



Shire of  
**Collie**

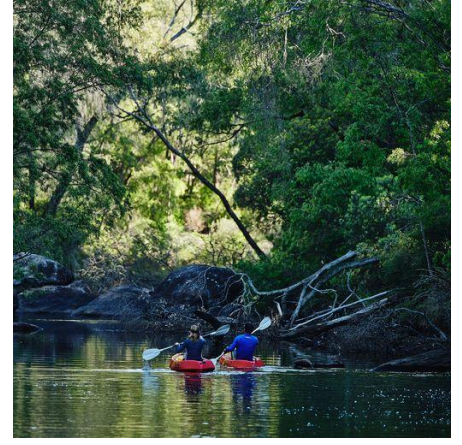
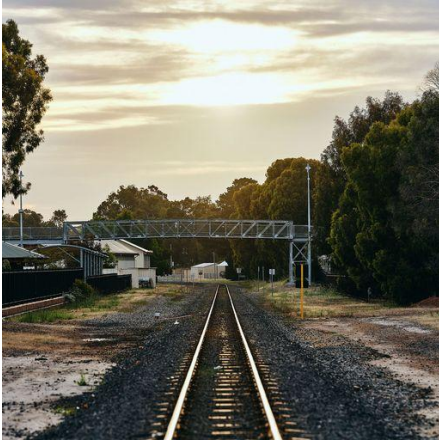
# AGENDA

for the

## ORDINARY MEETING OF COUNCIL

to be held on

**Tuesday, 12 May 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.

# NOTICE OF MEETING

Please be advised that the



## Ordinary Meeting of Council

commencing at **6:00pm**

will be held on

**Tuesday, 12 May 2026**

in Council Chambers at 87 Throssell Street, Collie  
WA.

A handwritten signature in blue ink, appearing to read "Phil", is positioned above a horizontal line.

Phil Anastasakis  
Chief Executive Officer

6 May 2026

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### **DISCLAIMER**

The advice and information contained herein is given by and to the Council without liability or responsibility for its accuracy. Before placing any reliance on this advice or information, a written inquiry should be made to the Council giving entire reasons for seeking the advice or information and how it is proposed to be used.

Please note this agenda contains recommendations, which have not yet been adopted by Council.

Any statement, comment or decision made at a Council or Committee meeting regarding any application for an approval, consent or licence, including a resolution of approval, is not effective as an approval of any application and must not be relied upon as such. Any person or entity that has an application before the Shire must obtain, and should only rely on, written notice of the Shire's decision and any conditions attaching to the decision and cannot treat as an approval anything said or done at a Council or Committee meeting.

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## **Local Government Act 1995**

Changes to 5.23 of the *Local Government Act 1995* came into operation on 1 January 2026.

### **5.23. Meetings generally open to public**

- (1) The following are to be open to members of the public —
  - (a) all council meetings;
  - (b) all meetings of a committee.
- (2) Despite subsection (1), if any of the following matters is to be dealt with at a meeting, the council or committee must close the meeting to members of the public to the extent necessary to ensure that the matter is dealt with at the meeting on a confidential basis —
  - (a) a matter that a committee of a House of Parliament, or a joint committee of both Houses, has advised the local government must be dealt with on a confidential basis;
  - (b) a matter relating to the recruitment or employment of the CEO or a senior employee, including the following —
    - (i) the termination of employment;
    - (ii) a review of performance under section 5.38;
  - (c) a prescribed matter;
  - (d) a matter that is the subject of a direction given under section 5.23AA(1).
- (3) Despite subsection (1), the council or committee must close a meeting to members of the public to the extent necessary to ensure compliance with a requirement (however formulated) —
  - (a) that is imposed under a written law, excluding this Act and local laws; and
  - (b) that prohibits or restricts the making public of information.
- (4) Despite subsection (1), if any of the following information is to be dealt with at a meeting, the council or committee may close the meeting to members of the public to the extent necessary to ensure that the information is dealt with at the meeting on a confidential basis —
  - (a) legal advice, or other information, over which the local government holds legal professional privilege;
  - (b) information relating to the personal affairs of an individual;
  - (c) information contained in a tender received by the local government for a contract to the extent that the information —
    - (i) is a tendered price; or
    - (ii) a tendered methodology for calculating a price;
  - (d) information contained in a tender received by the local government for a contract to the extent that —
    - (i) the information discloses any technology, or any manufacturing, industrial or trade process, that the tenderer proposes to use in performing the contract; and
    - (ii) the information has not previously been made public; and
    - (iii) the making public of the information would be likely to have an adverse effect on the tenderer's business interests;
  - (e) information the making public of which would be likely to endanger the security (including cyber-security) of any of the local government's property or operations;

- (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;
- (g) prescribed information;

**Local Government (Administration) Regulations 1996**

**4A. Information that may be treated on confidential basis at meeting (Act s. 5.23(4)(g))**

For the purposes of section 5.23(4)(g), the following information is prescribed —

- (a) the price, or potential price, for the sale or purchase of property by the local government and any information relating to the price or potential price;
- (b) a complaint that alleges a behavioural breach under the local government's adopted code of conduct (as defined in section 8A.2(1)) and any information relating to the complaint;
- (c) information relating to a property that is used, or is potentially to be used, for any of the following —
  - (i) a shelter for homeless persons;
  - (ii) a shelter for persons who have experienced family or domestic violence;
  - (iii) a residence for employees or officers of a local government, the State or the Commonwealth.

- (h) information that is the subject of a direction given under section 5.23AA(2).

- (5) For the purpose of deciding whether to close a meeting to members of the public under subsection (4) in relation to any information, the following matters are irrelevant —
  - (a) whether making the information public would cause embarrassment to any of the following —
    - (i) the local government;
    - (ii) the council or a council member;
    - (iii) a committee of the council or a member of a committee of the council;
    - (iv) an employee;
  - (b) whether making the information public would —
    - (i) cause a loss of confidence in the local government; or
    - (ii) make the local government susceptible to adverse criticism;
  - (c) whether the information relates to a matter that is controversial in the district;
  - (d) a prescribed matter.
- (6) Subsection (5) does not prevent other matters from being regarded as irrelevant.
- (7) A decision to close a meeting to members of the public under subsection (2), (3) or (4) must be made (including voted on if necessary) at the meeting and while the meeting is open to members of the public.
- (8) If a decision is made to close a meeting to members of the public under subsection (2), this section deals with what must be included in the minutes.

**5.23A. Electronic broadcasting and video or audio recording of council meetings**

**5.23AA. Powers of Inspector and Departmental CEO relating to closing of meetings**



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Agenda for the Ordinary Meeting of the Collie Shire Council to be held in Council Chambers, 87 Throssell Street Collie, on Tuesday, 12 May 2026 commencing at 6:00pm.

**1. OPENING/ATTENDANCE/APOLOGIES & LEAVE OF ABSENCE**

- 1.1 Councillors granted Leave of Absence at previous meeting/s.
- 1.2 Councillors requesting Leave of Absence for future Ordinary Meetings of Council.
- 1.3 Councillors who are applying for Leave of Absence for this Ordinary Meeting of Council.

**2. PUBLIC QUESTION TIME**

A 15 minute public question time is made available to allow members of the public the opportunity of questioning Council on matters concerning them.

Council consideration towards the Public:

When public questions necessitate resolutions of Council, the matter is to be dealt with immediately to allow the public to observe the determination of the matter (obviates need for the public to wait an indeterminate period of time).

**3. RESPONSES TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE**

Nil

**4. DISCLOSURE OF FINANCIAL INTEREST**

Councillors in attendance at meetings must disclose to the meeting any Agenda items upon which they have a Financial Interest. Section 5.65 of the *Local Government Act 1995* requires Councillors to: a) give written notification of a financial Interest before the meeting; or b) at the meeting immediately before the particular matter is discussed (notification can be given verbally).

A Disclosure of Financial Interest Form is included in this Agenda (immediately behind the Index) and can be used by Councillors for disclosure purposes - simply tear out and hand to the Chief Executive Officer. Additional forms will be available at Council/Committee meetings.

Should Councillors be unsure on Disclosure of Financial Interest matters, further clarification can be obtained by reading Sections 5.53 to 5.59 inclusive of the Act.

**5. PETITIONS/DEPUTATIONS/PRESENTATIONS/SUBMISSIONS**

Nil

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

- 20.1 Employee Matter

**7. ITEMS BROUGHT FORWARD DUE TO INTEREST BY ATTENDING PERSONS**

**8. CONFIRMATION OF THE PREVIOUS MEETINGS OF COUNCIL MINUTES**

**8.1 Ordinary Council Meeting – 14 April 2026**

**Officer's Recommendation:**

*That Council confirms the Minutes of the Shire of Collie Ordinary Meeting of Council held on 14 April 2026.*

**9. BUSINESS ARISING FROM THE PREVIOUS MINUTES**

Nil

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

Nil

**11. CEO REPORTS**

11.1 Strategic Community Plan 2026/27 – 2035/36	
<b>Reporting Department:</b>	Chief Executive Office
<b>Reporting Officer:</b>	Phil Anastasakis – Chief Executive Officer
<b>Accountable Manager:</b>	Phil Anastasakis – Chief Executive Officer
<b>Legislation:</b>	<i>Local Government Act 1995</i>
<b>File Number:</b>	GOV/086
<b>Appendices:</b>	Appendix 11.1.A – Strategic Community Plan 2026/27-2035/36 (Shire’s Vision, Mission, Values, Strategic Objectives, and Strategic Priorities)
<b>Voting Requirement:</b>	Absolute Majority

**Report Purpose**

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

**Officer’s Recommendation:**

*That Council:*

1. *Pursuant to regulation 19C (7) of the Local Government (Administration) Regulations 1998 resolve to extend and modify the Shire of Collie Strategic Community Plan.*
2. *Endorses the reviewed and updated Shire of Collie Strategic Community Plan 2026/27 – 2035/36 (refer to Appendix 11.1A).*

**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**

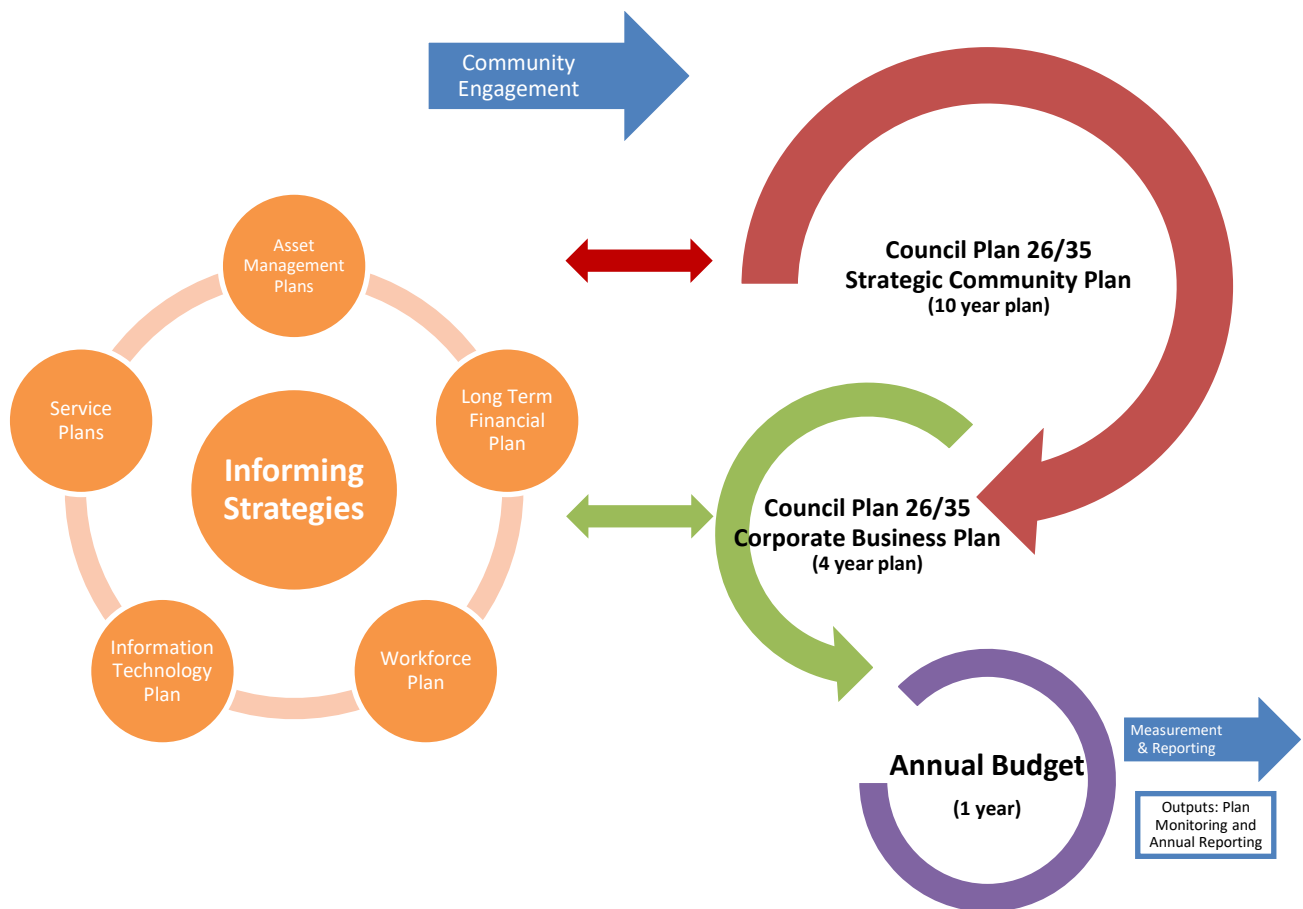
Council adopted its reviewed and updated ten (10) year “Strategic Community Plan 2022” in December 2022. This review was conducted five years after the development of Council’s Strategic Community Plan 2017-2027 and formed part of the Department of Local Government, Sport & Cultural Industries (*as named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

The reviewed and updated 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 attachment 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 10 Objectives 37 Strategic Priorities
Corporate Business Plan:	59 Actions

- **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”.

The 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.

Following Council endorsement of the draft Strategic Community Plan’s Vision, Mission, Values and Strategic Objectives at the 14 April 2026 Council meeting, an additional workshop was held on the 23 April 2026 where Councillors considered and reviewed the draft Strategic Community Plan to enable its finalisation and adoption at the May 2026 Council meeting.

### **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:

<b>Event</b>	<b>Date</b>	<b>Activities</b>	<b>Participation</b>
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
<b>Total</b>			<b>295</b>

**Strategic Implications:**

<b>STRATEGIC COMMUNITY PLAN AND CORPORATE BUSINESS PLAN</b>		
<b>GOAL:</b>	5	Our Organisation
<b>Objective:</b>	5.2	Good governance and financial management

**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.

<b>TIER 2 – ‘Low’ or ‘Moderate’ Inherent Risk.</b>		
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	Health	N/A
	Financial	Poor financial planning and management of strategic priorities may result in financial risk and inadequate funding.
	Service Interruption	N/A
	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	N/A
	Property	N/A

**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 Strategic Community Plan 2026/27 – 2035/36 (Vision, Mission, Values, Strategic Objectives, and Strategic Priorities) be formally modified and updated accordingly. The presentation and communication of the updated Strategic Community Plan will be captured in a new Strategic Community Plan 2026/27 – 2035/36 publication, which will be finalised in the coming weeks.

**11.2 Corporate Business Plan 2026/27 – 2029/30**

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

**Report Purpose**

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

The 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.

An additional workshop was held on the 1 May 2026 where Councillors considered and reviewed the draft Corporate Business Plan to enable its finalisation and adoption at the 12 May Council meeting.

**Officer's Recommendation:**

*That Council:*

1. Pursuant to regulation 19DA (6) of the Local Government (Administration) Regulations 1998 resolve to extend and modify the Corporate Business Plan.
2. Endorses the reviewed and updated Corporate Business Plan 2026/27 – 2029/30 (refer to Appendix 11.2.A).

**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 10 Objectives 37 Strategic Priorities
Corporate Business Plan:	59 Actions

### ***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.

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

Following a Councillor Workshop on the 1 May 2026, the Corporate Business Plan Actions have also been reviewed and prioritised to enable the Tasks to be spread over the four year period, effectively enable high priority tasks to be actioned within available resources in the next few years.

### ***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.

### **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 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		
<b>GOAL:</b>	5	Our Organisation
<b>Objective:</b>	5.2	Good governance and financial management

**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 on an annual basis in the future.

**Risk Assessment:**

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

<b>TIER 2 – ‘Low’ or ‘Moderate’ Inherent Risk.</b>		
Risk Event	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	Health	N/A
	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	N/A
	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	N/A
	Property	N/A

**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 final Corporate Business Plan be endorsed to enable detailed Operational Plans to be developed and updated for each Directorate, translating the strategic objectives and Actions of Council into operational actions and tasks.

**11.3 Long Term Financial Plan 2026/27 – 2035/36**

<b>Reporting Department:</b>	Chief Executive Office
<b>Reporting Officer:</b>	Phil Anastasakis – Chief Executive Officer
<b>Accountable Manager:</b>	Phil Anastasakis – Chief Executive Officer
<b>Legislation:</b>	<i>Local Government Act 1995</i>
<b>File Number:</b>	FIN/069
<b>Appendices:</b>	Appendix 11.3.A – Long Term Financial Plan 2026/27-2035/36
<b>Voting Requirement:</b>	Simple Majority

**Report Purpose**

This report requests that Council consider and endorse the Shire of Collie final 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 is presented to the May 2026 Council meeting for adoption, following a Council Workshop held on the 1 May 2026 where the Draft Long Term Financial Plan was reviewed and considered by Council.

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

**Officer's Recommendation:**

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

**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	4.5	4.5	4.5	4.5	4.5

**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:**

<b>STRATEGIC COMMUNITY PLAN AND CORPORATE BUSINESS PLAN</b>		
<b>GOAL:</b>	5	Our Organisation
<b>Objective:</b>	5.2	Good governance and financial management
<b>Strategic Priority:</b>	5.2.1	To maintain a 10 year long term financial plan based on industry best practices.
	5.2.2	To progressively improve the Shire's financial health indicators
<b>Actions</b>	5.2.1.1	Produce annually an updated rolling Long Term Financial Plan.

**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.

<b>TIER 2 – 'Low' or 'Moderate' Inherent Risk.</b>	
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)

<b>TIER 2 – ‘Low’ or ‘Moderate’ Inherent Risk.</b>		
Risk Category	Health	N/A
	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	N/A
	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	N/A
	Property	N/A

**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 11.3.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 11.3.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:

<b>Long Term Financial Plan – 10 Year Financial Forecast</b>											
<b>Year</b>	<b>25/26 Forecast</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>29/30</b>	<b>30/31</b>	<b>31/32</b>	<b>32/33</b>	<b>33/34</b>	<b>34/35</b>	<b>35/36</b>
<b>\$ Surplus / (Deficit)</b>	96k	159k	199k	161k	174k	199k	158k	191k	250k	109k	229k

**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 proposed 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, which Council resolved to increase to 4.5% for the next 10 years.

## 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.

Further review of the needs of Council has resulted in the inclusion of two new loans proposed for staff housing.

## 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 &amp; 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.

**11.4 Draft Annual Budget 2026/27**

<b>Reporting Department:</b>	Chief Executive Office
<b>Reporting Officer:</b>	Phil Anastasakis – Chief Executive Officer
<b>Accountable Manager:</b>	Phil Anastasakis – Chief Executive Officer
<b>Legislation:</b>	<i>Local Government Act 1995</i>
<b>File Number:</b>	FIN/069
<b>Appendices:</b>	Appendix 11.4.A – Draft 2026/27 Annual Budget
<b>Voting Requirement:</b>	Simple Majority

**Report Purpose**

This report presents the draft 2026/27 Annual Budget for Council consideration, deliberation, and endorsement.

Following the endorsement of the draft Budget, the final 2026/27 Annual Budget papers will be formulated and presented to Council in the statutory format for final adoption at the 9 June 2026 Ordinary Council meeting, unless a Special Council meeting is required at a later date in June.

**Officer's Recommendation:**

*That Council endorse the Shire of Collie 2026/27 Draft Budget, inclusive of the following elements:*

1. *Operating Income and Expenditure presented in Schedules 3 to 14, as contained in Appendix 11.4.A, which includes the following:*
  - *Statement of Financial Activity by Nature and Program;*
  - *Statement of Financial Activity showing an amount required to be raised from rates for 2026/27 of \$8,534,575 as amended;*
  - *Revenue generated from the Schedule of Fees and Charges for 2026/27;*
  - *Notes to and Forming Part of the Budget; and*
  - *Budget Program Schedules.*
2. *Asset Capital Expenditure, including New, Upgrade and Renewal capital works.*
3. *Rating Strategy.*
4. *Reserve Transfers and Loans as outlined in the Reserves Management Strategy and Loan Management Strategy.*

**Background:**

As part of the Integrated Planning and Reporting cycle, Council has recently reviewed and updated its four year Corporate Business Plan and ten year Long Term Financial Plan. The Corporate Business Plan and Long Term Financial Plan are reviewed annually, with the first year of the Long Term Financial Plan being 'sliced off' to form the basis of the draft annual budget.

The draft 2026/27 Annual Budget has therefore been prepared taking into consideration the preceding reviews and incorporates relevant elements of the various strategies, plans and resolutions adopted by Council.

This report recommends Council endorse the draft Shire of Collie 2026/27 Annual Budget, inclusive of the proposed 4.5% rate revenue increase (excluding interim rate income), Reserve transfers, workforce changes, loans, capital works and operational expenditure. [refer to Appendix 11.4A].

**Statutory and Policy Implications:****Local Government Act 1995.****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.*

**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;*

**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:**

The budget outlines planned expenditure and revenue and determines the financial parameters for the Council to operate within for the 2026/27 financial year.

The draft budget for the year has been prepared on the basis of a 4.5% rate revenue increase (excluding interim rate income), which is forecast to produce an end of year surplus of \$158,819. The small surplus enables Council to withstand any unforeseen financial costs or revenue reductions that may occur during the year.

The current forecast end of year surplus for 2025/26 is \$95,832, which is reflected in the opening surplus at the start of the 2026/27 financial year. Subject to previous Council resolution to transfer any additional surplus to the Waste Reserve, this forecast may vary when the final annual financial report is produced for 2025/26, with the final result reflected in the financial statements when the 2026/27 mid-year budget review is conducted in February/March 2027.

The fees and charges when adopted will determine the amount of revenue to be received during the 2026/27 financial year for certain areas. The fees and charges revenue has been forecast in the draft budget income projections and is based on the recent decisions of Council.

After taking into consideration all other sources of income, Council is required to raise sufficient rates to meet its total expenditure. However, it is allowed to adopt a budget that has a deficit that does not exceed 10% of its rate revenue.

For the 2026/27 budget it is proposed a total of \$8,534,575 be raised from general property rates. This includes \$20,000 in forecast Interim Rate revenue that will be received during the 2026/27 financial year, based on new ratable properties being built or changes to the valuation of existing properties. The expected yield from rates will be sufficient to balance the 2026/27 budget after some adjustments have been made to increase other sources of revenue, reduce operating expenditure and to adjust the amount transferred to or from reserves.

### **Budget – Whole of Life Cost**

While the budget contains new assets and infrastructure, this report does not deal directly with the whole of life costs of those items. Consideration of the whole of life costs relevant to those items forms part of the individual project or asset evaluation and justification.

The rating strategy deployed by Council in the 2026/27 financial year has formed 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 Annual Budget other than the receipt of budget request from Councillors and staff.

### **Strategic Implications:**

<b>STRATEGIC COMMUNITY PLAN AND CORPORATE BUSINESS PLAN</b>		
<b>GOAL:</b>	5	Our Organisation
<b>Objective:</b>	5.2	Good governance and financial management
<b>Strategic Priority:</b>	5.2.1	To maintain a 10 year long term financial plan based on industry best practices.
	5.2.2	To progressively improve the Shire's financial health indicators

### **Relevant Precedents:**

Each year Council prepares an annual budget for the forthcoming financial year. The annual budget is formed from year one of the Shire of Collie Long Term Financial Plan.

**Risk Assessment:**

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

<b>TIER 2 – ‘Low’ or ‘Moderate’ Inherent Risk.</b>		
Risk Event	Draft Annual Budget 2026/27	
Inherent Risk Rating (prior to treatment or control)	Moderate (5 - 11)	
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	Health	N/A
	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	N/A
	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 Annual Budget may result in diminished public and sector confidence.
	Environmental	N/A
	Property	N/A

**Comment:**

The draft budget document follows a similar format to that intended for the final document and includes the following information:

- Financial statements including the Statement of Financial Activity (by Nature), with a Statement of Financial Activity (by Program) provided as a summary of Schedules 3 to 14;
- Notes to and forming part of the budget including notes on operating expenditure and revenue, loan borrowings, transfers to and from reserves, rating information and grants (to be provided with the final statutory budget document); and
- Detailed Financial Information for each Schedule at account level, with Sundry Notes providing a greater level of detail for each account. This information is formatted with the account number, description and totals for the 2026/27 Budget.

The 2026/27 draft budget has been prepared utilising the various elements that Council has previously resolved to adopt. These include:

- Strategic Community Plan;
- Corporate Business Plan;

- Long Term Financial Plan;
  - Loan Management Strategy;
  - Reserve Management Strategy;
  - Rating Strategy;
- Workforce Plan;
- Asset Management Plans;
- Elected Member Fees, Expenses & Allowances; and
- Fees & Charges Schedule.

Elected Member and staff Budget Requests are considered within the body of this report.

While the 2025/26 financial year has not yet ended, the draft 2026/27 Budget document presented to Council represents the current forecast closing surplus on the 30 June 2026.

The final 2026/27 Budget document is scheduled to be presented to Council and adopted at the Ordinary Council Meeting on the 9 June 2026. It is not anticipated that the final budget document will vary significantly from the current draft budget, unless Council resolves to vary any of the revenue or expenditure items presented in the draft budget.

- ***Statement of Financial Activity – by Program (formerly Rate Setting Statement)***

An important part of local government budgeting is the classification of budget estimates into the various mandatory descriptions. Local Government accounting systems are required to have the capacity to output accounting reports in at least two classifications, being:

- Nature classifications; and
- Statutory Reporting Program (function or activity).

Historically local governments reported by Statutory Reporting Program as the primary method required by Australian Accounting Standard 27 (AAS27). From 1 July 2023, local government budgets and annual reports must be shown according to Nature classification. However, it is noted that several regulations and the WA Local Government Grants Commission still require information reported by Program.

For the above reasons, and to provide management with an established method to review and manage Program budgets, the draft 2026/27 includes both a Statement of Financial Activity by Nature and a Statement of Financial Activity by Program. The final statutory budget will only include a Statement of Financial by Nature, together with a Statement of Comprehensive Income and Statement of Cash Flows.

The Statement of Financial Activity shows the proposed financial position for the year, after including all operating revenue and expenditure, capital expenditure, loan repayments, transfers to and from reserves, income from sale of assets and rates. The statement is designed to show how much must be raised from rates to record a breakeven result.

The draft Budget for 2026/27 as presented produces a surplus of \$158,819 at the end of the financial year. There is effectively a small surplus of \$62,988 for the 12-month period, as the forecast opening surplus of \$95,832 is taken into consideration when calculating the end of year position.

If grants, revenue and the estimated brought forward surplus do not meet expectations or there are requests to increase or add expenditure items, this position will not be achievable. The other factor to be taken into account is the value of projects and items that have not been completed in 2025/26 and need to be brought forward to 2026/27 through to the proposed new Carried Forward Projects Reserve.

- **Rates**

The draft 2026/27 Budget includes a 4.5% rate revenue increase (excluding interim rate income) spread across the two Uniform General Rates of Unimproved Value (UV) and Gross Rental Value (GRV). This in accordance with Council's previous resolution through the adoption of the Rating Strategy and Long Term Financial Plan, whereby Council endorsed a projected rate revenue increase of 4.5% for the 2026/27 budget.

After taking into consideration all other sources of income, Council is required to raise sufficient rates to meet its total expenditure. However, it is allowed to adopt a budget that has a deficit that does not exceed 10% of its rate revenue.

For the 2026/27 budget, it is proposed a total of \$8,534,575 be raised from general property rates. This includes Council's forecast Interim Rate revenue of \$20,000 for the 2026/27 financial year. The expected yield from rates will be sufficient to balance the 2026/27 budget after some adjustments have been made to increase other sources of revenue, reduce operating expenditure and to adjust the amount transferred to or from reserves.

Based on a 4.50% rate revenue increase, the Gross Rental Value (GRV), Unimproved Value (UV) and Minimum Rates are included as follows:

	<b>Unimproved Value Rate in Dollar</b>	<b>Gross Rental Value Rate in Dollar</b>	<b>GRV Minimum Rate - Developed Land</b>	<b>GRV Minimum Rate - Vacant Land</b>	<b>UV Minimum Rate</b>
2025/26 – Current	\$0.005288	\$0.084694	\$1,291.50	\$1,291.50	\$1,041.60
2026/27 – Current	\$0.005516	\$0.088200	\$1,356.00	\$1,356.00	\$1,094.00

The increase applied to GRV and UV properties represents Council's endorsement of an overall 4.5% rate revenue increase for the 2026/27 budget.

The endorsed Rating Strategy for 2026/27 includes the GRV - Developed minimum rate increasing by 5% to \$1,356.00, with the same minimum rate being applied to the GRV – Vacant minimum rate, as an incentive for owners to develop or release residential land and deter land banking by developers. The UV - Unimproved minimum rates will increase by the same 5% to \$1,094.00.

The outcome of the rates modelling required to produce an overall 4.5% rate revenue increase results in an average 4.33% increase in GRV (developed) properties not on the minimum rate, with a 5% increase in GRV (developed) minimum rates.

The following table provides a summary of the rates modelling produced, which reflects the percentage increase and shows the mean (average), median (midpoint) and mode (most common) rate for each rating category (excludes Specified Area Rates, Waste Charges and ESL Levy):

General Rate Category	Value	Number on Minimum Rate	Number on General Rate	Mean Rate	Median Rate	Mode Rate Range
UV – Rural	UV	277	308	\$1,938.62	\$1,1141.81	\$1,001 - \$1,500
GRV – Developed	GRV	1,579	2,049	\$1,624.00	\$1,421.78	\$1,001 - \$1,500
GRV – Vacant	GRV	185	14	\$1,481.44	\$1,356.00	\$1,001 - \$1,500
GRV – Heavy Industry	GRV	0	3	\$103,092.86	\$11,603.59	\$2,001 - \$2,500
GRV – Light Industry	GRV	1	49	\$3,896.74	\$3,325.14	\$3,001 - \$3,500
GRV – Commercial	GRV	27	89	\$4,252.89	\$2,362.00	\$1,001 - \$1,500
GRV – CBD	GRV	0	3	\$59,328.02	\$59,535.00	\$85,001 - \$116,500
<b>TOTAL</b>		<b>2,069</b>	<b>2,515</b>	<b>\$1,722.67</b>	<b>\$1,356.00</b>	<b>\$1,001 - \$1,500</b>

It should be noted that some GRV and UV properties will receive either an increase or decrease in their rates due to Landgate GRV and UV revaluations. Valuation methodologies and revaluations are effectively outside of Council's control, however, property owners are entitled to appeal valuations issued by Landgate should they believe their UV valuation is not correct.

Household 3 bin waste collection charges have been increased 4.5% from \$439.00 to \$458.00 to predominantly reflect the forecast increase in kerbside collection contract costs associated with the waste contract.

- ***Brought Forward Position***

The draft 2026/27 Budget includes an estimated brought forward surplus from 30 June 2026 of \$95,832. The surplus compares favourably with the original budget position of \$35,811. This is primarily attributed to some revenue items exceeding budget forecasts, some expenditure items being lower than budget and the carrying forward of some capital works projects.

- ***Councillor Budget Requests***

Councillors were sent an email on the 21 April 2026 providing the opportunity for budget requests to be submitted by the 27 April 2026. The following budget submissions were received, with Officer comments provided for each submission:

1. Cr Faries

- *Following the outcome of the meeting of the North Collie Structure Plan, can a plan be developed by Council so that future plans can proceed in this area and our community can grow in a timely manner.*
- *Can a budget be allocated to identify parcels of land that have infrastructure already in place that could be beneficial for our community to grow.*

Officer Comment:

It is proposed that \$10,000 be allocated in the 2026/27 budget to enable scoping and the commencement of a single North Collie Structure Plan.

2. Cr Italiano

- *Noted a previous outstanding budget request relating to the support and preservation of Collie Mail editions and conversion of these paper records into digital records.*

Officer Comment:

It is proposed that \$10,000 be allocated in the 2026/27 budget to enable the Shire's previous financial commitment to be fulfilled and investigation of partial scanning to be explored noting that preliminary estimates to complete the project are in excess of \$120,000.

Budget requests that were noted or included in the 25/26 Budget but were not finalised are:

1. Cr Miffling

- *Consideration of the demolition and cleaning up of the former radio station site adjacent to the Library.*

Officer Comment:

The suggested demolition of the former radio station building has been raised in other forums recently and is being considered as part of a potential redevelopment of the entry to the Collie Swimming pool. This would provide additional parking outside the pool area and form a new entry to the pool which was more defined rather than through the library car parking area. Further opportunities exist for these conceptual works to be done in conjunction with a new storage / meeting room for the swimming club, which is funded from a portion of the State Government funds allocated to the heated swimming pool project.

In the first half of 2026/27 a swimming pool master plan will be developed and presented to Council, which will incorporate the proposed demolition of the former radio station building, car park design and entry redevelopment. This will incorporate the proposed multi-user swim club facility funded through the State Government election commitment.

- *2 items for the Library:*
  - *consideration a wall mounted fold down baby changing table for the public toilet.*
  - *consideration for a 'circular desk set up' for the front-line staff.*

Officer Comment:

This will be reviewed in accordance with the newly adopted Disability Access and Inclusion Plan and Work Health and Safety Framework.

## 2. Cr Smith

- *Removal of planter boxes outside Railway Station to allow access for vehicles.*

### Officer Comment:

The removal of planter boxes and/or reactivation will be investigated by the Director Operations to provide suitable options.

- **Staffing**

A concerted effort has been made in this budget to contain staff costs in the 2026/27 budget and future years, however the Council is growing, and additional staff may be required to maintain and develop Council's facilities and services to the community. Provision has been made in the 2026/27 Budget for an Industrial Agreement minimum wage increase of 3.5%, with an allocation of 0.5% for performance increases, which are advancing employees to a higher level due to promotion, new qualifications or responsibilities, above standard performance or providing a performance bonus.

As part of considering and adopting the Shire of Collie Long Term Financial Plan, the Workforce Plan for the 2026/27 – 2035/36 was incorporated. The Workforce Plan identifies the full-time equivalent staff required for Council's operations.

Based on the Workforce Plan, the total number of full-time equivalent (FTE) staff at the end of 2026/27 will be 71.37 FTE which is an increase of 0.99 FTE (previously 70.38 FTE). The total employee costs (including salaries and wages) associated with the employment of 71.37 FTE's is \$8,159,592, compared to \$7,510,236 in 2025/26.

Employee costs consist of direct salary and wages, annual and long service leave provisions, workers compensation insurance, training costs, superannuation contributions, uniforms and protective clothing, professional development, fringe benefits tax and any other costs related to the employment of staff.

- ***(Profit)/Loss on Asset Disposals***

The forecast profit and loss on disposal for the 2026/27 financial year is nil, implying that the budgeted trade in values of Council vehicles is in line with the written down value contained within Council's Motor Vehicle Asset Management Plans. The majority of vehicle/plant disposals (9) scheduled to be carried out in 2026/27 reflect the Executive and Compliance Vehicle Asset Management Plan contained in the LTFP, and the timing of carried forward vehicle deliveries. The actual profit or loss on asset disposal on all other plant and vehicle disposals will be calculated during the year based on the sale price and written down asset value.

- ***Capital Works Programme***

A total of \$6,651,956 is to be spent in 2026/27 on the acquisition and/or construction of furniture, equipment, vehicles, plant, buildings and infrastructure assets, including carried forward projects. Council will allocate \$4,884,614 from Reserves to fund this expenditure, with the balance of funding sourced from external grants and contributions, proceeds from the sale of assets, or municipal funds. Below is a summary of all capital expenditure:

Capital Expenditure	Job Ref	Expenditure	Funding Source
<b>Land Development &amp; Building Construction</b>			
Purchase of Lot 6 Cockie Bend, Collie (vacant land adjacent to Shire depot \$180k plus fencing/laydown) - Council Res 9713 – 9 Dec 25		\$205,000	\$205,000 funded from the New Initiatives Reserve
Shire Administration - Repairs and refurbishment - \$51,000. Includes Carried Over from 25/26 of \$26,000.	BAP002	\$51,000	\$25,000 Building Reserve, \$26,000 Carried Forward Projects Reserve.
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.	J1144	\$495,000	\$155,000 Building Reserve, \$290,000 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 Building Reserve.
Swimming Club Storage Shed		\$250,000	\$250,000 Election Commitment.
Collie Visitor Centre Expansion		\$500,000	\$500,000 Election Commitment.
Cardiff Hall - Kitchen upgrade		\$30,000	\$30,000 Building Reserve.
Staff Housing - Senior Executive (new loan)		\$850,000	\$50,000 Building Reserve, \$800,000 WATC Loan.
Staff Housing - Manager (new loan)		\$700,000	\$50,000 Building Reserve, \$650,000 WATC Loan.
<b>Transport Construction</b>			
Throssell St Mungalup Intersection (in front of Unity Bank) – paving upgrade	J4021	\$17,000	\$17,000 Carried Forward Projects Reserve.
Harris River Road (SLK 1.05 -5.05) - Widen & seal shoulders to 0.5m, reseal and install audible edge line	J3080	\$750,000 + \$39,956	\$500,000 Regional Road Group grant, \$250,000 + \$29,020 Carried Forward Projects Reserve.
<b>Parks &amp; Reserves Construction</b>			
Soldiers Park Playground		\$1,550,000	\$1,550,000 Election Commitment consisting of \$524,574 Carried Forward Projects Reserve, \$524,574 Municipal funds, \$464,852 grant.
Playground preservation / renewal		\$25,000	\$25,000 Parks & Gardens Reserve.

Capital Expenditure	Job Ref	Expenditure	Funding Source
River Revitalisation Strategy <small>(subject to sourcing grant funding)</small>		\$100,000	\$100,000 external grant
<b>Furniture &amp; Fittings</b>			
Chambers - Sundry furniture & equipment		\$5,000	Municipal funds
IT Computer Equipment		\$30,000	Municipal funds
Admin - Sundry furniture & equipment		\$5,000	Municipal funds
<b>Plant &amp; Vehicles</b>			
Street Sweeper (from 25/26)		\$550,000	\$550,000 Plant Reserve
Light vehicles		\$439,000	\$100,000 Plant Reserve, \$339,000 Municipal funds.
<b>Small Plant &amp; Equipment</b>			
Small Plant & Equipment		\$10,000	\$10,000 Municipal funds.
<b>TOTAL</b>		<b>\$6,651,956</b>	

Council has commenced the establishment of Asset Management Plans for its various classes of assets, which project over a 10+ year period the required capital upgrade, expansion and renewal requirements. These Asset Management Plans include the regular transfer of funds to Reserves to ensure the Council's cash flow requirements can be met each year. As these Plans are developed in future years, they will provide greater guidance on the asset renewal, upgrade and new asset requirements of the Shire of Collie.

- **Carried Forward Projects**

The 2026/27 draft budget includes a number of carried forward capital projects that were not able to be completed during the 2025/26 financial year due to a number of factors. These projects are predominantly capital Transport Construction / Building and are identified in their respective sections of the budget.

Carried Forward Project	Job Ref	Expenditure	Funding Source
<b>Transport Construction</b>			
Shire Administration - Repairs and refurbishment - \$51,000. Includes Carried Over from 25/26 of \$26,000.	BAP002	\$51,000	\$25,000 Building Reserve, \$26,000 Carried Forward Projects Reserve.
Waste Transfer Station Shed - \$495,000. Includes Carried Over from 25/26 of \$290,000.	J1144	\$495,000	\$155,000 Building Reserve, \$290,000 Carried Forward Projects Reserve.
Throssell St Mungalup Intersection (in front of Unity Bank) – paving upgrade	J4021	\$17,000	\$17,000 Carried Forward Projects Reserve.

Carried Forward Project	Job Ref	Expenditure	Funding Source
Harris River Road (SLK 1.05 -5.05) - Widen & seal shoulders to 0.5m, reseal and install audible edge line	J3080	\$750,000 + \$39,956	\$500,000 Regional Road Group grant, \$250,000 + \$29,020 Carried Forward Projects Reserve.

- **Loan Borrowings**

The 2026/27 budget includes the raising of two new loans. These loans are for the following purpose:

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

Council will continue to repay existing loans during the year, with total Principal payments of \$213,665 and Interest/Government Guarantee Fee payments of \$100,932.

- **Reserves**

Transfers to reserves are expected to total \$2,614,085 for the 2026/27 year. Reserve Interest of \$95,065 is forecast to be earned on cash backed reserves during 2026/27, with 100% returned to the Reserve fund. This compares with the forecast interest for 2025/26 of \$118,132. This decrease in earnings forecast is attributed to decreased cash reserves being invested in term deposits, rather than short term in municipal funds.

Transfers from reserves (including carried forward projects) totalling \$4,884,614 are primarily used for capital projects.

Reserve transfers are detailed in the explanatory information of the draft budget document in accordance with the reserve transfers endorsed in the Reserves Management Strategy.

The 2026/27 Budget expects less funds to be transferred to reserves than from reserves. If the reserve transfers proceed as budgeted, the expected balance of reserves at 30 June 2027 will be \$3,400,340 and is a decrease on the expected balance at the start of the year of \$5,670,869.

- **Revenue and Expenditure Explanatory Information**

This area of the budget primarily represents the operating expenditure and revenue for the coming year.

The draft budget for 2026/27 is balanced and Councillors are encouraged to examine the document thoroughly. Councillors are welcome to contact the Chief Executive Officer prior to the Council meeting to discuss any questions.

**11.5 Corporate Business Plan Qtly Progress Report – January - March 2026**

<b>Reporting Department:</b>	Chief Executive Office
<b>Reporting Officer:</b>	Nicole Wasmann – Governance Coordinator
<b>Accountable Manager:</b>	Phil Anastasakis – Chief Executive Officer
<b>Legislation</b>	<i>Local Government Act 1995</i>
<b>File Number:</b>	GOV/001
<b>Appendices:</b>	Appendix 11.5.A – Corporate Business Plan – Quarterly Progress Report January to March 2026
<b>Voting Requirement</b>	Simple Majority

**Report Purpose:**

For Council to receive a quarterly report on the progress of actions set out in the Corporate Business Plan 2022/23 – 2026/27.

**Officer’s Recommendation:**

*That Council receives the Corporate Business Plan Quarterly Report, January to March 2026 as contained in Appendix 11.5.A.*

**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.

Council adopted its Strategic Community Plan 2022 in December 2022 and Corporate Business Plan 2022/23 – 2026/27 in March 2023. The Corporate Business Plan 2022/23-2026/27 has been reviewed and updated in April 2024 and May 2025.

The Corporate Business Plan 2022/23 – 2026/27 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 27 Strategic Priorities
Corporate Business Plan:	51 Action

A quarterly progress report is an effective means to update Council and the community on progress against agreed priority actions.

A full review of the Strategic Community Plan and Corporate Business Plan has recently been undertaken. This report is based on the Corporate Business Plan 2022/23 – 2026/27.

**Statutory and Policy Implications:****Local Government Act 1995.****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:**

Resourcing to deliver on the terms of the Corporate Business Plan 2022/23 – 2026/27 are provided for in annual budget allocations.

**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 Strategic Community Plan was subject to communications through the community engagement process. This Report will be published on the Shire website.

**Strategic Implications:**

<b>STRATEGIC COMMUNITY PLAN AND CORPORATE BUSINESS PLAN</b>		
<b>GOAL:</b>	5	Our Organisation
<b>Objective:</b>	5.1	Innovative leadership, forward planning, and mutually beneficial partnerships
<b>Strategic Priority:</b>	5.1.3	To share a quarterly achievements report against community strategic priorities.
<b>Actions</b>	5.1.3.1	Publish quarterly progress reports

**Relevant Precedents:**

The Strategic Community Plan and Corporate Business Plan are adopted in accordance with the terms of the Act and Regulations. Reporting against these plans is scheduled to occur quarterly.

**Risk Assessment:**

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

<b>TIER 2 – ‘Low’ or ‘Moderate’ Inherent Risk.</b>									
Risk Event	Corporate Business Plan Quarterly Progress Report – January to March 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)	Moderate (5 - 11)								
Risk Category	<table border="0"> <tr> <td>Health</td> <td>Nil</td> </tr> <tr> <td>Financial</td> <td>Poor planning and management of strategic priorities may result in financial risk.</td> </tr> <tr> <td>Service Interruption</td> <td>Service to the community may be disrupted if objectives of the Corporate Business Plan are not delivered.</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> </table>	Health	Nil	Financial	Poor planning and management of strategic priorities may result in financial risk.	Service Interruption	Service to the community may be disrupted if objectives of the Corporate Business Plan are not delivered.	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.
Health	Nil								
Financial	Poor planning and management of strategic priorities may result in financial risk.								
Service Interruption	Service to the community may be disrupted if objectives of the Corporate Business Plan are not delivered.								
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.								

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

	Reputational	Failing to deliver services and facilities within the Corporate Business Plan may result in diminished public and sector confidence.
	Environment	Nil
	Property	Nil

**Comment:**

The Quarterly Report is designed to provide information on the progress of key projects in the Corporate Business Plan 2022/23-2026/27.

The Report identifies the status of each of the 51 actions for the period January to March 226. Overall, the report shows positive progress of actions with 39 tasks recorded as on track or complete, 10 items are listed as behind target or at risk, and 2 pending.

Council is requested to receive the Quarterly Report.

**12. OPERATIONS REPORTS**

Nil.

**13. DEVELOPMENT SERVICES REPORTS**

13.1 Proposed Outbuilding - Lot 900, 73 Preston Road, Collie (P020/26)	
<b>Reporting Department:</b>	Development Services
<b>Reporting Officer:</b>	David Quelch – Manager Planning & Development
<b>Accountable Manager:</b>	Alex Wiese – Director Development Services
<b>Legislation</b>	<i>Planning and Development Act 2005</i>
<b>File Number:</b>	A5158
<b>Appendices:</b>	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
<b>Voting Requirement</b>	Simple Majority

**Report Purpose:**

For Council to consider an application for development approval for an outbuilding at Lot 900, 73 Preston Road, Collie.

**Officer's Recommendation:**

*That Council:*

1. *Refuses the Development Application P020/26 for an outbuilding at Lot 900, 73 Preston Road, Collie, for the following reasons:*
  - a. *The aggregate floor area of outbuildings is overwhelmingly larger than those found on surrounding properties and, subsequently, incompatible with the local rural residential character and therefore fails to meet the objectives of the Rural residential zone and Local Planning Policy 2.1 – Outbuilding Control.*
  - b. *The aggregate floor area of outbuildings is disproportionate to the use of a single house, resulting in a development that is commercial/industrial in scale that has the potential to adversely impact the amenity of the local rural residential area and therefore fails to meet the objectives of the Rural residential zone and Local Planning Policy 2.1 – Outbuilding Control.*
2. *Advises the applicant, should they be aggrieved by the decision, of their right of review at the State Administrative Tribunal.*

**Background:**

An application for Development Approval (refer Appendix 13.1.1) has been lodged with the Shire by Westspan Pty Ltd, on behalf of the property owners, for the construction of an Outbuilding at Lot 900, 73 Preston Road, Collie.

Description of Site and Surrounds

The subject site has an area of approximately 1.33 hectares and is currently developed with a single dwelling, pool, outbuilding and shipping container with freestanding roof. There is a row

trees growing along the north side and east boundaries and some screening along the south boundary in the vicinity of the dwelling. There is also a large hardstand area to the rear of the dwelling in front of the existing outbuilding.

The surrounding area features rural residential properties of varying lot sizes and shapes. Most dwellings are well setback from the property frontage and feature rear outbuildings. Most properties are cleared however there is some scattered vegetation, particularly along lot boundaries.



Figure 1 - Aerial Image

### Application

The proposal seeks development approval for an additional outbuilding on the site. Details as follows:

- Proposed outbuilding sited to the rear of the existing dwelling and outbuilding.
- Setback 20.5m from the north boundary, and 13.57m from the south boundary.
- Front and rear setback distances are far exceeding the minimum requirements.
- Dimensions of 13m by 26.26m, resulting in an area of 341.38m<sup>2</sup>.
- Building height of 5.8m.
- Used for storage/hobby in association with the use of a single house.



Shire of Collie Local Planning Strategy 2020 (The Strategy)

The strategy states that *Rural residential living is a highly valued and expected lifestyle choice, which complements more traditional residential options. It also is valued for its ability to partially retain an area's visual character and provides a transitional land use between urban settlements and the surrounding rural hinterland and State forest reserves.*

Shire of Collie Local Planning Scheme No. 6

Schedule 1 – Zone Development Requirements. The proposed outbuilding also meets the front, side, rear setback and building height requirements of ‘Schedule 1 - Zone Development Requirements’ in LPS6.

Rural Residential Zone

The land is zoned Rural Residential under Local Planning Scheme No. 6. The objectives of the Rural Residential Zone seeks:

- *To provide for lot sizes in the range of 1 ha to 4 ha.*
- *To provide opportunities for a range of limited rural and related ancillary pursuits on rural residential lots where those activities will be consistent with the amenity of the locality and the conservation and landscape attributes of the land.*
- *To set aside areas for the retention of vegetation and landform or other features which distinguish the land.*

A single house (including associated outbuildings) is a permitted use in the Rural residential zone.



Figure 3 - Zoning Map

Special Control Area 3 – Coal Basin (SCA3)

The subject site is located within the SCA3, however is not located within the Rural zone and therefore development approval is not required.

**Local Planning Policy 2.1 – Outbuilding Control**

Pursuant to this policy, an ‘Outbuilding’ means an enclosed non-habitable structure that is detached from any dwelling, but not a garage. It also includes any roofed attachments.

The objectives of this policy seek to:

- a) To accommodate outbuildings that meet the needs of the residents whilst being appropriate for the zone and land use;
- b) Ensure that outbuildings do not have adverse impacts on the streetscape, character, amenity, landscape or environmental attributes of the surrounding area;
- c) Exempt certain outbuildings from requiring Development Approval; and
- d) Provide guidance on the Development Approval requirements for outbuildings.

Section 8 – Variations of Development Requirements of the policy states *Applications seeking variations to this Policy shall be determined in accordance with:*

- *The purpose and objectives of this Policy;*
- *The Local Planning Scheme –*
  - *Aims of the Scheme;*
  - *Reserve objectives;*
  - *Zone objectives; and*
- *Schedule 2 cl. 67 of the Planning and Development (Local Planning Schemes) Regulations 2015 - Matters to be Considered by Local Government.*

The proposed outbuilding does not meet the aggregate floor area of 250m<sup>2</sup> in Rural Residential Zone and therefore requires development approval. Variation to this requirement is discussed in the ‘Comments’ section of the report.

**Budget Implications:**

There are no direct financial implications for the Shire of Collie associated with the officer’s recommendation.

**Budget – Whole of Life Cost:**

As this report does not propose any new public assets or infrastructure, there are no whole of life cost implications for the Shire.

**Communications / Consultation Requirements:**

The application was advertised pursuant to clause 64 of the *Deemed Provisions* with letters sent to adjoining landowners and occupiers. Advertising was for a period of 14 days, commencing on 27 March 2026 and concluding on 10 April 2026. No submissions were received.

Note that prior to advertising, the property owner undertook direct consultation with adjoining landowners and provided written letters of support, which have been received and verified by the Shire.

Internal and external referral of the application was not required.

**Strategic Implications:**

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

**Relevant Precedents:**

There have been no previous Council decisions regarding the subject site.

**Risk Assessment:**

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

<b>TIER 2 – ‘Low’ or ‘Moderate’ Inherent Risk.</b>		
Risk Event	Determination of a Development Application	
Inherent Risk Rating (prior to treatment or control)	Low (1 - 4)	
Risk Action Plan (treatment or controls proposed)	Determination of a Development Application, with or without conditions, and where appropriate, the reasons.	
Residual Risk Rating (after treatment or controls)	Low (1 - 4)	
Risk Category	Health	N/A
	Financial	N/A
	Service Interruption	N/A
	Legal and Compliance	Low. The applicant, should they be aggrieved by the Council’s decision, has the right of review at the State Administrative Tribunal.
	Reputational	N/A
	Environment	N/A
	Property	NA

**Comment:**

An assessment against Clause 67 of the Regulations (Matters to consider), Rural residential zone objectives and purpose and objectives of the LPP2.1 is made against the key issues below.

Streetscape, Character and Amenity

The proposed outbuilding is sited to the rear of the existing single house and outbuilding. Also, the subject site is mostly screened from Preston Road and adjoining properties by boundary vegetation. Further, the submitted plans show screen planting along a portion of the south side boundary to screen views from the southern adjoining property at 75 Preston Rd. Therefore, it is acknowledged that the proposal is unlikely to have an adverse impact on the Preston Rd streetscape or adjoining properties.

However, the aggregate floor area will exceed the LPP2.1 250m<sup>2</sup> requirement by 551m<sup>2</sup>, resulting a development that is inconsistent with the character of the local rural residential area. The existing outbuilding has a floor area of 460m<sup>2</sup>, which includes an open roof attachment and woodshed with areas of 142m<sup>2</sup> and 20m<sup>2</sup> respectively. The proposed outbuilding has dimensions of 13m by 26.26mm resulting in a floor area of 341m<sup>2</sup>. Subsequently, the existing and proposed outbuildings result in an aggregate floor area of 801m<sup>2</sup>.

In comparison, the outbuilding on the southeast adjoining property at 75 Preston Road only has an area of approximately 321m<sup>2</sup> while the outbuilding on the northwest adjoining property at 63 Preston Road only has an area of approximately 115m<sup>2</sup>. Further, the proposed combined area of outbuildings would be the largest in the Rural Residential Zone RR4 (Collie South – McVee Rd) area, which is located to the southeast of the Collie town centre. The next largest collection of outbuildings found on one property (i.e. 3 Gane Road) has a combined floor area of approximately 461m<sup>2</sup>. Therefore, the proposed combined outbuildings are overwhelmingly larger than those found on other properties in the local rural residential area.

Should this development be approved, then a precedent will be set for further large multiple outbuildings to be constructed in the area and compromise the future character and amenity of the rural residential setting. This outcome is contrary to relevant planning provisions in the Regulations, Rural residential zone and LPP2.1 objectives in relation to protecting local area character.

#### Potential for Conflict of Land Use

Further to the above, the substantial size of the combined outbuildings more closely resembles a commercial or industrial development rather than an outbuilding associated with the use of a single house. The applicant has stated that the outbuildings will be used for storage and hobby purposes, however the outbuildings when combined is not domestic in size or scale given the rural residential environment. Also, there is a need to consider that the property may be sold and used by a new landowner for commercial or industrial purposes.

Also, there is the risk that the outbuildings could be used for a variety of land uses that are not permitted in the Rural residential zone. Such uses include motor vehicle repair, motor vehicle wash, transport depot and warehouse / storage. These land uses could result in a range of amenity impacts including increased vehicular traffic, noise, dust, lighting etc. Although to date there have been no complaints received, the proposal has the potential to create a conflict of land use with surrounding sensitive land uses (e.g. single house) and require costly compliance action by the Shire.

Given the above, it is considered the size of the proposed outbuilding is excessive and therefore inconsistent with the character of the local rural residential area and could be used for commercial or industrial purposes that are not permitted in the Rural residential zone. This outcome is contrary to the objectives of the Rural residential zone by increasing the density, scale and bulk of built form that will adversely impact the amenity of the semi-rural environment.

#### Alternative Motion

Should a Councillor disagree with the officer's recommendation in this report, they can request through the Shire's CEO for staff to provide an alternative recommendation (i.e., an amendment or approval) prior to the Ordinary Council Meeting

#### Conclusion

It is considered that the proposed variation to the maximum aggregate floor area requirement for outbuildings is substantial and is inconsistent with the semi-rural character and amenity of the local area. Therefore, it is recommended that the proposal is not supported.

<b>13.2 Local Planning Policy CP3-001 – Workforce Accommodation – Adoption with Minor Modifications After Public Advertising</b>	
<b>Reporting Department:</b>	Development Services
<b>Reporting Officer:</b>	David Quelch - Manager Planning & Development
<b>Accountable Manager:</b>	Alex Wiese - Director Development Services
<b>Legislation</b>	<i>Planning and Development (Local Planning Scheme) Regulations 2015</i>
<b>File Number:</b>	LUP/019
<b>Appendices:</b>	Appendix 13.2.A – Draft Local Planning Policy CP3-001 Workforce Accommodation Appendix 13.2.B – Draft Local Planning Policy CP3-001 Workforce Accommodation showing changes Appendix 13.2.C – Schedule of Submissions
<b>Voting Requirement</b>	Simple Majority

**Report Purpose:**

For Council to consider Local Planning Policy on Workforce Accommodation (Local Planning Policy CP3-001) for approval with modifications.

**Officer's Recommendation:**

*That Council adopt Local Planning Policy CP3-001 – Workforce Accommodation with modifications as contained in Appendix 13.2.A.*

**Background:**

At the 10 February 2026 Ordinary Council Meeting, the Council resolved to:

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;*
2. *Subject to no substantive written submissions being received during the advertising process, proceed with the policy without modification;*
3. *Subject to 2. above, authorise the CEO to publish the Local Planning Policy CP3-001 – Workforce Accommodation; and*
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.*

Following the conclusion of the advertising period, a total of 7 submissions have been received. At least one of the submissions is considered to be substantive, and therefore, the consideration of Local Planning Policy CP3-001 – Workforce Accommodation returns to Council for review and a decision to proceed or not proceed.

**Statutory and Policy Implications:**

The preparation and adoption of a Local Planning Policy is made in accordance with the *Planning and Development (Local Planning Scheme) Regulations 2015* (the Regulations).

Under Schedule 2, Part 2 of the Deemed Provisions of the Regulations, the Shire must have regard to a local planning policy in determining a development application.

**LPS6**

Under LPS6, Workforce Accommodation is an 'A' use in the land zoned 'Rural'. An 'A' use is defined as a land use that is not permitted unless the local government has exercised its discretion by granting development approval after advertising the application in accordance with clause 64 of the deemed provisions. Clause 32.17 requires applications for Workforce accommodation to address the following

- a) Applications for development approval for Workforce accommodation shall address the following, to the satisfaction of the local government:
  - (i) the demonstrated need for workers' accommodation necessary for the continued operation of an industry;
  - (ii) the suitability of the site to be developed for the proposed use;
  - (iii) the suitable siting of the land use in the context of surrounding existing and proposed land uses to avoid landscape impacts and land use conflicts;
  - (iv) all services to the dwellings from the lot boundary (including access and egress by vehicles and pedestrians) are to be shared, where applicable;
  - (v) be located to minimise any amenity impacts from noise, dust, odour and light spill from the predominant land use; (vi) maintain the amenity of the locality;
  - (vi) comply with the development standards of this Scheme or any R-code standards applicable;
  - (vii) appropriate facility design and use including provision and/or access to recreation, entertainment and community services; and
- b) The preparation and implementation of a Workforce Management Plan outlining how the workforce will be managed on the site may be required to the satisfaction of the local government.

**Budget Implications:**

There are no budget implications that arise from this report.

**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 draft policy was advertised to the public in accordance with Clause 4 of the Regulations for a minimum period of 21 days from 26 February 2026 to 19 March 2026.

A total of 7 submissions (including one substantive submission) were received to draft LPP CP3-001 and are presented to Council for review and consideration. Refer to Appendix 13.2.C – Schedule of Submissions.

The submissions are discussed in the 'Comments' section of the report.

**Strategic Implications:**

<b>STRATEGIC COMMUNITY PLAN AND CORPORATE BUSINESS PLAN</b>		
<b>GOAL:</b>	3	Our Built Environment
<b>Objective:</b>	3.1	Sound land planning and building strategies and schemes

**Relevant Precedents:**

Nil.

**Risk Assessment:**

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

<b>TIER 2 – ‘Low’ or ‘Moderate’ Inherent Risk.</b>		
Risk Event	Workforce accommodation development negatively impacts the Shire's ability to grow a sustainable permanent residential population and retain local businesses.	
Inherent Risk Rating (prior to treatment or control)	High (12 - 19)	
Risk Action Plan (treatment or controls proposed)	Shire's adoption of Local Planning Policy CP3-001 Workforce Accommodation	
Residual Risk Rating (after treatment or controls)	Low (1 - 4)	
Risk Category	Health	N/A
	Financial	Reduce the rate of revenue over time.
	Service Interruption	N/A
	Legal and Compliance	Low. Applicants, should they be aggrieved by a decision of the Shire of Collie, have the right of review at the State Administrative Tribunal
	Reputational	The Shire of Collie develops a reputation and is seen as a drive-in, drive-out (DIDO) town
	Environment	N/A
	Property	N/A

**Comment:**

Providing workforce accommodation for drive-in/drive-out or fly-in/fly-out workers is a necessary part of the accommodation mix in many regional areas, including Collie, to support business and industry growth. However, incorporating and managing workforce accommodation within communities to mitigate negative impacts is a complex challenge. It follows that local planning frameworks (including schemes) should therefore be flexible enough to respond to demand for workforce accommodation; however, officers assert that this should not come at the expense of growing a sustainable, permanent residential population.

The planning mechanism available to the Shire to ensure that workforce accommodation does not become entrenched in a way that detracts from the mid-to-long term growth and sustainability of the community, through the adoption of local planning policy.

As such, draft Local Planning Policy CP3-001 Workforce Accommodation (refer to Appendix 13.2.A) has been developed for advertising following a review of other local government policies on this matter.

Draft CP3-001 aims to:

- Support temporary accommodation for major, fixed-duration construction projects where local employment and housing options are insufficient;
- Discourage the use of short-stay or camp-style facilities solely for drive-in-drive-out (DIDO) workforces, particularly where local alternatives exist;
- Ensure community amenity and local economic benefit by requiring facilities to be integrated into the local area and support local businesses;
- Provide clear performance criteria to enable the preparation and assessment of proposals which are appropriately designed commensurate to their location;
- Promote social integration by enabling workers to participate in community life, local commerce, and Shire services;
- Recognise workforce accommodation as a temporary use, with appropriate planning controls to ensure facilities do not become permanent by default;
- Require pre-planned transition pathways, ensuring land is reused or redeveloped promptly once workforce accommodation is no longer needed; and
- Encourage permanent housing solutions for long-term operational workers within the Shire.

**Response to Submissions**

Most submissions received are from people / businesses involved with Numans Workforce Accommodation at Collie Hills. A substantive submission was also received from Numans Accommodation Villages Pty Ltd. A summary of the 7 submissions (for full copy of submissions refer to Appendix 13.2.C – Schedule of Submissions) and the officer's response is provided in the table below:

Summary of Submissions	Officer Comments
<p>Recommendation for land rehabilitation once workforce accommodation is required.</p>	<p>It is agreed that Section 3.0 OBJECTIVES – Point 7 of the policy should be modified to read as follows:</p> <p><i>Require pre-planned transition pathways, ensuring land is reused or redeveloped promptly once workforce accommodation is no longer needed <u>and/or the land is rehabilitated to the satisfaction of the responsible authority.</u></i></p>
<p>More detail on community contribution (i.e. percentage of development costs or green open space).</p>	<p>It is agreed that Section 5.0 Council Position on Workforce Accommodation – Point 7 of the policy should be modified to read as follows:</p> <p><i>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 <u>in accordance with the Shire of Collie's adopted Community Benefit Fund Policy.</u></i></p>
<p>Support major construction projects and maintenance which provides employment (including for sub-contractors, apprentices and suppliers) and a major economic benefit to the Collie region.</p>	<p>Agreed that construction projects/maintenance and associated employment contribute to the economy of the Collie region.</p>
<p>Policy does not refer to or acknowledge the housing shortage.</p>	<p>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>Policy provisions appear to be inconsistent with the State Government's objectives for Collie's transition from coal to emerging and green industries.</p>	<p>The policy supports the Collie Transition Plan by providing a planning framework for the guidance and assessment of workforce accommodation for major, fixed-duration construction projects where local employment and housing options are insufficient.</p>

Summary of Submissions	Officer Comments
<p>Policy discourages private investment by creating unnecessary barriers and imposing financial obligations that are disproportionate to scale of proposed business activity.</p>	<p>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> <p>In relation to disproportionate to scale, it is recommended that Section 6.0 Social Impact and Community Integration – a. Required Documentation, that the second dot point of the policy be modified to read as follows:</p> <p><i>A Social Impact Assessment (SIA) identifying potential effects on the broader community <u>for workforce accommodation with more than 50 workers.</u></i></p>
<p>Support for Numans Accommodation Villages in creating employment and supporting local businesses.</p>	<p>Comments noted.</p>
<p>Policy supported in principle but recommends amendments to ensure consistency with State planning policy, economically neutral and support Collie's investment readiness during transition.</p>	<p>As stated above, the policy is consistent with State planning policy and will provide guidance for the design and assessment of workforce accommodation projects in the Shire of Collie. Importantly, the policy will assist the Collie Transition Plan and provide certainty for investors.</p>
<p>Local planning policies are for guidance and not statutory planning controls.</p>	<p>It is agreed that local planning policies are not mandatory provisions. The State's planning framework and legislation require that local planning policies must be given due regard in a merit-based assessment of development approval applications. In this context, the policy will not only assist proponents in preparing and planning for workforce accommodation but also assist Shire officers, Council, Development Assessment Panels and the State Administrative Tribunal in making decisions on these proposals.</p>

Summary of Submissions	Officer Comments
<p>Several mechanisms of the policy raise concerns, particularly relating to:</p> <ul style="list-style-type: none"> <li>i. Mandatory transition to residential estate</li> <li>ii. Time limits</li> <li>iii. Disproportionate impact on single existing facility</li> <li>iv. Reduces viability of new projects</li> <li>v. Risk of economic leakage to neighbouring towns</li> </ul>	<ul style="list-style-type: none"> <li>i. The policy does not require mandatory transition to a residential estate but does require consideration of pre-planned transition pathways to other uses once workforce accommodation is no longer required.</li> <li>ii. The policy does not seek retrospective compliance for approved workforce accommodation; instead, it will apply to future applications and amendments for workforce accommodation.</li> <li>iii. Time-limited approvals are an important component of the policy and seek to ensure that workforce accommodation serves short-term construction projects, etc., but does not become a permanent housing solution that should be provided in the Collie.</li> <li>iv. The policy seeks to provide a planning framework for the necessary guidance and assessment of workforce accommodation in the Shire of Collie. The viability of future workforce accommodation will benefit from this policy as proponents will have clear direction on application requirements and how applications will be assessed.</li> <li>v. The Shire of Collie is unique in the south west given the demand for workforce accommodation associated major construction projects that are necessary to implement the Collie Just Transition Plan</li> </ul>

Conclusion

To deliver on the most important objective of the Shire's current Strategic Community Plan to grow the local economy and deliver development that will sustain our town, it is recommended that Council proceed with and authorise the CEO to publish Draft Local Planning Policy CP3-001 Workforce Accommodation subject to modifications.

**14. CORPORATE SERVICES REPORTS**

14.1 Privacy and Responsible Information Sharing (PRIS) Policy	
<b>Reporting Department:</b>	Corporate Services
<b>Reporting Officer:</b>	Chris Murray – ICT Manager
<b>Accountable Manager:</b>	Wayne Wright – A/Director Corporate Services
<b>Legislation</b>	<i>Local Government Act 1995</i> <i>Privacy and Responsible Information Sharing Act 2024</i>
<b>File Number:</b>	INF/090
<b>Appendices:</b>	Appendix 14.1.A – CP2-006 Privacy and Responsible Information Sharing Policy
<b>Voting Requirement</b>	Simple Majority

**Report Purpose**

Policy establishment and review is undertaken as a matter of good governance and forms part of the role of Council under the *Local Government Act 1995*.

Council is requested to consider and adopt the following policy in response to the *Privacy and Responsible Information Sharing Act 2024* CP2-006 Privacy and Responsible Information Sharing Policy (refer to Appendix 14.1.A).

**Officer's Recommendation:**

*That Council adopt the Shire of Collie CP2-006 Privacy and Responsible Information Sharing Policy (refer to Appendix 14.1.A – CP2-006 Privacy and Responsible Information Sharing Policy).*

**Background:**

Policies and procedures are an essential part of any organisation and facilitate good governance within local government operations. Together, policies and procedures provide a roadmap for day-to-day operations. They ensure compliance with laws and regulations, give guidance for decision-making, and streamline internal processes.

From 1 July 2026 the *Privacy and Responsible Information Sharing Act 2024* (PRIS Act) will come into effect.

The objectives of the PRIS Act include:

- Promote responsible and transparent practices in the handling of personal information.
- Balance the public interests of protecting the privacy of personal information with the free flow of information.
- Provide a mechanism for individuals to complain about alleged interferences with their privacy.
- Promote responsible information security practices.

On 1 July 2025, the Office of the Information Commissioner (the OIC), the Information Commissioner and Deputy Commissioner roles were established.

On 1 July 2025, the provisions of the PRIS Act that establish the administration and functions of the Information Commissioner and the Privacy Deputy Commissioner commenced (Part 2 Division 12 of the PRIS Act).

The State Government has advised that on 1 July 2026, most of the privacy provisions of the PRIS Act (WA) 2024 will commence (other than the notifiable information breach scheme). The privacy provisions commencing on 1 July 2026 include:

- Key concepts and preliminary matters (Part 2 Division 1 of the PRIS Act)
- Information privacy principles (Part 2 Division 2 and Schedule 1 of the PRIS Act)
- Privacy codes of practice (Part 2 Division 3 of the PRIS Act)
- Requests for access to and correction of personal information (Part 2 Division 4 of the PRIS Act)
- Public interest determinations and temporary public interest determinations (Part 2 Division 5 of the PRIS Act)
- Personal information in public registers (Part 2 Division 7 of the PRIS Act)
- Privacy impact assessments (Part 2 Division 8 of the PRIS Act)
- Privacy complaints (Part 2 Division 9 of the PRIS Act)
- Investigations and enforcement (Part 2 Division 10 of the PRIS Act)
- Contracted service providers (Part 2 Division 11 of the PRIS Act)
- General (Part 2 Division 13 of the PRIS Act)

When the relevant provisions commence, the PRIS Act will require entities to follow the Information Privacy Principles (IPP):

- Comply with the IPPs set out in Schedule 1 to the PRIS Act (section 20 and Schedule 1 of the PRIS Act). These provisions have not yet commenced. The Government has stated that they will commence on 1 July 2026.
- Designate a privacy officer for the entity who has responsibilities under the PRIS Act (section 151 of the PRIS Act). The privacy officer must be either the principal officer or another senior officer of the entity. This provision has not yet commenced. The Government has stated it will commence on 1 July 2026.
- Publish a Privacy Policy outlining the entity's practices for handling personal information (IPP 5). This IPP has not yet commenced. The Government has stated it will commence on 1 July 2026.
- Issue Collection Notices to individuals when the entity collects personal information (or as soon as practicable after the information is collected) (IPP 1). This IPP has not yet commenced. The Government has stated it will commence on 1 July 2026.
- Ensure that any personal information disclosed in a public register that the entity is responsible for administering is used for a purpose related to the purpose of the register or the written law under which the register is maintained (section 76 of the PRIS Act). This provision has not yet commenced. The Government has stated it will commence on 1 July 2026.
- Publish an information breach policy which sets out the procedures to be followed in the event the public entity reasonably suspects that a notifiable information breach has occurred (section 73 of the PRIS Act). This provision has not yet commenced. The Government has stated it will commence on 1 January 2027.
- Undertake a privacy impact assessment before performing a high privacy impact function or activity (section 79 of the PRIS Act). This provision has not yet commenced. The Government has stated it will commence on 1 July 2026.

- Notify the Information Commissioner and any affected individuals of a notifiable information breach (Part 2 Division 6 of the PRIS Act). This division has not yet commenced. The Government has stated it will commence on 1 January 2027.

The PRIS Act will give individuals the right to make a privacy complaint to the Information Commissioner. Under the PRIS Act, the Information Commissioner may decline to deal with a privacy complaint if the individual has not first complained to the IPP entity (section 90(1) of the PRIS Act). Therefore, agencies should also develop an internal procedure for handling and dealing with privacy complaints from individuals that aligns with the requirements of Part 2 Division 9 the PRIS Act. The provisions relating to privacy complaints have not yet commenced.

### **Statutory and Policy Implications:**

Policy review is undertaken as a matter of good governance with some policies being required under the Local Government Act 1995. Strategic policies that set governing principles and guide the direction of the organisation to align with community values and aspirations, are outlined in section 2.7 of the Local Government Act 1995.

#### **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.*

**Privacy and Responsible Information Sharing Act 2024**

**6. Public entities**

- (1) A public entity is -  
(d) a local government, regional local government or regional subsidiary;

**14. IPP entities**

- (1) An IPP entity is —  
(a) a Minister; or  
(b) a Parliamentary Secretary;  
(c) or a public entity;  
(d) or a contracted service provider.

**Schedule 1**

**Principle 5: Openness and transparency**

- 5.1 An IPP entity must develop a document setting out policies on its handling of personal information and must make the document available to anyone who requests it.
- 5.2 A document referred to in subclause 5.1 must be up-to-date, clear, concise and expressed in plain language.
- 5.3 On request by a person, an IPP entity must take reasonable steps to let the person know, generally —  
(a) the kinds of personal information that the IPP entity collects and holds; and  
(b) how the IPP entity handles personal information; and  
(c) the purposes for which the IPP entity handles personal information; and  
(d) whether any personal information held by the IPP entity is used for an automated decision-making process.

**Budget Implications:**

This report does not have any direct budget implications.

**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		
<b>GOAL:</b>	5	Our Organisation
<b>Objective:</b>	5.1	Innovative leadership, forward planning, and mutually beneficial partnerships
<b>Strategic Priority:</b>	5.1.5	To imbed our strategic priorities throughout the organisation

**Relevant Precedents:**

Guided by the principles of good governance, policies reflect the current position of Council on a variety of matters. Council reviews its policies regularly based either on a periodic full Policy Manual review or consideration of an individual Policy on an ad hoc basis due to the urgency of the matter or changes in legislation.

**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	Privacy and Responsible Information Sharing (PRIS) Policy	
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.	
Risk Category Assessed Against (	Health	N/A
	Financial	PRIS legislation contains penalties including fines.
	Service Interruption	N/A
	Legal and Compliance	Possible legal action on breach
	Reputational	Possible headline exposure from data breach
	Environmental	N/A
	Property	N/A

**Comment:**

The Privacy and Responsible Information Sharing (PRIS) Policy will provide the required guardrails and requirements to meet the PRIS legislation and will be supported by additional Shire Administrative Policies and procedural documents with the specific actions.

Adoption of the policy will enable Council to meet their obligations in accordance with the Information Privacy Principles contained in the *Privacy & Responsible Sharing Act (WA) 2024*.

14.2 Financial Management Report – March 2026	
<b>Reporting Department:</b>	Corporate Services
<b>Reporting Officer:</b>	Geoff Lawrence – Finance and Business Excellence Coordinator
<b>Accountable Manager:</b>	Wayne Wright – A/Director Corporate Services
<b>Legislation</b>	<i>Local Government Act 1995 &amp; Financial Management Regulations 1996</i>
<b>File Number:</b>	FIN/024
<b>Appendices:</b>	Appendix 14.2.A – Financial Report – March 2026
<b>Voting Requirement</b>	Simple Majority

### Report Purpose

To provide a summary of the financial position for the Shire of Collie for the month ending 31 March 2026.

### Officer's Recommendation:

*That Council receive the Financial Management Report for 31 March 2026 as presented in Appendix 14.2.A.*

### 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		
<b>GOAL:</b>	5	Our Organisation
<b>Objective:</b>	5.1	Innovative leadership, forward planning, and mutually beneficial partnerships
<b>Strategic Priority:</b>	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 – March 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.														
Risk Category	<table border="0"> <tr> <td>Health</td> <td>N/A</td> </tr> <tr> <td>Financial</td> <td>Not monitoring ongoing financial performance would increase the risk of a negative impact on the financial position.</td> </tr> <tr> <td>Service Interruption</td> <td>N/A</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>Non-compliance that results in a qualified audit can lead stakeholders to question the Council’s ability to manage finances effectively.</td> </tr> <tr> <td>Environmental</td> <td>N/A</td> </tr> <tr> <td>Property</td> <td>N/A</td> </tr> </table>	Health	N/A	Financial	Not monitoring ongoing financial performance would increase the risk of a negative impact on the financial position.	Service Interruption	N/A	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	N/A	Property	N/A
Health	N/A														
Financial	Not monitoring ongoing financial performance would increase the risk of a negative impact on the financial position.														
Service Interruption	N/A														
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	N/A														
Property	N/A														

**Comment:**

The financial statements provided in Appendix 14.2.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 31 March 2026:

- Income is over budget by 1.19%; and
- Expenditure is under budget by 8.76%.

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.

**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. %	
	\$	%	
<b>Revenue from operating activities</b>			
<b>Interest revenue</b>	52,433	21.59%	▲
Mainly relates to interest on overdue rates			
<b>Other revenue</b>	(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.			
<b>Expenditure from operating activities</b>			
<b>Employee costs</b>	810,096	14.27%	▲
Timing variance. Due to current vacancies and internal cost allocations.			
<b>Other expenditure</b>	175,076	36.27%	▲
Timing variance, mainly relates to plant on costs and labour overheads.			
<b>Inflows from investing activities</b>			
<b>Proceeds from disposal of assets</b>	(166,600)	(89.28%)	▼
Currently only two motor vehicles have been traded in and replaced.			
<b>Outflows from investing activities</b>			
<b>Acquisition of property, plant and equipment</b>	288,110	23.38%	▲
Timing variance between budget and purchase of assets			
<b>Outflows from financing activities</b>			
<b>Transfer to reserves</b>	(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.			
<b>Surplus or deficit at the start of the financial year</b>	1,593,142	1681.59%	▲
Higher surplus than originally anticipated due to more grants income in 2025 than originally forecast.			
<b>Surplus or deficit after imposition of general rates</b>	2,062,967	86.69%	▲

14.3 Accounts Paid – 16 March to 15 April 2026	
<b>Reporting Department:</b>	Corporate Services
<b>Reporting Officer:</b>	Geoff Lawrence – Finance and Business Excellence Coordinator
<b>Accountable Manager:</b>	Wayne Wright – A/Director Corporate Services
<b>Legislation:</b>	<i>Local Government Act 1995 &amp; Local Government (Financial Management) Regulations 1996</i>
<b>File Number:</b>	FIN/024
<b>Appendices:</b>	Appendix 14.3.A – List of Accounts Paid
<b>Voting Requirement</b>	Simple Majority

**Report Purpose**

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

**Officer's Recommendation:**

*That Council receives the List of Accounts paid for the period 16 March 2026 to 15 April 2026 as presented in Appendix 14.3.A totalling \$ 1,003,053.90.*

**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		
<b>GOAL:</b>	5	Our Organisation
<b>Objective:</b>	5.1	Innovative leadership, forward planning, and mutually beneficial partnerships
<b>Strategic Priority:</b>	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 March 2026 to 15 April 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.	
Risk Category	Health	N/A
	Financial	That payments are not made in accordance with Shire’s policies and procedures.
	Service Interruption	N/A
	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	N/A
Property	N/A	

**Comment:**

A listing of payments is included in Appendix 14.3.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**

Members have the ability to submit notices of questions between meetings and up to a time prescribed in standing orders before a meeting.

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

**18. ANNOUNCEMENTS BY THE PRESIDING MEMBER AND COUNCILLORS**

**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**

In accordance with Section 5.23(2)(b) of the Local Government Act 1995, the following Item 20.1 is confidential.

20.1 Employee Matter	
<b>Reporting Department:</b>	Chief Executive Office
<b>Reporting Officer:</b>	Phil Anastasakis – Chief Executive Officer
<b>Accountable Manager:</b>	Phil Anastasakis – Chief Executive Officer
<b>Legislation</b>	<i>Local Government Act 1995</i>
<b>File Number:</b>	GOV/001
<b>Appendices:</b>	Confidential 20.1.A
<b>Voting Requirement</b>	Simple Majority

**21. CLOSE**

There being no further business the Presiding Officer to declare the meeting closed.

**Risk Category Consequence Table – Guideline**

Rating (Level)	Health	Financial Impact	Service Interruption	Legal and Compliance	Reputational	Environmental	Property
<b>Insignificant (1)</b>	Near-Miss or First Aid	Less than \$10,000	No material service interruption	<b>Compliance</b> - No noticeable regulatory or statutory impact. <b>Legal</b> – Threat of litigation requiring small compensation. <b>Contract</b> – No effect on contract performance.	Unsubstantiated, low impact, low profile or ‘no news’ item. <b>Example:</b> Gossip, Facebook item seen by limited person.	Contained, reversible impact managed by on site response.	Inconsequential or no damage.
<b>Minor (2)</b>	Medical type injuries	\$10,001 - \$50,000	Short term temporary interruption – backlog cleared < 1 day	<b>Compliance</b> - Some temporary non compliances. <b>Legal</b> – Single minor litigation. <b>Contract</b> – Results in meeting between two parties in which one party expresses concern.	Substantiated, low impact, low news item <b>Example:</b> Local paper/Industry news article, Facebook item seen by multiple groups.	Contained, reversible impact managed by internal response.	Localised damage rectified by routine internal procedures.
<b>Moderate (3)</b>	Lost time injury	\$50,001 - \$300,000	Medium term temporary interruption – backlog cleared by additional resources < 1 week	<b>Compliance</b> - Short term non-compliance but with significant regulatory requirements imposed. <b>Legal</b> – Single moderate litigation or numerous minor litigations. <b>Contract</b> – Receive verbal advice that, if breaches continue, a default notice may be issued.	Substantiated, public embarrassment, moderate impact, moderate news profile. <b>Example:</b> State-wide paper, TV news story.	Contained, reversible impact managed by external agencies.	Localised damage requiring external resources to rectify.
<b>Major (4)</b>	Long-term disability / multiple injuries	\$300,001 - \$1.5 million	Prolonged interruption of services – additional resources; performance affected < 1 month	<b>Compliance</b> - Non-compliance results in termination of services or imposed penalties. <b>Legal</b> – Single major litigation or numerous moderate litigations. <b>Contract</b> – Receive/issue written notice threatening termination if not rectified.	Substantiated, public embarrassment, high impact, high news profile, third party actions. <b>Example:</b> Australia wide news stories. Regulatory/Political commentary involvement.	Uncontained, reversible impact managed by a coordinated response from external agencies.	Significant damage requiring internal & external resources to rectify.
<b>Catastrophic (5)</b>	Fatality, permanent disability	More than \$1.5 million	Indeterminate prolonged interruption of services – non-performance > 1 month	<b>Compliance</b> - Non-compliance results in litigation, criminal charges or significant damages or penalties. <b>Legal</b> – Numerous major litigations. <b>Contract</b> – Termination of contract for default.	Substantiated, public embarrassment, very high multiple impacts, high widespread multiple news profile, third party actions. <b>Example:</b> Worldwide news, focused articles (e.g. 60 minutes). Regulatory/Political oversight and involvement.	Uncontained, irreversible impact.	Extensive damage requiring prolonged period of restitution. Complete loss of plant, equipment & building.

Risk – Likelihood Table			
Level	Rating	Description	Frequency
5	Almost Certain	The event is expected to occur in most circumstances	More than once per year
4	Likely	The event will probably occur in most circumstances	At least once per year
3	Possible	The event should occur at some time	At least once in 3 years
2	Unlikely	The event could occur at some time	At least once in 10 years
1	Rare	The event may only occur in exceptional circumstances	Less than once in 15 years

Level of Risk Guide						
Consequence		Insignificant	Minor	Moderate	Major	Catastrophic
Likelihood		1	2	3	4	5
Almost Certain	5	Moderate (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
Likely	4	Low (4)	Moderate (8)	High (12)	High (16)	Extreme (20)
Possible	3	Low (3)	Moderate (6)	Moderate (9)	High (12)	High (15)
Unlikely	2	Low (2)	Low (4)	Moderate (6)	Moderate (8)	High (10)
Rare	1	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)

### Shire of Collie Risk Acceptance Criteria

Risk Rank	Description	Criteria	Responsibility	Entered on Risk Register
<b>LOW (1-4)</b>	Acceptable	Risk acceptable with adequate controls, managed by routine procedures and subject to annual monitoring	Operational Manager	No
<b>MODERATE (5-9)</b>	Monitor	Risk acceptable with adequate controls, managed by specific procedures and subject to semi-annual monitoring	Operational Manager	No
<b>HIGH (10-16)</b>	Urgent Attention Required	Risk acceptable with excellent controls, managed by senior management / executive and subject to monthly monitoring	Director / CEO	Yes
<b>EXTREME (20-25)</b>	Unacceptable	Risk only acceptable with excellent controls and all treatment plans to be explored and implemented where possible, managed by highest level of authority and subject to continuous monitoring	CEO / Council	Yes

### RISK ASSESSMENT

Inherent Risk	The level of risk in place in order to achieve the objectives of the Council and before actions are taken to alter the risk's impact or likelihood.
Residual Risk	The remaining level of risk following the development and implementation of Council's response.
Strategic Context	These risks are associated with achieving Council's long term objectives.
Operational Context	These risks are associated with the day-to-day activities of the Council.
Project Context	<p>Project risk has two main components:</p> <ul style="list-style-type: none"> <li>• Direct refers to the risks that may arise as a result of project, which may prevent the Council from meeting its objectives.</li> <li>• Indirect refers to the risks which threaten the delivery of project outcomes.</li> </ul>

### Shire of Collie Existing Controls Ratings

Rating	Foreseeable	Description	
<b>Effective</b>	More than what a reasonable person would be expected to do in the circumstances. There is <u>little</u> scope for improvement.	Documentation	Processes (Controls) fully documented, with accountable 'Control Owner'.
		Operating Effectiveness	Subject to ongoing monitoring and compliance to process is assured.
		Design Effectiveness	Reviewed and tested regularly.
<b>Adequate</b>	Only what a reasonable person would be expected to do in the circumstances. There is <u>some</u> scope for improvement.	Documentation	Processes (Controls) partially documented, with a clear 'Control Owner'.
		Operating Effectiveness	Limited monitoring, ad-hoc approach and compliance to process is generally in place,
		Design Effectiveness	Reviewed and tested but not regularly.
<b>Inadequate</b>	Less than what a reasonable person would be expected to do in the circumstance. There is a <u>need</u> for improvement or action.	Documentation	Processes (Controls) not documented or no clear 'Control Owner'.
		Operating Effectiveness	No monitoring or compliance to process is not assured.
		Design Effectiveness	Have not been reviewed or tested for some time