Tourism & Economic Development Committee

29 September 2026

APPENDICES

4.1	Minutes of Tourism and Economic Development Committee – 06 August 2026

Shire of Collie

MINUTES

of the

TOURISM & ECONOMIC DEVELOPMENT COMMITTEE

held on

Thursday, 06 August 2026

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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.

Carried: 5/0

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

Against: *Nil*

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.

Tourism & Economic Development Committee

06 August 2026

APPENDICES

5.1. A	Economic Development and Tourism Strategy Project Plan
5.1. B	Stakeholder Engagement Plan
7.1. A	TEDC Instrument of Appointment and Terms of Reference
1	Wellington NP Promotional Sign Concepts
2 & 3	Busselton Airport Poster Designs and Promotion
5.2. A	Confidential - Social Investment Agreement

Shire of Collie

Tourism & Economic Development Committee
06 August 2026

Attachment 5.1.A

Economic Development and Tourism Strategy Project Plan

ENGAGEMENT PLAN

Economic Development and Tourism Strategy. Shire of Collie

This Engagement Plan (the Plan) will support the design, coordination, and delivery of stakeholder consultation for the Economic Development and Tourism Strategy, (the Strategy). Delos Delta will work with the Shire of Collie, (the Shire) to ensure elements of this Plan are tailored to the stakeholder and organisational context of the Shire.

Engagement with business and stakeholders will be critical to support informed planning, project buy-in, and effective governance and implementation.

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Stakeholder Mapping
Sessions Allocated
Mechanisms
Schedule
Roles and Responsibilities
Communications Material

ENGAGEMENT MECHANISMS

In line with the Shire's requirements, Delos Delta propose the below internal and external engagement mechanisms. The specifics of engagement are open to modification with the Shire, and we welcome the opportunity to find engagement methods that re most appropriate for the Shire and its stakeholders.

Stage	Mechanisms	No	Medium	Audience	Outcome
Stage 2	Briefing Meeting	1	Digital	Tourism & Economic Development Committee	Provide an overview of the work to be completed
Stage 2-3	Workshop	1	Digital or In-Person	Project Team	Discuss and agree working strategy structure and directions
Stage 3	Survey	1	Digital	General Community	Collect quantitative and qualitative data to support the identification of current state strengths, challenges and opportunities and focus areas for economic development and tourism for the Shire
		1	Digital	Key Stakeholders	
	Roundtables	2	In-Person	Key External Stakeholders	Identify current strengths, challenges, and barriers of the Strategy, including the: - Vision and goals - Economy and tourism strengths and weaknesses - Priorities and opportunities - Community vision and wellbeing outcomes
	Workshops	6	In-Person	General Community Councillors Executives Tourism & Economic Development Committee General Staff	
Stage 4	Findings Workshop	1	Digital	Shire Project Team	Provide key engagement findings including strategic core
	Information Provision	1	Digital	Key Stakeholders	Feedback and socialisation of Strategic Core
	Finalisation Workshop	1	Digital or In-Person	Shire Project Team	Present and finalise Draft Strategy / Action Plan to the Shire for feedback
Stage 5	Presentation	1	Digital	Shire Project Team	Present Final Strategy / Action Plan to the Shire

Stakeholder Mapping

Economic Development and Tourism Strategy. Shire of Collie

INTERNAL STAKEHOLDERS	
Key Stakeholders	**General Staff**
Councillors	All interested staff from across the organisation
CEO	
Executives	
Senior Leadership/Management	
Tourism and Economic Development Committee	
Shire Project Team	

EXTERNAL STAKEHOLDERS			
Local Businesses	**Local Industry**	**Other Government**	**Community**
Accommodation providers Food and drink providers Retail providers Tourism and attractions	South32 Worsley Alumina Synergy Premier Coal Griffin Coal Cannaponics Westrac Training Centre Magnium Australia Green Steel Bluewaters Worley International Graphite Empowered	Collie Chamber of Commerce Collie Visitor Centre Collie River Valley Marketing Group South West Development Commission Collie Delivery Unit (Part of Department of Premier & Cabinet) Regional Development Australia South West Tourism WA Australia's South West Department of Biodiversity, Conservation & Attractions Trails WA Collie Jobs & Skills Centre	Rotary Club of Collie Lions Club of Collie Inc. Collie Mountain Biking Club All other interested community members
Traditional Owners			
TBC			

Note. Delos Delta will work with the Shire to configure appropriate roundtable settings. Phone or online interviews will be organised for follow-ups as required.

Engagement Sessions

Economic Development and Tourism Strategy. Shire of Collie

INTERNAL STAKEHOLDERS	
Workshop Name	**Workshop Audience**
Councillors	As name states
Executives	CEO and Executives
Tourism and Economic Development Committee	As name states
Shire Project Team	As name states
General Staff	General & interested Staff
Economic Development and Tourism Shire Staff	Staff with a focus in economic development and / or tourism

EXTERNAL STAKEHOLDERS	
Workshop/ Roundtable Name	**Audience**
Economic Development and Tourism Roundtable (*invite only)*	Key critical stakeholders from the stakeholder mapping list.
Key External Stakeholders 2 *(invite only)*	Additional external stakeholders from the stakeholder mapping list. Those that would be most beneficial in a roundtable setting.
Key External Stakeholders 3	Additional external stakeholders from the stakeholder mapping list that have not yet been included.
General Community 1	Tourism and Economic Development Focused Community
General Community 2	General Community

Delos Delta's approach to engagement invites collaboration and co-design with direct input into the Strategy development process, and aims to build momentum and buy-in.

In line with the Shire requirements, Delos Delta propose the below internal and external engagement mechanisms. The specifics of engagement are open to modification with the Shire, and we welcome the opportunity to find engagement methods that are most appropriate for the Shire and their stakeholders.

Surveys

Stage	Survey Type	Audience	No.	Medium	Activities	Outcomes	Progress
Stage 3	Community Survey	General Community	1x	Digital	A survey for general community via the Shire communications channels	Collect quantitative and qualitative data to support the identification of current state strengths, challenges and opportunities and focus areas for economic development and tourism for the Shire	To be drafted
Stage 3	Targeted Survey	Key Stakeholders (Economic Development and Tourism)	1x	Digital	A targeted survey for key partners, distributed through internal comms methods		To be drafted

Internal Engagement

Stage	Session	Audience	No.	Medium	Activities	Outcomes	Progress
Stage 2	Briefing meeting	Tourism & Economic Development Committee	1x	Digital	Provide an overview and works to be completed	Discover insights into the current state of economy and tourism in Collie	TBC
Stage 3	Meeting	Economic Development Team Meeting	1x	In-Person	Identify current strengths challenges, and barriers of the Strategy, including the: Vision and goals Economy and tourism strengths and weaknesses Priorities and opportunities Community vision and wellbeing outcomes	Discover challenges, concerns, and ideas amongst key Shire executive team and staff	TBC
	Workshops	General Staff	1x	In-Person			TBC
		Councillors	1x	In-Person			TBC
		Executives	1x	In-Person			TBC
		Economic Development Shire Staff	1x	In-Person			TBC
Stage 4	Findings and Strategic Core Workshop	Shire Project Team	1x	Digital	Provide key engagement findings including strategic core		TBC
	Finalisation Workshop	Shire Project Team	1x	Digital	Present DRAFT Strategy / Action Plan to the Shire for feedback		TBC
Stage 5	Presentation	Shire Project Team	1x	Digital	Present FINAL Strategy / Action Plan to the Shire		TBC

External Engagement

Stage	Session	Audience	No.	Medium	Activities	Outcomes	Progress
Stage 3	Roundtables	Key External Stakeholders *See Stakeholder Mapping*	2x	In-Person	Brief presentation Roundtable external strengths, challenges, and barriers	Discover challenges, concerns, and ideas amongst key external stakeholders	TBC
	Workshop	Key External Stakeholders *See Stakeholder Mapping*	1x	In-Person	Brief presentation Roundtable external strengths, challenges, and barriers		TBC
	Workshop	General Community	2x	In-Person	Brief presentation Workshop vision, aspirations, principles Identify strengths, challenges and opportunities	Discover challenges, concerns, and ideas amongst the community	TBC
Stage 4	Information Provision	Key Stakeholders	1x	Digital	Feedback and socialisation of Strategic Core	Discover final changes that need updating	TBC

Delos Delta propose the below schedule noting it will be adapted as necessary to suit stakeholder preferences.
Note, schedule is in AWST.
In-person engagement is tentatively scheduled for Tuesday 11 to Thursday 13 August 2026.

Time	Duration	Session	Type	Audience *See Stakeholder Mapping*	Medium	Location	Status
TBC July							
10:00am to 11:00am		Briefing meeting	Internal	Tourism & Economic Development Committee	Digital	Teams	Tentative
	n/a	Survey	External	General Community	Digital	Teams	Tentative
	n/a	Survey	External	Key Stakeholders	Digital	Teams	Tentative
In Person Engagement							
Tuesday 11 August 2026							
4:30pm to 5:30pm	1:00	Meeting	Internal	Economic Development Team Meeting	In-Person	Elected M	Tentative
6:00pm to 7:30pm	1:30	Workshop	External	General Community 1	In-Person	TBD	Tentative
Wednesday 12 August 2026							
9:00am to 10:30am	1:30	Roundtable	External	Economic Development and Tourism Roundtable *(invite only)* (Key Stakeholders)	In-Person	TBD	Tentative
11:30am to 1:00pm	1:30	Workshop	Internal	Executives	In-Person	Council C	Tentative
2:00pm to 3:30pm	1:30	Workshop	Internal	Cancel: Economic Development and Tourism Shire Staff REPLACE WITH: General Community 3	In-Person	TBD	Tentative
5:30pm to 7:00pm	1:30	Workshop	External	Key External Stakeholders 3	In-Person	TBD	Tentative
Thursday 13 August 2026							
9:00am to 10:30am	1:30	Workshop	Internal	General Staff	In-Person	Council C	Tentative
11:30am to 1:00pm	1:30	Roundtable	External	Key External Stakeholders 2 *(invite only)*	In-Person	TBD	Tentative
2:00pm to 3:30pm	1:30	Workshop	Internal	Councillors	In-Person	Council C	Tentative
5:30pm to 7:00pm	1:30	Workshop	External	General Community 2	In-Person	TBD	Tentative
Digital Engagement							
Tuesday 25 August 2026							
1:30pm		Findings and Strategic Core Workshop	Internal	Shire Project Team	Digital	Teams	Tentative
Monday 31 August to Monday 07 September 2026							
9:00am		Information Provision	External	Key External Stakeholders	Digital	Teams	Tentative
Friday 2 October – Friday 30 October 2026							
11:00am		Finalisation Workshop	Internal	Shire Project Team	Digital*	Teams	Tentative
Thursday 05 November 2026							
10:00am		Presentation	Internal	Shire Project Team	Digital	Teams	Tentative

ROLES AND RESPONSIBILITIES

To effectively deliver engagement alongside the Shire, Delos Delta anticipates the division of engagement responsibilities as detailed below:

Delos Delta	Shire of Collie
Review all materials, identifying information gaps	Provide material and results from earlier engagement sessions *(where appropriate)*
Review earlier stakeholder materials, highlighting priority areas	Provide all relevant documents and materials
Design engagement material	Leverage networks to invite participants including hard to reach cohorts
Facilitate engagement	Ensure critical stakeholders are engaged
Record observations and discussions	Communicate and promote engagement process to stakeholders
Synthesise engagement observations	Send engagement invitations
	Drive enthusiasm and buy-in
	Manage registrations
	Manage surveys via the Shire's engagement platform

COMMUNICATIONS MATERIAL

Engagement material is recommended to be used as a base for the Shire's communications regarding the project. Material is intended as a draft only and can be adapted and tailored by the Shire as required.

Communications material is provided here: LINK

This document outlines:

1 Internal engagement invitations

- *a* Councillors / Executives
- *b* General Staff

2 External engagement invitations

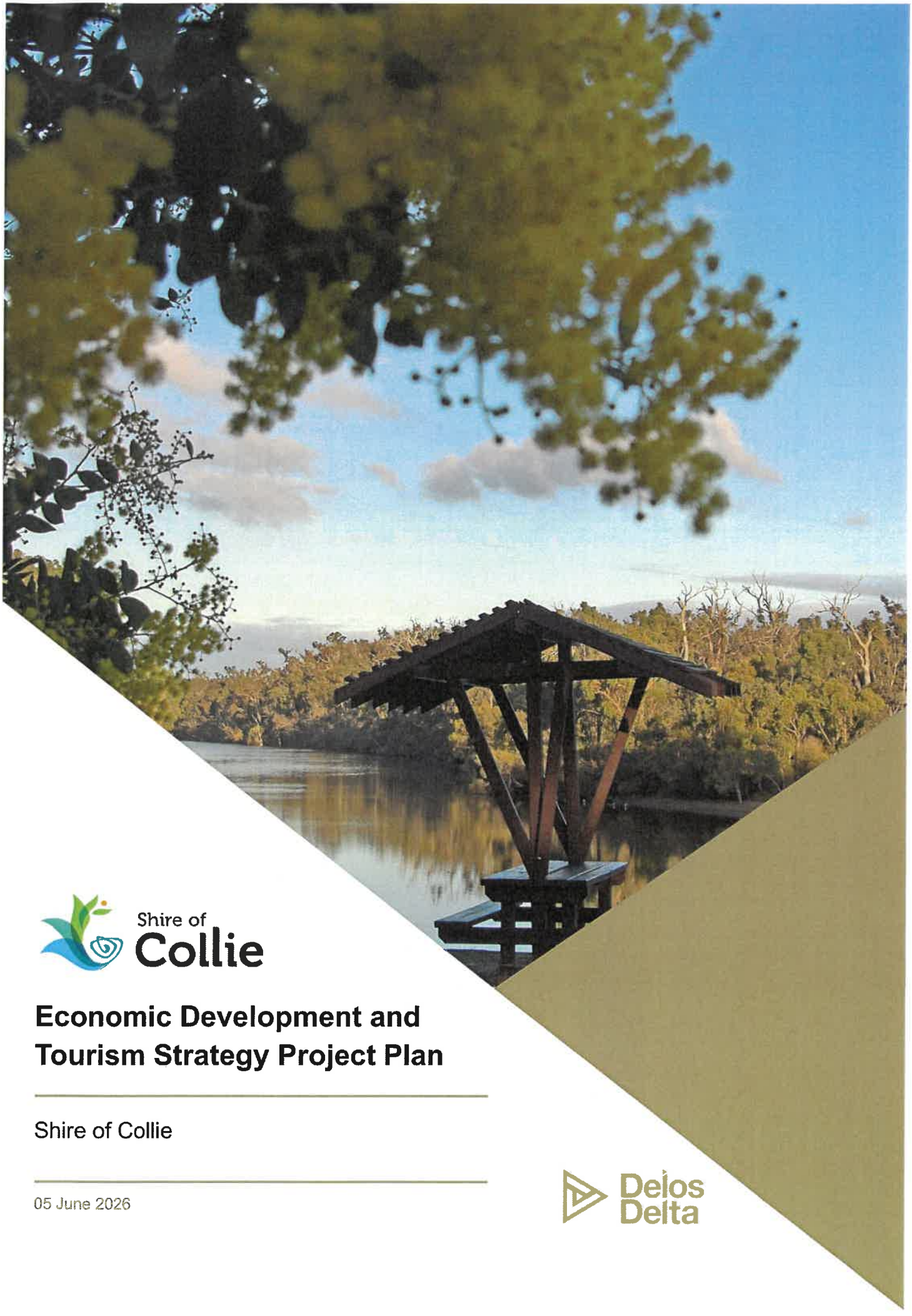
- *a* External Stakeholders
- *b* General Community

Shire of Collie

Tourism & Economic Development Committee
06 August 2026

Attachment 5.1.B

Stakeholder Engagement Plan



Shire of Collie

Economic Development and Tourism Strategy Project Plan

Shire of Collie

05 June 2026

Delos Delta

Economic Development and Tourism Strategy Project Plan

Shire of Collie

05 June 2026

Acknowledgement of Country

Delos Delta would like to acknowledge the Ngunnawal, Ngambri, Boon Wurrung and Wurundjeri Peoples who are the traditional owners of the land on which we work. We would like to express our respect for their Elders past and present.

Delos Delta

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1. Introduction

The Shire of Collie (the Shire) has engaged Delos Delta for the development and delivery of its Economic Development and Tourism Strategy and associated Action Plan. This document outlines, at a high level, the approach to be taken to this project, as well as its scope, process, outputs, and governance.

This Project Plan is considered an update to previous documentation, and will be referred to throughout the delivery of the contract with updates and amendments delivered as required.

Project Objectives

It is understood by Delos Delta that the objectives for this project include:

- Review outcomes of the 2021 Tourism Marketing & Destination Strategy and former Shire report outlining progress against actions
- Review Collie's economic profile, key indicators, forecasting and existing strategies
- Undertake local consultation with stakeholders, operators, community, and government partners and provide a summary report
- Develop a Strategy that considers current market trends, economic opportunities, and visitor needs, the Shire of Collie's role, available budget and the roles and responsibilities of stakeholders
- Develop a clear, prioritised Action Plan with timeframes, responsibilities, resourcing, and reporting milestones, including a monitoring and evaluation framework. Action Plan will focus on initial two-years. Actions beyond are subject to funding/resourcing. A 2-year progress review by Delos Delta will be explored
- Project and action alignment with regional, state, and federal strategies will be provided in a summary table

Key Deliverables

The key deliverables of this project are outlined in the table below.

Key Deliverable	Inclusions
Current State Report	▸ Conduct economic and tourism baseline analysis to interpret the collected data
Stakeholder Engagement	▸ Conduct stakeholder engagement to gain key insights from stakeholders and the community
Engagement Report	▸ Deliver an Engagement Report including key engagement insights from the survey and sessions with the Shire, community, and key stakeholders
One-page Strategy Summary	▸ Showcase the vision, strategic themes and principles
Economic & Tourism Development Strategy (2026–2028) and Action Plan	▸ Deliver the Final Strategy with strategic, economic, and tourism aspirations and pathways that can support the future of economic development and tourism for the Shire and the community ▸ Deliver a detailed and actionable Action Plan, outlining the most effective strategies to implement the Economic Development and Tourism Strategy ▸ The first Draft and Final will be presented to the Shire executives

2. Project Schedule

To deliver the project scope, Delos Delta proposes the following approach and timeline.

TABLE 1. PROJECT SCHEDULE

Stage	Date 2026	Activity	Outputs
Plan	27 May	Conduct project inception meeting.	Project Inception Meeting
	5 June	Develop the Project Plan	Draft Project Plan
	19 June	Incorporate Council feedback and requirements. Continue to review and update project plan as needed	**Project Plan**
	26 June	Develop the Engagement Plan.	**Engagement Plan**
Examine	*TBC July*	Briefing meeting with the Tourism & Economic Development Committee providing an overview and works to be completed. *Note. No current travel to WA lined up for July, briefing to occur online*	**Tourism & Economic Development Committee Briefing Meeting**
	5 to 12 June	The Shire to gather the documents for discovery	The Shire to Provide Key Documents
	16 June	Conduct document discovery	Document Discovery
	Note: Melissa is on leave 22 to 26 June		
	23 June	Develop a Current State Report of economic development and tourism in the Shire. Conduct economic analysis and develop tourism baseline for Strategy foundation. Draft to include a selection of items below, with the remainer to be include in the Final: ▸ Multi-Criteria STEPLE Analysis ▸ Tourism Impact and Market Analysis ▸ Location Quotient Assessment ▸ Future Scenario Analysis ▸ SWOT Analysis ▸ Environmental Scan ▸ Gap Analysis	**Draft Current State Report**

	02 July	The Shire to provide feedback on the Draft Current State Report.	Shire Feedback
	07 July	Action the Shire's feedback and include additional items not included in the Draft from the list above.	**Current State Report**
	10 July	Summarise key current state findings to develop an initial Strategic Core for the EDTS focused around strategic pillars/directions	**Working Draft Strategic Core**
Plan (Concurrent)	02 July	Provide a general list of pages and items that could be included in the Strategy for review and consideration	Strategy Menu
	14 July	Develop basic structure including proposed page layouts. It will not be a design concept, however it will note broadly: ▸ Landscape / portrait preference ▸ The broad Strategy structure ▸ Draft themes / pillars ▸ An early indication of layout and image requirements	**Strategy Wireframe Structure & Layout**
	15 July	Discuss and agree EDTS structure	Shire Feedback
	22 July	Design initial EDTS Concept of 4-8 key pages using mock text.	Initial Strategy Design Concept
Engage	16 July	Develop additional stakeholder engagement materials including the presentation decks.	**Stakeholder Engagement Materials**
	20-24 July	External materials for review by the CEO. .	**CEO Approval of External Materials**
	27 July	Engagement Launch	**Engagement Launch**
	11-13 August	Conduct in-person stakeholder engagement. With additional digital engagement to take place throughout the project.	**In-Person Stakeholder Engagement**
	20 August	Deliver the Engagement Report including key engagement insights from the survey and sessions with the Shire, community, and key stakeholders	Draft Engagement Report
	24 August	The Shire to provide feedback on the Draft Engagement Report	Shire Feedback
	26 August	Engagement Report finalised	**Final Engagement Report**
Analyse	28 August	Develop Working Draft EDTS (Strategic Core)	Working Draft EDTS
	01 September	Present the Draft strategic core for review and feedback.	Strategic Core Presentation

	31 August- 07 September	Shire to share Strategic Core with key stakeholders.	Strategic Core Key Stakeholder Feedback
	11 September	Develop Draft EDTS including: ▸ Introduction and About the Strategy (Purpose, Scope and Vision) ▸ Economic Profile of Collie ▸ Strategic Considerations, Environment Scan and SWOT ▸ Strategic Framework	Draft Economic Development and Tourism Strategy
	15 September	Shire review and provide feedback.	Shire Feedback
	22 September	Apply feedback and develop graphic design based on initial design concept (including Shire Feedback)	**Draft Economic Development and Tourism Strategy (Graphic Design)**
	24 September	Deliver Action Plan including: ▸ Detailed Action Plan ▸ Communications Plan ▪ Marketing and Launch Plan ▸ Monitoring and Evaluation Framework (with suggested analytics/data indicators for assessment)	Draft Action Plan
	01 October	Shire review and provide feedback. *Option for in-person review as calendars align.*	Shire Feedback
	05 October	Address feedback and develop the Final Draft Economic Development and Tourism Strategy / Action Plan.	**Final Draft Economic Development and Tourism Strategy / Action Plan**
	07-21 October	Council & Key Stakeholder Review	Final Feedback
Deliver	26 October	Review the Final Draft Economic Development and Tourism Strategy / Action Plan feedback and implement into the Final Economic Development and Tourism Strategy / Action Plan	**Final Economic Development and Tourism Strategy and Action Plan**
		Showcase the vision, strategic themes and principles	**One-page Summary (Graphic Design)**
	05 November	Presentation of the Final Strategy and Action Plan	**Presentation to the Shire Project Team**
	10 November	The Final Strategy to go to Council for approval	**Council Approval (as required)**

3. Engagement Overview

Delos Delta's proposed engagement approach is outlined below, with a full breakdown of the design, coordination, and delivery of stakeholder consultation in the Engagement Plan. In-person engagement is tentatively scheduled for Tuesday, 11 to Thursday, 13 August 2026.

TABLE 2. ENGAGEMENT OVERVIEW

Stage	Engagement Mechanisms	No	Medium	Audience	Outcome
Stage 2	Briefing Meeting	1	Digital	Tourism & Economic Development Committee	▶ Provide an overview of the work to be completed
Stage 2-3	Workshop	1	Digital or In-Person	Project Team	▶ Discuss and agree working strategy structure and directions
Stage 3	Survey	1	Digital	General Community	▶ Collect quantitative and qualitative data to support the identification of current state strengths, challenges and opportunities and focus areas for economic development and tourism for the Shire
		1	Digital	Key Stakeholders (Economic Development and Tourism)	
	Roundtables	2	In-Person	Key External Stakeholders	▶ Identify current strengths, challenges, and barriers of the Strategy, including but not limited to the: • Vision and goals • Economy and tourism strengths and weaknesses • Priorities and opportunities • Community vision and wellbeing outcomes
	Workshops	2	In-Person	General Community	
		1		Councillors	
		1		Executives	
		1		Tourism & Economic Development Committee	
		1		General Staff	
Stage 4	Findings & Strategic Cor Workshop	1	Digital	Shire Project Team	▶ Provide key engagement findings including strategic core
	Information Provision	1	Digital	Key Stakeholders	▶ Feedback and socialisation of Strategic Core
	Finalisation Workshop	1	Digital or In-Person	Shire Project Team	▶ Present and finalise Draft Strategy / Action Plan to the Shire for feedback
Stage 5	Presentation	1	Digital	Shire Project Team	▶ Present Final Strategy / Action Plan to the Shire

4. Document Discovery

To facilitate collaboration, Delos Delta requires access to documents that will support the delivery of this project. It is understood that in some cases the Shire may need to supply internal documentation. It is important to note that all internal documents supplied to Delos Delta by the Shire will remain confidential and will be protected by Delos Delta's security and privacy processes.

In reference to this project, Delos Delta would like access to:

- 2021 Tourism Marketing & Destination Strategy
- Corporate Business Plan
- Community Strategic Plan
- Annual Report 2024/2025
- Former Shire Reports
- Collie Just Transition Plan
- Other strategic documents or relevant data for the Strategy development

Delos Delta will gladly accept documents beyond the above list, if the Shire considers them relevant. Further information may be requested throughout the project.

Please note that only readily available material needs to be provided.

5. Project Risks & Challenges

The various risks and challenges this project faces are detailed below. With the appropriate project management, stakeholder buy-in, and risk assessment, these challenges can be identified and mitigated.

Potential challenges and Delos Delta's proposed risk mitigation strategies include:

Risk	Impact	Likelihood	Mitigation Measures
Lack of stakeholder support/mandate	High	Low	▶ Comprehensive stakeholder management and engagement plan in place and enacted
Short timeframes	Medium	Medium	▶ Delos Delta has identified staff dedicated to the project for the entire duration and have additional resources available as required
Timing delays	Medium	Medium	▶ Scope clarity, scheduled update meetings, clear understanding of governance and approvals processes
Scope expansion	Low	Low	▶ Agreed Project Plan ▶ Regular review/check-ins
Misalignment of objectives, goals, and outcomes	Medium	Medium	▶ Agreed Project Plan ▶ Regular review/check-ins ▶ Collaborative drafting process ▶ Regular reporting to key internal figures
Ineffective authorising environment	Medium	Low	▶ Detailed project governance arrangements designed and formalised during project initiation
Product Quality	Medium	Low	▶ Quality Assurance systems in place ▶ Agreed deliverables ▶ Stakeholder engagement
Project dependencies	Medium	Medium	▶ Agreed Project Plan ▶ Regular reviews

6. Project Governance

Delos Delta will work with the Shire to ensure this project is delivered efficiently and on time. Subject to confirmation with the Shire, the project governance will be as follows.

TABLE 3. PROJECT GOVERNANCE

Title		Persons	Contact Number
Project Sponsor		Shire of Collie	08 9734 9000
Project Team	Project Director	Alex Wiese	
	Project Lead	Melissa Souter-Robertson	
Project Director (Delos Delta)		Brook Dixon	
Project Coordinator (Delos Delta)		Anna Wilson	
Project Support (Delos Delta)		Anna Flett	

Project Reporting

Delos Delta will work with the project team to enact the following project reporting approaches.

TABLE 4. EDTS PORJECT REPORTING

Mechanism	Purpose	Frequency	Application
Project Team Meeting	To discuss project outputs and progress, and to clarify or provide output feedback	Weekly during planning Fortnightly during delivery	Recurring meeting set up
Project Task Tracker	To monitor and communicate project updates outside of meeting times including assigning tasks	As required, but reviewed during Project Team Meeting	Viewed in the Planner available here
Project Hours Tracker	To report on project hours and budgets. Hours to be shown as a proportion of project phase	Fortnightly	Delos Delta to send as an email at the end of each fortnight.

Shire of Collie

Tourism & Economic Development Committee
06 August 2026

Attachment 7.1.A

Instrument of Appointment and Terms of Reference 2026

Shire of Collie

Explore. Discover. Connect.

TOURISM & ECONOMIC DEVELOPMENT COMMITTEE

INSTRUMENT OF APPOINTMENT & TERMS OF REFERENCE

2026

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1 INTRODUCTION

1.1 The Council of the Shire of Collie (the "Council") establishes this committee under the powers given in Section 5.8 of the *Local Government Act 1995*, the committee to be known as the **TOURISM & ECONOMIC DEVELOPMENT COMMITTEE** - 2026, (the "Committee").

1.2 The Council appoints to the Committee those persons to be members of the Committee by resolution of Council. Membership of the Committee shall, unless otherwise specified, be for a term ceasing on the day prior to local government elections being held. Council may appoint members for a further term at the next available meeting following the elections.

1.3 The Committee provides appropriate advice and recommendations to the Council on matters relevant to its Terms of Reference (ToR). This is in order to facilitate informed decision-making by the Council in relation to the legislative functions and duties of the local government that have not been delegated to the Chief Executive Officer ("CEO").

2 COMMITTEE AIMS & OBJECTIVES – GENERIC

The following objectives are generic to all Council committees:

2.1 To consider, advise and assist the local government in performing specified functions or fulfilling required responsibilities within the Shire of Collie district;

2.2 Where appropriate, to liaise with relevant agencies and other persons in the development, review and testing of Council policy and strategic objectives;

2.3 To carry out research and other activities as directed by the Council or prescribed by the regulations;

2.4 To fulfil the objectives and/or undertake the specific tasks as a Committee of Council specified in 'Section 2 - Committee Aims & Objectives – Generic' and 'Section 3 - Committee Objectives – Specific; and

2.5 To ensure that all members dealings are carried out in accordance with the Shire of Collie Code of Conduct for Council Members, Committee Members and Candidates.

(Details of tasks to be endorsed by Council by resolution when the committee is established or as amended from time to time by Council resolution).

3 COMMITTEE OBJECTIVES - SPECIFIC

The TOURISM & ECONOMIC DEVELOPMENT COMMITTEE shall have the following objectives:

3.1 To focus on the development and implementation of strategic tourism and economic development initiatives aligned to the Shire of Collie Strategic Community Plan.

Any variation to these objectives is not to be considered by the Committee unless approved by Council.

4 MEMBERSHIP

4.1 The Council shall appoint, by Absolute Majority, members for the Committee for a period of two years or until the next Ordinary Council election.

4.2 The members, taken collectively, will have a broad range of skills and experience relevant to the function of the Committee.

4.3 In accordance with provisions of Section 5.9 of the *Local Government Act 1995*, the Committee is to comprise of Councillors, Officers and Other Persons.

5 MANAGEMENT / PROCEDURES

5.1 The formation and conduct of the Committee shall be in accordance with the requirements of the *Local Government Act 1995* and any other statutory requirements.

5.3 The Council shall appoint a Presiding Member and may appoint a Deputy Presiding Member to conduct its business in accordance with the following provisions of Section 5.12 of the *Local Government Act 1995*.

5.4 The Presiding Member shall ensure that business is conducted in accordance with the Shire of Collie Standing Orders and that minutes of the proceedings are kept in accordance with Section 5.22 of the *Local Government Act 1995*.

5.5 Shire of Collie Local Law Standing Orders apply to all Shire of Collie committees.

5.6 Quorum for a meeting shall be at least 50% of the number of offices, whether vacant or not. A decision of the Committee does not have effect unless it has been made by a simple majority.

5.7 A Council Officer shall be appointed by the Council CEO to prepare agendas and minutes on behalf of the Committee.

5.8 The Committee shall meet regularly on an as needs basis at intervals sufficient to administer the affairs of the Committee.

5.9 Minutes of each Committee meeting shall be presented to Council in a format consistent with Council Standing Orders.

5.10 The Council may adopt, amend, reject or refer back to the Committee any issues arising from the minutes.

5.11 The Committee shall not direct Council Staff on any matter as all staffing matters are the responsibility of the Council CEO.

5.12 The Committee shall not raise matters at meetings that are outside of the Committee's Specific Objectives including staffing, administrative or operational matters.

5.13 The Committee will not have the authority or power to commit the Shire of Collie or any association, organisation, group or individual to expenditure without Council endorsement.

5.14 The Committee may call upon consultants or guests with specific expertise or as the need arises and invite them to attend meetings. Such persons shall not be entitled to vote on any decision arising from such meetings.

5.15 No member of the Committee is permitted to make public comment on behalf of the Committee or the Shire of Collie.

6 DELEGATED POWERS

6.1 The Committee is an Advisory Committee and as such, all decisions of the committee shall be presented as recommendations to Council for consideration. Committee recommendations shall not be binding on Council and must be endorsed by Council to take effect.

6.2 The Council reserves the right to delegate powers to the Committee if circumstances require delegation. The Delegation shall be recorded in the Council minutes prior to the delegation being exercised.

7 TERMINATION OF COMMITTEE

Termination of the Committee shall be:

7.1 In accordance with the *Local Government Act 1995*; or

7.2 At the direction of Council; or

7.3 On the specified date.

8 AMENDMENT TO THE INSTRUMENT OF APPOINTMENT AND DELEGATION

8.1 This document may only be altered by the Council through direct resolution of Council.

9 OFFICER(S) RESPONSIBLE FOR MANAGEMENT OF THE COMMITTEE

9.1 The Chief Executive Officer shall appoint an officer relative to the Committee's Terms of Reference to manage the committee. In normal circumstances this is the relevant Director or the Governance Coordinator.

9.2 The appointed officer shall provide the secretarial and administrative support through his/her Directorate.

Shire of Collie

Tourism & Economic Development Committee
06 August 2026

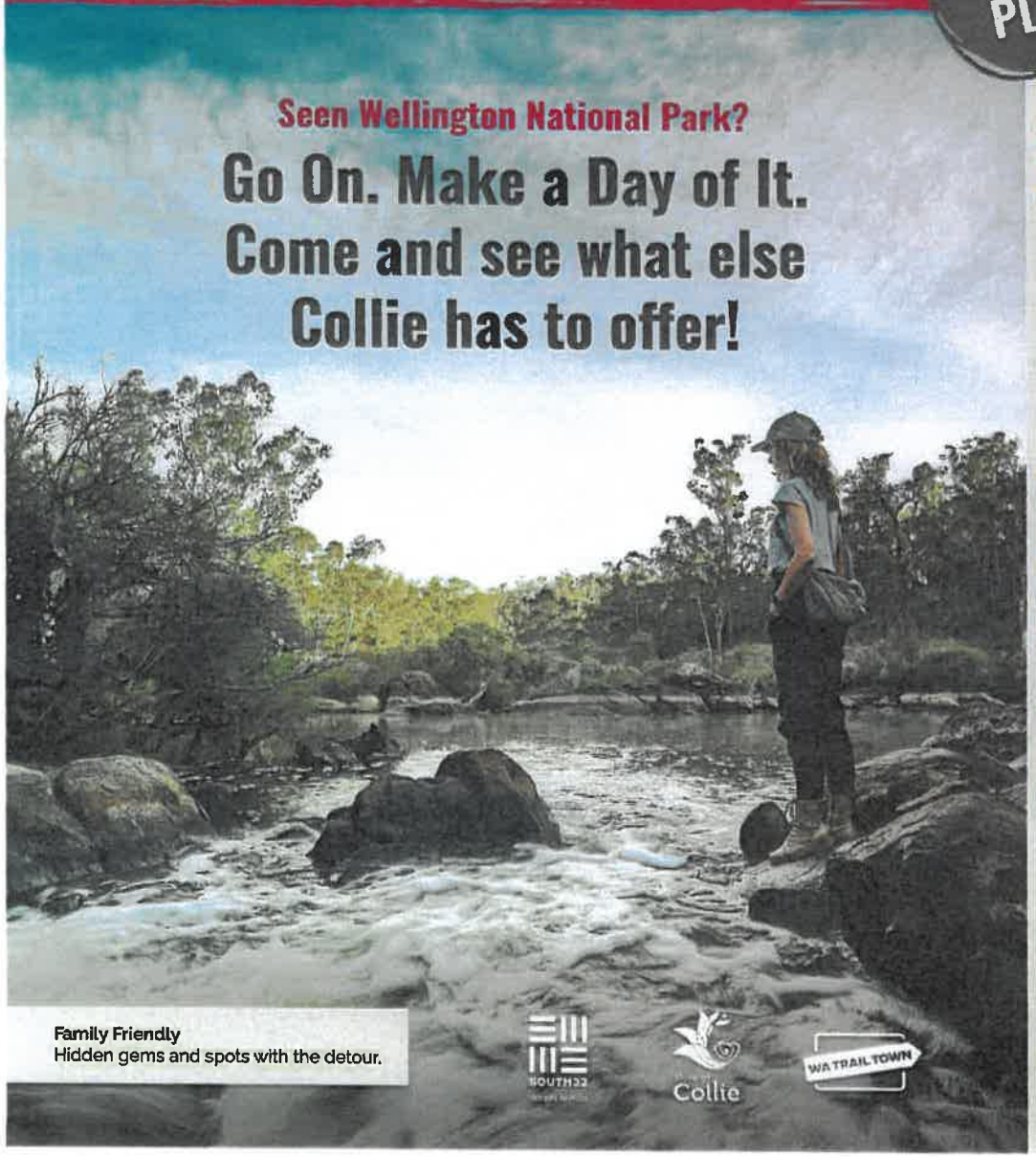
Appendix 1

Wellington NP Promotional Sign Concepts

COLLIE RIVER VALLEY

POWER YOUR PLAY

Wambenger Trails lead you to Collie



Seen Wellington National Park?

Go On. Make a Day of It. Come and see what else Collie has to offer!

Family Friendly
Hidden gems and spots with the detour.

SOUTH32

Collie

WA TRAIL TOWN



Coal Mine Experience
Step underground into Collie's mining past.



Lake Kepwari
Waterski, camp and stay awhile.



Local Historic Pubs
Relax with a meal and a cold drink.



Collie Mural Trail
Discover colourful stories around every corner

Yes there is more, you're closer than you think.
Collie Town Centre is just a short 20 min drive.
Locals know.. the best spots are just up the road!



For more information, visit collierivervalley.com.au

COLLIE RIVER VALLEY

POWER YOUR PLAY

Wambenger Trails lead you to Collie

Seen Wellington National Park?

Now discover more. The rest of Collie is just up the road!



Town Centre
Wander the heart of Collie, just 20 minutes away.



Café Scene
Refuel with great coffee and local flavours



Minningup Pool
Paddle, picnic and play by the river.



Collie Art Gallery
Explore local creativity and culture



Mountain Biking
Ride world-class trails through the valley.



Coalfields Museum
Uncover the stories that shaped Collie.



Wildflower Season
Discover colour throughout the jarrah forest.

Shire of Collie

Tourism & Economic Development Committee
06 August 2026

Appendix 2 & 3

Busselton Airport Poster Designs and Promotion

Appendix 2 – Busselton Airport Poster Designs

Summer



Autumn



Winter



Spring



Appendix 3 – Busselton Airport Promotional Material

Newspaper Shire Update – 16 April 2026



Collie promoted at Busselton Margaret River Airport

Collie is being proudly promoted through updated advertising at Busselton Margaret River Airport, helping showcase our town to thousands of travellers visiting the South West. The new posters feature artwork that will rotate every three months, keeping Collie's story fresh, relevant and eye-catching.

The airport is a growing regional asset, recording more than 192,000 passenger movements in 2024–2025. With new Regular Passenger Transport (RPT) flights from Melbourne and Sydney, plus FIFO services operating, and its continued role as a vital emergency services hub, the airport attracts a wide mix of locals, workers and visitors.

On average, 16,700 passengers pass through the terminal each month, plus around 900 family members and friends visiting for drop-offs and pick-ups. Long dwell times in arrivals hall mean Collie's advertising is seen multiple times per visit.
This initiative raises the awareness of Collie to support local businesses and tourism operators, and encourage more people to discover what our community has to offer.

Social Media Post – 27 April 2026

Shire of Collie
27 April at 10:00 ·

Collie promoted at Busselton Margaret River Airport

Collie is being promoted to South West travellers through rotating artwork advertising at Busselton Margaret River Airport. With more than 192,000 passenger movements annually and long dwell times in the terminal, the campaign reaches thousands of locals, workers and visitors. This initiative helps raise awareness of Collie and encourages support for local businesses and tourism.



39 2

Shire of Collie limited who can comment on this post.

View more comments

Kym Gibson
Great to see destination marketing in action Shire of Collie. Well done.