivisions) within the UDZ section of the NCSP area. Even if structure plans were only applied to those lots shown in the NCSP to be further subdivided into two lots, then there is potential for a further 10 structure plans.

The above approach to future urban development of the NCSP area is piecemeal and ad hoc. The desired approach for the future development of the North Collie UDZ area is for a single Structure Plan to coordinate the development of a well-planned residential community that features the following:

- Road network / hierarchy: including distributor roads, local roads and pedestrian pathways. Future roads are likely to traverse through multiple properties held in separate ownership with an emphasis on safety and efficiency.
- Public open space: preferably to be centrally located within convenient access to residential development. Public open space may also be integrated with drainage basins and pedestrian pathways throughout the estate.
- Drainage: comprehensive investigation of stormwater runoff over the catchment and structure plan area, accounting for future roads and development to plan for drainage network and determine whether retarding basin/s are required and if so then the size and location.
- Neighbourhood centre: including a mix of local shops, businesses, services and community facilities.
- Vegetation: identify significant trees and areas of bushland that should be protected or otherwise incorporated into public open space, drainage reserve or along pedestrian pathways. Some trees on individual residential lots may be recommended for retention.

Given the above and the high number of property owners in the NCSP area, it is preferable that either the Shire of Collie or the property owners initiate the preparation of a Structure Plan that is consistent with the intent of the Shire of Collie Local Planning Strategy (in particular R15 residential development) and objectives of the Urban Development Zone.

Recommendation

The proposed Structure Plan is not necessary to allow the owner to develop a single house on the subject site while group dwelling development is not permitted in the Urban Development Zone. Nor would it prevent the development of single houses on each lot if subdivision is approved by the WAPC. However, the proposed structure plan, which outlines the long-term subdivision plan, does not create enough lots to meet the R15 residential density sought by the Strategy and therefore fails to meet housing and rates revenue objectives. Further, the proposed Structure Plan, if supported, would result in a piecemeal and ad hoc approach to future residential development in North Collie. It is the officer's recommendation that a coordinated approach is essential to support the future growth of Collie and to plan for roads, infrastructure, open space, and environmental protection in a way that is fair to all land owners in the NCSP area and able to be sustainably maintained by the Shire of Collie.

Given the above, it is recommended that the Shire provide the local government's assessment of the proposal as contained within this Council report regarding the proposed Structure Plan for Lot 1119 Prinsep Street North, Collie to the Western Australian Planning Commission advising that the Shire recommends the Structure Plan not be approved. Also, it is recommended that the Shire explore options for developing a single Structure Plan for the area in North Collie bounded by Prinsep Street North, Booth Street, Atkinson Street North, Annesley Drive, and Ewing Street, but excluding land within the Rural residential zone.

13.2 Request for Increase to Collie Visitor Centre Operating Grant	
Reporting Department:	Development Services
Reporting Officer:	Alex Wiese Director of Development Services
Accountable Manager:	Alex Wiese Director of Development Services
Legislation	Not applicable
File Number:	GAS/049
Appendices:	Appendix 13.2.A - Executed Service Level Agreement - Shire of Collie and Collie Visitor Centre Appendix 13.2.B - Shire of Collie Visitors Centre Review of Work Opening Hours Appendix 13.2.C - Collie Visitors Centre - SLA Quarterly Report - Oct to Dec 2025 Appendix 13.2.D - Email from Collie Visitor Centre Operational Funding Request Supporting Information
Voting Requirement	Simple Majority

Cr Smith requested that Council suspend standing orders to allow the Treasurer of the Visitor Centre to provide some additional information in relation to Item 13.2.

Council Decision:	Resolution: 9753
Moved: Cr Italiano	Seconded: Cr Kearney
<i>That Council suspend Standing Orders.</i>	
	Carried: 9/0
For: Cr Miffing, Cr Italiano, Cr Faries, Cr Hansen, Cr Hill-Power, Cr Kearney, Cr Moyses, Cr Smith, Cr Wells.	
Against: Nil.	

The Shire President invited the Treasurer of the Collie Visitor Centre, Mr Patrick Honeywell, to speak on the matter.

Mr Patrick Honeywell addressed Council with regards to funds held by the Visitor Centre.

Council Decision:	Resolution: 9754
Moved: Cr Kearney	Seconded: Cr Faries
<i>That Council resume Standing Orders.</i>	
	Carried: 9/0
For: Cr Miffing, Cr Italiano, Cr Faries, Cr Hansen, Cr Hill-Power, Cr Kearney, Cr Moyses, Cr Smith, Cr Wells.	
Against: Nil.	

Report Purpose:

For Council to consider the operating grant increase requested by the Collie Visitor Centre for the 2025/26 financial year and inform Collie Visitor Centre of the requirement for a new Service Level Agreement to be negotiated and entered into in 2026/27.

Officer's Recommendation/Council Decision:**Resolution: 9755****Moved: Cr Smith****Seconded: Cr Italiano***That Council:*

1. Approve a budget amendment to COA 3952 'Visitor Centre Operating Grant' from \$133,000 to 140,000 to provide increased funding to the Collie Visitor Centre in the 2025/26 financial year.
2. List for consideration in the Shire of Collie's 2026/27 draft budget an allocation of \$140,000 for the Visitor Centre Operating Grant.
3. Authorise the CEO to inform the Collie Visitor Centre that it is required to undertake and provide the Shire of Collie with a full operational review by 31 December 2026. The objective of this review is to identify opportunities for increased efficiency (including operating days/hours and service focus) and improved sustainability, to demonstrate that ongoing reduced reliance on Shire funding will be achieved starting in the 2027/28 financial year.
4. Authorise the CEO to inform Collie Visitor Centre that a new Service Level Agreement will be required to be entered into with the Shire of Collie for funding support beyond the 2026/27 financial year.

Carried: 9/0**For:** Cr Miffling, Cr Italiano, Cr Faries, Cr Hansen, Cr Hill-Power, Cr Kearney, Cr Moses, Cr Smith, Cr Wells.**Against:** Nil**Background:**

At the Ordinary Meeting of Council held on 11 July 2023, Council supported in principle the terms of a draft Service Level Agreement (SLA) between the Shire of Collie and the Collie Visitor Centre (CVC), and authorised the CEO to finalise the agreement. The SLA was subsequently finalised and signed by both parties on 30 October 2023. It included a Shire operating grant amount of \$123,000 for both the 2023/24 and 2024/25 financial years (refer to Appendix 13.2.A).

The SLA has since expired, and for the 2025/26 budget, Council approved an operating grant to \$133,000 to support the Collie Visitor Centre. In 2015/16 Shire funding support for the CVC was \$75,000.

Statutory and Policy Implications:

Council adopted a Community Financial Support Policy CP2-002 (the Policy) on 10 February 2026. The policy was adopted to support good governance and is part of the Shire's responsibilities under the *Local Government Act 1995*.

The Policy provides a balanced, transparent, and strategic framework for supporting community-led initiatives. By applying enhanced financial reporting thresholds to future funding rounds, the Shire maintains its support for community groups while ensuring responsible stewardship of public funds. The policy reinforces the Shire's commitment to transparency, fairness, and community collaboration.

A key requirement of the Policy is that applicants seeking more than \$50,000 in funding support must provide to the Shire with;

- The previous year's audit report (an external audit)
- The most recent financial management report
- A financial forecast covering the next five years

Applicants are also expected to be; financially sustainable, demonstrate sound governance, to have no outstanding debts to the Shire and to have fully and satisfactorily acquitted any previous funding.

Budget Implications:

This report recommends a budget amendment to increase COA 3952 'Visitor Centre Operating Grant' from \$133,000 to \$140,000 and proposes a \$140,000 allocation be included in the 2026/27 draft budget.

There is sufficient capacity in the 2025/26 budget to support the recommendations of this report.

Budget – Whole of Life Cost:

Provision of an adequate budget in the Long-Term Financial Plan (LTFP) for any ongoing operational contributions to the CVC as outlined in an endorsed SLA will be made following a corresponding Council resolution.

Communications / Consultation Requirements:

No community consultation was considered necessary in relation to the recommendations of the report.

The CVC Manager presented to Council on 10 March 2026 outlining the outcomes and achievements of the CVC and providing a summary of their funding request.

Strategic Implications:

STRATEGIC COMMUNITY PLAN AND CORPORATE BUSINESS PLAN		
GOAL:	2	Our Economy
Objective:	2.2	Tourism promotion and attractions
Strategic Priority:	2.2.1	To increase the tourism and marketing capability within the Shire with a focus on destination marketing

Relevant Precedents:

The Shire has provided grant funding support to the Collie Visitor Centre for at least ten years.

Risk Assessment:

The Risk Management Governance Framework has been considered in arriving at the Officer Recommendation.

TIER 2 – ‘Low’ or ‘Moderate’ Inherent Risk.															
Risk Event	Provision of Grant Funding over \$50,000														
Inherent Risk Rating (prior to treatment or control)	Moderate (5 - 11)														
Risk Action Plan (treatment or controls proposed)	Develop of a Service Level Agreement														
Residual Risk Rating (after treatment or controls)	Low (1 - 4)														
Risk Category Assessed Against (Health, Financial Impact, Service Interruption, Legal and Compliance, Reputational, Environmental, Property)	<table border="0"> <tr> <td>Health</td> <td>Nil</td> </tr> <tr> <td>Financial</td> <td>Unsustainable grant funding will negatively impact on the Shires financial position.</td> </tr> <tr> <td>Service Interruption</td> <td>Services to the community will be disrupted or reduced if the grant funding costs are not sustainable.</td> </tr> <tr> <td>Legal and Compliance</td> <td>Non-compliance with the legislative requirements that result in a qualified audit.</td> </tr> <tr> <td>Reputational</td> <td>Poor return on investment (i.e. from grant funding) may result in negative community feedback and falling community satisfaction levels.</td> </tr> <tr> <td>Environment</td> <td>Nil</td> </tr> <tr> <td>Property</td> <td>Nil</td> </tr> </table>	Health	Nil	Financial	Unsustainable grant funding will negatively impact on the Shires financial position.	Service Interruption	Services to the community will be disrupted or reduced if the grant funding costs are not sustainable.	Legal and Compliance	Non-compliance with the legislative requirements that result in a qualified audit.	Reputational	Poor return on investment (i.e. from grant funding) may result in negative community feedback and falling community satisfaction levels.	Environment	Nil	Property	Nil
Health	Nil														
Financial	Unsustainable grant funding will negatively impact on the Shires financial position.														
Service Interruption	Services to the community will be disrupted or reduced if the grant funding costs are not sustainable.														
Legal and Compliance	Non-compliance with the legislative requirements that result in a qualified audit.														
Reputational	Poor return on investment (i.e. from grant funding) may result in negative community feedback and falling community satisfaction levels.														
Environment	Nil														
Property	Nil														

Comment:

The Shire recently received correspondence from the Collie Visitor Centre (CVC) requesting a review of their 2025/26 operational grant, seeking an increase from \$133,000 to \$153,000. While the CVC initially requested a higher allocation for 2025/26, Council had previously approved a grant of \$133,000 during the adoption of the annual budget. This was consistent with the allocation in 2024/25. However, it is noted that the signed Service Level Agreement (SLA) for 2024/25 specified a funding amount of \$123,000, not \$133,000.

A summary of the CVC operational grant allocations between 2015/16 and 2025/26 below (assuming endorsement of the officer's recommendation) shows an 86.75% increase in funding provided to the CVC over this period:

- 2026/27: \$140,000 (recommended for inclusion in the draft budget)
- 2025/26: \$140,000 (includes budget amendment of \$7,000 as part of this report)
- 2024/25: \$133,000
- 2023/24: \$123,000
- 2022/23: \$123,000
- 2021/22: \$106,000
- 2020/21: \$90,000
- 2019/20: \$91,530
- 2018/19: \$105,078
- 2017/18: \$75,000
- 2016/17: \$75,000
- 2015/16: \$75,000

The above-mentioned 2026 CVC's request for increased funding was included in the Shire's Mid-Year Budget Review Report and was considered at the Ordinary Council Meeting on 10 March 2026. At that meeting, Ms Kerrin Michalak presented to Council and as part of her deputation reduced the additional funding amount requested from \$20,000 to \$10,000. Council subsequently resolved (resolution 9744):

"That Council defer a decision on additional funding for the Collie Visitor Centre until the April 2026 Ordinary Council Meeting."

The CVC sent an email with additional supporting information to the Shire on 24 March 2026 (refer to Appendix 13.2.D).

This matter is now presented again for Council's consideration, with the CVC December 2025 Quarterly Report (Appendix 13.2 C) and CVC Review of Work Opening Hours (Appendix 13.2 D) which provide relevant financial and operational information to the funding request.

Shire officers have reviewed the CVC's request and recommend a \$7,000 increase (5.3%), which is above both the 2024/25 CPI of 3.8% and the Shire's 2024/25 rate increase of 4.5% for both 2025/26 and 2026/27. This officer's recommendation also proposes the CVC undertake and provide the Shire with a full operational review by 31 December 2026. The review is to identify opportunities for further increased efficiency (including operating days/hours and service focus) and improved sustainability to demonstrate a pathway to ongoing reduced reliance on Shire funding, commencing from the 2027/28 financial year. This is considered critical to ensure that funding support provided to the CVC remains in line with Council and community's expectations.

Upon completion, the operational review will inform the development of a new SLA that outlines the CVC's role, expectations, and service areas, as well as the agreed method of acknowledging the Shire's contribution. It will specify the financial contribution over the agreed timeframe (2-5 years) to support the CVC in providing a defined level of service to visitors to Collie in-line with the available funding.

In addition to the operating grant mentioned in the report, the CVC also benefits from a peppercorn lease with the Shire and is currently not required to contribute to water costs at the site.

8. CONFIRMATION OF THE PREVIOUS MEETINGS OF COUNCIL MINUTES

8.1 Ordinary Council Meeting – 10 March 2026

Officer's Recommendation/Council Decision:		Resolution: 9756
Moved:	Cr Kearney	Seconded: Cr Moyses
<i>That Council confirms the Minutes of the Ordinary Meeting of Council held on 10 March 2026.</i>		
		Carried: 9/0
For:	<i>Cr Miffing, Cr Italiano, Cr Faries, Cr Hansen, Cr Hill-Power, Cr Kearney, Cr Moyses, Cr Smith, Cr Wells.</i>	
Against:	<i>Nil</i>	

9. BUSINESS ARISING FROM THE PREVIOUS MINUTES

Nil.

10. RECEIPT OF MINUTES OF COMMITTEE MEETINGS HELD SINCE THE PREVIOUS MEETING OF COUNCIL

10.1 Audit Risk and Improvement Committee – 31 March 2026

Officer's Recommendation/Council Decision:		Resolution: 9757
Moved:	Cr Smith	Seconded: Cr Hansen
<i>That Council receives the Minutes of Audit Risk and Improvement Committee Meeting held on 31 March 2026.</i>		
		Carried: 9/0
For:	<i>Cr Miffing, Cr Italiano, Cr Faries, Cr Hansen, Cr Hill-Power, Cr Kearney, Cr Moyses, Cr Smith, Cr Wells.</i>	
Against:	<i>Nil</i>	

Committee's Recommendation/Council Decision:		Resolution: 9758
Moved:	Cr Smith	Seconded: Cr Italiano
<i>That Council receives and endorses the 2026 Annual Audit Work Plan for the Audit Risk and Improvement Committee.</i>		
		Carried: 9/0
For:	<i>Cr Miffing, Cr Italiano, Cr Faries, Cr Hansen, Cr Hill-Power, Cr Kearney, Cr Moyses, Cr Smith, Cr Wells.</i>	
Against:	<i>Nil</i>	

11. CEO REPORTS

11.1 Draft Strategic Community Plan 2026/27 – 2035/36	
Reporting Department:	Chief Executive Officer
Reporting Officer:	Phil Anastasakis – Chief Executive Officer
Accountable Manager:	Phil Anastasakis – Chief Executive Officer
Legislation:	<i>Local Government Act 1995</i>
File Number:	GOV/086
Appendices:	Appendix 11.1.A – Draft Strategic Community Plan 2026/27-2035/36 Appendix 11.1.B – Strategic Community Plan Community Engagement Report
Voting Requirement:	Absolute Majority

Report Purpose

This report presents Council with the reviewed and updated Draft Strategic Community Plan 2026/27 - 2035/36 Vision, Mission, Values, Strategic Objectives and Priorities, which is presented to Council for consideration and endorsement.

The Draft Strategic Community Plan has been produced as part of a full review of Council's Strategic Community Plan, involving community engagement and workshops with senior staff and Councillors. The final Strategic Community Plan 2026/27 – 2035/36 will be presented to the May 2026 Council meeting for adoption.

Officer's Recommendation/Council Decision:

Resolution: 9759

Moved: Cr Hansen

Seconded: Cr Kearney

That Council:

1. Pursuant to regulation 19C (7) of the Local Government (Administration) Regulations 1996 resolve to extend and modify the Shire of Collie Strategic Community Plan.
2. Endorses the reviewed and updated Shire of Collie Draft Strategic Community Plan 2026/27 – 2035/36 Vision, Mission, Values, Strategic Objectives and Priorities (refer to Appendix 11.1A).
3. Notes that prior to adoption of the final Strategic Community Plan 2026/27 – 2035/36, at the May Ordinary Council Meeting, the Shire of Collie Draft Strategic Community Plan 2026/27 – 2035/36 will be presented at a Council Workshop in April.

Carried: 9/0

For: Cr Miffling, Cr Italiano, Cr Faries, Cr Hansen, Cr Hill-Power, Cr Kearney, Cr Moses, Cr Smith, Cr Wells.

Against: Nil

Background:

In 2012 the Western Australian State Government introduced the Integrated Planning and Reporting Framework, requiring each Local Government to have a Strategic Community Plan, a Corporate Business Plan and other informing strategies in place to ensure the future provision of services and facilities is sustainable for local communities. The Strategic Community Plan expresses the long term aspirations of the community and is the overarching document that sets out the community's vision, aspirations and values over the next 10 years.

Elements of Integrated Planning and Reporting

- **Strategic Community Plan**

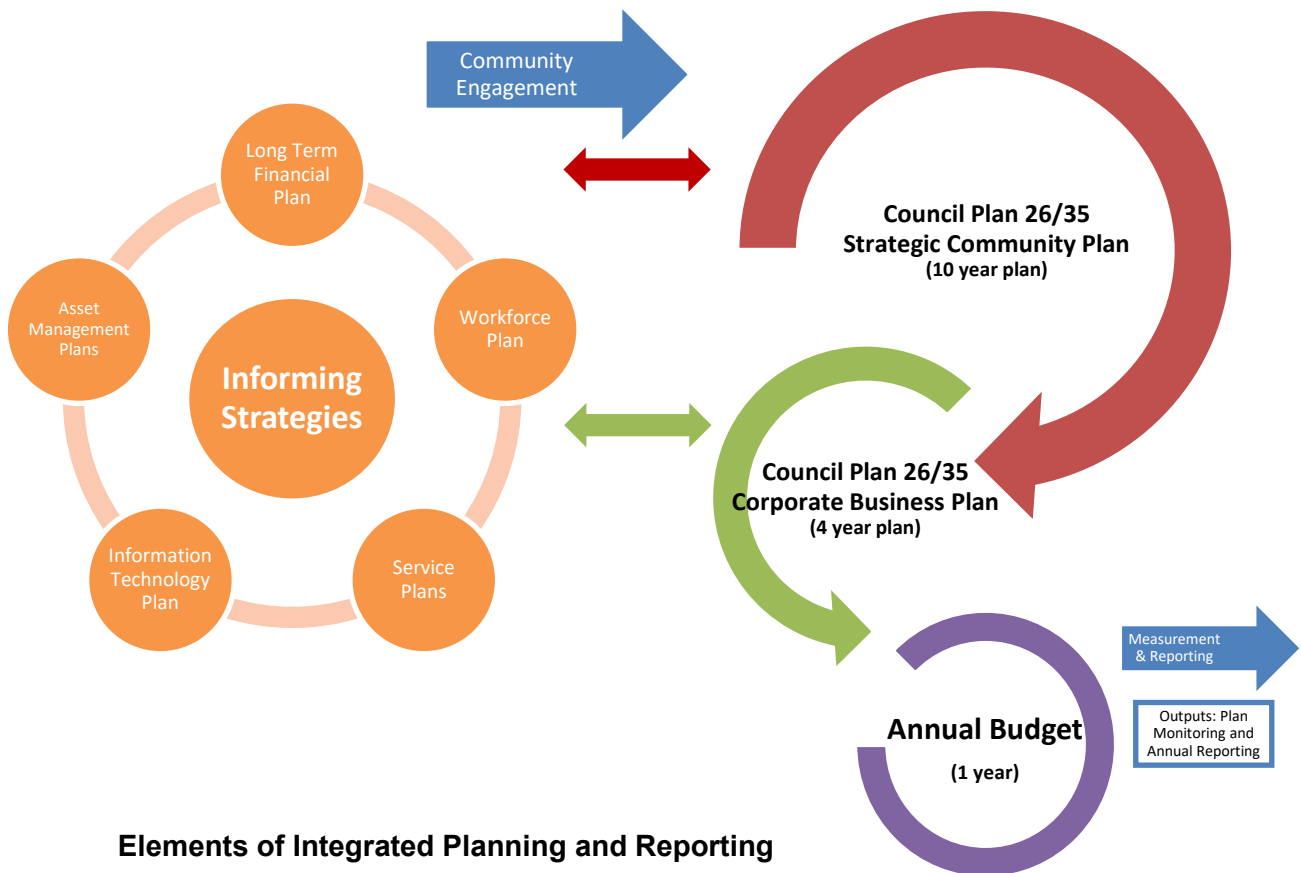
Council adopted its reviewed and updated ten (10) year "Strategic Community Plan 2022" in December 2022. This review was conducted five years after the development of Council's Strategic Community Plan 2017-2027 and formed part of the Department of Local Government, Sport & Cultural Industries (*as named at that time*) Integrated Planning and Reporting Framework and legislative requirements.

The reviewed and updated Draft Strategic Community Plan 2026/27-2035/36 has been developed to meet the vision, values and aspirations of the Shire of Collie community, while reflecting the standards outlined in the Integrated Planning and Reporting Framework and Guidelines. The statutory requirement is for the Strategic Community Plan to be fully reviewed every 4 years (minimum), with a desktop review after 2 years.

An experienced local government consultancy firm "Localise" were engaged to facilitate and guide the Shire through this full review process, which commenced in late December 2025.

Through February/March 2026 community engagement and a community survey was conducted to understand the needs and expectations of the community over the next 4 years and 10 year horizon. The information and data collected through this process guided a workshop conducted with Managers and then Councillors to review and affirm or update the Shire's Vision, Mission, Values, Strategic Objectives, and Strategic Priorities and Actions.

The final report provided on this review process (*refer to appendix 11.1.B*) confirms the proposed Vision, Mission, Values, Strategic Objectives, Strategic Priorities and Actions of the Council over the coming 10 year period.



Elements of Integrated Planning and Reporting

- **Corporate Business Plan**

The Corporate Business Plan (CBP) contains details of the actions and resources (human and financial) to achieve each Objective. It is a four (4) year plan which acts as an organisational guide to the Council and management.

The financial capacity to undertake these tasks is evidenced in the Long Term Financial Plan for the period. This long term financial planning provides an assurance that the actions contained in the Corporate Business Plan can be adequately resourced over the next four years and highlights the long term consequences of the application of human and financial resources to undertaking various projects.

The Corporate Business Plan adopted and updated by Council sets out the various actions that will give effect to the Strategic Community Plan. The two documents are structured to provide:

Strategic Community Plan:	5 Themes
	9 Objectives
	29 Strategic Priorities
Corporate Business Plan:	60 Action

- **Linkage with Informing Strategies and Service Plans**

The Corporate Business Plan is informed by three other major plans developed in response to the Department of Local Government's Integrated Planning and Reporting Framework. The Asset Management Plans, Long Term Financial Plan, and Workforce Plan inform the Council as to its resource options and financial circumstances.

- **Local Government Reform**

It is noted that the State Government has foreshadowed changes to the Integrated Planning and Reporting Framework under its legislative Reform process, with changes anticipated in future years under Tranche 3. One of the proposed changes will include combining the Strategic Community Plan and Corporate Business Plan into a single "Council Plan".

Statutory and Policy Implications:

The Local Government Act 1995, Section 2.7 defines the role of Council.

2.7. Role of council

- (1) *The council governs the local government's affairs and, as the local government's governing body, is responsible for the performance of the local government's functions.*
- (2) *The council's governing role includes the following —*
 - (a) *overseeing the allocation of the local government's finances and resources;*
 - (b) *determining the local government's policies;*
 - (c) *planning strategically for the future of the district;*
 - (d) *determining the services and facilities to be provided by the local government in the district;*
 - (e) *selecting the CEO and reviewing the CEO's performance;*
 - (f) *providing strategic direction to the CEO.*
- (3) *For the purpose of ensuring proper governance of the local government's affairs, the council must have regard to the following principles —*
 - (a) *the council's governing role is separate from the CEO's executive role as described in section 5.41;*
 - (b) *it is important that the council respects that separation.*
- (4) *The council must make its decisions —*
 - (a) *on the basis of evidence, on the merits and in accordance with the law;*
and
 - (b) *taking into account the local government's finances and resources.*
- (5) *The council must have regard to the need to support an organisational culture for the local government that promotes the respectful and fair treatment of the local government's employees.*
- (6) *The council has the other functions given to it under this Act or any other written law.*

5.56. Planning for the future

- (1) *A local government is to plan for the future of the district.*
- (2) *A local government is to ensure that plans made under subsection (1) are in accordance with any regulations made about planning for the future of the district.*

Local Government (Administration) Regulations 1996**19C. Strategic Community Plans, requirements for (Act s. 5.56)**

- (1) *A local government is to ensure that a strategic community plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.*
- (2) *A strategic community plan for a district is to cover the period specified in the plan, which is to be at least 10 financial years.*
- (3) *A strategic community plan for a district is to set out the vision, aspirations and objectives of the community in the district.*
- (4) *A local government is to review the current strategic community plan for its district at least once every 4 years.*
- (5) *In making or reviewing a strategic community plan, a local government is to have regard to —*
 - (a) *the capacity of its current resources and the anticipated capacity of its future resources; and*
 - (b) *strategic performance indicators and the ways of measuring its strategic performance by the application of those indicators; and*
 - (c) *demographic trends.*
- (6) *Subject to subregulation (9), a local government may modify its strategic community plan, including extending the period the plan is made in respect of.*
- (7) *A council is to consider a strategic community plan, or modifications of such a plan, submitted to it and is to determine* whether or not to adopt the plan or the modifications.*

**Absolute majority required.*
- (8) *If a strategic community plan is, or modifications of a strategic community plan are, adopted by the council, the plan or modified plan applies to the district for the period specified in the plan.*
- (9) *A local government is to ensure that the electors and ratepayers of its district are consulted during the development of a strategic community plan and when preparing modifications of a strategic community plan.*
- (10) *A strategic community plan for a district is to contain a description of the involvement of the electors and ratepayers of the district in the development of the plan or the preparation of modifications of the plan.*

19DA. Corporate Business Plans, requirements for (Act s. 5.56)

Budget Implications:

Revenue and expenditure forecasts for the next four years are incorporated within the current draft Long Term Financial Plan. Once this is adopted by Council, the Council Plan will be updated to reflect relevant implications.

Resourcing to deliver on the terms of the Corporate Business Plan are provided within annual budget allocations.

Budget – Whole of Life Cost:

As no new assets have been created, there are no direct whole of life or ongoing cost implications.

Communications / Consultation Requirements:

Community consultation was undertaken by the Shire staff and through Localise during February and March 2026 using a number of mechanisms as summarised below:

Event	Date	Activities	Participation
Community Survey	2 February to 25 February	Value most; vision; services –importance and satisfaction; service priorities; other comments	193
Community Drop-In #1	16 February	Value most; vision; service priorities; other comments	28
Shopping Centre #1	17 February	Service priorities	28
Community Drop-In #2	17 February	Value most; vision; service priorities; other comments	13
Seniors	24 February	Service priorities	20
Shopping Centre #2	25 February	Service priorities	13
Total			295

Strategic Implications:

STRATEGIC COMMUNITY PLAN AND CORPORATE BUSINESS PLAN		
GOAL:	5	Our Organisation
Objective:	5.1	Innovative leadership, forward planning, and mutually beneficial partnerships
Strategic Priority:	5.1.6	To provide good governance across the organisation.

Relevant Precedents:

The Shire of Collie ten year “Strategic Community Plan 2022” was adopted in December 2022 in accordance with legislative requirements. Council adopted its “Corporate Business Plan 2022/23 – 2026/27” in March 2023 to align with the new Strategic Community Plan 2022. In April 2024 and May 2025 the Corporate Business Plan was reviewed and updated as part of the annual review cycle.

A report on progress against these plans has been provided each quarter in the past since adoption and is proposed in the future.

Risk Assessment:

The Risk Management Governance Framework has been considered in arriving at the Officer Recommendation.

TIER 2 – ‘Low’ or ‘Moderate’ Inherent Risk.															
Risk Event	Strategic Community Plan 2026/27 – 2035/36														
Inherent Risk Rating (prior to treatment or control)	Low (1 - 4)														
Risk Action Plan (treatment or controls proposed)	As the Residual Risk Rating is below 12, this is not applicable.														
Residual Risk Rating (after treatment or controls)	Low (1 - 4)														
Risk Category Assessed Against (Health, Financial Impact, Service Interruption, Legal and Compliance, Reputational, Environmental, Property)	<table border="0"> <tr> <td>Health</td> <td>Nil</td> </tr> <tr> <td>Financial</td> <td>Poor financial planning and management of strategic priorities may result in financial risk and inadequate funding.</td> </tr> <tr> <td>Service Interruption</td> <td>Nil</td> </tr> <tr> <td>Legal and Compliance</td> <td>Failing to give due consideration to the legal and compliance matters related to strategic and corporate planning may result in diminished public and sector confidence.</td> </tr> <tr> <td>Reputational</td> <td>Failing to deliver services and facilities within the Strategic Community Plan may result in diminished public and sector confidence.</td> </tr> <tr> <td>Environmental</td> <td>Nil</td> </tr> <tr> <td>Property</td> <td>Nil</td> </tr> </table>	Health	Nil	Financial	Poor financial planning and management of strategic priorities may result in financial risk and inadequate funding.	Service Interruption	Nil	Legal and Compliance	Failing to give due consideration to the legal and compliance matters related to strategic and corporate planning may result in diminished public and sector confidence.	Reputational	Failing to deliver services and facilities within the Strategic Community Plan may result in diminished public and sector confidence.	Environmental	Nil	Property	Nil
Health	Nil														
Financial	Poor financial planning and management of strategic priorities may result in financial risk and inadequate funding.														
Service Interruption	Nil														
Legal and Compliance	Failing to give due consideration to the legal and compliance matters related to strategic and corporate planning may result in diminished public and sector confidence.														
Reputational	Failing to deliver services and facilities within the Strategic Community Plan may result in diminished public and sector confidence.														
Environmental	Nil														
Property	Nil														

Comment:

As required by the regulations, the objectives and priorities of the Strategic Community Plan and Corporate Business Plan need to take account of the capacity of the Shire’s current and anticipated resources, demographic considerations and the ability to measure performance against indicators.

The review of the Strategic Community Plan has identified opportunities to update objectives and strategic priorities to reflect changes in the Collie community, ongoing state initiatives related to the Just Transition process, legislative changes and the broader local government operating environment.

It is recommended that the Shire of Collie Draft Strategic Community Plan 2026/27 – 2035/36 Vision, Mission, Values, Strategic Objectives and Priorities be formally modified and updated accordingly, with the final Strategic Community Plan 2026/27 – 2035/36 document, incorporating the full content, being presented to the May 2026 Council meeting for adoption.

11.2 Draft Corporate Business Plan 2026/27 – 2029/30	
Reporting Department:	Chief Executive Officer
Reporting Officer:	Phil Anastasakis – Chief Executive Officer
Accountable Manager:	Phil Anastasakis – Chief Executive Officer
Legislation:	<i>Local Government Act 1995</i>
File Number:	GOV/086
Appendices:	Appendix 11.2.A –Draft Corporate Business Plan 2026/27-2029/30
Voting Requirement:	Absolute Majority

Report Purpose

This report presents Council with the Draft Corporate Business Plan 2026/27-2029/30 Strategic Actions, which is presented to Council for consideration and endorsement.

The Draft Corporate Business Plan has been produced in conjunction with the full review of the Strategic Community Plan and as part of the annual review of Council's Corporate Business Plan, various Asset Management Plans and Workforce Plan.

The final Corporate Business Plan will be presented to the May 2026 Council meeting for adoption.

Officer's Recommendation/Council Decision:

Resolution: 9760

Moved: Cr Kearney

Seconded: Cr Hill-Power

That Council:

1. Pursuant to regulation 19DA (6) of the Local Government (Administration) Regulations 1996 resolve to extend and modify the Corporate Business Plan.
2. Endorses the reviewed and updated draft Corporate Business Plan 2026/27 – 2029/30 Strategic Actions (refer to Appendix 11.2.A).
3. Notes that prior to adoption of the final Corporate Business Plan 2026/27 – 2029/30, at the May Ordinary Council Meeting, the draft Corporate Business Plan 2026/27 – 2029/30 will be presented at a Council Workshop in April.

Carried: 9/0

For: Cr Miffing, Cr Italiano, Cr Faries, Cr Hansen, Cr Hill-Power, Cr Kearney, Cr Moses, Cr Smith, Cr Wells.

Against: Nil

Background:

The Corporate Business Plan (CBP) contains details of the actions and resources (human and financial) to achieve each Objective. It is a four (4) year plan which acts as an organisational guide to the Council and management.

The financial capacity to undertake these tasks is evidenced in the Long Term Financial Plan for the period. This long term financial planning provides an assurance that the actions contained in the Corporate Business Plan can be adequately resourced over the next four

years and highlights the long term consequences of the application of human and financial resources to undertaking various projects.

The *Local Government Act 1995* requires the four (4) year Corporate Business Plan to be reviewed and updated (if required) on an annual basis. In accordance with this requirement, the Corporate Business Plan is reviewed annually to assess the progress of projects and realign actions and priorities with current information and funding availability.

The first year of the Corporate Business Plan and Long Term Financial Plan is usually 'sliced off' to form the basis of the draft annual budget for consideration by the Council.

Council adopted its Corporate Business Plan 2022/23 – 2026/27 in March 2023 to align with the Strategic Community Plan 2022. In April 2024 and again in May 2025 the Corporate Business Plan was reviewed and updated as part of the annual review cycle.

The Corporate Business Plan adopted and updated by Council sets out the various actions that will give effect to the Strategic Community Plan. The two documents are structured to provide:

Strategic Community Plan:	5 Themes 9 Objectives 29 Strategic Priorities
Corporate Business Plan:	60 Action

Review of Corporate Business Plan Actions

A review of all actions set out in the Corporate Business Plan 2022/23-2026/27 has been undertaken to align with the updated Strategic Community Plan 2026.

Each action has been reviewed to assess if it remains appropriate and continues to align with the Strategic Community Plan, with notes provided in the 'Status' and 'Quarterly Update' columns.

As part of the review, significant additions and deletions have been highlighted to enable tracking of the changes in the Draft Corporate Business Plan 2026/27-2029/30 (refer to Appendix 11.2.A).

Linkage with Informing Strategies and Service Plans

The Corporate Business Plan is informed by three other major plans developed in response to the Department of Local Government's Integrated Planning and Reporting Framework. The Asset Management Plans, Long Term Financial Plan, and Workforce Plan inform the Council as to its resource options and financial circumstances.

- ***Review Process***

As part of Council's annual budget development cycle, the Corporate Business Plan has been reviewed and updated for Council's consideration and adoption.

It is proposed to present the final Corporate Business Plan 2026/27-2029/30 to the May 2026 Council meeting for adoption following further refinement of Strategies, Actions and Priorities, together with the financial forecasts within the Long Term Financial Plan.

Statutory and Policy Implications:

The Local Government Act 1995, Section 2.7 defines the role of Council.

2.7. Role of council

- (1) *The council governs the local government's affairs and, as the local government's governing body, is responsible for the performance of the local government's functions.*
- (2) *The council's governing role includes the following —*
 - (a) *overseeing the allocation of the local government's finances and resources;*
 - (b) *determining the local government's policies;*
 - (c) *planning strategically for the future of the district;*
 - (d) *determining the services and facilities to be provided by the local government in the district;*
 - (e) *selecting the CEO and reviewing the CEO's performance;*
 - (f) *providing strategic direction to the CEO.*
- (3) *For the purpose of ensuring proper governance of the local government's affairs, the council must have regard to the following principles —*
 - (a) *the council's governing role is separate from the CEO's executive role as described in section 5.41;*
 - (b) *it is important that the council respects that separation.*
- (4) *The council must make its decisions —*
 - (a) *on the basis of evidence, on the merits and in accordance with the law; and*
 - (b) *taking into account the local government's finances and resources.*
- (5) *The council must have regard to the need to support an organisational culture for the local government that promotes the respectful and fair treatment of the local government's employees.*
- (6) *The council has the other functions given to it under this Act or any other written law.*

5.56. Planning for the future

- (1) *A local government is to plan for the future of the district.*
- (2) *A local government is to ensure that plans made under subsection (1) are in accordance with any regulations made about planning for the future of the district.*

Local Government (Administration) Regulations 1996**19C. Strategic Community Plans, requirements for (Act s. 5.56)**

- (1) *A local government is to ensure that a strategic community plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.*

- (2) *A strategic community plan for a district is to cover the period specified in the plan, which is to be at least 10 financial years.*

.....

19DA. Corporate Business Plans, requirements for (Act s. 5.56)

- (1) *A local government is to ensure that a corporate business plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.*
- (2) *A corporate business plan for a district is to cover the period specified in the plan, which is to be at least 4 financial years.*
- (3) *A corporate business plan for a district is to —*
- (a) *set out, consistently with any relevant priorities set out in the strategic community plan for the district, a local government's priorities for dealing with the objectives and aspirations of the community in the district; and*
 - (b) *govern a local government's internal business planning by expressing a local government's priorities by reference to operations that are within the capacity of the local government's resources; and*
 - (c) *develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.*
- (4) *A local government is to review the current corporate business plan for its district every year.*
- (5) *A local government may modify a corporate business plan, including extending the period the plan is made in respect of and modifying the plan if required because of modification of the local government's strategic community plan.*
- (6) *A council is to consider a corporate business plan, or modifications of such a plan, submitted to it and is to determine* whether or not to adopt the plan or the modifications.*
- *Absolute majority required.*
- (7) *If a corporate business plan is, or modifications of a corporate business plan are, adopted by the council, the plan or modified plan applies to the district for the period specified in the plan.*

Budget Implications:

Revenue and expenditure forecasts for the next four years are incorporated within the current draft Long Term Financial Plan. Once this is adopted by Council, the Council Plan will be updated to reflect relevant implications.

Resourcing to deliver on the terms of the Corporate Business Plan are provided within annual budget allocations.

Budget – Whole of Life Cost:

As no new assets have been created, there are no direct whole of life or ongoing cost implications.

Communications / Consultation Requirements:

No consultation is required in relation to the Corporate Business Plan.

Strategic Implications:

STRATEGIC COMMUNITY PLAN AND CORPORATE BUSINESS PLAN		
GOAL:	5	Our Organisation
Objective:	5.1	Innovative leadership, forward planning, and mutually beneficial partnerships
Strategic Priority:	5.1.6	To provide good governance across the organisation.

Relevant Precedents:

The Shire of Collie ten year “Strategic Community Plan 2022” was adopted in December 2022 in accordance with legislative requirements. Council adopted its “Corporate Business Plan 2022/23 – 2026/27” in March 2023 to align with the new Strategic Community Plan 2022. In April 2024 and May 2025 the Corporate Business Plan was reviewed and updated as part of the annual review cycle.

A report on progress against these plans has been provided each quarter in the past since adoption and is proposed in the future.

Risk Assessment:

The Risk Management Governance Framework has been considered in arriving at the Officer Recommendation.

TIER 2 – ‘Low’ or ‘Moderate’ Inherent Risk.		
Risk Event	Draft Corporate Business Plan 2026/27 – 2029/30	
Inherent Risk Rating (prior to treatment or control)	Low (1 - 4)	
Risk Action Plan (treatment or controls proposed)	As the Residual Risk Rating is below 12, this is not applicable.	
Residual Risk Rating (after treatment or controls)	Low (1 - 4)	
Risk Category Assessed Against (Health, Financial Impact, Service Interruption, Legal and Compliance, Reputational, Environmental, Property)	Health	Nil
	Financial	Failing to operate within allocated budgets and to undertake adequate financial planning may impact on the ability to provide services and facilities.
	Service Interruption	Nil
	Legal and Compliance	Failing to give due consideration to the legal and compliance matters may result in prosecution or qualified audits.
	Reputational	Failing to deliver services within the Corporate Business Plan may result in diminished public and sector confidence.
	Environment	Nil
Property	Nil	

Comment:

As required by the regulations, the objectives and priorities of the Strategic Community Plan and Corporate Business Plan need to take account of the capacity of the Shire's current and anticipated resources, demographic considerations and the ability to measure performance against indicators.

The review of the Corporate Business Plan in conjunction with the full review of the Strategic Community Plan has identified opportunities to update priorities and reset actions to reflect changes that have occurred over the last year of operation and tasks that have been finalised.

It is recommended that the Draft Corporate Business Plan Strategic Actions be endorsed to enable finalisation and presentation to the May 2026 Council meeting.

11.3 Rating Strategy 2026/27-2035/36

Reporting Department:	Chief Executive Officer
Reporting Officer:	Phil Anastasakis – Chief Executive Officer
Accountable Manager:	Phil Anastasakis – Chief Executive Officer
Legislation:	<i>Local Government Act 1995 Local Government (Financial Management) Regulations 1996</i>
File Number:	FIN/069
Appendices:	Appendix 11.3.A – Rating Strategy 2026/27 – 2035/36
Voting Requirement:	Absolute Majority

Report Purpose

This report requests that Council consider and endorse the Rating Strategy (as the Shire of Collie Rates & Revenue Policy) which is incorporated within the proposed 2026/27 Budget, four-year Corporate Business Plan and 10 year Long Term Financial Plan.

Officer's Recommendation:

That Council:

1. *In line with forecast growth:*
 - a) *Endorse a projected base rate revenue increase of 4.5% for the 2026/27 budget.*
 - b) *Endorse a projected base rate revenue increase of 4.5%, 4.5%, 4.5% and 4.5% for the four year Corporate Business Plan.*
 - c) *Endorse a projected base rate revenue increase of 4.25% for years five to fifteen of the Long Term Financial Plan.*
2. *Endorse the Rating Strategy 2026/27 to 2035/36 as the Shire of Collie Rates & Revenue Policy (Appendix 11.3.A) including the proposed introduction of Differential Rating from the 2027/28 financial year.*
3. *Endorse the establishment of the following proposed 6 Differential Rates across 11 Rating Categories from 2027/28:*
 - a) *RESIDENTIAL (including Residential Vacant)*
 - b) *COMMERCIAL (including Commercial Vacant)*
 - c) *INDUSTRIAL (including Industrial Vacant)*
 - d) *RURAL RESIDENTIAL (including Rural Residential Vacant)*
 - e) *ACCOMMODATION*
 - f) *UV Rural (including Mining)*
4. *Hold future public workshops to explain the differential rating strategy.*

Reason for Decision Being Different to the Officer's Recommendation

Local Government (Administration) Regulations – r.11(da) require that where a Council decision is substantially different from the Officer's Recommendation that the reason be recorded.

The reason the Council decision is different to the Officer's Recommendation is that Council were of the view that the projected base rate revenue increase of 4.5% should continue through the life of the Long Term Financial Plan rather than reduce to 4.25% after four years.

Council Decision:

Resolution: 9761

Moved: Cr Faries

Seconded: Cr Hill-Power

That Council:

1. *In line with forecast growth:*
 - a) *Endorse a projected base rate revenue increase of 4.5% for the 2026/27 budget.*
 - b) *Endorse a projected base rate revenue increase of 4.5%, 4.5%, 4.5% and 4.5% for the four year Corporate Business Plan.*
 - c) *Endorse a projected base rate revenue increase of 4.5% for years five to fifteen of the Long Term Financial Plan.*
2. *Endorse the Rating Strategy 2026/27 to 2035/36 as the Shire of Collie Rates & Revenue Policy (Appendix 11.3.A) including the proposed introduction of Differential Rating from the 2027/28 financial year.*
3. *Endorse the establishment of the following proposed 6 Differential Rates across 11 Rating Categories from 2027/28:*
 - a) *RESIDENTIAL (including Residential Vacant)*
 - b) *COMMERCIAL (including Commercial Vacant)*
 - c) *INDUSTRIAL (including Industrial Vacant)*
 - d) *RURAL RESIDENTIAL (including Rural Residential Vacant)*
 - e) *ACCOMMODATION*
 - f) *UV Rural (including Mining)*
4. *Hold future public workshops to explain the differential rating strategy.*

Carried: 9/0

For: *Cr Miffling, Cr Italiano, Cr Faries, Cr Hansen, Cr Hill-Power, Cr Kearney, Cr Moyses, Cr Smith, Cr Wells.*

Against: *Nil*

Background:

As part of the Department of Local Government's Integrated Planning and Reporting Framework and legislative requirements, Council is to develop a Long Term Financial Plan for a minimum period of 10 years.

The Long Term Financial Plan is a ten year rolling plan (Council staff have projected the LTFP to 15 years) that incorporates the four-year financial projections accompanying the Corporate Business Plan. It is a key tool for prioritisation and ensuring the financial sustainability of the Local Government. The LTFP identifies key assumptions such as demographic projections, rating base growth, consumer price index or local government cost index, interest rates and projected rate increases.

The Annual Budget is directly aligned to year one of the Corporate Business Plan and Long Term Financial Plan.

Under Section 6.2 of the *Local Government Act 1995*, Council is required to prepare and adopt an Annual Budget each year. Industry good practice recommends that Council's annual budget development process includes reviewing the Rating Strategy that has been included in the previous year's Long Term Financial Plan, with these forecast rate increases forming the basis of financial projections associated with the final Long Term Financial Plan, four year Corporate Business Plan and Annual Budget.

Statutory and Policy Implications:

The Local Government Act 1995, Section 2.7 defines the role of Council.

2.7. Role of council

- (1) *The council governs the local government's affairs and, as the local government's governing body, is responsible for the performance of the local government's functions.*
- (2) *The council's governing role includes the following —*
 - (a) *overseeing the allocation of the local government's finances and resources;*
 - (b) *determining the local government's policies;*
 - (c) *planning strategically for the future of the district;*
 - (d) *determining the services and facilities to be provided by the local government in the district;*
 - (e) *selecting the CEO and reviewing the CEO's performance;*
 - (f) *providing strategic direction to the CEO.*
- (3) *For the purpose of ensuring proper governance of the local government's affairs, the council must have regard to the following principles —*
 - (a) *the council's governing role is separate from the CEO's executive role as described in section 5.41;*
 - (b) *it is important that the council respects that separation.*
- (4) *The council must make its decisions —*
 - (a) *on the basis of evidence, on the merits and in accordance with the law;*
and
 - (b) *taking into account the local government's finances and resources.*
- (5) *The council must have regard to the need to support an organisational culture for the local government that promotes the respectful and fair treatment of the local government's employees.*
- (6) *The council has the other functions given to it under this Act or any other written law.*

Section 6.2 (4) of the *Local Government Act 1995* states:

6.2. Local government to prepare annual budget

12. (4) *The annual budget is to incorporate —*
- (a) *particulars of the estimated expenditure proposed to be incurred by the local government;*

6.32. Rates and service charges

13. (1) *When adopting the annual budget, a local government —*
- (a) *in order to make up the budget deficiency, is to impose* a general rate on rateable land within its district, which rate may be imposed either —*
- (i) *uniformly; or*
- (ii) *differentially;*
- and*
- (b) *may impose* on rateable land within its district —*
- (i) *a specified area rate; or*
- (ii) *a minimum payment;*
- and*
- (c) *may impose* a service charge on land within its district.*

** Absolute majority required.*

14. (2) *Where a local government resolves to impose a rate it is required to —*
- (a) *set a rate which is expressed as a rate in the dollar of the gross rental value of rateable land within its district to be rated on gross rental value; and*
- (b) *set a rate which is expressed as a rate in the dollar of the unimproved value of rateable land within its district to be rated on unimproved value.*
15. (3) *A local government —*
- (a) *may, at any time after the imposition of rates in a financial year, in an emergency, impose* a supplementary general rate or specified area rate for the unexpired portion of the current financial year; and*
- (b) *is to, after a court or the State Administrative Tribunal has quashed a general valuation, rate or service charge, impose* a new general rate, specified area rate or service charge.*

** Absolute majority required.*

16. (4) *Where a court or the State Administrative Tribunal has quashed a general valuation the quashing does not render invalid a rate imposed on the basis of the quashed valuation in respect of any financial year prior to the financial year in which the proceedings which resulted in that quashing were commenced.*

[Section 6.32 amended: No. 55 of 2004 s. 690.]

6.33. Differential general rates

17. (1) *A local government may impose differential general rates according to any, or a combination, of the following characteristics —*
- (a) *the purpose for which the land is zoned, whether or not under a planning scheme as defined in the Planning and Development Act 2005; or*

- (b) *a purpose for which the land is held or used as determined by the local government; or*
 - (c) *whether or not the land is vacant land; or*
 - (d) *any other characteristic or combination of characteristics prescribed.*
18. (2) *Regulations may —*
- (a) *specify the characteristics under subsection (1) which a local government is to use; or*
 - (b) *limit the characteristics under subsection (1) which a local government is permitted to use.*
19. (3) *In imposing a differential general rate a local government is not to, without the approval of the Minister, impose a differential general rate which is more than twice the lowest differential general rate imposed by it.*
20. (4) *If during a financial year, the characteristics of any land which form the basis for the imposition of a differential general rate have changed, the local government is not to, on account of that change, amend the assessment of rates payable on that land in respect of that financial year but this subsection does not apply in any case where section 6.40(1)(a) applies.*
21. (5) *A differential general rate that a local government purported to impose under this Act before the Local Government Amendment Act 2009 section 39(1)(a) came into operation is to be taken to have been as valid as if the amendment made by that paragraph had been made before the purported imposition of that rate.*
- [Section 6.33 amended: No. 38 of 2005 s. 15; No. 17 of 2009 s. 39; No. 28 of 2010 s. 34; No. 45 of 2020 s. 113.]*
- [Section 6.33 modified: SL 2020/57 ^{1M}.]*

6.34. Limit on revenue or income from general rates

22. *Unless the Minister otherwise approves, the amount shown in the annual budget as being the amount it is estimated will be yielded by the general rate is not to —*
- (a) *be more than 110% of the amount of the budget deficiency; or*
 - (b) *be less than 90% of the amount of the budget deficiency.*
- [Section 6.34 modified: SL 2020/57 ^{1M}.]*

6.35. Minimum payment

Local Government (Administration) Regulations 1996:

19C. Strategic community plans, requirements for (Acts. 5.56)

19DA. Corporate business plans, requirements for (Acts. 5.56)

23. (1) *A local government is to ensure that a corporate business plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.*
24. (2) *A corporate business plan for a district is to cover the period specified in the plan, which is to be at least 4 financial years.*

25. (3) A corporate business plan for a district is to —
- (a) *set out, consistently with any relevant priorities set out in the strategic community plan for the district, a local government's priorities for dealing with the objectives and aspirations of the community in the district; and*
 - (b) *govern a local government's internal business planning by expressing a local government's priorities by reference to operations that are within the capacity of the local government's resources; and*
 - (c) *develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.*
26. (4) *A local government is to review the current corporate business plan for its district every year.*
27. (5) *A local government may modify a corporate business plan, including extending the period the plan is made in respect of and modifying the plan if required because of modification of the local government's strategic community plan.*
28. (6) *A council is to consider a corporate business plan, or modifications of such a plan, submitted to it and is to determine* whether or not to adopt the plan or the modifications.*
- *Absolute majority required.*
29. (7) *If a corporate business plan is, or modifications of a corporate business plan are, adopted by the council, the plan or modified plan applies to the district for the period specified in the plan.*

5.56AA. Rates and revenue policy

- (1) *A local government must prepare and adopt* a policy (a **rates and revenue policy**) setting out information about the local government's projected revenue from rates and other sources of projected revenue.*
- * Absolute majority required.*
- (2) *The rates and revenue policy must be adopted every calendar year before 1 March.*
 - (3) *The local government may amend* the rates and revenue policy.*
- * Absolute majority required.*
- (4) *The regulations may prescribe information and other content that must be contained in a rates and revenue policy.*
 - (5) *The CEO must publish an up-to-date version of the rates and revenue policy on the local government's official website.*

Budget Implications:

After taking into consideration all other sources of income, Council is required to raise sufficient rates to meet its total expenditure. While Council is permitted to adopt a budget that has a surplus or deficit that does not exceed 10% of its rate revenue, it is not a sustainable long term strategy.

When considering the amount to be raised from Council rates, reference should be made to the Council's ten year Long Term Financial Plan. This draft LTFP Plan is based on a rate increase of 4.5% for 2026/27 or 4 years and 4.25% from 2030/31 thereafter.

Draft 2026/27 Long Term Financial Plan Projections										
	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2033/34
Rate Increase	4.5%	4.5%	4.5%	4.5%	4.5%	4.25%	4.25%	4.25%	4.25%	4.25%

The Rates Model for 2026/27 has been formulated at this time using a 4.5% increase in overall rates revenue (excluding growth through 2025/26 interim rates and rates written off), which is forecast to generate rate income of approximately \$8,517,075, compared to a forecast \$8,150,311 for 2025/26. This is an increase of \$366,764 on the total rates income. Currently a one percent rate increase raises approximately \$81,500 in additional rates income.

- *Annual Percentage Rate Increases*

Factors such as the growth of the Shire, need for additional resources to meet growth demands, the rising cost of labour and materials, previous rate increases approved and a perception of the affordability of a reasonable rate increase are some of the factors taken into account when considering the percentage by which rates in the dollar and minimum rates have to be increased.

It has also been widely recognised that increasing rates solely based on a factor equivalent to the increase in the Consumer Price Index (CPI) is not prudent financial management, as the CPI provides a good estimate of a household's expectation of the price changes (increases) to the goods and services they consume but it does not provide a good estimate of all of the cost pressures faced by Local Government. In the past, indices such as the Local Government Cost Index (LGCI), together with other cost factors, have also been used as a guide for rate increases as the use of this index has been advocated by the Western Australian Local Government Association (WALGA).

Budget – Whole of Life Cost:

As no new assets have been created, there are no direct whole of life or ongoing cost implications.

The rating strategy deployed by Council in the 2026/27 financial year will form part of a long term financial planning strategy to maintain the sustainable operations of Council. If Council is not able to adequately fund operations in the 2026/27 financial year, then the financial position of Council will potentially deteriorate in future years as assets age further and demand for services increase with projected population growth.

Communications / Consultation Requirements:

No consultation is required in relation to the Long Term Financial Plan in 2026/27, however public advertising of differential rates is required during 2027 as part of the proposed introduction of differential rates from 2027/28.

Strategic Implications:

STRATEGIC COMMUNITY PLAN AND CORPORATE BUSINESS PLAN		
GOAL:	5	Our Organisation
Objective:	5.1	Innovative leadership, forward planning, and mutually beneficial partnerships
Strategic Priority:	5.1.1	To develop a long term financial plan based on industry best practices.
	5.1.2	To progressively improve the Shire's financial health indicators
Actions	5.1.1.1	Develop an initial 10-year budget

Relevant Precedents:

Each year as part of the Long Term Financial Plan review and development process, it is proposed for Council to re-adopt the Rating Strategy which establishes the basis of rate increases for the next 10-15 years. These forecast rate increases are reflected in the interrelated Annual Budget / Corporate Business Plan / Long Term Financial Plan.

Risk Assessment:

The Risk Management Governance Framework has been considered in arriving at the Officer Recommendation.

TIER 2 – 'Low' or 'Moderate' Inherent Risk.		
Risk Event	Rating Strategy 2026/27-2035/36	
Inherent Risk Rating (prior to treatment or control)	Low (1 - 4)	
Risk Action Plan (treatment or controls proposed)	As the Residual Risk Rating is below 12, this is not applicable.	
Residual Risk Rating (after treatment or controls)	Low (1 - 4)	
Risk Category Assessed Against (Health, Financial Impact, Service Interruption, Legal and Compliance, Reputational, Environmental, Property)	Health	Nil
	Financial	Failing to raise sufficient rates income will impact on the financial sustainability of the Shire.
	Service Interruption	Nil
	Legal and Compliance	Failing to give due consideration to the legal and compliance matters related to financial management may result in diminished public and sector confidence.
	Reputational	Failing to deliver services within the Long Term Financial Plan and Budget may result in diminished public and sector confidence.
	Environmental	Nil
Property	Nil	

Comment:

As part of preparing the annual budget, Corporate Business Plan and Long Term Financial Plan, Council considers community needs in relation to its available income requirements for the coming years before deciding how much it should raise in general rates. Council will also consider the extent of the rate burden on rate payers and may decide to forgo some activities and services in order to avoid high rate rises.

The Rating Strategy for 2026/27 requires Council to strike a balance between competing principles to come up with a mixture of rates and charges that provides the income needed for its annual budget while meeting the tests of equity, efficiency and simplicity.

- *Purpose of the Rating Strategy*

The purpose of the Rating Strategy is to provide Council's preferred position on the following:

- i) *Method of Rates Calculation;*
- ii) *Annual percentage rate increase;*
- iii) *Minimum rates; and*
- iv) *Method of Rates Calculation*

In broad terms the total amount of money to be raised in general rates is divided by the total value of all rateable properties. The resulting figure is called the "rate in the dollar". Council determines the amount to be paid in rates by applying a rate in the dollar to the assessed value of each property. When that total value of all properties increases, the Council reduces the rate in the dollar to compensate. There is no windfall gain.

- *How a "Rate in the Dollar" is calculated?*

For a Council using only a "Uniform General Rate", the rate in the dollar is calculated as follows:

If Council plans to raise the total GRV rate revenue of \$10 million, and the total Gross Rental Value of all rateable properties in the municipality is \$2.38 billion, then the rate in the dollar is calculated by dividing \$10 million by \$2.38 billion = 0.42 cents in the dollar.

- *How are Property's Rates calculated?*

The basis for calculating property rates are the gross rental values (GRV) or unimproved values (UV) for individual properties provided by Landgate's Property and Valuations area multiplied by the relevant rate in the dollar.

A property's GRV represents the amount of the gross annual rental the land might obtain if it is let on a tenancy basis from year to year. A property's UV means the amount the land may reasonably be expected to obtain if it was sold and assuming no improvements to the land had been made.

For example if the Gross Rental Value of a property is \$16,000 and the Council rate in the dollar is set at 10.0662 cents, the rate bill would be \$1,610.59 (\$16,000 x \$0.100662).

- *Property Valuations.*

Property values affect the amount paid in municipal rates. State legislation requires that all properties in every municipality are revalued every 3-5 years. Collie is required to revalue its GRV properties every 3 years and its UV properties every year.

Changes in property values will vary across a municipality. These will be reflected in each property's rate bill. A general revaluation may result in the rates for some properties going up while others go down. If a property's value increases by less than the average increase across the municipality, the rates for that property will be relatively lower. Rates will be relatively higher if a property's value increases by more than the average increase in valuation.

Councils do not collect extra revenue as a result of the revaluation process. Valuations are simply used as an apportioning tool to assess the rates payable for each individual property.

Information about a property's value is included on the rate notice issued by the Council.

11.4 Loan Management Strategy 2026/27 to 2035/36

Reporting Department:	Chief Executive Officer
Reporting Officer:	Phil Anastasakis – Chief Executive Officer
Accountable Manager:	Phil Anastasakis – Chief Executive Officer
Legislation:	<i>Local Government Act 1995</i>
File Number:	FIN/069
Appendices:	Appendix 11.4.A – Shire of Collie – Loan Management Strategy 2026/27 to 2035/36
Voting Requirement:	Simple Majority

Report Purpose

This report requests that Council consider and endorse the Loan Management Strategy 2026/27 to 2025/36 which is to be incorporated within the 2026/27 Budget, four-year Corporate Business Plan and 10 year Long Term Financial Plan.

Officer's Recommendation/Council Decision:

Resolution: 9762

Moved: Cr Smith

Seconded: Cr Hansen

That Council endorses the Shire of Collie Loan Management Strategy 2026/27 to 2035/36 (refer to Appendix 11.4.A) for the 2026/27 budget, four-year Corporate Business Plan, and Long Term Financial Plan.

Carried: 9/0

For: Cr Miffling, Cr Italiano, Cr Faries, Cr Hansen, Cr Hill-Power, Cr Kearney, Cr Moyses, Cr Smith, Cr Wells.

Against: Nil

Background:

As part of the Department of Local Government's Integrated Planning and Reporting Framework and legislative requirements, Council is to develop a Long Term Financial Plan for a minimum period of 10 years.

The Long Term Financial Plan is a ten year rolling plan (Council staff have projected the Plan to 15 years) that incorporates the four-year financial projections accompanying the Corporate Business Plan. It is a key tool for prioritisation and ensuring the financial sustainability of the Local Government.

The Long Term Financial Plan identifies key assumptions such as demographic projections, rating base growth, consumer price index or local government cost index, interest rates and projected rate increases. The Annual Budget is directly aligned to year one of the Corporate Business Plan and Long Term Financial Plan. Under Section 6.2 of the *Local Government Act 1995*, Council is required to prepare and adopt an Annual Budget each year.

Industry good practice recommends that Council's annual budget development process includes reviewing the Loan Management Strategy that has been included in the previous year's Long Term Financial Plan, with the forecast loan principal and interest repayments included in the financial projections associated with the final Long Term Financial Plan, four year Corporate Business Plan and Annual Budget.

Statutory and Policy Implications:

The Local Government Act 1995, Section 2.7 defines the role of Council.

2.7. Role of council

- (1) *The council governs the local government's affairs and, as the local government's governing body, is responsible for the performance of the local government's functions.*
- (2) *The council's governing role includes the following —*
 - (a) *overseeing the allocation of the local government's finances and resources;*
 - (b) *determining the local government's policies;*
 - (c) *planning strategically for the future of the district;*
 - (d) *determining the services and facilities to be provided by the local government in the district;*
 - (e) *selecting the CEO and reviewing the CEO's performance;*
 - (f) *providing strategic direction to the CEO.*
- (3) *For the purpose of ensuring proper governance of the local government's affairs, the council must have regard to the following principles —*
 - (a) *the council's governing role is separate from the CEO's executive role as described in section 5.41;*
 - (b) *it is important that the council respects that separation.*
- (4) *The council must make its decisions —*
 - (a) *on the basis of evidence, on the merits and in accordance with the law; and*
 - (b) *taking into account the local government's finances and resources.*
- (5) *The council must have regard to the need to support an organisational culture for the local government that promotes the respectful and fair treatment of the local government's employees.*
- (6) *The council has the other functions given to it under this Act or any other written law.*

6.2. Local government to prepare annual budget

30. (4) *The annual budget is to incorporate —*
 - (a) *particulars of the estimated expenditure proposed to be incurred by the local government;*

5.56. Planning for the future

Local Government (Administration) Regulations 1996

19C. Strategic Community Plans, requirements for (Act s. 5.56)

19DA. Corporate Business Plans, requirements for (Act s. 5.56)

- (1) *A local government is to ensure that a corporate business plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.*
- (2) *A corporate business plan for a district is to cover the period specified in the plan, which is to be at least 4 financial years.*
- (3) *A corporate business plan for a district is to —*
 - (a) *set out, consistently with any relevant priorities set out in the strategic community plan for the district, a local government's priorities for dealing with the objectives and aspirations of the community in the district; and*
 - (b) *govern a local government's internal business planning by expressing a local government's priorities by reference to operations that are within the capacity of the local government's resources; and*
 - (c) *develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.*
- (4) *A local government is to review the current corporate business plan for its district every year.*
- (5) *A local government may modify a corporate business plan, including extending the period the plan is made in respect of and modifying the plan if required because of modification of the local government's strategic community plan.*
- (6) *A council is to consider a corporate business plan, or modifications of such a plan, submitted to it and is to determine* whether or not to adopt the plan or the modifications.*

**Absolute majority required.*
- (7) *If a corporate business plan is, or modifications of a corporate business plan are, adopted by the council, the plan or modified plan applies to the district for the period specified in the plan.*

Budget Implications:

As noted in the Loan Management Strategy, the use of debt as a means of funding asset acquisitions, renewals and maintenance is a useful mechanism for allocating the costs of such works over a time frame that reflects when residents will benefit from the assets.

Due to the delayed development of Asset Management Plans for all of the major class of assets, the 2025/26 Loan Management Strategy and Long Term Financial Plan only included one projected new loan:

1. \$500,000 - New ERP system to replace SynergySoft financial system

The 2026/27 Loan Management Strategy and Long Term Financial Plan include the following new loans:

2. \$800,000 – Staff Housing – Senior Executive
3. \$650,000 – Staff Housing – Manager

It is anticipated that as further financial modelling and asset planning occurs during 2026/27, and the Long Term Financial Plan matures, that new loans will be required in future years to fund new assets and essential asset renewal and upgrade works.

The Loan Management Strategy (refer to Appendix 11.4.A) summarises the current Shire of Collie loans, together with loan Principal and Interest (including Government Guarantee Fee) repayments.

Budget – Whole of Life Cost:

As no new assets have been created, there are no direct whole of life or ongoing cost implications.

The Loan Management Strategy deployed by Council in the 2026/27 financial year will form part of a long term financial planning strategy to fund the sustainable operations of Council. If Council is not able to adequately fund operations in the 2026/27 financial year, then the financial position of Council will potentially deteriorate in future years as assets age further and demand for services increase with projected population growth.

The Long Term Financial Plan includes a WA Treasury Corporation Indicative Additional Borrowing Capacity financial model. This is based on projected Net Debt and Operating Revenue. This produces for 2026/27 a Net Debt Ratio of 15.1% and Net Debt Service Cover Ratio of 11.74%. This modelling projects that the Shire has a current additional borrowing capacity of approximately \$5.6 million, which would be verified with WATC when a loan application was made.

Communications / Consultation Requirements:

No consultation is required in relation to the Loan Management Strategy, however if Council wishes to raise a loan during the financial year that is not included in the annual budget, then public advertising of the proposed loan must occur.

Strategic Implications:

STRATEGIC COMMUNITY PLAN AND CORPORATE BUSINESS PLAN		
GOAL:	5	Our Organisation
Objective:	5.1	Innovative leadership, forward planning, and mutually beneficial partnerships
Strategic Priority:	5.1.2	To progressively improve the Shire's financial health indicators.

Relevant Precedents:

During the 2025/26 Long Term Financial Plan and budget development process, Council considered and adopted the Shire of Collie Loan Management Strategy 2025/26 to 2034/35.

Each year as part of the Strategic Financial Plan review and development process, it is proposed that Council review and re-adopt the Loan Management Strategy which establishes the level of debt and new loans for the next 10-15 years. Any forecast new loans are reflected in the interrelated Annual Budget / Corporate Business Plan / Long Term Financial Plan.

Risk Assessment:

The Risk Management Governance Framework has been considered in arriving at the Officer Recommendation.

TIER 2 – ‘Low’ or ‘Moderate’ Inherent Risk.	
Risk Event	Loan Management Strategy 2026/27 to 2035/36
Inherent Risk Rating (prior to treatment or control)	Low (1 - 4)
Risk Action Plan (treatment or controls proposed)	As the Residual Risk Rating is below 12, this is not applicable.
Residual Risk Rating (after treatment or controls)	Low (1 - 4)
Risk Category Assessed Against (Health, Financial Impact, Service Interruption, Legal and Compliance, Reputational, Environmental, Property)	Health Nil
	Financial Failing to provide for loan funding and repayments within the budget may impact on the ability to provide services and facilities.
	Service Interruption Nil
	Legal and Compliance Failing to give due consideration to the legal and compliance matters may result in prosecution or qualified audits.
	Reputational Failing to constrain spending within allocated budget may result in diminished public and sector confidence.
	Environmental Nil
Property Nil	

Comment:

The use of loans debt as a means of funding asset acquisitions, renewals and maintenance is a useful mechanism for allocating the costs of such works over a time frame that reflects when residents will benefit from the assets.

Currently there are no specific restrictions on Council’s ability to borrow. There is a practical limit beyond which debt service costs (Principal + Interest repayments + Government Guarantee Fee) will affect the capacity of Council to deliver service levels. It is therefore critical that debt funding is appropriately planned and monitored if Council is to maintain the capacity to effectively use this funding source.

Strategic planning allows Council to develop targets and standards for debt that are strategic in nature, rather than relying on debt as a response to current financial requirements. Council’s Loan Management Strategy requires Council to consider:

- The circumstances under which borrowings are made;
- The impact borrowings will have strategically; and
- If the return on the debt (in commercial situations) can service the debt itself.

Loan Management Strategy

1. Comparison of Funding Options

Council should investigate all funding options and compare the advantages and disadvantages of each. There are a number of funding options for asset management available to Council:

- Government grants shall be sourced where possible as a first option.
- Investigation of Public / Private Partnerships.
- Council establishes a 1/3 Contribution Policy for groups & clubs projects. (1/3 Community, 1/3 Council, 1/3 Grants).
- That regard to the life of the asset is given to the life of the loan, and matched where possible.
- That consideration be given that infrastructure that is commercial in nature be self-funded.
- That loans are only raised where identified in Council's 10 Year Long Term Financial Plan and/or Asset Management Plans.
- Reserve Funds shall be utilised up to amounts prescribed in Council's 10 Year Asset Management Plans.
- That self-supporting loans be available to community groups up to \$150,000 under Council Policy CS3.1 for project funding be based on the 1/3 Contribution Policy.

2. Long Term Sustainability of Council

The total level of borrowings shall be within acceptable limits to ensure long term sustainability. Council is to ensure that debt levels do not exceed these limits so that debt service costs combined with the operational requirements can be met on a sustainable basis.

Council adopts the following indicators as established by the Western Australian Treasury Corporation (WATC) as a measure of debt service ability. It must be noted that WATC will not automatically approve funds to a Local Government Authorities if these indicators are not met. Any lending would need prior approval by the WATC.

Debt Indicators

In the:

- a) preceding 2 x financial years;
 - b) the current financial year; and
 - c) the following 3 x financial years.
- Debt Service Cover Ratio ideally is not less than 200%
 - Debt Service Ratio does not exceed 10%
 - Gross Debt to Revenue Ratio ideally not exceed 60%

Where any of these ratios are outside these limits, Council may consider the deferment or a reduction in borrowings to meet these adopted indicators.

Definitions

Debt Service Cover Ratio

Operating Surplus (excluding grants for the development of assets) before Interest and Depreciation as a % of Principal and Interest repayments (includes Govt Guarantee fee). Measures a Council's ability to service debt out of its uncommitted or general purpose fund available for its operations.

Debt Service Ratio

Debt Service Cost (Total borrowing repayments) as a % of Available Operating Revenue (Operating Revenue + Self Supporting Loan Principal /less Specific purpose grants of a capital nature).

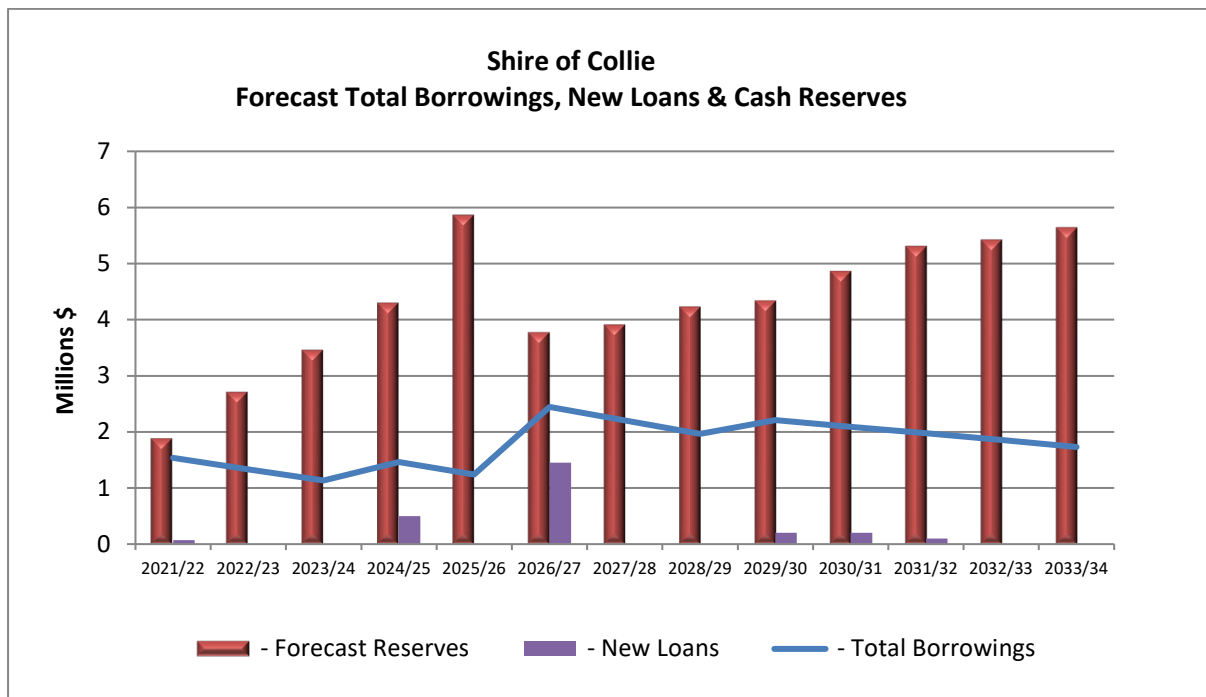
Gross Debt to Revenue Ratio

Gross Debt (All borrowing and overdrafts) as a % of Total Revenue (Total operating Revenue less specific purpose grants).

Treasury Corporation have produced an indicative debt capacity calculator which is incorporated into the Shire’s Long Term Financial Plan model. While borrowing capacity will vary from year to year, the ‘Indicative Additional Debt Capacity Calculator’ assists Council in determining its borrowing capacity by using information within the Long Term Financial Plan. This is based on prudent loan servicing limits and provides important planning information to help the Council decide if debt should be considered as a financing source for additional future capital expenditure.

Based on financial projections within the current Long Term Financial Plan, together with projected capital expenditure and current and future loans, Council has additional borrowing capacity for the future.

The following graph illustrates Council’s current capacity and projected in the Long Term Financial Plan:



For this reason the current funding of asset renewal, replacement and acquisition outlined through the various Asset Management Plans consists of a balance of debt (drawn from future rates), cash reserves (drawn from past rates) and municipal funds (drawn from current year rates).

11.5 Reserves Management Strategy 2026/27 to 2035/36

Reporting Department:	Chief Executive Officer
Reporting Officer:	Phil Anastasakis – Chief Executive Officer
Accountable Manager:	Phil Anastasakis – Chief Executive Officer
Legislation:	<i>Local Government Act 1995</i>
File Number:	FIN/069
Appendices:	Appendix 11.5.A – Shire of Collie – Reserves Management Strategy 2026/27 to 2035/36
Voting Requirement:	Simple Majority

Report Purpose

This report requests that Council consider and endorse the Reserves Management Strategy 2026/27 to 2025/36 which is to be incorporated within the 2026/27 Budget, four-year Corporate Business Plan and 10 year Long Term Financial Plan.

Officer's Recommendation/Council Decision:

Resolution: 9763

Moved: Cr Kearney

Seconded: Cr Faries

That Council:

1. *Endorses the Shire of Collie Reserves Management Strategy 2026/27 to 2035/36 (refer to Appendix 11.5.A) for the 2026/27 budget, four-year Corporate Business Plan, and Long Term Financial Plan.*
2. *Endorses the creation of a Shire Housing & Land Development Reserve, Infrastructure Reserve and Unexpended Loan Funds Reserve, together with the new and updated Reserve purposes as noted within the Reserves Management Strategy 2026/27 to 2035/36 [Appendix 11.5.A].*

Carried: 9/0

For: Cr Miffing, Cr Italiano, Cr Faries, Cr Hansen, Cr Hill-Power, Cr Kearney, Cr Moyses, Cr Smith, Cr Wells.

Against: Nil

Background:

As part of the Department of Local Government's Integrated Planning and Reporting Framework and legislative requirements, Council is to develop a Long Term Financial Plan for a minimum period of 10 years.

The Long Term Financial Plan is a ten year rolling plan (Council staff have projected the Plan to 15 years) that incorporates the four-year financial projections accompanying the Corporate Business Plan. It is a key tool for prioritisation and ensuring the financial sustainability of the Local Government.

Under Section 6.2 of the *Local Government Act 1995*, Council is required to prepare and adopt an Annual Budget each year.

Industry best practice recommends that Council's annual budget development process includes reviewing the Reserves Management Strategy that has been included in the Long Term Financial Plan. This is done in conjunction with a review of forecast cashflow requirements included in the Long Term Financial Plan, four year Corporate Business Plan and Annual Budget.

Statutory and Policy Implications:

The Local Government Act 1995, Section 2.7 defines the role of Council.

2.7. Role of council

- (1) *The council governs the local government's affairs and, as the local government's governing body, is responsible for the performance of the local government's functions.*
- (2) *The council's governing role includes the following —*
 - (a) *overseeing the allocation of the local government's finances and resources;*
 - (b) *determining the local government's policies;*
 - (c) *planning strategically for the future of the district;*
 - (d) *determining the services and facilities to be provided by the local government in the district;*
 - (e) *selecting the CEO and reviewing the CEO's performance;*
 - (f) *providing strategic direction to the CEO.*
- (3) *For the purpose of ensuring proper governance of the local government's affairs, the council must have regard to the following principles —*
 - (a) *the council's governing role is separate from the CEO's executive role as described in section 5.41;*
 - (b) *it is important that the council respects that separation.*
- (4) *The council must make its decisions —*
 - (a) *on the basis of evidence, on the merits and in accordance with the law; and*
 - (b) *taking into account the local government's finances and resources.*
- (5) *The council must have regard to the need to support an organisational culture for the local government that promotes the respectful and fair treatment of the local government's employees.*
- (6) *The council has the other functions given to it under this Act or any other written law.*

6.2. Local government to prepare annual budget

31. (4) *The annual budget is to incorporate —*
 - (a) *particulars of the estimated expenditure proposed to be incurred by the local government;*

5.56. Planning for the future

Local Government (Administration) Regulations 1996

19C. Strategic Community Plans, requirements for (Act s. 5.56)

19DA. Corporate Business Plans, requirements for (Act s. 5.56)

- (1) *A local government is to ensure that a corporate business plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.*
 - (2) *A corporate business plan for a district is to cover the period specified in the plan, which is to be at least 4 financial years.*
 - (3) *A corporate business plan for a district is to —*
 - (a) *set out, consistently with any relevant priorities set out in the strategic community plan for the district, a local government's priorities for dealing with the objectives and aspirations of the community in the district; and*
 - (b) *govern a local government's internal business planning by expressing a local government's priorities by reference to operations that are within the capacity of the local government's resources; and*
 - (c) *develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.*
 - (4) *A local government is to review the current corporate business plan for its district every year.*
 - (5) *A local government may modify a corporate business plan, including extending the period the plan is made in respect of and modifying the plan if required because of modification of the local government's strategic community plan.*
 - (6) *A council is to consider a corporate business plan, or modifications of such a plan, submitted to it and is to determine* whether or not to adopt the plan or the modifications.*
- *Absolute majority required.*
- (7) *If a corporate business plan is, or modifications of a corporate business plan are, adopted by the council, the plan or modified plan applies to the district for the period specified in the plan.*

Budget Implications:

As noted in the Reserve Management Strategy, cash backed reserves can be used for a variety of purposes, including:

- a) to provide funds for future liabilities.
- b) to provide funds for future asset acquisitions / replacement.
- c) to hold unspent funds for specific projects.
- d) to reduce the reliance on borrowing by accumulating funds for specific projects.

The current projected transfers to and from Reserves over the next 10 years under the Reserves Management Strategy [refer to Appendix 11.5.A] seek to achieve the above purposes, while ensuring adequate cashflow is maintained by the Shire.

Budget – Whole of Life Cost:

As no new assets have been created, there are no direct whole of life or ongoing cost implications.

The Reserves Management Strategy deployed by Council in the 2026/27 financial year will form part of a long term financial planning strategy to fund the sustainable operations of Council.

Communications / Consultation Requirements:

No consultation is required in relation to the Reserves Management Strategy when adopted as part of the annual budget process.

Strategic Implications:

STRATEGIC COMMUNITY PLAN AND CORPORATE BUSINESS PLAN		
GOAL:	5	Our Organisation
Objective:	5.1	Innovative leadership, forward planning, and mutually beneficial partnerships
Strategic Priority:	5.1.2	To progressively improve the Shire's financial health indicators.

Relevant Precedents:

During the 2025/26 Long Term Financial Plan and budget development process, Council considered and adopted the Shire of Collie Reserves Management Strategy 2025/26 to 2034/35.

Each year as part of the Strategic Financial Plan review and development process, it is proposed that Council review and re-adopt the Reserves Management Strategy.

Risk Assessment:

The Risk Management Governance Framework has been considered in arriving at the Officer Recommendation.

TIER 2 – 'Low' or 'Moderate' Inherent Risk.	
Risk Event	Reserves Management Strategy 2026/27 to 2035/36
Inherent Risk Rating (prior to treatment or control)	Low (1 - 4)
Risk Action Plan (treatment or controls proposed)	As the Residual Risk Rating is below 12, this is not applicable.
Residual Risk Rating (after treatment or controls)	Low (1 - 4)

TIER 2 – ‘Low’ or ‘Moderate’ Inherent Risk.		
Risk Category Assessed Against (Health, Financial Impact, Service Interruption, Legal and Compliance, Reputational, Environmental, Property)	Health	Nil
	Financial	Failing to provide for reserves funding within the budget may impact on the ability to provide services and facilities.
	Service Interruption	Nil
	Legal and Compliance	Failing to give due consideration to the legal and compliance matters may result in prosecution or qualified audits
	Reputational	Failing to constrain spending within allocated budget may result in diminished public and sector confidence.
	Environmental	Nil
	Property	Nil

Comment:

The purpose of the Reserve Management Strategy is to provide a consolidated summary of annual transfers to and from the Shire of Collie's cash backed reserve funds.

The Shire maintains a number of cash reserves for a variety of purposes:

- a) to provide funds for future liabilities.
- b) to provide funds for future asset acquisitions / replacement.
- c) to hold unspent funds for specific projects.
- d) to reduce the reliance on borrowing by accumulating funds for specific projects.

Where relevant, reserves are supported by comprehensive plans that detail future funding requirements and the necessary annual allocations to reserves. Those reserves and trust accounts that do not require budgeted allocations from general revenue are not included within this document.

All cash backed reserve accounts are supported by money held in financial institutions and invested in accordance with the Shire of Collie's Investment Policy.

The purpose for each reserve is included in the Long Term Financial Plan and Annual Budget and reported each year in the Annual Report. The use of reserve funds is restricted to the defined purpose of each reserve under the *Local Government Act 1995*, unless amended during the budget process or through statutory public notice.

The existing and proposed new Reserves, and proposed purposes, are listed below:

1) Building Reserve

Purpose: To facilitate renewals and replacement of Council owned buildings and infrastructure associated with a building. This is to ensure financial capacity to sustain building assets and ultimate replacement where required.

2) Plant Reserve

Purpose: To facilitate purchase of new plant and plant replacements established in Council's plant replacement program. This is to enable plant changeover at the optimal time to achieve high trade-in values, maximise usage and retain the provision of safe and reliable plant.

3) Waste Reserve

Purpose: To facilitate the renewal and replacement of plant, buildings and infrastructure, along with landfill closure and remediation obligations.

4) Leave Reserve

Purpose: To assist in the funding of annual leave and long service leave along with temporary appointment to cover leave periods.

5) Revaluation Reserve

Purpose: Established to minimise the impact of the Valuer General's cost associated with rates revaluations every 3-4 years, and to facilitate the conducting of Asset Revaluations required every 3-5 years.

6) Airport Reserve

Purpose: To facilitate renewal, replacement, or upgrade of all airport related assets.

7) Roche Park Reserve

Purpose: To facilitate renewals and replacement of buildings and infrastructure associated at Roche Park Centre.

8) Election Reserve

Purpose: Established to minimise the impact of the cost of Local Government Elections. This reserve is to ensure the impact is spread over the years.

9) River Rehabilitation Reserve

Purpose: To facilitate the activities for the Collie River Revitalisation.

10) Legal Reserve

Purpose: Established to minimise the impact of legal proceedings.

11) Parks & Ovals Reserve

Purpose: To facilitate renewals and replacement of major parks and gardens infrastructure and equipment.

12) Collie Mineworkers Swimming Pool Reserve

Purpose: To facilitate renewals and replacement of buildings and infrastructure associated at the Collie Mineworkers Swimming pool.

13) New Initiative

Purpose: To Facilitate in the funding of new strategic initiatives identified in Council's Strategic Community Plan.

14) Information & Communication Technology

Purpose: To facilitate the capital renewal and replacement of information and communication technology equipment, including the SynergySoft Enterprise Resource Planning (ERP) system.

15) Unspent Grants Reserve

Purpose: This Reserve is established to identify unexpended grants and special projects funding.

This Reserve is an Operational Reserve. Not all movements to and from the Reserve are included in the annual budget due to the timing of projects and known expenditure, but are authorised in advance by Council through the establishment of the Reserve Purpose.

16) Carried Forward Projects Reserve

Purpose: Established to hold unspent project funds to be carried forward into future financial years. Project funds that are not expended within 2 financial years of their initial allocation to this reserve are to be reallocated to the Municipal Fund.

This Reserve is an Operational Reserve. Not all movements to and from the Reserve are included in the annual budget due to the timing of projects and known expenditure, but are authorised in advance by Council through the establishment of the Reserve Purpose.

17) Collie Community Benefit Fund Contributions Reserve

Purpose: To facilitate the funding of projects, services and assets that provide long lasting community benefit within the Shire of Collie.

18) Shire Housing & Land Development Reserve * New for 2026/27 *****

Purpose: To facilitate the purchase or building of Shire staff housing and the development of land for Shire staff housing.

19) Infrastructure Reserve * New for 2026/27 *****

Purpose: To facilitate renewals, replacement, upgrade or creation of infrastructure assets associated with roads, footpaths or bridges identified in Council's Infrastructure Asset Management Plan.

20) Unexpended Loan Funds Reserve * New for 2026/27 *****

Purpose: To hold unspent loan funds drawn down in a specific financial year for use in future financial years.

This Reserve is a Restricted Operational Reserve. Not all movements to and from the Reserve are included in the annual budget due to the timing of projects and known expenditure, but are authorised in advance by Council through the establishment of the Reserve Purpose.

11.6 Draft Long Term Financial Plan 2026/27 – 2035/36	
Reporting Department:	Chief Executive Officer
Reporting Officer:	Phil Anastasakis – Chief Executive Officer
Accountable Manager:	Phil Anastasakis – Chief Executive Officer
Legislation:	<i>Local Government Act 1995</i>
File Number:	FIN/069
Appendices:	Appendix 11.6.A – Draft Long Term Financial Plan 2026/27-2035/36
Voting Requirement:	Simple Majority

Report Purpose

This report requests that Council consider and endorse the Shire of Collie Draft Long Term Financial Plan 2026/27 - 2035/36, which has been produced as part of the full review of the Shire's Strategic Community Plan and annual review of Corporate Business Plan, various Asset Management Plans and Workforce Plan.

The final Long Term Financial Plan 2026/27 - 2035/36 will be presented to the May 2026 Council meeting for adoption, following a Council Workshop held on the 23 April 2026.

Year one of the Long Term Financial Plan will form the basis of the 2026/27 Annual Budget.

Officer's Recommendation/Council Decision:

Resolution: 9764

Moved: Cr Faries

Seconded: Cr Moyses

That Council endorses the Shire of Collie Draft Long Term Financial Plan 2026/27 – 2035/36 [Appendix 11.6.A] which demonstrates a financially sustainable position over the next 10 year period.

Carried: 9/0

For: Cr Miffing, Cr Italiano, Cr Faries, Cr Hansen, Cr Hill-Power, Cr Kearney, Cr Moyses, Cr Smith, Cr Wells.

Against: Nil

Background:

As part of the Department of Local Government's Integrated Planning and Reporting Framework and legislative requirements, Council is to develop a Long Term Financial Plan for a minimum period of ten years.

The Long Term Financial Plan (LTFP) is a ten year rolling plan that incorporates the four-year financial projections accompanying the Corporate Business Plan. It is a key tool in prioritising and ensuring the financial sustainability of the Local Government. Annual Budgets are directly aligned to the Corporate Business Plan and LTFP.

The LTFP identifies key assumptions such as demographic projections, rating base growth, consumer price index, local government cost index, interest rates, etc. Major capital and

operational expenditure implications included in the Integrated Planning and Reporting suite are included and specifically referenced in the LTFP.

The LTFP includes strategies regarding:

- Rating Structure;
- Fees and Charges;
- Alternative Revenue Sources;
- Pursuit of Grants;
- Workforce;
- Reserves;
- Debt Funding;
- Asset Disposal; and
- Investment Policy.

For the purposes of the Long Term Financial Plan and based on Council's previous resolution to apply a 4.5% increase for the 2026/27 financial year and the update Rating Strategy, the following rate increases have been forecast:

Year	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35
Rate % Increase	4.5	4.5	4.5	4.5	4.5	4.25	4.25	4.25	4.25	4.25

Statutory and Policy Implications:

The Local Government Act 1995, Section 2.7 defines the role of Council.

2.7. Role of council

- (1) *The council governs the local government's affairs and, as the local government's governing body, is responsible for the performance of the local government's functions.*
- (2) *The council's governing role includes the following —*
 - (a) *overseeing the allocation of the local government's finances and resources;*
 - (b) *determining the local government's policies;*
 - (c) *planning strategically for the future of the district;*
 - (d) *determining the services and facilities to be provided by the local government in the district;*
 - (e) *selecting the CEO and reviewing the CEO's performance;*
 - (f) *providing strategic direction to the CEO.*
- (3) *For the purpose of ensuring proper governance of the local government's affairs, the council must have regard to the following principles —*
 - (a) *the council's governing role is separate from the CEO's executive role as described in section 5.41;*
 - (b) *it is important that the council respects that separation.*

- (4) *The council must make its decisions —*
 - (a) *on the basis of evidence, on the merits and in accordance with the law; and*
 - (b) *taking into account the local government's finances and resources.*
- (5) *The council must have regard to the need to support an organisational culture for the local government that promotes the respectful and fair treatment of the local government's employees.*
- (6) *The council has the other functions given to it under this Act or any other written law.*

5.56. Planning for the future

- (1) *A local government is to plan for the future of the district.*
- (2) *A local government is to ensure that plans made under subsection (1) are in accordance with any regulations made about planning for the future of the district.*

Local Government (Administration) Regulations 1996**19DA. Corporate Business Plans, requirements for (Act s. 5.56)**

- (1) *A local government is to ensure that a corporate business plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.*
- (2) *A corporate business plan for a district is to cover the period specified in the plan, which is to be at least 4 financial years.*
- (3) *A corporate business plan for a district is to —*
 - (a) *set out, consistently with any relevant priorities set out in the strategic community plan for the district, a local government's priorities for dealing with the objectives and aspirations of the community in the district; and*
 - (b) *govern a local government's internal business planning by expressing a local government's priorities by reference to operations that are within the capacity of the local government's resources; and*
 - (c) *develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.*
- (4) *A local government is to review the current corporate business plan for its district every year.*
- (5) *A local government may modify a corporate business plan, including extending the period the plan is made in respect of and modifying the plan if required because of modification of the local government's strategic community plan.*
- (6) *A council is to consider a corporate business plan, or modifications of such a plan, submitted to it and is to determine* whether or not to adopt the plan or the modifications.*

**Absolute majority required.*

- (7) *If a corporate business plan is, or modifications of a corporate business plan are, adopted by the council, the plan or modified plan applies to the district for the period specified in the plan.*

Budget Implications:

Revenue and expenditure forecasts for the next ten years are incorporated within the current Shire of Collie Long Term Financial Plan.

Budget – Whole of Life Cost:

Financial commitments made within the various plans that form part of the Long Term Financial Plan in the year of the planned activity. This financial commitment will be in the form of:

- a) Project Expenditure;
- b) Equipment acquisition / replacement;
- c) Annual Reserve allocations; and
- d) New borrowings and subsequent loan repayments.

Alteration to financial commitments can be changed by amendment to the relevant plans.

Communications / Consultation Requirements:

No consultation is required in relation to the Long Term Financial Plan.

Strategic Implications:

STRATEGIC COMMUNITY PLAN AND CORPORATE BUSINESS PLAN		
GOAL:	5	Our Organisation
Objective:	5.1	Innovative leadership, forward planning, and mutually beneficial partnerships
Strategic Priority:	5.1.1	To develop a long term financial plan based on industry best practices.
	5.1.2	To progressively improve the Shire's financial health indicators
Actions	5.1.1.1	Develop an initial 10-year budget
	5.1.6.3	Develop and implement a Information Community Technology Plan and Cyber Security Strategy

Relevant Precedents:

The Shire of Collie adopted in 2025 its first up to date Long Term Financial Plan 2025/26 - 2034/35. This has formed the foundation of the current Draft Long Term Financial Plan 2026/27 - 2035/36.

Risk Assessment:

The Risk Management Governance Framework has been considered in arriving at the Officer Recommendation.

TIER 2 – ‘Low’ or ‘Moderate’ Inherent Risk.		
Risk Event	Long Term Financial Plan 2026-2035	
Inherent Risk Rating (prior to treatment or control)	Low (1 - 4)	
Risk Action Plan (treatment or controls proposed)	As the Residual Risk Rating is below 12, this is not applicable.	
Residual Risk Rating (after treatment or controls)	Low (1 - 4)	
Risk Category Assessed Against (Health, Financial Impact, Service Interruption, Legal and Compliance, Reputational, Environmental, Property)	Health	Nil
	Financial	Failing to operate within allocated budgets and to undertake adequate financial planning may impact on the ability to provide services and facilities
	Service Interruption	Nil
	Legal and Compliance	Failing to give due consideration to the legal and compliance matters may result in prosecution or qualified audits.
	Reputational	Failing to deliver services within the Long Term Financial Plan may result in diminished public and sector confidence.
	Environmental Property	Nil Nil

Comment:

The financial projections within the LTFP have been reviewed and updated based on Councillor and staff input, the 2025/26 mid-year budget review, updated forecasts and long term asset management works programs. The financial elements and plans integrated with the LTFP have been modelled to produce a ten year Statement of Financial Activity by Nature and Program [refer to Appendix 11.6.A], which identifies the projected rate income required to achieve a sustainable financial position.

A full copy of the final Long Term Financial Plan inclusive of the ten year Statement of Financial Activity (Rate Setting Statement), detailed Schedules and Notes, is provided as part of Appendix 11.6.A.

While Council has continued to incur increased costs in material and contract costs, through tight budgetary measures, cost control and additional revenue, an end of year surplus for 2025/26 of \$95,832 is currently forecast.

Council also resolved in March 2026 as part of the mid-year budget review to allocate any actual surplus funds above the forecast \$95,832 to the Waste Reserve to facilitate the renewal and replacement of plant, buildings and infrastructure, along with landfill closure and remediation obligations at the Collie Waste Site.

The following table summarises the projected end of year financial position for the next 10 years:

Long Term Financial Plan – 10 Year Financial Forecast											
Year	25/26 Forecast	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36
\$ Surplus / (Deficit)	96k	4k	109k	82k	85k	99k	111k	88k	319k	49k	352k

Significant Drivers and Assumptions in the Long Term Financial Plan:

i) Rating Strategy:

The Rating Strategy endorsed by Council in April 2025 included the provision for future rate revenue increases based on a 4.5% rate revenue increase for the next 4 years and 3.5% rate revenue increases for the remainder of the 10 year LTFP.

The Strategy includes the proposed introduction of Differential Rating from 2026/27, which will provide a broader basis for the raising of rate income and enable different rates in the dollar being applied to the following six different rating categories:

- i) RESIDENTIAL (including Residential Vacant)
- ii) COMMERCIAL (including Commercial Vacant)
- iii) INDUSTRIAL (including Industrial Vacant)
- iv) RURAL RESIDENTIAL (including Rural Residential Vacant)
- v) ACCOMMODATION
- vi) UV Rural (including Mining)

Due to the need to undertake additional preparation and planning, it is proposed to defer the introduction of Differential Rates until the 2027/28 year. Due to increasing CPI and inflationary pressures, the Rating Strategy proposes rate revenue increases based on a 4.5% rate revenue increase for the next 4 years and 4.25% rate revenue increases for the remainder of the 10 year LTFP.

ii) Loan Management Strategy:

In May 2025 Council endorsed the Loan Management Strategy which included the servicing of eight existing Council loans and one Self Supporting Loan over the next 10 years.

Through the production of the LTFP and the inclusion of the future Enterprise Resource Planning (ERP) replacement project, the need for a new loan is identified in 2029/30 and included in the LTFP.

iii) Information Communication Technology:

In May 2025 Council endorsed the reviewed and updated Corporate Business Plan 2022/23 – 2026/27. The Plan included the development and implementation of an Information Community Technology Plan and Cyber Security Strategy in 25/26.

As part of the development of an ICT Plan, the need for a new ERP system to replace the aging SynergySoft accounting system has been identified in the next 4 years (commencing in 2029/30) and is included in the LTFP, with a portion of the funding through the raising of a loan.

The replacement of an ERP system is a significant project for any organisation, and is complicated further due to the governance, financial reporting, records keeping, GIS mapping and compliance requirements of local governments.

Other local governments in Western Australia are facing a similar need with costs estimated to be anywhere between \$500,000 - \$5m+, depending on the size of the local government and the elements included within the ERP.

iv) Workforce Planning:

A 10 year Workforce Plan has been included within the LTFP and includes a gradual increase in staffing in specific areas of change or need. The employee costs associated with the Workplan Plan, together with Award and projected wages increases, have been included in the LTFP.

v) Asset Management:

While the creation of various Asset Management Plans are in differing stages of development or completion, the provision for the future purchase/replacement of plant and vehicles, building and infrastructure, together with maintenance have been included in the LTFP.

In future years as the LTFP develops and matures, it is anticipated that more detailed Asset Management Plans will be developed and presented to Council as part of the overall sustainable management of Council assets and facilities.

This includes future planning around recreation and sporting facilities within the Collie townsite and district.

vi) Elected Member Fees & Allowances:

In May 2025 Council endorsed the Councillor Fees and Allowance for 2025/26 primarily based on 55% of the Salaries & Allowances Tribunal Band 3 upper and lower limits. This included the Shire President's allowance with the Deputy President's allowance based on 25% of the Band 3. The same principal has been applied to the proposed Councillor Fees & Charges for 2026/27.

vii) Assumptions:

The development of the LTFP is based on a number of assumptions and the utilisation of demographic data and statistical trends. These include the use of the Consumer Price Index (CPI), Award and Minimum Wage Index, Local Government Cost Index, ABS growth estimates, Local Government Grants Commission and other data sources. While these assumptions are reasonable at the time of developing the draft LTFP, some further adjustments may occur in finalising the LTFP due to the current geo-political environment and fuel prices.

While the financial forecasts within the LTFP are a reasonable estimate of future income and expenditure, variations will occur, which reinforces the need for the LTFP to be reviewed and updated on an annual basis.

Through the consideration and adoption by Council of the various elements making up the Long Term Financial Plan (ie: Rating Strategy, Debt Management Plan, Fees & Charges, Councillor Fees & Allowances, Asset Management Plans, etc), together with management and staff recommendations, a Long Term Financial Plan has been produced that demonstrates a financially sustainable position for the Shire of Collie over the next 10 years.

11.7 Draft Fees & Charges 2026/2027	
Reporting Department:	Chief Executive Officer
Reporting Officer:	Phil Anastasakis – Chief Executive Officer
Accountable Manager:	Phil Anastasakis – Chief Executive Officer
Legislation:	<i>Local Government Act 1995 Local Government (Financial Management) Regulations 1996</i>
File Number:	FIN/069
Appendices:	Appendix 11.7.A – Draft Fees & Charges 2026/27 Appendix 11.7.B – Fees & Charges 2025/26
Voting Requirement:	Simple Majority

Report Purpose

This report presents Council with the draft 2026/27 Fees and Charges, which form part of the 2026/27 budget development process. The final Fees and Charges will be included in the budget adoption report presented to Council in June 2026.

Officer's Recommendation/Council Decision:

Resolution: 9765

Moved: Cr Moyses

Seconded: Cr Smith

That Council:

1. *Endorse the Draft Shire of Collie 2026/27 Schedule of Fees and Charges included as Appendix 11.7.A, to become effective 1 July 2026.*
2. *Where required, give local public notice of the applicable Fees and Charges.*

Carried: 9/0

For: Cr Miffling, Cr Italiano, Cr Faries, Cr Hansen, Cr Hill-Power, Cr Kearney, Cr Moyses, Cr Smith, Cr Wells.

Against: Nil

A discussion was held with regards to the poor condition of grass grounds over the 2025/26 summer and the impact on the sporting clubs. Council felt it appropriate to consider a freeze on fees in 2026/27, for those clubs affected.

Council Decision:**Resolution: 9766****Moved: Cr Italiano****Seconded: Cr Faries**

That Council in considering the final Fees & Charges, not apply an increase in the 2026/27 budget year for all clubs operating their activities at the Collie Recreation Ground and Roche Park grass grounds including Collie River Valley Little Athletics, Collie Lawn Tennis, Collie Eagles Football Club, Collie Soccer Club, and Collie Cricket Club.

Carried: 9/0

For: Cr Miffling, Cr Italiano, Cr Faries, Cr Hansen, Cr Hill-Power, Cr Kearney, Cr Moyses, Cr Smith, Cr Wells.

Against: Nil

Background:

Section of 6.16 to 6.19 of the *Local Government Act 1995* contains the provisions for local governments to set Fees and Charges annually. Historically Council has adopted its annual Fees and Charges later in the financial year, through the Annual Budget adoption process.

Reviewing the draft 2026/27 Fees and Charges early in the year allows Council to prioritise and implement budget forecast revenue streams into the 2026/27 Annual Budget from the 1 July 2026.

Statutory and Policy Implications:**Local Government Act 1995****6.16. Imposition of fees and charges**

- (1) *A local government may impose* and recover a fee or charge for any goods or service it provides or proposes to provide, other than a service for which a service charge is imposed.*

** Absolute majority required.*

- (2) *A fee or charge may be imposed for the following —*

- (a) providing the use of, or allowing admission to, any property or facility wholly or partly owned, controlled, managed or maintained by the local government;*
- (b) supplying a service or carrying out work at the request of a person;*
- (c) subject to section 5.94, providing information from local government records;*
- (d) receiving an application for approval, granting an approval, making an inspection and issuing a licence, permit, authorisation or certificate;*
- (e) supplying goods;*
- (f) such other service as may be prescribed.*

- (3) *Fees and charges are to be imposed when adopting the annual budget but may be —*

- (a) imposed* during a financial year; and*
- (b) amended* from time to time during a financial year.*

** Absolute majority required.*

6.17. Setting level of fees and charges

- (1) *In determining the amount of a fee or charge for a service or for goods a local government is required to take into consideration the following factors —*
- (a) *the cost to the local government of providing the service or goods; and*
 - (b) *the importance of the service or goods to the community; and*
 - (c) *the price at which the service or goods could be provided by an alternative provider.*
- (2) *A higher fee or charge or additional fee or charge may be imposed for an expedited service or supply of goods if it is requested that the service or goods be provided urgently.*
- (3) *The basis for determining a fee or charge is not to be limited to the cost of providing the service or goods other than a service —*
- (a) *under section 5.96(copy of various registers, reports, plans, local laws, etc); or*
 - (b) *under section 6.16(2)(d)(copy of licenses, permits, certificates, etc); or*
 - (c) *prescribed under section 6.16(2)(f), where the regulation prescribing the service also specifies that such a limit is to apply to the fee or charge for the service.*
- (4) *Regulations may —*
- (a) *prohibit the imposition of a fee or charge in prescribed circumstances; or*
 - (b) *limit the amount of a fee or charge in prescribed circumstances.*

6.18. Effect of other written laws

- (1) *If the amount of a fee or charge for a service or for goods is determined under another written law a local government may not —*
- (a) *determine an amount that is inconsistent with the amount determined under the other written law; or*
 - (b) *charge a fee or charge in addition to the amount determined by or under the other written law.*
- (2) *A local government is not to impose a fee or charge for a service or goods under this Act if the imposition of a fee or charge for the service or goods is prohibited under another written law.*

6.19. Local government to give notice of fees and charges

If a local government wishes to impose any fees or charges under this Subdivision after the annual budget has been adopted it must, before introducing the fees or charges, give local public notice of —

- (a) *its intention to do so; and*
- (b) *the date from which it is proposed the fees or charges will be imposed.*

Local Government (Financial Management) 1996**6.2. Local government to prepare annual budget**

- (4) *The annual budget is to incorporate —*
- (a) *particulars of the estimated expenditure proposed to be incurred by the local government;*

Budget Implications:

Revenue associated with the adoption of the 2026/27 Fees and Charges will be included in Council's four-year 2026/27 – 2029/30 Corporate Business Plan, 10 year Long Term Financial Plan, and the 2026/27 Annual Budget.

Budget – Whole of Life Cost:

As no assets have been created as part of this agenda item, there are no whole of life cost implications.

Communications / Consultation Requirements:

No consultation is required in relation to this report.

Strategic Implications:

STRATEGIC COMMUNITY PLAN AND CORPORATE BUSINESS PLAN		
GOAL:	5	Our Organisation
Objective:	5.1	Innovative leadership, forward planning and mutually beneficial partnerships
Priority	5.1.2	To progressively improve the Shire's financial health indicators

Relevant Precedents:

Each year, setting of the Fees and Charges forms part of the Annual Budget / Long Term Financial Plan development process.

Risk Assessment:

The Risk Management Governance Framework has been considered in arriving at the Officer Recommendation.

TIER 2 – 'Low' or 'Moderate' Inherent Risk.	
Risk Event	Draft Fees & Charges 2026/2027
Inherent Risk Rating (prior to treatment or control)	Low (1 - 4)
Risk Action Plan (treatment or controls proposed)	As the Residual Risk Rating is below 12, this is not applicable.
Residual Risk Rating (after treatment or controls)	Low (1 - 4)

TIER 2 – ‘Low’ or ‘Moderate’ Inherent Risk.		
Risk Category Assessed Against (Health, Financial Impact, Service Interruption, Legal and Compliance, Reputational, Environmental, Property)	Health	Nil
	Financial	Failing to raise sufficient revenue through fees and charges may impact on the financial sustainability of Council services.
	Service Interruption	Nil
	Legal and Compliance	Failing to give due consideration to the legal and compliance matters related to setting fees and charges may result in non-compliance.
	Reputational	Setting fees and charges too high may result in diminished public confidence.
	Environmental	Nil
	Property	Nil

Comment:

Council is requested to consider and endorse the draft Fees & Charges for the 2026/27 financial year. The endorsed Fees and Charges will form part of the 2026/27 Annual Budget. Any further adjustments to the Fees and Charges for 2026/27 will be included as part of the Budget adoption meeting scheduled for June 2026.

The proposed fees and charges have been reviewed not only on the basis of cost recovery, but to also allow for a clear application by staff and not be cost prohibitive. Input has been sought from Directors and key members of staff.

In the schedule of draft 2026/27 Fees and Charges, the majority of the fees and charges have increased by an average of 4.5%, partly reflective of CPI (4.1%) and other costing methodologies. The level of the fee or charge is set taking into account the cost, the importance to the community and the price of competitors. In each category the fee or charge is subject to a regular assessment to evidence compliance with legislation and to ensure there is no ‘revenue leakage’ which can result if the underlying costs on which the fee or charge is based exceeds CPI.

It should be noted that whilst some fees and charges have not increased over time, for example statutory fees such as Dog Registration Fees and FOI Applications, all fees and charges are reviewed on an annual basis.

The list of the proposed Draft 2026/27 Fees and Charges also includes several new Fees as noted in Appendix 11.7.A. For comparison, the adopted 2025/26 Fees & Charges are included in Appendix 11.7.B.

11.8 Local Government Act 1995 Reforms – Amendment to Code of Conduct	
Reporting Department:	Chief Executive Officer
Reporting Officer:	Nicole Wasmann – Governance Coordinator
Accountable Manager:	Phil Anastasakis – Chief Executive Officer
Legislation	<i>Local Government Act 1995</i>
File Number:	GOV/031
Appendices:	11.8.A Revised Code of Conduct for Council Members, Committee Members and Candidates
Voting Requirement	Absolute Majority

Report Purpose:

For Council to consider amendments to the Code of Conduct for Council Members, Committee members and Candidates (Code of Conduct) to ensure compliance with the amendments made to the *Local Government (Model Code of Conduct) Regulations 2021*.

Officer's Recommendation/Council Decision:		Resolution: 9767
Moved:	Cr Smith	Seconded: Cr Wells
<i>That Council</i>		
1) <i>Adopts the amended Code of Conduct for Council Members, Committee Members and Candidates as provided in Appendix 11.8.A.</i>		
2) <i>Notes a further report on the review of Council Policy CP1-019 Elected Members Code on Conduct Behaviour Complaints Management Process will be presented to the June Ordinary Council Meeting.</i>		
		Carried: 9/0
For:	<i>Cr Miffing, Cr Italiano, Cr Faries, Cr Hansen, Cr Hill-Power, Cr Kearney, Cr Moyses, Cr Smith, Cr Wells.</i>	
Against:	<i>Nil</i>	

Background:

As part of local government reforms which commenced in 2019, a new code of conduct system was introduced in 2021 through the *Local Government (Model Code of Conduct) Regulations 2021*. Local governments were required to adopt a 'model' Code of Conduct.

This created a two-tier system, where local government were required to deal with Code of Conduct 'behavioural complaints' themselves giving local governments a degree of independence to deal with conduct related matters in-house. The second tier required complaints against the rules of conduct to be dealt with by the Local Government Standards Panel. The Shire of Collie adopted the Code of Conduct in March 2021.

With more recent overarching reforms brought by the *Local Government Amendment Act 2024*, a new complaints handling framework has been introduced with the commencement of the Office of the Inspector. The *Local Government (Local Government Inspector) Regulations 2025* and the *Local Government Regulations Amendment (Local Government Amendment Act 2024) Regulations 2025* (the Inspector Consequential Regulations) provide the operational detail for new oversight powers under the *Local Government Act 1995*.

The Inspector Consequential Regulations included updating the Model Code of Conduct. Local governments are required to adopt the updated Model Code of Conduct for Council Members, Candidates and Committee Members to align with the new complaints handling system.

The amendments include:

- A requirement to refer specific complaints to the Inspector (clause 11).
- A requirement to deal with a complaint referred from the Inspector to the local government (clause 11).
- A clause referencing the ability of the inspector to appoint a monitor to assist the local government (clause 14A).
- A clause specifying that dealing with and determining a complaint must be done by the Council, unless Council expressly authorises (by absolute majority) the complaint to be dealt with by a committee or a specific person outside of the local government (clause 14B).
- Consequential amendments relating to the numbering of clauses and definitions.
- Transitional amendments specifying that the amendment cannot apply to a complaint made prior to January 2026.

Statutory and Policy Implications:

Local Government Act 1995

5.103. Model code of conduct for council members, committee members and candidates

- (1) *Regulations must prescribe a model code of conduct for council members, committee members and candidates.*
- (2) *The model code of conduct must include —*
 - (a) *general principles to guide behaviour; and*
 - (b) *requirements relating to behaviour; and*
 - (c) *provisions specified to be rules of conduct.*
- (3) *The model code of conduct may include provisions about how the following are to be dealt with —*
 - (a) *alleged breaches of the requirements referred to in subsection (2)(b);*
 - (b) *alleged breaches of the rules of conduct by committee members.*
- (3A) *Without limiting subsection (3), the provisions of the model code of conduct may —*
 - (a) *provide for the Inspector to appoint a monitor for a local government to assist the local government to deal with matters raised by a complaint of a behavioural breach; and*
 - (b) *confer other functions on the Inspector in relation to a complaint of a behavioural breach.*

- (4) *The model code of conduct cannot include a rule of conduct if contravention of the rule would, in addition to being a conduct breach, also be a specified breach.*
- (5) *Regulations may amend the model code of conduct.*

5.104. Adoption of model code of conduct

- (1) *Within 3 months after the day on which regulations prescribing the model code come into operation, a local government must prepare and adopt* a code of conduct to be observed by council members, committee members and candidates that incorporates the model code.*
** Absolute majority required.*
- (2) *Within 3 months after the day on which regulations amending the model code come into operation, the local government must amend* the adopted code of conduct to incorporate the amendments made to the model code.*
** Absolute majority required.*
- (3) *A local government may include in the adopted code of conduct requirements in addition to the requirements referred to in section 5.103(2)(b), but any additional requirements —*
 - (a) *can only be expressed to apply to council members or committee members; and*
 - (b) *are of no effect to the extent that they are inconsistent with the model code.*
- (4) *A local government cannot include in the adopted code of conduct provisions in addition to the principles referred to in section 5.103(2)(a) or the rules of conduct.*
- (5) *The model code is taken to be a local government's adopted code of conduct until the local government adopts a code of conduct.*
- (6) *An alleged breach of a local government's adopted code of conduct by a candidate cannot be dealt with under this Division or the adopted code of conduct unless the candidate has been elected as a council member.*
- (7) *The CEO must publish an up-to-date version of a local government's adopted code of conduct on the local government's official website.*

A review of Council Policy CP1-019 Elected Members Code on Conduct Behaviour Complaints Management Process will also be required to ensure alignment with the changes.

Budget Implications:

Nil.

Budget – Whole of Life Cost:

As this report does not propose new assets, there are no direct whole of life or ongoing cost implications.

Communications / Consultation Requirements:

Nil.

Strategic Implications:

STRATEGIC COMMUNITY PLAN AND CORPORATE BUSINESS PLAN		
GOAL:	5	Our Organisation
Objective:	5.1	Innovative leadership, forward planning, and mutually beneficial partnerships
Strategic Priority:	5.1.6	To provide good governance across the organisation

Relevant Precedents:

The Shire's Code of Conduct was adopted by Council at the Ordinary Meeting of Council on 9 March 2021 Resolution 8685. The Code of Conduct was adopted as a consequence of the State Government introducing the *Local Government (Model Code of Conduct) Regulations 2021*.

Risk Assessment:

The Risk Management Governance Framework has been considered in arriving at the Officer Recommendation.

TIER 2 – 'Low' or 'Moderate' Inherent Risk.															
Risk Event	Local Government Act 1995 Reforms – Amendment to Code of Conduct														
Inherent Risk Rating (prior to treatment or control)	Low (1 - 4)														
Risk Action Plan (treatment or controls proposed)	As the Residual Risk Rating is below 12, this is not applicable.														
Residual Risk Rating (after treatment or controls)	Low (1 - 4)														
Risk Category Assessed Against (Health, Financial Impact, Service Interruption, Legal and Compliance, Reputational, Environmental, Property)	<table> <tbody> <tr> <td>Health</td> <td>Nil</td> </tr> <tr> <td>Financial</td> <td>Nil.</td> </tr> <tr> <td>Service Interruption</td> <td>Nil</td> </tr> <tr> <td>Legal and Compliance</td> <td>Failure to adopt the proposed amendments would expose the Shire to regulatory non-compliance.</td> </tr> <tr> <td>Reputational</td> <td>Failure to adopt the proposed amendments may result in diminished public and sector confidence.</td> </tr> <tr> <td>Environment</td> <td>Nil</td> </tr> <tr> <td>Property</td> <td>Nil</td> </tr> </tbody> </table>	Health	Nil	Financial	Nil.	Service Interruption	Nil	Legal and Compliance	Failure to adopt the proposed amendments would expose the Shire to regulatory non-compliance.	Reputational	Failure to adopt the proposed amendments may result in diminished public and sector confidence.	Environment	Nil	Property	Nil
Health	Nil														
Financial	Nil.														
Service Interruption	Nil														
Legal and Compliance	Failure to adopt the proposed amendments would expose the Shire to regulatory non-compliance.														
Reputational	Failure to adopt the proposed amendments may result in diminished public and sector confidence.														
Environment	Nil														
Property	Nil														

Comment:

The Code of Conduct for Council Members, Committee Members and Candidates has been amended with the changes to the *Local Government (Model Code of Conduct) Regulations 2021*. The changes are tracked in Appendix 11.8.A Revised Code of Conduct for Council Members, Committee Members and Candidates. Council is now asked to adopt the amended Code. A further report will be provided to Council in June following a review of Council Policy CP1-019 Elected Members Code on Conduct Behaviour Complaints Management Process.

12. OPERATIONS REPORTS

12.1 Food Organic and Garden Organic (FOGO) Waste – 3 Bin System Update Report

Reporting Department:	Operational Services
Reporting Officer:	Brad Grinter – Director Operations
Accountable Manager:	Phil Anastasakis – Chief Executive Officer
Legislation	<i>Local Government Act 1995</i>
File Number:	WAT/013
Appendices:	Confidential Appendix 12.1.A – Circulated Separately
Voting Requirement	Simple Majority

Report Purpose

Council is requested to receive the Food Organic Garden Organic (FOGO) waste collection update report and consider whether to continue with the 3-bin FOGO collection service to households in Collie.

Update to Officer's Recommendation

Staff advised that following discussion with the Department of Water and Environmental Regulation (DWER), an amendment is required to 2(b) of the Officer's Recommendation to replace "the Kwinana Waste for Energy Plant" with "a licensed FOGO process plant in Perth". The reason for the change is that the Waste for Energy Plant is not eligible for the Southwest FOGO Transport rebate.

Officer's Recommendation:

That Council:

1. *Receive this Food Organic and Garden Organic (FOGO) Waste – 3 Bin System Update Report.*
2. *Continue with the 3-bin FOGO collection service to households in Collie in accordance with Option 1 for the next 3 years from 1 July 2026, subject to the following:*
 - a. *the collection service being diverted to the Cleanaway Landfill Facility in Dardanup based on the Cleanaway processing fee remaining at \$72.64 (with CPI movements).*
 - b. *If option (a) is not achievable, then the FOGO collection service being diverted to the Kwinana Waste-for-Energy Plant, based on Collie receiving the state government FOGO transport subsidy of \$95 per tonne.*
3. *Continue to investigate the discontinuance of the FOGO collection service and return to a 2-bin collection service to households in Collie in accordance with Option 2, based on all waste diverted to the Collie Waste Facility.*

Updated Officer's Recommendation/Council Decision: **Resolution: 9768**

Moved: **Cr Faries** **Seconded:** **Cr Smith**

That Council:

1. *Receive this Food Organic and Garden Organic (FOGO) Waste – 3 Bin System Update Report.*
2. *Continue with the 3-bin FOGO collection service to households in Collie in accordance with Option 1 for the next 3 years from 1 July 2026, subject to the following:*
 - a. *the collection service being diverted to the Cleanaway Landfill Facility in Dardanup based on the Cleanaway processing fee remaining at \$72.64 (with CPI movements).*
 - b. *If option (a) is not achievable, then the FOGO collection service being diverted to a licensed FOGO processing plant in Perth, based on Collie receiving the state government FOGO transport subsidy of \$95 per tonne.*
3. *Continue to investigate the discontinuance of the FOGO collection service and return to a 2-bin collection service to households in Collie in accordance with Option 2, based on all waste diverted to the Collie Waste Facility.*

Carried: 9/0

For: *Cr Miffling, Cr Italiano, Cr Faries, Cr Hansen, Cr Hill-Power, Cr Kearney, Cr Moyses, Cr Smith, Cr Wells.*

Against: *Nil*

Background:

An agenda item was presented at the 11 February 2025 Ordinary Meeting of Council in relation to the change of Food Organics and Garden Organics (FOGO) processing practices at the Bunbury Harvey Regional Council (BHRC) Facility which occurred in late 2024. This change of practice essentially prohibits FOGO with contamination levels in excess of 1% from being received at the facility, which is an unachievable benchmark for the southwest contingent of Councils utilising the BHRC facility via Cleanaway.

Council subsequently resolved (Res 9545) to allow Cleanaway to continue with the FOGO collection service to households on the basis of FOGO would now to be diverted to the Dardanup waste facility.

That Council:

1. *continue with the FOGO collection service to households, with the collection service to divert FOGO to either the Dardanup landfill facility, or the Shire of Collie Waste Transfer Station, whichever is determined by Shire officers to be the most economically advantageous to the Shire, as an interim arrangement for the remainder of 2024-25.*
2. *request the CEO provides a further report at the April Ordinary Council Meeting on the future of the FOGO service in the Shire of Collie, inclusive of results from community survey.*

The Shire of Collie conducted a community survey in accordance with part 2 of resolution

9545, the results of which are summarised under '*Communication / Consultation*' below. On 4 March 2025 the BHRC Chief Executive Officer (CEO) contacted all Councils, including Shire of Collie, impacted by the change of material contamination requirements of less than one percent. BHRC's CEO advised that the facility remains closed to incoming FOGO material for the foreseeable future.

In addition to the 4 March 2025 advice from BHRC, Council Officers received feedback from:

- Cleanaway Pty Ltd (Shire of Collie's appointed Waste Management Contractor); and
- DWER Grants and Agreements Department (regarding the Better Bins Plus Grant Program);

This feedback made it clear that no reasonable interim or prospective FOGO processing solution had been found, with the exception of Department of Water and Environmental Regulation's (DWER) advice regarding their financial incentive for continuation of FOGO processing as a short-to-medium term.

The Shire of Dardanup advised that they progressed with a tender calling for a FOGO processing service, but this did not include Collie in the process.

A further report was presented to Council at the 8 April 2025 Ordinary Meeting of Council in relation to FOGO processing.

Council subsequently resolved (Res 9573) the following:

That Council:

1. *Continue with the 3-bin FOGO collection service to households in Collie in accordance with Option 1 for the remainder of 2025, with the FOGO collection service diverted to Shire of Collie Waste Transfer site;*
2. *Request that the CEO provides a further report at the December 2025 Ordinary Council Meeting on the longer term future of the FOGO service in the Shire of Collie.*
3. *Communicate to the community the continued support for the FOGO service and the separation of waste as it is anticipated that this temporary diversion to the Shire's Waste facility is an interim arrangement due to factors outside of the control of the Shire of Collie.*

Carried: 5/4

A meeting was convened by the office of the Minister for the Environment on the 10 November 2025 to discuss FOGO challenges. The meeting was held at the DWER office in Bunbury and was chaired by Parliamentary Secretary to the Minister for Environment, Ms Kim Giddens MLA. Attendees included Jodie Hanns MLA, DWER staff, SWDC CEO, Minister for Environment staff together with Shire Presidents and CEOs from the City of Bunbury and the Shires of Augusta-Margaret River, Capel, Collie, Dardanup, Donnybrook-Balingup, and Harvey.

Correspondence has subsequently been received from the Parliamentary Secretary to the Minister for Environment, advising the following:

- FOGO in the south-west region has a decade long legacy in the region and preserving it is a shared responsibility. The meeting was a critical opportunity to align on solutions for a more sustainable FOGO system into the future.

- The meeting noted broad interest in finalising an interim arrangement for transporting FOGO material to existing commercial processors in or around the Perth region.
- Local governments were encouraged to continue working collaboratively with other local government colleagues and the DWER to finalise planning and implementation of this arrangement.
- While acknowledging the point raised by local governments for State Government funding assistance to support the interim arrangements set out above, the decision was not supported but this would be considered in further discussion with the Minister.
- In the meantime, some key messages from the meeting:
 - A long-term solution for FOGO will require a collective approach by south-west local governments, ensuring sufficient volumes and industry certainty to make FOGO processing commercially viable.
 - Any State Government subsidy would be offered on a short-term basis only. Local governments must accurately forecast and budget for the full cost of FOGO processing over the long term.
 - A commitment to behaviour change and community engagement is critical to minimising contamination and ensuring processors can produce marketable FOGO-derived products. The Department is available to assist with designing and targeting community engagement efforts.

Another meeting was held with DWER and CEO's on the 1 December 2025. The outcome of the meeting can be summarised as follows:

- The Shire of Dardanup had obtained preliminary quotes/costings in relation to the transporting and processing of waste from Dardanup to Perth. This was based on a central aggregation of material at one site. There was no clear solution on the ability of their Banksia Road transfer station to be used as an interim collection point for FOGO material.
- DWER are most likely at least 6 months away from having a solution on the Stanley Road waste site, which will determine whether FOGO waste can return to being delivered and processed at that site. Both the Shire of Harvey and City of Bunbury are part of those discussions.
- The two main potential sites in the future for FOGO waste in the region would be Stanley Road or the Cleanaway site at Banksia Road, but the availability of both sites have restrictions around future cost and timing.
- DWER discussed the rebate that was being proposed. This is summarised as follows:
 - Transport subsidy based on FOGO being transported to a licensed processor in Perth.
 - Subsidy per tonne based on:
 - 2025/26 \$75
 - 2026/27 Initially \$50 – now increased to \$95
 - 2027/28 Initially \$25 – now increased to \$95
 - 2028/29 Initially \$0 – now increased to \$95
 - Contamination Plan to be submitted – no greater than 7%.

- Subsidy based on commitment to continue FOGO service for the next claim period, confirmed intention to participate in tender processes to secure and contract a licensed FOGO processor, plus other criteria.
- No information is available on the impact of recent fuel price increases.

Statutory and Policy Implications:

Following the resolution of Council passed on 9 May 2023, the Shire of Collie entered into the Southwest Regional Waste Management Contract with Cleanaway Pty Ltd, for a period of seven (7) years.

Under the current Gibb's Road, Collie Landfill licence, FOGO waste material cannot be accepted at the facility for storage and processing as the Shire of Collie is not licenced as a Category 76A. FOGO material would need to be collected as general waste and disposed at the landfill site as putrescible waste. An amendment to the licence would be required to store and process FOGO to an acceptable standard. This would be a very complex process, that would impact on staffing arrangements, site processes and the Shire's capacity to produce a suitable compostable material.

Budget Implications:

Refer to **Confidential Attachment 1**. Waste service expenses will be further determined as part of 2026-2027 budget process.

Budget – Whole of Life Cost:

Refer to **Confidential Attachment 1**. Waste service expenses will be further determined as part of 2026-2027 budget process and in the Shires Long Term Financial Plan.

Communications / Consultation:

The any change(s) to FOGO processing or removal of the service (pending Council decision) will be communicated to the Shire of Collie community via social media and local publications to ensure full transparency of Shire operations, in accordance with the core values of Council's *Corporate Business Plan 2023/24 – 2026/27*.

In March 2025 a community survey was presented to the Collie community to gather valuable feedback on FOGO processing. This survey aimed to understand the community's current habits and preferences regarding organic waste disposal. By collecting this information, Councillors would be able to make a more informed decision on the future of FOGO, ensuring the needs and expectations of the residents are considered. The survey was open from the 18 March – 1 April 2025.

Community feedback indicated 69% of residents used their FOGO bin daily or weekly, with more than 50% of the volume used for garden organic waste. More than 60% of the community rated FOGO as important/very important, while 69% highlighted they would be dissatisfied if FOGO contributed to a cost increase. Interestingly, more than 50% of responses indicated that they would be satisfied in returning to a 2-bin system, that included a weekly general waste collection. However, the results have highlighted that 60% of people surveyed are not interested/neutral in their response to engage in composting at home.

The recent March 2026 community survey associated with the Strategic Community Plan review indicated similar decreased support for FOGO compared with general waste and recycling waste services.

Strategic Implications:

STRATEGIC COMMUNITY PLAN AND CORPORATE BUSINESS PLAN		
GOAL:	4.1	A high standard of sustainable waste services
Objective:	4.1.2	To substantially reduce waste to landfill

Relevant Precedents:

Council has previously resolved to support and implement FOGO.

Comment:

Cleanaway has confirmed that the current 7-year contract entered into with the Shire of Collie on 1 July 2023 has provision for the FOGO Bin Removal Service, however it does not provide any prescribed unit costs or methodology for a post-FOGO 2-Bin collection and Transport Service.

If the service reverts to a 2-bin system for kerbside collections, the general waste bin will need to be emptied on a weekly basis. Based on previous quotes, the drive by rate would increase. However, pricing is based on all four local governments (including Harvey, Capel, Donnybrook and Collie) transitioning from a 3-Bin to 2-bin system during the same quarter of any financial year period. Should the Shire of Collie act in isolation to the other four (4) local governments with a 2-bin service then this price would likely increase.

Further to this, Cleanaway could confirm that as stated in the contract, the FOGO bin removal service pricing is subject to the Schedule of Rates for the current financial year. Cost to remove and recycle of decommissioned FOGO units could increase in 2025/26 and or 2026/27. The receptacles would typically be chipped onsite and shipped to Australia MCB Manufacturers. The steel axles will be recycled through a metal recyclable company, but the wheels will be landfilled, as there is currently no viable recycling avenue.

If Council did decide to revert to a 2 bin service, then an up to date quote would be required from Cleanaway to enable a final cost analysis to be performed.

Cleanaway have proposed commissioning a FOGO processing facility in the South-west but cannot move forward without the volume commitments from the Southwest LGA's. They have stated they will remain on standby to provide solutions, in the Southwest LGA would like to discuss this further.

On 10 March 2025, DWER Assistant Manager of Grants and Agreements responded to Council Officers request for information on the implications to the Better Bins Plus Grant Funding Agreement the Shire of Collie entered in 2020. DWER has stated that if the Shire were to revert to offering a kerbside service for a general waste bin and a recyclables bin but no longer offering a kerbside service for a FOGO bin, the Shire would be in breach of clause 5.1(a) of the Better Bins Plus Funding Agreement.

Should the Shire move to take action that would trigger a breach of contract, the State of Western Australia would request a financial audit of the project to determine how far the project progressed. An option available for the State of Western Australia upon the breach of contract would be to terminate the contract pursuant to clauses 14.1(e) and 14.2(a), triggering the requirement for the Shire to repay a portion of the grant funding it received from the State of Western Australia. The grant funding that is likely to be sought to be returned would constitute the remaining unallocated amount, which is estimated to be \$36,092.

Conclusion

The Options provided on the FOGO service are complex and involve many agencies, contract elements and local governments.

Given the complexity of the matter, unless Cleanaway is able to confirm in writing the contract rates applicable to the removal of the FOGO service, it is considered prudent at this time to retain the existing 3-bin system for the next 3 years commencing 2026/27, with FOGO continuing to be directed to the Cleanaway Waste Facility in Dardanup if possible or Perth if this option no longer exists.

This will also allow for more time to consider whether the state government will offer further financial subsidies that are long term and ensure the sustainability of FOGO. Further time will also confirm whether the Stanley Road waste site can resolve their current issues and receive FOGO in the future.

13. DEVELOPMENT SERVICES REPORTS

Items 13.1 and 13.2 were brought forward due to interest of attending persons.

14. CORPORATE SERVICES REPORTS

14.1 Financial Management Report – February 2026	
Reporting Department:	Corporate Services
Reporting Officer:	Geoff Lawrence – Acting Director Corporate Services
Accountable Manager:	Geoff Lawrence – Acting Director Corporate Services
Legislation	<i>Local Government Act 1995 & Financial Management Regulations 1996</i>
File Number:	FIN/024
Appendices:	Appendix 14.1.A – Financial Report – February 2026
Voting Requirement	Simple Majority

Report Purpose

To provide a summary of the financial position for the Shire of Collie for the month ending 28 February 2026.

Officer's Recommendation/Council Decision:

Resolution: 9769

Moved: Cr Italiano

Seconded: Cr Kearney

That Council receive the Financial Management Report for 28 February 2026 as presented in Appendix 14.1.A.

Carried: 9/0

For: Cr Miffling, Cr Italiano, Cr Faries, Cr Hansen, Cr Hill-Power, Cr Kearney, Cr Moyses, Cr Smith, Cr Wells.

Against: Nil

Background:

In accordance with Council policy and the provisions of the *Local Government Act 1995* and the *Local Government (Financial Management) Regulations 1996* (Regulations), the Shire is required to prepare a monthly Statement of Financial Activity and Statement of Financial Position each month. Refer to Appendix 14.1.A.

Statutory and Policy Implications:

Local Government Act 1995

6.4. Financial Report

- (1) *A local government is to prepare an annual financial report for the preceding financial year and such other financial reports as are prescribed.*

- (2) *The financial report is to —*
 - (a) *be prepared and presented in the manner and form prescribed; and*
 - (b) *contain the prescribed information.*

Local Government (Financial Management) Regulations 1996**34. Financial activity statement required each month (Act s. 6.4)**

- (1A) *In this regulation—*
 - committed assets means revenue unspent but set aside under the annual budget for a specific purpose.*
- (1) *A local government is to prepare each month a statement of financial activity reporting on the revenue and expenditure, as set out in the annual budget under regulation 22(1)(d), for that month in the following detail —*
 - (a) *annual budget estimates, taking into account any expenditure incurred for an additional purpose under section 6.8(1)(b) or (c); and*
 - (b) *budget estimates to the end of the month to which the statement relates; and*
 - (c) *actual amounts of expenditure, revenue and income to the end of the month to which the statement relates; and*
 - (d) *material variances between the comparable amounts referred to in paragraphs (b) and (c); and*
 - (e) *the net current assets at the end of the month to which the statement relates.*
- (1B) *The detail included under subregulation (1)(e) must be structured in the same way as the detail included in the annual budget under regulation 31(1) and (3)(a).*
- (1C) *Any information relating to exclusions from the calculation of a budget deficiency that is included as part of the budget estimates referred to in subregulation (1)(a) or (b) must be structured in the same way as the corresponding information included in the annual budget.*
- (2) *Each statement of financial activity is to be accompanied by documents containing*
 - (a) *deleted*
 - (b) *an explanation of each of the material variances referred to in subregulation (1)(d); and*
 - (c) *such other supporting information as is considered relevant by the local government.*
- (3) *The information in a statement of financial activity may be shown according to nature and type classification.*
- (4) *A statement of financial activity, and the accompanying documents referred to in subregulation (2), are to be —*
 - (a) *presented at an ordinary meeting of the council within 2 months after the end of the relevant month; and*
 - (b) *recorded in the minutes of the meeting at which it is presented.*

Local Government (Financial Management) Regulations 1996**35. Financial position statement required each month**

- (1) *A local government must prepare each month a statement of financial position showing the financial position of the local government as at the last day of the previous month (the previous month) and —*

- (a) *the financial position of the local government as at the last day of the previous financial year; or*
- (b) *if the previous month is June, the financial position of the local government as at the last day of the financial year before the previous financial year.*
- (2) *A statement of financial position must be —*
 - (a) *presented at an ordinary meeting of the council within 2 months after the end of the previous month; and*
 - (b) *recorded in the minutes of the meeting at which it is presented.*

Budget Implications:

The monthly Financial Management Report provides Council with an overview of budget compared to actual expenditure and revenue.

Budget – Whole of Life Cost:

As this report does not propose new assets, there are no direct whole of life or ongoing cost implications.

Communications / Consultation Requirements:

Nil

Strategic Community Plan/Corporate Business Plan Implications:

STRATEGIC COMMUNITY PLAN AND CORPORATE BUSINESS PLAN		
GOAL:	5	Our Organisation
Objective:	5.1	Innovative leadership, forward planning, and mutually beneficial partnerships
Strategic Priority:	5.1.5	To imbed our strategic priorities throughout the organisation

Relevant Precedents:

Each month Council is presented a monthly Financial Management Report.

Risk Assessment:

The Risk Management Governance Framework has been considered in arriving at the Officer Recommendation.

TIER 2 – ‘Low’ or ‘Moderate’ Inherent Risk.	
Risk Event	Financial Management Report – February 2026
Inherent Risk Rating (prior to treatment or control)	Moderate (5 - 11)
Risk Action Plan (treatment or controls proposed)	As the inherent risk is below 12, this is not applicable
Residual Risk Rating (after treatment or controls)	As the Residual Risk Rating is below 12, this is not applicable.

TIER 2 – ‘Low’ or ‘Moderate’ Inherent Risk.		
Risk Category Assessed Against (Health, Financial Impact, Service Interruption, Legal and Compliance, Reputational, Environmental, Property)	Health	Nil
	Financial	Not monitoring ongoing financial performance would increase the risk of a negative impact on the financial position.
	Service Interruption	Nil
	Legal and Compliance	Non compliance with the legislative requirements that result in a qualified audit.
	Reputational	Non-compliance that results in a qualified audit can lead stakeholders to question the Council’s ability to manage finances effectively.
	Environmental	Nil
	Property	Nil

Comment:

The financial statements provided in Appendix 14.1.A reports on the following information for the reporting period:

- Statement of Comprehensive income by Nature
- Statement of Comprehensive income by Program
- Statement of Financial Activity
- Explanation of material variances on the Statement of Financial Activity
- Statement of Financial Position
- Supplementary notes

The Statement of Financial Activity provides Elected Members with a high level oversight of operating and capital revenues and expenditures. It is also intended to link operating results with balance sheet items and reconcile with the end of month balances.

In accordance with the Regulations, for the 2025/2026 period a report must be compiled on variances greater than the percentage agreed by Council which is currently plus (+) or minus (-) 10% or \$50,000, whichever is the greater.

For the period 1 July 2025 to 28 February 2026:

- Income is over budget by 0.77%; and
- Expenditure is under budget by 7.05%.

Commentary in relation to these variances is provided at nature and type level. A nil variance means that the year-to-date actual value is identical to the year-to-date budget estimate. Comments are therefore provided where the variance’s value is >10% or >\$50,000 under or over budget.

Description	Var. \$	Var. %	
	\$	%	
Revenue from operating activities			
Interest revenue	56,436	26.15%	▲
Mainly relates to interest on overdue rates			
Other revenue	(144,499)	(61.19%)	▼
\$67k relates to workers compensation being less than budgeted estimates. \$19k relates to rates administration charges, incorrectly budgeted to other income, included in fees and charges. Will be corrected as part of mid year budget review.			
Expenditure from operating activities			
Employee costs	785,087	15.53%	▲
Timing variance. Will be rectified by year end. Due to current vacancies and internal cost allocations.			
Other expenditure	135,615	31.06%	▲
Timing variance, mainly relates to plant on costs and labour overheads. Will be cleared by year end.			
Inflows from investing activities			
Proceeds from disposal of assets	(166,600)	(89.28%)	▼
Timing variance as motor vehicle purchasing is to occur in the near future. Currently only two motor vehicles have been traded in and replaced.			
Outflows from investing activities			
Acquisition of property, plant and equipment	242,193	20.41%	▲
Timing variance between budget and purchase of assets			
Acquisition of infrastructure	(64,371)	(49.36%)	▼
(\$50k) relates to drainage works on Forrest st. Project was not completed until 2025/2026, but was budgeted for in 2024/2025.			
Outflows from financing activities			
Transfer to reserves	(950,291)	(222.51%)	▼
\$950k transferred from Municipal funds to unspent grants Reserve in relation to the heated swimming pool grant. Ongoing discussions being held in relation to the reallocation of these grant funds to other key projects.			
Surplus or deficit at the start of the financial year	1,593,142	1681.59%	▲
Higher surplus than originally anticipated due to more grants income in 2025 than originally forecast.			
Surplus or deficit after imposition of general rates	1,750,179	48.78%	▲

14.2 Accounts Paid – 16 February to 15 March 2026

Reporting Department:	Corporate Services
Reporting Officer:	Stacey Reid – Finance Officer
Accountable Manager:	Geoff Lawrence – Acting Director Corporate Services
Legislation:	<i>Local Government Act 1995 & Local Government (Financial Management) Regulations 1996</i>
File Number:	FIN/024
Appendices:	Appendix 14.2.A – List of Accounts Paid
Voting Requirement	Simple Majority

Report Purpose

To present the accounts paid for the period 16 February 2026 to 15 March 2026

Officer's Recommendation/Council Decision:

Resolution: 9770

Moved: Cr Moyses

Seconded: Cr Italiano

That Council receives the List of Accounts paid for the period 16 February 2026 to 15 March 2026 as presented in Appendix 14.2.A totalling \$ 1,342,116.94.

Carried: 9/0

For: *Cr Miffing, Cr Italiano, Cr Faries, Cr Hansen, Cr Hill-Power, Cr Kearney, Cr Moyses, Cr Smith, Cr Wells.*

Against: *Nil*

Background:

Where a council has delegated authority to the Chief Executive Officer to make payments from the municipal or trust fund, a list of accounts paid is to be presented at the ordinary meeting each month.

In accordance with Delegation 2.2.21, the Chief Executive Officer is authorised to make payments.

Statutory and Policy Implications:

Local Government Act 1995

Local Government (Financial Management Regulations) 1996

12. Payments from municipal fund or trust fund, restrictions on making

- (1) *A payment may only be made from the municipal fund or the trust fund —*
 - (a) *if the local government has delegated to the CEO the exercise of its power make payments from those funds — by the CEO; or*
 - (b) *otherwise, if the payment is authorised in advance by a resolution of the council.*

- (2) *The council must not authorise a payment from those funds until a list prepared under regulation 13(2) containing details of the accounts to be paid has been presented to the council.*

13. Payments from municipal fund or trust fund by CEO, CEO's duties as to etc.

- (1) *If the local government has delegated to the CEO the exercise of its power to make payments from the municipal fund or the trust fund, a list of accounts paid by the CEO is to be prepared each month showing for each account paid since the last such list was prepared —*
- (a) *the payee's name; and*
 - (b) *the amount of the payment; and*
 - (c) *the date of the payment; and*
 - (d) *sufficient information to identify the transaction.*
- (2) *A list of accounts for approval to be paid is to be prepared each month showing —*
- (a) *for each account which requires council authorisation in that month —*
 - (i) *the payee's name; and*
 - (ii) *the amount of the payment; and*
 - (i) *sufficient information to identify the transaction; and*
 - (b) *the date of the meeting of the council to which the list is to be presented.*
- (3) *A list prepared under subregulation (1) or (2) is to be —*
- (a) *presented to the council at the next ordinary meeting of the council after the list is prepared; and*
 - (b) *recorded in the minutes of that meeting.*

13A. Payments by employees via purchasing cards

- (1) *If a local government has authorised an employee to use a credit, debit or other purchasing card, a list of payments made using the card must be prepared each month showing the following for each payment made since the last such list was prepared —*
- (a) *the payee's name;*
 - (b) *the amount of the payment;*
 - (c) *the date of the payment;*
 - (d) *sufficient information to identify the payment.*
- (2) *A list prepared under subregulation (1) must be —*
- (a) *presented to the council at the next ordinary meeting of the council after the list is prepared; and*
 - (b) *recorded in the minutes of that meeting.*

Council Policy

CS3.7 Payment of Creditors

5.0 *List of Accounts Paid*

A list of all accounts paid shall be presented to the Council within two months. The list shall comprise of details as prescribed in the WA Financial Management Regulations (1996)

Budget Implications:

All liabilities settled have been in accordance with the annual budget provisions.

Budget – Whole of Life Cost:

As this report does not propose new assets, there are no direct whole of life or ongoing cost implications.

Communications / Consultation Requirements:

Nil

Strategic Community Plan/Corporate Business Plan Implications:

STRATEGIC COMMUNITY PLAN AND CORPORATE BUSINESS PLAN		
GOAL:	5	Our Organisation
Objective:	5.1	Innovative leadership, forward planning, and mutually beneficial partnerships
Strategic Priority:	5.1.5	To imbed our strategic priorities throughout the organisation

Relevant Precedents:

Each month Council receives the list of accounts presented.

Risk Assessment:

The Risk Management Governance Framework has been considered in arriving at the Officer Recommendation.

TIER 2 – ‘Low’ or ‘Moderate’ Inherent Risk.	
Risk Event	Accounts Paid – 16 November to 15 January 2026
Inherent Risk Rating (prior to treatment or control)	Moderate (5 - 11)
Risk Action Plan (treatment or controls proposed)	As the inherent Risk Rating is below 12, this is not applicable.
Residual Risk Rating (after treatment or controls)	As the Residual Risk Rating is below 12, this is not applicable.

TIER 2 – ‘Low’ or ‘Moderate’ Inherent Risk.

Risk Category Assessed Against (Health, Financial Impact, Service Interruption, Legal and Compliance, Reputational, Environmental, Property)	Health	Nil
	Financial	That payments are not made in accordance with Shire’s policies and procedures.
	Service Interruption	Nil
	Legal and Compliance	Not reporting the list of accounts to Council is a contravention of the <i>Local Government Act 1995</i> .
	Reputational	Non compliance with a legal requirement may lead to community confidence being eroded in Shire’s management and Council
	Environmental	Nil
	Property	Nil

Comment:

A listing of payments is included in Appendix 14.2.A

Where possible, questions on specific payments should be submitted to the Chief Executive Officer or the Director before noon on the day of the scheduled meeting. This will ensure a response can be provided at the Council Meeting.

15. MOTIONS FOR WHICH PRIOR NOTICE HAS BEEN GIVEN

Nil

16. QUESTIONS BY MEMBERS FOR WHICH DUE NOTICE HAS BEEN GIVEN

Nil.

17. URGENT BUSINESS APPROVED BY THE PRESIDING MEMBER OR BY DECISION

Nil.

18. ANNOUNCEMENTS BY THE PRESIDING MEMBER AND COUNCILLORS**Shire President Cr Miffing**

- 11 March – participated in a radio interview with Stan Shaw ABC South West regarding electoral reform.
- 13 March - attended by Teams, a meeting of the Collie Basin Consolidated Taskforce.
- 14 March - represented Council at the Rotary Club Adventure Race to welcome participants and visitors and assist with prize giving.
- 16 March - along with Councillors and staff attended a briefing from Greensteel WA.
- 26 March - attended the launch of Chalkwest/Auto Tech new hire car business in Collie.
- 26 March - along with Cr Italiano and staff attended a ‘close out’ meeting regarding the swimming pool chlorine incident.
- 31 March - attended a meeting of the Shire’s newly structured Audit and Risk Committee.
- 8 April - attended a meeting of the Collie District Health Advisory Committee (DHAC) meeting at the Collie Hospital.
- 9 April - attended as community member and Chair of a meeting of South32 Community Liaison Committee.

Deputy Shire President Cr Italiano

- 13 March – together with the Shire President and senior staff met at the swimming pool with Jodie Hanns MLA and stakeholders regarding the storage facility for the swimming club.
- 16 March – attended the Green Steel project update.
- 25 March – together with the Director of Technical Services met with NBN executives for an update on their services and plans for Collie.
- 26 March – attended a “close out” meeting for the chlorine incident with the Dangerous Goods branch of DLGIRS.
- 26 March – deputised for the Shire President at a Bunbury Geographe Group of Councils to discuss on-going potential partnerships in the areas of waste recycling and tourism.
- 31 March – participated in a Collie Delivery Unit bus tour visiting various sites where Just Transition have or are taking place.
- 31 March – attended an Audit Committee Meeting.
- 1 April – together with the Museum and Visitor Centre representatives met to discuss the development of concept plans for the colocation of the Museum at the Visitor Centre.

Cr Hill Power

- Attended the South West Regional Road Group meeting held at Dardanup.

Cr Wells

- 8 April – attended a meeting of the Collie District Health Advisory Committee (DHAC) meeting at the Collie Hospital.

19. STATUS REPORT ON COUNCIL RESOLUTIONS

Summary reports on the status of Council's resolutions are:

- 'Closed Since Last Meeting' at Appendix 19.1.A
- 'All Open' at Appendix 19.1.B

20. CLOSURE OF MEETING TO MEMBERS OF THE PUBLIC

The Shire President advised that he wished to brief Council on a confidential matter which, if disclosed to the public, would be likely to impair the effectiveness of an investigation, if required. He therefore requested that Council consider a motion to close the meeting to the public.

Council Decision:**Resolution: 9771****Moved: Cr Kearney****Seconded: Cr Faries**

That in accordance with Section 5.23 (4) of the Local Government Act 1995, that the meeting is closed to members of the public with the following aspect(s) of the Act being applicable to these matters:

- (f) *Information the making public of which would be likely to impair the effectiveness of any lawful method or procedure for preventing, detecting, investigating or dealing with any contravention or possible contravention of the law.*

Carried: 9/0

For: Cr Miffling, Cr Italiano, Cr Faries, Cr Hansen, Cr Hill-Power, Cr Kearney, Cr Moyses, Cr Smith, Cr Wells.

Against: Nil

Members of the public and the press left the meeting at 9:23pm.

Council Decision:**Resolution: 9772****Moved: Cr Hansen****Seconded: Cr Faries**

That the meeting be reopened to the public.

Carried: 9/0

For: Cr Miffling, Cr Italiano, Cr Faries, Cr Hansen, Cr Hill-Power, Cr Kearney, Cr Moyses, Cr Smith, Cr Wells.

Against: Nil

The meeting was reopened to the public at 9:28pm.

21. CLOSE

There being no further business the Shire President thanked everyone for their attendance and closed the meeting at 9:29pm.



Strategic Community Plan

2026/27 – 2035/36

Our Vision

Collie – Nature at our doorstep, community at heart.

Our Mission

The Shire of Collie delivers high quality services, advocates for Collie, and fosters partnerships to achieve better outcomes which are guided by the community's vision and balanced by responsible financial management.

Our Values

The core values at the heart of the Council's commitment to the community are:

Integrity

Transparency

Accountability

Collaboration

Respect

Our Commitment to Community

We will lead the delivery of our vision

We will support local business wherever possible

We will consult and engage with our community on issues that affect them

We will encourage, welcome and value feedback

We will encourage, support and advocate for our community

COMMUNITY STRATEGIC OBJECTIVES AND PRIORITIES

1. OUR COMMUNITY	
Strategic Objective 1.1	Community health, safety and wellbeing
Strategic Priority 1.1.1	To finalise and implement a comprehensive Open Space and Recreation Facilities Strategy.
Strategic Priority 1.1.2	To expand and upgrade the play facilities and amenities at Soldiers Park to provide a signature attraction with access for all abilities.
Strategic Priority 1.1.3	To work with Police and other agencies to improve community safety and security.
Strategic Priority 1.1.4	To encourage relevant agencies to recognise the need for affordable housing for vulnerable community members.
Strategic Objective 1.2	Community connection, engagement and participation
Strategic Priority 1.2.1	To support and promote vibrant community events and activities in Collie.
Strategic Priority 1.2.2	To work with sporting clubs and community groups to promote volunteering and increase participation.
Strategic Priority 1.2.3	To work with sporting clubs and community groups to facilitate regular communication and stakeholder involvement.
Strategic Priority 1.2.4	To engage where appropriate with Aboriginal & Torres Strait Islander communities on the development and protection of land in Collie that is sensitive to their cultural and spiritual beliefs.

2. OUR ECONOMY

Strategic Objective 2.1	Economic Development
Strategic Priority 2.1.1	Support the State Government Collie's Just Transition initiatives to achieve economic diversification and sustainability.
Strategic Priority 2.1.2	To work with State Government, business, and landowners to ensure appropriate serviceable industrial land availability.
Strategic Priority 2.1.3	To progress the Collie airstrip site for investment by the aviation and other industry.
Strategic Priority 2.1.4	Advocate for new industry while supporting existing businesses and encouraging local employment.
Strategic Objective 2.2	Tourism promotion and attractions
Strategic Priority 2.2.1	To support the tourism and marketing capability within Collie with a focus on destination marketing.
Strategic Priority 2.2.2	To optimise the value to the community of the various investments in trail installations.
Strategic Priority 2.2.3	To plan in collaboration with other appropriate bodies for a new cultural and heritage museum to celebrate Collie's unique history.

3. OUR BUILT ENVIRONMENT

Strategic Objective 3.1	Safe and well-maintained shire owned facilities and infrastructure
Strategic Priority 3.1.1	To increase the Shire's capability to maintain and improve facilities and infrastructure.
Strategic Priority 3.1.2	To develop and implement an infrastructure maintenance and asset upgrade/ renewal / replacement program for all Shire owned facilities and infrastructure.
Strategic Priority 3.1.3	To develop and implement a building maintenance and asset upgrade/ renewal / replacement program for all Shire owned buildings.
Strategic Priority 3.1.4	To support the preservation of Collie's history and heritage.
Strategic Objective 3.2	Sound land planning and building strategies and schemes
Strategic Priority 3.2.1	To monitor and revise where required the Local Planning Strategy to ensure residential and industrial chapters are consistent with emerging needs.
Strategic Priority 3.2.2	To facilitate public/private partnerships to facilitate appropriate affordable housing.
Strategic Priority 3.2.3	To prepare a carparking and access strategy addressing commercial and visitor needs in the town centre.
Strategic Priority 3.2.4	To undertake ongoing Strategic Land Use Planning to address the changing needs of Collie.

4. OUR NATURAL ENVIRONMENT

Strategic Objective 4.1	A high standard of sustainable waste services
Strategic Priority 4.1.1	To integrate and optimise waste technology opportunities within Shire operations to extend the life of the Collie waste site.
Strategic Priority 4.1.2	To implement measures to reduce waste to landfill.
Strategic Priority 4.1.3	To implement strategies associated with the future closure and rehabilitation of the Collie waste disposal site.
Strategic Objective 4.2	Conservation of our natural environment
Strategic Priority 4.2.1	To facilitate measures to optimise the quality and amenity of the Collie River and its surrounding environment in so much as the Shire resources allow.
Strategic Priority 4.2.2	To seek external funding and increase community capacity to remove weeds and pests on Shire reserves.
Strategic Priority 4.2.3	To facilitate the preservation and managed use of bushland, trees and forests within the Shire reserves.

5. OUR ORGANISATION

Strategic Objective 5.1	Innovative leadership, forward planning, and mutually beneficial partnerships
Strategic Priority 5.1.1	To advocate with the State Government for the establishment of a funding partnership that recognises the impact of electoral commitments and the Just Transition process on the Shire's capacity to deliver services and facilities.
Strategic Priority 5.1.2	To report and communicate strategic achievements against community strategic priorities.
Strategic Priority 5.1.3	To collaborate and build partnerships with the Government sector to optimise resources and service delivery.
Strategic Priority 5.1.4	To embed our strategic priorities throughout the organisation.
Strategic Objective 5.2	Good governance and financial management
Strategic Priority 5.2.1	To maintain a 10 year long-term financial plan based on industry best practice.
Strategic Priority 5.2.2	To progressively improve the Shire's financial health indicators.
Strategic Priority 5.2.3	To diversify and expand the Shire's income sources.
Strategic Priority 5.2.4	To benchmark against industry governance and financial standards.



Shire of
Collie

Explore. Discover. Connect.



Corporate Business Plan
2026/27-2029/30

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SHIRE OF COLLIE

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Our Vision

Collie - Nature at our doorstep, community at heart.

Our Mission

The Shire of Collie delivers high quality local services, advocates for Collie, and fosters partnerships to achieve better outcomes – guided by the community’s vision and balanced by responsible financial management.

Our Values

The core values at the heart of the Council’s commitment to the community are:

Integrity – Transparency – **Accountability** – Collaboration – **Respect**

Our Commitment to Community

We will lead the delivery of our vision

We will support local business wherever possible

We will consult and engage with our community on issues that affect them

We will encourage, welcome and value feedback

We will encourage, support and advocate for our community

PLANNING FRAMEWORK

The Corporate Business Plan 2026/27–2029/30, together with the Strategic Community Plan of 2026, comprise the Shire of Collie’s Plan for the Future and have been prepared to achieve compliance with the *Local Government (Administration) Regulations 1996*.

Under the *Local Government(Administration) Regulations 1996*, a Corporate Business Plan for a district is to:

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

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

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



Strategic Community Plan

The Shire of Collie community was involved in the development of the Strategic Community Plan during the review and preparation processes undertaken in 2026. The community were invited to share their visions and aspirations for the future of the Shire and the Plan has been reviewed and updated to reflect the community aspirations.

The following key strategic objectives were defined within the Plan:

OUR COMMUNITY:	Community health, safety and wellbeing
	Community connection, engagement and participation
OUR ECONOMY	Economic development
	Tourism promotion and attractions
OUR BUILT ENVIRONMENT	Safe and well-maintained Shire owned facilities and infrastructure
	Sound land planning and building strategies and schemes
OUR NATURAL ENVIRONMENT	A high standard of sustainable waste services
	Conservation of our natural environment
OUR ORGANISATION	Innovative leadership, forward planning and mutually beneficial partnerships
	Good governance and financial management

Corporate Business Plan

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

Workforce Plan

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

The Shire seeks to:

- Attract, reward, and retain talent
- Develop people and build capability
- Foster a culture of teamwork, safety, health, and wellbeing
- Encourage innovation and a culture of continuous improved
- Connect with local people and local business
- Network and resource share within the region and the LG sector

Workforce provisioning is considered through the progressive adoption of annual budgets as necessary for service delivery.

Long Term Financial Plan

The purpose of this plan is to allocate financial resources to maintain services, deliver and maintain infrastructure and determine the level of rates required to fund services and projects.

The principles that guide the terms of the plan include:

- Budget to surplus/neutral – a deficit budget means expenditure is greater than revenue and is unsustainable.
- Progressive reserve provisioning – enabling funds to be available for future expenditure obligations.
- Managing borrowings – ensuring financial sustainability and generational equity.
- Limit discretionary spend – to enable funds to be allocated to reserve and achieve sustainable financial management.
- Minimise new liabilities – to improve financial health without substantial rate increases.
- Optimise renewal works on capital spend – maintaining current community assets while minimising the increase in new obligations.

This 10 year plan has been developed and is utilised to guide the terms of the respective annual budgets.

Asset Management Plan

This plan is to protect and enhance our natural and built environment in an ever-changing environment and to build, maintain and renew Shire assets in a financially sustainable manner. This involves identifying asset maintenance and renewal requirements across all asset classes so as to ensure adequate levels of service are maintained for the community.

Asset management plans are progressively prepared across all asset classes under the Shire's responsibility.

Service Delivery

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

Each of the objectives have several outcomes the Shire seeks to achieve over the term of the Strategic Community Plan. For each objective, one or more desired outcomes have been defined along with strategies to achieve these outcomes. The outcomes were developed after considering the community engagement process.

The table below summarises the desired outcomes under each of the five key themes and strategic objectives.

OUR COMMUNITY: <ul style="list-style-type: none"> • <i>Community health, safety and wellbeing</i> • <i>Community connection, engagement and participation</i> 	Priority 1.1.1	To finalise and implement a comprehensive Open Space and Recreation Facilities Strategy.
	Priority 1.1.2	To expand and upgrade the play facilities and amenities at Soldiers Park to provide a signature attraction with access for all abilities.
	Priority 1.2.1	To support and promote vibrant community events and activities in Collie.
	Priority 1.2.2	To work with sporting clubs and community groups to promote volunteering and increase participation.
	Priority 1.2.3	To work with sporting clubs and community groups to facilitate regular communication and stakeholder involvement.

<p>OUR ECONOMY:</p> <ul style="list-style-type: none"> • <i>Economic development</i> • <i>Tourism promotion and attractions</i> 	Priority 2.1.1	Support the State Government Collie's Just Transition initiatives to achieve economic diversification and sustainability.
	Priority 2.1.2	To work with State Government, business, and landowners to ensure appropriate serviceable industrial land availability.
	Priority 2.1.3	To progress the Collie airstrip site for investment by the aviation industry.
	Priority 2.1.4	Advocate for new industry while supporting existing businesses and encouraging local employment.
	Priority 2.2.1	To support the tourism and marketing capability within Collie with a focus on destination marketing.
	Priority 2.2.2	To optimise the value to the community of the various investments in trail installations.
	Priority 2.2.3	To plan for a new cultural and heritage museum to celebrate Collie's unique history.
<p>OUR BUILT ENVIRONMENT</p> <ul style="list-style-type: none"> • <i>Safe and well-maintained shire owned facilities and infrastructure</i> • <i>Sound land planning and building strategies and schemes</i> 	Priority 3.1.1	To increase the Shire's capability to maintain and improve facilities and infrastructure.
	Priority 3.1.2	To develop and implement an infrastructure maintenance and asset upgrade/ renewal / replacement program for all Shire owned facilities and infrastructure.
	Priority 3.1.3	To develop and implement a building maintenance and asset upgrade/ renewal / replacement program for all Shire owned buildings.
	Priority 3.1.4	To support the preservation of Collie's history and heritage.
	Priority 3.2.1	To monitor and revise where required the Local Planning Strategy to ensure residential and industrial chapters are consistent with emerging needs.
	Priority 3.2.2	To facilitate public/private partnerships to facilitate appropriate affordable housing.
	Priority 3.2.3	To prepare a carparking and access strategy addressing commercial and visitor needs in the town centre.
Priority 3.2.4	To undertake ongoing Strategic Land Use Planning to address the changing needs of Collie.	

<p>OUR NATURAL ENVIRONMENT</p> <ul style="list-style-type: none"> • <i>A high standard of sustainable waste services</i> • <i>Conservation of our natural environment</i> 	Priority 4.1.1	To integrate and optimise waste technology opportunities within Shire operations to extend the life of the Collie waste site.
	Priority 4.1.2	To substantially reduce waste to landfill.
	Priority 4.1.3	To implement strategies associated with the future closure and rehabilitation of the Collie waste disposal site.
	Priority 4.2.1	To facilitate measures to optimise the quality and amenity of the river and its surrounding environment.
	Priority 4.2.2	To seek external funding and increase community capacity to remove weeds and pests on Shire reserves.
	Priority 4.2.3	To facilitate the preservation and managed use of bushland, trees and forests within the Shire reserves.
<p>OUR ORGANISATION</p> <ul style="list-style-type: none"> • <i>Innovative leadership, forward planning and mutually beneficial partnerships</i> 	Priority 5.1.1	To advocate with the State Government for the establishment of a funding partnership that recognises the impact of the Just Transition process on the Shire's capacity to deliver services and facilities.
	Priority 5.1.2	To report and communicate strategic achievements against community strategic priorities.
	Priority 5.1.3	To collaborate and build partnerships with the Government sector to optimise resources and service delivery.
	Priority 5.1.4	To embed our strategic priorities throughout the organisation.
	Priority 5.2.1	To maintain a 10 year long-term financial plan based on industry best practice.
	Priority 5.2.2	To progressively improve the Shire's financial health indicators.
	Priority 5.2.3	To diversify and expand the Shire's income sources.
	Priority 5.2.4	To benchmark against industry governance and financial standards.

Strategic Actions and Timeframes

1. OUR COMMUNITY											
#	Objective	#	Strategic Priority	#	Actions	2026/27	2027/28	2028/29	2029/30	Status	Annual Update
1.1	Community health, safety and wellbeing	1.1.1	To finalise and implement a comprehensive Open Space and Recreation Facilities Strategy	1.1.1.1	Prepare a Public Open Space and Community Recreational Facilities Strategy	✓	✓				
				1.1.1.2	Liaise with user groups to optimise facility sharing and co-location opportunities in line with adopted strategy	✓	✓	✓	✓		
		1.1.2	To expand and upgrade the play facilities and amenities at Soldiers Park to provide a signature attraction with access for all abilities	1.1.2.1	Finalise planning and secure external funding for a major inclusive expanded and upgraded play facility at Soldiers Park	✓	✓				
		1.1.3	To work with Police and other agencies to improve community safety and security	1.1.3.1	Develop and implement a Community Safety & Crime Prevention Plan for Collie.	✓	✓	✓	✓		
		1.1.4	To work with relevant agencies to identify and develop suitable and affordable housing for vulnerable community members	1.1.4.1	Facilitate an inter-agency working group to identify vulnerable community members who require affordable housing		✓	✓	✓		
				1.1.4.2	Liaise with relevant government and support agencies to formulate and lobby for affordable housing		✓	✓	✓		

1.2	Community connection, engagement and participation	1.2.1	To support and promote vibrant community events and activities in Collie	1.2.1.1	Engage clubs and groups with the annual community expo	✓	✓	✓	✓		
		1.2.2	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	✓	✓	✓	✓		
		1.2.3	To work with sporting clubs and community groups to facilitate regular communication and stakeholder involvement	1.2.3.1	Engage with clubs and groups to determine and establish regular communication mechanisms and involvement	✓	✓	✓	✓		
2. OUR ECONOMY											
#	Objective	#	Strategic Priority	#	Actions	2026/27	2027/28	2028/29	2029/30	Status	Annual Update
2.1	Economic development	2.1.1	Support the State Government Collie's Just Transition initiatives to achieve economic diversification and sustainability	2.1.1.1	Monitor the Local Planning Scheme No. 6 to enable increased land use flexibility and appropriately zoned land	✓	✓	✓	✓		
				2.1.1.2	Work with Development WA to progress the opportunities identified in the South West Industrial Land Study	✓	✓	✓	✓		
		2.1.2	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	✓	✓	✓	✓		
				2.1.2.2	Progress the Coolangatta Structure Plan in collaboration with the State Government	✓	✓	✓	✓		
		2.1.3	To progress the Collie airstrip site for investment by the aviation industry	2.1.3.1	To support where possible the implementation the airport masterplan to enable new industry investment, including the	✓	✓	✓	✓		

					State Government's attraction of new industries to the Shire						
				2.1.3.2	Encourage commercial business opportunities at the airfield through the ongoing implementation of the airport masterplan	✓	✓	✓	✓		
		2.1.4	Advocate for new industry while supporting existing businesses and encouraging local employment	2.1.4.1	Develop and implement the outcomes of a tourism and economic development strategy	✓	✓	✓	✓		
2.2	Tourism promotion and attractions	2.2.1	To support the tourism and marketing capability within Collie with a focus on destination marketing.	2.2.1.1	Engage tourism and marketing resources to implement strategy actions			✓	✓		
				2.2.1.2	Collaborate with regional marketing agencies and local service providers to extend marketing reach	✓	✓	✓	✓		
		2.2.2	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.	✓	✓	✓	✓		
				2.2.2.2	Facilitate opportunities to promote the Collie Trails Strategy	✓	✓	✓	✓		
		2.2.3	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	✓	✓				
				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	✓	✓				

3. OUR BUILT ENVIRONMENT

#	Objective	#	Strategic Priority	#	Actions	2026/27	2027/28	2028/29	2029/30	Status	Annual Update
3.1	Safe and well-maintained Shire owned facilities and infrastructure	3.1.1	To increase the Shire's capability to maintain and improve facilities and infrastructure	3.1.1.1	Progressively increase financial Reserves to provide for asset renewal, replacement and upgrade works	✓	✓	✓	✓		
				3.1.1.2	Progressively improve management plans for all asset classes, enabling programmed maintenance and improvements	✓	✓	✓	✓		
		3.1.2	To develop and implement an infrastructure maintenance and asset upgrade/ renewal / replacement program for all Shire owned facilities and infrastructure	3.1.2.1	Preparation of asset management plans for each class, including the forecast expenditure requirements for asset renewal/upgrade/new works.		✓	✓	✓		
		3.1.3	To develop and implement a building maintenance and asset upgrade/ renewal / replacement program for all Shire owned buildings	3.1.3.1	Preparation of asset management plans for Shire buildings, including the forecast expenditure requirements for asset renewal/upgrade/new works		✓	✓	✓		
		3.1.4	To support the preservation of Collie's history and heritage	3.1.4.1	Preparation of asset management plans for Shire buildings, including the forecast expenditure requirements for asset renewal/upgrade/new works		✓	✓	✓		
				3.1.4.2	Preservation of Collie's cultural, historic and heritage assets	✓	✓	✓	✓		

3.2	Sound land planning and building strategies and schemes	3.2.1	To monitor and revise where required the Local Planning Strategy to ensure residential and industrial chapters are consistent with emerging needs	3.2.1.1	Review the Housing Strategy for Collie	✓	✓				
				3.2.1.2	Review and update the housing chapter of the Local Planning Strategy			✓			
				3.2.1.3	Prepare a Collie Urban Infill Toolkit		✓				
		3.2.2	To facilitate public/private partnerships to enable appropriate affordable housing	3.2.2.1	Advocate on behalf of the private sector to plan and build new housing	✓	✓	✓	✓		
				3.2.2.2	Partner with government and/or the private sector to build housing on Shire owned land	✓	✓	✓	✓		
		3.2.3	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				✓		
		3.2.4	To undertake ongoing Strategic Land Use Planning to address the changing needs of Collie	3.2.4.1	Perform land use planning studies as required	✓	✓	✓	✓		

4. OUR NATURAL ENVIRONMENT											
#	Objective	#	Strategic Priority	#	Actions	2026/27	2027/28	2028/29	2029/30	Status	Annual Update
4.1	A high standard of sustainable waste services	4.1.1	To integrate and optimise waste technology opportunities within Shire operations to extend the life of the Collie waste site	4.1.1.1	Establish and maintain an operational agreement with Renergi to enable sustainable integrated waste management practices in Collie	✓					
		4.1.2	To implement measures to reduce waste to landfill	4.1.2.1	Establish and implement actions to minimise waste to landfill	✓	✓	✓	✓		
		4.1.3	To implement strategies associated with the future closure and rehabilitation of the Collie waste disposal site	4.1.3.1	Monitor and manage the landfill closure plan with optimal fill levels and staged remediation	✓	✓	✓	✓		
4.2	Conservation of our natural environment	4.2.1	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	✓	✓	✓	✓		
		4.2.2	To seek external 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	✓	✓	✓	✓		
				4.2.2.2	Collaborate with adjacent local authorities and natural resource management agencies to deliver environmental enhancement and mitigation projects	✓	✓	✓	✓		
				4.2.2.3	Support existing and new local community groups to undertake local open space restoration projects	✓	✓	✓	✓		

		4.2.3	To facilitate the preservation and managed use of bushland, trees and forests within the Shire reserves	4.2.3.1	Collaborate with relevant government and natural resource management agencies to develop reserve management plans			✓	✓		
5. OUR ORGANISATION											
#	Objective	#	Strategic Priority	#	Actions	2026/27	2027/28	2028/29	2029/30	Status	Annual Update
5.1	Innovative leadership, forward planning, and mutually beneficial partnerships	5.1.1	To advocate with the State Government for the establishment of a funding partnership that recognises the impact of the Just Transition process on the Shire's capacity to deliver services and facilities	5.1.1.1	Lobby relevant State Government agencies and Ministers for recognition and funding	✓	✓	✓	✓		
		5.1.2	To report and communicate strategic achievements against community strategic priorities	5.1.2.1	Produce an Annual Progress Report on the implementation of Actions within the Corporate Business Plan	✓	✓	✓	✓		
		5.1.3	To collaborate and build partnerships with the Government sector to optimise resources and service delivery	5.1.3.1	Ongoing collaboration through Just Transition initiative, southwest local governments, emergency service and community based agencies	✓	✓	✓	✓		
		5.1.4	To embed our strategic priorities throughout the organisation	5.1.4.1	Incorporate strategic priorities within divisional key performance indicators	✓	✓	✓	✓		
				5.1.4.2	Monitor progress through regular executive meetings	✓	✓	✓	✓		

5.2	Good governance and financial management	5.2.1	To maintain a 10 year long-term financial plan based on industry best practice	5.2.1.1	Produce annually an updated rolling long term financial plan	✓	✓	✓	✓		
				5.2.1.2	Integrate asset management plan requirements into Long Term Financial Plan.			✓	✓		
		5.2.2	To progressively improve the Shire's financial health indicators	5.2.2.1	Financial management decisions that align with best practice financial ratios.			✓	✓		
				5.2.2.2	Progressively increase financial Reserve balances and increase renewal expenditure	✓	✓	✓	✓		
		5.2.3	To diversify and expand the Shire's income sources	5.2.3.1	Identify and apply where appropriate for external grants	✓	✓	✓	✓		
				5.2.3.2	Explore opportunities for alternative income sources	✓	✓	✓	✓		
		5.2.4	To benchmark against industry governance and financial standards	5.2.4.1	Monitor compliance with statutory legislative and reporting requirements	✓	✓	✓	✓		
				5.2.4.2	Implement a Risk Management Governance Framework and increased risk awareness	✓	✓	✓	✓		
				5.2.4.3	Develop and implement an Information Communications Technology Plan and Cyber Security Strategy	✓	✓	✓	✓		
				5.2.4.4	Integrate the Office of Auditor General Best Practice Guidelines into the Shire's operations			✓	✓		

Plan Assumptions and Sensitivities

Planning for a Sustainable Future

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

When preparing and reviewing this Corporate Business Plan, the projected population estimates provided through the ABS Census were utilised in the population growth model and demographic analysis.

Assumptions

The Corporate Business Plan has been prepared based on the following broad assumptions:

- The Shire population is forecast to increase by an average of 1.5% per annum over the next four years.
- The Shire will maintain its current service levels;
- The level of grants and contributions for capital projects and operations will remain relatively stable over the term.

The Shire has responsibility for the maintenance of a large asset base including a significant part of the District's road network. To assist with this task the Council receives external grants from the Federal and State Government. Without this external source of revenue the Council would be faced with the prospect of a substantial rate increase to maintain its current service levels; and

- The Local and State economy will remain stable, noting the Collie "Just Transition" process together with a level of uncertainty associated with interest rates, inflation and the middle east conflict.

Assets are expected to be adequately maintained and continue to provide existing levels of service.

Forecast Statement of Funding

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

	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$
OPERATIONAL ACTIVITIES				
Revenues				
Rates	8,534,575	9,133,715	9,564,549	10,016,146
Grants, subsidies and contributions (other than capital grants, subsidies and contributions)	3,967,875	3,936,911	3,955,019	4,023,669
Fees and charges	3,204,988	3,301,138	3,400,172	3,502,177
Interest earnings	382,235	163,349	170,694	183,608
Other revenue	136,499	206,591	248,666	252,624
	16,226,172	16,741,705	17,339,100	17,978,225
Expenses				
Employee costs	(8,159,592)	(8,485,975)	(8,825,414)	(9,178,431)
Materials and contracts	(5,764,665)	(5,949,134)	(6,091,913)	(6,244,211)
Utility charges (electricity, gas, water etc.)	(729,066)	(794,095)	(864,447)	(940,533)
Depreciation on non-current assets	(3,065,921)	(3,157,899)	(3,252,636)	(3,350,215)
Finance costs	(54,273)	(138,085)	(133,462)	(138,333)
Insurance expenses	(360,564)	(372,102)	(381,033)	(390,558)
Other expenditure	(366,057)	(52,279)	141,421	(453,144)
	(18,500,138)	(18,989,569)	(19,407,484)	(20,695,426)
Non-Cash amounts excluded from Operating Activities	3,067,921)	3,157,899	3,252,636	3,350,215
Activities Attributed to Operating Activities	\$793,955	\$950,035	\$1,184,253	\$633,014
INVESTING ACTIVITIES				
Inflows				
Capital grants, subsidies & contributions	2,230,974	1,612,208	1,605,794	2,155,699
Proceeds from disposal of assets	168,500	58,400	58,700	45,120
Proceeds from financial assets at amortised cost	41,247	41,247	41,247	41,247
	2,440,721	1,711,855	1,705,741	2,242,066
Outflows				
Payments for property, plant & equipment	(4,170,000)	(1,054,000)	(1,195,500)	(1,407,600)
Payments for construction infrastructure	(2,481,956)	(1,158,665)	(1,190,425)	(1,323,138)
	(6,651,956)	(2,212,665)	(2,385,925)	(2,730,738)
Activities Attributed to Investing Activities	(\$4,211,235)	(\$500,810)	(\$680,184)	(\$488,672)
FINANCING ACTIVITIES				
Inflows				
Proceeds from new borrowings	1,450,000	-	-	200,000
Transfers from reserve accounts	4,884,614	2,155,240	2,123,487	2,399,453
	6,334,614	2,155,240	2,123,487	2,599,453
Outflows				
Repayment of borrowings	(215,262)	(242,055)	(240,259)	(251,944)
Payments for principal portion of lease liabilities	(25,000)	(15,000)	(5,000)	-
Transfers to reserve accounts	(2,614,085)	(2,307,469)	(2,420,344)	(2,478,618)
	(2,854,346)	(2,564,525)	(2,665,602)	(2,730,562)
Activities Attributed to Financing Activities	\$3,480,268	(\$409,285)	(\$542,115)	(\$131,109)
Surplus or deficit at the start of the financial year	95,832	158,819	198,759	160,712
Net Surplus or deficit at the end of the financial year	\$158,819	\$198,759	\$160,712	\$173,945

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 Collie area, the Noongar people and we pay our respects to Elders past, present and emerging.

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.



Long Term Financial Plan

2026/27
TO
2035/36



Shire of
Collie

2026/27 Long Term Financial Plan

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STATEMENT OF FINANCIAL ACTIVITY

SHIRE OF COLLIE

(RATE SETTING STATEMENT)

STATEMENT OF FINANCIAL ACTIVITY (RATE SETTING STATEMENT)	2025/26		2026/27	Forward Estimate								
	Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
OPERATING ACTIVITIES												
Net current assets at start of financial year - surplus/(deficit)	94,740	1,687,882	95,832	158,819	198,759	160,713	173,946	199,021	157,785	190,913	249,527	109,285
Revenue from Operating Activities												
General Purpose Funding (Excluding General Rates)	2,691,224	3,431,744	3,401,739	3,425,995	3,489,428	3,559,500	3,615,578	3,681,291	3,758,417	3,830,039	3,909,685	4,003,524
Governance	49,500	77,500	43,500	44,790	46,119	47,487	48,912	50,379	51,891	53,447	55,051	56,702
Law, Order & Public Safety	626,032	440,291	456,890	447,842	455,562	474,640	482,254	503,253	510,649	533,453	540,678	565,337
Health	20,130	20,130	20,894	21,945	23,040	24,181	25,370	26,609	27,899	29,243	30,642	32,098
Education & Welfare	13,285	34,285	10,500	5,500	5,500	5,500	5,515	5,530	5,546	5,563	5,580	5,597
Housing	6,293	11,293	11,000	11,330	11,670	12,020	12,381	12,752	13,135	13,529	13,934	14,353
Community Amenities	2,261,992	2,309,326	2,413,926	2,488,326	2,565,023	2,644,086	2,725,809	2,810,056	2,896,904	2,986,434	3,078,729	3,173,873
Recreation & Culture	285,424	316,722	298,277	306,776	313,442	320,281	327,945	335,819	343,899	352,190	360,696	369,421
Transport	187,638	176,638	193,849	199,307	205,179	211,222	217,439	223,837	230,421	237,196	244,168	251,342
Economic Services	447,588	453,588	478,958	484,735	490,742	496,990	462,501	478,540	495,125	512,275	530,008	548,344
Other Property & Services	346,600	227,276	363,064	366,216	369,462	372,806	383,990	395,510	407,375	419,596	432,184	445,150
Total Revenue	6,935,706	7,498,793	7,692,597	7,802,762	7,975,167	8,168,714	8,307,695	8,523,577	8,741,261	8,972,964	9,201,355	9,465,742
Expenditure from Operating Activities												
General Purpose Funding	(185,350)	(361,460)	(291,753)	(195,883)	(203,285)	(352,100)	(219,878)	(295,742)	(277,532)	(241,577)	(251,848)	(423,717)
Governance	(1,338,444)	(1,284,503)	(1,077,999)	(1,130,981)	(1,117,698)	(1,204,360)	(1,211,237)	(1,265,096)	(1,252,546)	(1,348,093)	(1,358,380)	(1,417,617)
Law, Order & Public Safety	(1,482,710)	(1,483,920)	(1,428,679)	(1,416,158)	(1,401,379)	(1,953,833)	(2,010,721)	(2,073,974)	(2,129,255)	(2,201,416)	(2,264,418)	(2,336,608)
Health	(108,077)	(122,077)	(263,707)	(271,193)	(278,970)	(286,984)	(297,353)	(305,490)	(315,185)	(325,188)	(336,978)	(346,153)
Education & Welfare	(89,970)	(89,470)	(94,247)	(91,579)	(93,982)	(96,456)	(99,200)	(102,026)	(104,937)	(107,935)	(111,023)	(114,204)
Housing	(6,569)	(28,769)	(34,800)	(35,844)	(36,919)	(38,027)	(39,168)	(40,343)	(41,553)	(42,800)	(44,084)	(45,406)
Community Amenities	(3,372,899)	(3,711,589)	(4,041,967)	(4,163,034)	(4,288,744)	(4,424,016)	(4,576,782)	(4,713,333)	(4,865,066)	(5,021,625)	(5,195,425)	(5,349,850)
Recreation & Culture	(4,816,183)	(4,137,663)	(4,878,766)	(5,026,939)	(5,175,663)	(5,329,072)	(5,513,196)	(5,666,801)	(5,844,060)	(6,026,893)	(6,236,676)	(6,409,978)
Transport	(4,819,603)	(4,734,603)	(5,125,508)	(5,289,947)	(5,460,870)	(5,637,963)	(5,833,456)	(6,016,137)	(6,216,137)	(6,424,228)	(6,653,697)	(6,863,673)
Economic Services	(1,064,316)	(1,030,693)	(978,314)	(993,604)	(1,013,733)	(1,034,479)	(1,069,498)	(1,098,761)	(1,132,385)	(1,167,039)	(1,206,676)	(1,239,561)
Other Property & Services	(339,465)	(426,648)	(284,398)	(334,406)	(336,241)	(338,135)	(349,731)	(359,121)	(370,097)	(381,409)	(394,538)	(405,082)
Total Expenses	(17,623,586)	(17,411,395)	(18,500,138)	(18,949,569)	(19,407,484)	(20,695,426)	(21,220,221)	(21,936,073)	(22,548,753)	(23,288,201)	(24,053,742)	(24,951,848)
Net Result Excluding Rates	(10,687,880)	(9,912,602)	(10,807,541)	(11,146,806)	(11,432,316)	(12,526,712)	(12,912,526)	(13,412,496)	(13,807,492)	(14,315,237)	(14,852,387)	(15,486,106)
Operating Activities excluded												
(Profit)/Loss on Asset Disposals	0	0	0	0	0	0	0	0	0	0	0	0
Movement in Deferred Pensioner Rates	0	0	0	0	0	0	0	0	0	0	0	0
Movement in Employee Benefit Provisions	0	0	0	0	0	0	0	0	0	0	0	0
Financial Assets at Amortised Cost	0	0	0	0	0	0	0	0	0	0	0	0
Movement in Contract Liabilities (Grant Revenue & JTPS)	0	0	0	0	0	0	0	0	0	0	0	0
Depreciation of Assets	2,932,710	2,940,189	3,067,921	3,157,899	3,252,636	3,350,215	3,450,721	3,554,243	3,660,870	3,770,696	3,883,817	4,000,332
Net Non-Cash Operating Activities	2,932,710	2,940,189	3,067,921	3,157,899	3,252,636	3,350,215	3,450,721	3,554,243	3,660,870	3,770,696	3,883,817	4,000,332
Amount attributable to Operating Activities	(7,755,170)	(6,972,413)	(7,739,620)	(7,988,907)	(8,179,680)	(9,176,497)	(9,461,804)	(9,858,253)	(10,146,622)	(10,544,540)	(10,968,570)	(11,485,774)
INVESTING ACTIVITIES												
Non-operating Grants, Subsidies and Contributions	1,501,421	700,532	2,230,974	1,612,208	1,605,794	2,155,699	2,216,602	2,279,832	2,344,444	2,410,994	2,479,541	2,550,144
Purchase of Land Held for Resale	0	0	0	0	0	0	0	0	0	0	0	0
Purchase of Land & Buildings	(796,000)	(551,000)	(3,131,000)	(700,000)	(800,000)	(900,000)	(800,000)	(900,000)	(900,000)	(800,000)	(350,000)	(1,150,000)
Purchase of Plant & Equipment	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,300)	(10,609)	(10,927)	(11,255)	(11,593)	(11,941)
Purchase of Motor Vehicles	(1,733,000)	(1,095,000)	(989,000)	(292,000)	(293,500)	(225,600)	(247,500)	(305,800)	(1,116,010)	(306,900)	(1,067,550)	(185,856)
Purchase of Furniture & Fittings	(50,500)	(50,500)	(40,000)	(52,000)	(92,000)	(272,000)	(259,500)	(160,000)	(60,000)	(130,000)	(61,500)	(62,500)
Infrastructure Assets	(937,270)	(183,250)	(2,481,956)	(1,158,665)	(1,190,425)	(1,323,138)	(1,359,832)	(1,397,627)	(1,286,556)	(1,822,152)	(1,523,817)	(1,766,532)
Advances to Community Groups	0	0	0	0	0	0	0	0	0	0	0	0
Payments for financial assets at amortised cost - self supporting loans	0	0	0	0	0	0	0	0	0	0	0	0
Proceeds from Self-Supporting Loans	18,245	14,743	41,247	41,247	41,247	41,247	41,247	41,247	41,247	41,247	41,247	41,247
Proceeds for Disposal of Assets	186,600	21,600	168,500	58,400	58,700	45,120	49,500	61,160	223,202	61,380	213,510	125,477
Amount attributable to Investing Activities	(1,820,504)	(1,152,875)	(4,211,235)	(500,810)	(680,184)	(488,672)	(369,783)	(391,797)	(764,601)	(556,686)	(280,162)	(459,961)
FINANCING ACTIVITIES												
Repayment of Debentures	(213,665)	(213,665)	(215,262)	(242,055)	(240,259)	(251,944)	(122,144)	(112,530)	(119,261)	(126,395)	(133,957)	(141,972)
Proceeds from New Debentures	0	0	1,450,000	0	0	200,000	200,000	100,000	0	0	0	0
Lease Principal Repayments	(33,502)	(33,502)	(25,000)	(15,000)	(5,000)	0	0	0	0	0	0	0
Transfers to Cash Backed Reserves (restricted assets)	(427,071)	(2,842,958)	(2,614,085)	(2,307,469)	(2,420,344)	(2,478,618)	(2,621,631)	(2,772,978)	(2,584,404)	(2,748,959)	(3,267,638)	(3,096,572)
Transfers from Cash Backed Reserves (restricted assets)	2,142,602	1,476,602	4,884,614	2,155,240	2,123,487	2,399,453	2,123,751	2,227,795	2,367,876	2,216,495	2,126,654	2,328,103
Amount attributable to Financing Activities	1,468,364	(1,613,523)	3,480,268	(409,285)	(542,115)	(131,109)	(420,025)	(557,713)	(335,789)	(658,860)	(1,274,941)	(910,441)
Budget Deficiency before General Rates	(8,107,310)	(9,738,811)	(8,470,587)	(8,899,002)	(9,401,980)	(9,796,278)	(10,251,613)	(10,807,763)	(11,247,011)	(11,760,086)	(12,523,673)	(12,856,176)
Estimated amount to be Raised from General Rates	8,048,378	8,146,761	8,533,575	8,938,942	9,363,933	9,809,511	10,276,688	10,766,526	11,280,140	11,818,699	12,383,432	12,975,628
Net current assets at end of financial year - Surplus/(Deficit)	35,811	95,832	158,819	198,759	160,713	173,946	199,021	157,785	190,913	249,527	109,285	228,737

Shire of Collie

STATEMENT OF FINANCIAL ACTIVITY - By Nature	Base Yr		Forward Estimate									
	Budget	Forecast	1	2	3	4	5	6	7	8	9	10
	2025/26	2025/26	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)
			2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
OPERATING ACTIVITIES												
Revenue from Operating Activities												
Rates	8,049,428	8,147,811	8,534,575	9,133,715	9,564,549	10,016,146	10,489,522	10,985,745	11,505,935	12,051,268	12,622,978	13,222,360
Rates excluding general rates												
Grants, subsidies and contributions (other than capital grants, subsidies and contributions)	3,437,731	3,846,588	3,967,875	3,936,911	3,955,019	4,023,669	4,094,379	4,192,211	4,267,977	4,346,016	4,476,397	4,610,689
Fees and charges	2,818,949	3,193,700	3,204,988	3,301,138	3,400,172	3,502,177	3,607,243	3,715,460	3,826,924	3,941,731	4,059,983	4,181,783
Interest earnings	323,755	384,185	382,235	163,349	170,694	183,608	181,435	187,778	204,388	214,324	231,085	260,814
Other revenue	354,221	73,270	136,499	206,591	248,666	252,624	211,804	208,910	216,177	238,324	194,343	165,724
Profit on asset disposals	-	-	-	-	-	-	-	-	-	-	-	-
	14,984,084	15,645,554	16,226,172	16,741,705	17,339,100	17,978,225	18,584,383	19,290,104	20,021,401	20,791,664	21,584,787	22,441,370
Expenditure from Operating Activities												
Employee costs	(7,510,236)	(7,265,371)	(8,159,592)	(8,485,975)	(8,825,414)	(9,178,431)	(9,499,676)	(9,832,165)	(10,176,291)	(10,532,461)	(10,901,097)	(11,282,635)
Materials and contracts	(5,478,277)	(5,508,467)	(5,764,665)	(5,949,134)	(6,091,913)	(6,244,211)	(6,400,316)	(6,560,324)	(6,724,332)	(6,892,440)	(7,064,751)	(7,241,370)
Utility charges (electricity, gas, water etc.)	(664,570)	(611,201)	(729,066)	(794,095)	(864,447)	(940,533)	(1,022,795)	(1,111,706)	(1,207,775)	(1,311,546)	(1,423,607)	(1,544,585)
Depreciation on non-current assets	(2,932,710)	(2,945,189)	(3,065,921)	(3,157,899)	(3,252,636)	(3,350,215)	(3,450,721)	(3,554,243)	(3,660,870)	(3,770,696)	(3,883,817)	(4,000,332)
Finance costs	(59,965)	(60,280)	(54,273)	(138,085)	(133,462)	(138,333)	(144,364)	(138,658)	(131,134)	(123,159)	(114,704)	(105,742)
Insurance expenses	(351,176)	(346,756)	(360,564)	(372,102)	(381,033)	(390,558)	(400,322)	(410,330)	(420,589)	(431,103)	(441,881)	(452,928)
Other expenditure	(626,649)	(674,131)	(366,057)	(52,279)	141,421	(453,144)	(302,026)	(328,647)	(227,763)	(226,795)	(223,884)	(324,256)
Loss on asset disposal	-	-	-	-	-	-	-	-	-	-	-	-
	(17,623,583)	(17,411,395)	(18,500,138)	(18,949,569)	(19,407,484)	(20,695,426)	(21,220,221)	(21,936,073)	(22,548,753)	(23,288,201)	(24,053,742)	(24,951,848)
Non-Cash amounts excluded from Operating Activities	2,932,710	2,940,189	3,067,921	3,157,899	3,252,636	3,350,215	3,450,721	3,554,243	3,660,870	3,770,696	3,883,817	4,000,332
ACTIVITIES ATTRIBUTED TO OPERATING ACTIVITIES	293,211	1,174,348	793,955	950,035	1,184,253	633,014	814,884	908,274	1,133,518	1,274,159	1,414,862	1,489,854
INVESTING ACTIVITIES												
Inflows from Investing Activities												
Capital grants, subsidies & contributions	1,501,421	700,532	2,230,974	1,612,208	1,605,794	2,155,699	2,216,602	2,279,832	2,344,444	2,410,994	2,479,541	2,550,144
Proceeds from disposal of assets	186,600	21,600	168,500	58,400	58,700	45,120	49,500	61,160	223,202	61,380	213,510	125,477
Proceeds from financial assets at amortised cost - advance and self supporting loan	14,744	14,743	41,247	41,247	41,247	41,247	41,247	41,247	41,247	41,247	41,247	41,247
	1,702,765	736,875	2,440,721	1,711,855	1,705,741	2,242,066	2,307,349	2,382,239	2,608,893	2,513,621	2,734,298	2,716,868
Outflows from Investing Activities												
Payments for property, plant & equipment	(2,589,500)	(1,706,500)	(4,170,000)	(1,054,000)	(1,195,500)	(1,407,600)	(1,317,300)	(1,376,409)	(2,086,937)	(1,248,155)	(1,490,643)	(1,410,297)
Payments for construction infrastructure	(937,270)	(183,250)	(2,481,956)	(1,158,665)	(1,190,425)	(1,323,138)	(1,359,832)	(1,397,627)	(1,286,556)	(1,822,122)	(1,523,817)	(1,766,532)
Right of Use Assets Received - non cash	-	-	-	-	-	-	-	-	-	-	-	-
Payments for financial assets at amortised cost - advance and self supporting loan	-	-	-	-	-	-	-	-	-	-	-	-
	(3,526,770)	(1,889,750)	(6,651,956)	(2,212,665)	(2,385,925)	(2,730,738)	(2,677,132)	(2,774,036)	(3,373,493)	(3,070,307)	(3,014,460)	(3,176,829)
Non-Cash amounts excluded from Investing Activities	-	-	-	-	-	-	-	-	-	-	-	-
ACTIVITIES ATTRIBUTED TO INVESTING ACTIVITIES	(1,824,005)	(1,152,875)	(4,211,235)	(500,810)	(680,184)	(488,672)	(369,783)	(391,797)	(764,601)	(556,686)	(280,162)	(459,961)
FINANCING ACTIVITIES												
Inflows from Financing Activities												
Proceeds from new borrowings	-	-	1,450,000	-	-	200,000	200,000	100,000	-	-	-	-
Proceeds from new leases - non cash	3,502	-	-	-	-	-	-	-	-	-	-	-
Transfers from reserve accounts	2,142,602	1,476,602	4,884,614	2,155,240	2,123,487	2,399,453	2,123,751	2,227,795	2,367,876	2,216,495	2,126,654	2,328,103
	2,146,104	1,476,602	6,334,614	2,155,240	2,123,487	2,599,453	2,323,751	2,327,795	2,367,876	2,216,495	2,126,654	2,328,103
Outflows from Financing Activities												
Repayment of borrowings	(213,665)	(213,665)	(215,262)	(242,055)	(240,259)	(251,944)	(122,144)	(112,530)	(119,261)	(126,395)	(133,957)	(141,972)
Payments for principal portion of lease liabilities	(33,502)	(33,502)	(25,000)	(15,000)	(5,000)	-	-	-	-	-	-	-
Transfers to reserve accounts	(427,070)	(2,842,958)	(2,614,085)	(2,307,469)	(2,420,344)	(2,478,618)	(2,621,631)	(2,772,978)	(2,584,404)	(2,748,959)	(3,267,638)	(3,096,572)
	(674,237)	(3,090,125)	(2,854,346)	(2,564,525)	(2,665,602)	(2,730,562)	(2,743,775)	(2,885,508)	(2,703,665)	(2,875,355)	(3,401,595)	(3,238,544)
Non-Cash amounts excluded from Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
ACTIVITIES ATTRIBUTED TO FINANCING ACTIVITIES	1,471,867	(1,613,523)	3,480,268	(409,285)	(542,115)	(131,109)	(420,025)	(557,713)	(335,789)	(658,860)	(1,274,941)	(910,441)
MOVEMENT IN SURPLUS OR DEFICIT												
Surplus or deficit at the start of the financial year												
Amount attributable to Operating Activities	94,740	1,687,882	95,832	158,819	198,759	160,712	173,945	199,021	157,784	190,913	249,526	109,285
Amount attributable to Investing Activities	293,211	1,174,348	793,955	950,035	1,184,253	633,014	814,884	908,274	1,133,518	1,274,159	1,414,862	1,489,854
Amount attributable to Financing Activities	(1,824,006)	(1,152,875)	(4,211,235)	(500,810)	(680,184)	(488,672)	(369,783)	(391,797)	(764,601)	(556,686)	(280,162)	(459,961)
	1,471,867	(1,613,523)	3,480,268	(409,285)	(542,115)	(131,109)	(420,025)	(557,713)	(335,789)	(658,860)	(1,274,941)	(910,441)
Surplus or deficit at the end of the financial year	35,811	95,832	158,819	198,759	160,712	173,945	199,021	157,784	190,913	249,526	109,285	228,737

Summary	2025/26		2026/27	Forward Estimate								
	Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Schedule 3 - General Purpose Funding	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
GENERAL PURPOSE FUNDING - SUMMARY												
Operating Expenditure												
Recurrent Expenditure												
Rates	0	0	0	0	0	0	0	0	0	0	0	0
Other General Purpose Funding	(184,350)	(360,460)	(290,753)	(194,883)	(202,285)	(351,100)	(218,878)	(294,742)	(276,532)	(240,577)	(250,848)	(422,717)
Total Recurrent Expenditure	(184,350)	(360,460)	(290,753)	(194,883)	(202,285)	(351,100)	(218,878)	(294,742)	(276,532)	(240,577)	(250,848)	(422,717)
Non-Recurrent Expenditure												
Rates	0	0	0	0	0	0	0	0	0	0	0	0
Other General Purpose Funding	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
Total Non-Recurrent Expenditure	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
Total Operating Expenditure	(185,350)	(361,460)	(291,753)	(195,883)	(203,285)	(352,100)	(219,878)	(295,742)	(277,532)	(241,577)	(251,848)	(423,717)
Operating Revenue												
Recurrent Revenue												
Rates	8,149,428	8,327,811	8,722,675	9,133,715	9,564,549	10,016,146	10,489,522	10,985,745	11,505,935	12,051,268	12,622,978	13,222,360
Other General Purpose Funding	2,590,174	3,250,694	3,212,639	3,231,222	3,288,812	3,352,865	3,402,745	3,462,073	3,532,622	3,597,470	3,670,139	3,756,791
Total Recurrent Revenue	10,739,602	11,578,505	11,935,314	12,364,937	12,853,361	13,369,011	13,892,267	14,447,818	15,038,557	15,648,738	16,293,117	16,979,152
Non-Recurrent Revenue												
Rates	0	0	0	0	0	0	0	0	0	0	0	0
Other General Purpose Funding	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Recurrent Revenue	0	0	0	0	0	0	0	0	0	0	0	0
Total Operating Revenue	10,739,602	11,578,505	11,935,314	12,364,937	12,853,361	13,369,011	13,892,267	14,447,818	15,038,557	15,648,738	16,293,117	16,979,152

Account Number	Schedule 3 - General Purpose Funding	2025/26		2026/27	Forward Estimate								
		Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	RATES												
	OPERATING REVENUE												
	Recurrent Revenue												
100110	General Rates Levied	8,046,928	8,130,311	8,517,075	8,921,243	9,344,962	9,789,190	10,254,936	10,743,256	11,255,260	11,792,114	12,355,039	12,945,320
100120	Interim Rates	5,000	20,000	20,000	21,304	22,684	24,145	25,692	27,328	29,059	30,890	32,827	34,875
100210	Back Rates Levied	0	0	0	0	0	0	0	0	0	0	0	0
100810	Ex-Gratia Rates	1,050	1,050	1,000	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267	1,305
100610	Non-Payment Penalty Interest	100,000	180,000	188,100	193,743	199,555	205,542	211,708	218,059	224,601	231,339	238,279	245,428
100800	Rates Written Off	(3,550)	(3,550)	(3,500)	(3,605)	(3,713)	(3,825)	(3,939)	(4,057)	(4,179)	(4,305)	(4,434)	(4,567)
	TOTAL RATE REVENUE	8,149,428	8,327,811	8,722,675	9,133,715	9,564,549	10,016,146	10,489,522	10,985,745	11,505,935	12,051,268	12,622,978	13,222,360
	OPERATING EXPENDITURE												
	Recurrent Expenditure												
102520	Rating Incentive	0	0	0	0	0	0	0	0	0	0	0	0
103500	Rates Concession Expense	0	0	0	0	0	0	0	0	0	0	0	0
	Sub Total - Recurrent Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
	Non Recurrent Expenditure												
	Nil	0	0	0	0	0	0	0	0	0	0	0	0
	Sub Total - Non Recurrent Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
	TOTAL OPERATING EXPENDITURE	0	0	0	0	0	0	0	0	0	0	0	0

Account Number	Schedule 3 - General Purpose Funding	2025/26		2026/27	Forward Estimate								
		Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	OTHER GENERAL PURPOSE FUNDING												
	OPERATING REVENUE												
	Recurrent Revenue												
111130	Interest - Rates Arrears	0	0	1,000	1,020	1,040	1,061	1,081	1,101	1,121	1,141	1,162	1,182
111110	Interest - Rates Instalments	21,735	21,735	22,650	23,107	23,565	24,022	24,480	24,937	25,394	25,852	26,309	26,767
110110	Administration Charge - Instalments	38,221	44,000	45,852	46,778	47,704	48,630	49,556	50,482	51,408	52,334	53,260	54,186
100910	Grants Commission - General	1,677,276	2,167,637	2,232,666	2,266,156	2,300,148	2,334,651	2,369,670	2,405,215	2,441,294	2,477,913	2,515,082	2,552,808
102210	Grants Commission - Statutory Roads Grants	606,417	606,417	632,368	641,854	651,481	661,254	671,172	681,240	691,459	701,830	712,358	723,043
148730	Interest - Municipal Fund	72,450	72,450	75,420	79,252	83,245	87,407	91,744	96,262	100,968	105,871	110,977	116,293
148740	Interest - Reserve Fund	129,570	110,000	95,065	59,969	62,844	71,118	64,131	65,478	76,904	81,459	92,638	116,572
100710	Reimb - Rates Legal Fees Recouped	3,105	173,105	50,000	52,540	55,188	57,947	60,822	63,817	66,937	70,187	73,572	77,097
101010	Pensioner Deferred Subsidy	10,350	10,350	10,774	11,322	11,892	12,487	13,106	13,752	14,424	15,124	15,854	16,613
105530	Fees - Property Enquiries	31,050	45,000	46,844	49,224	51,704	54,289	56,983	59,789	62,712	65,757	68,928	72,230
	Sub Total - Recurrent Revenue	2,590,174	3,250,694	3,212,639	3,231,222	3,288,812	3,352,865	3,402,745	3,462,073	3,532,622	3,597,470	3,670,139	3,756,791
	Non Recurrent Revenue												
	Moved to Sch12 - Grants - Local Roads & Community Infrastr	0	0	0	0	0	0	0	0	0	0	0	0
	Sub Total - Non Recurrent Revenue	0	0	0	0	0	0	0	0	0	0	0	0
	TOTAL OPERATING REVENUE	2,590,174	3,250,694	3,212,639	3,231,222	3,288,812	3,352,865	3,402,745	3,462,073	3,532,622	3,597,470	3,670,139	3,756,791
	OPERATING EXPENDITURE												
	Recurrent Expenditure												
105020	Bank Fees	(23,288)	(40,000)	(41,640)	(43,755)	(45,960)	(48,258)	(50,652)	(53,147)	(55,745)	(58,452)	(61,271)	(64,206)
181230	Asset Revaluation (closed - transferred from Sch4 - new 6752)	0	0	0	0	0	0	0	0	0	0	0	0
167520	Valuation Expenses - Rating / Assets	(24,102)	(12,000)	(117,000)	(15,240)	(16,487)	(158,953)	(18,451)	(89,186)	(63,949)	(20,740)	(21,561)	(187,662)
183620	Rates Printing	(10,000)	(2,000)	(10,000)	(10,508)	(11,038)	(11,589)	(12,164)	(12,763)	(13,387)	(14,037)	(14,714)	(15,419)
104830	Debt Collection	(1,000)	(1,000)	(1,000)	(1,020)	(1,040)	(1,061)	(1,081)	(1,101)	(1,121)	(1,141)	(1,162)	(1,182)
103840	Legal Expenses - Debt Recovery	(500)	(180,000)	(50,000)	(51,010)	(52,020)	(53,029)	(54,039)	(55,049)	(56,059)	(57,069)	(58,078)	(59,088)
167420	Allocation of Administration Overheads	(125,460)	(125,460)	(71,113)	(73,349)	(75,740)	(78,209)	(82,491)	(83,496)	(86,271)	(89,138)	(94,062)	(95,160)
	Sub Total - Recurrent Expenditure	(184,350)	(360,460)	(290,753)	(194,883)	(202,285)	(351,100)	(218,878)	(294,742)	(276,532)	(240,577)	(250,848)	(422,717)
	Non Recurrent Expenditure												
103850	Bad & Doubtful Debts Expense - General Purpose Funding	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	Sub Total - Non Recurrent Expenditure	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	TOTAL OPERATING EXPENDITURE	(185,350)	(361,460)	(291,753)	(195,883)	(203,285)	(352,100)	(219,878)	(295,742)	(277,532)	(241,577)	(251,848)	(423,717)

Account Number	Schedule 3 - General Purpose Funding	2026/27	Forward Estimate								
		Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	NOTES TO SCHEDULE 3 - GENERAL PURPOSE FUNDING										
1113	3.1 Interest - Rates Arrears 10.00% pa	1,000	1,020	1,040	1,061	1,081	1,101	1,121	1,141	1,162	1,182
		1,000	1,020	1,040	1,061	1,081	1,101	1,121	1,141	1,162	1,182
1111	3.2 Interest - Rates Instalments 5.00% pa	22,650	23,107	23,565	24,022	24,480	24,937	25,394	25,852	26,309	26,767
		22,650	23,107	23,565	24,022	24,480	24,937	25,394	25,852	26,309	26,767
1011	3.3 Fees & Charges - Instalments \$18.00 per assessment	45,852	46,778	47,704	48,630	49,556	50,482	51,408	52,334	53,260	54,186
		45,852	46,778	47,704	48,630	49,556	50,482	51,408	52,334	53,260	54,186
6752	3.4 Valuation Expenses - Rating / Assets										
	Interim Valuations - Valuer General	(6,000)	(7,000)	(8,000)	(9,000)	(9,447)	(9,912)	(10,396)	(10,901)	(11,427)	(11,974)
	UV Valuations - Valuer General	(8,000)	(8,240)	(8,487)	(8,742)	(9,004)	(9,274)	(9,552)	(9,839)	(10,134)	(10,438)
	GRV Valuation - Valuer General	0	0	0	(100,212)	0	0	0	0	0	(118,250)
	Asset Revaluations	(85,000)	0	0	(21,000)	0	(70,000)	(22,000)	0	0	(23,000)
	Insurance Asset Revaluations	(8,000)	0	0	(9,000)	0	0	(10,000)	0	0	(11,000)
	UV/GRV Property Use Review	(10,000)	0	0	(11,000)	0	0	(12,000)	0	0	(13,000)
	Differential Rate Assessment	0	0	0	0	0	0	0	0	0	0
		(117,000)	(15,240)	(16,487)	(158,953)	(18,451)	(89,186)	(63,949)	(20,740)	(21,561)	(187,662)
0012	3.5 Interim Rates										
	Interim Rates	20,000	21,304	22,684	24,145	25,692	27,328	29,059	30,890	32,827	34,875
		20,000	21,304	22,684	24,145	25,692	27,328	29,059	30,890	32,827	34,875

Summary	2025/26		2026/27	Forward Estimate								
	Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Schedule 4 - Governance	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
GOVERNANCE - SUMMARY												
Operating Expenditure												
Recurrent Expenditure												
Members of Council	(451,329)	(463,808)	(455,173)	(469,118)	(483,766)	(498,873)	(520,084)	(530,865)	(547,625)	(564,915)	(589,127)	(601,155)
Other Governance	(754,615)	(724,195)	(537,826)	(532,863)	(548,932)	(565,487)	(605,703)	(600,318)	(618,530)	(637,295)	(681,863)	(676,551)
Total Recurrent Expenditure	(1,205,944)	(1,188,003)	(992,999)	(1,001,981)	(1,032,698)	(1,064,360)	(1,125,787)	(1,131,183)	(1,166,155)	(1,202,210)	(1,270,990)	(1,277,706)
Non-Recurrent Expenditure												
Members of Council	(50,000)	(44,000)	0	(44,000)	0	(55,000)	0	(48,000)	0	(59,000)	0	(52,000)
Other Governance	(82,500)	(52,500)	(85,000)	(85,000)	(85,000)	(85,000)	(85,450)	(85,914)	(86,391)	(86,883)	(87,389)	(87,911)
Total Non-Recurrent Expenditure	(132,500)	(96,500)	(85,000)	(129,000)	(85,000)	(140,000)	(85,450)	(133,914)	(86,391)	(145,883)	(87,389)	(139,911)
Total Operating Expenditure	(1,338,444)	(1,284,503)	(1,077,999)	(1,130,981)	(1,117,698)	(1,204,360)	(1,211,237)	(1,265,096)	(1,252,546)	(1,348,093)	(1,358,380)	(1,417,617)
Operating Revenue												
Recurrent Revenue												
Members of Council	500	500	500	500	500	500	515	530	546	563	580	597
Other Governance	49,000	77,000	43,000	44,290	45,619	46,987	48,397	49,849	51,344	52,885	54,471	56,105
Total Recurrent Revenue	49,500	77,500	43,500	44,790	46,119	47,487	48,912	50,379	51,891	53,447	55,051	56,702
Non-Recurrent Revenue												
Members of Council	0	0	0	0	0	0	0	0	0	0	0	0
Other Governance	500	500	500	515	530	546	563	580	597	615	633	652
Total Non-Recurrent Revenue	500	500	500	515	530	546	563	580	597	615	633	652
Total Operating Revenue	50,000	78,000	44,000	45,305	46,649	48,034	49,475	50,959	52,488	54,062	55,684	57,355

Account Number	Job / Plant Number	Schedule 4 - Governance	2025/26		2026/27	Forward Estimate								
			Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
						\$	\$	\$	\$	\$	\$	\$	\$	\$
		MEMBERS OF COUNCIL												
		OPERATING EXPENDITURE												
		Recurrent Expenditure												
100520		Annual Meeting Attendance Fees - Councillors	(96,284)	(96,284)	(99,654)	(102,644)	(105,723)	(108,895)	(112,161)	(115,526)	(118,992)	(122,562)	(126,239)	(130,026)
101720		Shire President Annual Allowance	(22,763)	(22,763)	(23,560)	(24,267)	(24,995)	(25,745)	(26,517)	(27,312)	(28,132)	(28,976)	(29,845)	(30,740)
100120		Deputy Shire President Annual Allowance	(10,347)	(10,347)	(10,709)	(11,030)	(11,361)	(11,702)	(12,053)	(12,415)	(12,787)	(13,171)	(13,566)	(13,973)
101320	1024 / 1026 / 1027 / 1028 0192 / 1192 / 2192 / 2193	Council Refreshments & Functions	(7,245)	(7,245)	(7,542)	(7,768)	(8,001)	(8,241)	(8,489)	(8,743)	(9,006)	(9,276)	(9,554)	(9,841)
101920		Elected Members - Training & Conferences	(12,500)	(12,500)	(17,000)	(17,510)	(18,035)	(18,576)	(19,134)	(19,708)	(20,299)	(20,908)	(21,535)	(22,181)
101150		Elected Members Annual Communication Allowances	(17,325)	(17,325)	(17,325)	(17,845)	(18,380)	(18,931)	(19,499)	(20,084)	(20,687)	(21,308)	(21,947)	(22,605)
121000		Reimbursements - Councillors	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)
102020		Insurance - Elected Members	(31,924)	(31,924)	(33,233)	(34,230)	(35,257)	(36,314)	(37,404)	(38,526)	(39,682)	(40,872)	(42,098)	(43,361)
102320		Depreciation - Council Chambers Furniture & Fittings	(521)	(13,000)	(13,533)	(13,939)	(14,357)	(14,788)	(15,232)	(15,688)	(16,159)	(16,644)	(17,143)	(17,657)
166430		Allocation of Administration Overheads	(250,920)	(250,920)	(231,117)	(238,385)	(246,156)	(254,180)	(268,095)	(271,362)	(280,381)	(289,699)	(305,700)	(309,270)
		Sub Total - Recurrent Expenditure	(451,329)	(463,808)	(455,173)	(469,118)	(483,766)	(498,873)	(520,084)	(530,865)	(547,625)	(564,915)	(589,127)	(601,155)
		Non-Recurrent Expenditure												
183820		Local Government Elections	(50,000)	(44,000)	0	(44,000)	0	(55,000)	0	(48,000)	0	(59,000)	0	(52,000)
185930		Profit / (Loss) on Sale - Governance	0	0	0	0	0	0	0	0	0	0	0	0
		Sub Total - Non Recurrent Expenditure	(50,000)	(44,000)	0	(44,000)	0	(55,000)	0	(48,000)	0	(59,000)	0	(52,000)
		TOTAL OPERATING EXPENDITURE	(501,329)	(507,808)	(455,173)	(513,118)	(483,766)	(553,873)	(520,084)	(578,865)	(547,625)	(623,915)	(589,127)	(653,155)
		OPERATING REVENUE												
		Recurrent Revenue												
164350		Other Comprehensive Income	500	500	500	500	500	500	515	530	546	563	580	597
		Sub Total - Recurrent Revenue	500	500	500	500	500	500	515	530	546	563	580	597
		Non-Recurrent Revenue												
		Nil	0	0	0	0	0	0	0	0	0	0	0	0
		Sub Total - Non Recurrent Revenue	0	0	0	0	0	0	0	0	0	0	0	0
		TOTAL OPERATING REVENUE	500	500	500	500	500	500	515	530	546	563	580	597

Account Number	Job / Plant Number	Schedule 4 - Governance	2025/26		2026/27	Forward Estimate								
			Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
OTHER GOVERNANCE														
OPERATING EXPENDITURE														
Recurrent Expenditure														
102730		Salaries & Wages - Governance	(118,697)	(118,697)	(199,834)	(205,829)	(212,004)	(218,364)	(224,915)	(231,662)	(238,612)	(245,770)	(253,144)	(260,738)
102830		Superannuation - CEO Department	(15,431)	(15,431)	(25,978)	(26,758)	(27,560)	(28,387)	(29,239)	(30,116)	(31,020)	(31,950)	(32,909)	(33,896)
104930		Other Employee Cost - CEO Department	(12,000)	(12,000)	(12,000)	(12,360)	(12,731)	(13,113)	(13,506)	(13,911)	(14,329)	(14,758)	(15,201)	(15,657)
136250		Long Service Leave Payment (to other LG)	(5,000)	(5,000)	(5,000)	(5,150)	(5,305)	(5,464)	(5,628)	(5,796)	(5,970)	(6,149)	(6,334)	(6,524)
104940		Fringe Benefits Tax	(30,000)	(30,000)	(31,000)	(31,930)	(32,888)	(33,875)	(34,891)	(35,937)	(37,016)	(38,126)	(39,270)	(40,448)
18393	Jobs	Insurance Workers Compensation - CEO Department	(23,108)	(24,187)	(25,179)	(25,934)	(26,712)	(27,513)	(28,339)	(29,189)	(30,065)	(30,967)	(31,896)	(32,852)
104950		Shire of Collie Plans	0	0	0	0	0	0	0	0	0	0	0	0
101420	0142 / 1142 / 2142	Public Relations & Civic Functions	(15,000)	(5,000)	(10,000)	(10,300)	(10,609)	(10,927)	(11,255)	(11,593)	(11,941)	(12,299)	(12,668)	(13,048)
101820	0182 / 2182	Governance - Subscriptions	(32,000)	(35,000)	(35,000)	(36,050)	(37,132)	(38,245)	(39,393)	(40,575)	(41,792)	(43,046)	(44,337)	(45,667)
102630		Conference & Training - CEO Department	(5,000)	(5,000)	(5,000)	(5,150)	(5,305)	(5,464)	(5,628)	(5,796)	(5,970)	(6,149)	(6,334)	(6,524)
104450		Clothing - CEO Department	0	0	(500)	(515)	(530)	(546)	(563)	(580)	(597)	(615)	(633)	(652)
151680		Professional Development Expenditure	(2,500)	(2,500)	(2,500)	(2,000)	(2,000)	(2,000)	(2,060)	(2,122)	(2,185)	(2,251)	(2,319)	(2,388)
180720	Jobs	Community Engagement and Communications	(10,000)	(5,000)	(10,000)	(10,300)	(10,609)	(10,927)	(11,255)	(11,593)	(11,941)	(12,299)	(12,668)	(13,048)
104520	1121 / 1122	Advertising - Governance	(30,000)	(15,000)	(20,000)	(20,600)	(21,218)	(21,855)	(22,510)	(23,185)	(23,881)	(24,597)	(25,335)	(26,095)
104620	Jobs	Audit Fees	(74,499)	(60,000)	(86,500)	(68,495)	(70,550)	(72,666)	(96,646)	(77,092)	(79,404)	(81,787)	(108,002)	(86,767)
101620		Interest Expense - Administration	0	0	(1,000)	(1,030)	(1,061)	(1,093)	(1,126)	(1,159)	(1,194)	(1,230)	(1,267)	(1,305)
104820	Jobs	Administration Legal Costs	(5,000)	(15,000)	(15,000)	(15,450)	(15,914)	(16,391)	(16,883)	(17,389)	(17,911)	(18,448)	(19,002)	(19,572)
104500		Allocation of Administration Overheads	(376,380)	(376,380)	(53,335)	(55,012)	(56,805)	(58,657)	(61,868)	(62,622)	(64,703)	(66,854)	(70,546)	(71,370)
Sub Total - Recurrent Expenditure			(754,615)	(724,195)	(537,826)	(532,863)	(548,932)	(565,487)	(605,703)	(600,318)	(618,530)	(637,295)	(681,863)	(676,551)
Non-Recurrent Expenditure														
104600		Regional Resource Sharing Programs	(10,000)	0	(10,000)	(10,000)	(10,000)	(10,000)	(10,300)	(10,609)	(10,927)	(11,255)	(11,593)	(11,941)
104700		Consultants / Special Projects	(70,000)	(50,000)	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)
104800		Minor Assets < \$5,000 - Other Governance	(2,500)	(2,500)	(5,000)	(5,000)	(5,000)	(5,000)	(5,150)	(5,305)	(5,464)	(5,628)	(5,796)	(5,970)
104890		Profit / (Loss) on Asset Disposals	0	0	0	0	0	0	0	0	0	0	0	0
Sub Total - Non Recurrent Expenditure			(82,500)	(52,500)	(85,000)	(85,000)	(85,000)	(85,000)	(85,450)	(85,914)	(86,391)	(86,883)	(87,389)	(87,911)
TOTAL OPERATING EXPENDITURE			(837,115)	(776,695)	(622,826)	(617,863)	(633,932)	(650,487)	(691,153)	(686,231)	(704,921)	(724,178)	(769,252)	(764,462)
OPERATING REVENUE														
Recurrent Revenue														
105330	9941 / 9942 / 9944	Sundry Revenue - Governance	38,000	76,000	40,000	41,200	42,436	43,709	45,020	46,371	47,762	49,195	50,671	52,191
105430		Freedom of Information (FOI) Requests	1,000	1,000	1,000	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267	1,305
104810		Sundry Fees & Charges - Taxable	5,000	0	1,000	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267	1,305
104840		Sundry Fees & Charges - GST Free	5,000	0	1,000	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267	1,305
Sub Total - Recurrent Revenue			49,000	77,000	43,000	44,290	45,619	46,987	48,397	49,849	51,344	52,885	54,471	56,105
Non-Recurrent Revenue														
104850		Grants - Taxable	500	500	500	515	530	546	563	580	597	615	633	652
Sub Total - Non Recurrent Revenue			500	500	500	515	530	546	563	580	597	615	633	652
TOTAL OPERATING REVENUE			49,500	77,500	43,500	44,805	46,149	47,534	48,960	50,428	51,941	53,500	55,104	56,758

Account Number	Job / Plant Number	Schedule 4 - Governance	2026/27	Forward Estimate										
			Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36		
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$		
NOTES TO SCHEDULE 4 - GOVERNANCE														
100520		41.1 Annual Meeting Fees - Councillors												
		9 Councillors from Oct 2025 - Band 3 Max \$18,335 plus 3.5% x 55%	\$10,437	8 x Councillors	(83,496)	(86,001)	(88,581)	(91,238)	(93,975)	(96,795)	(99,699)	(102,690)	(105,770)	(108,943)
		- Shire President - Band 3 Max \$28,385 plus 3.5%	\$16,158	1 x President	(16,158)	(16,643)	(17,142)	(17,656)	(18,186)	(18,732)	(19,293)	(19,872)	(20,468)	(21,083)
					(99,654)	(102,644)	(105,723)	(108,895)	(112,161)	(115,526)	(118,992)	(122,562)	(126,239)	(130,026)
101150		41.2 Allowances - Councillors												
		Information & Telecommunications (ICT)	\$1,925		(17,325)	(17,845)	(18,380)	(18,931)	(19,499)	(20,084)	(20,687)	(21,308)	(21,947)	(22,605)
					(17,325)	(17,845)	(18,380)	(18,931)	(19,499)	(20,084)	(20,687)	(21,308)	(21,947)	(22,605)
121000		41.3 Reimbursements - Councillors												
		Child Care (lesser of actual cost or \$35 per hour)			(1,400)	(1,400)	(1,400)	(1,400)	(1,400)	(1,400)	(1,400)	(1,400)	(1,400)	(1,400)
		Other			(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)
					(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)
101720		41.4 Shire President Allowance @ 55% of Band 3			(23,560)	(24,267)	(24,995)	(25,745)	(26,517)	(27,312)	(28,132)	(28,976)	(29,845)	(30,740)
100120		41.5 Deputy President Allowance @ 25% of Band 3			(10,709)	(11,030)	(11,361)	(11,702)	(12,053)	(12,415)	(12,787)	(13,171)	(13,566)	(13,973)
101820		41.6 Elected Member - Training & Conferences												
		0192 WALGA Local Government Week			(3,000)	(3,090)	(3,183)	(3,278)	(3,377)	(3,478)	(3,582)	(3,690)	(3,800)	(3,914)
		1192 Elected Member Training @ \$1,500 per Councillor			(13,500)	(13,905)	(14,322)	(14,752)	(15,194)	(15,650)	(16,120)	(16,603)	(17,101)	(17,614)
		2192 Elected Member Inductions			(250)	(258)	(265)	(273)	(281)	(290)	(299)	(307)	(317)	(326)
		2193 Elected Member Travel Reimbursement			(250)	(258)	(265)	(273)	(281)	(290)	(299)	(307)	(317)	(326)
					(17,000)	(17,510)	(18,035)	(18,576)	(19,134)	(19,708)	(20,299)	(20,908)	(21,535)	(22,181)
101820		42.1 Governance - Subscriptions												
		WALGA (Employee Relations, Tax Services, Governance Service, Association membership, Procurement Services, Local Law Services, SW Other Subscriptions)			(30,000)	(30,900)	(31,827)	(32,782)	(33,765)	(34,778)	(35,822)	(36,896)	(38,003)	(39,143)
					(5,000)	(5,150)	(5,305)	(5,464)	(5,628)	(5,796)	(5,970)	(6,149)	(6,334)	(6,524)
					(35,000)	(36,050)	(37,132)	(38,245)	(39,393)	(40,575)	(41,792)	(43,046)	(44,337)	(45,667)
104600		42.5 Regional Resources Sharing Programs												
		Regional Resource Sharing Initiatives			(10,000)	(10,000)	(10,000)	(10,000)	(10,300)	(10,609)	(10,927)	(11,255)	(11,593)	(11,941)
					(10,000)	(10,000)	(10,000)	(10,000)	(10,300)	(10,609)	(10,927)	(11,255)	(11,593)	(11,941)
104700		42.6 Consultants / Special Projects												
		Motor Vehicle Fleet Management Plan and Triennial Review (funded from Plant Reserve)			0	0	(9,500)	0	0	(10,000)	0	0	(10,500)	0
		Strategic Community Plan (internal review every 2 year, full review every 4 years)			0	(2,000)	0	(30,000)	0	(3,000)	0	(35,000)	0	(4,000)
		Community Satisfaction Survey - Corporate Business Plan Action (align with interim SCP review)			0	(10,000)	0	(10,500)	0	(11,000)	0	(11,500)	0	(12,000)
		Key Performance Indicator Actions			(16,000)	(17,000)	(18,000)	(19,000)	(20,000)	(21,000)	(22,000)	(23,000)	(24,000)	(25,000)
		Councillor Strategic Budget Items - fund from New Initiatives Reserve			(54,000)	(41,000)	(42,500)	(10,500)	(50,000)	(25,000)	(48,000)	(500)	(35,500)	(29,000)
					(70,000)	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)

0462

42.10

Audit Fees

Audit Contract - Office of Auditor General Annual Audit
 Audit, Risk & Improvement Committee - External
 Chair and Deputy fees and costs
 Financial Management, Legislative Compliance
 and Risk Management Systems Review - Audit
 Reg 17(1) - every 4 years - due Dec 2026. From 1
 Jan 2026 this must be reported to the Audit Risk
 & Improvement Committee.
 (former FMSR required under FM Reg 5(2)(c) and Reg 17
 review required under Audit Reg 17 combined in 2026 LG
 Reform process)
 Grant acquittals requiring auditor certification ie:
 RTR, Pensioner deferrals, etc

(51,500)	(53,045)	(54,636)	(56,275)	(57,964)	(59,703)	(61,494)	(63,339)	(65,239)	(67,196)
(5,000)	(5,150)	(5,305)	(5,464)	(5,628)	(5,796)	(5,970)	(6,149)	(6,334)	(6,524)
(20,000)	0	0	0	(21,800)	0	0	0	(23,762)	0
(10,000)	(10,300)	(10,609)	(10,927)	(11,255)	(11,593)	(11,941)	(12,299)	(12,668)	(13,048)
(86,500)	(68,495)	(70,550)	(72,666)	(96,646)	(77,092)	(79,404)	(81,787)	(108,002)	(86,767)

Summary	2025/26		2026/27	Forward Estimate								
	Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Schedule 5 - Law Order & Public Safety	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
LAW, ORDER & PUBLIC SAFETY - SUMMARY												
Operating Expenditure												
Recurrent Expenditure												
Fire Prevention	(468,405)	(469,088)	(382,043)	(393,068)	(404,468)	(416,213)	(429,500)	(441,478)	(454,680)	(468,277)	(483,261)	(496,702)
Fire Prevention - (ESL)	(271,789)	(271,789)	(283,931)	(292,526)	(301,444)	(310,635)	(321,406)	(329,946)	(340,047)	(350,457)	(362,658)	(372,245)
Animal Control	(359,449)	(359,976)	(311,651)	(321,100)	(330,921)	(341,042)	(353,208)	(362,335)	(373,475)	(384,959)	(398,757)	(408,996)
Other Law, Order & Public Safety	(170,767)	(170,767)	(134,436)	(143,135)	(141,966)	(151,915)	(150,776)	(161,932)	(159,647)	(172,506)	(170,004)	(183,673)
Total Recurrent Expenditure	(1,270,410)	(1,271,620)	(1,112,060)	(1,149,828)	(1,178,799)	(1,219,804)	(1,254,890)	(1,295,691)	(1,327,850)	(1,376,199)	(1,414,679)	(1,461,616)
Non-Recurrent Expenditure												
Fire Prevention	(201,050)	(201,050)	(281,369)	(231,080)	(187,330)	(698,779)	(719,727)	(741,304)	(763,528)	(786,419)	(809,997)	(834,282)
Fire Prevention - (ESL)	0	0	0	0	0	0	0	0	0	0	0	0
Animal Control	(5,250)	(5,250)	(5,250)	(5,250)	(5,250)	(5,250)	(5,400)	(5,555)	(5,714)	(5,878)	(6,046)	(6,220)
Other Law, Order & Public Safety	(6,000)	(6,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,704)	(31,425)	(32,164)	(32,920)	(33,696)	(34,490)
Total Non-Recurrent Expenditure	(212,300)	(212,300)	(316,619)	(266,330)	(222,580)	(734,029)	(755,831)	(778,284)	(801,406)	(825,217)	(849,739)	(874,992)
Total Operating Expenditure	(1,482,710)	(1,483,920)	(1,428,679)	(1,416,158)	(1,401,379)	(1,953,833)	(2,010,721)	(2,073,974)	(2,129,255)	(2,201,416)	(2,264,418)	(2,336,608)
Operating Revenue												
Recurrent Revenue												
Fire Prevention	116,487	121,387	126,387	102,966	106,055	109,237	112,514	115,890	119,366	122,947	126,636	130,435
Fire Prevention - (ESL)	225,604	225,604	234,596	241,514	248,639	255,978	263,658	271,567	279,714	288,106	296,749	305,651
Animal Control	81,341	90,750	94,357	96,812	99,318	101,875	104,486	107,152	109,874	112,655	115,497	118,400
Other Law, Order & Public Safety	2,050	2,550	1,550	6,550	1,550	7,550	1,597	8,644	1,694	9,745	1,797	10,851
Total Recurrent Revenue	425,482	440,291	456,890	447,842	455,562	474,640	482,254	503,253	510,649	533,453	540,678	565,337
Non-Recurrent Revenue												
Fire Prevention	205,550	205,550	285,869	231,180	187,430	698,879	719,827	741,404	763,628	786,519	810,097	834,382
Fire Prevention - (ESL)	24,000	24,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Animal Control	0	0	0	0	0	0	0	0	0	0	0	0
Other Law, Order & Public Safety	0	0	10,000	10,000	10,000	10,000	10,300	10,609	10,927	11,255	11,593	11,941
Total Non-Recurrent Revenue	229,550	229,550	315,869	261,180	217,430	728,879	750,127	772,013	794,556	817,774	841,689	866,322
Total Operating Revenue	655,032	669,841	772,759	709,022	672,992	1,203,519	1,232,381	1,275,266	1,305,204	1,351,227	1,382,368	1,431,659

Account Number	Job / Plant Number	Schedule 5 - Law Order & Public Safety	2025/26		2026/27	Forward Estimate								
			Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
FIRE PREVENTION														
OPERATING EXPENDITURE														
Recurrent Expenditure														
150010	NEW GL	Fire Control Officer Allowances - replaces 6932	(6,250)	(6,250)	(6,250)	(6,250)	(6,250)	(6,250)	(6,369)	(6,488)	(6,607)	(6,726)	(6,845)	(6,964)
169320		Honarium - B/Fire Control Officer - reallocated to 5001	0	0	0	0	0	0	0	0	0	0	0	0
168220		Fire Protection	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,202)	(10,408)	(10,618)	(10,833)	(11,051)	(11,275)
169120		Bushfire Risk Planning Coordinator	(38,813)	(39,496)	0	0	0	0	0	0	0	0	0	0
169420		Community Emergency Services Manager	(142,279)	(142,279)	(148,112)	(152,556)	(157,132)	(161,846)	(166,702)	(171,703)	(176,854)	(182,160)	(187,624)	(193,253)
169340		Fire Breaks Works And Inspections	(1,000)	(1,000)	(10,000)	(10,300)	(10,609)	(10,927)	(11,255)	(11,593)	(11,941)	(12,299)	(12,668)	(13,048)
169620		Ranger Salary (Fire Prevention)	(52,866)	(52,866)	(37,444)	(38,568)	(39,725)	(40,916)	(42,144)	(43,408)	(44,711)	(46,052)	(47,433)	(48,856)
106220		Depreciation	(129,375)	(129,375)	(134,679)	(138,720)	(142,881)	(147,168)	(151,583)	(156,130)	(160,814)	(165,639)	(170,608)	(175,726)
150500		Allocation of Administration Overheads	(87,822)	(87,822)	(35,557)	(36,675)	(37,870)	(39,105)	(41,245)	(41,748)	(43,136)	(44,569)	(47,031)	(47,580)
Sub Total - Recurrent Expenditure			(468,405)	(469,088)	(382,043)	(393,068)	(404,468)	(416,213)	(429,500)	(441,478)	(454,680)	(468,277)	(483,261)	(496,702)
Non-Recurrent Expenditure														
151000		Grant Expenditure	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)
169950		Bushfire Mitigation Grant Expenditure	(200,550)	(200,550)	(280,869)	(230,580)	(186,830)	(698,279)	(719,227)	(740,804)	(763,028)	(785,919)	(809,497)	(833,782)
154000		Profit / (Loss) on Asset Disposals	0	0	0	0	0	0	0	0	0	0	0	0
Sub Total - Non Recurrent Expenditure			(201,050)	(201,050)	(281,369)	(231,080)	(187,330)	(698,779)	(719,727)	(741,304)	(763,528)	(786,419)	(809,997)	(834,282)
TOTAL OPERATING EXPENDITURE			(669,455)	(670,138)	(663,412)	(624,148)	(591,798)	(1,114,992)	(1,149,228)	(1,182,782)	(1,218,208)	(1,254,696)	(1,293,257)	(1,330,984)
OPERATING REVENUE														
Recurrent Revenue														
192620		Bushfire Brigade Revenue	0	0	0	0	0	0	0	0	0	0	0	0
169240		Community Emergency Services Manager (DFES Contribution)	115,287	115,287	115,287	91,533	94,279	97,108	100,021	103,022	106,112	109,296	112,575	115,952
156000		Sundry Fees & Charges - Taxable	100	5,000	100	103	106	109	113	116	119	123	127	130
156010		Sundry Fees & Charges - GST Free	100	100	10,000	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048
156020		Fines & Penalties - Bush Fire Infringements	500	500	500	515	530	546	563	580	597	615	633	652
156030		Fees - ESL Administration	500	500	500	515	530	546	563	580	597	615	633	652
Sub Total - Recurrent Revenue			116,487	121,387	126,387	102,966	106,055	109,237	112,514	115,890	119,366	122,947	126,636	130,435
Non-Recurrent Revenue														
169940		Bushfire Mitigation Grant	200,550	200,550	280,869	230,580	186,830	698,279	719,227	740,804	763,028	785,919	809,497	833,782
156500		Donations / Grants - Taxable	0	0	0	500	500	500	500	500	500	500	500	500
156510		Donations / Grants - GST Free	5,000	5,000	5,000	100	100	100	100	100	100	100	100	100
Sub Total - Non Recurrent Revenue			205,550	205,550	285,869	231,180	187,430	698,879	719,827	741,404	763,628	786,519	810,097	834,382
TOTAL OPERATING REVENUE			322,037	326,937	412,256	334,146	293,485	808,116	832,342	857,294	882,995	909,467	936,733	964,817

Account Number	Job / Plant Number	Schedule 5 - Law Order & Public Safety	2025/26		2026/27	Forward Estimate								
			Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
		FIRE PREVENTION - EMERGENCY SERVICES LEVY (ESL)	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
		OPERATING EXPENDITURE												
		Recurrent Expenditure												
1F0020	F002	DFES Funded - Purchase Plant & Equipment	(30,342)	(30,342)	(35,070)	(36,122)	(37,206)	(38,322)	(39,472)	(40,656)	(41,875)	(43,132)	(44,426)	(45,758)
1F0120	F012	DFES Funded - Maintenance of Plant & Equipment	(25,000)	(25,000)	(25,000)	(25,750)	(26,523)	(27,318)	(28,138)	(28,982)	(29,851)	(30,747)	(31,669)	(32,619)
1F0220	F022	DFES Funded - Maintenance of Vehicles/Trailers	(60,000)	(60,000)	(60,000)	(61,800)	(63,654)	(65,564)	(67,531)	(69,556)	(71,643)	(73,792)	(76,006)	(78,286)
		<small>BAMFOL / BAMFOL / BAMFOL / BAMFOL / BAMFOL / F052</small>												
1F0320		DFES Funded - Maintenance of Land & Buildings (BFB's)	(15,611)	(15,611)	(16,251)	(16,739)	(17,241)	(17,758)	(18,291)	(18,839)	(19,405)	(19,987)	(20,586)	(21,204)
1F0620	F042	DFES Funded - Clothing & Accessories (BFB's)	(15,525)	(15,525)	(16,162)	(16,646)	(17,146)	(17,660)	(18,190)	(18,736)	(19,298)	(19,877)	(20,473)	(21,087)
1F0520	F052	DFES Funded - Utilities Rates & Taxes (BFB's)	(17,078)	(17,078)	(17,778)	(18,312)	(18,861)	(19,427)	(20,010)	(20,610)	(21,228)	(21,865)	(22,521)	(23,197)
1F0620	F062	DFES Funded - Other Goods & Services (BFB's)	(10,350)	(10,350)	(10,774)	(11,098)	(11,431)	(11,773)	(12,127)	(12,490)	(12,865)	(13,251)	(13,649)	(14,058)
F072		DFES Funded - Insurances - LGGS Bushfire Brigades (BFB's)	(21,735)	(21,735)	(22,626)	(23,305)	(24,004)	(24,724)	(25,466)	(26,230)	(27,017)	(27,827)	(28,662)	(29,522)
S002		Purchase of Plant & Equipment -LGGS State Emergency Services	(6,210)	(6,210)	(6,465)	(6,659)	(6,858)	(7,064)	(7,276)	(7,494)	(7,719)	(7,951)	(8,189)	(8,435)
S012		Maintenance of Plant & Equipment-LGGS State Emergency Services	(7,245)	(7,245)	(7,542)	(7,768)	(8,001)	(8,241)	(8,489)	(8,743)	(9,006)	(9,276)	(9,554)	(9,841)
S022		Maintenance of Vehicles/Trailers/Boats -LGGS State Emergency Services	(5,175)	(5,175)	(5,387)	(5,549)	(5,715)	(5,887)	(6,063)	(6,245)	(6,433)	(6,626)	(6,824)	(7,029)
S032		Clothing & Accessories -LGGS State Emergency Services	0	0	0	0	0	0	0	0	0	0	0	0
S052		Utilities Rates & Taxes-LGGS State Emergency Services	(1,553)	(1,553)	(1,617)	(1,665)	(1,715)	(1,767)	(1,820)	(1,874)	(1,930)	(1,988)	(2,048)	(2,109)
S062		Other Goods & Services-LGGS State Emergency Services	(3,105)	(3,105)	(3,232)	(3,329)	(3,429)	(3,532)	(3,638)	(3,747)	(3,860)	(3,975)	(4,095)	(4,217)
S072		Insurances-LGGS State Emergency Services	(2,676)	(2,676)	(2,692)	(2,772)	(2,856)	(2,941)	(3,030)	(3,120)	(3,214)	(3,311)	(3,410)	(3,512)
166120		Allocation of Administration Overheads	(50,184)	(50,184)	(53,335)	(55,012)	(56,805)	(58,657)	(61,868)	(62,622)	(64,703)	(66,854)	(70,546)	(71,370)
		Sub Total - Recurrent Expenditure	(271,789)	(271,789)	(283,931)	(292,526)	(301,444)	(310,635)	(321,406)	(329,946)	(340,047)	(350,457)	(362,658)	(372,245)
		Non-Recurrent Expenditure												
106160		In-kind contribution (BFB & SES)	0	0	0	0	0	0	0	0	0	0	0	0
		Sub Total - Non Recurrent Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
		TOTAL OPERATING EXPENDITURE	(271,789)	(271,789)	(283,931)	(292,526)	(301,444)	(310,635)	(321,406)	(329,946)	(340,047)	(350,457)	(362,658)	(372,245)
		OPERATING REVENUE												
		Recurrent Revenue												
	F003	LGGS Bushfire Brigades Operating Grant	195,640	195,640	203,661	209,771	216,064	222,546	229,223	236,099	243,182	250,478	257,992	265,732
	F023	Emergency State Levy Administration Fee	4,000	4,000	4,000	4,000	4,000	4,000	4,120	4,244	4,371	4,502	4,637	4,776
	S003	LGGS State Emergency Services Operating Grant	25,964	25,964	26,935	27,743	28,575	29,432	30,315	31,225	32,161	33,126	34,120	35,143
		Sub Total - Recurrent Revenue	225,604	225,604	234,596	241,514	248,639	255,978	263,658	271,567	279,714	288,106	296,749	305,651
		Non-Recurrent Revenue												
157000	NEW GL	Grant DFES - Capital	24,000	24,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
157010	NEW GL	Grant DFES - DFES Provided Equipment	0	0	0	0	0	0	0	0	0	0	0	0
157020	NEW GL	Contributions - Fire Prevention - Capital	0	0	0	0	0	0	0	0	0	0	0	0
		Sub Total - Non Recurrent Revenue	24,000	24,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
		TOTAL OPERATING REVENUE	249,604	249,604	254,596	261,514	268,639	275,978	283,658	291,567	299,714	308,106	316,749	325,651

Account Number	Job / Plant Number	Schedule 5 - Law Order & Public Safety	2025/26		2026/27	Forward Estimate								
			Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
ANIMAL CONTROL														
OPERATING EXPENDITURE														
Recurrent Expenditure														
107720		Salaries & Wages - Ranger (Animal Control)	(166,427)	(166,427)	(147,285)	(151,704)	(156,255)	(160,943)	(165,771)	(170,744)	(175,866)	(181,142)	(186,577)	(192,174)
188120		Accrued Salaries - Ranger (Animal Control)	0	0	0	0	0	0	0	0	0	0	0	0
108720		Superannuation - Ranger	(21,636)	(21,636)	(19,147)	(19,721)	(20,313)	(20,923)	(21,550)	(22,197)	(22,863)	(23,548)	(24,255)	(24,983)
178220		Other Employee Costs - Ranger	(1,000)	(1,000)	(1,000)	(1,030)	(1,061)	(1,093)	(1,126)	(1,159)	(1,194)	(1,230)	(1,267)	(1,305)
190520		Other Employee Costs - Ranger	(1,000)	(1,000)	(1,000)	(1,030)	(1,061)	(1,093)	(1,126)	(1,159)	(1,194)	(1,230)	(1,267)	(1,305)
174620		Training - Ranger	(4,000)	(4,000)	(4,000)	(4,120)	(4,244)	(4,371)	(4,502)	(4,637)	(4,776)	(4,919)	(5,067)	(5,219)
109020	0974 / 1082 / 1101	Uniforms & PPE - Ranger	(3,000)	(3,000)	(3,000)	(3,090)	(3,183)	(3,278)	(3,377)	(3,478)	(3,582)	(3,690)	(3,800)	(3,914)
105920		Telephone	(3,105)	(3,105)	(3,232)	(3,329)	(3,429)	(3,532)	(3,638)	(3,747)	(3,860)	(3,975)	(4,095)	(4,217)
114620		Vet Services Agreement	(6,728)	(6,728)	(7,004)	(7,214)	(7,430)	(7,653)	(7,883)	(8,119)	(8,363)	(8,614)	(8,872)	(9,138)
117820		Equipment Maintenance - Animal Control	(1,035)	(1,035)	(1,077)	(1,110)	(1,143)	(1,177)	(1,213)	(1,249)	(1,287)	(1,325)	(1,365)	(1,406)
108120	1401 / BAM028	Poundage Costs	(5,416)	(5,416)	(5,638)	(5,807)	(5,981)	(6,161)	(6,346)	(6,536)	(6,732)	(6,934)	(7,142)	(7,356)
169720		Registration Tags	(1,035)	(1,035)	(1,077)	(1,110)	(1,143)	(1,177)	(1,213)	(1,249)	(1,287)	(1,325)	(1,365)	(1,406)
169960		Fines Enforcement Registry Fees	(6,417)	(6,417)	(6,680)	(6,880)	(7,087)	(7,300)	(7,519)	(7,744)	(7,976)	(8,216)	(8,462)	(8,716)
107020		Microchipping Costs	(100)	(100)	(100)	(100)	(100)	(100)	(103)	(106)	(109)	(113)	(116)	(119)
180520		Insurance Workers Compensation - Animal Control	(11,283)	(11,810)	(12,294)	(12,663)	(13,043)	(13,434)	(13,837)	(14,252)	(14,680)	(15,120)	(15,574)	(16,041)
107820		Insurance - Ranger	(1,024)	(1,024)	(1,066)	(1,098)	(1,131)	(1,165)	(1,200)	(1,236)	(1,273)	(1,311)	(1,350)	(1,391)
107920	PLANT	Vehicle Expenses - Ranger	(15,525)	(15,525)	(16,162)	(16,646)	(17,146)	(17,660)	(18,190)	(18,736)	(19,298)	(19,877)	(20,473)	(21,087)
150920		Depreciation - Animal Control	(10,350)	(10,350)	(10,774)	(11,098)	(11,431)	(11,773)	(12,127)	(12,490)	(12,865)	(13,251)	(13,649)	(14,058)
166220		Allocation of Administration Overheads	(100,368)	(100,368)	(71,113)	(73,349)	(75,740)	(78,209)	(82,491)	(83,496)	(86,271)	(89,138)	(94,062)	(95,160)
Sub Total - Recurrent Expenditure			(359,449)	(359,976)	(311,651)	(321,100)	(330,921)	(341,042)	(353,208)	(362,335)	(373,475)	(384,959)	(398,757)	(408,996)
Non-Recurrent Expenditure														
157500		Contract Relief Staff	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,060)	(2,122)	(2,185)	(2,251)	(2,319)	(2,388)
157510		Grant Expenditure	(500)	(500)	(500)	(500)	(500)	(500)	(515)	(530)	(546)	(563)	(580)	(597)
157520		Minor Assets < \$5,000 - Animal Control	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,575)	(2,652)	(2,732)	(2,814)	(2,898)	(2,985)
157530		Bad & Doubtful Debts Expense - Animal Control	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)
133430		Profit / (Loss) on Asset Disposals - Ranger	0	0	0	0	0	0	0	0	0	0	0	0
Sub Total - Non Recurrent Expenditure			(5,250)	(5,250)	(5,250)	(5,250)	(5,250)	(5,250)	(5,400)	(5,555)	(5,714)	(5,878)	(6,046)	(6,220)
TOTAL OPERATING EXPENDITURE			(364,699)	(365,226)	(316,901)	(326,350)	(336,171)	(346,292)	(358,608)	(367,890)	(379,189)	(390,836)	(404,803)	(415,216)
OPERATING REVENUE														
Recurrent Revenue														
158000		Sundry Fees & Charges - Taxable	250	250	250	258	265	273	281	290	299	307	317	326
158010		Sundry Fees & Charges - GST Free	250	250	250	258	265	273	281	290	299	307	317	326
108430		Animal Control Fines	14,490	14,490	15,084	15,537	16,003	16,483	16,977	17,487	18,011	18,552	19,108	19,681
108150		Fire & Parking Fines	18,346	25,000	26,052	26,834	27,639	28,468	29,322	30,202	31,108	32,041	33,002	33,992
108330		Dog Registration Fees	30,577	30,577	31,864	32,508	33,151	33,795	34,438	35,082	35,725	36,369	37,012	37,656
184020		Cat Registration Fees	6,210	6,210	6,465	6,595	6,726	6,856	6,987	7,117	7,248	7,379	7,509	7,640
108730		Poundage Charges	7,245	10,000	10,410	10,722	11,044	11,375	11,717	12,068	12,430	12,803	13,187	13,583
107530		Fire Breaks Inspection Reimbursements	3,105	3,105	3,232	3,329	3,429	3,532	3,638	3,747	3,860	3,975	4,095	4,217
107230		Microchipping Revenue	518	518	300	309	318	328	338	348	358	369	380	391
142330		Ranger Services provided	250	250	250	258	265	273	281	290	299	307	317	326
158020		Animal Euthanasia	100	100	200	206	212	219	225	232	239	246	253	261
Sub Total - Recurrent Revenue			81,341	90,750	94,357	96,812	99,318	101,875	104,486	107,152	109,874	112,655	115,497	118,400
Non-Recurrent Revenue														
158100		Grants - Taxable	0	0	0	0	0	0	0	0	0	0	0	0
Sub Total - Non Recurrent Revenue			0	0	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATING REVENUE			81,341	90,750	94,357	96,812	99,318	101,875	104,486	107,152	109,874	112,655	115,497	118,400

Account Number	Job / Plant Number	Schedule 5 - Law Order & Public Safety	2025/26		2026/27	Forward Estimate								
			Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
		OTHER LAW, ORDER & PUBLIC SAFETY												
		OPERATING EXPENDITURE												
		Recurrent Expenditure												
159000		Salaries & Wages	(66,888)	(66,888)	(60,759)	(62,582)	(64,459)	(66,393)	(68,385)	(70,436)	(72,549)	(74,726)	(76,968)	(79,277)
159010		Superannuation	(8,695)	(8,695)	(7,899)	(8,136)	(8,380)	(8,631)	(8,890)	(9,157)	(9,431)	(9,714)	(10,006)	(10,306)
159400		Abandoned Vehicles	(1,000)	(1,000)	(1,000)	(1,030)	(1,061)	(1,093)	(1,126)	(1,159)	(1,194)	(1,230)	(1,267)	(1,305)
159410		Sundry Expenditure	(1,000)	(1,000)	(1,000)	(1,030)	(1,061)	(1,093)	(1,126)	(1,159)	(1,194)	(1,230)	(1,267)	(1,305)
158830		CCTV Maintenance	(25,000)	(25,000)	(25,000)	(25,750)	(26,523)	(27,318)	(28,138)	(28,982)	(29,851)	(30,747)	(31,669)	(32,619)
169740		Vehicle Towing - Expenditure	(500)	(500)	(1,500)	(1,545)	(1,591)	(1,639)	(1,688)	(1,739)	(1,791)	(1,845)	(1,900)	(1,957)
169760		Untidy Sites - Expenditure	(500)	(500)	(1,500)	(1,545)	(1,591)	(1,639)	(1,688)	(1,739)	(1,791)	(1,845)	(1,900)	(1,957)
169820		Legal Costs - Ranger	(500)	(500)	(1,500)	(1,545)	(1,591)	(1,639)	(1,688)	(1,739)	(1,791)	(1,845)	(1,900)	(1,957)
158840		Emergency Management Response & Recovery	(14,000)	(14,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,360)	(12,731)	(13,113)	(13,506)	(13,911)	(14,329)
108170		AWARE Grant Expenditure	0	0	0	(5,000)	0	(6,000)	0	(7,000)	0	(8,000)	0	(9,000)
162250		GPS Tracking	(2,500)	(2,500)	(2,500)	(2,575)	(2,652)	(2,732)	(2,814)	(2,898)	(2,985)	(3,075)	(3,167)	(3,262)
159700		Depreciation	0	0	(2,000)	(2,060)	(2,122)	(2,185)	(2,251)	(2,319)	(2,388)	(2,460)	(2,534)	(2,610)
169770		Allocation of Administration Overheads	(50,184)	(50,184)	(17,778)	(18,337)	(18,935)	(19,552)	(20,233)	(20,874)	(21,568)	(22,285)	(23,015)	(23,790)
		Sub Total - Recurrent Expenditure	(170,767)	(170,767)	(134,436)	(143,135)	(141,966)	(151,915)	(150,776)	(161,932)	(159,647)	(172,506)	(170,004)	(183,673)
		Non-Recurrent Expenditure												
159800		Crime Prevention Expenditure	(5,000)	(5,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,404)	(20,816)	(21,236)	(21,665)	(22,103)	(22,549)
159810		Minor Assets < \$5,000 - Other Law, Order & Public Safety	(1,000)	(1,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,609)	(10,927)	(11,255)	(11,593)	(11,941)	
159850		Profit / (Loss) on Asset Disposals	0	0	0	0	0	0	0	0	0	0	0	0
		Sub Total - Non Recurrent Expenditure	(6,000)	(6,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,704)	(31,425)	(32,164)	(32,920)	(33,696)	(34,490)
		TOTAL OPERATING EXPENDITURE	(176,767)	(176,767)	(164,436)	(173,135)	(171,966)	(181,915)	(181,480)	(193,357)	(191,811)	(205,427)	(203,699)	(218,163)
		OPERATING REVENUE												
		Recurrent Revenue												
159900		Reimbursements	500	1,000	500	500	500	500	515	530	546	563	580	597
169730		Vehicle Towing Income	500	500	500	500	500	500	515	530	546	563	580	597
169750		Untidy Sites Income	50	50	50	50	50	50	52	53	55	56	58	60
108160		Grants	0	0	0	5,000	0	6,000	0	7,000	0	8,000	0	9,000
159910		Fines & Penalties	1,000	1,000	500	500	500	500	515	530	546	563	580	597
		Sub Total - Recurrent Revenue	2,050	2,550	1,550	6,550	1,550	7,550	1,597	8,644	1,694	9,745	1,797	10,851
		Non-Recurrent Revenue												
159950		Grants - GST Free	0	0	0	0	0	0	0	0	0	0	0	0
131150		Grants - CCTV	0	0	5,000	5,000	5,000	5,000	5,150	5,305	5,464	5,628	5,796	5,970
159960		Grant Revenue - Crime Prevention	0	0	5,000	5,000	5,000	5,000	5,150	5,305	5,464	5,628	5,796	5,970
		Sub Total - Non Recurrent Revenue	0	0	10,000	10,000	10,000	10,000	10,300	10,609	10,927	11,255	11,593	11,941
		TOTAL OPERATING REVENUE	2,050	2,550	11,550	16,550	11,550	17,550	11,897	19,253	12,621	21,000	13,390	22,791

Account Number	Job / Plant Number	Schedule 5 - Law Order & Public Safety	2026/27	Forward Estimate								
			Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
		NOTES TO SCHEDULE 5 - LAW, ORDER & PUBLIC SAFETY										
156500		51.1 Grant Revenue - Fire Fighting Other Grants	500	500	500	500	500	500	500	500	500	500
156510		51.2 Grant Revenue - GST Free Nil	100	100	100	100	100	100	100	100	100	100
106160		52.3 Donation Expense - Surrendered DFES Asset Nil	0	0	0	0	0	0	0	0	0	0
157000		52.4 Grant DFES - Capital SES Capital Items	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
			0	0	0	0	0	0	0	0	0	0
			20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
157010		52.5 Grant DFES - DFES Provided Equipment Bushfire Brigade Plant and Equipment (including vehicles)	0	0	0	0	0	0	0	0	0	0
151000		52.5 Grant Funded Expenditure - DFES Officer Other Grant Funded Expenditure Bushfire Mitigation Activity Officer - Shared with DFES/Capel/Dardanup/Collie partly grant funded: originally for 3 years 22/23, 23/24,	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)
			0	0	0	0	0	0	0	0	0	0
			(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)
15001		52.6 Fire Control Officer Honorariums / Allowances Chief FCO Honorarium (1) Deputy Chief FCO Honorarium (2) FCO Honorarium (5) Provision for CBFCO Expenditure	(2,000) (750) (2,500) (1,000)	(2,000) (750) (2,500) (1,000)	(2,000) (750) (2,500) (1,000)	(2,000) (750) (2,500) (1,000)	(2,038) (764) (2,548) (1,019)	(2,076) (779) (2,595) (1,038)	(2,114) (793) (2,643) (1,057)	(2,152) (807) (2,690) (1,076)	(2,190) (821) (2,738) (1,095)	(2,229) (836) (2,786) (1,114)
			(6,250)	(6,250)	(6,250)	(6,250)	(6,369)	(6,488)	(6,607)	(6,726)	(6,845)	(6,964)
114620		53.1 Vet Services Agreement Animal Management Program Expenditure - cat / dog sterilisation vouchers, micro chipping incentives, public education programs, etc	(7,004)	(7,214)	(7,430)	(7,653)	(7,883)	(8,119)	(8,363)	(8,614)	(8,872)	(9,138)
			(7,004)	(7,214)	(7,430)	(7,653)	(7,883)	(8,119)	(8,363)	(8,614)	(8,872)	(9,138)
0833		53.2 Dog Registration Revenue Registrations and Annual Renewals	31,864	32,508	33,151	33,795	34,438	35,082	35,725	36,369	37,012	37,656
			31,864	32,508	33,151	33,795	34,438	35,082	35,725	36,369	37,012	37,656

Account Number	Job / Plant Number	Schedule 5 - Law Order & Public Safety	2026/27	Forward Estimate								
			Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
		NOTES TO SCHEDULE 5 - LAW, ORDER & PUBLIC SAFETY										
158100		53.3 Grant Revenue - Animal Control										
		Nil	0	0	0	0	0	0	0	0	0	0
			0	0	0	0	0	0	0	0	0	0
159800		54.1 Crime Prevention Expenditure										
		Administration of initiatives within the Community Safety & Crime Prevention Plan	(20,000)	(20,000)	(20,000)	(20,000)	(20,404)	(20,816)	(21,236)	(21,665)	(22,103)	(22,549)
			(20,000)	(20,000)	(20,000)	(20,000)	(20,404)	(20,816)	(21,236)	(21,665)	(22,103)	(22,549)
158840		54.3 Emergency Management Expenditure										
		LEMIC - Facilitation of Emergency Arrangements	(1,000)	(1,000)	(1,000)	(1,000)	(1,020)	(1,041)	(1,062)	(1,083)	(1,105)	(1,127)
		Emergency response and recovery (grant funded for major events)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
		Emergency response and recovery (Insurance funded for major events)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
			(12,000)	(12,000)	(12,000)	(12,000)	(12,020)	(12,041)	(12,062)	(12,083)	(12,105)	(12,127)
168220		54.4 Fire Protection										
		Council Bushland Reserves - Annual Firebreak Clearing	(10,000)	(10,000)	(10,000)	(10,000)	(10,202)	(10,408)	(10,618)	(10,833)	(11,051)	(11,275)
			(10,000)	(10,000)	(10,000)	(10,000)	(10,202)	(10,408)	(10,618)	(10,833)	(11,051)	(11,275)

Summary	2025/26		2026/27	Forward Estimate								
	Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Schedule 7 - Health	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
HEALTH - SUMMARY												
Operating Expenditure												
Recurrent Expenditure												
Maternal & Infant Health	0	0	0	0	0	0	0	0	0	0	0	0
Preventative Services - Meat Inspection	0	0	0	0	0	0	0	0	0	0	0	0
Preventative Services - Health Administration & In	(105,827)	(105,827)	(246,957)	(254,443)	(262,220)	(270,234)	(279,792)	(287,084)	(295,899)	(304,985)	(315,822)	(324,004)
Preventative Services - Pest Control	(1,000)	(15,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,496)	(11,013)	(11,552)	(12,112)	(12,696)	(13,305)
Other Health	(750)	(750)	(750)	(750)	(750)	(750)	(787)	(826)	(866)	(908)	(952)	(998)
Total Recurrent Expenditure	(107,577)	(121,577)	(257,707)	(265,193)	(272,970)	(280,984)	(291,075)	(298,923)	(308,317)	(318,006)	(329,470)	(338,306)
Non-Recurrent Expenditure												
Preventative Services - Meat Inspection	0	0	0	0	0	0	0	0	0	0	0	0
Preventative Services - Health Administration & In	(500)	(500)	(1,000)	(1,000)	(1,000)	(1,000)	(1,030)	(1,061)	(1,093)	(1,126)	(1,159)	(1,194)
Preventative Services - Pest Control	0	0	0	0	0	0	0	0	0	0	0	0
Other Health	0	0	(5,000)	(5,000)	(5,000)	(5,000)	(5,248)	(5,507)	(5,776)	(6,056)	(6,348)	(6,652)
Total Non-Recurrent Expenditure	(500)	(500)	(6,000)	(6,000)	(6,000)	(6,000)	(6,278)	(6,567)	(6,868)	(7,182)	(7,508)	(7,846)
Total Operating Expenditure	(108,077)	(122,077)	(263,707)	(271,193)	(278,970)	(286,984)	(297,353)	(305,490)	(315,185)	(325,188)	(336,978)	(346,153)
Operating Revenue												
Recurrent Revenue												
Preventative Services - Meat Inspection	0	0	0	0	0	0	0	0	0	0	0	0
Preventative Services - Health Administration & In	19,130	19,130	19,894	20,904	21,958	23,056	24,199	25,391	26,633	27,926	29,273	30,675
Preventative Services - Pest Control	500	500	500	515	530	546	563	580	597	615	633	652
Other Health	500	500	500	525	552	579	608	638	669	702	736	771
Total Recurrent Revenue	20,130	20,130	20,894	21,945	23,040	24,181	25,370	26,609	27,899	29,243	30,642	32,098
Non-Recurrent Revenue												
Preventative Services - Health Administration & In	0	0	50,000	51,500	53,045	54,636	56,275	57,964	59,703	61,494	63,339	65,239
Preventative Services - Pest Control	0	0	0	0	0	0	0	0	0	0	0	0
Other Health	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Recurrent Revenue	0	0	50,000	51,500	53,045	54,636	56,275	57,964	59,703	61,494	63,339	65,239
Total Operating Revenue	20,130	20,130	70,894	73,445	76,085	78,818	81,646	84,573	87,602	90,736	93,980	97,337

Account Number	Job / Plant Number	Schedule 7 - Health	2025/26		2026/27	Forward Estimate							
			Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
		MATERNAL & INFANT HEALTH											
		OPERATING EXPENDITURE											
		Recurrent Expenditure											
		Nil	0	0	0	0	0	0	0	0	0	0	0
		Sub Total - Recurrent Expenditure	0	0	0	0	0	0	0	0	0	0	0
		Non-Recurrent Expenditure											
		Nil	0	0	0	0	0	0	0	0	0	0	0
		Sub Total - Non Recurrent Expenditure	0	0	0	0	0	0	0	0	0	0	0
		TOTAL OPERATING EXPENDITURE	0	0	0	0	0	0	0	0	0	0	0
		OPERATING REVENUE											
		Recurrent Revenue											
		Nil	0	0	0	0	0	0	0	0	0	0	0
		Sub Total - Recurrent Revenue	0	0	0	0	0	0	0	0	0	0	0
		Non-Recurrent Revenue											
		Nil	0	0	0	0	0	0	0	0	0	0	0
		Sub Total - Non Recurrent Revenue	0	0	0	0	0	0	0	0	0	0	0
		TOTAL OPERATING REVENUE	0	0	0	0	0	0	0	0	0	0	0

Account Number	Job / Plant Number	Schedule 7 - Health	2025/26		2026/27	Forward Estimate								
			Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
		PREVENTATIVE SERVICES												
		HEALTH ADMINISTRATION & INSPECTIONS												
		OPERATING EXPENDITURE												
		Recurrent Expenditure												
116230		Salaries - Environmental Health	(40,440)	(40,440)	(162,581)	(167,459)	(172,482)	(177,657)	(182,986)	(188,476)	(194,130)	(199,954)	(205,953)	(212,131)
180320		Accrued Salaries - Environmental Health	0	0	0	0	0	0	0	0	0	0	0	0
112720		Superannuation - Environmental & Health	(4,253)	(4,253)	(20,091)	(20,694)	(21,315)	(21,955)	(22,613)	(23,292)	(23,990)	(24,710)	(25,451)	(26,215)
113920		Other Employee Costs - Environmental & Health	(1,000)	(1,000)	(1,000)	(1,030)	(1,061)	(1,093)	(1,126)	(1,159)	(1,194)	(1,230)	(1,267)	(1,305)
115520		Health Analytical Services	(3,000)	(3,000)	(3,000)	(3,090)	(3,183)	(3,278)	(3,377)	(3,478)	(3,582)	(3,690)	(3,800)	(3,914)
115650		Subscriptions - Legislation	(500)	(500)	(500)	(515)	(530)	(546)	(563)	(580)	(597)	(615)	(633)	(652)
113020		Staff Training / Conferences / Profesional Development	(2,500)	(2,500)	(2,500)	(2,575)	(2,652)	(2,732)	(2,814)	(2,898)	(2,985)	(3,075)	(3,167)	(3,262)
115700		Sundry Expenditure	(250)	(250)	(250)	(258)	(265)	(273)	(281)	(290)	(299)	(307)	(317)	(326)
115750		Fringe Benefits Tax	(100)	(100)	(100)	(103)	(106)	(109)	(113)	(116)	(119)	(123)	(127)	(130)
111020		Vehicle Expenses - Health Administration	(2,000)	(2,000)	(2,000)	(2,060)	(2,122)	(2,185)	(2,251)	(2,319)	(2,388)	(2,460)	(2,534)	(2,610)
107220		Telephone Allowance	(350)	(350)	(350)	(361)	(371)	(382)	(394)	(406)	(418)	(430)	(443)	(457)
106120		Equipment Maintenance - Environment & Health	(500)	(500)	(500)	(515)	(530)	(546)	(563)	(580)	(597)	(615)	(633)	(652)
113420		Depreciation - Environment & Health	(500)	(500)	(500)	(515)	(530)	(546)	(563)	(580)	(597)	(615)	(633)	(652)
113820		Insurance - Environment & Health	(250)	(250)	(250)	(258)	(265)	(273)	(281)	(290)	(299)	(307)	(317)	(326)
166320		Allocation of Administration Overheads	(50,184)	(50,184)	(53,335)	(55,012)	(56,805)	(58,657)	(61,868)	(62,622)	(64,703)	(66,854)	(70,546)	(71,370)
		Sub Total - Recurrent Expenditure	(105,827)	(105,827)	(246,957)	(254,443)	(262,220)	(270,234)	(279,792)	(287,084)	(295,899)	(304,985)	(315,822)	(324,004)

113150		Non-Recurrent Expenditure												
		Minor Assets < \$5,000 - Health	(500)	(500)	(1,000)	(1,000)	(1,000)	(1,000)	(1,030)	(1,061)	(1,093)	(1,126)	(1,159)	(1,194)
199130		Profit / (Loss) on Asset Disposals - Health	0	0	0	0	0	0	0	0	0	0	0	0
		Sub Total - Non Recurrent Expenditure	(500)	(500)	(1,000)	(1,000)	(1,000)	(1,000)	(1,030)	(1,061)	(1,093)	(1,126)	(1,159)	(1,194)
TOTAL OPERATING EXPENDITURE			(106,327)	(106,327)	(247,957)	(255,443)	(263,220)	(271,234)	(280,822)	(288,144)	(296,992)	(306,111)	(316,981)	(325,198)
OPERATING REVENUE														
Recurrent Revenue														
113850		Food Act Fees	18,630	18,630	19,394	20,379	21,406	22,476	23,591	24,753	25,963	27,224	28,537	29,904
113860		Sundry Fees & Charges - GST Free	500	500	500	525	552	579	608	638	669	702	736	771
		Sub Total - Recurrent Revenue	19,130	19,130	19,894	20,904	21,958	23,056	24,199	25,391	26,633	27,926	29,273	30,675
Non-Recurrent Revenue														
113870		Grants - Taxable	0	0	0	0	0	0	0	0	0	0	0	0
113880		Grants - GST Free	0	0	0	0	0	0	0	0	0	0	0	0
XXXX	NEW GL	Resource Sharing EHO - Contibution	0	0	50,000	51,500	53,045	54,636	56,275	57,964	59,703	61,494	63,339	65,239
		Sub Total - Non Recurrent Revenue	0	0	50,000	51,500	53,045	54,636	56,275	57,964	59,703	61,494	63,339	65,239
		Resource Sharing Building Surveyor - Contibution												
TOTAL OPERATING REVENUE			19,130	19,130	69,894	72,404	75,003	77,692	80,475	83,355	86,335	89,420	92,611	95,914

Account Number	Job / Plant Number	Schedule 7 - Health	2025/26		2026/27	Forward Estimate								
			Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
		PREVENTATIVE SERVICES	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
		PEST CONTROL												
OPERATING EXPENDITURE														
Recurrent Expenditure														
113890		Pest Control	(1,000)	(15,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,496)	(11,013)	(11,552)	(12,112)	(12,696)	(13,305)
		Sub Total - Recurrent Expenditure	(1,000)	(15,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,496)	(11,013)	(11,552)	(12,112)	(12,696)	(13,305)
Non-Recurrent Expenditure														
		Nil	0	0	0	0	0	0	0	0	0	0	0	0
		Sub Total - Non Recurrent Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATING EXPENDITURE			(1,000)	(15,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,496)	(11,013)	(11,552)	(12,112)	(12,696)	(13,305)
OPERATING REVENUE														
Recurrent Revenue														
113900	NEW GL	Sundry Fees & Charges - Taxable	250	250	250	258	265	273	281	290	299	307	317	326
113910	NEW GL	Sundry Fees & Charges - GST Free	250	250	250	258	265	273	281	290	299	307	317	326
		Sub Total - Recurrent Revenue	500	500	500	515	530	546	563	580	597	615	633	652
Non-Recurrent Revenue														
113940	NEW GL	Grants - Taxable	0	0	0	0	0	0	0	0	0	0	0	0
113960	NEW GL	Grants - GST Free	0	0	0	0	0	0	0	0	0	0	0	0
		Sub Total - Non Recurrent Revenue	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATING REVENUE			500	500	500	515	530	546	563	580	597	615	633	652
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$

		OTHER HEALTH											
		OPERATING EXPENDITURE											
		Recurrent Expenditure											
182190													
		(250)	(250)	(250)	(250)	(250)	(250)	(262)	(275)	(289)	(303)	(317)	(333)
115560		(500)	(500)	(500)	(500)	(500)	(500)	(525)	(551)	(578)	(606)	(635)	(665)
		(750)	(750)	(750)	(750)	(750)	(750)	(787)	(826)	(866)	(908)	(952)	(998)
		Non-Recurrent Expenditure											
115580	NEW GL	0	0	(5,000)	(5,000)	(5,000)	(5,000)	(5,248)	(5,507)	(5,776)	(6,056)	(6,348)	(6,652)
		0	0	(5,000)	(5,000)	(5,000)	(5,000)	(5,248)	(5,507)	(5,776)	(6,056)	(6,348)	(6,652)
		TOTAL OPERATING EXPENDITURE											
		(750)	(750)	(5,750)	(5,750)	(5,750)	(5,750)	(6,035)	(6,332)	(6,642)	(6,965)	(7,300)	(7,650)
		OPERATING REVENUE											
		Recurrent Revenue											
114240		250	250	250	263	276	290	304	319	335	351	368	385
114250		250	250	250	263	276	290	304	319	335	351	368	385
		500	500	500	525	552	579	608	638	669	702	736	771
		Non-Recurrent Revenue											
114260		0	0	0	0	0	0	0	0	0	0	0	0
114270		0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0	0
		TOTAL OPERATING REVENUE											
		500	500	500	525	552	579	608	638	669	702	736	771

Account Number	Job / Plant Number	Schedule 7 - Health	2026/27	Forward Estimate									
			Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
NOTES TO SCHEDULE 7 - HEALTH													
07 1 4501		74.1 Consultants - Health Administration Public Health Plan	0	0	0	0	0	0	0	0	0	0	0
			0	0	0	0	0	0	0	0	0	0	0

Summary	2025/26		2026/27	Forward Estimate								
	Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Schedule 8 - Education & Welfare	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
EDUCATION & WELFARE - SUMMARY												
Operating Expenditure												
Recurrent Expenditure												
Other Education	(500)	0	0	0	0	0	0	0	0	0	0	0
Aged & Disabled - Senior Citizens Centres	(74,685)	(74,685)	(77,747)	(80,079)	(82,482)	(84,956)	(87,505)	(90,130)	(92,834)	(95,619)	(98,488)	(101,442)
Aged & Disabled - Other	0	0	0	0	0	0	0	0	0	0	0	0
Other Welfare	(9,285)	(9,285)	(11,500)	(6,500)	(6,500)	(6,500)	(6,695)	(6,896)	(7,103)	(7,316)	(7,535)	(7,761)
Total Recurrent Expenditure	(84,470)	(83,970)	(89,247)	(86,579)	(88,982)	(91,456)	(94,200)	(97,026)	(99,937)	(102,935)	(106,023)	(109,204)
Non-Recurrent Expenditure												
Other Education	(500)	(500)	0	0	0	0	0	0	0	0	0	0
Aged & Disabled - Senior Citizens Centres	0	0	0	0	0	0	0	0	0	0	0	0
Aged & Disabled - Other	0	0	0	0	0	0	0	0	0	0	0	0
Other Welfare	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Total Non-Recurrent Expenditure	(5,500)	(5,500)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Total Operating Expenditure	(89,970)	(89,470)	(94,247)	(91,579)	(93,982)	(96,456)	(99,200)	(102,026)	(104,937)	(107,935)	(111,023)	(114,204)
Operating Revenue												
Recurrent Revenue												
Other Education	500	500	0	0	0	0	0	0	0	0	0	0
Aged & Disabled - Senior Citizens Centres	500	500	500	500	500	500	515	530	546	563	580	597
Aged & Disabled - Other	0	0	0	0	0	0	0	0	0	0	0	0
Other Welfare	12,285	33,285	10,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Total Recurrent Revenue	13,285	34,285	10,500	5,500	5,500	5,500	5,515	5,530	5,546	5,563	5,580	5,597
Non-Recurrent Revenue												
Other Education	0	0	0	0	0	0	0	0	0	0	0	0
Aged & Disabled - Senior Citizens Centres	0	0	0	0	0	0	0	0	0	0	0	0
Other Welfare	5,000	5,000	1,000	1,000	1,000	1,000	1,030	1,061	1,093	1,126	1,159	1,194
Total Non-Recurrent Revenue	5,000	5,000	1,000	1,000	1,000	1,000	1,030	1,061	1,093	1,126	1,159	1,194
Total Operating Revenue	18,285	39,285	11,500	6,500	6,500	6,500	6,545	6,591	6,639	6,688	6,739	6,791

Account Number	Job / Plant Number	Schedule 8 - Education & Welfare	2025/26		2026/27	Forward Estimate							
			Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
		OTHER EDUCATION											
		OPERATING EXPENDITURE											
		Recurrent Expenditure											
181500		Early Childhood Development Programme Grant Exp - to Sch11	(500)	0	0	0	0	0	0	0	0	0	0
		Sub Total - Recurrent Expenditure	(500)	0	0	0	0	0	0	0	0	0	0
		Non-Recurrent Expenditure											
		Nil	0	0	0	0	0	0	0	0	0	0	0
18160		Minor Assets < \$5,000	(500)	(500)	0	0	0	0	0	0	0	0	0
		Sub Total - Non Recurrent Expenditure	(500)	(500)	0	0	0	0	0	0	0	0	0
		TOTAL OPERATING EXPENDITURE	(1,000)	(500)	0	0	0	0	0	0	0	0	0
		OPERATING REVENUE											
		Recurrent Revenue											
182500		Grants - Early Childhood Development Programme - to Sch11	0	0	0	0	0	0	0	0	0	0	0
182550		Sundry Fees & Charges - Taxable	500	500	0	0	0	0	0	0	0	0	0
		Sub Total - Recurrent Revenue	500	500	0	0	0	0	0	0	0	0	0
		Non-Recurrent Revenue											
182560		Grants - GST Free	0	0	0	0	0	0	0	0	0	0	0
		Sub Total - Non Recurrent Revenue	0	0	0	0	0	0	0	0	0	0	0
		TOTAL OPERATING REVENUE	500	500	0	0	0	0	0	0	0	0	0

Account Number	Job / Plant Number	Schedule 8 - Education & Welfare	2025/26		2026/27	Forward Estimate								
			Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
		AGED & DISABLED - SENIOR CITIZENS CENTRES												
		OPERATING EXPENDITURE												
		Recurrent Expenditure												
116140	BAM009	Senior Citizens Building Maintenance	(25,511)	(25,511)	(26,557)	(27,354)	(28,174)	(29,019)	(29,890)	(30,787)	(31,710)	(32,662)	(33,642)	(34,651)
116820		Depreciation - Margareta Wilson Centre	(49,174)	(49,174)	(51,190)	(52,726)	(54,308)	(55,937)	(57,615)	(59,343)	(61,124)	(62,957)	(64,846)	(66,792)
		Sub Total - Recurrent Expenditure	(74,685)	(74,685)	(77,747)	(80,079)	(82,482)	(84,956)	(87,505)	(90,130)	(92,834)	(95,619)	(98,488)	(101,442)
		Non-Recurrent Expenditure												
		Nil	0	0	0	0	0	0	0	0	0	0	0	0
		Sub Total - Non Recurrent Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
		TOTAL OPERATING EXPENDITURE	(74,685)	(74,685)	(77,747)	(80,079)	(82,482)	(84,956)	(87,505)	(90,130)	(92,834)	(95,619)	(98,488)	(101,442)
		OPERATING REVENUE												
		Recurrent Revenue												
116830		Sundry Fees & Charges - Taxable	500	500	500	500	500	500	515	530	546	563	580	597
		Sub Total - Recurrent Revenue	500	500	500	500	500	500	515	530	546	563	580	597
		Non-Recurrent Revenue												
116850		Grants - Taxable	0	0	0	0	0	0	0	0	0	0	0	0
116860		Grants - GST Free	0	0	0	0	0	0	0	0	0	0	0	0
		Sub Total - Non Recurrent Revenue	0	0	0	0	0	0	0	0	0	0	0	0
		TOTAL OPERATING REVENUE	500	500	500	500	500	500	515	530	546	563	580	597
		OTHER WELFARE												
		OPERATING EXPENDITURE												
		Recurrent Expenditure												
139330		Welfare Programmes	(2,000)	(2,000)	(6,500)	(6,500)	(6,500)	(6,500)	(6,695)	(6,896)	(7,103)	(7,316)	(7,535)	(7,761)
139310		Local Drug Action Teams (LDAT) - Grant Expenditure	(7,285)	(7,285)	(5,000)	0	0	0	0	0	0	0	0	0
		Sub Total - Recurrent Expenditure	(9,285)	(9,285)	(11,500)	(6,500)	(6,500)	(6,500)	(6,695)	(6,896)	(7,103)	(7,316)	(7,535)	(7,761)
		Non-Recurrent Expenditure												
139340		Community Services - Projects Expenditure (Grant Funded)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
		Sub Total - Non Recurrent Expenditure	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
		TOTAL OPERATING EXPENDITURE	(14,285)	(14,285)	(16,500)	(11,500)	(11,500)	(11,500)	(11,695)	(11,896)	(12,103)	(12,316)	(12,535)	(12,761)
		OPERATING REVENUE												
		Recurrent Revenue												
193910		Local Drug Action Teams (LDAT) - Grant Income	7,285	7,285	5,000	0	0	0	0	0	0	0	0	0
193920		Community Service Projects - Grant	5,000	26,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
		Sub Total - Recurrent Revenue	12,285	33,285	10,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
		Non-Recurrent Revenue												
193930		Donations & Contributions	5,000	5,000	1,000	1,000	1,000	1,000	1,030	1,061	1,093	1,126	1,159	1,194
		Sub Total - Non Recurrent Revenue	5,000	5,000	1,000	1,000	1,000	1,030	1,061	1,093	1,126	1,159	1,194	1,194
		TOTAL OPERATING REVENUE	17,285	38,285	11,000	6,000	6,000	6,000	6,030	6,061	6,093	6,126	6,159	6,194

Account Number	Job / Plant Number	Schedule 8 - Education & Welfare	2026/27	Forward Estimate								
			Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
			0	0	0	0	0	0	0	0	0	0
		NOTES TO SCHEDULE 8 - EDUCATION & WELFARE										
3933	139330	87.1 Welfare Programs - Grant Funded Expenditure										
		Collie Community Safety & Wellbeing Committee	(5,000)	0	0	0	0	0	0	0	0	0
		Minor / Community Event Assistance	(5,000)	(5,000)	(5,000)	(5,000)	(5,150)	(5,305)	(5,464)	(5,628)	(5,796)	(5,970)
		Reconciliation Action Plan	(500)	(500)	(500)	(500)	(515)	(530)	(546)	(563)	(580)	(597)
		Disability Access & Inclusion Plan	(500)	(500)	(500)	(500)	(515)	(530)	(546)	(563)	(580)	(597)
		Minor Community Activities	(500)	(500)	(500)	(500)	(515)	(530)	(546)	(563)	(580)	(597)
			(11,500)	(6,500)	(6,500)	(6,500)	(6,695)	(6,896)	(7,103)	(7,316)	(7,535)	(7,761)
		87.2 Local Drug Action Teams (LDAT) - Grant Income										
9391	193910	Collie Community Safety & Wellbeing Committee										
		Grant - \$7,284.35	5,000	0	0	0	0	0	0	0	0	0
		Other	0	0	0	0	0	0	0	0	0	0
			5,000	0	0	0	0	0	0	0	0	0
9392	193920	87.3 Community Service Projects - Grant Income										
		Other	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
			5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
9393	193930	87.4 Community Services - Grants Funded Project Expenditure										
		Projects partially funds staff wages	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
			(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)

Summary	2025/26		2026/27	Forward Estimate								
	Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Schedule 9 - Housing	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
HOUSING - SUMMARY												
Operating Expenditure												
Recurrent Expenditure												
Other Housing	(6,569)	(28,769)	(34,800)	(35,844)	(36,919)	(38,027)	(39,168)	(40,343)	(41,553)	(42,800)	(44,084)	(45,406)
Total Recurrent Expenditure	(6,569)	(28,769)	(34,800)	(35,844)	(36,919)	(38,027)	(39,168)	(40,343)	(41,553)	(42,800)	(44,084)	(45,406)
Non-Recurrent Expenditure												
Other Housing	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Recurrent Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
Total Operating Expenditure	(6,569)	(28,769)	(34,800)	(35,844)	(36,919)	(38,027)	(39,168)	(40,343)	(41,553)	(42,800)	(44,084)	(45,406)
Operating Revenue												
Recurrent Revenue												
Other Housing	6,293	11,293	11,000	11,330	11,670	12,020	12,381	12,752	13,135	13,529	13,934	14,353
Total Recurrent Revenue	6,293	11,293	11,000	11,330	11,670	12,020	12,381	12,752	13,135	13,529	13,934	14,353
Non-Recurrent Revenue												
Other Housing	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Recurrent Revenue	0	0	0	0	0	0	0	0	0	0	0	0
Total Operating Revenue	6,293	11,293	11,000	11,330	11,670	12,020	12,381	12,752	13,135	13,529	13,934	14,353

Account Number	Job / Plant Number	Schedule 9 - Housing	2025/26		2026/27	Forward Estimate								
			Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
		OTHER HOUSING	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
		OPERATING EXPENDITURE												
		Recurrent Expenditure												
125220	BAM016 1702 /	Caretakers Cottage	(6,569)	(6,569)	(1,000)	(1,030)	(1,061)	(1,093)	(1,126)	(1,159)	(1,194)	(1,230)	(1,267)	(1,305)
117020	BAM015	Elouera Road House	0	0	0	0	0	0	0	0	0	0	0	0
199980	NEW GL	Staffing Rental Accommodation Expenses	0	(22,200)	(33,800)	(34,814)	(35,858)	(36,934)	(38,042)	(39,183)	(40,359)	(41,570)	(42,817)	(44,101)
117110		Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
		Sub Total - Recurrent Expenditure	(6,569)	(28,769)	(34,800)	(35,844)	(36,919)	(38,027)	(39,168)	(40,343)	(41,553)	(42,800)	(44,084)	(45,406)
		Non-Recurrent Expenditure												
		Nil	0	0	0	0	0	0	0	0	0	0	0	0
		Sub Total - Non Recurrent Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
		TOTAL OPERATING EXPENDITURE	(6,569)	(28,769)	(34,800)	(35,844)	(36,919)	(38,027)	(39,168)	(40,343)	(41,553)	(42,800)	(44,084)	(45,406)
		OPERATING REVENUE												
		Recurrent Revenue												
149930		Caretaker Cottage Rental	6,293	6,293	1,000	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267	1,305
149940		Elouera Road Rental	0	0	0	0	0	0	0	0	0	0	0	0
149970	NEW GL	Staffing Rental Accommodation Rent	0	5,000	10,000	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048
149950		Sundry Fees & Charges - Taxable	0	0	0	0	0	0	0	0	0	0	0	0
		Sub Total - Recurrent Revenue	6,293	11,293	11,000	11,330	11,670	12,020	12,381	12,752	13,135	13,529	13,934	14,353
		Non-Recurrent Revenue												
149960		Grants - Taxable	0	0	0	0	0	0	0	0	0	0	0	0
		Grants - GST Free	0	0	0	0	0	0	0	0	0	0	0	0
		Sub Total - Non Recurrent Revenue	0	0	0	0	0	0	0	0	0	0	0	0
		TOTAL OPERATING REVENUE	6,293	11,293	11,000	11,330	11,670	12,020	12,381	12,752	13,135	13,529	13,934	14,353

Summary	2025/26		2026/27	Forward Estimate								
	Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Schedule 10 - Community Amenities	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
COMMUNITY AMENITIES - SUMMARY												
Operating Expenditure												
Recurrent Expenditure												
Sanitation - Household	(2,434,633)	(2,631,404)	(2,816,924)	(2,900,081)	(2,985,934)	(3,074,278)	(3,171,252)	(3,259,111)	(3,355,591)	(3,454,890)	(3,563,958)	(3,662,288)
Sanitation - Other & Sewerage	(86,514)	(86,514)	(90,561)	(93,263)	(96,046)	(98,912)	(101,880)	(104,936)	(108,084)	(111,327)	(114,666)	(118,106)
Protection of Environment	(12,131)	(32,131)	(31,675)	(32,484)	(33,340)	(34,246)	(35,659)	(37,415)	(39,244)	(41,150)	(43,134)	(45,201)
Town Planning & Regional Development	(456,209)	(449,289)	(559,824)	(571,124)	(583,066)	(600,527)	(621,930)	(638,016)	(657,629)	(677,846)	(702,118)	(720,165)
Other Community Amenities	(348,562)	(444,151)	(501,883)	(524,503)	(548,284)	(573,470)	(602,227)	(628,730)	(658,065)	(688,595)	(722,327)	(753,422)
Total Recurrent Expenditure	(3,338,049)	(3,643,489)	(4,000,867)	(4,121,454)	(4,246,670)	(4,381,433)	(4,532,946)	(4,668,207)	(4,818,614)	(4,973,808)	(5,146,203)	(5,299,182)
Non-Recurrent Expenditure												
Sanitation - Household	(18,100)	(21,100)	(18,100)	(18,580)	(19,074)	(19,584)	(20,146)	(20,725)	(21,319)	(21,930)	(22,559)	(23,205)
Sanitation - Other & Sewerage	0	0	0	0	0	0	0	0	0	0	0	0
Protection of Environment	(5,500)	(5,500)	(1,000)	(1,000)	(1,000)	(1,000)	(1,030)	(1,061)	(1,093)	(1,126)	(1,159)	(1,194)
Town Planning & Regional Development	(11,500)	(21,500)	(21,500)	(21,500)	(21,500)	(21,500)	(22,145)	(22,809)	(23,494)	(24,198)	(24,924)	(25,672)
Other Community Amenities	250	(20,000)	(500)	(500)	(500)	(500)	(515)	(530)	(546)	(563)	(580)	(597)
Total Non-Recurrent Expenditure	(34,850)	(68,100)	(41,100)	(41,580)	(42,074)	(42,584)	(43,836)	(45,125)	(46,452)	(47,817)	(49,222)	(50,668)
Total Operating Expenditure	(3,372,899)	(3,711,589)	(4,041,967)	(4,163,034)	(4,288,744)	(4,424,016)	(4,576,782)	(4,713,333)	(4,865,066)	(5,021,625)	(5,195,425)	(5,349,850)
Operating Revenue												
Recurrent Revenue												
Sanitation - Household	2,139,646	2,124,680	2,211,792	2,278,146	2,346,490	2,416,885	2,489,391	2,564,073	2,640,995	2,720,225	2,801,832	2,885,887
Sanitation - Other & Sewerage	3,000	3,000	3,000	3,000	3,000	3,000	3,149	3,304	3,465	3,634	3,809	3,991
Protection of Environment	5,600	5,600	1,100	1,100	1,100	1,100	1,133	1,167	1,202	1,238	1,275	1,313
Town Planning & Regional Development	77,056	99,606	103,512	108,760	114,230	119,930	125,869	132,057	138,503	145,217	152,209	159,489
Other Community Amenities	36,690	76,440	94,523	97,321	100,203	103,172	106,267	109,455	112,738	116,121	119,604	123,192
Total Recurrent Revenue	2,261,992	2,309,326	2,413,926	2,488,326	2,565,023	2,644,086	2,725,809	2,810,056	2,896,904	2,986,434	3,078,729	3,173,873
Non-Recurrent Revenue												
Sanitation - Household	50,000	0	55,000	5,150	5,305	5,464	5,628	5,796	5,970	6,149	6,334	6,524
Sanitation - Other & Sewerage	0	0	0	0	0	0	0	0	0	0	0	0
Protection of Environment	0	0	0	0	0	0	0	0	0	0	0	0
Town Planning & Regional Development	0	0	0	0	0	0	0	0	0	0	0	0
Other Community Amenities	0	48,561	0	0	0	0	0	0	0	0	0	0
Total Non-Recurrent Revenue	50,000	48,561	55,000	5,150	5,305	5,464	5,628	5,796	5,970	6,149	6,334	6,524
Total Operating Revenue	2,311,992	2,357,887	2,468,926	2,493,476	2,570,327	2,649,550	2,731,437	2,815,852	2,902,874	2,992,584	3,085,063	3,180,397

Account Number	Job / Plant Number	Schedule 10 - Community Amenities	2025/26		2026/27	Forward Estimate								
			Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
SANITATION - HOUSEHOLD														
OPERATING EXPENDITURE														
Recurrent Expenditure														
186220		Salaries & Wages - Waste Management	(59,602)	(59,602)	(120,666)	(123,103)	(125,540)	(127,977)	(130,414)	(132,851)	(135,288)	(137,725)	(140,162)	(142,599)
186420		Superannuation - Waste Management	(43,033)	(43,033)	(50,845)	(51,872)	(52,898)	(53,925)	(54,952)	(55,979)	(57,006)	(58,033)	(59,059)	(60,086)
186020		Uniform & PPE - Waste	(1,000)	(1,000)	(2,000)	(2,040)	(2,081)	(2,121)	(2,162)	(2,202)	(2,242)	(2,283)	(2,323)	(2,364)
186720		Training - Waste	(1,000)	(1,000)	(1,000)	(1,020)	(1,040)	(1,061)	(1,081)	(1,101)	(1,121)	(1,141)	(1,162)	(1,182)
117720	1772 / 1773	Waste Site (Main) Collie	(257,618)	(172,618)	(179,695)	(185,086)	(190,639)	(196,358)	(202,249)	(208,316)	(214,566)	(221,003)	(227,633)	(234,462)
117220		Telephone - Waste	0	0	0	0	0	0	0	0	0	0	0	0
186820		Insurance Workers Compensation - Waste	0	0	0	0	0	0	0	0	0	0	0	0
196820		Insurance Workers Compensation - Waste	(18,722)	(19,596)	(20,399)	(21,011)	(21,642)	(22,291)	(22,960)	(23,649)	(24,358)	(25,089)	(25,841)	(26,617)
117920		Insurance - Waste	(704)	(704)	(733)	(755)	(777)	(801)	(825)	(850)	(875)	(901)	(928)	(956)
118620	1862 / 1863 / 1864 / 2681 / BAM027	Waste Transfer Station	(631,015)	(631,015)	(756,887)	(779,593)	(802,981)	(827,070)	(851,883)	(877,439)	(903,762)	(930,875)	(958,801)	(987,565)
185190		Waste Refuse Contract	(420,000)	(514,000)	(535,074)	(551,126)	(567,660)	(584,690)	(602,231)	(620,297)	(638,906)	(658,074)	(677,816)	(698,150)
185200		Recycling Contract	(388,125)	(388,125)	(404,038)	(416,159)	(428,644)	(441,503)	(454,748)	(468,391)	(482,443)	(496,916)	(511,823)	(527,178)
185210		Recycling Promotional Material	0	0	0	0	0	0	0	0	0	0	0	0
185220		Regional Waste Education Program	(19,665)	(19,665)	(20,471)	(21,085)	(21,718)	(22,370)	(23,041)	(23,732)	(24,444)	(25,177)	(25,932)	(26,710)
185230		Organics Contract	(352,250)	(352,250)	(366,692)	(377,693)	(389,024)	(400,695)	(412,715)	(425,097)	(437,850)	(450,985)	(464,515)	(478,450)
185250		Bin Maintenance Cost	(36,225)	(25,000)	(26,025)	(26,806)	(27,610)	(28,438)	(29,291)	(30,170)	(31,075)	(32,007)	(32,968)	(33,957)
185620		Water Sampling & Bore	(46,750)	(46,750)	(48,667)	(50,127)	(51,631)	(53,179)	(54,775)	(56,418)	(58,111)	(59,854)	(61,650)	(63,499)
117420		Depreciation - Waste	(33,464)	(33,464)	(34,836)	(35,881)	(36,958)	(38,066)	(39,208)	(40,384)	(41,596)	(42,844)	(44,129)	(45,453)
166520		Allocation of Administration Overheads	(125,460)	(323,582)	(248,896)	(256,723)	(265,092)	(273,732)	(288,718)	(292,236)	(301,949)	(311,984)	(329,216)	(333,060)
Sub Total - Recurrent Expenditure			(2,434,633)	(2,631,404)	(2,816,924)	(2,900,081)	(2,985,934)	(3,074,278)	(3,171,252)	(3,259,111)	(3,355,591)	(3,454,890)	(3,563,958)	(3,662,288)
Non-Recurrent Expenditure														
186300		Legal Expenses	(1,000)	(1,000)	(1,000)	(1,030)	(1,061)	(1,093)	(1,126)	(1,159)	(1,194)	(1,230)	(1,267)	(1,305)
186310		Consultants	(5,000)	(5,000)	(10,000)	(10,300)	(10,609)	(10,927)	(11,255)	(11,593)	(11,941)	(12,299)	(12,668)	(13,048)
186320		Waste Management Plan	0	(8,000)	0	0	0	0	0	0	0	0	0	0
186330		Building Major Maintenance - Refuse Site	(5,000)	(5,000)	(5,000)	(5,150)	(5,305)	(5,464)	(5,628)	(5,796)	(5,970)	(6,149)	(6,334)	(6,524)
186340		Provision for Refuse Site Rehabilitation	(5,000)	0	0	0	0	0	0	0	0	0	0	0
186350		Bad & Doubtful Debts Expense - Refuse Site	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)
186360		Minor Assets < \$5,000 - Waste Management	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,019)	(1,038)	(1,057)	(1,076)	(1,095)	(1,114)
186370		Profit / (Loss) on Asset Disposals	0	0	0	0	0	0	0	0	0	0	0	0
111860		Waste Management Grant Expenditure	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,019)	(1,038)	(1,057)	(1,076)	(1,095)	(1,114)
Sub Total - Non Recurrent Expenditure			(18,100)	(21,100)	(18,100)	(18,580)	(19,074)	(19,584)	(20,146)	(20,725)	(21,319)	(21,930)	(22,559)	(23,205)
TOTAL OPERATING EXPENDITURE			(2,452,733)	(2,652,504)	(2,835,024)	(2,918,661)	(3,005,008)	(3,093,861)	(3,191,398)	(3,279,836)	(3,376,910)	(3,476,820)	(3,586,517)	(3,685,493)
OPERATING REVENUE														
Recurrent Revenue														
176430		Transfer Station Fees	206,650	206,650	215,123	221,576	228,224	235,070	242,122	249,386	256,868	264,574	272,511	280,686
176440		Charges - Recycling (Scrap Metal)	51,750	31,750	33,052	34,043	35,065	36,117	37,200	38,316	39,466	40,649	41,869	43,125
118730		Three (3) Bin System Pensioner Charges	517,500	552,500	575,153	592,407	610,179	628,485	647,339	666,759	686,762	707,365	728,586	750,444
118630		Three (3) Bin System Charges	1,172,966	1,158,000	1,205,478	1,241,642	1,278,892	1,317,258	1,356,776	1,397,479	1,439,404	1,482,586	1,527,063	1,572,875
176730		Additional Rubbish Bins	153,180	143,180	149,050	153,522	158,128	162,871	167,758	172,790	177,974	183,313	188,813	194,477
118130		Rural Levy Charges Waste	32,600	32,600	33,937	34,955	36,003	37,083	38,196	39,342	40,522	41,738	42,990	44,280
119150		Waste Management Grant	5,000	0	0	0	0	0	0	0	0	0	0	0
Sub Total - Recurrent Revenue			2,139,646	2,124,680	2,211,792	2,278,146	2,346,490	2,416,885	2,489,391	2,564,073	2,640,995	2,720,225	2,801,832	2,885,887

	Non-Recurrent Revenue												
NEW GL	Grants - Taxable	0	0	5,000	5,150	5,305	5,464	5,628	5,796	5,970	6,149	6,334	6,524
NEW GL	Grants / Contributions - GST Free	50,000	0	50,000	0	0	0	0	0	0	0	0	0
	Sub Total - Non Recurrent Revenue	50,000	0	55,000	5,150	5,305	5,464	5,628	5,796	5,970	6,149	6,334	6,524
	TOTAL OPERATING REVENUE	2,189,646	2,124,680	2,266,792	2,283,296	2,351,795	2,422,348	2,495,019	2,569,869	2,646,965	2,726,374	2,808,166	2,892,411

Account Number	Job / Plant Number	Schedule 10 - Community Amenities	2025/26		2026/27	Forward Estimate								
			Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
		SANITATION - OTHER & SEWERAGE	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
		OPERATING EXPENDITURE												
		Recurrent Expenditure												
119020	1902	Litter Control & Public Bins	(65,358)	(65,358)	(68,038)	(70,079)	(72,181)	(74,347)	(76,577)	(78,874)	(81,241)	(83,678)	(86,188)	(88,774)
119220		Tidy Towns	0	0	(500)	(500)	(500)	(500)	(515)	(530)	(546)	(563)	(580)	(597)
199320		Depreciation - Public Toilets	(21,156)	(21,156)	(22,023)	(22,684)	(23,365)	(24,066)	(24,788)	(25,531)	(26,297)	(27,086)	(27,899)	(28,736)
		Sub Total - Recurrent Expenditure	(86,514)	(86,514)	(90,561)	(93,263)	(96,046)	(98,912)	(101,880)	(104,936)	(108,084)	(111,327)	(114,666)	(118,106)
		Non-Recurrent Expenditure												
		Nil	0	0	0	0	0	0	0	0	0	0	0	0
		Sub Total - Non Recurrent Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
		TOTAL OPERATING EXPENDITURE	(86,514)	(86,514)	(90,561)	(93,263)	(96,046)	(98,912)	(101,880)	(104,936)	(108,084)	(111,327)	(114,666)	(118,106)
		OPERATING REVENUE												
		Recurrent Revenue												
119930		Septic Tank Application	1,500	1,500	1,500	1,500	1,500	1,500	1,574	1,652	1,733	1,817	1,904	1,996
120430		Septic Tank Inspection	1,500	1,500	1,500	1,500	1,500	1,500	1,574	1,652	1,733	1,817	1,904	1,996
		Sub Total - Recurrent Revenue	3,000	3,000	3,000	3,000	3,000	3,000	3,149	3,304	3,465	3,634	3,809	3,991
		Non-Recurrent Revenue												
NEW GL		Grants - Taxable	0	0	0	0	0	0	0	0	0	0	0	0
NEW GL		Grants - GST Free	0	0	0	0	0	0	0	0	0	0	0	0
		Sub Total - Non Recurrent Revenue	0	0	0	0	0	0	0	0	0	0	0	0
		TOTAL OPERATING REVENUE	3,000	3,000	3,000	3,000	3,000	3,000	3,149	3,304	3,465	3,634	3,809	3,991

Account Number	Job / Plant Number	Schedule 10 - Community Amenities	2025/26		2026/27	Forward Estimate								
			Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
PROTECTION OF ENVIRONMENT														
OPERATING EXPENDITURE														
Recurrent Expenditure														
182130		Admin Office - Environmental	(5,000)	(25,000)	(25,000)	(26,270)	(27,594)	(28,973)	(30,411)	(31,908)	(33,469)	(35,094)	(36,786)	(38,548)
120720	2072 / 2123	River - Maintenance Works	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,248)	(5,507)	(5,776)	(6,056)	(6,348)	(6,652)
159560		Interest on Loan 121	(2,131)	(2,131)	(1,675)	(1,213)	(746)	(273)	0	0	0	0	0	0
182280		Depreciation - Environment & Health	0	0	0	0	0	0	0	0	0	0	0	0
Sub Total - Recurrent Expenditure			(12,131)	(32,131)	(31,675)	(32,484)	(33,340)	(34,246)	(35,659)	(37,415)	(39,244)	(41,150)	(43,134)	(45,201)
Non-Recurrent Expenditure														
121230		South32 River Rehabilitation Grant Expenditure	(5,000)	(5,000)	(500)	(500)	(500)	(500)	(515)	(530)	(546)	(563)	(580)	(597)
109230		Collaborative Blackberry Control Expenditure	(500)	(500)	(500)	(500)	(500)	(500)	(515)	(530)	(546)	(563)	(580)	(597)
Sub Total - Non Recurrent Expenditure			(5,500)	(5,500)	(1,000)	(1,000)	(1,000)	(1,000)	(1,030)	(1,061)	(1,093)	(1,126)	(1,159)	(1,194)
TOTAL OPERATING EXPENDITURE			(17,631)	(37,631)	(32,675)	(33,484)	(34,340)	(35,246)	(36,689)	(38,476)	(40,337)	(42,275)	(44,293)	(46,395)
OPERATING REVENUE														
Recurrent Revenue														
109210		Collaborative Blackberry Control Grant	500	500	500	500	500	500	515	530	546	563	580	597
121240		South32 River Rehabilitation Grant	5,000	5,000	500	500	500	500	515	530	546	563	580	597
121260	NEW GL	Sundry Fees & Charges - Taxable	100	100	100	100	100	100	103	106	109	113	116	119
Sub Total - Recurrent Revenue			5,600	5,600	1,100	1,100	1,100	1,100	1,133	1,167	1,202	1,238	1,275	1,313
Non-Recurrent Revenue														
Nil			0	0	0	0	0	0	0	0	0	0	0	0
Sub Total - Non Recurrent Revenue			0	0	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATING REVENUE			5,600	5,600	1,100	1,100	1,100	1,133	1,167	1,202	1,238	1,275	1,313	

Account Number	Job / Plant Number	Schedule 10 - Community Amenities	2025/26		2026/27	Forward Estimate								
			Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
		TOWN PLANNING & REGIONAL DEVELOPMENT												
		OPERATING EXPENDITURE												
		Recurrent Expenditure												
121120		Salaries & Wages - Planning	(214,658)	(214,658)	(309,033)	(318,304)	(327,853)	(337,689)	(347,819)	(358,254)	(369,002)	(380,072)	(391,474)	(403,218)
180620		Accrued Salaries - Planning	0	0	0	0	0	0	0	0	0	0	0	0
121220		Superannuation - Planning	(27,197)	(27,197)	(39,189)	(40,365)	(41,576)	(42,823)	(44,108)	(45,431)	(46,794)	(48,198)	(49,644)	(51,133)
121520		Insurance Workers Compensation - Planning	(23,126)	(24,206)	(25,198)	(25,954)	(26,733)	(27,535)	(28,361)	(29,212)	(30,088)	(30,991)	(31,921)	(32,878)
121540		Long Service Leave	0	0	0	0	0	0	0	0	0	0	0	0
121550		Fringe Benefits Tax	(12,000)	(12,000)	(12,000)	(12,360)	(12,731)	(13,113)	(13,506)	(13,911)	(14,329)	(14,758)	(15,201)	(15,657)
121560		Staff Uniforms	(2,000)	(2,000)	(2,000)	(2,060)	(2,122)	(2,185)	(2,251)	(2,319)	(2,388)	(2,460)	(2,534)	(2,610)
121570		Subscriptions & Memberships	(2,000)	(2,000)	(2,000)	(2,060)	(2,122)	(2,185)	(2,251)	(2,319)	(2,388)	(2,460)	(2,534)	(2,610)
170120		Other Employee Costs - Planning	(3,000)	(3,000)	(3,000)	(3,090)	(3,183)	(3,278)	(3,377)	(3,478)	(3,582)	(3,690)	(3,800)	(3,914)
121820		Training & Development - Planning	(3,000)	(3,000)	(3,000)	(3,090)	(3,183)	(3,278)	(3,377)	(3,478)	(3,582)	(3,690)	(3,800)	(3,914)
121620	PLANT	Vehicle Expenses - Planning	(5,175)	(5,175)	(5,387)	(5,549)	(5,715)	(5,887)	(6,063)	(6,245)	(6,433)	(6,626)	(6,824)	(7,029)
131720		Review Local Planning Strategy/Scheme	(5,000)	(5,000)	(500)	(500)	(500)	(500)	(515)	(530)	(546)	(563)	(580)	(597)
155020		Town Planning - P/L	(500)	(500)	(500)	(500)	(500)	(500)	(515)	(530)	(546)	(563)	(580)	(597)
138220		Legal Advice	(10,000)	(2,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,300)	(10,609)	(10,927)	(11,255)	(11,593)	(11,941)
181630		Entry Statement Signage	0	0	0	0	0	0	0	0	0	0	0	0
181650		Public Open Space & Community Recreation Facilities Strategy	(10,000)	(10,000)	(10,000)	(5,000)	0	0	0	0	0	0	0	0
132720		Heritage Upgrade Scheme	(500)	(500)	(500)	(500)	(500)	(500)	(515)	(530)	(546)	(563)	(580)	(597)
132820		Regional Heritage Advisory	(500)	(500)	(500)	(500)	(500)	(500)	(515)	(530)	(546)	(563)	(580)	(597)
132920		Collie Heritage Inventory	(500)	(500)	(500)	(500)	(500)	(500)	(515)	(530)	(546)	(563)	(580)	(597)
121320		Depreciation - Planning	(11,593)	(11,593)	(12,068)	(12,430)	(12,803)	(13,187)	(13,583)	(13,990)	(14,410)	(14,843)	(15,288)	(15,746)
166420		Allocation of Administration Overheads	(125,460)	(125,460)	(124,448)	(128,361)	(132,546)	(136,866)	(144,359)	(146,118)	(150,974)	(155,992)	(164,608)	(166,530)
		Sub Total - Recurrent Expenditure	(456,209)	(449,289)	(559,824)	(571,124)	(583,066)	(600,527)	(621,930)	(638,016)	(657,629)	(677,846)	(702,118)	(720,165)
		Non-Recurrent Expenditure												
121580	NEW GL	Consultants - Strategic Town Planning	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,300)	(10,609)	(10,927)	(11,255)	(11,593)	(11,941)
132730		Heritage Upgrade Scheme - Revenue	0	0	0	0	0	0	0	0	0	0	0	0
NEW GL		Land Development Expenses	0	0	(1,000)	(1,000)	(1,000)	(1,030)	(1,061)	(1,093)	(1,126)	(1,159)	(1,194)	(1,194)
NEW GL		Rural Street Numbering	0	0	0	0	0	0	0	0	0	0	0	0
121590	NEW GL	Minor Assets < \$5,000 - Town Planning	(500)	(500)	(500)	(500)	(500)	(500)	(515)	(530)	(546)	(563)	(580)	(597)
121630	NEW GL	Contract Relief Staff	(1,000)	(11,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,300)	(10,609)	(10,927)	(11,255)	(11,593)	(11,941)
120590		Profit / (Loss) on Asset Disposals	0	0	0	0	0	0	0	0	0	0	0	0
		Sub Total - Non Recurrent Expenditure	(11,500)	(21,500)	(21,500)	(21,500)	(21,500)	(21,500)	(22,145)	(22,809)	(23,494)	(24,198)	(24,924)	(25,672)
		TOTAL OPERATING EXPENDITURE	(467,709)	(470,789)	(581,324)	(592,624)	(604,566)	(622,027)	(644,075)	(660,825)	(681,123)	(702,045)	(727,042)	(745,837)

Account Number	Job / Plant Number	Schedule 10 - Community Amenities	2025/26		2026/27	Forward Estimate								
			Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
TOWN PLANNING & REGIONAL DEVELOPMENT														
OPERATING REVENUE														
Recurrent Revenue														
123450		Reimbursements	500	500	500	515	530	546	563	580	597	615	633	652
123460		Sundry Fees & Charges - Taxable	500	500	500	525	552	579	608	638	669	702	736	771
122130		Development Application Fees	72,450	95,000	98,895	103,919	109,156	114,613	120,299	126,223	132,395	138,823	145,518	152,489
122230		Subdivision Fees	1,553	1,553	1,617	1,699	1,784	1,874	1,967	2,063	2,164	2,269	2,379	2,493
122330		Home Occupation Fees	1,553	1,553	1,500	1,576	1,656	1,738	1,825	1,915	2,008	2,106	2,207	2,313
123470		Fines & Penalties	500	500	500	525	552	579	608	638	669	702	736	771
Sub Total - Recurrent Revenue			77,056	99,606	103,512	108,760	114,230	119,930	125,869	132,057	138,503	145,217	152,209	159,489
Non-Recurrent Revenue														
		Nil	0	0	0	0	0	0	0	0	0	0	0	0
Sub Total - Non Recurrent Revenue			0	0	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATING REVENUE			77,056	99,606	103,512	108,760	114,230	119,930	125,869	132,057	138,503	145,217	152,209	159,489

Account Number	Job / Plant Number	Schedule 10 - Community Amenities	2025/26		2026/27	Forward Estimate								
			Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
OTHER COMMUNITY AMENITIES														
OPERATING EXPENDITURE														
Recurrent Expenditure														
132040	3204	Christmas Decorations	(10,000)	(10,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,248)	(5,507)	(5,776)	(6,056)	(6,348)	(6,652)
165530		Australia Day	0	(6,000)	(6,000)	(6,000)	(6,000)	(6,298)	(6,608)	(6,931)	(7,267)	(7,618)	(7,983)	(7,983)
123120	2312 / 2313	Cemetery Maintenance	(59,336)	(59,336)	(77,306)	(81,233)	(85,326)	(89,592)	(94,037)	(98,668)	(103,492)	(108,517)	(113,750)	(119,200)
123220	2322	Cemetery Plaque Expenses	(9,315)	(9,315)	(9,697)	(10,190)	(10,703)	(11,238)	(11,796)	(12,377)	(12,982)	(13,612)	(14,268)	(14,952)
123020	2302	Grave Digging	(5,000)	(51,500)	(56,206)	(59,061)	(62,037)	(65,139)	(68,370)	(71,737)	(75,245)	(78,898)	(82,703)	(86,665)
<small>2025 / 2026 / 2027 / 2082 / BANK05 / BANK08 / BANK02 / BANK13 / BANK01 / BANK07 / BANK02 / BANK26 / BANK05 / BANK02</small>														
120520		Public Toilets & Waste Disposal Mtce	(181,911)	(225,000)	(269,405)	(283,091)	(297,356)	(312,222)	(327,713)	(343,851)	(360,664)	(378,175)	(396,413)	(415,404)
120760		Street Furniture Mtce & Minor Works	(1,000)	(1,000)	(1,000)	(1,051)	(1,104)	(1,159)	(1,216)	(1,276)	(1,339)	(1,404)	(1,471)	(1,542)
159430		Interest on Loan 118	(986)	(986)	(624)	(251)	0	0	0	0	0	0	0	0
159530		Interest on Loan 119	(1,421)	(1,421)	(1,038)	(648)	(250)	0	0	0	0	0	0	0
123520		Depreciation - Cemetery	(4,317)	(4,317)	(4,494)	(4,629)	(4,768)	(4,911)	(5,058)	(5,210)	(5,366)	(5,527)	(5,693)	(5,864)
166620		Allocation of Administration Overheads	(75,276)	(75,276)	(71,113)	(73,349)	(75,740)	(78,209)	(82,491)	(83,496)	(86,271)	(89,138)	(94,062)	(95,160)
Sub Total - Recurrent Expenditure			(348,562)	(444,151)	(501,883)	(524,503)	(548,284)	(573,470)	(602,227)	(628,730)	(658,065)	(688,595)	(722,327)	(753,422)
Non-Recurrent Expenditure														
121610		Community Development Grant Expenditure	250	(20,000)	(500)	(500)	(500)	(515)	(530)	(546)	(563)	(580)	(597)	(597)
NEW GL		Profit / (Loss) on Asset Disposals	0	0	0	0	0	0	0	0	0	0	0	0
Sub Total - Non Recurrent Expenditure			250	(20,000)	(500)	(500)	(500)	(515)	(530)	(546)	(563)	(580)	(597)	(597)
TOTAL OPERATING EXPENDITURE			(348,312)	(464,151)	(502,383)	(525,003)	(548,784)	(573,970)	(602,742)	(629,260)	(658,611)	(689,158)	(722,906)	(754,019)

OPERATING REVENUE													
Recurrent Revenue													
120380	Sundry Fees & Charges - Taxable	500	500	500	500	500	500	515	530	546	563	580	597
120390	Fees & Charges Taxable - Cemeteries	250	250	250	250	250	250	258	265	273	281	290	299
121600	Community Development Grants	500	500	500	500	500	500	515	530	546	563	580	597
123030	Income - Plaques & Plots	12,420	12,420	12,929	13,317	13,717	14,128	14,552	14,989	15,438	15,901	16,378	16,870
123130	Cemetery Fees - GST Free	250	10,000	10,410	10,722	11,044	11,375	11,717	12,068	12,430	12,803	13,187	13,583
123130	Cemetery Fees - Taxed	22,770	52,770	69,934	72,032	74,193	76,418	78,711	81,072	83,504	86,009	88,590	91,247
	Sub Total - Recurrent Revenue	36,690	76,440	94,523	97,321	100,203	103,172	106,267	109,455	112,738	116,121	119,604	123,192
Non-Recurrent Revenue													
116670	LIA Entry Grant - Dept of Industry & Resources	0	48,561	0	0	0	0	0	0	0	0	0	0
	Sub Total - Non Recurrent Revenue	0	48,561	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATING REVENUE		36,690	125,001	94,523	97,321	100,203	103,172	106,267	109,455	112,738	116,121	119,604	123,192

Summary	2025/26		2026/27	Forward Estimate								
	Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Schedule 11 - Recreation & Culture	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
RECREATION & CULTURE - SUMMARY												
Operating Expenditure												
Recurrent Expenditure												
Public Hall, Civic Centres	(102,617)	(102,417)	(112,978)	(115,792)	(118,701)	(121,708)	(124,872)	(128,540)	(132,396)	(136,368)	(140,459)	(144,672)
Other Recreation & Sport - Parks, Gardens, Reserves	(2,600,237)	(1,622,072)	(2,436,906)	(2,508,728)	(2,583,163)	(2,659,837)	(2,748,348)	(2,820,759)	(2,904,881)	(2,991,543)	(3,091,608)	(3,172,789)
Other Recreation & Sport - Recreation Centre	(691,726)	(709,466)	(680,967)	(701,207)	(722,203)	(743,842)	(769,196)	(789,847)	(813,989)	(838,868)	(867,746)	(890,934)
Libraries - Collie Library	(474,677)	(481,641)	(503,683)	(524,276)	(545,838)	(568,232)	(595,402)	(616,453)	(641,985)	(668,496)	(700,150)	(724,597)
Other Culture	(840,426)	(1,010,567)	(1,032,731)	(1,065,136)	(1,093,649)	(1,123,027)	(1,159,727)	(1,192,233)	(1,228,421)	(1,265,707)	(1,307,176)	(1,343,711)
Total Recurrent Expenditure	(4,709,683)	(3,926,163)	(4,767,266)	(4,915,139)	(5,063,554)	(5,216,645)	(5,397,546)	(5,547,831)	(5,721,672)	(5,900,982)	(6,107,139)	(6,276,704)
Non-Recurrent Expenditure												
Public Hall, Civic Centres	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)	(77,250)	(79,568)	(81,955)	(84,413)	(86,946)	(89,554)
Other Recreation & Sport - Parks, Gardens, Reserves	(10,000)	(10,000)	(20,000)	(20,300)	(20,609)	(20,927)	(21,555)	(22,202)	(22,868)	(23,554)	(24,260)	(24,988)
Other Recreation & Sport - Recreation Centre	(15,000)	(120,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,150)	(10,305)	(10,464)	(10,628)	(10,796)	(10,970)
Libraries - Collie Library	(6,500)	(6,500)	(6,500)	(6,500)	(6,500)	(6,500)	(6,695)	(6,896)	(7,103)	(7,316)	(7,535)	(7,761)
Other Culture	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Recurrent Expenditure	(106,500)	(211,500)	(111,500)	(111,800)	(112,109)	(112,427)	(115,650)	(118,970)	(122,389)	(125,910)	(129,538)	(133,274)
Total Operating Expenditure	(4,816,183)	(4,137,663)	(4,878,766)	(5,026,939)	(5,175,663)	(5,329,072)	(5,513,196)	(5,666,801)	(5,844,060)	(6,026,893)	(6,236,676)	(6,409,978)
Operating Revenue												
Recurrent Revenue												
Public Hall, Civic Centres	250	250	17,948	18,471	19,010	19,564	20,135	20,732	21,346	21,979	22,631	23,302
Other Recreation & Sport - Parks, Gardens, Reserves	57,152	68,675	56,248	58,148	58,017	57,856	57,663	57,436	57,172	56,868	56,522	56,130
Other Recreation & Sport - Recreation Centre	103,500	94,000	93,500	96,305	99,194	102,170	105,235	108,392	111,644	114,993	118,443	121,996
Libraries - Collie Library	24,050	19,550	21,550	21,550	21,550	21,550	22,197	22,862	23,548	24,255	24,982	25,732
Other Culture	100,472	134,247	109,031	112,302	115,671	119,141	122,715	126,397	130,189	134,094	138,117	142,261
Total Recurrent Revenue	285,424	316,722	298,277	306,776	313,442	320,281	327,945	335,819	343,899	352,190	360,696	369,421
Non-Recurrent Revenue												
Public Hall, Civic Centres	0	0	0	0	0	0	0	0	0	0	0	0
Other Recreation & Sport - Parks, Gardens, Reserves	0	0	0	0	0	0	0	0	0	0	0	0
Other Recreation & Sport - Recreation Centre	10,000	10,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Libraries - Collie Library	0	0	0	500	500	500	515	530	546	563	580	597
Other Culture	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Recurrent Revenue	10,000	10,000	5,000	5,500	5,500	5,500	5,515	5,530	5,546	5,563	5,580	5,597
Total Operating Revenue	295,424	326,722	303,277	312,276	318,942	325,781	333,460	341,350	349,446	357,753	366,275	375,018

Account Number	Job / Plant Number	Schedule 11 - Recreation & Culture	2025/26		2026/27	Forward Estimate								
			Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
PUBLIC HALLS, CIVIC CENTRES														
OPERATING EXPENDITURE														
Recurrent Expenditure														
	BAM001 / BAM021 / BAM023 / BAM025 / BAM029 / BAM033 /													
110020	BAM036	Halls & Public Buildings - Mtce & Minor Works	(30,869)	(30,869)	(42,135)	(43,399)	(44,701)	(46,042)	(47,423)	(48,846)	(50,311)	(51,820)	(53,375)	(54,976)
125020	BAM035 3053 /	Art Gallery	(15,045)	(15,045)	(12,662)	(13,042)	(13,433)	(13,836)	(14,251)	(14,679)	(15,119)	(15,572)	(16,040)	(16,521)
130220	BAM024	Heritage Group Building	(3,105)	(2,905)	(3,024)	(3,115)	(3,208)	(3,305)	(3,404)	(3,506)	(3,611)	(3,719)	(3,831)	(3,946)
111320	1133	Insurance - Halls	0	0	0	0	0	0	0	0	0	0	0	0
159570		Interest on Loan 122	(2,606)	(2,606)	(2,099)	(1,587)	(1,069)	(547)	(76)	0	0	0	0	0
159580		Interest on Loan 123	(23)	(23)	0	0	0	0	0	0	0	0	0	0
124720		Depreciation - Halls	(50,969)	(50,969)	(53,059)	(54,650)	(56,290)	(57,979)	(59,718)	(61,510)	(63,355)	(65,256)	(67,213)	(69,230)
Sub Total - Recurrent Expenditure			(102,617)	(102,417)	(112,978)	(115,792)	(118,701)	(121,708)	(124,872)	(128,540)	(132,396)	(136,368)	(140,459)	(144,672)
Non-Recurrent Expenditure														
124120	BAP010	Museum Building	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,180)	(6,365)	(6,556)	(6,753)	(6,956)	(7,164)
130420		Coalfields Museum Operating Grant	(69,000)	(69,000)	(69,000)	(69,000)	(69,000)	(69,000)	(71,070)	(73,202)	(75,398)	(77,660)	(79,990)	(82,390)
Sub Total - Non Recurrent Expenditure			(75,000)	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)	(77,250)	(79,568)	(81,955)	(84,413)	(86,946)	(89,554)
TOTAL OPERATING EXPENDITURE			(177,617)	(177,417)	(187,978)	(190,792)	(193,701)	(196,708)	(202,122)	(208,107)	(214,350)	(220,781)	(227,404)	(234,226)
OPERATING REVENUE														
Recurrent Revenue														
NEW GL 111340		Lease Fees & Reimbursements	0	0	17,698	18,214	18,744	19,291	19,854	20,442	21,048	21,672	22,314	22,976
		Sundry Fees & Charges - Taxable	250	250	250	258	265	273	281	290	299	307	317	326
Sub Total - Recurrent Revenue			250	250	17,948	18,471	19,010	19,564	20,135	20,732	21,346	21,979	22,631	23,302
Non-Recurrent Revenue														
NEW GL		Grants - Taxable	0	0	0	0	0	0	0	0	0	0	0	0
Sub Total - Non Recurrent Revenue			0	0	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATING REVENUE			250	250	17,948	18,471	19,010	19,564	20,135	20,732	21,346	21,979	22,631	23,302

Account Number	Job / Plant Number	Schedule 11 - Recreation & Culture	2025/26		2026/27	Forward Estimate								
			Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
		OTHER RECREATION & SPORT												
		PARKS GARDENS, RESERVES												
		OPERATING EXPENDITURE												
		Recurrent Expenditure												
		0801 / 0802 / 0803 / 0804 / 0805 / 0806 / 0807 / 0808 / 0810 / 0814 / 0812 / 0813 / 0815 / 0816 / 0817 / 0818 / 0819 / 0823 / 0824 / 0830 / 0834 / 0835 / 0836 / 0837 / 0838 / 0839 / 0841 / 0842 / 0854 / 0855 / 0856 / 0857												
126920		Public Parks - Passive Mtce	(1,363,748)	(655,000)	(1,204,764)	(1,240,907)	(1,278,134)	(1,316,478)	(1,355,972)	(1,396,651)	(1,438,551)	(1,481,707)	(1,526,159)	(1,571,943)
		0692 / 0693 / 0694 / 0695 / 0696 / 0698 / 0699 / 0700 / 0701 / 0702 / 0292												
196920		Public Parks - Active Mtce	(644,539)	(375,000)	(483,167)	(497,662)	(512,592)	(527,970)	(543,809)	(560,123)	(576,927)	(594,235)	(612,062)	(630,424)
XXX	NEW GL	Mtce & Minor Works - Sporting Buildings	0	0	(5,000)	(5,150)	(5,305)	(5,464)	(5,628)	(5,796)	(5,970)	(6,149)	(6,334)	(6,524)
132220		Youth Activities - Collie Skate Park	0	0	0	0	0	0	0	0	0	0	0	0
121720		Black Diamond	(15,215)	(15,215)	(15,839)	(16,314)	(16,803)	(17,308)	(17,827)	(18,362)	(18,912)	(19,480)	(20,064)	(20,666)
159600		Interest on Loan 125 (SSL - Collie Golf Club)	(30,124)	(30,124)	(29,200)	(28,224)	(27,195)	(26,110)	(24,964)	(23,756)	(22,482)	(21,137)	(19,719)	(18,223)
128820		Depreciation - Passive	(43,695)	(43,695)	(45,486)	(46,851)	(48,257)	(49,704)	(51,195)	(52,731)	(54,313)	(55,943)	(57,621)	(59,350)
130120		Depreciation - Active	(112,587)	(112,587)	(117,203)	(120,719)	(124,341)	(128,071)	(131,913)	(135,870)	(139,947)	(144,145)	(148,469)	(152,923)
138520		Depreciation - Equipment Parks & Gardens	(22,089)	(22,089)	(22,995)	(23,684)	(24,395)	(25,127)	(25,881)	(26,657)	(27,457)	(28,281)	(29,129)	(30,003)
193220		Depreciation - I/A Parks & Gardens	(117,321)	(117,321)	(122,131)	(125,795)	(129,569)	(133,456)	(137,460)	(141,583)	(145,831)	(150,206)	(154,712)	(159,353)
166920		Allocation of Administration Overheads	(250,919)	(251,041)	(391,122)	(403,421)	(416,573)	(430,151)	(453,700)	(459,227)	(474,491)	(490,260)	(517,339)	(523,380)
		Sub Total - Recurrent Expenditure	(2,600,237)	(1,622,072)	(2,436,906)	(2,508,728)	(2,583,163)	(2,659,837)	(2,748,348)	(2,820,759)	(2,904,881)	(2,991,543)	(3,091,608)	(3,172,789)
		Non-Recurrent Expenditure												
XXX	NEW GL	Upgrades - Parks, Gardens, Reserves	0	0	(5,000)	(5,150)	(5,305)	(5,464)	(5,628)	(5,796)	(5,970)	(6,149)	(6,334)	(6,524)
XXX	NEW GL	Building Major Maintenance - Sporting Facilities	0	0	(5,000)	(5,150)	(5,305)	(5,464)	(5,628)	(5,796)	(5,970)	(6,149)	(6,334)	(6,524)
132190		Minor Assets < \$5,000 - Parks & Gardens	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,150)	(5,305)	(5,464)	(5,628)	(5,796)	(5,970)	
199630		Profit / (Loss) on Asset Disposals	0	0	0	0	0	0	0	0	0	0	0	
132060		Parks - Small Tool Replacement	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,150)	(5,305)	(5,464)	(5,628)	(5,796)	(5,970)	
		Sub Total - Non Recurrent Expenditure	(10,000)	(10,000)	(20,000)	(20,300)	(20,609)	(20,927)	(21,555)	(22,202)	(22,868)	(23,554)	(24,260)	(24,988)
		TOTAL OPERATING EXPENDITURE	(2,610,237)	(1,632,072)	(2,456,906)	(2,529,028)	(2,603,772)	(2,680,765)	(2,769,903)	(2,842,960)	(2,927,749)	(3,015,097)	(3,115,868)	(3,197,778)
		OPERATING REVENUE												
		Recurrent Revenue												
132200		Fees & Charges	1,500	0	500	515	530	546	563	580	597	615	633	652
128270		Reimburse Interest on Loan 125 (SSL - Collie Golf Club)	28,224	41,247	27,195	28,224	27,195	26,110	24,964	23,756	22,482	21,137	19,719	18,223
128230		Sporting Bodies - Ground Mtce Fees	27,428	27,428	28,553	29,409	30,291	31,200	32,136	33,100	34,093	35,116	36,170	37,255
		Sub Total - Recurrent Revenue	57,152	68,675	56,248	58,148	58,017	57,856	57,663	57,436	57,172	56,868	56,522	56,130
		Non-Recurrent Revenue												
		Nil	0	0	0	0	0	0	0	0	0	0	0	0
		Sub Total - Non Recurrent Revenue	0	0	0	0	0	0	0	0	0	0	0	0
		TOTAL OPERATING REVENUE	57,152	68,675	56,248	58,148	58,017	57,856	57,663	57,436	57,172	56,868	56,522	56,130

Account Number	Job / Plant Number	Schedule 11 - Recreation & Culture	2025/26		2026/27	Forward Estimate								
			Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ROCHE PARK RECREATION CENTRE														
OPERATING EXPENDITURE														
Recurrent Expenditure														
127020	/0171	Salaries & Wages - Roche Park	(336,222)	(290,000)	(210,345)	(216,656)	(223,155)	(229,850)	(236,746)	(243,848)	(251,163)	(258,698)	(266,459)	(274,453)
180820		Accrued Salaries - Roche Park	0	0	0	0	0	0	0	0	0	0	0	0
120820		Superannuation - Roche Park	(41,744)	(41,744)	(37,195)	(38,311)	(39,460)	(40,644)	(41,863)	(43,119)	(44,413)	(45,745)	(47,118)	(48,531)
138630		Insurance Workers Compensation - Roche Park	(20,592)	(21,554)	(22,438)	(23,111)	(23,804)	(24,518)	(25,254)	(26,011)	(26,792)	(27,596)	(28,423)	(29,276)
127220		Training & Development - Roche Park	(518)	(518)	(539)	(555)	(572)	(589)	(607)	(625)	(644)	(663)	(683)	(704)
156320		Admin Office - Roche Park	(10,000)	(65,000)	(67,665)	(69,695)	(71,786)	(73,939)	(76,158)	(78,442)	(80,796)	(83,219)	(85,716)	(88,287)
128720		Phone - Roche Park	(1,500)	(1,500)	(1,500)	(1,545)	(1,591)	(1,639)	(1,688)	(1,739)	(1,791)	(1,845)	(1,900)	(1,957)
122320	/0160 0103 / 0104 /	Cleaning - Roche Park	(4,000)	(12,000)	(16,160)	(16,645)	(17,144)	(17,658)	(18,188)	(18,734)	(19,296)	(19,875)	(20,471)	(21,085)
120420	0161	Office Expenses & Equipment	(2,500)	(2,500)	(2,000)	(2,000)	(2,000)	(2,000)	(2,060)	(2,122)	(2,185)	(2,251)	(2,319)	(2,388)
120920	/0178	Sundry Expenses - Roche Park	(300)	(300)	(300)	(300)	(300)	(300)	(309)	(318)	(328)	(338)	(348)	(358)
193320		Roche Park Seniors Fitness Activity	0	0	0	0	0	0	0	0	0	0	0	0
171020		Freight - Roche Park	(100)	(100)	(100)	(100)	(100)	(100)	(103)	(106)	(109)	(113)	(116)	(119)
171220		Marketing - Roche Park	(250)	(250)	(250)	(250)	(250)	(250)	(258)	(265)	(273)	(281)	(290)	(299)
123820		Insurance - Roche Park	(250)	(250)	(250)	(250)	(250)	(250)	(258)	(265)	(273)	(281)	(290)	(299)
126620	BAM011	Building Maintenance - Roche Park	(50,056)	(50,056)	(52,108)	(53,672)	(55,282)	(56,940)	(58,648)	(60,408)	(62,220)	(64,087)	(66,009)	(67,990)
128620	/0164	Utilities - Roche Park	(14,490)	(14,490)	(15,084)	(15,537)	(16,003)	(16,483)	(16,977)	(17,487)	(18,011)	(18,552)	(19,108)	(19,681)
159550		Interest on Loan 120	(1,125)	(1,125)	(887)	(645)	(399)	(150)	0	0	0	0	0	0
121920	/0116	Kiosk Expenses - Roche Park	(15,000)	(15,000)	(15,000)	(15,450)	(15,914)	(16,391)	(16,883)	(17,389)	(17,911)	(18,448)	(19,002)	(19,572)
124920		Promotions & Special Events - Roche Park	(100)	(100)	(100)	(100)	(100)	(100)	(103)	(106)	(109)	(113)	(116)	(119)
125320	0240 / 0249	Roche Park Program	(20,000)	(20,000)	(20,000)	(20,600)	(21,218)	(21,855)	(22,510)	(23,185)	(23,881)	(24,597)	(25,335)	(26,095)
116320		Depreciation - Roche Park	(97,703)	(97,703)	(101,709)	(104,760)	(107,903)	(111,140)	(114,474)	(117,908)	(121,446)	(125,089)	(128,842)	(132,707)
169780	NEW GL	Allocation of Administration Overheads	(75,276)	(75,276)	(117,336)	(121,026)	(124,972)	(129,045)	(136,110)	(137,768)	(142,347)	(147,078)	(155,202)	(157,014)
Sub Total - Recurrent Expenditure			(691,726)	(709,466)	(680,967)	(701,207)	(722,203)	(743,842)	(769,196)	(789,847)	(813,989)	(838,868)	(867,746)	(890,934)
Non-Recurrent Expenditure														
181500		Early Childhood Development Programme Grant Exp - from Sch8	(10,000)	(82,000)	0	0	0	0	0	0	0	0	0	0
112610	RC06	Recreation & Culture Grants Expenditure (excluding wages)	0	(33,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
NEW GL		Building Major Maintenance - Rec Centre	0	0	0	0	0	0	0	0	0	0	0	0
118170	NEW GL	Minor Assets < \$5,000 - Recreation Centre	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,150)	(5,305)	(5,464)	(5,628)	(5,796)	(5,970)
NEW GL		Profit / (Loss) on Asset Disposals	0	0	0	0	0	0	0	0	0	0	0	0
Sub Total - Non Recurrent Expenditure			(15,000)	(120,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,150)	(10,305)	(10,464)	(10,628)	(10,796)	(10,970)
TOTAL OPERATING EXPENDITURE			(706,726)	(829,466)	(690,967)	(711,207)	(732,203)	(753,842)	(779,346)	(800,152)	(824,452)	(849,496)	(878,542)	(901,905)

Account Number	Job / Plant Number	Schedule 11 - Recreation & Culture	2025/26		2026/27	Forward Estimate								
			Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
OTHER RECREATION & SPORT														
ROCHE PARK RECREATION CENTRE														
OPERATING REVENUE														
Recurrent Revenue														
	0244 / 0245 / 0246 / 0247 / 0248	Roche Park Program Revenue	42,000	42,000	42,000	43,260	44,558	45,895	47,271	48,690	50,150	51,655	53,204	54,800
126870		Roche Park Venue Hire Revenue	30,000	30,000	30,000	30,900	31,827	32,782	33,765	34,778	35,822	36,896	38,003	39,143
11 2 4009	0008 / 0010 / 0011	Roche Park Court / Equipment Hire Revenue	4,500	4,500	4,500	4,635	4,774	4,917	5,065	5,217	5,373	5,534	5,700	5,871
126850	/ 0282	Roche Park - Kiosk Revenue	17,000	17,000	17,000	17,510	18,035	18,576	19,134	19,708	20,299	20,908	21,535	22,181
182500		Grants - Early Childhood Development Programme - to Sch11	10,000	500	0	0	0	0	0	0	0	0	0	0
Sub Total - Recurrent Revenue			103,500	94,000	93,500	96,305	99,194	102,170	105,235	108,392	111,644	114,993	118,443	121,996
Non-Recurrent Revenue														
112600		Recreation & Culture Grants	10,000	10,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Sub Total - Non Recurrent Revenue			10,000	10,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
TOTAL OPERATING REVENUE			113,500	104,000	98,500	101,305	104,194	107,170	110,235	113,392	116,644	119,993	123,443	126,996

Account Number	Job / Plant Number	Schedule 11 - Recreation & Culture	2025/26		2026/27	Forward Estimate								
			Estimated		Budget	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
			Budget	Actual	Estimate	\$	\$	\$	\$	\$	\$	\$	\$	\$
		LIBRARIES												
		OPERATING EXPENDITURE												
		Recurrent Expenditure												
129020		Salaries & Wages - Library	(268,288)	(268,288)	(211,126)	(221,851)	(233,030)	(244,681)	(256,820)	(269,468)	(282,643)	(296,366)	(310,658)	(325,542)
180920		Accrued Salaries - Library	0	0	0	0	0	0	0	0	0	0	0	0
129120		Superannuation - Library	(32,912)	(32,912)	(24,721)	(25,976)	(27,285)	(28,649)	(30,071)	(31,552)	(33,094)	(34,701)	(36,375)	(38,117)
138820		Insurance Workers Compensation - Library	(17,170)	(17,972)	(18,709)	(19,659)	(20,650)	(21,682)	(22,758)	(23,879)	(25,046)	(26,262)	(27,529)	(28,848)
111520		Other Employee Costs - Library	(1,033)	(1,035)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,049)	(1,101)	(1,154)	(1,210)	(1,268)
109820		Postage & Office Equipment	(250)	(250)	(250)	(250)	(250)	(250)	(258)	(265)	(273)	(281)	(290)	(299)
138920		Library Resources & Office Costs	(12,420)	(12,420)	(12,929)	(13,586)	(14,271)	(14,984)	(15,728)	(16,502)	(17,309)	(18,149)	(19,025)	(19,936)
138720		Training & Development - Library	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,030)	(1,061)	(1,093)	(1,126)	(1,159)	(1,194)
129320		Telephone - Library	0	0	0	0	0	0	0	0	0	0	0	0
109520		Library Events & Activities	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,150)	(5,305)	(5,464)	(5,628)	(5,796)	(5,970)
188920		Children's Activities - Library	0	0	0	0	0	0	0	0	0	0	0	0
029720	/ 2971	Library Gardens Maintenance	(9,005)	(9,005)	(8,705)	(8,966)	(9,235)	(9,512)	(9,798)	(10,091)	(10,394)	(10,706)	(11,027)	(11,358)
109720		Photocopier Service Plan - Library	(4,000)	(4,000)	(4,000)	(4,120)	(4,244)	(4,371)	(4,502)	(4,637)	(4,776)	(4,919)	(5,067)	(5,219)
129520		Book Costs & Transfers - Library	0	0	0	0	0	0	0	0	0	0	0	0
188320		Library Management System	(12,938)	(19,098)	(19,881)	(20,477)	(21,092)	(21,725)	(22,376)	(23,048)	(23,739)	(24,451)	(25,185)	(25,940)
187120		Subscriptions - Library	(1,553)	(1,553)	(1,500)	(1,500)	(1,500)	(1,500)	(1,545)	(1,591)	(1,639)	(1,688)	(1,739)	(1,791)
189820		Groceries/Refreshments - Library	0	0	0	0	0	0	0	0	0	0	0	0
129620	2973 / BAM007	Insurance - Library	0	0	0	0	0	0	0	0	0	0	0	0
129730		Building Maintenance - Library	(18,801)	(18,801)	(29,572)	(30,459)	(31,373)	(32,314)	(33,283)	(34,282)	(35,310)	(36,370)	(37,461)	(38,585)
137220		Local History - Library	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,236)	(1,273)	(1,311)	(1,351)	(1,391)	(1,433)
130020		Depreciation - Library	(13,831)	(13,831)	(14,398)	(14,830)	(15,275)	(15,733)	(16,205)	(16,691)	(17,192)	(17,708)	(18,239)	(18,786)
166820		Allocation of Administration Overheads	(75,276)	(75,276)	(149,693)	(154,400)	(159,434)	(164,630)	(173,643)	(175,759)	(181,601)	(187,636)	(198,000)	(200,312)
		Sub Total - Recurrent Expenditure	(474,677)	(481,641)	(503,683)	(524,276)	(545,838)	(568,232)	(595,402)	(616,453)	(641,985)	(668,496)	(700,150)	(724,597)
		Non-Recurrent Expenditure												
125050		Library Small Grants & Donations - Expenditure	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,150)	(5,305)	(5,464)	(5,628)	(5,796)	(5,970)
187140	NEW GL	Minor Assets < \$5,000 - Collie Library	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,545)	(1,591)	(1,639)	(1,688)	(1,739)	(1,791)
		Sub Total - Non Recurrent Expenditure	(6,500)	(6,500)	(6,500)	(6,500)	(6,500)	(6,500)	(6,695)	(6,896)	(7,103)	(7,316)	(7,535)	(7,761)
		TOTAL OPERATING EXPENDITURE	(481,177)	(488,141)	(510,183)	(530,776)	(552,338)	(574,732)	(602,097)	(623,348)	(649,088)	(675,812)	(707,686)	(732,358)
		OPERATING REVENUE												
		Recurrent Revenue												
129530		Library Event Revenue	3,000	3,000	3,000	3,000	3,000	3,000	3,090	3,183	3,278	3,377	3,478	3,582
116630		Reimbursement - Lost / Damaged Items	300	300	300	300	300	300	309	318	328	338	348	358
129630		Library Services Revenue	1,500	1,500	1,000	1,000	1,000	1,000	1,030	1,061	1,093	1,126	1,159	1,194
155630		Library Internet Revenue	250	250	250	250	250	250	258	265	273	281	290	299
129930		Library Photocopier Revenue	9,000	9,000	9,000	9,000	9,000	9,000	9,270	9,548	9,835	10,130	10,433	10,746
125030		Library Hazard Perception Test (HPT) Revenue	5,000	3,500	3,000	3,000	3,000	3,090	3,183	3,278	3,377	3,478	3,582	3,688
125040		Library Small Grants & Donations	5,000	2,000	5,000	5,000	5,000	5,000	5,150	5,305	5,464	5,628	5,796	5,970
		Sub Total - Recurrent Revenue	24,050	19,550	21,550	21,550	21,550	21,550	22,197	22,862	23,548	24,255	24,982	25,732
		Non-Recurrent Revenue												
		Nil	0	0	0	500	500	500	515	530	546	563	580	597
		Sub Total - Non Recurrent Revenue	0	0	0	500	500	500	515	530	546	563	580	597
		TOTAL OPERATING REVENUE	24,050	19,550	21,550	22,050	22,050	22,050	22,712	23,393	24,095	24,817	25,562	26,329

Account Number	Job / Plant Number	Schedule 11 - Recreation & Culture	2025/26		2026/27	Forward Estimate								
			Estimated		Budget	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
			Budget	Actual	Estimate	\$	\$	\$	\$	\$	\$	\$	\$	\$
		OTHER CULTURE / SWIMMING AREAS & BEACHES	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
		OPERATING EXPENDITURE												
		Recurrent Expenditure												
177320		Salaries - Pool	(223,623)	(223,623)	(281,827)	(290,281)	(298,990)	(307,959)	(317,198)	(326,714)	(336,516)	(346,611)	(357,009)	(367,720)
177330		Accrued Salaries - Pool	0	0	0	0	0	0	0	0	0	0	0	0
125520		Superannuation - Pool	(24,753)	(24,753)	(31,310)	(32,249)	(33,217)	(34,213)	(35,240)	(36,297)	(37,386)	(38,507)	(39,663)	(40,852)
138320		Insurance - Workers Compensation - Swimming Pool	(13,725)	(14,366)	(14,955)	(15,404)	(15,866)	(16,342)	(16,832)	(17,337)	(17,857)	(18,393)	(18,945)	(19,513)
109320		Equipment Maintenance - Pool	(10,000)	(10,000)	(10,000)	(10,300)	(10,609)	(10,927)	(11,255)	(11,593)	(11,941)	(12,299)	(12,668)	(13,048)
120020	0982 / P001	Uniform & PPE - Pool	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,030)	(1,061)	(1,093)	(1,126)	(1,159)	(1,194)
122620		Training & Development - Pool	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(3,605)	(3,713)	(3,825)	(3,939)	(4,057)	(4,179)
132050		Program Expenses - Swimming Pool	(500)	(500)	(500)	(500)	(500)	(500)	(515)	(530)	(546)	(563)	(580)	(597)
125620	2462 / 2562 / BAm004 / BAm037	Pool Maintenance	(58,500)	(218,000)	(104,000)	(112,120)	(115,484)	(118,948)	(122,517)	(126,192)	(129,978)	(133,877)	(137,893)	(142,030)
125650		Swimming Pool Kiosk Expenses	(14,000)	(14,000)	(14,000)	(14,420)	(14,853)	(15,298)	(15,757)	(16,230)	(16,717)	(17,218)	(17,735)	(18,267)
125720		Telephone - Pool	0	0	0	0	0	0	0	0	0	0	0	0
125820		Utilities (electricity) - Pool	(170,000)	(170,000)	(182,256)	(187,723)	(193,355)	(199,156)	(205,130)	(211,284)	(217,623)	(224,151)	(230,876)	(237,802)
125920		Pool Chemicals	(21,000)	(21,000)	(21,861)	(22,517)	(23,192)	(23,888)	(24,605)	(25,343)	(26,103)	(26,886)	(27,693)	(28,524)
126120		Depreciation - Pool	(119,929)	(119,929)	(124,846)	(128,591)	(132,449)	(136,423)	(140,515)	(144,731)	(149,073)	(153,545)	(158,151)	(162,896)
110320	BAM006	Collie Community Radio Building - Mtce & Minor Works	(3,229)	(3,229)	(3,361)	(3,462)	(3,566)	(3,673)	(3,783)	(3,897)	(4,014)	(4,134)	(4,258)	(4,386)
110220		Depreciation - Radio Station	(1,524)	(1,524)	(1,586)	(1,634)	(1,683)	(1,734)	(1,786)	(1,839)	(1,894)	(1,951)	(2,010)	(2,070)
102560	2560 / BAm020	Railway Institute Building	(250)	(250)	(250)	(258)	(265)	(273)	(281)	(290)	(299)	(307)	(317)	(326)
130620	3062 / C4668 / C4674 / C4702 / C4712	Community Works	(9,660)	(19,660)	(11,581)	(11,581)	(11,581)	(11,581)	(11,928)	(12,286)	(12,655)	(13,035)	(13,426)	(13,828)
130720	/ 3072	Celebrations	(500)	(500)	(500)	(515)	(530)	(546)	(563)	(580)	(597)	(615)	(633)	(652)
131000		Festiv Arty Contribution	0	0	0	0	0	0	0	0	0	0	0	0
131020		Donations	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,575)	(2,652)	(2,732)	(2,814)	(2,898)	(2,985)
131030		South West Academy of Sport Donation	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,060)	(2,122)	(2,185)	(2,251)	(2,319)	(2,388)
131080		Youth Care Contribution	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,150)	(5,305)	(5,464)	(5,628)	(5,796)	(5,970)
131100		Collie Agricultural Society Contribution	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,120)	(4,244)	(4,371)	(4,502)	(4,637)	(4,776)
131110		Christmas Pagaent Contribution	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,120)	(4,244)	(4,371)	(4,502)	(4,637)	(4,776)
131120		Community Cultural Activites	(500)	(500)	(500)	(500)	(500)	(500)	(515)	(530)	(546)	(563)	(580)	(597)
131180		Collie Rotary Club Contribution	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,120)	(4,244)	(4,371)	(4,502)	(4,637)	(4,776)
131190		Collie Combined Churches Carol Contribution	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,060)	(2,122)	(2,185)	(2,251)	(2,319)	(2,388)
131320		Youth Apprentice of the Year	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,236)	(1,273)	(1,311)	(1,351)	(1,391)	(1,433)
146320		Radio Hut & Mast	(6,549)	(6,549)	(6,818)	(7,022)	(7,233)	(7,450)	(7,673)	(7,903)	(8,140)	(8,385)	(8,636)	(8,895)
165520		Garden Competition	0	0	0	0	0	0	0	0	0	0	0	0
159330		Art Gallery Operating Grant	(82,800)	(82,800)	(82,800)	(82,800)	(82,800)	(82,800)	(85,284)	(87,843)	(90,478)	(93,192)	(95,988)	(98,868)
166720		Allocation of Administration Overheads	(50,184)	(50,184)	(110,581)	(114,058)	(117,776)	(121,615)	(128,273)	(129,836)	(134,152)	(138,610)	(146,266)	(147,974)
			(840,426)	(1,010,567)	(1,032,731)	(1,065,136)	(1,093,649)	(1,123,027)	(1,159,727)	(1,192,233)	(1,228,421)	(1,265,707)	(1,307,176)	(1,343,711)
		Non-Recurrent Expenditure												
NEW GL	NEW	Profit / (Loss) on Sale - Community & Recreation	0	0	0	0	0	0	0	0	0	0	0	0
		Sub Total - Non Recurrent Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
		TOTAL OPERATING EXPENDITURE	(840,426)	(1,010,567)	(1,032,731)	(1,065,136)	(1,093,649)	(1,123,027)	(1,159,727)	(1,192,233)	(1,228,421)	(1,265,707)	(1,307,176)	(1,343,711)

OPERATING REVENUE													
Recurrent Revenue													
126230	Swimming Pool Revenue	89,793	75,000	89,793	92,487	95,261	98,119	101,063	104,095	107,218	110,434	113,747	117,159
126240	Swimming Pool Kiosk Income	10,679	18,000	18,738	19,300	19,879	20,476	21,090	21,722	22,374	23,045	23,737	24,449
126730	Swimming Pool Utility Reimbursement	0	0	0	0	0	0	0	0	0	0	0	0
193130	Sport 4 All - Kidsport	0	0	500	515	530	546	563	580	597	615	633	652
128270	Contribution Self Supporting Loan interest	0	41,247	0	0	0	0	0	0	0	0	0	0
	Sub Total - Recurrent Revenue	100,472	134,247	109,031	112,302	115,671	119,141	122,715	126,397	130,189	134,094	138,117	142,261
Non-Recurrent Revenue													
	Nil	0	0	0	0	0	0	0	0	0	0	0	0
	Sub Total - Non Recurrent Revenue	0	0	0	0	0	0	0	0	0	0	0	0
	TOTAL OPERATING REVENUE	100,472	134,247	109,031	112,302	115,671	119,141	122,715	126,397	130,189	134,094	138,117	142,261

Summary	2025/26		2026/27	Forward Estimate								
	Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Schedule 12 - Transport	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
TRANSPORT - SUMMARY												
Operating Expenditure												
Recurrent Expenditure												
Streets, Roads, Bridges, Depots	(4,791,453)	(4,706,453)	(5,096,558)	(5,260,065)	(5,429,989)	(5,606,009)	(5,799,750)	(5,979,821)	(6,178,597)	(6,384,593)	(6,611,838)	(6,819,452)
Road Plant Purchases	0	0	0	0	0	0	0	0	0	0	0	0
Traffic Control & Parking Facilities	(11,150)	(11,150)	(11,150)	(12,020)	(12,952)	(13,952)	(15,025)	(16,174)	(17,405)	(18,725)	(20,138)	(21,653)
Total Recurrent Expenditure	(4,802,603)	(4,717,603)	(5,107,708)	(5,272,084)	(5,442,941)	(5,619,962)	(5,814,774)	(5,995,995)	(6,196,002)	(6,403,317)	(6,631,976)	(6,841,105)
Non-Recurrent Expenditure												
Streets, Roads, Bridges, Depots	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,450)	(15,914)	(16,391)	(16,883)	(17,389)	(17,911)
Road Plant Purchases	0	0	0	0	0	0	0	0	0	0	0	0
Traffic Control & Parking Facilities	(2,000)	(2,000)	(2,800)	(2,862)	(2,929)	(3,001)	(3,232)	(3,479)	(3,744)	(4,028)	(4,332)	(4,657)
Total Non-Recurrent Expenditure	(17,000)	(17,000)	(17,800)	(17,862)	(17,929)	(18,001)	(18,682)	(19,392)	(20,135)	(20,910)	(21,721)	(22,568)
Total Operating Expenditure	(4,819,603)	(4,734,603)	(5,125,508)	(5,289,947)	(5,460,870)	(5,637,963)	(5,833,456)	(6,015,387)	(6,216,137)	(6,424,228)	(6,653,697)	(6,863,673)
Operating Revenue												
Recurrent Revenue												
Streets, Roads, Bridges, Depots	187,138	176,138	183,349	188,850	194,515	200,351	206,361	212,552	218,929	225,497	232,262	239,229
Road Plant Purchases	0	0	0	0	0	0	0	0	0	0	0	0
Traffic Control & Parking Facilities	500	500	10,500	10,457	10,664	10,871	11,078	11,285	11,492	11,699	11,906	12,113
Total Recurrent Revenue	187,638	176,638	193,849	199,307	205,179	211,222	217,439	223,837	230,421	237,196	244,168	251,342
Non-Recurrent Revenue												
Streets, Roads, Bridges, Depots	906,921	406,921	923,605	1,151,313	1,185,852	1,221,428	1,258,071	1,295,813	1,334,687	1,374,728	1,415,970	1,458,449
Road Plant Purchases	0	0	0	0	0	0	0	0	0	0	0	0
Traffic Control & Parking Facilities	0	0	0	0	0	0	0	500	500	500	500	500
Total Non-Recurrent Revenue	906,921	406,921	923,605	1,151,313	1,185,852	1,221,428	1,258,071	1,296,313	1,335,187	1,375,228	1,416,470	1,458,949
Total Operating Revenue	1,094,559	583,559	1,117,454	1,350,620	1,391,032	1,432,650	1,475,510	1,520,150	1,565,608	1,612,424	1,660,637	1,710,291

Account Number	Job / Plant Number	Schedule 12 - Transport	2025/26		2026/27	Forward Estimate								
			Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
		STREETS, ROADS, BRIDGES, DEPOTS												
		OPERATING EXPENDITURE												
		Recurrent Expenditure												
XXX	NEW GL	Salaries & Wages - Operations	0	0	(375,214)	(388,346)	(401,938)	(416,006)	(428,486)	(441,341)	(454,581)	(468,219)	(482,265)	(496,733)
XXX	NEW GL	Superannuation - Operations	0	0	(47,933)	(49,610)	(51,347)	(53,144)	(54,738)	(56,380)	(58,072)	(59,814)	(61,608)	(63,456)
133600	3335R947	Road Maintenance	(1,597,260)	(1,197,260)	(985,675)	(1,015,246)	(1,045,703)	(1,077,074)	(1,109,386)	(1,142,668)	(1,176,948)	(1,212,256)	(1,248,624)	(1,286,083)
134400	1076.....3440	Bridges	(55,461)	(135,461)	(136,633)	(140,732)	(144,954)	(149,303)	(153,782)	(158,395)	(163,147)	(168,042)	(173,083)	(178,275)
134500	3450.....3452	Verge Maintenance	(287,548)	(337,548)	(365,593)	(376,561)	(387,858)	(399,493)	(411,478)	(423,822)	(436,537)	(449,633)	(463,122)	(477,016)
134520	1345 3472.....	Pathway Maintenance	(55,732)	(55,732)	(55,707)	(57,378)	(59,099)	(60,872)	(62,698)	(64,579)	(66,517)	(68,512)	(70,567)	(72,684)
134700	84M003 2295 / 3430 / 3431 / 3530 / 3531 / 3532	Depot Maintenance	(123,400)	(123,400)	(91,707)	(94,458)	(97,292)	(100,210)	(103,217)	(106,313)	(109,502)	(112,788)	(116,171)	(119,656)
156270		Drainage Maintenance	(36,225)	(116,225)	(113,560)	(116,967)	(120,476)	(124,090)	(127,813)	(131,647)	(135,596)	(139,664)	(143,854)	(148,170)
134800	3480	Street Trees	(87,670)	(167,670)	(187,120)	(192,733)	(198,515)	(204,471)	(210,605)	(216,923)	(223,431)	(230,134)	(237,038)	(244,149)
134900		Depot - Parks & Gardens	0	0	(500)	(515)	(530)	(546)	(563)	(580)	(597)	(615)	(633)	(652)
160020	6002	Laneway Maintenance	(23,470)	(23,470)	(1,393)	(1,434)	(1,477)	(1,522)	(1,567)	(1,614)	(1,663)	(1,713)	(1,764)	(1,817)
161020	6102	Street Sweeping	(49,143)	(74,143)	(55,707)	(57,378)	(59,099)	(60,872)	(62,698)	(64,579)	(66,517)	(68,512)	(70,567)	(72,684)
134220	4450	Salaries & Wages - Other (Works & Pa Budget	(119,543)	(119,543)	(112,767)	(116,149)	(119,634)	(123,223)	(126,920)	(130,727)	(134,649)	(138,689)	(142,849)	(147,135)
132300		Crossovers	(500)	(500)	(500)	(515)	(530)	(546)	(563)	(580)	(597)	(615)	(633)	(652)
134200		Lighting of Streets	(238,550)	(238,550)	(261,282)	(281,661)	(303,517)	(326,952)	(352,075)	(379,004)	(407,863)	(438,784)	(471,910)	(507,391)
136400		Asset Management Software	0	0	(500)	(515)	(530)	(546)	(563)	(580)	(597)	(615)	(633)	(652)
134620		Insurance - Bridges	0	0	0	0	0	0	0	0	0	0	0	0
159420		Interest on Loan 117	(20,643)	(20,643)	(16,534)	(12,263)	(7,822)	(3,206)	0	0	0	0	0	0
189320		Depreciation - Transport	(31,241)	(31,241)	(32,522)	(33,498)	(34,502)	(35,538)	(36,604)	(37,702)	(38,833)	(39,998)	(41,198)	(42,434)
153820		Depreciation - Infrastructure Assets	(1,688,687)	(1,688,687)	(1,757,923)	(1,810,661)	(1,864,981)	(1,920,930)	(1,978,558)	(2,037,915)	(2,099,052)	(2,162,024)	(2,226,884)	(2,293,691)
169790		Allocation of Administration Overheads	(376,380)	(376,380)	(497,791)	(513,445)	(530,183)	(547,465)	(577,436)	(584,471)	(603,898)	(623,967)	(658,431)	(666,120)
		Sub Total - Recurrent Expenditure	(4,791,453)	(4,706,453)	(5,096,558)	(5,260,065)	(5,429,989)	(5,606,009)	(5,799,750)	(5,979,821)	(6,178,597)	(6,384,593)	(6,611,838)	(6,819,452)
		Non-Recurrent Expenditure												
149920		Works - Small Tool Replacement	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,300)	(10,609)	(10,927)	(11,255)	(11,593)	(11,941)
134720		Minor Assets < \$5,000 - Transport	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,150)	(5,305)	(5,464)	(5,628)	(5,796)	(5,970)
		Sub Total - Non Recurrent Expenditure	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,450)	(15,914)	(16,391)	(16,883)	(17,389)	(17,911)
		TOTAL OPERATING EXPENDITURE	(4,806,453)	(4,721,453)	(5,111,558)	(5,275,065)	(5,444,989)	(5,621,009)	(5,815,200)	(5,995,735)	(6,194,988)	(6,401,475)	(6,629,227)	(6,837,363)
		OPERATING REVENUE												
		Recurrent Revenue												
132700		Sundry Fees & Charges - Taxable	250	250	250	258	265	273	281	290	299	307	317	326
132710		Main Roads Direct Grant	186,888	175,888	183,099	188,592	194,250	200,078	206,080	212,262	218,630	225,189	231,945	238,903
199830		Profit / (Loss) on Asset Disposals I Plant	0	0	0	0	0	0	0	0	0	0	0	0
		Sub Total - Recurrent Revenue	187,138	176,138	183,349	188,850	194,515	200,351	206,361	212,552	218,929	225,497	232,262	239,229

		Non-Recurrent Revenue												
NEW GL		0	0	0	0	0	0	0	0	0	0	0	0	
NEW GL		0	0	0	0	0	0	0	0	0	0	0	0	
153030		500,000	0	500,000	715,000	736,450	758,544	781,300	804,739	828,881	853,747	879,360	905,741	
135220		0	0	0	0	0	0	0	0	0	0	0	0	
155030		406,921	406,921	423,605	436,313	449,402	462,884	476,771	491,074	505,806	520,980	536,610	552,708	
101930	0226 / 0227 / 0228	0	0	0	0	0	0	0	0	0	0	0	0	
154030		0	0	0	0	0	0	0	0	0	0	0	0	
NEW GL		0	0	0	0	0	0	0	0	0	0	0	0	
		906,921	406,921	923,605	1,151,313	1,185,852	1,221,428	1,258,071	1,295,813	1,334,687	1,374,728	1,415,970	1,458,449	
		TOTAL OPERATING REVENUE	1,094,059	583,059	1,106,954	1,340,163	1,380,368	1,421,779	1,464,432	1,508,365	1,553,616	1,600,224	1,648,231	1,697,678

Account Number	Job / Plant Number	Schedule 12 - Transport	2025/26		2026/27	Forward Estimate							
			Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
		ROAD PLANT											
		OPERATING EXPENDITURE											
		Recurrent Expenditure											
NEW GL		Interest on Loans	0	0	0	0	0	0	0	0	0	0	0
		Sub Total - Recurrent Expenditure	0	0	0	0	0	0	0	0	0	0	0
		Non-Recurrent Expenditure											
NEW GL		Profit / (Loss) on Asset Disposals	0	0	0	0	0	0	0	0	0	0	0
		Sub Total - Non Recurrent Expenditure	0	0	0	0	0	0	0	0	0	0	0
		TOTAL OPERATING EXPENDITURE	0	0	0	0	0	0	0	0	0	0	0
		OPERATING REVENUE											
		Recurrent Revenue											
		Nil	0	0	0	0	0	0	0	0	0	0	0
		Sub Total - Recurrent Revenue	0	0	0	0	0	0	0	0	0	0	0
		Non-Recurrent Revenue											
		Nil	0	0	0	0	0	0	0	0	0	0	0
		Sub Total - Non Recurrent Revenue	0	0	0	0	0	0	0	0	0	0	0
		TOTAL OPERATING REVENUE	0	0	0	0	0	0	0	0	0	0	0

		TRAFFIC CONTROL & PARKING FACILITIES / AERODROMES												
		OPERATING EXPENDITURE												
		Recurrent Expenditure												
137520	3752	Maintenance - Aerodrome	(11,150)	(11,150)	(11,150)	(12,020)	(12,952)	(13,952)	(15,025)	(16,174)	(17,405)	(18,725)	(20,138)	(21,653)
		Sub Total - Recurrent Expenditure	(11,150)	(11,150)	(11,150)	(12,020)	(12,952)	(13,952)	(15,025)	(16,174)	(17,405)	(18,725)	(20,138)	(21,653)
		Non-Recurrent Expenditure												
181670		Busselton Margaret River Regional Airport Contribution	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,154)	(2,318)	(2,495)	(2,684)	(2,887)	(3,104)
133650		Aerodrome Development Grant Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
137600		EV Charging Station - Expenditure	0	0	(800)	(862)	(929)	(1,001)	(1,078)	(1,160)	(1,249)	(1,343)	(1,445)	(1,554)
		Sub Total - Non Recurrent Expenditure	(2,000)	(2,000)	(2,800)	(2,862)	(2,929)	(3,001)	(3,232)	(3,479)	(3,744)	(4,028)	(4,332)	(4,657)
		TOTAL OPERATING EXPENDITURE	(13,150)	(13,150)	(13,950)	(14,882)	(15,882)	(16,953)	(18,256)	(19,653)	(21,149)	(22,752)	(24,470)	(26,310)
		OPERATING REVENUE												
		Recurrent Revenue												
133660		Fines & Penalties - Traffic	250	250	250	255	260	265	270	275	280	285	290	295
133300		EV Charging Station - Revenue	0	0	10,000	10,202	10,404	10,606	10,808	11,010	11,212	11,414	11,616	11,818
133670		Contribution - Cash in lieu car parking	250	250	250	0	0	0	0	0	0	0	0	0
133630		Aerodrome Development Grant	0	0	0	0	0	0	0	0	0	0	0	0
		Sub Total - Recurrent Revenue	500	500	10,500	10,457	10,664	10,871	11,078	11,285	11,492	11,699	11,906	12,113
		Non-Recurrent Revenue												
NEW GL		Grants - Road Wise	0	0	0	0	0	0	0	500	500	500	500	500
		Sub Total - Non Recurrent Revenue	0	0	0	0	0	0	0	500	500	500	500	500
		TOTAL OPERATING REVENUE	500	500	10,500	10,457	10,664	10,871	11,078	11,785	11,992	12,199	12,406	12,613

Summary	2025/26		2026/27	Forward Estimate								
	Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Schedule 13 - Economic Services	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ECONOMIC SERVICES - SUMMARY												
Operating Expenditure												
Recurrent Expenditure												
Tourism & Area Promotion	(277,245)	(277,245)	(280,090)	(284,292)	(292,908)	(301,788)	(312,777)	(320,691)	(330,582)	(340,779)	(353,251)	(362,125)
Building Control	(393,371)	(359,178)	(355,724)	(366,498)	(377,684)	(389,211)	(402,823)	(413,438)	(426,111)	(439,173)	(454,598)	(466,512)
Other Economic Services	(15,500)	(16,070)	(15,000)	(15,060)	(15,122)	(15,185)	(15,641)	(16,110)	(16,594)	(17,091)	(17,604)	(18,132)
Total Recurrent Expenditure	(686,116)	(652,493)	(650,814)	(665,850)	(685,714)	(706,185)	(731,241)	(750,239)	(773,287)	(797,043)	(825,453)	(846,770)
Non-Recurrent Expenditure												
Tourism & Area Promotion	(350,000)	(350,000)	(320,000)	(320,000)	(320,000)	(320,000)	(329,600)	(339,488)	(349,673)	(360,163)	(370,968)	(382,097)
Building Control	(28,200)	(28,200)	(7,500)	(7,754)	(8,019)	(8,295)	(8,657)	(9,034)	(9,426)	(9,832)	(10,255)	(10,695)
Other Economic Services	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Recurrent Expenditure	(378,200)	(378,200)	(327,500)	(327,754)	(328,019)	(328,295)	(338,257)	(348,522)	(359,098)	(369,995)	(381,223)	(392,792)
Total Operating Expenditure	(1,064,316)	(1,030,693)	(978,314)	(993,604)	(1,013,733)	(1,034,479)	(1,069,498)	(1,098,761)	(1,132,385)	(1,167,039)	(1,206,676)	(1,239,561)
Operating Revenue												
Recurrent Revenue												
Tourism & Area Promotion	353,955	353,955	325,281	326,024	326,790	327,579	337,406	347,528	357,954	368,693	379,754	391,146
Building Control	82,800	88,800	92,441	97,137	102,032	107,133	112,448	117,986	123,754	129,763	136,021	142,537
Other Economic Services	10,833	10,833	61,236	61,573	61,920	62,278	12,646	13,026	13,417	13,819	14,234	14,661
Total Recurrent Revenue	447,588	453,588	478,958	484,735	490,742	496,990	462,501	478,540	495,125	512,275	530,008	548,344
Non-Recurrent Revenue												
Tourism & Area Promotion	500,000	0	750,000	0	0	0	0	0	0	0	0	0
Building Control	0	0	30,000	30,900	31,827	32,782	33,765	34,778	35,822	36,896	38,003	39,143
Other Economic Services	0	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Total Non-Recurrent Revenue	500,000	0	880,000	130,900	131,827	132,782	133,765	134,778	135,822	136,896	138,003	139,143
Total Operating Revenue	947,588	453,588	1,358,958	615,635	622,569	629,771	596,266	613,318	630,947	649,171	668,011	687,488

Account Number	Job / Plant Number	Schedule 13 - Economic Services	2025/26		2026/27	Forward Estimate							
			Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
TOURISM & AREA PROMOTION													
OPERATING EXPENDITURE													
Recurrent Expenditure													
178420		Tourism - Functions	0	0	0	0	0	0	0	0	0	0	0
187420		Tourism and Marketing	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,090)	(3,183)	(3,278)	(3,377)	(3,478)
139520		Visitor Centre Operating Grant	(133,000)	(133,000)	(140,000)	(140,000)	(144,200)	(148,526)	(152,982)	(157,571)	(162,298)	(167,167)	(172,182)
124420	2442 / 2443 / BAM019	Visitor Centre & Mine	(8,489)	(8,489)	(20,000)	(20,600)	(21,218)	(21,855)	(22,510)	(23,185)	(23,881)	(24,597)	(25,335)
126420	BAM031	Caravan Park Building Maintenance	(11,799)	(11,799)	(12,283)	(12,651)	(13,031)	(13,422)	(13,824)	(14,239)	(14,666)	(15,106)	(15,559)
124820		Collie River Valley Marketing	0	0	0	0	0	0	0	0	0	0	0
150120		Collie River Valley Number Plates Expenditure	(1,200)	(1,200)	(450)	(450)	(450)	(450)	(464)	(477)	(492)	(506)	(522)
199820		Shire of Collie Housing Incentive	0	0	0	0	0	0	0	0	0	0	0
19822		Depreciation - Tourism	(31,935)	(31,935)	(33,244)	(34,242)	(35,269)	(36,327)	(37,417)	(38,539)	(39,695)	(40,886)	(42,113)
167020		Allocation of Administration Overheads	(87,822)	(87,822)	(71,113)	(73,349)	(75,740)	(78,209)	(82,491)	(83,496)	(86,271)	(89,138)	(94,062)
Sub Total - Recurrent Expenditure			(277,245)	(277,245)	(280,090)	(284,292)	(292,908)	(301,788)	(312,777)	(320,691)	(330,582)	(340,779)	(353,251)
Non-Recurrent Expenditure													
198330		Regional Tourism Development Strategy	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,600)	(21,218)	(21,855)	(22,510)	(23,185)
198350		Council Tourism & Marketing Advisory	0	0	0	0	0	0	0	0	0	0	0
198370		South32 Tourism Partnership	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(309,000)	(318,270)	(327,818)	(337,653)	(347,782)
101580		Manningup Pool River Area Grant Expenditure	(30,000)	(30,000)	0	0	0	0	0	0	0	0	0
Sub Total - Non Recurrent Expenditure			(350,000)	(350,000)	(320,000)	(320,000)	(320,000)	(329,600)	(339,488)	(349,673)	(360,163)	(370,968)	(382,097)
TOTAL OPERATING EXPENDITURE			(627,245)	(627,245)	(600,090)	(604,292)	(612,908)	(621,788)	(642,377)	(660,179)	(680,255)	(700,941)	(724,219)
OPERATING REVENUE													
Recurrent Revenue													
139830	3983	Caravan Park Income	23,805	23,805	24,781	25,524	26,290	27,079	27,891	28,728	29,590	30,478	31,392
140130		Sale of Collie River Valley Number Plates	150	150	500	500	500	500	515	530	546	563	580
198360		South 32 Tourism Partnership	300,000	300,000	300,000	300,000	300,000	300,000	309,000	318,270	327,818	337,653	347,782
101570		Manningup Pool River Area Grant	30,000	30,000	0	0	0	0	0	0	0	0	0
Sub Total - Recurrent Revenue			353,955	353,955	325,281	326,024	326,790	327,579	337,406	347,528	357,954	368,693	379,754
Non-Recurrent Revenue													
NEW GL		Grant - Collie Visitor Centre Expansion	500,000	0	750,000	0	0	0	0	0	0	0	0
Sub Total - Non Recurrent Revenue			500,000	0	750,000	0	0	0	0	0	0	0	0
TOTAL OPERATING REVENUE			853,955	353,955	1,075,281	326,024	326,790	327,579	337,406	347,528	357,954	368,693	379,754

Account Number	Job / Plant Number	Schedule 13 - Economic Services	2025/26		2026/27	Forward Estimate								
			Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
		BUILDING CONTROL												
		OPERATING EXPENDITURE												
		Recurrent Expenditure												
140620		Salaries & Wages - Building Department	(255,441)	(225,441)	(224,048)	(230,769)	(237,693)	(244,823)	(252,168)	(259,733)	(267,525)	(275,551)	(283,817)	(292,332)
181120		Accrued Salaries - Building Department	0	0	0	0	0	0	0	0	0	0	0	0
140720		Superannuation - Building Department	(32,853)	(27,853)	(28,929)	(29,797)	(30,691)	(31,612)	(32,560)	(33,537)	(34,543)	(35,579)	(36,647)	(37,746)
140820		Telephone - Building Department	0	0	0	0	0	0	0	0	0	0	0	0
141420		Other Employee Costs - Building Department	(3,000)	(3,000)	(3,000)	(3,090)	(3,183)	(3,278)	(3,377)	(3,478)	(3,582)	(3,690)	(3,800)	(3,914)
142720	1036	Uniform & PPE - Building Department	(350)	(350)	(350)	(361)	(371)	(382)	(394)	(406)	(418)	(430)	(443)	(457)
141720		Training & Development - Building Department	(2,000)	(2,000)	(2,000)	(2,060)	(2,122)	(2,185)	(2,251)	(2,319)	(2,388)	(2,460)	(2,534)	(2,610)
141120	PLANT	Vehicle Expenses - Building Department	(4,140)	(4,140)	(4,310)	(4,439)	(4,572)	(4,709)	(4,851)	(4,996)	(5,146)	(5,300)	(5,459)	(5,623)
142730		Subscriptions - Building Department	(250)	(250)	(250)	(258)	(265)	(273)	(281)	(290)	(299)	(307)	(317)	(326)
187720		Insurance Workers Compensation - Building Department	(17,274)	(18,081)	(18,822)	(19,387)	(19,969)	(20,568)	(21,185)	(21,820)	(22,475)	(23,149)	(23,844)	(24,559)
141020		Insurance - Building Department	0	0	0	0	0	0	0	0	0	0	0	0
114320		Depreciation - Building Vehicle	(2,787)	(2,787)	(2,901)	(2,988)	(3,078)	(3,170)	(3,265)	(3,363)	(3,464)	(3,568)	(3,675)	(3,785)
167120		Allocation of Administration Expenses	(75,276)	(75,276)	(71,113)	(73,349)	(75,740)	(78,209)	(82,491)	(83,496)	(86,271)	(89,138)	(94,062)	(95,160)
		Sub Total - Recurrent Expenditure	(393,371)	(359,178)	(355,724)	(366,498)	(377,684)	(389,211)	(402,823)	(413,438)	(426,111)	(439,173)	(454,598)	(466,512)
		Non-Recurrent Expenditure												
141840		Swimming Pool Inspections	(20,700)	(20,700)	0	0	0	0	0	0	0	0	0	0
141850		Contract Relief Staff - Building Control	(5,000)	(5,000)	(5,000)	(5,254)	(5,519)	(5,795)	(6,082)	(6,382)	(6,694)	(7,019)	(7,357)	(7,710)
141860		Minor Assets < \$5,000 - Building Control	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,575)	(2,652)	(2,732)	(2,814)	(2,898)	(2,985)
NEW GL		Profit / (Loss) on Asset Disposals	0	0	0	0	0	0	0	0	0	0	0	0
		Sub Total - Non Recurrent Expenditure	(28,200)	(28,200)	(7,500)	(7,754)	(8,019)	(8,295)	(8,657)	(9,034)	(9,426)	(9,832)	(10,255)	(10,695)
		TOTAL OPERATING EXPENDITURE	(421,571)	(387,378)	(363,224)	(374,252)	(385,703)	(397,506)	(411,480)	(422,471)	(435,537)	(449,006)	(464,853)	(477,207)

Account Number	Job / Plant Number	Schedule 13 - Economic Services	2025/26		2026/27	Forward Estimate								
			Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
		BUILDING CONTROL												
		OPERATING REVENUE												
		Recurrent Revenue												
141530		Building Permit Fees	56,925	56,925	59,259	62,269	65,407	68,677	72,084	75,634	79,332	83,184	87,196	91,373
141630		Swimming Pool Inspection Fee	20,700	26,700	27,795	29,207	30,678	32,212	33,810	35,475	37,210	39,017	40,898	42,858
141730		Kerb Damage Inspection Fee	4,140	4,140	4,310	4,529	4,757	4,995	5,243	5,501	5,770	6,050	6,342	6,645
141540		BCITF & Building Services Levy Commissions	1,035	1,035	1,077	1,132	1,189	1,249	1,311	1,375	1,442	1,512	1,585	1,661
		Sub Total - Recurrent Revenue	82,800	88,800	92,441	97,137	102,032	107,133	112,448	117,986	123,754	129,763	136,021	142,537
		Non-Recurrent Revenue												
XXXX	NEW GL	Resource Sharing Building Surveyor - Contibution	0	0	30,000	30,900	31,827	32,782	33,765	34,778	35,822	36,896	38,003	39,143
		Sub Total - Non Recurrent Revenue	0	0	30,000	30,900	31,827	32,782	33,765	34,778	35,822	36,896	38,003	39,143
		TOTAL OPERATING REVENUE	82,800	88,800	122,441	128,037	133,859	139,914	146,213	152,764	159,576	166,659	174,024	181,681

Account Number	Job / Plant Number	Schedule 13 - Economic Services	2025/26		2026/27	Forward Estimate								
			Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
		OTHER ECONOMIC SERVICES												
		OPERATING EXPENDITURE												
		Recurrent Expenditure												
142320	4232	Sand & Gravel Pits	(2,000)	(2,570)	(2,000)	(2,060)	(2,122)	(2,185)	(2,251)	(2,319)	(2,388)	(2,460)	(2,534)	(2,610)
142520	4252	Water Stand Pipes	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,090)	(3,183)	(3,278)	(3,377)	(3,478)	(3,582)
198340		Economic Development	(10,500)	(10,500)	(10,000)	(10,000)	(10,000)	(10,000)	(10,300)	(10,609)	(10,927)	(11,255)	(11,593)	(11,941)
		Sub Total - Recurrent Expenditure	(15,500)	(16,070)	(15,000)	(15,060)	(15,122)	(15,185)	(15,641)	(16,110)	(16,594)	(17,091)	(17,604)	(18,132)
		Non-Recurrent Expenditure												
		Nil	0	0	0	0	0	0	0	0	0	0	0	0
		Sub Total - Non Recurrent Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
		TOTAL OPERATING EXPENDITURE	(15,500)	(16,070)	(15,000)	(15,060)	(15,122)	(15,185)	(15,641)	(16,110)	(16,594)	(17,091)	(17,604)	(18,132)
		OPERATING REVENUE												
		Recurrent Revenue												
138840		Extractive Industry Licenses	500	500	500	515	530	546	563	580	597	615	633	652
13225		Lease of Sites for Communications Towers	9,833	9,833	10,236	10,543	10,860	11,185	11,521	11,867	12,223	12,589	12,967	13,356
116660		Collie Urban Infill Toolkit	0	0	0	0	0	0	0	0	0	0	0	0
138830		Economic Development Grant	0	0	0	0	0	0	0	0	0	0	0	0
138870	NEW GL	Sale of Sand	0	0	50,000	50,000	50,000	50,000	0	0	0	0	0	0
138850		Sale of Standpipe Water	500	500	500	515	530	546	563	580	597	615	633	652
		Sub Total - Recurrent Revenue	10,833	10,833	61,236	61,573	61,920	62,278	12,646	13,026	13,417	13,819	14,234	14,661
		Non-Recurrent Revenue												
138860	NEW GL	Community Benefit Fund Contribution	0	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
		Sub Total - Non Recurrent Revenue	0	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
		TOTAL OPERATING REVENUE	10,833	10,833	161,236	161,573	161,920	162,278	112,646	113,026	113,417	113,819	114,234	114,661

Account Number	Job / Plant Number	Schedule 13 - Economic Services	2026/27	Forward Estimate								
			Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
		NOTES TO SCHEDULE 13 - ECONOMIC SERVICES										
9833	131.1	Regional Tourism Development Strategy										
		Bunbury Geographe Tourism Partnership	0	0	0	0	0	0	0	0	0	0
		Regional Tourism initiatives	(20,000)	(20,000)	(20,000)	(20,000)	(20,600)	(21,218)	(21,855)	(22,510)	(23,185)	(23,881)
			(20,000)	(20,000)	(20,000)	(20,000)	(20,600)	(21,218)	(21,855)	(22,510)	(23,185)	(23,881)
9834	131.2	Economic Development										
		Bunbury Geographe Group of Councils	0	0	0	0	0	0	0	0	0	0
		Economic Development initiatives	(10,000)	(10,000)	(10,000)	(10,000)	(10,300)	(10,609)	(10,927)	(11,255)	(11,593)	(11,941)
			(10,000)	(10,000)	(10,000)	(10,000)	(10,300)	(10,609)	(10,927)	(11,255)	(11,593)	(11,941)

Summary	2025/26		2026/27	Forward Estimate								
	Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Schedule 14 - Other Property & Services	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
OTHER PROPERTY & SERVICES - SUMMARY												
Operating Expenditure												
Recurrent Expenditure												
Private Works	(2,000)	(2,000)	(2,000)	(2,060)	(2,122)	(2,185)	(2,251)	(2,319)	(2,388)	(2,460)	(2,534)	(2,610)
Administration Overheads	(52,603)	(70,521)	0	0	0	0	0	0	0	0	0	0
Public Works Overheads	(3,948)	(513)	45,789	0	0	0	0	0	0	0	0	0
Plant Operation	2,086	(85,645)	(45,188)	(46,621)	(48,162)	(49,754)	(52,699)	(53,177)	(54,975)	(56,834)	(60,226)	(60,740)
Salaries & Wages	0	0	0	0	0	0	0	0	0	0	0	0
Unclassified	0	0	0	0	0	0	0	0	0	0	0	0
Total Recurrent Expenditure	(56,465)	(158,679)	(1,398)	(48,681)	(50,284)	(51,940)	(54,950)	(55,496)	(57,363)	(59,294)	(62,759)	(63,349)
Non-Recurrent Expenditure												
Private Works	0	0	0	0	0	0	0	0	0	0	0	0
Administration Overheads	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,450)	(15,914)	(16,391)	(16,883)	(17,389)	(17,911)
Public Works Overheads	(3,000)	(3,923)	(3,000)	(3,000)	(3,000)	(3,000)	(3,090)	(3,183)	(3,278)	(3,377)	(3,478)	(3,582)
Plant Operation	(5,000)	(5,000)	(5,000)	(7,500)	(7,500)	(7,500)	(7,725)	(7,957)	(8,195)	(8,441)	(8,695)	(8,955)
Salaries & Wages	(255,000)	(200,046)	(255,000)	(255,150)	(255,305)	(255,464)	(263,128)	(271,021)	(279,152)	(287,527)	(296,152)	(305,037)
Unclassified	(5,000)	(44,000)	(5,000)	(5,075)	(5,152)	(5,232)	(5,389)	(5,550)	(5,717)	(5,888)	(6,065)	(6,247)
Total Non-Recurrent Expenditure	(283,000)	(267,969)	(283,000)	(285,725)	(285,957)	(286,195)	(294,781)	(303,625)	(312,733)	(322,116)	(331,779)	(341,732)
Total Operating Expenditure	(339,465)	(426,648)	(284,398)	(334,406)	(336,241)	(338,135)	(349,731)	(359,121)	(370,097)	(381,409)	(394,538)	
Operating Revenue												
Recurrent Revenue												
Private Works	2,400	2,400	2,400	2,472	2,546	2,623	2,701	2,782	2,866	2,952	3,040	3,131
Administration Overheads	2,000	0	2,000	2,000	2,000	2,000	2,060	2,122	2,185	2,251	2,319	2,388
Public Works Overheads	6,500	6,500	6,500	6,515	6,530	6,546	6,743	6,945	7,153	7,368	7,589	7,817
Plant Operation	20,700	35,700	37,164	38,279	39,427	40,610	41,828	43,083	44,375	45,707	47,078	48,490
Salaries & Wages	255,000	122,676	255,000	255,150	255,305	255,464	263,128	271,021	279,152	287,527	296,152	305,037
Unclassified	60,000	60,000	60,000	61,800	63,654	65,564	67,531	69,556	71,643	73,792	76,006	78,286
Total Recurrent Revenue	346,600	227,276	363,064	366,216	369,462	372,806	383,990	395,510	407,375	419,596	432,184	445,150
Non-Recurrent Revenue												
Private Works	0	0	0	0	0	0	0	0	0	0	0	0
Administration Overheads	0	0	0	0	0	0	0	0	0	0	0	0
Public Works Overheads	0	0	0	0	0	0	0	0	0	0	0	0
Plant Operation	0	0	0	0	0	0	0	0	0	0	0	0
Salaries & Wages	0	0	0	5,150	5,305	5,464	5,628	5,796	5,970	6,149	6,334	6,524
Unclassified	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Recurrent Revenue	0	0	0	5,150	5,305	5,464	5,628	5,796	5,970	6,149	6,334	6,524
Total Operating Revenue	346,600	227,276	363,064	371,366	374,767	378,270	389,618	401,306	413,345	425,746	438,518	

Account Number	Job / Plant Number	Schedule 14 - Other Property & Services	2025/26		2026/27	Forward Estimate								
			Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
		PRIVATE WORKS												
		OPERATING EXPENDITURE												
		Recurrent Expenditure												
142820	W1500 / W5104	Private Works	(2,000)	(2,000)	(2,000)	(2,060)	(2,122)	(2,185)	(2,251)	(2,319)	(2,388)	(2,460)	(2,534)	(2,610)
		Sub Total - Recurrent Expenditure	(2,000)	(2,000)	(2,000)	(2,060)	(2,122)	(2,185)	(2,251)	(2,319)	(2,388)	(2,460)	(2,534)	(2,610)
		Non-Recurrent Expenditure												
NEW GL		Private Works - Government	0	0	0	0	0	0	0	0	0	0	0	0
		Sub Total - Non Recurrent Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
		TOTAL OPERATING EXPENDITURE	(2,000)	(2,000)	(2,000)	(2,060)	(2,122)	(2,185)	(2,251)	(2,319)	(2,388)	(2,460)	(2,534)	(2,610)
		OPERATING REVENUE												
		Recurrent Revenue												
143230		Private Works Revenue	2,400	2,400	2,400	2,472	2,546	2,623	2,701	2,782	2,866	2,952	3,040	3,131
		Sub Total - Recurrent Revenue	2,400	2,400	2,400	2,472	2,546	2,623	2,701	2,782	2,866	2,952	3,040	3,131
		Non-Recurrent Revenue												
NEW GL		Fees & Charges - Private Works (Government)	0	0	0	0	0	0	0	0	0	0	0	0
		Sub Total - Non Recurrent Revenue	0	0	0	0	0	0	0	0	0	0	0	0
		TOTAL OPERATING REVENUE	2,400	2,400	2,400	2,472	2,546	2,623	2,701	2,782	2,866	2,952	3,040	3,131

Account Number	Job / Plant Number	Schedule 14 - Other Property & Services	2025/26		2026/27	Forward Estimate								
			Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
ADMINISTRATION OVERHEADS														
OPERATING EXPENDITURE														
Recurrent Expenditure														
102720		Salaries & Wages - Administration	(1,497,150)	(1,497,150)	(1,378,408)	(1,419,760)	(1,462,353)	(1,506,223)	(1,551,410)	(1,597,952)	(1,645,891)	(1,695,268)	(1,746,126)	(1,798,510)
187920		Accrued Salaries - Administration	0	0	0	0	0	0	0	0	0	0	0	0
102820		Superannuation - Admin	(196,256)	(196,256)	(187,386)	(193,007)	(198,798)	(204,762)	(210,904)	(217,232)	(223,749)	(230,461)	(237,375)	(244,496)
104910		Other Employee Costs - Admin	(15,000)	(20,000)	(25,000)	(25,750)	(26,523)	(27,318)	(28,138)	(28,982)	(29,851)	(30,747)	(31,669)	(32,619)
159590		Interest Expense on Loan 124	(53)	(433)	0	0	0	0	0	0	0	0	0	0
102920		Insurance - Admin	(75,856)	(82,206)	(84,672)	(87,212)	(89,829)	(92,524)	(96,225)	(100,074)	(104,076)	(108,239)	(112,569)	(117,072)
183920		Insurance - Workers Compensation - Admin	(45,476)	(47,738)	(49,170)	(50,645)	(52,165)	(53,730)	(55,879)	(58,114)	(60,438)	(62,856)	(65,370)	(67,985)
102220	0222 / 0224	Administration Photocopier Maintenance	(18,782)	(23,782)	(24,495)	(25,230)	(25,987)	(26,767)	(27,570)	(28,397)	(29,249)	(30,126)	(31,030)	(31,961)
100540		Depreciation - Right of Use Asset (moved from Sch 4)	(51,750)	(51,750)	(53,872)	(55,488)	(57,153)	(58,867)	(60,633)	(62,452)	(64,326)	(66,255)	(68,243)	(70,290)
100550		Interest - Right of Use Asset (moved from Sch 4)	(853)	(1,168)	(1,216)	(1,252)	(1,290)	(1,329)	(1,368)	(1,410)	(1,452)	(1,495)	(1,540)	(1,586)
104120		Postage	(14,448)	(16,448)	(16,941)	(17,802)	(18,699)	(19,634)	(20,608)	(21,623)	(22,680)	(23,781)	(24,928)	(26,123)
	UN44 / 1444 / 2422 / 3422 / 3622 / 5422 / 7422 / 8422	Information Technology - Admin	(273,400)	(273,400)	(309,609)	(300,136)	(315,260)	(331,021)	(407,444)	(364,555)	(382,379)	(400,945)	(490,281)	(440,416)
141220		HR / Payroll Costs	0	(7,770)	(40,000)	(41,200)	(42,436)	(43,709)	(45,020)	(46,371)	(47,762)	(49,195)	(50,671)	(52,191)
141240		HR / Recruitment Costs	(28,896)	(18,000)	(18,540)	(19,096)	(19,669)	(20,259)	(20,867)	(21,493)	(22,138)	(22,802)	(23,486)	(24,190)
103820	1382 / 3382 / 5382	Printing & Stationery	(13,455)	(13,455)	(14,007)	(14,718)	(15,460)	(16,233)	(17,038)	(17,877)	(18,751)	(19,662)	(20,610)	(21,597)
102610		Training & Development - Administration	(29,943)	(29,943)	(27,568)	(28,395)	(29,247)	(30,124)	(31,028)	(31,959)	(32,918)	(33,905)	(34,923)	(35,970)
102620	2262 / 4262	Conference - Administration	(8,000)	(8,000)	(8,000)	(8,240)	(8,487)	(8,742)	(9,004)	(9,274)	(9,552)	(9,839)	(10,134)	(10,438)
104140		Subscriptions / Memberships	(11,175)	(11,175)	(11,175)	(11,510)	(11,856)	(12,211)	(12,578)	(12,955)	(13,344)	(13,744)	(14,156)	(14,581)
104320		Vehicle Expense - Admin	(10,350)	(10,350)	(10,774)	(11,098)	(11,431)	(11,773)	(12,127)	(12,490)	(12,865)	(13,251)	(13,649)	(14,058)
103620	0361 / 0364 / BAMI002	Administration Building	(45,003)	(60,003)	(68,500)	(70,555)	(72,672)	(74,852)	(77,097)	(79,410)	(81,793)	(84,246)	(86,774)	(89,377)
103680	213	Administration Centre Gardens	(5,000)	(5,000)	(2,234)	(2,301)	(2,370)	(2,442)	(2,515)	(2,590)	(2,668)	(2,748)	(2,830)	(2,915)
102420		Admin Cost Other	(20,000)	(20,000)	(10,000)	(10,300)	(10,609)	(10,927)	(11,255)	(11,593)	(11,941)	(12,299)	(12,668)	(13,048)
103920	0392 / 1392 / 1393	Telephone - Admin	(25,000)	(25,000)	(20,000)	(42,616)	(44,140)	(45,717)	(47,349)	(49,037)	(50,785)	(52,593)	(54,464)	(56,399)
187620		Employee Assistance Program (closed - transferred from Sch4 - new 8762)	0	0	0	0	0	0	0	0	0	0	0	0
187630		Employee Assistance Program	(10,000)	(10,000)	(5,000)	(5,000)	(5,000)	(5,248)	(5,507)	(5,776)	(6,056)	(6,348)	(6,652)	
188850		Staff Discount Scheme (Pool pass, etc) (closed - transferred from Sch4 - new 8885)	0	0	0	0	0	0	0	0	0	0	0	0
188870		Staff Discount Scheme (Pool pass, etc)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,624)	(2,753)	(2,888)	(3,028)	(3,174)	(3,326)
105620		Administration Freight	(621)	(621)	(646)	(666)	(686)	(706)	(728)	(749)	(772)	(795)	(819)	(843)
187520		Regional Risk Coordination	(15,530)	(15,530)	(15,530)	(15,996)	(16,476)	(16,970)	(17,479)	(18,004)	(18,544)	(19,100)	(19,673)	(20,263)
181220		Records Management Resources (closed - transferred from Sch4 - new 8126)	0	0	0	0	0	0	0	0	0	0	0	0
181260		Records Management Resources	(20,000)	(20,000)	(20,000)	(20,600)	(21,218)	(21,855)	(22,510)	(23,185)	(23,881)	(24,597)	(25,335)	(26,095)
105420		Depreciation	(127,305)	(127,305)	(132,525)	(136,500)	(140,595)	(144,813)	(149,157)	(153,632)	(158,241)	(162,988)	(167,878)	(172,914)
		Sub Total	(2,561,802)	(2,594,983)	(2,537,769)	(2,617,576)	(2,702,906)	(2,791,008)	(2,943,804)	(2,979,670)	(3,078,709)	(3,181,024)	(3,356,723)	(3,395,918)
155820		Less: Allocated to Schedules	2,509,199	2,524,462	2,537,769	2,617,576	2,702,906	2,791,008	2,943,804	2,979,670	3,078,709	3,181,024	3,356,723	3,395,918
		Sub Total - Recurrent Expenditure	(52,603)	(70,521)	0	0	0	0	0	0	0	0	0	0
Non-Recurrent Expenditure														
104150		Contract Relief Staff	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,150)	(5,305)	(5,464)	(5,628)	(5,796)	(5,970)
104180		Minor Assets < \$5,000 - Admin OH (includes minor IT equipment) - ICT Reserve funded	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,300)	(10,609)	(10,927)	(11,255)	(11,593)	(11,941)
185930		Profit / (Loss) on Asset Disposals - Governance	0	0	0	0	0	0	0	0	0	0	0	0
		Sub Total - Non Recurrent Expenditure	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,450)	(15,914)	(16,391)	(16,883)	(17,389)	(17,911)
TOTAL OPERATING EXPENDITURE			(67,603)	(85,521)	(15,000)	(15,000)	(15,000)	(15,450)	(15,914)	(16,391)	(16,883)	(17,389)	(17,911)	

Account Number	Job / Plant Number	Schedule 14 - Other Property & Services	2025/26		2026/27	Forward Estimate								
			Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
		ADMINISTRATION OVERHEADS												
		OPERATING REVENUE												
		Recurrent Revenue												
NEW GL		Reimbursements - Sundry	1,000	0	1,000	1,000	1,000	1,000	1,030	1,061	1,093	1,126	1,159	1,194
NEW GL		Reimbursements - Study Assistance	1,000	0	1,000	1,000	1,000	1,000	1,030	1,061	1,093	1,126	1,159	1,194
		Sub Total - Recurrent Revenue	2,000	0	2,000	2,000	2,000	2,000	2,060	2,122	2,185	2,251	2,319	2,388
		Non-Recurrent Revenue												
NEW GL		Profit on Sale of Assets	0	0	0	0	0	0	0	0	0	0	0	0
		Sub Total - Non Recurrent Revenue	0	0	0	0	0	0	0	0	0	0	0	0
		TOTAL OPERATING REVENUE	2,000	0	2,000	2,000	2,000	2,000	2,060	2,122	2,185	2,251	2,319	2,388
Account Number	Job / Plant Number	Schedule 14 - Other Property & Services	2025/26		2026/27	Forward Estimate								
			Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
		PUBLIC WORKS OVERHEADS												
		OPERATING EXPENDITURE												
		Recurrent Expenditure												
143320		Salaries & Wages - Public Works Overhead	(671,634)	(671,634)	(360,104)	(370,907)	(382,034)	(393,495)	(405,300)	(417,459)	(429,982)	(442,882)	(456,168)	(469,853)
181420		Accrued Salaries - Public Works Overhead	0	0	0	0	0	0	0	0	0	0	0	0
141320		Superannuation - Engineering	(85,786)	(85,786)	(57,959)	(59,698)	(61,489)	(63,333)	(65,233)	(67,190)	(69,206)	(71,282)	(73,421)	(75,623)
143620		Superannuation - Public Works Overhead	(187,788)	(187,788)	(190,799)	(196,523)	(202,419)	(208,491)	(214,746)	(221,188)	(227,824)	(234,659)	(241,698)	(248,949)
144580		Allowances - Public Works Overhead	(118,594)	(118,594)	(123,456)	(127,160)	(130,975)	(134,904)	(138,951)	(143,120)	(147,413)	(151,836)	(156,391)	(161,083)
156920		Insurance Workers Compensation - Public Works Overhead	(173,362)	(160,287)	(166,859)	(171,865)	(177,020)	(182,331)	(187,801)	(193,435)	(199,238)	(205,215)	(211,372)	(217,713)
145420		Leave - Public Works Overhead	(202,634)	(202,634)	(208,088)	(214,330)	(220,760)	(227,383)	(234,204)	(241,231)	(248,467)	(255,921)	(263,599)	(271,507)
143520		Other Employee Costs - Public Works Overhead	(3,000)	(3,000)	(3,000)	(3,090)	(3,183)	(3,278)	(3,377)	(3,478)	(3,582)	(3,690)	(3,800)	(3,914)
104190		Consultants	(2,000)	(2,000)	(2,000)	(2,060)	(2,122)	(2,185)	(2,251)	(2,319)	(2,388)	(2,460)	(2,534)	(2,610)
104920		Fringe Benefits Tax	(500)	(500)	(500)	(515)	(530)	(546)	(563)	(580)	(597)	(615)	(633)	(652)
143720		Telephone - Public Works Overhead	(9,833)	(9,833)	(10,236)	(10,543)	(10,860)	(11,185)	(11,521)	(11,867)	(12,223)	(12,589)	(12,967)	(13,356)
104200		Advertising	(500)	(500)	(500)	(515)	(530)	(546)	(563)	(580)	(597)	(615)	(633)	(652)
144520	0005...1104	Uniform & PPE - Public Works Overhead	(17,595)	(17,595)	(18,316)	(18,866)	(19,432)	(20,015)	(20,615)	(21,234)	(21,871)	(22,527)	(23,203)	(23,899)
144640		Work Health & Safety (WHS) Expenditure	(28,176)	(28,176)	(24,123)	(24,847)	(25,592)	(26,360)	(27,151)	(27,965)	(28,804)	(29,668)	(30,558)	(31,475)
NEW GL		Printing & Stationery	(500)	0	(500)	(515)	(530)	(546)	(563)	(580)	(597)	(615)	(633)	(652)
104210		Staff Training - Travel & Accomodation	(500)	(500)	(500)	(515)	(530)	(546)	(563)	(580)	(597)	(615)	(633)	(652)
144620	4463 / 4464	Training & Development - Public Works Overhead	(25,523)	(20,523)	(21,364)	(22,005)	(22,666)	(23,346)	(24,046)	(24,767)	(25,510)	(26,276)	(27,064)	(27,876)
145220	4522	Training - PWO	0	0	0	0	0	0	0	0	0	0	0	0
148920		Tech Services Software - Public Works Overhead	(10,000)	(10,000)	(14,000)	(14,420)	(14,853)	(15,298)	(15,757)	(16,230)	(16,717)	(17,218)	(17,735)	(18,267)
143920	PLANT	Vehicle Expenses - Public Works Overhead	(41,400)	(41,400)	(43,097)	(44,390)	(45,722)	(47,094)	(48,507)	(49,962)	(51,461)	(53,004)	(54,594)	(56,232)
148820		Survey Consumables - Public Works Overhead	(1,000)	(1,000)	(1,000)	(1,030)	(1,061)	(1,093)	(1,126)	(1,159)	(1,194)	(1,230)	(1,267)	(1,305)
104230		Sundry Expenditure - Public Works	(1,000)	(1,000)	(1,000)	(1,030)	(1,061)	(1,093)	(1,126)	(1,159)	(1,194)	(1,230)	(1,267)	(1,305)
143330		Asset Management	0	0	(10,000)	(10,300)	(10,609)	(10,927)	(11,255)	(11,593)	(11,941)	(12,299)	(12,668)	(13,048)
144420		Insurance - Public Works Overhead	0	0	0	0	0	0	0	0	0	0	0	0
144320		Depreciation - Public Works Overhead	(65,205)	(65,205)	(67,878)	(69,915)	(72,012)	(74,173)	(76,398)	(78,690)	(81,050)	(83,482)	(85,986)	(88,566)
167220		Allocation of Administration Overheads	(50,184)	(65,324)	(44,547)	(45,948)	(47,446)	(48,993)	(51,675)	(52,304)	(54,043)	(55,839)	(58,233)	(59,611)
		Sub Total	(1,696,714)	(1,693,279)	(1,369,827)	(1,410,986)	(1,453,435)	(1,497,162)	(1,543,289)	(1,588,667)	(1,636,496)	(1,685,766)	(1,737,748)	(1,788,801)
174220		Less: Allocated to Works	1,692,766	1,692,766	1,415,616	1,410,986	1,453,435	1,497,162	1,543,289	1,588,667	1,636,496	1,685,766	1,737,748	1,788,801
		Sub Total - Recurrent Expenditure	(3,948)	(513)	45,789	0	0	0	0	0	0	0	0	0
		Non-Recurrent Expenditure Unallocated												
104240	NEW GL	Minor Assets < \$5,000 - Public Works	(2,500)	(3,423)	(2,500)	(2,500)	(2,500)	(2,500)	(2,575)	(2,652)	(2,732)	(2,814)	(2,898)	(2,985)
104250	NEW GL	Contracted Relief Staff - Public Works	(500)	(500)	(500)	(500)	(500)	(500)	(515)	(530)	(546)	(563)	(580)	(597)
199330		Profit / (Loss) on Asset Disposals - PWO	0	0	0	0	0	0	0	0	0	0	0	0
		Sub Total - Non Recurrent Expenditure	(3,000)	(3,923)	(3,000)	(3,000)	(3,000)	(3,000)	(3,090)	(3,183)	(3,278)	(3,377)	(3,478)	(3,582)
		TOTAL OPERATING EXPENDITURE	(6,948)	(4,436)	42,789	(3,000)	(3,000)	(3,000)	(3,090)	(3,183)	(3,278)	(3,377)	(3,478)	(3,582)

Account Number	Job / Plant Number	Schedule 14 - Other Property & Services	2025/26		2026/27	Forward Estimate								
			Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
		PUBLIC WORKS OVERHEADS	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
		OPERATING REVENUE												
		Recurrent Revenue												
101330		Apprentice & Traineeship Funding	6,000	6,000	6,000	6,000	6,000	6,000	6,180	6,365	6,556	6,753	6,956	7,164
199330		Profit on Asset Disposals - PW Overhead	0	0	0	0	0	0	0	0	0	0	0	0
199340	NEW GL	Fees & Charges	500	500	500	515	530	546	563	580	597	615	633	652
		Sub Total - Recurrent Revenue	6,500	6,500	6,500	6,515	6,530	6,546	6,743	6,945	7,153	7,368	7,589	7,817
		Non-Recurrent Revenue												
		Nil	0	0	0	0	0	0	0	0	0	0	0	0
		Sub Total - Non Recurrent Revenue	0	0	0	0	0	0	0	0	0	0	0	0
		TOTAL OPERATING REVENUE	6,500	6,500	6,500	6,515	6,530	6,546	6,743	6,945	7,153	7,368	7,589	7,817
		PLANT OPERATION												
		OPERATING EXPENDITURE												
		Recurrent Expenditure												
149820	PLANT	Fuel & Oil	(155,250)	(130,250)	(215,590)	(222,058)	(228,720)	(235,581)	(242,649)	(249,928)	(257,426)	(265,149)	(273,103)	(281,296)
149840	PLANT	Fuel Purchases - Unleaded	(2,070)	(2,070)	(4,000)	(4,120)	(4,244)	(4,371)	(4,502)	(4,637)	(4,776)	(4,919)	(5,067)	(5,219)
149850	NEW GL	Tyres & Tubes	(500)	(500)	(500)	(515)	(530)	(546)	(563)	(580)	(597)	(615)	(633)	(652)
149860	NEW GL	Parts & Repairs	(500)	(500)	(500)	(515)	(530)	(546)	(563)	(580)	(597)	(615)	(633)	(652)
144720	PLANT	Salaries & Wages - Plant Operations Cost	(115,265)	(116,452)	(95,890)	(98,766)	(101,729)	(104,781)	(107,925)	(111,162)	(114,497)	(117,932)	(121,470)	(125,114)
144740	PLANT	Wages - Plant Operations Cost	(18,842)	(37,047)	(38,566)	(39,723)	(40,915)	(42,142)	(43,406)	(44,708)	(46,050)	(47,431)	(48,854)	(50,320)
146420	PLANT	Superannuation - Plant Operating Costs	(15,428)	(15,428)	(15,468)	(15,932)	(16,410)	(16,903)	(17,410)	(17,932)	(18,470)	(19,024)	(19,595)	(20,183)
146720	1065	Uniform & PPE - Plant Operating Costs	(2,500)	(2,500)	(2,500)	(2,575)	(2,652)	(2,732)	(2,814)	(2,898)	(2,985)	(3,075)	(3,167)	(3,262)
146820	PLANT	Training & Development - Plant Operating Costs	(5,000)	(5,000)	(5,000)	(5,150)	(5,305)	(5,464)	(5,628)	(5,796)	(5,970)	(6,149)	(6,334)	(6,524)
142020	PLANT	Insurance Workers Compensation - Public operations	(6,135)	(6,135)	(6,387)	(6,578)	(6,775)	(6,979)	(7,188)	(7,404)	(7,626)	(7,855)	(8,090)	(8,333)
145920	PLANT	Licenses & Vehicle Registrations	(20,700)	(20,700)	(21,549)	(22,195)	(22,861)	(23,547)	(24,253)	(24,981)	(25,730)	(26,502)	(27,297)	(28,116)
144920	PLANT	Insurance - Plant Operations Costs	(87,259)	(89,860)	(93,544)	(96,351)	(99,241)	(102,218)	(105,285)	(108,443)	(111,697)	(115,048)	(118,499)	(122,054)
145020	PLANT	Utilities - Public Operation Costs (POC)	0	0	0	0	0	0	0	0	0	0	0	0
159820	PLANT	Apprentice Tool Purchases	(250)	(250)	(250)	(258)	(265)	(273)	(281)	(290)	(299)	(307)	(317)	(326)
168020	PLANT	Plant Maintenance Cost	(272,956)	(381,000)	(285,263)	(293,821)	(302,636)	(311,715)	(321,066)	(330,698)	(340,619)	(350,838)	(361,363)	(372,204)
145820	PLANT	Depreciation - Plant Operating Costs	(93,702)	(93,702)	(97,544)	(100,470)	(103,484)	(106,589)	(109,786)	(113,080)	(116,472)	(119,967)	(123,566)	(127,273)
167320	PLANT	Allocation of Administration Overheads	(50,184)	(50,184)	(53,335)	(55,012)	(56,805)	(58,657)	(61,868)	(62,622)	(64,703)	(66,854)	(70,546)	(71,370)
		Sub Total	(846,541)	(951,578)	(935,885)	(964,039)	(993,103)	(1,023,044)	(1,055,186)	(1,085,740)	(1,118,515)	(1,152,279)	(1,188,535)	(1,222,898)
145120		Less: Allocated to Works	848,627	865,933	890,698	917,418	944,941	973,289	1,002,488	1,032,563	1,063,539	1,095,446	1,128,309	1,162,158
		Sub Total - Recurrent Expenditure	2,086	(85,645)	(45,188)	(46,621)	(48,162)	(49,754)	(52,699)	(53,177)	(54,975)	(56,834)	(60,226)	(60,740)
		Non-Recurrent Expenditure												
149870	NEW GL	Minor Assets < \$5,000 - Plant	(5,000)	(5,000)	(5,000)	(7,500)	(7,500)	(7,500)	(7,725)	(7,957)	(8,195)	(8,441)	(8,695)	(8,955)
		Sub Total - Non Recurrent Expenditure	(5,000)	(5,000)	(5,000)	(7,500)	(7,500)	(7,500)	(7,725)	(7,957)	(8,195)	(8,441)	(8,695)	(8,955)
		TOTAL OPERATING EXPENDITURE	(2,914)	(90,645)	(50,188)	(54,121)	(55,662)	(57,254)	(60,424)	(61,134)	(63,171)	(65,275)	(68,920)	(69,695)
		OPERATING REVENUE												
		Recurrent Revenue												
149830		Fuel Rebate Scheme	20,700	35,700	37,164	38,279	39,427	40,610	41,828	43,083	44,375	45,707	47,078	48,490
		Sub Total - Recurrent Revenue	20,700	35,700	37,164	38,279	39,427	40,610	41,828	43,083	44,375	45,707	47,078	48,490
		Non-Recurrent Revenue												
		Nil	0	0	0	0	0	0	0	0	0	0	0	0
		Sub Total - Non Recurrent Revenue	0	0	0	0	0	0	0	0	0	0	0	0
		TOTAL OPERATING REVENUE	20,700	35,700	37,164	38,279	39,427	40,610	41,828	43,083	44,375	45,707	47,078	48,490

Account Number	Job / Plant Number	Schedule 14 - Other Property & Services	2025/26		2026/27	Forward Estimate								
			Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
		SALARIES & WAGES												
		OPERATING EXPENDITURE												
		Recurrent Expenditure												
		Sub Total	(6,369,618)	(5,958,810)	(6,109,489)	(6,353,869)	(6,608,023)	(6,872,344)	(7,112,876)	(7,361,827)	(7,619,491)	(7,886,173)	(8,162,189)	(8,447,866)
145900		Less: Salaries Allocated	0	0	0	0	0	0	0	0	0	0	0	0
146000		Less: Allocated	6,369,618	5,958,810	6,109,489	6,353,869	6,608,023	6,872,344	7,112,876	7,361,827	7,619,491	7,886,173	8,162,189	8,447,866
		Sub Total - Recurrent Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
		Non-Recurrent Expenditure												
146120		Salaries & Wages - Workers Compensation Allocated	(250,000)	(200,046)	(250,000)	(250,000)	(250,000)	(250,000)	(257,500)	(265,225)	(273,182)	(281,377)	(289,819)	(298,513)
151650		Salaries & Wages - Govt Paid Parental Leave	(5,000)	0	(5,000)	(5,150)	(5,305)	(5,464)	(5,628)	(5,796)	(5,970)	(6,149)	(6,334)	(6,524)
		Sub Total - Non Recurrent Expenditure	(255,000)	(200,046)	(255,000)	(255,150)	(255,305)	(255,464)	(263,128)	(271,021)	(279,152)	(287,527)	(296,152)	(305,037)
		TOTAL OPERATING EXPENDITURE	(255,000)	(200,046)	(255,000)	(255,150)	(255,305)	(255,464)	(263,128)	(271,021)	(279,152)	(287,527)	(296,152)	(305,037)
		OPERATING REVENUE												
		Recurrent Revenue												
146130		Reimbursements - Workers Compensation	250,000	122,676	250,000	250,000	250,000	250,000	257,500	265,225	273,182	281,377	289,819	298,513
151640		Reimbursements - Salaries & Wages - Govt Paid Parental Leave	5,000	0	5,000	5,150	5,305	5,464	5,628	5,796	5,970	6,149	6,334	6,524
101330		Apprentice & Traineeship Funding	0	0	0	0	0	0	0	0	0	0	0	0
		Sub Total - Recurrent Revenue	255,000	122,676	255,000	255,150	255,305	255,464	263,128	271,021	279,152	287,527	296,152	305,037
		Non-Recurrent Revenue												
		Nil	0	0	0	5,150	5,305	5,464	5,628	5,796	5,970	6,149	6,334	6,524
		Sub Total - Non Recurrent Revenue	0	0	0	5,150	5,305	5,464	5,628	5,796	5,970	6,149	6,334	6,524
		TOTAL OPERATING REVENUE	255,000	122,676	255,000	260,300	260,609	260,927	268,755	276,818	285,122	293,676	302,486	311,561

Account Number	Job / Plant Number	Schedule 14 - Other Property & Services	2025/26		2026/27	Forward Estimate								
			Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
		UNCLASSIFIED												
		OPERATING EXPENDITURE												
		Recurrent Expenditure												
		Nil	0	0	0	0	0	0	0	0	0	0	0	0
		Sub Total - Recurrent Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
		Non-Recurrent Expenditure												
102930	4115 / 4118	Insurance Claims Expenditure (closed - transferred from Sch5 - new 0291)	(2,500)	(37,500)	0	0	0	0	0	0	0	0	0	0
102910		Insurance Claims Expenditure	0	0	(2,500)	(2,575)	(2,652)	(2,732)	(2,814)	(2,898)	(2,985)	(3,075)	(3,167)	(3,262)
183940	NEW GL	Insurance Claim Excess Expense	(2,500)	(6,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,575)	(2,652)	(2,732)	(2,814)	(2,898)	(2,985)
		Sub Total - Non Recurrent Expenditure	(5,000)	(44,000)	(5,000)	(5,075)	(5,152)	(5,232)	(5,389)	(5,550)	(5,717)	(5,888)	(6,065)	(6,247)
		TOTAL OPERATING EXPENDITURE	(5,000)	(44,000)	(5,000)	(5,075)	(5,152)	(5,232)	(5,389)	(5,550)	(5,717)	(5,888)	(6,065)	(6,247)
		OPERATING REVENUE												
		Recurrent Revenue												
126430		Insurance Reimbursements - Admin	60,000	60,000	0	0	0	0	0	0	0	0	0	0
126440		Insurance Reimbursements - Admin (closed - transferred from Sch5 - new 2643)	0	0	60,000	61,800	63,654	65,564	67,531	69,556	71,643	73,792	76,006	78,286
		Sub Total - Recurrent Revenue	60,000	60,000	60,000	61,800	63,654	65,564	67,531	69,556	71,643	73,792	76,006	78,286
		Non-Recurrent Revenue												
		Nil	0	0	0	0	0	0	0	0	0	0	0	0
		Sub Total - Non Recurrent Revenue	0	0	0	0	0	0	0	0	0	0	0	0
		TOTAL OPERATING REVENUE	60,000	60,000	60,000	61,800	63,654	65,564	67,531	69,556	71,643	73,792	76,006	78,286

Long Term Financial Plan
2026/27

LAND DEVELOPMENT & BUILDING CONSTRUCTION

Job #	Description	Notes	Salaries & Wages	Overheads	Plant	Stores Issues	Good & Services	TOTAL	Building Reserve	C/fwd Project Reserve	New Borrowings	Grant	Sale of Land	Contributions	Total Income	Net Cost	Sundry Notes
				124%					4 7011 0	4 7011 0				New - Sch13			
Summary Per Building Asset Management Plan																	
	Project Management Salaries - 10% of capital works		0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Purchase of Lot 6 Cockie Bend, Collie (vacant land adjacent to Shire depot \$180k plus fencing/laydown) - Council Res 9713 - 9Dec25 - funded from the New Initiatives Reserve						205,000	205,000	0	205,000	0	0	0	0	205,000	0	Source: New Initiatives Reserve Council res: 9713 - 9 Dec 2025
BAP002	Shire Administration - Repairs and refurbishment. Includes Carried Over from 24/25 of \$26,000.	Improvements / Upgrades	0	0	0	0	51,000	51,000	25,000	26,000	0	0	0	0	51,000	0	Source: Building Asset Plan
1144	Waste Transfer Station Shed Includes Waste Transfer Station Security funds Carried Over from 24/25 of \$45,000 and \$245,000 25/26 Carry Over.	New	0	0	0	0	495,000	495,000	155,000	290,000	0	0	0	50,000	495,000	0	Source: Building Reserve; Carried Forward Projects Reserve
	Waste Transfer Station - Concrete wall repair/upgrade. New steel plate protection barrier for the front of the existing damaged concrete retaining wall.						50,000	50,000	50,000	0	0	0	0	0	50,000	0	Source: Waste Site Reserve
	Swimming Club Storage Shed	New - Election Commitment	0				250,000	250,000	0	0	0	250,000	0	0	250,000	0	Source: Election Commitment
	Speedway Toilets	New - Election Commitment	0				0	0	0	0	0	0	0	0	0	0	Source: Election Commitment
	Cardiff Hall - Kitchen upgrade	Preservation / Renewal					30,000	30,000	30,000	0	0	0	0	0	30,000	0	Source: Building Asset Plan
	Staff Housing - Senior Executive (new loan)						850,000	850,000	50,000	0	800,000	0	0	0	850,000	0	Source: Building Asset Plan
	Staff Housing - Manager (new loan)						700,000	700,000	50,000	0	650,000	0	0	0	700,000	0	Source: Building Asset Plan
	Collie Visitor Centre Expansion	New - Election Commitment	50,000				450,000	500,000	0	0	0	500,000	0	0	500,000	0	Source: Election Commitment
								3,131,000									
TOTAL			50,000	0	0	0	3,081,000	3,131,000	360,000	521,000	1,450,000	750,000	0	50,000	3,131,000	0	

Forward Estimate
+ 2 Years
2027/28

LAND DEVELOPMENT & BUILDING CONSTRUCTION

Job #	Description	Notes	Salaries & Wages	Overheads	Plant	Stores Issues	Good & Services	TOTAL	Building Reserve	C/fwd Project Reserve	New Borrowings	Grant	Sale of Land	Contributions	Total Income	Net Cost	Sundry Notes	
				122%					4 7011 0	11 4 4001				11 2 1501				Append H
Summary Per Building Asset Management Plan																		
J14322	Improvements / Upgrades		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Source: Building Asset Plan
J14322	New		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	New Admin/Library Building
J14321	Preservation / Renewal		0	0	0	0	650,000	650,000	300,000	0	0	0	0	0	300,000	350,000	0	Source: Building Asset Plan
	Carried Over Projects		0	0	0	0	50,000	50,000	0	50,000	0	0	0	0	50,000	0	0	
	Project Management Salaries - 10% of capital works			0	0	0	0	0	0	0	0	0	0	0	0	0	0	Source: Building Asset Plan
TOTAL			0	0	0	0	700,000	700,000	300,000	50,000	0	0	0	0	350,000	350,000		

2026/27
Budget Estimate
TRANSPORT CAPITAL UPGRADES

	Employee Costs	Overheads 124%	Plant 55%	Stores Issues	Materials & Services	Insurance	Utilities	Total Expenditure	Reserve Transfer	C/fwd Grants Res	JTP5#1	Roads to Recovery	RRG	Black Spot	Pathways Grants	LGGC Spec Pro	Contrib to Works	Total Income	Net Cost to Council	
Upgrades - Roads																				
<i>Carried Forward Projects: Capital Upgrades</i>	0	0	0	0	0	0	0	0										0	0	0
Expenditure per RAMP	0	0	0	0	0	0	0	0	0			0	0	0				0	0	0
Project Management Salaries - 43%	0	0	0	0	0	0	0	0	0									0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Upgrades - Bridges																				
NIL	0	0	0	0	0	0	0	0										0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Upgrades - Ancillary																				
NIL	0	0	0	0	0	0	0	0										0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sub Total - Upgrades	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Definition - Upgrades
Provides a higher level of service to users.

Examples
Gravelling a road that was not previously gravelled
Sealing a road not previously sealed
Road Widening

2026/27
Budget Estimate
TRANSPORT CAPITAL EXPANSION

	Employee Costs	Overheads 124%	Plant 55%	Stores Issues	Goods & Services	Insurance	Utilities	Total Expenditure	Reserve Transfer	C/fwd Grants Res	JTP5#1	Roads to Recovery	RRG	Black Spot	Pathways Grants	LGGC Spec Pro	Contrib to Works	Total Income	Net Cost to Council	
Capital Expansion - Roads																				
NIL New Extension	0	0	0	0	0	0	0	0	0									0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital Expansion - Bridges																				
NIL	0	0	0	0	0	0	0	0										0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital Expansion - Ancillary																				
NIL	0	0	0	0	0	0	0	0										0	0	0
<i>Carried Forward Projects - Ancillary</i>	0	0	0	0	0	0	0	0	0									0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital Expansion - Dual Use Paths																				
<i>Carried Forward Projects:</i>																				
1 <i>Witensoom Street (86m Pathway link). Estimated cost \$25,700. Grant application for 50% to be submitted to WABN. If successful then to be considered by Council at the mid-year budget review.</i>	0	0	0	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0
2 <i>Hodgson Terrace (750m Pathway link). Estimated cost \$200,000. Grant application for 50% to be submitted to WABN. If successful then to be considered by Council at the mid-year budget review.</i>	0	0	0	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0
3 <i>Watson Street (150m Pathway link). Estimated cost \$45,000. Grant application for 50% to be submitted to WABN. If successful then to be considered by Council at the mid-year budget review.</i>	0	0	0	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital Expansion - Drainage																				
<i>Carried Forward Projects:</i>																				
<i>Cemetery Drainage (Expand drainage infrastructure to accommodate new roads) - Carried Forward to 26/27</i>	0	0	0	0	0	0	0	0	0									0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sub Total - Capital Expansion	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Definition - Capital Expansion
Extending the road network.

Examples
Constructing a road that previously did not exist. Can be formed, gravelled or sealed
Constructing new footpaths

2026/27

Budget Estimate

TRANSPORT MAINTENANCE

	Employee Costs	Overheads 124%	Plant 55%	Stores Issues	Materials & Services	Insurance	Utilities	Total Expenditure	Reserve Transfer	C/fwd Grants Res	Royalties 4 Regions	Roads to Recovery	RRG	Black Spot	Pathways Grants	LGCC Spec Pro	Contrib to Works	Total Income	Net Cost to Council
Maintenance - Roads																			
Rural																			
3360																			
Refer RM	174,020	214,972	95,711	0	50,000		0	534,702										0	534,702
Refer RM	0	0	0	0	0		0	0										0	0
Refer RM	0	0	0	0	0		0	0										0	0
Townsites																			
Refer RM	54,203	66,958	29,812	0	300,000		0	450,973										0	450,973
	228,223	281,930	125,522	0	350,000	0	0	985,675	0	0	0	0	0	0	0	0	0	0	985,675
Maintenance - Bridges																			
3440																			
Refer RM	25,000	30,883	13,750	0	50,000	17,000	0	136,633										0	136,633
	0	0	0	0	0	0	0	0										0	0
	25,000	30,883	13,750	0	50,000	17,000	0	136,633	0	0	0	0	0	0	0	0	0	0	136,633
Maintenance - Ancillary																			
Rural																			
	0	0	0	0	0	0	0	0										0	0
	0	0	0	0	0	0	0	0										0	0
Townsites																			
3422	50,000	61,767	0	0	1,000		0	112,767										0	112,767
3452	20,000	24,707	11,000	0	0		0	55,707										0	55,707
3450	130,000	160,593	71,500	0	0		3,500	365,593										0	365,593
5627	30,000	37,060	16,500	0	30,000		0	113,560										0	113,560
6002	500	618	275	0	0		0	1,393										0	1,393
3480	60,000	74,120	33,000	0	20,000		0	187,120										0	187,120
6102	20,000	24,707	11,000	0	0		0	55,707										0	55,707
3337	0	0	0	0	0		0	0										0	0
3470	20,000	24,707	11,000	0	0	6,000	30,000	91,707										0	91,707
3490	0	0	0	0	500		0	500										0	500
	330,500	408,277	154,275	0	51,500	6,000	33,500	984,052	0	0	0	0	0	0	0	0	0	0	984,052
Directional Signage																			
	0	0	0	0	0		0	0										0	0
	0	0	0	0	0		0	0										0	0
	0	0	0	0	0		0	0										0	0
Sub Total - Maintenance	583,723	721,090	293,547	0	451,500	23,000	33,500	2,106,360	0	0	0	0	0	0	0	0	0	0	2,106,360

Budget Estimate

TRANSPORT RENEWALS

	Employee Costs	Overheads 124%	Plant 55%	Stores Issues	Goods & Services	Insurance	Utilities	Total Expenditure	Reserve Transfer	C/fwd Grants Res	LRCI	Roads to Recovery	RRG	Black Spot	Pathways Grants	LGCC Spec Pro	Contrib to Works	Total Income	Net Cost to Council
Renewals - Roads																			
<i>Carried Forward Projects: Road Renewals</i>																			
4021	0	0	0	0	0	0	0	0										0	0
	0	0	0	0	17,000		0	17,000	0	17,000								17,000	0
8047	0	0	0	0	0		0	0				0						0	0
<i>Expenditure per RAMP:</i>																			
3080																			
	8,000	9,883	5,435	0	726,682		0	750,000	-0	250,000			500,000					750,000	0
	0	0	0	0	0		0	0	0	0								0	0
	34,745	5,212	0	0	0		0	39,956	0	29,020								29,020	10,936
	42,745	15,094	5,435	0	743,682		0	806,956	(0)	296,020	0	0	500,000	0	0	0	0	796,020	10,936
Renewals - Bridges																			
<i>Carried Forward Projects:</i>																			
	0	0	0	0	0		0	0	0	0								0	0
	0	0	0	0	0		0	0	0	0								0	0
Renewals - Pathways																			
<i>Expenditure per PAMP</i>																			
	0	0	0	0	0		0	0	0	0								0	0
	0	0	0	0	0		0	0	0	0								0	0
Sub Total - Renewals	42,745	15,094	5,435	0	743,682		0	806,956	-0	296,020	0	0	500,000	0	0	0	0	796,020	10,936
Definition - Capital Renewal																			
Increases the life of the asset or its service potential																			
Examples																			
Resealing aggregate and asphalt roads																			
Regraveling existing gravel roads																			
Replacement of Lighting, street signs																			
Reconstructing footpaths																			
TOTAL	626,467	736,184	298,983	0	1,195,182		33,500	2,913,317	-0	296,020	0	0	500,000	0	0	0	0	796,020	2,117,297
Total (Excl Maintenance)	42,745	15,094	5,435	0	743,682		0	806,956	-0	296,020	0	0	500,000	0	0	0	0	796,020	10,936

Long Term Financial Plan
2026/27

PARKS & RESERVES CONSTRUCTION EXPENDITURE

Job #	Description	Notes	Salaries & Wages	& Overheads 124%	Plant	Stores Issues	Good & Services	TOTAL	P&G Reserve 4 7202 0	C/fwd Project Reserve	LRCI	Trust	Grants/Contrib.	Spec Area Rate	Total Income	Net Cost	Sundry Notes
Summary Per Parks & Reseves Asset Management Plan																	
<i>Carry Forward Projects</i>																	
	New	New	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 Source: Parks & Reserves Asset Plan
	Soldiers Park Playground – Carry Over project of approx \$1.65m from committed re-allocated State Government funding from the former heated swimming pool election commitment. Swimming Club storage shed/meeting room approx \$150k. To be submitted to the mid-year budget review in Feb 2026 if ready.	New - Electi	225,000	0	0	0	1,325,000	1,550,000	0	542,574	0	0	464,852	0	1,007,426	542,574	0 Source: Parks & Reserves Asset Plan
	Preservation / Renewal	Renewal	0	0	0	0	25,000	25,000	25,000	0	0	0	0	0	25,000	0	0 Source: Parks & Reserves Asset Plan
	River Revitalisation Strategy – Project of approx \$100,000 subject to external grant funding or contribution. To be submitted to the mid-year budget review in Feb 2027 if external funding secured.	Renewal	0	0	0	0	100,000	100,000	0	0	0	0	100,000	0	100,000	0	0 Source: Parks & Reserves Asset Plan
	Expansion / Improvements / Upgrade	Expansion	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 Source: Parks & Reserves Asset Plan
TOTAL			225,000	0	0	0	1,450,000	1,675,000	25,000	542,574	0	0	564,852	0	1,132,426	542,574	

Forward Estimate
+ 2 Years
2027/28

PARKS & RESERVES CONSTRUCTION EXPENDITURE

Job #	Description	Notes	Salaries & Wages	& Overheads 344%	Plant	Stores Issues	Good & Services	TOTAL	P&G Reserve 4 7202 0	C/fwd Project Reserve	Unspent SAR Reserve	Trust	Grants/Contrib.	Spec Area Rate 03 2 0041	Total Income	Net Cost	Sundry Notes
Summary Per Parks & Reseves Asset Management Plan																	
	New		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 Source: Parks & Reserves Asset Plan
	Preservation / Renewal		0	0	0	0	100,000	100,000	100,000	0	0	0	0	0	100,000	0	0 Source: Parks & Reserves Asset Plan
	Expansion / Improvements / Upgrade		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 Source: Parks & Reserves Asset Plan
TOTAL			0	0	0	0	100,000	100,000	100,000	0	0	0	0	0	100,000	0	

Forward Estimate
+ 3 Years
2028/29

PARKS & RESERVES CONSTRUCTION EXPENDITURE

Job #	Description	Notes	Salaries & Wages	& Overheads 335%	Plant	Stores Issues	Good & Services	TOTAL	P&G Reserve 4 7202 0	Project Reserve	Unspent SAR Reserve	Trust	Grants/Contrib.	Spec Area Rate	Total Income	Net Cost	Sundry Notes
Summary Per Parks & Reseves Asset Management Plan																	
	New		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 Source: Parks & Reserves Asset Plan
	Preservation / Renewal		0	0	0	0	100,000	100,000	100,000	0	0	0	0	0	100,000	0	0 Source: Parks & Reserves Asset Plan
	Expansion / Improvements / Upgrade		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 Source: Parks & Reserves Asset Plan
TOTAL			0	0	0	0	100,000	100,000	100,000	0	0	0	0	0	100,000	0	

Forward Estimate
+ 4 Years
2029/30

PARKS & RESERVES CONSTRUCTION EXPENDITURE

Job #	Description	Notes	Salaries & Wages	& Overheads 302%	Plant	Stores Issues	Good & Services	TOTAL	P&G Reserve 4 7202 0	C/fwd Project Reserve	Unspent SAR Reserve	Trust	Grants/Contrib.	Spec Area Rate	Total Income	Net Cost	Sundry Notes
Summary Per Parks & Reseves Asset Management Plan																	
	New		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 Source: Parks & Reserves Asset Plan
	Preservation / Renewal		0	0	0	0	100,000	100,000	100,000	0	0	0	0	0	100,000	0	0 Source: Parks & Reserves Asset Plan
	Expansion / Improvements / Upgrade		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 Source: Parks & Reserves Asset Plan
TOTAL			0	0	0	0	100,000	100,000	100,000	0	0	0	0	0	100,000	0	

**FURNITURE & FITTINGS
ACQUISITIONS EXPENDITURE**

Account Number	Description	2025/26		2026/27 Budget Estimate	Forward Estimate								
		Budget	Forecast		2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Schedule 4 - Members of Council												
	Sundry Furniture & Equipment	0	0	(5,000)	(5,500)	(5,500)	(5,500)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,500)
		0	0	(5,000)	(5,500)	(5,500)	(5,500)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,500)
	Schedule 5 - Ranger Services												
	Nil			0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0	0
	Schedule 7 - Health Administration												
	Nil			0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0	0
	Schedule 8 - Education												
	Nil			0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0	0
	Schedule 8 - Other Welfare												
	Nil			0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0	0
	Schedule 10 - Town Planning												
	Nil			0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0	0
	Schedule 11 - Public Halls												
	Nil			0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0	0
	Schedule 11 - Recreation Centre												
	Equipment per 10Yr Recreation Centre Asset Plan	0	0	0	0	(40,000)	0	0	0	0	(40,000)	0	0
	Sundry Furniture & Equipment	0	0	0	(5,500)	(5,500)	(5,500)	(6,000)	(6,000)	(6,000)	(6,000)	(6,500)	(6,500)
		0	0	0	(5,500)	(45,500)	(5,500)	(6,000)	(6,000)	(6,000)	(46,000)	(6,500)	(6,500)
	Schedule 11 - Library												
	Furniture	0	0	0	(5,500)	(5,500)	(5,500)	(6,000)	(6,000)	(6,000)	(6,000)	(6,500)	(6,500)
		0	0	0	(5,500)	(5,500)	(5,500)	(6,000)	(6,000)	(6,000)	(6,000)	(6,500)	(6,500)
	Schedule 11 - Other Culture												
	Nil			0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0	0
	Schedule 13 - Building Control												
	Nil			0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0	0
	Schedule 14 - Administration Overheads												
0574	IT Equipment per 10 Year IT Asset Plan (Reserve funded)	(50,500)	(50,500)	(30,000)	(30,000)	(30,000)	(50,000)	(30,000)	(30,000)	(30,000)	(60,000)	(30,000)	(30,000)
	IT Equipment per 10 Year IT Asset Plan - ERP (loan funded)			0	0	0	(200,000)	(200,000)	(100,000)	0			
	Office / Library IT Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
	Furniture & Equipment	0	0	(5,000)	(5,500)	(5,500)	(5,500)	(6,000)	(6,000)	(6,000)	(6,000)	(6,500)	(6,500)
		(50,500)	(50,500)	(35,000)	(35,500)	(35,500)	(255,500)	(236,000)	(136,000)	(36,000)	(66,000)	(36,500)	(36,500)
	Schedule 14 - Public Works Overheads												
	Survey Equipment			0	0	0	0	0	0	0	0	0	0
	Sundry Furniture & Equipment	0	0	0	0	0	0	(5,500)	(6,000)	(6,000)	(6,000)	(6,000)	(6,500)
		0	0	0	0	0	0	(5,500)	(6,000)	(6,000)	(6,000)	(6,000)	(6,500)
TOTAL		(50,500)	(50,500)	(40,000)	(52,000)	(92,000)	(272,000)	(259,500)	(160,000)	(60,000)	(130,000)	(61,500)	(62,500)

**PLANT & EQUIPMENT
ACQUISITIONS EXPENDITURE**

Account Number	Description	2025/26		2026/27 Budget Estimate	Forward Estimate								
		Budget	Forecast		2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Schedule 5 - Fire Prevention (DFES Funded)												
	Nil			0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0	0
	Schedule 5 - Fire Prevention (DFES Funded \$1,000 - \$2,999)												
				0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0	0
	Schedule 10 - Sanitation / Refuse Site												
	Small Plant & Equipment PI Growth	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0	0
	Schedule 11 - Parks & Reserves												
	Small Plant & Equipment Plan			(10,000)	(10,000)	(10,000)	(10,000)	(10,300)	(10,609)	(10,927)	(11,255)	(11,593)	(11,941)
		(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,300)	(10,609)	(10,927)	(11,255)	(11,593)	(11,941)
	Schedule 12 - Roads												
	Sundry Equipment	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0	0
TOTAL		(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,300)	(10,609)	(10,927)	(11,255)	(11,593)	(11,941)

TRANSFER TO RESERVES

Account Number	Description	Notes	2025/26		2026/27 Budget Estimate	Forward Estimate								
			Budget	Forecast		2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
4 7081 0	Reserve Interest - Allocated to Building Reserve				95,065	59,969	62,844	71,118	64,131	65,478	76,904	81,459	92,638	116,572
	Schedule 3 - General Purpose Funding													
	Revaluation Reserve	(Established to minimise the impact of the Valuer General's cost associated with rates revaluations every 3-4 years, and to facilitate the conducting of Asset Revaluations required every 3-5 years.)	60,000	60,000	25,000	60,000	70,000	70,000	70,000	70,000	70,000	80,000	80,000	80,000
	Revaluation Reserve - Interest		1,755	1,755	2,786	130	1,458	2,960	447	1,527	1,134	1,293	2,561	3,816
			61,755	61,755	27,786	60,130	71,458	72,960	70,447	71,527	71,134	81,293	82,561	83,816
4 7194 0	Schedule 4 - Members of Council													
	Election Reserve	(Established to minimise the impact of the cost of Local Government Elections. This reserve is to ensure the impact is spread over the years.)	20,000	20,000	10,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
	Election Reserve - Interest		298	298	148	436	46	887	185	793	431	1,070	484	1,124
			20,298	20,298	10,148	30,436	30,046	30,887	30,185	30,793	30,431	31,070	30,484	31,124
	Schedule 14 - Administration Overheads													
	Unspent Grants	(This Reserve is established to identify unexpended grants and special projects funding. This Reserve is an Operational Reserve and not all movements to and from the Reserve are included in the annual budget due to the timing of projects and known expenditure, but are authorised in advance by Council through the establishment of the Reserve Purpose.)	50,000	1,735,600	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000
NEW	Unspent Grants Reserve - Interest (Nil)		0	0	0	0	0	0	0	0	0	0	0	0
	Carried Forward Projects	(Established to hold unspent project funds to be carried forward into future financial years. Project funds that are not expended within 2 financial years of their initial allocation to this reserve are to be reallocated to the Municipal Fund. This Reserve is an Operational Reserve and not all movements to and from the Reserve are included in the annual budget due to the timing of projects and known expenditure, but are authorised in advance by Council through the establishment of the Reserve Purpose.)	50,000	750,020	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
NEW	Carried Forward Projects Reserve - Interest (Nil)		0	0	0	0	0	0	0	0	0	0	0	0
			100,000	2,485,620	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000
4 7051 0	Schedule 10 - Sanitation / Refuse Site													
	Waste Reserve	(To facilitate the renewal and replacement of plant, buildings and infrastructure, along with landfill closure and remediation obligations.)	0	30,267	325,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	50,000	50,000
	Waste Reserve - Interest		21,523	21,523	7,544	7,150	7,876	8,797	8,525	8,011	8,704	9,412	10,135	11,398
			21,523	51,790	332,544	32,150	32,876	33,797	33,525	33,011	33,704	34,412	60,135	61,398
4 7198 0	Schedule 10 - Protection of Environment													
	River Rehabilitation Reserve	(To facilitate the activities for the Colliie River Revitalisation)	0	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	10,000
	River Rehabilitation Reserve - Interest		3,431	3,431	3,404	3,564	3,717	3,961	3,685	3,341	3,516	3,695	3,878	4,064
			3,431	3,431	8,404	8,564	8,717	8,961	8,685	8,341	8,516	8,695	8,878	14,064
	Schedule 10 - Town Planning													
	Shire Housing & Land Development Reserve	(To facilitate the purchase or building of Shire staff housing and the development of land for Shire staff housing.)	0	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
	Council Land Development Reserve - Interest		0	0	0	144	284	432	511	554	670	789	911	1,035
			0	0	5,000	5,144	5,284	5,432	5,511	5,554	5,670	5,789	5,911	6,035

TRANSFER TO RESERVES

Account Number	Description	Notes	2025/26		2026/27 Budget Estimate	Forward Estimate							
			Budget	Forecast		2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
4 7011 0	Schedule 11 - Public Halls												
	Building Reserve	(To facilitate renewals and replacement of Council owned buildings and infrastructure associated with a building. This is to ensure financial capacity to sustain building assets and ultimate replacement where required.)	10,000	10,000	0	150,000	250,000	300,000	300,000	350,000	350,000	400,000	400,000
	Building Reserve - Interest		25,146	25,146	25,243	16,469	12,329	11,274	10,141	8,905	10,142	11,405	13,745
			35,146	35,146	25,243	166,469	262,329	311,274	310,141	358,905	360,142	411,405	413,745
4 7201 0	Schedule 11 - Parks & Reserves												
	Parks & Ovals Reserve	(To facilitate renewals and replacement of major parks and gardens infrastructure and equipment)	0	0	0	100,000	100,000	100,000	100,000	100,000	150,000	150,000	150,000
	Parks & Ovals Reserve - Interest		8,365	8,365	8,299	7,622	7,650	7,864	7,074	6,212	6,342	7,525	8,733
			8,365	8,365	8,299	107,622	107,650	107,864	107,074	106,212	156,342	157,525	158,733
4 7192 0	Schedule 11 - Recreation Centre												
	Roche Park Reserve	(To facilitate renewals and replacement of buildings and infrastructure associated at Roche Park Centre)	0	0	0	25,000	25,000	25,000	25,000	25,000	25,000	25,000	50,000
	Roche Park Reserve - Interest		4,022	4,022	3,991	4,010	4,725	5,557	5,611	5,452	6,092	6,745	7,411
			4,022	4,022	3,991	29,010	29,725	30,557	30,611	30,452	31,092	31,745	57,411
11 3 9002	Schedule 11 - Other Culture												
	Collie Community Benefit Fund Contributions Reserve	(To facilitate the funding of projects, services and assets that provide long lasting community benefit within the Shire of Collie)	0	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
	Contribution to Works Reserve - Interest				0	2,870	3,160	3,529	3,419	3,213	3,490	3,773	4,063
			0	0	100,000	102,870	103,160	103,529	103,419	103,213	103,490	103,773	104,063
	Schedule 12 - Roads & Bridges												
	Infrastructure Reserve ***NEW for 26/27***	(To facilitate renewals, replacement, upgrade or creation of infrastructure assets associated with roads, footpaths or bridges identified in Council's Infrastructure Asset Management Plan.)	0	0	304,020	25,000	25,000	25,000	50,000	100,000	100,000	200,000	200,000
	Infrastructure Reserve - Interest				0	230	930	1,656	2,103	2,896	5,057	7,263	11,616
	Airport Reserve	(To facilitate renewal, replacement, or upgrade of all airport related assets.)	5,000	5,000	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
4 7091 0	Airport Reserve - Interest		1,065	1,065	1,204	1,210	1,354	1,532	1,501	1,423	1,558	1,695	1,836
			6,065	6,065	305,224	31,439	32,285	33,189	58,603	109,319	111,615	213,959	218,452
4 7041 0	Schedule 12 - Road Plant												
	Plant Reserve	(To facilitate purchase of new plant and plant replacements established in Council's plant replacement program. This is to enable plant changover at the optimal time to achieve high trade-in values, maximise usage and retain the provision of safe and reliable plant.)	75,000	75,000	20,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	150,000
	Plant Reserve - Interest		33,060	33,060	18,395	404	1,805	2,990	3,914	4,487	5,421	6,585	7,773
			0	0	0	0	0	0	0	0	0	0	0
			0	0	0	0	0	0	0	0	0	0	0
			108,060	108,060	38,395	100,404	101,805	102,990	103,914	104,487	105,421	106,585	157,773
													159,816

TRANSFER TO RESERVES

Account Number	Description	Notes	2025/26		2026/27 Budget Estimate	Forward Estimate								
			Budget	Forecast		2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Schedule 13 - Other Economic Services														
4 7203 0	New Initiatives Reserve (To Facilitate in the funding of new strategic initiatives.)		0	0	180,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	
	New Initiatives Reserve - Interest		9,064	9,064	3,263	1,012	1,548	2,081	3,085	2,919	3,715	4,045	5,380	6,007
4 7202 0	Collie Mineworkers Swimming Pool Reserve (To facilitate renewals and replacement of buildings and infrastructure associated at the Collie Mineworkers Swimming pool.)		0	0	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	25,000	25,000
	Collie Mineworkers Swimming Pool Reserve - Interest		3,998	3,998	2,056	775	917	1,083	1,097	1,068	1,195	1,326	1,458	1,699
			13,062	13,062	205,319	81,787	82,465	83,164	84,181	83,987	84,911	85,371	91,838	92,706
Schedule 14 - Administration Overheads														
4 7204 0	Information & Communication Technology Reserve (To facilitate the capital renewal and replacement of information and communication technology equipment, including the SynergySoft Enterprise Resource Planning (ERP) system.)		25,000	25,000	75,000	75,000	75,000	75,000	200,000	250,000	0	0	400,000	100,000
	ICT Reserve - Interest		714	714	267	1,273	2,258	3,301	887	4,132	8,616	3,738	1,270	8,823
4 7200 0	Legal Reserve (Established to minimise the impact of legal proceedings.)		2,500	2,500	0	2,500	2,500	2,500	2,500	2,500	2,500	2,500	5,000	5,000
	Legal Reserve - Interest		5,691	5,691	5,646	5,673	5,694	5,853	5,265	4,624	4,721	4,820	4,921	5,024
	Unexpended Loan Funds Reserve (To hold unspent loan funds drawn down in a specific financial year for use in future financial years.)		0	0		0	0	0	0	0	0	0	0	0
4 7061 0	Schedule 14 - Administration Overheads		33,905	33,905	80,913	84,447	85,452	86,654	208,652	261,256	15,837	11,058	411,191	118,848
	Leave Reserve (To assist in the funding of annual leave and long service leave along with temporary appointment to cover leave periods)		0	0	0	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
	Leave Reserve - Interest		11,439	11,439	12,818	6,998	7,093	7,361	6,683	5,921	6,098	6,278	6,463	6,651
			11,439	11,439	12,818	16,998	17,093	17,361	16,683	15,921	16,098	16,278	16,463	16,651
TOTAL			427,071	2,842,958	2,614,085	2,307,469	2,420,344	2,478,618	2,621,631	2,772,978	2,584,404	2,748,959	3,267,638	3,096,572

**TRANSFER FROM RESERVES
INCOME**

Account Number	Description	Notes	2025/26		2026/27 Budget Estimate	Forward Estimate								
			Budget	Forecast		2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
4 7081 0	Schedule 3 - General Purpose Funding Revaluation Reserve (Established to minimise the impact of the Valuer General's cost associated with rates revaluations every 3-4 years, and to facilitate the conducting of Asset Revaluations required every 3-5 years.)	Refer Expenditure G/L 1 6752	24,102	24,102	117,000	15,240	16,487	158,953	18,451	89,186	63,949	20,740	21,561	187,662
	Interest		0	0	0	0	0	0	0	0	0	0	0	0
			24,102	24,102	117,000	15,240	16,487	158,953	18,451	89,186	63,949	20,740	21,561	187,662
4 7194 0	Schedule 4 - Other Governance Election Reserve (Established to minimise the impact of the cost of Local Government Elections. This reserve is to ensure the impact is spread over the years.)		25,000	25,000	0	44,000	0	55,000	0	48,000	0	59,000	0	52,000
			25,000	25,000	0	44,000	0	55,000	0	48,000	0	59,000	0	52,000
NEW	Schedule 14 - Administration Overheads Unspent Grants (This Reserve is established to identify unexpended grants and special projects funding. This Reserve is an Operational Reserve and not all movements to and from the Reserve are included in the annual budget due to the timing of projects and known expenditure, but are authorised in advance by Council through the establishment of the Reserve Purpose.)		50,000	50,000	1,777,574	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000
	Unspent Grants Reserve - LGGC FAG		0	0	0	0	0	0	0	0	0	0	0	0
	Unspent Grants Reserve - LGGC - Local Roads Grant		0	0	0	0	0	0	0	0	0	0	0	0
	Unspent Grants Reserve Carried Forward Projects (Established to hold unspent project funds to be carried forward into future financial years. Project funds that are not expended within 2 financial years of their initial allocation to this reserve are to be reallocated to the Municipal Fund. This Reserve is an Operational Reserve and not all movements to and from the Reserve are included in the annual budget due to the timing of projects and known expenditure, but are authorised in advance by Council through the establishment of the Reserve Purpose.)		0	0	0	0	0	0	0	0	0	0	0	0
			50,000	0	800,020	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
			100,000	50,000	2,577,594	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000
4 7051 0	Schedule 10 - Sanitation / Refuse Site Waste Reserve (To facilitate the renewal and replacement of plant, buildings and infrastructure, along with landfill closure and remediation obligations.)		500,000	500,000	340,000	0	0	0	0	0	0	0	0	0
			500,000	500,000	340,000	0	0	0	0	0	0	0	0	0
4 7198 0	Schedule 10 - Protection of Environment River Rehabilitation Reserve (To facilitate the activities for the Collie River Revitalisation)		0	0	0	0	0	0	0	0	0	0	0	0
			0	0	0	0	0	0	0	0	0	0	0	0

**TRANSFER FROM RESERVES
INCOME**

Account Number	Description	Notes	2025/26		2026/27 Budget Estimate	Forward Estimate							
			Budget	Forecast		2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	Schedule 10 - Town Planning		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Shire Housing & Land Development Reserve (To facilitate the purchase or building of Shire staff housing and the development of land for Shire staff housing.)		0	0	0	0	0	0	0	0	0	0	0
			0	0	0	0	0	0	0	0	0	0	0
4 7011 0	Schedule 11 - Public Halls												
	Building Reserve (To facilitate renewals and replacement of Council owned buildings and infrastructure associated with a building. This is to ensure financial capacity to sustain building assets and ultimate replacement where required.)		246,000	0	310,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
			246,000	0	310,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
4 7201 0	Schedule 11 - Parks & Reserves												
	Parks & Ovals Reserve (To facilitate renewals and replacement of major parks and gardens infrastructure and equipment)		0	0	25,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
			0	0	25,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
4 7192 0	Schedule 11 - Recreation Centre												
	Roche Park Reserve (To facilitate renewals and replacement of buildings and infrastructure associated at Roche Park Centre)		0	0	0	0	0	0	0	0	0	0	0
			0	0	0	0	0	0	0	0	0	0	0
	Schedule 11 - Other Culture												
	Collie Community Benefit Fund Contributions Reserve (To facilitate the funding of projects, services and assets that provide long lasting community benefit within the Shire of Collie)		0	0	0	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000
			0	0	0	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000
	Schedule 12 - Roads & Depots												
	Infrastructure Reserve ***NEW for 26/27*** (To facilitate renewals, replacement, upgrade or creation of infrastructure assets associated with roads, footpaths or bridges identified in Council's Infrastructure Asset Management Plan.)		0	0	296,020	0	0	0	0	0	0	0	0
4 7091 0	Airport Reserve (To facilitate renewal, replacement, or upgrade of all airport related assets.)		0	0	0	0	0	0	0	0	0	0	0
	Pathways Reserve		0	0	0	0	0	0	0	0	0	0	0
			0	0	296,020	0	0	0	0	0	0	0	0

**TRANSFER FROM RESERVES
INCOME**

Account Number	Description	Notes	2025/26		2026/27 Budget Estimate	Forward Estimate								
			Budget	Forecast		2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
4 7041 0	Schedule 12 - Road Plant		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
	Plant Reserve (To facilitate purchase of new plant and plant replacements established in Council's plant replacement program. This is to enable plant changover at the optimal time to achieve high trade-in values, maximise usage and retain the provision of safe and reliable plant.)		1,115,000	565,000	650,000	50,000	59,500	50,000	50,000	60,000	50,000	50,000	60,500	50,000
			1,115,000	565,000	650,000	50,000	59,500	50,000	50,000	60,000	50,000	50,000	60,500	50,000
	Schedule 13 - Other Economic Services													
4 7203 0	New Initiatives Reserve (To Facilitate in the funding of new strategic initiatives.)		15,000	195,000	259,000	41,000	42,500	10,500	50,000	25,000	48,000	500	35,500	29,000
4 7202 0	Collie Mineworkers Swimming Pool Reserve (To facilitate renewals and replacement of buildings and infrastructure associated at the Collie Mineworkers Swimming pool.)		65,000	65,000	65,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
			80,000	260,000	324,000	56,000	57,500	25,500	65,000	40,000	63,000	15,500	50,500	44,000
	Schedule 14 - Administration Overheads													
4 7204 0	Information & Communication Technology Reserve (To facilitate the capital renewal and replacement of information and communication technology equipment, including the SynergySoft Enterprise Resource Planning (ERP) system.)		40,000	40,000	40,000	40,000	40,000	160,000	40,300	40,609	240,927	121,255	41,593	41,941
4 7200 0	Legal Reserve (Established to minimise the impact of legal proceedings.)		2,500	2,500	0	2,500	2,500	2,500	2,500	2,500	2,500	2,500	5,000	5,000
	Unexpended Loan Funds Reserve (To hold unspent loan funds drawn down in a specific financial year for use in future financial years.)		0	0	0	0	0	0	0	0	0	0	0	0
			42,500	42,500	40,000	42,500	42,500	162,500	42,800	43,109	243,427	123,755	46,593	46,941
4 7061 0	Schedule 14 - Administration Overheads Leave Reserve (To assist in the funding of annual leave and long service leave along with temporary appointment to cover leave periods)		10,000	10,000	205,000	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
			10,000	10,000	205,000	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
	TOTAL		2,142,602	1,476,602	4,884,614	2,155,240	2,123,487	2,399,453	2,123,751	2,227,795	2,367,876	2,216,495	2,126,654	2,328,103

RESERVE BALANCE

Account Number	Description	Notes	2025/26		2026/27 Budget Estimate	Forward Estimate								
			Budget	Forecast		2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
4 7081 0	Schedule 3 - General Purpose Funding													
	Revaluation Reserve (Established to minimise the impact of the Valuer General's cost associated with rates revaluations every 3-4 years, and to facilitate the conducting of Asset Revaluations required every 3-5 years.)	Unrestricted	94,777	94,777	4,532	52,078	105,721	18,226	72,736	53,996	61,575	121,969	181,701	76,600
	Reserve Interest		1,755	1,755	2,786	130	1,458	2,960	447	1,527	1,134	1,293	2,561	3,816
			0	0		0	0	0	0	0	0	0	0	0
			96,532	96,532	7,318	52,209	107,180	21,186	73,182	55,524	62,709	123,262	184,262	80,416
4 7194 0	Schedule 4 - Members of Council													
	Election Reserve (Established to minimise the impact of the cost of Local Government Elections. This reserve is to ensure the impact is spread over the years.)	Unrestricted	5,046	5,046	15,194	1,630	31,676	7,563	37,748	20,541	50,972	23,043	53,527	32,651
			5,046	5,046	15,194	1,630	31,676	7,563	37,748	20,541	50,972	23,043	53,527	32,651
	Schedule 14 - Administration Overheads													
	Unspent Grants (This Reserve is established to identify unexpended grants and special projects funding. This Reserve is an Operational Reserve and not all movements to and from the Reserve are included in the annual budget due to the timing of projects and known expenditure, but are authorised in advance by Council through the establishment of the Reserve Purpose.)	Restricted	0	1,685,600	1,308,026	1,308,026	1,308,026	1,308,026	1,308,026	1,308,026	1,308,026	1,308,026	1,308,026	1,308,026
4 7171 0	Carried Forward Projects (Established to hold unspent project funds to be carried forward into future financial years. Project funds that are not expended within 2 financial years of their initial allocation to this reserve are to be reallocated to the Municipal Fund. This Reserve is an Operational Reserve and not all movements to and from the Reserve are included in the annual budget due to the timing of projects and known expenditure, but are authorised in advance by Council through the establishment of the Reserve Purpose.)	Restricted	0	750,020	0	0	0	0	0	0	0	0	0	0
NEW			0	2,435,620	1,308,026	1,308,026	1,308,026	1,308,026	1,308,026	1,308,026	1,308,026	1,308,026	1,308,026	1,308,026
4 7051 0	Schedule 10 - Sanitation / Refuse Site													
	Waste Reserve (To facilitate the renewal and replacement of plant, buildings and infrastructure, along with landfill closure and remediation obligations.)	Unrestricted	226,326	256,593	249,137	281,287	314,163	347,960	381,485	414,496	448,200	482,612	542,747	604,145
			226,326	256,593	249,137	281,287	314,163	347,960	381,485	414,496	448,200	482,612	542,747	604,145
4 7198 0	Schedule 10 - Protection of Environment													
	River Rehabilitation Reserve (To facilitate the activities for the Collier River Revitalisation.)	Unrestricted	115,775	115,775	124,179	132,743	141,460	150,420	159,106	167,447	175,963	184,659	193,536	207,601
			115,775	115,775	124,179	132,743	141,460	150,420	159,106	167,447	175,963	184,659	193,536	207,601

RESERVE BALANCE

Account Number	Description	Notes	2025/26		2026/27 Budget Estimate	Forward Estimate								
			Budget	Forecast		2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	Schedule 10 - Town Planning		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Shire Housing & Land Development Reserve (To facilitate the purchase or building of Shire staff housing and the development of land for Shire staff housing).	Unrestricted	0	0	5,000	10,144	15,428	20,859	26,371	31,924	37,595	43,384	49,295	55,330
			0	0	5,000	10,144	15,428	20,859	26,371	31,924	37,595	43,384	49,295	55,330
4 7011 0	Schedule 11 - Public Halls													
	Building Reserve (To facilitate renewals and replacement of Council owned buildings and infrastructure associated with a building. This is to ensure financial capacity to sustain building assets and ultimate replacement where required.)	Unrestricted	612,595	858,595	573,838	440,307	402,635	413,909	424,050	482,955	543,097	654,502	768,247	884,380
			612,595	858,595	573,838	440,307	402,635	413,909	424,050	482,955	543,097	654,502	768,247	884,380
4 7201 0	Schedule 11 - Parks & Reserves													
	Parks & Ovals Reserve (To support renewals, replacement and upgrade of major parks, gardens and sport and recreation infrastructure.)	Unrestricted	282,285	282,285	265,584	273,206	280,856	288,720	295,794	302,006	358,348	415,873	474,606	534,573
			282,285	282,285	265,584	273,206	280,856	288,720	295,794	302,006	358,348	415,873	474,606	534,573
4 7192 0	Schedule 11 - Recreation Centre													
	Roche Park Reserve (To facilitate renewals and replacement of buildings and infrastructure associated with Roche Park Recreation Centre.)	Unrestricted	135,743	135,743	139,734	168,744	198,469	229,026	259,637	290,090	321,182	352,926	410,338	468,955
			135,743	135,743	139,734	168,744	198,469	229,026	259,637	290,090	321,182	352,926	410,338	468,955
	Schedule 11 - Other Culture													
	Collie Community Benefit Fund Contributions Reserve (To facilitate the funding of projects, services and assets that provide long lasting community benefit within the Shire of Collie)	Restricted	0	0	100,000	112,870	126,030	139,559	152,978	166,191	179,681	193,454	207,517	221,875
			0	0	100,000	112,870	126,030	139,559	152,978	166,191	179,681	193,454	207,517	221,875
	Schedule 12 - Roads & Bridges													
	Infrastructure Reserve ***NEW for 26/27*** (To facilitate renewals, replacement, upgrade or creation of infrastructure assets associated with roads, footpaths or bridges identified in Council's Infrastructure Asset Management Plan.)	Unrestricted	0	0	8,000	33,230	59,160	85,817	137,919	240,815	345,872	553,136	764,752	1,080,811
4 7091 0	Airport Reserve (To facilitate renewal, replacement, or upgrade of all airport related assets.)	Unrestricted	40,951	40,951	42,155	48,365	54,719	61,251	67,752	74,175	80,732	87,428	94,264	101,243
	Pathways Reserve	Unrestricted	0	0	0	0	0	0	0	0	0	0	0	0
			40,951	40,951	50,155	81,594	113,879	147,068	205,671	314,990	426,605	640,563	859,015	1,182,055

RESERVE BALANCE

Account Number	Description	Notes	2025/26		2026/27 Budget Estimate	Forward Estimate								
			Budget	Forecast		2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
4 7041 0	Schedule 12 - Road Plant		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
	Plant Reserve (To facilitate the purchase of new plant and plant replacements established in Council's plant replacement program. This is to enable plant changover at the optimal time to achieve high trade-in values, maximise usage and retain the provision of safe and reliable plant.)	Unrestricted	75,666	625,666	14,061	64,464	106,769	159,759	213,673	258,160	313,581	370,166	467,440	577,256
			75,666	625,666	14,061	64,464	106,769	159,759	213,673	258,160	313,581	370,166	467,440	577,256
	Schedule 12 - Aerodromes													
	Nil		0	0	0	0	0	0	0	0	0	0	0	
			0	0	0	0	0	0	0	0	0	0	0	
	Schedule 13 - Other Economic Services													
4 7203 0	New Initiatives Reserve (To facilitate the funding of new strategic initiatives identified in Council's Strategic Community Plan.)	Unrestricted	291,001	111,001	35,264	55,277	74,324	125,905	138,990	176,909	192,624	256,169	286,049	323,056
4 7202 0	Collie Mineworkers Swimming Pool Reserve (To facilitate the renewal and replacement of buildings and infrastructure associated with the Collie Mineworkers Swimming pool.)	Unrestricted	69,932	69,932	26,988	32,763	38,680	44,763	50,860	56,928	63,123	69,449	80,907	92,606
			360,933	180,933	62,252	88,039	113,004	170,668	189,850	233,837	255,747	325,618	366,956	415,662
	Schedule 14 - Administration Overheads													
4 7204 0	Information & Communication Technology Reserve (To facilitate the capital renewal and replacement of information and communication technology equipment, including the SynergySoft Enterprise Resource Planning (ERP) system.)	Unrestricted	9,096	9,096	44,363	80,637	117,894	36,196	196,782	410,306	177,995	60,478	420,155	487,038
4 7200 0	Legal Reserve (Established to minimise the financial impact of legal advice and representation.)	Unrestricted	192,036	192,036	197,682	203,355	209,049	214,903	220,168	224,791	229,512	234,332	239,253	244,277
	Unexpended Loan Funds Reserve (To hold unspent loan funds drawn down in a specific financial year for use in future financial years.)	Restricted	0	0	0	0	0	0	0	0	0	0	0	0
			201,132	201,132	242,045	283,992	326,944	251,098	416,950	635,097	407,507	294,809	659,408	731,315
4 7061 0	Schedule 14 - Administration Overheads													
	Leave Reserve (To assist in the funding of annual leave and long service leave along with temporary appointment to cover leave periods)	Unrestricted	435,998	435,998	243,816	253,314	262,907	272,768	281,951	290,372	298,970	307,748	316,711	325,862
			435,998	435,998	243,816	253,314	262,907	272,768	281,951	290,372	298,970	307,748	316,711	325,862
	TOTAL		2,588,982	5,670,869	3,400,340	3,552,569	3,849,426	3,928,591	4,426,471	4,971,654	5,188,182	5,720,647	6,861,631	7,630,100

New Borrowings

Account Number	2025/26		2026/27	Forward Estimate									
	Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	
XXXX Depot Relocation - WATC ID# 50149	117	0	0	0	0	0	0	0	0	0	0	0	0
Truck Bay - WATC ID# 50364	118	0	0	0	0	0	0	0	0	0	0	0	0
Various Projects - WATC ID# 50427	119	0	0	0	0	0	0	0	0	0	0	0	0
Roche Park Court 3 - WATC ID# 74741	120	0	0	0	0	0	0	0	0	0	0	0	0
Venn St River Stop - WATC ID# 77248	121	0	0	0	0	0	0	0	0	0	0	0	0
Building Capital Works - WATC ID# 138026	122	0	0	0	0	0	0	0	0	0	0	0	0
Solar Panels - WATC ID# 138027	123	0	0	0	0	0	0	0	0	0	0	0	0
Server Upgrade - WATC ID# 140864	124	0	0	0	0	0	0	0	0	0	0	0	0
New ERP System to replace SynergySoft		0	0	0	0	200,000	200,000	100,000	0	0	0	0	0
Staff Housing - Senior Executiv			800,000	0	0	0	0	0	0	0	0	0	0
Staff Housing - Manager			650,000	0	0	0	0	0	0	0	0	0	0
		0	1,450,000	0	0	200,000	200,000	100,000	0	0	0	0	0

New Community / Self Supporting Loans

Account Number	2025/26		2026/27	Forward Estimate									
	Budget	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	
XXXX SSL - Collie Golf Club - WATC ID# 259626	125	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0	0

Borrowings Principal Repayments

Account		2025/26			2026/27	Forward Estimate									
Number		Budget	Actual YTD	Forecast	Budget Estimate	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	
	Loan #				Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
Existing Loans															
5838	Depot Relocation - WATC ID# 50149	117	(87,808)	(43,478)	(87,808)	(91,284)	(94,897)	(98,653)	(102,559)	0					
5839	Truck Bay - WATC ID# 50364	118	(9,363)	(4,645)	(9,363)	(9,657)	(9,961)	0							
5840	Various Projects - WATC ID# 50427	119	(14,290)	(7,110)	(14,290)	(14,572)	(14,859)	(15,151)	0						
5841	Roche Park Court 3 - WATC ID# 74741	120	(10,571)	(5,265)	(10,571)	(10,734)	(10,900)	(11,068)	(11,240)	0					
5842	Venn St River Stop - WATC ID# 77248	121	(23,130)	(11,529)	(23,130)	(23,422)	(23,718)	(24,018)	(24,322)						
5843	Building Capital Works - WATC ID# 138026	122	(30,517)	(15,222)	(30,517)	(30,809)	(31,104)	(31,402)	(31,703)	(15,965)					
5844	Solar Panels - WATC ID# 138027	123	(9,102)	(9,102)	(9,102)										
5845	Server Upgrade - WATC ID# 140864	124	(14,141)	(14,141)	(14,141)	0									
5846	SSL - Collie Golf Club - WATC ID# 259626	125	(14,743)	(14,743)	(14,743)	(15,553)	(16,407)	(17,308)	(18,258)	(19,260)	(20,318)	(21,433)	(22,610)	(23,851)	
	Total Existing Loans		(213,665)	(125,235)	(213,665)	(196,031)	(201,846)	(197,601)	(188,081)	(35,225)	(20,318)	(21,433)	(22,610)	(23,851)	
	2025/26 New Loans	0													
XXXX	Staff Housing - Senior Executive	XXX	0	0	0	(10,610)	(22,184)	(23,535)	(24,969)	(26,489)	(28,102)	(29,814)	(31,629)	(33,556)	
XXXX	Staff Housing - Manager	XXX	0	0	0	(8,621)	(18,025)	(19,122)	(20,287)	(21,522)	(22,833)	(24,224)	(25,699)	(27,264)	
XXXX	ERP System - \$500,000	XXX	0	0	0			(18,608)	(38,907)	(41,277)	(43,790)	(46,457)	(49,286)	(52,288)	
	Total Proposed Loans		0	0	0	(19,230)	(40,209)	(42,658)	(63,863)	(86,919)	(92,212)	(97,828)	(103,786)	(110,106)	
	Total Borrowing Principal Repayments		(213,665)	(125,235)	(213,665)	(215,262)	(242,055)	(240,259)	(251,944)	(122,144)	(112,530)	(119,261)	(126,395)	(133,957)	



Shire of
Collie

Draft
Annual Budget

2026/27



2026/27 Draft Annual Budget

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SHIRE OF COLLIE

STATEMENT OF FINANCIAL ACTIVITY (RATE SETTING STATEMENT)

STATEMENT OF FINANCIAL ACTIVITY (RATE SETTING STATEMENT)	2025/26		2026/27
	Budget	Forecast	Budget Estimate
	\$	\$	\$
OPERATING ACTIVITIES			
Net current assets at start of financial year - surplus/(deficit)	94,740	1,687,882	95,832
Revenue from Operating Activities			
General Purpose Funding (Excluding General Rates)	2,691,224	3,431,744	3,401,739
Governance	49,500	77,500	43,500
Law, Order & Public Safety	626,032	440,291	456,890
Health	20,130	20,130	20,894
Education & Welfare	13,285	34,285	10,500
Housing	6,293	11,293	11,000
Community Amenities	2,261,992	2,309,326	2,413,926
Recreation & Culture	285,424	316,722	298,277
Transport	187,638	176,638	193,849
Economic Services	447,588	453,588	478,958
Other Property & Services	346,600	227,276	363,064
Total Revenue	6,935,706	7,498,793	7,692,597
Expenditure from Operating Activities			
General Purpose Funding	(185,350)	(361,460)	(291,753)
Governance	(1,338,444)	(1,284,503)	(1,077,999)
Law, Order & Public Safety	(1,482,710)	(1,483,920)	(1,428,679)
Health	(108,077)	(122,077)	(263,707)
Education & Welfare	(89,970)	(89,470)	(94,247)
Housing	(6,569)	(28,769)	(34,800)
Community Amenities	(3,372,899)	(3,711,589)	(4,041,967)
Recreation & Culture	(4,816,183)	(4,137,663)	(4,878,766)
Transport	(4,819,603)	(4,734,603)	(5,125,508)
Economic Services	(1,064,316)	(1,030,693)	(978,314)
Other Property & Services	(339,465)	(426,648)	(284,398)
Total Expenses	(17,623,586)	(17,411,395)	(18,500,138)
Net Result Excluding Rates	(10,687,880)	(9,912,602)	(10,807,541)
Operating Activities excluded			
(Profit)/Loss on Asset Disposals	0	0	0
Movement in Deferred Pensioner Rates	0	0	0
Movement in Employee Benefit Provisions	0	0	0
Financial Assets at Amortised Cost	0	0	0
Movement in Contract Liabilities (Grant Revenue & JTPS)	0	0	0
Depreciation of Assets	2,932,710	2,940,189	3,067,921
Net Non-Cash Operating Activities	2,932,710	2,940,189	3,067,921
Amount attributable to Operating Activities	(7,755,170)	(6,972,413)	(7,739,620)
INVESTING ACTIVITIES			
Non-operating Grants, Subsidies and Contributions	1,501,421	700,532	2,230,974
Purchase of Land Held for Resale	0	0	0
Purchase of Land & Buildings	(796,000)	(551,000)	(3,131,000)
Purchase of Plant & Equipment	(10,000)	(10,000)	(10,000)
Purchase of Motor Vehicles	(1,733,000)	(1,095,000)	(989,000)
Purchase of Furniture & Fittings	(50,500)	(50,500)	(40,000)
Infrastructure Assets	(937,270)	(183,250)	(2,481,956)
Advances to Community Groups	0	0	0
Payments for financial assets at amortised cost - self supporting loans	0	0	0
Proceeds from Self-Supporting Loans	18,245	14,743	41,247
Proceeds for Disposal of Assets	186,600	21,600	168,500
Amount attributable to Investing Activities	(1,820,504)	(1,152,875)	(4,211,235)
FINANCING ACTIVITIES			
Repayment of Debentures	(213,665)	(213,665)	(215,262)
Proceeds from New Debentures	0	0	1,450,000
Lease Principal Repayments	(33,502)	(33,502)	(25,000)
Transfers to Cash Backed Reserves (restricted assets)	(427,071)	(2,842,958)	(2,614,085)
Transfers from Cash Backed Reserves (restricted assets)	2,142,602	1,476,602	4,884,614
Amount attributable to Financing Activities	1,468,364	(1,613,523)	3,480,268
Budget Deficiency before General Rates	(8,107,310)	(9,738,811)	(8,470,587)
Estimated amount to be Raised from General Rates	8,048,378	8,146,761	8,533,575
Net current assets at end of financial year - Surplus/(Deficit)	35,811	95,832	158,819

Shire of Collie

	Base Yr Budget 2025/26	Base Yr Forecast 2025/26	1 \$('000) 2026/27
STATEMENT OF FINANCIAL ACTIVITY - By Nature			
OPERATING ACTIVITIES			
Revenue from Operating Activities			
Rates	8,049,428	8,147,811	8,534,575
Rates excluding general rates			
Grants, subsidies and contributions (other than capital grants, subsidies and contributions)	3,437,731	3,846,588	3,967,875
Fees and charges	2,818,949	3,193,700	3,204,988
Interest earnings	323,755	384,185	382,235
Other revenue	354,221	73,270	136,499
Profit on asset disposals	-	-	-
	14,984,084	15,645,554	16,226,172
Expenditure from Operating Activities			
Employee costs	(7,510,236)	(7,265,371)	# (8,159,592)
Materials and contracts	(5,478,277)	(5,508,467)	# (5,764,665)
Utility charges (electricity, gas, water etc.)	(664,570)	(611,201)	# (729,066)
Depreciation on non-current assets	(2,932,710)	(2,945,189)	# (3,065,921)
Finance costs	(59,965)	(60,280)	# (54,273)
Insurance expenses	(351,176)	(346,756)	# (360,564)
Other expenditure	(626,649)	(674,131)	# (366,057)
Loss on asset disposal	-	-	-
	(17,623,583)	(17,411,395)	(18,500,138)
Non-Cash amounts excluded from Operating Activities	2,932,710	2,940,189	3,067,921
ACTIVITIES ATTRIBUTED TO OPERATING ACTIVITIES	293,211	1,174,348	793,955
INVESTING ACTIVITIES			
Inflows from Investing Activities			
Capital grants, subsidies & contributions	1,501,421	700,532	2,230,974
Proceeds from disposal of assets	186,600	21,600	168,500
Proceeds from financial assets at amortised cost - advance and self supporting loan	14,744	14,743	41,247
	1,702,765	736,875	2,440,721
Outflows from Investing Activities			
Payments for property, plant & equipment	(2,589,500)	(1,706,500)	(4,170,000)
Payments for construction infrastructure	(937,270)	(183,250)	(2,481,956)
Right of Use Assets Received - non cash	-	-	-
Payments for financial assets at amortised cost - advance and self supporting loan	-	-	-
	(3,526,770)	(1,889,750)	(6,651,956)
Non-Cash amounts excluded from Investing Activities	-	-	-
ACTIVITIES ATTRIBUTED TO INVESTING ACTIVITIES	(1,824,005)	(1,152,875)	(4,211,235)
FINANCING ACTIVITIES			
Inflows from Financing Activities			
Proceeds from new borrowings	-	-	1,450,000
Proceeds for new leases - non cash	3,502	-	-
Transfers from reserve accounts	2,142,602	1,476,602	4,884,614
	2,146,104	1,476,602	6,334,614
Outflows from Financing Activities			
Repayment of borrowings	(213,665)	(213,665)	(215,262)
Payments for principal portion of lease liabilities	(33,502)	(33,502)	(25,000)
Transfers to reserve accounts	(427,070)	(2,842,958)	(2,614,085)
	(674,237)	(3,090,125)	(2,854,346)
Non-Cash amounts excluded from Financing Activities	-	-	-
ACTIVITIES ATTRIBUTED TO FINANCING ACTIVITIES	1,471,867	(1,613,523)	3,480,268
MOVEMENT IN SURPLUS OR DEFICIT			
Surplus or deficit at the start of the financial year	94,740	1,687,882	95,832
Amount attributable to Operating Activities	293,211	1,174,348	793,955
Amount attributable to Investing Activities	(1,824,006)	(1,152,875)	(4,211,235)
Amount attributable to Financing Activities	1,471,867	(1,613,523)	3,480,268
Surplus or deficit at the end of the financial year	35,811	95,832	158,819

←-Past/Future->

Summary	2025/26		2026/27
	Budget	Forecast	Budget Estimate
Schedule 3 - General Purpose Funding	\$	\$	\$
GENERAL PURPOSE FUNDING - SUMMARY			
Operating Expenditure			
Recurrent Expenditure			
Rates	0	0	0
Other General Purpose Funding	(184,350)	(360,460)	(290,753)
Total Recurrent Expenditure	(184,350)	(360,460)	(290,753)
Non-Recurrent Expenditure			
Rates	0	0	0
Other General Purpose Funding	(1,000)	(1,000)	(1,000)
Total Non-Recurrent Expenditure	(1,000)	(1,000)	(1,000)
Total Operating Expenditure	(185,350)	(361,460)	(291,753)
Operating Revenue			
Recurrent Revenue			
Rates	8,149,428	8,327,811	8,722,675
Other General Purpose Funding	2,590,174	3,250,694	3,212,639
Total Recurrent Revenue	10,739,602	11,578,505	11,935,314
Non-Recurrent Revenue			
Rates	0	0	0
Other General Purpose Funding	0	0	0
Total Non-Recurrent Revenue	0	0	0
Total Operating Revenue	10,739,602	11,578,505	11,935,314

Account Number	Schedule 3 - General Purpose Funding	2025/26		2026/27
		Budget	Forecast	Budget Estimate
	RATES	\$	\$	\$
	OPERATING REVENUE			
	Recurrent Revenue			
100110	General Rates Levied	8,046,928	8,130,311	8,517,075
100120	Interim Rates	5,000	20,000	20,000
100210	Back Rates Levied	0	0	0
100810	Ex-Gratia Rates	1,050	1,050	1,000
100610	Non-Payment Penalty Interest	100,000	180,000	188,100
100800	Rates Written Off	(3,550)	(3,550)	(3,500)
	TOTAL RATE REVENUE	8,149,428	8,327,811	8,722,675
	OPERATING EXPENDITURE			
	Recurrent Expenditure			
102520	Rating Incentive	0	0	0
103500	Rates Concession Expense	0	0	0
	Sub Total - Recurrent Expenditure	0	0	0
	Non Recurrent Expenditure			
	Nil	0	0	0
	Sub Total - Non Recurrent Expenditure	0	0	0
	TOTAL OPERATING EXPENDITURE	0	0	0

Account Number	Schedule 3 - General Purpose Funding	2025/26		2026/27
		Budget	Forecast	Budget Estimate
		\$	\$	\$
	OTHER GENERAL PURPOSE FUNDING			
	OPERATING REVENUE			
	Recurrent Revenue			
111130	Interest - Rates Arrears	0	0	1,000
111110	Interest - Rates Instalments	21,735	21,735	22,650
110110	Administration Charge - Instalments	38,221	44,000	45,852
100910	Grants Commission - General	1,677,276	2,167,637	2,232,666
102210	Grants Commission - Statutory Roads Grants	606,417	606,417	632,368
148730	Interest - Municipal Fund	72,450	72,450	75,420
148740	Interest - Reserve Fund	129,570	110,000	95,065
100710	Reimb - Rates Legal Fees Recouped	3,105	173,105	50,000
101010	Pensioner Deferred Subsidy	10,350	10,350	10,774
105530	Fees - Property Enquiries	31,050	45,000	46,844
	Sub Total - Recurrent Revenue	2,590,174	3,250,694	3,212,639
	Non Recurrent Revenue			
	Moved to Sch12 - Grants - Local Roads & Community Infrastr	0	0	0
	Sub Total - Non Recurrent Revenue	0	0	0
	TOTAL OPERATING REVENUE	2,590,174	3,250,694	3,212,639
	OPERATING EXPENDITURE			
	Recurrent Expenditure			
105020	Bank Fees	(23,288)	(40,000)	(41,640)
181230	Asset Revaluation (closed - transferred from Sch4 - new 6752)	0	0	0
167520	Valuation Expenses - Rating / Assets	(24,102)	(12,000)	(117,000)
183620	Rates Printing	(10,000)	(2,000)	(10,000)
104830	Debt Collection	(1,000)	(1,000)	(1,000)
103840	Legal Expenses - Debt Recovery	(500)	(180,000)	(50,000)
167420	Allocation of Administration Overheads	(125,460)	(125,460)	(71,113)
	Sub Total - Recurrent Expenditure	(184,350)	(360,460)	(290,753)
	Non Recurrent Expenditure			
103850	Bad & Doubtful Debts Expense - General Purpose Funding	(1,000)	(1,000)	(1,000)
	Sub Total - Non Recurrent Expenditure	(1,000)	(1,000)	(1,000)
	TOTAL OPERATING EXPENDITURE	(185,350)	(361,460)	(291,753)

Account Number	Schedule 3 - General Purpose Funding	2026/27
		Budget Estimate
	NOTES TO SCHEDULE 3 - GENERAL PURPOSE FUNDING	\$
1113	3.1 Interest - Rates Arrears 10.00% pa	1,000
		1,000
1111	3.2 Interest - Rates Instalments 5.00% pa	22,650
		22,650
1011	3.3 Fees & Charges - Instalments \$18.00 per assessment	45,852
		45,852
6752	3.4 Valuation Expenses - Rating / Assets Interim Valuations - Valuer General UV Valuations - Valuer General GRV Valuation - Valuer General Asset Revaluations Insurance Asset Revaluations UV/GRV Property Use Review Differential Rate Assessment	(6,000) (8,000) 0 (85,000) (8,000) (10,000) 0
		(117,000)
0012	3.5 Interim Rates Interim Rates	20,000
		20,000

Summary	2025/26		2026/27
	Budget	Forecast	Budget Estimate
Schedule 4 - Governance			
	\$	\$	\$
GOVERNANCE - SUMMARY			
Operating Expenditure			
Recurrent Expenditure			
Members of Council	(451,329)	(463,808)	(455,173)
Other Governance	(754,615)	(724,195)	(537,826)
Total Recurrent Expenditure	(1,205,944)	(1,188,003)	(992,999)
Non-Recurrent Expenditure			
Members of Council	(50,000)	(44,000)	0
Other Governance	(82,500)	(52,500)	(85,000)
Total Non-Recurrent Expenditure	(132,500)	(96,500)	(85,000)
Total Operating Expenditure	(1,338,444)	(1,284,503)	(1,077,999)
Operating Revenue			
Recurrent Revenue			
Members of Council	500	500	500
Other Governance	49,000	77,000	43,000
Total Recurrent Revenue	49,500	77,500	43,500
Non-Recurrent Revenue			
Members of Council	0	0	0
Other Governance	500	500	500
Total Non-Recurrent Revenue	500	500	500
Total Operating Revenue	50,000	78,000	44,000

Account Number	Job / Plant Number	Schedule 4 - Governance	2025/26		2026/27
			Budget	Forecast	Budget Estimate
			\$	\$	\$
		MEMBERS OF COUNCIL			
		OPERATING EXPENDITURE			
		Recurrent Expenditure			
100520		Annual Meeting Attendance Fees - Councillors	(96,284)	(96,284)	(99,654)
101720		Shire President Annual Allowance	(22,763)	(22,763)	(23,560)
100120		Deputy Shire President Annual Allowance	(10,347)	(10,347)	(10,709)
101320	1024 / 1026 / 1027 / 1028 0192 / 1192 / 2192 / 2193	Council Refreshments & Functions	(7,245)	(7,245)	(7,542)
101920		Elected Members - Training & Conferences	(12,500)	(12,500)	(17,000)
101150		Elected Members Annual Communication Allowances	(17,325)	(17,325)	(17,325)
121000		Reimbursements - Councillors	(1,500)	(1,500)	(1,500)
102020		Insurance - Elected Members	(31,924)	(31,924)	(33,233)
102320		Depreciation - Council Chambers Furniture & Fittings	(521)	(13,000)	(13,533)
166430		Allocation of Administration Overheads	(250,920)	(250,920)	(231,117)
		Sub Total - Recurrent Expenditure	(451,329)	(463,808)	(455,173)
		Non-Recurrent Expenditure			
183820		Local Government Elections	(50,000)	(44,000)	0
185930		Profit / (Loss) on Sale - Governance	0	0	0
		Sub Total - Non Recurrent Expenditure	(50,000)	(44,000)	0
		TOTAL OPERATING EXPENDITURE	(501,329)	(507,808)	(455,173)
		OPERATING REVENUE			
		Recurrent Revenue			
164350		Other Comprehensive Income	500	500	500
		Sub Total - Recurrent Revenue	500	500	500
		Non-Recurrent Revenue			
		Nil	0	0	0
		Sub Total - Non Recurrent Revenue	0	0	0
		TOTAL OPERATING REVENUE	500	500	500

Account Number	Job / Plant Number	Schedule 4 - Governance	2025/26		2026/27
			Budget	Forecast	Budget Estimate
			\$	\$	\$
		OTHER GOVERNANCE			
		OPERATING EXPENDITURE			
		Recurrent Expenditure			
102730		Salaries & Wages - Governance	(118,697)	(118,697)	(199,834)
102830		Superannuation - CEO Department	(15,431)	(15,431)	(25,978)
104930		Other Employee Cost - CEO Department	(12,000)	(12,000)	(12,000)
136250		Long Service Leave Payment (to other LG)	(5,000)	(5,000)	(5,000)
104940		Fringe Benefits Tax	(30,000)	(30,000)	(31,000)
18393	Jobs	Insurance Workers Compensation - CEO Department	(23,108)	(24,187)	(25,179)
104950		Shire of Collie Plans	0	0	0
101420	0142 / 1142 / 2142	Public Relations & Civic Functions	(15,000)	(5,000)	(10,000)
101820	0182 / 2182	Governance - Subscriptions	(32,000)	(35,000)	(35,000)
102630		Conference & Training - CEO Department	(5,000)	(5,000)	(5,000)
104450		Clothing - CEO Department	0	0	(500)
151680		Professional Development Expenditure	(2,500)	(2,500)	(2,500)
180720	Jobs	Community Engagement and Communications	(10,000)	(5,000)	(10,000)
104520	1121 / 1122	Advertising - Governance	(30,000)	(15,000)	(20,000)
104620	Jobs	Audit Fees	(74,499)	(60,000)	(86,500)
101620		Interest Expense - Administration	0	0	(1,000)
104820	Jobs	Administration Legal Costs	(5,000)	(15,000)	(15,000)
104500		Allocation of Administration Overheads	(376,380)	(376,380)	(53,335)
		Sub Total - Recurrent Expenditure	(754,615)	(724,195)	(537,826)
		Non-Recurrent Expenditure			
104600		Regional Resource Sharing Programs	(10,000)	0	(10,000)
104700		Consultants / Special Projects	(70,000)	(50,000)	(70,000)
104800		Minor Assets < \$5,000 - Other Governance	(2,500)	(2,500)	(5,000)
104890		Profit / (Loss) on Asset Disposals	0	0	0
		Sub Total - Non Recurrent Expenditure	(82,500)	(52,500)	(85,000)
		TOTAL OPERATING EXPENDITURE	(837,115)	(776,695)	(622,826)
		OPERATING REVENUE			
		Recurrent Revenue			
105330	9941 / 9942 / 9944	Sundry Revenue - Governance	38,000	76,000	40,000
105430		Freedom of Information (FOI) Requests	1,000	1,000	1,000
104810		Sundry Fees & Charges - Taxable	5,000	0	1,000
104840		Sundry Fees & Charges - GST Free	5,000	0	1,000
		Sub Total - Recurrent Revenue	49,000	77,000	43,000
		Non-Recurrent Revenue			
104850		Grants - Taxable	500	500	500
		Sub Total - Non Recurrent Revenue	500	500	500
		TOTAL OPERATING REVENUE	49,500	77,500	43,500

Account Number	Job / Plant Number	Schedule 4 - Governance	2026/27
			Budget Estimate
		NOTES TO SCHEDULE 4 - GOVERNANCE	\$
100520		41.1 Annual Meeting Fees - Councillors	
		9 Councillors from Oct 2025 - Band 3 Max	
		\$18,335 plus 3.5% x 55%	\$10,437 8 x Councillors (83,496)
		- Shire President - Band 3 Max \$28,385 plus 3.5%	\$16,158 1 x President (16,158)
			(99,654)
101150		41.2 Allowances - Councillors	
		Information & Telecommunications (ICT)	\$1,925 (17,325)
			(17,325)
121000		41.3 Reimbursements - Councillors	
		Child Care (lesser of actual cost or \$35 per hour)	(1,400)
		Other	(100)
			(1,500)
101720		41.4 Shire President Allowance @ 55% of Band 3	(23,560)
100120		41.5 Deputy President Allowance @ 25% of Band 3	(10,709)
101820		41.6 Elected Member - Training & Conferences	
		0192 WALGA Local Government Week	(3,000)
		1192 Elected Member Training @ \$1,500 per Councillor	(13,500)
		2192 Elected Member Inductions	(250)
		2193 Elected Member Travel Reimbursement	(250)
			(17,000)
101820		42.1 Governance - Subscriptions	
		Governance Service, Association membership,	
		Procurement Services, Local Law Services, SW	
		Zone membership, Salary & Workforce Survey)	(30,000)
		Other Subscriptions	(5,000)
			(35,000)
104600		42.5 Regional Resources Sharing Programs	
		Regional Resource Sharing Initiatives	(10,000)
			(10,000)
104700		42.6 Consultants / Special Projects	
		Motor Vehicle Fleet Management Plan and	
		Triennial Review (funded from Plant Reserve)	0
		Strategic Community Plan (internal review every 2	
		year, full review every 4 years)	0
		Community Satisfaction Survey - Corporate	
		Business Plan Action (align with interim SCP review)	0
		Key Performance Indicator Actions	(16,000)
		Councillor Strategic Budget Items - fund from New	
		Initiatives Reserve	(54,000)
			(70,000)

0462

42.10 Audit Fees

Audit Contract - Office of Auditor General Annual Audit

(51,500)

Audit, Risk & Improvement Committee -

(5,000)

External Chair and Deputy fees and costs

Financial Management, Legislative Compliance

and Risk Management Systems Review - Audit

Reg 17(1) - every 4 years - due Dec 2026. From 1

Jan 2026 this must be reported to the Audit Risk

& Improvement Committee.

(former FMSR required under FM Reg 5(2)(c) and Reg 17 review

required under Audit Reg 17 combined in 2026 LG Reform

process)

(20,000)

Grant acquittals requiring auditor certification ie:

RTR, Pensioner deferrals, etc

(10,000)

(86,500)

Summary	2025/26		2026/27
	Budget	Forecast	Budget Estimate
Schedule 5 - Law Order & Public Safety			
LAW, ORDER & PUBLIC SAFETY - SUMMARY	\$	\$	\$
Operating Expenditure			
Recurrent Expenditure			
Fire Prevention	(468,405)	(469,088)	(382,043)
Fire Prevention - (ESL)	(271,789)	(271,789)	(283,931)
Animal Control	(359,449)	(359,976)	(311,651)
Other Law, Order & Public Safety	(170,767)	(170,767)	(134,436)
Total Recurrent Expenditure	(1,270,410)	(1,271,620)	(1,112,060)
Non-Recurrent Expenditure			
Fire Prevention	(201,050)	(201,050)	(281,369)
Fire Prevention - (ESL)	0	0	0
Animal Control	(5,250)	(5,250)	(5,250)
Other Law, Order & Public Safety	(6,000)	(6,000)	(30,000)
Total Non-Recurrent Expenditure	(212,300)	(212,300)	(316,619)
Total Operating Expenditure	(1,482,710)	(1,483,920)	(1,428,679)
Operating Revenue			
Recurrent Revenue			
Fire Prevention	116,487	121,387	126,387
Fire Prevention - (ESL)	225,604	225,604	234,596
Animal Control	81,341	90,750	94,357
Other Law, Order & Public Safety	2,050	2,550	1,550
Total Recurrent Revenue	425,482	440,291	456,890
Non-Recurrent Revenue			
Fire Prevention	205,550	205,550	285,869
Fire Prevention - (ESL)	24,000	24,000	20,000
Animal Control	0	0	0
Other Law, Order & Public Safety	0	0	10,000
Total Non-Recurrent Revenue	229,550	229,550	315,869
Total Operating Revenue	655,032	669,841	772,759

Account Number	Job / Plant Number	Schedule 5 - Law Order & Public Safety	2025/26		2026/27
			Budget	Forecast	Budget Estimate
			\$	\$	\$
		FIRE PREVENTION			
		OPERATING EXPENDITURE			
		Recurrent Expenditure			
150010	NEW GL	Fire Control Officer Allowances - replaces 6932	(6,250)	(6,250)	(6,250)
169320		Honorarium - B/Fire Control Officer - reallocated to 5001	0	0	0
168220		Fire Protection	(10,000)	(10,000)	(10,000)
169120		Bushfire Risk Planning Coordinator	(38,813)	(39,496)	0
169420		Community Emergency Services Manager	(142,279)	(142,279)	(148,112)
169340		Fire Breaks Works And Inspections	(1,000)	(1,000)	(10,000)
169620		Ranger Salary (Fire Prevention)	(52,866)	(52,866)	(37,444)
106220		Depreciation	(129,375)	(129,375)	(134,679)
150500		Allocation of Administration Overheads	(87,822)	(87,822)	(35,557)
		Sub Total - Recurrent Expenditure	(468,405)	(469,088)	(382,043)
		Non-Recurrent Expenditure			
151000		Grant Expenditure	(500)	(500)	(500)
169950		Bushfire Mitigation Grant Expenditure	(200,550)	(200,550)	(280,869)
154000		Profit / (Loss) on Asset Disposals	0	0	0
		Sub Total - Non Recurrent Expenditure	(201,050)	(201,050)	(281,369)
		TOTAL OPERATING EXPENDITURE	(669,455)	(670,138)	(663,412)
		OPERATING REVENUE			
		Recurrent Revenue			
192620		Bushfire Brigade Revenue	0	0	0
169240		Community Emergency Services Manager (DFES Contribution)	115,287	115,287	115,287
156000		Sundry Fees & Charges - Taxable	100	5,000	100
156010		Sundry Fees & Charges - GST Free	100	100	10,000
156020		Fines & Penalties - Bush Fire Infringements	500	500	500
156030		Fees - ESL Administration	500	500	500
		Sub Total - Recurrent Revenue	116,487	121,387	126,387
		Non-Recurrent Revenue			
169940		Bushfire Mitigation Grant	200,550	200,550	280,869
156500		Donations / Grants - Taxable	0	0	0
156510		Donations / Grants - GST Free	5,000	5,000	5,000
		Sub Total - Non Recurrent Revenue	205,550	205,550	285,869
		TOTAL OPERATING REVENUE	322,037	326,937	412,256

Account Number	Job / Plant Number	Schedule 5 - Law Order & Public Safety	2025/26		2026/27
			Budget	Forecast	Budget Estimate
			\$	\$	\$
		FIRE PREVENTION - EMERGENCY SERVICES LEVY (ESL)			
		OPERATING EXPENDITURE			
		Recurrent Expenditure			
1F0020	F002	DFES Funded - Purchase Plant & Equipment	(30,342)	(30,342)	(35,070)
1F0120	F012	DFES Funded - Maintenance of Plant & Equipment	(25,000)	(25,000)	(25,000)
1F0220	F022	DFES Funded - Maintenance of Vehicles/Trailers	(60,000)	(60,000)	(60,000)
	BAMF01 / BAMF02 / BAMF03 / BAMF04 / BAMF05 / BAMF06 / BAMF07 / BAMF08 / F032				
1F0320		DFES Funded - Maintenance of Land & Buildings (BFB's)	(15,611)	(15,611)	(16,251)
1F0620	F042	DFES Funded - Clothing & Accessories (BFB's)	(15,525)	(15,525)	(16,162)
1F0520	F052	DFES Funded - Utilities Rates & Taxes (BFB's)	(17,078)	(17,078)	(17,778)
1F0620	F062	DFES Funded - Other Goods & Services (BFB's)	(10,350)	(10,350)	(10,774)
	F072	DFES Funded - Insurances - LGGS Bushfire Brigades (BFB's)	(21,735)	(21,735)	(22,626)
	S002	Purchase of Plant & Equipment -LGGS State Emergency Services	(6,210)	(6,210)	(6,465)
	S012	Maintenance of Plant & Equipment-LGGS State Emergency Services	(7,245)	(7,245)	(7,542)
	S022	Maintenance of Vehicles/Trailers/Boats -LGGS State Emergency Services	(5,175)	(5,175)	(5,387)
	S032	Clothing & Accessories -LGGS State Emergency Services	0	0	0
	S052	Utilities Rates & Taxes-LGGS State Emergency Services	(1,553)	(1,553)	(1,617)
	S062	Other Goods & Services-LGGS State Emergency Services	(3,105)	(3,105)	(3,232)
	S072	Insurances-LGGS State Emergency Services	(2,676)	(2,676)	(2,692)
166120		Allocation of Administration Overheads	(50,184)	(50,184)	(53,335)
		Sub Total - Recurrent Expenditure	(271,789)	(271,789)	(283,931)
		Non-Recurrent Expenditure			
106160		In-kind contribution (BFB & SES)	0	0	0
		Sub Total - Non Recurrent Expenditure	0	0	0
		TOTAL OPERATING EXPENDITURE	(271,789)	(271,789)	(283,931)
		OPERATING REVENUE			
		Recurrent Revenue			
	F003	LGGS Bushfire Brigades Operating Grant	195,640	195,640	203,661
	F023	Emergency State Levy Administration Fee	4,000	4,000	4,000
	S003	LGGS State Emergency Services Operating Grant	25,964	25,964	26,935
		Sub Total - Recurrent Revenue	225,604	225,604	234,596
		Non-Recurrent Revenue			
157000	NEW GL	Grant DFES - Capital	24,000	24,000	20,000
157010	NEW GL	Grant DFES - DFES Provided Equipment	0	0	0
157020	NEW GL	Contributions - Fire Prevention - Capital	0	0	0
		Sub Total - Non Recurrent Revenue	24,000	24,000	20,000
		TOTAL OPERATING REVENUE	249,604	249,604	254,596

Account Number	Job / Plant Number	Schedule 5 - Law Order & Public Safety	2025/26		2026/27
			Budget	Forecast	Budget Estimate
			\$	\$	\$
		ANIMAL CONTROL			
		OPERATING EXPENDITURE			
		Recurrent Expenditure			
107720		Salaries & Wages - Ranger (Animal Control)	(166,427)	(166,427)	(147,285)
188120		Accrued Salaries - Ranger (Animal Control)	0	0	0
108720		Superannuation - Ranger	(21,636)	(21,636)	(19,147)
178220		Other Employee Costs - Ranger	(1,000)	(1,000)	(1,000)
190520		Other Employee Costs - Ranger	(1,000)	(1,000)	(1,000)
174620		Training - Ranger	(4,000)	(4,000)	(4,000)
109020	0974 / 1082 / 1101	Uniforms & PPE - Ranger	(3,000)	(3,000)	(3,000)
105920		Telephone	(3,105)	(3,105)	(3,232)
114620		Vet Services Agreement	(6,728)	(6,728)	(7,004)
117820		Equipment Maintenance - Animal Control	(1,035)	(1,035)	(1,077)
108120	1401 / BAM028	Poundage Costs	(5,416)	(5,416)	(5,638)
169720		Registration Tags	(1,035)	(1,035)	(1,077)
169960		Fines Enforcement Registry Fees	(6,417)	(6,417)	(6,680)
107020		Microchipping Costs	(100)	(100)	(100)
180520		Insurance Workers Compensation - Animal Control	(11,283)	(11,810)	(12,294)
107820		Insurance - Ranger	(1,024)	(1,024)	(1,066)
107920	PLANT	Vehicle Expenses - Ranger	(15,525)	(15,525)	(16,162)
150920		Depreciation - Animal Control	(10,350)	(10,350)	(10,774)
166220		Allocation of Administration Overheads	(100,368)	(100,368)	(71,113)
		Sub Total - Recurrent Expenditure	(359,449)	(359,976)	(311,651)
		Non-Recurrent Expenditure			
157500		Contract Relief Staff	(2,000)	(2,000)	(2,000)
157510		Grant Expenditure	(500)	(500)	(500)
157520		Minor Assets < \$5,000 - Animal Control	(2,500)	(2,500)	(2,500)
157530		Bad & Doubtful Debts Expense - Animal Control	(250)	(250)	(250)
133430		Profit / (Loss) on Asset Disposals - Ranger	0	0	0
		Sub Total - Non Recurrent Expenditure	(5,250)	(5,250)	(5,250)
		TOTAL OPERATING EXPENDITURE	(364,699)	(365,226)	(316,901)
		OPERATING REVENUE			
		Recurrent Revenue			
158000		Sundry Fees & Charges - Taxable	250	250	250
158010		Sundry Fees & Charges - GST Free	250	250	250
108430		Animal Control Fines	14,490	14,490	15,084
108150		Fire & Parking Fines	18,346	25,000	26,052
108330		Dog Registration Fees	30,577	30,577	31,864
184020		Cat Registration Fees	6,210	6,210	6,465
108730		Poundage Charges	7,245	10,000	10,410
107530		Fire Breaks Inspection Reimbursements	3,105	3,105	3,232
107230		Microchipping Revenue	518	518	300
142330		Ranger Services provided	250	250	250
158020		Animal Euthanasia	100	100	200
		Sub Total - Recurrent Revenue	81,341	90,750	94,357
		Non-Recurrent Revenue			
158100		Grants - Taxable	0	0	0
		Sub Total - Non Recurrent Revenue	0	0	0
		TOTAL OPERATING REVENUE	81,341	90,750	94,357

Account Number	Job / Plant Number	Schedule 5 - Law Order & Public Safety	2025/26		2026/27
			Budget	Forecast	Budget Estimate
			\$	\$	\$
		OTHER LAW, ORDER & PUBLIC SAFETY			
		OPERATING EXPENDITURE			
		Recurrent Expenditure			
159000		Salaries & Wages	(66,888)	(66,888)	(60,759)
159010		Superannuation	(8,695)	(8,695)	(7,899)
159400		Abandoned Vehicles	(1,000)	(1,000)	(1,000)
159410		Sundry Expenditure	(1,000)	(1,000)	(1,000)
158830		CCTV Maintenance	(25,000)	(25,000)	(25,000)
169740		Vehicle Towing - Expenditure	(500)	(500)	(1,500)
169760		Untidy Sites - Expenditure	(500)	(500)	(1,500)
169820		Legal Costs - Ranger	(500)	(500)	(1,500)
158840		Emergency Management Response & Recovery	(14,000)	(14,000)	(12,000)
108170		AWARE Grant Expenditure	0	0	0
162250		GPS Tracking	(2,500)	(2,500)	(2,500)
159700		Depreciation	0	0	(2,000)
169770		Allocation of Administration Overheads	(50,184)	(50,184)	(17,778)
		Sub Total - Recurrent Expenditure	(170,767)	(170,767)	(134,436)
		Non-Recurrent Expenditure			
159800		Crime Prevention Expenditure	(5,000)	(5,000)	(20,000)
159810		Minor Assets < \$5,000 - Other Law, Order & Public Safety	(1,000)	(1,000)	(10,000)
159850		Profit / (Loss) on Asset Disposals	0	0	0
		Sub Total - Non Recurrent Expenditure	(6,000)	(6,000)	(30,000)
		TOTAL OPERATING EXPENDITURE	(176,767)	(176,767)	(164,436)
		OPERATING REVENUE			
		Recurrent Revenue			
159900		Reimbursements	500	1,000	500
169730		Vehicle Towing Income	500	500	500
169750		Untidy Sites Income	50	50	50
108160		Grants	0	0	0
159910		Fines & Penalties	1,000	1,000	500
		Sub Total - Recurrent Revenue	2,050	2,550	1,550
		Non-Recurrent Revenue			
159950		Grants - GST Free	0	0	0
131150		Grants - CCTV	0	0	5,000
159960		Grant Revenue - Crime Prevention	0	0	5,000
		Sub Total - Non Recurrent Revenue	0	0	10,000
		TOTAL OPERATING REVENUE	2,050	2,550	11,550

Account Number	Job / Plant Number	Schedule 5 - Law Order & Public Safety	2026/27
			Budget Estimate
			\$
		NOTES TO SCHEDULE 5 - LAW, ORDER & PUBLIC SAFETY	
156500		51.1 Grant Revenue - Fire Fighting Other Grants	500
			500
156510		51.2 Grant Revenue - GST Free Nil	100
			100
106160		52.3 Donation Expense - Surrendered DFES Asset Nil	0
			0
157000		52.4 Grant DFES - Capital SES Capital Items	20,000
			0
			20,000
157010		52.5 Grant DFES - DFES Provided Equipment Bushfire Brigade Plant and Equipment (including vehicles)	0
			0
151000		52.5 Grant Funded Expenditure - DFES Officer Other Grant Funded Expenditure Bushfire Mitigation Activity Officer - Shared with DFES/Capel/Dardanup/Collie partly grant funded: originally for 3 years 22/23, 23/24, 24/25,	(500)
			0
			(500)
15001		52.6 Fire Control Officer Honorariums / Allowances Chief FCO Honorarium (1) Deputy Chief FCO Honorarium (2) FCO Honorarium (5) Provision for CBFEO Expenditure	(2,000) (750) (2,500) (1,000)
			(6,250)
114620		53.1 Vet Services Agreement Animal Management Program Expenditure - cat / dog sterilisation vouchers, micro chipping incentives, public education programs, etc	(7,004)
			(7,004)
0833		53.2 Dog Registration Revenue Registrations and Annual Renewals	31,864
			31,864

Account Number	Job / Plant Number	Schedule 5 - Law Order & Public Safety	2026/27
			Budget Estimate
			\$
		NOTES TO SCHEDULE 5 - LAW, ORDER & PUBLIC SAFETY	
158100		53.3 Grant Revenue - Animal Control Nil	0
			0
159800		54.1 Crime Prevention Expenditure Administration of initiatives within the Community Safety & Crime Prevention Plan	(20,000)
			(20,000)
158840		54.3 Emergency Management Expenditure LEMC - Facilitation of Emergency Arrangements Emergency response and recovery (grant funded for major events) Emergency response and recovery (Insurance funded for major events)	(1,000) (1,000) (10,000)
			(12,000)
168220		54.4 Fire Protection Council Bushland Reserves - Annual Firebreak Clearing	(10,000)
			(10,000)

Summary	2025/26		2026/27
	Budget	Forecast	Budget Estimate
Schedule 7 - Health	\$	\$	\$
HEALTH - SUMMARY			
Operating Expenditure			
Recurrent Expenditure			
Maternal & Infant Health	0	0	0
Preventative Services - Meat Inspection	0	0	0
Preventative Services - Health Administration & In	(105,827)	(105,827)	(246,957)
Preventative Services - Pest Control	(1,000)	(15,000)	(10,000)
Other Health	(750)	(750)	(750)
Total Recurrent Expenditure	(107,577)	(121,577)	(257,707)
Non-Recurrent Expenditure			
Preventative Services - Meat Inspection	0	0	0
Preventative Services - Health Administration & In	(500)	(500)	(1,000)
Preventative Services - Pest Control	0	0	0
Other Health	0	0	(5,000)
Total Non-Recurrent Expenditure	(500)	(500)	(6,000)
Total Operating Expenditure	(108,077)	(122,077)	(263,707)
Operating Revenue			
Recurrent Revenue			
Preventative Services - Meat Inspection	0	0	0
Preventative Services - Health Administration & In	19,130	19,130	19,894
Preventative Services - Pest Control	500	500	500
Other Health	500	500	500
Total Recurrent Revenue	20,130	20,130	20,894
Non-Recurrent Revenue			
Preventative Services - Health Administration & In	0	0	50,000
Preventative Services - Pest Control	0	0	0
Other Health	0	0	0
Total Non-Recurrent Revenue	0	0	50,000
Total Operating Revenue	20,130	20,130	70,894

Account Number	Job / Plant Number	Schedule 7 - Health	2025/26		2026/27
			Budget	Forecast	Budget Estimate
			\$	\$	\$
		MATERNAL & INFANT HEALTH			
		OPERATING EXPENDITURE			
		Recurrent Expenditure			
		Nil	0	0	0
		Sub Total - Recurrent Expenditure	0	0	0
		Non-Recurrent Expenditure			
		Nil	0	0	0
		Sub Total - Non Recurrent Expenditure	0	0	0
		TOTAL OPERATING EXPENDITURE	0	0	0
		OPERATING REVENUE			
		Recurrent Revenue			
		Nil	0	0	0
		Sub Total - Recurrent Revenue	0	0	0
		Non-Recurrent Revenue			
		Nil	0	0	0
		Sub Total - Non Recurrent Revenue	0	0	0
		TOTAL OPERATING REVENUE	0	0	0

Account Number	Job / Plant Number	Schedule 7 - Health	2025/26		2026/27
			Budget	Forecast	Budget Estimate
			\$	\$	\$
		PREVENTATIVE SERVICES			
		HEALTH ADMINISTRATION & INSPECTIONS			
		OPERATING EXPENDITURE			
		Recurrent Expenditure			
116230		Salaries - Environmental Health	(40,440)	(40,440)	(162,581)
180320		Accrued Salaries - Environmental Health	0	0	0
112720		Superannuation - Environmental & Health	(4,253)	(4,253)	(20,091)
113920		Other Employee Costs - Environmental & Health	(1,000)	(1,000)	(1,000)
115520		Health Analytical Services	(3,000)	(3,000)	(3,000)
115650		Subscriptions - Legislation	(500)	(500)	(500)
113020		Staff Training / Conferences / Profesional Development	(2,500)	(2,500)	(2,500)
115700		Sundry Expenditure	(250)	(250)	(250)
115750		Fringe Benefits Tax	(100)	(100)	(100)
111020		Vehicle Expenses - Health Administration	(2,000)	(2,000)	(2,000)
107220		Telephone Allowance	(350)	(350)	(350)
106120		Equipment Maintenance - Environment & Health	(500)	(500)	(500)
113420		Depreciation - Environment & Health	(500)	(500)	(500)
113820		Insurance - Environment & Health	(250)	(250)	(250)
166320		Allocation of Administration Overheads	(50,184)	(50,184)	(53,335)
		Sub Total - Recurrent Expenditure	(105,827)	(105,827)	(246,957)
		Non-Recurrent Expenditure			
113150		Minor Assets < \$5,000 - Health	(500)	(500)	(1,000)
199130		Profit / (Loss) on Asset Disposals - Health	0	0	0
		Sub Total - Non Recurrent Expenditure	(500)	(500)	(1,000)
		TOTAL OPERATING EXPENDITURE	(106,327)	(106,327)	(247,957)

		OPERATING REVENUE			
		Recurrent Revenue			
113850		Food Act Fees	18,630	18,630	19,394
113860		Sundry Fees & Charges - GST Free	500	500	500
		Sub Total - Recurrent Revenue	19,130	19,130	19,894
		Non-Recurrent Revenue			
113870		Grants - Taxable	0	0	0
113880		Grants - GST Free	0	0	0
XXXX	NEW GL	Resource Sharing EHO - Contibution	0	0	50,000
		Sub Total - Non Recurrent Revenue	0	0	50,000
		Resource Sharing Building Surveyor - Contibution			
		TOTAL OPERATING REVENUE	19,130	19,130	69,894

Account Number	Job / Plant Number	Schedule 7 - Health	2025/26		2026/27
			Budget	Forecast	Budget Estimate
			\$	\$	\$
PREVENTATIVE SERVICES					
PEST CONTROL					
OPERATING EXPENDITURE					
Recurrent Expenditure					
113890		Pest Control	(1,000)	(15,000)	(10,000)
Sub Total - Recurrent Expenditure			(1,000)	(15,000)	(10,000)
Non-Recurrent Expenditure					
		Nil	0	0	0
Sub Total - Non Recurrent Expenditure			0	0	0
TOTAL OPERATING EXPENDITURE			(1,000)	(15,000)	(10,000)
OPERATING REVENUE					
Recurrent Revenue					
113900	NEW GL	Sundry Fees & Charges - Taxable	250	250	250
113910	NEW GL	Sundry Fees & Charges - GST Free	250	250	250
Sub Total - Recurrent Revenue			500	500	500
Non-Recurrent Revenue					
113940	NEW GL	Grants - Taxable	0	0	0
113960	NEW GL	Grants - GST Free	0	0	0
Sub Total - Non Recurrent Revenue			0	0	0
TOTAL OPERATING REVENUE			500	500	500
			\$	\$	\$
OTHER HEALTH					
OPERATING EXPENDITURE					
Recurrent Expenditure					
182190		COVID-19	(250)	(250)	(250)
115560		Analytical Expenses	(500)	(500)	(500)
Sub Total - Recurrent Expenditure			(750)	(750)	(750)
Non-Recurrent Expenditure					
115580	NEW GL	Environmental Health & Demolition Costs	0	0	(5,000)
Sub Total - Non Recurrent Expenditure			0	0	(5,000)
TOTAL OPERATING EXPENDITURE			(750)	(750)	(5,750)

		OPERATING REVENUE		
		Recurrent Revenue		
114240	Sundry Fees & Charges - Taxable	250	250	250
114250	Sundry Fees & Charges - GST Free	250	250	250
Sub Total - Recurrent Revenue		500	500	500
		Non-Recurrent Revenue		
114260	Grants - Taxable	0	0	0
114270	Grants - GST Free	0	0	0
Sub Total - Non Recurrent Revenue		0	0	0
TOTAL OPERATING REVENUE		500	500	500

Account Number	Job / Plant Number		2026/27 Budget Estimate
		Schedule 7 - Health	\$
		NOTES TO SCHEDULE 7 - HEALTH	
07 1 4501	74.1	Consultants - Health Administration Public Health Plan	0
			0

Summary	2025/26		2026/27
	Budget	Forecast	Budget Estimate
Schedule 8 - Education & Welfare			
EDUCATION & WELFARE - SUMMARY	\$	\$	\$
Operating Expenditure			
Recurrent Expenditure			
Other Education	(500)	0	0
Aged & Disabled - Senior Citizens Centres	(74,685)	(74,685)	(77,747)
Aged & Disabled - Other	0	0	0
Other Welfare	(9,285)	(9,285)	(11,500)
Total Recurrent Expenditure	(84,470)	(83,970)	(89,247)
Non-Recurrent Expenditure			
Other Education	(500)	(500)	0
Aged & Disabled - Senior Citizens Centres	0	0	0
Aged & Disabled - Other	0	0	0
Other Welfare	(5,000)	(5,000)	(5,000)
Total Non-Recurrent Expenditure	(5,500)	(5,500)	(5,000)
Total Operating Expenditure	(89,970)	(89,470)	(94,247)
Operating Revenue			
Recurrent Revenue			
Other Education	500	500	0
Aged & Disabled - Senior Citizens Centres	500	500	500
Aged & Disabled - Other	0	0	0
Other Welfare	12,285	33,285	10,000
Total Recurrent Revenue	13,285	34,285	10,500
Non-Recurrent Revenue			
Other Education	0	0	0
Aged & Disabled - Senior Citizens Centres	0	0	0
Other Welfare	5,000	5,000	1,000
Total Non-Recurrent Revenue	5,000	5,000	1,000
Total Operating Revenue	18,285	39,285	11,500

Account Number	Job / Plant Number	Schedule 8 - Education & Welfare	2025/26		2026/27
			Budget	Forecast	Budget Estimate
		OTHER EDUCATION	\$	\$	\$
		OPERATING EXPENDITURE			
		Recurrent Expenditure			
181500		Early Childhood Development Programme Grant Exp - to Sch11	(500)	0	0
		Sub Total - Recurrent Expenditure	(500)	0	0
		Non-Recurrent Expenditure			
		Nil	0	0	0
18160		Minor Assets < \$5,000	(500)	(500)	0
		Sub Total - Non Recurrent Expenditure	(500)	(500)	0
		TOTAL OPERATING EXPENDITURE	(1,000)	(500)	0
		OPERATING REVENUE			
		Recurrent Revenue			
182500		Grants - Early Childhood Development Programme - to Sch11	0	0	0
182550		Sundry Fees & Charges - Taxable	500	500	0
		Sub Total - Recurrent Revenue	500	500	0
		Non-Recurrent Revenue			
182560		Grants - GST Free	0	0	0
		Sub Total - Non Recurrent Revenue	0	0	0
		TOTAL OPERATING REVENUE	500	500	0

Account Number	Job / Plant Number	Schedule 8 - Education & Welfare	2025/26		2026/27
			Budget	Forecast	Budget Estimate
		AGED & DISABLED - SENIOR CITIZENS CENTRES	\$	\$	\$
		OPERATING EXPENDITURE			
		Recurrent Expenditure			
116140	BAM009	Senior Citizens Building Maintenance	(25,511)	(25,511)	(26,557)
116820		Depreciation - Margaretta Wilson Centre	(49,174)	(49,174)	(51,190)
		Sub Total - Recurrent Expenditure	(74,685)	(74,685)	(77,747)
		Non-Recurrent Expenditure			
		Nil	0	0	0
		Sub Total - Non Recurrent Expenditure	0	0	0
		TOTAL OPERATING EXPENDITURE	(74,685)	(74,685)	(77,747)
		OPERATING REVENUE			
		Recurrent Revenue			
116830		Sundry Fees & Charges - Taxable	500	500	500
		Sub Total - Recurrent Revenue	500	500	500
		Non-Recurrent Revenue			
116850		Grants - Taxable	0	0	0
116860		Grants - GST Free	0	0	0
		Sub Total - Non Recurrent Revenue	0	0	0
		TOTAL OPERATING REVENUE	500	500	500

		OTHER WELFARE		
		OPERATING EXPENDITURE		
		Recurrent Expenditure		
139330	Welfare Programmes	(2,000)	(2,000)	(6,500)
139310	Local Drug Action Teams (LDAT) - Grant Expenditure	(7,285)	(7,285)	(5,000)
	Sub Total - Recurrent Expenditure	(9,285)	(9,285)	(11,500)
		Non-Recurrent Expenditure		
139340	Community Services - Projects Expenditure (Grant Funded)	(5,000)	(5,000)	(5,000)
	Sub Total - Non Recurrent Expenditure	(5,000)	(5,000)	(5,000)
		TOTAL OPERATING EXPENDITURE		
		(14,285)	(14,285)	(16,500)
		OPERATING REVENUE		
		Recurrent Revenue		
193910	Local Drug Action Teams (LDAT) - Grant Income	7,285	7,285	5,000
193920	Community Service Projects - Grant	5,000	26,000	5,000
	Sub Total - Recurrent Revenue	12,285	33,285	10,000
		Non-Recurrent Revenue		
193930	Donations & Contributions	5,000	5,000	1,000
	Sub Total - Non Recurrent Revenue	5,000	5,000	1,000
		TOTAL OPERATING REVENUE		
		17,285	38,285	11,000

Account Number	Job / Plant Number	Schedule 8 - Education & Welfare	2026/27
			Budget Estimate
Schedule 8 - Education & Welfare			0
NOTES TO SCHEDULE 8 - EDUCATION & WELFARE			
3933	139330	87.1 Welfare Programs - Grant Funded Expenditure	
		Collie Community Safety & Wellbeing Committee	(5,000)
		Minor / Community Event Assistance	(5,000)
		Reconciliation Action Plan	(500)
		Disability Access & Inclusion Plan	(500)
		Minor Community Activities	(500)
			(11,500)
		87.2 Local Drug Action Teams (LDAT) - Grant Income	
9391	193910	Collie Community Safety & Wellbeing Committee	5,000
		Grant - \$7,284.35	0
		Other	5,000
			5,000
9392	193920	87.3 Community Service Projects - Grant Income	
		Other	5,000
			5,000
			5,000
9393	193930	87.4 Community Services - Grants Funded Project Expenditure	
		Projects particaly funds staff wages	(5,000)
			(5,000)

Summary	2025/26		2026/27
	Budget	Forecast	Budget Estimate
Schedule 9 - Housing	\$	\$	\$
HOUSING - SUMMARY			
Operating Expenditure			
Recurrent Expenditure			
Other Housing	(6,569)	(28,769)	(34,800)
Total Recurrent Expenditure	(6,569)	(28,769)	(34,800)
Non-Recurrent Expenditure			
Other Housing	0	0	0
Total Non-Recurrent Expenditure	0	0	0
Total Operating Expenditure	(6,569)	(28,769)	(34,800)
Operating Revenue			
Recurrent Revenue			
Other Housing	6,293	11,293	11,000
Total Recurrent Revenue	6,293	11,293	11,000
Non-Recurrent Revenue			
Other Housing	0	0	0
Total Non-Recurrent Revenue	0	0	0
Total Operating Revenue	6,293	11,293	11,000

Account Number	Job / Plant Number	Schedule 9 - Housing	2025/26		2026/27
			Budget	Forecast	Budget Estimate
			\$	\$	\$
		OTHER HOUSING			
		OPERATING EXPENDITURE			
		Recurrent Expenditure			
125220	BAM016 1702 /	Caretakers Cottage	(6,569)	(6,569)	(1,000)
117020	BAM015	Elouera Road House	0	0	0
199980	NEW GL	Staffing Rental Accommodation Expenses	0	(22,200)	(33,800)
117110		Depreciation	0	0	0
		Sub Total - Recurrent Expenditure	(6,569)	(28,769)	(34,800)
		Non-Recurrent Expenditure			
		Nil	0	0	0
		Sub Total - Non Recurrent Expenditure	0	0	0
		TOTAL OPERATING EXPENDITURE	(6,569)	(28,769)	(34,800)
		OPERATING REVENUE			
		Recurrent Revenue			
149930		Caretaker Cottage Rental	6,293	6,293	1,000
149940		Elouera Road Rental	0	0	0
149970	NEW GL	Staffing Rental Accommodation Rent	0	5,000	10,000
149950		Sundry Fees & Charges - Taxable	0	0	0
		Sub Total - Recurrent Revenue	6,293	11,293	11,000
		Non-Recurrent Revenue			
149960		Grants - Taxable	0	0	0
		Grants - GST Free	0	0	0
		Sub Total - Non Recurrent Revenue	0	0	0
		TOTAL OPERATING REVENUE	6,293	11,293	11,000

Summary	2025/26		2026/27
	Budget	Forecast	Budget Estimate
Schedule 10 - Community Amenities			
COMMUNITY AMENITIES - SUMMARY	\$	\$	\$
Operating Expenditure			
Recurrent Expenditure			
Sanitation - Household	(2,434,633)	(2,631,404)	(2,816,924)
Sanitation - Other & Sewerage	(86,514)	(86,514)	(90,561)
Protection of Environment	(12,131)	(32,131)	(31,675)
Town Planning & Regional Development	(456,209)	(449,289)	(559,824)
Other Community Amenities	(348,562)	(444,151)	(501,883)
Total Recurrent Expenditure	(3,338,049)	(3,643,489)	(4,000,867)
Non-Recurrent Expenditure			
Sanitation - Household	(18,100)	(21,100)	(18,100)
Sanitation - Other & Sewerage	0	0	0
Protection of Environment	(5,500)	(5,500)	(1,000)
Town Planning & Regional Development	(11,500)	(21,500)	(21,500)
Other Community Amenities	250	(20,000)	(500)
Total Non-Recurrent Expenditure	(34,850)	(68,100)	(41,100)
Total Operating Expenditure	(3,372,899)	(3,711,589)	(4,041,967)
Operating Revenue			
Recurrent Revenue			
Sanitation - Household	2,139,646	2,124,680	2,211,792
Sanitation - Other & Sewerage	3,000	3,000	3,000
Protection of Environment	5,600	5,600	1,100
Town Planning & Regional Development	77,056	99,606	103,512
Other Community Amenities	36,690	76,440	94,523
Total Recurrent Revenue	2,261,992	2,309,326	2,413,926
Non-Recurrent Revenue			
Sanitation - Household	50,000	0	55,000
Sanitation - Other & Sewerage	0	0	0
Protection of Environment	0	0	0
Town Planning & Regional Development	0	0	0
Other Community Amenities	0	48,561	0
Total Non-Recurrent Revenue	50,000	48,561	55,000
Total Operating Revenue	2,311,992	2,357,887	2,468,926

Account Number	Job / Plant Number	Schedule 10 - Community Amenities	2025/26		2026/27
			Budget	Forecast	Budget Estimate
			\$	\$	\$
SANITATION - HOUSEHOLD					
OPERATING EXPENDITURE					
Recurrent Expenditure					
186220		Salaries & Wages - Waste Management	(59,602)	(59,602)	(120,666)
186420		Superannuation - Waste Management	(43,033)	(43,033)	(50,845)
186020		Uniform & PPE - Waste	(1,000)	(1,000)	(2,000)
186720		Training - Waste	(1,000)	(1,000)	(1,000)
117720	1772 / 1773	Waste Site (Main) Collie	(257,618)	(172,618)	(179,695)
117220		Telephone - Waste	0	0	0
186820		Insurance Workers Compensation - Waste	0	0	0
196820		Insurance Workers Compensation - Waste	(18,722)	(19,596)	(20,399)
117920		Insurance - Waste	(704)	(704)	(733)
118620	1862 / 1863 / 1864 / 2681 / BAM027	Waste Transfer Station	(631,015)	(631,015)	(756,887)
185190		Waste Refuse Contract	(420,000)	(514,000)	(535,074)
185200		Recycling Contract	(388,125)	(388,125)	(404,038)
185210		Recycling Promotional Material	0	0	0
185220		Regional Waste Education Program	(19,665)	(19,665)	(20,471)
185230		Organics Contract	(352,250)	(352,250)	(366,692)
185250		Bin Maintenance Cost	(36,225)	(25,000)	(26,025)
185620		Water Sampling & Bore	(46,750)	(46,750)	(48,667)
117420		Depreciation - Waste	(33,464)	(33,464)	(34,836)
166520		Allocation of Administration Overheads	(125,460)	(323,582)	(248,896)
Sub Total - Recurrent Expenditure			(2,434,633)	(2,631,404)	(2,816,924)
Non-Recurrent Expenditure					
186300		Legal Expenses	(1,000)	(1,000)	(1,000)
186310		Consultants	(5,000)	(5,000)	(10,000)
186320		Waste Management Plan	0	(8,000)	0
186330		Building Major Maintenance - Refuse Site	(5,000)	(5,000)	(5,000)
186340		Provision for Refuse Site Rehabilitation	(5,000)	0	0
186350		Bad & Doubtful Debts Expense - Refuse Site	(100)	(100)	(100)
186360		Minor Assets < \$5,000 - Waste Management	(1,000)	(1,000)	(1,000)
186370		Profit / (Loss) on Asset Disposals	0	0	0
111860		Waste Management Grant Expenditure	(1,000)	(1,000)	(1,000)
Sub Total - Non Recurrent Expenditure			(18,100)	(21,100)	(18,100)
TOTAL OPERATING EXPENDITURE			(2,452,733)	(2,652,504)	(2,835,024)
OPERATING REVENUE					
Recurrent Revenue					
176430		Transfer Station Fees	206,650	206,650	215,123
176440		Charges - Recycling (Scrap Metal)	51,750	31,750	33,052
118730		Three (3) Bin System Pensioner Charges	517,500	552,500	575,153
118630		Three (3) Bin System Charges	1,172,966	1,158,000	1,205,478
176730		Additional Rubbish Bins	153,180	143,180	149,050
118130		Rural Levy Charges Waste	32,600	32,600	33,937
119150		Waste Management Grant	5,000	0	0
Sub Total - Recurrent Revenue			2,139,646	2,124,680	2,211,792
Non-Recurrent Revenue					
NEW GL		Grants - Taxable	0	0	5,000
NEW GL		Grants / Contributions - GST Free	50,000	0	50,000
Sub Total - Non Recurrent Revenue			50,000	0	55,000
TOTAL OPERATING REVENUE			2,189,646	2,124,680	2,266,792

Account Number	Job / Plant Number	Schedule 10 - Community Amenities	2025/26		2026/27
			Budget	Forecast	Budget Estimate
			\$	\$	\$
		SANITATION - OTHER & SEWERAGE			
		OPERATING EXPENDITURE			
		Recurrent Expenditure			
119020	1902	Litter Control & Public Bins	(65,358)	(65,358)	(68,038)
119220		Tidy Towns	0	0	(500)
199320		Depreciation - Public Toilets	(21,156)	(21,156)	(22,023)
		Sub Total - Recurrent Expenditure	(86,514)	(86,514)	(90,561)
		Non-Recurrent Expenditure			
		Nil	0	0	0
		Sub Total - Non Recurrent Expenditure	0	0	0
		TOTAL OPERATING EXPENDITURE	(86,514)	(86,514)	(90,561)
		OPERATING REVENUE			
		Recurrent Revenue			
119930		Septic Tank Application	1,500	1,500	1,500
120430		Septic Tank Inspection	1,500	1,500	1,500
		Sub Total - Recurrent Revenue	3,000	3,000	3,000
		Non-Recurrent Revenue			
NEW GL		Grants - Taxable	0	0	0
NEW GL		Grants - GST Free	0	0	0
		Sub Total - Non Recurrent Revenue	0	0	0
		TOTAL OPERATING REVENUE	3,000	3,000	3,000

Account Number	Job / Plant Number	Schedule 10 - Community Amenities	2025/26		2026/27
			Budget	Forecast	Budget Estimate
			\$	\$	\$
		PROTECTION OF ENVIRONMENT			
		OPERATING EXPENDITURE			
		Recurrent Expenditure			
182130		Admin Office - Environmental	(5,000)	(25,000)	(25,000)
120720	2072 / 2123	River - Maintenance Works	(5,000)	(5,000)	(5,000)
159560		Interest on Loan 121	(2,131)	(2,131)	(1,675)
182280		Depreciation - Environment & Health	0	0	0
		Sub Total - Recurrent Expenditure	(12,131)	(32,131)	(31,675)
		Non-Recurrent Expenditure			
121230		South32 River Rehabilitation Grant Expenditure	(5,000)	(5,000)	(500)
109230		Collaborative Blackberry Control Expenditure	(500)	(500)	(500)
		Sub Total - Non Recurrent Expenditure	(5,500)	(5,500)	(1,000)
		TOTAL OPERATING EXPENDITURE	(17,631)	(37,631)	(32,675)
		OPERATING REVENUE			
		Recurrent Revenue			
109210		Collaborative Blackberry Control Grant	500	500	500
121240		South32 River Rehabilitation Grant	5,000	5,000	500
121260	NEW GL	Sundry Fees & Charges - Taxable	100	100	100
		Sub Total - Recurrent Revenue	5,600	5,600	1,100
		Non-Recurrent Revenue			
		Nil	0	0	0
		Sub Total - Non Recurrent Revenue	0	0	0
		TOTAL OPERATING REVENUE	5,600	5,600	1,100

Account Number	Job / Plant Number	Schedule 10 - Community Amenities	2025/26		2026/27
			Budget	Forecast	Budget Estimate
			\$	\$	\$
		TOWN PLANNING & REGIONAL DEVELOPMENT			
		OPERATING EXPENDITURE			
		Recurrent Expenditure			
121120		Salaries & Wages - Planning	(214,658)	(214,658)	(309,033)
180620		Accrued Salaries - Planning	0	0	0
121220		Superannuation - Planning	(27,197)	(27,197)	(39,189)
121520		Insurance Workers Compensation - Planning	(23,126)	(24,206)	(25,198)
121540		Long Service Leave	0	0	0
121550		Fringe Benefits Tax	(12,000)	(12,000)	(12,000)
121560		Staff Uniforms	(2,000)	(2,000)	(2,000)
121570		Subscriptions & Memberships	(2,000)	(2,000)	(2,000)
170120		Other Employee Costs - Planning	(3,000)	(3,000)	(3,000)
121820		Training & Development - Planning	(3,000)	(3,000)	(3,000)
121620	PLANT	Vehicle Expenses - Planning	(5,175)	(5,175)	(5,387)
131720		Review Local Planning Strategy/Scheme	(5,000)	(5,000)	(500)
155020		Town Planning - P/L	(500)	(500)	(500)
138220		Legal Advice	(10,000)	(2,000)	(10,000)
181630		Entry Statement Signage	0	0	0
181650		Public Open Space & Community Recreation Facilities Strategy	(10,000)	(10,000)	(10,000)
132720		Heritage Upgrade Scheme	(500)	(500)	(500)
132820		Regional Heritage Advisory	(500)	(500)	(500)
132920		Collie Heritage Inventory	(500)	(500)	(500)
121320		Depreciation - Planning	(11,593)	(11,593)	(12,068)
166420		Allocation of Administration Overheads	(125,460)	(125,460)	(124,448)
		Sub Total - Recurrent Expenditure	(456,209)	(449,289)	(559,824)
		Non-Recurrent Expenditure			
121580	NEW GL	Consultants - Strategic Town Planning	(10,000)	(10,000)	(10,000)
132730		Heritage Upgrade Scheme - Revenue	0	0	0
NEW GL		Land Development Expenses	0	0	(1,000)
NEW GL		Rural Street Numbering	0	0	0
121590	NEW GL	Minor Assets < \$5,000 - Town Planning	(500)	(500)	(500)
121630	NEW GL	Contract Relief Staff	(1,000)	(11,000)	(10,000)
120590		Profit / (Loss) on Asset Disposals	0	0	0
		Sub Total - Non Recurrent Expenditure	(11,500)	(21,500)	(21,500)
		TOTAL OPERATING EXPENDITURE	(467,709)	(470,789)	(581,324)
			\$	\$	\$
		TOWN PLANNING & REGIONAL DEVELOPMENT			
		OPERATING REVENUE			
		Recurrent Revenue			
123450		Reimbursements	500	500	500
123460		Sundry Fees & Charges - Taxable	500	500	500
122130		Development Application Fees	72,450	95,000	98,895
122230		Subdivision Fees	1,553	1,553	1,617
122330		Home Occupation Fees	1,553	1,553	1,500
123470		Fines & Penalties	500	500	500
		Sub Total - Recurrent Revenue	77,056	99,606	103,512
		Non-Recurrent Revenue			
		Nil	0	0	0
		Sub Total - Non Recurrent Revenue	0	0	0
		TOTAL OPERATING REVENUE	77,056	99,606	103,512

Account Number	Job / Plant Number	Schedule 10 - Community Amenities	2025/26		2026/27
			Budget	Forecast	Budget Estimate
			\$	\$	\$
		OTHER COMMUNITY AMENITIES			
		OPERATING EXPENDITURE			
		Recurrent Expenditure			
132040	3204	Christmas Decorations	(10,000)	(10,000)	(5,000)
165530		Australia Day	0	(6,000)	(6,000)
123120	2312 / 2313	Cemetery Maintenance	(59,336)	(59,336)	(77,306)
123220	2322	Cemetery Plaque Expenses	(9,315)	(9,315)	(9,697)
123020	2302	Grave Digging	(5,000)	(51,500)	(56,206)
	2052 / 2056 / 2057 / 2082 / BAM005 / BAM008 / BAM012 / BAM013 / BAM014 / BAM017 / BAM022 / BAM026 / BAM030 / BAM032	Public Toilets & Waste Disposal Mtce	(181,911)	(225,000)	(269,405)
120760		Street Furniture Mtce & Minor Works	(1,000)	(1,000)	(1,000)
159430		Interest on Loan 118	(986)	(986)	(624)
159530		Interest on Loan 119	(1,421)	(1,421)	(1,038)
123520		Depreciation - Cemetery	(4,317)	(4,317)	(4,494)
166620		Allocation of Administration Overheads	(75,276)	(75,276)	(71,113)
		Sub Total - Recurrent Expenditure	(348,562)	(444,151)	(501,883)
		Non-Recurrent Expenditure			
121610		Community Development Grant Expenditure	250	(20,000)	(500)
NEW GL		Profit / (Loss) on Asset Disposals	0	0	0
		Sub Total - Non Recurrent Expenditure	250	(20,000)	(500)
		TOTAL OPERATING EXPENDITURE	(348,312)	(464,151)	(502,383)
		OPERATING REVENUE			
		Recurrent Revenue			
120380		Sundry Fees & Charges - Taxable	500	500	500
120390		Fees & Charges Taxable - Cemeteries	250	250	250
121600		Community Development Grants	500	500	500
123030		Income - Plaques & Plots	12,420	12,420	12,929
123130		Cemetery Fees - GST Free	250	10,000	10,410
123130		Cemetery Fees - Taxed	22,770	52,770	69,934
		Sub Total - Recurrent Revenue	36,690	76,440	94,523
		Non-Recurrent Revenue			
116670		LIA Entry Grant - Dept of Industry & Resources	0	48,561	0
		Sub Total - Non Recurrent Revenue	0	48,561	0
		TOTAL OPERATING REVENUE	36,690	125,001	94,523

Summary	2025/26		2026/27
	Budget	Forecast	Budget Estimate
Schedule 11 - Recreation & Culture			
RECREATION & CULTURE - SUMMARY	\$	\$	\$
Operating Expenditure			
Recurrent Expenditure			
Public Hall, Civic Centres	(102,617)	(102,417)	(112,978)
Other Recreation & Sport - Parks, Gardens, Reserves	(2,600,237)	(1,622,072)	(2,436,906)
Other Recreation & Sport - Recreation Centre	(691,726)	(709,466)	(680,967)
Libraries - Collie Library	(474,677)	(481,641)	(503,683)
Other Culture	(840,426)	(1,010,567)	(1,032,731)
Total Recurrent Expenditure	(4,709,683)	(3,926,163)	(4,767,266)
Non-Recurrent Expenditure			
Public Hall, Civic Centres	(75,000)	(75,000)	(75,000)
Other Recreation & Sport - Parks, Gardens, Reserves	(10,000)	(10,000)	(20,000)
Other Recreation & Sport - Recreation Centre	(15,000)	(120,000)	(10,000)
Libraries - Collie Library	(6,500)	(6,500)	(6,500)
Other Culture	0	0	0
Total Non-Recurrent Expenditure	(106,500)	(211,500)	(111,500)
Total Operating Expenditure	(4,816,183)	(4,137,663)	(4,878,766)
Operating Revenue			
Recurrent Revenue			
Public Hall, Civic Centres	250	250	17,948
Other Recreation & Sport - Parks, Gardens, Reserves	57,152	68,675	56,248
Other Recreation & Sport - Recreation Centre	103,500	94,000	93,500
Libraries - Collie Library	24,050	19,550	21,550
Other Culture	100,472	134,247	109,031
Total Recurrent Revenue	285,424	316,722	298,277
Non-Recurrent Revenue			
Public Hall, Civic Centres	0	0	0
Other Recreation & Sport - Parks, Gardens, Reserves	0	0	0
Other Recreation & Sport - Recreation Centre	10,000	10,000	5,000
Libraries - Collie Library	0	0	0
Other Culture	0	0	0
Total Non-Recurrent Revenue	10,000	10,000	5,000
Total Operating Revenue	295,424	326,722	303,277

Account Number	Job / Plant Number	Schedule 11 - Recreation & Culture	2025/26		2026/27
			Budget	Forecast	Budget Estimate
			\$	\$	\$
		PUBLIC HALLS, CIVIC CENTRES			
		OPERATING EXPENDITURE			
		Recurrent Expenditure			
	----- BAM001 / BAM021 / BAM023 / BAM025 / BAM029 / BAM033 / BAM036	Halls & Public Buildings - Mtce & Minor Works	(30,869)	(30,869)	(42,135)
110020	BAM036				
125020	BAM035 3053 /	Art Gallery	(15,045)	(15,045)	(12,662)
130220	BAM024	Heritage Group Building	(3,105)	(2,905)	(3,024)
111320	1133	Insurance - Halls	0	0	0
159570		Interest on Loan 122	(2,606)	(2,606)	(2,099)
159580		Interest on Loan 123	(23)	(23)	0
124720		Depreciation - Halls	(50,969)	(50,969)	(53,059)
		Sub Total - Recurrent Expenditure	(102,617)	(102,417)	(112,978)
		Non-Recurrent Expenditure			
124120	BAP010	Museum Building	(6,000)	(6,000)	(6,000)
130420		Coalfields Museum Operating Grant	(69,000)	(69,000)	(69,000)
		Sub Total - Non Recurrent Expenditure	(75,000)	(75,000)	(75,000)
		TOTAL OPERATING EXPENDITURE	(177,617)	(177,417)	(187,978)
		OPERATING REVENUE			
		Recurrent Revenue			
NEW GL		Lease Fees & Reimbursements	0	0	17,698
111340		Sundry Fees & Charges - Taxable	250	250	250
		Sub Total - Recurrent Revenue	250	250	17,948
		Non-Recurrent Revenue			
NEW GL		Grants - Taxable	0	0	0
		Sub Total - Non Recurrent Revenue	0	0	0
		TOTAL OPERATING REVENUE	250	250	17,948

Account Number	Job / Plant Number	Schedule 11 - Recreation & Culture	2025/26		2026/27
			Budget	Forecast	Budget Estimate
			\$	\$	\$
		OTHER RECREATION & SPORT			
		PARKS GARDENS, RESERVES			
		OPERATING EXPENDITURE			
		Recurrent Expenditure			
	0801 / 0802 / 0803 / 0804 / 0805 / 0806 / 0807 / 0808 / 0810 / 08141 / 0812 / 0813 / 0815 / 0816 / 0817 / 0818 / 0819 / 0823 / 0824 / 0830 / 0834 / 0835 / 0836 / 0837 / 0838 / 0839 / 0841 / 0842 / 0854 / 0855 / 0856 / 0857	126920 Public Parks - Passive Mtce	(1,363,748)	(655,000)	(1,204,764)
	0692 / 0693 / 0694 / 0695 / 0696 / 0698 / 0699 / 0700 / 0701 / 0702 / 2092	196920 Public Parks - Active Mtce	(644,539)	(375,000)	(483,167)
	XXX NEW GL	Mtce & Minor Works - Sporting Buildings	0	0	(5,000)
	132220	Youth Activities - Collie Skate Park	0	0	0
	121720	Black Diamond	(15,215)	(15,215)	(15,839)
	159600	Interest on Loan 125 (SSL - Collie Golf Club)	(30,124)	(30,124)	(29,200)
	128820	Depreciation - Passive	(43,695)	(43,695)	(45,486)
	130120	Depreciation - Active	(112,587)	(112,587)	(117,203)
	138520	Depreciation - Equipment Parks & Gardens	(22,089)	(22,089)	(22,995)
	193220	Depreciation - I/A Parks & Gardens	(117,321)	(117,321)	(122,131)
	166920	Allocation of Administration Overheads	(250,919)	(251,041)	(391,122)
		Sub Total - Recurrent Expenditure	(2,600,237)	(1,622,072)	(2,436,906)
		Non-Recurrent Expenditure			
	XXX NEW GL	Upgrades - Parks, Gardens, Reserves	0	0	(5,000)
	XXX NEW GL	Building Major Maintenance - Sporting Facilities	0	0	(5,000)
	132190	Minor Assets < \$5,000 - Parks & Gardens	(5,000)	(5,000)	(5,000)
	199630	Profit / (Loss) on Asset Disposals	0	0	0
	132060	Parks - Small Tool Replacement	(5,000)	(5,000)	(5,000)
		Sub Total - Non Recurrent Expenditure	(10,000)	(10,000)	(20,000)
		TOTAL OPERATING EXPENDITURE	(2,610,237)	(1,632,072)	(2,456,906)
		OPERATING REVENUE			
		Recurrent Revenue			
	132200	Fees & Charges	1,500	0	500
	128270	Reimburse Interest on Loan 125 (SSL - Collie Golf Club)	28,224	41,247	27,195
	128230	Sporting Bodies - Ground Mtce Fees	27,428	27,428	28,553
		Sub Total - Recurrent Revenue	57,152	68,675	56,248
		Non-Recurrent Revenue			
		Nil	0	0	0
		Sub Total - Non Recurrent Revenue	0	0	0
		TOTAL OPERATING REVENUE	57,152	68,675	56,248

Account Number	Job / Plant Number	Schedule 11 - Recreation & Culture	2025/26		2026/27
			Budget	Forecast	Budget Estimate
			\$	\$	\$
		ROCHE PARK RECREATION CENTRE			
		OPERATING EXPENDITURE			
		Recurrent Expenditure			
127020	/ 0171	Salaries & Wages - Roche Park	(336,222)	(290,000)	(210,345)
180820		Accrued Salaries - Roche Park	0	0	0
120820		Superannuation - Roche Park	(41,744)	(41,744)	(37,195)
138630		Insurance Workers Compensation - Roche Park	(20,592)	(21,554)	(22,438)
127220		Training & Development - Roche Park	(518)	(518)	(539)
156320		Admin Office - Roche Park	(10,000)	(65,000)	(67,665)
128720		Phone - Roche Park	(1,500)	(1,500)	(1,500)
122320	/ 0160	Cleaning - Roche Park	(4,000)	(12,000)	(16,160)
120420	0103 / 0104 / 0161	Office Expenses & Equipment	(2,500)	(2,500)	(2,000)
120920	/ 0178	Sundry Expenses - Roche Park	(300)	(300)	(300)
193320		Roche Park Seniors Fitness Activity	0	0	0
171020		Freight - Roche Park	(100)	(100)	(100)
171220		Marketing - Roche Park	(250)	(250)	(250)
123820		Insurance - Roche Park	(250)	(250)	(250)
126620	BAM011	Building Maintenance - Roche Park	(50,056)	(50,056)	(52,108)
128620	/ 0164	Utilities - Roche Park	(14,490)	(14,490)	(15,084)
159550		Interest on Loan 120	(1,125)	(1,125)	(887)
121920	/ 0116	Kiosk Expenses - Roche Park	(15,000)	(15,000)	(15,000)
124920		Promotions & Special Events - Roche Park	(100)	(100)	(100)
125320	0240 / 0249	Roche Park Program	(20,000)	(20,000)	(20,000)
116320		Depreciation - Roche Park	(97,703)	(97,703)	(101,709)
169780	NEW GL	Allocation of Administration Overheads	(75,276)	(75,276)	(117,336)
		Sub Total - Recurrent Expenditure	(691,726)	(709,466)	(680,967)
		Non-Recurrent Expenditure			
181500		Early Childhood Development Programme Grant Exp - from Sch8	(10,000)	(82,000)	0
112610	RC06	Recreation & Culture Grants Expenditure (excluding wages)	0	(33,000)	(5,000)
NEW GL		Building Major Maintenance - Rec Centre	0	0	0
118170	NEW GL	Minor Assets < \$5,000 - Recreation Centre	(5,000)	(5,000)	(5,000)
NEW GL		Profit / (Loss) on Asset Disposals	0	0	0
		Sub Total - Non Recurrent Expenditure	(15,000)	(120,000)	(10,000)
		TOTAL OPERATING EXPENDITURE	(706,726)	(829,466)	(690,967)

Account Number	Job / Plant Number	Schedule 11 - Recreation & Culture	2025/26		2026/27
			Budget	Forecast	Budget Estimate
		OTHER RECREATION & SPORT	\$	\$	\$
		ROCHE PARK RECREATION CENTRE			
		OPERATING REVENUE			
		Recurrent Revenue			
	0244 / 0245 / 0246 / 0247 / 0248	Roche Park Program Revenue	42,000	42,000	42,000
112930		Roche Park Venue Hire Revenue	30,000	30,000	30,000
126870		Roche Park Court / Equipment Hire Revenue	4,500	4,500	4,500
11 2 4009	0008 / 0010 / 0011	Roche Park - Kiosk Revenue	17,000	17,000	17,000
126850	/ 0282	Grants - Early Childhood Development Programme - to Sch11	10,000	500	0
182500		Sub Total - Recurrent Revenue	103,500	94,000	93,500
		Non-Recurrent Revenue			
112600		Recreation & Culture Grants	10,000	10,000	5,000
		Sub Total - Non Recurrent Revenue	10,000	10,000	5,000
		TOTAL OPERATING REVENUE	113,500	104,000	98,500

Account Number	Job / Plant Number	Schedule 11 - Recreation & Culture	2025/26		2026/27
			Budget	Estimated Actual	Budget Estimate
		LIBRARIES	\$	\$	\$
		OPERATING EXPENDITURE			
		Recurrent Expenditure			
129020		Salaries & Wages - Library	(268,288)	(268,288)	(211,126)
180920		Accrued Salaries - Library	0	0	0
129120		Superannuation - Library	(32,912)	(32,912)	(24,721)
138820		Insurance Workers Compensation - Library	(17,170)	(17,972)	(18,709)
111520		Other Employee Costs - Library	(1,033)	(1,035)	(1,000)
109820		Postage & Office Equipment	(250)	(250)	(250)
138920		Library Resources & Office Costs	(12,420)	(12,420)	(12,929)
138720		Training & Development - Library	(1,000)	(1,000)	(1,000)
129320		Telephone - Library	0	0	0
109520		Library Events & Activities	(5,000)	(5,000)	(5,000)
188920		Children's Activities - Library	0	0	0
029720	/ 2971	Library Gardens Maintenance	(9,005)	(9,005)	(8,705)
109720		Photocopier Service Plan - Library	(4,000)	(4,000)	(4,000)
129520		Book Costs & Transfers - Library	0	0	0
188320		Library Management System	(12,938)	(19,098)	(19,881)
187120		Subscriptions - Library	(1,553)	(1,553)	(1,500)
189820		Groceries/Refreshments - Library	0	0	0
129620		Insurance - Library	0	0	0
129730	2973 / BAM007	Building Maintenance - Library	(18,801)	(18,801)	(29,572)
137220		Local History - Library	(1,200)	(1,200)	(1,200)
130020		Depreciation - Library	(13,831)	(13,831)	(14,398)
166820		Allocation of Administration Overheads	(75,276)	(75,276)	(149,693)
		Sub Total - Recurrent Expenditure	(474,677)	(481,641)	(503,683)
		Non-Recurrent Expenditure			
125050		Library Small Grants & Donations - Expenditure	(5,000)	(5,000)	(5,000)
187140	NEW GL	Minor Assets < \$5,000 - Collie Library	(1,500)	(1,500)	(1,500)
		Sub Total - Non Recurrent Expenditure	(6,500)	(6,500)	(6,500)
		TOTAL OPERATING EXPENDITURE	(481,177)	(488,141)	(510,183)

		OPERATING REVENUE		
		Recurrent Revenue		
129530	Library Event Revenue	3,000	3,000	3,000
116630	Reimbursement - Lost / Damaged Items	300	300	300
129630	Library Services Revenue	1,500	1,500	1,000
155630	Library Internet Revenue	250	250	250
129930	Library Photocopier Revenue	9,000	9,000	9,000
125030	Library Hazard Perception Test (HPT) Revenue	5,000	3,500	3,000
125040	Library Small Grants & Donations	5,000	2,000	5,000
Sub Total - Recurrent Revenue		24,050	19,550	21,550
		Non-Recurrent Revenue		
Nil		0	0	0
Sub Total - Non Recurrent Revenue		0	0	0
TOTAL OPERATING REVENUE		24,050	19,550	21,550

Account Number	Job / Plant Number	Schedule 11 - Recreation & Culture	2025/26		2026/27
			Budget	Estimated Actual	Budget Estimate
			\$	\$	\$
OTHER CULTURE / SWIMMING AREAS & BEACHES					
OPERATING EXPENDITURE					
Recurrent Expenditure					
177320		Salaries - Pool	(223,623)	(223,623)	(281,827)
177330		Accrued Salaries - Pool	0	0	0
125520		Superannuation - Pool	(24,753)	(24,753)	(31,310)
138320		Insurance - Workers Compensation - Swimming Pool	(13,725)	(14,366)	(14,955)
109320		Equipment Maintenance - Pool	(10,000)	(10,000)	(10,000)
120020	0982 / P001	Uniform & PPE - Pool	(1,000)	(1,000)	(1,000)
122620		Training & Development - Pool	(3,500)	(3,500)	(3,500)
132050		Program Expenses - Swimming Pool	(500)	(500)	(500)
125620	2462 / 2562 / Bam004 / BAM037	Pool Maintenance	(58,500)	(218,000)	(104,000)
125650		Swimming Pool Kiosk Expenses	(14,000)	(14,000)	(14,000)
125720		Telephone - Pool	0	0	0
125820		Utilities (electricity) - Pool	(170,000)	(170,000)	(182,256)
125920		Pool Chemicals	(21,000)	(21,000)	(21,861)
126120		Depreciation - Pool	(119,929)	(119,929)	(124,846)
110320	BAM006	Collie Community Radio Building - Mtce & Minor Works	(3,229)	(3,229)	(3,361)
110220		Depreciation - Radio Station	(1,524)	(1,524)	(1,586)
102560	2560 / BAM020	Railway Institute Building	(250)	(250)	(250)
130620	3062 / C4668 / C4674 / C4702 / C4712	Community Works	(9,660)	(19,660)	(11,581)
130720	/ 3072	Celebrations	(500)	(500)	(500)
131000		Festiv Arty Contribution	0	0	0
131020		Donations	(2,500)	(2,500)	(2,500)
131030		South West Academy of Sport Donation	(2,000)	(2,000)	(2,000)
131080		Youth Care Contribution	(5,000)	(5,000)	(5,000)
131100		Collie Agricultural Society Contribution	(4,000)	(4,000)	(4,000)
131110		Christmas Pagaent Contribution	(4,000)	(4,000)	(4,000)
131120		Community Cultural Activites	(500)	(500)	(500)
131180		Collie Rotary Club Contribution	(4,000)	(4,000)	(4,000)
131190		Collie Combined Churches Carol Contribution	(2,000)	(2,000)	(2,000)
131320		Youth Apprentice of the Year	(1,200)	(1,200)	(1,200)
146320		Radio Hut & Mast	(6,549)	(6,549)	(6,818)
165520		Garden Competition	0	0	0
159330		Art Gallery Operating Grant	(82,800)	(82,800)	(82,800)
166720		Allocation of Administration Overheads	(50,184)	(50,184)	(110,581)
			(840,426)	(1,010,567)	(1,032,731)

		Non-Recurrent Expenditure			
NEW GL	NEW	Profit / (Loss) on Sale - Community & Recreation	0	0	0
		Sub Total - Non Recurrent Expenditure	0	0	0
		TOTAL OPERATING EXPENDITURE	(840,426)	(1,010,567)	(1,032,731)
		OPERATING REVENUE			
		Recurrent Revenue			
126230		Swimming Pool Revenue	89,793	75,000	89,793
126240		Swimming Pool Kiosk Income	10,679	18,000	18,738
126730		Swimming Pool Utility Reimbursement	0	0	0
193130		Sport 4 All - Kidsport	0	0	500
128270		Contribution Self Supporting Loan interest	0	41,247	0
		Sub Total - Recurrent Revenue	100,472	134,247	109,031
		Non-Recurrent Revenue			
		Nil	0	0	0
		Sub Total - Non Recurrent Revenue	0	0	0
		TOTAL OPERATING REVENUE	100,472	134,247	109,031

Summary	2025/26		2026/27
	Budget	Forecast	Budget Estimate
Schedule 12 - Transport			
TRANSPORT - SUMMARY	\$	\$	\$
Operating Expenditure			
Recurrent Expenditure			
Streets, Roads, Bridges, Depots	(4,791,453)	(4,706,453)	(5,096,558)
Road Plant Purchases	0	0	0
Traffic Control & Parking Facilities	(11,150)	(11,150)	(11,150)
Total Recurrent Expenditure	(4,802,603)	(4,717,603)	(5,107,708)
Non-Recurrent Expenditure			
Streets, Roads, Bridges, Depots	(15,000)	(15,000)	(15,000)
Road Plant Purchases	0	0	0
Traffic Control & Parking Facilities	(2,000)	(2,000)	(2,800)
Total Non-Recurrent Expenditure	(17,000)	(17,000)	(17,800)
Total Operating Expenditure	(4,819,603)	(4,734,603)	(5,125,508)
Operating Revenue			
Recurrent Revenue			
Streets, Roads, Bridges, Depots	187,138	176,138	183,349
Road Plant Purchases	0	0	0
Traffic Control & Parking Facilities	500	500	10,500
Total Recurrent Revenue	187,638	176,638	193,849
Non-Recurrent Revenue			
Streets, Roads, Bridges, Depots	906,921	406,921	923,605
Road Plant Purchases	0	0	0
Traffic Control & Parking Facilities	0	0	0
Total Non-Recurrent Revenue	906,921	406,921	923,605
Total Operating Revenue	1,094,559	583,559	1,117,454

Account Number	Job / Plant Number	Schedule 12 - Transport	2025/26		2026/27
			Budget	Forecast	Budget Estimate
			\$	\$	\$
		STREETS, ROADS, BRIDGES, DEPOTS			
		OPERATING EXPENDITURE			
		Recurrent Expenditure			
XXX	NEW GL	Salaries & Wages - Operations	0	0	(375,214)
XXX	NEW GL	Superannuation - Operations	0	0	(47,933)
133600	3335R947	Road Maintenance	Refer to Transport Construction Budget (1,597,260)	(1,197,260)	(985,675)
134400	1076.....3440	Bridges	Refer to Transport Construction Budget (55,461)	(135,461)	(136,633)
134500	3450.....3452	Verge Maintenance	Refer to Transport Construction Budget (287,548)	(337,548)	(365,593)
134520	1345 3472.....	Pathway Maintenance	Refer to Transport Construction Budget (55,732)	(55,732)	(55,707)
134700	BAM003 2295 / 3430 / 3431 / 3530 /	Depot Maintenance	Refer to Transport Construction Budget (123,400)	(123,400)	(91,707)
156270	3531 / 3532	Drainage Maintenance	Refer to Transport Construction Budget (36,225)	(116,225)	(113,560)
134800	3480	Street Trees	Refer to Transport Construction Budget (87,670)	(167,670)	(187,120)
134900		Depot - Parks & Gardens	Refer to Transport Construction Budget 0	0	(500)
160020	6002	Laneway Maintenance	Refer to Transport Construction Budget (23,470)	(23,470)	(1,393)
161020	6102	Street Sweeping	Refer to Transport Construction Budget (49,143)	(74,143)	(55,707)
134220	4450	Salaries & Wages - Other (Works & Pa Budget	(119,543)	(119,543)	(112,767)
132300		Crossovers	(500)	(500)	(500)
134200		Lighting of Streets	(238,550)	(238,550)	(261,282)
136400		Asset Management Software	0	0	(500)
134620		Insurance - Bridges	0	0	0
159420		Interest on Loan 117	(20,643)	(20,643)	(16,534)
189320		Depreciation - Transport	(31,241)	(31,241)	(32,522)
153820		Depreciation - Infrastructure Assets	(1,688,687)	(1,688,687)	(1,757,923)
169790		Allocation of Administration Overheads	(376,380)	(376,380)	(497,791)
		Sub Total - Recurrent Expenditure	(4,791,453)	(4,706,453)	(5,096,558)
		Non-Recurrent Expenditure			
149920		Works - Small Tool Replacement	(10,000)	(10,000)	(10,000)
134720		Minor Assets < \$5,000 - Transport	(5,000)	(5,000)	(5,000)
		Sub Total - Non Recurrent Expenditure	(15,000)	(15,000)	(15,000)
		TOTAL OPERATING EXPENDITURE	(4,806,453)	(4,721,453)	(5,111,558)
		OPERATING REVENUE			
		Recurrent Revenue			
132700		Sundry Fees & Charges - Taxable	250	250	250
132710		Main Roads Direct Grant	186,888	175,888	183,099
199830		Profit / (Loss) on Asset Disposals I Plant	0	0	0
		Sub Total - Recurrent Revenue	187,138	176,138	183,349
		Non-Recurrent Revenue			
NEW GL		Grants - Black Spots	0	0	0
NEW GL		Grants - Bridge Maintenance	0	0	0
153030		Grants - Regional Road Group	500,000	0	500,000
135220		Grants - LGGC Special Projects (Bridges)	0	0	0
155030		Grants - Roads to Recovery	406,921	406,921	423,605
101930	0226 / 0227 / 0228	Grants - Local Roads & Community Infra (LRCI - Phase 4)	0	0	0
154030		Grants - Pathways Program	0	0	0
NEW GL		Contribution to Works	0	0	0
		Sub Total - Non Recurrent Revenue	906,921	406,921	923,605
		TOTAL OPERATING REVENUE	1,094,059	583,059	1,106,954

Account Number	Job / Plant Number	Schedule 12 - Transport	2025/26		2026/27
			Budget	Forecast	Budget Estimate
			\$	\$	\$
		ROAD PLANT			
		OPERATING EXPENDITURE			
		Recurrent Expenditure			
NEW GL		Interest on Loans	0	0	0
		Sub Total - Recurrent Expenditure	0	0	0
		Non-Recurrent Expenditure			
NEW GL		Profit / (Loss) on Asset Disposals	0	0	0
		Sub Total - Non Recurrent Expenditure	0	0	0
		TOTAL OPERATING EXPENDITURE	0	0	0
		OPERATING REVENUE			
		Recurrent Revenue			
		Nil	0	0	0
		Sub Total - Recurrent Revenue	0	0	0
		Non-Recurrent Revenue			
		Nil	0	0	0
		Sub Total - Non Recurrent Revenue	0	0	0
		TOTAL OPERATING REVENUE	0	0	0
		TRAFFIC CONTROL & PARKING FACILITIES / AERODROMES			
		OPERATING EXPENDITURE			
		Recurrent Expenditure			
137520	3752	Maintenance - Aerodrome	(11,150)	(11,150)	(11,150)
		Sub Total - Recurrent Expenditure	(11,150)	(11,150)	(11,150)
		Non-Recurrent Expenditure			
181670		Busselton Margaret River Regional Airport Contribution	(2,000)	(2,000)	(2,000)
133650		Aerodrome Development Grant Expenditure	0	0	0
137600		EV Charging Station - Expenditure	0	0	(800)
		Sub Total - Non Recurrent Expenditure	(2,000)	(2,000)	(2,800)
		TOTAL OPERATING EXPENDITURE	(13,150)	(13,150)	(13,950)
		OPERATING REVENUE			
		Recurrent Revenue			
133660		Fines & Penalties - Traffic	250	250	250
133300		EV Charging Station - Revenue	0	0	10,000
133670		Contribution - Cash in lieu car parking	250	250	250
133630		Aerodrome Development Grant	0	0	0
		Sub Total - Recurrent Revenue	500	500	10,500
		Non-Recurrent Revenue			
NEW GL		Grants - Road Wise	0	0	0
		Sub Total - Non Recurrent Revenue	0	0	0
		TOTAL OPERATING REVENUE	500	500	10,500

Summary	2025/26		2026/27
	Budget	Forecast	Budget Estimate
Schedule 13 - Economic Services	\$	\$	\$
ECONOMIC SERVICES - SUMMARY			
Operating Expenditure			
Recurrent Expenditure			
Tourism & Area Promotion	(277,245)	(277,245)	(280,090)
Building Control	(393,371)	(359,178)	(355,724)
Other Economic Services	(15,500)	(16,070)	(15,000)
Total Recurrent Expenditure	(686,116)	(652,493)	(650,814)
Non-Recurrent Expenditure			
Tourism & Area Promotion	(350,000)	(350,000)	(320,000)
Building Control	(28,200)	(28,200)	(7,500)
Other Economic Services	0	0	0
Total Non-Recurrent Expenditure	(378,200)	(378,200)	(327,500)
Total Operating Expenditure	(1,064,316)	(1,030,693)	(978,314)
Operating Revenue			
Recurrent Revenue			
Tourism & Area Promotion	353,955	353,955	325,281
Building Control	82,800	88,800	92,441
Other Economic Services	10,833	10,833	61,236
Total Recurrent Revenue	447,588	453,588	478,958
Non-Recurrent Revenue			
Tourism & Area Promotion	500,000	0	750,000
Building Control	0	0	30,000
Other Economic Services	0	0	100,000
Total Non-Recurrent Revenue	500,000	0	880,000
Total Operating Revenue	947,588	453,588	1,358,958

Account Number	Job / Plant Number	Schedule 13 - Economic Services	2025/26		2026/27
			Budget	Forecast	Budget Estimate
			\$	\$	\$
		TOURISM & AREA PROMOTION			
		OPERATING EXPENDITURE			
		Recurrent Expenditure			
178420		Tourism - Functions	0	0	0
187420		Tourism and Marketing	(3,000)	(3,000)	(3,000)
139520		Visitor Centre Operating Grant	(133,000)	(133,000)	(140,000)
124420	2442 / 2443 / BAM019	Visitor Centre & Mine	(8,489)	(8,489)	(20,000)
126420	BAM031	Caravan Park Building Maintenance	(11,799)	(11,799)	(12,283)
124820		Collie River Valley Marketing	0	0	0
150120		Collie River Valley Number Plates Expenditure	(1,200)	(1,200)	(450)
199820		Shire of Collie Housing Incentive	0	0	0
19822		Depreciation - Tourism	(31,935)	(31,935)	(33,244)
167020		Allocation of Administration Overheads	(87,822)	(87,822)	(71,113)
		Sub Total - Recurrent Expenditure	(277,245)	(277,245)	(280,090)
		Non-Recurrent Expenditure			
198330		Regional Tourism Development Strategy	(20,000)	(20,000)	(20,000)
198350		Council Tourism & Marketing Advisory	0	0	0
198370		South32 Tourism Partnership	(300,000)	(300,000)	(300,000)
101580		Minningup Pool River Area Grant Expenditure	(30,000)	(30,000)	0
		Sub Total - Non Recurrent Expenditure	(350,000)	(350,000)	(320,000)
		TOTAL OPERATING EXPENDITURE	(627,245)	(627,245)	(600,090)
		OPERATING REVENUE			
		Recurrent Revenue			
139830	3983	Caravan Park Income	23,805	23,805	24,781
140130		Sale of Collie River Valley Number Plates	150	150	500
198360		South 32 Tourism Partnership	300,000	300,000	300,000
101570		Minningup Pool River Area Grant	30,000	30,000	0
		Sub Total - Recurrent Revenue	353,955	353,955	325,281
		Non-Recurrent Revenue			
NEW GL		Grant - Collie Visitor Centre Expansion	500,000	0	750,000
		Sub Total - Non Recurrent Revenue	500,000	0	750,000
		TOTAL OPERATING REVENUE	853,955	353,955	1,075,281

Account Number	Job / Plant Number	Schedule 13 - Economic Services	2025/26		2026/27
			Budget	Forecast	Budget Estimate
			\$	\$	\$
		BUILDING CONTROL			
		OPERATING EXPENDITURE			
		Recurrent Expenditure			
140620		Salaries & Wages - Building Department	(255,441)	(225,441)	(224,048)
181120		Accrued Salaries - Building Department	0	0	0
140720		Superannuation - Building Department	(32,853)	(27,853)	(28,929)
140820		Telephone - Building Department	0	0	0
141420		Other Employee Costs - Building Department	(3,000)	(3,000)	(3,000)
142720	1036	Uniform & PPE - Building Department	(350)	(350)	(350)
141720		Training & Development - Building Department	(2,000)	(2,000)	(2,000)
141120	PLANT	Vehicle Expenses - Building Department	(4,140)	(4,140)	(4,310)
142730		Subscriptions - Building Department	(250)	(250)	(250)
187720		Insurance Workers Compensation - Building Department	(17,274)	(18,081)	(18,822)
141020		Insurance - Building Department	0	0	0
114320		Depreciation - Building Vehicle	(2,787)	(2,787)	(2,901)
167120		Allocation of Administration Expenses	(75,276)	(75,276)	(71,113)
		Sub Total - Recurrent Expenditure	(393,371)	(359,178)	(355,724)
		Non-Recurrent Expenditure			
141840		Swimming Pool Inspections	(20,700)	(20,700)	0
141850		Contract Relief Staff - Building Control	(5,000)	(5,000)	(5,000)
141860		Minor Assets < \$5,000 - Building Control	(2,500)	(2,500)	(2,500)
NEW GL		Profit / (Loss) on Asset Disposals	0	0	0
		Sub Total - Non Recurrent Expenditure	(28,200)	(28,200)	(7,500)
		TOTAL OPERATING EXPENDITURE	(421,571)	(387,378)	(363,224)

Account Number	Job / Plant Number	Schedule 13 - Economic Services	2025/26		2026/27
			Budget	Forecast	Budget Estimate
			\$	\$	\$
		BUILDING CONTROL			
		OPERATING REVENUE			
		Recurrent Revenue			
141530		Building Permit Fees	56,925	56,925	59,259
141630		Swimming Pool Inspection Fee	20,700	26,700	27,795
141730		Kerb Damage Inspection Fee	4,140	4,140	4,310
141540		BCITF & Building Services Levy Commissions	1,035	1,035	1,077
		Sub Total - Recurrent Revenue	82,800	88,800	92,441
		Non-Recurrent Revenue			
XXXX	NEW GL	Resource Sharing Building Surveyor - Contibution	0	0	30,000
		Sub Total - Non Recurrent Revenue	0	0	30,000
		TOTAL OPERATING REVENUE	82,800	88,800	122,441

Account Number	Job / Plant Number	Schedule 13 - Economic Services	2025/26		2026/27
			Budget	Forecast	Budget Estimate
			\$	\$	\$
		OTHER ECONOMIC SERVICES			
		OPERATING EXPENDITURE			
		Recurrent Expenditure			
142320	4232	Sand & Gravel Pits	(2,000)	(2,570)	(2,000)
142520	4252	Water Stand Pipes	(3,000)	(3,000)	(3,000)
198340		Economic Development	(10,500)	(10,500)	(10,000)
		Sub Total - Recurrent Expenditure	(15,500)	(16,070)	(15,000)
		Non-Recurrent Expenditure			
		Nil	0	0	0
		Sub Total - Non Recurrent Expenditure	0	0	0
		TOTAL OPERATING EXPENDITURE	(15,500)	(16,070)	(15,000)
		OPERATING REVENUE			
		Recurrent Revenue			
138840		Extractive Industry Licenses	500	500	500
13225		Lease of Sites for Communications Towers	9,833	9,833	10,236
116660		Collie Urban Infill Toolkit	0	0	0
138830		Economic Development Grant	0	0	0
138870	NEW GL	Sale of Sand	0	0	50,000
138850		Sale of Standpipe Water	500	500	500
		Sub Total - Recurrent Revenue	10,833	10,833	61,236
		Non-Recurrent Revenue			
138860	NEW GL	Community Benefit Fund Contribution	0	0	100,000
		Sub Total - Non Recurrent Revenue	0	0	100,000
		TOTAL OPERATING REVENUE	10,833	10,833	161,236

Account Number	Job / Plant Number	Schedule 13 - Economic Services	2026/27
			Budget Estimate
			\$
		NOTES TO SCHEDULE 13 - ECONOMIC SERVICES	
9833		131.1 Regional Tourism Development Strategy Bunbury Geographe Tourism Partnership Regional Tourism initiatives	0 (20,000)
			(20,000)
9834		131.2 Economic Development Bunbury Geographe Group of Councils Economic Development initiatives	0 (10,000)
			(10,000)

Summary	2025/26		2026/27
	Budget	Forecast	Budget Estimate
Schedule 14 - Other Property & Services			
	\$	\$	\$
OTHER PROPERTY & SERVICES - SUMMARY			
Operating Expenditure			
Recurrent Expenditure			
Private Works	(2,000)	(2,000)	(2,000)
Administration Overheads	(52,603)	(70,521)	0
Public Works Overheads	(3,948)	(513)	45,789
Plant Operation	2,086	(85,645)	(45,188)
Salaries & Wages	0	0	0
Unclassified	0	0	0
Total Recurrent Expenditure	(56,465)	(158,679)	(1,398)
Non-Recurrent Expenditure			
Private Works	0	0	0
Administration Overheads	(15,000)	(15,000)	(15,000)
Public Works Overheads	(3,000)	(3,923)	(3,000)
Plant Operation	(5,000)	(5,000)	(5,000)
Salaries & Wages	(255,000)	(200,046)	(255,000)
Unclassified	(5,000)	(44,000)	(5,000)
Total Non-Recurrent Expenditure	(283,000)	(267,969)	(283,000)
Total Operating Expenditure	(339,465)	(426,648)	(284,398)
Operating Revenue			
Recurrent Revenue			
Private Works	2,400	2,400	2,400
Administration Overheads	2,000	0	2,000
Public Works Overheads	6,500	6,500	6,500
Plant Operation	20,700	35,700	37,164
Salaries & Wages	255,000	122,676	255,000
Unclassified	60,000	60,000	60,000
Total Recurrent Revenue	346,600	227,276	363,064
Non-Recurrent Revenue			
Private Works	0	0	0
Administration Overheads	0	0	0
Public Works Overheads	0	0	0
Plant Operation	0	0	0
Salaries & Wages	0	0	0
Unclassified	0	0	0
Total Non-Recurrent Revenue	0	0	0
Total Operating Revenue	346,600	227,276	363,064

Account Number	Job / Plant Number	Schedule 14 - Other Property & Services	2025/26		2026/27
			Budget	Forecast	Budget Estimate
			\$	\$	\$
		PRIVATE WORKS			
		OPERATING EXPENDITURE			
		Recurrent Expenditure			
142820	W1500 / W5104	Private Works	(2,000)	(2,000)	(2,000)
		Sub Total - Recurrent Expenditure	(2,000)	(2,000)	(2,000)
		Non-Recurrent Expenditure			
NEW GL		Private Works - Government	0	0	0
		Sub Total - Non Recurrent Expenditure	0	0	0
		TOTAL OPERATING EXPENDITURE	(2,000)	(2,000)	(2,000)
		OPERATING REVENUE			
		Recurrent Revenue			
143230		Private Works Revenue	2,400	2,400	2,400
		Sub Total - Recurrent Revenue	2,400	2,400	2,400
		Non-Recurrent Revenue			
NEW GL		Fees & Charges - Private Works (Government)	0	0	0
		Sub Total - Non Recurrent Revenue	0	0	0
		TOTAL OPERATING REVENUE	2,400	2,400	2,400

Account Number	Job / Plant Number	Schedule 14 - Other Property & Services	2025/26		2026/27
			Budget	Forecast	Budget Estimate
			\$	\$	\$
		ADMINISTRATION OVERHEADS			
		OPERATING EXPENDITURE			
		Recurrent Expenditure			
102720		Salaries & Wages - Administration	(1,497,150)	(1,497,150)	(1,378,408)
187920		Accrued Salaries - Administration	0	0	0
102820		Superannuation - Admin	(196,256)	(196,256)	(187,386)
104910		Other Employee Costs - Admin	(15,000)	(20,000)	(25,000)
159590		Interest Expense on Loan 124	(53)	(433)	0
102920		Insurance - Admin	(75,856)	(82,206)	(84,672)
183920		Insurance - Workers Compensation - Admin	(45,476)	(47,738)	(49,170)
102220	0222 / 0224	Administration Photocopier Maintenance	(18,782)	(23,782)	(24,495)
100540		Depreciation - Right of Use Asset (moved from Sch 4)	(51,750)	(51,750)	(53,872)
100550		Interest - Right of Use Asset (moved from Sch 4)	(853)	(1,168)	(1,216)
104120		Postage	(14,448)	(16,448)	(16,941)
	0422 / 1422 / 2422 / 3422 / 3622 / 5422 / 7422 / 8422	Information Technology - Admin	(273,400)	(273,400)	(309,609)
141220		HR / Payroll Costs	0	(7,770)	(40,000)
141240		HR / Recruitment Costs	(28,896)	(18,000)	(18,540)
103820	1382 / 3382 / 5382	Printing & Stationery	(13,455)	(13,455)	(14,007)
102610		Training & Development - Administration	(29,943)	(29,943)	(27,568)
102620	2262 / 4262	Conference - Administration	(8,000)	(8,000)	(8,000)
104140		Subscriptions / Memberships	(11,175)	(11,175)	(11,175)
104320		Vehicle Expense - Admin	(10,350)	(10,350)	(10,774)
103620	0361 / 0364 / BAM002	Administration Building	(45,003)	(60,003)	(68,500)
103680	213	Administration Centre Gardens	(5,000)	(5,000)	(2,234)
102420		Admin Cost Other	(20,000)	(20,000)	(10,000)
103920	0392 / 1392 / 1393	Telephone - Admin	(25,000)	(25,000)	(20,000)
187620		Employee Assistance Program (closed - transferred from Sch4 - new 8762)	0	0	0
187630		Employee Assistance Program	(10,000)	(10,000)	(5,000)
188850		Staff Discount Scheme (Pool pass, etc) (closed - transferred from Sch4 - new 8885)	0	0	0
188870		Staff Discount Scheme (Pool pass, etc)	(2,500)	(2,500)	(2,500)
105620		Administration Freight	(621)	(621)	(646)
187520		Regional Risk Coordination	(15,530)	(15,530)	(15,530)
181220		Records Management Resources (closed - transferred from Sch4 - new 8126)	0	0	0
181260		Records Management Resources	(20,000)	(20,000)	(20,000)
105420		Depreciation	(127,305)	(127,305)	(132,525)
		Sub Total	(2,561,802)	(2,594,983)	(2,537,769)

155820	Less: Allocated to Schedules	2,509,199	2,524,462	2,537,769
	Sub Total - Recurrent Expenditure	(52,603)	(70,521)	0
	Non-Recurrent Expenditure			
104150	Contract Relief Staff	(5,000)	(5,000)	(5,000)
104180	Minor Assets < \$5,000 - Admin OH (includes minor IT equipment) - ICT Reserve funded	(10,000)	(10,000)	(10,000)
185930	Profit / (Loss) on Asset Disposals - Governance	0	0	0
	Sub Total - Non Recurrent Expenditure	(15,000)	(15,000)	(15,000)
	TOTAL OPERATING EXPENDITURE	(67,603)	(85,521)	(15,000)

Account Number	Job / Plant Number	Schedule 14 - Other Property & Services	2025/26		2026/27
			Budget	Forecast	Budget Estimate
			\$	\$	\$
		ADMINISTRATION OVERHEADS			
		OPERATING REVENUE			
		Recurrent Revenue			
NEW GL		Reimbursements - Sundry	1,000	0	1,000
NEW GL		Reimbursements - Study Assistance	1,000	0	1,000
		Sub Total - Recurrent Revenue	2,000	0	2,000
		Non-Recurrent Revenue			
NEW GL		Profit on Sale of Assets	0	0	0
		Sub Total - Non Recurrent Revenue	0	0	0
		TOTAL OPERATING REVENUE	2,000	0	2,000

Account Number	Job / Plant Number	Schedule 14 - Other Property & Services	2025/26		2026/27
			Budget	Forecast	Budget Estimate
			\$	\$	\$
		PUBLIC WORKS OVERHEADS			
		OPERATING EXPENDITURE			
		Recurrent Expenditure			
143320		Salaries & Wages - Public Works Overhead	(671,634)	(671,634)	(360,104)
181420		Accrued Salaries - Public Works Overhead	0	0	0
141320		Superannuation - Engineering	(85,786)	(85,786)	(57,959)
143620		Superannuation - Public Works Overhead	(187,788)	(187,788)	(190,799)
144580		Allowances - Public Works Overhead	(118,594)	(118,594)	(123,456)
156920		Insurance Workers Compensation - Public Works Overhead	(173,362)	(160,287)	(166,859)
145420		Leave - Public Works Overhead	(202,634)	(202,634)	(208,088)
143520		Other Employee Costs - Public Works Overhead	(3,000)	(3,000)	(3,000)
104190		Consultants	(2,000)	(2,000)	(2,000)
104920		Fringe Benefits Tax	(500)	(500)	(500)
143720		Telephone - Public Works Overhead	(9,833)	(9,833)	(10,236)
104200		Advertising	(500)	(500)	(500)
144520	0005....1104	Uniform & PPE - Public Works Overhead	(17,595)	(17,595)	(18,316)
144640		Work Health & Safety (WHS) Expenditure	(28,176)	(28,176)	(24,123)
NEW GL		Printing & Stationery	(500)	0	(500)
104210		Staff Training - Travel & Accomodation	(500)	(500)	(500)
144620	4463 / 4464	Training & Development - Public Works Overhead	(25,523)	(20,523)	(21,364)
145220	4522	Training - PWO	0	0	0
148920		Tech Services Software - Public Works Overhead	(10,000)	(10,000)	(14,000)
143920	PLANT	Vehicle Expenses - Public Works Overhead	(41,400)	(41,400)	(43,097)
148820		Survey Consumables - Public Works Overhead	(1,000)	(1,000)	(1,000)
104230		Sundry Expenditure - Public Works	(1,000)	(1,000)	(1,000)
143330		Asset Management	0	0	(10,000)
144420		Insurance - Public Works Overhead	0	0	0
144320		Depreciation - Public Works Overhead	(65,205)	(65,205)	(67,878)
167220		Allocation of Administration Overheads	(50,184)	(65,324)	(44,547)
		Sub Total	(1,696,714)	(1,693,279)	(1,369,827)
174220		Less: Allocated to Works	1,692,766	1,692,766	1,415,616
		Sub Total - Recurrent Expenditure	(3,948)	(513)	45,789
		Non-Recurrent Expenditure Unallocated			
104240	NEW GL	Minor Assets < \$5,000 - Public Works	(2,500)	(3,423)	(2,500)
104250	NEW GL	Contracted Relief Staff - Public Works	(500)	(500)	(500)
199330		Profit / (Loss) on Asset Disposals - PWO	0	0	0
		Sub Total - Non Recurrent Expenditure	(3,000)	(3,923)	(3,000)
		TOTAL OPERATING EXPENDITURE	(6,948)	(4,436)	42,789

Account Number	Job / Plant Number	Schedule 14 - Other Property & Services	2025/26		2026/27
			Budget	Forecast	Budget Estimate
			\$	\$	\$
		PUBLIC WORKS OVERHEADS			
		OPERATING REVENUE			
		Recurrent Revenue			
101330		Apprentice & Traineeship Funding	6,000	6,000	6,000
199330		Profit on Asset Disposals - PW Overhead	0	0	0
199340	NEW GL	Fees & Charges	500	500	500
		Sub Total - Recurrent Revenue	6,500	6,500	6,500
		Non-Recurrent Revenue			
		Nil	0	0	0
		Sub Total - Non Recurrent Revenue	0	0	0
		TOTAL OPERATING REVENUE	6,500	6,500	6,500
		PLANT OPERATION			
		OPERATING EXPENDITURE			
		Recurrent Expenditure			
149820	PLANT	Fuel & Oil	(155,250)	(130,250)	(215,590)
149840	PLANT	Fuel Purchases - Unleaded	(2,070)	(2,070)	(4,000)
149850	NEW GL	Tyres & Tubes	(500)	(500)	(500)
149860	NEW GL	Parts & Repairs	(500)	(500)	(500)
144720	PLANT	Salaries & Wages - Plant Operations Cost	(115,265)	(116,452)	(95,890)
144740	PLANT	Wages - Plant Operations Cost	(18,842)	(37,047)	(38,566)
146420	PLANT	Superannuation - Plant Operating Costs	(15,428)	(15,428)	(15,468)
146720	1065	Uniform & PPE - Plant Operating Costs	(2,500)	(2,500)	(2,500)
146820	PLANT	Training & Development - Plant Operating Costs	(5,000)	(5,000)	(5,000)
142020	PLANT	Insurance Workers Compensation - Public operations	(6,135)	(6,135)	(6,387)
145920	PLANT	Licenses & Vehicle Registrations	(20,700)	(20,700)	(21,549)
144920	PLANT	Insurance - Plant Operations Costs	(87,259)	(89,860)	(93,544)
145020	PLANT	Utilities - Public Operation Costs (POC)	0	0	0
159820	PLANT	Apprentice Tool Purchases	(250)	(250)	(250)
168020	PLANT	Plant Maintenance Cost	(272,956)	(381,000)	(285,263)
145820	PLANT	Depreciation - Plant Operating Costs	(93,702)	(93,702)	(97,544)
167320	PLANT	Allocation of Administration Overheads	(50,184)	(50,184)	(53,335)
		Sub Total	(846,541)	(951,578)	(935,885)
145120		Less: Allocated to Works	848,627	865,933	890,698
		Sub Total - Recurrent Expenditure	2,086	(85,645)	(45,188)
		Non-Recurrent Expenditure			
149870	NEW GL	Minor Assets < \$5,000 - Plant	(5,000)	(5,000)	(5,000)
		Sub Total - Non Recurrent Expenditure	(5,000)	(5,000)	(5,000)
		TOTAL OPERATING EXPENDITURE	(2,914)	(90,645)	(50,188)
		OPERATING REVENUE			
		Recurrent Revenue			
149830		Fuel Rebate Scheme	20,700	35,700	37,164
		Sub Total - Recurrent Revenue	20,700	35,700	37,164
		Non-Recurrent Revenue			
		Nil	0	0	0
		Sub Total - Non Recurrent Revenue	0	0	0
		TOTAL OPERATING REVENUE	20,700	35,700	37,164

Account Number	Job / Plant Number	Schedule 14 - Other Property & Services	2025/26		2026/27
			Budget	Forecast	Budget Estimate
			\$	\$	\$
		SALARIES & WAGES			
		OPERATING EXPENDITURE			
		Recurrent Expenditure			
		Sub Total	(6,369,618)	(5,958,810)	(6,109,489)
145900		Less: Salaries Allocated	0	0	0
146000		Less: Allocated	6,369,618	5,958,810	6,109,489
		Sub Total - Recurrent Expenditure	0	0	0
		Non-Recurrent Expenditure			
146120		Salaries & Wages - Workers Compensation Allocated	(250,000)	(200,046)	(250,000)
151650		Salaries & Wages - Govt Paid Parental Leave	(5,000)	0	(5,000)
		Sub Total - Non Recurrent Expenditure	(255,000)	(200,046)	(255,000)
		TOTAL OPERATING EXPENDITURE	(255,000)	(200,046)	(255,000)
		OPERATING REVENUE			
		Recurrent Revenue		0	
146130		Reimbursements - Workers Compensation	250,000	122,676	250,000
151640		Reimbursements - Salaries & Wages - Govt Paid Parental Leave	5,000	0	5,000
101330		Apprentice & Traineeship Funding	0	0	0
		Sub Total - Recurrent Revenue	255,000	122,676	255,000
		Non-Recurrent Revenue			
		Nil	0	0	0
		Sub Total - Non Recurrent Revenue	0	0	0
		TOTAL OPERATING REVENUE	255,000	122,676	255,000

Account Number	Job / Plant Number	Schedule 14 - Other Property & Services	2025/26		2026/27
			Budget	Forecast	Budget Estimate
			\$	\$	\$
		UNCLASSIFIED			
		OPERATING EXPENDITURE			
		Recurrent Expenditure			
		Nil	0	0	0
		Sub Total - Recurrent Expenditure	0	0	0
		Non-Recurrent Expenditure			
102930	4115 / 4118	Insurance Claims Expenditure (closed - transferred from Sch5 - new 0291)	(2,500)	(37,500)	0
102910		Insurance Claims Expenditure	0	0	(2,500)
183940	NEW GL	Insurance Claim Excess Expense	(2,500)	(6,500)	(2,500)
		Sub Total - Non Recurrent Expenditure	(5,000)	(44,000)	(5,000)
		TOTAL OPERATING EXPENDITURE	(5,000)	(44,000)	(5,000)
		OPERATING REVENUE			
		Recurrent Revenue			
126430		Insurance Reimbursements - Admin	60,000	60,000	0
126440		Insurance Reimbursements - Admin (closed - transferred from Sch5 - new 2643)	0	0	60,000
		Sub Total - Recurrent Revenue	60,000	60,000	60,000
		Non-Recurrent Revenue			
		Nil	0	0	0
		Sub Total - Non Recurrent Revenue	0	0	0
		TOTAL OPERATING REVENUE	60,000	60,000	60,000

**Long Term Financial Plan
2026/27
LAND DEVELOPMENT & BUILDING CONSTRUCTION**

Job #	Description	Notes	Salaries & Wages	Overheads 124%	Plant	Stores Issues	Good & Services	TOTAL	Building Reserve	C/fwd Project Reserve	New Borrowings	Grant	Sale of Land	Contributions	Total Income	Net Cost	Sundry Notes
									4 7011 0	4 7011 0		New - Sch13		New - Sch10			
Summary Per Building Asset Management Plan																	
	Project Management Salaries - 10% of capital works		0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Purchase of Lot 6 Cockie Bend, Collie (vacant land adjacent to Shire depot \$180k plus fencing/laydown) - Council Res 9713 - 9Dec25 - funded from the New Initiatives Reserve						205,000	205,000	0	205,000	0	0	0	0	205,000	0	Source: New Initiatives Reserve Council res: 9713 - 9 Dec 2025
BAP002	Shire Administration - Repairs and refurbishment. Includes Carried Over from 24/25 of \$26,000.	Improvements / Upgrades	0	0	0	0	51,000	51,000	25,000	26,000	0	0	0	0	51,000	0	Source: Building Asset Plan
1144	Waste Transfer Station Shed Includes Waste Transfer Station Security funds Carried Over from 24/25 of \$45,000 and \$245,000 25/26 Carry Over.	New	0	0	0	0	495,000	495,000	155,000	290,000	0	0	0	50,000	495,000	0	Source: Building Reserve; Carried Forward Projects Reserve
	Waste Transfer Station - Concrete wall repair/upgrade. New steel plate protection barrier for the front of the existing damaged concrete retaining wall.						50,000	50,000	50,000	0	0	0	0	0	50,000	0	Source: Waste Site Reserve
	Swimming Club Storage Shed	New - Election Commitment	0				250,000	250,000	0	0	0	250,000	0	0	250,000	0	Source: Election Commitment
	Speedway Toilets	New - Election Commitment	0				0	0	0	0	0	0	0	0	0	0	Source: Election Commitment
	Cardiff Hall - Kitchen upgrade	Preservation / Renewal					30,000	30,000	30,000	0	0	0	0	0	30,000	0	Source: Building Asset Plan
	Staff Housing - Senior Executive (new loan)						850,000	850,000	50,000	0	800,000	0	0	0	850,000	0	Source: Building Asset Plan
	Staff Housing - Manager (new loan)						700,000	700,000	50,000	0	650,000	0	0	0	700,000	0	Source: Building Asset Plan
	Collie Visitor Centre Expansion	New - Election Commitment	50,000				450,000	500,000	0	0	0	500,000	0	0	500,000	0	Source: Election Commitment
								3,131,000									
TOTAL			50,000	0	0	0	3,081,000	3,131,000	360,000	521,000	1,450,000	750,000	0	50,000	3,131,000	0	

2026/27

Budget Estimate

TRANSPORT CAPITAL UPGRADES

	Employee Costs	Overheads 124%	Plant 55%	Stores Issues	Materials & Services	Insurance	Utilities	Total Expenditure	Reserve Transfer	C/fwd Grants Res	JTP5#1	Roads to Recovery	RRG	Black Spot	Pathways Grants	LGGC Spec Pro	Contrib to Works	Total Income	Net Cost to Council	
Upgrades - Roads																				
<i>Carried Forward Projects: Capital Upgrades</i>	0	0	0	0	0	0	0	0										0	0	0
Expenditure per RAMP	0	0	0	0	0	0	0	0	0			0	0	0				0	0	0
Project Management Salaries - 43%	0	0	0	0	0	0	0	0	0									0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Upgrades - Bridges																				
NIL	0	0	0	0	0	0	0	0										0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Upgrades - Ancillary																				
NIL	0	0	0	0	0	0	0	0										0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sub Total - Upgrades	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Definition - Upgrades

Provides a higher level of service to users.

Examples

Gravelling a road that was not previously gravelled
Sealing a road not previously sealed
Road Widening

2026/27

Budget Estimate

TRANSPORT CAPITAL EXPANSION

	Employee Costs	Overheads 124%	Plant 55%	Stores Issues	Goods & Services	Insurance	Utilities	Total Expenditure	Reserve Transfer	C/fwd Grants Res	JTP5#1	Roads to Recovery	RRG	Black Spot	Pathways Grants	LGGC Spec Pro	Contrib to Works	Total Income	Net Cost to Council	
Capital Expansion - Roads																				
NIL New Extension	0	0	0	0	0	0	0	0	0									0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital Expansion - Bridges																				
NIL	0	0	0	0	0	0	0	0										0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital Expansion - Ancillary																				
NIL	0	0	0	0	0	0	0	0										0	0	0
<i>Carried Forward Projects - Ancillary</i>	0	0	0	0	0	0	0	0	0									0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital Expansion - Dual Use Paths																				
<i>Carried Forward Projects:</i>																				
1 <i>Witensoom Street (86m Pathway link). Estimated cost \$25,700. Grant application for 50% to be submitted to WABN. If successful then to be considered by Council at the mid-year budget review.</i>	0	0	0	0	0	0	0	0	0			0	0		0	0	0	0	0	0
2 <i>Hodgson Terrace (750m Pathway link). Estimated cost \$200,000. Grant application for 50% to be submitted to WABN. If successful then to be considered by Council at the mid-year budget review.</i>	0	0	0	0	0	0	0	0	0			0	0		0	0	0	0	0	0
3 <i>Watson Street (150m Pathway link). Estimated cost \$45,000. Grant application for 50% to be submitted to WABN. If successful then to be considered by Council at the mid-year budget review.</i>	0	0	0	0	0	0	0	0	0			0	0		0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital Expansion - Drainage																				
<i>Carried Forward Projects:</i>																				
<i>Cemetery Drainage (Expand drainage infrastructure to accommodate new roads) - Carried Forward to 26/27</i>	0	0	0	0	0	0	0	0	0									0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sub Total - Capital Expansion	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Definition - Capital Expansion

Extending the road network.

Examples

Constructing a road that previously did not exist. Can be formed, gravelled or sealed
Constructing new footpaths

**2026/27
Budget Estimate
TRANSPORT MAINTENANCE**

	Employee Costs	Overheads 124%	Plant 55%	Stores Issues	Materials & Services	Insurance	Utilities	Total Expenditure	Reserve Transfer	C/fwd Grants Res	Royalties 4 Regions	Roads to Recovery	RRG	Black Spot	Pathways Grants	LGCC Spec Pro	Contrib to Works	Total Income	Net Cost to Council
Maintenance - Roads																			
Rural																			
3360																			
Refer RM	174,020	214,972	95,711	0	50,000			534,702										0	534,702
Refer RM	0	0	0	0	0			0										0	0
Refer RM	0	0	0	0	0			0										0	0
Townsites																			
Refer RM	54,203	66,958	29,812	0	300,000			450,973										0	450,973
Total	228,223	281,930	125,522	0	350,000	0	0	985,675	0	0	0	0	0	0	0	0	0	0	985,675
Maintenance - Bridges																			
3440																			
Refer RM	25,000	30,883	13,750	0	50,000	17,000		136,633										0	136,633
Refer RM	0	0	0	0	0			0										0	0
Total	25,000	30,883	13,750	0	50,000	17,000	0	136,633	0	0	0	0	0	0	0	0	0	0	136,633
Maintenance - Ancillary																			
Rural																			
	0	0	0	0	0			0										0	0
	0	0	0	0	0			0										0	0
Townsites																			
3422	50,000	61,767	0	0	1,000			112,767										0	112,767
3452	20,000	24,707	11,000	0	0			55,707										0	55,707
3450	130,000	160,593	71,500	0	0		3,500	365,593										0	365,593
5627	30,000	37,060	16,500	0	30,000			113,560										0	113,560
6002	500	618	275	0	0			1,393										0	1,393
3480	60,000	74,120	33,000	0	20,000			187,120										0	187,120
6102	20,000	24,707	11,000	0	0			55,707										0	55,707
3337	0	0	0	0	0			0										0	0
3470	20,000	24,707	11,000	0	0	6,000	30,000	91,707										0	91,707
3490	0	0	0	0	500			500										0	500
Total	330,500	408,277	154,275	0	51,500	6,000	33,500	984,052	0	0	0	0	0	0	0	0	0	0	984,052
Directional Signage																			
	0	0	0	0	0			0										0	0
	0	0	0	0	0			0										0	0
Sub Total - Maintenance	583,723	721,090	293,547	0	451,500	23,000	33,500	2,106,360	0	0	0	0	0	0	0	0	0	0	2,106,360

**Budget Estimate
TRANSPORT RENEWALS**

	Employee Costs	Overheads 124%	Plant 55%	Stores Issues	Goods & Services	Insurance	Utilities	Total Expenditure	Reserve Transfer	C/fwd Grants Res	LRCI	Roads to Recovery	RRG	Black Spot	Pathways Grants	LGCC Spec Pro	Contrib to Works	Total Income	Net Cost to Council
Renewals - Roads																			
<i>Carried Forward Projects: Road Renewals</i>																			
4021	0	0	0	0	0			0										0	0
	0	0	0	0	17,000			17,000	0	17,000								17,000	0
																			0
8047	0	0	0	0	0			0				0						0	0
<i>Expenditure per RAMP:</i>																			
3080																			
	8,000	9,883	5,435	0	726,682			750,000	-0	250,000			500,000					750,000	0
	0	0	0	0	0			0	0	0								0	0
	34,745	5,212	0	0	0			39,956	0	29,020								29,020	10,936
Total	42,745	15,094	5,435	0	743,682	0	0	806,956	(0)	296,020	0	0	500,000	0	0	0	0	796,020	10,936
Renewals - Bridges																			
<i>Carried Forward Projects:</i>																			
	0	0	0	0	0			0										0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Renewals - Pathways																			
<i>Expenditure per PAMP</i>																			
	0	0	0	0	0			0										0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sub Total - Renewals	42,745	15,094	5,435	0	743,682	0	0	806,956	-0	296,020	0	0	500,000	0	0	0	0	796,020	10,936
Definition - Capital Renewal																			
Increases the life of the asset or its service potential																			
Examples																			
Resealing aggregate and asphalt roads																			
Regraveling existing gravel roads																			
Replacement of Lighting, street signs																			
Reconstructing footpaths																			
TOTAL	626,467	736,184	298,983	0	1,195,182	0	33,500	2,913,317	-0	296,020	0	0	500,000	0	0	0	0	796,020	2,117,297
Total (Excl Maintenance)	42,745	15,094	5,435	0	743,682	0	0	806,956	-0	296,020	0	0	500,000	0	0	0	0	796,020	10,936

Long Term Financial Plan
2026/27

PARKS & RESERVES CONSTRUCTION EXPENDITURE

Job #	Description	Notes	Salaries & Wages	& Overheads 124%	Plant	Stores Issues	Good & Services	TOTAL	P&G Reserve 4 7202 0	C/fwd Project Reserve	LRCI	Trust	Grants/Contrib.	Spec Area Rate	Total Income	Net Cost	Sundry Notes
Summary Per Parks & Reseves Asset Management Plan																	
<i>Carry Forward Projects</i>																	
	New	New	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 Source: Parks & Reserves Asset Plan
	Soldiers Park Playground – Carry Over project of approx \$1.65m from committed re-allocated State Government funding from the former heated swimming pool election commitment. Swimming Club storage shed/meeting room approx \$150k. To be submitted to the mid-year budget review in Feb 2026 if ready.	New - Electi	225,000	0	0	0	1,325,000	1,550,000	0	542,574	0	0	464,852	0	1,007,426	542,574	
	Preservation / Renewal	Renewal	0	0	0	0	25,000	25,000	25,000	0	0	0	0	0	25,000	0	0 Source: Parks & Reserves Asset Plan
	River Revitalisation Strategy – Project of approx \$100,000 subject to external grant funding or contribution. To be submitted to the mid-year budget review in Feb 2027 if external funding secured.	Renewal	0	0	0	0	100,000	100,000	0	0	0	0	100,000	0	100,000	0	
	Expansion / Improvements / Upgrade	Expansion	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 Source: Parks & Reserves Asset Plan
TOTAL			225,000	0	0	0	1,450,000	1,675,000	25,000	542,574	0	0	564,852	0	1,132,426	542,574	

VEHICLE ACQUISITIONS EXPENDITURE

Account							2025/26		2026/27
							Budget	Forecast	Budget Estimate
Number		Existing Vehicle		New Vehicle			\$	\$	\$
XXXX	Schedule 5 - Fire Prevention BFB Appliance								
						0	0	0	0
	DFES Funded BFB Appliance (not included in Reserve)								0
18840	Schedule 5 - Ranger Services								
Ute	Ranger 1 - Shaun	97,053	111CO	2023 Ford Ranger	Isuzu Dmax	Currently 111CO	0	0	(76,000)
Ute	Ranger 2	190,876	112CO	2015 Holden Colorado	Isuzu Dmax	Currently 112CO	(75,000)	0	(75,000)
							0	(75,000)	(151,000)
XXXX	Schedule 7 - Health Administration Environmental Health Officer						0	0	0
				(No car currently provided for this position. Shared with Manager Planning & Development)			0	0	0
XXXX	Schedule 8 - Community & Recreation Manager Community & Recreation	187,451	106CO	2014 Holden Wagon	Subaru Forestor	Currently 106CO	(45,000)	0	(45,000)
							(45,000)	(45,000)	(45,000)
108880	Schedule 10 - Waste Management Landfill Compactor		PXXXX				(800,000)	(800,000)	0
							0	(800,000)	(800,000)
XXXX	Schedule 10 - Town Planning								
	Director Development Services	110,559	102CO	2026 Isuzu MUX	Subaru Outback or Isuzu MUX	Currently 102CO	(70,000)	(70,000)	0
	Manager Planning & Development	120,967	104CO	2016 Holden Captiva	Mazda CX5	Currently 107CO			(50,000)
							(70,000)	(70,000)	(50,000)
XXXX	Schedule 11 - Parks & Reserves								
Ute	P & G Supervisor (Bruce)	15,852	109CO	2023 Ford Ranger	Ford Ranger	Currently 109CO			0
	Parks Ute (Brock)	133,345	CO53	2014 Colorado Dual Cab	Ford Ranger	Currently CO53			(45,000)
	Parks Ute (Shane)	59,936	CO31533	2019 Colorado Single Cab	Ford Ranger	Currently CO31533			0
	Parks Ute (Vacant)	151,972	CO485	2014 Colorado Dual Cab	Ford Ranger	Currently CO485	(44,000)	0	(44,000)
	Parks / Retic Ute (Brenton)	242,979	113CO	2015 MUX 4x2	Ford Ranger	Currently 113CO	(44,000)	0	(44,000)
	Parks / Handyman (Harley)	138,274	CO702	2019 Colorado Single Cab	Ford Ranger	Currently CO702			0
	Trailer - Tandem Plant Trailer		PXXXX				0	0	0
	Trailer - Dual Axle (mowing/bobcat)		PXXXX				0	0	0
	Tractor		PXXXX				0	0	0
							0	(88,000)	0
	Schedule 11 - Recreation Centre Manager Recreation Centre								0
							0	0	0
XXXX	Schedule 12 - Transport								

Ute	Works Supervisor	116,896	117CO	2016 Colorado Single Cab	2019 Holden Colorado 4x4 (was Mechanics) 2023 Ford Ranger from Ranger	Currently 117CO			0
	Street Sweeper						0	0	0
							(550,000)	0	(550,000)
							(550,000)	0	(550,000)
XXXX	Schedule 13 - Building Control								
	Principal Building Surveyor				(No car currently provided for this position. Shared with Manager Planning & Development)				0
							0	0	0
XXXX	Schedule 14 - Administration Overheads								
	CEO (Private Novated Lease)		100CO	2020 Nissan Navara	Isuzu MUX Subaru Outback or Isuzu	Currently Private			0
	Director Corporate Services Manager ICT	72,895	101CO	2026 Isuzu MUX	MUX	Currently 105CO	(45,000)	0	0
					(No car currently available. \$6,000 MV Allowance paid.)				0
	Coordinator Finance & Business Excellence				Subaru Forestor	Currently pay a MV Allowance	0	0	0
							(45,000)	(45,000)	0
XXXX	Schedule 14 - Public Works Overheads	Km's - Mar 25							
	Director Operations	38,299	103CO	2023 MAZDA CX5	Subaru Outback or Isuzu MUX	Currently 100CO	0	0	0
	Manager Operations	239,421	105CO	2023 MAZDA CX5	Isuzu Dmax	Currently 104CO	(60,000)	0	(60,000)
	Manager Engineering & Facilities Mechanic	xxx	108CO	2019 Holden Colorado	Isuzu Dmax	Currently 108CO	0	0	0
					(No car currently available. \$6,000 MV Allowance paid.)		0	0	0
							(60,000)	(60,000)	(60,000)
							0	(1,733,000)	(1,095,000)
									(989,000)

**FURNITURE & FITTINGS
ACQUISITIONS EXPENDITURE**

Account Number	Description	2025/26		2026/27
		Budget	Forecast	Budget Estimate
		\$	\$	\$
	Schedule 4 - Members of Council			
	Sundry Furniture & Equipment	0	0	(5,000)
		0	0	(5,000)
	Schedule 5 - Ranger Services			
	Nil			0
		0	0	0
	Schedule 7 - Health Administration			
	Nil			0
		0	0	0
	Schedule 8 - Education			
	Nil			0
		0	0	0
	Schedule 8 - Other Welfare			
	Nil			0
		0	0	0
	Schedule 10 - Town Planning			
	Nil			0
		0	0	0
	Schedule 11 - Public Halls			
	Nil			0
		0	0	0
	Schedule 11 - Recreation Centre			
	Equipment per 10yr Recreation Centre Asset Plan	0	0	0
	Sundry Furniture & Equipment	0	0	0
		0	0	0
	Schedule 11 - Library			
	Furniture	0	0	0
		0	0	0
	Schedule 11 - Other Culture			
	Nil			0
		0	0	0
	Schedule 13 - Building Control			
	Nil			0
		0	0	0
	Schedule 14 - Administration Overheads			
0574	IT Equipment per 10 Year IT Asset Plan (Reserve funded)	(50,500)	(50,500)	(30,000)
	IT Equipment per 10 Year IT Asset Plan - ERP (loan funded)			0
	Office / Library IT Expenditure	0	0	0
	Furniture & Equipment	0	0	(5,000)
		(50,500)	(50,500)	(35,000)
	Schedule 14 - Public Works Overheads			
	Survey Equipment			0
	Sundry Furniture & Equipment	0	0	0
		0	0	0
	TOTAL	(50,500)	(50,500)	(40,000)

**PLANT & EQUIPMENT
ACQUISITIONS EXPENDITURE**

Account Number	Description	2025/26		2026/27
		Budget	Forecast	Budget Estimate
		\$	\$	\$
	Schedule 5 - Fire Prevention (DFES Funded)			
	Nil			0
		0	0	0
	Schedule 5 - Fire Prevention (DFES Funded \$1,000 - \$2,999)			
				0
		0	0	0
	Schedule 10 - Sanitation / Refuse Site			
	Small Plant & Equipment Pl: Growth	0	0	0
		0	0	0
		0	0	0
	Schedule 11 - Parks & Reserves			
	Small Plant & Equipment Plan			(10,000)
		(10,000)	(10,000)	(10,000)
	Schedule 12 - Roads			
	Sundry Equipment	0	0	0
		0	0	0
	TOTAL	(10,000)	(10,000)	(10,000)

TRANSFER TO RESERVES

Account Number	Description	Notes	2025/26		2026/27
			Budget	Forecast	Budget Estimate
			\$	\$	\$
4 7081 0	Reserve Interest - Allocated to Building Reserve				95,065
	Schedule 3 - General Purpose Funding				
	Revaluation Reserve	(Established to minimise the impact of the Valuer General's cost associated with rates revaluations every 3-4 years, and to facilitate the conducting of Asset Revaluations required every 3-5 years.)	60,000	60,000	25,000
	Revaluation Reserve - Interest		1,755	1,755	2,786
			61,755	61,755	27,786
4 7194 0	Schedule 4 - Members of Council				
	Election Reserve	(Established to minimise the impact of the cost of Local Government Elections. This reserve is to ensure the impact is spread over the years.)	20,000	20,000	10,000
	Election Reserve - Interest		298	298	148
			20,298	20,298	10,148
	Schedule 14 - Administration Overheads				
	Unspent Grants	(This Reserve is established to identify unexpended grants and special projects funding. This Reserve is an Operational Reserve and not all movements to and from the Reserve are included in the annual budget due to the timing of projects and known expenditure, but are authorised in advance by Council through the establishment of the Reserve Purpose.)			
NEW			50,000	1,735,600	1,400,000
NEW	Unspent Grants Reserve - Interest (Nil)		0	0	0
	Carried Forward Projects	(Established to hold unspent project funds to be carried forward into future financial years. Project funds that are not expended within 2 financial years of their initial allocation to this reserve are to be reallocated to the Municipal Fund. This Reserve is an Operational Reserve and not all movements to and from the Reserve are included in the annual budget due to the timing of projects and known expenditure, but are authorised in advance by Council through the establishment of the Reserve Purpose.)			
NEW			50,000	750,020	50,000
NEW	Carried Forward Projects Reserve - Interest (Nil)		0	0	0
			100,000	2,485,620	1,450,000
4 7051 0	Schedule 10 - Sanitation / Refuse Site				
	Waste Reserve	(To facilitate the renewal and replacement of plant, buildings and infrastructure, along with landfill closure and remediation obligations.)	0	30,267	325,000
	Waste Reserve - Interest		21,523	21,523	7,544
			21,523	51,790	332,544
4 7198 0	Schedule 10 - Protection of Environment				
	River Rehabilitation Reserve	(To facilitate the activities for the Collie River Revitalisation)	0	0	5,000
	River Rehabilitation Reserve - Interest		3,431	3,431	3,404
			3,431	3,431	8,404
	Schedule 10 - Town Planning				
	Shire Housing & Land Development Reserve	(To facilitate the purchase or building of Shire staff housing and the development of land for Shire staff housing).	0	0	5,000
	Council Land Development Reserve - Interest				0
			0	0	5,000

TRANSFER TO RESERVES

Account Number	Description	Notes	2025/26		2026/27
			Budget	Forecast	Budget Estimate
			\$	\$	\$
4 7011 0	Schedule 11 - Public Halls				
	Building Reserve	(To facilitate renewals and replacement of Council owned buildings and infrastructure associated with a building. This is to ensure financial capacity to sustain building assets and ultimate replacement where required.)	10,000	10,000	0
	Building Reserve - Interest		25,146	25,146	25,243
			35,146	35,146	25,243
4 7201 0	Schedule 11 - Parks & Reserves				
	Parks & Ovals Reserve	(To facilitate renewals and replacement of major parks and gardens infrastructure and equipment)	0	0	0
	Parks & Ovals Reserve - Interest		8,365	8,365	8,299
			8,365	8,365	8,299
4 7192 0	Schedule 11 - Recreation Centre				
	Roche Park Reserve	(To facilitate renewals and replacement of buildings and infrastructure associated at Roche Park Centre)	0	0	0
	Roche Park Reserve - Interest		4,022	4,022	3,991
			4,022	4,022	3,991
11 3 9002	Schedule 11 - Other Culture				
	Collie Community Benefit Fund Contributions Reserve	(To facilitate the funding of projects, services and assets that provide long lasting community benefit within the Shire of Collie)	0	0	100,000
	Contribution to Works Reserve - Interest				0
			0	0	100,000
	Schedule 12 - Roads & Bridges				
	Infrastructure Reserve ***NEW for 26/27***	(To facilitate renewals, replacement, upgrade or creation of infrastructure assets associated with roads, footpaths or bridges identified in Council's Infrastructure Asset Management Plan.)	0	0	304,020
	Infrastructure Reserve - Interest				0
	Airport Reserve	(To facilitate renewal, replacement, or upgrade of all airport related assets.)	5,000	5,000	0
4 7091 0	Airport Reserve - Interest		1,065	1,065	1,204
			6,065	6,065	305,224
4 7041 0	Schedule 12 - Road Plant				
	Plant Reserve	(To facilitate purchase of new plant and plant replacements established in Council's plant replacement program. This is to enable plant changover at the optimal time to achieve high trade-in values, maximise usage and retain the provision of safe and reliable plant.)	75,000	75,000	20,000
	Plant Reserve - Interest		33,060	33,060	18,395
			0	0	0
			0	0	0
			108,060	108,060	38,395

TRANSFER TO RESERVES

Account Number	Description	Notes	2025/26		2026/27
			Budget	Forecast	Budget Estimate
			\$	\$	\$
	Schedule 13 - Other Economic Services				
	New Initiatives Reserve				
4 7203 0	(To Facilitate in the funding of new strategic initiatives.)		0	0	180,000
	New Initiatives Reserve - Interest		9,064	9,064	3,263
	Collie Mineworkers Swimming Pool Reserve				
	(To facilitate renewals and replacement of buildings and infrastructure associated at the Collie Mineworkers Swimming pool.)		0	0	20,000
4 7202 0	Collie Mineworkers Swimming Pool Reserve - Interest		3,998	3,998	2,056
			13,062	13,062	205,319
	Schedule 14 - Administration Overheads				
	Information & Communication Technology Reserve				
	(To facilitate the capital renewal and replacement of information and communication technology equipment, including the SynergySoft Enterprise Resource Planning (ERP) system.)		25,000	25,000	75,000
4 7204 0	ICT Reserve - Interest		714	714	267
	Legal Reserve				
	(Established to minimise the impact of legal proceedings.)		2,500	2,500	0
4 7200 0	Legal Reserve - Interest		5,691	5,691	5,646
	Unexpended Loan Funds Reserve				
	(To hold unspent loan funds drawn down in a specific financial year for use in future financial years.)		0	0	
			33,905	33,905	80,913
4 7061 0	Schedule 14 - Administration Overheads				
	Leave Reserve				
	(To assist in the funding of annual leave and long service leave along with temporary appointment to cover leave periods)		0	0	0
	Leave Reserve - Interest		11,439	11,439	12,818
			11,439	11,439	12,818
	TOTAL		427,071	2,842,958	2,614,085

TRANSFER FROM RESERVES

Account Number	Description	Notes	2025/26		2026/27
			Budget	Forecast	Budget Estimate
			\$	\$	\$
4 7081 0	Schedule 3 - General Purpose Funding Revaluation Reserve (Established to minimise the impact of the Valuer General's cost associated with rates revaluations every 3-4 years, and to facilitate the conducting of Asset Revaluations required every 3-5 years.) Interest	Refer Expenditure G/L 1 6752	24,102 0	24,102 0	117,000 0
			24,102	24,102	117,000
4 7194 0	Schedule 4 - Other Governance Election Reserve (Established to minimise the impact of the cost of Local Government Elections. This reserve is to ensure the impact is spread over the years.)		25,000	25,000	0
			25,000	25,000	0
NEW	Schedule 14 - Administration Overheads Unspent Grants (This Reserve is established to identify unexpended grants and special projects funding. This Reserve is an Operational Reserve and not all movements to and from the Reserve are included in the annual budget due to the timing of projects and known expenditure, but are authorised in advance by Council through the establishment of the Reserve Purpose.) Unspent Grants Reserve - LGGC FAG Unspent Grants Reserve - LGGC - Local Roads Grant Unspent Grants Reserve Carried Forward Projects (Established to hold unspent project funds to be carried forward into future financial years. Project funds that are not expended within 2 financial years of their initial allocation to this reserve are to be reallocated to the Municipal Fund. This Reserve is an Operational Reserve and not all movements to and from the Reserve are included in the annual budget due to the timing of projects and known expenditure, but are authorised in advance by Council through the establishment of the Reserve Purpose.)		50,000 0 0 0	50,000 0 0 0	1,777,574 0 0 0
			50,000	0	800,020
			100,000	50,000	2,577,594
4 7051 0	Schedule 10 - Sanitation / Refuse Site Waste Reserve (To facilitate the renewal and replacement of plant, buildings and infrastructure, along with landfill closure and remediation obligations.)		500,000	500,000	340,000
			500,000	500,000	340,000
4 7198 0	Schedule 10 - Protection of Environment River Rehabilitation Reserve (To facilitate the activities for the Collic River Revitalisation)		0	0	0
			0	0	0

TRANSFER FROM RESERVES

Account Number	Description	Notes	2025/26		2026/27
			Budget	Forecast	Budget Estimate
			\$	\$	\$
	Schedule 10 - Town Planning				
	Shire Housing & Land Development Reserve (To facilitate the purchase or building of Shire staff housing and the development of land for Shire staff housing).		0	0	0
			0	0	0
4 7011 0	Schedule 11 - Public Halls				
	Building Reserve (To facilitate renewals and replacement of Council owned buildings and infrastructure associated with a building. This is to ensure financial capacity to sustain building assets and ultimate replacement where required.)		246,000	0	310,000
			246,000	0	310,000
4 7201 0	Schedule 11 - Parks & Reserves				
	Parks & Ovals Reserve (To facilitate renewals and replacement of major parks and gardens infrastructure and equipment)		0	0	25,000
			0	0	25,000
4 7192 0	Schedule 11 - Recreation Centre				
	Roche Park Reserve (To facilitate renewals and replacement of buildings and infrastructure associated at Roche Park Centre)		0	0	0
			0	0	0
	Schedule 11 - Other Culture				
	Collie Community Benefit Fund Contributions Reserve (To facilitate the funding of projects, services and assets that provide long lasting community benefit within the Shire of Collie)		0	0	0
			0	0	0
	Schedule 12 - Roads & Depots				
	Infrastructure Reserve ***NEW for 26/27*** (To facilitate renewals, replacement, upgrade or creation of infrastructure assets associated with roads, footpaths or bridges identified in Council's Infrastructure Asset Management Plan.		0	0	296,020
4 7091 0	Airport Reserve (To facilitate renewal, replacement, or upgrade of all airport related assets.)		0	0	0
	Pathways Reserve		0	0	0
			0	0	296,020

TRANSFER FROM RESERVES

Account Number	Description	Notes	2025/26		2026/27
			Budget	Forecast	Budget Estimate
			\$	\$	\$
4 7041 0	Schedule 12 - Road Plant				
	Plant Reserve				
	(To facilitate purchase of new plant and plant replacements established in Council's plant replacement program. This is to enable plant changover at the optimal time to achieve high trade-in values, maximise usage and retain the provision of safe and reliable plant.)		1,115,000	565,000	650,000
			1,115,000	565,000	650,000
	Schedule 13 - Other Economic Services				
	New Initiatives Reserve				
4 7203 0	(To facilitate in the funding of new strategic initiatives.)		15,000	195,000	259,000
	Collie Mineworkers Swimming Pool Reserve				
	(To facilitate renewals and replacement of buildings and infrastructure associated at the Collie Mineworkers Swimming pool.)		65,000	65,000	65,000
4 7202 0			80,000	260,000	324,000
	Schedule 14 - Administration Overheads				
	Information & Communication Technology Reserve				
	(To facilitate the capital renewal and replacement of information and communication technology equipment, including the SynergySoft Enterprise Resource Planning (ERP) system.)		40,000	40,000	40,000
4 7204 0					
	Legal Reserve				
	(Established to minimise the impact of legal proceedings.)		2,500	2,500	0
4 7200 0					
	Unexpended Loan Funds Reserve				
	(To hold unspent loan funds drawn down in a specific financial year for use in future financial years.)		0	0	0
			42,500	42,500	40,000
4 7061 0	Schedule 14 - Administration Overheads				
	Leave Reserve				
	(To assist in the funding of annual leave and long service leave along with temporary appointment to cover leave periods)		10,000	10,000	205,000
			10,000	10,000	205,000
	TOTAL		2,142,602	1,476,602	4,884,614

RESERVE BALANCE

Account Number	Description	Notes	2025/26		2026/27
			Budget	Forecast	Budget Estimate
			\$	\$	\$
4 7081 0	Schedule 3 - General Purpose Funding				
	Revaluation Reserve (Established to minimise the impact of the Valuer General's cost associated with rates revaluations every 3-4 years, and to facilitate the conducting of Asset Revaluations required every 3-5 years.)	Unrestricted	94,777	94,777	4,532
	Reserve Interest		1,755 0	1,755 0	2,786
			96,532	96,532	7,318
4 7194 0	Schedule 4 - Members of Council				
	Election Reserve (Established to minimise the impact of the cost of Local Government Elections. This reserve is to ensure the impact is spread over the years.)	Unrestricted	5,046	5,046	15,194
			5,046	5,046	15,194
	Schedule 14 - Administration Overheads				
	Unspent Grants (This Reserve is established to identify unexpended grants and special projects funding. This Reserve is an Operational Reserve and not all movements to and from the Reserve are included in the annual budget due to the timing of projects and known expenditure, but are authorised in advance by Council through the establishment of the Reserve Purpose.)	Restricted	0	1,685,600	1,308,026
4 7171 0	Carried Forward Projects (Established to hold unspent project funds to be carried forward into future financial years. Project funds that are not expended within 2 financial years of their initial allocation to this reserve are to be reallocated to the Municipal Fund. This Reserve is an Operational Reserve and not all movements to and from the Reserve are included in the annual budget due to the timing of projects and known expenditure, but are authorised in advance by Council through the establishment of the Reserve Purpose.)	Restricted	0	750,020	0
NEW			0	2,435,620	1,308,026
4 7051 0	Schedule 10 - Sanitation / Refuse Site				
	Waste Reserve (To facilitate the renewal and replacement of plant, buildings and infrastructure, along with landfill closure and remediation obligations.)	Unrestricted	226,326	256,593	249,137
			226,326	256,593	249,137
4 7198 0	Schedule 10 - Protection of Environment				
	River Rehabilitation Reserve (To facilitate the activities for the Collicie River Revitalisation.)	Unrestricted	115,775	115,775	124,179
			115,775	115,775	124,179

RESERVE BALANCE

Account Number	Description	Notes	2025/26		2026/27
			Budget	Forecast	Budget Estimate
			\$	\$	\$
	Schedule 10 - Town Planning				
	Shire Housing & Land Development Reserve (To facilitate the purchase or building of Shire staff housing and the development of land for Shire staff housing).	Unrestricted	0	0	5,000
			0	0	5,000
4 7011 0	Schedule 11 - Public Halls				
	Building Reserve (To facilitate renewals and replacement of Council owned buildings and infrastructure associated with a building. This is to ensure financial capacity to sustain building assets and ultimate replacement where required.)	Unrestricted	612,595	858,595	573,838
			612,595	858,595	573,838
4 7201 0	Schedule 11 - Parks & Reserves				
	Parks & Ovals Reserve (To support renewals, replacement and upgrade of major parks, gardens and sport and recreation infrastructure.)	Unrestricted	282,285	282,285	265,584
			282,285	282,285	265,584
4 7192 0	Schedule 11 - Recreation Centre				
	Roche Park Reserve (To facilitate renewals and replacement of buildings and infrastructure associated with Roche Park Recreation Centre.)	Unrestricted	135,743	135,743	139,734
			135,743	135,743	139,734
	Schedule 11 - Other Culture				
	Collie Community Benefit Fund Contributions Reserve (To facilitate the funding of projects, services and assets that provide long lasting community benefit within the Shire of Collie)	Restricted	0	0	100,000
			0	0	100,000
	Schedule 12 - Roads & Bridges				
	Infrastructure Reserve ***NEW for 26/27*** (To facilitate renewals, replacement, upgrade or creation of infrastructure assets associated with roads, footpaths or bridges identified in Council's Infrastructure Asset Management Plan.)	Unrestricted	0	0	8,000
4 7091 0	Airport Reserve (To facilitate renewal, replacement, or upgrade of all airport related assets.)	Unrestricted	40,951	40,951	42,155
	Pathways Reserve	Unrestricted	0	0	0
			40,951	40,951	50,155

RESERVE BALANCE

Account Number	Description	Notes	2025/26		2026/27
			Budget	Forecast	Budget Estimate
4 7041 0	Schedule 12 - Road Plant		\$	\$	\$
	Plant Reserve (To facilitate the purchase of new plant and plant replacements established in Council's plant replacement program. This is to enable plant changeover at the optimal time to achieve high trade-in values, maximise usage and retain the provision of safe and reliable plant.)	Unrestricted	75,666	625,666	14,061
			75,666	625,666	14,061
	Schedule 12 - Aerodromes				
	Nil		0	0	0
			0	0	0
	Schedule 13 - Other Economic Services				
4 7203 0	New Initiatives Reserve (To facilitate the funding of new strategic initiatives identified in Council's Strategic Community Plan.)	Unrestricted	291,001	111,001	35,264
4 7202 0	Collie Mineworkers Swimming Pool Reserve (To facilitate the renewal and replacement of buildings and infrastructure associated with the Collie Mineworkers Swimming pool.)	Unrestricted	69,932	69,932	26,988
			360,933	180,933	62,252
	Schedule 14 - Administration Overheads				
4 7204 0	Information & Communication Technology Reserve (To facilitate the capital renewal and replacement of information and communication technology equipment, including the SynergySoft Enterprise Resource Planning (ERP) system.)	Unrestricted	9,096	9,096	44,363
4 7200 0	Legal Reserve (Established to minimise the financial impact of legal advice and representation.)	Unrestricted	192,036	192,036	197,682
	Unexpended Loan Funds Reserve (To hold unspent loan funds drawn down in a specific financial year for use in future financial years.)	Restricted	0	0	0
			201,132	201,132	242,045
4 7061 0	Schedule 14 - Administration Overheads				
	Leave Reserve (To assist in the funding of annual leave and long service leave along with temporary appointment to cover leave periods)	Unrestricted	435,998	435,998	243,816
			435,998	435,998	243,816
	TOTAL		2,588,982	5,670,869	3,400,340

New Borrowings

Account			2025/26		2026/27
			Budget	Forecast	Budget Estimate
Number					
XXXX	Depot Relocation - WATC ID# 50149	117	0	0	0
	Truck Bay - WATC ID# 50364	118	0	0	0
	Various Projects - WATC ID# 50427	119	0	0	0
	Roche Park Court 3 - WATC ID# 74741	120	0	0	0
	Venn St River Stop - WATC ID# 77248	121	0	0	0
	Building Capital Works - WATC ID# 138026	122	0	0	0
	Solar Panels - WATC ID# 138027	123			0
	Server Upgrade - WATC ID# 140864	124	0	0	0
	New ERP System to replace SynergySoft		0	0	0
	Staff Housing - Senior Execuitve				800,000
	Staff Housing - Manager				650,000
			0	0	1,450,000

New Community / Self Supporting Loans

Account			2025/26		2026/27
			Budget	Forecast	Budget Estimate
Number					
XXXX	SSL - Collie Golf Club - WATC ID# 259626	125	0	0	0
			0	0	0

Borrowings Principal Repayments

Account Number			2025/26			2026/27
			Budget	Actual YTD	Forecast	Budget Estimate
Existing Loans		Loan #				Year 1
5838	Depot Relocation - WATC ID# 50149	117	(87,808)	(43,478)	(87,808)	(91,284)
5839	Truck Bay - WATC ID# 50364	118	(9,363)	(4,645)	(9,363)	(9,657)
5840	Various Projects - WATC ID# 50427	119	(14,290)	(7,110)	(14,290)	(14,572)
5841	Roche Park Court 3 - WATC ID# 74741	120	(10,571)	(5,265)	(10,571)	(10,734)
5842	Venn St River Stop - WATC ID# 77248	121	(23,130)	(11,529)	(23,130)	(23,422)
5843	Building Capital Works - WATC ID# 138026	122	(30,517)	(15,222)	(30,517)	(30,809)
5844	Solar Panels - WATC ID# 138027	123	(9,102)	(9,102)	(9,102)	
5845	Server Upgrade - WATC ID# 140864	124	(14,141)	(14,141)	(14,141)	0
5846	SSL - Collie Golf Club - WATC ID# 259626	125	(14,743)	(14,743)	(14,743)	(15,553)
Total Existing Loans			(213,665)	(125,235)	(213,665)	(196,031)
2025/26 New Loans		0				
XXXX	Staff Housing - Senior Execuitve	XXX	0	0	0	(10,610)
XXXX	Staff Housing - Manager	XXX	0	0	0	(8,621)
XXXX	ERP System - \$500,000	XXX	0	0	0	
Total Proposed Loans			0	0	0	(19,230)
Total Borrowing Principal Repayments			(213,665)	(125,235)	(213,665)	(215,262)



Corporate Business Plan

2022/23 – 2026/27

*Quarterly Progress Report
January to March 2026*

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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:

<p>Our Community <i>Objectives:</i></p> <ul style="list-style-type: none"> • Community Health, safety and wellbeing • Community connection, engagement and participation 	<p>Our Economy <i>Objectives:</i></p> <ul style="list-style-type: none"> • Economic development • Tourism promotion and attractions
<p>Our Built Environment <i>Objectives:</i></p> <ul style="list-style-type: none"> • Safe and well-maintained Shire owned facilities and infrastructure • Sound land planning and building strategies and schemes 	<p>Our Natural Environment <i>Objectives:</i></p> <ul style="list-style-type: none"> • A high standard of sustainable waste services • Conservation of our natural environment
<p>Our Organisation <i>Objective:</i></p> <ul style="list-style-type: none"> • 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.

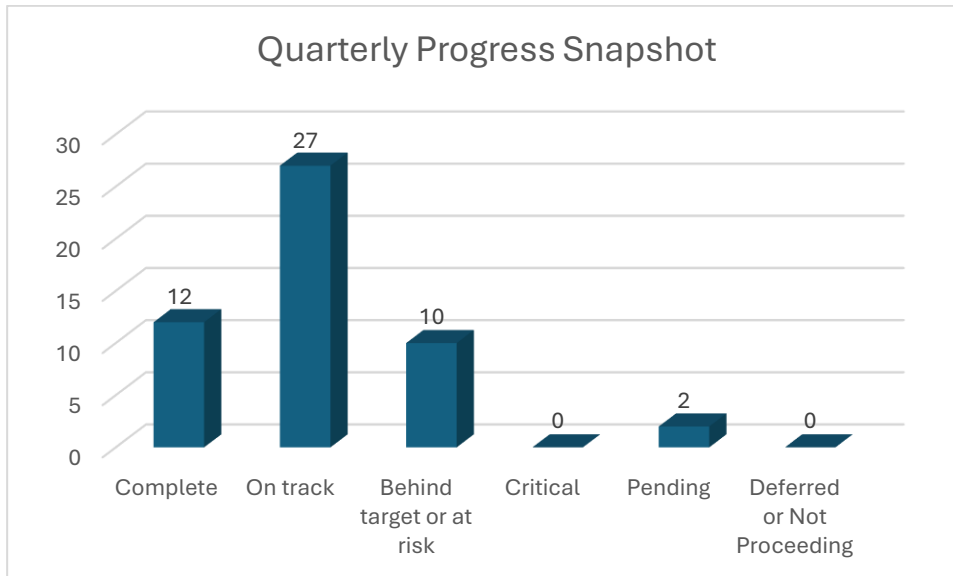
Report Structure

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 January to March 2026 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

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. Report has been delayed due to matters relating to recruitment of a Manager Community & Recreation
		1.1.1.2	Liaise with user groups to optimise facility sharing and co-location opportunities in line with adopted strategy	✓	✓			✓	Behind 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. At a meeting with representatives of the Department of Creative Industries, Tourism and Sport, a pathway to finalise funding arrangements was agreed upon by Officers and is now to be confirmed by the Minister and formalised.

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 was undertaken as part of the review of the Community Strategic Plan.
		1.2.1.2	Implement survey of community against scorecard		✓		✓	✓	Outcomes of the survey have been integrated with the Strategic Community Plan.
	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 completed. Support included strategic planning, workshops, newsletters, and one on one support for clubs.
		1.2.2.2	Engage clubs and groups with the annual community expo	✓	✓	✓	✓	✓	Suitable dates are being considered for the next community expo in 2026 and/or 2027.
	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	✓	✓	✓	✓	✓	A designated communications officer has been appointed to support more frequent communication. The Shire continues to publish its monthly page in the Bulletin.

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	✓	✓				✓

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. Preliminary work has commenced to enable additional land to be incorporated into the airport reserve in support of the Master Plan.
		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. There are currently no progressing proposals.
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	✓	✓			✓	<p>Proposals are currently being assessed for the preparation of a revised Tourism and Economic Development Strategy. Public consultation and a report to Council for endorsement will be part of the project.</p> <p>Funding for the ongoing delivery of the Strategy actions has been secured through South32.</p>

		2.2.1.2	Collaborate with regional marketing agencies and local service providers to extend marketing reach	✓	✓	✓	✓	✓	<p>Local tourism opportunities have been marketed through social media, BunGeo, ASW, state newspapers and radio, and Telethon in partnership with DPC CDU.</p> <p>Bunbury Geographe Tourism Partnership is currently running a digital Autumn Campaign to promote the region.</p> <p>New Collie promotional poster has been installed at Busselton Airport and will be updated seasonally.</p> <p>The Shire is working with DBCA to install promotional signage at Wellington National Park to promote the Collie townsite and surrounds.</p>
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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 has been accredited as a Trail Town. 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	✓	✓	✓	✓	✓	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	✓	✓			✓	The Shire continues to work with the Coalfields Museum to progress long term plans for collocation of the museum and Visitor Centre. Council received a report in December 2025 and noted the intention to complete the design stage of the project by July 2026. Concept design work is underway.
		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	✓	✓			✓	A report was provided to Council in December 2025 with further project stages to be completed by July 2026.

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 updated and adopted by Council in April 2026 .
		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 in May 2026 .

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		✓	✓		✓	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 A review of the Local Planning Strategy is expected to be undertaken in 2026/27 .
		3.2.1.3	Prepare business case feasibility and demonstration projects for infill housing projects	✓	✓			✓	Work is 85% completed on 'Collie Urban Infill Toolkit'. An updated draft has been received, and the final toolkit is expected to be completed by June 2026 .
	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.

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	✓	✓			✓	Behind Disabled parking and timed parking has been investigated and reported to Council. Further work on the parking review is scheduled for 26/27 . The Shire is not receiving complaints in relation to parking.
		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.

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 receival		✓	✓		✓	Behind Review of waste receival 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		✓	✓		✓	Behind Review of waste receival 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	✓	✓	✓	✓	✓	The Shire 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.

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.

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 and revised in 2026.
		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 2025 and revised in 2026.
	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.

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	✓				✓	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				✓	✓	Progressive improvements are being made to the Shire's statutory legislative and reporting requirements.
		5.1.6.2	Implement a Risk Management Governance Framework and increased risk awareness				✓	✓	A review of the framework has commenced. A risk category has been added to council agendas.
		5.1.6.3	Develop and implement an Information Communications Technology Plan and Cyber Security Strategy				✓	✓	The contracted service partner, HarmonicIT, are providing cyber security monitoring and response services via the managed services agreement. A cyber security policy is in draft format. Once the policy is approved a cyber security plan will follow, which will focus on Essential Eight maturity in line with State Government and the Office of Digital Government direction for State and Local Government entities in Western Australia.
		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

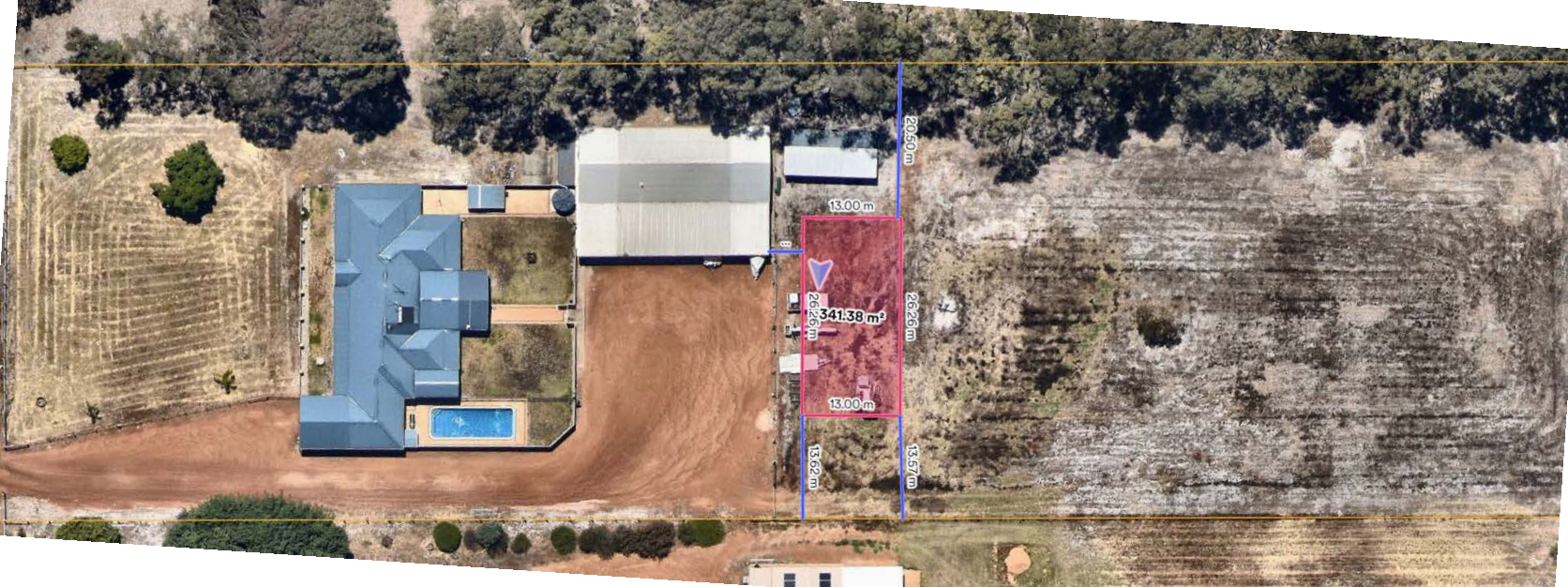
Success will be measured against both quantifiable and non-quantifiable outcomes. Progressive performance assessments are intended to report against achievement of the actions set out in this plan and the outcomes that describe when we have succeeded.

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.



20.50 m

13.00 m

26.26 m

26.26 m

341.38 m²

13.00 m

13.62 m

13.57 m



Sea container and lean to be removed once proposed shed has been built.

74.99 m²

13.00 m

341.38 m²

20.50 m

26.26 m

13.00 m

13.57 m

26.26 m

13.62 m



20.50 m

13.00 m

26.26 m

341.38 m²

26.26 m

13.00 m

Screening plants to be planted along the fence line

26.26 m

13.00 m

26.26 m

Appendix 13.1.B

**WESTSPAN
SHEDS**

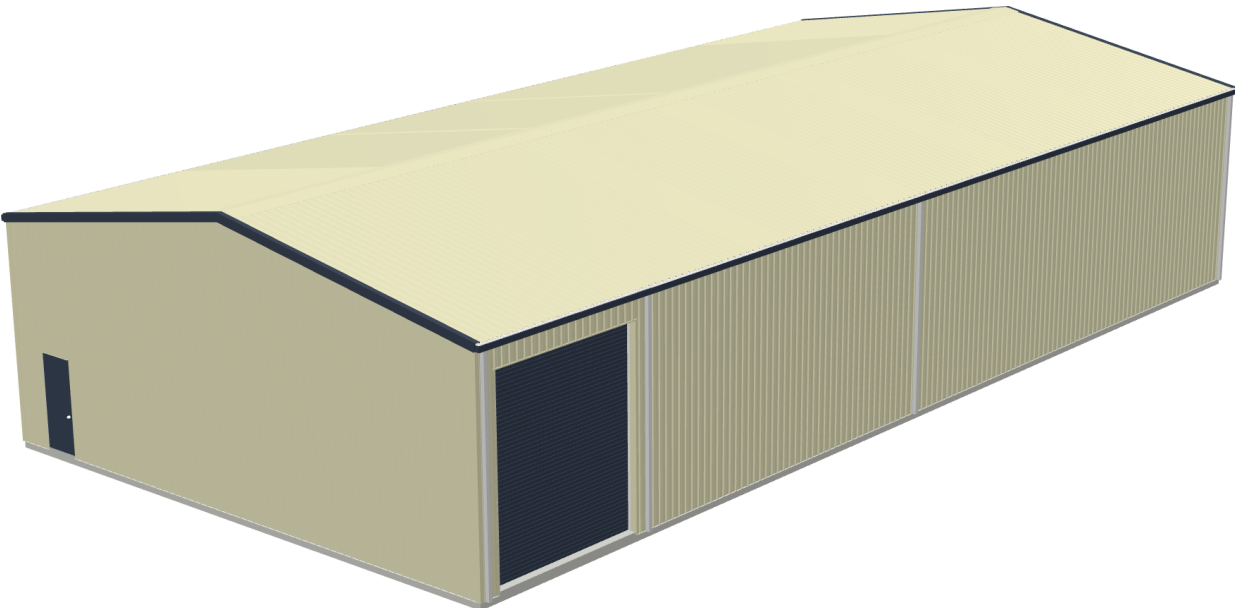
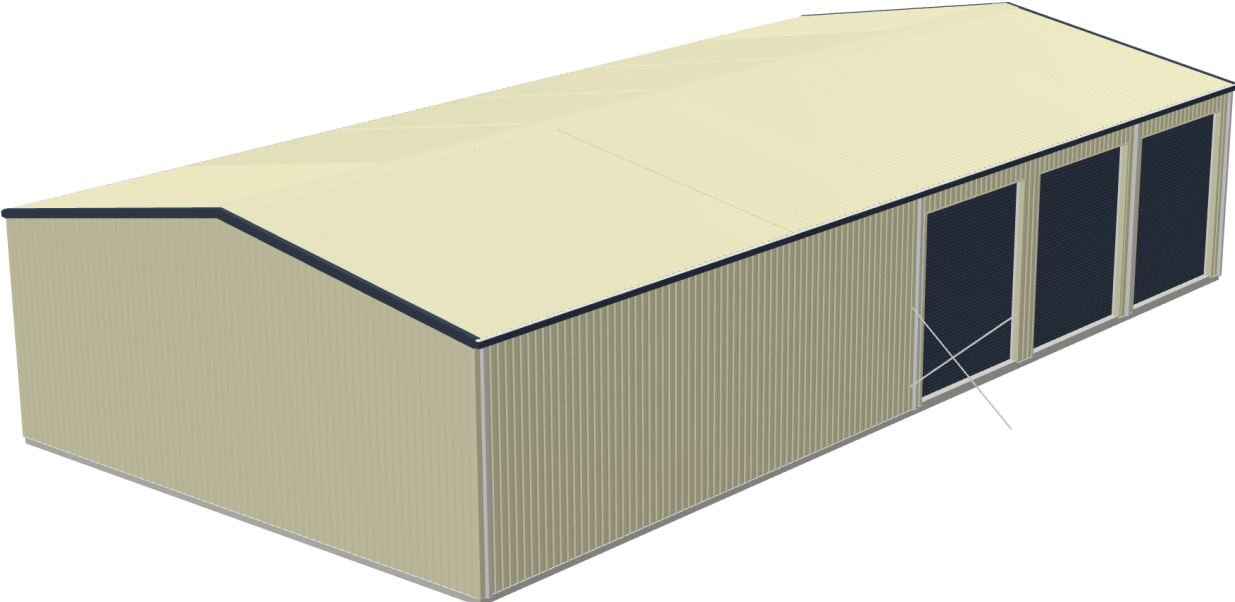
PROPOSAL#: 115251_LONGCITYENTERPRISE-3

16 February 2026

NAME
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(Colin Giles)

SITE ADDRESS
73 PRESTON ROAD
COLLIE WA 6225

CONTACT
colin@longcity.com.au

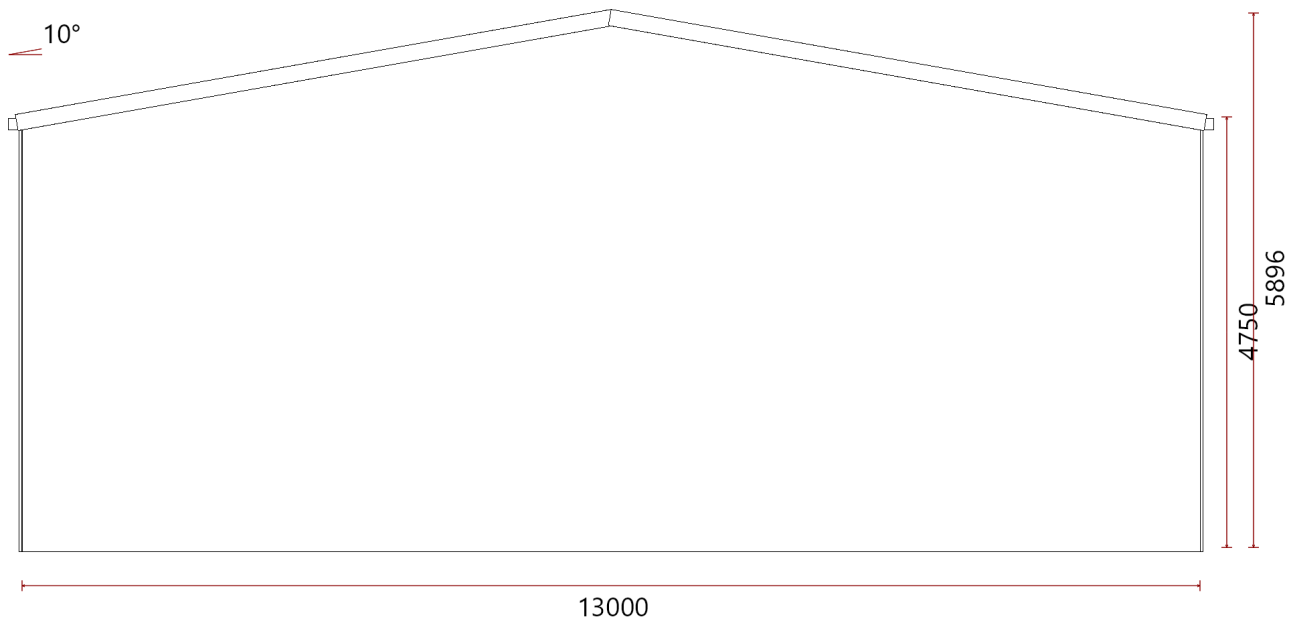


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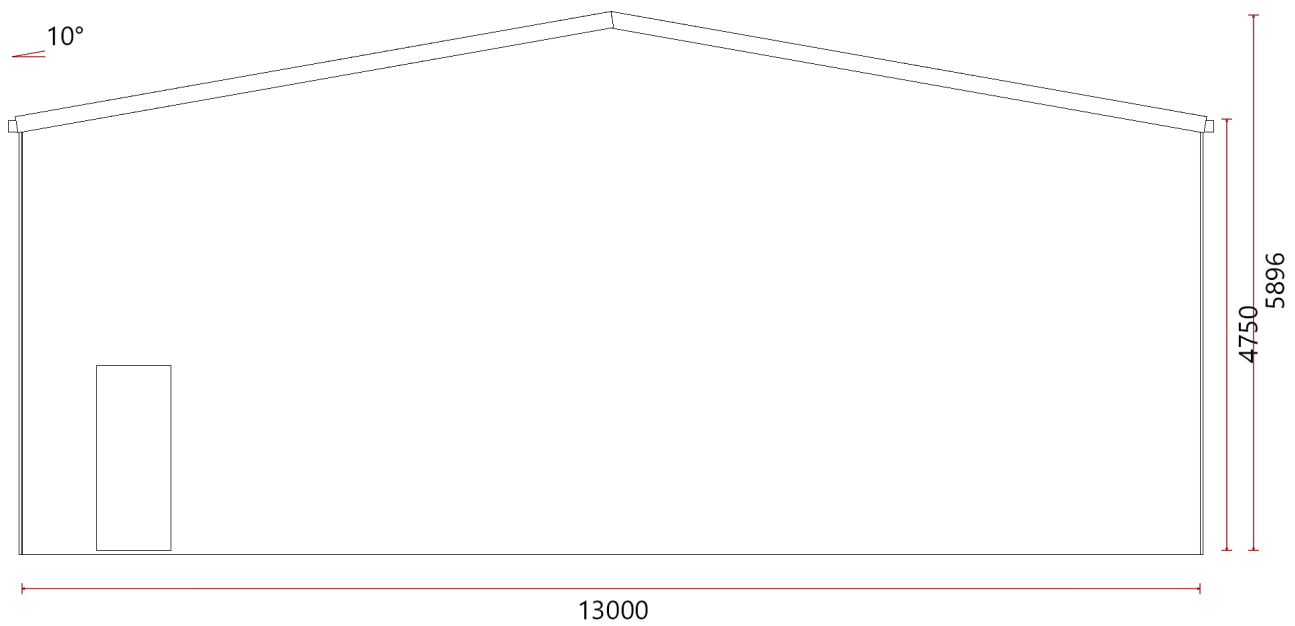
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North Elevation



South Elevation

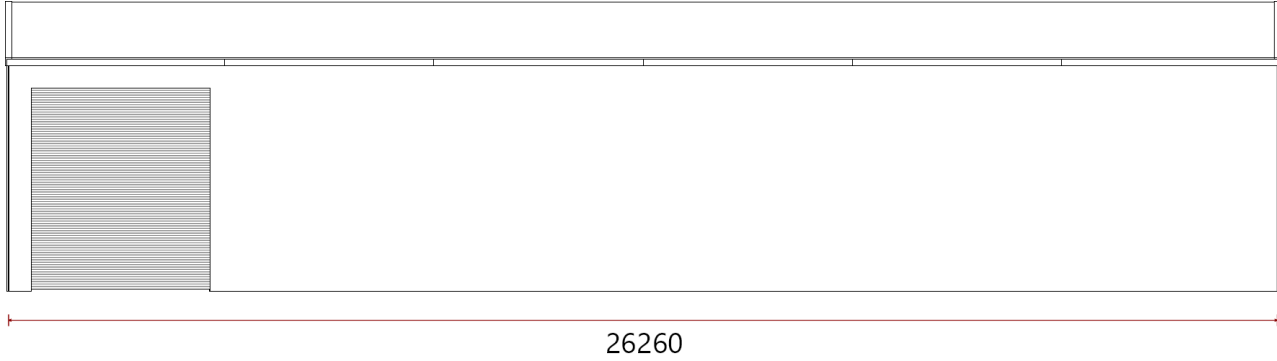


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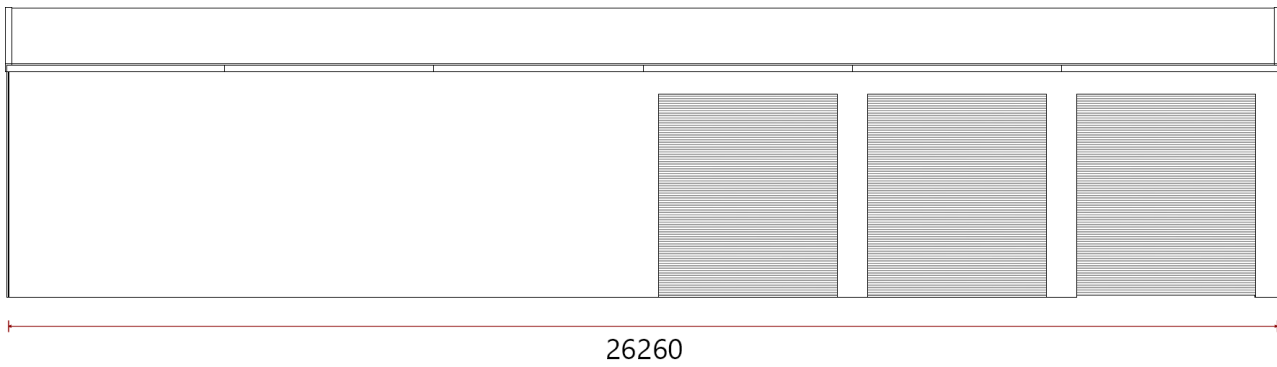
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East Elevation



West Elevation

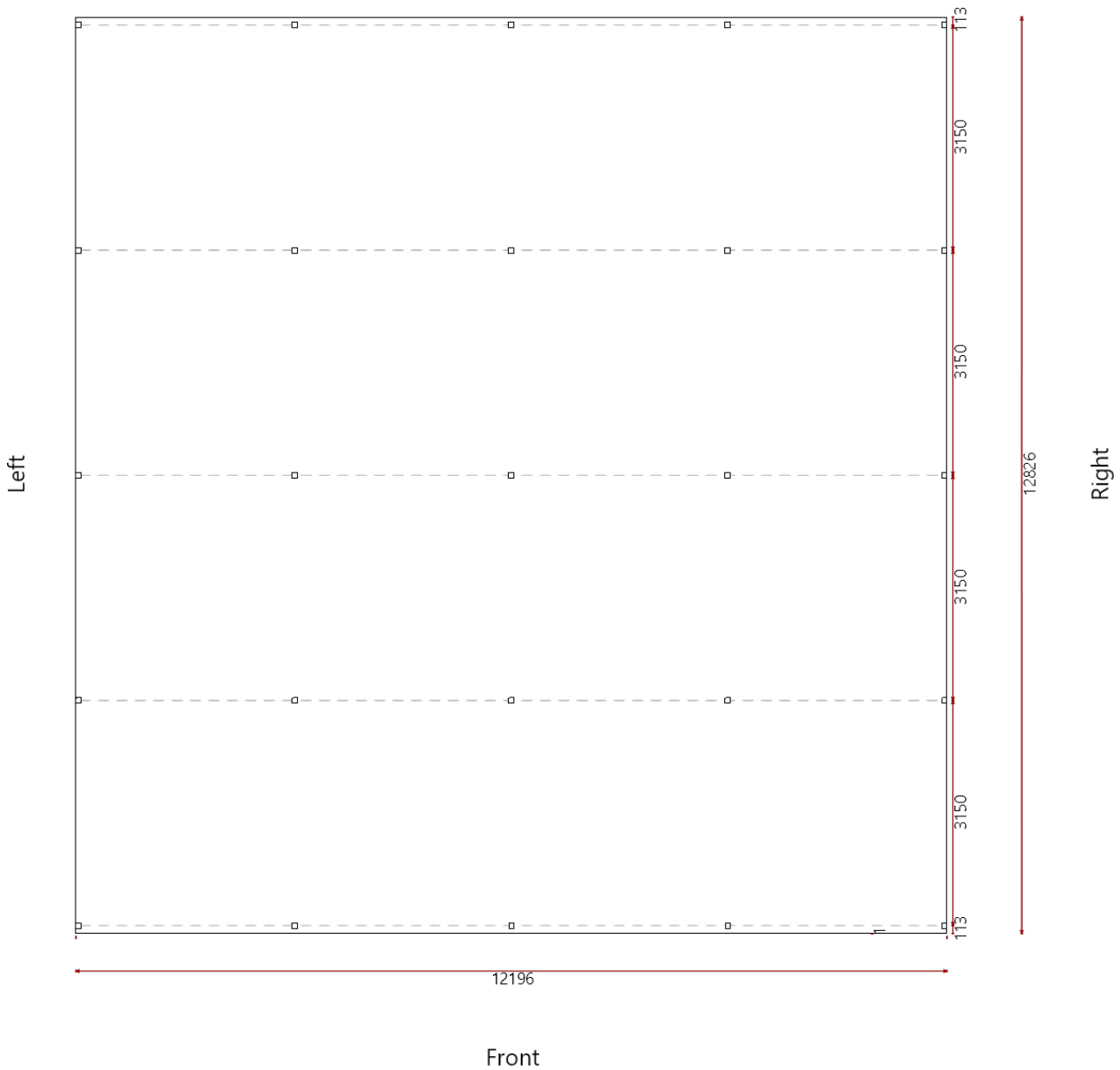


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Mezzanine 1

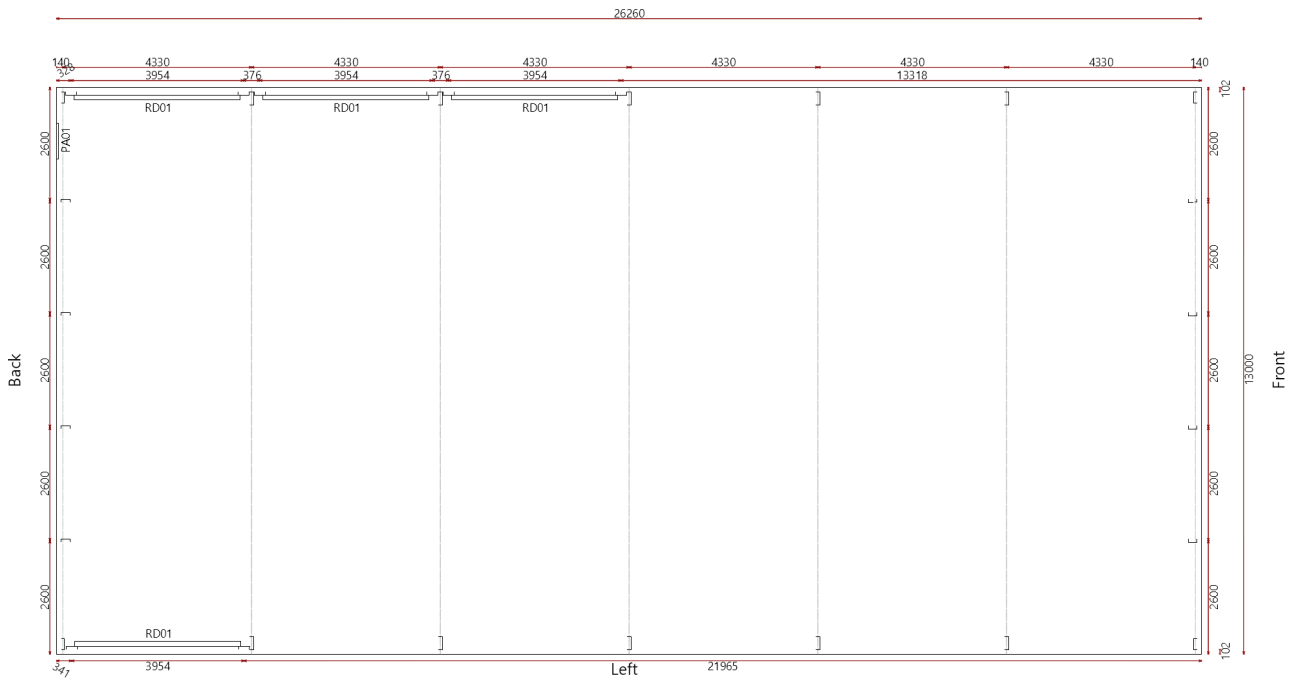


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Mezzanines Plan



PROPOSAL#: 115251_LONGCITYENTERPRISE-3

16 February 2026

WESTSPAN
SHEDS

NAME
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SITE CLASSIFICATION

SITE ADDRESS 73 PRESTON ROAD COLLIE WA 6225

LOT NO/ PLAN P300218/900

LAT/LONG/ELEVATION -33.370834 116.158113 186.50m

REGION /ULTIMATE VR A1 45m

ENGINEER SUMMARY AS/NZS 1170 ARI:500YEARS Height:10m Critical Direction:WEST Md:1.00 TC:3.0000 Mz,cat:0.8300
Ms:1.0000 Mh:1.0000 Mlee:1.0000 Mel:1.0000 Mt:1.0000

WIND SPEED 37.35m/s

Local Planning Policy CP3-001 – Workforce Accommodation

1.0 CITATION

This policy is adopted under Part 2 of Schedule 2 of the *Planning and Development (Local Planning Schemes) Regulations 2015*. This policy may be cited as Local Planning Policy CP3-001 Workforce Accommodation.

2.0 INTRODUCTION

This policy provides a framework to:

1. Guide the assessment and decision-making process for development applications related to workforce accommodation.
2. Manage workforce accommodation in a manner that maximises the residential workforce and is designed appropriately while supporting the Shire's long-term vision for sustainable community development.

3.0 OBJECTIVES

The objectives of this policy are to:

1. **Support temporary accommodation** for major, fixed-duration construction projects where local employment and housing options are insufficient.
2. **Discourage the use of short-stay or camp-style facilities** solely for drive-in-drive-out (DIDO) workforces, particularly where local alternatives exist.
3. **Ensure community amenity and local economic benefit** by requiring facilities to be integrated into the local area and support local businesses.
4. **Provide clear performance criteria** to enable the preparation and assessment of proposals which are appropriately designed commensurate to their location.
5. **Promote social integration** by enabling workers to participate in community life, local commerce, and Shire services.
6. **Recognize workforce accommodation as a temporary use**, with appropriate planning controls to ensure facilities do not become permanent by default.
7. **Require pre-planned transition pathways**, ensuring land is reused or redeveloped promptly once workforce accommodation is no longer needed and / or the land is rehabilitated to the satisfaction of the responsible authority.

8. **Encourage permanent housing solutions** for long-term operational workers within the Shire.

4.0 APPLICATION OF POLICY

This policy applies to all development applications for workforce accommodation within the Rural Zone of the Shire of Collie. This policy also applies to request to renew the approval for existing workforce accommodation facilities on time-limited approvals.

This policy provides further interpretation of the Shire of Collie Local Planning Scheme No.6 (the Scheme) in terms of how the Council applies discretion to decision-making on applications for workforce accommodation within the Shire. This policy also provides guidance for the consideration of workforce accommodation proposals under other legislation referred to the Shire for comment. The policy further aims to set out the information requirements and provisions the City shall have due regard to in the assessment and determination of development applications.

The policy is to be read in conjunction with the Scheme and any other relevant local planning policy.

5.0 COUNCIL POSITION ON WORKFORCE ACCOMMODATION

The Shire of Collie acknowledges the role that workforce accommodation can play in supporting short-term employment needs, while firmly prioritising the development of a permanent, locally based workforce. Council's position is as follows:

1. Workforce accommodation is supported only as a temporary solution, primarily for fixed-duration construction phases of major resource projects and short-term maintenance shutdowns where local options are insufficient.
2. Council strongly prefers operational workers to reside within the Collie townsite and will continue to work with industry partners and the State Government to grow the permanent residential workforce.
3. Where possible, workforce accommodation should be delivered through existing local options, such as residential homes, motels, or hotels, rather than purpose-built camps or isolated facilities.
4. Council is committed to building a sustainable local economy and community. It recognises that traditional workforce camps can reduce social and economic contributions compared to a resident workforce.
5. All workforce accommodation approvals will be time-limited, reflecting their intended temporary nature. Long-term accommodation for operational staff must support a transition toward permanent residency.

6. Only proposals demonstrating meaningful community integration through design, location, and benefit may be considered for longer-term approval under this policy.
7. Council expects proponents to make community contributions at the time of initial approval to offset potential economic and social impacts of non-resident workforce models in accordance with the Shire of Collie Community Benefit Fund Policy.

6.0 POLICY PROVISIONS

6.1 Workforce Use Classification

In assessing development proposals for workforce accommodation, the Shire will consider how the design, layout, and amenity of the proposed facility aligns with its intended use and impact. The following criteria will guide classification and decision-making:

Assessment Considerations

Each proposal will be evaluated on its:

- Room typology and layout
- Mix of accommodation types
- On-site amenities and communal spaces
- Integration with streetscape and surrounding development
- Suitability for short stay versus longer-term occupants

Single Occupancy Accommodation

Proposals primarily designed for single-person occupancy may be classified as workforce accommodation where:

- More than 60% of rooms are under 10m² in size (excluding bathrooms), or under 14m² in total, including ensuite facilities
- The internal layout and outdoor spaces lack variety in accommodation types (e.g., no provision for couples or family units)

Site Layout and Function

Additional characteristics that may indicate a workforce accommodation use include:

- Minimal landscaping or open space designed for recreation or relaxation
- Walkways, signage, and entry features focused on efficiency over amenity

- Limited guest facilities or absence of a welcoming reception area
- Parking areas and transport facilities that prioritize short-term turnover or high-volume worker movement

Proposals predominantly featuring a uniform, single-occupancy typology with limited on-site amenity are likely to be classified as temporary workforce accommodation and assessed accordingly.

6.2 Time Limited Approvals

Workforce accommodation is considered a temporary land use with a maximum , and all planning approvals will reflect this principle, unless specified otherwise.

a. Existing Facilities

Facilities approved before this policy's adoption will be subject to time limits if they propose any increase in gross floor area or bed numbers.

b. Maximum Approval Period

Planning approvals will not exceed **ten (10) years**. Any renewal or extension must be submitted as a new application and assessed under current policy requirements.

c. Permanent Development Criteria

Proposals seeking approval for periods longer than 10 years will be treated as permanent developments. These must feature:

- Fully self-contained dwellings
- A layout consistent with traditional residential housing

d. Project-Based Facilities

Applications tied to specific projects will be granted time-limited approval aligned with the project's expected duration.

e. Application Requirements

All submissions must clearly state the proposed duration of approval. Workforce accommodation constructed to serve a specific project shall have time-limited planning approval generally in accordance with the project duration.

f. Transition Planning

Applicants must submit a site decommissioning plan or a transition strategy to permanent land use at least 12 months before approval expiry.

g. Expiry

Upon expiry, all planning approvals will automatically lapse.

6.3 Need

Major projects should prompt a reassessment of workforce demands and accommodation strategies. The potential for existing settlements to accommodate workers should be considered as part of the workforce model for any such project. As such, the need for additional beds must be considered against the capacity of existing settlements to meet the accommodation needs. The following provisions guide how need will be assessed:

- a. A proponent of new workforce accommodation, or an increase in the number of beds for an existing facility must demonstrate a need for the development, as part of their proposal. The need for beds must be demonstrated in the context of workforce accommodation provision across the Shire and on the industry demand.
- b. Proponents must demonstrate liaison with the Shire and the evaluation of options regarding capacity in local housing and land supply markets, prior to applying for workforce accommodation facilities associated with major projects.
- c. Assertions that there is an adequate demand for workforce accommodation to support business investment, which is not substantiated with demonstrable demand, are not accepted as the basis for demonstrating the need for new workforce accommodation.
- d. Advocating new workforce accommodation in conjunction with a reduction of the workforce accommodation beds elsewhere is insufficient as a justification for new workforce accommodation.
- e. Evidence of occupancy, contracts or bookings may contribute to the demonstration of demand for workforce accommodation; and
- f. Assessment of workforce accommodation proposals must consider the cumulative impacts of multiple workforce accommodation developments on the sustainability and livability of the Shire of Collie and any affected adjacent towns.

6.4 Design

General Principles

- Designs must be compatible with local rural character, scale and amenity.
- Design excellence and best practice construction standards must guide all proposals.

Rural Character and Amenity

Proposals must demonstrate how they address the following:

- **Built Form:** Massing, height, and scale that enhance visual amenity and reflect the desired rural character of the area.
- **Materials and Finishes:** Use of locally consistent building materials and architectural features.
- **Building Orientation:** Habitable room windows orientated to maximise solar access, with appropriate height and setbacks based on the Schedule 1 - Rural Zone development requirements.
- **Landscaping:** Landscaping between the built form and street frontages, using low-maintenance native species where possible.
- **Front Fencing:** Visually permeable and designed to complement the rural character in material, colour, and height.

Amenity and Functionality

- **Awnings and Walkways:** Covered access to unit entrances and walkways for weather protection and amenity.
- **Car Parking:** On-site parking should be located to the rear of the built form, at a rate of 1 bay per bedroom plus 1 space per employee.
- **Accessibility and Safety:** Safe access for emergency, waste and service vehicles must be incorporated into site design.
- **Facilities and Services:** On-site laundry, sanitary and ablution facilities must be available for all occupants.

Signage and Presentation

- Signage is limited to informational or safety purposes only and must be discreet in scale and style.
- Developments should maintain a neat, well-kept appearance and integrate all utility infrastructure into the site design.

Management and Operations

A Management Statement must accompany every application and be clearly displayed on-site. It must address:

- Property maintenance procedures
- Site access controls

- Emergency management plans
- Security measures
- Occupant rules and conduct expectations

6.5 Communal facilities and amenities

All workforce accommodation developments must include well-designed communal spaces that support liveability, social interaction and resident well-being. The scale and quality of shared facilities should reflect the number of occupants and the duration of stays.

a. Internal and Outdoor Amenity

- Provide indoor and outdoor communal areas proportionate to the facility's size and capacity.
- Outdoor spaces should offer opportunities for relaxation, interaction and recreation with access to natural light and ventilation.

b. Landscape Design

- Landscaping should incorporate native and drought-tolerant species wherever practicable.
- Grounds must be regularly maintained to a high standard, contributing to the overall amenity and presentation of the site.

c. Leisure and Recreation Facilities

- Facilities should include a range of indoor and outdoor recreational options (e.g. BBQ areas, gyms, lounges or sports courts), based on the expected length and frequency of resident stays.
- Design should encourage resident interaction and social cohesion while also allowing for individual privacy and downtime.

6.6 Social Impact and Community Integration

To ensure that workforce accommodation developments contribute positively to the Shire of Collie, all applications must demonstrate how potential social impacts will be understood, managed and, where necessary, offset.

a. Required Documentation

All proposals must include:

- A Social Impact Assessment (SIA) identifying potential effects on the broader community for workforce accommodation with more than 100 workers.
- A Social Impact Management Plan (SIMP) outlining strategies to address, mitigate, and monitor those impacts

If a proponent believes that contributions are not warranted, the SIMP must provide clear, evidence-based reasoning for this position.

b. Contribution Expectations

Where impacts are likely, Council expects workforce accommodation proponents to make appropriate contributions to help offset the reduced social and economic integration typical of non-resident workforces. Contributions may include:

- Dedication of land for public purposes
- Delivery of infrastructure or amenity works for community use
- Financial contributions toward community infrastructure, services, or programs
- Support for local economic or social development initiatives

Contributions will be determined based on the net effect on the community, including cumulative impacts across multiple facilities.

c. Offset Principles

If workforce accommodation is not readily integrated into the community due to location or design, the proposal must offer compensatory benefits that strengthen community services or amenities elsewhere in the Shire. These offset measures should:

- Be proportional to the expected impact
- Focus on long-term benefit for current and future residents
- Be negotiated in good faith between the proponent and the Shire

d. Assessment Approach

Council will assess all applications with regard to:

- The depth and transparency of the social impact analysis
- The overall community value of the proposed contribution or offset measures
- The degree to which the development supports a socially sustainable future for Collie

In accordance with Schedule 2, Part 10, Clause 78 of the Planning and Development (Local Planning Schemes) Regulations 2015 the local government may enter into an agreement in respect of a matter relating to the Scheme with any owner, occupier, or other person having an interest in land affected by this Scheme.

7.0 RELEVANT DOCUMENTS

State Planning Policies

- State Planning Framework Policy (Variation 2)

Other legislative documents which have potential to influence applications

Draft Shire of Collie Workforce Accommodation Policy

- *Health (Treatment of Sewage and Disposal of Effluent and Liquid Waste) Regulations 1974*
- Health Act 1911
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- Shire of Collie Local Planning Strategy

Responsible Business Unit	Development Services
Adoption Date	TBC
Next Review Date	TBC

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Local Planning Policy CP3-001 – Workforce Accommodation

1.0 CITATION

This policy is adopted under Part 2 of Schedule 2 of the *Planning and Development (Local Planning Schemes) Regulations 2015*. This policy may be cited as Local Planning Policy CP3-001 Workforce Accommodation.

2.0 INTRODUCTION

This policy provides a framework to:

1. Guide the assessment and decision-making process for development applications related to workforce accommodation.
2. Manage workforce accommodation in a manner that maximises the residential workforce and is designed appropriately while supporting the Shire's long-term vision for sustainable community development.

3.0 OBJECTIVES

The objectives of this policy are to:

1. **Support temporary accommodation** for major, fixed-duration construction projects where local employment and housing options are insufficient.
2. **Discourage the use of short-stay or camp-style facilities** solely for drive-in-drive-out (DIDO) workforces, particularly where local alternatives exist.
3. **Ensure community amenity and local economic benefit** by requiring facilities to be integrated into the local area and support local businesses.
4. **Provide clear performance criteria** to enable the preparation and assessment of proposals which are appropriately designed commensurate to their location.
5. **Promote social integration** by enabling workers to participate in community life, local commerce, and Shire services.
6. **Recognize workforce accommodation as a temporary use**, with appropriate planning controls to ensure facilities do not become permanent by default.
7. **Require pre-planned transition pathways**, ensuring land is reused or redeveloped promptly once workforce accommodation is no longer needed **and / or the land is rehabilitated to the satisfaction of the responsible authority**.

8. **Encourage permanent housing solutions** for long-term operational workers within the Shire.

4.0 APPLICATION OF POLICY

This policy applies to all development applications for workforce accommodation within the Rural Zone of the Shire of Collie. This policy also applies to request to renew the approval for existing workforce accommodation facilities on time-limited approvals.

This policy provides further interpretation of the Shire of Collie Local Planning Scheme No.6 (the Scheme) in terms of how the Council applies discretion to decision-making on applications for workforce accommodation within the Shire. This policy also provides guidance for the consideration of workforce accommodation proposals under other legislation referred to the Shire for comment. The policy further aims to set out the information requirements and provisions the City shall have due regard to in the assessment and determination of development applications.

The policy is to be read in conjunction with the Scheme and any other relevant local planning policy.

5.0 COUNCIL POSITION ON WORKFORCE ACCOMMODATION

The Shire of Collie acknowledges the role that workforce accommodation can play in supporting short-term employment needs, while firmly prioritising the development of a permanent, locally based workforce. Council's position is as follows:

1. Workforce accommodation is supported only as a temporary solution, primarily for fixed-duration construction phases of major resource projects and short-term maintenance shutdowns where local options are insufficient.
2. Council strongly prefers operational workers to reside within the Collie townsite and will continue to work with industry partners and the State Government to grow the permanent residential workforce.
3. Where possible, workforce accommodation should be delivered through existing local options, such as residential homes, motels, or hotels, rather than purpose-built camps or isolated facilities.
4. Council is committed to building a sustainable local economy and community. It recognises that traditional workforce camps can reduce social and economic contributions compared to a resident workforce.
5. All workforce accommodation approvals will be time-limited, reflecting their intended temporary nature. Long-term accommodation for operational staff must support a transition toward permanent residency.

6. Only proposals demonstrating meaningful community integration through design, location, and benefit may be considered for longer-term approval under this policy.
7. Council expects proponents to make community contributions at the time of initial approval to offset potential economic and social impacts of non-resident workforce models **in accordance with the Shire of Collie Community Benefit Fund Policy.**

6.0 POLICY PROVISIONS

6.1 Workforce Use Classification

In assessing development proposals for workforce accommodation, the Shire will consider how the design, layout, and amenity of the proposed facility aligns with its intended use and impact. The following criteria will guide classification and decision-making:

Assessment Considerations

Each proposal will be evaluated on its:

- Room typology and layout
- Mix of accommodation types
- On-site amenities and communal spaces
- Integration with streetscape and surrounding development
- Suitability for short stay versus longer-term occupants

Single Occupancy Accommodation

Proposals primarily designed for single-person occupancy may be classified as workforce accommodation where:

- More than 60% of rooms are under 10m² in size (excluding bathrooms), or under 14m² in total, including ensuite facilities
- The internal layout and outdoor spaces lack variety in accommodation types (e.g., no provision for couples or family units)

Site Layout and Function

Additional characteristics that may indicate a workforce accommodation use include:

- Minimal landscaping or open space designed for recreation or relaxation
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Proposals predominantly featuring a uniform, single-occupancy typology with limited on-site amenity are likely to be classified as temporary workforce accommodation and assessed accordingly.

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Workforce accommodation is considered a temporary land use with a maximum , and all planning approvals will reflect this principle, unless specified otherwise.

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Facilities approved before this policy's adoption will be subject to time limits if they propose any increase in gross floor area or bed numbers.

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All submissions must clearly state the proposed duration of approval. Workforce accommodation constructed to serve a specific project shall have time-limited planning approval generally in accordance with the project duration.

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Applicants must submit a site decommissioning plan or a transition strategy to permanent land use at least 12 months before approval expiry.

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- d. Advocating new workforce accommodation in conjunction with a reduction of the workforce accommodation beds elsewhere is insufficient as a justification for new workforce accommodation.
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- **Awnings and Walkways:** Covered access to unit entrances and walkways for weather protection and amenity.
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If workforce accommodation is not readily integrated into the community due to location or design, the proposal must offer compensatory benefits that strengthen community services or amenities elsewhere in the Shire. These offset measures should:

- Be proportional to the expected impact
- Focus on long-term benefit for current and future residents
- Be negotiated in good faith between the proponent and the Shire

d. Assessment Approach

Council will assess all applications with regard to:

- The depth and transparency of the social impact analysis
- The overall community value of the proposed contribution or offset measures
- The degree to which the development supports a socially sustainable future for Collie

In accordance with Schedule 2, Part 10, Clause 78 of the Planning and Development (Local Planning Schemes) Regulations 2015 the local government may enter into an agreement in respect of a matter relating to the Scheme with any owner, occupier, or other person having an interest in land affected by this Scheme.

7.0 RELEVANT DOCUMENTS

State Planning Policies

- State Planning Framework Policy (Variation 2)

Other legislative documents which have potential to influence applications

Draft Shire of Collie Workforce Accommodation Policy

- *Health (Treatment of Sewage and Disposal of Effluent and Liquid Waste) Regulations 1974*
- Health Act 1911
- Shire of Collie – Local Laws
- Health (Aquatic Facilities) Regulations 2007
- Shire of Collie Local Planning Strategy

Responsible Business Unit	Development Services
Adoption Date	TBC
Next Review Date	TBC

DRAFT

			<i>Collie's adopted Community Benefit Fund Policy.</i>
2	I-26-2000	<p>JILA Riley Building has been involved in construction works throughout the recent expansion over the past two years, which benefited us, the local sub-contractors and local suppliers we used on this project and past projects at this site.</p> <p>This project provided sustained employment for our workforce, continuity of work allowed us to retain skilled trades and train local apprentices within Collie and continue investing in regional workforce development.</p> <p>We currently have 9 employees, three of which are apprentices, all our employees live in the Collie area, everyone of our onsite employees have completed or are completing their apprenticeship under our guidance, which as they all live in the Collie area is a major benefit to the Collie region.</p> <p>As we and other sub-contractors from Collie do-not work on the major construction sites (i.e. Griffin, Western Power etc.) the maintenance and future development of these sites that prioritise local engagement play a significant role in maintaining economic stability within the Shire's construction sector.</p> <p>We believe that additional staged development of this type is being considered. Staged projects provide stability for Collie's workforce, by supporting continues employment for sub-contractors and local supplies. Investment of this nature reinforces long-term construction work experience for locals within the Shire.</p> <p>We recognise the broader community value created through projects of this scale; we feel that our past work and the outlook of future ongoing developments in this area was a major reason for us taking on two new apprentices this year.</p>	Comments noted.

3	I-26-2024	<p>Numans Workforce Accommodation welcomes the opportunity to comment on Draft Local Planning Policy CP3-001 – Workforce Accommodation.</p> <p>Workforce accommodation developments (like Numans Workforce Accommodation’s Collie Hills) are important to the Western Australian Government because housing availability is a key constraint on regional economic development, workforce mobility, and industry transition in areas such as the South West. State government policy documents and regional development reports consistently identify shortages of workforce housing as a barrier to economic growth and labour attraction, particularly in tourism, agriculture, and emerging industries.</p> <p>The WA Government has formally recognised workforce accommodation as an important planning and economic policy issue. The Planning Position Statement – Workforce Accommodation issued by the WA Planning Commission explains that workforce accommodation is needed to support industries while maintaining sustainable towns. It aims to guide local governments in planning for worker accommodation under the Planning and Development Act 2005.</p> <p>In practical terms, workforce accommodation matters because it:</p> <ul style="list-style-type: none"> • Allows industries to recruit and retain workers in regional areas • Supports regional economic growth and diversification • Enables temporary workers to stay near employment sites • Prevents workforce shortages caused by lack of housing supply. <p>It is particularly important for Collie as workforce accommodation is tied to Collie’s economic transition.</p> <p>Collie is a strategic priority area for the WA Government because of the transition away from coal-fired power generation.</p> <p>The state has committed hundreds of millions of dollars to the Collie Just Transition, including training facilities and economic diversification projects.</p>	<p>Refer to Council Agenda report that provides a detailed response to issues raised.</p>
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		<p>These initiatives aim to create:</p> <ul style="list-style-type: none">• Renewable energy industries• New manufacturing and services• Tourism jobs. <p>However, attracting workers into these sectors requires both residential housing and short-term accommodation. State government funding programs such as the Collie Futures Fund have already supported projects to expand accommodation capacity in the town to meet rising visitor and worker demand.</p> <p>From a state policy perspective, workforce accommodation developments help achieve several strategic objectives:</p> <ol style="list-style-type: none">1. Support the Collie economic transition <i>New industries require workers who may relocate to the town.</i>2. Enable regional economic growth <i>Businesses in tourism, agriculture and hospitality depend on temporary and seasonal labour.</i>3. Reduce pressure on local housing markets <i>Purpose-built workforce accommodation prevents temporary workers from competing with residents for limited rental stock.</i> <p>The Policy - CP3-001 This submission relates to Draft Local Planning Policy CP3-001 – Workforce Accommodation, currently released for public consultation following the Council decision of 10 February 2026.</p> <p>The policy has been prepared under Part 2 of Schedule 2 of the Planning and Development (Local Planning Schemes) Regulations 2015 and is intended to guide decision-making in relation to development applications involving workforce accommodation.</p> <p>The preparation of a planning policy in this area is supported in principle. The Collie region is entering a period of significant economic change associated with the closure of coal-fired power generation and the</p>	
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		<p>diversification of the local economy. The Collie Just Transition Plan is expected to bring substantial industrial, infrastructure and energy projects to the region.</p> <p>The Government of Western Australia has committed more than \$547 million to the economic transition of Collie.</p> <p>As a result, Collie must maintain the capacity to accommodate temporary project workforces while simultaneously encouraging long-term population growth.</p> <p>While the intent of the policy is supported, several provisions risk producing unintended planning, economic and governance consequences. Amendments are therefore recommended to ensure the policy remains:</p> <ul style="list-style-type: none">• Consistent with State planning policy• Economically neutral• Supportive of Collie’s investment readiness during transition. <p>Statutory Planning Context</p> <p>Local planning policies are guidance instruments, not statutory planning controls.</p> <p>Under the Planning and Development (Local Planning Schemes) Regulations 2015, a local planning policy:</p> <ul style="list-style-type: none">• May guide decision-makers• Must not override scheme provisions• Should not introduce regulatory requirements inconsistent with State planning policy. <p>State Administrative Tribunal (SAT) planning decisions have repeatedly confirmed that local planning policies should be given weight only where they are:</p> <ul style="list-style-type: none">• Consistent with State policy• Reasonable in application• Not imposing disproportionate regulatory burdens.	
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		<p>The SAT has consistently held that planning instruments should facilitate orderly and proper planning rather than operate as barriers to development without clear strategic justification.</p> <p>Policy Objectives The draft policy states that the framework seeks to:</p> <ul style="list-style-type: none">• Support temporary accommodation for major construction projects where housing supply is insufficient• Discourage drive-in drive-out accommodation models• Ensure local economic benefits• Ensure workforce accommodation remains temporary• Require pre-planned transition pathways for sites once accommodation is no longer required. <p>However, several implementation mechanisms within the policy raise concerns.</p> <p>Broadly, there is a risk that unintended impacts on a specific sector, and disproportionate impact on Collie Hills, negatively affects the State Government's Just Transition for Collie. Collie Hills is a single facility that supports multiple industrial projects and enhances transitional readiness.</p> <p>As Collie diversifies into new industries, including energy transition projects, manufacturing, tourism, and industrial developments, proponents will require accommodation.</p> <p>The Just Transition Plan repeatedly stresses the importance of project readiness and investment attractiveness.</p> <p>Restricting a single existing facility and making it harder for others to develop reduces Collie's immediate capacity to support the concurrent projects the plan aims to attract.</p>	
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		<p>Policy Concerns</p> <p><u>Mandatory transition to residential estate</u></p> <p>The policy requires workforce accommodation developments to be designed so they can transition into residential estates or equivalent permanent land uses once no longer required.</p> <p>This would have a significant impact on design and cost of a development as these are two very different types of accommodation and require very different room and site layouts, designs and service. The impact of this on cost of designing and developing the accommodation would affect investment decision (CP3-001 5.3.2c).</p> <p>This requirement goes significantly beyond typical planning practice in Western Australia.</p> <p>Residential subdivision requires:</p> <ul style="list-style-type: none">• Subdivision approval under the Western Australian Planning Commission• Infrastructure provision to residential standards• Public open space contributions• Servicing infrastructure not required for temporary accommodation. <p>Mandating that workforce accommodation be constructed to standards suitable for residential subdivision imposes a major capital cost burden.</p> <p>From a planning law perspective, this raises questions regarding proportionality, economic reasonableness and consistency with the objectives of orderly and proper planning.</p> <p>Planning conditions must be reasonable, necessary and proportionate to the planning impact being addressed.</p> <p>A more appropriate approach would be to require a decommissioning or adaptive reuse strategy, allowing flexibility based on site context.</p>	
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		<p><u>Time limits</u> Sites that are already operating, like Collie Hills, may be hit with a 10-year time limit for the life of the development if it proposes to add any beds or adds to the gross floor area in the future.</p> <p>This potentially dissuades further expansion and investment. It also appears to fail to recognise that at different times, workforces from different projects in the area will be accommodated over time. For example, a workforce for a developing energy facility would transition away once the life of work on that project nears its end but may be replaced by workforce from a separate and unrelated project in the Collie.</p> <p>This would likely take the use of the workforce accommodation site beyond the 10 year limit and require a burdensome and costly new approval (CP3-001 section 5.3.2a).</p> <p><u>Disproportionate impact on a single existing facility</u> The practical effect of the policy appears likely to disproportionately impact Collie Hills. Selectively constraining a single operator is inconsistent with the Collie Just Transition Plan’s emphasis on fair market conditions, supportive business environments, and the creation of a diverse and competitive economy.</p> <p>A just transition requires policy settings that encourage, not penalise, established businesses investing locally.</p> <p>Planning policies must be generally applicable and should not be framed in a manner that effectively targets a single land use or operator. Planning controls should not operate as selective regulatory mechanisms affecting individual landowners unless justified by clear strategic planning reasons.</p> <p>Given the economic transition occurring in Collie, regulatory neutrality is particularly important.</p>	
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		<p>The State Government's Collie Just Transition Plan emphasises the importance of supporting existing businesses and ensuring fair economic conditions as traditional industries wind down.</p> <p><u>Contribution to Local Employment</u> Collie Hills employs approximately 50 local workers across a range of operational roles as well as provides local contractors and businesses with ongoing economic benefit.</p> <p>These roles include management and administration, hospitality and catering, maintenance and trades, logistics and groundskeeping. The engagement of local trades and businesses includes trades in almost all disciplines, as well as hardware and electrical supplies and food provisions all contributing to the overall employment within Collie.</p> <p>Supporting such employment aligns with the objectives of the Just Transition Plan, which seeks to retain employment and diversify the regional economy.</p> <p>The Just Transition Plan identifies the need to retain skilled workers, expand local capabilities, and diversify employment pathways. Undermining purpose-built accommodation reduces these opportunities and weakens Collie's workforce development.</p> <p>Policy settings that undermine the viability of existing businesses risk producing unintended economic consequences.</p> <p><u>Attraction of External Economic Activity</u> Purpose-built workforce accommodation enables Collie to attract external project activity including:</p> <ul style="list-style-type: none">• Industrial shutdowns• Maintenance programs• Construction works• Regional infrastructure projects.	
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		<p>Workers involved in these activities bring external spending into the Collie economy. This aligns directly with the economic diversification objectives of the Just Transition Plan.</p> <p>Restricting workforce accommodation capacity may reduce Collie's ability to capture these economic opportunities.</p> <p>Collie Hills also draws workers from outside the region, such as shutdown personnel from Boddington, Harvey and other regional industrial sites, bringing new spending and skills into Collie. This directly supports the Just Transition Plan's objective to attract new industries and external economic activity.</p> <p>By discouraging purpose-built workforce accommodation, the policy threatens one of the few mechanisms currently bringing outside revenue into Collie during the transition period.</p> <p><u>The draft policy reduces the viability of new projects</u></p> <p>One of the key barriers for new industrial or transition-related projects is the availability of workforce accommodation.</p> <p>The Just Transition Plan emphasises Collie's need to remain investment-ready, competitive, and able to rapidly mobilise skilled labour.</p> <p>A policy that restricts accommodation makes Collie less appealing for investors and contradicts the plan's focus on expanding the industrial and project pipeline.</p> <p><u>Risk of economic leakage to neighbouring towns</u></p> <p>Nearby towns can readily accommodate workers if accommodation capacity is constrained in Collie.</p> <p>Unlike isolated centres in the Pilbara and goldfields, contractors in the South West can readily stay in nearby shires if Collie restricts accommodation options.</p> <p>This results in Collie losing:</p> <ul style="list-style-type: none">• Economic spending	
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		<ul style="list-style-type: none"> • Local employment opportunities • Community benefit from visiting workers. <p>During a period of economic transition, retaining economic activity within the Shire should be a key strategic priority. The Just Transition Plan stresses the need to retain economic benefits locally during transition—not drive them to neighbouring regions.</p> <p><u>Housing market stability</u> Purpose-built workforce accommodation can also assist in protecting the local housing market. Without dedicated accommodation facilities, project workforces may occupy residential housing. This can lead to:</p> <ul style="list-style-type: none"> • Rental price inflation • Reduced housing availability for local residents • Neighbourhood disruption. <p>This contradicts transition planning principles of sustainable town development, population stability, and balanced housing supply. Ensuring adequate workforce accommodation therefore contributes to orderly urban development.</p> <p><u>Investment readiness</u> Collie’s economic transition will involve multiple concurrent projects across energy, manufacturing and industrial sectors.</p> <p>Access to workforce accommodation is a critical factor considered by project proponents when assessing project feasibility. Restrictive policy settings may reduce Collie’s competitiveness relative to other regional centres.</p> <p>Maintaining Collie’s investment readiness is essential to achieving the economic diversification objectives outlined in the Just Transition Plan.</p>	
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		<p><u>Environmental efficiency is consistent with the plan’s sustainability commitment</u> The Just Transition Plan emphasises sustainable land use, efficient development, and minimising unnecessary environmental impacts.</p> <p>Centralised workforce accommodation in an existing, compliant facility is far more environmentally sustainable than diverting workers into scattered residential areas or encouraging new greenfield limited life accommodation proposals that require disassembly.</p> <p>Collie has sensitive environmental interfaces that benefit from consolidated infrastructure rather than fragmented alternatives.</p> <p><u>Community contributions and “legacy benefit” requirements</u> At 5.2.7 and 5.7 b and c, the draft policy introduces provisions requiring workforce accommodation proposals to deliver community contributions or “legacy benefits”.</p> <p>While community benefit outcomes are desirable, the imposition of such requirements raises significant planning concerns.</p> <p>The Position Statement: Workforce Accommodation issued by the Government of Western Australia emphasises that workforce accommodation should be assessed through standard planning considerations such as land use compatibility, amenity and infrastructure capacity.</p> <p>The State policy framework does not support the imposition of offset-style contributions through local planning policy. Local planning policies should not create de facto development contribution frameworks outside statutory development contribution plans.</p> <p>Accordingly, the introduction of community contribution requirements may be:</p> <ul style="list-style-type: none"> • Inconsistent with State planning guidance • Beyond the intended scope of a local planning policy 	
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	<ul style="list-style-type: none"> • A disincentive to investment. <p>In planning appeals, the SAT has consistently found that conditions or policy requirements lacking clear statutory authority should be applied cautiously.</p> <p>Numans Accommodation Village is a strong local business in the Collie Community and supports local contractors, businesses and community groups. We believe all businesses should contribute to and help build the Collie community, however, listing requirements in this draft policy does not seem to be the correct mechanism for encouraging that behaviour.</p> <p>Recommended amendments</p> <p>To ensure the policy does not have a significant impact on the State Government's Collie Just Transition Plan and community interests, the following amendments are recommended:</p> <ol style="list-style-type: none"> 1. Replace the mandatory residential transition requirement with a flexible adaptive reuse or decommissioning framework 2. Ensure the policy applies consistently and neutrally across all accommodation operators and does not penalise existing Workforce Accommodation businesses 3. Recognise the economic contribution of workforce accommodation to local employment and supply chains 4. Ensure the policy supports Collie's investment readiness and economic diversification objectives 5. Ensure no contradiction to frameworks set by the WAPC relating to community contributions and legacy benefits. <p>Conclusion</p> <p>The development of a workforce accommodation policy is an important step in ensuring Collie manages economic transition effectively. However, several provisions of draft Local Planning Policy CP3-001 risk creating unintended barriers to investment, employment and economic diversification.</p>	
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		<p>Refining the policy will help ensure workforce accommodation contributes positively to Collie's long-term economic future.</p> <p>The economic transition currently underway in Collie will require the region to remain attractive to project proponents and investors.</p> <p>Workforce accommodation is a critical enabling factor for many projects, particularly during construction and commissioning phases.</p> <p>If the policy framework in Collie imposes significantly greater development burdens than neighbouring local governments, project proponents may instead choose to locate accommodation in neighbouring shires or avoid Collie as a project base altogether.</p> <p>Either outcome would reduce the economic benefits flowing to the Collie community during the transition period.</p> <p>Numans Workforce Accommodation would welcome the opportunity work with Council and further discuss this draft policy and its potential impacts as outlined in this submission.</p>	
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4	I-26-2045	<p>Regarding the proposed above policy I would like to offer the following</p> <p>At point 5.2.1 – “Where possible, workforce accommodation should be delivered through existing local options, such as residential homes, motels, or hotels, rather than purpose-built camps or isolated facilities” this does not make note of the severe housing and accommodation shortages both in Collie and noted by the State Government to be a State wide issue.</p> <p>Point 5.2.5 , 6 & 7 & 5.3.2 a – g. – These provisions appear inconsistent with the State Government’s objectives for Collie’s transition from coal to emerging and green industries. As drafted, they may discourage private investment by creating unnecessary barriers and imposing financial obligations that are disproportionate to the scale of proposed business activity.</p> <p>With regards to the current workers accommodation at Collie Hills Village - T&R Contracting has undertaken civil works across multiple stages of the expansion over the past two years.</p> <p>The scale, structure and continuity of this development provided sustained employment for our local operators, laborers and subcontractors. The staged progression created stability that allowed us to retain skilled staff and employ two additional full time staff and another apprentice in Collie. Projects like these are extremely important to the local industry and have a direct influence on dollars spent in the local economy, from the products and services we consume, subcontractors we engage and the wages paid to our staff which are then also spent locally.</p> <p>A policy such as this would indicate to industry and investors that the Shire of Collie is not progressive and is anti business.</p> <p>We understand that Numans Accommodation Villages is considering a further staged development. For the civil sector, projects that proceed in structured stages provide essential continuity of work, allowing regional contractors such as T & R Contracting the ability to retain skilled operators and maintain our business operations local to Collie. Developments of this scale make a massive contribution to sustaining business operations in the shire.</p> <p>We appreciate the opportunity to contribute to a project that has demonstrated a clear commitment to supporting local industry.</p>	<p>Comments noted.</p> <p>Further, it is acknowledged that the policy does not specifically refer to the housing shortage but does identify the role of workforce accommodation in providing a housing option.</p> <p>Also, the policy is necessary to establish the expectations, standards and assessment of workforce accommodation projects in the Shire of Collie. Therefore, it is considered that the policy will provide certainty for investors while achieving high quality developments that meet community expectations.</p>
5	I-26-2053	<p>I am the owner and operator of Veca Electrical Services, based in Collie. Throughout the recent expansion of Numans Accommodation Villages, we have provided electrical services, which enabled us to maintain steady employment for our electricians and hire a local apprentice and bookkeeper. Sustaining a skilled and stable workforce depends greatly on the continuation of projects of this scale. Numans made a deliberate effort to engage Collie-based contractors like us, and this approach has been invaluable to our business.</p> <p>We understand that Numans is considering additional stages of development. Continuing with these stages would further support workforce stability and bolster the local economy.</p>	<p>Comments noted.</p>

		<p>We sincerely appreciate the positive impact this project has had on our business and our team.</p>	
6	I-26-2069	<p>Crvair has provided air conditioning and refrigeration services to Numans Accommodation Villages during the recent expansion.</p> <p>Projects of this scale and duration generate sustained employment for our local tradesmen and apprentices. These developments that use local trades and labour create ongoing opportunities beyond the construction phase into ongoing operational service and maintenance.</p>	Comments noted.
7	I-26-2122	<p>We write in regard to the Local Planning Policy CP3-001</p> <p>DO&KO Pty Ltd has undertaken concreting works associated with the recent expansion.</p> <p>The structured rollout of this development provided valuable sustained employment for our workforce and subcontractors within the region. Projects of this nature directly support long-term business resilience and reinvestment in local capacity, this project allowed us to extra employees, all residents in Collie. The project rebuilt business confidence in a time of uncertainty in our community.</p> <p>Developments that actively engage Collie-based contractors strengthen the overall construction sector within the Shire.</p> <p>We recognise that Numans Accommodation Villages is evaluating future development stages. Projects that proceed in planned phases provide continuity for concreting contractors and associated subcontractors, enabling workforce retention and reinvestment in equipment locally. Ongoing development of this scale strengthens the regional construction supply chain.</p> <p>We appreciate the opportunity to contribute to a project that has delivered both immediate and ongoing economic benefits locally.</p>	Comments noted.



POLICY NO:-
<h2 style="margin: 0;">CP2-006 PRIVACY AND RESPONSIBLE INFORMATION SHARING POLICY</h2>

GOVERNANCE INFORMATION			
Procedure Link:	N/A	Administrative Policy Link:	

ADMINISTRATION INFORMATION						
History	1	CP2-006	OCM	12/05/26	Res:	Synopsis: New Policy created.
Version:	2					

1. RESPONSIBLE DIRECTORATE

Corporate Services Directorate

2. PURPOSE OR OBJECTIVE

The objective of this policy is to ensure all reasonable steps are taken so that the collection, use, disclosure and handling of all personal Information by the Shire of Collie (the Shire) aligns with the *Privacy and Responsible Information Sharing (PRIS) Act (WA) 2024*.

The purpose of this policy is to facilitate the lawful and appropriate handling of personal information collected by the Shire. The Policy also outlines the requirements to manage and respond to an information breach and to mitigate future breaches.

Definitions

Information - knowledge communicated or received as. It is the result of processing, gathering, manipulating and organising data in a way that adds to the knowledge of the receiver.

IPP – An entity required to comply with the Information Privacy Principles under the PRIS Act, including governments and certain contracted service providers.

Personal Information - information or an opinion, whether true or not, and whether recorded in a material form or not, that relates to an individual, whether living or dead whose identity is apparent or can reasonably be ascertained from the information or opinion and includes: a) a name, date of birth or address; b) a unique identifier, online identifier or pseudonym; c) contact information; d) information that relates to an individual’s location; e) technical or behavioural information in relation to an individual’s activities, preferences or identity; f) inferred information that relates to an individual, including predictions in relation to an individual’s behaviour or preferences and profiles generated from aggregated information; g) information that relates to one or more features specific to the physical, physiological, genetic, mental, behavioural, economic, cultural or social identity of an individual.

Sensitive Information - a subset of personal information meaning information or an opinion about an individual's race or ethnic origin, political opinions, membership of a political association, religious beliefs, philosophical beliefs, membership of a professional or trade association, membership of a trade union, gender identity, sexual practices, criminal record and health information.

Eligible Information Breach - means an information breach which has satisfied the following two tests: 1. There is an unauthorised access to, or unauthorised disclosure of, personal information held by a public sector agency or there is a loss of personal information held by a public sector agency in circumstances that are likely to result in unauthorised access to, or unauthorised disclosure of, the information; and 2. A reasonable person would conclude that the access or disclosure of the information would be likely to result in serious harm to an individual to whom the information relates.

Notifiable Information Breach – means an information breach involving personal information likely to result in serious harm, triggering obligations under the PRIS Act (from 01 Jan 2027).

Information Privacy - the right of a person to be able to control who can see or use information about them.

3. SCOPE

This policy applies to all Shire Elected Members, Employees, Contractors, Volunteers and Contracted service providers. It equally applies to all information handled by the Shire and all information assets (records, information and data) in any format, created or received in support of the Shire's business activities. This includes all business applications used to create, manage and store information assets, including dedicated information management systems, business systems, databases, email, voice and instant messaging, websites and social media applications.

4. POLICY

The Shire of Collie considers that the responsible handling of personal information is a key aspect of governance and is committed to protecting an individual's right to privacy

All Managers within the Shire are responsible for the implementation of the policy within their business unit protecting personal information from misuse, loss, unauthorised access, modification or disclosure.

4.1. Information Management, Collection, Use and Disclosure

Information is critical to the Shire, government and the community. Information is valued and governed as an asset. It is maintained as authentic evidence of business activity used in decision making and delivery of services.

Information is created and managed digitally. Digital information and end to end digital processes are preferred with hardcopy records supplementing this, only if necessary. Information is used for intended purposes only and is maintained to be easy to find, access and use. It is managed considering operational and strategic importance, risk profile, and the needs of all its users.

Information management is considered when business systems are built and includes key aspects that include training, sharing, release, discovery, data quality, de-identification and security of information. Information management ensures protection from unauthorised use and loss, takes due account of accepted classification risk methods for identifying and mitigating risks.

4.2 Privacy, Use and Disclosure of Personal Information

The Shire will collect and manage personal information such as contact details, rates data, CCTV for business purposes only and will consider the risks involved in maintaining details, or copies of personal information. The Shire will ensure personal information is up-to-date, clear and concise.

Personal information will only be collected for the primary purpose of providing services to the Shire of Collie community. It may also be used for secondary purposes closely related to the primary purpose, in circumstances where it is reasonable to do so. The Shire will not collect personal information, including sensitive personal information, unless it is necessary for Shire business functions and activities and legal purposes.

When the Shire of Collie collects such information, we will disclose to the owner the reason for collecting their information and how it will be used. When personal information is collected it will be used only with the owner's consent; where required or authorised by law; where there is a serious threat to the life, health, safety or welfare of an individual; or where illegal activity may have occurred.

4.3 Quality of Personal Information

The Shire will take reasonable steps to ensure that personal information is accurate, complete and up to date. When contacted by the owner of the information, the Shire will update its records. Personal information will be stored in a manner that protects it from misuse and loss and from unauthorized access, modification, or disclosure.

When personal information is no longer needed for the purpose for which it was obtained, the Shire will dispose of that information in accordance with the *State Records Act 2000*.

This policy will be publicly available to ensure the community is aware of how personal information is collected and managed by the Shire of Collie.

4.4 Security of Personal Information

The Shire's Privacy Management Administration Policy will outline key roles and responsibilities for privacy management. Internal access to personal information will be limited to only those roles and individuals who need access for business purposes.

A person may access the personal information the Shire holds about them to update and/or correct it, subject to IPP 6.1 of the PRIS Act.

4.5 Unique Identifiers

Individuals engaging with the Shire will not be assigned unique identifiers unless they are required to perform business activities efficiently. Any identifiers assigned will not be disclosed to any other organisation.

Some of the unique identifiers that the Shire may collect include Medicare numbers, Tax File Numbers, Drivers Licence numbers and Australian Passport numbers.

De-identification involves removing or altering information that identifies an individual or is reasonably likely to do so e.g. removing personal and unique identifiers (name, address, date of birth or other recognisable characteristics). The Shire will protect any de-identified information received and held from re-identification, access, modification, or disclosure.

4.6 Privacy and Information Breach

All Staff have a responsibility to notify the CEO and ICT Manager of any information breach immediately on becoming aware that any information breach has or may have occurred and provide details about the breach in accordance with the Shire's Information Breach Reporting and Notification Procedure.

The Shire will activate the Notifiable Breach Response Plan, notifying the Information Commissioner and affected individuals as soon as practicable after assessing that a notifiable breach has occurred. The notification will include the nature of the breach, types of information involved, and steps taken to mitigate harm. The Shire will also maintain an Information Breach Policy, keep a register of breaches, and include breach details in annual reports.

5. PRIVACY COMPLAINTS

The mechanism for receiving complaints about any privacy concerns or complaints is outlined in the Shire's PRIS Administrative Policy.

6. REFERENCE DOCUMENTS

Evidence Act 1906

Local Government Act 1995

State Records Act 2000

General Disposal Authority for Local Government

Freedom of Information Act 1992

Privacy and Responsible Information Sharing Act 2024

Records Management processes and systems

AS/ISO 15489 Records management - State Records Office of Western Australia

State Records Commission Standards and Advice

SA/SNZ TR 18128 Risk Assessment for records processes and systems



Monthly Financial Report

For the period ended 31 March 2026



SHIRE OF COLLIE

MONTHLY FINANCIAL REPORT

(Containing the required statement of financial activity and statement of financial position)

For the period ended 31 March

LOCAL GOVERNMENT ACT 1995

LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996

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SHIRE OF COLLIE
STATEMENT OF COMPREHENSIVE INCOME
BY NATURE
FOR THE PERIOD ENDED 31 MARCH 2026

	2025/26 YTD Actual	2025/26 Budget	2025/26 YTD Budget	2024/25 Actual
Revenue	\$	\$		\$
Rates	8,127,254	8,052,978	8,125,428	7,718,980
Grants, subsidies and contributions	1,678,647	3,437,731	1,615,956	4,352,890
Fees and charges	2,723,658	2,818,949	2,536,840	2,748,017
Interest revenue	295,249	323,755	242,816	348,451
Other revenue	114,153	354,221	265,666	338,210
	12,938,961	14,987,634	12,786,706	15,506,548
Expenses				
Employee costs	(4,866,489)	(7,510,236)	(5,676,585)	(6,875,140)
Materials and contracts	(3,873,354)	(5,478,277)	(3,967,503)	(4,938,045)
Utility charges	(461,695)	(664,570)	(477,922)	(646,790)
Depreciation	(2,184,530)	(2,932,710)	(2,199,533)	(3,567,457)
Finance costs	(50,565)	(59,965)	(44,974)	(226,181)
Insurance	(201,014)	(351,176)	(242,449)	(359,059)
Other expenditure	(307,578)	(630,199)	(482,654)	(758,433)
	(11,945,225)	(17,627,133)	(13,091,620)	(17,371,105)
	993,736	(2,639,499)	(304,914)	(1,864,557)
Capital grants, subsidies and contributions	9,344	1,501,421	24,000	180,568
Profit on asset disposals	0	0	0	0
Loss on asset disposals	(25,342)	0	0	(16,521)
	(15,998)	1,501,421	24,000	164,047
Net result for the period	977,738	(1,138,078)	(280,914)	(1,700,510)
Other comprehensive income for the period				
<i>Items that will not be reclassified subsequently to profit or loss</i>				
Changes in asset revaluation surplus	0	0	0	0
Share of comprehensive income of associates accounted for using the equity method	0	0	0	0
Total other comprehensive income for the period	0	0	0	0
Total comprehensive income for the period	977,738	(1,138,078)	(280,914)	(1,700,510)

This statement is to be read in conjunction with the accompanying notes.

SHIRE OF COLLIE
STATEMENT OF COMPREHENSIVE INCOME
BY PROGRAM
FOR THE PERIOD ENDED 31 MARCH 2026

	2025/26 YTD Actual	2025/26 Budget	2025/26 YTD Budget	2024/25 Actual
Revenue	\$	\$		\$
Governance	108,247	393,721	85,875	305,587
General Purpose Funding	9,660,071	10,705,928	9,452,319	11,332,409
Law, order, public safety	272,634	641,032	355,280	807,640
Health	19,491	20,130	15,097	16,331
Education and welfare	3,580	11,500	(6,756)	72,727
Housing	3,476	6,293	4,720	6,537
Community amenities	2,224,415	2,268,780	2,152,324	1,756,237
Recreation and culture	218,860	275,424	206,580	360,612
Transport	160,539	187,638	187,450	185,947
Economic services	188,132	446,588	118,191	375,826
Other property and services	142,072	30,600	215,625	286,695
	13,001,517	14,987,634	12,786,705	15,506,548
Expenses				
Governance	(803,093)	(820,477)	(1,048,910)	(851,724)
General Purpose Funding	(266,917)	(58,251)	(139,012)	(156,138)
Law, order, public safety	(787,671)	(1,158,969)	(1,006,391)	(1,022,830)
Health	(119,774)	(70,403)	(81,058)	(206,466)
Education and welfare	(145,086)	(74,174)	(74,389)	(151,114)
Housing	(3,319)	558	(4,927)	(5,383)
Community amenities	(2,369,674)	(3,349,768)	(2,540,388)	(4,027,688)
Recreation and culture	(3,073,683)	(3,857,433)	(3,622,490)	(3,733,959)
Transport	(2,981,100)	(3,164,357)	(3,587,721)	(3,940,305)
Economic services	(674,283)	(914,237)	(798,237)	(894,781)
Other property and services	(754,218)	(4,099,657)	(188,094)	(2,154,536)
	(11,978,818)	(17,567,168)	(13,091,617)	(17,144,924)
Finance Costs				
Governance	(1,895)	(853)	0	(1,353)
Community amenities	(3,636)	(4,538)	0	(182,992)
Recreation and culture	(31,938)	(33,878)	0	(18,727)
Transport	(13,095)	(20,643)	0	(22,907)
Other property and services	0	(53)	0	(202)
	(50,564)	(59,965)	0	(226,181)
	972,135	(2,639,499)	(304,912)	(1,864,557)
Non Operating				
Capital grants, subsidies and contributions	9,344	1,501,421	24,000	180,568
Profit on asset disposals	21,600	0	0	0
Loss on asset disposals	(25,342)	0	0	(16,521)
	5,602	1,501,421	24,000	164,047
Net result for the period	977,737	(1,138,078)	(280,912)	(1,700,510)
Other comprehensive income for the period				
<i>Items that will not be reclassified subsequently to profit or loss</i>				
Changes in asset revaluation surplus	0	0	0	0
Share of comprehensive income of associates accounted for using the equity method	0	0	0	0
Total other comprehensive income for the period	0	0	0	0
Total comprehensive income for the period	977,737	(1,138,078)	(280,912)	(1,700,510)

This statement is to be read in conjunction with the accompanying notes.

SHIRE OF COLLIE
STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MARCH 2026

Note	2024/25	Adopted	YTD	YTD	Variance*	Variance*	Var.
	Actual	Budget	Budget	Actual	\$	%	
	\$	(a)	(b)	(c)	(c) - (b)	((c) - (b))/(b)	
	\$	\$	\$	\$	\$	%	
OPERATING ACTIVITIES							
Revenue from operating activities							
General rates	7,718,980	8,052,978	8,125,428	8,127,254	1,826	0.02%	
Grants, subsidies and contributions	4,352,890	3,437,731	1,615,956	1,678,647	62,691	3.88%	
Fees and charges	2,748,017	2,818,949	2,536,840	2,723,658	186,818	7.36%	
Interest revenue	348,351	323,755	242,816	295,249	52,433	21.59%	▲
Other revenue	338,210	354,221	265,666	114,153	(151,513)	(57.03%)	▼
Profit on asset disposals	0	0	0	0	0	0.00%	
	15,506,448	14,987,634	12,786,706	12,938,961	152,255	1.19%	
Expenditure from operating activities							
Employee costs	(6,875,140)	(7,510,236)	(5,676,585)	(4,866,489)	810,096	14.27%	▲
Materials and contracts	(4,938,045)	(5,478,277)	(3,967,503)	(3,873,354)	94,149	2.37%	
Utility charges	(646,790)	(664,570)	(477,922)	(461,695)	16,227	3.40%	
Depreciation	(3,567,457)	(2,932,710)	(2,199,533)	(2,184,530)	15,003	0.68%	
Finance costs	(226,181)	(59,965)	(44,974)	(50,565)	(5,591)	(12.43%)	
Insurance	(359,059)	(351,176)	(242,449)	(201,014)	41,435	17.09%	
Other expenditure	(758,433)	(630,199)	(482,654)	(307,578)	175,076	36.27%	▲
Loss on asset disposals	(16,521)	0	0	0	0	0.00%	
	(17,387,626)	(17,627,133)	(13,091,620)	(11,945,225)	1,146,395	8.76%	
Non cash amounts excluded from operating activities	2(c) 4,483,814	2,940,013	2,199,533	2,184,530	(15,003)	(0.68%)	
Amount attributable to operating activities	2,602,636	300,514	1,894,619	3,178,266	1,283,647	67.75%	
INVESTING ACTIVITIES							
Inflows from investing activities							
Proceeds from capital grants, subsidies and contributions	180,568	1,501,421	24,000	9,344	(14,656)	(61.07%)	
Proceeds from disposal of assets	0	186,600	186,600	20,000	(166,600)	(89.28%)	▼
Proceeds from financial assets at amortised cost - self supporting loans	7,081	14,744	14,743	14,743	0	0.00%	
	187,649	1,702,765	225,343	44,087	(181,256)	(80.44%)	
Outflows from investing activities							
Acquisition of property, plant and equipment	(660,804)	(2,589,500)	(1,232,500)	(944,390)	288,110	23.38%	▲
Acquisition of infrastructure	(2,287,267)	(937,270)	(183,419)	(195,745)	(12,326)	(6.72%)	
	(3,448,071)	(3,526,770)	(1,415,919)	(1,140,135)	275,783	19.48%	
Amount attributable to investing activities	(3,260,422)	(1,824,005)	(1,190,576)	(1,096,048)	94,527	7.94%	
FINANCING ACTIVITIES							
Inflows from financing activities							
Transfer from reserves	97,500	2,142,602	2,142,602	2,142,602	0	0.00%	
	597,500	2,142,602	2,142,602	2,184,544	41,942	1.96%	
Outflows from financing activities							
Payments for principal portion of lease liabilities	(33,369)	(37,303)	(9,400)	(9,400)	0	0.00%	
Repayment of borrowings	(210,322)	(213,666)	(125,235)	(125,235)	0	0.00%	
Transfer to reserves	(938,696)	(427,071)	(427,071)	(1,377,362)	(950,291)	(222.51%)	▼
	(1,182,387)	(678,040)	(561,706)	(1,511,997)	(950,291)	(169.18%)	
Amount attributable to financing activities	(584,887)	1,464,562	1,580,896	672,547	(908,349)	(57.46%)	
MOVEMENT IN SURPLUS OR DEFICIT							
Surplus or deficit at the start of the financial year	2(a) 2,930,455	94,740	94,740	1,687,882	1,593,142	1681.59%	▲
Amount attributable to operating activities	2,602,636	300,514	1,894,619	3,178,266	1,283,647	67.75%	▲
Amount attributable to investing activities	(3,260,422)	(1,824,005)	(1,190,576)	(1,096,048)	94,527	7.94%	
Amount attributable to financing activities	(584,887)	1,464,562	1,580,896	672,547	(908,349)	(57.46%)	▼
Surplus or deficit after imposition of general rates	1,687,782	35,811	2,379,679	4,442,646	2,062,967	86.69%	▲

KEY INFORMATION

▲ ▼ Indicates a variance between Year to Date (YTD) Budget and YTD Actual data outside the adopted materiality threshold.

▲ Indicates a variance with a positive impact on the financial position.

▼ Indicates a variance with a negative impact on the financial position.

Refer to Note 3 for an explanation of the reasons for the variance.

This statement is to be read in conjunction with the accompanying notes.

SHIRE OF COLLIE
STATEMENT OF FINANCIAL POSITION
FOR THE PERIOD ENDED 31 MARCH 2026

	Actual 30 June 2025	Actual as at 31 March 2026
	\$	\$
CURRENT ASSETS		
Cash and cash equivalents	4,965,730	8,192,663
Trade and other receivables	3,371,899	4,469,028
Other financial assets	119,267	119,267
Inventories	15,348	68,165
Other assets	482,824	328,210
TOTAL CURRENT ASSETS	8,955,068	13,177,333
NON-CURRENT ASSETS		
Trade and other receivables	671,179	671,179
Other financial assets	490,676	490,676
Property, plant and equipment	27,805,525	28,025,553
Infrastructure	159,655,271	158,356,887
Right-of-use assets	16,410	57,236
TOTAL NON-CURRENT ASSETS	188,639,061	187,601,530
TOTAL ASSETS	197,594,129	200,778,864
CURRENT LIABILITIES		
Trade and other payables	1,644,014	3,293,792
Contract liabilities	1,369,120	2,006,900
Lease liabilities	9,302	39,345
Borrowings	213,665	88,429
Employee related provisions	798,864	778,438
TOTAL CURRENT LIABILITIES	4,034,965	6,206,905
NON-CURRENT LIABILITIES		
Lease liabilities	7,829	7,697
Borrowings	1,210,174	1,210,174
Employee related provisions	140,364	140,364
Other provisions	4,019,700	4,019,700
TOTAL NON-CURRENT LIABILITIES	5,378,067	5,377,936
TOTAL LIABILITIES	9,413,032	11,584,840
NET ASSETS	188,181,097	189,194,023
EQUITY		
Retained surplus	35,654,431	37,432,597
Reserve accounts	4,304,513	3,539,273
Revaluation surplus	148,222,153	148,222,153
TOTAL EQUITY	188,181,097	189,194,023

This statement is to be read in conjunction with the accompanying notes.

SHIRE OF COLLIE
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MARCH 2026

1 BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICIES

BASIS OF PREPARATION

This prescribed financial report has been prepared in accordance with the *Local Government Act 1995* and accompanying regulations.

Local Government Act 1995 requirements

Section 6.4(2) of the Local Government Act 1995 read with the *Local Government (Financial Management) Regulations 1996*, prescribe that the financial report be prepared in accordance with the *Local Government Act 1995* and, to the extent that they are not inconsistent with the Act, the Australian Accounting Standards. The Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and Interpretations of the Australian Accounting Standards Board were applied where no inconsistencies exist.

The *Local Government (Financial Management) Regulations 1996* specify that vested land is a right-of-use asset to be measured at cost, and is considered a zero cost concessionary lease. All right-of-use assets under zero cost concessionary leases are measured at zero cost rather than at fair value, except for vested improvements on concessionary land leases such as roads, buildings or other infrastructure which continue to be reported at fair value, as opposed to the vested land which is measured at zero cost. The measurement of vested improvements at fair value is a departure from AASB 16 which would have required the Shire to measure any vested improvements at zero cost.

Local Government (Financial Management) Regulations 1996, regulation 34 prescribes contents of the financial report. Supplementary information does not form part of the financial report.

Accounting policies which have been adopted in the preparation of this financial report have been consistently applied unless stated otherwise. Except for cash flow and rate setting information, the financial report has been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

PREPARATION TIMING AND REVIEW

Date prepared: All known transactions up to 04 May 2026

THE LOCAL GOVERNMENT REPORTING ENTITY

All funds through which the Shire controls resources to carry on its functions have been included in the financial statements forming part of this financial report.

All monies held in the Trust Fund are excluded from the financial statements.

MATERIAL ACCOUNTING POLICES

Material accounting policies utilised in the preparation of these statements are as described within the 2024-25 Annual Budget. Please refer to the adopted budget document for details of these policies.

Critical accounting estimates and judgements

The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses.

The estimates and associated assumptions are based on historical experience and various other factors believed to be reasonable under the circumstances; the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

As with all estimates, the use of different assumptions could lead to material changes in the amounts reported in the financial report.

The following are estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year and further information on their nature and impact can be found in the relevant note:

- Fair value measurement of assets carried at reportable value including:
 - Property, plant and equipment
 - Infrastructure
- Impairment losses of non-financial assets
- Expected credit losses on financial assets
- Assets held for sale
- Investment property
- Estimated useful life of intangible assets
- Measurement of employee benefits
- Measurement of provisions
- Estimation uncertainties and judgements made in relation to lease accounting

SHIRE OF COLLIE
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MARCH 2026

3 EXPLANATION OF MATERIAL VARIANCES

The material variance thresholds are adopted annually by Council as an indicator of whether the actual expenditure or revenue varies from the year to date actual materially.
The material variance adopted by Council for the 2025-26 year is \$50,000 and 10.00% whichever is the greater.

Description	Var. \$	Var. %	
	\$	%	
Revenue from operating activities			
Interest revenue	52,433	21.59%	▲
Mainly relates to interest on overdue rates			
Other revenue	(151,513)	(57.03%)	▼
\$67k relates to workers compensation being less than budgeted estimates. \$19k relates to rates administration charges, incorrectly budgeted to other income, included in fees and charges.			
Expenditure from operating activities			
Employee costs	810,096	14.27%	▲
Timing variance. Due to current vacancies and internal cost allocations.			
Other expenditure	175,076	36.27%	▲
Timing variance, mainly relates to plant on costs and labour overheads.			
Inflows from investing activities			
Proceeds from disposal of assets	(166,600)	(89.28%)	▼
Currently only two motor vehicles have been traded in and replaced.			
Outflows from investing activities			
Acquisition of property, plant and equipment	288,110	23.38%	▲
Timing variance between budget and purchase of assets			
Outflows from financing activities			
Transfer to reserves	(950,291)	(222.51%)	▼
\$950k transferred from Municipal funds to unspent grants Reserve in relation to the heated swimming pool grant. Ongoing discussions being held in relation to the reallocation of these grant funds to other key projects.			
Surplus or deficit at the start of the financial year	1,593,142	1681.59%	▲
Higher surplus than originally anticipated due to more grants income in 2025 than originally forecast.			
Surplus or deficit after imposition of general rates	2,062,967	86.69%	▲

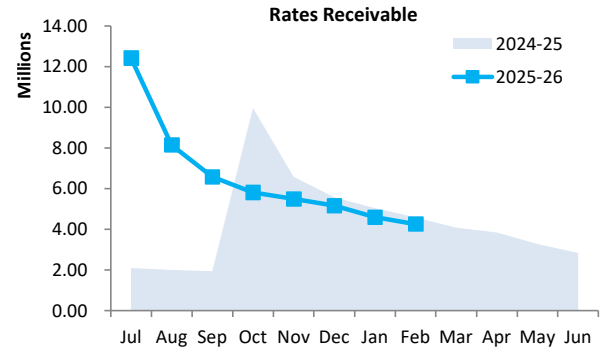
SHIRE OF COLLIE
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 31 MARCH 2026

3 RESERVE ACCOUNTS

Reserve account name	Budget				Actual			
	Opening Balance	Transfers In (+)	Transfers Out (-)	Closing Balance	Opening Balance	Transfers In (+)	Transfers Out (-)	Closing Balance
	\$	\$	\$	\$	\$	\$	\$	\$
Reserve accounts restricted by Council								
Leave reserve	367,208	11,439	(10,000)	368,647	434,559	11,439	(10,000)	435,998
Building reserve	807,258	35,146	(246,000)	596,404	823,449	35,146	(246,000)	612,595
Plant reserve	1,061,319	108,060	(1,115,000)	54,379	1,082,606	108,060	(1,115,000)	75,666
Waste reserve	690,943	21,523	(500,000)	212,466	704,803	21,523	(500,000)	226,326
Revaluation reserve	57,721	61,755	(24,102)	95,374	58,879	61,755	(24,102)	96,532
Airport reserve	34,199	6,065	0	40,264	34,886	6,065	0	40,951
Election reserve	9,556	20,298	(25,000)	4,854	9,748	20,298	(25,000)	5,046
River Rehabilitation reserve	110,135	3,431	0	113,566	112,344	3,431	0	115,775
Roche Park reserve	129,131	4,022	0	133,153	131,721	4,022	0	135,743
Legal reserve	182,681	8,191	(2,500)	188,372	186,345	8,191	(2,500)	192,036
Collie Mineworkers Swimming Pool reserve	128,360	3,998	(65,000)	67,358	130,934	3,998	(65,000)	69,932
Parks & Ovals reserve	268,532	8,365	0	276,897	273,920	8,365	0	282,285
New initiative reserve	290,968	9,064	(15,000)	285,032	296,937	9,064	(15,000)	291,002
Information and Communication Technology reserve	22,922	25,714	(40,000)	8,636	23,382	25,714	(40,000)	9,096
Unspent Grants reserve	0	100,000	(100,000)	0	0	1,050,291	(100,000)	950,291
	4,160,933	427,071	(2,142,602)	2,445,402	4,304,513	1,377,362	(2,142,602)	3,539,274

6 RECEIVABLES

Rates receivable	30 June 2025	31 Mar 2026
	\$	\$
Opening arrears previous year	2,170,551	2,833,181
Levied this year	7,718,980	8,127,254
Less - collections to date	(7,056,350)	(7,200,607)
Gross rates collectable	2,833,181	3,759,828
Allowance for impairment of rates receivable	0	0
Net rates collectable	2,833,181	3,759,828
% Collected	71.4%	65.7%



Receivables - general	Credit	Current	30 Days	60 Days	90+ Days	Total
	\$	\$	\$	\$	\$	\$
Receivables - general	(936)	275,147	14,921	8,913	179,652	477,698
Percentage	(0.2%)	57.6%	3.1%	1.9%	37.6%	
Balance per trial balance						
Trade receivables						477,698
GST receivable						280,460
Allowance for impairment of receivables from contracts with customers						(51,558)
Total receivables general outstanding						706,600

Amounts shown above include GST (where applicable)

KEY INFORMATION

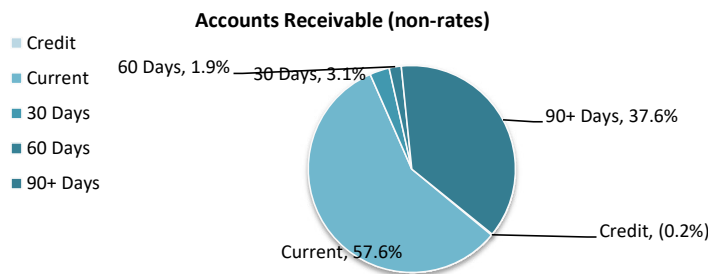
Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business.

Trade receivables are recognised at original invoice amount less any allowances for uncollectable amounts (i.e. impairment). The carrying amount of net trade receivables is equivalent to fair value as it is due for settlement within 30 days.

Classification and subsequent measurement

Receivables which are generally due for settlement within 30 days except rates receivables which are expected to be collected within 12 months are classified as current assets. All other receivables such as, deferred pensioner rates receivable after the end of the reporting period are classified as non-current assets.

Trade and other receivables are held with the objective to collect the contractual cashflows and therefore the Shire measures them subsequently at amortised cost using the effective interest rate method.



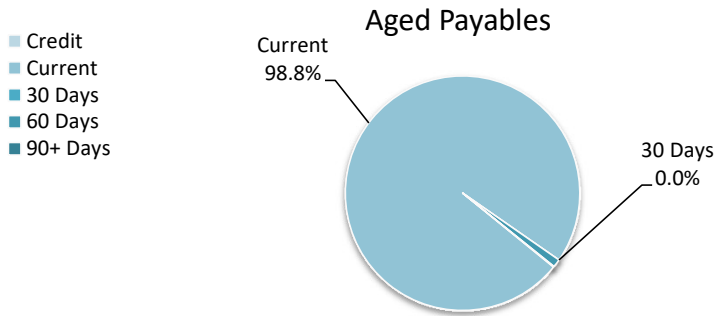
7 PAYABLES

Payables - general	Credit	Current	30 Days	60 Days	90+ Days	Total
	\$	\$	\$	\$	\$	\$
Payables - general	0	62,316		700	50	63,066
Percentage	0.0%	98.8%	0.0%	1.1%	0.1%	
Balance per trial balance						
Sundry creditors						352,687
Other payables						439,371
Bonds and deposits held						445,301
Accrued expenses						14,318
Total payables general outstanding						1,261,847

Amounts shown above include GST (where applicable)

KEY INFORMATION

Trade and other payables represent liabilities for goods and services provided to the Shire prior to the end of the period that are unpaid and arise when the Shire becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured, are recognised as a current liability and are normally paid within 30 days of recognition. The carrying amounts of trade and other payables are considered to be the same as their fair values, due to their short-term nature.



List of Accounts Submitted to Council - 16 March 2026 - 15 April 2026

Chq/EFT	Date	Name	Description	Amount	Payment
Electronic Funds Transfer					
EFT41293	17/03/2026	DEPARTMENT OF PLANNING, LANDS AND HERITAGE	DAP APPLICATION FEE – DAP/26/03049		-\$ 11,833.00
EFT41294	25/03/2026	DEPARTMENT OF TRANSPORT	APPLICATION TO TRANSFER VEHICLE LICENCE - 1UCA630		-\$ 133.25
EFT41295	25/03/2026	WA AUSTRALIAN SERVICES UNION WA (ASU)	PAYROLL DEDUCTIONS/CONTRIBUTIONS		-\$ 130.50
EFT41296	25/03/2026	ARROW BRONZE	PLAQUE		-\$ 482.71
EFT41297	25/03/2026	AIR LIQUIDE WA PTY LTD	MONTHLY GAS CLYINDER RENTAL FOR DEPOT		-\$ 28.16
EFT41298	25/03/2026	ACCESS WELLBEING SERVICES (Centrecare Inc)	INVOICES BELOW		-\$ 1,532.00
SI-0010232	31/07/2025		ACCESS WELLBEING EAP SERVICES JULY 2025	\$ 935.00	
SI-0010450	31/08/2025		ACCESS WELLBEING EAP SERVICES AUG 2025	\$ 561.00	
SI-0011260A	31/12/2025		ACCESS WELLBEING EAP SERVICES - GST	\$ 36.00	
EFT41299	25/03/2026	AMALGAMATED CIVIL & PLANT HIRE PTY LTD	WATERING THE WASTE TRANSFER STATION C&D PILE CONTAMINATED WITH ASBESTOS, TWICE A DAY (FOUR HOURS IN TOTAL) 17/01/2026 - 31/01/2026		-\$ 6,556.00
EFT41300	25/03/2026	ALLISON JEAN FERGIE	REIMBURSEMENT FOR BLACKBERRY PROGRAM		-\$ 660.00
EFT41301	25/03/2026	ASK WASTE MANAGEMENT PTY LTD	LANDFILL CLOSURE MANAGEMENT PLAN		-\$ 1,815.00
EFT41302	25/03/2026	AUSTRALIAN TAXATION OFFICE	PAYROLL DEDUCTIONS/CONTRIBUTIONS		-\$ 53,281.00
EFT41303	25/03/2026	ATC WORK SMART INC	MECHANIC TRAINEE FOR PERIOD 15/02/2026 - 28/02/2026		-\$ 2,657.58
EFT41304	25/03/2026	COLLIE AUTO ELECTRICS	REPAIRS TO WINDOW ELECTRICS - HOLDEN COLORADO (53CO)		-\$ 250.00
EFT41305	25/03/2026	PETE'S	BISLEY BS6896 YELLOW/NAVY 3XL		-\$ 625.30
EFT41306	25/03/2026	COLLIE MACHINE SHOP	MANUFACTURE NEW STAND PIPE ASSEMBLY S/S & FIT ON SITE AT EAST END BRIDGE		-\$ 6,468.00
EFT41307	25/03/2026	CLEANAWAY PTY LTD	RECYCLING COLLECTION AT THE TRANSFER STATION - FEB 26		-\$ 8,192.20
EFT41308	25/03/2026	COLLIE CHAMBER OF COMMERCE & INDUSTRY	INVOICES BELOW		-\$ 3,400.00
INV-4325	24/02/2026		SEVERANCE GIFTS: \$350 (14 YRS) - \$150 (5YRS) - \$500 (19 YRS)	\$ 1,000.00	
INV-4350	10/03/2026		2026/2027 CCCI DIRECTORY - DOUBLE PAGE SPREAD ADVERT	\$ 2,400.00	
EFT41309	25/03/2026	CROSS SECURITY SERVICES	ALARM SYSTEM MONITORING FEB 2026		-\$ 2,200.00
EFT41310	25/03/2026	CEMETERIES & CREMATORIA ASSOCIATION OF WA	INVOICES BELOW		-\$ 320.00
23032026	23/03/2026		CCAWA TRAINING IN PERTH ON 16 & 17TH APRIL 2026	\$ 160.00	
23032026A	23/03/2026		DIRECTOR OF OPERATIONS CCAWA TRAINING ATTENDANCE 16 & 17 APRIL 2026	\$ 160.00	
EFT41311	25/03/2026	COLLIE COMMUNITY PUBLISHERS (CRV BULLETIN)	INVOICES BELOW		-\$ 627.00
670170005	26/02/2026		PLANNING DEPARTMENT ADVERTISING 26/03/2026 FOR PROPOSED DEVELOPMENT APPLICATION, POLICY ON WORKFORCE ACCOMMODATION, DISPOSAL OF IMPOUNDED VEHICLES AND TIDY VERGES & FRONT YARDS PROGRAM	\$ 440.00	
76082836	19/03/2026		PLANNING DEPARTMENT ADVERTISING 19/03/2026 - PLANNING SCHEME AMENDMENT FOR SHORT-TERM RENTAL ACCOMMODATION	\$ 187.00	
EFT41312	25/03/2026	CENTRAL GARAGE	FOR THE EXTENSION TO THE CABLE ON THE COLLIE SES UNITS 12V COMPRESSOR.		-\$ 104.50
EFT41313	25/03/2026	CLEANAWAY INDUSTRIAL SOLUTIONS PTY LTD	CLEAN/ EMPTY BACKWASH SUMP DRAIN - AHEAD OF INSTALLATION OF NEW BACKWASH SUMP PUMP		-\$ 2,915.00
EFT41314	25/03/2026	COLLIE SALVAGE & HARDWARE	POOL - SANDSTONE OXIDE COLORING, SAND & CEMENT MIX, SDS PLUS SHANK GO, 10MM BOW SHACKLE GALV, CENTRAL PARK - ALUMIN. ANGLE, END CAP - 50MM, LONG THREAD SCREWS, SCREWS, ATKINSON STREET - REPAIR ITEMS, POUND - TIE WIRE DISPENSER PACK, TIE WIRE POD, ADMIN OFFICE - WASHER SEATING SUITS CAROMA, HPM STARTER UNIVERSAL WHITE, TUBE LED, GALV HEX BOLTS, ADHESIVE HOLD UP SELLEY, DEPOT - GLOBE CFL SPIRAL TORNADO BC, WIRE BRUSH FOR WATER PIPE, TRANSFER STATION - SURVEY SPRAY YELLOW, CEMETERY TOILETS - NAIL-IN PLUGS, LIONS PARK - TOILET ROLL HOLDER, DEPOT - INSULATION PIPE & TAPE, SADDLE CLIP PVC, SIKAFLEX, FOOTBALL CLUBROOMS - NAIL-IN PLUGS,		-\$ 613.95
EFT41315	25/03/2026	LANDGATE	SCHEDULE NO: G2026/3, : DATE 31/01/2026 - 13/02/2026		-\$ 41.57
EFT41316	25/03/2026	TJ DEPIAZZI	YELLOW SAND DELIVERED TO SHIRE DEPOT		-\$ 560.35
EFT41317	25/03/2026	EASIALARY PTY LTD	PAYROLL DEDUCTIONS/CONTRIBUTIONS		-\$ 800.68
EFT41318	25/03/2026	FLICK ANTICIMEX PTY LTD	TERMITE INSPECTION AND REPORTING FOR CARDIFF HALL		-\$ 1,270.50
EFT41319	25/03/2026	FULTON HOGAN INDUSTRIES PTY LTD	ASPHALT SURFACING 2025 CAMPAIGN - GASTALDO ROAD, BIRCH PLACE, MARY STREET		-\$ 47,104.51
EFT41320	25/03/2026	GRACE RECORDS MANAGEMENT AUST PTY LTD	BLUE BIN CONFIDENTIAL WASTE SERVICE		-\$ 13.20
EFT41321	25/03/2026	HP COUNTRY LANDSCAPING	PVC &* B/RING, BLIND FLANGE, GASKET RUBBER 80MM, NUT & BOLTS ETC		-\$ 141.78
EFT41322	25/03/2026	HARMONIC ENTERPRISES PTY LTD T/AS HARMONIC IT	INVOICES BELOW		-\$ 24,638.68

SHIRE OF COLLIE

List of Accounts Submitted to Council - 16 March 2026 - 15 April 2026

Chq/EFT	Date	Name	Description	Amount	Payment
3148	09/02/2026		IT SUPPORT - MONTHLY MANAGED SERVICES BY HARMONIC IT - FEB 2026	\$ 8,564.60	
3221	16/03/2026		IT SUPPORT - MONTHLY MANAGED SERVICES BY HARMONIC IT - MARCH 2026	\$ 8,564.60	
3208	16/03/2026		FIREWALL THREAT PROTECTION RENEWAL 29/03/2026 - 16/09/2027 FOR ROCHE PARK, DEPOT AND LIBRARY	\$ 3,313.20	
3210	16/03/2026		HYPER- V MIGRATION FOR ON PREMISES SERVER	\$ 121.00	
3211	16/03/2026		RE CABLING AND SUNDRY EQUIPMENT FOR 3 X RACKS	\$ 3,779.60	
3267	19/03/2026		VISON LICENCE - 1 YEAR COMMITMENT	\$ 295.68	
EFT41323	25/03/2026	CONNECT CCS	OVERCALLS FEE FOR CONTRACT FEB 2026		-\$ 1,014.64
EFT41324	25/03/2026	THE AUSTRALIAN LOCAL GOVERNMENT JOB DIRECTORY	VACANCY ADVERTS FOR MANAGER OPERATIONS		-\$ 770.00
EFT41325	25/03/2026	LOCALISE PTY LTD	STRATEGIC COMMUNITY PLAN AND CORPORATE BUSINESS PLAN REVIEW		-\$ 24,602.31
EFT41326	25/03/2026	MILLARD MARINE	STANDARD INSHORE FLARE KIT TO REPLACE EXPIRED/OUT OF DATE FLARES ON THE SHIRE OF COLLIE SES FLOOD BOAT		-\$ 95.00
EFT41327	25/03/2026	MCLEODS LAWYERS	INVOICES BELOW		-\$ 2,615.80
149516	30/01/2026		LEGAL ADVICE – S40 COLLIE RIDGE MOTEL AND APPLICATION TO EXTEND SAT ISSUED TEMPORARY APPROVAL	\$ 510.40	
149517	30/01/2026		LEGAL ADVICE – S40 COLLIE RIDGE MOTEL AND APPLICATION TO EXTEND SAT ISSUED TEMPORARY APPROVAL	\$ 1,212.20	
149997	26/02/2026		LEGAL ADVICE – S40 COLLIE RIDGE MOTEL AND APPLICATION TO EXTEND SAT ISSUED TEMPORARY APPROVAL	\$ 701.80	
149982	26/02/2026		LEGAL ADVICE – S40 COLLIE RIDGE MOTEL AND APPLICATION TO EXTEND SAT ISSUED TEMPORARY APPROVAL	\$ 191.40	
EFT41328	25/03/2026	NUTRIEN WATER	WALLSEND GROUND / SHOWGROUND - 80MM CLASS 9 PVC PIPE 6MTR, 80MM PVC ELBOWS, 80MM PVC TEES, 80MM PVC CAPS, 80MM PVC SLIPFIX		-\$ 281.52
EFT41329	25/03/2026	OFFICEWORKS (ON LINE ORDERS ONLY)	11 X SASCO DESK PLANNERS FOR COUNCIL CHAMBERS & 4 X WALL MOUNTED FILE HOLDERS FOR OPERATIONS		-\$ 690.95
EFT41330	25/03/2026	OZ COMMERCIAL MAINTENANCE SERVICES PTY LTD	FIVE-WEEK IRRIGATION PROGRAM FOR PARKS & GARDENS - SOLDIERS PARK, CENTRAL PARK, CRICKET GOUNDS, SOCCER GROUNDS AND RECREATION GROUND		-\$ 35,770.00
EFT41331	25/03/2026	PAK-IT COMPUTERS	MESH BACK OPERATOR CHAIR - 720X580X900 - OFFICE CHAIRS FOR LIBRARY		-\$ 1,218.00
EFT41332	25/03/2026	PRATICO MECHANICAL AND DIAGNOSTICS PTY LTD T/A HYDRAULINK SOUTH WEST	REPLACEMENT HOSES FOR PRESSURE WASHER AT DEPOT		-\$ 525.10
EFT41333	25/03/2026	THE PRINT SHOP BUNBURY	PAINT THE TOWN READ PICTURE BOOK FOR AEDC GRANT		-\$ 4,444.00
EFT41334	25/03/2026	P & S GRIGGS PLUMBING	INVOICES BELOW		-\$ 8,906.36
INV-20393A	15/12/2025		BACKFLOW TESTING TO METERS AS PER WATER CORPORATION REGULATIONS	\$ 3,542.00	
INV-20555	28/01/2026		SWIMMING POOL INVESTIGATE POSSIBLE LEAK BEHIND MEN'S CHANGEROOM WALL	\$ 3,285.98	
INV-20739	27/02/2026		CLEAR BLOCKED TOILET AT ROCHE PARK	\$ 264.00	
INV-20740	27/02/2026		SUPPLY AND FIT RDZD TO BINGHAM CREEK / WILLIAMS RD	\$ 1,448.35	
INV-20746	04/03/2026		REPAIRS TO LADIES TOILET COUNCIL CHAMBERS	\$ 366.03	
EFT41335	25/03/2026	PAULL AND WARNER RESOURCES PTY LTD T/AS SOUTH WEST	RED/BLUE EMERGENCY PERIMETER LIGHTS FOR THE NEW CESM VEHICLE (DFEM EMERGENCY LIGHTING/TRAFFIC CODE COMPLIANCE)		-\$ 1,429.76
EFT41336	25/03/2026	QHSE INTEGRATED SOLUTIONS PTY LTD (SKYTRUST)	SKYTRUST INTELLIGENCE SYSTEM MONTHLY SUBSCRIPTION		-\$ 493.90
EFT41337	25/03/2026	REUBEN'S NEWSAGENCY	INVOICES BELOW		-\$ 159.59
JAN26 LIB PAPERS	01/02/2026		LIBRARY NEWSPAPERS JANUARY 2026	\$ 141.39	
JAN 26 ADMIN PAPERS	01/02/2026		ADMIN NEWSPAPERS JAN 2026, GST	\$ 18.20	
EFT41338	25/03/2026	COLLIE BETTA HOME LIVING	INVOICES BELOW		-\$ 1,571.00
19810129310	12/02/2026		PURCHASE OF FRIDGE AND TV FOR PARK ST RENTAL	\$ 843.00	
19810129912	04/03/2026		BISSELL SPOTCLEAN 3861F FOR LIBRARY BOOTH SEATING AND RUG CLEANER	\$ 199.00	
19810130113	11/03/2026		SAMSUNG GALAXY TABLET TO REEPLACE THE DAMAGED AND U/S EXISTING TABLET FOR THE COLLIE SES UNIT.	\$ 529.00	
EFT41339	25/03/2026	KELSEY BONNELL	REIMBURSEMENT FOR BLACKBERRY PROGRAM		-\$ 440.00
EFT41340	25/03/2026	RTV COMPUTERS PTY LTD.	DELL PRO15 E PV15250, 15.6 FHD, LCD DEL-P2425HE 23.8 DELL P2425H FHD 16:9 1920X1080 IPS LED H/ADJ MONITOR WITH LAN		-\$ 2,068.00
EFT41341	25/03/2026	SCOPE BUSINESS IMAGING	ROCHE PARK PHOTOCOPIER LEASE AND SUPPORT PLAN		-\$ 253.75
EFT41342	25/03/2026	SULLIVAN LOGISTICS T/A COLLIE FREIGHTLINES	FREIGHT FOR DELIVERY FROM DELNORTH		-\$ 129.36
EFT41343	25/03/2026	SMS BROADCAST PTY LTD	SMS BROADCAST - \$500 CREDITS TO ACCOUNT		-\$ 500.01
EFT41344	25/03/2026	THOMSON AUTO PARTS	INVOICES BELOW		-\$ 403.00
574049	13/01/2026		Q85L BATTERY STOP/START - FOR MAZDA CX-5	\$ 265.00	

SHIRE OF COLLIE

List of Accounts Submitted to Council - 16 March 2026 - 15 April 2026

Chq/EFT	Date	Name	Description	Amount	Payment
574651	09/03/2026		20M OF DUEL 6MM 12V ELECTRICAL CABLE FOR THE COLLIE SES UNITS GRU VEHICLE CHARGER	\$ 138.00	
EFT41345	25/03/2026	TYREPOWER	INVOICES BELOW		-\$ 2,765.00
3450159A	13/01/2026		PUNCTURE REPAIR FOR 105CO	\$ 45.00	
3457792	04/03/2026		REPLACEMENT TYRE'S - KUBOTA TRACTOR - CO30016	\$ 2,640.00	
3458178	10/03/2026		PUNCTURE REPAIR TRUCK TYRE - (CO19468)	\$ 80.00	
EFT41346	25/03/2026	COLLIE RIVER VALLEY MEDICAL CENTRE	INVOICES BELOW		-\$ 874.50
787619	26/02/2026		PRE-EMPLOYMENT MEDICAL - SUPERVISOR PARKS & GARDENS	\$ 319.00	
788711	09/03/2026		PRE-EMPLOYMENT MEDICAL - ADMIN STAFF	\$ 319.00	
789698	16/03/2026		PRE-EMPLOYMENT MEDICAL - ADMIN STAFF	\$ 236.50	
EFT41347	25/03/2026	SYNERGY	INVOICES BELOW		-\$ 52,099.82
0830	27/02/2026		LOC 5263 THROSSELL ST - SERVICE CHARGE AND USAGE - 03/12/2025 - 05/05/2026 - WASTE TRANSFER STATION	\$ 831.40	
BAM035	27/02/2026		161 THROSSELL STREET - SERVICE CHARGE AND USAGE - 29/11/2025 TO2/02/2026 - COLLIE ART GALLERY	\$ 1,514.40	
134200.05	27/02/2026		THROSSELL STREET LIGHTS - SERVICE CHARGE AND USAGE - 10/12/2025 TO 10/02/2026 - STREET LIGHTING	\$ 130.53	
134200.05	27/02/2026		LOT 0 THROSSELL ST - SERVICE CHARGE AND USAGE - 3/12/2025 TO 3/02/2026 - STREET LIGHTING	\$ 366.85	
0692	27/02/2026		LOT 143 BEDLINGTON STREET - SERVICE CHARGE AND USAGE - 22/12/2025 TO 24/02/2026 - ALLANSON RESERVE	\$ 642.83	
0805	27/02/2026		LOT 1531 ROWLEY ST - SERVICE CHARGE AND USAGE - 23/01/2025 TO 24/03/2025 - HERITAGE PARK	\$ 123.30	
0805	27/02/2026		LOT 1531 ROWLEY ST - SERVICE CHARGE AND USAGE - 25/03/2025 TO 26/05/2025 - HERITAGE PARK	\$ 127.35	
0805	27/02/2026		LOT 1531 ROWLEY ST - SERVICE CHARGE AND USAGE - 27/05/2025 TO 24/07/2025 - HERITAGE PARK	\$ 120.46	
0805	27/02/2026		LOT 1531 ROWLEY ST - SERVICE CHARGE AND USAGE - 25/07/2025 TO 23/09/2025 - HERITAGE PARK	\$ 126.38	
0805	27/02/2026		LOT 1531 ROWLEY ST - SERVICE CHARGE AND USAGE - 24/09/2025 TO 21/11/2025 - HERITAGE PARK	\$ 122.24	
0805	27/02/2026		LOT 1531 ROWLEY ST - SERVICE CHARGE AND USAGE 22/11/2025 TO 22/01/2026 - HERITAGE PARK	\$ 129.43	
0805	27/02/2026		ELECTRICITY METER RE-READ - HERITAGE PARK (CREDITS FOR REPLACEMENT READINGS)	-\$ 1,353.86	
0805	27/02/2026		ELECTRICITY METER RE-READ - HERITAGE PARK (CREDITS FOR REPLACEMENT READINGS)	-\$ 1,399.59	
0805	27/02/2026		ELECTRICITY METER RE-READ - HERITAGE PARK (CREDITS FOR REPLACEMENT READINGS)	-\$ 123.32	
0805	27/02/2026		ELECTRICITY METER RE-READ - HERITAGE PARK (CREDITS FOR REPLACEMENT READINGS)	-\$ 130.49	
0805	27/02/2026		ELECTRICITY METER RE-READ - HERITAGE PARK (CREDITS FOR REPLACEMENT READINGS)	-\$ 124.25	
BAM003	27/02/2026		8 MORRISON WAY - SERVICE CHARGE AND USAGE - 20/01/2026 TO 18/02/2026 - DEPOT	\$ 2,752.78	
0804	27/02/2026		LOT 1599 MOORE ST - SERVICE CHARGE AND USAGE - 26/11/2025 TO 02/02/2026 - WYVERN PARK	\$ 143.28	
134200.05	27/02/2026		59 WITTENOOM ST - SERVICE CHARGE AND USAGE - 3/12/2025 TO 3/02/2026 - STREET LIGHTING	\$ 121.58	
134200.05	27/02/2026		THROSSELL ST - SERVICE CHARGE AND USAGE - 3/12/2025 TO 3/02/2026 - STREET LIGHTING	\$ 130.53	
125820.05	27/02/2026		LOT 964 WITTENOOM ST - SERVICE CHARGE AND USAGE - 20/01/2026 TO 16/02/2026 - POOL	\$ 22,666.52	
134200.05	27/02/2026		THROSSEL ST DECORATIVE LIGHTS - SERVICE CHARGE AND USAGE - 28/12/2025 TO 27/01/2026 - STREET LIGHTING	\$ 59.65	
0692	27/02/2026		LOT 0 MONTGOMERY ST - SERVICE CHARGE AND USAGE - 23/12/2025 TO 24/02/2026 - ALLANSON RESERVE	\$ 452.19	
0696	27/02/2026		LOC 15195 COOMBES ST - SERVICE CHARGE AND USAGE - 20/01/2026 TO 16/02/2026 - WALLSEND GROUND/SHOWGROUND	\$ 806.73	
BAM007	27/02/2026		LOC 14616 WITTENOOM ST - SERVICE CHARGE AND USAGE - 29/11/2025 TO 2/02/2026 - LIBRARY	\$ 552.08	
BAM002	27/02/2026		87 THROSSELL STREET - SERVICE CHARGE AND USAGE - 20/01/2026 TO 16/02/2026 - ADMINISTRATION OFFICE	\$ 1,016.97	
0164	27/02/2026		LOT 30555 COOMBES ST - SERVICE CHARGE AND USAGE - 20/01/2026 TO 16/02/2026 - ROCHE PARK	\$ 1,664.48	
2152514427	06/03/2026		ELECTRICITY - ELECTRICITY STREET LIGHTING 25/01/2026 - 24/02/2026,	\$ 20,629.37	
EFT41348	25/03/2026	WESTRAC EQUIPMENT PTY LTD	INVOICES BELOW		-\$ 1,189.34
PI 2007050	05/03/2026		REPLACEMENT DOOR RH AND PARTS - COMPACTOR CATERPILLAR	\$ 352.76	
PI 2011933	06/03/2026		REPLACEMENT DOOR RH AND PARTS FOR COMPACTOR CAT	\$ 109.37	
PI 2011934	06/03/2026		REPLACEMENT PARTS FOR CAT COMPACTOR	\$ 727.21	
EFT41349	25/03/2026	COLLIE BIN HIRE	INVOICES BELOW		-\$ 3,773.00
12031	23/02/2026		PUMP OUT RV DUMP POINT TRUCK BAY - 16.02.2026	\$ 924.00	
12081	28/02/2026		PUMP OUT OF DUMP POINT AT TRUCK BAY AND VISITORS CENTRE - 25.02.2026	\$ 924.00	
12067	28/02/2026		SKIP HIRE MINNINGUP, BLACK DIAMOND & DEPOT - FEB 2026	\$ 1,925.00	
EFT41350	25/03/2026	WA LOCAL GOVERNMENT ASSOCIATION (WALGA)	TRAINING FOR 2 STAFF - PLANNING PRACTICES ESSENTIAL		-\$ 1,364.00
EFT41351	25/03/2026	WA DISTRIBUTORS	INVOICES BELOW		-\$ 1,381.95
1177813	27/02/2026		KIOSK ORDER FOR RESALE - DRINKS, CHIPS AND BULK LOLLIES	\$ 839.55	

List of Accounts Submitted to Council - 16 March 2026 - 15 April 2026

Chq/EFT	Date	Name	Description	Amount	Payment
1180274	09/03/2026		VACUUM CLEANER HOSE - FLOMAX	\$ 73.50	
1180273	09/03/2026		KIOSK STOCK FOR RESALE MIXED ITEMS	\$ 547.90	
1183418	12/03/2026		CREDIT FOR ITEM RETURN	-\$ 79.00	
EFT41352	08/04/2026	WA AUSTRALIAN SERVICES UNION WA (ASU)	PAYROLL DEDUCTIONS/CONTRIBUTIONS		-\$ 130.50
EFT41353	08/04/2026	AUSTRALIAN TAXATION OFFICE	PAYROLL DEDUCTIONS/CONTRIBUTIONS		-\$ 60,635.00
EFT41354	08/04/2026	BRADLEY CAPPER	AUS DAY - LIVE MUSIC FOR THE AUSTRALIA DAY BREAKFAST		-\$ 500.00
EFT41355	08/04/2026	CLEANAWAY PTY LTD	INVOICES BELOW		-\$ 184,650.46
21893724	31/01/2026	CLEANAWAY PTY LTD	CLEANAWAY BIN REPAIRS AND REPLACEMENTS JAN 2026, WASTE REFUSE CONTRACT JAN 2026 - RESIDENTIAL, WASTE REFUSE CONTRACT JAN 2026 - COMMERCIAL, ORGANICS CONTRACT JAN 2026, RECYCLING CONTRACT JAN 2026 - COMMERCIAL, RECYCLING CONTRACT JAN 2026 - RESIDENTIAL, WASTE REFUSE CONTRACT JAN 2026 - STREET COLLECTION, WASTE REFUSE CONTRACT JAN 2026 - STREET COLLECTION, RECYCLING CONTRACT JAN 2026	\$ 92,300.80	
21898909	28/02/2026		CLEANAWAY BIN REPAIRS AND REPLACEMENTS FEB 2026, WASTE REFUSE CONTRACT FEB 2026 - RESIDENTIAL, WASTE REFUSE CONTRACT FEB 2026 - COMMERCIAL, ORGANICS CONTRACT FEB 2026 - PROCESSING, ORGANICS CONTRACT FEB 2026 - COMMERCIAL, RECYCLING CONTRACT FEB 2026 - COMMERCIAL, RECYCLING CONTRACT FEB 2026 - RESIDENTIAL, WASTE REFUSE CONTRACT FEB 2026 - STREET COLLECTION, RECYCLING CONTRACT FEB 2026 - PROCESSING	\$ 92,349.66	
EFT41356	08/04/2026	EASIALARY PTY LTD	PAYROLL DEDUCTIONS/CONTRIBUTIONS		-\$ 800.68
Payment by Petty Cash					
32601	25/03/2026	SHIRE OF COLLIE - PETTY CASH	INVOICES BELOW		-\$ 481.25
MAR26 ADMIN PETTY C	24/03/2026		DASH CLAMP PHONE HOLDER, MILK FOR ADMIN, REGISTERED POST, WEEKLY PLANNER BOARD, DEPOT - MILK, COFFEE, WATER BOTTLES, VERIFICATION FOR ID FOR CARAVAN PARK LICENCE, DIAPHRAGM - PULSATOR FOR P28, RENTAL HOUSE - BEDDING, EXTENSION CORD & POWER BOARD	\$ 481.25	
Payments made by direct debit					
DD34079.1	8/04/2026	3E ADVANTAGE PTY LTD	DEPOT PHOTOCOPIER LEASE APRIL 2026		-\$ 181.50
DD34080.1	1/04/2026	BOQ FINANCE (AUST) LIMITED	COMPUTER LEASE - APRIL 2026		-\$ 5,067.52
DD34081.1	2/04/2026	FINRENT PTY LTD	PLOTTER LEASE APRIL 2026		-\$ 402.59
DD34089.1	21/03/2026	IINET CONNECT BETTER	NBN25 SATELLITE MONTHLY CHARGE (21/03/2026 - 21/04/2026) - COLLIE PRESTON BFB, HARRIS RIVER BFB, ALLANSON BFB, WORSLEY BFB, CARDIFF BFB		-\$ 224.95
DD34096.1	1/04/2026	LES MILLS ASIA PACIFIC	LES MILLS SIGNATURE PARTNERSHIP PACKAGE AS PER CONTRACT		-\$ 754.58
DD34097.1	24/03/2026	AUSTRALIA POST	ADMIN POSTAGE - FEB 2026		-\$ 2,505.32
DD34098.1	7/04/2026	FLEETCARE PTY LTD	COMMUNITY EMERGENCY SERVICES MANAGER VEHICLE LEASE (1ISV360)		-\$ 3,093.59
DD34100.1	24/03/2026	AUSTRALIA POST	LIBRARY POSTAGE FEB 2026		-\$ 49.75
Payments made by purchasing card					
DD34082.1	21/03/2026	AMPOL	INVOICES BELOW		-\$ 14,064.38
9432348269	11/02/2026		DIESEL DELIVERY 3800L	\$ 6,800.86	
9432392941	25/02/2026		DIESEL DELIVERY 4000L	\$ 7,263.52	
DD34088.1	21/03/2026	AMPOLCARD	INVOICES BELOW		-\$ 1,991.21
E28812	06/02/2026		AMPOL FUEL CARD FEB 2026 (104 CO)	\$ 112.42	
E445578	15/02/2026		AMPOL FUEL CARD FEB 2026 (100 CO)	\$ 72.33	
E449402	20/02/2026		AMPOL FUEL CARD FEB 2026 (100 CO)	\$ 79.40	
E28708	05/02/2026		AMPOL FUEL CARD FEB 2026 (WORKSHOP)	\$ 164.29	
E30580	25/02/2026		AMPOL FUEL CARD FEB 2026 (WORKSHOP)	\$ 114.27	
E28715	05/02/2026		AMPOL FUEL CARD FEB 2026 (107 CO)	\$ 91.30	
E29102	09/02/2026		AMPOL FUEL CARD FEB 2026 (107 CO)	\$ 77.60	
E63991	16/02/2026		AMPOL FUEL CARD FEB 2026 (107 CO)	\$ 67.69	
E64520	18/02/2026		AMPOL FUEL CARD FEB 2026 (107 CO)	\$ 71.99	
E30499	24/02/2026		AMPOL FUEL CARD FEB 2026 (107 CO)	\$ 86.08	
E28319	02/02/2026		AMPOL FUEL CARD FEB 2026 (CEO)	\$ 110.28	
E63867	14/02/2026		AMPOL FUEL CARD FEB 2026 (104 CO)	\$ 106.62	
E29292	11/02/2026		AMPOL FUEL CARD FEB 2026 (CEO)	\$ 70.77	

List of Accounts Submitted to Council - 16 March 2026 - 15 April 2026

Chq/EFT	Date	Name	Description	Amount	Payment
E30707	26/02/2026		AMPOL FUEL CARD FEB 2026 (CEO)	\$ 58.22	
E449462	20/02/2026		AMPOL FUEL CARD FEB 2026 (104 CO)	\$ 110.24	
E30673	25/02/2026		AMPOL FUEL CARD FEB 2026 (104 CO)	\$ 114.18	
E29115	09/02/2026		AMPOL FUEL CARD FEB 2026 (106 CO)	\$ 114.71	
E51044	14/02/2026		AMPOL FUEL CARD FEB 2026 (102 CO)	\$ 127.24	
E41712	22/02/2026		AMPOL FUEL CARD FEB 2026 (102 CO)	\$ 81.60	
E28552	04/02/2026		AMPOL FUEL CARD FEB 2026 (100 CO)	\$ 68.72	
E29161	10/02/2026		AMPOL FUEL CARD FEB 2026 (100 CO)	\$ 91.26	
DD34099.1	07/04/2026	WRIGHT EXPRESS AUSTRALIA PTY LTD	INVOICES BELOW		-\$ 1,604.22
85 1EFB204	22/03/2026		WEX MOTORPASS MAR 2026 (1EFB204) CARD FEE	\$ 5.50	
31842	10/03/2026		WEX MOTORPASS MAR 2026 (1DCF765) FUEL & CARD FEE	\$ 97.74	
31857	10/03/2026		WEX MOTORPASS MAR 2026 (CO17526) FUEL	\$ 68.41	
31826	10/03/2026		WEX MOTORPASS MAR 2026 (CO17526) FUEL & CARD FEE	\$ 180.71	
31798	09/03/2026		WEX MOTORPASS MAR 2026 (1EMN510) FUEL & CARD FEE	\$ 9.53	
31815	10/03/2026		WEX MOTORPASS MAR 2026 (1HAA346) FUEL & CARD FEE	\$ 97.16	
33061	22/03/2026		WEX MOTORPASS MAR 2026 (1IWU118) FUEL & CARD FEE	\$ 169.84	
30439	23/02/2026		WEX MOTORPASS MAR 2026 (1EZE593) FUEL	\$ 96.05	
31638	08/03/2026		WEX MOTORPASS MAR 2026 (1EZE593) FUEL	\$ 81.02	
32104	11/03/2026		WEX MOTORPASS MAR 2026 (1EZE593) FUEL	\$ 8.34	
32798	19/03/2026		WEX MOTORPASS MAR 2026 (1EZE593) FUEL & CARD FEE	\$ 53.17	
32144	12/03/2026		WEX MOTORPASS MAR 2026 (1EOB212) FUEL & CARD FEE	\$ 95.65	
31829	10/03/2026		WEX MOTORPASS MAR 2026 (1HXV736) FUEL & CARD FEE	\$ 118.06	
85 CO31241	22/03/2026		WEX MOTORPASS MAR 2026 (CO31241) CARD FEE	\$ 5.50	
30405	23/02/2026		WEX MOTORPASS MAR 2026 (1DAN765) FUEL	\$ 94.86	
2528	10/03/2026		WEX MOTORPASS MAR 2026 (1DAN765) FUEL & CARD FEE	\$ 36.75	
30500	24/02/2026		WEX MOTORPASS MAR 2026 (CO20218) FUEL,	\$ 105.85	
31800	09/03/2026		WEX MOTORPASS MAR 2026 (CO20218) FUEL	\$ 8.47	
32165	12/03/2026		WEX MOTORPASS MAR 2026 (CO20218) FUEL & CARD FEE	\$ 140.53	
31824	10/03/2026		WEX MOTORPASS MAR 2026 (1CXV789) FUEL & CARD FEE	\$ 131.08	
Payment made by credit card			NIL		
Payroll					
SHIRE PAYROLL	26/03/2026	SHIRE PAYROLL	PAYROLL PPE 22.03.2026		-\$ 195,391.78
			INCLUDING BELOW REIMBURSMENTS		
			STAFF REIMBURSEMENT FOR MILK	\$ 14.20	
			STAFF REIMBURSEMENT FOR PAINT THE TOWN READ MERCHANDISE (AECG GRANT)	\$ 277.09	
			STAFF REIMBURSEMENT FOR CATERING OF AMBULANCE AND STAFF TRAINING	\$ 275.00	
			REVERSAL OF STAFF REIMBURSEMENT RE-LOCATION COSTS	-\$ 4,279.36	
SHIRE PAYROLL	8/04/2026	SHIRE PAYROLL	PAYROLL PPE 05.04.2026		-\$ 168,531.50
			INCLUDING BELOW REIMBURSMENTS		
			STAFF REIMBURSEMENT FOR POOL CASH STORAGE BAGS	\$ 139.16	
			STAFF REIMBURSEMENT NATIONAL POLICE CLEARANCE	\$ 99.00	
DD34043.1	10/04/2026	Precision Administration Services Pty Ltd (BEAM)	SUPERANNUATION PAYABLE FOR PPE 05.04.2026		-\$ 30,767.04

-\$ 1,003,053.90

Council Resolutions Closed Since Last Meeting

Res No.	Resolution Date	Item No	Title	Motion	Status	Action By	Comment
9770	14-Apr-26	14.2	Accounts Paid – 16 February to 15 March 2026	That Council receives the List of Accounts paid for the period 16 February 2026 to 15 March 2026 as presented in Appendix 14.2.A totalling \$ 1,342,116.94.	Closed Since Last Meeting		No further action required
9769	14-Apr-26	14.1	Financial Management Report – February 2026	That Council receive the Financial Management Report for 28 February 2026 as presented in Appendix 14.1.A.	Closed Since Last Meeting		No further action required
9766	14-Apr-26	11.7B	Draft Fees & Charges 2026/2027	That Council freeze fees, in the 2026/27 budget year, for all clubs operating their activities at the Collie Recreation Ground and Roche Park grass grounds including Collie River Valley Little Athletics, Collie Lawn Tennis, Eagles Football Club, Collie Soccer Club, and Collie Cricket Club .	Closed Since Last Meeting	DCS	Incorporated into LTFP and annual budget process.
9765	14-Apr-26	11.7	Draft Fees & Charges 2026/2027	That Council: 1.Endorse the Draft Shire of Collie 2026/27 Schedule of Fees and Charges included as Appendix 11.7.A, to become effective 1 July 2026. 2.Where required, give local public notice of the applicable Fees and Charges.	Closed Since Last Meeting	DCS	Incorporated into LTFP and annual budget process.
9764	14-Apr-26	11.6	Draft Long Term Financial Plan 2026/27 – 2035/36	That Council endorses the Shire of Collie Draft Long Term Financial Plan 2026/27 – 2035/36 [Appendix 11.6.A] which demonstrates a financially sustainable position over the next 10 year period.	Closed Since Last Meeting	CEO	Incorporated into LTFP and annual budget process.
9763	14-Apr-26	11.5	Reserves Management Strategy 2026/27 to 2035/36	That Council: 1.Endorses the Shire of Collie Reserves Management Strategy 2026/27 to 2035/36 (refer to Appendix 11.5.A) for the 2026/27 budget, four-year Corporate Business Plan, and Long Term Financial Plan. 2.Endorses the creation of a Shire Housing & Land Development Reserve, Infrastructure Reserve and Unexpended Loan Funds Reserve, together with the new and updated Reserve purposes as noted within the Reserves Management Strategy 2026/27 to 2035/36 [Appendix 11.5.A].	Closed Since Last Meeting	CEO	Incorporated into LTFP and annual budget process.
9762	14-Apr-26	11.4	Loan Management Strategy 2026/27 to 2035/36	That Council endorses the Shire of Collie Loan Management Strategy 2026/27 to 2035/36 (refer to Appendix 11.4.A) for the 2026/27 budget, four-year Corporate Business Plan, and Long Term Financial Plan.	Closed Since Last Meeting	CEO	Incorporated into LTFP and annual budget process.
9760	14-Apr-26	11.2	Draft Corporate Business Plan 2026/27 – 2029/30	That Council: 1.Pursuant to regulation 19DA (6) of the Local Government (Administration) Regulations 1996 resolve to extend and modify the Corporate Business Plan. 2.Endorses the reviewed and updated draft Corporate Business Plan 2026/27 – 2029/30 Strategic Actions (refer to Appendix 11.2.A). 3.Notes that prior to adoption of the final Corporate Business Plan 2026/27 – 2029/30, at the May Ordinary Council Meeting, the draft Corporate Business Plan 2026/27 – 2029/30 will be presented at a Council Workshop in April.	Closed Since Last Meeting	CEO	Workshop undertaken. Final Plan to be presented to May OCM.

Council Resolutions Closed Since Last Meeting

Res No.	Resolution Date	Item No	Title	Motion	Status	Action By	Comment
9759	14-Apr-26	11.1	Draft Strategic Community Plan 2026/27 – 2035/36	That Council: 1.Pursuant to regulation 19C (7) of the Local Government (Administration) Regulations 1996 resolve to extend and modify the Shire of Collie Strategic Community Plan. 2.Endorses the reviewed and updated Shire of Collie Draft Strategic Community Plan 2026/27 – 2035/36 Vision, Mission, Values, Strategic Objectives and Priorities (refer to Appendix 11.1A). 3.Notes that prior to adoption of the final Strategic Community Plan 2026/27 – 2035/36, at the May Ordinary Council Meeting, the Shire of Collie Draft Strategic Community Plan 2026/27 – 2035/36 will be presented at a Council Workshop in April.	Closed Since Last Meeting	CEO	Workshop undertaken. Final Plan to be presented to May OCM.
9758	14-Apr-26	10.1.B	Audit Risk and Improvement Committee – 31 March 2026	That Council receives and endorses the 2026 Annual Audit Work Plan for the Audit Risk and Improvement Committee	Closed Since Last Meeting	GovC	No further action required
9757	14-Apr-26	10.1.A	Audit Risk and Improvement Committee – 31 March 2026	That Council receives the Minutes of Audit Risk and Improvement Committee Meeting held on 31 March 2026	Closed Since Last Meeting	GovC	No further action required
9754	14-Apr-26	8.1	Ordinary Council Meeting – 10 March 2026	That Council confirms the Minutes of the Ordinary Meeting of Council held on 10 March 2026.	Closed Since Last Meeting	CovC	No further action required
9752	14-Apr-26	13.1	Proposed Structure Plan Lot 1119 Prinsep Street North, Collie	That Council: 1.Pursuant to Schedule 2 Part 4 Clause 20 of the Planning and Development (Local Planning Schemes) Regulations 2015 recommend to the Western Australian Planning Commission that the proposed Lot 1119 Prinsep Street North, Collie Structure Plan within Appendix 13.1.A not be approved. 2.Forward to the Western Australian Planning Commission the recommendation together with items following: a)A list of the submissions considered by the local government, as outlined within the Schedule of Submissions contained in Appendix 13.1.B; b)The local government’s assessment of the proposal based on appropriate planning principles, as contained within this Council report; and c)This recommendation by the local government as contained within this Council resolution. 3.Request the CEO to prepare a report on options for the development of a single new Structure Plan for the area in North Collie bounded by Prinsep Street North, Booth Street, Atkinson Street North, Annesley Drive and Ewing Street, but excluding land within the Rural residential zone. 4.Note that the Structure Plan report referenced in recommendation 2. above will be provided to Council in 2026.	Closed Since Last Meeting	DDS	Report sent to WAPC.
9744	10-Mar-26	14.3	Mid-Year Budget Review	That Council defer a decision on additional funding for the Collie Visitor Centre until the April 2026 Ordinary Council Meeting.	Closed Since Last Meeting	DDS	Matter included in the April OCM Agenda
9740	10-Mar-26	11.4	SW Country Zone – WALGA Feedback	That the Council defer Item 11.4 SW Country Zone – WALGA Feedback, to allow consideration at a workshop.	Closed Since Last Meeting	CEO	Considered at Workshop in April

Council Resolutions Closed Since Last Meeting

Res No.	Resolution Date	Item No	Title	Motion	Status	Action By	Comment
9733	10-Mar-26	13.1	Proposed Scheme Amendment - Part of Lot 4477 Piavanini Road, Collie Burn - Warehouse/Storage	<p>That Council:</p> <p>1.Pursuant to the Planning and Development (Local Planning Schemes) Regulations 2015, adopts (for the purpose of advertising) Scheme Amendment No. 4 to Local Planning Scheme No.6 to add a row to Schedule 2, Table 5 of LPS6 as follows: No.Description of landAdditional use Conditions A3Part of Lot 4477 Piavanini Road, Collie BurnAs a 'D' use Warehouse/storageAs determined by the local government</p> <p>2.Notes that Scheme Amendment No. 4 only applies to the northeast corner of Lot 4477 Piavanini Road, Collie, as shown in Appendix 13.1.B.</p> <p>3.Pursuant to Regulation 35 of the Planning and Development (Local Planning Schemes) Regulations 2015, resolve that, in its opinion, Local Planning Scheme No. 6 Amendment No. 4 is a Standard Amendment as it is an amendment that would have minimal impact on land in the scheme area that is not the subject of the amendment.</p>	Closed Since Last Meeting	MPD	Return to Council post advertising.
9725	10-Feb-26	13.1	Local Planning Policy CP3-001 – Workforce Accommodation - Consent to Advertise	<p>That Council:</p> <p>1.Authorise the CEO to advertise for public comment, the draft Local Planning Policy CP3-001 Workforce Accommodation for a period of 21 days in accordance with Schedule 2, Part 2, Clause 4 of the Planning and Development (Local Planning Schemes) Regulations 2015;</p> <p>2.Subject to no substantive written submissions being received during the advertising process, proceed with the policy without modification;</p> <p>3.Subject to 2. above, authorise the CEO to publish the Local Planning Policy CP3-001 – Workforce Accommodation; and</p> <p>4.Note that should one or more substantive submissions be received by the Shire, consideration of Local Planning Policy CP3-001 – Workforce Accommodation returns to Council for review and a decision to proceed or not proceed.</p>	Closed Since Last Meeting	MPD	Report to May OCM post advertising.
9710	09-Dec-25	20.1	Food Organic and Garden Organic (FOGO) Waste – 3 Bin System	<p>That Council:</p> <p>1.Receive the Food Organic Garden Organic (FOGO) waste collection update report – December 2025.</p> <p>2.Continue with the 3-bin FOGO collection service to households in Collie in accordance with Option 1 for the remainder of the 2025/26 financial year, with the collection service diverted to the Cleanaway Landfill Facility in Dardanup.</p> <p>3.Investigate the discontinuance of the FOGO collection service and return to a 2-bin collection service to households in Collie in accordance with Option 2, with all waste diverted to the Collie Waste Facility from 1 July 2026.</p> <p>4.Request that the CEO provide a further report to the April 2026 Ordinary Council Meeting on the outcomes of (3) above, to consider as part of the 2026/27 budget deliberations the medium-long term future of the FOGO service in the Shire of Collie</p>	Closed Since Last Meeting	CEO/DO	Further Report provided to April 2026 OCM.

Council Resolutions Closed Since Last Meeting

Res No.	Resolution Date	Item No	Title	Motion	Status	Action By	Comment
9566	8-Apr-25	11.1	2025/26 Rating Strategy	<p>That Council:</p> <p>1.In line with forecast growth:</p> <p>a)Endorse a projected base rate revenue increase of 4.5% for the 2025/26 budget;</p> <p>b)Endorse a projected base rate revenue increase of 4.5%, 4.5%, 4.5% and 4.5% for the four year Corporate Business Plan;</p> <p>c)Endorse a projected base rate revenue increase of 3.5% for years five to fifteen of the Long Term Financial Plan.</p> <p>2.Endorse the Rating Strategy 2025/26 to 2034/35 (Appendix 11.1.A) including the proposed introduction of Differential Rating from the 2026/27 financial year.</p> <p>3.Endorse the establishment of the following proposed 6 Differential Rates across 11 Rating Categories:</p> <p>ii)RESIDENTIAL (including Residential Vacant)</p> <p>ii)COMMERCIAL (including Commercial Vacant)</p> <p>iii)INDUSTRIAL (including Industrial Vacant)</p> <p>iv)RURAL RESIDENTIAL (including Rural Residential Vacant)</p> <p>v)ACCOMMODATION</p> <p>vi) UV Rural (including Mining)</p> <p>And have future public workshops to explain the differential rating strategy.</p>	Closed Since Last Meeting	CEO/DCCS	Superseded by 26/27 decision at April 2026 OCM.

Res No.	Resolution Date	Item No	Title	Motion	Status	Action By	Comment
9768	14-Apr-26	12.1	Food Organic and Garden Organic (FOGO) Waste – 3 Bin System Update Report	<p>That Council:</p> <ol style="list-style-type: none"> 1.Receive this Food Organic and Garden Organic (FOGO) Waste – 3 Bin System Update Report. 2.Continue with the 3-bin FOGO collection service to households in Collie in accordance with Option 1 for the next 3 years from 1 July 2026, subject to the following: <ol style="list-style-type: none"> a.the collection service being diverted to the Cleanaway Landfill Facility in Dardanup based on the Cleanaway processing fee remaining at \$72.64 (with CPI movements). b.If option (a) is not achievable, then the FOGO collection service being diverted to a licensed FOGO processing plant in Perth, based on Collie receiving the state government FOGO transport subsidy of \$95 per tonne. 3.Continue to investigate the discontinuance of the FOGO collection service and return to a 2-bin collection service to households in Collie in accordance with Option 2, based on all waste diverted to the Collie Waste Facility. 	Open	DO	Meeting scheduled with Cleanaway to discuss.
9767	14-Apr-26	11.8	Local Government Act 1995 Reforms – Amendment to Code of Conduct	<p>That Council</p> <ol style="list-style-type: none"> 1)Adopts the amended Code of Conduct for Council Members, Committee Members and Candidates as provided in Appendix 11.8.A. 2)Notes a further report on the review of Council Policy CP1-019 Elected Members Code on Conduct Behaviour Complaints Management Process will be presented to the June Ordinary Council Meeting. 	Open	GovC	Website to be updated Review policy for June OCM
9761	14-Apr-26	11.3	Rating Strategy 2026/27-2035/36	<p>That Council:</p> <ol style="list-style-type: none"> 1.In line with forecast growth: <ol style="list-style-type: none"> a)Endorse a projected base rate revenue increase of 4.5% for the 2026/27 budget. b)Endorse a projected base rate revenue increase of 4.5%, 4.5%, 4.5% and 4.5% for the four year Corporate Business Plan. c)Endorse a projected base rate revenue increase of 4.5% for years five to fifteen of the Long Term Financial Plan. 2.Endorse the Rating Strategy 2026/27 to 2035/36 as the Shire of Collie Rates & Revenue Policy (Appendix 11.3.A) including the proposed introduction of Differential Rating from the 2027/28 financial year. 3.Endorse the establishment of the following proposed 6 Differential Rates across 11 Rating Categories from 2027/28: <ol style="list-style-type: none"> a)RESIDENTIAL (including Residential Vacant) b)COMMERCIAL (including Commercial Vacant) c)INDUSTRIAL (including Industrial Vacant) d)RURAL RESIDENTIAL (including Rural Residential Vacant) e)ACCOMMODATION f)UV Rural (including Mining) 4.Hold future public workshops to explain the differential rating strategy 	Open	CEO	Incorporated into LTFP and annual budget process. Public workshop to be held.

Council Resolutions Open

Res No.	Resolution Date	Item No	Title	Motion	Status	Action By	Comment
9753	14-Apr-26	13.2	Request for Increase to Collie Visitor Centre Operating Grant	<p>That Council:</p> <ol style="list-style-type: none"> 1. Approve a budget amendment to COA 3952 'Visitor Centre Operating Grant' from \$133,000 to 140,000 to provide increased funding to the Collie Visitor Centre in the 2025/26 financial year. 2. List for consideration in the Shire of Collie's 2026/27 draft budget an allocation of \$140,000 for the Visitor Centre Operating Grant. 3. Authorise the CEO to inform the Collie Visitor Centre that it is required to undertake and provide the Shire of Collie with a full operational review by 31 December 2026. The objective of this review is to identify opportunities for increased efficiency (including operating days/hours and service focus) and improved sustainability, to demonstrate that ongoing reduced reliance on Shire funding will be achieved starting in the 2027/28 financial year. 4. Authorise the CEO to inform Collie Visitor Centre that a new Service Level Agreement will be required to be entered into with the Shire of Collie for funding support beyond the 2026/27 financial year. 	Open	DDS	\$7,000 increase paid and meeting scheduled to progress the Service Level Agreement.
9749	10-Mar-26	15.1	Collie Roundhouse	That the CEO request the National Trust to provide an update to Council on the current status and future of the iconic Collie Roundhouse	Open	CEO	Action pending.

Council Resolutions Open

Res No.	Resolution Date	Item No	Title	Motion	Status	Action By	Comment
9736a	10-Mar-26	11.2.a	Appointment of Community Members to Committees and Reference Groups	<p>Officer’s Recommendation: That Council:</p> <p>1.Endorse the following community member appointments: a)Community Safety & Crime Prevention Committee Appoints the following members as community representatives to the Community Safety & Crime Prevention Committee in accordance with the provisions of Section 5.9 and 5.10 (2)(a) of the Local Government Act 1995 and the Terms of Reference:</p> <ul style="list-style-type: none"> •Jill Dyson •Ronald Donoghue •representative of the WA Police Service •representative of the Department of Communities •representative of the Collie Police and Community Youth Centre •representative of the Colie Chamber of Commerce and Industry Inc. <p>b)Collie Townscape Reference Group Appoints the following as community representatives to the Collie Townscape Reference Group in accordance with the Terms of Reference:</p> <ul style="list-style-type: none"> •Yolanda Cool •Colin Smout •Tamsin Emmett <p>c)Collie Environment & Waterways Reference Group Appoints the following as community representatives of the Collie Environment and Waters Reference Group in accordance with the Terms of Reference:</p> <ul style="list-style-type: none"> •Hana Smith •Alison Melvin •Nola Green. 	Open	GovC/CDO/Dev Services Admin	<p>Spreadsheet updated with details. Persons appointed advised To Advertise for Christmas Decoration Working Group Coordinate first meetings</p>

Council Resolutions Open

Res No.	Resolution Date	Item No	Title	Motion	Status	Action By	Comment
9736b	10-Mar-26	11.2.b		<p>d)Events and Awards Reference Group Appoints the following as community representatives of Events and Awards Reference Group in accordance with the Terms of Reference: Australia Day Awards</p> <ul style="list-style-type: none"> •Nola Green •Evan Mandry •Tom Reardon <p>Sports</p> <ul style="list-style-type: none"> •Hayley Digney •Jay Hewson •Jamie Maloney <p>e)Collie Disability Access & Inclusion Reference Group Appoints the following as community representatives of Collie Disability Access & Inclusion Reference Group in accordance with the Terms of Reference:</p> <ul style="list-style-type: none"> •Ronald Donoghue •Jodie Pilatti •Luke Horridge •Skye Strahan •Terri Watts <p>2.Christmas Decorations Working Group a)Establishes the Collie Christmas Decorations Reference Group. b)Appoints the following elected member as a member of the Collie Christmas Decorations Reference Group: Cr Smith c)Calls for expression of interest for other members to be appointed in accordance with the Terms of Reference at a future meeting of Council.</p>	Open	GovC/CDO/Dev Services Admin	
9732	10-Feb-26	15.1	Reward for Information Relating to Theft and Vandalism	<p>That the CEO</p> <ol style="list-style-type: none"> 1)Offers a reward of \$1,000 for information which leads to a conviction for the defacing of the cenotaph in Soldiers Park last weekend. 2)Prepare a report and draft Vandalism and Theft Reward Policy for Council's consideration. 	Open	CEO/DDS	Reward has been offered. Report being prepared through Community Safety and Crime Prevention Committee.
9719	23-Dec-25	6.3	Fire Damage House Shire to Act in Default of Owner Lot 150 (26) Mary Street Collie	<p>That Council authorises:</p> <ol style="list-style-type: none"> 1. The Shire to act in default of the owner to demolish the house and clean the land at Lot 150 (26) Mary Street Collie in accordance with section 140 of the Health (Miscellaneous Provisions) Act 1911. 2. Pursuant to Section 6.8 (1) of the Local Government Act, approve amendments to the 2025/2026 Budget to fund the works, to the value of \$76,000, through Municipal funds and to recognise recoverable income, resulting in a nil impact on the budgeted surplus. 3. The use of Cloud Payment Group to assist the Shire in recovering the costs against land. 	Open	DDS	Works have been awarded and approvals have been received. Due to unforeseen circumstances, works have been further delayed.

Council Resolutions Open

Res No.	Resolution Date	Item No	Title	Motion	Status	Action By	Comment
9713	09-Dec-25	20.4	Industrial Land	That Council: 1. Receive the Industrial Land report dated 9 December 2025. 2. Authorise the Chief Executive Officer to implement the Confidential recommendation contained within the 9 December 2025 Behind Closed Doors Report 20.4.	Open	CEO	Liaising with Development WA on acquisition process.
9706	09-Dec-25	14.1	Disposal of Properties to Recover Rates – Various Assessments	That Council utilise CLOUD PAYMENT GROUP to sell the properties and / or the parcels of land attached to: •Assessment A37 •Assessment A743 •Assessment A744 •Assessment A745 •Assessment A2131 •Assessment A2713 •Assessment A2860 due to non-payment of rates and services for a period of three years or more, under Section 6.64 of the Local Government Act 1995.	Open	DCCS	Payment in full has been received on one property. Others are progressing.
9705	09-Dec-25	13.3	Update on Feasibility of Co-location - Collie Visitor Centre, Coalfields Museum and Historical Research Centre	That Council: 1.Receive the proposal to co-locate the Collie Visitor Centre, Coalfields Museum, and Historical Research Centre. 2.Note the intention of the Shire of Collie, Coalfields Museum, Historical Research Centre and Collie Visitor Centre to work together to complete the following project stages by July 2026, subject to the available funding: a.the project definition; b.pre-concept design; c.concept design; and d.schematic design..	Open	DDS	Meetings are scheduled for May with a report to Council in June.
9703	09-Dec-25	13.1	Short-Term Rental Accommodation Scheme Amendment - Initiation	That Council 1.Pursuant to the Planning and Development (Local Planning Schemes) Regulations 2015, Council ADOPTS (for the purpose of advertising) Scheme Amendment No.3 to Local Planning Scheme No.6 to incorporate land use definitions and permissibility for Short Term Rental Accommodation contained in the Planning and Development (Local Planning Schemes) Amendment (Short Term Rental Accommodation) Regulations 2024 as shown in Appendix 13.1.A – Local Planning Scheme No.6 Proposed Amendment No.3. 2.Pursuant to Regulation 35 of the Planning and Development (Local Planning Schemes) Regulations 2015, Council RESOLVES that, in its opinion, Local Planning Scheme No.6 Amendment No.3 is a Standard Amendment as it is an amendment that would have minimal impact on land in the scheme area that is not the subject of the amendment.	Open	MPD	Advertising referrals are being undertaken.

Council Resolutions Open

Res No.	Resolution Date	Item No	Title	Motion	Status	Action By	Comment
9691	11-Nov-25	12.2	Proposed Twelve (12) Month Trading Undertaking – Sale of Sand	<p>That Council:</p> <ol style="list-style-type: none"> 1.Endorse the establishment of a twelve (12) month trial Trading Undertaking for the sale of sand from Premier Coal (Pit 4), commencing 1 January 2026 and ceasing 31 December 2026; 2.Authorise the Chief Executive Officer to liaise with Premier Coal to confirm any restrictions, WH&S and other requirements under Sand Extraction Licence PCL-PC-4072, and apply for the relevant permissions; 3.Endorse the introduction of a new Shire of Collie Fee and Charge for the “Sale of Sand at \$15.00 per tonne”, with the new Fee and Charge to apply from 1 January 2026; 4.In accordance with S6.2 of the Local Government Act 1995, give local public notice of its intention to introduce a new Shire of Collie Fee and Charge for the “Sale of Sand at \$15.00 per tonne”; 5.Endorse the implementation of unbudgeted operational control measures associated with the Trading Undertaking including weighbridge verification, pre-extraction notification, relevant supervision, and passive surveillance; 6.Endorse the commissioning of a volumetric survey to confirm total sand availability at Premier Coal (Pit 4) and set extraction limits; 7.Endorse the allocation net revenue (sales income less expenditure) from the sale of sand being allocated to the Building Reserve; and 8.Note that the findings from the Trading Undertaking trial will inform a formal Business Case to be developed and considered by Council at the December 2026 Council meeting. 	Open	DO	Arrangements are being put in place to enable the trial to proceed.
9689	11-Nov-25	11.6	Lease Renewal and Extension – Collie Racing Drivers Association (Speedway)	<p>That Council supports:</p> <ol style="list-style-type: none"> 1.The excision of 30m x 315.37m of land from Unallocated Crown Land PIN 547520 for inclusion into adjoining Reserve 30627, subject to the Collie Racing Drivers Association Inc meeting all costs incurred by the Shire of Collie. 2.The renewal of the lease of Reserve 30627, incorporating the proposed extension, to the Collie Racing Drivers Association Inc for a period five years with an option to renew for a further term of five years. 	Open	GC	Collie Racing Drivers Association advised. DPLH to finalise the excision.
9669	14-Oct-25	20.2	Renergi Project Update	<p>That Council:</p> <ol style="list-style-type: none"> 1.Receive the Renergi Waste to Energy Plant advice from McLeods Lawyers dated 9 October 2025. 2.Authorise the Chief Executive Officer to implement the Confidential recommendation contained within the 14 October 2025 Behind Closed Doors Report 20.2. 	Open	CEO	Updated draft lease and operating agreement provided to Renergi for further comment.
9664	14-Oct-25	12.1	MRWA Route Determination Application – Gastaldo Road	That Council approach Main Roads Western Australia to request the relocation of the 80km speed sign on Gastaldo Road from SLK 0.65 to SLK 2.35.	Open	DO	Updated request to be submitted to Main Roads by July.

Council Resolutions Open

Res No.	Resolution Date	Item No	Title	Motion	Status	Action By	Comment
9655	09-Sep-25	20.1	Special Projects Director	That Council: 1.Endorse the creation of the Special Projects Director position; 2.Authorise the Chief Executive Officer to recruit and negotiate the terms of appointment a through a 3-5 year Contract of Employment; 3.Pursuant to Section 6.8(1) of the Local Government Act, approve an amendment to the 2025/26 Budget to increase employee costs through the employment of a Special Projects Director of \$134,750; and 4.Pursuant to Section 6.8(1) of the Local Government Act, approve an amendment to the 2025/26 Budget to increase grants and contributions income associated with the employment of a Special Projects Director of \$134,750.	Open	CEO	Recruitment to commence following finalisation of funding agreements.
9640	12-Aug-25	12.1	Tender 01/2025 Collie Waste Transfer Station - Design & Construct New Plant Shed and Compound	That Council: 1.Resolves not to accept any of the tender submissions for Tender 01/2025 'Collie Waste Transfer Station - Design & Construct New Plant Shed and Compound', based on the Evaluation Panel Report recommendation detailed in Confidential Attachment 12.1.A – Tender Evaluation Report; and 2.Request the Chief Executive Officer to investigate and provide further information and costings on alternative options.	Open	DO	Further information on alternative options being investigated and workshopped with Council in May.
9558	11-Mar-25	10.2	Audit Committee Meeting – 11 March 2025	That Council support the Audit Committee's request to receive a report on the current Water Corporation water consumption invoices and locations to assess whether seasonal water consumption or leakage is the cause of current expenditure levels.	Open	DCCS	Some information presented to ARIC Meeting held 31 March 2026. Item deferred pending further information to be provided.
9528	10-Dec-24	14.1	Rotary Fire Tower Restoration Project - Reserve 30555 Coombes Street, Collie	That Council authorise the Chief Executive Officer entering into a Facility User Agreement with the Rotary Club of Collie over a portion of Reserve 30555 Coombes Street, Collie for the purposes of storage and restoration of the Stage 1 Hut element of the Munro Fire Tower Project, at no charge for a period not exceeding 3 years, unless otherwise extended by Council. This agreement does not in any way indicate support for the project beyond Stage 1.	Open	CEO/DO	Hut has been stored at Coombes Street. Feasibility of main structure is being reviewed by Rotary.

Council Resolutions Open

Res No.	Resolution Date	Item No	Title	Motion	Status	Action By	Comment
9425	11-Jun-24	13.1	Collie Town Centre Special Purpose Parking	That Council resolves pursuant to the Shire of Collie Parking Local Law to: a) note the responses received during further targeted consultation with stakeholders in the Town Centre; b) designate a taxi only between the hours of 6pm – 6am on-street parking bay on Throssell Street in a suitable location between the Crown and Victoria Hotels; c) designate the existing loading bay opposite the Boulevard Shopping Centre as a dual taxi parking and loading bay on Forrest Street; d) designate an Australian Standard compliant on-street disabled bay on Throssell Street opposite 123 Throssell Street, following undertaking consultation with Main Roads WA and report back to Council; e) direct officers to undertake further investigations relating to other recommendations raised in the report back to Council as a subsequent stage of the parking review.	Open	TP/DDS	Point e) to be finalised.
9380	12-Mar-24	13.3	Collie Airfield Master Plan	That the Council: 1. adopts the Collie Airfield Master Plan; 2. instruct CEO to investigate project planning for the implementation of the Collie Airfield Master Plan.	Open	DDS	Actions are underway to progress land tenure arrangements for the site
9259	12-Sep-23	14.3	Proposed Road Widening – Christie Street, Collie	That the Council resolve to authorise necessary actions to widen the road reserve adjacent lot 1173; 16 Christie Street, Collie.	Open	DO	Arrangements are being made to undertake the required survey