



Shire of
Collie

MINUTES

of the

TOURISM & ECONOMIC DEVELOPMENT COMMITTEE

held on

Thursday, 06 August 2026



Contents

1.	OPENING/ATTENDANCE/APOLOGIES	2
1.	DISCLOSURE OF FINANCIAL INTEREST	2
2.	PETITIONS/DEPUTATIONS/PRESENTATIONS/SUBMISSIONS	2
3.	CONFIRMATION OF THE PREVIOUS MINUTES OF COMMITTEE MEETING.....	3
4.	BUSINESS ARISING FROM THE PREVIOUS MINUTES	3
5.	OFFICER REPORTS	4
5.1	Economic Development & Tourism Strategy and Action Plan – Project Plan.	4
5.2	Update - Shire of Collie and South32 Social Investment Agreement	7
6.	GENERAL BUSINESS	11
7.	TERMS OF REFERENCE	11
8.	CLOSE AND NEXT MEETING	11

Minutes for the Shire of Collie Tourism and Economic Development Committee Meeting held in the Council Chambers, 87 Throssell Street Collie, on Thursday, 06 August 2026

The Presiding Member, Cr. Michelle Smith, declared the meeting open at 3:00pm and welcomed independent members, councillors and staff.

1. OPENING/ATTENDANCE/APOLOGIES

Appointed Members

Cr Michelle Smith	Councillor
Cr Joe Italiano	Councillor
Cr Rob Wells	Councillor
Phil Anastasakis	Chief Executive Officer
Alex Wiese	Director Development Services

Staff – Non Members

Melissa Souter-Robertson	Tourism & Economic Development Coordinator
Tamara Vening	Development Services Administration Officer

1. DISCLOSURE OF FINANCIAL INTEREST

Forms available for declaration on request.

2. PETITIONS/DEPUTATIONS/PRESENTATIONS/SUBMISSIONS

2.1 Presentation by Deles Delta on Item 6.1

Presented by Anna Wilson, general manager.

1. Project overview
2. Scope
3. Outputs and timeframes
4. Engagement overview

Committee Decision:

Moved: *Cr Italiano* **Seconded:** *Cr Wells*

That Council suspend Standing Orders.

For: *Cr Smith, Cr Italiano, Cr Wells, Phil Anastasakis, Alex Wiese.*

Against: *Nil*

Carried: 5/0

Committee Decision:**Moved:** *Cr Smith***Seconded:** *Cr Wells**That Council suspend Standing Orders.***Carried: 5/0****For:** *Cr Smith, Cr Italiano, Cr Wells, Phil Anastasakis, Alex Wiese.***Against:** *Nil***3. CONFIRMATION OF THE PREVIOUS MINUTES OF COMMITTEE MEETING**

Not applicable

4. BUSINESS ARISING FROM THE PREVIOUS MINUTES

Not applicable

5. OFFICER REPORTS

5.1 Economic Development & Tourism Strategy and Action Plan – Project Plan	
Reporting Department:	Development Services
Reporting Officer	Melissa Souter-Robertson – Tourism & Economic Development Coordinator
Accountable Manager:	Alex Wiese – Director Development Services
Legislation	Not applicable
File Number:	EDV/008
Appendices:	Appendix 5.1.A – ED&T Project Plan Appendix 5.1.B – ED&T Stakeholder Engagement Plan
Voting Requirement	Simple Majority

Report Purpose:

For the Committee to receive an update on the development of the Shire of Collie Economic Development and Tourism Strategy and corresponding Action Plan.

Officer's Recommendation/Committee Decision:

Moved: Cr. Smith

Seconded: Cr Wells

That the Committee:

- 1. Received the Project Plan and Stakeholder Engagement Plan for the development of the Economic Development and Tourism Strategy and Action Plan prepared by Delos Delta contained in appendices 5.1.A and 5.1.B; and*
- 2. Notes further updates and a report will be prepared for Council upon completion of the project, to enable consideration and endorsement of the new Shire of Collie Economic Development and Tourism Strategy.*

Carried: 5/0

For: Cr Smith, Cr Italiano, Cr Wells, Phil Anastasakis, Alex Wiese.

Against: Nil

Background:

At the Ordinary Council Meeting on 10 June 2025, Council received the final update on the Shire's achievements under the 2021–2025 Collie Tourism Marketing Strategy and Destination Management Plan (TMS&DMP). The report noted the plan's expiry and outlined that a new strategy would be developed in 2026, funded through the Shire's Social Investment Agreement with South32 Worsley Alumina.

A review of options in late 2025 determined that the new plan should integrate economic development and tourism, developed with support from a specialised consultancy.

Consequently, a project scope for a Shire of Collie Economic Development and Tourism Action Plan (ED&T) was advertised, and a request for quotes was issued in March 2026. Eleven submissions were received, and two shortlisted consultancies were interviewed. Following evaluation, Delos Delta was selected as the preferred consultancy to develop the Strategy.

An initiation meeting with Delos Delta and Shire Staff was held on 27 May 2026. Delos Delta subsequently prepared a Project Plan detailing the overall approach, stakeholder engagement process, key outputs, and project timeline.

Statutory and Policy Implications:

The report and the Shire of Collie Social Investment Agreement with South32 Worsley Alumina complies with the Council CP1-023 – Community Benefit Fund Policy.

Budget Implications:

The project is fully funded in the 2026/27 budget through the Shire of Collie 3-year \$ 300,000-per-year Social Investment Agreement with South32 Worsley Alumina. Delos Delta was the successful expression of interest applicant with a submitted price of \$42,920 (inclusive of travel).

Budget – Whole of Life Cost:

Costs associated with implementing the Action Plan and reviewing the Strategy will be considered as part of Council's annual budget process. Initiatives and projects are intended to be funded either through the Shire's Social Investment Agreement with South32 Worsley Alumina or allocated to be the responsibility of the relevant project owner.

Communications / Consultation Requirements:

The appointed consultant will work with key stakeholders to develop the Economic Development & Tourism Strategy and Action Plan as outlined in the Project Plan.

Strategic Implications:

STRATEGIC COMMUNITY PLAN AND CORPORATE BUSINESS PLAN		
GOAL:	2	Our Economy
Objective:	2.1	Economic Development
Strategic Priority:	2.1.1	Support the State Government Collie's Just Transition initiatives to achieve economic diversification and sustainability.
Objective	2.2	Tourism promotion and attractions
Strategic Priority:	2.2.1	To support the tourism and marketing capability within Collie with a focus on destination marketing.

Relevant Precedents:

Council has previously adopted the 2021 Tourism Marketing Strategy and Destination Management Plan, and the new ED&T strategy will supersede this.

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	Economic Development & Tourism Strategy and Action Plan – Project Plan	
Inherent Risk Rating (prior to treatment or control)	Low (1 - 4)	
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)	Low (1 - 4)	
Risk Category	Health	N/A
	Financial	Initiatives and projects funded through the Shire’s partnership with South32 Worsley Alumina, or allocated to the relevant project owner.
	Service Interruption	N/A
	Legal and Compliance	N/A
	Reputational	Not progressing with the Strategy risks renewal of the South32 Social Investment Agreement and the perception of Collie’s future.
	Environment	N/A
	Property	N/A

Comment:

The Shire of Collie (Shire) completed its Tourism Marketing Strategy & Destination Management Plan in 2021, successfully implementing many actions that have enhanced Collie’s reputation as a tourism destination. However, rather than renewing the standalone Tourism Marketing Strategy, it is recommended that the Shire plan to embed tourism within a new Economic Development & Tourism Strategy. This approach reflects changes in the local and regional environment, including emerging opportunities, challenges, and evolving community and stakeholder expectations.

The new integrated Economic Development & Tourism Strategy & Action Plan will align tourism initiatives with broader economic development priorities for effective advocacy and action, to position Collie to maximise the benefits of the State Just Transition Plan.

The Economic Development & Tourism (ED&T) Project Plan and Stakeholder Engagement Plan are attached (refer to Appendices 5.1.A and 5.1.B) for the Committee’s endorsement. Feedback from the Committee is welcomed and will inform the ongoing development and implementation of the Strategy. To support this process, Delos Delta has also prepared a presentation for the Committee to facilitate discussion and gather feedback.

5.2 Update - Shire of Collie and South32 Social Investment Agreement	
Reporting Department:	Development Services
Reporting Officer	Melissa Souter-Robertson – Tourism & Economic Development Coordinator
Accountable Manager:	Alex Wiese – Director Development Services
Legislation	Not applicable
File Number:	EDV/008
Appendices:	Confidential Appendix 5.2.A – Shire of Collie Social Investment Agreement with South32 Worsley Alumina
Voting Requirement	Simple Majority

Report Purpose:

For the Committee to receive an update on the South32 Social Investment Agreement.

Officer's Recommendation/Committee Decision:

Moved: Phil Anastasakis

Seconded: Cr Smith

That the Committee notes the update on the Shire of Collie Social Investment Agreement with South32 Worsley Alumina, including the achievements and future projects.

Carried: 5/0

For: Cr Smith, Cr Italiano, Cr Wells, Phil Anastasakis, Alex Wiese.

Against: Nil

Background:

At the Ordinary Council Meeting held on 10 June 2025, Council received an update on the Shire of Collie's Social Investment Agreement (the Agreement) and the status of ongoing discussions regarding a new Agreement for 2025/26 through to 2027/28.

A new Agreement was subsequently developed in alignment with South32's published community investment framework and was confirmed on 24 July 2025. Since then, the Shire has submitted its first update report and acquittal to South32 via the SmartyGrants portal.

Statutory and Policy Implications:

Nil

Budget Implications:

An allocation of \$300,000 per annum (excl. GST) is included in the 2025/2026 budget in line with the Agreement. This amount was also included in the adopted 2026/2027 budget.

Budget – Whole of Life Cost:

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

Communications / Consultation Requirements:

Nil.

Strategic Implications:

STRATEGIC COMMUNITY PLAN AND CORPORATE BUSINESS PLAN		
GOAL:	2	Our Economy
Objective:	2.1	Economic Development
Strategic Priority:	2.1.1	Support the State Government Collie's Just Transition initiatives to achieve economic diversification and sustainability.
Objective	2.2	Tourism promotion and attractions
Strategic Priority:	2.2.1	To support the tourism and marketing capability within Collie with a focus on destination marketing.

Relevant Precedents:

The Shire previously held a Social Investment Agreement with South32 covering the period from 2023 to 2025, which primarily focused on tourism and marketing initiatives and the employment of a dedicated professional (based at the Shire) resource to coordinate and deliver the agreed outcomes.

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	South32 Social Investment Agreement	
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)	Low (1 - 4)	
Risk Category	Health	N/A
	Financial	Initiatives and projects funded through the Shire's partnership with South32 Worsley Alumina are included in the Shire's adopted budget.
	Service Interruption	N/A
	Legal and Compliance	Audited financials and acquittal reports are completed each financial year.

TIER 2 – ‘Low’ or ‘Moderate’ Inherent Risk.		
	Reputational	N/A
	Environment	N/A
	Property	N/A

Comment:

The Shire’s Tourism & Economic Development Coordinator has continued to coordinate initiatives and deliver outcomes as outlined in the new South32 Social Investment Agreement. Summaries below are progress updates against South32’s reporting requirements. The status of current projects under the agreement is as follows:

Economic Development Strategy

Development of an Economic Development & Tourism Strategy and Action Plan (the Strategy) aims to provide a clear vision, identify priority actions, and ensure Collie remains diversified, competitive, and resilient. The Strategy will integrate tourism with broader economic goals and align with regional and state frameworks, with implementation planned for 2026–2028.

Status: In progress. Project mapping and scoping began in January 2026. RFQ released in March 2026; and a consultant was appointed in May 2026. Strategy completion expected by November 2026 for Council approval.

Tourism Strategy Review

Overview: Tourism and Marketing are being integrated into the Economic Development & Tourism Strategy

Status: In progress. Strategy completion expected by November 2026 for Council approval.

Procurement Forum

Overview: The inaugural Collie Procurement Forum & Expo is a single-day event designed to connect local Small to Medium Enterprises (businesses) with large organisations, government agencies, and Tier 1 contractors delivering projects in Collie and the surrounding region. The forum aims to support ‘local buying and spend’, build supplier readiness, and leverage Just Transition projects by showcasing work opportunities and enabling direct engagement between local businesses and procurement decision-makers.

Status: In progress. Discussions with the Collie Chamber of Commerce & Industry, Southwest Development Commission, and Collie Delivery Unit are ongoing. Expressions of interest for exhibitors are open. The event is scheduled for September 2026 at the Miners Institute Building.

Economic and Tourism Data Insights

Overview: To better understand local business activity, resident and tourist spending, and the impact of events and visitation, the Shire is undertaking a 12-month trial of CommBank Council iQ (Council iQ). Council iQ is a data analytics platform designed specifically for local

governments. It uses aggregated and de-identified banking transaction data from over 7 million customers to help councils better understand resident, visitor, and business spending patterns.

Through the use of Council iQ reports will be generated measuring the economic impact of tourism initiatives, events, recreation assets, and major projects, as well as understanding visitor expenditure and resident spending leakage. The key benefits for the Shire are expected to be:

- Better evidence for decision-making
- Economic impact measurement
- Tourism and visitation insights
- Investment attraction support
- Data-driven community planning
- Reduced reliance on surveys and anecdotal information

Status: In progress. July 2026 data will be available by mid-August.

CBD Activation – Pop-Up Shop Pilot Project

This pilot project aims to activate the Collie CBD by partnering with property owners to establish pop-up shops, which are short-term retail offerings operating in vacant stores for periods ranging from a few months to up to 12 months. The project is designed to foster local entrepreneurship and enhance the vibrancy of the town centre.

Status: In progress. The Shire is working with the Collie Chamber of Commerce & Industry and an external pop-up activation specialist. Tenancy activation is expected in late 2026.

Quick Win Tourism Initiatives – Promotional Signage within Wellington National Park

Overview: Installation of promotional signage within Wellington National Park to encourage day visitors and overnight stays in Collie.

Status: In progress. Quotes have been received, and indicative approval obtained from the Department of Biodiversity, Conservation and Attractions. Final design and location of the two signs to be installed is underway. Installation is expected in September 2026. Refer to Appendix 1.

Quick Win Tourism Initiatives – Busselton Airport Posters

Overview: A destination marketing campaign at Busselton Margaret River Airport using seasonal posters to promote Collie, increase brand awareness, and influence travel behaviour. The poster will be updated 4 times a year and the design reviewed annually. Refer to Appendix 2.

Status: Completed. The campaign achieved its objectives, raising Collie's profile as a tourism destination within a key regional gateway and delivering ongoing marketing value. Refer to Appendix 3.

SmartyGrants Program

Overview: Practical grant writing workshops supporting South32's 2026 grants round, aimed at building local capability in preparing strong applications.

Status: Completed. The March 2026 workshop successfully developed local grant writing skills, supporting stronger applications and delivering ongoing community and economic development benefits.

6. GENERAL BUSINESS

6.1 Discuss meeting frequency and dates

6.2 Updates

Tourism WA Image Library Request for image accreditation

7. TERMS OF REFERENCE

7.1 Terms of Reference – refer to Appendix 7.1.A

8. CLOSE

There being no further business, the Presiding Member thanked those present for their attendance and declared the meeting closed at 4:26 pm.