



Shire of
Collie

Explore. Discover. Connect.



Corporate Business Plan

2026/27 – 2029/30

Adopted May 2026

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SHIRE OF COLLIE

If you seek further information or have any questions relating to this Plan please contact:

Shire of Collie Administration Centre
87 Throssell Street | Locked bag 6225
COLLIE WA 6225
Tel: 9734 9000
colshire@collie.wa.gov.au
www.collie.wa.gov.au

Prepared by: Shire of Collie

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Our Vision

Collie - Nature at our doorstep, community at heart.

Our Mission

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

Our Values

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

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

Our Commitment to Community

We will lead the delivery of our vision

We will support local business wherever possible

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

We will encourage, welcome and value feedback

We will encourage, support and advocate for our community

PLANNING FRAMEWORK

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

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

- a) Set out, consistently with any relevant priorities in the Strategic Community Plan, a local government’s priorities for dealing with the objectives and aspirations of the community in the district;
- b) Govern a local government’s internal business planning by expressing a local government’s priorities by reference to operations that are within the capacity of the local government’s resources; and
- c) Develop and integrate matters relating to reour4ces, including asset management, workforce planning and long-term financial planning.

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

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



Strategic Community Plan

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

The following key strategic objectives were defined within the Plan:

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

Corporate Business Plan

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

Workforce Plan

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

The Shire seeks to:

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

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

Long Term Financial Plan

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

The principles that guide the terms of the plan include:

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

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

Asset Management Plan

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

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

Service Delivery

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

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

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

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

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

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

Strategic Actions and Timeframes

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

1.2	Community connection, engagement and participation	1.2.1	To support and promote vibrant community events and activities in Collie	1.2.1.1	Engage clubs and groups with the annual community expo	✓	✓	✓	✓		
		1.2.2	To work with sporting clubs and community groups to promote volunteering and increase participation	1.2.2.1	Encourage club and group involvement in community programs	✓	✓	✓	✓		
		1.2.3	To work with sporting clubs and community groups to facilitate regular communication and stakeholder involvement	1.2.3.1	Engage with clubs and groups to determine and establish regular communication mechanisms and involvement	✓	✓	✓	✓		
2. OUR ECONOMY											
#	Objective	#	Strategic Priority	#	Actions	2026/27	2027/28	2028/29	2029/30	Status	Annual Update
2.1	Economic development	2.1.1	Support the State Government Collie's Just Transition initiatives to achieve economic diversification and sustainability	2.1.1.1	Monitor the Local Planning Scheme No. 6 to enable increased land use flexibility and appropriately zoned land	✓	✓	✓	✓		
				2.1.1.2	Work with Development WA to progress the opportunities identified in the South West Industrial Land Study	✓	✓	✓	✓		
		2.1.2	To work with State Government, business and landowners to ensure appropriate serviceable industrial land availability	2.1.2.1	Progress the expansion of the Light Industrial Area	✓	✓	✓	✓		
				2.1.2.2	Progress the Coolangatta Structure Plan in collaboration with the State Government	✓	✓	✓	✓		
		2.1.3	To progress the Collie airstrip site for investment by the aviation industry	2.1.3.1	To support where possible the implementation the airport masterplan to enable new industry investment, including the	✓	✓	✓	✓		

					State Government's attraction of new industries to the Shire						
				2.1.3.2	Encourage commercial business opportunities at the airfield through the ongoing implementation of the airport masterplan	✓	✓	✓	✓		
		2.1.4	Advocate for new industry while supporting existing businesses and encouraging local employment	2.1.4.1	Develop and implement the outcomes of a tourism and economic development strategy	✓	✓	✓	✓		
2.2	Tourism promotion and attractions	2.2.1	To support the tourism and marketing capability within Collie with a focus on destination marketing.	2.2.1.1	Engage tourism and marketing resources to implement strategy actions			✓	✓		
				2.2.1.2	Collaborate with regional marketing agencies and local service providers to extend marketing reach	✓	✓	✓	✓		
		2.2.2	To optimise the value to the community of the various investments in trail installation	2.2.2.1	Optimise awareness of trail opportunities and their attraction to the community and visitors through all marketing avenues.	✓	✓	✓	✓		
				2.2.2.2	Facilitate opportunities to promote the Collie Trails Strategy	✓	✓	✓	✓		
		2.2.3	To plan for a new cultural and heritage museum to celebrate Collie's unique history	2.2.3.1	Work with the Coalfields Museum to establish long term plans for the museum	✓	✓				
				2.2.3.2	Assist the Coalfields Museum to design and undertake a business plan for a new museum initiatives in readiness for funding applications	✓	✓				

3. OUR BUILT ENVIRONMENT

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

3.2	Sound land planning and building strategies and schemes	3.2.1	To monitor and revise where required the Local Planning Strategy to ensure residential and industrial chapters are consistent with emerging needs	3.2.1.1	Review the Housing Strategy for Collie	✓	✓				
				3.2.1.2	Review and update the housing chapter of the Local Planning Strategy			✓			
				3.2.1.3	Prepare a Collie Urban Infill Toolkit		✓				
		3.2.2	To facilitate public/private partnerships to enable appropriate affordable housing	3.2.2.1	Advocate on behalf of the private sector to plan and build new housing	✓	✓	✓	✓		
				3.2.2.2	Partner with government and/or the private sector to build housing on Shire owned land	✓	✓	✓	✓		
		3.2.3	To prepare a car parking and access strategy addressing commercial and visitor needs in the town centre	3.2.3.1	Progress initiatives to optimise customer and visitor parking in town centre locations				✓		
		3.2.4	To undertake ongoing Strategic Land Use Planning to address the changing needs of Collie	3.2.4.1	Perform land use planning studies as required	✓	✓	✓	✓		

4. OUR NATURAL ENVIRONMENT											
#	Objective	#	Strategic Priority	#	Actions	2026/27	2027/28	2028/29	2029/30	Status	Annual Update
4.1	A high standard of sustainable waste services	4.1.1	To integrate and optimise waste technology opportunities within Shire operations to extend the life of the Collie waste site	4.1.1.1	Establish and maintain an operational agreement with Renergi to enable sustainable integrated waste management practices in Collie	✓					
		4.1.2	To implement measures to reduce waste to landfill	4.1.2.1	Establish and implement actions to minimise waste to landfill	✓	✓	✓	✓		
		4.1.3	To implement strategies associated with the future closure and rehabilitation of the Collie waste disposal site	4.1.3.1	Monitor and manage the landfill closure plan with optimal fill levels and staged remediation	✓	✓	✓	✓		
4.2	Conservation of our natural environment	4.2.1	To facilitate measures to optimise the quality and amenity of the river and its surrounding environment.	4.2.1.1	Progressively implement the recommendations of the river strategy on advice of the Townscape and Environment Committee within the financial constraints of Council	✓	✓	✓	✓		
		4.2.2	To seek external funding and increase community capacity to remove weeds and pests on Shire reserves	4.2.2.1	Seek State and Federal government and private sector funding	✓	✓	✓	✓		
				4.2.2.2	Collaborate with adjacent local authorities and natural resource management agencies to deliver environmental enhancement and mitigation projects	✓	✓	✓	✓		
				4.2.2.3	Support existing and new local community groups to undertake local open space restoration projects	✓	✓	✓	✓		

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

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

Plan Assumptions and Sensitivities

Planning for a Sustainable Future

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

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

Assumptions

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

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

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

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

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

Forecast Statement of Funding

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

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

Measuring Success

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

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

Our Community

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

Our Economy

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

Our Built Environment

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

Our Natural Environment

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

Our Organisation

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

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

Acknowledgement

The Shire of Collie acknowledges the traditional custodians of the Collie area, the Noongar people and we pay our respects to Elders past, present and emerging.

Thanks to the community

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