CITY OF Fremantle

Meeting attachments

Ordinary Meeting of Council

Wednesday 29 January 2025 6pm

fremantle.wa.gov.au

C2501-2 REPORT ON THE PERTH SOUTH WEST METROPOLITAN ALLIANCE BOARD DELEGATION TO THE US.....2

1. Building Defence Social Licence Report - FINAL.....2

2. US Delegation Findings Report- FINAL.....60

C2501-3 METHOD OF CONDUCTING THE 2025 LOCAL GOVERNMENT ELECTION AND OTHER POLLS.....118

1. Local Government Election 2025 Cost Estimate.....118

2. WAEC Written Agreement 2025.....121

C2501-6 STATEMENT OF INVESTMENTS - NOVEMBER AND DECEMBER 2024.....122

1. Investment Report - November 2024.....122

2. Investment Report - December 2024.....136

C2501-7 SCHEDULE OF PAYMENTS - NOVEMBER AND DECEMBER 2024.....150

1. Schedule of Payments and Listings - November 2024.....150

2. Schedule of Payments and Listings - December 2024.....268

3. Purchase Card Transactions Report - November 2024.....421

4. Purchase Card Transactions Report - December 2024.....431

C2501-8 MONTHLY FINANCIAL REPORT - NOVEMBER AND DECEMBER 2024.....440

1. Monthly Financial Report - November 2024.....440

2. Monthly Financial Report - December 2024.....469

Building Defence Social Licence in the Perth South West Region

PERTH SOUTH WEST
Metropolitan Alliance

City of Cockburn
wetlands to waves
TOWN of EAST FREMANTLE
CITY OF Fremantle
City of Kwinana
City of Melville
City of Rockingham

DISCLAIMER

This report has been prepared by the Perth South West Metropolitan Alliance (the Alliance) as a record of findings from its recent visit to the United States. The primary purpose of the study tour was to gain insights into social licence dynamics and the relationship between local governments and the defence sector.

While the report outlines numerous initiatives reviewed during the visit and presents recommendations based on these observations, it is essential to note that these recommendations reflect only the views of the Alliance as to the programs that they would potentially be engaging in with the community. They do not necessarily represent the perspectives of individual member councils or other stakeholders involved.

The report aims to offer insights into the potential for certain initiatives within an Australian context, specifically in Western Australia. Recommendations are included as considerations only and should be evaluated by relevant lead agencies and other stakeholders. This document does not imply endorsement or policy direction from any tier of government.

It should also be noted that the Alliance received financial support from the Australian Submarine Agency (ASA) for certain engagements; however, the findings and recommendations of this report remain those of the Alliance alone. Although some recommendations go beyond ASA's original engagement parameters, the Alliance has chosen to identify additional opportunities within the defence, government and political landscape to address the potential social and economic impacts of the AUKUS agreement on the Perth South West region.

CONTENTS

INTRODUCTION 4
METHODOLOGY 7
REGIONAL CONTEXT 8
Community Issues 8
Nuclear Safety 8
Nuclear Weapons 8
Movement of Nuclear Materials 8
The Region as a Potential Target 8
Investment in AUKUS 9
Housing Impact 9
Traffic and Infrastructure 9
Environmental Concerns 9
Rebuilding Social Licence 9
Economic Benefits at Local Level 10
Tax System 10
Base Closures 11
Implications for Australian Local Governments 11
DEMOGRAPHICS 13
US PROGRAMS 16
Grants 16
Defense Community Infrastructure Program 16
Defense Access Roads Program 18
Defence Support Organisations 19
San Diego Military Advisory Council 19
Hampton Roads Military and Federal Facilities Alliance 21
Comparing and Contrasting the Two Organisations 22
Community Outreach 23
Community Liaison Officers 23
Business Breakfasts 23
Political Engagement 24
Communications 25
Communications Approach Generally 25
Economic Impact Report 25
Websites 26
Social Media 26
Build Submarines Website 27
Base Access 27
Public Radiation Monitoring 28
Traffic and Transport 29
Vanpool 29
Carpool Incentives 29
Transportation Incentive Program 29
Local Engagement 31
Defence Engagement at Regional Planning Level 31
Use of Veterans 31
School Engagements 31
Celebration of US Occasions 32
Defence Band 32
Defence in the Community Awards 33
Education Training Pathways 33
Research 34
Forecast Demand Study 34
Engagement With Other Defence Communities 34
Ongoing Research 35
Baseline Study 36
ANALYSIS 37
ADDITIONAL INSIGHTS 52
CONCLUSION 54
APPENDIX 55
List of Abbreviations 55
List of Engagements 56
Participants 57

INTRODUCTION

Australia's acquisition of nuclear-powered submarines represents one of the most significant strategic military shifts in the nation's history. The landmark trilateral security partnership between Australia, the United Kingdom and the United States, known as AUKUS, was announced in September 2021, with the primary objective being to strengthen security and defence cooperation between the three nations in response to the evolving geopolitical landscape of the Indo-Pacific region.

Under AUKUS, Australia is set to acquire nuclear-powered submarines as part of its broader defence strategy. This will make Australia the first non-nuclear weapons state to operate nuclear-powered submarines, highlighting the scale and significance of this acquisition. These submarines, which will be conventionally armed but nuclear-powered, are touted by Australian Defence officials to offer a considerable advantage in terms of range, endurance and stealth when compared to Australia's current fleet of Collins-class diesel-electric submarines. While conventional submarines have limited operational range and require regular surfacing for refuelling and recharging batteries, nuclear-powered submarines can remain submerged for months, enabling far greater strategic reach and deterrence capabilities.

Australia's acquisition of nuclear-powered submarines is set to occur in two phases. Initially, beginning around 2027, Australia will have rotational access to nuclear-powered submarines from the United Kingdom and United States, hosted at HMAS Stirling in Western Australia. By the early 2030s, Australia is expected to start building its own fleet of nuclear-powered submarines, marking a second major leap in the nation's maritime defence capabilities.

The acquisition of nuclear-powered submarines will enhance Australia's ability to integrate more deeply with the United Kingdom and United States' naval operations. AUKUS represents not just a procurement agreement but a deepening of defence and security ties among the three nations, including technology sharing, joint training and operational integration.

Submarine Rotational Force - West at HMAS Stirling

One of the immediate and tangible impacts of AUKUS will be the rotational deployment of nuclear-powered submarines from the United Kingdom and United States to HMAS Stirling, located on Garden Island near Perth, Western Australia. Known as the Submarine Rotational Force – West (SRF-West), this arrangement will see a rotational presence of one UK and up to four US nuclear-powered submarines at HMAS Stirling from 2027.

HMAS Stirling, Australia's largest naval base, is strategically positioned to support operations in the Indian Ocean and beyond. It will serve as a crucial hub for the deployment of allied nuclear-powered submarines, or Ship Submersible Nuclear (SSNs) in the Indo-Pacific, enabling greater operational flexibility and forward-deployed deterrence in the region. The presence of rotational SSNs at Stirling aims to significantly increase Australia's maritime defence capabilities while providing an opportunity for Australian personnel to train and familiarise themselves with the operations and maintenance of nuclear-powered submarines. It is also expected to enhance the integration of Australian, UK, and US naval operations, facilitating greater joint training exercises, operational cooperation and interoperability, ensuring that Australia is well prepared to operate its own SSNs by the early 2030s.

Infrastructure and Community Support for SRF-West

The rotational presence of nuclear-powered submarines at HMAS Stirling will require significant upgrades to both infrastructure and community support systems. Submarines require specialised facilities for maintenance, sustainment and crew support, which will necessitate investments in infrastructure at the base. The construction of new submarine berths, maintenance facilities and nuclear-specific handling capabilities is required to ensure the successful operation of SRF-West.

Equally important is the need for robust community engagement and support. The introduction of nuclear-powered submarines has raised concerns among segments of the public, particularly regarding environmental and safety issues, but also including questions regarding the necessity of the program. The ASA will need to focus on building social licence for the rotational submarine presence. This includes addressing public concerns, providing transparent information, and demonstrating the economic and strategic benefits of hosting SRF-West. Ensuring community support will be key to the long-term success of the submarine rotational force at HMAS Stirling.

Local Government Perspective

AUKUS is ultimately a commonwealth responsibility, but local government is set to play a critical role in its implementation. While there is some community concern—yet to be fully measured—the tight and relatively inflexible timeline for implementation necessitates proactive engagement with local governments and their communities. This approach will help ensure that AUKUS is rolled out in a way that minimises impacts on communities, the environment and businesses, while also creating opportunities for enhancement wherever possible.

It is important to note that neither the Alliance nor the community were part of the decision-making process leading to the Defence posturing in our region, for understandable national security and strategic reasons. However, as local government is the level of government closest to the people, the Alliance recognises its role in supporting the community through these changes. This involves helping the community to obtain answers to their questions and understand the rationale behind defence decisions; support incoming defence personnel and their families in establishing a new home; assist local businesses to leverage the economic opportunities created by defence growth; and educate defence and commonwealth agencies about the broader implications of their decisions. The unintended consequences of regional growth—such as infrastructure strain, housing demand and social impacts—must also be carefully managed.

Study Tour

In recognition of the evolving role of defence in the Perth South West Metropolitan region, a delegation consisting of the mayors and CEOs of the six Alliance councils, supported and accompanied by the ASA and Alliance officers, travelled to the US in September 2024 to undertake a study tour to explore best practices in local government and defence relationships. Defence leaders in Australia have often referred to the successful collaboration between local governments and the US Navy, citing strong relationships and high levels of cooperation between cities and military bases. This prompted the Alliance to research the key players in these relationships and to understand how the US manages local government-defence cooperation, particularly in regions where shipbuilding plays a critical role in the economy.

The commonwealth's ongoing shipbuilding program and imminent decision on intermediate maintenance, combined with the submarine program, led the Alliance to visit San Diego and Hampton Roads, two of the largest naval bases in the United States. The purpose of these visits was to engage with defence, local government and other relevant organisations to learn how they work together to foster community understanding and acceptance of naval operations.

Initially, the Alliance's intent was to focus on issues within the ASA's sphere of influence, given the agency's direct relevance to submarine-related activities in the region. However, from the visits to the United States it became clear that addressing the social licence challenges in the Perth South West region required a broader range of stakeholders. The social acceptance and understanding of defence activities extend well beyond just the navy and shipbuilding. As such, the Alliance consciously decided to broaden its scope and include recommendations for both the commonwealth and state governments. AUKUS, being a national endeavour, will need support from multiple departments and sectors for its success.

Supplementing the outcomes of these visits with additional research, this report aims to document the findings and offer recommendations to a wide range of stakeholders, including the commonwealth and state governments, with a focus on improving community understanding and engagement in relation to defence and naval activities. The Alliance recognises that the success of AUKUS hinges on cross-sector cooperation and the need to manage the challenges that come with regional growth.

The Importance of Social Licence

Social Licence refers to the ongoing acceptance or approval of a project, company, or industry by the local community and key stakeholders. Unlike formal regulatory approvals or legal permits, social licence is an informal, often intangible, concept that hinges on the perception, trust, and engagement between the community and the entity involved. Without social licence, even a legally compliant project can face significant opposition, delays, or failures due to community resistance or lack of trust.

The concept of social licence to operate (SLO) originated in the 1990s, particularly within the mining sector, as companies realised that securing legal permits and adhering to regulations alone was insufficient for ensuring smooth project implementation. The idea emerged from the recognition that communities directly affected by resource extraction projects had the power to influence or block those activities if their concerns were not adequately addressed.

The term quickly gained traction as companies across resource-intensive industries sought to mitigate the risks associated with community opposition.

In its essence, social licence is built on three pillars:

1. **Legitimacy:** The perception that the organisation or project operates within a framework of fairness, transparency, and ethical governance.
2. **Credibility:** The organisation or project's ability to deliver on its promises and commitments while being accountable for its actions.
3. **Trust:** The most critical component, involving the building and maintaining of good relationships between the project proponents and the community, often requiring ongoing engagement and dialogue.

In the modern context, social licence extends beyond the resource sector, applying to industries such as agriculture, energy, and increasingly, defence. As societies become more aware of environmental, social and ethical concerns, the need for public and stakeholder buy-in for large-scale projects has only grown more important.

Social Licence in the Context of Defence

The management of national defence falls squarely under the commonwealth's jurisdiction, giving the Department of Defence (Defence) considerable autonomy from state and local government oversight. However, despite not being legally required to seek community approval for its actions, Defence recognises the growing importance of securing social licence.

The defence sector has traditionally focused on national security as its core mission, its activities have often been insulated from broader public scrutiny. However, as defence infrastructure projects expand—particularly in the context of high-profile developments like the acquisition of nuclear-powered submarines under AUKUS—there is growing recognition that social licence is essential for ensuring the smooth rollout of these initiatives. Communities, especially those directly impacted by large-scale defence expansions, are becoming key stakeholders, and their support is needed for the success of such projects.

In the world of defence, social licence becomes critically important when there is a massive expansion, such as Australia's acquisition of nuclear-powered, conventionally armed submarines and the establishment of SRF-West at HMAS Stirling. These types of projects can have far-reaching impacts on local communities, including economic, environmental and social. As a result, there is a strong need for defence organisations to proactively engage with the public to gain and maintain social licence.

This report does not aim to provide a comprehensive review of all social licence approaches available to Defence in relation to AUKUS. Instead, it examines the programs observed or referenced during the delegation's visits in 2024. The report should not be seen as an endorsement of AUKUS but as a recognition of the commonwealth's commitment to it as a national endeavour that is primarily focused on the Perth South West geographic region. This region currently exhibits varying levels of understanding and support for the initiative and to date, engagement by commonwealth agencies has fallen short of what local governments would expect, considering the scale and potential impact of the proposed changes.

Social Licence and Defence Expansion: The Case of AUKUS and HMAS Stirling

The acquisition of nuclear-powered submarines presents both challenges and opportunities for social licence. The massive expansion required to support the SRF-West, valued at $8 billion on HMAS Stirling alone, will transform the local region, requiring significant infrastructure upgrades, increased defence personnel, and changes in the operational tempo of the base. For such a project to succeed, building and maintaining social licence will be essential.

Local governments, such as those in the Alliance, play an important role in facilitating this process. They act as intermediaries between Defence and the community, ensuring that concerns are communicated and addressed. By working collaboratively with local councils, Defence can enhance community engagement, manage expectations and mitigate potential opposition.

The success of Australia's massive defence expansions, particularly under AUKUS, will depend not only on strategic planning and military capabilities, but also on the willingness of local communities to accept and support these initiatives. Only by proactively addressing concerns, fostering transparency and building trust, will Defence secure the social licence and acceptance needed for the success of the project.

METHODOLOGY

The Alliance conducted research through visits to San Diego, California; and the Hampton Roads region (specifically Newport News Shipbuilding) in Virginia, to examine how leading US Navy bases approach social licence and community engagement. These visits involved group sessions with Alliance staff and board members, and engaging in discussions with a range of stakeholders. Key meetings were held with defence personnel, support organisations, local governments and politicians to better understand how they manage social licence in the defence sector. Additional meetings were conducted with shipbuilding companies and economic development professionals to gain insights into the broader economic implications.

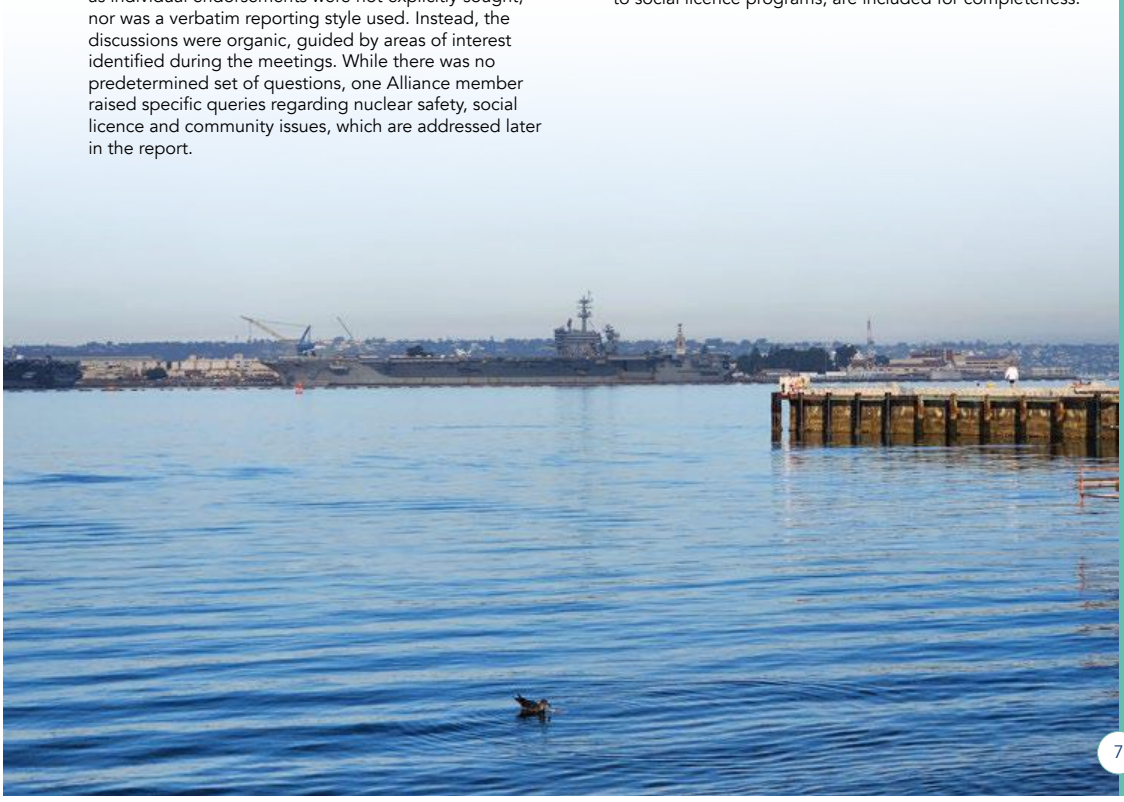
In addition, the Alliance compiled and analysed statistics, research reports and economic data on the benefits of defence in the US, comparing them to Australian examples where possible. However, due to differences in census questions and job categorisations between the two regions, the data is not perfectly comparable.

The findings presented in this report are generalised, as individual endorsements were not explicitly sought, nor was a verbatim reporting style used. Instead, the discussions were organic, guided by areas of interest identified during the meetings. While there was no predetermined set of questions, one Alliance member raised specific queries regarding nuclear safety, social licence and community issues, which are addressed later in the report.

The interviews and focus groups produced predominantly qualitative data, reflecting the opinions of stakeholders spoken to, which were validated by other stakeholders, with findings corroborated through subsequent meetings with shipbuilders, defence personnel and local government officials in both San Deigo and Newport News. Quantitative data analysis focused on the economic impact of defence, supported by census data where available.

This report is not intended to be an academic paper and the decision was made to present the findings in a more accessible narrative format. While the analysis is not scientific, the Alliance believes it reflects the key learnings of the delegation and, importantly, highlights actionable insights. These actions, when implemented by stakeholders, will strengthen community understanding and engagement with the defence industry moving forward.

The report examines key regional context issues and analyses the demographics of various areas to gain insights into why certain projects may succeed and how different jurisdictions compare. It will then review the areas of social licence and how they apply to the programs observed during the delegation's study tour, and through subsequent research and assessment of their relevance and applicability to the WA context. The report also includes key learnings that, while not directly related to social licence programs, are included for completeness.



REGIONAL CONTEXT

To address social licence among all stakeholders, the first step is to identify the key issues and concerns raised within the community specifically related to the AUKUS agreement and its implementation in the coming years. It is essential to understand the local context in which social licence operates, acknowledging that certain defence decisions have already been made and are, at least for the purpose of this report, assumed to be effectively irreversible. This means that some of the traditional, proactive approaches to gaining social licence before key decision points are no longer available. Instead, a different strategy will be required, one focused on building trust and community engagement after decisions have been made.

This is not to suggest that Defence faces a widespread social licence problem—in fact, Defence remains one of the more trusted institutions in the country[1]. However, in this local context, certain decisions needed to be made confidentially and securely, without broad community involvement. As a result, some local concerns have emerged that now need to be addressed through transparent communication and efforts to bridge the gap between Defence and the community.

Also to be considered is the economic impact of defence, both here and in the US, as this goes to the heart of some of the broader acceptance strategies and needs to be adequately considered ahead of the analysis of the programs.

Community Issues

Through engagement with local authorities, several concerns have been raised by communities regarding the AUKUS agreement and the presence of nuclear-powered submarines at HMAS Stirling. These concerns reflect both immediate practical issues and broader uncertainties about the long-term impact of the project on the community and environment.

Nuclear Safety

One of the foremost concerns is the safety risk associated with nuclear-propelled submarines in proximity to urban areas. The community's awareness is primarily shaped by high-profile nuclear incidents such as Chernobyl and Fukushima, raising fears about the potential for accidents. There are questions about the inherent safety of nuclear submarine reactors and the risks they pose in the event of an incident. Addressing these concerns will require clear communication about the technology, safety measures and regulatory oversight to reassure residents about the risk levels of nuclear propulsion.

Nuclear Weapons

Despite reassurances from the Australian government that nuclear weapons are not part of the AUKUS deal, and that US and UK submarines stationed in Australia will not carry them, public scepticism persists. There remains concern about the possibility of nuclear weapons being introduced without Australia's full knowledge or consent. Building public trust by prominently affirming Australia's non-nuclear weapons stance will require transparency and clear communications..

Movement of Nuclear Materials

The logistics of handling and moving nuclear materials have sparked concerns about the frequency and safety of such operations. Questions have been raised about how nuclear materials will be transported, how long they will be stored on the base, the safety of the storage and the potential for nuclear waste to be transported through residential areas. Given the long life of nuclear materials, even 'temporary' storage can extend for decades, further exacerbating community fears about long-term environmental and health impacts. Addressing these concerns will involve detailed plans for nuclear material management, including secure transportation routes if required and clear explanations of waste handling processes. Further queries with regard to the long-term storage of all levels of waste remain unaddressed, and this uncertainty adds to the concerns around what 'temporary' storage may mean in this context.

1 https://www.readersdigest.com.au/true-stories-lifestyle/work/the-most-trusted-professions-in-australia, 2021

The Region as a Potential Target

A segment of the community has also expressed concerns about whether hosting US submarines will make HMAS Stirling a strategic target in the event of international conflicts. The fear is that closer ties with the US and or UK military could inadvertently draw Australia into conflicts or make the region a first-strike target due to its military assets. Defence will need to provide clear reasoning for how such risks are mitigated and why the strategic benefits outweigh these concerns.

Investment in AUKUS

Another significant question revolves around the broader rationale for Australia's investment in the AUKUS agreement. The $368 billion commitment to nuclear submarines has raised questions about whether this investment is value for money, particularly when the wider public has not been fully engaged in the defence policy shift that AUKUS represents. This issue taps into deeper concerns about national priorities and how such a large expenditure aligns with the country's broader goals, including maintaining Australia's way of life.

Housing Impact

The influx of US personnel and the increased defence industry activity have raised concerns about housing affordability and availability in markets already experiencing social and economic stresses. Residents worry that the presence of defence personnel will create enclaves such as a 'little America', disconnected from the broader community while driving up housing prices. A clear strategy for integrating new personnel into the community and ensuring that local residents are not priced out of housing markets will be essential. There have also been concerns of the development of Defence Housing enclaves, where due to the need to house large numbers of people, there may be developments with a high concentration of single-occupancy apartments rather than a variety of housing options.

Traffic and Infrastructure

There is also considerable anxiety about the impact on local traffic and infrastructure. The increased activity at HMAS Stirling and the Australian Marine Complex (AMC) in Henderson is expected to lead to an increase in vehicle movement, in addition to the substantial construction traffic in the interim, further straining an already congested road network. The absence of a funded, long-term infrastructure plan exacerbates these concerns, with many residents questioning whether appropriate measures are being taken to support the expected growth in operations on the island.

Environmental Concerns

Environmental impacts are another major area of concern, particularly with regard to the little penguin colony on Garden and Penguin Islands, and the seagrass meadows in Cockburn Sound. There are fears that dredging and construction associated with the base expansion will disrupt marine habitats and harm recreational fishing access. Community members want reassurance that these ecosystems will be protected and that recreational and commercial activities will not be adversely affected in the long term.

Reference will be given to these issues later in the report, including which stakeholders should be responsible for addressing these concerns.

Rebuilding Social Licence

The decision to pursue AUKUS was made within the framework of international security, and not subject to public debate. Given the sensitive nature of the negotiations, Defence could not reasonably be expected to build social licence prior to the announcement, as might happen in a typical business engagement approach.

Now that the decision has been made, the focus must shift to an approach focused on rebuilding that social licence in impacted communities.

The process of rebuilding social licence involves several key steps:

1. **Acknowledgement and Transparency:** The first step is open and honest communication with stakeholders. This includes explaining why decisions were made in a closed manner, offering a detailed explanation of the strategic imperatives behind those decisions. Acknowledging the community's concerns and providing clarity helps rebuild trust.

2. **Engagement and Dialogue:** Rebuilding trust requires active and ongoing dialogue with the broader community. This engagement should not be limited to formal organisations or government bodies but should involve listening to a diverse range of voices (such as the formation of community reference groups, at least in the initial phase). Ensuring that community concerns are documented and reflected in decision-making is critical to restoring faith in the process.

3. **Commitment to Long-Term Benefits:** Demonstrating a sustained commitment to the community is essential. This might involve new policies or initiatives aimed at creating local jobs, improving infrastructure, or addressing environmental concerns raised by the community. The focus must be on building a long-term relationship rather than offering short-term appeasements.

4. **Third-Party Mediation or Involvement:** In situations where trust has been severely damaged, bringing in an independent mediator can help facilitate neutral and constructive dialogue. However, given the power dynamics between Defence, the Commonwealth and a local community, it may be more appropriate to focus on transparency and direct engagement rather than third-party involvement.

5. **Revising Practices Based on Lessons Learned:** It is crucial to demonstrate that feedback from the community is being taken seriously. Defence must demonstrate where it revises its practices based on lessons learned from the engagement process. Regular updates on the outcomes of community consultations, as well as visible changes to policy or operations, can help reassure stakeholders that their concerns are being addressed.

6. **Sustained Community Investment:** Finally, long-term investment in the community is key to rebuilding social licence. This could involve ongoing projects that create employment or enhance local infrastructure, demonstrating that the AUKUS project brings tangible benefits. It is important that these investments are perceived as genuine efforts to improve the community, rather than one-time gestures.

The programs and activities observed during the US study tour offer valuable insights into how defence initiatives can be managed in a way that supports social licence. By examining how US projects in areas such as defence infrastructure, community engagement and environmental management have successfully navigated public concerns, there is an opportunity to apply these lessons in the context of AUKUS. The focus will be on adapting best practices in stakeholder engagement, long-term community investment and transparent communication, ensuring that the implementation of AUKUS aligns with local expectations and helps to restore trust.

The programs explored will ultimately be assessed against the five areas above (noting that third-party mediation will not be explored) to ascertain the effectiveness of the programs in rebuilding social licence.

Economic Benefits at Local Level

To understand why a city government in the US is inclined to directly invest in what are essentially defence-related programs, there are two main issues to consider:

Tax System

The presence of defence installations in a region has a significant impact on the local economy, particularly through the spending of personnel who live off base. In cities like San Diego, California, and Newport News, Virginia, which are home to major military facilities, defence personnel contribute to the local financial position through their everyday purchases. While spending on base is generally exempt from sales taxes, the spending patterns of military personnel and their families in the surrounding communities generate substantial revenue for the city and county through local sales taxes (which are not available to local governments in Australia).

San Diego, with its large defence presence, benefits from off-base spending in various sectors. Military personnel stationed in the region often live, shop, and engage in recreational activities outside of the base, which means they are subject to both state and local sales taxes. San Diego's total sales tax rate of 7.75% on goods and services ensures that the city and county benefit directly from this economic activity. Of this rate, 6% is a state tax, with the remaining 1.75% a mixture of local taxes. As a result, local businesses in the city—whether grocery stores, restaurants, or retail outlets—see increased revenue, while the local government enjoys additional tax receipts, strengthening the region's financial position.

Similarly, Newport News, home to the Newport News Shipbuilding yard and a substantial naval presence, sees a steady flow of military personnel contributing to the local economy. Although Virginia's base state sales tax is 4.3%, Newport News applies a combined sales tax rate of 6%, including local and regional taxes. As defence personnel spend their earnings on housing, dining and entertainment in the city, these transactions help fund local services and infrastructure improvements, particularly in transportation. The steady influx of military-related spending thus supports the broader economic health of the city and the region.

In addition to sales taxes, Newport News also benefits from the *Machinery and Tools Tax*, which applies to businesses involved in manufacturing and other industrial activities. This tax is assessed on the machinery and tools used in production and is an essential source of revenue for the city, particularly given the prominence of industries like shipbuilding. The tax is levied based on the original cost of machinery, depreciated over time, with a rate of around $3.75 per $100 of assessed value. This additional revenue from industrial sectors helps support the city's infrastructure and public services, further bolstering Newport News' financial position.

Over time, the presence of a defence workforce living off base and the revenue from taxes like the Machinery and Tools Tax enhances the fiscal stability of both San Diego and Newport News, with sales and property taxes helping to support critical public services, infrastructure and community development efforts.

Base Closures

While the cities in the US can benefit from the tax revenue, they also face the prospect of base closure. With approximately 750 military bases operated by the US, their federal government has an ongoing process to examine the need and operational use of their extensive estate. The *Base Realignment and Closure (BRAC)* process, while aimed at optimising military efficiency, can have severe economic repercussions for local communities, especially in states like Virginia where military installations are integral to the local economy.

The closure or downsizing of a base can result in the immediate loss of jobs, reduced consumer spending and a decline in housing demand, all of which may lead to a significant reduction in local tax revenues. Local businesses, which often rely on the steady flow of military customers, may also experience revenue losses or closures, further reducing the city's tax base. The financial impact of lost tax revenue, especially from sales and property taxes, could put a strain on public services and infrastructure investment, leaving communities struggling to adapt.

To proactively address the risks associated with BRAC, regions like Hampton Roads have established organisations such as the Hampton Roads Military and Federal Facilities Alliance (HRMFFA), created by the local governments to explore programs that will mitigate the impacts of urban encroachment on military bases, and address issues that could make local bases more vulnerable to BRAC decisions. By working with communities to limit encroachment and demonstrate the strategic importance of local bases, HRMFFA seeks to ensure that BRAC does not target these installations for closure. In doing so, the organisation helps protect the economic stability of the region, safeguarding the jobs, tax revenues and businesses that rely on the presence of military installations.

Implications for Australian Local Governments

In Australia, local governments primarily rely on property rates as their main source of income. The total amount of rates to be collected by a local government is predetermined based on the council's budgetary needs (Council determines the amount of money required to service the region), and each property owner's liability is calculated proportionally to the value of their property. This means that while an increase in property values redistributes the burden of rates among property owners, it does not necessarily increase the overall revenue available to the local government. As a result, local governments do not benefit directly from an uptick in spending or investment in the region, including that which may result from defence activities.

There is often a misconception that local governments see a financial windfall when property values rise. In reality, higher property values merely shift the distribution of rates contribution with the total pool, without necessarily changing the total revenue collected by the council. This system limits local governments' ability to capitalise on economic growth, such as increased spending by defence personnel or the establishment of new military facilities. Unlike in the US, where local governments gain from sales and other taxes linked to economic activity, Australian local governments do not see a direct financial return from increased spending in the area.

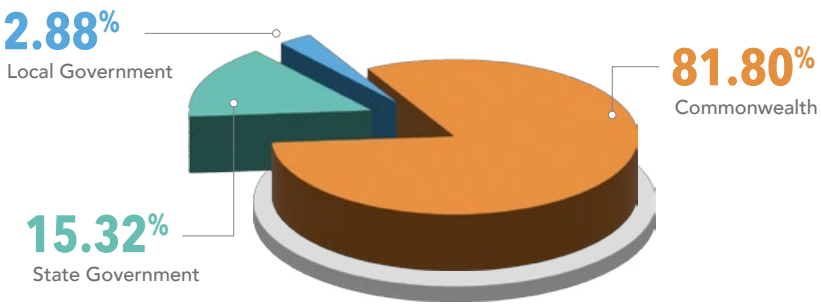
On the other hand, state governments in Australia do benefit more directly from increased economic activity associated with military investment. Through mechanisms such as stamp duty on property transactions and payroll tax on businesses over a certain size, state governments receive a revenue boost when military operations expand the local economy or personnel relocate to the region. This can result in an increase in property transactions or the establishment of larger defence contractors, which directly feeds into state government coffers.

At the federal level, the Commonwealth government gains the most from defence-related economic activity. The federal government collects income tax from military personnel and contractors, as well as GST from purchases made in the region. This revenue is then redistributed to the other tiers of government based on a set of formulas that consider factors such as population and regional need. However, in this context, local governments receive only a small share of this economic uplift, limiting their ability to fund large-scale infrastructure projects, such as upgrading roads or purchasing land around military bases to proactively support defence operations.

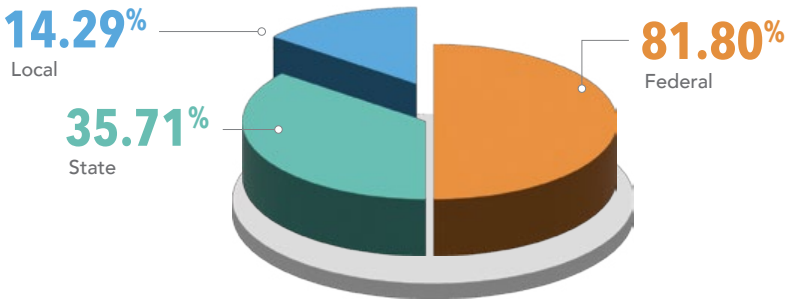
While the presence of military installations and personnel is undoubtedly beneficial for the broader local economy, Australian local governments are not the direct financial beneficiaries. This stands in contrast to local governments in the US, which see significant financial returns from increased sales and property taxes, incentivising them to invest in infrastructure to support military bases. The lack of direct financial benefit to Australian local governments highlights why they are less likely to make significant investments in infrastructure around defence precincts, as they lack the same economic incentives that drive US local governments to do so. This places greater reliance on the commonwealth to fund required infrastructure.

This is not an argument for specific taxation changes in Australia, but rather aims to provide context for the proactive financial commitments made by local governments in the US towards defence projects. These investments partly explain the strong, positive relationships that have developed between these local governments and defence entities.

Taxation income by tier of Government, Australia



Taxation income by tier of Government, US



DEMOGRAPHICS

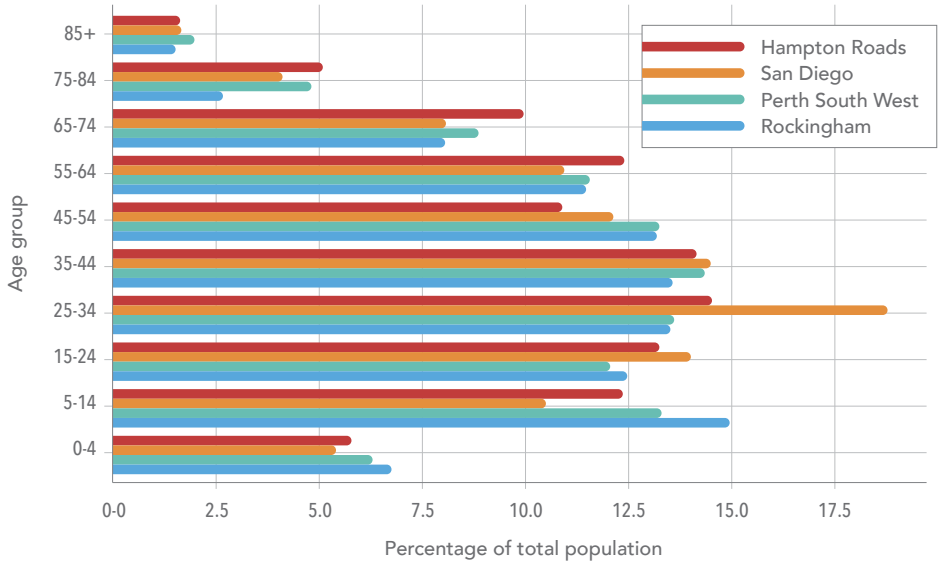
The demographic and economic characteristics of Hampton Roads, San Diego County, Rockingham and the broader Perth South West region are essential to understanding the foundation of defence social licence in each area. Each of these regions hosts significant military and defence industry operations, with community relationships shaped by military presence, shipbuilding employment, veteran populations and economic stability.

Age Distribution

The age distribution across Hampton Roads, San Diego County, Rockingham and the Perth South West region reveals insights into the socioeconomic dynamics that may impact defence social licence. In San Diego County and Hampton Roads, there is a notable concentration of younger working-age adults, particularly in the 25-34 and 35-44 age brackets. This demographic profile is likely tied to the high presence of active military personnel and civilian employees in defence-related industries, which tend to attract younger professionals. San Diego in particular, has a large share of people in the 25-34 age range, indicating a workforce aligned with military, shipbuilding, and tech sectors that support both defence activities and a strong local economy. In Hampton Roads, the distribution is also skewed towards younger and middle-aged adults, reinforcing the area's longstanding connection to military service, shipbuilding, and related fields. The relatively younger age profile in these regions may foster community support for defence expansion, as it aligns with employment opportunities and economic stability tied to defence and shipbuilding sectors.

In contrast, Rockingham and the broader Perth South West region display a more balanced age structure, with a larger representation in the 5-14, 15-24, and 45-54 age groups, indicating both a family-oriented demographic and an established workforce. This distribution suggests that the region may rely less directly on young, mobile defence personnel, with the community instead comprising longer-term residents who may have strong ties to the local economy outside the defence sector. The presence of younger age groups in Rockingham and Perth South West region presents an opportunity to build a sustainable pipeline of local talent for defence and shipbuilding industries, as future initiatives like AUKUS expand. Additionally, the more established age profile may require a targeted approach to fostering defence social licence, emphasising long-term economic benefits and community engagement to gain broader public support for defence projects.

Standardised population percentage by age group across regions (corrected)



Economic Impact

There is limited comparable data on the economic impact of defence across the jurisdictions. Australia's current spending on defence in Western Australia is far smaller than the US, and with the changing nature of defence, particularly with the Australian Navy as part of AUKUS, the economic multipliers are likely to change.

One notable comparison that was considered was the impact of defence investment. San Deigo Military Advisory Council (SDMAC) estimates that for every $1 million USD invested into defence in San Diego, ten jobs are created. When this calculation was converted to AUD and run through the REMPLAN's economic impact modelling, based on national spend data, we see only five jobs created in the region. This is likely due to the much smaller manufacturing base and size of the defence economy, with Australia reliant on overseas markets for its supply chain.

Population and Military Presence

San Diego County, with a population of approximately 3.27 million, hosts 115,000 active-duty personnel, representing 3.52% of the population. Hampton Roads, with 1.78 million residents, has a slightly higher concentration of active-duty personnel at 80,000, or 4.49% of the population. These high proportions indicate a community deeply integrated with military life, likely influencing local support for defence activities. Both regions host key defence installations—San Diego with significant navy and marine corps bases, and Hampton Roads with a mix of navy, air force, army and coast guard facilities. This creates a deeply embedded defence economy that underpins social licence for ongoing and future defence initiatives.

In contrast, the Perth South West region, with a population of 443,407, has a lower percentage of active-duty military personnel at 0.74%. While Rockingham hosts Australia's largest naval base, it has only 2,242 active-duty personnel living in the LGA, or 1.65% of its 135,678 residents.

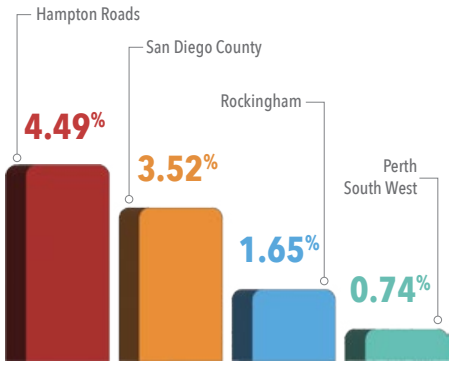
Shipbuilding Workforce

The shipbuilding and repair sectors play a pivotal role in the economic stability of the local economy in which they are located. In San Diego County, the shipbuilding workforce comprises about 14,000 people, or 0.43% of the population, while in Hampton Roads, 26,000 people work in this sector, representing 1.46% of the total population. Due to the difficulty sourcing comparable workforce numbers across the jurisdictions, a comparison to total population has been used. These figures highlight the longstanding maritime industry presence in both regions, providing substantial employment and fostering community alignment with defence-related industries.

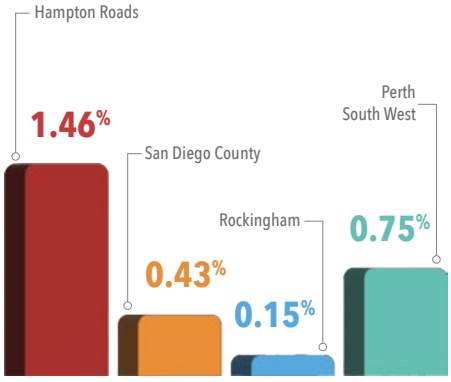
In the Perth South West region, which includes the AMC, the shipbuilding workforce makes up 0.75% of the population, with approximately 3,312 workers. Rockingham specifically has a smaller shipbuilding workforce of 201 people, representing 0.15% of its population, likely commuting to AMC. The workforce in the region provides a foundation for expanding the defence industry locally, especially given the continuous shipbuilding needs anticipated under AUKUS.

The higher number of jobs created through military investment in the US is largely due to the local procurement and manufacturing industry, whereas Australia relies on international supply chains to obtain the diversity of components needed to construct a ship, hence the smaller size of the industry in the Perth South West region.

Military personnel as a percentage of all persons



Ship building workforce as a percentage of all persons



Veteran Community

Veterans are a critical demographic that shapes community attitudes towards defence activities. In San Diego County, veterans make up 5.95% of the population, reinforcing the area's historical connection to the defence sector. Hampton Roads shows an even higher concentration of veterans, with 10.15% of the population in Newport News, reflecting the lower cost of living, particularly house prices, in the region.

In Western Australia, veteran representation is comparatively lower. Veterans comprise 2.45% of the Perth South West region's population, with Rockingham showing a slightly higher percentage at 3.48%. It was noted in discussions with SDMAC that the declining proportion of veterans in the community (as veterans from conflicts such as WWII, Korea and Vietnam age out) has led to less awareness, and acceptance of, negative implications related to the military's presence in the region.

Economic Stability and Median Income

Economic stability, reflected through median income levels per household, also influences defence social licence. In San Diego County, the median income is 134.10% of the national average, indicating a relatively affluent community where well-paying defence and technology jobs have likely contributed to economic security. This higher income level may correlate with strong community support for defence activities, as residents experience tangible economic benefits from the defence sector. Hampton Roads, with a median income at 105.39% of the national average, also benefits from stable defence-related employment, reinforcing the economic foundation of defence social licence.

In the Perth South West region, the median income stands at 108.65% of Australia's national median, reflecting a stable economic environment with potential for further growth in defence industries. Rockingham's median income, at 98.74% of the national average, is slightly below the benchmark, suggesting that expanded defence-related opportunities could provide a meaningful economic boost. It also points to the potential for economically disadvantaged families in the region to be disproportionately impacted by an increased demand for housing or a greater reliance on public health and education resources.

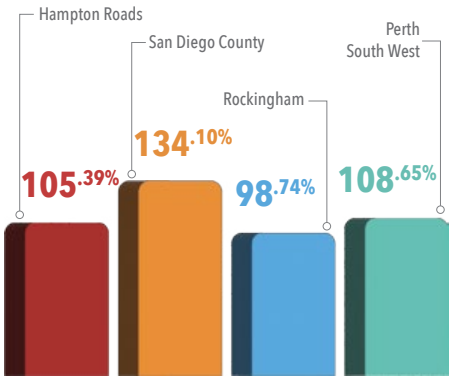
Implications for Defence Social Licence

These demographic and economic indicators highlight the varied social licence dynamics across regions, which will go to underscore the effectiveness of some of the programs used in the US to build community support.

In Hampton Roads and San Diego, where military and shipbuilding sectors are well-integrated and incomes are above the national average, this contributes to a strong existing defence social licence. Public perception is likely shaped by the stability and economic contributions of the defence sector, creating a supportive environment for defence expansion. Sustaining social licence in these areas may focus on continued economic investment and support for veteran services, ensuring the community benefits from defence presence.

In Rockingham and the Perth South West region, a proactive approach to building social licence will be essential as defence initiatives under AUKUS expand, noting that while the region is relatively prosperous, there isn't necessarily a strong understanding of the economic impacts that the sector could bring.

Median income as
percentage of national median



US PROGRAMS

This section reviews the programs identified through visits to the US as well as supplemental online research of initiatives that support social licence in those regions. It is intended this will support an analysis of the programs, and the factors that would influence their suitability and success in an Australian context.

In addition to an analysis of the operational aspects of these programs is a more comprehensive examination of their implementation and the experiences of the communities they serve. By understanding both the structural and social impacts of these programs, we hope to identify valuable insights applicable to fostering social licence in Australia.

Grants

One finding of the US study tour was that grant programs represent one of the most significant opportunities for building social licence, albeit with substantial financial investment. The Alliance has chosen to explore these programs in greater detail, focusing specifically on those with direct relevance to the Australian context.

Defense Community Infrastructure Program

The Defense Community Infrastructure Program (DCIP) is an initiative by the US Department of Defense designed to support infrastructure projects that benefit local communities around military installations. It emerged as a response to the growing recognition that civilian infrastructure in these areas plays a crucial role in supporting military readiness and the quality of life for service members and their families.

Origins

DCIP was established in the *2019 National Defense Authorization Act*. The program was created to assist communities in addressing the demands placed on local infrastructure due to the presence of military installations, acknowledging that the surrounding civilian infrastructure—such as schools, hospitals, roads, and utilities—was essential for supporting military operations and the wellbeing of military families. Prior to DCIP, there were limited mechanisms to fund non-military infrastructure directly linked to defence readiness.

Purpose

The primary goal of DCIP is to enhance the military value of installations by investing in critical off-base civilian infrastructure. The program focuses on projects that improve:

- **Resilience:** Infrastructure that can withstand environmental hazards and support long-term military presence.
- **Quality of Life:** Projects that positively impact the wellbeing of military families, such as schools, hospitals and recreational facilities.
- **Military Readiness:** Infrastructure that facilitates troop movements, supply chains and other operational activities.

Annual Budget

The program's budget has varied, but it generally receives annual appropriations through the US Defense budget. Funding began modestly, and as of 2023, DCIP had received approximately USD$90 million annually. The exact budget may fluctuate based on defence priorities, legislative approvals and community needs. For the 2024 fiscal year, the budget was proposed to remain in the USD$90 million range.

Focus Areas Over the Years

Since its inception, DCIP has broadened its focus areas to meet evolving defence and community needs:

- **Initial Focus:** The early years primarily targeted community infrastructure that directly benefited military operations and readiness, such as transportation networks, utilities and emergency services.
- **Quality of Life Expansion:** In subsequent years, there has been a growing emphasis on quality-of-life projects for military families, such as educational facilities, childcare centres and recreational amenities.
- **Resilience and Climate Adaptation:** More recently, as climate resilience and environmental security have become key national priorities, DCIP has supported projects that enhance the resilience of communities against natural disasters, energy disruptions and other environmental factors.
- **Transportation and Utility Improvements:** Key projects funded include upgrades to roads and public transport systems that facilitate better access to bases, as well as water, power and sewage systems.

Application and Selection Process

Local governments, state agencies, and other eligible entities apply for DCIP funding through a competitive process. To be considered, projects must:

1. **Support military readiness** or enhance the quality of life for military families.
2. **Demonstrate long-term benefits** to both the installation and the surrounding community.
3. **Address infrastructure deficiencies** that directly impact military installation operations.

The Office of Local Defense Community Cooperation evaluates and selects projects for funding.

Experience of the fund

In discussions with HRMFFA and City of Newport News it was learned that the fund was useful in demonstrating a shared burden to their communities. HRMFFA was active in advocating for specific foci as well as budget allocation. Individual local governments focused on applying to the funding rounds and worked with HRMFFA to review applications to ensure they were competitive. HRMFFA noted that in every round at least one local government in their region had been successful.

Implications for Australia

This sort of funding arrangement would be seen positively by communities and allow Defence to rebuild some public support within areas where their presence has had an impact on both land prices and access to community facilities.

With the Defence Strategic Review report making findings that Defence should be less focused on supporting local emergencies due to climate change and providing disaster relief, funding supporting resilience of local areas is a sensible approach. While there may be other funding streams for similar projects, the linking of the funding back to defence helps the community understand that there is a shared responsibility within the locality and helps demonstrate a more tangible benefit than the difficult-to-comprehend national security.

While not nearly as many bases exist in Australia as in the US, the issues faced are similar.

While there may be some limitations on the ability of Defence to directly offer such grants, they could be administered on an interim basis by another federal department, while any necessary changes to legislation are enacted.

In much the same way as the US established the fund with a pilot program, a similar pilot could be trialled in Australia with a specific focus (such as active transport or natural disaster resilience) for local governments within a certain proximity of a base. A trial fund of $20 million to target improvements around the Australian Defence Estate's 70 bases could support some much-needed social licence improvements and better prepare a region to support personnel, while demonstrating a shared responsibility to developing the community.

Defense Access Roads Program

The Defense Access Road Program is a collaborative initiative between the US Department of Defense and the Federal Highway Administration designed to address the impact of military activities on public highways. It enables the Department of Defense to fund public road improvements necessitated by sudden or unusual defence-related activities that local or state authorities cannot reasonably be expected to accommodate within their regular highway improvement programs.

Historical Background

The origins of the Defense Access Road Program trace back to the *Defense Highway Act of 1941*, enacted shortly before the United States entered World War II. This legislation provided for the immediate construction of roads urgently needed for national defence. The program was primarily created to address critical facility expansions that state transportation officials could not accommodate within existing federal or state-funded transportation improvement programs. The program continues today as a mechanism to seek federal financial intervention.

Eligibility Criteria

The Defense Access Road Program authorises the Secretary of Transportation to expend funds appropriated for defence access roads. Roadways may become eligible for defence funding under the authority of the program when the required improvements result from:

- a doubling of public highway traffic due to the establishment of a new installation or the expansion or movement of personnel to an existing installation;
- the need for a new access road or gate/entrance requirement;
- a new mission requiring heavy and damaging vehicle traffic on low-grade roads; or
- the permanent closure of public highways due to military necessity.

Process Overview

The process begins when a military installation identifies a transportation deficiency impacting its mission. The installation commander submits a Needs Report through the military chain of command, detailing the existing road conditions, projected traffic data and proposed improvements. The respective military service validates the requirement and forwards it to the Surface Deployment and Distribution Command (SDDC), which determines potential eligibility.

If deemed potentially eligible, the SDDC requests the Federal Highway Administration to conduct an engineering evaluation in collaboration with state and local highway officials, the military installation and the SDDC. This evaluation assesses the defence-generated traffic impacts, identifies solutions, estimates costs and outlines execution procedures. Based on this evaluation, the SDDC determines eligibility and certifies the road segment as important to national defence, allowing defence funds to be expended on the certified roadway segments.

Funding and Execution

There is no separate source of funding for the program. Funding for certified projects is programmed and budgeted by the respective military service as part of the installation's regular Military Construction (MILCON) budget process, approved by the federal government, essentially allowing the roads to bypass grant applications and be considered for financial support directly by government. Once approved, funds are transferred to the Federal Highway Administration, which oversees the execution of the project through federal-aid highway procedures by state or other owning highway authorities.

Implications for Australia

This approach offers a practical solution for managing some of the most immediate community impacts associated with defence projects, without requiring local or state governments to compete for funding or prioritise these needs over other city or state demands.

It also aligns with key points raised in discussions with the San Diego Association of Governments (SANDAG): defence departments should not directly fund infrastructure from their own budgets, as those funds are earmarked for defence-specific priorities. Instead, there is a need for federal infrastructure funding to mitigate the broader impacts of defence activities.

Rather than redirecting defence budgets towards infrastructure, this model advocates for separate federal funding specifically allocated to address these impacts. The program enables a shared understanding of the issues, which can then be collectively presented to the federal government as part of the broader budget process, rather than through competitive grant applications.

While unique challenges exist within Australia's governmental system, a funding stream based on these principles could be effective.

Defence Support Organisations

During the study tour, the Alliance met with two organisations that worked alongside defence to support their efforts in the community, promote understanding between the community and defence, and leverage ongoing defence investment in their regions. Both were praised by their respective defence leaders as being strong advocates and central to supporting their engagements with all three tiers of government and the wider community.

It was widely recommended that we consider the establishment of a similar organisation in Western Australia, and this section reviews both organisations and draws parallels with other WA-based organisations already operating in this space.

San Diego Military Advisory Council

The San Diego Military Advisory Council (SDMAC) is a pivotal organisation that plays a central role in supporting and fostering the relationship between the military and the broader San Diego community. Founded in 2004, SDMAC's mission is to advocate for the military's presence in the region while promoting economic, social and civic support for the defence sector. It also addresses challenges related to the military's integration with the local community, such as land use, environmental concerns and operational impacts. SDMAC's work is essential in maintaining the 'defence social licence' — the local community's acceptance and understanding of military activities and infrastructure.

Origins of SDMAC

San Diego has long been a strategic military hub in the United States, hosting several major naval and marine installations such as Naval Base San Diego and Marine Corps Base Camp Pendleton. Recognising both the benefits and challenges of this military presence, local civic and business leaders began collaborating to ensure that the military's interests and the region's development could coexist harmoniously.

SDMAC emerged in 2004 following a split from the San Diego Regional Chamber of Commerce. The Chamber had traditionally played a role in promoting the interests of the military and defence industry in the region; However, as the military's presence in San Diego grew more complex and the defence sector required more specialised advocacy, it became clear that a dedicated organisation was needed. The Chamber's committee focus on defence evolved into what is now SDMAC, which could prioritise military advocacy and community engagement. This allowed for a sharper focus on defence-related issues and created an independent platform solely devoted to fostering a strong relationship between the military and the community.

Board Composition

SDMAC's leadership structure is made up of a diverse and experienced board of directors that brings together individuals from various sectors. These sectors include defence, government, industry and local business leaders, all of whom play a role in shaping the strategic direction of the organisation. The composition of the board reflects SDMAC's mission to integrate the interests of both the military and the local community. Board members typically include:

- **Military Veterans and Active-Duty Officers:** These individuals provide insight into the military's operations, needs, and challenges.
- **Defence Industry Professionals:** Representatives from companies that serve the defence sector, such as contractors and suppliers, offer expertise on the economic and industrial impact of military activities.
- **Local Business and Civic Leaders:** These board members ensure that SDMAC remains aligned with broader regional development goals and fosters strong community ties.
- **Government Representatives:** Local and state government officials participate to maintain a connection between military advocacy and public policy.

This mix of perspectives enables SDMAC to advocate effectively for policies that benefit both the military and the wider San Diego community.

Funding and Financial Structure

SDMAC is primarily funded through membership fees, sponsorships and event revenues. The organisation operates as a non-profit and relies on contributions from its members, which include individuals, defence contractors and local businesses that benefit from the military's presence in the region. SDMAC's funding sources include:

- **Membership Dues:** Both individual and corporate memberships contribute a significant portion of SDMAC's revenue. Memberships are tiered, offering different levels of engagement and access to events, reports, and advocacy efforts.
- **Sponsorships:** Local businesses and defence contractors often sponsor SDMAC events and initiatives. This support not only provides essential financial backing but also strengthens the relationship between the defence sector and the local economy.
- **Event Revenue:** SDMAC regularly holds events such as the annual SDMAC Achievement Awards, luncheons, and panel discussions. These events generate revenue while also serving as platforms for military leaders, government officials and industry stakeholders to network and discuss important issues.

SDMAC's funding model is designed to ensure that the organisation remains independent and capable of advocating for the military's interests without being beholden to any single group. This financial independence allows SDMAC to maintain a balanced approach in its efforts to support both the military and the local community.

SDMAC's Operations

SDMAC's core functions include advocacy, research and education to support the interests of both the military and the San Diego community. It achieves this through several key activities:

1. **Advocacy:** SDMAC works closely with local, state and federal governments to ensure that San Diego remains a military-friendly region. This includes lobbying for military funding, supporting infrastructure projects that benefit military installations, and advocating for policies that help the military and local businesses thrive.

2. **Community Engagement:** SDMAC regularly engages with local stakeholders, including community leaders, business owners and residents, to build a broader understanding of the military's role in the region. By facilitating public forums and discussions, SDMAC helps foster a positive relationship between the military and the community.

3. **Economic Impact Research:** One of SDMAC's flagship initiatives is conducting detailed economic impact studies on the military's contribution to the San Diego economy. These reports provide critical data that highlight the importance of the military sector, illustrating how defence spending supports local businesses, creates jobs and generates revenue.

4. **Defence Industry Support:** SDMAC also plays an important role in supporting the defence industry, which includes a network of contractors and businesses that provide goods and services to the military. Through partnerships and networking opportunities, SDMAC helps local companies access contracts and grow within the defence sector.

Role in Supporting Defence Social Licence

SDMAC's role is in a large part to ensure the military can operate effectively, while being cognisant of their impact in the community. SDMAC's efforts are integral in supporting this balance by:

- **Building Trust and Transparency:** SDMAC promotes transparency between the military and the community. It facilitates open communication about military operations, expansion plans, and their potential impacts on the local area, ensuring that residents are well informed and have a voice in the process.
- **Addressing Environmental and Social Concerns:** One of the challenges in maintaining defence social licence is managing environmental impacts and land use conflicts. SDMAC advocates for environmentally sustainable practices and ensures that the military's presence does not unduly infringe on community interests.
- **Economic Justification:** Through its economic impact reports, SDMAC reinforces the message that the military is not only essential for national security, but is also a major economic driver for the San Diego region. By demonstrating the financial benefits of the military's presence, SDMAC helps to build local support for continued defence investment.
- **Collaboration with Civic Leaders:** SDMAC works closely with civic and business leaders to align military activities with the region's broader goals. This collaborative approach ensures that the military presence supports local development and benefits the wider community. This is completed through programs such as Defence Breakfasts and their celebration of military community leaders.

Hampton Roads Military and Federal Facilities Alliance

The HRMFFA is a vital organisation focused on strengthening the relationship between the military, federal facilities and the Hampton Roads community. Founded in 2006, HRMFFA's mission is to protect, promote and enhance the federal presence in the region, particularly the military installations that are critical to both national security and the local economy. HRMFFA plays a crucial role in fostering the defence social licence, ensuring that the community understands and supports the military's operations and the benefits they bring to the region.

Origins of HRMFFA

Hampton Roads is home to one of the largest concentrations of military personnel and federal installations in the United States, including Naval Station Norfolk, the world's largest naval base, and Joint Base Langley-Eustis. The region's heavy reliance on defence and federal operations as an economic driver created a need for coordinated efforts to support and protect this presence.

HRMFFA was formed in 2006 out of a growing concern among regional leaders that the area's military installations might face future closure or reductions through the BRAC process, which had already reshaped many communities across the United States. Local government leaders recognised the importance of maintaining the military's presence and ensuring that Hampton Roads remained a top destination for federal investment and infrastructure. HRMFFA provides a unified platform for regional advocacy and engagement with the federal government.

Board Composition

HRMFFA's board of directors is made up of local government officials, business leaders and military stakeholders who represent the diverse interests of the Hampton Roads region. The board's composition reflects the Alliance's mission to align local priorities with the needs of the federal and military communities. Key members typically include:

- **Local Government Leaders:** Elected officials from the cities and counties of Hampton Roads, who are key to ensuring that regional planning supports military operations and addresses community concerns.
- **Military Representatives:** Active and retired military personnel, who provide insight into the operational needs of local military installations and ensure that HRMFFA remains focused on the interests of the armed forces.
- **Business and Industry Leaders:** Representatives from sectors such as shipbuilding, defence contracting and technology, who have a vested interest in maintaining a strong federal presence in the region.

The board's structure is designed to foster collaboration across multiple sectors, ensuring that HRMFFA's advocacy efforts are both comprehensive and responsive to the needs of the community and the military.

Funding and Financial Structure

HRMFFA operates as a non-profit, funded primarily through contributions from its member localities, which include the various cities and counties in the Hampton Roads region. These localities contribute to HRMFFA's operating budget based on their population size and economic interests. This funding model ensures that the organisation remains accountable to the region's stakeholders and can effectively represent their interests in Washington, D.C.

HRMFFA's key funding sources include:

- **Local Government Contributions:** The cities and counties that make up the Hampton Roads region contribute to HRMFFA's budget, allowing the organisation to advocate on behalf of the entire region.
- **Public-Private Partnerships:** HRMFFA collaborates with local businesses and industries that benefit from a strong federal presence. These partnerships provide additional financial support for HRMFFA's initiatives and strengthen the Alliance's advocacy efforts.
- **Event and Project Sponsorships:** HRMFFA hosts various events and projects aimed at promoting the region's military and federal assets. These initiatives not only generate revenue but also serve as platforms for showcasing Hampton Roads' strategic importance to federal decision-makers.

By maintaining financial independence and relying on contributions from multiple localities, HRMFFA is able to maintain a balanced approach in its advocacy, ensuring that the interests of both the military and the community are represented.

HRMFFA's Operations

HRMFFA's core functions include advocacy, regional planning and research to support the interests of both the military and federal facilities in Hampton Roads. It achieves its mission through several key activities:

1. **Advocacy:** HRMFFA engages with federal lawmakers, defence officials and military leaders to promote policies that protect and enhance the region's military and federal assets. This includes lobbying for military funding, supporting infrastructure projects, and ensuring that Hampton Roads remains a strategic location for defence operations. HRMFFA often engages lobbyists to work on their behalf at the federal level.
2. **Regional Planning:** HRMFFA works closely with local governments and planning agencies to ensure that the region's development supports the needs of the military. This includes addressing issues such as transportation, land use, and housing to accommodate the large number of military personnel stationed in the area.

3. **Economic Impact Studies:** HRMFFA supports research to highlight the economic benefits of the federal presence in Hampton Roads. This research demonstrates the critical role that military and federal facilities play in supporting the local economy, creating jobs and generating revenue, but are produced by the state rather than the organisation directly.

4. **Community Engagement:** HRMFFA also plays a key role in fostering communication between the military and local residents. Through public forums, events and educational initiatives, it ensures the community understands the importance of the military presence and is actively involved in shaping policies that impact both the military and the region.

Role in Supporting Defence Social Licence

HRMFFA plays a critical role in maintaining the defence social licence in Hampton Roads by fostering a positive relationship between the military and the community. The organisation's efforts to support this social licence include:

- **Promoting Transparency:** HRMFFA facilitates open dialogue between military leaders and the local community, ensuring that residents are aware of military activities and how they impact the region. This transparency helps build trust and understanding between the two parties.
- **Addressing Community Concerns:** HRMFFA works to address concerns related to land use, environmental impacts, and infrastructure development. By engaging with local governments and residents, HRMFFA ensures that the military's needs are balanced with those of the community.
- **Highlighting Economic Benefits:** HRMFFA's economic impact studies are essential in demonstrating the financial contributions of the military and federal installations to the local economy. By emphasising the economic importance of the military presence, HRMFFA helps build community support for ongoing federal investment in the region.
- **Supporting Regional Resilience:** Hampton Roads faces unique challenges related to climate change and sea level rise, which can impact military operations and infrastructure. HRMFFA advocates for federal support to address these challenges and ensures that regional planning incorporates resilience measures that benefit both the military and the broader community.

Comparing and Contrasting the Two Organisations

The primary difference between HRMFFA and SDMAC lies in the foundations and goals of each organisation. HRMFFA was created by local governments in Hampton Roads out of concern over potential base closures, with a focus on advocating for the region's economy and ensuring that federal decisions, particularly from Washington, D.C., would not jeopardise the local economy. The driving force behind HRMFFA is to safeguard the area's military and federal presence, primarily through influencing national policy decisions. SDMAC, on the other hand, appears more removed from direct government advocacy and instead centres its efforts on what is best for defence within the broader City of San Diego context; the organisation is less about protecting local government interests and more about integrating the military into the city's wider economic and social fabric.

HRMFFA's strategy revolves around influencing federal policy, with less emphasis on engagement at the state level. A significant aspect of HRMFFA's work involves preventing urban encroachment around military bases by working on land use planning, particularly regarding development along flight paths. In contrast, SDMAC focuses more on building community support for the military's role in the city's growth, especially in areas like defence contracting and economic impact.

Additionally, the leadership and approach of the two organisations differ in how they connect with defence authorities. While HRMFFA is led by ex-servicemen, it does not appear to have the same level of direct engagement with base commanders, or act as an informal channel for conveying military needs to the community, as SDMAC does. SDMAC's leadership seems to be more involved in representing the voice of the military in San Diego, ensuring that the defence sector's needs are considered in broader civic discussions.

This divergence in approach likely reflects the differences in the two regions' economies. Hampton Roads is heavily reliant on continued military investment, particularly in shipbuilding and defence facilities, making HRMFFA's protective stance crucial. San Diego, however, has a more diversified economy, and while the presence of the fleet is strategically important, it is not as economically pivotal as in Virginia. The bases in San Diego are situated more for geographic advantage, whereas in Hampton Roads, their location is tied to historical and ongoing defence investments that are critical to the local economy.

Community Outreach

Community Liaison Officers

Discussions with US base commanders highlighted the importance of community liaison officers in fostering relationships between military installations and the surrounding communities. In addition to high-level connections between base commanders and local mayors—used primarily for significant matters and emergencies—community liaison officers serve as an intermediary layer of engagement. These officers enable more routine issues to be raised and resolved efficiently, working collaboratively with local government, businesses and community members. This role also supports environmental approvals and the coordination with government stakeholders for development reporting and approval processes, enhancing the base's integration within the community.

In Australia, while defence engagement with mayors and senior levels of local government is well-established, there are fewer formal mechanisms at the officer level for liaising with the community and defence entities. Although HMAS Stirling has a prominent, outward-facing commanding officer, additional outreach opportunities at the lower levels of Defence and in state and local government could strengthen these ties. The ASA similarly engages with local and state governments mainly at the executive level, which may be due to resource limitations in this early phase of the agency's growth. Introducing designated community engagement roles within Defence, mirroring strategies used by local governments, could address this gap.

Local governments have successfully developed new career pathways focused solely on community engagement, often integrated with media and communications functions. These roles are dedicated to building relationships and ensuring transparent and responsive communication with the community, and similar positions within Defence could provide continuity and strengthen community ties.

While establishing such roles would require substantial operational adjustments and financial commitment from Defence, it is a model worth considering. Determining the day-to-day responsibilities and appropriate level of community engagement for such positions would be essential in ensuring that they effectively bridge Defence, local government and community needs. This approach could provide a structured pathway for Defence to address community concerns proactively and reinforce social licence, positioning Defence as a more accessible and engaged presence in Australian communities.

Fremantle Ports has implemented an effective outreach model that serves as an example of streamlined community and government engagement. This model includes structured interaction with government entities and community organisations, and broader community-level engagement, allowing the executive team to concentrate on core operational responsibilities. Meanwhile, key stakeholders remain engaged on strategic issues, ensuring that important relationships and long-term planning remain priorities. This approach effectively balances day-to-day outreach with high-level engagement, optimising both resource allocation and strategic focus.

Business Breakfasts

In An initiative established by SDMAC is 'Defence Breakfasts', a recurring forum for stakeholders to gain insights into the military's role within the community. These monthly breakfasts bring together a diverse set of speakers, including military personnel, government officials and business representatives, fostering a deeper understanding of defence activities in the region. From these sessions, SDMAC has been able to educate the community on the military's mission and the broader economic and strategic roles of defence, especially those that might otherwise be overlooked. These gatherings are integral to SDMAC's outreach program, both raising awareness and generating funds to support other community initiatives.

During discussions with SDMAC, they underscored that speakers are expected to outline both their mission and the operational requirements to fulfil it, emphasising the importance of context and clarity. This approach facilitates a holistic understanding of defence's purpose, helping the audience grasp why these roles exist and how they contribute to the collective security and economic stability of the region. SDMAC's speakers range from senior defence personnel and elected officials to influential business figures, reflecting the breadth of community interest in San Diego's defence sector.

In exploring a similar program for Perth, it is evident that while defence-focused events occur occasionally through chambers of commerce or business networks, there is no dedicated series akin to SDMAC's Defence Breakfasts. A Perth-based initiative would need to engage a broad spectrum of stakeholders, many of whom may have limited knowledge of defence's role in Western Australia. As commonwealth investment in defence continues to grow in the region, understanding these investments' long-term impacts and aligning strategic planning will become increasingly important for local businesses. Much like the mining sector's integration into Western Australia's economic identity, defence could become an equally central theme within Perth's broader business landscape.

This presents an opportunity for local government to play a pioneering role. Given the relatively low base of defence knowledge in Western Australia, a program could start with foundational awareness around initiatives like AUKUS and HMAS Stirling's role in the region. By building understanding, the program could gradually introduce participants to the specific work streams and expansive operations happening in Western Australia, which are rarely part of the public dialogue.

While SDMAC can sustain monthly events given the higher density of military engagement in San Diego, a Perth counterpart would likely be better suited to a bi-monthly or quarterly schedule. Events could be branded to capture the public's interest and delivered through diverse communication channels to engage a wide cross-section of Perth. Collaboration with non-defence organisations might also enhance outreach, with a longer-term vision of transferring the program to a local association with a shared strategic vision.

Alongside broader Perth outreach, local chambers of commerce in the Perth South West region could continue dialogues with local businesses to strengthen the connection between defence and small enterprises. A coordinated event series—perhaps with high-profile speakers appearing at breakfast, lunch and sundowner events across multiple locations—could maximise engagement and provide tailored insights to the smaller businesses in the area. Such a series would ensure that businesses of all sizes understand and can engage with the strategic and economic opportunities emerging from increased defence activity in Western Australia.

Political Engagement

Engagement with state and federal lawmakers, as demonstrated by organisations like SANDAG and HRMFFA, plays a crucial role in maintaining defence social licence. Although the primary driver of these engagements may often centre on securing economic success for the region, these interactions also enable lawmakers to gain insight into the local implications of their policy decisions.

By fostering a continuous dialogue with defence-affiliated stakeholders, organisations like SDMAC create opportunities for political leaders to communicate directly with the wider community, explaining not only the decisions themselves but also the strategic considerations that shape them. This approach helps build a more informed and engaged community by aligning public understanding with the key drivers behind major policy shifts.

In Australia, a variety of commonwealth and state ministers bear some responsibility for overseeing and implementing defence projects within their regions. While the Minister for Defence is a central figure, other ministers—such as those responsible for regional development, veterans' affairs, and defence industries—also play integral roles in conveying the impact of Australia's evolving defence posture. At the state level, the Ministers for Defence Industries, Transport, Planning and State Development contribute to this dialogue by helping businesses and communities understand not only why major shifts are occurring but also what these changes mean for infrastructure, workforce development and local design considerations.

Clear communication from these leaders is essential, as it allows them to address both the opportunities and the challenges that accompany Australia's defence aspirations. By being transparent about the economic and social impacts of initiatives like AUKUS, political leaders can engage communities on the potential benefits and challenges, while openly addressing the mitigation measures that will be in place to manage any adverse impacts. Although there have been several significant announcements related to AUKUS, there has been limited engagement from decision-makers to explain why these decisions were necessary or how they may impact the region's most directly affected.

In this context, there is a clear need for ongoing political engagement to complement the work being done by the Australian Defence Force in the region. Defence's role is to implement the strategic policy set by the government of the day, meaning it falls upon the government to articulate the rationale behind these policy decisions. This ensures that communities are not left seeking answers solely from those tasked with implementation, but instead gain a holistic understanding of the policy objectives, considerations and expected outcomes directly from the decision-makers responsible.

Communications

Communications Approach Generally

Communications emerged as a significant point of contrast between Australian and US naval personnel. US personnel were notably open, transparent and exploratory in their communication, despite clear boundaries regarding sensitive topics. They demonstrated a willingness to speculate and provide contextual examples, even when specific details were unavailable. For instance, while they were not informed on specific decisions around nuclear waste management for US submarines in an Australian context, they referenced Japanese models, making it clear where these examples were relevant and adding caveats as needed. This communication approach showed a level of confidence that likely stems from seven decades of experience with nuclear reactors—experience that Australia is only beginning to build upon.

This confident, open dialogue underscored the ease with which senior US defence personnel could discuss their roles and responsibilities without fear of reputational risk. It is worth noting, however, that the visiting delegation engaged with very senior members of the US defence establishment, who likely possess a more strategic perspective and thus a higher level of comfort in public communications than their junior counterparts.

By contrast, while engagement with the ASA has always been professional and responsive, challenges do arise from a disparity in language and understanding. Local governments often lack the foundational knowledge in defence strategy and nuclear stewardship, yet still need to educate community leaders and the public on these complex issues to foster better comprehension. Questions from local governments that seem straightforward regarding nuclear materials are often multifaceted, and ASA's responses tend to prioritise accuracy over simplicity. As a result, rather than offering straightforward answers, ASA often provides highly conditioned, detailed responses that are confidential or cannot be shared.

This cautious approach to communication from ASA appears to reflect its reliance on meeting the exacting standards of the Naval Reactors Group, which is essential for progressing Australia's nuclear program. ASA's caution may stem from concerns over reputational risks or potential misinterpretations, leading them to dissect complex issues thoroughly before crafting highly specific responses. This approach, however, requires considerable time and resources and can sometimes be perceived as secretive. Although certain aspects of ASA's program must remain confidential, the perception of secrecy extends to other areas where it may not be necessary and may simply reflect a cautious communication style.

Addressing this requires building 'nuclear literacy' among community leaders and the broader public, which will be an ongoing process. ASA and allied organisations will need to proactively foster this awareness and establish continuous programs that help communities understand the strategic and political context of defence activities in the region. The delegation noted that this difference in communication styles was one of the most striking aspects of the engagements, highlighting a key area for ASA and the Australian Defence Force (ADF) to re-evaluate their communication practices to enable highly engaged, two-way dialogues. Encouraging a communication culture where all members feel free to speak confidently, with appropriate caveats, would allow them to engage without fear of unintended consequences.

While community unease around AUKUS and its implications remains, this sentiment may ease over time, allowing more freedom in defence communications. However, the coming years will be crucial for building social licence and community understanding well in advance of the arrival of US submarines. Ensuring clear, open and interactive communication now is essential for establishing the community trust that will support Australia's evolving defence role.

Economic Impact Report

One of SDMAC's most effective outreach tools is their annual economic impact study, which measures defence's contribution to the San Diego economy. This study provides key statistics and research that directly link defence activities with job creation, making it a highly effective tool for engaging political stakeholders at federal, state and local levels. It also helps inform members of the public about defence's economic significance to the region. SDMAC's approach has involved partnering with respected economists from a local university to create a reliable framework for measuring economic impact, lending credibility to the report's findings. Their advice for replicating such a report in Western Australia was to involve a reputable economics academic to enhance the report's legitimacy, rather than simply engaging a firm to develop metrics; the report's credibility, they noted, is as important as its findings.

Each year, the report also delves into a specific area to highlight aspects of defence that may otherwise go unrecognised. For example, one year's focus on the Marines illustrated the economic role of that branch in San Diego, a contribution that might not typically be seen as central to the defence profile of the region. Similarly, in Western Australia, while the current focus remains on the navy, there are equally valuable stories to tell about the army, air force, and even the infrastructure that supports defence activities more broadly.

The prospect of developing a similar report in Western Australia has garnered interest, as it would provide a clearer picture of the region's defence spending and its tangible impact on jobs, the supply chain, and overall economic activity. Although there is general awareness of defence investment in the region, quantifying its direct and indirect effects remains a challenge, beyond the basic analysis through impact modelling software. A report with rigorous data would help stakeholders understand the specific economic impact of defence in terms of job creation and business activity across the region.

This type of economic impact study would be particularly valuable in building engagement with the business community around defence social licence, as it clearly outlines the financial benefits of defence. However, it is important not to overstate the tool's impact. While an economic impact report can effectively communicate the business and employment benefits of defence, it does not address the social and environmental impacts or opportunities defence brings to a community. As such, while this report would be a vital engagement piece for the business community, its ability to resonate with the broader community may be more limited.

Websites

The Alliance reviewed key websites of US and Australian defence entities, observing that US bases provide a robust range of information on base activities, contact points and support services. US base websites typically feature detailed updates on base operations, accessible contact forms, a comprehensive overview of the base's role within the larger defence structure, and emergency contacts. These websites also provide information on transportation incentives, local support programs and resources for those working on the base. Additionally, the contact information includes direct communication channels, mailing addresses and a variety of supplementary resources, making it easier for the public to engage with base operations.

In contrast, the Australian example for HMAS Stirling was markedly less comprehensive. Although relevant information is available on a range of topics, there is no centralised platform to act as a 'single source of truth' for users. Similarly, the ASA website includes basic contact information but only lists a general Defence phone number, with no direct email addresses or specific contact points. The only available form is for media inquiries, and while links to social media pages (LinkedIn, Twitter, Instagram, Facebook) are provided, they may not be sufficient for public engagement or information-seeking on nuanced issues.

A simple Google search for nuclear shipbuilding in US bases yields numerous FAQs that address a range of community questions and concerns, underscoring the potential for websites to serve as reliable, comprehensive information hubs. For Australian audiences, however, the current digital landscape creates challenges. Many residents may find it difficult to differentiate between the navy, ASA, HMAS Stirling, and the Minister for Defence, each with their distinct responsibilities. This situation is likely to become more complex as a new Naval Nuclear Regulator is established, introducing additional sources of information for AUKUS-related matters. Without a clear, centralised source of information, the public may struggle to locate accurate, relevant details.

Creating a streamlined single source of truth would significantly benefit the Australian context, offering clarity and easing navigation for those seeking information. A comprehensive website with a consolidated directory and clearly delineated responsibilities would allow the public to better understand and engage with the Defence initiatives impacting their communities. This is of particular need in the short term, and stands to best engage with the wide range of stakeholders who are seeking information across a range of issues related to AUKUS.

Social Media

In discussions with US representatives, the significant role of social media in defence communications became evident, particularly with regard to the bases' outreach. For example, the US base in Japan is one of the most-followed social media accounts for any US base globally, reflecting high engagement within the host country. The content largely focuses on the day-to-day life of the base, which might appear mundane but offers transparency and builds trust, giving the public an authentic view of routine operations. Similarly, Naval Reactors maintains an active presence on platforms like LinkedIn, where they emphasise their 70-year track record of safe operations. This long history of content and consistent messaging reinforces public confidence and highlights a strong commitment to safety.

In San Diego, bases actively monitor social media channels, responding quickly to dispel misinformation or address community concerns. The team closely watches community sentiment online, reporting key issues to senior leadership who can then adjust messaging to provide clarity or directly address concerns. This approach not only mitigates the spread of misinformation but also reinforces a responsive relationship between the base and the surrounding community.

When reviewing the social media presence of both HMAS Stirling and the ASA, it was noted that their engagement tends to be more passive, primarily linking to informational web pages rather than directly engaging the public. While informative, this content lacks the interactive engagement commonly seen on US bases' social media. Furthermore, the HMAS Stirling page, for example, has minimal updates; significant events, such as the recent Submarine Tendered Maintenance Period (STMP), received no mention on their Facebook page, missing an opportunity to connect with the community on current initiatives.

In local government, social media has become a critical outreach tool that requires constant monitoring and regular updates to engage effectively with the community. Traditional communication methods—newsletters, media statements, notice boards—no longer achieve the same level of engagement they once did, and local governments now rely on social media as a primary communication channel. These platforms allow for a dynamic exchange, enabling quick sharing of essential information, such as road closures, events, and other community updates, while also providing insights into community sentiment on specific projects or issues.

For the ADF AND ASA, decisions regarding social media engagement ultimately rest with their internal strategies. However, it is important to acknowledge that community expectations have shifted; the public now expects engagement through these platforms. Social media offers a unique opportunity to share images, videos and updates about base activities; engage a broader audience about successful programs, upcoming events or pertinent issues; and through skilled social media management, provide responsive, direct communication. Although implementing such a strategy would require investment in resources and a more proactive communication approach, the benefits of fostering community trust and transparency through consistent social media engagement are clear, as demonstrated by the US defence approach.

Build Submarines Website

The US-based 'Build Submarines' website serves as a comprehensive landing page for anyone interested in careers related to submarine construction. This site provides detailed information on various career paths, the strategic objectives of the submarine program and the program's long-term goals. It focuses on instilling a sense of purpose in potential recruits, emphasising the meaningful contributions they can make within the submarine workforce. The website also showcases the extensive supply chain network, mapping thousands of job opportunities across the United States to demonstrate the program's broad economic impact.

Developed by BlueForge Alliance, a not-for-profit organisation working with companies in the submarine supply chain, the 'Build Submarines' initiative is designed to cultivate community awareness and understanding of the sector's workforce needs. Companies like Huntington Ingalls Industries (HII) rely on these outreach efforts to sustain and expand their workforce. To bolster visibility, the program sponsors major sporting events, including Major League Baseball, college football and NASCAR, which has helped raise the profile of their brand significantly. According to their website, Build Submarines has attracted over 400 million visitors, demonstrating the reach and impact of its awareness campaigns.

In an Australian context, multiple websites discuss the opportunities arising from AUKUS, including the Western Australian Government's website, 'WA – The Other Force' (theotherforce.wa.gov.au), which highlights the shipbuilding sector. However, as Australia's submarine program will rely on supply chains stretching across the nation—encompassing construction in South Australia, maintenance in Western Australia, and opportunities to engage in US and UK supply networks—there is a strong case for a centralised platform akin to the US model. Such a site would not only help build social licence by increasing public understanding and acceptance, but would also clearly illustrate the program's economic benefits.

Furthermore, it is essential to reinforce that these submarine-related roles are not limited to traditional trade positions; many are high-tech, analytical, and offer significant career advancement. A centralised, well-promoted platform could highlight this diversity in roles, helping to attract a skilled workforce ready to meet the sophisticated demands of the program.

Base Access

Another notable difference between the US and Australian approaches lies in access to defence bases. While US bases require substantial approvals for entry, once on-site, there is a far more relaxed approach to civilian presence. For instance, at Coronado in San Diego, the delegation observed considerable autonomy in movement once the initial security checks were completed. Although accompanied by senior personnel, delegates were allowed to freely experience various parts of the base. The experience was similar at Norfolk, with high security at the entrance but a greater sense of openness and engagement once inside. The US model also includes public events on base grounds, such as Little League games, concerts and open days, allowing the community to engage directly with the base. Norfolk's approach even extends to private tour operators who, with appropriate clearances, offer tours of naval facilities, providing a distinctly different approach to community engagement. What stood out most, however, was the encouragement from US personnel to take photos of the base, including aircraft carriers and other military assets. This openness, coupled with pride in showcasing the base, created a more welcoming atmosphere.

In contrast, HMAS Stirling enforces much stricter control over base access, with defence personnel closely managing where groups can go and what they can experience. Although the Garden Island base was at one point open to the public on select days, this practice has since been discontinued.

The openness of US bases aligns with the statement made by a US base commander, who described part of their role as "demystifying Willy Wonka's Chocolate Factory". They illustrated this by highlighting the similarity between running a navy base and managing a small city. Navy base operations involve many tasks akin to local government responsibilities, such as congestion management, infrastructure planning, parking and environmental stewardship. Allowing local government representatives to witness this day-to-day reality fosters a more profound mutual understanding between defence and local government stakeholders.

While public base access serves as a valuable engagement strategy, it is recognised that regular large-scale public access may not be practical for HMAS Stirling. However, there are significant opportunities for increased engagement with local leaders and community groups, allowing these individuals to gain a broader understanding of the base's daily operations and the intricate planning and safety protocols that govern such an environment. This more targeted approach would help build a foundational appreciation for the responsibilities defence personnel undertake.

Additionally, allowing photography and encouraging visitors to share these images on private and public social media could significantly amplify the influence of community leaders who attend. This organic form of engagement, led by trusted local figures, can be highly effective. However, there is also value in curating and providing high-quality images to visitors during times of enhanced security (such as during visits of particular vessels) to enhance narratives and outreach efforts across their broader networks. Such a strategy allows for stakeholders to share messages with their audience, while ensuring that photographs do not impact the security requirements.

Public Radiation Monitoring

In separate discussions with representatives from Naval Reactors, the topic of publicly accessible data from radiation monitoring stations was explored, particularly in foreign jurisdictions like Japan. In these programs, radiation sensors are strategically placed to provide real-time, publicly available data on radiation levels. This approach offers communities transparency, as it allows them to observe and understand baseline radiation levels, which include naturally occurring sources, and to distinguish these from any defence-related readings, if any. Making such data openly accessible helps build nuclear literacy within communities, fostering a clearer understanding of radiation norms and helping to establish trust.

The availability of open-source, mapped data on public websites contributes to social licence by demonstrating whether naval vessels emit any radiation into their surroundings. This transparency reassures the public about safety and reinforces the perception that Defence is committed to accountability.

In examining available resources, we reviewed several Japanese websites, where general nuclear and radiological monitoring data was accessible. Although none focused specifically on military bases, annual reports from Naval Reactors were published, disclosing emission levels. While this offers a degree of transparency, the advantage of having real-time, easily accessible data is clear. Real-time monitoring would provide continuous assurance, fostering public trust by giving communities direct insight into radiation levels in their region.

A similar initiative could be beneficial in the Australian context, particularly with a focus on transparency around nuclear-powered submarines. Establishing a real-time monitoring site could be managed by a suitable regulator, linking to both Defence and community-based environmental websites. This resource would help build awareness and confidence in Defence's environmental safety measures, making nuclear operations more comprehensible and less mysterious to the public.

Traffic and Transport

Vanpool

Run by SANDAG in partnership with Enterprise Rideshare, the Vanpool program is an affordable, sustainable commuting solution designed to reduce both the expense and environmental impact of driving to work in San Diego County. Residents are able to share rides, significantly cutting down individual transportation costs and easing traffic congestion across the region. The initiative provides a substantial monthly subsidy—up to $400 per vanpool group—covering the costs of van leasing, fuel, insurance and maintenance, making it a highly accessible option for commuters.

Participants in the program can choose from a range of van sizes, seating from five to fifteen people, which allows groups to form around their specific commuting needs. The flexibility extends to route planning, as each vanpool determines its own pick-up and drop-off points based on the convenience of its members. In addition, Vanpool vehicles can utilise High-Occupancy Vehicle (HOV) lanes, allowing them to avoid peak-hour congestion and further reduce travel times.

Environmental benefits are central to the program's purpose, as the reduction in single-occupancy vehicles on the road translates to lower greenhouse gas emissions and less traffic congestion. The initiative is open to anyone commuting to work in San Diego County who can coordinate with others travelling similar routes and schedules, creating a flexible yet structured approach to shared transport.

One notable feature of the program is its emergency support, which ensures no participant is left stranded. If a Vanpool driver or a passenger has an emergency, alternative arrangements are made to get members to their destinations safely and without disruption (through Uber or taxis). This commitment to continuity strengthens the program's appeal, addressing commuter concerns about reliability.

By sharing a vehicle, participants reduce their fuel, parking and toll expenses while also enjoying access to HOV lane access and in some situations, to prioritised parking. The programs is further incentivised through defence schemes to financially support Vanpool for workers on the base.

This model has potential relevance for Australia, especially for regions where defence installations create high commuter volumes but where public transport infrastructure is not yet fully developed. In such areas, a similar vanpool system could alleviate pressure on local roads, support environmental goals and provide an affordable and reliable commuting option, making a substantial contribution to social licence and community integration efforts around major installations. Success, however, hinges on financial incentives and the added fast commute related to carpool lanes. Without these associated programs, the success of the program may be limited.

Carpool Incentives

Linked to the Vanpool initiatives are the wider carpool incentives. When comparing Perth with US cities, Perth may have stronger public transport usage, but carpool uptake lags behind.

One effective carpool incentive in the US is the use of HOV lanes (like a bus lane, but for carpools), which allow carpool vehicles to bypass traffic, as seen in cities like Los Angeles, San Diego and Newport News. However, these lanes are most useful when employment centres are adjacent to freeway systems, unlike locations like HMAS Stirling, where this incentive is less applicable. It may however work in other contexts for employment centres adjacent to high volume road systems.

A simpler yet effective strategy is the provision of priority parking for carpool vehicles, offering spaces closer to office buildings or amenities. This has been successfully implemented in some US bases with limited parking. As HMAS Stirling continues to intensify, restricting parking space expansion could encourage a shift away from single-occupant vehicles to carpooling by opening up preferred car bays or even pricing parking for single-occupancy vehicles. With Perth experiencing more extreme weather, there would likely be some value placed on priority parking locations by employees not wanting to traverse the base in high temperatures or storm events.

The strategy of capping or limiting additional parking on base aligns with other successful models, such as the University of Western Australia's parking cap. UWA has maintained a maximum number of parking spaces despite land use intensification, prompting a shift towards public and active transport. A strictly enforced car limit for base access may support behavioural shift at HMAS Stirling, however this may have the negative consequence of lowering the attractiveness of the destination for workers.

Transportation Incentive Program

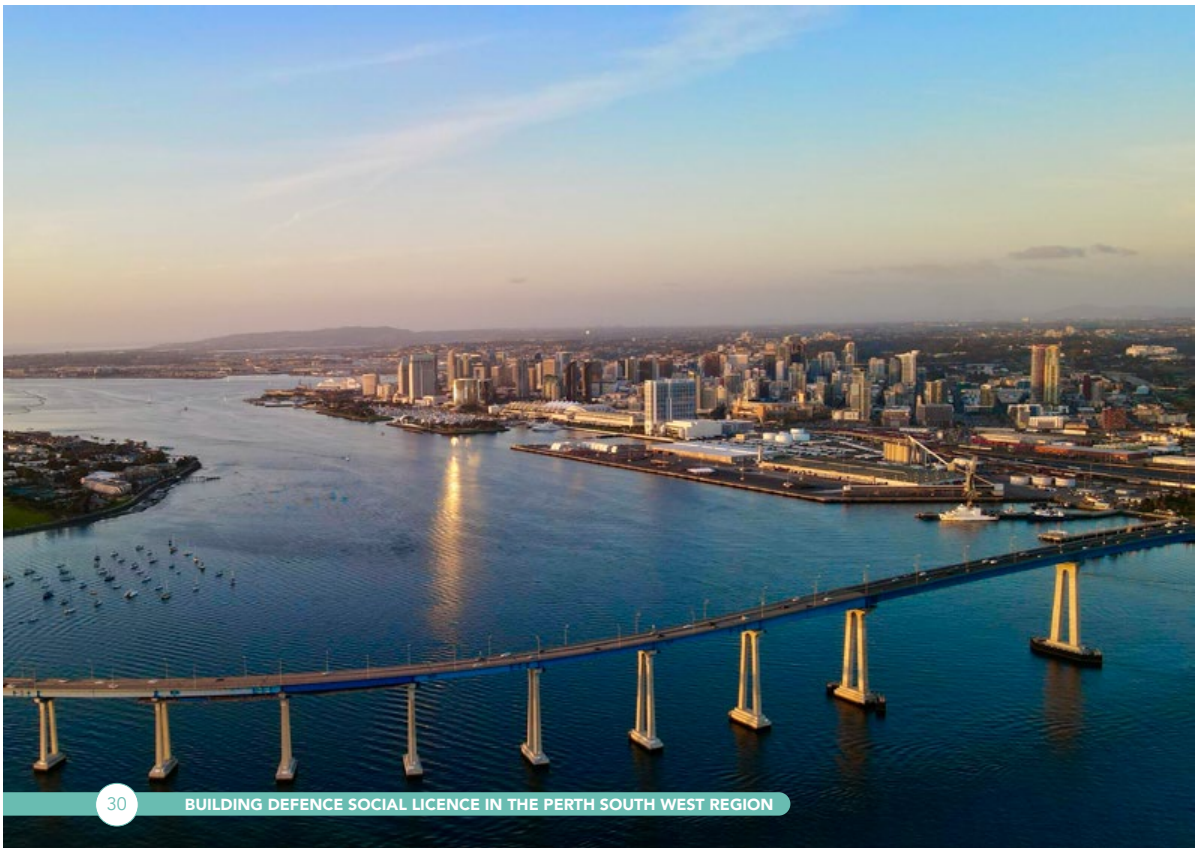
In the US, a transport incentive program offers personnel up to $300 per month towards commuting costs, covering various public transport options and vanpool schemes (distinct from carpool schemes). This initiative effectively offsets the anticipated monthly costs of public transport, encouraging personnel to use alternatives to single-vehicle commutes, thus reducing congestion on and around military bases. To maintain accountability, personnel must have their commanding officer's approval and provide evidence of how the funds were spent for continued eligibility.

The program is particularly effective in locations where bases are closely connected to public transport infrastructure. For instance, in Norfolk, an interchange between the city's public transport system and the on-base transport network allows personnel to move seamlessly between the two while preserving the base's security protocols. Similarly, in San Diego, public transport access to the Coronado base facilitates straightforward commutes for personnel.

In the context of HMAS Stirling and the AMC, however, public transport infrastructure remains limited. Although some transport services exist in the surrounding areas, they are not yet at a level where public transport could serve as a practical option for regular commutes. At HMAS Stirling, the combination of Causeway navigation, the distance between the Rockingham train station and the base's security gate, and the lack of direct access, makes public transport an impractical choice. Likewise, the AMC's limited connection to train services, coupled with bus services that may not align with peak shift hours, further hinders the viability of public transport for personnel commuting to the complex. Moreover, many professionals commuting to the AMC are trade workers who often need to bring specialised tools, which can pose an additional barrier to using public transport.

Currently, Australian personnel have access to salary sacrifice options for commuting, though they are far less substantial than the US transport incentives. Additionally, the Vanpool program in the US is closely linked to the transport incentive initiative, which helps ensure its effectiveness by covering a range of commuting options.

Implementing a similar program in Australia could help reduce the transport burden on local road networks. However, this would likely require significant improvements to public transport services, including extended hours and routes to better serve HMAS Stirling and the AMC. Dedicated bus linkages from key transport hubs, such as Rockingham and Aubin Grove train stations, may also be necessary to make such a program viable.



Local Engagement

Defence Engagement at Regional Planning Level

The San Diego Association of Governments (SANDAG)—an organisation comparable to the Perth South West Metropolitan Alliance—includes representation from defence as part of its strategic planning and communication efforts. This collaboration fosters a closer working relationship between government and defence and ensures a deeper understanding of issues that impact both bases and the surrounding communities.

While the Alliance has met with defence representatives on several occasions, no formal arrangement currently exists for regular defence involvement in Alliance matters. Although not every issue raised by the Alliance is directly relevant to defence, a consistent engagement framework could significantly enhance mutual understanding over regional issues. In SANDAG, defence representatives serve as non-voting members, contributing to discussions without formal decision-making power. This participation has led to successful programs, such as the Vanpool initiative, and informed decisions around road construction priorities. In the US context, local governments often have a more direct role in regional road planning and funding than local governments in WA, where such matters typically fall under state jurisdiction.

In Western Australia, it is not entirely clear how defence engages with the state government in regional planning matters, although there is scope for a more integrated approach. Defence could benefit from closer engagement with agencies like the Department of Planning, Lands and Heritage, which oversees long-term regional planning. This type of engagement could ensure future planning aligns with the anticipated needs of Defence, and help address any strategic planning implications for broader state development. Although Defence has a strong relationship with the Department of Jobs, Tourism, Science, and Innovation, which oversees economic growth and defence industry development, this department does not lead strategic state planning. Greater collaboration with additional agencies, such as Main Roads WA, the Western Australian Planning Commission and utility providers, could provide a more comprehensive approach to accommodating defence's future demand.

From the Alliance's perspective, establishing a structured approach to ongoing engagement with Defence will be explored, balancing the need for productive discussions with an awareness of Defence priorities. Regular dialogue would allow both local government and Defence to share insights and anticipate impacts more effectively, benefiting the broader region.

Use of Veterans

Both SDMAC and naval officers from San Diego highlighted the significant role veterans play in supporting defence's social licence within the community. Veterans serve as trusted voices who can help the public understand the purpose behind certain inconveniences, such as jet noise or heavy commuter traffic near military bases. Their insights, grounded in first-hand experience, are particularly valuable in addressing public safety concerns and dispelling rumours around sensitive issues, such as nuclear safety in informal settings. Veterans can clarify defence initiatives, explaining why certain programs, which may appear costly at first glance, are essential investments.

An analysis of veteran demographics shows a much higher percentage of veterans in regions like San Diego and Newport News compared to Western Australia. San Diego, despite its high cost of living, retains a substantial veteran population, while Newport News, with more affordable living conditions, sees even greater veteran presence. This strong veteran presence has been instrumental in maintaining public trust in defence matters, as veterans are often deeply embedded within the community and serve as informal liaisons between defence and civilians.

In the context of Australia, particularly Western Australia, the role of veterans will be vital in communicating information about the military's operations, however as Australia moves towards nuclear-powered submarines, the relatively few ex-military personnel with specific nuclear-related experience are often already engaged with Defence. Given Australia's nascent stage in nuclear submarine operations, veterans will have limited immediate impact on public perception, particularly in dispelling misconceptions around nuclear-powered submarines. However, in the future, as Australia gains more experience in this domain, the veteran community could become an invaluable resource for public engagement, with their insights contributing to the gradual building of social licence.

In time, veterans will likely become integral to building defence's social licence around nuclear-propelled submarines in Australian communities, contributing to the shared understanding of Defence activities. However, in the current climate, their role in countering misinformation about nuclear-powered submarines is somewhat constrained.

School Engagements

Engagement with Norfolk has underscored the importance of building relationships with youth through initiatives like an annual Science Technology Engineering Mathematics (STEM) outreach day, held during Fleet Week. Each year, approximately 2,500 fifth graders from primary schools across the region attend, participating in interactive exhibits led by defence-affiliated businesses and naval personnel. Throughout the day, students are paired with members of the navy, who guide them through naval ships and showcase equipment, including aircraft and other vehicles, allowing the children to witness first-hand how STEM is integrated into daily naval operations.

This hands-on approach to STEM engagement includes demonstrations on concepts like sonar, illustrating practical, real-world applications of these subjects. The event's aim is twofold: to inspire a lasting interest in STEM subjects and career paths; and to introduce students and teachers to potential defence careers that extend beyond traditional roles, highlighting the broader array of opportunities within the defence sector. Holding the event during Fleet Week amplifies its impact, raising awareness of defence's role in the community and reinforcing these messages to the children's parents.

In Australia, similar initiatives are beginning to take shape. The ASA has announced plans to develop an engagement centre designed to offer immersive experiences, but there is an opportunity to extend this outreach further by developing programs with local schools that are focused on HMAS Stirling. Such a program could help demystify the base's role within the community, fostering an early understanding of Defence's presence and purpose in the region.

In the Perth South West area alone, there are approximately 100 primary schools, which is a significant potential reach comparable with the scale of resources required for a Norfolk-style STEM outreach program. While implementing a program of that magnitude would demand substantial investment, there are more accessible options that could be considered in the shorter term. For example, sponsoring STEM awards as part of primary school graduation ceremonies could offer a meaningful start, promoting awareness of Defence's role in the community and encouraging interest in STEM careers. Such sponsorships would allow Defence to engage with the community in a positive and visible way, showcasing the evolving landscape of Defence roles beyond conventional perceptions and creating a bridge for future outreach initiatives.

Celebration of US Occasions

Discussions with US naval officers about their international deployment experiences revealed valuable insights into how personnel are integrated into host communities. Officers highlighted that considerable groundwork is undertaken before deployment to help personnel familiarise themselves with the local environment. This includes briefings on practical aspects, like navigating local public transport, and cultural orientation on community norms. This preparation helps ease the transition, ensuring that incoming personnel are well prepared to engage with their new surroundings.

Particular consideration was raised about the potential for homesickness. In some overseas deployments, the US personnel would be housed in a central location in a 'little America' model, however the preference for AUKUS is a more dispersed 'salt and pepper' style of integration throughout the community.

US officers stressed that a primary motivation for joining the navy is the chance to experience new cultures and engage with diverse communities by exploring the world. Most personnel are enthusiastic about immersing themselves in local life, enjoying the opportunity to understand and feel at home within their host communities. Yet, even among those eager to adapt, some naturally seek occasional reminders of home, such as familiar foods or cultural events.

This context presents a meaningful opportunity for local governments to support the integration of incoming personnel. A practical approach could involve inviting US personnel to participate in Australian cultural events, enhancing their connection to the community. Additionally, recognising American cultural events, such as Thanksgiving or the Super Bowl, would provide familiar touchpoints for US personnel. This aligns with the efforts many local governments already make to celebrate cultural events like Ramadan or Diwali for diverse community groups, fostering inclusivity.

There are also economic development opportunities for local businesses around these engagements. Informing shops and restaurants about potential demand for American goods or celebrations of holiday events could create mutual benefits. For example, stocking certain imported foods around major US holidays or hosting themed events in local bars and restaurants could enhance the appeal of a local business and draw in both US personnel and locals interested in experiencing American traditions.

At the same time, it is crucial to embrace opportunities for US personnel to immerse themselves in Australian culture. Celebrating the Australian way of life by including them in local events—particularly as new cohorts arrive—will deepen their understanding and connection to the community. This dual approach of cultural celebration and local integration offers a balanced pathway for supporting incoming personnel, ultimately fostering a shared community spirit and greater social cohesion.

Defence Band

One initiative highlighted in discussions on social licence in the US involved US defence personnel singing the national anthem at major sporting events. This practice reflects a high level of visible patriotism, a defining element of the American approach to defence-community relations. In the US, military presence at such events reinforces the deep connection between national identity and pride in defence, making it a familiar, even expected, part of the American cultural landscape.

In contrast, while Australia's military presence is strong through events like Anzac Day and Remembrance Day, these observances are typically reserved for commemorative occasions rather than everyday public gatherings. The ADF does play an outreach role, such as through the Australian Army Band, yet this is generally limited to dates of national significance, rather than appearing as a routine part of popular events.

Adopting a similar practice in Australia might be seen as inconsistent with how Australians traditionally perceive the ADF. While the 'Anzac spirit' is undeniably central to Australian identity, the everyday role of the Defence Force is less prominently displayed in public life. Australians express pride in their Defence Force and their country, yet the instances of national anthem performances at sporting events are generally reserved for special occasions, not regular occurrences. Integrating defence personnel into frequent public events in Australia may not align with the existing cultural expectations surrounding the Defence Force's presence, which is largely understated compared to the overt patriotism seen in the US.

Defence in the Community Awards

SDMAC also connects with the local community through an annual award recognising defence volunteers in the San Diego community. The purpose of this award is to bring attention to the scope of volunteer efforts by defence personnel, particularly those involving non-defence-related activities, such as supporting community groups, charities, and other civic organisations. This high-profile event, where senior military leaders present the awards, is attended by military, civilian and government leaders, marking it as a prestigious recognition for military personnel in the region.

The event also garners substantial media attention, which further raises community awareness of the positive contributions that defence personnel make beyond their traditional roles. In Western Australia, while many local governments host Australia Day awards that recognise various categories of volunteers, including outstanding citizens, seniors, and youth, there is no specific award for military volunteers. Given that the Perth South West corridor has one of the highest concentrations of defence personnel in Australia, an award specifically for Defence Force volunteers could be valuable in acknowledging their unique contributions. However, as the distribution of defence personnel varies widely across local governments, it might be challenging to implement this award at the individual council level. Instead, a regional or even state-level award could be considered, potentially led by a regional body or in collaboration with the state government, to celebrate the contributions of Defence Force personnel across Western Australia.

Additionally, this award could serve as an opportunity not only to recognise Defence personnel but also to encourage volunteerism more broadly, highlighting the avenues for community involvement available to both defence members and civilians. Alternatively, Defence could consider an internal award program for volunteers within the organisation. Hosting it as a public event, with both civic and defence leaders present, would amplify its visibility and impact.

A logical approach might be to align such an award with existing civic recognition programs, such as Australia Day or WA Day celebrations, which already honour community contributions. This integration would elevate the profile of volunteer efforts by Defence personnel within a broader context of civic service, drawing attention to their unique role in community building and fostering a deeper connection between Defence and the general public.

Education Training Pathways

The US has established strong educational pathways, particularly in STEM subjects, to support shipbuilding and naval careers. Initiatives like the HII 'Build Submarines' website serve as an effective starting point for raising awareness about these opportunities, but HII's approach demonstrates a much deeper, integrated strategy. Their educational model is specifically designed to showcase shipbuilding as a long-term, meaningful career with a strong sense of purpose. This messaging is particularly aimed at younger generations, emphasising not only the financial rewards but also the societal value of contributing to national defence through shipbuilding.

HII has developed a comprehensive pathway that extends far beyond traditional trade roles, incorporating clear opportunities for progression into management, supervisory and business development positions. This structure reflects a commitment to fostering lifelong careers within the industry, ensuring that workers can advance their skills and responsibilities over time. HII is not just a shipbuilder but also an educational institution in its own right, seamlessly integrating hands-on training with classroom-based learning. The program also allows individuals to 'earn while they learn', providing a practical pathway into shipbuilding careers while removing the financial burden often associated with traditional US college systems.

The HII model is widely recognised as a leading educational approach in the US, making it particularly attractive to those seeking careers in the shipbuilding and defence industries. By aligning training directly with industry needs, the program ensures that graduates are equipped not only for immediate employment but also for long-term growth within the sector.

In the context of AUKUS, Western Australia stands to gain a range of new career opportunities in shipbuilding and associated industries. Institutions like South Metropolitan TAFE and local universities are beginning to explore these opportunities, but there is not yet an overt pathway linking these educational institutions with shipbuilders ASC in the same way HII has achieved. The connection between post-secondary education and a career in shipbuilding does not yet appear to be well understood by the general public or those entering the workforce. There is a need to better articulate how such pathways could support apprenticeships, trade qualifications and the development of additional skills to help shipbuilders transition into supervisory and managerial roles.

While the promise of high-paying jobs associated with AUKUS has been highlighted as a major benefit to the region, there is a disconnect between this promise and the visible pathways that could make these careers accessible and aspirational. Bridging this gap will require a concerted effort to create clear, structured and well-communicated educational and career development pathways, demonstrating to the community that shipbuilding is not only a viable career but also one that is highly valued and offers long-term growth potential.

Research

Forecast Demand Study

The SANDAG and Hampton Roads are two regional authorities who actively lead forecasting efforts that incorporate defence-related growth. Their studies extend beyond general population projections, incorporating defence aspirations and expected investments to assess the impacts on housing, traffic and other civic infrastructure needs. This approach allows them to prepare for the social and economic demands that accompany significant defence activities.

Given the substantial defence growth anticipated in Western Australia over the next two decades, there is still some uncertainty around the specific growth demands and timelines related to continuous shipbuilding and AUKUS initiatives. While incoming personnel numbers are becoming clearer, the broader impacts on the supply chain and local economy remain challenging to quantify. Developing a targeted social strategy for the region could help address these gaps, ensuring adequate housing supply and appropriate housing typologies to meet expected needs. Once established, these social strategies can be shared with the private sector to guide investment decisions and help align development timing with demand.

In Western Australia, the Department of Planning, Lands and Heritage typically handles growth forecasting through the *WA Tomorrow* publication, which provides long-term growth scenarios. However, these projections do not yet appear to consider recent defence-related announcements, indicating the need for a more localised, regional approach to forecast modelling. Such an approach would need to consider not only defence projects but also other major infrastructure initiatives like Westport, the Western Trade Coast, Fremantle's redevelopment, and planned expansions in medical infrastructure for the region.

As noted in the region already, defence activities can have significant localised impacts on infrastructure demands, which may not be fully captured in state-level forecasts. For instance, the Cape Peron Transport Needs Assessment considers defence aspirations alongside community needs to address transit requirements at a highly localised level. This type of reporting provides valuable insights into areas that may require more focused planning and support, identifying infrastructure needs of national significance but with critical implications at the local level.

Incorporating defence-focused forecasting within Western Australia could create a more comprehensive planning framework, aligning social and economic strategies with anticipated growth. This would enable local governments to better anticipate and manage the ripple effects of defence investments, helping to ensure that the necessary civic and residential infrastructure is in place to support the growing defence community and related sectors. It would also help the community to understand the growth pressures and timeframes that the region will likely face, allowing them to plan and determine how they choose to live and participate in the region.

Engagement With Other Defence Communities

Discussions with US government representatives revealed a strong awareness of other defence communities, shaped by both cooperation and competition, particularly concerning base closures and resource allocations. Despite these competitive elements, there was a shared interest in understanding the various programs being implemented across defence communities, especially those led by allied defence associations, to learn from each other's successes and challenges. This interest extended beyond core defence concerns to encompass common community issues like traffic congestion and the interface between bases and their surrounding communities, which are widely experienced across the US. It became clear that these challenges are equally familiar to Australian communities, underscoring that the insights and best practices around social licence explored in this delegation may hold broad relevance for local governments throughout Australia. Additionally, other Australian local governments may already be operating similar programs or tackling similar issues in defence engagement, the specifics of which remain largely unknown without a platform for shared discussion.

In Australia, although the number of defence bases is far fewer than in the US, their geographical spread presents a unique set of challenges and opportunities for local engagement. Currently, no formal mechanism exists for local governments to regularly connect and discuss the nuances of their relationships with Defence, share experiences or collectively address common challenges. In other sectors, such forums have been successful. For example, local governments responsible for major airports have developed a regular dialogue to discuss issues of social licence, interface safety, traffic management and community engagement. This collaborative approach has allowed these councils to deepen their understanding of the relationship between airport authorities and local communities, leading to more unified and effective advocacy. Adopting a similar model for defence-focused councils could allow Australian local governments to create a dedicated space for discussing engagement strategies, sharing insights, and developing a unified approach to defence-related challenges.

Establishing a formal forum for local governments that host or are affected by defence facilities would allow these councils to present and discuss learnings from this delegation, while also gathering insights into the specific issues other defence communities are managing. Such a group could explore ways to address both localised concerns and national-level issues, fostering collaboration on best practices and, where necessary, advocating jointly on behalf of defence communities to the federal government. For instance, a unified body could help raise awareness of common challenges at a national level, whether related to social licence, workforce impacts or infrastructure strain, allowing these issues to be addressed in a coordinated manner rather than through fragmented, individual efforts.

The aim of such a collaborative platform is not merely to acknowledge shared challenges but to genuinely support one another in developing actionable solutions. Through regular dialogue, defence-hosting local governments could work together to refine their approach to defence social licence by sharing resources, experiences, and innovative solutions. This could ultimately help Australia to establish itself as a leader in defence social licence, building a strong, informed and supportive network of defence-engaged communities. Such a model would serve to create not only a more effective local approach to defence engagement, but also a more cohesive national strategy, fostering understanding and trust between Defence, local governments and their communities.

Ongoing Research

Extensive engagements with stakeholders in the US, together with ongoing research into defence social licence, has highlighted critical insights encompassing defence-affiliated organisations, local governments and military representatives. There is an evident interest within the sector to learn how similar jurisdictions tackle issues related to social licence and the ways in which their approaches might align with, or differ from, counterparts abroad. This underscores a pressing need for a more extensive body of research in defence social licence. While some academic studies touch on related areas, they lack the comprehensive breadth needed to fully address the sector's emerging challenges.

Social licence, in its most enduring form, represents an evolving relationship with the community, and defence social licence is no exception. Our review of US-based social licence programs shows that these initiatives are developed gradually, shaped over time, and constantly adapt as new ideas, societal trends, and circumstances come into play. The examples examined in the United States offer valuable snapshots of strategies praised for their community engagement, yet they represent a specific moment in time in two localities rather than providing a one-size-fits-all solution to defence-community relations.

The issue of social licence and defence is becoming increasingly relevant not only in the US, but across Western countries, where shifting social expectations, political landscapes and advancing technologies continue to influence the relationship between defence and the broader community. A key insight from the study tour came from the direct involvement of both local government elected representatives and ASA personnel. Their combined presence allowed for a thorough understanding of each group's historical and operational context, which in turn highlighted that the social licence needs of Western Australia may differ significantly from other regions within Australia. While shared challenges exist, each defence community also faces unique, localised pressures in fostering relationships and public acceptance within their respective regions.

This insight supports the case for building a sustained, research-focused partnership between Defence and local governments across Australia in order to delve into defence social licence more comprehensively. Through collaborative research and practical assessment of social licence approaches in a range of international and national jurisdictions, these partnerships could identify projects that not only align with Australian needs but also resonate at a local level. This collaborative approach would allow communities and defence bodies to design tailored programs suited to each locality's distinct characteristics and needs, offering a model of social engagement that ensures projects are carefully evaluated for their feasibility and community fit.

Such an approach, based on cooperation between defence entities and local governments, would provide the foundation for a robust social licence framework. This would allow community and defence representatives to jointly review which elements of social licence programs may be adaptable to specific regions and, more importantly, to understand why some strategies might work well in one locality but may not be viable in another. The process of consultation and project identification can bridge knowledge gaps and help ensure defence programs are as community-aligned as possible.

The broader objective of this ongoing research is to establish a richer and more cohesive understanding of the various approaches to defence social licence across global defence communities. By sharing these insights, Australian communities and defence stakeholders would gain access to proven strategies and valuable lessons from other jurisdictions. This exchange of knowledge would contribute to more effective, informed, and adaptive approaches to defence social licence that not only foster acceptance but also reflect the values, needs, and diversity of each unique region.

Baseline Study

Although we did not encounter direct examples of baseline social licence studies in the US, it is clear that establishing a foundational understanding of community awareness around AUKUS is essential in our region. Currently, while some community groups are engaged and aware of the implications of AUKUS, there has been no comprehensive audit to assess overall community sentiment or understanding. This gap highlights the need for a baseline study to provide a measurable starting point for evaluating public awareness and concerns.

To ensure accuracy and reliability, this baseline study should involve a well-defined methodology, a representative sample size, and be conducted by an independent third party with expertise in social research. Initial discussions with Western Australian universities have shown interest in leading such research, and these institutions possess the necessary skill sets and experience to carry out a study of this scale effectively. Given the credibility and objectivity required, engaging with a university-based research team would likely offer a more rigorous approach than using a consultant, and it would provide an unbiased assessment of community sentiment.

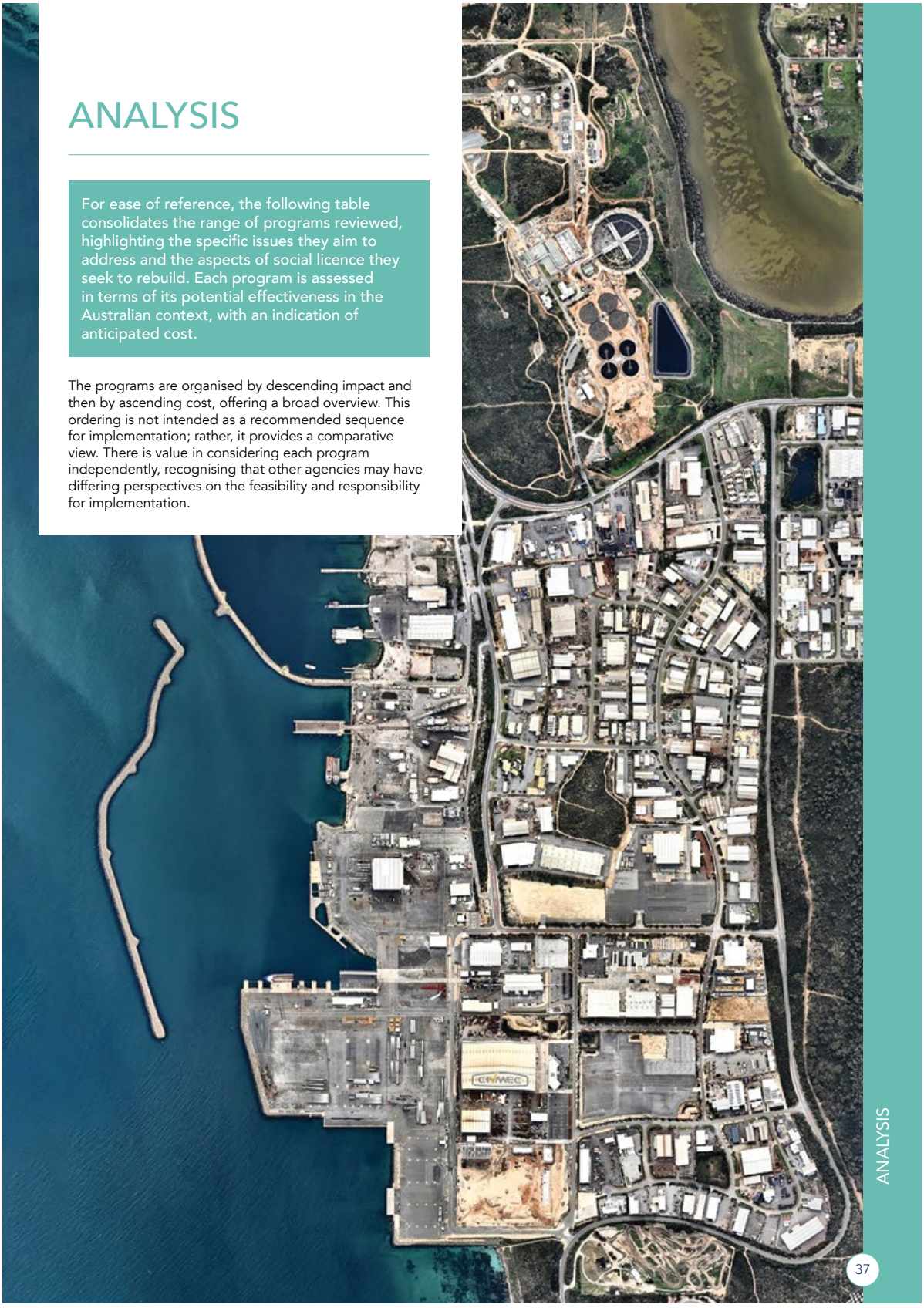
In addition to measuring public awareness, this baseline study could serve as an opportunity to catalogue key community concerns, helping frame future conversations and engagements. Although the precise levels of public engagement are not yet fully understood, there are clear indicators within local government that these issues are increasingly raised at community meetings and formal council discussions. This trend points to a need for enhanced communication and greater transparency around AUKUS and its regional impacts.

While the baseline study would undoubtedly help refine the timing and prioritisation of proposed engagement programs, it should not delay immediate efforts to address existing issues. There are clear opportunities to proactively engage with the community and address underlying concerns, even as the baseline study progresses. Moving forward, this research should be prioritised to guide a more structured approach to social licence, ensuring that all recommendations are grounded in a comprehensive understanding of the community's current perspective on AUKUS.

ANALYSIS

For ease of reference, the following table consolidates the range of programs reviewed, highlighting the specific issues they aim to address and the aspects of social licence they seek to rebuild. Each program is assessed in terms of its potential effectiveness in the Australian context, with an indication of anticipated cost.

The programs are organised by descending impact and then by ascending cost, offering a broad overview. This ordering is not intended as a recommended sequence for implementation; rather, it provides a comparative view. There is value in considering each program independently, recognising that other agencies may have differing perspectives on the feasibility and responsibility for implementation.



Program	Summary of US Experience	Australian Context	Issues Addressed
Defence Breakfasts`	Regular business engagements where key defence leaders and industry representatives present a clear overview of their mission, along with the challenges and opportunities it brings. These sessions aim to keep the wider community well informed about ongoing projects in the region.	There seems to be limited understanding of the purpose and drivers behind the AUKUS project. Expanding engagement beyond direct defence groups to include other industries will raise awareness and help address key communication challenges.	Nuclear Safety; Purpose of AUKUS; Traffic and Infrastructure;
Ongoing Research	The US programs varied, with some genuine curiosity from allied organisations about how we saw their peers operating and where the various strengths and weaknesses are. What is clear from this, is that there is no definitive single best practice, but a range of experiences, with programs and undertakings that work for different communities in differing sectors.	There are other countries with defence social licence programs, some related to nuclear power and others more broadly that can be studied. Given Social Licence is an ongoing conversation, there is a need for ongoing research and engagement with other countries to look at how the ADF's engagements with local government more broadly can eventually be viewed as world's leading practice.	Purpose of AUKUS; Housing Impact; Traffic and Infrastructure; Environmental Concerns
Political Engagements	SANDAG and HRMFFA demonstrated clear political engagement with both state and federal governments, providing avenues for political messaging back to their communities. While overt patriotism in the US was more pronounced compared to Australia, the community was still effectively engaged by politicians on the importance of supporting defence.	As this report has highlighted, the decision to invest in nuclear-powered submarines was announced in the US, with dialogue primarily focused on the US due to their increased presence in Pillar One, while the UK's role has been smaller. Despite the significant ramifications for the Perth South West region, there has been little engagement at a political level explaining the shift in defence policy, its implications for the community, or the opportunities that this investment could bring. While discussions have largely been held in Canberra or at HMAS Stirling, the wider community has not been fully engaged.	Nuclear Safety; Presence of Nuclear Weapons; Movement of Nuclear Materials; Rockingham as a Potential Target; Purpose of AUKUS; Housing Impact
Public Radiation Monitoring	The use of open data radiation monitoring has been used in other countries, allowing communities to note radiological levels in environment. This also allows comparisons to be made to ship visit times to note if there is any change. It also builds community awareness of background radiation and offers transparency about the impact of nuclear operations at the base.	Public environmental monitoring of radiation has typically been limited to UV indexes and administered by Australia's nuclear regulator.	Nuclear Safety

	Social Licence Aspect	Recommendations	Impact	Cost	Responsible Agency	Support Agencies
	Acknowledgement & Transparency; Engagement & Dialogue; Commitment to Long-Term Benefits;	This is a straightforward program to implement among stakeholders. However, presentations should be considered both within the region and in the Central Business District to ensure broad engagement across all stakeholder groups.	High ★★★	Inexpensive $	Local Government	All parties
	Acknowledgement & Transparency; Engagement & Dialogue; Commitment to Long-Term Benefits; Revising Practices Based on Lessons Learned; Sustained Community Investment	The Department of Defence should undertake ongoing research in collaboration with local governments to identify best practice social licence programs and report on how these could be applied in the Australian context.	High ★★★	Inexpensive $	Department of Defence	
	Acknowledgement & Transparency	Engagements by Ministers for Defence, Defence Industries, Veterans, and Regional Development would not only drive awareness of the role of Perth's South West corridor but, more importantly, send a demand signal to a business community largely unaware of the scale and scope of opportunities. These engagements would also assist a community seeking to understand the strategic purpose of the changes ahead.	High ★★★	Inexpensive $	Federal Government	
	Acknowledgement & Transparency; Engagement & Dialogue	While there is a new naval nuclear regulator being established, it has been noted that Naval Reactors in the US publishes significant amounts of data and that real-time monitoring and public access to this data would be consistent with this practice. This offers a real opportunity to build public trust if the data is freely available.	High ★★★	Moderate $$	Federal Government	

Program	Summary of US Experience	Australian Context	Issues Addressed
Baseline Study	No defence social licence studies were noted, particularly given the lack of public concern in the community.	There have been universities in WA who have indicated an interest in pursuing social licence studies in relation to AUKUS with the communities in the region. There are numerous independent and capable research institutions who could develop a methodology that could be implemented to measure public sentiment now, and into the future.	Nuclear Safety; Presence of Nuclear Weapons; Movement of Nuclear Materials; Rockingham as a Potential Target; Purpose of AUKUS; Housing Impact; Traffic and Infrastructure; Environmental Concerns
Economic Impact Study	The SDMAC economic impact study measures the effect of defence spending on the local community. It provides an annual analysis, focusing on a specific topic each year, and tracks key metrics that highlight the ongoing influence of defence activities. The study is conducted by a reputable university to ensure accuracy and credibility.	There has been discussion around developing such a report, but challenges exist in measuring the defence industry within census data. The inaugural report will likely require significant investment due to the need for a robust, ongoing methodology. While some basic modelling has been done using trade numbers, new technologies will introduce further complexities in assessing the value of supply chains before they are fully developed. As recommended by SDMAC, the report should be led by a distinguished economist from a leading university.	Purpose of AUKUS; Housing Impact; Traffic and Infrastructure
Allied Associations	In the Alliance's opinion, SDMAC was the pinnacle of the Allied Associations engaged, becoming an unofficial voice for defence and taking a leading role in raising public awareness and brokering the relationship between Defence and the community.	There are several Western Australian groups with similar roles, but none match the independence of SDMAC. However, given the scale and maturity of the defence sector in San Diego, replicating SDMAC in WA would be challenging and perhaps unnecessary at this stage. Many of SDMAC's programs, mindsets, and activities could, however, be incorporated into existing forums.	Nuclear Safety; Movement of Nuclear Materials; Purpose of AUKUS
Websites	Each base has a comprehensive website for the public, providing key contacts and information on environmental, emergency management, and operational plans. These sites offer a range of resources and information about the purpose of the bases, as well as news (though some of it was noted to be outdated). The website also includes various forms, links, and relevant information on proposed programs of work.	The website for HMAS Stirling is notably less comprehensive. While the required information may be available online, it is scattered across multiple locations rather than consolidated in one place.	Nuclear Safety; Presence of Nuclear Weapons; Movement of Nuclear Materials; Rockingham as a Potential Target; Purpose of AUKUS; Housing Impact; Traffic and Infrastructure; Environmental Concerns

	Social Licence Aspect	Recommendations	Impact	Cost	Responsible Agency	Support Agencies
	Acknowledgement & Transparency; Engagement & Dialogue	This needs to be pursued as a priority, to measure the effectiveness of programs. Ideally these studies should occur ahead of interventions, however given the urgency and timeframes association with AUKUS, these studies will need to occur in tandem with other programs.	High ★★★	Moderate $$	ASA	
	Acknowledgement & Transparency; Engagement & Dialogue; Commitment to Long-Term Benefits	SDMAC identified this report as a key advocacy tool, helping to explain to community leaders and new residents the importance of continued defence investment for the local community. It clearly demonstrates the link between the community's economic wellbeing and defence's presence in the region and would prove useful to engagement in WA.	High ★★★	Moderate $$	State Government	ASA, Local Government
	Engagement & Dialogue	A review of the current allied organisations, their roles, and opportunities for collaboration or more efficient resource use should be conducted to better align efforts.	High ★★★	Moderate $$	State Government	All Stakeholders
	Acknowledgement & Transparency; Engagement & Dialogue	The base's website provides a logical platform for FAQs on nuclear safety, the purpose of the base, and general community engagement, which should be considered a priority for improving public interaction. The site could also serve as a hub for updates on upcoming works or news stories about the base's role and the personnel stationed there, offering greater transparency and involvement opportunities for the community.	High ★★★	Moderate $$	Department of Defence	ASA

Program	Summary of US Experience	Australian Context	Issues Addressed
School Engagements	Norfolk highlighted that, as part of their Fleet Week activities, they host a STEM day for 2,500 fifth graders. Students are guided by personnel, where they learn about the practical applications of STEM, explore vehicles and vessels, and gain insights into Defence.	There have been outreach programs related to visiting US submarines, but no clear long-term strategy has been noted. However, plans for an ASA engagement centre may enhance future school engagement efforts.	Nuclear Safety; Purpose of AUKUS;
Communications	This was the most significant difference noted by the Alliance. US defence personnel were very open and transparent in their engagement, with clear boundaries on what they could and could not discuss. This openness likely stems from their confidence in the program and a long history of understanding what could be shared. As the leading partner with nuclear expertise, they were unlikely to misrepresent information or say anything that could upset Naval Reactors.	Australia's nuclear-powered submarine program is still in its early stages, and with the US being 70 years ahead on this journey, their communication experience at this stage of engagement may not be directly relevant. As previously noted, Australia appears to take a more cautious approach to communication, which can sometimes be perceived as secretive. While ASA personnel have a strong understanding of the various aspects of nuclear-powered submarines, sharing this knowledge can be challenging when engaging with a community that lacks the same technical understanding. This can lead to delays in addressing correspondence or answering questions, as there are concerns about what information can or cannot be shared.	Nuclear Safety; Presence of Nuclear Weapons; Movement of Nuclear Materials; Rockingham as a Potential Target; Purpose of AUKUS; Housing Impact; Traffic and Infrastructure; Environmental Concerns
Roads Grants	The US program is not a direct funding mechanism from Defence but a pathway for the federal government to consider road contributions as part of the federal budget. It does not depend on annual allocations or competitive funding; instead, it assesses the merits of road projects linked to national defence, allowing the government to provide direct funding.	While Australia has various grant programs, defence-related upgrades present unique challenges. Since state or local governments cannot legally impose conditions requiring road upgrades, there must be a mechanism to mitigate the impact of increased defence use. This is especially important when such intensification could lead to safety issues within the road network, which would typically require conditional approval in other projects.	Traffic and Infrastructure; Environmental Concerns

	Social Licence Aspect	Recommendations	Impact	Cost	Responsible Agency	Support Agencies
	Engagement & Dialogue; Commitment to Long-Term Benefits;	Engagement with approximately 100 primary schools in the Perth South West region is feasible, though time-consuming. Smaller initiatives, such as sponsoring STEM achievement awards, would allow ASA to engage with community stakeholders effectively and raise awareness of submarines and AUKUS Pillar 2 technologies as career pathways for young people. Larger initiatives, such as programs involving visits to ships, would be more impactful but would require significant resources and planning.	High ★★★	Moderate $$	Department of Defence	ASA
	Acknowledgement & Transparency; Engagement & Dialogue; Revising Practices Based on Lessons Learned	This is the area where the most effort is required. While changing communication styles may not be straightforward, initiatives such as employing non-technical communications team members, with no access to confidential information, could help establish internal benchmarks to ensure responses are clear and the information shared is sufficient. There is a significant disconnect between the community's nuclear knowledge and ASA's, meaning special attention will be needed to ensure communications are always tailored to the right level, along with a sustained commitment to public education.	High ★★★	Moderate $$	ASA	Department of Defence
	Sustained Community Investment	This is undoubtedly a key issue in the local community, with no legal mechanism to require Defence to address traffic problems caused by the intensification of locations such as HMAS Stirling and potentially Henderson. While a direct fund may not be necessary, the pathway provides an ongoing mechanism for the commonwealth to take timely and direct action to mitigate these impacts.	High ★★★	Costly $$$	Federal Government, Department of Defence	

Program	Summary of US Experience	Australian Context	Issues Addressed
Community Infrastructure Program	While local governments in the US benefit significantly more from defence investment than Australian LGAs, their federal government continues to invest heavily in defence communities to support social licence initiatives. The US recognises that community resilience is essential to sustaining their defence program, ensuring that families of deployed personnel or base workers are well supported, thereby reducing potential distractions for individuals whose focus is required on critical matters.	The Defence Strategic Review 2023 acknowledged that the ADF's role in assisting civil communities during natural disasters comes at the cost of force preparedness. This is similar to the Community Infrastructure Program in the US, which has invested in areas such as flood mitigation, fire departments, and water infrastructure to build resilient communities. The US program also adjusts its focus annually, supporting various priorities, including community building efforts in defence areas. Although Australia has fewer bases, the same challenges exist. With local and state governments receiving less direct financial return from Defence investments, there is a greater need for federal government intervention to support these communities.	Purpose of AUKUS; Housing Impact; Traffic and Infrastructure; Environmental Concerns
Community Liaison Officers	US bases employ community liaison officers to engage with local governments, approval agencies, and communities, providing a clear point of contact for daily enquiries. While Mayors and Base Commanders maintain high-level relationships, the presence of a non-uniformed liaison facilitates a less formal approach for all levels of the community to interact with the base. This helps to reduce any perceived power imbalance and ensures that minor matters are not escalated to the base commander or Mayor.	Engagement between the government and Defence bases primarily occurs at higher levels, involving relationships with the base commander, Defence's Senior Officer for Western Australia, and predominantly high-ranking members of the ASA. Similarly, local government interactions are usually at the Mayor or Executive level. This structure creates potential barriers, as only significant matters that require the attention of top officials on both sides are addressed, limiting the ability of personnel at all levels to resolve smaller issues.	Nuclear Safety; Presence of Nuclear Weapons; Movement of Nuclear Materials; Rockingham as a Potential Target; Purpose of AUKUS; Housing Impact; Environmental Concerns
Build Submarines	The Build Submarines campaign takes a multifaceted approach to raising community awareness about supply chain and construction opportunities in the shipbuilding sector. Its primary platform is a website that attracts millions of visitors and showcases thousands of job opportunities. The campaign also sponsors a variety of high-profile sporting events to increase awareness.	In Australia, various websites from defence organisations and shipbuilders engage the public on submarine-related topics. However, there is limited coordination in delivering a unified message.	Purpose of AUKUS;

	Social Licence Aspect	Recommendations	Impact	Cost	Responsible Agency	Support Agencies
	Acknowledgement & Transparency; Commitment to Long-Term Benefits; Sustained Community Investment	A pilot program, managed by a suitable government agency and ultimately linked to the Department of Defence, should be trialled to address key community resilience initiatives. The goal would be to create an ongoing program that acknowledges the negative impacts defence can have on communities, such as limited housing access, increased demand for facilities, and infrastructure upgrades that cannot be adequately funded through existing tax systems. It should also be noted that defence bases do not pay rates or equivalent contributions, yet they rely on local and state resources for their operations.	High ★★★	Costly $$$	Federal Government, Department of Defence	
	Acknowledgement & Transparency; Engagement & Dialogue; Revising Practices Based on Lessons Learned;	The employment of Community Liaison Officers at the base would be a significant undertaking and could necessitate operational changes. However, there is clear merit in having dedicated outreach positions at the base to handle community engagement roles.	High ★★★	Costly $$$	Department of Defence	
	Engagement & Dialogue; Commitment to Long-Term Benefits;	In a region where there is already substantial competition for employees from the mining sector and advanced manufacturing, there will always be a challenge to find skilled labour in a buoyant economy. There are opportunities to, at the very least, develop an outreach website in conjunction with defence primes to raise awareness of economic opportunities related to the sector and promote the site at appropriate opportunities.	High ★★★	Costly $$$	Private Sector	ASA, Department of Defence

Program	Summary of US Experience	Australian Context	Issues Addressed
Base Access	In the US, there are numerous examples of community groups being granted limited access to military bases. While these arrangements involve complex security protocols, they are consistently managed by US base commanders. At the more extreme end of this practice is the well-known Base Tour operator in Norfolk.	At some point, access to HMAS Stirling was restricted. However, the island, particularly the western side, remains open to the public during daylight hours. The base itself is less accessible, especially with visiting US submarines. As these visits increase, there is a balance to be struck between demystifying the base and maintaining the necessary level of security.	Nuclear Safety; Presence of Nuclear Weapons; Movement of Nuclear Materials; Rockingham as a Potential Target; Purpose of AUKUS;
Engagement with other Defence Communities	The US local government/defence relationship is certainly closer and more developed than in Australia. It was highly beneficial for local government and ASA representatives to observe these differing approaches first-hand. The collaboration between the two groups provided a deeper understanding of both sectors' strengths and limitations in addressing community building and national security.	There are likely to be some similarities and differences across Australian jurisdictions in how local governments and Defence collaborate. For example, the Western Australian and South Australian Governments take different approaches to engagement but aim for similarly proactive relationships. It is likely that many local government-Defence communities in Australia could benefit from an ongoing relationship. Similar forums exist in Australia for local government and airport relations, which have proven effective in raising awareness about social licence and communication aspects of these relationships.	Purpose of AUKUS; Housing Impact; Traffic and Infrastructure; Environmental Concerns
Defence in the Community Awards	SDMAC runs an annual award for defence volunteers within the community. The purpose is not only to recognise the efforts of personnel contributing to their communities, but also to raise awareness of the role and participation of defence personnel within the local area.	While local governments run Australia Day awards, recognising youth, sporting achievements, and senior leaders within the community, we are not aware of any that specifically target defence personnel. While some local governments do not have large defence populations, local authorities like Rockingham or the Perth South West region do.	Purpose of AUKUS; Housing Impact; Traffic and Infrastructure;
Forecast Demand Study	Regional Councils conducted data forecasting for their members through SANDAG and the Hampton Roads Planning District Committee. SANDAG, in particular, had deeper insights into Defence's role, which helped shape its assumptions.	In WA, the Department of Planning, Lands and Heritage fulfils this role through the WA Tomorrow publication. However, the assumptions in this report do not necessarily account for recent defence announcements. Local governments often use their own forecasts to guide planning strategies, but these are also unlikely to align with Defence aspirations.	Housing Impact; Traffic and Infrastructure; Environmental Concerns

	Social Licence Aspect	Recommendations	Impact	Cost	Responsible Agency	Support Agencies
	Acknowledgement & Transparency; Engagement & Dialogue;	Public access to the base is unlikely to be a "silver bullet" for resolving the community/defence relationship, but greater outreach should certainly be achievable. Notably, many local government Councillors from the City of Rockingham have not visited the base, suggesting there is significant potential to engage key decision-makers, community groups, or schools where social licence could be developed. In the US, groups were encouraged to take photos on the base, reflecting a different approach, especially considering that clear aerial imagery is commercially available.	Medium ★★	Inexpensive $	Department of Defence	Federal Government
	Revising Practices Based on Lessons Learned; Sustained Community Investment	Local Governments to look at convening an online meeting of Mayors of Defence Communities to allow for information sharing and joint understanding of challenges faced and programs to support.	Medium ★★	Inexpensive $	Local Government	
	Engagement & Dialogue; Commitment to Long-Term Benefits;	Consideration should be given to recognising the contributions of defence personnel as active members of the community. This could be done through local government awards, state-level recognition, or even via chambers of commerce. Such an initiative would highlight not only the important role defence personnel play in the community but also the broader contributions of volunteers.	Medium ★★	Inexpensive $	Local Government	
	Revising Practices Based on Lessons Learned;	While there is no need for a new report, it is necessary to update regional planning documentation and assumptions based on commitments related to AUKUS and other projects such as Westport. These changes will likely impact the priority and timelines for infrastructure upgrades in the region, as highlighted by insights from the Cape Peron Transport Needs Assessment.	Medium ★★	Moderate $$	State Government	Local Government; Department of Defence (SEG)

Program	Summary of US Experience	Australian Context	Issues Addressed
Carpool Incentives	Incentives included priority parking on base, particularly in areas with limited parking availability. Priority processing at security points was also available at some entrances.	In an Australian context, priority security screening at site exits would only be feasible where lane lengths allow for separate vehicle stacking. However, implementing priority base parking in certain areas could encourage a shift away from single-occupancy vehicles, especially if a cap on parking bays is introduced to promote behavioural change.	Traffic and Infrastructure;
Social Media	In San Diego, it was noted that the bases maintain a social media presence to engage with the public. Even bases in Japan had social media platforms, which in some cases only posted pictures of daily activities on the base, yet still achieved high engagement rates. Naval Reactors has a significant social media presence focused on the ongoing safe management of vessels, supported by 70 years of historical content.	There is a lack of social media engagement from the ASA, and the ADF's presence is more general rather than base specific. While ASA has a Facebook account, the content is not necessarily focused on engagement (such as sharing details of drop-in sessions or directly interacting with the public). Similarly, the HMAS Stirling page has not been updated in five months, despite high-profile events like the STMP. Although there may be limited direct communication from an account linked to HMAS Stirling, such an account could help demystify day-to-day activities and foster a connection with the community.	Nuclear Safety; Presence of Nuclear Weapons; Movement of Nuclear Materials; Purpose of AUKUS; Environmental Concerns
Transportation Incentive Program	The Transport Incentive Program for US personnel allows them to claim up to $300 per month, reflecting the actual cost of commuting if they travel by public transport or Vanpool. This reduces the demand for single-occupancy vehicles and incentivises mass transit use, making vanpool a more viable economic option. It was also noted that on larger bases, such as Norfolk, public transport interchanges within the base to create an on-base network supporting commuters.	There are salary sacrifice options available to Australian personnel, but they are not as generous as those in the US and in some cases only apply to travel away from home.	Housing Impact; Traffic and Infrastructure;
Education Training Pathways	Demonstrating the career pathways that exist through integration of STEM pathways into shipbuilding industry, particularly in the development of a new specialised skilled workforce for submarine maintenance and construction.	While there is clearly much happening behind the scenes to integrate TAFE and local universities into workforce supply chains, they are not as seamless as what we see at HII, with a shipbuilding school that provides a range of education and lifelong learning approaches to build and develop the necessary skills needed.	Purpose of AUKUS;

	Social Licence Aspect	Recommendations	Impact	Cost	Responsible Agency	Support Agencies
	Revising Practices Based on Lessons Learned;	This is ultimately a defence policy decision. However, with the significant growth anticipated at the base, establishing a new normal for personnel operating there for the first time could help set new behavioural models, similar to the success seen in the university sector.	Medium ★★	Moderate $$	Department of Defence	
	Acknowledgement & Transparency; Engagement & Dialogue;	Ultimately, this is a decision for the ADF. From local government experience, positions like these require staffing and a commitment from leadership to provide content. This form of engagement would benefit Defence by allowing it to quickly understand community issues and respond directly, but it would require a broader shift in the communication approach. Similarly, ASA could expand its presence to enhance the region's nuclear literacy, though this would need to be done in coordination with the base to ensure that concerns are addressed through the appropriate channels.	Medium ★★	Costly $$$	Department of Defence; ASA	
	Revising Practices Based on Lessons Learned;	There is merit in exploring the connection between the base and major rail stations such as Rockingham or Aubin Grove for Henderson. While financial incentives may encourage changes in behaviour, they need to be paired with suitable transit options, which are not immediately available at HMAS Stirling in the short term.	Medium ★★	Costly $$$	Department of Defence	State Government
	Engagement & Dialogue;	There is a need to better explain the shipbuilding career paths that are being developed from AUKUS and how they may differ to existing shipbuilding roles in the region. In the US, it was noted the demand for the HII school, which perhaps is related to the lack of other economic drivers in some locations, whereas the WA experience will see it compete with the mining sector. Much is already underway, but it is not a well told story and closer integration is needed, as well promotion of the relationships.	Medium ★★	Costly $$$	State Government	

Program	Summary of US Experience	Australian Context	Issues Addressed
Defence Engagement at Regional Planning Level	SANDAG highlighted the presence of Defence representatives as non-voting members of their regional government bodies. This facilitated better communication and understanding of the evolving needs of the base, enabling improved planning for regional transport initiatives to support Defence, as well as enhancing overall communication between entities.	In WA, the PSWMA, although a voluntary regional council without binding powers, serves as a platform for local governments to collaborate. It would be logical to use this forum as a conduit for fostering a deeper understanding of Defence initiatives and strengthening relationships between Defence and local government.	Nuclear Safety; Purpose of AUKUS; Housing Impact; Traffic and Infrastructure; Environmental Concerns
Use of Veterans	Both SDMAC and naval officers from San Diego highlighted the role veterans play in the community by debunking myths about how the navy operates or explaining why certain inconveniences (such as noise and traffic) may be necessary for national defence. There are avenues for veterans to remain engaged, allowing them to act as unofficial ambassadors within the community.	While Perth has a lower ratio of veterans in the community, the region does have a higher-than-average presence. Veterans can play an important and informed role in explaining how defence operates; however, in the context of nuclear-powered submarines, very few have first-hand experience. This means that building community trust in the technology through veterans may take time. Nevertheless, they will continue to play a vital role in raising the general understanding of defence within the local community.	Nuclear Safety; Presence of Nuclear Weapons; Movement of Nuclear Materials; Purpose of AUKUS; Environmental Concerns
Celebration of US Occasions	It was noted in engaging with US Navy personnel that while sailors joined the navy to see the world, there would inevitably be some homesickness. Events celebrating key US traditions such as the Superbowl or Thanksgiving may help to support their emotional wellbeing. It was also noted that there would be a keenness from deployed personnel to experience all aspects of Australian culture.	There are already some celebrations of the Superbowl in the region, with several pubs holding events. Likewise, local governments with close ties to overseas groups recognise key events in their cultural calendars.	Purpose of AUKUS; Housing Impact;
Vanpool	The Vanpool program in San Diego addresses the issue of long commutes to the base, particularly due to local affordability challenges. The program offers subsidised vehicles and helps identify potential carpool companions. Carpool lanes on freeways further incentivise participation, contributing to a more efficient commute.	The program offering discounted van rentals could be considered in Australia, but it would require additional incentives, such as carpool priority at key intersections and roads. The Vanpool program in the US is further incentivised through transport allowances paid to US personnel, which are not available to Australians. While our region lags behind the US in vehicle sharing options, this could be due to factors like shorter commutes and the lower prevalence of car leasing for work commutes.	Traffic and Infrastructure;
Defence Band	It was noted during the engagements that the defence forces band (vocalists) were made available for the national anthem at major sporting events, serving as a display of patriotism and raising awareness of the military's role.	Australia has an Army Band that does community outreach at events, particularly those aligned with defence.	Purpose of AUKUS;

	Social Licence Aspect	Recommendations	Impact	Cost	Responsible Agency	Support Agencies
	Engagement & Dialogue; Revising Practices Based on Lessons Learned;	PSWMA should consider inviting the base commander of HMAS Stirling and possibly the lead officer involved with Henderson to attend quarterly board meetings.	Low ★	Inexpensive $	PSWMA	Department of Defence
	Engagement & Dialogue;	In the long term, this holds great potential for quickly engaging with the community to debunk myths or enhance understanding of nuclear-powered submarines. However, in the short term, there are limited numbers of experts not already engaged by Defence in some capacity.	Low ★	Inexpensive $	Department of Defence	
	Engagement & Dialogue;	Consideration by individual local governments about recognising certain US traditions where appropriate could be explored, potentially through an economic development lens. Opportunities may also exist to engage the business community by involving local restaurants and bars or sourcing specialist foods.	Low ★	Inexpensive $	Local Government	
	Revising Practices Based on Lessons Learned;	The program demonstrates that behavioural change is possible, though direct implementation may not be feasible. However, there could be a willingness and acceptance of the program among incoming US personnel, particularly in areas with high concentrations of personnel. This approach would be best considered in collaboration with US support staff for the AUKUS arrivals.	Low ★	Moderate $$	ASA	
	Engagement & Dialogue;	While Australia has this capability, our sense of patriotism is less overt, with defence arguably playing a smaller role in Australia's national identity compared to the United States. Such a program may not be well received.	Low ★	Costly $$$	Department of Defence	

ADDITIONAL INSIGHTS

Beyond the central theme of social licence, the delegation gathered valuable insights into various operational and safety practices within the US defence landscape. Although these learnings are not directly related to social licence, they contribute to a comprehensive understanding of the issues explored during the visit. This section covers these insights in no particular order to capture the broader learnings.

Nuclear Safety Approach

One key observation from the delegation's interactions, especially with personnel overseeing nuclear submarines, was the uncompromising approach to nuclear safety in the US. Every aspect of nuclear management, including waste movement, adheres to stringent protocols. The transport of nuclear waste, for example, is meticulously planned, involving specialised containers, rehearsed procedures and a series of audits. Compliance is strictly enforced, and even minor breaches result in severe consequences, reflecting an intolerance for any deviation from established protocols.

During discussions on Japan's handling of low-level nuclear waste from submarines, it was noted that waste is temporarily stored before being transported back to the US. While there is no indication that this approach will be used in Australia, the insight was that the process is systematic, involving precise planning, practice, and execution. The approach ensures comprehensive contingency planning to mitigate risks, highlighting the deliberative, process-driven nature of the US nuclear program.

Personnel Deployment to Australia

In discussions regarding personnel deployments to Australia, US representatives emphasised a highly selective approach. Deployments are normally determined based on the personal and financial stability of individuals, as well as their readiness to integrate into new communities. This methodical selection aims to ensure smooth transitions and effective integration within local communities, particularly for groups required to relocate together, such as submarine crews.

Community Liaison and Family Support

The delegation also explored life on US military bases, including the role of community liaison officers in facilitating relationships between the base and the surrounding community (previously covered). There are also liaison officers to support families by engaging with local schools and addressing the impact of deployments on children and when family members reunite after deployment. They also support the families during this time to ensure that they do not become isolated and remain engaged in the community. This proactive approach to family support helps maintain the wellbeing and community integration of personnel families.

Submarine Robustness

Insights were shared on the resilience of nuclear submarines. Examples of past incidents—such as a submarine colliding with an uncharted underwater mount—demonstrated the submarines' structural strength. Despite significant damage to the front of the vessel, the nuclear reactor remained unaffected, enabling the submarine to return to base under its own power. This robustness reflects the rigorous safety design inherent in US submarines, which are engineered to withstand attacks and environmental challenges without compromising reactor integrity.

In terms of fire risks, a major concern within submarines, it was noted that the reactor is well-shielded and devoid of flammable components. The design is specifically crafted to avoid the need for direct intervention, underscoring a proactive approach to safety. The key takeaway was that the reactor is far from fragile, designed to withstand significant impacts to the remainder of the vessel, and not require the more constant attention that we may associate with internal combustion engines.

Local Government and Emergency Management Perspectives

In discussions with local government and emergency management officials, the delegation found that nuclear-powered naval vessels were not considered a significant risk by these communities. Instead, concerns were more focused on natural disasters such as fires and flooding. There was almost no consideration of the risk of naval nuclear reactors, with local government noting that they have never had an issue and that it was not a community concern.

Housing

No defence programs reviewed were directly related to housing delivery. In the US, military personnel receive a fixed housing allowance, which presents challenges in securing accommodation in high-cost locations like San Diego. Notably, a significant number of US military personnel reside in Mexico, commuting daily to their bases in the United States.

The search for affordable housing has also driven the development and success of vanpool programs, as rising living costs necessitate long commutes and the coordination of transport. In cities like San Diego, we observed a preference for mid- and high-rise infill development rather than urban sprawl. This type of housing may appeal to both overseas personnel and Australians, with the housing demand associated with AUKUS potentially serving as a catalyst for increased infill development in the Perth South West region. This approach could help avoid continued reliance on low-density development in the area.

Perceived Risk to Rockingham and Greater Perth

The delegation also addressed concerns about potential increased risk to Rockingham and Greater Perth due to the US presence in the region. US representatives suggested that Rockingham is unlikely to be a strategic target in potential conflicts due to its geographical distance from likely conflict zones, noting that there were far greater and more impactful targets, closer to these zones. They also noted that, in high-conflict scenarios, submarines would likely be deployed elsewhere, reducing the likelihood of Rockingham becoming a target. This perspective, while logical, might be challenging to communicate effectively.

Summary of Community Perceptions

In summary, communities visited by the delegation appeared to feel either a sense of security regarding the nuclear presence or were simply unfazed. While some individuals may harbour concerns, the US nuclear submarine program's long history—spanning over 70 years—provides a level of public trust that is currently absent in Australia. The delegation observed that Australia's nuclear stewardship program, based on the US model, requires significant upskilling to meet the standards set by Naval Reactors before acquiring Virginia-class submarines. The division's commitment to a legacy of safety is central to its mission, and the need for its endorsement serves as a quasi-regulatory measure, driving Australia to develop nuclear management capabilities that align with US standards.

Finally, the delegation noted that the US program's social licence was established in a very different context—during the Cold War – leaving Australia's journey towards achieving social acceptance for the AUKUS program its own unique path.

CONCLUSION

Social licence is crucial for community acceptance of AUKUS, particularly in the Perth South West region, where its impacts will be most visible. As the home of Pillar One of AUKUS, the region will experience the program's effects rapidly, though the long-term benefits may be overshadowed by short-term challenges arising from the swift expansion of naval capabilities.

The primary purpose of the delegation was to examine the San Diego defence and local government relationship, widely regarded as world's best practice for its close ties between the community and defence. This connection was evident in our engagements with regional stakeholders, showcasing an integrated approach that drives both social acceptance and economic benefit.

Our analysis reveals that beyond social acceptance and patriotic support, defence's economic impact on local governments is substantial. In Newport News, as in San Diego, the risk of losing defence investment due to urban encroachment serves as a strong motivator for urban planning and community development to align with defence interests. Although local taxes from defence spending and machinery provide direct revenue to these communities in the US, the federal government also invests strategically in social licence initiatives to bolster community support beyond economic returns.

In the Australian context, where local economic returns are less direct, the commonwealth must play a more active role in financially supporting affected communities. Organisations like SDMAC emphasised that community investment need not come directly from defence budgets. Instead, federal investment, with defence's involvement in fund allocation, would demonstrate coordinated support across government levels, building resilience and reinforcing community alignment with defence objectives.

The analysis also identified numerous smaller, cost-shared initiatives that can enhance community support. However, the most significant point of difference between the US and Australia is communication strategy. In the US, communication is typically confident, open, and exploratory—unlike the more cautious approach seen in Australia. This contrast must be addressed to gain public acceptance of the changing role of defence in the region, as the current communication gap contributes to community unease.

Confidentiality requirements surrounding the nuclear-powered submarine program introduce complexity. Discussions with the ASA clarified that maintaining secrecy is vital for Australia's rapid upskilling as a nuclear steward, though this necessity must be communicated more effectively to the public. Further complicating the situation is limited engagement from politicians who were pivotal in advancing Australia's defence posture but have not clearly communicated the rationale behind such a significant national investment. This has led to limited community understanding of the purpose behind AUKUS.

Finally, while AUKUS is positioned as a national endeavour, its primary focus and impact will be concentrated in the Perth South West region. For the region to meet Australia's defence aspirations, a shift in community engagement is needed, with greater investment, communication and collaboration tailored to this community.

APPENDIX

List of Abbreviations

ADF	Australian Defence Force
ASA	Australian Submarine Agency
AUKUS	Australia, United Kingdom, United States security pact
DoD	Department of Defense (US)
HRMFFA	Hampton Roads Military and Federal Facilities Alliance
PSWMA	Perth South West Metropolitan Alliance
SANDAG	San Diego Association of Governments
SDMAC	San Diego Military Advisory Council
SRF-West	Submarine Rotational Force – West
SSN	Ship Submersible Nuclear (nuclear-powered, conventionally armed submarines)

List of Engagements

San Diego Association of Governments (SANDAG)

Chief Executive Officer, SANDAG

Regional Plan and Major Projects, SANDAG

Deputy Director of Mobility Planning, SANDAG

Manager of Strategic Partnerships, SANDAG

Boarder Program Manager, SANDAG

County of San Diego

Senior Emergency Services Coordinator, Office of Emergency Management

City of San Diego

Mayor, City of San Diego

San Diego Military Advisory Committee (SDMAC) Military Panel

Regional Commander, Navy Region SouthWest

Commanding Officer, Submarines Base Pt Loma

Commanding Officer, Naval Base San Diego

Commander, Submarine Squadron 11

Industry Panel

NASCCO - General Dynamics, General Manager of Repair, San Diego

BAE - Vice President BAE Systems San Diego Ship Repair

Senior Economic Development Manager EDC

SDMAC Panel

President and CEO SDMAC

Vice Chair of the Board SDMAC

Legislative Committee Chair, SDMAC

Huntington Ingalls Industries (HII)

Social License and Corporate Responsibility

Director of Education

Community Engagement on Risk Management

Interface B/T Operational and Local Community (Land Use Perspective)

Director of Australia and United Kingdom emerging markets

Naval Station Norfolk

Commander Navy Region Mid-Atlantic

Naval Station Norfolk Commanding Officer

CNRMA Housing

Norfolk Naval Shipyard

Hampton Roads Military and Federal Facilities Alliance

Executive Director

Deputy Executive Director

City of Newport News

Mayor, City of Newport News

City Manager, City of Newport News

Assistant City Manager, City of Newport News

Participants

Perth South West Metropolitan Alliance

Katy Mair	Mayor	City of Melville
Deb Hamblin	Mayor	City of Rockingham
Logan Howlett	Mayor	City of Cockburn
Jim O'Neil	Mayor	Town of East Fremantle
Hannah Fitzhardinge	Mayor	City of Fremantle
Peter Feasey	Mayor	City of Kwinana
Gail Bowman	CEO	City of Melville
Michael Parker	CEO	City of Rockingham
Dan Simms	CEO	City of Cockburn
Jonathan Throssell	CEO	Town of East Fremantle
Glen Dougall	CEO	City of Fremantle
Wayne Jack	CEO	City of Kwinana
Warwick Carter	Director	Perth South West Metropolitan Alliance
Jessica Properjohn	Executive Support Officer	Perth South West Metropolitan Alliance

Australian Submarine Agency

Grant Murray	ASA
Chris Robertson	ASA

Perth South West Metropolitan Alliance

11 Stidworthy Way, Kwinana Town Centre WA 6167
PO Box 21, Kwinana WA 6966

Email: admin@perthsouthwest.com.au

www.perthsouthwest.com.au

PERTH SOUTH WEST
Metropolitan Alliance

PERTH
SOUTH WEST
Metropolitan Alliance

Insights from Perth South West US Delegation

SEPTEMBER 2024

City of Cockburn wetlands to waves
TOWN of EAST FREMANTLE
CITY OF Fremantle
City of Kwinana
City of Melville
City of Rockingham

Contents

Insights from Perth South West US Delegation	**1**
Acknowledgements	**4**
Introduction	**5**
Housing and Homelessness	**6**
Tiny Homes Approach	8
The Weingart Center	8
Public Transport	**9**
Los Angeles	9
San Diego	10
New York	10
AltaSea	**12**
Cultural Centres and Precinct Development	**14**
The Getty Center	14
Downtown LA Cultural Precinct	15
New York's Cultural Institutions	16
Destination Marketing	**17**
Domino Sugar Refinery Redevelopment	**18**
Industry City	**20**
NYPD Community Engagement	**22**
Smart Devices in Policing	22
Community Engagement through Technology	23
City-Wide CCTV Network	23
New York Parks	**24**
Little Island	24
The High Line	25
Brooklyn Bridge Park	27
Paley Park	28
Sherman Creek Park	28

Miscellaneous Developments	**30**
Iconic Signage in U.S. Tourism Destinations	30
Landscape Approaches in U.S. Urban Environments	31
Innovative Use of Sidewalks for Access in Urban Environments	31
Cost-Effective Placemaking Near Food Markets in Los Angeles	32
Creative Pavement Designs to Enhance Urban Spaces	32
Neon and LED Lighting in Nighttime Destinations	33
Stramp Design: Integrating Universal Access in Urban Architecture	34
Retired Naval Vessels as Public Engagement and Tourist Attractions	34
Historical Footpath Signage in San Diego	35
Public Safety and Personal Responsibility in U.S. Urban Design	35
Use of Landscaping to Manage Public Space Use in San Diego	36
Use of Adirondack Chairs as Movable Urban Furniture	36
Public Art Celebrating Local Identity	38
Street Vendors as Vital Contributors to Urban Economy and Vibrancy	39
Parking Management for Street Maintenance	39
Iconic Landscape and Architecture at UC San Diego	40
Outdoor Shopping Centres	42
Apartment Letterboxes with Parcel Lockers	44
Waterfront Activation at Norfolk	45
Electric Bikes	45
Integrated Parking and Charging Infrastructure	46
Engaging Street Frontages with Floral Displays	46
Public Engagement Through Interactive Displays on the High Line	48
Architectural Sensitivity to Sunlight on the High Line	49
Enclosed Outdoor Dining Spaces in New York's Road Reserves	50
Integrated Seating and Fencing	50
Purposefully Underdeveloped Spaces	51
Fog Machine Public Art	52
Use of Underbridge Spaces for Recreation	53
Chess in the Park	54
List of Engagements	**56**

CONTENTS

Acknowledgements

The Perth South West Metropolitan Alliance gratefully acknowledges the support of the following individuals and organisations for their assistance in facilitating meetings during the US delegation:

- The US Consul General, Western Australia
- The Australian Consul General, Los Angeles
- The Australian Consul General, New York
- The Australian Submarine Agency
- San Diego Association of Government
- San Diego Military Advisory Council
- The City of Newport News
- The New York Police Department

The Alliance also wishes to recognise the Australian Submarine Agency for providing funding to support research into social licence matters, which are the focus of a separate report.

Introduction

In September 2024, the Perth South West Metropolitan Alliance Board embarked on a delegation to the United States, primarily focusing on understanding the implications of the AUKUS partnership and exploring issues surrounding social licence. These critical topics are thoroughly addressed in a separate report produced by the Alliance. However, the purpose of this report is to present additional findings from the delegation, highlighting observations and insights gained from visiting diverse urban areas across the United States, many of which face development challenges akin to those in the Perth South West region.

The delegation's itinerary included Los Angeles, San Diego, Newport News, and New York—destinations selected to provide insight into challenges and solutions directly relevant to the Alliance's united regional vision. These cities offered opportunities to examine a wide array of topics, including urban redevelopment, public transport systems, the development of parklands and natural areas, economic development with an emphasis on the blue economy, and addressing emerging social issues such as homelessness. These areas of focus align closely with the Alliance's strategic priorities and provided invaluable case studies for applying international best practices in a local context.

While the delegation's primary focus centred on AUKUS-related issues, particularly in San Diego and the Hampton Roads region of Virginia, where the US Navy has a significant presence, the itinerary also took advantage of necessary transit stops in Los Angeles and New York. This provided the Alliance with opportunities to engage with broader urban development and infrastructure challenges. These engagements offered insights into innovative approaches to city planning, transportation systems, and economic growth, many of which are of potential relevance to Western Australia.

This report not only details the targeted areas of focus but also captures broader observations from urban design initiatives witnessed during the delegation. These insights, while not the primary focus, provide valuable examples of creative approaches to city building that may inspire alternative methods for addressing challenges in the Perth South West region. By incorporating these broader findings, the report seeks to emphasise the importance of learning from international practices and considering alternative perspectives to localised issues.

The findings documented in this report aim to inform strategic discussions with developers, government agencies, and internal stakeholders within member local authorities. Rather than providing prescriptive solutions, the intent is to stimulate new ways of thinking and inspire innovative approaches to urban challenges. Western Australia's geographic remoteness often results in a focus on locally developed solutions, but this delegation underscores the value of adopting international perspectives to enrich and diversify problem-solving frameworks. By learning from global examples, the Perth South West Metropolitan Alliance can enhance its ability to tackle local challenges with fresh, informed approaches.

Housing and Homelessness

On her first day in office, Mayor Karen Bass declared a state of emergency, signalling her immediate focus on addressing the homelessness crisis in Los Angeles. With 46,000 people experiencing homelessness in LA, 70% of whom are unsheltered, the challenge is immense. The crisis extends beyond the city, as the county's homelessness rate stands at 75,000 people across a population of 9.7 million. In the City of LA, homelessness accounts for 1.2% of the population, compared to 0.77% across LA County (by way of comparison the current rate for Perth is approximately 0.05% in Perth). The disparity between the City and County stems largely from the varying approaches of local governments, with LA City having more robust programs that attract unhoused individuals, even as nearby areas enforce policies that displace them.

One of the key strategies in LA's fight against homelessness is the delivery of more affordable and social housing. This is being achieved primarily through development outcomes, where affordable housing is secured with covenants lasting 50 to 99 years, ensuring that homes are leased to people within income limits. This focus on long-term affordability is critical to ensuring that housing remains available for those in need, not just for a short period but for decades.

To incentivise developers to build more social housing, the City of LA has introduced several measures to speed up the process. For example, approvals for developments that include social housing can now be fast-tracked, reducing waiting times from up to a year to just 60 days or less. These streamlined processes have been a significant factor in accelerating the development of much-needed housing. Additionally, developers are offered the ability to add three extra floors to buildings that include social housing, a strong incentive in a city where height restrictions and density are often closely regulated.

However, this approach, while effective in LA, may not work as well in cities like Perth, where planning systems are already relatively efficient. In Perth, approvals for developments typically occur within 60 to 90 days, making the fast-tracking incentive less impactful. Similarly, in Perth, the use of additional height and plot ratio as incentives has not been particularly successful in securing social housing. This is partly due to recent planning practices where the state government treats height and density flexibly, allowing developers to negotiate these elements without necessarily providing social benefits in return. Unfortunately, this has resulted in lost opportunity to leverage development for societal gain, and it would be difficult to reverse these practices without causing tension with the development industry.

One area where Perth could learn from LA is the fast-tracking of utilities. In LA, the City has an advantage as the owner of the utilities, which allows for quick connections to water, power, and other essential services. This has been instrumental in ensuring that housing projects move forward without delays. In Perth, however, access to timely utility upgrades remains a major impediment to the delivery of subdivisions and multi-dwelling developments. The State Government could look to incentivise the inclusion of affordable housing by offering more timely access to utility services, a critical factor in ensuring projects proceed smoothly.

Beyond housing, LA's interim housing solutions play a crucial role in addressing homelessness. For many individuals, moving directly from long-term homelessness into permanent solo accommodation is a significant challenge. People often need time to acclimatise back to living in conventional housing, and interim solutions provide this bridge. In LA, interim housing typically involves a nine to twelve-month stay, during which individuals receive support from social workers and other service providers to help them transition to long-term housing. These facilities are staffed at a ratio of one support worker per 20 clients, ensuring that individuals receive a personalised approach to their needs and support in finding employment.

The importance of interim housing cannot be overstated. Some people need ongoing support and may never live entirely independently. The need for permanent interim housing facilities is essential, and while many are focussed on permanent solution only in the Western Australian context, there is a need for facilities for those who are simply "down on their luck" and need temporary shelter in a crisis. In all cases, the need for a tailored approach is paramount, as the circumstances of each person vary greatly. Their age, mental health status, and other factors dictate the best path forward, and a one-size-fits-all approach is unlikely to succeed.

Mayor Bass has taken the lead in securing sites for both interim and long-term housing, despite this traditionally being a County responsibility. This action is driven by her policy platform, which prioritises homelessness solutions, and is supported financially by the City Council. The rationale behind this approach is simple: the public does not care which level of government is responsible for addressing homelessness; they just want to see results. This sentiment has helped galvanise political support for aggressive action on housing.

A key learning from LA's experience is the importance of rehousing entire homeless camps, not just portions of them. If a camp is only partially rehoused, the remaining encampment may grow back to the original size over time, perpetuating the problem. By focusing on rehousing everyone within a camp and then cleaning up and beautifying the site, the City is able to create long-term improvements in public spaces. The examples shown included elements of "hostile architecture," such as landscaping or design features that discourage rough sleeping. While controversial, these measures, combined with housing efforts, have been found to build social licence, as the public is more supportive of housing solutions when the alternative is homeless encampments in public spaces.

A few other key factors in providing housing have emerged from LA's efforts. For instance, many homeless individuals are reluctant to leave their current arrangements unless they are guaranteed their own bathroom. Additionally, many have pets and will not abandon them. Recognising this, housing providers have implemented blanket policies allowing pets at all sites. Although these demands increase costs, they are seen as necessary to ensure people are willing to move into housing.

There is also a need to reframe the conversation around the cost of homelessness. When viewed through the lens of emergency healthcare costs, providing housing is far cheaper in the long term. With issues such as mental health support, diabetes management, substance abuse and wound care can be handled proactively within a housing environment, this reduces the need for costly ambulance services and hospitalisations. However, because these costs are often spread across different levels of government and departments, it can be difficult to quantify the full savings. Nevertheless, the public needs to understand that investing in housing is not just a moral imperative but also a financially sound decision.

One of the key messages from LA's approach is the importance of involving people on the ground in developing solutions. Well-meaning policies devised in boardrooms often fail because they do not take into account the real drivers of homelessness or the lived experiences of those affected. A multitude of approaches is needed, as different people have different needs, and no single solution will work for everyone. It is essential to ensure that the voices of those with direct experience are heard in the policymaking process.

In terms of ongoing support, LA has made strides in creating employment pathways for people transitioning out of homelessness. The City has reserved entry-level positions with public transport providers and other partner organisations, offering a tangible way for people to rebuild their lives. This has been a vital component of LA's broader strategy, which emphasises the importance of collaboration with organisations that support veterans, healthcare providers, and mental health services. By working together, these groups can provide comprehensive support to help people find stability.

Funding for these initiatives comes from a variety of sources, including the City's own budget and Federal support. The US Department of Housing and Urban Development (HUD) provides around one billion dollars annually through the Homeless Housing Assistance and Prevention Program. This funding is critical in maintaining the City's efforts to address homelessness. Additionally, the cost of emergency medical care, which often falls on the City's budget, reinforces the value of investing in early intervention and housing solutions.

A significant portion of LA's interim and permanent housing has been delivered through the adaptation of unused motel and hotel sites. Under the Homekey program, the County has acquired 32 such sites, converting them into over 2,100 units. This repurposing of run-down or poorly maintained motels has generally been welcomed by communities, as it improves the local area while providing much-needed housing. Perth, facing its own housing shortage, particularly in short-stay accommodation, lacks the same opportunities. Additionally, both LA and Perth share the challenge of retrofitting underutilised office space for housing, as issues related to ventilation, natural light, and services make these conversions difficult.

One of the ongoing challenges in LA is identifying unhoused individuals who may not have sought help or registered with outreach groups. These individuals are often found in public spaces like libraries, public transport hubs, or locations offering free Wi-Fi, where they seek shelter from the elements. These sites are ideal locations to provide information about available support services, as they are more likely to be frequented by those in need.

Tiny Homes Approach

Tiny homes are being utilised in Los Angeles as part of the city's efforts to combat homelessness. These small, temporary housing units, typically around 64 square feet (six square metres) in size, provide an immediate and secure shelter for those without stable accommodation. Tiny house villages are often located on underutilised land, such as parking lots and vacant lots, in various parts of the city, including North Hollywood, Reseda, and Westlake. Each home is equipped with essential amenities like electricity, climate control, and a door lock for privacy and safety.

Beyond providing shelter, these tiny home communities offer a range of support services aimed at helping residents transition into permanent housing. On-site services typically include access to food, showers, bathrooms, laundry facilities, mental health services, and job placement assistance. Social workers and case managers are also available to provide personalised support. These villages, developed by organisations like Hope of the Valley, serve as temporary but crucial stepping stones for individuals trying to escape the cycle of homelessness. While not a permanent solution, the tiny home model has been praised for providing immediate relief and offering a stable environment for individuals working towards long-term housing solutions.

The City would be involved with the provision of utilities to these sites, as well as the installation of CCTV. While we expected to hear stories of communities against such developments, they noted that most residents were supportive, where it meant that homeless camps would be removed, preferring this outcome of supported living to visible homelessness in their neighbourhoods.

The Weingart Center

The Weingart Center is a comprehensive non-profit organisation based in Los Angeles that has been providing services to the homeless since 1983. Located in the heart of Skid Row, the centre is dedicated to helping vulnerable individuals transition from homelessness to self-sufficiency. The organisation offers a variety of programs aimed at addressing the root causes of homelessness, including mental health support, addiction recovery, job training, and access to permanent housing.

Weingart Center serves a wide demographic, including individuals facing chronic homelessness, veterans, and those struggling with mental health and substance use disorders. Their programs are designed to provide both short-term emergency relief and long-term solutions, offering services like case management, life skills workshops, and employment services to help residents rebuild their lives.

In addition to temporary housing, the Weingart Center is expanding its efforts to include permanent supportive housing developments, which combine housing with wraparound services to help individuals maintain stable lives. One such development is a project to construct over 700 units of affordable housing.

What is different about the Weingart Center to Australian examples is the scale. They have a 19 storey permanent accommodation centre under construction. The entire property is dedicated to affordable housing. Additionally they have large scale interim facilities of over 300 beds. In Australia we have more integrated models, with affordable housing and crisis housing only a small percentage of any development. The response from the Center is that they are dealing with a crisis and can more efficiently manage service provision and support services through large scale developments. They note that their built form is typically architecturally more pleasing than other sites in the neighbourhood, and you would not know what services were provided there. They further note that they have a large scale building in Los Angeles located adjacent to a Porsche dealership and whilst located amongst upscale retailing, do not detract from the amenity of the neighbourhood due to their design focus and social support of clients.

The centre is funded through a combination of public and private sources, including government grants, donations, and partnerships with other non-profits and community organisations. The Weingart Center is widely recognised for its holistic approach to addressing homelessness, providing not just shelter, but also the critical tools and resources necessary for people to regain their independence and improve their quality of life.

Public Transport

Public transport systems were prioritised during the trip to observe and experience different cities' approaches to transit. While Perth has made significant advancements over the past decade, particularly with major expansions and changes to fare structures, there remains room for further planning and development.

Los Angeles

The public transport system in Los Angeles utilises a travel card (both physical and virtual) that grants access to buses, trains, and bike share services. The fare structure is straightforward, with a base fare of $1.75 for all trips, regardless of distance. A daily fare cap of $5 and a weekly cap of $18 provide cost-effective options for frequent travellers.

The bus network in Los Angeles is extensive and operates efficiently despite limited reliance on dedicated bus lanes for priority. Much of the fleet observed was powered by natural gas, with some electric buses operating on select routes. Boarding was quick, thanks to a streamlined tap-on system, and a coin-only vending machine was available at the front of the bus for those without tickets. The flat fare system which did not require tap off eliminated delays when passengers alighted, allowing for faster drop-off stops.

The Los Angeles Metro Rail includes both the rapid transit and light rail systems. The rapid transit system was partially under maintenance on the day that it was used, with limited wayfinding available to locate stations and exits. City centre stations were underground, well-lit, and staffed to assist passengers with ticketing.

The light rail system also utilised underground stations in the city centre before transitioning to open-air stations along the route. The *high-floor* tram design required station platforms for boarding and alighting, in contrast to the *ultra-low-floor* trams found in Melbourne. This design, influenced by the Americans with Disabilities Act, requires level boarding but necessitates larger station spaces, limiting the potential for constructing additional stops without significant redevelopment of station precinct.

The rail network travelled along dedicated lanes, moving swiftly and free from the traffic congestion common in Los Angeles. Some shared rail spaces were observed in other parts of the network, though the majority of travel occurred in segregated corridors. Smaller stations lacked fare gates or a "tap-off" system, though major terminals, such as the one in Santa Monica, required passes to exit. The trains were well-lit with hard surfaces throughout, though there was evidence of rough sleeping, likely due to the climate control.

Lastly, the Angels Flight funicular in downtown Los Angeles serves more as a historical attraction than an everyday transport service. Covering a 29-metre vertical rise over a 91-metre distance, it helps passengers avoid a steep slope by travelling in cable cars equipped with internal steps. Originally closed in the 1960s and reopened in 1996, the line has undergone several closures due to accidents, most recently reopening in 2017. Tickets for the service cost $1, or 50 cents with a travel card. Although primarily a novelty, the system functions as an alternative to outdoor elevators, such as Brisbane's Howard Smith Wharves elevator. However, due to high maintenance costs and staffing requirements, its viability outside of a historical or tourist context is limited.

San Diego

In San Diego, the light rail (trolley) system serves as a key mode of public transport. The system operates under a simple fare structure with a daily maximum fare of $6 and a monthly fare cap of $72, as opposed to a weekly limit. The railcars are designed with low floors, allowing level boarding for passengers, though some sections inside the carriage feature raised flooring to accommodate mechanical components underneath.

Unlike Los Angeles, much of San Diego's light rail system runs at street level in the city centre, where trolleys share space with pedestrians and vehicles. There are minimal barriers or gates along these shared spaces, allowing for greater accessibility but requiring the trains to travel at lower speeds. Once outside the city centre, the light rail operates at higher speeds (up to 88 km/h) on dedicated rail lanes, connecting to suburban areas such as the University of California San Diego.

A notable feature of San Diego's light rail is its shared use of tracks with freight rail services, particularly in the evenings when light rail frequency decreases. Freight trains travel through the city on the same tracks, although at much lower speeds. The light rail operates using overhead power lines, similar to Perth's system. This shared infrastructure contrasts with Perth's model, where commuter and freight trains do not coexist on the same lines, with the exception of regional rail.

Although buses were not used during the trip, it was observed that they were powered by natural gas.

New York

New York's subway system is globally renowned for its high ridership and extensive coverage. The stations within the city centre are predominantly underground, transitioning to elevated rail lines in the outer boroughs. Services operate with high frequency, and within Manhattan, multiple routes are available to key destinations. The system uses a fare card known as OMNY, which also accepts credit card tap-ons. The fare structure includes a single fare of $2.90 and a weekly fare cap of $34.

New York's bus infrastructure was also examined, with several features informing the Department of Transport's recommendations for the mid-tier transport review in Perth. Efficiency improvements in the New York system stem from a few key factors: the creation of dedicated bus stops located further apart, dedicated bus lanes, and priority at intersections. A significant improvement was off-board payment in some locations, which allows for all-door boarding, eliminating the need for passengers to tap on or off upon entering the vehicle. Although this method offers substantial time savings, it was not considered for Perth due to concerns about fare evasion, which could be viewed as a shortsighted decision.

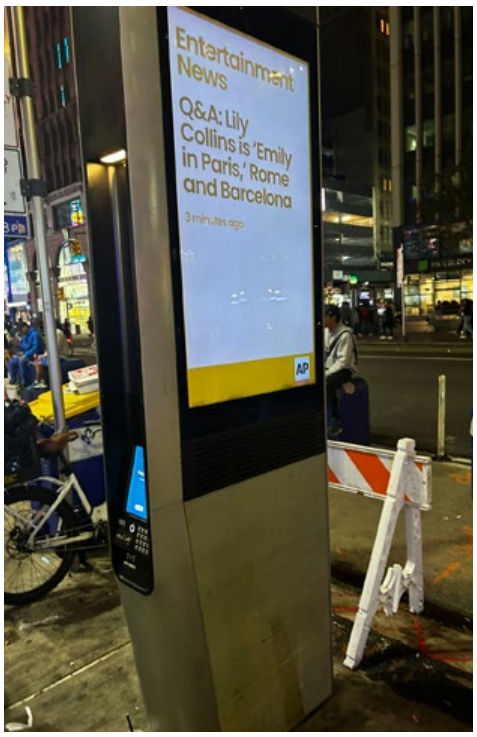
Particularly notable were the inner-city bus stops, which are integrated with the LinkNYC system. LinkNYC is a public kiosk network that provides free Wi-Fi, phone calls, device charging, and access to information services, launched in 2016 as part of the city's efforts to modernise public infrastructure and expand digital connectivity.

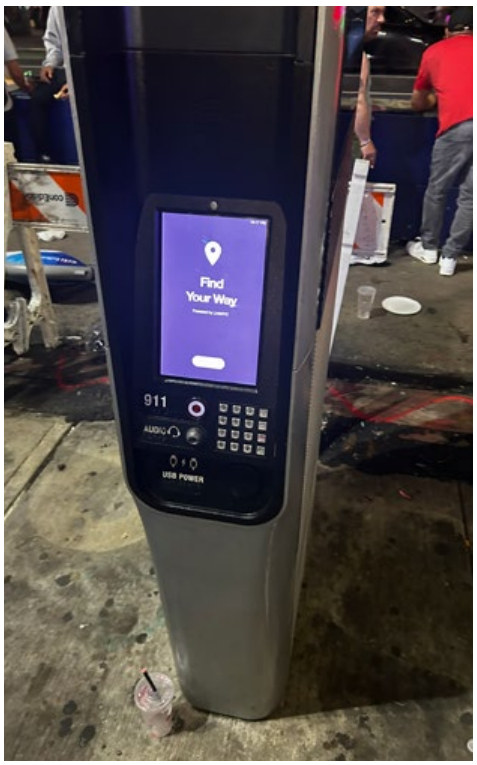
The key features of LinkNYC include:

- Free Wi-Fi: Available at each kiosk, with a network designed to handle high usage across thousands of locations.
- Free Phone Calls: Users can make free calls to any US number, including emergency services.
- Device Charging: USB ports are available for charging phones and other devices.
- Digital Displays: Large screens provide local information, public service announcements, and advertisements.
- Browser Access: Built-in tablets allow users to browse the web and access city services.

LinkNYC is funded by advertisements displayed on the kiosks' digital screens, making it a self-sustaining initiative.

One challenge faced by travellers is navigating the fare system when crossing into New Jersey. While only a short journey from New York, travelling interstate requires a different fare card and incurs varying rates. This can be confusing for new users, though staff at the Port Authority Bus Station where many of these cross state journeys commence, are available to assist.





Implications for Perth

Several key takeaways from these public transport systems could offer valuable lessons for Perth. Although Perth recently implemented a two-zone fare system, there are notable advantages to adopting a single-fare system. First, a single-fare model promotes equity by ensuring that residents in more affordable outer suburbs are not disadvantaged by paying higher public transport costs compared to those living in inner-city areas. Second, this system can enhance operational efficiency. While there may be some revenue loss from a uniform fare structure, the potential service improvements—especially in speeding up boarding and alighting, as seen with off-board tap-on systems—are significant and a small price to pay for the efficiency gains, especially when compared to the cost of intersection upgrades.

Perth's current bus fleet, a combination of gas-powered and electric vehicles, already benefits from advanced acceleration and braking capabilities. Additionally, the city is expanding its network of bus lanes and implementing intersection priority measures, leaving limited room for incremental efficiency improvements. However, the upcoming tap card system, which will also accommodate credit card payments, promises faster processing times. Nonetheless, the most substantial efficiency gains could come from allowing all-door boarding and eliminating the need to tap off, as this would greatly reduce dwell times at stops.

Fare capping also presents a valuable opportunity for Perth. By introducing a maximum weekly fare cap, the system can incentivise users to utilise public transport on weekends and during off-peak times, as there would be no additional cost to them. Since the costs associated with running vehicles (whether buses or trains) are already covered during peak periods, additional off-peak patronage would come at minimal extra cost to the service provider. This would not only encourage consistent public transport use but also financially reward passengers for opting to leave their private vehicles at home.

Overall, Perth has developed a quality public transport service for a city of its size, and recent investments are set to enhance functionality. However, it would be unwise to halt progress simply because recent fare system changes have been made. Further improvements, particularly around fare structures and boarding efficiency, should be explored to ensure continued growth and service optimisation.

AltaSea

AltaSea, located at the Port of Los Angeles, is a transformative initiative aimed at unlocking the potential of the ocean through innovation, sustainability, and economic development. Now in its 10th year, AltaSea operates on a sprawling 35-acre site and has quickly become a cornerstone of the blue economy.

Founded in 2014, AltaSea's first years were marked by jurisdictional complexities. The campus is situated on state land, operated by the City of Los Angeles, but located in federal waters, adding layers of governance and legal hurdles to the early phases of development.

AltaSea is structured around a 66-year lease, the maximum available for an entity of its kind. Rather than paying a traditional lease, AltaSea offsets payments by using credits from upgrades to its existing historic buildings, which were originally constructed in 1910. Each section of the campus is redeveloped and opened incrementally, with 60,000 square feet (approximately 5,500 square metres) being refurbished at a time.

The campus itself sits on an existing wharf with a 60-foot (18.3-metre) deep berth, making it ideal for marine research and ocean-related industry activities. AltaSea's long-term lease and strategic location are key to its mission of turning Los Angeles into a global hub for marine innovation.

AltaSea is primarily focused on three sectors of the blue economy: regenerative aquaculture, renewable energy, and blue technology, including underwater robotics. Each of these focus areas addresses critical global challenges such as food security, sustainable energy, and the preservation of marine ecosystems. By fostering innovation in these sectors, AltaSea contributes not only to economic growth but also to environmental sustainability.

One of AltaSea's flagship initiatives is "Project Ocean," which it envisions as a vital solution to combat climate change. This ambitious project seeks to leverage the ocean's vast potential for renewable energy, marine conservation, and carbon sequestration, positioning the organisation as a leader in the global climate action movement. Additionally, hydrogen energy is viewed as the next big step for AltaSea and its partners, with the organisation exploring hydrogen's role in the future of the blue economy.

AltaSea operates a unique partnership model, distinguishing between **onsite partners** and **coalition partners**, rather than traditional tenants. Onsite partners are organisations with a physical presence at the campus. These partners either pay rent or a heavily subsidised amount—up to 80% of their rent can be offset by performing community outreach or hosting internships. This approach aligns with AltaSea's commitment to fulfilling specific community outcome requirements, part of its agreement with the Port of Los Angeles.

AltaSea's first onsite partner was a business support group, which assists startups by providing mentorship, resources, and facilities. These groups also serve as a "landing ground" for international businesses, offering foreign companies a foothold in the U.S. market while they establish operations and scale their ventures. By fostering these partnerships, AltaSea creates a fertile environment for innovation and business growth in marine-related industries.

Coalition partners, on the other hand, consist of like-minded organisations that collaborate with AltaSea on advocacy, policy, and legislative matters. For example, AltaSea played a key role in building a coalition to support bills related to wave and tidal energy, and later helped in the implementation phase. These partnerships extend AltaSea's influence beyond the campus, allowing it to shape policy and drive change at state and federal levels.

Diversity, equity, and inclusion are central to AltaSea's mission. The organisation takes pride in its efforts to ensure gender and ethnic diversity across its workforce and governance. Its board of directors and executive team are deliberately diverse, reflecting the organisation's commitment to inclusion and setting a standard for other companies and institutions involved in the blue economy.

A defining feature of AltaSea's trajectory is its "Deep Blue Decade" initiative, a ten-year plan launched in 2021 to drive ocean sustainability and foster the blue economy. The initiative focuses on innovation, education, and public engagement to address ocean-related environmental challenges. Aligned with global efforts like the United Nations' Decade of Ocean Science for Sustainable Development (2021–2030), the Deep Blue Decade seeks to leverage ocean-based solutions to mitigate climate change and promote sustainable economic growth.

AltaSea's efforts in regenerative aquaculture, renewable energy, and blue technology are the cornerstones of this initiative, with the campus serving as a living laboratory for marine innovation. The ultimate goal is to create scalable solutions that not only benefit the local economy but also have far-reaching impacts on global ocean health and climate resilience.

As AltaSea continues to grow, it is poised to explore new opportunities in hydrogen energy, positioning itself at the forefront of this emerging sector within the blue economy. Hydrogen is seen as a clean and renewable energy source with vast potential for reducing carbon emissions and supporting sustainable ocean operations. AltaSea's leadership in this area could play a pivotal role in the transition to a more sustainable global energy system.

AltaSea stands as an example of how public-private partnerships, innovation, and sustainability can come together to solve some of the world's most pressing challenges. From its complex beginnings, navigating multiple jurisdictions, to its development of cutting-edge marine technologies, AltaSea has firmly established itself as a leader in the blue economy. Through its Deep Blue Decade initiative, AltaSea is not only contributing to local economic development but is also positioning itself as a global hub for marine innovation and sustainability.

Cultural Centres and Precinct Development

During the delegation, we visited renowned cultural sites in Los Angeles, such as The Getty Center, The Broad, and the Walt Disney Concert Hall. These institutions are part of intentionally developed cultural precincts aimed at enhancing tourism, civic pride, and the arts in Los Angeles. Rather than evolving as traditional cultural hubs, these precincts have been meticulously planned to focus attention on art and culture, elevating the city's profile through landmark architecture, high-quality collections, and accessible infrastructure.

The Getty Center

The Getty Center, designed by architect Richard Meier, is an iconic cultural destination situated on a scenic hilltop in the Santa Monica Mountains. Completed in 1997, the centre hosts a range of art collections, spanning European paintings, decorative arts, and photography, supported by the financial legacy of oil magnate J. Paul Getty.

One of The Getty's distinctive qualities is its location outside of Los Angeles' central business district, which challenges traditional ideas about museum placement. Its carefully integrated transport system, which includes a monorail from a designated parking area to the museum itself, ensures accessibility while preserving the site's immersive quality. The monorail isolates visitors from urban distractions, allowing them to fully engage with both the art collections and the breathtaking views of Los Angeles. The Getty exemplifies how cultural sites need not be centrally located as long as they are accessible and designed with a holistic visitor experience in mind.

The Getty demonstrates that decentralised cultural facilities, when adequately planned and designed, can successfully attract visitors, creating an experience that is not just about the collection but about the broader interaction between architecture, environment, and culture.

Downtown LA Cultural Precinct

The downtown Los Angeles cultural precinct, which includes The Broad and the Walt Disney Concert Hall, demonstrates the value of co-locating cultural facilities. Initially, downtown LA was not perceived as the city's cultural heart; however, the placement of key facilities, such as The Broad art museum and the Walt Disney Concert Hall, reshaped this perception and turned the area into a cultural hub.

The Walt Disney Concert Hall, designed by architect Frank Gehry, stands out with its stainless-steel exterior and advanced acoustics, symbolising modern architectural innovation. The Broad, designed by Diller Scofidio + Renfro, has a unique "veil-and-vault" structure, with a honeycomb exterior that limits windows to draw focus on internal exhibits. These venues are now part of a precinct that attracts high-end dining and accommodation, generating a self-sustaining cultural ecosystem that appeals to locals and tourists alike.

The downtown precinct underscores the importance of strategically clustering cultural venues to create a destination, which can reinvigorate previously overlooked urban spaces. The co-location of diverse cultural attractions fosters a synergistic effect, where restaurants, hotels, and residential developments support and are supported by these institutions, creating an appealing urban centre of culture and commerce.

New York's Cultural Institutions

Outside of the delegation's visits, several New York cultural institutions highlight the interplay between architecture and cultural experience. The Guggenheim Museum, designed by Frank Lloyd Wright is distinguished not just by its collections but by the architectural forms. Wright's Guggenheim, with its unique spiral form, is an attraction in itself, often overshadowing the exhibits it contains. The Oculus at the World Trade Center, whilst not a cultural hub, but part of a wider landmark commemorating September 11, shows the importance of architectural design in creating a precinct. Designed by Santiago Calatrava Calatrava's Oculus, with its white ribbed design, serves as both a transit hub and a cultural landmark, enhancing New York's urban aesthetic.

New York demonstrates that while collections and cultural offerings draw audiences, architecture can equally drive visitor engagement. Iconic designs become part of a city's cultural fabric, making the building itself a memorable experience. Such architectural ambition should be a consideration for Perth South West, where distinct architectural identities could help position the region as a forward-looking cultural destination.

Implications for Perth

The cultural precincts in Los Angeles provide valuable lessons for the Perth South West region. Traditionally, Perth has centralised its cultural institutions, which has successfully attracted tourism and economic activity into the CBD. However, Los Angeles' approach shows that decentralisation can be equally effective, especially when cultural facilities are paired with strong design and accessibility. As demonstrated by the Getty and the downtown LA precinct, placing cultural assets in outer metropolitan areas can successfully attract tourism and local engagement, particularly if transport infrastructure is thoughtfully incorporated.

By considering decentralised cultural precincts, Perth South West can diversify its appeal, drawing visitors beyond the CBD and into outer areas. This approach not only spreads economic benefits but could also enhance local identity by creating distinctive cultural experiences that resonate with specific communities.

Destination Marketing

During the delegation's visit, destination marketing emerged as a critical focus. The Perth South West Metropolitan Region offers a wealth of exceptional natural assets, which, while not as globally recognised as destinations like Rottnest Island or Cottesloe Beach, are equally captivating. Recognising this potential, the delegation discussed strategies to elevate the region's profile through targeted campaigns aimed at drawing both domestic and international visitors.

The anticipated AUKUS agreement presents a unique opportunity, as it is expected to bring an influx of US and UK military personnel and their families, who may wish to explore the region as tourists. Developing an appealing, comprehensive tourism experience is essential to capture this audience. In Los Angeles, we examined how cities market their coastal attractions, focusing on notable sites such as Venice Beach and Santa Monica Pier.

Venice Beach has gained a global following, often showcased on social media and in films, as an eclectic, vibrant destination. However, we observed that, despite its popularity, the area is primarily filled with tourist-focused retail and lacks a deep connection to the local culture. The facilities and upkeep of the beach did not match the quality typically expected in Western Australia, underscoring how the "brand" of Venice Beach often surpasses the actual visitor experience.

Santa Monica Pier is similarly focused on tourism, with the Santa Monica Pier Corporation overseeing its operations. This community-focused organisation manages the pier as a shared asset, working to maintain its quality and vibrancy as a visitor attraction. Initially in decline, the pier underwent revitalisation in the 1990s and has since embraced its association with Route 66, incorporating themed attractions to create a cohesive and appealing narrative. Street performers, regulated through a licensing system, bring added energy to the pier, enhancing the visitor experience beyond direct revenue.

One insight from our meetings with the Beverly Hills Chamber of Commerce was their strategic targeting of affluent international markets, including regions like the Middle East. Their campaigns are carefully curated to present Beverly Hills as a luxury destination, emphasising high-end shopping and exclusive experiences that align with their visitors' expectations of the "Beverly Hills" lifestyle.

For Perth, the key takeaway is the need to confidently promote our assets as being on par with, if not better than, well-known international locations. Collaborating across jurisdictions to market the Perth South West Region as a cohesive destination could enhance its appeal, spotlighting landmarks such as Fremantle, Rockingham Beach, and the Omeo Wreck. Discussions with Los Angeles' local government and chamber representatives highlighted the importance of a unified branding approach to attract international visitors, who are generally less aware of specific local boundaries.

For regional and intrastate markets, a more individualised approach can be effective, with destinations marketing themselves for short, focused visits. This strategy recognises that domestic visitors typically have a brief itinerary and seek experiences within a day or two.

Finally, our exploration of Santa Monica underscored the role of urban design in enhancing tourism. Despite the slight distance between public transport links and the pier, the journey is made pleasant through wide footpaths, strategic lighting, and landscaping, effectively guiding pedestrians to the main destination. For Perth, integrating similar design elements to create intuitive, enjoyable pathways to key attractions could significantly enhance the visitor experience. This blend of cohesive marketing and thoughtful urban design positions the Perth South West Region as a compelling destination for local and international visitors alike.

Domino Sugar Refinery Redevelopment

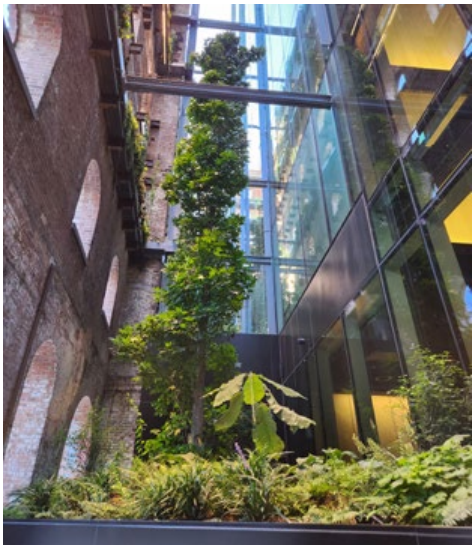
The redevelopment of the Domino Sugar Refinery on Brooklyn's waterfront presents a successful model for transforming industrial heritage sites like the South Fremantle Power Station into vibrant, mixed-use spaces. This project, led by Two Trees Management and designed by architect Vishaan Chakrabarti and his firm PAU (Practice for Architecture and Urbanism), is part of a larger $3 billion development encompassing five buildings. The overall project includes office, residential, and retail spaces, all with visually striking designs that revitalise the area and offer diverse amenities.

The Domino Sugar Refinery, similar to the South Fremantle Power Station, posed unique challenges due to its original industrial design. The refinery's layout featured inconsistent floor levels and a mix of expansive and narrow spaces, which did not naturally lend themselves to a straightforward conversion into modern office or residential spaces. These challenges echo those faced by the South Fremantle Power Station site, where non-standard floors and deteriorated interiors have complicated redevelopment efforts in the past.

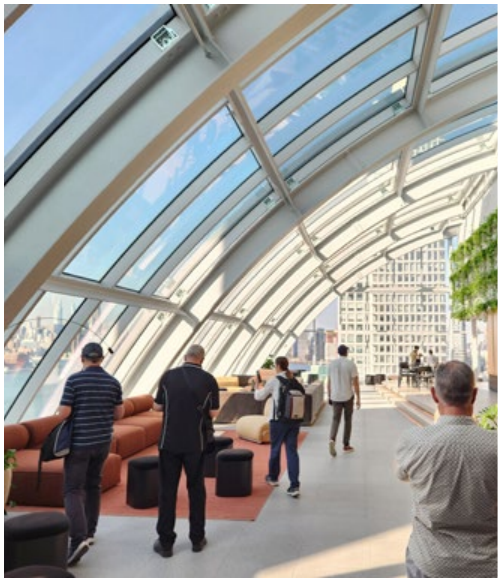
To address these constraints, the Domino project preserved the historic refinery's outer shell while constructing a modern structure within. A 9-foot void between the original and new buildings allowed space for greenery, including trees, vines, and some synthetic plants, ensuring year-round vibrancy while softening the industrial architecture. This approach maintains the refinery's historic facade while creating a unique architectural identity that connects old and new elements. For South Fremantle Power Station, this model suggests that retaining the exterior shell while constructing a modern internal structure could offer a similar solution, preserving heritage aesthetics without compromising usability.

The refurbished refinery, now featuring expansive views across Manhattan, has seen high demand for commercial space, particularly on its upper floors, which host open-plan layouts ideal for events, functions, and photoshoots. Each floor is designed with flexibility, allowing various tenant-specific fit-outs and uses, while floor-to-ceiling windows maximise natural light, compensating for the limitations imposed by the historic shell.

This redevelopment is part of a larger precinct strategy, incorporating architecturally innovative residential and commercial spaces connected by a central park, promoting a community-centric environment. The area is well-served by public transport, with ferry terminals just a 10-minute walk to the north and south and subway access about 15 minutes away—enhancing accessibility and appeal for residents, visitors, and workers alike.



The Domino Sugar Refinery project illustrates a viable approach for the South Fremantle Power Station, where a more pragmatic heritage redevelopment method may be needed. Traditional preservation standards in Western Australia often complicate adaptive reuse for industrial sites, but Domino demonstrates how retaining the outer shell while creating modern interiors can breathe new life into historic buildings. For South Fremantle Power Station, adopting a similar model could overcome challenges with non-standard floor levels and internal deterioration, creating high-quality, adaptable spaces that honour the site's industrial heritage. This approach balances heritage preservation with innovation, offering a pathway to reintegrate such iconic structures into modern urban landscapes.



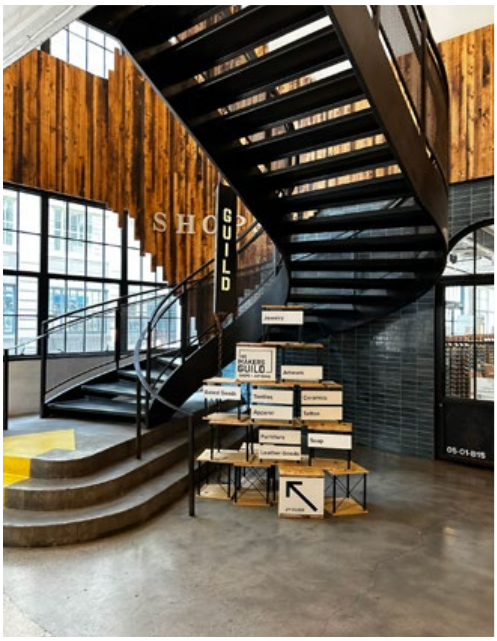
Industry City

Industry City, located in the Sunset Park neighbourhood of Brooklyn, is a major redevelopment project by Industry City, LLC, a partnership between Belvedere Capital, Jamestown (also responsible for redeveloping Chelsea Market), and Angelo, Gordon & Co. This partnership has transformed the site from an industrial warehouse complex into a vibrant, mixed-use hub that retains its historical character while embracing a modern, innovation-focused identity.

Situated along Brooklyn's waterfront in Sunset Park, Industry City spans approximately 560,000 square metres across 16 buildings on a 14 hectare site. Industry City is comprised of a mixture of industrial, commercial, and creative office spaces. In addition to traditional office and industrial spaces, the site offers retail shops, event venues, public art installations, and outdoor courtyards and green spaces, mainly developed from former rail corridors between buildings.

Originally built in the 1890s as part of Bush Terminal, Industry City was once a major hub for shipping, manufacturing, and warehousing. As deindustrialisation affected New York City from the 1960s onward, Bush Terminal saw a decline. In the 2010s, Industry City LLC initiated the current redevelopment, which preserves much of the original industrial architecture while transforming the site to support modern commercial and creative industries. This mix of preservation and modernisation connects Brooklyn's industrial legacy with contemporary urban life.

Industry City hosts a diverse mix of tenants across technology, media, design, manufacturing, and retail sectors, creating a dynamic environment of specialised spaces.



Key tenants include:

- The Brooklyn Nets
- A range of Car Dealerships
- Camp David - A coworking space for creative professionals and entrepreneurs.
- A range of eclectic shops such as the Morbid Anatomy Library & Shop.
- And a range of food vendors

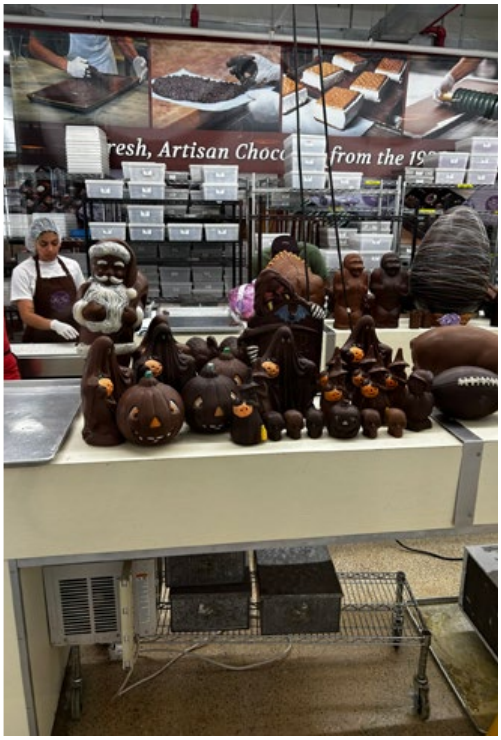
In addition, Industry City includes the Brooklyn Film School and Makers Guild, both catering to creative and tech industries, and offers ready-to-lease office spaces, attracting prospective tenants looking for vibrant, turnkey workspaces. Though the developers initially sought to include residential units, zoning restrictions prevented this, keeping the complex entirely dedicated to commercial and community use. With plans to further develop remaining underused areas, Industry City is still growing, evolving as a commercial and cultural destination that brings together locals, workers, and tourists in one innovative waterfront complex.

The development's tenants presently employ over 6,000 people.

Implications for Perth

Industry City's success as a redevelopment model offers valuable insights for Perth, particularly for the Future of Fremantle project. The large-scale transformation demonstrates how repurposing industrial spaces can drive economic growth and revitalise urban environments, with particular attention to community engagement and public visibility. Offering incentives for businesses with a public-facing element—such as the glass-fronted workshops and stores seen here—creates a vibrant environment and attracts diverse clientele. Moreover, the combination of specialised spaces, high-profile tenants, and continued investment contributes positively to the broader area, showing that innovation-driven, phased redevelopment can activate underutilised urban spaces and attract both businesses and visitors.

For Perth, replicating aspects of Industry City's adaptive reuse model—particularly in underused waterfront or industrial areas—could support emerging industries, enhance urban density, and foster new economic opportunities while respecting local heritage and community needs. The key to the success has been a developer with the means to drive the vision and fund the necessary upgrades, attracting high profile tenants and engaging positively with the community.



NYPD Community Engagement

To better understand how large organisations manage community engagement, we met with the New York Police Department (NYPD) to explore their methods. The NYPD's approach integrates technology and community outreach in innovative ways, utilising "smart" devices and advanced data-driven systems to enhance both public safety and community interaction. This engagement-driven model highlights practices that, while unique to New York's context, offer insights into how advanced technology can support community-focused policing efforts.

Smart Devices in Policing

The NYPD employs a range of smart devices as part of a broader "smart city" strategy. One notable example is the "ShotSpotter" programme, which uses an array of microphones installed on CCTV cameras throughout the city to detect and triangulate gunshots. The system can pinpoint the location of gunfire within a few metres, even when gunshots go unreported to the police—estimated to be as high as 70-80% of incidents. While this technology effectively enhances NYPD response capabilities, it also reflects the underlying issue of gun accessibility in the country, a reality that would not likely necessitate such technology in Western Australia.

The NYPD also integrates small radiation sensors into certain officers' equipment. These sensors automatically alert authorities to any abnormal radiation levels, allowing officers to move dynamically through areas while continuously collecting data. The system operates in the background, transmitting data to a central monitoring hub without requiring officer intervention, effectively turning individuals into mobile observation units.

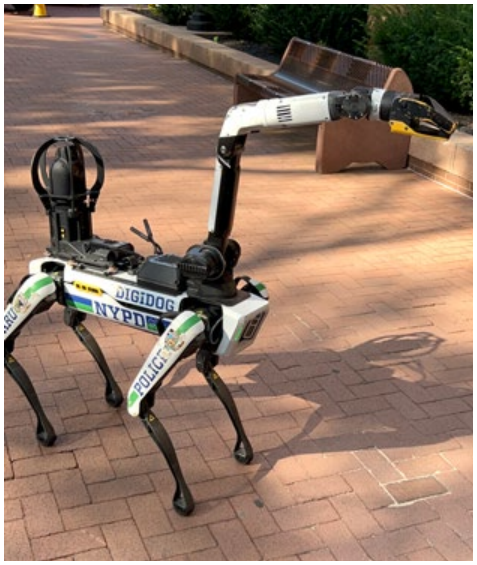
Community Engagement through Technology

The NYPD has also adapted technology to support community engagement, particularly with younger demographics. For example, the department uses the "robot dog" produced by Boston Dynamics, a piece of technology that, while intimidating at first glance, has become a focal point of interest for youth and the community. The robot can be set to a lower and less intimidating mode, especially useful when interacting with children. This type of engagement sparks curiosity and fosters a more positive interaction with law enforcement, reducing perceived barriers.

Drones also play a significant role in the NYPD's operations, offering extensive surveillance capabilities and enabling real-time situational awareness. The NYPD emphasised the use of drones to support their community presence, allowing officers to respond swiftly and gather situational data in real time.

City-Wide CCTV Network

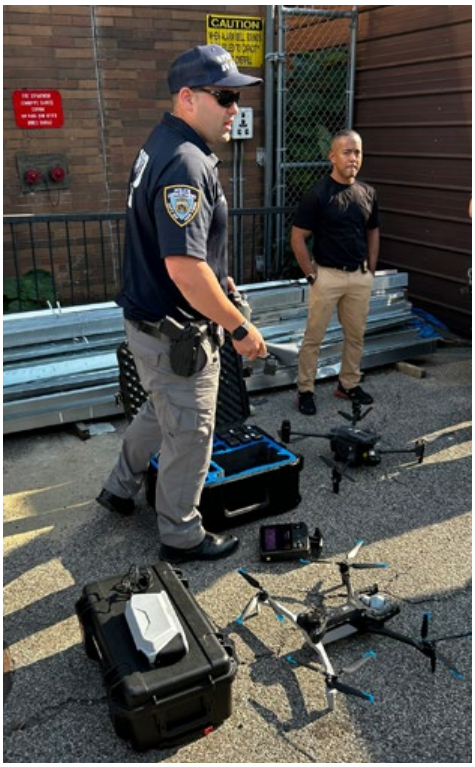
New York's vast CCTV network is integral to the NYPD's oversight of public spaces. This system is a collaboration among various agencies and private partners, all contributing to a centralised data network. These high vantage-point cameras have exceptional magnification capabilities, offering the NYPD a comprehensive view of urban areas. Unlike domestic cameras typically seen on private properties, these city cameras are strategically placed for optimal coverage and are shared among multiple security-focused agencies.



Implications for Perth

For local governments, the NYPD's use of technology, particularly in community engagement and enforcement duties, offers valuable insights. While smaller jurisdictions like Perth's local councils may not require the same level of surveillance, the NYPD's approach to technology use—especially in youth engagement—could be adapted to local needs. Programs focusing on youth, such as anti-graffiti initiatives, might benefit from incorporating technology in a way that engages and educates.

Ultimately, the NYPD's commitment to community engagement reflects a broader effort to improve public trust and strengthen its reputation within the community. This focus on relationship-building, coupled with strategic technological investment, supports NYPD efforts in a way that goes beyond enforcement, highlighting the potential of technology to bridge gaps between law enforcement and the communities they serve.



New York Parks

In examining New York's parks, Central Park stands out as an iconic example of landscaping intervention, designed to create landscapes not naturally found in the area. This carefully crafted space offers various settings, including vast active spaces, all set against a backdrop of an artificial, yet meticulously designed, natural environment.

In contrast to Central Park's scale, New York City's dense urban environment necessitates the development of small but impactful open spaces. These compact parks make the most of limited real estate, providing accessible green areas amid high-density surroundings.

Perth, on the other hand, has historically developed at lower densities, with planning mandates, since the Stephenson-Hepburn plan, requiring that 10% of new developments be set aside as open space. As Perth moves towards more infill development and higher-density precincts, some of New York's innovative approaches to small urban parks offer valuable lessons. While Perth may not experience the same economic pressures as New York, these examples demonstrate the potential of creative design in delivering quality public spaces amidst urban growth.

Little Island

Little Island is a public park located at Pier 55 in New York City and is just under 1ha in area. The project was primarily funded through philanthropic donations from the Diller-von Furstenberg Family Foundation. They were inspired to support the creation of the park out of their love for the Chelsea neighbourhood. In this case, the purpose for the Designed by Heatherwick Studio and engineered by Arup, the park features a distinctive structure composed of interlocking concrete "tulips." This design creates varying elevations and undulating landscapes, introducing dynamic spaces into the typically flat urban environment.

The park offers a variety of interactive elements, including musical tiles and two amphitheatres: The Amph, a 687-seat venue for larger performances, and The Glade, an intimate space accommodating approximately 200 guests, suitable for events such as weddings. Additionally, The Play Ground serves as a communal area hosting food stalls and providing open space for visitors.

The landscape incorporates a diverse mix of trees, shrubs, and native grasses, enhancing biodiversity and offering a changing environment throughout the seasons.

While the park includes various stairs to access different areas, it also features ramps to ensure universal accessibility. However, the design may limit multiple access points to certain spaces.

The High Line

Adjacent to Little Island lies the High Line, a former elevated railway repurposed into a public park. In 1999, Joshua David and Robert Hammond founded Friends of the High Line, a non-profit conservancy, to advocate for its preservation and reuse as a public space. The High Line is approximately 1.45 miles (2.3 km) long, stretching from Gansevoort Street to 34th Street in Manhattan.

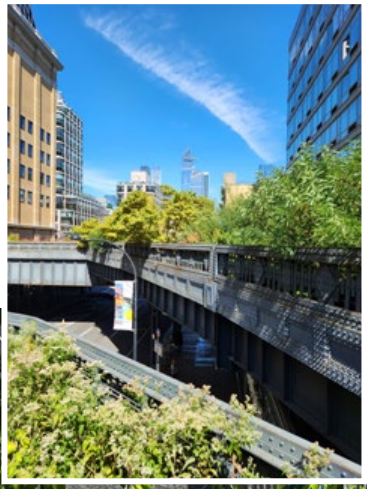
The park features a variety of plantings, including perennials, grasses, shrubs, and trees, selected for their ability to thrive in the shallow, specially formulated lightweight soil that ensures the structure can support the vegetation without compromising the integrity of the infrastructure.

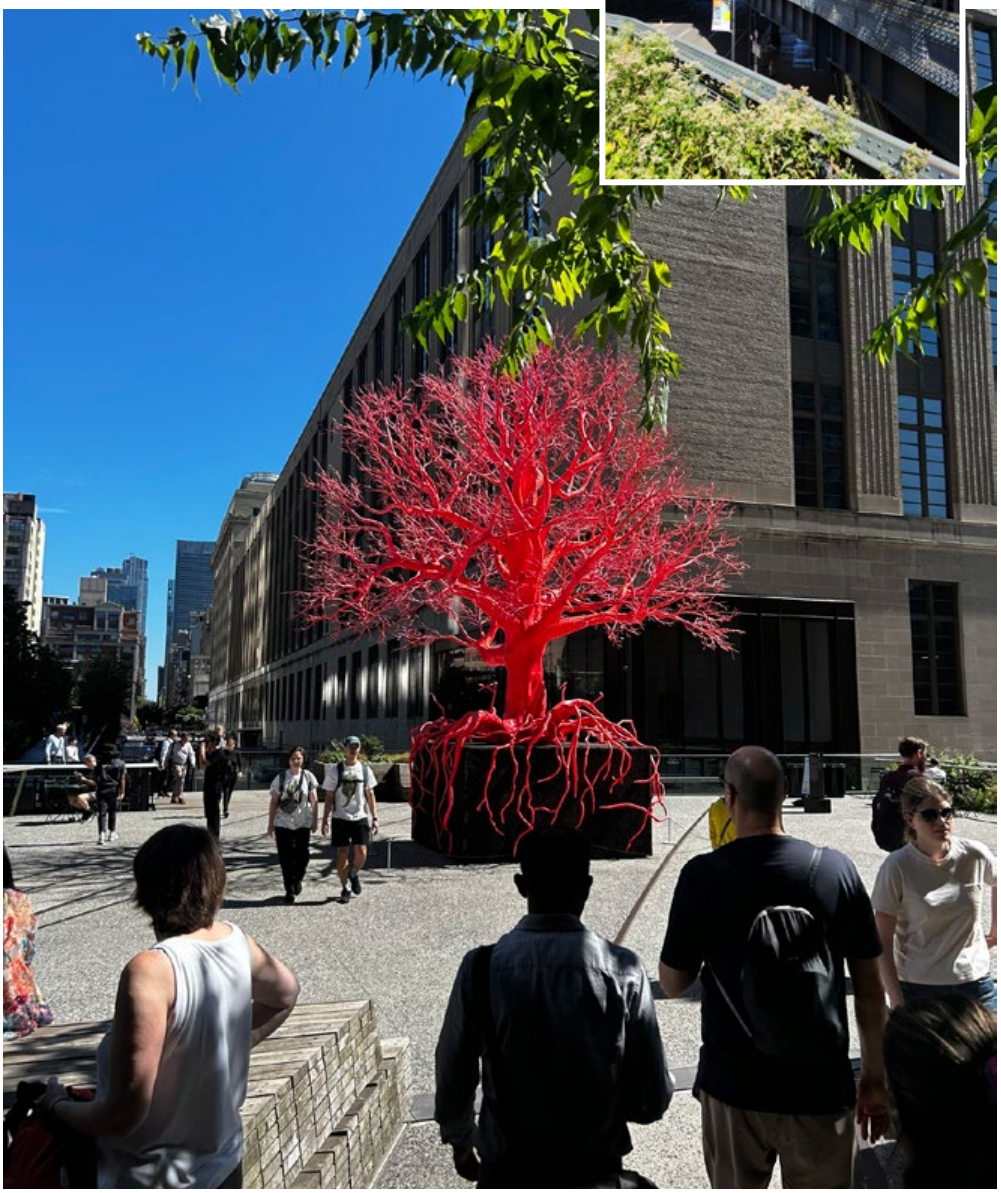
Maintenance of the High Line is managed by a team of horticulturists, supported by a large group of volunteers who assist with upkeep and provide tours. The park operates primarily through donations and philanthropic support, as city funding is limited to liability coverage.

Public art is a significant feature of the High Line, with installations typically displayed for 12 months to offer visitors a continually evolving experience. The diverse plantings also ensure that the park's appearance changes with the seasons.

The High Line includes various communal spaces, some designed to highlight the landscape, others to connect with surrounding areas of interest, and some to provide framed views or ample seating.

The transformation of the High Line from a disused railway to a vibrant public space underscores the potential of repurposing infrastructure through community activism and innovative design. In Fremantle, discussions have emerged about converting redundant bridge crossings into similar public amenities. This reflects a broader conversation in Perth's southwest region about rehabilitating unused infrastructure, such as the rail corridor currently under consideration for redevelopment. These initiatives highlight the value of reimagining existing structures to enhance urban environments and provide new public spaces.





Brooklyn Bridge Park

Brooklyn Bridge Park, spanning 34.5 hectares along Brooklyn's East River waterfront, is a prime example of urban redevelopment transforming former industrial areas into vibrant public spaces. Historically, the site comprised deteriorating piers and warehouses, remnants of Brooklyn's maritime industry.

The vision for the park emerged in the 1980s when community activists advocated for public access to the waterfront, opposing commercial development plans. Their efforts led to the establishment of the Brooklyn Bridge Park Development Corporation, which, in collaboration with local and state authorities, spearheaded the park's creation.

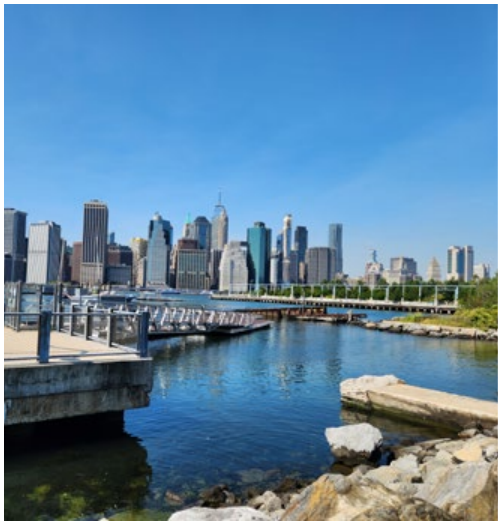
Construction began in 2008, with the park opening in phases over the following years. The project was completed in 2021, with an estimated total cost of $400 million.

The park features a mix of active and passive recreational areas. Active spaces include playing fields, basketball courts, and tennis courts, which are open to the public and can be reserved for organised activities. The rise of sports like pickleball has led to the adaptation of some courts to accommodate new recreational trends.

Passive areas offer tranquil environments with rolling hills, lawns, and gardens. Notably, some hills are constructed using lightweight materials, such as foam, covered with soil to support vegetation. These hills, along with strategically placed berms, serve as sound barriers against the adjacent Brooklyn-Queens Expressway, creating peaceful retreats within the urban landscape.

The park's design also incorporates salvaged materials, including granite from other city projects, promoting sustainability and historical continuity.

Brooklyn Bridge Park's transformation from industrial decay to a dynamic public space offers valuable insights for urban redevelopment projects. For areas like Fremantle or other infill sites, facing shortages of active playing fields and increasing urban density, this model demonstrates how underutilised waterfronts can be repurposed to provide diverse recreational opportunities, not just commercial developments. By integrating active and passive spaces, employing innovative landscaping to mitigate urban noise, and ensuring accessibility, such developments can create unique destinations that serve both local communities and visitors.

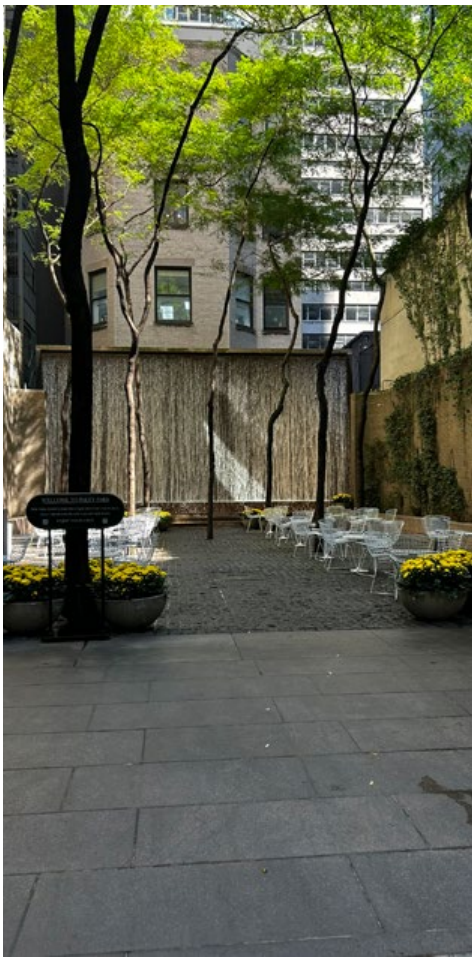


Paley Park

Paley Park, located in Midtown Manhattan, is a prime example of how small urban spaces can provide high-quality amenities and environments amidst high density cityscapes. Occupying just 390m^2, this "pocket park" was established in 1967 by the William S. Paley Foundation.

Designed by Zion & Breen Associates, the park features a six metre high waterfall that spans its rear wall, that masks city noise. The space is shaded by honey locust trees and bordered by ivy-covered walls, enhancing its atmosphere. Movable chairs and tables allow visitors to customise their seating arrangements, fostering a sense of personal space and comfort.

Paley Park demonstrates that even modestly sized areas can serve as valuable urban retreats, offering residents and visitors a peaceful respite from the surrounding city's activity.



Sherman Creek Park

Sherman Creek Park, located in the Inwood neighbourhood of Manhattan, exemplifies the transformative power of community-driven urban renewal. Once a neglected industrial area plagued by pollution and illegal dumping, the park's revitalisation was spearheaded by the New York Restoration Project (NYRP), a non-profit organization dedicated to reclaiming and restoring underutilized green spaces in New York City.

The restoration efforts focused on stabilising the riverbanks and replanting native vegetation, resulting in significant canopy cover and diverse landscapes. The creation of pathways leading to the Harlem River enhanced public access to the waterfront. Wetland rehabilitation included planting new reed systems to improve water quality, attracting increased birdlife and contributing to clearer waters. Innovative projects, such as installing oyster reefs, were implemented to further filter and clean the water.

The park also features community gardens where local groups experiment with growing various vegetables and herbs. These initiatives engage residents in urban agriculture, fostering a sense of ownership and connection to the space. Educational signage throughout the park provides information on local flora and fauna, including guidance on managing pests and plant diseases, thereby enhancing community knowledge and stewardship.

The success of Sherman Creek Park underscores the critical role of community leadership and volunteerism in urban redevelopment, particularly in less affluent neighbourhoods.

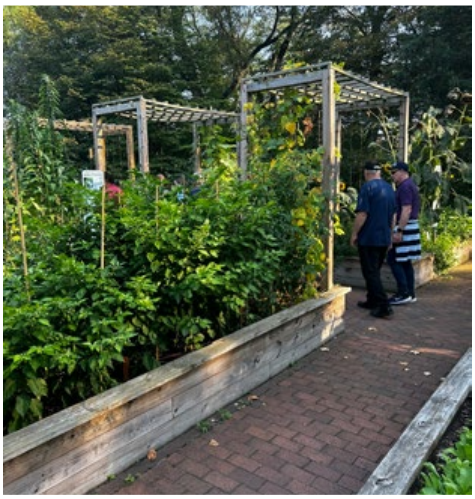
Implications for Perth

The experience of public park development in New York reveals several important implications for Perth. In New York, local government plays a limited role in funding and maintaining public parks, with many spaces relying heavily on private donations or in less affluent areas, volunteer-led initiatives. While this approach has yielded vibrant public spaces in high-income neighbourhoods, it places significant risk on community-driven funding and the ongoing financial stability of these areas. Parks are often created through activism, rather than routine public planning—a stark contrast to the Perth model, where local government investment ensures public open space is widely available and consistently maintained.

However, the New York model demonstrates the potential of private philanthropy and volunteer efforts to enhance urban spaces, as well as the benefit of attracting private investment into the creation of public amenities. This is particularly valuable in cases where philanthropic contributions align closely with community needs and interests, bringing unique opportunities to neighbourhoods that might otherwise lack these resources. Collaborative efforts between volunteers, community leaders, and private donors can elevate urban green spaces, highlighting the importance of ongoing community engagement in public park success.

An additional lesson from New York's waterfront parks is the strategic use of valuable real estate—such as riverfront areas with views of Manhattan—for community open space. Expanding into waterfront areas with carefully designed, minimally invasive interventions has created much-needed public spaces while preserving scenic and natural qualities. For Perth, this suggests the potential for waterfront and infill developments that maximise public access while accommodating higher density.

The success of New York's pocket parks and use of durable hard surfaces also provides insight for Perth. These elements create robust, high-use spaces capable of supporting high-density populations, an essential consideration as urban areas in Perth continue to grow.



Miscellaneous Developments

In addition to the in-depth analyses of key engagements and destinations, some observations merit a more concise overview. These entries highlight a range of urban design and city-building initiatives—some innovative, others perhaps less applicable, yet all worth noting for the value they bring to broader discussions. While some of these ideas could inform future projects, others may serve as cautionary examples, adding depth to our understanding of diverse approaches in urban development.

Iconic Signage in U.S. Tourism Destinations

The United States is renowned for iconic signage that has become inseparable from the identity of specific destinations. Signs like those at the Santa Monica Pier, Beverly Hills and Route 66 sign are more than mere markers; they are symbolic representations that shape how both visitors and locals perceive these locations.

This approach to signage extends beyond branding—it becomes a lasting emblem of the area, contributing to its cultural narrative and tourist appeal. The U.S. strategy involves maintaining these iconic signs for decades, allowing them to evolve into recognisable symbols of place identity. Such enduring icons provide continuity and build long-term brand value, a concept worth considering for tourism destination branding initiatives.

The lesson for our region is that while we often work to refresh brands, at iconic destinations, there is some merit into holding a single branding vision and allow it to develop its own unique character, rather than be updated regularly.

Landscape Approaches in U.S. Urban Environments

In U.S. cities, landscape design choices often balance aesthetics with practicality, particularly in response to local climates and urban challenges. In regions like San Diego and Los Angeles, drought-resistant plants such as cacti and succulents are widely used to establish resilient, low-maintenance green spaces. This approach not only conserves water but also integrates seamlessly with the local environment, enhancing the natural look and feel of urban spaces.

In contrast, cities like Brooklyn, New York, adapt creative urban landscaping to tackle specific challenges. For example, large planters (originally repurposed skip bins) have been placed strategically to curb illegal parking. These planters, now home to shade trees, enhance pedestrian comfort by cooling sidewalks, while also supporting local wildlife.

Meanwhile, in cultural districts, grass mound space bollards serve as functional dividers between pedestrian areas and roadways. These green bollards create a visually appealing buffer that reinforces safety while blending with the area's cultural landscape.

Innovative Use of Sidewalks for Access in Urban Environments

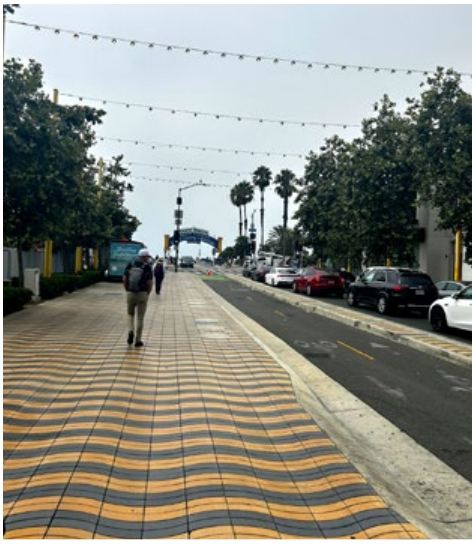
An urban feature observed in Los Angeles is the use of sidewalks to incorporate basement access points for buildings. This design enables loading and access to services within the public realm, keeping service areas separate from bustling pedestrian zones. In busy urban environments, where space is limited, this approach optimises both functionality and accessibility.

Sidewalk access points are not only used for commercial loading but also serve as emergency exits from underground transit systems in some instances. By integrating these access areas directly into sidewalks, cities can accommodate commercial vehicles and service needs without encroaching on pedestrian space. This design concept is especially valuable in high-density areas, offering a practical solution for businesses and urban infrastructure alike.

Cost-Effective Placemaking Near Food Markets in Los Angeles

Adjacent to food markets in Los Angeles, low-cost placemaking strategies have been creatively employed to enhance the pedestrian experience. Planter boxes, positioned to delineate pedestrian zones, offer both a visual boundary and an element of safety. This straightforward setup is further complemented by affordable, movable furniture, which vendors set up and store away daily to create temporary alfresco dining areas.

Additionally, quirky art installations add vibrancy to these spaces, transforming otherwise utilitarian surroundings into lively, engaging areas for visitors. These interventions highlight how simple, budget-friendly elements can make public spaces more welcoming and dynamic, drawing in foot traffic and creating memorable experiences in urban environments.



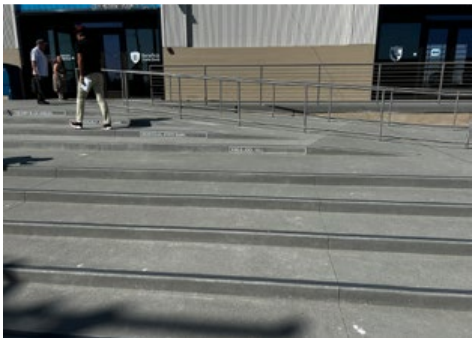
Creative Pavement Designs to Enhance Urban Spaces

In some urban areas, distinctive paving patterns on sidewalks are used to create optical illusions that subtly encourage pedestrians to slow down. These visual effects transform a functional walkway into an engaging, interactive space. By breaking the monotony of standard pavements, these patterns turn busy areas into more contemplative spaces, forcing people to slow down and explore their surroundings. This simple design choice not only enhances pedestrian experience but also contributes to a unique sense of place in the urban landscape.

Neon and LED Lighting in Nighttime Destinations

In major nighttime destinations like Los Angeles and New York, the extensive use of neon and LED lighting (often designed to mimic neon) has proven highly effective in transforming urban spaces into vibrant, inviting destinations. These lighting designs create a lively atmosphere that encourages people to linger, contributing significantly to the appeal and economic vitality of areas with a strong night-time economy.

In cities aiming to build or enhance their own night-time destinations, incorporating unique lighting schemes through Percent for Art programs, incentives or mandating interesting lighting designs as part of the Development Approval process could support the implementation. These lighting outcomes support engaging, well-lit spaces that enhance both aesthetic appeal and safety, while building a memorable experience.



Stramp Design: Integrating Universal Access in Urban Architecture

An innovative feature known as the "Stramp"—a blend of stairs and ramp—was originally conceptualised by Canadian architect Cornelia Oberlander. This design integrates ramps directly within staircases, allowing for seamless universal access in a single, cohesive structure. Examples of Stramp designs can be found on New York's High Line, where the walkway interweaves gracefully between seating areas, and at AltaSea where a ramp flows alongside the stairs to create an accessible and interesting space.

A similar design exists outside Perth's Central Park building, demonstrating the growing popularity of Stramps as a practical, inclusive solution in urban architecture. By combining accessibility with aesthetics, Stramps offer an engaging and functional approach to public space design, making areas more welcoming for all users.

Retired Naval Vessels as Public Engagement and Tourist Attractions

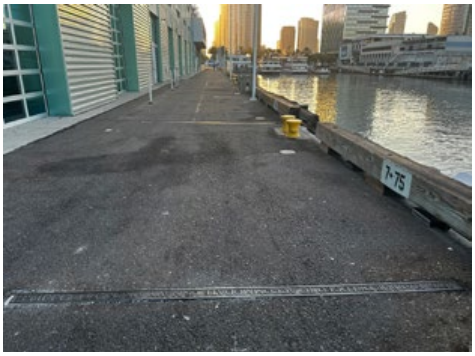
Repurposing retired naval vessels as public attractions has proven highly effective for cities like San Diego and New York. The USS *Midway* in San Diego and the *Intrepid* in New York are prime examples of this approach, serving as both major tourist attractions and educational outreach tools. These ships have become integral to the identities of their respective cities, reflecting and reinforcing San Diego's longstanding association with the Navy and New York's historical ties to military service.

Beyond their draw as attractions, these vessels engage the public in understanding naval history, defence, and maritime technology, providing unique interactive experiences. The presence of such iconic ships deepens the connection between the community and the military, while also offering an enduring, respectful tribute to those who served. This model of repurposing retired vessels provides a compelling blueprint for cities seeking to celebrate their maritime heritage and bolster tourism. While it is noted that Fremantle Maritime Museum hosts the HMAS Ovens, there may be more opportunities to look at naval tourism attractions given the region's ongoing ties to the Navy.

Historical Footpath Signage in San Diego

In San Diego, simple metal plaques embedded in footpaths serve as a unique and accessible way to share the city's history, particularly around the cruise terminal. These plaques introduce incoming tourists to significant historical milestones, such as the construction of the Coronado Bridge, the Point Loma Lighthouse, and the transformative relocation of rivers that shaped the harbour's development. Key moments, like the arrival and establishment of the U.S. Navy in the area, are also highlighted.

This approach provides an engaging, self-guided historical experience for visitors, linking them to San Diego's story as they explore. By offering historical insights directly within pedestrian pathways, the city has created an inviting, educational experience that enhances the tourism appeal and encourages visitors to connect with the area's heritage in a memorable and impactful way.



Public Safety and Personal Responsibility in U.S. Urban Design

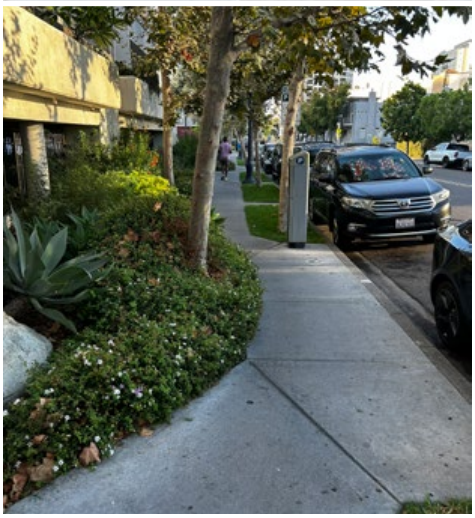
In U.S. cities like San Diego, there appears to be a notable emphasis on personal responsibility in public safety measures, particularly in mixed-use spaces where trains vehicles and pedestrians share proximity without extensive physical barriers. At pedestrian crossings, for instance, there is often a reliance on individuals to remain alert and cautious, rather than on heavily constructed barriers. This approach promotes shared responsibility, fostering an environment where individuals play an active role in their own safety.

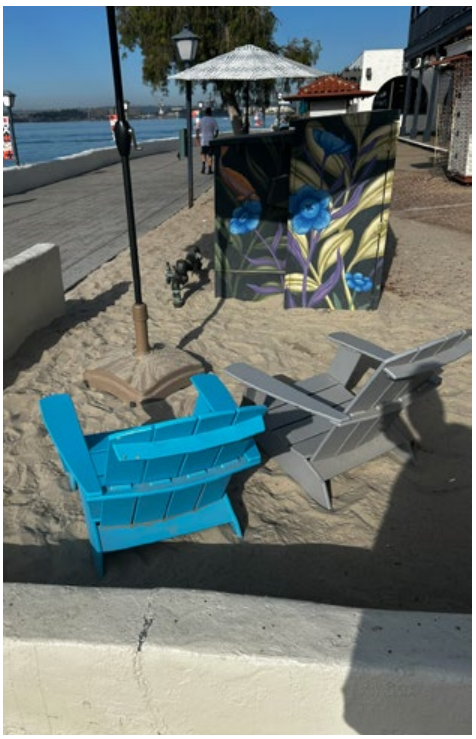
Similarly, in Virginia, areas with potential hazards, such as spaces around generators with multiple exposed cables, were marked simply with "witches hats", rather than with robust barricades. This minimalistic approach to hazard marking is surprising in the context of the U.S., where liability concerns and the potential for litigation are portrayed as high. Rather than "designing out" every possible risk, there seems to be a balance struck between necessary signage and an expectation that individuals will engage responsibly with their surroundings. This approach offers an alternative perspective on urban safety, allowing flexibility in design while encouraging public attentiveness.

Use of Landscaping to Manage Public Space Use in San Diego

In parts of San Diego, the landscape design leans heavily toward hardscaping, potentially to discourage the establishment of unhoused camps in certain areas. Sidewalks are often narrow and winding, interspersed with limited grass patches and densely planted trees. While this layout could stem from environmental considerations, such as reducing water usage and promoting tree cover, it also appears to influence the use of public spaces.

The dense planting and hardscape elements make these areas less conducive to prolonged stays or setting up temporary shelters, subtly guiding the intended use of the space. This design approach reflects a balance between environmental goals and urban management, shaping public areas to control their accessibility and function.





Use of Adirondack Chairs as Movable Urban Furniture

Across several U.S. cities, including Los Angeles, San Diego, and Virginia, freely movable Adirondack chairs have become a prominent feature in public spaces, particularly near coastal areas. These lightweight, colourful chairs invite visitors to sit, relax, and enjoy the view, enhancing the accessibility and comfort of public spaces.

Interestingly, these chairs are not bolted down or chained, nor is there a fee to use them; they are simply left in place as part of the public furniture. This approach fosters a sense of openness and trust, allowing individuals to rearrange the seating to suit their needs. The chairs' vibrant colours and flexible placement add an engaging visual element and encourage visitors to interact freely with the space, making it feel welcoming and dynamic around the clock.

Leinenkugel's

Public Art Celebrating Local Identity

In cities like San Diego and Norfolk, street art prominently celebrates local identity, with murals and installations featuring imagery that captures each city's unique character. These artworks do more than add colour; they serve as recognisable landmarks designed to foster a sense of place and encourage social media sharing among visitors.

Conversely, cities such as Los Angeles and New York often host temporary installations by renowned artists like Richard Orlinski in Beverly Hills and Gillie and Marc in New York. These rotating installations bring a fresh, evolving quality to public spaces, inviting frequent engagement and public interaction. By balancing permanent, identity-focused art with temporary works by notable artists, these cities successfully enhance their urban landscape, catering to both community roots and the appeal of dynamic, ever-changing art for residents and tourists alike.

Street Vendors as Vital Contributors to Urban Economy and Vibrancy

Street vendors and food trucks were a prominent feature in all the cities visited, coexisting effectively alongside established food businesses. Each city appeared to have unique regulations governing street vending, balancing the benefits of these vendors with the needs of local businesses and public spaces.

In San Diego's Gaslamp Quarter, for instance, designated "no vending" zones were noted, likely aimed at safeguarding established businesses and supporting traffic flow. Despite these restrictions, street vendors remain a key part of the local economy, adding creativity and vibrancy to urban spaces. Their presence enriches the street-level experience, creating a lively atmosphere that attracts both residents and visitors, enhancing the appeal and accessibility of city life.

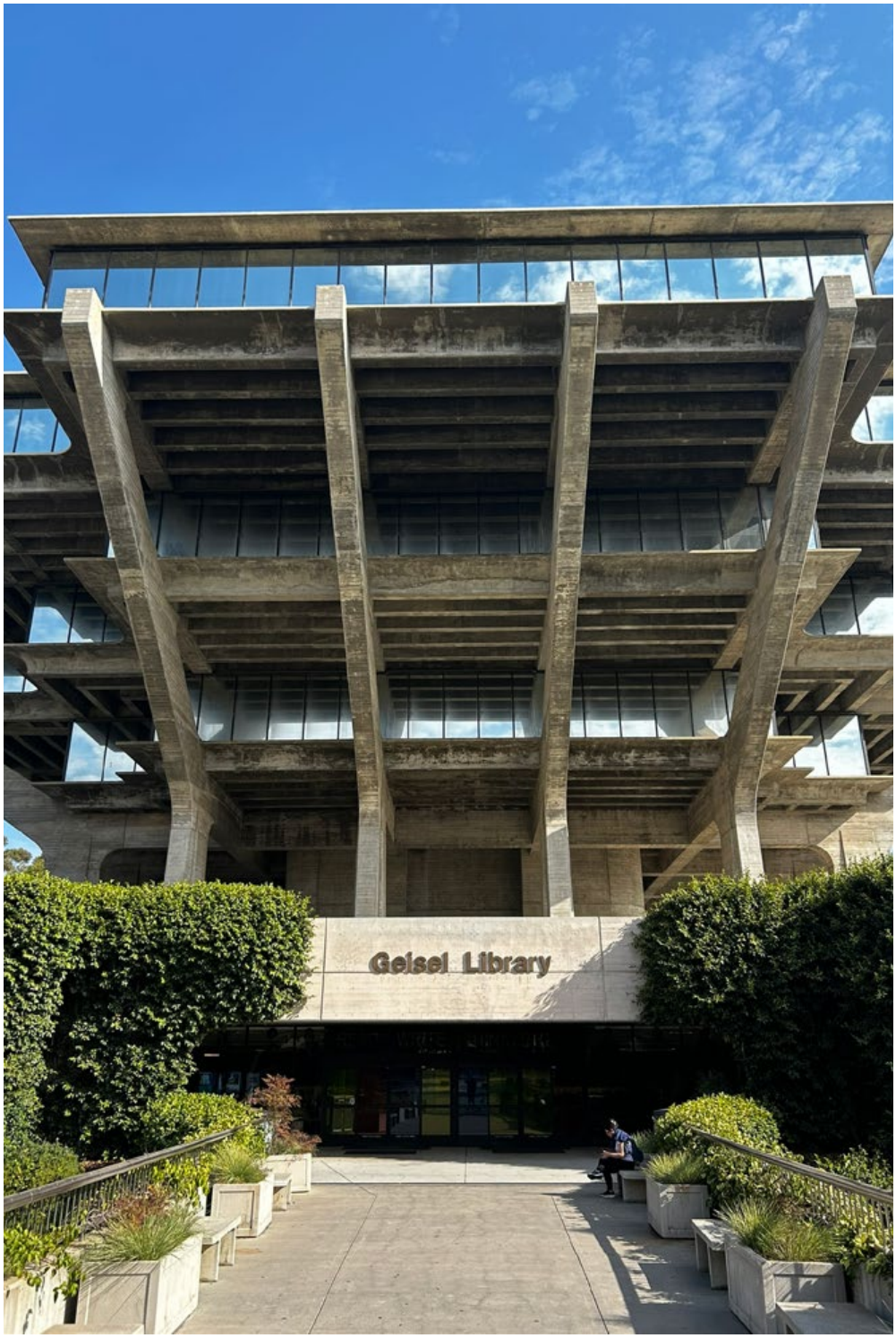
Parking Management for Street Maintenance

An interesting approach to parking management was observed in areas with a high demand for street maintenance access. To allow for efficient street sweeping, councils post "no parking" times with very brief, defined windows. This setup ensures that the streets can be cleared and maintained regularly without disrupting access for the rest of the day.

Iconic Landscape and Architecture at UC San Diego

The landscaping around UC San Diego's Geisel Library is a celebrated example of landscape architecture, featuring a design that resembles a giant snake winding its way up towards the library, effectively linking it to the main campus. Before the addition of this pathway, movement between the library and the rest of the campus was limited; the "snake" now provides both a functional route and a playful aesthetic, enhancing connectivity while sparking curiosity.

The Geisel Library itself, with its striking, futuristic architecture, serves as a major campus landmark. Surrounding it are other whimsical design elements that add to the campus's unique character, such as large-scale books outside the library and the engineering department's display of a small house precariously perched on the side of a building—an inventive showcase of engineering prowess. These features collectively create a vibrant, engaging environment, reinforcing the university's identity and making campus life visually stimulating and memorable.


Geisel Library

Outdoor Shopping Centres

The open-air design of Westfield UTC (University Town Cetre) provides an innovative response to the demands of warm climates, similar to that of Perth. With a lettable area of 99,000 m^2 (compared to Rockingham's 66,000 m^2), this approach significantly reduces the operational and environmental costs typically associated with air-conditioned centres. High-quality landscaping, shaded structures, and narrow pathways create a natural ventilation effect, encouraging airflow through the space. This setup borrows from Middle Eastern design principles, where narrow corridors and buildings with thermal mass use prevailing winds to moderate temperature.

Though the layout encourages swift movement between stores due to the less inviting heat in outdoor areas, it places greater emphasis on individual retailers to attract customers with engaging storefronts and window displays. This high-end, aesthetically appealing environment—despite its open exposure—demonstrates that outdoor malls can successfully support a premium retail mix while promoting sustainability in hot climates. For Australia, it offers a compelling alternative to traditional enclosed malls, proving that well-designed outdoor retail spaces can thrive even under challenging weather conditions.

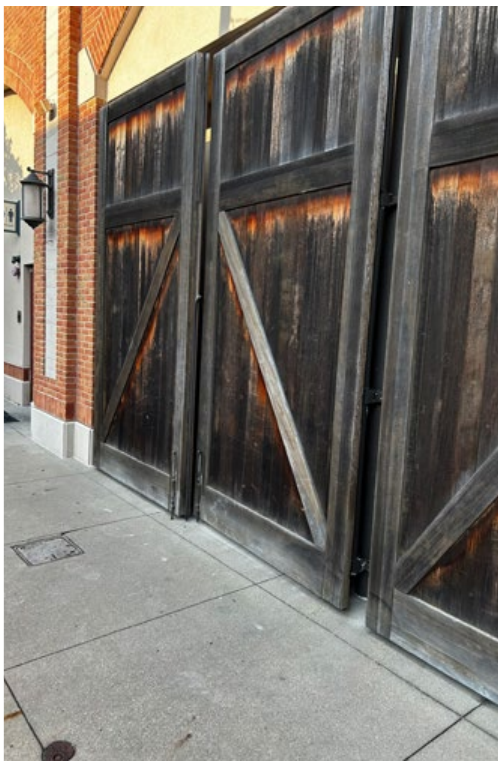
Peninsula Town Center in Hampton, Virginia, is another example of a modern outdoor shopping centre designed on Main Street principles. Redeveloped from the original Coliseum Mall in 2010 by developers and designers, Steiner + Associates, the centre has been transformed into a vibrant, mixed-use precinct intended to function as the region's central shopping and lifestyle hub. The architectural style combines contemporary design with classic elements, creating an inviting space that resembles a traditional town centre.

A key feature of Peninsula Town Center's layout is a central city square, fostering a sense of community and offering an open space for gatherings and events. The shopping center's design integrates street-level shopfronts with retail or residential spaces above, ensuring an accessible and engaging environment. The buildings, which generally range from four to five storeys, reflect a cohesive development vision, allowing for a visually harmonious and functional space.

Notably, the development includes Juliet balconies rather than full balconies—a feature uncommon in Western Australia, where the Residential Design Codes (R-Codes) often require more substantial balcony spaces. Although Juliet balconies don't provide usable outdoor space, they allow for ample ventilation and a visual connection to the public realm without the need for potentially obtrusive balcony structures.

The town centre also incorporates thoughtful landscaping elements to encourage public interaction, although the streets were quiet during the visit. To maintain a clean and uncluttered aesthetic, large wooden doors are used to conceal essential service infrastructure, such as firefighting valves and telecommunications access points, seamlessly blending functionality with visual appeal.

Overall, Peninsula Town Center's Main Street-inspired design marks a departure from the enclosed mall models prevalent in past decades. It demonstrates how outdoor shopping centres can revitalise urban areas by creating pedestrian-friendly environments that are both visually engaging and highly functional, setting a precedent for future retail developments in warm climates and urban settings.



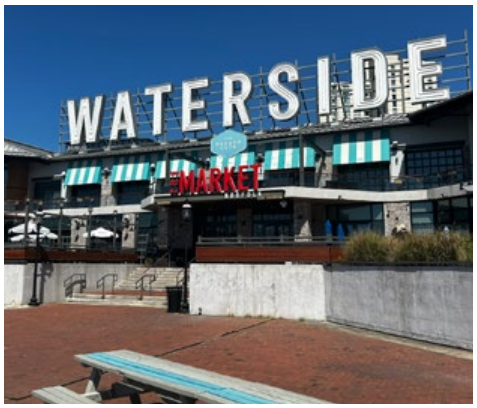
Apartment Letterboxes with Parcel Lockers

The letterboxes in front of apartment buildings showcased a practical and visually appealing design, featuring integrated parcel lockers at the base. This setup allows couriers to drop off larger parcels securely by placing the locker key into the recipient's letterbox, enabling easy access for residents. This simple yet effective intervention highlights how urban furniture can evolve to meet modern delivery needs, streamlining parcel management in multi-unit dwellings.

In terms of landscaping, sand and gravel were used around these letterboxes instead of traditional mulch. This choice complements the coastal urban environment, offering a low-maintenance, visually cohesive solution that aligns well with the local climate and aesthetic. Together, these design elements demonstrate thoughtful, user-focused approaches to both functionality and environmental suitability in urban spaces.

Waterfront Activation at Norfolk

Norfolk's waterfront features a lively entertainment area adjacent to its food markets, serving as a dynamic activation project that enhances the area's appeal. A key component of this space is a permanent sound stage designed for live music, creating a vibrant atmosphere that encourages community engagement and draws in both locals and visitors. This setup is comparable to the Fremantle waterfront, where similar activation strategies transform the space into a social hub.



Electric Bikes

Electric and standard bike rental programmes were widely used in cities like New York, Los Angeles, and Norfolk, providing an efficient and convenient way to navigate urban areas. In contrast to electric scooters, which can create conflicts with pedestrians in shared spaces, bikes are generally integrated into the road system, where extensive cycle lanes allow cyclists to travel at greater speeds.

New York, in particular, offers an extensive network of cycle lanes integrated into the road infrastructure, as well as Central Park's dedicated counterclockwise one-way loop, designed to facilitate safe and continuous cycling. Given the traffic conditions, electric bikes often outpace vehicles, making them an efficient and eco-friendly alternative for short to medium journeys within the city. This approach not only reduces congestion but also encourages active travel, enhancing the functionality and appeal of urban transport networks.

The bikes offered a way to commute significantly longer distances, providing storage space and no shortage of bike stations. This may be worth considering at a regional level for Perth South West, given comparatively the substantial distances between the centres, but significant infrastructure investment in bike paths.

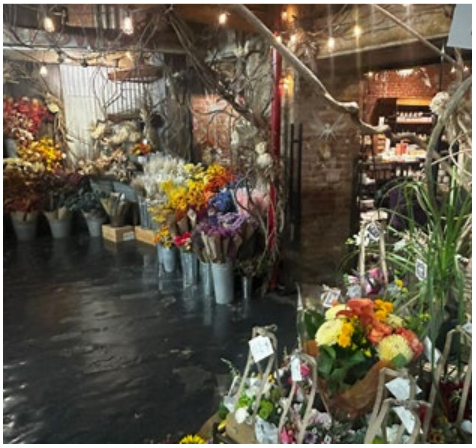
Integrated Parking and Charging Infrastructure

An interesting trend in U.S. urban areas is the integration of parking with electric vehicle (EV) charging infrastructure. This setup allows drivers to park for a limited time, charge their vehicles, and simultaneously engage in activities such as shopping or dining. By combining these two services, cities and commercial centres make efficient use of parking areas, adding value for EV users while supporting local businesses.

This model could be especially effective in environments where paid parking is common.

Engaging Street Frontages with Floral Displays

A notable trend in U.S. retail streetscapes is the use of vibrant floral displays to create eye-catching shopfronts. Many businesses have adopted extensive floral installations, with some utilising artificial flowers, to make their facades stand out and draw attention from passersby. These displays add character and charm to the public realm, differentiating each shop from its neighbours and enhancing the visual appeal of the street.

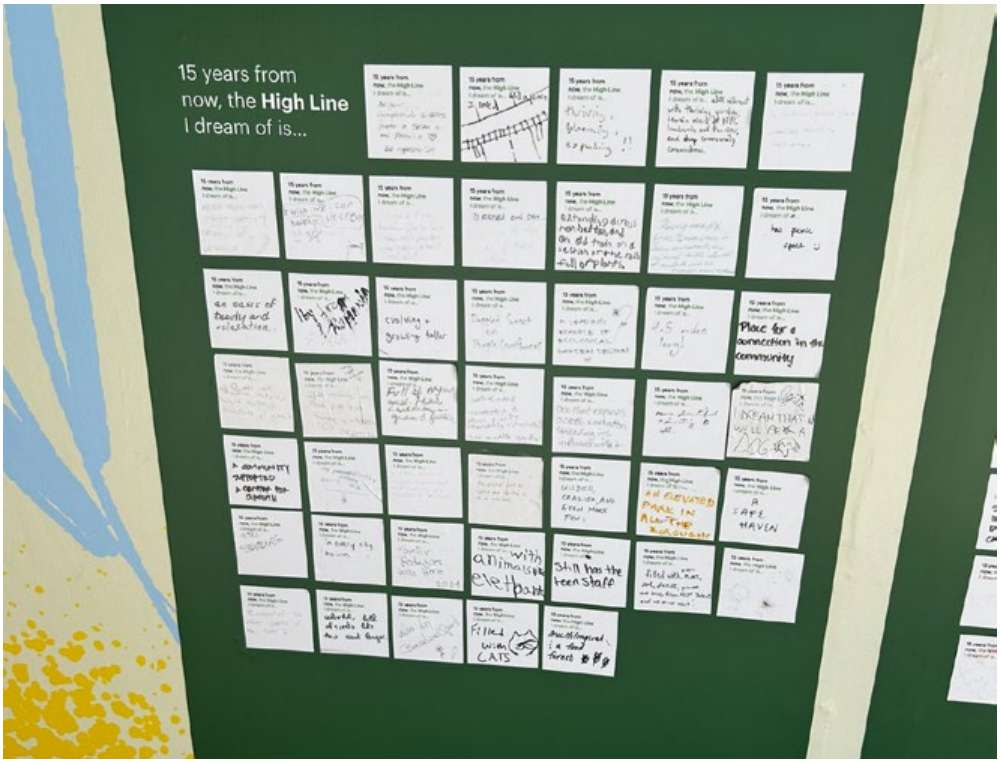


LOOM INTO A
NEW YOU

Public Engagement Through Interactive Displays on the High Line

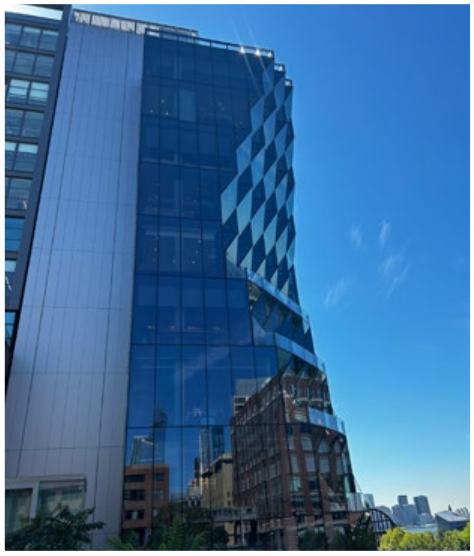
The High Line in New York had a unique approach to public engagement by inviting visitors to contribute their thoughts on post-it notes, which are later scanned and displayed on boards to share the area's history and evolution. This display creates a living record of public input, connecting community voices to the storytelling of the space.

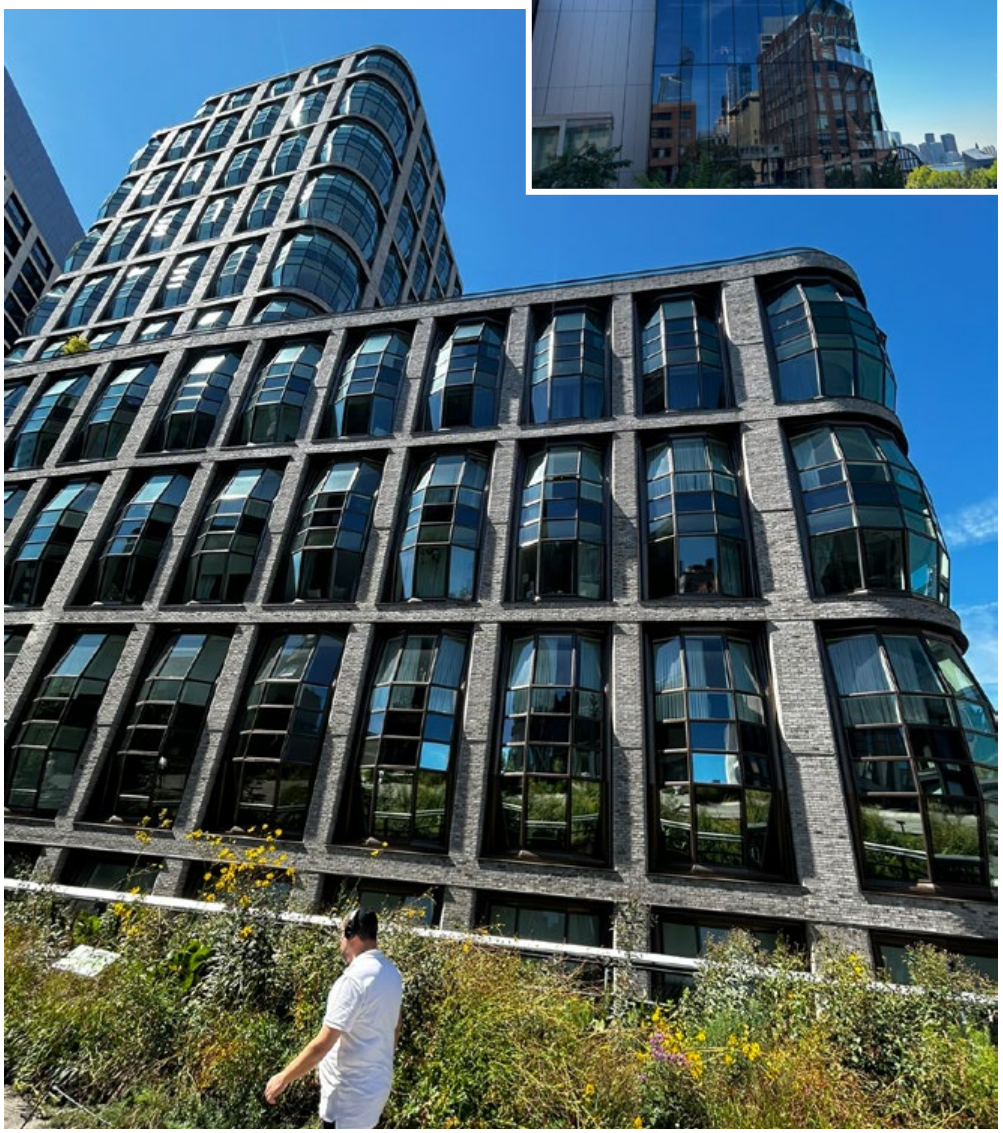
This method was a meaningful approach to community engagement, with potential applications in strategic planning and placemaking. By documenting and showcasing public contributions alongside the interventions, cities can foster a sense of collective ownership and transparency, helping residents see how their input has shaped or influenced a development.



Architectural Sensitivity to Sunlight on the High Line

Throughout New York, there are standout examples of architecture designed with an emphasis on preserving sunlight for public spaces. Along the High Line, some architects have thoughtfully redesigned their buildings to allow sunlight to penetrate down to the park, ensuring that this popular green space remains vibrant and inviting. These adjustments often involve creative building layouts and setbacks that mitigate shading impacts, balancing urban density with public space preservation.





Enclosed Outdoor Dining Spaces in New York's Road Reserves

In New York, enclosed outdoor dining structures have been creatively set up in road reserves, offering additional dining spaces that are sheltered from the elements. Unlike traditional open-air parklets, these spaces are fully or partially enclosed, providing warmth during colder months and protection from wind and rain. This setup allows for comfortable, intimate dining experiences throughout the year, even in challenging weather conditions.

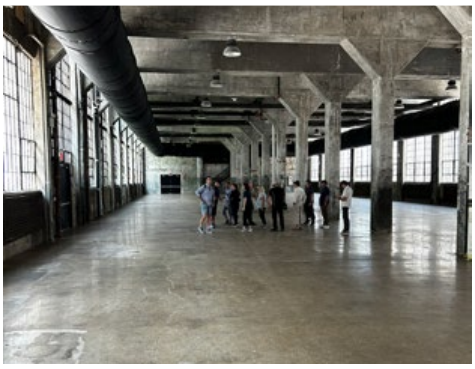
Integrated Seating and Fencing

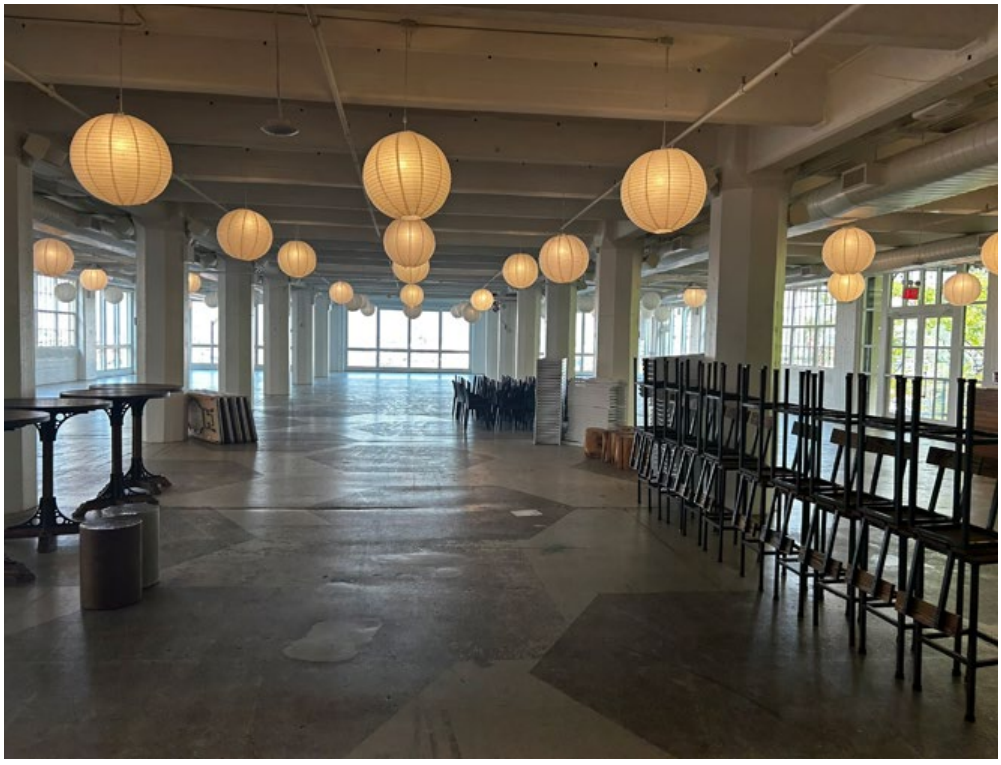
An innovative approach to landscape design involves integrating fencing as part of the seating structure. By using the fence itself as the seat back, designers create multi-functional features that blend seamlessly into the landscape. This approach was enhanced by incorporating recycled wood, adding a sustainable and visually appealing element to the space.

Purposefully Underdeveloped Spaces

At Industry City in Brooklyn, large, open warehouse spaces have been preserved and adapted for versatile event use, showcasing an innovative approach to industrial redevelopment. Rather than subdividing these expansive concrete areas, they've been maintained as open spaces, enabling a wide range of activities, from watch parties and long-table lunches to pop-up events.

Temporary facilities, such as restrooms and commercial fixtures, can be easily brought in to support large gatherings, offering a practical solution that suits a variety of event types. This model demonstrates the value of keeping large spaces intact in industrial redevelopments, which can inspire creative uses, turning former warehouses into dynamic event venues, rather than plan for retrofit as is often the default position in renewals.





Fog Machine Public Art

Adjacent to the Brooklyn waterfront, an impressive fog machine installation periodically releases mist into the atmosphere, evoking the historic fog from the nearby Sugar Refinery's tanks. This feature serves both a nostalgic and practical purpose, cooling the surrounding area and creating a unique spectacle that draws people in. At night, the mist is illuminated by coloured lights, adding visual drama and transforming the space into an engaging, almost theatrical setting.

This installation has become a popular spot, with visitors gathering to experience the cooling effect and enjoy the atmospheric display. It's a creative approach to placemaking, turning an otherwise ordinary area into a memorable destination that encourages people to linger.

Use of Underbridge Spaces for Recreation

In densely populated urban areas with limited park spaces, the areas beneath bridges are being effectively repurposed for recreational activities. These underbridge spaces, often left unused, are ideal for amenities like basketball courts, which benefit from the hard surfaces and don't require direct sunlight, unlike gardens or green spaces.

This approach maximises available land by turning shaded, weather-protected areas into active community zones. By accommodating sports and other activities, these spaces offer residents additional recreational opportunities, alleviating the demand on traditional parks. It's a practical solution that adds value to urban infrastructure, fostering community engagement and enhancing quality of life in high-density neighbourhoods.

Chess in the Park

In various public spaces across the United States, chess is a prominent feature, with installations and events dedicated to the game. For example, San Diego's parks offer multiple chess sets accompanied by signage displaying the rules, encouraging public participation. In New York, Central Park was hosting the annual youth competition, Chess in the Park Rapid Open, a tournament open to the first 850 participants.

This tradition is notably absent in Perth, where potentially climate conditions and lower populations may see a lack of demand. However, the popularity of chess in American parks highlights how a simple, accessible game can enrich public spaces and contribute to community engagement.

List of Engagements

Los Angeles

Lauren Salisbury	Vice President Communications, Santa Monia Travel and Tourism Association
Jim Harris	Director, Santa Monica Pier
Ms. Tanya Bennett	US Consul Gerneral LA
Jenny Krusoe	Executive VP / CEO, Alta Sea
Loudres Castro Ramirez	Chief of Housing and Homelessness, City of LA
Kevin Keller	Deputy Mayor of Housing, City of LA
Senator Kevin Murray (ret.)	President and CEO, Weingart Centre Los Angeles

San Deigo

San Diego Association of Governments (SANDAG)

Mario Orso	Chief Executive Officer, SANDAG
Antoinette Meier	Regional Plan and Major Projects, SANDAG
Jennifer Williamson	Deputy Director of Mobility Planning, SANDAG
Danielle Kochman	Manager of Strategic Partnerships, SANDAG
Hector Vanegas	Boarder Program Manager, SANDAG

County of San Deigo

Nick Zubel	Senior Emergency Services Coordinator, Office of Emergency Managment

City of San Diego

Mayor Todd Gloria	Mayor City of San Deigo

San Diego Military Advisory Committee (SDMAC)

MILITARY PANEL

RDML Rosen	Regional Commander, Navy Region SouthWest
CAPT Yakeren	Commanding Officer, Submarines Base Pt Loma
CAPT Heely	Commanding Officer, Naval Base San Diego
Commodore Wiley	Commander, Submarine Squadron 11

INDUSTRY PANEL

NASCCO - General Dynamics, John Robertson	General Manager of Repair, San Diego
BAE - Eric Icke	Vice President BAE Systems San Diego Ship Repair
Lindsey Silvia	Senior Economic Development Manager EDC

SDMAC PANEL

David Boone	President and CEO SDMAC
George Scheel	Vice Chairman of the Board SDMAC
Rob Pennoyer	Legislative Committee Chairman, SDMAC

Virginia

HII - Huntington Ingalls Industries

Matt Needy	Social License and Corporate Responsibility, HII
Dr. Latitia McCane	Director of Education, HII
Jimmy Jessup	Community Engagement on Risk Management, HII
Douglas (Mark) Tomlin	Interface B/T Operational and Local Community (Land Use Perspective
Ashley Schneider	Director of Australia and United Kingdom emerging markets
Tom Cosgrove	
Jon Calma	
Robb Schrock	
Melinda Alimonos	

Naval Station Norfolk

RDML Carl Lahti	Commander Navy Region Mid-Atlantic
CAPT Matt Schlarmann	Naval Station Norfolk Commanding Officer
Maggie Sticklen	CNRMA Housing
Beth Baker	Norfolk Naval Shipyard
Alexis Miller	Norfolk Naval Shipyard

Hampton Roads Military and Federal Facilities Alliance

Rick Dwyer	Executive Director
Todd Nichols	Deputy Executive Director

City of Newport News

Mayor Phillip Jones	Mayor Newport News
Alan Archer	City Manager, Newport News
Ralph L (Bo) Clayton III	Assistant City Manager City of Newport News

New York

David Farnsworth	Principal America's Property Market Leaders, Arup - Little Island Project
Preeti Sodhi	Senior Director Community and Government Relations, The High Line
Various	NYPD
Jarrod Grim	Vice President Real Estate and Economic Development, Downtown Brooklyn
Belinda Cape	Senior Vice President Communication and Public Affairs Downtown Brooklyn
Kevin Hussey	Senior Property Manager, Industry City
Sarah Krauss	Chief of Staff & VP Public Affairs, Brooklyn Bridge Park Corporation
Eric Landau	President, Brooklyn Bridge Park Corporation
Brett Shannon	Senior Vice President CBRE, Domino Sugar Refinery
Caio Muranda Carneiro	Engagement Coordinator New York Restoration Project - Sherman Creek Park
Jason Smith	Director of Northern Manhattan Parks, New York Restoration Project - Sherman Creek Park

Perth South West Metropolitan Alliance

11 Stidworthy Way, Kwinana Town Centre WA 6167
PO Box 21, Kwinana WA 6966

Email: admin@perthsouthwest.com.au

www.perthsouthwest.com.au

PERTH SOUTH WEST
Metropolitan Alliance

WESTERN AUSTRALIAN
Electoral Commission

Mr Glen Dougall
Chief Executive Officer
City of Fremantle
PO Box 807
FREMANTLE WA 6959

Dear Mr Dougall,

Cost Estimate Letter: 2025 Local Government Ordinary Election

As you are aware, the next local government ordinary election will be held on 18 October 2025. This letter is your Cost Estimate for the Western Australian Electoral Commission to conduct your election, should you proceed with making a declaration under the *Local Government Act 1995* for us to do so.

Cost Estimate
The Commission has estimated the cost to conduct your Council's election in 2025 as a postal election at approximately $162,581 (ex GST).

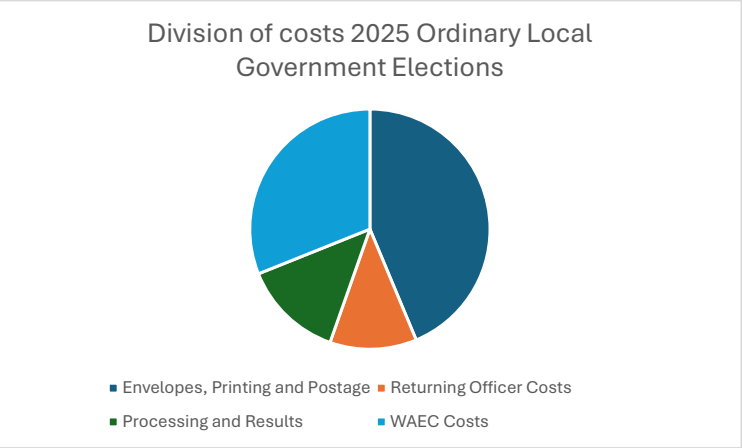
This cost has been based on the following assumptions:

- The method of election will be postal;
- 4 Councillor(s) and 1 Mayor vacancies;
- 25800 electors;
- response rate of approximately 45%
- appointment of a local Returning Officer; and
- count to be conducted at your office using CountWA.

If any of these assumptions are not correct, please contact us and we can provide a new cost estimate.

Cost Methodology
To provide your estimate, the Commission has estimated the costs of all aspects of the election, from supply of materials to staffing costs. For the 2025 Local Government elections, we have applied the following apportionment across the State:

Level 2, 66 St Georges Terrace PERTH WA 6000
GPO Box F316 PERTH WA 6841
T | (08) 9214 0400
E | waec@waec.wa.gov.au
W | www.elections.wa.gov.au



For individual local Governments the exact apportionment of costs may differ slightly from the above, as the cost categories are determined by applying the following variables:

- Envelopes, Printing and Postage, and WAEC Costs are determined by the number of electors in your Local Government;
- Processing and Results is determined by the expected response rate for your election; and
- Returning Officer Costs are determined by the complexity of the election for the Returning Officer; we classify Local Governments into bands depending on a number of factors including number of Wards, number of vacancies and the number of candidates, and then we pay our Returning Officers a rate which reflects this band.

Estimated Cost of 2025 Local Government Elections

The Commission estimates that the total cost of conducting the Local Government Elections across Western Australia in 2025 will increase by $1.3 million, compared to 2023. The key drivers for this cost increase are as follows:

- a 45% cost increase from Australia Post, comprising of a 25% increase which came into effect in March 2024, and an additional 20% proposed increase currently being considered by the Australian Competition and Consumer Commission, which if approved will take effect in July 2025; and
- a 9% increase in the salaries paid to Returning Officers as required by the Public Sector CSA Agreement 2024.

Variations to the final costs for your Council

In accordance with the *Local Government (Elections) Regulations 1997*, the Commission conducts elections on the basis of full accrual cost recovery. This means that should the actual costs incurred to conduct the election be less or greater than what we have estimated, the final cost may differ from the cost estimate you have been provided.

Whilst we aim to keep additional costs at a minimum wherever possible, the following are examples of where cost increases may arise:

- If a Returning Officer is selected that is not local to your area;
- If you elect for Australia Post Priority Service for the lodgement of your election package;
- If casual staff are required for the issuing of Replacement Election Packages;
- If casual staff are required to assist the Returning Officer on election day or night; or
- Unanticipated cost increases from our suppliers.

We will endeavour to keep you informed of any unanticipated cost increases as they are incurred during the election.

Service Commitment

The Commission is committed to conducting elections impartially, effectively, efficiently and professionally. Following each election event, we review our performance and identify ways to improve our service delivery.

The Commission acknowledges that during the 2023 Local Government Ordinary Elections, the results for many Local Governments were delayed. Since this time we have improved our Count Processes, and as demonstrated through extraordinary elections conducted in 2024, we are now able to finalise our results more quickly whilst still retaining accuracy and integrity.

If you have any suggestions for improvements we can make to deliver your election, your feedback is welcome at all times.

Next Steps

Should you wish to accept this cost estimate and proceed with the Electoral Commission undertaking this election, there are specific steps that must be taken under the *Local Government Act 1995*. These steps are summarised in the attached flow chart (Attachment A).

As outlined in the flow chart, if you accept this Cost Estimate then please advise of us this in writing, so that we can issue a Written Agreement letter. Both the Cost Estimate letter, and the Written Agreement letter then need to be taken to Council for a decision.

If you have any queries, please contact lgelections@waec.wa.gov.au .

Yours sincerely,

Robert Kennedy
ELECTORAL COMMISSIONER

12 December 2024

WESTERN AUSTRALIAN
Electoral Commission

Mr Glen Dougall
Chief Executive Officer
City of Fremantle
PO Box 807
FREMANTLE WA 6959

Dear Mr Dougall,

Written Agreement: 2025 Local Government Ordinary Election

I refer to your correspondence dated 16 December 2024 in which you accept the Western Australian Electoral Commission's Cost Estimate for the 2025 Local Government Ordinary Election, as outlined in my letter to you dated 12 December 2024 (the Cost Estimates Letter).

This letter is my written agreement to be responsible for the conduct of the local government ordinary election for the City of Fremantle. In order to finalise this agreement, you are required under *the Local Government Act 1995* to submit the following motions to Council for a postal election:

1. declare, in accordance with section 4.20(4) of the Local Government Act1995, the Electoral Commissioner to be responsible for the conduct of the 2025 ordinary election, together with any other elections or polls which may be required;

2. decide, in accordance with section 4.61(2) of the *Local Government Act 1995* that the method of conducting the election will be as a Postal election.

Please note that:

- the above motion/s must be presented to Council as drafted and cannot be amended in any way;
- both the Cost Estimates Letter, and this Written Agreement Letter should be attached to the item for Council consideration; and
- the above motion/s must be passed by an absolute majority.

Once the Council passes the above mentioned motion/s, please forward confirmation to the Commission to the email address below. The Commission can then proceed with arrangements for your ordinary election.

If you have any queries, please contact lgelections@waec.wa.gov.au.

Yours sincerely,

Robert Kennedy
ELECTORAL COMMISSIONER

9 January 2025

Level 2, 66 St Georges Terrace PERTH WA 6000
GPO Box F316 PERTH WA 6841
T | (08) 9214 0400
E | waec@waec.wa.gov.au
W | www.elections.wa.gov.au

Concise Investment Report

Cash and Simple Interest

City of Fremantle - Municipal

Period Ended 30 November 2024

Contents

1. Portfolio As At 30 November 2024
2. Portfolio Credit Framework As At 30 November 2024
3. Portfolio Credit Framework Limits As At 30 November 2024
4. Counterparty Credit Framework As At 30 November 2024
5. Issuer Trading Limits As At 30 November 2024
6. Portfolio by Term to Maturity As At 30 November 2024
7. Portfolio Summary by Fossil Fuel Lending ADIs As At 30 November 2024
8. Performance Statistics For Period Ending 30 November 2024
9. Interest and Distribution Income For 1 November 2024 to 30 November 2024
10. Transactions For Period 1 November 2024 to 30 November 2024

1. Portfolio As At 30 November 2024

Latest Deal Code	Latest Deal Settlement Date	Issuer	WAL / Interim Maturity Date	Term (Days)	Coupon Rate/Latest Yield	Coupon Frequency	Issuer Rating Short Term	Issuer Rating Long Term	% Total Face Value	Original Face Value Notional	Accrued Interest Notional	Market Value Notional
City of Fremantle - Municipal												
At Call Deposit												
LC94818	30 Jun 2020	AMP Bank Ltd	1 Dec 2024	2,711	0.55	Nil	Moodys ST P-2*	Moodys Baa2	0.00%	32.68	0.00	32.68
LC226299	30 Nov 2024	Macquarie Bank Ltd	1 Dec 2024	1,564	0.35	Nil	S&P ST A1*	S&P A+	0.02%	10,587.77	0.00	10,587.77
LC226327	30 Nov 2024	National Australia Bank Ltd	1 Dec 2024	2,468	4.50	Nil	S&P ST A1+	S&P AA-	17.40%	11,901,087.97	0.00	11,901,087.97
At Call Deposit Subtotal									17.41%	11,911,708.42	0.00	11,911,708.42
Term Deposit												
LC208803	11 Jun 2024	Bank of Queensland Ltd	11 Dec 2024	183	5.20	Maturity	S&P ST A2	S&P A-	0.73%	500,000.00	12,252.06	512,252.06
LC215355	20 Aug 2024	Westpac Banking Corporation Ltd	18 Dec 2024	120	5.14	Maturity	S&P ST A1+	S&P AA-	2.92%	2,000,000.00	28,727.68	2,028,727.68
LC200184	5 Mar 2024	Suncorp Bank (Norfina Ltd) - Subsidiary of ANZ	30 Dec 2024	300	5.20	Maturity	S&P ST A1+	S&P AA-	4.39%	3,000,000.00	115,397.25	3,115,397.25
LC211861	15 Jul 2024	Bendigo & Adelaide Bank Ltd	13 Jan 2025	182	5.16	Maturity	S&P ST A2	S&P A-	1.46%	1,000,000.00	19,509.04	1,019,509.04
LC212221	18 Jul 2024	Bendigo & Adelaide Bank Ltd	14 Jan 2025	180	5.15	Maturity	S&P ST A2	S&P A-	2.92%	2,000,000.00	38,095.90	2,038,095.90
LC190940	17 Jan 2024	Suncorp Bank (Norfina Ltd) - Subsidiary of ANZ	16 Jan 2025	365	5.21	Maturity	S&P ST A1+	S&P AA-	2.92%	2,000,000.00	90,782.46	2,090,782.46
LC214645	12 Aug 2024	Westpac Banking Corporation Ltd	10 Feb 2025	182	5.13	Maturity	S&P ST A1+	S&P AA-	4.39%	3,000,000.00	46,380.81	3,046,380.81
LC215026	15 Aug 2024	Bank of Queensland Ltd	11 Feb 2025	180	4.95	Maturity	S&P ST A2	S&P A-	4.39%	3,000,000.00	43,532.88	3,043,532.88
LC215356	20 Aug 2024	Bendigo & Adelaide Bank Ltd	17 Feb 2025	181	4.93	Maturity	S&P ST A2	S&P A-	2.92%	2,000,000.00	27,553.98	2,027,553.98
LC217396	6 Sep 2024	Suncorp Bank (Norfina Ltd) - Subsidiary of ANZ	5 Mar 2025	180	5.00	Maturity	S&P ST A1+	S&P AA-	4.39%	3,000,000.00	34,931.52	3,034,931.52
LC217397	6 Sep 2024	Bendigo & Adelaide Bank Ltd	5 Mar 2025	180	4.93	Maturity	S&P ST A2	S&P A-	2.92%	2,000,000.00	22,961.64	2,022,961.64
LC215729	26 Aug 2024	Suncorp Bank (Norfina Ltd) - Subsidiary of ANZ	24 Mar 2025	210	4.94	Maturity	S&P ST A1+	S&P AA-	4.39%	3,000,000.00	38,978.64	3,038,978.64
LC217398	6 Sep 2024	Bank of Queensland Ltd	8 Apr 2025	214	4.92	Maturity	S&P ST A2	S&P A-	2.92%	2,000,000.00	22,915.06	2,022,915.06
LC218174	12 Sep 2024	Suncorp Bank (Norfina Ltd) - Subsidiary of ANZ	10 Apr 2025	210	4.95	Maturity	S&P ST A1+	S&P AA-	4.39%	3,000,000.00	32,141.10	3,032,141.10
LC219432	1 Oct 2024	National Australia Bank Ltd	29 Apr 2025	210	5.05	Maturity	S&P ST A1+	S&P AA-	2.92%	2,000,000.00	16,602.74	2,016,602.74
LC223519	12 Nov 2024	Bank of Queensland Ltd	12 May 2025	181	5.10	Maturity	S&P ST A2	S&P A-	2.92%	2,000,000.00	5,030.14	2,005,030.14
LC224985	25 Nov 2024	Bank of Queensland Ltd	26 May 2025	182	5.10	Maturity	S&P ST A2	S&P A-	4.39%	3,000,000.00	2,095.89	3,002,095.89
LC216143	30 Aug 2024	Judo Bank	27 May 2025	270	5.00	Maturity	S&P ST A2	S&P BBB	2.92%	2,000,000.00	25,205.48	2,025,205.48
LC214886	14 Aug 2024	AMP Bank Ltd	10 Jun 2025	300	5.20	Maturity	Moodys ST P-2	Moodys Baa2	2.92%	2,000,000.00	30,772.60	2,030,772.60
LC215727	26 Aug 2024	Westpac Banking Corporation Ltd	23 Jun 2025	301	5.08	Maturity	S&P ST A1+	S&P AA-	4.39%	3,000,000.00	40,083.30	3,040,083.30
LC217401	6 Sep 2024	National Australia Bank Ltd	1 Aug 2025	329	4.95	Maturity	S&P ST A1+	S&P AA-	4.39%	3,000,000.00	34,582.20	3,034,582.20
LC219997	8 Oct 2024	Suncorp Bank (Norfina Ltd) - Subsidiary of ANZ	4 Aug 2025	300	5.10	Maturity	S&P ST A1+	S&P AA-	2.92%	2,000,000.00	14,810.96	2,014,810.96
LC220828	16 Oct 2024	Suncorp Bank (Norfina Ltd) - Subsidiary of ANZ	12 Aug 2025	300	5.07	Maturity	S&P ST A1+	S&P AA-	2.92%	2,000,000.00	12,501.36	2,012,501.36
LC218169	12 Sep 2024	National Australia Bank Ltd	12 Sep 2025	365	4.95	Maturity	S&P ST A1+	S&P AA-	4.39%	3,000,000.00	32,141.10	3,032,141.10
LC223740	14 Nov 2024	AMP Bank Ltd	12 Sep 2025	302	4.90	Maturity	Moodys ST P-2	Moodys Baa2	1.46%	1,000,000.00	2,147.95	1,002,147.95
Term Deposit Subtotal									82.59%	56,500,000.00	790,133.74	57,290,133.74

Latest Deal Code	Latest Deal Settlement Date	Issuer	WAL / Interim Maturity Date	Term (Days)	Coupon Rate/Latest Yield	Coupon Frequency	Issuer Rating Short Term	Issuer Rating Long Term	% Total Face Value	Original Face Value Notional	Accrued Interest Notional	Market Value Notional
City of Fremantle - Municipal Subtotal					4.95				100.00%	68,411,708.42	790,133.74	69,201,842.16
Report Total									100.00%	68,411,708.42	790,133.74	69,201,842.16

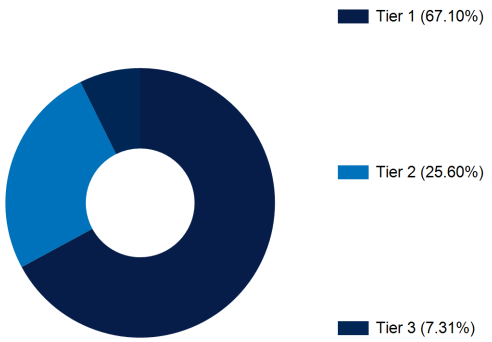
Notess:
1. Coupon Rate is the full coupon rate at the next coupon date if that next coupon exists.
2. The values shown as subtotals and total of the coupon rate column are weighted average running yields
3. An asterisk in the Issuer Rating Short Term columnn indicates that the security's rating differs from the issuer's short term rating. Refer to Laminar for further information.

2. Portfolio Credit Framework As At 30 November 2024

Credit Quality	Issuer/Security Rating Group	Face Value	% Total Value
Tier 1			
	AA+ to AA-	**34,000,000.00**	49.70%
	A1+	**11,901,087.97**	17.40%
	Tier 1	**45,901,087.97**	67.10%
Tier 2			
	A+ to A-	**17,500,000.00**	25.58%
	A1	**10,587.77**	0.02%
	A2	**32.68**	0.00%
	Tier 2	**17,510,620.45**	25.60%
Tier 3			
	BBB+ to BBB-	**5,000,000.00**	7.31%
	Tier 3	**5,000,000.00**	7.31%
	Portfolio Total	**68,411,708.42**	100.00%

	Limits		
	Credit Rating Group	**Maximum Allocation Face Value**	Maximum Allocation %
Tier 1	AAA to AA- to A1+	**68,411,708.42**	100%
Tier 2	A1 to A-	**41,047,025.05**	60%
Tier 3	BBB+ to BBB-	**23,944,097.95**	35%
Tier 4	Unrated (Authorised)	**10,261,756.26**	15%

Face Value by Portfolio Credit Framework

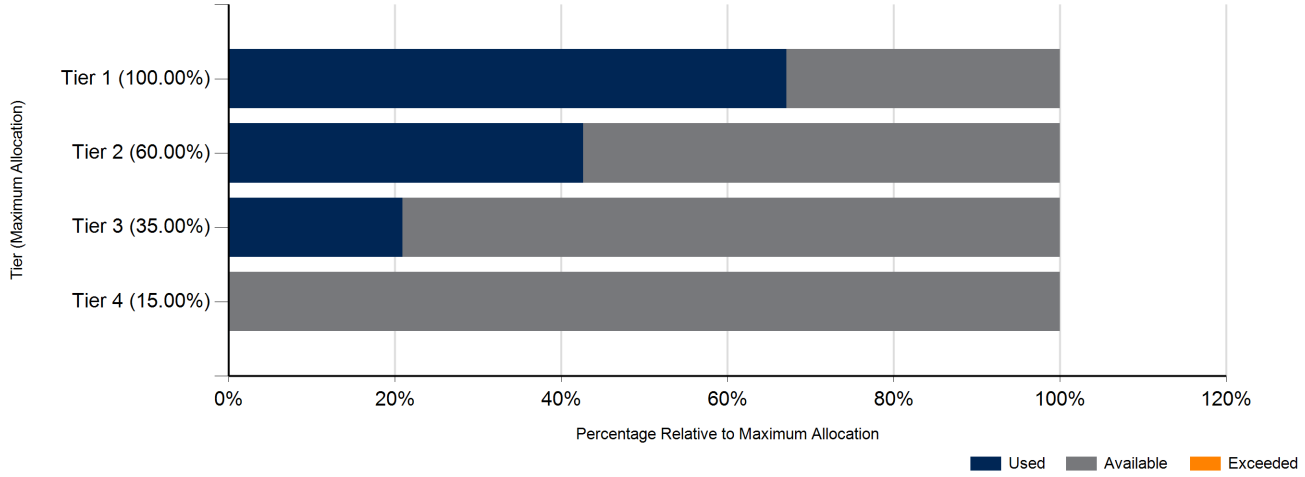


3. Portfolio Credit Framework Limits As At 30 November 2024

Tier	Allocation	Allocation %	Maximum Allocation %	% Used of Maximum Allocation	% Available of Maximum Allocation	% Exceeded of Maximum Allocation
Tier 1	45,901,087.97	67.10%	100.00%	67.10%	32.90%	0.00%
Tier 2	17,510,620.45	25.60%	60.00%	42.67%	57.33%	0.00%
Tier 3	5,000,000.00	7.31%	35.00%	20.89%	79.11%	0.00%
Tier 4	0.00	0.00%	15.00%	0.00%	100.00%	0.00%
	68,411,708.42					

Values used in the above calculations exclude interest for term deposits and other simple intereest securities.

Portfolio Credit Framework Amounts Relative to Maximum Allocations

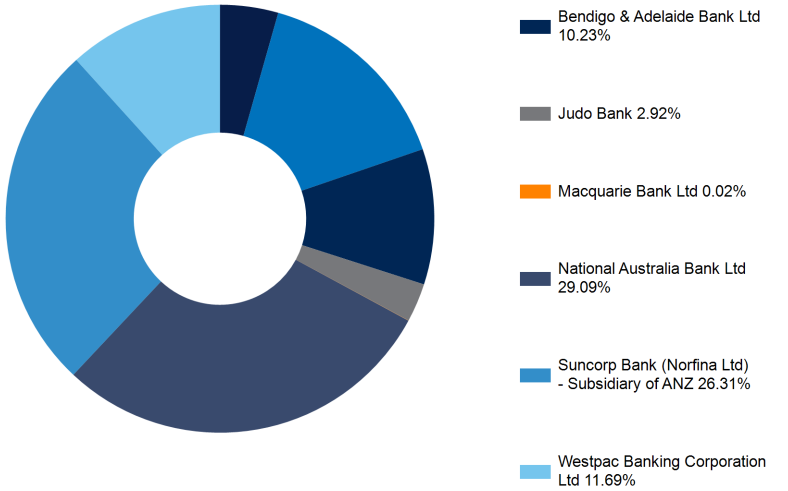


4. Counterparty Credit Framework As At 30 November 2024

Issuer	Rating Group	Face Value	% Total Value
AMP Bank Ltd	A2, BBB+ to BBB-	**3,000,032.68**	4.39%
Bank of Queensland Ltd	A+ to A-	**10,500,000.00**	15.35%
Bendigo & Adelaide Bank Ltd	A+ to A-	**7,000,000.00**	10.23%
Judo Bank	BBB+ to BBB-	**2,000,000.00**	2.92%
Macquarie Bank Ltd	A1	**10,587.77**	0.02%
National Australia Bank Ltd	A1+, AA+ to AA-	**19,901,087.97**	29.09%
Suncorp Bank (Norfina Ltd) - Subsidiary of ANZ	AA+ to AA-	**18,000,000.00**	26.31%
Westpac Banking Corporation Ltd	AA+ to AA-	**8,000,000.00**	11.69%
Portfolio Total		**68,411,708.42**	100.00%

Notes
1. An issuer may have multiple rating groups if they are associated with, as an example, holdings in both an At Call Deposits (short term rating) and a term deposit (long term rating) security.

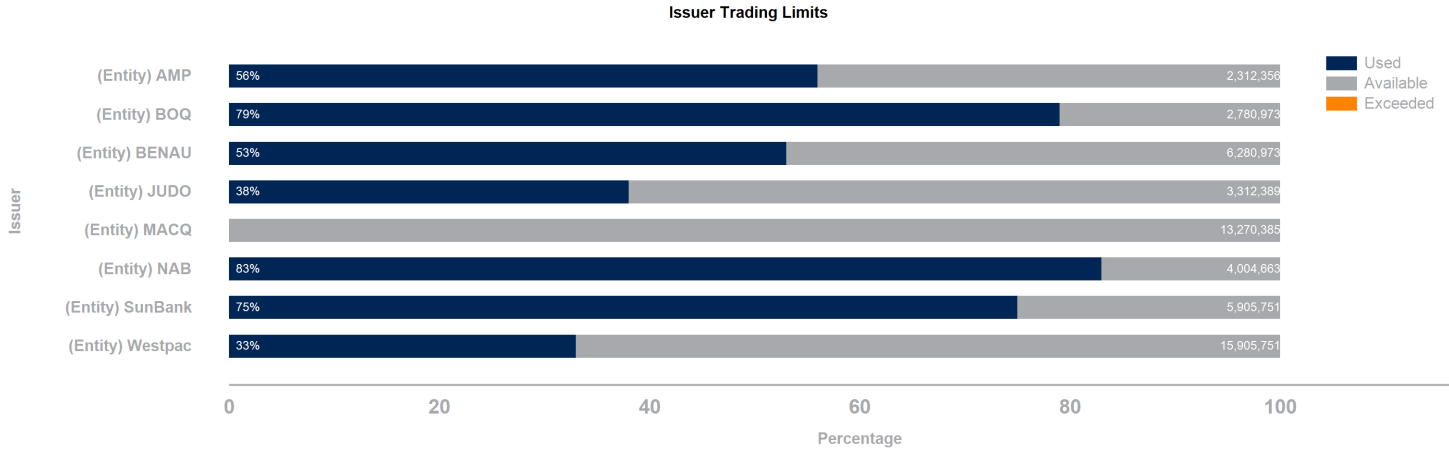
Face Value by Issuer



5. Issuer Trading Limits As At 30 November 2024

Issuer	Already Traded (with Issuer Group) Face Value Notional	Limit For Book or Trading Entity	Tier (Long Term Rating)	Trading Limit	Average Investment Previous Financial Year	Trading Limit Used (%)	Trading Limit Available (%)	Trading Limit Available (Value)	Trading Limit Exceeded (%)	Trading Limit Exceeded ($)
AMP Bank Ltd	3,000,032.68	Entity	Tier 3	10.00	% of 53,123,892.00	56	44	2,312,356	0	0
Bank of Queensland Ltd	10,500,000.00	Entity	Tier 2	25.00	% of 53,123,892.00	79	21	2,780,973	0	0
Bendigo & Adelaide Bank Ltd	7,000,000.00	Entity	Tier 2	25.00	% of 53,123,892.00	53	47	6,280,973	0	0
Judo Bank	2,000,000.00	Entity	Tier 3	10.00	% of 53,123,892.00	38	62	3,312,389	0	0
Macquarie Bank Ltd	10,587.77	Entity	Tier 2	25.00	% of 53,123,892.00	0	100	13,270,385	0	0
National Australia Bank Ltd	19,901,087.97	Entity	Tier 1	45.00	% of 53,123,892.00	83	17	4,004,663	0	0
Suncorp Bank (Norfina Ltd) - Subsidiary of ANZ	18,000,000.00	Entity	Tier 1	45.00	% of 53,123,892.00	75	25	5,905,751	0	0
Westpac Banking Corporation Ltd	8,000,000.00	Entity	Tier 1	45.00	% of 53,123,892.00	33	67	15,905,751	0	0
	68,411,708.42							53,773,241		0
Average Investment Previous Financial Year	53,123,892.00									

Notes
1.The Trading Limit Type column will report an amount that depends upon the value chosen for the Trading Entity Portfolio Balance parameter.
Parameter value selected:
Average of 12 Months (Prior FY) - the amount will be the average of the 12 month-end portfolio totals (current face value) within the previous financial year for the primary Trading Book only
Portfolio As At (Standard Mode) - the amount will be the total current face value as at the selected As At date across all Trading Books in the portfolio.

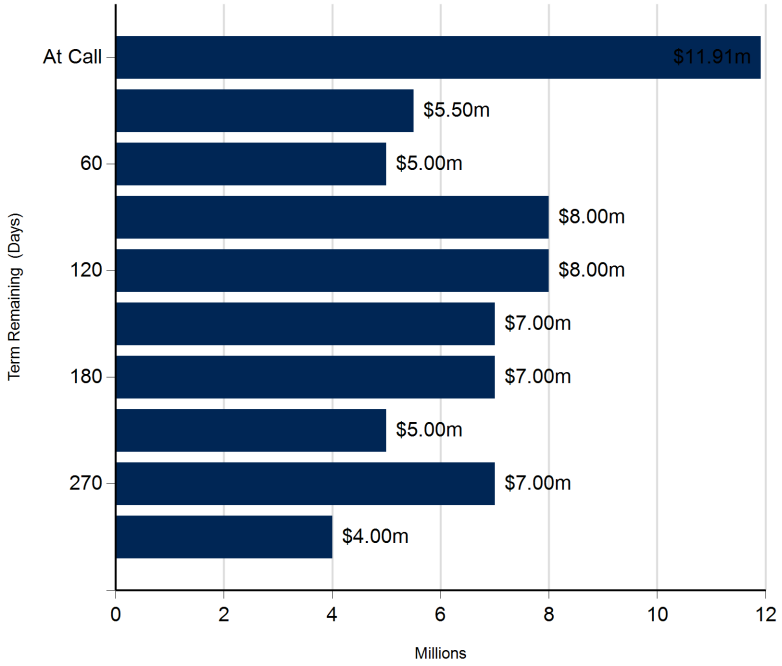


6. Portfolio by Term to Maturity As At 30 November 2024

Term Remaining (Days)	Face Value	% Total Value
At Call	**11,911,708.42**	17.41%
30	**5,500,000.00**	8.04%
60	**5,000,000.00**	7.31%
90	**8,000,000.00**	11.69%
120	**8,000,000.00**	11.69%
150	**7,000,000.00**	10.23%
180	**7,000,000.00**	10.23%
210	**5,000,000.00**	7.31%
270	**7,000,000.00**	10.23%
365	**4,000,000.00**	5.85%
Portfolio Total	**68,411,708.42**	100.00%

Note: Term Remaining is calculated using a weighted average life date (WAL) where appropriate and available otherwise the interim (initial) maturity date is used.

Face Value by Term Remaining



7. Portfolio Summary by Fossil Fuel Lending ADIs As At 30 November 2024

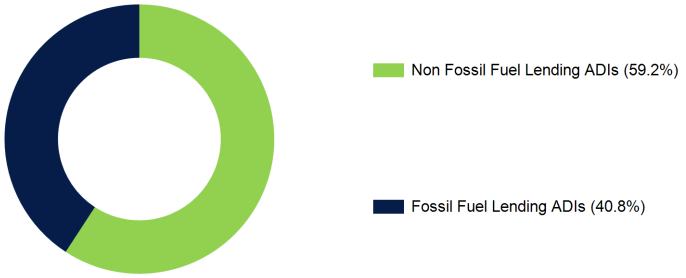
Portfolio Summary by Fossil Fuel Lending ADIs

ADI Lending Stattus	% Total	Current Period
Non Fossil Fuel Lending ADIs		
AMP Bank Ltd	4.4%	3,000,032.68
Bank of Queensland Ltd	15.3%	10,500,000.00
Bendigo & Adelaide Bank Ltd	10.2%	7,000,000.00
Judo Bank	2.9%	2,000,000.00
Suncorp Bank (Norfina Ltd) - Subsidiary of ANZ	26.3%	18,000,000.00
	59.2%	40,500,032.68
Fossil Fuel Lending ADIs		
Macquarie Bank Ltd	0.0%	10,587.77
National Australia Bank Ltd	29.1%	19,901,087.97
Westpac Banking Corporation Ltd	11.7%	8,000,000.00
	40.8%	27,911,675.74
Total Portfolio		68,411,708.42

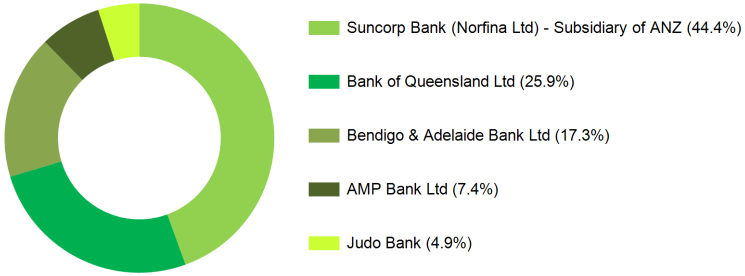
All amounts shown in the table and charts are Current Face Values.
The above percentages are relative to the portfolio total and may be affected by rounding.
A fossil fuel lending ADI appearing in the non-fossil fuel related table will indicate that the portfolio contains a "green bond" issued by that ADI.

Note: Reference for financial institutions not supporting the unlocking of carbon is (http://www.marketforces.org.au/).

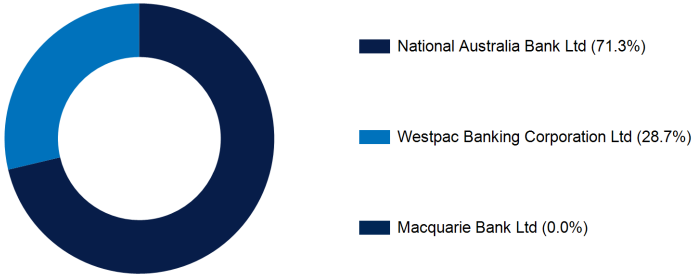
Fossil Fuel vs Non Fossil Fuel Lending ADI



Non Fossil Fuel Lendings ADIs



Fossil Fuel Lendings ADIs



8. Performance Statistics For Period Ending 30 November 2024

Trading Book		1 Month	3 Month	12 Month	Since Inception
City of Fremantle - Municipal					
	Portfolio Return (1)	0.36%	1.11%	4.28%	2.12%
	Performance Index (2)	0.36%	1.10%	4.46%	1.87%
	Excess Performance (3)	0.00%	0.01%	-0.18%	0.25%

Notes

1 Portfolio performance is the rate of return of the portfolio over the specified period

2 The Performance Index is the Bloomberg AusBond Bank Bill Index (Bloomberg Page BAUBIL)

3 Excess performance is the rate of return of the portfolio in excess of the Performance Index

Trading Book	Weighted Average Running Yield
City of Fremantle - Municipal	4.95
Fossil Fuel Support - Simple Interest Only	5.04
Non Fossil Fuel Support - Simple Interest Only	5.04
Fossil Fuel Support - All Securities	4.81
Non Fossil Fuel Support - All Securities	5.04

9. Interest and Distribution Income For 1 November 2024 to 30 November 2024

Security ISIN	Security	Income Expense Code	Settlement Date	Face Value (Basis of Interest Calculation)	**Consideration Notional**	Income Type	Trading Book
	JUDO 5.4 12 Nov 2024 365DAY TD	IEI325031	12 Nov 2024	2,000,000.00	**108,000.00**	Security Coupon Interest	City of Fremantle - Municipal
	AMP 5.4 14 Nov 2024 365DAY TD	IEI325714	14 Nov 2024	1,000,000.00	**54,000.00**	Security Coupon Interest	City of Fremantle - Municipal
	BENAU 5.03 25 Nov 2024 273DAY TD	IEI343285	25 Nov 2024	5,000,000.00	**188,108.22**	Security Coupon Interest	City of Fremantle - Municipal
					350,108.22		

10. Transactions For Period 1 November 2024 to 30 November 2024

Security	Security ISIN	Deal Code	Acquisition/ Disposal	Transaction Date	Settlement Date	Face Value Original	Face Value Current	Bond Factor	Capital Price	Accrued Interest Price	Gross Price	**Consideration Notional**
BOQ 5.1 12 May 2025 181DAY TD		LC223519	Acquisition	12 Nov 2024	12 Nov 2024	2,000,000.00	2,000,000.00	1.00000000	100.000	0.000	100.000	**2,000,000.00**
AMP 4.9 12 Sep 2025 302DAY TD		LC223740	Acquisition	14 Nov 2024	14 Nov 2024	1,000,000.00	1,000,000.00	1.00000000	100.000	0.000	100.000	**1,000,000.00**
BOQ 5.1 26 May 2025 182DAY TD		LC224985	Acquisition	25 Nov 2024	25 Nov 2024	3,000,000.00	3,000,000.00	1.00000000	100.000	0.000	100.000	**3,000,000.00**
												6,000,000.00

Note: 1. The transaction list above excludes transactions associated with At Call securities.

Disclaimer:

Laminar Capital Pty Ltd ABN 33 134 784 740 (AFSL 476686), its officers, employees, agents and associates ("Associates") from time to time hold interests in securities of, or earn brokerage, fees and other benefits from, corporations or investment vehicles referred to in documents provided to clients. All information contained herein is confidential and proprietary to Laminar Capital and, accordingly, this material is not to be reproduced in whole or in part or used for any purpose except as authorised by Laminar Capital. It is to be treated as strictly confidential and not disclosed directly or indirectly to any other person, firm or entity.

Distribution of this information to anyone other than the original recipient and that party's advisers is unauthorised. Any reproduction of these materials, in whole or in part, or the divulgence of any of its contents, without the prior consent of Laminar Capital is prohibited. Any securities recommendation or comments (including an opinion) contained in this document is general advice only and does not take into account your personal objectives, financial situation or needs. Laminar Capital is not acting in a fiduciary capacity. Recommendations or statements of opinion expressed may change without notice. You should not act on a recommendation or statement of opinion without first considering the appropriateness of the general advice to your personal circumstances or consulting your investment advisor to determine whether the recommendation or statement of opinion is appropriate for your investment objectives, financial situation or needs.

Laminar Capital believes that the information contained in this document is accurate when issued. Laminar Capital does not warrant that the information contained herein is accurate, reliable, complete or up-to-date, and, to the fullest extent permitted by law, disclaims all liability of Laminar Capital and its Associates for any loss or damage suffered by any person by reason of the use by that person of, or their reliance on, any information contained in this document or any error or defect in this document, whether arising from the negligence of Laminar Capital or its Associates or otherwise. No action should be taken on the basis of or in reliance on the information, opinions or conclusions contained in this document.

Laminar Capital acts as principal when we buy and sell fixed interest securities in the secondary markets. The yield that we quote to you incorporates any margin that we may receive. The margin is the difference between the price at which we, as principal, buy the security and the price at which we sell the security to you. Laminar Capital may also receive placement fees from Issuers for distributing securities on their behalf.

This document is not, and is not intended to be, an offer or invitation for subscription or sale, or a recommendation, with respect to any securities, nor is it to form the basis of any contract or commitment. This document does not purport to identify the nature of the specific market or other risks associated with these products. Before entering into any transaction in relation to the products, the investor should ensure that it fully understands the terms of the products and the transaction, relevant risk factors, the nature and extent of the investor's risk of loss and the nature of the contractual relationship into which the investor is entering. Prior to investing in these products, an investor should determine, based on its own independent review and such professional advice as it deems appropriate, the economic risks and merits, the legal, tax accounting characteristics and risk, and the consequences of an investment in them. This is not a substantive commentary or analysis by Laminar Capital and has not been prepared as a research product or comments by a research analyst.

LAMINAR CAPITAL PTY LTD
ACN 134 784 740
WWW.LAMINARCAPITAL.COM.AU

MELBOURNE OFFICE: LEVEL 5 RIALTO NORTH, 525 COLLINS STREET, MELBOURNE, VIC 3000 T 61 3 9001 6990 F 61 3 9001 6933
SYDNEY OFFICE: LEVEL 18 ANGEL PLACE, 123 PITT STREET, SYDNEY NSW, 2000 T 61 2 8094 1230
BRISBANE OFFICE: LEVEL 15 CENTRAL PLAZA 1, 345 QUEEN STREET, BRISBANE QLD, 4000 T 61 7 3123 5370

Report Code: TEPACK050EXT-00.22
Report Description: Concise Investment Report Pack 50
Parameters:
Trading Entity: City of Fremantle
Trading Book: City of Fremantle - Municipal
Settlement Date Base
History Start Date: 1 Jan 2000
Prior Period End Date: 31 Oct 2024
Exclude Term Deposit Interest
Eliminate Issuer Parent-Child Effect In Trading Limit Calculations
Hide Issuer Parent Column in Trading Limit Table
Use Face Value Notional in Trading Limit Calculations
Portfolio Value for Trading Limit Calculations: Average of 12 Months (Prior FY)

Concise Investment Report

Cash and Simple Interest

City of Fremantle - Municipal

Period Ended 31 December 2024

Contents

1. Portfolio As At 31 December 2024
2. Portfolio Credit Framework As At 31 December 2024
3. Portfolio Credit Framework Limits As At 31 December 2024
4. Counterparty Credit Framework As At 31 December 2024
5. Issuer Trading Limits As At 31 December 2024
6. Portfolio by Term to Maturity As At 31 December 2024
7. Portfolio Summary by Fossil Fuel Lending ADIs As At 31 December 2024
8. Performance Statistics For Period Ending 31 December 2024
9. Interest and Distribution Income For 1 December 2024 to 31 December 2024
10. Transactions For Period 1 December 2024 to 31 December 2024

1. Portfolio As At 31 December 2024

Latest Deal Code	Latest Deal Settlement Date	Issuer	WAL / Interim Maturity Date	Term (Days)	Coupon Rate/Latest Yield	Coupon Frequency	Issuer Rating Short Term	Issuer Rating Long Term	% Total Face Value	Original Face Value Notional	Accrued Interest Notional	Market Value Notional
City of Fremantle - Municipal												
At Call Deposit												
LC230644	31 Dec 2024	Macquarie Bank Ltd	1 Jan 2025	1,595	0.35	Nil	S&P ST A1*	S&P A+	0.02%	10,630.97	0.00	10,630.97
LC230645	31 Dec 2024	National Australia Bank Ltd	1 Jan 2025	2,499	4.50	Nil	S&P ST A1+	S&P AA-	12.78%	7,848,244.84	0.00	7,848,244.84
LC94818	30 Jun 2020	AMP Bank Ltd	1 Jan 2025	2,742	0.55	Nil	Moodys ST P-2*	Moodys Baa2	0.00%	32.68	0.00	32.68
At Call Deposit Subtotal									12.80%	7,858,908.49	0.00	7,858,908.49
Term Deposit												
LC211861	15 Jul 2024	Bendigo & Adelaide Bank Ltd	13 Jan 2025	182	5.16	Maturity	S&P ST A2	S&P A-	1.63%	1,000,000.00	23,891.51	1,023,891.51
LC212221	18 Jul 2024	Bendigo & Adelaide Bank Ltd	14 Jan 2025	180	5.15	Maturity	S&P ST A2	S&P A-	3.26%	2,000,000.00	46,843.84	2,046,843.84
LC190940	17 Jan 2024	Suncorp Bank (Norfina Ltd) - Subsidiary of ANZ	16 Jan 2025	365	5.21	Maturity	S&P ST A1+	S&P AA-	3.26%	2,000,000.00	99,632.32	2,099,632.32
LC214645	12 Aug 2024	Westpac Banking Corporation Ltd	10 Feb 2025	182	5.13	Maturity	S&P ST A1+	S&P AA-	4.89%	3,000,000.00	59,451.78	3,059,451.78
LC215026	15 Aug 2024	Bank of Queensland Ltd	11 Feb 2025	180	4.95	Maturity	S&P ST A2	S&P A-	4.89%	3,000,000.00	56,145.21	3,056,145.21
LC215356	20 Aug 2024	Bendigo & Adelaide Bank Ltd	17 Feb 2025	181	4.93	Maturity	S&P ST A2	S&P A-	3.26%	2,000,000.00	35,928.22	2,035,928.22
LC217396	6 Sep 2024	Suncorp Bank (Norfina Ltd) - Subsidiary of ANZ	5 Mar 2025	180	5.00	Maturity	S&P ST A1+	S&P AA-	4.89%	3,000,000.00	47,671.23	3,047,671.23
LC217397	6 Sep 2024	Bendigo & Adelaide Bank Ltd	5 Mar 2025	180	4.93	Maturity	S&P ST A2	S&P A-	3.26%	2,000,000.00	31,335.90	2,031,335.90
LC230632	18 Dec 2024	Westpac Banking Corporation Ltd	18 Mar 2025	90	5.07	Maturity	S&P ST A1+	S&P AA-	3.31%	2,033,797.26	3,672.53	2,037,469.79
LC215729	26 Aug 2024	Suncorp Bank (Norfina Ltd) - Subsidiary of ANZ	24 Mar 2025	210	4.94	Maturity	S&P ST A1+	S&P AA-	4.89%	3,000,000.00	51,565.47	3,051,565.47
LC217398	6 Sep 2024	Bank of Queensland Ltd	8 Apr 2025	214	4.92	Maturity	S&P ST A2	S&P A-	3.26%	2,000,000.00	31,272.32	2,031,272.32
LC218174	12 Sep 2024	Suncorp Bank (Norfina Ltd) - Subsidiary of ANZ	10 Apr 2025	210	4.95	Maturity	S&P ST A1+	S&P AA-	4.89%	3,000,000.00	44,753.43	3,044,753.43
LC219432	1 Oct 2024	National Australia Bank Ltd	29 Apr 2025	210	5.05	Maturity	S&P ST A1+	S&P AA-	3.26%	2,000,000.00	25,180.82	2,025,180.82
LC223519	12 Nov 2024	Bank of Queensland Ltd	12 May 2025	181	5.10	Maturity	S&P ST A2	S&P A-	3.26%	2,000,000.00	13,693.16	2,013,693.16
LC224985	25 Nov 2024	Bank of Queensland Ltd	26 May 2025	182	5.10	Maturity	S&P ST A2	S&P A-	4.89%	3,000,000.00	15,090.42	3,015,090.42
LC216143	30 Aug 2024	Judo Bank	27 May 2025	270	5.00	Maturity	S&P ST A2	S&P BBB	3.26%	2,000,000.00	33,698.64	2,033,698.64
LC214886	14 Aug 2024	AMP Bank Ltd	10 Jun 2025	300	5.20	Maturity	Moodys ST P-2	Moodys Baa2	3.26%	2,000,000.00	39,605.48	2,039,605.48
LC229125	11 Dec 2024	Bank of Queensland Ltd	10 Jun 2025	181	5.18	Maturity	S&P ST A2	S&P A-	0.81%	500,000.00	1,419.18	501,419.18
LC215727	26 Aug 2024	Westpac Banking Corporation Ltd	23 Jun 2025	301	5.08	Maturity	S&P ST A1+	S&P AA-	4.89%	3,000,000.00	53,026.86	3,053,026.86
LC217401	6 Sep 2024	National Australia Bank Ltd	1 Aug 2025	329	4.95	Maturity	S&P ST A1+	S&P AA-	4.89%	3,000,000.00	47,194.53	3,047,194.53
LC219997	8 Oct 2024	Suncorp Bank (Norfina Ltd) - Subsidiary of ANZ	4 Aug 2025	300	5.10	Maturity	S&P ST A1+	S&P AA-	3.26%	2,000,000.00	23,473.98	2,023,473.98
LC220828	16 Oct 2024	Suncorp Bank (Norfina Ltd) - Subsidiary of ANZ	12 Aug 2025	300	5.07	Maturity	S&P ST A1+	S&P AA-	3.26%	2,000,000.00	21,113.42	2,021,113.42
LC218169	12 Sep 2024	National Australia Bank Ltd	12 Sep 2025	365	4.95	Maturity	S&P ST A1+	S&P AA-	4.89%	3,000,000.00	44,753.43	3,044,753.43
LC223740	14 Nov 2024	AMP Bank Ltd	12 Sep 2025	302	4.90	Maturity	Moodys ST P-2	Moodys Baa2	1.63%	1,000,000.00	6,309.59	1,006,309.59
Term Deposit Subtotal									87.20%	53,533,797.26	856,723.27	54,390,520.53

Latest Deal Code	Latest Deal Settlement Date	Issuer	WAL / Interim Maturity Date	Term (Days)	Coupon Rate/Latest Yield	Coupon Frequency	Issuer Rating Short Term	Issuer Rating Long Term	% Total Face Value	Original Face Value Notional	Accrued Interest Notional	Market Value Notional
City of Fremantle - Municipal Subtotal					4.96				100.00%	61,392,705.75	856,723.27	62,249,429.02
Report Total									100.00%	61,392,705.75	856,723.27	62,249,429.02

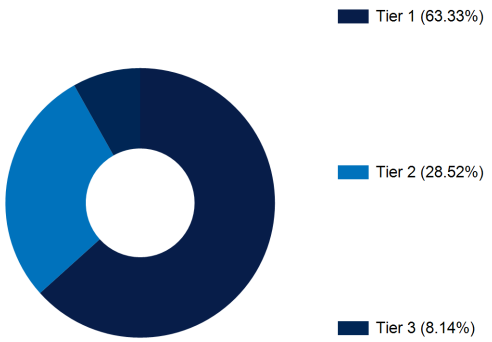
Notess:
1. Coupon Rate is the full coupon rate at the next coupon date if that next coupon exists.
2. The values shown as subtotals and total of the coupon rate column are weighted average running yields
3. An asterisk in the Issuer Rating Short Term columnn indicates that the security's rating differs from the issuer's short term rating. Refer to Laminar for further information.

2. Portfolio Credit Framework As At 31 December 2024

Credit Quality	Issuer/Security Rating Group	Face Value	% Total Value
Tier 1			
	AA+ to AA-	**31,033,797.26**	50.55%
	A1+	**7,848,244.84**	12.78%
	Tier 1	**38,882,042.10**	63.33%
Tier 2			
	A+ to A-	**17,500,000.00**	28.51%
	A1	**10,630.97**	0.02%
	A2	**32.68**	0.00%
	Tier 2	**17,510,663.65**	28.52%
Tier 3			
	BBB+ to BBB-	**5,000,000.00**	8.14%
	Tier 3	**5,000,000.00**	8.14%
	Portfolio Total	**61,392,705.75**	100.00%

	Limits		
	Credit Rating Group	**Maximum Allocation Face Value**	Maximum Allocation %
Tier 1	AAA to AA- to A1+	**61,392,705.75**	100%
Tier 2	A1 to A-	**36,835,623.45**	60%
Tier 3	BBB+ to BBB-	**21,487,447.01**	35%
Tier 4	Unrated (Authorised)	**9,208,905.86**	15%

Face Value by Portfolio Credit Framework

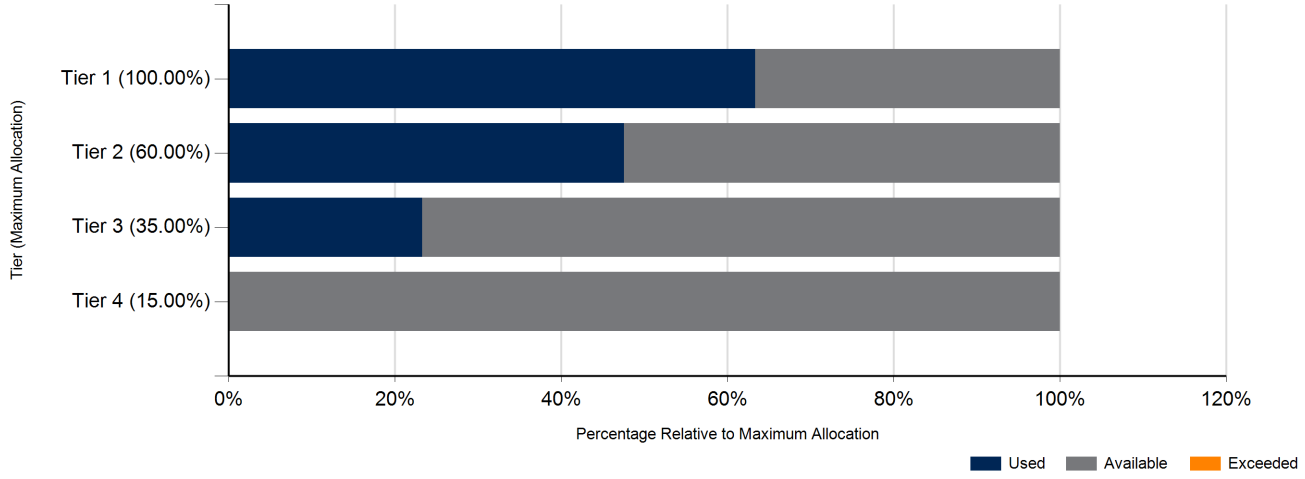


3. Portfolio Credit Framework Limits As At 31 December 2024

Tier	Allocation	Allocation %	Maximum Allocation %	% Used of Maximum Allocation	% Available of Maximum Allocation	% Exceeded of Maximum Allocation
Tier 1	38,882,042.10	63.33%	100.00%	63.33%	36.67%	0.00%
Tier 2	17,510,663.65	28.52%	60.00%	47.53%	52.47%	0.00%
Tier 3	5,000,000.00	8.14%	35.00%	23.26%	76.74%	0.00%
Tier 4	0.00	0.00%	15.00%	0.00%	100.00%	0.00%
	61,392,705.75					

Values used in the above calculations exclude interest for term deposits and other simple intereest securities.

Portfolio Credit Framework Amounts Relative to Maximum Allocations

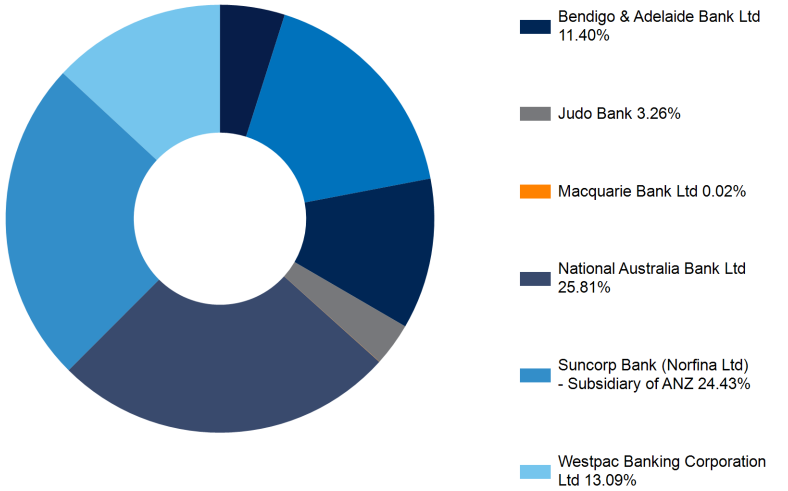


4. Counterparty Credit Framework As At 31 December 2024

Issuer	Rating Group	Face Value	% Total Value
AMP Bank Ltd	A2, BBB+ to BBB-	**3,000,032.68**	4.89%
Bank of Queensland Ltd	A+ to A-	**10,500,000.00**	17.10%
Bendigo & Adelaide Bank Ltd	A+ to A-	**7,000,000.00**	11.40%
Judo Bank	BBB+ to BBB-	**2,000,000.00**	3.26%
Macquarie Bank Ltd	A1	**10,630.97**	0.02%
National Australia Bank Ltd	A1+, AA+ to AA-	**15,848,244.84**	25.81%
Suncorp Bank (Norfina Ltd) - Subsidiary of ANZ	AA+ to AA-	**15,000,000.00**	24.43%
Westpac Banking Corporation Ltd	AA+ to AA-	**8,033,797.26**	13.09%
Portfolio Total		**61,392,705.75**	100.00%

Notes
1. An issuer may have multiple rating groups if they are associated with, as an example, holdings in both an At Call Deposits (short term rating) and a term deposit (long term rating) security.

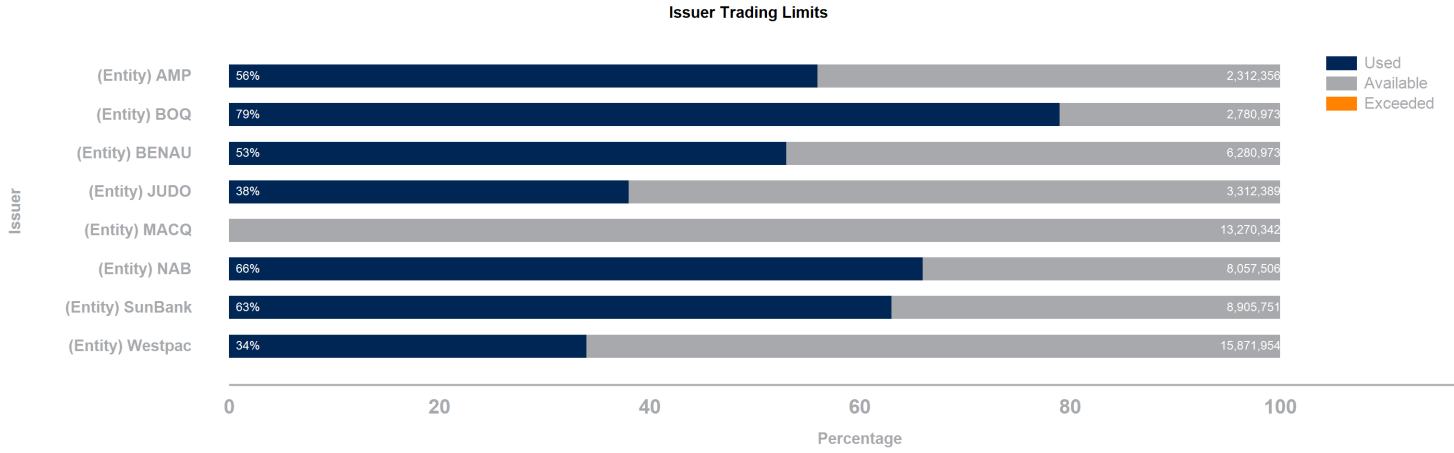
Face Value by Issuer



5. Issuer Trading Limits As At 31 December 2024

Issuer	Already Traded (with Issuer Group) Face Value Notional	Limit For Book or Trading Entity	Tier (Long Term Rating)	Trading Limit	Average Investment Previous Financial Year	Trading Limit Used (%)	Trading Limit Available (%)	Trading Limit Available (Value)	Trading Limit Exceeded (%)	Trading Limit Exceeded ($)
AMP Bank Ltd	3,000,032.68	Entity	Tier 3	10.00	% of 53,123,892.00	56	44	2,312,356	0	0
Bank of Queensland Ltd	10,500,000.00	Entity	Tier 2	25.00	% of 53,123,892.00	79	21	2,780,973	0	0
Bendigo & Adelaide Bank Ltd	7,000,000.00	Entity	Tier 2	25.00	% of 53,123,892.00	53	47	6,280,973	0	0
Judo Bank	2,000,000.00	Entity	Tier 3	10.00	% of 53,123,892.00	38	62	3,312,389	0	0
Macquarie Bank Ltd	10,630.97	Entity	Tier 2	25.00	% of 53,123,892.00	0	100	13,270,342	0	0
National Australia Bank Ltd	15,848,244.84	Entity	Tier 1	45.00	% of 53,123,892.00	66	34	8,057,506	0	0
Suncorp Bank (Norfina Ltd) - Subsidiary of ANZ	15,000,000.00	Entity	Tier 1	45.00	% of 53,123,892.00	63	37	8,905,751	0	0
Westpac Banking Corporation Ltd	8,033,797.26	Entity	Tier 1	45.00	% of 53,123,892.00	34	66	15,871,954	0	0
	61,392,705.75							60,792,244		0
Average Investment Previous Financial Year	53,123,892.00									

Notes
1.The Trading Limit Type column will report an amount that depends upon the value chosen for the Trading Entity Portfolio Balance parameter.
Parameter value selected:
Average of 12 Months (Prior FY) - the amount will be the average of the 12 month-end portfolio totals (current face value) within the previous financial year for the primary Trading Book only
Portfolio As At (Standard Mode) - the amount will be the total current face value as at the selected As At date across all Trading Books in the portfolio.

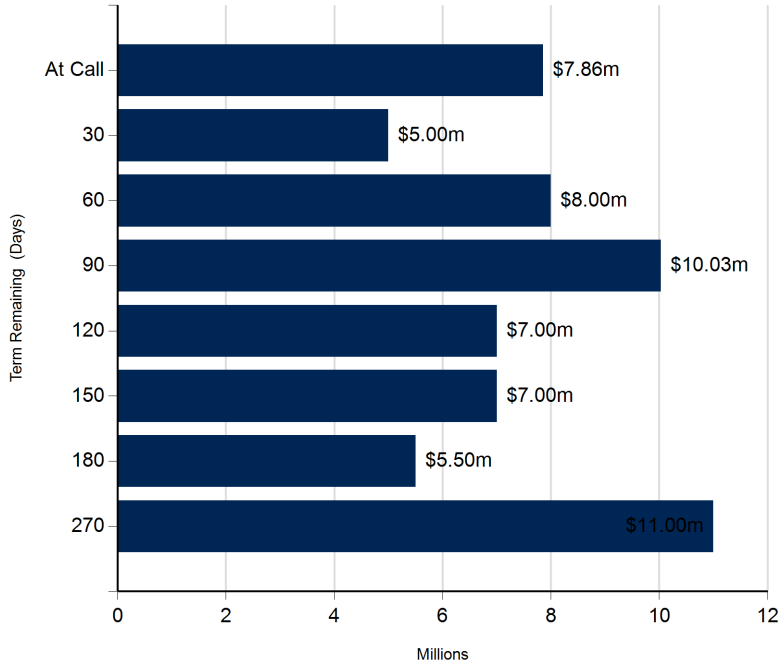


6. Portfolio by Term to Maturity As At 31 December 2024

Term Remaining (Days)	Face Value	% Total Value
At Call	**7,858,908.49**	12.80%
30	**5,000,000.00**	8.14%
60	**8,000,000.00**	13.03%
90	**10,033,797.26**	16.34%
120	**7,000,000.00**	11.40%
150	**7,000,000.00**	11.40%
180	**5,500,000.00**	8.96%
270	**11,000,000.00**	17.92%
Portfolio Total	**61,392,705.75**	100.00%

Note: Term Remaining is calculated using a weighted average life date (WAL) where appropriate and available otherwise the interim (initial) maturity date is used.

Face Value by Term Remaining



7. Portfolio Summary by Fossil Fuel Lending ADIs As At 31 December 2024

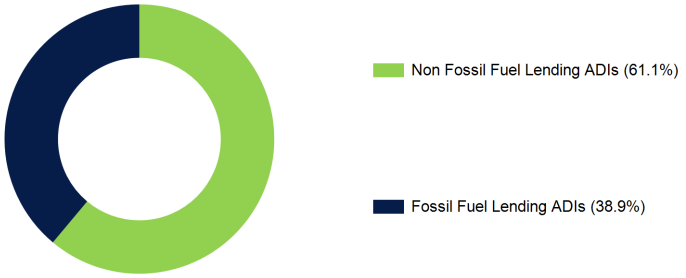
Portfolio Summary by Fossil Fuel Lending ADIs

ADI Lending Stattus	% Total	Current Period
Non Fossil Fuel Lending ADIs		
AMP Bank Ltd	4.9%	3,000,032.68
Bank of Queensland Ltd	17.1%	10,500,000.00
Bendigo & Adelaide Bank Ltd	11.4%	7,000,000.00
Judo Bank	3.3%	2,000,000.00
Suncorp Bank (Norfina Ltd) - Subsidiary of ANZ	24.4%	15,000,000.00
	61.1%	37,500,032.68
Fossil Fuel Lending ADIs		
Macquarie Bank Ltd	0.0%	10,630.97
National Australia Bank Ltd	25.8%	15,848,244.84
Westpac Banking Corporation Ltd	13.1%	8,033,797.26
	38.9%	23,892,673.07
Total Portfolio		61,392,705.75

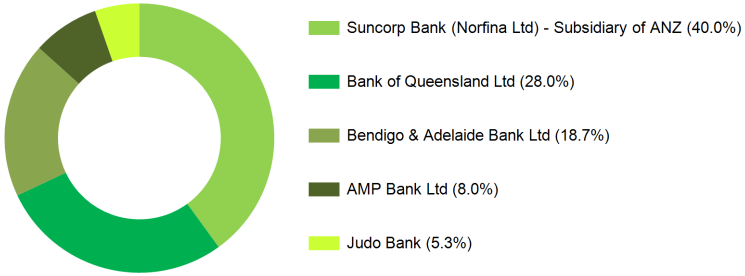
All amounts shown in the table and charts are Current Face Values.
The above percentages are relative to the portfolio total and may be affected by rounding.
A fossil fuel lending ADI appearing in the non-fossil fuel related table will indicate that the portfolio contains a "green bond" issued by that ADI.

Note: Reference for financial institutions not supporting the unlocking of carbon is (http://www.marketforces.org.au/).

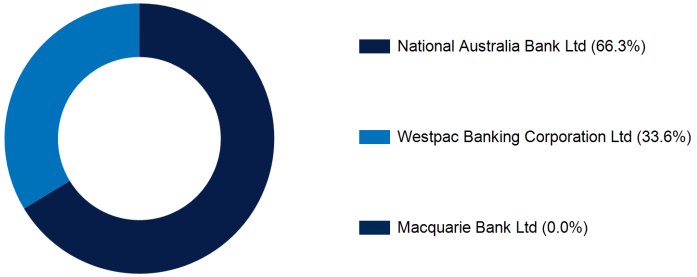
Fossil Fuel vs Non Fossil Fuel Lending ADI



Non Fossil Fuel Lendings ADIs



Fossil Fuel Lendings ADIs



8. Performance Statistics For Period Ending 31 December 2024

Trading Book		1 Month	3 Month	12 Month	Since Inception
City of Fremantle - Municipal					
	Portfolio Return (1)	0.35%	1.08%	4.25%	2.14%
	Performance Index (2)	0.38%	1.12%	4.47%	1.91%
	Excess Performance (3)	-0.03%	-0.04%	-0.22%	0.23%

Notes

1 Portfolio performance is the rate of return of the portfolio over the specified period

2 The Performance Index is the Bloomberg AusBond Bank Bill Index (Bloomberg Page BAUBIL)

3 Excess performance is the rate of return of the portfolio in excess of the Performance Index

Trading Book	Weighted Average Running Yield
City of Fremantle - Municipal	4.96
Fossil Fuel Support - Simple Interest Only	5.04
Non Fossil Fuel Support - Simple Interest Only	5.03
Fossil Fuel Support - All Securities	4.86
Non Fossil Fuel Support - All Securities	5.03

9. Interest and Distribution Income For 1 December 2024 to 31 December 2024

Security ISIN	Security	Income Expense Code	Settlement Date	Face Value (Basis of Interest Calculation)	**Consideration Notional**	Income Type	Trading Book
	BOQ 5.2 11 Dec 2024 183DAY TD	IEI363017	11 Dec 2024	500,000.00	**13,035.62**	Security Coupon Interest	City of Fremantle - Municipal
	Westpac 5.14 18 Dec 2024 120DAY TD	IEI377271	18 Dec 2024	2,000,000.00	**33,797.26**	Security Coupon Interest	City of Fremantle - Municipal
	SunBank 5.2 30 Dec 2024 300DAY TD	IEI344521	30 Dec 2024	3,000,000.00	**128,219.18**	Security Coupon Interest	City of Fremantle - Municipal
					175,052.06		

10. Transactions For Period 1 December 2024 to 31 December 2024

Security	Security ISIN	Deal Code	Acquisition/ Disposal	Transaction Date	Settlement Date	Face Value Original	Face Value Current	Bond Factor	Capital Price	Accrued Interest Price	Gross Price	**Consideration Notional**
BOQ 5.18 10 Jun 2025 181DAY TD		LC229125	Acquisition	11 Dec 2024	11 Dec 2024	500,000.00	500,000.00	1.00000000	100.000	0.000	100.000	**500,000.00**
Westpac 5.07 18 Mar 2025 90DAY TD		LC230632	Acquisition	18 Dec 2024	18 Dec 2024	2,033,797.26	2,033,797.26	1.00000000	100.000	0.000	100.000	**2,033,797.26**
												2,533,797.26

Note: 1. The transaction list above excludes transactions associated with At Call securities.

Disclaimer:

Laminar Capital Pty Ltd ABN 33 134 784 740 (AFSL 476686), its officers, employees, agents and associates ("Associates") from time to time hold interests in securities of, or earn brokerage, fees and other benefits from, corporations or investment vehicles referred to in documents provided to clients. All information contained herein is confidential and proprietary to Laminar Capital and, accordingly, this material is not to be reproduced in whole or in part or used for any purpose except as authorised by Laminar Capital. It is to be treated as strictly confidential and not disclosed directly or indirectly to any other person, firm or entity.

Distribution of this information to anyone other than the original recipient and that party's advisers is unauthorised. Any reproduction of these materials, in whole or in part, or the divulgence of any of its contents, without the prior consent of Laminar Capital is prohibited. Any securities recommendation or comments (including an opinion) contained in this document is general advice only and does not take into account your personal objectives, financial situation or needs. Laminar Capital is not acting in a fiduciary capacity. Recommendations or statements of opinion expressed may change without notice. You should not act on a recommendation or statement of opinion without first considering the appropriateness of the general advice to your personal circumstances or consulting your investment advisor to determine whether the recommendation or statement of opinion is appropriate for your investment objectives, financial situation or needs.

Laminar Capital believes that the information contained in this document is accurate when issued. Laminar Capital does not warrant that the information contained herein is accurate, reliable, complete or up-to-date, and, to the fullest extent permitted by law, disclaims all liability of Laminar Capital and its Associates for any loss or damage suffered by any person by reason of the use by that person of, or their reliance on, any information contained in this document or any error or defect in this document, whether arising from the negligence of Laminar Capital or its Associates or otherwise. No action should be taken on the basis of or in reliance on the information, opinions or conclusions contained in this document.

Laminar Capital acts as principal when we buy and sell fixed interest securities in the secondary markets. The yield that we quote to you incorporates any margin that we may receive. The margin is the difference between the price at which we, as principal, buy the security and the price at which we sell the security to you. Laminar Capital may also receive placement fees from Issuers for distributing securities on their behalf.

This document is not, and is not intended to be, an offer or invitation for subscription or sale, or a recommendation, with respect to any securities, nor is it to form the basis of any contract or commitment. This document does not purport to identify the nature of the specific market or other risks associated with these products. Before entering into any transaction in relation to the products, the investor should ensure that it fully understands the terms of the products and the transaction, relevant risk factors, the nature and extent of the investor's risk of loss and the nature of the contractual relationship into which the investor is entering. Prior to investing in these products, an investor should determine, based on its own independent review and such professional advice as it deems appropriate, the economic risks and merits, the legal, tax accounting characteristics and risk, and the consequences of an investment in them. This is not a substantive commentary or analysis by Laminar Capital and has not been prepared as a research product or comments by a research analyst.

LAMINAR CAPITAL PTY LTD
ACN 134 784 740
WWW.LAMINARCAPITAL.COM.AU

MELBOURNE OFFICE: LEVEL 5 RIALTO NORTH, 525 COLLINS STREET, MELBOURNE, VIC 3000 T 61 3 9001 6990 F 61 3 9001 6933
SYDNEY OFFICE: LEVEL 18 ANGEL PLACE, 123 PITT STREET, SYDNEY NSW, 2000 T 61 2 8094 1230
BRISBANE OFFICE: LEVEL 15 CENTRAL PLAZA 1, 345 QUEEN STREET, BRISBANE QLD, 4000 T 61 7 3123 5370

Report Code: TEPACK050EXT-00.22
Report Description: Concise Investment Report Pack 50
Parameters:
Trading Entity: City of Fremantle
Trading Book: City of Fremantle - Municipal
Settlement Date Base
History Start Date: 1 Jan 2000
Prior Period End Date: 30 Nov 2024
Exclude Term Deposit Interest
Eliminate Issuer Parent-Child Effect In Trading Limit Calculations
Hide Issuer Parent Column in Trading Limit Table
Use Face Value Notional in Trading Limit Calculations
Portfolio Value for Trading Limit Calculations: Average of 12 Months (Prior FY)

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
Payments					
EF144198	28/11/2024	1300 Australia Pty Ltd			524.01
				524.01	
EF143610	07/11/2024	3 Monkeys Audiovisual			6,282.02
				6,282.02	
EF144237	28/11/2024	3D HR Legal Pty Ltd			9,438.00
				2,376.00	
				7,062.00	
EF143546	07/11/2024	4Park Pty Ltd			110.00
				110.00	
EF144054	21/11/2024	88 ASTRONAUTS PTY LTD			23.45
				23.45	
EF144039	21/11/2024	A.B KALOTAY & S PANGESTU (t.as Kura			106.05
			Found_Oct 2024 21667 Kalotay Anika	106.05	
EF143575	07/11/2024	ABC Distributors (WA) Pty Ltd			3,900.60
				1,986.60	
				1,914.00	
EF143849	21/11/2024	Access Office Industries			693.00

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				693.00	
EF143616	07/11/2024	Ace Plus			1,844.05
				1,844.05	
EF144212	28/11/2024	Adams Carla Melita			735.00
				735.00	
EF143672	07/11/2024	Adelphi Partners (WA) Pty Ltd			5,500.00
				5,500.00	
EF144255	28/11/2024	Adelphi Partners (WA) Pty Ltd			13,348.42
				1,481.96	
				1,243.00	
				8,960.00	
				1,663.46	
EF144209	28/11/2024	Adriano Cappelletta			1,300.00
				1,300.00	
EF143563	07/11/2024	Advanced Spatial Technologies Pty Ltd			3,344.00
				3,344.00	
EF144071	21/11/2024	Afroblonde			837.72
				837.72	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144101	21/11/2024	Agile Computing Pty Ltd			1,485.00
				1,485.00	
EF144219	28/11/2024	Aha Consulting			654.50
				654.50	
EF143677	07/11/2024	Airway Logistics Pty Ltd			132.68
				132.68	
EF144096	21/11/2024	Airway Logistics Pty Ltd			1,160.62
				1,160.62	
EF143673	07/11/2024	Alan Michael Hancock			400.00
				400.00	
EF144162	28/11/2024	Alberti Realty - Rosecrown Investments			10,849.60
				6,990.98	
				3,858.62	
EF144268	28/11/2024	Alec Consulting Engineers Pty Ltd			21,175.00
				21,175.00	
EF143555	07/11/2024	Alinta Sales Pty			32.85
				32.85	
EF143703	14/11/2024	Alinta Sales Pty			735.90

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				119.65	
				392.75	
				138.75	
				84.75	
EF143860	21/11/2024	Alinta Sales Pty			28.25
				28.25	
EF144120	28/11/2024	Alinta Sales Pty			39.85
				39.85	
EF144266	28/11/2024	All About Shade			12,134.00
				7,796.00	
				4,338.00	
EF143560	07/11/2024	Alliance Distribution Services			212.34
				212.34	
EF143707	14/11/2024	Alliance Distribution Services			1,313.66
				75.58	
				1,238.08	
EF144253	28/11/2024	Allie Messenger			249.34
				249.34	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144040	21/11/2024	Alperstein Designs Pty Ltd			1,122.43
				1,022.44	
				99.99	
EF144118	28/11/2024	Alvares Michael (t.as Kite Kinetics)			330.00
				330.00	
EF144183	28/11/2024	Amcom Pty Ltd			3,309.90
				3,309.90	
EF143604	07/11/2024	Ampac Debt Recovery			55.00
				55.00	
EF144090	21/11/2024	Anaid Jimenez del Rio			111.10
			Found_Oct 2024 23082 A Jimenez Del Rio	111.10	
EF143963	21/11/2024	Anna Richardson			219.68
			Found_Oct 2024 18526 Richardson Anna	219.68	
EF143823	14/11/2024	APY Art Centre Collective			1,168.50
				1,168.50	
EF144226	28/11/2024	AQUATIC SERVICES WA PTY LTD			9,782.14
				778.64	
				9,003.50	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144181	28/11/2024	Archae-aus Pty Ltd			3,051.95
				3,051.95	
EF144007	21/11/2024	Archibald Jenny PERSONAL			5,171.42
				5,171.42	
EF143781	14/11/2024	Aros Melba Ximena T/as Melba Aros			146.45
			Found_Aug 2024 20429 Melba Aros	146.45	
EF143993	21/11/2024	Aros Melba Ximena T/as Melba Aros			32.83
			Found_Oct 2024 20429 Melba Aros	32.83	
EF143755	14/11/2024	Around Town Picture Framing Service			163.62
				163.62	
EF143904	21/11/2024	Artlink Advertising			1,207.50
				72.50	
				72.50	
				990.00	
				72.50	
EF143922	21/11/2024	Audio Technik			6,976.75
				6,976.75	
EF144037	21/11/2024	Ausco Modular Pty Ltd			1,527.17

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				1,527.17	
EF143617	07/11/2024	Aussie Natural Spring Water			99.20
				77.70	
				21.50	
EF143760	14/11/2024	Aussie Natural Spring Water			301.00
				53.75	
				53.75	
				193.50	
EF143970	21/11/2024	Aussie Natural Spring Water			150.50
				150.50	
EF144186	28/11/2024	Aussie Natural Spring Water			86.00
				86.00	
EF143562	07/11/2024	Australasian Performing Right Association			1,537.94
				1,537.94	
EF143539	07/11/2024	Australia Post			126.70
				126.70	
EF143558	07/11/2024	Australian HVAC Services Pty Ltd			1,184.33
				256.04	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				928.29	
EF143705	14/11/2024	Australian HVAC Services Pty Ltd			6,706.10
				6,424.48	
				281.62	
EF143861	21/11/2024	Australian HVAC Services Pty Ltd			3,256.96
				2,325.92	
				931.04	
EF143905	21/11/2024	Australian Jewellers Supplies Pty Ltd			532.63
				532.63	
EF143909	21/11/2024	Australian Parking and Revenue Control F			21,280.50
				10,349.04	
				10,931.46	
EF143689	14/11/2024	Australian Services Union			659.00
			Payroll Deduction - Union	228.50	
			Payroll Deduction - Union	228.50	
			Payroll Deduction - Union	202.00	
EF143844	21/11/2024	Australian Services Union			202.00
			Payroll Deduction - Union	202.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF143568	07/11/2024	Australian Taxation Office			334,348.00
			ETP Tax (Type O) Coy 2 Period Type O Comp R	487.00	
			Payroll Deduction - Tax	879.00	
			Payroll Deduction - Tax	500.00	
			Payroll Deduction - Superannuation	650.00	
			Payroll Deduction - Superannuation	10,546.00	
			Payroll Deduction - Tax	271,741.00	
			Payroll Deduction - Tax	48,286.00	
			Payroll Deduction - Tax	300.00	
			Payroll Deduction - Tax	655.00	
			Payroll Deduction - Tax	304.00	
EF143714	14/11/2024	Australian Taxation Office			1,276.00
			Payroll Deduction - Superannuation	202.00	
			Payroll Deduction - Tax	816.00	
			Payroll Deduction - Tax	258.00	
EF143874	21/11/2024	Australian Taxation Office			338,407.00
			ETP Tax (Type O) Coy 2 Period Type I Comp Re	402.00	
			Payroll Deduction - Tax	1,079.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
			Payroll Deduction - Tax	500.00	
			Payroll Deduction - Superannuation	10,646.00	
			Payroll Deduction - Superannuation	642.00	
			Payroll Deduction - Tax	46,402.00	
			Payroll Deduction - Tax	271,278.00	
			Payroll Deduction - Tax	7,458.00	
EF144129	28/11/2024	Australian Taxation Office			424.00
			Payroll Deduction - Tax	424.00	
EF143661	07/11/2024	Authentic Security Pty Ltd			4,600.00
			City of Fremantle Depot CFC 06.11.24	4,600.00	
EF143838	15/11/2024	Authentic Security Pty Ltd			14,100.00
			City of Fremantle Depot CFC	14,100.00	
EF143839	20/11/2024	Authentic Security Pty Ltd			10,700.00
			City of Fremantle Depot CFC 20.11.24	10,700.00	
EF144108	26/11/2024	Authentic Security Pty Ltd			1,300.00
			FAC Bazaar Floats 26.11.24	1,300.00	
EF144241	28/11/2024	Authentic Security Pty Ltd			8,200.00
				8,200.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144057	21/11/2024	Authentic Security Pty Ltd			347.49
				347.49	
EF143831	14/11/2024	Badge-A-Minit - Alpha Trophies Pty Ltd			593.25
				593.25	
EF144121	28/11/2024	Baileys Fertilisers			1,705.00
				1,705.00	
EF143766	14/11/2024	Bairstow Phillip			30.30
			Found_Sept 2024 19530 Phillip Bairstow	30.30	
EF143647	07/11/2024	Bamford Consulting Ecologists			759.00
				759.00	
EF143663	07/11/2024	Baroness Holdings Pty Ltd Pty Ltd Tree Pl			5,809.19
				5,809.19	
EF144245	28/11/2024	Baroness Holdings Pty Ltd Pty Ltd Tree Pl			26,357.10
				26,357.10	
EF143810	14/11/2024	Barrett Exhibition Group Pty Ltd			905.85
				905.85	
EF143678	07/11/2024	BCI WA Pty Ltd			700.00
				700.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF143801	14/11/2024	Be Sure Cleaners			150.00
				150.00	
EF143913	21/11/2024	Beacon Equipment			255.00
				255.00	
EF143668	07/11/2024	Bella Peacock			320.58
				320.58	
EF144032	21/11/2024	Ben Lawver - Personal			2,448.17
				2,448.17	
EF143694	14/11/2024	Benara Nurseries			2,539.47
				2,539.47	
EF144256	28/11/2024	Benn Francis			61.97
				61.97	
EF144252	28/11/2024	Bethany Maree Breslin			50.92
				50.92	
EF143783	14/11/2024	Better World Arts Pty Ltd			3,107.26
				1,726.24	
				1,381.02	
EF144203	28/11/2024	Better World Arts Pty Ltd			4,164.51

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				4,164.51	
EF144217	28/11/2024	BEXX			262.50
				262.50	
EF143593	07/11/2024	Bicycle Network Incorporated			2,145.00
				2,145.00	
EF143918	21/11/2024	Big Bamboo			404.00
			Found_Oct 2024 14082 Berganza Belen	404.00	
EF143768	14/11/2024	Bin Bath Corporation Pty Ltd			325.38
				325.38	
EF144194	28/11/2024	Bin Bath Corporation Pty Ltd			333.96
				333.96	
EF144034	21/11/2024	Bing Technologies			4,675.09
				3,295.39	
				1,379.70	
EF143795	14/11/2024	BJ Systems			434.50
				434.50	
EF143899	21/11/2024	Black Sandra			449.45
			Found_Oct 2024 12193 Black Sandra	449.45	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF143544	07/11/2024	Blackwood Atkins			1,116.50
				938.04	
				178.46	
EF143695	14/11/2024	Blackwood Atkins			3,913.11
				697.35	
				1,028.15	
				697.36	
				144.75	
				88.00	
				1,257.50	
EF144114	28/11/2024	Blackwood Atkins			3,511.94
				367.73	
				1,944.25	
				-0.01	
				0.00	
				1,199.97	
EF143635	07/11/2024	Bliss Media Pty Ltd			1,628.00
				1,628.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF143541	07/11/2024	BOC Gases			171.00
				171.00	
EF143863	21/11/2024	Bohemian Ceramics			116.15
			Found_Oct 2024 10396 Bohemian Cerams	116.15	
EF143561	07/11/2024	Bolinda Publishing Pty Ltd			276.87
				222.53	
				54.34	
EF143632	07/11/2024	Boral Resources WA Limited T/as Boral C			589.81
				259.70	
				330.11	
EF143787	14/11/2024	Boral Resources WA Limited T/as Boral C			2,041.05
				414.15	
				761.77	
				432.83	
				432.30	
EF144002	21/11/2024	Boral Resources WA Limited T/as Boral C			1,443.62
				404.83	
				259.70	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				779.09	
EF144205	28/11/2024	Boral Resources WA Limited T/as Boral C			883.74
				576.84	
				306.90	
EF144176	28/11/2024	Boult Nominees Pty Ltd			1,960.75
				1,960.75	
EF144076	21/11/2024	Boyan Electrical Services			330.00
				330.00	
EF144122	28/11/2024	BP Australia Pty Ltd			7,706.36
			BP Invoice Import - 2024-10-31	7,706.36	
EF144070	21/11/2024	BPI Trading Pty Ltd			538.56
				538.56	
EF143927	21/11/2024	Bradmac ConsultingT/a Blue Lawn Desigr			964.80
			Found_Oct 2024 15020 Bradmac Consult	964.80	
EF144157	28/11/2024	Bradmac ConsultingT/a Blue Lawn Desigr			126.96
				126.96	
EF143634	07/11/2024	Brandworx Australia			389.19
				389.19	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144013	21/11/2024	Brandworx Australia			1,148.34
				426.34	
				400.00	
				322.00	
EF143987	21/11/2024	Braw Paper Co			320.93
			Found_Oct 2024 19961 Tamsin Richardson	320.93	
EF144236	28/11/2024	Braw Paper Co.			777.77
				777.77	
EF143649	07/11/2024	Brennan IT Pty Ltd			5,630.28
				5,630.28	
EF144086	21/11/2024	Brickworks Building Products			1,430.00
				1,430.00	
EF143574	07/11/2024	Bridgestone Australia Limited			753.72
				753.72	
EF143718	14/11/2024	Bridgestone Australia Limited			2,086.33
				1,244.61	
				841.72	
EF144227	28/11/2024	Briteshine Cleaning & Maintenance Servic			8,393.22

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				8,393.22	
EF143864	21/11/2024	Brown Joanna			40.40
			Found_Oct 2024 10492 Brown Joanna	40.40	
EF143621	07/11/2024	BuildingPoint Australia Pty Ltd			1,188.00
				1,188.00	
EF143540	07/11/2024	Bunnings Building Supplies Pty Ltd			2,243.34
				210.16	
				1,215.28	
				62.65	
				8.91	
				119.00	
				102.44	
				433.80	
				91.10	
EF143687	14/11/2024	Bunnings Building Supplies Pty Ltd			1,161.80
				87.90	
				77.40	
				163.04	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				56.95	
				179.79	
				596.72	
EF143842	21/11/2024	Bunnings Building Supplies Pty Ltd			3,194.83
				1,077.29	
				665.17	
				184.35	
				1,268.02	
EF144110	28/11/2024	Bunnings Building Supplies Pty Ltd			1,897.27
				541.03	
				553.63	
				456.95	
				19.05	
				193.08	
				133.53	
EF143556	07/11/2024	Burgess Rawson (WA) Pty Ltd			30,250.00
				30,250.00	
EF143891	21/11/2024	Business Events Perth			1,100.00

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				1,100.00	
EF143688	14/11/2024	C F M E Union			270.00
			Payroll Deduction - Union	90.00	
			Payroll Deduction - Union	90.00	
			Payroll Deduction - Union	90.00	
EF143843	21/11/2024	C F M E Union			90.00
			Payroll Deduction - Union	90.00	
EF144053	21/11/2024	C Wright			209.71
				209.71	
EF143865	21/11/2024	Carboni Anthea Judith			99.99
			Found_Oct 2024 10535 Carboni Anthea	99.99	
EF143866	21/11/2024	Cards With A View			731.75
			Found_Oct 2024 10537 Cards with a View	731.75	
EF143734	14/11/2024	Castledex Pty Ltd			907.50
				907.50	
DD003963	05/11/2024	CBA Bank Charges Only			2,858.28
			BA Merchant Fee for payment Oct'24 04.11.202	2,858.28	
EF143681	07/11/2024	CEOs For Gender Equity			5,500.00

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				5,500.00	
EF143697	14/11/2024	Child Support Agency			3,251.24
			Payroll Deduction - Child Support	934.82	
			Payroll Deduction - Child Support	1,136.51	
			Payroll Deduction - Child Support	1,179.91	
EF143853	21/11/2024	Child Support Agency			2,165.51
			Payroll Deduction - Child Support	2,165.51	
EF143836	14/11/2024	Chris Carey			47.06
				47.06	
EF144009	21/11/2024	Christian Kim			227.25
			Found_Oct 2024 20877 Christian Kim	227.25	
EF143892	21/11/2024	Chynoweth Kathryn			88.88
			Found_Oct 2024 11753 Chynoweth Kath	88.88	
EF143545	07/11/2024	City of Cockburn			28,616.50
				28,616.50	
EF143850	21/11/2024	City of Cockburn			27,521.92
				27,521.92	
EF143570	07/11/2024	City of Melville			2,700.00

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				2,700.00	
EF144273	28/11/2024	Civil Contractors Federation South Austral			1,560.00
				1,560.00	
EF144229	28/11/2024	Civil Sciences and Engineering PTY LTD			13,255.00
				13,255.00	
EF143711	14/11/2024	CJD Equipment Pty Ltd			428.17
				237.47	
				190.70	
EF143898	21/11/2024	Claire Townsend Designs			421.68
			Found_Oct 2024 12155 Claire Townsend	421.68	
EF144059	21/11/2024	Claringbold, Aaron			1,000.00
				1,000.00	
EF144208	28/11/2024	Classic Hire			539.00
				539.00	
EF143971	21/11/2024	Claw Environmental			462.00
				462.00	
EF143592	07/11/2024	Cleanaway Pty Ltd - Solid Waste			556.33
				556.33	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF143919	21/11/2024	Cleanaway Pty Ltd - Solid Waste			126,897.87
				115,020.64	
				278.16	
				126.44	
				11,472.63	
EF144214	28/11/2024	Clive James Morrison			250.00
				250.00	
EF143851	21/11/2024	Coates Hire Service			818.40
				818.40	
EF143786	14/11/2024	Cockburn Party Hire			13,442.20
				495.00	
				12,947.20	
EF144003	21/11/2024	Coffey Services Australia Pty Ltd			22,779.08
				441.32	
				22,337.76	
EF144218	28/11/2024	Complete Office Supplies Pty Ltd			1,087.78
				1,087.78	
EF144132	28/11/2024	Construction Training Fund			1,956.25

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				1,956.25	
EF143608	07/11/2024	Contraflow Pty Ltd			54,536.11
				5,958.85	
				10,320.77	
				2,476.03	
				1,340.63	
				1,034.53	
				2,906.51	
				1,659.51	
				2,145.00	
				1,551.79	
				3,717.75	
				1,034.53	
				2,475.00	
				17,915.21	
EF143752	14/11/2024	Contraflow Pty Ltd			29,019.73
				957.00	
				2,926.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				3,285.29	
				12,379.30	
				1,422.48	
				815.66	
				715.00	
				1,745.77	
				1,551.79	
				3,221.44	
EF143962	21/11/2024	Contraflow Pty Ltd			21,239.16
				2,926.00	
				1,422.48	
				627.00	
				692.08	
				3,128.13	
				3,936.44	
				804.38	
				595.53	
				2,842.99	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				644.96	
				933.94	
				395.47	
				867.28	
				1,422.48	
EF144178	28/11/2024	Contraflow Pty Ltd			25,387.85
				1,810.42	
				4,063.98	
				1,220.80	
				692.08	
				1,340.63	
				1,340.63	
				2,845.84	
				9,665.45	
				2,408.02	
EF143942	21/11/2024	Convict Bags & Accessories Pty Ltd			356.03
			Found_Oct 2024 16584 Convict Bags & Accesso	356.03	
EF144074	21/11/2024	Coreleverage Investments Pty Ltd t/a DBS			11,220.00

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				11,220.00	
EF143883	21/11/2024	Craft Wood Design			80.30
			Found_Oct 2024 11285 Robert Jones	80.30	
EF143662	07/11/2024	Crayon Australia Pty Ltd			695.20
				695.20	
EF143609	07/11/2024	Creation Landscape Supplies			552.00
				552.00	
EF143700	14/11/2024	CROMAG PTY LTD t/a Sigma Chemicals			3,078.90
				3,078.90	
EF143858	21/11/2024	CROMAG PTY LTD t/a Sigma Chemicals			58.85
				58.85	
EF143696	14/11/2024	Culleys Tea Rooms			277.50
				137.50	
				140.00	
EF143852	21/11/2024	Culleys Tea Rooms			290.00
				290.00	
EF144115	28/11/2024	Culleys Tea Rooms			220.00
				220.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF143624	07/11/2024	Cyclus Pty Ltd			841.50
				841.50	
EF143855	21/11/2024	Dafo Pty Ltd			1,153.81
				1,153.81	
EF143934	21/11/2024	Dale Frances (Glenny)			118.68
			Found_Oct 2024 15955 Dale Franes	118.68	
EF144064	21/11/2024	Daniel Santich			2,485.00
				1,960.00	
				525.00	
EF144085	21/11/2024	Daria Kazakova			15.41
				15.41	
EF144026	21/11/2024	DAWES ELIZABETH t/as WOVEN STORI			356.03
			Found_Oct 2024 21455 Dawes Elizabeth	356.03	
EF143658	07/11/2024	Daynite Towing Service (WA) Pty Ltd			1,639.00
				1,485.00	
				154.00	
EF144052	21/11/2024	Daynite Towing Service (WA) Pty Ltd			154.00
				154.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144239	28/11/2024	Daynite Towing Service (WA) Pty Ltd			154.00
				154.00	
EF143984	21/11/2024	Ddls Australia Pty Ltd			3,685.00
				3,685.00	
EF144014	21/11/2024	Deep Earth Ceramics			37.88
			Found_Oct 2024 20973 Smith Sally	37.88	
EF144073	21/11/2024	Delta Roofing			28,144.60
				28,144.60	
EF143571	07/11/2024	Department Of Fire And Emergency Servi			151,044.51
				151,044.51	
EF144149	28/11/2024	Department of Transport			4.55
				4.55	
DD003969	21/11/2024	Dept of Attorney General			38,356.00
			Lodgement for Oct'24 18.11.2024 Dept of AG	38,356.00	
EF143895	21/11/2024	Docherty Anthony			96.96
			Found_Oct 2024 11924 Docherty A	96.96	
EF143646	07/11/2024	Docside Contract Signs			913.50
				913.50	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF143588	07/11/2024	Docuprint			229.00
				229.00	
EF143733	14/11/2024	Docuprint			2,038.30
				2,038.30	
EF143907	21/11/2024	Docuprint			110.00
				110.00	
EF144150	28/11/2024	Docuprint			927.30
				927.30	
EF143639	07/11/2024	Double G (WA) Pty Ltd t/a Think Water Pe			10,879.00
				10,879.00	
EF144024	21/11/2024	Double G (WA) Pty Ltd t/a Think Water Pe			4,902.87
				4,902.87	
EF143582	07/11/2024	Downer EDI Works Pty Ltd			473,428.53
				55,534.15	
				286,457.93	
				77,500.80	
				53,935.65	
EF143725	14/11/2024	Downer EDI Works Pty Ltd			877.34

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				877.34	
EF143896	21/11/2024	Downer EDI Works Pty Ltd			103,951.64
				103,951.64	
EF144142	28/11/2024	Downer EDI Works Pty Ltd			294,358.39
				225,859.03	
				35,143.80	
				33,355.56	
EF143791	14/11/2024	Dowsing Group Pty Ltd			23,818.74
				9,834.00	
				13,984.74	
EF144019	21/11/2024	Dowsing Group Pty Ltd			58,520.56
				7,127.52	
				51,393.04	
EF144215	28/11/2024	Dowsing Group Pty Ltd			3,882.49
				-54,447.60	
				58,330.09	
EF143620	07/11/2024	Drainflow Services Pty Ltd			1,985.50
				1,985.50	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF143581	07/11/2024	Dulux Australia Limited			1,623.25
				1,623.25	
EF143715	14/11/2024	E & MJ Rosher Pty Ltd			518.67
				518.67	
EF143622	07/11/2024	E Hayden & J.C Hayden & J.P Hayden & I			450.00
				450.00	
EF143613	07/11/2024	Easisalary Pty Ltd			5,377.72
			EasiSalary (Post Tax) Coy 2 Period Type I Comp	902.92	
			EasiSalary (Pre Tax) Coy 2 Period Type I Comp	4,474.80	
EF143967	21/11/2024	Easisalary Pty Ltd			5,377.72
			EasiSalary (Post Tax) Coy 2 Period Type I Comp	902.92	
			EasiSalary (Pre Tax) Coy 2 Period Type I Comp	4,474.80	
EF144221	28/11/2024	EGAN SANDRA			200.00
				200.00	
EF144044	21/11/2024	Einiitd Benice Taylor T/A Serene Forest Le			62.98
				62.98	
EF143552	07/11/2024	Ejan Communications			807.40
				807.40	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF143859	21/11/2024	Ejan Communications			1,532.47
				165.00	
				807.40	
				164.73	
				395.34	
EF143650	07/11/2024	ELAN ENERGY MATRIX PTY LTD			605.59
				605.59	
EF144008	21/11/2024	Electrical Services Consulting Pty Ltd			825.00
				825.00	
EF143767	14/11/2024	Element Advisory Pty Ltd			2,612.50
				1,650.00	
				962.50	
EF144094	21/11/2024	Ellen Claire O'Loughlin			167.50
				167.50	
EF143584	07/11/2024	Emso Maintenance			1,552.06
				181.46	
				1,370.60	
EF143727	14/11/2024	Emso Maintenance			17,945.93

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				11,440.00	
				1,126.93	
				1,111.00	
				4,268.00	
EF143900	21/11/2024	Emso Maintenance			2,576.15
				806.03	
				285.12	
				1,485.00	
EF144143	28/11/2024	Emso Maintenance			726.00
				726.00	
EF143612	07/11/2024	Environmental Industries Pty Ltd			2,860.00
				2,860.00	
EF143966	21/11/2024	Environmental Industries Pty Ltd			47,514.72
				36,878.82	
				10,635.90	
EF143946	21/11/2024	Event Health Management			961.40
				961.40	
EF144169	28/11/2024	Event Health Management			595.10

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				595.10	
EF144193	28/11/2024	Fabric (WA) Pty Ltd			118.80
				118.80	
EF143957	21/11/2024	Faithfull Marcaela			10.10
			Found_Oct 2024 18066 Faithfull Marcaela	10.10	
EF143819	14/11/2024	Farming Champions Inc			7,350.00
				7,350.00	
EF144000	21/11/2024	Fazakerley Veritas Josephine T/as Veritas			22.73
			Found_Oct 2024 20637 Veritas Fazakerley	22.73	
EF144033	21/11/2024	Fedele James Camarda			3,148.17
				3,148.17	
EF144021	21/11/2024	Felicity Bodycoat			60.60
			Found_Oct 2024 21209 Felicity Bodycoat	60.60	
EF143726	14/11/2024	Ferolla Angela			5,500.00
				5,500.00	
EF143908	21/11/2024	Fishing Fleet Festival Association			55,000.00
				55,000.00	
EF143964	21/11/2024	Fitzhardinge Hannah			10,909.32

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				10,909.32	
EF143739	14/11/2024	Flight Centre Business Travel			2,153.72
				1,076.86	
				1,076.86	
EF144166	28/11/2024	Flight Centre Business Travel			6,489.98
				6,489.98	
EF143876	21/11/2024	Fliptease Pty Ltd			1,815.00
				1,815.00	
EF143985	21/11/2024	Flora Waycott			121.20
			Found_Oct 2024 19823 Flora Waycott	121.20	
EF143776	14/11/2024	FM Ogilvie			250.00
				250.00	
EF144107	21/11/2024	FN Focus Pty Ltd			9,240.00
				9,240.00	
EF143815	14/11/2024	Forestree Australia Pty Ltd			9,900.00
				9,900.00	
EF143877	21/11/2024	Frane Lessac T/as Artbeat Publishers			58.08
			Found_Oct 2024 10960 Frane Lessac	58.08	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF143667	07/11/2024	Fremantle Baristas			894.00
				894.00	
EF143818	14/11/2024	Fremantle Baristas			894.00
				894.00	
EF143735	14/11/2024	Fremantle Fishing Boat Harbour Traders C			15,000.00
				15,000.00	
EF143982	21/11/2024	Fremantle History Society			40.00
				40.00	
EF144133	28/11/2024	Fremantle Markets			85.58
				38.94	
				46.64	
EF144136	28/11/2024	Fremantle Men's Community Shed Inc			1,781.23
				1,781.23	
EF143633	07/11/2024	Fremantle Park Sport & Community Centr			25,506.77
				25,506.77	
EF143550	07/11/2024	Fremantle Port Authority			442.37
				442.37	
EF143547	07/11/2024	Fremantle Press			655.00

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				655.00	
EF143641	07/11/2024	FREO FIRE MAINTENANCE SERVICES I			1,257.03
				255.77	
				255.77	
				255.77	
				374.22	
				115.50	
EF143794	14/11/2024	FREO FIRE MAINTENANCE SERVICES I			855.80
				177.62	
				160.02	
				187.00	
				215.66	
				115.50	
EF144027	21/11/2024	FREO FIRE MAINTENANCE SERVICES I			426.27
				255.77	
				170.50	
EF143656	07/11/2024	Front Runner Avl Pty Ltd			462.00
				462.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF143807	14/11/2024	Front Runner Avl Pty Ltd			8,360.00
				8,360.00	
EF144049	21/11/2024	Front Runner Avl Pty Ltd			1,363.45
				1,363.45	
EF143669	07/11/2024	Futureproof Building Services Pty Ltd			8,536.00
				8,536.00	
EF144077	21/11/2024	Futureproof Building Services Pty Ltd			9,752.60
				1,408.00	
				2,173.60	
				6,171.00	
EF144254	28/11/2024	Futureproof Building Services Pty Ltd			805.75
				805.75	
EF143976	21/11/2024	Gardner Lisa			355.52
			Found_Oct 2024 19309 Kor	355.52	
DD003962	05/11/2024	Garnama Pty Ltd T/A Les Mills Asia Pacific			535.33
			Les Mill Fee- Nov 24 01.11.2024 Garnama Pty L	535.33	
EF144260	28/11/2024	Geoffrey Ronald Addison			250.00
				250.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144105	21/11/2024	Gerfran Pty Ltd T/A The Frenchams Grou			1,223.20
				1,157.20	
				66.00	
EF143573	07/11/2024	Gillespie Natalie			1,000.00
				1,000.00	
EF143805	14/11/2024	GLEN FLOOD GROUP (GFG) PTY LTD			11,614.90
				3,217.50	
				2,468.40	
				5,929.00	
EF144235	28/11/2024	GLEN FLOOD GROUP (GFG) PTY LTD			20,016.70
				5,929.00	
				4,719.00	
				9,368.70	
EF143601	07/11/2024	GLG Greenlife Group Pty Ltd			22,550.36
				8,392.92	
				14,157.44	
EF143743	14/11/2024	GLG Greenlife Group Pty Ltd			49,030.52
				49,030.52	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF143882	21/11/2024	Go Graphics			489.50
				489.50	
EF143924	21/11/2024	Gomes Alison			95.45
			Found_Oct 2024 14512 Gomes Alison	95.45	
EF143549	07/11/2024	GPC Asia Pacific Pty Ltd			219.73
				195.80	
				23.93	
EF144117	28/11/2024	GPC Asia Pacific Pty Ltd			26.40
				26.40	
EF144270	28/11/2024	Grace Vivian			654.50
				654.50	
EF143995	21/11/2024	Graham Geoffrey			3,148.17
				3,148.17	
EF144251	28/11/2024	Grant Thornton Audit			5,995.00
				5,995.00	
EF144223	28/11/2024	Green Options			35,984.06
				17,992.03	
				17,992.03	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF143947	21/11/2024	Greenacres Turf Group			1,751.31
				1,751.31	
EF143586	07/11/2024	Greensteam Australia Pty Ltd			40,777.32
				1,829.45	
				578.12	
				35,247.48	
				2,683.20	
				439.07	
EF143730	14/11/2024	Greensteam Australia Pty Ltd			7,622.73
				7,622.73	
EF143903	21/11/2024	Greensteam Australia Pty Ltd			35,247.48
				35,247.48	
EF144146	28/11/2024	Greensteam Australia Pty Ltd			1,306.24
				439.07	
				867.17	
EF143788	14/11/2024	Greenway Turf Solutions Pty Ltd			7,029.00
				7,029.00	
EF143920	21/11/2024	Gregson Jocelyn			383.30

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
			Found_Oct 2024 14209 Gregson Jocelyn	383.30	
EF143542	07/11/2024	Gronbek Security			65.01
				44.99	
				20.02	
EF143690	14/11/2024	Gronbek Security			829.36
				580.37	
				53.99	
				195.00	
EF143845	21/11/2024	Gronbek Security			329.00
				175.00	
				154.00	
EF144111	28/11/2024	Gronbek Security			170.96
				89.98	
				80.98	
EF143657	07/11/2024	Grosvenor Engineering Group Pty Ltd			566.51
				277.59	
				288.92	
EF143808	14/11/2024	Grosvenor Engineering Group Pty Ltd			208.69

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				208.69	
EF144050	21/11/2024	Grosvenor Engineering Group Pty Ltd			3,697.65
				2,757.04	
				581.20	
				359.41	
EF144238	28/11/2024	Grosvenor Engineering Group Pty Ltd			619.61
				277.59	
				342.02	
EF143802	14/11/2024	GSD Production			4,048.00
				2,068.00	
				1,980.00	
EF144230	28/11/2024	GSD Production			1,980.00
				1,980.00	
EF144175	28/11/2024	Gunnebo Australia Pty Ltd			761.70
				761.70	
EF143869	21/11/2024	GW Architects Pty Ltd			6,033.50
				6,033.50	
EF143929	21/11/2024	Hadwin Anna			57.57

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
			Found_Oct 2024 15330 Hadwin Anna	57.57	
EF143886	21/11/2024	Harris Amanda			25.25
			Found_Oct 2024 11491 Harris Amanda	25.25	
EF143879	21/11/2024	Harrison Rodger			423.19
			Found_Oct 2024 10976 Harrison Rodger	423.19	
EF143708	14/11/2024	Hays Personnel Services			9,730.79
				3,382.32	
				2,925.47	
				3,423.00	
EF143867	21/11/2024	Hays Personnel Services			3,274.14
				3,274.14	
EF144124	28/11/2024	Hays Personnel Services			12,061.48
				2,848.56	
				3,213.13	
				3,026.60	
				2,973.19	
EF144265	28/11/2024	Healius Pathology Pty Ltd			641.91
				292.11	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				279.84	
				69.96	
EF143569	07/11/2024	Hempel (Wattyl) Australia Pty Ltd			751.17
				751.17	
EF144154	28/11/2024	Henschke Jewellery			141.40
			Found_Oct 2024 14236 Henschke Jewell	70.70	
			Found_Sept 2024 14236 Henschke Jewell	25.25	
			Incorrect Bank A/C details	45.45	
EF144233	28/11/2024	HHP Systems Pty Ltd			748.00
				748.00	
EF143625	07/11/2024	Higgins Lawnmowing Service			3,679.50
				253.00	
				77.00	
				159.50	
				627.00	
				110.00	
				429.00	
				1,617.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				275.00	
				132.00	
EF143773	14/11/2024	Higgins Lawnmowing Service			2,057.00
				2,057.00	
EF143988	21/11/2024	Higgins Lawnmowing Service			2,189.00
				2,189.00	
EF144152	28/11/2024	Hilton Harvest Community Garden			90.00
				90.00	
EF143916	21/11/2024	Hines Patricia			47.98
			Found_Oct 2024 13767 Hines Patricia	47.98	
EF144206	28/11/2024	Holden Sheppard			414.70
				414.70	
EF143597	07/11/2024	Hoskins Investments Pty Ltd			959.75
				300.26	
				343.04	
				316.45	
EF143738	14/11/2024	Hoskins Investments Pty Ltd			4,635.97
				180.07	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				290.11	
				141.94	
				1,968.21	
				300.86	
				1,173.70	
				152.09	
				278.87	
				150.12	
EF143935	21/11/2024	Hoskins Investments Pty Ltd			8,652.54
				114.35	
				274.43	
				45.74	
				980.22	
				249.94	
				715.43	
				280.00	
				308.00	
				448.57	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				327.61	
				770.00	
				1,279.77	
				2,858.48	
EF144161	28/11/2024	Hoskins Investments Pty Ltd			3,543.85
				1,202.88	
				341.46	
				1,390.38	
				455.13	
				154.00	
EF144010	21/11/2024	Hovea Pottery Greg Crowe			166.65
			Found_Oct 2024 20885 Hovea Pottery	166.65	
EF143828	14/11/2024	Hutchinson Audiology Clinics			286.00
				286.00	
EF144095	21/11/2024	Hutchinson Audiology Clinics			572.00
				286.00	
				286.00	
EF144267	28/11/2024	Hutchinson Audiology Clinics			286.00

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				286.00	
EF143659	07/11/2024	HYDROCHEM			275.00
				275.00	
EF144055	21/11/2024	HYDROCHEM			412.50
				412.50	
EF143587	07/11/2024	IAS Fine Art Logistics Pty Ltd			115.50
				115.50	
EF143906	21/11/2024	IAS Fine Art Logistics Pty Ltd			5,784.23
				5,668.73	
				115.50	
EF143740	14/11/2024	ICS Australia Pty Ltd			240,063.85
				240,063.85	
EF143944	21/11/2024	ICS Australia Pty Ltd			24,964.96
				24,964.96	
EF143915	21/11/2024	IJewellery			88.38
			Found_Oct 2024 13742 Icon Jewellery	88.38	
EF143782	14/11/2024	Image Extra			1,056.00
				1,056.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF143745	14/11/2024	Imagesource Digital Solutions			2,420.04
				583.74	
				130.20	
				695.20	
				917.40	
				93.50	
EF143950	21/11/2024	Imagesource Digital Solutions			2,915.35
				551.78	
				535.15	
				326.70	
				42.02	
				259.60	
				1,200.10	
EF144173	28/11/2024	Imagesource Digital Solutions			1,504.80
				311.96	
				181.29	
				447.29	
				181.29	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				382.97	
EF143953	21/11/2024	In Tune Piano Service			275.00
				275.00	
EF143671	07/11/2024	Indian Ocean Craft Triennial Inc.			276.90
				276.90	
EF144068	21/11/2024	Ingrid Lydia Van Dorssen			3,148.17
				3,148.17	
EF143594	07/11/2024	Instant Toilet & Shower Pty Ltd T/as Insta			9,368.70
				2,508.00	
				4,035.90	
				2,758.80	
				66.00	
EF143926	21/11/2024	Instant Toilet & Shower Pty Ltd T/as Insta			6,461.62
				3,172.62	
				404.80	
				2,884.20	
EF144156	28/11/2024	Instant Toilet & Shower Pty Ltd T/as Insta			387.20
				387.20	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144043	21/11/2024	INTELIFE GROUP LIMITED			2,656.50
				2,150.50	
				506.00	
EF143737	14/11/2024	Ironbark Sustainability			5,445.00
				5,445.00	
EF144160	28/11/2024	Ironbark Sustainability			20,473.88
				20,473.88	
EF143648	07/11/2024	Itomic Digital Pty Ltd			275.00
				275.00	
EF143746	14/11/2024	IXOM Pty Ltd			2,983.70
				2,983.70	
EF143952	21/11/2024	IXOM Pty Ltd			246.88
				246.88	
EF144170	28/11/2024	J DARBYSHIRE			177.00
				177.00	
EF143816	14/11/2024	J PEARCE & A.C ROCHFORD T/a Super			220.00
				110.00	
				110.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF143837	14/11/2024	Jacinta Caruana			1,250.00
			Event Liability Ins Reimbursement	1,250.00	
EF143682	07/11/2024	Jack Burton			2,460.00
				2,460.00	
EF143840	20/11/2024	Jack Burton			7,575.00
				1,815.00	
				3,030.00	
				2,730.00	
EF143691	14/11/2024	Jacksons Drawing Supplies			231.85
				231.85	
EF144248	28/11/2024	Jacky Cheng			700.00
				700.00	
EF143599	07/11/2024	James Foley			495.00
				495.00	
EF143572	07/11/2024	Japanese Truck & Bus Spares			188.35
				188.35	
EF143880	21/11/2024	Japanese Truck & Bus Spares			4,593.60
				4,593.60	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144135	28/11/2024	Japanese Truck & Bus Spares			1,457.60
				1,457.60	
EF143698	14/11/2024	Jason Signmakers			3,262.09
				1,056.21	
				1,957.91	
				247.97	
EF143854	21/11/2024	Jason Signmakers			581.81
				581.81	
EF144116	28/11/2024	Jason Signmakers			2,382.70
				158.82	
				525.43	
				1,698.45	
EF144045	21/11/2024	Jayden Weston / Okaythen Pty Ltd trading			928.25
				928.25	
EF144113	28/11/2024	Jaypoint Nominees Pty Ltd Trading As He			407.00
				407.00	
EF143607	07/11/2024	JB Hifi Commercial			2,369.72
				2,369.72	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF143751	14/11/2024	JB Hifi Commercial			20,241.42
				5,231.53	
				583.63	
				9,168.04	
				5,258.22	
EF143958	21/11/2024	JB Hifi Commercial			6,290.41
				4,497.97	
				1,792.44	
EF144177	28/11/2024	JB Hifi Commercial			184.00
				97.00	
				87.00	
EF144069	21/11/2024	Jemima Williamson-Wong			3,148.17
				3,148.17	
EF144189	28/11/2024	Jessica Wyld Photography			1,914.00
				1,914.00	
EF144171	28/11/2024	Joseph Landro T/As Joe's Printing			2,608.00
				2,608.00	
EF144078	21/11/2024	Josephine Clarke			253.37

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				13.37	
				240.00	
EF144048	21/11/2024	Joshua Button Enterprises			138.88
			Found_Oct 2024 22159 Joshua Button	138.88	
EF143830	14/11/2024	Juice Face			700.00
				700.00	
EF144072	21/11/2024	Julia Wade			167.66
			Found_Oct 2024 22769 Julia Wade	167.66	
EF143940	21/11/2024	Julia Warren			156.55
			Found_Oct 2024 16538 Warren Julia	156.55	
EF143790	14/11/2024	Julianne Wade			1,600.00
				250.00	
				1,350.00	
EF144005	21/11/2024	Julianne Wade			250.00
				250.00	
EF144207	28/11/2024	Julianne Wade			250.00
				250.00	
EF143980	21/11/2024	Juluwarlu Group Aboriginal Corporation			612.57

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
			Found_Oct 2024 19522 Juluwarlu	612.57	
EF144036	21/11/2024	Jurg Kieliger			106.05
			Found_Oct 2024 21608 Jurg Kieliger	106.05	
DD003965	07/11/2024	Jurovich Surveying Pty Ltd			622.97
			Amex Merchant fee 07.11.2024 Jurovich Survey	622.97	
EF144213	28/11/2024	Kamsani Bin Salleh			3,000.00
				3,000.00	
EF143749	14/11/2024	Karla Hart Enterprises Pty Ltd			5,500.00
				5,500.00	
EF144174	28/11/2024	Karla Hart Enterprises Pty Ltd			41,800.00
				41,800.00	
EF144012	21/11/2024	KATE SALE JEWELLERY			494.90
			Found_Oct 2024 20957 Sale Kate	494.90	
EF143627	07/11/2024	Katherine John Entertainment			1,320.00
				1,320.00	
EF144201	28/11/2024	Katherine John Entertainment			1,320.00
				1,320.00	
EF143603	07/11/2024	Kazoom Concept Stalls Pty Ltd			990.00

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				990.00	
EF143885	21/11/2024	Kelly Nicole Ann			65.65
			Found_Oct 2024 11398 Nicole Kelly	65.65	
EF143772	14/11/2024	Kerr James			56.14
				4.69	
				4.69	
				9.38	
				9.24	
				28.14	
EF143930	21/11/2024	Kim Salmon			1,900.00
				1,900.00	
EF144098	21/11/2024	Kimberry Design			131.32
				131.32	
EF143999	21/11/2024	Kingdale Investments Pty Ltd			2,055.00
				2,055.00	
EF143785	14/11/2024	Kings-Lynne Susannah Louise T/as Susar			120.00
				120.00	
EF143553	07/11/2024	Kleenheat Gas			710.15

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				710.15	
EF143702	14/11/2024	Kleenheat Gas			15,658.35
				15,658.35	
EF143577	07/11/2024	Kleenit			4,969.31
				1,751.81	
				1,237.50	
				330.00	
				1,650.00	
EF143721	14/11/2024	Kleenit			3,590.75
				297.00	
				2,963.75	
				330.00	
EF144137	28/11/2024	Kleenit			2,725.32
				330.00	
				2,395.32	
EF144197	28/11/2024	Kompan Playscape Pty Ltd			1,398.10
				1,398.10	
EF144222	28/11/2024	KPR PRODUCTIONS PTY LTD t/as Icon /			6,000.00

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				4,000.00	
				2,000.00	
EF143638	07/11/2024	Kulbardi Pty Ltd			358.32
				358.32	
EF143792	14/11/2024	Kulbardi Pty Ltd			830.50
				221.06	
				48.26	
				561.18	
EF144020	21/11/2024	Kulbardi Pty Ltd			446.99
				224.82	
				222.17	
EF144216	28/11/2024	Kulbardi Pty Ltd			78.16
				78.16	
EF143693	14/11/2024	L.G.R.C.E.U			2,442.00
			LGRCEU Coy 2 Period Type O Comp Ref 827.0	814.00	
			LGRCEU Coy 2 Period Type O Comp Ref 827.0	814.00	
			LGRCEU Coy 2 Period Type O Comp Ref 827.0	814.00	
EF143848	21/11/2024	L.G.R.C.E.U			792.00

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
			LGRCEU Coy 2 Period Type O Comp Ref 827.0	792.00	
EF144100	21/11/2024	Lachlan Payet - Butter			750.00
				750.00	
EF144180	28/11/2024	Landmark Products Pty Ltd			37,268.00
				37,268.00	
EF143972	21/11/2024	Lang Adin			3,148.17
				3,148.17	
EF144104	21/11/2024	Leela Dilkes-Hoffman			196.95
			Found_Oct 2024 22993 Dilkes-Hoffman Designs	196.95	
EF144093	21/11/2024	Leila Diaz			900.00
				900.00	
EF143618	07/11/2024	Linemarking WA Pty Ltd			24,250.60
				550.00	
				23,700.60	
EF143763	14/11/2024	Linemarking WA Pty Ltd			3,450.48
				3,450.48	
EF143820	14/11/2024	Linfox Armaguard Pty Ltd			1,464.65
				1,310.87	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				153.78	
EF143834	14/11/2024	LMF Production No1 Pty Ltd			4,200.00
			LMF Production No1 Pty Ltd PO Box 832	4,200.00	
EF144184	28/11/2024	Local Government Professionals Australia			1,090.00
				545.00	
				545.00	
EF144022	21/11/2024	Lotus Folding Walls and Doors Pty Ltd			951.50
				951.50	
EF144023	21/11/2024	Louiseryan			85.85
			Found_Oct 2024 21318 Louise Hamill	85.85	
EF143615	07/11/2024	Lounge Backline Pty Ltd			1,543.85
				635.25	
				908.60	
EF143872	21/11/2024	Lucinda Crimson			245.00
				245.00	
EF144192	28/11/2024	Luxury Cat Records Pty Ltd			825.00
				825.00	
EF143827	14/11/2024	Lynne Carlin			400.00

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				400.00	
EF143998	21/11/2024	MA Services Group Pty Ltd			2,053.55
				37.80	
				2,015.75	
EF144060	21/11/2024	Mackinnon, Wendy May T/A Banksia Lane			162.63
				162.63	
EF143630	07/11/2024	Magic Dale			396.00
				396.00	
EF143712	14/11/2024	Main Roads Western Australia			3,384.29
				3,384.29	
EF144046	21/11/2024	Malcolm Parry			239.88
			Found_Oct 2024 22093 Malcolm Parry	239.88	
EF143814	14/11/2024	Malone, Victoria			60.60
			Found_Aug 2024 22450 Victoria Malone	60.60	
EF144102	21/11/2024	Mandy Browne			250.00
				250.00	
EF143888	21/11/2024	Mangkaja Arts			131.30
			Found_Oct 2024 11525 Mangkaja Arts	131.30	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF143591	07/11/2024	Manic Ex-Poseur Pty Ltd			1,004.18
				1,004.18	
EF143917	21/11/2024	Manic Ex-Poseur Pty Ltd			946.39
				946.39	
EF143803	14/11/2024	Mariotti, Alberto			150.00
				150.00	
EF144242	28/11/2024	Martin, Janet			400.00
				400.00	
EF143870	21/11/2024	Marwick Susan			70.70
			Found_Oct 2024 10666 Marwick Susan	70.70	
EF143938	21/11/2024	Mastec Australia Pty Ltd			11,263.96
				8,383.06	
				2,880.90	
EF143675	07/11/2024	Maxey Plumbing Pty Ltd			724.90
				724.90	
EF144261	28/11/2024	Maxey Plumbing Pty Ltd			18,029.34
				152.35	
				2,156.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				420.20	
				15,068.90	
				231.89	
EF143660	07/11/2024	Maxima Group			7,109.96
				3,654.88	
				3,455.08	
EF143809	14/11/2024	Maxima Group			3,732.32
				3,732.32	
EF144056	21/11/2024	Maxima Group			3,962.37
				3,962.37	
EF144240	28/11/2024	Maxima Group			7,060.21
				3,455.08	
				3,605.13	
EF143614	07/11/2024	McGregor Surveys Pty Ltd			1,859.00
				1,859.00	
EF144092	21/11/2024	McLeods Lawyers Pty Ltd			571.45
				571.45	
EF144264	28/11/2024	McLeods Lawyers Pty Ltd			473.44

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				473.44	
EF143889	21/11/2024	McVeigh Alana			22.73
			Found_Oct 2024 11591 McVeigh Alana	22.73	
EF143676	07/11/2024	Meaghan Johnson			1,500.00
				1,500.00	
EF143948	21/11/2024	Megirian Ellen Rose			826.18
			Found_Oct 2024 17193 Megirian Rose	826.18	
EF144067	21/11/2024	Melville Autos Pty Ltd			33,083.55
				33,083.55	
EF144250	28/11/2024	Melville Autos Pty Ltd			33,083.55
				33,083.55	
EF143579	07/11/2024	Men Behaving Handy			2,216.22
				240.90	
				240.90	
				240.90	
				240.90	
				240.90	
				256.96	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				260.98	
				240.90	
				252.88	
EF144140	28/11/2024	Men Behaving Handy			1,779.04
				240.90	
				260.98	
				281.05	
				257.35	
				256.96	
				240.90	
				240.90	
EF144123	28/11/2024	MetroCount			19,773.60
				19,773.60	
EF144062	21/11/2024	MG Motor Melville Pty Ltd			137,065.22
				31,585.00	
				31,585.00	
				36,950.21	
				36,945.01	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144274	28/11/2024	Michelle Stanley			250.00
				250.00	
EF143829	14/11/2024	Milari Jadwiga Barker			3,000.00
				3,000.00	
EF143724	14/11/2024	Millar Merilyn			80.30
			Found_Aug 2024 11635 Merilyn Millar	80.30	
EF143706	14/11/2024	Miracle Recreation Equipment			4,510.00
				4,510.00	
EF144188	28/11/2024	Mitchell Myra			240.00
				240.00	
EF143548	07/11/2024	Modern Teaching Aids Pty Ltd			988.96
				988.96	
EF143996	21/11/2024	Mofflin Franklyn			3,148.17
				3,148.17	
EF144091	21/11/2024	Move Party People Pty Ltd			13,200.00
				13,200.00	
EF143932	21/11/2024	MRS MELANIE SHARPHAM			507.53
			Found_Oct 2024 15749 Eucalypt Homewares	507.53	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF143975	21/11/2024	Mulders Anna			196.95
			Found_Oct 2024 19268 Anna Mulders	196.95	
EF144001	21/11/2024	N Brunovs & Y Cruthers			60.60
			Found_Oct 2024 20661 Yana Cruthers	60.60	
DD003957	31/10/2024	NAB - Bank Charges Only			4,119.59
			Merch Oct 24 fee 31.10.2024 NAB - Charges	4,119.59	
DD003960	31/10/2024	NAB - Bank Charges Only			1,994.30
			NAB BPay Charge Fee Oct 31.10.2024 NAB - C	1,994.30	
DD003971	28/11/2024	NAB - Bank Charges Only			-347.54
			Reversing wrongly entry DD003941 02.10.2024	-347.54	
DD003973	29/11/2024	NAB - Bank Charges Only			34.50
			Bank Charges 'Nov24 28.11.2024 NAB - Charge	34.50	
DD003975	29/11/2024	NAB - Bank Charges Only			4,156.64
			NAB Merch fee Nov'24 29.11.2024 NAB - Charg	4,156.64	
DD003976	29/11/2024	NAB - Bank Charges Only			1,903.30
			BPay Charge Nov'24 29.11.2024 NAB - Charges	1,903.30	
EF143981	21/11/2024	Nagtzaam Mark			289.37
			Found_Oct 2024 19587 Mark Nagtzaam	289.37	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF143826	14/11/2024	Natalia Perez Haedo			616.00
				616.00	
EF144134	28/11/2024	Natural Area Holdings Pty Ltd			6,692.13
				6,692.13	
EF144196	28/11/2024	Neighbourhood Press			594.00
				594.00	
EF143683	07/11/2024	Neil Coyne			450.00
				450.00	
EF143797	14/11/2024	Neil Emery			258.00
				258.00	
EF144172	28/11/2024	New Edition Bookshop			79.18
				47.69	
				31.49	
EF144031	21/11/2024	Noel Wesley Altham			17.68
			Found_Oct 2024 21566 Altham Noel	17.68	
EF143567	07/11/2024	Northlake Electrical Pty Ltd			18,529.31
				3,264.29	
				594.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				185.13	
				81.62	
				5,786.28	
				3,803.40	
				125.22	
				164.51	
				468.70	
				2,680.82	
				1,375.34	
EF143713	14/11/2024	Northlake Electrical Pty Ltd			7,807.32
				2,828.97	
				1,244.31	
				444.27	
				3,289.77	
EF143873	21/11/2024	Northlake Electrical Pty Ltd			2,155.04
				684.73	
				297.47	
				1,055.19	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				117.65	
EF144128	28/11/2024	Northlake Electrical Pty Ltd			16,854.52
				554.70	
				1,162.74	
				814.00	
				2,189.00	
				204.49	
				1,230.35	
				185.13	
				1,419.03	
				1,323.50	
				572.85	
				1,535.73	
				407.31	
				1,225.10	
				4,030.59	
EF143779	14/11/2024	Novofit Pty Ltd			1,292.50
				1,292.50	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144200	28/11/2024	Novofit Pty Ltd			616.26
				616.26	
EF143961	21/11/2024	NPY Women's Council			158.32
			Found_Oct 2024 18284 NPY Womens Council	158.32	
EF143590	07/11/2024	Nuovo Group Pty Ltd			1,052.07
				1,052.07	
EF143619	07/11/2024	OccuMed Consulting Pty Ltd			495.00
				495.00	
EF143978	21/11/2024	OccuMed Consulting Pty Ltd			495.00
				495.00	
EF144190	28/11/2024	OccuMed Consulting Pty Ltd			495.00
				495.00	
EF143956	21/11/2024	OCE Corporate Cleaning			1,286.63
				194.93	
				1,091.70	
EF143764	14/11/2024	Officer Woods Architects Pty Ltd			825.00
				825.00	
EF143626	07/11/2024	Officeworks Ltd			779.54

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				408.74	
				29.00	
				323.81	
				17.99	
EF143775	14/11/2024	Officeworks Ltd			249.00
				249.00	
EF143990	21/11/2024	Officeworks Ltd			89.76
				89.76	
EF143606	07/11/2024	Oil and Energy			838.21
				838.21	
EF143747	14/11/2024	Oil and Energy			838.21
				838.21	
EF144257	28/11/2024	Olive Bennet			623.44
				249.34	
				374.10	
EF143748	14/11/2024	O'Meehan Holly			130.00
				130.00	
EF143954	21/11/2024	O'Meehan Holly			231.00

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				130.00	
			Found_Oct 2024 17799 O'Meehan Holly	101.00	
EF143821	14/11/2024	Omnicom Media Group Australia Pty Ltd			2,000.33
				2,000.33	
EF144080	21/11/2024	Omnicom Media Group Australia Pty Ltd			23,739.99
				1,318.90	
				662.30	
				17,073.58	
				2,254.32	
				662.30	
				1,005.76	
				762.83	
EF144258	28/11/2024	Omnicom Media Group Australia Pty Ltd			844.39
				280.83	
				563.56	
EF144018	21/11/2024	One of Twelve			40.40
			Found_Oct 2024 21130 One of Twelve	40.40	
EF143968	21/11/2024	One-Multi Pty Ltd			396.00

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				396.00	
EF144182	28/11/2024	One-Multi Pty Ltd			396.00
				396.00	
EF144011	21/11/2024	OZTROLOGY			35.88
				35.88	
EF144029	21/11/2024	P F Jones T/A Bikewise			600.00
				600.00	
EF143994	21/11/2024	Pack & Send Fremantle			82.00
				82.00	
EF144075	21/11/2024	Paragon Construction Solutions Pty Ltd			14,701.50
				14,701.50	
EF143875	21/11/2024	Paramount Security Services			1,663.20
				1,663.20	
EF144130	28/11/2024	Paramount Security Services			10,633.98
				10,633.98	
EF143631	07/11/2024	Parker Black & Forrest			217.97
				217.97	
EF143784	14/11/2024	Parker Black & Forrest			287.60

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				287.60	
EF143997	21/11/2024	Parker Black & Forrest			132.00
				132.00	
EF144204	28/11/2024	Parker Black & Forrest			89.10
				89.10	
EF143928	21/11/2024	Paul Drudi Plumbing			2,167.00
				2,167.00	
DD003961	05/11/2024	Payrix Australia Pty Ltd (Direct Debit)			2,095.20
			Payrix fee #9583980 01.11.2024 Payrix Australi	2,095.20	
DD003966	18/11/2024	Payrix Australia Pty Ltd (Direct Debit)			2,293.75
			Payrix fee 15.11.2024 Payrix Australi	2,293.75	
DD003967	19/11/2024	Payrix Australia Pty Ltd (Direct Debit)			853.69
			Payrix fee 08.11.2024 Payrix Australi	853.69	
DD003970	25/11/2024	Payrix Australia Pty Ltd (Direct Debit)			721.30
			Payrix fee 22.11.2024 Payrix Australi	721.30	
DD003974	29/11/2024	Payrix Australia Pty Ltd (Direct Debit)			2,158.91
			Payrix Fee 29.11.2024 Payrix Australi	2,158.91	
EF143897	21/11/2024	Pegasus Jewellery Designs			591.86

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
			Found_Oct 2024 12050 Pegasus Jwllry	591.86	
EF144066	21/11/2024	Perfect Gym Solutions Pty Ltd			5,203.77
				47.52	
				2,475.00	
				2,681.25	
EF143780	14/11/2024	Perth Playground and Rubber			11,330.00
				11,330.00	
EF143716	14/11/2024	Perth Recruitment Services			3,838.46
				1,919.23	
				1,919.23	
EF143878	21/11/2024	Perth Recruitment Services			143,163.71
				11,678.85	
				4,209.39	
				4,962.63	
				8,706.72	
				6,966.11	
				10,325.58	
				4,820.15	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				11,553.33	
				7,457.49	
				10,340.07	
				440.18	
				6,217.52	
				8,357.46	
				8,353.77	
				12,221.86	
				7,864.82	
				5,796.16	
				7,269.96	
				5,278.86	
				342.80	
EF144131	28/11/2024	Perth Recruitment Services			31,053.71
				880.35	
				9,728.69	
				1,705.68	
				10,340.07	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				5,103.30	
				1,376.39	
				1,919.23	
EF144097	21/11/2024	Peter A Murphy			16.75
				16.75	
EF144232	28/11/2024	Pettit Nominees Pty Ltd			390.50
				390.50	
EF143868	21/11/2024	Philippa Gordon			20.20
			Found_Oct 2024 10567 Philippa Gordon	20.20	
EF143665	07/11/2024	Picnic Tables Hire and Sales Pty Ltd			1,573.00
				1,573.00	
EF143664	07/11/2024	Pinnacle People			1,093.32
				1,093.32	
EF143812	14/11/2024	Pinnacle People			164.16
				164.16	
EF144246	28/11/2024	Pinnacle People			901.71
				901.71	
EF143636	07/11/2024	Pinochle Holdings Pty Ltd			580.80

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				580.80	
EF144263	28/11/2024	Place Laboratory Pty Ltd			687.50
				687.50	
EF143680	07/11/2024	Play Check Pty Ltd			605.00
				605.00	
EF143600	07/11/2024	Port City Cycles			999.96
				999.96	
EF143742	14/11/2024	Port City Cycles			999.96
				999.96	
EF144167	28/11/2024	Port City Cycles			552.41
				552.41	
EF143551	07/11/2024	Potters Market The			1,843.50
				1,843.50	
EF143723	14/11/2024	Precise Motion Products			28.24
				28.24	
EF143789	14/11/2024	Price Margaret			65.65
				35.35	
			Found_Aug 2024 20705 Price Margaret	30.30	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144004	21/11/2024	Price Margaret			75.75
			Found_Oct 2024 20705 Price Margaret	75.75	
EF143793	14/11/2024	PRINT LOGIC (WA) PTY LTD			110.00
				110.00	
EF144025	21/11/2024	PRINT LOGIC (WA) PTY LTD			836.00
				764.50	
				71.50	
EF143778	14/11/2024	Professional Search Group Pty Ltd			1,856.58
				1,856.58	
EF143991	21/11/2024	Professional Search Group Pty Ltd			2,320.73
				2,320.73	
EF144199	28/11/2024	Professional Search Group Pty Ltd			2,320.73
				2,320.73	
EF143666	07/11/2024	Professional Tree Surgeons Pty Ltd			2,418.06
				2,418.06	
EF144061	21/11/2024	Professional Tree Surgeons Pty Ltd			4,501.20
				4,501.20	
EF144099	21/11/2024	Pro-Pac Group Pty Ltd t/as Integrated Rec			3,311.52

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				3,311.52	
EF144051	21/11/2024	Prue Johnson			203.48
				203.48	
EF144081	21/11/2024	Rachel Cleybergh t/as Adrem Design			13.37
				13.37	
EF143596	07/11/2024	Radonich Contracting Pty Ltd			1,538.68
				1,538.68	
EF143736	14/11/2024	Radonich Contracting Pty Ltd			4,404.40
				3,946.80	
				457.60	
EF143933	21/11/2024	Radonich Contracting Pty Ltd			3,847.58
				1,184.04	
				1,479.50	
				1,184.04	
EF144159	28/11/2024	Radonich Contracting Pty Ltd			14,011.36
				8,372.76	
				2,926.00	
				2,712.60	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF143832	14/11/2024	Rainfill Tanks and Curved Roofing Supplie			504.00
				504.00	
EF143811	14/11/2024	Raymond, Kay Maree			45.26
				45.26	
EF143770	14/11/2024	Read Genine Margaret			684.50
				19.50	
				97.50	
				19.50	
				117.00	
				353.00	
				78.00	
EF143986	21/11/2024	Read Genine Margaret			136.50
				136.50	
EF143835	14/11/2024	Red Hot Design (WA) Pty Ltd			3,026.65
				1,342.00	
				1,684.65	
EF144269	28/11/2024	Reds Productions Pty Ltd			307.74
				307.74	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF143679	07/11/2024	Reece Australia Pty Ltd			1,896.01
				1,896.01	
EF144065	21/11/2024	Reidy, Fiona t/a Djinda Kaal Dreaming			167.70
				167.70	
EF144089	21/11/2024	Renate Patricia Masetti			265.13
			Found_Oct 2024 23075 Renate Masetti	265.13	
EF143902	21/11/2024	Rendtorff Christian			1,015.05
			Found_Oct 2024 12383 Rendtorff C	1,015.05	
EF143722	14/11/2024	Resource Recovery Group			99,485.45
				7,715.68	
				87,635.05	
				4,134.72	
EF143887	21/11/2024	Resource Recovery Group			47,992.56
				47,992.56	
EF144082	21/11/2024	Road and Access Consulting			23,056.00
				23,056.00	
EF144147	28/11/2024	Robowash Pty Ltd			418.00
				418.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF143628	07/11/2024	Rockingham Glass			264.22
				264.22	
EF143992	21/11/2024	Rockingham Glass			429.05
				429.05	
EF144202	28/11/2024	Rockingham Glass			1,022.71
				439.16	
				185.35	
				398.20	
EF143644	07/11/2024	Rol-WA T/As Allpest WA			49.50
				49.50	
EF144030	21/11/2024	Rol-WA T/As Allpest WA			132.00
				132.00	
EF143943	21/11/2024	Roof Safety Solutions Pty Ltd			1,997.16
				1,997.16	
EF143576	07/11/2024	Rosmech Sales & Service Pty Ltd			1,088.02
				1,088.02	
EF143720	14/11/2024	Rosmech Sales & Service Pty Ltd			138.27
				138.27	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF143884	21/11/2024	Rosmech Sales & Service Pty Ltd			391.01
				391.01	
EF143825	14/11/2024	Round Sound Services Pty Ltd			4,642.00
				4,642.00	
EF144106	21/11/2024	Ruth Marshall t/as Indigo Dreaming Desig			90.35
				90.35	
EF144243	28/11/2024	Ryan Ronald Emery			1,225.00
				1,225.00	
EF144047	21/11/2024	SABINE JULIA FIGARO T/A HAPPY LAZ(			130.58
				130.58	
EF143822	14/11/2024	Sandgroper Group Pty Ltd Sandgroper Ga			150.00
				150.00	
EF143862	21/11/2024	Satellite Security Services			1,172.60
				1,040.60	
				132.00	
EF143741	14/11/2024	Schindler Lifts Australia Pty Ltd			522.50
				522.50	
EF144244	28/11/2024	Schultz, Tyearra			270.00

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				270.00	
EF143921	21/11/2024	Scott Printers Pty Ltd			562.10
				562.10	
EF144247	28/11/2024	Seashore Engineering Pty Ltd			528.00
				528.00	
DD003972	29/11/2024	Securepay Pty Ltd			324.46
			Securepay WEB and IVR Fee Nov'24 - 28.11.20	324.46	
EF143973	21/11/2024	Shamshi Sultana			141.40
			Found_Oct 2024 19206 Shamshi Sultana	141.40	
EF143731	14/11/2024	Sharon Calgaret			250.00
				250.00	
EF144148	28/11/2024	Sharon Calgaret			250.00
				250.00	
EF143637	07/11/2024	Shaw Gerrard			500.00
				500.00	
EF144210	28/11/2024	Shaw Gerrard			500.00
				500.00	
EF143813	14/11/2024	Shelter WA			401.50

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				401.50	
EF143833	14/11/2024	Sherwood Flooring WA			4,400.00
				4,400.00	
EF143655	07/11/2024	Shipping Containers Leasing Pty Ltd			99.00
				99.00	
EF143989	21/11/2024	Simpson Lance Samuel			292.60
				292.60	
EF143817	14/11/2024	SITE SENTRY PTY LTD			2,112.00
				2,112.00	
EF143653	07/11/2024	Snagfu T/As DCE Electrical & Leopard Co			4,470.40
				2,235.20	
				2,235.20	
EF143969	21/11/2024	Soft Landing			2,263.80
				2,263.80	
EF144185	28/11/2024	Soft Landing			998.80
				998.80	
EF144231	28/11/2024	Sophie Maree Minissale			880.00
				880.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144272	28/11/2024	Sound and Mixing - NE and S Harris			380.00
				380.00	
EF143925	21/11/2024	Soundtown			299.00
				299.00	
EF144058	21/11/2024	South Beach Boardies			51.59
				51.59	
EF143911	21/11/2024	South East Regional Centre for Urban Lar			10,725.45
				3,029.57	
				7,695.88	
EF144153	28/11/2024	South East Regional Centre for Urban Lar			894.77
				894.77	
EF143857	21/11/2024	South Fremantle Football Club			245.70
				245.70	
EF144119	28/11/2024	South Fremantle Football Club			17,206.41
				17,206.41	
EF143759	14/11/2024	South West Corridor Development Founda			7,591.06
				7,591.06	
EF143583	07/11/2024	Spare Parts Puppet Theatre			873.66

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				873.66	
EF143699	14/11/2024	Speedo Australia Pty Ltd			4,723.40
				4,723.40	
EF143856	21/11/2024	Speedo Australia Pty Ltd			192.50
				192.50	
EF143554	07/11/2024	Sperling Enterprises Pty Ltd			799.02
				799.02	
EF144087	21/11/2024	SportEng			3,329.70
				1,914.00	
				1,415.70	
EF143704	14/11/2024	Spotlight Pty Ltd - Eft			225.17
				225.17	
EF143564	07/11/2024	St John Ambulance Western Australia Ltd			565.51
				83.40	
				74.95	
				407.16	
EF143709	14/11/2024	St John Ambulance Western Australia Ltd			1,004.69
				299.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				420.79	
				209.95	
				74.95	
EF143566	07/11/2024	St Patricks Comm Support Centre			7,058.34
				7,058.34	
EF144127	28/11/2024	St Patricks Comm Support Centre			3,300.00
				3,300.00	
EF144083	21/11/2024	Stacy Gardoll Art			121.20
			Found_Oct 2024 22962 Stacy Gardoll	121.20	
EF143769	14/11/2024	Standing Fork			770.00
				770.00	
EF143717	14/11/2024	Statewide Cleaning Supplies Pty Ltd			3,260.21
				3,260.21	
EF143881	21/11/2024	Statewide Cleaning Supplies Pty Ltd			1,510.88
				873.18	
				637.70	
EF143756	14/11/2024	Statewide Turf Services			3,960.00
				3,960.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF143684	07/11/2024	Steven Demiris			5,940.00
				3,240.00	
				2,700.00	
EF144271	28/11/2024	Steven Demiris			4,860.00
				4,860.00	
EF143719	14/11/2024	Strata Green			775.17
				775.17	
EF143761	14/11/2024	Studio Nikulinsky			1,119.70
				1,119.70	
EF144259	28/11/2024	Success 5 Engineering			176.00
				176.00	
EF143912	21/11/2024	Sullivan Andrew			3,148.17
				3,148.17	
217626	08/11/2024	Nazifa Mohammad Zayee			945.02
			GenCCCom Rates O/Payment - 46/35 William S	945.02	
217627	08/11/2024	Nazifa Mohammad Zayee			954.72
			GenCCCom Rates O/Payment - 7/35 William St	954.72	
EF143701	14/11/2024	Sunny Industrial Brushware Pty Ltd			814.00

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				814.00	
EF143598	07/11/2024	Superior Pak Pty Ltd			1,328.97
				1,328.97	
EF143936	21/11/2024	Superior Pak Pty Ltd			100.09
				100.09	
EF144163	28/11/2024	Superior Pak Pty Ltd			599.36
				599.36	
EF143538	07/11/2024	Synergy Ex Western Power			86,429.97
				178.79	
				408.01	
				64,140.05	
				128.44	
				622.26	
				3,692.36	
				404.20	
				11,284.79	
				2,853.28	
				576.98	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				483.99	
				1,219.35	
				125.50	
				51.70	
				260.27	
EF143686	14/11/2024	Synergy Ex Western Power			4,610.62
				131.79	
				307.77	
				519.39	
				3,084.13	
				194.24	
				373.30	
EF143841	21/11/2024	Synergy Ex Western Power			11,008.69
				3,012.00	
				2,381.11	
				619.58	
				820.19	
				1,537.12	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				523.77	
				367.32	
				1,092.89	
				26.04	
				358.16	
				270.51	
EF144109	28/11/2024	Synergy Ex Western Power			10,496.72
				976.84	
				155.47	
				250.43	
				527.41	
				144.74	
				199.97	
				175.68	
				318.04	
				449.09	
				289.93	
				2,193.88	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				243.46	
				167.62	
				150.90	
				182.34	
				308.78	
				181.98	
				157.27	
				295.35	
				354.61	
				244.96	
				2,527.97	
EF143871	21/11/2024	Tactile Indicators Perth Pty Ltd			5,815.00
				5,815.00	
EF144126	28/11/2024	Tactile Indicators Perth Pty Ltd			1,614.00
				1,614.00	
EF144006	21/11/2024	Tan Shaun			795.38
			Found_Oct 2024 20724 Tan Shaun	795.38	
EF143640	07/11/2024	Team Traction Pty Ltd T/A Rapid Teams			1,925.00

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				1,925.00	
EF143642	07/11/2024	Techworks Plumbing Pty Ltd			7,465.52
				304.12	
				125.91	
				402.91	
				4,334.88	
				352.55	
				184.53	
				1,760.62	
EF143798	14/11/2024	Techworks Plumbing Pty Ltd			8,387.03
				251.82	
				201.45	
				502.77	
				3,644.70	
				226.63	
				805.82	
				2,250.20	
				100.73	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				402.91	
EF144028	21/11/2024	Techworks Plumbing Pty Ltd			15,406.46
				125.91	
				503.64	
				264.51	
				177.65	
				1,045.36	
				1,157.82	
				164.81	
				879.32	
				463.87	
				3,431.05	
				3,225.20	
				1,191.17	
				294.59	
				264.51	
				164.81	
				251.82	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				164.81	
				1,635.61	
EF144224	28/11/2024	Techworks Plumbing Pty Ltd			1,458.16
				352.55	
				979.70	
				125.91	
EF143685	14/11/2024	Telstra			6,677.18
				6,677.18	
EF143959	21/11/2024	Tenderlink.Com			4,950.00
				4,950.00	
EF144038	21/11/2024	Terrestrial Ecosystems			3,085.50
				3,085.50	
EF144191	28/11/2024	The Black Dog Project			84.00
				84.00	
EF143983	21/11/2024	The Customer Connection			1,408.00
				1,408.00	
EF143923	21/11/2024	The Freo Doctor Liquor Store			1,546.60
				1,546.60	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144155	28/11/2024	The Freo Doctor Liquor Store			1,100.00
				1,100.00	
EF143824	14/11/2024	The Freo Hire Company Pty Ltd			445.50
				445.50	
EF143652	07/11/2024	THE FRUIT BOX GROUP PTY LTD			769.19
				769.19	
EF143806	14/11/2024	THE FRUIT BOX GROUP PTY LTD			1,287.16
				266.88	
				620.28	
				400.00	
EF144158	28/11/2024	The Playroom O'Connor Pty Ltd			1,385.46
				1,385.46	
EF143578	07/11/2024	The Poster Girls			143.00
				143.00	
EF144138	28/11/2024	The Poster Girls			1,722.60
				1,722.60	
EF144015	21/11/2024	The Second Salon			26.26
			Found_Oct 2024 21012 The Second Salon	26.26	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF143645	07/11/2024	The Trustee for Glitter Glam & Co Trust t.a			379.98
				379.98	
EF143623	07/11/2024	The Trustee for Ireland Family Trust			1,870.00
				1,870.00	
EF143951	21/11/2024	The Trustee for Lane Family Trust			5,252.50
				5,252.50	
EF144042	21/11/2024	The trustee for The Reid Family Trust			489.00
				489.00	
EF144165	28/11/2024	The Trustee for The Walley-Stack Family			26,400.00
				26,400.00	
EF143602	07/11/2024	The Trustee for Western Heritage Trust			4,097.50
				1,908.50	
				2,189.00	
EF143945	21/11/2024	The Trustee for Western Heritage Trust			1,694.00
				1,694.00	
EF144168	28/11/2024	The Trustee for Western Heritage Trust			17,501.00
				17,501.00	
EF144088	21/11/2024	THI THANH TRA TRAN			186.85

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
			Found_Oct 2024 23051 Ruth Tran	186.85	
EF143893	21/11/2024	Thompson Douglas			3,148.17
				3,148.17	
EF143977	21/11/2024	Thompson RP & SM			72.22
			Found_Oct 2024 19323 RP & SM Thompson	72.22	
EF143629	07/11/2024	Thomson Geer			13,469.50
				13,469.50	
DD003968	21/11/2024	Till Payments Solutions Pty Ltd			16,508.04
			Till Payments S	16,508.04	
EF143955	21/11/2024	Tinctorium			115.65
			Found_Oct 2024 17974 Tinctorium	115.65	
EF143941	21/11/2024	Tineke Van der Eecken			90.90
			Found_Oct 2024 16548 Tineke Van der Eecken	90.90	
EF143654	07/11/2024	TOBIAS BUSCH AND SAJNI RAMESHCH			1,062.50
				1,062.50	
EF144139	28/11/2024	Tocojepa Pty Ltd t/a T-Quip			49,599.00
				49,599.00	
EF143846	21/11/2024	Total Eden Pty Ltd			4,522.03

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				4,522.03	
EF143771	14/11/2024	Total Green Recycling Pty Ltd			3,349.37
				2,300.10	
				1,049.27	
EF143611	07/11/2024	Totally Workwear Fremantle			1,142.06
				334.55	
				807.51	
EF143757	14/11/2024	Totally Workwear Fremantle			2,649.06
				731.63	
				1,917.43	
EF143965	21/11/2024	Totally Workwear Fremantle			1,234.54
				494.73	
				739.81	
EF144179	28/11/2024	Totally Workwear Fremantle			1,514.58
				90.00	
				549.12	
				88.31	
				787.15	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF143901	21/11/2024	Traffic Logistics			1,518.00
				1,518.00	
EF144144	28/11/2024	Traffic Logistics			1,897.50
				759.00	
				1,138.50	
EF143979	21/11/2024	Tran Phoebe			58.08
			Found_Oct 2024 19490 Phoebe Tran	58.08	
EF143643	07/11/2024	Trees of Eden			22,192.50
				21,340.00	
				302.50	
				550.00	
EF144225	28/11/2024	Trees of Eden			19,610.27
				203.50	
				726.00	
				269.50	
				330.00	
				566.50	
				1,086.25	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				3,344.00	
				6,798.00	
				247.50	
				990.00	
				577.50	
				528.00	
				203.50	
				841.50	
				352.02	
				726.00	
				1,166.00	
				654.50	
EF143674	07/11/2024	Triple 1 Three Ltd T/A Otherside Brewing (			7,590.00
				7,590.00	
EF144084	21/11/2024	Triple 1 Three Ltd T/A Otherside Brewing (			16,137.00
				16,137.00	
EF143800	14/11/2024	United Workers Union			32.00
			United Workers Union Coy 2 Period Type I Com	16.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
			United Workers Union Coy 2 Period Type I Com	16.00	
EF144035	21/11/2024	United Workers Union			16.00
			United Workers Union Coy 2 Period Type I Com	16.00	
EF143651	07/11/2024	UNITING GLOBAL PTY LTD			48,373.21
				475.86	
				577.89	
				45,600.49	
				825.00	
				577.50	
				316.47	
EF143804	14/11/2024	UNITING GLOBAL PTY LTD			103.29
				103.29	
EF144234	28/11/2024	UNITING GLOBAL PTY LTD			3,134.23
				902.99	
				105.49	
				2,125.75	
EF143758	14/11/2024	UT Consulting Pty Ltd			2,200.00
				2,200.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF143910	21/11/2024	Vanguard Print			733.71
				733.71	
EF144103	21/11/2024	Vectorworks Australia Pty Ltd			2,904.00
				2,904.00	
EF143796	14/11/2024	Vend Pty Ltd			3,204.00
				3,204.00	
EF144016	21/11/2024	Vestone Capital Pty Limited			9,572.44
				9,572.44	
EF144211	28/11/2024	Vestone Capital Pty Limited			131,126.46
				37,231.14	
				93,895.32	
EF144041	21/11/2024	VittinoAshe Pty Ltd			3,300.00
				3,300.00	
EF143728	14/11/2024	Volunteer Centre of Western Australia			269.50
				269.50	
EF143595	07/11/2024	WA & J King Pty Ltd			3,300.00
				3,300.00	
EF143931	21/11/2024	WA & J King Pty Ltd			5,640.00

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				2,820.00	
				2,820.00	
EF143585	07/11/2024	WA Circus School Inc			530.00
				530.00	
EF143799	14/11/2024	WA Flags and Banners			2,062.50
				2,062.50	
EF143754	14/11/2024	WA Fuel Supplies Pty Ltd			24,160.59
				24,160.59	
EF143605	07/11/2024	WA Health Group Pty Ltd			1,093.30
				218.66	
				109.33	
				109.33	
				109.33	
				109.33	
				218.66	
				218.66	
EF143744	14/11/2024	WA Health Group Pty Ltd			327.99
				109.33	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				218.66	
EF143949	21/11/2024	WA Health Group Pty Ltd			109.33
				109.33	
EF143580	07/11/2024	WA Land Information Authority			1,332.30
				1,332.30	
EF143890	21/11/2024	WA Land Information Authority			284.40
				284.40	
EF144141	28/11/2024	WA Land Information Authority			453.95
				453.95	
EF144220	28/11/2024	WA TreeWorks			2,244.00
				2,244.00	
EF143777	14/11/2024	Ward Holt Public Relations Consultants			118.80
				118.80	
EF143543	07/11/2024	Water Corporation			780.90
				780.90	
EF143692	14/11/2024	Water Corporation			7,000.01
				54.15	
				1,085.85	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				336.30	
				51.44	
				71.21	
				74.24	
				53.49	
				703.16	
				752.40	
				728.37	
				1,048.80	
				54.15	
				148.20	
				1,120.05	
				302.10	
				416.10	
EF143847	21/11/2024	Water Corporation			7,857.79
				838.92	
				2,514.32	
				5.70	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				2,305.62	
				1,925.87	
				267.36	
EF144112	28/11/2024	Water Corporation			605.28
				605.28	
EF143765	14/11/2024	Wayman, Linda Louise			9,350.00
				550.00	
				8,800.00	
EF144249	28/11/2024	We Are Feel Good Australia Pty Ltd			1,368.00
				1,368.00	
EF143559	07/11/2024	West Build Products			808.94
				808.94	
EF143750	14/11/2024	West Coast Shade Pty Ltd			5,775.00
				5,775.00	
EF143729	14/11/2024	West Coast Turf			8,822.00
				8,822.00	
EF144145	28/11/2024	West Coast Turf			8,822.00
				8,822.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF143589	07/11/2024	Western Australia Police			54.00
				36.00	
				18.00	
EF144151	28/11/2024	Western Australia Police			72.00
				72.00	
EF144063	21/11/2024	Western Metropolitan Regional Council			11,277.55
				-31,257.23	
				42,534.78	
EF144079	21/11/2024	Western Shores Pest Control			209.00
				209.00	
EF143565	07/11/2024	WH Location Services Pty Ltd			10,341.24
				6,479.00	
				1,518.00	
				724.49	
				1,619.75	
EF143710	14/11/2024	WH Location Services Pty Ltd			1,660.24
				1,660.24	
EF144125	28/11/2024	WH Location Services Pty Ltd			13,297.01

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				13,297.01	
EF144228	28/11/2024	Whyte Investments Pty Ltd			165.00
				165.00	
EF143937	21/11/2024	Wichtermann Danica			126.25
			Found_Oct 2024 16475 Rediscover Ceramics	126.25	
EF144262	28/11/2024	William Gammel			5,531.00
				5,531.00	
EF143670	07/11/2024	William Huxley			7,950.00
				700.00	
				7,250.00	
EF143557	07/11/2024	Woodlands Distributors & Agencies			7,407.40
				7,407.40	
EF143732	14/11/2024	Workpower Inc			752.40
				752.40	
EF143939	21/11/2024	Worldwide Printing Solutions			859.14
				859.14	
EF144164	28/11/2024	Worldwide Printing Solutions			139.00
				139.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF143774	14/11/2024	Worldwide Timber Traders Pty Ltd			2,156.22
				1,506.38	
				649.84	
EF144017	21/11/2024	WRIGHTWAY ECO PRODUCTS PTY LTI			1,540.00
				1,540.00	
EF143753	14/11/2024	Xpanse Pty Ltd			13,164.47
				13,164.47	
EF143960	21/11/2024	Yawuru Jarndu Aboriginal Corporation			166.65
			Found_Oct 2024 18279 Jarndu Yawuru	166.65	
EF144195	28/11/2024	Younghusband Peter			700.00
				700.00	
EF143914	21/11/2024	Zeck Jan			55.55
			Found_Oct 2024 13556 Zeck Jan	55.55	
EF143762	14/11/2024	Zenien			1,522.32
				1,522.32	
EF143974	21/11/2024	Zenien			1,803.19
				1,803.19	
EF144187	28/11/2024	Zenien			4,299.88

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				4,299.88	
EF143894	21/11/2024	Zipform Pty Ltd			2,230.57
				2,230.57	
					5,635,942.30

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
Cancelled payments issued prior to November 2024					
217599	08/11/2024				-945.02
				-945.02	
217600	08/11/2024				-954.72
				-954.72	
EF142800	13/11/2024	The Freo Hire Company Pty Ltd			-445.50
				-445.50	
					-2,345.24
			NET PAYMENT AMOUNT		**$5,633,597.06**

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
Payments					
EF144821	19/12/2024	1300 Australia Pty Ltd			524.01
				524.01	
EF144908	19/12/2024	3D HR Legal Pty Ltd			953.70
				953.70	
EF144287	04/12/2024	4Park Pty Ltd			1,815.00
				1,815.00	
EF144453	12/12/2024	4Park Pty Ltd			886.60
				886.60	
EF144592	19/12/2024	4Park Pty Ltd			6,713.30
				6,713.30	
EF144919	19/12/2024	88 ASTRONAUTS PTY LTD			80.40
				80.40	
EF144891	19/12/2024	A.B KALOTAY & S PANGESTU (t.as Kura			32.83
			Found_Nov 2024 21667 Kalotay Anika	32.83	
EF144802	19/12/2024	A0 Lets Go Poster Distribution Pty Ltd			2,354.00
				1,177.00	
				1,177.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144587	19/12/2024	AAAC Towing Pty Ltd			610.50
				610.50	
EF144572	12/12/2024	Aaron Lyons			998.22
				998.22	
EF144283	04/12/2024	Access Office Industries			5,517.38
				5,517.38	
EF144449	12/12/2024	Access Office Industries			3,217.50
				3,217.50	
EF144863	19/12/2024	Actionstep Operations Australia Pty Ltd			11,715.00
				11,715.00	
EF144939	19/12/2024	Affordable Containers Pty Ltd			7,040.00
				7,040.00	
EF145023	19/12/2024	AFL Resilience Pty Ltd			4,125.00
				4,125.00	
EF144951	19/12/2024	Afroblonde			1,057.68
				1,057.68	
EF144753	19/12/2024	Agency 296 Pty Ltd			2,200.00
				2,200.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144992	19/12/2024	Agile Computing Pty Ltd			1,485.00
			Incorrect Bank account detail	1,485.00	
EF144499	12/12/2024	Aidan d'Adhemar			3,177.90
				3,177.90	
EF144981	19/12/2024	Airway Logistics Pty Ltd			159.23
				110.33	
				48.90	
EF144462	12/12/2024	AKN Lock Service			884.40
				884.40	
EF144612	19/12/2024	AKN Lock Service			302.50
				302.50	
EF144728	19/12/2024	Alberti Realty - Rosecrown Investments			10,849.60
				3,858.62	
				6,990.98	
EF144982	19/12/2024	Alec Consulting Engineers Pty Ltd			16,802.50
				16,802.50	
EF144555	12/12/2024	Alida Ferriera			866.50
			CPA 111224	866.50	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144297	04/12/2024	Alinta Sales Pty			40.35
				40.35	
EF144609	19/12/2024	Alinta Sales Pty			149.20
				40.80	
				68.05	
				40.35	
EF144439	04/12/2024	All Torque Engineering - Trustee for J Culs			2,287.03
				2,287.03	
EF144466	12/12/2024	Alliance Distribution Services			39.59
				39.59	
EF144421	04/12/2024	Allie Messenger			498.68
				498.68	
EF144498	12/12/2024	ALS Library Services Pty Ltd			1,712.85
				147.07	
				268.13	
				127.57	
				711.85	
				262.46	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				195.77	
EF144731	19/12/2024	ALS Library Services Pty Ltd			1,345.14
				132.66	
				134.07	
				88.23	
				154.19	
				214.63	
				193.39	
				67.32	
				68.08	
				21.29	
				117.09	
				154.19	
EF144678	19/12/2024	Alsco Pty Ltd			5,190.52
				2,595.26	
				2,595.26	
EF144443	04/12/2024	Amazing Grazing			885.00
				885.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
DD003981	09/12/2024	AMEX - Bank Charges Only			608.10
			Amex Merchant Fee 09.12.2024 AMEX	608.10	
EF144868	19/12/2024	Amlet Trust trading as Trevor Strachan Cc			4,888.07
				4,888.07	
EF144974	19/12/2024	Anaid Jimenez del Rio			88.88
			Found_Nov 2024 23082 Anaid Jimenez	88.88	
EF144434	04/12/2024	Angela Aris			488.00
				488.00	
EF144774	19/12/2024	Anna Richardson			136.35
			Found_Nov 2024 18526 Richardson Anna	136.35	
EF144737	19/12/2024	Anne Gee			6,909.56
			Bazaar_Dec 2024 16850 Anne Gee	6,909.56	
EF145036	20/12/2024	ANNETTE WIGUNA			4,242.34
			Bazaar_Dec 2024 22116 Annette Wiguna	4,242.34	
EF144539	12/12/2024	AQUATIC SERVICES WA PTY LTD			19,672.02
				18,944.59	
				727.43	
EF144847	19/12/2024	Archibald Jenny PERSONAL			5,171.42

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				5,171.42	
EF144348	04/12/2024	Arterial Design Pty Ltd			82,182.90
				10,673.30	
				71,509.60	
EF144931	19/12/2024	ArtPlusPlay Pty Ltd			7,568.55
				7,568.55	
EF144752	19/12/2024	Artrage Inc			6,000.00
				6,000.00	
EF145021	19/12/2024	Ashley Edmund Vernon Brockman			500.00
				500.00	
EF144336	04/12/2024	Asphaltech Pty Ltd			22,838.75
				22,838.75	
EF144889	19/12/2024	Ausco Modular Pty Ltd			1,527.17
				1,527.17	
EF144916	19/12/2024	Auslan Stage Left			495.00
				495.00	
EF144520	12/12/2024	Auslan WA Pty Ltd			298.63
				298.63	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144360	04/12/2024	Aussie Natural Spring Water			687.01
				86.00	
				172.00	
				193.50	
				53.75	
				129.96	
				51.80	
EF144513	12/12/2024	Aussie Natural Spring Water			404.69
				107.50	
				161.25	
				43.00	
				92.94	
EF144791	19/12/2024	Aussie Natural Spring Water			467.90
				143.00	
				173.28	
				64.98	
				64.98	
				21.66	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144298	04/12/2024	Australian HVAC Services Pty Ltd			2,208.02
				1,695.95	
				512.07	
EF144461	12/12/2024	Australian HVAC Services Pty Ltd			4,508.80
				4,508.80	
EF144611	19/12/2024	Australian HVAC Services Pty Ltd			22,379.90
				1,822.06	
				1,260.22	
				2,750.57	
				9,371.56	
				2,229.16	
				2,780.86	
				448.06	
				1,717.41	
EF144322	04/12/2024	Australian Jewellers Supplies Pty Ltd			1,681.58
				713.11	
				968.47	
EF144487	12/12/2024	Australian Jewellers Supplies Pty Ltd			521.78

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				521.78	
EF144684	19/12/2024	Australian Jewellers Supplies Pty Ltd			541.50
				541.50	
EF144488	12/12/2024	Australian Parking and Revenue Control F			28,069.17
				14,591.42	
				13,477.75	
EF144279	04/12/2024	Australian Services Union			202.00
			Payroll Deduction - Union	202.00	
EF144302	04/12/2024	Australian Taxation Office			352,948.00
			ETP Tax (Type O) Coy 2 Period Type I Comp Re	187.00	
			Payroll Deduction - Tax	500.00	
			Payroll Deduction - Tax	1,229.00	
			Payroll Deduction - Superannuation	552.00	
			Payroll Deduction - Superannuation	11,562.00	
			Payroll Deduction - Tax	50,482.00	
			Payroll Deduction - Tax	283,046.00	
			Payroll Deduction - Tax	5,390.00	
EF144632	19/12/2024	Australian Taxation Office			344,372.00

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
			ETP Tax (Type O) Coy 2 Period Type I Comp Re	22.00	
			Payroll Deduction - Tax	500.00	
			Payroll Deduction - Tax	1,229.00	
			Payroll Deduction - Superannuation	10,202.00	
			Payroll Deduction - Superannuation	522.00	
			Payroll Deduction - Tax	734.00	
			Payroll Deduction - Tax	47,346.00	
			Payroll Deduction - Tax	283,817.00	
EF144412	04/12/2024	Authentic Security Pty Ltd			13,700.00
			COF Depot cash 041224	13,700.00	
EF144550	12/12/2024	Authentic Security Pty Ltd			13,100.00
				13,100.00	
EF144577	18/12/2024	Authentic Security Pty Ltd			70,000.00
			City of Fremantle Depot CFC for 4 wks	70,000.00	
EF144922	19/12/2024	Authentic Security Pty Ltd			555.98
				277.99	
				277.99	
EF144417	04/12/2024	Back Beach Co			2,538.80

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				2,538.80	
EF144614	19/12/2024	Baileys Fertilisers			1,925.00
				1,925.00	
EF144928	19/12/2024	Baroness Holdings Pty Ltd Pty Ltd Tree Pl			48,320.88
				7,532.38	
				7,532.38	
				21,957.54	
				11,298.58	
EF144784	19/12/2024	Battery World O'Connor			1,290.00
				1,290.00	
EF144541	12/12/2024	Be Sure Cleaners			150.00
				150.00	
EF144892	19/12/2024	Be Sure Cleaners			150.00
				150.00	
EF144652	19/12/2024	Beach Gecko Glass			60.60
			Found_Nov 2024 11508 Beach Gecko	60.60	
EF144327	04/12/2024	Beacon Equipment			335.00
				335.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144862	19/12/2024	Beech Jane			378.75
			Found_Nov 2024 21033 Beech Jane	378.75	
EF144535	12/12/2024	Beerfest No 1 Pty Ltd			15,000.00
			Beerfest No 1 Pty Ltd T/A Fremantle Beer 89 Ch	15,000.00	
EF144886	19/12/2024	Ben Lawver - Personal			2,448.17
				2,448.17	
EF144284	04/12/2024	Benara Nurseries			4,551.95
				4,551.95	
EF144961	19/12/2024	Benn Francis			177.88
				177.88	
EF144777	19/12/2024	Beste Ogan Korucu			12,594.66
			Bazaar_Dec 2024 18603 Beste Ogan	12,594.66	
EF144703	19/12/2024	Big Bamboo			5,004.77
			Bazaar_Dec 2024 14082 Berganza Belen	4,666.42	
			Found_Nov 2024 14082 Berganza Belen	338.35	
EF144811	19/12/2024	Bin Bath Corporation Pty Ltd			362.67
				362.67	
EF144888	19/12/2024	Bing Technologies			13,826.85

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				11,688.42	
				2,138.43	
EF144879	19/12/2024	BJ Systems			3,839.57
				3,839.57	
EF144943	19/12/2024	Black Diamond Security (Australia) Pty Ltc			1,897.50
				654.50	
				550.00	
				693.00	
EF144673	19/12/2024	Black Sandra			600.95
			Found_Nov 2024 12193 Black Sandra	600.95	
EF144285	04/12/2024	Blackwood Atkins			612.70
				612.70	
EF144450	12/12/2024	Blackwood Atkins			1,315.86
				1,315.86	
EF144589	19/12/2024	Blackwood Atkins			6,801.98
				1,434.95	
				413.60	
				1,240.80	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				930.71	
				2,781.92	
EF144387	04/12/2024	Bliss Media Pty Ltd			1,628.00
				1,628.00	
EF144534	12/12/2024	Bliss Media Pty Ltd			1,628.00
				1,628.00	
EF144864	19/12/2024	BMT Commercial Australia Pty Ltd			10,823.67
				10,823.67	
EF144278	04/12/2024	BOC Gases			170.73
				170.73	
EF144581	19/12/2024	BOC Gases			1,067.38
				791.74	
				137.82	
			Incorrect gst - inv overdue	137.82	
EF144616	19/12/2024	Bohemian Ceramics			86.86
			Found_Nov 2024 10396 Bohemian Cerams	86.86	
EF144619	19/12/2024	Bolinda Publishing Pty Ltd			2,070.40
				27.17	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				111.27	
				593.41	
				14.52	
				869.24	
				14.52	
				130.86	
				29.04	
				140.21	
				140.16	
EF145006	19/12/2024	Book a Santa -The Trustee for Drinnan Fa			2,420.00
				2,420.00	
EF144382	04/12/2024	Boral Resources WA Limited T/as Boral C			2,888.61
				259.70	
				692.52	
				519.39	
				369.60	
				528.00	
				259.70	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				259.70	
EF144531	12/12/2024	Boral Resources WA Limited T/as Boral C			1,969.76
				263.15	
				432.83	
				259.70	
				416.13	
				597.95	
EF144839	19/12/2024	Boral Resources WA Limited T/as Boral C			5,514.99
				764.50	
				586.74	
				252.77	
				617.87	
				341.68	
				1,083.72	
				259.70	
				342.79	
				925.32	
				339.90	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144758	19/12/2024	Boult Nominees Pty Ltd			17,786.68
				8,948.84	
				8,837.84	
EF144957	19/12/2024	Boyan Electrical Services			1,738.00
				1,738.00	
EF144465	12/12/2024	BP Australia Pty Ltd			8,170.85
			BP Invoice Import - 2024-11-30	8,170.85	
EF144711	19/12/2024	Bradmac ConsultingT/a Blue Lawn Desigr			8,012.35
				116.58	
			Bazaar_Dec 2024 15020 Bradmac Consulting	6,641.10	
			Found_Nov 2024 15020 Bradmac Consult	1,254.67	
EF144533	12/12/2024	Brandworx Australia			1,561.98
				399.20	
				399.99	
				373.20	
				389.59	
EF144858	19/12/2024	Brandworx Australia			24.81
				24.81	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144816	19/12/2024	Braw Paper Co			372.69
			Found_Nov 2024 19961 Tamsin Richardson	372.69	
EF144905	19/12/2024	Braw Paper Co.			1,547.22
				330.00	
				1,217.22	
EF144308	04/12/2024	Bridgestone Australia Limited			1,511.60
				1,216.80	
				294.80	
EF144646	19/12/2024	Bridgestone Australia Limited			2,910.54
				385.44	
				1,262.58	
				1,262.52	
EF144884	19/12/2024	Briteshine Cleaning & Maintenance Servic			7,916.30
				7,916.30	
EF144620	19/12/2024	Brown Joanna			232.30
			Found_Nov 2024 10492 Brown Joanna	232.30	
EF144808	19/12/2024	BuildingPoint Australia Pty Ltd			3,102.00
				3,102.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144276	04/12/2024	Bunnings Building Supplies Pty Ltd			1,905.16
				34.14	
				1,225.43	
				149.00	
				35.97	
				147.25	
				63.42	
				249.95	
EF144447	12/12/2024	Bunnings Building Supplies Pty Ltd			355.85
				237.86	
				117.99	
EF144580	19/12/2024	Bunnings Building Supplies Pty Ltd			6,410.30
				159.68	
				288.23	
				114.87	
				24.20	
				41.26	
				27.72	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				59.00	
				290.82	
				420.09	
				543.09	
				689.21	
				504.96	
				409.59	
				398.00	
				94.00	
				79.00	
				469.66	
				115.76	
				706.00	
				50.68	
				75.91	
				39.53	
				-52.23	
				496.57	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				58.29	
				81.12	
				225.29	
EF144277	04/12/2024	C F M E Union			90.00
			Payroll Deduction - Union	90.00	
EF144918	19/12/2024	C Wright			322.27
				322.27	
EF144621	19/12/2024	Carboni Anthea Judith			89.39
			Found_Nov 2024 10535 Carboni Anthea	89.39	
EF144622	19/12/2024	Cards With A View			326.23
			Found_Nov 2024 10537 Cards with a View	326.23	
EF145024	20/12/2024	Cards With A View			6,373.46
				6,373.46	
EF144712	19/12/2024	Cat Haven			227.00
				352.00	
			Inv CH0291047 30/11/2023	-125.00	
EF144874	19/12/2024	CATHERINE DOROTHY FITZHARDINGE			400.00
				400.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
DD003978	03/12/2024	CBA Bank Charges Only			3,821.27
			CBA Merchant Fee Nov'24 03.12.2024 CBA Ban	3,821.27	
EF144557	12/12/2024	CeaCea Swimwear			6,545.22
				6,545.22	
EF144854	19/12/2024	Centre for Stories Limited			13,644.40
				13,644.40	
EF144608	19/12/2024	Chamber of Commerce & Industry			6,545.00
				6,545.00	
EF144286	04/12/2024	Child Support Agency			1,136.51
			Payroll Deduction - Child Support	1,136.51	
EF144663	19/12/2024	Chynoweth Kathryn			33.33
			Found_Nov 2024 11753 Chynoweth Kath	33.33	
EF144946	19/12/2024	City Collective			3,850.00
				3,850.00	
EF144590	19/12/2024	City of Cockburn			75,926.42
				75,926.42	
EF144633	19/12/2024	City of Melville			17,166.66
				11,000.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				6,166.66	
EF144692	19/12/2024	City of Subiaco			19,562.15
				7,057.93	
				12,504.22	
EF144739	19/12/2024	City of Vincent			23,100.00
				23,100.00	
EF144401	04/12/2024	Civil Sciences and Engineering PTY LTD			15,986.39
				15,986.39	
EF144470	12/12/2024	CJD Equipment Pty Ltd			779.04
				779.04	
EF144672	19/12/2024	Claire Townsend Designs			6,182.49
			Bazaar_Dec 2024 12155 Claire Townsend	6,061.29	
			Found_Nov 2024 12155 Claire Townsend	121.20	
EF144385	04/12/2024	Classic Hire			305.80
				393.80	
				-88.00	
EF144514	12/12/2024	Claw Environmental			462.00
				462.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144793	19/12/2024	Claw Environmental			462.00
				462.00	
EF144859	19/12/2024	Clifton, Renee Rae			6,211.02
			Bazaar_Dec 2024 20967 Clifton Renee	6,211.02	
EF144328	04/12/2024	CLPM Pty Ltd			130,256.01
				130,256.01	
EF144451	12/12/2024	Coates Hire Service			3,300.00
				3,300.00	
EF144381	04/12/2024	Cockburn Party Hire			6,685.00
				6,685.00	
EF144842	19/12/2024	Coffey Services Australia Pty Ltd			838.20
				838.20	
EF144505	12/12/2024	Colleagues Nagels			3,298.76
				3,298.76	
EF144770	19/12/2024	Colleagues Nagels			2,391.04
				2,391.04	
EF144841	19/12/2024	Combat Clothing Australia Pty Ltd			1,798.50
				1,798.50	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144869	19/12/2024	Complete Office Supplies Pty Ltd			2,815.33
				2,815.33	
EF144315	04/12/2024	Compu-Stor			6,898.66
				6,898.66	
EF144665	19/12/2024	Compu-Stor			14,051.05
				6,175.33	
				320.50	
				261.18	
				350.63	
				6,943.41	
EF145035	20/12/2024	Concious & Co Pty Ltd T/As Elia balms an			5,230.60
			Bazaar_Dec 2024 22066 Conscious & Co	5,230.60	
EF144423	04/12/2024	Connor Warn			426.44
				213.72	
				212.72	
EF144706	19/12/2024	Consolidated Training Services			1,100.00
				1,100.00	
EF144351	04/12/2024	Contraflow Pty Ltd			62,583.22

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				1,430.00	
				2,405.61	
				2,363.87	
				1,139.42	
				741.51	
				444.91	
				3,128.13	
				1,340.63	
				743.83	
				34,930.76	
				1,761.38	
				5,830.00	
				973.63	
				1,139.42	
				2,502.51	
				1,163.84	
				543.77	
EF144504	12/12/2024	Contraflow Pty Ltd			46,829.46

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				2,475.00	
				1,620.90	
				9,778.61	
				9,669.41	
				6,894.27	
				-2,475.00	
				1,787.50	
				14,600.99	
				1,395.79	
				1,081.99	
EF144769	19/12/2024	Contraflow Pty Ltd			85,657.87
				692.08	
				1,436.16	
				395.47	
				2,475.00	
				1,681.11	
				2,709.75	
				5,362.50	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				1,139.42	
				957.00	
				957.00	
				4,622.62	
				1,519.38	
				1,639.66	
				2,475.00	
				1,139.42	
				1,139.42	
				593.21	
				1,810.42	
				12,448.29	
				858.00	
				2,379.48	
				893.75	
				1,681.11	
				804.38	
				5,596.94	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				957.00	
				790.94	
				1,749.52	
				2,145.00	
				1,340.63	
				983.13	
				5,005.00	
				4,754.25	
				1,519.38	
				849.06	
				3,721.49	
				1,072.50	
				3,363.40	
EF144734	19/12/2024	Convict Bags & Accessories Pty Ltd			704.49
			Bazaar_Dec 2024 16584 Convict	555.51	
			Found_Nov 2024 16584 Convict Bags & Access	148.98	
EF144501	12/12/2024	Copper Chimney			990.00
				990.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144955	19/12/2024	Coreleverage Investments Pty Ltd t/a DBS			10,692.00
				9,707.50	
				984.50	
EF144647	19/12/2024	Craft Wood Design			372.19
			Found_Nov 2024 11285 Robert Jones	372.19	
EF144552	12/12/2024	Crayon Australia Pty Ltd			1,962.62
				1,962.62	
EF144923	19/12/2024	Crayon Australia Pty Ltd			122,238.48
				2,101.66	
				119,928.35	
				208.47	
EF144352	04/12/2024	Creation Landscape Supplies			1,306.24
				434.87	
				871.37	
EF144773	19/12/2024	Creation Landscape Supplies			597.00
				45.00	
				552.00	
EF144843	19/12/2024	Creative Sistas - Buffie Punch			5,724.23

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
			Bazaar_Dec 2024 20710 Creative Sistas	5,724.23	
EF144376	04/12/2024	Creative Spaces			9,223.50
				9,223.50	
EF144527	12/12/2024	Creative Spaces			3,943.50
				3,943.50	
EF144429	04/12/2024	Critical Fire Protection & Training Pty Ltd			1,079.76
				1,079.76	
EF144601	19/12/2024	CROMAG PTY LTD t/a Sigma Chemicals			2,777.50
				2,777.50	
EF144452	12/12/2024	Culleys Tea Rooms			140.00
				140.00	
EF144591	19/12/2024	Culleys Tea Rooms			982.00
				982.00	
EF144764	19/12/2024	Culture Counts Australia Pty Ltd			2,750.00
				2,750.00	
EF144373	04/12/2024	Cycling Without Age Australia Incorporate			385.00
				385.00	
EF144818	19/12/2024	Cyclus Pty Ltd			3,090.55

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				2,291.12	
				799.43	
EF144324	04/12/2024	D A Christie Pty Ltd			230.62
				230.62	
EF144700	19/12/2024	Dadaa Limited			4,151.96
				1,015.30	
				1,568.33	
				1,568.33	
EF145027	20/12/2024	Dale Frances (Glenny)			45.45
			Found_Nov 2024 15955 Dale Frances	45.45	
EF144629	19/12/2024	Damjanovich-Napoleon Natalie			375.00
				375.00	
EF145008	19/12/2024	Dan Little			680.00
				680.00	
EF145029	20/12/2024	Daniel Ink Pty Ltd			6,765.16
			Bazaar_Dec 2024 17859 Daniel Ink Pty	6,765.16	
EF145022	19/12/2024	Daniel Martis			500.00
				500.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144938	19/12/2024	Daniel Santich			585.00
				585.00	
EF144876	19/12/2024	DAWES ELIZABETH t/as WOVEN STORI			267.65
			Found_Nov 2024 21455 Dawes Elizabeth	267.65	
EF144409	04/12/2024	Daynite Towing Service (WA) Pty Ltd			308.00
				154.00	
				154.00	
EF144860	19/12/2024	Deep Earth Ceramics			3,172.39
			Bazaar_Dec 2024 20973 Deep Earth Ceramics	3,028.46	
			Found_Nov 2024 20973 Smith Sally	143.93	
EF144637	19/12/2024	Department Of Fire And Emergency Servi			,005,338.81
				,005,338.81	
EF144512	12/12/2024	Department of Mines, Industry Regulation			20,829.93
				20,829.93	
EF144789	19/12/2024	Department of Mines, Industry Regulation			29,095.52
				29,095.52	
EF144718	19/12/2024	Dept of Planning			15,389.00
				15,389.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144702	19/12/2024	Detail Marketing Communications			19,250.00
				10,725.00	
				1,925.00	
				6,600.00	
EF144668	19/12/2024	Docherty Anthony			615.60
			Found_Nov 2024 11924 Docherty A	615.60	
EF144687	19/12/2024	Docuprint			1,439.00
				964.00	
				475.00	
EF144482	12/12/2024	Docu-Shred			68.20
				68.20	
EF144532	12/12/2024	Donald Cant Watts Corke (WA) Pty Ltd			3,729.00
			Old PO P273701	3,729.00	
EF144846	19/12/2024	Donald Cant Watts Corke (WA) Pty Ltd			6,600.00
				3,850.00	
				2,750.00	
EF144871	19/12/2024	Dormakaba Australia Pty Ltd			704.00
				704.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144391	04/12/2024	Double G (WA) Pty Ltd t/a Think Water Pe			11,964.32
				1,422.55	
				553.51	
				1,478.60	
				1,378.14	
				1,092.44	
				1,119.66	
				1,118.32	
				1,348.44	
				729.11	
				1,723.55	
EF144873	19/12/2024	Double G (WA) Pty Ltd t/a Think Water Pe			9,345.82
				553.14	
				751.44	
				501.88	
				3,618.52	
				565.31	
				1,227.88	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				389.04	
				525.64	
				358.50	
				226.88	
				627.59	
EF144483	12/12/2024	Downer EDI Works Pty Ltd			70,417.62
				70,417.62	
EF144669	19/12/2024	Downer EDI Works Pty Ltd			120,306.99
				120,306.99	
EF144390	04/12/2024	Dowsing Group Pty Ltd			90,918.62
				-1,034.53	
				37,505.55	
				54,447.60	
EF144867	19/12/2024	Dowsing Group Pty Ltd			44,207.68
				15,058.80	
				28,378.88	
				770.00	
EF144363	04/12/2024	Drainflow Services Pty Ltd			1,056.00

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				1,056.00	
EF144518	12/12/2024	Drainflow Services Pty Ltd			5,544.00
				4,620.00	
				924.00	
EF144634	19/12/2024	E & MJ Rosher Pty Ltd			65,466.33
				-518.67	
				12,337.60	
				53,647.40	
EF144357	04/12/2024	Easisalary Pty Ltd			5,377.72
			EasiSalary (Post Tax) Coy 2 Period Type I Comp	902.92	
			EasiSalary (Pre Tax) Coy 2 Period Type I Comp	4,474.80	
EF144788	19/12/2024	Easisalary Pty Ltd			5,461.04
			EasiSalary (Post Tax) Coy 2 Period Type I Comp	902.92	
			EasiSalary (Pre Tax) Coy 2 Period Type I Comp	4,558.12	
EF144771	19/12/2024	East Fremantle Primary School P & C Ass			5,884.50
				5,884.50	
EF144339	04/12/2024	Eclipse Soils Pty Ltd			11,797.50
				11,797.50	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144496	12/12/2024	Eclipse Soils Pty Ltd			2,722.50
				2,722.50	
EF144392	04/12/2024	EGAN SANDRA			200.00
				200.00	
EF144906	19/12/2024	Einiitd Benice Taylor T/A Serene Forest Le			111.89
				111.89	
EF144606	19/12/2024	Ejan Communications			972.13
				807.40	
				164.73	
EF144898	19/12/2024	ELAN ENERGY MATRIX PTY LTD			485.22
				69.81	
				415.41	
EF144384	04/12/2024	Electrical Services Consulting Pty Ltd			11,000.00
				11,000.00	
EF144848	19/12/2024	Electrical Services Consulting Pty Ltd			2,750.00
				2,750.00	
EF144807	19/12/2024	Element Advisory Pty Ltd			825.00
				825.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144978	19/12/2024	Ellen Claire O'Loughlin			167.50
				167.50	
EF144991	19/12/2024	Emma Maye Gibson			750.00
				750.00	
EF144317	04/12/2024	Emso Maintenance			20,286.90
				788.04	
				1,232.00	
				1,078.00	
				330.00	
				759.00	
				4,642.00	
				3,085.50	
				1,951.40	
				5,962.00	
				458.96	
EF144484	12/12/2024	Emso Maintenance			12,828.64
				2,970.00	
				332.64	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				2,068.00	
				7,458.00	
EF144674	19/12/2024	Emso Maintenance			16,071.99
				3,003.00	
				214.39	
				10,434.60	
				280.50	
				2,139.50	
EF144356	04/12/2024	Environmental Industries Pty Ltd			643.50
				643.50	
EF144509	12/12/2024	Environmental Industries Pty Ltd			1,789.19
				1,789.19	
EF144783	19/12/2024	Environmental Industries Pty Ltd			10,972.50
				2,722.50	
				8,250.00	
EF144920	19/12/2024	Essemy Pty Ltd Atf Essemy Unit Trust			8,250.00
				8,250.00	
EF144576	12/12/2024	EV Charging Systems Pty Ltd			46,984.68

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				4,884.00	
				23,837.75	
				2,648.64	
				15,614.29	
EF144741	19/12/2024	Event Health Management			2,229.70
				1,197.90	
				1,031.80	
EF144335	04/12/2024	Eventex			4,206.90
				3,106.90	
				1,100.00	
EF144721	19/12/2024	Eventex			9,600.71
				9,600.71	
EF144838	19/12/2024	Ezra Alcantra Photography			2,178.00
				1,089.00	
				1,089.00	
EF144763	19/12/2024	Faithfull Marcaela			60.60
			Found_Nov 2024 18066 Faithfull Marcaela	60.60	
EF144887	19/12/2024	Fedele James Camarda			3,148.17

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				3,148.17	
EF144870	19/12/2024	Felicity Bodycoat			202.00
			Found_Nov 2024 21209 Felicity Bodycoat	202.00	
EF144688	19/12/2024	Fishing Fleet Festival Association			33,000.00
				33,000.00	
EF144353	04/12/2024	Fitzhardinge Hannah			22.13
				22.13	
EF144506	12/12/2024	Fitzhardinge Hannah			77.51
				77.51	
EF144775	19/12/2024	Fitzhardinge Hannah			11,526.54
				10,909.32	
				617.22	
EF144567	12/12/2024	Focused Vision Consulting Pty Ltd			4,906.00
				4,906.00	
EF144984	19/12/2024	Focused Vision Consulting Pty Ltd			6,770.50
				2,739.00	
				4,031.50	
EF144638	19/12/2024	Frane Lessac T/as Artbeat Publishers			186.85

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
			Found_Nov 2024 10960 Frane Lessac	186.85	
EF144985	19/12/2024	Fremantle Boomerangs			300.00
				300.00	
EF144405	04/12/2024	Fremantle Broadcasting Inc			6,446.00
				6,446.00	
EF144593	19/12/2024	Fremantle Chamber of Commerce			11,000.00
				11,000.00	
EF144853	19/12/2024	Fremantle Hiab & Tilt Tray			726.00
				726.00	
EF144365	04/12/2024	Fremantle History Society			40.00
			Payment Return	40.00	
EF144473	12/12/2024	Fremantle Markets			124.52
				124.52	
EF144641	19/12/2024	Fremantle Markets			38.94
				38.94	
EF144856	19/12/2024	Fremantle Park Sport & Community Centr			19,372.62
				19,372.62	
EF144602	19/12/2024	Fremantle Port Authority			615.18

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				615.18	
EF144396	04/12/2024	FREO FIRE MAINTENANCE SERVICES I			255.77
				255.77	
EF144536	12/12/2024	FREO FIRE MAINTENANCE SERVICES I			7,222.74
				7,024.22	
				198.52	
EF144878	19/12/2024	FREO FIRE MAINTENANCE SERVICES I			181.50
				181.50	
EF144408	04/12/2024	Front Runner Avl Pty Ltd			2,853.51
				2,853.51	
EF144914	19/12/2024	Front Runner Avl Pty Ltd			12,648.79
				6,680.74	
				5,968.05	
EF144422	04/12/2024	Futureproof Building Services Pty Ltd			14,333.00
				2,189.00	
				2,453.00	
				6,270.00	
				3,421.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144558	12/12/2024	Futureproof Building Services Pty Ltd			12,089.00
				12,089.00	
EF144958	19/12/2024	Futureproof Building Services Pty Ltd			58,181.97
				20,606.30	
				2,200.00	
				434.50	
				346.50	
				891.00	
				33,703.67	
EF144971	19/12/2024	G.A.P's Kitchen Pty Ltd			1,870.00
				1,870.00	
EF144707	19/12/2024	Gandy, Richelle			182.00
				182.00	
EF144799	19/12/2024	Gardner Lisa			3,846.09
			Bazaar_Dec 2024 19309 Gardner Lisa	3,434.01	
			Found_Nov 2024 19309 Kor	412.08	
DD003979	02/12/2024	Garnama Pty Ltd T/A Les Mills Asia Pacifi			535.33
			Less Mill Fee 02.12.204 Garnama Pty Ltd	535.33	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144333	04/12/2024	Gateway Printing			1,709.40
				854.70	
				854.70	
EF144715	19/12/2024	Gateway Printing			238.70
				238.70	
EF145012	19/12/2024	Gavin Hobbs t/as Combi Coffee Fremantle			100.00
				100.00	
EF145016	19/12/2024	Geografia Pty Ltd			20,020.00
				20,020.00	
EF144944	19/12/2024	Georgina Mavor			960.00
				960.00	
EF144996	19/12/2024	Gerfran Pty Ltd T/A The Frenchams Grou			1,223.20
				1,157.20	
				66.00	
EF144474	12/12/2024	Gillespie Natalie			1,000.00
				1,000.00	
EF144645	19/12/2024	Gillespie Natalie			1,000.00
				1,000.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144544	12/12/2024	GLEN FLOOD GROUP (GFG) PTY LTD			14,663.00
				2,964.50	
				3,003.00	
				8,695.50	
EF144900	19/12/2024	GLEN FLOOD GROUP (GFG) PTY LTD			8,695.50
				8,695.50	
EF145026	20/12/2024	Gomes Alison			3,256.99
			Bazaar_Dec 2024 14512 Gomes Alison	3,256.99	
EF144720	19/12/2024	Goodchild Enterprises			211.20
				211.20	
EF144290	04/12/2024	GPC Asia Pacific Pty Ltd			386.99
				247.01	
				11.99	
				17.99	
				110.00	
EF144455	12/12/2024	GPC Asia Pacific Pty Ltd			180.70
				22.00	
				48.97	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				109.73	
EF144597	19/12/2024	GPC Asia Pacific Pty Ltd			469.45
				199.16	
				270.29	
EF144832	19/12/2024	Graham Geoffrey			3,148.17
				3,148.17	
EF144394	04/12/2024	Green Options			1,884.58
				616.00	
				572.00	
				696.58	
EF144877	19/12/2024	Green Options			17,992.03
				17,992.03	
EF144344	04/12/2024	Greenacres Turf Group			2,423.85
				2,423.85	
EF144742	19/12/2024	Greenacres Turf Group			4,847.70
				4,847.70	
EF144556	12/12/2024	Greenlite Electrical Contractor Pty Ltd			17,320.11
				3,335.20	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				13,984.91	
EF144320	04/12/2024	Greensteam Australia Pty Ltd			2,312.46
				2,312.46	
EF144485	12/12/2024	Greensteam Australia Pty Ltd			2,268.52
				1,829.45	
				439.07	
EF144679	19/12/2024	Greensteam Australia Pty Ltd			42,922.62
				7,480.00	
				32,320.35	
				2,683.20	
				439.07	
EF144383	04/12/2024	Greenway Turf Solutions Pty Ltd			5,940.00
				5,940.00	
EF144840	19/12/2024	Greenway Turf Solutions Pty Ltd			19,624.00
				19,624.00	
EF144491	12/12/2024	Gregson Jocelyn			50.00
				50.00	
EF144705	19/12/2024	Gregson Jocelyn			362.59

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
			Found_Nov 2024 14209 Gregson Jocelyn	362.59	
EF144280	04/12/2024	Gronbek Security			175.00
				175.00	
EF144582	19/12/2024	Gronbek Security			1,412.44
				121.81	
				324.98	
				392.01	
				537.65	
				35.99	
EF144549	12/12/2024	Grosvenor Engineering Group Pty Ltd			1,156.23
				288.92	
				867.31	
EF144915	19/12/2024	Grosvenor Engineering Group Pty Ltd			1,120.07
				581.20	
				538.87	
EF144627	19/12/2024	GW Architects Pty Ltd			7,834.75
				7,834.75	
EF144716	19/12/2024	Hadwin Anna			113.12

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
			Found_Nov 2024 15330 Hadwin Anna	113.12	
EF144293	04/12/2024	Harper Collins Publishers Pty Ltd			833.78
				833.78	
EF144650	19/12/2024	Harris Amanda			129.28
			Found_Nov 2024 11491 Harris Amanda	129.28	
EF144640	19/12/2024	Harrison Rodger			471.67
			Found_Nov 2024 10976 Harrison Rodger	471.67	
EF144559	12/12/2024	Hayley Manser			432.00
				432.00	
EF144299	04/12/2024	Hays Personnel Services			20,549.70
				2,690.50	
				2,795.16	
				2,818.65	
				3,396.15	
				2,741.74	
				2,955.38	
				3,152.12	
EF144468	12/12/2024	Hays Personnel Services			8,596.59

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				2,655.55	
				3,199.30	
				2,741.74	
EF144623	19/12/2024	Hays Personnel Services			8,809.18
				2,707.97	
				3,341.66	
				2,759.55	
EF144740	19/12/2024	Healing India Creative Arts			740.00
				740.00	
EF144979	19/12/2024	Healius Pathology Pty Ltd			236.34
				236.34	
EF145009	19/12/2024	Henschke Jewellery			116.15
			Found_Nov 2024 23294 Henschke Jewell	116.15	
EF144369	04/12/2024	Higgins Lawnmowing Service			4,917.00
				253.00	
				3,586.00	
				110.00	
				396.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				88.00	
				396.00	
				88.00	
EF144524	12/12/2024	Higgins Lawnmowing Service			3,954.50
				418.00	
				429.00	
				2,739.00	
				132.00	
				159.50	
				77.00	
EF144819	19/12/2024	Higgins Lawnmowing Service			1,232.00
				1,232.00	
EF144699	19/12/2024	Hines Patricia			30.30
			Found_Nov 2024 13767 Hines Patricia	30.30	
EF144380	04/12/2024	Hoisting Equipment Specialists WA / Hesv			484.00
				484.00	
EF144837	19/12/2024	Hoisting Equipment Specialists WA / Hesv			217.80
				217.80	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144954	19/12/2024	Horizons West Bus & Coachlines			5,477.51
				5,477.51	
EF145002	19/12/2024	Hosemasters -NHB Group Pty Ltd			246.73
				97.87	
				148.86	
EF144340	04/12/2024	Hoskins Investments Pty Ltd			8,611.45
				390.62	
				610.14	
				385.00	
				621.73	
				154.00	
				289.11	
				114.35	
				228.69	
				3,485.00	
				360.25	
				208.67	
				154.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				1,241.06	
				368.83	
EF144497	12/12/2024	Hoskins Investments Pty Ltd			16,978.55
				484.25	
				197.88	
				1,007.40	
				3,366.62	
				198.41	
				376.67	
				1,156.76	
				3,173.24	
				3,230.69	
				105.88	
				1,412.22	
				1,628.00	
				640.53	
EF144727	19/12/2024	Hoskins Investments Pty Ltd			11,583.32
				327.42	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				287.14	
				182.95	
				3,242.25	
				379.50	
				131.95	
				1,055.07	
				343.04	
				91.48	
				308.03	
				788.66	
				404.67	
				441.13	
				283.95	
				256.67	
				599.63	
				137.21	
				350.57	
				844.30	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				246.11	
				265.72	
				182.95	
				432.92	
EF144395	04/12/2024	HOT BREAD RETAIL GROUP Pty Ltd			1,155.00
				1,155.00	
EF144850	19/12/2024	Hovea Pottery Greg Crowe			272.70
			Found_Nov 2024 20885 Hovea Pottery	272.70	
EF144714	19/12/2024	Hudson Global Resources Aust Pty Ltd			31,275.75
				31,275.75	
EF144814	19/12/2024	Hummerston Grace			55.55
			Found_Nov 2024 19939 Hummerston Grace	55.55	
EF144321	04/12/2024	Hydraulic Design Australia			8,574.50
				8,574.50	
EF144683	19/12/2024	Hydraulic Design Australia			13,200.00
				13,200.00	
EF144686	19/12/2024	IAS Fine Art Logistics Pty Ltd			6,991.48
				5,668.73	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				1,322.75	
EF144568	12/12/2024	ICAM Australia Pty Ltd			1,980.00
				1,980.00	
EF144735	19/12/2024	ICS Australia Pty Ltd			138,809.34
				138,809.34	
EF144503	12/12/2024	Id Consulting Pty Ltd			14,190.00
				14,190.00	
EF144698	19/12/2024	IJewellery			7,612.47
			Bazaar_Dec 2024 13742 Ijewellery	7,587.22	
			Found_Nov 2024 13742 Icon Jewellery	25.25	
EF144377	04/12/2024	Image Extra			4,028.75
				1,328.25	
				1,424.50	
				1,276.00	
EF144528	12/12/2024	Image Extra			2,329.25
				1,509.75	
				819.50	
EF144830	19/12/2024	Image Extra			566.50

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				385.00	
				181.50	
EF144747	19/12/2024	Imagesource Digital Solutions			5,649.26
				682.00	
				103.40	
				115.50	
				369.60	
				498.30	
				834.01	
				180.95	
				1,012.00	
				1,177.00	
				259.60	
				290.40	
				126.50	
EF144750	19/12/2024	In Tune Piano Service			275.00
				275.00	
EF144896	19/12/2024	Indian Ocean Dragon Boat Club Inc			5,870.84

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				5,870.84	
EF144761	19/12/2024	Indianic Diving Services Pty Ltd			10,699.30
				10,699.30	
EF144948	19/12/2024	Ingrid Lydia Van Dorssen			3,148.17
				3,148.17	
EF144332	04/12/2024	Instant Toilet & Shower Pty Ltd T/as Insta			3,773.44
				2,726.86	
				1,046.58	
EF144903	19/12/2024	INTELIFE GROUP LIMITED			2,409.84
				411.14	
				1,998.70	
EF144852	19/12/2024	INTERGRAPH CORPORATION PTY LTD			1,254.13
				1,254.13	
EF144402	04/12/2024	Itomic Digital Pty Ltd			907.50
				907.50	
EF144895	19/12/2024	Itomic Digital Pty Ltd			275.00
				275.00	
EF144345	04/12/2024	IXOM Pty Ltd			2,983.70

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				2,983.70	
EF144749	19/12/2024	IXOM Pty Ltd			6,214.28
				246.88	
				2,983.70	
				2,983.70	
EF144445	10/12/2024	Jack Burton			3,735.00
				2,085.00	
				1,650.00	
EF144584	19/12/2024	Jacksons Drawing Supplies			135.00
				135.00	
EF145001	19/12/2024	Janet Brown t/a One Jolly Rabbit			825.67
			Bazaar_Dec 2024 23276 One Jolly Rabbit	825.67	
EF144306	04/12/2024	Japanese Truck & Bus Spares			48.25
				48.25	
EF144643	19/12/2024	Japanese Truck & Bus Spares			1,578.70
				812.55	
				450.60	
				223.40	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				92.15	
EF144288	04/12/2024	Jason Signmakers			1,414.35
				158.21	
				938.50	
				317.64	
EF144594	19/12/2024	Jason Signmakers			5,154.37
				4,916.14	
				238.23	
EF144907	19/12/2024	Jayden Weston / Okaythen Pty Ltd trading			1,128.85
				1,128.85	
EF144588	19/12/2024	Jaypoint Nominees Pty Ltd Trading As He			1,287.00
				495.00	
				792.00	
EF144766	19/12/2024	JB Hifi Commercial			2,075.71
				740.75	
				950.65	
				384.31	
EF144393	04/12/2024	JD Organics			924.00

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				924.00	
EF144949	19/12/2024	Jemima Williamson-Wong			3,148.17
				3,148.17	
EF145007	19/12/2024	Jennifer Baker			291.50
				291.50	
EF144757	19/12/2024	Jewellers & Metalsmiths Group of Australi			7,612.94
			Bazaar_Dec 2024 17878 Jewellers & Metalsmith	7,612.94	
EF144368	04/12/2024	JJ Richards and Sons Pty Ltd			247.79
				247.79	
EF144817	19/12/2024	JJ Richards and Sons Pty Ltd			22,457.53
				2,095.83	
				4,763.00	
				3,810.40	
				3,997.72	
				2,054.74	
				3,334.10	
				2,401.74	
EF145038	20/12/2024	John Nicholas Carney			3,688.16

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
			Bazaar_Dec 2024 22153 John Carney	3,688.16	
EF144500	12/12/2024	Joseph Landro T/As Joe's Printing			4,470.00
				1,485.00	
				1,485.00	
				1,500.00	
EF144696	19/12/2024	Josh Byrne & Associates			2,063.60
				2,063.60	
EF144913	19/12/2024	Joshua Button Enterprises			45.45
			Found_Nov 2024 22159 Joshua Button	45.45	
EF144953	19/12/2024	Julia Wade			4,212.50
			Bazaar_Dec 2024 22769 Julia Wade	3,967.07	
			Found_Nov 2024 22769 Julia Wade	245.43	
EF144844	19/12/2024	Julianne Wade			5,214.71
			Bazaar_Dec 2024 20712 Julianne Wade	5,214.71	
EF144804	19/12/2024	Juluwarlu Group Aboriginal Corporation			11,464.46
			Bazaar_Dec 2024 19522 Juluwarlu Group	10,766.55	
			Found_Nov 2024 19522 Juluwarlu	697.91	
EF144420	04/12/2024	K & S Restorations Pty Ltd			16,720.00

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				16,720.00	
EF144831	19/12/2024	Kaleidoscope Studio Pty Ltd			113.62
			Found_Nov 2024 20508 Helen Ansell	113.62	
EF144872	19/12/2024	Kambarang Services Pty Ltd			1,155.00
				385.00	
				385.00	
				385.00	
EF144756	19/12/2024	Karla Hart Enterprises Pty Ltd			4,400.00
				4,400.00	
EF144857	19/12/2024	KATE SALE JEWELLERY			4,398.77
			Bazaar_Dec 2024 20957 Kate Sale Jewellery	3,078.19	
			Found_Nov 2024 20957 Sale Kate	1,320.58	
EF144648	19/12/2024	Kelly Nicole Ann			191.90
			Found_Nov 2024 11398 Nicole Kelly	191.90	
EF144933	19/12/2024	KERR, PETER RAYMOND			500.00
				500.00	
EF144988	19/12/2024	Kimberry Design			105.86
				105.86	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144836	19/12/2024	Kings-Lynne Susannah Louise T/as Susar			1,033.82
			Bazaar_Dec 2024 20550 Kings-Lynne Susannah	990.89	
			Found_Nov 2024 20550 Kings-Lynne Susannah	42.93	
EF144459	12/12/2024	Kleenheat Gas			757.60
				757.60	
EF144607	19/12/2024	Kleenheat Gas			13,038.75
				13,038.75	
EF144310	04/12/2024	Kleenit			4,348.38
				4,018.38	
				330.00	
EF144477	12/12/2024	Kleenit			330.00
				330.00	
EF144649	19/12/2024	Kleenit			14,721.29
				2,720.61	
				330.00	
				3,566.27	
				330.00	
				330.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				2,034.22	
				330.00	
				2,938.71	
				2,141.48	
EF145034	20/12/2024	KOEN RONEL (t/as SWALO)			13,362.72
			Bazaar_Dec 2024 21558 Koen Ronel	13,362.72	
EF144820	19/12/2024	Kompan Playscape Pty Ltd			2,383.15
				2,383.15	
EF144370	04/12/2024	Koodak Jewellers Supplies Pty Ltd			636.62
				636.62	
EF144952	19/12/2024	Koro Shardlow Brown			3,935.13
			Bazaar_Dec 2024 22743 Koro Brown	3,935.13	
EF144282	04/12/2024	L.G.R.C.E.U			792.00
			LGRCEU Coy 2 Period Type O Comp Ref 827.0	792.00	
EF144967	19/12/2024	LA Property Solutions			1,650.00
				660.00	
				990.00	
EF144364	04/12/2024	Laminar Capital			495.00

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				495.00	
EF144794	19/12/2024	Lang Adin			3,148.17
				3,148.17	
EF145019	19/12/2024	Lara Rawlings			300.00
				300.00	
EF144386	04/12/2024	Lawnswood			240.00
				240.00	
EF144995	19/12/2024	Leela Dilkes-Hoffman			143.93
			Found_Nov 2024 23254 Dilkes-Hoffman Design	143.93	
EF144772	19/12/2024	LGConnect Pty Ltd			243.10
				243.10	
EF144361	04/12/2024	Linemarking WA Pty Ltd			6,179.67
				1,051.05	
				609.07	
				753.59	
				730.40	
				550.00	
				835.56	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				550.00	
				550.00	
				550.00	
EF144797	19/12/2024	Linemarking WA Pty Ltd			1,470.74
				1,470.74	
EF144522	12/12/2024	Little Hawk Freo			1,384.00
				1,384.00	
EF144941	19/12/2024	Little Rippers Technology			3,582.70
				3,096.50	
				486.20	
EF144359	04/12/2024	Lounge Backline Pty Ltd			2,259.40
				2,259.40	
EF144437	04/12/2024	Love Police Touring Pty Ltd			1,999.00
				1,999.00	
EF144573	12/12/2024	Love Police Touring Pty Ltd			13,200.00
				13,200.00	
EF144950	19/12/2024	Luke Jessop t/a Saltwater Sapphires			5,611.40
			Bazaar_Dec 2024 22712 Luke Jessop	5,611.40	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144910	19/12/2024	LYNDAL MALARKEY T/AS VIOLET CLAR			6,495.92
			Bazaar_Dec 2024 22131 Lyndal Malarkey	6,495.92	
EF144323	04/12/2024	M P Rogers & Associates			3,639.10
				3,639.10	
EF144685	19/12/2024	M P Rogers & Associates			4,154.73
				4,154.73	
EF144379	04/12/2024	MA Services Group Pty Ltd			75.60
				37.80	
				37.80	
EF144530	12/12/2024	MA Services Group Pty Ltd			37.80
				37.80	
EF144835	19/12/2024	MA Services Group Pty Ltd			2,053.55
				2,015.75	
				37.80	
EF144826	19/12/2024	MacCarthy Webb Australia Pty Ltd			3,135.00
				522.50	
				522.50	
				522.50	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				1,045.00	
				522.50	
EF144935	19/12/2024	Mackinnon, Wendy May T/A Banksia Lane			200.58
				200.58	
EF144829	19/12/2024	Magic Dale			649.00
				649.00	
EF144909	19/12/2024	Malcolm Parry			141.40
			Found_Nov 2024 22093 Malcolm Parry	141.40	
EF145039	20/12/2024	Malone, Victoria			60.60
			Found_Nov 2024 22450 Victoria Malone	60.60	
EF144653	19/12/2024	Mangkaja Arts			95.95
			Found_Nov 2024 11525 Mangkaja Arts	95.95	
EF144542	12/12/2024	Mariotti, Alberto			100.00
				100.00	
EF144894	19/12/2024	Mariotti, Alberto			750.00
				300.00	
				150.00	
				300.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144675	19/12/2024	Marquee Magic			3,464.00
				1,702.00	
			No PO on invoice	1,762.00	
EF144932	19/12/2024	Marshall Day Acoustics Pty Ltd			3,850.00
				3,850.00	
EF144732	19/12/2024	Mastec Australia Pty Ltd			1,666.96
				1,666.96	
EF144724	19/12/2024	Matthew Mcguire			660.00
				660.00	
EF144426	04/12/2024	Maxey Plumbing Pty Ltd			48,565.91
				421.75	
				1,309.51	
				385.00	
				275.00	
				2,145.00	
				357.50	
				1,348.22	
				16,459.52	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				266.41	
				1,611.50	
				1,311.75	
				21,815.09	
				859.66	
EF144560	12/12/2024	Maxey Plumbing Pty Ltd			25,893.35
				1,208.35	
				1,166.00	
				979.00	
				5,005.00	
				5,841.00	
				979.00	
				1,463.00	
				5,523.00	
				3,729.00	
EF144969	19/12/2024	Maxey Plumbing Pty Ltd			12,110.79
				774.99	
				4,955.50	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				1,738.33	
				466.40	
				2,115.33	
				307.79	
				1,600.10	
				152.35	
EF144410	04/12/2024	Maxima Group			3,992.61
				3,992.61	
EF144921	19/12/2024	Maxima Group			11,067.37
				4,022.84	
				3,762.55	
				3,281.98	
EF144428	04/12/2024	McLeods Lawyers Pty Ltd			8,550.96
				8,550.96	
EF144564	12/12/2024	McLeods Lawyers Pty Ltd			434.29
				434.29	
EF144977	19/12/2024	McLeods Lawyers Pty Ltd			2,328.92
				970.20	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				986.48	
				372.24	
EF144785	19/12/2024	McMillan Sian			202.00
			Found_Nov 2024 18860 McMillan Sian	202.00	
EF144656	19/12/2024	McVeigh Alana			32.83
			Found_Nov 2024 11591 McVeigh Alana	32.83	
EF144743	19/12/2024	Megirian Ellen Rose			141.40
			Found_Nov 2024 17193 Megirian Rose	141.40	
EF144890	19/12/2024	Melissa Oi Ling Cheong			1,900.00
				1,900.00	
EF145030	20/12/2024	Melting Pot Glass Studio			6,199.59
			Bazaar_Dec 2024 18042 Melting Pot Glass	6,199.59	
EF144313	04/12/2024	Men Behaving Handy			1,959.65
				240.90	
				257.29	
				240.90	
				256.96	
				240.90	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				240.90	
				240.90	
				240.90	
EF144481	12/12/2024	Men Behaving Handy			803.00
				240.90	
				281.05	
				281.05	
EF144659	19/12/2024	Men Behaving Handy			1,366.88
				281.05	
				281.05	
				240.90	
				240.90	
				322.98	
EF145013	19/12/2024	Michael Whaites			250.00
				250.00	
EF144754	19/12/2024	Michelini Elisa			225.00
				225.00	
EF145032	20/12/2024	Miller Alison Ruth T/as Pixelcat			2,751.71

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
			Bazaar_Dec 2024 20524 Miller Alison	2,751.71	
EF144464	12/12/2024	Miracle Recreation Equipment			484.00
				484.00	
EF144736	19/12/2024	Mixed Media Corp			605.00
				605.00	
EF144289	04/12/2024	Modern Teaching Aids Pty Ltd			1,211.16
				1,211.16	
EF144454	12/12/2024	Modern Teaching Aids Pty Ltd			294.64
				157.30	
				137.34	
EF144595	19/12/2024	Modern Teaching Aids Pty Ltd			87.45
				87.45	
EF144833	19/12/2024	Mofflin Franklyn			3,148.17
				3,148.17	
EF144427	04/12/2024	Monday.com LTD			3,461.25
				3,461.25	
EF144897	19/12/2024	Moray & Agnew			3,115.42
				2,240.70	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				874.72	
EF144983	19/12/2024	Morish Kitchens Pty Ltd			330.00
				330.00	
EF144722	19/12/2024	MRS MELANIE SHARPHAM			388.85
			Found_Nov 2024 15749 Eucalypt Homewares	388.85	
EF144798	19/12/2024	Mulders Anna			110.09
			Found_Nov 2024 19268 Anna Mulders	110.09	
EF144438	04/12/2024	Murray Leith Yarran - Gundaring Aborigina			4,690.00
				4,690.00	
EF144596	19/12/2024	Myaree Trimmers			418.00
				418.00	
DD003977	02/12/2024	NAB - Bank Charges Only			1,055.33
			NAB Connect Fee OCT'24 NAB - Charges	1,055.33	
DD003982	17/12/2024	NAB - Bank Charges Only			142.00
			Eway Web Active City 17.12.2024 NAB - Charge	142.00	
DD003986	23/12/2024	NAB - Bank Charges Only			1,320.19
			Account Fee Dec'24 23.12.2024 NAB - Charges	1,320.19	
DD003988	27/12/2024	NAB - Bank Charges Only			28.50

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
			Bank transfer fee 27.12.2024 NAB - Charges	28.50	
DD003990	31/12/2024	NAB - Bank Charges Only			2,128.21
			NAB Merchant Fee for payment 31.12.2024 NAE	2,128.21	
DD003991	31/12/2024	NAB - Bank Charges Only			1,500.10
			Payment of NAB BPAY Charge Fee Dec' 2024 3	1,500.10	
EF144805	19/12/2024	Nagtzaam Mark			8,368.24
			Bazaar_Dec 2024 19587 Nagtzaam Mark	7,996.56	
			Found_Nov 2024 19587 Mark Nagtzaam	371.68	
EF144375	04/12/2024	Natale Group Australia Pty Ltd			1,068.38
				1,068.38	
EF144305	04/12/2024	Natural Area Holdings Pty Ltd			2,596.00
				2,596.00	
EF144642	19/12/2024	Natural Area Holdings Pty Ltd			24,750.00
				24,750.00	
EF144815	19/12/2024	Neighbourhood Press			6,188.39
			Bazaar_Dec 2024 19942 Neighbourhood Press	6,188.39	
EF144746	19/12/2024	New Edition Bookshop			22.50
				22.50	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144865	19/12/2024	NEXTDC Limited			2,903.45
				2,903.45	
EF144994	19/12/2024	Nicaben Holdings Pty Ltd			1,175.00
				1,175.00	
EF144776	19/12/2024	NM & SM Turner			5,801.77
			Bazaar_Dec 2024 18602 NM & SM Turner	5,801.77	
EF144441	04/12/2024	Noel Rogers			446.60
				446.60	
EF144885	19/12/2024	Noel Wesley Altham			1,435.18
			Bazaar_Dec 2024 21566 Noel Welsey Altham	1,346.80	
			Found_Nov 2024 21566 Altham Noel	88.38	
EF144927	19/12/2024	Norcott, Elise			81.96
				81.96	
EF144486	12/12/2024	Norfolk Street Syndicate			3,689.32
				3,689.32	
EF144680	19/12/2024	Norfolk Street Syndicate			547.28
				273.64	
				273.64	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144414	04/12/2024	NORRIS, NICOLE AMANDA			350.00
				350.00	
EF144883	19/12/2024	North Fremantle Social Farm			2,792.00
				2,792.00	
EF144301	04/12/2024	Northlake Electrical Pty Ltd			9,157.35
				542.99	
				518.43	
				3,488.36	
				1,777.79	
				1,527.82	
				179.27	
				1,122.69	
EF144471	12/12/2024	Northlake Electrical Pty Ltd			25,483.45
				288.97	
				34.98	
				706.04	
				1,003.86	
				544.62	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				104.94	
				87.45	
				1,398.19	
				800.80	
				1,289.39	
				7,722.09	
				34.98	
				34.98	
				192.39	
				110.77	
				268.18	
				23.32	
				412.50	
				89.71	
				172.13	
				2,074.04	
				6,168.94	
				803.29	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				1,006.12	
				93.28	
				17.49	
EF144631	19/12/2024	Northlake Electrical Pty Ltd			58,960.92
				128.26	
				332.31	
				134.09	
				46.64	
				981.43	
				1,314.93	
				3,564.47	
				377.97	
				798.71	
				384.34	
				384.34	
				8,481.95	
				244.86	
				58.30	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				139.12	
				1,866.79	
				2,714.54	
				338.99	
				881.60	
				46.64	
				307.40	
				75.79	
				64.13	
				991.10	
				93.28	
				34.98	
				186.56	
				69.96	
				29.15	
				163.24	
				11.66	
				102.47	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				249.81	
				3,290.90	
				1,118.94	
				643.42	
				2,200.36	
				17.49	
				23.32	
				69.96	
				116.60	
				163.24	
				17.49	
				338.14	
				52.47	
				23.32	
				5.83	
				279.84	
				466.40	
				1,480.82	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				192.17	
				943.80	
				192.17	
				34.98	
				285.67	
				34.98	
				46.64	
				17.49	
				34.98	
				29.15	
				612.15	
				29.15	
				34.98	
				40.81	
				29.15	
				288.27	
				1,031.91	
				11.66	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				16,217.80	
				204.93	
				996.56	
				34.98	
				104.94	
				145.75	
				23.32	
				75.79	
				64.13	
				99.11	
				169.07	
				29.15	
				291.50	
				5.83	
				169.07	
				11.66	
				23.32	
				110.77	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				29.15	
				186.56	
				17.49	
				40.81	
				110.77	
EF144433	04/12/2024	Nourish Health Fremantle Pty Ltd			150.00
				150.00	
EF144768	19/12/2024	NPY Women's Council			283.31
			Found_Nov 2024 18284 NPY Womens Council	283.31	
EF144670	19/12/2024	Nu-Trac Rural Contractors			10,019.30
				1,140.66	
				1,233.14	
				6,846.24	
				799.26	
EF144362	04/12/2024	OccuMed Consulting Pty Ltd			990.00
				495.00	
				495.00	
EF144801	19/12/2024	OccuMed Consulting Pty Ltd			990.00

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				495.00	
				495.00	
EF144349	04/12/2024	OCE Corporate Cleaning			1,251.95
				194.93	
				1,057.02	
EF144502	12/12/2024	OCE Corporate Cleaning			38,851.85
				638.97	
				194.93	
				26,048.48	
				11,969.47	
EF144762	19/12/2024	OCE Corporate Cleaning			1,635.74
				638.97	
				996.77	
EF144517	12/12/2024	Officer Woods Architects Pty Ltd			825.00
				825.00	
EF144371	04/12/2024	Officeworks Ltd			116.00
				13.95	
				102.05	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144525	12/12/2024	Officeworks Ltd			22.77
				22.77	
EF144823	19/12/2024	Officeworks Ltd			1,922.43
				987.95	
				3.98	
				90.39	
				439.01	
				401.10	
EF144751	19/12/2024	Oil and Energy			475.99
				475.99	
EF144490	12/12/2024	O'Leary Nicholls Family Trust			1,129.70
				1,129.70	
EF144755	19/12/2024	O'Meehan Holly			185.84
			Found_Nov 2024 17799 O'Meehan Holly	185.84	
EF144424	04/12/2024	Omnicom Media Group Australia Pty Ltd			1,978.35
				1,978.35	
EF144962	19/12/2024	Omnicom Media Group Australia Pty Ltd			21,472.98
				2,172.50	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				5,664.97	
				13,635.51	
EF144366	04/12/2024	On My Feet Ltd			6,710.00
				6,710.00	
EF144851	19/12/2024	One Diversified (Aust.) Pty Ltd			1,316.65
				1,316.65	
EF144866	19/12/2024	One of Twelve			40.40
			Found_Nov 2024 21130 One of Twelve	40.40	
EF144510	12/12/2024	One-Multi Pty Ltd			2,178.00
				2,178.00	
EF144855	19/12/2024	OZTROLOGY			151.49
				151.49	
EF144725	19/12/2024	Palmer Narayani			39.90
			Found_Nov 2024 15881 Palmer Narayani	39.90	
EF145000	19/12/2024	Pamela Chaves t/as Elemento Ceramics			1,763.94
			Bazaar_Dec 2024 23275 Pamela Chaves	1,763.94	
EF144303	04/12/2024	Paramount Security Services			14,796.38
				14,796.38	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144635	19/12/2024	Paramount Security Services			60,137.31
				1,244.10	
				3,018.16	
				6,782.60	
				15,774.00	
				27,304.75	
				6,013.70	
EF144378	04/12/2024	Parker Black & Forrest			119.90
				119.90	
EF144529	12/12/2024	Parker Black & Forrest			132.00
				132.00	
EF144834	19/12/2024	Parker Black & Forrest			390.50
				89.10	
				181.50	
				119.90	
EF144492	12/12/2024	Paul Drudi Plumbing			5,277.00
				5,277.00	
EF144970	19/12/2024	Paul Trinidad			250.00

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				250.00	
EF145011	19/12/2024	Pavigym Australia Pty Ltd			30,528.42
				30,528.42	
EF144781	19/12/2024	Paxon Group			660.00
				660.00	
DD003980	06/12/2024	Payrix Australia Pty Ltd (Direct Debit)			796.14
			Payrix fee 06.12.2024 Payrix Australi	796.14	
DD003983	13/12/2024	Payrix Australia Pty Ltd (Direct Debit)			1,558.67
			Payrix fee 13.12.2024 Payrix Australi	1,558.67	
DD003987	20/12/2024	Payrix Australia Pty Ltd (Direct Debit)			657.66
			Payrix fee 20.12.24 Payrix Australi	657.66	
DD003989	27/12/2024	Payrix Australia Pty Ltd (Direct Debit)			90.77
			Payrix fee 27.12.2024 Payrix Australi	90.77	
EF144545	12/12/2024	PCS (WA) PTY LTD T/AS LYNX INTEGR/			374.00
				374.00	
EF144671	19/12/2024	Pegasus Jewellery Designs			215.64
			Found_Nov 2024 12050 Pegasus Jwllry	215.64	
EF144934	19/12/2024	PEP Transport			1,058.64

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				882.20	
				176.44	
EF144945	19/12/2024	Perfect Gym Solutions Pty Ltd			4,021.05
				2,598.75	
				1,422.30	
EF144511	12/12/2024	Perrott Painting			4,840.00
				4,840.00	
EF144304	04/12/2024	Perth Recruitment Services			55,568.04
				9,886.14	
				11,439.36	
				1,535.38	
				919.38	
				10,497.29	
				1,090.78	
				1,595.64	
				7,788.70	
				10,815.37	
EF144472	12/12/2024	Perth Recruitment Services			57,478.44

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				11,476.65	
				7,484.99	
				7,591.90	
				10,361.44	
				7,398.16	
				10,925.39	
				2,239.91	
EF144639	19/12/2024	Perth Recruitment Services			29,340.93
				10,958.68	
				9,458.99	
				8,923.26	
EF144325	04/12/2024	Perth Region NRM Inc			16,500.00
				16,500.00	
EF144316	04/12/2024	Perth Region Tourism Organisation Inc			8,800.00
				8,800.00	
EF144553	12/12/2024	Pinnacle People			1,439.85
				1,439.85	
EF144929	19/12/2024	Pinnacle People			386.66

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				386.66	
EF144569	12/12/2024	Play Check Pty Ltd			1,980.00
				1,980.00	
EF144551	12/12/2024	Point Street Partners Pty Ltd			9,870.25
				9,870.25	
EF144341	04/12/2024	Port City Cycles			89.98
				89.98	
EF144296	04/12/2024	Potters Market The			2,804.69
				901.19	
				1,903.50	
EF144605	19/12/2024	Potters Market The			2,534.17
				1,329.00	
				99.00	
				1,106.17	
EF144625	19/12/2024	Precision Tech (WA) Pty Ltd T/A Royal Pu			572.00
				572.00	
EF144902	19/12/2024	PREFET PTY LTD T/A MINUTEMAN PRE			1,479.50
				739.75	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				739.75	
EF144713	19/12/2024	Premier Artists Pty Ltd			800.00
				800.00	
EF144389	04/12/2024	Price Consulting Group Pty Ltd			5,568.75
				5,568.75	
EF145033	20/12/2024	Price Margaret			75.75
			Found_Nov 2024 20705 Price Margaret	75.75	
EF144960	19/12/2024	Print and Design Online Pty Ltd T/a Short			1,018.33
				1,018.33	
EF144682	19/12/2024	Print Ideas			539.00
				539.00	
EF144875	19/12/2024	PRINT LOGIC (WA) PTY LTD			2,778.60
				627.00	
				303.60	
				231.00	
				1,028.50	
				588.50	
EF144372	04/12/2024	Professional Search Group Pty Ltd			2,320.73

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				2,320.73	
EF144526	12/12/2024	Professional Search Group Pty Ltd			2,320.73
				2,320.73	
EF144824	19/12/2024	Professional Search Group Pty Ltd			7,024.07
				2,320.73	
				2,320.73	
				2,382.61	
EF144554	12/12/2024	Professional Tree Surgeons Pty Ltd			17,115.42
				2,650.98	
				5,024.37	
				2,468.04	
				3,682.46	
				3,289.57	
EF144936	19/12/2024	Professional Tree Surgeons Pty Ltd			38,837.90
				374.52	
				5,306.13	
				6,777.66	
				2,028.22	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				4,389.39	
				5,868.91	
				1,586.66	
				2,941.85	
				2,309.25	
				7,255.31	
EF144917	19/12/2024	Prue Johnson			509.30
				509.30	
EF144787	19/12/2024	Purple Communications Australia Pty Ltd			10,945.00
				10,945.00	
EF144911	19/12/2024	PXH Amir Miroslav Luke Barber-Skwarko			2,310.00
				2,310.00	
EF145017	19/12/2024	Quality Domes Direct			2,665.27
				2,665.27	
EF144782	19/12/2024	Qwest Paterson Valuers & Property Consu			3,300.00
				3,300.00	
EF144963	19/12/2024	Rachel Cleybergh t/as Adrem Design			13.37
				13.37	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144337	04/12/2024	Radonich Contracting Pty Ltd			10,960.66
				1,184.04	
				1,184.04	
				1,538.68	
				1,184.04	
				1,122.26	
				840.84	
				1,538.68	
				1,184.04	
				1,184.04	
EF144494	12/12/2024	Radonich Contracting Pty Ltd			32,104.60
				7,783.78	
				3,387.39	
				1,045.00	
				1,184.04	
				1,538.68	
				1,184.04	
				13,258.95	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				1,184.04	
				1,538.68	
EF144723	19/12/2024	Radonich Contracting Pty Ltd			90,704.91
				1,177.17	
				1,538.68	
				829.40	
				1,081.08	
				1,184.04	
				720.72	
				11,569.80	
				1,184.04	
				6,966.97	
				1,168.02	
				1,184.04	
				1,168.02	
				1,538.68	
				654.72	
				1,440.30	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				17,578.53	
				1,184.04	
				1,538.68	
				13,156.00	
				1,177.18	
				1,184.04	
				1,177.18	
				1,657.66	
				6,159.73	
				1,211.50	
				2,453.88	
				888.89	
				1,538.68	
				1,272.70	
				1,184.04	
				1,184.04	
				1,527.24	
				1,225.22	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144432	04/12/2024	Rainfill Tanks and Curved Roofing Supplie			1,185.00
				1,185.00	
EF144570	12/12/2024	Rainfill Tanks and Curved Roofing Supplie			1,669.00
				1,669.00	
EF144407	04/12/2024	RC Vegetations Services			8,963.90
				8,963.90	
EF144444	04/12/2024	Rebecca Gisborne			300.00
				300.00	
EF144566	12/12/2024	Rebecca Jane Moore			2,887.50
				1,925.00	
				962.50	
EF144980	19/12/2024	Rebecca Jane Moore			1,237.50
				1,237.50	
EF144976	19/12/2024	Rebecca Louise Higgie			450.00
				450.00	
EF144745	19/12/2024	Rebecca Mansell Photography			825.00
				825.00	
EF144997	19/12/2024	Red Hot Design (WA) Pty Ltd			157.08

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				157.08	
EF144346	04/12/2024	Redfish Technologies			138,440.69
				138,440.69	
EF144956	19/12/2024	Reeces Event Hire Pty Ltd			6,072.00
				6,072.00	
EF144940	19/12/2024	Reidy, Fiona t/a Djinda Kaal Dreaming			71.76
				71.76	
EF144430	04/12/2024	Renae Hayward			389.98
				209.98	
				180.00	
EF144973	19/12/2024	Renate Patricia Masetti			2,287.42
			Bazaar_Dec 2024 23075 Renate Patricia Masett	2,161.17	
			Found_Nov 2024 23075 Renate Masetti	126.25	
EF144677	19/12/2024	Rendtorff Christian			1,096.36
			Found_Nov 2024 12383 Rendtorff C	1,096.36	
EF144709	19/12/2024	Replants.Com Pty Ltd			770.00
				770.00	
EF144311	04/12/2024	Resource Recovery Group			276.98

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				276.98	
EF144478	12/12/2024	Resource Recovery Group			127,838.90
				17,049.49	
				34,632.36	
				76,157.05	
EF144651	19/12/2024	Resource Recovery Group			85,320.83
				41,611.04	
				-4,051.19	
				47,760.98	
EF144717	19/12/2024	Ricoh Australia Pty Ltd			14,324.48
				116.60	
				14,207.88	
EF144416	04/12/2024	Riley, Prudence			367.49
				367.49	
EF144930	19/12/2024	Riley, Prudence			367.49
				367.49	
EF144964	19/12/2024	Road and Access Consulting			12,672.00
				12,672.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144418	04/12/2024	Roasting Warehouse South Fremantle			1,140.00
				1,140.00	
EF144704	19/12/2024	Robin Wells			15,793.79
			Bazaar_Dec 2024 14118 Robin Wells	15,257.48	
			Found_Nov 2024 14118 Wells Robin	536.31	
EF144827	19/12/2024	Rockingham Glass			306.57
				306.57	
EF144574	12/12/2024	Roll'd Fremantle As Trustees for Fables U			861.00
				861.00	
EF145010	19/12/2024	Roll'd Fremantle As Trustees for Fables U			3,964.00
				3,964.00	
EF144399	04/12/2024	Rol-WA T/As Allpest WA			203.51
				203.51	
EF144882	19/12/2024	Rol-WA T/As Allpest WA			754.93
				33.00	
				226.93	
				165.00	
				330.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144476	12/12/2024	Rosmech Sales & Service Pty Ltd			3,148.58
				804.73	
				2,343.85	
EF144729	19/12/2024	Rotary Club of Fremantle Inc			5,176.00
				5,176.00	
EF144294	04/12/2024	Royal Life Saving Society			2,000.63
				2,000.63	
EF144603	19/12/2024	Royal Life Saving Society			5,234.57
				2,898.50	
				2,336.07	
EF144697	19/12/2024	Royal Pride Pty Ltd t/a PAV Events			198.00
				198.00	
EF144998	19/12/2024	Ruth Marshall t/as Indigo Dreaming Desig			143.92
				143.92	
EF144912	19/12/2024	SABINE JULIA FIGARO T/A HAPPY LAZ(			7,047.39
				134.00	
			Bazaar_Dec 2024 22149 Sabine Julia Figaro	6,913.39	
EF144343	04/12/2024	Safari Building Products			419.10

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				419.10	
EF145020	19/12/2024	Saige Sefcik-Redmond			300.00
				300.00	
EF144431	04/12/2024	Sarah Ruth McNamara			125.00
				125.00	
EF144993	19/12/2024	Sarah Ruth McNamara			125.00
				125.00	
EF145014	19/12/2024	Sarana Haeata t/as Doxxed Pty Ltd			300.00
				300.00	
EF144463	12/12/2024	Satellite Security Services			170.50
				170.50	
EF144615	19/12/2024	Satellite Security Services			1,706.10
				1,040.60	
				137.50	
				390.50	
				137.50	
EF144681	19/12/2024	Schell Fleur			4,105.84
			Bazaar_Dec 2024 12571 Schell Fleur	3,593.77	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
			Found_Nov 2024 12571 Schell Fleur	512.07	
EF144738	19/12/2024	Schindler Lifts Australia Pty Ltd			6,873.31
				614.20	
				6,259.11	
EF144924	19/12/2024	Schultz, Tyearra			270.00
				270.00	
EF144329	04/12/2024	Scott Printers Pty Ltd			12,315.60
				12,315.60	
EF144990	19/12/2024	Scribe Design Group Pty Ltd			5,445.00
				5,445.00	
EF144548	12/12/2024	SEC Newgate Australia			7,449.75
				7,449.75	
DD003984	16/12/2024	Securepay Pty Ltd			456.37
			Securepay WEB and IVR Fee 16.12.2024 Secur	456.37	
EF144540	12/12/2024	Shack Properties Pty Ltd			431.35
				431.35	
EF144291	04/12/2024	Shacks Fremantle			185.00
				185.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144456	12/12/2024	Shacks Fremantle			1,342.13
				1,342.13	
EF144795	19/12/2024	Shamshi Sultana			50.50
			Found_Nov 2024 19206 Shamshi Sultana	50.50	
EF144467	12/12/2024	Shane McMaster Surveys			1,100.00
				1,100.00	
EF144618	19/12/2024	Shane McMaster Surveys			770.00
				770.00	
EF144926	19/12/2024	Shane Spinks Consulting			2,090.00
				2,090.00	
EF145018	19/12/2024	Shannon Leigh			500.00
				500.00	
EF144406	04/12/2024	Shipping Containers Leasing Pty Ltd			99.00
				99.00	
EF144411	04/12/2024	Shire of Serpentine Jarrahdale			1,222.78
				1,222.78	
EF144661	19/12/2024	Shop For Shops			2,663.35
				2,663.35	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144667	19/12/2024	SLATER-GARTRELL SPORTS			2,191.20
				2,191.20	
EF144658	19/12/2024	Snowco			84.70
				84.70	
EF144790	19/12/2024	Soft Landing			4,750.90
				1,355.20	
				3,395.70	
EF144693	19/12/2024	Sorensen Anne			151.50
			Found_Nov 2024 13243 Sorenson Anne	151.50	
EF144436	04/12/2024	Sound and Mixing - NE and S Harris			380.00
				380.00	
EF144331	04/12/2024	Soundtown			88.00
				88.00	
EF144925	19/12/2024	South Beach Boardies			117.92
				117.92	
EF144691	19/12/2024	South East Regional Centre for Urban Lar			53,421.11
				1,430.00	
				1,430.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				1,787.50	
				1,430.00	
				9,241.47	
				2,860.00	
				413.39	
				1,430.00	
				13,200.00	
				5,720.00	
				3,038.75	
				11,440.00	
EF144600	19/12/2024	South Fremantle Football Club			315.90
				315.90	
EF144292	04/12/2024	Speedo Australia Pty Ltd			465.30
				465.30	
EF144598	19/12/2024	Speedo Australia Pty Ltd			4,415.95
				4,415.95	
EF144460	12/12/2024	Sperling Enterprises Pty Ltd			881.01
				881.01	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144413	04/12/2024	Split Horizon Pty Ltd			10,028.63
				9,680.15	
				348.48	
EF144968	19/12/2024	SportEng			18,895.80
				9,985.80	
				8,910.00	
EF144309	04/12/2024	Sportsworld of WA			3,406.70
				3,406.70	
EF144624	19/12/2024	St John Ambulance Western Australia Ltd			2,645.04
				709.94	
				854.70	
				366.30	
				103.60	
				610.50	
EF144630	19/12/2024	St Patricks Comm Support Centre			9,166.68
				4,583.34	
				4,583.34	
EF144812	19/12/2024	Standing Fork			990.00

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				990.00	
EF144585	19/12/2024	State Library of WA			1,930.50
				1,930.50	
EF144307	04/12/2024	Statewide Cleaning Supplies Pty Ltd			14,065.90
				2,494.80	
				311.85	
				1,247.40	
				5,817.60	
				4,194.25	
EF144644	19/12/2024	Statewide Cleaning Supplies Pty Ltd			7,648.84
				2,307.69	
				663.40	
				3,742.20	
				935.55	
EF144690	19/12/2024	Statewide Staging Systems			49,500.00
				49,500.00	
EF144354	04/12/2024	Statewide Turf Services			15,851.00
				15,851.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144507	12/12/2024	Statewide Turf Services			21,200.00
				10,600.00	
				10,600.00	
EF144779	19/12/2024	Statewide Turf Services			1,760.00
				1,760.00	
EF144947	19/12/2024	STEFANIA RAVELLI			3,150.00
				1,575.00	
				1,575.00	
EF144435	04/12/2024	Steven Demiris			2,790.00
				2,790.00	
EF144571	12/12/2024	Steven Demiris			2,820.00
				2,820.00	
EF145028	20/12/2024	Stevens Susan			4,592.95
			Bazaar_Dec 2024 16532 Stevens Susan	4,592.95	
EF144515	12/12/2024	Studio Nikulinsky			1,024.00
				1,024.00	
EF144694	19/12/2024	Sullivan Andrew			3,148.17
				3,148.17	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
217628	06/12/2024	Terence R Bass-Roy			375.00
			PrePay Refund 2023/24 Rebate - Terrence R Ba	375.00	
217629	06/12/2024	BGC Residential Pty Ltd			2,000.00
			VergeBond BO14/0173	2,000.00	
217630	06/12/2024	Urbanista Town Planning			320.00
			PrePay DA0264/24	320.00	
217632	06/12/2024	Sarah Johnson			90.40
				90.40	
217634	06/12/2024	Robyn O`Grady			2,105.00
			VergeBond BO20/0116	2,105.00	
217635	06/12/2024	Amanda Dorothy Rogers			2,262.58
			PrePay Rates O/Payment - 24A Swanbourne St	2,262.58	
217637	06/12/2024	Megara Twenty Six Pty Ltd			5,000.00
			BDFpthDemo BO22/0058	5,000.00	
217642	06/12/2024	ARJ Aussie Pty Ltd T/A Tippy`s Pizza Ba			229.98
			WstWsR240 2093919	229.98	
217643	06/12/2024	Alison Naber			25.00
			LibraryMem BO24/0128	25.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
217644	06/12/2024	Fremantle Bridges Alliance			159.00
			HirTwnHall 2093653	159.00	
217649	06/12/2024	Atari Enterprises Trading Company Pty Lt			137.00
			EHFPTemp EH24/0333	137.00	
217650	06/12/2024	Elizabeth Stacey			69.78
				69.78	
217651	06/12/2024	Webb & Brown-Neaves Pty Ltd			2,105.00
			VergeBond BO21/0066	2,105.00	
217652	06/12/2024	Glenn Smith			2,105.00
			VergeBond BO24/0002	2,105.00	
217658	13/12/2024	Ian C Hogan			2,804.05
			PrePay Refund Overpayment - Ian Hogan	2,804.05	
217659	13/12/2024	Maxwell Sneddon & Leonie McFarlane			502.79
			PrePay Refund 2024/25 Rebate - Sneddon/McF	502.79	
217660	13/12/2024	Thomas D Hunter & Monique L Miller			571.84
			PrePay Refund Overpayemnt - Hunter/Miller	571.84	
217661	13/12/2024	Rayner WA Pty Ltd			1,749.00
			GenImpInd Refund double payment - Rayner W	1,749.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
217662	13/12/2024	Georgios Stavrinos			2,447.17
			PrePay Refund Overpayment - Georgios Stavrin	2,447.17	
217663	13/12/2024	Anne Nilsen			25.00
			LibraryMem BO24/0144	25.00	
217664	13/12/2024	Luca Gavranich			2,105.00
			VergeBond BO24/0051	2,105.00	
217665	13/12/2024	David P Chelliah			1,050.99
			PrePay Rates O/Payment - 12 Bradley Court Sa	1,050.99	
217666	13/12/2024	Aldo Littardi t/a Piadina Nonna P			137.00
			EHFPTemp EH24/0284	137.00	
217669	17/12/2024				150.00
				150.00	
217670	17/12/2024	ZACHARY GRAHAM J GREEN			100.00
			PrkFin0050 84501154	100.00	
217671	17/12/2024	Pauline Day			150.00
				150.00	
217672	17/12/2024	P & P Gaspar Pty Ltd			1,872.00
			GenImpCom Refund Overpayment - P & P Gasp	1,872.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
217673	17/12/2024	Marney Sadler			3,115.00
			BDFpthDemo BO23/0100	3,115.00	
217674	17/12/2024	Volleyball WA			500.00
			VergeBond BO24/0133	500.00	
217676	17/12/2024	City Of Perth Surf Life Saving Club			500.00
			VergeBond BO24/0115	500.00	
217677	17/12/2024	Centuria Property Funds No. 4			12,716.67
			PrePay Refund Overpayment - Centuria Propert	12,716.67	
217678	17/12/2024	Christopher & Jocelyn Robinson			2,523.64
			PrePay Rates O/Payment-39 Swanbourne St Fr	2,523.64	
217679	17/12/2024	Gelsa Cinanni			80.00
				80.00	
217681	19/12/2024	Jessica Stenhouse			50.00
				50.00	
217682	19/12/2024	Jeffrey Michael Tomlin			538.74
			PrePay Rates O/Payment-30/330 South Tce,S/F	538.74	
217762	20/12/2024	Rhonda M Hudson			109.15
			GenImpRes Rebate-1/22 Russell St Fremantle	109.15	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
217763	20/12/2024	Paul Joseph Gaspar & Paola Gaspar			1,872.00
				1,872.00	
217764	23/12/2024	PAM Perth Trust Account			1,045.64
			GenImpRes Rates Payments-11 Wongan Ave W	1,045.64	
217765	23/12/2024	Alison E Hillman			64.68
			PrePay Rates O/Payment-5 Yalgoo Ave, White (	64.68	
217766	23/12/2024	Ian E Hay & Jan R Hay			4,896.83
			PrePay Refund Overpayment - Hay	4,896.83	
217767	23/12/2024	Dr Gosia EWA Barley & Dr Jerome P Barl			2,571.24
			PrePay Refund Overpayment - Gosia & Jerome	2,571.24	
217768	23/12/2024	Donna Lorraine Matthews			1,539.13
			PrePay Rates O/Payment-11 Marshall Way Sam	1,539.13	
217769	23/12/2024	Kingston Bay Superannuation Pty Ltd			9,508.83
			PrePay Refund Overpayment - Kingston Bay Su	9,508.83	
217770	23/12/2024	Dakina Investments Pty Ltd			1,494.51
			PrePay Refund overpayment - Dakina Investmer	1,494.51	
217771	23/12/2024	William R Withers & Debbie K Withers			48.42
			PrePay Refund Overpayment - WR & DK Withe	48.42	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
217772	23/12/2024	David L Munckton			8,045.27
			PrePay Refund overpayment & 2024/25 Rebate	8,045.27	
217773	23/12/2024	Elise A O`Sullivan			2,817.79
			PrePay Refund Overpayment - Elise O'Sullivan	2,817.79	
217774	23/12/2024	Commissioner of State Revenue			90.03
			ESLStateSu Refund 2024/25 Rebate - Revenue	90.03	
217775	23/12/2024	Commissioner of State Revenue			91.51
			GenStateSu Refund 2024/25 Rebate - Revenue	91.51	
EF144295	04/12/2024	Sunny Industrial Brushware Pty Ltd			995.50
				995.50	
EF144458	12/12/2024	Sunny Industrial Brushware Pty Ltd			1,617.00
				1,078.00	
				539.00	
EF144604	19/12/2024	Sunny Industrial Brushware Pty Ltd			3,179.00
				3,179.00	
EF144710	19/12/2024	Supercivil			13,753.34
				13,753.34	
EF144440	04/12/2024	Sur Empanadas - Alvaro Ignacio Cocco C:			1,054.90

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				1,054.90	
EF144419	04/12/2024	Symbio Enterprise			4,054.91
				4,054.91	
EF144942	19/12/2024	Symbio Enterprise			4,124.58
				4,124.58	
EF144617	19/12/2024	Symons Roger			314.11
			Found_Nov 2024 10401 Symons Roger	314.11	
EF144275	04/12/2024	Synergy Ex Western Power			21,594.25
				734.75	
				954.12	
				390.13	
				1,377.82	
				390.45	
				130.94	
				778.61	
				169.00	
				174.00	
				954.01	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				115.21	
				472.21	
				872.23	
				807.04	
				557.35	
				119.26	
				6,663.63	
				234.96	
				894.36	
				1,174.87	
				280.67	
				206.75	
				192.59	
				297.47	
				366.82	
				131.18	
				121.83	
				149.18	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				788.30	
				933.49	
				161.02	
EF144446	12/12/2024	Synergy Ex Western Power			76,724.54
				50.03	
				3,186.93	
				870.32	
				66,218.05	
				354.52	
				1,075.78	
				507.90	
				4,146.32	
				314.69	
EF144579	19/12/2024	Synergy Ex Western Power			20,656.14
				175.60	
				16,018.74	
				1,244.32	
				316.90	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				2,536.95	
				363.63	
EF145004	19/12/2024	Tahnee Jayde Denholm			2,943.09
			Bazaar_Dec 2024 23282 Tahnee Denholm	2,943.09	
EF144845	19/12/2024	Tan Shaun			227.25
			Found_Nov 2024 20724 Tan Shaun	227.25	
EF145037	20/12/2024	Tanya Jaceglav			4,006.75
			Bazaar_Dec 2024 22148 Tanya Jaceglav	4,006.75	
EF144350	04/12/2024	TC Precast Pty Ltd			6,414.10
				2,006.40	
				2,282.50	
				2,125.20	
EF144765	19/12/2024	TC Precast Pty Ltd			7,260.00
				7,260.00	
EF144959	19/12/2024	Team Systems (VIC) Pty Ltd			590.08
				492.53	
				97.55	
EF144676	19/12/2024	Technology One Ltd			6,171.94

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				6,171.94	
EF144397	04/12/2024	Techworks Plumbing Pty Ltd			5,492.86
				998.25	
				316.11	
				430.45	
				158.06	
				217.25	
				316.32	
				526.85	
				263.43	
				421.48	
				341.75	
				1,502.91	
EF144537	12/12/2024	Techworks Plumbing Pty Ltd			467.22
				158.06	
				158.06	
				151.10	
EF144880	19/12/2024	Techworks Plumbing Pty Ltd			32,373.39

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				210.74	
				498.92	
				210.74	
				383.80	
				842.95	
				595.72	
				242.73	
				131.71	
				1,103.86	
				1,246.48	
				366.53	
				158.06	
				131.71	
				8,254.11	
				1,252.75	
				1,168.75	
				882.88	
				1,150.11	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				131.71	
				509.22	
				827.83	
				2,172.45	
				592.85	
				1,946.93	
				3,003.00	
				316.11	
				263.43	
				753.78	
				2,172.45	
				582.68	
				268.40	
EF144578	19/12/2024	Telstra			38.75
				38.75	
EF145015	19/12/2024	Teresa Matassa - Place-Insight			500.00
				500.00	
EF144562	12/12/2024	Terra Rosa Cultural Resource Manageme			19,877.68

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				19,877.68	
EF144628	19/12/2024	Thamo Kati			181.80
			Found_Nov 2024 10630 Thamo Kati	181.80	
EF144806	19/12/2024	The Black Dog Project			1,773.00
				1,773.00	
EF144810	19/12/2024	The Customer Connection			1,408.00
				1,408.00	
EF144330	04/12/2024	The Freo Doctor Liquor Store			7,697.80
				7,697.80	
EF144708	19/12/2024	The Freo Doctor Liquor Store			29,268.90
				12,333.20	
				302.50	
				1,672.00	
				13,015.20	
				1,331.00	
				615.00	
EF144561	12/12/2024	The Freo Hire Company Pty Ltd			120.00
				120.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144975	19/12/2024	The Freo Hire Company Pty Ltd			418.00
				418.00	
EF144849	19/12/2024	The Frontier Touring Co Pty Ltd As Truste			26,730.00
				180.00	
				11,550.00	
				15,000.00	
EF144546	12/12/2024	THE FRUIT BOX GROUP PTY LTD			819.24
				198.96	
				620.28	
EF144904	19/12/2024	THE FRUIT BOX GROUP PTY LTD			400.00
				400.00	
EF144358	04/12/2024	The Gelo Company			11,000.00
				11,000.00	
EF144475	12/12/2024	The Italian Club Fremantle Inc			4,839.00
				4,839.00	
EF144786	19/12/2024	The Local Hotel South Fremantle			565.00
				565.00	
EF144654	19/12/2024	The Poster Girls			271.40

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				271.40	
EF144861	19/12/2024	The Second Salon			146.45
			Found_Nov 2024 21012 The Second Salon	146.45	
EF145031	20/12/2024	The Trustee for Anjel MS Trust			6,496.56
			Bazaar_Dec 2024 19914 The Trustee for Anjel M	6,496.56	
EF144893	19/12/2024	The Trustee for EPA Trust - T/A Event Per			3,979.22
				3,979.22	
EF144367	04/12/2024	The Trustee for Ireland Family Trust			1,870.00
				1,870.00	
EF144748	19/12/2024	The Trustee for Lane Family Trust			3,905.00
				3,905.00	
EF145003	19/12/2024	The Trustee for Running Buffalo - A Sincla			3,188.51
			Bazaar_Dec 2024 23281 Arabella Casey	3,188.51	
EF144342	04/12/2024	The Trustee for Western Heritage Trust			4,389.00
				2,194.50	
				2,194.50	
EF144415	04/12/2024	THE WRITING EDITOR			2,750.00
				2,750.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144972	19/12/2024	THI THANH TRA TRAN			45.45
			Found_Nov 2024 23051 Ruth Tran	45.45	
EF144664	19/12/2024	Thompson Douglas			3,148.17
				3,148.17	
EF144800	19/12/2024	Thompson RP & SM			36.36
			Found_Nov 2024 19323 RP & SM Thompson	36.36	
EF144374	04/12/2024	Thomson Geer			10,056.75
				10,056.75	
EF144828	19/12/2024	Thomson Geer			8,365.50
				8,365.50	
DD003985	06/12/2024	Till Payments Solutions Pty Ltd			16,336.97
			Till Fee for Nov'24 06.12.2024 Till Payments S	16,336.97	
EF144338	04/12/2024	Timothy Nelson & The Infidels			850.00
				850.00	
EF144760	19/12/2024	Tinctorium			186.35
			Found_Nov 2024 17974 Tinctorium	186.35	
EF144733	19/12/2024	Tineke Van der Eecken			75.75
			Found_Nov 2024 16548 Tineke Van der Eecken	75.75	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144547	12/12/2024	TOBIAS BUSCH AND SAJNI RAMESHCH			1,125.00
				1,125.00	
EF144312	04/12/2024	Tocojepa Pty Ltd t/a T-Quip			1,182.72
				1,182.72	
EF144479	12/12/2024	Tocojepa Pty Ltd t/a T-Quip			416.65
				416.65	
EF144655	19/12/2024	Tocojepa Pty Ltd t/a T-Quip			3,181.35
				532.90	
				2,419.45	
				229.00	
EF144583	19/12/2024	Total Eden Pty Ltd			10,871.05
				10,871.05	
EF144813	19/12/2024	Total Green Recycling Pty Ltd			2,881.00
				1,654.95	
				1,226.05	
EF144355	04/12/2024	Totally Workwear Fremantle			1,676.43
				129.53	
				369.05	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				269.65	
				512.20	
				198.00	
				198.00	
EF144508	12/12/2024	Totally Workwear Fremantle			775.83
				775.83	
EF144780	19/12/2024	Totally Workwear Fremantle			3,625.22
				761.75	
				411.27	
				172.00	
				132.46	
				298.68	
				156.62	
				754.73	
				220.51	
				495.00	
				222.20	
EF144318	04/12/2024	Tourism Council Western Australia Ltd			1,650.00

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				1,650.00	
EF144495	12/12/2024	Trade West Industrial Supplies Pty Ltd			2,173.60
				2,173.60	
EF144726	19/12/2024	Trade West Industrial Supplies Pty Ltd			1,702.80
				1,702.80	
EF144803	19/12/2024	Tran Phoebe			26.26
			Found_Nov 2024 19490 Phoebe Tran	26.26	
EF144398	04/12/2024	Trees of Eden			58,807.41
				4,263.88	
				673.75	
				1,034.00	
				2,937.00	
				2,557.51	
				660.00	
				319.00	
				1,677.50	
				4,048.00	
				680.63	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				1,452.00	
				621.50	
				336.88	
				1,042.25	
				1,039.50	
				10,186.00	
				385.00	
				726.00	
				462.00	
				7,106.00	
				115.50	
				423.50	
				742.51	
				940.50	
				49.50	
				979.00	
				528.00	
				1,452.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				6,534.00	
				104.50	
				396.00	
				924.00	
				792.00	
				2,618.00	
EF144538	12/12/2024	Trees of Eden			5,568.89
				572.00	
				4,996.89	
EF144881	19/12/2024	Trees of Eden			27,513.76
				1,870.00	
				325.88	
				6,809.00	
				770.00	
				1,122.00	
				4,536.13	
				3,553.00	
				990.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				330.00	
				3,984.75	
				2,051.50	
				1,171.50	
EF144425	04/12/2024	Triple 1 Three Ltd T/A Otherside Brewing (			13,519.00
				13,519.00	
EF144966	19/12/2024	Triple 1 Three Ltd T/A Otherside Brewing (			23,705.00
				11,308.00	
				11,869.00	
				528.00	
EF144480	12/12/2024	Truck Centre (WA) Pty Ltd			2,713.56
				485.62	
				2,697.10	
				-469.16	
EF144657	19/12/2024	Truck Centre (WA) Pty Ltd			330.97
				330.97	
EF144822	19/12/2024	True View Virtual Tours			1,760.00
				1,760.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144521	12/12/2024	Turbotech			1,604.99
				1,604.99	
EF144986	19/12/2024	Two Stories			7,178.62
			Bazaar_Dec 2024 23207 Julia Warren	6,809.97	
			Found_Nov 2024 23207 Warren Julia	368.65	
EF144575	12/12/2024	Tyra Bankstown /Michael Gaston			500.00
				500.00	
EF144825	19/12/2024	United Equipment Pty Limited			1,141.80
				1,141.80	
EF144400	04/12/2024	United Workers Union			16.00
			United Workers Union Coy 2 Period Type I Com	16.00	
EF144403	04/12/2024	UNITING GLOBAL PTY LTD			893.97
				577.50	
				316.47	
EF144543	12/12/2024	UNITING GLOBAL PTY LTD			2,704.99
				953.15	
				385.00	
				313.09	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				577.89	
				475.86	
EF144899	19/12/2024	UNITING GLOBAL PTY LTD			52,917.54
				1,750.10	
				577.50	
				476.58	
				45,600.49	
				475.86	
				577.89	
				695.75	
				2,028.40	
				734.97	
EF144689	19/12/2024	Vanguard Print			785.37
				785.37	
EF144965	19/12/2024	Veolia Environmental Services (Australia)			11,473.33
				9,352.53	
				2,120.80	
EF144404	04/12/2024	Veronica Habieb			700.00

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				700.00	
EF144987	19/12/2024	Victoria Martinez Zurbano			143.93
				143.93	
EF144999	19/12/2024	Vinisha Mulani			1,431.43
			Bazaar_Dec 2024 23274 Sisa Studio	1,431.43	
EF144563	12/12/2024	Vipoo Srivilasa Pty Ltd			7,857.00
				7,857.00	
EF144901	19/12/2024	VittinoAshe Pty Ltd			1,650.00
				1,650.00	
EF144334	04/12/2024	WA & J King Pty Ltd			2,820.00
				2,820.00	
EF144493	12/12/2024	WA & J King Pty Ltd			7,370.00
				2,200.00	
				2,200.00	
				2,970.00	
EF144701	19/12/2024	WA Aids Council Inc			275.00
				275.00	
EF144319	04/12/2024	WA Circus School Inc			2,750.00

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				2,750.00	
EF144778	19/12/2024	WA Fuel Supplies Pty Ltd			24,741.99
				24,741.99	
EF144744	19/12/2024	WA Health Group Pty Ltd			437.32
				218.66	
				218.66	
EF144314	04/12/2024	WA Land Information Authority			222.16
				222.16	
EF144662	19/12/2024	WA Land Information Authority			619.48
				271.88	
				347.60	
EF144457	12/12/2024	WA Local Govt Association			5,954.20
				5,954.20	
EF144719	19/12/2024	WA Structural Consulting Engineers Pty Lt			5,566.00
				550.00	
				4,466.00	
				550.00	
EF144281	04/12/2024	Water Corporation			17,125.82

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				2,469.02	
				290.74	
				1,814.38	
				83.53	
				276.45	
				1,019.30	
				2,693.93	
				1,341.32	
				106.61	
				623.81	
				1,157.91	
				4,061.29	
				267.36	
				920.17	
EF144448	12/12/2024	Water Corporation			22,475.69
				550.14	
				120.34	
				589.72	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				347.70	
				336.30	
				3,934.64	
				140.81	
				371.54	
				276.45	
				528.37	
				220.03	
				5.70	
				103.76	
				514.37	
				690.40	
				1,216.95	
				359.58	
				144.45	
				68.40	
				204.08	
				415.03	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				852.75	
				76.95	
				55.66	
				11.40	
				350.29	
				473.60	
				185.87	
				667.39	
				500.14	
				19.95	
				128.39	
				315.81	
				42.73	
				5,179.77	
				296.30	
				2,179.93	
EF144586	19/12/2024	Water Corporation			12,494.13
				813.57	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				5.70	
				357.23	
				159.60	
				2,694.96	
			money return from water Corp	605.28	
			Refund from Water Corp	7,857.79	
EF144523	12/12/2024	Watway Pty Ltd T/A Auswest Displays			18,920.00
				18,920.00	
EF144519	12/12/2024	Wayman, Linda Louise			1,375.00
				1,375.00	
EF144613	19/12/2024	West Build Products			1,649.56
				1,649.56	
EF144347	04/12/2024	West Coast Shade Pty Ltd			3,036.00
				3,036.00	
EF144759	19/12/2024	West Coast Shade Pty Ltd			48,389.00
				48,389.00	
EF144792	19/12/2024	West Tip Waste Control Pty Ltd			1,015.00
				1,015.00	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144599	19/12/2024	Western Australian Museum			750.00
				750.00	
EF144636	19/12/2024	Western Irrigation			61,256.80
				61,256.80	
EF144937	19/12/2024	Western Metropolitan Regional Council			36,928.30
				36,928.30	
EF144989	19/12/2024	Westline Civil Pty Ltd			9,566.62
				9,566.62	
EF144300	04/12/2024	WH Location Services Pty Ltd			4,547.04
				4,547.04	
EF144469	12/12/2024	WH Location Services Pty Ltd			6,109.77
				5,588.14	
				521.63	
EF144626	19/12/2024	WH Location Services Pty Ltd			5,117.24
				1,908.74	
				647.90	
				647.90	
				647.90	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				1,264.80	
EF144326	04/12/2024	White Gum Valley Primary School			500.01
				500.01	
EF144730	19/12/2024	Wichtermann Danica			123.73
			Found_Nov 2024 16475 Rediscover Ceramics	123.73	
EF145040	20/12/2024	William Huxley			1,485.32
				1,485.32	
EF144610	19/12/2024	Woodlands Distributors & Agencies			11,111.10
				7,407.40	
				3,703.70	
EF144489	12/12/2024	Wren Oil			308.00
				308.00	
EF144388	04/12/2024	WRIGHTWAY ECO PRODUCTS PTY LTI			1,155.00
				770.00	
				385.00	
EF144767	19/12/2024	Yawuru Jarndu Aboriginal Corporation			6,466.61
			Bazaar_Dec 2024 18279 Yawuru Jarndu	6,411.06	
			Found_Nov 2024 18279 Jarndu Yawuru	55.55	

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
EF144565	12/12/2024	Yvette Theodorsen			300.00
				300.00	
EF145005	19/12/2024	Z-Asia Pty Ltd - t/as Z-CARD Australia			5,555.00
				5,555.00	
EF144695	19/12/2024	Zeck Jan			111.10
			Found_Nov 2024 13556 Zeck Jan	111.10	
EF144516	12/12/2024	Zenien			39,708.42
				6,374.90	
				33,333.52	
EF144796	19/12/2024	Zenien			13,258.08
				10,156.08	
				3,102.00	
EF144666	19/12/2024	Zipform Pty Ltd			11,333.98
				11,333.98	
EF145025	20/12/2024	Zipform Pty Ltd			1,846.09
				1,846.09	
					9,637,507.09

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
Cancelled payments issued in December 2024					
EF144442	24/12/2024	Angela Boxall			0.00
				0.00	
EF144809	24/12/2024	Fremantle History Society			0.00
				0.00	
EF145041	24/12/2024	India Mehta			0.00
				0.00	
EF144660	24/12/2024	Minaxi May			0.00
				0.00	
217631	19/12/2024				0.00
				0.00	
217633	23/12/2024				0.00
				0.00	
217636	23/12/2024				0.00
				0.00	
217638	16/12/2024				0.00
				0.00	
217639	23/12/2024				0.00

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				0.00	
217640	23/12/2024				0.00
				0.00	
217641	23/12/2024				0.00
				0.00	
217646	23/12/2024				0.00
				0.00	
217647	23/12/2024				0.00
				0.00	
217648	23/12/2024				0.00
				0.00	
217653	23/12/2024				0.00
				0.00	
217654	23/12/2024				0.00
				0.00	
217667	23/12/2024				0.00
				0.00	
217668	23/12/2024				0.00

Payment Register

Payment No	Payment Date	Payee	Invoice Description	Invoice Amount	Payment Amount
				0.00	
217675	24/12/2024				0.00
				0.00	
					0.00
			NET PAYMENT AMOUNT		**$9,637,507.09**

Purchase Card Transactions

Statement Date between 30-Oct-2024 and 28-Nov-2024

Description	Status	Action	Statement Date	Date	Reference	Narrative	Notes	Amount
Centre Manager	I	O	30/10/2024	29/10/2024	PC026845	G.A.PS KITCHEN PTY LTD FREMANTLE		4.62
	I	O	4/11/2024	1/11/2024	PC026956	ROSTER ELF PTY LTD MOUNT HAWTHO		759.00
	I	O	8/11/2024	7/11/2024	PC027048	COLES 7545 HILTON		86.80
	I	O	13/11/2024	12/11/2024	PC027128	G.A.PS KITCHEN PTY LTD FREMANTLE		4.62
	I	O	13/11/2024	12/11/2024	PC027133	OFFICEWORKS 0604 FREMANTLE		142.79
	I	O	15/11/2024	12/11/2024	PC027150	BUNNINGS 453000 O'CONNOR		120.71
	I	O	26/11/2024	25/11/2024	PC027351	OFFICEWORKS 0604 FREMANTLE		35.00
	I	O	26/11/2024	25/11/2024	PC027355	OFFICEWORKS 0604 FREMANTLE		194.00
	I	O	28/11/2024	27/11/2024	PC027394	G.A.PS KITCHEN PTY LTD FREMANTLE		4.62
	I	O	14/11/2024	12/11/2024	PC027906	Coles Online 0494 BEELIAR		156.05
							Total	**1,508.21**
Waste Minimisation Officer	I	O	4/11/2024	1/11/2024	PC026940	EB ADS CAMPAIGN HTTPSWWW.EVECA		18.07
	I	O	7/11/2024	6/11/2024	PC027025	TRANSMITSMS.COM 60 CARRINGTO		101.90
	I	O	25/11/2024	20/11/2024	PC027316	BUNNINGS 303000 BIBRA LAKE		44.92
	I	O	25/11/2024	22/11/2024	PC027343	TRANSMITSMS.COM 60 CARRINGTO		101.90
	I	O	27/11/2024	25/11/2024	PC027368	GRONBEK SECURITY FREMANTLE		9.00
	I	O	27/11/2024	26/11/2024	PC027370	DAVID GRAY AND CO O'CONNOR		40.63
	I	O	27/11/2024	26/11/2024	PC027371	Coal River Farm Fremantle		27.30
	I	O	27/11/2024	26/11/2024	PC027372	NEW EDITION BOOKSHOP FREMANTLE		79.98
	I	O	27/11/2024	25/11/2024	PC027373	POST NORTH FREMANTLE L NORTH FREMAN		78.10
	I	O	28/11/2024	26/11/2024	PC027396	THE WA MUSEUM WELSHPOOL		35.00
							Total	**536.80**
Commercial Parking Officer	I	O	30/10/2024	29/10/2024	PC026834	CITY OF FREMANTLE FREMANTLE		2.00
	I	O	4/11/2024	3/11/2024	PC026929	CITY OF FREMANTLE FREMANTLE		2.00
	I	O	6/11/2024	5/11/2024	PC026993	CITY OF FREMANTLE FREMANTLE		2.00
	I	O	12/11/2024	11/11/2024	PC027113	CITY OF FREMANTLE FREMANTLE		2.00
	I	O	15/11/2024	14/11/2024	PC027145	CITY OF FREMANTLE FREMANTLE		2.00
	I	O	15/11/2024	14/11/2024	PC027146	CITY OF FREMANTLE FREMANTLE		2.00
	I	O	18/11/2024	14/11/2024	PC027174	CITY OF FREMANTLE FREMANTLE		2.00
	I	O	18/11/2024	16/11/2024	PC027175	CITY OF FREMANTLE FREMANTLE		2.00
	I	O	22/11/2024	21/11/2024	PC027270	CITY OF FREMANTLE FREMANTLE		2.00
	I	O	26/11/2024	25/11/2024	PC027350	CITY OF FREMANTLE FREMANTLE		2.00
							Total	**20.00**
Governance Manager	I	O	30/10/2024	28/10/2024	PC026840	GILBERTS FRESH HILTO HILTON		53.89

Purchase Card Transactions

Statement Date between 30-Oct-2024 and 28-Nov-2024

Description	Status	Action	Statement Date	Date	Reference	Narrative	Notes	Amount
	I	O	30/10/2024	28/10/2024	PC026841	GILBERTS FRESH HILTO HILTON		53.89
	I	O	4/11/2024	1/11/2024	PC026939	CPP HIS MAJESTYS PERTH		22.21
	I	O	11/11/2024	8/11/2024	PC027096	SQ *DONNA HAMILTON - THE Beaconsfield		195.00
	I	O	25/11/2024	23/11/2024	PC027319	WANEWSDTI Osborne Park		32.00
	I	O	27/11/2024	26/11/2024	PC027369	IGA FREMANTLE FREMANTLE		40.97
							Total	**397.96**
Facility Coordinator	I	O	30/10/2024	29/10/2024	PC026835	TARGET 5036 FREMANTLE		46.15
	I	O	30/10/2024	29/10/2024	PC026842	DAN MURPHYS ONLINE BELLA VISTA		488.70
	I	O	4/11/2024	31/10/2024	PC026953	GRONBEK SECURITY FREMANTLE		71.98
	I	O	4/11/2024	1/11/2024	PC026933	Plumbing Fremantle Fremantle		43.93
	I	O	7/11/2024	6/11/2024	PC027020	ROLLD - FREMANTLE CATE PIARA WATERS		529.10
	I	O	8/11/2024	7/11/2024	PC027043	IGA FREMANTLE FREMANTLE		35.91
							Total	**1,215.77**
Finance Officer - Arts and Culture	I	O	31/10/2024	30/10/2024	PC026862	MY POST BUSINESS/POST MELBOURNE		10.40
	I	O	31/10/2024	31/10/2024	PC026864	FACEBK *GXT76C8452 Dublin		1,250.00
	I	O	1/11/2024	31/10/2024	PC026880	FACEBK *BDLX3DU352 Dublin		23.96
	I	O	4/11/2024	3/11/2024	PC026955	CAMPAIGNMONITOR 0285187100		1,039.22
	I	O	4/11/2024	31/10/2024	PC026958	SP PIKNIK AUSTRALIA BUDERIM		447.00
	I	O	4/11/2024	1/11/2024	PC026935	OFFICEWORKS 0604 FREMANTLE		27.34
	I	O	4/11/2024	2/11/2024	PC026944	Spotify P312944E3A Sydney		13.99
	I	O	6/11/2024	4/11/2024	PC026994	Coles Online 0494 BEELIAR		87.10
	I	O	8/11/2024	7/11/2024	PC027055	FACEBK *KXKBNBG452 Dublin		159.01
	I	O	12/11/2024	11/11/2024	PC027114	MY POST BUSINESS/POST MELBOURNE		21.71
	I	O	13/11/2024	12/11/2024	PC027131	Woolworths Online BELLA VISTA		51.11
	I	O	15/11/2024	13/11/2024	PC027143	MY POST BUSINESS/POST MELBOURNE		9.86
	I	O	18/11/2024	14/11/2024	PC027179	KAKULAS SISTER GROCER FREMANTLE		25.90
	I	O	18/11/2024	16/11/2024	PC027180	POSTMARKAPP.COM HTTPSPOSTMARIL		15.69
	I	O	18/11/2024	15/11/2024	PC027193	RED DOT STORES FREMANTLE		149.93
	I	O	22/11/2024	21/11/2024	PC027269	MY POST BUSINESS/POST MELBOURNE		9.86
	I	O	22/11/2024	21/11/2024	PC027275	MY POST BUSINESS/POST MELBOURNE		10.95
	I	O	22/11/2024	20/11/2024	PC027281	THE GOOD GUYS OCONNOR		235.00
	I	O	26/11/2024	25/11/2024	PC027354	Bin Covers Australia Bilgola Plat		924.87
							Total	**4,512.90**
Director City Business	I	O	31/10/2024	31/10/2024	PC026858	CAMPAIGNMONITOR 0285187100		29.11
	I	O	31/10/2024	31/10/2024	PC026867	CAMPAIGNMONITOR 0285187100		374.72

Purchase Card Transactions

Statement Date between 30-Oct-2024 and 28-Nov-2024

Description	Status	Action	Statement Date	Date	Reference	Narrative	Notes	Amount
	I	O	1/11/2024	30/10/2024	PC026881	CPP CONVENTION CENTRE PERTH		14.13
	I	O	4/11/2024	31/10/2024	PC026927	CPP CONVENTION CENTRE PERTH		7.07
	I	O	4/11/2024	4/11/2024	PC026934	CAMPAIGNMONITOR 0285187100		29.01
	I	O	4/11/2024	1/11/2024	PC026941	NETREGISTRY 61 2 8317 61		15.95
	I	O	4/11/2024	1/11/2024	PC026942	NETREGISTRY 61 2 8317 61		15.95
	I	O	4/11/2024	1/11/2024	PC026943	NETREGISTRY 61 2 8317 61		15.95
	I	O	4/11/2024	1/11/2024	PC026946	NETREGISTRY 61 2 8317 61		11.95
	I	O	4/11/2024	2/11/2024	PC026947	Google CLOUD Zvv96K Sydney		92.22
	I	O	7/11/2024	5/11/2024	PC027014	CREATESEND/COM SYDNEY SYDNEY		40.90
	I	O	8/11/2024	8/11/2024	PC027044	CAMPAIGNMONITOR 0285187100		28.93
	I	O	11/11/2024	8/11/2024	PC027088	WILSON PARKING AUSTRALIA PERTH		21.00
	I	O	5/11/2024	4/11/2024	PC026983	SQ *ESCAPE HUNT PERTH 1800595310		175.00
	I	O	18/11/2024	15/11/2024	PC027176	CREATESEND/COM SYDNEY SYDNEY		39.61
	I	O	18/11/2024	14/11/2024	PC027183	NET NEST MOSMAN		72.30
	I	O	18/11/2024	15/11/2024	PC027184	TICKETS-WEST TECH COAS BENTLEY		58.51
	I	O	18/11/2024	15/11/2024	PC027188	FC FREO* FLIGHTCLUBFRE FREMANTLE		660.00
	I	O	20/11/2024	18/11/2024	PC027233	FC FREO* FLIGHTCLUBFRE FREMANTLE		- 660.00
	I	O	21/11/2024	21/11/2024	PC027246	CAMPAIGNMONITOR 0285187100		29.17
	I	O	21/11/2024	21/11/2024	PC027253	CAMPAIGNMONITOR 0285187100		118.22
	I	O	22/11/2024	20/11/2024	PC027271	CREATESEND/COM SYDNEY SYDNEY		37.04
	I	O	22/11/2024	21/11/2024	PC027277	REIWA TRAINING SUBIACO		370.00
	I	O	22/11/2024	21/11/2024	PC027278	REIWA TRAINING SUBIACO		370.00
	I	O	25/11/2024	21/11/2024	PC027314	CREATESEND/COM SYDNEY SYDNEY		8.84
	I	O	25/11/2024	21/11/2024	PC027315	CREATESEND/COM SYDNEY SYDNEY		6.88
	I	O	25/11/2024	25/11/2024	PC027320	CAMPAIGNMONITOR 0285187100		29.17
	I	O	25/11/2024	23/11/2024	PC027329	Wufoo 003531592075		60.89
	I	O	25/11/2024	25/11/2024	PC027342	SPROUT SOCIAL INC 8668783231 IL		123.43
	I	O	14/11/2024	13/11/2024	PC027900	NETREGISTRY 61 2 8317 61		59.90
							Total	**2,255.85**
IT Manager	I	O	4/11/2024	2/11/2024	PC026936	DIGITAL PACIFIC PTY LT SYDNEY		25.90
	I	O	4/11/2024	2/11/2024	PC026931	AMAZON WEB SERVICES SYDNEY		47.15
	I	O	12/11/2024	11/11/2024	PC027120	DIGITAL PACIFIC PTY LT SYDNEY		158.00
	I	O	13/11/2024	12/11/2024	PC027129	DIGITAL PACIFIC PTY LT SYDNEY		19.95
	I	O	19/11/2024	18/11/2024	PC027205	CCSI EFAX 1300661180		18.65
	I	O	20/11/2024	18/11/2024	PC027227	FOREVER SHINING BIBRA LAKE		238.83
	I	O	27/11/2024	27/11/2024	PC027374	FS *phpkb fsprg.nl		2,856.60
	I	O	27/11/2024	26/11/2024	PC027379	DIGITAL PACIFIC PTY LT SYDNEY		319.00

Purchase Card Transactions

Statement Date between 30-Oct-2024 and 28-Nov-2024

Description	*Status*	*Action*	*Statement Date*	*Date*	*Reference*	*Narrative*	*Notes*	*Amount*
	I	O	28/11/2024	26/11/2024	PC027404	MSFT * E0800UF8JD MSFT AZURE		234.98
							Total	**3,919.06**
Samson Recreation Centre Coordinator	I	O	12/11/2024	11/11/2024	PC027112	WOOLWORTHS/WAVERLEY ROAD COOLBELLUP		3.00
							Total	**3.00**
Manager Infrastructure Engineering	I	O	25/11/2024	21/11/2024	PC027335	LOCAL GOVERNEMENT MANA MT HAWTHORN		370.00
							Total	**370.00**
Manager Building, Facilities and Sustainable Services	I	O	1/11/2024	31/10/2024	PC026885	GILBERTS FRESH HILTON HILTON		199.97
	I	O	11/11/2024	8/11/2024	PC027085	WILSON PARKING P042 PERTH		25.31
	I	O	21/11/2024	20/11/2024	PC027252	GILBERTS FRESH HILTON HILTON		134.98
							Total	**360.26**
Director Creative Arts and Community	I	O	21/11/2024	20/11/2024	PC027247	WILSON PARKING AUSTRALIA PERTH		21.26
	I	O	25/11/2024	22/11/2024	PC027326	Gage Roads Freo Fremantle		13.68
	I	O	25/11/2024	22/11/2024	PC027328	Gage Roads Freo Fremantle		91.68
							Total	**126.62**
Team Leader Visitor Information Services	I	O	30/10/2024	28/10/2024	PC026836	Canva* 04318-25513260 Sydney		17.99
	I	O	30/10/2024	27/10/2024	PC026844	BUNNINGS 472000 BALDIVIS		199.00
	I	O	31/10/2024	30/10/2024	PC026868	ZAZZLE IRELAND CORK		176.99
	I	O	1/11/2024	30/10/2024	PC026882	THE REJECT SHOP 611 SOUTH FREMAN		72.00
	I	O	1/11/2024	31/10/2024	PC026884	SP AFIERYHEART NORTHMEAD		325.00
	I	O	4/11/2024	31/10/2024	PC026928	CREATESEND/COM SYDNEY SYDNEY		6.05
	I	O	7/11/2024	6/11/2024	PC027019	SQ *MOKOH DESIGN South Freman		686.20
	I	O	8/11/2024	6/11/2024	PC027042	LS Lanpa Pty Ltd atf L Bibra Lake		39.90
	I	O	12/11/2024	11/11/2024	PC027118	OFFICEWORKS Bentleigh Ea		332.92
	I	O	15/11/2024	13/11/2024	PC027151	TARGET Williams Lan		- 46.00
	I	O	15/11/2024	13/11/2024	PC027144	THE REJECT SHOP 611 SOUTH FREMAN		6.10
	I	O	18/11/2024	15/11/2024	PC027187	Taylor Hill Scar Faire Sydney		699.24
	I	O	18/11/2024	15/11/2024	PC027191	Inspired Wholesa Faire Sydney		220.84
	I	O	20/11/2024	19/11/2024	PC027222	OFFICEWORKS Bentleigh Ea		33.03
	I	O	20/11/2024	19/11/2024	PC027224	TARGET 5036 FREMANTLE		20.00
	I	O	22/11/2024	19/11/2024	PC027274	RED DOT STORES FREMANTLE		11.98
	I	O	14/11/2024	13/11/2024	PC027907	TARGET Williams Lan		138.00
							Total	**2,939.24**

Purchase Card Transactions

Statement Date between 30-Oct-2024 and 28-Nov-2024

Description	*Status*	*Action*	*Statement Date*	*Date*	*Reference*	*Narrative*	*Notes*	*Amount*
Manager of Arts	I	O	30/10/2024	29/10/2024	PC026843	SQ *STARDUST CHARTERS 1800595310		200.00
	I	O	1/11/2024	31/10/2024	PC026883	INGRID CUMMING KKW SEVILLE GROV		1,100.00
	I	O	4/11/2024	3/11/2024	PC026930	DROPBOX*SWH7D73BR98Q D02FD79		48.99
	I	O	4/11/2024	2/11/2024	PC026932	SOUTH FREO FRESH PTY SOUTH FREMAN		46.28
	I	O	4/11/2024	2/11/2024	PC026948	LS Little Loaf Lunch B South Freman		87.86
	I	O	5/11/2024	4/11/2024	PC026980	Spotify P313680975 Sydney		23.99
	I	O	6/11/2024	5/11/2024	PC026996	DAN MURPHYS ONLINE BELLA VISTA		582.65
	I	O	8/11/2024	7/11/2024	PC027047	BIGW ONLINE BELLA VISTA		94.00
	I	O	8/11/2024	7/11/2024	PC027050	VIRGIN AUSTRALIA BRISBANE		826.08
	I	O	11/11/2024	8/11/2024	PC027078	FREMANTLE ARTS CENTRE FREMANTLE		7.95
	I	O	11/11/2024	9/11/2024	PC027081	WEMBLEY IGA/320 CAMBRIDGEWEMBLEY		42.13
	I	O	11/11/2024	10/11/2024	PC027083	OLD BRIDGE NF North Freman		31.95
	I	O	11/11/2024	9/11/2024	PC027084	FOODIES MARKET CLARE BELMONT		29.77
	I	O	11/11/2024	10/11/2024	PC027092	WOOLWORTHS/COTTESLOE GROVCOTTESLOE		87.57
	I	O	11/11/2024	9/11/2024	PC027094	WEMBLEY IGA/320 CAMBRIDGEWEMBLEY		52.87
	I	O	11/11/2024	8/11/2024	PC027097	FOODIES MARKET CLARE BELMONT		136.87
	I	O	11/11/2024	8/11/2024	PC027099	TRANCE ENTERPRISES P CLAREMONT		109.98
	I	O	12/11/2024	10/11/2024	PC027115	MOSMAN PARK IGA MOSMAN PARK		85.32
	I	O	12/11/2024	10/11/2024	PC027116	CELLARBRATIONS COTTESLOE		54.00
	I	O	12/11/2024	11/11/2024	PC027117	UNSW RANDWICK		352.00
	I	O	18/11/2024	15/11/2024	PC027185	SPOTLIGHT MELVILLE MYAREE		56.00
	I	O	18/11/2024	15/11/2024	PC027190	SPOTLIGHT MELVILLE MYAREE		265.00
	I	O	18/11/2024	15/11/2024	PC027192	SPOTLIGHT MELVILLE MYAREE		212.05
	I	O	20/11/2024	18/11/2024	PC027225	TARGET Williams Lan		405.00
	I	O	20/11/2024	18/11/2024	PC027226	KMART Mulgrave		341.15
	I	O	22/11/2024	20/11/2024	PC027276	Harvey Norman Online Homebush Wes		1,348.00
	I	O	22/11/2024	21/11/2024	PC027280	Roll'd Fremantle Fremantle		263.53
	I	O	25/11/2024	22/11/2024	PC027327	SQ *STARDUST CHARTERS 1800595310		100.00
	I	O	25/11/2024	23/11/2024	PC027334	APPLE.COM/AU SYDNEY		499.00
	I	O	25/11/2024	23/11/2024	PC027337	APPLE ONLINE AU SYDNEY		219.00
	I	O	25/11/2024	22/11/2024	PC027338	DAN MURPHYS ONLINE BELLA VISTA		213.84
	I	O	25/11/2024	22/11/2024	PC027341	DAN MURPHYS ONLINE BELLA VISTA		137.94
	I	O	27/11/2024	25/11/2024	PC027375	APPLE ONLINE AU SYDNEY		1,249.00
	I	O	28/11/2024	27/11/2024	PC027393	BOATSHED MARKET PTY COTTESLOE		6.95
	I	O	28/11/2024	27/11/2024	PC027397	BOATSHED MARKET PTY COTTESLOE		33.22
	I	O	28/11/2024	27/11/2024	PC027398	Dropbox K9C51WW8PMY9 db.tt/cchelp		18.69
							Total	**9,368.63**

Purchase Card Transactions

Statement Date between 30-Oct-2024 and 28-Nov-2024

Description	*Status*	*Action*	*Statement Date*	*Date*	*Reference*	*Narrative*	*Notes*	*Amount*
Manager Strategic Communications and Stakeholder Relations	I	O	6/11/2024	5/11/2024	PC026995	CAMPAIGNMONITOR 0285187100		81.93
	I	O	6/11/2024	5/11/2024	PC026998	GILBERTS FRESH HILTON HILTON		179.96
	I	O	13/11/2024	13/11/2024	PC027132	CAMPAIGNMONITOR 0285187100		217.94
	I	O	25/11/2024	22/11/2024	PC027330	CANVA* I04343-21337620 SURRY HILLS		54.00
							Total	**533.83**
Supervisor Mechanical Services	I	O	31/10/2024	30/10/2024	PC026859	ROOF RACKS GALORE OSBORNE PARK		20.00
	I	O	31/10/2024	30/10/2024	PC026860	SQ *PIRTEK FREMANTLE O?Connor		18.85
	I	O	31/10/2024	30/10/2024	PC026865	ROOF RACKS GALORE OSBORNE PARK		438.00
	I	O	31/10/2024	30/10/2024	PC026866	ROOF RACKS GALORE OSBORNE PARK		418.00
	I	O	4/11/2024	1/11/2024	PC026949	BUNNINGS 453000 O'CONNOR		86.72
	I	O	5/11/2024	4/11/2024	PC026982	MACKAY HEAT TRANSFER SOUTHERN RIV		377.98
	I	O	7/11/2024	5/11/2024	PC027015	UNITED FLUID POWER GRO YANGEBUP		39.78
	I	O	7/11/2024	5/11/2024	PC027016	NHB GROUP PTY LTD BIBRA LAKE		88.68
	I	O	8/11/2024	7/11/2024	PC027051	HOSEMASTERS INTER WELSHPOOL		667.98
	I	O	8/11/2024	7/11/2024	PC027053	HOSEMASTERS INTER WELSHPOOL		376.73
	I	O	11/11/2024	7/11/2024	PC027079	SUPER CHEAP AUTO O'CONNOR		44.98
	I	O	13/11/2024	11/11/2024	PC027130	PIRTEK FREMANTLE P OCONNOR		14.59
	I	O	18/11/2024	15/11/2024	PC027182	TRUCKLINE SPEARWOOD SPEARWOOD		78.73
	I	O	18/11/2024	14/11/2024	PC027189	SUPER CHEAP AUTO MYAREE		525.98
	I	O	19/11/2024	15/11/2024	PC027204	PIRTEK FREMANTLE P OCONNOR		31.77
	I	O	19/11/2024	18/11/2024	PC027207	OCONNOR L/MWR&C/SAW O CONNOR		97.60
	I	O	19/11/2024	18/11/2024	PC027209	GLOBAL HEAT TRANSFER AUSTMADDINGTON		357.50
	I	O	20/11/2024	18/11/2024	PC027229	TOOLMART AUSTRALIA P MADDINGTON		196.00
	I	O	20/11/2024	18/11/2024	PC027230	BLACKWOODS CV CANNING VALE		168.00
	I	O	25/11/2024	22/11/2024	PC027317	FILTER DISCOUNTERS WANGARA		44.11
	I	O	25/11/2024	21/11/2024	PC027324	BCF MYAREE MYAREE		21.99
	I	O	25/11/2024	22/11/2024	PC027339	GOODCHILD ENTERPRISE COCKBURN CEN		176.00
	I	O	28/11/2024	26/11/2024	PC027399	PIRTEK FREMANTLE P OCONNOR		62.50
	I	O	28/11/2024	26/11/2024	PC027401	SUPER CHEAP AUTO MYAREE		496.00
	I	O	14/11/2024	13/11/2024	PC027899	AUTOBARN O'CONNOR O'CONNOR		72.98
							Total	**4,921.45**
Administration Officer Planning Services	I	O	14/11/2024	13/11/2024	PC027903	LGPA PERTH		500.00
							Total	**500.00**
Supervisor Parks and Landscape	I	O	4/11/2024	1/11/2024	PC026950	VALSPAR O'CONNOR O'CONNOR		81.44
	I	O	21/11/2024	19/11/2024	PC027250	ARTCOM FABRICATION O'CONNOR		297.00

Purchase Card Transactions

Statement Date between 30-Oct-2024 and 28-Nov-2024

Description	Status	Action	Statement Date	Date	Reference	Narrative	Notes	Amount
							Total	**378.44**
Installations Coordinator	I	O	31/10/2024	30/10/2024	PC026869	LS GOOD SAMMY ENTERPR FREMANTLE		103.50
	I	O	1/11/2024	30/10/2024	PC026879	MANNYS FITZROY RICHMOND		34.00
	I	O	7/11/2024	6/11/2024	PC027023	SPOTLIGHT MELVILLE MYAREE		281.30
	I	O	22/11/2024	20/11/2024	PC027279	TEMPLE & WEBSTER ST PETERS		349.94
	I	O	27/11/2024	26/11/2024	PC027376	DIRECT IMAGE DIGITAL PRINJOLIMONT		556.27
	I	O	27/11/2024	26/11/2024	PC027377	DIRECT IMAGE DIGITAL PRINJOLIMONT		556.27
	I	O	28/11/2024	27/11/2024	PC027405	SPOTLIGHT MELVILLE MYAREE		132.00
							Total	**2,013.28**
Chief Executive Officer	I	O	1/11/2024	29/10/2024	PC026887	EMILY TAYLOR BAR FREMANTLE		115.00
	I	O	6/11/2024	4/11/2024	PC026997	EZI*CULLEYS TEA ROOM Kardinya		287.00
	I	O	8/11/2024	6/11/2024	PC027046	CPP HIS MAJESTYS PERTH		16.66
	I	O	11/11/2024	7/11/2024	PC027087	CPP HIS MAJESTYS PERTH		22.21
	I	O	11/11/2024	7/11/2024	PC027089	GINOS CAFE FREMANTLE		13.30
	I	O	11/11/2024	8/11/2024	PC027090	TERRYNE JANE MCDONALD FREMANTLE		10.00
	I	O	21/11/2024	20/11/2024	PC027248	G.A.PS KITCHEN PTY LTD FREMANTLE		15.91
	I	O	21/11/2024	19/11/2024	PC027249	BENNYS BAR & CAFE FREMANTLE		11.00
	I	O	26/11/2024	23/11/2024	PC027353	FAIRFAX SUBSCRIPTIONS PYRMONT		64.99
							Total	**556.07**
Manager Customer Experience and Learning	I	O	5/11/2024	4/11/2024	PC026981	RLSSWA MOUNT CLAREM		74.00
	I	O	25/11/2024	22/11/2024	PC027333	Sow n Sow Faire Sydney		516.52
	I	O	25/11/2024	22/11/2024	PC027336	Harper Bee Faire Sydney		300.14
							Total	**890.66**
Principal Solicitor & Coordinator	I	O	12/11/2024	11/11/2024	PC027119	BIGW ONLINE BELLA VISTA		239.85
	I	O	18/11/2024	15/11/2024	PC027177	WANEWSDTI Osborne Park		32.00
	I	O	20/11/2024	19/11/2024	PC027228	SP FLOWER SHOP PTY L COCKBURN CEN		199.00
	I	O	21/11/2024	20/11/2024	PC027244	SPOTLIGHT MELVILLE MYAREE		38.50
	I	O	22/11/2024	21/11/2024	PC027273	OFFICEWORKS 0604 FREMANTLE		19.75
	I	O	25/11/2024	21/11/2024	PC027321	SPOTLIGHT MELVILLE MYAREE		28.00
	I	O	25/11/2024	20/11/2024	PC027325	BUNNINGS 317000 MELVILLE		18.10
							Total	**575.20**
Library Manager	I	O	4/11/2024	2/11/2024	PC026938	GILBERTS FRESH HILTO HILTON		24.00
	I	O	4/11/2024	2/11/2024	PC026952	GILBERTS FRESH HILTO HILTON		75.96

Purchase Card Transactions

Statement Date between 30-Oct-2024 and 28-Nov-2024

Description	*Status*	*Action*	*Statement Date*	*Date*	*Reference*	*Narrative*	*Notes*	*Amount*
	I	O	4/11/2024	1/11/2024	PC026954	SHEPHERDS NEWSAGENCY FREMANTLE		52.92
	I	O	4/11/2024	1/11/2024	PC026964	OFFICEWORKS Bentleigh Ea		121.02
	I	O	5/11/2024	4/11/2024	PC026978	IGA FREMANTLE FREMANTLE		7.00
	I	O	5/11/2024	4/11/2024	PC026979	WORDPRESS MYGSFC43E1 MELBOURNE		5.50
	I	O	7/11/2024	5/11/2024	PC027021	COSTCO WHOLESALE AUSTR CASUARINA		400.15
	I	O	7/11/2024	6/11/2024	PC027022	1ST CHOICE 7403 BICTON		313.65
	I	O	8/11/2024	6/11/2024	PC027041	GILBERTS FRESH HILTO HILTON		47.94
	I	O	8/11/2024	7/11/2024	PC027052	SLIMLINE WAREHOUSE D BROADMEADOWS		537.56
	I	O	11/11/2024	7/11/2024	PC027082	POST FREMANTLE POST SH FREMANTLE		32.85
	I	O	11/11/2024	9/11/2024	PC027091	NEWS PTY LIMITED SURRY HILLS		88.00
	I	O	11/11/2024	8/11/2024	PC027093	SHEPHERDS NEWSAGENCY FREMANTLE		52.92
	I	O	12/11/2024	11/11/2024	PC027111	IGA FREMANTLE FREMANTLE		8.00
	I	O	12/11/2024	11/11/2024	PC027121	OFFICEWORKS Bentleigh Ea		137.39
	I	O	15/11/2024	13/11/2024	PC027147	OFFICEWORKS Bentleigh Ea		35.93
	I	O	18/11/2024	15/11/2024	PC027186	SHEPHERDS NEWSAGENCY FREMANTLE		52.92
	I	O	19/11/2024	18/11/2024	PC027206	IGA FREMANTLE FREMANTLE		16.00
	I	O	20/11/2024	19/11/2024	PC027223	IGA FREMANTLE FREMANTLE		25.96
	I	O	20/11/2024	19/11/2024	PC027231	Beacon Lighting 0393683060		134.55
	I	O	21/11/2024	20/11/2024	PC027251	KMART Mulgrave		167.00
	I	O	22/11/2024	20/11/2024	PC027272	KMART Mulgrave		30.00
	I	O	22/11/2024	21/11/2024	PC027283	KMART Mulgrave		- 18.00
	I	O	25/11/2024	25/11/2024	PC027318	APEX MINEC* APEX HOSTI WWW.APEXMINEFL		40.31
	I	O	25/11/2024	22/11/2024	PC027331	SHEPHERDS NEWSAGENCY FREMANTLE		52.92
	I	O	26/11/2024	25/11/2024	PC027352	OFFICEWORKS Bentleigh Ea		30.57
	I	O	14/11/2024	13/11/2024	PC027897	IGA FREMANTLE FREMANTLE		23.97
	I	O	14/11/2024	13/11/2024	PC027905	Canva* 04334-21702558 Sydney		165.00
							Total	**2,661.99**
Truck Driver Labourer/ Yardman	I	O	18/11/2024	13/11/2024	PC027178	BUNNINGS 453000 O'CONNOR		30.00
	I	O	14/11/2024	13/11/2024	PC027894	BatteryWorld O'connor O'Connor		8.00
	I	O	14/11/2024	13/11/2024	PC027902	DAVID GRAY AND CO O'CONNOR		698.50
							Total	**736.50**
Manager People and Culture	I	O	4/11/2024	31/10/2024	PC026959	GILBERTS FRESH HILTON HILTON		349.94
	I	O	7/11/2024	6/11/2024	PC027024	OFFICEWORKS 0604 FREMANTLE		118.42
	I	O	28/11/2024	27/11/2024	PC027400	CHEMIST WAREHOUSE FREMANTLE		61.38
	I	O	14/11/2024	13/11/2024	PC027898	WILSON PARKING PER021 PERTH		23.29
							Total	**553.03**

Purchase Card Transactions

Statement Date between 30-Oct-2024 and 28-Nov-2024

Description	Status	Action	Statement Date	Date	Reference	Narrative	Notes	Amount
Director Infrastructure	I	O	8/11/2024	6/11/2024	PC027045	CPP CONVENTION CENTRE PERTH		25.24
	I	O	11/11/2024	9/11/2024	PC027086	WILSON PARKING P200 PERTH		25.31
	I	O	25/11/2024	22/11/2024	PC027322	Gage Roads Freo Fremantle		26.34
							Total	**76.89**
Walyalup Aboriginal Cultural Centre Coordinator	I	O	30/10/2024	29/10/2024	PC026837	WOOLWORTHS/CNR HAMPTON & STH FREMANTL		11.14
	I	O	30/10/2024	29/10/2024	PC026839	OFFICEWORKS 0604 FREMANTLE		64.70
	I	O	11/11/2024	8/11/2024	PC027098	KMART 1024 KARDINYA		113.70
	I	O	18/11/2024	16/11/2024	PC027181	BIG W/ROCKINGHAM ROAD SPEARWOOD		96.00
	I	O	18/11/2024	13/11/2024	PC027173	CITY OF FREMANTLE FREMANTLE		8.00
	I	O	19/11/2024	18/11/2024	PC027202	OFFICEWORKS 0620 JANDAKOT		43.43
	I	O	19/11/2024	18/11/2024	PC027203	SPOTLIGHT COCKBURN JANDAKOT		33.25
	I	O	19/11/2024	18/11/2024	PC027208	BIG W/KWINANA FWY & BEELISUCCESS		84.30
	I	O	21/11/2024	20/11/2024	PC027245	WOOLWORTHS/CNR HAMPTON & STH FREMANTL		34.00
	I	O	25/11/2024	20/11/2024	PC027340	BUNNINGS 453000 O'CONNOR		169.00
	I	O	14/11/2024	13/11/2024	PC027895	**Centre Manager**		42.30
							Total	**699.82**
Director Planning, Place and Urban Development	I	O	30/10/2024	29/10/2024	PC026838	OFFICEWORKS 0604 FREMANTLE		75.00
							Total	**75.00**
Principal Construction and Maintenance Engineer	I	O	25/11/2024	22/11/2024	PC027332	GALVINS PLUMBING SUPPL SPEARWOOD		549.56
	I	O	27/11/2024	25/11/2024	PC027378	WESTERN POWER PERTH		498.91
	I	O	28/11/2024	27/11/2024	PC027395	Bakers Delight South Freman		49.00
	I	O	28/11/2024	27/11/2024	PC027402	COLES 7545 HILTON		326.34
							Total	**1,423.81**
Manager Field Services	I	O	4/11/2024	31/10/2024	PC026961	DEPT OF JUSTICE-CTG PA PERTH		189.00
	I	O	4/11/2024	1/11/2024	PC026962	DEPT OF JUSTICE-CTG PA PERTH		189.00
	I	O	4/11/2024	1/11/2024	PC026963	KATHMANDU PTY LTD FREMANTLE		174.30
	I	O	6/11/2024	4/11/2024	PC027000	KATHMANDU PTY LTD FREMANTLE		102.00
	I	O	6/11/2024	4/11/2024	PC027001	KATHMANDU PTY LTD FREMANTLE		101.99
	I	O	20/11/2024	19/11/2024	PC027232	OFFICEWORKS 0604 FREMANTLE		128.00
	I	O	28/11/2024	25/11/2024	PC027403	NET NEST MOSMAN		301.50
	I	O	14/11/2024	11/11/2024	PC027904	DEPT OF JUSTICE-CTG PA PERTH		189.00
							Total	**1,374.79**

Purchase Card Transactions

Statement Date between 30-Oct-2024 and 28-Nov-2024

Description	*Status*	*Action*	*Statement Date*	*Date*	*Reference*	*Narrative*	*Notes*	*Amount*
Manager Community Development	I	O	31/10/2024	29/10/2024	PC026861	CREATESEND/COM SYDNEY SYDNEY		11.35
	I	O	31/10/2024	30/10/2024	PC026863	Dominos Pizza East Frem EAST FREMANT		81.28
	I	O	1/11/2024	31/10/2024	PC026886	Dominos Pizza East Frem EAST FREMANT		172.72
	I	O	4/11/2024	1/11/2024	PC026937	RED DOT STORES FREMANTLE		25.00
	I	O	4/11/2024	1/11/2024	PC026945	IGA FREMANTLE FREMANTLE		12.50
	I	O	4/11/2024	1/11/2024	PC026951	RED DOT STORES FREMANTLE		80.49
	I	O	4/11/2024	1/11/2024	PC026957	GILBERTS FRESH HILTON HILTON		469.92
	I	O	4/11/2024	1/11/2024	PC026960	OFFICEWORKS 0604 FREMANTLE		197.33
	I	O	4/11/2024	1/11/2024	PC026965	RED DOT STORES FREMANTLE		113.93
	I	O	6/11/2024	5/11/2024	PC026999	IGA FREMANTLE FREMANTLE		139.10
	I	O	7/11/2024	6/11/2024	PC027017	SQ *ELSKE Fremantle		85.30
	I	O	7/11/2024	6/11/2024	PC027018	BIGW ONLINE BELLA VISTA		998.00
	I	O	8/11/2024	7/11/2024	PC027054	Dominos Pizza East Frem EAST FREMANT		172.72
	I	O	15/11/2024	14/11/2024	PC027148	Coles Group Limited - Hawthorn Eas		80.00
	I	O	15/11/2024	14/11/2024	PC027149	Dominos Pizza East Frem EAST FREMANT		172.72
	I	O	22/11/2024	21/11/2024	PC027282	Dominos Pizza East Frem EAST FREMANT		172.72
	I	O	25/11/2024	22/11/2024	PC027323	IGA FREMANTLE FREMANTLE		22.48
	I	O	14/11/2024	13/11/2024	PC027896	IGA FREMANTLE FREMANTLE		34.97
							Total	**3,042.53**
Supervisor Parks and Landscape	I	O	8/11/2024	7/11/2024	PC027049	ATCO GAS AUSTRALIA PERTH		1,303.28
	I	O	11/11/2024	8/11/2024	PC027080	CAPITAL RECYCLING WELSHPOOL		44.00
	I	O	11/11/2024	8/11/2024	PC027095	BUNNINGS GROUP LTD HAWTHORN EAS		358.00
	I	O	14/11/2024	13/11/2024	PC027901	SAFETYCULTURE STORE HERMIT PARK		719.40
							Total	**2,424.68**
							Grand Total	**50,972.27**

Purchase Card Transactions

Statement Date between 29-Nov-2024 and 27-Dec-2024

Description	*Status*	*Action*	*Statement Date*	*Date*	*Reference*	*Narrative*	*Notes*	*Amount*
Centre Manager	I	O	29/11/2024	28/11/2024	PC027420	OFFICEWORKS Bentleigh Ea		40.17
	I	O	3/12/2024	1/12/2024	PC027511	ROSTER ELF PTY LTD MOUNT HAWTHO		577.50
	I	O	4/12/2024	3/12/2024	PC027545	KMART Mulgrave		172.50
	I	O	10/12/2024	9/12/2024	PC027656	G.A.PS KITCHEN PTY LTD FREMANTLE		4.62
	I	O	10/12/2024	9/12/2024	PC027663	WISH GIFT CARD 6673 BELLA VISTA		150.00
	I	O	13/12/2024	12/12/2024	PC027733	Woolworths Online BELLA VISTA		340.17
	I	O	18/12/2024	18/12/2024	PC027815	Woolworths Online BELLA VISTA		- 20.20
	I	O	19/12/2024	18/12/2024	PC027842	WOOLWORTHS/STAMMERS S/C 2PALMYRA		66.65
	I	O	20/12/2024	19/12/2024	PC027866	IGA FREMANTLE FREMANTLE		9.10
	I	O	27/12/2024	24/12/2024	PC027951	G.A.PS KITCHEN PTY LTD FREMANTLE		4.62
	I	O	27/12/2024	23/12/2024	PC027954	Coles Online 0494 BEELIAR		75.00
							Total	**1,420.13**
Waste Minimisation Officer	I	O	29/11/2024	26/11/2024	PC027417	RED DOT STORES FREMANTLE		3.00
	I	O	29/11/2024	26/11/2024	PC027421	TIMEZONE FREMANTLE		35.00
	I	O	29/11/2024	28/11/2024	PC027427	DAVID GRAY AND CO O'CONNOR		101.51
	I	O	3/12/2024	2/12/2024	PC027500	OFFICEWORKS 0604 FREMANTLE		35.96
	I	O	3/12/2024	2/12/2024	PC027510	SHOP.TERRACYCLE.COM ALEXANDRIA		583.10
	I	O	9/12/2024	7/12/2024	PC027633	GILBERTS FRESH HILTO HILTON		24.35
	I	O	16/12/2024	12/12/2024	PC027766	BUNNINGS 453000 O'CONNOR		24.45
	I	O	16/12/2024	13/12/2024	PC027768	BUNNINGS 303000 BIBRA LAKE		20.48
	I	O	16/12/2024	12/12/2024	PC027772	BUNNINGS GROUP LTD HAWTHORN EAS		54.00
	I	O	20/12/2024	19/12/2024	PC027867	SP SAFESTYLE EYEWEAR FLOREAT		30.00
	I	O	20/12/2024	19/12/2024	PC027879	TRANSMITSMS.COM 60 CARRINGTO		101.90
							Total	**1,013.75**
Operations & Production Lead	I	O	23/12/2024	19/12/2024	PC028036	BUNNINGS 453000 O'CONNOR		241.08
							Total	**241.08**
Creative Programs Lead	I	O	2/12/2024	30/11/2024	PC027465	IGA FREMANTLE FREMANTLE		92.10
	I	O	2/12/2024	29/11/2024	PC027475	COLES 7545 HILTON		351.80
	I	O	4/12/2024	3/12/2024	PC027548	NOMAD FURNISHING BELMONT		127.60
	I	O	9/12/2024	6/12/2024	PC027635	SQ *AUNTY LUCY?S CAKERY Fremantle		97.00
	I	O	9/12/2024	6/12/2024	PC027638	PEACHES FRESH FOOD M SOUTH FREMAN		57.94
	I	O	12/12/2024	11/12/2024	PC027704	BRAYCO COMMERCIAL RIVERVALE		1,767.00
	I	O	12/12/2024	11/12/2024	PC027706	IKEA PTY LTD TEmpe		189.00
	I	O	13/12/2024	12/12/2024	PC027725	SPOTLIGHT MELVILLE MYAREE		46.20

Purchase Card Transactions

Statement Date between 29-Nov-2024 and 27-Dec-2024

Description	*Status*	*Action*	*Statement Date*	*Date*	*Reference*	*Narrative*	*Notes*	*Amount*
	I	O	13/12/2024	12/12/2024	PC027726	WOOLWORTHS/CNR STOCK RD &MELVILLE		25.40
	I	O	16/12/2024	12/12/2024	PC027774	EDUCATIONAL ART SUPP NEDLANDS		737.88
							Total	**3,491.92**
Commercial Parking Officer	I	O	29/11/2024	27/11/2024	PC027418	CITY OF FREMANTLE FREMANTLE		3.00
	I	O	5/12/2024	3/12/2024	PC027573	CITY OF FREMANTLE FREMANTLE		2.00
	I	O	19/12/2024	17/12/2024	PC027834	CITY OF FREMANTLE FREMANTLE		2.00
	I	O	19/12/2024	18/12/2024	PC027835	CITY OF FREMANTLE FREMANTLE		2.00
	I	O	19/12/2024	17/12/2024	PC027836	CITY OF FREMANTLE FREMANTLE		2.00
	I	O	19/12/2024	18/12/2024	PC027837	CITY OF FREMANTLE FREMANTLE		2.00
	I	O	23/12/2024	20/12/2024	PC027926	CITY OF FREMANTLE FREMANTLE		2.00
	I	O	23/12/2024	20/12/2024	PC027927	CITY OF FREMANTLE FREMANTLE		2.00
	I	O	24/12/2024	23/12/2024	PC027941	CITY OF FREMANTLE FREMANTLE		2.00
							Total	**19.00**
Governance Manager	I	O	4/12/2024	3/12/2024	PC027547	SQ *DONNA HAMILTON - THE Beaconsfield		135.00
	I	O	9/12/2024	6/12/2024	PC027642	WALGA EVENTS WEST LEEDERV		380.00
	I	O	10/12/2024	9/12/2024	PC027662	WALGA EVENTS WEST LEEDERV		190.00
	I	O	23/12/2024	21/12/2024	PC027929	WANEWSDTI Osborne Park		32.00
							Total	**737.00**
Facility Coordinator	I	O	2/12/2024	29/11/2024	PC027458	BUNNINGS 453000 O'CONNOR		48.94
	I	O	2/12/2024	29/11/2024	PC027476	KENNARDS HIRE HO WA SEVEN HILLS		208.00
	I	O	3/12/2024	29/11/2024	PC027506	Aust Institute of Mana Perth		2,059.00
	I	O	4/12/2024	3/12/2024	PC027546	SQ *TLPC GROUP PTY LTD Fremantle		147.00
	I	O	6/12/2024	4/12/2024	PC027605	WESTERN POWER PERTH		498.91
	I	O	6/12/2024	5/12/2024	PC027610	AGC CATERING EQUIPMENT GREENACRE		272.00
							Total	**3,233.85**
Finance Officer - Arts and Culture	I	O	2/12/2024	1/12/2024	PC027468	FACEBK *BJPVRD8452 Dublin		1,251.68
	I	O	2/12/2024	30/11/2024	PC027473	WOOLWORTHS/STAMMERS S/C 2PALMYRA		375.70
	I	O	2/12/2024	29/11/2024	PC027474	OFFICEWORKS 0604 FREMANTLE		355.00
	I	O	2/12/2024	29/11/2024	PC027477	SP FLOW RESINS CITY BEACH		143.00
	I	O	2/12/2024	29/11/2024	PC027479	BARNES PRODUCTS PTY LT MOOREBANK		100.90
	I	O	3/12/2024	1/12/2024	PC027503	ROSTER ELF PTY LTD MOUNT HAWTHO		14.08
	I	O	3/12/2024	2/12/2024	PC027504	Spotify P31FC189FB Sydney		13.99
	I	O	3/12/2024	3/12/2024	PC027507	CAMPAIGNMONITOR 0285187100		1,057.13
	I	O	3/12/2024	2/12/2024	PC027508	Bin Covers Australia Bilgola Plat		1,000.00

Purchase Card Transactions

Statement Date between 29-Nov-2024 and 27-Dec-2024

Description	*Status*	*Action*	*Statement Date*	*Date*	*Reference*	*Narrative*	*Notes*	*Amount*
	I	O	4/12/2024	3/12/2024	PC027537	MY POST BUSINESS/POST MELBOURNE		30.12
	I	O	4/12/2024	3/12/2024	PC027538	Woolworths Online BELLA VISTA		80.80
	I	O	4/12/2024	2/12/2024	PC027549	BARNES PRODUCTS PTY LT MOOREBANK		112.86
	I	O	4/12/2024	2/12/2024	PC027551	BARNES PRODUCTS PTY LT MOOREBANK		- 100.90
	I	O	6/12/2024	5/12/2024	PC027606	COLES 0352 MELVILLE		439.60
	I	O	9/12/2024	6/12/2024	PC027647	TEMU.COM PARRAMATTA		100.92
	I	O	10/12/2024	9/12/2024	PC027657	MY POST BUSINESS/POST MELBOURNE		22.28
							Total	**4,997.16**
Director City Business	I	O	29/11/2024	28/11/2024	PC027423	FACEBK* DUBLIN		650.00
	I	O	2/12/2024	28/11/2024	PC027455	CREATESEND/COM SYDNEY SYDNEY		6.91
	I	O	2/12/2024	28/11/2024	PC027456	CREATESEND/COM SYDNEY SYDNEY		6.55
	I	O	2/12/2024	29/11/2024	PC027460	SQ *LITTLE FRENCH NEST Fremantle		33.50
	I	O	2/12/2024	29/11/2024	PC027462	TOP COFFEE ROASTERS FREMANTLE		22.00
	I	O	2/12/2024	29/11/2024	PC027478	ROLLD - FREMANTLE CATE PIARA WATERS		137.36
	I	O	3/12/2024	2/12/2024	PC027498	Google CLOUD 8v3SKz Sydney		1.13
	I	O	3/12/2024	3/12/2024	PC027501	CAMPAIGNMONITOR 0285187100		29.23
	I	O	3/12/2024	2/12/2024	PC027505	TARGET 5036 FREMANTLE		50.00
	I	O	3/12/2024	3/12/2024	PC027512	CAMPAIGNMONITOR 0285187100		380.48
	I	O	4/12/2024	3/12/2024	PC027533	CITY OF VINCENT LEEDERVILLE		2.05
	I	O	4/12/2024	2/12/2024	PC027542	EZI*CULLEYS TEA ROOM Kardinya		60.00
	I	O	5/12/2024	3/12/2024	PC027574	CREATESEND/COM SYDNEY SYDNEY		40.61
	I	O	5/12/2024	4/12/2024	PC027582	FACEBK* DUBLIN		650.00
	I	O	6/12/2024	6/12/2024	PC027602	CAMPAIGNMONITOR 0285187100		29.30
	I	O	6/12/2024	5/12/2024	PC027607	DOCUPRINT FREMANTLE FREMANTLE		436.29
	I	O	9/12/2024	9/12/2024	PC027632	CAMPAIGNMONITOR 0285187100		29.48
	I	O	11/12/2024	9/12/2024	PC027677	GINOS CAFE FREMANTLE		15.90
	I	O	11/12/2024	10/12/2024	PC027679	FACEBK* DUBLIN		650.00
	I	O	11/12/2024	10/12/2024	PC027681	OFFICEWORKS Bentleigh Ea		224.75
	I	O	12/12/2024	12/12/2024	PC027700	CAMPAIGNMONITOR 0285187100		29.76
	I	O	12/12/2024	11/12/2024	PC027702	OFFICEWORKS Bentleigh Ea		78.12
	I	O	12/12/2024	11/12/2024	PC027703	OFFICEWORKS Bentleigh Ea		72.50
	I	O	16/12/2024	12/12/2024	PC027778	BENNYS BAR & CAFE FREMANTLE		155.00
	I	O	17/12/2024	17/12/2024	PC027792	CAMPAIGNMONITOR 0285187100		29.65
	I	O	17/12/2024	16/12/2024	PC027794	SQ *ELSKE Fremantle		11.20
	I	O	17/12/2024	16/12/2024	PC027796	FACEBK *DJ6BGEGT22 fb.me/ads		650.00
	I	O	17/12/2024	17/12/2024	PC027798	CAMPAIGNMONITOR 0285187100		120.43
	I	O	20/12/2024	19/12/2024	PC027876	FACEBK *4NG7HELT22 fb.me/ads		650.00

Purchase Card Transactions

Statement Date between 29-Nov-2024 and 27-Dec-2024

Description	Status	Action	Statement Date	Date	Reference	Narrative	Notes	Amount
	I	O	23/12/2024	20/12/2024	PC027940	FACEBK *7C3MXGCT22 fb.me/ads		160.51
	I	O	24/12/2024	23/12/2024	PC027943	Wufoo 003531592075		63.41
	I	O	27/12/2024	26/12/2024	PC027955	FACEBK *GVX8BECU22 fb.me/ads		650.00
	I	O	27/12/2024	25/12/2024	PC027957	SPROUT SOCIAL INC 8668783231 IL		128.36
							Total	**6,254.48**
IT Manager	I	O	2/12/2024	28/11/2024	PC027459	UBER* TRIP SYDNEY		37.39
	I	O	3/12/2024	2/12/2024	PC027502	DIGITAL PACIFIC PTY LT SYDNEY		25.90
	I	O	4/12/2024	3/12/2024	PC027536	AMAZON WEB SERVICES SYDNEY		36.64
	I	O	4/12/2024	3/12/2024	PC027540	DIGITAL PACIFIC PTY LT SYDNEY		69.80
	I	O	4/12/2024	3/12/2024	PC027543	OTTER PRODUCTS AUSTRAL 852 3760 160		50.96
	I	O	5/12/2024	4/12/2024	PC027579	DIGITAL PACIFIC PTY LT SYDNEY		59.80
	I	O	5/12/2024	2/12/2024	PC027587	SYSTEMWISE PRINTING HEIDELBERG W		189.95
	I	O	9/12/2024	7/12/2024	PC027634	FS *TechSmith fsprg.nl		23.93
	I	O	9/12/2024	9/12/2024	PC027641	OUTLINE GETOUTLINE.CCA		760.94
	I	O	9/12/2024	7/12/2024	PC027643	DIGITAL PACIFIC PTY LT SYDNEY		301.39
	I	O	13/12/2024	12/12/2024	PC027734	OFFICEWORKS Bentleigh Ea		275.00
	I	O	17/12/2024	16/12/2024	PC027795	The Norfolk Hotel Fremantle		88.00
	I	O	17/12/2024	16/12/2024	PC027799	The Norfolk Hotel Fremantle		106.54
	I	O	19/12/2024	18/12/2024	PC027839	CCSI EFAX 1300661180		18.65
	I	O	23/12/2024	20/12/2024	PC027928	SAILING FOR ORANGES FREMANTLE		40.00
							Total	**2,084.89**
Samson Recreation Centre Coordinator	I	O	3/12/2024	2/12/2024	PC027497	WOOLWORTHS/WAVERLEY ROAD COOLBELLUP		3.00
	I	O	17/12/2024	16/12/2024	PC027790	WOOLWORTHS/WAVERLEY ROAD COOLBELLUP		3.00
	I	O	17/12/2024	16/12/2024	PC027791	AUST WIDE FIRST AID BRISBANE CIT		49.00
	I	O	23/12/2024	21/12/2024	PC027930	OFFICEWORKS 0620 JANDAKOT		23.96
	I	O	23/12/2024	20/12/2024	PC027933	BIG W/KWINANA FWY & BEELISUCCESS		58.60
	I	O	23/12/2024	20/12/2024	PC027936	STATEWIDE CLEANING OSBORNE PARK		402.82
							Total	**540.38**
Manager Infrastructure Engineering	I	O	12/12/2024	9/12/2024	PC027696	TOWN OF CAMBRIDGE FLOREAT		6.40
	I	O	20/12/2024	19/12/2024	PC027877	RICS SUBS AUS CYBS COVENTRY		633.60
	I	O	27/12/2024	24/12/2024	PC027956	IPWEA 01300416745		363.00
							Total	**1,003.00**
Manager Building, Facilities and Sustainable Services	I	O	9/12/2024	4/12/2024	PC027640	ARCUS AUSTRALIA PTY LT MALAGA		3,902.17
							Total	**3,902.17**

Purchase Card Transactions

Statement Date between 29-Nov-2024 and 27-Dec-2024

Description	*Status*	*Action*	*Statement Date*	*Date*	*Reference*	*Narrative*	*Notes*	*Amount*
Director Creative Arts and Community	I	O	19/12/2024	18/12/2024	PC027844	National Film and Soun ACTON		320.00
	I	O	20/12/2024	18/12/2024	PC027872	AIRBNB * HMEEZSYPCP SURRY HILLS		3,733.85
							Total	**4,053.85**
Team Leader Visitor Information Services	I	O	2/12/2024	28/11/2024	PC027463	Canva* 04349-22993943 Sydney		17.99
	I	O	4/12/2024	1/12/2024	PC027541	BUNNINGS 472000 BALDIVIS		66.84
	I	O	4/12/2024	3/12/2024	PC027550	TARGET 5036 FREMANTLE		111.30
	I	O	10/12/2024	9/12/2024	PC027658	SQ *NOURISH HEALTH PHARMAFremantle		17.30
	I	O	11/12/2024	10/12/2024	PC027678	G.A.PS KITCHEN PTY LTD FREMANTLE		88.80
	I	O	12/12/2024	11/12/2024	PC027699	TARGET 5036 FREMANTLE		43.00
	I	O	12/12/2024	11/12/2024	PC027705	SHOP FOR SHOPS COLLINGWOOD		350.75
	I	O	13/12/2024	12/12/2024	PC027728	SQ *ROTTNEST FOUNDATION Fremantle		50.00
	I	O	16/12/2024	13/12/2024	PC027761	CREATESEND/COM SYDNEY SYDNEY		6.02
	I	O	19/12/2024	18/12/2024	PC027850	ANACONDA ROCKINGHAM ROCKINGHAM		109.00
	I	O	20/12/2024	19/12/2024	PC027873	BOCCHETTA PLUSH TOYS (BURLEIGH HEA		1,840.08
							Total	**2,701.08**
Manager of Arts	I	O	3/12/2024	2/12/2024	PC027499	LS Little Loaf Lunch B South Freman		36.36
	I	O	4/12/2024	3/12/2024	PC027534	DROPBOX*WZVYPSQDF974 D02FD79		48.99
	I	O	4/12/2024	3/12/2024	PC027544	DAN MURPHYS ONLINE BELLA VISTA		613.81
	I	O	5/12/2024	4/12/2024	PC027576	Spotify P320B7FBDF Sydney		23.99
	I	O	5/12/2024	2/12/2024	PC027580	PEACHES FRESH FOOD M SOUTH FREMAN		51.52
	I	O	5/12/2024	3/12/2024	PC027583	LS North Street Store Cottesloe		445.00
	I	O	5/12/2024	4/12/2024	PC027585	Woolworths Online BELLA VISTA		302.54
	I	O	5/12/2024	5/12/2024	PC027586	JOTFORM INC JOTFORM.COM CA		299.98
	I	O	5/12/2024	4/12/2024	PC027588	EZDIGITAL COM AU NORTH PERTH		188.00
	I	O	6/12/2024	5/12/2024	PC027613	FOODIES MARKET CLARE BELMONT		102.06
	I	O	9/12/2024	5/12/2024	PC027645	F. MAIETTA NOMINEES NORTH PERTH		201.50
	I	O	11/12/2024	10/12/2024	PC027683	LS North Street Store Cottesloe		150.00
	I	O	16/12/2024	12/12/2024	PC027769	MY POST BUSINESS/POST MELBOURNE		13.73
	I	O	16/12/2024	13/12/2024	PC027770	MY POST BUSINESS/POST MELBOURNE		10.40
	I	O	19/12/2024	17/12/2024	PC027851	AIRBNB * HM5W88Q4ZX SURRY HILLS		- 4,956.21
							Total	**- 2,468.33**
Manager Strategic Communications and Stakeholder Relations	I	O	5/12/2024	5/12/2024	PC027578	CAMPAIGNMONITOR 0285187100		84.26
	I	O	13/12/2024	13/12/2024	PC027736	CAMPAIGNMONITOR 0285187100		223.15
	I	O	23/12/2024	22/12/2024	PC027932	CANVA* I04373-13509746 SURRY HILLS		67.50

Purchase Card Transactions

Statement Date between 29-Nov-2024 and 27-Dec-2024

Description	*Status*	*Action*	*Statement Date*	*Date*	*Reference*	*Narrative*	*Notes*	*Amount*
							Total	**374.91**
Supervisor Mechanical Services	I	O	3/12/2024	2/12/2024	PC027509	WESTRAC PTY LTD SOUTH GUILDF		908.66
	I	O	4/12/2024	3/12/2024	PC027539	AUTOBARN O'CONNOR O'CONNOR		79.98
	I	O	5/12/2024	4/12/2024	PC027584	KEVREK AUSTRALIA PTY LTD MALAGA		436.06
	I	O	9/12/2024	5/12/2024	PC027631	PIRTEK FREMANTLE P OCONNOR		41.16
	I	O	10/12/2024	9/12/2024	PC027659	INDUSTRIAL RUBBER WELSHPOOL		85.15
	I	O	10/12/2024	9/12/2024	PC027661	STEELE & CO PTY LTD PERTH		245.00
	I	O	11/12/2024	10/12/2024	PC027674	ENGINE PROTECTION EQ BIBRA LAKE		48.94
	I	O	11/12/2024	10/12/2024	PC027675	ENGINE PROTECTION EQ BIBRA LAKE		32.11
	I	O	11/12/2024	10/12/2024	PC027680	BURSON AUTO PARTS MYAREE		495.65
	I	O	16/12/2024	13/12/2024	PC027775	PRESSURE MASTERS BECKENHAM		632.50
	I	O	17/12/2024	16/12/2024	PC027797	HOSEMASTERS INTER WELSHPOOL		451.92
	I	O	18/12/2024	17/12/2024	PC027809	BURSON AUTO PARTS MYAREE		79.85
	I	O	19/12/2024	18/12/2024	PC027843	FREMANTLE HYDRAULICS HENDERSON		697.45
	I	O	20/12/2024	19/12/2024	PC027871	BURSON AUTO PARTS MYAREE		55.07
	I	O	23/12/2024	18/12/2024	PC027938	MELVILLE HYUNDAI MYAREE		281.11
							Total	**4,570.61**
Administration Officer Planning Services	I	O	6/12/2024	5/12/2024	PC027603	OFFICEWORKS 0604 FREMANTLE		21.99
	I	O	10/12/2024	9/12/2024	PC027660	WALGA EVENTS WEST LEEDERV		380.00
	I	O	13/12/2024	11/12/2024	PC027727	DOLCE AND SALATO SOUTH FREMAN		70.00
	I	O	13/12/2024	12/12/2024	PC027737	GILBERTS FRESH HILTON HILTON		199.98
	I	O	13/12/2024	11/12/2024	PC027740	GILBERTS FRESH HILTO HILTON		115.49
	I	O	23/12/2024	19/12/2024	PC027939	AUSTRALIAN INSTITUTE PYMBLE		264.00
							Total	**1,051.46**
Supervisor Parks and Landscape	I	O	29/11/2024	28/11/2024	PC027425	BOSS INDUSTRIAL BIBRA LAKE		184.93
	I	O	5/12/2024	3/12/2024	PC027589	KENNARDS HIRE HO WA SEVEN HILLS		165.60
	I	O	6/12/2024	4/12/2024	PC027608	NTH METROPOLITAN TAFE NORTHBRIDGE		413.10
	I	O	13/12/2024	11/12/2024	PC027741	KENNARDS HIRE HO WA SEVEN HILLS		113.00
	I	O	16/12/2024	12/12/2024	PC027771	KENNARDS HIRE HO WA SEVEN HILLS		93.00
	I	O	16/12/2024	11/12/2024	PC027779	KENNARDS HIRE HO WA SEVEN HILLS		- 20.00
	I	O	27/12/2024	23/12/2024	PC027953	TOTAL TOOLS OCONNOR O'CONNOR		89.00
							Total	**1,038.63**
Installations Coordinator	I	O	13/12/2024	10/12/2024	PC027730	CRAFT PRODUCTS AUSTRAL KULUIN		601.72
	I	O	13/12/2024	11/12/2024	PC027738	OXLADE BROS PTY LTD MURRARIE		197.27

Purchase Card Transactions

Statement Date between 29-Nov-2024 and 27-Dec-2024

Description	*Status*	*Action*	*Statement Date*	*Date*	*Reference*	*Narrative*	*Notes*	*Amount*
	I	O	18/12/2024	17/12/2024	PC027811	OFFICEWORKS 0604 FREMANTLE		53.47
	I	O	19/12/2024	17/12/2024	PC027838	AMAZON MARKETPLACE AU SYDNEY SOUTH		21.98
	I	O	19/12/2024	18/12/2024	PC027845	FARINOSI & SONS PTY NORTHBRIDGE		286.40
	I	O	19/12/2024	18/12/2024	PC027847	RES ARTIS COLLINGWOOD		240.64
	I	O	19/12/2024	18/12/2024	PC027848	SUR EMPANADAS HILTON		231.00
	I	O	19/12/2024	17/12/2024	PC027840	MY POST BUSINESS/POST MELBOURNE		10.40
	I	O	20/12/2024	18/12/2024	PC027875	DEPT OF LOCAL GOV SPOR PERTH		680.50
							Total	**2,323.38**
Chief Executive Officer	I	O	2/12/2024	29/11/2024	PC027454	CITY OF VINCENT LEEDERVILLE		7.00
	I	O	11/12/2024	10/12/2024	PC027676	Pan Pacific Perth		30.00
	I	O	13/12/2024	12/12/2024	PC027731	The Norfolk Hotel Fremantle		587.69
	I	O	13/12/2024	12/12/2024	PC027732	The Norfolk Hotel Fremantle		342.06
	I	O	18/12/2024	16/12/2024	PC027808	CPP HIS MAJESTYS PERTH		5.55
	I	O	24/12/2024	23/12/2024	PC027942	FAIRFAX SUBSCRIPTIONS PYRMONT		64.99
							Total	**1,037.29**
Principal Solicitor & Coordinator	I	O	5/12/2024	2/12/2024	PC027571	RED DOT STORES FREMANTLE		9.00
	I	O	12/12/2024	11/12/2024	PC027701	SHREDDING SERVICES KOGARAH		93.50
	I	O	12/12/2024	12/12/2024	PC027707	GREENVELOPE.COM WWW.GREENVELWA		179.00
	I	O	16/12/2024	13/12/2024	PC027765	WANEWSDTI Osborne Park		32.00
	I	O	16/12/2024	12/12/2024	PC027776	PAYPAL *FSTERNKKLI 4029357733		195.00
							Total	**508.50**
Library Manager	I	O	2/12/2024	28/11/2024	PC027464	POST FREMANTLE POST SH FREMANTLE		10.95
	I	O	2/12/2024	29/11/2024	PC027467	SHEPHERDS NEWSAGENCY FREMANTLE		52.92
	I	O	5/12/2024	4/12/2024	PC027572	WORDPRESS 706NTYZBRY MELBOURNE		5.50
	I	O	6/12/2024	4/12/2024	PC027604	POST FREMANTLE POST SH FREMANTLE		21.90
	I	O	9/12/2024	7/12/2024	PC027637	NEWS PTY LIMITED SURRY HILLS		88.00
	I	O	9/12/2024	6/12/2024	PC027639	SHEPHERDS NEWSAGENCY FREMANTLE		52.92
	I	O	16/12/2024	12/12/2024	PC027767	POST FREMANTLE POST SH FREMANTLE		21.90
	I	O	16/12/2024	13/12/2024	PC027773	SHEPHERDS NEWSAGENCY FREMANTLE		52.92
	I	O	18/12/2024	17/12/2024	PC027810	W A LIBRARY SUPPLIES FORRESTDALE		62.20
	I	O	18/12/2024	17/12/2024	PC027812	WANEWSDTI Osborne Park		288.00
	I	O	19/12/2024	19/12/2024	PC027846	APEX MINEC* APEX HOSTI WWW.APEXMINEFL		245.59
	I	O	19/12/2024	17/12/2024	PC027849	OFFICEWORKS Bentleigh Ea		139.88
	I	O	20/12/2024	18/12/2024	PC027878	W A LIBRARY SUPPLIES FORRESTDALE		101.90
	I	O	23/12/2024	19/12/2024	PC027931	POST FREMANTLE POST SH FREMANTLE		10.95

Purchase Card Transactions

Statement Date between 29-Nov-2024 and 27-Dec-2024

Description	*Status*	*Action*	*Statement Date*	*Date*	*Reference*	*Narrative*	*Notes*	*Amount*
	I	O	23/12/2024	20/12/2024	PC027934	SHEPHERDS NEWSAGENCY FREMANTLE		58.47
	I	O	23/12/2024	23/12/2024	PC027937	APEX MINEC* APEX HOSTI WWW.APEXMINEFL		360.63
							Total	**1,574.63**
Truck Driver Labourer/ Yardman	I	O	9/12/2024	6/12/2024	PC027646	DAVID GRAY AND CO O'CONNOR		130.90
	I	O	16/12/2024	12/12/2024	PC027762	BUNNINGS 453000 O'CONNOR		47.86
	I	O	20/12/2024	19/12/2024	PC027869	SAFETY ZONE O'CONNOR		62.61
							Total	**241.37**
Manager People and Culture	I	O	29/11/2024	27/11/2024	PC027422	POST FREMANTLE POST SH FREMANTLE		55.95
							Total	**55.95**
Director Infrastructure	I	O	29/11/2024	28/11/2024	PC027419	IGA FREMANTLE FREMANTLE		47.88
	I	O	16/12/2024	13/12/2024	PC027764	SMP*The Grumpy Sailor Fremantle		35.58
							Total	**83.46**
Walyalup Aboriginal Cultural Centre Coordinator	I	O	3/12/2024	29/11/2024	PC027513	EZI*CULLEYS TEA ROOM Kardinya		181.00
	I	O	4/12/2024	3/12/2024	PC027535	WOOLWORTHS/WAVERLEY ROAD COOLBELLUP		44.77
	I	O	5/12/2024	4/12/2024	PC027575	WOOLWORTHS/WAVERLEY ROAD COOLBELLUP		40.00
	I	O	5/12/2024	3/12/2024	PC027577	THE REJECT SHOP 611 SOUTH FREMAN		20.50
	I	O	20/12/2024	17/12/2024	PC027870	BEYOND POWER BAKERS HILL		60.02
	I	O	23/12/2024	19/12/2024	PC027935	CITY OF FREMANTLE FREMANTLE		50.00
							Total	**396.29**
Principal Construction and Maintenance Engineer	I	O	2/12/2024	29/11/2024	PC027471	CLASSIC HIRE HAMILTON HIL		645.35
	I	O	18/12/2024	17/12/2024	PC027814	CLASSIC HIRE JANDAKOT		110.00
							Total	**755.35**
Manager Field Services	I	O	29/11/2024	26/11/2024	PC027424	DEPT OF JUSTICE-CTG PA PERTH		189.00
	I	O	2/12/2024	28/11/2024	PC027466	THE HAPPY PET PLACE PT OCONNOR		85.50
	I	O	2/12/2024	29/11/2024	PC027469	MEDICAR AUTOMOTIVE SOL BIBRA LAKE		750.00
	I	O	6/12/2024	5/12/2024	PC027612	OFFICEWORKS Bentleigh Ea		113.00
	I	O	9/12/2024	6/12/2024	PC027636	KMART 1024 KARDINYA		91.70
	I	O	12/12/2024	11/12/2024	PC027697	WOOLWORTHS/CNR HAMPTON & STH FREMANTL		47.50
	I	O	13/12/2024	12/12/2024	PC027735	DOCUPRINT WA PTY LTD FREMANTLE		244.97
	I	O	16/12/2024	12/12/2024	PC027777	DEPT OF JUSTICE-CTG PA PERTH		189.00
	I	O	18/12/2024	17/12/2024	PC027813	WESTERN AUSTRALIA SUCCESS		150.00
	I	O	19/12/2024	18/12/2024	PC027841	Oz Australia Fremantle		81.58

Purchase Card Transactions

Statement Date between 29-Nov-2024 and 27-Dec-2024

Description	*Status*	*Action*	*Statement Date*	*Date*	*Reference*	*Narrative*	*Notes*	*Amount*
	I	O	20/12/2024	18/12/2024	PC027874	WA GOVERNMENT-DEMIRS CANNINGTON		1,180.00
	I	O	27/12/2024	23/12/2024	PC027952	BP WESTGATE 6220 FREMANTLE		38.00
							Total	**3,160.25**
Manager Community Development	I	O	29/11/2024	28/11/2024	PC027426	Dominos Pizza East Frem EAST FREMANT		172.72
	I	O	2/12/2024	28/11/2024	PC027457	RED DOT STORES FREMANTLE		4.00
	I	O	2/12/2024	28/11/2024	PC027461	RED DOT STORES FREMANTLE		33.00
	I	O	2/12/2024	28/11/2024	PC027472	POST FREMANTLE POST SH FREMANTLE		423.80
	I	O	6/12/2024	5/12/2024	PC027611	Dominos Pizza East Frem EAST FREMANT		172.72
	I	O	12/12/2024	9/12/2024	PC027698	BUNNINGS 453000 O'CONNOR		44.00
	I	O	13/12/2024	12/12/2024	PC027739	Dominos Pizza East Frem EAST FREMANT		176.99
	I	O	16/12/2024	12/12/2024	PC027763	RED DOT STORES FREMANTLE		41.56
	I	O	17/12/2024	15/12/2024	PC027793	CREATESEND/COM SYDNEY SYDNEY		11.45
	I	O	20/12/2024	18/12/2024	PC027868	OFFICEWORKS Bentleigh Ea		85.00
							Total	**1,165.24**
Manager Economy and Commercial	I	O	6/12/2024	5/12/2024	PC027609	SURVEYMONK* T 46318505 SYDNEY		349.09
	I	O	11/12/2024	10/12/2024	PC027682	Canva* 04361-11258294 Sydney		187.24
							Total	**536.33**
Supervisor Parks and Landscape	I	O	2/12/2024	29/11/2024	PC027470	MyDeal.com.au MELBOURNE		695.30
	I	O	5/12/2024	4/12/2024	PC027581	BOSS INDUSTRIAL BIBRA LAKE		704.00
	I	O	9/12/2024	5/12/2024	PC027644	BUNNINGS GROUP LTD HAWTHORN EAS		300.40
	I	O	13/12/2024	10/12/2024	PC027729	BUNNINGS GROUP LTD HAWTHORN EAS		686.85
							Total	**2,386.55**
							Grand Total	**54,485.61**

CITY OF
Fremantle
Monthly Financial Report
November 2024
fremantle.wa.gov.au

CITY OF FREMANTLE

MONTHLY FINANCIAL REPORT

(Containing the Statement of Financial Activity)

For the Period Ended 30 November 2024

LOCAL GOVERNMENT ACT 1995
LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996

TABLE OF CONTENTS

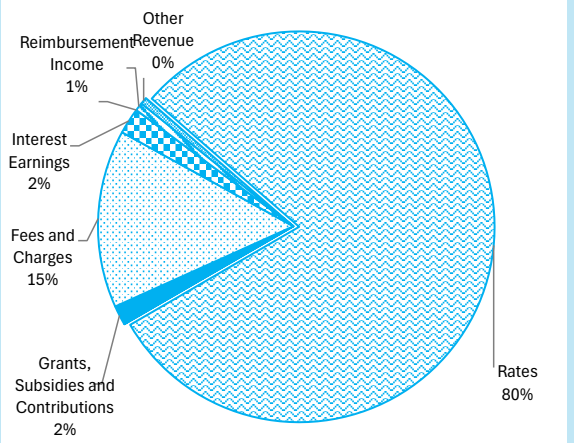
Monthly Summary Graphs		1
Statement of Comprehensive Income by Nature		2
Statement of Financial Position		3
Statement of Financial Activity by Nature		4
Statement of Financial Activity by Directorate		5
Note 1	Cash and Investments	6
Note 2	Adjusted Net Current Assets	7
Note 3 (a)	Capital Acquisitions Summary	8
Note 3 (b)	Capital Acquisitions - Projects	9
Note 3 (c)	Capital Acquisitions - Work in Progress	11
Note 4	Borrowings	13
Note 5 (a)	Reserves Fund Balances and Movements Summary	14
Note 5 (b)	Reserves Fund Balances and Movements Detail	15
Note 6	Trust Fund	21
Note 7	Receivables	22
Note 8	Rate Revenue	23
Information	Accounting Policy	24

MONTHLY FINANCIAL REPORT

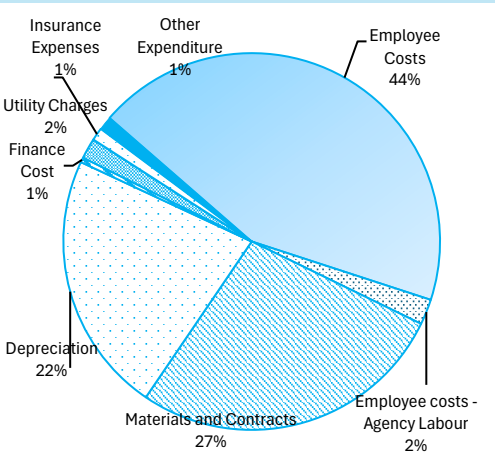
FOR THE PERIOD ENDED 30 NOVEMBER 2024

MONTHLY SUMMARY GRAPHS

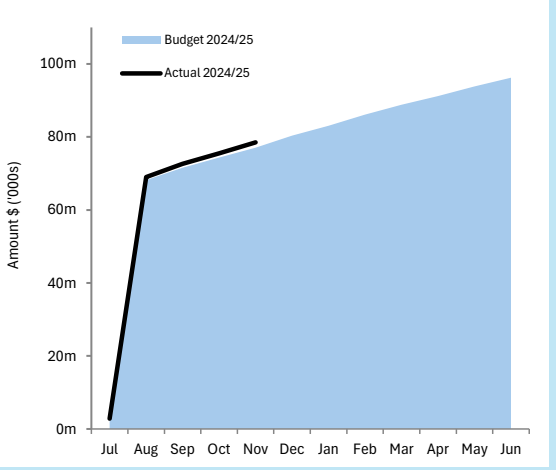
OPERATING REVENUE



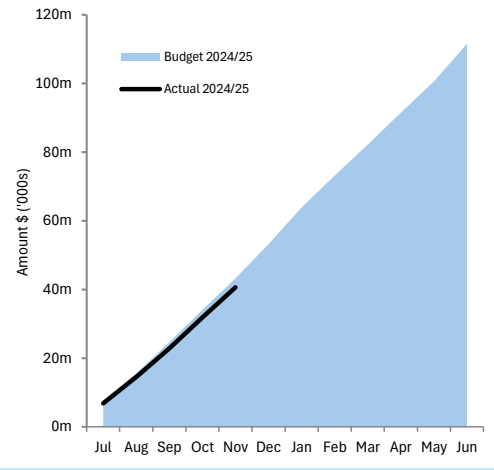
OPERATING EXPENSES



Budget Operating Revenues -v- Actual

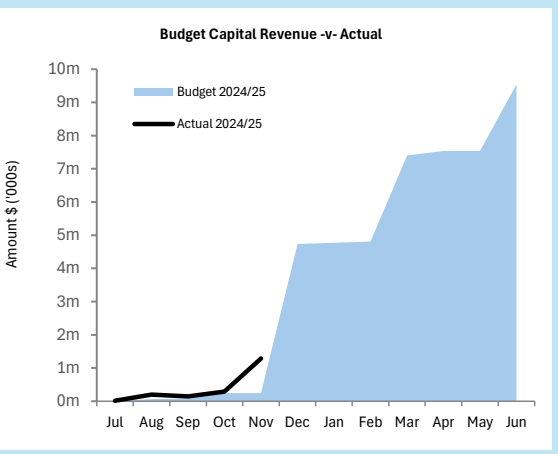


Budget Operating Expenses -v-YTD Actual



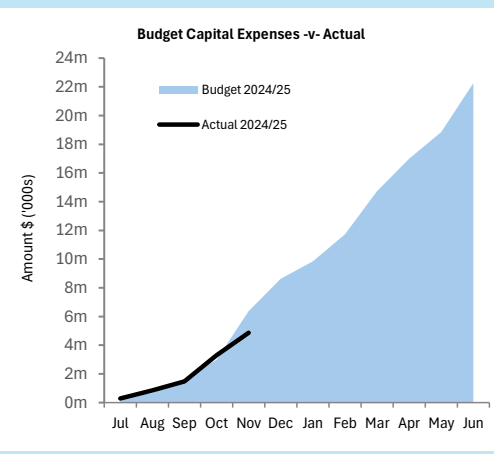
CAPITAL REVENUE

Budget Capital Revenue -v- Actual



CAPITAL EXPENSES

Budget Capital Expenses -v- Actual



This information is to be read in conjunction with the accompanying Financial Statements and Notes.

MONTHLY FINANCIAL REPORT

FOR THE PERIOD ENDED 30 NOVEMBER 2024

STATEMENT OF COMPREHENSIVE INCOME

BY NATURE

	2024/25					
	2024/25 Amended Budget	YTD Amended Budget (a)	2024/25 YTD Actual (b)	Variance Amount (b) - (a)	Variance % (b)-(a)/(a)	Var.
	$	$	$	$	%	
Revenue						
Rates (including Annual Levy)	63,521,561	63,231,761	63,005,964	(225,797)	(0.36%)	
Service Charges	8,804	8,804	11,905	3,101	35.22%	
Grants, Subsidies & Contributions	3,002,685	1,358,359	1,266,630	(91,729)	(6.75%)	
Fees and Charges	25,848,793	10,630,837	11,555,014	924,177	8.69%	
Interest Earnings	2,021,000	1,061,400	1,694,309	632,909	59.63%	▲
Reimbursement Income	1,310,904	529,044	536,736	7,692	1.45%	
Other Revenue	517,201	219,597	443,258	223,661	101.85%	▲
	96,230,948	77,039,802	78,513,815	1,474,013	1.91%	
Expenses						
Employee Costs	(49,394,227)	(19,919,314)	(17,721,896)	2,197,418	11.03%	▲
Employee costs - Agency Labour	(680,786)	(274,529)	(887,568)	(613,039)	(223.31%)	
Materials and Contracts	(33,962,100)	(11,697,902)	(11,090,222)	607,680	5.19%	
Depreciation on Non Current Assets	(22,295,343)	(9,310,529)	(9,108,121)	202,408	2.17%	
Finance Cost	(397,677)	(165,773)	(171,725)	(5,951)	(3.59%)	
Utility Charges (gas, electricity, water)	(2,183,433)	(879,299)	(714,547)	164,752	18.74%	▲
Insurance Expenses	(1,192,409)	(500,061)	(445,703)	54,358	10.87%	
Other Expenditure	(1,478,814)	(470,808)	(482,408)	(11,600)	(2.46%)	
	(111,584,789)	(43,218,215)	(40,622,190)	2,596,025	6.01%	
Operating Surplus / (Deficit)	**(15,353,841)**	**33,821,587**	**37,891,626**	**4,070,038**	**12.03%**	▲
Non-Operating Grants, Subsidies & Contributions	5,191,173	249,788	1,208,308	958,520	(383.73%)	▲
Net Result	**(10,162,668)**	**34,071,375**	**39,099,934**	**5,028,559**	**14.76%**	▲
Other Comprehensive Income	-	-	-	-	-	
Total Comprehensive Income	**(10,162,668)**	**34,071,375**	**39,099,934**	**5,028,558**	**14.76%**	▲

MONTHLY FINANCIAL REPORT

FOR THE PERIOD ENDED 30 NOVEMBER 2024

STATEMENT OF FINANCIAL POSITION

	30 Nov 2024 (a)	30 June 2024 (b)	Movement (c) = (a) - (b)
	$	$	$
Current Assets			
Cash and Cash Equivalents	11,969,483	10,539,660	1,429,822
Other Financial Assets	56,500,033	32,500,033	24,000,000
Trade and Other Receivables	23,037,707	3,145,660	19,892,047
Inventories	168,723	173,259	(4,536)
Other Current Assets	1,272,193	911,480	360,713
	92,948,138	47,270,092	45,678,047
Non-Current Assets			
Other Receivables	1,221,831	1,245,527	(23,696)
Investments	2,393,377	2,393,377	-
Capital Work in Progress	7,475,126	2,609,994	4,865,133
Property, Plant and Equipment	331,571,203	334,599,246	(3,028,042)
Right of Use Assets	877,615	1,137,592	(259,977)
Investment Property	31,709,400	31,709,400	-
Infrastructure	321,490,568	327,389,978	(5,899,409)
	696,739,121	701,085,113	(4,345,992)
Total Assets	**789,687,259**	**748,355,205**	**41,332,055**
Current Liabilities			
Trade and Other Payables	(11,592,524)	(8,517,610)	(3,074,914)
Short Term Borrowings	(1,615,386)	(1,992,511)	377,125
Lease Liability	(283,673)	(577,625)	293,951
Provisions	(6,101,056)	(6,101,056)	-
	(19,592,640)	(17,188,803)	(2,403,838)
Non-Current Liabilities			
Long Term Borrowings	(16,541,472)	(16,541,472)	-
Lease Liability	(594,433)	(594,433)	-
Trade and Other Payables - Non - current	(3,916,257)	(4,087,974)	171,717
Provisions	(1,452,671)	(1,452,671)	-
	(22,504,833)	(22,676,550)	171,717
Total Liabilities	**(42,097,473)**	**(39,865,353)**	**(2,232,122)**
Net Assets	**747,589,786**	**708,489,852**	**39,099,933**
Equity			
Retained Surplus	(169,227,149)	(166,847,408)	(2,379,742)
Reserves - Cash/Investment Backed	(16,893,253)	(16,992,238)	98,985
Reserves - Asset Revaluation	(522,369,450)	(522,369,450)	-
Net Result (YTD Current Year)	(39,099,934)	(2,280,756)	(36,819,178)
Total Equity	**(747,589,786)**	**(708,489,852)**	**(39,099,934)**

MONTHLY FINANCIAL REPORT

FOR THE PERIOD ENDED 30 NOVEMBER 2024

STATEMENT OF FINANCIAL ACTIVITY

BY NATURE

	2024/25 Original Budget	2024/25 Amended Budget	2024/25 YTD Amended Budget (a)	2024/25 YTD Actual (b)	Variance Amount (b) - (a)	Variance % (b)-(a)/(a)	Var.
	$	$	$	$	$	%	
Revenue from operating activities							
General Rates	63,521,561	63,521,561	63,231,761	63,005,964	(225,797)	(0.36%)	
Service Charges (Underground Power)	8,804	8,804	8,804	11,905	3,101	35.22%	
Grants, Subsidies and Contributions	3,691,053	3,002,685	1,358,359	1,266,630	(91,729)	(6.75%)	
Fees and Charges	25,638,793	25,848,793	10,630,837	11,555,014	924,177	8.69%	
Interest Earnings	2,021,000	2,021,000	1,061,400	1,694,309	632,909	59.63%	▲
Reimbursement Income	1,310,904	1,310,904	529,044	536,736	7,692	1.45%	
Other Revenue	517,201	517,201	219,597	443,258	223,661	101.85%	▲
	96,709,316	96,230,948	77,039,802	78,513,815	1,474,013	1.91%	
Expenditure from operating activities							
Employee Costs	(49,394,227)	(49,394,227)	(19,919,314)	(17,721,896)	2,197,418	11.03%	▲
Employee costs - Agency Labour	(680,786)	(680,786)	(274,529)	(887,568)	(613,039)	(223.31%)	▼
Materials and Contracts	(33,314,023)	(33,962,100)	(11,697,902)	(11,090,222)	607,680	5.19%	
Depreciation on Non Current Assets	(22,295,343)	(22,295,343)	(9,310,529)	(9,108,121)	202,408	2.17%	
Finance Cost	(397,677)	(397,677)	(165,773)	(171,725)	(5,951)	(3.59%)	
Utility Charges (gas, electricity, water)	(2,183,433)	(2,183,433)	(879,299)	(714,547)	164,752	18.74%	▲
Insurance Expenses	(1,192,409)	(1,192,409)	(500,061)	(445,703)	54,358	10.87%	
Other Expenditure	(1,478,814)	(1,478,814)	(470,808)	(482,408)	(11,600)	(2.46%)	
	(110,936,712)	(111,584,789)	(43,218,215)	(40,622,190)	2,596,025	6.01%	
Operating activities excluded from budget							
Depreciation on Assets	22,295,343	22,295,343	9,310,529	9,108,121	(202,408)	(2.17%)	
Non Current Rates Debtors Movement	75,000	75,000	30,000	23,694	(6,306)	(21.02%)	
Amount attributable to operating activities	**8,142,947**	**7,016,502**	**43,162,116**	**47,023,440**	**3,861,324**	**8.95%**	
Investing Activities							
Capital Revenue							
Capital Grants and Subsidies/ Contributions for the development of Assets	4,967,186	5,191,173	249,788	1,208,308	958,520	383.73%	▲
Proceeds from Disposal of Assets	4,350,000	4,350,000	-	79,308	79,308	-	
	9,317,186	9,541,173	249,788	1,287,616	1,037,828	415.48%	▲
Capital Expense							
Payment for Investment Properties	(2,446,910)	(2,916,233)	(140,200)	(139,864)	336	0.24%	
Payment for Property, plant and equipment	(8,115,051)	(10,614,799)	(4,037,650)	(2,200,291)	1,837,359	45.51%	▲
Payment for Construction of infrastructure	(8,611,689)	(8,721,272)	(2,198,645)	(2,524,977)	(326,332)	(14.84%)	▼
	(19,173,650)	(22,252,304)	(6,376,495)	(4,865,132)	1,511,363	23.70%	▲
Investing activities excluded from budget							
Non Current Contract Liability Movement	(4,000,000)	(4,000,000)	-	-	-		
Amount attributable to investing activities	**(13,856,464)**	**(16,711,132)**	**(6,126,708)**	**(3,577,517)**	**2,549,191**	**41.61%**	▲
Financing Activities							
Repayment of Debentures	(1,639,060)	(1,639,060)	(370,053)	(377,125)	(7,072)	(1.91%)	
Repayment of Operating Lease	(625,161)	(625,161)	(296,116)	(293,951)	2,165	(0.73%)	
	(2,264,221)	(2,264,221)	(666,168)	(671,076)	(4,907)	(0.74%)	
Reserve Transfers							
Transfer to Reserves (Restricted) - Capital	(4,600,000)	(4,600,000)	-	-	-		
Transfer to Reserves (Restricted) - Operating	(93,863)	(93,863)	(93,863)	(93,863)	-		
Transfer from Reserves (Restricted) - Capital	3,745,874	5,710,631	1,980,638	178,295	(1,802,343)	(91.00%)	▼
Transfer from Reserves (Restricted) - Operating	65,454	65,454	-	14,552	14,552		
Transfer to/from reserves	(882,535)	1,082,222	1,886,775	98,985	(1,787,790)	94.75%	
Amount attributable to financing activities	**(3,146,756)**	**(1,181,998)**	**1,220,607**	**(572,091)**	**(1,792,698)**	**146.87%**	
Surplus or Deficit at the start of the financial year	8,923,468	10,888,145	10,888,145	11,571,212	683,067	6.27%	
Amount attributable to operating activities	8,142,947	7,016,502	43,162,116	47,023,440	3,861,324	8.95%	
Amount attributable to investing activities	(13,856,464)	(16,711,132)	(6,126,708)	(3,577,517)	2,549,191	41.61%	▲
Amount attributable to financing activities	(3,146,756)	(1,181,998)	1,220,607	(572,091)	(1,792,698)	146.87%	
Closing Funding Surplus/(Deficit)	**63,195**	**11,516**	**49,144,160**	**54,445,045**	**5,300,885**	**10.79%**	▲

KEY INFORMATION

▲▼ Indicates a variance between Year to Date (YTD) Budget and YTD Actual data as per the adopted materiality threshold.

This statement is to be read in conjunction with the accompanying Financial Statements and Notes.

MONTHLY FINANCIAL REPORT
FOR THE PERIOD ENDED 30 NOVEMBER 2024

STATEMENT OF FINANCIAL ACTIVITY
BY DIRECTORATE

	2024/25 Adopted Budget	2024/25 Amended Budget	2024/25 YTD Amended Budget (a)	2024/25 YTD Actual (b)	Variance Amount (b) - (a)	Variance % (b)-(a)/(a)	Var.
	$	$	$	$	$	%	
Revenue from operating activities							
Office of the Chief Executive	1,030	1,030	500	131,014	130,514	26102.83%	▲
City Business Directorate	80,958,077	80,116,615	70,280,326	71,446,940	1,166,614	1.66%	
Community Development Directorate	9,057,505	9,389,717	3,667,440	3,719,112	51,672	1.41%	
Strategic Planning and Projects Directorate	4,001,154	4,026,154	1,703,956	1,759,667	55,711	3.27%	
Infrastructure and Projects Directorate	2,691,550	2,697,432	1,387,580	1,456,029	68,449	4.93%	
	96,709,316	96,230,948	77,039,802	78,512,763	1,472,961	1.91%	
Expenditure from operating activities							
Office of the Mayor and Councillors	(784,597)	(784,597)	(283,344)	(260,789)	22,555	7.96%	
Office of the Chief Executive	(5,672,612)	(5,349,331)	(1,990,645)	(1,815,629)	175,016	8.79%	
City Business Directorate	(38,319,231)	(38,665,762)	(15,430,696)	(14,371,112)	1,059,583	6.87%	
Community Development Directorate	(20,818,923)	(21,258,842)	(8,331,490)	(7,790,177)	541,313	6.50%	
Strategic Planning and Projects Directorate	(8,856,993)	(8,921,209)	(3,433,687)	(2,954,180)	479,507	13.96%	▲
Infrastructure and Projects Directorate	(36,484,356)	(36,605,048)	(13,748,353)	(13,429,251)	319,102	2.32%	
	(110,936,712)	(111,584,789)	(43,218,215)	(40,621,138)	2,597,077	6.01%	
Operating activities excluded from budget							
Depreciation on Assets	22,295,343	22,295,343	9,310,529	9,108,121	(202,408)	2.17%	
Non Current Rates Debtors Movement	75,000	75,000	30,000	23,694	(6,306)	21.02%	
Amount attributable to operating activities	**8,142,947**	**7,016,502**	**43,162,116**	**47,023,440**	**3,861,323**	**8.95%**	
Investing Activities							
Capital Revenue							
Capital Grants and Subsidies/ Contributions for the development of Assets	4,967,186	5,191,173	249,788	1,208,308	958,520	383.73%	▲
Proceeds from Disposal of Assets	4,350,000	4,350,000	-	79,308	79,308	-	
	9,317,186	9,541,173	249,788	1,287,616	1,037,828	415.48%	▲
Capital Expense							
Payment for Investment Properties	(2,446,910)	(2,916,233)	(140,200)	(139,864)	336	0.24%	
Payment for Property, plant and equipment	(8,115,051)	(10,614,799)	(4,037,650)	(2,200,291)	1,837,359	45.51%	▲
Payment for Construction of infrastructure	(8,611,689)	(8,721,272)	(2,198,645)	(2,524,977)	(326,332)	(14.84%)	▼
	(19,173,650)	(22,252,304)	(6,376,495)	(4,865,132)	1,511,363	23.70%	▲
Investing activities excluded from budget							
Non Current Contract Liability Movement	(4,000,000)	(4,000,000)	-	-	-		
Amount attributable to investing activities	**(13,856,464)**	**(16,711,132)**	**(6,126,708)**	**(3,577,517)**	**2,549,191**	**41.61%**	▲
Financing Activities							
Repayment of Debentures	(1,639,060)	(1,639,060)	(370,053)	(377,125)	(7,072)	(1.91%)	
Repayment of Operating Lease	(625,161)	(625,161)	(296,116)	(293,951)	2,165	(0.73%)	
	(2,264,221)	(2,264,221)	(666,168)	(671,076)	(4,907)	(0.74%)	
Reserve Transfers							
Transfer to Reserves (Restricted) - Capital	(4,600,000)	(4,600,000)	-	-	-		
Transfer to Reserves (Restricted) - Operating	(93,863)	(93,863)	(93,863)	(93,863)	-		
Transfer from Reserves (Restricted) - Capital	3,745,874	5,710,631	1,980,638	178,295	(1,802,343)	(91.00%)	▼
Transfer from Reserves (Restricted) - Operating	65,454	65,454	-	14,552	14,552		
	(882,535)	1,082,222	1,886,775	98,985	(1,787,790)	94.75%	
Amount attributable to financing activities	**(3,146,756)**	**(1,181,998)**	**1,220,607**	**(572,091)**	**(1,792,698)**	**146.87%**	
Surplus or Deficit at the start of the financial year	8,923,468	10,888,145	10,888,145	11,571,212	683,067	6.27%	
Amount attributable to operating activities	8,142,947	7,016,502	43,162,116	47,023,440	3,861,324	8.95%	
Amount attributable to investing activities	(13,856,464)	(16,711,132)	(6,126,708)	(3,577,517)	2,549,191	41.61%	▲
Amount attributable to financing activities	(3,146,756)	(1,181,998)	1,220,607	(572,091)	(1,792,697)	146.87%	
Closing Funding Surplus/(Deficit)	**63,195**	**11,516**	**49,144,160**	**54,445,045**	**5,300,885**	**10.79%**	▲

KEY INFORMATION
▲▼ Indicates a variance between Year to Date (YTD) Budget and YTD Actual data as per the adopted materiality threshold.
Refer to Note 2 for an explanation of the reasons for the variance.
This statement is to be read in conjunction with the accompanying Financial Statements and Notes.

MONTHLY FINANCIAL REPORT

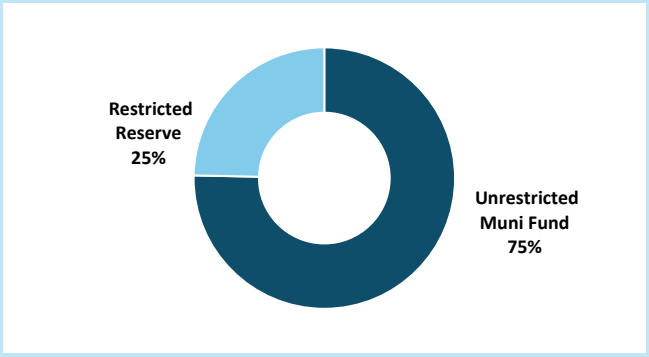
FOR THE PERIOD ENDED 30 NOVEMBER 2024

CASH AND INVESTMENTS
NOTE 1

Cash and Investments	Unrestricted Muni Fund	Restricted Reserve	YTD Actual without Trust	Trust Fund	YTD Actual
	$	$	$	$	$
Cash on Hand					
Petty Cash and Floats	34,434	-	34,434	-	34,434
	34,434	**-**	**34,434**	**-**	**34,434**
At Call Deposits					
Municipal Fund	107,731	-	107,731	-	107,731
Receipts in Progress	(84,358)	-	(84,358)	-	(84,358)
	23,373	**-**	**23,373**	**-**	**23,373**
Investments					
Cash Investments *(≤ 3 months)*					
Professional Funds Account	11,901,088	-	11,901,088	-	11,901,088
Trust Fund	-	-	-	781,442	781,442
MACQ Oncall Account	10,588	-	10,588	-	10,588
	11,911,676	-	11,911,676	781,442	12,693,118
Term Deposits *(> 3 months)*					
Municipal Investment	39,606,780	-	39,606,780	-	39,606,780
Reserve Fund Investment	-	16,893,253	16,893,253	-	16,893,253
	39,606,780	16,893,253	56,500,033	-	56,500,033
Investments Total	**51,518,455**	**16,893,253**	**68,411,708**	**781,442**	**69,193,151**
Total	**51,576,262**	**16,893,253**	**68,469,515**	**781,442**	**69,250,958**

SIGNIFICANT ACCOUNTING POLICIES

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value and bank overdrafts. Bank overdrafts are reported as short term borrowings in current liabilities in the statement of financial position.



Total Cash
$68.47 M

Unrestricted
$51.58 M

MONTHLY FINANCIAL REPORT

FOR THE PERIOD ENDED 30 NOVEMBER 2024

ADJUSTED NET CURRENT ASSETS
NOTE 2

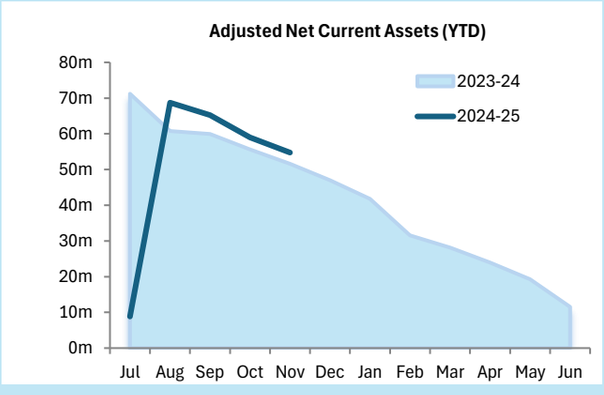
	Ref Note	30 Nov 2024 (a)	30 June 2024 (b)	Movement (c) = (a) - (b)
		$	$	$
Current Assets				
Cash Unrestricted		51,576,262	26,047,455	25,528,807
Cash Restricted		16,893,253	16,992,238	(98,985)
Rates Outstanding		20,170,629	1,224,429	18,946,200
Sundry debtors		2,430,436	1,673,386	757,050
GST Receivable		436,641	247,844	188,797
Accrued income		1,272,193	911,480	360,713
Inventories		168,723	173,259	(4,536)
		92,948,138	47,270,092	45,678,046
Less: Current Liabilities				
Trade and other payables		(11,592,524)	(8,517,611)	(3,074,913)
Long term borrowings		(1,615,386)	(1,992,511)	377,125
Lease liability - Current		(283,673)	(577,625)	293,951
Provisions		(6,101,056)	(6,101,056)	-
		(19,592,640)	(17,188,803)	(2,403,837)
Unadjusted Net Current Assets		**73,355,498**	**30,081,289**	**43,274,209**
Adjustments and exclusions permitted by FM Reg 32				
Add: Loan Repayments (Current)		1,241,451	1,597,780	(356,330)
Added: Current portion of loan - associated funded		373,935	394,730	(20,796)
Add: Lease Liability (Current)		283,673	577,625	(293,951)
Less: Cash - Reserves - Restricted		(16,893,253)	(16,992,238)	98,985
Less: Non Current Contract Liability		(3,916,257)	(4,087,974)	171,717
Adjusted Net Current Assets		**54,445,045**	**11,571,212**	**42,873,834**

SIGNIFICANT ACCOUNTING POLICIES

Please see Information attachment on significant accounting polices relating to Net Current Assets.

KEY INFORMATION

The amount of the adjusted net current assets at the end of the period represents the actual surplus (or deficit if the figure is a negative) as presented on the Rate Setting Statement.



Last Year YTD Surplus(Deficit)

$51.57 M

This Year YTD Surplus(Deficit)

$54.45 M

MONTHLY FINANCIAL REPORT

FOR THE PERIOD ENDED 30 NOVEMBER 2024

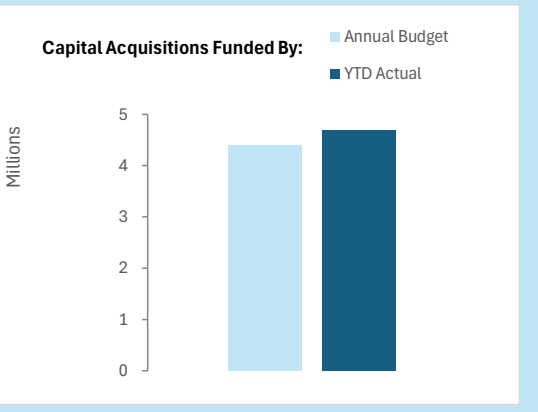
CAPITAL ACQUISITIONS SUMMARY
NOTE 3(a)

Capital Acquisitions	Amended Annual Budget	Amended YTD Budget	YTD Actual	YTD Budget Variance
	$	$	$	$
120 Investment Land	1,253,000	80,000	85,305	(5,305)
210 Buildings	7,161,512	1,951,650	1,457,725	493,925
220 Investment Buildings	1,663,233	60,200	54,559	5,641
310 Infrastructure - Roads	2,928,385	1,244,249	1,692,730	(448,481)
330 Infrastructure - Drainage	456,185	59,000	20,747	38,253
340 Infrastructure - Paths	538,000	306,900	320,679	(13,779)
380 Infrastructure - Parks	2,498,981	558,496	440,636	117,860
390 Infrastructure - Other	2,299,721	30,000	50,184	(20,184)
440 Furniture and Fittings	342,006	250,000	14,307	235,693
450 Plant and Equipment	3,111,281	1,836,000	728,259	1,107,741
Capital Expenditure Totals	**22,252,304**	**6,376,495**	**4,865,132**	**1,511,363**
Capital Acquisitions Funded By:				
Capital grants and contributions	5,191,173	249,788	1,208,308	958,520
Contribution - operations	11,350,500	4,146,070	3,478,529	(667,541)
	16,541,673	4,395,857	4,686,837	(290,980)
Cash Backed Reserves				
Hilton Park Sports Reserve	251,249	30,000	-	(30,000)
Investment Fund Reserve	282,857	64,638	81,637	16,999
Parking Dividend Equalisation Reserve	1,886,000	1,886,000	89,098	(1,796,902)
Sustainability Investment Reserve	29,870	-	7,560	7,560
Public Open Spaces Reserves	10,000	-	-	-
Fleet Reserve	120,536	-	-	-
South Beach Reserve	3,130,119	-	-	-
	5,710,631	1,980,638	178,295	1,802,343
Capital Funding Total	**22,252,304**	**6,376,495**	**4,865,132**	**(1,511,363)**

SIGNIFICANT ACCOUNTING POLICIES

All assets are initially recognised at cost. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition. The cost of non-current assets constructed by the local government includes the cost of all materials used in the construction, direct labour on the project and an appropriate proportion of variable and fixed overhead. Certain asset classes may be revalued on a regular basis such that the carrying values are not materially different from fair value. Assets carried at fair value are to be revalued with sufficient regularity to ensure the carrying amount does not differ materially from that determined using fair value at reporting date.

KEY INFORMATION



Acquisitions	Annual Budget	YTD Actual	% Spent
	$22.25 M	$4.87 M	22%

Capital Grant	Annual Budget	YTD Actual	% Recognised
	$5.19 M	$1.21 M	23%

MONTHLY FINANCIAL REPORT

FOR THE PERIOD ENDED 30 NOVEMBER 2024

CAPITAL ACQUISITIONS - PROJECTS
NOTE 3(b)

Capital Expenditure - Level of Completion Indicators

- 0%
- 40%
- 60%
- 80%
- 100%
- Over 100%

% of Completion			Activity Number	Amended Annual Budget	Amended YTD Budget	YTD Actual	YTD Variance Under/(Over)	Over Budget
				$	$	$	$	$
		City Business Directorate						
		IT Operations Team						
0%		Network infrastructure	300007	12,368	-	-	-	-
0%		Walyalup Civic Centre Network Infrastructure	300073	34,638	-	-	-	-
		Economy and Commercial						
48%		Commercial Tenancies - Walyalup Civic Centre	300112	134,779	-	64,498	(64,498)	-
4%		Purchase - Wayfinding system	300383	173,324	-	7,560	(7,560)	-
		Commercial Parking						
0%		Purchase - Parking licence plate recognition cameras	300256	180,000	180,000	-	180,000	-
5%		Program - Ticket machines	300259	1,706,000	1,706,000	89,098	1,616,902	-
		Commercial Property Team						
11%		Tenancy Fitout	300353	132,757	65,000	14,412	50,588	-
		Creative Arts and Community Directorate						
		Public Art Team						
6%		City Centre - Walyalup Koort KBN Public Artwork	300162	114,649	30,000	6,980	23,020	-
0%		City Centre - Walyalup Koort Public Realm Upgrades design	300406	50,000	-	-	-	-
		Art and Culture Team						
0%		Program - Access and inclusion	300285	30,000	-	-	-	-
		Infrastructure Directorate						
		Building Maintenance						
20%		Renewal Program - Furniture and Equipment	300420	70,000	70,000	14,307	55,693	-
10%		Renewal Program - Buildings	300421	147,000	-	15,200	(15,200)	-
		Building Projects						
0%		Markets - Compliance Assessements for Tenant Works	300121	50,000	50,000	-	50,000	-
57%		Design and construct - Fremantle Golf Course	300157	14,117	14,117	8,066	6,051	-
7%		Commercial Tenancies - 38-40 Henry St Facade upgrades	300167	1,253,000	80,000	85,305	(5,305)	-
30%		Walyalup Civic Centre & Library	300206	33,991	-	10,159	(10,159)	-
0%		Hilton Park - Demolition of Ken Allen Clubhouse	300216	96,574	-	-	-	-
193%		Commercial Tenancies - Fit-out Level 1,2&3	300299	10,000	10,000	19,250	(9,250)	(9,250)
0%		Notre Dame - Design and construct drainage	300319	46,185	-	-	-	-
0%		Fremantle Arts Centre - Arts Centre Creative Hub	300355	1,257,410	-	-	-	-
0%		Local History - Partition	300357	15,000	-	-	-	-
76%		Fremantle Arts Centre - Jewelery studio ventilation	300364	22,000	22,000	16,810	5,190	-
97%		Fremantle Arts Centre - Office Climate Control	300365	22,500	22,500	21,900	600	-
12%		Moores Building - Electrical	300368	46,323	4,900	5,580	(680)	-
3%		Commercial Tenancies - Old Firestation Electrical and Fire	300373	300,000	10,800	10,269	531	-
95%		Depot Ammenities Upgrade	300388	298,050	298,050	282,489	15,561	-
44%		Town Hall - Balcony	300389	567,250	380,000	248,777	131,223	-
		Traffic and Engineering Design Team						
0%		Road safety - Low-cost urban road safety upgrades	300398	302,500	-	-	-	-
0%		Road Safety - Parry & Queen Victoria Street Intersection	300404	25,000	14,000	-	14,000	-
0%		Road Safety - Stevens and Nannine St	300405	320,000	-	-	-	-
2%		Duoro Road Traffic Calming and Design Program - Design Work	300407	50,000	15,000	1,000	14,000	-
		Construction and Maintenance Teams						
NA	NO Budget	P-12148 Design and construct - Walyalup Koort Lighting	300345	-	-	15,746	(15,746)	(15,746)
60%		Renewal Program - Footpaths	300362	538,000	306,900	320,679	(13,779)	-
NA	NO Budget	R2R - Sellenger Avenue	300378	-	-	3,077	(3,077)	(3,077)
0%		South Beach - additional parking provision	300397	250,000	-	-	-	-
103%		Renewal Program - Traffic Calming Devices	300412	42,500	42,500	43,798	(1,298)	(1,298)
0%		Program - Street Lighting	300413	300,000	-	-	-	-
130%		MRRG Program - High street	300414	591,523	492,935	766,609	(273,674)	(175,086)
42%		MRRG Program - South St	300415	252,523	-	106,972	(106,972)	-
91%		MRRG Program - Other works	300416	489,832	219,307	447,163	(227,856)	-
38%		R2R and Black Spot Progam - Various	300417	854,507	460,507	324,112	136,395	-
0%		Renewal Program - Bus Stops	300418	50,000	-	-	-	-
6%		Renewal Program - Drainage	300419	350,000	50,000	20,747	29,253	-
		Parks and Landscapes Team						
58%		Design and construct - South Beach - Bore	300335	110,953	110,953	64,321	46,632	-
49%		Install - Fremantle Oval - Bore	300376	133,794	133,794	65,442	68,353	-
87%		Beach St Shelter	300390	39,040	-	33,880	(33,880)	-
0%		Bathers Beach - Safe Swimming Area	300395	700,000	-	-	-	-
6%		Renewal Program - Irrigation	300410	908,139	36,326	50,812	(14,486)	-
		Mechanical Services Team						
48%		Renewal Program - Plant & Equipment (including vehicles)	300361	1,220,536	130,000	587,244	(457,244)	-
388%		Program - Fleet Replacement - EV Premium	300367	11,421	-	44,357	(44,357)	(32,936)

MONTHLY FINANCIAL REPORT

FOR THE PERIOD ENDED 30 NOVEMBER 2024

CAPITAL ACQUISITIONS - PROJECTS

NOTE 3(b)

Capital Expenditure - Level of Completion Indicators

- 0%
- 40%
- 60%
- 80%
- 100%
- Over 100%

% of Completion			Activity Number	Amended Annual Budget	Amended YTD Budget	YTD Actual	YTD Variance Under/(Over)	Over Budget
		Facilities and Environmental Management						
25%		Program - Solar panels	300152	29,870	-	7,560	(7,560)	-
14%		Fremantle Park - Tennis Court	300387	113,131	-	15,692	(15,692)	-
0%		Town Hall - Design for essential works	300393	212,000	50,000	-	50,000	-
0%		Town Hall - Venue Performance Infrastructure Upgrade	300394	742,000	-	-	-	-
0%		Walyalup Civic Cente -Data/Server room aircon upgrade	300400	45,000	-	-	-	-
0%		Walyalup Civic Centre - Drainage works design	300401	60,000	9,000	-	9,000	-
0%		Commercial Tenancies - Walyalup Civic Centre Aircon Design	300402	25,000	5,000	-	5,000	-
0%		Fremantle Leisure Centre - Pool structural & mechical plant	300422	50,000	-	-	-	-
0%		CBD Toilet provision Beach Street	300423	380,000	-	-	-	-
		Place and Projects Team						
49%		Renewal Program-Parks-Infrastructure	300147	248,455	198,764	120,830	77,934	-
0%		Design and construct - Booyeembara Park Masterplan	300197	10,000	-	-	-	-
23%		Design and construct -South Beach -Changerooms	300218	3,390,992	1,051,100	784,119	266,981	-
48%		N Fremantle landscaping	300280	16,394	16,394	7,856	8,538	-
0%		Design and construct - Nannine Commons	300308	27,605	-	-	-	-
38%		Install - Parks - Signage	300311	32,051	-	12,165	(12,165)	-
1%		P-12129 Program– Prawn Bay- Ecological Restoration- Phase 1	300313	65,302	-	480	(480)	-
0%		Hilton Park - Brad Hardie Changerooms upgrade	300341	450,000	12,500	-	12,500	-
4%		Design and construct - Hilton Park Precinct	300344	251,249	30,000	11,260	18,740	-
0%		Samson Park -Comm engagement,concept design,staging/costing	300391	50,000	7,500	-	7,500	-
0%		Samson Park -Construct Sellenger Ave parking, improved path	300392	250,000	-	-	-	-
76%		South Beach - BBQ renewal	300396	60,000	40,649	45,348	(4,699)	-
0%		Hilton Park - Ken Allen Lighting	300399	500,000	-	-	-	-
0%		City Centre - Market & Collie Street Public Toilets Design	300403	160,000	-	-	-	-
0%		Griffiths Park - Shade Sail	300408	50,000	-	-	-	-
0%		Renewal Program - Playgrounds	300411	310,000	-	-	-	-
		Natural Areas and Urban Forest Team						
8%		Design and construct-Port Beach coastal adaptation	300110	158,201	-	12,168	(12,168)	-
21%		Design and construct - John St Riverwall Replacement	300310	146,871	-	31,036	(31,036)	-
0%		Booyembara Park - fencing around natural areas	300409	60,000	-	-	-	-
				22,252,304	**6,376,495**	**4,865,132**	**1,511,363**	**(237,392)**

Project	VARIANCE OVER 24/25 BUDGET	COMMENT *(Tolerance level is 10% and $10,000)*
P-12148 Design and construct - Walyalup Koort Lighting	*(15,746)*	*Additional cost due to change of Street light location as it clashed with existing services.*
MRRG Program - High street	*(175,086)*	*Additional cost due to extra Service locating requirement request from service provider and increase of Traffic Management cost imposed by Main Road WA. Main Road WA has approved the Variation. Budget variation will be addressed through mid-year review.*
Program - Fleet Replacement - EV Premium	*(32,936)*	*Additional cost due to City has accelerated its move to BEV (battery electric vehicles) as a part of the AREAN BEV grant and costs are offset by the sale of additonal fleet.*

MONTHLY FINANCIAL REPORT

FOR THE PERIOD ENDED 30 NOVEMBER 2024

Works in Progress 2023/24 (LTD) & 2024/25

CAPITAL ACQUISITIONS - WORK IN PROGRESS
NOTE 3(c)

Account No.	Project	Financial Year 2023/24 (LTD)	2024/25 (YTD)	Total
Buildings				
300112	P-11829 Design and construct-Kings Square Commercial tenancy	-	64,498	64,498
300121	P-11843 Design and construct- Markets Building Services	98,183	-	98,183
300152	P-11873 Program - Solar panels	1,640	7,560	9,200
300206	P-10297 Construct-Walyalup Civic Centre & Library (KS)- Extr	200,177	10,159	210,335
300218	P-11992 Design & construct–South Beach–Changerooms	715,070	784,119	1,499,190
300299	P-12090 Fitout - WCC tenancy - Level 1,2 & 3	-	19,250	19,250
300307	P-12081 Design and construct - Leighton Beach - Toilets	850	-	850
300320	P-12112 Design and construct - Stevens Res - Facility	34,090	-	34,090
300342	P-12084 Design and construct - Dick Lawrence - Lighting	121,837	-	121,837
300344	P-11989 - Design and construct - Hilton Park Precinct	148,751	11,260	160,011
300347	P-12150 Design and construct - FAC Café	50,425	-	50,425
300353	P-12159 Tenancy Fitout	17,243	14,412	31,655
300388	P-12203 Depot - Amenities	1,950	282,489	284,439
300389	P-12208 Town Hall - Balcony	33,250	248,777	282,027
300421	P-12240 Program - Building renewals	-	15,200	15,200
Investment Buildings				
300364	P-12183 Install - Arts Centre - Jewellery studio ventilation	-	16,810	16,810
300365	P-12182 Install - Arts Centre - Office climate control	-	21,900	21,900
300368	P-12176 Install - Moores Building - Electrical	3,677	5,580	9,256
300373	P-12171 Install - Old Fire Station - Electrical and fire sys	-	10,269	10,269
Investment Land				
300167	P-11944 Design and construct – 38-40 Henry Street – Façade'	-	85,305	85,305
Furniture and Fittings				
300420	P-12241 Program - Furniture and Equipment	-	14,307	14,307
Plant and Equipment				
300259	P-12041 Program - Ticket machines	-	89,098	89,098
300361	P-12189 Program - Fleet replacement	-	587,244	587,244
300367	P-12177 Program - Fleet Replacement - EV Premium	-	44,357	44,357
300383	P-12201 Purchase - Wayfinding system	-	7,560	7,560
Infrastructure - Drainage				
300360	P-12188 Program - Drainage catchment	205,627	-	205,627
300419	P-12231 Program - Drainage works	-	20,747	20,747
Infrastructure - Roads				
300378	P-12193 Resurface - R2R - Sellenger Avenue	-	3,077	3,077
300381	P-12198 Resurface - R2R - Bellevue Terrace	80,946	-	80,946
300407	P-12230 Road safety - Duoro Road (design)	-	1,000	1,000
300412	P-12238 Program - Road safety	-	43,798	43,798
300414	P-12236 MRRG - High street	-	766,609	766,609
300415	P-12235 MRRG - South St	-	106,972	106,972
300416	P-12234 Program - Main Roads Regional Group 2024-25	-	447,163	447,163
300417	P-12233 Program - Roads to Recovery 2024-25	-	324,112	324,112

MONTHLY FINANCIAL REPORT

FOR THE PERIOD ENDED 30 NOVEMBER 2024

Works in Progress 2023/24 (LTD) & 2024/25

CAPITAL ACQUISITIONS - WORK IN PROGRESS
NOTE 3(c)

Account No.	Project	Financial Year 2023/24 (LTD)	2024/25 (YTD)	Total
Infrastructure - Parks				
300147	P-10077 Program-Parks-Infrastructure	-	120,830	120,830
300157	P-11882 Design and construct Fremantle Golf Course Clubhouse	15,883	8,066	23,949
300280	P-12070 - Deliver - N Fremantle landscaping	-	7,856	7,856
300311	P-12136 Install - Parks - Signage	-	12,165	12,165
300313	P-12129 Program– Prawn Bay- Ecological Restoration- Phase 1	29,060	480	29,540
300335	P-12097 Design and construct - South Beach - Bore	-	64,321	64,321
300345	P-12148 Design and construct - Walyalup Koort Lighting	320,805	15,746	336,551
300376	P-12191 Install - Fremantle Oval - Bore	16,206	65,442	81,648
300387	P-12200 Fremantle Park - Tennis Court	56,869	15,692	72,561
300390	P-12210 - Beach St Shelter	-	33,880	33,880
300396	P-12215 Place - South Beach - BBQ renewal	19,351	45,348	64,699
300410	P-12227 Program - Irrigation	-	50,812	50,812
Infrastructure - Paths				
300119	P-11842 Design and construct-Westgate Mall courtyard	179,610	-	179,610
300225	P-12000 Program - Doepel St - Trees	24,703	-	24,703
300362	P-12190 Program - Paths	194,854	320,679	515,533
Infrastructure - Other				
300110	P-11823 Design and construct-Port Beach coastal adaptation	-	12,168	12,168
300162	P-11878 - Design and construct -Walyalup Koort – Public Artw	-	6,980	6,980
300310	P-12138 Design and construct - John St Riverwall Replacment	38,937	31,036	69,973
Total Annual Work in Progress		**2,609,994**	**4,865,132**	**7,475,126**

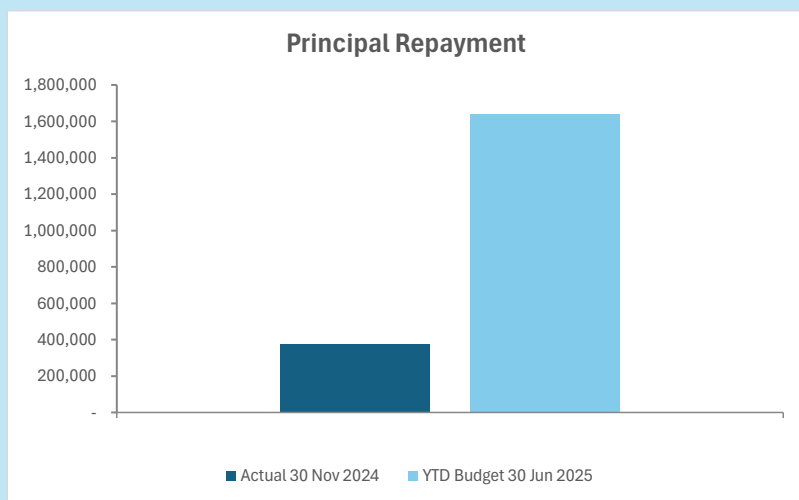
MONTHLY FINANCIAL REPORT

FOR THE PERIOD ENDED 30 NOVEMBER 2024

BORROWINGS
NOTE 4

Particulars	Interest Rate	Expiry date of Loan	Principal 1 July 2024	Principal Repayment Actual 30 Nov 2024	Principal Repayment YTD Budget 30 Jun 2025	Principal Balance Actual 30 Nov 2024	Principal Balance Budget 30 Jun 2025	Interest and Guarantee Fee Repayments YTD Actual	Interest and Guarantee Fee Repayments YTD Budget
	%		$	$	$	$	$	$	$
Recreation and culture									
298 Leighton Beach Kiosk & Changerooms	3.44	1/07/2025	205,804	81,266	163,935	124,538	41,869	2,562	1,999
301 Leighton Beach Kiosk	3.15	1/07/2026	92,303	19,952	40,220	72,351	52,083	1,256	1,156
303 Fremantle Boys School	2.86	28/06/2027	231,314	18,530	74,918	212,784	156,396	3,320	3,206
308 Arthur Head - Wall stabilisation	1.62	1/04/2031	358,390	24,276	48,750	334,114	309,640	5,865	3,563
Transport									
284 Road Asset Program	4.01	1/07/2023	-	-	-	-	-	-	-
289 Road Asset Program	3.99	1/07/2024	53,203	53,203	53,203	-	-	-	-
290 Footpath Asset Program	3.99	1/07/2024	10,731	10,731	10,731	-	-	-	-
291 Drainage Asset Program	3.99	1/07/2024	9,069	9,069	9,069	-	-	-	-
295 Road Asset Program	3.44	1/07/2025	130,256	51,434	103,757	78,822	26,499	1,622	1,266
296 Footpath Asset Program	3.44	1/07/2025	37,344	14,746	29,747	22,598	7,597	465	363
297 Drainage Asset Program	3.44	1/07/2025	43,419	17,145	34,586	26,274	8,833	541	422
300 Road Asset Program	3.15	1/07/2026	214,276	46,318	93,369	167,957	120,907	2,916	2,684
294B Acquisition 73 Hampton Road	4.03	1/07/2024	10,146	10,146	10,146	-	-	-	-
305 Heavy Vehicles	2.86	28/06/2027	165,224	13,236	53,513	151,988	111,711	2,372	2,290
Economic services									
307 Civic & Library Building	1.96	28/06/2040	16,598,570	-	892,633	16,598,570	15,705,937	184,337	192,283
Community Amenities									
SMRC	WACC	-	373,935	7,072	20,483	366,862	353,452	4,248	4,248
Total			**18,533,983**	**377,125**	**1,639,060**	**18,156,858**	**16,894,924**	**209,503**	**213,478**

The above YTD Actual interest is a result of accrual accounting, which requires that accounting transactions be recognized and recorded when they occur, regardless of whether payment has been made at that time has been recognised in accrued method.



Principal Repayments
$377,125

Interest Earned	Finance Cost
$1,694,309	$171,725

Reserves Bal	Loans Due
$16.89 M	$18.16 M

MONTHLY FINANCIAL REPORT

FOR THE PERIOD ENDED 30 NOVEMBER 2024

RESERVE FUND BALANCES AND MOVEMENTS SUMMARY
NOTE 5(a)

Reserve Fund	Opening Balance 1 Jul 2024	*Transfer To Muni Fund* *For Operating*	*Transfer To Muni Fund* *For Capital*	*Transfers From Muni Fund* *From Operating*	*Transfers From Muni Fund* *From Capital*	Closing Balance 30 Nov 2024
	$	$	$	$	$	$
Cantonment Hill Master Plan Reserve	**117,868**	-	-	-	-	**117,868**
Public Open Space - Swan Hardware	**26,899**	-	-	-	-	**26,899**
Public Open Space - Christian Brothers	**131,830**	-	-	-	-	**131,830**
Public Open Space - Lot 502 Lefroy	**61,600**	-	-	-	-	**61,600**
Public Open Space - Knutsford Blinco	**401,075**	-	-	-	-	**401,075**
Community Care Programs Reserve (Previously HACC)	**6,386**	-	-	-	-	**6,386**
Fleet Reserve	**73,610**	-	-	-	-	**73,610**
Fremantle Markets Conservation Reserve	**70,132**	-	-	-	-	**70,132**
Fremantle Oval Reserve	**500,000**	-	-	-	-	**500,000**
Hilton Park Sports Reserve	**2,291,249**	-	-	-	-	**2,291,249**
Investment Fund Reserve	**3,536,577**	-	(81,637)	-	-	**3,454,940**
Leighton Precinct Maintenance Reserve	**241,754**	(14,552)	-	85,059	-	**312,260**
Leisure Centre Upgrade Reserve	**533,599**	-	-	-	-	**533,599**
Parking Dividend Equalisation Reserve	**5,527,218**	-	(89,098)	-	-	**5,438,119**
Parks Recreation and Facilities Reserve	**97,771**	-	-	-	-	**97,771**
Sustainability Investment Reserve	**207,870**	-	(7,560)	-	-	**200,310**
South Beach Reserve	**3,130,119**	-	-	-	-	**3,130,119**
White Gum Valley Precinct Community Bore Reserve	**36,683**	-	-	8,804	-	**45,487**
Total	**16,992,238**	**(14,552)**	**(178,295)**	**93,863**	**-**	**16,893,253**

RESERVE FUND BALANCES AND MOVEMENTS DETAIL

MONTHLY FINANCIAL REPORT NOTE 5(b)

FOR THE PERIOD ENDED 30 NOVEMBER 2024

Cash Backed Reserves	Adopted Budget 24/25	Amended Budget 24/25	YTD Actual
	$	$	$
Cantonment Hill Master Plan Reserve			
Reserve Purpose:			
To fund capital works at Cantonment Hill in accordance with the Cantonment Hill Master Plan.			
Source of Income:			
Transfer from the Investment Reserve as approved by Council. Transfer from Municipal Fund amounts determined by Council through the annual budget and budget review.			
Opening Balance	**117,868**	**117,868**	**117,868**
Closing Balance	**117,868**	**117,868**	**117,868**
Public Open Spaces Reserves			
Reserve Purpose:			
To hold any monies received as contribution for cash in lieu of public open space.			
Source of Income:			
Transferred from Trust Fund (no longer required to be held in Trust)			
Opening Balance - Swan Hardware	**26,899**	**26,899**	**26,899**
Opening Balance - Christian Brothers	**131,830**	**131,830**	**131,830**
Opening Balance - Lot 502 Lefroy	**61,600**	**61,600**	**61,600**
Opening Balance - Knutsford Blinco	**401,075**	**401,075**	**401,075**
Transfer from Reserves (Capital)	(10,000)	(10,000)	-
300197 - P-10412 Design and construct - Booyembara Park Masterplan	*(10,000)*	*(10,000)*	-
Closing Balance	**611,404**	**611,404**	**621,404**
Community Care Programs Reserve (Previous HACC Asset Replacement Reserve)			
Reserve Purpose:			
To fund Community Care Programs.			
Source of Income:			
Transfer from final balance held in old HACC Asset Replacement Reserve at end of 17/18 financial year.			
Opening Balance	**6,386**	**6,386**	**6,386**
Closing Balance	**6,386**	**6,386**	**6,386**
Fleet Reserve			
Reserve Purpose:			
To replace City's vehicles fleet when required.			
Source of Income:			
Transfer from Retained Surplus Brought Forward from 2020-21 financial year			
Opening Balance	**130,000**	**73,610**	**73,610**
Transfer from Reserves (Capital)	(130,000)	(120,536)	-
300361 - P-12189 Program - Fleet replacement	*(130,000)*	*(120,536)*	-
Closing Balance	**-**	**(46,926)**	**73,610**

RESERVE FUND BALANCES AND MOVEMENTS DETAIL

MONTHLY FINANCIAL REPORT NOTE 5(b)

FOR THE PERIOD ENDED 30 NOVEMBER 2024

Cash Backed Reserves	Adopted Budget 24/25 $	Amended Budget 24/25 $	YTD Actual $
Fremantle Markets Conservation Reserve			
Reserve Purpose:			
To fund conservation works to the Fremantle Markets.			
Source of Income:			
Contribution by lessee on signing of new lease in June 2008. Increase of rent derived from the premises for the first ten years of the lease commencing in June 2008 as a minimum to assist in obtaining external funding for implementing the Conservation Plan.			
Opening Balance	**70,132**	**70,132**	**70,132**
Closing Balance	**70,132**	**70,132**	**70,132**
Fremantle Oval Reserve			
Reserve Purpose:			
To fund capital and business planning costs associated with the redevelopment of the Fremantle Oval precinct.			
Source of Income:			
Transfer from Former Stan Reilly Property Site Redevelopment Reserve as approved by Council. Transfer from Municipal Fund amounts determined by Council through the annual budget, budget review and budget amendments.			
Opening Balance	**500,000**	**500,000**	**500,000**
Closing Balance	**500,000**	**500,000**	**500,000**
Hilton Park Sports Reserve			
Reserve Purpose:			
To fund sporting, infrastructure and facility improvements in and around Hilton Park Sports Reserve.			
Source of Income:			
Transfer from Municipal Fund amount determined by Council through the annual budget and budget review.			
Opening Balance	**2,331,889**	**2,291,249**	**2,291,249**
Transfer to Reserves (Capital)	250,000	250,000	-
Transfer from Reserves (Capital)	(291,889)	(251,249)	-
300344 - P-11843 P-11989 - Design and construct - Hilton Reserve	*(291,889)*	*(251,249)*	-
Closing Balance	**2,290,000**	**2,290,000**	**2,291,249**

RESERVE FUND BALANCES AND MOVEMENTS DETAIL

MONTHLY FINANCIAL REPORT NOTE 5(b)

FOR THE PERIOD ENDED 30 NOVEMBER 2024

Cash Backed Reserves	Adopted Budget 24/25	Amended Budget 24/25	YTD Actual
	$	$	$
Investment Fund Reserve			
Reserve Purpose:			
To realise and make investments in income producing assets. A specified list of investment properties forms part of the investments. Funds will not be withdrawn from the reserve to subsidise operating or recurrent expenditure, nor shall funds be withdrawn for the purpose of providing community facilities that do not provide a commercial rate of return, unless specifically decided otherwise by the Council.			
Source of Income:			
Net proceeds of sale of nominated freehold properties, unless otherwise resolved by Council. Net proceeds from sale of miscellaneous parcels of land, unless otherwise resolved by Council. Transfer from municipal fund of principal repayment equivalent for Loan 189 (Queensgate) that was paid out in January 2006 using funds from the Investment Reserve. Net proceeds from the winding up of the City of Fremantle Trust Fund as per the City of Fremantle and Town of East Fremantle Trust Funds (Amendment and Expiry) Bill 2013.			
Opening Balance	**3,450,708**	**3,511,461**	**3,536,577**
Transfer to Reserves (Capital)	4,350,000	4,350,000	-
300047 - P-10458 Disposal - 7 Quarry St	*2,175,000*	*2,175,000*	-
300053 - P-11052 Disposal - 9 Quarry St	*2,175,000*	*2,175,000*	-
Transfer from Reserves (Capital)	(183,866)	(282,857)	(81,637)
300073 - P-11077 Install - Network Infrastructure (Kings Square)	*(34,638)*	*(34,638)*	-
300112 - P-11829 Design and construct - Commercial tenancy (KS)	*(44,779)*	*(134,779)*	*(64,498)*
300162 - P-11878 Design and construct - Kings Square - Windows to	*(79,449)*	*(79,449)*	*(6,980)*
300206 - P-10297 Construct-Walyalup Civic Centre & Library (KS)- Extr	*(25,000)*	*(33,991)*	*(10,159)*
Closing Balance	**7,616,842**	**7,578,604**	**3,454,940**
Leighton Precinct Maintenance Reserve			
Reserve Purpose:			
To hold any specified area rate income raised during the financial year that were unspent at 30 June in relation to Leighton Precinct maintenance. To fund the above normal costs associated with maintaining the higher standard of the landscaping of the Leighton residential area.			
Source of Income:			
Revenue raised from a specified area rates that was unspent at the end of the financial year.			
Opening Balance	**214,575**	**266,870**	**241,754**
Transfer to Reserves (Operating)	85,059	85,059	85,059
100913 - Maintain Landscape - Leighton Precinct SAR	*85,059*	*85,059*	*85,059*
Transfer from Reserves (Operating)	(56,650)	(56,650)	(14,552)
100913 - Maintain Landscape - Leighton Precinct SAR	*(56,650)*	*(56,650)*	*(14,552)*
Closing Balance	**242,984**	**295,279**	**312,260**

RESERVE FUND BALANCES AND MOVEMENTS DETAIL

MONTHLY FINANCIAL REPORT NOTE 5(b)

FOR THE PERIOD ENDED 30 NOVEMBER 2024

Cash Backed Reserves	Adopted Budget 24/25 $	Amended Budget 24/25 $	YTD Actual $
Leisure Centre Upgrade Reserve			
Reserve Purpose:			
To provide funds for major upgrading and refurbishment works at the Fremantle Leisure Centre.			
Source of Income:			
Transfer from the Investment Reserve as approved by Council. Transfer from Municipal Fund amounts determined by Council through the annual budget and budget review.			
Opening Balance	**533,600**	**533,600**	**533,599**
Closing Balance	**533,600**	**533,600**	**533,599**
Parking Dividend Equalisation Reserve			
Reserve Purpose:			
To provide a smoothing out of revenue contributions to municipal operations from commercial parking activities. That is to be achieved as follows (a) by transferring net profits in excess of budget to the reserve and (b) if required, when there is a material (i.e. plus 1%) net loss, transferring funds from the reserve to municipal fund to compensate the loss. Fund commercial parking capital equipment and facilities or parking infringement capital equipment and facilities to the extent the funds available in the reserve exceed 2.5% of budgeted gross parking revenue. Provide temporary funding to the City for its initial contribution to the Hilton Underground Power project. This funding will be returned to the Reserve annually via a service levy on residential consumers within the Hilton Underground Power project.			
Source of Income:			
Transfer from the Municipal Fund (a) net profit on commercial parking operations exceeding a set figure in the budget. Note: Net profit is calculated including depreciation and allocated support service costs but excludes capital. and/or (b) Transfer from the Municipal Fund amounts determined by Council through the annual budget or budget review in relation to parking operations. Transfer from Municipal Fund amounts determined by Council through the annual budget or budget review in relation to parking infringement operations. Net proceeds from sale of parking facilities as determined by Council through the annual budget or budget review.			
Opening Balance	**3,631,222**	**5,527,218**	**5,527,218**
Transfer from Reserves (Capital)	-	(1,886,000)	(89,098)
300256 - P-12036 Purchase - Parking licence plate recognition cameras	-	*(180,000)*	-
300259 - P-12041 Program - Ticket machines	-	*(1,706,000)*	*(89,098)*
Closing Balance	**3,631,222**	**3,641,218**	**5,438,120**

RESERVE FUND BALANCES AND MOVEMENTS DETAIL

MONTHLY FINANCIAL REPORT NOTE 5(b)

FOR THE PERIOD ENDED 30 NOVEMBER 2024

Cash Backed Reserves	Adopted Budget 24/25	Amended Budget 24/25	YTD Actual
	$	$	$
Parks Recreation and Facilities Reserve			
Reserve Purpose:			
To fund improvements within the South Fremantle Tip Site Reserve. To Finance improvements within the Kings Square Reserve. To Finance tourism projects within the City. To finance facilities for sporting clubs on a self supporting loan basis in accordance with Council guidelines for such advances to clubs. To Finance improvements within the Port and Leighton Beach Reserve. To finance capital works and improvements at Fremantle Oval. To Finance improvements or major refurbishments to other parks and recreation facilities within the municipality.			
Source of Income:			
Municipal Fund contribution as approved by Council in the annual budget.			
Opening Balance	**97,771**	**97,771**	**97,771**
Closing Balance	**97,771**	**97,771**	**97,771**
Sustainability Investment Reserve			
Reserve Purpose:			
To purchase sufficient carbon offsets to maintain the City's carbon neutral status. Remaining funds will then be used to invest in projects that promote positive renewable energy outcomes . If no renewable energy projects can be identified, the fund will accumulate that year's contribution.			
Source of Income:			
Transfer from Municipal Fund amounts determined by Council through the annual budget and budget review.			
Opening Balance	**178,000**	**207,870**	**207,870**
Transfer from Reserves (Capital)	-	(29,870)	(7,560)
300152 - P-11873 Program-Solar Panels City	-	*(29,870)*	*(7,560)*
Closing Balance	**178,000**	**178,000**	**200,310**

RESERVE FUND BALANCES AND MOVEMENTS DETAIL

MONTHLY FINANCIAL REPORT — **NOTE 5(b)**

FOR THE PERIOD ENDED 30 NOVEMBER 2024

Cash Backed Reserves	Adopted Budget 24/25	Amended Budget 24/25	YTD Actual
	$	$	$
South Beach Reserve			
Reserve Purpose:			
To fund infrastructure and facilities improvement			
Source of Income:			
Transfer from Retained Surplus Brought Forward from 2020-21 financial year			
Opening Balance	**3,130,119**	**3,130,119**	**3,130,119**
Transfer from Reserves (Capital)	(3,130,119)	(3,130,119)	-
300218 - P-11992 Design & construct–South Beach–Changerooms	*(3,130,119)*	*(3,130,119)*	-
Closing Balance	**-**	**-**	**3,130,119**
White Gum Valley Precinct Community Bore Reserve			
Reserve Purpose:			
To fund the associated costs required to maintain the community bore within the WGV development.			
Source of Income:			
Revenue raised from a service charge that was unspent at the end of the financial year.			
Opening Balance	**24,479**	**36,683**	**36,683**
Transfer to Reserves (Operating)	8,804	8,804	8,804
100738 - Service charge - Use of community bore	*8,804*	*8,804*	*8,804*
Transfer from Reserves (Operating)	(8,804)	(8,804)	-
100738 - Service charge - Use of community bore	*(8,804)*	*(8,804)*	-
Closing Balance	**24,479**	**36,683**	**45,487**
Summary			
Opening Balance	**15,038,152**	**16,992,241**	**16,992,238**
Transfer to Reserves (Operating)	93,863	93,863	93,863
Transfer to Reserves (Capital)	4,600,000	4,600,000	-
Transfer from Reserves (Operating)	(65,454)	(65,454)	(14,552)
Transfer from Reserves (Capital)	(3,745,874)	(5,710,631)	(178,295)
Closing Balance	**15,920,687**	**15,910,018**	**16,893,253**

MONTHLY FINANCIAL REPORT

FOR THE PERIOD ENDED 30 NOVEMBER 2024

TRUST FUND

NOTE 6

Funds held at balance date over which the City has no control and which are not included in this statement are as follows:

Description	Opening Balance 1 Jul 2024	Amount Received	Amount Paid	Closing Balance 30 Nov 2024
	$	$	$	$
Cash In Lieu of Parking	469,360	-	-	469,360
Cash In Lieu of Public Open Space				
37 Strang Street subdivision	85,673	-	-	85,673
Bequests				
Gwenth Ewens	28,728	900	-	29,628
John Francis Boyd	2,700	-	-	2,700
Victor Felstead	9,491	-	-	9,491
Unclaimed Funds - Debtors	4,441	-	-	4,441
Miscellaneous	124,004	-	-	124,004
Trust Interest	56,146	-	-	56,146
Total	**780,542**	**900**	**-**	**781,442**

MONTHLY FINANCIAL REPORT

FOR THE PERIOD ENDED 30 NOVEMBER 2024

RECEIVABLES
NOTE 7

Rates Receivable	30 June 2024	30 Nov 2024
	$	$
Opening Arrears Previous Years	1,135,640	1,224,429
Levied this year		
Rates	59,834,040	63,005,964
ESL	9,350,102	9,350,102
Other	938,336	938,336
Less Collections to date	(70,033,689)	(54,348,202)
Equals Current Outstanding	**1,224,429**	**20,170,629**
Net Rates Collectable	**1,224,429**	**20,170,629**
% Collected	98.28%	72.93%

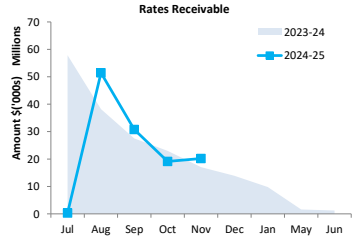
Receivables - General	Current	30 Days	60 Days	90+ Days	Total
	$	$	$	$	$
Percentage	**65%**	**15%**	**6%**	**23%**	
CEO Marketing & Economic Development	2,500	16,500	6,600	975	26,575
Community Development	333	5,593	3,728	352	10,005
Commercial Properties	271,161	55,108	9,009	132,334	402,046
Commercial Waste	67,162	11,907	2,006	10,711	91,786
Corporate Services	15,212	-	9,061	3,451	27,724
Fremantle Arts Centre	-	6,711	10,630	1,086	18,426
Fremantle Leisure Centre	14,590	599	-	360	15,549
Hall/Reserve Hire	628	633	1,390	825	3,476
Miscellaneous Debtor	-	86	370	(1,057)	(773)
Parking	9,021	-	-	-	9,021
Samson Recreation Centre	-	1,864	-	-	1,864
Technical Services	49,838	310	-	4,642	54,170
Total	430,444	98,517	42,793	153,680	659,868
Add: Prepayments	1,777,101				1,777,101
Less: Provision for Doubtful Debt	(72,098)				(72,098)
					2,364,871
Balance per Trial Balance					
Sundry debtors	2,430,436				2,430,436
GST receivable	436,467				436,467
Loans receivable - clubs/institutions	-				-
Total Receivables General Outstanding					**2,866,904**
Amounts shown above include GST (where applicable)					

KEY INFORMATION

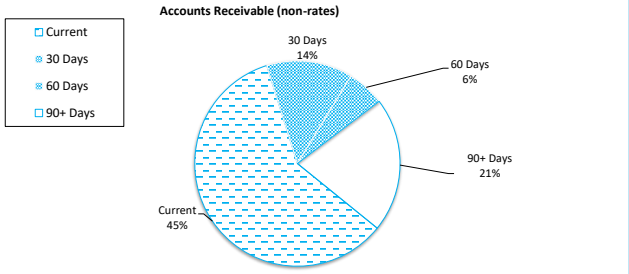
Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business.

SIGNIFICANT ACCOUNTING POLICIES

Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business. Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets. Collectability of trade and other receivables is reviewed on an ongoing basis. Debts that are known to be uncollectible are written off when identified. An allowance for doubtful debts is raised when there is objective



Collected	Rates Due
72.93%	$20,170,629



Debtors Due
$2,866,904

Over 30 Days
44.70%

Over 90 Days
23.29%

MONTHLY FINANCIAL REPORT

FOR THE PERIOD ENDED 30 NOVEMBER 2024

RATE REVENUE

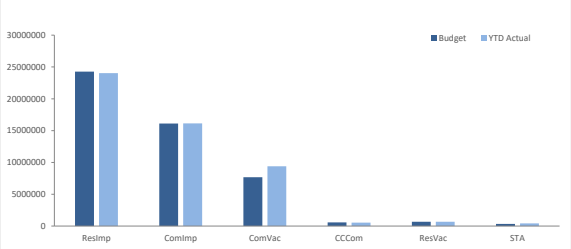
NOTE 8

General Rate Revenue		Adopted Budget						YTD Actual			
	Rate in	Number of Properties	Rateable Value	Rate Revenue	Interim Rate	Back Rate	Total Revenue	Rate Revenue	Interim Rates	Back Rates	Total Revenue
RATE TYPE	$			$	$	$	$	$	$	$	$
Differential General Rate											
Residential Improved	0.083489	9,711	306,520,254	25,591,069	400,000	-	25,991,069	25,570,372	29,650	12,985	25,613,007
Commercial & Industrial General	0.113216	1,439	152,003,777	17,209,260	-	-	17,209,260	17,200,375	(42,048)	(65,259)	17,093,067
City Centre Commercial	0.113216	358	87,431,323	9,898,625	-	-	9,898,625	9,898,623	(770)	(889)	9,896,964
Residential Short Term Accommodation	0.113176	210	5,283,760	597,995	-	-	597,995	594,169	(30,461)	(10,610)	553,097
Vacant Residential Land	0.144207	155	4,471,920	644,882	-	-	644,882	649,640	(586)	838	649,892
Vacant Commercial & Industrial	0.166978	38	3,032,025	506,281	-	-	506,281	506,281	3,840	906	511,028
	Minimum $										
Residential Improved	1738	4,411	78,597,824	7,666,318	-	-	7,666,318	7,671,532	-	-	7,671,532
Commercial & Industrial General	1738	353	4,088,752	613,514	-	-	613,514	613,514	-	-	613,514
City Centre Commercial	1738	67	734,456	116,446	-	-	116,446	116,446	-	-	116,446
Residential Short Term Accommodation	1738	34	492,440	59,092	-	-	59,092	57,354	-	-	57,354
Vacant Residential Land	1685	93	853,375	156,705	-	-	156,705	168,500	-	-	168,500
Vacant Commercial & Industrial	1738	12	85,450	20,856	-	-	20,856	20,856	-	-	20,856
Sub-Totals		**16,881**	**643,595,356**	**63,081,043**	**400,000**	**-**	**63,481,043**	**63,067,662**	**(40,376)**	**(62,029)**	**62,965,257**
Discount							-				
Concession							(194,266)	(194,107)			(194,107)
Amount from General Rates							**63,286,777**				**62,771,150**
Ex-Gratia Rates							-	-			-
Total General Rates							**63,286,777**				**62,771,150**
Specified Area Rates											
CBD Security Levy	0.001456						149,725	149,755			149,755
Leighton Maintenance	0.006299						85,059	85,059			85,059
Total Specified Area Rates							**234,784**	**234,814**			**234,814**
Totals							**63,521,561**				**63,005,964**

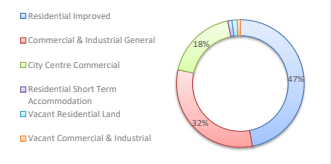
SIGNIFICANT ACCOUNTING POLICIES

Rates, grants, donations and other contributions are recognised as revenues when the local government obtains control over the assets comprising the contributions. Control over assets acquired from rates is obtained at the commencement of the rating period or, where earlier, upon receipt of the rates.

KEY INFORMATION



General Rates		
Budget	**YTD Actual**	**%**
$63.29 M	**$62.77 M**	**99%**



MONTHLY FINANCIAL REPORT
FOR THE PERIOD ENDED 30 NOVEMBER 2024

INFORMATION

PREPARATION TIMING AND REVIEW

Prepared by: Financial Accountant
Reviewed by: Financial Accounting Team Leader

BASIS OF PREPARATION

REPORT PURPOSE
This report is prepared to meet the requirements of Local Government (Financial Management) Regulations 1996, Regulation 34 . Note: The Statements and accompanying notes are prepared based on all transactions recorded at the time of preparation and may vary due to transactions being processed for the reporting period after the date of preparation.

BASIS OF ACCOUNTING
This statement comprises a special purpose financial report which has been prepared in accordance with Australian Accounting Standards (as they apply to local governments and not-for-profit entities), Australian Accounting Interpretations, other authoritative pronouncements of the Australian Accounting Standards Board, the Local Government Act 1995 and accompanying regulations. Material accounting policies which have been adopted in the preparation of this statement are presented below and have been consistently applied unless stated otherwise. Except for cash flow and rate setting information, the report has also been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

THE LOCAL GOVERNMENT REPORTING ENTITY
All Funds through which the Council controls resources to carry on its functions have been included in this statement. In the process of reporting on the local government as a single unit, all transactions and balances between those funds (for example, loans and transfers between Funds) have been eliminated. All monies held in the Trust Fund are excluded from the statement, but a separate statement of those monies appears at Note 12.

SIGNIFICANT ACCOUNTING POLICES

GOODS AND SERVICES TAX
Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO). Receivables and payables are stated inclusive of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with receivables or payables in the statement of financial position. Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

CRITICAL ACCOUNTING ESTIMATES
The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances; the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

ROUNDING OFF FIGURES
All figures shown in this statement are rounded to the nearest dollar.

KEY TERMS AND DESCRIPTIONS

FOR THE PERIOD ENDED 30 NOVEMBER 2024

STATUTORY REPORTING PROGRAMS

City operations as disclosed in these financial statements encompass the following service orientated activities/programs.

PROGRAM NAME	OBJECTIVE	ACTIVITIES
GOVERNANCE	To provide a decision making process for the efficient allocation of scarce resources.	Includes the activities of members of council and the administrative support available to the council for the provision of governance of the district. Other costs relate to the task of assisting elected members and ratepayers on matters which do not concern specific council services.
GENERAL PURPOSE FUNDING	To collect revenue to allow for the provision of services.	Rates, general purpose government grants and interest revenue.
LAW, ORDER, PUBLIC SAFETY	To provide services to help ensure a safer and environmentally conscious community.	Supervision and enforcement of various local laws relating to fire prevention, animal control and other aspects of public safety including emergency services.
HEALTH EDUCATION AND WELFARE	To provide an operational framework To provide services to disadvantaged persons, the elderly, children and youth.	Inspection of food outlets and their control, provision of Maintenance of child minding centre, playgroup centre, senior citizen centre and aged care centre. Provision and maintenance of home and community care programs and youth services.
HOUSING	To provide and maintain elderly residents housing.	Provision and maintenance of elderly residents housing.
COMMUNITY AMENITIES	To provide services required by the community.	Rubbish collection services, operation of rubbish disposal sites, litter control, construction and maintenance of urban storm water drains, protection of the environment and administration of town planning schemes, cemetery and public conveniences.
RECREATION AND CULTURE	To establish and effectively manage infrastructure and resource which will help the social well being of the community.	Maintenance of public halls, civic centres, aquatic centre, beaches, recreation centres and various sporting facilities. Provision and maintenance of parks, gardens and playgrounds. Operation of library, museum and other cultural facilities.
TRANSPORT ECONOMIC SERVICES	To provide safe, effective and To help promote the City and its economic wellbeing.	Construction and maintenance of roads, streets, footpaths, Tourism and area promotion including the maintenance and operation of a caravan park. Provision of rural services including weed control, vermin control and standpipes. Building Control.
OTHER PROPERTY AND SERVICES	To monitor and control City overheads operating accounts.	Private works operation, plant repair and operation costs and engineering operation costs.

KEY TERMS AND DESCRIPTIONS
FOR THE PERIOD ENDED 30 NOVEMBER 2024

NATURE OR TYPE DESCRIPTIONS

REVENUE

RATES
All rates levied under the Local Government Act 1995. Includes general, differential, specific area rates, minimum rates, interim rates, back rates, ex-gratia rates, less discounts offered. Exclude administration fees, interest on instalments, interest on arrears and service charges.

GRANTS, SUBSIDIES AND CONTRIBUTIONS
Refer to all amounts received as grants, subsidies and contributions that are not non-operating grants.

NON-OPERATING GRANTS, SUBSIDIES AND CONTRIBUTIONS
Amounts received specifically for the acquisition, construction of new or the upgrading of non-current assets paid to a local government, irrespective of whether these amounts are received as capital grants, subsidies, contributions or donations.

PROFIT ON ASSET DISPOSAL
Profit on the disposal of assets including gains on the disposal of long term investments. Losses are disclosed under the expenditure classifications.

FEES AND CHARGEES
Revenues (other than service charges) from the use of facilities and charges made for local government services, sewerage rates, rentals, hire charges, fee for service, photocopying charges, licences, sale of goods or information, fines, penalties and administration fees. Local governments may wish to disclose more detail such as rubbish collection fees, rental of property, fines and penalties, other fees and charges.

SERVICE CHARGES
Service charges imposed under Division 6 of Part 6 of the Local Government Act 1995. Regulation 54 of the Local Government (Financial Management) Regulations 1996 identifies these as television and radio broadcasting, underground electricity and neighbourhood surveillance services. Exclude rubbish removal charges. Interest and other items of a similar nature received from bank and investment accounts, interest on rate instalments, interest on rate arrears and interest on debtors.

INTEREST EARNINGS
Interest and other items of a similar nature received from bank and investment accounts, interest on rate instalments, interest on rate arrears and interest on debtors.

OTHER REVENUE / INCOME
Other revenue, which can not be classified under the above headings, includes dividends, discounts, rebates etc.

EXPENSES

EMPLOYEE COSTS
All costs associate with the employment of person such as salaries, wages, allowances, benefits such as vehicle and housing, superannuation, employment expenses, removal expenses, relocation expenses, worker's compensation insurance, training costs, conferences, safety expenses, medical examinations, fringe benefit tax, etc.

MATERIALS AND CONTRACTS
All expenditures on materials, supplies and contracts not classified under other headings. These include supply of goods and materials, legal expenses, consultancy, maintenance agreements, communication expenses, advertising expenses, membership, periodicals, publications, hire expenses, rental, leases, postage and freight etc. Local governments may wish to disclose more detail such as contract services, consultancy, information technology, rental or lease expenditures.

UTILITIES (GAS, ELECTRICITY, WATER, ETC.)
Expenditures made to the respective agencies for the provision of power, gas or water. Exclude expenditures incurred for the reinstatement of roadwork on behalf of these agencies.

INSURANCE
All insurance other than worker's compensation and health benefit insurance included as a cost of employment.

LOSS ON ASSET DISPOSAL
Loss on the disposal of fixed assets.

DEPRECIATION ON NON-CURRENT ASSETS
Depreciation expense raised on all classes of assets.

FINANCE COST
Interest and other costs of finance paid, including costs of finance for loan debentures, overdraft accommodation and refinancing expenses.

OTHER EXPENDITURE
Statutory fees, taxes, provision for bad debts, member's fees or State taxes. Donations and subsidies made to community groups.

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2024

INFORMATION
NET CURRENT ASSETS

SIGNIFICANT ACCOUNTING POLICIES

CURRENT AND NON-CURRENT CLASSIFICATION
In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Council's operational cycle. In the case of liabilities where Council does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months. Inventories held for trading are classified as current even if not expected to be realised in the next 12 months except for land held for resale where it is held as non current based on Council's intentions to release for sale.

EMPLOYEE BENEFITS
The provisions for employee benefits relates to amounts expected to be paid for long service leave, annual leave, wages and salaries and are calculated as follows:
(i) Wages, Salaries, Annual Leave and Long Service Leave *(Short-term Benefits)*
The provision for employees' benefits to wages, salaries, annual leave and long service leave expected to be settled within 12 months represents the amount the City has a present obligation to pay resulting from employees services provided to balance date. The provision has been calculated at nominal amounts based on remuneration rates the City expects to pay and includes related on-costs.
(ii) Annual Leave and Long Service Leave (Long-term Benefits)
The liability for long service leave is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date using the project unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on national government bonds with terms to maturity and currency that match as closely as possible, the estimated future cash outflows. Where the City does not have the unconditional right to defer settlement beyond 12 months, the liability is recognised as a current liability.

PROVISIONS
Provisions are recognised when: The council has a present legal or constructive obligation as a result of past events; it is more likely than not that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated. Provisions are not recognised for future operating losses. Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one of item included in the same class of obligations may be small.

INVENTORIES
Inventories are measured at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

CITY OF
Fremantle
Monthly Financial Report
December 2024
fremantle.wa.gov.au

CITY OF FREMANTLE

MONTHLY FINANCIAL REPORT

(Containing the Statement of Financial Activity)

For the Period Ended 31 December 2024

LOCAL GOVERNMENT ACT 1995
LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996

TABLE OF CONTENTS

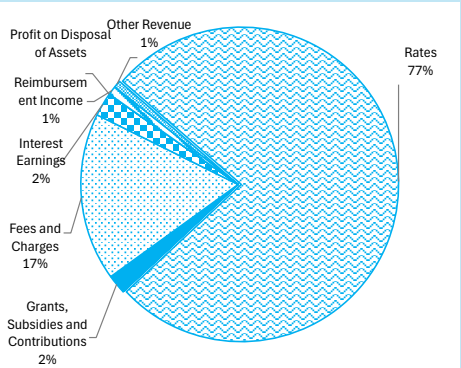
Monthly Summary Graphs		1
Statement of Comprehensive Income by Nature		2
Statement of Financial Position		3
Statement of Financial Activity by Nature		4
Statement of Financial Activity by Directorate		5
Note 1	Cash and Investments	6
Note 2	Adjusted Net Current Assets	7
Note 3 (a)	Capital Acquisitions Summary	8
Note 3 (b)	Capital Acquisitions - Projects	9
Note 3 (c)	Capital Acquisitions - Work in Progress	11
Note 4	Borrowings	13
Note 5 (a)	Reserves Fund Balances and Movements Summary	14
Note 5 (b)	Reserves Fund Balances and Movements Detail	15
Note 6	Trust Fund	21
Note 7	Receivables	22
Note 8	Rate Revenue	23
Information	Accounting Policy	24

MONTHLY FINANCIAL REPORT

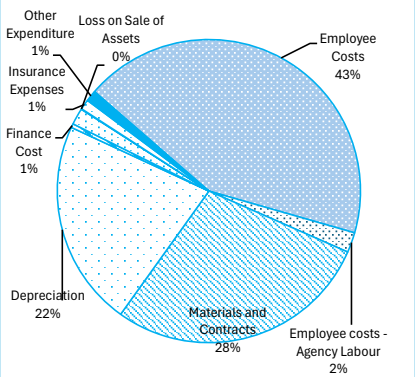
FOR THE PERIOD ENDED 31 DECEMBER 2024

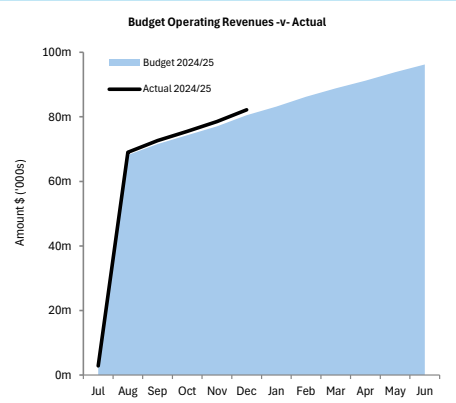
MONTHLY SUMMARY GRAPHS

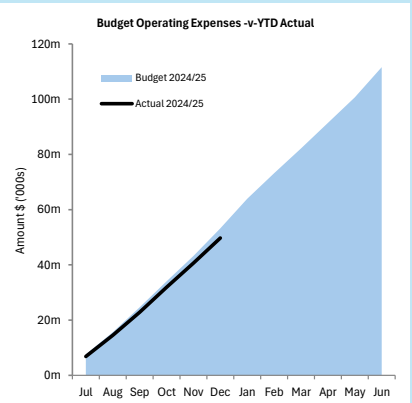
OPERATING REVENUE



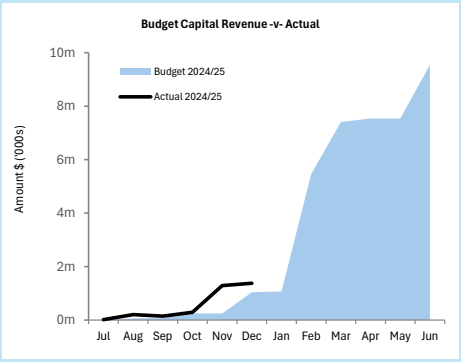
OPERATING EXPENSES



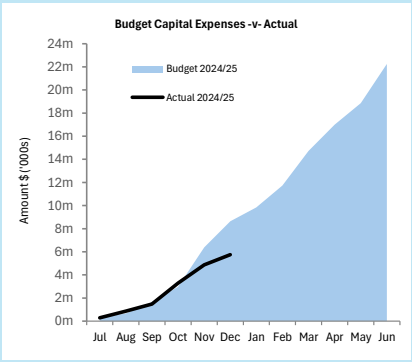




CAPITAL REVENUE



CAPITAL EXPENSES



This information is to be read in conjunction with the accompanying Financial Statements and Notes.

MONTHLY FINANCIAL REPORT

FOR THE PERIOD ENDED 31 DECEMBER 2024

STATEMENT OF COMPREHENSIVE INCOME

BY NATURE

	2024/25 Amended Budget	2024/25 YTD Amended Budget (a)	2024/25 YTD Actual (b)	Variance Amount (b) - (a)	Variance % (b)-(a)/(a)	Var.
	$	$	$	$	%	
Revenue						
Rates (including Annual Levy)	63,521,561	63,271,761	63,015,619	(256,142)	(0.40%)	
Service Charges	8,804	8,804	13,455	4,651	52.83%	
Grants, Subsidies & Contributions	3,002,685	2,038,929	1,616,164	(422,765)	(20.73%)	▼
Fees and Charges	25,848,793	12,882,967	14,192,016	1,309,049	10.16%	▲
Interest Earnings	2,021,000	1,228,500	1,983,966	755,466	61.49%	▲
Reimbursement Income	1,310,904	782,543	752,634	(29,909)	(3.82%)	
Other Revenue	517,201	261,617	610,102	348,485	133.20%	▲
	96,230,948	80,475,121	82,183,958	1,708,837	2.12%	
Expenses						
Employee Costs	(49,394,227)	(23,803,085)	(21,408,855)	2,394,229	10.06%	▲
Employee costs - Agency Labour	(680,786)	(331,388)	(1,064,545)	(733,157)	(221.24%)	▼
Materials and Contracts	(33,962,100)	(15,323,686)	(14,073,728)	1,249,958	8.16%	
Depreciation on Non Current Assets	(22,295,343)	(11,174,555)	(10,942,546)	232,009	2.08%	
Finance Cost	(397,677)	(201,853)	(205,404)	(3,551)	(1.76%)	
Utility Charges (gas, electricity, water)	(2,183,433)	(1,061,355)	(876,411)	184,944	17.43%	▲
Insurance Expenses	(1,192,409)	(598,956)	(534,290)	64,666	10.80%	
Other Expenditure	(1,478,814)	(750,912)	(585,400)	165,512	22.04%	▲
	(111,584,789)	(53,245,790)	(49,691,180)	3,554,610	6.68%	
Operating Surplus / (Deficit)	**(15,353,841)**	**27,229,331**	**32,492,778**	**5,263,446**	**19.33%**	▲
Non-Operating Grants, Subsidies & Contributions	5,191,173	1,035,342	1,271,655	236,314	(22.82%)	
Profit on Asset Disposals	-	-	18,677	18,677		
Loss on Asset Disposals	-	-	(29,975)	(29,975)		
	5,191,173	**1,035,342**	**1,260,358**	**225,016**	**21.73%**	▲
Net Result	**(10,162,668)**	**28,264,673**	**33,753,135**	**5,488,462**	**19.42%**	▲
Other Comprehensive Income	-	-	-	-		
Total Comprehensive Income	**(10,162,668)**	**28,264,673**	**33,753,135**	**5,488,462**	**19.42%**	▲

MONTHLY FINANCIAL REPORT

FOR THE PERIOD ENDED 31 DECEMBER 2024

STATEMENT OF FINANCIAL POSITION

	31 Dec 2024 (a)	30 Jun 2024 (b)	Movement (c) = (a) - (b)
	$	$	$
Current Assets			
Cash and Cash Equivalents	8,692,157	10,539,663	(1,847,506)
Other Financial Assets	53,533,830	32,500,033	21,033,797
Trade and Other Receivables	20,265,178	3,145,658	17,119,520
Inventories	174,094	173,258	836
Other Current Assets	1,320,875	911,480	409,394
	83,986,134	47,270,092	36,716,042
Non-Current Assets			
Other Receivables	1,214,617	1,245,525	(30,908)
Investments	2,393,377	2,393,377	-
Capital Work in Progress	8,316,652	2,609,994	5,706,659
Property, Plant and Equipment	330,940,234	334,599,246	(3,659,011)
Right of Use Assets	824,940	1,137,591	(312,651)
Investment Property	31,709,400	31,709,400	-
Infrastructure	320,346,898	327,389,980	(7,043,083)
	695,746,118	701,085,113	(5,338,995)
Total Assets	**779,732,251**	**748,355,205**	**31,377,047**
Current Liabilities			
Trade and Other Payables	(7,476,134)	(8,517,611)	1,041,477
Short Term Borrowings	(1,139,253)	(1,992,510)	853,257
Lease Liability	(251,493)	(577,625)	326,132
Provisions	(6,101,056)	(6,101,057)	1
	(14,967,937)	(17,188,803)	2,220,866
Non-Current Liabilities			
Long Term Borrowings	(16,541,472)	(16,541,472)	-
Lease Liability	(594,433)	(594,433)	-
Trade and Other Payables - Non - current	(3,932,751)	(4,087,974)	155,222
Provisions	(1,452,671)	(1,452,671)	-
	(22,521,327)	(22,676,550)	155,222
Total Liabilities	**(37,489,264)**	**(39,865,353)**	**2,376,088**
Net Assets	**742,242,987**	**708,489,852**	**33,753,136**
Equity			
Retained Surplus	(169,231,346)	(166,847,407)	(2,383,939)
Reserves - Cash/Investment Backed	(16,889,056)	(16,992,238)	103,182
Reserves - Asset Revaluation	(522,369,450)	(522,369,451)	-
Net Result (YTD Current Year)	(33,753,135)	(2,280,756)	(31,472,379)
Total Equity	**(742,242,987)**	**(708,489,852)**	**(33,753,136)**

MONTHLY FINANCIAL REPORT
FOR THE PERIOD ENDED 31 DECEMBER 2024

STATEMENT OF FINANCIAL ACTIVITY
BY NATURE

	2024/25 Original Budget	2024/25 Amended Budget	2024/25 YTD Amended Budget (a)	2024/25 YTD Actual (b)	Variance Amount (b) - (a)	Variance % (b)-(a)/(a)	Var.
	$	$	$	$	$	%	
Revenue from operating activities							
General Rates	63,521,561	63,521,561	63,271,761	63,015,619	(256,142)	(0.40%)	
Service Charges (Underground Power)	8,804	8,804	8,804	13,455	4,651	52.83%	
Grants, Subsidies and Contributions	3,691,053	3,002,685	2,038,929	1,616,164	(422,765)	(20.73%)	▼
Fees and Charges	25,638,793	25,848,793	12,882,967	14,192,016	1,309,049	10.16%	▲
Interest Earnings	2,021,000	2,021,000	1,228,500	1,983,966	755,466	61.49%	▲
Profit on Sale of Assets	-	-	-	18,677	18,677		
Reimbursement Income	1,310,904	1,310,904	782,543	752,634	(29,909)	(3.82%)	
Other Revenue	517,201	517,201	261,617	610,102	348,485	133.20%	▲
	96,709,316	96,230,948	80,475,121	82,202,635	1,727,514	2.15%	
Expenditure from operating activities							
Employee Costs	(49,394,227)	(49,394,227)	(23,803,085)	(21,408,855)	2,394,229	10.06%	▲
Employee costs - Agency Labour	(680,786)	(680,786)	(331,388)	(1,064,545)	(733,157)	(221.24%)	▼
Materials and Contracts	(33,314,023)	(33,962,100)	(15,323,686)	(14,073,728)	1,249,958	8.16%	
Depreciation on Non Current Assets	(22,295,343)	(22,295,343)	(11,174,555)	(10,942,546)	232,009	2.08%	
Finance Cost	(397,677)	(397,677)	(201,853)	(205,404)	(3,551)	(1.76%)	
Utility Charges (gas, electricity, water)	(2,183,433)	(2,183,433)	(1,061,355)	(876,411)	184,944	17.43%	▲
Loss on Sale of Assets	-	-	-	(29,975)	(29,975)		
Insurance Expenses	(1,192,409)	(1,192,409)	(598,956)	(534,290)	64,666	10.80%	
Other Expenditure	(1,478,814)	(1,478,814)	(750,912)	(585,400)	165,512	22.04%	▲
	(110,936,712)	(111,584,789)	(53,245,790)	(49,721,155)	3,524,635	6.62%	
Operating activities excluded from budget							
(Profit)/Loss on Asset Disposals	-	-	-	11,298	11,298		
Depreciation on Assets	22,295,343	22,295,343	11,174,555	10,942,546	(232,009)	(2.08%)	
Non Current Rates Debtors Movement	75,000	75,000	35,000	30,908	(4,092)	(11.69%)	
Amount attributable to operating activities	**8,142,947**	**7,016,502**	**38,438,886**	**43,466,232**	**5,027,345**	**13.08%**	▲
Investing Activities							
Capital Revenue							
Capital Grants and Subsidies/ Contributions for the development of Assets	4,967,186	5,191,173	1,035,342	1,271,655	236,314	22.82%	▲
Proceeds from Disposal of Assets	4,350,000	4,350,000	-	104,890	104,890	-	
	9,317,186	9,541,173	1,035,342	1,376,545	341,203	32.96%	▲
Capital Expense							
Payment for Investment Properties	(2,446,910)	(2,916,233)	(230,200)	(157,314)	72,886	31.66%	
Payment for Property, plant and equipment	(8,115,051)	(10,614,799)	(5,594,307)	(2,498,026)	3,096,281	55.35%	▲
Payment for Construction of infrastructure	(8,611,689)	(8,721,272)	(2,811,106)	(3,095,308)	(284,201)	(10.11%)	▼
	(19,173,650)	(22,252,304)	(8,635,613)	(5,750,648)	2,884,965	33.41%	▲
Investing activities excluded from budget							
Non Current Contract Liability Movement	(4,000,000)	(4,000,000)	-	-	-		
Amount attributable to investing activities	**(13,856,464)**	**(16,711,132)**	**(7,600,272)**	**(4,374,103)**	**3,226,169**	**42.45%**	▲
Financing Activities							
Repayment of Debentures	(1,639,060)	(1,639,060)	(846,185)	(853,258)	(7,073)	(0.84%)	
Repayment of Operating Lease	(625,161)	(625,161)	(330,130)	(326,132)	3,998	(1.21%)	
	(2,264,221)	(2,264,221)	(1,176,314)	(1,179,389)	(3,075)	(0.26%)	
Reserve Transfers							
Transfer to Reserves (Restricted) - Capital	(4,600,000)	(4,600,000)	-	-	-		
Transfer to Reserves (Restricted) - Operating	(93,863)	(93,863)	(93,863)	(93,863)	-		
Transfer from Reserves (Restricted) - Capital	3,745,874	5,710,631	2,165,287	178,977	(1,986,310)	(91.73%)	▼
Transfer from Reserves (Restricted) - Operating	65,454	65,454	-	18,068	18,068		
Transfer to/from reserves	(882,535)	1,082,222	2,071,424	103,182	(1,968,242)	95.02%	
Amount attributable to financing activities	**(3,146,756)**	**(1,181,998)**	**895,110**	**(1,076,207)**	**(1,971,317)**	**220.23%**	
Surplus or Deficit at the start of the financial year	8,923,468	10,888,145	10,888,145	11,571,212	683,067	6.27%	
Amount attributable to operating activities	8,142,947	7,016,502	38,438,886	43,466,232	5,027,345	13.08%	▲
Amount attributable to investing activities	(13,856,464)	(16,711,132)	(7,600,272)	(4,374,103)	3,226,169	42.45%	▲
Amount attributable to financing activities	(3,146,756)	(1,181,998)	895,110	(1,076,207)	(1,971,317)	220.23%	
Closing Funding Surplus/(Deficit)	**63,195**	**11,516**	**42,621,869**	**49,587,134**	**6,965,264**	**16.34%**	▲

KEY INFORMATION
▲▼ Indicates a variance between Year to Date (YTD) Budget and YTD Actual data as per the adopted materiality threshold.
This statement is to be read in conjunction with the accompanying Financial Statements and Notes.

MONTHLY FINANCIAL REPORT

FOR THE PERIOD ENDED 31 DECEMBER 2024

STATEMENT OF FINANCIAL ACTIVITY

BY DIRECTORATE

	2024/25 Adopted Budget	2024/25 Amended Budget	2024/25 YTD Amended Budget (a)	2024/25 YTD Actual (b)	Variance Amount (b) - (a)	Variance % (b)-(a)/(a)	Var.
	$	$	$	$	$	%	
Revenue from operating activities							
Office of the Chief Executive	1,030	1,030	600	131,014	130,414	21735.69%	▲
City Business Directorate	80,958,077	80,116,615	71,638,707	72,921,325	1,282,618	1.79%	
Community Development Directorate	9,057,505	9,389,717	5,145,837	5,140,806	(5,031)	(0.10%)	
Strategic Planning and Projects Directorate	4,001,154	4,026,154	2,116,116	2,249,047	132,931	6.28%	
Infrastructure and Projects Directorate	2,691,550	2,697,432	1,573,861	1,760,443	186,582	11.86%	▲
	96,709,316	96,230,948	80,475,121	82,202,635	1,727,514	2.15%	
Expenditure from operating activities							
Office of the Mayor and Councillors	(784,597)	(784,597)	(354,849)	(309,304)	45,545	12.84%	
Office of the Chief Executive	(5,672,612)	(5,349,331)	(2,586,618)	(2,330,258)	256,360	9.91%	
City Business Directorate	(38,319,231)	(38,665,762)	(18,907,102)	(17,384,143)	1,522,959	8.05%	
Community Development Directorate	(20,818,923)	(21,258,842)	(10,225,517)	(9,680,965)	544,551	5.33%	
Strategic Planning and Projects Directorate	(8,856,993)	(8,921,209)	(4,252,228)	(3,524,225)	728,003	17.12%	▲
Infrastructure and Projects Directorate	(36,484,356)	(36,605,048)	(16,919,476)	(16,492,261)	427,215	2.52%	
	(110,936,712)	(111,584,789)	(53,245,790)	(49,721,155)	3,524,635	6.62%	
Operating activities excluded from budget							
Profit/(Loss) on Asset Disposals	-	-	-	11,298	11,298		
Depreciation on Assets	22,295,343	22,295,343	11,174,555	10,942,546	(232,009)	2.08%	
Non Current Rates Debtors Movement	75,000	75,000	35,000	30,908	(4,092)	11.69%	
Amount attributable to operating activities	**8,142,947**	**7,016,502**	**38,438,886**	**43,466,232**	**5,027,345**	**13.08%**	▲
Investing Activities							
Capital Revenue							
Capital Grants and Subsidies/ Contributions for the development of Assets	4,967,186	5,191,173	1,035,342	1,271,655	236,314	22.82%	▲
Proceeds from Disposal of Assets	4,350,000	4,350,000	-	104,890	104,890	-	
	9,317,186	9,541,173	1,035,342	1,376,545	341,203	32.96%	▲
Capital Expense							
Payment for Investment Properties	(2,446,910)	(2,916,233)	(230,200)	(157,314)	72,886	31.66%	
Payment for Property, plant and equipment	(8,115,051)	(10,614,799)	(5,594,307)	(2,498,026)	3,096,281	55.35%	▲
Payment for Construction of infrastructure	(8,611,689)	(8,721,272)	(2,811,106)	(3,095,308)	(284,201)	(10.11%)	▼
	(19,173,650)	(22,252,304)	(8,635,613)	(5,750,648)	2,884,965	33.41%	▲
Investing activities excluded from budget							
Non Current Contract Liability Movement	(4,000,000)	(4,000,000)	-	-	-	-	
Amount attributable to investing activities	**(13,856,464)**	**(16,711,132)**	**(7,600,272)**	**(4,374,103)**	**3,226,169**	**42.45%**	▲
Financing Activities							
Repayment of Debentures	(1,639,060)	(1,639,060)	(846,185)	(853,258)	(7,073)	(0.84%)	
Repayment of Operating Lease	(625,161)	(625,161)	(330,130)	(326,132)	3,998	(1.21%)	
	(2,264,221)	(2,264,221)	(1,176,314)	(1,179,389)	(3,075)	(0.26%)	
Reserve Transfers							
Transfer to Reserves (Restricted) - Capital	(4,600,000)	(4,600,000)	-	-	-		
Transfer to Reserves (Restricted) - Operating	(93,863)	(93,863)	(93,863)	(93,863)	-		
Transfer from Reserves (Restricted) - Capital	3,745,874	5,710,631	2,165,287	178,977	(1,986,310)	(91.73%)	▼
Transfer from Reserves (Restricted) - Operating	65,454	65,454	-	18,068	18,068		
	(882,535)	1,082,222	2,071,424	103,182	(1,968,242)	95.02%	
Amount attributable to financing activities	**(3,146,756)**	**(1,181,998)**	**895,110**	**(1,076,207)**	**(1,971,317)**	**220.23%**	
Surplus or Deficit at the start of the financial year	8,923,468	10,888,145	10,888,145	11,571,212	683,067	6.27%	
Amount attributable to operating activities	8,142,947	7,016,502	38,438,886	43,466,232	5,027,345	13.08%	▲
Amount attributable to investing activities	(13,856,464)	(16,711,132)	(7,600,272)	(4,374,103)	3,226,169	42.45%	▲
Amount attributable to financing activities	(3,146,756)	(1,181,998)	895,110	(1,076,207)	(1,971,317)	220.23%	
Closing Funding Surplus/(Deficit)	**63,195**	**11,516**	**42,621,869**	**49,587,134**	**6,965,264**	**16.34%**	▲

KEY INFORMATION

▲▼ Indicates a variance between Year to Date (YTD) Budget and YTD Actual data as per the adopted materiality threshold.
Refer to Note 2 for an explanation of the reasons for the variance.
This statement is to be read in conjunction with the accompanying Financial Statements and Notes.

MONTHLY FINANCIAL REPORT

FOR THE PERIOD ENDED 31 DECEMBER 2024

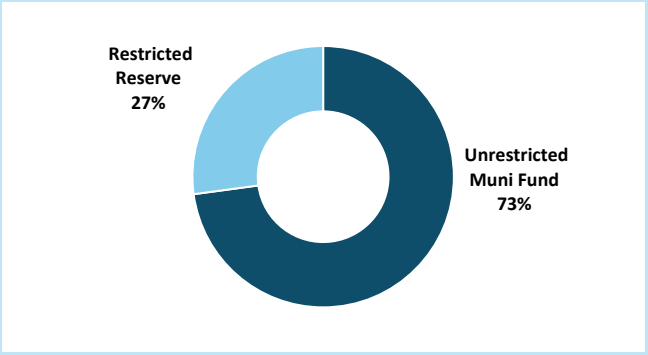
CASH AND INVESTMENTS

NOTE 1

Cash and Investments	Unrestricted Muni Fund	Restricted Reserve	YTD Actual without Trust	Trust Fund	YTD Actual
	$	$	$	$	$
Cash on Hand					
Petty Cash and Floats	33,044	-	33,044	-	33,044
	33,044	**-**	**33,044**	**-**	**33,044**
At Call Deposits					
Municipal Fund	943,936	-	943,936	-	943,936
Receipts in Progress	(143,700)	-	(143,700)	-	(143,700)
	800,237	**-**	**800,237**	**-**	**800,237**
Investments					
Cash Investments *(≤ 3 months)*					
Professional Funds Account	7,848,245	-	7,848,245	-	7,848,245
Trust Fund	-	-	-	766,861	766,861
MACQ Oncall Account	10,631	-	10,631	-	10,631
	7,858,876	-	7,858,876	766,861	8,625,737
Term Deposits *(> 3 months)*					
Municipal Investment	36,644,774	-	36,644,774	-	36,644,774
Reserve Fund Investment	-	16,889,056	16,889,056	-	16,889,056
	36,644,774	16,889,056	53,533,830	-	53,533,830
Investments Total	**44,503,650**	**16,889,056**	**61,392,706**	**766,861**	**62,159,567**
Total	**45,336,930**	**16,889,056**	**62,225,986**	**766,861**	**62,992,847**

SIGNIFICANT ACCOUNTING POLICIES

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value and bank overdrafts. Bank overdrafts are reported as short term borrowings in current liabilities in the statement of financial position.



Total Cash

$62.23 M

Unrestricted

$45.34 M

MONTHLY FINANCIAL REPORT

FOR THE PERIOD ENDED 31 DECEMBER 2024

ADJUSTED NET CURRENT ASSETS
NOTE 2

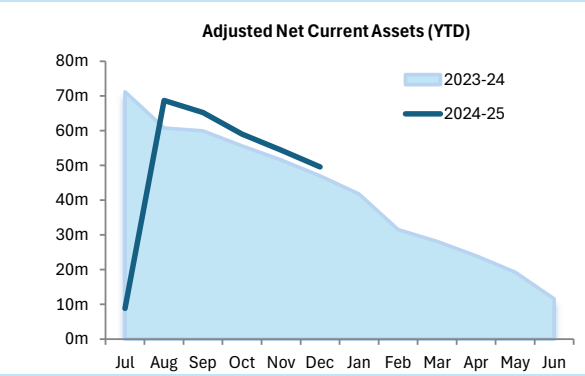
	Ref Note	31 Dec 2024 (a)	30 Jun 2024 (b)	Movement (c) = (a) - (b)
		$	$	$
Current Assets				
Cash Unrestricted		45,336,930	24,171,172	21,165,758
Cash Restricted		16,889,056	18,868,524	(1,979,468)
Rates Outstanding		17,370,448	1,224,429	16,146,019
Sundry debtors		2,446,165	1,673,384	772,781
GST Receivable		448,565	247,844	200,721
Accrued income		1,320,875	911,480	409,394
Inventories		174,094	173,258	836
		83,986,134	47,270,092	36,716,042
Less: Current Liabilities				
Trade and other payables		(7,476,134)	(8,517,611)	1,041,477
Long term borrowings		(1,139,253)	(1,992,510)	853,257
Lease liability - Current		(251,493)	(577,625)	326,132
Provisions		(6,101,056)	(6,101,057)	1
		(14,967,937)	(17,188,803)	2,220,867
Unadjusted Net Current Assets		**69,018,197**	**30,081,289**	**38,936,908**
Adjustments and exclusions permitted by FM Reg 32				
Add: Loan Repayments (Current)		765,319	1,597,780	(832,462)
Added: Current portion of loan - associated funded		373,935	394,730	(20,796)
Add: Lease Liability (Current)		251,493	577,625	(326,132)
Less: Cash - Reserves - Restricted		(16,889,056)	(16,992,238)	103,182
Less: Non Current Contract Liability		(3,932,753)	(4,087,974)	155,220
Adjusted Net Current Assets		**49,587,134**	**11,571,212**	**38,015,922**

SIGNIFICANT ACCOUNTING POLICIES

Please see Information attachment on significant accounting polices relating to Net Current Assets.

KEY INFORMATION

The amount of the adjusted net current assets at the end of the period represents the actual surplus (or deficit if the figure is a negative) as presented on the Rate Setting Statement.



Last Year YTD Surplus(Deficit)

$46.99 M

This Year YTD Surplus(Deficit)

$49.59 M

MONTHLY FINANCIAL REPORT

FOR THE PERIOD ENDED 31 DECEMBER 2024

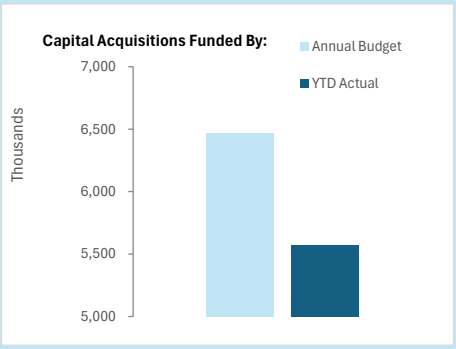
CAPITAL ACQUISITIONS SUMMARY
NOTE 3(a)

Capital Acquisitions	Amended Annual Budget	Amended YTD Budget	YTD Actual	YTD Budget Variance
	$	$	$	$
120 Investment Land	1,253,000	110,000	85,305	24,695
210 Buildings	7,161,512	3,276,556	1,618,963	1,657,593
220 Investment Buildings	1,663,233	120,200	72,009	48,191
310 Infrastructure - Roads	2,928,385	1,422,940	1,945,125	(522,185)
330 Infrastructure - Drainage	456,185	74,000	35,438	38,562
340 Infrastructure - Paths	538,000	306,900	442,689	(135,789)
380 Infrastructure - Parks	2,498,981	757,266	624,178	133,088
390 Infrastructure - Other	2,299,721	250,000	47,878	202,122
440 Furniture and Fittings	342,006	297,006	14,307	282,699
450 Plant and Equipment	3,111,281	2,020,745	864,756	1,155,989
Capital Expenditure Totals	**22,252,304**	**8,635,613**	**5,750,648**	**2,884,965**
Capital Acquisitions Funded By:				
Capital grants and contributions	5,191,173	1,035,342	1,271,655	236,314
Contribution - operations	11,350,500	5,434,985	4,300,015	(1,134,969)
	16,541,673	6,470,326	5,571,671	898,656
Cash Backed Reserves				
Hilton Park Sports Reserve	251,249	50,000	-	(50,000)
Investment Fund Reserve	282,857	199,417	81,637	(117,780)
Parking Dividend Equalisation Reserve	1,886,000	1,886,000	89,780	(1,796,220)
Sustainability Investment Reserve	29,870	29,870	7,560	(22,310)
Public Open Spaces Reserves	10,000	-	-	-
Fleet Reserve	120,536	-	-	-
South Beach Reserve	3,130,119	-	-	-
	5,710,631	2,165,287	178,977	1,986,310
Capital Funding Total	**22,252,304**	**8,635,613**	**5,750,648**	**(2,884,965)**

SIGNIFICANT ACCOUNTING POLICIES

All assets are initially recognised at cost. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition. The cost of non-current assets constructed by the local government includes the cost of all materials used in the construction, direct labour on the project and an appropriate proportion of variable and fixed overhead. Certain asset classes may be revalued on a regular basis such that the carrying values are not materially different from fair value. Assets carried at fair value are to be revalued with sufficient regularity to ensure the carrying amount does not differ materially from that determined using fair value at reporting date.

KEY INFORMATION



Acquisitions	Annual Budget	YTD Actual	% Spent
	$22.25 M	$5.75 M	26%

Capital Grant	Annual Budget	YTD Actual	% Recognised
	$5.19 M	$1.27 M	24%

MONTHLY FINANCIAL REPORT

FOR THE PERIOD ENDED 31 DECEMBER 2024

CAPITAL ACQUISITIONS - PROJECTS
NOTE 3(b)

Capital Expenditure - Level of Completion Indicators

- 0%
- 40%
- 60%
- 80%
- 100%
- Over 100%

% of Completion			Activity Number	Amended Annual Budget	Amended YTD Budget	YTD Actual	YTD Variance Under/(Over)	Over Budget
				$	$	$	$	$
		City Business Directorate						
		IT Operations Team						
0%		Network infrastructure	300007	12,368	12,368	-	12,368	-
0%		Walyalup Civic Centre Network Infrastructure	300073	34,638	34,638	-	34,638	-
		Economy and Commercial						
48%		Commercial Tenancies - Walyalup Civic Centre	300112	134,779	134,779	64,498	70,281	-
48%		Purchase - Wayfinding system	300383	173,324	173,324	83,366	89,958	-
		Commercial Parking						
0%		Purchase - Parking licence plate recognition cameras	300256	180,000	180,000	-	180,000	-
5%		Program - Ticket machines	300259	1,706,000	1,706,000	89,780	1,616,220	-
		Commercial Property Team						
9%		Tenancy Fitout	300353	132,757	132,757	11,887	120,870	-
		Creative Arts and Community Directorate						
		Public Art Team						
6%		City Centre - Walyalup Koort KBN Public Artwork	300162	114,649	30,000	6,980	23,020	-
0%		City Centre - Walyalup Koort Public Realm Upgrades design	300406	50,000	50,000	-	50,000	-
		Art and Culture Team						
0%		Program - Access and inclusion	300285	30,000	30,000	-	30,000	-
		Infrastructure Directorate						
		Building Maintenance						
20%		Renewal Program - Furniture and Equipment	300420	70,000	70,000	14,307	55,693	-
10%		Renewal Program - Buildings	300421	147,000	-	15,200	(15,200)	-
		Building Projects						
0%		Markets - Compliance Assessements for Tenant Works	300121	50,000	50,000	-	50,000	-
67%		Design and construct - Fremantle Golf Course	300157	14,117	14,117	9,454	4,663	-
7%		Commercial Tenancies - 38-40 Henry St Facade upgrades	300167	1,253,000	110,000	85,305	24,695	-
30%		Walyalup Civic Centre & Library	300206	33,991	10,000	10,159	(159)	-
0%		Hilton Park - Demolition of Ken Allen Clubhouse	300216	96,574	-	-	-	-
381%		Commercial Tenancies - Fit-out Level 1,2&3	300299	10,000	10,000	38,125	(28,125)	(28,125)
0%		Notre Dame - Design and construct drainage	300319	46,185	-	-	-	-
0%		Fremantle Arts Centre - Arts Centre Creative Hub	300355	1,257,410	20,000	-	20,000	-
33%		Local History - Partition	300357	15,000	-	4,950	(4,950)	-
76%		Fremantle Arts Centre - Jewelery studio ventilation	300364	22,000	22,000	16,810	5,190	-
97%		Fremantle Arts Centre - Office Climate Control	300365	22,500	22,500	21,900	600	-
12%		Moores Building - Electrical	300368	46,323	34,900	5,580	29,320	-
8%		Commercial Tenancies - Old Firestation Electrical and Fire	300373	300,000	20,800	22,769	(1,969)	-
95%		Depot Ammenities Upgrade	300388	298,050	298,050	282,489	15,561	-
44%		Town Hall - Balcony	300389	567,250	530,000	248,777	281,223	-
		Traffic and Engineering Design Team						
0%		Road safety - Low-cost urban road safety upgrades	300398	302,500	2,000	-	2,000	-
0%		Road Safety - Parry & Queen Victoria Street Intersection	300404	25,000	14,000	-	14,000	-
0%		Road Safety - Stevens and Nannine St	300405	320,000	-	-	-	-
9%		Duoro Road Traffic Calming and Design Program - Design Work	300407	50,000	20,000	4,500	15,500	-
		Construction and Maintenance Teams						
NA	NO Budget	Design and construct - Walyalup Koort Lighting	300345	-	-	15,746	(15,746)	(15,746)
82%		Renewal Program - Footpaths	300362	538,000	306,900	442,689	(135,789)	-
NA	NO Budget	Resurface - R2R - Sellenger Avenue	300378	-	-	3,077	(3,077)	(3,077)
0%		South Beach - additional parking provision	300397	250,000	-	-	-	-
103%		Renewal Program - Traffic Calming Devices	300412	42,500	42,500	43,798	(1,298)	(1,298)
0%		Program - Street Lighting	300413	300,000	-	-	-	-
139%		MRRG Program - High street	300414	591,523	591,523	824,387	(232,864)	(232,864)
117%		MRRG Program - South St	300415	252,523	-	295,385	(295,385)	(42,862)
92%		MRRG Program - Other works	300416	489,832	292,410	449,413	(157,003)	-
38%		R2R and Black Spot Progam - Various	300417	854,507	460,507	324,566	135,941	-
0%		Renewal Program - Bus Stops	300418	50,000	-	-	-	-
10%		Renewal Program - Drainage	300419	350,000	50,000	35,438	14,562	-
		Parks and Landscapes Team						
105%		Design and construct - South Beach - Bore	300335	110,953	110,953	117,041	(6,088)	(6,088)
91%		Install - Fremantle Oval - Bore	300376	133,794	133,794	121,130	12,665	-
88%		Beach St Shelter	300390	39,040	39,040	34,469	4,571	-
0%		Bathers Beach - Safe Swimming Area	300395	700,000	50,000	-	50,000	-
6%		Renewal Program - Irrigation	300410	908,139	36,326	50,812	(14,486)	-
		Mechanical Services Team						
53%		Renewal Program - Plant & Equipment (including vehicles)	300361	1,220,536	130,000	647,253	(517,253)	-
388%		Program - Fleet Replacement - EV Premium	300367	11,421	11,421	44,357	(32,936)	(32,936)

MONTHLY FINANCIAL REPORT

FOR THE PERIOD ENDED 31 DECEMBER 2024

CAPITAL ACQUISITIONS - PROJECTS
NOTE 3(b)

Capital Expenditure - Level of Completion Indicators

- 0%
- 40%
- 60%
- 80%
- 100%
- Over 100%

% of Completion		Activity Number	Amended Annual Budget	Amended YTD Budget	YTD Actual	YTD Variance Under/(Over)	Over Budget
	Facilities and Environmental Management						
25%	Program - Solar panels	300152	29,870	29,870	7,560	22,310	-
21%	Fremantle Park - Tennis Court	300387	113,131	100,000	23,792	76,208	-
0%	Town Hall - Design for essential works	300393	212,000	100,000	-	100,000	-
0%	Town Hall - Venue Performance Infrastructure Upgrade	300394	742,000	-	-	-	-
0%	Walyalup Civic Cente -Data/Server room aircon upgrade	300400	45,000	-	-	-	-
0%	Walyalup Civic Centre - Drainage works design	300401	60,000	24,000	-	24,000	-
0%	Commercial Tenancies - Walyalup Civic Centre Aircon Design	300402	25,000	15,000	-	15,000	-
0%	Fremantle Leisure Centre - Pool structural & mechical plant	300422	50,000	-	-	-	-
0%	CBD Toilet provision Beach Street	300423	380,000	180,000	-	180,000	-
	Place and Projects Team						
56%	Renewal Program-Parks-Infrastructure	300147	248,455	198,764	137,995	60,769	-
0%	Design and construct - Booyeembara Park Masterplan	300197	10,000	-	-	-	-
27%	Design and construct -South Beach -Changerooms	300218	3,390,992	1,711,100	929,007	782,093	-
48%	N Fremantle landscaping	300280	16,394	16,394	7,856	8,538	-
0%	Design and construct - Nannine Commons	300308	27,605	-	-	-	-
37%	Install - Parks - Signage	300311	32,051	-	11,970	(11,970)	-
1%	Prawn Bay- Ecological Restoration- Phase 1	300313	65,302	12,230	480	11,750	-
0%	Hilton Park - Brad Hardie Changerooms upgrade	300341	450,000	25,000	-	25,000	-
4%	Design and construct - Hilton Park Precinct	300344	251,249	50,000	11,260	38,740	-
8%	Samson Park -Comm engagement,concept design,staging/costing	300391	50,000	15,000	4,097	10,903	-
0%	Samson Park -Construct Sellenger Ave parking, improved path	300392	250,000	-	-	-	-
76%	South Beach - BBQ renewal	300396	60,000	40,649	45,348	(4,699)	-
0%	Hilton Park - Ken Allen Lighting	300399	500,000	-	-	-	-
0%	City Centre - Market & Collie Street Public Toilets Design	300403	160,000	-	-	-	-
88%	Griffiths Park - Shade Sail	300408	50,000	40,000	43,990	(3,990)	-
0%	Renewal Program - Playgrounds	300411	310,000	-	-	-	-
	Natural Areas and Urban Forest Team						
4%	Design and construct-Port Beach coastal adaptation	300110	158,201	-	6,084	(6,084)	-
24%	Design and construct - John St Riverwall Replacement	300310	146,871	90,000	34,813	55,187	-
0%	Booyembara Park - fencing around natural areas	300409	60,000	-	-	-	-
			22,252,304	**8,635,613**	**5,750,648**	**2,884,965**	**(362,994)**

	VARIANCE OVER 24/25 BUDGET	COMMENT *(Tolerance level is 10% and $10,000)*
Commercial Tenancies - Fit-out Level 1,2&3	*(28,125)*	*Proposed tenant occupancy to L3 has expedited the finalisation of L3 fitout works. HVAC and electrical consultancy has been engaged.*
Design and construct - Walyalup Koort Lighting	*(15,746)*	*Additional cost due to change of Street light location as it clashed with existing services.*
MRRG Program - High street	*(232,864)*	*Additional cost due to extra Service locating requirement request from service provider and increase of Traffic Management cost imposed by Main Road WA. Main Road WA has approved the Variation. Budget variation will be addressed through mid-year review.*
MRRG Program - South St	*(42,862)*	*Additional cost due to extra Service locating requirement request from service provider and increase of Traffic Management cost imposed by Main Road WA. Main Road WA has approved the Variation. Budget variation will be addressed through mid-year review.*
Program - Fleet Replacement - EV Premium	*(32,936)*	*Additional cost due to City has accelerated its move to BEV (battery electric vehicles) as a part of the AREAN BEV grant and costs are offset by the sale of additonal fleet.*

MONTHLY FINANCIAL REPORT

FOR THE PERIOD ENDED 31 DECEMBER 2024

Works in Progress 2023/24 (LTD) & 2024/25

CAPITAL ACQUISITIONS - WORK IN PROGRESS

NOTE 3(c)

Account No.	Project	Financial Year 2023/24 (LTD)	2024/25 (YTD)	Total
Buildings				
300112	P-11829 Design and construct-Kings Square Commercial tenancy	-	64,498	64,498
300121	P-11843 Design and construct- Markets Building Services	98,183	-	98,183
300152	P-11873 Program - Solar panels	1,640	7,560	9,200
300206	P-10297 Construct-Walyalup Civic Centre & Library (KS)- Extr	200,177	10,159	210,335
300218	P-11992 Design & construct–South Beach–Changerooms	715,070	929,007	1,644,078
300299	P-12090 Fitout - WCC tenancy - Level 1,2 & 3	-	38,125	38,125
300307	P-12081 Design and construct - Leighton Beach - Toilets	850	-	850
300320	P-12112 Design and construct - Stevens Res - Facility	34,090	-	34,090
300342	P-12084 Design and construct - Dick Lawrence - Lighting	121,837	-	121,837
300344	P-11989 - Design and construct - Hilton Park Precinct	148,751	11,260	160,011
300347	P-12150 Design and construct - FAC Café	50,425	-	50,425
300353	P-12159 Tenancy Fitout	17,243	11,887	29,130
300388	P-12203 Depot - Amenities	1,950	282,489	284,439
300389	P-12208 Town Hall - Balcony	33,250	248,777	282,027
300421	P-12240 Program - Building renewals	-	15,200	15,200
Investment Buildings				
300357	P-12179 Install - Local History - Partition	-	4,950	4,950
300364	P-12183 Install - Arts Centre - Jewellery studio ventilation	-	16,810	16,810
300365	P-12182 Install - Arts Centre - Office climate control	-	21,900	21,900
300368	P-12176 Install - Moores Building - Electrical	3,677	5,580	9,256
300373	P-12171 Install - Old Fire Station - Electrical and fire sys	-	22,769	22,769
Investment Land				
300167	P-11944 Design and construct – 38-40 Henry Street – Façade'	-	85,305	85,305
Furniture and Fittings				
300420	P-12241 Program - Furniture and Equipment	-	14,307	14,307
Plant and Equipment				
300259	P-12041 Program - Ticket machines	-	89,780	89,780
300361	P-12189 Program - Fleet replacement	-	647,253	647,253
300367	P-12177 Program - Fleet Replacement - EV Premium	-	44,357	44,357
300383	P-12201 Purchase - Wayfinding system	-	83,366	83,366
Infrastructure - Drainage				
300360	P-12188 Program - Drainage catchment	205,627	-	205,627
300419	P-12231 Program - Drainage works	-	35,438	35,438
Infrastructure - Roads				
300378	P-12193 Resurface - R2R - Sellenger Avenue	-	3,077	3,077
300381	P-12198 Resurface - R2R - Bellevue Terrace	80,946	-	80,946
300407	P-12230 Road safety - Duoro Road (design)	-	4,500	4,500
300412	P-12238 Program - Road safety	-	43,798	43,798
300414	P-12236 MRRG - High street	-	824,387	824,387
300415	P-12235 MRRG - South St	-	295,385	295,385
300416	P-12234 Program - Main Roads Regional Group 2024-25	-	449,413	449,413
300417	P-12233 Program - Roads to Recovery 2024-25	-	324,566	324,566

MONTHLY FINANCIAL REPORT
FOR THE PERIOD ENDED 31 DECEMBER 2024
Works in Progress 2023/24 (LTD) & 2024/25

CAPITAL ACQUISITIONS - WORK IN PROGRESS
NOTE 3(c)

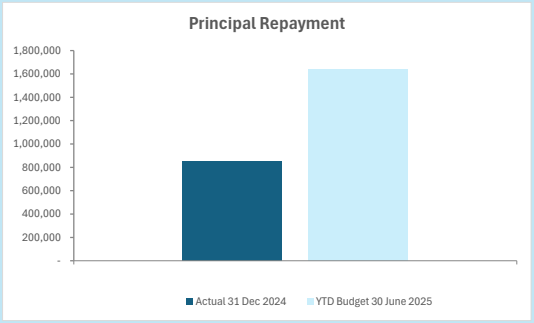
Account No.	Project	Financial Year 2023/24 (LTD)	2024/25 (YTD)	Total
Infrastructure - Parks				
300147	P-10077 Program-Parks-Infrastructure	-	137,995	137,995
300157	P-11882 Design and construct Fremantle Golf Course Clubhouse	15,883	9,454	25,337
300280	P-12070 - Deliver - N Fremantle landscaping	-	7,856	7,856
300311	P-12136 Install - Parks - Signage	-	11,970	11,970
300313	P-12129 Program– Prawn Bay- Ecological Restoration- Phase 1	29,060	480	29,540
300335	P-12097 Design and construct - South Beach - Bore	-	117,041	117,041
300345	P-12148 Design and construct - Walyalup Koort Lighting	320,805	15,746	336,551
300376	P-12191 Install - Fremantle Oval - Bore	16,206	121,130	137,336
300387	P-12200 Fremantle Park - Tennis Court	56,869	23,792	80,661
300390	P-12210 - Beach St Shelter	-	34,469	34,469
300391	P-12212 Place - Samson Park - Design	-	4,097	4,097
300396	P-12215 Place - South Beach - BBQ renewal	19,351	45,348	64,699
300410	P-12227 Program - Irrigation	-	50,812	50,812
Infrastructure - Paths				
300119	P-11842 Design and construct-Westgate Mall courtyard	179,610	-	179,610
300225	P-12000 Program - Doepel St - Trees	24,703	-	24,703
300362	P-12190 Program - Paths	194,854	442,689	637,542
Infrastructure - Other				
300110	P-11823 Design and construct-Port Beach coastal adaptation	-	6,084	6,084
300162	P-11878 - Design and construct -Walyalup Koort – Public Artw	-	6,980	6,980
300310	P-12138 Design and construct - John St Riverwall Replacment	38,937	34,813	73,750
Total Annual Work in Progress		**2,609,994**	**5,706,658**	**8,316,652**

MONTHLY FINANCIAL REPORT
FOR THE PERIOD ENDED 31 DECEMBER 2024

BORROWINGS
NOTE 4

Particulars	Interest Rate	Expiry date of Loan	Principal 1 July 2024	Principal Repayment Actual 31 Dec 2024	Principal Repayment YTD Budget 30 June 2025	Principal Balance Actual 31 Dec 2024	Principal Balance Budget 30 June 2025	Interest and Guarantee Fee Repayments YTD Actual	Interest and Guarantee Fee Repayments YTD Budget
	%		$	$	$	$	$	$	$
Recreation and culture									
298 Leighton Beach Kiosk & Changerooms	3.44	1/07/2025	205,804	81,266	163,935	124,538	41,869	3,004	2,296
301 Leighton Beach Kiosk	3.15	1/07/2026	92,303	19,952	40,220	72,351	52,083	1,491	1,332
303 Fremantle Boys School	2.86	28/06/2027	231,314	37,192	74,918	194,121	156,396	3,958	3,691
308 Arthur Head - Wall stabilisation	1.62	1/04/2031	358,390	24,276	48,750	334,114	309,640	7,038	4,032
Transport									
284 Road Asset Program	4.01	1/07/2023	-	-	-	-	-	-	-
289 Road Asset Program	3.99	1/07/2024	53,203	53,203	53,203	-	(0)	-	-
290 Footpath Asset Program	3.99	1/07/2024	10,731	10,731	10,731	-	-	-	-
291 Drainage Asset Program	3.99	1/07/2024	9,069	9,069	9,069	-	(0)	-	-
295 Road Asset Program	3.44	1/07/2025	130,256	51,434	103,757	78,822	26,499	1,902	1,454
296 Footpath Asset Program	3.44	1/07/2025	37,344	14,746	29,747	22,598	7,597	545	417
297 Drainage Asset Program	3.44	1/07/2025	43,419	17,145	34,586	26,274	8,833	634	485
300 Road Asset Program	3.15	1/07/2026	214,276	46,318	93,369	167,957	120,907	3,462	3,094
294B Acquisition 73 Hampton Road	4.03	1/07/2024	10,146	10,146	10,146	-	-	-	-
305 Heavy Vehicles	2.86	28/06/2027	165,224	26,566	53,513	138,658	111,711	2,827	2,637
Economic services									
307 Civic & Library Building	1.96	28/06/2040	16,598,570	444,140	892,633	16,154,430	15,705,937	221,205	219,028
Community Amenities									
SMRC	WACC	-	373,935	7,072	20,483	366,862	353,452	4,248	8,496
Total			**18,533,983**	**853,258**	**1,639,060**	**17,680,726**	**16,894,923**	**250,314**	**246,960**

The above YTD Actual interest is a result of accrual accounting, which requires that accounting transactions be recognized and recorded when they occur, regardless of whether payment has been made at that time has been recognised in accrued method.



Principal Repayments
$853,258

Interest Earned	Finance Cost
$1,983,966	$205,404

Reserves Bal	Loans Due
$16.89 M	$17.68 M

MONTHLY FINANCIAL REPORT
FOR THE PERIOD ENDED 31 DECEMBER 2024

RESERVE FUND BALANCES AND MOVEMENTS SUMMARY
NOTE 5(a)

Reserve Fund	Opening Balance 1 Jul 2024	Transfer To Muni Fund		Transfers From Muni Fund		Closing Balance 31 Dec 2024
		For Operating	For Capital	From Operating	From Capital	
	$	$	$	$	$	$
Cantonment Hill Master Plan Reserve	117,868	-	-	-	-	117,868
Public Open Space - Swan Hardware	26,899	-	-	-	-	26,899
Public Open Space - Christian Brothers	131,830	-	-	-	-	131,830
Public Open Space - Lot 502 Lefroy	61,600	-	-	-	-	61,600
Public Open Space - Knutsford Blinco	401,075	-	-	-	-	401,075
Community Care Programs Reserve (Previously HACC)	6,386	-	-	-	-	6,386
Fleet Reserve	73,610	-	-	-	-	73,610
Fremantle Markets Conservation Reserve	70,132	-	-	-	-	70,132
Fremantle Oval Reserve	500,000	-	-	-	-	500,000
Hilton Park Sports Reserve	2,291,249	-	-	-	-	2,291,249
Investment Fund Reserve	3,536,577	-	(81,637)	-	-	3,454,940
Leighton Precinct Maintenance Reserve	241,754	(18,068)	-	85,059	-	308,745
Leisure Centre Upgrade Reserve	533,599	-	-	-	-	533,599
Parking Dividend Equalisation Reserve	5,527,218	-	(89,780)	-	-	5,437,438
Parks Recreation and Facilities Reserve	97,771	-	-	-	-	97,771
Sustainability Investment Reserve	207,870	-	(7,560)	-	-	200,310
South Beach Reserve	3,130,119	-	-	-	-	3,130,119
White Gum Valley Precinct Community Bore Reserve	36,683	-	-	8,804	-	45,487
Total	**16,992,238**	**(18,068)**	**(178,977)**	**93,863**	**-**	**16,889,056**

RESERVE FUND BALANCES AND MOVEMENTS DETAIL

MONTHLY FINANCIAL REPORT — **NOTE 5(b)**

FOR THE PERIOD ENDED 31 DECEMBER 2024

Cash Backed Reserves	Adopted Budget 24/25	Amended Budget 24/25	YTD Actual
	$	$	$
Cantonment Hill Master Plan Reserve			
Reserve Purpose:			
To fund capital works at Cantonment Hill in accordance with the Cantonment Hill Master Plan.			
Source of Income:			
Transfer from the Investment Reserve as approved by Council. Transfer from Municipal Fund amounts determined by Council through the annual budget and budget review.			
Opening Balance	**117,868**	**117,868**	**117,868**
Closing Balance	**117,868**	**117,868**	**117,868**
Public Open Spaces Reserves			
Reserve Purpose:			
To hold any monies received as contribution for cash in lieu of public open space.			
Source of Income:			
Transferred from Trust Fund (no longer required to be held in Trust)			
Opening Balance - Swan Hardware	**26,899**	**26,899**	**26,899**
Opening Balance - Christian Brothers	**131,830**	**131,830**	**131,830**
Opening Balance - Lot 502 Lefroy	**61,600**	**61,600**	**61,600**
Opening Balance - Knutsford Blinco	**401,075**	**401,075**	**401,075**
Transfer from Reserves (Capital)	(10,000)	(10,000)	-
300197 - P-10412 Design and construct - Booyembara Park Masterplan	*(10,000)*	*(10,000)*	-
Closing Balance	**611,404**	**611,404**	**621,404**
Community Care Programs Reserve (Previous HACC Asset Replacement Reserve)			
Reserve Purpose:			
To fund Community Care Programs.			
Source of Income:			
Transfer from final balance held in old HACC Asset Replacement Reserve at end of 17/18 financial year.			
Opening Balance	**6,386**	**6,386**	**6,386**
Closing Balance	**6,386**	**6,386**	**6,386**
Fleet Reserve			
Reserve Purpose:			
To replace City's vehicles fleet when required.			
Source of Income:			
Transfer from Retained Surplus Brought Forward from 2020-21 financial year			
Opening Balance	**130,000**	**73,610**	**73,610**
Transfer from Reserves (Capital)	(130,000)	(120,536)	-
300361 - P-12189 Program - Fleet replacement	*(130,000)*	*(120,536)*	-
Closing Balance	**-**	**(46,926)**	**73,610**

RESERVE FUND BALANCES AND MOVEMENTS DETAIL

MONTHLY FINANCIAL REPORT NOTE 5(b)

FOR THE PERIOD ENDED 31 DECEMBER 2024

Cash Backed Reserves	Adopted Budget 24/25 $	Amended Budget 24/25 $	YTD Actual $
Fremantle Markets Conservation Reserve			
Reserve Purpose:			
To fund conservation works to the Fremantle Markets.			
Source of Income:			
Contribution by lessee on signing of new lease in June 2008. Increase of rent derived from the premises for the first ten years of the lease commencing in June 2008 as a minimum to assist in obtaining external funding for implementing the Conservation Plan.			
Opening Balance	**70,132**	**70,132**	**70,132**
Closing Balance	**70,132**	**70,132**	**70,132**
Fremantle Oval Reserve			
Reserve Purpose:			
To fund capital and business planning costs associated with the redevelopment of the Fremantle Oval precinct.			
Source of Income:			
Transfer from Former Stan Reilly Property Site Redevelopment Reserve as approved by Council. Transfer from Municipal Fund amounts determined by Council through the annual budget, budget review and budget amendments.			
Opening Balance	**500,000**	**500,000**	**500,000**
Closing Balance	**500,000**	**500,000**	**500,000**
Hilton Park Sports Reserve			
Reserve Purpose:			
To fund sporting, infrastructure and facility improvements in and around Hilton Park Sports Reserve.			
Source of Income:			
Transfer from Municipal Fund amount determined by Council through the annual budget and budget review.			
Opening Balance	**2,331,889**	**2,291,249**	**2,291,249**
Transfer to Reserves (Capital)	250,000	250,000	-
Transfer from Reserves (Capital)	(291,889)	(251,249)	-
300344 - P-11843 P-11989 - Design and construct - Hilton Reserve	*(291,889)*	*(251,249)*	-
Closing Balance	**2,290,000**	**2,290,000**	**2,291,249**

RESERVE FUND BALANCES AND MOVEMENTS DETAIL

MONTHLY FINANCIAL REPORT NOTE 5(b)

FOR THE PERIOD ENDED 31 DECEMBER 2024

Cash Backed Reserves	Adopted Budget 24/25 $	Amended Budget 24/25 $	YTD Actual $
Investment Fund Reserve			
Reserve Purpose:			
To realise and make investments in income producing assets. A specified list of investment properties forms part of the investments. Funds will not be withdrawn from the reserve to subsidise operating or recurrent expenditure, nor shall funds be withdrawn for the purpose of providing community facilities that do not provide a commercial rate of return, unless specifically decided otherwise by the Council.			
Source of Income:			
Net proceeds of sale of nominated freehold properties, unless otherwise resolved by Council. Net proceeds from sale of miscellaneous parcels of land, unless otherwise resolved by Council. Transfer from municipal fund of principal repayment equivalent for Loan 189 (Queensgate) that was paid out in January 2006 using funds from the Investment Reserve. Net proceeds from the winding up of the City of Fremantle Trust Fund as per the City of Fremantle and Town of East Fremantle Trust Funds (Amendment and Expiry) Bill 2013.			
Opening Balance	**3,450,708**	**3,511,461**	**3,536,577**
Transfer to Reserves (Capital)	4,350,000	4,350,000	-
300047 - P-10458 Disposal - 7 Quarry St	*2,175,000*	*2,175,000*	-
300053 - P-11052 Disposal - 9 Quarry St	*2,175,000*	*2,175,000*	-
Transfer from Reserves (Capital)	(183,866)	(282,857)	(81,637)
300073 - P-11077 Install - Network Infrastructure (Kings Square)	*(34,638)*	*(34,638)*	-
300112 - P-11829 Design and construct - Commercial tenancy (KS)	*(44,779)*	*(134,779)*	*(64,498)*
300162 - P-11878 Design and construct - Kings Square - Windows to	*(79,449)*	*(79,449)*	*(6,980)*
300206 - P-10297 Construct-Walyalup Civic Centre & Library (KS)- Extr	*(25,000)*	*(33,991)*	*(10,159)*
Closing Balance	**7,616,842**	**7,578,604**	**3,454,940**
Leighton Precinct Maintenance Reserve			
Reserve Purpose:			
To hold any specified area rate income raised during the financial year that were unspent at 30 June in relation to Leighton Precinct maintenance. To fund the above normal costs associated with maintaining the higher standard of the landscaping of the Leighton residential area.			
Source of Income:			
Revenue raised from a specified area rates that was unspent at the end of the financial year.			
Opening Balance	**214,575**	**266,870**	**241,754**
Transfer to Reserves (Operating)	85,059	85,059	85,059
100913 - Maintain Landscape - Leighton Precinct SAR	*85,059*	*85,059*	*85,059*
Transfer from Reserves (Operating)	(56,650)	(56,650)	(18,068)
100913 - Maintain Landscape - Leighton Precinct SAR	*(56,650)*	*(56,650)*	*(18,068)*
Closing Balance	**242,984**	**295,279**	**308,745**

RESERVE FUND BALANCES AND MOVEMENTS DETAIL

MONTHLY FINANCIAL REPORT NOTE 5(b)

FOR THE PERIOD ENDED 31 DECEMBER 2024

Cash Backed Reserves	Adopted Budget 24/25 $	Amended Budget 24/25 $	YTD Actual $
Leisure Centre Upgrade Reserve			
Reserve Purpose:			
To provide funds for major upgrading and refurbishment works at the Fremantle Leisure Centre.			
Source of Income:			
Transfer from the Investment Reserve as approved by Council. Transfer from Municipal Fund amounts determined by Council through the annual budget and budget review.			
Opening Balance	**533,600**	**533,600**	**533,599**
Closing Balance	**533,600**	**533,600**	**533,599**
Parking Dividend Equalisation Reserve			
Reserve Purpose:			
To provide a smoothing out of revenue contributions to municipal operations from commercial parking activities. That is to be achieved as follows (a) by transferring net profits in excess of budget to the reserve and (b) if required, when there is a material (i.e. plus 1%) net loss, transferring funds from the reserve to municipal fund to compensate the loss. Fund commercial parking capital equipment and facilities or parking infringement capital equipment and facilities to the extent the funds available in the reserve exceed 2.5% of budgeted gross parking revenue. Provide temporary funding to the City for its initial contribution to the Hilton Underground Power project. This funding will be returned to the Reserve annually via a service levy on residential consumers within the Hilton Underground Power project.			
Source of Income:			
Transfer from the Municipal Fund (a) net profit on commercial parking operations exceeding a set figure in the budget. Note: Net profit is calculated including depreciation and allocated support service costs but excludes capital. and/or (b) Transfer from the Municipal Fund amounts determined by Council through the annual budget or budget review in relation to parking operations. Transfer from Municipal Fund amounts determined by Council through the annual budget or budget review in relation to parking infringement operations. Net proceeds from sale of parking facilities as determined by Council through the annual budget or budget review.			
Opening Balance	**3,631,222**	**5,527,218**	**5,527,218**
Transfer from Reserves (Capital)	-	(1,886,000)	(89,780)
300256 - P-12036 Purchase - Parking licence plate recognition cameras	-	*(180,000)*	-
300259 - P-12041 Program - Ticket machines	-	*(1,706,000)*	*(89,780)*
Closing Balance	**3,631,222**	**3,641,218**	**5,437,438**

RESERVE FUND BALANCES AND MOVEMENTS DETAIL

MONTHLY FINANCIAL REPORT **NOTE 5(b)**

FOR THE PERIOD ENDED 31 DECEMBER 2024

Cash Backed Reserves	Adopted Budget 24/25	Amended Budget 24/25	YTD Actual
	$	$	$
Parks Recreation and Facilities Reserve			
Reserve Purpose:			
To fund improvements within the South Fremantle Tip Site Reserve. To Finance improvements within the Kings Square Reserve. To Finance tourism projects within the City. To finance facilities for sporting clubs on a self supporting loan basis in accordance with Council guidelines for such advances to clubs. To Finance improvements within the Port and Leighton Beach Reserve. To finance capital works and improvements at Fremantle Oval. To Finance improvements or major refurbishments to other parks and recreation facilities within the municipality.			
Source of Income:			
Municipal Fund contribution as approved by Council in the annual budget.			
Opening Balance	**97,771**	**97,771**	**97,771**
Closing Balance	**97,771**	**97,771**	**97,771**
Sustainability Investment Reserve			
Reserve Purpose:			
To purchase sufficient carbon offsets to maintain the City's carbon neutral status. Remaining funds will then be used to invest in projects that promote positive renewable energy outcomes . If no renewable energy projects can be identified, the fund will accumulate that year's contribution.			
Source of Income:			
Transfer from Municipal Fund amounts determined by Council through the annual budget and budget review.			
Opening Balance	**178,000**	**207,870**	**207,870**
Transfer from Reserves (Capital)	-	(29,870)	(7,560)
300152 - P-11873 Program-Solar Panels City	-	*(29,870)*	*(7,560)*
Closing Balance	**178,000**	**178,000**	**200,310**

RESERVE FUND BALANCES AND MOVEMENTS DETAIL

MONTHLY FINANCIAL REPORT NOTE 5(b)

FOR THE PERIOD ENDED 31 DECEMBER 2024

Cash Backed Reserves	Adopted Budget 24/25	Amended Budget 24/25	YTD Actual
	$	$	$
South Beach Reserve			
Reserve Purpose:			
To fund infrastructure and facilities improvement			
Source of Income:			
Transfer from Retained Surplus Brought Forward from 2020-21 financial year			
Opening Balance	**3,130,119**	**3,130,119**	**3,130,119**
Transfer from Reserves (Capital)	(3,130,119)	(3,130,119)	-
300218 - P-11992 Design & construct–South Beach–Changerooms	*(3,130,119)*	*(3,130,119)*	-
Closing Balance	**-**	**-**	**3,130,119**
White Gum Valley Precinct Community Bore Reserve			
Reserve Purpose:			
To fund the associated costs required to maintain the community bore within the WGV development.			
Source of Income:			
Revenue raised from a service charge that was unspent at the end of the financial year.			
Opening Balance	**24,479**	**36,683**	**36,683**
Transfer to Reserves (Operating)	8,804	8,804	8,804
100738 - Service charge - Use of community bore	*8,804*	*8,804*	*8,804*
Transfer from Reserves (Operating)	(8,804)	(8,804)	-
100738 - Service charge - Use of community bore	*(8,804)*	*(8,804)*	-
Closing Balance	**24,479**	**36,683**	**45,487**
Summary			
Opening Balance	**15,038,152**	**16,992,241**	**16,992,238**
Transfer to Reserves (Operating)	93,863	93,863	93,863
Transfer to Reserves (Capital)	4,600,000	4,600,000	-
Transfer from Reserves (Operating)	(65,454)	(65,454)	(18,068)
Transfer from Reserves (Capital)	(3,745,874)	(5,710,631)	(178,977)
Closing Balance	**15,920,687**	**15,910,018**	**16,889,055**

MONTHLY FINANCIAL REPORT

FOR THE PERIOD ENDED 31 DECEMBER 2024

TRUST FUND

NOTE 6

Funds held at balance date over which the City has no control and which are not included in this statement are as follows:

Description	Opening Balance 1 Jul 2024	Amount Received	Amount Paid	Closing Balance 31 Dec 2024
	$	$	$	$
Cash In Lieu of Parking	469,360	-	-	469,360
Cash In Lieu of Public Open Space				
37 Strang Street subdivision	85,673	-	-	85,673
Bequests				
Gwenth Ewens	28,728	900	-	29,628
John Francis Boyd	2,700	-	-	2,700
Victor Felstead	9,491	-	-	9,491
Unclaimed Funds - Debtors	4,441	-	-	4,441
Miscellaneous	124,004	-	(14,581)	109,422
Trust Interest	56,146	-	-	56,146
Total	**780,542**	**900**	**(14,581)**	**766,861**

MONTHLY FINANCIAL REPORT

FOR THE PERIOD ENDED 31 DECEMBER 2024

RECEIVABLES
NOTE 7

Rates Receivable	30 June 2024	31 Dec 2024
	$	$
Opening Arrears Previous Years	1,135,640	1,224,429
Levied this year		
Rates	59,834,040	63,015,619
ESL	9,350,102	9,350,102
Other	938,336	938,336
Less Collections to date	(70,033,689)	(57,158,039)
Equals Current Outstanding	**1,224,429**	**17,370,448**
Net Rates Collectable	**1,224,429**	**17,370,448**
% Collected	98.28%	76.69%

Receivables - General	Current	30 Days	60 Days	90+ Days	Total
	$	$	$	$	$
Percentage	**80%**	**9%**	**2%**	**16%**	
CEO Marketing & Economic Development	19,500	2,500	-	4,275	26,275
Community Development	215,700	247	2,035	6,859	224,840
Commercial Properties	205,504	56,128	8,031	97,519	308,129
Commercial Waste	63,975	11,994	1,957	9,515	87,442
Corporate Services	23,276	-	-	3,451	26,727
Fremantle Arts Centre	27,266	-	5,863	2,203	35,332
Fremantle Leisure Centre	12,901	2,535	429	360	16,225
Hall/Reserve Hire	26,023	628	633	2,215	29,499
Miscellaneous Debtor	5,324	-	(79)	(248)	4,997
Parking	1,452	198	-	-	1,650
Planning and Development	1,500	-	-	-	1,500
Samson Recreation Centre	-	-	182	-	182
Technical Services	62,184	3,073	(486)	2,860	67,631
Total	664,605	77,302	18,564	129,010	830,429
Add: Prepayments	1,628,781				1,628,781
Less: Provision for Doubtful Debt	(72,098)				(72,098)
					2,454,743
Balance per Trial Balance					
Sundry debtors	2,446,165				2,446,165
GST receivable	448,565				448,565
Loans receivable - clubs/institutions	-				-
Total Receivables General Outstanding					**2,894,731**

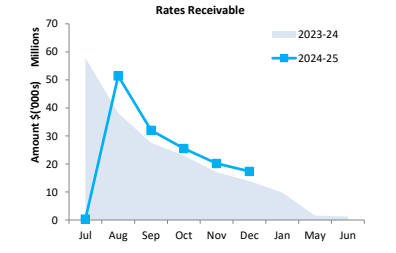
Amounts shown above include GST (where applicable)

KEY INFORMATION

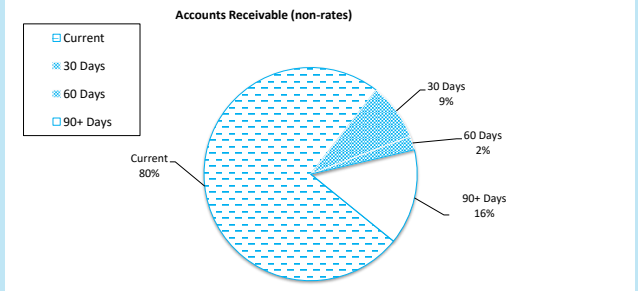
Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business.

SIGNIFICANT ACCOUNTING POLICIES

Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business. Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets. Collectability of trade and other receivables is reviewed on an ongoing basis. Debts that are known to be uncollectible are written off when identified. An allowance for doubtful debts is raised when there is objective evidence that they will not be collectible.



Collected	Rates Due
76.69%	$17,370,448



Debtors Due
$2,894,731

Over 30 Days
27%

Over 90 Days
16%

MONTHLY FINANCIAL REPORT

FOR THE PERIOD ENDED 31 DECEMBER 2024

RATE REVENUE

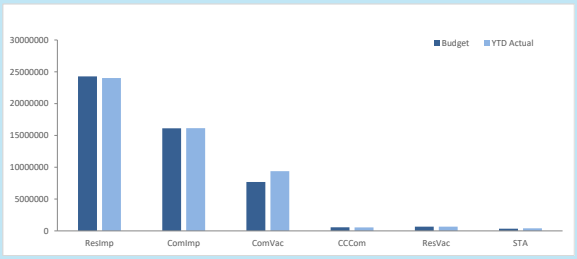
NOTE 8

General Rate Revenue				Adopted Budget				YTD Actual			
	Rate in	Number of Properties	Rateable Value	Rate Revenue	Interim Rate	Back Rate	Total Revenue	Rate Revenue	Interim Rates	Back Rates	Total Revenue
RATE TYPE	$			$	$	$	$	$	$	$	$
Differential General Rate											
Residential Improved	0.083489	9,711	306,520,254	25,591,069	400,000		25,991,069	25,570,372	40,424	15,121	25,625,917
Commercial & Industrial General	0.113216	1,439	152,003,777	17,209,260	-		17,209,260	17,200,375	(33,017)	(64,212)	17,103,146
City Centre Commercial	0.113216	358	87,431,323	9,898,625	-		9,898,625	9,898,623	(770)	(889)	9,896,964
Residential Short Term Accommodation	0.113176	210	5,283,760	597,995	-		597,995	594,169	(33,992)	(11,727)	548,449
Vacant Residential Land	0.144207	155	4,471,920	644,882	-		644,882	649,640	(7,547)	(887)	641,206
Vacant Commercial & Industrial	0.166978	38	3,032,025	506,281	-		506,281	506,281	3,840	906	511,028
	Minimum $										
Residential Improved	1738	4,411	78,597,824	7,666,318	-		7,666,318	7,671,532			7,671,532
Commercial & Industrial General	1738	353	4,088,752	613,514	-		613,514	613,514			613,514
City Centre Commercial	1738	67	734,456	116,446	-		116,446	116,446			116,446
Residential Short Term Accommodation	1738	34	492,440	59,092	-		59,092	57,354			57,354
Vacant Residential Land	1685	93	853,375	156,705	-		156,705	168,500			168,500
Vacant Commercial & Industrial	1738	12	85,450	20,856	-		20,856	20,856			20,856
Sub-Totals		**16,881**	**643,595,356**	**63,081,043**	**400,000**	-	**63,481,043**	**63,067,662**	**(31,062)**	**(61,688)**	**62,974,913**
Discount							-				
Concession							(194,266)	(194,107)			(194,107)
Amount from General Rates							**63,286,777**				**62,780,805**
Ex-Gratia Rates							-	-			-
Total General Rates							**63,286,777**				**62,780,805**
Specified Area Rates											
CBD Security Levy	0.001456						149,725	149,755			149,755
Leighton Maintenance	0.006299						85,059	85,059			85,059
Total Specified Area Rates				-	-		**234,784**	**234,814**	-	-	**234,814**
Totals							**63,521,561**				**63,015,619**

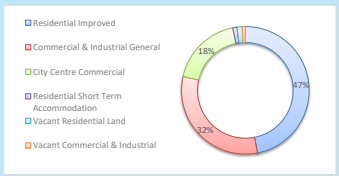
SIGNIFICANT ACCOUNTING POLICIES

Rates, grants, donations and other contributions are recognised as revenues when the local government obtains control over the assets comprising the contributions. Control over assets acquired from rates is obtained at the commencement of the rating period or, where earlier, upon receipt of the rates.

KEY INFORMATION



General Rates		
Budget	**YTD Actual**	**%**
$63.29 M	**$62.78 M**	**99%**



MONTHLY FINANCIAL REPORT
FOR THE PERIOD ENDED 31 DECEMBER 2024

INFORMATION

PREPARATION TIMING AND REVIEW

Prepared by: Financial Accountant
Reviewed by: Financial Accounting Team Leader

BASIS OF PREPARATION

REPORT PURPOSE
This report is prepared to meet the requirements of Local Government (Financial Management) Regulations 1996, Regulation 34 . Note: The Statements and accompanying notes are prepared based on all transactions recorded at the time of preparation and may vary due to transactions being processed for the reporting period after the date of preparation.

BASIS OF ACCOUNTING
This statement comprises a special purpose financial report which has been prepared in accordance with Australian Accounting Standards (as they apply to local governments and not-for-profit entities), Australian Accounting Interpretations, other authoritative pronouncements of the Australian Accounting Standards Board, the Local Government Act 1995 and accompanying regulations. Material accounting policies which have been adopted in the preparation of this statement are presented below and have been consistently applied unless stated otherwise. Except for cash flow and rate setting information, the report has also been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

THE LOCAL GOVERNMENT REPORTING ENTITY
All Funds through which the Council controls resources to carry on its functions have been included in this statement. In the process of reporting on the local government as a single unit, all transactions and balances between those funds (for example, loans and transfers between Funds) have been eliminated. All monies held in the Trust Fund are excluded from the statement, but a separate statement of those monies appears at Note 12.

SIGNIFICANT ACCOUNTING POLICES

GOODS AND SERVICES TAX
Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO). Receivables and payables are stated inclusive of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with receivables or payables in the statement of financial position. Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

CRITICAL ACCOUNTING ESTIMATES
The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances; the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

ROUNDING OFF FIGURES
All figures shown in this statement are rounded to the nearest dollar.

KEY TERMS AND DESCRIPTIONS

FOR THE PERIOD ENDED 31 DECEMBER 2024

STATUTORY REPORTING PROGRAMS

City operations as disclosed in these financial statements encompass the following service orientated activities/programs.

PROGRAM NAME	OBJECTIVE	ACTIVITIES
GOVERNANCE	To provide a decision making process for the efficient allocation of scarce resources.	Includes the activities of members of council and the administrative support available to the council for the provision of governance of the district. Other costs relate to the task of assisting elected members and ratepayers on matters which do not concern specific council services.
GENERAL PURPOSE FUNDING	To collect revenue to allow for the provision of services.	Rates, general purpose government grants and interest revenue.
LAW, ORDER, PUBLIC SAFETY	To provide services to help ensure a safer and environmentally conscious community.	Supervision and enforcement of various local laws relating to fire prevention, animal control and other aspects of public safety including emergency services.
HEALTH EDUCATION AND WELFARE	To provide an operational framework To provide services to disadvantaged persons, the elderly, children and youth.	Inspection of food outlets and their control, provision of Maintenance of child minding centre, playgroup centre, senior citizen centre and aged care centre. Provision and maintenance of home and community care programs and youth services.
HOUSING	To provide and maintain elderly residents housing.	Provision and maintenance of elderly residents housing.
COMMUNITY AMENITIES	To provide services required by the community.	Rubbish collection services, operation of rubbish disposal sites, litter control, construction and maintenance of urban storm water drains, protection of the environment and administration of town planning schemes, cemetery and public conveniences.
RECREATION AND CULTURE	To establish and effectively manage infrastructure and resource which will help the social well being of the community.	Maintenance of public halls, civic centres, aquatic centre, beaches, recreation centres and various sporting facilities. Provision and maintenance of parks, gardens and playgrounds. Operation of library, museum and other cultural facilities.
TRANSPORT ECONOMIC SERVICES	To provide safe, effective and To help promote the City and its economic wellbeing.	Construction and maintenance of roads, streets, footpaths, Tourism and area promotion including the maintenance and operation of a caravan park. Provision of rural services including weed control, vermin control and standpipes. Building Control.
OTHER PROPERTY AND SERVICES	To monitor and control City overheads operating accounts.	Private works operation, plant repair and operation costs and engineering operation costs.

KEY TERMS AND DESCRIPTIONS
FOR THE PERIOD ENDED 31 DECEMBER 2024

NATURE OR TYPE DESCRIPTIONS

REVENUE

RATES
All rates levied under the Local Government Act 1995. Includes general, differential, specific area rates, minimum rates, interim rates, back rates, ex-gratia rates, less discounts offered. Exclude administration fees, interest on instalments, interest on arrears and service charges.

GRANTS, SUBSIDIES AND CONTRIBUTIONS
Refer to all amounts received as grants, subsidies and contributions that are not non-operating grants.

NON-OPERATING GRANTS, SUBSIDIES AND CONTRIBUTIONS
Amounts received specifically for the acquisition, construction of new or the upgrading of non-current assets paid to a local government, irrespective of whether these amounts are received as capital grants, subsidies, contributions or donations.

PROFIT ON ASSET DISPOSAL
Profit on the disposal of assets including gains on the disposal of long term investments. Losses are disclosed under the expenditure classifications.

FEES AND CHARGEES
Revenues (other than service charges) from the use of facilities and charges made for local government services, sewerage rates, rentals, hire charges, fee for service, photocopying charges, licences, sale of goods or information, fines, penalties and administration fees. Local governments may wish to disclose more detail such as rubbish collection fees, rental of property, fines and penalties, other fees and charges.

SERVICE CHARGES
Service charges imposed under Division 6 of Part 6 of the Local Government Act 1995. Regulation 54 of the Local Government (Financial Management) Regulations 1996 identifies these as television and radio broadcasting, underground electricity and neighbourhood surveillance services. Exclude rubbish removal charges. Interest and other items of a similar nature received from bank and investment accounts, interest on rate instalments, interest on rate arrears and interest on debtors.

INTEREST EARNINGS
Interest and other items of a similar nature received from bank and investment accounts, interest on rate instalments, interest on rate arrears and interest on debtors.

OTHER REVENUE / INCOME
Other revenue, which can not be classified under the above headings, includes dividends, discounts, rebates etc.

EXPENSES

EMPLOYEE COSTS
All costs associate with the employment of person such as salaries, wages, allowances, benefits such as vehicle and housing, superannuation, employment expenses, removal expenses, relocation expenses, worker's compensation insurance, training costs, conferences, safety expenses, medical examinations, fringe benefit tax, etc.

MATERIALS AND CONTRACTS
All expenditures on materials, supplies and contracts not classified under other headings. These include supply of goods and materials, legal expenses, consultancy, maintenance agreements, communication expenses, advertising expenses, membership, periodicals, publications, hire expenses, rental, leases, postage and freight etc. Local governments may wish to disclose more detail such as contract services, consultancy, information technology, rental or lease expenditures.

UTILITIES (GAS, ELECTRICITY, WATER, ETC.)
Expenditures made to the respective agencies for the provision of power, gas or water. Exclude expenditures incurred for the reinstatement of roadwork on behalf of these agencies.

INSURANCE
All insurance other than worker's compensation and health benefit insurance included as a cost of employment.

LOSS ON ASSET DISPOSAL
Loss on the disposal of fixed assets.

DEPRECIATION ON NON-CURRENT ASSETS
Depreciation expense raised on all classes of assets.

FINANCE COST
Interest and other costs of finance paid, including costs of finance for loan debentures, overdraft accommodation and refinancing expenses.

OTHER EXPENDITURE
Statutory fees, taxes, provision for bad debts, member's fees or State taxes. Donations and subsidies made to community groups.

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 DECEMBER 2024

INFORMATION
NET CURRENT ASSETS

SIGNIFICANT ACCOUNTING POLICIES

CURRENT AND NON-CURRENT CLASSIFICATION
In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Council's operational cycle. In the case of liabilities where Council does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months. Inventories held for trading are classified as current even if not expected to be realised in the next 12 months except for land held for resale where it is held as non current based on Council's intentions to release for sale.

EMPLOYEE BENEFITS
The provisions for employee benefits relates to amounts expected to be paid for long service leave, annual leave, wages and salaries and are calculated as follows:
(i) Wages, Salaries, Annual Leave and Long Service Leave *(Short-term Benefits)*
The provision for employees' benefits to wages, salaries, annual leave and long service leave expected to be settled within 12 months represents the amount the City has a present obligation to pay resulting from employees services provided to balance date. The provision has been calculated at nominal amounts based on remuneration rates the City expects to pay and includes related on-costs.
(ii) Annual Leave and Long Service Leave (Long-term Benefits)
The liability for long service leave is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date using the project unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on national government bonds with terms to maturity and currency that match as closely as possible, the estimated future cash outflows. Where the City does not have the unconditional right to defer settlement beyond 12 months, the liability is recognised as a current liability.

PROVISIONS
Provisions are recognised when: The council has a present legal or constructive obligation as a result of past events; it is more likely than not that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated. Provisions are not recognised for future operating losses. Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one of item included in the same class of obligations may be small.

INVENTORIES
Inventories are measured at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.