

CITY OF ARMADALE

AGENDA

OF CORPORATE SERVICES COMMITTEE TO BE HELD IN THE FUNCTION ROOM, ADMINISTRATION CENTRE, 7 ORCHARD AVENUE, ARMADALE ON TUESDAY, 20 JUNE 2023 AT 7.00PM.

A meal will be served at 6:15 p.m.

PRESENT:

APOLOGIES: Cr G Nixon (Leave of Absence)

OBSERVERS:

IN ATTENDANCE:

PUBLIC:

“For details of Councillor Membership on this Committee, please refer to the City’s website – [www.armadale.wa.gov.au/your council/councillors](http://www.armadale.wa.gov.au/your_council/councillors).”

DISCLAIMER

The Disclaimer for protecting Councillors and staff from liability of information and advice given at Committee meetings to be read.

DECLARATION OF MEMBERS' INTERESTS

QUESTION TIME

Public Question Time is allocated for the asking of and responding to questions raised by members of the public.

Minimum time to be provided – 15 minutes (unless not required)

Policy and Management Practice EM 6 – Public Question Time has been adopted by Council to ensure the orderly conduct of Public Question time and a copy of this procedure can be found at <http://www.armadale.wa.gov.au/PolicyManual>

It is also available in the public gallery.

The public's cooperation in this regard will be appreciated.

DEPUTATION

CONFIRMATION OF MINUTES

RECOMMEND

Minutes of the Corporate Services Committee Meeting held on 16 May 2023 be confirmed.

ITEMS REFERRED FROM INFORMATION BULLETIN

Items in Issue No.14

Progress Report

Progress Report on Contingency, Operational & Strategic Projects

Outstanding Matters & Information Items

Report on Outstanding Matters – Corporate Services Committee

Economic Development

Tourism & Visitor Centre Report

Report of the Common Seal

If any of the items listed above require clarification or a report for a decision of Council, this item to be raised for discussion at this juncture.

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CORPORATE SERVICES COMMITTEE

20 JUNE 2023

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1.1 - LIST OF ACCOUNTS PAID - APRIL 2023

WARD : ALL
FILE No. : M/112/23
DATE : 27 February 2023
REF : MH
RESPONSIBLE : Executive Director
MANAGER : Corporate Services

In Brief:

- The report presents, pursuant to Regulation 13(1), (3) and (4) of the *Local Government (Financial Management) Regulations 1996*, the List of Accounts paid for the period 1 April to 30 April 2023 as well as the credit card statements for April 2023.

Tabled Items

Nil.

Decision Type

- ☐ **Legislative** The decision relates to general local government legislative functions such as adopting/changing local laws, town planning schemes, rates exemptions, City policies and delegations etc.
- ☒ **Executive** The decision relates to the direction setting and oversight role of Council.
- ☐ **Quasi-judicial** The decision directly affects a person's rights or interests and requires Councillors at the time of making the decision to adhere to the principles of natural justice.

Officer Interest Declaration

Nil.

Strategic Implications

4. Leadership
- 4.3 Financial Sustainability
- 4.3.2 Undertake active financial management to ensure that the annual budget is achieved and any variances are promptly identified and addressed.

Legal Implications

Section 6.10 (d) of the *Local Government Act 1995* refers, ie.

6.10 Financial management regulations

Regulations may provide for —

- (d) *the general management of, and the authorisation of payments out of —*
 - (i) *the municipal fund; and*
 - (ii) *the trust fund,*
of a local government.

Regulation 13(1), (3) & (4) of the *Local Government (Financial Management) Regulations 1996* refers, ie.

13. Lists of Accounts

- (1) *If the local government has delegated to the CEO the exercise of its power to make payments from the municipal fund or the trust fund, a list of accounts paid by the CEO is to be prepared each month showing for each account paid since the last such list was prepared —*
 - (a) *the payee's name;*
 - (b) *the amount of the payment;*
 - (c) *the date of the payment; and*
 - (d) *sufficient information to identify the transaction.*
- (3) *A list prepared under subregulation (1) is to be —*
 - (a) *presented to the council at the next ordinary meeting of the council after the list is prepared; and*
 - (b) *recorded in the minutes of that meeting.*
- (4) *After the list referred to in subregulation (1) has been prepared for a month the total of all other outstanding accounts is to be calculated and a statement of that amount is to be presented to the council at the meeting referred to in subregulation (3)(a).*

Council Policy/Local Law Implications

Nil.

Budget/Financial Implications

All accounts paid have been duly incurred and authorised for payment as per approved purchasing and payment procedures.

Consultation

Nil.

BACKGROUND

Pursuant to Section 5.42 of the *Local Government Act 1995 (Delegation of some powers and duties to CEO)*, Council has resolved to delegate to the CEO (*Delegation Payment from Municipal and Trust Funds refers*) the exercise of its powers to make payments from the municipal and trust funds.

COMMENT

The List of Accounts paid for the period 1 April to 30 April 2023 is presented as an attachment to this report as well as the credit card statements for April 2023.

RECOMMEND

That Council note the List of Accounts paid as presented in the attachment to this report and summarised as follows:

Municipal Fund

Accounts paid totaling \$12,036,541.36 on cheque numbers 178 to 188, transactions 7232 to 8212 and Payrolls dated 2 April, 16 April and 30 April 2023.

Credit Card

Accounts Paid totalling \$6,268.75 for the period ended April 2023.

ATTACHMENTS

1. [↓](#) Monthly Cheque and Credit Card Report - April 2023

1.2 - STATEMENT OF FINANCIAL ACTIVITY - APRIL 2023

WARD : ALL
FILE No. : M/232/23
DATE : 28 April 2023
REF : MH
RESPONSIBLE : Executive Director
MANAGER : Corporate Services

In Brief:

- This report presents the City's Monthly Financial Report for the ten (10) month period ended 30 April 2023.
- This report recommends accepting the Financial Report for the ten (10) month period ended 30 April 2023, noting there are reportable actual to budget material variances for the period.

Tabled Items

Nil.

Decision Type

- ☐ **Legislative** The decision relates to general local government legislative functions such as adopting/changing local laws, town planning schemes, rates exemptions, City policies and delegations etc.
- ☒ **Executive** The decision relates to the direction setting and oversight role of Council.
- ☐ **Quasi-judicial** The decision directly affects a person's rights or interests and requires Councillors at the time of making the decision to adhere to the principles of natural justice.

Officer Interest Declaration

Nil.

Strategic Implications

4. Leadership
- 4.3 Financial Sustainability
- 4.3.2 Undertake active financial management to ensure that the annual budget is achieved and any variances are promptly identified and addressed.

Legal Implications

*Local Government Act 1995 – Part 6 – Division 3 – Reporting on Activities and Finance
Local Government (Financial Management) Regulations – Part 4 – Financial Reports.*

Local Government Act 1995 – s.6.11 Reserve accounts

- (1) Subject to subsection (5), where a local government wishes to set aside money for use for a purpose in a future financial year, it is to establish and maintain a reserve account for each such purpose.*
- (2) Subject to subsection (3), before a local government —*
 - (a) changes* the purpose of a reserve account; or*
 - (b) uses* the money in a reserve account for another purpose, it must give one month's local public notice of the proposed change of purpose or proposed use.*

** Absolute majority required.*
- (3) A local government is not required to give local public notice under subsection (2) -*
 - (a) where the change of purpose or of proposed use of money has been disclosed in the annual budget of the local government for that financial year; or*
 - (b) in such other circumstances as are prescribed.*
- (4) A change of purpose of, or use of money in, a reserve account is to be disclosed in the annual financial report for the year in which the change occurs.*
- (5) Regulations may prescribe the circumstances and the manner in which a local government may set aside money for use for a purpose in a future financial year without the requirement to establish and maintain a reserve account*

Council Policy/Local Law Implications

Nil.

Budget/Financial Implications

The Statement of Financial Activity, as presented, refers and explains.

Consultation

Nil.

BACKGROUND

A local government is required to prepare a statement of financial activity reporting on the revenue and expenditure as set out in the annual budget for that month. The details in the statement are those as prescribed and the statement is to be reported to Council.

COMMENT

Presented as an attachment this month, is the tenth monthly financial statement (presented in nature and type format) prepared from information posted in the OneCouncil system.

For the purposes of reporting other material variances from the Statement of Financial Activity, the following indicators, as resolved by Council, have been applied.

Revenue

- Material variances are identified where, for the period being reported, the actual varies to the budget by an amount of (+) or (-) \$100,000 and in these instances an explanatory comment has been provided.

Expense

- Material variances are identified where, for the period being reported, the actual varies to the budget by an amount of (+) or (-) \$100,000 and in these instances an explanatory comment has been provided.

For the purposes of explaining each Material Variance, a three part approach has been taken. The parts are:

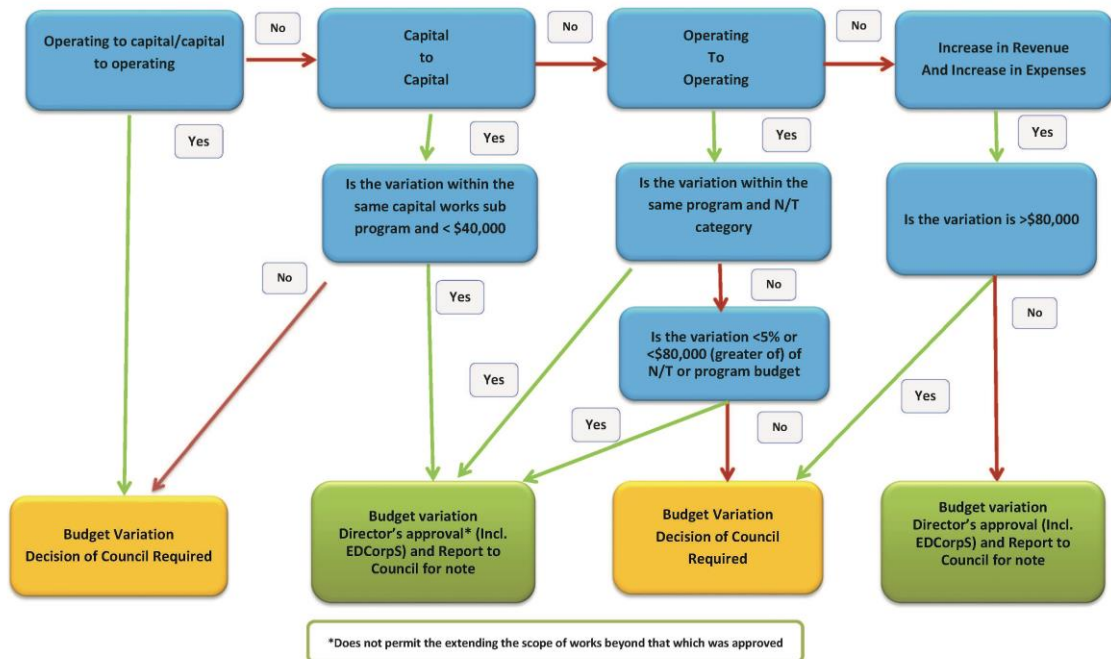
1. Period Variation
Relates specifically to the value of the Variance between the Budget and Actual figures for the period of the report.
2. Primary Reason
Explains the primary reasons for the period Variance. As the report is aimed at a higher level analysis, minor contributing factors are not reported.
3. Budget Impact
Forecasts the likely dollar impact on the Annual Budget position. It is important to note that figures in this part are 'indicative only' at the time of reporting, for circumstances may subsequently change.

At the 27 June 2022 Ordinary Meeting, Council adopted the Budget Variations Process Map which was the same as that adopted for FY22. Budget variations are presented to Council for authorisation by 'Absolute Majority' in circumstances where a forecast variation requires a movement from:

- Operating to Capital
- Capital to Capital over \$40,000
- Capital to Operating
- Operating to Operating for amounts greater than 5% or \$80,000 (whichever is greater).



Budget Variation Process Map



DETAILS

Presented as an attachment is the Monthly Statement of Financial Activity for the ten (10) month period ended 30 April 2023.

Capital Carry Forward Program Update

Included in the monthly reports is the status of the capital carry forward program as at the end of April 2023 to tie in with the monthly financials report. This is a historical perspective and the Executive Leadership Team regularly review the current status.

The information provided below has been prepared in the format previously reported and is broken up into the different phases as listed.

Project Delivery Phases

The capital projects in the table below have been categorised into the project phases that each project is in.

The phases are:

1. Planning phase – This phase entails establishing the project team and resources, confirming the project business case, and undertaking the project precedent prior to initiating the project. This may include agency approvals, Council approval, business case modelling and concept design, and in some cases land acquisition and utility service provider advice.
2. Design phase - This phase as it suggests includes the detailed design and specifications for the project, the full project costings, and regulatory approvals.
3. Procurement & Contracts phase – This phase establishes the contracts and resources required to construct and deliver the project and confirms the stages of construction.
4. Construction phase – Effectively the project build and test.
5. Project completion phase – This phase involves acceptance and handover/practical completion and any peripheral works to complete the project which do not form part of the main project.

FY21/22 CFWDS with Funding Source – 30 April 2023			Spend % is actual and committed purchase orders against budget		
	Original Project Budget	Cfwd Budget	Spend	Funding Source	Comments
	\$	\$	%		
Planning Phase					
Landfill Gas Capture	315,300	315,300	4%	Reserve	This project is deferred until FY24
Railway Avenue	2,990,000	2,990,000	0%	Grant/Muni	Design is still on hold as we await advice to see if there is an opportunity to repeat the City of Gosnells' in principle agreement with PTA to work within the rail reserve
Eighth Rd	5,657,300	1,500,000	0%	Grant	Design consultant is progressing well with refining design. The majority of land acquisitions have been completed bar Lot 300 (WP owned block). Service relocation progressing and WP have commenced with 30% complete. NBN, ATCO, Telstra others to follow.
Hawkestone Rd	58,900	56,674	0%	Muni	Design review and land acquisition in progress – construct FY24
Street Lighting New	25,000	21,743	100%	Muni	Completed – final invoices pending
Kelmscott Streetscape	75,000	75,000	0%	Muni	Guidelines being developed with project due to commence in FY24
Champion Lakes Resource Centre	291,000 (Revised Nov 22)	277,678 (Revised)	19%	Reserve	The City has received a revised quote for the Carport structure which aligns to CLRA user group requirements. Options to complete the scope of works for

FY21/22 CFWDS with Funding Source – 30 April 2023			Spend % is actual and committed purchase orders against budget		
	Original Project Budget	Cfwd Budget	Spend	Funding Source	Comments
	\$	\$	%		
					the building are being investigated.
St Francis Xavier Church	100,000	97,000	11%	Muni	City's Development Services are finalising a scope of work for the site's fencing and retaining wall requirements.
Final Cover and Rehab – Landfill	7,280,000	2,000,000	1%	Reserve	DEWR approvals in progress. The project strategy is under review and will be considered in the FY24 Budget
Stereo Armadale Hall	40,000	40,000	63%	Muni	Target completion – Qtr 4 FY23
Basketball Backboards	90,000	90,000	100%	Muni	In line with school holidays, the project will be delivered in the first two weeks of July 2023.
Public Art	100,000	100,000	43%	Muni	Target completion for Derry Ave mural – Qtr 3 FY23
Total Planning Phase	17,022,500	7,563,395			
Detailed Design Phase					
Entry Statement – Forrestdale	24,000	23,760	2%	Muni	Completion in Qtr 4 FY23, subject to manufacturing works
Entry Statement – Kelmscott	24,000	24,000	0%	Muni	Completion in Qtr 4 FY23, subject to manufacturing works
Municipal Reserves	73,400	73,400	0%	Muni	In design currently – completion of works Qtr 4 FY23
Rothery Park	320,000	317,250	0%	Reserve	In design currently – completion of works Qtr 4 FY23
Gwynne Park Pavilion	185,000	160,860	0%	Muni	Design to be completed – second half FY23
Alfred Skeet Oval Pavilion	42,000	133,833	13%	Muni	Design options for the refurbishment are being sourced.
Piara Waters Library	9,240,000 (Revised Mar 23)	2,534,600 (Revised)	15%	Reserve	Geared Construction has been awarded the contract to build the PWL for \$7.88M. Construction started on 8 May 2023 and is programmed to complete late May 2024.
Morgan Park	3,756,500	386,000 (Revised)	99%	Grant	The architect is revising the concept plan to more closely align with the project brief. Construction of the new pavilion likely to start in May 2024 pending design completion in December 2023.
Forrestdale Hub	5,835,000	600,000 (Revised)	85%	DCP/Muni	The concept design was recognised as completed and the hold point lifted, with the design progressing onto the schematic stage. A cost plan estimate, based on the concept, has identified a significant cost increase. This will be assessed in the coming FY as part of the design phase and optioneering.
Drop n Shop Parking and Entrance Road	100,000	100,000	0%	Reserve	Project start date deferred – to be carried forward.
Detailed Design Total	19,599,900	4,353,703			

FY21/22 CFWDS with Funding Source – 30 April 2023			Spend % is actual and committed purchase orders against budget		
	Original Project Budget	Cfwd Budget	Spend	Funding Source	Comments
	\$	\$	%		
Procurement and Contracts Phase					
Gwynne Park	30,000	29,550	100%	Muni	Completed
Neilson Avenue	25,900	25,900	11%	Muni	MRWA has asked for a redesign to accommodate 19m semi-trucks. This has tree and WP asset implications and so this project will continue into FY24. Further advice to follow.
Reg Williams Reserve	120,000	117,806	92%	Muni	Completed
Shipwreck Park	170,000	170,000	100%	Muni	Works have commenced on site with the completion of the structural wall and roof frame. Quotations are being sourced for the required electrical power supply to the new Changing Places Public Toilets.
Procurement Total	345,900	343,256			
Construction Qtr 1 Completion					
Data Connection - landfill	35,500	16,206	0%	Reserve	Completion date pending external service provider
Lina Hart Reserve	45,000	45,000	99%	Muni	Completed
Rosette Park	58,100	58,100	92%	Muni	Completed
Champion Centre solar	100,000	42,702	0%	Muni	Completed
Construction Qtr 1 Completion Total	238,600	162,008			
Construction Qtr 2 Completion					
CCTV – Landfill	33,400	30,500	0%	Reserve	Upgrade CCTV when the new weighbridge has been installed.
Corondale Reserve	674,800	528,513	100%	POS/T	Completed
Gwynne Park	96,500	81,527	80%	Muni	Completed
Ticklie Park	760,300	87,648	13%	POS/T	Project Completed (consolidation period)
Trailer Transfer Area	100,000	52,056	100%	Reserve	Completed
Weighbridge Replacement	380,000	351,146	100%	Reserve	Expected to be completed Q3 FY23
San Jacinta Reserve	35,000	31,800	39%	Muni	Completed
Bedfordale Pavilion	683,000	429,694	100%	Muni	Project Completed
Robot Park	90,000	89,396	75%	Muni	Completed
Construction Qtr 2 Completion Total	2,853,000	1,682,280			
Construction Qtr 4 Completion					

FY21/22 CFWDS with Funding Source – 30 April 2023			Spend % is actual and committed purchase orders against budget		
	Original Project Budget	Cfwd Budget	Spend	Funding Source	Comments
	\$	\$	%		
RK Bush Fire Brigade	5,390,900 (Revised)	4,329,247 (Revised)	98%	Grant and Reserve	The project is almost 50% complete with the project on program to finish in the second quarter of FY23/24.
Completion Phase – Qtr 1					
Armada Road	179,300	116,416	3%	Grant/Muni	Project Completed – funds carried forward were not required
John Dunn Pavilion	3,843,000 (Revised Apr 23)	1,112,342 (Revised)	100%	Muni and Reserve	Works still in progress – architectural and structural engineering scope of works for the entrance rectification works is being finalised and ready for tendering mid June. Options for rectifying the waterproof membrane and concrete cover to the reinforcement is being finalised for the change room decking. Occupation of the lower ground new change rooms, existing store rooms and canteen was opened 2 May 2023.
Palomino Reserve	84,000	65,072	100%	Muni	Construction Phase & 95% work complete. Expecting variations from Western Power. Waiting consultant inspection.
Rotary Park	24,000	7,582	31%	Muni	Completed
Rushton Park	11,900	10,613	100%	Muni	Completed
Trailer Transfer Area	49,400	38,094	82%	Reserve	Works in progress – nearing completion
Westfield Heron Reserve	1,500,100	322,470	80%	Grant	Completed – final invoices pending payment
Warton Rd	904,300	173,300	100%	Muni	Invoice provided by COG
Alderson Park	75,000	51,724	100%	Muni	Completed
Chiltern Estate	100,000	6,862	48%	Muni	Completed
Bronzewing Reserve	75,000	31,492	18%	Muni	Completed
Creyk Park	20,000	16,078	37%	Muni	Project in consolidation
AFAC Solar	722,300	74,471	78%	Grant	Works in progress
Leachate Drainage	50,000	14,124	69%	Reserve	Project start date deferred – to be carried forward.
Site Fencing Landfill	50,000	37,784	59%	Reserve	Project start date deferred – to be carried forward.
Security Landfill	50,000	31,183	58%	Reserve	Project start date deferred – to be carried forward.
Optic Fibre to Depot	210,000	163,020	0%	Muni	Under review
Completion Phase – Qtr 1 Total	7,948,300	2,272,627			
Completion Phase – Qtr 4					
Skeet Rd Planting	345,100	7,529	100%	DCP	Completed
Skeet Rd Consolidated	307,600	41,796	76%	Reserve	Maintenance period extended

FY21/22 CFWDS with Funding Source – 30 April 2023			Spend % is actual and committed purchase orders against budget		
	Original Project Budget	Cfwd Budget	Spend	Funding Source	Comments
	\$	\$	%		
Completion Phase – Qtr 4 Total	652,700	49,325			
Supplier Delay					
Heavy Plant Items	2,864,000	2,864,000	100%	Reserve	All items ordered
Light Fleet Items	1,125,158	1,125,158	90%	Reserve	Most items ordered
Supplier Delay Total	3,989,158	3,989,158			
CFWD PROJECT TOTAL (Revised)		24,744,999			Original carry forward \$18.84M

Rates Debtors

The rates debt data for \$250 and over (excluding pensioners) as produced by the system is provided below. The table provides a summary of the non pensioner ratepayers that at the end of the month have no direct debit or special payment arrangement in place. Focus on the collection of or confirming payment arrangements for these ratepayers is continuing.

Apr-23		Non Pensioner							
		One Year		Two Years		Three + Years		TOTAL	
		#	\$	#	\$	#	\$	#	\$
ALL	Year One	314	401,945	160	336,656	156	334,648	630	1,073,249
ALL	Year Two				208,373		317,257		525,630
ALL	Year Three						480,139		480,139
TOTAL		314	401,945	160	545,029	156	1,132,044	630	2,079,018

Change from last month -10 -\$12,986 -4 -\$14,815 -7 -\$43,719 -21 -\$71,520

YTD Change -663 -\$855,016 -82 -\$262,168 -59 -\$315,926 -804 -\$1,433,110

Sundry Debtors

The 120 day plus category remains at \$1m of which \$0.65m has been referred to the Fines Enforcement Registry. 60 day and 90 day totals are now reduced to levels at approx. \$100k each and collection of these outstanding amounts continues.

OneCouncil Implementation

The Statements as presented once again represent the most accurate information available but may be subject to change as the OneCouncil data processes are still being validated following the remediation work undertaken over the last few months. The revenue transactions are now automated and reconciliations are able to be performed on a timely basis going forward.

RECOMMEND

That Council pursuant to Regulation 34 of the *Local Government (Financial Management) Regulations 1996* (Financial Activity Statement Report) accept the Statement of Financial Activity for the ten (10) month period ended 30 April 2023; and:

- i. Note that there are reportable actual to budget material variances for the period**
- ii. Note the \$281.30 small rates debts written off under Primary Delegation 1.0 and Secondary Delegation CORPS 1.1.**

ATTACHMENTS

1. [Small Balance Rates Interest Written Off - April 2023](#)
2. [Statement of Financial Activity - April 2023](#)

1.3 - ADOPTION OF VALUE FOR REPORTING MATERIAL VARIANCES

WARD : ALL
FILE No. : M/230/23
DATE : 28 April 2023
REF : MH
RESPONSIBLE : Executive Director
MANAGER : Corporate Services

In Brief:

- Each financial year Council is required to set a value for reporting material variances in monthly statements of financial activity.
- This report recommends that the values adopted by Council for the current 2022/23 financial year remain unchanged for the coming 2023/24 financial year, ie:
 - Revenues – Material variances will be identified, where the actual varies to budget by an amount of (+) or (-) \$100,000.
 - Expenses – Material variances will be identified where the actual varies to budget by an amount of (+) or (-) \$100,000.
- This report also recommends that the reporting thresholds for budget variations be approved. These have increased as to what was adopted in the current financial year.

Tabled Items

Nil.

Decision Type

- ☐ **Legislative** The decision relates to general local government legislative functions such as adopting/changing local laws, town planning schemes, rates exemptions, City policies and delegations etc.
- ☒ **Executive** The decision relates to the direction setting and oversight role of Council.
- ☐ **Quasi-judicial** The decision directly affects a person's rights or interests and requires Councillors at the time of making the decision to adhere to the principles of natural justice.

Officer Interest Declaration

Nil.

Strategic Implications

Outcome 4.1: Strategic Leadership and effective management

4.1.2 Develop and maintain a comprehensive suite of strategies and plans to guide the City's delivery of infrastructure and services to the community.

4.3.1 Undertake strategic financial planning to ensure that appropriate services are effectively delivered, assets are efficiently managed and renewed, and funding strategies are equitable and responsible.

Legal Implications

The *Local Government Act 1995* states that:

2.7. Role of council

(1) The council —

- (a) governs the local government's affairs; and*
- (b) is responsible for the performance of the local government's functions.*

(2) Without limiting subsection (1), the council is to —

- (a) oversee the allocation of the local government's finances and resources; and*
- (b) determine the local government's policies.*

6.8. Expenditure from municipal fund not included in annual budget

(1) A local government is not to incur expenditure from its municipal fund for an additional purpose except where the expenditure —

- (a) is incurred in a financial year before the adoption of the annual budget by the local government; or*
- (b) is authorised in advance by resolution*; or*
- (c) is authorised in advance by the mayor or president in an emergency.*

** Absolute majority required.*

The *Local Government (Financial Management) Regulations 1996* – Regulation 34 Clause 5 – states:

Each financial year, a local government is to adopt a percentage or value, calculated in accordance with AAS (Australian Accounting Standards), to be used in statements of financial activity for reporting material variances.

AASB 1031 (Australian Accounting Standards Board) relates to the issue of materiality. Whilst there are a number of factors associated with materiality, the notion of materiality influences whether an item or an aggregate of items is required to be recognised, measured or disclosed in accordance with the requirements of an Australian Accounting Standard.

Council Policy/Local Law Implications

Nil.

Budget/Financial Implications

Nil.

Consultation

- Accounting advisors
- Other local governments.

BACKGROUND

Each year Council is required to adopt a percentage or value for the purposes of reporting material variances in the (Monthly) Financial Activity Statement. This value or percentage is then used throughout the financial year to identify potential instances where actual revenues and expenditures may not be in keeping with Council's budget. The early identification of potential budget variances can assist in better utilisation and allocation of Council funds and resources.

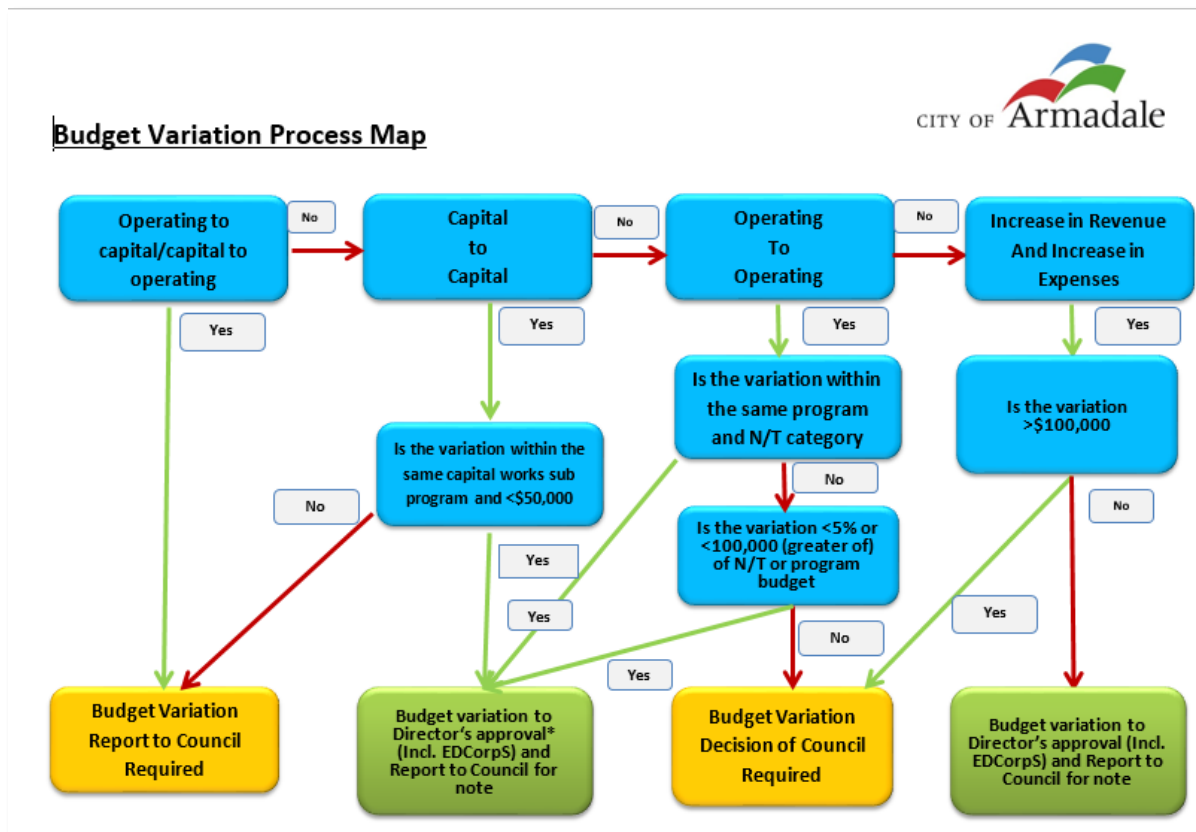
For the current 2022/23 financial year, Council adopted the following material variance factors:

- i) Revenues – Material variances will be identified where, for each Management Area, for the period being reported, the actual varies to budget by an amount of (+) or (-) \$100,000.
- ii) Expenses – Material variances will be identified where, for each Management Area, for the period being reported, the actual varies to budget by an amount of (+) or (-) \$100,000.

The values chosen are believed to provide a good indication of variances to budget that require closer examination, and if necessary, remedial action. The values as proposed have worked well for the identification of potential variances in the past, and are, from a financial management perspective, felt to adequately serve the purpose for which they are resolved.

The Annual Budget is a financial estimate of expected revenues and expenditures and inevitably, variations do arise largely due to economic factors. During the year, budget variations may be necessary to reallocate budgets within services and manage the overall financial position, or to respond to changes in the economy. This is a critical financial management process that requires endorsement by the Council in the exercise of its duty under s2.27(2)(a) of the *Local Government Act 1995*.

The following budget variation process map is submitted to Council for endorsement. The circumstances in which a budget variation is submitted to Council is outlined in the process and a general threshold of \$100,000 is included. This has increased from \$80,000 adopted last year and is now at the same level as the material variance threshold recommendation.



Variations will be presented to Council for authorisation by “Absolute Majority” in circumstances where a forecast variation requires a movement from:

- Operating Expense to Capital Expense or vice versa
- Capital to Capital where the variation is over \$50,000 but within the same capital works sub program
- Capital to Capital where funds are moved from one sub program to a different sub program
- Operating to Operating for amounts greater than 5% or \$100,000 (whichever is greater) or where any funds are moved to a different operating program and nature and type
- Capital programs where the scope of works has changed from that originally approved by Council

The proposed budget variation process map facilitates budget management at the Council and officer level. Specific to capital works, where a capital to capital variation is requested, if the capital works job is within the same sub program (for instance footpaths), then the respective Director can amend the budget between capital jobs to accommodate variations for unforeseen circumstances, up to \$50,000. This has increased from \$40,000 to reflect the increased cost of materials and labour that is currently being experienced and expected to continue somewhat into FY24. Importantly, this does not permit any new jobs or extended scope of works beyond the scope which was originally approved.

The Chief Executive Officer is authorised to approve amendments to capital budgets that are fully funded by external sources and that require an increase cost, commensurate with an increase in funding, but do not necessarily change scope. This caters for circumstances where Developer Contribution Works (which are pre-approved by Council) can be varied in terms of timing of delivery, if required.

COMMENT

Taking into account the commentary held in AASB 1031 (Materiality), the understood intent for which the material variances values are intended to serve and the successful use of these values from past financial years, it is proposed that the same values of \$100,000 be used again in the 2023/24 financial year.

For instances where Budget Variations are required to accommodate business and operational changes, the Budget Variation process with the proposed amended threshold amounts, will be applied.

RECOMMEND

That Council, pursuant to Regulation 34(5) of the *Local Government (Financial Management) Regulations 1996*, adopt the following values for reporting material variances and budget variations in the monthly Statements of Financial Activity during the 2022/23 financial year. There is no change recommended to the material variances threshold, a \$10,000 increase from \$40,000 to \$50,000 for Capital to Capital Budget Variations and \$80,000 to \$100,000 for Operating to Operating Budget Variations from the previous year, ie:

- 1. Revenues - material variances will be identified where, for each Management Area, for the period being reported, the actual varies to budget by an amount of (+) or (-) \$100,000.**
- 2. Expenses - material variances will be identified where, for each Management Area, for the period being reported, the actual varies to budget by an amount of (+) or (-) \$100,000.**
- 3. Authorise the Chief Executive Officer to vary the budget, except in the following circumstances, which require the proposed variations to be presented to Council for authorisation by “Absolute Majority”:**
 - Capital to Operating or vice versa**
 - Capital to Capital, unless:**
 - the value is less than \$50,000 within the same sub program and does not extend the original scope of works approved; or**
 - The increases to a capital budget is fully funded by external sources and is commensurate with an increase in funding, and does not necessarily change scope**
 - Operating to Operating for amounts greater than 5% or \$100,000 (whichever is greater) or where funds are moved to a different program and nature and type**
 - Where no budget is provided for an additional purpose (s6.8 of the *Local Government Act 1995*)**

ATTACHMENTS

There are no attachments for this report.

*****2.1 - CORPORATE SERVICES DIRECTORATE - REVIEW OF DELEGATIONS***

WARD : ALL

FILE No. : M/278/23

DATE : 17 May 2023

REF : DB

RESPONSIBLE : Executive Director
MANAGER Corporate Services

In Brief:

- On 25 July 2022 Council undertook a review of delegations to the CEO (under the Local Government Act, Dog Act, Cat Act) to ensure compliance with the requirements of enabling legislation.
- This review was made on the premise that a detailed review and update of the City's delegations would occur in time for the subsequent 12 month milestone.
- The detailed review is being presented in tranches. Tranche 1 of that detailed review is complete and delegations relevant to Corporate Services Directorate functions are presented for consideration.
- Recommend that Council adopt the delegations as attached to this report.

Tabled Items

Nil.

Decision Type

- ☒ **Legislative** The decision relates to general local government legislative functions such as adopting/changing local laws, town planning schemes, rates exemptions, City policies and delegations etc.
- ☐ **Executive** The decision relates to the direction setting and oversight role of Council.
- ☐ **Quasi-judicial** The decision directly affects a person's rights or interests and requires Councillors at the time of making the decision to adhere to the principles of natural justice.

Officer Interest Declaration

Nil.

Strategic Implications

4.1. *Develop organisational frameworks to achieve consistency, transparency and clarity of decision making processes.*

Legal Implications

Delegations of authority are made using enabling legislation (in this case, the *Local Government Act 1995*) to allow Officers to exercise functions and powers that would otherwise be required to be exercised by Council.

Section 5.46(2) of the *Local Government Act 1995* (Act) requires delegations made under the Act to be reviewed at least once by the delegator in every financial year.

Council Policy/Local Law Implications

New and revised delegations should not alter the ability of the City to use local laws or policies. Some policies may require an administrative amendment to reflect a change in the name of a delegation; however, the heads of power remain the same.

Budget/Financial Implications

Nil.

Consultation

- Directorate Managers
- Chief Executive Officer
- ELT
- External legal services provider in some cases.

BACKGROUND

At Council's meeting on 25 July 2022, Council reviewed, for the purposes of compliance with section 5.46(2) of the Act, section 47 of the *Cat Act 2011* and section 10AB(2) of the *Dog Act 1976*, all of the City's delegations of authority from Council to the CEO (CS36/7/22).

This followed an in-depth review commenced by the Standing Order House Advisory Group (SOHAG) in 2020 which ultimately recommended to Council to review, amend or approve a number of delegations (both existing and new) that covered a range of functions and business areas. Fifty two (52) in total were subject to review.

The review of the delegations by Council was made on the premise that a detailed assessment of the City's remaining existing delegations would continue to be conducted. This would allow the City to account for changes in legislation, address any anomalies or issues with current delegations, and any operational gaps in functions and powers that are delegated.

Due to the timing of the review falling due by the end of this financial year to achieve compliance with the Act, it will not be possible for SOHAG to review the delegations and still allow the City to be compliant with legislative requirements. Consequently, the delegations are presented to committees for consideration and recommendation to Council.

DETAILS OF PROPOSAL

As noted earlier, Council's review on 25 July 2022 was for the purpose of satisfying the compliance requirements of the enabling legislation behind those delegations where review by the delegator is required on an annual basis. It did not constitute a detailed review to evaluate the efficacy of each instrument, however, it was understood that this was to be done in time for the next review anniversary.

Since then, a wide ranging assessment of the City's remaining existing delegations that had not been subject to a detailed review has now been conducted and benchmarked against other local governments in the Perth metropolitan area, as well as against templates provided by the Western Australian Local Government Association (WALGA). Legislative requirements were reviewed, and where necessary, advice obtained from external legal service providers on particular powers and the delegable status of those powers.

This assessment eventually led Officers to form the view that for the remaining delegations that had not been reviewed, the City's existing delegation structure, and many individual delegations, were no longer fit for purpose and did not reflect current industry practice or legislative requirements.

In addition, the system administrators of the cloud-based Attain system, which the City uses to manage its delegations (amongst other functions) have provided an updated and improved delegated authority template to better demonstrate functions and powers that have been delegated, in detail. This was in response to requests from the City for a better template to serve a more contemporary approach to making and managing instruments of delegated authority. It was viewed as an opportunity to make a generational change to the City's instruments of delegation and improve their utility.

Where more than one delegation is identified that has the same head of power, generally a single replacement is proposed combining them. The remaining delegations are proposed to be replaced like-for-like with a version using the updated format.

The delegations are proposed to be dealt with in the following way:

Tranche 1 – delegations that require annual review. *Local Government Act 1995, Cat Act 2011, Dog Act 1976*. Delegations in this Tranche to be presented to the respective Committees responsible for the function being administered.

Tranche 2 – all other delegations that do not require an annual review. This will include Development Services delegations and *Bush Fires Act 1954* delegations. Delegations in this Tranche are still being assessed, with internal consultation ongoing.

Draft delegations for the Corporate Services Directorate, as well as specific delegations to the CEO, are attached to this report numbering 14 in total. It is proposed that these delegations will replace existing delegations as follows.

Local Government Act 1995 Delegations – Council to CEO

1.1.1 - Appointment of Acting Chief Executive Officer. Replaces “Appointment of Acting Chief Executive Officer”. This is essentially a carryover of the existing delegation into the new format.

1.1.2 - Local Government Act 1995 - legal proceedings. Replaces “Action, notices, proceedings, prosecutions and withdrawals – *Local Government Act 1995*”. The proposed replacement specifies the local government’s ability to undertake proceedings pursuant to the Act and the *Criminal Procedure Act 2004*, and sets out the functions that may be undertaken, in detail.

1.1.16 - Expressions of interest for goods and services. Replaces “Procurement of Goods and Services”. A new approach for delegation of procurement functions is proposed. Currently, all procurement functions (encompassing tenders, EOIs, and panels of preferred suppliers) is contained in a single instrument. It is proposed to split the functions into three new delegations. It is considered this will be beneficial to allow more specific sub-delegation of core procurement functions, and make it easier for Officers to understand the functions that are delegated. The three procurement delegations proposed are based on WALGA templates, however they carryover much of the functions of the City’s existing procurement delegation, with greater detail added. This change will not impact Council’s recent review of the Procurement of Goods and Services Policy (CS13/4/23) other than some terminology changes to reflect the titles of new delegations.

1.1.17 - Tenders for goods and services. As above. New delegation to replace (in part) the existing procurement delegation.

1.1.18 - Panels of pre-qualified suppliers for goods and services. As above. New delegation to replace (in part) the existing procurement delegation.

1.1.21 - Payments from municipal and trust funds. Replaces “Payments from Municipal and Trust Funds”. A carryover of the existing delegation in an updated format.

1.1.22 - Defer, write off, grant a concession or authorise a waiver for monies owing. Replaces “CORPS 1.0 Defer, write off, grant a concession or authorise a waiver for monies owing” and “CORPS 12.0 Waive or grant concessions for promotional activities in recreation centres”. This proposes to combine two delegations with the same power into one. Whilst it is acknowledged these two delegations may have been developed for different reasons, the head of power in both is the same, making one redundant.

This proposed delegation contains, as per CORPS 1.0, the ability to write off any amount of money [Act, s. 6.12(1)(c)], but contains the restriction of the Act where the local government cannot grant a waiver or concession for a rate or service charge.

1.1.23 - Power to invest and manage investments. Replaces “Power to Invest” and is a carryover of the existing delegation with added detail in respect of the relevant requirements of the Act.

1.1.24 - Rate record amendment. Replaces “CORPS 9.0 Rate Record Amendment” and is a carryover of the existing delegation with added detail in respect of the relevant requirements of the Act.

1.1.25 - Agreement for payment of rates and service charges. Replaces “Administration of Rates Assistance & Financial Hardship Policy”, “Administration of A Smarter Way to Pay Policy” and “CORPS 2.0 Agreements for Payments”. Delegations for implementing policies are not required. Officer opinion is that such an arrangement creates a misconception that the lawful source of authority comes from the policy, not a delegation of authority from Council. The delegation is required to delegate the source of authority from the Act to make an agreement with a person for the payment of rates or service charges [Act, s. 6.49]; the policy merely places guidelines around the circumstances in which this will be done. The proposed draft delegation resolves this and references the existing policies.

This delegation also supersedes the functions of CORPS 2.0 as it has the same head of power, and refers to the City’s existing policies.

1.1.26 - Determine due dates for rates or service charges. Replaces “CORPS 10.0 Determine Due Date for Rates or Service Charges” and is a carryover of the existing delegation with added detail in respect of the relevant requirements of the Act.

1.1.27 - Rate Record – Objections. This is a proposed new delegation that does not currently exist at the City and is based on the WALGA template. It provides the authority to deal with an objection from a person to a rate record entry that concerns the person or rateable property the person owns.

1.1.29 - Contract formalities. This is a proposed new delegation using a WALGA template to give the CEO the authority to sign and deal with contracts, and contract variations, including all administrative actions relating to same.

Local Laws Delegations – Council to CEO

2.1.2 – Administration of City of Armadale Local Laws. Replaces “Administration of Local Laws”. Change: lists the local laws to be administered and the functions that are excepted, in detail.

In addition to the proposed new and replacement delegations, there are a number that are recommended for deletion legislative change has now superceded them. These are:

CORPS 19.0 COVID-19 Pandemic. On 4 November 2022 the State Government ended Western Australia’s COVID-19 State of Emergency. This had the effect of terminating a range of legislated powers relating to powers of government departments and local governments to undertake activities that related to, or were affected by, the State of Emergency. Accordingly, this delegation is no longer required.

NEW TBC Give local public notice of changes to scheduled Council or Committee meetings. The *Local Government Regulations Amendment Regulations (No. 2) 2020* amended regulation 12 of the *Local Government (Administration) Regulations 1996* and made this a function of the CEO. Accordingly the delegation is now redundant and should be revoked.

NEW TBC Appointment of Authorised Persons/Authorised Officers. This delegation is now redundant as the function has been devolved to the CEO by section 9.10(2) of the Act. The CEO has the ability to appoint authorised persons for the purposes of one or more laws specified by s. 9.10(1). Those specified laws are:

- (a) the *Local Government Act 1995*
- (b) the *Caravan Parks and Camping Grounds Act 1995*
- (c) the *Cat Act 2011*
- (d) the *Cemeteries Act 1986*
- (e) the *Control of Vehicles (Off-road Areas) Act 1978*
- (f) the *Dog Act 1976*
- (g) subsidiary legislation made under an Act referred to above, which includes regulations and local laws
- (h) a written law prescribed by regulations (none are so prescribed).

The appointment of Poundkeepers was dealt with by a dedicated delegation presented to Community Services Committee, as it appears that function is not one encompassed by s. 9.10(2) of the Act.

Delegations requiring further review

As part of the overall assessment of delegations, a number have been identified that require further detailed assessment. These are:

- 1. CORPS 11.0 Disposal of Property**
- 2. CORPS 6.0 Legal Representation for Councillors and Employees**
- 3. CORPS 7.0 Recognition of Service by Councillors**
- 4. NEW TBC Action, notices, proceedings, prosecutions and withdrawals – any other written law**
- 5. DS 3.0 Sale of Land Assets**
- 6. DS 27.0 Execution of Documents – Landgate**
- 7. NEW TBC Authorised to sign Memorandums of Understanding**
- 8. NEW TBC Planning, building and other development related applications where the City is the applicant/land owner**

These delegations are enclosed as a separate attachment to this report. Whilst Council is requested to review the above delegations for the purposes of compliance with the Act, new or redrafted replacements are not presented at this time because the function, and any policies associated with them, will require further detailed assessment. The results of this assessment will be presented to Council when complete.

COMMENT

Council will note the proposed new and replacement delegations have new designator numbers as well. Whilst these may, on the face of it, seem to have no real coherent sequence as shown in this report, eventually, once all delegations have been adopted they will all form part of a revised Register of Delegations that will be structured like a piece of legislation, with the delegated powers being separated by their respective heads of power. All will be numbered sequentially with sub-delegations similarly separated by head of power and sequential numbering.

Council is requested to adopt the delegations that are presented, with any such desired modifications as the case may be, and specify that the delegations do not come into effect until a future date, in this case, 7 August 2023.

The reason for this is to allow time for Officers to create sub-delegations for approval by the CEO, so that the sub-delegations are able to come into effect at the same time as the principal delegations. This is necessary due to the changes proposed in the attached drafts and the fact that if adopted, existing delegations are required to be repealed. Consequently, any sub-delegation made under a current delegation will cease to have legal effect as its source of authority will no longer exist.

Section 59(1)(b) of the *Interpretation Act 1984* provides broad discretion to a delegator when making or granting a delegated power. Notwithstanding the technical requirements of the Act when making a delegation, section 5.45(1)(a) of the Act itself appears to grant Council the ability to delegate its authority in the manner proposed, particularly when a limitation of time is involved:

“(a) a delegation made under this Division has effect for the period of time specified in the delegation or where no period has been specified, indefinitely...”

Council can, therefore, specify a period of time when the delegations come into effect, in its resolution.

OPTIONS

1. Adopt the draft delegations attached, and revoke the existing delegations as recommended.
2. Not adopt the delegations and request additional information or explanation on them. The City will still be compliant with the annual review requirement of section 5.46 of the Act, as Council will have made a decision to accept or not accept the draft delegations.

CONCLUSION

The assessment and revision of the attached delegations and the overarching process involved represents a significant body of work to overhaul the City's delegation structure and bring about a contemporary change to how the City makes and exercises its functions and powers.

For all practical purposes, little will change for Officers in the course of their day to day duties and the powers delegated are the same as those used currently. What these changes will do is improve transparency around how Council delegates, and what specific legislative functions are delegated, whilst creating a clear and unambiguous link between the legislation through to the proper exercise of a power.

RECOMMEND

That Council:

In accordance with section 5.42(1) of the *Local Government Act 1995*, delegate to the CEO the exercise of the powers and duties prescribed in the instruments of delegation specified by Attachment 1 of this report, and that –

- 1. Pursuant to section 5.45(1)(a) of the *Local Government Act 1995*, the instruments of delegation have effect from 7 August 2023;**
- 2. Upon the coming into effect of the instruments of delegation on 7 August 2023, and in accordance with section 5.45(1)(b) of the *Local Government Act 1995*, instruments of delegation specified by Attachment 2 of this report are revoked in their totality;**
- 3. Note that, for the purposes of compliance with section 5.46(2) of the *Local Government Act 1995*, the following delegations are reviewed and further assessment is required –**
 - a) CORPS 11.0 Disposal of Property**
 - b) CORPS 6.0 Legal Representation for Councillors and Employees**
 - c) CORPS 7.0 Recognition of Service by Councillors**
 - d) NEW TBC Action, notices, proceedings, prosecutions and withdrawals – any other written law**
 - e) DS 3.0 Sale of Land Assets**
 - f) DS 27.0 Execution of Documents – Landgate**
 - g) NEW TBC Authorised to sign Memorandums of Understanding**
 - h) NEW TBC Planning, building and other development related applications where the City is the applicant/land owner**
- 4. Authorise the CEO to correct any identified minor grammatical, formatting or punctuation errors to the delegations once adopted, provided the correction does not represent a change to the function or power delegated.**

ABSOLUTE MAJORITY RESOLUTION REQUIRED

ATTACHMENTS

- 1. [DRAFT](#) Corporate Services Directorate delegations**
- 2. [CURRENT](#) Corporate Services Directorate delegations**
- 3. [Delegations](#) requiring further review**

3.1 - PROJECT MANAGEMENT FRAMEWORK - UPDATE

WARD : ALL
FILE No. : M/292/23
DATE : 22 May 2023
REF : TC/JP
RESPONSIBLE : Executive Director
MANAGER : Corporate Services

In Brief:

- The project management framework has been developed into a guidance document, processes and templates to meet business requirements.
- Change management and training has commenced to give embedment in the organisation the best chance for success.
- Recommend that Council note the contents of this update report.

Tabled Items

Nil.

Decision Type

- ☐ **Legislative** The decision relates to general local government legislative functions such as adopting/changing local laws, town planning schemes, rates exemptions, City policies and delegations etc.
- ☒ **Executive** The decision relates to the direction setting and oversight role of Council.
- ☐ **Quasi-judicial** The decision directly affects a person's rights or interests and requires Councillors at the time of making the decision to adhere to the principles of natural justice.

Officer Interest Declaration

Nil.

Strategic Implications

- 4.1.3.8 Embed a project management approach to service delivery throughout the organisation.

Legal Implications

Nil.

Council Policy/Local Law Implications

Nil.

Budget/Financial Implications

Nil.

Consultation

- Intra Directorate
- Inter Directorate
- Other local governments and organisations.

BACKGROUND

Project delivery holds significant importance within the City as it is a crucial component of its core functions and business activities. By successfully executing projects, the City is able to enhance the public value provided to the community through the introduction of new and improved services, facilities, and infrastructure. With a diverse range of projects being undertaken, spanning across the 160+ City services, as well as a capital investment program with an annual budget of approximately \$30-\$35 million, effective project management becomes imperative.

The City acknowledges the benefits of adopting a structured approach to project management and delivery, recognising its potential to minimise risks and maximise value throughout the various stages of project implementation. As a result, the development and integration of a tailored Project Management Framework (PMF) into the City's operations has been identified as a key action in the Corporate Business Plan. This is emphasised in importance as a Key Performance Indicator for the CEO, highlighting the organisation's commitment to effective project management and delivery. This strategic initiative aims to establish a standardised and efficient framework that aligns with the City's goals, ensuring optimal project outcomes and delivering maximum value to the community.

ANALYSIS

Project Management Current Practice

The City is currently engaged in several high value and high profile projects that are either in progress or in the early stages of development. These projects encompass a wide range of complexities and risks, which are currently not governed by a standardised and recognised approach within the organisation.

Resources and Lessons Learnt

The City proactively collaborated with other organisations to examine their diverse approaches to the development and integration of project management practices. This collaborative effort provided valuable insights and lessons learned regarding successful implementation strategies and potential pitfalls to avoid.

Business Requirements

In order to effectively understand and meet the needs of the organisation, thorough efforts have been made to gather comprehensive business requirements. This process involves engaging with stakeholders from various departments and levels of the organisation to identify and document the specific needs, objectives, and desired outcomes related to the PMF.

Framework Development

The development and integration of the PMF have been carried out using a design, build, and test model, ensuring a thorough and iterative approach. As part of this process, several scenario pilot projects have been undertaken to validate and refine the framework. These pilot projects have covered a range of key project types, including major capital projects in the community infrastructure domain, minor capital projects focusing on footpath upgrades, IT initiatives related to application development, and program-level projects addressing social priorities.

The scenario pilot projects have served as practical test cases for the PMF, allowing project teams to apply the framework in real-world settings and assess its effectiveness. Through these pilot projects, valuable insights have been gained, and any necessary adjustments or enhancements have been made to the framework. This iterative approach has ensured that the PMF is tailored to the specific needs and requirements of the organisation and its diverse project portfolio.

Organisational Integration

Presently, the City's program manager is collaborating with project managers across the organisation to incorporate the PMF into both ongoing and newly initiated projects. This collaborative effort extends to various projects including the Culture Roadmap Program of Works, Piara Waters Library, Forrsetdale Hub, Community Infrastructure Strategy, and Regulation 17 actions, among others. This process involves providing guidance and enhancing the organisation's capabilities to align with the progressive approach adopted for the PMF implementation.

Growth and Improvement

The PMF approach has been intentionally designed to facilitate the growth and advancement of organisational maturity in project management. It recognises that project management practices and capabilities evolve over time, and aims to provide a structured path for continuous improvement.

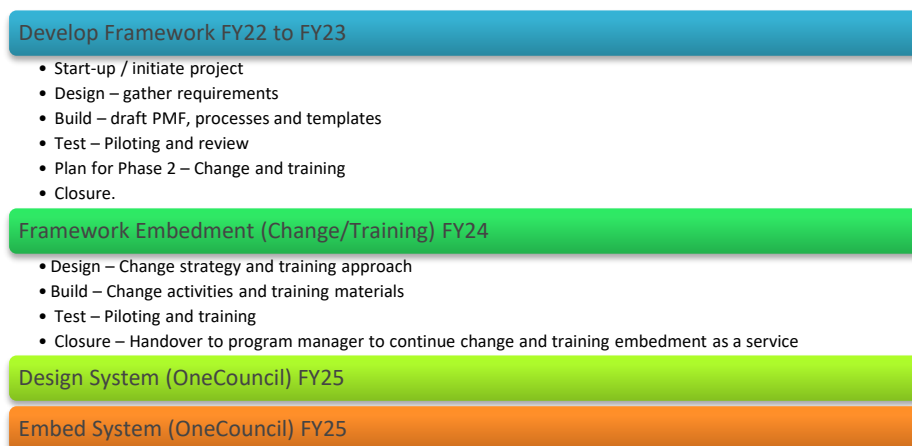
COMMENT

What is a Project Management Framework?

The Project Management Framework (PMF) is a structured and comprehensive approach to project management, based on the PRINCE2 methodology with tailored elements specific to the organisation's needs. It provides a standardised set of principles, processes, and practices to guide project planning, delivery, and control. The PMF serves as a roadmap for project managers and teams, ensuring consistency and alignment across projects within the organisation.

The PMF encompasses key components such as project governance, stages, reporting requirements, and change management processes. It outlines the roles and responsibilities of project stakeholders, defines project objectives and scope, establishes project controls and monitoring mechanisms, and outlines the approach for risk management and quality assurance.

Staged Delivery Program for the PMF



What has been produced in this financial year?

Phase 1- Develop Framework

- Stage 1, encompassing the start-up and project initiation, was concluded in December 2021. During this stage, fundamental planning documents, including the project brief and initiation documentation, were developed to establish the project for successful delivery and implementation.

- Stage 2, which focused on gathering business requirements, reached its completion in March 2022. This stage resulted in the compilation of a comprehensive and informative list of requirements, which were categorised and utilised as the foundation for tailoring the PMF in the subsequent stage.
- Stage 3, marked the commencement of the PMF build, which reached its conclusion in December 2022. This stage involved the development of an initial draft of the PMF guidance document, along with the creation of processes and templates. These deliverables were based on and validated against the previously gathered business requirements.
- Stage 4, the piloting and review phase of the initial PMF draft was initiated, reaching its completion in April 2023. By piloting the draft with key subject matter experts within the organisation, we successfully tested the effectiveness and robustness of the guidance document, processes, and templates. Valuable feedback was received, allowing us to refine the PMF into a final draft that is tailored to meet its intended purpose. The revised final draft was further reviewed by the executive leadership team, incorporating their feedback and making necessary updates.

The City's communication and marketing team successfully created a published version of the final draft PMF, which was carefully reviewed and updated by the project team.

What are we planning to do over the next few years?

Next year

- The project will focus on the development of a comprehensive change strategy and training approach. These key components will serve as a roadmap for successfully implementing and integrating the PMF into the organisation's culture.
- The change strategy will be aligned with the progressive approach to change management adopted by this project. This will involve live piloting of the PMF with our project managers in both ongoing and upcoming projects.
- Training platforms and materials will be created to cater to a wide range of employees, including new starters as well as project managers. These resources will focus on building capabilities and ensuring that all employees have a clear understanding of the City's expectations regarding project management and delivery, as outlined in the PMF.

Future years

- The City's Program Manager will remain actively involved within the organisation to drive change and training initiatives, aiming to enhance capabilities and foster the growth of project management maturity.
- The design phase of the Onecouncil project will be initiated, which will include the project lifecycle management (PLM) module. This module will serve as the foundational system for project management within the organisation, aligning with the City's PMF.
- The Onecouncil project team with the assistance of the Program manager will work to establish and embed the PLM module in to the organisation as the primary project management tool.

Benefit Realisation

Implementing a PMF in the City yields several advantages, fostering a more productive and efficient organisation that prioritises informed decision-making and actively strives for project success. The following table highlights the key benefits of a PMF:

Benefits of a Project Management Framework (PMF) in The City of Armadale	
Enhanced project planning and control	
Improved resource allocation and utilisation	
Streamlined communication and collaboration	
Mitigated risks and proactive issue management	
Consistent project delivery and quality assurance	
Increased stakeholder satisfaction and engagement	
Optimised use of available resources and budget	
Better alignment of projects with strategic organisational goals	

The benefits in the City also positively impact council members in several ways. It provides them with the necessary tools, information, and processes to function more effectively. These impacts are illustrated in the table below:

Benefit Area	Description	Measurable Impact
Enhanced Decision-Making	Council members have access to accurate and up-to-date project information, enabling informed decisions based on reliable data and insights.	Decrease in project requiring midyear budget reviews Decrease in the amount of carry forward project in future years
Increased Transparency	Visibility into project progress, timelines, and resource allocation, fostering accountability and ensuring council members are well-informed about project status.	Increased confidence in the organisation's capability to deliver Increase confidence when communicating with the community
Improved Governance	Standardised processes and procedures in the PMF align projects with organisational goals, regulatory requirements, and best practices, resulting in effective oversight and governance by council members.	Increase in the achievement of measures detailed in the strategic community plan Increased confidence that project success can be achieved
Efficient Resource Allocation	Council members can optimise project prioritisation by understanding resource utilisation in the organisation. Through this the yearly delivery portfolios and programs are sized to be achievable with the resources available to the organisation.	Increase in project success Decrease in carry forward projects Decrease in staff turnover due to being over capacity Capital investment is right sized to an achievable portfolio and program. Increase in the effectiveness of the City's Investment portfolio.
Risk Management	The PMF includes robust risk management processes that enable council members to identify, assess, and mitigate strategic risks associated with Key and complex projects, minimising	Increased alignment to the City's Risk appetite Decrease in the City's exposure to risk that is not controlled

Benefit Area	Description	Measurable Impact
	negative impacts and protecting the interests of the council and community.	Increased in decision making based on appetite for risk
Improved Collaboration	The PMF fosters collaboration among council members, the community, project teams, and stakeholders through clear communication channels, effective teamwork, and information exchange, enhancing overall project outcomes.	Decrease in carry forward project Increase in proactive correct action taken for projects failing to meet defined tolerances (time, budget, risk, quality) Increase in community satisfaction with communication Increase in alignment to community expectation
Community Impact	Well-implemented PMF ensures efficient, timely, and budget-conscious project delivery, resulting in the timely provision of services, infrastructure, and improvements that positively impact the community and enhance residents' quality of life.	Increase in the achievement of measures detailed in the strategic community plan

CONCLUSION

The project management framework project is nearing completion of the development phase and is being integrated into the organisation. The purpose of this report is to provide an update on the roadmap that will serve as a guide going forward. In order to sustain progress, it is essential to identify and understand the change management and training needs for the upcoming second year. The specific paths the organisation will pursue will be determined by the availability of resources and the organisation's capacity to actively engage in the process.

RECOMMEND

That Council note the update report on the Project Management Framework project.

ATTACHMENTS

1. [Project Management Framework - Project Lifecycle](#)
2. [Project Management Framework Manual](#)

3.2 - ANNUAL BUDGET - RATES (REFERRAL ITEM)

At the Council meeting held on Monday, 24 April 2023, Cr S Peter referred the following matter to the Corporate Services Committee.

That the matter of a report on the preparation of the 2024/25 Budget based on the zero rate rise to ease the inflationary pressure on residents be referred to the Corporate Services Committee.

Comment from Cr S Peter

As inflation rose higher than expected, living costs have significantly impacted Australians in many areas. The majority of the residents of the City of Armadale are middle income earners, and they are experiencing the consequences of the high cost of living due to unprecedented inflation and lower wage growth.

As per available data, the City has made a \$3.2M surplus in FY2022 with 7.4% WA CPI and 6.4% WALGA LGCI. So, I request that a report on the zero percent rate increase this year (FY2024) to reduce the inflationary pressure on its residents be presented to Council.

Officer Comment

The basis for Council's review and position on service cost and rate increases is set out in the Long Term Financial Plan, Rating Strategy and the Rating Objects and Reasons report.

Council reports refer:

- Long Term Financial Plan (LTFP) – 2024 – 2043 (CS61/12/22)
- Year End Financial Position – 30 June 2022 (CS62/12/22)
- Review of 2022/23 Annual Budget (CS12/4/23)
- Notice of Intention to Impose Differential Rates 2023 (Special Council Meeting 29 May 2023)

More recently, Councillor workshops on the financial strategies, scenarios and assumptions; and the Rates for FY24 have informed Councillors to help their decision making.

Council has also considered a report of the FY22 Budget Surplus, which set out the reasons that the budget concluded with a surplus. Report *Year End Financial Position – 30 June 2022* (CS62/12/22) refers.

Council decided:

“That Council:

- 1. Note the report of the year end position (subject to final audit) and the resulting surplus of \$3,202,000.*

2. Pursuant to section 6.8 of the Local Government Act 1995, amend* the adopted 2022/23 Annual Budget as follows:

a) the net current asset position brought forward to provision for:

Closing Surplus (Net Current Asset Position)	\$16,029,223
--	--------------

Less:

1. Projects Carry Forwards	-\$7,223,888
2. Financial Assistance Grant, Paid in Advance	-\$2,997,306
3. Performance based Workers Compensation Reserve transfer	-\$365,000
4. Previously Unallocated FY21 Surplus	-\$2,273,673

Plus Projects in Progress:

5. Roleystone Theatre - Loan Funds to be drawn down	\$38,848
6. OneCouncil Project - Loan Funds unspent	-\$6,204

Year End Surplus	\$3,202,000
------------------	-------------

3. The FY22 surplus is to be considered by Council following financial planning and budgeting workshops to discuss options.
4. Note that the balance of the FY21 surplus is set aside in the Future Projects reserve and any allocations of those funds as determined by Council, will be reported to Council through the monthly financial statements report.
5. Note that the FY22 surplus and any allocations of those funds as determined by Council, will be reported to Council through the monthly financial statements report."

Council was advised the closing surplus, represented by the Net Current Asset position is \$16,029,223. After allowing for carried forward funds for projects, the advanced payment of the Federal Assistance Grant (FAG), provision for Workers Compensation adjustment transfer to Reserve, the previously unallocated surplus from FY21 (\$2,273,673 – CS70/11/21) and loan funds to be drawn down on projects in progress, the remaining available surplus for Council's discretion is \$3,202,000.

The variance to the amended budget was made up of a combination of increases or decreases to the operating budget along with the finalisation of asset capitalisations and changes to accounting treatments.

Council has received advice that the application of a budget surplus to subsidise a rate increase is not a sustainable practice. In the year following a subsidy, Council would need to increase the rates for that particular year to cover both the subsidy amount and the cost increase required to provide City services to the same level of service. In effect ratepayers would receive a two year increase in one go.

Council has previously adopted the position of setting aside budget surpluses in reserves for future project works or project contingencies.

RECOMMEND

To be considered.

ATTACHMENTS

There are no attachments for this report.

3.3 - MEDIA STRATEGIES - EXAMINER NEWSPAPERS (REFERRAL ITEM)

At the Council meeting held on Monday, 27 February 2023, Cr J Keogh referred the following matter to the Corporate Services Committee:

That the matter of the City considering, as part of its tourism and media strategies, to include City of Armadale material in the Armadale Examiner newspaper and prioritise certain social media posts be referred to the Corporate Services Committee.

Comment from Cr J Keogh

I believe it is important that the City of Armadale has consistent positive messaging for our community.

I have noticed on occasion that there has been extended periods of time (a week or more) where there has not been a social media post (Facebook or Instagram) that is promoting a positive aspect of the Armadale community. Sometimes the posts are more administrative or a public notice type post.

I think we should ensure we have at least one positive post a week on our social media pages. For example, information on a businesses, or a park or service the city provides. Generally, this is done quite well. This matter is being raised to ensure we do not have extended periods of time between positive messaging to our community.

Officer Comment

The City's Communication Strategy 2022-2026 (available for download here: <https://www.armadale.wa.gov.au/plans-and-strategies>) delivers a vision and framework for the City's communications and engagement, responding to the following outcome and objective in the Strategic and Corporate Business Plan 2020 – 2030:

Outcome 4.4: Effective Community Engagement and Communications

4.4.2 Align the City's communications and marketing strategies and activities to facilitate the delivery of the Strategic Community Plan and Corporate Business Plan.

The City's communication aims are to:

1. Create continuous connections with our community that integrates City and Council activities into the everyday experience of residents, ratepayers, local businesses and stakeholders.
2. To ensure our community understands our intentions, challenges and decision-making processes.
3. To build trust and add value to all members of the community.

Social media

Frequency and type of information may vary by social network. The Communications & Marketing Team monitor trends and regularly adjusts to keep up with algorithm updates and industry best practice. Furthermore, social media algorithms will not show our followers all of our content, so if social media followers are relying on their newsfeed alone to see the City's content, some posts may be missed.

Typically, the City's approach to utilising Social media leverages:

- Content type cycles through a range of subjects to cover as many City departments as possible
- Content (and content type), adjusted in response to community engagement. Content decisions are data driven – that is, posts reflect more of what people want to see/are interested in, less of what they are not.
- Extra space is reserved for safety, bushfire and total fire ban messaging during the summer months
- All of the major events are promoted throughout the year (Australia Day, Movies in March, Music in the Mall, Armadale Arts Festival, Outside the Frame, Armadale Highland Gathering and the Perth Kilt Run, Carols by Candlelight, etc.) are also positive community news stories and are consistently share on our social networks.

For reference, the City's communications channels are broader than the aforementioned and also includes (but is not limited to):

- Email marketing
- Out-of-Home advertising (billboards, shopping centre panels, bollards, train station billboards) across the greater Perth region
- Digital advertising
- Radio (local, niche and mainstream stations)
- Print materials
- Collaborations with Destination Perth, Perth is OK!, etc.
- Armadale Alive is published every month (except for January) which showcases news, stories and happenings from across the City
- Media releases and media statements are pitched to various news outlets (including the Examiner) every week
- Other department-specific advertisements with community-focused projects and events are booked as required.

RECOMMEND

To be considered.

ATTACHMENTS

There are no attachments for this report.

3.4 - FEASIBILITY STUDY FOR CABLE CAR PROJECT (REFERRAL ITEM)

At the Council meeting held on Monday, 13 February 2023, Cr S Peter referred the following matter to the Corporate Services Committee:

That the matter of feasibility report for a cable car project connecting the City Centre, Roleystone and Kelmscott be referred to the Corporate Services Committee.

Comment from Cr S Peter

One of the City's fundamental aspirations is to make Armadale a robust local economy with diverse employment opportunities by 2030. However, most residents are still working outside the City.

The Tourism Council of WA published a report in 2016 about the missing pieces to meet the demand of Perth as a destination of Tourism. The Cable Car was one of the three pieces that needed to be added to reach WA tourism.

I request a report on the feasibility of a cable car project connecting the City Centre, Roleystone and Kelmscott to utilise the current and future tourism possibilities based on the City's natural resources. The study may include that the cable car system is commercially viable without government funding, and the City's role will be only an advocacy position.

Officer Comment

The Missing Pieces – The Perth Cable Car

This document by the Tourism Council of WA, released in 2016, mentioned in the Referral Item, is specific to major inner-city tourism interventions in and around the Perth CBD. This document outlines key tourism infrastructure such as the Perth Arena, Optus Stadium, Crown Perth, the new WA Museum and other inner-city attractions. The notion of building a cable car is presented in the context of adding onto the redevelopment Elizabeth Quay and its masterplan at the time at an estimated construction cost of \$60 million to \$80 million. This cable car travels from Elizabeth Quay to Kings Park, a distance of less than 4 km. A round trip from Armadale through Roleystone and Kelmscott is a distance of approximately 20km. Based on the Perth Cable Car costings from 2016, construction cost could be more than three times.

Construction of a cable car in WA has not gained sufficient traction by State Government, the Botanic Gardens and Parks Authority (Kings Park), or by the private sector.

Although planning for the development of major tourism attractions in the Perth Hills region has merit, *The Missing Pieces* document by the Tourism Council should be considered in its original purpose and context.

New Tourism Strategy

The City of Armadale is currently preparing a new Tourism Strategy to be endorsed by Council later this year. As part of the development of this strategic guiding document, the City has consulted with key stakeholders, local businesses and local tour operators, at no time has a cable car been identified as a project or a key means to drive visitation to the region.

While a cable car would provide an interesting way to travel between Roleystone, Kelmscott and Armadale, the question in relation to what other attractions, activities, accommodation and amenities exist to support this magnitude of investment must be asked.

Many famous cable cars exist around the world in spectacular tourism locations and exist to elevate travellers to grand snowy peaks(Whistler, Canada) or island-hopping (Ba Na Hills, Vietnam), however, generally speaking, visitors choose the destination first, then decide to do the cable car as an activity while there. Before considering a major infrastructure project like this one, the City needs to consider enhancing and/or increasing the density and diversity of other tourism offerings to support a major investment of this kind. A commercial investor is unlikely to spend in excess of \$60 million dollars, without the assurance of a profitable return.

Therefore it is recommended that the City focuses on activities which they have direct control over such as those initiatives proposed as a result of stakeholder engagement that is informing its new Tourism Strategy. It is important to note that these initiatives have been tailored specifically within the context of Armadale and are within the City's operational capability.

Current tourism initiatives will be presented in the new Strategy such as concentrating and capitalising on nature tracks and trails, in particular forming part of a national Trail Network, developing cultural tourism experiences, growing agri-tourist, advocating for the development of boutique accommodation, a boost to destination marketing activities and continued sponsorship of major events such as the Kelmscott Show, Araluen's Tulip Festival and others.

The Tourism Strategy will enable the City to focus on destination and product development, stakeholder engagement and effective marketing to drive desire and build its portfolio of tourism offerings. It is important to note that these initiatives have been tailored specifically to the context of Armadale and are within the City's operational and budget capabilities.

RECOMMEND

To be considered.

ATTACHMENTS

There are no attachments for this report.

**3.5 - LEASING: 145 JULL STREET - VET (WA) MINISTERIAL CORPORATION
(TRADING AS SOUTH METRO TAFE)**

WARD : ALL
FILE No. : M/288/23
DATE : 22 May 2023
REF : AO
RESPONSIBLE : Executive Director
MANAGER : Corporate Services

In Brief:

- A confidential report is presented as an Attachment to this Agenda.

Strategic Implications

Nil.

Legal Implications

- Sections 5.36, 5.38 and 5.39 of *Local Government Act 1995*
- *Local Government Act 1995*, section 3.58 –Disposing of Property
- *Local Government (Functions and General) Regulations 1996*, regulation 30(2) (c) (ii) – Dispositions of property excluded from Act
- *Property Law Act 1969*.

Council Policy/Local Law Implications

- Policy – Lease and License
- Property Local Law.

Budget/Financial Implications

The proposal extends South Metro TAFE's lease term for a further 12 months, with two 3 month extension options. This will increase rent revenues received in FY 2023/24 and if the extension options are exercised, in FY 2024/25.

Consultation

A Confidential Report is presented as an Attachment to this Agenda.

3.6 - LEASING: TELECOMMUNICATIONS TOWER - AMPLITEL

WARD : ALL

FILE No. : M/290/23

DATE : 22 May 2023

REF : AO

RESPONSIBLE : Executive Director
MANAGER Corporate Services

In Brief:

- A confidential report is presented as an Attachment to this Agenda.

Strategic Implications

3.1 Increased economic growth, job creation and retention, as well as educational opportunities.

Legal Implications

- Sections 5.36, 5.38 and 5.39 of *Local Government Act 1995*
- *Local Government Act 1995*, section 3.58 – Disposing of Property
- *Property Law Act 1969*.

Council Policy/Local Law Implications

- Policy – Lease and License
- Property Local Law.

Budget/Financial Implications

The lease term is for a proposed 20 years at the current market rate increased by 2.5% per annum with a market review after 10 years. This will increase rent revenues received for the term of the lease.

Consultation

A Confidential Report is presented as an Attachment to this Agenda.

3.7 - INFORMATION COMMUNICATION TECHNOLOGY (ICT) STRATEGIC PLAN - UPDATE

WARD : ALL

FILE No. : M/339/23

DATE : 15 June 2023

REF : AO

RESPONSIBLE : Executive Director
MANAGER Corporate Services

In Brief:

- A confidential report is presented as an Attachment to this Agenda.

Strategic Implications

- 4.1 Strategic Leadership and Effective Management
 - 4.1.2 Develop and maintain a comprehensive suite of strategies and plans to guide the City's delivery of infrastructure and services to the community.
 - 4.1.4 Constantly review the efficiency and effectiveness of the City's service delivery.
- 4.2 A Culture of Innovation
 - 4.2.1 Embrace the use of technology to improve customer service and achieve improved efficiency and effectiveness of City functions.

Legal Implications

Nil.

Council Policy/Local Law Implications

Nil.

Budget/Financial Implications

In February 2022, Council endorsed the ICT Strategy and the following Four Year Budget, to implement the Strategy. Subsequently, the LTFP/Four Year Budget and the Annual Budget were updated to incorporate the strategy.

Consultation

A Confidential Report is presented as an Attachment to this Agenda.

COUNCILLORS' ITEMS

Nil

CHIEF EXECUTIVE OFFICER'S REPORT

Nil

EXECUTIVE DIRECTOR'S REPORT

Nil

MEETING DECLARED CLOSED AT _____

CORPORATE SERVICES COMMITTEE		
SUMMARY OF ATTACHMENTS		
20 JUNE 2023		
ATT NO.	SUBJECT	PAGE
1.1 LIST OF ACCOUNTS PAID - APRIL 2023		
1.1.1	Monthly Cheque and Credit Card Report - April 2023	49
1.2 STATEMENT OF FINANCIAL ACTIVITY - APRIL 2023		
1.2.1	Small Balance Rates Interest Written Off - April 2023	73
1.2.2	Statement of Financial Activity - April 2023	80
2.1 CORPORATE SERVICES DIRECTORATE - REVIEW OF DELEGATIONS		
2.1.1	DRAFT Corporate Services Directorate delegations	97
2.1.2	CURRENT Corporate Services Directorate delegations	117
2.1.3	Delegations requiring further review	140
3.1 PROJECT MANAGEMENT FRAMEWORK - UPDATE		
3.1.1	Project Management Framework - Project Lifecycle	149
3.1.2	Project Management Framework Manual	150

Accounts Paid and Submitted to Corporate Services Committee on 20 June 2023

Payments made between 01-Apr-2023 and 30-Apr-2023

Trans #	Date	Payee	Description	Amount
000178	5/04/2023	City of Armadale	Employee Appreciation Awards	3,000.00
000179	13/04/2023	City of Armadale	Petty Cash Recoup - Health Services	342.75
000180	13/04/2023	City of Armadale	Cash Advance - Community Development IAS	1,000.00
000181	13/04/2023	City of Armadale-Armadale Library	Petty Cash Recoup - Armadale Library	130.21
000182	13/04/2023	City of Armadale-Community Services	Petty Cash Recoup - Community Services	282.45
000183	13/04/2023	City of Armadale-BLSL	Petty Cash Recoup	94.00
000184	18/04/2023	City of Armadale	Event Consumables - Arts Festival23	4,200.00
000185	24/04/2023	City of Rockingham	Reimbursement - Long Service Leave	5,306.03
000186	24/04/2023	City of Armadale	Animal Sterilisation Refund	621.25
000187	24/04/2023	City of Armadale-BLSL	Refreshment / Prizes	360.00
000188	24/04/2023	City of Armadale	incidental Expenses - NGAA Conference	400.00
007232	5/04/2023	Alinta Gas	Gas Charges	9,855.20
007233	5/04/2023	ALS Library Services Pty Ltd	Library Resources	753.66
007234	5/04/2023	Armadale Lock & Key Service	Restricted Keys	330.00
007235	5/04/2023	Armadale Mower World	Chainsaw & Other Minor Equipment	2,181.90
007236	5/04/2023	Armadale State Emergency Service (SES)	Reimbursement - SES	2,694.48
007237	5/04/2023	DORMA Australia Pty Ltd	Auto Doors Maintenance Service	1,024.32
007238	5/04/2023	Beaver Tree Services Aust Pty Ltd	Tree Management Services	9,372.24
007239	5/04/2023	BOC Gases Australia Limited	Dry Ice Pellets Bulk	24.38
007240	5/04/2023	BP Australia Pty Ltd	Diesel Landfill	6,833.89
007241	5/04/2023	Browns Sweeping	High Pressure Cleaning	828.00
007242	5/04/2023	Carroll & Richardson-Flagworld	Handwaver Flags - Citizenship Ceremonies	1,644.50
007243	5/04/2023	Chefmaster Australia	Bin Liners	2,871.68
007244	5/04/2023	Coca-Cola Amatil (Aust) Pty Ltd	Refreshments	378.48
007245	5/04/2023	Cornerstone Legal Pty Ltd	Legal Services	1,947.00
007246	5/04/2023	WINC Australia Pty Ltd	Cleaning Consumables - Various Sites	8,127.51
007247	5/04/2023	Dept of Transport	Motor Vehicle Searches - Jan 23	176.30
007248	5/04/2023	G.C Sales (WA)	Bin Lid Pins/Parts	602.80
007249	5/04/2023	Hays Personnel Services (Aust) Pty Ltd	Hire of Temporary Staff	9,769.76
007250	5/04/2023	Heatley Sales Pty Ltd	Safety Equipment	4,424.05
007251	5/04/2023	P & G Body Builders Pty Ltd	Parts - P499	2,557.50
007252	5/04/2023	Downer EDI Works Limited	Bitumen Emulsion	155.21
007253	5/04/2023	Planning Institute of Aust (WA Division)	Registration Fee	660.00
007254	5/04/2023	Pure Air Filters	Air Filters Clean	525.25
007255	5/04/2023	Raeco	Library Resources	867.90
007256	5/04/2023	Veolia Recycling and Recovery Pty Ltd	Recycling Collection Costs	122,623.57
007257	5/04/2023	Water Corporation	Hire of Standpipe - March 2023	1,279.60
007258	5/04/2023	Westbooks	Library Resources	1,956.02
007259	5/04/2023	Synergy Energy	Electricity Charges	1,766.48
007260	5/04/2023	Work Clobber	Safety Equipment	3,760.18
007261	5/04/2023	Wurth Australia Pty Ltd	Workshop Consumables	1,048.76
007262	5/04/2023	Gecko Contracting Turf & Landscaping	Allawah Reserve Works Claim	24,996.04
007263	5/04/2023	Bladon WA	AFAC - Lanyards	662.75
007264	5/04/2023	Green Skills Inc	Hire of Temporary Staff	9,478.95
007265	5/04/2023	Office Line	Purchase of Monitor Risers	767.80
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Accounts Paid and Submitted to Corporate Services Committee on 20 June 2023

Payments made between 01-Apr-2023 and 30-Apr-2023

Trans #	Date	Payee	Description	Amount
007266	5/04/2023	Master Builders Association (WA)	Staff Training	1,160.00
007267	5/04/2023	Hello World	Accommodation NGA National Conference	750.00
007268	5/04/2023	Bunnings Building Supplies Pty Ltd	Hardware - Depot Stock	647.07
007269	5/04/2023	St John Ambulance WA Ltd	Event Health Services - Movie Night	418.00
007270	5/04/2023	E & MJ Rosher Pty Ltd	Parts - Various Plant Items	4,008.88
007271	5/04/2023	StrataGreen	Lawn Chemicals - Bulk Purchase	1,274.53
007272	5/04/2023	Officeworks Business Direct	Stationery - Champion Centre	77.02
007273	5/04/2023	Toolmart	Minor Equipment Purchases - Parks	2,005.50
007274	5/04/2023	Cr Ruth Butterfield	Qtr 4 - Councillors Payment	36,071.43
007275	5/04/2023	McLeods Barristers & Solicitors	Legal Services	1,330.02
007276	5/04/2023	Tourism Council WA Limited	Staff Training	95.00
007277	5/04/2023	RSEA Pty Ltd	PPE and Protective Uniforms	4,331.07
007278	5/04/2023	Truck Centre (WA) Pty Ltd	Parts - AK16472	5,533.71
007279	5/04/2023	Tactile Indicators (Perth) Pty Ltd	Replacement Tactiles - Various Locations	3,480.00
007280	5/04/2023	Michael Page International	Hire of Temporary Staff	2,064.50
007281	5/04/2023	Modern Teaching Aids Pty Ltd	Coloured Carpet Shapes & Mats	637.78
007282	5/04/2023	Crossways Community Services	Catering - Various Events/Meetings	176.00
007283	5/04/2023	BSA Advanced Property Solutions (WA) Pty Ltd	AFAC - HVAC Servicing Contract	16,972.74
007284	5/04/2023	Valvoline (Australia)	Fuel and Oils - Various Plant	4,642.00
007285	5/04/2023	Hart Sport	Merchandise - AFAC	250.00
007286	5/04/2023	Waterlogic Australia Pty Ltd	Hire of Water Fountain	243.34
007287	5/04/2023	Marindust Sales & Ace Flagpoles	Repairs 4 Flagpoles	1,034.00
007288	5/04/2023	Bamford Consulting Ecologists	Consultancy Services	21,425.80
007289	5/04/2023	Elliotts Filtration	Service Checks - Feb 23	848.10
007290	5/04/2023	TJ Depiazzi & Sons	Pine Bark - Various Locations	9,495.34
007291	5/04/2023	Envisionware Pty Ltd	Annual Renewal 01.06.23 - 31.05.24	13,859.35
007292	5/04/2023	Fulton Hogan Industries Pty Ltd	Road Repair Consumables	6,098.40
007293	5/04/2023	Swan Towing Service	Towing Charges	176.00
007294	5/04/2023	Safeman WA Pty Ltd	Freight Charge for Return	95.48
007295	5/04/2023	Commercial Aquatics Australia	Monthly Service AFAC and Repairs	7,381.46
007296	5/04/2023	Apple Pty Ltd	Communications Equipment	796.40
007297	5/04/2023	Beacon Equipment	Parks Small Plant Replacement Parts	458.60
007298	5/04/2023	Alan Beatties Bulk Meat Supply	Catering	143.50
007299	5/04/2023	Safemaster Safety Products Pty Ltd	PPE Gear - Harness	192.78
007300	5/04/2023	Rent A Fence Pty Ltd	Fence Hire	721.80
007301	5/04/2023	Tyrecycle Pty Ltd	Landfill Tyre Collection	4,085.29
007302	5/04/2023	Jones Lang Lasalle (WA) Pty Ltd	Monthly Outgoings Orchard House	29,812.02
007303	5/04/2023	Sonic HealthPlus	Pre-placement Medicals	722.70
007304	5/04/2023	Greenfield Gardening	Landscaping Services Landfill Site	2,970.00
007305	5/04/2023	Centrecare Corporate	Employee Assistance Program Costs	2,816.00
007306	5/04/2023	P W Sanders	Communications Reimbursement	79.99
007307	5/04/2023	Cr Kerry Busby	Qtr 4 - Councillors Payment	15,002.42
007308	5/04/2023	Cr Melissa Northcott	Qtr 4 - Councillors Payment	9,666.05
007309	5/04/2023	Cr Grant Nixon	Qtr 4 - Councillors Payment	10,117.69
007310	5/04/2023	Complete Office Supplies	Catering Supplies - Various Locations	4,148.84
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Accounts Paid and Submitted to Corporate Services Committee on 20 June 2023

Payments made between 01-Apr-2023 and 30-Apr-2023

Trans #	Date	Payee	Description	Amount
007311	5/04/2023	Clean Cloth Cotton Traders	Rags Purchase	497.48
007312	5/04/2023	Surekleen Products	Pest Control Products	125.98
007313	5/04/2023	Mother Earth Gardening & Landscaping	Landscaping Maintenance - Fogarty Park	1,705.00
007314	5/04/2023	Bensons Contracting	Remove Asbestos - Matron Olive Galliers	1,608.75
007315	5/04/2023	UDLA	Design Services	1,512.50
007316	5/04/2023	S Wallrodt	Expenses Reimbursement	48.59
007317	5/04/2023	New Water Ways Inc	Staff Training	385.00
007318	5/04/2023	Datacom Systems (AU) Pty Ltd - WA Division	Computer Equipment	271.06
007319	5/04/2023	JJ Richards & Sons Pty Ltd	Document Destruction Service Depot	35.20
007320	5/04/2023	Access Technologies WA Pty Ltd	Boom Gate Repairs - Landfill	2,411.75
007321	5/04/2023	Culture Counts Australia Pty Ltd	Annual Subscription - Libraries	2,200.00
007322	5/04/2023	Black Rubber Pty Ltd	Tyres & Repairs - Various Fleet and Plant	10,653.50
007323	5/04/2023	Workzone Pty Ltd	Maintenance - AFAC - Feb 23	5,286.05
007324	5/04/2023	E A Jones	Expenses Reimbursement	105.39
007325	5/04/2023	Cr Michelle Silver	Qtr 4 - Councillors Payment	9,086.20
007326	5/04/2023	Paramount Electrical Services	Electrical Repairs - Various Locations	14,315.70
007327	5/04/2023	Seisma Pty Ltd	Consultancy Services	39,421.43
007328	5/04/2023	Pivotal Satellite Pty Ltd	Phone Charges	49.50
007329	5/04/2023	Labourforce Impex Personnel Pty Ltd	Hire of Temporary Staff	2,255.52
007330	5/04/2023	Hi Tech Security WA Pty Ltd	Security Guard Services	14,164.74
007331	5/04/2023	Programmed Skilled Workforce	Hire of Temporary Staff	1,737.47
007332	5/04/2023	BJ Ball	Print Room Consumables	5,840.65
007333	5/04/2023	Battery World Armadale	Battery Purchase	389.99
007334	5/04/2023	Western Australian Security Personnel Pty Ltd	Security Services	1,108.80
007335	5/04/2023	Cr Gary Smith	Qtr 4 - Councillors Payment	9,046.82
007336	5/04/2023	On Tap Plumbing & Gas Pty Ltd	Upgrade Ball Valve - Rushton Park	1,262.96
007337	5/04/2023	SL Building Service Pty Ltd	Movie Night Production x2	9,240.00
007338	5/04/2023	Bug Busters Pty Ltd	Pest Control Treatment - Various Locations	2,736.80
007339	5/04/2023	Graphic Art Mart Pty Ltd	Print Room Consumables	1,730.51
007340	5/04/2023	Castledine Gregory	Legal Services	18,865.00
007341	5/04/2023	LD&D Australia Pty Limited	Refreshments	106.55
007342	5/04/2023	NewGround Water Services	Repairs - Hilbert Locations	2,917.20
007343	5/04/2023	Sportspeople Group Pty Ltd	Recruitment Advertising - AFAC	324.50
007344	5/04/2023	Hudson Global Resources (Aust) Pty Limited	Hire of Temporary Staff	5,205.09
007345	5/04/2023	101 Residential Pty Ltd	Refund Security Deposit	400.00
007346	5/04/2023	Technogym Australia Pty Ltd	Digital Software - AFAC	8,448.00
007347	5/04/2023	J M Lyon	Expenses Reimbursement	182.94
007348	5/04/2023	Contra-Flow Pty Ltd	Hire of Traffic Controllers	8,408.52
007349	5/04/2023	Kukri Australia Pty Ltd	Fitness Polos - AFAC	2,244.00
007350	5/04/2023	West Tip Waste Control Pty Ltd	Verge Collection	11,518.21
007351	5/04/2023	Agent Sales & Services Pty Ltd	Pool Chemicals	4,899.40
007352	5/04/2023	Nightlife Music Pty Ltd	Music Licence AFAC	407.00
007353	5/04/2023	District Refrigeration & Airconditioning Pty Ltd	Airconditioning Maintenance	731.50
007354	5/04/2023	JDS Building and Maintenance Services Pty Ltd	Bin Enclosure - Armadale Arena	9,779.00
007355	5/04/2023	Selectro Services	Electrical Services - AFAC	220.00

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Trans #	Date	Payee	Description	Amount
007356	5/04/2023	Cr Shanavas Peter	Qtr 4 - Councillors Payment	9,067.92
007357	5/04/2023	Aussie Broadband Pty Ltd	NBN Service Monthly	779.00
007358	5/04/2023	Cr Emma Flynn	Qtr 4 - Councillors Payment	9,088.23
007359	5/04/2023	GPC Asia Pacific Pty Ltd T/A Cova	Workshop Consumables	7,751.50
007360	5/04/2023	Prestige Catering	Catering	594.00
007361	5/04/2023	Instant Windscreens	Repairs - P2013	595.00
007362	5/04/2023	Action Glass & Aluminium	Repair Glass Panel - Alfred Skeet	455.51
007363	5/04/2023	Jaycar Pty Ltd	Batteries	458.75
007364	5/04/2023	Rosmech Sales & Service Pty Ltd	Truck Body Repairs	1,050.22
007365	5/04/2023	Task Exchange Pty Ltd	Annual Cloud Service Subscription	16,478.00
007366	5/04/2023	WA Building Company	Refund Security Deposit	400.00
007367	5/04/2023	Southern Bins	Bin Empties - Depot	4,445.00
007368	5/04/2023	Southern Cross Protection Pty Ltd	Security Alarm Responses	562.56
007369	5/04/2023	A Romano	Expenses Reimbursement	10.00
007370	5/04/2023	Corsign WA Pty Ltd	Street Name Signs - Various Locations	2,118.16
007371	5/04/2023	MDM Entertainment Pty Ltd	Library Resources	266.09
007372	5/04/2023	Kings Rd Construction Pty Ltd	Refund Security Deposit	400.00
007373	5/04/2023	Manda's Mini Indulges	Catering	109.00
007374	5/04/2023	Toddville Prospecting Pty Ltd	Consultancy Services	2,053.89
007375	5/04/2023	Total Green Recycling	E Waste Recycling Landfill Site	5,422.53
007376	5/04/2023	Bridgestone Australia Ltd	Parts & Repairs - FP454	2,557.50
007377	5/04/2023	Penske Australia	Parts - Various Plant	4,726.05
007378	5/04/2023	Australian Integrated Steelwork Company	Gates - Maintenance	8,085.00
007379	5/04/2023	Cr John Keogh	Qtr 4 - Councillors Payment	10,140.88
007380	5/04/2023	Marty Daley Graphic Design	Design Services	157.30
007381	5/04/2023	Pirtek Canning Vale	Fittings - Parks Consumables	359.53
007382	5/04/2023	Cr Michael Hancock	Qtr 4 - Councillors Payment	9,209.22
007383	5/04/2023	Cr Paul Hetherington	Qtr 4 - Councillors Payment	9,088.10
007384	5/04/2023	Cr Scott Mosey	Qtr 4 - Councillors Payment	9,108.46
007385	5/04/2023	Cr Sartaj Virk	Qtr 4 - Councillors Payment	9,159.77
007386	5/04/2023	Cr Keyur Kamdar	Qtr 4 - Councillors Payment	9,128.46
007387	5/04/2023	Ideal Homes Pty Ltd	Refund Security Deposit	400.00
007388	5/04/2023	GFG Temp Assist	Hire of Temporary Staff	27,022.11
007389	5/04/2023	HVG Graphics Pty Ltd	Street Art Outdoor Floor Graphics	1,034.00
007390	5/04/2023	KPMG Australia	Audit Services	10,345.50
007391	5/04/2023	Miracle Recreation Equipment	Repairs - Park Ramps	4,620.00
007392	5/04/2023	A Class Auto Electrical and Air Conditioning	Repairs - FP423	1,529.00
007393	5/04/2023	Harvey Norman AV/IT Armadale	Convention Oven - Evelyn Gribble	628.00
007394	5/04/2023	Eurotech Group Pty Ltd	Blade Replacements	122.73
007395	5/04/2023	One Multi Pty Ltd	AFAC - Various Sewer System Works	8,910.00
007396	5/04/2023	ChoiceOne Pty Ltd	Hire of Temporary Staff	4,008.72
007397	5/04/2023	Melski Arts	Creation of Mural - Derry Road	19,525.00
007398	5/04/2023	Marketforce Pty Ltd	Advertising - TEN 25/22	437.82
007399	5/04/2023	City of Bayswater	Reimbursement - Long Service Leave	4,753.36
007400	5/04/2023	WP Planning Pty Ltd	Consultancy Services	1,881.00

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007401	5/04/2023	Eurofins ARL Pty Ltd	Consultancy Services	1,271.60
007402	5/04/2023	Centre For Stories	Oral Interviews - Centre for Stories	7,946.40
007403	5/04/2023	Safe 4 Kids (Aust) Pty Ltd	Parents Information Session	880.00
007404	5/04/2023	Just Because Cookies and Cakes	Consumables - IAS Programs	450.00
007405	5/04/2023	Governance Institute of Australia Ltd	Staff Training	990.00
007406	5/04/2023	Pinjarra Caravan Park	Accommodation Booking - Tourism	553.50
007407	5/04/2023	Scott James Bell	Rates Refund - Credit Balance	14.98
007408	5/04/2023	Okunola Kazeem Olaniyan	Rates Refund - Credit Balance	41.27
007409	5/04/2023	Spirepoint Pty Ltd	Rates Refund - Credit Balance	31.93
007410	5/04/2023	Royal Life Saving Society Australia	Staff Training	2,340.00
007411	5/04/2023	R J Medcraft & J E Medcraft	Rates Refund - Credit Balance	64.91
007412	5/04/2023	K M Page	Rates Refund - Credit Balance	2,151.18
007413	5/04/2023	Suzanne Strickland	Rates Refund - Credit Balance	37.38
007414	12/04/2023	Alinta Gas	Gas Charges	1,094.50
007415	12/04/2023	Allmark & Associates Pty Ltd	Equipment - AFAC	2,447.50
007416	12/04/2023	Arcus Refrigeration Service Pty Ltd	Pavillion Repairs	313.50
007417	12/04/2023	Armada Lock & Key Service	Padlock and Key Replacements	917.50
007418	12/04/2023	Aslab Pty Ltd	Pavement Testing - Various Locations	3,113.00
007419	12/04/2023	Australian Services Union	Australian Services Union payroll deductions	448.20
007420	12/04/2023	DORMA Australia Pty Ltd	Repair Auto Doors - AFAC	472.44
007421	12/04/2023	Construction Training Fund	CTF Levy collected less Commission	43,634.37
007422	12/04/2023	Beaver Tree Services Aust Pty Ltd	Tree Treatments - Various Locations	4,929.51
007423	12/04/2023	BOC Gases Australia Limited	Gas & Cylinder Rental	171.88
007424	12/04/2023	Browns Sweeping	High Pressure Cleaning - Shipwreck Pk	1,860.00
007425	12/04/2023	Child Support Agency	Child Support payroll deductions	2,073.60
007426	12/04/2023	City of Armadale-Social Club	Social Club (employee) payroll deductions	300.80
007427	12/04/2023	Cornerstone Legal Pty Ltd	Legal Services	7,193.99
007428	12/04/2023	Landgate	GVR Valuations Fee	4,012.34
007429	12/04/2023	Dept Of Mines, Industry Regulation And Safety	Building Services Levy Collected - Mar23	68,659.70
007430	12/04/2023	Dept of Transport	Vehicle Searches - February 2023	241.90
007431	12/04/2023	Hays Personnel Services (Aust) Pty Ltd	Hire of Temporary Staff	1,787.23
007432	12/04/2023	LGRCEU	LGRCEU payroll deductions	283.12
007433	12/04/2023	Ixom Operations Pty Ltd	AFAC Chlorine Gas Supplies	4,586.36
007434	12/04/2023	Downer EDI Works Limited	Asphalt - Various Sites	1,396.45
007435	12/04/2023	Range Ford	Parts - FP1936	1,932.80
007436	12/04/2023	Sportsworld of WA	Sports Equipment -AFAC	372.90
007437	12/04/2023	Water Corporation	Water Charges	3,624.74
007438	12/04/2023	Wattleup Tractors	Parts - Various Plant	1,434.51
007439	12/04/2023	Westbooks	Library Resources	2,049.03
007440	12/04/2023	Synergy Energy	Electricity Charges	447.08
007441	12/04/2023	WA Reticulation Supplies	Reticulation Parts - Stock Items Parks Water	6,240.00
007442	12/04/2023	Gilbarco Australia Pty Ltd	Unleaded Fuel Tank	1,014.87
007443	12/04/2023	Exteria Street & Park Outfitters	Park Furniture - Various Reserves	23,347.50
007444	12/04/2023	Bunnings Building Supplies Pty Ltd	Hardware Consumables	3,421.35
007445	12/04/2023	St John Ambulance WA Ltd	First Aid Services	1,201.75
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007446	12/04/2023	Basketball Ringleader	Laser Scan Services - Armadale Arena	9,416.00
007447	12/04/2023	Serpentine Spring Water	Refreshments	146.00
007448	12/04/2023	More4Less Mowing	Fire Hazard Reductions	1,881.00
007449	12/04/2023	ATI-Mirage	Staff Training	405.90
007450	12/04/2023	Institute of Public Works Aust(WA Division)	Staff Training	990.00
007451	12/04/2023	Queensberry Information Technology	Annual Book Easy Fee	715.00
007452	12/04/2023	Western Power Networks	Street Lighting Installation	12,741.00
007453	12/04/2023	McLeods Barristers & Solicitors	Legal Services	235.31
007454	12/04/2023	Tourism Council WA Limited	Staff Training	45.00
007455	12/04/2023	RSEA Pty Ltd	Protective Clothing	144.32
007456	12/04/2023	Oven Sparkle Pty Ltd	Clean Ovens Piara Waters Pavilion	253.00
007457	12/04/2023	Hot Cotton	Delivery Fee	16.50
007458	12/04/2023	BSA Advanced Property Solutions (WA) Pty Ltd	Airconditioning Maintenance Various	20,301.66
007459	12/04/2023	Valvoline (Australia)	Fuels & Oils	3,920.40
007460	12/04/2023	Neerigen Brook Primary P & C	Nutrition in School Funding 22-23	300.00
007461	12/04/2023	Superior Pak Pty Ltd	Repairs - FP1508	2,263.01
007462	12/04/2023	Beacon Equipment	Parts - P997	181.20
007463	12/04/2023	Jones Lang Lasalle (WA) Pty Ltd	Monthly Charges - Feb 23 Orchard House	14,906.01
007464	12/04/2023	Sonic HealthPlus	Pre-placement Medicals	240.90
007465	12/04/2023	Save The Children Fund	Creche Staff	891.00
007466	12/04/2023	Bowden Tree Consultancy	Arboricultural Assessment 19 & 21	1,650.00
007467	12/04/2023	Greenfield Gardening	Landscaping Services Landfill Site	2,475.00
007468	12/04/2023	Centrecare Corporate	EAP Sessions - Various Periods	528.00
007469	12/04/2023	Australian Office Leading Brands	Stationery	372.53
007470	12/04/2023	Face Painter Extraordinaire	Presentation - Face Painting	440.00
007471	12/04/2023	Artsource	Membership Renewal	275.00
007472	12/04/2023	Complete Office Supplies	Stationery	767.37
007473	12/04/2023	ELM (WA) Pty Ltd	Landscape Maintenance Friston Park	704.00
007474	12/04/2023	Horizon West Landscape & Irrigation	Garden Bed Maintenance - Albany Highway	2,332.00
007475	12/04/2023	Vorgee Pty Ltd	AFAC - Swimming Equipment	4,335.65
007476	12/04/2023	Reva Commercial Pty Ltd	Repairs - Armadale Hall	9,790.00
007477	12/04/2023	Dowsing Concrete	Concrete Path Repairs - Various Locations	21,202.76
007478	12/04/2023	Mother Earth Gardening & Landscaping	Landscaping Services - Lauraine Reserve	1,938.00
007479	12/04/2023	Bensons Contracting	Removal of Asbestos - Devonshire Terrace	275.00
007480	12/04/2023	Heritage FM Incorporated	Presentation - Lets Connect Expo 23	220.00
007481	12/04/2023	Totally Workwear	Protective Clothing	2,614.92
007482	12/04/2023	Aquion Pty Ltd	Maintenance Renewal IT Annual Subscription	4,641.12
007483	12/04/2023	Quick Super	Superannuation Contributions payroll	227,984.54
007484	12/04/2023	Bollig Design Group Pty Ltd	Consultancy Services	22,781.00
007485	12/04/2023	Girl Guides WA Inc	Donation - AHG & PKR 2022	250.00
007486	12/04/2023	Scott Printers Pty Ltd	Printing Costs	9,817.50
007487	12/04/2023	Datacom Systems (AU) Pty Ltd - WA Division	Computer Equipment	1,980.67
007488	12/04/2023	Frontline Fire & Rescue Equipment	Parts - FP231	828.30
007489	12/04/2023	Prestige Property Maintenance Pty Ltd	Mowing Services Various Locations	21,999.34
007490	12/04/2023	E Fire & Safety	Maintenance Works - John Dunn	1,600.50
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Trans #	Date	Payee	Description	Amount
007491	12/04/2023	Bisht Pty Ltd	Newspapers	83.60
007492	12/04/2023	Innerspace Commercial Interiors	Equipment - AFAC	869.00
007493	12/04/2023	Metro Filters	Service Filters - AFAC Cafe	20.00
007494	12/04/2023	Kennards Hire Pty Ltd	Hire of Equipment - Australia Day 2023	11,788.00
007495	12/04/2023	Seisma Pty Ltd	Hire of Temporary Staff	23,821.89
007496	12/04/2023	Labourforce Impex Personnel Pty Ltd	Hire of Temporary Staff	6,564.99
007497	12/04/2023	Sprayking WA Pty Ltd	Weed Control - Various Reserves	7,232.50
007498	12/04/2023	Hi Tech Security WA Pty Ltd	Battery Replacement - Depot Office	6,745.75
007499	12/04/2023	Programmed Skilled Workforce	Hire of Temporary Staff	2,145.02
007500	12/04/2023	Security Management Australasia Pty Ltd	Repair CCTV Cameras - Various Locations	374.00
007501	12/04/2023	BJ Ball	Stationery	143.17
007502	12/04/2023	Supercivil Pty Ltd	Hire of Profiler	6,233.92
007503	12/04/2023	Battery World Armadale	Parts - FP1995	827.00
007504	12/04/2023	Computers Now Pty Ltd	Computer Equipment	9,900.00
007505	12/04/2023	On Tap Plumbing & Gas Pty Ltd	Equipment Hire & Repairs- AFAC	2,587.20
007506	12/04/2023	SL Building Service Pty Ltd	Service for Movie Night Champion Lakes	4,620.00
007507	12/04/2023	Quicklee Express Transport & Distribution	Print Room Courier - Mar23	341.00
007508	12/04/2023	Sparks Coffee Roasters	Coffee Vouchers - Lets Connect	371.30
007509	12/04/2023	A J Vanderplas	Expenses Reimbursement	15.00
007510	12/04/2023	LD&D Australia Pty Limited	Refreshments	670.44
007511	12/04/2023	NewGround Water Services	Parts - Whitely Park	1,089.00
007512	12/04/2023	Electek	Electrical Services - AFAC	4,323.00
007513	12/04/2023	Run Energy Pty Limited	Gas & Flare Maintenance Landfill Site	2,585.00
007514	12/04/2023	Contra-Flow Pty Ltd	Hire of Traffic Controllers	550.00
007515	12/04/2023	West Tip Waste Control Pty Ltd	Dumped Rubbish and Verge Collections	316,027.65
007516	12/04/2023	Agent Sales & Services Pty Ltd	Pool Chemicals	3,355.00
007517	12/04/2023	Rentokil Initial Pty Ltd	Sanitary Services - AFAC	1,481.10
007518	12/04/2023	Jackson McDonald Lawyers	Legal Services	980.10
007519	12/04/2023	Precision Cabinet Makers	Equipment - AFAC	7,145.07
007520	12/04/2023	Selectro Services	Repairs - Pool Heating	308.00
007521	12/04/2023	Katherine John Entertainment (KJE)	Presentation - Lets Connect Expo 23	2,805.00
007522	12/04/2023	E Chan	Expenses Reimbursement	26.12
007523	12/04/2023	A Class Fabrication	Spill Trays - Landfill Site	1,815.00
007524	12/04/2023	Action Glass & Aluminium	Repair Glass Door Panel	156.75
007525	12/04/2023	EyeJack Pty Ltd	Software Charges - 31.05.23	550.00
007526	12/04/2023	Agrimate	Repairs Fence - Landfill DropnShop	1,424.50
007527	12/04/2023	Southern Cross Protection Pty Ltd	Security Alarm Responses	1,127.74
007528	12/04/2023	BrightMark Group Pty Ltd	Cleaning Consumables AFAC	1,388.72
007529	12/04/2023	B S Phipps	Expenses Reimbursement	360.00
007530	12/04/2023	Manda's Mini Indulges	Catering	184.70
007531	12/04/2023	Redz Zoo Pty Ltd	Presentation - Birthday Event	490.00
007532	12/04/2023	ATO PAYG	Tax Deductions payroll	370,146.00
007533	12/04/2023	Bridgestone Australia Ltd	Tyres - P205/P566	725.10
007534	12/04/2023	Nordic Fitness Equipment	Gym Equipment	1,285.00
007535	12/04/2023	Pirtek Canning Vale	Parts - FP1502	853.46
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007536	12/04/2023	Norda Architects Pty Ltd	Architectural Services	5,500.00
007537	12/04/2023	ATC Work Smart INC	Staff Training	321.11
007538	12/04/2023	Plus Architecture Western Australia Pty Ltd	Design Services	6,050.00
007539	12/04/2023	Sandy Taylor Digital Marketing	Monthly Website Maintenance	330.00
007540	12/04/2023	Tidy Up	Collection of Dumped Rubbish	1,410.00
007541	12/04/2023	Harvey Norman AV/IT Armadale	Microwave - Orchard House	339.00
007542	12/04/2023	ATI-Mirage Training and Business Solutions	Staff Training	405.90
007543	12/04/2023	Maggie Dent Trust	Library Resources	300.00
007544	12/04/2023	WA Circus School	Aboriginal Youth Circus Program	7,395.30
007545	12/04/2023	Rosanne Case	Supervision - Roleystone Greenwaste	6,160.00
007546	12/04/2023	Simply Perthfect	Social Media Marketing - March 23	1,476.00
007547	12/04/2023	The Little Craft House	Merchandise - Armadale Library	73.75
007548	12/04/2023	Paragon Construction Solutions Pty Ltd	AFAC - General Maintenance	4,988.50
007549	12/04/2023	EGC Consultants	Consultancy Services	5,913.60
007550	12/04/2023	Embroiderers' Guild Of Western Australia	Tutor Fees - Workshop	220.00
007551	12/04/2023	Consultas Pty Ltd	Consultancy Services	3,052.50
007552	12/04/2023	Centre For Stories	Background Music - Community Event	200.00
007553	12/04/2023	Simone Stuart t/a Jitterbug Music Perth	Presentation - Music Session	200.00
007554	12/04/2023	Buffalo Solutions Pty Ltd	Staff Training	5,445.00
007555	12/04/2023	David Gray & Co Pty Ltd	Stationery	748.55
007556	12/04/2023	Just Because Cookies and Cakes	Presentation - Workshop	390.00
007557	12/04/2023	Emily Pike	Compost Rebate	50.00
007558	12/04/2023	Justine Cordial	Refund Development Application	147.00
007559	12/04/2023	Melanie Parkes-Urlus	Animal Fee Refund	150.00
007560	12/04/2023	Phillip Shuttleworth	Membership Refund	220.50
007561	12/04/2023	Navamanikandan Murugasan	Membership Refund	26.50
007562	12/04/2023	NR Dimitrijevic	Security Bond Refund	400.00
007563	12/04/2023	Joel Michael Back	Rates Refund - Credit Balance	3.91
007564	12/04/2023	Amanda McCorkhill	Rates Refund - Credit Balance	35.80
007565	12/04/2023	Brett Martin	Rates Refund - Credit Balance	35.31
007566	12/04/2023	Isobel Christensen	Rates Refund - Credit Balance	266.50
007567	12/04/2023	Karen Lee Mohan	Rates Refund - Credit Balance	8.27
007568	12/04/2023	DGC Australia Pty Ltd	Rates Refund - Credit Balance	442.19
007569	12/04/2023	DGC Australia Pty Ltd	Rates Refund - Credit Balance	442.19
007570	12/04/2023	Timothy Connolly	Rates Refund - Credit Balance	25.34
007571	12/04/2023	Australian Local Government Association	Registration Fee	895.00
007572	14/04/2023	Accidental Health & Safety-Perth	First Aid Supplies - AFAC	565.93
007573	14/04/2023	Alinta Gas	Gas Charges	62.30
007574	14/04/2023	ALS Library Services Pty Ltd	Library Resources	2,184.58
007575	14/04/2023	Armadale Newsagency	Supply Magazines and Newspapers	742.64
007576	14/04/2023	Australasian Performing Rights Association Ltd	Annual Licence Fee - 10.01.23 - 09.02.24	3,912.89
007577	14/04/2023	Beaver Tree Services Aust Pty Ltd	Tree Pruning Services	2,339.70
007578	14/04/2023	BP Australia Pty Ltd	Diesel Bulk Fuel - Depot	25,455.91
007579	14/04/2023	Browns Sweeping	High Pressure Cleaning - Various Locations	25,941.35
007580	14/04/2023	Cornerstone Legal Pty Ltd	Legal Services	1,991.00
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007581	14/04/2023	Landgate	GRV Valuations Fee	394.80
007582	14/04/2023	Dept Of Mines, Industry Regulation And Safety	Annual Licence Fee	860.00
007583	14/04/2023	Moore Australia (WA) Pty Ltd	Staff Training and Rates Publication	9,262.00
007584	14/04/2023	Heatley Sales Pty Ltd	Protective Clothing	240.44
007585	14/04/2023	JLR Pumps	Flow Meter - John Dunn Oval	4,529.80
007586	14/04/2023	Downer EDI Works Limited	Bitumen Emulsion	229.85
007587	14/04/2023	Pure Air Filters	Parts - Various Plant	360.25
007588	14/04/2023	Telstra	Telephone Charges	1,900.00
007589	14/04/2023	Water Corporation	Water Charges	18.98
007590	14/04/2023	Synergy Energy	Electricity Charges	506.44
007591	14/04/2023	Work Clobber	Protective Uniforms	264.60
007592	14/04/2023	Gecko Contracting Turf & Landscaping	Turf & Landscaping Services - Various Locations	58,390.59
007593	14/04/2023	Hello World	Flights / Accommodation - Conference	2,781.00
007594	14/04/2023	Bunnings Building Supplies Pty Ltd	Hardware - Property Services	866.98
007595	14/04/2023	Catalyse Pty Ltd	Survey Fees	23,771.00
007596	14/04/2023	Westzone Enterprises Pty Ltd	Rent - Armadale Library	54,262.65
007597	14/04/2023	More4Less Mowing	Mowing Services	704.00
007598	14/04/2023	McLeods Barristers & Solicitors	Legal Services	2,197.43
007599	14/04/2023	Refresh Waters Pty Ltd	Refreshments	44.00
007600	14/04/2023	Voicedata Services Pty Ltd	Mitel Systems Support - February 2023	330.00
007601	14/04/2023	Michael Page International	Hire of Temporary Staff	2,069.10
007602	14/04/2023	Ashmy Pty Ltd	Refund Security Deposit	1,200.00
007603	14/04/2023	Wren Oil	Admin & Compliance Fee	16.50
007604	14/04/2023	Ventura Home Group Pty Ltd	Refund Security Deposit	1,600.00
007605	14/04/2023	Content Living Pty Ltd	Refund Security Deposit	400.00
007606	14/04/2023	BGC Residential Pty Ltd	Refund Security Deposit	400.00
007607	14/04/2023	Porter Consulting Engineers	Consultancy Services	21,014.40
007608	14/04/2023	Data #3 Limited	Acrobat pro DC Licensing Subscription	1,590.49
007609	14/04/2023	Alita Constructions Pty Ltd	Refund Security Deposit	400.00
007610	14/04/2023	All West Plant Hire	Hire of Equipment	550.00
007611	14/04/2023	City of Armadale	Retention Monies - Damerham Reserve	1,376.01
007612	14/04/2023	Programmed Property Services Pty Ltd	Maintenance Works - AFAC	11,049.50
007613	14/04/2023	JWH Group Pty Ltd - Residential Building	Refund Security Deposit	2,000.00
007614	14/04/2023	Summit Homes Group	Refund Security Deposit	1,200.00
007615	14/04/2023	Swan Towing Service	Towing Charges	371.25
007616	14/04/2023	Apple Pty Ltd	Computer Equipment	903.54
007617	14/04/2023	Grovelands Primary Parents & Citizens Assoc	Nutrition in Schools Funding	300.00
007618	14/04/2023	Big W	Stationery	253.40
007619	14/04/2023	Acurix Networks Pty Ltd	Public WiFi Access - Various Locations	5,438.25
007620	14/04/2023	Avocados Accommodation	Refund - Customer Paid Twice	303.50
007621	14/04/2023	Mother Earth Gardening & Landscaping	Mulching	5,637.50
007622	14/04/2023	The Information Management Group Pty Ltd	Archival Storage & Supplies - March 2023	1,424.18
007623	14/04/2023	JJ Richards & Sons Pty Ltd	Bin Collection	39.60
007624	14/04/2023	E Fire & Safety	Fire Alarm Signage - Kelmscott Hall	627.00
007625	14/04/2023	Black Rubber Pty Ltd	Parts - FP1508	1,509.20

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Trans #	Date	Payee	Description	Amount
007626	14/04/2023	Downings Electrical Service	Electrical Services	3,982.55
007627	14/04/2023	E A Jones	Expenses Reimbursement	11.00
007628	14/04/2023	Wow Group (WA) Pty Ltd	Refund Security Deposit	400.00
007629	14/04/2023	Paramount Electrical Services	Electrical Services	266.55
007630	14/04/2023	Labourforce Impex Personnel Pty Ltd	Hire of Temporary Staff	2,482.98
007631	14/04/2023	Sprayking WA Pty Ltd	Weed Control - Various Reserves	2,002.00
007632	14/04/2023	Pure Homes Pty Ltd	Refund Security Deposit	1,200.00
007633	14/04/2023	Supercivil Pty Ltd	Asphalt Layed - Various Locations	9,005.90
007634	14/04/2023	Graffiti Systems Australia	Graffiti Removal Services	4,759.74
007635	14/04/2023	Bug Busters Pty Ltd	Pest Control - John Dunn Pavilion	3,490.00
007636	14/04/2023	Prime Projects Construction Pty Ltd	Refund Security Deposit	400.00
007637	14/04/2023	LD&D Australia Pty Limited	Refreshments	168.07
007638	14/04/2023	Slavin Architects Pty Ltd	Architectural Services	1,430.00
007639	14/04/2023	Kukri Australia Pty Ltd	Protective Clothing	3,434.20
007640	14/04/2023	West Tip Waste Control Pty Ltd	Greenwaste Collection Flyers	11,712.24
007641	14/04/2023	Belvista Properties	Rent - Kelmscott Library	22,935.75
007642	14/04/2023	Jackson McDonald Lawyers	Legal Services	129.80
007643	14/04/2023	The Calapai Family Trust T/A Intellitrac	GPS Expense - Mar23	1,828.20
007644	14/04/2023	Rain Bird Australia Pty Ltd	GSP Agreement - Parks	834.13
007645	14/04/2023	Simsai Construction Group Pty Ltd	Refund Security Deposit	400.00
007646	14/04/2023	First Homebuilders Pty Ltd	Refund Security Deposit	400.00
007647	14/04/2023	S J McLeod	Expenses Reimbursement	1,059.70
007648	14/04/2023	Kings Rd Construction Pty Ltd	Refund Security Deposit	1,600.00
007649	14/04/2023	Barrelhouse Armadale	Catering	1,000.00
007650	14/04/2023	My Homes WA Pty Ltd	Refund Security Deposit	400.00
007651	14/04/2023	Australian Integrated Steelwork Company	Repairs - Gate	1,430.00
007652	14/04/2023	Andantino Pty Ltd T/A Outdoor World	Refund Security Deposit	400.00
007653	14/04/2023	The Pink Cafe (Kelmscott)	Catering	390.00
007654	14/04/2023	Dell Financial Services Pty Ltd	Computer Equipment Leases	21,291.37
007655	14/04/2023	Eurotech Group Pty Ltd	Print Room Consumables	190.34
007656	14/04/2023	ChoiceOne Pty Ltd	Hire of Temporary Staff	2,295.59
007657	14/04/2023	Persona Group Pty Ltd	Refund Security Deposit	400.00
007658	14/04/2023	Tresit Pty Ltd	First Aid Supplies	346.20
007659	14/04/2023	Celebration Homes	Refund Security Deposit	5,200.00
007660	14/04/2023	NPB Security Australia Pty Ltd	Security Services	16,638.88
007661	14/04/2023	Examiner Newspapers (WA)	Advertising	2,230.00
007662	14/04/2023	Cutts, Sharron A	Event - Chair Yoga	275.00
007663	14/04/2023	Central West Refrigeration	Service Ice Machine - AFAC	637.05
007664	14/04/2023	Ed's Fencing and Landscaping	Machine Hire - Landfill	3,080.00
007665	14/04/2023	Tidam Services Pty Ltd	Consultancy Services	33,000.00
007666	14/04/2023	Homebuyers Centre	Refund Security Deposit	1,200.00
007667	14/04/2023	Pixels WA Pty Ltd	Subscription Renewal	6,599.14
007668	14/04/2023	Metro Homes WA Pty Ltd	Refund Security Deposit	5,200.00
007669	14/04/2023	Zenecon Pty Ltd	Security Bond Refund	400.00
007670	14/04/2023	Assessment for Authority's Approval	Security Bond Refund	400.00

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Trans #	Date	Payee	Description	Amount
007671	14/04/2023	Zander Opperman	Security Bond Refund	400.00
007672	14/04/2023	D J Timson & Y Timson	Rates Refund - Credit Balance	19.49
007673	14/04/2023	John Ellis	Crossover Subsidy	400.00
007674	14/04/2023	Gajan Maheson	Crossover Subsidy	400.00
007675	14/04/2023	Innovative Builders WA	Security Bond Refund	400.00
007676	14/04/2023	Macri Builders Pty Ltd	Security Bond Refund	400.00
007677	14/04/2023	PC Infrastructure Pty Ltd	Security Bond Refund	400.00
007678	14/04/2023	Larissa Hall	Crossover Subsidy	400.00
007679	14/04/2023	PTL Builders Pty Ltd	Security Bond Refund	400.00
007680	14/04/2023	Serena Marriott	Crossover Subsidy	400.00
007681	14/04/2023	Cheryl Taylor	Welcome to Country Fee	500.00
007682	14/04/2023	NGIS Australia Pty Ltd	Staff Training	929.50
007683	14/04/2023	Steven Skinner	Rates Refund - Credit Balance	152.47
007684	14/04/2023	Justine Anne Barron	Rates Refund - Credit Balance	2.53
007685	14/04/2023	Sian Kemp	Rates Refund - Credit Balance	140.17
007686	14/04/2023	Handy Andy Makeover	Rates Refund - Credit Balance	27.01
007687	14/04/2023	Jack Callender	Rates Refund - Credit Balance	88.50
007688	14/04/2023	Jorja Smart	Sporting Recreation and Development Donation	350.00
007689	14/04/2023	M W Monterosa	Security Bond Refund	500.00
007690	14/04/2023	Nilpesh Ramani	Security Bond Refund	500.00
007691	19/04/2023	Alinta Gas	Gas Charges	43.60
007692	19/04/2023	DORMA Australia Pty Ltd	Gate Maintenance and Repairs	3,333.55
007693	19/04/2023	Beaver Tree Services Aust Pty Ltd	Tree Pruning Services - Various Locations	20,392.90
007694	19/04/2023	Browns Sweeping	High Pressure Cleaning - Various Locations	3,520.00
007695	19/04/2023	Byford Bobcats	Maintenance Works	1,872.00
007696	19/04/2023	Cornerstone Legal Pty Ltd	Legal Services	9,900.00
007697	19/04/2023	Dept of Transport	Vehicle Searches	159.90
007698	19/04/2023	ERS Australia	Dispose Oil Filters	576.77
007699	19/04/2023	Hays Personnel Services (Aust) Pty Ltd	Hire of Temporary Staff	1,460.43
007700	19/04/2023	Major Motors Pty Ltd	Parts - FP 638	289.10
007701	19/04/2023	Roleystone Courier	Consultancy Services	210.00
007702	19/04/2023	Veolia Recycling and Recovery Pty Ltd	Recycling Collection Costs	82,901.29
007703	19/04/2023	Sportsworld of WA	Merchandise - AFAC	613.80
007704	19/04/2023	Westbooks	Library Resources	2,539.08
007705	19/04/2023	Synergy Energy	Electricity Charges	3,113.54
007706	19/04/2023	Work Clobber	Protective Clothing	227.22
007707	19/04/2023	Gecko Contracting Turf & Landscaping	Turf and Landscaping Services - Various Locations	51,485.54
007708	19/04/2023	Bunnings Building Supplies Pty Ltd	Hardware Consumables	2,451.79
007709	19/04/2023	St John Ambulance WA Ltd	Defibrillator Services	2,518.95
007710	19/04/2023	E & MJ Roshier Pty Ltd	Parts - FP439	238.58
007711	19/04/2023	StrataGreen	Protective Equipment	588.59
007712	19/04/2023	Sports Turf Technology Pty Ltd	Consultancy Services	815.10
007713	19/04/2023	Toolmart	Parts - Workshop	88.75
007714	19/04/2023	S A D'Souza	Expenses Reimbursement	88.00
007715	19/04/2023	Onhold Magic Pty Ltd	Monthly Subscription	110.00

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007716	19/04/2023	Serpentine Spring Water	Refreshments	117.00
007717	19/04/2023	More4Less Mowing	Mowing Services	308.00
007718	19/04/2023	McLeods Barristers & Solicitors	Legal Services	1,650.00
007719	19/04/2023	RSEA Pty Ltd	Hardware - Civil Works	1,159.25
007720	19/04/2023	Refresh Waters Pty Ltd	Rental Cooler	110.00
007721	19/04/2023	Truck Centre (WA) Pty Ltd	Parts - P1508/P1519	188.58
007722	19/04/2023	Buswest	Hire of Coach - IAS Programs	660.00
007723	19/04/2023	Ventura Home Group Pty Ltd	Refund Security Deposit	400.00
007724	19/04/2023	Records & Information Management Profes	Training - Records and Information	400.00
007725	19/04/2023	Lightforce Assets Pty Ltd	Repair Guardrails - Rowley Road	4,961.00
007726	19/04/2023	Drainflow Services Pty Ltd	Road Sweeper - Hire	877.25
007727	19/04/2023	All West Plant Hire	Hire Equipment	4,510.00
007728	19/04/2023	Adelphi Tailoring Co	Protective Clothing	104.50
007729	19/04/2023	Affordable Living Homes	Refund Security Deposit	2,000.00
007730	19/04/2023	Clever Patch Pty Ltd	Equipment - Library Presentation	240.23
007731	19/04/2023	Apple Pty Ltd	Computer Equipment	3,981.51
007732	19/04/2023	Forrest Road Fresh	Refreshments	400.00
007733	19/04/2023	Delta Print	Plant Pre-start Checklist Books	1,276.00
007734	19/04/2023	Sonic HealthPlus	Pre-placement Medicals	240.90
007735	19/04/2023	Rave On Promotional Products	Platform Waist Bags	574.20
007736	19/04/2023	Bowden Tree Consultancy	Arboricultural Assessment	440.00
007737	19/04/2023	Complete Office Supplies	Refreshments - Lets Connect Expo 23	1,251.23
007738	19/04/2023	Height Safety Solutions	Relocate Ladder Access Point	741.40
007739	19/04/2023	Horizon West Landscape & Irrigation	Landscape Maintenance Skeet Road	6,251.66
007740	19/04/2023	Budget Rent a Car	Hire - 1HHP199 Mitsubishi	1,318.78
007741	19/04/2023	Nindethana Seed Service	Plant Stock - Various Locations	632.50
007742	19/04/2023	Heritage FM Incorporated	FM Broadcast - Australia Day Event	1,149.50
007743	19/04/2023	EOS Electrical	Repair Street Light - Whitehead	550.00
007744	19/04/2023	Alsco Pty Ltd	Valve Replacement	390.39
007745	19/04/2023	Bennelongia Pty Ltd	Mosquito Identification - Mar23	1,298.22
007746	19/04/2023	Bilby 3D Pty Ltd	Print Room Consumables	723.85
007747	19/04/2023	Avantgarde Technologies Pty Ltd	Consultancy Services	4,213.00
007748	19/04/2023	Prestige Property Maintenance Pty Ltd	Mowing Services - Various Locations	4,442.50
007749	19/04/2023	E Fire & Safety	Fire Safety System Maintenance and Tests	3,008.50
007750	19/04/2023	Black Rubber Pty Ltd	Parts - FP535	99.00
007751	19/04/2023	Downings Electrical Service	Electrical Services - John Dunn Reserve	646.25
007752	19/04/2023	Paramount Electrical Services	Electrical Services	25,420.04
007753	19/04/2023	Seisma Pty Ltd	Hire of Temporary Staff	3,960.00
007754	19/04/2023	Programmed Skilled Workforce	Hire of Temporary Staff	2,955.11
007755	19/04/2023	Focus Consulting WA Pty Ltd	Consultancy Services	9,900.00
007756	19/04/2023	R M Walker	Expenses Reimbursement	57.00
007757	19/04/2023	Western Australian Security Personnel Pty Ltd	Security Guards	616.00
007758	19/04/2023	Wesroof	Roof Repair Products	148.50
007759	19/04/2023	Bug Busters Pty Ltd	Pest Control - AFAC	605.00
007760	19/04/2023	Freedom Fairies Pty Ltd	Movie in the Mall	588.50

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Trans #	Date	Payee	Description	Amount
007761	19/04/2023	Trident Plastics (SA) Pty Ltd	Bin Lids and Bin Replacements	30,939.15
007762	19/04/2023	Castledine Gregory	Legal Services	1,100.00
007763	19/04/2023	LD&D Australia Pty Limited	Refreshments	274.92
007764	19/04/2023	Spectur Limited	Security Services - Depot	1,650.00
007765	19/04/2023	Run Energy Pty Limited	Gas & Flare Maintenance Landfill Site	2,585.00
007766	19/04/2023	Contra-Flow Pty Ltd	Hire of Traffic Controllers	9,911.35
007767	19/04/2023	West Tip Waste Control Pty Ltd	Dumped Rubbish Collections	5,553.12
007768	19/04/2023	Agent Sales & Services Pty Ltd	Pool Chemicals Supplies	12,973.40
007769	19/04/2023	Hospitality Industry Service Providers	Refreshments - AFAC	202.00
007770	19/04/2023	Bolinda Digital Pty Ltd	2022-23 Value Plans	118,000.00
007771	19/04/2023	The Calapai Family Trust T/A Intellitrac	GPS Installation - P602	748.00
007772	19/04/2023	Diverseco Pty Ltd	Annual Weighbridge Calibration	4,246.01
007773	19/04/2023	GPC Asia Pacific Pty Ltd T/A Cova	Parts - Workshop	1,016.10
007774	19/04/2023	Prestige Catering	Catering	2,166.00
007775	19/04/2023	Define Creations	Refund Security Deposit	400.00
007776	19/04/2023	Rosmech Sales & Service Pty Ltd	Repairs P238	839.63
007777	19/04/2023	Kelinda House Northam	Bookeasy Accommodation Booking	544.50
007778	19/04/2023	Cart 21 Cafe and Lunch Bar	Catering	1,009.25
007779	19/04/2023	First Homebuilders Pty Ltd	Refund Security Deposit	400.00
007780	19/04/2023	Southern Cross Protection Pty Ltd	Security Alarm Responses	1,689.91
007781	19/04/2023	MDM Entertainment Pty Ltd	Library Resources	1,024.24
007782	19/04/2023	Peter Hunt Architect	Architectural Services	17,847.50
007783	19/04/2023	Manda's Mini Indulges	Catering	86.50
007784	19/04/2023	Nationwide Australia Roofing Holdings	Roof Repairs	2,105.40
007785	19/04/2023	C U Building Group Pty Ltd	Refund Security Deposit	400.00
007786	19/04/2023	Bridgestone Australia Ltd	Tyres - P1977	514.51
007787	19/04/2023	Hunt Architects Pty Ltd	Architectural Services	6,633.00
007788	19/04/2023	Marty Daley Graphic Design	Design Services	1,980.00
007789	19/04/2023	Pirtek Canning Vale	Parts - P1502	719.39
007790	19/04/2023	Back Beach Co Pty Ltd	AFAC - Swimming Products	1,577.40
007791	19/04/2023	Ideal Homes Pty Ltd	Refund Security Deposit	400.00
007792	19/04/2023	GFG Temp Assist	Hire of Temporary Staff	16,625.68
007793	19/04/2023	Miracle Recreation Equipment	Play Equipment - Morgan Park	4,840.00
007794	19/04/2023	Tidy Up	Rubbish Collections Depot	3,936.00
007795	19/04/2023	UGC Holdings Pty Ltd	City Wide Caltrop Control	14,862.06
007796	19/04/2023	South Regional Tafe	Staff Training	1,210.00
007797	19/04/2023	Whereabouts Skateboarding	co-design activation even - Gwynne park	1,100.00
007798	19/04/2023	Metro Water Supply	Water Supply - Landfill Site	660.00
007799	19/04/2023	UWA Publishing	Refund Hall Key Deposit	500.00
007800	19/04/2023	McArthur (VIC) Pty Ltd	Remuneration Benchmarking	4,675.00
007801	19/04/2023	Simone Stuart t/a Jitterbug Music Perth	Music Sessions - Champion Centre Event	200.00
007802	19/04/2023	Enviroline Group	Jetting Truck Maintenance	3,638.03
007803	19/04/2023	RICS Australasia Pty Ltd	Annual Subscription Fees	580.80
007804	19/04/2023	Farren McRea Workplace Lawyers	Staff Training	8,905.50
007805	19/04/2023	The Frog Doctor	Presentation Fee	600.00

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007806	19/04/2023	Marmun Mia-Mia Aboriginal Corporation	Payment of Lease - Vehicle	2,500.00
007807	19/04/2023	Forum Advocating Cultural and Ecotourism	Registration Fee	308.00
007808	19/04/2023	MJ Brady Consulting Pty Ltd	Library Resources	1,700.00
007809	19/04/2023	Wintana Ajibew	Crossover Subsidy	400.00
007810	19/04/2023	Naleen Fernando	Crossover Subsidy	400.00
007811	19/04/2023	Larry Mbaluku	Crossover Subsidy	400.00
007812	19/04/2023	Cameron Jason Speldewinde	Crossover Subsidy	400.00
007813	19/04/2023	Brendan James Crowe	Crossover Subsidy	400.00
007814	19/04/2023	Hassan Haydar	Security Bond Refund	400.00
007815	19/04/2023	Benjamin Dalton	Security Bond Refund	500.00
007816	19/04/2023	C L O'Connell	Rates Refund - Credit Balance	110.69
007817	19/04/2023	Lin Trumann	Rates Refund - Credit Balance	83.21
007818	19/04/2023	Kaitlyn Brereton	Security Bond Refund	500.00
007819	19/04/2023	India Taylor	Refund Food Business Fee	204.50
007820	19/04/2023	Madison Posthuma (Wagenaar)	Cloth Nappy Rebate	98.62
007821	19/04/2023	Kristy Wilkinson	Cloth Nappy Rebate	100.00
007822	19/04/2023	Issac Averill	Sporting Recreation and Development Donation	250.00
007823	19/04/2023	Jennie Mercer	Refund - Birthday Party Booking	240.00
007824	19/04/2023	Mandee Drake	Rates Refund - Credit Balance	91.40
007825	19/04/2023	Jacob Hale	Sporting Recreation and Development Donation	250.00
007826	19/04/2023	Abel Group WA	BSL Levy Refund	61.65
007827	19/04/2023	Shenana Edalere	Rates Refund - Credit Balance	3.22
007828	19/04/2023	Dennis Punta	Compost Rebate	33.99
007829	19/04/2023	A R Moselen	Rates Refund - Credit Balance	108.06
007830	19/04/2023	Emerson Aglibot Moratalla	Rates Refund - Credit Balance	147.63
007831	19/04/2023	Mark Jolley	Rates Refund - Credit Balance	134.19
007832	19/04/2023	M J Sansalone	Rates Refund - Credit Balance	137.33
007833	19/04/2023	M H Phillips	Rates Refund - Credit Balance	282.40
007834	19/04/2023	Alison Nelson	Swim School Refund	15.50
007835	19/04/2023	Linda A Kirk	Rates Refund - Credit Balance	276.83
007836	19/04/2023	Ruth F Holden	Rates Refund - Credit Balance	32.78
007837	19/04/2023	Maddyson Linda Bulpitt	Rates Refund - Credit Balance	124.75
007838	19/04/2023	Kevin Christopher Howes	Rates Refund - Credit Balance	116.45
007839	19/04/2023	R P Kalahe Kankanamalage	Rates Refund - Credit Balance	20.85
007840	19/04/2023	T L Grierson	Rates Refund - Credit Balance	220.21
007841	19/04/2023	Shiqi Peng	Rates Refund - Credit Balance	34.29
007842	19/04/2023	Lee Longworth	Security Bond Refund	300.00
007843	19/04/2023	Sylvia Broadbent	Membership Refunds	800.00
007844	21/04/2023	Armadale Lock & Key Service	Key Cutting Services	490.00
007845	21/04/2023	Armadale Mower World	Mower Servicing	825.65
007846	21/04/2023	Environmental Health Australia (WA) Inc	Corporate Membership	4,574.00
007847	21/04/2023	Australian Services Union	Australian Services Union payroll deductions	448.20
007848	21/04/2023	Baileys Fertilisers	Gardening Products	972.84
007849	21/04/2023	Beaver Tree Services Aust Pty Ltd	Tree Pruning Services - Various Locations	12,349.70
007850	21/04/2023	Bolinda Publishing Pty Ltd	Library Resources	4,499.00

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Trans #	Date	Payee	Description	Amount
007851	21/04/2023	Child Support Agency	Child Support payroll deductions	2,441.44
007852	21/04/2023	City of Armadale-Social Club	Social Club (employee) payroll deductions	324.00
007853	21/04/2023	Cornerstone Legal Pty Ltd	Legal Services	6,545.00
007854	21/04/2023	Landgate	GRV Valuations Fee	552.14
007855	21/04/2023	Ejan Communications	Communication Equipment - Waste Services	624.25
007856	21/04/2023	Gibbons Holden	2 x Replacement Fleet Vehicles - Subaru	73,349.34
007857	21/04/2023	LGRCEU	LGRCEU payroll deductions	283.12
007858	21/04/2023	Rabor Smash Repairs	Towing Charges	741.97
007859	21/04/2023	Scope Irrigation	Irrigation Maintenance	694.57
007860	21/04/2023	Sunny Industrial Brushware Pty Ltd	Brush Head Replacement	184.80
007861	21/04/2023	Synergy Energy	Electricity Charges	3,908.44
007862	21/04/2023	Work Clobber	Protective Clothing	179.10
007863	21/04/2023	Bunnings Building Supplies Pty Ltd	Hardware Consumables	75.05
007864	21/04/2023	E & MJ Rosher Pty Ltd	Air Filter Replacements	780.88
007865	21/04/2023	Local Government Planners Association	Staff Training	80.00
007866	21/04/2023	Westzone Enterprises Pty Ltd	Rent - Armadale Library	55,355.12
007867	21/04/2023	RSEA Pty Ltd	Bollards Replacements	308.15
007868	21/04/2023	Book Easy Pty Ltd	Bookings - Mar23	220.00
007869	21/04/2023	Michael Page International	Hire of Temporary Staff	1,765.63
007870	21/04/2023	Waterlogic Australia Pty Ltd	Water Fountain - Rental	246.37
007871	21/04/2023	Bamford Consulting Ecologists	Consultancy Services	28,679.20
007872	21/04/2023	Fulton Hogan Industries Pty Ltd	Asphalt - Various Sites	4,920.96
007873	21/04/2023	Programmed Property Services Pty Ltd	Repair to Shower Seat	20.00
007874	21/04/2023	Vinci Gravel Supplies Pty Ltd	Gravel Supplies	13,277.00
007875	21/04/2023	Apple Pty Ltd	Computer Equipment	796.40
007876	21/04/2023	Beacon Equipment	Parts - P1518	1,815.00
007877	21/04/2023	Jones Lang Lasalle (WA) Pty Ltd	Light Repairs Orchard House	489.50
007878	21/04/2023	Sonic HealthPlus	Pre-placement Medicals	240.90
007879	21/04/2023	Greenfield Gardening	Landfill Landscaping Works	4,290.00
007880	21/04/2023	Complete Office Supplies	Stationery	92.90
007881	21/04/2023	ELM (WA) Pty Ltd	Verge Maintenance - Access Roads	17,072.00
007882	21/04/2023	Horizon West Landscape & Irrigation	John Dunn - Mowing	1,694.00
007883	21/04/2023	Vorgee Pty Ltd	Merchandise - AFAC	3,751.00
007884	21/04/2023	Perth Expohire & Furniture Group	Hire Equipment - Expo	6,091.25
007885	21/04/2023	AlSCO Pty Ltd	Anti Fatigue Mats - Landfill Site	1,398.96
007886	21/04/2023	Quick Super	Superannuation Contributions payroll	227,022.31
007887	21/04/2023	Seton Australia	Pool Plant Reactive Maintenance	888.89
007888	21/04/2023	E Fire & Safety	Evacuation Diagrams - Various Locations	2,420.00
007889	21/04/2023	Black Rubber Pty Ltd	Tyres - P217	148.50
007890	21/04/2023	Landmark Products Pty Ltd	Shipwreck Park Additional Toilet Works	145,541.00
007891	21/04/2023	7 to 1 Photography	Australia Day - Photographers	990.00
007892	21/04/2023	Paramount Electrical Services	Electricity Charges	5,157.61
007893	21/04/2023	Labourforce Impex Personnel Pty Ltd	Hire of Temporary Staff	2,465.23
007894	21/04/2023	Programmed Skilled Workforce	Hire of Temporary Staff	1,722.99
007895	21/04/2023	Perth Bouncy Castle Hire	Hire Food Machine Set Up	429.00

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Trans #	Date	Payee	Description	Amount
007896	21/04/2023	LD&D Australia Pty Limited	Refreshments	60.60
007897	21/04/2023	Crystal Printing Solutions Pty Ltd	Stationery	825.00
007898	21/04/2023	Spectur Limited	CCTV Costs - Various Locations	2,866.60
007899	21/04/2023	Contra-Flow Pty Ltd	Hire of Traffic Controllers	5,081.78
007900	21/04/2023	The Musical Mum	School Holiday Program Presenter	250.00
007901	21/04/2023	Waivpay Ltd	Gift Cards	617.70
007902	21/04/2023	Qtm Pty Ltd	Hire of Traffic Controllers	10,715.03
007903	21/04/2023	S J McLeod	Expenses Reimbursement	19.44
007904	21/04/2023	Manda's Mini Indulges	Catering	205.25
007905	21/04/2023	Quenda Designs	Artwork and Flag Poles	3,336.74
007906	21/04/2023	Total Green Recycling	E Waste Recycling Landfill Site	1,863.46
007907	21/04/2023	ATO PAYG	Tax Deductions payroll	382,137.00
007908	21/04/2023	Pirtek Canning Vale	Service/Repairs - Various Plant	2,494.40
007909	21/04/2023	Norda Architects Pty Ltd	Consultancy Services	3,102.00
007910	21/04/2023	Austmag	Stationery	123.75
007911	21/04/2023	GFG Temp Assist	Hire of Temporary Staff	8,266.72
007912	21/04/2023	Dell Financial Services Pty Ltd	Computer Equipment Leases	400.62
007913	21/04/2023	ChoiceOne Pty Ltd	Hire of Temporary Staff	2,345.44
007914	21/04/2023	Marketforce Pty Ltd	Advertising	29,958.50
007915	21/04/2023	Centre For Stories	Armadales Writers Festival 23	5,182.10
007916	21/04/2023	AMW (Audit) Pty Ltd	Audit - Grant Acquittals	1,100.00
007917	21/04/2023	Scoutta Pty Ltd T/A Viaje Strategic	Consultancy Services	13,310.00
007918	21/04/2023	BeChallenged Team Building Pty Ltd	Staff Training	1,116.50
007919	21/04/2023	Grants Empire	Tourism Award Nomination - 2023	726.00
007920	21/04/2023	SMAI Pty Ltd	Purchase of Yoga Equipment	270.13
007921	21/04/2023	EEO Specialists Pty Ltd	Staff Training	9,570.00
007922	21/04/2023	Reading Entertainment Australia Pty Ltd	Volunteer Support	609.00
007923	21/04/2023	Sundry Creditors	Rates Refund - Credit Balance	29.04
007924	26/04/2023	ALS Library Services Pty Ltd	Library Resources	364.85
007925	26/04/2023	Armadales Lock & Key Service	Operation - Equipment Maintenance	1,727.50
007926	26/04/2023	Armadales Mower World	Parts - Various Plant	1,183.68
007927	26/04/2023	Armadales Kelmscott Self Storage	Storage Rental Fees	425.00
007928	26/04/2023	AIBS (WA Chapter)	Staff Training	380.00
007929	26/04/2023	Beaver Tree Services Aust Pty Ltd	Tree Mulching Services	10,969.20
007930	26/04/2023	Bolinda Publishing Pty Ltd	Library Resources	9,801.00
007931	26/04/2023	Challenge Batteries WA	Parts - P999	246.40
007932	26/04/2023	Challenge Chemicals Australia	Cleaning Chemicals	335.09
007933	26/04/2023	Cornerstone Legal Pty Ltd	Legal Services	1,650.00
007934	26/04/2023	WINC Australia Pty Ltd	Stationery	174.02
007935	26/04/2023	Landgate	GRV Valuations Fee	1,415.55
007936	26/04/2023	Drive Safe Australia (WA)	Truck Assessment Fee	275.00
007937	26/04/2023	Gibbons Holden	Registration Fee - AK16558	453.65
007938	26/04/2023	Hays Personnel Services (Aust) Pty Ltd	Hire of Temporary Staff	1,787.23
007939	26/04/2023	Downer EDI Works Limited	Traffic Management Plan for Repairs- Various Locations	25,894.00
007940	26/04/2023	Pure Air Filters	Parts - Various Plant	155.10

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007941	26/04/2023	Rabor Smash Repairs	Insurance Excess - AK16494	500.00
007942	26/04/2023	Scope Irrigation	Irrigation Maintenance	531.14
007943	26/04/2023	Slater-Gartrell Sports	Sporting Equipment - Allwood Tennis Courts	1,529.00
007944	26/04/2023	WA Hino Sales & Service	Parts - P468	2,302.37
007945	26/04/2023	WALGA	Staff Training	638.00
007946	26/04/2023	West Side Safety Products	Protective Uniforms	890.78
007947	26/04/2023	Synergy Energy	Electricity Charges	257,352.07
007948	26/04/2023	Gecko Contracting Turf & Landscaping	Allawah Reserve - Works Claim	64,317.80
007949	26/04/2023	Bunnings Building Supplies Pty Ltd	Hardware Consumables	294.25
007950	26/04/2023	Toolmart	Hardware and Minor Tool Purchases	2,442.00
007951	26/04/2023	Ellenby Tree Farm	Plant Stock - Various Locations	2,579.00
007952	26/04/2023	Institute of Public Works Aust(WA Division)	Staff Training	75.00
007953	26/04/2023	Tourism Council WA Limited	Nomination Fee - Excellence in LG	275.00
007954	26/04/2023	RSEA Pty Ltd	Parts and Consumables	1,180.92
007955	26/04/2023	MAIA Financial Pty Ltd	Computer Equipment Leases	75,533.06
007956	26/04/2023	Herron Todd White (WA) Pty Ltd	DCP Valuation Panel	9,900.00
007957	26/04/2023	Hot Cotton	Protective Clothing	272.80
007958	26/04/2023	GCM Enviro Pty Ltd	Parts - P1502	6,484.64
007959	26/04/2023	Dale Alcock Homes Pty Ltd	Refund	400.00
007960	26/04/2023	Modern Teaching Aids Pty Ltd	Library Resources	62.48
007961	26/04/2023	Wren Oil	Admin & Compliance Fee	16.50
007962	26/04/2023	Sercul Inc	Drainage/Living Streams Maintenance	36,899.37
007963	26/04/2023	BSA Advanced Property Solutions (WA) Pty Ltd	Air Conditioning Service and Repairs	7,917.80
007964	26/04/2023	Valvoline (Australia)	Fuels & Oils	321.98
007965	26/04/2023	BGC Concrete	Supply Concrete - Repairs	313.28
007966	26/04/2023	Drainflow Services Pty Ltd	Sweeping and Cleaning Services	5,007.75
007967	26/04/2023	Fulton Hogan Industries Pty Ltd	Road Repair Products	1,107.04
007968	26/04/2023	Adelphi Tailoring Co	Protective Clothing	220.00
007969	26/04/2023	Programmed Property Services Pty Ltd	Maintenance - Various Facilities	19,167.39
007970	26/04/2023	Clever Patch Pty Ltd	Library Resources	76.59
007971	26/04/2023	Summit Homes Group	Refund	1,200.00
007972	26/04/2023	Safeman WA Pty Ltd	Safety Equipment	186.78
007973	26/04/2023	AD Engineering International Pty Ltd	AD320 LED Trailer Purchase	50,594.50
007974	26/04/2023	Commercial Aquatics Australia	Pool Plant Maintenance - March 2023	3,954.96
007975	26/04/2023	Tyrecycle Pty Ltd	Collection of Tyres - Landfill	1,194.14
007976	26/04/2023	Jones Lang Lasalle (WA) Pty Ltd	Replace Light - Orchard House	410.30
007977	26/04/2023	Sonic HealthPlus	Pre-placement Medicals	834.90
007978	26/04/2023	Greenfield Gardening	Landscaping Services - Landfill Site	5,988.26
007979	26/04/2023	Better Pets and Gardens Kelmscott	Dog/Cat Food - Pound	361.28
007980	26/04/2023	Complete Office Supplies	Stationery	63.35
007981	26/04/2023	Neopost Australia Pty Ltd	Printing Equipment	1,043.80
007982	26/04/2023	ELM (WA) Pty Ltd	Mowing Services Champion Drive	3,608.00
007983	26/04/2023	Horizon West Landscape & Irrigation	Supply and Install Mulch - Pine Bark	8,353.40
007984	26/04/2023	Dowsing Concrete	Armadales Mens Shed - Concrete Works	5,764.66
007985	26/04/2023	Mother Earth Gardening & Landscaping	Hedge Trimming - Macadamia Park	220.00

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007986	26/04/2023	Scott Printers Pty Ltd	Printing - Pads	764.50
007987	26/04/2023	Veris Australia Pty Ltd	Surveying Services	3,146.00
007988	26/04/2023	Turf Care WA Pty Ltd	Cricket Mats - William Skeet Oval	2,531.34
007989	26/04/2023	Downings Electrical Service	Electrical Services	16,872.21
007990	26/04/2023	Paramount Electrical Services	Electrical Services	181.50
007991	26/04/2023	West Power Group Pty Ltd	Generator Scheduled Servicing	381.70
007992	26/04/2023	Sprayking WA Pty Ltd	Weed Control - Various Reserves	3,267.00
007993	26/04/2023	Hi Tech Security WA Pty Ltd	Parts - Armadale Arena	220.00
007994	26/04/2023	Programmed Skilled Workforce	Hire of Temporary Staff	1,050.43
007995	26/04/2023	BJ Ball	Stationery	1,804.94
007996	26/04/2023	Freedom Fairies Pty Ltd	Storytelling and Roving	588.50
007997	26/04/2023	LD&D Australia Pty Limited	Refreshments	168.37
007998	26/04/2023	Hudson Global Resources (Aust) Pty Limited	Hire of Temporary Staff	8,190.34
007999	26/04/2023	Slavin Architects Pty Ltd	Consultancy Services	3,520.00
008000	26/04/2023	Electek	Electrical Maintenance	693.00
008001	26/04/2023	Contra-Flow Pty Ltd	Hire of Traffic Controllers	1,869.12
008002	26/04/2023	Slimline Warehouse Display Shop	A Frame Signs - Admin Building	253.80
008003	26/04/2023	Nightlife Music Pty Ltd	Music - Gym Floor	407.00
008004	26/04/2023	MyMedia Intelligence Pty Ltd	Annual Media Monitoring Subscription	497.20
008005	26/04/2023	Perrott Painting Maintenance Contract Pty Ltd	Painting Services	19,471.10
008006	26/04/2023	Perth Materials Blowing Pty Ltd	Verge Mulching - Various Locations	8,248.86
008007	26/04/2023	JDS Building and Maintenance Services Pty Ltd	Front Counter Laminated Kicks - Armadale Library	4,345.00
008008	26/04/2023	Prestige Catering	Catering	594.00
008009	26/04/2023	QTM Pty Ltd	Hire of Traffic Controllers	6,752.44
008010	26/04/2023	Southern Bins	Hire of Skip Bin	1,000.00
008011	26/04/2023	First Homebuilders Pty Ltd	Refund	400.00
008012	26/04/2023	Southern Cross Protection Pty Ltd	Static Guard Admin Building	801.01
008013	26/04/2023	Kings Rd Construction Pty Ltd	Refund	400.00
008014	26/04/2023	Perth Hydraulic Centre	Parts - P1502	93.32
008015	26/04/2023	CDM Australia Pty. Ltd.	Photocopier Usage - March 2023	55.00
008016	26/04/2023	Ailtire Pty Ltd T/A Ailtire Architects	Architectural Services	5,111.70
008017	26/04/2023	Getaway Outdoors - Kelmscott	Work Health and Safety Consumables	499.50
008018	26/04/2023	Manda's Mini Indulges	Catering	772.08
008019	26/04/2023	The Mighty Booths	Photo Booth Service Champion Centre	599.00
008020	26/04/2023	R J Turner Engineering	Design Services	1,250.00
008021	26/04/2023	Pirtek Canning Vale	Parts - Depot Workshop	1,078.00
008022	26/04/2023	Armadale Liquor Pty Ltd	Refreshments	699.00
008023	26/04/2023	Classic Home & Garage Innovations Pty Ltd	Refund	400.00
008024	26/04/2023	MMM (WA) Pty Ltd	Wet Plant Hire - Drainage	18,100.00
008025	26/04/2023	GFG Temp Assist	Hire of Temporary Staff	10,654.60
008026	26/04/2023	Miracle Recreation Equipment	Repair Play Equipment - Joe Saunders	2,112.00
008027	26/04/2023	Tidy Up	Rubbish Collection	4,455.00
008028	26/04/2023	Creative Soul Sessions Trust	Wall Murals	8,295.70
008029	26/04/2023	Harvey Norman AV/IT Armadale	Usb Cables - IT	147.00
008030	26/04/2023	Persona Group Pty Ltd	Security Bond Refund	400.00

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Trans #	Date	Payee	Description	Amount
008031	26/04/2023	Whereabouts Skateboarding	Design Services	2,200.00
008032	26/04/2023	Marketforce Pty Ltd	Advertising	242.00
008033	26/04/2023	Fennessy Recruitment Pty Ltd	Hire of Temporary Staff	26,449.28
008034	26/04/2023	Betteraim Pty Ltd	Assessment Services - Assets	7,819.63
008035	26/04/2023	Workforce Insight Pty Ltd	Consultancy Services	27,537.50
008036	26/04/2023	Nina Reeve	Workshop Event	350.00
008037	26/04/2023	Niche Diving Services	Pool Maintenance	3,785.10
008038	26/04/2023	Arboriculture Australia Ltd	Staff Training	1,694.00
008039	26/04/2023	City of Subiaco	Reimbursement - Long Service Leave	6,788.58
008040	26/04/2023	N R Dimitrijeviich	Rates Refund - Credit Balance	151.02
008041	26/04/2023	Danish Nair	Rates Refund - Credit Balance	28.53
008042	26/04/2023	S A Woollard	Rates Refund - Credit Balance	147.97
008043	28/04/2023	A2K Technologies	AutoCad Licensing	1,072.50
008044	28/04/2023	Armada Lock & Key Service	Repair Safe - AFAC	313.00
008045	28/04/2023	Armada Mower World	Chain Repairs	85.60
008046	28/04/2023	DORMA Australia Pty Ltd	Replace Battery	354.15
008047	28/04/2023	Beaver Tree Services Aust Pty Ltd	Tree Maintenance	1,007.60
008048	28/04/2023	BP Australia Pty Ltd	Bulk Fuel	9,371.93
008049	28/04/2023	Burgess Rawson (WA) Pty Ltd	Water Usage Charges	238.66
008050	28/04/2023	CJD Equipment Pty Ltd	Parts - Workshop	99.00
008051	28/04/2023	Cleanaway	Hire of Glass Bin Landfill Site	110.00
008052	28/04/2023	WINC Australia Pty Ltd	Cleaning Supplies - Various Locations	13,089.08
008053	28/04/2023	Golder Associates	Consultancy Services	2,106.50
008054	28/04/2023	Lori's Fuel Station	Fuel Supplies	10,561.11
008055	28/04/2023	Ixom Operations Pty Ltd	Chlorine Gas Service Fee - March 2023	276.39
008056	28/04/2023	Downer EDI Works Limited	Road Repair Products	44,301.95
008057	28/04/2023	Rabor Smash Repairs	Insurance Excess (2)	1,000.00
008058	28/04/2023	Veolia Recycling and Recovery Pty Ltd	Recycling Collection Costs	109,893.06
008059	28/04/2023	Sunny Industrial Brushware Pty Ltd	Gutter Broom Replacement	376.20
008060	28/04/2023	Telstra	Asset Relocation and Commercial Works	10,857.81
008061	28/04/2023	Total Packaging (WA) Pty Ltd	Dog Bags Purchase	2,145.00
008062	28/04/2023	WA Hino Sales & Service	Brakes Service	555.39
008063	28/04/2023	WA Limestone Co	Sand Supplies	2,340.14
008064	28/04/2023	Synergy Energy	Electricity Charges	40,405.30
008065	28/04/2023	Work Clobber	Safety Equipment	470.34
008066	28/04/2023	Wurth Australia Pty Ltd	Workshop Consumables	1,495.51
008067	28/04/2023	WA Reticulation Supplies	Reticulation Parts - Stock Items	5,541.60
008068	28/04/2023	Dept of Water & Environment Regulation	Landfill (Waste) Levy Payment	1,075,339.61
008069	28/04/2023	Gecko Contracting Turf & Landscaping	Turf and Landscaping Services - Various Locations	118,698.07
008070	28/04/2023	Hello World	Flights / Accommodation - Conference	2,202.00
008071	28/04/2023	Bunnings Building Supplies Pty Ltd	Hardware Consumables	663.15
008072	28/04/2023	E & MJ Roshier Pty Ltd	Parks Equipment Repairs and Parts	5,890.86
008073	28/04/2023	StrataGreen	Gardening Products	4,522.43
008074	28/04/2023	Toolmart	Minor Tool Replacements	2,387.00
008075	28/04/2023	Blue Tang (WA) Pty Ltd	Design Services	5,500.00
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008076	28/04/2023	Western Power Networks	Eighth Rd costs	12,924.59
008077	28/04/2023	JB HIFI Group Pty Ltd (Armada)	Phone Holder	47.90
008078	28/04/2023	RSEA Pty Ltd	Safety Equipment	942.31
008079	28/04/2023	Environmental Industries	Landscape Maintenance	3,235.83
008080	28/04/2023	Michael Page International	Hire of Temporary Staff	1,807.01
008081	28/04/2023	GCM Enviro Pty Ltd	Parts - FP1502	1,196.44
008082	28/04/2023	Modern Teaching Aids Pty Ltd	Craft Supplies	299.81
008083	28/04/2023	Clark Equipment Sales Pty Ltd	Parts - P216	102.28
008084	28/04/2023	BSA Advanced Property Solutions (WA) Pty Ltd	Boiler Maintenance - Quarterly	5,430.41
008085	28/04/2023	Buswest	Bus Hire - IAS	1,320.00
008086	28/04/2023	Ricoh Australia Pty Ltd	Printing Services - March 23	4,318.60
008087	28/04/2023	BGC Concrete	Concrete for Kerb Repairs	251.90
008088	28/04/2023	Drainflow Services Pty Ltd	Sweeping and Cleaning Services	2,510.75
008089	28/04/2023	Programmed Property Services Pty Ltd	General Maintenance - Various Locations	5,054.50
008090	28/04/2023	Summit Homes Group	Security Bond Refund	400.00
008091	28/04/2023	Superior Pak Pty Ltd	Parts - FP1514	3,213.50
008092	28/04/2023	Apple Pty Ltd	Computer Equipment	2,445.60
008093	28/04/2023	Beacon Equipment	Battery / Charger Replacements	2,588.00
008094	28/04/2023	Rent A Fence Pty Ltd	Fence Rental Fee	5,570.40
008095	28/04/2023	Tyrecycle Pty Ltd	Tyre Collection Landfill	1,079.91
008096	28/04/2023	Jones Lang Lasalle (WA) Pty Ltd	Repairs and Maintenance Orchard House	15,219.51
008097	28/04/2023	Sonic HealthPlus	Pre-placement Medicals	622.60
008098	28/04/2023	Centrecare Corporate	EAP Counselling Fee	2,640.00
008099	28/04/2023	Vanguard Press	Printing Costs	515.46
008100	28/04/2023	Asset Infrastructure Management Pty Ltd	MRRG Rehabilitation Submissions	3,395.70
008101	28/04/2023	Better Pets and Gardens Kelmscott	Cat and Dog Food - Dog Pound	35.25
008102	28/04/2023	Complete Office Supplies	Stationery	2,481.64
008103	28/04/2023	Height Safety Solutions	Recertification - Roof Safety Systems	4,195.00
008104	28/04/2023	Horizon West Landscape & Irrigation	Barossa Park Works	80,165.78
008105	28/04/2023	Western Tree Recyclers	Green Waste Collections	3,303.18
008106	28/04/2023	Dowsing Concrete	Concrete Works - Various Locations	61,549.91
008107	28/04/2023	Mother Earth Gardening & Landscaping	Garden Maintenance - Boisdale Reserve	2,640.00
008108	28/04/2023	Create It	Maintenance Hosting - April 23	1,688.50
008109	28/04/2023	Urbis Pty Ltd	Consultancy Services	23,540.00
008110	28/04/2023	ReNew Property Maintenance	Mowing Services - Various Locations	16,262.40
008111	28/04/2023	Bistel Construction Pty Ltd	Construction - RK Station	354,504.36
008112	28/04/2023	Commissioner of State Revenue	Refund of Ineligible Rebates	1,266.66
008113	28/04/2023	E Fire & Safety	Callout - Armadale Hall	368.50
008114	28/04/2023	Strategic Fire Consulting Pty Ltd	Consultancy Services	990.00
008115	28/04/2023	Black Rubber Pty Ltd	Truck Repairs and Parts Various	2,460.70
008116	28/04/2023	Turf Care WA Pty Ltd	Turf and Landscaping Services - Various Locations	25,280.52
008117	28/04/2023	Future Power WA Pty Ltd	Electrical Works - Various Locations	40,325.13
008118	28/04/2023	Capital Recycling	Sweeping and Cleaning Services	29,831.93
008119	28/04/2023	Talis Consultants	Consultancy Services	56,434.91
008120	28/04/2023	Metro Filters	Filter Cleaning Service Fee	20.00

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Accounts Paid and Submitted to Corporate Services Committee on 20 June 2023

Payments made between 01-Apr-2023 and 30-Apr-2023

Trans #	Date	Payee	Description	Amount
008121	28/04/2023	Great Lakes Community Resources Inc	Base & Mattress Collection	32,719.50
008122	28/04/2023	Paramount Electrical Services	Electrical Services	1,095.75
008123	28/04/2023	Pivotal Satellite Pty Ltd	Telephone Charges	50.49
008124	28/04/2023	Labourforce Impex Personnel Pty Ltd	Hire of Temporary Staff	2,372.96
008125	28/04/2023	Allstate Kerbing And Concrete	Kerbing Repairs - Various Locations	5,416.25
008126	28/04/2023	Instant Products Hire	Hire of Equipment Landfill Site	3,684.01
008127	28/04/2023	Hi Tech Security WA Pty Ltd	Security Access FOBS	912.45
008128	28/04/2023	Urbaqua Ltd	Water Quality Monitoring	17,710.00
008129	28/04/2023	Retro Roads	Line Marking - Various Locations	23,168.68
008130	28/04/2023	JB Hi-Fi-Commercial	Communications Equipment	2,494.54
008131	28/04/2023	BJ Ball	Stationery	1,290.89
008132	28/04/2023	Supercivil Pty Ltd	Asphalt Layed - Various Locations	8,559.87
008133	28/04/2023	Bridge42 Pty Ltd	Consultancy Services	5,940.00
008134	28/04/2023	On Tap Plumbing & Gas Pty Ltd	Plumbing Services - Various Locations	32,725.46
008135	28/04/2023	Bug Busters Pty Ltd	Pest Control Services - March 23	13,152.39
008136	28/04/2023	LD&D Australia Pty Limited	Refreshments	60.60
008137	28/04/2023	NewGround Water Services	Irrigation Maintenance - Various Locations	21,201.40
008138	28/04/2023	Element Advisory Pty Ltd	Consultancy Services	687.50
008139	28/04/2023	Slavin Architects Pty Ltd	Architectural Services	2,887.50
008140	28/04/2023	Belvista Properties	Rent - Kelmscott Library	22,935.75
008141	28/04/2023	Intelife Group Limited	Parks Bbq Maintenance	1,270.01
008142	28/04/2023	Remondis Australia Pty Ltd	Exchange Compactor Cardboard	1,360.63
008143	28/04/2023	Professional Cabling Services	Data/Power Outlets - Admin Building	1,925.00
008144	28/04/2023	TPG Network Pty Ltd	Ethernet Service Depot - March 2023	4,878.50
008145	28/04/2023	GPC Asia Pacific Pty Ltd T/A Covs	Bracket Fire Extinguishers	3,124.85
008146	28/04/2023	Prestige Catering	Catering	495.00
008147	28/04/2023	Vital Packaging	Pallet Bags - Landfill Site	5,372.68
008148	28/04/2023	Instant Windscreens	Repair Windscreen - P1987	322.50
008149	28/04/2023	QTM Pty Ltd	Hire of Traffic Controllers	19,351.06
008150	28/04/2023	Idom Maddington Pty Ltd	Parts - FP1949 & FP 1988	45.50
008151	28/04/2023	Rapid Hygiene Pty Ltd	Sanitary Services - AFAC	152.46
008152	28/04/2023	WSP Australia Pty Limited	Consultancy Services	32,285.00
008153	28/04/2023	Southern Bins	Skip Bins Hire	4,500.00
008154	28/04/2023	Southern Cross Protection Pty Ltd	Security Alarm Responses & Security Guards Hire	13,158.75
008155	28/04/2023	Corsign WA Pty Ltd	Parts - Street Signs	2,460.92
008156	28/04/2023	Tocajepa Pty Ltd T/a T-Quip	Repairs - P470	373.50
008157	28/04/2023	BrightMark Group Pty Ltd	Cleaning Services - Various Locations	131,203.14
008158	28/04/2023	Landcare Weed Control	Weed Control - Various Reserves	7,265.65
008159	28/04/2023	Trent W Costello	Repairs - Springdale Park	600.00
008160	28/04/2023	A_Space Australia Pty Ltd	Fitness Equipment - Don Simmons	36,597.00
008161	28/04/2023	Toddville Prospecting Pty Ltd	Consultancy Services	60,500.00
008162	28/04/2023	IRIS ID Pty Ltd	Data Package - Monthly Telco Cost	82.50
008163	28/04/2023	Cat Welfare Society Inc t/a Cat Haven	Collection/Trapping Fees	490.05
008164	28/04/2023	Moray and Agnew	Staff Training	55.00
008165	28/04/2023	Tidy Up	Dumped Rubbish Collection	1,560.00

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Accounts Paid and Submitted to Corporate Services Committee on 20 June 2023

Payments made between 01-Apr-2023 and 30-Apr-2023

Trans #	Date	Payee	Description	Amount
008166	28/04/2023	ATI-Mirage Training and Business Solutions	Staff Training	569.25
008167	28/04/2023	Illion Australia Pty Ltd	Financial Reports	610.94
008168	28/04/2023	Veraison WA Pty Ltd	Staff Training	7,557.00
008169	28/04/2023	ChoiceOne Pty Ltd	Hire of Temporary Staff	2,445.14
008170	28/04/2023	Chindarsi Architects Pty Ltd	Architectural Services	1,210.00
008171	28/04/2023	GPS Linemarking	Line Marking - Cross Park	418.00
008172	28/04/2023	SWI Fencing	Fencing Installation - Various Locations	48,725.11
008173	28/04/2023	Rowing Australia Ltd	Event Sponsorship - 2023	27,500.00
008174	28/04/2023	Central West Refrigeration	Repair Ice Machine - AFAC	1,159.95
008175	28/04/2023	Wizard Pharmacy Kelmscott Stargate	Library Resources	75.60
008176	28/04/2023	Authentic Security Pty Ltd	Banking Collection Fees	1,512.50
008177	28/04/2023	Career Pursuit	Consultancy Services	4,427.50
008178	28/04/2023	Instant Weight Pty Ltd	Calibration Services	1,465.20
008179	28/04/2023	Frontline Technology Services Pty Ltd	IT Equipment	20,363.78
008180	28/04/2023	Scoutta Pty Ltd T/A Viaje Strategic	Consultancy Services	6,985.00
008181	28/04/2023	Multicultural Futures Inc	Staff Training	704.00
008182	28/04/2023	KB Carpentry (WA) Pty Ltd	Construction Works	14,932.50
008183	28/04/2023	GR Little	Rates Refund - Credit Balance	12.65
008184	28/04/2023	Heidi Preuss	Rates Refund - Credit Balance	2,422.13
008185	28/04/2023	Sunil Kanth Pamu	Rates Refund - Credit Balance	219.06
008186	28/04/2023	Dennis Castle	Rates Refund - Credit Balance	1,017.34
008187	28/04/2023	E Puvanendran	Rates Refund - Credit Balance	217.31
008188	28/04/2023	J H Baylis	Rates Refund - Credit Balance	58.60
008189	28/04/2023	C R Byrne	Rates Refund - Credit Balance	186.68
008190	28/04/2023	S Sainsbury	Rates Refund - Credit Balance	72.00
008191	28/04/2023	Professionals Real Estate - Armadale	Rates Refund - Credit Balance	319.77
008192	28/04/2023	Justin D Moodie	Rates Refund - Credit Balance	197.49
008193	28/04/2023	P C McCall	Rates Refund - Credit Balance	227.21
008194	28/04/2023	A J Lambert	Rates Refund - Credit Balance	29.96
008195	28/04/2023	T P Toh	Rates Refund - Credit Balance	242.98
008196	28/04/2023	R Lohan	Rates Refund - Credit Balance	131.38
008197	28/04/2023	Danielle Wright	Rates Refund - Credit Balance	256.84
008198	28/04/2023	Rebecca Hedges	Rates Refund - Credit Balance	140.58
008199	28/04/2023	Adam A Franks	Rates Refund - Credit Balance	217.36
008200	28/04/2023	David Donaldson	Rates Refund - Credit Balance	173.60
008201	28/04/2023	Ashley J Dawson	Rates Refund - Credit Balance	350.00
008202	28/04/2023	Z B Taib	Rates Refund - Credit Balance	256.25
008203	28/04/2023	Nyein Su Myat	Rates Refund - Credit Balance	101.91
008204	28/04/2023	Baqir Al-Asadi	Rates Refund - Credit Balance	233.93
008205	28/04/2023	David Drummond	Rates Refund - Credit Balance	206.20
008206	28/04/2023	Carmelina Floresta	Rates Refund - Credit Balance	46.54
008207	28/04/2023	Natasha-Lee Walker	Rates Refund - Credit Balance	196.06
008208	28/04/2023	S K Ghosh	Rates Refund - Credit Balance	244.17
008209	28/04/2023	Karen Wisewould	Rates Refund - Credit Balance	230.17
008210	28/04/2023	M K Evans	Rates Refund - Credit Balance	27.26

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Accounts Paid and Submitted to Corporate Services Committee on 20 June 2023

Payments made between 01-Apr-2023 and 30-Apr-2023

<i>Trans #</i>	<i>Date</i>	<i>Payee</i>	<i>Description</i>	<i>Amount</i>
008211	28/04/2023	Lacey June Healey	Rates Refund - Credit Balance	364.13
008212	28/04/2023	Technology One Ltd	Consultancy Services	28,172.77
A 02/04/2023	2/04/2023	Payroll	Net Pay	1,203,513.15
A 16/04/2023	16/04/2023	Payroll	Net Pay	1,210,143.65
A 30/04/2023	30/04/2023	Payroll	Net Pay	1,210,811.74
Total				12,036,541.36

Credit Card Transactions Report 28/03/2023 to 27/04/2023									
Transaction I		Tran Type	Tran Reference	Invoice Date	Actual	GST	Transaction Description	PJ Code	Supporting Paperwork Provided
Credit card Chief Executive Officer					\$0.00				
Credit Card Accounts Payable Officer Financial Services-CBA Card					\$3,887.07				
4836	Invoice		Fred Hollows Foundation	28/03/2023	\$75.00	\$6.82	Donation	101000-1100-60119	All Receipts/Paperwork Attached
4836	Invoice		Better World Books	30/03/2023	\$73.19		Book Purchase - Corporate Library	320000-1800-64111	All Receipts/Paperwork Attached
4836	Fees		International Transaction Fees	30/03/2023	\$1.83		International Transaction Fees	320000-1800-64111	All Receipts/Paperwork Attached
4836	Invoice		Amazon	31/03/2023	\$48.63	\$4.42	Book Purchase - Corporate Library	320000-1800-64111	All Receipts/Paperwork Attached
4836	Invoice		Amazon	31/03/2023	\$38.45	\$3.50	Book Purchase - Corporate Library	320000-1800-64111	All Receipts/Paperwork Attached
4836	Invoice		Amazon	4/04/2023	\$73.81	\$6.71	Book Purchase - Corporate Library	320000-1800-64111	All Receipts/Paperwork Attached
4836	Invoice		Sendgrid	5/04/2023	\$133.87		Monthly Sendgrid Fee	252000-1800-63195	All Receipts/Paperwork Attached
4836	Invoice		International Transaction Fees	5/04/2023	\$3.35		International Transaction Fees	252000-1800-63195	All Receipts/Paperwork Attached
4836	Invoice		Mega Hand Car Wash	6/04/2023	\$120.00	\$10.90	Vehicle Detailing - P522	W05001628	All Receipts/Paperwork Attached
4836	Invoice		Metapay	11/04/2023	\$1,513.95		Headsets & Accessories	230000-1800-64203	All Receipts/Paperwork Attached
4836	Invoice		EV Dealer	11/04/2023	\$1,000.00	\$90.91	Deposit Vehicle Purchase - P542	W05004737	All Receipts/Paperwork Attached
4836	Invoice		Mega Hand Car Wash	13/04/2023	\$120.00	\$10.90	Vehicle Detailing - P1991	W05000590	All Receipts/Paperwork Attached
4836	Invoice		Amazon	15/04/2023	\$118.48	\$10.77	Book Purchase - Corporate Library	320000-1800-64111	All Receipts/Paperwork Attached
4836	Invoice		Mailchimp	16/04/2023	\$552.69		Email Marketing Service	331003-1100-60164	All Receipts/Paperwork Attached
4836	Fees		Mailchimp	16/04/2023	\$13.82		International Transaction Fees	331003-1100-60164	All Receipts/Paperwork Attached
Credit Card Financial Accountant Financial Services- CBA Card					\$2,381.68				
4851	Invoice		STK*Shutterstock 8666633954 NY	28/03/2023	\$ 29.00	\$ -	Communication & Marketing		
4851	Invoice		APPLE.COM/BILL SYDNEY NSW	28/03/2023	\$ 13.99	\$ 1.27	Library	231103-1800-63193	All Receipts/Paperwork Attached
4851	Invoice		FACEBK *NSQT8NX7W2 fb.me/ads IRL	31/03/2023	\$ 1,144.17	\$ -	Communication & Marketing		
4851	Invoice		CRAZYDOMAINSHOSTING 61290372826 SGP	4/04/2023	\$ 57.58	\$ -	IT	100000-1100-63409	All Receipts/Paperwork Attached
4851	Invoice		FONTBASE DOVER DE 3.00US DOLLAR	6/04/2023	\$ 4.49	\$ -	Communication & Marketing		
4851	Invoice		INTNL TRANSACTION FEE USA	6/04/2023	\$ 0.11	\$ -	International Charged	310000-1100-63004	All Receipts/Paperwork Attached
4851	Invoice		CHANGE SUPERHERO NEUTRAL BAY NSW	20/04/2023	\$ 395.00	\$ 35.91	Communication & Marketing	331004-1100-60166	All Receipts/Paperwork Attached
4851	Invoice		Wufoo 0035315920752IRL 317.28US DOLLAR	20/04/2023	\$ 474.38	\$ -	Communication & Marketing	230000-1800-63196	All Receipts/Paperwork Attached
4852	Invoice		INTNL TRANSACTION FEE IRL	20/04/2023	\$ 11.86	\$ -	Communication & Marketing	310000-1100-63004	All Receipts/Paperwork Attached
4853	Invoice		VOOMLY 208-323-9451 ID 97.00US DOLLAR	21/04/2023	\$ 144.90	\$ -	Communication & Engagement	120000-1100-63409	All Receipts/Paperwork Attached
4854	Invoice		INTNL TRANSACTION FEE USA	21/04/2023	\$ 3.62	\$ -	International Charged	310000-1100-63004	All Receipts/Paperwork Attached
4855	Invoice		VOOMLY 208-323-9451 ID 67.00US DOLLAR	21/04/2023	\$ 100.08	\$ -	Communication & Engagement	120000-1100-63409	All Receipts/Paperwork Attached
4856	Invoice		INTNL TRANSACTION FEE USA	21/04/2023	\$ 2.50	\$ -	International Charged	310000-1100-63004	All Receipts/Paperwork Attached
Credit Card Coordinator Community Emergency Services- CBA					\$ -				
4802	Card Fees		No Transaction				No Transaction		
Grand Total					\$6,268.75				



Rates Written Off
4/04/2023 to 28/04/2023

28-Apr-23
5:01:31 pm

<u>Assess#</u>	<u>Property Address</u>	<u>Amount</u>
690	6 Wollaston Av, Haynes	-\$0.36
2838	3226 Albany Hwy, Mount Nasura	-\$1.21
4076	3107 Albany Hwy, Armadale	-\$1.36
11883	22 Brumby Pl, Armadale	-\$0.48
13116	47 Cabarita Rd, Armadale	-\$0.54
13954	28 Carawatha Av, Mount Nasura	-\$1.32
16928	5 Fisher St, Forrestdale	-\$0.10
19429	42 Dawson St, Armadale	-\$0.36
19807	15 Dawson St, Armadale	-\$0.33
20199	28 Derry Av, Mount Nasura	-\$0.60
20581	90 Derry Av, Mount Nasura	-\$1.63
21957	37 Doorigo Rd, Armadale	-\$2.25
22602	57 Dumsday Dr, Forrestdale	-\$0.92
24511	134 Fifth Rd, Armadale	-\$1.50
25018	77 Eighth Rd, Armadale	-\$0.87
28686	126 Forrest Rd, Armadale	-\$0.82
29688	12 Broome St, Forrestdale	-\$1.23
29971	1/5 Fourth Rd, Armadale	-\$2.16
31689	15 Gladstone Rd, Armadale	-\$0.09
36332	3 Kiama Rd, Armadale	-\$0.87
36805	11 Leake St, Forrestdale	-\$1.35
39045	27 Lowanna Way, Armadale	-\$0.36
41096	3-5 Townley St, Armadale	-\$2.19
43284	14 Offord St, Armadale	-\$0.35
51782	16 Sherbourne Way, Armadale	-\$0.98
52586	2/40 Lensham Pl, Armadale	-\$2.23
53475	160 South Western Hwy, Mount Richon	-\$0.38
55483	23 Tarrawan Rd, Armadale	-\$0.62
57770	5 Tredale Av, Mount Richon	-\$0.29
69393	28 Belaire Tce, Kelmscott	-\$1.35
72346	36 Buckingham Rd, Kelmscott	-\$0.13
72693	181 Buckingham Rd, Kelmscott	-\$0.45
75239	28 Clifton St, Kelmscott	-\$0.83
77940	8 Doradel Av, Mount Nasura	-\$0.12
78055	14 Drayton Ct, Kelmscott	-\$0.09
80349	55 Banyard Av, Kelmscott	-\$1.21
80371	61 Banyard Av, Kelmscott	-\$0.98
81698	20 Gertrude Av, Champion Lakes	-\$4.07
82799	6 Grasmere Pl, Kelmscott	-\$0.02
85925	18 Kevin Rd, Kelmscott	-\$1.13
87983	14 Lindy Way, Camillo	-\$4.84
88606	13 Marmion St, Kelmscott	-\$0.10
89149	Montrose Cir, Camillo	-\$0.01
93162	12 O'Sullivan Dr, Camillo	-\$0.39
95724	187 Railway Av, Kelmscott	-\$0.67
97683	5 Rowley St, Kelmscott	-\$0.45
101599	9 Ulyott St, Kelmscott	-\$0.87
104874	2 Curlew Ct, Kelmscott	-\$0.38
105222	12 Regina Rd, Kelmscott	-\$0.56
107717	5 Panorama Dr, Kelmscott	-\$1.67
109153	30 Ward Cr, Kelmscott	-\$0.54
111906	7 Jarrah Cl, Camillo	-\$1.99
112697	13 Weston Tce, Kelmscott	-\$0.06
114560	5 Felicia Pl, Camillo	-\$0.20
116578	9 Barnes Rd, Roleystone	-\$0.14
120258	23 Croyden Rd, Roleystone	-\$0.50
120307	56 Croyden Rd, Roleystone	-\$0.31
121593	21 George Rd, Roleystone	-\$0.01
122482	9 Hassett Rd, Roleystone	-\$0.05
124896	5 Jarrah Rd, Roleystone	-\$0.43



Rates Written Off
4/04/2023 to 28/04/2023

28-Apr-23
5:01:56 pm

<u>Assess#</u>	<u>Property Address</u>	<u>Amount</u>
125163	26 Kurrajong St, Roleystone	-\$0.34
126606	7 Michael Rd, Roleystone	-\$0.44
126999	4 Norman Rd, Roleystone	-\$3.03
127171	3 Notting Hill Dr, Roleystone	-\$0.06
127266	7 Orana Way, Roleystone	-\$0.23
127680	13 Palm Rd, Roleystone	-\$0.02
129549	15 Raeburn Rd, Roleystone	-\$0.09
131568	7 Lockyer Rise, Roleystone	-\$2.54
134726	18 Henrietta Av, Mount Nasura	-\$0.01
134780	25 Henrietta Av, Mount Nasura	-\$0.32
136158	7 Arbour Pl, Kelmscott	-\$1.58
136356	23 Arbour Pl, Kelmscott	-\$0.10
137920	18 Heron Ct, Camillo	-\$0.56
138544	73 Gribble Av, Armadale	-\$0.53
145216	33 Onyx Rd, Mount Richon	-\$0.58
146236	5 Sapphire Ct, Mount Richon	-\$0.68
146268	11 Sapphire Ct, Mount Richon	-\$0.49
146501	24 Bedfordale Hill Rd, Mount Richon	-\$0.28
147652	19 Sherbourne Way, Armadale	-\$0.38
150051	29 Inverness Cir, Camillo	-\$0.10
155407	73 Westfield Rd, Camillo	-\$0.08
157037	4/2880 Albany Hwy, Kelmscott	-\$1.84
157041	5/2880 Albany Hwy, Kelmscott	-\$1.80
161082	39A Wilcannia Way, Armadale	-\$0.61
164169	59 Tyers Rd, Roleystone	-\$0.79
167949	17 Nowra Pl, Kelmscott	-\$3.34
167985	9 Taronga Dr, Kelmscott	-\$3.39
167999	11 Taronga Dr, Kelmscott	-\$1.76
171697	4 Herbert Ct, Brookdale	-\$1.44
171827	10B Lancelot Cl, Camillo	-\$0.24
172964	9 Cable Cl, Seville Grove	-\$0.12
173358	9/93 Seventh Rd, Armadale	-\$0.53
175055	110 Brown Cr, Seville Grove	-\$0.54
175631	1/15 Dale Rd, Armadale	-\$0.09
178033	76 Challis Rd, Seville Grove	-\$0.42
185872	11/47 William St, Armadale	-\$2.38
186397	39 Chidzey Dr, Seville Grove	-\$0.10
190275	18 McGrath Pl, Seville Grove	-\$0.43
196259	58 Brown Cr, Seville Grove	-\$0.14
198514	2/36-40 Commerce Av, Armadale	-\$0.30
198550	36-40 Commerce Av, Armadale	-\$0.01
199106	108 Riverside Lane, Seville Grove	-\$0.41
199421	1/25 Page Rd, Kelmscott	-\$0.41
199980	1/25 Dale Rd, Armadale	-\$4.75
204195	80 Strawberry Dr, Seville Grove	-\$0.47
204230	88 Strawberry Dr, Seville Grove	-\$0.19
205426	3/133 Railway Av, Kelmscott	-\$0.35
213348	118A Lowanna Way, Armadale	-\$4.86
214552	17 Protector Gr, Roleystone	-\$0.77
217346	1 Coachmans Pl, Roleystone	-\$0.12
217413	17 Possum Pl, Kelmscott	-\$1.01
220222	8/8 Rundle St, Kelmscott	-\$0.23
221599	34 Petrel Cl, Seville Grove	-\$0.08
224626	15 Henty Lkt, Roleystone	-\$0.02
225268	25 Hilltop Pl, Kelmscott	-\$3.85
228638	2 Labyrinth Cl, Kelmscott	-\$0.49
228656	6 Labyrinth Cl, Kelmscott	-\$2.30
231794	6A Kendal Ct, Camillo	-\$0.02
232322	10 Trewarn Pl, Bedfordale	-\$0.41
238540	43 Narbethong Rd, Bedfordale	-\$2.95
239100	140 Eighth Rd, Haynes	-\$0.19



Rates Written Off
4/04/2023 to 28/04/2023

28-Apr-23
5:01:56 pm

<u>Assess#</u>	<u>Property Address</u>	<u>Amount</u>
239114	1 Gray Rd, Haynes	-\$0.13
243614	6/8 Tinga Pl, Kelmscott	-\$0.41
243696	14/8 Tinga Pl, Kelmscott	-\$0.38
243844	16 Albens Vale, Roleystone	-\$0.42
247838	32A Valentine Rd, Kelmscott	-\$0.18
252259	131 Seville Dr, Seville Grove	-\$1.03
252524	12 Fulmar Way, Seville Grove	-\$1.08
254118	12 Jonquil Loop, Seville Grove	-\$0.23
254352	22 Jonquil Loop, Seville Grove	-\$0.56
255354	190 Wright Rd, Harrisdale	-\$0.85
256059	1/51 Braemore St, Seville Grove	-\$0.55
259172	16 Indica Ct, Roleystone	-\$2.52
260545	9 Willoughby Rmbl, Harrisdale	-\$0.30
260563	5 The Grandstand , Harrisdale	-\$1.37
261402	22 Wollaston Av, Haynes	-\$0.70
261759	7 Alcaston Rd, Harrisdale	-\$3.27
262779	11 Canterbury Trl, Harrisdale	-\$0.57
263181	97 Harrisdale Dr, Harrisdale	-\$0.13
264016	56 Harrisdale Dr, Harrisdale	-\$0.32
264147	20 Gallinago Cnr, Harrisdale	-\$0.14
264688	11 Splendid Gdns, Harrisdale	-\$0.72
267567	57A Mackie Rd, Roleystone	-\$0.90
273318	402 Wright Rd, Piara Waters	-\$0.72
277401	13/93 Owtram Rd, Armadale	-\$0.63
277825	5 Stornaway Ct, Seville Grove	-\$0.75
278485	10 Highland Rise, Piara Waters	-\$0.21
278651	248 Wright Rd, Harrisdale	-\$1.68
280107	22 Cheltenham App, Harrisdale	-\$0.47
280468	10 Browder Dr, Seville Grove	-\$0.22
283707	12 Salerno App, Piara Waters	-\$0.99
285404	7 Ullapool Pl, Seville Grove	-\$1.09
285715	3 Strapper Rd, Bedfordale	-\$0.39
286686	6 Wilcockson Cl, Bedfordale	-\$0.45
287264	30 Tomah Rd, Armadale	-\$0.49
291390	6 Songbird Link, Harrisdale	-\$0.14
291453	38 Greenshank Rd, Harrisdale	-\$1.54
291782	9/50 Sixth Rd, Armadale	-\$4.47
291881	4/5 Cabra Av, Seville Grove	-\$0.36
293461	285 South Western Hwy, Armadale	-\$0.32
294558	10 Bedbrook Av, Piara Waters	-\$0.13
295415	20 Turtledove Rd, Harrisdale	-\$0.64
295451	12 Turtledove Rd, Harrisdale	-\$0.30
295861	20A Cronin Pl, Armadale	-\$0.66
299085	4 Abbey Rd, Armadale	-\$3.69
301587	26 Columbia Pwy, Piara Waters	-\$0.62
302791	17 Goldfinch Bend, Harrisdale	-\$1.29
303838	8 Guerin Av, Piara Waters	-\$0.68
306997	13/12 Davis Rd, Kelmscott	-\$0.08
308662	7 Lecania St, Seville Grove	-\$0.11
311548	4 Salamanca Bvd, Seville Grove	-\$0.36
314887	27 Heronwood Glde, Harrisdale	-\$0.53
317306	90 Mason Rd, Piara Waters	-\$0.12
321793	4 Sandpiper St, Harrisdale	-\$0.66
323369	95 Lafayette Av, Harrisdale	-\$0.56
324519	1 Exponential Rd, Piara Waters	-\$0.98
324884	14 Terracina Pwy, Piara Waters	-\$0.13
325719	16 Emanuele Bend, Harrisdale	-\$0.78
325971	2 Pershing Link, Harrisdale	-\$3.56
326022	9 Pershing Link, Harrisdale	-\$0.23
328161	3/56 Fifth Rd, Armadale	-\$3.33



Rates Written Off
4/04/2023 to 28/04/2023

28-Apr-23
5:01:56 pm

<u>Assess#</u>	<u>Property Address</u>	<u>Amount</u>
329591	34 Verdant Cr, Seville Grove	-\$0.24
332099	72 Locke View, Bedfordale	-\$0.38
337053	31 Bellas Cct, Piara Waters	-\$0.13
337918	37 Rockefeller Way, Harrisdale	-\$0.13
340272	7 Blackfriars Mndr, Piara Waters	-\$1.16
341206	13 Kilkenny Loop, Brookdale	-\$0.54
343476	25 Torino Cr, Piara Waters	-\$0.13
346355	5 Wadham Link, Piara Waters	-\$0.59
349167	47 Strathclyde Cct, Champion Lakes	-\$1.68
349711	22 Karinga Way, Harrisdale	-\$2.31
352467	23 Laverick St, Haynes	-\$1.74
352665	26 Petrona Cr, Piara Waters	-\$0.71
354277	6 Berkshire App, Piara Waters	-\$0.27
355279	56 Church Av, Armadale	-\$0.04
355968	20 Medawar Loop, Piara Waters	-\$3.79
356235	36 Rothery Loop, Piara Waters	-\$0.38
358180	30 Cordelia Rd, Armadale	-\$4.72
358261	26 Ernest Way, Hilbert	-\$0.27
358324	Forrest Rd, Hilbert	-\$0.22
358504	11 Snowy Lane, Hilbert	-\$0.64
359178	152 Aspiro Prom, Piara Waters	-\$0.28
359835	28 Glenora Way, Harrisdale	-\$1.18
367937	12 Rhone Way, Piara Waters	-\$0.91
370237	17 Jordan St, Haynes	-\$0.87
373300	80 Fairweather Dr, Piara Waters	-\$0.37
373639	10 Belches Loop, Seville Grove	-\$0.10
374253	48/113 Owtram Rd, Armadale	-\$2.77
374726	5/57 Ward Cr, Kelmscott	-\$0.03
375304	11 Dorset St, Haynes	-\$0.12
375976	12 Normandie Way, Hilbert	-\$0.55
377362	7 Jalna Way, Harrisdale	-\$1.57
378756	18 Lambroo Rd, Harrisdale	-\$0.79
381830	23 Escada Way, Piara Waters	-\$0.42
383050	4 Haydock St, Forrestdale	-\$4.05
384313	10B Lathwell St, Armadale	-\$0.26
385608	3 Bedgebury Rd, Hilbert	-\$0.22
385725	8 Parkhurst Av, Hilbert	-\$0.25
386191	3 Hamsterley Way, Hilbert	-\$0.11
387765	19 Liscombe Cr, Harrisdale	-\$1.34
389002	1 Hebrides Dr, Seville Grove	-\$0.42
390407	15 Firefly St, Piara Waters	-\$1.14
392316	31 Lexington Av, Hilbert	-\$1.79
393683	12 Sweetgum Way, Piara Waters	-\$0.78
395885	31 Kyogle Pl, Armadale	-\$1.80
399342	11 Ivanhoe Way, Camillo	-\$0.12
400167	25B Arnott Ct, Kelmscott	-\$1.26
401349	11 Prindle Rd, Haynes	-\$0.56
405185	22 Jayes Rd, Piara Waters	-\$0.48
405202	18 Jayes Rd, Piara Waters	-\$0.77
405676	33 Tipuana Tce, Harrisdale	-\$0.81
406745	8 Grasby Way, Piara Waters	-\$2.16
408181	12 Brush St, Hilbert	-\$0.01
408280	5 Brush St, Hilbert	-\$0.22
408753	10 Gold Pl, Mount Richon	-\$0.82
410556	15 Floradale Rd, Harrisdale	-\$0.15
412299	15 Marara St, Hilbert	-\$0.22
414045	8 Breccia Gr, Piara Waters	-\$0.89
415821	43 Macadamia Loop, Piara Waters	-\$1.86
416003	45 Fringed Way, Piara Waters	-\$0.83
418188	364 Skeet Rd, Harrisdale	-\$0.28
418340	25 Piara Dr, Piara Waters	-\$0.13



Rates Written Off
4/04/2023 to 28/04/2023

28-Apr-23
5:01:56 pm

<u>Assess#</u>	<u>Property Address</u>	<u>Amount</u>
419095	63 Lancaster Loop, Piara Waters	-\$0.12
419126	69 Lancaster Loop, Piara Waters	-\$0.61
420058	2 Torquata St, Piara Waters	-\$4.92
422020	19 Shale Ct, Piara Waters	-\$0.16
422412	59 Greywacke Ent, Piara Waters	-\$2.51
422967	29 Livorno Bvd, Piara Waters	-\$0.45
423068	13 Weedon Rd, Forrestdale	-\$1.83
423527	45 Ridgedale St, Haynes	-\$1.02
425747	20 Claystone Loop, Piara Waters	-\$0.71
426113	25 Manberry Cr, Harrisdale	-\$1.25
427309	3 Avalanche Loop, Haynes	-\$1.23
428694	11 Anzio Rd, Piara Waters	-\$0.12
433790	58 Hickman Dr, Piara Waters	-\$1.15
436011	12 Hubbard Rd, Haynes	-\$0.04
437978	12 Amanita Av, Harrisdale	-\$1.26
440705	29 Grapestone Rd, Piara Waters	-\$0.49
440999	71 Astoria Bvd, Hilbert	-\$0.17
442056	13 Dancy Way, Seville Grove	-\$4.85
443567	24 Dartmoor St, Forrestdale	-\$0.40
443882	27 Drafthorse App, Forrestdale	-\$0.03
445462	16 Oldfield St, Hilbert	-\$3.19
445593	23 Friston St, Hilbert	-\$0.31
445872	21 Yalleen St, Harrisdale	-\$4.62
446941	57 Astoria Bvd, Hilbert	-\$0.04
447155	47 Astoria Bvd, Hilbert	-\$0.04
448058	19 Thistle Way, Harrisdale	-\$1.17
448634	16 Tobin St, Forrestdale	-\$2.98
448715	34 Dynasty Way, Forrestdale	-\$3.29
450013	13 Aquitaine Bvd, Forrestdale	-\$0.43
450590	8/85 Railway Av, Kelmscott	-\$0.12
450603	7/85 Railway Av, Kelmscott	-\$0.12
450617	6/85 Railway Av, Kelmscott	-\$0.12
450621	5/85 Railway Av, Kelmscott	-\$0.12
450635	4/85 Railway Av, Kelmscott	-\$0.12
450649	3/85 Railway Av, Kelmscott	-\$0.12
450653	2/85 Railway Av, Kelmscott	-\$0.12
450667	1/85 Railway Av, Kelmscott	-\$0.12
450671	7 Winchester Rd, Armadale	-\$0.23
451592	5 Nannup Pwy, Piara Waters	-\$0.23
452774	13 Etana Lane, Camillo	-\$3.25
453762	4B Haydock St, Forrestdale	-\$4.57
454255	1 Bloomfield Dr, Hilbert	-\$3.77
457576	2 Benderson Rd, Champion Lakes	-\$1.80
458069	Unit 2 Level G Railway Av, Kelmscott	-\$0.04
459962	9 Dorper St, Haynes	-\$0.23
461139	88 Allen Rd, Forrestdale	-\$0.98
461210	67 Boatwright Av, Haynes	-\$0.12
461454	22 Crestone Gr, Haynes	-\$0.02
461472	39 Beckwith Loop, Haynes	-\$0.15
461490	35 Beckwith Loop, Haynes	-\$0.15
461503	33 Beckwith Loop, Haynes	-\$0.15
461517	31 Beckwith Loop, Haynes	-\$0.15
461521	29 Beckwith Loop, Haynes	-\$0.15
461585	95 Astoria Bvd, Hilbert	-\$0.14
461634	9 Chindwin Loop, Hilbert	-\$0.14
461648	11 Chindwin Loop, Hilbert	-\$0.14
461652	13 Chindwin Loop, Hilbert	-\$0.14
461701	53 Leighfield Rd, Hilbert	-\$0.14
461715	55 Leighfield Rd, Hilbert	-\$0.14
461733	59 Leighfield Rd, Hilbert	-\$0.14



Rates Written Off
4/04/2023 to 28/04/2023

28-Apr-23
5:01:56 pm

<u>Assess#</u>	<u>Property Address</u>	<u>Amount</u>
461751	101 Astoria Bvd, Hilbert	-\$0.14
461765	103 Astoria Bvd, Hilbert	-\$0.14
461779	105 Astoria Bvd, Hilbert	-\$0.14
461797	3 Berland Rd, Hilbert	-\$0.14
461800	5 Berland Rd, Hilbert	-\$0.14
461814	7 Berland Rd, Hilbert	-\$0.14
461832	16 Chindwin Loop, Hilbert	-\$0.14
461846	14 Chindwin Loop, Hilbert	-\$0.14
461850	12 Chindwin Loop, Hilbert	-\$0.14
461864	10 Chindwin Loop, Hilbert	-\$0.14
461878	8 Chindwin Loop, Hilbert	-\$0.14
461896	4 Chindwin Loop, Hilbert	-\$0.14
461927	Brighstone Av, Hilbert	-\$0.02
461931	Brighstone Av, Hilbert	-\$0.36
462442	29 Hypatia Bvd, Forrestdale	-\$0.01
462474	37 Hypatia Bvd, Forrestdale	-\$0.13
462488	6 Bergman Rd, Forrestdale	-\$0.13
462604	Aquitaine Bvd, Forrestdale	-\$0.50
463020	10 Pembina Pde, Hilbert	-\$0.82
463034	8 Pembina Pde, Hilbert	-\$0.82
463052	4 Pembina Pde, Hilbert	-\$0.82
463066	145 Astoria Bvd, Hilbert	-\$0.82
463070	135 Astoria Bvd, Hilbert	-\$0.10
463084	18 Kapella Loop, Hilbert	-\$0.10
463098	16 Kapella Loop, Hilbert	-\$0.10
463101	14 Kapella Loop, Hilbert	-\$0.10
463115	12 Kapella Loop, Hilbert	-\$0.10
463129	10 Kapella Loop, Hilbert	-\$0.10
463133	8 Kapella Loop, Hilbert	-\$0.10
463147	6 Kapella Loop, Hilbert	-\$0.10
463151	4 Kapella Loop, Hilbert	-\$0.10
463165	131 Astoria Bvd, Hilbert	-\$0.10
463179	133 Astoria Bvd, Hilbert	-\$0.10
463197	24 Chindwin Loop, Hilbert	-\$0.10
463200	22 Chindwin Loop, Hilbert	-\$0.10
463214	20 Chindwin Loop, Hilbert	-\$0.10
463232	4 Berland Rd, Hilbert	-\$0.10
463246	111 Astoria Bvd, Hilbert	-\$0.10
463250	113 Astoria Bvd, Hilbert	-\$0.10
463264	115 Astoria Bvd, Hilbert	-\$0.10
463278	30 Chindwin Loop, Hilbert	-\$0.10
463282	21 Chindwin Loop, Hilbert	-\$0.10
463296	25 Chindwin Loop, Hilbert	-\$0.10
463309	27 Chindwin Loop, Hilbert	-\$0.10
463313	29 Chindwin Loop, Hilbert	-\$0.10
463327	121 Astoria Bvd, Hilbert	-\$0.10
463331	123 Astoria Bvd, Hilbert	-\$0.10
463345	125 Astoria Bvd, Hilbert	-\$0.10
463359	127 Astoria Bvd, Hilbert	-\$0.10
463363	3 Kapella Loop, Hilbert	-\$0.10
463377	5 Kapella Loop, Hilbert	-\$0.10
463395	9 Kapella Loop, Hilbert	-\$0.10
463430	Brighstone Av, Hilbert	-\$0.90
463480	28 Chindwin Loop, Hilbert	-\$0.10
463494	23 Chindwin Loop, Hilbert	-\$0.10
Total Written Off		<u><u>-\$281.30</u></u>



Rates Written Off
4/04/2023 to 28/04/2023

28-Apr-23
5:01:56 pm

<u>Assess#</u>	<u>Property Address</u>	<u>Amount</u>
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Primary Delegation CORPS 1.0 and Secondary Delegation CORPS 1.1 specifically refer - the above small debts have, following investigation, been written-off.

A handwritten signature in black ink, appearing to be "M Hnatjko".

M Hnatjko
Executive Manager Corporate Services Date: 1/5/23
Primary Delegation CORPS no. 1.0 and Secondary Delegation CORPS no. 1.1

CITY OF ARMADALE
MONTHLY FINANCIAL REPORT
(Containing the Statement of Financial Activity)
For the period ending 30 April 2023

LOCAL GOVERNMENT ACT 1995
LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996

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**KEY TERMS AND DESCRIPTIONS
FOR THE PERIOD ENDED 30 APRIL 2023**

REVENUE

RATES

All rates levied under the *Local Government Act 1995*. Includes general, differential, specified area rates, minimum rates, interim rates, back rates, ex-gratia rates, less discounts and concessions offered. Excludes administration fees, interest on instalments, interest on arrears, service charges and sewerage rates.

OPERATING GRANTS, SUBSIDIES AND CONTRIBUTIONS

Refers 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 identifiable non financial assets paid to a local government, irrespective of whether these amounts are received as capital grants, subsidies, contributions or donations.

REVENUE FROM CONTRACTS WITH CUSTOMERS

Revenue from contracts with customers is recognised when the local government satisfies its performance obligations under the contract.

FEES AND CHARGES

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, and 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 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, reimbursements etc.

PROFIT ON ASSET DISPOSAL

Excess of assets received over the net book value for assets on their disposal.

NATURE OR TYPE DESCRIPTIONS

EXPENSES

EMPLOYEE COSTS

All costs associated 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, maintenance agreements, communication expenses, advertising expenses, membership, periodicals, publications, hire expenses, rental, 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)

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

Shortfall between the value of assets received over the net book value for assets on their disposal.

DEPRECIATION ON NON-CURRENT ASSETS

Depreciation expense raised on all classes of assets. Excluding Land.

INTEREST EXPENSES

Interest and other costs of finance paid, including costs of finance for loan debentures, overdraft accommodation and refinancing expenses.

OTHER EXPENDITURE

Statutory fees, taxes, allowance for impairment of assets, member's fees or State taxes. Donations and subsidies made to community groups.

STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 APRIL 2023

BY NATURE OR TYPE

	Ref Note	Amended Budget (a)	YTD Budget (b)	YTD Actual (c)	Variance \$ (c) - (b)	Variance % ((c) - (b))/(b)	Var.
		\$	\$	\$	\$	%	
Opening funding surplus / (deficit)	2(d)	10,443,531	10,443,531	16,029,223	5,585,692	53.48%	▲
Revenue from operating activities							
Rates		77,650,900	77,614,233	77,813,461	199,228	0.26%	▲
Rates (excluding general rate)		565,230	565,230	551,384	(13,846)	(2.45%)	
Operating grants, subsidies and contributions		9,928,554	5,391,493	5,294,617	(96,876)	(1.80%)	
Fees and charges		32,979,700	29,883,040	29,904,693	21,653	0.07%	
Interest earnings		3,733,800	3,111,500	4,881,084	1,769,584	56.87%	▲
Other revenue		958,160	319,250	276,035	(43,215)	(13.54%)	
Profit on disposal of assets		42,200	35,170	49,610	14,440	41.06%	
		125,858,544	116,919,916	118,770,884	1,850,968	1.58%	
Expenditure from operating activities							
Employee costs		(46,442,151)	(38,701,792)	(38,757,488)	(55,696)	(0.14%)	
Materials and contracts		(55,383,071)	(31,617,978)	(31,649,345)	(31,367)	(0.10%)	
Utility charges		(1,597,000)	(1,480,830)	(1,539,127)	(58,297)	(3.94%)	
Depreciation on non-current assets		(26,425,100)	(22,320,910)	(22,361,360)	(40,450)	(0.18%)	
Interest expenses		(1,096,821)	(914,040)	(899,134)	14,906	1.63%	
Insurance expenses		(1,284,900)	(1,220,773)	(1,291,927)	(71,154)	(5.83%)	
Other expenditure		(1,705,900)	(1,421,580)	(1,497,413)	(75,833)	(5.33%)	
Loss on disposal of assets		(1,809,500)	(1,507,940)	(734,534)	773,406	51.29%	▼
		(135,744,443)	(99,185,843)	(98,730,328)	455,515	(0.46%)	
Non-cash amounts excluded from operating activities	2(a)	28,192,400	23,793,680	22,715,022	(1,078,658)	(4.53%)	▼
Amount attributable to operating activities		18,306,501	41,527,753	42,755,578	1,227,825	2.96%	
Investing activities							
Proceeds from non-operating grants, subsidies and contributions		18,372,750	1,684,336	1,632,137	(52,199)	(3.10%)	
Proceeds from disposal of assets		1,570,100	237,100	203,052	(34,048)	(14.36%)	
Developer Contribution Plans - Cash		658,900	94,924	0	(94,924)	(100.00%)	
Payments for property, plant and equipment and infrastructure	6	(57,611,093)	(15,054,098)	(15,077,812)	(23,714)	(0.16%)	
		(37,009,343)	(13,037,738)	(13,242,623)	(204,885)	1.57%	
Non-cash amounts excluded from investing activities	2(b)	1,954,474	1,954,474	0	(1,954,474)	(100.00%)	▼
Amount attributable to investing activities		(35,054,869)	(11,083,264)	(13,242,623)	(2,159,359)	19.48%	
Financing Activities							
Proceeds from new debentures	7	4,259,800	0	0	0	0.00%	
Transfer from reserves	9	29,564,180	0	0	(0)	(100.00%)	
Payments for principal portion of lease liabilities	8	(1,522,600)	(1,122,600)	(1,092,690)	29,910	2.66%	
Repayment of debentures	7	(3,932,323)	(1,966,158)	(1,950,308)	15,850	0.81%	
Transfer to reserves	9	(21,975,560)	0	0	0	0.00%	
Amount attributable to financing activities		6,393,497	(3,088,758)	(3,042,998)	45,760	(1.48%)	
Closing funding surplus / (deficit)	2(d)	88,660	37,799,262	42,499,180	4,699,917	(12.43%)	

KEY INFORMATION

▲ ▼ Indicates a variance between Year to Date (YTD) Budget and YTD Actual data as per the adopted materiality threshold.

The material variance adopted by Council for the 2022-23 year is \$100,000.

Refer to Note 1 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 APRIL 2023**

BASIS OF PREPARATION

BASIS OF PREPARATION

The financial report has been prepared in accordance with Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and interpretations of the Australian Accounting Standards Board, and the *Local Government Act 1995* and accompanying Regulations.

The *Local Government Act 1995* and accompanying Regulations take precedence over Australian Accounting Standards where they are inconsistent.

The *Local Government (Financial Management) Regulations 1996* specify that vested land is a right-of-use asset to be measured at cost, and is considered a zero cost concessionary lease. All right-of-use assets under zero cost concessionary leases are measured at zero cost rather than at fair value, except for vested improvements on concessionary land leases such as roads, buildings or other infrastructure which continue to be reported at fair value, as opposed to the vested land which is measured at zero cost. The measurement of vested improvements at fair value is a departure from AASB 16 which would have required the City to measure any vested improvements at zero cost.

Accounting policies which have been adopted in the preparation of this financial report have been consistently applied unless stated otherwise. Except for cash flow and rate setting information, the financial report has 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 City controls resources to carry on its functions have been included in the financial statements forming part of this financial report.

All monies held in the Trust Fund are excluded from the financial statements. A separate statement of those monies appears at Note 11 to these financial statements.

SIGNIFICANT ACCOUNTING POLICIES

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 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 not readily apparent from other sources. Actual results may differ from these estimates.

The balances, transactions and disclosures impacted by accounting estimates are as follows:

- estimation of fair values of certain financial assets
- estimation of fair values of fixed assets shown at fair value
- impairment of financial assets

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.

ROUNDING OFF FIGURES

All figures shown in this statement are rounded to the nearest dollar.

PREPARATION TIMING AND REVIEW

Date prepared: All known transactions up to 08 May 2023

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 APRIL 2023**

**NOTE 1
EXPLANATION OF MATERIAL VARIANCES**

The material variance thresholds are adopted annually by Council as an indicator of whether the actual expenditure or revenue varies from the year to date Actual materially.

The material variance adopted by Council for the 2022-23 year is \$100,000.

Nature or type	Var. \$	Var. %	Explanation of positive variances		Explanation of negative variances	
			Timing	Permanent	Timing	Permanent
Opening funding surplus / (deficit)	\$ 5,585,692	53.48%	▲	This variance represents the difference between forecast and final year end position.		
Revenue from operating activities						
Rates	199,228	0.26%	▲	Interim rates processed.		
Interest earnings	1,769,584	56.87%	▲	Interest rates have increased substantially and earnings have been amended in the mid year budget review.		
Expenditure from operating activities						
Loss on disposal of assets	773,406	51.29%	▼ Note - 1			
Non-cash amounts excluded from operating activities	(1,078,658)	(4.53%)	▼		Note - 1	
Investing activities						
Non-cash amounts excluded from investing activities	(1,954,474)	(100.00%)	▼		All the reserve transfers in and out will be processed as part of the end of year process as capital projects status is finalised - will appear in the June preliminary accounts.	

Note 1

The fixed asset data have not been migrated to OneCouncil yet. Hence, the budgeted loss on disposal of assets cannot be matched with actual loss. The variance will be adjusted once the data migration of fixed assets is completed. There is no confirmed date of completion available yet, however, it will be completed in June.

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 APRIL 2023NOTE 2
STATEMENT OF FINANCIAL ACTIVITY INFORMATION

(a) Non-cash items excluded from operating activities

The following non-cash revenue and expenditure has been excluded from operating activities within the Statement of Financial Activity in accordance with *Financial Management Regulation 32*.

	Notes	Amended Budget	YTD Budget (a)	YTD Actual (b)
Non-cash items excluded from operating activities		\$	\$	\$
Adjustments to operating activities				
Less: Profit on asset disposals		(42,200)	(35,170)	(49,610)
Movement in pensioner deferred rates (non-current)		0	0	(200,994)
Add: Loss on asset disposals		1,809,500	1,507,940	604,266
Add: Depreciation on assets		26,425,100	22,320,910	22,361,360
Total non-cash items excluded from operating activities		28,192,400	23,793,680	22,715,022

(b) Non-cash items excluded from investing activities

The following non-cash revenue and expenditure has been excluded from investing activities within the Statement of Financial Activity in accordance with *Financial Management Regulation 32*.

Adjustments to investing activities

Movement in current liabilities for transfers to acquire or construct non-financial assets to be controlled by the entity associated with restricted cash

	1,954,474	1,954,474	0
Total non-cash amounts excluded from investing activities	1,954,474	1,954,474	0

(c) Adjustments to net current assets in the Statement of Financial Activity

The following current assets and liabilities have been excluded from the net current assets used in the Statement of Financial Activity in accordance with *Financial Management Regulation 32* to agree to the surplus/(deficit) after imposition of general rates.

		Amended Budget Opening 30 June 2022	Last Year Closing 30 June 2022	Year to Date 30 April 2023
Adjustments to net current assets				
Less: Reserves - restricted cash	9	(104,073,444)	(111,440,880)	(111,440,880)
Less: Land held for resale		(460,000)	(460,000)	(260,000)
Add: Borrowings	7	3,458,491	3,931,944	3,636,945
Add: Provisions employee related provisions	10	8,161,713	8,478,482	8,478,481
Add: Lease liabilities	8	1,667,740	2,148,645	1,055,954
Add: Movement in Expected Credit Loss on Sundry Receivables		0	219,251	0
Add: Contract liability held in reserves		7,048,703	4,633,100	4,469,648
Total adjustments to net current assets		(84,196,797)	(92,489,458)	(94,059,851)

(d) Net current assets used in the Statement of Financial Activity

Current assets

Cash and cash equivalents	3	3,200,000	6,086,910	9,886,819
Financial assets at amortised cost	3	110,618,325	129,219,315	150,779,730
Rates receivables	4	5,623,970	5,791,880	4,316,165
Receivables	4	7,646,569	4,325,554	3,040,981
Other current assets	5	609,694	1,818,103	1,344,199

Less: Current liabilities

Payables		(23,165,114)	(19,530,910)	(15,130,597)
Borrowings	7	(3,458,491)	(3,931,944)	(3,636,945)
Contract liabilities	10	(7,048,703)	(4,633,100)	(4,506,886)
Lease liabilities	8	(1,667,740)	(2,148,645)	(1,055,954)
Provisions	10	(8,161,713)	(8,478,482)	(8,478,482)

Less: Total adjustments to net current assets	2(c)	(84,196,797)	(92,489,458)	(94,059,851)
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Closing funding surplus / (deficit)

0	16,029,223	42,499,179
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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. Unless otherwise stated assets or liabilities are classified as current if expected to be settled within the next 12 months, being the Council's operational cycle.

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 APRIL 2023OPERATING ACTIVITIES
NOTE 3
CASH AND FINANCIAL ASSETS

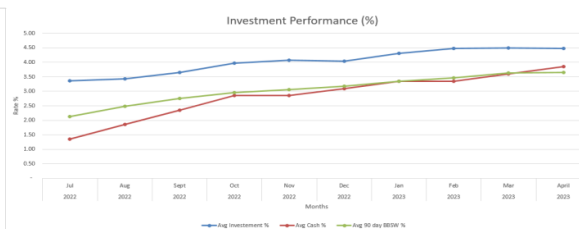
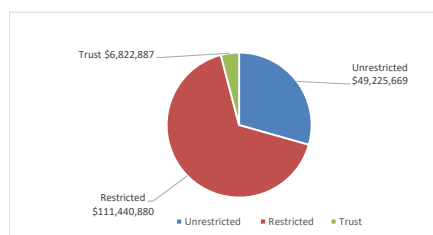
Description	Classification	Unrestricted	Restricted	Total Cash	Trust	Institution	Interest Rate	Maturity Date
		\$	\$	\$	\$			
Term Deposits - Municipal Funds	Financial assets at amortised cost	1,000,000	0	1,000,000	0	BENDIGO BANK	4.10%	13/06/2023
Term Deposits - Municipal Funds	Financial assets at amortised cost	2,000,000	0	2,000,000	0	CBA	4.62%	14/08/2023
Term Deposits - Municipal Funds	Financial assets at amortised cost	3,000,000	0	3,000,000	0	SUNCORP	4.27%	21/08/2023
Term Deposits - Municipal Funds	Financial assets at amortised cost	3,000,000	0	3,000,000	0	SUNCORP	4.27%	21/08/2023
Term Deposits - Municipal Funds	Financial assets at amortised cost	2,500,000	0	2,500,000	0	WESTPAC	4.49%	23/08/2023
Term Deposits - Municipal Funds	Financial assets at amortised cost	3,000,000	0	3,000,000	0	NAB	4.60%	28/08/2023
Term Deposits - Municipal Funds	Financial assets at amortised cost	4,000,000	0	4,000,000	0	IMB	4.45%	4/09/2023
Term Deposits - Municipal Funds	Financial assets at amortised cost	3,000,000	0	3,000,000	0	SUNCORP	4.53%	4/09/2023
Term Deposits - Municipal Funds	Financial assets at amortised cost	3,000,000	0	3,000,000	0	NAB	4.55%	4/09/2023
Term Deposits - Municipal Funds	Financial assets at amortised cost	3,000,000	0	3,000,000	0	CBA	4.47%	4/09/2023
Term Deposits - Municipal Funds	Financial assets at amortised cost	3,000,000	0	3,000,000	0	IMB	4.45%	7/09/2023
Term Deposits - Municipal Funds	Financial assets at amortised cost	2,530,208	0	2,530,208	0	WESTPAC	4.65%	13/09/2023
Term Deposits - Municipal Funds	Financial assets at amortised cost	2,530,208	0	2,530,208	0	WESTPAC	4.65%	13/09/2023
Term Deposits - Municipal Funds	Financial assets at amortised cost	2,000,000	0	2,000,000	0	NAB	4.55%	11/09/2023
Term Deposits - Municipal Funds	Financial assets at amortised cost	2,000,000	0	2,000,000	0	ME BANK	4.60%	27/09/2023
Term Deposits - Municipal Funds	Financial assets at amortised cost	2,000,000	0	2,000,000	0	CBA	4.26%	12/10/2023
Term Deposits - Municipal Funds	Financial assets at amortised cost	2,000,000	0	2,000,000	0	SUNCORP	4.58%	26/10/2023
Term Deposits - Reserves	Financial assets at amortised cost	0	5,000,000	5,000,000	0	SUNCORP	4.17%	2/05/2023
Term Deposits - Reserves	Financial assets at amortised cost	0	4,000,000	4,000,000	0	ME BANK	4.10%	15/05/2023
Term Deposits - Reserves	Financial assets at amortised cost	0	6,000,000	6,000,000	0	NAB	4.05%	15/05/2023
Term Deposits - Reserves	Financial assets at amortised cost	0	2,000,000	2,000,000	0	BENDIGO BANK	4.00%	22/05/2023
Term Deposits - Reserves	Financial assets at amortised cost	0	2,000,000	2,000,000	0	NAB	4.15%	29/05/2023
Term Deposits - Reserves	Financial assets at amortised cost	0	3,000,000	3,000,000	0	ME BANK	4.15%	29/05/2023
Term Deposits - Reserves	Financial assets at amortised cost	0	2,000,000	2,000,000	0	NAB	4.10%	29/05/2023
Term Deposits - Reserves	Financial assets at amortised cost	0	2,000,000	2,000,000	0	NAB	4.10%	29/05/2023
Term Deposits - Reserves	Financial assets at amortised cost	0	4,000,000	4,000,000	0	CBA	3.94%	30/05/2023
Term Deposits - Reserves	Financial assets at amortised cost	0	1,447,200	1,447,200	0	CBA	4.06%	7/06/2023
Term Deposits - Reserves	Financial assets at amortised cost	0	2,114,891	2,114,891	0	WESTPAC	3.88%	13/06/2023
Term Deposits - Reserves	Financial assets at amortised cost	0	3,000,000	3,000,000	0	CBA	4.16%	14/06/2023
Term Deposits - Reserves	Financial assets at amortised cost	0	3,000,000	3,000,000	0	SUNCORP	4.41%	17/07/2023
Term Deposits - Reserves	Financial assets at amortised cost	0	3,000,000	3,000,000	0	CBA	4.34%	17/07/2023
Term Deposits - Reserves	Financial assets at amortised cost	0	1,690,000	1,690,000	0	SUNCORP	4.27%	24/07/2023
Term Deposits - Reserves	Financial assets at amortised cost	0	2,000,000	2,000,000	0	BENDIGO BANK	4.15%	27/07/2023
Term Deposits - Reserves	Financial assets at amortised cost	0	2,021,000	2,021,000	0	SUNCORP	4.40%	31/07/2023
Term Deposits - Reserves	Financial assets at amortised cost	0	3,000,000	3,000,000	0	NAB	4.45%	14/08/2023
Term Deposits - Reserves	Financial assets at amortised cost	0	2,000,000	2,000,000	0	CBA	4.62%	14/08/2023
Term Deposits - Reserves	Financial assets at amortised cost	0	2,000,000	2,000,000	0	NAB	4.55%	28/08/2023
Term Deposits - Reserves	Financial assets at amortised cost	0	2,329,000	2,329,000	0	SUNCORP	4.53%	11/09/2023
Term Deposits - Reserves	Financial assets at amortised cost	0	3,000,000	3,000,000	0	IMB	4.25%	12/09/2023
Term Deposits - Reserves	Financial assets at amortised cost	0	2,000,000	2,000,000	0	ME BANK	4.50%	20/09/2023
Term Deposits - Reserves	Financial assets at amortised cost	0	5,000,000	5,000,000	0	BENDIGO BANK	4.35%	18/09/2023
Term Deposits - Reserves	Financial assets at amortised cost	0	5,000,000	5,000,000	0	ME BANK	4.60%	3/10/2023
Term Deposits - Reserves	Financial assets at amortised cost	0	5,000,000	5,000,000	0	CBA	4.32%	3/10/2023
Term Deposits - Reserves	Financial assets at amortised cost	0	2,000,000	2,000,000	0	SUNCORP	4.52%	16/10/2023
Term Deposits - Reserves	Financial assets at amortised cost	0	2,000,000	2,000,000	0	CBA	4.33%	16/10/2023
Term Deposits - Reserves	Financial assets at amortised cost	0	5,000,000	5,000,000	0	CBA	4.33%	16/10/2023
Term Deposits - Reserves	Financial assets at amortised cost	0	2,000,000	2,000,000	0	BENDIGO BANK	4.35%	17/10/2023
Term Deposits - Reserves	Financial assets at amortised cost	0	2,000,000	2,000,000	0	BENDIGO BANK	4.35%	17/10/2023
Term Deposits - Reserves	Financial assets at amortised cost	0	2,617,224	2,617,224	0	ME BANK	4.70%	17/10/2023
Term Deposits - Reserves	Financial assets at amortised cost	0	2,000,000	2,000,000	0	ME BANK	4.70%	17/10/2023
Term Deposits - Reserves	Financial assets at amortised cost	0	3,000,000	3,000,000	0	NAB	4.55%	23/10/2023
Term Deposits - Reserves	Financial assets at amortised cost	0	3,000,000	3,000,000	0	SUNCORP	4.62%	23/10/2023
Term Deposits - Reserves	Financial assets at amortised cost	0	3,000,000	3,000,000	0	BENDIGO BANK	4.50%	23/10/2023
Term Deposits - Reserves	Financial assets at amortised cost	0	3,000,000	3,000,000	0	NAB	4.55%	23/10/2023
Term Deposits - Trust	Financial assets at amortised cost	0	0	0	2,400,000	NAB	4.05%	15/05/2023
Term Deposits - Trust	Financial assets at amortised cost	0	0	0	3,000,000	NAB	4.15%	29/05/2023
Term Deposits - Trust	Financial assets at amortised cost	0	0	0	1,200,000	SUNCORP	4.52%	16/10/2023
Funds - Muni Account	Cash and cash equivalents	5,665,254	4,221,565	9,886,819	222,887	CBA		
Total		49,225,669	111,440,880	160,666,549	6,822,887			
Comprising								
Cash and cash equivalents		5,665,254	4,221,565	9,886,819	222,887			
Financial assets at amortised cost		43,560,415	107,219,315	150,779,730	6,600,000			
		49,225,669	111,440,880	160,666,549	6,822,887			

KEY INFORMATION

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value. Bank overdrafts are reported as short term borrowings in current liabilities in the statement of net current assets.

The local government classifies financial assets at amortised cost if both of the following criteria are met:

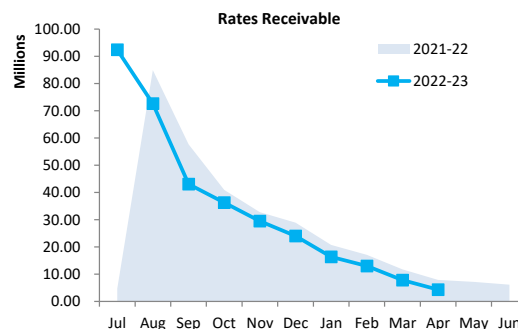
- the asset is held within a business model whose objective is to collect the contractual cashflows, and
- the contractual terms give rise to cash flows that are solely payments of principal and interest.



NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 APRIL 2023

OPERATING ACTIVITIES
NOTE 4
RECEIVABLES

Rates receivable	30 June 2022	30 Apr 2023
	\$	\$
Opening arrears previous years	5,623,970	5,752,178
Levied this year	69,574,771	78,364,845
Less - collections to date	(69,406,861)	(79,800,858)
Gross rates collectable	5,791,880	4,316,165
Allowance for impairment of rates receivable	(39,702)	0
Net rates collectable	5,752,178	4,316,165
% Collected	92.3%	94.9%



Receivables - general	Credit	Current	30 Days	60 Days	90+ Days	Total
	\$	\$	\$	\$	\$	\$
Receivables - general	0	3,671	1,449,480	116,546	1,176,247	2,745,944
Percentage	0.0%	0.1%	52.8%	4.2%	42.8%	
Balance per trial balance						
Sundry receivable						2,745,944
GST receivable						377,710
Allowance for impairment of receivables from contracts with customers						(82,673)
Total receivables general outstanding						3,040,981

Amounts shown above include GST (where applicable)

KEY INFORMATION

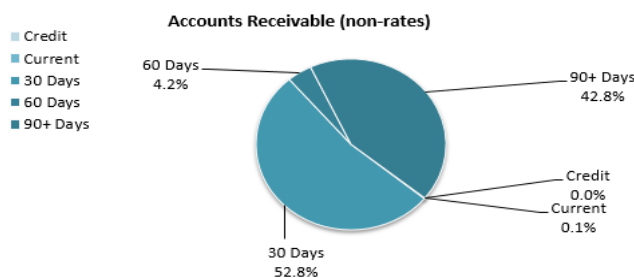
Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business.

Trade receivables are recognised at original invoice amount less any allowances for uncollectable amounts (i.e. impairment). The carrying amount of net trade receivables is equivalent to fair value as it is due for settlement within 30 days.

Classification and subsequent measurement

Receivables which are generally due for settlement within 30 days except rates receivables which are expected to be collected within 12 months are classified as current assets. All other receivables such as, deferred pensioner rates receivable after the end of the reporting period are classified as non-current assets.

Trade and other receivables are held with the objective to collect the contractual cashflows and therefore the City measures them subsequently at amortised cost using the effective interest rate method.



NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 APRIL 2023

OPERATING ACTIVITIES
NOTE 4
RECEIVABLES

	Brought Forward 1 July \$	2022/23 Revised Budget \$	This Time Last Year 30-Apr-22 \$	30 April 2023 YTD Actual \$
General Receivables				
Debtors - General	1,667,033	920,500	3,128,850	1,918,141
Debtors - Rangers (Legacy)	172,934	180,250	180,567	212,493
Debtors - Recreation	28,998	34,250	250,340	73,466
Debtors - Libraries	-	-	20	-
Debtors - Fire	22,037	23,000	30,091	31,725
Debtors - Animals	199,707	200,500	188,973	191,011
Debtors - Parking	78,130	77,800	88,814	106,812
Debtors - Litter	116,275	116,250	112,610	106,808
Debtors - Off Road Vehicles	216	216	216	216
Debtors - Health	5,061	5,100	5,710	12,515
Debtors - Thoroughfares	7,192	7,150	6,370	8,018
Debtors - Unauthorised Signs	3,933	4,000	4,430	4,130
Debtors - Cats	8,162	7,500	7,041	5,382
Debtors - Planning & Building	77,053	78,600	98,703	75,227
	2,386,730	1,655,116	4,102,735	2,745,944

General Receivables - Aging

	Current	30 Days	60 Days	90 Days	120 + Days	Total
Sundry Receivable General	189,474	1,239,984	119,598	145,686	223,399	1,918,141
Libraries	-	-	-	-	-	-
Rangers	(180)	18,919	(340)	(430)	194,524	212,493
Recreation	1,929	1,103	(2,712)	-	73,146	73,466
Infringements	-	-	-	-	466,617	466,617
Planning & Building	1,922	-	-	-	73,305	75,227
Total Receivables General	193,145	1,260,006	116,546	145,256	1,030,991	2,745,944

General Receivables - Aging (continued)

Sundry Debtors Outstanding Over 120 Days Exceeding \$1,000

Debtor #	Under Investigation by	\$
Various	Fines Enforcement Registry	466,617
4826	Finance	126,442
Various	Fines Enforcement Registry	194,524
Debtor	Planning & Building	73,305
89	Finance	25,853
3208	Recreation Services	6,248
3336	Rates Services	6,215
5012	Finance	5,500
209	Finance	7,401
	Debtors 120+ Days < \$5,000	118,886
Total Debtors 120+ Days > \$1,000		1,030,991

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 APRIL 2023

OPERATING ACTIVITIES
NOTE 5
OTHER CURRENT ASSETS

	Opening Balance 1 July 2022	Asset Increase	Asset Reduction	Closing Balance 30 April 2023
Other current assets	\$	\$	\$	\$
Inventory				
Inventory	176,542	0	(50,287)	126,255
Land held for resale - cost	460,000	0	(200,000)	260,000
Other Assets				
Prepayments	370,966	116,365	0	487,331
Accrued income	810,595	0	(339,982)	470,613
Total other current assets	1,818,103	116,365	(590,269)	1,344,199
Amounts shown above include GST (where applicable)				

KEY INFORMATION

Inventory

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.

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 APRIL 2023INVESTING ACTIVITIES
NOTE 6
CAPITAL ACQUISITIONS

Capital acquisitions	Amended		YTD Actual	YTD Actual Variance
	Budget	YTD Budget		
	\$	\$	\$	\$
Land	4,169,124	2,014,124	2,004,329	(9,795)
Buildings	15,945,712	4,368,093	4,408,954	40,861
Furniture and equipment	891,420	122,850	98,241	(24,609)
Plant and equipment	7,512,193	3,385,161	3,377,131	(8,030)
Infrastructure - roads	11,934,909	1,205,758	1,230,224	24,466
Infrastructure - Drainage	3,079,974	76,645	34,095	(42,550)
Infrastructure - Pathways	5,783,800	909,833	875,622	(34,212)
Infrastructure - Parks and Reserves	8,293,961	2,971,634	3,049,216	77,582
Payments for Capital Acquisitions	57,611,093	15,054,098	15,077,812	23,714
Capital Acquisitions Funded By:				
	\$	\$	\$	\$
Capital grants and contributions	16,649,060	1,684,336	1,593,834	(90,502)
Borrowings	2,939,000	0	708,280	708,280
Other (disposals)	1,645,140	237,100	0	(237,100)
Cash backed reserves				
Reserves Cash Backed - DCP	1,166,429	972,024	169,112	(802,912)
Reserves Cash Backed	23,452,374	19,543,645	5,415,942	(14,127,703)
POS/Trust	976,361	813,634	777,148	(36,486)
Contribution - Municipal	22,863,033	3,420,112	6,413,496	2,993,384
Capital funding total	57,611,093	15,054,098	15,077,812	23,714

SIGNIFICANT ACCOUNTING POLICIES

Each class of fixed assets within either plant and equipment or infrastructure, is carried at cost or fair value as indicated less, where applicable, any accumulated depreciation and impairment losses.

Assets for which the fair value as at the date of acquisition is under \$5,000 are not recognised as an asset in accordance with *Financial Management Regulation 17A (5)*. These assets are expensed immediately.

Where multiple individual low value assets are purchased together as part of a larger asset or collectively forming a larger asset exceeding the threshold, the individual assets are recognised as one asset and capitalised.

Initial recognition and measurement for assets held at cost

Plant and equipment including furniture and equipment is recognised at cost on acquisition in accordance with *Financial Management Regulation 17A*. Where acquired at no cost the asset is initially recognise at fair value. Assets held at cost are depreciated and assessed for impairment annually.

Initial recognition and measurement between mandatory revaluation dates for assets held at fair value

In relation to this initial measurement, cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition. For assets acquired at zero cost or otherwise significantly less than fair value, cost is determined as fair value at the date of acquisition. The cost of non-current assets constructed by the City includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads.

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 APRIL 2023

FINANCING ACTIVITIES

NOTE 7

BORROWINGS

Repayments - borrowings

			Principal Repayments				Principal Outstanding		Interest Repayments	
Information on borrowings			New Loans		Principal Repayments		Principal Outstanding		Interest Repayments	
Particulars	Loan No.	1 July 2022	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
		\$	\$	\$	\$	\$	\$	\$	\$	\$
Governance										
292 Loan Borrowings 2008	292	56,595	0	0	(27,791)	(56,600)	28,804	-5	(3,096)	(2,580)
296 Loan Borrowings 2009	296	106,428	0	0	(25,294)	(51,400)	81,134	55,028	(5,703)	(5,250)
316 Orchard House 2014	316	2,477,682	0	0	(77,640)	(157,100)	2,400,042	2,320,582	(98,083)	(97,170)
318 Orchard House 2015	318	7,770,181	0	0	(249,953)	(504,300)	7,520,228	7,265,881	(227,111)	(224,920)
323 Core System Review	323	2,515,031	0	0	(169,371)	(340,300)	2,345,660	2,174,731	(37,202)	(36,420)
342 Core System Review	342	1,133,252	0	0	(67,691)	(135,800)	1,065,561	997,452	(24,408)	(53,600)
345A Core System Review	345A	1,350,000	0	0	(55,056)	(111,264)	1,294,944	1,238,736	(28,237)	0
345B Core System Review	345B	0	0	1,320,800	0	0	0	1,320,800	0	0
Recreation and culture										
291 Aquatic Works 2008	291	229,082	0	0	(15,572)	(31,700)	213,510	197,382	(13,682)	(13,420)
299 Aquatic Centre Upgrade 2010	299	270,096	0	0	(41,657)	(84,700)	228,439	185,396	(13,526)	(12,920)
302 Aquatic Centre Upgrade 2011	302	850,159	0	0	(36,276)	(73,800)	813,883	776,359	(42,323)	(41,830)
304 Frye Park Redevelopment 2011	304	634,350	0	0	(27,068)	(55,000)	607,282	579,350	(31,561)	(31,170)
305 Piara Waters (North) Sports 2011	305	412,806	0	0	(46,513)	(94,500)	366,293	318,306	(19,824)	(19,170)
311 Aquatic Centre Upgrade 2012	311	974,379	0	0	(39,153)	(79,200)	935,226	895,179	(36,093)	(35,670)
314 Oval Lighting Renewal	314	303,186	0	0	(48,383)	(97,600)	254,803	205,586	(8,493)	(8,080)
315 Armadale Golf Course	315	189,355	0	0	(17,716)	(35,700)	171,639	153,655	(4,550)	(4,420)
322 Kelmscott Library - Stage 1	322	305,639	0	0	(36,442)	(73,400)	269,197	232,239	(6,677)	(6,420)
324A Indoor Aquatic Centre	324	9,597,273	0	0	(240,853)	(483,972)	9,356,420	9,113,301	(147,938)	(148,570)
326 Armadale Hall Upgrade 2018	326	2,785,793	0	0	(187,605)	(376,900)	2,598,188	2,408,893	(41,239)	(40,420)
327 Lighting Renewal 2018	327	59,715	0	0	(29,660)	(59,715)	30,055	0	(1,194)	(1,000)
330 Greendale Centre	330	92,711	0	0	(46,049)	(92,711)	46,662	0	(1,866)	(1,580)
331 Infrastructure - Parks 2018	331	63,211	0	0	(31,397)	(63,211)	31,814	0	(1,274)	(1,080)
332 Champion Centre Upgrade	332	211,589	0	0	(34,932)	(70,000)	176,657	141,589	(1,303)	(1,250)
334 Armadale Library Creative Space	334	110,346	0	0	(27,288)	(54,800)	83,058	55,546	(1,266)	(1,170)
336 Lighting Renewal - 2	336	20,441	0	0	(5,053)	(10,100)	15,388	10,341	(248)	(250)
337 AFAC Carpark	337	458,210	0	0	(10,701)	(21,500)	447,509	436,710	(7,365)	(7,330)
343 Bedfordale Fire Service	343	679,766	0	0	(35,498)	(71,300)	644,268	608,466	(8,113)	(8,000)
344 Challenge Park	344	1,230,000	0	0	(50,162)	(101,374)	1,179,838	1,128,626	(37,761)	(38,820)
346 Roleystone Theatre	346	0	0	2,939,000	0	0	0	2,939,000	0	0
347 Creyk Park 2021	347	1,381,600	0	0	(56,345)	(113,869)	1,325,255	1,267,731	(42,432)	(43,610)
Transport										
317 Abbey Road Project 2014	317	699,362	0	0	-169,644	(342,700)	529,718	356,662	(22,359)	(20,670)
321 Armadale Arena Roofing 2015	321	272,863	0	0	-43,545	(87,800)	229,318	185,063	(7,634)	(7,250)
Total		37,241,101	0	4,259,800	-1,950,308	(3,932,316)	35,290,793	37,568,585	(922,560)	(914,040)
Current borrowings		3,932,316					3,636,945			
Non-current borrowings		33,308,785					31,653,848			
		37,241,101					35,290,793			

All debenture repayments were financed by general purpose revenue.

Unspent borrowings

Particulars	Date Borrowed	Unspent Balance 30-06-2022	Borrowed During Year	Expended During Year	Unspent Balance 30 April 2023
		\$	\$	\$	\$
323 Core System Review	25/06/2019	353,623	0	0	353,623
		353,623	0	0	353,623

KEY INFORMATION

Borrowing costs are recognised as an expense when incurred except where they are directly attributable to the acquisition, construction or production of a qualifying asset. Where this is the case, they are capitalised as part of the cost of the particular asset until such time as the asset is substantially ready for its intended use or sale.

Fair values of borrowings are not materially different to their carrying amounts, since the interest payable on those borrowings is either close to current market rates or the borrowings are of a short term nature. Non-current borrowings fair values are based on discounted cash flows using a current borrowing rate.

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 APRIL 2023**

**FINANCING ACTIVITIES
NOTE 8
LEASE LIABILITIES**

Movement in carrying amounts

Information on leases		1 July 2022	New Leases		Principal Repayments		Principal Outstanding		Interest Repayments	
Particulars	Lease No.		Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
		\$	\$	\$	\$	\$	\$	\$	\$	\$
Governance										
Total		2,047,940	0	1,179,900	(462,595)	(763,137)	1,585,345	2,464,703	222,355	57,600
Recreation and culture										
Total		323,947	43,758	492,500	(197,231)	(226,763)	170,474	589,684	13,501	11,600
Transport										
Total		4,758	0	0	(2,358)	(3,600)	2,400	1,158	165	500
Other property and services										
Total		1,911,442	37,410	187,400	(430,507)	(529,100)	1,518,345	1,569,742	23,080	40,000
Total		4,288,087	81,168	1,859,800	(1,092,690)	(1,522,600)	3,276,565	4,625,287	259,101	109,700
Current lease liabilities		2,148,645					1,055,954			
Non-current lease liabilities		<u>2,139,442</u>					<u>2,220,611</u>			
		4,288,087					3,276,565			

All lease repayments were financed by general purpose revenue.

KEY INFORMATION

At inception of a contract, the City assesses if the contract contains or is a lease. A contract is or contains a lease, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. At the commencement date, a right of use asset is recognised at cost and lease liability at the present value of the lease payments that are not paid at that date. The lease payments are discounted using that date. The lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, the City uses its incremental borrowing rate.

All contracts classified as short-term leases (i.e. a lease with a remaining term of 12 months or less) and leases of low value assets are recognised as an operating expense on a straight-line basis over the term of the lease.

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 APRIL 2023OPERATING ACTIVITIES
NOTE 9
RESERVE ACCOUNTS

Reserve accounts

Reserve name	Opening Balance	Budget Interest Earned	Actual Interest Earned	Budget Transfers In (+)	Actual Transfers In (+)	Budget Transfers Out (-)	Actual Transfers Out (-)	Budget Closing Balance	Actual YTD Closing Balance
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Restricted by Legislation									
Reserves Cash Backed - Anstey Keane - DCP	6,770,559	131,300	0	2,991,600	0	(3,196,000)	0	6,697,459	6,770,559
Reserves Cash Backed - North Forrestdale DCP 3	20,608,673	463,500	0	4,189,500	0	(2,625,426)	0	22,636,247	20,608,673
Reserves Cash Backed - North Forrestdale SAR Asset Renewal	3,226,631	75,000	0	0	0	(277,000)	0	3,024,631	3,226,631
Reserves Cash Backed - SAR -A	0	0	0	122,100	0	(122,100)	0	0	0
Reserves Cash Backed - SAR -B	9,968	0	0	50,000	0	(50,000)	0	9,968	9,968
Reserves Cash Backed - SAR -C	2,818	0	0	20,400	0	(20,400)	0	2,818	2,818
Reserves Cash Backed - SAR -D	5,290	0	0	23,300	0	(23,300)	0	5,290	5,290
Reserves Cash Backed - SAR -F	0	0	0	305,730	0	(305,730)	0	0	0
Reserves Cash Backed - SAR -G	0	0	0	13,700	0	(13,700)	0	0	0
Restricted by Council									
Reserves Cash Backed - Asset Renewal	9,465,630	202,500	0	2,350,000	0	(4,055,400)	0	7,962,730	9,465,630
Reserves Cash Backed - Champion Lakes SAR Asset Renewal	168,080	4,100	0	0	0	0	0	172,180	168,080
Reserves Cash Backed - City Centre Activation	73,141	1,100	0	0	0	0	0	74,241	73,141
Reserves Cash Backed - Civic Precinct	2,808,520	69,500	0	0	0	0	0	2,878,020	2,808,520
Reserves Cash Backed - Community Art	47,840	1,200	0	0	0	0	0	49,040	47,840
Reserves Cash Backed - Computer Systems Technologies	924,524	11,500	0	0	0	(418,600)	0	517,424	924,524
Reserves Cash Backed - Crossover Contributions	61,990	1,500	0	0	0	0	0	63,490	61,990
Reserves Cash Backed - Covid-19 Response and Recovery	1,721,021	40,400	0	0	0	0	0	1,761,421	1,721,021
Reserves Cash Backed - Emergency Management	229,622	5,600	0	0	0	0	0	235,222	229,622
Reserves Cash Backed - Employee Provisions	9,006,459	220,400	0	0	0	0	0	9,226,859	9,006,459
Reserves Cash Backed - Events Reserve Fund	44,529	1,100	0	0	0	0	0	45,629	44,529
Reserves Cash Backed - Freehold Sales Capital Works	186,691	800	0	0	0	0	0	187,491	186,691
Reserves Cash Backed - Future Community Facilities	1,883,870	24,200	0	0	0	(1,189,300)	0	718,770	1,883,870
Reserves Cash Backed - Future Project Funding	15,077,671	338,800	0	4,538,329	0	(6,694,528)	0	13,260,272	15,077,671
Reserves Cash Backed - Future Recreation Facilities	905,284	22,300	0	0	0	0	0	927,584	905,284
Reserves Cash Backed - History of the District	37,670	900	0	0	0	0	0	38,570	37,670
Reserves Cash Backed - Infrastructure Project Contribution	1,561,220	39,100	0	0	0	(770,046)	0	830,274	1,561,220
Reserves Cash Backed - Land Acquisition	477,146	11,800	0	0	0	0	0	488,946	477,146
Reserves Cash Backed - Mobile Bin Program	2,029,798	49,900	0	0	0	0	0	2,079,698	2,029,798
Reserves Cash Backed - Perth Hills Tourism Alliance	46,478	1,100	0	0	0	0	0	47,578	46,478
Reserves Cash Backed - Plant and Machinery	4,888,908	63,600	0	2,000,000	0	(4,020,500)	0	2,932,008	4,888,908
Reserves Cash Backed - Portable Long Service Leave	0	8,600	0	0	0	0	0	8,600	0
Reserves Cash Backed - Revolving Energy	301,000	5,000	0	0	0	0	0	306,000	301,000
Reserves Cash Backed - Strategic Asset Investments	715,620	17,700	0	0	0	0	0	733,320	715,620
Reserves Cash Backed - Waste Management	25,207,873	499,900	0	2,907,500	0	(5,782,150)	0	22,833,123	25,207,873
Reserves Cash Backed - Workers Compensation	135,220	3,900	0	0	0	0	0	139,120	135,220
Reserves Cash Backed - Wungong River Project	688,250	11,400	0	0	0	0	0	699,650	688,250
Reserves Cash Backed - Works Contributions	656,524	16,200	0	0	0	0	0	672,724	656,524
Reserves Cash Backed - Public Art Contributions	42,000	500	0	0	0	0	0	42,500	42,000
Reserves Cash Backed - DevelopmentWA Public Art Contribution	158,306	2,000	0	0	0	0	0	160,306	158,306
Reserves Cash Backed - Forrestdale Business Park East	704,824	17,300	0	0	0	0	0	722,124	704,824
Reserves Cash Backed - Project Funds Rolled Over	561,232	6,700	0	0	0	0	0	567,932	561,232
Reserves Cash Backed - Street Tree Contribution	0	0	0	93,000	0	0	0	93,000	0
	111,440,880	2,370,400	0	19,605,159	0	(29,564,180)	0	103,852,259	111,440,880

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 APRIL 2023OPERATING ACTIVITIES
NOTE 10
OTHER CURRENT LIABILITIES

	Note	Opening Balance 1 July 2022	Liability transferred from/(to) non current	Liability Increase	Liability Reduction	Closing Balance 30 April 2023
Other current liabilities		\$		\$	\$	\$
Other liabilities						
- Contract liabilities		4,633,100	0	0	(163,452)	4,469,648
- Retentions - Contracts		0	0	37,238	0	37,238
Total other liabilities		4,633,100	0	37,238	(163,452)	4,506,886
Employee Related Provisions						
Annual leave		4,677,848	0	0	0	4,677,848
Long service leave		3,800,634	0	0	0	3,800,634
Total Employee Related Provisions		8,478,482	0	0	0	8,478,482
Total other current assets		13,111,582	0	37,238	(163,452)	12,985,368
Amounts shown above include GST (where applicable)						

KEY INFORMATION

Provisions

Provisions are recognised when the City has a present legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured. Provisions are measured using the best estimate of the amounts required to settle the obligation at the end of the reporting period.

Employee Related Provisions

Short-term employee benefits

Provision is made for the City's obligations for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The City's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the calculation of net current assets.

Other long-term employee benefits

The City's obligations for employees' annual leave and long service leave entitlements are recognised as employee related provisions in the statement of financial position.

Long-term employee benefits are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Any remeasurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur. The City's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the City does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

Contract liabilities

An entity's obligation to transfer goods or services to a customer for which the entity has received consideration (or the amount is due) from the customer.

Capital grant/contribution liabilities

Grants to acquire or construct recognisable non-financial assets to identified specifications be constructed to be controlled by the City are recognised as a liability until such time as the City satisfies its obligations under the agreement.

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 APRIL 2023****NOTE 11
TRUST FUND**

Funds held at balance date which are required by legislation to be credited to the trust fund and which are not included in the financial statements are as follows:

Description	Opening Balance 1 July 2022	Amount Received	Amount Paid	Closing Balance 30 Apr 2023
	\$	\$	\$	\$
Cash in Lieu - POS - A14 Plan	1,719,555	15,113	0	1,734,668
Cash in Lieu - POS - Agreements	29,147	256	0	29,403
Cash in Lieu - POS - Ward - Minnawarra	9,177	81	0	9,258
Cash in Lieu - POS - Ward - River	2,002	0	2,002	0
Cash in Lieu of Parking	229,800	2,020	0	231,820
Cash in Lieu - POS - Flematti Res 49251	235,595	0	235,595	0
POS - Precinct A - Westfield	81,348	715	0	82,063
POS - Precinct B - Seville Grove	38,972	343	0	39,315
POS - Precinct C - West Armadale	239,476	116,988	0	356,464
POS - Precinct F - Clifton Hills	751,153	0	531,582	219,571
POS - Precinct H - Mount Nasura	1,213,842	10,669	0	1,224,511
POS - Precinct N - Forrestdale	221,142	1,944	0	223,086
POS - Precinct O - Palomino	74,993	659	0	75,652
POS - Regional Recreation Infrastructure	458,231	71,391	0	529,621
POS Cash in Lieu - Suburb - Piara Waters	679,320	5,971	0	685,291
POS Cash in Lieu - Suburb - Camillo	117,785	1,035	115,669	3,151
POS Cash in Lieu - Suburb - Kelmscott	92,444	812	0	93,256
POS Cash in Lieu - Suburb - Mount Richon	114,124	1,003	0	115,127
POS Cash in Lieu - Suburb - Armadale	288,214	2,533	0	290,747
POS Cash in Lieu - Suburb - Roleystone	83,060	730	0	83,790
POS Cash in Lieu - Suburb - Bedfordale	227,252	1,997	0	229,249
Nomination Deposits	240	0	0	240
Wungong Road Contribution Accounts	561,667	4,937	0	566,604
	7,468,539	239,197	884,848	6,822,888

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 APRIL 2023NOTE 12
BUDGET AMENDMENTS

Amendments to original budget since budget adoption. Surplus/(Deficit)

Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
			\$	\$	\$	\$
Events - Music in the Mall program	CS29/6/22	Operating Expenses			(25,000)	(25,000)
Development Planning Revenue	D9/7/22	Operating Revenue		93,000		68,000
To Reserve Street Tree Contribution	D9/7/22	Operating Expenses			(93,000)	(25,000)
Carried Forward Adjustment	CS41/8/22	Capital Expenses			(18,601,072)	(18,626,072)
Carried Forward Adjustment	CS41/8/22	Operating Revenue	409,426	14,413,516		(4,212,556)
Carried Forward Adjustment	CS41/8/22	Operating Expenses			(3,445,758)	(7,658,314)
Carradine Rd Culvert Reconstruction	CS54/11/22	Capital Expenses			(469,300)	(8,127,614)
Reserves Cash Backed - Asset Renewal	CS54/11/22	Capital Revenue		469,300		(7,658,314)
Various Road Resurfacing List	CS54/11/22	Capital Expenses			(435,500)	(8,093,814)
Reserves Cash Backed - Asset Renewal	CS54/11/22	Capital Revenue		435,500		(7,658,314)
Piara Waters Library	CS54/11/22	Capital Expenses			(1,189,300)	(8,847,614)
Reserves Cash Backed - Future Community Facilitie	CS54/11/22	Capital Revenue		1,189,300		(7,658,314)
Roleystone Theatre	CS54/11/22	Capital Expenses			(760,700)	(8,419,014)
Reserves Cash Backed - Future Project Funding	CS54/11/22	Capital Revenue		760,700		(7,658,314)
CF 21/22 John Dunn Hall	CS54/11/22	Capital Revenue			(597,000)	(8,255,314)
Reserves Cash Backed - Future Project Funding	CS54/11/22	Capital Expenses		597,000		(7,658,314)
Champion Lakes Bunker	CS54/11/22	Capital Revenue			(91,000)	(7,749,314)
Reserves Cash Backed - Future Project Funding	CS54/11/22	Capital Expenses		91,000		(7,658,314)
Forrestdale Hub	CS54/11/22	Capital Revenue			(120,000)	(7,778,314)
Forrestdale Hub - DCP adjustment	CS54/11/22	Non Cash Item	120,000			(7,778,314)
Reserves Cash Backed - North Forrestdale DCP 3	CS54/11/22	Capital Revenue		120,000		(7,658,314)
Capital Contribution (Grant Revenue)	CS54/11/22	Capital Revenue		86,000		(7,572,314)
Morgan Park Pavilion	CS/54/11/22	Capital Expenses			(86,000)	(7,658,314)
Carried Forward Adjustment -North Forrestdale DC	CS/54/11/22	Non Cash Item				(7,658,314)
Reserves Cash Backed - North Forrestdale DCP 3	CS/54/11/22	Capital Revenue		387,529		(7,270,785)
Reserves Cash Backed - North Forrestdale DCP 3	CS/54/11/22	Capital Revenue		21,897		(7,248,888)
Carradine Rd Culvert Reconstruction	CS8/3/22	Capital Revenue			(280,000)	(7,528,888)
Reserves Cash Backed - Asset Renewal	CS8/3/22	Capital Revenue		280,000		(7,248,888)
Capital project Admin. Building Lift (CP291)	T1/11/22	Capital Revenue		90,000		(7,158,888)
Minor Capital Works (CP182)	T1/11/22	Capital Revenue			(90,000)	(7,248,888)
OP000784 -Property - Challenge Park Public Toilet	March 2023	Capital Expenses			(39,000)	(7,287,888)
Insurance Reimbursements	March 2023	Capital Revenue		28,610		(7,259,278)
Staff Uniform	March 2023	Non Cash Item	200			(7,259,278)
Minor Equipment	March 2023	Non Cash Item	(200)			(7,259,278)
Insurance Reimbursements	March 2023	Capital Revenue		3,365		(7,255,913)
Property - Morgan Park Pavilion (OP000864)	March 2023	Capital Expenses			(3,365)	(7,259,278)
Fleet Management - Capital - Light Fleet	March 2023	Capital Expenses			(38,070)	(7,297,348)
Insurance Reimbursements	March 2023	Capital Revenue		37,570		(7,259,778)
Municipal fund contribution	March 2023	Capital Expenses				(7,259,778)
Contributions	March 2023	Capital Revenue		114,890		(7,144,888)
Riverbank Grant 2023	March 2023	Capital Expenses			(114,890)	(7,259,778)
Interest Income	Mid Year Review 2023	Operating Revenue		2,396,400		(4,863,378)
Transferred to Cashbacked Reserve	Mid Year Review 2023	Operating Expenses			(1,895,000)	(6,758,378)
No- operating Revenue - Corporate Services	Mid Year Review 2023	Capital Revenue		276,900		(6,481,478)
No- operating Revenue - Fleet	Mid Year Review 2023	Capital Revenue		33,000		(6,448,478)
Insurance Expense	Mid Year Review 2023	Operating Expenses			(100,000)	(6,548,478)
Consultants - Community Planning	Mid Year Review 2023	Operating Expenses			(20,000)	(6,568,478)
Clud Computing - Business Systems	Mid Year Review 2023	Operating Expenses			(36,000)	(6,604,478)
Materials - Program Delivery	Mid Year Review 2023	Operating Expenses			(450,000)	(7,054,478)
Transfer from Reserve	Mid Year Review 2023	Capital Revenue		1,908,100		(5,146,378)
Fleet Management - Capital - Light Fleet	Mid Year Review 2023	Capital Expenses			(387,100)	(5,533,478)
Infrastructure - Other	Mid Year Review 2023	Capital Expenses			(1,812,300)	(7,345,778)
Roads	Mid Year Review 2023	Capital Expenses			(11,050)	(7,356,828)
Buildings	Mid Year Review 2023	Capital Expenses			(280,750)	(7,637,578)
Plant & Equipment	Mid Year Review 2023	Capital Revenue		77,200		(7,560,378)
Materials - Service Delivery	Mid Year Review 2023	Operating Revenue		61,850		(7,498,528)
Contributions - Capital	Mid Year Review 2023	Capital Revenue		600,000		(6,898,528)
Salaries & wages - OneCouncil	Mid Year Review 2023	Operating Revenue		276,000		(6,622,528)
Superannuation - OneCouncil	Mid Year Review 2023	Operating Revenue		29,000		(6,593,528)
Loan proceeds - Forrestdale Hub	Mid Year Review 2023	Operating Expenses			(1,085,000)	(7,678,528)
Rates - Interim	Mid Year Review 2023	Operating Revenue		55,000		(7,623,528)
Municipal fund contribution	Mid Year Review 2023	Operating Revenue		363,750		(7,259,778)
Reserves Cash Backed - Future Project Funding	CEO3/3/23	Capital Revenue		760,000		(6,499,778)
Piara Waters Library (CP000231)	CEO3/3/23	Capital Expenses			(760,000)	(7,259,778)
Insurance Reimbursements	April 2023	Operating Revenue		9,620		(7,250,158)
Waste - Waste Collection Service (OP000057)	April 2023	Operating Expenses			(9,620)	(7,259,778)
Reserves Cash Backed - Future Project Funding	CEO03/4/23	Capital Revenue		3,000,000		(4,259,778)
Property - Wirra Willa Park (CP000374)	CEO03/4/23	Capital Expenses			(845,000)	(5,104,778)
Land - Wirra Willa	CEO03/4/23	Capital Expenses			(2,155,000)	(7,259,778)
Future Project Reserve - John Dunn	CS12/4/23	Non Cash Item	(597,000)			(7,259,778)
Assets Renewal Reserve - John Dunn	CS12/4/23	Non Cash Item	597,000			(7,259,778)
			529,426	29,065,997	(36,325,775)	(7,259,778)

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DELEGATIONS

Part 1 - Local Government Act 1995

Local Government Act 1995

Division 1.1 - Local Government Act 1995 - delegations from Council to CEO

Delegation	1.1.1 Appointment of Acting Chief Executive Officer (DRAFT)
Category	CEO functions and powers
Head of power	Part 1 - Local Government Act 1995
Delegator	Council
Express power to delegate	Local Government Act 1995 s. 5.42 Delegation of some powers to the CEO
Express power or duty delegated	Local Government Act 1995 5.36. Local government employees (1) A local government is to employ — ... (a) a person to be the CEO of the local government.
Function	Appoint a person as Acting Chief Executive Officer for a period not exceeding eight weeks.
Delegates	Chief Executive Officer
Conditions	<p>1. Section 5.36(2)(a) of the <i>Local Government Act 1995</i> prescribes that a person is not to be employed in the position of CEO unless the Council believes that the person is suitably qualified for the position. Accordingly, Council considers the persons employed in the following positions to be suitably qualified:</p> <ul style="list-style-type: none"> • Executive Director Corporate Service • Executive Director Development Services • Executive Director Technical Services • Executive Director Community Services <p>2. The Chief Executive Officer may appoint one or more of the those Officers listed above to the role of Acting Chief Executive Officer either singularly or consecutively for a period not exceeding eight weeks at his or her discretion, to ensure and provide for best business continuity during the required period(s).</p> <p>3. Councillors will be informed by way of a memo of the arrangements for Acting Chief Executive Officer.</p>
Express power to subdelegate	This delegation is not to be sub-delegated.
Subdelegate conditions	N/A

City of Armadale

Statutory framework	<i>Local Government Act 1995</i>
Policy	Nil.
Record keeping	Exercise of the authority is to be recorded in the City's records management system and Attain.

DRAFT

Delegation	1.1.2 Local Government Act 1995 - legal proceedings (DRAFT)
Category	CEO functions and powers
Head of power	Part 1 - Local Government Act 1995
Delegator	Council
Express power to delegate	Local Government Act 1995 Section 5.42 - Delegation of some powers and duties to CEO
Express power or duty delegated	Local Government Act 1995 Section 9.24 - Prosecutions, commencing Criminal Procedure Act 2004 20(1)(b)(i) - Who can commence prosecution - public authority, where public authority means — (a) a Minister of the State; or (b) a department of the Public Service; or (c) a local government or a regional local government; or (d) a body, whether incorporated or not, or the holder of an office, being a body or office that is established for a public purpose under a written law and that, under the authority of a written law, performs a statutory function on behalf of the State;
Function	Initiate a legal proceeding, enforcement function, or legal interest under the <i>Local Government Act 1995</i> or any of its Regulations or a local law made by the City of Armadale pursuant to the Act. Legal proceeding may include - a) The making or receiving of a legal proceeding; b) The service of a notice, writ or subpoena; c) The withdrawal of a legal proceeding or a notice; and d) Any instruction to a solicitor or legal service provider in association with one or more of the above.
Delegates	Chief Executive Officer
Conditions	1. As determined by relevant requirements of the legislation under which the function is to be performed. 2. A memorandum to Elected Members shall be provided in the event the legal proceeding is, or expected to, result in legal service costs exceeding \$50,000.
Express power to subdelegate	Local Government Act 1995 Section 5.44 - CEO may delegate some powers and duties to other employees

City of Armadale

Statutory framework	<p>Section 2.5(6) of the <i>Local Government Act 1995</i>.</p> <p>Section 5.42 of the <i>Local Government Act 1995</i>.</p> <p>Section 9.24 of the <i>Local Government Act 1995</i>.</p> <p>Section 3(1) of the <i>Criminal Procedure Act 2004</i> where a local government is defined as a public authority for the purposes of that Act.</p> <p>Section 20(1)(b) of the <i>Criminal Procedure Act 2004</i>.</p>
Record keeping	<p>Exercise of the authority is to be recorded in the City's records management system and Attain.</p>

DRAFT

Delegation	1.1.16 Expressions of interest for goods and services (DRAFT)
Category	Corporate Services Directorate
Head of power	Part 1 - Local Government Act 1995
Delegator	Council
Express power to delegate	Local Government Act 1995 s. 5.42 - Delegation of some powers or duties to CEO s. 5.43 - Limitations on delegations to CEO
Express power or duty delegated	Local Government Act 1995 s. 3.57 - Tenders for providing goods or services. Local Government (Functions and General) Regulations 1996 r. 21 - Limiting who can tender, procedure for r. 23 - Rejecting and accepting expressions of interest to be acceptable tenderer
Function	<ol style="list-style-type: none"> 1. Determine when to seek expressions of interest and to invite expressions of interest for the supply of goods or services [Regulations, r. 21(1)] 2. Give Statewide public notice that expressions of interest are sought [Regulations, r. 21(3)] 3. Reject an expression of interest that is not submitted at a place, and within the time, specified in the notice [Regulations, r. 23(1)] 4. Reject an expression of interest that is submitted at a place, and within the time, specified in the notice but that fails to comply with any other requirement specified in the notice and reject that expression of interest without considering its merits [Regulations, r. 23(2)] 5. Authority to consider Expressions of Interest which have not been rejected and determine those which are capable of satisfactorily providing the goods or services, for listing as acceptable tenderers [Regulations, r. 23].
Delegates	Chief Executive Officer
Conditions	Expressions of Interest can only be called for items in adopted budget.
Express power to subdelegate	Local Government Act 1995 s. 5.44 - CEO may delegate powers and duties to other employees.
Statutory framework	Local Government (Functions and General) Regulations 1996
Policy	Policy - Procurement of Goods and Services
Record keeping	Exercise of the authority is to be recorded in the City's records management system and Attain.

Delegation	1.1.17 Tenders for goods and services (DRAFT)
Category	Corporate Services Directorate
Head of power	Part 1 - Local Government Act 1995
Delegator	Council
Express power to delegate	Local Government Act 1995 s. 5.42 - Delegation of some powers or duties to the CEO s. 5.43 - Limits on delegations to CEO
Express power or duty delegated	Local Government Act 1995 s. 3.57 - Tenders for providing goods or services. Local Government (Functions and General) Regulations 1996 r. 11 - When tenders have to be publicly invited. r. 13 - Requirements when local government invites tenders though not required to do so. r. 14 - Publicly inviting tenders, requirements for. r. 18 - Rejecting and accepting tenders. r. 20 - Variation of requirements before entry into contract. r. 21A - Varying a contract for the supply of goods or services. r. 21 - Limiting who can tender, procedure for.

DRAFT

Function	<ol style="list-style-type: none"> 1. Publicly invite tenders if the consideration under a contract is, or is expected to be, more, or worth more, than \$250,000 [Regulations, r. 11(1)] 2. Determine a sole supplier arrangement if there is good reason to believe that, because of the unique nature of the goods or services, or for any other reason it is unlikely that there is more than one supplier [Regulations, r. 11(2)(f)] 3. Publicly invite tenders although not required to do so [Regulations, r. 13] 4. Determine in writing, before tenders are publicly invited, the criteria for deciding which tender(s) should be accepted [Regulations, r. 14(2a)] 5. Decide the information that is to be disclosed to those interested in submitting a tender [Regulations, r. 14(4)(a)] 6. Vary tender information after public notice of invitation to tender, and before the close of tenders, taking reasonable steps to give each person who has sought copies of the tender information is provided notice of the variation [Regulations, r. 14(5)] 7. Reject a tender that is not submitted at a place, and within the time, specified in the invitation for tenders [Regulations, r. 18(1)] 8. Reject a tender that is submitted at a place, and within the time, specified in the invitation for tenders but that fails to comply with any other requirement specified in the invitation without considering the merits of the tender [Regulations, r. 18(2)] 9. Assess by a written evaluation of the extent to which each tender satisfies the criteria for deciding which tender to accept and decide which of them (if any) would be most advantageous to accept [Regulations, r. 18(4)] 10. Request a tenderer to clarify the information provided in the tender, in order to assist in deciding which tender would be the most advantageous to accept [Regulations, r. 18(4a)] 11. Accept the next most advantageous tender to the local government if, within 6 months of the day on which the tender was accepted, a contract has not been created between the City and the tenderer [Regulations, r. 18(6)] 12. Accept the next most advantageous tender to the local government if, within 6 months of the day on which the tender was accepted, a contract has been entered into and the City and the tenderer agree to terminate the contract [Regulations, r. 18(7)] 13. Determine that a variation needed for the supply of required goods or services is minor, and then negotiate minor variations with the successful tenderer before entering into a contract [Regulations, r. 20(1)] 14. Choose the next most advantageous tenderer if the chosen tenderer is unwilling to enter into a contract to supply the varied requirement or the local government and the chosen tenderer cannot agree on any other variation to be included in the contract as a result of the varied requirement [Regulations, r. 20(2)] 15. Vary a contract for the supply of goods or services if the variation is necessary in order for the goods or services to be supplied and does not change the scope of the contract, or the variation is a renewal or extension of the term of the contract entered into [Regulations, r. 21A(a) and (b)] 16. Accept another tender where, within 6 months of either accepting a tender, a contract has not been entered into and the successful tenderer agrees to terminate the contract [Regulations, r. 18(7)].
Delegates	Chief Executive Officer

Conditions	<ol style="list-style-type: none"> 1. Authority to accept or reject tenders is to be conducted in accordance with the requirements of the Regulations where - <ol style="list-style-type: none"> a. there is a budget provision up to a value of \$1,000,000; or b. it is a multiple year contract (including extension thereof) up to a total value of \$1,500,000. 2. Where the budget has not been adopted, the Chief Executive Officer can perform all functions outlined in this delegation with the exception of determining a tender provided that the specifications of the invitation to tender includes a provision that it's award is subject to the budget being adopted by Council. 3. Tender exempt (Sole supplier) arrangements may only be approved where a record is retained that evidences - <ol style="list-style-type: none"> a. a detailed specification; b. the outcomes of market testing of the specification; c. the reasons why market testing has not met the requirements of the specification or competitive analysis; d. rationale for why the supply is unique and cannot be sourced through other suppliers; and e. the expense is included in the adopted Annual Budget. 4. Tenders may only be called where there is an adopted budget for the proposed goods or services, with the exception being in the period immediately prior to the adoption of a new budget, and where the - <ol style="list-style-type: none"> a. proposed goods or services are required to fulfil a routine contract related to the day to day operations of the local government; b. current supply contract expiry is imminent; and c. value of the proposed new contract has been included in the draft budget proposed for adoption. 5. A minor variation may only be entertained if - <ol style="list-style-type: none"> a. the proposed variation does not alter the nature of the goods and/or services procured; b. the proposed variation does not materially alter the specification or structure provided for by the initial tender; and c. the proposed variation is less than 10% of the original tendered price. <p>A tender cannot be varied outside the above definition.</p>
Express power to subdelegate	<p>Local Government Act 1995</p> <p>s. 5.44 - CEO may delegate powers and duties to other employees</p>
Statutory framework	<p>Local Government (Functions and General) Regulations 1996</p>
Policy	<p>Policy - Procurement of Goods and Services</p>
Record keeping	<p>Exercise of the authority is to be recorded in the City's records management system and Attain.</p>

Delegation	1.1.18 Panels of pre-qualified suppliers for goods and services (DRAFT)
Category	Corporate Services Directorate
Head of power	Part 1 - Local Government Act 1995
Delegator	Council
Express power to delegate	Local Government Act 1995 s. 5.42 - Delegation of some powers or duties to the CEO s. 5.43 - Limits on delegations to the CEO
Express power or duty delegated	Local Government (Functions and General) Regulations 1996 Reg 24AB - Local government may establish panels of pre-qualified suppliers Reg 24AC(1)(b) - Requirements before establishing panels of pre qualified suppliers Reg 24AD - Requirements when inviting persons to apply to join panel of prequalified suppliers Reg 24AH(2), (3), (4) and (5) - Rejecting and accepting applications to join panel of prequalified suppliers
Function	<ol style="list-style-type: none"> 1. Determine that there is a continuing need for the goods or services proposed to be provided by a panel of pre-qualified suppliers [Regulations, r. 24AC(1)(b)] 2. Authority to, before inviting submissions, determine in writing the criteria for deciding which applications for inclusion in a panel of pre-qualified suppliers should be accepted [Regulations, r. 24AD(3)]. 3. Vary panel of pre-qualified supplier information after public notice inviting submissions has been given, taking reasonable steps to each person who has enquired or submitted an application is provided notice of the variation [Regulations, r. 24AD(6)]. 4. Authority to reject an application without considering its merits, where it was submitted at a place and within the time specified, but fails to comply with any other requirement specified in the invitation [Regulations, r. 24AH(2)]. 5. Authority to assess applications, by written evaluation of the extent to which the submission satisfies the criteria for deciding which applicants to accept, and decide which applications to accept as most advantageous [Regulations, r. 24AH(3)]. 6. Authority to request clarification of information provided in a submission by an applicant [Regulations, r. 24AH(4)]. 7. Authority to decline to accept any application [Regulations, r. 24AH(5)]. 8. Authority to enter into contract, or contracts, for the supply of goods or services with a prequalified suppliers for those particular goods or services [Regulations, r. 24AJ(1)].
Delegates	Chief Executive Officer
Conditions	In accordance with Regulation 24AJ of the <i>Local Government (Functions and General) Regulations 1996</i> , a contract (within the panel contract) must not be formed with a pre-qualified supplier for goods/services for a period exceeding 12months, which includes options to extend the contract.
Express power to subdelegate	Local Government Act 1995: s.5.44 - CEO may delegate some powers and duties to other employees.
Statutory framework	<i>Local Government (Functions and General) Regulations 1996</i>
Policy	Policy - Procurement of Goods and Services
Record keeping	Exercise of the authority is to be recorded in the City's records management system and Attain.

Delegation	1.1.21 Payments from municipal and trust funds (DRAFT)
Category	Corporate Services Directorate
Head of power	Part 1 - Local Government Act 1995
Delegator	Council
Express power to delegate	Local Government Act 1995 s. 5.42 - Delegation of some powers or duties to the CEO. s. 5.43 - Limitations on delegations to the CEO.
Express power or duty delegated	Local Government Act 1995 s. 6.7 - Municipal fund (incurring expenditure or income to) s. 6.9(3) and (4) - Trust fund (management and payments from) Local Government (Financial Management) Regulations 1996 Reg 11 and 12(1)(a) - Payments from municipal fund or trust fund, restrictions on making
Function	Make payments from the municipal and trust funds [Regulations, r. 12(1)(a)]
Delegates	Chief Executive Officer
Conditions	1. Ensure efficient systems and procedures record the accounts and records of transactions in accordance the Local Government (Financial Management) Regulations 1996 [Regulations, r. 5 and r. 11]. 2. A list of accounts paid from the municipal fund and trust fund under this delegation are to be presented to Council each month.
Express power to subdelegate	Local Government Act 1995: s. 5.44 - CEO may delegate some powers and duties to other employees
Statutory framework	Local Government Act 1995 Local Government (Financial Management) Regulators 1996 Regs 5, 11, 12 and 13 - Payments from Municipal Fund or Trust Fund by CEO, CEO's Duties as to, etc. Local Government (Audit) Regulations 1996 Department of Local Government, Sport and Cultural Industries: Operational Guideline No 11 – Use of Corporate Credit Cards Accounting Manual.
Policy	Nil.
Record keeping	Exercise of the authority is to be recorded in the City's records management system and Attain.

Delegation	1.1.22 Defer, write off, grant a concession or authorise a waiver for monies owing (DRAFT)
Category	Corporate Services Directorate
Head of power	Part 1 - Local Government Act 1995
Delegator	Council
Express power to delegate	Local Government Act 1995 s. 5.42 - Delegation of some powers or duties to the CEO s. 5.43 - Limitations on delegations to the CEO
Express power or duty delegated	Waive or grant concessions in relation to any amount of money [Act, s. 6.12(1)(b)] Write off any amount of money [Act, s. 6.12(1)(c)] The grant of a concession under (1)(b) may be subject to any conditions determined by the local government [Act, s. 6.12(3)] Recover a fee or charge for any goods or services provided [Act, s. 6.16(1)]
Function	1. Defer payment or payments in relation to money owed 2. Waive or grant a concession in relation to money owed 3. Write off an amount of money which is owed 4. Recover a fee or charge for good and services provided 5. In the event of monies owed to the City under 34AE of the <i>Local Government (Administration) Regulations 1996</i> , authority to seek Ministerial approval in accordance with 19AA <i>Local Government (Financial Management) Regulations 1996</i> .
Delegates	Chief Executive Officer
Conditions	The conditions of use of this delegation is subject to the following limitations: 1. The local government cannot grant a waiver or concession for a rate or service charge [Act, s. 6.12(2)]. 2. A write off of a debt incurred as a result of an administrative error on behalf of the City shall not exceed \$10,000. 3. Any grant of concession or waiver does not exceed \$2,000 per occurrence. 4. Any write off of debt, not being due to an administration error, that does not exceed \$2,000. 5. Promotional activities run by or facilitated by the City at it's recreation facilities are not subject to the limits prescribed by 3. and 4. above, however any such concession or waiver must have the written approval of the CEO.
Express power to subdelegate	Local Government Act 1995 s. 5.44 - CEO may delegate some powers and duties to other employees.
Statutory framework	Local Government Act 1995 Local Government (Financial Management) Regulations 1996
Policy	FIN 8 - Rates Assistance and Financial Hardship
Record keeping	Exercise of the authority is to be recorded in the City's records management system and Attain.

Delegation	1.1.23 Power to invest and manage investments (DRAFT)
Category	Corporate Services Directorate
Head of power	Part 1 - Local Government Act 1995
Delegator	Council
Express power to delegate	Local Government Act 1995 s. 5.42 - Delegation of some powers or duties to the CEO.
Express power or duty delegated	Local Government Act 1995 s. 6.14 - Power to invest Local Government (Financial Management) Regulations 1996 Regulation 19 - Investments, control procedures for.
Function	<ol style="list-style-type: none"> 1. Invest money held in the municipal fund or reserve fund that is not, for the time being, required for any other purpose [s.6.14(1)]. 2. Establish and document internal control procedures to be followed to ensure control over investments [Regulations, r.19].
Delegates	Chief Executive Officer
Conditions	<p>The delegation is to be exercised in accordance with -</p> <ol style="list-style-type: none"> 1. Regulation 19 of the <i>Local Government (Financial Management) Regulations 1996</i>. 2. Section 20 of the <i>Trustees Act 1962</i>. 3. Council's Investment Policy.
Express power to subdelegate	Local Government Act 1995 s. 5.44 - CEO may delegate some powers and duties to other employees.
Statutory framework	Local Government Act 1995 s. 6.14(2)(a) - Power to Invest. Local Government (Financial Management) Regulations 1996 Regulation 19C(1) - Investment of money, restrictions. Regulation 28 - Investment Information Required in Notes. Regulation 49 - Invested money, information about in annual financial report. Trustees Act 1962 Part 111: Investments.
Policy	Investments Policy
Record keeping	Exercise of the authority is to be recorded in the City's records management system and Attain.

Delegation	1.1.24 Rate record amendment (DRAFT)
Category	Corporate Services Directorate
Head of power	Part 1 - Local Government Act 1995
Delegator	Council
Express power to delegate	Local Government Act 1995 s. 5.42 - Delegation of some powers or duties to the CEO s. 5.43 - Limitations on delegations to the CEO
Express power or duty delegated	Local Government Act 1995 s. 6.39(2)(b) - Rate record s. 6.40 Effect of amendment of rate record
Function	Authority to determine any requirement to amend the rate record for the five years preceding the current financial year [Act, s. 6.39(2)(b)].
Delegates	Chief Executive Officer
Conditions	Delegates must comply with the requirements of s. 6.40 of the <i>Local Government Act 1995</i> .
Express power to subdelegate	Local Government Act 1995 s. 5.44 - CEO may delegate some powers and duties to other employees.
Statutory framework	Local Government Act 1995: s. 6.40 - Prescribes consequential actions that may be required following a decision to amend the rate record. NOTE: Decisions made using this Delegation may be reviewed by the State Administrative Tribunal (SAT).
Policy	Nil.
Record keeping	Exercise of the authority is to be recorded in the City's records management system and Attain.

Delegation	1.1.25 Agreement for payment of rates and service charges (DRAFT)
Category	Corporate Services Directorate
Head of power	Part 1 - Local Government Act 1995
Delegator	Council
Express power to delegate	Local Government Act 1995 s. 5.42 - Delegation of some powers or duties to CEO s. 5.43 - Limitations on delegations to CEO
Express power or duty delegated	Local Government Act 1995 s. 6.49 - Agreement as to payment of rates and service charges s. 6.56(1) - Rates or service charges recoverable in court s. 6.60 - Local government may require lessee to pay rent s. 6.64 - Actions to be taken
Function	<ol style="list-style-type: none"> 1. Enter into an agreement, or make an alternative arrangement, with a person for payment of a rate or service charge due and payable by the person [Act, s. 6.49] 2. Recover, as well as the costs of proceedings, if any, for the recovery of a rate or service charge that remains unpaid after it becomes due and payable, in court [Act, 6.56(1)] 3. If payment of a rate or service charge imposed in respect of any land is due and payable, give notice to the lessee of the land requiring the lessee to pay to the local government any rent as it falls due in satisfaction of the rate or service charge [Act, s. 6.60(2)] 4. Give to the lessor a copy of the notice with an endorsement that the original of it has been given to the lessee [Act, s. 6.60(3)] 5. Recover the amount of the rate or service charge as a debt from the lessee if rent is not paid in accordance with the notice [Act, s. 6.60(4)]
Delegates	Chief Executive Officer
Conditions	<ol style="list-style-type: none"> 1. Agreements must be in writing and must ensure acquittal of the rates or service charge debt before the next annual rates or service charges are levied. 2. The delegation is subject to section 6.47 of the <i>Local Government Act 1995</i> and the <i>Rates and Charges (Rebates and Deferments) Act 1992</i>.
Express power to subdelegate	Local Government Act 1995 s. 5.44 - CEO may delegate some powers and duties to other employees.
Statutory framework	Local Government Act 1995 <i>Rates and Charges (Rebates and Deferments) Act 1992</i>
Policy	FIN 8 - Rates Assistance & Financial Hardship FIN 9 - A Smarter Way to Pay
Record keeping	Exercise of the authority is to be recorded in the City's records management system and Attain.

City of Armadale

Delegation	1.1.26 Determine due dates for rates or service charges (DRAFT)
Category	Corporate Services Directorate
Head of power	Part 1 - Local Government Act 1995
Delegator	Council
Express power to delegate	Local Government Act 1995 s. 5.42 - Delegation of some powers or duties to CEO s. 5.43 - Limitations on delegations to CEO.
Express power or duty delegated	Local Government Act 1995 s. 6.50 - Rates or service charges due and payable
Function	Authority to determine the date on which rates or service charges become due and payable to the City [Act, s. 6.50(1)]
Delegates	Chief Executive Officer
Conditions	The due date determined is to be in accordance with the requirements prescribed by section 6.50 of the <i>Local Government Act 1995</i> .
Express power to subdelegate	Local Government Act 1995: s. 5.44 - CEO may delegate some powers and duties to other employees.
Statutory framework	Local Government Act 1995
Policy	Nil.
Record keeping	Exercise of the authority is to be recorded in the City's records management system and Attain.

Delegation	1.1.27 Rate Record - Objections (DRAFT)
Category	Corporate Services Directorate
Head of power	Part 1 - Local Government Act 1995
Delegator	Council
Express power to delegate	Local Government Act 1995 s. 5.42 - Delegation of some powers or duties to CEO s. 5.43 - Limitations on delegations to CEO
Express power or duty delegated	Local Government Act 1995 s. 6.76 - Grounds of objection
Function	<ol style="list-style-type: none"> 1. Extend the time for a person to make an objection to a rate record [Act, s. 6.76 (4)]. 2. Consider an objection to a rate record and either allow it or disallow it, wholly or in part providing the decision and reasons for the decision in a notice promptly served upon the person who made the objection [Act, s. 6.76(5) and (6)].
Delegates	Chief Executive Officer
Conditions	<ol style="list-style-type: none"> 1. Objection to be received within the required time frame identifying all relevant information as required by s6.76(2), unless an application for an extension has been granted (4); 2. Objection is to be considered promptly; 3. Written notice of the decision, including a statement of the reason for the decision to be promptly served on the person who has made the objection; 4. Objections that are allowed must not exceed \$50,000 in lost revenue per property per financial year. Amounts great than this must be referred to Council. 5. Amendments to the rate record must be within budget. 6. Amendments to the rate record must not exceed \$50,000 in lost or increased revenue per property. Amounts greater than this must be referred to Council for determination.
Express power to subdelegate	Local Government Act 1995 s.5.44 - CEO may delegate some powers and duties to other employees.
Statutory framework	Local Government Act 1995 NOTE: Decisions under this Delegation may be referred for review by the State Administrative Tribunal.
Record keeping	Exercise of the authority is to be recorded in the City's records management system and Attain.

Delegation	1.1.29 Contract formalities (DRAFT)
Category	CEO functions and powers
Head of power	Part 1 - Local Government Act 1995
Delegator	Council
Express power to delegate	Local Government Act 1995 s. 5.42 - Delegation of some powers or duties to CEO s. 5.43 - Limitations on delegations to CEO
Express power or duty delegated	Local Government Act 1995 s. 9.49B - Contract Formalities Insofar as the formalities of making, varying or discharging a contract are concerned, a person acting under the authority of a local government may make, vary or discharge a contract in the name of or on behalf of the local government in the same manner as if that contract was made, varied or discharged by a natural person.
Function	1. Authority to determine, make, vary or discharge any contracts or agreements [Act, s. 9.49B(1)] 2. The functions described in 1. above extend to all administrative actions, duties, and negotiations with the parties and any other contract related aspect required to give effect to the finalisation of a contract or a variation to a contract.
Delegates	Chief Executive Officer
Conditions	<ol style="list-style-type: none"> 1. The delegate shall only determine a contract or agreement, as the case may be, where a budget item has been approved by Council for that contract or agreement, for the current financial year and the financial value of the contract is within the approving authority of the delegate. 2. In accordance with s. 9.49B(2) of the <i>Local Government Act 1995</i>, nothing prevents Council from making, varying or discharging a contract under its common seal. 3. This delegation expressly excludes those matters prescribed by s. 9.49A of the <i>Local Government Act 1995</i> and cannot be used for the dealing or execution of deeds, leases, or any document that requires the application of the Common Seal. 4. A contract variation shall only be made if the variation does not change the scope or nature of the contract [Regulations, r. 21A].
Express power to subdelegate	Local Government Act 1995 s. 5.44 - CEO may delegate some powers and duties to other employees.
Statutory framework	Local Government Act 1995 Local Government (Functions and General) Regulations 1996
Policy	Policy - Procurement of Goods and Services
Record keeping	Exercise of the authority is to be recorded in the City's records management system and Attain.



Delegation of authority

Delegation	2.1.2 Administration of City of Armadale Local Laws (DRAFT)
Category	CEO functions and powers
Head of power	Part 2 - Local Laws
Delegator	Council
Express power to delegate	Local Government Act 1995 s. 5.42 - Delegation of some powers and duties to CEO
Express power or duty delegated	Local Government Act 1995 s. 3.18 - Performing executive functions (1)A local government is to administer its local laws and may do all other things that are necessary or convenient to be done for, or in connection with, performing its functions under this Act.
Function	Exercise powers or functions of the following City of Armadale Local Laws - 1. Activities and Trading in Thoroughfares and Public Places Local Law (cl. 5.3 and cl. 5.7 excepted); 2. Environment, Animals and Nuisance Local Law; 3. Extractive Industries Local Law (cl 3.1(2), cl. 3.1(3)(a) and cl. 8.1 excepted); 4. Fencing Local Law; 5. Health Local Laws 2002; 6. Livestock in Public Places and Wandering at Large Local Law 2015; 7. Parking and Parking Facilities Local Law (limited to cl. 2.3(1)(a), cl. 7.2, cl. 9.1(1) and cl. 9.1(6)) 8. Pest Plant Local Law 2013; 9. Local Laws Relating to the Removal of Refuse, Rubbish and Disused Materials; and 10. Street Numbering Local Law 2010.
Delegates	Chief Executive Officer
Conditions	1. The delegation is unable to be used where a Local Law requires a Council resolution in order to exercise a power or function. 2. The delegation is of no effect where a power, function or duty in a local law is granted directly to a local government employee or an Authorised Person. 3. A summary of trading permits approved and cancelled under the Activities and Trading in Thoroughfares and Public Places Local Law, shall be reported monthly to Council via the Information Bulletin. 4. Where a dedicated delegation exists for a particular Local Law or a function of a particular Local Law, this delegation shall not be used in its place.
Express power to subdelegate	Local Government Act 1995 s. 5.44(1) - CEO may delegate powers and duties to other employees



Delegation of authority

Statutory framework	Local Government Act 1995 s. 3.18(1) Performing executive functions s. 5.42 - Delegation of some powers and duties to CEO
Policy	Policies relevant to individual local law functions - refer Policy Manual.
Record keeping	The exercise of the function is to be recorded in the City's records management system and Attain.

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DELEGATIONS

Delegation	CORPS 1.0 Defer, write off, grant a concession or authorise a waiver for monies owing
Category	Corporate and Finance (New)
Head of power	Part 1 - Local Government Act 1995
Delegator	Council
Express power to delegate	<i>Local Government Act 1995</i> s5.42 Delegation of some power or duties to the CEO s5.43 Limitations on delegations to the CEO
Express power or duty delegated	<i>Local Government Act 1995</i> - Part 5, Division 4 s6.12 Power to defer, grant discounts, waive or write off debts s6.12(1)(b) waive or grant concessions in relation to any amount of money s6.12(1)(c) write off any amount of money s6.12(3) The grant of a concession under (1)(b) may be subject to any conditions determined by the local government. s6.16(1) local government may recover a fee or charge for any goods or services provided.
Function	Authorised to: <ol style="list-style-type: none"> 1. Defer payment or payments in relation to money owed 2. Waive or grant a concession in relation to money owed 3. Write off an amount of money which is owed 4. Recover a fee or charge for good and services provided In the event of monies owed to the City under 34AE of the <i>Local Government (Administration) Regulations 1996</i> , authority to seek Ministerial approval in accordance with 19AA <i>Local Government (Financial Management) Regulations 1996</i> .
Delegates	Chief Executive Officer
Conditions	This delegation is subjection to section 6.12(2) if the <i>Local Government Act 1995</i> , which specifies that a local government cannot grant a waiver or concession for a rate or service charge . <ul style="list-style-type: none"> • The CEO's delegated authority is subject to the following limitations: <ol style="list-style-type: none"> 1. A write off of a debt incurred as a result of an administrative error on behalf of the City shall not exceed \$10,000; 2. Any grant of concession of waiver does not exceed \$2,000 per occurrence; and 3. any write off of debt, not being due to an administration error, that does not exceed \$2,000.
Express power to subdelegate	<i>Local Government Act 1995</i> s5.44 CEO may delegate some power and duties to other employees.

City of Armadale

Statutory framework	<i>Local Government Act 1995</i> <i>Local Government (Financial Management) Regulations 1996</i>
Policy	FIN 8 - Rates Assistance and Financial Hardship
Record keeping	The exercise of this delegation is to be recorded in Attain.
Date adopted	24 August 2020
Adoption references	Council Meeting of 24 August 2020 - CS40/8/20

City of Armadale

Delegation	CORPS 2.0 Agreements for Payments
Category	Primary Delegations - Council to CEO
Delegator	Council
Express power or duty delegated	Authority to make an agreement with a person for the payment of rates or services charges.
Delegates	Chief Executive Officer
Conditions	Nil
Subdelegates	Yes - Refer to Secondary Delegations
Statutory framework	Sections 6.49 Local Government Act 1995
Policy	Nil
Date adopted	27 May 2019
Adoption references	Resolution - CS43/5/19
Last reviewed	27 May 2019

City of Armadale

Delegation	CORPS 9.0 Rate Record Amendment
Category	Primary Delegations - Council to CEO
Delegator	Council
Express power or duty delegated	Authority to determine any requirement to amend the rate record for the 5-years preceding the current financial year.
Delegates	Chief Executive Officer
Conditions	Nil
Subdelegates	Yes - Refer to Secondary Delegations
Statutory framework	6.39(2)(b) Local Government Act 1995
Policy	Nil
Date adopted	27 May 2019
Adoption references	Resolution - CS43/5/19
Last reviewed	27 May 2019

City of Armadale

Delegation	CORPS 10.0 Determine Due Date for Rates or Service Charges
Category	Primary Delegations - Council to CEO
Delegator	Council
Express power or duty delegated	Authority to determine the date on which rates or service charges become due and payable to the City of Armadale.
Delegates	Chief Executive Officer
Conditions	Nil
Subdelegates	Yes - Refer to Secondary Delegations
Statutory framework	6.50 Local Government Act 1995
Policy	Nil
Date adopted	27 May 2019
Adoption references	Resolution - CS43/5/19
Last reviewed	27 May 2019

City of Armadale

Delegation	CORPS 12.0 Waive or grant concessions for promotional activities in recreation centres
Category	Recreation Services
Head of power	Part 1 - Local Government Act 1995
Delegator	Council
Express power to delegate	s.5.42 <i>Local Government Act 1995</i>
Express power or duty delegated	6.12(1)(b) waive or grant concession in relation to any amount of money
Function	Waive or grant concession in relation to promotional activities at all recreational facilities.
Delegates	Chief Executive Officer
Express power to subdelegate	s.5.44 CEO may delegate powers and duties to other employee
Statutory framework	<i>Local Government Act 1995</i>
Date adopted	16 December 2019
Adoption references	Resolution - CS92/12/19

City of Armadale

Delegation	NEW TBC Power to Invest
Category	Corporate and Finance (New)
Head of power	Part 1 - Local Government Act 1995
Delegator	Council
Express power to delegate	<i>Local Government Act 1995</i> s5.42 Delegation of some power and duties to the CEO
Express power or duty delegated	<i>Local Government Act 1995</i> s6.14 (1) Power to invest
Function	Authority to invest money in the municipal fund or the trust fund that is not, for the time being, required.
Delegates	Chief Executive Officer
Conditions	This delegations is to be exercised in accordance with: 1. Regulation 19 of the <i>Local Government (Financial Management) Regulations 1996</i> ; and 2. Section 20 of the <i>Trustees Act 1962</i> 3. Council's Investment Policy.
Express power to subdelegate	<i>Local Government Act 1995</i> s5.44 CEO may delegate some powers and duties to other employees.
Statutory framework	Local Government Act 1995 Local Government (Financial Management) Regulations 1996 Trustees Act 1962
Policy	Investments
Record keeping	The exercise of this delegation is to be recorded in Attain.
Date adopted	29 June 2021
Adoption references	Resolution - CS43/6/21

Amendments			
Approved	Type	Amendment	References
29 Jun 2021	New delegation	New Delegation created	Resolution - CS43/6/21

Delegation	New TBA Appointment of Acting Chief Executive Officer
Category	Human Resources
Head of power	Part 1 - Local Government Act 1995
Delegator	Council
Express power to delegate	<i>Local Government Act 1995</i> s5.42 Delegation of some powers to the CEO
Express power or duty delegated	<i>Local Government Act 1995</i> - Part 9, Division 3 5.36. Local government employees (1) A local government is to employ — (a) a person to be the CEO of the local government.
Function	Authorised to appoint an Acting Chief Executive Officer for a period not exceeding eight weeks.
Delegates	Chief Executive Officer
Conditions	<p><i>Local Government Act 1995</i> 5.36 Local Government employees (1) A local government is to employ - (a) a person to be the CEO of the local government (2) A person is not to be employed in the position of CEO unless the council- (a) believes that the person is suitably qualified for the position.</p> <p>To satisfy the requirement of sub-clause 5.36(2)(a), Council considers those persons employed in the following positions suitable -</p> <ul style="list-style-type: none"> • Executive Director Corporate Service • Executive Director Development Services • Executive Director Technical Services • Executive Director Community Services <p>The Chief Executive Officer may appoint one or more of the those Officers listed above to the role of Acting Chief Executive Officer either singularly or consecutively for a period not exceeding eight weeks at his or her discretion, to ensure and provide for best business continuity during the required period(s).</p> <p>Councillors will be informed by way of a memo of the arrangements for Acting Chief Executive Officer.</p>
Express power to subdelegate	This Authority is not to be sub-delegated.
Statutory framework	<i>Local Government Act 1995</i>
Policy	Nil
Record keeping	The exercise of this delegation is to be recorded in Attain.
Date adopted	14 December 2020

City of Armadale

Adoption references	Council Meeting of 14 December 2020 - CS63/12/20
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City of Armadale

Delegation	NEW TBC Payments from Municipal and Trust Funds
Category	Corporate and Finance (New)
Head of power	Part 1 - Local Government Act 1995
Delegator	Council
Express power to delegate	<i>Local Government Act 1995</i> 5.42 Delegation of some powers or duties to the CEO 5.43 Limitations on delegations to the CEO
Express power or duty delegated	<i>Local Government (Financial Management) Regulations 1996</i> r12(1)(a) Payments from municipal fund or trust fund, restrictions on making <i>Local Government Act 1995 - Part 6, Division 4</i> 6.9(4) Trust Fund
Function	Authority to make payments from the municipal or trust funds.
Delegates	Chief Executive Officer
Conditions	<ol style="list-style-type: none"> 1. Ensure efficient systems and procedures record the accounts and records of transactions in accordance with Regulation 5 of the <i>Local Government (Financial Management) Regulations 1996</i>; and 2. A list of accounts paid from the municipal fund and trust fund under this delegation are to be presented to Council each month.
Statutory framework	<i>Local Government Act 1995</i> <i>Local Government (Financial Management) Regulations 1996</i>
Policy	Nil
Record keeping	The exercise of this delegation is to be recorded.
Date adopted	29 June 2021
Adoption references	Resolution - CS43/6/21

Delegation	NEW TBC Procurement of Goods and Services
Category	Governance and Administration (New)
Head of power	Part 1 - Local Government Act 1995
Delegator	Council
Express power to delegate	<i>Local Government Act 1995</i> s5.42 Delegation of Some power to the CEO
Express power or duty delegated	<i>Local Government Act 1995:</i> s3.57 Tenders for providing goods or services <i>Local Government (Functions and General) Regulations 1996:</i> r11 When tenders have to be publicly invited r13 Requirements when local government invites tenders though not required to do so r14 Publicly inviting tenders, requirements for r18 Rejecting and accepting tenders r20 Variation of requirements before entry into contract r21A Varying a contract for the supply of goods or services r21 Limiting who can tender, procedure for r23 Rejecting and accepting expressions of interest to be acceptable tenderer r.24AB Local government may establish panels of pre-qualified suppliers r.24AC(1)(b) Requirements before establishing panels of pre-qualified suppliers r.24AD(3) & (6) Requirements when inviting persons to apply to join panel of pre-qualified suppliers r.24AH(2), (3), (4) and (5) Rejecting and accepting applications to join panel of pre-qualified suppliers
Function	<p>Expression of Interest for Goods and Services</p> <ol style="list-style-type: none"> 1. Authority to determine when to seek Expression of Interest and to invite Expressions of Interest for the supply of goods and services. 2. Authority to consider Expression of Interest which have not been rejected and determine those which are capable of satisfactory providing the goods or services, for listing as acceptable tenderers. <p>Tenders for Goods and Services</p> <ol style="list-style-type: none"> 1. Authority to call tenders. 2. Authority to, because of the unique nature of the goods or services or for any other reason it is unlikely that there is more than one supplier, determine a sole supplier arrangement. 3. Authority to invite tenders although not required to do so. 4. Authority to determine in writing, before tenders are called, the criteria for acceptance of tenders. 5. Authority to determine the information that is to be disclosed to those interested in submitting a tender. 6. Authority to vary tender information after public notice of invitation to tender and before the close of tenders, taking reasonable steps to ensure each person who has sought copies of the tender information is provided notice of the variation. 7. Authority to evaluate tenders, by written evaluation, and decide which is the most advantageous. 8. Authority to accept, or reject tenders. 9. Authority to determine that a variation proposed is minor in context of the total goods or services sought through the invitation to tender, subject to a maximum 10% variation

	<p>as a condition on this Delegation, and to then negotiate minor variations with the successful tenderer before entering into a contract.</p> <p>10. Authority to finalise the terms and enter into a contract for the supply of goods or services.</p> <p>11. Authority to vary a contract that has been entered into with a successful tenderer, provided the variation/s do not change the scope of the original contract or increase the contract value beyond 10%</p> <p>Panels of Pre-Qualified Suppliers for Goods and Services</p> <p>1. Authority to determine that there is a continuing need for the goods or services proposed to be provided by a panel of pre-qualified suppliers.</p> <p>2. Authority to, before inviting submissions, determine the written criteria for deciding which application should be for inclusion in a panel of pre-qualified suppliers should be accepted.</p> <p>3. Authority to vary panel of pre-qualified supplier information after public notice inviting submissions has been given, taking reasonable steps to each person who has enquired or submitted an application is provided notice of the variation.</p> <p>4. Authority to reject an application without considering its merits, where it was submitted at a place and within the time specified, but fails to comply with any other requirement specified in the invitation.</p> <p>5. Authority to determine that a variation proposed is minor in context of the total goods or services sought through the panel or pre-qualified supplier, subject to a maximum 10% variation as a condition on this Delegation, and to then negotiate minor variations with the successful pre-qualified supplier before entering into a contract.</p> <p>6. Authority to finalise the terms and enter into a contract or contracts for the supply of goods or services with a pre-qualified supplier.</p> <p>7. Authority to vary a contract that has been entered into with a pre-qualified supplier and execute, on behalf of the City, each of the contracts.</p>
Delegates	Chief Executive Officer
Conditions	<p>Tenders</p> <p>1. Where there is a budget provision up to a value of \$1,000,000; or</p> <p>2. Where a multiple year contract (including extension thereof) up to a total value of \$1,500,000; and</p> <p>3. In accordance with the requirements of the</p> <ul style="list-style-type: none"> - <i>Local Government Act 1995</i>; - <i>Local Government (Financial Management) Regulations 1996</i>; and - Council's policies and work procedures. <p>4. Where the budget has not been adopted, the Chief Executive Officer can perform all functions outlined in this delegation with the exception of determining a tender, so long as in the specifications of the invitation to tender, it includes a provision that states that this tender will only be awarded subject to the budget being adopted by Council.</p> <p>Panels of Pre-Qualified suppliers</p> <ul style="list-style-type: none"> - In accordance with Regulation 24AJ of the Local Government (Functions and General) Regulations 1996, a contract (within the panel contract) must not be formed with a pre-qualified supplier for goods/services for a period exceeding 12 months, which includes options to extend the contract.
Express power to subdelegate	<p><i>Local Government Act 1995</i></p> <p>s5.44 CEO may delegate powers and duties to other employees</p>
Statutory framework	<p><i>Local Government Act 1995</i></p> <p><i>Local Government (Functions and General) Regulations 1996</i></p>

City of Armadale

Policy	Procurement of Goods and Services Policy
Record keeping	The exercise of this delegation is to be recorded in Attain.
Date adopted	24 August 2020
Adoption references	Council Meeting of 24 August 2020 - CS39/8/20

Delegation	NEW TBC Administration of Local Laws
Category	Governance and Administration (New)
Head of power	Part 1 - Local Government Act 1995
Delegator	Council
Express power to delegate	<i>Local Government Act 1995</i> s5.42 - Delegation of some power to the CEO
Express power or duty delegated	<i>Local Government Act 1995</i> s3.18 Performing executive functions
Function	<p>Authorised to:</p> <ol style="list-style-type: none"> 1. Administer the City of Armadale's local laws and do things required by those local laws that are necessary or convenient to be done for, or in connection with performing its function under the <i>Local Government Act 1995</i>. 2. Appoint persons or classes of persons to be authorised for the purpose of performing particular functions under the City of Armadale's local laws. <p>Except the the following powers and functions under the:</p> <p>Activities and Trading in Thoroughfares and Public Places Local Law -</p> <ul style="list-style-type: none"> - hear an objection [cl 8.1] - declare a thoroughfare to be a "flora road" [cl 5.3]; - designate a thoroughfare or part of a thoroughfare as a "special environmental area" [cl 5.7]. - appoint authorised persons who are not employees under section 9.10 of the Act. <p>Local Government Property Local Law -</p> <ul style="list-style-type: none"> - make a determination under Part 2 - adopt or vary a policy containing conditions subject to which an application for a permit may be approved under clauses 3.3(1)(a); - enter into an agreement with a permit holder with respect of ownership of materials in a building (clause 3.7); - issue a permit under clause 3.13(l) erect a building or 3.13(n) erect or install any utility service structure; or - appoint authorised persons who are not employees under section 9.10 of the Act. <p>Extractive Industries Local Law</p> <ul style="list-style-type: none"> - refuse or approval an application [cl 3.1(2)] - determine the licence period [cl 3.1(3)(a)] - hear an objection or appeal [cl 8.1]
Delegates	Chief Executive Officer
Conditions	<p>A summary of trading permits approved and cancelled under the Activities and Trading in Thoroughfares and Public Places Local Law, shall be reported monthly to Council via the Information Bulletin.</p> <p>Where there is a delegation under a specific local law - that delegation will take precedence over this delegation.</p>

City of Armadale

Express power to subdelegate	<i>Local Government Act 1995</i> s5.44 - CEO may delegate some power and duties to other employees.
Statutory framework	<i>Local Government Act 1995</i>
Policy	Nil
Record keeping	The exercise of this delegation is to be recorded in Attain.
Date adopted	24 August 2020
Adoption references	Council Meeting of 24 August 2020 - CS39/8/20

Delegation	NEW TBC Administration of Rates Assistance & Financial Hardship Policy
Category	Corporate and Finance (New)
Head of power	Part 1 - Local Government Act 1995
Delegator	Council
Express power to delegate	<i>Local Government Act 1995</i> s5.42 Delegation of some power and duties to the CEO
Express power or duty delegated	Local Government Act 1995 s6.12(1)(c) Power write off debts s6.49 Agreement as to payment of rates and service charges s6.56(1) Rates or service charges recoverable in court s6.60 Local government may require lessee to pay rent s6.64 Actions to be taken
Function	Authority to administer Council policy: Rates Assistance & Financial Hardship.
Delegates	Chief Executive Officer
Conditions	In accordance with s6.12(2) of the <i>Local Government Act 1995</i> , the power to waive or grant concessions does not apply to an amount of money owing in respect of rates and service charges. Council to be kept informed on the value of the waiver of fees, charges and penalty interest and how this will affect the City's budget. Delegation to be revisited after the COVID-19 State of Emergency ends.
Express power to subdelegate	<i>Local Government Act 1995</i> 5.44 CEO may delegate powers and duties to other employees
Statutory framework	<i>Local Government Act 1995</i>
Policy	Rates assistance and Financial Hardship A Smarter Way to Pay
Record keeping	The exercise of this delegation is to be recorded.
Date adopted	29 June 2021
Adoption references	Resolution - CS43/6/21

City of Armadale

Delegation	NEW TBC Administration of A Smarter Way to Pay Policy
Category	Corporate and Finance (New)
Head of power	Part 1 - Local Government Act 1995
Delegator	Council
Express power to delegate	s5.42 Local Government Act 1995
Express power or duty delegated	<i>Local Government Act 1995</i> - Part 6, Division 6 s6.49 Agreement as to payment of rates and service charges.
Function	Authority to administer Council policy: A Smarter Way to Pay.
Delegates	Chief Executive Officer
Express power to subdelegate	<i>Local Government Act 1995</i> 5.44 CEO may delegate powers and duties to other employees
Statutory framework	<i>Local Government Act 1995</i>
Policy	Rates Assistance & Financial Hardship A Smarter Way to Pay
Record keeping	The exercise of this delegation is to be recorded.
Date adopted	29 June 2021
Adoption references	Resolution - CS43/6/21

City of Armadale

Delegation	NEW TBC Action, notices, proceedings, prosecutions and withdrawals - Local Government Act 1995
Category	Governance and Administration (New)
Head of power	Part 1 - Local Government Act 1995
Delegator	Council
Express power to delegate	<i>Local Government Act 1995</i> s5.42 Delegation of some powers to the CEO
Express power or duty delegated	The exercise of any powers, the enforcement of any statutory provisions or the protection of any legal interests under the <i>Local Government Act 1995</i> and Regulations and the City of Armadale Local Laws.
Function	The taking of any action, serving of notices or otherwise commencement of legal proceedings or prosecutions on behalf of the City of Armadale.
Delegates	Chief Executive Officer
Conditions	Nil
Express power to subdelegate	Local Government Act 1995 s5.44 CEO may delegate some power and duties to other employees
Statutory framework	Local Government Act 1995
Policy	Fin 8 - Rates Assistance and Financial Hardship
Record keeping	The exercise of this delegation is to be recorded in Attain.
Date adopted	29 September 2020
Adoption references	Council Meeting of 29 September 2020 - CS47/9/20

Delegations recommended for deletion with no replacement

Delegation	NEW TBC Appointment of Authorised Persons / Authorised Officers
Category	Governance
Head of power	Part 1 - Local Government Act 1995
Delegator	Council
Express power to delegate	<i>Local Government Act 1995</i> s5.42 - Delegation of some powers to the CEO s5.43 - Limitations on delegations to the CEO
Express power or duty delegated	<i>Local Government Act 1995</i> - Part 9, Division 2 s.9.10 - Appointment of authorised persons <i>Local Government Act 1995</i> - Part 3, Division 3 s3.24 - Authorising persons under this Subdivision s3.39 - Power to remove and impound s3.40A - Abandoned vehicle wreck may be taken s3.42(1) - Impounded non-perishable goods s3.48 - Power to recover expenses incurred (s3.39) when offender convicted <i>Local Government (Miscellaneous Provisions) Act 1960</i> s449 - Pounds, establishing; poundkeepers and rangers, appointing.
Function	Authority to: 1) Appoint persons or classes of persons to be authorised for the purpose of performing particular functions pursuant to the <i>Local Government Act 1995</i> , its subsidiary legislation and City of Armadale local laws. 2) Appoint persons or classes of persons to be authorised for the purposes of performing particular functions under any written law, where that law specifies the appointment of an Authorised person is made under the <i>Local Government Act 1995</i> . 3) Appoint fit and proper persons to be pound keepers and rangers of the City of Armadale pursuant to s.449 <i>Local Government (Miscellaneous Provisions) Act 1960</i> .
Delegates	Chief Executive Officer
Conditions	1. A Certificate of Authorisation is to be issued to each authorised person stating that the authority that has been granted; 2. The circumstances in which the authority can be exercised or discharged; 3. Local Public notice of appointment / removal of fit and proper persons to be pound keepers and rangers of the City of Armadale; and 4. The Certificate of Authorisation is to be produced by the authorised person as required.
Express power to subdelegate	This Authority is not to be sub-delegated.
Statutory framework	<i>Local Government Act 1995</i>
Policy	Nil

City of Armadale

Record keeping	<p>A record of each Authorisation is to be retained in the Authorised Persons Register, retained as a Local Government Record.</p> <p>The exercise of this delegation is to be recorded in Attain.</p>
Date adopted	27 July 2020
Adoption references	Council Meeting of 27 July 2020 - CS32/7/20

Amendments			
Approved	Type	Amendment	References
27 Jul 2020	Amended delegation	Delegation amended to incorporate additional legislative references and powers.	CS32/7/20

City of Armadale

Delegation	CORPS 19.0 COVID-19 Pandemic
Category	Governance
Delegator	Council
Express power to delegate	s5.42 - Delegation of some powers to the CEO
Express power or duty delegated	.
Function	Delegate authority to the Chief Executive Officer to exercise all powers that are able to be delegated under all legislation in order to fulfill the City's roles and responsibilities in relation to the COVID-19 pandemic.
Delegates	Chief Executive Officer
Conditions	Report to be provided to Council on the exercise of power under the delegation by 30 June 2020.
Express power to subdelegate	This authority is not to be sub delegated.
Statutory framework	Local Government Act 1995
Record keeping	Any exercise of this delegation is to be recorded in Attain.
Date adopted	18 March 2020
Adoption references	Special Council Resolution - SCM16/3/20

Delegation	NEW TBC Give local public notice of changes to scheduled Council or Committee meetings
Category	Governance and Administration (New)
Head of power	Part 1 - Local Government Act 1995
Delegator	Council
Express power to delegate	<i>Local Government Act 1995</i> s5.42 Delegation of some powers and duties to CEO
Express power or duty delegated	<i>Local Government (Administration) Regulations 1996</i> r.12(2) Meetings, public notice of (Act s5.25(1)(g)) A local government is to give local public notice of any change to the date, time or place of a meeting referred to in subregulation (1).
Function	1) After consultation with the Mayor authorised to give local public notice of a change to the location, method (in person or e-meeting), time and/or date or cancellation of a scheduled Council meeting; 2) After consultation with the Chair of a respective committee - a. authorised to give local public notice of a change to the location, method (in person or e-meeting), time and/or date of a scheduled Committee meeting; or b. cancellation of a scheduled committee meeting where, it is considered there is little or no specific business for that committee to consider.
Delegates	Chief Executive Officer
Conditions	Nil
Express power to subdelegate	<i>Local Government Act 1995</i> s5.44 CEO may delegate some powers and duties to other employees
Statutory framework	<i>Local Government Act 1995</i> <i>Local Government (Administration) Regulations 1996</i>
Policy	Nil
Record keeping	The exercise of this delegation is to be recorded in Attain.
Date adopted	14 December 2020
Adoption references	Council Meeting of 14 December 2020 - CS63/12/20

Delegation	CORPS 11.0 Disposal of Property
Category	Primary Delegations - Council to CEO
Delegator	Council
Express power to delegate	5.42 Local Government Act 1995
Express power or duty delegated	<p>Authority to dispose of property to:</p> <p>a. to the highest bidder at public auction [s.3.58(2)(a)].</p> <p>b. to the person who at public tender called by the local government makes what is considered by the delegate to be, the most acceptable tender, whether or not it is the highest tenders [s.3.58(2)(b)]</p> <p>The Authority to dispose of property by private treaty only in accordance with section 3.58(3) and prior to the disposal, to consider any submissions received following the giving of public notice [s.3.58(3)]</p>
Function	<p>The delegation to dispose of property is to be in accordance with the following conditions:</p> <p>a) disposal of assets is limited to matters specified in the Annual Budget and in any other case, a Council resolution is required.</p> <p>b) in accordance with s.5.43:</p> <p>i. the disposal of land or buildings, for any single project or where not part of a project but part of a single transaction, is limited to a maximum value of \$5,000 or less.</p> <p>ii. The disposal of property other than land or buildings is limited to a maximum value of \$100,000 or less.</p> <p>c) When determining the method of disposal:</p> <ul style="list-style-type: none"> • Where a public auction is determined as the method of disposal: <ul style="list-style-type: none"> - Reserve price has been set by independent valuation. - Where the reserve price is not achieved at auction, negotiation may be undertaken to achieve the sale at up to a -10% variation on the set reserve price. • Where a public tender is determined as the method of disposal and the tender does not achieve a reasonable price for the disposal of the property, then the CEO is to determine if better value could be achieved through another disposal method and if so, must determine not to accept any tender and use an alternative disposal method. • Where a private treaty is determined [s.3.58(3)] as the method of disposal, authority to: <ul style="list-style-type: none"> - Negotiate the sale of the property up to a -10% variance on the valuation; and - Consider any public submissions received and determine if to proceed with the disposal, ensuring that the reasons for such a decision are recorded. <p>d) Where the market value of the property excluding land:</p> <p>i. is determined as being less than \$20,000; or</p> <p>ii. the entire consideration received by the local government for the disposition is used to purchase other property, and where the total consideration for the other property is not more, or worth more, than \$75,000 (F&G r.30(3) exclusions)</p> <p>disposals may be undertaken without reference to Council for resolution; and in any case, be undertaken to ensure that the best value return is achieved however, where the property is determined as having a nil market value, then the disposal must ensure environmentally responsible disposal.</p> <p>e) Disposals of assets are to be in accordance with the Management Practice.</p>

City of Armadale

Delegates	Chief Executive Officer
Statutory framework	s.3.58 Local Government Act 1995
Policy	FIN 7 - Disposal of Assets (Management Practice - FIN 7 - Disposal of Assets)
Date adopted	23 September 2019
Adoption references	Resolution - CS84/9/19

Delegation	NEW TBC Action, notices, proceedings, prosecutions and withdrawals - any other written law
Category	Governance and Administration (New)
Delegator	Council
Express power to delegate	<i>Local Government Act 1995</i> 5.42 Delegation of some powers to the CEO As determined by the Act under which the function is to be performed.
Express power or duty delegated	The exercise of any powers, the enforcement of any statutory provisions or the protection of any legal interests under any other written law (other than the <i>Local Government Act 1995</i> its subsidiary legislation or the City of Armadale Local Laws which is covered by a separate delegation) for which the local government has responsibility.
Function	The taking of any action, serving or withdrawal of a notice or otherwise, commencement of legal proceedings or prosecutions on behalf of the City of Armadale.
Delegates	Chief Executive Officer
Conditions	The Act under which the function is to be performed has express power to delegate the function. Any conditions or requirements of performing the function are as determined by the Act under which the function is to be performed. A memorandum to Elected Members in the event of intention to enter into prosecution if the amount is over \$50,000.
Express power to subdelegate	Local Government Act 1995 s5.44 CEO may delegate some powers and duties to other employees. The Act under which the function is to be performed has power to sub-delegate.
Statutory framework	<i>Local Government Act 1995</i>
Record keeping	The exercise of this delegation is to be recorded in Attain.
Date adopted	29 September 2020
Adoption references	Council Meeting of 29 September 2020 - CS47/9/20

Delegation	CORPS 6.0 Legal Representation for Councillors and Employees
Category	Primary Delegations - Council to CEO
Delegator	Council
Express power or duty delegated	Authority to exercise the provisions of clause 7.1 of the associated Management Practice, ie. In cases where a delay in the approval of an application would be detrimental to the legal rights of the applicant, the CEO may authorise financial assistance for legal representation costs in accordance with the provisions under Policy ADM 17 – Legal Representation for Councillors and Employees, provided that an application so approved by the CEO, must be subsequently reported to the next Council Meeting whereat Council may exercise any of its powers under this Policy, including its powers under clause 6.3 which reads, “the Council may at any time revoke or vary an approval, or any conditions of approval, for the payment of legal representation costs”.
Delegates	Chief Executive Officer
Conditions	Only in cases where the applicant is the CEO, to on-delegate to the Executive Director Corporate Services.
Subdelegates	Executive Director Corporate Services
Statutory framework	Section 5.42 Local Government Act
Policy	ADM 17 – Legal Representation for Councillors and Employees (Clause 7.1 of the associated Management Practice)
Date adopted	27 May 2019
Adoption references	Resolution - CS43/5/19
Last reviewed	27 May 2019

City of Armadale

Delegation	CORPS 7.0 Recognition of Service by Councillors
Category	Primary Delegations - Council to CEO
Delegator	Council
Express power or duty delegated	The decision on the type of gift to be provided to a retiring Councillor is to be made by the Chief Executive and the Mayor which may include discussions with the relevant Councillor.
Delegates	Chief Executive Officer
Conditions	Nil
Statutory framework	5.42(1) and 5.100A Local Government Act 1995 34AC Local Government (Administration) Regulations 1996
Policy	EM 14 - Recognition of Service by Councillors
Date adopted	27 May 2019
Adoption references	Resolution - CS43/5/19
Last reviewed	27 May 2019



Delegation of authority

Delegation	DS 3.0 Sale of land assets
Category	Primary Delegations - Council to CEO
Delegator	Council
Express power or duty delegated	<p>Pursuant to Sections 5.42 and 5.43(d) of the Local Government Act 1995, delegates to the Chief Executive Officer (CEO) authority to:</p> <ul style="list-style-type: none"> • sign any offer and acceptance for the sale of land, including land in the Public Open Space Strategy (POS Strategy), former Recreation and / or Drainage Reserves and the City's Strategic Land Assets or land, where offers are not less than 10% below a current market valuation and do not exceed 100% of a current market valuation, subject to Council determining the sale of land being by private treaty; • lodge any contracts, transfer documents and any other related documents in relation to the above if no submissions are received following advertising as required under Section 3.58(3)(iii) of the Local Government Act 1995. <p>Any Contract for Sale entered into under Delegated Authority by the CEO, be reported in the Executive Director Development Services Report for Council's information.</p>
Delegates	Chief Executive Officer
Conditions	<p>Any Contract for Sale entered into under Delegated Authority by the CEO, be reported in the Executive Director Development Services Report for Council's information.</p> <p>Not to be on delegated.</p>
Statutory framework	Sections 5.42 and 5.43(d) of the Local Government Act 1995
Policy	Nil
Date adopted	27 May 2019
Adoption references	Resolution - D31/5/19
Last reviewed	27 May 2019



Delegation of authority

Delegation	DS 27.0 Execution of Documents - Landgate
Category	Primary Delegations - Council to CEO
Delegator	Council
Express power or duty delegated	<p>That Council pursuant to Section 9.49(A) of the Local Government Act 1995, delegates to the Chief Executive Officer, Executive Director Development Services, Executive Director Technical Services, Executive Manager Development Services, Manager Statutory Planning, authority to sign the following documents and/or deeds on behalf of the City, including lodgement, removal, withdrawal, surrender or modification:</p> <ul style="list-style-type: none"> • Notifications, covenants and easements under the Transfer of Land Act 1893; • Reciprocal access and/or parking agreements; • Rights of carriageway agreements; • Caveats under the Transfer of Land Act 1893; and • Easements or deeds of easement under the Land Administration Act 1997 and/or Strata Titles Act 1985.
Delegates	<p>Chief Executive Officer Executive Director Development Services Executive Director Technical Services Executive Manager Development Services Manager Statutory Planning</p>
Conditions	N/A
Statutory framework	<p>Section 9.49(A) (4)&(5) Local Government Act 1995 Transfer of Land Act 1893 Land Administration Act 1997 Strata Titles Act 1985</p>
Policy	<p>ADM 18 - Common Seal ADM 21 - Execution of Documents</p>
Date adopted	27 May 2019
Adoption references	Resolution - D31/5/19
Last reviewed	27 May 2019



Delegation of authority

Delegation	NEW TBC Authorised to sign Memorandums of Understanding
Category	Governance and Administration (New)
Head of power	Part 1 - Local Government Act 1995
Delegator	Council
Express power to delegate	<i>Local Government Act 1995</i> s 5.42 - Delegation of some powers to the CEO
Express power or duty delegated	<i>Local Government Act 1995</i> - Part 9, Division 3 s9.49A(4) Execution of documents
Function	Authorised to sign Memorandum of Understandings
Delegates	Chief Executive Officer
Conditions	<p>Authorised to sign Memorandums of Understanding (MOU) if they satisfy the following conditions -</p> <ul style="list-style-type: none"> • Formalises an existing working arrangement or relationship between the City and government agency/ies, department/s or other government/s; • There is no additional financial contribution in excess of existing budgets required to give effect to the City's obligations under the MOU; • The usage of the City's assets or human resources in order to give effect to the City's obligations under the MOU will not unreasonably interfere with the expected provision of services to the community; and • Is consistent with existing policies and strategies. <p>Memorandum's of Understanding to be entered into other than reference in item 1 are to be presented to Council for approval.</p>
Statutory framework	<i>Local Government Act 1995</i>
Record keeping	The exercise of this delegation is to be recorded in Attain.
Date adopted	29 June 2021
Adoption references	Resolution - CS43/6/21

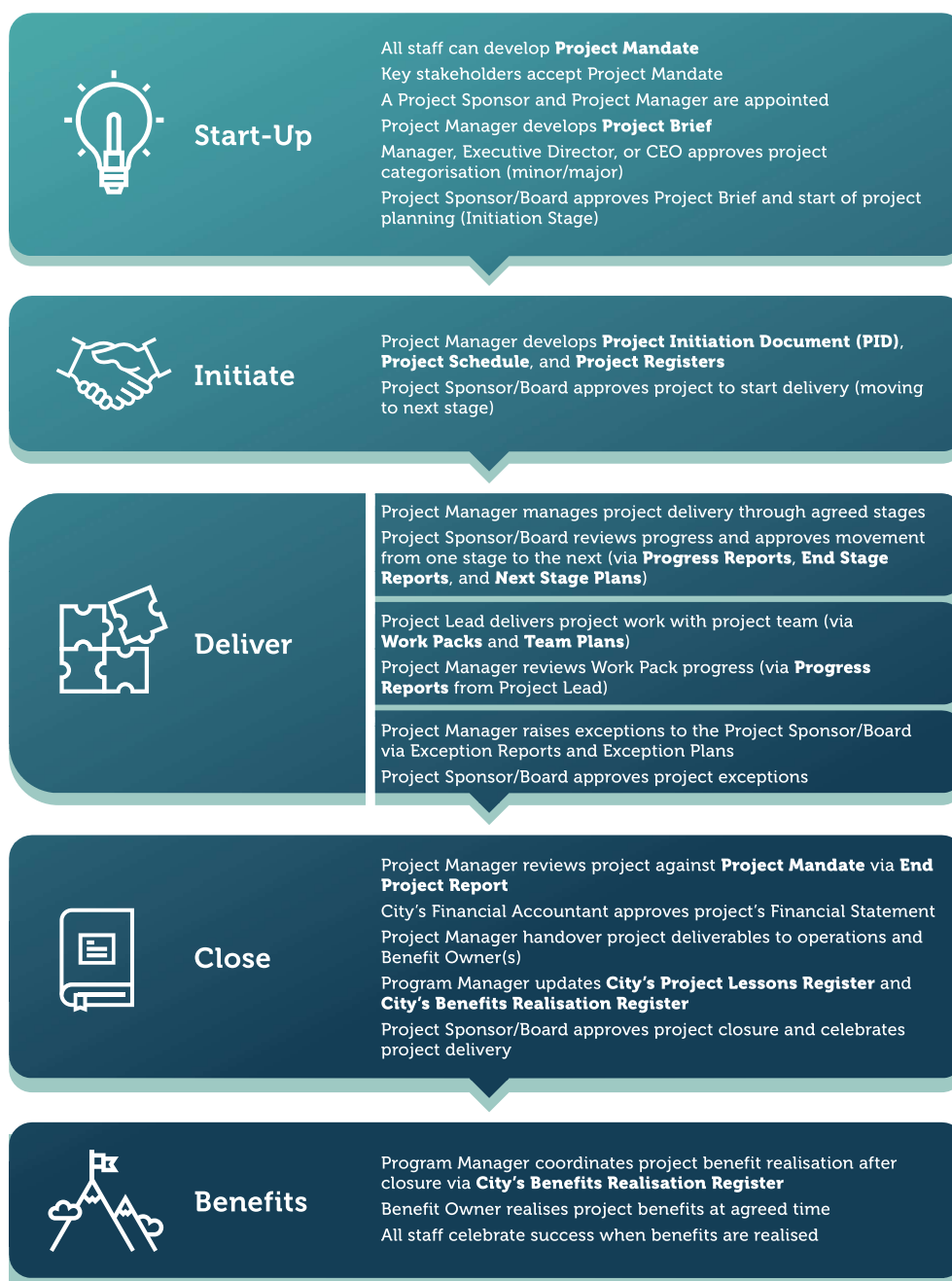
Amendments			
Approved	Type	Amendment	References
29 Jun 2021	New delegation	New Delegation	Resolution - CS43/6/21



Delegation of authority

Delegation	NEW TBC Planning, building and other development related applications where the City is the applicant / land owner
Category	Engineering and Property (New)
Head of power	Part 1 - Local Government Act 1995
Delegator	Council
Express power to delegate	<i>Local Government Act 1995</i> s5.42 Delegation of some power and duties to the CEO
Express power or duty delegated	<i>Local Government Act 1995 - Part 9, Division 3</i> s9.49(4) Execution of Documents
Function	Authorised to sign planning, building and other development related applications where the City is the applicant and/or the land owner.
Delegates	Chief Executive Officer
Conditions	Where the City is the applicant, the landowner and/or land manager (reserves), works must be in accordance with works identified in the current budget or where works are being performed by another party, consistent with the purpose of the reserve and any existing planning instruments or approvals, concept plans or strategies.
Express power to subdelegate	Nil
Statutory framework	<i>Local Government Act 1995</i>
Policy	Nil
Record keeping	The exercise of this delegation is to be recorded in Attain.
Date adopted	24 August 2020
Adoption references	Council Meeting of 24 August 2020 - CS39/8/20

Project Lifecycle



Project Management Framework

City of Armadale | 2023



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Introduction

Project management is an essential part of how we deliver key services, strategic actions, and improvements at the City of Armadale. This guidance document outlines the Project Management Framework (PMF) we use to manage all projects across the organisation. In it, you will find the following:

Section 1: Overview – this describes what a project is, key definitions, roles and responsibilities, and how this framework should be used

Section 2: Processes – this outlines the key components of how to manage a project from start to finish and links you to the Promapp business processes, which clearly describe how to practically put this framework into practice.

Appendix – this section provides more detailed information mentioned in this guidance document

- Glossary
- Document types and uses
- Program management
- Minor projects
- Major projects

The PMF is owned by the City's Program Manager so feel free to get in touch if you have any questions or wish to learn more about how to use this framework.

PMFGovernance@armadale.wa.gov.au



1. Overview



1.1. Preface

The City of Armadale (the City) is responsible for managing a wide range of projects of all shapes and sizes. The projects identified to meet the community's aspirations can be large in scale and complex, or smaller or less complex.

Given the range of projects delivered by the City, a tailored approach to project management is necessary instead of a "one size fits all" approach.

The City's Project Management Framework (PMF) allows flexibility when managing a project. The framework is aligned with the PRINCE2 methodology and outlines a specific method to project assessment, governance structure, reporting, and training.

Through the PMF for all project management terminology and document descriptions please refer to Appendix at the end of this document.

1.2. What is a project

A project is a temporary structure made up of an experienced team, created to achieve goals and outcomes for the City to meet the community's aspirations. For a project to achieve its full objective, it must be clearly defined. Clearly defined projects share the following five SMART criteria:



1. Specific

The project must be specific. Being specific includes detailing the project's structure, goals, benefits, milestones, and costs. All these require careful planning and inputs from the project team members and, if necessary, external consultants or experts.



2. Measurable

A clearly defined project must be measurable in terms of its benefits and achievements. This should not only be in terms of cost benefits, but also other tangible and intangible benefits expected when a project finishes.



3. Achievable

A project will only be meaningful if it is achievable - this includes providing appropriate financial and labour resources during the project, as well as business as usual to realise the long-term benefits. Being too ambitious in planning for the project will not be helpful and may result in the project being unachievable.



4. Relevant

The project needs to bring relevant benefits to the community and organisation. This may include increasing community engagement, reducing overall service costs, increasing its operational efficiency, or other specific purposes relevant to the community or City. If it fails to address this, the project will not be beneficial, and therefore irrelevant, to the City and will ultimately result in wasted resources.



5. Time Bound

Because a project is a temporary structure, it will need to be completed within a set timeframe. Therefore, the project must have an agreed and defined end.

1.3. When does a project start?

A project starts with an understanding and direction for change, documented as a project mandate. The project mandate describes the ideas and information available at a point in time. Project mandates can come in many forms, including but not limited to: Corporate Business Plan (CBP) Key Actions and Projects (KAPs), Informing Strategies and Plans (ISPs), Chief Executive Officer's Key Performance Indicators (CEO KPIs), Council reports, legislation, or business requirements.

The mandate is the trigger to begin the Start-Up process of the project and answers the questions 'is this project feasible and does the City want to invest?'

Each project follows a standard process throughout its lifecycle:

- 1. Project Start-Up:** The beginning of a project from an idea to a mandate and initial project justification.
- 2. Project Initiation:** Detailed project justification, establishment of project controls and governance.
- 3. Project Delivery:** Delivery of the project deliverables by stages to keep projects organised and controlled. This includes managing each stage and any exceptions, as well as delivering the project's deliverables.
- 4. Project Closure:** Provide a fixed point to check that the project has reached its objectives, outcomes and that the project deliverables have been accepted.
- 5. Realise project benefits (post project)** Ensure the expected project benefits are measured and achieved after the project has closed.

The project's lifecycle can also be found in Promapp – Project Management



1.4. What is project management?

Project management is the application of processes, methods, skills, knowledge, and experience to achieve predefined project objectives and outcomes according to specific success criteria, such as cost, scope, quality, risk and time.

1.5. What is PRINCE2®?

Purpose

The City has decided to use PRINCE2 as an established methodology for project management. The City's Project Management Framework (PMF) describes how we have tailored PRINCE2 to meet our own requirements.

Prince2 is a process-based method for project management and gives its users the tools and understanding of what is required to successfully project manage. Prince2 is underpinned by seven principles and every project should address these principles as a guide for best practice.

Principles

The key principles of PRINCE2® are:

1. Continued business justification

At the City, a project's justification starts when a project brief is endorsed by the project sponsor or Project Board (depending on the project's scale). Every project in the City requires a business case which is reviewed throughout the project's lifecycle to ensure the business justification remains relevant, and the project continues to be viable.

2. Learn from experience

From the start of a project to completion, the project team continuously learn from lessons experienced throughout the project's lifecycle. It is important that we share these lessons with both the project team and colleagues to ensure we all continue to learn and implement improvements throughout the current project and future ones.

3. Defined Roles and Responsibilities

In any project, people need to know what to do and what to expect from others. This is one of the most important principles to get right from the beginning. A project requires defined and agreed roles and responsibilities within the project's organisational structure that engages the business, customer, and stakeholder interests.

4. Manage by Stages

This is a process in project planning to split all the tasks required to achieve the project outcomes into manageable blocks. These manageable blocks are referred to as management stages. In the City a project is planned, monitored, and controlled on a stage-by-stage basis. These management stages are separated by decision points by the Project Sponsor or Project Board.

5. Manage by Exception

The project, and each of the management stages, have defined and agreed tolerances for time, cost, scope, risk, quality, and benefits. When a stage is forecast to exceed these tolerances by a Project Manager, the Project Sponsor or Project Board will need to decide how best to proceed to ensure the project's business justification remains relevant and the project continues to be viable.

6. Focus on deliverables

To meet the stakeholder expectations, internal or external, there must be a mutual understanding of the deliverables to be produced and to what quality.

7. Tailor to Suit the Project

As the City's projects vary in scope and complexity, a tailored approach is used to suit the project's specific needs and context. The City describes projects as either major or minor and each follow a different process (e.g., a basic or detailed business case, frequent or less frequent reporting to the Project Sponsor or Board).

1.6. Key areas for effective project management

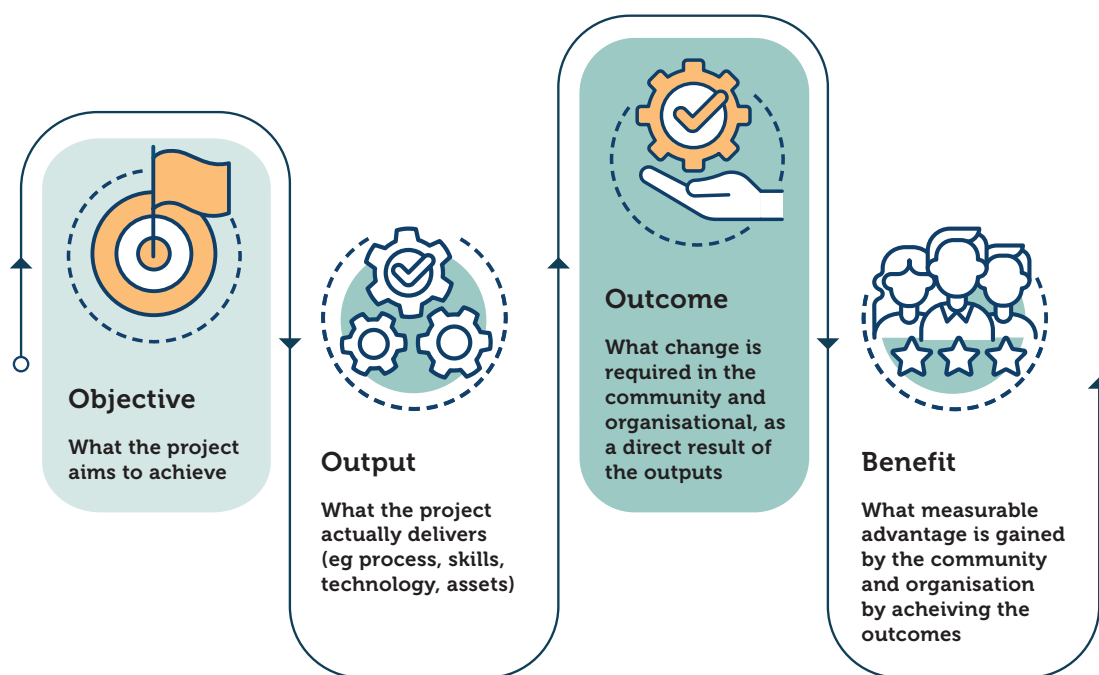
The following key areas lead to effective project management and are underpinned by the City's SHARP values (safety, honesty, accountability, respect, and professionalism):



1.7. Objectives, Outputs, Outcomes and Benefits

Purpose

Objectives, outputs, outcomes, and benefits all relate to one another and each one is essential for the successful management and delivery of projects at the City. See how they relate and their definitions below.



1.8. Roles and responsibilities

Purpose

To define and establish agreed roles and responsibilities, the project team's structure, and project accountability.

Project structure governance

The project management structure is defined by a five-level hierarchical relationship, three of which make up the project team structure:

- City-Wide Direction – Organisational Leadership (outside of the project team)
- Project Specific Direction – Project Sponsor/ Board
- Management – Project Manager
- Delivery – Project Lead
- Organisation – Benefit Owner

This project structure is specific to the individual project and is not required to align with the existing organisational structure, or defined roles and responsibilities.

Management vs Delivery

The main difference between project management and delivery management are the types of activities each role is responsible for:

- Project management looks at the broader picture of how the project is progressing, ensuring all aspects run smoothly, progress is reported in a timely fashion to the Project Sponsor/Board, and the project stays within agreed the tolerances (e.g., time, cost, quality, scope). This is performed by the Project Manager.
- Delivery management looks more at the practical aspect of the project's deliverables (e.g., producing deliverables), as defined in a Work Pack. It focuses more on the resourcing, cost, quality, risks, and time required to produce specific deliverables for the current stage and provides progress reports to the Project Manager. This is performed by the Project Lead.

Stakeholders

There are three primary groups of stakeholders:

- Organisation- those who make sure the project delivers community and organisational benefits through the agreed objectives and outcomes
- Customer – who will use the deliverables once created and receive the benefits
- Provider – provide the resources and expertise to the project to produce the deliverables.

The three primary stakeholders must be represented in the project team and the project board.

Project Team and Organisational Leadership

Key roles and responsibilities are detailed throughout the project lifecycle and process in the sections to follow:

Organisational Leadership

Organisational leadership refers to the organisations hierarchical structure and the leadership it provides (i.e., the Executive Director, Executive Leadership Team (ELT), Council, Managers, or Coordinators). They specifically:

- Appoint the Project Sponsor and potentially the Project Manager
- Inform the project management approach documents
- Provide guidance when decisions need to be made outside the Project Sponsor/Board's agreed tolerances (e.g., budget approvals).

Benefit Owner

The benefits owner is the person in the organisation accountable for delivering a benefit. They are in the position to influence and have a vested interest in the realisation of the benefit.

Benefits owners ensure benefits are clearly defined, managed, and realised. They maintain oversight over the life of the benefit management process on a project, from identification to realisation, and ensure continued realisation of the benefit following the project. They specifically:

- Engage in the benefits identification and validation process
- Approve and accept benefit ownership
- Engage with the project throughout its lifecycle to identify and escalate threats to benefits as early as possible (e.g. scope change, change in delivery date, etc.)
- Review the benefits management plan
- Assign responsibilities for delivering the benefit including who collects and analyses data
- Maintain close relationships with the Project Manager, Change Managers, Program Manager and end users to ensure a smooth transition of benefits to the business
- Manage and monitor the delivery of the benefits
- Delegate data collection and reporting to demonstrate benefits.

Project Board (for major projects)

Is a group of key senior stakeholders selected by the Project Sponsor to represent the primary stakeholders in a project. The Project Board members should represent either the customers or providers. The Project Sponsor is the chair of the project board and has overriding decision making, the Project Board is not a democracy. They specifically:

- Are accountable for the success or failure of the project
- Provide unified direction to the project and Project Manager
- Provide the resources and approve the funds for the project

- Provide visible and sustained support for the Project Manager
- Ensure effective communication within the project team and with external stakeholders
- Approve project changes within their agreed tolerances
- Provide oversight and governance.

Project Sponsor

Is an individual that represents the business, is responsible and accountable for the project, is supported by the Project Board for major projects or Organisation Leadership for minor projects, owns the business case and provides continued business justification to ensure the project still provides value for money. They specifically:

- Appoint the Project Manager if not done by Organisation Leadership
- Choose the Project Board and approve the project team
- Approve the project management documents
- Provide direction to the Project Manager as required
- Approve project changes within their agreed tolerances.

Project Manager

Manages the project on a day-to-day basis and is the only one with this daily focus on the project. As a result, this role can never be shared. The Project Manager specifically:

- Runs the project on behalf of the Project Board within specified agreed constraints
- Liaises with the Project Board throughout the project in a timely fashion
- Determines changes to the project within the agreed tolerances.

Project Control Group (PCG)

This is a group of key stakeholders selected by the Project Manager and approved by the Project Sponsor. The members of PCG provide expertise and knowledge during the project to ensure it achieves the desired outcomes.

PCG sit within the project team at the management level, work with, and are responsible to the Project Manager. PCG inform, monitor and analyse the information that brings awareness to the project manager and project sponsor/board so that control can be exercised.

These individuals will normally assume the role of Project Manager and/or Project Lead at one point of another throughout the lifecycle of a project. They can also be individuals that provide insight into continued business justification and benefit realisation.

The PCG is formed as a tool for the Project Manager and Project Sponsor/Board to ensure that project objectives, outcomes, and benefits are delivered as described in the business case.

The Project Manager managing each stage of the project is the chair for the PCG and is responsible for reporting findings and recommendations to the Project Sponsor/Board.

A change of Project Manager to another member of the PCG on a project can only occur between project stages. The outgoing Project Manager completes the current stage (including the handover checklist) and ensures the End Stage Report and Next Stage Plan are approved by the Project Board/Sponsor. The Next Stage Plan is developed in collaboration with the current and in-coming Project Manager so it clearly describes what will be delivered in the next stage of the project.

Project Lead

This person works with the Project Manager to produce or coordinate the production of the project's deliverables and provides regular status reports to the Project Manager. A project can have multiple Project Leads throughout its lifecycle and within each stage, selected for their specific knowledge and experience.

Project Team Members

These people work with the Project Lead to produce the agreed project deliverables and/or provide administrative services, advice, or guidance. They are often Subject Matter Experts and are the 'doers' of any project.

Subject Matter Experts

Collaborate with project managers, project leads and project teams providing expertise in given fields to facilitate effective project planning and delivery



2. Project Management Process



Project Management processes show how the Project Management Framework can be practically applied within the organisation. They describe what activities are required to manage a project throughout its lifecycle:

1. Start-up new project

Determine if the organisation wants to invest time and resources in a project by establishing if the project is worthwhile and viable.

2. Initiate project

Understand what needs to be done to deliver the required project deliverables and achieve the proposed outcomes and subsequent benefits.

3. Manage project by stages (part of delivery)

Outlines the Project Manager's day to day management of the project.

4. Manage exceptions to project management tolerances

Explains how to manage changes to a project which exceed the agreed tolerances.

5. Deliver project deliverables (part of delivery)

Outlines the Project Lead's day to day tasks to produce deliverables.

6. Close project

Verify that the project's deliverables meet the required standards. Successfully handover the project's deliverables to business as usual and finalise all project's financials so no further costs can be incurred by the project.

7. Realise project benefits (post project)

Ensure the expected project benefits are measured and achieved after the project has closed.

The project management process detailed in the sections below will address the following criteria in each section:

- **Purpose** - the reasons for something being done or created
- **Key Roles and Responsibilities** – a position on a team and the tasks/duties required of the position (who performs what activities)
- **Objectives** – something that is planned to be achieved
- **Activities** – things that are done by a person or team that is required to achieve an objective
- **Inputs** – information required to inform the process being performed
- **Outputs** - Anything that is produced by performing the process.

Project Lifecycle



Start-Up

All staff can develop **Project Mandate**
Key stakeholders accept Project Mandate
A Project Sponsor and Project Manager are appointed
Project Manager develops **Project Brief**
Manager, Executive Director, or CEO approves project categorisation (minor/major)
Project Sponsor/Board approves Project Brief and start of project planning (Initiation Stage)



Initiate

Project Manager develops **Project Initiation Document (PID)**, **Project Schedule**, and **Project Registers**
Project Sponsor/Board approves project to start delivery (moving to next stage)



Deliver

Project Manager manages project delivery through agreed stages
Project Sponsor/Board reviews progress and approves movement from one stage to the next (via **Progress Reports**, **End Stage Reports**, and **Next Stage Plans**)

Project Lead delivers project work with project team (via **Work Packs** and **Team Plans**)
Project Manager reviews Work Pack progress (via **Progress Reports** from Project Lead)

Project Manager raises exceptions to the Project Sponsor/Board via Exception Reports and Exception Plans
Project Sponsor/Board approves project exceptions



Close

Project Manager reviews project against **Project Mandate** via **End Project Report**
City's Financial Accountant approves project's Financial Statement
Project Manager handover project deliverables to operations and Benefit Owner(s)
Program Manager updates **City's Project Lessons Register** and **City's Benefits Realisation Register**
Project Sponsor/Board approves project closure and celebrates project delivery



Benefits

Program Manager coordinates project benefit realisation after closure via **City's Benefits Realisation Register**
Benefit Owner realises project benefits at agreed time
All staff celebrate success when benefits are realised

2.1. Project Start-Up

Purpose

To determine if the organisation wants to invest time and resources in a project by establishing if the project worthwhile and viable.

- Is the project is really needed? Compare benefits against dis-benefits and other investment options and provide a balance of costs, benefits, and risk
- Is the organisation capable of successfully delivering this project?
- Can the project deliver the agreed outcomes, resulting in benefits realised?

The creation and acceptance of a project mandate is the trigger to start investigating, through the development of a project brief to determine whether the City wants to invest resources in planning a project for delivery. The purpose of this investigation is to provide the Project Sponsor or Board with the necessary information to determine if the project is worthwhile and decide to plan the project for delivery by approving or rejecting the project's initiation. An outcome of this Start-Up process is that only proposed projects which satisfy the requirements of the City receive the required investment of resources to facilitate the detailed project planning in the initiate process.

Key Roles and Responsibilities

All Staff / Councillors

- Provide project mandate

Organisation Leadership

- Assign an officer to develop the project mandate
- Propose Project Sponsor/Board and Project Manager

Project Sponsor/Board

- Appoint Project Manager
- Approve Project Team Members
- Inform the Project Brief – including project tolerances

Project Manager

- Create Project Brief – this includes business case, project team, scope, outcomes, and approach (business options – different ways to deliver project outcomes)
- Collaborate with key stakeholders, subject matter experts and potential benefit owners in the organisation to develop the project brief
- Gather lessons learnt in a Lessons Register
- Create the 'Initiate' Stage Plan
- Setup Daily Register

Objectives

- Define the project's scope and expected outcomes (Project Brief)
- Define project approaches, examine the different ways to go about this project and obtain advice from lessons learnt, experts or consultants
- Identify and appoint the project team who will create the management documents in the 'Initiate' process (refer to roles and responsibilities guide in appendix)
- Plan the work to be done in the next process, 'Initiate'.

Process

Activities

- Identify and appoint Project Sponsor/Board and Project Manager
- Capture previous lessons
- Prepare project brief and select a project delivery approach (e.g., waterfall, critical path, Agile)
- Plan the initiation stage

Inputs

- Project Brief (includes Project Mandate)
- City's Lessons Learnt Register (from previous projects)
- Project categorisation matrix (propose)

Outputs

- Project Brief - project_brief_template.docx
- Initiation Stage Plan - stage_plan_template.docx
- Daily Register
- Lessons Register
- Initial project categorisation

2.1.1. Project Documentation Approval

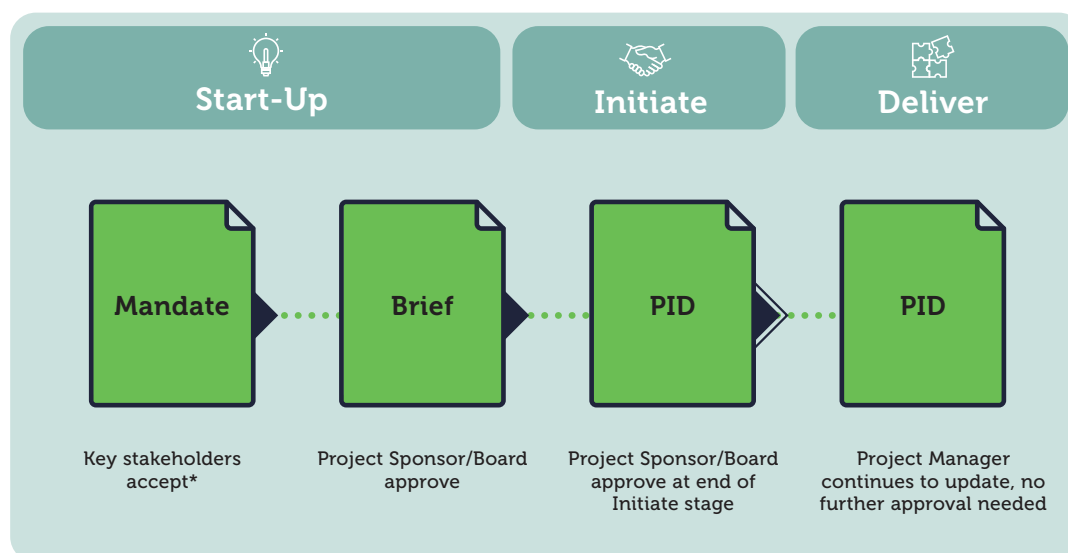
Purpose

Before a project can start to produce what it's been asked to deliver, it needs to be planned. To plan a project, the Project Manager needs to know that the time, effort, and cost involved is worthwhile compared to the proposed benefits and is approved. To help the Project Manager with this, the Project Management Framework uses a series of approvals for a specific set of documents, each one building on the information of the one before, providing more and more detail as they're developed.

*If the project is listed in a strategic document (e.g. Corporate Business Plan, Long-Term Financial Plan, 4-Year Budget, Annual Budget) then it has already been identified by council and therefore requires acceptance (gain a consensus) by key the project's stakeholders and approval from your manager.

If the project is not currently listed in a strategic document (e.g. Corporate Business Plan, Long-Term Financial Plan, 4-Year Budget, Annual Budget), then the Project Mandate needs to be formally approved by the Executive Leadership Team (ELT) and/or Council, depending on the impact it is expected to have on existing strategic plans and projects. This is used to manage 'parachute' projects by better understanding and accepting the consequences of bringing in new projects and therefore changing the agreed list of projects to be delivered.

Project Document Approval Process Summary



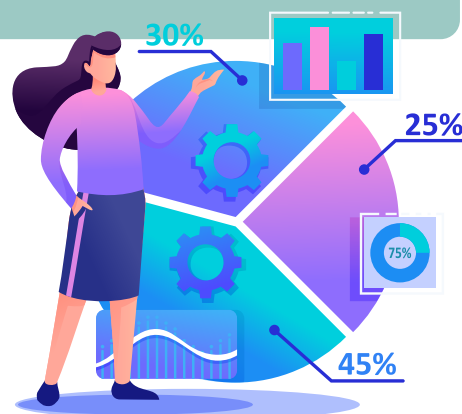
Project Approval Process

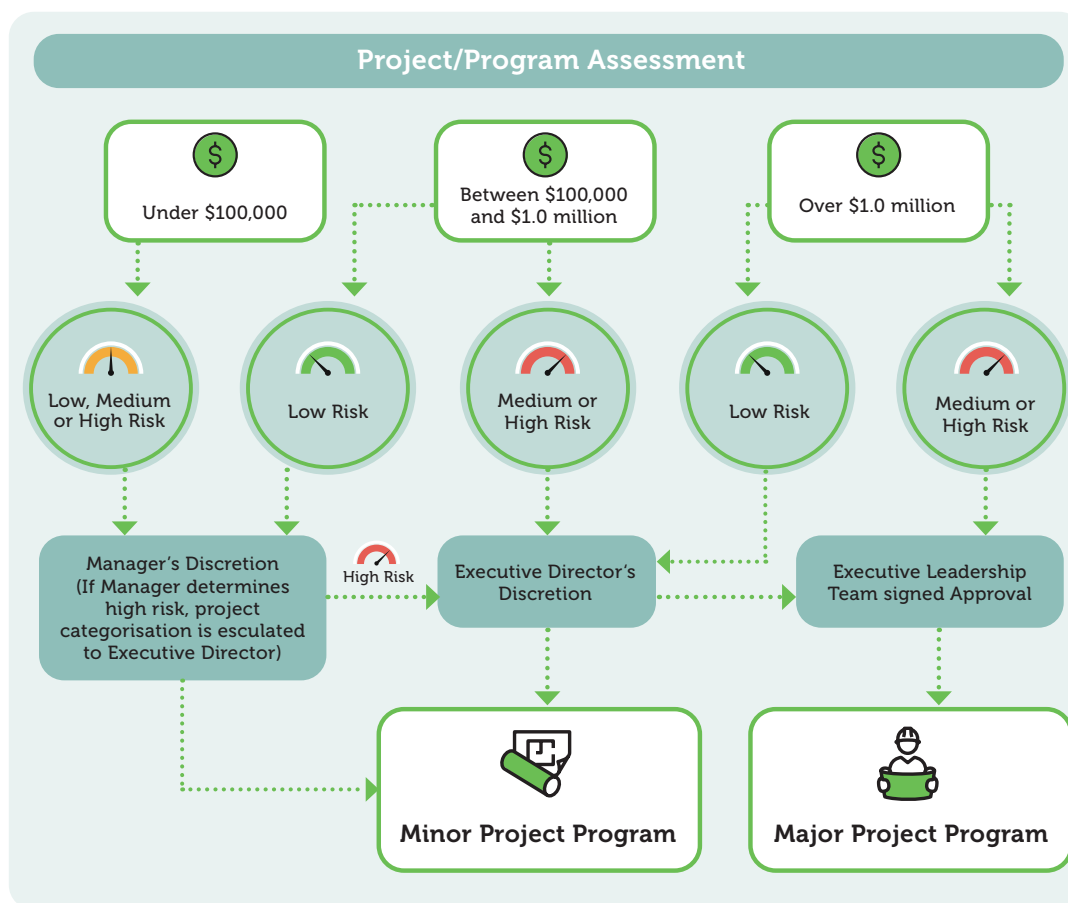
1. To start with, a Project Mandate is created in the Start-Up process. It is a very high-level document to show key stakeholders what the project hopes to achieve and the impact it will have. The project's key stakeholders review the Project Mandate and accept it by gaining a consensus. Approval of the Project Mandate is then sought from the appropriate Manager.

2. Once the Project Mandate is accepted/ approved, it is copied across into the Project Brief. The Project Brief starts with the same information as the Project Mandate, before going into more detail about what the project will do. The Project Brief is formally approved by the Project Sponsor/Board at the end of the Start-Up process. The point of this approval is to confirm that the Project Manager can spend more time working out the details of what the project will produce in terms of outcomes and benefits for the community, how the project will be managed and delivered. The acceptance/approval of the Project Brief only gives the Project Manager and Sponsor the authority to develop the Project Initiation Documents.

3. Once the Project Brief is approved and the Initiation stage starts, the Project Brief is then copied across into the Project Initiation Document (PID). The PID starts with the same information as the Project Brief, before going into even more detail about what the project will produce in terms of outcomes and benefits for the community, how the project will be managed and delivered. The PID is approved by the Project Sponsor/Board at the end of the Initiation stage, using the End Stage Report. The approval of the PID is the acceptance by the Project Sponsor that no further planning can be done for the project without proceeding into the delivery stages. The approval of the next stage plan gives the project manager the authority to deliver only the deliverables defined in the stage plan.

4. During project delivery, the Project Manager continues to update the PID to ensure it remains up-to-date and relevant. The PID does not need to be approved again throughout the project because the project has already been approved to go ahead. Instead, the PID becomes a living, breathing document for the Project Team to reference as needed.





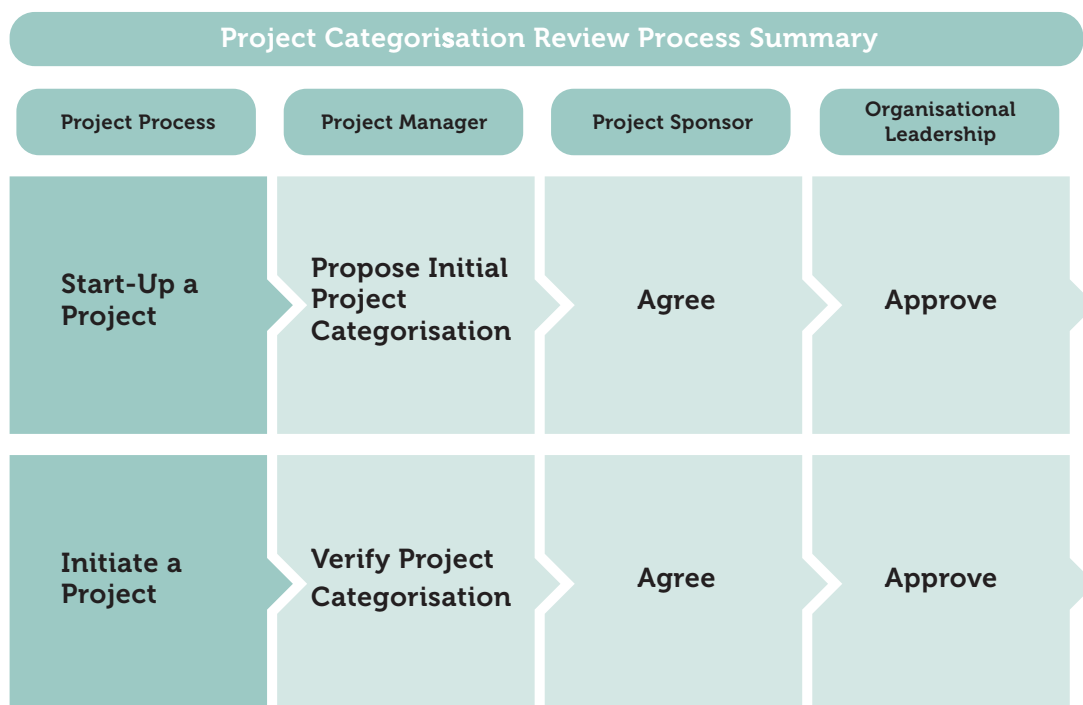
2.1.2. Project Categorisation

Purpose

The City categorises projects in to two levels: minor and major projects. Project categorisation is completed by the Project Manager by assessing the information collated in the project brief, using the City's Risk Management Framework (RMF) and using the project categorisation decision tree (see diagram below). The Project Manager proposes the project category first to the Project Sponsor to get their agreeance before getting approval from the appropriate Organisational Leadership role (see diagram above). Then the Project Sponsor/Board via the Project Brief, will formally approve the project categorisation at the end of Start-Up.

It is important to categorise a project during the finalisation of the project brief as it determines the governance and level of documentation required to manage the project. Although you may not have all the necessary details to make an accurate assessment, it is key to propose a project category (minor or major) in this start-up process – you will have another opportunity in the Initiate process to review and amend this decision if required.

A tool to help with the proposal of the project category is the project complexity scale. This can be used as a sense check and is found in the appendix



Key Roles and Responsibilities

Organisation Leadership

- Agree and approve the initial project categorisation and verified project categorisation

Project Sponsor/Board

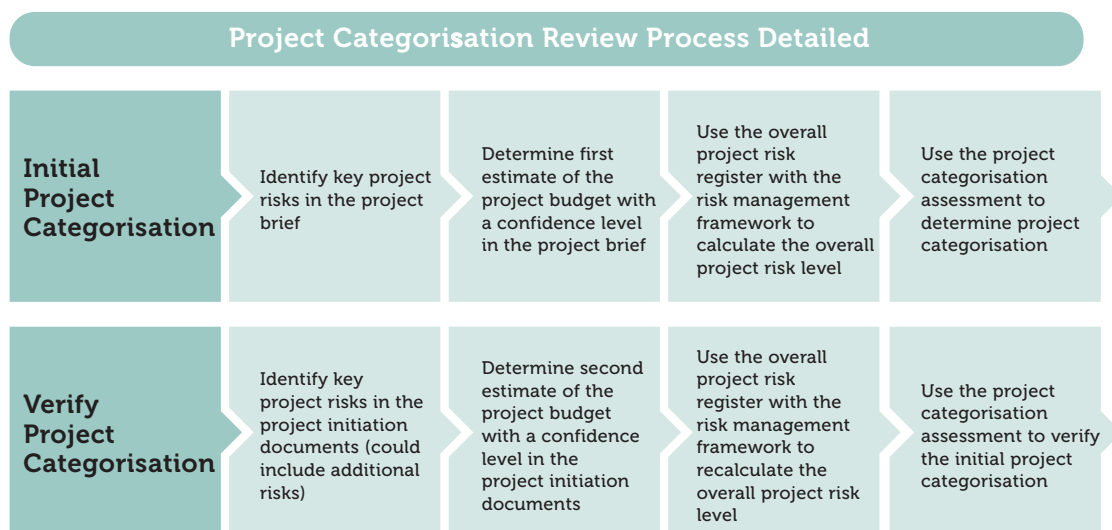
- Review and agree initial project categorisation and verified project categorisation
- Engage organisation leadership to agree and approve the initial project categorisation and verified project categorisation

Project Manager

- Determine the project's initial categorisation as the last step of the development of the project brief.
- Verify the project's initial categorisation as the last step of the development of the Project Initiation Document.

Objectives

- Define the project's categorisation based on the information available in the Project Brief and the risk appetite of the City of Armadale derived from the Risk Management Framework. Pay particular attention to the Human Resources risk category to ensure you record the impact the project will have across the whole organisation and its staff.
- Verify the project's categorisation based on the more detailed information available in the Project Initiation Document and the risk appetite of the City of Armadale derived from the Risk Management Framework.



Process

Activities

- Determine initial project categorisation
- Update the Project Brief
- Verify initial project categorisation
- Update the Project Initiation Document

Inputs

- Project Brief (includes Project Mandate)
- City's Lessons Learnt Register (from previous projects)
- City of Armadale's Risk Management Framework

Outputs

- Initial project categorisation to be updated into the Project Brief
- Verified project categorisation to be updated into the Project Initiation Document

2.2. Project Initiation

Hyperlink to process



Purpose

The Initiate stage helps us understand what needs to be done to deliver the required project deliverables and achieve the proposed outcomes and subsequent benefits. There are many important questions to answer about the project before deciding to continue with the project into delivery, such as:

- What are the reasons for doing the project and the benefits and risks associated?
- What is to be done and what will not be included (i.e., the scope)?
- When can the deliverables be delivered?
- How will we ensure quality requirements are met?
- How are risks, issues and changes identified and actioned?
- How much will this project cost?
- How will the project's progress be monitored, who needs to be informed, and how often?
- How will the project implement change management and training?
- What resources does the project require (i.e., staff time, cost, plant/machinery, technology)?

Roles and Responsibilities

Project Sponsor/Board

- Give direction and advice to Project Manager
- Review, inform, and approve the Project Initiation Document (PID)

Project Manager

- Create the Project Initiation Document (PID) - this includes a comprehensive business case, management approaches, and deliverable descriptions
- Collaborate with key stakeholders, subject matter experts and potential benefit owners in the organisation to develop the Project Initiation Document.
- Develop a Project Plan
- Setup the project's registers – including Risk, Issue, Quality, and Lessons
- Identify and collaborate with benefit owners of the development of the benefits management approach. This includes proposed benefit owners agreeing and accepting the responsibilities of being a benefit owner.
- Ensure all the benefits have owners.

Project Lead

- Assist Project Manager with Project Plan (e.g., deliverables, estimating, quality)

Project Control Group

- Review and inform the Project Initiation Document (PID)
- Inform the Project Plan
- Update the project's registers based on expertise

Benefit Owner

- Inform the development of the PID, specifically the benefit management approach
- Collaborate with the project manager to determine benefits, benefit descriptions, measurement methods and requirements, current benchmarks, frequency of measurement and expected time of realisation.
- Agree and accept the responsibilities of being a benefit owner
- Agree and accept the ownership of benefits appropriate to the position in the organisation

Objectives

- Lay a strong foundation for the new project so all stakeholders have a clear understanding of what the project intends to achieve
- Create management documents to show how the project will be managed, planned, scoped, and costed; how quality will be checked, and risks and issues managed; how information will be communicated, and benefits realised.
- Establish project tolerances to ensure the project meets its objectives.

**There are 6 tolerances that can be set.
These are:**

- Time - Variance on the completion date of a work pack, stage or overall project and a variance on the allocated time required of a resource.
- Cost - Variance on the allocated budget for a work pack, stage or overall project.
- Quality - An acceptable variance on the quality standard of a deliverable. these tolerances are specific to each deliverable produced
- Scope the permitted deviation from the approved scope based on priority.
- Risk - the permitted aggregated or individual threat level. This can be determined through consideration of risk impact, consequence and/or risk tolerances.
- Benefit - based on a variance of the expected benefit measure. (ie., a percentage improvement within an acceptable range).

Process

Activities

- Confirm project category (major or minor)
- Finalise project team members and structure
- Identify and appoint a Project Control Group and project team members (refer to the roles and responsibilities guide in Appendix for detailed information)
- Review and tailor management approaches as required:
 - o Risk Management Approach, to guide how the project will manage risk according to the City's risk appetite
 - o Change Control Approach, to guide how the project will manage changes to deliverables and scope
 - o Quality Management Approach to guide how the project's deliverables will meet the required quality standards
 - o Communication Management Approach to guide how the project will communicate with internal and external stakeholders
 - o Benefit Management Approach, to guide how the project will ensure benefits are captured, assessed, and measured, both during and after the project is handed over to the Business
 - o Resource Management Approach to guide what resources the project requires and when. Detailing how the project will communicate with the business on the requirement and allocation of resources
 - o Change Management Approach to guide how the project will manage change and training in the community and organisation to facilitate project outcomes

- Update the Project Plan to include deliverables, schedules, and costs
- Consider and agree project tolerances for the following types:
 - o Set project controls (tolerances) to inform how the Project Sponsor/Board will control the project
- Update the Project Initiation Documentation, this includes:
 - o Develop and refine the Business Case in the Project Initiation Document to be the baseline for project performance and ensuring project outcomes can be achieved throughout the project's lifecycle
- Receive approval for the End Stage Report and Next Stage Plan from Project Sponsor / Board

Inputs

- Project categorisation matrix (determine)
- Initiate Stage Plan
- Project Brief
- Daily Register
- Lessons Register

Outputs

- Project Initiation Document (PID)
 - o Project Team structure, including roles and responsibilities.
 - o Validate project category
 - o Management approaches
 - Benefits Management
 - Change Control
 - Communication Management
 - Quality Management
 - Risk Management
 - Resource Management Approach to guide what resources the project requires and when. Detailing how the project will communicate with the business on the requirement and allocation of resources
 - Change Management Approach to guide how the project will manage change and training in the community and organisation to facilitate project outcomes
 - o Business Case
 - o Project Controls
 - o Deliverable Descriptions
- Project registers, including Risk, Issues, Quality, and Lessons
- Project Plan
- End Stage Report (for Initiate)
- Next Stage Plan

2.3. Project Delivery

Purpose

The purpose of the delivery process is to produce deliverables which meet the agreed quality requirements and contribute to achieving the project's outcomes.

There are three key processes performed during Delivery:

- Manage project by stages – performed by the Project Manager
- Manage exceptions to project management tolerances – performed by the Project Manager
- Deliver project deliverables – performed by Project Lead

2.3.1. Manage Project by Stages

[Click here for the Promapp process.](#)



This process outlines the Project Manager's day to day management of the project. It includes assigning tasks to the Project Lead as Work Packs, monitoring their progress, managing issues and risks, reporting the project's progress to the Project Sponsor/Board, and ensuring the stage remains within the agreed tolerances.

Roles and Responsibilities

Project Sponsor/Board

- Give advice to Project Manager
- Approve End Stage Report and Next Stage Plan

Project Manager

- Day to day project management activities (using registers and plans)
- Produce Work Packs for Project Lead
- Produce End Stage Report and Next Stage Plan
- Review and update Project Initiation Document

Project Lead

- Send Checkpoint Reports to Project Manager
- Report issues to Project Manager
- Assist Project Manager with Next Stage Plan

Project Control Group

- Inform End Stage Report and Next Stage Plan
- Review, inform and update project's management documents
- Advise current Project Manager as required

Benefit Owner

- Ensures changes to project deliverables (change control and issue management) are reflected in the benefits management approach
- Facilitates the project's continued sufficient value-add. If this becomes unlikely, intervention is needed that may include a variation to the benefits and a change request or stopping the project
- Requires consistent reporting at agreed times and is accurate
- Empowers a project to stop when there is no more value (or when effort outweighs value)
- Identifies unintended and emerging benefits and follows the benefits management approach

Objectives

- Ensure project's deliverables meet agreed quality standards, are delivered on time and on budget, and support expected benefits
- Keep project's progress within agreed tolerances
- Report stage's progress to Project Sponsor/Board
- Identify and implement lessons learnt
- Approve end of current stage and start the next one (by Project Sponsor/Board)

Process

Activities

- Develop and accept completed Work Packs with Project Lead (ensure they meet quality requirements)
- Review progress against Stage Plan
- Provide Highlight Reports to Project Sponsor/Board
- Identify, monitor, and manage risks and issues within agreed tolerances
- Create Exception Report to inform Project Sponsor/Board when stage is forecast to exceed tolerances
- Review and update Project Initiation Documentation as required
- Produce and send Next Stage Plan and End Stage Report to Project Sponsor/Board for approval

Inputs

- Stage Plan approved by Project Sponsor/Board
- Project Plan, Project Initiation Document, Registers (risks, issues, quality, lessons) Exception Plan (if required)

Outputs

- Highlight Reports to update Project Sponsor/Board on stage's progress
- Work Packs
- Checkpoint Reports
- Updated Project Initiation Document, Updated Registers (risks, issues, quality, lessons, benefits) End Stage Report, Next Stage Plan, Lessons report (as required), Issue Reports and change request to raise issues to Project Sponsor/Board
- Exception Reports to report that the stage is forecast to be out of tolerance.

2.3.2. Manage by exception

[Click here for the Promapp process](#)



Purpose

This process is a tool that each project management structure level uses to manage and control the level below. This is achieved by setting tolerances on the project, on a stage or on a work pack. This ensures that the management levels above are not bothered by small issues that are within tolerance.

A project has defined tolerances for each project objective to establish limits of delegated authority.

Levels of management and control

- Organisation Leadership establishes tolerances on a project
- Project Sponsor adopts the tolerances set by Organisation Leadership and can establish additional tolerances for the project. The Sponsor also agrees stage tolerances with the Project Manager
- Project Manager establishes and agrees tolerances for work packs with the Project Lead.

Roles and Responsibilities

Organisation Leadership

- Provide project tolerances that aligns to tolerances already in place in the organisation. For example, the city's Procurement Policy or Risk Management Framework
- Provide decisions or ad hoc advice on exception escalated outside of the project.

Project Sponsor/Board

- Review exception reports and plans
- Approve/Reject exception plans
- Provide decisions or ad hoc advice on exception escalated from the project manager.
- Adopt and set tolerances for the project and management stages.

Project Manager

- Raise exception reports when the project/stage is forecast to be out of tolerance to the Project Sponsor/Board.
- Produce exception plans at the request of the Project Sponsor/Board
- Chair review of exception reports and plans with PCG
- Set project tolerances for work packs with Project Leads
- Replan work packs that are in exception with Project Lead.

Project Control Group

- Review and inform exception reports and plans at the request of the project manager
- Provide ad hoc advice to the Project Manager
- Understand the impacts of the exception on the project and its subsequent management stages.

Project Lead

- Propose and agree tolerances for work packs
- Raise work pack exception reports when the work pack is forecast to be out of tolerance to the Project Manager.

Benefit Owner

- Monitor project exceptions to ensure changes to benefits are captured in the benefits management approach.
- Inform corrective actions to facilitate the realisation of benefits

Objectives

- To identify as early as possible that a work pack, management stage and project will be out of tolerance in the future.

Provide corrective actions as soon as possible to limit delays in schedule, minimise future costs and determine if the project can still achieve the community and organisation benefits specified in the business case.

Process

Activities

- Set tolerances on project, management stages and work packs.
- Measure and predict project objective forecasts against tolerances set.
- Identify when a project objective is forecast to be out of tolerance
- Produce exception report and send to the management level above
- Produce exception plan if required with proposed corrective actions
- Work pack - Either continue current work and implement corrective actions as advised by Project Manager or close the current work pack prematurely and replan the work pack with corrective actions applied.
- Management Stage - Either continue current stage and implement corrective actions as advised by Project Sponsor/Board or close the current stage prematurely and replan the stage with corrective actions applied.
- Project - Either continue the project and implement corrective actions as advised by Organisation Leadership or close the project prematurely by proceeding to the project close process.

Inputs

- Work pack plans
- Project plan
- Stage plans

Outputs

- Exception reports
- Exception plans

2.3.3. Deliver Project Deliverables

[Click here for the Promapp process](#)



Purpose

This process outlines the Project Lead's day to day tasks to produce deliverables. This includes receiving Work Packs from the Project Manager, creating Team Plans to assign tasks to project team members, monitoring tasks, managing issues and risks, reporting progress to the Project Manager, and ensuring that the assigned Work Pack meets the agreed quality criteria and tolerances.

Roles and Responsibilities

Project Manager

- Develop Work Pack with Project Lead
- Review status reports and quality register

Project Lead

- Inform and update Work Pack with Project Manager
- Manage deliverable development and delivery
- Report delivery progress to Project Manager
- Raise issues as they arise with Project Manager

Objectives

- Deliver project's deliverables to the agreed quality standards and within the agreed tolerances
- Identify and manage issues as they arise

Process

Activities

- Inform and accept Work Packs with Project Manager
- Produce Team Plan to show deliverable development
- Report progress to Project Manager as Checkpoint Reports
- Develop deliverables and demonstrate they met quality requirements
- Deliver completed and approved Work Pack to Project Manager

Inputs

- Work Pack with agreed tolerances

Outputs

- Team Plan
- Status Reports to update Project Manager of Work Pack progress
- Issues Register
- Updated Quality Register Approved deliverables – as per deliverable description and quality requirements
- Completed Work Pack

2.4. Close Project

[Click here for the Promapp process](#)



Purpose

The purpose of this process is to provide two clear fixed points:

- Practical Completion - Verify the project's deliverables are accepted to the required standards and successfully hand them over to business as usual.
- Financial Completion - Finalise all project's financials so no further costs can be incurred by the project and all funding sources are acquitted.

Alongside practical and financial completion, the Project Manager, Sponsor, and Board determine if the project has achieved its planned objectives, identify any unachieved objectives, and how they can be addressed. They also celebrate the successful completion of the project and communicate this with the City and community via the Communications & Marketing team.

If at any point throughout the project's lifecycle the Project Sponsor/Board determine the project is no longer desirable, viable, or achievable the project can be closed prematurely. This process can be followed in the section Manage by Exception.

Roles and Responsibilities

Project Sponsor/Board

- Review and inform End Project Report
- Approve project closure

Project Manager

- Review and update all project management documents (e.g. Project Initiation Document, Management Approaches, Project Plan, Registers)
- Create End Project Report which includes lessons report
- Handover deliverables and outstanding actions to business as usual
- Handover benefits management approach and registers to Program Manager
- Notify all key stakeholder the project is closing (benefit owners, SMEs, asset owners and maintainers)

Project Control Group

- Review and update all project management documents (e.g., Project Initiation Document, Project Plan, Registers)
- Inform and create Lessons Learnt Report and End Project Report
- Ensure deliverables are successfully handed over to business as usual.

Benefit Owner

- Review and inform end project report (specifically outstanding and next actions)
- Determine if any benefits intended or unintended have been changed or realised during the delivery of the project
- Review, inform and agree the finalised benefit management approach

Objectives

- Review and verify the deliverables produced throughout the project and measure the project's performance against the agreed baselines (as documented in the Project Initiation Document)
- Determine if the project achieved its objectives and plan further actions for the City once the project is closed
- Celebrate and communicate the project's completion with relevant stakeholders.

Process

Activities

- Produce End Project Report
 - o Verify the customer has accepted the deliverables and they have been handed over
 - o Ensure the deliverables can be supported by the City when the project is closed
 - o Review project performance against planned baseline
 - o Assess issues and risks that are open and propose follow up actions
 - o Provide recommendation to close project and disband project team
- Produce Lessons Report to inform future projects
 - o Update Project Initiation Document, specifically the Benefits Management Approach to assess the benefits realised during the project and plan when to measure the remaining benefits (yet to be realised) after the project is closed.

Inputs

- Stage Plan (for Close)
- Project Initiation Document
- Project Plan
- Registers (Risks, Issues, Quality, Lessons)
- Project's financial records
- Exception Report and Plan (if project if closed prematurely by Project Sponsor/Board)

Outputs

- End Project Report inclusive of lessons report
- Handover documents to business as usual
- Updated Project Initiation Document Updated Registers (Risks, Issues, Quality, Lessons) Stakeholder communications to celebrate completion
- City-wide Lessons Register

2.5. Realise project benefits (post project)

[Click here for the Promapp process](#)



Purpose

Ensure the expected benefits of a project are measured and realised after the project has closed. When this happens and how depends on the type of benefits expected and is outlined in the Benefits Management Approach (documented in the Project Initiation Document). When a project achieves the expected benefits, then it is successful. If the benefits are not realised, then the project did not achieve what it set out to do and this needs to inform future projects.

Roles and Responsibilities

Program Manager

- Ensure staff measure project's benefits at the agreed time
- Keep track of City's project success and realised benefits (to inform future projects)
- Update City's Lessons Learnt Register

All Staff (defined as Business as Usual in the handover)

- Measure expected benefits at agreed time
- Determine if project achieved expected benefits

Project Manager, Sponsor, and Board

- Assess project's success based on realised benefits
- Raise awareness of lessons learnt from project's success or failure

Benefit Owner

- Continue to look for unintended/emerging benefits and if you identify new benefits, treat them with the same level of critique as the earlier benefits
- Participate in a post project review and lessons learnt to provide feedback on the benefits processes used in the project

- Monitor, measure and realise owned benefits
- Report on benefit realisation activities to the program manager
- Celebrate and communicate the successful realisation of benefits

Objectives

- Ensure the project achieves the benefits it set out to achieve
- Deliver more successful, future projects from lessons learnt after benefits are realised

Process

Activities

- Measure benefits at agreed time and using agreed approach (business as usual)
- Assess project's success based on realised benefits
- Determine if project met the agreed outcomes
- Update and finalise Project Initiation Document and Lessons Register
- Track benefits realised in City's Project Benefits Register
- Update City's Lessons Learnt Register to inform future projects
- Communicate project's success with stakeholders

Input

- Project Initiation Document (including Benefits Realisation Approach)
- Handover documents (detailing how and when benefits need to be measured)

Output

- Updated Project Initiation Document
- City-wide Benefits Realisation Register
- Communications to original Project Manager, Sponsor, Board, Lead, and Team Members

Appendix



A. Glossary (Project Management Terminology)

The terms below describe commonly used terms in project management. The City's Project Management Framework has tailored PRINCE2's terminology to ensure it's easy to understand by all staff. The terms used in this guidance document are listed first, with the common PRINCE2 term in brackets, and then the description (e.g. CoA term (PRINCE2 term) – description)

Benefits - The measurable improvement resulting from an outcome. This contributes to the achievement of one or more organisational objectives

Intended – Benefits identified by the project manager, SMEs, and benefit owners during the start-up and initiate processes

Unintended/Emerging – Benefits identified by the project manager, SMEs, and benefit owners during delivery, closure, or post project processes. These benefits were not planned for.

City (Corporate) - The City of Armadale

Deliverables (Products/ Specialist Products/ Outputs) - The things that make up the final deliverable (project deliverable) and would be handed over to the customer and business as usual. May include things such as concept designs, for construction designs, completed infrastructure (roads, buildings etc.) and as constructed data.

Dis-Benefits - is a measurable decline resulting from a project outcome. This is then perceived as a negative by one or more stakeholders. Intended and unintended also applied to dis-benefits.

Management documents (Management products) - The things being used to manage the project. Management documents includes things like the project plan, the project brief, the daily register and the end project report. This also expands to items outside of documentation including presentations, dashboards etc.

Organisation (Corporate) – Staff within the City of Armadale (e.g. Council, CEO, or Executive Leadership Team)

Organisational Leadership (Corporate) -

Organisational leadership refers to the organisation's hierarchical structure and the leadership it provides (e.g. Executive Director, Executive Leadership Team (ELT), Council, Managers, Coordinators)

Parachute Project – A project that is not currently identified in or aligns to a strategic document (e.g. Corporate Business Plan, Long-Term Financial Plan, 4-Year Budget, Annual Budget). These projects can be triggered by Council, Executive Leadership Team (ELT) or a member of staff and require the development of a project mandate. This Project Mandate needs to be formally approved by the Executive Leadership Team (ELT) and/or Council, depending on the impact it is expected to have on existing strategic plans and projects.

Project Lifecycle - The Project Lifecycle is the sequence of processes through which a project progresses. It includes start-up, initiate, delivery, and closure.

Project Objectives - Project's objectives which are the 6 performance targets of time, cost, quality, scope, benefits, and risk. The project management team needs to be in control of these six variables to be able to achieve project outcomes and realise benefits

Project Outcomes - The result of the change derived from using the project deliverable. These typically involve improvements and changes for the community or organisation.

Stages (Management Stages) – These separate the project with management decision points, they also agree to the commitment of resources and authority to spend. A management stage therefore is a collection of activities and deliverables that is managed as a unit.

Work Pack (Work Packages) – These are a way for the project manager to group work activities together and assign work to the project lead to produce one or more deliverables.

Click this link for more specific PRINCE2 terminology, not currently in this Project Management Framework.



B. Document Types and Uses

The project management documents used by the City in this Project Management Framework should be used in specific ways, as described in the tables below.

Process				
Document Action	Start-Up	Initiate	Deliver (includes manage stages, deliver deliverables, manage exceptions)	Close
Create	<ul style="list-style-type: none"> • Change Management Assessment and Plan • Daily Register • Lessons Register • Overall Project Deliverables Register • Overall Project Risk Register • Project Mandate • Project Brief • Stakeholder Analysis and Communications Plan • End Stage Report • Initiation Stage Plan 	<ul style="list-style-type: none"> • Benefits Register • Change Request Register • Issues Register • Project Initiation Document (PID)* • Project Schedule • Quality Register • Resources Register • Risk Register (daily) • Stage Deliverables Register • End Stage Report • Next Stage Plan 	<ul style="list-style-type: none"> • Exception Plan • Exception Report • Issue Report • Progress Report • Team Plan • Work Pack • End Stage Report • Next Stage Plan 	<ul style="list-style-type: none"> • End Project Report • Financial Statement • Handover Documentation
Update		<ul style="list-style-type: none"> • Daily Register • Lessons Register • Overall Project Risk Register 	<ul style="list-style-type: none"> • Project Initiation Document (PID) • Project Schedule • Registers 	<ul style="list-style-type: none"> • Benefits Register • Change Request Register • City's Benefits Realisation Register • City's Project Lessons Register • Issues Register • Overall Project Deliverables Register • Project Initiation Document (PID)* • Project Schedule • Quality Register • Resources Register • Risk Register (daily) • Stage Deliverables Register
Review	<ul style="list-style-type: none"> • City's Project Lessons Register • City's Risk Management User Guide • Project Categorisation Scoring Matrix 	<ul style="list-style-type: none"> • City's Risk Management User Guide • Project Categorisation Scoring Matrix 	<ul style="list-style-type: none"> • Benefits Register 	

Click on the document name to go to the relevant template (be aware that some of the more commonly used specific PRINCE2 document types, have been collated into the Project Initiation Document (PID)).



Document Name	Purpose	Created By	Audience
Business Case (Part of PID)	Documents all the information required to allow the project sponsor/board judge if a project is worthwhile to invest in and its priority	Project Manager	Project Sponsor/ Board
Benefit Management Approach (Part of PID)	Identifies the benefits, how they can be measured, when they can be measured and expected and who is responsible for them. Detailed version	Project Manager	Project Sponsor/ Board
Benefits Register	Identify the benefits, how they can be measured, when they can be measured and expected and who is responsible for them	Project Manager	Project Manager
Change Control Approach (Part of PID)	Guideline to identify how, and by whom, the project's products will be controlled, protected and how changes will be controlled during the project. Detail version	Project Manager	Project Sponsor/ Board
Change Request Register	Describes how changes to project products will be proposed, managed and decided	Project Manager	Project Manager
Communication Management Assessment and Plans	Guideline on how to communicate with stakeholders (both internal and external to the project) detailed version	Project Manager	Project Sponsor/ Board
Communication management approach (Part of PID)	Guideline on how to communicate with stakeholders (both internal and external to the project) detailed version	Project Manager	Project Sponsor/ Board
Daily Register	Records informal issues, notes, or anything not captured in other project documents	Project Manager	Project Manager
End Project Report	Confirms delivery of outputs to the customer. It provides an overview of what went well and not so well, a review of the benefits as compared to the expected benefits that were listed in the business case, and a review of how well the project went according to the project plan. It can also confirm that products have been accepted by the customer.	Project Manager	Project Sponsor/ Board
End Stage Report	Compares the performance of the stage to the stage plan, Review of the benefits reached so far and a review of the issues and risks, A forecast for the next stage	Project Manager	Project Sponsor/ Board

Document Name	Purpose	Created By	Audience
Exception Report	Documents an issue that is out of the agreed tolerance. It will offer options and recommendations for the way to proceed.	Project Manager	Project Sponsor/ Board
Financial Statement	Records project's finances for the Finance team review and approval	Project Manager	Financial Accountant and Project Sponsor/ Board
Issue Register	Captures and keeps track of all formal issues	Project Manager	Project Manager
Issue Report	Describes one or more issues. It also contains an impact assessment of the issue(s)	Project Manager	Project Sponsor/ Board
Lessons Register	Record lessons that apply to this project and also for future projects	Project Manager	Project Manager
Lesson Report (Part of End Project Report)	Document lessons that might be of value to future projects.	Project Manager	Project Sponsor/ Board
Project Brief	Outline the outcomes and benefits of the project, its scope, the main deliverables, milestones, timeline and possible solutions	Project Manager	Project Sponsor/ Board
Project Initiation Document (PID)	Documents all information required to setup, manage, and close a project. Used to keep track of the original scope and is the central location for many other project management documentations	Project Manager	Project Sponsor/ Board
Project Mandate	Captures the ideas and basic information that is available at this point.	Organisation	Project Manager
Project Plan	Describes how and when the project's objectives are to be achieved, by showing the major products, activities and resources required on the project. It provides a baseline against which one can monitor the project's progress, management stage by management stage	Project Manager	Project Sponsor/ Board
Project Progress Report	Report the progress of the work done compared to the agreed current stage plan and the status of tolerances of Time, Cost, Quality, Scope, Benefits, and Risk.	Project Manager	Project Sponsor/ Board
Quality Management Approach (Part of PID)	Describes how quality will be managed during the project. This includes the specific processes, procedures, techniques, standards, and responsibilities to be applied.	Project Manager	Project Sponsor/ Board

Document Name	Purpose	Created By	Audience
Quality Register	Captures and keeps track of methodology, who is responsible, activities, schedule, results and acceptance	Project Manager	
Risk Management Approach (Part of PID)	Captures and maintains the information (both threats and opportunities) on all the risks that were identified and relate to the project. Detailed version.	Project Manager	Project Sponsor/ Board
Risk Register	Captures and maintains the information (both threats and opportunities) on all the risks that were identified and relate to the project	Project Manager	
Stage Plan	Outline the products to be delivered, the required resources, the activities if required and stage controls/tolerances (Time, Cost, Quality, Scope, Benefits, and Risk)	Project Manager	Project Sponsor/ Board
Team Structure (Part of PID)	Identifies and appoints all of the project team	Project Manager	Project Sponsor/ Board
Work Pack	Outline the products to be delivered and stage controls/tolerances (budget, time, quality, risks and scope)	Project Lead	Project Manager
Work Pack Status Report	Information on the progress of the work done compared to the agreed work pack plan	Project Lead	Project Manager

Complexity	Type	Categorisation	Characteristic	Applying Project Management Framework (PMF)	Example
<div>High</div>	Daunting Program	Major	Essential for achieving strategic objectives/outcomes Facilitates Major business transformation Consisting of multiple normal and daunting projects High Priority	This is not a project A daunting program should use program management processes and principles to ensure the highest possibility of achieving objectives, outcomes and benefits The projects inside the program should apply the PMF as described below	Development and implementation of an enterprise resource planning solution containing significant modules that are required to be run as individual projects due to their complex nature. Development and implementation of organisational wide cultural change containing significant and complex change initiatives that are required to be run as individual projects
	Daunting Project	Major	Essential for achieving strategic objectives/outcomes High Priority High number of influential stakeholders Ambiguous requirements Uncertain context Significant finance required New or novel outputs and outcomes Multiple teams involved in change impact Large Range of disciplines needed Significant benefit profile Significant organisational change require to realise benefits	Requires a Sponsor and Project Board from Executive level Requires a Project Manager and Project Support Requires multiple Project Leads from multiple disciplines Project Leads require teams to produce deliverables Multiple delivery stages Requires all project management approaches, tools and artefacts in significant detail	Planning and Delivery of significant infrastructure project that requires significant funding through advocating for grants, planning and delivery is performed over multiple years, meets a significant established community need, creates significant change to the community and businesses level of service and, is classified as a combination of new, renew and or upgrade. Development and implementation of organisational framework containing significant and complex change to one or multiple business processes, planning and delivery is performed over multiple years, meets a significant established business need, requires significant change management and training to realise benefits and the outputs, outcomes and benefits require a business owner from organisational leadership.
	Program	Major/Minor	Has strategic alignment to one or more objectives/outcomes Low/Medium Priority Facilitates isolated business transformation Consisting of multiple normal and simple projects	This is not a project, but can be run as one A normal program can use program management processes and principles or use project management framework to ensure the highest possibility of achieving objectives, outcomes and benefits The projects inside the normal program should apply the PMF in a combined format as one major/minor project	The grouping of multiple infrastructure projects that requires funding through known grant funding sources and municipal, planning and delivery is performed in one year, meets a community need established in a supporting strategy, creates a insignificant change to the community and businesses level of service, and can often be classified as asset renewal (Parks Asset renewal, Road Resurfacing, Road Infrastructure renewal, etc.)
	Normal Project	Major/Minor	Has strategic alignment to achieve one or more objectives/outcomes Medium Priority Moderate number of stakeholders Requirements need elaboration Some novel outputs and outcomes Moderate number of teams involved in change impact Moderate number of disciplines needed Multiple benefits identified Change to the status quo require to realise benefits	Requires a Sponsor and Project Board if categorised a major project Requires a Project Manager and optional Project Support May have multiple Project Leads from multiple disciplines The Project Manager may also fulfil the role of Project Lead Project Leads can produce deliverables with or without a team One or more delivery stages Requires all project management approaches, tools and artefacts in a detail acceptable to the Project Sponsor/Board	Planning and Delivery of infrastructure project that requires funding through known grant funding sources and municipal, planning and delivery is performed in one or two years, meets a community need established in a supporting strategy, creates a change to the community and businesses level of service and, is classified as a combination of new, renew and or upgrade. Significant improvement/optimisation of a business process and or system that impacts multiple business units across one or more directorates. The change impact is across multiple business units, resource requirements from multiple disciplines across the organisation, Often an unfunded initiate that solely has a resource (time) cost, and requires appropriate change management and training to realise benefits
	Simple Project	Minor	Has strategic alignment to achieve one objectives/outcomes Low Priority Few stakeholders Requirements are clear Tried and tested outputs and outcomes Finances are not significant Few parties involves Few disciplines needed Few benefits identified Insignificant change to the status quo required to realise benefits	Requires a Sponsor Requires a Project Manager and they can fulfil Project Support and Project Lead roles Few Project Leads from few disciplines Project Leads can produce deliverables without a team One delivery stages Requires all or some project management approaches, tools and artefacts in a lower detail defined by and acceptable to the Project Sponsor	Planning and Delivery of small simple infrastructure project that requires funding through known grant funding sources and municipal, planning and delivery is performed in one year, meets a community need established in a supporting strategy, creates a insignificant change to the community and businesses level of service, and can often be classified as asset renewal. Improvement/optimisation of a business process and or system that impacts one or more business units across one directorates. The change impact is across few business units, resource requirements from few disciplines across the organisation, Often an unfunded initiate that solely has a resource (time) cost, and requires appropriate change management and training to realise benefits
	Task/ Activity	Not a project	Low risk, cost, importance, and visibility Single discipline required Single team involved in change impact Insignificant change to the status quo	This is not a project The Project Management Frameworks delivery processes and tools (work pack, registers, logs, lessons and status reviews) can be used to manage a task but are not required. The Task Lead would not report to a Project Lead or Project Manager but to another line manager in the organisation.	Insignificant improvement/optimisation of a business process and or system that impacts one business unit, minimal resource requirements from one disciplines across the organisation, Often an unfunded initiate that solely has a resource (time) cost, and requires minimal change management and training to realise benefits
Low					



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